



Steve Tshwete
Local Municipality

2022-2027

2022/23
INTEGRATED DEVELOPMENT PLAN (IDP)



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ABBREVIATIONS

ABET:	Adult Basic Education and Training
ATM:	Automatic Teller Machine
CBD:	Central Business District
CBOs:	Community Based Organisations
CDW:	Community Development Worker
CETA:	Construction Education and Training Agency
CITP:	Comprehensive Integrated Transport Plan
COGTA:	Cooperative Governance and Traditional Affairs
CRR:	Capital Replacement Reserve
DAC:	District Aids Council
DARDLA:	Department of Agriculture, Rural Development and Land Administration
DCSR:	Department of Culture, Sports and Recreation
DDM:	District Development Model
DEAT:	Department of Environmental Affairs and Tourism
DME:	Department of Minerals and Energy
DMP:	Disaster Management Plan
DOE:	Department of Education
DPRT:	Department of Public Works Roads and Transport
ED:	Economic Development
EFF:	External Financial Fund
EPWP:	Expanded Public Works Programme
ESKOM:	Electricity Supply Commission
FBS:	Free Basic Services
FMG:	Financial Management Grant
GAMAP :	Generally Accepted Municipal Accounting Practices
GDP:	Gross Domestic Product
GIS:	Geographic Information System
HIV/AIDS:	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
HOD:	Head of Department
HRD:	Human Resource Development
IDP:	Integrated Development Plan
IEM:	Integrated Environmental Management
IGR:	Intergovernmental Relations
IUDF:	Integrated Urban Development Framework
INEP:	Integrated National Electricity Program
ISDF:	Integrated Spatial Development Framework
ISRDP:	Integrated Sustainable Rural Development Program
IT:	Information Technology
ITP:	Integrated Transport Plan
IWMP:	Integrated Waste Management Plan
KPA:	Key Performance Area
KPI:	Key Performance Indicator
KPR:	Key Performance Results
LED:	Local Economic Development
LM:	Local Municipality

MAG:	Municipal Accreditation Grant
M&E:	Monitoring and Evaluation
MFMA:	Municipal Finance Management Act
MIG:	Municipal Infrastructure Grant
MP313:	Steve Tshwete Municipality (Middelburg Municipality 313)
MPCC:	Multi Purpose Community Centre
MSA:	Local Government Structures Act
MSA:	Local Government Municipal Systems Act M
MSIG:	Municipal Systems & Implementation Grant
MTEF:	Medium Terms Expenditure Framework
MTSF:	Medium Term Strategic Framework
NDM:	Nkangala District Municipality
NEMA:	National Environmental Management Act no.
NER:	National Electricity Regulator
NGO:	Non Governmental Organisation
NSDP:	National Spatial Development Perspective
NWMS:	National waste Management Strategy
Opex:	Operational Budget
PGDS:	Provincial Growth and Development Strategy
PHC:	Primary Health Care
PPP:	Public Private Partnership
PMS:	Performance Management System
RDP:	Reconstruction Development Programme
REDS:	Regional Electricity Distribution System
RSC:	Regional Service Council
SABS:	South African Bureau Standards
SACOB:	South African Chamber of Business
SALGA:	South African Local Government Association
SANAC:	South African National Aids Council
SAPS:	South African Police Services
SASSA:	South African Social Security Agency
SDBIP:	Service Delivery Budget Implementation Plan
SDF:	Spatial Development Framework
SDG:	Sustainable Development Goals
SDP:	Skills Development Plan
SMME:	Small Medium Micro Enterprises
SETA:	Sector Education Training Authority
SLA:	Service Level Agreement
STLM:	Steve Tshwete Local Municipality
SWOT:	Strength, Weaknesses, Opportunity and Threat
WSA:	Water Services Authority
WPSP:	White Paper on Strategic Planning

CHAPTER 1: MUNICIPAL BACKGROUND

1.1. Introduction and Overview

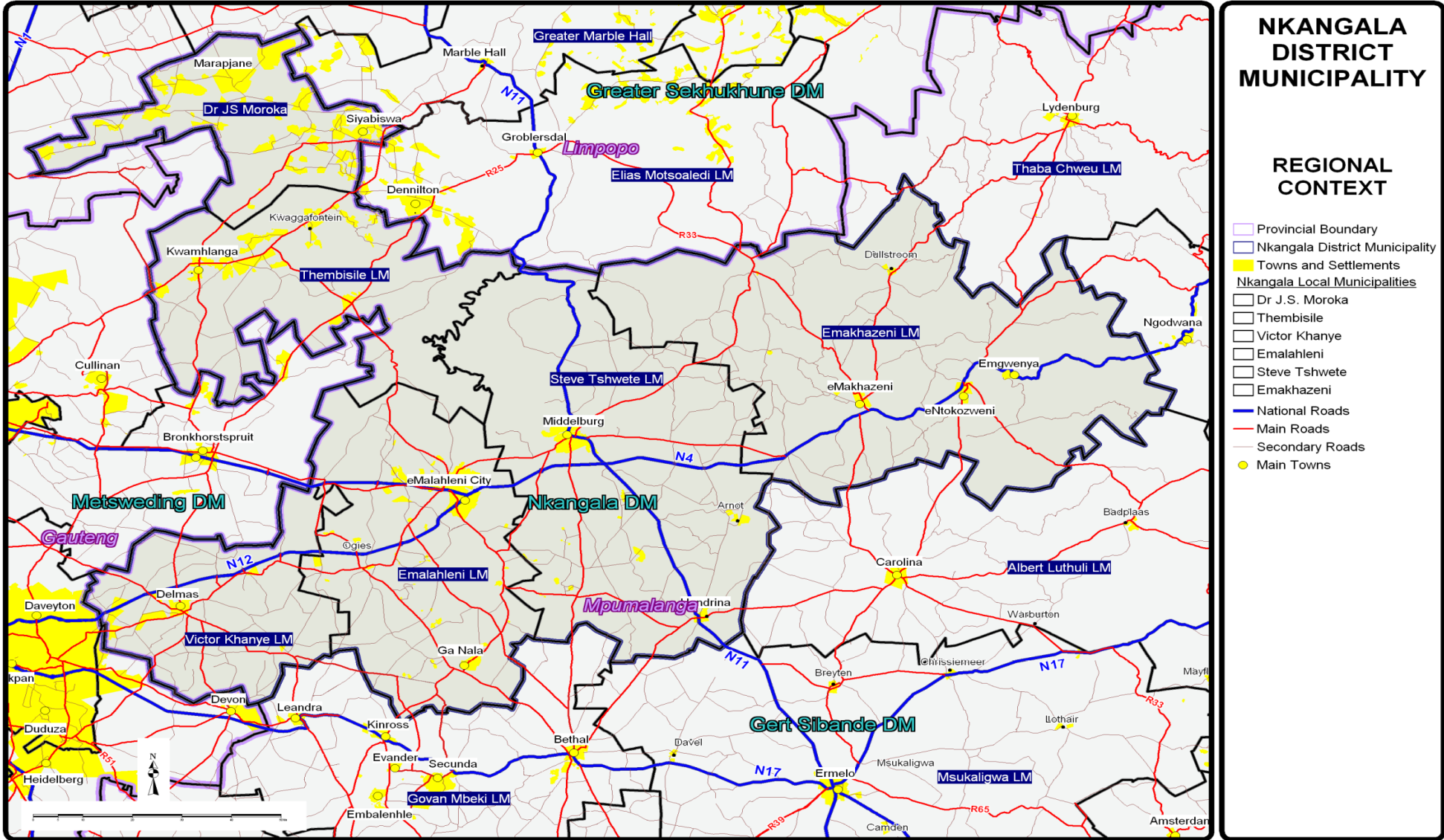
Steve Tshwete Local Municipality is situated at the centre of Nkangala District Municipality as illustrated on **Figure 1**. It is approximately 3,976 square kilometres in extent, representing 23.7% of the District land mass. To the west it is bordered by the Emalahleni and Thembisile Hani Local Municipalities; the Govan Mbeki and Msukaligwa Local Municipalities in Gert Sibande District to the south; and the Emakhazeni and Chief Albert Luthuli Local Municipalities to the east. Adjacent to the north of the Steve Tshwete Municipality is Elias Motsoaledi Municipality, which forms part of the Sekhukhune District Municipality in Limpopo Province.

One of the most important features of the Steve Tshwete LM (STLM) is the fact that the intersection between two national transport corridors, the N4 (Maputo Development Corridor) and the N11 (Middelburg/ Bethal/ Ermelo/ Richards Bay Corridor) is located in the central part of the Municipality at Middelburg Town (refer to **Figure 2**).

Middelburg is the primary activity node within the municipal area, followed by Hendrina towards the south-east. Furthermore, a number of settlements and villages are found in the LM, located especially to the south of the N4 freeway.

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.

Figure 1: Steve Tshwete Local Municipality as One of Six Local Municipalities in the Nkangala District Municipality



NKANGALA DISTRICT MUNICIPALITY

REGIONAL CONTEXT

- Provincial Boundary
- Nkangala District Municipality
- Towns and Settlements
- Nkangala Local Municipalities**
- Dr J.S. Moroka
- Thabisile
- Victor Khanye
- Emalahleni
- Steve Tshwete
- Emakhazeni
- National Roads
- Main Roads
- Secondary Roads
- Main Towns

1.2. Integrated Development Planning and Its Guiding Principles

The Integrated Development Plan (IDP) is the principal strategic planning instrument which guides and informs all planning, budgeting, management and decision making processes in the municipality. The purpose of the IDP is to ensure the effective use of scarce resources; helps to speed up delivery and attract additional funds from all the spheres of government and the private sector; helps to overcome the legacy of apartheid by lobbying for integrated rural and urban areas and to extend services to the poor and lastly promotes co-ordination between local, provincial and national government.

The formulation of the IDP was guided by various pieces of legislation; amongst others are the following:

The Integrated Development Planning process originates in the **Constitution of the Republic of South Africa (Act 108 of 1996)**, which instructs local government to:

- Provide democratic and accountable government to all communities;
- Ensure the provision of services to communities in a sustainable manner;
- Promote social and economic development;
- Promote a safe and healthy environment; and
- Encourage the involvement of communities and community organisations in matters of local government.

The Municipal Structures Act (Act 117 of 1998) provides for the following:

Chapter 5: Stipulates the general functions and powers of municipalities

- Section 83 (1): Each municipality has powers and functions assigned to it in terms of the provisions of the Constitution
- Section 83 (2): Powers and functions must be divided between the District Municipality and the Local Municipalities

Chapter 5, **Section 26 of the Municipal Systems Act** indicates the core components of an IDP and that such an IDP must reflect the following:

- The municipal council's vision for the long-term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs.
- An assessment of the existing level of development in the municipality, which must include an identification of communities, which do not have access to basic municipal services.
- The council's development priorities and objectives for its elected term, including its local economic development and internal transformation needs.
- The council's development strategies, which must be aligned with any national and provincial sectoral plans, and planning requirements that are binding on the municipality in terms of legislation.

- A spatial development framework, which must include the provision of basic guidelines for a land, use management system for the municipality.
- The council's operational strategies.
- Applicable disaster management plans.
- A financial plan, which must include a budget projection for at least the next three years.
- The key performance indicators and performance targets determined in terms of Section 41 of the MSA.

Municipal Finance Management Act no 56 of 2003, which emphasizes secure sound and sustainable management of the financial affairs of the municipalities and other institutions in local government. It provides clarity on municipal budgetary processes and how these budgets should be utilized. This act addresses three critical aspects in the IDP implementation plan, namely:

- Transformation of the procurement approach;
- Alignment of the IDP, budgeting and performance management processes;
- Linkage of IDP timeframes with budget time frames.

The Municipal Planning and Performance Management Regulations (R796 of 2001) set out further requirements for an IDP:

- An institutional framework is required for the implementation of the IDP and to address the municipality's internal transformation;
- Investment initiatives;
- Development initiatives including infrastructure, physical, social and institutional development; and
- All known projects, plans and programmes to be implemented within the municipality by any organ of state.

Intergovernmental relations framework Act no 13 of 2005 which provides clarity on how all the three spheres of government must work together. The Act is a response to the limited successes in the alignment efforts among the three spheres of government. It creates a framework to support intergovernmental cooperation and coordination as required by the Constitution in its definition of "cooperative governance". It provides for the obligation of all spheres to participate in the planning processes of the municipality and in turn allow their own planning processes to be influenced by the municipal IDP's. The Act establishes structures and processes that enhance inter – governmental planning and monitoring processes for local, provincial and national spheres of governance

1.3. National and Provincial and District Alignment Sustainable Development Goals

In 2015 the Millennium Development Goals (MDGs) came to the end of their term, and the sustainable development goals were introduced as the post 2015 agenda comprising 17 Sustainable Development Goals, 169 targets and 229 indicators took their place. The SDG's

are based on the moral principle of the Millennium Development Goals, which aimed to ensure that no one or one country should be left behind and that each country has a common responsibility in delivering on the global vision. The goals sets out a holistic framework to help set the world on a path towards sustainable development, by addressing all three dimensions of economic development, social inclusion, and environmental sustainability. During the development of the 5-year IDP efforts were made to ensure that integration and institutionalization of the SDG in the planning processes of the municipality is achieved.

National Spatial Development Perspective (NSDP)

It provides for focusing of development on areas of potential as a catalyst towards improvement of lives of communities. Areas of potential or nodal points should be prioritized for infrastructure investment. The development of the municipal SDF took into consideration proposals of the NSDP.

National Development Plan

The NDP serves aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality. Below are the key elements that each sphere of government must attain in order to achieve the decent living standards

- Water, electricity, sanitation and Housing
- Clean environment
- Employment
- Safety and security
- Recreation and leisure
- Safe and reliable public transport
- Quality education and skills development
- Quality health care
- Social protection
- Adequate nutrition

District Development Model - One Plan

The DDM is an all-of-government approach to improve integrated planning and delivery across the three spheres of government with district and metropolitan spaces as focal points of government and private sector investment.

The DDM is aimed at facilitating integrated planning, delivery and monitoring of Government's development programmes through the concept of a joint "One Plan" in relation to 52 development spaces / impact zones through the establishment of national technical capacity as well as district hubs that will drive implementation of the programme.

This approach will not only accelerate local economic development, urbanization, economic activities but also the provision of basic services and other tailor-made solutions such as "Covid-19 interventions" at grass roots level.

14 National Outcomes

The outcomes elaborates the governing party's electoral mandate of 2019-2024 into 14 outcomes that guide the programmes of department, parastatals, municipalities and civil society in general. Below are the outcomes:

- Improve the quality of basic education
- Improve health and life expectancy
- All people in South Africa protected and feel safe
- Decent employment through inclusive economic growth
- A skilled and capable workforce to support inclusive growth
- An efficient, competitive and responsive economic infrastructure network
- Vibrant, equitable and sustainable rural communities and food security
- Sustainable human settlements and improved quality of household life
- A response and accountable, effective and efficient local government system
- Protection and enhancement of environmental assets and natural resources
- A better South Africa, a better and safer Africa and world
- A developmental-oriented public service and inclusive citizenry
- A comprehensive, responsive and sustainable social protection system.
- A diverse, socially cohesive society with a common national identity.

15. The Medium Term Strategic Framework (MTSF)

The Medium Term Strategic Framework (MTSF) is a five-year plan of government that is intended to implement the electoral mandate and National Development Plan Vision (NDP) 2030. The NDP is our vision leading to 2030. It calls all of us to work together to deal with poverty, unemployment and inequality. The MTSF 2019-2024 will be implemented through seven priorities which are:



In implementing the MTSF, government will factor-in the interests of Women, Youth and People with Disabilities, who are mainly affected by poverty, inequality and unemployment.

Within the period of this MTSF 2019 - 2024, government will:

- ✓ Eradicate learning under the trees through the Department of Basic Education
- ✓ Eradicate mud schools through the Department of Basic Education
- ✓ Eradicate the sanitation backlog in schools
- ✓ Eradicate the backlogs of issuing title deeds
- ✓ Eradicate wasteful and fruitless expenditure

Mpumalanga vision 2030

The plan is the province's approach to realising the objectives of the NDP in the provincial context and it builds on and informs past & existing sectorial and related planning interventions in Mpumalanga. The plan has the following organizing structure:

Figure 1: Organising structure of the plan



The logic of this approach is that in order for the socio-economic outcomes to be achieved, key mechanisms must be in place to facilitate the achievement of objectives. In turn, these mechanisms need to build on the strong foundations of a safe and cohesive society and honest and capable public service. Unless these conditions are in place, it will not be possible to drive development and create jobs through infrastructure development.

Integrated Urban Development Framework

The IUDF aims to guide the development of inclusive, resilient and liveable urban settlements, while directly addressing the unique conditions and challenges facing South Africa's cities and towns. To achieve this transformative vision, four overall strategic goals are introduced:

- **Spatial integration:** To forge new spatial forms in settlement, transport, social and economy
- **Inclusion and access:** To ensure people have access to social and economic services, opportunities and choices.
- **Growth:** To harness urban dynamism for inclusive, sustainable economic growth and development.
- **Governance:** To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.

The following entails the Integrated Urban Development Framework's 8 policy levers aimed towards addressing the structural drivers that will promote that current scenario of cities and towns:-

Policy Lever 1: Integrated Spatial Planning.

Policy Lever 2: Integrated Transport and Mobility.

Policy Lever 3: Integrated and Sustainable Human Settlements.

Policy Lever 4: Integrated Urban Infrastructure.

Policy Lever 5: Efficient Land Governance and Management.

Policy Lever 6: Inclusive Economic Development.

Policy Lever 7: Empowered Active Communities.

Policy Lever 8: Effective Urban Governance.

State of the national address and state of provincial address

In the State of the Nation Address (SONA) delivered by President Cyril Ramaphosa on 10 February 2022 in Parliament. The President referenced the impact of the Covid-19 pandemic on the economy, admitting it had further exposed the deep social and economic divide in SA. He also spoke of the impact of the civil unrest in July 2021. Government will take steps to strengthen democracy and revitalise the economy to end inequality and injustice. This includes ensuring those responsible for corruption will be criminally charged.

The present situation of deep poverty, unemployment and inequality is not sustainable as it is unacceptable, requiring fundamental reforms and change to revive the economy and create conditions for long-term stability and growth. Spoke of a common consensus born out of current challenges and recognition of the current unemployment, inequality and poverty.

State has to create conditions for private sector investment and an environment in which people can lead a better life. Announced a 100-day deadline to create a social compact to create jobs, end hunger and poverty based on the economic and reconstruction programme. Focus will be on overcoming impact of Covid-19, infrastructure investment, economic stimulus, energy and creating job opportunities.

The President indicated that Government intends to lift the National State of Disaster as soon as other supplementary legislation has been aligned to enable the government to respond to the pandemic and other health disasters. Currently, virtually all restrictions in response to Covid-19 have been lifted.

Water Infrastructure

Government to prioritise institutional reforms to ensure future water security, investment in water resources and maintenance of existing assets. Government has also embarked on the process of institutional reform in capacitating the Department of Water and Sanitation and reviewing water boards in as far as their mandates are concerned and ensuring that they serve municipalities in terms of the District Development Model. These reforms are being championed by the Minister of Water and Sanitation, who has visited every water source in the country.

SMME Growth

Government to implement measures to unleash the potential of small businesses, micro businesses and informal businesses. Has also started discussions with social partners as part of the social compact process to review labour market regulations for smaller businesses to enable them to hire more people, while continuing to protect workers' rights. A new, redesigned loan guarantee scheme is being introduced to enable small businesses to bounce back from the pandemic and civic unrest.

To attract investors into the mining minerals to increase job creation opportunities

- Creating Conditions for Private Sector Investment
- New energy generation projects
- Expropriation of Land - Intensifying access to land is vital for efforts to reduce hunger and provide people with meaningful livelihoods
- Restore SOEs stability and implement far-reaching reforms to make SOEs more efficient, competitive, accountable and sustainable.
- Focus will be on school infrastructure and speed up delivery of infrastructure including building new schools in rural areas.
- Re-industrialization on a large scale underpinned by transformation
- SMME growth -
- Revitalization of Agriculture to grow the economy and create jobs
- Acceleration of the Land Redistribution programme and make more land available for cultivation
- Revitalization of the Tourism Industry
- Expansion of economic opportunities for people with disabilities
- Revitalization of the township economy with a primary focus on manufacturing to increase opportunities for job creation
- Infrastructure development i.e., reliable bulk water supply, sanitation, electricity, roads and housing
- Transformation of Education and enhancement of skills development

We have embarked on the process of institutional reform in capacitating the Department of Water and Sanitation (DWS) and reviewing water boards in as far as their mandates are concerned and ensuring that they serve municipalities in terms of the District Development Model (DDM).

These reforms are being championed by the Minister of Water and Sanitation, who has visited every water source in the country.

1.4. The 2022-2023 IDP Development Process

The Municipal Systems Act also provides for the development of a municipal's IDP that must be aligned to with and complement the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of corporative government contains in section 41 of the constitutions. The following process was followed during the development of the 2022-2023 IDP:

Preparation process

The IDP process plan was developed in August 2021 in line with district framework and incorporated within the Finance: Budget Preparation Timetable: 2022/2023 that was adopted by Council under item No C03/08/2021.

Analysis process

The analysis phase involved the performance assessment of 2022/2023, the municipal level of development and service delivery backlogs. Key strategic documents such as IDP, Service Delivery and Budget Implementation Plan (SDBIP), Mid-year performance, Budget and Annual Report were used to assess the performance of the municipality. As a result, a municipal performance report was developed to guide the development of the 2022/2023 IDP. Public participation was conducted during between the month of December 2021 and January 2022 in all the 29 wards. See table 1.6 for all the 2020/2021 community priorities.

Strategic Phase

Strategy Mapping Meeting took place between 09 February to 15 February 2022 in order to propose development strategies for the 2022/2023. A Technical Lekgotla was held on the 07 and 08 March 2022 for performance feedback to stakeholders, needs prioritization and review and confirmation of municipal strategic objectives to be in line with the strategic intents as proposed during the strategy mapping meeting and priorities for 2022/2023.

The Strategic Planning Lekgotla took place 16 to 18 March 2022 where management share with the political leaders the new strategic direction that the municipality will undertake for the 2022/2023 financial year. It was further resolved that there needs to be a review of the organizational structure to be in line with the new strategic direction

Project phase

After the Lekgotla, Executive Directors identified projects that must be prioritised in the 2022/2023 IDP informed by the community priorities, the new strategic direction of the municipality and financial projections.

Integration phase

An IDP Technical meeting will take place on the 12 April 2022 with sector departments, parastatals and the private sector in order consolidate all proposed projects and programmes that will be implemented within the municipality for the 2022-27 financial years. All sector plans/policies that required a review were reviewed amongst others were the PMS Framework, the SDF, WSDP, etc

Approval phase

The draft IDP will serve in Council at the end of March 2022 for noting and the municipality advertised for comments in April 2022 in the Observer newspaper requesting comments. The initial IDP Representative forum is scheduled for the 20th April 2022, for stakeholder consultation on the draft IDP.

The final IDP will be adopted at the end of May 2022.

Budgeting

The IDP can be regarded as a tool that enables the municipality to align its financial and institutional resources based on agreed policy objectives and programmes. As a result, the municipal IDP and budget are inevitably linked to one another as stipulated by legislation.

Local Government Municipal Finance Management Act, 56 of 2003, section 21 (1) stipulates that the Mayor of a municipality must co-ordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget-related policies, to ensure that the tabled budget and any revisions of the integrated development plan and budget-related policies are mutually consistent and credible; at least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget; the annual review of: —
(aa) the integrated development plan in terms of section 34 of the Municipal Systems Act; and
(bb) the budget-related policies; the tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and any consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).

The Local Government Municipal Planning and Performance Management Regulations, 2001 Section 6 stipulates that:

Giving effect to integrated development plan

A municipality's Integrated Development Plan must inform the municipality's annual budget that must be based on the development priorities and objectives referred to in section 26(c) of the Act, and the performance targets set by the municipality in terms of regulation 12; and be used to prepare action plans for the implementation of strategies identified by the municipality. The draft budget tabled was finally submitted to Council for adoption by March 2022.

Implementation and Monitoring of Performance

The implementation and monitoring of the IDP is done continuously throughout the year. This phase represents the implementation and monitoring of proposals and projects contained in the IDP. The municipality develops organizational performance management plan, which reflects Key Performance Indicators (KPI's) and targets linked to the Integrated Development Plan. This plan will be used as a monitoring framework towards the implementation of the IDP and the attached budget thereof.

This phase comprises meetings/negotiations with provincial departments in order to monitor progress on provincially/nationally funded projects and meetings on funding, powers, duties etc, as contemplated in the IDP document. During this phase, the situation regarding the development and review of sectoral strategic plans will also be monitored. The implementation

and monitoring phase is a continuous process which will commence 01 July 2022 and continuing right through to June 2023.

1.5. Outcomes of the IDP Community Consultation Meetings

STLM engaged in an intensive community consultation that was done at a ward level in line with the community based planning approach. The municipality employed the community based planning approach to stimulate participatory governance by awarding community members a fair opportunity to deliberate on issues affecting them in their respective wards. Furthermore, this approach was implemented to inevitably include the local community in decision-making, planning and generally allowing them to play an active part in their own development.

To facilitate this community consultation process, a team consisting of Ward Councillors, Ward Committee Members, Community Development Workers and professionals was deployed to facilitate workshops in all the 29 municipal wards. The object of these meetings was to engage the communities about the IDP process, to give progress on performance in relation to municipal matters.

Five Year (2022- 2027) Identified Needs Per Ward

WARD 1: Cllr. B Shabangu

KWAZAMOKUHLE OPEN GROUND		
CAPITAL	OPERATIONAL/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
Formalization of informal settlements to access basic services - Isaac side, Ntjakaza, moropa steet	Ema"C" poor service delivery	Land identified (Farm land) to build houses and have access to services
Marikana and Ema"C": no electricity and mushrooming of informal settlements and poor services	Major water drainage system issue	Disability center and Woman Empowerment Programmes
Marikana: mushrooming of informal settlements and	Marikana: poor service delivery of basic services	Satelitee Education Centre for matriculates to upgrade
Solar Geyers: Phase ended with the listing of names, still no geyers were installed	Electricity short circuited from Maskopas by residents of Marikana	RDP Housing
Rezoning of stands to proper streets and be tarred (Between Jiyana and Mogola Streets Mogola and Titiboy Streets, Makgopa and Shabalala street Kgwale street between Bentamin and ame church	Gardern Farming needs water tankers or taps.	Request for shopping complex/mall; police station; post office in Kwaza

Shelters for business stands	Taxi Rank Offices must be Renovations – Hendrina, Shelter, Hawker stands, toiletets	Youth Center at old hostel theres an open land to develop a proper youth center, the one by the clinic is limited and disrupted by health workers
Hendrina Twala: informal settlement are mushrooming	Stadium – lights maintenance create parking space within the stadium	Employment opportunities
Cemetery needed in dry land and renovations need to be made		Servicing of Eskom in Kwazamokuhle Extension 2 (Water, sanitation and electricity)
Animal Pound Request		Rehabilitation Cente request
Dumping site and refuse containers		Church and Business sites e.g Industrial hubs
Tazi rank – kwaza and hendrina be rebuilt		Upgrading of Kwazamokule Stadium: running track; long jump; karate; more facilities catering to sport must be prioritized, guard and security room, change room and lighting
		Satelite department of Home Affairs/ Labour and Police Station to Certify Docs;

WARD 2: Cllr. TR Mpye

GRINEKER		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
Service stands	Fixing of all cracked houses in ext 07	RDP Houses
Paving of all roads in ext 07	Container toilets in informal settlements with 24hr security	24hr operation of clinic
Paving of all passeges in ext 06		Building of a mall/shopping centre
Park allocation		Building a school between Ext 06/07/08 and 09
Bridge cionstruction for crossing of dam between informal settlements and ext 07		Scolar transport
Provision of land for cattle kraals		Disability centre
Request for Street humps in ward 02		ABET Learning
		College or TVET
		Doctors- Dentist, Optrometist and Ear Doctor
		Transport from Kwazamokuhle clinic to Middelbur g hospital
		Office of Home Affairs, SASSA and Department of Labour
		Police Station

WARD 3: Cllr. JF Sithole

MALFRED PARK		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
Tarring of road at Berymin to Puoku Street, Ext 8 and ext 9, Malfred	Storm water drainange maintenance due to constant blockages, insert filters to ensure prevention of waste causing blockages Blocked drain: Mbokane Street/Phumelela and Mahlangu	RDP Housing RDP request: Ext 1 stand no: 1575
High mast lights at Mpumelelo Street in Kwaza Ext 9	Removal of asbestos at Mphephethe School	Disability school
Toilet installations in all the parks in ward 03, ext 8, Ext 9	Street maintenance at Phumelela and Mahlangu	Transportation for scholars
Toilets installations to be installed at all taxi ranks for 24hrs operation	Title deeds of farms	Outdoor Gym
Speedhumps at Khumalo Street 1411		SASSA Offices
Request for water Ext 1/ Ext 9		Technical Skills Center
Formal residential stands and church sites		Department of Labour
Skip bin at hostel, Ext 1, Benjamin		Hospital
Fencing of the Dam in Ext 8		Dept of Home Affairs
Toilet at Ext 9 and ext 8		Clinic 24 hrs operation
Electricity at new stands Ext 1, Ext 8		Ambulance to be accessible in Hendrina
Allocation of residential stands		Farms: Bridge, windmills and grading of roads maintanace
Request to occupy vacant units at hostel		Complex and mall
Paypoint		
Serviced residential stands in Ext 1		
New established stands in Malfred		

Electricity of all farms in ward 3 around Hendrina portion 37 for farming		
Water pressure is low at Malfred Bosman farm		
Apollo lights on Magagula street, Malfred and Street lights, ext 8 and ext 9		
Storm water ext 8 and ext 9 and Malfred		
Parks in ext 8		
Building Construction of Wall in Cosmos Dam		

WARD 4: Cllr. ME Nyambi

IGWAGWABA COMMUNITY HALL		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
Agri-village for farm dwellers (1)	Soccer field, Tennis Courts and Netball courts in Blinkpan & Komati	Recreational facilities
High mast lights at Komati/Blinkpan and Koorfontein	Grass cutting at Komati, Blinkpan and Koorfontein	Electrification of rural area and farms by Eskom (10)
Toilets at rural areas	Maintenance of street lights	Transfer of all sporting facilities at Blinkpan and Komati from the mine and Eskom to municipality (6)
Storm water drains (8)	Replacement of water meters	High School at Komati (11)
Cemetery		Clinic in Komati
Grading of roads in farms (9)		Skills developments programs from the mines
Resealing of roads		Sports facilities
Replacement of mini substation		Construction of a clinic
Construction of Hendrina Waste Transfer Station		Church in Komati
Electricity in farms		Community Hall

WARD 5: Cllr. MC Mphogo

CYNTHIA MURPHY COMMUNITY HALL		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
Establishment of an Agri –Village Cemetery	Grass cutting at parks Cleaning and maintenance of storm water drains	Employment opportunities Provision of transport for farm schools
Toilets for rural areas	Servicing of existing boreholes at farms for provision of clean water	Construction of a boarding school for children at farms
Church sites in Pullenshope	Jojo tanks at farms	EPWP to be provided in the ward
Electrification for farm residents	Maintanace of potholes	Creche for ECD Centre in Pullenshope
Water and sanitation at farms	Due to dusty roads and constant truck traffic the community is facing health hazards and requesting that the municipality assist with temporary pour water or permanently place paving at 24 Wattle street	Community Hall
Drilling of boreholes at farms	Rent issues- indegent	RDP Housing
Speed Humps- Protea, Nieshout, Kamasie street	Fix potholes – Beech, Kiaat and surrounding inner roads	Gym
Resealing of streets in Pullenshope	Agricultural programmes	Transportation for school children in rural areas and request for bridge installation on the N11
Grading of roads in farm area in Pullenshope including Molare road	Alternative venue to collect grants – Hendrina and Middelburg are too far	Skills Programs and youth empowerment facilities

Transfer and maintenance of all sports facilities at Pullenshope from Eskom to the municipality (Tennis court, netball court, soccer field, swimming pool, community hall)	Municipality should assist in proof of residence at paypoints.	Eskom to donate land to communities and 30% of all opportunities
Request for residential stands		Reconstruction of the Provincial road leading into Pullenshope
Resealing of streets in Pullenshope		Police station in Pullenshope is non-operational, for provincial Correctional Services to intervene Community is unable to certify, affidavit issues, crime reports all ineffective
Upgrading of Kershout recreational centre		Pullenshope to Bethal Gravel Road should be converted to a tar-road
Taps for water access in each household		
Electricity installation per household		
Parks		
Paving on sidewalks and bustops for school children		
40 to 60 speed zone signs when entering Pullens Hope		

WARD 6: Cllr. ZW Zulu

ROCKDALE OPEN SPACE		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
Solar Geyser installation	Grass cutting	RDP Housing
Residential stands	Illegal dumping	Line industrial area SMME Hub – One stop Centre
Road, gravel and tarring of roads	Blasting causes households to have maintenance issues – doors and windows	Multi Purpose Centre
Sports Facilities – Soccer and Netball grounds	Apollo lights maintenance	Mobile police- station
Social parks in each section of ward 07	Maintanace of electrical failure during the storm	Computer Centre
Paypoint	Law enforcement Patrol	High School
Rezoning to new stands	Service delivery – housing Ext 2 2824 Ext 24 8011 and 8136 – water/ lights and drainage maintenance issues Old age indigent issues - rates	Employment
Roads construction – Ext 24	Ext 7966 – purchasing of land issue	Old age facilities
Business stands – lease stand		Church Sites
Construction of stormwater drainage		Gym
Stray Animal compound		Orphanage
Agricultural land		Business opportunities and workshops
Installation of cameras on mast lights to monitor crime		
Speedhumps – U-Save Store approaching the N11		
Tarring of roads		

WARD 7: Cllr. I Mahlangu

ARNOT PRIMARY SCHOOL		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
Construction of Reservoir and additional water tanks	Transfer and maintenance of sporting facilities in Rietkuil	Skills training Centre at Rietkuil for youth and disability at Erf no: 901 or 902
Cemeteries at Sikhululiwe village and Rietkuil Waste Transfer station at Rietkuil (dumping site)	Wifi request at municipal facilities	Transfer and maintenance of all sporting facilities at Rietkuil from Eskom to the Municipality(Tennis Court,Netball Court, Soccer Field,Swimming Pool, Community Hall)
Tarring of roads at Sikhululiwe village. Toilets for farm communities and Sikhululiwe village	Installation of temporary drainage system, permanate system must be installed after roads are constructed	Transfer of Rietkuil Eskom Village to the Municipality
High Mast at Rietkuil Residential & church stands at Sikhuliwe and Rietkuil village.	Re-energizing of Boreholes and Windmill systems to cater to water shortage and electricity	Electrification of rural village by Eskom
Alternative source of water at Sikhululiwe village and Access water to all the farm communities	Cracked homes due to blasts	High School at Rietkuil
Water borne toilets at Sikhululiwe village	Electricity Failure	SAPS Police station at Rietkuil
Toilets in Rural farms	Jojo Tank at Arnot Primary School	SAPS Police station at Sikhululiwe village
Residential stands at Sikhululiwe village and Rietkuil for middle incomers	Title Deeds Processes poor	Completion of Roads R104 / P154 Old Belfast Road – Not Clean
Church Stands at Rietkuil	Farm areas need water deliveries especially those located closest to the Emakazeni border	Primary & High School at Rietkuil
Waste Collection System – Erfbeerdeal and Ypaedlfontein	Doors and Windows at homes are deteriorating due to wetlands and blasts	the scholar transport be provided for student of Beestepan Agricultural School

		from Nooitgedacht (kwaMtashana, Seven and Grootlaagte) and kwaPear (Elandsfontein and kwaCharles)
Business stand sites at Sikhululiwe village	Toilets deteriorating	Cementary development
School Roads- Mafube		Network Poles and Signal
Speed humps at Rietkuil: <ul style="list-style-type: none"> - Avenue (A B Xuma) - Avenue (King Hincsa) - Avenue (Chris Hani) 		Library
Grading of Roads in Farm areas		Mafube Cemetry should address municipality about the prioritization of the current employees to be absorbed once transfer to municipality ios done
Transfer station at Rietkuil (dumping side)		Employment
Upgrading of sports facilities and parks at Sikhululiwe village .e.g. Dressing room, toilets etc.		Transportation leading to farms
Bridge Eide farm; Vosplain		
Installation of Apollo		
Bridge installation at Hartebeeshoek		

WARD 8: Cllr. PE Williams

NAZARETH COMMUNITY HALL		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
Upgrade of the existing stadium-Nasaret	Cleaning of the illegal dumping site located at the entrance of Middelburg Extension 24	RDP houses (for Nasaret community)
Cemetery -- ablution block –existing cemetery	Appointments of seasonal workers should also consider the appointment of people from Nasaret.	Employment for the youth / job creation opportunities
Speed humps: Nasaret: aurora cnr. Belville, Bellville cnr. Moravia, Caledon, Belville curve near the entrance of entrance of Nazareth opposite Columbus, - ALL Sam Rose inner roads	Garden waste removal	Construction of recreational and sports facilities;Swimming Pool; Netball court
Serviced stands	Rebate on municipal accounts during municipal strike	Development of a park for children in Nasaret and Middelburg Extension 24
Provision of an alternative site for a cemetery	Illegal Dumping – no signs	Construction of a multi purposes centre
Stormwater drainanges construction - Moravia and Drosdy and cnr Drosdy and 158 Hermanus streets and also 10 Ceres street		
Ext 24- water shortage- upgrade and add on the pipe system		
Add on electrical cables		
Substation insufficient supply		
High Masts- Nazareth main roads		
Bulk Dumping site in Ward 8		
Bridge – overflow of water during raining season		

WARD 9: Cllr. J Skhosana

SOMAPHEPHA COMMUNITY HALL		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
Cemetery	Boreholes and Cables protection	Youth Centre at White House
Dumping site	Grass cutting maintainance	Community Hall
Servicing of residential stands	Stormwater drainages	Mobil Clinic (temp)
Taxi Rank	Not place toilets on stands without RDP's as they become vandalized- wasteful expenditure	24 hr clinic
Flushing Toilets – exactly like Amadala Toilets	Outline housing are wetlands	Convert electricity supplier from Eskom-Farm to municipality
Church sites	Fencing between Anton Cotzee farm and Somaphepha	RDP Housing
High Mast Lights		Sports facilities with fencing and lights
Transportation shelter for children		Agriculture sponsorship and programmes on farming and harvesting
Sidewalk paving		Satelite Police Station
Tarring of roads		ABET Learning
Residential and business stands/ land donation –portion 14 all serviced		Support farms with electricity/agriculture and solar panels
Water inland and metering (indegent		
Community food gardens request at outline housing		

WARD 10: Cllr. MG Maseko

HLALAMNANDI CHURCH SITE		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
Construction of storm water drainage system in ward 10	Fixing of street lights in ward 10	<ul style="list-style-type: none"> • Skills development centre • Information centre
Construction of high masts in ward 10	Grass cutting	LED projects
Construction of additional fire hydrants in ward 10	Cleaning and controlling of illegal dumping	Creation of job opportunities
Construction sports facilities <ul style="list-style-type: none"> • Play areas for the kids in ward 10 • Soccer field and netball ground 	Street names	Construction of community facilities <ul style="list-style-type: none"> • Police Station • clinic • school (primary and secondary) <ul style="list-style-type: none"> • library
Construction of a waste transfer stations in ward 10		Provision of scholar transport
Construction of Speed humps in ward 10		RDP houses
Paving of sidewalks along the streets		
Provision of services at Marikana <ul style="list-style-type: none"> • Toilets • Water • Electricity 		
Provision of serviced stands <ul style="list-style-type: none"> • Residential Business stands		
Provision of toilets and water for the families that are staying in a farm behind the filling station		

WARD 11: Cllr. D. Van Der Merwe

CORNER JEPPIE & VERDOORN		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
Slipway/robot/stop sign at Jeppe & Mandela Street	Cutting of field trees – Boekomsig	Community hall
Repairs to the road and paving by the entrance at the OK supermarket (Mineralia)	SPCA- Constant streetlights and pipeburts	Khulunolwazi primary – Blackwattle
Robot at Hector & Mandela street	Parks maintenance	Rehab – drug for the youth
Sports facilities in Ext 18 (Tennis Courts, Skating facilities, Netball field), Soccer field at Verdoorn Street	Grasscutting through ward	Remote police station
Road signs, marking of roads in Bloekomsig, Ext 18 and Mineralia	Maintanance of stormwater and streetlights and potholes	Multipurpose centre
Upgrading of play parks at Hoog Street, Koggel & Verdoon Street and Emerald Street – refeurbish the street	Maintanance – underground powercables dug out	Business opportunity opposite Exkom open space to use
Paving in Ruby Street and Aquamarine Street		Pavillion changing rooms skills
Upgrading of water pipes		
Upgrading of sewer system		
Upgrading of power cables		
Cnr Zuid and Blackmore open space for park		
Fleetlights in Bloekomsig and electric lights in Emareld street		
Cement fence around Ext 18 leftside of Nelson Mandela to Torquise to Nelson Jeppe Tourquise to Samora Machel to Gate Karnie Owl		
Rezone the park – the environment is dangerous and cant see children playing		

WARD 12: Cllr. H Niemann

STLM COUNCIL CHAMBER		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
High mast lights at all parks, Athlone dam and open area between da Hexrivier and Mandela Drive	Regular cleaning of parks especially after weekends and public holidays	Fencing off of railway line (Spoornet)
Further development of parks (Playing equipment, mini soccer field at Pongola park)	Installation and painting of street names in Aerorand	High School in Aerorand (Education)
Development of graded soccer field at park in Umgeni and Touwsrivier Street	Repair of streetlights	Align GPS names and Street names
Fencing at Athlone dam park to separate playing equipment from parking area	Cutting of grass on open stands and next to railway line	School hall for Aerorand primary school
Provision of parking on sidewalks around parks to prevent cars in street	Removal of weeds and grass growing into the streets and damaging the tar (Widespread in Aerorand west)	
Building of an indoor events centre at the intersection of Oranje and Sondagsrivier Streets	Law enforcement regarding excessive noise late nights in parks and Athlone dam	
Fencing of substation area in Sondagsrivier/Pongola/Kambroos Street	Provision of dustbins at informal taxi rank on open space across Midwater and regular cleaning od area	
Construction of a proper access to the transfer site on Jeppe Street in Ext. 49	Maintenance on existing minisubs and kiosks	
Improve access to main dumping site	Regular painting of lines and speed humps	
Paving of sidewalk in Hoekberg Street at Aerorand Primary school and provision of diagonal paring in Hoekberg Street		
Provision of toilet facilities at Athlone dam and Pongola street park as well as the cycle track on Oranje Street		
Installation of streetlights in Hexrivier from Botrivier to railway line and John Magagula from around Pongola to Mandela intersection		

Construction of taxi drop off points near Midwater, Food Lovers, Hexrivier/John Magagula etc.		
Installation of speed humps:		
Gouritz,Golden Gate, Sand, Tugela (4 X), Umlaas (2 X) Roggeveld (3 X) Dolerite at the Mall, Gotwani, Umlaas/Pongola intersection, Botrivier, Matroosberg Bamboesberg, Hoek berg/ Soutpansberg intersection at the school and Oranje/ Soutpansberg at entrance to cycle track.		
Installation of speed cameras in Mandela Street as well as John Magagula		
Resurfacing of roads in old part of Aerorand (Bothasberg, Dwaalberg Hexrivier)		
Installation of pressure control valves to eliminate excessive pressure in old Aerorand		
Replacement of old asbestos cement pipes		
Upgrading of electricity bulk supply in parts of old Aerorand (Bigger supply cables)		

WARD 13: Cllr. S Wait

STLM COUNCIL CHAMBER		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
Traffic Circle In the following roads: Viljopen, Hoog, France should be installed	Licencing department should be renovated and maintained e.g aircon installations, roofing etc	Social Facilities
Two lane installation by the mall and Bethal bridge road – truck traffic	Traffic security – Tangula Malinga street –heavy cars create security risk	Economic Services
Sidewalks upgrading across Jeppe Street, Fort Mantis	Maintanance of municipality clinic pedestrian, road barriers, paving	Municipal Health Centres
Waste Bins and dumping site request		Upgrade of Public Health Services
Retaring of all roads	Illegal dumping-hoog street (summer gardens) , jeppe street (opposite ford garage)	Business opportunities e.g Tourism on N11 Bonker and John Magagula
Construction of a bigger dam	maintanance of sidewalks, sidewalls and public toilets on Bonker and Orange Street	South African Railway Services polluted ,
Speed Humps in the following: - John Magagula Street (from Middelburg High School – Midwater Centre) - Samora Machel Street (from Zuid – Oranje Street) - Meyer Street robots at c/o Lillian Ngoyi & Joubert Street	Maintanance of all bridges	High School – Partkap area Dept of Education
Erect Stop signs and robots	Noise management at John Magagula –SAVF pollution, upgrade small bridge	Partkap belongs to the department of roads /public works the asbestos housing is over 40 years old- health risk – maintane
Replacement of old electrical cables – Viljoen /Hoog/Zuid Street	Maintanance of Trouispruit dam on orange street running through Eastdene – environmental issues overflow of sewer – health issue	Vergetemynie – 90 houses belong to the municipality 60 to SASSA – the roads in that facility need to be retarred, washing lines maintenance, resealing of roofs, upgrading of parks,

		convert baths to showers, prepaid electricity installation
Installation of stormwater systems and sidewalks	Repaint Groenkol and CBD, Lilian and Meyer : all electrical boxes must be repainted	
Traffic lights installation- John Magagula over bridge at first stop sign		

WARD 14: Cllr. J Pretorius

STLM COUNCIL CHAMBER		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
Street lights – Laver/Steyn/Creux/Minaar/De Villers and Hospital	Water Sisulu Street- Grasscutting	Parking construction at Hospital at Hospital Street
Hospital street paving	Pavement maintenance in ward 14	A safety concern was raised on the dust pollution from Shanduka
Resurfacing of walter sisulu	Maintanace and cleaning of Island at cnr	Ukhamba Industria Park – Noise (White tent for concerts) Dr Mandela drive and Cowen Ntuli/ Golfsig)
Paving of sidewalks from Mica in Devillers Paving on in: - Totius Street from Sangiro street up to Bhimmy Damane street - Tswelopele Street from Cowen Ntuli Street up to Bhimmy Damane extension. De Villiers Street (Mica and next to Drs Quarters).	Littering at Hospital Street	Council of Chamber – water drainage

Upgrade the water reticulation system for the supply of up to standard quality water to avoid so many pipe bursts.	Park cnr Mcdonalds and Hospital Street	
Mini dumping site	Grass and weeds Cutting on pavements and fiels	
<p><u>SPEED HUMPS:</u></p> <ul style="list-style-type: none"> - C/o of Cowen Ntuli Street and Sangiro Street must be made higher with - speed humps with signs required - At 10 and 6 West Street – speed humps with signs required - At 76 Eeeufees Street - Speed humps with signs required at 40 Totius Street - Speed humps with signs required at the stop at Cowen Ntuli and Van Wyk Louw Street in Cowen Ntuli Street <p>Speed humps with signs required at 58 A G Visser Street and 16 A G Visser Street</p>	The Mandela Drive Graspan have large potholes that need attention.	
<p>High mast lights are a need in the open spaces between Totius and Dr Beyers Naude Streets on the Koppie. Between where the houses end and the other house start in Totius Street. Gholfsig, will increase visibility</p> <p>Open space next to the substation is very dark, high mast or lights required (project). Between A G Vlsser and Totius Street Golfsig</p>	<p>Upgrade the water reticulation system</p> <p>Clean storm water- Totouis street and replace drainage pipes, clean in Clubville and Golfsig</p>	

<p>Resealing of streets:</p> <ul style="list-style-type: none"> - Hospital, Frewin and Van Blerk Street - Robertson Street Clubville - Hobson Street Clubville - Leipold Street Golphsig - AG Visser Street Golphsig - The surface collapse in Frewin Street, Summerglade Flats Clubville <p>DF Matherbe Street</p>	<p>Street lights in the following streets to be lowered:</p> <ul style="list-style-type: none"> - Totius Street - Hospital Street 	
<p>-</p>	<p>Clean storm water channels in Totius street and extend/ replace the existing water drainage pipe so that it can handle the flooding of Totius street.</p> <p>Pedestrians in Golphsig still face many problems. The light poles need attendance, as pedestrians are not visible.</p>	
<p>-</p>	<p>Pothole repairs and solid waste removal timeframes should be improved</p>	
<p>-</p>	<p>Storm water to be improved in Totius street especially at the turn of the road at the old cemetery.</p>	
	<p>Clubville and Golphsig – pipes burst regularly and water is dirty.</p>	
	<p>Maintenance of the van Dyksdrift access road to Middelburg should be attended due to the large number of heavy vehicles that use the road (R555)</p>	

	Tree Cutting - The large groups of Selinga trees in Gholfsig (between Cowen Ntuli, Tswelopele and Totius street) have bushy growths and have become a hiding place for criminals.	
	Dead and dry Trees must be removed or replaced in the ward 14	
	Management of Household Solid Waste Removal must be planned properly.	
	Clubville and Gholfsig – regular water pipes burst and water is dirty.	
	The time frame of repair of reported pot holes is taking too long before repair	

WARD 15: Cllr. HG de Klerk

RIVIER PARK OLD AGE HOME		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
Upgrading of the entire water supply system.	Clean-up the Klein Olifants River from overgrown plants especially near the low water bridge.	On Springbok drive there is the Celcrest Preparatory School adjacent to another school, the open space there could be made into a drive through for pupils pick up
Upgrading of storm water drainage.	Maintenance of all worn out lights	
Concrete Palisade Fence +- 800m – Springbok St.	Trim trees that are overgrown and overshadow the streetlights	
Upgrading of the Car Ports – Rivierpark Old Age Home (12 Koppie St)	Cnr Koppie and John Magagula have a driving school that law enforcement needs to monitor due to improper road conduct	

Parking Lions Park at Oriibi St's side. Mainly for the use of Kanonkop Laerskool. +- 200m x 6m Paving required.	Pothole maintenance	
Upgrading of Low Water Bridge – Koppie St		
Clear View fence – Lions Park & Park in Vygie St		
High Mast Lights – Lions Park, Park in Vygie St, Tennis courts & Cricket Club		
Upgrading of ALL Sports Facilities at Kees Taljaard Park		
Replacing of worn street lights		
Speed Humps – Maroela St, 6 or 8 Mimosa St, in Oriibi St just before Essenhout St, Springbok St (various needed) and Jasmyn St.		
Stop with humps c/o/Sering & Kiepersol St		
Pre-Paid Meters – Rivierpark Old Age Home Koppie St		
Replace all baths with showers – Rivierpark Old Age Home Koppie St		
Installation of Propper lightning at all intersections.		
Installation of floodlights at Cricket Club		
High Mast Lights – Lions Park		
The upgrading of the floodlights at the A-Rugby field at Kees Taljaard Staduim		

WARD 16: Cllr. J Dyason

COUNCIL CHAMBER		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
Paved Running / cycling course Between Kanonkop and Dennesig in the green area. -	At Sipres street 86 and 88 there is a fountain beneath the road which deteriorates the road and floods the two residential properties.	Additional parking adjacent to Laerskool Dennesig in Steve Biko street.
Resurfacing of roads in Ward 16 Renoster street, Palm street, Leenfield street, Mauser street, Colley street, Leyds street, CR Swart street and others as and when required,	Storm water catchment pit be build between Steve Biko street no's 30 and 32 as the two houses are constantly being flooded during the rainy season.	Community Hall
That asbestos water pipes in the whole of Dennesig be replaced with PVC pipes and connected to business and residential properties.	The dams in the green area between Kanonkop and Dennesig be cleaned and the reeds overgrowing the area be removed.	Mutipurpose center Tennis court Adjacent to Sterkfontein- Helen Joseph and Renoster
Erect cement poles in front of H/S Kanonkop entrance to establish a no-parking zone.	Concrete tables and chairs at parks	
Build a traffic circle at Jakaranda street extension leading into H/S Kanonkop for parents to off-load and pick-up children at school.	Sidewalks paving across ward	
Upgrade Dennesig Waste Transfer Station to duplicate the off-loading area inside the WTS.	Maintanace of streetlights and sewage system of Mc Donald and Hospitaal Street; Eeufees	
Taxi rank on the corner of Protea street and Sipres street with ablution facilities.	Recycling of refuse	
Fence between Springbok street and Stoffberg road from Tamarisk street up to Renoster street. Approx 1,2km.	Breakins at Nala andcPiet Grobler – Frencing maintenance issue	

. A motor vehicle gate at Dennesig park between Saverite and the Laerskool Dennesig leading into Steve Biko street.	Street names improvement on visability	
High mast light in the park at Verkenner street.		
High mast light in the park between Laerskool Dennesig and Saverite		
Lights at Dennesig park between Springbok street and Eike street. (As was done at Lions Park)		
Green area between denesig and Kanonkop fenced enclosed gate/fee net income, site attraction and revenue generator , multigolf center, multipurpose, playground for children		
Playground for kids		
Park in Ferkeners, Leyds, Buller street		
Dennesig reservoir (North) for water sufficiency		
Reservoir/booster pump at Kanonkop reservoir, as there is constantly a problem with water pressure in the upper areas of Dennesigand Kanonkop.		
Erect cement poles in front of H/S Kanonkop entrance to establish a no-parking zone.		

WARD 17: Cllr. J Sekgwele

NEWTOWN CLINIC		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
Waste Transfer Station	Streetlights in new sections of Newtown	MPCC
3x High Mast Lights	Electrification of stands with lease agreements	Clinic 24hr
Increase Communal taps		Primary and Secondary School
Stands for churches		Early learning centre
Aerial Network		Sports Ground/ Field
More serviced stands at Newtown Ext 1 to fastrack the relocation		Echo Park at Newtown Ext 1
Business Stands		
Out-door gym equipment		
Purchasing of private land		
Tarring of roads in Mkokotlong to Kerom Road which is located near to the N11		
New inner roads and storm water at Newtown Ext 1		
Paving of walkway along Mandela Drive to Chromeville		

WARD 18: Cllr. GNB Mathibela

ERIC JIYANE COMMUNITY HALL		
CAPITAL	OPERATIONS/MAINTENANCE	SECTOR DEPARTMENTS
2 installations of storm water drainages at Protea to Reabota and Dekoko, Jabulane, Reabota	Cemetry Vandalism- law enforcement must monitor the area	Unemployemeny/ No Skills Programmes, Training and Educational Facilities
Installation of Speedhump Mangke Streets, Jabulane	Toilet Renovations and no water supply in Staduim	Parking at Schools – Middelburg Learschool
Road Constructions (Block B)	Apollo dies of at every strike of lightning	Dukuza Precinct
Joubert Street located between John Magagula Street and Lillian Ngoyi Street can be altered into one school – alternatively oneway	Electricity loadsheds during storms during the Berundi at 23	
	Park Dumping site identification rats manifestation	
	Grass and Tree Cutting (Block B) for safer travels through pathways.	

WARD 19: Cllr. ML Shabangu

MANYANO PRIMARY SCHOOL		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
Street Lights: Tlou street, Nhlanhla/Maredi/Masina/Harmas and Gogo Namuyisa street	Cleaning of park – Mapula Street	Skills development center at old Thusanang School
Fencing of park – Mapula Street and Sunny boys	Repiring of street light at ward 19	New paving at Reatlegile School and a parking ramp for the kids transport
Construction of road to old grave yard	Youth wants to use illegal dumping site for recycling	
Installation of new sewer line at Motsepe Street Mountain View	Treatment of sewer at Boskrans	
Installation of waste substation at Cnr mdakane and ellas street	Potholes to be repaired in ward 19	
Speedhumps at Gogo Namuyisa street at the three way stop	Grass cutting	

WARD 20: Cllr. LE Nkwana

ELUSINDISWENI PRIMARY SCHOOL		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
LED street lights at Sibanyoni Street	Construction of storm water drainage system • 1st , 2nd and 3rd Avenue, • Gogo Nambuyisa	Construction of clinic in Ward 20 (Erf 3141)
Walking bridge at Eloff river for children crossing the river to Elusindisweni Primary School	Wash bin washing project at Sibanyoni Street needs assistance with construction of a drainage system	Construction of Skills Development Centre
Paving · Masemola Street and Sam Fischer Silala Street Paving in all streets	Possible upgrade of the sharp curve at Masemola Street (Mhluzi Extension 01), poses a danger to motorist using the road	
Speed humps Between Mhluzi Primary School and Ekwazini Secondary School/On the main road, between Sozama shops and the filling station /Ngodini Street/Legwale Street /Sibanyoni Street/Sam Fischer Silala Street/Tlale Street / Gogo Nambuyisa	Completion of the park at Ext 01 (behind the swimming pool) long overdue the park is currently not safe –investigate possible projects that could be implemented as part of job creation (due to the fact that the park is located in a wet land	
Upgrading of Dr Beyers Naude Street	Maintenance/cleaning of the existing transfer station located along Dr Beyer Naude Street at Middelburg Extension 23	
Construction of a transfer station - Riverside residents	Illegal dumping next to the existing sub-station (corner Mange and Elloff Street)	
Gogo Nambuyisa and phakati street installation of new stone kerbs, replacement of old concrete kerbs	Maintenance and upgrading of street lights at Nhlapo Street and Eloff Street	
	Replace damaged Street lights	

WARD 21: Cllr. PM Masilela

THUSHANANG PRIMARY SCHOOL		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
Request for multipurpose centre once land is identified	Storm water drainage sytem issue: rain water runs into thusanag primary school on mandela drive into households	Business opportunities
Request for land to place childrens playground Ext:23 park by magagula	Service providers left large stones causing hazard	Unemployment
Paypoint request	Grass cutting maintenance	Clinic located at semonye should be investigated as nurses do not assist within working hours timelines with medical services
Request for dumping site, waste transfer station and identification of land	Boxing academy ext. 7 - vandalised and theft	Skills development programmes and centre request
Install new traffic lights	Giyani - request for storwater drainage system	
	Ext:23 house stand 95 has turned into dumping site, hygiene problem	
	All road re-construction and fix potholes	
	Waste collection poorly performed by municipal staff	
	Dustbins theft and vandalism	

	Mavuso - no storm water drainage system	
	Request for better service of permits to sell goods and title deeds service delivery issue	

WARD 22: Cllr. CS Mashiloane

MPHANAMA SECONDARY SCHOOL		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
Chromeville flats request for Stormwater drainage systems	178 low pressure of water	Outdoor gyming equipment at Park
Paving of streets between the hall of Ntuli Flats	Malome street replacing of kerb stone	Youth Centre
Paving of streets at Chromeville Flat	Garden Waste Collection	
Concrete Fencing of Cromeville flats and surrounding areas	Sewer pipes issue at Reuben Mnisi Street; Motsepe Street; 1687 leakage of main hole must be removed from yard	
Speedhumps in Chromville - Mpumalanga street 1558; 1684 Rueben Mnisi Street - Mountain view	Water is unclean	
Skipkie bins at Chromeville Flats, Rockvillle, Mountain View identified illegal dumping sites	1551 and 1554 street lights replacement	
Dumping Site and Waste Tranfer Bine		
Formalisation of Chromeville Flats – renovations, maintanace and development of all services e.g pipes, cables, taring of inner roads		
Replacement of stormwater and sewer pipes		
High Mast requests: Chromeville Flats, Rockvillle, Mountain View		

Pipe asbestos replacement project		
Flat no. 10217: storm water drainange systems installations		
Paving walk at Sozama Secondary School		

WARD 23: Cllr. L.JN. Zondo

ZIKHUPHULE PRIMARY SCHOOL		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
Construction of storm water drainage system <ul style="list-style-type: none"> • Ezwelethu Street • Ratau Street (next to Erf 4885) • At the curve along Chocolate Street (next to erf 12895) • The area around Malandula Tavern • Phindani Street (next to Erf 4979) • Mpsi Street • Moeding Street • Zamokuhle Street • Peter Tosch Street 	Fixing of street lights in the ward	Construction of workshops at Mhluzi X02 (industrial park)
Construction of high masts in the ward / streetlights <ul style="list-style-type: none"> • Ratau Street • Themba Street 	Grass cutting and maintenance of parks in the ward	Creation of job opportunities for the youth <ul style="list-style-type: none"> • Employment of community members to deliver rates and taxes statements

Peter Tosch Street		Employment of the community members to implement projects taking place in the ward
Construction chevron barriers <ul style="list-style-type: none"> • Next to Zikhuphule School at Chocolate Street • Chaklas Street • Next to Erf 10/12931 Mhluzi X02 Dr Mandela Drive	Closure of a big hole next to Erf 4735 opposite Mhluzi Mall which was left open by the municipality	Construction of a skills development centre
Construction sports facilities <ul style="list-style-type: none"> • Development of parks <ul style="list-style-type: none"> ➤ Jamaica Section ➤ Next to Mthombeni School ➤ Next to Sozamo School • Soccer field behind Mhluzi X02 to be fenced off and properly maintained 	Replacement of paving along the streets (which was not fixed after pipe bursts) <ul style="list-style-type: none"> • Ratau Street (next to Erf 4735) Other streets in the ward	Issuing of title deeds Mhluzi X04
Construction of a waste transfer stations <ul style="list-style-type: none"> • outline of Ext 02 (opposite to the churches) • in areas where there is illegal dumping emjikweni	Low water pressure at Mhluzi X04 (which results in the community not have water especially on weekends)	
Construction of Speed humps <ul style="list-style-type: none"> • Chaklas Street • Moeding Street (next to Erf 6465) • Tswelopele Street(next to G3) • Ezwelethu Street 	Maintenance of existing storm water drainage systems <ul style="list-style-type: none"> • Mpisi Street • Nkwe Street 	

<ul style="list-style-type: none"> • Phindani Street • Hector Street • Ramasodi Street (next to Erf 6804) • Thobeka Street • Next to Erf 10/12931 Phomolong Street		
Construction and installation of lights at pedestrian passages	Mhluzi X04 problem with electricity taking too long to be restored	
Installation of street lights Nkululeko Street	Writing of street names on the all streets in the ward	
Tarring of road Ratau Street	Speed hump constructed near Bhiza tavern too high	

WARD 24: Cllr. WMM Phetla

ADELAIDE TAMBO COMMUNITY HALL		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
Sewage System Expansion of the sewer network at Magakabje	Naming of street at Extension 07	Satellite police station between Ext 5,6,7 and 8
Water Channel From Protea Street to Dr Mandela to curb the wetlands coming from ward 14 when its heavily rainfall , Watnog until Magagula Church	Maintenance of the existing water channel that runs along Dr Beyer Naude Street (Between Middelburg Extension 23 and Mhluzi Extension 04)	Economic Hubs
Development of parks and sports grounds - Mhluzi Extension 04	Maintenance of existing parks and pedestrian walkways – Mhluzi Extension 07	RDP houses
Construction of an economic hub to replace illegal dumping areas, emThunzini and Dr Mandela Street; Dr Khumalo Home and Magagula Church – construction of plastic swinging bins	Investigate the problem of low water pressure around Mhluzi Extension 04 and 07	Construction of a skills development centre for the youth
Paving of passage Phola Cres Between 7489 and 7302	Appointments of workers for contract awarded by Council for the ward should focus on appointment of people within the ward	
Water locked (Residential stands) at Mhluzi should be allocated to the community for agricultural projects	Potholes	
Serviced stands	Maintenance of existing streetlights at Ngonyama Street	
Speed humps • Tola Street • Dube Street		

<ul style="list-style-type: none"> • Rolihlahla Street • Ekulindeni Street • Shonalanga Street • Emthunzini <p>Additional Speed humps</p> <ul style="list-style-type: none"> • Phola street • Ngonyama Stree • Leribi Street 		
<p>New Streetlights</p> <ul style="list-style-type: none"> • Shonalanga Street • Leribi Street 		
<p>Construction of new storm water drainage system</p> <ul style="list-style-type: none"> • Vulamehlo Street • Behind Roman Catholic Church • Shonalanga Street • Makatane Street <p>Upgrading of existing storm water system Leribi Street – not properly constructed and not safe for kids</p>		
<p>Construction of kerb stones</p> <ul style="list-style-type: none"> • Vulamehlo Street • Rakgwadi Street • Leribi Street 		

<ul style="list-style-type: none"> • Moshabi Street • Uwutela Street 		
Church stands		
Redesigning of streets, namely Pekwa and Tabudi and Kerbs stones in Ndlulamithi, Pekwa, Tabudi, Ngwedle,		

WARD 25: Cllr. JM Shongwe

EXT 8 PARK		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
Construction of pedestrian walkways (paving and fencing)	Sewer -Maintenance of sewer system,Overflow of sewer at Erf 11396,Problem with sewer at Erf 11093	Construction of a netball court
Development of additional parks within the ward with play equipment's	Maintenance of storm water drainage system	Clinic to operate 24 hours
Access to land for development of projects to uplift the community	Parks /sports facilities-Maintenance and upgrade of the existing park Erf 11829 with more play and gym equipment's, fencing of the park	Employment for the youth / job creation opportunities
Construction of a transfer station for ward 25 that will incorporate recycling activities		Construction of a school for kids with disabilities (special needs)
Construction of a proper drainage system		Construction of Skills Development Centre
Upgrade of the existing bridge used by pedestrians to cross the stream (Erf 11829)		

Construction of street not completed next to Erf 11724		
Electrical - Upgrade of electrical infrastructure		
Installation of solar geysers		

WARD 26: Cllr. MG Amigo

LD MOETANALO		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
Construction of storm water drainage system <ul style="list-style-type: none"> • 17th Avenue • 12th crescent (8091 & 8092 Ext 5) • 9th crescent (8307 Ext 5) • 7th Avenue (next 8116 Ext 5) • Moloto • Moroko • Mokee Motherland	Fixing of street lights <ul style="list-style-type: none"> • Tokologo Mhluzi Extension 06	<ul style="list-style-type: none"> • Development of a one stop centre for the youth (to reduce unemployment rate) • Skills development centre
Construction of a satellite municipal office for selling of electricity	Maintenance of existing storm water drainage systems in ward 26	Funding for youth projects
Construction and paving of pedestrian passages <ul style="list-style-type: none"> • Ikageng Street Ward 26	Illegal dumping <ul style="list-style-type: none"> • Erf 10 Tokologo Erven 9057 and 9058 Mhluzi Extension 06	Creation of job opportunities on Portion 6 of the farm Rietfontein behind Mhluzi Extension 06
Construction of additional sports facilities <ul style="list-style-type: none"> • Play areas for the kids (stop allocating public open spaces to churches) • Ikageng Street 	Opening of pedestrian passages at Tokologo that have been closed by surrounding neighbours	Construction of a satellite Police Station at Mhluzi Extension 06 (to service ward 26 and surrounding areas)

Tokologo (there are no play areas for kids at Tokologo)		
Construction of a waste transfer stations <ul style="list-style-type: none"> Mhluzi Extension 06 Tokologo (next to the hype)	<ul style="list-style-type: none"> Replacement of sewer main hole covers (the situation poses danger to kids) 7 th Avenue sewer line / main hole damaged	
Construction of Speed humps <ul style="list-style-type: none"> Next to Erf 650 Tokologo (road not safe for kids) Tokolgo (22nd Street, 15th Street, Kenneth Malaza Street, Thandi Sikhosana Street, 8th Street, 24th Street, 19th Street, 7th Avenue, 9th Crescent next to 10024) 	Removal of soil at Erf 9051 Mhluzi Extension 06 that was left by contractors during the construction of roads	
Provision of serviced stands	Adjacent the high rates and taxes	

WARD 27: Cllr. PV Malinga

MVUZO PRIMARY SCHOOL		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
Upgrading of sewer system	Grasscutting – open space/– non operational 2550/2353 at isibayani	Ikageng- Business opportunities e.g grass cutting
Speedhump on Malaza street – install humps/Bra John/11261/11220/marato ext 8	Maintanance of stand 11259 – water filling due to rainwater	Agricultural opportunities
Request for parks 2550/2353 at isibayani	Law enforcement patrol – crime	Request for additional 5 class rooms at Mvuso Primary School
Dumping site - Waste Transfer	Passage veld nearby Mavuso primary school and macus needs to be trimmed	Creche
Green dustbin	Park maintenance	Gate request: mvuzo school
Upgade storm drainange	Theft of stormwater steel	
Replace of steel	Maintenance of open stormwater drainanges hazard to children	
Upgrade of paving/sidewalks form ikageng street and Mvuzo primary school	Waste collection poor services	
Stream ward 25 and 27 Bridge collapses	Ikageng street (spaza shop) cnr speedhump for children; sideparking installation;	
Junxion – traffic Circle at fourway	Surface drainage replace with asbestos	
Tar road Koktana, isibayeni street – tarring of road	Maintain dug up lang on stand no. 11392	

WARD 28: Cllr. LN. Sibanda

TOKOLOGO FRONT OPPOSITE CEMETERY GATE		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
Speedhumps installation in Tokologo and Malope/11884/67 makatana street/ 8754 Ext 5/8958/7585/87420/11844/41/1311/1629/1452/1809/1322	Streetlights maintenance	RDP Housing
Dam reconstruction in Tokologo	LD Moetanalo schools are riddled with drug use	Employment
Request for a paypont in Tokologo	Tokologo land opposite cemetery is unleveled elderly cant walk passed it to catch taxis	Transportation for school children
Removal of all asbestos from homes and repace with iron roofing	Tarvens operating 24hrs.	Recreational Centre
Transformer in stand no. 8943	Electricity maintanace	24hrs clinic
Installation of Apollo lights	Empty stands cause for hazardous activities 8389	Home based centre
Biological Toilets and Water (Jojo Tanks) – Hillside and Olifant	Law enforcement patrol – Mbasha park due to thugs	Orphanages and disability home
Olifant road not complete –tarring of road and biological toilets	Cleaning of water	
Residential stands –serviced standard	Maintanance of stormwater in Tokologo Ext 5	
	Roards are not painted, request for trees and shelter	
	Title deeds and rates issues	
	Illegal dumping in Tokologo – Waste Bins Tokologo, Ext 5, Malope; Uitkyk	
	Grasscutting in Tokologo 7141	
	Youth office should assist students in registering on NSFAS	

	Incomplete construction at stand no.685 causes flooding	
	No law enforcement patrol or lights to monitor thugs	
	Children playing in dug up pipeline in Tokologo outline	
	Rocks filled with snakes behind Tokologo outline and uncut trees in cemeteries provide shelter for snakes	
	Grass disposable bin in tokologo near house no.661	
	Asbestos replacement 1587	
	8996 house sinking into the ground	
	Potholes Ext 5	
	Passages 8606 Masilela, 8715; 8724	

WARD 29: Cllr. AS Grobler

PIET TLOU COMMUNITY HALL (DOORKOP)		
CAPITAL	OPERATIONS/MAINTENANCE	PUBLIC-PRIVATE PRIORITIES
<p>Water</p> <p>Taps in the yards</p>	<p>Grading and continuance maintenance of the roads</p> <p>Roads are not being graded frequently</p>	<p>Business Opportunities and Stands for Entrepreneurs</p>
<p>Provision of services stands</p> <ul style="list-style-type: none"> Institutional sites – church sites, crèche site Business sites 	<p>Not enough water for Piet Tlou residence, Doornkop CPA, Illegal squatter</p>	<p>Satellite police station(Piet Tlou)</p>
<p>Construction of proper facilities</p> <ul style="list-style-type: none"> Soccer field (Piet Tlou) 	<p>the existing jojo tucks are not regularly filled with water by the municipality</p>	<p>Extension of the existing school as well as providing furniture (Piet Tlou)</p>
<p>Fencing of the existing site for cemetery (Piet Tlou)</p>	<p>Selling of water by tuck / truck drivers to residence with private jojo tucks</p>	<p>Provision of free wifi to the local community at the clinic (Piet Tlou)</p>
<p>Provision of an additional site for a cemetery (Piet Tlou and Doornkop CPA) behind the boarding school</p>	<p>Maintenance of the existing biological toilets</p> <p>Toilets-Sewage System</p> <p>The current service on cleaning of the toilets don't work at all-there is only one truck doing the sucking for 3 villages. We request for new fleet to support the ward</p>	<p>Clinic to operate 24 hours (Piet Tlou) due to after hours casualties</p> <p>Not enough medical assistance and staff to support capacity of population</p>
<p>Tarring / paving of the roads</p> <ul style="list-style-type: none"> Access road leading to Piet Tlou Internal roads 	<p>Maintenance of existing park</p>	<p>Construction of additional cellular phone masts to improve signal</p>

Main road not being tarred, especially road running past the clinic – dust is a huge problem		
Construction of a water plant to supply water to Doornkop • Provision of water connections in the yards	Outdoor Sitting Area at Piet Tlou Community Hall for the elderly and at Parks	Construction of a Skills development centre
Electrification of houses at Doornkop CPA	Honey-Sucker should visit area twice a week	School Furniture
Construction of waterborne toilets	Kraanspoort requires fire hydrants: assessment required	Soccer and Netball grounds
Construction of temporal drainage channels to control storm water at Piet Tlou	Recreation areas: Parks need upgrading	Unemployment Job creation – CWP Half of operation land belongs to Doornkop CPA privately owned land with limited job opportunities
Electricity/bigger transformer to maintain the communities electricity needs. The transformer is not big enough to support and supply the capacity of population	Stabilizing of present road next to river; Kraanspoort Amco barriers for paved roads	RDP Housing
Fencing of the existing play areas	Cemetery Frequent Cleaning and Fencing Opening of new place for burial at the western end of the Lighsuthu Primary School on the municipal area that is vacant	Cellphone Tower/ Network and Signal coverage

Street names installation of plates		High School Construction
Construction of water Reservoir		Upgrade of Doornkop road 6.5KM (from gravel to tarred road)
<p>Kranspoort: Water supply system Resvoirs and controls systems</p> <p>Pipelines new and replacements: 2022/2023 – 400mm 2023/2024 – 400mm 2024/2025 – 400mm 2025/2026– 400mm 2026-2027– 400mm</p>		Lightsuthu school – basic needs of furniture and stationery are lacking
<p>Kraanspoort:</p> <p>Paved Roads: 2021/2022 – 650mm 2022/2023 – 400mm 2023/2024 – 400mm 2024/2025 – 400mm 2025/2026– 400mm 2026-2027– 400mm Request for 650 km of paving at Kraanspoort Drive</p> <p>Concrete Roads: 2022/2023 – 250mm 2023/2024 – 250mm 2024/2025 – 250mm</p>		<p>KRANSPOORT DORP</p> <p>The following request came from a meeting the directors of the settlement had with SANRAL: GM requested that Steve Tshwete Council should install Apollo (high mast lights) along Doornkop, abutting onto the N11 to enhance safety of road users. AG to be requested to take this matter up with Council.</p>

<p>2025/2026– 250mm 2026-2027– 250mm</p> <p>Stormwater drains and culverts: 2022/2023 – 200mm 2023/2024 – 200mm 2024/2025 – 200mm 2025/2026– 200mm 2026-2027– 200mm</p> <p>Stabelising of road edges/river</p> <p>Road signs and Armco barriers</p>		
<p>Kraansport: Dumping sites :</p> <p>Domestic waste area Building waste dumpsite Garden waste dumpsite</p>		
<p>Kraanspoort:</p> <p>Sewage plant and estate: Sewage plant golf estate Pipelines new and replacements Kraanspoort roads and speed humps</p>		
<p>Storm water drains and culverts</p>		
<p>Road signs and Armco barriers</p>		

1.6. Problem Analysis

A detailed analysis of the above identified community priorities and internal challenges was done, and below are the results and an order with which Council will priorities its budget for the coming 5 years:

NO	PRIORITY	PROBLEM STATEMENTS	AFFECTED AREAS
1.	Electricity	<ul style="list-style-type: none"> - Ageing infrastructure, current infrastructure not meeting growing demand - Electrification of privately owned areas by Eskom - Oversaturation (highmast vs street lights) - Insufficient electricity supply, constant maintance of connections 	<ul style="list-style-type: none"> - Mp313 - 1- 8, 29 - Mhluzi
2.	Water	<ul style="list-style-type: none"> - Limited source and water loss due to ageing infrastructure - insufficient water supplies in remote outer/wards located outside Middelburg - poor water taste 	<ul style="list-style-type: none"> - Mp313
3.	Refuse removal	<ul style="list-style-type: none"> - Landfill support soon to reach its capacity - Garden waste service not sustainable - collection of waste rotation scedules being unflexible - Literring awareness campaigns limited - Insufficient dumping sites identified and in operation 	<ul style="list-style-type: none"> - Mp3131 - Mhluzi
4.	Sanitation	<ul style="list-style-type: none"> - Costly maintenance of the Waste Water Treatment Plan and the water treatment works - Lack of sufficient fleet to provide service delivery on a satisfactory rate 	<ul style="list-style-type: none"> - Mp313
5.	Roads and storm water	<ul style="list-style-type: none"> - New infrastructure for new developments - ageing current road and storm water infrastructure - Maintanace upkeep of roads 	<ul style="list-style-type: none"> - MP313 -
6.	LED	<ul style="list-style-type: none"> - High unemployment rate, need for retail development in Hendrina, insufficient bulk infrastructure hindering investment - Funding sources limitations 	<ul style="list-style-type: none"> - MP313
7.	Youth and Social Development	<ul style="list-style-type: none"> - High unemployment rate, - High HIV prevalence - Substance abuse - Lack of youth orientate and visability of youth activities - Communication barrier and limitations of Youth development offices 	<ul style="list-style-type: none"> - MP313 - Mhluzi

NO	PRIORITY	PROBLEM STATEMENTS	AFFECTED AREAS
8.	Public safety	<ul style="list-style-type: none"> - Unsafe road due to speeding, expansion of currently licensing facilities - Increasing crime rates due to spike in cramd and unemployment rates 	- Mhluzi
9.	Human settlements and town planning	<ul style="list-style-type: none"> - Long housing waiting list, need for serviced land, need relocation of people from privately owned land and informal settlements (Naledi, Lesedi, etc - Lack of addressing and awareness of RDP systems and linkage to Provincial dept of human settlements to communities - Communication barrier and limitations of Youth development offices 	- Mp313
10.	Sports, Parks and Recreation	<ul style="list-style-type: none"> - Access to facilities particularly in privately owned land - Lack of alternative sports-parks and recreational facilities and programmes to entertain and preoccupy communities within the interim of establishing municipal land and facilities within respective wards 	- 1-8, 17. 29
11.	Community amenities	<ul style="list-style-type: none"> - Limited facilities e.g. English medium school, community halls, libraries, police station, vending machine - No ablution on most of cemeteries - Limited land to accommodate cemeteries - Reluctancy of communities to be relocated 	<ul style="list-style-type: none"> - Mp313 - 8, 11, 14, 28

1.7. 2022/23 Community Priorities

Table 1: Community Prioritized Needs

INFRASTRUCTURE AND SERVICE DELIVERY			
SERVICE	PRIORITY	PROBLEM STATEMENT	PRIORITY AREA
1. Water	Boreholes	Boreholes are the main source of water access in these households and this is problematic during dry seasons and growing populations causes insufficiency	W1, W5; W7; W9;
	Control Valves installation for low and high Water Pressure	Investigate water pressures per ward as it is time consuming and ineffective and wasterul use of water	W3; W12; W22; W23; W24;
	Water (Jojo) Tanks	Water does not reach certain areas, due to leaks, limited drivers and water being illegally sold by suppliers	W5; W7; W9;
	Solar Geyser	Majority of households do not have access to warm water and create youth job creation in training of installation of solar panels and geyser projects	W1, W24;
	Clean water access	Households do have acces limited to water e.g no taps in household	W3; W5; W7; W9; W10; W14; W15; W17; W22; W24; W28; W29
	Water Meters		W4;
	Upgrading of old and bursting Pipes		W11; W14; W15; W28;
	Reservoir and water plants		W7; W16; W29

2.Electricity	Household access and maintainance	Households have no access to electricity	W1;W3; W5; W10; W28;W29
	Farm Access	Private lands lacking acces to electrity or farmerswitholding electricity or over charging electricity	W1;W3; W4; W7; W9;
	High Masts Lights	Installation, maintainance and additional installations of high masts lights in wards that do not have or require more	W3; W4; W5; W7; W10; W12; W14; W15; W16; W17; W22; W23; W28;
	Construction of Sub-station		W4; W12;
	Apollo lights	Installation, maintainance and additional installations of Apollo lights in wards that do not have or require more	W3; W5; W6; W7; W15; W18; W28;
	Street/Fleet Lights	Installation, maintainance and additional installations of street lights in wards that do not have or require more	W4; W5; W10; W11; W12; W13; W14; W15; W16; W17; W19; W20; W22; W23; W24; W25; W28;
	Transformer and Infrastrucure Development	Misplaced Transformers and Electrical Infrastrucure development	W12; W24; W28;W29
	Solar Panels	Request for Solar Panels to save on electricity and create youth job creation in training of installation of solar panels and geyser projects	W9;
	Farms-electricity access		W1; W4; W5; W7;
	Paypoints / Prepaid meter		W3;W12; W21; W25; W28;
	Traffic lights / camera ionstallation		W6; W11; W13;
Powercables		W11; W12; W28;	
3.Storm Water Drainage Systems	Installations	Lack of storm water drainage systems, additional installations due to insufficiency	W1; W3; W5; W6; W7; W9; W10; W11; W13; w14; W15; W16;

			W18; W20; W21; W22; W23; W25; W27;W29
	Maintenance	Blocked drains poorly maintained	W1; W3; W5; W6; W11; W14; W21; W25; W27;W29
4.Housing and Land Access – Serviced Stands and maintenance	Business Stands and industrial hubs	Leasing temporary, need permanent land for business growth	W1; W6; W7; W9; W10; W17; W24; W27;
	Residential Stands	Cost of stands expensive and allocations limited	W1; W3; W5; W7; W9; W10; W17; W24;
	Old Age Homes	Conditions not suitable for the elderly e.g convert bathtubs to showers	W6; W11; W13; W15;
	Establishment of new serviced stands		W1; W3; W8; W17;W29
	Church sites	Limited Church Sites	W1; W3; W4; W5; W9; W17;W29
	Vacant Hostel Units	Request to occupy vacant units for those who cant afford housing	W3;
	Cracked homes maintenance	Due to blasts in private lands the homes are constantly cracking and not well monitored by municipality	W2; W6; W7;
5.Social Facilities/ Private and Public Facilities Development	Sports Grounds/Facilities	Construction or upgrading and maintenance of facility	W4; W5; W6; W7; W8; W10; W11; W12; W13; W15; W16; W17; W21; W23; W24; W25;W29
	Parks	Construction or upgrading and maintenance of facility	W3; W4; W6;W7; W8; W10; W11; W12; W13; W15; W16; W20; W21; W24; W27;W29
	Multi-purpose centre/indoor facilities	Construction or upgrading and maintenance of facility	W1; W6; W7; W8; W11; W12; W13; W16; W17; W21;
	Rehabilitation Centers	Construction or upgrading and maintenance of facility	W1; W4; W5; W6;W8; W11; W13;

Stadiums	Construction or upgrading and maintenance of facility	W1; W8; W13;
Police Station	Construction or upgrading and maintenance of facility No services rendered	W1; W5; W6; W7; W9; W10; W11; W24; W25; W29
SASSA	Construction or upgrading and maintenance of facility No services rendered	W2; W3; W13;
Dept of Labour	Construction or upgrading and maintenance of facility No services rendered	W1; W2; W3;
Recreational and Youth Centre	Construction or upgrading and maintenance of facility No services rendered	W1; W2; W9; W13; W28;W29
Disability, Orpages and Woman Rescue Centers	Construction or upgrading and maintenance of facility	W1; W2; W3; W6; W28;
Education- Creche/Primary and High Schools/College/ABET Learning	Construction or upgrading and maintenance of facility	W1; W2; W3; W4; W5; W7; W9; W10; W11; W12; W16; W17; W27;W29
Clinic/ Medical experts	Construction or upgrading and maintenance of facility	W2; W3; W4; W9; W10; W13; W20; W21; W28; W29
Home Affairs	Construction or upgrading and maintenance of facility No services rendered	W1; W2; W3;
Technical Skills Centre/Skills Development Programmes	Construction or upgrading and maintenance of facility	W3; W4; W7; W13; W19; W20; W21; W23; W24; W25; W29

	Hospital	Construction or upgrading and maintenance of facility No services rendered	W3; W13; W14;
	Information Centre and Library	Education and Literacy purposes	W10; W13;
	RDP Housing	Lack of RDP Awareness of processes and systems	W1; W2; W3; W5; W6; W8; W10; W28;W29
	Construction of Shopping Complex/ Mall	Majority of stores are only accessible in Middelburg, transportation cost issues	W1; W2; W3; W5;
	Community Hall		W4; W5; W9; W11; W13;
	Municipal Buildings Maintenance	Municipal Traffic Department and Clinic maintenance	W13;
6.Roads	Construction and Maintenance	Construction of Roads	W5; W6; W11; W13; W14; W15; W18; W19; W20; W21; W23;W29
	Taring	Taring of Roads	W2; W3; W5; W6; W7; W9; W13; W17; W27; W29
	Resealing	Resealing of roads	W4; W5; W6; W14; W16;
	Resurfacing		W12; W15;
	Paving	Paving or roads	W2; W5; W6; W9; W10; W11; W12; W14; W15; W16;W18; W19; W20; W22; W25; W27;w29
	Potholes	Filing of potholes	W5; W6; W14; W15; W19; W21; W23;
	Barriers		W23,w29
	Speedhumps, kerbs and Traffic Circles	Construction of Speedhumps to prevent speeding	W2; W3; W5; W6; W7; W8; W10; W12; W13; W14; W15; W16; W18; W19; W20; W22; W23; W24; W25; W27; W28;

	Parking Space	Lack of parking spaces in overly populated areas	W2; W5; W14; W15;
	Grading	Grading of roars	W4; W5; W6; W7;
	Pedestrian passages and sidewalks	Miantaning of passages for safety	W9; W12;W28; W13; W14; W15; W16; W24; W25; W27;
	Rezoning of streets and parks		W1; W6; W11; W24;
	Street Names Painting of lines and signs		W5; W10; W11; W12; W13; W16; W23; W24; w29
7.Animals	Building of Animals pounds and kraals	Animals wondering around causing accidents and damaging of properties	W1; W2; W6;
8.Waste Management and illegal dumping maintanance	Dumping Sites and Bins	Burning of waste causing pollution Constant Littering	W1; W3; W6; W7; W8; W9; W10; W12; W13; W14; W18; W20; W21; W22; W23; W25; W27; W28;w29
	Waste Transfer	Burning of waste causing pollution Constant Littering	W4; W7; W10; W16; W17; W19; W20; W21; W22; W23; W25;w29
	Green Waste	Constant Littering	W8; W9; W21; W22; W27; W28;w29
	Grass and Tree cutting		W4; W5; W6; W9; W10; W11; W12; W14; W15; W18; W19; W21; W23; W27; W28;
10.Bridges/Dams/ Propert Fencing	Construction aand Maintanance	Hazard prevention- Poor maintenance and environmental hazards	W2; W3; W5; W7; W9; W11;W13; W13; W15; W16; W22; W27; W28; W28;
	Private Property Fencing	Farms; Social Facilities and Railways	W9;W12; W15; W19; W20; W28;
11.Toilets	Containers Toilets at Parks and Taxi ranks	Installation of container toilets shortage	W2; W12;

	Honey Sucking	Request for honeysucking scedules to be doubled	W7;W29
	Flushing toilets	Installation of flushing toilets shortage	W3; W4; W5; W7; W9; W10; W12; W18;
	Sanitation and sewage systems		W5;W7; W10; W11; W19; W22; W25; W27;W29
12.Transportation	Scholar Transport	Scolar transport for safety and distance purposes	W2; W3; W5; W7; W9; W10; W28;
	Ambulance Services	Availability limited	W3; W9;
	Taxi Rank	Availability limited	W9; W12;
	Shelter		W1; W9;
13.Asbestos	Removal and Replacements	Hazardous need to be replaced	W3; W11; W12; W16; W22; W28; W28;
14.Title Deeds	Title Deeds Allocations	Issueing proseses inefficient	W3; W7;W4; W21; W23; W28;
15. Outdoor Gym	Construction	Health Puroses	W3; W5; W6; W17; W22;
16. Cemetry	Construction and Fencing	Vandalism and construction of cemeteries, communities not willing to bury their loved ones in other areas	W1; W4; W5; W7; W8; W9; W18; W19; W28; W29
18. Agriculture	Land for gardening farming and programmes		W1; W5; W6; W7; W9; W24; W27;
	Agri-village		W4; W5; W9;
19.Employment and Business Opportunities/ LED Projects and Workshops			W5; W6; W7; W8; W9; W10; W11; W12; W13; W14;W18; W21; W23; W24; W25; W28; W29
20.Indigent/Rebate/Rates and TaxesAssistance			W5; W8; W9; W28;

21.Law enforcement and Traffic Control			W6; W12; W13; W14; W15; W27; W28;
22.Wifi/Network/Signal			W7; W17;
23.Fire Hydrants			W10; W29
24.Speedcameras			W12;
25.Noise management			W12; W14

1.9

1. IDP Structural Arrangements

The following table portrays the structures/stakeholders, composition, and the roles and responsibilities in respect of the Integrated Development Planning Process within Steve Tshwete Local Municipality.

Table 2: IDP Structures, Roles and Responsibilities

STRUCTURE/ STAKEHOLDER	COMPOSITION	ROLES AND RESPONSIBILITIES
IDP Representative Forum	Executive Mayor IDP Technical Committee members. Members of Mayoral Committee Councillors Traditional leaders Ward Committees Community Development Workers Government Departments Representatives of Organized Groups Stakeholder representatives of unorganized Groups Mining Companies NGOs/ CBOs Agricultural Organizations Parastatal Organizations	<ul style="list-style-type: none"> - Represent interests of their constituents in the IDP process. - Provide organizational mechanism for discussion, negotiation and decision-making between the stakeholders. - Ensure communication between Stakeholder representatives including municipal government - Monitor the performance of the planning and implementing process
Municipal Manager	Municipal Manager	<ul style="list-style-type: none"> - Oversee the whole IDP process and to take responsibility therefore.
Director Development and Strategic Support	IDP Manager, IDP Coordinator, IDP Officer and the Secretary	<ul style="list-style-type: none"> - Manage the process of developing and revising the IDP.
Ward councillors	All Councillors	

STRUCTURE/ STAKEHOLDER	COMPOSITION	ROLES AND RESPONSIBILITIES
Ward Committees	All members of Ward Committees.	<ul style="list-style-type: none"> - Link the planning process to their wards. - Assist in the organizing of public consultation and participation engagements. - Ensure that the annual municipal budget and business plans are linked to and based on the IDP.
Mayoral Committee	Executive Mayor Members of the Mayoral Committee.	<ul style="list-style-type: none"> - Decide on the Process Plan and make firm recommendations to Council. - Chair meetings of IDP Forum.
Council	All Councillors.	<ul style="list-style-type: none"> - Approve the Process Plan and the IDP.
IDP Technical Committee	Municipal Manager. Executive Directors. Deputy Directors Directors. All Assistant Directors	<ul style="list-style-type: none"> - Assess the level of development by among others conducting the community and stakeholder issue analysis; - In-depth analysis of priority issues through assessing context, causes, dynamics, resources and potential related to those issues; - Provide technical expertise in the consideration and finalization of strategies and identification of projects; - Make preliminary budget projections for the capital and operational budget allocations, - Design project proposals and set project objectives, targets and indicators; - Contribute to the integration of projects and sector programmes; - Contribute to the actual consolidation and finalization of the IDP document.
Secretariat	Public Participation	<ul style="list-style-type: none"> - Record proceedings at IDP meetings - Issue invites for all meetings. - Distribute minutes and reports to all Stakeholders.

1.10. Municipal Powers and Functions

In terms of Constitution, Municipal Structures Act and Section 12 as promulgated by MEC of Co-operative Governance, Human Settlement and Traditional Affairs, Steve Tshwete Local Municipality has the following powers and functions:

Table 3: Municipal Functions

Constitution Schedule 4, Part B functions:	Function Applicable to Municipality (Yes / No)*
Air pollution	Yes
Building regulations	Yes
Child care facilities	Yes
Electricity and gas reticulation	Yes
Firefighting services	Yes
Local tourism	Yes
Municipal airports	Yes
Municipal planning	Yes
Municipal health services	Yes
Municipal public transport	Yes
Stormwater management systems in built-up areas	Yes
Trading regulations	Yes
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes
Billboards and the display of advertisements in public places	Yes
Cemeteries, funeral parlours and crematoria	Yes
Cleansing	Yes
Control of public nuisances	Yes
Control of undertakings that sell liquor to the public	Yes
Facilities for the accommodation, care and burial of animals	Yes
Fencing and fences	Yes
Licensing of dogs	Yes
Licensing and control of undertakings that sell food to the public	Yes
Local amenities	Yes
Local sport facilities	Yes
Markets	Yes
Municipal abattoirs	Yes
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes
Pounds	Yes
Public places	Yes
Waste removal, waste dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

CHAPTER 2: SITUATIONAL ANALYSIS

2.1. Introduction

This Chapter presents a status quo analysis of the Steve Tshwete Local Municipality. The situational analysis and statistics presented in this Chapter reveal the developmental challenges (such as poverty, unemployment and service delivery backlogs) facing the Municipality. This analysis is crucial in providing the Municipality and its social partners with information in respect of local socio-economic trends and patterns. The ideal is that the programmes and projects captured in this IDP must address the developmental challenges identified through the situational analysis.

The development of the 2022-27 IDP was to first understand the current Steve Tshwete's population, its relevant demographics as well as the anticipated trends in development for the 2017-2022 financial year.

Steve Tshwete demographics

According to Stats SA (2016 Community Survey - CS), Steve Tshwete's population increased from 229 831 in 2011 to 278 749 people in 2016 – 7th largest population in the province and 19.3% of total population of Nkangala in 2016.

Population grew by 48 918 in the relevant period and recorded a population growth rate of 4.4% per annum (highest in the province) between 2011 & 2016 – economic growth rate per annum lower than the population growth rate which is not a recipe for success in the long run. The population number for 2019 is estimated at 317 187 people (7th highest and 7.0% of the MP population in 2019) and in 2030 estimated at 509 335 (9.2%) given the historic population growth per annum – will put pressure on the infrastructure, service delivery and economic/employment opportunities. The CSIR's projection for 2030 is however, lower at only 434 967.

