

4. IDP PLANNING PROCESS

4.1. IDP Structural Arrangements

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

Table 9: IDP STRUCTURES, ROLES AND RESPONSIBILITIES

STRUCTURE/ STAKEHOLDER	COMPOSITION	ROLES AND RESPOSIBILITIES
Executive Mayor and Mayoral Committee	<ul style="list-style-type: none"> Executive Mayor and members of the Mayoral Committee. 	<ul style="list-style-type: none"> To decide on the Process Plan and make firm recommendations to Council. Chair meetings of IDP Forum.
Council	<ul style="list-style-type: none"> All Councilors. 	<ul style="list-style-type: none"> To approve the Process Plan and the IDP.
IDP Technical Committee	<ul style="list-style-type: none"> Municipal Manager. IDP/PMS Manager. LED Manager. PMU Manager. G&SD Manager. Four Executive Managers. Communications Manager. Departmental Heads. Member of the Mayoral Committee responsible for planning. 	<ul style="list-style-type: none"> Provides terms of reference for the various planning activities. Commissions research studies. Considers and comments on inputs from sub-committees and community inputs. Processes, summarizes and documents outputs. Makes content recommendations. Prepares, facilitates and documents meetings.
Secretariat	<ul style="list-style-type: none"> Provided by the Legal and Administration. 	<ul style="list-style-type: none"> Record proceedings at IDP meetings Issue invites for all meetings. Distribute minutes and reports to all Stakeholders.

STRUCTURE/ STAKEHOLDER	COMPOSITION	ROLES AND RESPOSIBILITIES
IDP/PMS Forum	<ul style="list-style-type: none"> • Executive Mayor • IDP Technical Committee members. • Members of Mayoral Committee • Councillors • Traditional leaders • Ward Committees • Community Development workers • Regional, Provincial & national Government Departments • Representatives of organized Groups • Stakeholder representatives of unorganized Groups • Mining Companies • NGOs/ CBOs • Agricultural Organisations • Parastatal Organisations 	<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 including municipal government • Ensure communication between Stakeholder representatives including municipal government • Monitor the performance of the planning and implementing process
Municipal Manager	<ul style="list-style-type: none"> • Municipal Manager 	<ul style="list-style-type: none"> • Oversee the whole IDP process and to take responsibility therefore.
IDP/PMS Manager	<ul style="list-style-type: none"> • IDP/PMS Manager. 	<ul style="list-style-type: none"> • Manage the process of developing and revising the IDP.
Ward Committees	<ul style="list-style-type: none"> • 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.

4.2 IDP Process Overview

4.2.1. Preparation Phase- Planning Process

The municipality prepares itself to enter into another round of planning by developing a process plan which outlines all the steps to be followed when developing the IDP. The municipal **process plan would be aligned to the district framework plan** as required by the Municipal Systems Act. The process plan is finally adopted by council by August 2010. The 2010/11 planning process entails the following key features (activities) towards the revision of the Integrated Development Plan:

4.2.1.1. Framework Programme with Timeframe

Figure 3 illustrates the technical process followed in conducting the IDP revision process in the Steve Tshwete Local Municipality. It comprises of seven phases that covers *inter alia* the budgeting process of the municipality.

Phase 1: this phase comprises **the involvement of communities** and stakeholders at large to ensure that the decisions are based on peoples' priority needs and problems and on a profound understanding of the dynamics influencing the development in a municipal area. Institutionally this phase will assist the municipality in acquiring knowledge on available and accessible resources. Based on the activities conducted during July up to September 2010 and the findings/outcomes of certain actions, the technical team will now be in a position to **confirm priority issues**. This process requires extensive community participation and needs to be completed by September 2010

Phase 2: this phase comprises **consideration of strategies** associated with each of the priority issues as identified in phase 2. A broad inter-sectoral dialogue will be employed with regard to the most appropriate ways and means of tackling priority issues under consideration of policy guidelines and principles, available resources, inter linkages, competing requirements and an agreed vision. It is anticipated that the strategy phase will be completed by November 2010.

Phase 3: in this phase specialists/ task team will be tasked with a responsibility of **working out project proposals** in line with the strategies and priority issues and where necessary additional information on project details will be obtained. This phase will ensure a smooth planning/ delivery link by providing an opportunity for a detailed and concrete project planning process done by project task teams of professionals and relevant stakeholders who provide proposal with tentative target figures, technical standards, locations, time frames and cost estimates. This phase is envisaged to be completed by December 2010.

Phase 4: the project team will then focus on the **confirmation of the integration components** of the IDP. This phase will ensure that the results of project planning are checked for their compliance with the vision, objectives, strategies and resources and that they are harmonized. The **draft 2011/2012 IDP document** of the municipality will be tabled to council to take note by 15 February 2011 and be published for public comment before approval of the final 2011/2012 IDP.

Phase 5: the **final 2011/2012 IDP** will then be approved by 11 March 2011. After approval by council, the municipality will within 14 days give notice to the public on the adoption of the plan and that the copies of the plan are available for inspection at specified places.

4.2.1.2. 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, which is something that has been emphasized by legislation.

Local Government Municipal Finance Management Act, 56 of 2003, section 21 (1) stipulates that:

The mayor of a municipality must—

(a) 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;

(b) at least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for—

(i) the preparation, tabling and approval of the annual budget;

(ii) 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;

(iii) the tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and

(iv) 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 -

(a) 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

(b) be used to prepare action plans for the implementation of strategies identified by the municipality.

The draft budget will be tabled and finally be submitted to Council for adoption by May 2011.