The number of households in Steve Tshwete increased from 64 971 in 2011 to 86 713 households (almost 22 000 households increase) in 2016 - represents 20.6% of the Nkangala household figure - household size declining from 3.5 to 3.2 in the same period. The projected household figure for 2030 is 194 583. The CSIR figure is however, lower at only 156 500

Youth population (15-34 years) forms 40.7% of the total population.

The share of the male population in 2016 according to the CS was 52.4% and females 47.6%. Steve Tshwete is seen as the place of opportunities in Mpumalanga and experience therefore the highest population growth in the Province – people follow money and economic opportunities

2.2. Population Profile

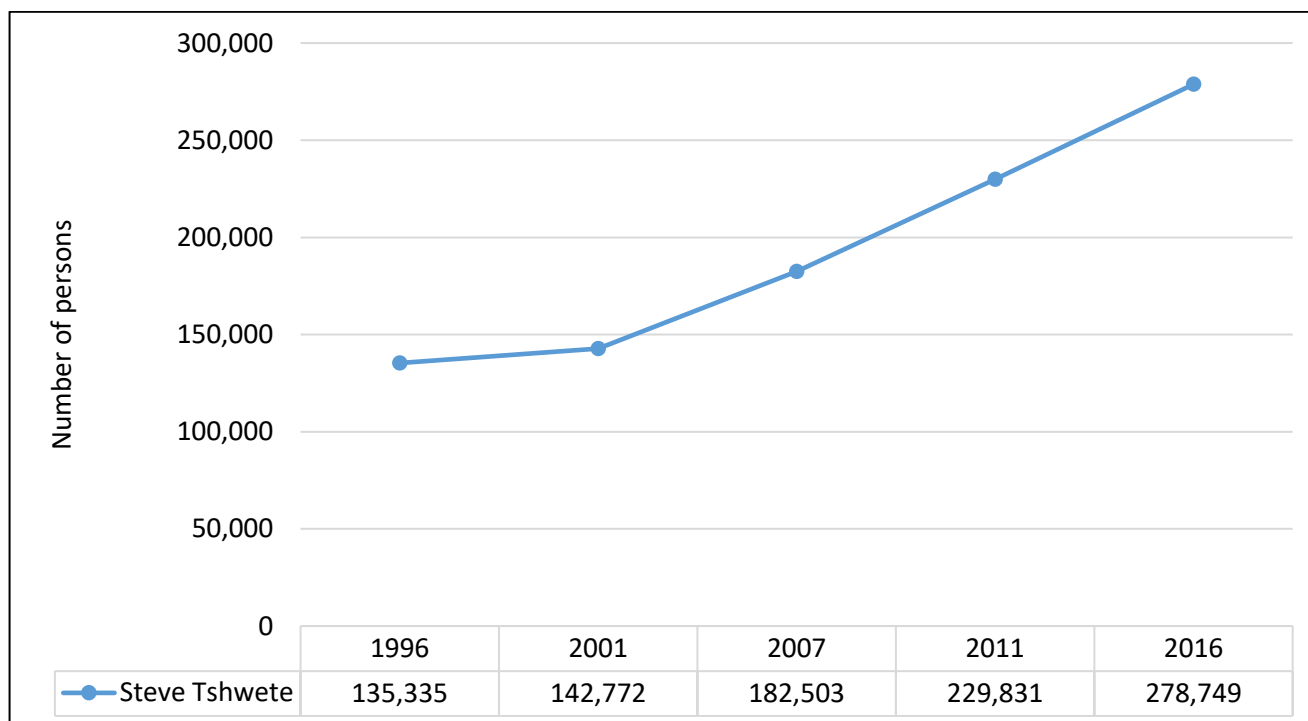
Statistical Premise

The data used in this review of the analysis phase of the IDP was obtained from Statistics South Africa and the Municipal Demarcation Board.

Population Size

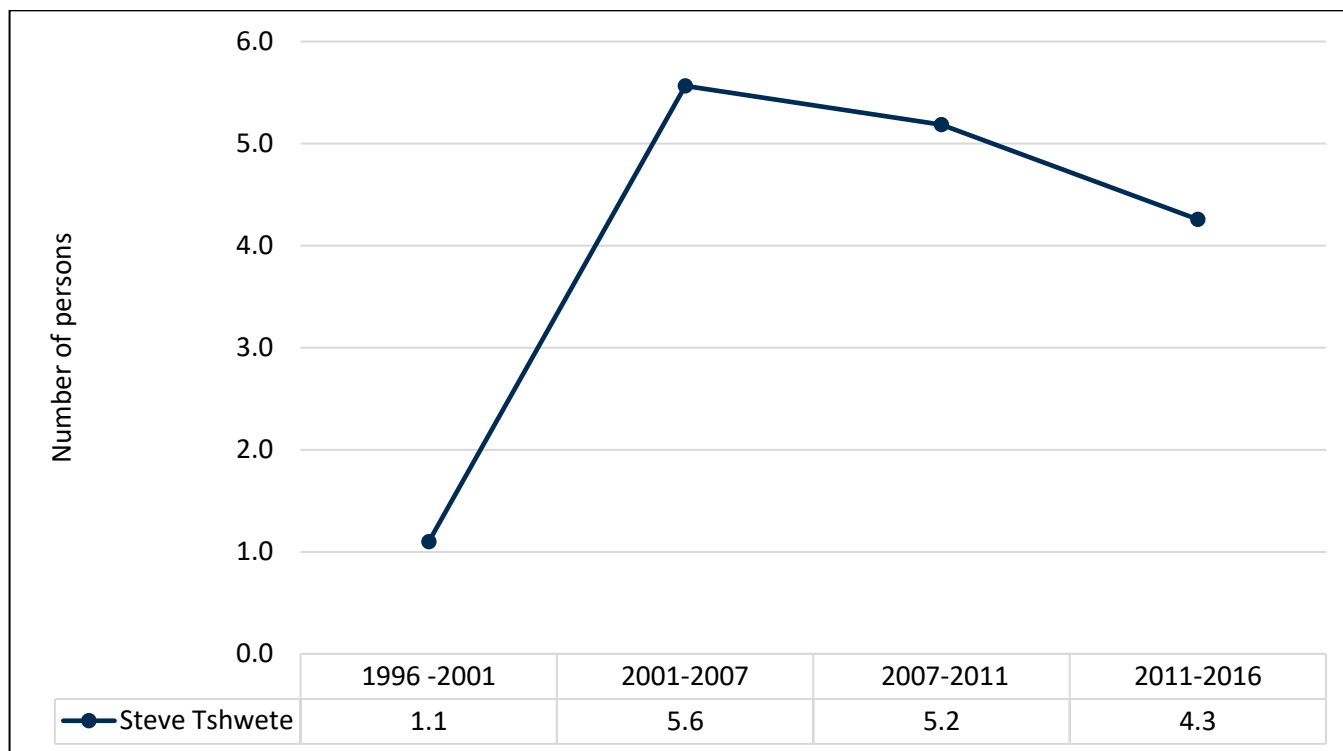
It is imperative to note that population growth statistics was taken into consideration throughout the IDP planning processes of the municipality. Specific reference is made to the latest 2016 Community Survey in comparison to the Census 1996, 2001, 2007 Community Survey and 2011 Census in order to see the trend.

Figure 3: Population size: 1996, 2001, 2007, 2011 and 2016



Source: Stats SA Community Profile (1996, 2001, 2007, 2011 & 2016)

Figure 4: Population Growth Rate (%)



Source: Stats SA Community Profile (1996, 2001, 2007, 2011 & 2016)

Local Municipal Area	Population		Average annual population growth	Projected number	Projected number by 2030	
	2011 (Census)	2016 (CS)	2011-2016	2019	CSIR Green Book	2011-16 growth
Steve Tshwete	229 831	278 749	4.4%	317 187	434 967	509 355

The figure 3 and 4 indicate that Steve Tshwete is increasingly under pressure due to population growth. In 2016, the total population in Steve Tshwete was 278 749. Population grew by 4.4 %. Over the nine year period from 2007 to 2016, STLM's population increased by 9.7%. In 2016, the municipality ranked the 7th largest population in the province and 19.3% of total population of Nkangala as per the 2016 community survey. This could be attributed to the number of industries that were opened within the 10 years (2001-2011) that attracted workers into Middelburg. It is estimated that the population number for 2030 will be at more or less 509 000 people given the historic population growth per annum which will put pressure on the infrastructure and basic service delivery and eventually also sustainable job creation in the long run.

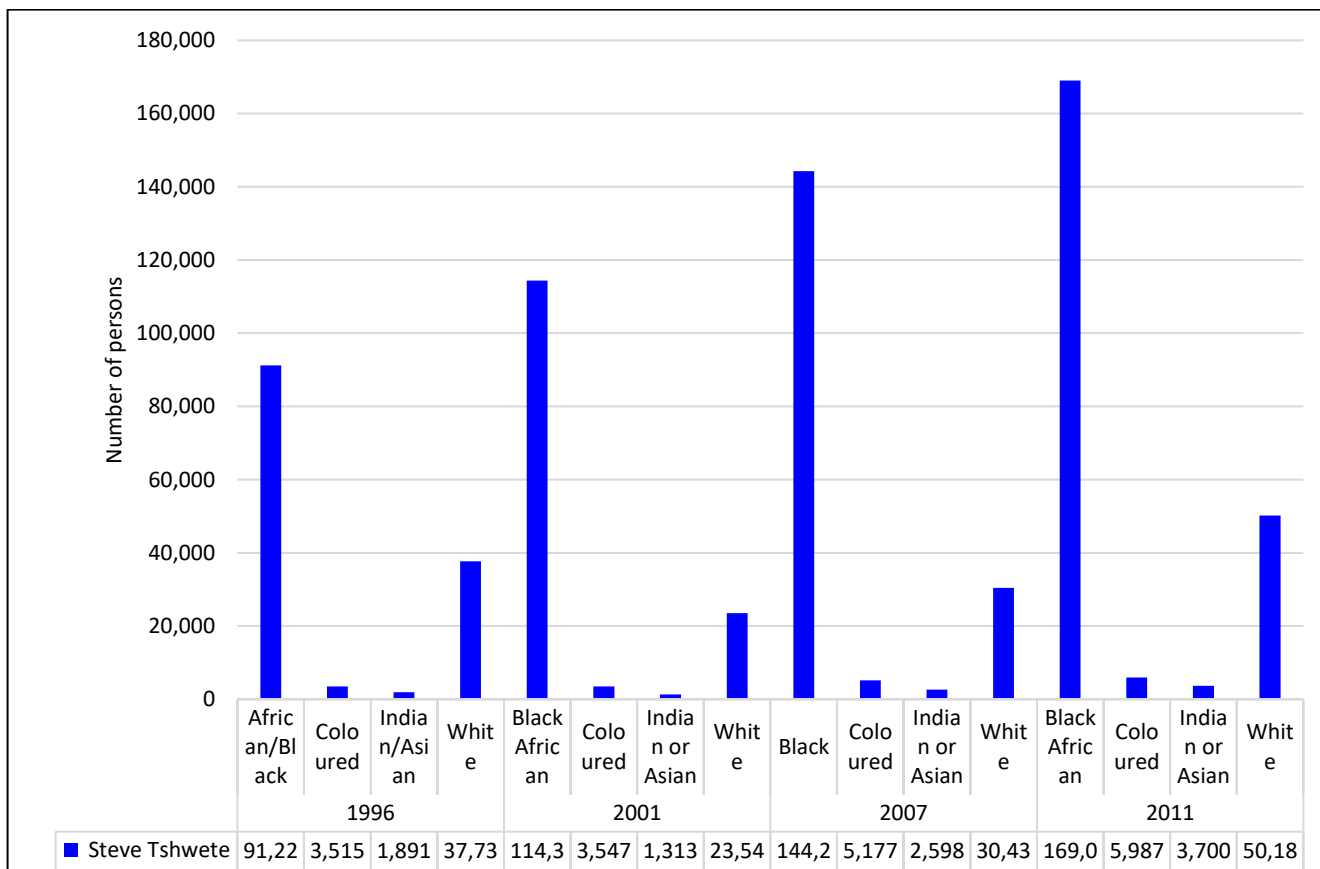
Population distribution

Population distribution is the arrangement or spread of people living in a given area according to variables such as age, race, or sex.

Race

African/ black population continues to constitute the highest group followed by the white population since 1996 to date. Asian and coloured population constitute the minor population group.

Figure 5: Population Group 1996, 2001 and 2011

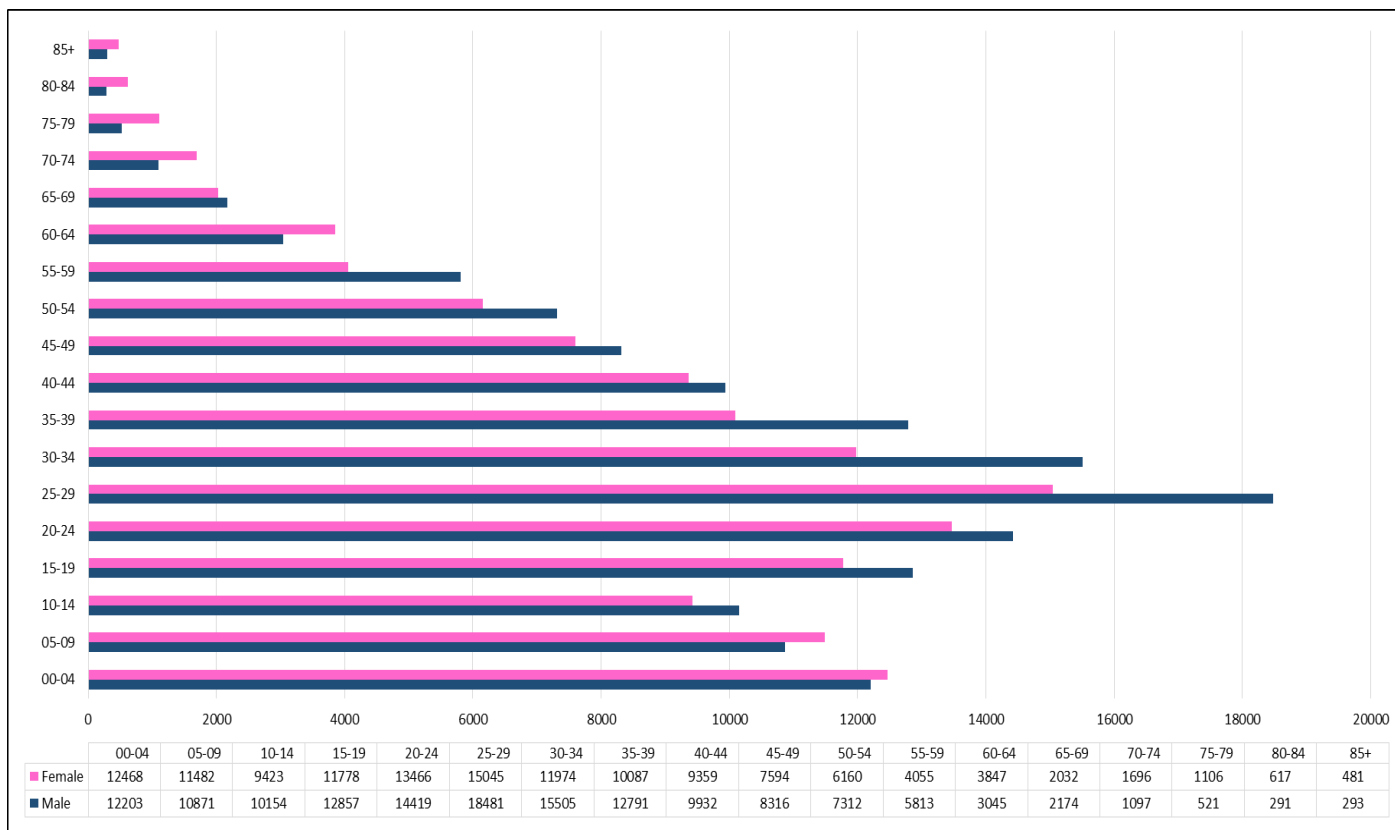


Source: Stats SA Community Profiles (1996, 2001, 2007, 2011 & 2016)

Sex Ratio

The male population in Steve Tshwete is higher than female population in Steve Tshwete. Such an age structure is observed in population that attracts migrants due to lucrative employment opportunities. There are manufacturing, industrial and mining companies in Steve Tshwete that attract people from across the country and other African countries. According to the Census 2011 migration data, STLML attract people, particularly from Limpopo (8%), Gauteng (7%), Kwa-Zulu Natal(4%) and regionally(4%).

Figure 6: Sex ratio 1996, 2001 and 2011



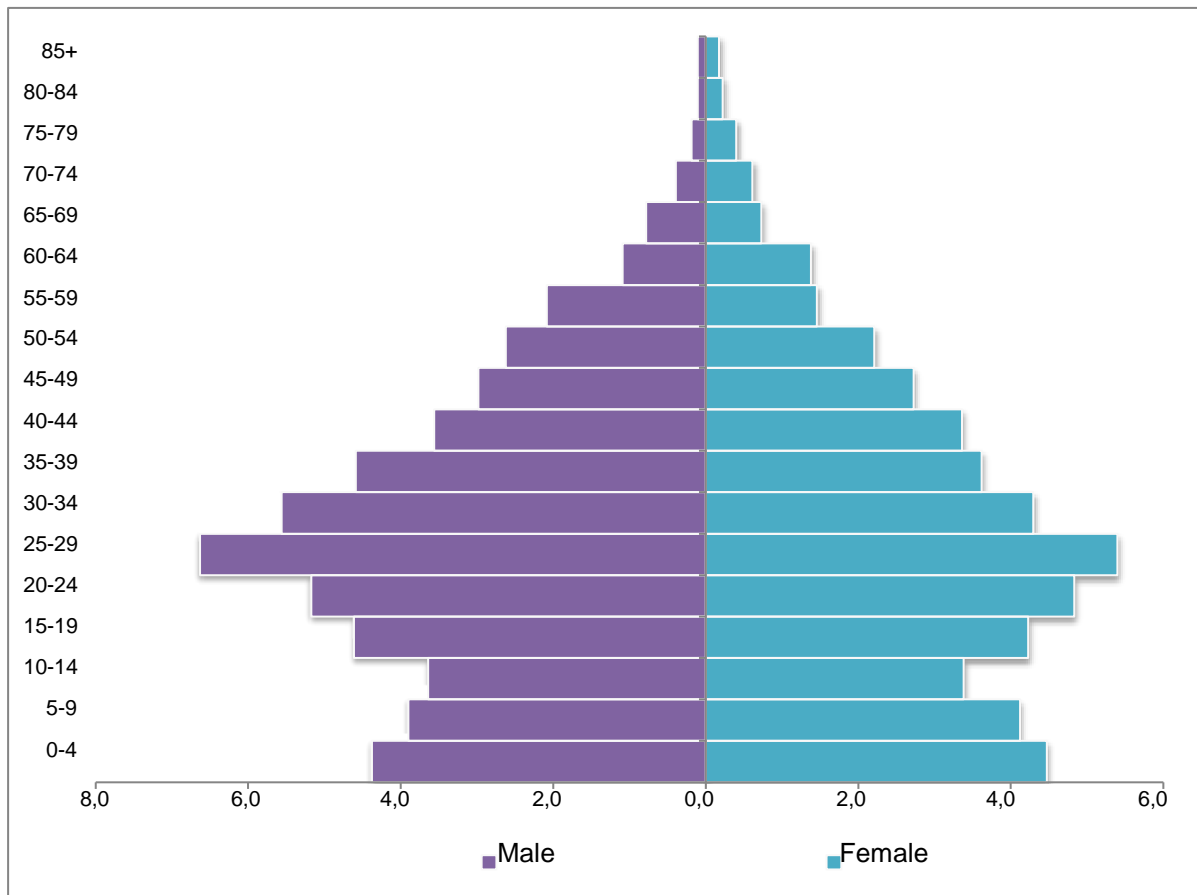
Source: Statistics South Africa Census 1996, 2001 and 2011

Age

It is highlighted in the pyramid that a significant portion of the population growth is between 20 and 34 cohort as well as the infants (0-4 cohort). In reference to figure 7 below, the most populous age group in 2016 were between ages 25 to 29. This could be the result of people migrating to the municipality seeking job opportunities as Steve Tshwete is considered to be one of the economic hub of Mpumalanga and is often the preferable choice of destination by job seekers across Mpumalanga Province.

Figure 7 indicates that the Youth population (15-34 years) constitute about 40.7% of the total population and the share of the male population in 2016 according to the CS was 52.4% and females 47.6%.

Figure 7: Distribution of Population by Age and Sex in 2016



Source: CS 2016

Educational attainment

Steve Tshwete’s grade 12 pass rate deteriorated slightly from 85.6% in 2014 to 84.7% in 2020, but was still the 2nd best/highest in the province.

Steve Tshwete’s pass rate also declined/deteriorated between 2019 and 2020 by 4.3 percentage points – very much Covid-19 related factors.

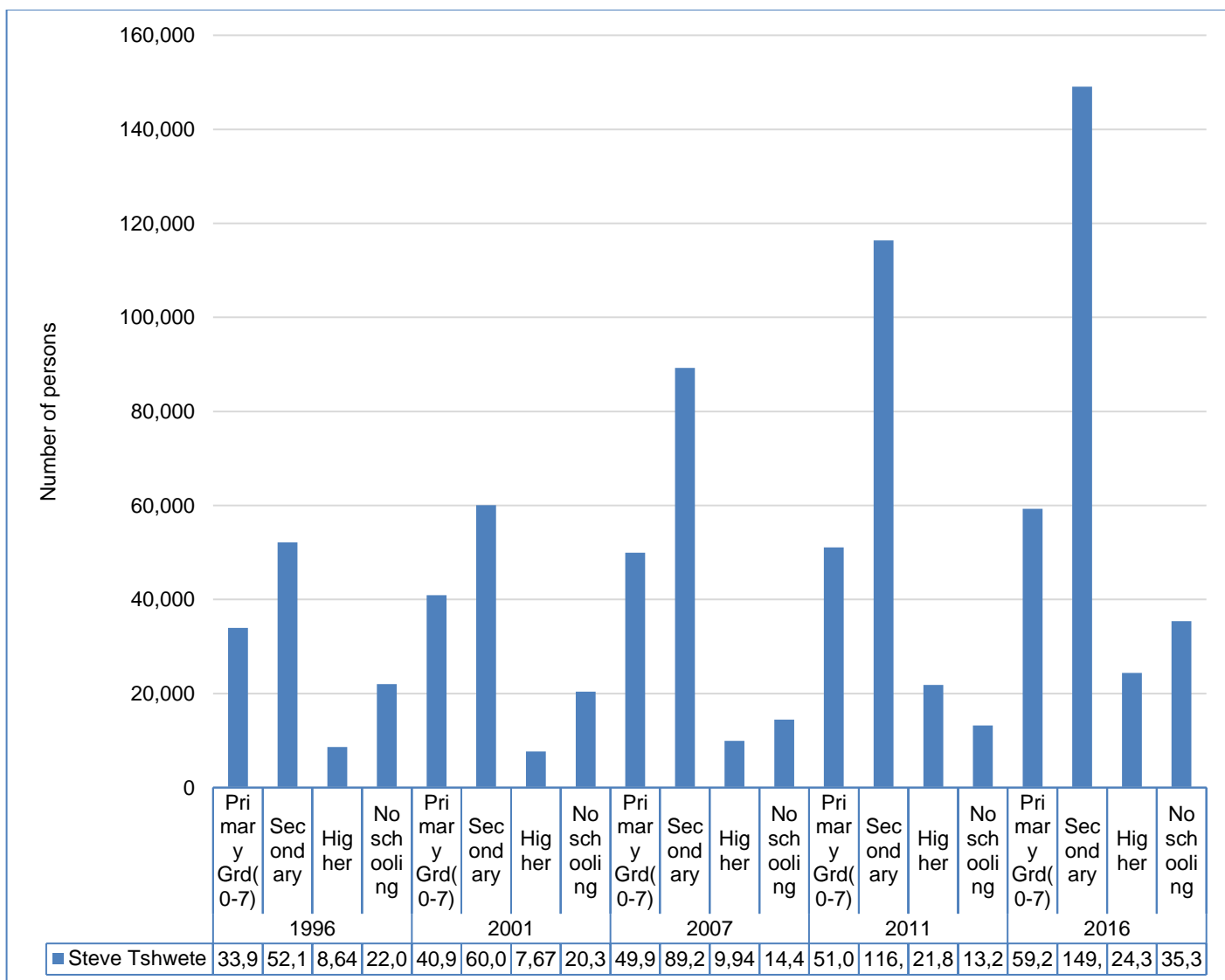
The area achieved an admission rate to university/degree studies of 42.0% in 2020, which was the highest of the 17 municipal areas in the province.

The challenge is to accommodate the educated young people in the area - inadequate economic opportunities.

Provision of adequate educational, recreational infrastructure, and skills development activities to meet the needs of the community.

Steve Tshwete’s functional literacy is improving and it is the 2nd highest in the province.

Figure 8: Highest Educational attainment (20+ years)



Source: Stats SA Community Profile (1996, 2001, 2011 & 2016)

Household services in Steve Tshwete

Compared to the other local municipal areas, Steve Tshwete performed well in terms of household services, however, the continued growth in population numbers added pressure on service delivery, which is clear from mounting challenges.

Number of informal dwellings increased from 9 190 in 2011 to 12 480 in 2016 – increase of almost 3 300 households – 14.4% of households lived in informal dwellings (5th worst in the province).

In 2016, the number of households with access to piped water was 82 631 households or a share of 95.3% (2nd best in the province). The share was however, lower/worse than the 98.2% access in 2011 and 4 082 households were without access to piped water in 2016.

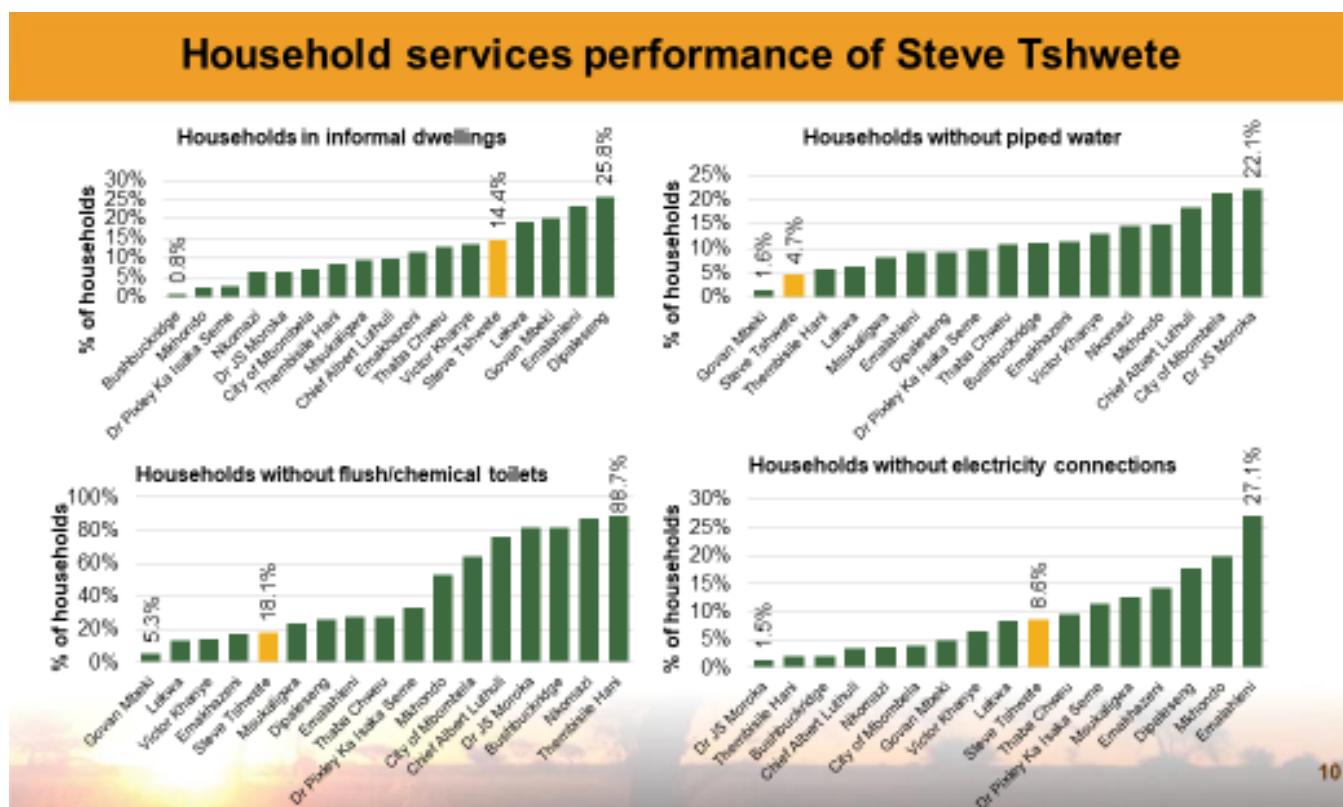
Number and share of households with access to flush/chemical toilets deteriorated between 2011 and 2016 from 84.9% with access to 81.9% (5th best) – 1 042 households without any toilet facilities.

Households with connection to electricity were 78 147 in 2016 - 7 458 households not connected to electricity at all. The share of households connected to electricity improved marginally from 91.1% in 2011 to 91.4% in 2016. Not in the top 5 of the province.

Highest ranking in the province with household services index (2019), and improvement between 2016 and 2019.

Steve Tshwete ranks 1st/best in Mpumalanga in the Out of Order municipal rankings by News24 - 62/100.

Figure 9: Household services in Steve Tshwete



Source: SEP (Socio-Economic Profile) of Steve Tshwete: Dept Economic Development & Tourism 2021

Socio Economic Analysis

The socio-economic analysis is specifically aimed at spatial related matters, i.e. employment, income and economic profile. This analysis is based on a municipal level to give a broader overview of the Municipality.

Steve Tshwete's economy

Contribution to the Mpumalanga economy in 2020 was 13.3% – 3rd largest economy in the province. Contribution to the district economy was 34.4% – 2nd largest economy in the district.

Dominant contribution to Nkangala's agriculture and manufacturing industries and contributes significantly in all of the other seven industries.

Average annual economic growth for Steve Tshwete was 2.1% over the period 1996 to 2020. For the period 2015 to 2020, the economy in Steve Tshwete contracted by 1.0% p.a., in line with the weak economic climate in the country.

Estimated contraction in 2020 of between 8% and 9% due to the COVID-19 lockdown. Construction, transport, manufacturing, mining and trade (including tourism) most negatively affected.

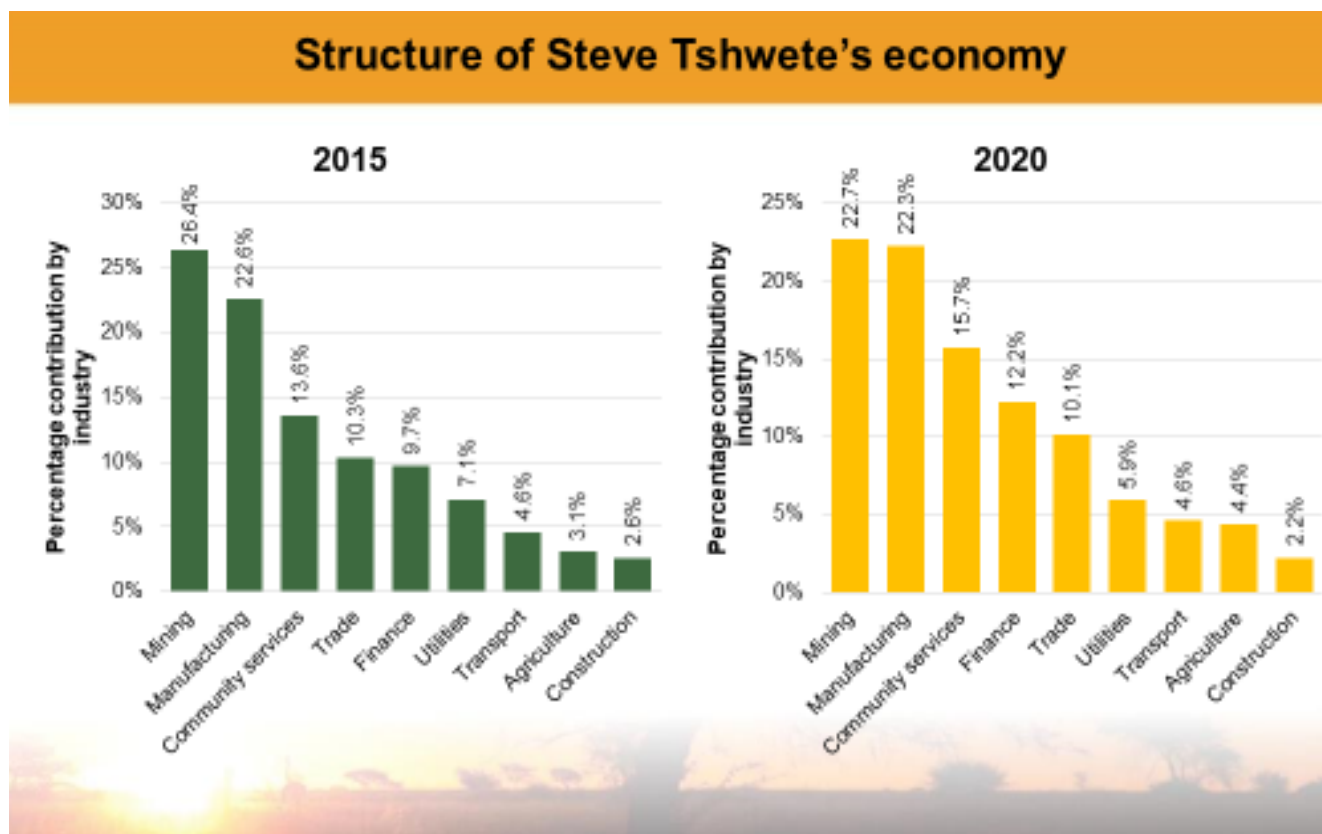
Expected growth of approximately 5% in 2021 from a low base. The estimated average annual GDP growth for Steve Tshwete between 2020 and 2025 2.9%. In 2020, the size of the economy was estimated at R52.8 billion in current prices.

In 2020, the largest industries were mining, manufacturing, community services and finance. Together these four contributed 72.9% to the Steve Tshwete economy.

Steve Tshwete holds comparative advantages in agriculture, mining, manufacturing and utilities.

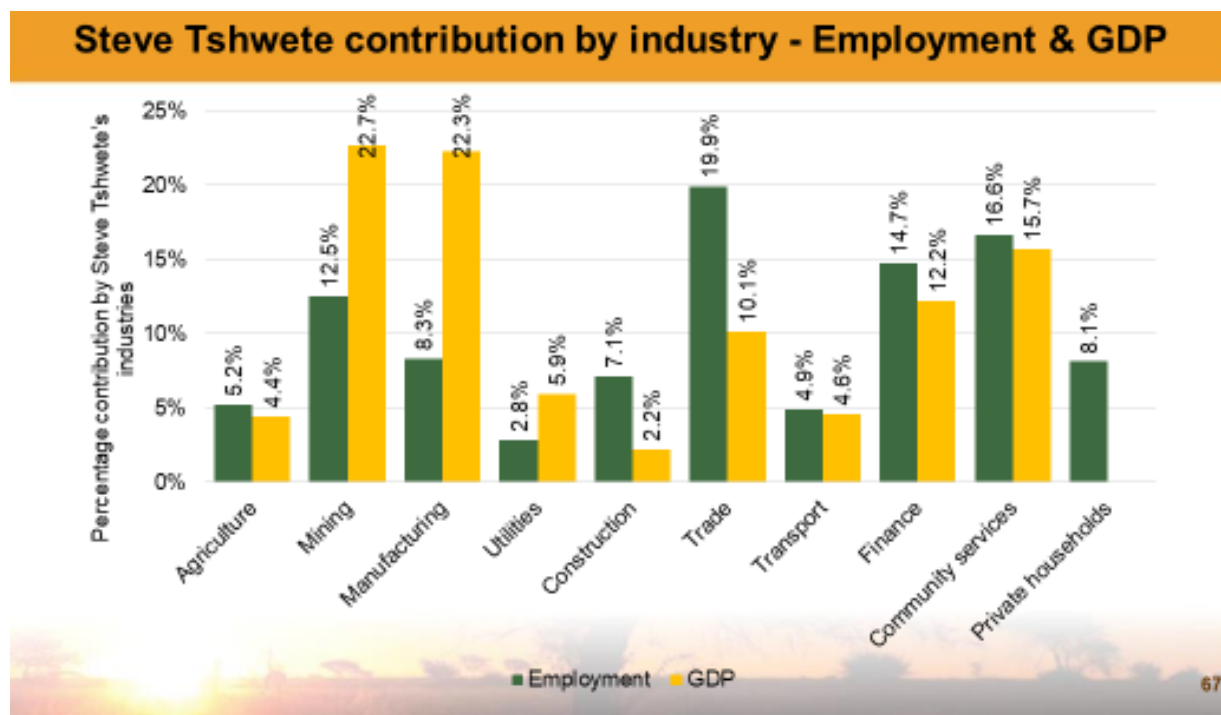
In 2015, tourism spend totalled R1.7 billion or equal to 4.1% of the local GDP. In 2020, due to COVID-19 related factors, it decreased to only R513.4 million, which was equal to only 1.0% of the local GDP.

Figure 10: Structure of Steve Tshwete's economy



Source: SEP (Socio-Economic Profile) of Steve Tshwete: Dept Economic Development & Tourism 2021

Figure 11: Steve Tshwete Contribution by industry – Employment & GDP



Source: SEP (Socio-Economic Profile) of Steve Tshwete: Dept Economic Development & Tourism 2021

Poverty, inequality, HDI & crime indicators

In the last ten years, the municipality has made huge investments in infrastructure and housing development because of that, poverty and inequality has been decreasing steadily. However, the current rate of unemployment and poverty are key factors contributing to high inequality levels.

Table 4: Poverty in Steve Tshwete 2001, 2011 and 2016

INDICATORS	2001	2011	2015	2020
Poverty rate	31.6%	25.9%	21%	31.5%
Number of people in poverty	48 865	59 929	53 567	90 283
Poverty gap (R million)	R54	R110	R575	

Source: Statistics South Africa Census 2001, 2011, 2016, 2020

According to the 2016 Community Survey of StatSA, the poverty headcount of Steve Tshwete increased from 4.3% in 2011 to 5.1% in 2016 which then made the municipality to be 4th lowest in the Province however the poverty intensity decreased slightly from 42.0% to 41.7% in the same period. The share of population in Steve Tshwete below the lower bound poverty line (LBPL) deteriorated from 25.5% in 2016 to 31.5% in 2020. In

2020, Steve Tshwete's share of the population below the LBPL was the lowest (most favourable) among the municipal areas.

In 2020, the number of people below the LBPL was 90 283 – the 10th highest/8th lowest number.

Steve Tshwete's share of income of the poorest 40% of households was the 3rd lowest/worst, indicating that income inequality was more severe in Steve Tshwete than in most other areas in the province.

Human Development Index

Human Development Index (HDI) is defined as a standard measure of determining whether an area is developed, developing and developed. According to SERO 2018 report, the average trend on the HDI seems to be stable between 2011 and 2014 at 0.69 whilst between 2015 and 2018 sitting at 0.69. Improved Human Development Index (HDI) from 0.66 in 2016 to 0.70 in 2020 – the highest in the province.

Crime

Steve Tshwete ranked 11th (7th highest/worst) in terms of the 17 serious crimes reported. Despite the unfavorable ranking, it recorded an improvement between 2014/15 and 2019/20.

Gini coefficient

The Gini coefficient is an index between zero and one, which is used to measure the gap between the rich and the poor. The gini-coefficient measure for Steve Tshwete Local Municipality was at 0.68 in 2001 and increased to 0.08 in a period of 10 years i.e. 0.60 in 2011. These figures express a minimal change in terms of the income level inequalities between the period of 2001 and 2011.

COVID-19 impact on employment

In Q1 2020, there were 1.25 million employed in Mpumalanga, which was a record high for the province. Due to COVID-19 and the lockdown regulations the number of employed shrunk by 133 838 in Q2 2020.

This was the largest quarterly decline in employment numbers ever recorded in Mpumalanga, and more than three times the quarterly decline recorded in Q2 2009 at the height of the 2008-09 Global Financial Crisis.

Although it is clear that the Mpumalanga labour market gained jobs since the height of the lockdown, those gains were erased in Q3 2021.

The Q3 2021 employment level of some 1.1 million was 141 816 jobs short of the 1.25 million persons employed in Q1 2020 before the lockdown was instituted.

In Q3 2021 the level of employment in Mpumalanga was more or less equal to what it was in Q2 2013

Employment

Steve Tshwete economy is one of the biggest economic areas and it is therefore expected that a significant number of employment opportunities are being provided in the area. Mining, trade and manufacturing are the major leading employment drivers in Steve Tshwete LM.

The unemployment rate of Steve Tshwete was 23.1% in 2020, which was one of the lower rates in the province, but still relatively high in comparison with the target of 6% by 2030. Steve Tshwete's unemployment rate was however, the lowest among all the municipal areas of Mpumalanga. In 2020, the unemployment rate

for females was 30.1% and that of males 18.3%. Youth unemployment rate according to the Census figures 34.4%.- challenge with especially very high youth unemployment rate of females.

The largest employing industries in Steve Tshwete trade (including tourism), community services, finance and mining. Concern about the high-unemployed youth & especially females relatively low level of education and inadequate skills impact negatively on their employability.

Importance of quality and relevant education and training in line with the economic needs of the province – important role of the University of Mpumalanga & TVETs.

Increase in employment level between 2016 & 2020, but at a modest rate of 1.0% p.a. Average annual employment growth deteriorated when compared with the growth of 4.7% p.a. between 2011 and 2015.

Steve Tshwete is contributing 10.3% to the total employment in the province. Looking at this as well as its economic contribution, Steve Tshwete is supposed to create at least 10 000 new and sustainable jobs per annum. In fact, even closer to 14 000 jobs. For now, it should have an annual job creation target of at least 5 000 new jobs per annum.

Labour market in Steve Tshwete

The expanded unemployment rate of Steve Tshwete was 23.1% in 2020, which was one of the lower rates in the province, but still relatively high in comparison with the target of 6% by 2030. In 2020, the expanded unemployment rate for females was 30.1% and that of males 18.3%.

In 2020, the youth (15-34 yr) expanded unemployment rate was 34.4%. There is concern about the high share of unemployed youth & especially females – there appears to be a mismatch between their offering of education and skills (or lack thereof) and the demand of the labour market, but also a lack of investment to create jobs.

Importance of quality and relevant education and training in line with the economic needs of the province to improve their employability but also a need to retain businesses and attract new investment.

Steve Tshwete contributed 10.3% to total employment in the province.

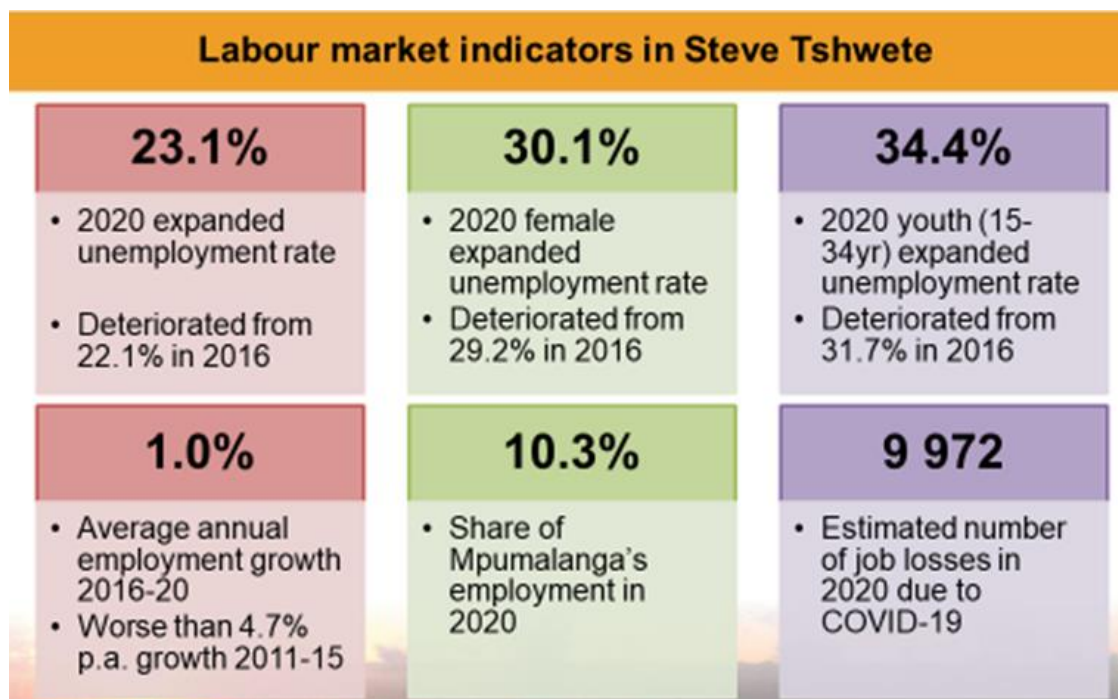
Increase in employment level between 2016 & 2020, but at a modest rate of 1.0% p.a. Average annual employment growth deteriorated when compared with the growth of 4.7% p.a. between 2011 and 2015.

The job losses in 2020, due to the COVID-19 lockdown, was estimated at 9 972.

In the 4-year period between 2016 and 2020, Steve Tshwete gained 4 582 jobs, despite the devastation of COVID-19.

In 2020, the largest employing industries in Steve Tshwete were trade (including tourism), community services, finance, and mining.

Figure 12: Labour market in Steve Tshwete

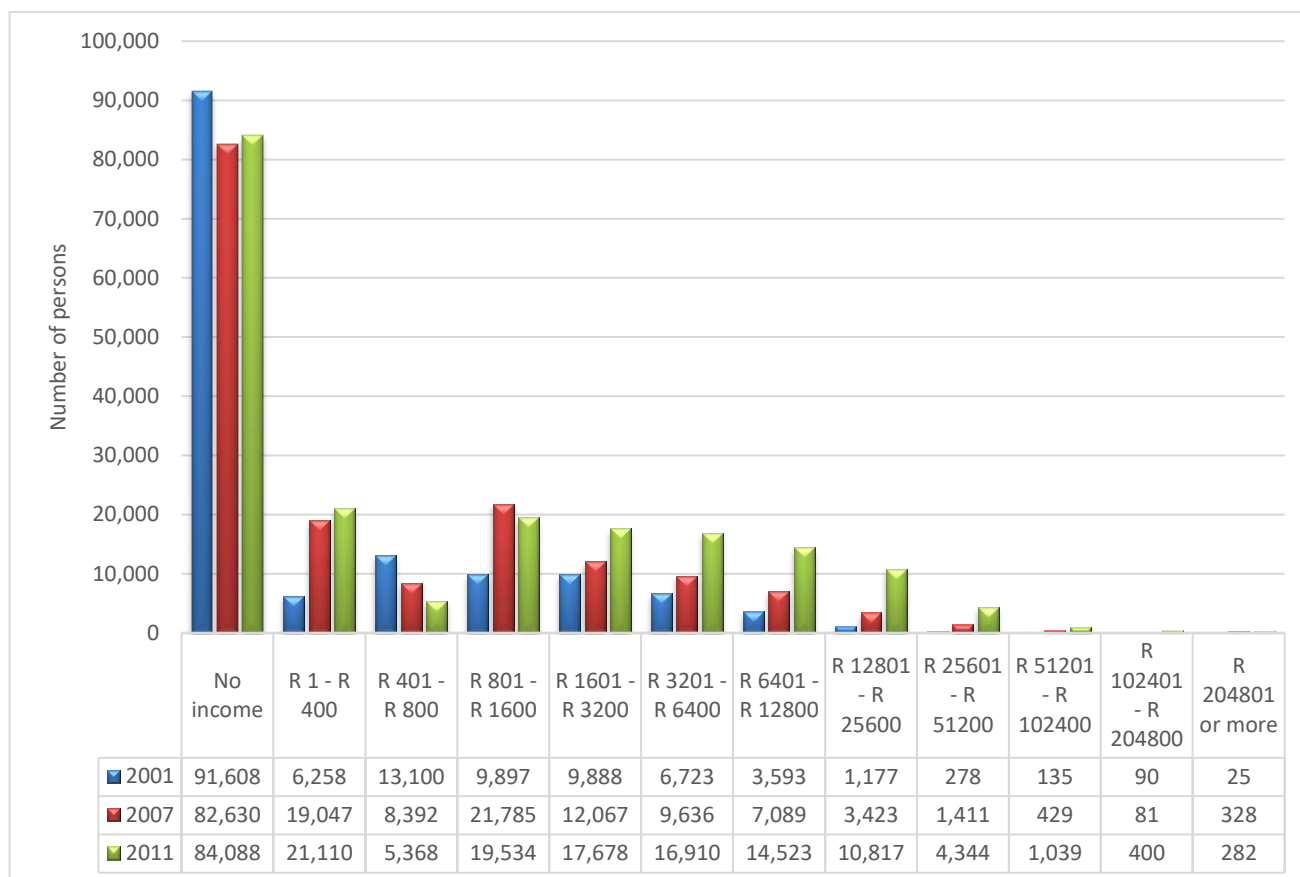


Source: SEP (Socio-Economic Profile) of Steve Tshwete: Dept Economic Development & Tourism 2021

Individual Income

According to the census, the number of people without an income has decreased from 91608 to 84088 between 2001 and 2011. The majority (63690) of Steve Tshwete individual earn within the R1-R 3200 followed by about 47 633 individuals who earn from R3200-R102 400 in 2011, there has been an increase this could be attributed to the number of mines and manufacturing industries located in STLM. The share of population in Steve Tshwete below the so-called lower-bound poverty line (of Stats SA) deteriorated from 23.4% in 2015 to 26.9% in 2018. In 2018, Steve Tshwete's share of population below the lower-bound poverty line was however, the lowest (favourable) among the municipal areas. The number of people below the lower bound poverty line was high at more than 70 000 people in 2018. In the very same year, Steve Tshwete's share of population below the lower-bound poverty line was however, the lowest (favourable) among the municipal areas. Individual income distribution in Steve Tshwete is detailed in the table below:

Figure 13: Individual income distribution in Steve Tshwete 2001 and 2011

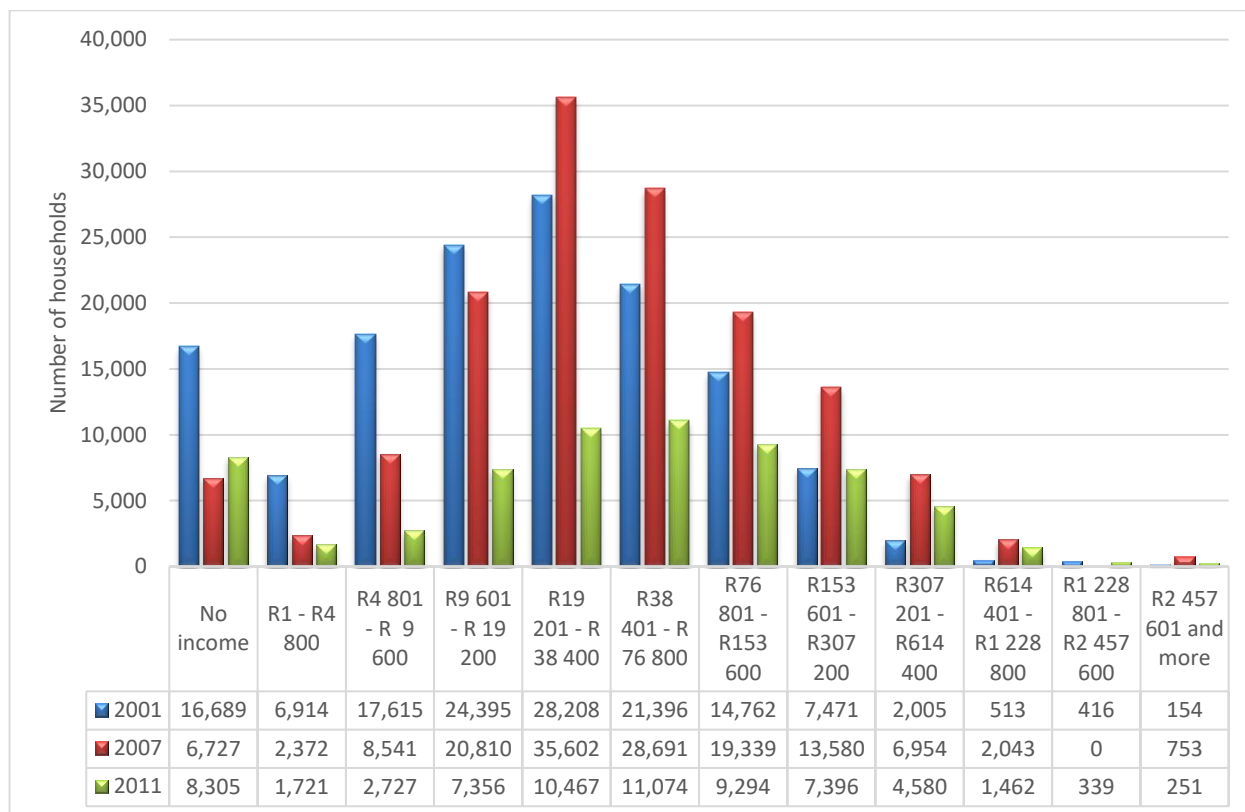


Source: Statistics South Africa Census 2001 and 2011

Household income

According to Census 2011, the average annual household income increased from R 55 369 per annum in 2001 to R134 026 per annum in 2011. This represents an absolute increase in nominal terms over the 10-year period, which was the highest among the eighteen local municipalities in the province. This is closely related to its higher education levels and employment rates.

Figure 14: Household Income 2001, 2007, 2011



Source: Statistics South Africa Census 2001 and 2011

2.3. Health

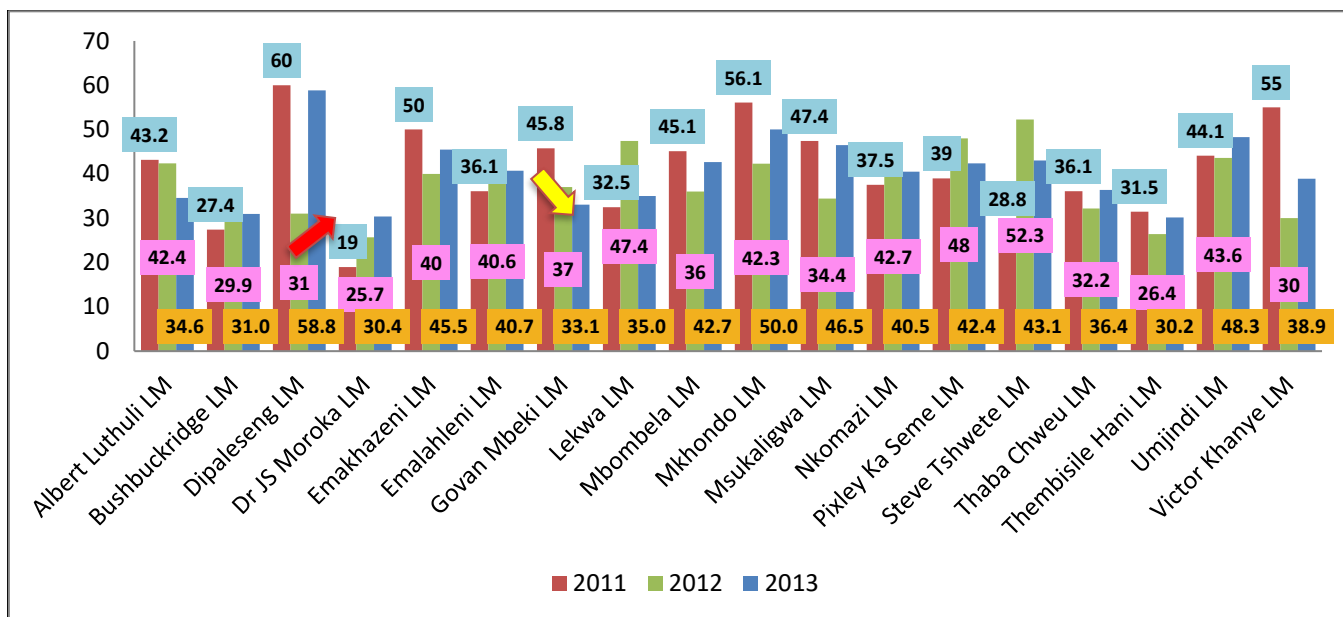
When examining issues of health, statistics show that the number of people with HIV has begun to increase since 2010. HIV/AIDS has a devastating effect on the social and economic development of Steve Tshwete’s population and Council will therefore persist with its efforts in this area. Thus Council has adopted an HIV/AIDS Strategy which is inline with the National and Provincial Framework. and holds LAC/CCF Meetings per quarter chaired by the Executive Mayor. The municipality also ensures that all clinics issuing ARVS and holds HIV/AID’s awareness programmes with close partnership with the Mpumalanga dept. of health

2.3.1. HIV/ AIDS Prevalence

HIV and AIDS is one of the biggest challenges the country is facing. The rate of infection is rapidly increasing and more and more people are getting ill and dying from AIDS. According to the 2013 Antenatal Care Survey, HIV prevalence rate has decreased from 52%- 43%. This positive change can be attributed to the active Aids Council, vigorous HCT campaigns and community awareness (see figure 8). HIV/AIDS has a devastating effect on the social and economic development of Steve Tshwete’s population and the Council in collaboration with various stakeholder will continue to maximize its efforts in this area, in order to ensure that prevalence rates decreases.

STLM aims to promote health and primary healthcare in our communities, and assisting our communities to adapt to climatic changing conditions, the institution shall ensure functionality of HIV/AIDS Councils within the municipality and ensuring the effectiveness of campaigns on HIV & AIDS.

Figure 15: HIV Prevalence by Sub-district: 2011-13



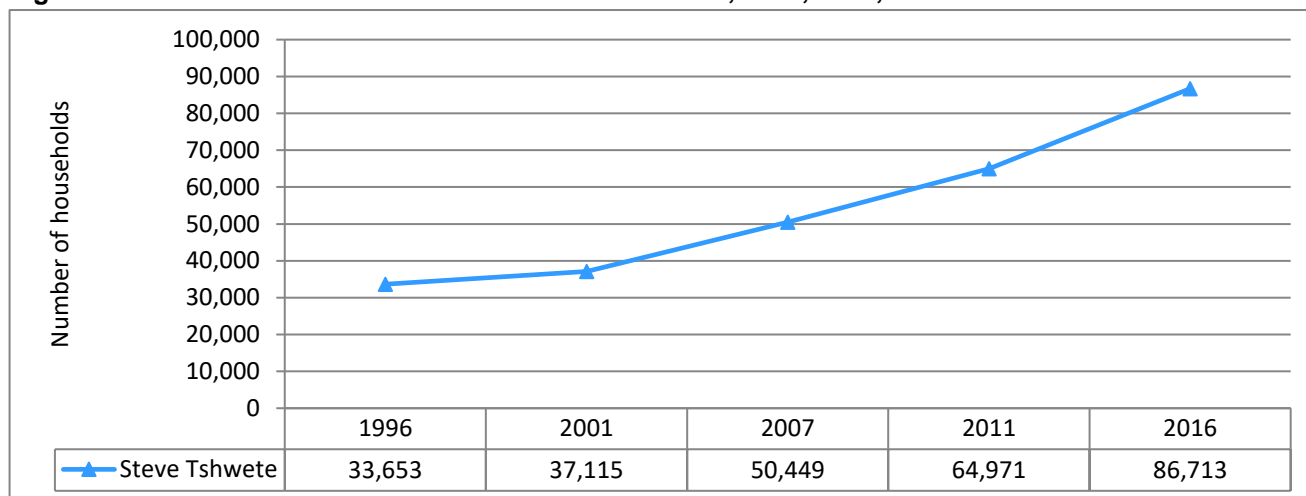
Source: 2013 Antenatal Care Survey

2.4. Household (HH) Profile and Services

(i) Number of households

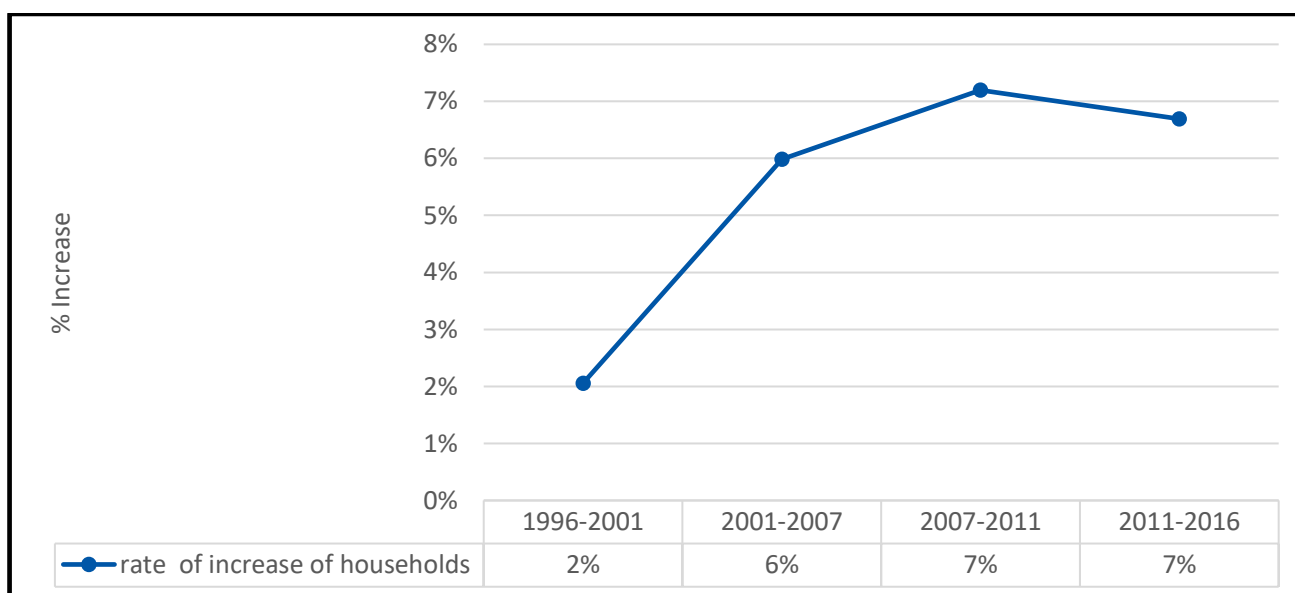
The constitution of South Africa states that all municipalities must construct and maintain a range of infrastructure that facilitates local economic activity and creates an enabling environment for economic growth. The following infrastructure categories are amongst the key within the municipality; water and sanitation, waste and electricity. The municipality provide services at household level rather than individual level. The number of households in Steve Tshwete increased from 64 971 in 2011 to 86 713 households (almost 22 000 households increase) in 2016 representing 20.6% of the Nkangala household figure. The household size declined from 3.5 to 3.2 in the same period.

Figure 16: Number of Households in Steve Tshwete 1996, 2001, 2007, 2011 and 2016



Source: Stats SA Community Profiles (1996, 2001, 2007, 2011 & 2016)

Figure 17: Rate of Increase of Households



Source: Stats SA Community Profiles (1996, 2001, 2007, 2011 & 2016)

(ii) Access to Household Services

Steve Tshwete Local Municipality has made great strides in providing this basic service to its communities. The table below reflect the progress made:

Table 5: Households with Access to Services 2011 and 2016

BASIC SERVICES	2011	2016
% of households with flush or chemical toilets	86.8%	81.9%
% of households with connection to piped (tap) water: on site & off site	98.2%	85.4%
% of households with electricity for lighting	90.8%	90.1%
% of households with weekly municipal refuse removal	84.7%	85%

Water and sanitation

Even though Access to water and sanitation remains fairly high in STLM, due to households increase between 2011 and 2016, the percentage of households with water and sanitation has decreased. The 2016 Community survey reveals that, 81.9 of households had access to potable water (household connections and communal stands) and 85.4% had flush and chemical toilets. In 2014, the Blue Drop Certified Systems awarded STLM a blue drop score of 97.1% (ranked 1st in the province, noting that the municipality continues to manage drinking water within their area of jurisdiction with distinction. STLM was ranked second in terms of waste water services in the Green Drop Report which was at 61.9%.

The rural areas of the municipality is about 39.7% which is the lowest levels of households provided by the local water scheme by the municipality and water service provider, at least 41.1% use boreholes and water tankers whilst 10.1% utilize source of water. Most of the households located within the functional areas (Middelburg (68.2%) and Steve Tshwete Mining Area (71.1%)) piped water within the dwelling (36.2%) and access to piped water within the yard (26.2%).

Electricity

STLM is licensed to supply the following areas with electricity: Middelburg, Hendrina, Kwaza, Doornkop, Komati, Blinkpan and Koornfontein and comprises of the following divisions: Small consumer, Distribution and Planning and bulk connection. The provision of electricity within the municipality continues to decreased 0.7 between 2011 and 2016.

The 2016 community survey also reveals that 90% of the households in STLM have access in STLM have access to electricity for lighting. Currently, the municipality is accommodating new development through a short to medium term infrastructure through a short to medium term infrastructure plan.

Refuse Removal

Census 2016 shows that the municipality continues to improve expanding the access to refuse removal. About 85% households had access to refuse removal atleast once a day. The municipal service extends to all the municipal towns but exclude the mining towns and rural areas which are self serviced. Bulk containers and provided for places like Kranspoort. Somaphepha, Mafube and Doorenkop have a transfer station and big containers that are serviced by the municipality.

Providing all households with access to refuse removal once a week for a clean and healthy environment. Waste collection services rendered once a week. Residents provided with 240L wheelie bins for storage of waste. Areas not provided with waste collection services are Doornkop, and Farm Villages. Budget will be requested for resources to extend services to un-serviced areas.

Waste collection services rendered once a week. Areas not provided with waste collection services are Doornkop, Informal settlements (except Newtown, part of Hendrina informal settlement and Back of Hlalamnandi) and Farm Villages. Budget will be requested for resources to extend services to un-serviced areas.

Roads and stormwater

In 2011, the municipality had about 826 km of total road network. Out of the 828 km about 660 km were tarred and about 162.4km were gravel roads. The 162.4km includes roads within farm areas which are privately owned and the municipality is unable to provide tarred roads.

In the upcoming five years the municipality plans to upgrade municipal roads from gravel to surfaced, upgrading existing roads and storm water infrastructure, provision of storm water drainage systems; reseal and maintenance of existing tarred roads and provision of sidewalks where there is high volume of pedestrians. The challenges faced are the following:

- The construction of new roads and storm water systems is unable to keep up with rapid urbanization,
- The road network requires expansion of roads and improvement of intersections due to increased volume of traffic;
- There is inadequate funding to address storm water backlog in developed areas and preventative maintenance
- There are heavy trucks that move through town and these damage the roads infrastructure.

(iii) Housing Profile and Ownership

Ownership

Home ownership is one of the most important issues in establishing stability in a community.

Table 7 shows an increase in the proportion of households that own their dwellings. On the other hand, there is an increase in the proportion of female headed households between 2001 and 2016.

Table 6: Steve Tshwete Household dynamics 2001, 2011 and 2016

Female headed households %			Formal dwellings %			% Housing owned/paying off		
2001	2011	2016	2001	2011	2016	2001	2011	2016
29.5	29.4	30.2	73.9	83.0	65.0	57.5	44.5	53.2

Source: Statistics South Africa- Census 2001, 2011 and 2016

Types of Dwelling

Housing type implies the structure of the dwelling a family occupies as their home. The main categories can be distinguished; these are formal permanent structures, traditional structures and informal non-permanent structures. Table 8 indicates the different dwelling types in the municipal area according to the Census 2011. Table 8 below shows a significant increase in the proportion of households residing in formal dwellings across the municipality, meanwhile there is decline in traditional dwellings. The informal dwellings declined from 1996 to 2001 and showed an upward trend from 2001 to 2011. The increased number of informal dwellings is a concern to the municipality. Formalizing all informal settlements should be a priority to the municipality as the municipality loses income due to people in informal settlements not paying for services. STLM recognises that high migration and urbanisation rates mean that informal settlements in the municipality are likely to remain. However, the municipality is committed to ensuring that all households, including those located in informal settlements, have access to basic services and community amenities.

STLM subscribes to the notion of integrated and sustainable human settlements. Therefore, the identification and acquisition of well-located land, adequate access to municipal services, and social and economic annuities (including transport services) remains the key determinant in achieving high levels of integration and sustainable human settlements. STLM was granted level 2 accreditation status, implying that the municipality is expected to perform Level 1 accreditation functions like beneficiary management, subsidy budget planning

and allocation. Level 2 accreditation entails full programme and project management in addition to the level 1 accreditation functions.

The inter-governmental framework advocates cooperation and collaboration amongst the different spheres of Government to deliver services to the citizenry with specific reference to housing delivery. Due to fair administrative practises and strict adherence to transparency, STLM did not experience community protests relating to housing delivery. However, the mismatch between housing delivery and demand continues to be a source of grave concern for the municipality in particular and the Mpumalanga Department of Human Settlements in general. The private sector enterprise (e.g. South32 Coal, Exxaro Coal and Wescoal Mining) is commended for their contributions have reduced the housing backlog through their social labour plan initiatives.

Table 7: Dwelling Types 1996, 2001, 2011 and 2016

FORMAL				TRADITIONAL				INFORMAL			
1996	2001	2011	2016	1996	2001	2011	2016	1996	2001	2011	2016
24 765	26 776	53 929	71 022	2 952	3 516	1 102	1 832	12 901	5 937	9 190	12 480

Source: Statistics South Africa- Census 1996, 2001, 2011 and 2016

2.5. Community facilities

Table 8: List of all Community Facilities

Facilities	Total number of Facilities	Middelburg	Hendrina	Rietkuil	Pullenshope	Komati	Doornkop	Eastdene	Nasaret	Mhluzi	Sikhululwe	Somapheph ^a
Library	11	1	2	1	1	-	1	1	1	3		
Community hall	9	3	1	1	1	1	1	1				
Sport stadium	5	3	1	0	0	-				1		
Police Station	6	2	2	0	1	1						
Clinic	14	8	2	1	1	1	1			5		
Post Office	5	1	1	1	1	1						
Crèche	20	3	3	1	2	1						
Primary School	25	17	3	1	1	1				9		1
Secondary School	19	7	4	-	-	-						1
Technical college	1	1	0	0	-	-						
Cemetery	11	1	3	0	-	-			1	7		
MPCC	3						1			1	1	

2.6. Municipal PESTEL Analysis

Table 10: PESTEL Analysis

<p><u>POLITICAL</u></p> <ul style="list-style-type: none"> • Political Unrest • Staff Unrest • Changing of political administration • Uncontrollable business forum • Functional Council & Oversight • Political Uncertainty may affect Governance • Separation of powers (Political & Administration)/Clear roles and responsibility • Multiparty, tolerant and disciplined governance • Non-cooperative labour unions • Unrecognized labour delegations • Legislation , policies , unfunded mandate and clear council procedures, resolutions ,political instability unstable political climate, uncertainty 	<p><u>ECONOMICAL</u></p> <ul style="list-style-type: none"> • Closure of mines • High level of unemployment • Contested rates and taxes • Unemployment structure and forum business • Unreliable services (Unreliable service provision) • Weakened investor opportunities due to unreliable infrastructure • Noncompliance to by-laws • Illegal service connections • Changes in the prescripts/Laws e.g. Inflation rate, • Red Tapes that come from the Laws makes the unfavorable economical activities e.g. President e.g. hawkers • Limitation in the local/Town revitalisation strategies e.g. Vibrant • Population Growth e.g. Impact on infrastructure/Increase in Revenue • Impact of covid 19 on the economy • Globalisation • Implementation of economic recovery plan • Budgetary constraints • Increase in revenue • Approved budget, inflation, • interest rate , staff related cost, financial viability • 	<p><u>SOCIAL</u></p> <ul style="list-style-type: none"> • Loss of community trust • Distortion of information • Disjuncture of information • High crime rate • High scholar drop out • Noncompliance to by-laws • Inadequate recreational facilities • Conflicts between taxi association • Unemployment • Moral Regeneration (GBV,Drugs • Community unrest • Rapid urbanization/ migration • Impact of ageing infrastructure • Communication breakdown, teamwork , impact of chronic diseases , youth empowerment population growth, social unrest , unrealistic community demands
<p><u>TECHNOLOGY</u></p> <ul style="list-style-type: none"> • Lack of Wi-Fi point 	<p><u>ENVIRONMENT</u></p> <ul style="list-style-type: none"> • Climate change • Water pollution 	<p><u>LEGAL</u></p> <ul style="list-style-type: none"> • Noncompliance to regulations/bylaws

<ul style="list-style-type: none"> • Lack of e-government resource • Unreliable network for CCTV • Unreliable Call Center • Smart city environment • Inaccessibility to new technology • Crime prevention technology • Improve business process • Online reporting of community complaints • System integration and automation, network, consumer access to network and technology, SMART CITY, Digitization 	<ul style="list-style-type: none"> • Illegal dumping • Illegal mining • Land invasion • Pollution (Water , Air and Land) • Non- Compliance • Migration from the environmentally unfriendly processes into cleaner technologies • Air quality management • Implement sustainable green economy initiatives • Poor post mining rehabilitation • Occupational Health and Safety and Wellness Programme • Climate change/ Global warming, health and safety, pollution, green economy 	<ul style="list-style-type: none"> • Water services regulation • Illegal services connection • Noncompliance to building regulations • Changes in legislation e.g. Procurement • Cumbersome government processes • Increasing litigation list (land invasion • Illegal strike, litigations, labour relations, code of conduct, criminal records, legislation
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2.7. Municipal Spatial Development Framework (MSDF)

2.7.1. Background

In terms of the Constitution of the Republic of South Africa, municipal planning is a core function of the local municipalities. To give effect to the constitutional mandate, Section 34 of the Municipal Systems Act, 2000 (MSA) and Section 20 Spatial Planning and Land Use Management Act No. 16 of 2013 respectively, call upon municipalities to formulate the Spatial Development Frameworks.

The Municipal Spatial Development Framework (MSDF) is a municipal spatial planning tool that indicates future areas for expansion of residential, community facilities, industrial, business, resort development and other activities. It also defines the urban edge and provides guidance with respect to areas of highest impact and priority projects. Therefore, MSDF includes spatial objectives, strategies and proposals, which are specific to broadly inform land use management and investment decisions for both public and private sectors. This tool provides spatially referenced data and complementary spatial analysis of the issues within a municipal area, see Figure 42. This analysis needs to be expanded to include the high-level spatial interactions and linkages both within a municipal area and regionally, including corridor development and national infrastructure development plans. The aim is to achieve integrated and strategic development.

According to the MSA, the SDF forms a core component or a sector plan of an Integrated Development Plan (IDP) and should provide for basic guidelines for a land use management system for the municipality. Therefore, all land development related IDP projects should be informed by the SDF and be spatially referenced in an endeavour to achieve the desired spatial pattern of a municipality.

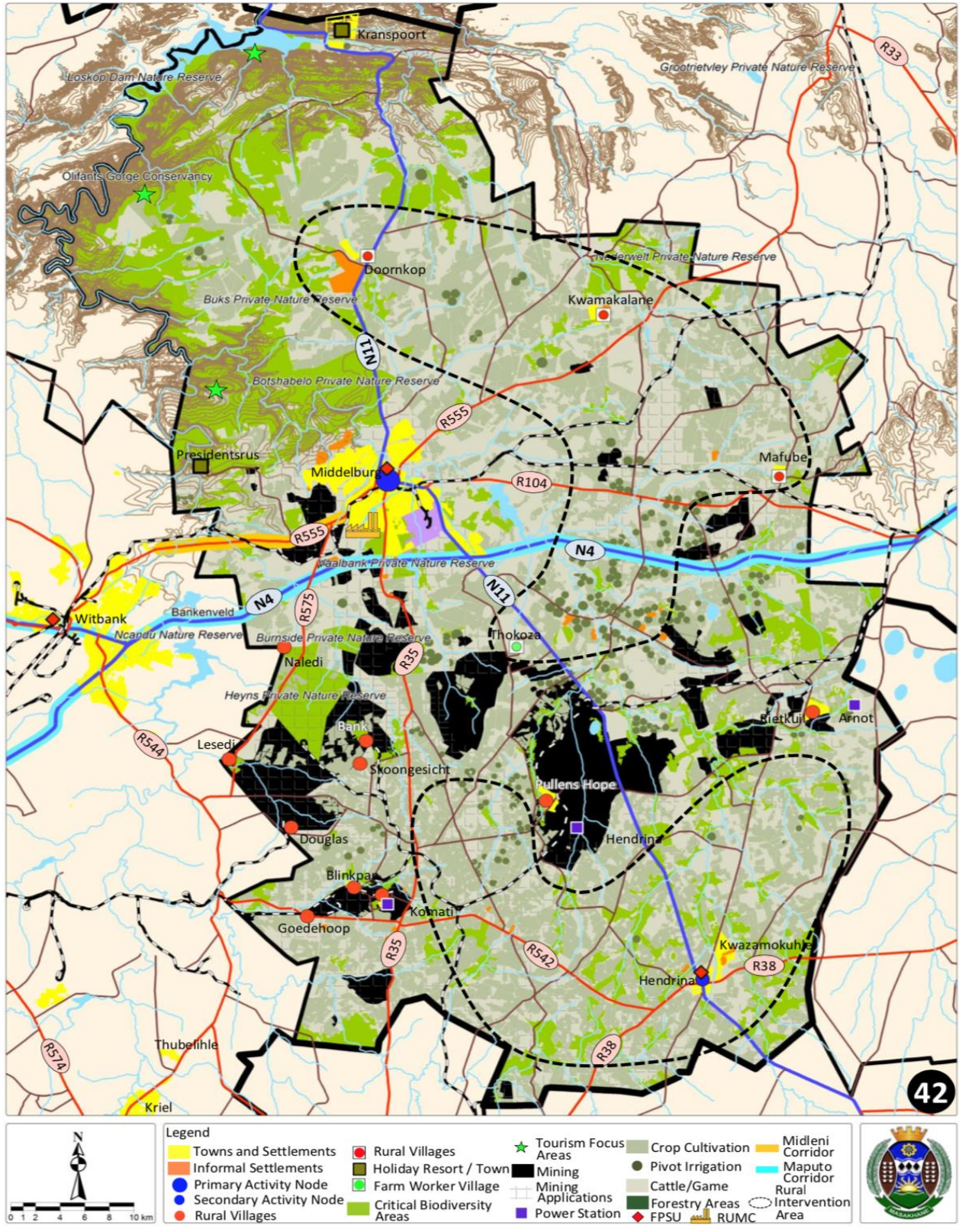
SPLUMA stipulates that the content of a municipal SDF must include a written spatial representation of a five-year spatial development plan for the spatial form of the municipality. It should also include a longer spatial development vision statement for the municipal area that indicates a desired spatial growth and development pattern for the next 10-20 years. The SPLUMA still links the SDF to the IDP.

The Municipal Spatial Development Framework was reviewed and adopted in 2018 in order to be aligned with the provisions of the Spatial Planning and Land Use Management Act No. 16 of 2013.

2.7.2. Purpose of the Municipal Spatial Development Framework

The purpose of the MSDF is to provide general direction and to guide decision making on an on-going basis with the aim of creating integrated, sustainable and habitable regions, cities, towns and residential areas. Therefore, spatial analysis of the broader Municipal area (trends and issues) is important.

STEVE TSHWETE LOCAL MUNICIPALITY Municipal Spatial Development Framework



The SDF has the following direct advantages for the municipality:

- Ensuring the identification of a common spatial vision and a set of objectives focused on a desired orderly spatial development pattern for the area;
- Informing a broad land use management policy, which can be referred to and used to objectively assess the desirability of all future development applications;
- Identification and prioritisation of capital and management projects that will be used by the local authority to inform the annual budgetary allocations in terms of the IDP.

The SDF strives to redress the spatial imbalance by seeking spatial integration, encouraging densification and the compaction of urban settlements.

2.7.3. Legal Framework

Section 20 of the Spatial Planning and Land Use Management Act No. 16 of 2013 (SPLUMA) states that the Municipal Council must by notice in the Provincial Gazette adopt a municipal spatial development framework. It also states that the municipal spatial development framework must be prepared as part of a municipality's integrated development plan (IDP) in accordance with the provisions of the Municipal System Act. SPLUMA that before adopting the municipal spatial framework contemplated in subsection (1) and any proposed amendments to the municipal spatial development framework, the Municipal Council must-

- Give notice of the proposed municipal spatial development framework in the Gazette and the media;
- Invite the public to submit written representations in respect of the proposed municipal spatial development framework to the Municipal Council within 60 days after the publication of the notice referred to in paragraph (a); and
- Consider all representations received in respect of the proposed municipal spatial development framework.
- Previously, some municipalities would take decisions that are inconsistent with the SDF without following procedures or facing legal consequences. However, Section 22 of the SPLUMA gives a MSDF a legal effect in the sense that it states that:

According to SPLMA, a Municipal Planning Tribunal or any other authority required or mandated to make a land development decision in terms of this Act or any other law relating to land development, may not make a decision, which is inconsistent with a municipal spatial development framework. Deviation from the SDF may only be allowed subject to compliance with Section 42 of the SPLUMA and only if site-specific circumstances justify a departure from the provisions of such municipal spatial development framework.

Section 22(3) of the SPLUMA states that where a provincial spatial development framework is inconsistent with a municipal spatial development framework, the Premier must, in accordance with the Intergovernmental Relations Framework Act, take the necessary steps, including the provision of technical assistance, to support the revision of those spatial development frameworks in order to ensure consistency between the two.

2.7.4 Objectives

The objective of Steve Tshwete Spatial Development Framework is to formulate strategic and spatially based policy guidelines and proposals whereby changes, needs and growth in the municipal area can be managed to the benefit of the environment and its inhabitants. The SDF process is guided by a realistic set of local goals and objectives which are contextualised within the overall vision for the municipality.

2.7.5. Contents of Municipal Spatial Development Framework

In terms of Section 21 of the SPLUMA, the municipal Spatial Development Framework must:

- a) Give effect to the development principles and applicable norms and standards set out in Chapter 2;
- b) Include a written and spatial representation of a five-year spatial development plan for the spatial form of the municipality;
- c) Include a longer-term spatial development vision statement for the municipal area which indicates a desired spatial growth and development pattern for the next 10 to 20 years;
- d) Identify current and future significant structuring and restructuring elements of the spatial form of the municipality, including development corridors, activity spines and economic nodes where public and private investment will be prioritized and facilitated;
- e) Include population growth estimates for the next five years;
- f) Include estimates of the demand for housing units across different socio-economic categories and the planned location and density of future housing developments;
- g) include estimates of economic activity and employment trends and locations in the municipal area for the next five years;
- h) Identify, quality and provide location requirements of engineering infrastructure and services provision for existing and future development needs for the next five years;
- i) Identify the designated areas where a national or provincial inclusionary housing policy may be applicable;
- j) Include a strategic assessment of the environmental pressures and opportunities within the municipal area, including the spatial location of environmental sensitivities, high potential agricultural land and coastal access strips, where applicable;
- k) Identify the designation of areas in the municipality where incremental upgrading approaches to development and regulation will be applicable;
- l) Identify the designation of areas in which-
 - i. more detailed local plans must be developed; and
 - ii. shortened land use development procedures may be applicable and land-use schemes may be so amended;
- m) Provide the spatial expression of the coordination, alignment and integration of sectoral policies of all municipal departments;
- n) Determine a capital expenditure framework for the municipality's development programmes, depicted spatially;

- o) Determine the purpose, desired impact and structure of the land use management scheme to apply in that municipal area and
- p) Include an implementation plan comprising of-
 - sectoral requirements, including budgets and resources for implementation;
 - specification of institutional arrangements necessary for implementation
 - specification of implementation targets, including dates and monitoring indicators
 - Specification where necessary, of any arrangements for partnerships in the implementation process.

2.7.6. National and Provincial policy context and development guidelines

Municipalities throughout South Africa are finding it increasingly difficult to provide their inhabitants not only with cost-effective and equitable infrastructure, but also with sufficient social infrastructure and economic opportunities. For this reason, development in South Africa is guided and directed by a range of national, provincial and local development policies. The most prominent development directives emerging from the various developments policy documents, which should inform the development of Steve Tshwete MSDF include the following:

i. National Development Plan (NDP)

In Urban Areas, amongst others, the NDP advocates the following:

- Upgrading of informal settlements;
- Urban densification within the existing urban fabric and along development corridors;
- Extensive provision and prioritisation of public transport;
- Job creation and urban renewal in former township areas;
- The diverse range of subsidised housing typologies and densities, and focusing on filling the housing “gap market” in terms of bonded housing.

In Rural Areas, the NDP advocates the following:

- Spatial consolidation of rural settlements to increase densities and enhance sustainability; Innovative (green), targeted and coordinated infrastructure delivery;
- Prioritise rural development along mobility corridors and at strategic intersections;
- Rural nodal development and revitalisation of small towns;
- Diversification of rural economy towards mining, tourism and local business.

ii. Regional Industrial Development Strategy (RIDS)

Briefly, RIDS confirms the District status as one of the more successful economic regions in South

Africa. Further, it promotes a municipal-wide focus on energy generation, mining, agriculture and tourism development.

iii. Comprehensive Rural Development Programme

This programme seeks to advance rural development through a three-pronged approach: Agrarian Transformation, Targeted Infrastructure Provision and Tenure Reform.

iv. The National Transportation Master Plan 2005 – 2050 (NATMAP)

- This plan places greater emphasis on developing rail as a transportation medium, rather than road-based modes in South Africa. Further, integration between land use development and transportation planning should be achieved through ensuring that land development is concentrated in and around transport corridors. Corridors should be orientated towards providing sustainable rail transport rather than road-based transport modes.

v. Mpumalanga Vision 2030

- Spatial Rationale for future development of Mpumalanga centres around eight key drivers: nodal development, business, commercial and industrial development, tourism, forestry, agriculture and mining;
- Urban Development should focus on two main interventions: Urban Restructuring and Urban Renewal and Revitalisation;
- In terms of Rural Development, the focus should be on three main interventions: Rural Nodal Development by way of public infrastructure provision, Rural Settlement Consolidation and Agrarian Transformation from subsistence farming to commercial farming.

vi. Mpumalanga Growth Path

This plan gives effect to the principles of a developmental state by facilitating cooperative governance and by prioritising development. Facilitation and support of sustainable development through following an integrated approach to managing the relationship between socio-economic development and the environment is emphasised.

vii. Mpumalanga Spatial Development Framework

This framework identifies a hierarchy of Primary, Secondary and Third Order Nodes in the urban and rural parts of Mpumalanga Province as Strategic Focus Areas for development.

viii. Mpumalanga Infrastructure Master Plan (MIMP)

Mainly, the MIMP seeks to direct infrastructure investment to areas of highest need in terms of providing the constitutionally mandated minimum levels of services to communities, and to priority areas with potential for economic development and job creation. It highlights specific areas in Mpumalanga

targeted to facilitate the development of various economic sectors.

ix. Mpumalanga Human Settlement Master Plan

This plan focuses on initiating all-new urban and rural housing projects in Strategic Development Areas identified and demarcated in municipal Spatial Development Frameworks. It promotes mixed-use and mixed density housing projects, which offer a variety of tenure alternatives.

x. The Mpumalanga Tourism Growth Strategy (MTGS)

Notably, MTGS emphasizes developing a diverse range of alternative tourism products to meet the requirements of different market segments. It advocates developing products that do not compromise or threaten the natural resources, that, the tourism developments rely on.

xi. Nkangala District Spatial Development Framework (SDF)

The Nkangala District Spatial Development Framework places emphasis on the following:

- Consolidating the urban and rural structure of the District around urban and rural nodal points.
- Optimally utilise all resources associated with the space economy of the District in a sustainable manner.
- Focus service delivery and infrastructure investment around the nodal structure, which, represent the highest population concentrations.
- Target intervention programmes around areas in need of service

2.7.7. Integrating the Municipal Spatial Development Framework with Integrated Urban Development Framework

i. Background on the introduction of the Integrated Urban Development Framework Grant

A review of Local Government Infrastructure Grants was initiated in October 2013, led by National Treasury together with the COGTA, the Financial and Fiscal Commission, the South African Local Government Association, and the Department of Performance Monitoring and Evaluation. The review envisioned a grant system that included:

- Greater differentiation in the type of grants provided to different municipalities;
- A move from focusing on rolling out new infrastructure to an increased focus on the management, maintenance and renewal of existing infrastructure;
- Ensuring greater value for money for the funds spent, and;
- Ensuring greater coherence in the management of the grant system.

Subsequent to the above, the government of South Africa introduced the Integrated Urban Development Framework (IUDF) which is a policy initiative coordinated by COGTA. The IUDF seeks to foster an understanding between local government and civil society on how best to manage urbanisation and achieve the goals of economic development, job creation and improved living conditions within municipalities by addressing current urban challenges as outlined in the National Development Plan. The IUDF responds to and builds on various chapters of the NDP, particularly chapter 8 dealing with the Transformation of human settlements and the national space economy.

The IUDF marks a new deal for South African cities and towns and sets a policy framework to guide the development of inclusive, safe, productive, resourceful resilient and liveable urban settlements while addressing the unique conditions and challenges facing South Africa’s cities and towns. It advocates the effective management of urbanisation so that the increasing concentration of an economically active population translates into higher levels of economic activity, greater productivity and higher rates of growth, thereby transforming our South African cities into engines of growth and prosperity. The IUDF proposes an urban growth model premised on compact and connected municipalities and towns.

The key outcome of the IUDF is spatial transformation. The identified policy levers and priorities are crucial for maximising the potential of urban areas, by integrating and aligning investments in a way that improves the urban form, refer to Figure 1 below:



Figure 18: Core elements of the IUDF

i. What is Capital Expenditure Framework

The term “Capital Expenditure Framework” (CEF) became a municipal mandate with the promulgation of the Spatial Planning and Land Use Management Act, Act 16 of 2013 (SPLUMA) Section 21 (n). However, the concept of a Capital Investment- or Capital Expenditure Framework has been eluded to in several other preceding legislative and policy instruments. According to the IUDG policy framework, a CEF is a comprehensive, high-level, long-term infrastructure plan that flows from a Spatial Development Framework (SDF), which estimates the level of affordable capital investment by the municipality over the long-term. The

CEF is therefore the mechanism of the municipality, which aims to achieve spatial transformation by aligning capital investment in such a way that the key outcomes of the IUDF are achieved.

ii. The purpose of the Capital Expenditure Framework

The IUDF is consistent with and reinforces the findings of the Review of Local Government Infrastructure Grants. The IUDG was introduced in the 2019/20 Division of Revenue Act (DORA) as a consolidated infrastructure grant for the support of the targeted 39 Intermediate City Municipalities (ICMs). The IUDG aims to support spatially aligned public infrastructure investment that will lead to functional and efficient urban spaces and ultimately unlock urban growth. In terms of the IUDG description, the purpose of the grant is to:

- Provide funding for public investment in infrastructure for the poor;
- Promote increased access to municipal own sources of capital finance to increase funding for public investment in economic infrastructure;
- Ensure that public investments are spatially aligned with municipal development vision, and;
- Promote the sound management of the assets delivered.

The purpose of the ICM support strategy is to help translate IUDF policy into practical programmes of action. In so doing, the initiative aims to give impetus to achieve the main IUDF goals, which are forging new integrated forms of spatial development; ensuring that people have access to social-economic services, opportunities and choices; harnessing urban dynamism to achieve inclusive and sustainable growth; and enhancing the governance capacity of the state and citizens in ICMs.

iii. Institutional arrangements of the IUDG

With the acceptance of the IUDF as policy, the emphasis has now shifted to implementation. The IUDF is coordinated by COGTA, which has set up the institutional arrangements for the coordination of activities across government departments and agencies, under the overall management of an IUDF Working Group.

The IUDF capital programme requires the participating municipalities wishing to access the Integrated Urban Development Grant (IUDG) to develop a long-term CEF, consisting of a 10-year planning horizon.

2.7.8. Development of Precinct Plans

In line with Section 10 of the Steve Tshwete By-law on Spatial Planning and Land Use Management, 2016, the municipality developed precinct plans for Middelburg CBD, Mhluzi, Hendrina and Kwazamokuhle and Aerorand South urban nodes. The precinct plans are spatial transformation tools used to address spatial inadequacies at various urban nodes. The decline in economic activities, reported crime and drug abuse incidents, neglected and unkept buildings promoted the municipality to develop precinct plans and Problem Building By-laws to resolve such challenges. Further, the following challenges were identified in the town centres of Middelburg and Hendrina:

- Increase in vacancy rate in business space owing to the distressed economy,
- Non-availability of vacant land parcels around the Middelburg CBD means that there is a limited opportunity to introduce new land uses;
- The limited supply of higher education facilities within the CBD area;
- Limited public realm to enhance elements within the CBD;

- Low density and low rise commercial and residential buildings;
- Some buildings are in state dilapidation due to lack of maintenance;
- Insufficient public parking space and inadequate taxi rank spaces.

The development priority for the identified nodes is therefore to provide solutions aimed at fulfilling place-making and high streets principles, designing out crime, management and maintenance of buildings and catalysing economic development at the various town centres. The ultimate goal is to have a town centre that is revitalized, enhanced, attractive, vibrant, people-friendly and prosperous. Chiefly, the objective is to revitalise the town centres and prevent them from degenerating into a state of urban blight.

To further refine the Municipal Spatial Development, Aerorand South Local Spatial Framework was developed, see **Figure 13 and Figure 14**. Following is a summary of the main development objectives proposed to form the basis for the Aerorand South LSDF:

- **Objective 1:** Incorporate natural environmental features into a regional open space system that functionally also provides active and passive public open spaces to the surrounding urban environment.
- **Objective 2:** Unlock the development potential of all parts of the study area by way of an integrated local road network, which is functionally linked to the surrounding regional road network.
- **Objective 3:** Optimise formal business and industrial uses within activity nodes or along identified activity spines and provide an opportunity for informal trade upscaling at appropriate locations.
- **Objective 4:** Facilitate the development of a range of housing typologies and tenure options to accommodate the diverse range of housing needs that exist in the area.
- **Objective 5:** Ensure that sufficient community facilities are provided to meet the social needs of local and surrounding communities.
- **Objective 6:** Facilitate the cost-efficient provision of bulk engineering services by way of an incremental growth management strategy for the area (short-, medium- and long-term).
- **Objective 7:** Enhance sustainability through the introduction of Low Emission Development in the area.