4.2.1.3. Implementation and Monitoring 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 will develop organizational performance management plan which will reflect 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 will also comprise meetings/negotiations with provincial departments in order to monitor progress on provincially/nationally funded projects and meetings on funding, powers, duties and functions etc as contemplated in the IDP documents. During this phase the situation regarding the appointment and conducting of sectoral strategic plans will also be monitored. It is envisaged that the implementation and monitoring phase will be a continuous process commencing July 2011 and continuing right through to June 2012.

The following matrix (Figure 2) demonstrates the technical process envisaged to be followed in conducting the IDP development process in Steve Tshwete Local Municipality (STLM).

4.2.1.4. Mechanisms and procedures for Stakeholder Participation

The following will be done to ensure widespread and conducive stakeholder participation:

- Media such as the local newspaper, ward meetings, local radio stations, municipal bills etc will be utilized to inform communities and stakeholders of Council's intention to embark on the IDP process.
- The Mayoral Committee and the IDP Technical Committee will be requested to identify a list of possible stakeholders.
- All messages/information will be conveyed in a language/s understood by the general community.
- The correct venues and times for public meetings will be well communicated. Further more, the municipality intends to ensure that meetings are held at such times that all stakeholders can attend.
- Adequate time will be allowed within limits to representatives of organizations to report back to their relevant organisations.
- Adequate time will also be allowed for the community and organisations to report back on the draft IDP document.
- Stakeholders will be invited to the relevant Council meeting and the approved IDP document will be available at all public libraries within the municipal area of jurisdiction and where feasible on request after approval. In addition, the IDP can also be accessed on the website of the municipality.

Community Consultation

On a regular basis, council engages in to community consultation meetings in an endeavor 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.

These community consultation meetings were held in all the wards between August and September 2010.

IDP/PMS Representative Forum

It is envisaged that the IDP Representative Forum meetings will be held on a quarterly basis i.e. four (4) IDP Representative Forums per financial year. The schedule of these meetings will be included in the process plan.

IDP/PMS Technical Committee

The technical committee plays an important role in aspects of strategic planning. The composition and roles of this committee are illustrated clearly on Table 9 above. The council plans to have six (6) Technical Committee meetings per financial year i.e. the committee will have bi-monthly meetings.

Mayoral Outreach

Mayoral outreach programme 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.

4.2.2. Analysis Phase

This document reflects on the institutional analysis which captured the following:

- Economic aspects;
- Institutional aspects;
- Spatial aspects; and
- Socio-economic aspects.

However, Council is experiencing challenges in relation to the situational analysis per wards as the Community Survey 2007 does not articulate issues up to the level of wards.

An in-depth analysis of priority issues is done through the assessment of context, causes, dynamics, resources and potential related to priority issues.

4.2.3. Strategy Phase

It is at this stage when council decides on appropriate strategies that will assist in addressing priority issues and achieving municipal objectives and targets.

Furthermore, seven goals have been identified to assist the Municipality to focus on the delivery of its mandate. These goals incorporate all the priority issues according to which the needs in the Municipality are categorised.

The objectives and their applicable strategies arising from the identified goals and priorities have been formulated for each priority in this phase.

4.2.4. Projects Phase

It must be pointed out that the municipal projects reflected in this phase include both the capital and the operational facets of the budget.

Inputs on the projects are obtained from government departments, the community and the administration of the municipality.

4.2.5. Integration Phase

This phase, comprising of sector plans/programs has attempted to include as many as possible of the municipal existing sector plans. To this end the following have been included:

- Five year Financial Plan;
- HIV/AIDS Program;
- Performance Management System;
- Integrated Transport Plan;
- Local Economic Development;
- Disaster Management Plan;
- Spatial Development Framework; and
- Waste Management Strategy

It must be noted that only an outline on some sector plans is given due to the voluminous nature of the information in those plans. An example of such cases is that of the Spatial Development Framework.

Sector departments are also engaged into workshops to ensure that respective sector's projects are incorporated in the IDP

4.2.6. Approval Phase

The IDP is ultimately presented to council for approval by mid March as highlighted in the process plan.

4.3 Community and Stakeholders Priority Issues

In line with the provisions of Section 1 (b) of the Constitution of South Africa, the Steve Tshwete Local Municipality places community participation at the centre of all processes regarding the IDP. Consequently inputs/ community priority issues are sought from the members of the community in meetings conducted in each ward and from the stakeholders at large. The most recent (2010) stakeholder submissions yielded the inputs as demonstrated below:

4.3.1. COMMUNITY WARD BASED INPUTS

MUNICIPAL COMPETENCIES

Table 10: Matrix on Community Inputs {inputs gathered in 2008=✓, 2009=#, 2010=*}

IDENTIFIED NEEDS		WARDS																								No. of Wards Per Identified Need			
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	✓	#	*	
1.	Air pollution (Coal & Brick)/Water poll/										*	✓	✓#	✓#*								#					3	3	2
2.	Arts & Crafts Centre					#											✓										1	1	0
3.	Bulk garbage containers		✓#	✓#*	✓#	✓*	✓#*	✓#	✓*	✓	✓#*	✓		✓#*	✓	✓#*	✓#*	✓	✓#			✓		✓#			18	11	8
4.	Cemetery										✓*					✓#		✓			✓#	✓*	✓#*	✓	✓*	8	3	4	
5.	Clinic- New development		✓		✓#						✓#*					✓#*		✓#*	#*			✓#	✓*	✓	#	✓*	9	7	6
6.	Clinic- Improvement of services		*✓	#			#			#			*		#*			✓#	✓*	#*		✓#				3	7	5	
7.	Community Hall/ Multi-purpose- Develop										✓*						✓*	*	*			✓*	✓#	✓	✓#*	6	2	6	
8.	Community Hall- Upgrade						#*									#							*			0	2	2	
9.	Dumping sites/illegal dumping			*		*	#		*	*	#	*	#✓*	#		#*					✓	*		*		1	5	9	
10.	Electricity		*	#		✓#		#			✓#*	*		*	✓#*		✓#	✓#*	✓	✓	✓#*	✓#	✓#*	✓#	✓#	11	11	8	
11.	Erven : Church								✓									✓	✓	✓*	✓	✓	✓#	✓#		8	1	1	
12.	Erven : Industrial												*				#	✓	✓*	✓	✓					4	1	2	
13.	Erven : Residential	✓		✓#				✓	✓#		✓*		✓	*		✓#*		#*	✓#*	✓#*			✓#	#*	*	10	8	8	
14.	Fencing					*				✓#*			#*		*	#*	✓#*	*		*				*	*	2	4	10	
15.	Fire Station																					✓				1	0	0	
16.	Heritage site			*			#*			✓#		✓														2	2	2	
17.	Job creation centre			#	*	✓						#*							#	#					✓#	2	5	2	
18.	Job opportunities			✓#		✓	✓#	✓		✓#*	✓	✓#				✓			#	#	✓#	✓	✓	✓#	#*	12	9	2	
19.	Land for small farming/ grazing			✓*	✓		✓				✓*				✓		#	✓	✓*	✓	✓*	#*	✓#	*	10	3	6		
20.	Library: New/Upgrade				*											#*						✓		*	0	1	3		
21.	Low Cost Houses (LCH)	✓	✓#	✓#	✓			✓	✓		✓*	✓*				✓#	#*	✓#*	✓#*	✓#	✓#	✓#	✓#*	✓#*	17	12	8		
22.	LCH- Repair structural defects			✓#*												*										1	1	2	
23.	Maintenance-residential area, parks, municipal gardens & facilities.		#	*				#	*		#			✓*	*	*	*	#*	*			*		*	1	4	10		
24.	Municipal Flats- Upgrade											#*	#*	#											0	3	2		
25.	Parks & Playing Fields		✓#*	✓#*				✓	✓#*	✓#*	*		#*		#	#	✓#*	*	*		*	✓	#	*	7	9	11		
26.	Paving sidewalks		*	#	*	#	#	✓*	#*		#	#*	#*			#*	#	*					#		1	9	8		

27	Pedestrian Bridge		✓		*		*	✓*		*		#		✓	✓		#*						✓#	5	3	5			
28	Potholes		✓				#										#	#	✓					2	3	0			
29	Proclamation of area	✓	#				#				#			#			#	#						1	7	0			
30	Revitalisation of CBD											✓#	✓				✓#							3	2	0			
31	Roads – Tarring		#*	#*		✓	*	✓		*	*	*	*	#	✓*	#*	#*	#*	✓*	*	✓*		✓#*	✓*	7	7	15		
32	Roads Grading									*		*		#					#		*	#	*	0	3	4			
33	Road Signs			*	#					*		#*				#*						#		0	4	4			
34	Sanitation	✓	#							✓	✓#*	✓#	#			✓#	✓*		#		✓#*	✓#	8	8	3				
35	Self –help projects		*	✓#*				✓	*					#	✓#			✓		✓			5	3	3				
36	Shopping mall															*			*							2			
37	Skills Development			✓#*	*				#*		#			✓#	#		✓#	✓#	✓#					5	8	3			
38	Sport & Recreation facilities		✓*	*	✓		✓			#	✓	*			✓#	✓			#	✓#	✓#*	✓#*	*	9	6	6			
39	Sports facilities upgraded	*								*	*			*												4			
40	Stadium- Erected			✓#																				1	1	0			
41	Stadium- Upgrading			✓			✓				✓#					#		✓*						4	2	1			
42	Storm water drainage		✓#*	✓#*	✓#*	#	✓#*	✓*	✓#*	✓#*	✓#*		✓#*	#*	✓#	✓#	✓#*	✓#	#*	✓#		#		14	17	12			
43	Street lights/High mast lights		#*	✓#*	✓*	✓#	#	✓*	✓*	✓#*	✓#*	✓#*	✓#*	*	✓#*	✓#*	✓*	✓		#	✓	#	✓#*	15	13	14			
44	Street naming			✓#						✓						*	✓	✓			✓			5	1	1			
45	Tarring of streets		✓#	✓#		✓#		✓	✓#	✓*		✓	*	✓#*	✓#*	✓#	✓#*		✓#	✓	✓#	✓#*	15	11	6				
46	Taxi Boarding Shelters			✓	✓*					✓			*			✓		*						4	0	3			
47	Track development for 4 x 4s										✓	✓#	✓											3	1	0			
48	Tree planting/cutting along walkways		✓			✓*		✓	*			#*	*		#*	#								3	3	5			
49	Traffic calming measures	✓	✓*	✓#*	✓	✓#*	✓#	✓	✓#*	✓#*	✓#*	*	✓#*	✓#	✓#	✓#*	✓#*	✓#*	✓#*	✓*	✓*	*	#*	#	19	15	16		
50	Traffic signs/ pedestrian robots/ crossing/ stops.		*	*			#	✓		✓#			✓#	✓#	✓#	✓#	✓#*	*	✓	✓	✓		#	10	8	4			
51	Vending Machine				*				#		#*						✓*	*				#	*	5	5				
52	Water	✓	*	✓#		✓			*	✓	✓#*		✓#*		✓#*		#*	✓#	✓#	✓#	✓#	✓#	✓#	✓#	✓#	✓#	14	12	7
53	Youth Development Centre						*				*	#							#	#*				#*	0	4	4		