The Middelburg Dam Precinct Plan seeks to achieve the objective of having Steve Tshwete as an eco-tourism destination of choice. Further, its objective is to contribute towards the diversification of the local economy. The proposed recreation functions and facilities within the precinct are envisaged to attract secondary tourism services such as travel agency services, tourism establishment and improve sporting activities. The maps for various precinct plans are attached below.

2.7.9. SMART CITY IN SPATIAL PLANNING CONTEXT

i. Introduction

Spatial planning can be described as a largely public-sector-led repertoire of activities to influence the future spatial distribution of activities, to enhance the integration between different sectors, to create a more rational territorial organization of land uses including the linkages between them, to balance demands for development with the need to protect the environment, and to achieve social and economic objectives. Spatial planning is regarded as a key instrument for establishing long-term sustainable

frameworks for social, environmental and economic development and thus relates to the concept of a smart city.

According to the Focus Group on Smart Sustainable Cities, a smart sustainable city is an innovative city that uses ICTs and other means to improve the quality of life, efficiency of urban operation and services, and competitiveness, while ensuring that it meets the needs of present and future generations with respect to economic, social and environmental aspects.

ii. Smart City in the context of spatial planning

Smart cities require intelligent planning and active citizenry rather than the overlay of technological solutions. The focus is on main issues such as harnessing smart urbanism to drive the transformation of cities, bridging the digital divide in sustainable development in the information age, and how best to realise urban mobility. A smart city should not be looked at in the context of technology rollout and about the social implications of technology. A key factor in this regard is spatial design, which takes into account dead corners on streets for safety and security purposes and allows for transparency, shading, natural cooling and ventilation, and planting such as roof gardens in office complexes and food gardens for housing developments.

Rapid and unplanned urbanization has led to the growth of slums, sprawl, housing and infrastructure shortages, social segregation, and exclusion. Accompanied by motorization, it has caused congestion and hazardous air pollution. Inadequate models of urban development turned cities and neighbourhoods into fragmented zones with low-density sprawl and high density disconnected residential areas, which are inefficient in terms of public transportation and service delivery point of view. All this has a strong social impact in terms of liveability, cultural diversity, adaptability of the urban pattern, and housing options. Therefore, the smart city concept should be used as an approach to spatial management, particularly in the context of rapid urbanization.

iii. Aspects of a smart city that is sustainable

Attributes	Sustainability: Related to city infrastructure and governance, energy and climate change, pollution, waste, and social, economic and health.
	Quality of life: Improving the quality of life in terms of emotional and financial wellbeing.
	Urban aspects: Includes technology and infrastructure, sustainability, governance and economics
	Intelligence or smartness: include smart economy, smart people, smart governance, smart mobility, smart living and smart environment.
Theme	Society: The city is for its inhabitants.
	Economy: The city must be able to thrive – jobs, economic growth and finance
	Environment: The city must be sustainable in its functioning for the present as well as future generations.
	Governance: The city must be robust in its ability for administrating policies.
Infrastructure	Physical infrastructure includes buildings, train tracks, roads, electric lines, gas pipelines, water, factories, etc.
	The ICT infrastructure acts as the "glue" which integrates all the other elements of the smartness of the city acting as a foundational platform. ICT infrastructure functions as the nerve centre, orchestrating all the different interactions between the various core elements.

The Smart City approach requires a combination of smart efforts to improve inhabitants' quality of life, promote economic growth, and protect the environment from degradation. Key systems of smart and sustainable cities include smart energy, smart buildings, smart transportation, smart water, smart waste, smart physical safety and security, smart health care, and smart education.

ICT based concepts such as big data, open data, Internet of Things (IoT), data accessibility and management, data security, mobile broadband, ubiquitous sensor networks are essential in smart and sustainable cities and are predicated on an ICT infrastructure to improve the Quality of Life and promote overall sustainability.

iv. **Planning and designing parameters for achieving smart city**

Below are some of the key urban design parameters recommended for achieving a sustainable smart city from a spatial planning point of view:

- a. High-quality streets and public spaces. Well-planned streets and public spaces that shape the urban structure help support the local economy, connectivity, culture, creativity, and future developments. A good street network works well for vehicles and public transport as well as for pedestrians and cyclists.
- b. Proper and well-designed density: To meet the challenge of rapid urbanization and benefit from the economies of scale and to promote sustainable urban extension, it is important to have a proper and well-designed density of at least between 80 and 120 units/ha.
- c. Mixed Urban Uses and limited land-use specialization: Mixed land-use planning helps create local jobs, promote the local economy, reduce car dependency and commute, encourage pedestrian, cyclist and other non-motorised transport, reduce landscape fragmentation and green-house gas emissions, provide closer public services, support mixed communities and local economies, promote safer communities and create attractive neighbourhoods.
- d. Connectivity: The purpose of increasing connectivity is to create access to jobs and services for all and to boost local economies. This encourages walking, public transport, and ICT accessibility.
- e. Mixed social structure: This principle aims to promote cohesion and interaction between different social classes in the same neighbourhood and ensure accessibility to equitable urban opportunities by providing different types of housing.
- f. Urban resilience: Resilience requires policies, disaster preparedness strategies, frameworks, plans and designs that promote both, the adaptation to climate change and mitigation of GHG emissions.
- g. Energy and Resource Efficiency: This requires managing growth addressing consumption and resource exhaustion, through strategic planning, policies and measures focused on buildings, appliances, transport and agricultural, industrial and services industries. By sustainably using resources, assisted by smart technologies cities can minimize impacts on the environment and be responsive to the needs of the poor and vulnerable.

v. **Actions put in place to achieve smart city**

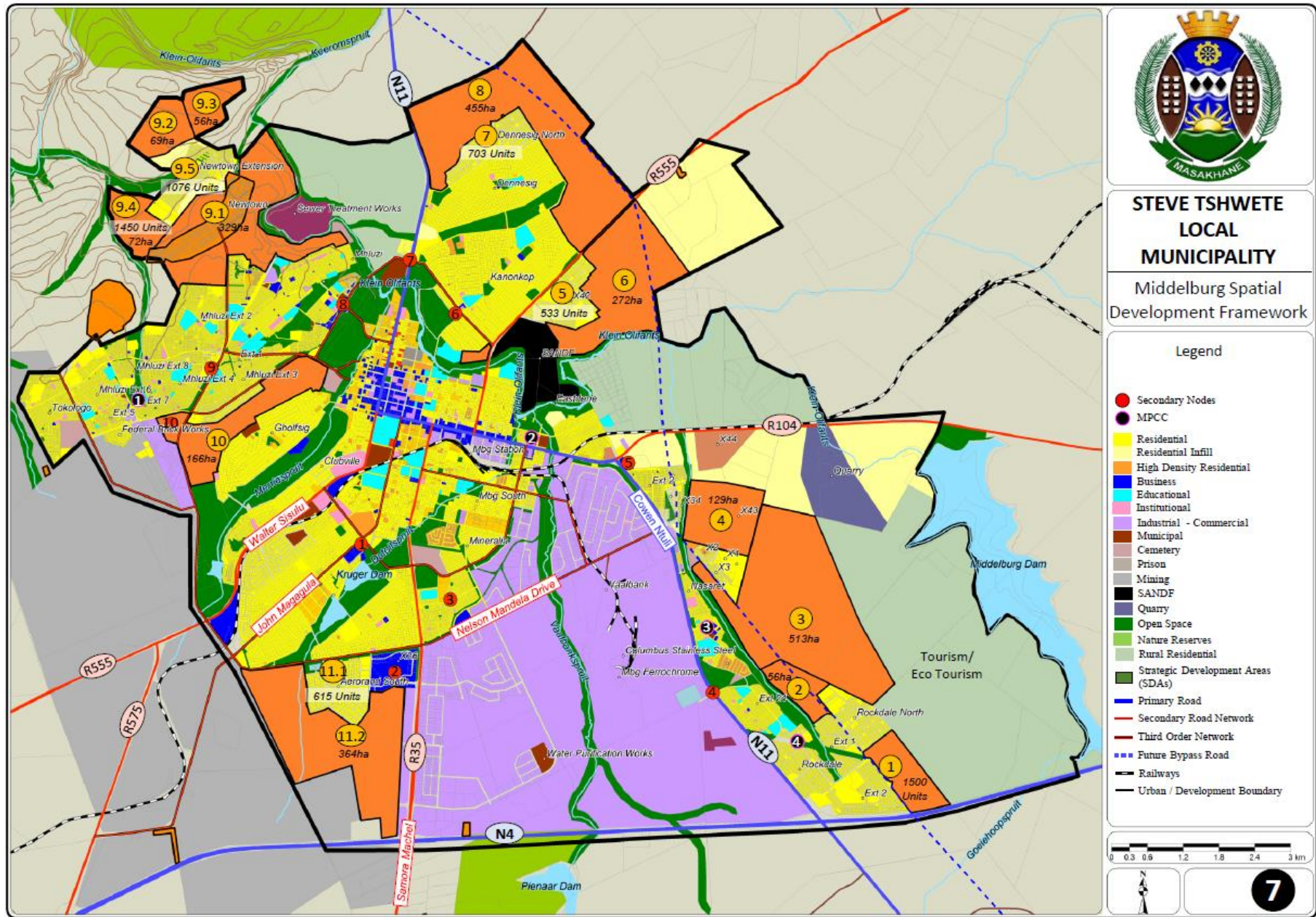
Smart and sustainable cities have to be planned, designed, implemented and managed effectively. The below are actions put in place to ensure enforcement and incorporation of the planning and design parameters for achieving a smart and sustainable city:

- Density Directives have been delineated and incorporated in the MSDF and development, Further, a Policy on Densification and Compaction of urban areas has been developed.
- The assessment of land development and land use application is done in line with development principles as contained in Chapter 2 of the SPLUMA.
- Steve Tshwete Land Use Scheme, 2019 promotes mixed-used and high-density development and urbanism. The said land use scheme incorporates overlays zones that depict areas prioritised for conservation, high-density residential and mixed uses.
- SANS 10400 of National Building Regulations and Green Buildings Guidelines are enforced when evaluating building plans.
- Planning and design parameters guidelines are used when planning integrated human settlements to achieve a smart and sustainable city.
- Precinct plans for Middelburg, Hendrina, Mhluzi and Aerorand South urban nodes have been compiled to promote spatial restructuring and revitalisation of town centres from a socio-economic and environmental point of view.

2.7.9. Spatial Structure

Steve Tshwete Municipality has situated approximately 150km to the east of Pretoria on the way to Mbombela (Nelspruit). It covers a geographic area of 3 976 km². Middelburg town as depicted in **Figure 7** is the primary node and the largest commercial centre in the municipal area. It comprises a comprehensive business core (CBD), several community and neighbourhood shopping centres, a cluster of industrial/ commercial areas, and a number of residential suburbs.

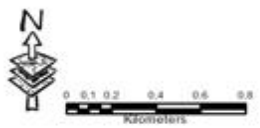
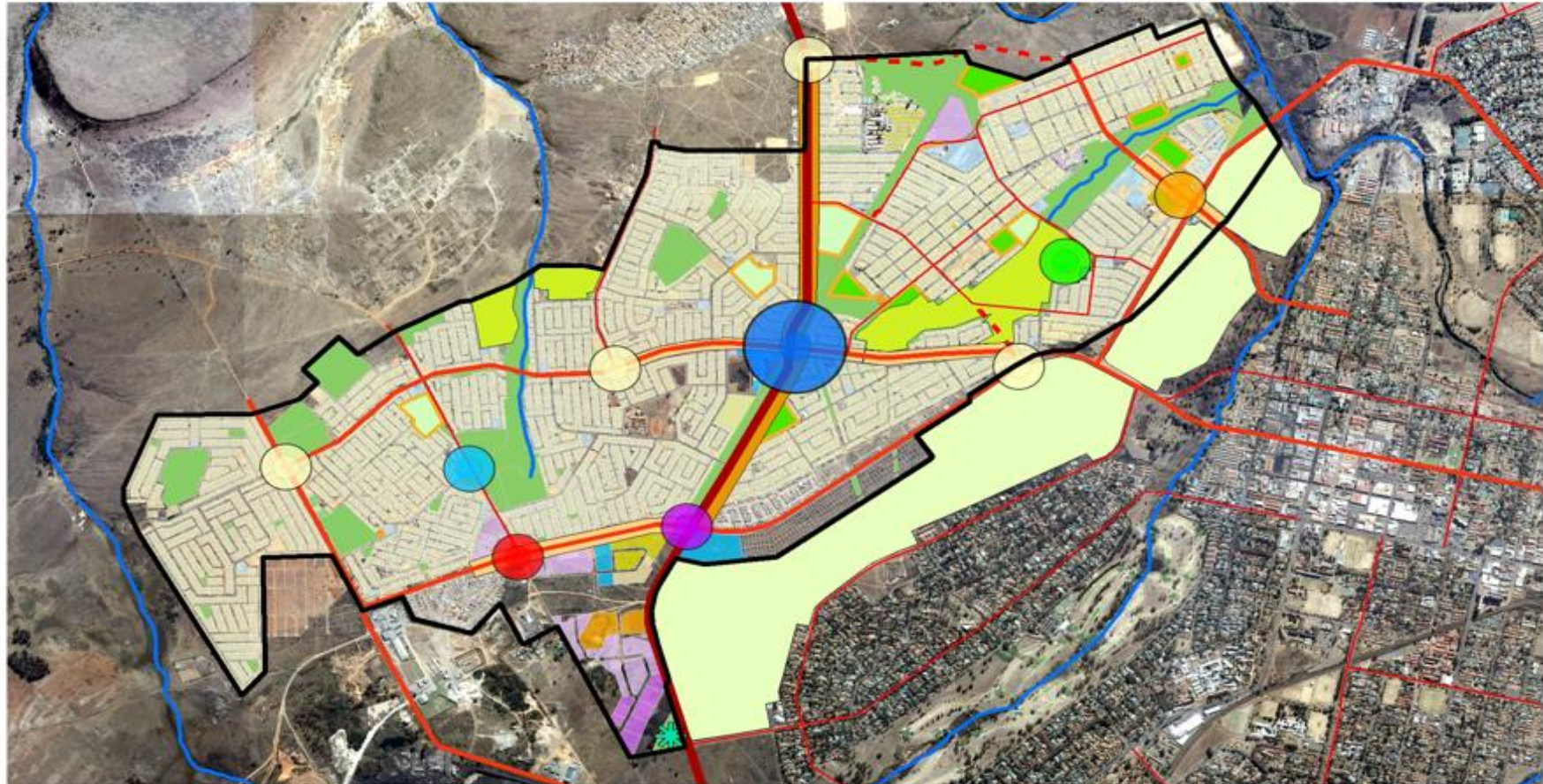
The regional road network has a strong radial form, centred on the Middelburg CBD. N11 Routes traverses the town from the north and extends past Nasaret towards Hendrina via a staggered intersection that has given rise to an activity strip along Cowen Ntuli Street. The N4 freeway which passes to the south of the town is a National Development Corridor as defined in the National Spatial Development Framework, linking Gauteng Province to the Maputo Export Harbour. The Pretoria-Maputo railway line traverses the town from east to west, running parallel to Cowen Ntuli Street/ route R104.



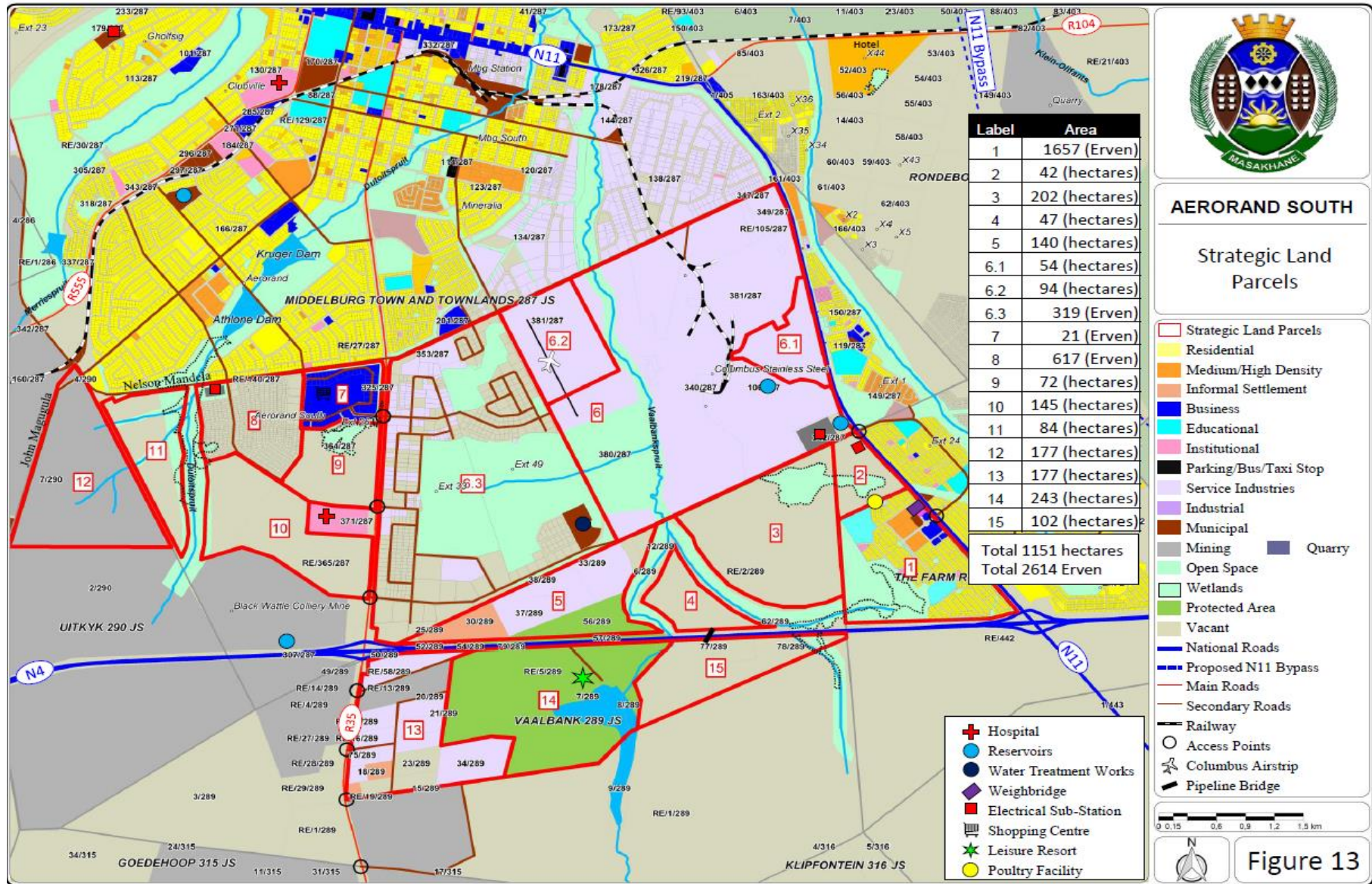


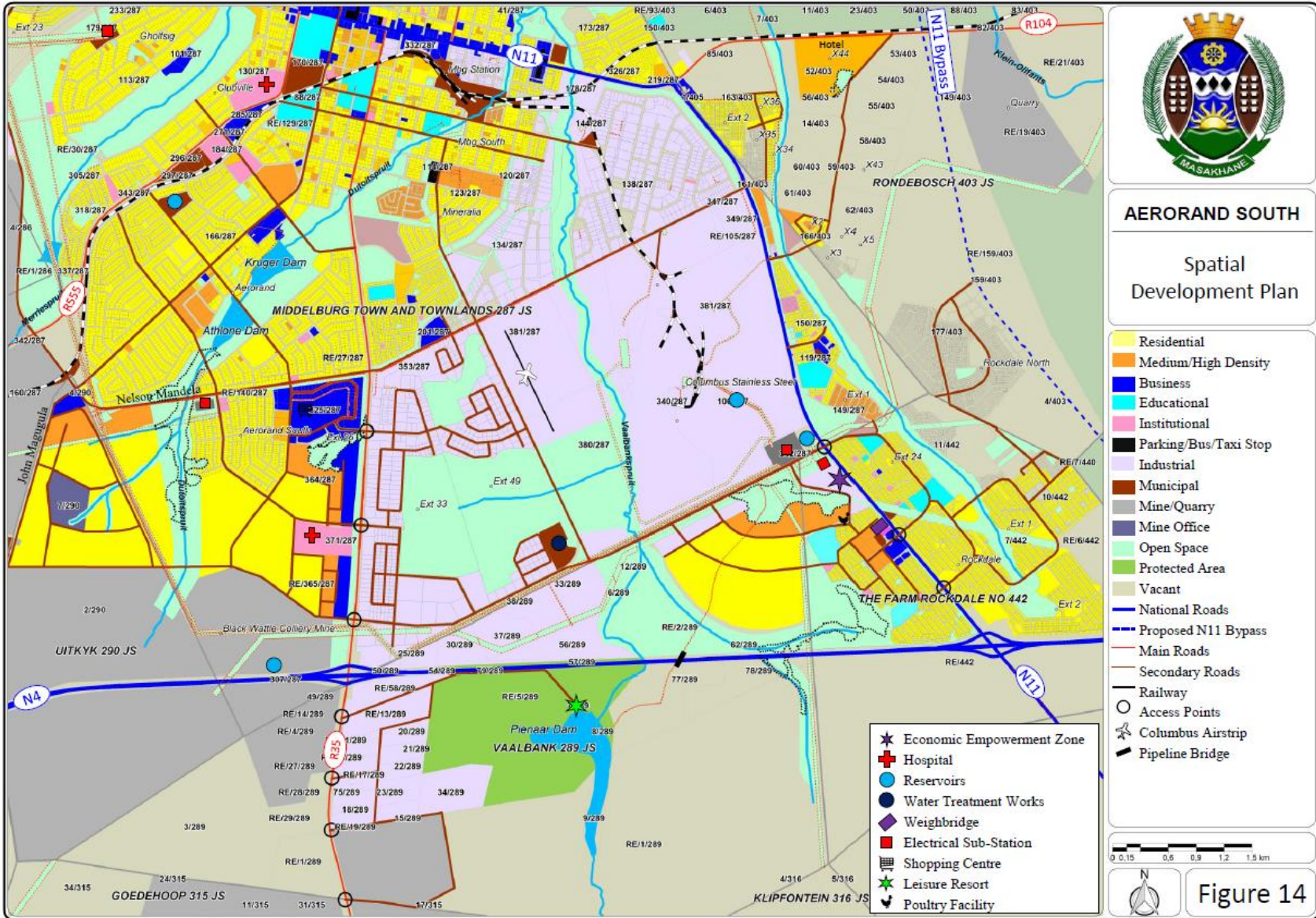
Middelburg CBD Revitalisation: Upgrade of Cowen Ntuli Street, Incorporation of the listed building and Industrial warehouses

MHLUZI CONCEPT PLAN AND INTEGRATION OF DEVELOPMENT NODES



- Mhluzi : Concept Plan**
- | | | | | | | | |
|-----------------|-----------------------|-------------|---------------------|------------------|------------------|--------------|---------------|
| Boundary | Central Node | Old Node | Primary Road | Activity Spine | Rivers | Business 2 | Institutional |
| Gateway Feature | Light Industrial Node | Social Node | Secondary Roads | Activity Streets | Primary school | Business 4 | Municipal |
| | New Industrial Node | Sports Node | Tertiary Connectors | Integration Zone | Secondary School | Industrial 1 | Residential 1 |
| | | Future Node | Proposed Roads | Proposed Park | Business 1 | Industrial 2 | Residential 3 |
| | | | | | | Industrial 2 | Open Space |





The Municipality comprises two **main urban areas**, namely Middelburg/ Mhluzi which is the primary commercial and administrative centre; and the much smaller Hendrina/ Kwazamokuhle situated near the south-eastern border of the Municipality. Several smaller settlements are dispersed throughout the municipal area, primarily to the south of the N4 freeway. These smaller settlements may be arranged into four categories for planning purposes as follows:

a) Small Villages: Small villages, which serve as agricultural service centres, include Somaphepha, Sikhululiwe (Mafube) and Doornkop. These villages offer limited services and basic amenities to a small and localized rural community, and all of these are located in the northern parts of the municipal area.

b) Holiday Towns: The second category of settlements is the two-holiday towns of Presidentsrus and Kranspoort. Development in these towns is strictly regulated to maintain a specific character.

c) Mines and Power Stations: Rietkuil, Pullenshope and Komati, which were all developed by Eskom. Blinkpan/ Koorfontein, Naledi and Lesedi are mine villages developed to house mine workers.

d) Farm Worker Villages: Kanhym (a farming company) developed Thokoza and Eikeboom villages specifically for farmworkers.

2.7.10. Proposed Strategies

The SDF proposes the following strategies and development priorities:

a. Towards Integration: The Semi-Lattice Urban Development Concept.

A concept of urban form, which is currently regarded as most conducive to increasing urban performance in both local and international planning circles, is the semi-lattice concept. It can be regarded as a combination of the nodal and the development axis concepts since it proposes the creation of a structuring framework (or backbone) for urban development consisting of different order nodes being interconnected by the development axis. This axis or so-called development spines are focus areas for dense mixed land use development. The rationale behind implementing a semi-lattice system consisting of activity corridors (and activity spines) and interconnecting nodes of a different order is as follows:

- ✓ To create a structuring framework for urban development, whereby ad-hoc decision-making which distracts from logical urban form and legibility can be kerbed. Urban sprawl is partly manifested by the haphazard location of major traffic generators such as shopping centres, office industries and housing. Therefore, a pro-active corridor development will promote a more concentrated and spatially ordered development philosophy with a clear indication of higher and lower intensity development areas.
- ✓ To create an urban structure conducive to the implementation of an unsubsidized effective and efficient public transportation system that serve all citizens (rich and poor) conveniently. The location of mostly higher-order land uses, as well as high-density residential development alongside specific routes. These routes now serve as channels for different types of public transportation modes since a high degree of people and activities are focused on these routes. Urban development in this fashion also enables

different public transportation modes to support each other more logically than is currently the case.

- ✓ To create opportunities for small and medium enterprises to be visible and accessible to passing traffic. Currently, most shopping facilities are concentrated in nodes, situated at the intersections of major transportation routes. These spaces are monopolized to a great extent since few small businesses can afford rent in these locations. Furthermore, informal trading on these premises is usually unwanted. This situation makes it difficult for small and medium enterprises to get exposure to the market that they need for survival. By allowing direct access and a mixture of land uses on the transportation routes between nodes, smaller businesses obtain exposure to exposed or otherwise impenetrable trade markets.
- ✓ To effectively integrate sectors. The essence of activity corridors is their linear form, which enables integration to a greater and more practical extent than any other urban form. (A single point creates an access problem to places further away from it, while a line allows more places to focus alongside it). Current planning practices such as zoning result in mono-functional urban environments. This separation between land uses makes the public reliant on vehicular transportation and accelerates the aspect of congested traffic arterials.
- ✓ A semi-lattice urban development system consists of the following interrelated components:
Parallel limited-access rights of way (mobility spine) for both fast-moving private transport (e.g. a freeway) and public transport (e.g. a railway and/or bus-way) with frequent connections to the activity spine or main road.

An activity spine is a route within a development corridor on which all development is focused. Activity spines will be major carriers of all modes of transport and will enable direct access to a range of high-intensity land-uses such as retail, cultural, residential and employment. Land uses that benefit from high levels of visibility and regional accessibility would locate along mobility spines. The proposed activity spines within Steve Tshwete local Municipality area are described below:

- **Dr Beyers Naude/Ikageng Streets.** This spine would in future serve as a link road facilitating movement between two of the proposed north-south stretching activity spines (the P220-1 and P51-2) and between the proposed Mhluzi Activity Node and the existing Middelburg Central Business District.
- **Cowen Ntuli Street** functions as the main east/west activity spines in Middelburg, and links up the residential areas on the western side of town with the CBD and following through to the industrial areas and residential areas on the eastern side of town.
- **Keiskamma / John Magagula Street.** These activity spines facilitate movement between the southern urban areas and the Middelburg Central Business District.
- **Walter Sisulu Street.** This is the main north-south activity spine through Middelburg. This activity spine lends itself towards mixed-use developments north of Cowen Ntuli Street up to the intersection with Protea Street in the north.

- **Samora Machel Street.** Obtaining direct access from the N4, National Road, Samora Machel Street will serve as a prominent activity spine between the intersection with the N4 in the south and the intersection with Cowen Ntuli Street in the north and Dr Mandela Drive in the eastern direction, refer to Map 17.
 - Activity streets are smaller versions of activity spines, although the same principles namely linearly, accessibility, land use diversity and intensity apply. Inactivity streets however there are much lower levels of opportunity, e.g. there may be no freeways or metropolitan scale land uses in proximity: The areas along these streets are characterised by lower levels of current development including most of the smaller development nodes (neighbourhood nodes) within the study area. Streets that have been identified to fulfil an activity street function include Mandela Street, Protea Street, Samekoms Road, Cowen Ntuli Street, Harry Gwala Street, Sipres Street, Renoster Road, Lilian Ngoyi Street, Long Street, Zuid Street, Verdoom Street, Orange Street, Hex River Road and Pilodia Street.
- b. **Nodes** (e.g. shopping centres, stadiums, hospitals, and commercial /employment areas) need to be located alongside the activity spines and streets, to serve as magnets and assist in facilitating movement along these spines. The hierarchy of Activity Nodes/Areas within Steve Tshwete Local Municipality area can be described as follows:
- The Middelburg Central Business District and Hendrina Central Business District are the primary economic activity nodes within the municipal area. Retail development, offices, government buildings and municipal offices are located in this node.
 - The secondary activity nodes consist of the Twin City and Eastdene nodes in Cowen Ntuli Street to the east of the CBD and Middelburg Mall and eMhluzi mall. Local neighbourhood nodes complement the primary and secondary nodes and should be located in such a way as to serve all suburbs. The existing neighbourhood nodes are Dennesig Centre, Kanonkop Spar, Tosca Centre, Merino Centre, Ermbee OK Bazaar, Middelburg Extension 18, Midwater Shopping Centre, Nasaret Centre, Kwazamokuhle centre, refer to Map 17.
- c. The following are important directives applicable to Steve Tshwete Local Municipality:
- To achieve a sustainable equilibrium between urbanisation, biodiversity conservation, industry, mining, agriculture, forestry, and tourism-related activities within the municipality, by way of effective management of land uses and environmental resources.
 - To establish a functional hierarchy of urban and rural nodes (service centres/agri-villages) in the municipal area, and to ensure equitable and equal access of all communities to social infrastructure and the promotion of local economic development by way of strategically located Thusong Centres (Multi-Purpose Community Centres) in these nodes.
 - To functionally link all nodal points (towns and settlements) to one another, and to the surrounding regions, through the establishment and maintenance of a strategic transport network comprising internal and external linkages, and focusing on the establishment of Development Corridors.

- To incorporate the existing natural environmental, cultural-historic and man-made resources within the Municipality in the development of Tourism Precincts, mountainous parts of the municipality,
- To promote a wide spectrum of extensive commercial farming activities throughout the municipal area, and to establish local markets for fresh products at the main nodal points identified.
- To optimally utilise the mining potential in the municipal area without compromising the long term sustainability of the natural environment.
- To concentrate industrial and agro-processing activities at the higher-order nodes in the municipal area where industrial infrastructure is available.
- To enhance business activities (formal and informal) at each of the identified nodal points in the municipal area by consolidating these activities with the Thusong Centres and modal transfer facilities.
- To ensure that all communities (urban and rural) have access to at least the minimum levels of service as enshrined in the Constitution.
- To consolidate the urban structure of the municipality at the highest order centres by way of infill development and densification in identified Strategic Development Areas and Implementation Priority Areas.

2.8. Conclusion

The spatial vision statement for the Steve Tshwete Local Municipality evolves around the following key elements:

- ✓ Consolidating of the spatial structure of existing towns and settlements to achieve physical, social and economic integration of communities and to enhance cost-efficient and sustainable service delivery;
- ✓ Making sufficient provision for upgrading of informal settlements and development of sustainable human settlements on strategically located vacant land areas;
- ✓ Promoting investment along the N4 development corridor with a specific focus on enhancing the stainless steel cluster in the town;
- ✓ Continuing to focus on the sustainable extraction and beneficiation of local minerals with comprehensive mining rehabilitation programmes;
- ✓ Encouraging the beneficiation of local agricultural produce in rural focus areas before exporting to surrounding markets;
- ✓ Promoting the STLM as an eco-tourism destination;
- ✓ Continuously manage and maintain the public space and ensure that engineering services and community facilities are well maintained and upgraded in line with increased demand in various parts of the municipal area; and
- ✓ Ensuring that the urban spatial form is compact, integrated and sustainable

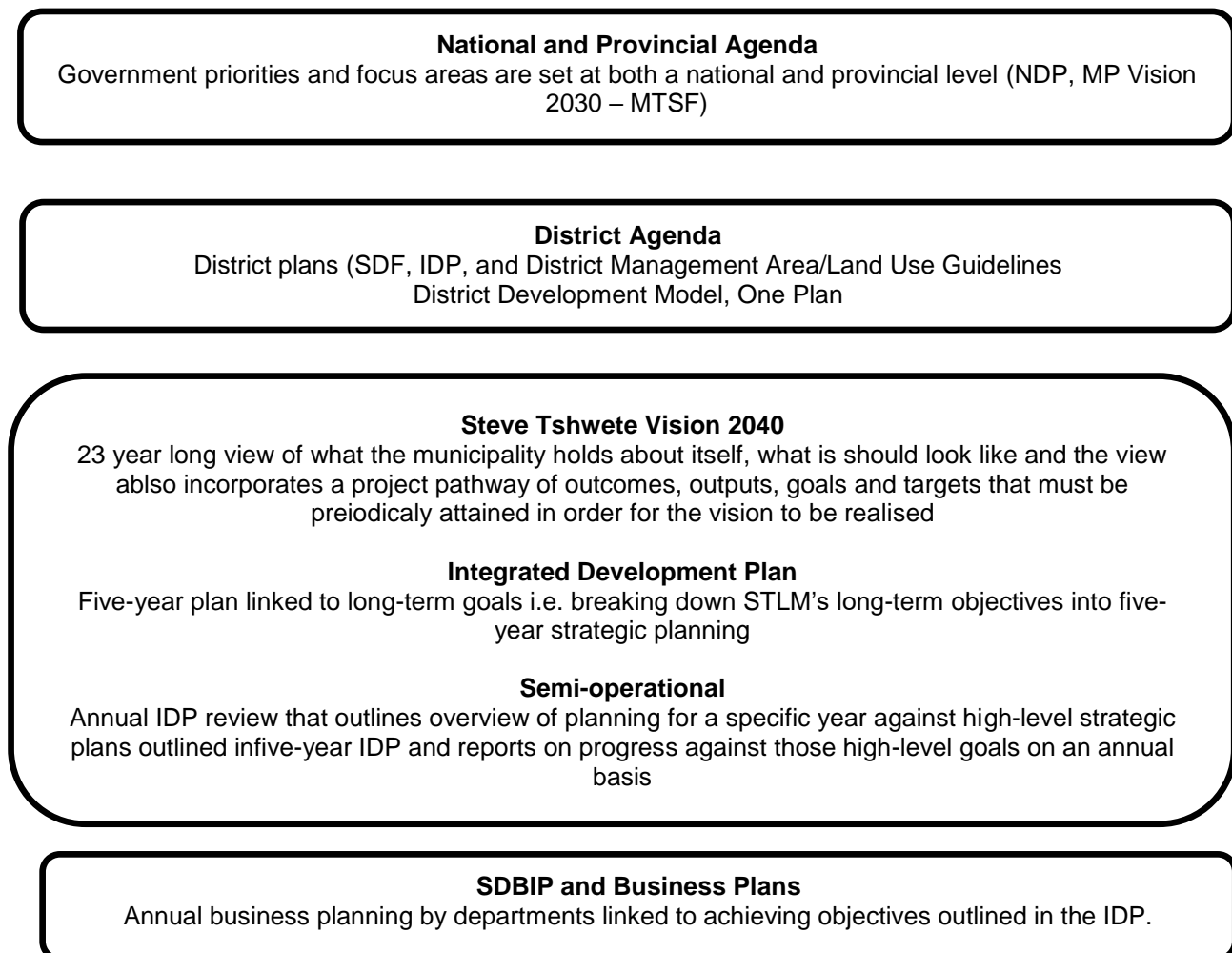
CHAPTER 3: STRATEGIC CONTEXT

3.1. Introduction

This chapter maps the progress made by Steve Tshwete LM against the manifesto for government, the 14 Outcomes, the National Development Plan and the Sustainable Development Goals. The last part of the chapter provides the details of the Strategic Objectives that guide the development of the STLM's 2022/27 IDP.

3.2. Hierarchy of Plans informing Steve Tshwete's delivery agenda

Figure 19: Hierarchy of Plans informing Steve Tshwete's delivery agenda



3.3. STLM Strategic Direction

Municipal vision

The number 1 African city (municipality) in service delivery, innovation and good governance

Mission

A legacy of excellence and achievements through achieving economic development and world-class infrastructure. A resilient, sustainable and people-centred municipality.

Core values

- To always treat everyone with dignity and respect.
- To perform our duties with integrity, honesty and diligence.
- Resilience
- Excellence in quality
- People-centred

Municipal strategic goals

Four (4) strategic goals have been identified to drive the vision and mission of the Municipality:

1. Provision of sustainable and accessible basic services to all.
2. Provide a safe, healthy environment.
3. Promote economic growth and job creation.
4. Promote good governance, organizational development and financial sustainability.

3.4. Key Performance Areas, Strategic Goals, Strategic Objectives 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.

Table 9: Strategic goals and priority areas

KPA 1: Infrastructure Development and Service Delivery	Strategic Goal : Provision of sustainable and accessible basic services to all
STRATEGIC OBJECTIVE: 1. Plan, develop and maintain infrastructure and facilities. 2. Provide safe and healthy environment for the community. 3. strategic support on the implementation of municipal programmes and projects	PRIORITY ISSUES/ FUNCTIONS Electricity, Roads and Stormwater drainages, Water, Sanitation, Municipal Buildings and Facilities , Fleet Management, Parks, Sport and Recreation Facilities, Cemeteries, Solid Waste Management, environmental management, PMU
KPA 2 : Spatial and Community Development	Startegic Goal: Provide a safe, healthy environment
STRATEGIC OBJECTIVE: 1. Facilitate for the creation of a safe, secured, informed and healthy environment for the community 2. Plan and develop integrated and sustainable human settlements and rural areas 3. Coordinate sustainable social livelihood through developmental programmes	PRIORITY ISSUES / FUNCTIONS Licensing, Cultural services, Traffic Services, Safety and Security, Human Settlements, Town planning, Social Programmes, Emergency Services ,Youth Development,

KPA 3: Local Economic Development	Strategic Goal: Promote economic growth and job creation
STRATEGIC OBJECTIVE: Facilitate investment and development of strategic infrastructure to unlock growth and job creation	PRIORITY ISSUES / FUNCTIONS Local Economic Development and Job Creation, SMME Development , Economic Development (investment)
KPA 4: Municipal Institutional Development and Transformation	Strategic Goal: Promote good governance, organizational development and financial sustainability
STRATEGIC OBJECTIVE: 1. Develop and enhance human capital services to maximize service delivery 2. Sustain good corporate governance through effective and accountable clean administration	PRIORITY ISSUES / FUNCTIONS Human Capital, Labour Relations, EAP, HR Skills Development, Recruitment and Retention
KPA 5: Financial Viability and Management	Strategic Goal: Promote good governance, organizational development and financial sustainability
STRATEGIC OBJECTIVE: 1. To manage the finances of the municipality to ensure financial viability 2. Continue with accountable and developmental orientated monetary management to sustain a sound fiduciary position.	PRIORITY ISSUES / FUNCTIONS Sound financial management ,Controls and procedures,Revenue management ,Financial Reporting ,Financial Performance, Payroll Administration, Property Valuation Services
KPA 6: Good governance and public participation	Strategic Goal : Promote Good Governance
STRATEGIC OBJECTIVE: 1. Sustain good corporate governance through effective and accountable clean administration 2. Continuous respond and communicate with communities 3. Promote effective governance processes and planning 4. oversee the achievement of good governance through the implementation of council resolutions	PRIORITY ISSUES/ FUNCTIONS information technology and Communication, Legal and Administration, Communication, Ward Committees Management ,Council General Public Participation, Risk Management, Internal Audit, IDP, PMS, Events Management, Customer care, Community halls; Office of the Mayor,

3.5. Strategic intent

The Steve Tshwete Local Municipality (STLM) is a relatively well-run municipality with a good service delivery track record. Access to basic services is much higher compared to other municipalities in the country. The people are more skilled but there are still unacceptably high levels of poverty and inequality despite relatively lower levels of unemployment.

Notwithstanding this, the situation is fast changing due to the pressure of population growth coupled with a younger age profile and the need to be continuously adaptive to changing economic circumstances. More importantly, like all other municipalities in the country, the gap between the formal and informal/micro/small economies which is often linked to the gap on more responsive quality space making and integrated spatial development remains massive. Thus, perpetuating fragmentation, poverty and inequality.

STLM adopted the Vision 2040 as its long-term plan so that it will maximize service delivery and strategically position the departments to institutionalise the STLM long-term planning framework. Therefore, in implementing the plan, the linkage to other statutory plans becomes critical. In the municipal context this includes the IDP (including the SDFs), Budget and SDBIP.

3.5.1 Pathway 1: Developmental local government & Good Governance

This pathway aims to ensure that STLM is governed and managed as a leading investment destination with excellence in community and customer service. Pathway 1 covers all of the areas considered necessary conditions for successful implementation as outlined in the 7M's approach.

STLM must lead the development of infrastructure and provision of services, manage the development of land and enhance revenue generation. In addition, the strategic and long-term planning capacity of the municipality must be enhanced. This must span the entire municipality and include all staff and must be led from the governance cluster.

There are six action areas within this pathway. The aims of each action area are listed below:

Horizontal and vertical governance

Strengthen links between sectors within STLM, recognising that many of the problems that STLM faces are multi-sectoral in nature and cannot be adequately dealt with by a single department. Vertical coordination will be strengthened by active participation in the DDM and working with other spheres of government to ensure planning and implementation are integrated.

Driving implementation

The 2040 plan proposed the establishment of a long term planning unit to oversee the implementation of the 2040 plan and to focus on effective implementation. In the longer term this must build towards a greater focus on strategic thinking and long term planning embedded in IGR and stakeholder relations. STLM have postponed the establishment of such a unit, but this result can also be achieved with giving the responsibility to an existing unit or a committee of individuals across the municipality.

Performance Excellence

This aims to develop human resource capability in STLM and to improve institutional systems and operations. This should include ensuring that STLM staff have an optimal working environment to retain and attract highly talented staff.

Financial Sustainability

Expand the rates base and grow revenue collection and in the longer term look to increase the revenue base through the sale of renewable energy, and reduce the municipal operating costs..

Measuring and responding to community satisfaction

Establish a monitoring and evaluation system that links organizational performance and community satisfaction. This can also be combined with business confidence index.

Spatial Governance

The entire area of STLM must be regulated by a common spatial development vision and single land use management system which will guide the spatial implementation of the 2040 plan. This must include a land supply and demand process to ensure that there is sufficient land to meet long term needs. STLM must also work to ensure that formalisations and proclamations are completed

Governance systems should be developed to fast-track land development processes and land release processes in spatially targeted areas. Develop all plans required to manage land development. Ensure that there is sufficient personnel needed to develop and manage land-use management plans.

Developing Appropriate Institutional Mechanisms to Plan, Develop and Manage large housing, commercial and industrial development projects.

Ensure control and enforcement are undertaken in a fair but consistent manner to ensure all role players adhere to land use policies and plans.

Ensure that there is sufficient budget to build the required capability.

Encourage and manage the participation of different role players to work towards integrated human settlements, including development specialists, financiers, social housing practitioners, commercial, industrial and housing developers, bulk infrastructure planning.

3.5.2 Pathway 2: Access to services, spatial transformation improving quality of life and creating a safe and healthy environment

This pathway aims toward the provision of services in a reliable, cost effective, viable and sustainable way and towards greater alignment in the provision of housing and basic services. The objective is to ensure universal coverage can be enabled to connect all existing households and planned new households, and community, social and economic sites by 2030 (water, sanitation, electricity, waste management, and roads and storm water)

This pathway focusses on the planning, installation, maintenance and operation of infrastructure that adequately supports transformed spatial structure, economic positioning, universal access to basic services, and differentiated service requirements of households and human settlements

There must be adequate operational and management capacity for provision of reliable and good-quality services to all residents.

Universal Provision of Good Quality Basic Services

Service Delivery Programmes providing all households with basic services and community and social services according to national norms and standards in each focus area: 1.Middleburg and Mhluzi, 2.Hendrina and Kwazamokhule, 3.Steve Tshwete Rural, 4. Steve Tshwete Mining Towns. In the longer term this will be tracked through a quality-of-life survey.

Development of an infrastructure plan to ensure that supply and demand are matched. This includes establishing systems, proper communication, customer relations and operating standards for the provision of basic, community and social services. Ensure that there are sufficient skills and expertise to manage the delivery of this plan.

Incorporate principles of sustainability and renewability into the provision of basic services.

Focus on providing reliable and consistent services to businesses and industry enabling global competitiveness.

Integrated Human Settlements

To plan, invest and provide adequate infrastructure according to the projected household growth projections and allocations to the four settlement focus areas as a platform for basic, community and social services.

This requires the development of an Integrated Infrastructure Master Plan and Capital Investment Plan in order to build towards universal coverage of basic, community and social services.

Ensure the supply of bulk infrastructure particularly around future water and energy requirements

Sustained infrastructure platform for all existing households and planned new households, and community, social services (water, sanitation, electricity, waste management, and roads and storm water). Must also, in the longer term build towards increased support for emerging developers and small contractors.

Develop a housing delivery plan that incorporates current housing demand, housing shortage, projected future demand, suitable geographic locations, mechanism of housing delivery and ongoing financial and administrative requirements. This should include the provision of a diversity of housing options and products delivered through a range of role players including large and small developers, investors, community based organisations to provide a variety of housing typologies and solutions to meet the needs across various income groups.

Spatial Planning

Ensure that spatial plans are developed to address the spatial aspects of the pathways, with spatial targeted areas for human settlements and economic development. Update SDF to include 2040 strategies.

Precinct plans to create high quality living environments in township and rural areas

3.5.3 Pathway 3: Inclusive Economy and Economic transformation

This pathway positions STLM as a competitive investment destination and aims to build the local economy through retaining existing businesses and attracting new ones.

The STLM area has a significant advantage and potential in the stainless-steel industry. It represents a unique role within the national economy and a strategic growth asset for the country. This anchoring around the stainless-steel industry is to be supported by a range of other sectors aimed at diversifying the local economy where there is substantial growth potential in agri-processing, logistics and tourism sectors. Diversification is importantly also driven by climate change mitigation and transitioning to a green economy. All of this is to be undertaken in an inclusive and transformative way by bridging the spatial and economic divide within STLM and addressing the root causes of unemployment, poverty and inequality.

Economic Activation

Engagement with the private sector to activate a green and smart industrial city built form anchored on the stainless-steel cluster and integrating economic diversification activities, consolidating urban-rural linkages, developing township economies and enhancing overall logistics and connectivity.

Focus on the provision of reliable and consistent services to businesses and industry.

To plan, invest, and provide adequate infrastructure for activation of planned precincts including the stainless-steel cluster as well as key economic nodes and logistic hubs.

Plan and prepare for growth in warehouses, storage areas, distribution centre, offices, trucking and rail and air freight services.

Building the Stainless-Steel Industry

Engage with the stainless-steel industry to develop a detailed understanding of service requirements of the industry, development of a master plan for the industrial cluster and well-coordinated urban management. This aims to build a world-class stainless-steel industry that competes on a global scale and stimulates local transformation, inclusion, job creation and prosperity.

Bridging Economy

Aim to link rural and urban economies and develop and transform township and rural areas into robust, connected and productive spaces in STLM. SMME development will play a key role in linking and transforming township and rural economies.

Intensive business development support for existing and emerging township entrepreneurs, artisans and businesses.

Branding

Brand and market STLM as a leading and globally competitive stainless-steel investment destination.

This includes developing place-making strategies and CBD revitalisation.

Need for coordination and horizontal integration in this regard.

3.5.4 Pathway 4: Just transition to a low carbon future

A vital part of the 2040 plan is to ensure that STLM reduces its dependency on coal – not only in reducing the use of fossil fuels, but also in anticipating, planning for and moving away from the reliance on coal industries for employment and municipal income.

The ‘just transition’ concept refers to the range of social and economic interventions needed to protect workers livelihoods and the local economy during the transition towards a more sustainable system of production.

“A just transition is an economy-wide process that produces the plans, policies and investments that lead to a future where all jobs are green and decent, emissions are at net zero, poverty is eradicated, and communities are thriving and resilient.”(ITUC, 2017a)

“A just transition for all towards an environmentally sustainable economy ... needs to be well managed and contribute to the goals of decent work for all, social inclusion and the eradication of poverty.” Guidelines for a just transition towards environmentally sustainable economies and societies for all” International Labor Organization (2015)¹

In 2019, the National Planning Commission undertook a series of social engagements around South Africa’s Just Transition, and noted:

“In South Africa, we are challenged by inequality, poverty and unemployment. These are known as South Africa’s triple challenges, and they contribute to making especially the poor, highly vulnerable to climate change. Low adaptive capacities of those most vulnerable to climate change are characterised by inadequate access to three key resources: productive land-use, water and energy. We could greatly strengthen the adaptive capacity and resilience of South Africa’s poor by reducing or eliminating resource poverty and increasing access, particularly in land-use, water and energy. If appropriately and jointly planned for, increasing these adaptive capacities can in turn unlock socio-economic development, create jobs and enterprises and stimulate local sustainable production and consumption”.

Diversifying and Greening the Economy

This aspect aims to transition towards a green economy and towards sustainable development platforms with a focus on developing renewable energy production, agri-processing and the tourism sector. Reducing the carbon footprint and shifting away from coal mining and coal power generation is the key impetus for this strategy.

Focus on renewable energy and reduced carbon emissions and in particular on the use of renewables for energy connections for new housing and to supply the stainless steel cluster.

Waste management, recycling strategies, renewable energy solutions and agri-processing should be viewed as industries that can be developed with the rationale of stimulating the green economy.

Skills development in the fields of renewable energy.

¹ Cited in Just transition 08012020 consolidated draft 2 clean (002).pdf

Managing the Shift

This requires engagement with the coal industry on reduced levels of mining and mine closures in order to have an understanding of how the process will be undertaken, how land rehabilitation will be undertaken and what assets and resources will become available.

This action area should include collecting information on the number of miners who will be impacted, where they reside and what their current skills set are. This also requires engagement with other industry role players to assess where new opportunities may arise and how workers can be supported in this shift.

Provision of Green Infrastructure

To provide adequate resilient infrastructure for green place making and public transport and green mobility solutions including on-site and off-grid plants to mitigate against costly and resource intensive bulk networks.

This requires research into which green infrastructure approaches would be suitable for STLM and identification of policy, operational or other changes necessary for these.

Recycling and circular waste economy enabled.

Climate Change Mitigation

To reduce the carbon footprint of STLM, protect high value agricultural land and environmentally sensitive areas, and promote public transportation through implementing urban design and planning principles that will result in more efficient, integrated and compact city forms.

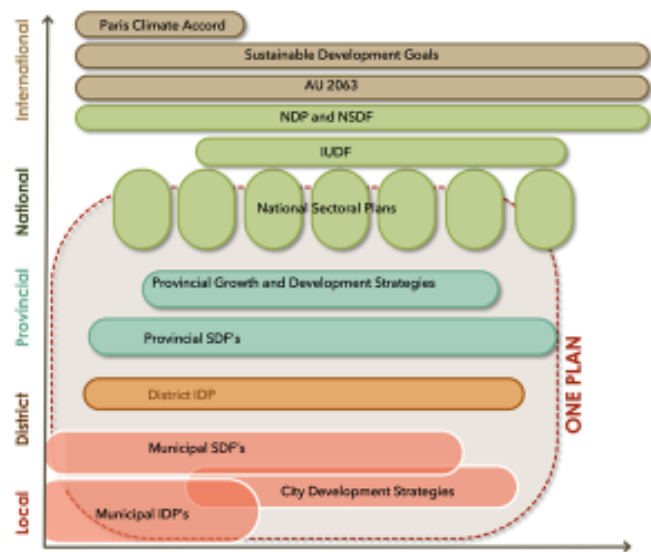
What do we need to make the 2040 plan work?

The 7 M's

- Mood: Public, political and professional acceptability
- Motivation: There should be some triggers for change
- Mass: Capacity building: deepen and broaden the skills base
- Momentum: Build on existing areas of successes
- Mechanisms: Ensuring appropriate coordination, engagement, enforcement, administration, delivery; co-operation and co-ordination
- Methods: Clearly articulated practical actions that need to be taken
- Measures: Using methods that correctly appraise the measures proposed
- Money: Funding mechanisms

Critical to success is the 2040 strategy aligning, synchronising and implementing the following:

- IDP
- SDF
- Sectoral Plans
- District Municipality IDP
- District One Plan
- Provincial GDS
- NDP
- Africa 2063
- International protocols such as climate, SDGs, etc.



Source:STLM institution of the lonterm plan

CHAPTER 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

To govern and manage the municipality as a leading investment destination with excellence in community and customer service

4.1. Introduction

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 the Council.

4.2. Public Participation

The Constitution stipulates that one of the objectives of municipalities is "to encourage the involvement of communities and community organisations in the matters of local government".

The White Paper Local Government (WPLG) emphasises the issue of public participation (not only in municipal planning). It provides details on how to achieve public participation and the role of local government in the involvement of citizens in policy formulation and designing of municipal programmes, as well as implementation and monitoring and evaluation of such programmes. Public participation is meant to promote local democracy. Public participation in STLM is guided by the Public participation strategy that was adopted by Council in 2013 under council resolution number M09/03/2013.

4.2.1. Mechanisms and procedures for Stakeholder Participation

Print and Electronic media

The following is done to ensure widespread and conducive stakeholder participation:

- Media such as the local newspaper, local radio stations, municipal bills etc. are utilised to inform communities and stakeholders of Council's intention to embark on the IDP process.
- The Mayoral Committee and the IDP Technical Committee are requested to identify a list of possible stakeholders.
- All messages/information are conveyed in a language/s understood by the general community.
- The correct venues and times for public meetings are well communicated. Furthermore, the municipality ensures that meetings are held at such times that all stakeholders can attend.
- Adequate time is allowed within limits to representatives of organizations to report back to their relevant organizations.
- Adequate time is also allowed for the community and organizations to report back on the draft IDP document.

- Stakeholders are invited to the relevant Council meeting and the approved IDP document is made available at all public libraries within the municipal area of jurisdiction. In addition, the IDP is also made available on the website of the municipality.

Community Consultation

Regularly, the municipality engages in community consultation meetings in an endeavour to:

- Give feedback on progress in relation to the level of development;
- Gather inputs from communities in relation to service delivery needs;
- Disseminate information on the roles and responsibilities of the municipality.

Mayoral Outreach

Mayoral outreach programmes is regarded as another form of community consultation. In STLM at least Six (6) Mayoral Outreach meetings are held per financial year. The schedule of these consultation programmes will be reflected in the process plan. The main purpose of this consultation is to ensure that the political principals get closer to the communities and afford members of the community a chance to voice their needs. Hereunder are the set dates adopted by Council for all mayoral outreaches that will take place in 2022 Council Resolution No: M01/12/2021 of 13 December 2021.

Table 10: Proposed dates for the Mayoral Outreach Meetings for 2022

Month	Mayoral Outreach Meetings
January 2022	
February 2022	20 February 2022
March 2022	
April 2022	17 April 2022
May 2022	
June 2022	19 June 2022
July 2022	
August 2022	21 August 2022
September 2022	
October 2022	16 October 2022
November 2022	
December 2022	11 December 2022

Ward Committees and Community Development Workers

Within STLM there is a ward committee structure that is envisaged to narrow the gap between the municipality and communities since ward committees have the knowledge and understanding of the citizens and communities they represent. In STLM, the council has 29 established Ward Committees which act as advisory bodies to the Ward Councillors and are the mouthpiece for the local communities. Ward Committees are also seen as mechanisms to strengthen the capacity of communities and thus deepen public participation. Every ward councillor must convene a ward committee meeting and award a community meeting within 14 days after every ordinary council meeting. Administrative support is provided to the Ward Councillors and the ward committees to ensure that these meetings are convened.

The municipality also utilises CDWs as another form of link in accessing communities in relation to community development initiatives/programmes. Whilst the CDWs are regarded as the link between

government and the community, there are still communities, especially the majority of people who fall in the poorer segment of the population that are unable to access the full potential of the municipality programmes.

The municipality has initiated a reporting system that is intended to monitor the work of the CDWs and at the same time record identified community development needs. The CDWs are expected to submit reports monthly reflecting on the activities of the month.

Operation Vuka Sisebente (OVS)

The provincial integrated service delivery model in Mpumalanga Province is referred to as Operation Vuka Sisebente (OVS). Its existence in the province was adopted by the Executive Council on **14 February 2015** and was launched on **13 August 2015** in Bushbuckridge Local Municipality.

It aims to integrate the services of government to fight the triple challenges of unemployment, poverty and inequality and to promote healthy lifestyles, embrace community partnership, thereby creating a better life for the entire citizenry of the Province. OVS operates through reformed governance structures constituting Ward, Local and Provincial War Rooms. It was also launched in Steve Tshwete Local Municipality.

4.2.2. Communication and Stakeholder Liaison

The approach to government communication takes its cue from the constitutional imperative of freedom of information and the objectives of building a truly democratic state.

This requires government to maintain continued interaction with the people to be able to understand their needs. This type of communication will enhance an informed and appropriate response to people's needs to enable the community to become active and conscious participants in social transformation.

A fundamental need of government communication is to reach the majority of the population, especially the disadvantaged and those previously marginalized from all forms and channels of communication.

4.2.3. Communication platforms

Print, electronic media and social media

Local newspapers, radio stations and Facebook page are being utilized to disseminate information and ensure widespread and conducive stakeholder participation.

Web page on www.stlm.gov.za

The STLM website provide the community with easily accessible online information on service delivery matters, services, programmes, upcoming events and promote the municipality's corporate image.

Publications

The municipality's marketing and communication publications- brochures, newsletters, reports, magazines, newspapers, online podcasts and digital billboards – are based on the plans and goals of the municipality for a particular financial year. They are based on public benefit or if the public requires specific information that is best communicated through a publication.

Masakhane News

Masakhane news is an online and printed quarterly municipal newsletter that provides the community with the latest information on municipal activities with specific focus on the implementation of the Integrated Development Plan (IDP) and the budget.

Notice Board

Official notice boards are utilized to deliver key messages to staff and members of the public at low cost.

Media briefings, monitoring and interactions

Monthly media briefings are held to communicate visible achievement of milestones on service delivery which have a direct impact on the community. Quarterly media monitoring reports are presented for media management purposes.

Bulk SMS system

SMS system is utilised to inform community members about water, electricity and load shedding, roads, council events etc.

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 Section therefore is committed to render and act as custodian of Council's administrative support services.

This Section will commit to do the following:

- To continue compiling good quality reports to Council, Mayoral Committee & Council Committees, implement and facilitate the process of ensuring the passing of resolutions and ensure all Council Resolutions are minuted.
- To ensure effective, accountable administration and monitor and report the implementation of Council Resolutions.

4.3. 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 unit commits to execute the following:

- Ensure more effective, accountable and clean local government that works together with national and provincial government.
- Service Standards for all municipal services will be compiled, published and applied as far possible.

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.

4.5. Performance Management System (PMS) and Integrated Development Plan (IDP)

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 IDP and PMS serve as the basis for engagement between the council and the community, various stakeholders and interest groups. The municipality strives to remain a participatory and accountable government to all by ensuring proper planning, utilization of resources and performance management.

4.6. Risk management

Section 62(1) (c) (i) of the Municipal Finance Management Act compels the accounting officer to establish and maintain, among others, a system of managing risks faced by the municipality. The

STLM has in place a system of risk management for the municipality to provide some assurance that risks across all functions and levels, that may have an impact on the achievement of objectives, are adequately and proactively anticipated and mitigated.

Risk Management processes are coordinated, supported and championed by the Risk Management Department, led by the Chief Risk Officer. The governance model of operation of the STLM's systems of managing risk a decentralized one, wherein departments are responsible for performing risk identification, evaluation, mitigation and reporting processes. STLM's has in place a shared service of Risk Management Committee and Audit Committee with the District Municipality. The Risk Management Committee, which comprises of independent external members, is responsible for overseeing enterprise wide risk management of the municipality. STLM's Audit Committee also supports the Risk Management Committee in its risk oversight role.

The effective management of risk is prioritised to ensure that business risks across the organisation are identified and managed on an ongoing basis for the achievement of the municipality's "the number one African city in service delivery and good governance". The risk categories have been aligned to the strategic objectives in order to identify those risks that directly affect and/or impede the municipality's ability to achieve those strategic and business objectives.

During the risk assessment process, management took into account the following five (5) key performance areas (KPAs):

- KPA 1: Good Governance and Public Participation
- KPA 2: Municipal Transformation and Organisational Development
- KPA 3: Financial Viability
- KPA 4: Local Economic Development
- KPA 5: Service Delivery and Infrastructure Development
- KPA 6: Spatial and Community Development

Risk management in the municipality is guided and monitored by various committees at Council and administrative levels. These committees include the Executive Management Committee, Risk Management Committee, and the Audit Committee. Additionally, the municipality appointed a Chief Risk Officer as part of the reasonable steps taken to maintain an effective, efficient, and transparent system of financial and general risk management.

Council has adopted Risk Management enablers, the Risk Management Policy, Strategy, implementation Plan, Fraud Prevention and response plan, Whistleblowing policy, Business continuity management framework and policy as well as Risk registers (strategic and operational) that enable management to proactively identify and respond appropriately to all significant risks that could impact municipal objectives. In line with the approved Risk Management Policy and Strategy, a top-down and bottom up approach has been adopted in developing the risk profiles of the municipality. The results of the strategic and operational assessments were used to compile a risk register.

The top ten risk identified in the municipality are as follows:

- Aged and Ageing infrastructure – 474KM of asbestos pipeline (at estimated budget of over a billion needed for the replacement and another substation urgently needed at estimated budget of over a 200 million) Critical Infrastructure blackouts
- Inadequate funding
- Security of Supply - Failure to provide access to basic services- quality water, electricity and waste
- Social unrest
- Business continuity Failures- ICT and business interruption
- Cyber attack
- Invasion of land
- Inadequate processes to manage institutional memory and information
- Slow economic growth and unattractive investor environment
- Current and future climate change impacts

Audit and Performance Audit Committee

- The Municipality has appointed an Audit and Performance Audit Committee (APAC) through a Shared Model. The roles and responsibilities of the committee in respect of the IDP are amongst others is to :
 - - Play advisory role to the Municipal, Council, Accounting Officer, Executive Management on effective governance process and compliance with any applicable legislation for example MFMA, MSA and Spatial Development.
 - - Oversee good governance practices within municipality including control environment and risk management systems.
 - - Review as to whether the 3 Year Rolling Strategic Audit objectives which are aligned to the IDP objectives.
 - - Review the process followed in drafting the integrated development plan.
 - - Review the implementation of the integrated development plan
 - - Review the content of the integrated development plan.
 - - Review the municipality's performance in relation to the KPIs and the targets of the municipality.
 - - Assess/Evaluate performance of section 56 employees in relation to IDP KPI's
 - - Report to the Audit Committee and Council on the results of the above-mentioned responsibilities

4.7. Internal Audit

Internal Audit Function provide an independent, objective Assurance and Consulting Services that add value and improve the municipality's operations. The Function assist the Municipality to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. The Function evaluate risk exposures relating to the Municipality's governance, operations, and information systems regarding the:

- Reliability and integrity of financial and operational information;
- Effectiveness and efficiency of operations;
- Safeguarding of assets; and
- Compliance with laws, regulations, and contracts.

The function comprises of Chief Audit Executive, x2 Senior Internal Auditors, x1 Junior Internal Auditor and a Panel of co-sourced Internal Audit Services Providers. The below legislations and prescripts underpins the establishment of the function:

- Municipal Finance Management Act No. 56 of 2003 section 165;
- Internal Audit Framework (IAF) National Treasury Republic of South Africa March 2009 (2nd Edition) section 3;
- International Standards for the Professional Practice Standards effective January 2017; and
- King III and IV Code Governance Reports effective 1 September 2009 and 1 November 2016.

The internal audit function report administratively to the Accounting Officer (Municipal Manager) and functionally to the Audit Committee on the following Policies and Procedures as approved by the Audit Committee and Council:

Internal Audit Charter

- The International Standards for the Professional Practice of Internal Audit, Standard 1000 requires the purpose, authority and responsibilities of the internal audit activities to be formally defined in an Internal Audit Charter.
- The internal audit activity, with strict accountability for confidentiality and safeguarding records and information, is authorized full, free, and unrestricted access to any and all of organization records, physical properties, and personnel pertinent to carrying out any engagement.
- Furthermore the Internal Audit Charter requires that all employees be requested to assist the internal audit activity in fulfilling its roles and responsibilities. The internal audit activity will also have free and unrestricted access to the Council.
- The Charter set out the nature, role, responsibility, status and authority of Internal Audit Function within the Municipality, and to outline the scope of the internal audit work.

Internal Audit Methodology

- Establish a standard methodology for conducting internal audit reviews as required in terms of section 165 & 166 of the Municipal Finance Management Act (MFMA), the Treasury Regulations, and to comply with the International Standards for the Professional Practice of Internal Auditing (ISPPIA).
- The Methodology is applicable to all audit reviews except those conducted by specialized audit functions.
- The Methodology is modelled on International Standards for the Professional Practice of Internal Auditing (ISPPIA) guidelines.
- The guide must be used in conjunction with all other relevant policy documents, for example, the ISPPIA, Internal Audit Charter and Audit Committee Charter although the scope and nature of the system being audited may differ substantially from one audit to the next, this methodology must be applied to the adequate and effective review of all systems of internal control.
- The manual document in detail the internal audit policies and procedures on the activity. Serve as a useful guide to the internal audit staff in respect of their responsibilities, approach and authorities to conduct effective internal audits and communicate audit results to relevant stakeholders.
- The Internal Audit Methodology use the documentation as a basis for internal initiatives for the improvement of systems and improving internal control procedures.

Three-year rolling and annual internal audit plan

- Risk based audit plan outline in detail to the Municipal Manager and the Audit Committee the areas which will be reviewed by Internal Audit Function.
- The plan is a product of the risk assessment performed by Risk Management Function and internal audit function identify audit universe based on most significant risk areas and that's where an annual engagement focus is derived.
- Statutory requirement such as MFMA section 165 i.e. Performance Management, Loss Control are also identified categorically.
- The plan is regularly reviewed and updated to maintain its relevance and it should be approved by the Audit Committee prior to the execution of Internal Audit fieldwork.
- The Plan is also an important tool to manage the internal audit activity to communicate planned internal audit activities to other interested parties (i.e. Auditor-General of South Africa) and to measure the performance of the internal audit activity on a periodic basis.
- The approach to internal audit will be flexible and where necessary the planned approach can be adjusted to take account of any special requests by Management and Audit Committee.
- The detailed scope and timing of the work will be agreed upon by the Audit Committee and the Municipal Manager and the focus of the planned projects can be amended and/or projects removed from the plan to take account of special requests.

Combined Assurance Framework

- The framework provide for a Combined Assurance Plan to ensure optimal overall assurance to Senior Management, the Accounting Officer, the Audit Committee and the Council and its oversight bodies.
- The framework details key assurance providers, roles and responsibilities, as well as the type, level and frequency of interaction required to ensure combined assurance.

Types of audits

- Regularity Audit (Financial, Compliance – Risk Based/Process Based)
- Performance Audit (Economy, Efficiency Effectiveness –Objective Based),
- Value for Money Audit (Management request) (Agreed upon procedures/Control Based)
- IT audits (General and Application Controls – Risk, Control, Process Based)
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4.8. Information Communication and Technology

To improve manual processes and install digital systems to increase efficiency. To ensure that the information technology infrastructure resources are available, operational and save at all times to support and provide uninterrupted services to the Municipality and the community. This ICT system, infrastructure and services are critical for the Municipality in rendering its mandate which is service delivery. The Municipality is in the process of digitising and operating as SMART City.

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 and fibre networks (WAN) in the rest of the Municipality and ensure that reliable fibre channel are installed where necessary. The remote offices are linked on a MPLS which in turn enables officials to interconnect as if they are in the same building. The plan is to increase migrate to digital two-way radios, data radios and fibre coverage in the rest of the MP313.

The Municipality has recognised that there is a need to move with speed into the fourth industrial revolution (4IR) in order to improve efficiencies, effectiveness and seamless way that services are

provided to the Community with in MP313. The Municipality wants to improve the interaction and collaboration between its administration, political, community and other stakeholders by providing digital and SMART solutions in order to improve service delivery and cut costs and reduced unnecessary processes.

4.9. Customer Care

Access to decent Customer Care is no longer a privilege to be enjoyed by a few, it is now the rightful expectation of all citizens. The municipality want to turn words into action and to ensure that the needs of the community come first and be satisfied. The community need to view and experience Customer Care in an entirely new way.

It is an initiative that aims to ensure that municipal employees are service orientated, strive for excellence in service delivery and commit themselves to continuous improvement in this regard. Steve Tshwete Local Municipality is accountable to our community for the level of service we render. We constantly have to ask ourselves:

- Do we deliver the service standard that we promised?
- Do all citizens have equal access to services that they are entitled to?
- Do we always treat all citizens with courtesy, dignity and respect?
- Are we open and transparent about how we work?
- Do we ensure value for money?
- Are we having a positive impact on our customers?

As part of the Smart City initiative, Steve Tshwete Local Municipality is embarking on the automation of Customer Care.

The Customer Care strategy details how we plan to deliver our customer care and explain the organizational commitments we will make to our customers. In addition, we outline where we want to be, and detail how we will monitor and report our progress in achieving these commitments. We will encourage the adoption of service standards and measures of performance across the municipality.

Customer Care				
Strategic Objectives: Sustain good corporate governance through effective and accountable clean administration				
National, Provincial, manifesto Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
<p>Outcome 9: Responsive, accountable, effective and efficient local government system.</p> <p>Manifesto: Creating an enabling environment for public participation by utilizing a variety of mechanisms to communicate with the community.</p>	<p>2017/2018,: -28 Service Charters were created 30/08/2017</p> <p>2017/2018: -4 Annual Community Satisfaction Surveys were conducted from 2017 to 2020 financial year.</p> <p>2018/2019: -Annual training provided to staff on customer care on 26 to 27/09/2018</p> <p>2019/2020: - Customer Care Strategy developed and approved by Council on 31/05/2019</p> <p>2019/2020: -Annual training provided to staff on customer care on 14/07/2019 and 23/07/2019.</p> <p>2019/2020: -22 Departmental Service Charters were developed and implemented on 30/09/2020</p>	<p>Promote customer care</p>	<p>Implement the principles of Batho Pele</p> <p>Create Batho Pele culture</p> <p>Develop and review customer care strategy</p> <p>Conduct Customer Satisfaction Survey</p> <p>Tools of Trade</p>	<p>Monthly report to be submitted on complaints and compliments.</p> <p>-Coordinate and review Service Charters every second year / once in two years, in terms of the standards.</p> <p>-Monitor the implementation of the Customer Care Strategy by sending constant reminder to department by 24/08/2020</p> <p>-Facilitation of the training and awareness program for Customer Care, in the third quarter.</p> <p>-Implement the Annual Community Satisfaction Survey before June 2021.</p> <p>-Community Satisfaction Survey I Budget R210 000.00</p>

Strategies, Objectives and Projects

Public participation				
Status quo		Strategic Objectives: Continuous respond and communicate with communities		
National, Provincial, District and local government manifesto alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
<p>Outcome 9 (OUTPUT 5): Deepen democracy through a refined Ward Committee Model. 2009 local government manifesto: promote more active community in local government</p> <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.</p> <ul style="list-style-type: none"> - 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. 	<p>- 16 Public participation programs implemented (Reports on Matters raised by Ward Committees, Ward Committee meetings Pro-Forma Agenda, Community Satisfaction surveys, Budget Indaba, State of Municipal Address (SOMA) :</p>	<p>Enhance communications platforms for active public participation in council matters</p>	<p>Provide feedback to community</p> <p>Encourage long term planning</p>	<ul style="list-style-type: none"> - Report be submitted on matters raised by ward committees. - Review of the community participation strategy and ward committee policy
	<p>2016/2017: 4 programmes implemented</p>		<p>Provide effective administrative support.</p>	<ul style="list-style-type: none"> - Provide pro-forma agendas to ward committees.
	<p>2017/2018: 6 programmes implemented</p>		<p>Capacitate Ward Committee Members.</p> <p>Strengthen relations with recognized stakeholders.</p>	<ul style="list-style-type: none"> - Coordinate training programs for ward committee members. - Develop annual Mayoral Outreach schedule, IDP consultations ward committee and community meetings.

<ul style="list-style-type: none"> - 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><u>Institutional:</u></p> <p>Market the Municipality Management of events.</p>	<p>2018/2019: 6 programmes implemented</p> <ul style="list-style-type: none"> - All ward committees have been established. - Community participation strategy was approved by Council. - Ward Committee policy was reviewed in 2015 - Standardized reporting format for long-term and short term on matters raised by ward committee. - Ward committee out of pocket expense being paid. - Induction of new ward committee members conducted - Annual ward operational planning - Training provided to ward committee members on minute taking, conflict 			
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	<p>management and public speaking</p> <ul style="list-style-type: none"> - Annual Mayoral outreach, IDP Consultations, ward committee and community meetings. - Annual calender of municipal events 			
	<ul style="list-style-type: none"> - Official vehicles for the Executive Mayor purchased - Official vehicle purchased for the Speaker of Council - Mayoral Outreach Trailer equipped with sound system, stage and generator for community participations and council events 	<p>To equip the organization in order to enhance service delivery</p>	<p>Tools of trade</p>	<ul style="list-style-type: none"> - Office furniture and equipment

Communication and Stakeholders Liaison

COMUNICATIONS				
Strategic Objectives: Continuous respond and communicate with communities				
National, Provincial, local government manifesto alignment	- Baseline Information	Performance Objectives	Strategies	- Possible Project/ Activities
<p>Outcome 9 (OUTPUT 5): Deepen democracy through a refined Ward Committee Model. 2009 local government manifesto: promote more active community in local government</p> <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.</p> <ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 16 Public participation programs implemented (Reports on Matters raised by Ward Committees, Ward Committee meetings Pro-Forma Agenda, Community Satisfaction surveys, Budget Indaba, State of Municipal Address (SOMA) : 2016/2017: 4 programmes implemented 2017/2018: 6 programmes implemented 2018/2019: 6 programes implemented - All ward committees have been established. 	<p>Enhance communications platforms for active public participation in council matters</p>	<p>Provide feedback to community</p> <p>Encourage long term planning</p>	<ul style="list-style-type: none"> - Report be submitted on matters raised by ward committees. - Review of the community participation strategy and ward committee policy
			<p>Provide effective administrative support.</p>	<ul style="list-style-type: none"> - Provide pro-forma agendas to ward committees.
			<p>Capacitate Ward Committee Members.</p> <p>Strengthen relations with recognized stakeholders.</p>	<ul style="list-style-type: none"> - Coordinate training programs for ward committee members. - Develop annual Mayoral Outreach schedule, IDP consultations ward committee and community meetings.

<p>constituencies within 14 days after every ordinary council meeting.</p> <ul style="list-style-type: none"> - 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><u>Institutional:</u></p> <p>Market the Municipality Management of events.</p>	<ul style="list-style-type: none"> - Community participation strategy was approved by Council. - Ward Committee policy was reviewed in 2015 - Standardized reporting format for long-term and short term on matters raised by ward committee. - Ward committee out of pocket expense being paid. - Induction of new ward committee members conducted - Annual ward operational planning - Training provided to ward committee members on minute taking, conflict management and public speaking - Annual Mayoral outreach, IDP Consultations, ward committee and community meetings. - Annual calender of municipal events 			
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	<ul style="list-style-type: none"> - Official vehicles for the Executive Mayor purchased - Official vehicle purchased for the Speaker of Council 	<p>To equip the organization in order to enhance service delivery</p>	<p>Tools of trade</p>	<ul style="list-style-type: none"> - Mayoral Outreach Trailer equipped with sound system, stage and generator for community participations and council events - Office furniture and equipment
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COMUNICATIONS

Strategic Objectives: Continuous respond and communicate with communities

National, Provincial, local government manifesto alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
<p>Outcome 9: Responsive, accountable, effective and efficient local government system.</p> <p>Manifesto Creating an enabling environment for public participation by utilising a variety of mechanisms to communicate with the community.</p>	<p>10 Internal and External Communication programmes implemented 2016/17, 2017/18, 2018/19, 2019, 2020 financial years.</p> <p>11 media relations programs implemented 2016/17, 2017/18, 2018/19, 2019, 2020 financial years.</p> <p>-140 Council events coordinated 2016/17, 2017/18, 2018/19, 2019/20 financial years.</p> <p>-Re-branding (M25/07/2016)</p> <p>-Registration of households on the Bulk SMS system was conducted.</p>		<p>communication strategy</p> <p>Capacity building on communication and media relations</p>	<p>Develop a heightened communication strategy local government elections by Dec 2022</p> <p>- Develop a communication strategy for celebrating 20 years of local government by Dec 2022.</p> <p>Advance for Municipality presence on social and digital platforms, Twitter and Instagram by Feb 2023</p> <p>Produce internal and external newsletters. 4 editions of external newsletters by June 2021</p> <p>Hosting media briefings, bi-weekly</p> <p>Communicating through electronic, print, and social media, weekly</p> <p>-Conduct media and communication workshop for councillors and management in 2022/2023 financial year.</p>
	<p>2016/2017 Internal and External communication</p>	<p>Market and maintain the brand image of the municipality</p>	<p>Encourage long term planning</p>	<p>Develop a five-year marketing strategy to be reviewed annually or as and when by the end of financial year, 2022/20213</p>
	<p>10 internal and external communication programs implemented as follows: 1 Community Newsletter</p>	<p>To equip the organization in order to enhance service delivery</p>	<p>Tools of Trade</p>	<p>Tablets and video editing software by 2022/2023 Budget R500 000 Audio recording device for podcasts by 2022/2023</p>

COMUNICATIONS**Strategic Objectives: Continuous respond and communicate with communities**

National, Provincial, local government manifesto alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
	10 editions of Internal printed newsletters produced 12 editions of internal digital newsletters produced 1 Internal communication audit 1 External communication audit Establishment of communication champions 1 Training for communication champions coordinated 4 Communication plans developed 1 Year planner developed 1 Stakeholder database reviewed Media relations 3 media relations programs implemented as follows: 126 Media releases issued, and the stories were published.			Budget R200 000 Wall branding with collage on service delivery 2022/2023 Budget R200 000

Events Management				
Strategic Objectives: Sustain good corporate governance through effective and accountable clean administration				
National, Provincial, manifesto Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
	<ul style="list-style-type: none"> ➤ (Middelburg Observer, The Herald, Highveld Chronicles, Xpress newspapers, Timeless News, Mpumalanga Mirror ➤ 93 Radio slots coordinated (Greater Middelburg FM, Kosmos Stereo, Emalahleni FM, Radio 2000, Ligwalagwala FM, SABC TV Channel 404) ➤ 1 Media training facilitated. <p><u>Council events</u> 21 Council events coordinated as follows:</p> <ul style="list-style-type: none"> ➤ Mandela Day ➤ Opening of Thusanang Centre ➤ Women's day celebration for Staff ➤ Train race 			

Events Management				
Strategic Objectives: Sustain good corporate governance through effective and accountable clean administration				
National, Provincial, manifesto Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
	<ul style="list-style-type: none"> ➤ Women's day celebration for the Community ➤ Paul Mthimunye Big Walk ➤ LED Breakfast with the Executive Mayor ➤ Heritage day ➤ Mayoral Inauguration ➤ Older Person's day ➤ Long Services Awards ➤ LED Forum Launch ➤ Opening & Launch of the Tourism Information Centre ➤ Men's day celebration ➤ Staff year end function and AIDS day ➤ Cross-over function 			

Events Management				
Strategic Objectives: Sustain good corporate governance through effective and accountable clean administration				
National, Provincial, manifesto Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
	<ul style="list-style-type: none"> ➤ Mayor's academic awards ➤ Online Vending System Launch (Roadshow) ➤ Taking Legislature to the people ➤ Launching of Library week ➤ Staff wellness <p><u>Re-branding of council elements</u></p> <ul style="list-style-type: none"> ➤ Development of corporate identity manual (M25/07/2016) 			

Performance Management System				
Strategic objective: Promote effective governance processes and planning				
National, Provincial and District Alignment	Baseline	Performance Objectives	Strategies	Possible Projects/Activities
<p>Output 5: Implement a differentiated approach to municipal financing, planning and support</p> <p>Municipalities to sign performance contracts with</p>	Develop an Organisational performance plan and SDBIP	To promote performance measurement and reporting.	Expand the staff compliment based on requirements of newly prorogated legislation to development of a fully fleshed M&E function within the DSS department.	<ul style="list-style-type: none"> - Creation of fully staffed M&E unit - Divide OPMS and IPMS Units – Municipal Staff Regulations <p>Develop a municipal performance plan (Based on C88)</p>

MMs, Section 56 and 57 managers that contain key LGTAS Performance Indicators				
<p>Relevant legislation:</p> <ul style="list-style-type: none"> - Municipal Systems Act – Chapter 6 on Performance management Systems and Municipal Staff regulations chapter 4 - Municipal Performance management regulations - Municipal Finance Management Act – Municipal circular on rationalization planning and reporting requirements (C88) 	PMS Framework reviewed annually	To create a performance management culture to enhance efficiency, effectiveness and accountability	Ensure compliance to the relevant PMS Legislations and the Municipal PMS framework.	- Review PMS Framework to accommodate C88 and the municipal staff regulations
	Section 54(a) Managers Performance Agreements signed annually by 31 July	To create a performance management culture to enhance efficiency, effectiveness and accountability	Ensure compliance to the relevant PMS Legislations and the Municipal PMS framework.	Develop and submit SNR Managers Performance Agreements and Plans.
	PMS cascaded to lower positions levels. Up to level 10 positions are exposed to performance management and has performance plans	To create a performance management culture to enhance efficiency, effectiveness and accountability	Ensure compliance to the relevant PMS Legislations and the Municipal PMS framework.	<ul style="list-style-type: none"> - Develop performance agreements and plans for all municipal staff (Municipal Staff regulations Chapter 4) - Cascading of Performance Management System. - Mid-Term and Annual Performance reporting for all personnel (Municipal Staff regulations Chapter 4)

				- Establish performance moderation committees
	Yearly PMS workshop	To equip the organization in order to enhance service delivery	Capacity building for All Managers, supervisors and staff Tools of trade: <ul style="list-style-type: none"> - Electronic Performance Management System - PMS Champions - PMS Training and workshops - Legislation and PMS Framework 	<ul style="list-style-type: none"> - Furniture and equipment to prepare for the expansion of the PMS Unit - Electronic Performance Management system - Creating awareness through training and quarterly feedback and audit processes
	Municipal annual and quarterly reports compiled. 12 Organisational performance reports submitted: 2016/2017: 4 organisational reports was submitted; 2017/2018: 4 Organisational reports submitted. 2018/2019: 4 organisational reports submitted 2019/2020: 4 organisational reports submitted 2020/2021: 4 organisational reports submitted		Conduct public participation on performance	<ul style="list-style-type: none"> - Annually report on performance during IDP review sessions - Develop, prepare and submit annual and quarterly performance reports. - Develop prepare the SDBIP - Report on the non-financial SDBIP indicator targets

Integrated Development Planning				
Strategic Objective: Promote effective governance processes and planning				
National, Provincial and District Alignment	Baseline	Performance Objectives	Strategies	Proposed projects
Outcome 9 (OUTPUT 1): Implement a differentiated approach to municipal financing, planning and support	Developed 2017-2022 IDP adopted by Council and subsequent 4 year reviews 2016/2017: IDP was approved SC47/05/2017;	To guide and inform the municipal planning, budget, management and development actions	Development and revision of Council's Integrated Development Plan.	<ul style="list-style-type: none"> - Develop and implement the IDP process plan - Drafting of the IDP document
			Facilitate the Prioritisation of project and programme from	<ul style="list-style-type: none"> - Departmental strategic makgotla

2009 Local Government Manifesto: Ensure more effective, accountable and clean local government that works together with national and provincial government	2017/2018: IDP was approved C62/05/2018;		the IDP in the municipal budget and PMS process	
	2019/2020: IDP was approved C63/05/2019	Develop, strengthen and maintain relationships with relevant stakeholders or role players and other implementing agents	Ensure that internal departments are implating projects as set out in the IDP	- Project steering committee meeting
2020/2021: IDP was approved SC44/05/2020.	2021/2022: IDP was approved C35/05/2021.		Coordinate various meetings with the community, sector departments and private sector on the development, implementation and performance of the IDP	- Community consultations - IDP Representative forum - IDP Technical steering committee - Stakeholder meetings
	Institutional Annual Reports were submitted for 2016/2017; 2017/2018; 2018/2019, 2019/2020, 2020/2021	Perpare Annual report information for the Municipality	Development of Council's Annual Report document.	Drafting of the Annual Report document

Internal Audit				
Strategic Objectives: Promote effective governance processes and planning				
National, Provincial, local government manifesto alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
<u>Manifesto:</u> Ensure more effective, accountable and clean local government that works together with national and provincial government <u>National Outcomes: 9</u>	Developed Internal Audit three-year rolling strategic plan that is in line with relevant legislation	To develop and review internal audit policies and procedures to guide and regulate the internal audit function.	Benchmark current developments of the audit profession and update policies and procedures.	- Review Internal Audit Charter - Review Combined Assurance Framework - Review Internal Audit Methodology
		To examine evidence for provision of an independent assessment on governance, risk	Evaluate compliance with applicable laws, regulations, legislations and the effectiveness of the accounting, financial and related controls	- Perform Regularity Audits - Perform Compliance Audit - Perform Financial Discipline Audit

A response and, accountable effective and efficient local government.	Annual development of internal audit plan	management and control processes of the municipality (Assurance Services).	Evaluate the performance management system and information.	- Conduct Performance Audits - Perform audit of performance information
			Evaluate ICT governance, general and application controls.	- Perform Information Communication Systems Audit
	<ul style="list-style-type: none"> - Shared Audit Committee - OPCA ToR - Audit Action Plans - Training and Development 	To provide advisory and related service activities and recommend improvement to municipality's' governance, risk management and control processes (Consulting Services).	Review and recommend improvement on governance, risk management and controls of any process and operation.	<ul style="list-style-type: none"> - Conduct Ad hoc/Management requests - Facilitate and coordinate Audit Committee Activities - Facilitate Establishment of Audit Committee - Facilitate and coordinate Operation Clean Committee Audit activities - Training and Development Program. - Annual Maintenance and Integration of audit software with SMART Application. - Monitor implementation of internal and external audit action plans.

Risk Management					
Strategic Objectives: Promote effective governance processes and planning					
National, Provincial, local government manifesto alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities	
<p>National Outcomes: 9 A response and, accountable effective and efficient local government.</p> <p>NDP: Fighting corruption and enhancing accountability</p> <p>Manifesto: Ensure more effective, accountable and clean local government that works together with national and provincial government</p>	Annual Risk Management strategy and implementation plan	To facilitate the risk management processes	Coordinate risk management processes	<ul style="list-style-type: none"> - Develop Risk Management strategy and implementation plan - Review the strategic risk management report - Review of the operational risk management report - Review of the risk management policy - Review the fraud prevention plan/ policy - Facilitation of the risk management committee meetings - Quarterly reports on risk mitigations - Facilitate the development of risk tolerance and appetite model - Facilitate the development and monitor the implementation of the enterprise-wide business Continuity plan 	
	Risk register approved				Ensure Enterprise-wide business continuity
	<p>2016/2017: Strategic Risk Register submitted</p> <p>2017/2018: Strategic Risk register submitted</p> <p>2018/2019: Strategic Risk Register submitted</p> <p>2019/2020: Strategic Risk Register submitted</p> <p>2020/2021: Strategic Risk Register submitted</p>				Capacity building

Legal and Administration				
Strategic Objectives: Sustain good corporate governance through effective and accountable clean administration				
National, Provincial, manifesto Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
<p>Outcome 9 (output 6) Administrative and financially capable state</p> <p>National Outcomes: 9 A response and, accountable effective and efficient local government.</p> <p>NDP: Fighting corruption and enhancing accountability</p> <p>Manifesto</p> <ul style="list-style-type: none"> - We shall ensure that the governance structures are strengthened and functional, namely MPAC, Audit and Risk Committees - Creating a fraud and corruption reporting hotline for municipal residence. - Following up on issues raised on the presidential hotline. - Developing a practical Audit Recovery Plan and ensure implementation, together with the implementation of the Risk management Plan. - Ensuring that the Fraud Prevention Plan & Policy is the standing item on the agendas of the Ward Committee & Community meetings - Implementing recommendations emanating from forensic investigations 	<p>3 Annual schedules of Council, Mayoral Committee & other committee meetings developed by June of 2016/2017, 2017/2018 and 2018/2019</p> <ul style="list-style-type: none"> - Four (4) Annual reviews of Council's File Plan implemented. - Two (2) Annual Records Management Inspections held. - Legal Compliance Register developed and implemented. 	<p>Promoting institutional efficiency</p>	<p>Render effective secretariat services</p> <p>Render effective records and contract management services, etc.</p> <p>Provide management and council services</p> <p>Provide administrative support services for governance structure</p> <p>Legal and governance services</p> <p>Council information management service</p>	<ul style="list-style-type: none"> - Compile an annual schedule for council and council committee meetings. - Review council's file plan on an annual basis. - Conduct regular inspections to adhere to relevant regulations and policies. - Monitor legal compliance by means of a legal compliance register.
		<p>To equip the organization in order to enhance service delivery</p>	<p>Tools of trade</p>	<ul style="list-style-type: none"> - Furniture and equipment - Vehicle

Information, Communication and Technology				
Strategic Objectives: Sustain good corporate governance through effective and accountable clean administration				
National, Provincial, manifesto Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
<p>Provincial Alignment: Technology and interconnectivity. National Development Plan: Broadband roll out. Telecommunication, connectivity and ICT infrastructure.</p> <p>ICT services will be provided to ensure that the service delivery of the Municipality is met through the optimum use of ICT.</p>	<ul style="list-style-type: none"> - Upgrading of data lines. - Installation of monitoring system. - Upgrading of DR site. - Huawei backbone installed to all offices that requires connectivity. - ICT Operations continuity improved. - ICT Infrastructure Virtualised. - ICT Services availability and continuity increased. - Secondary DRP site relocated. 	<p>Upgrading of the ICT network infrastructure and software assets.</p> <p>Maintain ICT Operations Continuity.</p> <p>Provision of enough storage capacity, connection capacity and ICT systems availability.</p>	<p>Provide ICT Equipment.</p> <p>Improve ICT infrastructure, Interconnections and VOIP.</p> <p>To continuously review business continuity plan</p> <p>Upgrading of software as required.</p>	<ul style="list-style-type: none"> - Procurement of additional and replacement of VOIP phones and equipment. - Airdown blowers - Backbone infrastructure and VOIP - Procurement of virtual call manager. - Testing of DRP. - Procurement of SAN for increasing electronic information storage capacity. - Establishment of tertiary disaster recovery site. - Roll out of optic fibre for broadband access and speed. - Procurement of ICT equipment 2 way radios and new server and computer system - Procurement of ICT tools (watt meter, volt meters, ladders, range set, etc.) - Procurement of memory.
	<ul style="list-style-type: none"> - Radio/wireless network speed has been increased. - Two way radios upgraded from analog to digital. - Projectors and screens have been installed in almost all the boardrooms. 	<p>To ensure ICT equipment and services are provided</p>		

	<ul style="list-style-type: none"> - Wireless connection installed at the Council Chamber and Mayor's boardroom. - Big screens have been installed at the Halls. - All software licenses were renewed and paid for. - Upgraded users from Microsoft Office 2010 to Microsoft Office 2013 conducted as and when necessary. - Cisco Informacast has been installed for broadcasting. - ICT Governance Framework approved and implemented - Firewall policy developed. - Internet bandwidth increased to 20Meg at Civic Centre and up to 2 Meg at other sites. - Website updated 			
				<ul style="list-style-type: none"> - Reviewal of firewall configurations, antivirus and antispysware on emails.
				<ul style="list-style-type: none"> - Security upgraded server rooms.

				<ul style="list-style-type: none"> - Continuously upgrade Internet & email facilities.
				<ul style="list-style-type: none"> - Adoption of CGICTPF.
				<ul style="list-style-type: none"> - Approval of ICT Policies.
				<ul style="list-style-type: none"> - Development of a replication site or enter into a hosted services contract.
	Email and Internet Usage Policy is existing and is implemented.		Avail necessary communication tools.	<ul style="list-style-type: none"> - Maintain regular updates and availability.
		To equip the organization in order to enhance service delivery	Tools of trade	<ul style="list-style-type: none"> - Radio communication links and towers to increase connection speed. - Printers, laptops, furniture and office equipment, scanners, projectors and screens, UPS
				Procurement of digitisation systems and SMART City enabling infrastructure.
				Systems integration and Enterprise Resource Planning (ERP).
		Install SMART Digital Systems.		<ul style="list-style-type: none"> - Install SCADAs. - Install Audio Visual systems. - Install Workflow systems. - Install Customer Care systems. - Install Simulation Systems. - Install Public Engagement systems. - Install Digital mobile devices. - Install SMART meters. - Install dashboards systems. - Install document management systems. - Install Contract management systems. - Install Valuation systems. - Install waste management systems.

				<ul style="list-style-type: none"> - Introduce drones. - Install Capital projects system. - Install firewall system. - Install security systems.
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Office of the Executive Mayor		
Strategic Objectives: Maintain good governance and accountability of council		
Performance Objectives	Strategies	Possible Project/ Activities
Provide oversight Ensure service delivery Ensuring political stability internal and outside of council	Oversee the implementation of council's policies Administrative support	<ul style="list-style-type: none"> - Administrative reports - Develop calendar of events for the political leadership - Coordination of mayor's activities - Functionality of Troika - Council's whips reports
To equip the organization in order to enhance service delivery	Tools of trade	<ul style="list-style-type: none"> - Furniture and equipment - Executive Support Vehicle - Speaker's vehicle

4.11. 2022/2023 Capital Projects

KPA 6: Good governance and public participation								
Strategic Goal : Promote Good Governance								
Function	Funding	Region	Revised Ward	Prj Number	Segment Desc	Revised 2023 Budget	Revised 2024 Budget	Revised 2025 Budget
100: Council	Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P1200003	P1200003-Replace Furniture & Office Equipment (100/...)	250,000.00	-	-
Marketing; Customer Relations; Publicity and Media Co-ordination:(121) Publicity and Communications	Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P1400126	P1400126 Camera Kit (121/...)	30,000.00	-	-
Marketing; Customer Relations; Publicity and Media Co-ordination:(121) Publicity and Communications	Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P1900120	P1900120: Indoor Sound System: 121	80,000.00	-	-
Administrative and Corporate Support:(120) Corporate and Administration Services	Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P1000118	P1000118-Bulk Filing Cabinets (120/...)	-	200,000.00	-
Administrative and Corporate Support:(120) Corporate and Administration Services	Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P1000155	P1000155-Replace Furniture & Office Equipment (120/...)	10,000.00	10,000.00	-
Information Technology:(122) Information Technology	Transfer from Operational Revenue	Whole of the Municipality	All	P0000001	P0000001: Backbone infrastructure & VOIP (122/...)	250,000.00	-	289,733
Information Technology:(122)	Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)	All	P0008197	P0008197-Computer Systems (122/...)	530,000.00	850,000	824,251

Information Technology								
Information Technology:(122) Information Technology	Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)	All	P0008198	P0008198-Renewal Printers (122/...)	50,000.00	60,000	75,582
Information Technology:(122) Information Technology	Transfer from Operational Revenue	Whole of the Municipality	All	P0008199	P0008199-Scanners (122/...)	35,000.00	-	44,089
Information Technology:(122) Information Technology	Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)	All	P1100042	P1100042-Replace Furniture & Office Equipment (122/...)	-	10,000	12,597
Information Technology:(122) Information Technology	Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)	All	P1200014	P1200014-Instruments & Tools for ICT (122/...)	-	15,000	17,496
Information Technology:(122) Information Technology	Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)	All	P1200019	P1200019-Replace 2 Way Radios (122/...)	550,000.00	80,000	377,913
Information Technology:(122) Information Technology	Transfer from Operational Revenue	Whole of the Municipality	All	P1900043	P1900043 Computer Equip UPS (122/...)	500,000.00	220,000	377,913
Information Technology:(122) Information Technology	Transfer from Operational Revenue	Whole of the Municipality	All	P1900111	P1900111: 24 Hour Control room system: 122	-	-	314,928
Information Technology:(122) Information Technology	Transfer from Operational Revenue	Whole of the Municipality	All	P1900102	P1900102: Fibre connection: 122	-	-	-
Information Technology:(122) Information Technology	Transfer from Operational Revenue	Whole of the Municipality	All	P2000095	P2000095: High Mast Tower: 122	-	-	188,956
Information Technology:(122) Information Technology	Transfer from Operational Revenue	Whole of the Municipality	All	P2000096	P2000096: Corporate and Guest Wireless LAN internal: 122	-	-	188,956

Information Technology:(122) Information Technology	Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)	All	P2000098	P2000098: Replace Audio Visual equipment:122	-	-	440,899
Information Technology:(122) Information Technology	Transfer from Operational Revenue	Whole of the Municipality	All	P2000104	P2000104: Communication To External Facilities: 122	600,000.00	250,000	314,928
Information Technology:(122) Information Technology	Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)	All	P2000149	P2000149: Replace of Core Distribution and Access Network:12	-	7,000,000	8,200,000
Information Technology:(122) Information Technology	Transfer from Operational Revenue	Whole of the Municipality	All	P2000189	P2000189: SMART City projects	25,000,000.00	-	-
Information Technology:(122) Information Technology	Transfer from Operational Revenue	Whole of the Municipality	All	P2000190	P2000190: Storage Area Network	-	419,904	-
Information Technology:(122) Information Technology	Transfer from Operational Revenue	Whole of the Municipality	All	P2000192	P2000192: Equipment for Receptors (PC with 6 USB ports	-	69,984	75,600
Information Technology:(122) Information Technology	Transfer from Operational Revenue	Whole of the Municipality	All	P2300028	All inclusive Monitoring and Reporting system: 122	1,000,000.00	-	-

CHAPTER 5: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

5.1. Introduction

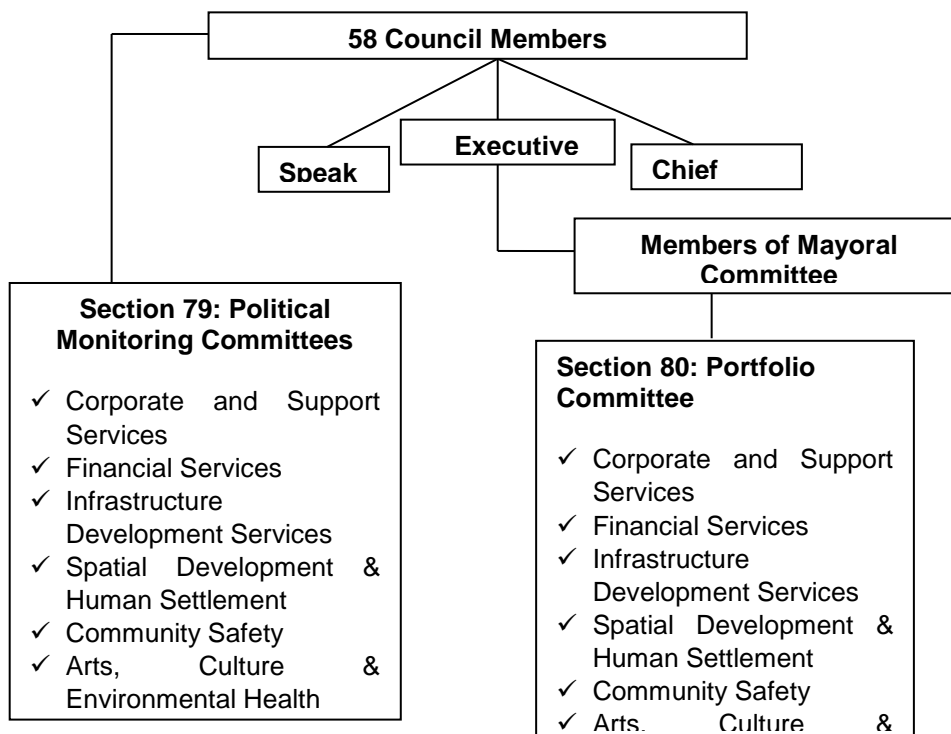
This chapter articulates the broad institutional framework of Steve Tshwete Local Municipality as well as its governance model.

5.2. Political Structure

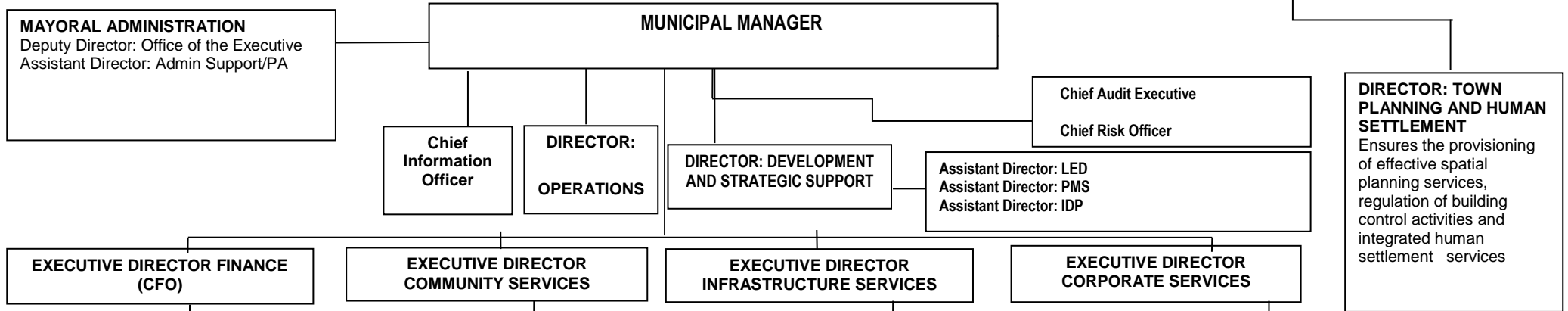
The political structure of Steve Tshwete Local Municipality is comprised of the Executive Mayoral System that is structured as follows:

- Executive Mayor;
- Speaker
- Chief Whip
- Mayoral Committee;
- The municipal council consists of 58 councilors (i.e. 29 ward councilors and 29 proportional councilors).
- The municipality has established committees in terms of Section 79 and 80 of the Municipal Structure Act as well as MFMA Section 166.

Figure 20: Political Governance Structure



5.3. 2022/27 Approved Executive and Organisational Structure



DIRECTOR FINANCIAL SERVICES:
Deputy Director: Financial Statements and assets
Assistant Director Positions:
Budget and Reporting: To ensure compliance with budget and reporting regulations; expenditure are well managed to prevent unauthorised, wasteful and fruitless and irregular expenditure; extend service delivery to the community; efficient, effective cash flow management
Financial statements and assets: manage, control and maintain all assets of the municipality and ensure clean and effective financial governance and compliance with accounting standards
SCM: streamline and maintain supply chain management processes to fully comply with legislative procurement framework.
Expenditure and Salaries: responsible for expenditure; processing of payment; salaries
Revenue: responsible for consumer relations; credit control; property rates
DIRECTOR: PROPERTY AND VALUATIONS
 Administers property valuations and manage property alienations in accordance with legislative prescripts.
 Assistant Director: Property Valuations

DIRECTOR: ENVIRONMENTAL AND WASTE MANAGEMENT
 Renders environmental and solid waste management services to ensure a clean and healthy environment
DIRECTOR: PUBLIC SAFETY
 Manages and coordinates traffic, security, law enforcement, licensing and emergency services to ensure a safe and secure environment
Deputy Director Positions are:
DEPUTY DIRECTOR: TRAFFIC SERVICES
DEPUTY DIRECTOR: LICENSING SERVICES
DEPUTY DIRECTOR: EMERGENCY SERVICES
Assistant Director Positions:
 ASD: Library Services
 ASD: Law Enforcement and Security

DIRECTOR: PARKS AND CEMETERY FACILITIES
 Provides sports facilities and green development services.
 ASD: Parks and Cemetery Facilities

DIRECTOR: FLEET MANAGEMENT manages the provisioning and maintenance of municipal vehicle fleet.
DIRECTOR: CIVIL ENGINEERING SERVICES
 Manages the provisioning and maintenance of affordable and sustainable civil engineering Services
DIRECTOR: ELECTRICAL ENGINEERING SERVICES
 Manages the provisioning and maintenance of electrical engineering services
Deputy Director Positions are:
 Deputy Director Civil Engineering Services
 Deputy Director Roads and Storm water
 Deputy Director: Project Management

Assistant Director Positions are:
ASD: Buildings and Facilities Management
 ASD: Fleet Management
 ASD: Water Conservation & Demand Management
 ASD: Water and Wastewater Networks
 ASD: Water and Sewer Networks
 ASD: Roads and Storm water
 ASD: Electrical Planning and Design
 ASD: Electrical Customer Services & Connections
 ASD: Electrical Substation Automation

DIRECTOR: LEGAL AND ADMINISTRATION
 Provides legal and administrative support services to the institution to facilitate proficient administrative practices and procedures.
DIRECTOR: HUMAN RESOURCES MANAGEMENT
 Renders HR management and support services to the municipality that will sustain the optimum utilization of the municipality.
DIRECTOR: SUPPORT SERVICES
 Renders support in the form of communications & Customer Care, Stakeholder Relations, Youth Development and Special programs
Assistant Director Positions are:
 ASD: Legal Services
 ASD: Administration
 ASD: Properties
 ASD: Human Resources Development
 ASD: Human Resources Administration
 ASD: Stakeholder Liaison
 ASD: Customer Care
 ASD: Communications & Events
 ASD: Special Programs
 ASD: Youth Development
 ASD: Customer Care

5.4. Human Resource and Performance Management

In order for the municipal to deliver on its vision of being the leading community driven municipality in the provision of sustainable services and development programme, much emphasis is put on filling critical position at all levels to facilitate performance and service delivery, staff retention and skills development and training.

The post of Assistant Director Performance Management is filled and PMS is formally implemented for senior management and middle management position on quarterly-annual basis. The need to integrate both performance management and HR processes remain crucial to ensure a seamless flow of processes. Cascading of PMS has been implemented incrementally and currently it is being implemented up to post level 10. Plans are in place to have PMS implemented at all levels within the municipality. informally implemented for other post levels. There is a pressing need to procure an PMS System since the current one is not efficient and effective.

Recruitment, Training and Development

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.

(i) Staff Component and Appointments

The staff complement of the municipality as of 28 February 2022 stands at 1685 posts. About 1522 posts were filled and 162 were vacant. Appointments that were made since then, have taken into consideration implementation of the Employment Equity Act 55, 1998.

(ii) Skills Development

Steve Tshwete Local Municipality recognizes the value of investing in its 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 and management also consulted to determine organizational skills needs. A Workplace Skills Plan is compiled and implemented annually to provide training on core and soft skills needs which focus on the organization as a whole and submitted to the Local Government Sector Education and Training Authority (LGSETA).

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 with the assistance of the LGSETA and relevant other technical SETA's.

2020/2021 Training Report

Occupational Levels	Females				Males				PWD	Total
	A	C	I	W	A	C	I	W		
Legislators	2	1			3	1				7
Managers	4				8					12
Professionals	19				21					40

Technicians and Trade Workers	93	3			157			3		256
Community and Personal Service Workers										0
Clerical and Administrative Workers	13			2	7			1		23
Sales and Service Workers	8				17					25
Machinery Operators and Drivers	4				15					19
Elementary Occupations	15				35	1		3		54
TOTAL PERMANENT										436
Temporary employees										0
GRAND TOTAL										436

NUMBER OF PEOPLE TO BE TRAINED	TYPES OF TRAININGS	BUDGET (Estimate)	ACTUAL EXPENDITURE	SOURCE OF FUNDING
442	<ul style="list-style-type: none"> - Advanced certificate: Municipal Governance - Municipal Financial Management - Higher Certificate; Fleet Management - Higher certificate: Municipal Governance - Higher Certificate: Call Centre Operation - Quality Monitoring - Grade F & L - Finance for Non-Financial Manager, Project Finance - Auto Electrician - Customer care - Project Formulation & management - ITIL - Supervisory - Examiner of driver's license & motor vehicle - Hazardous chemicals - Water quality management and ethics treatment - Analysis and interpretation of laboratory results - Auto CAD intermediate & advance - Annual firearm shooting practice - Update presentation on AARTO/National Road Traffic Act - Environmental Management - ISO 9001 - Infrastructure Management - Pump operation and maintenance - Battery maintenance - Incident report - Emotional intelligence - Investigation - Advanced driving - First Aid - Basic waste management - Advanced/ defensive driving - Ward committee - Building effective audit committee - TLB operator - Herbicide Application - Training the trainer - Ethical hacking and networking - Strategic Management & Planning - Project Management - A full governance review - How to audit performance information for public sector internal auditors - IT Auditing for non-IT AUDITORS - Conducting an audit from cradle to the grave - Root cause identification 	R2,400,000.00 R711893.82,00		Municipal Budget; LGSETA Grand Funding

	<ul style="list-style-type: none"> - Housing policy development and management - Occupational Health & Safety - CCSA - Water quality analysis and monitoring - Advanced water and wastewater treatment - Local governance finance - Moderator - Upgrading of informal settlement - Sb-Surface drainage - Bricklaying - Concrete work - Mini-Apps/Advance power protection training - Advanced Project Management - Performance Management & development - Leadership development - ODETDP - Data based creation and maintenance - Cable joint and termination - Basic protection relay - Electrical trade test - CIA part 1 & 3 - Vero/HV test 			
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2022/23 Planned Training and Budget Estimates

(iv) Employment Equity

Employment Equity: The Municipality will continue with the transformation process until our environment and the administration fully reflects the current demographic composition through its Employment Equity plan 2022/2023. The municipality updated its Employment Equity plan in 2022. The Table below indicates the demographic profile of Steve Tshwete Local Municipality, expressed in percentages.

Table 11: Race and Gender Profile

GROUP	MALE	FEMALE	TOTAL %
Black	59.8%	34.7%	94,5%
Colored	0.7%	1.6 %	2.3%
Asian	0%	0.3%	0.3%
White	1.3 %	1.6%	2.9%
Total	61.8%	36,7 %	100%

Table 12: Equity Targets and Status Quo at the Three Highest Levels in the Municipality for the Period of 2018-2021

LEVEL 0-3		
DESIGNATED GROUPS	TARGET	STATUS QUO
Black	37	49
Women	20	22
Disabled	2	0

ORGANISATIONAL LEVEL		
Black	1316	1394
Women	636	524
Disabled	25	12

The table below indicates the current workforce profile according to the various occupational levels:

Table 13: Employment Equity Plan/Status Quo Report

Occupational Levels	Male								Female								Total		
	A		C		I		W		A		C		I		W				
	Target	Status Quo	Target	Status Quo	Target	Status Quo	Target	Status Quo	Target	Status Quo	Target	Status Quo	Target	Status Quo	Target	Status Quo	Target	Status Quo	
Top management	3	3	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0	5	5
Senior management	19	19	1	1	0	0	3	3	10	10	0	0	0	0	2	2	35	35	
Professionally qualified and experienced specialists and mid-management	31	31	3	3	0	0	1	1	21	21	0	0	0	0	5	5	61	61	
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	181	181	2	2	0	0	15	15	191	191	15	15	5	5	16	16	425	425	
Semi-skilled and discretionary decision making	153	153	3	3	0	0	1	1	111	111	6	6	1	1	3	3	278	278	
Unskilled and defined decision making	531	531	3	3	0	0	1	1	191	191	4	4	0	0	0	0	730	730	
TOTAL PERMANENT	918	918	12	12	0	0	21	21	526	526	25	25	6	6	26	26	1534	1534	
Temporary employees																			
GRAND TOTAL	918	918	12	12	0	0	21	21	526	526	25	25	6	6	26	26	1534	1534	

5.5. Strategies, Objectives and Projects

Human Capital Management				
Strategic Objectives: Develop and enhance human capital services to maximize service delivery				
National, Provincial, local government manifesto alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/Activities
<p>Outcome 9: skilled capable workforce to support an inclusive growth path</p> <p>Outcome 5: skilled and capable workforce to support and inclusive growth path.</p> <p>NDP: Building a capable and developmental state</p> <p>Manifesto Improve and enhance institutional capacity of the municipality by:</p> <ul style="list-style-type: none"> - Filling key positions with suitable qualified persons within 3 months from the date of the vacancy. - Continuously cascading of performance management system to lower levels. - Providing municipal employees and councillors with regular training in order to improve service delivery. - Prioritising the training of councillors, management and key officials on financial management. - Empowering communities with employment opportunities, especially historically 	<p>Developed Workplace Skills Plan (WSP)</p> <p>Provide Employee Wellness Support</p> <p>Developed Organizational Structure</p> <p>HR policies reviewed and approved in 2018/19 financial year.</p> <p>Sound Working relationship with Labour. LLF meetings were disturbed by union instability</p> <p>Appointment of historically disadvantaged people into the workforce. 1 person appointed in 2021/22</p>	<p>Provision of transformation, training and human capital management services</p>	<p>Capacitate employees in line the WSP</p> <p>Promote the Wellbeing of staff</p> <p>Effective and feasible organizational structure</p> <p>Attract and retain competent workforce</p> <p>Review all HR policies and align with LG Staff Regulations</p> <p>Develop Internal Coaching and Mentoring Programme</p> <p>Maintain a healthy relationship with Labour through continuous engagement</p> <p>Appoint people with Disability into the workforce.</p>	<ul style="list-style-type: none"> - Develop WSP and implement the training as planned - Provide EAP services - Maintain and Review the organizational structure (structured gets updated monthly but gets reviewed 3 yearly) - Review HR policies - Implement Employment Equity Plan - Coaching and Mentoring Program Implemented - Conduct LLF Meetings <p>Five (05) people with disability appointed into the workforce.</p>

underprivileged groups such as youth, woman and persons with disabilities.				
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CHAPTER 6. FINANCIAL VIABILITY

To manage the finances of the municipality to ensure financial viability
Continue with accountable and developmental orientated monetary management to sustain a sound fiduciary position.

6.1. Introduction and Background

The municipality aims to fully comply with prevailing municipal financial legislation to ensure sound financial management and governance to maintain its clean audit status. It is important that the financial affairs of the municipality are managed in an efficient and effective manner to sustain a sound financial position towards sustainable service delivery.

The Directorate Financial Services is managed by the Executive Director Financial Services, who is also the Chief Financial Officer, with the assistance of five divisions, with a divisional Deputy Director and Assistant Directors, namely the Budget Office, AFS & Assets, Treasury Office, Expenditure & Salaries and Supply Chain Unit. The directorate is responsible for the function of budgetary, accounting, expenditure and revenue management and maintenance of the financial system.

The multi-year financial plan for the IDP is prepared for five (5) years. Based on this plan, considering the particular requests from the community, Council then approves annually the municipal budget.

6.2. Financial Strategy Framework

The Steve Tshwete Local Municipality is a developing and growing municipality striving for service delivery excellence. Therefore many challenges are faced with regards to financial planning and are ever changing due to the dynamic setting of local government.

The priority from a financial perspective is to ensure the municipality's financial position remains sustainable and viable. The financial plan with related strategies addresses a number of key areas in order to achieve this goal. These strategies are detailed below:

6.2.1 Revenue Enhancement Strategy

Revenue enhancement and maintaining of existing revenue sources are essential for sustainable service delivery. Municipal budgets must be appropriately funded to ensure a financial going concern which is capable of providing and extending service delivery.

It is essential that the municipality has an adequate source of revenue from its own operations and government grants to carry out its functions.

The following actions are considered:

- To seek alternative sources of own revenue to increase funding for capital projects.
- Ensure economic services break-even
- Indigent support policy to provide free basic services to poor households to protect them from the worst impacts of the economy

- Ensure that water & sanitation tariffs are fully cost reflective
- Expand revenue base through implementation of new valuation roll.
- The ability of the community to pay for services.
- Identification and pursuance of government grants.
- Tightening credit control measures and increase debt collection targets.
- Improve customer relations and promote a culture of payment.
- Realistic revenue estimates. Going back to basics to ensure MTREF are appropriately funded.
- The impact of inflation, the municipal cost index and other cost increases.
- Create an environment which enhances growth, development and service delivery.

6.2.2 Asset Management Strategies

Allocations to repairs and maintenance and the renewal of existing infrastructure must be prioritized as an uncontrolled increase in renewal infrastructure backlogs will negatively impact on the financial sustainability and the reliability and quality of municipal services.

The managing of the assets must address the following:

- The implementation of a GRAP 17 compliant asset management system.
- Adequate budget provision for asset maintenance over its economic lifespan.
- Maintenance of assets according to an infrastructural asset maintenance plan.
- Maintain a system of internal control of assets to safeguard assets.
- Replacement/renewal of ageing assets according to replacement programme to ensure the ongoing health of municipal infrastructure.
- Ensure all assets owned and/or controlled are insured except where specifically excluded by policy.
- Financial Management Strategies
- Financial management strategies are important to guide the municipality to maximize the available financial resources to ensure long term financial viability through the following strategies:
 - Manage revenue, expenditure, assets and liabilities in a responsible manner.
 - Well thought-out budgetary and financial planning processes in line with budget and reporting regulation.
 - Effective supply chain management.
 - Effective cash flow management.

- Applying full credit control measures within the borders of legislation and fairness to prevent an escalation in non-recoverable outstanding debt.
- Ensure compliance with prescribed accounting standards and adherence to all legislation requirements.
- Implement the cost containment measures policy.
- Training and development of employees to achieve levels of compliance according to the regulation on minimum competency levels.
- Prepare risk register and apply risk control.
- Implement internal controls, procedures, policies and by-laws to regulate fair, just and transparent transactions.
- Prepare annual financial statements according to accounting framework and review performance and achievements for past financial year.

Operational Financing Strategies

Financial planning and effective management of municipal cash resources will ensure that the municipality meets their service delivery mandate.

The strategies are:

- Ensure integrity of billing systems and accuracy of accounts.
- Eliminating spending on non-priority items.
- Ensure 100% spending of government conditional grants to prevent withholding of equitable share.
- Standardize chart of accounts.
- Effective cash flow management to ensure continuously a sufficient and sustainable cash position.
- Enhance budgetary controls and financial reporting.
- Direct available financial resources towards meeting the projects as identified in the IDP.
- To improve supply chain management processes in line with regulations.

Capital Financing Strategies

One of the greatest challenges facing municipalities is the decline in public trust in service delivery. Investment in municipal infrastructure is critical to sustaining growth, rehabilitating ageing infrastructure and eradicating service delivery backlogs.

The strategies are:

- Ensure capital programme is based on priorities, programmes and projects of the IDP.

- Improve creditworthiness.
- Ensure capital replacement reserve is cash-backed.
- Expedite spending on capital budget especially projects that are funded from conditional grants.
- Explore new ways to find capital expenditure from own revenue contribution.
- Analyze feasibility and impact on operating budget before capital projects are approved.
- Determine affordable limits for borrowing.
- Maximizing of infrastructural development through the utilization of all available resources.

Cost-Effective Strategy

The cost-effectiveness strategy is very important to ensure an effective, efficient municipality rendering affordable, accessible and quality services. This strategy provides guidance on how to structure the MTREF within affordable levels. Maintaining affordable tariffs will contribute to the municipality's community wealth.

The strategies are:

- Structure tariffs to generate resources to fund maintenance, renewal and expansion of infrastructure to provide services.
- Ensure that water and sanitation tariffs are fully cost reflective.
- Eliminating non-priority spending.
- Facilitate delivery of large capital projects to be appropriated for three financial years.
- Free basic services policies to adequately address provision of free basic services to poor households.
- Invest surplus cash not immediately required at the best available rates.
- Limit tariff increases taking into consideration the macro-economic growth limit guideline, municipal cost increases and inflation rate to ensure an appropriate balance between the interests of poor households, other consumers.
- To remain as far as possible within the following selected key budget assumptions:
- Provision for bad debts according to debtors' payment rate.
- Increase maintenance of assets according to affordability to be at least 8% of total depreciated asset value.
- Capital cost to be in line with the acceptable norm of 18%.
- Outstanding external debt not to be more than 50% of total operating revenue less government grants.
- Utilization of equitable share for indigent support through free basic services.

Measurable Performance Objectives for Revenue

The key performance indicators for revenue are:

- To maintain the debtors to revenue ratio below 10%.
- To maintain a debtors payment rate of above 95%.
- To ensure that the debtors return remain under 40 days.

6.3. Financial Management Policies

The purpose of financial policies is to provide a sound environment to manage the financial affairs of the municipality. The following are key budget relating policies:

- **Tariff Policy** – the policy prescribes the procedures for calculating tariffs. This policy is required in terms of Section 74 of the Local Government Municipal Systems Act, Act 32 of 2000.
- **Rates Policy** – a policy required by the Municipal Property Rates Act, Act 6 of 2004. This policy provides the framework for the determining of rates.
- **Free Basic Services and Indigent Support Policy** – to provide access to and regulate free basic services to all indigent households.
- **Funding and reserves policy** – this policy is compiled according to section 8 of the Budget and Reporting Regulations and sets guidelines to ensure that the municipality is financially viable over the short- and long-term whilst ensuring sufficient funding to achieve its objectives through the implementation of the operating and capital budgets.
- **Credit Control and Debt Collection Policy** – to provide for credit and debt collection procedures and mechanisms to ensure that all consumers pay for the services that are supplied.
- **Contractor development policy** – this policy is to develop contractors to form an integral part of the economy.
- **Cost containment policy** – this policy is to ensure that municipal resources are used effectively, efficiently and economically. The policy relates to the implementation of cost containment measures.
- **Writing Off of Bad Debts Policy** – to ensure that all long outstanding debt is evaluated and debtors are not overstated in the year-end statements. The policy aims to set down principles for the writing off of bad debts.
- **Blacklisting policy** – to ensure an acceptable standard of goods and services and to develop uniform criteria for barring individuals and/or businesses who engage in corrupt and/or fraudulent activities.
- **Borrowing policy** – this policy enables the municipality to exercise their obligation to ensure sufficient cash resources to implement the capital programme in the most cost-effective manner.

- **Budget Policy** – this policy set out the principles which must be followed in preparing a Medium Term Revenue and Expenditure Framework Budget. It further ensures that the budget reflects the strategic outcomes embodied in the IDP and related strategic policies.
- **Investment Policy** – this policy was compiled in accordance with the Municipal Investment Regulation R308 and ensures that cash resources are managed in the most efficient and effective manner possible.
- **Asset Management Policy** – the objective of the policy is to prescribe the accounting and administrative procedures relating to property, plant and equipment (assets).
- **Accounting Policy** – the policy prescribes the basis of presentation of the annual financial statements in accordance with the General Recognised Accounting Practices and Accounting Standards.
- **Supply Chain Management Policy** – this policy is developed in terms of Section 111 of the Municipal Finance Management Act, Act 56 of 2003. The principles of this policy is to give effect to a fair, equitable, transparent, competitive and cost-effective system for the procuring of goods and services, disposing of goods and selecting of contractors in the provision of municipal services.
- **Transport and Subsistence Policy** – this policy regulates the reimbursement of travelling and subsistence cost to officials and councillors attending official visits.
- **Short Term Insurance and Known Risks and Liabilities Policy** – the objective of the policy is to ensure the safeguarding of Council’s assets and to protect Council against public liabilities.
- **Petty Cash Policy** – this policy regulates minor cash used for expenditure control.
- **Methodology for impairment of receivables policy** – this policy informs the process to impair debtors.
- **Methodology for impairment and assessment of useful life of assets policy** – this policy regulates the impairment and review of useful life of assets processes and requirements.
- **Methodology for the classification and recognition of land policy** – this policy guides the municipality on the accounting treatment of land.

6.4. Medium Term Revenue and Expenditure Framework Forecast (MTREF)

The medium term expenditure and revenue framework (MTREF) is based on the priorities, programmes and projects of the IDP and implemented according to the service delivery and budget implementation plan (SDBIP) to ensure delivery on the IDP key performance indicators. The outcome of the required integrated development plan is the alignment of the planning process and resources to the strategic direction. The result is the compilation and approval of the annual budget. Based on the financial framework, the medium term financial plan was compiled based on the following key assumptions:

- (a) National government grants from the years 2020/2021 to 2024/2025 as per the Division of Revenue Act (DORA) has a projected an increase for the outer financial years.

- (b) Inflation, however moderate, is slightly increasing and projected to increase by an average of over the period ahead.
- (c) The cost-of-living increases by mutual agreement between the South African Local Government Bargaining Council and the unions increase with over the five (5) indicative years.
- (d) Bulk electricity purchases which constitute 31% of total operating expenditure are projected to increase with 14,59%. Provision was made for a growth of 1%.
- (e) Provision has been made for a property rates tariff increase in average of 3,9% for the next five (5) years.
- (f) Water tariffs are projected to increase in average with 3,0%.
- (g) Sanitation and refuse tariffs are projected to increase in average with 3,9% and 3,9% respectively.

1. Operating Revenue

The projected revenue for the municipality is reflected in table 1 below. It is important that anticipated revenue levels are realistic for each revenue source and consistent with expenditure and collection experience.

Municipal budgets must be funded and credible. The needs of the communities have to be met within the financial capacity and resource constraints of the municipality to ensure long term sustainability.

The South African economy is slowly recovering and revenue projections include a moderate municipal growth of 1,5%. The needs always exceed the available financial resources and cash flows are expected to remain under pressure. Available financial resources therefore should be directed where it delivers the biggest impact to improve the quality of life of our communities and striking a balance to provide sustainable services.

The revenue forecast of R2, 17-billion for the 2021/2022 financial year and increases to R2, 40-billion in the 2023/2024 financial year. On average, service charges jointly comprise 51,31% of the total revenue, property rates 20,20% and government grants and donations 20,15%, whilst other revenues constitute 8,34%. Other revenues mainly consist out of sale of erven, surface rentals, interest earned etc.

National and provincial allocations are contained in the Division of Revenue Act, which are recognised under government grants and consist of the following allocations over the medium term:

	2021/2022	2022/2023	2023/2024
<u>Operating Grants</u>			
▪ Finance Management Grant	1 650 000	1 650 000	1 700 000
▪ Equitable Share	284 669 000	319 506 000	358 779 000
- Expanded Public Works Programme	4 590 000		
▪ Integrated Urban Development Grant	3 052 200	3 186 492	4 842 930
▪ <u>Capital Grants</u>			
▪ Integrated urban development grant	73 252 800	56 567 040	56 567 040
Regional Bulk Infrastructure	145 000 000	69 999 996	45 000 000
▪ Integrated National Electricity Programme	15 000 000	13 000 000	15 000 000
▪ Water Services Infrastructure grant	45 000 000	40 000 000	50 000 000

As follows is a graphical presentation of revenue by source over the MTREF.

Table 1	Preceding year	Current year performance		Medium Term Revenue & Expenditure Framework				
Revenue By Source	Audited Outcome 2018/2019	Approved Adjustment Budget 2019/2020	Full Year Forecast 2019/2020	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23	Budget Year +2 2022/24	Budget Year +2 2022/25
	A	B	C	D	E	F	G	H
Property rates	358 277 417	395 507 806	395 507 806	418 502 261	442 822 097	460 534 980	480 798 480	502 434 453
Service charges - electricity revenue	573 505 242	650 544 523	650 544 523	700 278 549	739 733 493	871 159 152	909 490 176	950 417 234
Service charges - water revenue	85 128 965	109 259 208	109 259 208	117 901 547	124 975 638	128 379 969	134 028 396	140 059 680
Service charges - sanitation revenue	66 227 295	72 469 670	72 469 670	78 530 446	86 818 313	86 431 908	90 234900	94 295 453
Service charges - refuse revenue	72 966 829	78 975 975	78 975 975	84 479 602	86 540 432	96 206 508	100 439 616	105 292 764
Rental of facilities and equipment	17 208 937	2 045 967	2 045 967	2 004 460	1 936 740	1 431 276	1 494 276	1 561 501
Interest earned - external investments	51 895 697	42 351 012	42 351 012	38 530 857	38 863 081	40 866 300	42 664 416	48 592 400
Interest earned - outstanding debtors	4 832 035	6 177 438	6 177 438	6 572 686	5 352 649	6 711 468	7 006 788	6 161 113
Dividends received	-	-	-	-	-			
Fines, penalties and forfeits	16 819 049	17 503 423	17 503 423	18 409 687	19 548 989	19 108 680	19 949 484	20 847 200
Licences and permits	8 537 163	9 449 009	9 449 009	9 627 610	10 516 984	8 000 592	8 352 636	8 728 504
Agency services	26 090 102	22 375 150	22 375 150	23 605 180	24 668 603	28 310 676	29 556 336	30 886 377
Transfers and subsidies	186 292 609	209 112 628	209 112 628	232 278 000	256 956 000	265 716 912	320 600 100	316 463 777
Other revenue	46 380 168	42 921 321	42 921 321	49 683 444	77 627 849	60 057 504	62 700 012	60 472 623
Gains								
Total Revenue (excluding capital transfers and contributions)	1 514 161 509	1 658 693 130	1 658 693 130	1780404329	1 993 804 929	2 358 084 012	2 417 586 444	2 215 634 685

2. Tariff Setting

Tariff setting plays a critical role in ensuring certain levels of revenue according to affordability and to accommodate the consideration of basic services in the IDP strategic plan. The affordability of tariffs is under pressure due to increased cost and the increasing demand for bulk infrastructure and renewal of ageing infrastructure as the municipality expands. Appropriate ways to restructure tariffs must be explored to encourage more efficient use of utility services and to generate the resources required to fund maintenance, renewal and expansion of infrastructure to provide services. Increases in tariffs must be closely linked to the National Treasury cost-of-living guidelines and reflect an appropriate balance between the interest of poor households, other customers and ensuring the financial sustainability of the municipality.

Water and sanitation tariffs must be cost reflective which include the bulk cost of water, cost of maintenance and renewal of purification/ treatment plants and network infrastructure as well as the cost for new infrastructure. In the case of solid waste tariffs, it must include the cost of providing the different components of the service.

Refuse removal is an economical service resulting that the budget is a break-even service. Refuse removal tariffs are mainly affected by high labour costs, petrol price increases and vehicle costs which are in many cases beyond the municipality's control.

In addition new ways need to be explored for alternative methods to manage the landfill site such as the revival of the recycling process and measures to prevent dumping, for example, garden refuse removal etc.

A new valuation roll was implemented from 1 July 2018. Increased revenue from newly developed properties will expand and relieve some of the pressure on the municipality's revenue base.

1. Credit Control and Debt Collection

The continuous strict implementation of the credit control policy resulted that the municipality could maintain an exceptional payment rate. For the past financial years an average payment rate of above 98% was achieved.

It is however, envisaged that with on-going economic pressures and increasing rate in unemployment the payment rate might become under pressure. Special attention must therefore be paid on managing all revenue and cash streams especially debtors.

2. Protecting the Poor

The equitable share allocation is mainly used to provide free basic services to approximately 18 000 registered indigent households. Indigent support provided to protect poor households is as follows:

	<u>Per Household</u>	<u>Amount</u>
Free basic electricity per month	50 kWh	R 53.14
Free basic water per month	10 kl	R 103.80
Free refuse and sewerage per month	Free	R 270.02
Free assessment rates per month (average property valuation R85 000)	Free	R 254.13
	Total	R 681.09

In addition, it is essential that the municipality plays a critical role in creating an enabling environment for investments and other activities that lead to job creation to relieve the pressure on unemployment.

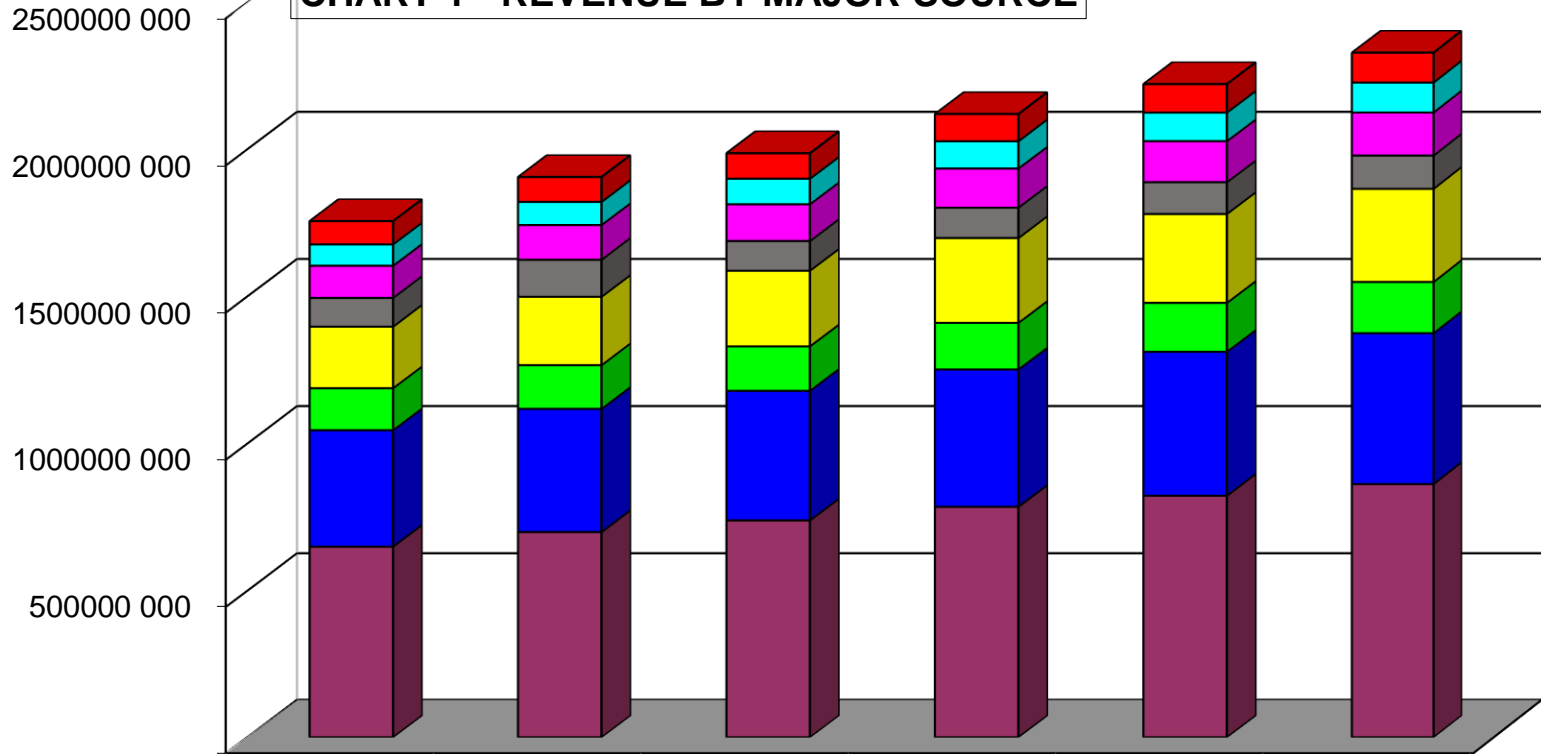
The municipality needs to focus on maximizing job creation through labour intensive methods, LED projects and participating in the extended public works programme.

3. Investments

Investments will be managed to ensure the municipality portfolio remain liquid to meet the daily cash flow demands of the municipality. The municipality will continue with current cash management and investment practices to ensure the safety of capital with the highest possible return.

It is projected that investments will increase to R300-million by 30 June 2022

CHART 1 - REVENUE BY MAJOR SOURCE



	19/20 Adjusted Budget	20/21 Concept Budget	21/22 Concept Budget	22/23 Concept Budget	23/24 Concept Budget	24/25 Concept Budget
■ Refuse Tariffs	78975 975	84479 602	86540 432	92315 313	96746 448	101390 278
■ Sanitation Tariffs	72469 670	78530 446	86818 313	92617 776	97063 429	101722 474
■ Water tariffs	109259 208	117901 547	124975 638	133194 982	139588 341	146288 582
■ Grants & subsidies : Capital	97747 364	125937 000	100890 000	103040 000	107985 920	113169 244
■ Grants & subsidies : Operating	209112 628	232278 000	256956 000	288138 600	301969 253	316463 777
■ Other Revenue	142823 320	148433 924	151100 560	158418 222	166022 297	173991 367
■ Property rates	395507 806	418502 261	440264 377	466680 287	489080 941	512556 826
■ Electricity tariffs	650544 523	700278 549	739733 493	785958 516	823684 525	863221 382

6.5 Operating Expenditure

Operating expenditure is compiled on the zero-based budget approach.

Table 2 below indicates the medium term expenditure framework aligned to the IDP. The medium term projections reflected an average growth of **8,5%** over the next five (5) years.

The operating expenditure has increased by 1,07% against the adjustment budget in the 2021/2022 financial year. The operating expenditure forecast equates to R2,28-billion in the 2022/2023 financial year and escalates to R2,36-billion in the 2023/2024 financial year.

Revenue raising services constitute 52,71% of total operating expenditure whilst community and rates services constitute 20,40%.

Bulk electricity purchases remain the main increasing factor on operating expenditure totaling R3,1-billion over the next five (5) years with an average rate increase of **9,58%**.

Finance charges increase from R50,0-million in the 2019/2020 financial year to R64,3-million in the 2023/2024 financial year and constitute 3% of operating expenditure. This includes projections to take up external loan facility of R641-million over the next three (3) years.

The other main contributing factor is employee-related costs which constitutes 33% of total operating expenditure.

Other operating expenses reflect a very modest growth of 12.5% of the forecasted operating expenditure.

The Electrical Services remains the largest contributor to operating expenditure at 37,81% followed by Finance and Administration at 15,35% and Executive Council at 9,07%.

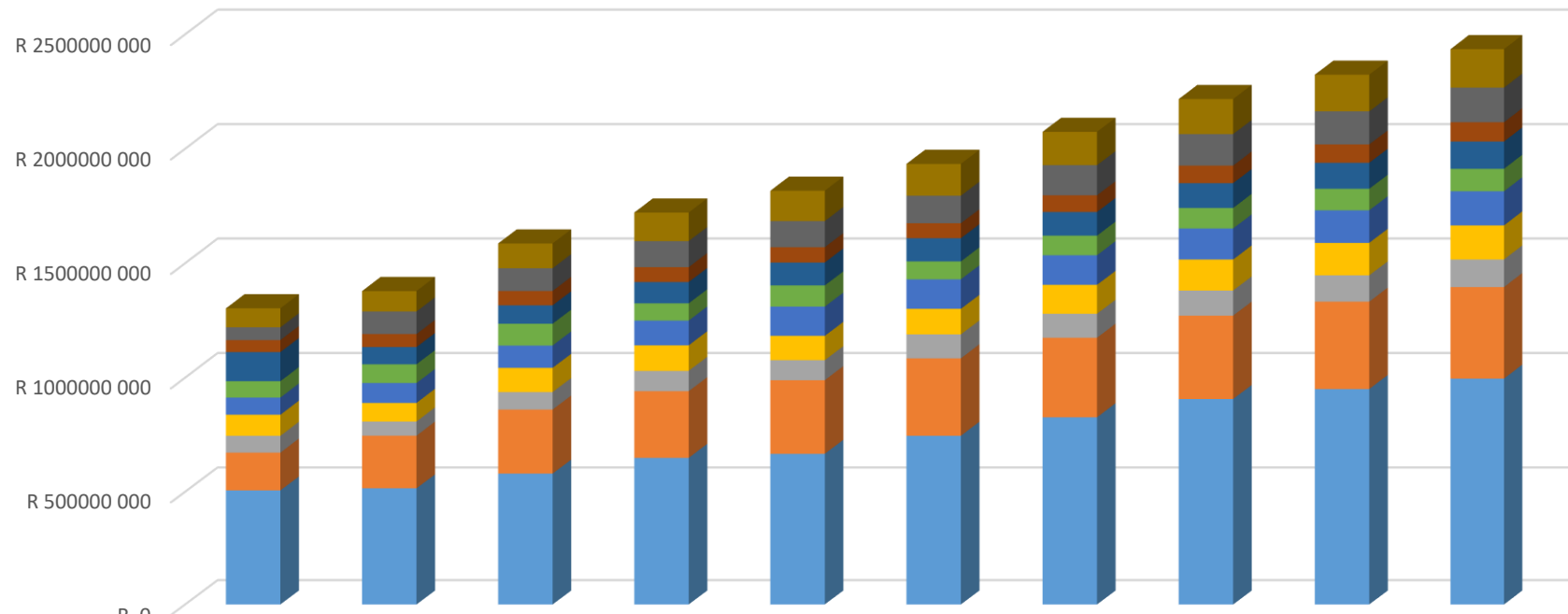
Depreciation and asset impairment accounts for 13.66% of the expenditure budget, being an amount of R313,7-million and increases to R359,9-million by 2023/2024 financial year.

Depreciation is the systematic expensing of the value of an asset as it is used and is not relating to the cash except for the external loans redemption portion. The intention is to set aside funds so that there is cash available at the end of the asset useful life to replace the asset.

This is done in a systematic manner by providing for depreciation offsetting to avoid unaffordable rates increases.

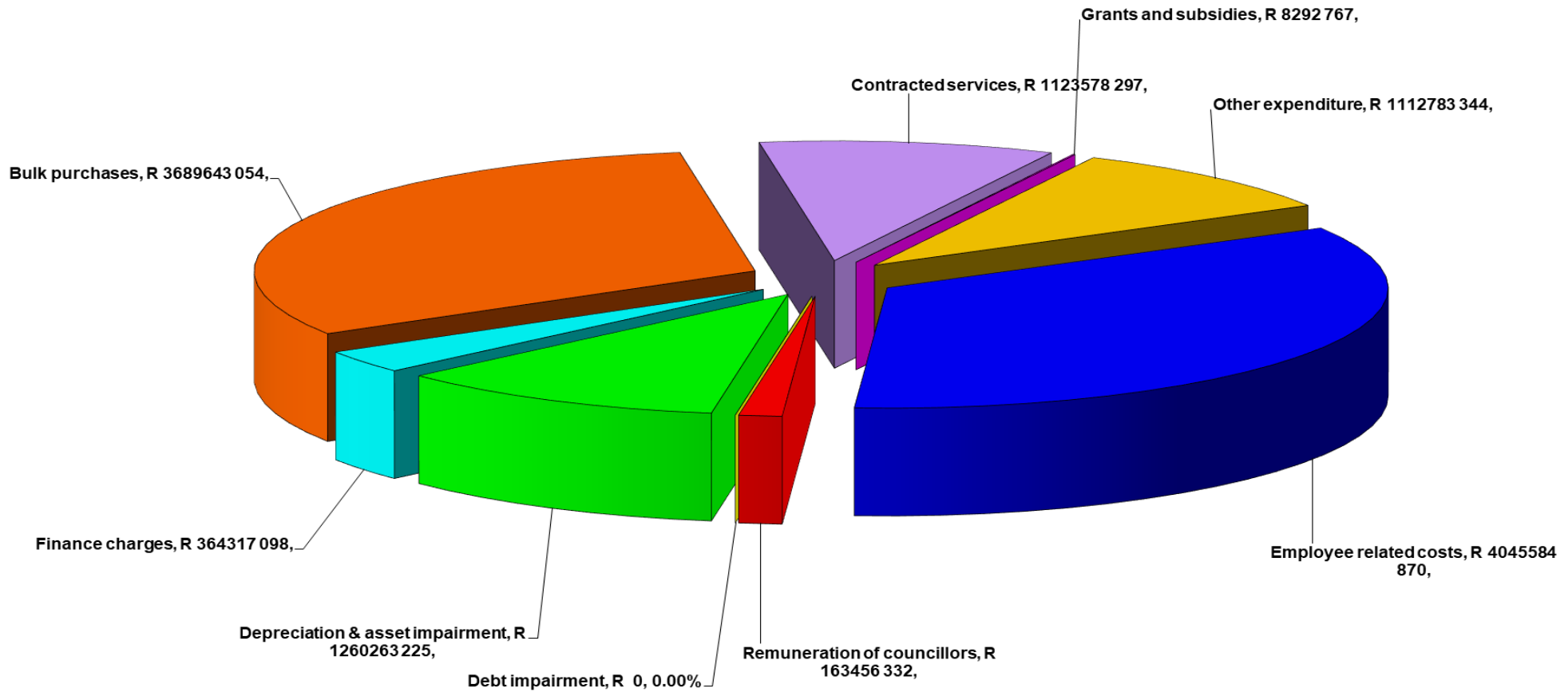
As follows is a graphical presentation of operating expenditure by type, followed by a graph of operating expenditure by vote for the MTREF.

Table 2 - OPERATING EXPENDITURE EXPENDITURE BY MAIN VOTE



	Audited Outcome 2016/2017	Audited Outcome 2017/2018	Audited Outcome 2018/2019	Original Budget 2019/2020	Adjusted Budget 2019/2020	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23	Budget Year +2 2023/24	Budget Year +2 2024/25
other	R 83132 540	R 89256 708	R 108320 070	R 124954 879	R 132523 569	R 139200 480	R 145772 113	R 153013 233	R 160357 868	R 168055 046
Public safety	R 55702 101	R 98737 043	R 99240 251	R 113775 674	R 114097 713	R 120164 299	R 131509 169	R 137838 237	R 144454 472	R 151388 287
Sport and recreation	R 52336 831	R 56747 118	R 62940 789	R 65050 475	R 66930 728	R 65472 064	R 73012 655	R 76535 707	R 80209 421	R 84059 473
Road transport	R 127292 299	R 75212 058	R 80342 374	R 93216 275	R 100328 473	R 101485 363	R 103455 170	R 108528 436	R 113737 801	R 119197 215
Executive and council	R 71350 039	R 81875 213	R 95106 901	R 75049 004	R 92507 241	R 78028 732	R 85357 801	R 89457 039	R 93750 977	R 98251 024
Waste management	R 75310 113	R 86862 347	R 97742 287	R 108361 807	R 127837 326	R 129211 705	R 129610 839	R 135858 544	R 142379 754	R 149213 982
Water	R 92108 605	R 81352 094	R 105876 414	R 111390 102	R 106247 302	R 111622 121	R 126243 360	R 135344 273	R 141840 798	R 148649 156
Waste water management	R 73339 399	R 61798 241	R 76202 160	R 88904 859	R 87205 752	R 104324 998	R 104695 165	R 109758 774	R 115027 195	R 120548 501
Finance and administration	R 166553 221	R 231174 626	R 280014 806	R 291392 730	R 321734 027	R 338483 099	R 347505 651	R 364262 341	R 381746 933	R 400070 786
Electricity	R 505975 184	R 515439 970	R 580617 372	R 649535 974	R 667428 950	R 746197 508	R 826974 958	R 906764 901	R 950289 616	R 995903 518

**CHART 3 - OPERATING EXPENDITURE BY TYPE
FOR THE NEXT 5 YEARS FORECAST**



Capital Expenditure

Proposed capital programmes over the medium term framework are only considered once the full projected and future operational costs have been determined and the sources of funding are available.

The capital requirements are reflected in the table below for the next five (5) years. These figures are based on the projects identified through the IDP process project phase and reflect estimated amounts based on the availability of funding.

As reflected in table 3 below it can be seen that the IDP needs for the next five (5) years are equivalent to **R3,6-billion**.

The projected sources of funding over the medium term have been carefully considered and can be summarized as follows:

	2022/2023	2023/2024	2024/2025
Government grants & District	177 209 280	189 324 480	157 567 040
External loans	200 000 000	191 000 000	-
Cash backed internal reserves	234 181 328	209 120 314	177 079 711
	611 390 608	589 444 794	334 646 751

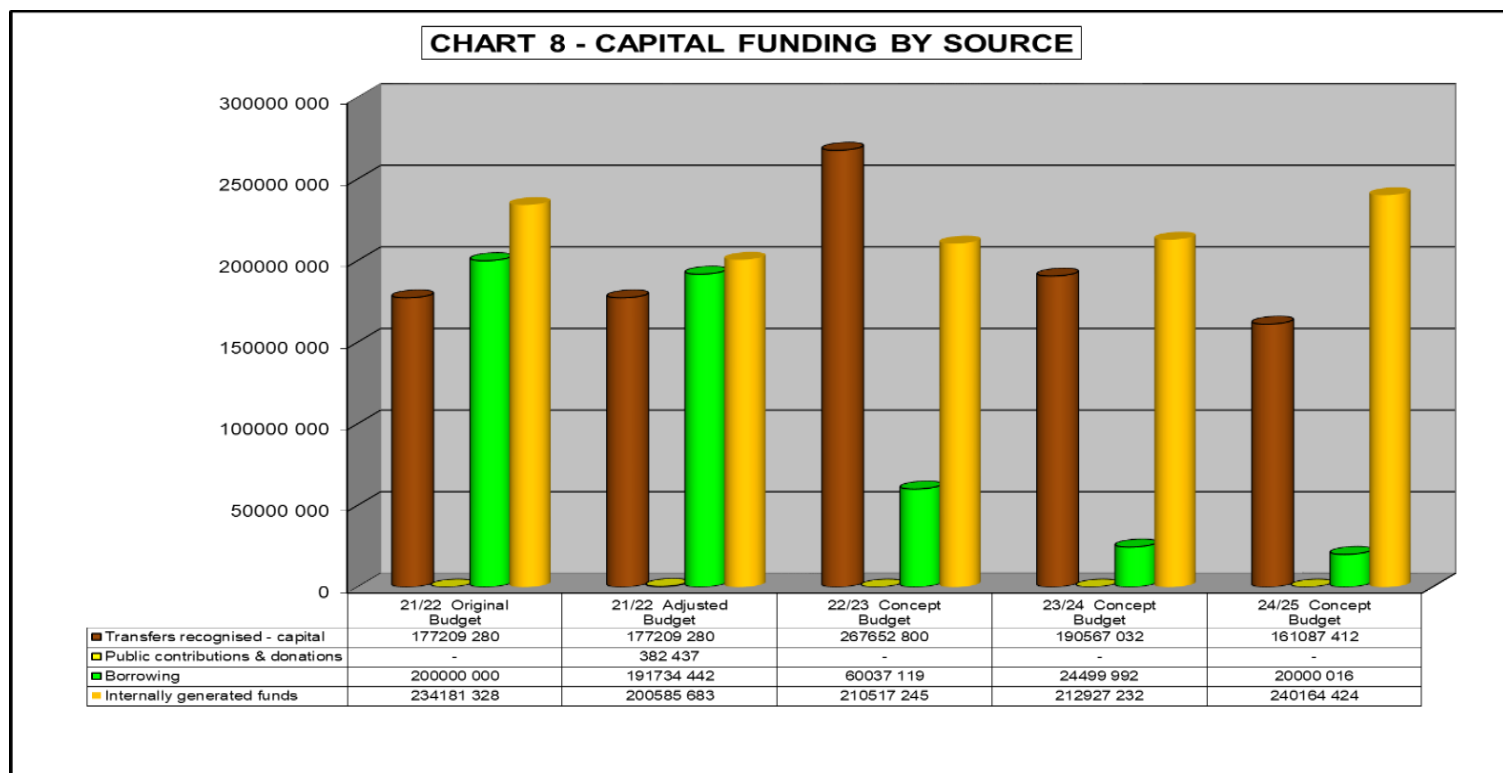
As indicated in the previous financial year the Council's internal reserves are still under pressure resulting that external funding needed to be obtained to supplement the capital budget to address the huge demands in the IDP for essential expanding of basic services and upgrading of bulk infrastructure.

For the next three (3) years a new external loan of R391,0-million has been secured. The projected outstanding external loans for 30 June 2020 amount to R315,5-million which constitutes 20,4% of total operating revenue. This is an indication that the municipality will be able to borrow additional funding for the medium term before reaching the over-borrowed limit by 30 June 2023.

It is therefore imperative that capital budgets are prioritized to reflect consistent efforts to address backlogs in basic services and the refurbishment and expanding of existing infrastructure.

When it comes to funding the capital budget care should be taken to not become largely reliant on national and provincial grants. Council needs to explore ways in which own revenue contribution to fund their capital budgets can be increased.

According to the above table capital expenditure financed through government grants constitutes 28,9% whilst cash backed internal reserves constitutes 38,3% and external loans 32.7% respectively as presented in the graph below:



Cognizance should also be given that national government has prioritized the quality of drinking water and failures in the management of waste water through the blue and green drop performance ratings.

Measures have to be taken over the MTREF to implement these strategies to ensure that existing water supply and waste water comply with these requirements.

From the above it is clear that for the next five years many challenges lie ahead to appropriate capital expenditure towards available sources of funding and to obtain alternative funding sources to address the needs as identified in the IDP.

Table 3 indicates forecasted capital expenditure by vote which is graphically presented below. From this table 80,0% of the capital programme is allocated to infrastructure development and 20,0% for community and institutional requirements over the next five (5) years.

The capital expenditure programme is graphically presented as follows:

CHART 6 - CAPITAL EXPENDITURE BY MAIN VOTE

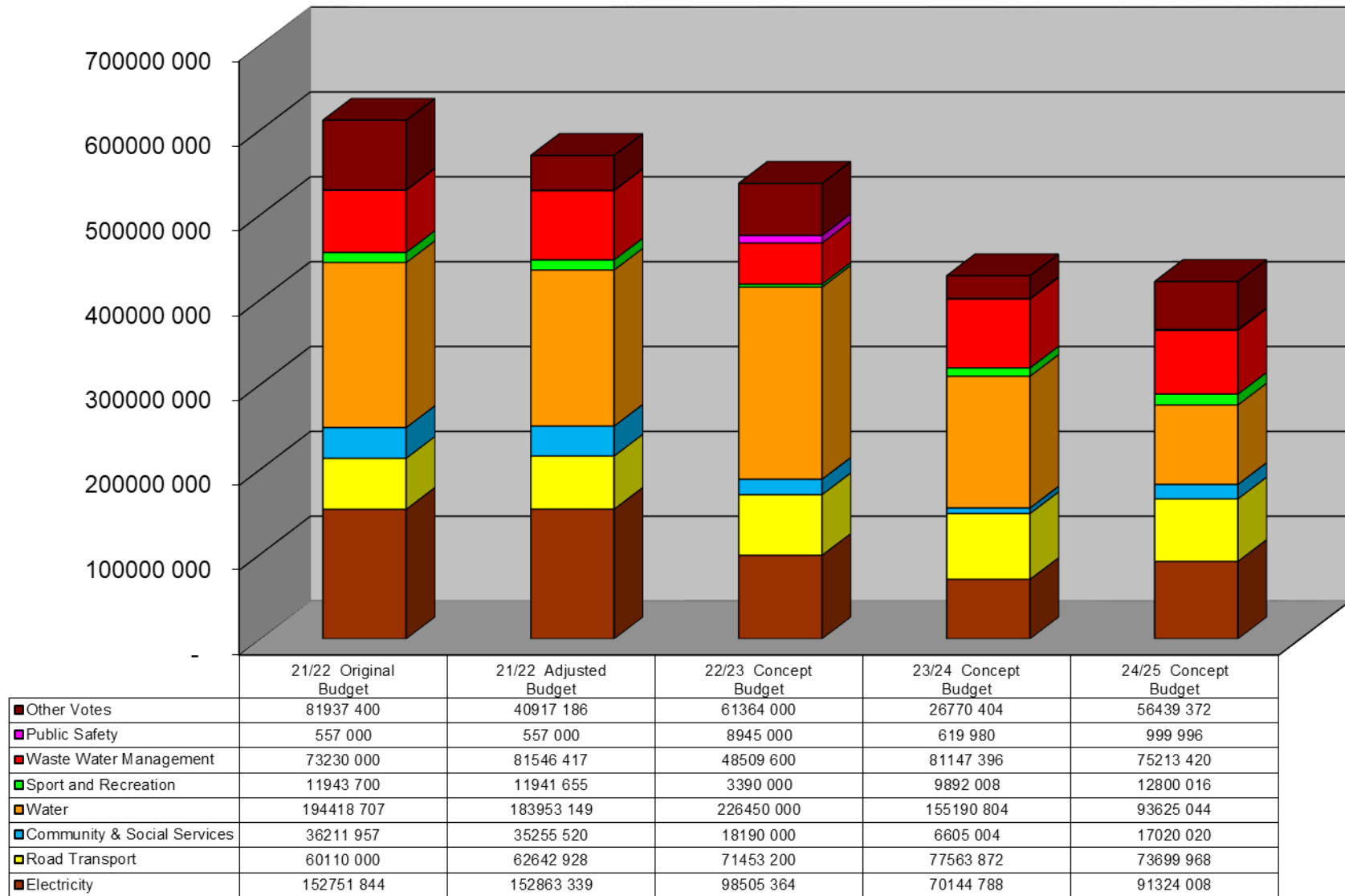


TABLE 3

	Preceding Year	Medium Term Financial Plan						
	20/21 Audited Actual	21/22 Original Budget	21/22 Adjusted Budget	22/23 Concept Budget	23/24 Concept Budget	24/25 Concept Budget	25/26 Concept Budget	26/27 Concept Budget
CAPITAL EXPENDITURE BY VOTE								
Executive and council	1 156 742	-	-	250 000	-	-	-	-
Finance and administration	37 150 197	74 412 400	32 661 164	45 764 000	22 409 892	17 839 356	11 445 500	32 649 050
Internal Audit	-	45 000	45 000	-	-	-	-	-
Planning and development	300 962	-	382 437	-	-	-	-	-
Health	-	-	-	-	-	-	-	-
Community and social services	32 508 324	36 211 957	35 153 005	17 490 000	5 904 996	16 820 016	21 250 000	11 250 000
Human Settlements	-	100 000	101 100	600 000	960 504	-	-	-
Public safety	1 634 959	557 000	557 000	8 945 000	619 980	999 996	630 000	-
Sport and recreation	21 330 650	11 943 700	11 941 655	3 390 000	9 892 008	12 800 016	7 300 000	10 680 000
Waste management	18 426 672	7 380 000	7 727 485	14 750 000	3 400 008	38 600 016	39 000 000	94 450 000
Waste water management	65 963 337	73 230 000	81 546 417	48 509 600	81 147 396	75 213 420	63 340 000	59 300 000
Road transport	93 238 707	60 110 000	62 642 928	71 453 200	77 563 872	73 699 968	104 300 000	118 780 000
Water	230 092 368	194 418 707	183 953 149	226 450 000	155 190 804	93 625 044	60 670 000	47 300 000
Electricity	140 966 343	152 751 844	152 863 339	98 505 364	70 144 788	91 324 008	84 424 000	102 708 800
Other	116 728	230 000	337 163	2 100 000	760 008	330 012	2 850 000	700 000
CAPITAL EXPENDITURE BY VOTE	642 885 990	611 390 608	569 911 842	538 207 164	427 994 256	421 251 852	395 209 500	477 817 850

6.5. Conclusion

This framework with its financial strategies and policies contribute to ensure the municipality remains financially viable and sustainable to provide quality municipal services to all communities. It can be expected that municipal revenue and cash flows will gradually improve through increased municipal growth and envisaged new developments.

The increasing pressure on the municipal bulk services and upgrade of ageing infrastructure will continue for the next five (5) years. Therefore new imaginable ways need to be explored to become efficient to generate the required resources to maintain, renew and expand infrastructure.

A new energized focus on maximizing job creation through labour intensive approaches and participation in the expanded public works programme is essential not only to reduce the unemployment rate but also protecting the poor against the down turn of the economy.

It is imperative that the municipality continues with sound and sustainable management of its governance and fiscal affairs to build on the clean audit reports received the past four (4) financial years.

The many challenges facing the municipality are addressed through the following important elements:

- Greater levels of transparency and accountability;
- Integrity of billing systems and accurate accounts;
- Going back to basics of good cash and revenue management; Stabilizing senior management and ensuring appropriate technical skills;
- Implementation of asset management systems and improving levels of spending on repairs and maintenance;
- Effective spatial and land use planning;
- Generate more employment through labour intensive programmes;
- Structure tariffs for utility services to encourage growth and generate additional sources of revenue to fund capital expenditure;
- Ensure sound financial management policies exist; and
- Eliminating spending on non-priority items.

This IDP with the MTREF ensures that Council is on the right track to become the leading community driven municipality in the provision of sustainable services and developmental programmes.

6.8. Strategies, Objectives and Projects

Financial Viability and Sustainability				
Strategic Objectives: To manage the finances of the municipality to ensure financial viability				
National, Provincial, local government manifesto alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
ENSURE MORE EFFECTIVE, ACCOUNTABLE AND CLEAN LOCAL GOVERNMENT THAT WORKS TOGETHER WITH NATIONAL AND PROVINCIAL GOVERNMENT THROUGH: - Revenue enhancement and maintaining of existing revenue sources are essential for service delivery ENSURE SOUND FINANCIAL MANAGEMENT THROUGH: - Maintain payment rates at 99.9%.	Monthly bank reconciliations	To manage revenue in an efficient and responsible manner.	Prompt receipting and banking of all rates, fees and charges at accessible facilities.	- Monthly bank reconciliations - % banking reconcile with billing system.
	- Doubtful debts older than 150 days is R27 719 612 i.e. 24,4% of debtor's book. - Payment Rate 100,3% at 30 June 2016 Debtors to revenue ratio 9,21% at 30 June 2016.		Monthly implementation and adherence to credit control policy and procedures.	- % decrease in doubtful outstanding debts - % of amounts billed collected - % of debtors to revenue ratio
	outstanding debt to total debtors 2016/2017: 26.82% 2017/2018: 46% 2018/2019: 25%		Implement supplementary valuations and new valuation roll.	- % of supplementary taxes implemented
	100% of supplementary valuations received and implemented.		Implement and revise Indigent policy annually.	- % of Households with access to free basic services
18107 Registered Indigents on 30 June 2016				
ENSURE MORE EFFECTIVE, ACCOUNTABLE AND CLEAN LOCAL GOVERNMENT THAT WORKS TOGETHER WITH NATIONAL AND PROVINCIAL GOVERNMENT THROUGH:	- 100% Compliance to accounting standards, no matters raised.	To ensure clean and effective financial governance and compliance with accounting standards.	Ensure compliance to GRAP reporting framework and implement new standards.	- % compliance to GRAP reporting framework. - Implement new standards as released by ASB.

<ul style="list-style-type: none"> - Clean Audit - The municipal financial management is regulated by several pieces of legislation. The municipality fully complies with the aim of ensuring sound financial governance. <p>ENSURE SOUND FINANCIAL MANAGEMENT THROUGH:</p> <ul style="list-style-type: none"> - Maintain clean audit opinion. 				
	<p>% of weaknesses addressed in audit action plan 2016/2017: 93% 2017/2018: 90% 2018/2019: 95.4% as at 30 June 2019</p>		<p>Develop audit action plan on matters raised in final management letter.</p>	<ul style="list-style-type: none"> - % of actions implemented of audit action plan - Monthly and quarterly progress reporting on actions undertaken.
	<ul style="list-style-type: none"> - Audit Outcome: 2016/2017 Clean Audit for 2017/2018: Unqualified Audit with Matters for 2018/2019: Unqualified Audit with matters for 2019/2020: Clean audit; 2020/2021: Clean audit 		<p>Maintain unqualified audit report</p>	<ul style="list-style-type: none"> - Obtain unqualified audit opinion. - Submit credible AFS with no material misstatements by Aug of each year.
<p>ENSURE MORE EFFECTIVE, ACCOUNTABLE AND CLEAN LOCAL GOVERNMENT THAT WORKS TOGETHER WITH NATIONAL AND PROVINCIAL GOVERNMENT THROUGH:</p> <ul style="list-style-type: none"> • The Municipal budget is appropriately funded to ensure a financial going concern which is capable of providing essential services. 	<ul style="list-style-type: none"> - All section 71 reports submitted, no non-compliance raised during 2019/2021 audit. - Annual Budget for 2020/2021 approve by 31 May 2022 - SDBIP approve by 28 June 2022 	<p>To ensure compliance with budget and reporting regulations</p>	<p>Ensure compliant section 71 in-year reports</p> <p>Ensure annual budget is compliant and approved by 31 May</p>	<ul style="list-style-type: none"> - Number of compliant In-year section 71 reports submitted on time. - Developed and maintain register to ensure legal compliance - % compliance to budget & reporting regulation framework - Submit and approve budget by 31 May annually - Submit and approve SDBIP by 28 June annually

<p>ENSURE MORE EFFECTIVE, ACCOUNTABLE AND CLEAN LOCAL GOVERNMENT THAT WORKS TOGETHER WITH NATIONAL AND PROVINCIAL GOVERNMENT THROUGH:</p> <ul style="list-style-type: none"> - The municipal financial management is regulated by several pieces of legislation. The municipality fully complies with the aim of ensuring sound financial governance. 	<ul style="list-style-type: none"> - Turnaround time on comments 16.6 days by 30 June 2022 - All SCM reports submitted, no non-compliance raised during 2020/2021 audit - SCM policy annually revised and improved. - Procurement plan for 2020/2021 develop and approved. - % Compliance and adherence to procurement plan 2016/2017 New Indicator; 2017/2018: 90% compliance 2018/2019: 97% as at 30 June 2019 	<p>To streamline supply chain management processes to fully comply with legislation procurement framework</p>	<p>Improve turnaround time on supply chain comments on tenders</p> <p>Ensure SCM processes and reports adhere to legislative requirements.</p>	<ul style="list-style-type: none"> - Reduce turnaround time on comments on tender reports to be within 10 working days from receipt by departments. - Number of compliant In-year reports submitted on time - Implement new amendments to procurement regulation and legislation - Implement Infrastructure procurement plan and policy. - Develop and implement annual procurement plan. - Revise and improve SCM policy and procedures annually.
<p>Together we shall improve and enhance institutional capacity of our municipality by:</p> <ul style="list-style-type: none"> - Providing municipal employees and councillors with regular training in order to improve service delivery. - Prioritising the training of councillors, management and key officials on financial management. 		<p>To comply with the municipal minimum competency level</p>	<p>Ensure level of compliance to municipal regulation on minimum competency levels</p>	<ul style="list-style-type: none"> - Provide training to Increase number of compliant senior personnel with minimum competency levels. - Provide training on MSCOA implementation and system.
	<p>20 workflow procedures and controls implemented.</p>	<p>To maintain and upgrade the existing financial operations to manage</p>	<p>Develop internal control and procedures to improve financial management and operations.</p>	<ul style="list-style-type: none"> - Number of improved controls, procedures developed and implemented.

ENSURE SOUND FINANCIAL MANAGEMENT THROUGH - Prevent unauthorised, wasteful and fruitless. - Promulgate financial by-laws - Sound Financial Management and discipline	20 Financial Policies developed and 4 By-laws.	the finances of the municipality.	Review and improve budget related policies and by-laws.	- Number of Budget Related Policies and by-laws review and implemented.
			Upgrade financial system to MSCOA requirements	- Implement new MSCOA compliant system.
ENSURE MORE EFFECTIVE, ACCOUNTABLE AND CLEAN LOCAL GOVERNMENT THAT WORKS TOGETHER WITH NATIONAL AND PROVINCIAL GOVERNMENT THROUGH: - Revenue enhancement and maintaining of existing revenue sources are essential for service delivery	- 70% of equitable share utilized for indigent services.	To alleviate poverty to improve quality of household life	Ensure equitable share are utilized for free basic services	- % of allocated equitable share implemented for free basic services.
	- Indigent policy reviewed annually and implemented.		Ensure indigent policy is annually reviewed and improved.	- Review and improve indigent policy annually. - Implement Indigent policy
	- 18240 registered indigents. - Indigent register implemented.		Advise and register poor households to participate in indigent support program.	- % of households who applied for indigent status implemented - Developed and updated indigent register
ENSURE MORE EFFECTIVE, ACCOUNTABLE AND CLEAN LOCAL GOVERNMENT THAT WORKS TOGETHER WITH NATIONAL AND PROVINCIAL GOVERNMENT THROUGH: - The municipal financial management is regulated by several pieces of legislation. The municipality fully complies with the aim of ensuring sound financial governance.	Debt coverage ratio to decrease: 2016/2017: 66.89 2017/2018: 69:1 2018/2019: 18.96%	To ensure efficient, effective cash flow management	Debt coverage ratio	- Debt coverage ratio maintained at above 45% at any given time
	Cost coverage ratio maintained 2016/2017: 6:05; 2017/2018 6:7 ratio 2018/2019: 0.6:1 ratio		Cost coverage ratio	- Cost coverage ratio increased to above 3 months at any given time
IMPROVE LOCAL PUBLIC SERVICES AND BROADEN ACCESS TO THEM:	4.2% decrease in stock losses.	To manage, control and maintain all assets of the municipality	Ensure assets of the municipality is safe guarded.	- % of movable assets verification according to inventory lists. - % reduction in annual stock take differences.

- Upgrading and maintenance of existing infrastructure	- Repairs and maintenance constitute 6.2% of OPEX budget 2016/2017: 6% 2017/2018: 6.2% 2018/2019: 4.8%		Adequate asset management and maintenance of the assets of the municipality.	- % of annual operational budget allocated to repair & maintenance. (8%) - Capital expenditure as a percentage of total expenditure (10-20%)
ENSURE MORE EFFECTIVE, ACCOUNTABLE AND CLEAN LOCAL GOVERNMENT THAT WORKS TOGETHER WITH NATIONAL AND PROVINCIAL GOVERNMENT THROUGH: - Investment in municipal infrastructure is critical to sustaining growth, rehabilitating ageing infrastructure and eradicating service delivery backlogs	- % of the Annual Budget implemented on 30 June 2021 and Opex 2020/2021 OPEX 105%; Capex 99% 80% spent 2020/2021: 95.4% spent	To ensure and extend service delivery to the community.	Ensure implementation of the budget document in line with the IDP.	- % of municipality capital budget actually spent on capital projects (95% - 100%) - % of Operating Expenditure Budget Implemented (95% - 100%) - % of Service Charges and Property Rates Revenue Budget Implemented (95%-100%)
ENSURE SOUND FINANCIAL MANAGEMENT THROUGH - Continuous payments of creditors with 30 days	Irregular, fruitless and unauthorised expenditure xx of total expenditure.	To ensure expenditure are well managed to prevent unauthorised, wasteful and fruitless and irregular expenditure.	Implement systems to prevent irregular, fruitless and wasteful and unauthorised expenditure.	- Irregular, fruitless and wasteful and unauthorised expenditure as a percentage to Total Operating Expenditure (0%)
	Creditors paid within 30 days.		Implement systems to pay creditors within 30 days.	- Creditors Payment Period (Trade Creditors) (30 days) - Implement electronic payment system and payment advice for all creditors.
		To maintain and safeguard municipal and community facilities	Implimenetation of security measures	- Fencing of municipal buildings
		To equip the organization in order to enhance service delivery	Tools of trade	- Furniture and equipment - Printers

				<ul style="list-style-type: none"> - Vehicles - After hour vending equipment - Stores equipment - Bulk filing cabinets and shelves
			Upgrade municipal buildings and facilities	<ul style="list-style-type: none"> - Renovate paypoint facilities - Paint store facilities

Property Valuations Services					
Strategic Objectives: Continue and contributes in generating revenue streams through a credible and transparent General Valuation Roll to ensure to Service Delivery to communities					
National, Provincial, local government manifesto alignment	Baseline Information	Performance Objectives	Strategies	Possible Activities	Project/
<p>NDP: a responsive, accountable, system-effective and efficient local government.</p> <p>Manifesto: Together with our communities we shall ensure sound financial management. We shall continue to contribute towards sound financial management by continuously updating the valuation roll and by facilitating the alienation of land.</p>	<ul style="list-style-type: none"> - Existing 2013/2018 general valuation roll - May 2013, January 2014, January 2015 and January 2016 supplementary rolls - 2018/2023 valuation roll - 2 Supplementary rolls submitted - 2017/2018: 1 supplementary valuation roll submitted - 2018/2019: 1 supplementary valuation roll submitted - 2019/2020: 1 supplementary valuation roll submitted - A substantial number of erven / portions of land were alienated for various purposes such as residential, industrial, business, church, crèche etc. 	<p>Provide a fair and equitable basis for rating of properties</p> <p>Provide general valuation services to council</p> <p>Promoting development through alienation of council owned land</p> <p>Provide valuation professional advice to ensure that municipal asset are disposed at the fair and market related values.</p>	<p>Provide values for all properties within the Steve Tshwete jurisdiction.</p> <p>Continuously and speedily align our annual supplementary valuation rolls with Spatial Development framework.</p> <p>Prioritize valuations of large commercial properties to ensure that revenue generation does not interrupted.</p> <p>Continuously generate Property Market Analysis to ensure that all property values are market related.</p> <p>Contributes to city development through determining property values for land disposal.</p>	<ul style="list-style-type: none"> - Compile general valuation roll - Compile annual supplementary valuation rolls - Aerial photos, Pictometry and oblique imagery - Conduct Adhoc valuations - Implement council's resolutions on land development - Policy proposals - Mass Valuation data collection project 	
				<p>To equip the organization in order to enhance service delivery</p>	<p>Tools of trade</p>

6.9. 2022/23 Capital Projects

KPA 5: FINANCIAL VIABILITY								
STRATEGIC GOAL: TO MANAGE THE FINANCES OF THE MUNICIPALITY TO ENSURE FINANCIAL VIABILITY								
Function	Funding	Region	Revised Ward	Prj Number	Segment Desc	Revised 2023 Budget	Revised 2024 Budget	Revised 2025 Budget
Finance:(200) Finance	Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P2000134	P2000134: Safety Equipment (Alarms & Emergency doors): 200	-	-	-
Finance:(200) Finance	Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P1000282	P1000282-Replace Furniture & Office Equipment (200/...)	96,000.00	100,000.00	-
Finance:(200) Finance	Transfer from Operational Revenue	Whole of the Municipality		P1500050	P1500050-Bulk Filing Cabinets Service Centre (200/...)	-	200,000.00	-
Finance:(200) Finance	Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P2000134	P2000134: Safety Equipment (Alarms & Emergency doors): 200	-	-	-

CHAPTER 7. LOCAL ECONOMIC DEVELOPMENT

To position STLM as a globally competitive investment destination with specialization in the manufacture of Stainless-Steel finished products

7.1. Introduction

Steve Tshwete Local Municipality is one of six local municipalities within the Nkangala District Municipality. This local municipality has a geographical area of approximately 3 976km², which constitutes 24% of the total land in the NDM. It is situated in the centre of the Nkangala District Municipality. STLM is home to a number of large industries such as Columbus Stainless Steel and Eskom (power generation). Eskom power stations, local mines which sustain the area, Columbus Stainless Steel, strong agricultural areas, a thriving commercial community and tourist attraction including dams (Middelburg) and rivers characterize the economic profile of the local municipality.

7.2. Legislative Requirement

The local economic development initiatives in the municipality are guided by the following legislation; South African Constitution (1996); The White Paper on Local Government (1998); The Municipal System Act (2000); The National Framework for Local Economic Development (2018); Mpumalanga Vision (2030); The Long-term strategy of the municipality (2040).

7.3. Steve Tshwete Economic Profile

Steve Tshwete can be regarded as one of the commercial hubs in Mpumalanga with a 14.3% contribution to the Mpumalanga economy – 3rd largest ranked economy in the province for 2019. In the District the municipality contributes 36.0% to the economy making it the 2nd largest economy in the Nkangala District Municipality. The dominating economic sectors are Mining, Manufacturing, Trade and Agriculture.

Gross Domestic Product

Steve Tshwete's economy and Growth Domestic Product (GDP) continues to grow steadily. The average annual economic growth was 2.4% over the period 1996 to 2019. For the period 2014 to 2019, the economy only expanded by 0.8% p.a. as a result of the weak economic climate in the country and the impact of Covid-19 lockdown in 2019/2020.

Economic Sectors Performance

Manufacturing, Mining, tourism, energy generation and agriculture are the main drivers of the municipal economy in Steve Tshwete. These industries generate mass employment and procurement opportunities and are mainly in rural parts of this local municipality. The two main economic drivers and dominant industries are the mining and metal and steel manufacturing industries.

Mining continues to grow despite key economic sectors being on the decline; with several mining operation being established. There are new prospecting and mining permit applications south of the N4.

Tourism is showing exponential growth with a potential to grow even further attracting both domestic and international tourists. The centrality of its location to iconic tourist destination like the Kruger National Park, contributed to the growth of the industry. With 48 accommodation facilities, 51 resorts and other tourism amenities, the local industry has a potential to grow even bigger. The development of the new hotel and conferencing facility will contribute to the growth of the industry.

There are also other green field projects that will contribute to the growth, for instance, the proposed tourism initiatives. Infrastructure development like the construction of national and regional roads (R104 and D20), are key to the development of the tourism industry.

Middelburg also forms the main commercial center of Steve Tshwete Local Municipality with the majority of people conducting their shopping activities. This includes the eMhluzi Mall, Middelburg mall and the expanded Midwater shopping center, approximately with space of 20 000m², which have expanded commercial and shopping activities to the outskirts of the local municipality.

The carbonated soft drink factory (Twizza), Babcock, through their expansions, have contributed to a large number of job opportunities. But so has other retail development in developing areas like Eastdene and Hlalamnandi, contributed to the creation of sustainable jobs. eMhluzi Mall, Middelburg Mall, Midwater precinct expansion added to the growth of the town.

The municipality has developed new precinct and revitalization plans for the CBD. New bi-laws have been promulgated to manage buildings and properties in town, also prescribing how business activities should be conducted. The CBD revitalization strategy also includes crime prevention and monitoring through surveillance. Crime prevention vehicles have been secured and law enforcement strengthened.

The healthcare sector is developing through the expansion of both the public and private health facilities. Midmed hospital has expanded to increase its capacity. The new regional public hospital is under construction and is scheduled to be completed by end of 2020. New clinics have been built in Sikhululiwe village and Rockdale and an additional one planned for Newtown.

The township economy revitalization strategy is concluded and it includes among other things, the establishment of an industrial park for the accommodation of small and medium enterprises that are working in areas not designated for business purposes.

7.4. Spatial Development Characteristics

Steve Tshwete Local Municipality is characterized as relatively more spatial compared to the other municipalities in the Nkangala area. Despite being affected by apartheid policies on spatial planning, where low income township developments are located at far distances from urban cores and economic centers. This area is also less affected by the effects of mining and power supply.

Lack of serviced land and increasing costs for the middle to low income housing developments cause high urbanization rates which affect the depopulation of the rural areas. The urbanization rate in the Nkangala District Municipality increased from 44.1% to 53.2% from 1996 to 2008. Of all the local municipalities, Emalahleni local municipality showed the highest urbanization rate among all six municipalities with a rate of 86.2%. Steve Tshwete local municipality showed the second highest urbanization rate at 72.1%.

Such towns like Mhluzi, Hendrina, Nazareth and Rockdale are the main centers of growth for the middle to low income and are likely to attract funding for development.

Other major development since 2004 includes the Middelburg eastern bypass and the R555 Main axis. Other projects that will facilitate land use and spatial planning include the Nkangala Agri-Hub and a Logistics Park of Freight village and truck stop. The upgrade of the R555 and D20 roads will also facilitate economic development; more mining and tourism activities are planned for the R555 and D20 triangle.

7.5. Strategic direction

The municipality seeks to achieve the economic growth and poverty alleviation through ensuring a better life for the society by coordinating sustainable social and economic developmental programs. A more focused and targeted approach was developed to address the current economic situation. Furthermore, to create a conducive environment for economic growth, business investments and job creation. The municipal focus areas in terms of LED are the following:

- Agriculture/Agro-processing
- Mining
- Manufacturing
- Tourism
- IT/Innovations including smart city initiatives
- Township and rural economic development

Objectives of the strategy are:

- Job creation
- Alleviate poverty
- Skills development through incubation expansion program (steel incubation, tooling and welding initiatives)
- Specific sector development and catalytic projects
- SMME development in key sectors
- Promote private sector involvement and investment (attract more investment)
- Address inequality

7.6. Economic Corridors/Nodes

Steve Tshwete Local Municipality is well situated in terms of the following; Maputo Development Corridor; The Middelburg / Steelpoort Mining Resource Link and Middelburg/Bethal/Ermelo/Richards Bay Corridor

N12 and N4 routes provide the main, east-west linkage between the Middelburg and Witbank towns and Gauteng in the west, and the rest of Mpumalanga to the east. These roads also form part of the

Maputo Corridor. Middelburg and Witbank areas provide a halfway stop between Gauteng and Maputo harbour and the Kruger National Park. The proposed Middelburg Dam precinct plan and the suggested tourism initiatives on the dam will further enhance the tourism sector of their town; further entrenching it as a half way stop between Gauteng and Kruger National Park.

N11 towards Ermelo provides a link in the north south direction. It links KwaZulu Natal's Richards Bay in the South and Limpopo in the north; an opportunity establishing a logistics or freight hub along this route (Hendrina) in order to cater for the transport business. The Loskop Dam Nature Reserve and the Loskop Dam accommodation (located between STLM and Elias Motswaledi LM) provide an ideal tourism destination to attract tourists from Limpopo. The resuscitation of the globally known Botshabelo heritage facility will further revive and grow tourism in town.

N4-Maputo corridor holds significant opportunities in terms of economic spin off. Specific section of the N4 between Witbank and Middelburg, as well as the supporting services road and railway line pose the ideal opportunity for developing a strong activity linkage supporting the Maputo corridor.

Rail transport is restricted to carrying long distance goods with very few passenger services and no daily commuting service. The importance of the railway line in terms of export potential via Maputo-Richard Bay harbours should be promoted.

Desirable land use along the mentioned corridors should include agri-processing, service industries for the agricultural sector, manufacturing, warehousing, wholesale trade, clean industries and tourism.

7.7. Challenges to Local Economic Development

- The scarcity of land for agricultural activities poses a serious threat to the future of emerging farmers and food security.
- Underutilization of land obtained through the restitution process.
- Unrehabilitated land after mining has been concluded.
- Climate change is also another negative factor that contributes to food security.
- The competing land use amongst sectors cause a strain on local economic development i.e. the competition between mining sector and agriculture poses a huge food security challenge.
- Infrastructure is concentrated in the CBD and the industrial area only to the exclusion of townships and rural areas
- No clearly articulated policy statements on green economy.
- No deliberate plans on assisting informal trading through bylaws, customized infrastructure and linkages with established businesses. Land use management permits very limited informal trading.
- Not properly developed public transport facility.
- Increased level of crime in the CBD with not enough monitoring mechanism.

- Dilapidating and degrading CBD including building not properly utilized for what they are zoned for.
- No vibrant township economy.
- Lack of innovations to develop other sectors.
- Unemployment
- Unskilled available workforce
- Level of poverty in rural areas

7.8. LED Projects

1. Community Works Programme (CWP)

The Community Work Programme (CWP) is an innovative offering from government to provide a job safety net for unemployed people of working age. The CWP is also a great opportunity for unemployed youth who are actively looking for employment opportunities. The programme gives beneficiaries that much needed extra cash to make them effective in their search for full-time or part-time employment. Programme participants do community work.

The Community Works Program was introduced in Steve Tshwete Local Municipality in October 2012.

For the 2020/21 financial year about R16 073 955 was budgeted for on the CWP and the following wards were identified for the implementation; 1, 2, 3 ,4 ,5, 6, 7, 9 and 29 targeting 1150 participants.

Ward 1: Kwazomokuhle -Ext 1 and Ext 2

Ward 2: Ext 4, Ext 5, Ext 6, and Ext 7

Ward 3: Bramgeham Farm, Uitgesout Farm, Half of Ext 2,

Ward 4: Komati Village, Hope Village, Emahlathini Farm, Schoeman Farm, and OTK Farm

Ward 5: Pullenshoop,

Ward 6: Rockdale, Vaalbank, Lesedi, Naledi villages

Ward7: Sikhuliliwe Village, Rietkuil Village, Arnot Mine, Vlagfontein Farm, Bosmans Farm, Mooifontein Farm, and Alzu Farm

Ward 9: Somaphepha Village, Kwamaketane Farm, Kwamakalane, Emahlathini Farm, Beestepan Farm, and ButataFarm

Ward 29: Doornkop Village (Phase 1 and Phase 2)

Focal Areas

The CWP is operating in the following sectors:

- Environment
- Education
- Agriculture
- Social and Health
- Construction sector

Job Creation and Training

About 1349 participants have benefited in the programme to date. They have been trained in Occupational Health and Safety; Agriculture, Home based care; Community Development, painting to mention just but a few.

2. Expanded Public Works Programme

The EPWP is a nationwide programme covering all spheres of government and state-owned enterprises that aims to draw significant numbers of unemployed into productive work, accompanied by training, so that they increase their capacity to earn an income.

3. Township Economic Development

- Township Revitalisation Strategy including implementation plan developed. Implementation through LED department and other stakeholders.
- SMME Survey: Results from 300 SMMEs interviewed will feed and inform into overall revised LED strategy and implementation plan.
- Additional Baseline surveys will be conducted to provide information to Spatial and Town planning as well, including sector analysis, GIS mapping and future strategies
- Development of a one-stop-service-centre for SMMEs in Mhluzi: Business Plan, marketing strategy and implementation plan developed.

4. Tourism Development

- Strategy on Tourism developed: Feasibility study development Middelburg dam, identifying tourism attractions and the development of them, develop community-based tourism, overall tourism strategy for STLM with implementation plan.
- Clarify property rights between Botshabelo and STLM concerning airfield. Re-possess portion of airfield needed by STLM. Feasibility study development of airfield conducted.
- Investment drive for Hotel in STLM

5. Sector Development

- Baseline surveys in different sectors. Sector analysis (Tourism, Agri-processing, mining and manufacturing) informing LED strategy and action plans
- Relaunch of LED Forum including sector working groups with focal persons (champions) per sector.
- Conducted sector analysis including road map and implementation plan
- Investigate funding model for economic infrastructure development (roads, social housing)
- Development of Centre of Excellence (skills development, incubation, SMME development). Business plan including marketing and funding model developed and subjected to investment drive / opportunities.

6. Mining

- Mining survey conducted: GIS mapping of all existing mines in STLM, compliance SLPs, demand and community driven SLPs, established new coordination and monitoring mechanism, promote accountability and improved communication between STLM, communities, mines and DMR.

- Social and Labour Plan Online Monitoring Tool has been developed to track implementation of SLP LED Projects.
- Mines becoming partners in One-stop-service-centre and industrial park (Node D)

7. Investment summit and drive

- STLM readiness for investment. Development of investment unit and secretariat.
- Established process / structure for investments (application, processing) institutionalized in STLM
- Develop investment packages, including available land, water, electricity and local skills.
- Develop investment drive including marketing strategy and conduct investment summit

8. Mhluzi Node D Industrial Precinct

- The NODE D precinct has been developed with 32 stands serviced and sold to local entrepreneurs.
- Seven workshops have been constructed through Social and Labour Plan investments from the private sector. Additional bigger workshops and office blocks to be constructed by the Private sector through Social and Labour Plan investment.