PROVINCIAL/NATIONAL GOVERNMENT AND PRIVATE SECTOR COMPETENCIES

IDENTIFIED NEEDS	WARDS																								No. of Wards Per Identified Need			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	✓	#	*	
1 ABET	*		#					*			*					✓				✓		*		✓#*	3	2	5	
2 Creché																	✓#*				✓#		✓	*	3	2	2	
3 Crime Prevention Measures		✓#			✓#				✓	✓						#			#	#*		#			4	5	1	
4 Home for the aged			✓#		✓	✓																			3	1	0	
5 Home for the disabled			✓#		✓																				2	1	0	
6 Hospital																			*	*							2	
7 Paypoint for Social Pensions											✓									#	✓#				2	2	0	
8 Police Station		✓#*	✓#					*	✓		✓		*			✓				✓	✓		✓#	✓#	9	4	3	
Police improved services																			*	*			*	*			3	
9 Post Office				*																			✓#	*	1	1	2	
10 Primary School	✓	✓	✓#								✓						#	✓			✓*		#	*	6	3	1	
11 Provincial Hospital - upgrading																✓		✓	✓	✓					4	0	0	
12 Provincial Roads																	#						#		0	2	0	
13 Public transport															✓#							✓	#		2	2	0	
14 Road signs - Pupils crossing							✓																		1	0	0	
15 Scholar transport															✓						✓#		✓	✓#	✓#	5	3	0
16 School facilities/Renovations									*								✓						✓	✓#	2	0	1	
17 School		✓									✓*		*		✓		*		✓	✓#	*	*	✓#	✓*	7	2	6	
18 Social Work Office		✓						*															✓		2	0	1	
19 Taxi Rank													#*									*					2	
20 Technikon/ Technical Colleges										#										✓					1	1	0	
21 Drug Rehabilitation Centre for STLM Community																												

4.3.2. INPUTS FROM OTHER STAKEHOLDERS

4.3.2.1. Middelburg Chamber of Commerce & Industry has identified the following:

- The investors guide which was published in the beginning of 2010 needs to be kept up to date and issued on a regular (**annual**) basis. This document has elevated the economic investment information of **STLM** to international standards.
- Career Expo- Annual participation of **STLM** is vital to the success of this, we are currently sourcing 2011 main sponsor.
- Economic study to co-ordinate the infrastructure developments resulting in the mining and related investments in the area, roads, water, telecommunication etc.
- Establish and host on a regular basis a SMME Summit/ Fair to strengthen relationships between the economic partners in the area.
- To successfully complete best practices project as identified by CLGF Bid. (Leeds Project).
- Remain a partner in the Business Linkage Centre.
- Remain a partner in the Information Centre.
- Support and develop Loskop Tourism Belt Development as per the Provincial Tourism Strategy.
- Improving water quality in the area as the particles in the water is damaging equipment.
- Repair the supply/ storm water pipe behind the Care Village.
- Undertaking from STLM to support and request participation of main STLM contractors to use and support local SMME's/ employees of up to 20% of contract value. To ensure Social Labour Plans and Socio- Economic value or impact to the community and area) as per IDP to give guidance to Companies.
- CBD development/ upgrade
- Economic Audit (since RSC abolished no indicial- of economic activities).

4.3.2.2. Community police forum has identified the following needs

- Ensure that there are street names on all streets. SAPS response times are delayed if they cannot find a place, especially in new extensions.
- Maintain markings of all roads and speed humps regularly.
- Long grass on private properties, especially those along railway line and under bridges, are dangerous, and it takes too long to get cut because of by-laws. Adjust bylaws to have it cleaned immediately and charged the property owners Lot of people are getting raped and attacked at these areas.
- Sand on the sides of the roads need to be swept away. It is dangerous for cyclers who are then forced to ride in middle of road and grass starts growing in the sand, damaging the tar surface.
- Make parts of the outside provincial roads (Hendrina road till Highway; Samora Machelestr to highway and Vandijksdrift road from highway to town) part of local roads

so it can be maintained by municipality. These roads are the first impressions of our town, and the worst impression currently!

- CCTV cameras at main intersections and in CBD to combat crime
- Sport facilities in areas like Doornkop and Extension 24 to keep youth off the streets
- Drug Rehabilitation Centre, to combat crime and assist with drug rehabilitation.
- High mast lights at all crossings or stops outside town, leading to town, to curb against possible highjackings
- Remove Trucks from town and residential areas. Also on roads just outside town. It is bringing more “ladies of the night” to town, and it is blocking the view of patrol vehicles to see what is happening behind the trucks. It is also not hygienic with the stuff they dump everywhere.

SECTOR 4: KANONKOP AND DENNESIG (18/08/2010)

- Need lights at the little dams (duck ponds) in Dennesig (same as at Lions Park)
- Speedhumps: Lillian Ngoyi str at gate of school; Loeriestreet at prefabs; Olienhoutstreet opp nr. 7 where scholars cross to go to highschool
- Need better lighting in Harry Gwalastreet and all outlying streets to make criminals more visible (Brighter bulbs please!)
- Need a fence between Springbok street and the national road (Stoffberg road) and not a furrow. The furrow is dangerous, because criminals are hiding in there, and it gets filled with water and kids may drown. Criminals keep get-away vehicles on national road, and then run through bushes and get away! There used to be a wire fence, but it is broken.
- Remove the taxi rank in Proteastr Kanonkop and Njalastreet Dennesig.
- Traffic department to be more visible in Kanonkop and Dennesig early mornings, after school and after 5. Truck and taxis are a problem and dangerous.
- Do inspection on the slides in the parks, because the slides are dangerous and kids are getting injured.
- Regular cleaning of the duck ponds in Dennesig – it is very dirty
- Stopstreet needed corner of Springbok and Kudustreet
- Robot needed corner of Meyer and Proteastreet
- Regular cleaning of the parks especially Lionspark
- Clean dumping in the bush at Dennesig
- Need street lights at corner Mandela and Walter Sisulustreets
- Streetlights in Samora Machelstreet from the highway – It is very dark
- Dumping site is very difficult to reach with a normal car. You need a 4 x 4 to reach. There will be less illegal dumping if dumping site is easier accessible.
- The Bethal road at the truckstop is very dangerous, with trucks turning in and out, and in the mornings and at night there are so many trucks parked on shoulder of road where they sleep. There have been some bad accidents already!