8.9. Strategies, Objectives and Projects

Local Economic Development

Local Economic Development				
Strategic Objective: Facilitate investment and development of strategic infrastructure to unlock growth and job creation				
National, Provincial and District Alignment	Baseline	Performance Objectives	Strategies	Possible Project/ Activities
<p>Outcome 4: Economic growth Creation of decent work and sustainable</p> <p>Local Government Manifesto: Better local economies to create more employment, decent work and sustainable livelihoods. - We will ensure that a vibrant and functioning LED unit is created which will enthusiastically support business development and job creation within the municipality</p>	<p>Approved 2016 - 2021 LED Strategy</p> <p>Mining Lekgotla resolution of 2012</p>	<p>To create a conducive environment for business investment and growth for job creation</p>	<p>Promoting STLM as an investment destination.</p> <p>Review and development of the sector studies</p> <p>Implementing LED programs and project</p>	<ul style="list-style-type: none"> - 2040 Long term strategy - Creating an investor friendly processes within the municipality (IFSOP) - Developing investment packages - Facilitate an investment summit in 2020 - Establish a panel of economic advisors to Council - Application for SEZ status - Mining Analysis - Tourism feasibility and strategy development - Local economic analysis - One stop business support centre for local SMMEs. - Business plan development for the Centre of Excellence - Establishing of the Centre of Excellence

Local Economic Development				
Strategic Objective: Facilitate investment and development of strategic infrastructure to unlock growth and job creation				
National, Provincial and District Alignment	Baseline	Performance Objectives	Strategies	Possible Project/ Activities
<p>National green economy policy</p> <p>NDP: creating jobs and improving livelihoods.</p> <p>Manifesto:</p> <ul style="list-style-type: none"> - Build local economies to create more employment decent work and sustainable livelihoods. On the other hand we will strive to contribute effectively to the millennium goal i.e. halving poverty and unemployment by 2014. - More industrial stands will be created in order to fully benefit from the advantage provided by the Maputo Corridor 	<p>Municipal green economy policy</p> <p>Doornkop green economy expo</p> <p>Draft green buildings guidelines</p> <p>Community Garden Projects was developed with twenty seven beneficiaries sponsored by Black Wattle Mine.</p> <p>BLC was established for the development and support of SMMME's and cooperatives within the municipal area</p> <p>MSI was established to train SMMEs in steel fabrication</p>	<p>Unlocking economic potential through government interventions and capacity building</p> <p>Creating an enabling environment for small businesses to thrive</p>	<p>Facilitating the establishing of economies that create jobs.</p> <p>Improve the monitoring of the private sector initiatives</p> <p>Facilitate transition to low carbon economy</p> <p>Promote agriculture within the municipality</p>	<ul style="list-style-type: none"> - Establishing NODE D - Establishment of a hotel and conferencing facility - Implement revitalization strategies (CBD precinct plans, township and rural economies, surveillance and crime prevention strategies, public transport facility) - Facilitate the implementation of Community Works Program and EPWP - Monitor the implementation of all SLP from mines. - Develop community needs based SLPs - Identify LED projects/ programs that require funding. - Strengthen the LED Forum as a think tank platform for stakeholders - Strengthen support for recycling initiatives (coal waste, fly ash, municipal waste) - Promoting the utilization of solar energy - Monitor the rehabilitation process of the mined land - Facilitate green expos in rural areas

Local Economic Development				
Strategic Objective: Facilitate investment and development of strategic infrastructure to unlock growth and job creation				
National, Provincial and District Alignment	Baseline	Performance Objectives	Strategies	Possible Project/ Activities
<p>SMME and Cooperative development</p>	<p>MTI was established to train tool and die makers Third annual Career Expo's have been conducted and more than twenty schools participated.</p> <p>Mining Lekgotla resolution of 2012: Establishment of a Maths and Science Academy to develop scarce skills</p>	<p>- 2018/2019: 1 LED catalyst project coordinated - Node D</p> <p>Develop Township Economic Strategy</p> <p>- 2018/2019: Development of the strategy</p>	<p>Developing a strong SMME sector</p>	<p>- Trainings on the green economy for various stakeholders</p>
<p>National Skills Development Strategy</p>	<p>Finalized business plan for the Centre of Excellence</p>	<p>Developing the capabilities within the manufacturing sector strategy</p>	<p>Developing technical skills relevant to the local economy</p>	<ul style="list-style-type: none"> - Promote technology driven agriculture. - Facilitating the development of emerging farmers through trainings, - Facilitate the beneficiation of local agricultural produce and export finished products - Reduce imports of finished products - Make land available for emerging farmers - Establish partnerships with developed commercial farmers - Finalize the one stop business support centre initiative. - Ensure that the municipality's procurement policies enable equitable access of opportunities to all SMMEs - Increased participation of SMMEs in the steel manufacturing sector - Assist in the identification of business facilities for SMME's development - Implement enterprise development with the private sector

Local Economic Development				
Strategic Objective: Facilitate investment and development of strategic infrastructure to unlock growth and job creation				
National, Provincial and District Alignment	Baseline	Performance Objectives	Strategies	Possible Project/ Activities
<p>The existing good relationship between the municipality and all sectors within the business community will be maintained</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</p>	<p>Mpumalanga Vision 2030 formulated a development rationale for future economic growth revolving around key drivers: Nodal Development Business, commercial and Industrial Development Tourism Development Forestry Development Agricultural Development Mining and Energy Related Development</p>	-		<ul style="list-style-type: none"> - Partner sector departments and development agencies to improve the capacity of SMMEs - Promote the utilization of business hubs (Anglo Zimele, South 32 and ABSA Enterprise Program) - Strengthen relationship with existing government supported initiative (MSI, HEDC, MTI) - Promote and facilitate contractor development program - Facilitate the finalization of the Centre of Excellence project.

Local Economic Development				
Strategic Objective: Facilitate investment and development of strategic infrastructure to unlock growth and job creation				
National, Provincial and District Alignment	Baseline	Performance Objectives	Strategies	Possible Project/ Activities
sustainable community livelihoods. Reduce poverty by half through economic development, comprehensive social security, land reform and improved household and community assets				

7.10. Long-term Proposed Investment Plan

The municipality is in a process of reviewing the current LED Strategy informed by newly identified development needs, opportunities, priorities; guided budgeting and implementing process, unlocking investor potential and creating sustainable economic growth and job opportunities; measuring economic performance and impact of private investment and create a vibrant township and rural area economic development. The final strategy draft will be approved by June 2022.

OBJECTIVE / KEY PRINCIPLE	TARGET / INDICATORS	ACTIVITY	RESPONSIBLE	TIMEFRAME	FUNDING/ BUDGET
Principle 1	Create a Hierarchy of functional Towns and settlement	Review of spatial development framework and development of new precinct plans	Spatial Planning	2019-2023	Public and Private funders
Principle 2	Ensure equitable access to social infrastructure and the promotion of local economic development by way of MPCCs and agricultural village	Establishment of MPCCs, SMME Hubs. Establishing Agri-Hub and relevant agricultural infrastructure on farms,	Spatial Planning Building Management Local Economic Development DEDT, NDM	2019 – 2023	Public and Private funders
Principle 3	Natural resource development and protection area	Issuing of licensing and mine permits, land availability for mining purposes, agriculture	Spatial planning Dept of Mineral Resources	2019 - 2023	Public and Private funders
Principle 4	Promotion of sustainable land reform and security of tenure via Agri Villages	Improve the capacity of agricultural participants, eg emerging farmers, cooperatives. Accelerate land reform policies	DARDLEA	2019 – 2023	Public and Private funders
Principle 5	Broaden participation in the local industries (mining, manufacturing, agriculture, utilities, etc)	Implementing preferential procurement programs	Mineral Resources, DTI, LED	2019-2023	Public and Private funders
Principle 6	CBD Improvement	CBD Revitalization strategy Implementing the city surveillance and crime prevention strategy	Spatial Planning	2019 – 2023	Public and Private funders
Principle 7	Expansion of the incubation program (steel incubation, tooling initiative and welding facility)	Establishment of the Centre of Excellence	LED, DEDT	2019 - 2023	Public and Private funders
Principle 8	Township economy revitalization	Township economy revitalization strategy development	LED	2019 - 2023	Public and Private funders

Principle 9	Improving the tourism industry in STLM	Feasibility study and the development of the tourism strategy. Developing catalytic tourism projects (Middelburg dam, hotel and conferencing) Upgrade the road infrastructure on D20 road	LED, PWRT	2019 – 2023	Public and Private funders
Principle 10	Facilitate the resuscitation of Botshabelo Heritage site – N11 Corridor development	Facilitate an equity or investment partner for the heritage site	LED	2019 – 2023	Private investment
Principle 11	Development and maintaining strategic internal and external linkages	Restructure and relaunch the LED Forum	LED	2019 – 2023	Public and Private funders
Principle 12	Developing a strong SMME sector	Establishment of a one stop support centre for SMMEs Implementing the contractor development program	LED , Infrastructure	2019 - 2023	GIZ ABSA
Principle 13	Coordinating the mining industry	Developing a coordination mechanism for the mining industry	LED	2019 – 2023	GIZ

CHAPTER 8. INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY

To plan, install, maintain and operate infrastructure that adequately supports transformed spatial structure, economic positioning, universal access to basic services, and differentiated service requirements of households and human settlements

8.1. Introduction

The South African Constitution assigns municipalities the duty of ensuring the provision of basic services; promoting social and economic development and a safe and healthy environment in which to live and work. This chapter outlines STLM's municipal infrastructure and Services.

8.2. Solid Waste Management

The South African Constitution assigns municipalities the duty of ensuring the provision of basic services; promoting social and economic development and a safe and healthy environment in which to live and work. This chapter outlines STLM's municipal infrastructure and Services.

8.2. 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 2020
- National Environment Management: Air Quality Act 39 of 2004
- Occupational Health & Safety Act
- Constitution of republic of South Africa

The Municipality provides waste management services that include waste collection, street cleaning, clearing of illegal dumping and waste disposal. Waste collection service is provided to business, institutions and households within the jurisdiction of the Municipality in accordance with waste collection standards.

Waste collection from residential premises is carried out on a weekly basis. The total percentage of households with access to waste removal services is 86.3% (74846 HH) by June 2021. The Municipal kerbside waste collection service was extended to Somaphepha, and Sikhululiwe. The Middelburg area is experiencing spatial growth both in residential and business areas. As a result, the current Municipal resources cannot meet the demand for waste collection. Backlog in waste collection is experienced in informal settlements and rural areas.

Kranspoort, Kwazamokuhle informal settlement and Hlalamnandi informal settlement are serviced through communal skip bins.

Waste disposal is centralized, and all waste collected in various areas (including garden waste and builder's rubble) 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. The lifespan of the landfill site is projected to be 14 years (study conducted in 2019). Feasibility studies were conducted for the establishment of new landfill site and material recovery facility in Middelburg and waste transfer station at Rietkuil. Environmental Impact Assessment study is being conducted for the establishment of new landfill site and material recovery facility in Middelburg. Feasibility study did not support the establishment of bigger transfer station in Rietkuil due to lack of suitable site. Hendrina waste transfer station was upgraded to increase capacity and to make provision for waste reclamation facilities. There are nine (09) waste transfer stations in Dennisig, Middelburg Extension 49, Rockdale, Doornkop, Somaphepha and Sikhululiwe Village, Hendrina, Rietkuil and Komati. There are two drop off sites that were established in Middelburg X24 and Mhluzi X23 for temporary storage of waste. Additional waste facilities are required for temporary storage of waste to prevent illegal dumping.

There is one Municipal owned buy back centre and four private buy back centres. Garden waste drop off facility was established in Middelburg for processing of waste. More waste diversion and waste processing facilities are required to divert waste from the landfill site.

The Integrated Waste Management Plan will be reviewed in 2022/2023 financial year. The solid waste management by-laws were reviewed in 2021/2022 financial year. Waste Minimization, Recovery and Recycling Strategy was developed in 2020/2021 financial year.

In order to meet the demand for waste removal, sufficient fleet should be provided. There is still a challenge with the increasing rate of illegal dumping. Resources must be provided for management of illegal dumping in the Municipal area. Community engagement, awareness and Law enforcement should be enhanced to keep environment clean.

Strategic Objective: Plan, develop and maintain infrastructure and facilities.

Objective: Maintain and provide compliant waste disposal sites and transfer sites according to permit conditions and standards

To ensure planning for new waste facilities and infrastructure while maintaining the existing ones. The Municipality must ensure that waste is handled and disposed in a proper manner by developing and maintaining facilities and infrastructure. Also ensure planning of new waste facilities for proper waste disposal, treatment and processing purposes. Plan for the upgrading of waste facilities as and when required.

Strategic Objective: - *Provide safe and healthy environment for the community.*

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

In order to protect the environment and health of the community, the Municipality will continue to render waste collection services as scheduled.

Objective: *To contribute towards the growth of the green economy through implementation of waste minimization projects.*

Implementation of waste minimization projects will promote sustainable development, economic growth, quality of life and protect the environment by reducing the amount of greenhouse gas emissions to the atmosphere. Promote waste minimization in order to maximize the involvement of community and private sector in waste minimization.

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

Awareness strategy will be developed and implemented to create public awareness about health impacts of waste through conducting awareness campaigns throughout the Municipal area. Create awareness on waste minimization, reuse, recycling in order to reduce the amount of waste generated and disposed at the landfill site.

Objective: *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.

8.3. Environmental Management

Legislative requirements

- National Environmental Management Act no 107 of 1998
- The National Environmental Management: Air Quality Act 39 of 2004
- The Protected Areas Act no 57 of 2003
- The Biodiversity Act no 10 of 2004
- The National Water Act no 36 of 1998
- The National Waste Act no 59 of 2008
- Mineral and Petroleum Resources Development Act, 2002 (Act No. 28 of 2002)
- Constitution of Republic of South Africa

The current environmental footprint on natural resources consumption and demand pattern clearly predicts future deficiency in the available resources to meet the population demand. The situation is further exacerbated by human activities which results in climate change, a phenomenon which its effects can be witnessed globally. The need to provide services in a sustainable manner and to preserve our natural resources has been a global challenge , hence the Millennium Development Goals (MDG), treaties to which South Africa is a signatory to such as the Montreal protocol and Basel convention.

The promulgation of the National Environmental Management Act, Act 107 of 1998 (NEMA) and the subsequent pieces of legislation legitimised environmental sustainability in development planning, service delivery and infrastructure development. This means that our attempts and efforts to meet the needs of the current generation should not impact negatively on the ability of future generations to meet their own. Environmental sustainability should therefore be considered and incorporated in development planning in national, provincial and local spheres of government.

The Municipal Systems Act, Act 32 of 2000, (MSA) is framework legislation for local government and it introduces the developmental local government. The Act further stipulates that basic services should be delivered in a sustainable manner while promoting socially equitable development. Through the MSA municipalities are required to adopt a more sustainable approach to planning and development as embraced in the South African Constitution as well as in other policies and

legislative enactments relevant to Local Government. The growing municipal population, economy and industrialization will have adverse impacts on the availability of natural resources and environmental quality if measures are not put in place to ensure sustainable development.

The municipality made strides in environmental issues by developing the environmental management policy. Environmental Management policy was reviewed to include sand mining issues which were not considered previously and to be aligned with recent legislations, policies and other strategic documents. Municipal by-laws were developed to control sand mining activities and to ensure that sites are rehabilitated at the end of mining activity.

There is one air quality monitoring station in Mhluzi. The air quality plan and air quality by-laws were developed in order to control and regulate emissions in the Municipal area.

The following plans and bylaws are in place:

- Air Quality plan
- Air quality bylaws
- Environmental Management plan
- Animal by-laws
- Nuisance by-laws
- Nuisance By-laws
- Sand mining bylaws
- Awareness strategy

Strategic objective: Facilitate for the creation of a safe, secured, informed and healthy environment for the community

Objective: *To Promote biodiversity and environmental conservation*

The municipality must ensure that environmentally sensitive areas are identified, rehabilitated and continue to be monitored in order to conserve biodiversity and prevent environmental degradation. The department must ensure the integration and mainstreaming of Environmental management issues.

Objective: *Promote sustainable development*

The municipality must ensure that all proposed developments within STLM are environmentally, socially and economically sustainable through participation in EIA processes and development of

environmental assessment tools that will guide future development e.g. Strategic Environmental Assessment (SEA), life cycle assessment, Etc.

Objective: *Ensure clean and healthy environment*

To monitor the level of pollutants in the atmosphere through ambient air quality monitoring and implementation of mitigation measures. This will be achieved through sampling and analysis of specific parameters from the atmosphere as detected by the air monitoring stations which is particulate matter (PM₁₀), Sulphur dioxide (SO₂) and Nitrogen dioxide (NO₂) which are the primary pollutants within the jurisdiction of STLM.

Objective: *To contribute towards the mitigation of Climate change impacts*

The department will initiate and implement strategies that will reduce carbon footprint in collaboration with other stakeholders within the energy and waste sector from government, private and NGOs. 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 minimization projects and other waste minimization strategies, ensuring pro-green capital equipment procurement and specifications and align new designs of infrastructure to such imperatives.

Objective: *To ensure that communities are well informed on environmental issues through the provision of education and awareness programs.*

The National Environmental Management principles requires that '*Community wellbeing and empowerment must be promoted through environmental education, the raising of environmental awareness, the sharing of knowledge and experience and other appropriate means*'. The Municipality should therefore ensure that equitable and effective participation is achieved through the participation of community members.

8.4. Climate change adaptation and mitigation

Climate change is a change in the pattern of weather, and related changes in oceans, land surfaces and ice sheets, occurring over time scales of decades or longer (Australian Academy of Science). Mitigation (reducing climate change) involves reducing the flow of heat-trapping greenhouse gases into the atmosphere, either by reducing sources of these gases (for example, the burning of fossil fuels for electricity, heat or transport) or enhancing the "sinks" that accumulate and store these gases (such as the oceans, forests and soil). The goal of mitigation is to avoid significant human

interference with the climate system, and “stabilize greenhouse gas levels in a timeframe sufficient to allow ecosystems to adapt naturally to climate change, ensure that food production is not threatened and to enable economic development to proceed in a sustainable manner” (United Nations Intergovernmental Panel on Climate Change, 2014).

Adaptation (adapting to life in a changing climate) involves adjusting to actual or expected future climate. The goal is to reduce our vulnerability to the harmful effects of climate change, like sea-level encroachment, more intense extreme weather events or food insecurity. It also encompasses making the most of any potential beneficial opportunities associated with climate change, for example, longer growing seasons or increased yields in some regions. While climate change is a global issue, it is felt on a local scale. Cities and municipalities are therefore at the frontline of adaptation.

The Mpumalanga Highveld is home to twelve of Eskom’s coal-fired power stations, Sasol’s operations, Highveld Steel and Vanadium, Columbus Stainless Steel, Samancor, Rand Carbide, Vanchem, Exxaro Zincor, and many other mines and industries. This makes the Mpumalanga Highveld highly susceptible to various types of pollution, especially air pollution that may contribute to the degradation of the natural surrounding environment. An Air Quality Management Plan (AQMP) has been developed for the area and polluting industries are required to develop emission reduction plans to limit air pollution. The NEM: AQA (Section 15 (2) requires Municipalities to develop Air Quality Management Plans (AQMPs) that seek to improve air quality by identifying and addressing emissions that have a negative effect on human health.

The Steve Tshwete first Greenhouse Gas (GHG) Inventory was conducted in 2012 and again in 2019. The GHG inventory is compliant to the international accounting protocols, techniques and methodologies of both International Local Government Greenhouse Gas Emissions Analysis Protocol (IEAP) version 1.0 and the Global Protocol for Community-Scale Greenhouse Gas Emissions (GPC).

The main aims of the Steve Tshwete LM AQMP are:

- to ensure sustainable implementation of air quality standards within the Steve Tshwete LM;
- to comply with the Bill of Rights as enshrined in the Constitution of South Africa (South Africa, 1996) of every citizen having the right to live in an environment that is free of pollution;
- to recommend the methodology and processes for the monitoring of pollution parameters consistent with national, provincial and local norms and standards;
- to evaluate the existing air quality monitoring system in the Municipality and make recommendations for an effective air quality monitoring programme;

- to review the protocol for data collection, processing, quality control and assurance;
- to review the protocol for interpretation and archiving of reports;
- to establish an emission inventory of the study area by identifying sources, quantifying pollution and capturing these in geographic information systems (GIS);
- to initiate an air pollution dispersion modelling system; and
- to ensure the provision of sustainable air quality management support and services to all stakeholders within the Steve Tshwete LM.

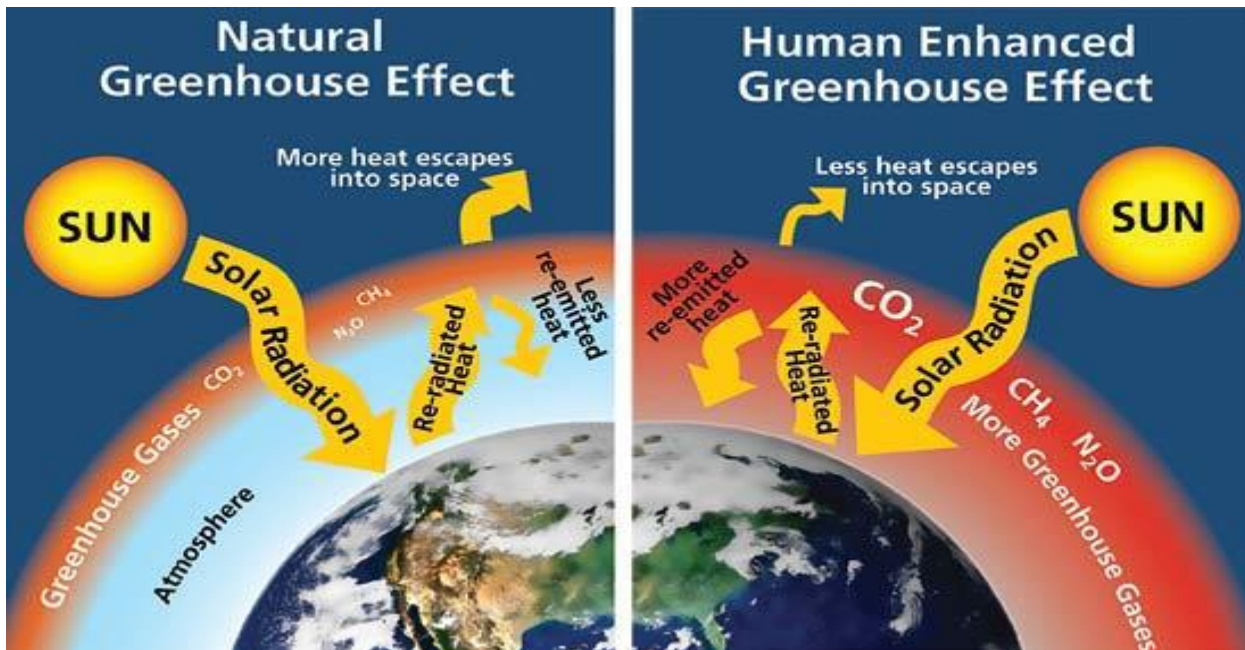
ICLEI Africa, through the Urban-LEDS II project, provides supported and guided Steve Tshwete, among 8 Municipalities in South Africa, to plan for integrated low emission and resilient development, offering guidance, tools and technical assistance. In Steve Tshwete, specific outputs include:

1. A second Greenhouse Gas Inventory and training
2. The first and second Municipal Hazard and Risk and Vulnerability Assessments and training
3. Capacity building on climate action
4. Peer-to-peer exchange and capacity building on climate financing and project preparation
5. Attendance of international climate conferences
6. Demonstration project to show the benefits of low emissions development
7. Brokered contact with potential project funders, such as the French Development Agency
8. Site visits to learning about sustainable and innovative service delivery and infrastructure
9. Support to attend national and provincial climate change and just transition forums
10. Support to establish an interdepartmental climate change committee within the department.

Vulnerability analysis and assessment

Vulnerability of a settlement is based on its socio-economic position, economic diversity, population pressure, level of service delivery, and the state of the environment. Vulnerability assessment was conducted in 2018 and 2020.

Understanding climate change



<https://www.nps.gov/goga/learn/nature/climate-change-causes.htm>

The National Climate Change Response Policy (NCCRP) White Paper states that local government plays a crucial role in building climate resilience through the provision of Municipal infrastructure and services; appropriate planning of human settlements and urban development; water and energy demand management; and local disaster response, amongst others. The paper suggests that climate change considerations and constraints will be integrated into Municipal development planning tools such as Integrated Development Plans (IDPs) and Municipal service delivery programmes.

In order for the Municipality to respond to issues of climate change, a climate change action plan/strategy was developed (draft). The strategy focuses on the benefits and opportunities for the Municipality to respond to climate change challenges, which will include the following:

- Promotion of the green economy drives new business opportunities
- Public transport reduces pollution, congestion and maintenance
- Improved mobility
- 'Greener' building standards improvements
- Expanded public works programmes that restore and improve the natural resource base such as the rehabilitation of wetlands, planting trees and clearing alien plants, creates jobs and enhances important ecosystem services such as water and food provision, flood protection and air quality
- Urban greening initiatives (planting trees/shrubs in the urban area) assists micro-climate regulation, acts as a carbon sink and provides in intangible ecosystems services such as sense of place.

The strategy will assist the Municipality in aligning its activities to meet these International commitments, and National and Provincial climate change related policies and legal requirements. In order to determine the links between climate change, changing environmental conditions and the impacts of these, a risk vulnerability assessment (RVA) was also undertaken. Vulnerability, according to the IPCC is “the degree to which a system is susceptible to or unable to cope with, adverse effects of climate change, including climate variability and extremes” (IPCC, 2006). The RVA informs the response actions for the Municipality, using guidance as provided by the Lets Respond Toolkit as well as various methodology literatures in the public domain.

Vulnerability was determined by:

- Assessing existing and future stresses to the system
- Identifying future climate change impacts projections for the Municipality (exposure)
- Determining the degree of sensitivity and adaptive capacity of the system.

There are three main climate vulnerable groups which are the sick, elderly and children.

Factors that affect adaptive capacity

- Current level of Service Delivery: energy access, water and sanitation, roads
- Planning: access, type of housing, density
- Socio-economic: income levels, employment levels, safety and security, household size
- Demographics: children & youth, elderly, population growth
- Environmental: no. of people located in areas of environmental risk, level of environmental degradation, land care
- Governance: strong institutions or organisations, policy certainty, political stability, strong intergovernmental relations, plans and strategies, appropriate legislation and policies
- Resources: financial, social network, technical skills, staff

Priority climate change response actions

The table below provides a summary of the priority climate change response actions for the Municipality.

Action	Response action
Land use planning and human settlements	Consider climate change impacts, risks and vulnerable areas in land use decision making

actions	Incorporate climate change considerations into the development and update of various land use and human settlement planning documents
Economic Development actions	Integrate and mainstream climate change considerations into LED strategy development
	Improve resource allocation for climate change adaptation and adaptive capacity and mitigation measures
	Develop and include mechanisms for climate change adaptation in the LED Strategy
	Lobby developmental agencies and sector departments to assist in establishing of SMME in the green economy sector
	Working with training institutions to train candidates on green economy (waste management)
Water and sanitation	Include climate change considerations into water sector related strategies and planning
	Implement loss/leakage reduction strategies through water conservation projects
Storm water, roads and rail	Consider and incorporate climate change considerations into Storm Water Master Planning
	Consider and include eco-mobility to be in integrated transport planning
Electricity and Energy	Include climate change considerations into energy and electrical infrastructure and master planning
	Develop and implement energy efficiency plans for municipal owned buildings
	Investigate, develop and implement municipal by-laws that promote renewable energies and energy efficiency
Disaster Management	Include climate change considerations into Disaster management plan
Social services actions	Engage with traditional leaders and capacitate them on climate change issues and their role in adaptation
Parks and Conservation	Include all key ecological infrastructure for conservation and management
Waste management	Promote the green waste economy and promote climate change strategies
Agriculture	Encourage research and include findings into support agricultural extension services to small-scale and large commercial farmers
	Increase agricultural activities to diversify local economy
Mining	Promote and encourage sustainable energy and water use and management practices
	DMR to implement post mining pledges (rehabilitation of mined areas)

8.5. 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 By-Laws

Water services are provided in 95.6% households in the STLM with a backlog of 4.31% mostly in rural areas and the municipality's Blue drop status was at 97.1% in 2013/14 financial year

In the holiday towns of Kranspoort and Presidentsrus (Proclaimed town ship) 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 5 kl plastic storage tanks supplied mainly by mobile tankers, and in some instances from existing borehole installations or, in isolated cases by municipal borehole pumps. More than 165 of these tanks have been erected and water is provided to 550 HH in Rural Area, illustrating the commitment of the municipality to meet the needs of its community. Insufficient water infrastructure and high population growth in rural areas such as Doornkop, Somaphepha and Sikhululiwe. The communities are served on an RDP standard which relies on borehole water. High vandalism rate and theft is impeding progress in the provision of services.

Aged infrastructure remains the biggest challenge this includes, Middelburg dam storage facility, Vaalbank water treatment plant, bulk line and water reticulation network. The municipality has phased the upgrading and refurbishment of the Middelburg dam and the project is progressing well. Vaalbank water treatment works water quality improvement project is in progress and will address the issue of high sulphate and manganese content on drinking water.

The aged asbestos water reticulation network results in high number of pipe burst, which leads to high water losses. Municipality is currently busy with the replacement of the old infrastructure to minimize pipe bursts and water loss. 70.37Km of the old AC pipes has been replaced and the project is progressing well.

Increasing water storage due to increase supply demand particularly for Kwazamokuhle and Mhluzi and Middelburg is still a challenge and the municipality has commenced with construction of the storage reservoirs in Mhluzi and Kwaza.

The storage reservoirs have been constructed and they are on completion stage in Kwazamokuhle. Mhluzi the additional storage reservoir project is progressing well and will address the issue of water storage challenge.

The municipality has plans to implement smart water meters, the programme will commence in 2021-2022 financial year. The replacement of the water meters would also result in increased

revenue as the STLM would be able to accurately bill consumption, as well as ensure that the details of these meters are correctly included on the billing database.

STLM also proceeds with the negotiations for the mine water reclamation with Seriti mine for water supply security and ensure additional supply to our water supply schemes.

Strategic objective: Plan, develop and maintain infrastructure and facilities

Objective: Provision of safe and reliable drinking water

The municipality is responsible to ensure that all infrastructures is maintained and kept in working condition and provide new infrastructure for new services such as new water networks, reservoirs etc. All household should have access to drinking water and the municipality is striving to reach that objective.

The Department of Water & Sanitation adopted a standard on water quality suitable for drinking. Therefore all water service providers should comply with SANS 241 for drinking water and should have the water analyzed as per the Blue Drop requirements.

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8.6. Sanitation

Legislative Requirements

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

The provision of sanitation services to the 86713 Household as per the 2016 community survey is a high priority in the 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 municipality is providing sanitation services to about 89.94% of all households with a backlog of 10.6%. In order to address the backlog the municipality has as a result 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. To date a total of 612 toilets have been installed around farms areas and villages. Users have complained about the maintenance challenges associated with the technology and a professional independent assessment was carried out, the municipality is busy piloting, low flush sanitation in the rural areas using grey water.

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. This project is a multi- year projects planned to be completed in 2022. The existing plant is 35ML/d which is planned to be upgrade to 45ML/d. The municipality has taken a phased approach due to budget constraint. The construction of the Inlet pump station has been completed in 2022. Phase 3 to construct the reactor and additional secondary sedimentation tanks is budget for in the MTEF.

Strategic Objective: Plan, develop and maintain infrastructure and facilities

Objective: Release effluent that meets the license conditions/ requirements, set standards
Contribute towards the mitigation of climate change impact

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. Regular blockages of main sewer lines is mainly caused by the misuse of the network by the dumping of foreign objects in the system. The Department of Water and Sanitation has set up a standard practice to all Water Services Authorities to comply with the discharge of waste water and should comply with the permit conditions. The treated waste water has to be tested on regular basis as per the Green Drop requirements.

8.7. Roads and Storm Water

Legislative Requirements

- National Land Transport Act no 5 of 2009
- Occupational Health and Safety Act 1993
- National Road Traffic Act 1996
- National Environmental Management Act no 107 of 1998

The roads infrastructure of the municipality comprises of 823km Municipal roads, 758km of Provincial roads and 270km of Provincial Roads. The Roads & Storm water section is responsible for the maintenance of all municipal roads. The majority of municipal roads are tarred and paved, with gravel roads comprising of 21% of all municipal roads. The condition of roads is mainly fair to good, with a proportion of 15% 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. The Municipality has new developments that previously had no access which is contributing to expansion of road network. Provision is made in each financial year for the tarring of a certain number of kilometres of roads. The plan is to continue tarring more roads in the urban areas and to maintain gravel roads in the rural villages.

The existing road network and bridges in the Municipal area is assessed every five years to properly plan and implement preventative maintenance, safer roads and bridge structures. Roads in the rural areas are graded and maintained on a regular basis. Regular planned maintenance is crucial to ensure that roads are serviceable and can address rising demand, which in turn makes the cost of maintenance to escalate.

Increasing heavy traffic volumes using municipal roads, high cost of bitumen are a real threat to the sustainability of the road network. A Roads Master Plan has been developed to address some of the identified future needs and challenges. The major concern is that all freight routes converge in Middelburg. The proposed N11 ring route will provide much needed relief for the CBD by offering an alternative route for heavy vehicles travelling from Groblersdal, Belfast, Steelport, Bethal, Hendrina and Stoffberg.

The Municipality plans to pave each year as many sidewalks as the budget allows where there is high number of pedestrians.

Backlog on developed areas with tarred road and no adequate stormwater drainage system is still a big challenge. Municipality plans has developed stormwater master plan in order to assist with addressing issues pertaining to the stormwater drainage within the municipality. The stormwater master plan is utilised to prioritize project for solving challenges of storm water management within developed areas.

Strategic Objective: Plan, develop and maintain infrastructure and facilities

Objective: Plan and develop the roads and stormwater infrastructure

The municipality is responsible for, the planning, and construction of new roads, upgrading of gravel roads to surfaced roads, repairs and maintenance of surfaced roads, maintenance and cleaning of stormwater drainage system to maintain free flow stormwater. The municipality is further also responsible for installation of new stormwater drainage systems, rehabilitation and resurfacing of existing surfaced roads, and grading of gravel roads in rural and urban areas on a regular basis.

8.8. Electrical Engineering Services

Legislative requirements

- Electricity Act 41/1987
- Electricity Act 4 of 2006
- NERSA regulations
- Occupational Health and Safety Act no 85 of 1993

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 2016 community survey figures depicted that there were 86713 households in the municipal area of which 90.1% households had 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 provision of electricity is guided by the Electricity Master plan that was developed and adopted in 2006 and reviewed in 2016 (adopted in 2017). The municipality supplies, upgrades, and maintains electricity to formal townships in terms of the license agreement from NERSA. To date all households serviced by the municipality have access to electricity. 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 and this process is unfolding to areas not currently have either streetlights or high-masts.

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 and to deal with growing energy demand alternative energy sources are currently being investigated.

The Municipality is faced with big challenge of ageing infrastructure with most of critical equipment already exceeding its useful life and refurbishment of this, including upgrades emanating from growing demands is ideal and the current economic challenges make it difficult to attend to this. The Municipality has installed Quality of Supply instruments in all of its strategic points and this is monitored regularly to ensure compliance with Distribution license requirements.

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. Presently discussions are being held with an independent power producers to supply electricity to Council to alleviate the shortage of electricity supply from Eskom

Strategic objective: Plan, develop and maintain infrastructure and facilities

Objectives:

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

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

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 ensure sophisticated energy management municipality is looking at different avenue including rolling out intelligent metering.

8.11. Community Facilities (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
- Occupational Health and Safety Act 85 of 1993
- Project and Construction Professions Act, 2000 (Act No. 48 of 2000)
- National Environmental Management Act, 1998 (Act No. 107 of 1998)
- National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008)

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 including the members of the communities 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 health and safety act and green building policy 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

Inadequate maintenance personnel

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

Objectives: *To provide easily accessible facilities whilst adapting, upgrading and maintaining existing ones.*

Most of the existing community buildings and facilities were designed and built without taking cognizance of the needs of persons with disabilities. To rectify this, the old buildings are continuously 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 and 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 centers 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 centers 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 greenhouse 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

12. Fleet Management Services

Legislative requirements

Constitution of the South African Republic (Act 108 of 1996), as amended
Municipal Finance Management Act (56 of 2003);
National Road Traffic Act (93 of 1996); as amended
Occupational Health and Safety Act no 85 of 1993,

The establishment of a fully functional fleet management services department was meant to implement a financially viable and sustainable fleet management operations. The provision of a cost effective and reliable tools of trade in the form of fleet is the cornerstone of delivering quality services to communities. A number of systems and controls were implemented to realize the above objectives i.e. The establishment and approval of the Fleet Management Policy and Fleet Management Sourcing Strategy; Implementation of the fleet systems like tracking, fleet domain, electronic speed controllers and fuel management system; appointment of the repairs and maintenance service providers to assist with the timeous repairs of the municipal fleet etc.

The Municipal fleet as provided for in the Fleet Management Policy is inclusive of all the municipal owned, leased, financed and/ rented fleet. The municipal fleet is therefore closely monitored on a daily basis to mitigate all the possible risks associated with the utilization of fleet like abuse, fuel theft, accidents, high loss ratios, bad driver's behavior and mechanical breakdowns. The mitigation of all the associated risks will ultimately result in a reduced fleet cost.

The entire municipal fleet was installed with the anti-siphoning devices to reduce the risk of drivers siphoning fuel out of the vehicles. The implementation of all the fleet management systems has so far resulted in 39% fuel cost reduction in the past year. This is attributed to an improved driver's conduct in the form of less unauthorized trips, reduced fuel theft, reduced abuse cases and etc. Fleet Management Services departments intends to continue with a stricter fleet operations in the coming IDP cycle.

A shared service delivery model was adopted in the Fleet Management Sourcing Strategy. This model provides that the Fleet Management Services Department play a leading role in closing all the administrative gaps with regards to fleet and all the fleet related services. The Fleet Management department further established the continuous stakeholders' meetings with all the Fleet End-User Departments referred to as the Fleet Steering Committee to enforce uniformity, order and standardized fleet operations.

Fleet End-User Departments are responsible for the day to day activities or fleet operations in their various departments which will amongst others include the allocation of vehicles, allocation of overnight vehicles for standby operators, inspections of overnight parking outside municipal premises, inspection of vehicles, reporting of required repairs, Insurance claims report writing and reporting, etc.

The municipality is currently faced with a challenge of aging fleet and the disposal of obsolete fleet is facilitated with the Finance department on an annual basis. This exercise is crucial to ensure a timeous replacement of fleet that is no longer economical to keep, operate and maintain. A total number of 67 vehicles is due for replacement in the 2021-2022 Financial Year.

In terms of the Fleet Management Sourcing Strategy, the fleet department will implement a number of alternative ways of procuring fleet like Full Maintenance Lease. The implementation of a Hybrid model which is a combination of procuring fleet through leasing and out-right has commenced in the 2021-2022 Financial Year. A service provider was appointed for the provision of fleet on a full maintenance lease for Traffic, Law Enforcement and Solid Waste departments. The future developments of fleet acquisition will be included in the IDP.

Strategic objective: The provision of efficient, effective and economical fleet management services to all the fleet end-user departments.

Objectives:

- The provision of a comprehensive fleet management support services to all the fleet end-user departments with a high up-time and reliable fleet for the delivery of municipal services;
- Building capacity and the development of Fleet Management expertise within the Municipality;
- Provision of fleet in a sustainable manner;
- Timeous fleet replacement;
- Reduction of fleet costs, and
- Mitigation of risks associated with the use and operation of Fleet within the Municipality.

8.12. Strategies, objectives and projects

Municipal Infrastructure and Services

Municipal Facilities				
Strategic Objective: Plan, develop and maintain infrastructure and facilities				
National, Provincial and District Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
<p>Manifesto:</p> <p>Cosmos Hall in Kwazamokuhle to be built into a fully Fledged Thusong centre. 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, Rockdale, Hlalamnandi, Blinkpan and Sikhululiwe.</p> <p><u>Community Inputs: 2012-2017</u></p> <p>-Taxi shelter in ward 1(Kwazamokuhle), 21, 13 (revamp)</p> <p>Community Hall in ward 4, 6, 11, 18 (Eric Jiyane upgrade), 13 (Iraq taxi)</p> <p>-Library in wars 6, 10</p> <p>-Paypoint and library.</p> <p>Ward 7</p> <p>MPCC-Community Hall and Clinic</p> <p>Ward 8</p> <p>Clinic, in ward 8, 4, 6, 9, 10, 17 (maintenance)</p>	<p>New Municipal building constructed:</p> <p>2017/2018: none</p> <p>2018/19: 1 new Thusong Centre at Somaphepha- Construction is at 70% completed</p> <p>2019/20: 1 new Thusong Centre at Somaphepha- Construction is at 100% completed</p> <p>Building facilities designed:</p> <p>2018/2019: 1 new building facility Nazareth/Middelburg taxi facility and Kwaza Thusong Centre are designs completed</p> <p>2019/2020: 1 new building facility Nazareth/Middelburg taxi facility project is at 45% and Kwaza Thusong Centre tender at evaluation stage</p> <p>2020/2021: 1 new building facility Nazareth/Middelburg taxi</p>	<p>To provide easily accessible new facilities that accommodate disabilities whilst adapting, upgrading and maintaining existing ones</p>	<p>Implementing programmes to upgrade existing municipal buildings and facilities.</p>	<ul style="list-style-type: none"> - Extension of Civic Centre - Develop indoor gym & kiosk at Civic centre - Construction of covered walkway at Civic centre - Construct suspended concrete floor and upgrade of HEDC offices to create office space - Construction of carports at various municipal buildings - Upgrading of leased facilities (e.g. Old aged homes, houses, HEDC's and Bloekomsig) - Upgrading of storage facilities for various buildings - Replacement roofs at various municipal buildings Hendrina, Middelburg and Doornkop including community halls, pay points, libraries, sporting facilities, waste and water works, offices, Fire Stations, workshops and leased buildings. - Upgrading and renovations of buildings at Hendrina, Middelburg and Doornkop including community halls, pay points, libraries, fire stations, license testing stations, sporting

Municipal Facilities				
Strategic Objective: Plan, develop and maintain infrastructure and facilities				
National, Provincial and District Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
<p>Fencing in ward 15 (between Springbok Avenue and Stofberg road)</p> <p>Additional ablution facilities in ward 15 (Olifants Rivier)</p> <p>Youth facilities (sports, library, educational/ social) to explore youth talent.</p> <p><u>Institutional:</u> Upgrading of Municipal Buildings Upgrade Public toilets and Install Taxi Shelters Improvement of security</p>	<p>facility project is at 100% complete and Kwaza Thusong Centre tender at evaluation stage</p> <p>2018/2019: 1 new building facility designed complete Rockdale Thusong Center</p> <p>2019/2020: Rockdale Thusong Centre project progress is at 10%</p> <p>2020/2021: Rockdale Thusong Centre project progress is at 50% and Kwaza Thusong Centre project progress is at 25%</p>			<p>facilities, waste and water works, offices, workshops and leased buildings</p> <ul style="list-style-type: none"> - Replace and upgrade stage floors - Replacement and installation of air conditioners at various Municipal facilities - Install equipment for compliance with OHS and Fire - Upgrade Offices at Mechanical Workshops: 554 (Development of Fleet Facility) - Upgrading of Middelburg dam Entrance - Replace dilapidated ceiling boards - Upgrade Kwaza Taxi Rank - Upgrade Mhluzi Stadium - Construction of taxi rank at corner Protea and Sipres Street - Replacement of gate motors and garage doors - Installation of Shopfronts, Aluminum Doors and Windows - Replacement of doors and Windows at various municipal facilities - Replacement of Electricity Stoves - Alteration of Ngwako Street Ablutions to Offices

Municipal Facilities				
Strategic Objective: Plan, develop and maintain infrastructure and facilities				
National, Provincial and District Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
				<ul style="list-style-type: none"> - Boreholes at various municipal facilities - Upgrade electrical infrastructure at HEDC
			Constructing new facilities to enhance service delivery	<ul style="list-style-type: none"> - Identification of site and construction of taxi rank Hendrina & Pullenshope - Construction of restrooms and ablution facilities - Construction of Fire station at Rockdale and Doornkop - Construction of new offices: Kosmos Hall
			Construction of facilities closer to the communities.	<ul style="list-style-type: none"> - Construction of Thusong Centres at Rockdale, Kwazamokuhle, and Hlalamnandi, and Sikhululiwe,
		To maintain and safeguard municipal and community facilities	Implementation of security measures	<ul style="list-style-type: none"> - Fencing at various municipal facilities, community halls, pay points, libraries, waste and water works, offices, workshops and leased buildings - Construct N4 and Rockdale retaining wall - Fence at Springbok Street - Fence at N11 Route Hlalamnandi Retaining Wall
		To promote the construction of green buildings that minimize wastage of scarce resources thus ensuring a low carbon foot-print	Practice green development by promoting efficient use of energy, water and minimization of waste in buildings.	<ul style="list-style-type: none"> - Installation of energy saving retrofitting (geysers, - Install timers on Air-conditioners. - Use environmental friendly cleaning products and building material. - Implementation of Green Building Strategy

Municipal Facilities				
Strategic Objective: Plan, develop and maintain infrastructure and facilities				
National, Provincial and District Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
		To equip the organization in order to enhance service delivery	Tools of trade	<ul style="list-style-type: none"> - Purchasing of carpenters tools and equipment; furniture and equipment - Replace tools for cleaning buildings - Generators (halls, buildings, etc.) - Replacement of Lifts
		To maintain and safeguard municipal and community facilities	Implementation of security measures	<ul style="list-style-type: none"> - Alarm systems for the community facilities - Safety Equipment (Fire detectors, Suppression systems ,Alarms & Emergency doors) at various Municipal buildings

Environmental Management				
Strategic Objective: Provide safe and healthy environment for the community				
National, Provincial, Local government manifesto alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
<p>Outcome 10: To ensure that Environmental assets and natural resources are well protected and co Give advice on the development of environmental management plans (EMP continually enhanced</p>	<p>Monitoring of ambient air quality monitoring conducted for SO₂, NO_x, Ozone and particulate matter. (pm 10). Water sampling conducted for bacteriological and chemical analysis.</p>	<p>Ensure clean and healthy environment</p>	<p>Compliance with environmental legislation</p>	<ul style="list-style-type: none"> - Procurement of air quality monitoring equipment - Monitoring of air pollution within Steve Tshwete Municipality - Water sampling for bacteriological and chemical analysis - Review of Environmental Policy - Development of air quality plan - Development of sand mining bylaws - Application for sand mining permit - Review of bylaws (Noise, Air, Nuisance) - Awareness programmes - Control of nuisance - Control of noise - Control of dust - Vehicle emission testing - Monitoring of water pollution - Monitoring of land pollution

	Raising environmental education and awareness	To ensure that communities are well informed on environmental issues through the provision of education and awareness programs.	Develop Environmental Education and awareness strategy	<ul style="list-style-type: none"> - Community and schools awareness campaigns - Eco schools programme - School debates competitions - Greenest wards competitions - Public clean up campaigns - Road shows - Billboards advertisements - Notice boards installations/ awareness - Mobile advertisement/marketing - Radio and newspaper marketing/ awareness - Awareness through social media platforms
	Contribute to combating climate change to protect the environment and human well-being	To contribute towards the mitigation of Climate change impacts	Development of climate change strategy	<ul style="list-style-type: none"> - Separation at source project - Waste to energy projects - Recycling projects - Water conservation projects - Energy conservation projects -

	Promote biodiversity and environmental conservation	To ensure that environmentally sensitive areas are identified, rehabilitated and continue to be monitored in order to conserve biodiversity and prevent environmental degradation	Develop Biodiversity plan	<ul style="list-style-type: none"> - Wetland rehabilitation - Clearing of alien invasive species Rehabilitation of disturbed land
	Promote sustainable development	To ensure that all proposed developments within STLM are environmentally, socially and economically sustainable.	<p>Give comments on EIA /SEA applications</p> <p>Give advice on the development of environmental management plans (EMP)</p>	<ul style="list-style-type: none"> - Review of EIA applications - Conduct inspections

Water				
Strategic Objective: Plan, develop and maintain infrastructure and facilities				
National, Provincial, local government manifesto alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
<p>President goals:</p> <p>Access to potable water for all</p> <p>Manifesto:</p>	<p>1. <u>Water Treatment Capacities:</u></p> <p>Treatment Systems Managed by Water Services Authority:</p> <p>Vaalbank = 55 MI/day</p> <p>Kruger dam = 6MI/day</p> <p>Hendrina = 4 MI/day operational</p> <p>Reclaimed mine water from Optimum 3.2 MI/day</p> <p>Rudimentary Boreholes at the villages</p> <ul style="list-style-type: none"> • Doornkop CPA 	To provide quality and reliable water supply	<p>Upgrading and maintain existing water infrastructure</p> <p>Utilize possible alternative sources to augment the current water supply</p> <p>Finalize the draft short to medium term Infrastructure Plan.</p>	<p><u>Upgrading, expansion, refurbishment and maintenance raw water storage facilities, Water Treatment Works and bulk services infrastructure</u></p> <ul style="list-style-type: none"> - Upgrade bulk infrastructure services. - Refurbish and replace equipment, pump sets, valves, flow measuring devices, telemetry, pipeline and fittings in Middelburg Dam, Middelburg Dam pump station and Walters' Weir pump station. - Upgrade equipment, pump sets, valves, flow measuring devices, telemetry, pipelines and fittings in

Water				
Strategic Objective: Plan, develop and maintain infrastructure and facilities				
National, Provincial, local government manifesto alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
<p>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> <p><u>Provincial Flagship projects:</u></p> <p>Water for all.</p> <p><u>Community Inputs: 2012:2017</u></p> <p>Communal water taps in informal settlements in ward 1</p> <p>Water tanks needed at the farm areas, in particularly during rainy seasons for ward 6</p> <p>Water at Emadamini area, Kleinfontein farm and other farms in ward 7</p> <p>Water house connection Sikhululiwe (7), 16, 28</p> <p>Upgrade the water reticulation system for the supply of up to standard quality water in ward 14.</p>	<ul style="list-style-type: none"> • Somaphepha • Sikhululiwe <p>Water Treatment Works Managed by Water Services Providers: Eskom Hendrina, Eskom Arnot, Eskom Komati Kranspoort, Middelburg Mines and Aventura Loskop Kwaza EXT 8 Rockdale Bulk pipeline and storage facility Water networks for Industrial Stands Ext.18,</p> <p><u>2. Current Projects (2021)</u></p> <ol style="list-style-type: none"> 1. New water Connections RDP Newtown; 2. New water network in Mhluzi ext. 3. Bulk Water Reticulation Dennesig North 4. Bulk Water Reticulation Ext 23 (Node D) 5. Water Reticulation Newtown 6. Upgrade Graspan Reservoir Complex 7. Replace Equipment Middelburg Dam Pump Station 	<p>To provide quality and sufficient water supply and to ensure an environment not harmful to human health or wellbeing</p>	<p>Upgrading and maintain existing water infrastructure</p> <p>Utilize possible alternative sources to augment the current water supply</p> <p>Finalize the draft short to medium term Infrastructure Plan.</p>	<p>Middelburg Dam, Middelburg Dam pump station and Walters' Weir pump station.</p> <ul style="list-style-type: none"> - Upgrade civil, mechanical and electrical equipment Witbank Dam pump station. - Upgrade and replace equipment and pipeline Vaalbank WTW. - Upgrade and replace mechanical and electrical equipment Kruger Dam WTW. - Upgrade and replace mechanical and electrical equipment Presidentrus WTW. - Install bulk flow meters at Vaalbank, Presidentrus, Hendrina and Kruger dam WTW - Upgrade drinking water treatment processes at Water Works. - Replace existing water supply line from Woestalleen to Hendrina WTW. - Pump station at Doornkop - Replacement of valves in bulk and networks line. - Upgrade telemetry system at WTW and supply network - Upgrading of pump line between Vaalbank and Skietbaan. Completed - Upgrading of pump line between Vaalbank and Nasaret.

Water				
Strategic Objective: Plan, develop and maintain infrastructure and facilities				
National, Provincial, local government manifesto alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
<p>Water diversion – communal to individual taps in ward 27</p> <p><u>Institutional:</u></p> <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. 	<p>8. Vaalbank Water Treatment Plant refurbishment.</p> <p>9. Upgrading of pump line between Vaalbank and Skietbaan. Completed</p> <p>10. Outfall Sewer Lines Mall & German Dev.</p> <p>11. Bulk Sewer & Collection Network Den North</p> <p>12. Sewer Reticulation Newtown</p> <p>13. New Sewer Network Mhluzi W23</p> <p>14. New Sewer network: Rockdale W06</p> <p>15. Bulk Sewer & Collection Network Den North</p> <p>16. Sewer Reticulation Newtown W17 and Rockdale w06.</p> <p>17. Replace Boskrans WWTW Equipment</p> <p>18. Replace old water pipelines Middelburg /Mhluzi</p> <p>19. Replace old water network Middelburg/Mhluzi</p> <p>20. Upgrade Bulk waterline Pullenshope to Hendrina.</p> <p>21. Upgrade Graspan Reservoir Complex</p>	<p>To provide quality and sufficient water supply</p>	<p>Upgrading and maintain existing water infrastructure</p> <p>Utilize possible alternative sources to augment the current water supply</p>	<ul style="list-style-type: none"> - Replace mechanical and electrical equipment at WTW and pump stations. - Replace water pipes, valves and meters in Middelburg, Mhluzi and rural areas and villages - Replace pump and panel at Komati tank - . - Replace valves in bulk and reticulation water network. - Upgrade command and distribution reservoirs capacity. - Upgrade bulk water storage for Middelburg Ext 24 - Reservoir for Kwaza Ext 9, Pullenshope & Vliegveld Kwazamokuhle. - . - New pump station and pump line from South 32. - Pipeline from Middelburg mine to Pienaarsdam - Upgrading existing supply from Optimum by increasing the size of the pump line. - Drill boreholes and transport water to farm settlements. Ward 4,5,7,6,9,29

Water				
Strategic Objective: Plan, develop and maintain infrastructure and facilities				
National, Provincial, local government manifesto alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
	<p>New 10 ML reservoir at Skietbaan completed</p> <p>Servicing of residential stands in Rockdale, Kwaza Ext 1.</p>	<p>To provide quality and sufficient water supply</p>	<p>Finalize the draft short to medium term Infrastructure Plan.</p>	<ul style="list-style-type: none"> - Upgrade / Replace old asbestos s water network pipe in all wards completed in ward 18,19,20,21, 22, 23, 24 & 28; Ward 14,15 & 16 in progress - Replacement and upgrade bulk pipelines between reservoirs. Graspan and skietpan complete - Construction of pump line from Woestalleen to Hendrina. - Refurbish and upgrade storage tanks and reservoirs Middelburg, Komati, Presidentsrus and Rockdale - Reviewal of Water and Sanitation Master Plan. - Finalize the draft Water Conservation and Water Demand Management Plan. - Implement Asset Management Programmes. - Manage water infrastructure assets - Conceptualize and Install smart technology water management software and hardware, and water demand modelling software. - Install Scada system, telemetry, water management devices, smart water meters.

Water				
Strategic Objective: Plan, develop and maintain infrastructure and facilities				
National, Provincial, local government manifesto alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
			Provide water infrastructure for new developments. Eradicate backlogs of water supply in the rural areas	<ul style="list-style-type: none"> - Kwaza Ext. 9 water reticulation. - Doornkop Village bulk supply and reticulation network. - Water connections and meters for new domestic, commercial and industrial developments - Windmill on the farm Patatfontein and Kleinfontein. - New bulk water supply pipelines, pump stations, reservoirs and tanks. - Water services rural areas. Site, drill and equip boreholes in rural and farm areas, and augmentation of existing urban water supply schemes
		To provide reliable water supply services	Replace aging infrastructure Water conservation and demand management	<u>Replace Aged Infrastructure</u> <ul style="list-style-type: none"> - Replace water pipes within the set turnaround time. - Replacement of old AC pipes. - Replace old existing water pipes and water meters in Middelburg CBD, Hendrina and Mhluzi, Kwazamokuhle and ESKOM towns - Provide information sessions to consumers on the use and conservation of water. - Implement water conservation and demand management strategies. - Implement water loss reduction programmes.

Water				
Strategic Objective: Plan, develop and maintain infrastructure and facilities				
National, Provincial, local government manifesto alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
		To provide quality and sufficient water supply	Implementing a water quality-monitoring program as per Legislation and the requirements of the Blue Drop Certification.	<u>Water Quality Management as per Blue Drop Requirements</u> <ul style="list-style-type: none"> - Analyze drinking water quality on a weekly basis to ensure good quality water for all. - Review and update Water Safety Plans and other sector plans and policies. - Review and update municipal Water Services By Laws.
		To provide quality and sufficient water supply	Implementation of security measures. Upgrading municipal buildings and facilities	<ul style="list-style-type: none"> - Replace fence at reservoirs and pump stations. - Install and upgrade security systems and equipment. - Internal road surfacing and storm-water management at Water Works - Access roads at Water Works. - Upgrade municipal facilities and buildings at Water Works. - Upgrade parking facilities at the Works. - Implement security improvement programs.
			Tools of trade	<ul style="list-style-type: none"> - Specialized plant, equipment, vehicles, furniture and office equipment.

Water				
Strategic Objective: Plan, develop and maintain infrastructure and facilities				
National, Provincial, local government manifesto alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
		To equip the organization in order to enhance service delivery		

Sanitation				
Strategic Objective: To ensure compliance with green water requirements in a sustainable way by maintaining a high quality service throughout the MP313 area.				
National, Provincial, local government manifesto alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
Presidential goals: Sanitation for all	<p>2017/2018: STLM total have access to sanitation</p> <p>2018/2019: Additional 1045 households with access to Sanitation services by June 2019</p> <p>2018/2019: 164 new toilets installed by June 2019 in rural areas</p>	To ensure the provision of new sanitation infrastructure while upgrading existing infrastructure	Upgrade WWTW and bulk services	<p><u>Upgrading, expansion, refurbishment and maintenance Wastewater Treatment Works and bulk sanitation services infrastructure.</u></p> <ul style="list-style-type: none"> - Upgrade bulk sewer services. In Mhluzi. Middleburg , Kwaza and rural towns - Upgrade sewer networks. IN Mhluzi. Middleburg , Kwaza and rural towns - Design and construct WWTWs - Upgrading outfall sewer lines (Middelburg Mall to Eastdene- German Development and other areas)

Sanitation					
Strategic Objective: To ensure compliance with green water requirements in a sustainable way by maintaining a high quality service throughout the MP313 area.					
National, Provincial, local government manifesto alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities	
<p>Manifesto: Improve local public services and broaden access:</p> <p>NDP: Expand the infrastructure</p> <p>Outcome 9(output 2): Improving access to basic services 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><u>Community Inputs: 2012-2017</u> <i>Ward 2</i> Additional toilets- Each stand to be provided with toilets in ward 2, 3, 7, 8, 16, 27 Proper sewerage for ward 17</p>	<p>1.Waste Water Treatment Capacities: Boskrans = 30 MI/day To be increased to 45 MI/ day by 2024 Kwazamokulhe = 3.8 MI/day. To be increased to 5 MI/day by 2020 Komati = 1.5 MI/day Blinkpan Koorfontein = 0.25 MI/day</p> <p>2.0 Outfall Sewer lines Dia 315mm-900mm= 692 km Network Lines: Dia 100mm-300mm = New Rockdale / Nasaret outfall sewer 8 Km completed 2014.</p> <p>3.0 Servicing of stands in the following areas: - Industrial stands in Ext 18. - Residential stands in Rockdale. 2 926 serviced 12/2015. - Residential stands in Hendrina Ext 3.</p>		Comply with Green Drop Certification requirements	<p>2nd Phase Upgrading to provide additional treatment capacity at Boskrans WWTW</p> <ul style="list-style-type: none"> - Construct Biological Nutrient Removal Reactor and related secondary settling tanks and pump station. - Upgrade disinfection unit - Refurbish maturation ponds. - Increase treatment capacity Kwaza WWTW - Refurbish Blinkpan, Presidentsrus, Komati, waste water treatment works - Replacement of sewer pumps at Middelburg/Mhluzi - Upgrade Newtown bulk and reticulation sanitation infrastructure - Upgrade pump station in Tokologo, Newtown, - Conceptualize and Install smart technology water management software and hardware. 	
			To equip the organization in order to enhance service delivery	Tools of trade	- Replacement of submersible pumps, specialized plant equipment, vehicle, furniture
			To ensure the provision of new sanitation infrastructure while upgrading existing infrastructure	Provide new sanitation infrastructure to new developments	<u>Construct new sanitation infrastructure</u> - Construct new sanitation network infrastructure at Rockdale, Newtown , Newtown Ext 1, Kwazamokuhle Ext 8,9,10, Mhluzi X 2, Node D, Rockdale North Ext 1, Middelburg Ext 23,33,42, Dennesig North, Rondebosch, Ext 42, Middelburg Ext 49, Aerorand South Phase 2.

Sanitation				
Strategic Objective: To ensure compliance with green water requirements in a sustainable way by maintaining a high quality service throughout the MP313 area.				
National, Provincial, local government manifesto alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
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.	<ul style="list-style-type: none"> - Appoint service provider to apply for water use license for waste treatment. - Construct outfall sewer from Nasaret pump station to Eastdene. - Upgrade Klein Olifants outfall sewer. Done in phases <p>Sewer reticulation 395 stands Kwaza Ext 8 to be completed 2016. Sewer reticulation for 750 stands Kwaza extension 9 (2018/19). Servicing of 1000 stands in Newtown Proper (2017) Servicing of 1 250 stands in Rockdale Phase 1 and 2 Servicing of 69 stands in Mhluzi Ext 4. Servicing of 18 Industrial stands in Middelburg ext 18. Servicing of 13 Industrial stands in Middelburg ext 49. Servicing of 37 light industrial stands at Node D (Stand 7744). Construct new Sewer bulk infrastructure – Nasaret / Rockdale outfall sewer line</p>			<ul style="list-style-type: none"> - New toilets in Somaphepha, Doornkop, Sikhululiwe, Komati, Hendrina , Kwaza rural and farm areas. - Replace sewer pipelines and manholes - New sewer connections for new commercial, domestic and industrial developments. - Sewer network for Ext 33 - Kwaza Ext 9 service 750 stands.
		To ensure the provision of new sanitation infrastructure while upgrading existing infrastructure	Address short to long-term water infrastructure needs.	<ul style="list-style-type: none"> - Implement asset management program. - Implement Sanitation Master Plan, Wastewater Risk Abatement Plan and other sector plan and policies. - Review and update Water Services By-Laws.
		Providing sanitation solutions in rural areas and informal settlements	Provide decent sanitation facilities	<ul style="list-style-type: none"> - Install toilets in Somaphepha, Doornkop, Sikhululiwe, Komati, Hendrina , Kwaza rural and farm areas. -
		To ensure the provision of new sanitation infrastructure while upgrading existing infrastructure	Implementation of security measures. Upgrading municipal buildings and facilities	<ul style="list-style-type: none"> - Replace fence at Works and pump stations. - Install and upgrade security systems and equipment. - Internal road surfacing and storm-water management at Water Works - Access roads at Water Works.

Sanitation				
Strategic Objective: To ensure compliance with green water requirements in a sustainable way by maintaining a high quality service throughout the MP313 area.				
National, Provincial, local government manifesto alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
	Build new sleeping quarters at Presidentsrus WTW			<ul style="list-style-type: none"> - Upgrade municipal facilities and buildings at Water Works. - Implement security improvement programmes.
		To ensure the provision of new sanitation infrastructure while upgrading existing infrastructure	Comply with the Green Drop Certification requirements	<ul style="list-style-type: none"> - Weekly to effluent quality monitoring at wastewater treatment works. - Implementation of a water quality monitoring programme.
		To ensure the provision of new sanitation infrastructure while upgrading existing infrastructure	Reduce carbon emissions	<ul style="list-style-type: none"> - Management of energy consumption at all water works - Investigate alternative sustainable sanitation solutions. - Implement resource orientated sanitation initiatives.

- Roads and Stormwater				
- Strategic Objective: Plan, develop and maintain infrastructure and facilities				
Baseline	Strategic Objective	Performance Objective	- Strategies	Possible projects
Roads constructed in the following areas: Kwazamokuhle, Hendrina, Tokologo , Rockdale , Middelburg x 24, Aerorand, Mhluzi, Middelburg x 18 ,Presidentsrus, Kranspoort Middelburg Mall; Newtown Middelburg x 49 2016-2017 =7,511km 2017-2018=8,674km 2018-2019=7,205km 2019-2020=7,950km	- Plan, develop and maintain infrastructure and facilities	- Construct and upgrade of roads and storm water infrastructure	- Provision of surfaced roads	<ul style="list-style-type: none"> - Construct new paved roads in Middelburg x24,x23 Tokologo Newtown, Malope Village, Mhluzi x 2 and 5,Rockdale,Aerorand, Rondebosch, Dennisig North Hendrina and Kwazamokuhle x1, x4, x6,x7, x8, x9, , Presidentsrus, Kranspoort, , Newtown Ext 1&2 - Rehabilitation of Road in Nasaret. - Widening of DR. Mandela Drive

<p>2020-2021=6,894km 2021-2022=2,323km to date Total to date 40,557km</p>			<ul style="list-style-type: none"> - Rehabilitation and Upgrading of existing - Develop new routes - Provision of gravel access roads 	<ul style="list-style-type: none"> - N11 Eastern ring road - Rondebosch , Kwaza x9, Newtown X 1, Dennisig North
<p>New Stormwater drains constructed at Aerorand ,Tokologo ,Kwaza Mhluzi x 2,x3,Rockdale Mhluzi Ext 6,4 Mhluzi Ext 8 Presidentsrus ,Hendrina Kranspoort Ngwako Street,Middelburg x 18,Middelburg x 24,Komati 2016-2017 =6,923km 2017-2018=7,355km 2018-2019=4,191km 2019-2020=5,185km 2020-2021=5,099km 2021-2022=1,599km to date Total to date 30,352km</p>	<ul style="list-style-type: none"> - Plan, develop and maintain infrastructure and facilities 	<ul style="list-style-type: none"> - Construct and upgrade of roads and storm water infrastructure 	<ul style="list-style-type: none"> - Provision of storm water drainage system - Upgrading of stormwater drainage system 	<p>New Stormwater drainage in Kwazamokuhle, Kwazamokuhle x1,x2,x3 x4,x5, x6,x7, x8, x9, Newtown, Mhluzix2,x3,x4,x5,x6,x7,x8. Middelburg Rockdale, Tokologo , Malope Village, Presidentsrus, Kranspoort ,</p> <ul style="list-style-type: none"> - Construction of subsurface drains in Mhluzi/ Middelburg, Hendrina/Kwaza - Replace Kerb inlets in Middelburg, Mhluzi, Hendrina, Kwaza, Komati, Pullenshope and Rietkuil.
<p>Roads resealed in Hendrina, Pullenshope, Kanonkop, Gholfsig, Dennesig, Aerorand, Newtown, Nasaret, Industrial, Eastdene, Middelburg CBD and Mhluzi 2016-2017 =7,088km 2017-2018=22,061km 2018-2019=26,327km 2019-2020=14,153km 2020-2021=11,5km 2021-2022=11,948km</p>	<ul style="list-style-type: none"> - Plan, develop and maintain infrastructure and facilities 	<ul style="list-style-type: none"> - Construct and upgrade of roads and storm water infrastructure 	<ul style="list-style-type: none"> - Preventative maintenance of road surface 	<ul style="list-style-type: none"> - Resealing and rehabilitation of roads Middelburg, Mhluzi, Hendrina, Kwazamokuhle, Pullenshope, Komati, - Blinkpan and Rietkuil (Roads under MP313 Area)

Total to date 93,077km				
- None	- Plan, develop and maintain infrastructure and facilities	- Construct and upgrade of roads and storm water infrastructure	- Upgrading existing bridges.	- Use the Bridge Management Plan (BMP) to determine rehabilitation needs/ requirements of the existing bridges
- Taxi bays constructed 2020/2021 Kwaza, Mhluzi, Rockdale	Plan, develop and maintain infrastructure and facilities	- Construct and upgrade of roads and storm water infrastructure	- Provision of new and upgrading existing - public transport facilities and associated infrastructure	- Kwazamokuhle pedestrian bridge - -Taxi laybys - - Upgrade public transport facility - Taxi holding areas
Smart city projects	Plan, develop and maintain infrastructure and facilities .	To improve roads management and traffic mobility	Management of roads infrastructure	- Intelligent transport systems (ITS) that include traffic flow management systems; - Road asset management systems such as the pavement management system and bridge management system; and the geographical information system (GIS). - Remote monitoring systems for traffic signals - Customer Relations Management System developed.
- None	- Plan, develop and maintain infrastructure and facilities		- Address short to long- term roads and stormwater infrastructure needs	- Review and update Develop Roads Maintenance plan' Roads Master plan, Stormwater Masterplan, pavement monitoring plan. Local Integrated Transport plan, Road infrastructure plan
Grading 2020/2021 financial year - Rondebosch, Vaalbank Doornkop, Mampimpane, Tokologo, Kwazamokuhle, Newtown, Malope Village, Somaphepha, Mafube,	- Plan, develop and maintain infrastructure and facilities	- Construct and upgrade of roads and storm water infrastructure	- Maintenance of urban & rural gravel roads	- Rondebosch, Presidentsrus, Vaalbank , Doornkop, Tokologo, Kwazamokuhle, Mhluzi, Malope Village, Rockdale, Mafube, Newtown, Somaphepha, Sikhululiwe and rural farm roads

Rockdale, Sikhululiwe, , Newtown and rural farm roads				
Walkways constructed in Middelburg Hendrina, Kwaza Mhluzi 2020/2021- 900m 2021-2022-	Construct and upgrade of roads and storm water infrastructure	Provision of non-motorized transport infrastructure (improved sidewalks) Upgrading the existing sidewalk surfaces.	Construct new sidewalks Mhluzi, Middelburg, Hendrina, Kwazamokuhle, Pullenshope, Komati, Rietkuil, Blinkpan,	Walkways constructed in Middelburg Hendrina, Kwaza Mhluzi
<ul style="list-style-type: none"> - 17 Speed humps installed in 2020/2021 - Hendrina/ Kwaza =6 - Nasaret =1 - Middelburg Ext 18 = 1 - Gholfsig = 2 - Mineralia = 1 - Mhluzi =4 - Tokologo = 1 - Newtown = 1 	- Plan, develop and maintain infrastructure and facilities	- Improve road safety	- Provide traffic calming measures	<ul style="list-style-type: none"> - Installation of traffic barriers - Replace road barriers - Install traffic calming measures, i.e. speed humps, traffic circles, rumble strips, texture crossing and. Traffic lights
- Walk behind Roller, Plate compactor, Rammer, panel van	- Plan, develop and maintain infrastructure and facilities	- To equip organization in order to enhance service delivery	- Tools of trade	<ul style="list-style-type: none"> - Purchasing of Plant, Tools and equipment - Concrete mixer, grader, water tankers, jetting machine, rollers, mechanical broom, tipper truck

Electrical Services
Strategic Objectives: Plan, develop and maintain infrastructure and facilities

National, Provincial and District Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
<u>Presidential goals:</u>	Additional households connected to the grid:	Provide access to electrical service	Upgrade and provide electrical infrastructure	Bulk:
	-Nasaret NMD was increased to 20MVA (2019/2020), -Aerorand NMD was increased to 20MVA (2019/2020)	Provide access to electrical service	Upgrade and provide electrical infrastructure	- Increase of NMD to 40MVA at Aerorand, 30 MVA at Nazareth, 5MVA at Hendrina, 2 MVA at Kwazamokuhle, Doornkop to 400kVA
		Provide access to electrical service	Upgrade and provide electrical infrastructure	- Decrease NMD of 1.5 MVA for Black wattle mine. Development of new intake substations in Mhluzi

Electrical Services
Strategic Objectives: Plan, develop and maintain infrastructure and facilities

National, Provincial and District Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
<p>Universal access to electricity by 2025</p>	<p>2014/2015: Electrification of 155 stands in Kwaza Extension 1</p> <p>2015/2016: Electrification of 768 stands in Rockdale Extension 2</p> <p>2017/2018: 546 household,</p> <p>2018/2019: 240 additional households</p> <p>2019/2020: 649 additional households</p> <p>Electrification of Rockdale (1778 stands), Tokologo, Aerorand West (251 stands), Dennesig (31 stands), Industrial area – Jaspis (15 stands), Mhluzi Ext. 4 – ERF6590 (54 stands), Hendrina Ext. 3 (76 stands)</p> <p>Electrification of Rockdale Extension 1</p> <p>Electrification of Rockdale 200 stands in Extension 2</p> <p>2020/2021: Electrification of Dennesig North, Kwazamokuhle Extension 4&6 (Mawag), Electrification of Mhluzi Extension 2 Industrial Node, Mhluzi Node D and Rockdale Extension 1 (All phase 1)</p>	<p>Provide access to electrical service</p>	<p>Upgrade and provide electrical infrastructure</p>	<p>Electrical connections for Kwazamokuhle Extension 8, 1, Rockdale North, Newtown, Newtown 1C, stand in Rockdale North, Dennesig North and Dennesig North Ext 1, Mhluzi extension 2 industrial node. Kwazamokuhe extension 4 and 6.</p> <p>Electrification of Kwazamokuhle extension 9. Electrification of Rondebosch, Electrification of Dennesig North, Electrification of Rockdale North. Electrification of Mhluzi Node D. Electrification of Newtown.</p>

Electrical Services
Strategic Objectives: Plan, develop and maintain infrastructure and facilities

National, Provincial and District Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
Manifesto:	<p>2017/2018: Newtown Switching station,</p> <p>2018/2019: Kwazamokuhle Switching station (Design only),</p> <p>2019/2020: Middelburg South, Rockdale/Rondebosch and Aerorand substations.</p> <p>2020/2021: Phase 1 – Construction of Mhluzi intake Substation, Construction of Kwazamokuhle Switching Station – Phase 1 Replacement of faulty apparatus in Gholfsig Substation. Development of Doornkop Substation – Phase 1</p>			<p>Development of switching stations in Kwazamokuhle and Rondebosch.</p> <p>Reconstruction of Mhluzi Node D switching station.</p> <p>Development of Substation: in Mhluzi and Doornkop.</p> <p>Development of Middelburg South substation</p> <p>Development of Aerorand Switching station</p> <p>Development of Dennesig North Switching Station</p>
Improve local public services and broaden access:		Provide access to electrical service	Upgrade and provide electrical infrastructure	- Installation of additional breakers at Mhluzi Mandela, Chromeville, Newtown and Mhluzi Main substations

Electrical Services
Strategic Objectives: Plan, develop and maintain infrastructure and facilities

National, Provincial and District Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
<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>2016/2017: Installation of primary cable between Nazareth substation to Rockdale switching station, 2018/2019: Provision of links to Ngwako substation (Design Only), Mhluzi main no.1 to New Newtown sub, 2020/2021: Replacement of 88kV cable between Gholfsig, Verdoorn, Lang and Sipres 88kV Substations (Design only)</p>	<p>Provide access to electrical service</p>	<p>Upgrade and provide electrical infrastructure</p>	<p>Upgrading of 88kV cable between Gholfsig, Lang, Verdoorn and Sipres 88kV Substations. Provision of links for Ngwako substation, between New Mhluzi Substation and Mhluzi Main sub, Mhluzi substation and Mandela Switching Station, Mhluzi Substation and Newtown Switching Station, between Mhluzi substation and Ngwako switching station. Provision of links for Mhluzi Substation. Provision of cable links for Rondebosch Switching Station. Provision of link cable between Hendrina substation and new Kwazamokuhle switching station.</p> <p>Upgrade 88kV Substations: Sipres Lang Verdoorn</p> <p>Provision of Links between Mhluzi 88kV Substation and Sipres 88kV substation.</p> <p>Provision of links from New Mhluzi Substation: Newtown Mhluzi Main Mandela Ngwako</p>

Electrical Services Strategic Objectives: Plan, develop and maintain infrastructure and facilities				
National, Provincial and District Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
				<p>Chromeville</p> <p>Upgrade primary and secondary cables in Middelburg CBD, Middelburg Industrial area, Kwazamokuhle, Hendrina, Komati, Aerorand and Mhluzi.</p> <p>Provision of links between Gholfsig and Sipres Substation, Gholfsig to Nuwedorp, B11 Gholfsig to Mhluzi No. 2, Gholfsig to Bloedrivier, Mhluzi intake Substation to Gholfsig, Mhluzi substation to Sipres substation</p>
	<p>2020/2021: Replacement of stolen Network services and streetlight services at Zaid street at industrial site, Lillian Ngoyi – Kanonkop, Protea street at Mhluzi site, Makatane street Ext 5, Nasaret, industrial (Gram street)</p>	<p>Provide access to electrical service</p>	<p>Upgrade and provide electrical infrastructure</p>	<p>Replacement of stolen electrical services</p> <p>Replacement of stolen services within MP 313 license area, as and when required.</p>
<p>Community Inputs: 2012-2017</p>	<p>2019/2020: Replacement of 10 Old/unsafe boxes in the Middelburg CBD</p> <p>Upgrade by replacement of unsafe meter kiosk (Hendrina and Kwazamokuhle)</p>	<p>Provide access to electrical service</p>	<p>Upgrade and provide electrical infrastructure</p>	<p>Service connections for Low income areas,</p> <p>Replacement of Old/unsafe boxes in the Middelburg CBD</p> <p>Replacement of unsafe Meter kiosk in the Middelburg CBD.</p>
	<p>Replace Ring Main Units in Middelburg CBD</p> <p>Replacement of RMU's at CNR SADC and John Magagula street, Reabota and Midpark switching</p>	<p>Provide access to electrical service</p>	<p>Upgrade and provide electrical infrastructure</p>	<p>Bulk and House electrical connection as and when required within MP313 licensed area.</p>

Electrical Services Strategic Objectives: Plan, develop and maintain infrastructure and facilities				
National, Provincial and District Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
	<p>station, Sanlam sub, Midel sub, Afsaal sub, Midsentrum sub, Hassen sub, Maranata, Boven sub, Midpark, Minaar, Midheights, Reabota, Bezuidenhout building, Herkol, Witch, Stat saal, Park Dairy) Leribi sub</p> <p>Replacement of Ring Main Uits in Aerorand, Gholfsig, Nazareth, Hendrina, Doornkop substation, Robertson, Kanonkop, Mhluzi, Middelburg CBD Mineralia, CBD (Epanema, Burges park, Presteger).</p> <p>2020/2021: Replacement of Ring Main Unit at Clubville ward 14</p>			Replacement of RMU's at Mhluzi, Middelburg CBD, Middelburg Industrial area and Hendrina
<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 sustainable services to all consumers.</p>	<p>Replacement of mini substations in Mhluzi Park Dairy, SAE, Apple factory, September, January street, November street, Hoop street, Budha street, Masemola street, Nkabinde street, September street, Volt street, Joubert/ Rensburg mini, Liter street, Celsius street and Millie street.</p> <p>Replacement of Minisub and transformer in Aerorand, Gholfsig, Nasaret, Hendrina, Doornkop substation, Robertson, Kanonkop, Mhluzi, Middelburg CBD, Mineralia</p> <p>2019/2020 Replacement of Minisub and transformer in Mathayeleni- Ellen Nhlapo street (Ward 22), Gholfsig (Cowen Ntuli street 33, Cowen Ntuli street 35, Cowen Ntuli street 45), Eastdene (Kashmeer street 35), pole transformer Rockdale- stand 2772), Aerorand (Molati street), Kanonkop (Lobela street, Mimosa street 31, Mimosa street 07, Sering street, Populier street 13, Jasmyn street 19), Thembisa stand 2132, Scheepers</p>	Provide access to electrical service	Upgrade and provide electrical infrastructure	<p>Replacement of Transformers, RMU's and Miniature substation as and when required</p> <p>Replacement of miniature substation: Eike, Falcom crest, Rensburg mini stand 2666, Joubert/Viljoen mini, CNR Jeppe, Hospital weg, Louis Botha, Pres Kruger, Van-Niekerk/Grobler and Dr Beyers Naude.</p>

Electrical Services

Strategic Objectives: Plan, develop and maintain infrastructure and facilities

National, Provincial and District Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
	<p>street Score Min, Totius street 91, Hendrina C/o Joubert and Ranburg)</p> <p>2019/2020: Replacement of Ring Main Unit at Walter Sisulu street (Ouheheise substation) Nasaret (Philander street) Hendrina (C/o Joubert and Beuker) Gholfsig substation)</p> <p>2019/2020: Installation of BTU at Verdoorn substation, Lang Substation, Sipres Substation, Aerorand substation, Nazareth substation</p> <p>2020/2021: Ward 2 (Kwaza Ext 4),Ward 12 (Aerorand), Ward 13 (Cowen Ntuli street), Ward 19 (Gogo Nambuyisa), Ward 23 (Themba street Mhluzi Ext 2) Ruben Mini min, Lusky development</p>			
		Provide access to electrical service	Upgrade and provide electrical infrastructure	Replacement of LV cables in Kanonkop, Mhluzi and Nasaret
<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 sustainable services to all consumers.</p>	<p>Replace MV cables and re-enforcement of the network:Duiker-Protea sub, Bloedrivier-Seinheuwel, Hendrina: Industrial sub- Joy, Kanonkop: Kanonkop hoer skool to Watsonia no.3, Jakaranda no.19 to Lobelia no.7, Lobelia-Lilian Ngyoyi, Kanonkop-Duiker street, Kogel – Gilfillan, Meyer – Gevangenien, Rioolpomp – Hoop, Lang – Hoop, Verdoorn sub to Afrox, Hendrina next to Ext 4.</p> <p>2019/2020: Replace MV cables and re-enforcement of Midwater to Apies T4 Aerorand ward 12, from Salons, Bylde to Sondargrivier substation, from Wonderpark min to Lung substation) Kwaza substation to Ext 7, Hendrina</p>	Provide access to electrical service	Upgrade and provide electrical infrastructure	Replacement of MV cables and re-enforcement of the network:Gholfsig sub-Mhluzi main sub, Kogel – Watt and liter, Verdoorn sub – Newton sub,, Gold T3 – Frame T4, Midflats – Wes – Frame T4, Gholfsig to Robertson, Mhluzi main no. 2 to Ngwako, Mhluzi main no. 2 to Mandela sub, Feeder from Mandela (stand 339), Kogel to midflats Wes, Ngwako - Gholfsig, Selons mini -Nuwedorp, Belville -

Electrical Services
Strategic Objectives: Plan, develop and maintain infrastructure and facilities

National, Provincial and District Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
	<p>substation , Installation of cable between Ransburg min to C/O Ransburg/Joubert - Hendrina</p> <p>2020/2021: Replacement of MV cables and re-enforcement of the network in Ward 22 Mhluzi and Ward 12 Aerorand. (Sondagrivier substation to Silverlake mini), Ngwako substation to Mhluzi stadium ward 18)</p>			<p>Kirkwood T3, Ext 18 - Vaalbank ,Sipres - Boskrans and MV cables at Aerorand South, cable between Mhluzi substation to Mhluzi stadium, Lang substation to Epanema, Mandela substation to Mhluzi intake, Mhluzi substation to Mhluzi intake, Lang substation to Mayer substation, Bloedrivier substation to Waterfrant min to Pongola min Riool substation to Mayer substation, Nuwedorp substation to Burger sentrum substation. Cable between Robertson to Sondagsrivier, Rooipomp to Karee, Verwoed park to Japie Greyling, New Mhluzi intake to Mandela substation, Mhluzi main to First Avenue, Mhluzi main to MS/MO/050</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>Negotiations with Eskom to provide electricity at the farms</p>	<p>Ward 7 – 72 houses: Springboklaagte Farm = 11, Springboklaagte Farm (Sikhululiwe Village (Portion 9) = 8, Mooifontein Farm = 3, Mooifontein (KwaNyezi) = 2, Kleinfontein Farm = 6, Kleinfontein Farm (KwaKapatshi) = 1, Kleinfontein Farm (KwaNgoma) = 1, Kleinfontein Farm (Emadamini) = 14, Vlaakfontein Farm =7, Grootlaagte 449 = 1, Nooitgedacht Farm 450 = 3, Rietkuil Farm (Esporweni) = 5, Kleinfontein Farm 432 (Emsili) = 10</p> <p>Ward 9 - 75 houses: Witklip Farm (Aartie van Wyk) = 6, Paratfontein Farm = 31, Zevenfontein Farm = 12, Springboklaagte Farm (KwaNojagana) = 8, Beestepan</p>	<p>Provide access to electrical service</p>	<p>Upgrade and provide electrical infrastructure</p>	<p>Electrification of farms: Weltevredon portion 14 & 15(8),Broodsnyers farm(4),Goedehoop farm(7),Meerlust farm(2),Drieapan(16),De Paarl(11),Nooitgedacht farm 493 JS (portion 2& 7)(3),Zevenfontein farm(7),Bankfontein farm-KwaDoyi(14),Wonderhoek.</p>

Electrical Services
Strategic Objectives: Plan, develop and maintain infrastructure and facilities

National, Provincial and District Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
Provision of electricity in informal settlement	<p>Farm (KwaSpoko) = 6, Beestepan Farm (Emihobeni) = 1, Beestepan Farm (KwaSbhakela) = 11</p> <p>Ward 5 – 86 houses: Driefontein Farm = 27, Blinkpan Farm = 15, Britz Farm = 7, Woestalleen Farm = 16, Bosmanspoort Farm = 15, Alzu / EDE Farm = 6.</p> <p>Areas to be electrified by Eskom: Ward 4 – 373 houses - Big House Farm = 52, Bronsy Farm = 18, Haasfontein Farm = 15, Dericky's Farm = 15, Gelug Farm = 20, Mahlathini Farm = 180, Schoeman Farm = 29, Geluk Farm = 8, Komati = 12, Driefontein Farm = 13 and General List = 11.</p> <p>Ward 6 – 108 houses: Aarbiesfontein Farm (Bank 2) = 15, Meerlus (Old School) = 1, Omnia Farm (Drie Rand) = 21, Koornfontein Farm (Kwa Mfemfe) = 25, Schoeman (Meerlus) or Oosthuizen (SANCA) = 23, Many Waters = 23.</p> <p>Ward 16 -18 houses: Bankplaas Farm 239 JS</p> <p>Ward 29 – 27 houses Boskloof 251 JS (Portion 5)</p> <p>Electrification Farms 2019-20: Nooitgedacht (Msiza)(6); Plaas Bultfontein(4); Farm Vaalbank(3); Plaas Grasfontein(3); Klipfontein 238JS (Portion 0 & 2)(29);Tweefontein RD Middleburg(7); Kleinfontein 432 JS Arnot(7)</p> <p>2020/2021: Somaphepha Village 195</p>			<p>Electrification of farms: Bosmanspoort AA5, Kippan farm, Grootlagte, Kopermyn, Drasnfontein(Hendrina), Plaas Kipan, Woestalleen Van Niekerk, Mtsweni CPA, Wonderhoel, Boschmansfontein and Drakenstein.</p>
				Lighting:

Electrical Services Strategic Objectives: Plan, develop and maintain infrastructure and facilities				
National, Provincial and District Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
	<p>2017-2019 Installation of High Masts in Tokologo, Rockdale, Mhluzi, Somaphepha, Blinkpan, Nasaret, Newtown, Kwazamokuhle, Kanonkop/Dennisig.</p> <p>2019/2020: Installation of Highmast lights at Rockdale North ward 6(12) ward 6, Mhluzi Ward 25,18,20.23 Kwazamokuhle and Nasaret ward 8(12)</p> <p>2020/2021: Installation of Highmast Lights at Newtown Ward 17 (4) and Komati Ward 4(4), Rockdale (2), Nasaret (1), Kees Taljaard park ward 15(2), Kwazamokuhle (ward 2 (2). Mhluzi Ward 25,18,20.23</p>	Provide access to electrical service	Upgrade and provide electrical infrastructure	High mast lights for ward 3, 9, 5, 4, 23, 20,18,22,19,8,10 and 17
Street light	<p>2017/2018 Street lights main entrance roads (Cowen Ntuli Street and Dr.Mandela Road)</p> <p>Streetlight installation in Samora Machel, Aerorand West, Dr. Beyers Naude</p>	Provide access to electrical service	Upgrade and provide electrical infrastructure	Upgrading of Streetlight fittings in Ward 13,14,23,20,19,12,11,16,03,10
	<p>Upgrade by replacement of low voltage overhead lines at Groenkol</p> <p>Upgrade of LV Network by replacing of cables/lines in Kanonkop, Hendrina, Middelburg Industrial Area, Mhluzi</p> <p>2020/2021: - Replace LT overhead lines/streetlight for Groenkol, Middelburg central, Middelburg CBD and Hendrina.</p>	Provide access to electrical service	Upgrade and provide electrical infrastructure	
	- Move meters to street			- Move meters to streets
				Network Upgrade:
	- Tap changer upgrade on Sipres 88kV transformers	Provide access to electrical service	Upgrade and provide electrical infrastructure	- Upgrade of 88kV cable in Middelburg.

Electrical Services Strategic Objectives: Plan, develop and maintain infrastructure and facilities				
National, Provincial and District Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
	<p>Construction of Rondebosch switching station</p> <p>Node D substation complete</p> <p>Construction of Node D substation phase 2</p> <p>Rockdale switching station</p> <p>Feasibility study for the Upgrade of Verdoorn, Doornkop, Gholfsig, Lang, Nasaret, Hendrina and Sipres substations.</p> <p>2020/2021: Construction of Doornkop Substation – Phase 1</p>			Upgrade of Doornkop substations.
<u>Community Inputs:</u> <u>2012-2017</u>	<p>2020/2021: Upgrading of highmast lights in Mhluzi Ward 17 , 28 ,22, 22, 29 and Kwazamokuhle ward 2</p>	Provide access to electrical service	Upgrade and provide electrical infrastructure	Upgrade of highmast lights: Mhluzi Wards 19, 20 and 22.
		Provide access to electrical service	Upgrade and provide electrical infrastructure	<p>Upgrade of streetlights in the following areas: Nazareth, Mhluzi, Groenkol, Hendrina, Mathaeleni</p> <p>Replace stolen streetlight services within MP 313 licensed area.</p>

Electrical Services
Strategic Objectives: Plan, develop and maintain infrastructure and facilities

National, Provincial and District Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
	<p>EEDSM (Baseline report), retrofitting of streetlight fitting to LED in Mandela, Walter Sisulu and Cowen Ntuli</p> <p>Streetlight upgrade in Mhluzi Ext 2, 8, 6 and 7, Hlalamnandi</p>	<p>Provide access to electrical service</p>	<p>Upgrade and provide electrical infrastructure</p>	<ul style="list-style-type: none"> - Retrofit of street light fitting to LED - Installation of smart meters for base line study
	<p>2014/2015 Replacement of breakers at Civic centre and panels at Gholfsig substations</p> <p>2015/2016 Replacement of switching station switchgears and panels in Verwoerdpark and Barlowpark substation.</p> <p>Replacement of breakers in Japie Greyling</p> <p>Replacement of Medium Voltage breakers in Sipres, Steelpoort and Lang sub</p> <p>Sipres: Replacement of two breakers</p>	<p>Provide access to electrical service</p>	<p>Upgrade and provide electrical infrastructure</p>	<p>Replacement of faulty electrical meters within MP313 area.</p> <p>Replacement of Switchgears in Gholfsig substation</p> <p>Upgrade of Switching Stations: Verwoerdpark Switching Station Extension 18 Switching Station Civic Centre Hendrina</p> <p>Re-routing of Botshabelo line</p>
	<p>Upgrade of supply line to Botshabelo</p>			
Presidential goals:				
<p>Universal access to electricity by 2025</p>	<p>2010/11 to 2013/14 completed</p>			<p>Communication and Intelligent system:</p>

Electrical Services
Strategic Objectives: Plan, develop and maintain infrastructure and facilities

National, Provincial and District Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
	<p>- Lang: 88kV Protection panel</p>	<p>Provide access to electrical service</p>	<p>Upgrade and provide electrical infrastructure</p>	<p>Installation, Upgrade or replacement of Network Protection Systems within MP 313 license area.</p> <p>Installation, Upgrade or replacement of SCADA/ Telemetry within MP 313 license area.</p> <p>Smart distribution management system</p> <p>Power Outage management system</p>
	<p>- Installation of Power quality meters</p> <p>2020/2021: Installation of check- bulk energy meters</p>	<p>Provide access to quality electrical service distortions free</p>	<p>Upgrade and provide electrical infrastructure</p>	<p>Installation of check- bulk energy meters</p> <p>Installation of smart meter (Pre-paid and Post-paid)</p>
<p><u>Presidential goals:</u></p>				
<p>Universal access to electricity by 2025</p>		<p>Diversifying energy supply and reducing dependence on fossil fuels by providing affordable energy</p>	<p>Provision of energy savings on the demand side, efficiency improvements in the energy production, and replacement of fossil fuels by various sources of renewable energy.</p> <p>Integrating renewable sources in coherent energy systems influenced by energy savings and efficiency measures.</p>	<p>Sourcing additional power from independent power producers</p> <p>Development of free basic alternative energy for indigents located way from the power grid. Development of the Solar Plant - any other alternative Energy</p> <p>Installation of Bulk Check meters, Smart Meters and accessories</p>

Electrical Services
Strategic Objectives: Plan, develop and maintain infrastructure and facilities

National, Provincial and District Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
	Fencing outdoor equipment	Prohibit unauthorised access and safeguard equipment and facility	Implementation of security measures	Fencing of outdoor equipment Fencing of outdoor equipment for safety to prevent unauthorized access
				- Installation of security cameras and alarms - Installation of Security system (Cameras, alarms, pepper sprays and access control) at Lang substation, Gholfsig Substation, Sipres Substation, Verdoorn, Meyer, Nazareth, Aerorand Substation, substations and switching stations within MP313 licensed area
Presidential goals: Universal access to electricity by 2025	- Building of a hazardous storage room.	Equip the organization in order to enhance service delivery	Tools of trade	- Purchasing of specialized vehicles, - Furniture and equipment, electrical machinery and equipment, - Replace Surge generator, - New surge generator - Cable locator and identification equipment. - Electrical software

Fleet Management Services

Strategic Objectives: The provision of efficient, effective and economical fleet management services to all the fleet end-user departments.

National, Provincial and District Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
	<p>2019/2020: Approval of the Fleet Management Policy and Fleet Management Sourcing Strategy.</p>	<p>Provision of order, uniformity, standardized and documented fleet management guidelines.</p>	<p>The provision of efficient, effective and economical fleet management services to all the fleet end-user departments.</p>	<ul style="list-style-type: none"> • Workshops and training of fleet users. • Enforcing compliance with the provisions of the fleet management policy. • Fleet Steering Committee meetings; • Technical inspection of fleet.
	<p>2019/2020: Appointment of repairs and maintenance panel of service providers.</p>	<p>Provision of a reliable road worthy fleet with high up-time.</p>	<p>The provision of efficient, effective and economical fleet management services to all the fleet end-user departments.</p>	<ul style="list-style-type: none"> • Preventative maintenance; • Re-active maintenance as and when required; • Monitoring and reduction of fleet downtime; • Repairs and maintenance schedules
	<p>2019/2020: Appointment of a supply and delivery of fleet panel of service providers.</p>	<p>Provision of a timeous fleet replacement for the obsolete fleet and procurement of additional requirements.</p>	<p>The provision of efficient, effective and economical fleet management services to all the fleet end-user departments.</p>	<ul style="list-style-type: none"> • Annual outright procurement of fleet replacement requirements; • Annual outright procurement of additional fleet requirements; • Acquisition of fleet on a Full Maintenance Lease • Disposal of obsolete fleet.
	<p>2020/2021: Installation of tracking devices, fuel management system, fleet management system and electronic speed controllers.</p>	<p>Monitoring of fleet performance, utilization, fuel cost and managing driver's behavior.</p>	<p>The provision of efficient, effective and economical fleet management services to all the fleet end-user departments</p>	<ul style="list-style-type: none"> • Daily monitoring of fleet performance, Utilization, fuel consumption and drivers behavior; • Monthly fleet performance report; • Reduction of fleet abuse and cost;
				<p>2021-2022:</p>

Fleet Management Services

Strategic Objectives: The provision of efficient, effective and economical fleet management services to all the fleet end-user departments.

National, Provincial and District Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
				<ul style="list-style-type: none"> • Replacement of obsolete fleet for all end-user departments. • Implementation of full maintenance lease contract for the acquisition of vehicles. • Procurement of additional fleet for law enforcement.
	<p>2021-2022 Installation of Fuel Anti-Siphoning devices</p>	<p>Reduction of fuel theft and all fuel related fraudulent activities.</p>	<p>The provision of efficient, effective and economical fleet management services to all the fleet end-user departments.</p>	<ul style="list-style-type: none"> • Installation of anti-siphoning devices for all the new vehicles.
	<p>Implementation of FML 2021 2022</p>	<p>Provision of a highly reliable fleet to support the delivery of services without disruption and high up-time.</p>	<p>The provision of efficient, effective and economical fleet management services to all the fleet end-user departments.</p>	<ul style="list-style-type: none"> • Appointment of a fleet management company to supply fleet on an FML basis for a period of 36 months.
	<p>2021-2022 Live Monitoring of fleet</p>	<p>To monitor the day to day running of fleet to reduce the abuse of fleet and unacceptable driver's behavior.</p>	<p>The provision of efficient, effective and economical fleet management services to all the fleet end-user departments.</p>	<ul style="list-style-type: none"> • Implementation of Bureau center for the live monitoring of fleet.
	<p>2021 - 2022 Training of all fleet end departments</p>	<p>Provision of support to all the municipal drivers, supervisors and HOD's in respective departments.</p>	<p>The provision of efficient, effective and economical fleet management services</p>	<ul style="list-style-type: none"> • Training of newly appointed staff on inductions and quarterly training schedule for all the fleet end user departments.

Fleet Management Services**Strategic Objectives: The provision of efficient, effective and economical fleet management services to all the fleet end-user departments.**

National, Provincial and District Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
			to all the fleet end-user departments.	
	Fleet Preventative Maintenance	Reduction of major breakdowns and the servicing of the entire fleet in line with OEM standards.	The provision of efficient, effective and economical fleet management services to all the fleet end-user departments.	<ul style="list-style-type: none">• Appointment of additional panel of service providers for repair and maintenance of fleet, tyres, auto electrical works and supply of batteries.

Project management		
Strategic Objective: strategic support on the implementation of municipal programmes and projects		
Performance Objectives	Strategies	Possible Project/ Activities
Local economic development	Facilitate the establishment of industries in order to crease jobs	<ul style="list-style-type: none"> - Contractor incubation project - Vukuphile EPWP
Facilitate efficient programme and project management	<p>Coordinate programs and projects from National and Provincial government</p> <p>Co-ordinate the implementation of all capital projects</p> <p>Managing and track of financial and non-financial progress</p> <p>Compliance to conditional grants</p> <p>Eradication of poverty through job creation</p> <p>Support administration of project management</p>	<ul style="list-style-type: none"> - Setting up tools and standards for managing the programme and projects - Strategic overview and reporting on all programmes - Monitoring project implementation - Planning, tracking and reporting on outputs and outcomes - Managing the programme's budget - Managing risks and issues and taking corrective measurements - Defining the programme governance (controls) - Aligning the deliverables (outputs) to the programme's "outcome" - Reporting and adherence to grants conditions - Development of asset management plan(s) and Comprehensive Infrastructure Asset Management Plan - Co-ordinate project-based capacity building programs
To equip the organization in order to enhance service delivery	Tools of trade	<ul style="list-style-type: none"> - Furniture and office equipment

8.12. 2022-2023 Capital Projects

KPA 1: Infrastructure Development and Service Delivery							
Strategic Goal : Provision of sustainable and accessible basic services to all							
Funding	Region	Revised Ward	Prj Number	Segment Desc	Revised 2023 Budget	Revised 2024 Budget	Revised 2025 Budget
Transfer from Operational Revenue	:Region: Hendrina		P0000205	P0000205-Paving & Kerbs Hendrina & Kwaza W1:WIP	300,000.00	300,000.00	-
Transfer from Operational Revenue	Whole of the Municipality		P0000218	P0000218-Roads Kranspoort :WIP	3,000,000.00	1,000,000.00	3,500,000.00
Transfer from Operational Revenue	:Ward 1		P0000245	P0000245: Paving & Kerbs Hendrina & Kwaza W1:WIP	-	-	300,000.00
Transfer from Operational Revenue	:Ward 29		P0000246	P0000246: Roads Kranspoort W29: WIP	-	-	7,000,000.00
Transfer from Operational Revenue	:Region: Hendrina		P0007307	P0007307-Stormwater Kwaza x2 :WIP	-	800,000.00	800,000.00
Transfer from Operational Revenue	:Region: Hendrina		P0007328	P0007328-Subsurface Drains Hendrina/Kwaza :WIP	-	450,000.00	-
Transfer from Operational Revenue	:Ward 1		P0007527	P0007527: Stormwater Kwaza W01:WIP	-	-	-
Transfer from Operational Revenue	:Ward 1		P0007527	P0007527: Stormwater Kwaza W01: 548	600,000.00	700,000.00	600,000.00
Transfer from Operational Revenue	:Ward 1		P0007528	P0007528: Subsurface Drains Hendrina/Kwaza W01:WIP	-	-	-
Transfer from Operational Revenue	:Ward 1		P0007528	P0007528: Subsurface Drains Hendrina/Kwaza W01: 548	-	-	-

Transfer from Operational Revenue	Whole of the Municipality		P0008049	P0008049-Sewerage Replace Sewer Lines M/Burg/Mhluzi :WIP	2,100,000.00	3,100,000.00	5,300,000.00
Transfer from Operational Revenue	:Region: Hendrina		P0008062	P0008062-Water Distr Repl Water Pipes Hendrina/Kwaza :WIP	-	700,000.00	715,000.00
Transfer from Operational Revenue	Whole of the Municipality		P0008092	P0008092 Refurbish Komati WWTW :WIP	3,000,000.00	2,720,000.00	250,000.00
Transfer from Operational Revenue	:Region: Hendrina		P0008163	P0008163-Water Distr Repl Water Meters Hendrina/Kwaza :WIP	-	150,000.00	200,000.00
Transfer from Operational Revenue	Whole of the Municipality		P0008180	P0008180- Stormwater Aerorand West: WIP	600,000.00	-	1,000,000.00
Transfer from Operational Revenue	Whole of the Municipality		P0008184	P0008184-Sewerage Connections :WIP	100,000.00	400,000.00	300,000.00
Transfer from Operational Revenue	Whole of the Municipality		P0008201	P0008201-New water connections :WIP	2,000,000.00	2,000,000.00	2,000,000.00
Transfer from Operational Revenue	Whole of the Municipality		P0008236	P0008236: Rural Sanitation (547/...) WIP	1,000,000.00	1,000,000.00	4,000,000.00
Transfer from Operational Revenue	Whole of the Municipality		P0008255	P0008255 Replace Valves & Other Items Bulk Supply Line: 561	500,000.00	1,000,000.00	1,300,000.00
Transfer from Operational Revenue	:Ward 25		P0008365	P0008365- Roads New Taxi Laybys W25: WIP	-	-	200,000.00
Transfer from Operational Revenue	:Ward 12		P0008383	P0008383 - Roads middelburg Replace roads barriers	-	-	-
Transfer from Operational Revenue	:Ward 12		P0008390	P0008390: Roads Aerorand West W12:WIP	-	-	-
Transfer from Operational Revenue	:Ward 17		P0008391	P0008391: Replace Pumps W17: 552	600,000.00	600,000.00	1,000,000.00
Transfer from Operational Revenue	:Ward 11		P0008392	P0008392: Replace Equipment Vaalbank WTW W11: 561	-	700,000.00	800,000.00
Transfer from Operational Revenue	:Ward 3		P0008393	P0008393: Replace Equipment Kwaza WWTW W03: 553	3,000,000.00	1,550,000.00	1,550,000.00

Transfer from Operational Revenue	:Ward 4		P0008394	P0008394: Refurbish Blinkpan WWTW W04:WIP	500,000.00	600,000.00	500,000.00
Transfer from Operational Revenue	:Ward 4		P0008395	P0008395: Refurbish Komati WWTW W04:WIP		500,000.00	500,000.00
Transfer from Operational Revenue	:Ward 4		P0008396	P0008396: Stormwater Villages W04:WIP	-	-	-
Transfer from Operational Revenue	:Ward 4		P0008396	P0008396: Stormwater Villages W04:WIP	800,000.00	800,000.00	600,000.00
Transfer from Operational Revenue	:Ward 4		P0008397	P0008397: Paving & Kerbs Villages & Rural W4:WIP	300,000.00	300,000.00	400,000.00
Transfer from Operational Revenue	:Ward 28		P0008398	P0008398: Replace Paving & Kerbs W28:WIP	200,000.00	-	400,000.00
Transfer from Operational Revenue	:Ward 6		P0008399	P0008399: New Taxi Laybys W06:WIP	150,000.00	-	150,000.00
Transfer from Operational Revenue	:Ward 10		P0008403	P0008403: Roads New Taxi Laybys W10:WIP	150,000.00	-	150,000.00
Transfer from Operational Revenue	:Region: Hendrina		P0900096	P0900096-Replace Water Pump (566/...)	50,000.00	-	40,000.00
Transfer from Operational Revenue	Whole of the Municipality		P0900105	P0900105-Replace Stihl Brushcutters (564/...)	-	50,000.00	50,000.00
Transfer from Operational Revenue	:Ward 2		P0900213	P0900213 - Reseal Roads Hendrina/Kwaza Ward 2 :WIP	-	500,000.00	700,000.00
Transfer from Operational Revenue	Whole of the Municipality		P0900214	P0900214-Reseal Roads Rural & Eskom Towns :WIP	-	500,000.00	-
Transfer from Operational Revenue	:Region: Hendrina		P0900251	P0900251-Replace Equipment (542/...)	200,000.00	200,000.00	300,000.00
Transfer from Operational Revenue	:Ward 20		P0900261	P0900261 -Roads Middelburg Reseal Roads M/bug W20 :WIP	-	-	-
Transfer from Operational Revenue	:Ward 21		P0900262	P0900262 -Roads Middelburg Reseal Roads M/bug W21 :WIP	300,000.00	800,000.00	100,000.00

Transfer from Operational Revenue	:Ward 15		P0900263	P0900263 -Roads Middelburg Reseal Roads M/bug W15 :WIP	800,000.00	1,300,000.00	1,000,000.00
Transfer from Operational Revenue	:Ward 14		P0900264	P0900264 -Roads Middelburg Reseal Roads M/bug W14 :WIP	700,000.00	1,200,000.00	1,000,000.00
Transfer from Operational Revenue	:Ward 13		P0900265	P0900265 -Roads Middelburg Reseal Roads M/bug W13 :WIP	2,400,000.00	1,400,000.00	1,050,000.00
Transfer from Operational Revenue	:Ward 12		P0900266	P0900266 -Roads Middelburg Reseal Roads M/bug W12 :WIP	400,000.00	800,000.00	500,000.00
Transfer from Operational Revenue	:Ward 11		P0900267	P0900267 -Roads Middelburg Reseal Roads M/bug W11 :WIP	300,000.00	700,000.00	500,000.00
Transfer from Operational Revenue	:Ward 10		P0900268	P0900268 -Roads Middelburg Reseal Roads M/bug W10 :WIP	500,000.00	900,000.00	500,000.00
Transfer from Operational Revenue	:Ward 8		P0900269	P0900269 - Roads Middelburg Reseal Roads M/bug W8 :WIP	500,000.00	900,000.00	500,000.00
Transfer from Operational Revenue	:Ward 16		P0900270	P0900270 -Roads Middelburg Reseal Roads M/bug W16 :WIP	400,000.00	800,000.00	500,000.00
Transfer from Operational Revenue	:Ward 22		P0900271	P0900271 -Roads Middelburg Reseal Roads M/bug W22 :WIP	400,000.00	800,000.00	500,000.00
Transfer from Operational Revenue	:Ward 23		P0900272	P0900272 -Roads Middelburg Reseal Roads M/bug W23 :WIP	600,000.00	1,200,000.00	900,000.00
Transfer from Operational Revenue	:Ward 25		P0900273	P0900273 -Roads Middelburg Reseal Roads M/bug W25 :WIP	400,000.00	800,000.00	500,000.00
Transfer from Operational Revenue	:Ward 3		P0900275	P0900275 - Reseal Roads Hendrina/Kwaza Ward 3 :WIP	-	800,000.00	500,000.00
Transfers and Subsidies:Monetary Allocations:National Government:Water Services Infrastructure Grant	:Ward 10		P0900278	P0900278: Replace Equipment M'burg Dam W10: WIP	-	-	-

Transfers and Subsidies:Monetary Allocations:National Government:Water Services Infrastructure Grant	:Ward 10		P0900278	P0900278: Replace Equipment M'burg Dam W10: WIP	-	-	-
Transfer from Operational Revenue	:Ward 23		P1000077	P1000077-Stormwater Middelburg/Mhluzi W23 (540)WIP	-	-	-
Transfer from Operational Revenue	:Ward 23		P1000077	P1000077-Stormwater Middelburg/Mhluzi W23 (540)WIP	1,000,000.00	1,000,000.00	1,300,000.00
Transfer from Operational Revenue	:Ward 25		P1000078	P1000078-Stormwater Middelburg/Mhluzi W25 :WIP	-	500,000.00	500,000.00
Transfer from Operational Revenue	Whole of the Municipality		P1000129	P1000129-Replace Underwater Pressure Drill (560/...)	-	35,000.00	40,000.00
Transfer from Operational Revenue	Whole of the Municipality		P1000132	P1000132-Water Distr M/Burg Repl Old Water Meters :WIP	500,000.00	500,000.00	600,000.00
Transfer from Operational Revenue	Whole of the Municipality		P1000133	P1000133-Water Replace Water Meters Eskom Towns :WIP	300,000.00	300,000.00	50,000.00
Transfer from Operational Revenue	:Ward 10		P1000356	P1000356: Edge Beams- Primary/secondary Routes W10:WIP	-	-	400,000.00
Transfer from Operational Revenue	:Ward 3		P1000357	P1000357: Stormwater Hendrina W03:WIP	-	-	-
Transfer from Operational Revenue	:Ward 3		P1000357	P1000357: Stormwater Hendrina W03:WIP	600,000.00	600,000.00	800,000.00
Transfer from Operational Revenue	:Ward 8		P1000361	P1000361 :Rehabilitation of Roads Middelburg W 08:WIP	3,000,000.00	3,000,000.00	3,000,000.00
Transfer from Operational Revenue	Whole of the Municipality		P1100100	P1100100-Stormwater Presidentsrus :WIP	700,000.00	700,000.00	500,000.00

Transfer from Operational Revenue	:Region: Hendrina		P1100129	P1100129-New Equipment (542/...)	50,000.00	-	100,000.00
Transfer from Operational Revenue	Whole of the Municipality		P1100203	P1100203-Replace Redundant Equipment (550/...)	40,000.00	100,000.00	500,000.00
Transfer from Operational Revenue	Whole of the Municipality		P1100216	P1100216-Replace Plant & Equipment (560/...)	-	30,000.00	40,000.00
Transfer from Operational Revenue	:Ward 1		P1100221	P1100221: Subsurface Drainage Villages W01:WIP	-	-	-
Transfer from Operational Revenue	:Ward 1		P1100221	P1100221: Subsurface Drainage Villages W01:WIP	400,000.00	400,000.00	800,000.00
Transfer from Operational Revenue	:Ward 29		P1100222	P1100222: Roads Presidentsrus W29:WIP	-	2,000,000.00	2,500,000.00
Transfer from Operational Revenue	:Ward 29		P1100223	P1100223- Stormwater Presidentsrus W29: WIP	-	-	800,000.00
Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant	:Ward 8		P1200145	P1200145 - Roads & Stormwater W8 :WIP	-	-	-
Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant	:Ward 6		P1200146	P1200146 - Roads & Stormwater W6 :WIP	13,500,000.00	5,000,000.00	-
Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant	:Ward 2		P1200147	P1200147 - Roads & Stormwater W2 :WIP	10,000,000.00	5,000,000.00	-
Transfer from Operational Revenue	:Ward 11		P1400150	P1400150: Roads x 49 W11:WIP	2,000,000.00	3,500,000.00	2,000,000.00
Transfer from Operational Revenue	:Ward 11		P1400151	P1400151: Stormwater Middelburg x49 W11:WIP	2,500,000.00	2,500,000.00	2,000,000.00

Transfer from Operational Revenue	:Ward 14		P1600031	P1600031-Replace Kerb Inlets Middelburg/Mhluzi W14 :WIP	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P1600033	P1600033-Replacement Machinery & Equipment (540/...)	200,000.00	200,000.00	300,000.00
Transfer from Operational Revenue	:Ward 12		P1600072	P1600072-Replace Kerb Inlets Middelburg/Mhluzi W12 :WIP	-	-	-
Transfer from Operational Revenue	:Ward 14		P1600073	P1600073-Replace Kerb Inlets Middelburg/Mhluzi W14 :WIP	-	-	-
Transfer from Operational Revenue	:Ward 20		P1600074	P1600074-Replace Kerb Inlets Middelburg/Mhluzi W20 :WIP	-	-	-
Transfer from Operational Revenue	:Ward 23		P1600075	P1600075-Replace Kerb Inlets Middelburg/Mhluzi W23 :WIP	-	-20,000.00	-
Transfer from Operational Revenue	:Ward 24		P1600076	P1600076-Replace Kerb Inlets Middelburg/Mhluzi W24 :WIP	400,000.00	-	400,000.00
Transfer from Operational Revenue	:Ward 13		P1600078	P1600078-Replace Kerb Inlets Middelburg/Mhluzi W13 :WIP	-	40,000.00	-
Transfer from Operational Revenue	:Ward 5		P1600110	P1600110 :Replace Kerb Inlets Eskom Towns W05:WIP	250,000.00	250,000.00	300,000.00
Transfer from Operational Revenue	:Ward 22		P1600114	P1600114 :Replace Kerb Inlets Middelburg W22:WIP	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P1800078	P1800078-Outfall Sewer Lines Mall &German Dev :WIP	-	-	-
Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant	:Ward 21		P1800086	P1800086-Stormwater Mhluzi W21:WIP	-	-	-
Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant	:Ward 21		P1800086	P1800086-Stormwater Mhluzi W21:WIP	2,969,600.00	1,000,000.00	-

Transfer from Operational Revenue	:Ward 17		P1800108	P1800108-New water connection RDP Newtown W17: 560	-	-	70,000.00
Transfer from Operational Revenue	:Ward 25		P1900044	P1900044 Stormwater Middelburg/Mhluzi W25 :WIP	-	-	-
Transfer from Operational Revenue	:Ward 25		P1900044	P1900044 Stormwater Middelburg/Mhluzi W25 :WIP	400,000.00	1,400,000.00	2,000,000.00
Transfer from Operational Revenue	:Ward 19		P1900097	P1900097: Stormwater Middelburg/Mhluzi W19:WIP	-	-	-
Transfer from Operational Revenue	:Ward 19		P1900097	P1900097: Stormwater Middelburg/Mhluzi W19:WIP	500,000.00	1,500,000.00	1,600,000.00
Transfer from Operational Revenue	:Ward 12		P1900163	P1900163: Replace Equipment kruger Dam WTP W12: 563	1,000,000.00	500,000.00	620,000.00
Transfer from Operational Revenue	:Ward 21		P1900174	P1900174: Sewer Network X23 Node D W21:WIP	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2000010	P2000010: Safety Equipment (Alarms & Emergency doors): 563	-	500,000.00	500,000.00
Transfer from Operational Revenue	Whole of the Municipality		P2000013	P2000013: Safety Equipment (Alarms & Emergency doors): 547	-	-	-
Borrowing:Non-current:Annuity Loans:Banks:Unspecified:External Borrowings	:Ward 23		P2000028	P2000028: New water network: Mhluzi ext 2: 560 WIP	-	-	-
Transfer from Operational Revenue	:Ward 10		P2000033	P2000033: Replace steel pipes M'burg dam /RMB reservoir: 564	-	-	5,000,000.00
Transfer from Operational Revenue	Whole of the Municipality		P2000044	P2000044: Traffic Signals Control & Synchronization:WIP	1,200,000.00	500,000.00	200,000.00
Transfer from Operational Revenue	:Ward 16		P2000069	P2000069: Subsurface Drains Mhluzi/Middelburg W16:WIP	-	-	-
Transfer from Operational Revenue	:Ward 16		P2000069	P2000069: Subsurface Drains Mhluzi/Middelburg W16:WIP	800,000.00	800,000.00	1,200,000.00

Borrowing:Non-current:Annuity Loans:Banks:Unspecified:External Borrowings	:Ward 17		P2000115	P2000115: Bulk Sewer & Collection Network Den North W17:WIP	7,000,000.00	-	-
Transfer from Operational Revenue	:Ward 27		P2000121	P2000121: Roads Mhluzi ext 5 W27:WIP	-	5,000,000.00	5,500,000.00
Transfer from Operational Revenue	Whole of the Municipality		P2000122	P2000122: Upgrade Dr Mandela Drive:WIP	-	20,000,000.00	20,000,000.00
Transfer from Operational Revenue	:Ward 26		P2000137	P2000137: Stormwater Dr Beyers Naude Drive W26:WIP	-	-	-
Transfer from Operational Revenue	:Ward 26		P2000137	P2000137: Stormwater Dr Beyers Naude Drive W26:WIP	3,000,000.00	1,000,000.00	1,000,000.00
Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P2000148	P2000148: Safety Equipment (Alarms & Emergency Doors): 561	-	600,000.00	800,000.00
Transfer from Operational Revenue	:Ward 25		P2000154	P2000154: Subsurface Drains Mhluzi/Middelburg W25:WIP	-	-	-
Transfer from Operational Revenue	:Ward 25		P2000154	P2000154: Subsurface Drains Mhluzi/Middelburg W25:WIP	-	-	-
Transfer from Operational Revenue	:Ward 17		P2000164	P2000164: Sewer Reticulation Newtown W17: 550 WIP	-	-	-
Borrowing:Non-current:Annuity Loans:Banks:Unspecified:External Borrowings	:Ward 14		P2000181	P2000181:Replace old water pipelines Middelbu/Mhl W14:WIP	7,000,000.00	-	-
Transfer from Operational Revenue	:Ward 6		P2100039	P2100039: New sewer network : Rockdale W 06:WIP	-	-	-
Transfer from Operational Revenue	:Ward 6		P2100041	P2100041: Water Network Rockdale W06:WIP	5,000,000.00	-	-
Borrowing:Non-current:Annuity Loans:Banks:Unspecified:External Borrowings	:Ward 17		P2100051	P2100051: Replace old water network Middelburg/Mhl W17:WIP	-	-	-

Borrowing:Non-current:Annuity Loans:Banks:Unspecified:External Borrowings	:Ward 15		P2100052	P2100052: Replace old water network Middelburg/Mhl W15:WIP	5,000,000.00	7,000,000.00	5,000,000.00
Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant	:Ward 17		P2100055	P2100055: Roads & Stormwater W17 :WIP	10,000,000.00	4,000,000.00	-
Transfers and Subsidies:Monetary Allocations:National Government:Regional Bulk Infrastructure Grant	Whole of the Municipality		P2100058	P2100058: Refurbishment and Upgrading of Vaalbank WTW: 561	145,000,000.00	70,000,000.00	45,000,000.00
Transfer from Operational Revenue	:Ward 17		P2100062	P2100062: Replace Boskrans WWTW Ekiupment:W17: WIP	9,000,000.00	9,000,000.00	6,000,000.00
Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant	:Ward 23		P2200031	P2200031: New Sewer Network Mhluzi W23: 550:WIP	-	11,951,600.00	-
Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant	:Ward 6		P2200032	P2200032: New Sewer network : Rockdale W06: 550:WIP	5,000,000.00	5,000,000.00	4,153,600.00
Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant	:Ward 17		P2200033	P2200033: Sewer Reticulation Newtown W17: WIP	-	-	-
Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant	:Ward 17		P2200034	P2200034: Bulk Sewer & Collection Network Den North W17: WIP	-	3,475,800.00	-

Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant	:Ward 8		P2200035	P2200035: Replace Middelburg Reservoir Ext24 W08	-	-	-
Transfer from Operational Revenue	:Ward 24		P2200072	P2200072: Roads Middelburg Reseal Roads M/burg W24 :WIP	500,000.00	1,000,000.00	1,000,000.00
Transfer from Operational Revenue	:Ward 19		P2200075	P2200075: Roads Middelburg Reseal Roads M/burg W19 :WIP	500,000.00	1,000,000.00	1,000,000.00
Transfer from Operational Revenue	:Ward 26		P2200076	P2200076: Roads Middelburg Reseal Roads M/burg W26 :WIP	500,000.00	1,000,000.00	1,000,000.00
Transfer from Operational Revenue	:Ward 26		P2200077	P2200077: Paving & Kerbs of pathways/passages W26:WIP	100,000.00	-	-
Transfer from Operational Revenue	:Ward 25		P2200078	P2200078: Paving & Kerbs of pathways/passages W25:WIP	200,000.00	300,000.00	250,000.00
Transfer from Operational Revenue	:Ward 24		P2200079	P2200079: Paving & Kerbs of pathways/passages W24:WIP	200,000.00	300,000.00	250,000.00
Transfer from Operational Revenue	:Ward 23		P2200080	P2200080: Paving & Kerbs of pathways/passages W23:WIP	200,000.00	300,000.00	250,000.00
Transfer from Operational Revenue	:Ward 28		P2200081	P2200081: Roads Malope W28:WIP	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2200082	P2200082: Traffic calming measures: 540	150,000.00	150,000.00	300,000.00
Transfer from Operational Revenue	:Ward 5		P2200089	P2200089: Replace waterline VillagesW5: WIP	-	-	-
Borrowing:Non-current:Annuity Loans:Banks:Unspecified:External Borrowings	:Ward 16		P2200090	P2200090: Replaceold water network Midd/Mhl	8,000,000.00	7,000,000.00	5,000,000.00

Borrowing:Non-current:Annuity Loans:Banks:Unspecified:External Borrowings	:Ward 3		P2200091	P2200091: Replace old water network Hendrina W3: WIP	3,000,000.00	-	-
Transfer from Operational Revenue	:Ward 2		P2200092	P2200092: Replace Equipment Kwaza WTP W2: WIP	500,000.00	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2200093	P2200093: Bulk line supply valves&fire hydrants Kwa/Hen: WIP	300,000.00	300,000.00	-
Transfer from Operational Revenue	Whole of the Municipality		P2200094	P2200094: Bulk line supply valves&fire hydrants Village: WIP	300,000.00	300,000.00	-
Transfer from Operational Revenue	:Ward 12		P2200096	P2200096: Bulk water line Aerorand South W12: WIP	-	-	4,000,000.00
Transfer from Operational Revenue	:Ward 3		P2200097	P2200097:Upgrade Bulk waterline Pullenshope to Hen W3: WIP	-	10,000,000.00	8,000,000.00
Transfer from Operational Revenue	:Ward 8		P2200098	P2200098: Upgrade bulk line Vaalbank to Nasaret rese W8: WIP	-	-	-
Borrowing:Non-current:Annuity Loans:Banks:Unspecified:External Borrowings	Whole of the Municipality		P2200099	P2200099: Refurbishment and Upgrading of Vaalbank : WIP	-	-	-
Transfer from Operational Revenue	:Ward 6		P2200124	P2200124: Roads & Stormwater W06: WIP	-	-	10,000,000.00
Borrowing:Non-current:Annuity and Bullet Loans:Banks:Unspecified:External Borrowings	:Ward 6		P2200125	P2200125: New sewer network: Rockdale W06: WIP	-	-	-
Transfer from Operational Revenue	:Ward 1		P2200137	P2200137: Replace Fence at Kwaza waste water treat : W1: WIP	-	2,000,000.00	-

Transfer from Operational Revenue	:Ward 17		P2200138	P2200138: Replace fence at Extension 7 pump station: W17:WIP	-	-	-
Transfer from Operational Revenue	:Ward 3		P2200139	P2200139: Replace fence at Hendrinawater works: W3:WIP	-	-	-
Transfer from Operational Revenue	:Ward 4		P2200141	P2200141: Replace fence at Komati waste treatment: W4: WIP	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2200142	P2200142: Construction of Restroom and ablution facility: WIP	-	-	-
Transfer from Operational Revenue	:Ward 6		P2200143	P2200143: Construct N4 and Rockdale Retaining Wall: W6: WIP	-	-	-
Transfer from Operational Revenue	:Ward 6		P2200144	P2200144: Roads Middelburg Reseal Roads M/bug W6 :WIP	500,000.00	1,000,000.00	1,000,000.00
Transfer from Operational Revenue	:Ward 27		P2200145	P2200145: Roads Middelburg Reseal Roads M/bug W27:WIP	500,000.00	1,000,000.00	1,000,000.00
Transfer from Operational Revenue	Whole of the Municipality		P2200146	P2200146: Supply and install Generator at Vaalbank WTW: 561	-	16,000,000.00	-
Borrowing:Non-current:Annuity and Bullet Loans:Banks:Unspecified:External Borrowings	:Ward 6		P2200147	P2200147: Water Network Rockdale W06:WIP	-	-	-
Borrowing:Non-current:Annuity and Bullet Loans:Banks:Unspecified:External Borrowings	:Ward 17		P2200148	P2200148: Water Reticulation Newtown W17: WIP	-	500,000.00	5,000,000.00
Transfer from Operational Revenue	:Ward 11		P2200157	P2200157: Construction of Guard House Vaalbank WTW: 311	-	-	-
Transfer from Operational Revenue	:Ward 12		P2200159	P2200159: Construction of Guard-house at Krugersdam: 311	-	150,000.00	-

Transfer from Operational Revenue	:Ward 17		P2200168	P2200168: Waste WaterTest Well Boskrans WWTW: W17: WIP	200,000.00	-	-
Transfer from Operational Revenue	:Ward 3		P2200169	P2200169: Waste WaterTest Well Kwaza WWTW: W03: WIP	200,000.00	-	-
Transfer from Operational Revenue		15	15	P2300001	Fence John Magagula	1,000,000.00	-
Transfer from Operational Revenue		2	2	P2300002	Replace old sewerline Hendrina Kwaza	2,000,000.00	-
Transfer from Operational Revenue				P2300003	New water connections	2,000,000.00	2,000,000
Transfer from Operational Revenue		7	7	P2300004	upgarde boreholes	1,000,000.00	500,000
Transfers and Subsidies:Monetary Allocations:National Government:Water Services Infrastructure Grant	:Ward 12			P2300005	P2000037: Upgrade Vliegveld Reservoir Complex W12:WIP	22,000,000.00	20,000,000.00
Transfers and Subsidies:Monetary Allocations:National Government:Water Services Infrastructure Grant				P2300006	P1600113 :New Storage Reservoir in Pullenshope:WIP	13,000,000.00	-
Transfers and Subsidies:Monetary Allocations:National Government:Water Services Infrastructure Grant				P2300007	Refurb Boskrans WWTW: W: WIP	-	25,000,000.00
Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant				P2300008	P1400150: Roads x 49 W11:WIP	13,903,200.00	7,823,840.00
Borrowing:Non-current:Annuity Loans:Banks:Unspecif	:Ward 8			P2300009	P2200098: Upgrade bulk line Vaalbank to Nasaret rese W8: WIP	10,000,000.00	10,000,000.00

ied:External Borrowings							
Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant	:Ward 23		P2300010	P2000028: New water network: Mhluzi ext 2: 560 WIP	-	3,475,800.00	-
Transfer from Operational Revenue	:Ward 13		P0008071	P0008071- LV Replace Meter Kiosk W13 :WIP	200,000.00	200,000	200,000
Transfer from Operational Revenue	Whole of the Municipality		P0008189	P0008189 - LV Electrical Connections Prepaid :WIP	1,838,245.00	1,948,540	1,000,000
Transfer from Operational Revenue	Whole of the Municipality		P0008275	P0008275-Electrical Connections Bulk :WIP	500,000.00	500,000	100,000
Transfer from Operational Revenue	:Ward 13		P0008353	P0008353- LV Replace LT Overhead Lines W13: WIP	-	-	1,500,000
Transfer from Operational Revenue	:Ward 22		P0008360	P0008360 - LV Upgrade Existing High Masts W22 (731)WIP	-	-	300,000
Transfer from Operational Revenue	:Ward 20		P0008361	P0008361 - LV Upgrade Existing High Masts W20 (731)WIP	350,000.00	-	350,000
Transfer from Operational Revenue	:Ward 19		P0008362	P0008362 - LV Upgrade Existing High Masts W19 (731)WIP	-	-	300,000
Transfer from Operational Revenue	:Ward 2		P0008363	P0008363 - LV Upgrade Existing High Masts W2 (731)WIP	-	-	-
Transfer from Operational Revenue	:Ward 13		P0008376	P0008376 - MV Replace Mini Substations W13 :WIP	-	-	500,000
Transfer from Operational Revenue	:Ward 12		P0008377	P0008377 - MV Replace Mini Substations W12 :WIP	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P0008382	P0008382 - LV Electrical Connections Bulk Whole Mun:WIP	100,000.00	100,000	100,000

Transfer from Operational Revenue	Whole of the Municipality		P1000277	P1000277-Replace Furniture & Equipment (700/...)	20,000.00	15,000	-
Transfer from Operational Revenue	Whole of the Municipality		P1000278	P1000278-Fencing Outdoor Equipmen: WIP	120,000.00	120,000	-
Transfer from Operational Revenue	:Ward 11		P1000359	P1000359: Fencing Outdoor Equipment W11:WIP	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P1100174	P1100174-Replace Equipment (700/...)	260,000.00	265,000	-
Transfer from Operational Revenue	Whole of the Municipality		P1200100	P1200100-LV Networks Replace Stolen Services :WIP	100,000.00	100,000	100,000
Transfer from Operational Revenue	:Ward 12		P1200120	P1200120 - MV Replace Cables W12 :WIP	-	1,000,000	500,000
Transfer from Operational Revenue	:Ward 27		P1300094	P1300094 LV Network Electrification Newtown W27: WIP	-	-	1,300,000
Transfer from Operational Revenue	:Ward 18		P1400024	P1400024 - LV Mhluzi Cables W18 :WIP	-	1,000,000	1,000,000
Transfer from Operational Revenue	Whole of the Municipality		P1400025	P1400025-Replace 88KV Cable :WIP	26,600,000.00	20,863,811	20,000,000
Transfer from Operational Revenue	:Ward 29		P1400145	P1400145: Upgrade Doornkop (Piet Tlou) Substation W29:WIP	14,000,000.00	-	-
Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant	:Ward 6		P1400147	P1400147: Highmast in Rockdale W 06: 731WIP	-	1,000,000	-
Transfer from Operational Revenue	Whole of the Municipality		P1600063	P1600063-Replace Stolen Services (Streetlights) (700/...)	100,000.00	100,000	100,000
Transfer from Operational Revenue	Whole of the Municipality		P1700053	P1700053 - MV Replace Faulty Equipment (700/...)	1,500,000.00	-	-

Transfer from Operational Revenue	:Ward 6		P1800081	P1800081-Rockdale North LV Electrification C/F) W6 :WIP	-	-	-
Transfers and Subsidies:Monetary Allocations:National Government:Integrated National Electrification Programme Grant	:Ward 3		P2000004	P2000004: Kwazamokuhle Switching Station & Links W3:WIP	9,400,000.00	10,000,000	-
Transfer from Operational Revenue	:Ward 3		P2000118	P2000118: MV Switching Station Kwazamokuhle W03:WIP	-	-	-
Transfers and Subsidies:Monetary Allocations:National Government:Integrated National Electrification Programme Grant	:Ward 8		P2000133	P2000133: LV Networks Electrification Rondebosch W8: WIP	-	-	-
Transfers and Subsidies:Monetary Allocations:National Government:Integrated National Electrification Programme Grant	:Ward 2		P2000140	P2000140: LV Networks Electrification Kwaza W2: WIP	-	-	-
Borrowing:Non-current:Annuity Loans:Banks:Unspecified:External Borrowings	:Region: Middelburg		P2000183	P2000183: HV Substation New intake Mhluzi (700):WIP	-	-	-
Transfer from Operational Revenue	:Ward 14		P2100028	P2100028: MV network Node D Electrification W14:WIP	-	-	-
Transfer from Operational Revenue	:Ward 14		P2100030	P2100030: LV Electrification of Node D W14:WIP	-	-	-
Transfer from Operational Revenue	:Ward 17		P2100032	P2100032: LV Electrification of Dennesig W17:WIP	-	1,064,621	-
Transfer from Operational Revenue	:Ward 23		P2100033	P2100033: MV Electrification Mhluzi Ext.2 Industrial W23:WIP	-	1,176,152	-

Transfer from Operational Revenue	:Ward 23		P2100034	P2100034: LV Electrification of Mhluzi Ext2 IndustrialW23:WI	-	851,699	-
Transfer from Operational Revenue	Whole of the Municipality		P2100037	P2100037: Rondebosch Switching station & Links :WIP	-	-	-
Transfer from Operational Revenue	:Ward 6		P2100038	P2100038: MV Electrification Rockdale North W06:WIP	-	-	-
Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant	:Ward 3		P2200100	P2200100:LV Highmasts Low income areas W3: WIP	1,740,000.00	1,920,000	-
Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant	:Ward 9		P2200101	P2200101: LV Highmasts Low income areas W9: WIP	3,480,000.00	2,560,000	-
Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant	:Ward 6		P2200102	P2200102: LV Highmasts Low income areas W6: WIP	-	900,000	900,000
Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant	:Ward 8		P2200103	P2200103: LV Highmasts Low income areas W8: WIP	-	900,000	900,000
Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant	:Ward 4		P2200104	P2200104: LV Highmasts Low income areas W4: WIP	1,160,000.00	2,560,000	-

Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant	:Ward 17		P2200105	P2200105: LV Highmasts Low income areas W17: WIP	-	-	-
Transfer from Operational Revenue	:Ward 18		P2200106	P2200106: MV Mhluzi cable W18: WIP	-	-	-
Transfer from Operational Revenue	:Ward 8		P2200107	P2200107: LV Electrification of Rondebosch W8: WIP	-	-	-
Transfer from Operational Revenue	:Ward 3		P2200109	P2200109: MV Networks Kwaza Ext 9 Electrical W3: WIP	1,500,000.00	1,500,000	-
Transfer from Operational Revenue	:Ward 15		P2200110	P2200110: Replace MV Cable from Rioolpomp to Karee W15: WIP	-	-	-
Transfer from Operational Revenue	:Ward 13		P2200111	P2200111: Replace MV Cable from Rioolpomp to Meyer W13: WIP	-	-	-
Transfer from Operational Revenue	:Ward 12		P2200112	P2200112: Replace MV Cable from Robertson to Sondagsrivi:WIP	-	-	-
Borrowing:Non-current:Annuity and Bullet Loans:Banks:Unspecified:External Borrowings	Whole of the Municipality		P2200113	P2200113:Replace MV Cable fr New Mhl Intake to Mhl main: WIP	-	-	-
Borrowing:Non-current:Annuity and Bullet Loans:Banks:Unspecified:External Borrowings	:Ward 22		P2200114	P2200114: Repla MV Cable from Mhl Intake to Mandela W22: WIP	-	-	-
Transfer from Operational Revenue	:Ward 13		P2200116	P2200116: Replace MV Cable from Lang to Epanema W13: WIP	-	-	-
Borrowing:Non-current:Annuity and Bullet Loans:Banks:Unspecified	:Ward 21		P2200117	P2200117: Replace MV Cable from Mhluzi Main to MS/MO W21:WIP	-	-	-

ied:External Borrowings							
Transfer from Operational Revenue	:Ward 14		P2200118	P2200118: Re-construction of Node D Switch sta Mhlu W14: WIP	-	-	-
Transfers and Subsidies:Monetary Allocations:National Government:Integrated National Electrification Programme Grant	:Ward 8		P2200119	P2200119: MV Network Electrification Rondebosch W8: WIP	-	-	5,674,000
Transfers and Subsidies:Monetary Allocations:National Government:Integrated National Electrification Programme Grant	:Ward 6		P2200120	P2200120: LV Network Electrification Rockdale W6: WIP	-	-	-
Borrowing:Non-current:Annuity and Bullet Loans:Banks:Unspecified:External Borrowings	:Ward 22		P2200121	P2200121:MV Cable from New Mhluzi Intake to Newtown W22:WIP	-	-	-
Borrowing:Non-current:Annuity and Bullet Loans:Banks:Unspecified:External Borrowings	Whole of the Municipality		P2200122	P2200122: HV Network: 132kV Cable refurbishment: WIP	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2200123	P2200123: HV Testing equipment: 700	-	-	-
Transfer from Operational Revenue		17	P2300011	New Dennesig Switching Station	5,000,000.00	-	-
Transfer from Operational Revenue		11;12	P2300012	MV Replace Cables W11 and 12(700/...)	4,000,000.00	-	8,000,000

Transfers and Subsidies:Monetary Allocations:National Government:Integrated National Electrification Programme Grant		3	P2300013	MV Networks Electrification Kwazamokuhle W3: INEP	-	-	5,000,000
Borrowing:Non-current:Annuity and Bullet Loans:Banks:Unspecified:External Borrowings		22;16	P2300014	Provision of HV links between Sipres and Mhluzi 88kV substations	15,500,000.00	-	-
Borrowing:Non-current:Annuity and Bullet Loans:Banks:Unspecified:External Borrowings	:Ward 17		P2300015	LV Electrification of Dennesig W17:WIP	4,537,119.00	-	-
Transfer from Operational Revenue		12	New	New Aerorand Switching Station	-	-	-
Transfers and Subsidies:Monetary Allocations:National Government:Integrated National Electrification Programme Grant		10	New	P1900156: HV Substation Intake Rockdale/Rondebosch W08: 700	-	-	-
Transfer from Operational Revenue		13	New	W13-Upgrade lang S/station (700/...)	-	-	-
Transfer from Operational Revenue		11	P2300016	W11-Upgrade Verdoorn S/station (700/...)	-	-	32,000,000
Transfer from Operational Revenue		16	New	W16-Upgrade Sipres S/station (700/...)	-	-	-
Transfer from Operational Revenue		11	New	P1900013 HV Substation New Middelburg South intake W11(700)	-	-	-
Transfer from Operational Revenue		14	New	P0008170 -HV Subs Upgrade Gholfsig Substation W14 (700/...)	-	-	-

Transfer from Operational Revenue		11	P2300017	LV Replace LT Overhead Lines - W11 (700/...)	-	-	500,000
Transfer from Operational Revenue		3	P2300018	LT Overhead Lines Hendrina W03: 700	-	-	500,000
Transfers and Subsidies:Monetary Allocations:National Government:Integrated National Electrification Programme Grant		17	New	W17 LV Networks Electrification Newtown W17 (700/...)	-	-	-
Transfers and Subsidies:Monetary Allocations:National Government:Integrated National Electrification Programme Grant		10	New	New Dennesig Switching Station	-	-	-
Transfer from Operational Revenue		22;23;24	P2300019	New cable between Mhluzi Sub and Mandela switching station	-	9,000,000	-
Transfers and Subsidies:Monetary Allocations:National Government:Integrated National Electrification Programme Grant		10	New	MV Networks Electrification Kwazamokuhle W3: INEP	-	-	-
EEDSM		Whole	P2300020	Retrofit energy meters; Streetlight and Highmast fittings; W19;20;21;22;23;24;25;26;27;28;11;12;13;14;15;16;17;18;1;2;3;4;7;8;9;10	-	4,000,000	4,000,000
Transfers and Subsidies:Monetary Allocations:National Government:Integrated National Electrification Programme Grant	Whole of the Municipality	10	P2300021	Rondebosch Switching station & Links :WIP	5,000,000.00	5,000,000	5,000,000

Transfers and Subsidies:Monetary Allocations:National Government:Integrated National Electrification Programme Grant		10	New	Provision of HV links between Sipres and Mhluzi 88kV substations	-	-	-
Transfer from Operational Revenue			P2300022	Installation of the PV hybrid system for the server rooms	1,500,000.00	1,500,000	1,500,000
Transfer from Operational Revenue	Whole of the Municipality		P0008187	P0008187-Replace Polisher (161/...)	-	55,000.00	-
Transfer from Operational Revenue	Whole of the Municipality		P0900181	P0900181-Furniture & Office Equipment Halls (161/...)	440,000.00	-	-
Transfer from Operational Revenue	Whole of the Municipality		P1000205	P1000205-Replace Tools For Cleaning Buildings (555/...)	205,000.00	205,000.00	225,500.00
Transfer from Operational Revenue	:Ward 11		P1000358	P1000358: Alarm System Doornkop Hall W29:WIP	-	-	-
Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P1100056	P1100056-Update Offices Mechanical Workshop :WIP	2,180,000.00	4,730,000.00	-
Transfer from Operational Revenue	Whole of the Municipality		P1100194	P1100194-Extension Civic Centre::WIP	-	-	-

Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant	:Ward 8		P1400149	P1400149: New MPCC Rockdale W8:WIP	5,000,000.00	-	11,000,000.00
Transfer from Operational Revenue	:Ward 2		P1400153	P1400153: Taxi Rank At Hendrina W2:WIP	-	-	-
Transfer from Operational Revenue	:Region: Hendrina		P1900095	P1900095 Upgrade electrical workshop Hendrina: WIP	-	-	-
Transfer from Operational Revenue	:Ward 2		P1900155	P1900155: New MPCC Kwazamokuhle W02:WIP	5,200,000.00	-	-
Transfer from Operational Revenue	:Region: Hendrina		P2000008	P2000008: Safety Equipment (Alarms & Emergency doors): 154	1,000,000.00	-	-
Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P2000009	P2000009: Safety Equipment (Alarms & Emergency doors): 152	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2000010	P2000010: Safety Equipment (Alarms & Emergency doors): 563	-	300,000.00	500,000.00
Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P2000011	P2000011: Safety Equipment (Alarms & Emergency doors): 151	-	-	-

Transfer from Operational Revenue	Whole of the Municipality		P2000013	P2000013: Safety Equipment (Alarms & Emergency doors): 547	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2000016	P2000016: Safety Equipment (Alarms & Emergency doors): 555	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2000076	P2000076: Airconditioner at infrastructure offices: 152	-	-	150,000.00
Transfer from Operational Revenue	Whole of the Municipality		P2000127	P2000127: Develop of indoor gym & kiosk at Civic Centre:WIP	-	500,000.00	-
Transfer from Operational Revenue	:Ward 8		P2000128	P2000128: Replace windows and Roof at Nasaret Hall W8:WIP	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2000139	P2000139: Replace Roofing At Hendrina Offices:WIP	-	-	-
Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P2000148	P2000148: Safety Equipment (Alarms & Emergency Doors): 561	-	600,000.00	800,000.00
Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P2200126	P2200126: Replacement of lift: 150	1,200,000.00	-	-
Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P2200127	P2200127: Replace Air-conditioner at Council chamber: 150	800,000.00	-	-
Transfer from Operational Revenue	:Ward 12		P2200128	P2200128: Replacement of electrical stoves: 222	-	110,000.00	-
Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P2200130	P2200130: Replacement of Gate motors: 555	-	90,000.00	-

Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P2200131	P2200131: Construction of Covered Walk way Civic center: WIP	-	500,000.00	-
Transfer from Operational Revenue	:Ward 18		P2200132	P2200132: Replace of Aircon at the community Halls: W18: 161	-	-	300,000.00
Transfer from Operational Revenue	:Ward 10		P2200134	P2200134: Upgrading building Middelburg dam Entrance: 555 WIP	-	-	-
Transfer from Operational Revenue	:Ward 24		P2200135	P2200135: Replacement of Window frames at community Halls Adelaide Tambo	-	-	20,000.00
Transfer from Operational Revenue	Whole of the Municipality		P2200142	P2200142: Construction of Restroom and ablution facility: WIP	-	-	-
Transfer from Operational Revenue	:Ward 6		P2200143	P2200143: Construct N4 and Rockdale Retaining Wall: W6: WIP	-	-	-
Transfer from Operational Revenue	:Ward 18		P2200163	P2200163: Upgrade Eric Jiyane community hall: W18:WIP	-	-	-
Transfer from Operational Revenue	:Ward 10		P2200164	P2200164: Upgrade Eastdene community hall W10:WIP	-	-	-
Transfer from Operational Revenue	:Ward 10		P2200165	P2200165: Replace windows & roof Eastdene hall W10: WIP	-	-	-
Transfer from Operational Revenue		9	new	Installation of Back-up Generator at Somaphepha MPCC	-	-	-
Transfer from Operational Revenue		WARD 3	new	Installation of Back-up Generator at Kosmos	-	-	-

Transfer from Operational Revenue		2	new	Installation of Back-up Generator at Kwazamokuhle MPCC	-	-	-
Transfer from Operational Revenue		WARD 24	new	Construct suspended concrete floor slab at HEDC Offices	-	-	-
Transfer from Operational Revenue		WARD 13	P2300026	Design and Construct public ablution facility at Taxi Rank	500,000.00	-	-
Transfer from Operational Revenue		ADMIN	new	Replace carpet at Chamber Hendrina Offices	-	-	-
Transfer from Operational Revenue		WARD 10	new	Fence at Springbok Street	-	-	-
Transfer from Operational Revenue		WARD 10	new	Fence at N11 Route Hlalamnandi Retaining Wall	-	-	-
Transfer from Operational Revenue		WARD 3	new	New offices: Kosmos Hall	-	-	-
Transfer from Operational Revenue		MP313	new	Alternative water source: Borehole - 161	-	-	-
Transfer from Operational Revenue		ADMIN	new	Alternative water source: Borehole - 150	-	-	-
Transfer from Operational Revenue		ADMIN	new	Alternative water source: Borehole - 152	-	-	-
Transfer from Operational Revenue		ADMIN	new	Alternative water source: Borehole - 151	-	-	-

Transfer from Operational Revenue		ADMIN	new	Alternative water source: Borehole - 154	-	-	-
Transfer from Operational Revenue		WARD 24	P2300027	Alteration of Ngwako Street ablutions to Offices	1,500,000.00	-	-
Transfer from Operational Revenue		ADMIN	new	Lockable Car port - Hendrina	-	-	-
Transfer from Operational Revenue		24	new	Upgrade Adelaide Thambo MPCC	-	-	-
Transfer from Operational Revenue		WARD 16	new	Construction of new Taxi rank on the corner of Protea street and Sipres street with ablution facilities.	-	-	-
Transfer from Operational Revenue		WARD 27	new	Upgrade electrical infrastructure at HEDC	-	-	-
Transfer from Operational Revenue	:Ward 28		Electric	Electricity Generation Facilities	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P0900206	P0900206-New Roll-On Roll-Off Containers (420/...)	-	600,000.00	1,500,000.00
Transfer from Operational Revenue	Whole of the Municipality		P1000080	P1000080-Replace 1.75 Cub Meter Container (420/...)	500,000.00	-	-
Transfer from Operational Revenue	Whole of the Municipality		P1000289	P1000289-Replace Street Bins (420/...)	300,000.00	400,000.00	500,000.00
Transfer from Operational Revenue	Whole of the Municipality		P1200052	P1200052-New Skip Containers (420/...)	500,000.00	500,000.00	800,000.00
Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant	:Ward 28		P1600107	P1600107: Extend Middelbrg Landfill Site W28: WIP	2,500,000.00	-	-

Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant	Whole of the Municipality		P1800084	P1800084-New Landfill Site Middelburg :WIP	-	-	15,000,000.00
Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant	Whole of the Municipality		P1800085	P1800085- New Landfill site Hendrina WIP	-	-	20,000,000.00
Transfer from Operational Revenue	Whole of the Municipality		P1900140	P1900140: New Underground Containers (MOLOKS): 420	400,000.00	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2000064	P2000064: Purchase Two double Cabs	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2000070	P2000070: Establishment of Mini-Stations:WIP	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2000071	P2000071: Establishment of ramps for skips: 430	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2000116	P2000116: Purchase notice Boards: 405	200,000.00	200,000.00	200,000.00
Transfer from Operational Revenue	:Ward 28		P2000124	P2000124: Construct material recovery facility W28:WIP	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2000125	P2000125: Purchase of Notice Boards: 420	-	-	-
Transfer from Operational Revenue	:Ward 26		P2000138	P2000138: Pavement Of Buyback Centre W26:WIP	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2000147	P2000147: Construct Weighbridge office:WIP	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2000150	P2000150: Feasibility Study for Waste to Energy Project:WIP	-	-	-

Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P2200000	P2200000: Purchase New Furniture and office equipment: 420	150,000.00	200,000.00	-
Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P2200001	P2200001: Purchase of Aircon: 420	-	-	-
Transfer from Operational Revenue	:Region: Hendrina		P2200003	P2200003: Electricity connection in hendrina WTS: 430	-	-	-
Transfer from Operational Revenue	:Ward 11		P2200004	P2200004: Fencing at ext 49 Waste Transfer Station: 430	-	-	-
Transfer from Operational Revenue	:Ward 29		P2200005	P2200005: fencing at Doornkop Waste transfer Station: 430	600,000.00	-	-
Transfer from Operational Revenue	:Ward 7		P2200006	P2200006: Fencing at Reitkuil Waste Transfer station: 430	550,000.00	-	-
Transfer from Operational Revenue	:Ward 4		P2200007	P2200007: Fencing at Komati Waste transfer Station: 430	-	1,100,000.00	-
Transfer from Operational Revenue	:Ward 9		P2200008	P2200008: Fencing at Somaphepha waste transfer Station: 430	550,000.00	-550,000.00	-
Transfer from Operational Revenue	:Ward 11		P2200009	P2200009: Electricity connection in Middelburg DOC: 430	-	-	-
Transfer from Operational Revenue	:Ward 28		P2200010	P2200010: Water connection at Tokologo DOC: 430	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2200011	P2200011: Purchase of Buy back Containers: 420	500,000.00	600,000.00	800,000.00
Transfer from Operational Revenue	:Ward 11		P2200012	P2200012: Purchase jojo Tanks for WTS for Middelburg: 430	-	-	-
Transfer from Operational Revenue	:Ward 16		P2200013	P2200013: Purchase of Jojo tanks for WTS Dennisig: 430	-	-	-
Transfer from Operational Revenue	:Ward 4		P2200014	P2200014: Purchase of jojo tanks WTS komati: 430	-	-	-

Transfer from Operational Revenue	:Ward 7		P2200015	P2200015: Purchase of jojo tank for WTS at sikhululiwe: 430	-	-	-
Transfer from Operational Revenue	:Ward 29		P2200016	P2200016: Purchase of jojo tanks WTS Doornkop: 430	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2200153	P2200153: Purchase of Air Pollution Equipment: 405	500,000.00	500,000.00	-
Transfer from Operational Revenue		28	P2300032	fencing Middelburg landfill site: 430	4,000,000.00	-	-
Transfer from Operational Revenue		whole	P2300033	Vehicles steam washers	200,000.00	-	-
Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant	Whole of the Municipality		P2300034	P2000070: Establishment of Mini-Stations:WIP	4,000,000.00	5,000,000.00	6,000,000.00
Transfer from Operational Revenue	Whole of the Municipality		P0008345	P0008345- Refurbish Swimming Pool Kees Taljaard :WIP	-	2,000,000.00	-

CHAPTER 9. SMART CITY PROGRAMME

9.1. Introduction

Smart Cities generally have capabilities and also have the ability to use “Information and Communication Technologies (ICT’s) to merge all dimensions of smart utilities and other smart applications into concepts that bring together all the characteristics associated with organisational change, technological advancement, economic and social development and other dynamics of a modern city.

9.2. Smart City programme

Legislative Requirements

- National Road Traffic Act (Act 03/1996)
- Private Security Industry Registration Act 2001(Act No. 56/2001)
- Criminal Procedure Act, 51of 1977
- South African Police Service Act (Act 68 of 1995)
- BY-LAWS
- The Constitution
- National Archives Act
- SITA Amendment Act
- Municipal Service Act
- Telecommunication Act
- National Development Plan 2030
- Municipal Finance Management Act
- Telecommunications Amendment Act
- Protection of Personal Information Act
- The State Information Technology Act
- Promotion of Access to Information Act
- Protection of Government Information Act
- Electronic Communication and Transaction Act
- Independent Communication Authority of South Africa Act
- Municipal Corporate Governance Information Technology Policy Framework
- Regulation of Interception of Communications and Provision of Communication Related Information

The Smart city applies to and guides all urban development and planning to implement more efficient use of resources and more intelligent systems of decision-making and innovation. A Smart City of STLM will enable communities to improve the economy of the municipality's, infrastructures and utilities, the environment, living conditions.

The definition of the Smart City of STLM is: Smart City of STLM is a city that makes decisions and governs through technologically enhanced engagement with its citizens who have universal access to services and information where socio economic development and efficient service delivery is at its core.

The objective of this priority is to become a smart city, by providing services that are easy to access and use, while being efficient, responsive in an open and transparent way; and ensuring sustainability financially, environmentally and in quality service delivery.

1. The Smart city of STLM is envisaged to achieve the following outcomes:

- Enhanced institutionalised technological competency
- Increased service delivery efficiency and productivity
- Reinforced smart and effective service delivery which is maintained as a norm
- Augmented quality of the STLM's Information, Communication & Technology (ICT) systems and services to support and enhance citizens' active involvement and engagement
- Sustained provision of Municipal services to households utilising the broadband infrastructure.

2. Key outcomes:

- STLM as a technologically competent Institution.
- STLM as a Smart City with enhanced service efficiencies and productivity.
- Smart and effective service delivery maintained as the norm.
- Quality STLM information, communication & technology systems (ICT) and services to support and enhance citizen active involvement and engagement.
- Municipal services provided to households utilizing the broadband infrastructure.

The STLM broadband network will be a driver of growth and development, and will provide opportunities to solve socio-economic disparities/inequalities. Therefore, it will be a key strategic focus area to strengthen the capacity to build an effective and efficient ICT infrastructure, which will yield:

- Excellent management system/s
- Effective policies, and
- Streamline processes for effective decision-making and service delivery.

The Smart City approach will also support and enable many of the recently defined game changes of the municipality:

- **Public safety:** Inner-city surveillance will improve public safety, enhance monitoring, law enforcements, and coordinated response of emergencies/incidents;
- **Finance:** use of technology to help address some of the factors that lead to revenue enhancement (emailed statements, online vending) and other areas of income generation;
- **ICT Infrastructure:** proactive maintenance, enhancing the quality of services;

- Social services: provides affordable universal access - free public Wi-Fi in internet underserved areas, and increased usage in libraries, offer fee e-learning opportunities,
- **Economic Development:** stimulating digital economy- SMMEs, entrepreneurs and start-ups, and job seekers through public portals, expand access to services and convenience, including queue management solutions;
- **Town Planning:** smart city will create an environment whereby applications for land use and development and building plans can be submitted electronically in order to achieve paperless administration process and address the challenge on required storage space for big files. Circulation and commenting on applications will also done electronically.

9.3 Priority: Encourage innovation and efficiency through the Smart City Programme.

A key requirement in STLM's efforts of achieving 5% economic growth is that the town must set itself as an competitive destination for business, investments and talent, i.e. it must provide an attractive locational offering. For this reason, it is essential that the innovation and efficiency is allowed to thrive within the city, but also that the Municipality administrative processes are aligned with international technological standards that allows innovative approaches to service delivery. However, STLM faces the challenge that many of its residents' access to technology is limited. The municipality must achieve a balance between using technology to improve service delivery, while ensuring that residents with limited access to technology are not prejudiced in the process. This requires implementing smart systems within the Municipality's administration, while at the same time expanding access to information technology systems and maintaining more traditional methods of interaction between the municipality and residents where necessary.

1. Programme 1: Smart access

In order to address inequality in access to technology, the municipality will continue its efforts of providing free Wi-Fi access at all municipal-owned and managed facilities, townships and informal settlements.

Provision of access to Municipal Services and integration with other business, government and private individuals. These will enable citizens to virtually access the service offering within MP313 area, by providing directory services and one stop access to the services in and around MP313. A list of business, areas of interest, NOPs, education, entertainment, recreational, sports, activities, culture, tourism etc.

Provision of online services such say online secure payments, application for services, submitting objections, vacancy applications, e-tendering, ability to check RDP houses status, complaints management, comments and inputs (budget, IDP, By Laws etc.), objections, etc.

Kiosks at STLM service points with internet access.

Vending of services such as electricity and other feasible services.

2. Programme 2: Smart safety: The Municipality has established Public Safety Surveillance which is operating in order to:

- Comprehensive coverage of Inner City streets by closed circuit television cameras (CCTV) adds significantly to the ability of law enforcement agencies to combat crime and bolsters public perception of safety and security.

- Gather data from various technological sources such as CCTV cameras, sensors and existing data flows;
- Deploy response teams faster based on the data analysis; and
- Traffic lights automatic control to enhance safety of drivers when there are no vehicles through installation of sensors and high risk traffic lights and other identified traffic for free traffic flow and fuel efficiency and time effectiveness. Ability to automatically report malfunctioning traffic lights.

3. Programme 3: A smart institution delivering smart services

Service delivery will be addressed by a smart institution in the following ways:

- Basic service delivery: smart electricity and water metering infrastructure will be rolled out to enable users and customers to be active participants in energy efficiency, improve billing and subsequently improve the City's revenue-generation efforts.
- Traffic management: smart technology has the potential to address the traffic fines through the Traffic Fine Management System of the municipality.
- Resident interaction: Residents must be able to participate in surveys, file service delivery complaints online, get status updates on complaints and be informed of real-time developments within the city on the municipality's online platform.
- Citizen empowered to view their prepaid meter consumption on their mobile internet enable devices and ability to load electricity and ability to scan water meter readings.
- Smart street lighting. Ability of the streets to automatically report faults. Be able to report electric consumption.
- Energy efficiency where the streets lights will use efficient technology that conserve energy and are able to measure energy usage.
- Water harvesting and conservation. Use of steam water instead of running water I the bathrooms to wash hands. Use of pressure to flush toilets instead of running water. By laws on water conservation technology. Rain water harvesting, purification and storage. Rain water usage for all STLM plants.
- Enforcement of SANS 10400-XA of National Building Regulations and Green Buildings Guidelines on evaluation of buildings plans in order to achieve the following:
 - XA1 – buildings are to use energy efficiently and reduce greenhouse gas emissions in accordance with a set of requirements.
 - XA2 – not more than 50% of the annual volume of domestic hot water should be supplied by means of electrical resistance heating, i.e. 50% or more of the hot water used must be heated by energy sources other than electricity.

- XA3 – compliance with the XA1 Regulations must be achieved by one of three methods. If practitioners build in accordance with SANS 10400–XA, the buildings will be ‘deemed to comply’ with National Building Regulation XA1.

The requirements at a glance

- Site orientation
- Building orientation
- Building Design
- Building Sealing
- Services
- Ventilation and Air Conditioning.

The standard refers to climatic zones throughout

- Incentives for using solar energy and other energy sources. Use of solar energy and other energy sources at STLM buildings.
- Waste management through on premises waste separation. Use of waste to generate energy.

4. Programme 4: Public Access to internet in libraries

Public Access to Internet in Libraries was started by the Community Development department to respond to a need to provide an ICT platform to communities, in particular, learners to easily access information using the Internet as the key technology to deliver the service. The aim is to provide portals that can be accessed for free and users will be able to interact with the global community.

The objectives include:

- Support learning – schools;
- Meeting community needs through technology;
- Create a platform for youth to access job opportunities;
- Provide career information.

5. Programme 5: Facilitate the growth and development of new and existing Information and Communication Technology (ICT) businesses.

- Improve the marketability of STLM as a destination (toward attracting Investment).
- Increase and accelerate access to the benefits of Internet based communication and to achieve digital inclusion.
- Reduce the costs of government and improve service delivery.
- To increase the competitiveness of business.

Technological innovations:

- Paperless Municipality.
- Use technology to process transactions.

- Use of scanners to digitise paper and use digital signature (pen and stylus).
- Electronic asset management and movement control. Automated access control.
- Electronic procurement and leave management.
- Digital noticeboards.
- Virtual access and office.
- Systems integration and SMART reporting.
- Audio visual at STLM boardrooms (desk voting, tele conferencing and video conferencing).
- Queuing systems (SARS or Capitec queuing model).
- Automatic parking system with sensors.
- Digital advertising.

Figure : The smart city future



Current Smart initiatives at STLM

- CCTV Surveillance
- Water Level Management.
- Water Quality System.
- Geographical Information System.
- Municipal Wireless WAN.

- Traffic Fine Management System.
- Document Management System.
- Call Center Management System.
- Digital noticeboards.
- Electronic vending

9.4. Strategies, objectives and projects

Smart City Programme

Public Safety		
Strategic Objective: Facilitate for the creation of a safe, secured, informed and healthy environment for the community		
Performance Objectives	Strategies	Possible Project/ Activities
Enhance safety and security at all municipal buildings, facilities and CBD area	<p>Implement security measures</p> <p>Implementation of security measures in all municipal properties and within the CBD</p>	<ul style="list-style-type: none"> - Merge capabilities of Traffic Management Solution - Installation of digital monitoring systems - Provision of CCTV cameras - Provision of biometric controlled access to select entrances
Improve service delivery and access to municipal services	<p>Encourage the adoption of service standards and measures of performance across the municipality</p> <p>Develop a comprehensive customer care strategy/policy</p>	<ul style="list-style-type: none"> - Implement a unified call centre and Customer Relationship Management (CRM) platform - Improve call logging and compare performance against SLA

Strategic Objective: Plan and develop integrated and sustainable human settlements and rural area		
Performance Objectives	Strategies	Possible Project/ Activities
Spatial Transformation	<p>Develop CBD Precinct Plans</p> <p>Enforcement of NBR on energy efficiency and Green Building Guidelines</p> <p>Develop Urban Design guidelines that are smart city oriented</p> <p>Improve GIS capabilities</p>	<ul style="list-style-type: none"> - Ensure that new buildings demonstrate energy efficiency initiatives - Develop policy on Density and Compaction of urban areas. - Enforcement of Problematic Buildings By-law. - Upgrade current system and enable web access

Public Access to internet in libraries		
Strategic Objective: To formalize organize and professionally control the Cultural Creative Industry		
Performance Objectives	Strategies	Possible Project/ Activities
Increase technological development at libraries	Maintain a responsive and user friendly information system in all libraries	<ul style="list-style-type: none"> - Free internet access for the community - Provide online catalogue for the library users - Include Mzansi online in all municipal libraries

Information, Communication and Technology		
Strategic Objectives: Sustain good corporate governance through effective and accountable clean administration		
Performance Objectives	Strategies	Possible Project/ Activities
Upgrading of the ICT network infrastructure and software assets. Maintain ICT Operations Continuity. Provision of enough storage capacity, connection capacity and ICT systems availability. To ensure ICT equipment and services are provided	Provide ICT Equipment. Improve ICT infrastructure, Interconnections and VOIP. To continuously review business continuity plan Upgrading of software as required. Improve overall security Improve capabilities of existing infrastructure/devices	<ul style="list-style-type: none"> - Procurement of additional and replacement of VOIP phones and equipment. - Airdown blower backbone infrastructure and VOIP - Procurement of virtual call manager. - Testing of DRP. - Procurement of SAN for increasing electronic information storage capacity. - Establishment of tertiary disaster recovery site. - Implement penetration testing and vulnerability assessment - Roll out of optic fibre for broadband access and speed. - Procurement of ICT equipment 2 way radios and new server and computer system - Procurement of ICT tools (watt meter, volt meters, ladders, range set, etc.) - Procurement of memory.
.	Draft new policies/strategies and review/improve existing ones	Reviewal of firewall configurations, antivirus and antispymware on emails. Security upgraded server rooms. Continuously upgrade Internet & email facilities. Adoption of CGICTPF.

		Approval of ICT Policies.
		Development of a replication site or enter into a hosted services contract.
	Avail necessary communication tools.	Maintain regular updates and availability.
To equip the organization in order to enhance service delivery	Tools of trade	<ul style="list-style-type: none"> - Radio communication links and towers to increase connection speed. - Printers, laptops, furniture and office equipment, scanners, projectors and screens, UPS - Move to green technologies like solar energy and increase usage of low power devices - Develop and Implement Smart City Projects

Projects related to the Smart City programmes are aligned to the relevant Key Performance Areas.

CHAPTER 10. SPATIAL PLANNING AND COMMUNITY DEVELOPMENT

To create an inclusive and compact spatial form that supports the economic positioning of STLM and the transition towards a green and smart industrial city

1.1. Introduction

This section outlines how the municipality strive to integrated issues of planning planning and community development.

1.2. Spatial Planning

Spatial planning can be described as largely public-sector-led collection of activities to influence the future spatial distribution of activities, to enhance the integration between different sectors, to create a more rational territorial organization of land uses including the linkages between them, to balance demands for development with the need to protect the environment, and to achieve social and economic objectives. Therefore, spatial planning is regarded a key instrument for establishing long-term sustainable frameworks for social, environmental and economic development and thus relates to the concept of smart city.

The spatial planning and land use management functions are regulated within a framework, which is guided, amongst others, by the following pieces of legislation, policies, and strategic plans:

- Spatial Planning and Land Use Management Act No. 16 of 2013;
- Spatial Planning and Land Use Management By-law, 2016;
- National Building Regulations and Building Standards Act No. 103 of 1977;
- Town Planning and Townships Ordinance No. 15 of 1986;
- Steve Tshwete Land Use Scheme,2019;
- Municipal Spatial Development Framework (MSDF)
- National Environmental Management Act No. 107 of 1998
- Heritage Resources Act No.25 of 1999
- Middelburg CBD, Mhluzi, Hendrina and Kwazamokuhle Precinct Plans
- Problem Building By-laws, 2018
- Steve Tshwete Outdoor Advertising By-law, 2013.

In as far as integrated and sustainable human settlement planning is concerned, the municipality is faced with some challenges of fragmented and low density small villages that were developed to provide accommodation mines and coal power station workers some years back. This has led to the

formation of smaller settlement nodes with good infrastructure, but spatially segregated and located far from the main economic activity centres. The mushrooming of informal settlements and increase of backyard dwellers are as a result of people migrating from rural areas and other parts of the country to Mhluzi, Middelburg, Hendrina and Kwazamokuhle urban areas in search of job opportunities and better life. The Steve Tshwete Municipality has been declared as one of the fast growing mining towns with the population growth rate of about 4, 4%, which exponentially increases the demand for basic services, business, industrial, residential and institutional, stands and land for cemeteries.

The economy in the municipality is dependent mostly on mining and coal generation, manufacturing and agriculture. Due to weak enforcement of environmental laws, mining activities have destroyed valuable agricultural land and contaminated streams. Also, the power stations and certain industries massively contribute to air pollution.

10.2.1. Measures put in place to address some of the challenges

- i. The urban edge, as defined by the Municipal SDF, was extended to include some of the farms in order to increase the land available for the development of integrated and sustainable human settlements. In addition, a land audit exercise was conducted in 2019 with the sole objective of identifying well-located and suitable land parcels for acquisition and development of integrated and sustainable human settlements. This exercised also included categorization of land parcels in terms of ownership and suitability for land development purposes.
- ii. 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. According to SPLUMA the primary objective and focus of a precinct plan is to ensure the implementation of broader spatial objectives at the local level. Therefore, as a local plan, a precinct plan articulates the desired development direction of a strategic area. Therefore, Middelburg CBD, Hendrina and Kwazamokuhle and Aerorand South Precinct Plans were developed to further refine the Municipal Spatial Development Framework and transformation of the urban spaces. The Guidelines for the Development of Provincial, Regional and Municipal Spatial Development Frameworks and Precinct Plans, 2014 of the Department of Rural Development and Land Reform recommends that the Precinct Plan should contain sufficient detail to:
 - Indicate desired patterns of land use within the precinct and set out basic guidelines for implementation;
 - Identify programmes, projects and restructuring elements for the development of land within the precinct;
 - Set out a clear implementation plan and the associated costs; and
 - Identify where public investment should be prioritised while also identifying third party investment.

In summary the urban design principles advocated by the precincts are:

- ✓ diversity in the mix of land uses, typologies and controlled development thereby making the area attractive to a wider range of people and interests;
- ✓ the importance of adaptability through resilience in land use and design.

- ✓ a sense of place and the importance of a community that is unique, functional and meaningful;
- ✓ the significance of a permeable environment that supports non-motorised transit; and
- ✓ clustering of energy and development intensity in order to focus development along NMT routes leaving the majority of the neighbourhood residential.

✓
The precincts incorporate formulation and implementation of Urban Management Programme, which should be given effect through establishment of City Improvement District at various urban nodes. This is to ensure that community and relevant stakeholders have a structured and effective urban management framework, which will improve, maintain and promote a better quality of life in their respective neighbourhoods.

- iii. In the last five years, the municipality registered and proclaimed Rockdale North Extension 1, Dennesig North Extension 1, Newtown Extension 1, Kwazamokuhle Extension 9 and Rondebosch Township Extension. In addition, Rondebosch Extension 1 and Kwazamokuhle Extension 11 and Newtown Extension 2 were approved and surveyed. Uitkyk, kaMadonora, Evergreen and Polmaise informal settlements have been prioritised for relocation and resettlement in the proclaimed and serviced integrated human settlement.
- iv. Middelburg Extensions 33 and 49 are industrial township, which make provision of about 100 hectares of proclaimed industrial land to contribute towards the economic growth of the municipality.
- v. The Municipality purchased Portion 4 of the farm Rondebosch 403-JS and Portion 1 of the farm Rondebosch 405-JS respectively for the purpose of addressing the demand for serviced land, community and recreational facilities, cemetery, business and industrial uses.

10.2.2. The Strategic Objective for this Key Performance Area: Plan and develop integrated and sustainable human settlements and rural areas.

- i. The municipality intends to co-ordinate and plan development in such a way that there is 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 to control and manage development. The by-laws and policies are enforced by the Town Planners and Building Inspectors by conducting regular inspections and issuing of transgression notices. Failure to comply with transgression notices result in further legal actions being taken against transgressors.
- ii. The Municipal Spatial Development Framework is a land development guiding tool that promotes the integration of social, economic and institutional activities within a 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. Therefore, a policy on densification has been drafted to ensure that this objective is realized. Inclusionary housing development is encouraged in and around areas that were previously known as white urban areas in order to correct the historically segregated spatial planning of settlements as well as promoting social cohesion. All land development applications are evaluated within the parameters of the SDF and Local Spatial Plans.

- vi. Farm workers and dwellers are evicted from farms when they are old and work relationship has turned sour. Security of tenure on land creates dignity. Therefore, the municipality established Somaphepha, Doornkop and Sikhululiwe rural villages to create and dignity to farm workers who are often evicted from farms when they are old and work relationship has turned sour. To date, the beneficiaries have been granted full title ownership of stands and have been low cost houses

- iv. Further, this strategic objective seeks to create living and working environments that are comfortable and safe without negatively impact on human health and the environment. Protection of natural resources is of paramount importance. Therefore, all development applications that are environmental sensitive are subjected to environmental impact assessment process and due diligence is done by conducting the required specialist studies to avert risk of unsustainable development.

- v. The municipality strives to mitigate the impact of climate change. Therefore, Guidelines on Green Buildings are implemented in conjunction with the National Building Regulations and Building Standards Act No. 103 of 1977 to ensure that buildings are properly oriented to improve thermal efficiency and promotion of the use of solar energy through retrofitting of solar heated geysers, energy saving bulbs and installation of heat pumps, installation insulation blankets in ceilings, etc.

10.2.3. Implementation of SPLUMA

- i. The Spatial Planning and Land Use Management Act No. 16 of 2013 was enacted by the State President the 5th August 2013 (SPLUMA). The latter act came into operation on the 1st July 2015. The following Acts were repealed:
 - Removal of Restrictions Act No.84 of 1967
 - Physical Planning Act No 88 of 1967
 - Physical Planning Act No 125 of 1991
 - Development Facilitation Act No.67 of 1995
 - Less Formal Township Establishment Act No. 113 of 1993.

- ii. The objectives of the SPLUMA in the main are:
 - To promote greater consistency and uniformity in the application procedures and decision making by authorities for land use decisions and development applications;
 - To facilitate the establishment of Municipal Planning Tribunals;
 - To provide for a framework for policies, principles norms and standards for spatial planning and land use management;
 - To address past spatial and regulatory imbalances;

- iii. **General principles of SPLUMA**

SPLUMA puts forward a set of principles to influence spatial planning, land use management and land development. It also provides for national and regional spatial development frameworks as well as provincial and municipal spatial development frameworks. This implies that spatial planning should be integrated from national level right across to municipal level in order to have uniform norms and standards throughout the country.

In terms of SPLUMA, spatial planning, land use management and land development must promote and advocate the principles of Spatial Justice, Spatial Sustainability; Efficiency; Spatial Resilience, and Good Administration.

10.2.4. Planned Projects for 2021- 2025

The below listed projects are planned to address the growing demand for serviced land

Project Name	Project Description	Location/ ward	Key Performance Indicator (KPI)	Target
Rockdale North Extension 2	Township establishment on the Remainder of Portion 6 of the farm Rockdale 442 JS	06	Established integrated human settlement	1000 stands
Rockdale North Extension 3	Township establishment on the Remainder of Portion 4 of the farm Rockdale 442 JS	06	Established integrated human settlement	2300 stands
Rondebosch Extension 1 Township	Surveying, registration and proclamation of township on Portion 159 of the farm Rondebosch 403 JS	10	Established integrated human settlement	1654 stands
Rondebosch Extension 2 Township	Surveying, registration and proclamation of township on Portion 159 of the farm Rondebosch 403 JS	10	Established integrated human settlement	1200 stands
Rondebosch Extension 3 Township	Surveying, registration and proclamation of township on Portion 159 of the farm Rondebosch 403 JS	10	Established integrated human settlement	1246 stands
Middelburg Extension 52	Surveying, registration and proclamation of township on Portion 1 of the farm Rondebosch 405 JS	10	Established integrated human settlement	30 stands
Kwazamokuhle Extension 12	Township establishment on Portion 19 of the farm Vaalbank 177 IS	03	Established integrated human settlement	400 stands
Kanonkop North	Township establishment on a portion of Portion 27 of the farm Middelburg Town and Townlands 287 JS	16	Established integrated human settlement	500 stands
Formalisation Newtown Informal settlement	Surveying, registration and proclamation of township on Portions 26, 27 and 189 of the farm Middelburg Town and Townlands 287 JS	17 and 27	Established integrated human settlement	2000 stands

Formalization of Kwazamokuhle informal settlements	Subdivision and Rezoning of Erf 3660 Kwazamokuhle Extension 04 and Erf 4344 Kwazamokuhle Extension 06	01 and 02	Formalization of the informal settlement	100 stands
Establishment of industrial township	Establishment of industrial township on Portion 15 of the farm Bosmanspan 181 IS	01	Established industrial township	300 stands
Acquisition of land	- Acquisition of Portion 19 of the farm Vaalbank 177 JS and Portion 17 of the farm Grasfontein 199-IS through state land disposal process	02	Acquired additional hectares of land	37 hectares

10.3. Human Settlements

Legislative Requirements

- Constitution of the Republic of South Africa Act 108 of 1996
- The Municipal Systems Act of 2000
- The Inter-Governmental Relations Framework Act of 2005
- National Housing Act 107 of 1997
- Rental Housing Act of 1995
- Social Housing Act of 2008
- Military Veterans Act of 2011
- Municipal Structure Act 117 of 1998
- The Comprehensive Plan for Sustainable Human Settlement, Breaking New Ground Plan
- Outcome 8 of Government's National Programme of Action
- National Housing Code of 2009
- Division of Revenue Act of 2019

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. Although the Mpumalanga Provincial Department of Human Settlements has been supporting the Municipality in the delivery of houses. The demand for housing and Integrated Human Settlements however, remains 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 astray. 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 is a serious challenge in the localities referred hereto. Currently, the municipality has parcels of land available for development which is still insufficient to meet the demand for residential 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 including the proximity to the mines, e.g. Newtown, Uitkyk, Evergreen, Vaalbank, Doornkop (CPA), Kwazamokuhle ext 4, Emahlathini, Skierlik, Bankfontein, Keerom, Patattafontein, Zevenfontein, Rietfontein, Goedehoop and Kopermyn.

There are 51 445 registered on the housing needs register and Integrated Municipal Information System in need of government housing assistance. The majority households earning R3 500.00 and below per month. The housing accommodation seekers registration is done bi-annually. Potential beneficiaries for "gap" market is also included in the housing needs register which comprises of people who typically earn between R 3 501 and R 22 000 .00 per month. This 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 Doornkop, Hlalamnandi, Nasaret, Middelburg Ext 24 and Rockdale etc is directly and indirectly 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. There is progress in the conversion of Reabota into community residential units and lack of progress in conversion of Kwazamokuhle hostels into community residential units partly due to the lack of funding. The conversion of these two hostels will create affordable rental housing opportunities for people within the household income bracket of R 1500– 3 500 per month.

Mhluzi extension 4, 5 and 6 are identified to benefit from *in-situ* housing programs which cater for people who own sites. There are people who are still having an outstanding amount owing on the stands to be paid to the Municipality therefore could not be assisted. Subsequently, Council passed the resolution that the residential stands occupied by qualifying potential beneficiaries be transferred and registered in the names based on due processes and the payment of the nominal and applicable amount.

Strategic Objective: *To plan and develop integrated and sustainable Human Settlements and rural areas.*

Objective: *To ensure effective facilitation, coordination and implementation of housing provision.*

The STLM has employed interventions in which the town will be build and to ensure the effective coordination and implementation of integrated housing development programs. The allocation of houses is executed in line with the housing allocation policy i.e. first come first served basis. Efforts are also undertaken to secure funding for the conversion single dormitory hostels to family units or construction of new community residential units.

Objective: *To prevent illegal occupation of land*

Informal settlements present many difficulties relating to formal land use and formal township establishment. 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 etc. 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 involves 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 land which has been identified for integrated human settlements. In fairness to the majority of law abiding people on the waiting, the municipality is adopting zero tolerance approach to the minority trying to illegally invade municipal – owned property.

Objective: To promote the development of social housing

Steve Tshwete Housing Association is currently the only social housing institution in Steve Tshwete Local Municipality areas of jurisdiction. The development and management of social housing is the responsibility of a social housing institution or municipal institutions. The partnership between the Housing Association and the Municipality should be formalized to regulate and fast track social housing delivery.

10.4. Safety, Security, Fire and Emergency

a. Traffic Services

Legislative Requirements

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
- MSA
- Administrative Adjudication of Road Traffic Offenses Act, No 46 of 1998
- Municipal Nuisance by-law, 2010
- Public transport by law notice 84 of 2019

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.

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. Various deployment methods are used to discourage motorists from breaking traffic laws, especially on moving violations. All law enforcement methods focus on reducing the fatality rate and on ensuring that our roads are safe.

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.*

To improve the free flow of traffic

The number of vehicles within our area of jurisdiction has drastically increased as the road infrastructure remains the same. The increase of vehicles causes congestion on our roads especially during peak periods.

In addressing challenges that comes with increased traffic volumes, the municipality has identified a need of installing more traffic signals at strategic intersections and also maximize the timing on existing traffic signals to ease traffic congestion and will further deploy traffic controllers to improve traffic flow, especially in identified uncontrolled intersections and under certain circumstances.

To improve road safety

Amongst the measures that are implemented by the municipality to improve road safety is the installation 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 scholars.

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

b. Fire and Emergency

Legislative Requirement

- The Fire & Disaster Management Services adhere directly to the following legislation:
- Constitution of the Republic of South Africa, 1996 and Regulations
- 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 Disaster Management Framework 2005
- National Veld and Forest Fire Act 101 of 1998.
- Explosives Act, Act 26 of 1956 as revised.
- Municipal Structures Act, No.117 of 1998
- Municipal Systems Act, 32 of 2000
- Municipal Finance Management Act, No.56 of 2003
- Safety At Sports and Recreational Events Act 2 of 2010
- South African National Standards

The Municipality has well established Emergency Services for Fire, Rescue and Disaster Management. The main station is in Middelburg and the satellite station at Hendrina. An additional fire station is envisaged to be established at Rockdale which will serve Nazareth, Extension 24, industrial, N4 East, Hendrina road and Rockdale areas. Satellite stations are also envisaged in Doornkop, and Somaphepa areas to provide emergency services in the Farming communities in order to comply with the requirements of South African National Standards, SANS 10900, which requires arrival at the scene of an emergency within 15 minutes.

Medical Emergency Services which handles ambulances, falls under the control of Mpumalanga 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 review of the Disaster Management Plan is in progress.

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

Objectives: *To provide effective and efficient emergency services*

10.5. Licensing

Legislative Requirement

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

Steve Tshwete Local Municipality Licensing and Registration Services carries out the licensing and registration functions in terms of the Service Level Agreement entered into between the Municipality and the Provincial Department of Community Safety, Security & Liaison. Steve Tshwete Local Municipality is having two centres i.e. Middelburg and Hendrina Driving Licence Testing Centres. Middelburg is also having Motor Vehicle Testing Station which is operational and Hendrina Motor Vehicle Testing Station was closed due to non-compliance because it did not meet the legislative requirements.

STATUS QUO

- Drivers and learners license tests are conducted daily.
- Licensing and Registration of motor vehicles is done daily.
- Applications of learners and drivers licenses are processed daily.
- Applicants for drivers' licenses are tested daily.
- Applicants for learners' licenses are tested daily.
- Issue of learners and drivers' licenses daily.
- Motor vehicles are tested for roadworthy daily only in Middelburg.
- Roadworthy certificates are issued daily.
- Motor vehicles are fitted with a microdot daily only in Middelburg.
- Applications of professional driving permits are processed daily in both offices.
- Renewal and issuing of motor vehicle licenses is done daily
- Queue for the renewal of driving licence cards and professional driving permits is managed properly.
- Process application of instructor certificate and issue the instructor certificate.
- 7 Working days turnaround time to process applications for the learners and drivers licenses
- There are three Live Enrolment Units (eye test machines) in Middelburg and two in Hendrina
- Defective machines for the renewal of driving licence cards and professional driving permits are repaired within the reasonable time.
- Receiving payment for hawkers' permit

CHALLENGES ARE AS FOLLOWS:

- Increased demand for licensing services due to population growth and high influx of people coming outside of our town.
- Shortage of office space to cater for the population growth.

- Shortage of the Live Enrolment Units (machines) for the renewal of the driving licenses and professional driving permits both in Middelburg and Hendrina.
- Insufficient filing space.
- The motor vehicle testing facility in Hendrina has been closed due to non-compliance to the legislation.
- The big gap between the Head of the Department and the supervisors, thus pose a risk of corruption by the supervisors.

INTERVENTIONS

- Approval of the budget for the extension of the office space.
- Organizational Structure need to be revised and the approval of the personnel budget to close the gap.
- Approval of the budget for the upgrading of the Motor Vehicle Testing Station in Hendrina.

Strategic Objectives: Creating a safe, secured environment for the community.

Objectives: Increase access to licensing services

10.6. Education and Libraries

Legislative requirements

- The National Library of South Africa Act 92 of 1998
- 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 twelve (13) 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, Middelburg Correctional Services, rural schools, library for the blind and 4SAI Military base are visited, once a week to extend the services to people who are unable to reach the library facilities.

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 instill 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. Information services will be provided to ensure access of information to the community.

To identify and preserve the Heritage sites within the Municipal area.

To promote and develop the social and economic interest of the Cultural and Creative Industries Federation of South Africa (CCIFSA) within Steve Tshwete by organizing social Cohesion, moral regeneration and Imbizo's, local artist and upcoming artists within the community.

10.7. Arts and Culture

Arts and Culture is one of the fastest and diverse growing sector that contributes to sustainable economic development and enhance job creation by preserving, protecting and developing of entrepreneurs, artists, musicians, crafters etc. within the arts, culture and heritage sector. This sector also assists to sustain a socially cohesive and understanding of democracy and national symbols. Together with the cultural and creative industries sector (**CCIFSA**), the established local structure that was launched locally on the **11 February 2016**, committed to regulate and control the sector and ensure that the local arts industry contributes to inclusive economic growth, Moral regeneration and social cohesion.

Legislative Requirements

- Local Economic Development Strategy (2015-2020)
- Constitution of the Republic of SA Act 119 of 1998
- National Arts Council Act 56 of 1997
- Cultural Institutions Act 119 of 1998
- National Heritage Resources Act 25 of 1999
- NHC Heritage Transformation Charter
- NDP Chapter 15
- The Cultural Industries Growth Strategy (2014-2017)
- White Paper on Arts and Culture

The Urban Middelburg Inner-city Renewal Project coined by Middelburg Chamber of Commerce and Industries doesn't only provide financial viability of the sector but also opportunities that can see the

establishment of Arts Centers or Heritage Museum and even Art Galleries that can create entrepreneurship and Municipal revenue through Tourism. In terms of National Heritage Act and SARHA Botshabelo was proclaimed a heritage site, therefore restoration of its status needs to be priority.

Arts and Culture has eight pillars namely IKS (Indigenous Knowledge System), Arts Administration, Language & Publishing, Cultural & Natural Heritage, Audio Visual and Interactive Media, Design Fashion Graphic and Interior design, Visual Art and Craft, the last being Performance, Theatre, Music, Dance, Festival Rituals and Events.

All the above pillars are contributors to the development of Steve Tshwete and Municipal "Maximizing of Infrastructure development through utilization of all available resources including Arts and Culture as its goal and its "Effective cooperation with relevant stakeholders". The goals achieved by the then STACH Forum from 2013 November 25-26 when it was officially launched hosted the first Arts and Culture Indaba, and enabled compliance of the Constitution of the Republic of SA Act 108 of 1996 and the Cultural Institutions Act 119 of 1998 to find its correct space.

The White Paper on Arts, Culture and Heritage encourages financially stable and viable Municipalities like Steve Tshwete to host its own Cultural Festivals like the National Arts Festival (Grahamstown) "Mangaung Cultural Festival or Macufe that attracts more than 140 000 people annually with vast revenue generated. Though this sector might partially not necessarily fit in the core functions of the Municipality in terms of funding but through the restoration of local heritage sites and Township Tourism it has a potential to boost revenue increases on this concern.

The establishment of Mzansi Golden Economy and NLDTF (National Lottery Distribution Trust Fund) has increased and ignite funding in sustainable projects and programs e.g. The awarding of STACH Forum R50 000 to administrate the arts and culture office in 2013 and Masali Music School (Local NPO) of R554 000 Budget to host the Cultural Festival in 2014 at Keerstaaljad Stadium, that created 250 temporary jobs, five (5) local service providers and funded 12 Cultural groups that performed on the 16 December 2014. The recent adoption of the National Industry Policy Action Plan (IPAP), will see the industry or sector fueled by funding in even the recent launched of Eleven Cultural Corporative in the Craft pillar.

Strategic Objectives

"To formalize organize and professionally control the Cultural Creative Industry "

Objectives

- To promote recognition of Arts and Culture Industry
- To address the changing skills requirement in the Cultural and Creative Industry
- To improve and fast track finance in the sector
- To create cross-sectoral opportunities for growth and investment.
- To encourage and facilitate the setting up of relevant platforms, networks and clusters between all public and private sectors
- To encourage and support the digitization of cultural content and the development of online platforms.

10.8. Special Programmes

Legislative Requirements

- Constitution of the Republic of South Africa, Act 108 of 1996
- Commission on Gender Equality Act 39 of 1996
- Promotion of Equality and Prevention of Unfair Discrimination Act (2000)
- Children's Act 38 of 2005 and the Children's Amendment Act 41 of 2007
- 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, TB and STIs National Strategic Plan, 2017-2022/3
- Gender Based Violence and Femicide National Strategic Plan for 2020 – 2030
- National Drug Master Plan 2019 – 2024
- Prevention of and Treatment for Substance Abuse Act, 2008
- White paper on the Rights of Persons with Disabilities
- Medium Term Strategic Framework 2019-2024
- Non-Profit Organizations Act 71 of 1997
- Municipal Finance Management Act 2003
- Municipal Systems Act 32 of 2000 and Municipal Structures Act No. 117 of 2000
- District Development Model

Steve Tshwete Local Municipality recognizes the increasing socio-economic challenges of unemployment, poverty and inequality. Unemployment rate for females is at 21.8% compared to that of males which is 12.9%. According to 2011 Census, the population residing within this municipality is estimated at 229 832 and in 2016 Community Survey (STATS SA) Steve Tshwete population has increased to 278 749. With the growth rate of 4.4 per annum, it is estimated that by 2030 the population could increase to more or less 509 355 people.

The Fifth South African National HIV Prevalence, incidence, Behaviour and Communication Survey, (SABSSM), a population-based cross-sectional survey of households in South Africa, was designed to assess the prevalence and trends of key HIV-related indicators. The survey was conducted between January and December 2017 by the Human Science Research Council (HSRC) and provides information on national and sub-national progress toward HIV epidemic control in the country. This report summarizes the HIV epidemic and impact of South Africa's national HIV response.

HIV incidence has decrease from the 2012 estimates, yet remains high particularly among female youth aged 15 – 24 years. Over two-thirds of males aged 15 – 24 years are circumcised over half of these are medical circumcisions.

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 health and social issues, like HIV and AIDS, Gender Base Violence and Femicide, COVID-19, substance abuse, teenage pregnancy, vulnerable and orphaned children. 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.

The collective responsibilities of the local municipality, stakeholders and the civil society however, will focus on providing services for the special groups to meet their expressed and felt needs. The best way to improve and fight inequality and poverty is to improve people's, especially (females) levels of education and skills and eventually their employability in the labour market – job creation will impact positively on the reduction of poverty and inequality.

Institutional structures like Local Aids Council, Disability forum, ECD Stakeholders, Women`s forum, Civil Society therefore, are other platforms used by the municipality to reposition itself to meet the demands of the Special Groups.