- Need spray lights (high mast lights) at all the big intersections leading to town, to stop highjackings.
- Need cctv cameras in CBD and other high crime areas.

Sector 3: Aerorand/Extension 18 (19/08/2010)

- Something needs to be done about the amount of illegal immigrants that are staying in Hope City, and selling of drugs there.
- Shacks are built on empty stands with the excuse of “going to build” but it is there for very long, and no efforts are made to start building. Please do something about these shacks.
- Trucks parking overnight at open spaces, and doing repairs on pavements and open spaces, to be removed.
- Illegal containers on stands need to be removed.
- The passages between stands in Extension 18 are hiding places for criminals who now have thoroughfare between houses. And it is overgrown and dirty, and very dangerous. Please try to remove all these passages!
- Need tarred roads in Extension 18, and storm water drainage. During rainy season can't get out or in houses.
- Speedhumps needed: Aquamarinestr; Emeraldstreet
- Streetlights need to be checked on a regular basis
- Reduce repair time of streetlights not working that's been reported.
- Entrance to Mall from Mandela Street is a problem when it rains. No storm water drainage and all the water from the entrance flows into Mandela Street, making it very dangerous.

Sector 3: Groenkol, Mineralia, Suid (07/09/2010)

- On the intersection of Vos and Plein streets we had two accidents recently, where the vehicles from Plein str side drove in, before traffic travelling in Vos str. There is only a yield sign on Plein str side going into Vos str . We want a Stop sign in Plein str
 - In the same area there is speeding of cars down the long Vos street – we want a Speed hump close to that intersection in Vos street.
- Also in Hoog str. Parallel to Vos str the traffic are racing – we want another **speed hump in Hoog street between Morkel and Luttig str intersections – we suggest between the entrance to Summer Place Gardens and Luttig str. close to the stream please ?**
- The 4 way stop on Suid & Fontein str. at the technical High School Gate is either ignored or not visible to motorists– almost on a daily basis we hear tyres screeching as drivers who skipped the stop trying to avoid collisions with other vehicles – **we want a traffic light instead of a 4-way stop on corner Fontein and Suidstreet please ?**
 - **Speedhump in Randstreet, opposite FNK.** Speeding is rife in that area.

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

<p>1. Good Governance and Public Participation</p> <ul style="list-style-type: none"> ▪ Good Governance and Communications ▪ Legal and Administration <p>2. Municipal Transformation and Organisational Development</p> <ul style="list-style-type: none"> ▪ Human Resource and Performance Management ▪ Information Communication and Technology <p>3. Financial Viability</p> <ul style="list-style-type: none"> ▪ Financial Viability and Sustainability <p>4. Local Economic Development</p> <ul style="list-style-type: none"> ▪ Local Economic Development and Job Creation 	<p>5. Infrastructure Development and Service Delivery</p> <ul style="list-style-type: none"> ▪ Land Use Management ▪ Solid Waste Management ▪ Cemeteries ▪ Sports and Recreation ▪ Parks and Playing Equipment ▪ Buildings ▪ Housing ▪ Electricity ▪ Water ▪ Sanitation ▪ Roads and Stormwater ▪ Emergency Services ▪ Safety and Security ▪ Licensing ▪ Education and Libraries ▪ Health and Environmental Management ▪ Gender and Social Development ▪ Youth Development
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5. KEY PERFORMANCE AREAS AND PRIORITY ISSUES

5.1. Good Governance and Public Participation

Priority Issue 1: Good Governance and Communications

The STLM has just established a communications unit which ensures proper and fluent internal and external communication. This unit is deemed an important channel of communication between the council, community and other stakeholders.

The council has 24 established Ward Committees. It is expected of every councilor to convene a ward committee meeting and have a ward community meeting within 14 days after every council meeting.

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

Priority Issue 2: Legal and Administration

ADMINISTRATION SERVICES

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

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

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

LEGAL SERVICES

The Municipality is committed in providing the high quality legal services and guidance to the Municipal Council, Municipal Manager & all the departments. In achieving such a commitment ensuring legal compliance with all the relevant legislation by all departments is vital and the municipality has also established a functional legal division to render professional service.

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 by each relevant department and to be able to render the professional legal advice.

The municipality has also developed the following registers:

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

5.2. Municipal Transformation and Organisational Development

Priority Issue 3: Human Resource and Performance Management

The 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. A workplace Skills Plan has been compiled and implemented to provide training on general skills development needs which focus on the organization as a whole.

The other kind of skills development needs focus on specific skills needed in specific departments within the organization. In this instance the Departmental Head identifies the kind of training needs that is important for specific employees in terms of law and informs the Human Resources Department accordingly i.e. refresher training with regard to technical skills; professional courses etc. Priorities are considered to determine the most critical skills development needs before training can be arranged within the limits of budgetary provisions.