Strategic Objectives: Coordinate sustainable socio-economic developmental programmes.

Objective: *To improve mainstreaming of transversal issues through integrated services for quality life.*

10.9. Youth Development

Legislative Requirement

- National Youth Policy (2020 – 2030)
- The National Development Plan 2030
- The New Growth Path
- The Youth Employment Accord
- National Skills Accord
- The Local Procurement Accord
- The Green Economy Accord
- The Municipal Structures Act (Act No. 117 of 1998)
- The Municipal Systems Act (Act No. 32 of 2000)
- The Municipal Finance Management Act (Act No. 56 2003)
- Intergovernmental Relations Framework Act (Act No. 13 of 2005)
- National Youth Development Agency (NYDA), Act Number 54 of 2008
- Infrastructure Development Act (Act No. 23 of 2014)
- Broad-Based Black Economic Empowerment (Act 53 of 2003)
- Employment Tax Incentive Act (Act No. 26 of 2013)
- National Framework for Municipal Indigent Policies
- COGTA Youth development framework

- Steve Tshwete Local Municipality Integrated Youth Development Strategy (2018- 2022)

Since the establishment of the Youth Development Unit, a number of young people have been assisted on issues of educational support, career guidance, job preparation, entrepreneurship development, sports development and life skills. The municipality aims to have a unit which will facilitate the mainstreaming of youth development initiatives in the council and private sector. This is to integrate youth development issues at the core of service delivery and creating an enabling environment which will deal with the needs of youth effectively.

Objectives

- Mainstreaming of youth development in the municipality as in the Steve Tshwete Youth Strategy 2018-2022
- To create an enabling environment which will provide access to quality education and skills development to both in and out of school youth.
- Coordinate programmes directed at combating crimes ,substance abuse and social decay
- Increase youth participation in the socio economic programmes
- To have youth lead development initiatives

10.10. Recreation, Moral Regeneration 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.

10.11. Cemeteries

Legislative Requirements

- National Environmental Management Act
- Biodiversity Act
- National Heritage Resources Act
- Occupational Health & Safety Act
- Water Act
- Environmental Conservation Act
- Conservation of Agricultural Resources Act

Currently 12 cemeteries are maintained of which 5 cemeteries are in use. During the past 5 years an average of 1648 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. No council land is available in or around these towns and suitable land for the development of cemeteries and land will have to be identified and negotiations to buy suitable property will have to be made.

Where no suitable land is available communities will have to make use of the cemeteries available throughout the MP313 area. Although cemeteries in the urban areas are provided for, availability of space for burying and related services are fast becoming a problem. A new Cemetery are in use at Rondebosch and are servicing the entire community at the moment. New township developments should make provision for cemeteries where possible and processes should be included in the EIA in order to prevent duplication. Old cemeteries require upgrades and major maintenance in order to ensure uniformity of standards throughout the MP313 area.

Strategic Objective: To plan, install, maintain and operate infrastructure that adequately supports transformed spatial structure, economic positioning, universal access to basic services, and differentiated service requirements of households and human settlements

Objective: *Develop, upgrade and maintain cemetery facilities.*

The municipality intends to meet the ever increasing demand for cemetery space by providing new burial facilities. The latest specialized studies were conducted at Rondebosch and Sikhululiwe Village and both came out positive for cemetery development. Rondebosch development commenced with fencing and roads and came into use during 2021. Mafube Mine are assisting with Sikhululiwe Cemetery development and phase 1 of the development are implemented by them. The first funerals are expected to take place during 2022.

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.

10.12 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
- Water Act
- Environmental Conservation Act
- Conservation of Agricultural Resources Act
- Forestry Act
- Safety at Sport and Recreational Events Act

The provision of sport 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 plan, install, maintain and operate infrastructure that adequately supports transformed spatial structure, economic positioning, universal access to basic services, and differentiated service requirements of households and human settlements

Objective: *Develop, maintain and upgrade recreational facilities.*

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.

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 open spaces within the residential areas with 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 plan, install, maintain and operate infrastructure that adequately supports transformed spatial structure, economic positioning, universal access to basic services, and differentiated service requirements of households and human settlements

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, developing and maintaining open areas the municipality ensures that the environment is protected and preserved.

1.11. Strategies, Objectives and Projects
Spatial planning and Community development

Town Planning				
Strategic Objective: Plan and develop integrated and sustainable human settlements and rural areas				
National, Provincial and District Alignment	Baseline information	Performance Objectives	Strategies	- Possible Project/ Activities
<p>NDP and MP Vision 2030- Sustainable human settlements and improved quality of households life</p> <p>Establishment of 2 additional rural villages</p> <p>Comprehensive rural development and food security- NDP</p> <p>Institutionalizing Long Term Planning Transforming human settlements- MP V2030</p> <p>Environmental sustainability & resilience- MP V2030 Inclusive rural economy - MP V2030</p>	<p>2017-2021</p> <p>- Rockdale North Ext 1 registered and proclaimed (283 stands)</p> <p>-Dennesig North Ext 1 - registered and proclaimed (501 stands)</p> <p>-Kwazamokuhle Ext 9 (722 stands) and Newtown Extension (1100 stands) registered and proclaimed</p> <p>- Node D (Erf 7744 Middelburg Extension 23 – mixed use development) registered and partially serviced</p> <p>Application for formalization of Newtown informal settlement was approved</p>	<p>Plan establishment of integrated and sustainable human settlements</p>	<p>Acquire additional well-located land</p>	<ul style="list-style-type: none"> - Acquisition of Portion 19 of the farm Vaalbank 177 JS and Portion 17 of the farm Grasfontein 199-IS through state land disposal process - Land Acquisition Programme (Purchase of Portions 52, 59, 60 of the farm Rondebosch 403 JS and Portion 7 of the farm Groenfontein 440 JS)
	<p>Promote integrated and sustainable human settlement.</p>	<p>Develop long-term spatial plans.</p>	<ul style="list-style-type: none"> - Review Municipal Spatial Development Framework of 2018. - Gazetting of the restructuring zones by the Department of Human Settlement - Develop urban renewal strategy through Precinct Planning for various nodes: <ul style="list-style-type: none"> ▪ Rockdale, ▪ Nasaret and Middelburg Extension 22 ▪ Aerorand South ▪ Newtown ▪ R35 Road interchange ▪ Doornkop village ▪ Pullenshope, Komati and Rietkuil 	
	<p>Provide security of tenure</p>	<p>Formalization of informal settlements.</p>	<ul style="list-style-type: none"> - Finalise upgrade and formalization of Newtown informal settlement. - Development of informal settlement upgrading policy and strategy on informal settlements - Upgrading and formalization Kwazamokuhle informal settlements on Stands 4344 and 3660 Kwazamokuhle. - Allocation of serviced sites to qualifying low cost housing beneficiaries 	

<p>General Plan of 300 additional stands at Somaphepha issued.</p> <p>Botshabelo CPA village surveyed.</p> <p>Reviewed Municipal SDF adopted in November 2018</p> <p>Steve Tshwete Land Use Scheme, 2019 was adopted.</p> <p>Mhluzi, Middelburg CBD, Hendrina and Kwazamokuhle Precinct Plans were developed</p>	Provide security of tenure in rural areas	Creation of additional rural village	<ul style="list-style-type: none"> - Identification and acquisition of land for establishing 2 additional rural villages in Wards 4 and 5 - Establishment of 2 additional rural villages
	Promote good governance	Enforcement of the Spatial Planning and Land Use Management Act No.16 of 2013. Enforcement of National Building Regulations and Building Standards and MSDF, Problematic Building By-laws.	<ul style="list-style-type: none"> - Review by-laws, plans and policies to subscribe to principles of smart city initiatives (Outdoor Control By-law, Densification Policy, Design and Planning guidelines for integrated human settlement - Review and enforce transgression fines
	Plan establishment of integrated and sustainable human settlements	Enforce SPLUMA development principles and smart city design approach	<p><u>Township establishment projects:</u></p> <ul style="list-style-type: none"> - Aerorand South Precinct- Phase 2&3, - Kwazamokuhle East, Kwazamokuhle Extension 12, Kanonkop North, Kanonkop East, Rockdale Extension 2, Rondebosch Integrated Development Extension 5, Newtown Extension 1.
	Promote efficient and optimal use of land and compaction of town	Promote densification and intensification of land uses Encourage mixed land uses on stands Promotion of infill development Discourage unwarranted expansion of urban edge	<ul style="list-style-type: none"> - Implementation of Policy on densification and compaction of urban areas, STLM Land Use Scheme of 2019 and Municipal SDF
	Stimulate Local Economic Development	Provision of industrial and business stands	<ul style="list-style-type: none"> - Sufficient provision of additional light industrial and business stands at newly developed integrated human settlements. - Establishment of industrial park at Kwazamokuhle and Hendrina Precincts - Update and improve the existing capital investment development plan.
	Contribute to the mitigation of the impact of climate change through design and construction of buildings.	Enforcement of regulation on energy efficiency in buildings and construction of green buildings.	<ul style="list-style-type: none"> - Evaluation of building plans against energy efficiency guidelines

		To equip the organization in order to enhance service delivery and streamline business processes	Implement SMART digital services	Automation of business processes: Submission of building plans and land use applications and payment of fees on line -Digitization of circulation and comments on building plans and land use applications -Online tracking of status of submitted land use applications and building -Online reporting of complaints by public
		Equip the organization to enhance service delivery	Tools of trade	- Furniture and equipment

Human Settlements				
Strategic Objectives: Plan and develop integrated and sustainable human settlements and rural areas				
National, Provincial, local government manifesto Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
<p>National: Upgrading of informal settlements Outcome 8: Sustainable human settlements and improved quality of household life. Housing code: To promote establishment, integrated residential developments. Provincial: Granted the municipality level 1 & 2 municipal accreditation to implement national and provincial housing programmes. Manifesto: Establishing & creating integrated human settlements by developing following areas Newtown, Rockdale, Kwazamokuhle Ext 8, 9 & 10, Doornkop, Somaphepha and Rondebosch. Manage the prevention of illegal occupation of land. Facilitate coordination and implementation of housing projects. Coordination of the handing over of Tittle Deeds to the relevant beneficiaries. Conduct socio economic surveys in the informal settlements as well as the verifications. Facilitate housing development and Conversion of Reabota Block 6 and Kwazamokuhle hostels to family units.</p>	<p>3820 consumers educated 2507 consumers educated 3171 houses constructed</p> <p>Rockdale North – 545 completed units Somaphepha – completed 200 units Newtown Extension 1 – completed 353 units Newtown Extension 1 (South 32 Coal Mine) – 71 completed units Level 1 & 2 accreditation granted</p>	<p>Facilitate effective coordination of integrated human settlements and provision of housing.</p>	<p>Encouraging short, medium and long term planning</p> <p>Provision of integrated human settlements as per the Department of Human Settlements annual allocation plan.</p>	<ul style="list-style-type: none"> - Develop and submit business proposals - Prioritise projects and programmes emanating from Housing Chapter - Review of housing policies - Management of current housing development projects - To implement systems & procedures - Registration of people on the national housing needs register - Filling and capturing of housing subsidy application forms. - Allocation of the completed houses to the beneficiaries

Facilitate Housing Consumer Education programmes.			Provision of community residential units Promote social housing	<ul style="list-style-type: none"> - Implement partnership agreements regarding housing projects. - Implement housing projects as per the Council Resolutions. - Conduct housing consumer education - Reabota block 6 – 176 CRU units - Conversion of Kwazamokuhle hostels to community residential units. - Newtown Extension 1 project -100 units - Newtown Extension 1(Wescoal Mine project) - 33 units - Kwazamokuhle Extension 8 – 300 units - Exxaro Mine project - 18 units - Develop and manage community residential units. - Liaise with the Steve Tshwete Housing association and other social housing institutions to implement social housing projects
Facilitate the development and management of the rental stock.		Facilitate effective coordination of integrated human settlements and provision of housing.	Provision of integrated human settlements as per the Department of Human Settlements annual allocation plan.	<ul style="list-style-type: none"> - Facilitate and coordinate title deeds registration project and hand over process.

			Prevent illegal occupation of land.	- Visible policing in all areas with vacant piece of land and issuing of transgression if notices
		Equip the organization to enhance service delivery	Tools of trade	<ul style="list-style-type: none"> - Human Resource - Furniture & equipment - Purchase uniform - Replace and purchase new vehicles - Filling cabinets

Emergency Services				
Strategic Objectives: Facilitate for the creation of a safe, secured, informed and healthy environment for the community				
National, Provincial, local government manifesto Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
<p>National: Social cohesion White Paper for Fire Services Outcome 2: Long and healthy life for all South Africans</p> <p>Provincial: Disaster management</p> <p>Manifesto: Provide Emergency services.</p>	<p>Contingency plans: 2017/2018: 1 Contingency Plan reviewed 2018/2019: 1 Contingency plan reviewed</p>	<p>Respond to emergencies to save lives, property and environment</p>	<p>Encourage long term planning</p> <p>Implementation of the Disaster Management plan</p> <p>Implement White Paper for Fire Services</p>	<ul style="list-style-type: none"> - Review the Disaster Management Plan - Conduct Disaster management and Fire Safety Awareness - Provide integrated training for Councillors, administration and community members on the Disaster Management Plan - Conduct evacuation and fire drills - Conduct fire prevention Inspections - Development of Pre- fire Planning which will include the following: Building architectural, age of the building, materials used, utilities, and fire related sensors and equipment, and information related to fire fighters and their tools.
	<p>Disaster management plan Level 1 -3 has been approved</p>	<p>Provide emergency services in accordance with the White Paper for Fire Services Prioritize fire risk reduction as a core function of Emergency Services</p>	<p>Provision of infrastructure for Emergency Services</p>	<ul style="list-style-type: none"> - Construct an additional fire stations at a strategic areas (Rockdale etc) in collaboration with the NDM - Monitoring the functionality of fire hydrants
	<p>Procurement of specialized vehicles and equipment Upgrade Call-Centre equipment and systems</p>		<p>Provide Emergency vehicles and equipment</p>	<ul style="list-style-type: none"> - Procurement of rescue and fire equipment - Veld fire vehicles and equipment - Fire engines - Portable & floating pumps

		Equip the organisation to enhance service delivery	Tools of trade	<ul style="list-style-type: none"> - Provision of PPE - Purchase furniture & equipment - Vehicles - Procurement of Disaster relief materials
			Upgrade municipal buildings and facilities	
		To maintain and safeguard municipal and community facilities	Implementation of security measures	<ul style="list-style-type: none"> - Installation of security cameras and physical guarding

TRAFFIC

Strategic Objectives: Facilitate for the creation of a safe, secured, informed and healthy environment for the community

National, Provincial, local government manifesto alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
<p>National: All people in South Africa should be protected and feel safe</p> <p>Manifesto: Joint operation with SAPS & other stakeholders</p> <p>Roads will be made safe in order to reduce the rate of accidents</p> <p>Installation of different speed calming measures e.g speed humps and rumble strips or other speed calming measures</p>	<p>13 Traffic Wardens were appointed full time to assist with the control of traffic.</p> <p>04 Traffic Wardens we sent to complete Traffic Officers Diploma in 2019</p> <p>01 new traffic signal was installed.</p> <p>66 joint operations with outside stakeholders & SAPS were conducted</p> <p>2000 road traffic law enforcement operations were conducted</p> <p>2017/2018:170 road traffic law enforcement operations measures implemented</p> <p>2018/2019: 220 road traffic law enforcement operations measures implemented</p>	<p>Promote traffic law enforcement</p> <p>Promote a safe and compliant trading environment for hawkers</p>	<p>Provision of specialized traffic vehicles and equipment.</p> <p>Improve visibility by introducing a CBD patrol unit with Motor vehicles and Motorbikes</p> <p>Upgrading & establishment of pounds</p> <p>Monitoring and enforcement of street trading laws and by-laws</p> <p>Improve public transport enforcement</p> <p>Provision of traffic control in certain identified areas</p>	<ul style="list-style-type: none"> - Purchase multipurpose vehicle - Speeding and alcohol testing equipment - Remcom machine - Upgrading of vehicle pound in Middelburg - Establish vehicle pound in Hendrina - Construct new hawker stalls at the CBDs of Middelburg and Hendrina - Installation of electricity at Van Calder stalls. - Upgrading of hawker stalls in Van Calder and the pound in Middelburg - Create a public transport unit in line with National land Transport Act and Public Transport By-law
		<p>Improve road safety</p>	<p>Promote orderly traffic flow</p>	<ul style="list-style-type: none"> - Road safety & patrols - Scholars patrols and Traffic Wardens placed at strategic areas - Building of traffic terrain - Correct placing and visibility:

			Create the infrastructure for compliance	- Road signs, Information signs truck route boards and street names
		Improve the compliance and conviction rate with Sec 54,56 & 341	Provide an alternative for conviction on all municipal by-laws	- Investigate the possibility of the establishment of municipal courts
		Equip the organization in order to enhance service delivery	Tools of trade	- We propose that a renewal of a contract on high performance vehicle and the Purchase and replace vehicles to address the shortage of vehicle in that division. - Purchase: Fire arms, Fire arm safes, Radios, Filing cabinets and shelves, Furniture & equipment, Generator, Purchase and replace vehicles, Painting machine, Replace tools and equipment

Safety and Security				
Strategic Objectives: Facilitate for the creation of a safe, secured, informed and healthy environment for the community				
National, Provincial, manifesto Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
National: All people in South Africa will be protected and feel safe	<ul style="list-style-type: none"> - Security vulnerability study was conducted during 2014/2015 - Installation of security measures at different areas within the municipality 	Maintain and safeguard municipal community facilities	Implement security measures	<ul style="list-style-type: none"> - Installation of alarm systems in all municipal buildings - Installation of digital monitoring systems - Provision of CCTV cameras - Provision of biometric controlled access - Conduct security awareness campaigns
		Enhance safety and security at all municipal buildings, facilities and CBD area	Improve and maintain access control at Municipal buildings	<ul style="list-style-type: none"> - Deployment of security guards for monitoring - Purchase portable guardhouses - Construction of guard houses
			Implementation of security measures in all municipal properties and within the CBD	<ul style="list-style-type: none"> - Installation of digital security monitoring - Implementation of the security policy - Provision of CCTV cameras - Provision of biometric controlled access - Conduct campaigns on security awareness for staff

Licensing Services

Strategic Objectives: Creating a safe, secured environment for the community

National, Provincial, Local Government Manifesto	Goal	Strategic Objective	Performance Objective	Strategies	Possible projects
	Baseline				
<p>Improve licensing services within the municipality</p> <p>Improve local services and broaden access to them</p>	<p>Extension of the temporary structure at Middelburg Testing Station as a waiting area for new learners and drivers applicants</p> <p>3 X Information Sign Boards purchased in Middelburg</p> <p>Middelburg and Hendrina Testing Grounds have been resealed</p>	<p>Creating a safe, secured environment for the community</p>	<p>Increase access to licensing services</p> <p>Provision of licensing services within the municipality</p>	<p>Improve the systems and procedures</p> <p>Upgrade municipal buildings and facilities</p>	<p>Extension of the Testing Station and additional offices both Middelburg and Hendrina</p> <p>Provide information to the public.</p> <p>Resealing of Testing Grounds in Hendrina and Middelburg</p>
<p>Equip the organization in order to enhance service delivery</p>	<p>2 X 5 Drawer top retrieval cabinets have been purchased for Middelburg</p> <p>2 X Filing cabinets purchased for Hendrina</p> <p>1 X Fridge for Middelburg has been purchased</p> <p>1 X Tea Trolley has been purchased for Middelburg Licensing</p> <p>3 X Microwaves have been purchased for Hendrina and Middelburg Licensing Offices</p> <p>1 X Table and thirteen (13) chairs have been purchase for Middelburg</p> <p>New CCTV Cameras were installed and the</p>	<p>Creating a safe, secured environment for the community</p>	<p>Equip the organization in order to enhance service delivery</p>	<p>Tools of trade</p>	<p>Purchase filing cabinets, furniture and equipment</p>

<p>Maintain and safeguard municipal facilities</p>	<p>old CCTV Cameras were upgraded</p> <p>Alarm systems were upgraded in Middelburg and Hendrina</p> <p>New Alarm systems installed at Hendrina Testing Grounds</p> <p>Money detectors machines purchased for Middelburg and Hendrina</p> <p>2 X Money counting machines purchased for Hendrina and Middelburg</p>	<p>Creating a safe, secured environment for the community</p>	<p>Maintain and safeguard municipal facilities</p>	<p>Implementation of security measures</p>	<p>Installation of CCTV Cameras at Middelburg and Hendrina</p> <p>Upgrading of an Alarm systems</p> <p>Purchase money counting machines</p>
	<p>New vehicle testing equipment purchased for Middelburg</p> <p>Two cameras purchased to capture images of the vehicles being tested</p> <p>New B Grade lane brake roller system installed</p> <p>New A Grade lane brake roller system</p>	<p>Creating a safe, secured environment for the community</p>	<p>Provision of licensing services within the municipality</p>	<p>Compliance with the Legislation (SANS 10216)</p>	<p>Installation of cameras at the vehicle testing station</p> <p>Purchase cameras for the vehicle testing station.</p> <p>Replacement of B Grade lane brake roller</p> <p>Install A Grade lane brake roller system</p>

				Upgrade municipal buildings and facilities	Installation of air conditioners
			Maintain and safeguard municipal facilities	Implementation of security measures	Installation of trellidoors for Middelburg and Hendrina
			Provision of filing facility	Improve filing system	Facilitate the records disposal
	1 X Motor vehicle (LDV) purchased for Middelburg	Creating a safe, secured environment for the community	Equip the organization in order to enhance service delivery	Tools of trade	None
	Trellidors installed in Middelburg	Creating a safe, secured environment for the community	Maintain and safeguard municipal facilities	Tools of trade	None.
Provision of filing facility		Creating a safe, secured environment for the community	Provision of filing facility	Improve filing system	Building of filing rooms
	10 400 Learners Licenses have been issued 26 458 Drivers licenses issued 28 530 Motor vehicles registered 153 476 Motor vehicles licensed 2168 Motor vehicles tested for roadworthiness and 1996 roadworthy certificates issued	Creating a safe, secured environment for the community	Provision of licensing services within the municipality	Enhance competency of drivers and roadworthiness of motor vehicles	Testing of drivers of motor vehicles for competency Registration of motor vehicles for identification of ownership Renewal of motor vehicle licenses for an acceptable level of safety and compliance Testing of motor vehicles for roadworthy
NEW PROPOSED SMART CITY PROJECTS					
		Creating a safe, secured environment for the community	Increase access to licensing services	Improve the systems and procedures	1, Implementation of online booking for the learner's license, renewal of driving

					license cards and professional driving permits. 2. Construction of the Drive Thru for the renewal of the motor vehicle license disc. 3. Installation of Queue Management System
QUICK WINS 1. Implementation of online-bookings for learners and driving licenses 2. Installation of Queue Management System 3. Working extended hours					

Cultural services				
Strategic Objective: To formalize organize and professionally control the Cultural Creative Industry				
Facilitate for the creation of a safe, secured, informed and healthy environment for the community				
National, Provincial, local government manifesto Alignment	Baseline Information	Performance Objective:	Strategies	Possible projects
National outcome 1: Improve the quality of basic education NDP: improving education and training Manifesto:		Development of STLM Cultural strategy	Stakeholder engagement	<ul style="list-style-type: none"> - Arts Culture and Heritage programs - Community campaigns - Road shows - Establishment of Cultural Committees. - Festivals and Indoor activities Etc.
		Identification preservation and protection of Heritage sites	Manage all local Heritage sites	<ul style="list-style-type: none"> - Develop bylaw of Preservation of Heritage sites - Administrate the Heritage sites under a specific department of the Municipality
		Promote social cohesion	Create conducive environment to promote the development of cultural activities	<ul style="list-style-type: none"> - Develop database of all structures
		Capacity training and development	Promote all arts administration institution	<ul style="list-style-type: none"> - Workshops - Symposiums - Training sessions

		IKS (indigenous knowledge system)	Engage all relevant persons and institutions for the transmission of oral education	<ul style="list-style-type: none"> - Izimbizo - Cultural sessions - Tribal authorities - Community outreach program
		Film video and visual arts & crafts	Align all pillars into a formalized institute	<ul style="list-style-type: none"> - Film sessions - Flea markets - Art galleries - Museums
3 Additional libraries were established in Komati, Somaphepha, and Koorfontein		Increase access to libraries and information services	Upgrading & establishment of additional libraries	<ul style="list-style-type: none"> - New: Newtown Library (DCSR), Kwazamokuhle, Rockdale. - Replace floor covering at libraries (Nazareth & Gerard Sekoto) - Replace air conditioners at all libraries
			Maintain a responsive and user friendly information system in all libraries	<ul style="list-style-type: none"> - Free internet access for the community - Provide online catalogue for the library users
Correctional services and Library for the blind was established.			Promote culture of reading to the community at large	<ul style="list-style-type: none"> - Awareness campaigns - Visiting schools, old age home, crèches, hospitals, correctional services & members of the library for the blinds - Use of local media houses, posters & loud hailing - Books selection workshops - Purchase of new books and other library materials - Various reading material & electronic devices e.g. books, e-books, newspaper & computers - Annual campaigns for the library week - mini library section for the blind
			Capacitate the staff for effective service delivery	<ul style="list-style-type: none"> - Training for staff in utilizing the Library Information System
			Encouraging dialogue	<ul style="list-style-type: none"> - Community debates, school debates
		Promote social cohesion	Promote heritage	<ul style="list-style-type: none"> - Identify and market heritage sites

Youth development				
Strategic Objectives: Mainstreaming of Youth Development				
National, Provincial, local government manifesto Alignment	Baseline Information	Performance Objectives	Strategies	Possible Activities
<p>STLM Manifesto Goal Creating a space within which a caring society is economically, spatially, environmentally and socially integrated and developed</p> <p>STLM Manifesto Goal Build local economy to create more employment, decent work and sustainable livelihoods</p> <p>National Outcome Outcome 1 Improve Quality of basic Education</p> <p>Outcome 5 As skilled and capable workforce to support an inclusive growth path</p>	<p>Social programs initiated and implemented to address the well-being of youth:</p> <p>2017/2018: 18 programs implemented</p> <p>Programs created to assist youth in improving their livelihoods:</p> <p>2017/2018: 2 programs implemented</p> <p>4 Annual career expo hosted and it attracted 5000 students from grade 10 to grade 12 students per annum 70 students being awarded bursaries to study their field of choice through partnership with Optimum Coal, Paul Mthimunye Bursary Fund, Nkangala District Municipality, Shanduka and Provincial Government</p> <p>150 Young People were placed on a NYS learnership programme where young people are capacitated on bricklaying, carpentry and painting from the year 2011 to date.</p> <p>180 women for skills development on business management recruited.</p>	<p>Address the needs and challenges of youth</p>	<p>Youth Led Programme development</p> <p>Entrepreneur Development/Economic Participation</p> <p>Education/Skills Development</p> <p>Combating health, crime and substance abuse issues</p>	<ul style="list-style-type: none"> - Signing of a Memorandum of Understanding/Agreement with South African Youth Council - Preferential Procurement - Business Incubation - Contractor Development - Training Workshops - Learnerships programmes - EPWP programmes - Youth Dialogues - Mayors Marathon - Mayors Cup - Revival of School Sport

	<p>20 young people trained on hospitality already placed for experiential training the support of the district municipality.</p> <p>Established 4 Youth Centre's in partnership with Social Development, there are situated at Doornkop, Somaphepha, Hendrina and Mhluzi. This Centre's are managed by young people</p> <p>Entrepreneurial skills conducted in partnership with NEDBANK with 100 SMMEs in attendance</p> <p>Hosted a January Che' Masilela Youth festival where we attracted 300 young people whom participated in drama, music and dance in June 2016 Hosted a sports indaba where we wanted to revive the sports council. 100 delegates attended the indaba.</p> <p>Hosted 4 wards based sports outreach programme (Somaphepha, Arnort, Komati and Naledi) where young people participated on soccer, netball the aim of the games was to promote sports in amongst the youth.</p> <p>15 drugs and substance abuse campaign was conducted in Hendrina, Mhluzi and Nazareth we have managed to reach closed to 500 young people.</p> <p>2018/ 2019: Drug and Substance Awareness was held at Old Sonny Boy ground Matayeleni</p> <p>Academic Award for Matric 2019 was held at Mayor's Palour where parent, top 10</p>			<ul style="list-style-type: none"> - The municipal External Bursary - Engage with Department of Education Matric re-write and second chances - Mainstreaming with other departments for skills development - Engage with Mining sector about SLP/CSI initiatives - Engage with Industrial Sector for skills development - Work together Solid Waste for Recycling opportunities (Waste) - Develop a Database for all the young people in STLM - Work with the Communication Department to share information related to young people on the STLM facebook page
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	<p>achievers learners, principal and circuit manager attended.</p> <p>64 young people attended the Youth Entrepreneurship Workshop conducted in partnership with NYDA at Eric Jiyane Hall</p> <p>Hosted Rockdale Soccer and Netball Tournament at Kees Taljgaard</p> <p>Hosted a Netball Coaches course for Level 1 and Level 2 where 7 young people were trained</p> <p>Motivational and Prayer Day for Matric 2018 was held at Banquet Hall and Cosmos Hall Hendrina</p> <p>Hosted a Mayor's Fun Run at Cosmos Park Hendrina where about 200 People attended.</p> <p>150 young people attended a Youth Development Programme Initiative together with South African Youth Council at Phetsile Guest House</p> <p>Hosted a Municipal Indigenous Games at Sikhululiwe Village where about 100 young people attended.</p> <p>2019/ 2020:</p> <p>STLM INTEGRATED YOUTH DEVELOPMENT STRATEGY was adopted</p> <p>Hosted a capacity building on Gender Transformation in Procurement Workshop in partnership with UN WOMEN & GIZ</p>			
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	<p>where 150 young women in business attended</p> <p>45 Women in Business were selected to attend the UN WOMEN and GIZ workshop/benchmarking on Gender and Transformation in Procurement at East London</p>			
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Gender and Social Development				
Strategic Objectives: Coordinate sustainable socio-economic developmental programmes				
National, Provincial, Legislation Alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
<p>2022-2027 Integrated Development Plan</p> <p>2019-2024 Medium Term Strategic Framework</p> <p>District Development Model</p> <p>Sustainable Development Goals: Good health and wellbeing Quality education Gender equality Reduced Inequality</p> <p>SADC Protocol on Gender and Development United Nations Convention on the Rights of a Child, United Convention on the Rights of Persons with Disability. The National Development Plan (Vision 2030) – Quality education and skills development, quality health care, social protection.</p>	<p>2017-2018 Alignment of Implementation Operational Plan with 2017-2022/23 AIDS Strategy</p> <p>2018/2019/2020/2021 Implementation of the 2017-2022 HIV/AIDS Operational Plan: Extended to 2017 - 2023 due to COVID-19 Reviewed Implementation Plan by OTP</p> <p>2017/2018/2019/2020/2021: HCT/COVID-19 campaign conducted</p> <p>2019/2020/2021 20 Women in business capacitated by School of governance through UNWOMEN on gender transformation in procurement.</p> <p>2020/2021 130 ECD Female Practitioners trained through UNISA on Grade R (Reception) and Management. Training for Person's with Disability conducted.</p>	<p>To improve mainstreaming of transversal issues through integrated services for quality life.</p>	<p>Compliance with relevant laws and regulations.</p> <p>Alignment of Local Implementation Plan to National Strategic Plan for HIV, TB and STI (2017 - 2022/23)</p> <p>Development of the Transversal Strategic Plan.</p> <p>Implementation of the HIV, TB and STIs Strategy in partnership with stakeholders</p> <p>Strengthen stakeholder relations with government sectors, civil society and private sectors.</p> <p>Coordinate and support programmes for transversal groups (Children, Women, Persons with disability, elderly persons, HIV and AIDS).</p>	<p>2022-2027 HIV/AIDS, TB and STIs Programs</p> <ul style="list-style-type: none"> - Training and workshops for LAC Members. - Coordinating Local Aids Council, Technical Task Team HIV, TB and STI's - Facilitate coordination of disability forum - Coordinate and advocate for empowerment programmes for transversal groups (Children, Women, Persons with disability, elderly persons, HIV and AIDS). - Advocate for Increased safety and security in the municipality - Advocate for Increased sidewalk pavements and lighting on the road. - Advocate for skills development and funding for special group. - Advocate for establishment of Gender Based Violence & Femicide Forum. - Coordinate Women caucus meetings on GBV& F - Coordinate and advocate for municipal buildings and land donations to NGO's - Coordinate and advocate programmes for registered NGO's working with

	<p>Local Aids Council functional Child Care Forum functional Disability Forum functional</p> <p>ECD Infrastructure build through partnership.</p>			Departments and municipality including Civil Society Organisations.
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Cemeteries				
Strategic Objective: To plan, install, maintain and operate infrastructure that adequately supports transformed spatial structure, economic positioning, universal access to basic services, and differentiated service requirements of households and human settlements				
Baseline	Strategic Objective	Performance Objectives	Strategies	Possible Project/ Activities
<p>Number of cemeteries upgraded/developed</p> <p>2017/2018: 3 Cemeteries upgraded (-Fontein cemetery ablutions -Phumolong roads -Kwaza/ Hendrina roads [New development])</p> <p>2018/2019: 2 Cemeteries upgraded (-Nasaret cemetery ablutions -Kwaza/ Hendrina roads [New development])</p> <p>2019/2020:</p>	Plan, develop and maintain infrastructure and facilities	To provide new cemeteries while upgrading existing cemeteries.	<p>Upgrading existing cemetery infrastructure including fencing, roads and ablution facilities.</p>	<ul style="list-style-type: none"> - Upgrade Office building at Fontein cemetery (MBS) - Roads/Ablutions in the new Hendrina/Kwaza Cemetery. - Gates and Fencing at Cemeteries - Renovation of ablution facility at Kwaza (MBS) - Construction of caretaker house: Hendrina/ Kwaza (MBS) - Ablution facility Nazareth cemetery (MBS)
			<p>Ensure appropriate planning and development of cemeteries.</p>	<ul style="list-style-type: none"> - Perform Environmental Management studies on possible suitable land at Somaphepha

Cemeteries				
Strategic Objective: To plan, install, maintain and operate infrastructure that adequately supports transformed spatial structure, economic positioning, universal access to basic services, and differentiated service requirements of households and human settlements				
Baseline	Strategic Objective	Performance Objectives	Strategies	Possible Project/ Activities
<p>1 Cemetery upgraded (Kwaza/Hendrina roads [New development])</p> <p>2020/2021:</p> <p>3 Cemetery upgraded (Kwaza/Hendrina roads [New development], Nasaret Cemetery Roads, - Fencing Wall of remembrance Fontein Cemetery)</p> <p>1 New Cemetery Development started (Rondebosch Cemetery Phase 1, Roads and Fence)</p> <p>Geotechnical surveys and other specialized environmental studies conducted for cemeteries at Pullenshope, Doornkop, Mhluzi, Middelburg, Sikhululiwe, Kwaza/Hendrina, Rondebosch and others.</p> <p>Doornkop- Not suitable Middelburg- Not Suitable, Mhluzi – Mandela str Not Suitable Rietkuil- Not suitable Rondebosch- Suitable. Sikulilewe-Suitable (Mafube Development)</p>				<ul style="list-style-type: none"> - Develop Environmental Management Plans on Cemeteries - Obtain suitable land for Cemetery development (Town Planning) - Amend Cemetery By-Laws
			Develop new cemeteries	- Development of new cemetery in Sikhululiwe and Somaphepha

Cemeteries				
Strategic Objective: To plan, install, maintain and operate infrastructure that adequately supports transformed spatial structure, economic positioning, universal access to basic services, and differentiated service requirements of households and human settlements				
Baseline	Strategic Objective	Performance Objectives	Strategies	Possible Project/ Activities
<p>Ongoing maintenance and upgrade of vehicles and equipment.</p> <p>Possible suitable land identified for cemetery development at Pullenshope, Rietkuil, Hendrina/ Kwaza, Koorfontein, Mafube, Somaphepha, Sikhululiwe and Piet Tlou.</p> <p>2021/2022: 1 Cemetery upgraded. (Rondebosch Cemetery Fence, Rondebosch Cemetery Ablutions)</p>				

Park and Playing Equipment				
Strategic Objective: plan, develop and maintain infrastructure and facilities				
Baseline	Strategic Objective	Performance Objectives	Strategies	Possible Projects/ Activities

<p>Number of parks developed, maintained and upgraded in Middelburg, Mhluzi, Kwazamokuhle/ Hendrina and outlying towns:</p> <p>2017/2018: 2 New parks developed (- Stand number 7740 Ext 23 Middelburg - Develop Park Rockdale) 3 Existing parks upgraded (- Fence at Park 9866 Ext 18 -Van Blerk Plain -Park 1259 Moetanalo Street)</p> <p>2018/2019: New open spaces developed (Kwaza Ext 7, Newtown and Erf 3882 Mhluzi) 6 Existing parks upgraded (- Fence at Park Ext 18 -Playing equipment at Park Ext 2 Mhluzi -Playing equipment OR Tambo Park Mhluzi -Upgrade Civic Garden -Upgrade Mafred Park -Upgrade park 2544 Gholfsig)</p> <p>2019/2020:</p>	<p>Plan, develop and maintain infrastructure and facilities</p>	<p>To provide new parks while upgrading existing parks and open areas.</p> <p>To contribute towards the mitigation of climate change impacts</p>	<p>Develop new parks. (Open Space developed, pending on available budget, with Landscaping, Playing equipment, amenities, outdoor Gym equipment, fencing and basic sport surfaces)</p> <p>Plant and Propagate trees.</p> <p>Control Alien Invasive Species</p>	<p>New Park developments -Erf 11916 Rondebosch W10, New equipment/Gym, Fencing -Erf 736 Rockdale W10, New equipment/Gym and furnisher -C/o Bhimy Damane and Meyer str Erf 954 W, New equipment/Gym, furnisher -Erf 2467 Aerorand W12, New play equipment/Gym , Furnisher -Erf 739 and 740 Rockdale W10, New play equipment/Gym, furnisher -Erf 3856 Dennesig W15, New play equipment/Gym, furnisher -Erf 7488 Mhluzi Ext 7 W24, New play equipment/Gym, furnisher</p> <ul style="list-style-type: none"> - Propagate 10 000 trees annually - Plant and distribute 8000 trees annually <p>Update Alien Invasive Species Control/Eradication Plan</p>
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<p>2 New parks developed (-Develop Nasaret Park W8 -Develop park at Bloekomsig)</p> <p>10 Existing parks upgraded (-Replace playing equipment W8</p> <ul style="list-style-type: none"> -Upgrade Ext5 Mhluzi Park -Upgrade Tokologo park -Upgrade Van Blerk Park -Upgrade Tosca Park -Upgrade Merriespruit -Outdoor Gym Equipment Ext2 Mhluzi -Design and Construct 2x Town Entrance -Fence Park @ Vos&Meyer) <p>2020/2021:</p> <p>15 Parks upgraded (-Replace playing equipment W8, -Hopecity Park fence, -Ablution OR Tambo park, -Upgrade Matlapa str Park, -Upgrade town entrance at Cowen Nthuli Bridge, -Ext 7 Park fencing outdoor gym, -Upgrade Park896 Olifant str, -Upgrade Ikageng str Park, -Upgrade Kogel Verdoorn Hoog Park, -Develop Athlone Dam Park, -Develop Park 4859 Dennisig, -Fence Park W11, -New Playing equipment W23, -New Playing equipment W11)</p> <ul style="list-style-type: none"> -High mast lights at Klein Olifants <p>Planting and replacement of trees on developed sidewalks, new parks and open space</p>		<p>Upgrading existing parks and open areas.</p>	<p>Upgrading parks and playing equipment. (Existing Developed parks, pending on budget available, replace and or add playing equipment, outdoor gym equipment, amenities, landscaping fencing and basic sport surfaces)</p>	<p>Upgrade parks with new Playing equipment.</p> <ul style="list-style-type: none"> -Park 3855 Springbok str Dennesig W15: New play equipment/ Gym equipment -Park 3888 Mhluzi W21: Replace play equipment, walk way paving -Blackmore str park Erf 32/287 W10: Fencing and gates -Erf 9020 Ext 5 , W26 ,New equipment and fence -Erf 6381 Hlalamnandi, W10, Replace play equipment -Erf 5676 Kanonkop W15, New play equipment/Gym, furnisher -Upgrade Ext 7 park, Fence, bridge, playing equipment, internal play pockets (11829) - Construction of Netball court in Ext 7 Park -Construct Swimming pool in Nasaret
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Sport and Recreation				
Strategic Objective: plan, develop and maintain infrastructure and facilities				
National, Provincial, local government manifesto alignment	Baseline Information	Performance Objectives	Strategies	Possible Project/ Activities
<p>Manifesto Goals:</p> <p>Build local economies to create more employment decent work and sustainable livelihoods:</p> <ul style="list-style-type: none"> - We will support the expanded Public Works Programme <p>Improve local public services and broaden access:</p>	<p>Number of Facilities upgraded/ developed</p> <p>2021/2022: 8 Sport Facilities upgraded. (-Hard surface courts Kees Taljaard -Hard Surface Courts Eastdene Sport facility, - Upgrade KT Stadium, -Replace portion of fence at KT, -Ext 7 Soccer field drainage, - Mhluzi Pool refurbish, -KT pool refurbish, -KT pool Pump room refurbish)</p> <p>Purchasing of specialized equipment, vehicles,</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>	<ul style="list-style-type: none"> - Upgrade of Kees Taljaard(resurface Tennis courts at, upgrade indoor facilities, installation of flood lights at the cricket stadium and an irrigation system) - Upgrade pools (Mhluzi, and Kees Taljaard) - Upgrade Temba Senamela stadium (Lights, pavilion) - Upgrade Eastdene stadium (lights and resurface Tennis courts) - Soccer field Hlalamnandi

10.12. 2022-2023 Projects

KPA 2: SPATIAL PLANNING AND COMMUNITY DEVELOPMENT									
STRATEGIC GOAL: Plan and develop integrated and sustainable human settlements and rural areas									
Funding	Region	Revised Ward	Prj Number	Segment Desc	Revised 2023 Budget	Revised 2024 Budget	Revised 2025 Budget	Revised 2026 Budget	2027 Draft Budget
Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P0008129	P0008129-Airconditioners At Testing Station (300/...)	100,000	-	50,000	50,000	-
Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P2000015	P2000015: Safety Equipment (Alarms & Emergency doors): 300	600,000	-	-	-	-
Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P2000017	P2000017: Safety Equipment (Alarms & Emergency doors): 140	1,000,000	-	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2200129	P2200129: Airconditioner at Libraries: 140	150,000	150,000	-	-	-
Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P2200136	P2200136: Replace Garage doors at License Testing: 300	-	-	-	-	200,000
Transfer from Operational Revenue			new	Upgrade Mhluzi Stadium	-	-	-	-	3,000,000
Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P2000102	P2000102: New Orga bulk filers: 454	-	-	-	-	-
Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P2000103	P2000103: New Sign Boards: 454	100,000	-	-	-	-
Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P2300029	NEW OFFICE FURNATURE HENDRINA AND MIDDELBURG	100,000	-	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P1000284	P1000284: Bulk filing cabinets: 300	-	45,000	50,000	50,000	-
Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P1000286	P1000286-Replace Furniture & Office Equipment (300/...)	60,000	15,000	30,000	50,000	-
Transfer from Operational Revenue	Whole of the Municipality		P2000108	P2000108: Purchase of information boards at Licensing: 300	-	-	-	-	-
Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P2200021	P2200021: Purchase of new portable Camera: 300	-	-	-	-	-

Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P2200022	P2200022: Installation of trellidoors at Hendrina Office:300	-	-	-	-	-
Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P2200136	P2200136: Replace Garage doors at License Testing: 300	-	-	-	200,000	-
Transfer from Operational Revenue		All wards	P2300030	Testing of a headlight of vehicles	40,000	-	-		
Transfer from Operational Revenue		All wards	P2300031	Queue system	600,000	-	-		
Transfer from Operational Revenue	Whole of the Municipality		P0008192	P0008192 Purchase Library Books (140/...)	600,000	600,000	-	2,500,000	-
Transfer from Operational Revenue	Whole of the Municipality		P1900150	P1900150 - New Furniture and Office Equipment (140/...)	100,000	100,000	500,000	1,500,000	-
Transfer from Operational Revenue	Whole of the Municipality		P2000042	P2000042: Replace Furniture & Office Equipment: 312	20,000	20,000	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2000043	P2000043: Filing Cabinets: 312	-	100,000	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2000044	P2000044: Traffic Signals Control & Synchronization:WIP	-	-	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2000151	P2000151: New Wquipment 312	-	-	750,000	-	-
Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P2200019	P2200019: New Alcohol testing Equipment: 312	50,000	100,000	100,000	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2200020	P2200020: Purchase of information signs: 312	-	-	-	-	-
Transfer from Operational Revenue	Administrative or Head Office (Including Satellite Offices)		P2200027	P2200027: New Fire arms: 312	100,000	-	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P0000066	P0000066 Develop Cemeteries Low Income Areas :WIP	5,000,000	5,000,000	5,000,000	5,000,000	10,000,000
Transfer from Operational Revenue	Whole of the Municipality		P0000121	P0000121-Replace Synthetic Tennis Courts Kees Taljaard :WIP	-	500,000	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P0000203	P0000203 Lawn Mower Sidewalks (533/...)	-	135,000	-	-	-

Transfer from Operational Revenue	:Ward 15		P0000244	P0000244: Resurface Hard surface courts Kees Taljaard W15:WIP	-	-	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P0008345	P0008345- Refurbish Swimming Pool Kees Taljaard :WIP	-	2,000,000	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P0900064	P0900064 Brushcutters & Chainsaws	-	300,000	300,000	300,000	400,000
Transfer from Operational Revenue	Whole of the Municipality		P1000036	P1000036 Bowls Machine (530/...)	80,000	-	-	-	100,000
Transfer from Operational Revenue	:Ward 8		P1000355	P1000355: Replace Playing Equipment W08&21:WIP	-	400,000	500,000	500,000	500,000
Transfer from Operational Revenue	Whole of the Municipality		P1100055	P1100055-Upgrading At Kees Taljaard Stadium :WIP	-	-	-	-	-
Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant	Whole of the Municipality		P1100213	P1100213- Basic Sport Low Income Areas: WIP	-	-	2,000,000	2,000,000	-
Transfer from Operational Revenue	:Ward 15		P1100220	P1100220: Upgrading at Kees Taljaard stadium W15:WIP	-	-	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P1200092	P1200092 Field Marking Equipment (530/...)	60,000	50,000	-	-	80,000
Transfer from Operational Revenue	:Ward 11		P1600109	P1600109 :Fence at Parks W11&10:WIP	-	400,000	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P1800071	P1800071-Replace Eastdene Stadium Fence :WIP	500,000	500,000	1,000,000	-	-
Transfer from Operational Revenue	Whole of the Municipality		P1800073	P1800073- replace Temba Senamela Stadium Courts :WIP	400,000	-	-	-	-
Transfer from Operational Revenue	:Ward 12		P1800116	P1800116 :Develop Park Erf 2459 Athlone dam:WIP	-	-	-	-	-
Transfer from Operational Revenue	:Ward 8		P1800120	P1800120 :Upgrade Nasaret Stadium W08:WIP	-	-	-	-	-

Transfer from Operational Revenue	:Ward 15		P1800122	P1800122 :Replace Fence at Kees Taljaard W15:WIP	850,000	1,000,000	2,000,000	2,000,000	2,000,000
Transfer from Operational Revenue	:Ward 10		P1800124	P1800124 :Resurface Eastdene Stadium Courts W10:WIP	-	-	-	-	-
Transfers and Subsidies:Monetary Allocations:National Government:Integrated Urban Development Grant	:Ward 2		P1800126	P1800125: Develop Stadium Kwaza W02: WIP	-	-	5,000,000	-	-
Transfer from Operational Revenue	:Ward 23		P1900002	P1900002 New playing equipment W23 (533)	-	450,000	500,000	500,000	1,000,000
Transfer from Operational Revenue	Whole of the Municipality		P1900009	P1900009 Design & Construct Town Entrances :WIP	-	-	-	-	-
Transfer from Operational Revenue	:Ward 11		P1900157	P1900157: New playing equipment W11&05: 533	-	450,000	500,000	500,000	600,000
Transfer from Operational Revenue	:Ward 11		P1900165	P1900165: Design & Construct Town Entrances W11:WIP	-	-	-	-	-
Transfer from Operational Revenue	:Ward 16		P1900166	P1900166: Design & Construct Town Entrances W16:WIP	-	-	-	-	-
Transfer from Operational Revenue	:Ward 10		P2000036	P2000036: Upgrade Park Blackmore Street W10:WIP	-	-	-	-	-
Transfer from Operational Revenue	:Ward 14		P2000082	P2000082: Ablution containers on Parks W14:WIP	-	800,000	1,000,000	-	2,000,000
Transfer from Operational Revenue	:Ward 11		P2000136	P2000136: Develop Park At Aloe Ridge W11&10:WIP	-	-	-	-	-
Transfer from Operational Revenue	:Ward 15		P2000142	P2000142: Vygie Street Park W15:WIP	-	800,000	-	-	-
Transfer from Operational Revenue	:Ward 25		P2200028	P2200028: Subsurface drainage at ext 7 Soccerfield W25: WIP	-	7,000.00	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2200029	P2200029: Purchase of notice boards: 533	100,000.00	-	-	500,000	-

Transfer from Operational Revenue	Whole of the Municipality		P2200030	P2200030: Installation of Drop off Safe: 530	-	-	-	-	-
Transfer from Operational Revenue	:Ward 15		P2200150	P2200150: Purchase of cover for KT Pool Grandstand: 530	-	-	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2200151	P2200151: Purchase of vacume machine for pool: 530	-	-	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2200152	P2200152: Purchase Stump Grinder: 533	-	-	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2200154	P2200154: Replace Heavy-duty Brush Cutters and Chainsaws:533	-	-	-	-	-
Transfer from Operational Revenue	Whole of the Municipality		P2200155	P2200155: Replace Pumps and Dosing System at KT Pool : 530	-	600,000.00	-	-	-
Transfer from Operational Revenue	:Ward 19		P2200156	P2200156: Refurbish/Remarble Swimming Pool at Mhluzi: 530	-	-	-	-	-
Transfer from Operational Revenue	Whole of the Municipality	15	P2300043	Replace Synthetic Korfbal Courts Kees Taljaard	500,000.00	-	-	-	-
Transfer from Operational Revenue	Whole of the Municipality	21	P2300044	Replace Playing Equipment Erf 3888	400,000.00	-	-	500,000	500,000.00
Transfer from Operational Revenue	Whole of the Municipality	10	P2300045	Eastdene Stadium Lighting W10	-	1,500,000	-	-	-
Transfer from Operational Revenue	Whole of the Municipality	15	P2300046	Replace Synthetic Netball Courts Kees Taljaard	500,000.00	-	-	-	-
Transfer from Operational Revenue	Whole of the Municipality	10	New	Upgrade Park 11916 Rondebosch	-	-	-	500,000	500,000.00

CHAPTER 11: INTERGOVERNMENTAL RELATIONS

11.1. Intergovernmental relations

The MSA provides that municipalities should undertake an integrated development planning process that integrates all sectors, strategies, programme and projects to promote integrated development in communities. The municipality engaged all sector departments and private sector in the IDP Rep Forum that took place on the 12 April 2022 in order to present projects that will be implemented in the municipality.

The following projects will be implemented by sector departments and private sector:

11.2. 2022/2023 List of Projects from the District and Sector Departments

1. NKANGALA DISTRICT MUNICIPALITY

Row Labels	FEB Adjustment Budget 2021/22	Sum of 2023 Draft Budget	Sum of 2024 Draft Budget	Sum of 2025 Draft Budget
Disaster Management Awareness Campaign Steve Tshwete	88 000	90 000	-	-
HIV Aids Campaign Steve Tshwete	60 000	70 000	75 000	76 000
MHS Education and Awareness Steve Tshwete	60 000	70 000	85 000	90 000
Moral Regeneration Steve Tshwete	85 000	80 000	-	-
Tokoloko (Ezinyokeni) Road	7 009 000	5 000 000	-	-
Geotechnical Investigation	310 560			
Grand Total	7 612 560	5 310 000	160 000	166 000

2. DEPARTMENT OF WATER AND SANITATION

PROJECTS UNDER NKANGALA DISTRICT MUNICIPALITY

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
Steve Tshwete	RBIG Schedule 5B- Water Services	Steve Tshwete LM	Steve Tshwete LM	145 000	260 000
	WSIG- Steve Tshwete LM	LM to prioritise Beneficiaries	Steve Tshwete LM	35 000	117 239

3. DEPARTMENT OF EDUCATION

INFRASTRUCTURE DEVELOPMENT PROJECTS

Funding Sources	2022/23 Budget Allocation	2023/24 Budget Allocation	2024/25 Budget Allocation
EIG	R 1 133 260 000	R 1 184 469 000	R 1 237 652
EQUITABLE SHARE	R 0	R 0	R 0
TOTAL	R 1 133 260 000	R 1 184 469 000	R1 237 652

- **PRIORITY 1: NEW AND REPLACEMENT**

Projects	No. of Project	Total Project Value R'000	2022/23 Budget R '000	2023/24 Budget R '000	2024/25 Budget R '000
Carried-over projects <ul style="list-style-type: none"> • Mpsi Jamela (2nd quarter 2022/23) - Bushbuckridge • Yihle lentfo (2nd quarter 2022/23) - Mbombela • New Ermelo (4th quarter 2022/23) - Msukaligwa • Mgobodzi (4th quarter 2022/23) - Nkomazi • Phumlani (4th quarter 2022/23) - Bushbuckridge 	11	882 283	159 914	146 767	104 804
Delayed appointment and carried over <ul style="list-style-type: none"> • Ext 24 Rockdale (2023/24) Steve Tshwete • Longtom (2023/24) - Thaba Chweu • Mapaleni (2022/23) - Bushbuckridge • Ndindini (2022/23) - Nkomazi • Silulu (2023/24) - Nkomazi • Godide (2023/24) – Bushbuckridge 					
Construction of additional classrooms to alleviate overcrowding	40 classrooms	105 000	15 000	0	0

<ul style="list-style-type: none"> • Hoerskool Bergvlam, Nelspruit Primary, Laeveld Laerskool, Laerskool Nelspruit, - (Mbombela) • HTS Middleburg – (Steve Tshwete) • Pine Ridge High School (eMalahleni) 					
New Schools without allocation <ul style="list-style-type: none"> • School for the deaf • Siyaqoba 	2	840 000	0	0	0

Projects	No. of Project	Total Project Value R'000	2022/23 Budget R '000	2023/24 Budget R '000	2023/24 Budget R '000
Procurement and Implementation from 4th Q & Outer year: <ul style="list-style-type: none"> • Makgahlishe Primary School • Mphephethe Primary School • Matlushe Primary School • Mavimbela Primary School • Siboshwa Primary School • New Emalahleni Primary School • New Shapeve Primary School • Osizweni Primary & Secondary School • New Mbombela Primary School 	11	482 971	37 900	202 479	234 258
Completion of Planning: <ul style="list-style-type: none"> • Kwandisamfundo Primary School • New Perdekop Primary School • New Moloto Primary School • New Empumelelweni Primary School • New Doornkop Secondary School • Manyakatana Primary School 	06	337 357	16 774	75 791	234 258

Procurement and Construction: <ul style="list-style-type: none"> • Aniva Primary School • Sidlamafa Secondary • Lehukwe Circuit • Langa Secondary School • Mkhuhlu Township • New Vezikgono Secondary School • Tidimalo Primary School 	07	232 169	33 870	127 408	60 233
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Project Stage	No. of Project	Total Project Value R'000	2022/23 Budget R '000	2023/24 Budget R '000	2023/24 Budget R '000
Number of schools provided with water infrastructure	131	305 704	195 065	75 603	35 036
Number of schools provided with sanitation facility	68	302 890	96 623	101 025	105 242

- **UPGRADING AND ADDITIONS**

Project Stage	No. of Project	Total Project Value R'000	2022/23 Budget R '000	2023/24 Budget R '000	2024/25 Budget R '000
Carried-over	17	269 211	144 976	18 922	-
Procurement and Construction (5 Special School)	32	287 379	111 024	136 868	29 613
Procurement and Implementation from 4 th Quarter and Outer year	41	1 426 832	90 426	17 524	234 258
Basic Services (inadequate sanitation with 74 schools where initiatives to build pit toilets due to lack of maintenance of current facilities and/or increase in enrolment)	102	207 097	75 955	131 143	-

- **ROLL OUT PLAN TO ADDRESS THE MAINTENANCE BACKLOGS FOR 2022/22 FINANCIAL YEAR**

Maintenance Backlog Classification	No. Of Projects 2022/23	Allocated 2022/223 Budget	Condition ratings
Demolition of redundant structures	15	R17 258	C5
Emergency maintenance	65	R69 993	C3
Scheduled maintenance	229	R247 215	C3
Minor maintenance	287		C2
Rehabilitation, Renovations and Refurbishment	1	R5 512	C5
Total	597	R339 978	

- **EDUCATION, SKILLS AND HEALTH**

STRATEGIC PARTNERSHIPS AND COLLABORATIONS					
OUTCOME: SCHOOL PHYSICAL INFRASTRUCTURE AND ENVIRONMENT THAT INSPIRES LEARNERS TO LEARN AND TEACHERS TO TEACH					
Priority Output	Key Interventions	2022/23 Budget R'000	Total Budget for remaining 2 yrs. R'000	Responsible Department / PE	Location
Connectivity of 81 schools in partnership with Dept. of Communication and Digital	Conduct need assessment	DCDT	DCDT	DCDT & private sector	All municipalities
	Scope and budget confirmation				

Technologies (DCDT)	Appointment of service providers				
	Commence with installation of connectivity infrastructure				
Provision of mobile boardroom, staffroom and kitchen at KwaZamokuhle Secondary School in Hendrina	Complete procurement processes	5 000	0		Steve Tshwete
	Scoping and site layout				
	Delivery and installation of mobile units				

School Safety	Social Crime prevention programmes implemented namely: Crime and drug awareness campaigns, Prison visits, Symposium/debates, Scholar patrol JPCC, child in traffic CIT.	249	261	DCSSL DoE	All municipalities
	Conduct awareness campaigns on drugs and substance abuse in identified schools (Hotspots) in Collaboration with DSD	186	215	DSD DoE	All municipalities
Coding and Robotics	Implementation of coding and robotics curriculum and e-learning (piloting in 128 schools)	1 457	2 362	Standard Bank, MTN, Cell C, Vodacom	All municipalities
Improve number of learners passing maths and science	Deployment of unemployed graduates as educator assistants and laboratory assistants for mathematics and science.	3 500	3 600	Dept. of Science and Innovation	All municipalities

4. Department of Community Safety, Security And Liaison

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2022/23 Target	2022/23 Budget	Total project cost
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				Allocation (Annual) R'000	R'000
Nkangala Region					
Safety Promotion					
Steve Tshwete Local Municipality	Educational awareness campaigns •1 Liquor Traders workshop	•Mhluzi	01 Educational awareness campaign	TBC	TBC
	Contact Crime initiative •1 Anti-rape and assault GBH campaign	•Doronkop	01 Contact Crime initiative	TBC	TBC
	Rural Safety Initiative •01 Paralegal workshop	•Farms (Steve Tshwete Local Municipality)	01 Rural Safety Initiative	TBC	TBC

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
Nkangala Region					
Community Police Relations					
Steve Tshwete Local Municipality	2 Community Safety Forum (CSFs) assessed on functionality	•Steve Tshwete Local Municipality •Nkangala District Municipality	02 Community Safety Forum (CSFs) assessed on functionality	TBC	TBC

	4 Community Police Forums (CPFs) assessed on functionality	<ul style="list-style-type: none"> •Blinkpan •Hendrina •Middelburg •Mhluzi 	4 Community Police Forums (CPFs) assessed on functionality	TBC	TBC
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Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
Nkangala Region					
Transport Regulation					
Steve Tshwete Local Municipality	<ul style="list-style-type: none"> •Safety Engineering •Traffic Law Enforcement •Road Safety Education •Transport Administration and Licensing; •Overload Control 	Steve Tshwete Local Municipality	05 Transport Regulation Programmes implemented	Operational	Operational

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
Nkangala Region					
Safety Promotion					
Steve Tshwete Local Municipality	Educational awareness campaigns <ul style="list-style-type: none"> •1 Liquor Traders workshop 	•Mhluzi	01 Educational awareness campaign	TBC	TBC

	Contact Crime initiative •1 Anti-rape and assault GBH campaign	•Doronkop	01 Contact Crime initiative	TBC	TBC
	Rural Safety Initiative •01 Paralegal workshop	•Farms (Steve Tshwete Local Municipality)	01 Rural Safety Initiative	TBC	TBC

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
Nkangala Region					
Community Police Relations					
Steve Tshwete Local Municipality	2 Community Safety Forum (CSFs) assessed on functionality	•Steve Tshwete Local Municipality •Nkangala District Municipality	02 Community Safety Forum (CSFs) assessed on functionality	TBC	TBC
	4 Community Police Forums (CPF) assessed on functionality	•Blinkpan •Hendrina •Middelburg •Mhluzi	4 Community Police Forums (CPF) assessed on functionality	TBC	TBC

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
Nkangala Region					
Transport Regulation					
Steve Tshwete	Safety Engineering	Steve Tshwete	05 Transport	Operational	Operational

Local Municipality	<ul style="list-style-type: none"> Traffic Law Enforcement Road Safety Education Transport Administration and Licensing; Overload Control 	Local Municipality	Regulation Programs implemented		
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5. PUBLIC WORKS AND TRANSPORT

BUDGET ALLOCATION INFRASTRUCTURE

Programme/ Classification	Baseline 2021/22 R'000	Budget 2022/2023 R'000	Budget 2023/24 R'000	Budget 2024/25 R'000
PER SUB-PROGRAMME				
Programme Support	2 204	2 587	2 656	2 775
Infrastructure Planning	62 708	78 092	75 552	78 945
Design	73 053	27 827	50 165	52 417
Construction	883 997	710 588	799 800	981 513
Maintenance	1 107 852	1 145 573	1 149 523	1 061 152
TOTAL	2 129 814	1 964 667	2 077 696	2 176 802
Provincial Roads Maintenance Grant (PRMG)	1 072 941	970 945	950 750	999 250

-BUDGET ALLOCATION PER WARD

Region	2022/23	2023/24	2024/25
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	Amount	(%)	Amount	(%)	Amount	(%)
Ehlanzeni North	R276 944	43%	R284 834	41%	R234 903	43%
Ehlanzeni South	R38 440	6%	R186 997	27%	R118 283	21%
Gert Sibande	R117 383	18%	R102 892	14%	R99 908	18%
Nkangala	R215 600	33%	R121 945	18%	R98 863	18%
Total	R648 367	100%	R696 668	100%	R551 957	100%

Sub-sub-Programme (Pivot 2)	Short Name	Project / Planned Output / Year	Contract Start date (Actual or Best Est)	Compl date (Best Est)	Local Mun	Coordinates	Unit	2022/23 Planned Output (APP)	Total Impl Cost excl Design R'000	2021/22 Allocated Estimate R'000	2022/23 Allocated Estimate R'000	2023/24 Allocated Estimate R'000	2024/25 Allocated Estimate R'000
4.Design for Coal Haulage Routes (Rehabilitation)	Coal Haul projects	Design: Rehabilitation: Various Coal Haul projects in 2022/23	1-May-22	28-Feb-23	Various		Design	1	0	0	2 000	0	0
4.Design for Coal Haulage Routes (Rehabilitation)		Design: Rehabilitation: Various Coal Haul projects in 2023/24	1-May-24	1-Mar-25	Various		Design	-	0	0	0	6 000	0
4. Design for NON-Coal Haulage Routes (Rehabilitation)	Bridge Maintenance	Design: Maintenance of Bridges from BMS (RAMS) Recommendation	1-Apr-22	1-Apr-23	All		Design	1	4 000	0	2 000	4 000	4 000

4. Design for NON-Coal Haulage Routes (Rehabilitation)	P216/1 eMbalenhle to Secunda	Design: Rehabilitation: P216/1 eMbalenhle to Secunda (km 0.0 to km 9.67) (9.67 km)	1-Apr-22	30-Nov-22	Govan Mbeki		Design	1	8 000	0	6 000	0	0
4. Design for NON-Coal Haulage Routes (Rehabilitation)	Road Safety Programme	Road Safety Programme (Detail list separate)	1-Apr-21	1-Apr-22	All		km	-	13 000	8 100	5 000	12 872	0
6. Integrated Rural Mobility & Access (IRMA)	Design IRMA Projects	Design: All IRMA projects for 2021/22 - 2023-24	1-Apr-21	31-Mar-24	Various		Design	0	0	3 000	0	3 000	0
	Footbridge in Zwelisha	Footbridge in Zwelisha	1-Aug-22	31-Aug-23	Various		Km	-	10	0	6	4	0
	IRMA Projects	Implementation: All IRMA projects for 2021/21 - 2023-24	1-Apr-21	31-Mar-24	Various		project	4	0	29 000	12 000	12 000	0
9. Rehabilitation of COAL HAUL Routes	D2274 Hendrina	Upgrade: D2274 from N11 at km 18.7 to D1398 at km 31.7 North of Hendrina (13.0 km)	15-Feb-21	14-Feb-26	Steve Tshwetse	-26.00546, 29.71252	km	3.0	378 492	66 268	72 292	72 292	72 292

	P182/1 van Dyksdrift - Hendrina Phase 3	Rehabilitation of Coal Haul Road P182/1 (R542) from km 26.25 to R38 between van Dyksdrift and Hendrina - Phase 3 (12.1 km) - Eq Share Coal Haul	15-Jul-20	14-Jun-22	Steve Tshwetse	-26.15352,29.61336	km	7.1	132 142	65 841	31 726	5 946	0
	P154/4 Middelburg - Wonderfontein Phase 2	Rehabilitation: P154/4 from N11 (P49/1) at Middelburg to km 12.3 (Phase 2) (8.7 km)	15-Mar-24	14-Jun-25	Steve Tshwetse	Heritage	km	- .0	106 875	0	0	0	81 653
	D2274 Hendrina	Upgrade : D2274 from N11 at km 18.7 to D1398 at km 31.7 North of Hendrina (13.0 km)	15-Feb-21	14-Feb-26	Steve Tshwetse	-26.00546,29.71252	km	3.0	378 492	66 268	72 292	72 292	72 292
9. Rehabilitation of COAL	P182/1 van Dyksdrift -	Rehabilitation of Coal Haul	15-Jul-20	14-Jun-22	Steve Tsh	-26.1535	km	7.1	132 142	65 841	31 726	5 946	0

HAUL Routes	Hendrina Phase 3	Road P182/1 (R542) from km 26.25 to R38 between van Dyksdrift and Hendrina - Phase 3 (12.1 km) - Eq Share Coal Haul			wet 2, 29.61336								
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6. SOCIAL DEVELOPMENT INFRASTRUCTURE PROJECTS 2022/23

MTSF Outcome: 1: Transformed social welfare					
Priority Output	Key Interventions	2022/23 Budget	Total Budget for remaining 2yrs	Responsible Department/ PE	Location
Expand the number of social services professionals	Increase the number of social service professionals in the public service (100)	-	-	DSD	All municipalities
Develop a core package of social welfare interventions including an essential minimum psychosocial support and norms and standards for substance abuse, violence against women and children, families and communities	Reach 19 200 children through community based prevention and early intervention programmes	95 758	95 882 per year	DSD	All Municipalities
	Provision of Family preservation and Child Protection services to 5300 families	3 198	3 918 per year	DSD	All municipalities
	Place 1 786 children on alternative care centres (Foster care, Adoption, Community Youth	43 278	43 278 per year	DSD	All municipalities

	Care Centres(CYCCs))				
	Strengthen prevention and response interventions for substance abuse (860)	17 588	17 588 per year	DSD, DCSS, SAPS, DOH	All municipalities
	Strengthen awareness campaigns conducted on Gender Based Violence and Femicide (715)	12 543	13245 per year	DSD, DCSS, SAPS DOH	All municipalities
	Provision of 26 shelters to victims of crime and implement Victim Empowerment Programmes	14 234	15 245 per year	DSD, DCSS, SAPS DOH	All municipalities

MTSF Outcome 2: Increased access to quality ECD services and support					
Priority Output	Key Interventions	2022/23 Budget	Total Budget for remaining 2yrs	Responsible Department/ PE	Location
Universal access to ECD for 0-4 years olds	Access to quality ECD programmes	<ul style="list-style-type: none"> Skills transfer and support 	From DSD Operational budget	DSD NDA	All municipalities

MTSF Outcome 3: Comprehensive social security system					
Priority Output	Key Interventions	2022/23 Budget	Total Budget for remaining 2yrs	Responsible Department/ PE	Location
Eligible grant beneficiaries receiving grants per grant type	Payment of grants to 1 578 387 eligible beneficiaries (MP)	4 575 040 (National budget)	9 387 291 (National budget)	SASSA	All municipalities

MTSF Outcome 4: Sustainable community development interventions					
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Priority Output	Key Interventions	2022/23 Budget	Total Budget for remaining 2yrs	Responsible Department/ PE	Location
Create vibrant and sustainable communities	Implementation of Social relief of distress Programmes to 8 720 families	38,525	38 525	DSD SASSA	All municipalities
	Strengthen the implementation of Social Behavior Change programmes (HIV/ Aids) 33 000	20 554	21 485	DSD	All municipalities
	Implement poverty alleviation services to 1 120 vulnerable households.	2 927	3 127	DSD, DARDLEA	All municipalities
	Implementation of Food Security and Nutrition Programme to 3 000 household	9 894	9 630	DSD, DARDLEA	All municipalities
	Implementation of Youth Empowerment Programmes to 118 254 to youth	18 992	18 992	DSD, OTP, DOE	All municipalities
	1 500 Job opportunities created through EPWP	5 891	0	DSD	All municipalities
	Implementation of Women empowerment programmes to 7 600 women	1,085	1,085	DSD	All municipalities

MTSF Outcome 4:Sustainable community development interventions					
Priority Output	Key Interventions	2022/23 Budget R'000	Total Budget for remaining 2yrs	Responsible Department/ PE/ Municipality	Location
Safety net work opportunities created	25 000 Work Opportunities created and maintained through the	DCOG Funding	DCOG Funding	COGTA	All local municipalities

	implementation of the Community Works Programme				
	140 Work Opportunities created and maintained through the implementation of the EPWP Youth Waste Management Project	2 563	0	COGTA	Bushbuckridge, Mkhondo, Nkomazi and Dipaleseng
District One Plans aligned with Economic Reconstruction and Recovery Plan	Revision of One Plans to align with the Economic Reconstruction and Recovery Plan	712	809	COGTA Ehlanzeni, Nkangala and Gert Sibande District municipalities	Ehlanzeni, Nkangala and Gert Sibande District municipalities
Anti-Poverty strategy implemented	3 Public Private Partnerships established to support the implementation of the Provincial Anti-Poverty Strategy			COGTA	Ehlanzeni, Nkangala and Gert Sibande District municipalities
	Departments to implement programmes by directing resources in areas where the rate of poverty is high	Sector department funding	Sector department funding	All provincial sector Departments	All local municipalities

MTSF Cross-cutting Outcome 6: Menstrual health and hygiene management for all women and girls achieved					
Priority Output	Key Interventions	2022/23 Budget	Total Budget for remaining 2yrs	Responsible Department/ PE	Location
Provide sanitary towels to indigent girls and women in schools (quintile 1,2 and 3; farm schools and special schools)and TVET	Provision 95 522 of Sanitary dignity support	20 839	21 757	DSD & DOE	All municipalities

colleges and public universities					
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MTSF Cross-cutting Outcome 7: Increased access to development opportunities for children, youth and parents/ guardians					
Priority Output	Key Interventions	2022/23 Budget	Total Budget for remaining 2yrs	Responsible Department/ PE	Location
Ensure roll-out of basket of social services to families caring for children and adults of disabilities regardless of geographical location	Strengthen services to 616 persons with disabilities accessing social development services	45,239	45 690	DSD	All municipalities

7. ECONOMIC DEVELOPMENT AND TOURISM

Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
District wide	Tyre initiative programme	Black owned tyre outlets operating in the townships	10 Black owned tyre outlets supported in the revitalization of township and rural economy	0	0
District wide	Black Industrialist Programme	Black owned companies	5 manufacturing companies participating in BI programme	0	0
District wide	Revitalisation of township economy through car wash	Car wash owners	20 Car washes supported with Equipment and	500	500

			chemical products		
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Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
District wide	Revitalisation of township economy through car wash	Salon owners	15 Hair Salons supported to access business skills development	450	450

Mbombela	Furniture Technology Programme	Young Entrepreneurs	15 SMMEs incubated to manufacture furniture	650	650
Steve Tshwete	Middelburg Stainless Initiatives	Young Entrepreneurs	15 SMMEs incubated at the MSI	2 010	2 010
Nkangala and Gert Sibande	Mining Tourism	Tour guides	Development of Mining Heritage Tourism Concept	0	0

8. CULTURE, SPORTS AND RECREATION

District: Nkangala					
Local Municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location	2022/23 Target	2022/23 Budget Allocation (Annual) R'000	Total project cost R'000
All Local Municipalities within Nkangala	Raise awareness about national symbols conducted in communities	All Local Municipalities within Nkangala	3 campaigns on national symbols and orders conducted	166	166
All local Municipalities within Nkangala District	Signify the rich history of the country by elevating certain days into public holidays so that they can be celebrated or commemorated	All Local Municipalities and will benefit all Municipalities Nkangala District	6 National and Historical days Celebrated	9,000	9,000

All Local Municipalities in Nkangala	Development of reading materials in designated languages of the province through terminology development and literature projects	Writers in SiSwati and isiNdebele at Nkangala Region	1 SiSwati and or 1 isiNdebele book produced	200	200
Nkangala District	Cooperatives supported to increase marketing platforms for exposure of arts and craft products	Local arts and craft cooperatives	5 Arts and Craft cooperatives supported	120	120
All Local Municipalities in Nkangala District	Project implemented to increase scope of implementing Arts and Culture projects	Unemployed youth ,women and people living with disability	39 Arts and Culture EPWP jobs opportunities created	1, 333	1, 333
All Local Municipalities in Nkangala District	Structures supported to promote Arts and Culture	All Local Municipalities in Nkangala District	3 community structures supported	1,350	1,350
All Local Municipalities within Nkangala District	Proposed of name change are submitted through LGNC, and PGNC to the minister of Sports Arts and Culture for reviewal	1 local Municipality within Nkangala District	1 proposed name changed through LGNC and PGNC	167	167
Steve Tshwete LM	People from different demographic background who will discuss on how to respect, reconcile and tolerate each other so that we can be united as a nation in diversity	The dialog will happen at Steve Tshwete Local Municipality and will benefit all Municipalities in the Province	Conversation Dialog Conducted	200	200
<ul style="list-style-type: none"> • Emakhazeni LM • Emalahleni LM • Dr JS Moroka LM • Thembisile Hani LM 	Mini library project implemented to increase access to library service for people living with sight disability	<ul style="list-style-type: none"> • 1x Emthonjeni, • 2x Emalahleni main, Emalahleni, • 2x Siyabuswa 	8 libraries offering services to the blind	500	500

<ul style="list-style-type: none"> Steve Tshwete LM 		<ul style="list-style-type: none"> Maphotla, 1x Thembisile Hani 2x Mhluzi, Gerald Sekoto 			
All Local Municipality at Nkangala District	New Mpumalanga Library Management System which is an enterprise resource planning system for libraries. The System will be used to track items owned, orders made, bills paid, and patrons who have borrowed	<ul style="list-style-type: none"> 5x Dr JS Moroka 5x Emakhazeni 8x Emalahleni 12x Steve Tshwete 6x Thembisile Hani 3x Victor Khanye 	All 39 Public Libraries at Nkangal District	4,462	4,462
All Local Municipalities in Nkangala District	Provision of library services that include books	<ul style="list-style-type: none"> 5x Dr JS Moroka 5x Emakhazeni 8x Emalahleni 12x Steve Tshwete 6x Thembisile Hani 3x Victor Khanye 	4 731 electronic books purchased	6,663	6,663
All Local Municipalities within Nkangala District	People actively participating in organised sport and active recreation events such as indigenous games, rural sports, golden games and Loskop marathon etc.	4136 Athletes in each Local Municipality	1 667people actively participating in organised sport and active recreation events	427	427
All Local Municipalities within Nkangala District	learners participating in school sport tournaments at a	Learners participating in all Local Municipalities	3 600 learners participating in school sport	4,681	4,681

	district, Provincial and National level		tournaments at a district level		
Steve Tshwete LM	Cycling Tour organised to promote sport tourism and emerging Mpumalanga cyclist	Nkangala District,	Cycling Tour hosted	500	500
All Local Municipalities within Nkangala District	Refers to athletes that are supported through a sports academy programme.	Athletes supported through the sports academy programme at Nkangala Region	100 Number of athletes supported by the sports academies to access scientific support programme	617	617
All Local Municipalities in Nkangala	Local leagues organised by federations or associations in communities where club development program is established.	Local leagues at Nkangala Region	8 local leagues supported	6,571	6,571
All Local Municipalities within Nkangala District	Schools, hubs and clubs supported with equipment and/attire in an effort to provide opportunities for participation	Schools, Hubs and Clubs	25 Schools,9 hubs and 20 clubs provided with sport equipment	1,152	1,152

DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT, LAND AND ENVIRONMENTAL AFFAIRS

PROJECT	LOCATION	TARGET	BUDGET	JOB CREATION
Hectares Cultivated	Steve Tshwete Municipality	903ha	6 942 371	7

Food gardens established	Steve Tshwete Municipality	12	99 850	0
Households Benefiting	Steve Tshwete Municipality	110	301 219	0

MASIBUYELE ESIBAYENI PROGRAMME

Farmer category/Commodity	Subsistence*	Smallholder*	Commercial*
Beef Cattle	Bulls only (communal)	Up to 1 bull & 25 heifers	Up to 4 Bulls & 100 heifers
Goats	Up to 1 buck + 10 does	Up to 2 bucks & 50 does	Up to 24 Bucks & 600 does
Sheep	Up to 1 ram & 10 ewes	Up to 2 rams & 50 ewes	Up to 24 Rams & 600 ewes
Pigs	Up to 1 boar & 5 sows	Up to 1 boar & 10 sows	Up to 20 Boars & 200 sows

*Allocation based on the carrying capacity of the farm/housing infrastructure

PROJECT	LOCATION	TARGET	BUDGET	JOB CREATION
Pigs	Steve Tshwete Municipality	1 set (1 boar 10 sows)	70 000	4

INFRASTRUCTURE DEVELOPMENT PROGRAMME

PROJECT NAME	LOCATION	PROJECT OUTPUT	PROJECT DESCRIPTION	JOB CREATION	BUDGET
SJ Nduli Trading	Mooiplaas W29	Dairy Pasture Farm - EIA, Water development, Pasture development,	Planning for livestock (dairy) and cultivated pastures	8 permanent jobs for project sustainability and 14 temporary jobs (during project phase)	10 237 840.00

		infrastructure development .			
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DEPARTMENT OF HEALTH

PROJECT NAME & SCOPE	2021/22 Target	BUDGET 2021/22	Total Jobs	Youth	Females	PROGRESS/ PROJECT STATUS
Middelburg District Hospital Construction of a new District Hospital	100% - Completion of New Middelburg District Hospital	R178 120 000	372	115	35	<ul style="list-style-type: none"> ▪ Project is at 85% ▪ Due to limited funding for the financial year, the completion of the project scheduled for 31 March 2022 may not be met and the completion of the project is now envisioned to be December 2023. Challenges include: The revised Deed of Donation (DoD) with the amended council resolution's conditions and rezoning application letter was submitted to Steve Tshwete Local Municipality; Lack of bulk infrastructure; ▪ All project management services have been suspended on site by the project manager (this includes oversight of projects progress and submission of reports)

PROJECT NAME & SCOPE	2021/22 Target	BUDGET 2021/22	Total Jobs	Youth	Females	PROGRESS/ PROJECT STATUS
Middelburg District Hospital Construction of Bulk Services for new District Hospital	100% - Completion of Bulk services	R40 935 000	-	-	-	▪ New Project

PROJECT NAME & SCOPE	BUDGET 2019/20	PROGRESS/ PROJECT STATUS
Rockdale CHC Construction of a Community Health Centre in partnership with South 32 Mine	R 15 000 000	• Project completed

Rietkuil Clinic (New) Construction of new Clinic in partnership with EXXARO	R12 000 000	<ul style="list-style-type: none"> • Project at planning phase • Process of appointing contractor is underway
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PROJECT NAME & SCOPE	BUDGET 2021/22	PROGRESS/ PROJECT STATUS
Newtown Clinic Construction of 8 hour clinic in partnership with Glencore mine (Replace old and very small clinic which is shared with the municipality)		• Project is at planning and design stage

11.3. 2022/2023 Projects from Private Businesses

The Steve Tshwete Local Municipality engages with private sectors who contribute towards Municipal Capacity Development Programme (MCDP), developed through a memorandum of agreement with the Department of Cooperative Governance and Traditional Affairs (COGTA).

The capacity development programme is designed to strengthen the capabilities of local municipalities and contribute to sustainable service delivery in municipalities where business operations and community engagements are located. The programme are developed in recognition of the specific challenges facing mining municipalities and especially mining regions under transition. The emphasis in the programme is on institutional, organisational and individual capacity, in line with government's capacity development framework, and aims to complement existing service delivery functions within local municipalities.

The MCDP in Steve Tshwete was initiated after extensive engagement with the executive team of the local municipality and collaboration is in the process of being formalised through a Memorandum of Understanding between the various role players. The focus areas, capability development outcomes and initiatives to enable that, have been informed by, and co-developed through, a series of work sessions between the Anglo MCDP Team and municipal counterparts.

The programme will make a contribution to strengthening capabilities with regards to strategic development planning by supporting:

- existing smart cities initiatives in the municipality,
- training of by-law officers, and
- the IDP through evidence for settlement trends and development dynamics.

1. TUNGELA – GOEDEHOOP COLLIERY

SOCIAL-ECONOMIC DEVELOPMENT PROJECTS

SLP 2020 -2024 projects: Lodged (Awaiting written DMRE Approval)

Project	Budget:	Spend	Actions	Progress
Community Scholarships	R600 000	R317 360,00	1. Support 4 students on the programme	1. Recruitment underway (x2) 2. Fees for current students paid (x2)
Mobile Clinic	R3m	R0	1. Set-up Steercom kick-off meeting 2. Draft scope for project	1. Endorsed by STLM 2. Lodged with DMRE 3. Granted permission to implement whilst awaiting formal approval 4. Start Implementation
Water Supply: boreholes and tanks	R4m	R0	1. Set up steercom with relevant stakeholders 2. Draft scope for project	1. Endorsed by STLM 2. Lodged with DMRE 3. Granted permission to implement whilst

				awaiting formal approval 4.Start Implementation
AET Programme	R200 000	R110 943	1.Recruit 7 local students	1.Recruitment underway 2.Registration at National Skills College underway
TOTAL	R6 800 000	R428 303		

CHAPTER 12: HUMAN SETTLEMENTS

To align provision of housing and services to the spatial restructuring and infrastructure engineering platforms and to provide services in a reliable, cost effective, viable and sustainable way

12.1. Introduction

The Municipal Integrated Housing Development Plan is a summary of the housing planning undertaken by STLM. It is a 5-year plan that is reviewed annually with the IDP review process. It is therefore part of the IDP process and as it forms a chapter in the IDP of the municipality. The Housing Chapter is a necessary tool which will assist the Municipality to focus its attention towards all components of housing delivery and the establishment of sustainable human settlements and pursuit of integrated development. The main objective of the development of the Housing Chapter is to assist this Municipality to plan and provide quality housing and sustainable human settlements to its citizens as prescribed by the Millennium Development Goals. The Plan is also aimed at achieving the following specific objectives;

- To provide guidance in prioritizing housing projects and sustainable human settlement programs.
- To ensure more integrated development through coordinating cross-sector role players in aligning their development interventions in a single plan;
- To provide effective linkages between the spatial development framework and the project locations of physical implementation of a range of social, economic, environmental and infrastructure investments;
- To ensure that there is a definite housing focus in the IDP and SDF with clear direction for the future housing delivery and human settlements across social and economic categories and locations in the municipality.
- The scope of the Housing Chapter is not just for those people and developments related to government's subsidized housing and human settlements programs;
- To provide the IDP process with adequate information about the housing plan, its choices, priorities, benefits, parameters as well as strategic and operational requirements;

- Ensuring that the contents and process requirements of planning for housing are adequately catered for in the IDP process; and
- To ensure that there is indicative subsidy budgeting and cash flow planning at both the Municipal and Provincial levels.

12.2. Legislative and Policy Framework

In South Africa, delivery of housing, particularly to the poor and vulnerable, is the responsibility of the State. The following Acts and policies serve as the legislative and policy framework that regulates the provision of **Integrated and Sustainable Human Settlements**:

- Constitution of the Republic of South Africa, Act 108 of 1996
- National Housing Act, Act 107 of 1997
- The Housing White Paper
- Rental Housing Act, 1999 (Act 50 of 1999)
- Home Loan and Mortgage Disclosure Act, 2000 (Act 63 of 2000)
- Housing Consumer Protection Measures Act, 1998 (Act 95 of 1998)
- Prevention of Illegal Eviction and Unlawful Occupation of Land Act, 1998 (Act 19 of 1998)
- Social Housing Act, 2008 (Act 16 of 2008)
- Military Veterans Act, 2011 (Act 18 of 2011)
- Inclusionary Housing Policy
- Comprehensive Plan for Sustainable Human Settlement, Breaking New Ground Policy
- National Housing Code of 2009
- Division of Revenue Act, 2019 (Act 16 of 2019)

12.3. Housing Demand

In terms of Statistics South Africa's Community survey 2016 the population of the Municipality increased from 229 831 to 278 749. During the same period the number of households increased from 64 971 to 86 713. This sharp increase is attributable to the migration of people to the Municipality due to improved economic prospects prevailing within the municipal area. In addition, this high population increase represents high demand for shelter and therefore a need to expedite accelerated housing delivery.

The community survey 2020 results indicates that the housing backlog for the municipality is at 51 570 and 14.4% of the households live in informal settlements. As at February 2020 approximately there are 18 047 households registered on the housing waiting list and 33 523 are registered on the National Housing Needs Register (NHNR). The registration of people on the housing demand database is done bi-annually. The majority of these households have a monthly income of R3 500.00 and below per month. A separate list for people in the gap market (R3501.00 – R15 000) is also maintained and escalates forever, hence Finance Linked Subsidy Programme (FLISP) is aimed at addressing this challenge.

To address the current demand then 3 609 units will have to be produced annually. To address the current demand in 5 years at a subsidy quantum of R 116 867.00 for land, services and top structures. Different delivery options need to be explored such as private private partnerships

alternative technologies, accelerated land acquisition to accelerate delivery and sustainable human settlements, rental housing stock and Community Residential Unit (CRU) programmes.

For the 2017/18 and 2018/19 financial year about 1745 (provincial projects) and 133 (mining donations) have been built in Rockdale and Newtown.

12.4. Human Settlements Development Strategies

1. Informal Settlements - Prevention, Upgrading and Formalisation Programme

The Municipal Human Settlements Development Plan recognizes that the informal settlements within the municipality's jurisdiction do not comply with the requirements for conventional township establishment. They are typically, unauthorized and are invariably located upon land that has not been proclaimed for residential use. They exist because urbanization has grown faster than the ability of the different spheres of government to provide land, infrastructure and houses. The informal settlements within the municipality are characterized by;

- Lack access to basic municipal engineering services such as water, sanitation, electricity and roads.
- Environments that are unsuitable, health hazardous and unsafe environments.
- Population densities that are uncontrolled and unhealthy dwellings that are inadequate
- Lack of government – funded social amenities and economic infrastructure
- Lack of information on demographic profiles.
- Unplanned settlements – areas located on flood lines, outskirts and on illegally occupied pieces of land.

Prevention

The Municipality has adopted the Policy on Management and Control of Informal Settlements By-law. The main purpose of this by-law is to manage, control, and prevent the mushrooming of new informal settlements.

The Law Enforcement Unit, located within Community Services was established to effect implementation of the Management and Control of Informal Settlement By - Law. In principle, this unit was established to prevent illegal occupation through monitoring specific hot spots areas and land, which is, earmarked for housing, parks, open spaces and other land uses etc.

The main role of the structure is to monitor and patrol vacant land, enforce the rule of law with respect to illegal occupation and illegal shack building, and provide backup during evictions, relocations and the demolition of illegal structures. The unit will be expanded when the need arises

Informal Settlements Located within the MP313 of jurisdiction

The locality of the informal settlements within the STLM and these have been clustered into four functional areas namely Doornkop, informal settlements within Middelburg and Surrounds, Hendrina/Kwazamokuhle and Steve Tshwete Rural:

List of Informal Settlements located within the MP313 of jurisdiction

FUNCTION AREA	DESCRIPTION	COUNCIL RECORDS	ESTIMATED NUMBER OF UNITS	TYPE OF INTERVENTION REQUIRED
Doornkop (1642)	The functional area of Doornkop which only contains one informal settlement located to the north of the LM. The informal settlement is situated in close proximity to two private nature reserves (Buks Private Nature Reserve and Botshabelo Private Nature Reserve) and is located to the west of the N11 Highway	Doornkop 246 JS - Portions 12 and 13	1642	A demographic analysis should be conducted to determine the household profiles and socioeconomic realities of these informal settlements. - An analysis of the housing need typically indicates the extent of the land required
Middelburg and Surrounds (5 702)	Seven informal settlements established close to Middelburg. The majority of these informal settlements are located along main routes, close to the Shanduka Coal Mine, the Columbus Stainless Steel manufacturing plant and industrial activity	Keerom 374 JS - Portion 40 Middelburg Town and Townlands 287 JS Middelburg Town and Townlands 287 JS - Newtown Area (RE/189 and RE/27) Rietfontein 286 JS - Portions RE/9 and 1 Rietfontein 314 JS - Portions 34, 39 Vaalbank 289 JS - Portion 18 Goedehoop 315 JS – Portions 13, 21 (Emahladini)	33 147 4466 20 303 495 238	- The Contextual analysis also needs to consider the strategic priorities that are typically informed by higher – level growth and development strategies. In determining the context of these informal Settlements the following must be considered; - The first level of consideration is the kind of landscape, i.e. whether rural/urban/ peri – urban which indicates the appropriate attributes for the particular context.
Steve Tshwete Rural (824)	functional area 3 which contains low density informal settlements, which are scattered and mainly located close to local mines (Komati Power Station and Goedehoop Coal Mine) and agricultural activity	Bankfontein 375 JS - Portions (4, 16, 18, 36) Patattafontein 412 JS - Portion 1 and Zevenfontein 415 JS (Remainder) Goedehoop 46 IS and Wilmansrust 47 IS Driefontein 153 IS Kopermyn 435 JS - Portion 4	70 83 62 76 298	- The second level is to analyse the population data. The following information must be sourced and included; 1. Total Population 2. Population density 3. Population growth rate
			235	

		Kopermyn 435 JS - Portion 13 and Kwaggafontein 460 JS - Portion 5 Kwaggafontein 460 JS - Portions 4 and RE Hamelfontein 462 JS - Portions 6 and RE Eden Valley 473 IS		4. Sex composition 5. Working age (15 – 64) 6. Occupation/ income Distribution 7. Skill and education level 8. Unemployment rate 9. Average household size 10. Formal dwellings
Hendrina / Kwazamokuhle (778)	only two Informal settlements in the Hendrina/Kwazamokuhle functional area and these are established to the north-east of Hendrina	Portions 1 and 7 Erf 2514, Portions 28, 29, 32 of 1357 Erf 4344, 3660,2761 Kwazamokuhle	227 551	

12.5. Status of Infrastructure Service Provisions for Prioritized Housing Projects

Table 16 below indicates the status of infrastructure service provisions per project for all the prioritized housing projects. From this table it is evident that these projects require a substantial financial injection to address the backlog in terms of the bulk and internal infrastructure service.

No	Area	Town Planning					Bulk Services				Internal Services			
		Proclamation	EIA	Geo-tech	Land Surveyed	Gen. Plan	Water	Electricity	Sanitation	Roads	Water	Electricity	Sanitation	Roads
1	Middelburg Extn 42	No	Yes	Yes	Yes	Yes	No	No	No	No	No	No	No	No
2	Rockdale North	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Yes	No	Yes	No
3	Aerorand South	Yes	Yes	Yes	Yes	Yes	No	No	No	No	No	No	No	No
4	Township Establishment / Formalisation / Relocation of New Town	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes 400 stands	Yes 200 stands	Yes 400 stands	No
5	Mhluzi: Upgrading of hostels into family units	Yes	N/A	No	No	No	Consultant appointed by Provincial Department of Human Settlement to determine the nature and capacity of the engineering services							
6	Hendrina X 4	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No	No
7	Kwazamokuhle Ext 8	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Yes	No	Yes	No
	Kwazamokuhle Ext 9	No	Yes	Yes	Yes	No	Yes	No	No	No	No	No	No	No
9	Kwazamokuhle: Upgrading of hostels into family units	Yes	N/A	No	No	No	Consultant appointed by Provincial Department of Human Settlement to determine the nature and capacity of the engineering services							
10	KwaMakalane (Bankfontein)	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes	Yes	No	Yes Biological	No
11	Subdivision of Erf 521 and 522 Somaphepha / Bankfontein	Yes	Yes	Yes	Yes	No	No	No	No	No	No	No	No	No

Table 14: Status of Infrastructure Services

12.6. Access to land for Human Settlements

A well located land for affordable housing remains a challenge for the municipality in pursuit to create integrated and sustainable human settlements that would meet the long term needs of the communities. The focus of the municipality is to shift towards addressing the current spatial inefficiencies, where spatial development should conform;

- Spatial Justice – e.g. Integration
- Spatial Sustainability – e.g. location, access to employment opportunities, relationship to environment
- Spatial Resilience – e.g. mixed use. Incremental development
- Spatial Quality – e.g. diversity and choice
- Spatial Efficiency – e.g. optimal use of limited resources

The objective of an integrated human settlement implies that the housing needs to have adequate access to services, amenities, transport services and economic services, as stipulated in the Comprehensive Plan for Sustainable Human Settlement Breaking the New Ground Policy. The planning and design must priorities projects and sites that achieve level higher levels of integration, to ensure that the necessary restructuring of human settlements begins to take shape.