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

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

2010 Skills Development Report as per the approved WSP

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management (0)					1				1
Senior Management (1-3)	2				3				5
Professionally qualified and experienced specialists and mid-management (4-6)	5				3			1	9
Skilled technical and academically qualified workers, Junior Management, Supervisors, Foreman and Superintendents (7-12)	27		2	7					36
Semi-skilled and discretionary decision making (13-16)	8								8
Unskilled and defined decision making (17-20)	27								27
TOTAL PERMANENT	69		2	7	7			1	86
Temporary employees									
GRAND TOTAL	69		2	7	7			1	86

In order to recruit, develop and retain critical and scarce skills, in the year 2009/2010, the municipality has developed the following policies: Recruitment Policy, Training and Development Policy, Retention and Succession Planning Policy.

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

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

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

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

Priority Issue 4: Information Communication and Technology

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

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

The department strives for the protection of the Municipality's information assets from internal and external information security threats,

The security of the networks, data and communications,

Expansion of the wireless networks in the rest of the Municipality and ensure that reliable fibre channel are installed where necessary.

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

5.3. Municipal Financial Viability

Priority Issue 5: Financial Viability and Sustainability

The Municipal financial management is regulated by several pieces of legislations and the Steve Tshwete Local Municipality is fully complying with the aim of ensuring sound financial governance. A full payment rate has been sustained for a number of years which has enabled the municipality to sustain high levels of service delivery and to sufficiently provide for the necessary indigent support.

All the DORA and other reports have regularly submitted and the municipality intends to continue with the same practice.

The municipality will continue to prudently monitor expenditure to guard against over expenditure. Through the computerised financial management system the municipality is able to ensure that all expenditure and income are continuously monitored.

The municipality ensures the proper and accurate valuation of the property within its area of jurisdiction as well as to keep track of all the property within its area of jurisdiction. Such activities are in accordance with the implementation of the Municipal Property Rates Act towards compilation of a valuation roll.

The municipality has compiled the new valuation roll in terms of the New Property Rates Act, which valuation roll is for the period 01 July 2009 – 30 June 2014. The supplementary roll is compiled annually in line with the act.

Annual Financial statements are compiled according to the prescribed accounting practices. Since 2002/2003 the municipality has received unqualified audit reports. Corrective steps for matters raised are dealt with immediately and are contained in the oversight report to Council.

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

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

In addition the utilization of the equitable share for the provision of free basic service supports indigents against the impact of the local economy.

5.4. Local Economic Development

Priority Issue 6: Local Economic Development and Job Creation

The Steve Tshwete Local Municipality economy is the second dominant economies in the Nkangala region. The municipality has a diverse economy and is the host to a number of large industries as well as government departments and as a result strives to provide service to the satisfaction of its customers.

The agriculture, mining and manufacturing sectors are contributing a large amount to economic growth and employment creation in the municipality. Some of the most notable industries in this local economy are Columbus Steel and Eskom Power stations.

The municipality is experiencing a number of emigrants from different municipalities, regions, provinces and other countries, which makes it difficult for the labor market to absorb all of them.

The municipality regards skills development as one of the focal areas in order to grow local economy and combat unemployment and poverty. The recent economic recession and climate change, has contributed to a number of job losses especially in the mining, agricultural and manufacturing sectors. As a result, these contributed amongst others to the increase in unemployment and food insecurity.

The municipality is on the other hand striving to contribute effectively to the millennium goal i.e. halving poverty and unemployment by 2014. This is evident by the number of partnerships the municipality is involved in for SMME's development.

In an effort to combat the aforesaid aspects, the municipality will focus on its economic comparative advantage. There is great tourism potential within municipality with a number of tourism attraction areas and events taking place throughout the calendar year. The municipality has used the 2010 FIFA World Cup Event as a platform to market itself nationally and internationally by hosting a series of events during the 2010 FIFA World Cup.

The Maputo Corridor runs through the municipality which will present some opportunities in terms of infrastructure development and municipality provides incentives to potential investors which will attract more investment to the local economic development.

5.5. Infrastructure Development and Service Delivery

Priority Issue 7: Land Reform and Administration

The Municipality has piloted the notion of rural villages such that Doornkop Rural Village is already established and occupied by some of the farm workers. Bankfontein and Mafube Rural Villages are in the process of establishment.

The municipality is implementing the SDF that was approved by Council in 2008. The SDF is aligned with the SDF of the Nkangala District Municipality as well as with the PGDS. The framework articulates clearly, the municipality's plans to address the principles of spatial development.

The following are some of the highlights that the framework intends to address: 1) promotion of the integration of social, economic, institutional and physical aspects of land development; 2) promotion of integrated development in rural and urban areas and with each other; 3) promotion of residential and employment opportunities, and in close proximity with each other; 4) optimization of existing and limited resources; 5) promotion of diverse combination of land uses; 6) promotion of compact cities and discouraging urban sprawl; 7) assist in correcting historically distorted settlement patterns, and optimize the use of existing settlements; 8) encourage environmental sustainability; 9) meet basic needs in economically and environmentally efficient manner, and should be viable.

The SDF also sets a framework for developing LUMS. The LUMS will be developed only after the Land Use Management Bill has been enacted.

The Municipality is however, in a process of revising the existing SDF.

Priority Issue 8: Solid Waste Management

Solid Waste Management in Steve Tshwete Local Municipality is managed in a “closed account” i.e. it is not subsidized.

The municipality intends to continue providing collection containers at strategic points for garden refuse and remove all illegal dumping sites.

The Integrated Waste Management Plan was compiled by the consulting Engineers - Kwezi V3 service and the Solid Waste Management service adheres to this document as far as possible.

A transfer station will be established at Bankfontein. The Middelburg Landfill near Graspan Colliery is permitted and all household waste from the rural towns is transported to this facility at present and in the future.