12.7. Housing programmes

1. GAP Housing

The lack of mortgage finance in the low and middle – income market has been identified by the municipality as requiring significant intervention. It is the market defined as those with household income of R 3 501 – R 15 000 per month and property value of R 100 000 – R 500 000 respectively. The municipality backlog estimates that in the gap market housing approximately 8 253 units according to Census 2011.

The municipality in partnership with Provincial Department of Human Settlements and other state established institutions, private sector and financial institutions has to develop two pronged approaches, to facilitate the human settlement development that cater for the gap market . *The first approach will be a loan – funded gap housing program and the second will be self – help housing program*

- *Loan – funded gap housing program* - The municipality , Provincial Department of Human Settlements will facilitate the loan funded gap market housing by releasing land/or provide institutional housing subsidies. In return, the developer will be required to deliver housing within the gap market price bracket, while the buyer will be required to contribute loan finance.
- *Self – help gap housing Program* – The municipality will sell fully serviced sites to people wanting to build their own homes at their own pace. It will target people who are unable to rely on home loan, but may have other credit assistance from their employers or other legitimate sources of funding etc.

2. Rental Housing

In consideration of the reality that the municipality is situated in mining and industrial areas, therefore these mines and industrial areas will attract more people for employment and other economic activities, herein several points should be emphasized in relation to the provision of affordable rental housing stock;

- Social Housing can be increased significantly in the municipality where delivery and management capacity exist. However more dedicated funding is needed. Social housing can also be expanded to areas like Rockdale, Hlalamnandi, Newtown, Kwazamokuhle and Doornkop etc, provided that restructuring zones (RZs) are established, and municipality acquire additional capacity and Provincial Government support is solicited.
- Community Residential Units (CRU) should be encouraged and expanded specifically in areas close to industries such as Rockdale North, Nasaret and Hlalamnandi. This can be achieved with support from the Provincial Government.
- Specific land parcels for all forms of state – funded rental should be identified, allocated and released and packaged according to the applicable rules and regulations. The municipality will require support from the Provincial Government and the National Housing Development Agency.

3. Municipal Rental Stock

The municipality manages and maintains three blocks of rental stock with a total of 183 units as per the table below.

Figure 21: Rental stock managed by the municipality

No	Rental Stock	Number of Units	Qualification Criteria	No of people on the waiting list
1	Vergeet My – Nie	90	Income between 0 – R 3 500 per month First time property owner Must be single without dependant 60 years or older Fully independent	271
2	Rivierpark	33	Must be married without dependants 60 years or older Fully independent Income between 0 – R 3 500 per month	155
3	Pieterbezuide nhout (employees)	14	Employees working for the municipality (Fire & Rescue section).	10
4	Reabota	176	Income bracket between R 800 – R 3 500 per month. Fully- independent	155
5	Bloekomsig	60	Income between R 0 – R 3 500 per month Fully independent 60 years older	221

From the above table, it is clear that there is a need for more rental stock as the need far exceeds supply.

4. Social Housing project

In this regard, the Municipality partners with the Steve Tshwete Housing Association. A Memorandum of Understanding should be entered into and signed between the Social Housing Institution (STHA) from time to time and the Steve Tshwete Local Municipality. The objective of the agreement is to foster a mutually beneficial relationship between the parties in the delivery of well-located social housing to low income households. This agreement serves as an enabling mechanism to facilitate the process for the provision of social housing. In terms of this agreement the following target will be achieved in terms of the provision of social housing stock.

- Proposed 10 000 units over the next 10 years;
- Development of the units within restructuring zones
- The housing units shall be financed through institutional subsidies and other grants.
- Within the social housing projects there will be a mix of different sizes and rental tariffs

5. Community Residential Units Programme (CRU)

The Community Residential Units (CRU) program aims to facilitate the provision of secure, stable rental tenure for lower income persons. The program provides a coherent framework for dealing with the many different forms of existing public sector residential accommodation. The CRU program targets low income persons and households earning between R 800 - R3 500 per month who are not able to be accommodated in the formal private rental and social housing market.

The Municipality has identified Reabota and Kwazamokuhle hostels for conversion into Community Residential Units (CRU). It is envisaged that an additional 450 and 138 units will be constructed at Reabota and Kwazamokuhle hostels in the next financial years. The following further initiatives need to be taken by the municipality in relation to these hostels;

- Undertake occupation and income audit the identified hostels to establish who are the current occupants and to determine the affordability
- Ascertain whether, there are structures, informal properties.
- Enter into and sign lease agreements

6. Backyard Dwellers

In terms of the Census 2011, there are 6 240 families living in the back yard dwellings with the jurisdiction of the municipality. There is variety of forms or types of backyards units found within the municipality;

- Room Sharing, generally within the primary dwellings;
- Backyard Shacks (with shared access to ablutions and services)
- Backyard Rooms (with share access to ablutions and services)

The proliferation of backyard dwellers is linked to the length of time that poor households have to wait before they get a house. Many of these families live in appalling conditions and are being exploited by fellow tenants and private landlords, some of whom have become dependent on rental

income. The majority of these people are unable or unwilling to access formal accommodation or either;

- Don't qualify for subsidized housing
- On the waiting list for subsidized housing
- Fall into "Gap " housing market
- Prefer rental accommodation over ownership
- Need temporary or short term accommodation (including students, traders, contract workers, work seekers).

The municipal Human Settlement Development plan recognizes that currently there is no policy for backyard rental, and no housing subsidy program specifically designed to support back yard dwellers interventions meaning that this component of market is not yet addressed on strategic terms.

7. Other Programmes

The municipality also requires support in the implementation of the following programmes as specific challenges were identified through surveys;

Figure 22: Other housing programmes to be supported

Programme	Specific Area
Rectification Programme: Government is committed to enhance the quality of the residential products and the benefits thereof. This commitment extends beyond the future focus as it also includes attention to cases where inferior or inappropriate products were delivered.	Mhluzi, Kwazamokuhle, Tokologo and Middelburg Ext 24
Blocked Projects: Some of the projects were approved but never completed. Beneficiaries are approved on some of these projects.	Kwazamokuhle Ext 2 Mhluzi, Nazareth.
Finance-Linked Individual Subsidy Programme (FLISP): Government introduced the FLISP on 1 October 2005, to assist first -time homebuyers who earn between R3 501 and R 15 000 per month to obtain a home loan. The subsidy attaches to the beneficiary and not to the property. This will be used to decrease the mortgage bond and is only applicable to people who have never before been assisted by the State. It is disbursed as a once-off subsidy.	Rockdale North, Kwazamokuhle Ext 8 & 9
People's Housing Programme (PHP): The people' housing subsidy is available to people who want to build or manage the building of their own homes. Unlike the project-linked subsidy where a contractor builds houses for a number of people, the PHP allows people or beneficiaries to build or organize the building of their homes.	Kwazamokuhle Ext 9
Integrated Residential Development Programme (IRDP): As the name suggests, this programme provides a tool to plan and develop integrated settlements that include all the necessary land uses and housing types and price categories to become a truly integrated community. The Programme in particular provides for planning and developing an integrated project, providing for the housing, social and economic needs of different income categories	Kwazamokuhle Ext. 8 & 9, Rockdale North
Priority Human Settlements and Housing Development Areas (PHSHDA): Government introduced this programme as Human Settlements Framework for Spatial Transformation and Consolidation aims at creating opportunities for	Middelburg/ Mhluzi/ Hendrina

liveable, inclusive and resilient towns and cities. It optimizes existing and planned economic hubs and large infrastructure investment through Upgrading of Informal Settlements, forward- looking land assembly and township establishment, declared Social (Rental) Housing Restructuring Zones, Opportunities for Greenfield Development and Distressed/ dilapidated/ degenerating communities and precincts.	
Revitalization of Distressed Mining Communities Programme in Partnerships with Municipalities and Mining Companies: This programme aim is to establish/ foster partnership between the mines and local municipality to create security of tenure and provide housing to informal dwellers and create sustainable livelihoods of communities.	Middelburg/ Hendrina

12.8. Municipal Accreditation

In 2007, the National Department of Human Settlements developed a framework for the Accreditation of Municipalities. This programme involves the progressive delegation of housing functions to Municipalities. The Municipality determines the level for which it intends to be accredited.

STLM therefore, applied for and was granted Level 1 and 2 accreditation in 2010. This enables the municipality to plan and manage housing programs effectively. The Municipality has implemented the Accreditation Business Plan and has acquired the necessary capacitation towards performing level 2 functions.

Therefore, it is imperative that STLM should consider the review and align the organizational structure of the housing services and human settlements department to accommodate the functions and responsibilities delegated to the municipality in terms of the accreditation framework. The Memorandum of Agreement specifies the roles and responsibilities, funding flows and monitoring arrangements.

In terms of Level 1 and 2 Accreditation, the municipality is expected to perform the following human settlements functions;

Levels	Description of functions
1	Subsidy budget planning, allocation, priority programme management and administration which includes housing subsidy budgetary planning; planning of subsidy/fund allocations, and project identification. It also includes programme management and administration functions for specific, prioritized programme(s) identified in consultation with the PHD.
2	Programme management and administration: This includes project evaluation and approval, contract administration, subsidy registration, programme management including cash flow projection and management and technical (construction) quality assurance

12.9. Public Private Partnerships (PPP) in Housing Delivery

Recognising that it cannot achieve its vision alone to create Sustainable Human Settlements. The Municipality is continuously engaging the private sector \in particular with the mining sector to mobilize housing delivery. Since 2010, there are numerous housing opportunities through public private partnerships, whereby the Municipality provides land and the private sector built top structures.

Fostering partnerships with private sector is also one of the key requirements for the Municipality to achieve its medium – to long – term goals for housing delivery. This suggests that the Municipality must mobilize partnerships with external stakeholders and private sector.

12.10. Current Availability of Sites for Top Structures

Table 15: Serviced sites available for top structures

Area	Total number of Stands Established	No. Of Stands Available	Housing Programmes	Remarks
Subdivision of Erf 521 and 522 Somaphepha/ Bankfontein	300	300	Rural Development Programme/ Peoples Housing Process	200 Top structures completed. 83 stands fully serviced with water, sewer and toilet structures.
Rockdale North	745	745	Integrated Residential Development Programme	545 Housing top structures completed. 100 units allocated for 2021/2022 – 60 Wall plates/ 12 foundations casted.
Newtown Proper	1072	872	Informal Settlements Upgrading	500 Housing top structures completed. 100 units to be installed with electricity and water meters and handed over to beneficiaries.
Kwazamokhle Extension 08	369	269	Integrated Residential Development Programme.	152 Housing top structures completed. 48 units at completion stage.
Kwazamokuhle Extension 09	700	700	Integrated Residential Development Programme	50 Housing units allocated to Deep Space during 2021/2022 – downscaled from Ext. 8 project.
Kwazamokuhle Extension 1			Integrated Residential Development Programme	50 Housing units allocated to Mbhene Trading during 2021/2022 - downscaled from Ext. 8 project.
Middelburg Ext 42 (next to Kanonkop)	550	550	Inclusionary Housing Programme/ Gap Market	No services – source funding for installation of bulk infrastructure/ internal reticulation.

Table 33 indicates the number of sites that will be fully serviced and ready for a top structure for which the province will be requested to provide subsidies and appoint contractors.

Currently 299 sites are fully serviced and available for top structures in Somaphepha, 248 are available in Mafube and 50 in Rockdale. This brings a total of available sites to 695 and therefore an immediate need for 695 subsidies.

In Somaphepha, there is a Farm house can be converted into a clinic, a library and a pay point by the municipality in future budget years. In Rockdale and Mafube, Thusong Centres are required. In Mhluzi, Tokologo, Kwazamokuhle and Extension 24, there are a number of units that require attention through rectification blocked projects programmes respectively. Other sites in the same areas will require Peoples Housing Programme (PHP) and In-situ Upgrading Programmes and are fully services.

It is important to note that in line with the Comprehensive Plan for the Delivery of Integrated and Sustainable Human Settlements, the housing delivery program is linked to the number of serviced sites available per area. Where the targeted housing category is low and affordable housing, 60% of the total planned units will be implemented through the Integrated Residential Development Programme (full subsidy) and Finance Linked Subsidy Programme.

12.11. 2021/2022 and 2022/2023 Housing Subsidy Projects

Table 16: Housing projects for 2021/22 and 2022/23

PROJECT NAMES AS LISTED IN THE 2017/18 BUSINESS PLAN	HOUSING PROGRAMME	TARGET	BUDGET
Newtown	IRPD Phase 1: Planning & Services: (Informal Settlements)	1	R2,000,000
Rondebosch	IRPD Phase 1: Planning & Services: (Informal Settlements)	1	R3,141,000
Newtown Extension 1	Construction of 100 Informal Settlement units	100	R11,095.000
Kwazamokuhle Extension 8	Construction of 300 Integrated Residential Development Programme (IRDP)	300	R32,984.000
Mhluzi Proper (Reabota Hostels)	Construction of 176 Community Residential Units (CRU)	176	R66,870.478
Rockdale North	Construction of 100 Integrated Residential Development Programme (IRDP)	100	R11,686.700
Kwazamokuhle Extension 1	Construction of 50 Integrated Residential Development Programme (IRDP)	50	R11,686.700
Kwazamokuhle Extension 9	Construction of 50 Integrated Residential Development Programme (IRDP)	50	R11,686.700

The Municipality is also engaged in the implementation of public private partnerships and the construction of a total of 100 housing units was realized. The implementation of 83 housing units through this initiative is in the pipeline.

Table: 4 Public Private Partnerships/ Mining Housing Projects (2019/2020 Financial Year)

PROJECT NAMES AS LISTED IN THE 2017/18 BUSINESS PLAN	HOUSING PROGRAMME	TARGET	BUDGET
Newtown Extension 1	SLP (Wescoal)	33	R4,301 376.34
Kwazamokuhle Extension 9	SLP (Exxaro Coal Central)	18	R3,661 251.00
Kwazamokuhle Extension 9	SLP (Overlook Colliery)	27	R3,000.000

12.12. Challenges for housing delivery in Steve Tshwete

Table 5: Challenges Objectives and Strategies for Housing Delivery in Steve Tshwete Local Municipality

NO	CHALLENGE	OBJECTIVES	STRATEGIES (REMEDIAL ACTIONS)	RESPONSIBLE STAKEHOLDER/S
1	Slow pace in the construction of current low cost housing units by contractors	Ensure that all housing units allocated to the municipality are completed in that same financial year.	- Formulate a housing construction project management programme and communicate it with the provincial department of Human Settlements; -Ensure that the construction of all housing units are monitored and evaluated through this housing project steering committee	Steve Tshwete Local Municipality Housing Project Management Unit of the provincial department of Human Settlement
2	Poor workmanship in the construction of current RDP housing units by contractors	Ensure that the construction of all housing units are carried out in terms of contractual specifications and norms and standards set out by various statutory bodies such as the NHBRC.	Ensure that all the phases of the construction of housing units and related infrastructure are well monitored and evaluated	Officials (Building Inspectors and Civil Engineers) at the Provincial Department of Human Settlement
3	Increasing of informal settlements around certain urban settlements	Ensure that all forms of informal settlement development are discouraged and that mushrooming of informal settlements is prevented	-Formulate an effective system of monitoring and preventing the development of informal settlements around certain urban areas -Insitu upgrading of informal settlements	Steve Tshwete Local Municipality

NO	CHALLENGE	OBJECTIVES	STRATEGIES (REMEDIAL ACTIONS)	RESPONSIBLE STAKEHOLDER/S
		Formalization of existing informal settlements	- develop upgrading or relocation plans	
4	Huge housing backlog in housing delivery	Ensure that the processing of all housing applications is fast-tracked	Analyse the housing backlog in terms of various housing options Formulate an efficient system for recording and monitoring housing applicants and beneficiaries	Steve Tshwete Local Municipality
5	Lack of funds for servicing of land earmarked for housing development	Secure sufficient for servicing land earmarked for housing development	Prepare housing related infrastructure development plans and apply for funding to the relevant institutions such the district, provincial and national departments as well as the private sectors	Steve Tshwete Local Municipality
6	Inadequate budget allocations for housing delivery by both National and Provincial Departments of Human Settlements	Ensure that the limited allocations from the provincial and national departments are utilised optimally Explore other sources of funds for housing development	All housing related projects are to be prioritised and included in the municipal IDP/Housing Chapter All housing related projects in the IDP/Housing Chapter are to be reviewed annually and communicated in time to the relevant funding institutions Explore the opportunities of the Social Housing Programme	Steve Tshwete Local Municipality
7	Steve Tshwete Local Municipality Accreditation status/ functions not yet finalized.	Ensure that the STLM meet requirements as per the Accreditation Framework.	Full implementation of Level 1 & 2 Accreditation functions and submit application/request to be granted Level 3 Accreditation status.	Provincial Department of Human Settlements and Steve Tshwete Local Municipality.
8	High demand for sub-contracting by Local Business Forums, which result to project stoppages.	Delivery of quality product (houses) within the given time frame.	Project management and monitoring of appointed Service Providers	Steve Tshwete Local Municipality/ Provincial Department of Human Settlements/ NHBRC

12.13. Land invasion and human settlement

BACKGROUND

Land invasion: any unlawful occupation of land whether owned by the state, private sector or any non-state sector by a person or group of persons for any uses purpose (residential, business, industrial or any applicable use) without permission from the right owner of the land.

Informal settlement: any land and/or settlement that has occupied land mainly for residential purposes and related uses for more than a period that has been prescribed in the Prevention of Illegal Eviction from and Unlawful Occupation of Land Act, 1998, normally without all or some of basic amenities such as water, sanitation, paved roads and streets, refuse collection services and electricity. This definition excludes villages especially in the South African context.

The municipality had promulgated the municipal and control of informal settlement by law in 2010, which is currently under review and to be aligned to the Provincial Policy, drafted by Co Operative Governance and Traditional Affairs (COGTA). This piece of legislation enables the municipality to prohibit all unnecessary and uninformed land invasion occurrences. The Law Enforcement Unit, located within the Department of Community Services is entrusted with the responsibilities of ensuring regular inspections, keeping the register of informal settlement. This will further enable the potential beneficiaries to register on the housing demand database. The intervention further allows the municipality to control and remove any mushrooming informal settlements within 24 hours of its existence. The strategy of the municipality is to upgrade informal settlement through In-Situ Upgrading Programme and through the Relocation Assistance, in case the occupied land is not conducive for habitation. In other instances, Emergency Housing Programme is also considered in case of disaster stricken communities, through the assistance of the Provincial Department of Human Settlement. To date, the municipality has 30 identified informal settlement within its area of jurisdiction that are listed below and indicating the level of services.

N o.	Name of informal settlement	Property Description	Esti mated House holds	Do they have access to basic services?				How long has this settlement existed (less than 5 years or more than 5 years)	Ownership of the land (public or private)	Is the municipality planning to formalize the area (indicate financial year) if not what are challenges
				Yes: If service available No: if not available	Water	Sanitation	ESKOM			
1	Keerom informal settlement	Portion 40, Keerom 374-JS	35	Yes , communal stand pipe	Yes , communal VIP	Eskom	No		Elkerema Landgoed cc	No, relocation to Somaphepha the village
2	Ezibayeni	Middelburg Town and Townlands 287-JS	182	Yes , communal stand pipe	Yes , communal VIP	Yes	No		Steve Tshwete Local Municipality	Formalisation
3	Skierlik informal Settlement	Portions 12 & 13 Doornkop 246-JS	4929	Yes , communal stand pipe	Yes , communal VIP	Eskom	No		Doornkop CPA	Formalisation and relocation Rondebosch Development
4	Tokologo informal settlement	Portions 1 & RE/96, Rietfontein 286-JS	42	Yes , communal stand pipe	Yes , communal VIP	Eskom	No		Elkerema Landgoed cc	Relocation
5	Uitkyk Settlement	Portions 34 & 39, Rietfontein 314-JS & Portion 2, Uitkyk 290-JS	687	Yes , communal stand pipe	Yes , communal VIP	Eskom	No		Germa Trust South 32 SA Coal	Relocation
6	Polmaise Mine Informal Settlement	Portions 13 & 21, Goedeheop 315-JS Along R35 to Bethal next to Polmaise Mine	263	Yes , communal stand pipe	Yes , communal VIP	Eskom	No		LJ Fourie and South 32 SA Coal	Relocation
7	Evergreen Informal Settlement	Portion 18, Vaalbank 289-JS	512	Yes , communal stand pipe	Yes , communal VIP	Eskom	No		PJ van Tonder	Relocation
8	kaMadonora Informal Settlement	Portion 25 and 30, Vaalbank 289-JS	328	Yes , communal stand pipe	Yes , communal VIP	None	No		Be-Vest 0063 PTY LTD and SANRAL	Relocation

9	Hlalamndani Informal Settlement	Middelburg Ext. 36 and Portion 163 of Erf 13177 Middelburg Ext. 22 and other portions of Erf 13177	250	Yes , communal stand pipe	Yes , communal VIP	Yes	Yes		Cross Point Trading 36 PTY LTD and Steve Tshwete Local Municipality	Relocation
10		Portion 17, Bankfontein 375-JS (around Somaphepha)	70	Yes , communal stand pipe	Yes , communal VIP	Eskom	No		Hlanganani CPA	No, relocation to Somaphepha the village
11	Patattafontein Informal Settlement	Portion 1 Patattafontein 412-JS & Remainder Zevenfontein 412-JS	146	Yes , communal stand pipe	Yes , communal VIP	Eskom	No		J.O. Roux OP Goedehoop Trust	No, relocation to Somaphepha the village
12		Portion 3, Goedehoop 46-IS & Remainder of Portion 6, Wilmansrust 47-IS	62	Yes , communal stand pipe	Yes , communal VIP	Eskom	No		Anglo Operations	No, relocation to Somaphepha the village
13		Portions 2,3 & 12, Driefontein 153- IS	76	Yes , communal stand pipe	Yes , communal VIP	Eskom	No		WA de Klerk Anton Pelser Property Trust	Relocation
14		Portion 4 & 13, Kopermyn 435-JS, Portion 5, Kwaggafontein 460-JS	122	Yes , communal stand pipe	Yes , communal VIP	Eskom	No		Alzu Operations	Relocation
15		Portion 6 & RE, Hamelfontein 462- JS, Eden Valley 473-IS	235	Yes , communal stand pipe	Yes , communal VIP	Eskom	No		Birk Stead Inv, Holdings Ekhaya Town Butchery SA Trust	Relocation
16		Portion 3 and 5, Pullenshope 155-JS & Remainder of farm Swartfontein 492-JS (adjacent to N11 at turn off	165	Yes , communal stand pipe	Yes , communal VIP	Eskom	No		Optimum Coal Mine PTY LTD Republic of South Africa	Relocation to Kwazamokuhle

		to Pullenshope township)								
17	eMahlathini	Portion 7 Goedehoop 46-IS (close to Komati township)	400	Yes , communal stand pipe	Yes , communal VIP	Eskom	No		JJJ Harmse Trust	Relocation to close Komati Village
18	Beestepan Informal Village	Zenzele 986-JS (Beestepan Informal Village	75	Yes , communal stand pipe	Yes , communal VIP	Eskom	No		Beestepan Employees and Community Trust	Relocation
19		Remainder Kopermyn 1227-JS (next to Corn and Cob)	15	Yes , communal stand pipe	Yes , communal VIP	Eskom	No		Beestepan	Relocation
20	Eikeboom Village	Remainder Arendsfontein 464-JS	175	Yes , communal stand pipe	Yes , communal VIP	Eskom	No		E D E Farming Pty Ltd	Relocation
21	Naledi mine village	Portion 1 Hartbeestfontein 339-JS (121	Yes , communal stand pipe	Yes , communal VIP	Eskom	No		Anglo Operations Pty Ltd	Relocation to urban area
22		Arnot East 984-JS (near Rietkuil)	44	Yes , communal stand pipe	Yes , communal VIP	Eskom	No		Exxaro Coal Mpumalanga Pty Ltd	Relocation to urban area
23	Lesedi Mine Village	Lesedi Village, Portion 1 of Driefontein 338-JS	127	Yes , communal stand pipe	Yes , communal VIP	Eskom	No		Ingwe Surface Holdings (PTY) LTD, including 24Hostels (SOUTH 32 Mine)	Relocation to urban area
25	Mawaag	Portions 1 & 7 Erf 2514, Portions 28, 29, 32 of Erf 1357, Kwazamokuhle	98	Yes , communal stand pipe	Yes , communal VIP	Eskom	No			Relocation to formalised Kwaza Ext 9 & 11
26	Mawaag	Erven 2511 & 2512 Kwazamokuhle (Park)	44	Yes , communal stand pipe	Yes , communal VIP	Eskom	No		Steve Tshwete Local Municipality	Relocation to formalised Kwaza Ext 9 & 11
27	Mawaag	Portion 6 Bosmanspan 180-IS (Kwazamokuhle	486	Yes , communal stand pipe	Yes , communal VIP	Yes	No		Beestepan Farming	Relocation to formalised Kwaza Ext 9 & 11

		east Informal Settlement)								
28	Mawaag	Erven 2504-2506, 2459-2467 Kwazamokuhle	82	Yes , communal stand pipe	Yes , communal VIP	Yes	No		Eskom	Relocation to formalised Kwaza Ext 9 & 11
29	Mawaag	Erf 1486, Kwazamokuhle	22	Yes , communal stand pipe	Yes , communal VIP	Yes	No		Steve Tshwete Local Municipality	Relocation to formalised Kwaza Ext 9 & 11
30	Avalon/ Newtown Informal Settlement	Middelburg Town and Townlands 287-JS	6000	Yes , communal stand pipe	Yes , communal VIP	Yes	Yes		Steve Tshwete Local Municipality	Currently being formalised

CHAPTER 13: PERFORMANCE MANAGEMENT SYSTEM

13.1. Introduction

Performance management is a systematic process by which a municipal organisation involves elected representatives, residents and communities and its employees in improving organisational effectiveness in the accomplishment of legislative mandates and strategic imperatives. Performance Management System in STLM is intended to manage and monitor service delivery progress against the identified strategic objectives and priorities in the IDP. It is system through which the municipality sets targets, monitors, assesses and reviews the organisational and individual's employee's performance, based on municipality's priorities, objectives and measures derived from the municipal integrated development plan. A Performance Management System enables the municipality to conduct a proper planning, measuring, monitoring, reviewing and reporting on its performance.

The municipality requires a PMS that will be constituted as the primary mechanism to monitor, review and improve the implementation of the municipality's IDP. This system should therefore must increased accountability; learning and improvement; provide early warning signals, and facilitate decision making.

The Steve Tshwete Local Municipality's approach to performance management: is through the development and formal adoption of a system that complies with the Municipal Systems Act; Municipal Planning Performance Management Regulations of 2001; The Constitution of the Republic of South Africa, Chapter 7 of Act 108 (1996); The White Paper on Local Government, March 1998; MFMA; Performance Management Guide for Municipalities, DPLG, 2001; Municipal Performance Regulations for Municipal Managers and Managers. The Performance Management System in Steve Tshwete Local Municipality was adopted by Council as early as 2002 in terms of Section 39(c) of the Local Government: Municipal Systems Act, 2002. Refer to resolution: M08/10/2002.

The system represents the municipal's cycle and processes of performance planning, monitoring, measurement, review and reporting and improvement. The system includes key performance indicators including input, output, baseline and outcomes indicators and targets that are reviewed, refined and changed annually when there is a need to do so. Over and above, there are established formal mechanisms to monitor measure and review performance.

In 2009, Council adopted a PMS Framework which was subsequently reviewed in 2015 under Council resolutions number SC35/02/15. The objective of the framework is to provide a comprehensive step by step planning design and implementation that will help the municipality to manage the process of performance planning and measurement effectively.

13.2. Role Players in the Management of Performance Management

ROLE PLAYER	RESPONSIBILITY
Internal auditing	Provide adversary to the accounting officer on issues pertaining to legal compliance and performance reporting
Performance Audit Committee	The municipality uses a shared services established by the Nkangala District Municipality for the Audit Committee. The committee acts as an independent advisory body that advises council, political office-bearers, the accounting officer and the

	management of the municipality on matters related to internal control, internal audits, risk management accounting policies and adequacy reliability and accuracy of financial reporting and information, performance management, effective governance compliance with MFMA, the Division of Revenue act and provide comments to MPAC and council on the Annual Report.
Executive Mayor and Members of the Mayoral Committee	The Executive Mayor and the Members of the Mayoral Committee manage the development of the municipal IDP, SDBIP, PMS and oversee the performance of the Municipal Manager and the Executive Directors
Council	Monitor performance of the STLM against all decisions of the Council and oversight over the performance of the Executive Mayor.
Section 79 and 80 Committees	Plays an oversight role and consider reports from Council on the functioning of different portfolios and the impact on the overall objectives and performance of the municipality.
Municipal Public Accounts Committee	Is an oversight committee with comprised of non-executive councillors, with the specific purpose of providing oversight over the executive functionaries of Council to ensure good governance in the municipality. It also make comments and recommendations on the annual Report separately to Council
Community	The involvement of stakeholders such as citizens, community organisations, NGOs, employees and trade unions in the performance management increases the credibility and legitimacy of the performance reports and the audit process.

13.3. Status of the Performance Management System in the Municipality

1. Corporate Scorecard

According to Section 41 of the Systems Act Municipalities are required to review and measure performance at least once a year. The municipality developed a 5 year Corporate Scorecard which is annually informed by the Integrated Development Plan (table 27). On monthly to quarterly basis performance monitoring and reporting takes place for the purpose of accountability to internal audit, committees of Council and Council. After council sitting, each councillor report back to community on actual performance against the set targets.

2. Individual level

The Corporate scorecard forms the basis of the scorecard of the senior level management (section 56). The senior level's scorecard further considers their core competencies and managerial responsibilities. Evaluation of each senior manager's performance takes place quarterly and the appraisals are conducted annually.

3. Cascading of PMS to lower levels

In accordance to the Council resolution M34/10/2012, PMS was cascaded to lower levels of management from post level 1-3 in the 2014/15 financial year. In the coming 2020/2021 financial year, PMS will be cascaded further to positions up to post level 7. Currently, Managers from level 1-3 are therefore required to submit performance plans at the beginning of each financial year and the performance assessments on these plans are conducted on a quarterly basis. The continuous cascading of PMS to lower levels will be done in phases over a period of time. A standardized Performance Plan layout template will be developed to guide employee in the development of performance indicators and targets relevant to their area of work. The consulting process with labour and employees will be undertaken.

The municipality is well aware that this will not be an easy process however, it is a crucial exercise that the municipality is committed to undertake to create a high performance culture and improve accountability.

4. Planning Reform

National Treasury has updated the MFMA Circular Nr 88 in December 2020 in relation to Rationalization of Planning, Budgeting and Reporting Requirement for the 2021/2022 Medium Term Revenue and Expenditure Framework (MTREF) that was issued in November 2017. The regulation is aimed at guiding local government that is; Metropolitan, Districts and Local municipalities on the common set of indicators. Furthermore, provides an update to all municipalities on preparation of statutory planning and reporting documents required for 2021/2022 MTREF.

Municipalities are required to institutionalize circular 88 in each of the municipal groupings of District Municipalities, Intermediate Cities and the remainder of the local municipalities. Steve Tshwete Local Municipality is part of the "Intermediate Cities" (ICM) grouping. This requires that the baseline of the previous financial year is established for each of the KPI's and the relevant KPI's be reported on as indicated in the ICM Planning and Reporting Template on a quarterly and annual basis for the financial year 2021/2022.

Table 20: Municipal Performance Plan (Circular 88) for 2022-2027

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT										
Municipal KPA	Service Delivery and Infrastructure Development									
Problem statement and root causes per KPA:	The Municipality is faced with big challenge of ageing infrastructure with most of critical equipment already exceeding its useful life and refurbishment of this, including upgrades emanating from growing demands is ideal and the current economic challenges make it difficult to attend to this. There is a shortage of electrical supply capacity from Eskom to the newly built council substations.									
One Plan Transformation Area	One Plan Strategic Goal 3: Functional, Efficient Infrastructure Network to Facilitate Growth									
2019-24 MTSF Priority	Consolidating the social wage through reliable and quality basic services									
Municipal Priority	Providing sustainable Energy and Electricity									
Strategic objective	Plan, develop and maintain infrastructure and facilities									
Impact statement: Households with access to electricity					MTSF Target:					
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improve energy sustainability	Percentage total electricity losses	9.3%	Poor maintenance, Illegal connections, Aging infrastructure	8.5% of total electricity losses	List of projects: Minimize electricity losses	9.3%	9.3%	9%	8.8%	8.5%
Improve access to electricity	Percentage of households with access to electricity	80345 HH	New connections	80580HH additional electricity connections made	Number of Dwellings provided with connections to main electricity supply by the municipality	195HH	205HH	215HH	225HH	253HH
			Applications are received from the public for new connections	85% of applications for new electricity connections made	% of valid customer applications for new electricity connections	85%	85%	85%	85%	85%

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Municipal KPA	Service Delivery and Infrastructure Development									
Problem statement and root causes per KPA:	Availability of Sufficient Water Resources (to support present demand and future developments); Bulk Infrastructure Capacity; Ageing Infrastructure; Deterioration of raw water quality (mining activities); Vandalism of infrastructure									
One Plan Transformation Area	One Plan Strategic Goal 3: Functional, Efficient Infrastructure Network to Facilitate Growth									
2019-24 MTSF Priority	Consolidating the social wage through reliable and quality basic services									
Municipal Priority	Delivery of quality Water and Sanitation services									
Strategic objective	Plan, develop and maintain infrastructure and facilities									
Impact statement: Improve water and sanitation services through: 1) access to water and sanitation 2) Good quality water and wastewater services					MTSF Target:					
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improve quality of water and sanitation services	Frequency of sewer blockages per 100 KMs of pipeline	0.00192%	Aging infrastructure	0.00212%	List of projects: Call outs responded to	0.00212%	0.00212%	0.00212%	0.00212%	0.00212%
Improve quality of water and sanitation services	Frequency of water mains failures per 100 KMs of pipeline	1.4%	Aging infrastructure	1.2%	Call outs responded to	1.2%	1.2%	1.2%	1.2%	1.2%
Improve quality of water and sanitation services	Frequency of unplanned water service interruptions	0.04%	Aging infrastructure and poor maintenance	0.04%	Minimize water interruptions	0.035%	0.035%	0.035%	0.035%	0.035%
Improve quality of water	Percentage of drinking water	100%	Good water quality	100%	Bluedrop	100%	100%	100%	100%	100%

	samples complying to SANS241				Water treatment capacity unused					
Improve quality of waste water	Percentage of wastewater samples compliant to water use license conditions	47.1%	Poor waste water quality	47.1%	Greendrop	47.1%	47.1%	47.1%	47.1%	47.1%
Improve water sustainability	Percentage of non-revenue water	22.8%		22.8%		22.8%	22.8%	22.8%	22.8%	22.8%
Improve water sustainability	Total water losses	109.8 litres per connection per day	Aging infrastructure	111.6L/c/d	Infrastructure leakage index	111.6	111.6	111.6	111.6	111.6
Improve water sustainability	Percentage of water reused	0	<i>No output indicator related to this outcome indicator</i>	0		0	0	0	0	0

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Municipal KPA											Service Delivery and Infrastructure Development										
Problem statement and root causes per KPA:											The Middelburg area is experiencing spatial growth both in residential and business areas. As a result, the current Municipal resources cannot meet the demand for waste collection. Backlog in waste collection is experienced in informal settlements and rural areas. The haulage of waste from Hendrina and surrounding areas creates a huge financial burden on the operating budget due to fuel and maintenance costs.										
One Plan Transformation Area											One Plan Strategic Goal 3: Functional, Efficient Infrastructure Network to Facilitate Growth										
2019-24 MTSF Priority											Consolidating the social wage through reliable and quality basic services										
Municipal Priority											Providing sustainable waste management and a clean environment										
Strategic objective											Provide safe and healthy environment for community livelihood and stability										
Impact statement: Clean and healthy environment						MTSF Target:															
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION															
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs											
Coastal and inland water resources maintained	Recreational water quality (inland)	New baseline		9.3%	List of projects: Inland water samples tested	9.3%	9.3%	9.3%	9.3%	9.3%											
Minimised solid waste	Tonnes of municipal solid waste sent to landfill per capita				Landfill sites																
Minimised solid waste	Total collected municipal waste per capita																				
Increase access to refuse removal	Percentage of households with basic refuse removal services or better	13 Informal Settlements receiving basic municipal services		13 Informal Settlements receiving basic municipal services	Informal settlements receiving basic municipal services	13	13	13	13	13											

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Service Delivery and Infrastructure Development										
Municipal KPA	Service Delivery and Infrastructure Development									
Problem statement and root causes per KPA:	The condition of roads is mainly fair to good, with a proportion of 15% being in very poor condition. Increasing heavy traffic volumes using municipal roads, high cost of bitumen are a real threat to the sustainability of the road network. Backlog on developed areas with tarred road and no adequate stormwater drainage system is still a big challenge									
One Plan Transformation Area	One Plan Strategic Goal 3: Functional, Efficient Infrastructure Network to Facilitate Growth									
2019-24 MTSF Priority	Consolidating the social wage through reliable and quality basic services									
Municipal Priority	Providing sustainable municipal road networks									
Strategic objective	Plan, develop and maintain infrastructure and facilities									
Impact statement: Developed and maintained municipal road network					MTSF Target:					
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improve quality of municipal road network	Number of potholes reported per 10kms of municipal road network	29.83 of potholes reported	Poor maintenance,	30.86 potholes reported per 10kms of municipal road network	List of projects: Pothole complaints	30.86	30.86	30.86	30.86	30.86
	Percentage of fatal crashes attributed to road and environmental factors	80.67% Unsurfaced roads graded	Poor maintenance	Additional 21.06% Unsurfaced roads graded	Unsurfaced roads graded Surfaced municipal road lanes New municipal road network	21.06	21.06	21.06	21.06	21.06

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Service Delivery and Infrastructure Development										
Municipal KPA	Service Delivery and Infrastructure Development									
Problem statement and root causes per KPA:	The Municipality is faced with big challenge of ageing infrastructure with most of critical equipment already exceeding its useful life and refurbishment of this, including upgrades emanating from growing demands is ideal and the current economic challenges make it difficult to attend to this. There is a shortage of electrical supply capacity from Eskom to the newly built council substations.									
One Plan Transformation Area	One Plan Strategic Goal 3: Functional, Efficient Infrastructure Network to Facilitate Growth									
2019-24 MTSF Priority	Consolidating the social wage through reliable and quality basic services									
Municipal Priority	Providing sustainable Energy and Electricity									
Strategic objective	Plan, develop and maintain infrastructure and facilities									
Impact statement: Access to social and community facilities					MTSF Target:					
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Increase access to and utilisation of community facilities	Percentage of municipal cemetery plots available	92%	Limited space available for development	92%	New developments or expansions of cemeteries	92%	92%	92%	92%	92%
Increase access to and utilisation of community facilities	Percentage utilisation rate of sport fields	New baseline (5 stadium/36 basic sport fields)	Monitoring of u utilization of sport fields and seasonal activities	85% utilization rate of sport fields (5 stadium/36 basic sport fields)	Maintenance of sport fields	85%	85%	85%	85%	85%
Increase access to and utilisation of community facilities	Percentage of dwellings with access to public open spaces	8 077 485m ²		8 077 485m ²	Operations and maintenance of parks, public outdoor spaces	8 077 485m ²	8 077 485m ²	8 077 485m ²	8 077 485m ²	8 077 485m ²

SPATIAL AND COMMUNITY DEVELOPMENT

SPATIAL AND COMMUNITY DEVELOPMENT										
Municipal KPA		Spatial and Community Development								
Problem statement and root causes per KPA:		Low density and scattered urban areas (peripheral locations) perpetuated by old spatial planning laws (Eskom and Mine Villages and rural villages (creates spatial integration challenges and uneconomical provision of services). Inadequate supply of land for development of integrated human settlements (municipal ownership). Non-implementation of court orders issued for illegal land uses and building activities. Ineffective control of informal settlements. Rapid urbanization (4,4% population growth rate). Mushrooming of informal settlements (Land invasion). Depletion of high potential agricultural land due to open cast mining operations								
One Plan Transformation Area		Spatial Transformation and Sustainable Human Settlements								
2019-24 MTSF Priority		Spatial integration, human settlements and local government								
Municipal Priority		Providing sustainable access to community facilities								
Strategic objective		Coordinate sustainable social livelihood through developmental and socio-economy programs								
Impact statement: Social and community cohesion				MTSF Target:						
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Increase access to and utilisation of community facilities	Percentage utilisation rate of community halls	12%	Limited Access to community halls, poor maintenance	14%	Maintenance and new developments of community halls	14%	14%	14%	14%	14%
Increase access to and utilisation of community facilities	Average number of library visits per library	538.46	Limited Access to libraries, poor maintenance, outdated information sources and resources	550 of visits per library per year	Library campaigns	550	550	550	550	550

MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Municipal KPA	Municipal Institutional Development and Transformation									
Problem statement and root causes per KPA:	Emphasis is put on recruitment, staff retention and skills development and training. Continuous Capacitation of employees in line the WSP. Maintain a healthy relationship with Labour through continuous engagement									
One Plan Transformation Area	One Plan Strategic Goal 4: Building a Capable, Financially Sustainable and Developmental Governance System									
2019-24 MTSF Priority	Education, skills and health									
Municipal Priority	Providing sustainable									
Strategic objective	Sustain good corporate governance through effective and accountable clean administration									
Impact statement: Effective functioning of governance processes					MTSF Target:					
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Improved municipal capacity	Percentage of municipal skills development levy recovered	22.2%	Staff development plans are not maintained	40%	Training programmes Skills Audit	40%	40%	40%	40%	40%
Improved municipal capacity	Top management stability	1098 days	Slow in filling vacancies, Big staff turn over	9125 days	Vacancy rate % positions filled within 3 months	365 x5	365 x5	365 x5	365 x5	365 x5

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Municipal KPA											Good Governance and Public Participation										
Problem statement and root causes per KPA:											In depth promotion of good governance is essential for effective leadership characterised by ethical values of responsibility, accountability, fairness and transparency, the Council should ensure that management actively promotes a culture of ethical conduct. Furthermore a comprehensive and effective risk management plan and process and that key risks are quantified										
One Plan Transformation Area											One Plan Strategic Goal 4: Building a Capable, Financially Sustainable and Developmental Governance System										
2019-24 MTSF Priority											Building a capable, ethical and developmental state										
Municipal Priority											Improved Good Governance and council efficiency										
Strategic objective											Oversee the effective good governance through the implementation of council resolutions, processes and procedures										
Impact statement: Effective council processes and administration support											MTSF Target:										
Outcome	Outcome indicator	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION															
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs											
Improve municipal responsiveness	Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)	100%	Year Timetable	100%	Ward Meetings	100%	100%	100%	100%	100%											
Improve municipal responsiveness	Attendance rate of municipal council meetings by recognised traditional and Khoi-San leaders	0	None	0	None	0	0	0	0	0											

Improved council functionality	Percentage of councillors attending council meetings	100	Term of reference	100%	Council Meetings	100%	100%	100%	100%	100%
Improved municipal administration	Audit Opinion	0	Audit process Project files	0	Number of repeat findings	0	0	0	0	0
Zero tolerance of fraud and corruption	Number of alleged fraud and corruption cases reported per 100 000 population	0	Employee training and awareness Council policies	0	Number of active suspensions longer than 3 months Quarterly salary bill of suspended officials	0	0	0	0	0

PERFORMANCE INDICATORS

Translate interventions and programmes into annual outputs and KPI

Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Improve energy sustainability	Percentage total electricity losses	<i>Percentage of total electricity losses minimized</i>	8.5% of total electricity losses	9.3%	9.3%	9%	8.8%	8.5%
Improve access to electricity	Percentage of households with access to electricity	Number of Dwellings provided with connections to main electricity supply by the municipality	80580HH additional electricity connections made	195HH	205HH	215HH	225HH	253HH
		% of valid customer applications for new	85% of applications for	85%	85%	85%	85%	85%

		electricity connections	new electricity connections made					
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Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Improve access to sanitation	Percentage of households with access to basic sanitation	Number of new sewer connections meeting minimum standards	425 new sewer connections meeting minimum standards	85	85	85	85	85
Improve access to water	Percentage of households with access to basic water supply	Number of new water connections meeting minimum standards	100 new water connections meeting minimum standards	100	100	100	100	100
Improve quality of water and sanitation services	Frequency of sewer blockages per 100 KMs of pipeline	Percentage of callouts responded to within 24 hours (sanitation/wastewater)	95% of callouts responded to within 24 hours	95%	95%	95%	95%	95%
Improve quality of water and sanitation services	Frequency of water mains failures per 100 KMs of pipeline	Percentage of callouts responded to within 24 hours (water)	95% of callouts responded to within 24 hours	95%	95%	95%	95%	95%
Improve quality of water and sanitation services	Frequency of unplanned water service interruptions	<i>No output indicator related to this outcome indicator</i>	1% of unplanned water service interruptions	1%	1%	1%	1%	1%

Improve quality of water	Percentage of drinking water samples complying to SANS241	Percentage of drinking water samples complying to SANS241	100% water samples complying to SANS241	100%	100%	100%	100%	100%
Improve quality of waste water	Percentage of wastewater samples compliant to water use license conditions	Percentage of wastewater samples compliant to water use license conditions	47.1% wastewater samples compliant to water use license conditions	47.1%	47.1%	47.1%	47.1%	47.1%
Improve water sustainability	Total water losses	Infrastructure leakage index	111.6L/c/d Infrastructure leakage index	111.6	111.6	111.6	111.6	111.6
Improve water sustainability	Total per capita consumption of water	Percentage of total water connections metered	95% total water connections metered	95%	95%	95%	95%	95%

Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Coastal and inland water resources maintained	Recreational water quality (inland)	Inland water samples tested	9.3% water samples tested	9.3%	9.3%	9.3%	9.3%	9.3%
Increase access to refuse removal	Percentage of households with basic	Informal settlements receiving basic municipal services	13 Informal Settlements receiving basic	13	13	13	13	13

	refuse removal services or better		municipal services					
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Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Improve quality of municipal road network	Number of potholes reported per 10kms of municipal road network	Percentage of reported pothole complaints resolved within standard municipal response time	92% of potholes reported was resolved within the municipal response time	92%	92%	92%	92%	92%
	The percentage of fatal crashes attributed to road and environmental factors	Percentage of surfaced municipal road lanes which have been resurfaced and resealed	8km of unsurfaced roads graded	1.6km	1.6km	1.6km	1.6km	1.6km
		KM's of new municipal road lanes built	35km of new municipal road lanes built	7km	7km	7km	7km	7km

Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Improve access to adequate housing	Percentage of informal settlements upgraded to phase 3	Number of informal settlements assessed (enumerated and classified)	30 informal settlements assessed	30	30	30	30	30

Improve functionality of the residential property market	Percentage of residential properties in subsidy market	Average number of days taken to process residential building plan applications of 500 square meters or less	30 days taken to process residential building plan applications of 500 square meters or less	30 days	30 days	30 days	30 days	30 days
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Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Increase access to and utilisation of community facilities	Percentage of municipal cemetery plots available	<i>No output indicator related to this outcome indicator</i>	92% municipal cemetery plots available	92%	92%	92%	92%	92%
Increase access to and utilisation of community facilities	Percentage utilisation rate of community halls	<i>No output indicator related to this outcome indicator</i>	14%	14%	14%	14%	14%	14%
Increase access to and utilisation of community facilities	Average number of library visits per library	<i>No output indicator related to this outcome indicator</i>	550 of visits per library per year	550	550	550	550	550

Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Improved municipal capacity	Percentage of municipal skills development	<i>No output indicator related to this outcome indicator</i>	40% municipal skills development levy recovered	40%	40%	40%	40%	40%

	levy recovered							
Improved municipal capacity	Top management stability	% positions filled within 3 months	9125 days (5 Positions)	365 x5 days	365 x5 days	365 x5 days	365 x5 days	365 x5 days
		Staff vacancy rate	10% of the staff compliments is vacant	10%	10%	10%	10%	10%

Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Improve municipal responsiveness	Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)	Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor)	100% of ward committees with 6 or more ward committee members	100%	100%	100%	100%	100%
Improve municipal responsiveness	Attendance rate of municipal council meetings by recognised traditional and Khoi-San leaders	<i>No output indicator related to this outcome indicator</i>	0	0	0	0	0	0
Improved council functionality	Percentage of councillors attending	<i>No output indicator related to this outcome indicator</i>	100%	100%	100%	100%	100%	100%

	council meetings							
Improved municipal administration	Audit Opinion	Number of repeat Audit findings	0 repeat Audit findings	0	0	0	0	0
Zero tolerance of fraud and corruption	Number of alleged fraud and corruption cases reported per 100 000 population	Number of active suspensions longer than 3 months	4 of active suspensions longer than 3 months	4	4	4	4	4
		Quarterly salary bill of suspended officials	R13257783.60 Quarterly salary bill	R2651556.72	R2651556.72	R2651556.72	R2651556.72	R2651556.72

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

5 year Target	KPI	2022/23 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
8.5% of total electricity losses	Percentage of total electricity losses minimized	9.3%	9.3%	9.3%	9.3%	9.3%
80580HH additional electricity connections made	Number of Dwellings provided with connections to main electricity supply by the municipality	195HH	40	45	55	55
85% of applications for new electricity connections made	% of valid customer applications for new electricity connections	85%	85%	85%	85%	85%

425 new sewer connections meeting minimum standards	Number of new sewer connections meeting minimum standards	85	20	20	25	20
100 new water connections meeting minimum standards	Number of new water connections meeting minimum standards	100	20	25	30	25
95% of callouts responded to within 24 hours	Percentage of callouts responded to within 24 hours (sanitation/wastewater)	95%	95%	95%	95%	95%
95% of callouts responded to within 24 hours	Percentage of callouts responded to within 24 hours (water)	95%	95%	95%	95%	95%
1% of unplanned water service interruptions	<i>No output indicator related to this outcome indicator</i>	1%	1%	1%	1%	1%
100% water samples complying to SANS241	Percentage of drinking water samples complying to SANS241	100%	100%	100%	100%	100%
47.1% wastewater samples compliant to water use license conditions	Percentage of wastewater samples compliant to water use license conditions	47.1%	47.1%	47.1%	47.1%	47.1%
111.6L/c/d Infrastructure leakage index	Infrastructure leakage index	111.6	111.6	111.6	111.6	111.6
95% total water connections metered	Percentage of total water connections metered	95%	95%	95%	95%	95%
9.3% Inland water samples tested	Inland water samples tested	9.3%	9.3%	9.3%	9.3%	9.3%

13 Informal Settlements receiving basic municipal services	Informal settlements receiving basic municipal services	13	13	13	13	13
92% of potholes reported was resolved within the municipal response time	Percentage of reported pothole complaints resolved within standard municipal response time	92%	92%	92%	92%	92%
8km of unsurfaced roads graded	Percentage of surfaced municipal road lanes which have been resurfaced and resealed	1.6km	0.4km	0.4km	0.4km	0.4km
35km of new municipal road lanes built	KM's of new municipal road lanes built	7km	0km	2.3km	2.3km	2.3km
30 informal settlements assessed	Number of informal settlements assessed (enumerated and classified)	30	30	30	30	30
30 days taken to process residential building plan applications of 500 square meters or less	Average number of days taken to process residential building plan applications of 500 square meters or less	30 days	30 days	30 days	30 days	30 days
9125 days (5 Positions)	% positions filled within 3 months	365 x5 days	365	365	365	365
10% of the staff compliments is vacant	Staff vacancy rate	10%	10%	10%	10%	10%
100% of ward committees with 6 or more ward committee members	Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor)	100% of ward committees with 6 or more ward committee members	100%	100%	100%	100%
0 repeat Audit findings	Number of repeat Audit findings	0 repeat Audit findings	0	0	0	0
4 of active suspensions longer than 3 months	Number of active suspensions longer than 3 months Quarterly salary bill of suspended officials	4 of active suspensions longer than 3 months	4	4	4	4
R13257783.60 Quarterly salary bill	Quarterly salary bill of suspended officials	R13257783.60 Quarterly salary bill	R2651556. 72	R2651556. 72	R2651556. 72	R2651556. 72

13.4. Auditor General Outcome and Action Plan for 2021/2022 FY

STLM has received an unqualified with no matters “Clean Audit Opinion” in 2019/20 financial year in the Audit Report. The AGSA has raised thirteen (13) exceptions in the Management Report that need to be addressed, and table 8 below outlines the issues raised by the AGSA and planned to address herein:

CATEGORY/ KEY AREA	FOCUS AREA (FINDING)	ROOT CAUSE OF NON- COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	ACTION PLANS TO BE TAKEN	DUE DATE	RESPONSIBLE PERSON	MONITORING MECHANISM / PERSON
Cash flow statement	Classification of proceeds from investing activities	Consistent application of incorrect wording on Caseware file	Amend the wording under Cash Flow from Investing Activities on Caseware file from "purchase of investments" to "proceeds from investments"	31-Aug-21	Deputy Director(AFS and Assets)	Executive Director: Financial Services
Cash flow statement	Proceeds from long term liabilities incorrectly classified as investing activities	Consistent application of incorrect wording on Caseware file.	Reclassify proceeds from long term liabilities from "Cash Flow from Investing Activities" on Caseware file to "Cash Flow From Financing Activities"	31-Aug-21	Deputy Director(AFS and Assets)	Executive Director: Financial Services
Long term Liabilities	Inaccurate interest rate disclosed on the financial statement- Absa loan	Disclosure of the interest rate on the Council resolution approving the loan instead of the interest rate on the loan confirmation from the bank.	Amend the interest rate disclosed for Absa loan to correspond with the bank confirmation.	Monthly	Deputy Director(AFS and Assets)	Executive Director: Financial Services
Bulk purchases	Distribution loss percentage disclosed on the financial statements	Distribution loss percentage disclosed was until the end of May 2021	Amend the distribution loss disclosure on the financial statements to reflect the percentage as at 30 June 2021.	Monthly	Deputy Director(AFS and Assets)	Executive Director: Financial Services

Revenue	Inaccurate disclosure of unspent conditional grants	The LGSETA and AGRISETA grants were erroneously mapped to one line on Caseware file.	Remapping of each grant on Caseware file to its relevant line item.	30-Jun-21	Deputy Director(AFS and Assets)	Executive Director: Financial Services
Revenue	Inaccurate disclosure of receivables from exchange transactions	Omission of certain reconciling items on the debtors reconciliation	Perform a detailed reconciliation between the debtors balance as per the financial statements and the aging analysis.	30-Jun-21	Deputy Director(AFS and Assets)	Executive Director: Financial Services
Revenue from exchange	Investment revenue not properly recorded	The interest rate used was based on the monthly bank statements and not the bank confirmations	Ensure that the bank confirmations on investments are requested on time and agreed to the investments reconciliation.	30-Jun-21	Deputy Director(AFS and Assets)	Executive Director: Financial Services
Commitments	Differences between the amount per commitment schedule and the amount per the contract	The intention to appoint communicate was used to recognise the commitment on the commitment schedule instead of the final appointment letter.	Develop procedure manual to provide a criteria for recognition of commitment. Perform reconciliation between the commitment schedule and the contract register at the end of the financial year.	Monthly	Deputy Director(AFS and Assets)	Executive Director: Financial Services
Commitments	Completeness of the commitment register	There is no documented procedure manual to clarify the criteria in recognising commitments	Develop procedure manual to provide a criteria for recognition of commitment. Perform reconciliation between the commitment schedule and the contract register at the end of the financial year.	Monthly	Deputy Director(AFS and Assets)	Executive Director: Financial Services
Property Plant & Equipment	Calculation of depreciation.	Calculation error on the automated FAR depreciation	Management to manually recalculate depreciation of certain categories of assets for correctness.	15-Aug-21	Deputy Director(AFS and Assets)	Executive Director: Financial Services

Predetermined objectives	Households Duplicated in the listing	Lack of alignment between the POE and the project listing	Reconciliation between POE, project listing and the actual progress reported.	Quarterly	Assistant Director: PMS	Director: Strategic Support
Performance audit	Inaccuracy of reporting	Inaccurate carrying over of the opening amount paid as per payment certificate and control sheet	Perform reconciliation between the payment certificates per project and the control sheets.	Monthly	Director: Civil Engineering	Executive Director: Infrastructure and Technical Services
CAATS(Procurement and contract management)	Awards made to employees who had interest in the awards	No proper system to detect conflict of interest prior awards.	Management to perform data integrity checks to detect potential conflict of interest on all the contracts awarded.	30-Jun-21	Assistant Director: Supply Chain management	Executive Director Financial Services

CHAPTER 14: DISASTER MANAGEMENT

14.1 Introduction

The development of the Steve Tshwete Local Municipality Disaster Management Plan presented an opportunity for the Municipality to assess its position in relation to the capacity and resources it has in dealing with hazards that could result in disasters, key to the development of the Steve Tshwete Local Municipality emphasised place on prevention measure to the occurrence of disasters.

The purpose of this publication is to provide insight of the municipality and the type of hazards that are susceptible to by way of risk profile and map place on preventative measure to the occurrences of disasters.

This publication draws upon information from various sources as well as actual incident that have occurred in the Municipal area.

The development of this publication is a key milestone, it is considered a living document that will be a valuable tool for decision makers and planners alike.

The development of a Disaster Management Plan is in itself not an end but a means to the promotion of a safe and healthy environment as spelled out by Section 152 (d) of the South African Constitution 1996.

In line with Section 26 (g) of the Municipal Systems Act a Disaster Management Plan is amongst a few pieces of strategic documents that are considered core to the Integrated Development status without which the IDP of the municipality. The Systems Act accord the disaster management plan a core component status without which the IDP could be declared not credible.

Steve Tshwete Local Municipality remains committed to the continuous process of planning and implementation of measures aimed at preventing or reducing the risk of disasters as well as mitigating the severity or consequences of disasters. Furthermore, as required by the Disaster Management Act 57 of 2002, The Municipality has fulfilled the legal obligation of developing the Steve Tshwete Local Municipal Disaster Management Plan, which will serve to give strategic guidance on how local disasters should be handled.

14.1.1 SUMMARY

The Steve Tshwete Local Municipality, in terms of the Disaster Management Act, 2002 (Act 57 of 2002), is required to compile a Municipal Disaster Management Plan. This document fulfils the legal requirement as set out in the Disaster Management Act, the National Disaster Management Framework and confirms the arrangements for managing disaster risk, preparing, and responding to disasters within the MP 313 area.

The intended outcomes of the plan is the integration of disaster risk management into the strategic and operational planning and project implementation of all line functions and role players within the Steve Tshwete Local Municipality, the creation and maintenance of resilient community within the municipality and an integrated, fast and efficient response to emergencies and disasters by all role players.

The overall objective of this document is to define and describe the essential elements and procedures for preventing and mitigating major incidents or disasters, but also to ensure rapid and effective response and aspect specific contingency planning in case of a major incident or disaster that will:

- Save lives
- Reduce risk exposure
- Reduce suffering

- Protect property
- Protect the environment
- Reduce the economic and social losses, and
- Provide for the safety and health of all responders.

14.1.2 INTRODUCTION AND BACKGROUND

Emergencies and disasters respect no boundaries and can destroy life and property suddenly and without warning. The South African government has recognised the need to prepare for and to reduce the risk of disasters and has made provision for such measures through the three spheres of government in partnership with the private sector and civil society.

Steve Tshwete Local Municipality is not immune to emergencies and disasters, annually the municipality suffer the impact of various human-made and natural hazards that have the potential to kill, injure, destroy and disrupt.

INSTITUTIONAL CAPACITY BUILDING

- Disaster Management division have a permanent Disaster Management coordinator appointed by the municipality.
- The division taking its responsibilities in developing and implementing Disaster Management Plan, Disaster Management Policy Frame work, Contingency plan.

14.1.3 SWOT ANALYSIS

STRENGTHS

- Dedicated staff at the fire service and disaster management.
- Willingness and keenness of certain senior staff at departmental level to implement disaster management as applicable to their sphere of operations.
- An understanding of other departments for the need to concentrate and dedicate more time in disaster management principles and practices applied.
- Support at political level.
- Involvement of the Municipal Manager in disaster management.
- Approved Disaster Management Level 1 Plan

WEAKNESSES

- Not all senior staff realizing the value and importance of disaster management.
- Reluctance by some senior staff at departmental levels to support or get involved in disaster management.
- Political structures and structures at community level not yet established, or not operating to satisfaction, to sustain and regularly promote disaster implementation.
- All departments not yet having formally adopted disaster management as applicable to their functions.
- Budgeting for disaster management currently only limited to provisions being made within the fire service estimates.
- All identified role players and stakeholders not yet understanding what disaster management.
- Possible Information Communication Technology (ICT) crisis.

OPPORTUNITIES

- To establish structures at all levels within the municipality and communities to promote and sustain disaster management implementation.
- To mitigate the effects of disasters or major emergencies, through active participation and involvement of departments in identified disaster management projects.
- To orientate the political level towards a better understanding of disaster management and thereby helping to ensure greater support when decisions have to be taken.
- To orientate community structures (such as ward communities, youth groups, churches and other social group) towards a better understanding of the value of disaster management.
- To have a disaster management program at educational institutions, that will involve learners and educators. This in turn, will rub off within those communities from where the learners come.
- To initiate and sustain projects that will promote awareness and preparedness amongst those most at risk.
- To make all municipal employees realize how important disaster management is and why they must support its implementation within municipal activities, where such activities can and will make a difference in ensuring a reduction in risks and vulnerability levels.
- Visible disaster management projects can earn untold respect amongst communities and the private sector for the municipality as a whole.
- Awareness programs.
- Human and material resources.

THREATS

- Drought and water shortage
- Veld fires
- Unwillingness by some heads of departments to fully cooperate with disaster management activities.
- Ownership of roles/responsibilities by departments not yet confirmed.
- Departments and external agencies and/or NGO's adopting or implementing own disaster management plans without coordinating same with the formal disaster management structures, or ignoring the latter.
- Mistrust amongst communities and community structures towards disaster management because of (other) negative experience (s) in dealing with the municipality.
- Not recognizing the importance of disaster management and the key role it can play towards sustainable development and thus helping to inter alia, reduce poverty levels.
- Departments not corpora ting or reflecting disaster management as part of integrated development plans (IDP's) as required in terms of the Municipal Systems Act (section 26(g)) and Disaster Management legislation.

- Insufficient funding to initiate and sustain disaster management projects beyond that which the disaster management component of the municipality can provide, from its own (limited) budget.

Legislative mandate

Any Disaster Management activity has to be attended to in terms of the following legislation and other supporting documentation:

- Constitution of South Africa section 41(1) (b)
- Disaster Management Act, Act 57 of 2002.
- National Disaster Management Framework of 2005, published in terms of the Act.
- The Local Government Municipal Systems Act, Act 32 of 2000, as amended.
- Provincial Disaster Management Framework.
- Nkangala District Disaster Management Framework.
- Steve Tshwete Disaster Management Framework, as adopted by Council Resolution M18/8/2011 and SC08/06/2016).
- The holistic development and implementation of Disaster Management at municipal level in compliance with Chapter 5 of the Disaster Management Act.
- The relevant sections of the Safety at Sports and Recreational Events Act, Act 2 of 2010.
- Any Directives that from time to time, may be issued by the Municipality, Province or National Government
- Steve Tshwete Disaster Management Plan Level 1, as adopted by Council Resolution M18/8/2011).
- Fire Brigade services Act, Act 99 of 1987
- National Veld and Forest Fire Act, Act 101 of 1998
- Steve Tshwete final Disaster Management Plan Level 2 and 3 as adopted by Council Resolution SC08/06/2016.

14.2. Disaster Risk Reduction

Table 1: Disaster Prevention, Mitigation for Specific Known Risk

HAZARDS	DISASTER PREVENTION, MITIGATION FOR SPECIFIC KNOWN RISK
Road accidents	<ul style="list-style-type: none"> • Develop a unified incident management system. • Ensure compatibility of rescue vehicles and equipment within Local Municipality. • Develop a specialised rescue team within the Fire Service. • Ensure continuous training and refresher courses relating to rescues. • Implementation of (SOP's) Standard Operating Procedures relating to Rescue equipment. • Conduct road safety awareness and training campaigns.
Veld Fires	<ul style="list-style-type: none"> • Implementation of veld and forest regulation. • Implementation of veld fire campaigns. • Implementation of veld fire management training and awareness campaigns. • Provision of adequate fire hydrant infrastructure in all rural and farm arrears. • Ensure compatibility of veld fire equipment within the Local Municipality and the landowners.
Floods	<ul style="list-style-type: none"> • Implementation of flood awareness campaigns. • Adequate provision for maintenance of storm water systems.

	<ul style="list-style-type: none"> • Development and implementation of evacuation plans. • Relocation of residents located close to flood line to safer arrears. • Building capacity within Rescue Services to enable adequate water rescue operations. • Ensure adequate response. • Implementation of land use regulations. • Ensure early warning arrangements – Municipal communications department and SA weather service.
Severe storms and Strong winds	<ul style="list-style-type: none"> • Ensure effective early warning systems – Municipal communications department and SA weather. • Identify critical facilities. • Ensure adequate response capabilities of Emergency Services. • Implement education and awareness campaigns. • Implement building regulations.
Informal and structural fires	<ul style="list-style-type: none"> • Implement education and awareness campaigns. • Provision of adequate fire hydrants and water supplies. • Ensure sufficient personnel and firefighting equipment. • Provide access roads to informal and rural areas
Water and Air pollution	<ul style="list-style-type: none"> • Ensure continuous monitoring of water and air quality within the Local Municipality. • Ensure continuous flushing of reservoirs and infrastructure. • implement training and awareness campaigns
Hazardous Material Incidents	<ul style="list-style-type: none"> • Ensure the registration of vehicles transporting hazardous material. • Continuous monitoring of premises handling storage and distribution of hazardous material. • Awareness campaigns and training in the handling storage and distribution of hazardous material. • Ensure competently trained personnel.
Illegal Dumping	<ul style="list-style-type: none"> • Ensure the maintenance and provision of mini dumping sites. • Removal of waste material on a daily basis (Refuse bags etc.) • Participate in the annual cleanest town competition. • Implementation of by – laws relating to illegal dumping. • Implement awareness campaigns.
Droughts	<ul style="list-style-type: none"> • Implementation of agreements with mining industry for the supply of potable water. • Record keeping of the location of bore holes. • Controlling of dam water supply. • Maintain infrastructure supplying water between Emalahleni Local Municipality, Eskom and Steve Tshwete Local Municipality. • Ensure effective early warning arrangements – SA weather Services, Municipal communications departments. • Implement education and awareness campaigns.
Dam failure	<ul style="list-style-type: none"> • Maintain and monitor dam infrastructure.
Railway accident	<ul style="list-style-type: none"> • Awareness campaigns. • Establish continuous deliberation between SA rail and Local Municipality. • Check and maintain Rescue equipment on a daily basis.

Table 2: Steve Tshwete’s risk profile and mitigation strategies

HAZARD	RESPONSIBLE	ACTIVITY
ROAD ACCIDENTS	Fire Services Control Centre (013) 243 2222	Dispatch all emergency services
	Fire service	Assist with service components where rescue, patient treatment is required.
	Municipal and Provincial Traffic	Assist with service components where Traffic diversion / management is required.
	Provincial and private Ambulance Services	Assist with service components where triage, patient treatment and transport to medical facilities are required.
	TRAC	Assist with service component where safety measures and cleaning of the road is required.
	(SAPS) South African Police Service (Pathologists, crime scene photographers and Detectives)	Assist with specialized services where required.
	Towing Service	Assist with service components where towing of the affected vehicles is required.
	Emergency Services Chaplains	Assist with service component where counseling of the affected families is required.
	Municipal Disaster Management	Activate local Joint Operations Centre and co – ordinate relevant departments and stake holders and Liaise with (NDDMC) Nkangala District Disaster Management Centre.
	Municipal Communications	Co - ordinate activities with political leadership and media.
VELD FIRES	Municipal Communications	Co – ordinate activities with the political leadership
	Fire Services Control Centre	Dispatch all Emergency Services. (Fire, land owners, EMS, SAPS etc.) Assist with service components where fire fighting, search and rescue, patient treatment and transportation to medical facilities, Evacuation and relocation is required.
	SANDF (4SAI)	Assist with service component where rescue and evacuation is required.
	Emergency Services Chaplains	Assist with service components of counseling the affected families where required.
	Municipal and Provincial Traffic	Assist with service component where diversion and provision of access route, Evacuation and relocation is required.
	(DAFF) Department of Agriculture, Forestry and Fisheries	Verify damages and assist with recovery
	(DARDLA) Department of Agriculture, Rural development and land administration.	Verify and assist with production inputs and rehabilitation.
	(DSD) Department of social development	Provide/ assist with social services to affected communities (Social relief)
	Municipal Disaster Management	Monitor, co-ordinate and liaise with NDDMC, activate local Joint Operations Centre all activities and relieve operations with role players.
FLOODS, SEVERE STORMS	Municipal Communications	Co - ordinate activities with political leadership and media.

HAZARD	RESPONSIBLE	ACTIVITY
AND STRONG WINDS	Fire Services	Assist with service components where search and rescue, evacuation, relocation is required.
	Municipal and Provincial Traffic	Assist with service components where evacuation, relocating and provision of access routes is required
	Municipal Human Settlement	Assist with service components where Emergency housing is required.
	Municipal finance & Corporate Departments	Assist with service components in funding and arrangements for the affected Municipal Infrastructure.
	Municipal and provincial Traffic	Assist with service components where provision of access routes, evacuation, and relocation is required.
	Municipal Infrastructure Services	Assist with service components regarding all technical arrangements.
	Municipal Disaster Management	Activate local Joint Operations Centre monitor and co – ordinate role players / stakeholders.
	EMS & Private Ambulance Services	Assist with service components for patient treatment and transportation.
	(SARC) South African Red Cross, Social development and SAPS	Assist with service component locating missing persons and care.
	Emergency Services Chaplains	Assist with service components of counseling the affected families where required.
INFORMAL SETTLEMENT AND STRUCTURAL FIRES	Fire Services	Assist with service components where fire operations are required.
	Municipal Human Settlement	Assist with service components where Emergency housing is required.
	Social Development SAPS and Red Cross	Assist with service component locating missing persons and care.
	Municipal and provincial Traffic	Assist with service components where evacuation, relocating and provision of access routes is required.
	Municipal Communications	Co - ordinate activities with political leadership and media.
	EMS & Private Ambulance Services	Assist with service components for patient treatment and transportation.
	Emergency Services Chaplains	Assist with service components of counseling the affected families where required.
	Municipal Disaster Management	Activate local Joint Operations Centre monitor and co – ordinate role players / stakeholders.
WATER & AIR POLLUTION	Municipal Infrastructure Services	Assist with service components regarding all technical arrangements.
	Municipal Disaster Management	Activate local Joint Operations Centre monitor and co – ordinate role players / stakeholders.
	Municipal Communications	Co - ordinate activities with political leadership and media.
HAZARDOUS MATERIAL INCIDENTS	Municipal Communications	Co - ordinate activities with political leadership and media.
	Municipal Disaster Management	Activate local Joint Operations Centre monitor and co – ordinate role players / stakeholders.

HAZARD	RESPONSIBLE	ACTIVITY
	Municipal and provincial Traffic	Assist with service components where evacuation, relocating and provision of access routes is required.
	Fire Services	Assist with service components where fire and clean- up operations is required.
	EMS & Private Ambulance Services	Assist with service components for patient treatment and transportation.
	SAPS	Assist with the service components regarding crowd control & law enforcement.
	TRAC	Assist with the service components regarding incident management.
	Environmental Management	Assist with the service components regarding the protection of the environment.
ILLEGAL DUMPING	Municipality Environment and Solid waste Management Services	Monitor, co – ordinate, investigate and law enforcement.

Mobilization Chart

	INITIAL PHASE	DETERIORATION PHASE	DISASTER PHASE
Head of DM / MAYOR	Report to DOC	Communicate with GO's, NGO's, DDMC Head and Provincial Government	<ul style="list-style-type: none"> - Instruct emergency plan to be brought into operation - Declare Disaster
MM (Municipal Manager)	<ul style="list-style-type: none"> - Man DOC - Assemble DOC and notify Executive Managers - Actions in accordance with procedural check list 	<ul style="list-style-type: none"> - Take over functions of EMPS after his/her departure - Instruct Managers to report - Instruct EMPS to report at disaster scene - Communicate with Role players 	<ul style="list-style-type: none"> - Instruct emergency plan to be brought into operation - Monitor and give instructions - Perform functions of Head DM in his/her absence.
Head DOC (Disaster Management Officer – DMO)	<ul style="list-style-type: none"> - Bring DOC into operation - Notify MM - Establish Communications - Actions in accordance with the procedural plan 	<ul style="list-style-type: none"> - Man Radio room (DOC) 	<ul style="list-style-type: none"> - Effect plans and procedures of Emergency plan (SOP's)
Executive Director	Report to DOC and notify HOD's	Instructions to all personnel to report	Effect plans and procedures of Emergency plan (SOP's)
Asst. Directors & Directors	<ul style="list-style-type: none"> - Notify personnel - Report to workstations 	Ensure personnel identification	<ul style="list-style-type: none"> - Effect plans and procedures of Emergency plan (SOP's)
EMPS (Executive	<ul style="list-style-type: none"> - Report to DOC 	<ul style="list-style-type: none"> - Depart to disaster scene - Establish FCP - Give report to DOC 	<ul style="list-style-type: none"> - Effect plans and procedures of Emergency plan (SOP's)

Director: Community Services)		- MM to manage - MPS functions in DOC	- Request Evacuation and accommodation
Dep. Director (Fire & DM Services)	- Report at disaster scene - Personnel already present	- Take command - Establish FCP	- Effect plans and procedures of Emergency plan (SOP's)
SAPS	Report at disaster scene	Senior Official to report at DOC	Care and stock keeping
Traffic, Law Enforcement & Security Services	- Alert Officials - On duty personnel already on scene	- React - Establish vehicle park	- Control traffic to and from disaster scene
Departments (Personnel)	- Notify families	- Medical staff to report to clinic - Control room personnel to report at DOC - All other personnel to report at workstations	- Effect Instructions
EMS (Emergency Medical Services)	- Report to scene	- Effect triage and Casevac - Hospital readiness	- Treat and Transport patients
Control Room	- Receive emergency call - Dispatch role-players - Notify role players as per request	React according to instructions	- Relay messages and information to DOC and FCP - Record keeping

14.3. RESPONSE AND RECOVERY

1. AIM

The aim and objective is to provide an integrated approach to ensure a quick and effective response to known hazards or emergency incidents to ensure the protection of Human life and Animals, infrastructure and environment.

The different roles and responsibilities of stakeholders during a disaster needs to be effected in a coordinated manner to minimize duplication of resources and ensure optimal effectiveness.

Consultation between the relevant role players and the Disaster Management Office will enhance the decision making in the declaration of a disaster.

2. PHASES

There are 3 phases how the implementation of the Disaster plan can be set in motion

- Initial phase
- Deterioration phase
- Disaster phase

a) **INITIAL PHASE**

Information received indicates that a situation can deteriorate into a situation of emergency.

b) **DETERIORATION PHASE**

Indicates the deterioration of the existing situation and incase a drastic improvement does not set in an emergency situation will develop.

c) **DISASTER PHASE**

It indicates that an emergency situation exists and that actions should be taken as ordered.

3. **PROCEDURAL PLAN**

The following procedural plan will therefore guide the process of implementation from the onslaught of a disaster until the termination of the disaster.

a) **INITIAL PHASE**

The DMO (Disaster Management Officer), after being notified will man the DOC (Disaster Operation Centre) and bring it into operational readiness. He/She will notify the MM (Municipal Manager) who will issue the instruction to assemble the DOC. (See attached Annexure A). Executive Managers will immediately take the following steps:

- Notify HOD's (Head of Departments) that all officials must be ready and see that their equipment are in order;
- Arrangements must be made for the care of their families for an indefinite period;
- The DMO will bring about channels for the necessary communications.

b) **DETERIORATION PHASE**

By the implementation of the deterioration phase, MM/Disaster Management Co-coordinator will give all Executive Director instructions per radio or other means to report as soon as possible. Executive Director Will at the same time give all their officials instructions to report at their respective work stations. Medical staff must report to the clinic. Care must be taken that all officials can be identified to enable them to obtain access to the Forward Command Post (FCP), Mobile Command Centre or disaster area. Control room personnel will immediately report to the DOC.

The deputy coordinator, Executive Director Community Services (EDCS) and the Chief Fire Services (CFS) will on instruction of the Head of DM/ MM depart to the disaster scene to observe and to notify the DOC of the exact situation and to indicate what precautions must be taken temporarily. The DMO will immediately man the radio room. The head of DM / MM will liaise with the Nkangala District Municipality Disaster Management Centre (NDMDMC) and the Provincial Disaster Management Centre (PDMC) in order to declare a local disaster. If necessary the Head of DM / MM communicate with other role players.

c) **DISASTER PHASE**

With the implementation of the Disaster phase the emergency plan will be brought into operation and the entire organization will go into action on the instruction of the MM/Disaster Management Coordinator.

RISK ASSESSMENT

- Risk assessment has been conducted as per guidelines contained in (Disaster Management framework)
- Identified risk are prioritized.

RISK REDUCTION

- Developmental projects are identified, planned and executed with reduced disaster risk in vulnerable communities.

RESPONSE

- Response personnel are trained in the standards for incident management
- SOP's have been developed and implemented
- The department is responding to all reported incidents

RECOVERY & REHABILITATION

- Effort's including development, aimed at creating a situation where a normality in conditions caused by a disaster is restored
- The effects of a disaster are mitigated, or
- Circumstances are created that will reduce the risk of a similar disaster occurring
- All the affected arrears will be rehabilitated as the final stage of disaster management

DECLARATION OF LOCAL STATE OF DISASTER

DISASTER MANAGEMENT ACT 57 OF 2002

SECTION 55 SUBSECTION 1

- In the event of local disaster the Council of a municipality having primary responsibility for the Co-ordination and management of the disaster may by notice in the provincial gazette, declare a local state of disaster if
- Existing legislation and contingency arrangements do not adequately provided for the Municipality to deal effectively with the disaster or,
- Other special circumstances warrant the declaration of a local state of disaster.
- The local Executive Mayor send a letter to the District Executive Mayor with the intention to declare a Local Municipal state of Disaster.

10. CONCLUSION

- Due to the changing Economical, Environmental, Technological and Political Environment in the Municipality the Disaster Management Plan must be revised and updated within periods not exceeding 5yrs.
- Should there be any major change in the above; the plan must be updated immediately.
- The resources list hereunder will be updated bi-annually, to stay abreast with the most updated information.
- Due to the nature of Disaster Management business, an item must be secured on the IDP forum agenda, in order to minimize the number of forums and further to enjoy the broader range of commitment amongst stakeholders.

CHAPTER 15. RESPONSE TO CORONA (COVID-19) PANDEMIC

BACKGROUND

Steve Tshwete Local Municipality has a Disaster Management division within Fire Services Department. Section 43 of the Act 57 of 2002 delegate various powers and duties to the Municipal Disaster Management Centre which include among others: to specialise in issues concerning disasters and disaster management in the municipal area, promote coordination and integration of activities meant to reduce and promote the mitigation and prevent disaster risk within the municipal area.

On March 2022, the President of South Africa, Cryril Ramaphosa addressed the nation in relation to the the National Status of Disaster. After 2 years of being confronted by the COVID 19 Pandemic, the nation has finally rapidly lifted its restrictions in many of our day-to-day operations. The country has been placed on Adjusted Alert Level 1, which caters to no need to mask wearing, social and economic activities, access to employment opportunities, and job creation; movement and gatherings however the citizens are encouraged to continue taking their boster doses and be vaccinated until it is eradicated.

2. Introduction

The novel Severe Acute Respiratory Syndrome CoV-2 coronavirus that emerged in the city of Wuhan, China, last year 2010 and has since caused a large scale COVID-19 epidemic and spread to more than 70 other countries is the product of natural evolution.

3. Scope

The contingency plan of COVID-19 developed in response to the classification and declaration of the National State of Disaster due to the COVID-19 pandemic. The contingency plan for COVID-19 to be used for the duration of the declaration of the National State of Disaster. The enabling document for this contingency plan is the Steve Tshwete Municipal Disaster Management plan and regulations issued in terms of section 27(2) of the Act 57 of 2002.

4. Socio-economic impact of COVID-19

In terms of growing the local economy, the Municipality is mandated to “create an enabling environment for local economic development”. The current global Covid-19 pandemic (Corona virus) are likely to have severe socio-economic consequences throughout the globe. Closer to home, the Steve Tshwete local Municipality s also experiencing the adverse socio-economic impact of COVID-19 on our local economy and community.

The National State of Disaster and subsequent lockdown comes amidst already dire macroeconomic conditions which have seen South Africa slump into a technical recession and downgraded to sub-investment grade (“junk” status) and worsening already high levels of unemployment.

The declining economic growth which might be impacted on further by the Corona virus pandemic and international companies closing down as a result, the deteriorating state of the finances for state-owned entities, continued high unemployment and water and electricity shortages will put pressure on the ability of municipalities to raise revenue.

5. Financial impact of COVID-19

Municipalities will be impacted negatively due to a loss of revenue streams as businesses, households and communities reel from the economic fallout caused by COVID-19.

Revenue streams will remain actively protected to mitigate the financial impact of COVID-19, understanding that most business and households will feel the financial impact of COVID-19 and will likely reprioritize our own spending patterns.

In response to the impact of COVID-19, STLM are currently considering the reprioritization of the funding allocations for the 2020/21 and 2021/22 financial year. The economic growth rate achieved over the past periods is lower than forecast with an average growth rate of 0, 9% predicted for 2020.

These challenges will continue to pressurize municipal revenue generation hence a conservative approach was followed to project revenue.

Therefore, the municipality is required to improve its efforts to limit non-priority spending and to implement stringent cost containment measures. Cost containment regulations were promulgated in June 2019 which came into effect from 1 July 2019. Council subsequently approved the cost containment policy to give effect to the regulations.

EMERGENCY MANAGEMENT COVID-19 PANDEMIC PLAN

1. INTRODUCTION

The World Health Organisation (WHO) declared COVID-19 a global pandemic on 11th March 2020. The first case was diagnosed in South Africa on 5th March 2020. South Africa faces a particular challenge given the large vulnerable immunocompromised population living in overcrowded conditions.

Steve Tshwete Local Municipality Disaster Management Unit has developed this Pandemic Plan as part of their Emergency Management process. Whilst the likelihood of a human pandemic is relatively low, the resulting effects on the STLM community and its stakeholders could be relatively devastating.

2. DEFINITION OF PANDEMIC

A pandemic is declared when a new infectious disease spreads between countries and from person-to-person in multiple countries simultaneously in multiple countries. These occur when a new virus or a new strain of an existing virus appears for which people have little or no immunity. In 2020 the concern is the novel coronavirus COVID-19. The COVID-19 virus is a highly contagious viral respiratory illness, which presents with acute onset of fever, cough and one or more of the following: Sore throat, fatigue, and sore joints. This virus can infect a person and result in no apparent clinical disease, OR mild respiratory disease as would occur with the common cold OR in others serious clinical illness leading to death. Currently evidence is that those most seriously affected are the elderly and those who have pre-existing health conditions (Chronic).

Decisions to act on any component part of this Pandemic Plan, will be made based on the location, severity, and spread of virus and in consultation with OHS officer and (DOH) Department of Health.

OBJECTIVE:

The objective of this plan is to provide direction to the members of the municipality to respond effectively in the event of a viral pandemic. The municipality will take steps necessary to strengthen pandemic preparedness, minimize the risk of transmission in order to contain or reduce the spread of virus,

Communicate clearly the status of cases in the institution and action being taken by the municipality; and, to minimize the impact of the pandemic on the municipal employees.

The main aim of this plan is to minimize illness during a viral spread and limit the impact on the municipal ability to achieve its mission of service delivery.

3. WHAT IS HEALTH RISK ASSESSMENT?

The coronavirus is a hazard as it has the potential to cause harm to a person. The coronavirus only becomes a risk if a person is exposed to it through droplets or touching contaminated surface. The risk assessment is a structured approach to identifying, evaluating and controlling health risks at work associated with exposure to the virus.

4. WHY IS RISK ASSESSMENT FOR COVID-19 IMPORTANT?

- To raise awareness of the biological hazards (SARS-cov-2 or Coronavirus) and associated risk.
- To prevent the spread of SARS-cov-2 or COVID-19 thus protecting the workers and community.
- To determine if a prevention and control programme is required for the identified risk.
- To comply with legal requirements where applicable
- For decision-making in prioritising risk in the context of limited financial resources.
- To promote a culture of health and safety improvement.

5. EMERGENCY COMMUNICATIONS

General Communications

Effective communication with employees, community and external stakeholders is one of the most crucial aspects of a pandemic response. Public information should focus on the health and safety of the institution and its employees, visitors or clients.

All communications should include relevant, clear and targeted direction on the specific actions individuals should take to protect themselves from harm, plus any other information relevant to the event, including travel restrictions and impact to work and activities. In addition, the special needs of vulnerables must be given due consideration; it is therefore necessary to use multiple forms of communication.

The Municipality has the ability to provide both early warning and real-time emergency messaging relating to a potential or actual pandemic event, ensuring accurate emergency messages reach the STLM employees, the public and relevant stakeholders in a timely manner. The following channels may be used to communicate with the employees and community only by the office of the Municipal Manager:

- Email and text messages
- Municipal web site/ face book and social media platforms

All channels of communication should be continuously monitored for accuracy, rumour control and as a source of intelligence during the event.

The Municipal Manager will coordinate all municipal communication relating to a pandemic threat.

Communications for confirmed cases

If there are confirmed cases of pandemic virus within the municipal employees, it may be necessary to circulate customised messages to those involved in the response, specifically OHS officer.

Depending on staffing levels, it may be appropriate to establish a generic STLM email address and shared inbox that pandemic incidents can be reported through, to provide a single point of contact

for confirmed cases. This inbox would be monitored by the OHS officer, DOH Nkangala sub-district and Health and Safety reps from departments to ensure full coverage.

Deep cleansing or sanitizing areas where exposed by employees that tested positive for Covid-19

All areas that an employee used within the workplace must be sanitized prior to making the space available for colleagues and public to use.

Close contacts of infected employee need to be made aware in order to monitor and/or self-isolate in order to prevent the spread of the Covid-19 virus.

6. RECOVERY

RESPONSIBILITY FOR RECOVERY

OHS and Department of Health will lead the recovery phase as the transition to normal operations occurs. Recovery activities will commence during the response phase to have the best success and outcomes for the employees.

SUPPORT SERVICES DURING RECOVERY

Exposure to the trauma and stress associated with a pandemic threat can have significant long-term adverse effects on employees and the wider community. Some people may experience feelings of panic and anxiety, or they may be subjected to prejudice and judgement. Those involved in the response may be feeling overwhelmed, tired or deflated once the response phase has ended.

It is important that members of the community and Municipal employees who have been impacted be given post-pandemic support to comfort, reassure and connect them, thereby reducing the stress and stigma associated with this type of event. This may take the form of psychosocial, physical and professional support. The municipality in collaboration with the (DOH) Department of Health will make arrangements for all employees and community to access support services if required, to ensure the care and respect of impact community members in accordance with municipal values continues into the recovery phase.

The municipality will monitor work- load and roster of all employees and community members who are supporting the response to support their wellbeing including breaks, leaves and time in lieu, counselling and rotation of teams.

7. QUARANTINE AND/ OR SELF-ISOLATION MEASURES

Quarantine and/or self-isolation measures refer to the physical separation of people from one another, and may include implementing work from home and virtual meeting

Depending on the severity of the pandemic, the impact in South Africa under direction of the DOH, formal quarantine and/or self-isolation procedures may be introduced by the municipality to reduce the risk of infection, including:

- Determining if all work related travel to pandemic affected areas, nationally, provincially and locally, should be suspended or amended.
- Discouraging, and potentially cancelling, all face-to-face meetings. Whenever possible, using technology solutions to conduct business, including telephones, video conferencing, and the internet.
- Encouraging (and potentially enforcing) staggered start times- a version of flexible working conditions.
- Using guidance from the DOH, asking employees and the wider community who have travelled to affected areas to self-isolate for a period of time as prescribed by the SA government and DOH.
- Implementing remote working or work from home and online study arrangements.

- Enforcing certain social distancing techniques
- Encouraging unwell employees to stay at home
- Potentially closing all or portions of the municipality.

8. SOCIAL DISTANCING TECHNIQUE

Social distancing is a technique used to minimise close contact among persons in public places, such as work sites and public areas. It involves keeping people one to two meters apart. The implications of social distancing may require that the affected department/building would be partially or fully closed.

During a pandemic and in accordance with DOH advice, employees and communities may be strongly encouraged to observe the following general social distancing practices:

Avoid crowded places and large gatherings of people, where possible

Maintain a distance of one meter from people (where possible)

Notify OHS officer or consult at the clinic/hospital and self-isolation as per the prescribed period if you have made a voluntary or involuntary contact with a person who is unwell.

- Avoid shaking of hands or hugging
- Do not share your work equipment with others, especially items such as telephones, keyboards and pens.
- Maintain good hygiene practise, particularly around hand washing and proper coughing and sneezing etiquette.
- Avoid coming in contact with individuals displaying symptoms of illness.

This COVID-19 programme is an ongoing to mitigate and reduce the risks of spreading the coronavirus in the work place, Communities and Schools in this Municipal jurisdiction.

CHAPTER 16. MUNICIPAL STRATEGIES, SECTOR PLANS AND POLICIES

Table 17: Municipal Strategies, Sector Plans and Policies

Department	Available sector plans and policies	Date of adoption and council resolution number	Review Yes/No	Envisaged date of Reviewal
CORPORATE SERVICES				
HRM	Human Resource Planning Policy	C55/05/2019	No	2022
HRM	Employment Equity Policy	C55/05/2019	No	2022
HRM	Employment Practice Policy	C55/05/2019	No	2022
HRM	Promotion, transfer, Secondment and Acting in Higher Positions Policy	C55/05/2019	No	2022
HRM	Placement and Redeployment Policy	C55/05/2019	No	2022
HRM	Termination of Service Policy	C55/05/2019	No	2022
HRM	Remuneration Policy	C55/05/2019	No	2022
HRM	Transport Allowance Policy	C55/05/2019	No	2022
HRM	Overtime Allowance Policy	C55/05/2019	No	2022
HRM	Housing Allowance Policy	C55/05/2019	No	2022
HRM	Advances and Reimbursable Expenses Policy	C55/05/2019	No	2022
HRM	Legal Aid Policy	C55/05/2019	No	2022
HRM	Leave Policy	C55/05/2019	No	2022
HRM	Training and Development Policy	C55/05/2019	No	2022
HRM	Succession Planning Policy	C55/05/2019	No	2022
HRM	Internship Policy	C55/05/2019	No	2022
HRM	Internal Bursary Policy	C55/05/2019	No	2022
HRM	Private Work and Declaration of Interest Policy	C55/05/2019	No	2022
HRM	Sexual Harassment Policy	C55/05/2019	No	2022
HRM	Intoxicating Substances Abuse Policy	C55/05/2019	No	2022
HRM	HIV/AIDS Policy	C55/05/2019	No	2022
HRM	Occupational Health and Safety Policy	C55/05/2019	No	2022
HRM	Employee Assistance Programme Policy	C55/05/2019	No	2022
HRM	Smoking Policy	C55/05/2019	No	2022
HRM	Grievance Procedure	C55/05/2019	No	2022
HRM	Disciplinary Procedure	C55/05/2019	No	2022
HRM	Incapacity Due To Poor Work Performance	C55/05/2019	No	2022
HRM	Incapacity Due To Ill-Health / Injury Policy	C55/05/2019	No	2022
HRM	Incapacity Due To Operational Requirements Policy	C55/05/2019	No	2022
HRM	Human Resources Communication Policy	C55/05/2019	No	2022
HRM	Electronic Communication and Information Security Policy	C55/05/2019	No	2022
HRM	Fraud Prevention & Response Plan	C08/03/2012	YES	N/A
HRM	Cellular Phones - Obtaining And Utilization	M25/12/2010	No	N/A
HRM	Public Participation Strategy	M35/01/2012	No	2023

Department	Available sector plans and policies	Date of adoption and council resolution number	Review Yes/No	Envisaged date of Review
HRM	Communication Strategy	M27/06/2004	Yes	2015
HRM	National Strategy for HIV, TB & STI 2017 - 2022	M37/07/2018	Yes	2023
COMMUNITY SERVICES				
COMM	Disaster management plan and framework	C46/06/2020	No	Reviewed Annually
COMM	Integrated Waste Management Plan	C22/03/2018	No	2022
COMM	Air Quality Management Plan	C25/05/2019	Yes	2025
COMM	Integrated Human Settlement Plan	C06/11/2019	Yes	2021
COMM	Physical Security Policy	M13/11/2016	No	2021
COMM	Environmental Management Policy	C19/01/2021	No	2027
MUNICIPAL MANAGER				
MM	Risk Register	DM-AC07/06/2017	Yes	Reviewed Annually
MM	Combined Assurance Framework	SC26/06/2018	Yes	2020/2021
MM	Internal Audit Charter	C02/08/2019	Yes	2020/2021
MM	Audit Committee Charter	SC03/10/2019	Yes	2020/2021
MM	Local Economic Development Strategy	C21/09/2015	No	2021
MM	PMS framework	C62/05/2018	Yes	2021/2022
TECHNICAL SERVICES				
INFRA	Electricity Master plan	M06/03/2017	No	2022 Every 5 years
INFRA	Spatial Development Framework	C57/05/2017	Yes	2022/2023
INFRA	Comprehensive Infrastructure Plan	2017	Yes	2031
INFRA	Revised Roads Master Plan	C24/07/2020	Yes	Every 5 years
INFRA	Water Services Development Plan	C08/10/2017	Yes	Annual review with the IDP. Update every 5 years (2022)
INFRA	Local Integrated Transport Plan	C24/07/2020	Yes	Every 5 years
INFRA	Municipal Buildings and Facilities Masterplan	SC62/05/2018	Yes	Every 5 years
INFRA	Water & Sanitation Master Plan	C22/07/2020	Yes	Every 5 years
INFRA	Water Conservation & Water Demand Plan	C24/07/2020	Yes	Every 5 years
INFRA	Storm water master plan	C24/07/2020	Yes	Every 5 years
INFRA	Pavement Management System	C24/07/2020	Yes	Every 5 years