Priority Issue 9: Cemeteries

There are no Municipal developed cemeteries in the rural areas and in the Mine and Eskom towns such as Pullenshope, Rietkuil, Komati/Blinkpan and Doornkop. In some cases families have to travel far to bury their loved ones. The envisaged rural villages some of which are near mines and Eskom towns should address this urgent need. No council land is available in or around these towns and suitable land for the development of these cemeteries will have to be identified and negotiations to buy suitable property will have to be looked into.

The provision of cemeteries in the urban areas is given sufficient attention and there has been complaints regarding availability of space for burying and related services. Upgrading of the graveyards is done on an ongoing basis.

All new township developments to include facilities for cemeteries. Included in the EIA and all relevant processes (to prevent duplication)

Priority Issue 10: Sports and Recreation

The Steve Tshwete Local Municipality does not have a unit that is dedicated to Sports and Recreation. This function is currently managed by the Department of Parks and Recreation. 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 graded soccer fields are provided. The need for the provision of sporting facilities in both the urban and rural areas is still great as has been indicated at most IDP meetings with communities. The availability of council and suitable land remains a problem.

All new township developments to include facilities for sport facilities and space for graded soccer fields (Min size 11000m²)

Priority Issue 11: Parks and Playing Equipment

The need for the provision of parks and playing equipment in both the urban and rural areas is still great as has been indicated at most IDP meetings with communities. The availability of council and suitable land remains a problem.

All new township developments to include facilities for parks of reasonable size (above 5000 m²)

Priority Issue 12: Buildings

The Municipal buildings include amongst other things the provision of new municipal buildings and structures and the maintenance thereof. The municipality's success is dependent on the interaction with other internal and external departments to ensure accurate planning for new developments and maintenance of existing structures.

The Municipality currently has two operational Thusong Centres consisting of Municipal services e.g Library, clinic and pay point. Two more phases on both Thusong Centres will unfold in the next financial years. These phases include the creation of more space to accommodate government sectors and/ or services such as social services, satellite police station, post office etc.

The primary challenge faced by the Municipality with regards to the Thusong centres is the lack of commitment from government sectors to utilize these facilities.

Priority Issue 13: Housing

The need for the provision of housing in urban as well as rural areas is very prevalent in Steve Tshwete Local Municipality. With the birth of every individual comes the need for housing in later years. The Municipality has always made serviced land available for housing both in urban and rural areas with the province giving a certain number of subsidies for RDP houses on an ongoing basis. The current backlog of 15712 units gives an indication of the seriousness of the challenge.

There are a number of mines operating within the municipal area. This, coupled with the slow supply of housing subsidies poses a serious risk for mushrooming of informal settlements. Currently, 10.9% of households reside in informal settlements mainly in Kwazamokuhle, Newtown, Uitkyk and Rondebosch (Vaalbank) and this continues to pose a real challenge to the Municipality in terms of provision of housing units. Added to this are the households scattered all over the farm areas within the Municipality as well as farm worker evictions. The availability of Municipal owned land cannot accommodate the demand in the near future and this requires that stakeholders be engaged for land acquisition. With the Municipality purchasing land for communities in the rural areas, it is expected that this need will partly be addressed. The

provision of rental stock should also be intensified and is therefore necessary to liaise with Province for upgrading of existing hostels in line with the Housing Code.

An application to perform housing function has been submitted to Province and the Municipality is currently putting systems in place to comply with the National Housing Department Framework on Accreditation. As it stands the municipality will continue to perform the housing function on an agency basis (on behalf of the Province).

Priority Issue 14: Electricity

This municipality is in the process of upgrading the main intake substations to Middelburg, Hendrina and Kwazamokuhle to cater for the growing electricity demand as well as future developments. Two new intake substations are being erected in Aerorand and Nasaret. The Ghofsig main intake substation is also in the process of being upgraded.

The medium voltage network is reinforced and upgraded by replacing redundant switchgear and faulty cables and is also being expanded with the installation of new equipment and cables. On a yearly basis portions of low voltage overhead lines are removed and the reticulation is moved to be underground to improve the reliability of the supply.

The entire licensed electricity distribution area of Council is provided with area lighting (Streetlights/high masts).

Electricity is provided in all areas and new low cost houses are electrified on completion. There are areas where connections have been made to shacks which will have to be moved to the completed low cost houses. New developments are addressed as and when required.

Doornkop CPA area has not been electrified or provided with area lighting as the licensing has to be finalized through the Regulator (NERSA). The formal township must still be established.

In a study conducted on rural areas (2004) an indication is given that on average only 27% of the households in the rural areas have access to electricity. This leaves a massive 73% of the households having to rely on other sources of energy such as wood, coal, gas or paraffin thereby contributing significantly to air pollution. It is not only important but also necessary to provide for the needs of these households.

Investigations on the incorporation into the RED's are presently ongoing by means of an Asset Register and Ring fencing (Section 78, portions 1 – 4 is part of this process). As a result the Municipality deems 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 a sustainable electricity supply to all consumers. The municipality is further developing and training Artisans in order to be authorized to work as Operators in the Electricity Distribution network.

Risk Assessments are being conducted on all aspects of the tasks being performed within the Electrical unit and thereby improving the safety of staff and equipment.

Free basic electricity is self targeting where the consumer must apply for a 20Amp (50kWh) connection for which one must collect a free token each month.

Priority Issue 15: Water

The Steve Tshwete Local Municipality has made great strides in providing this basic service to all households in the Municipal area. All households in the urban areas including those in the mine villages, Eskom towns and newly developed areas have access to clean drinking piped water.

The situation in farm areas and in informal settlements, however, is somewhat different in that not all households have access to this service. At this stage water is as far as possible delivered to farm dwellers by means of tanker trucks where the need exists. In the Uitkyk and Vaalbank informal settlements free basic water is supplied through a new pipe network. At Newtown and Kwazamokuhle the residents have access through shared communal water points situated within a radius of about ± 150 m. This supply is within Councils police for free basic services for informal settlements. The newly created rural villages at Bankfontein and Mafube will also be serviced according to this policy.

Priority Issue 16: Sanitation

The Municipality has made great advances in providing this basic service to all households. All households in the urban areas including those in the mine villages, Eskom towns and in newly developed townships have access to a waterborne sewer system.

The situation in farm areas and in informal settlements, however, is somewhat different in that not all households have access to this service. Whereas there are communities which have been supplied with Biological toilets like Doornkop for example, there are still those without access to proper sanitation. The need is greatest in farm informal settlements like Vaalbank (Evergreen) and Uitkyk area and on individual farms. Providing these households with proper sanitation facilities is therefore of utmost importance. The challenge in this case is that some of the informal dwellers are situated on private land and cannot be provided with a service without the consent of the farm owner. At Evergreen informal settlement a number of pit latrines were recently erected by the municipality. The newly established rural villages, Bankfontein and Mafube will provide an opportunity for under privileged farm dwellers to move to an area where basic services will be available

Priority Issue 17: Roads and Storm Water

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

which means that lesser roads will be tarred with the funds that will be available in future budgets.

The bridges in the Municipal area are also assessed every two years to ensure the safe use thereof. Roads in the rural areas are graded and maintained on a regular basis.

Priority Issue 18: Emergency Services

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

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

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

Priority Issue 19: Safety and Security

Road users are increasing every year which leads to an increase in the number of collisions. The Traffic Department's core function is to ensure free flow of traffic and reduce collisions within MP313 area therefore ensuring safety in all our roads. Traffic Wardens are placed at strategic points to monitor scholar patrols and to ensure free flow of traffic. The Department has also upgraded old and still in the process of installing new traffic signals to assist in maintaining the free flow of traffic.

Traffic Officers are deployed in high accident risk areas for visibility and selective law enforcement. The installation and maintenance of speed calming measures also assist to reduce speeding vehicle which lead to the reduction of collisions.

Community road safety awareness campaigns are held especially at schools 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.

Priority Issue 20: Licensing

The license Department is acting on behalf of the Province and our goal is to deliver a professional and efficient service, registering motor vehicles, making driver's and learners appointments. With the new Best Practice Model on the E-Natis system which is being implemented throughout South Africa the main goal is to stop corruption and fraud. The E-Natis

system will show every transaction that was done on either a specific vehicle or on a person's name.

Priority Issue 21: Education and Libraries

On average the provision of educational facilities in the urban areas, mine and Eskom towns is of an acceptable standard. However, the previously disadvantaged schools still lack many basic resources like computers, sport facilities and so on.

Schools in the rural areas are located far from households which means that learners have to walk long distances before receiving an education. This unfavorable situation has, to a large extent been addressed by the Department of Education through the provision of scholar transport for learners. Poor educational resources, multi-grade classes are some of the challenges still prevalent in schools in the rural areas.

Library facilities are provided by the municipality especially in urban areas and Eskom Towns. These are not adequate for the reading community. For instance in Mhluzi with more than thirteen schools and other members of the reading community there is currently only two libraries, with the third library pending approval, thus we might be having the third library soon.

There was a great relief with the establishment of the Doornkop Library, which has played a major role for the community at large, since it is utilized by the two schools at Doornkop and the reading community residing there.

The municipality is engaging in negotiations with the Provincial Department and business associations in an effort to secure funding which will be used to build additional libraries in rural areas and to augment facilities in existing libraries.

Priority Issue 22: Health and Environmental Management

The rural areas depend on the mobile clinics coming once or twice a month to access the Primary Health Care services with minimal change in their life. The MP313 situated along the Maputo corridor and surrounded by coal mines imposing the mankind and environment under severe pressure regarding Socio-economic aspect. Currently the resources available are rather thinly stretched because of the high demand.

The Municipality is striving to balance the social, economic and environmental needs with the limited space available because the environment must be healthy and safe for future generation.

Priority Issue 23: Gender and Social Development

Steve Tshwete Local Municipality recognises the increasing challenges in service delivery and the requirements of those who are poor, vulnerable and those with special need (HIV and AIDS, Children, Elderly Persons, Persons with Disabilities, Women and Youth). The collective responsibilities of the local municipality, government sector departments, relevant stakeholders

and the civil society will focus on providing services for the transversal issues to meet their expressed and felt needs.

Generally, the municipality has facilities, and services for the elderly persons, persons with disabilities, vulnerable children, orphans and programmes to respond to HIV and AIDS, in partnership with other spheres of government and other stakeholders.

The Steve Tshwete Local Municipality as a tier of government closer to the community is playing a role in an effort to prevent the spread of HIV and to mitigate the negative consequences of AIDS for communities. However challenges in terms of staff and knowing how best to respond to HIV and AIDS issues is still encountered.

One way of dealing with the challenges is through the established Aids Council which is chaired by a political representative, the Executive Mayor or the Member of the Mayoral Committee (MMC).

There are also three functional task teams for HIV and AIDS, and other committees which focus on these priority issues:

- Education, Prevention, Awareness and Openness. The task team leader for the group is from the Correctional Services.
- Treatment, Care and Support for People living with HIV and AIDS (PLWHA), the task team leader for this group is from PLWHA.
- Care and Support for Orphans and Vulnerable Children (OVC), the task leader for this group is from the Victim Support Centre.
- STLM Institutional Committee, Child Care forum and the Stakeholders' forum for persons with disabilities.

Priority Issue 24: Youth Development

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

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

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