8.2 SPATIAL DEVELOPMENT FRAMEWORK

The Spatial Development Framework for the Steve Tshwete Local Municipality area forms part of the Steve Tshwete Integrated Development Plan. The SDF as one of the operational strategies of the IDP, is closely linked and should function with the other operational strategies, i.e. Water Services Plan, LED Programme, Environmental Programme, Disaster Management Plan, etc.

This framework further gives effect to Council's vision for development and Council's objectives and strategies with respect to Land Development and Land Use Management.

The preparation of the Steve Tshwete SDF is guided mainly by the MSA and its regulations; the IDP which identifies the relevant concerns, problems, issues and opportunities through a multi-sectoral approach; and new policies documents such as the NSDP, MPGDS, and the MRDP. Hence, the process is aimed at identifying the opportunities inherent to the area, and to make recommendations as to how these can be utilised and expanded to address the areas' weaknesses.

In order to achieve an effective implementation of the planning process, it is critical that the planning approach ensures that the product, policies and plans are:

- Focussed on strategic issues;
- Action orientated;
- Integrated with other aspects of administration and environment management;
- Capable of implementation;
- Reflects the need and opinions of stakeholders;
- Uphold the interest of the community as a whole;
- Sustainable;
- Integrated with other operational strategies;
- Equitable and transparent; and
- Reflects the needs and context of the study area.

The spatial form, strategic approach and objectives that give effect to the desired spatial form are guided by a number of policy directions, and national legislative initiatives. The most important with respect to the desired spatial form are the Nkangala District Municipality Spatial Development Plan and the General principles as contained in Chapter 1 of the Development Facilitation Act.

The general policy direction for the study area should include the principles of:

- Sustainable land use;
- Improved environmental management;
- Integrated development; and
- Efficient land development.

Towards this end, the desired spatial form for the study area is based on the following principles:

- The need to conceptualise the hierarchy, importance and sustainability of settlements in the region;
- The need to focus on what is achievable in development terms and how this relates to spatial development proposals;
- The need to direct investment towards areas of highest impact and return and to distinguish between different levels of investment;
- To accept the need for cost effective investment on all levels;
- To accommodate urban development and population growth in the most cost effective and sustainable way possible;
- To adequately prioritise investment of scarce resources;
- Stimulate and focus on developing nodes and corridors where economic opportunities and resources exist;
- Link, integrate and co-ordinate investment to maximise benefit and achieve a co-ordinate effort; and
- To link spatial expenditure (basic infrastructure) with spin-offs from economic development wherever possible.

8.3.1. Development Objectives

The following broad development objectives for spatial development and land use management in the municipal area are outlined in the SDF.

8.3.1.1. Efficient and Integrated Land Development

Policy, administrative practise and town planning regulations should promote efficient and integrated land development by:

- Promoting the integration of the social, economic, institutional and physical aspects of land development;
- Promoting integrated land development in rural and urban areas in support of each other;
- Promoting the availability of residential and employment opportunities in close proximity to or integrated with each other;
- Optimising the use of existing resources including such resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities;
- Promoting a diverse combination of land uses, also at the level of individual erven or sub-divisions of land;
- Discouraging the phenomenon of “urban sprawl” in urban areas and contribute to the development of more compact towns and cities;
- Contributing to the correction of the historically distorted spatial patterns of settlement in the Republic, and to the optimum use of existing infrastructure in excess of current needs,
- Encourage environmentally sustainable land development practices and processes.

8.3.1.2. Sustainable Development

The municipality should ensure that development or land use plans meet the needs of the current population. Planning should ensure that development does not cause irretrievable loss to significant natural, historical, cultural and archaeological resources or other important environmental assets.

The municipality should further ensure that it's planning does not prejudice the ability of future generations to meet their needs or enjoy a quality of life at least equivalent to that available to people today.

Where the demand for development will breach the principles of sustainable development it should not be approved. Where there is uncertainty about the impacts of a development the precautionary principle should be applied. The precautionary principle means that if there is uncertainty about potential environmental constraints, a more cautious position is adopted.

This may result in more onerous conditions being placed on the development. Where knowledge gaps exist, these are noted and where appropriate, recommendations made for further studies. The precautionary approach means avoiding risk through a cautious approach to development and environmental management.

In implementing this guideline the municipality should ensure that policy, administrative practice and town planning regulations promote sustainable development at the required scale in that they should:

- Promote land development which is within the fiscal, institutional and administrative means of the Municipality;
- Promote the establishment of viable communities;
- Promote sustained protection of the environment;
- Meet the basic needs of all citizens in an affordable way; and
- Ensure the safe utilization of land by taking into consideration factors such as geological formations, mining land and areas susceptible to flooding.

8.3.1.3.Discourage Illegal Land Use

The Steve Tshwete Local Municipality should discourage the illegal use of land. Illegal land use results in a fragmented land use pattern, creates conflict and infringe on land use rights.

As people are protected from being illegally evicted, the Municipality should focus on ways to prevent illegal land use practices. Sound planning guidelines and speedy land developments are key mechanisms to prevent illegal land use practices.

8.3.1.4. Efficient Public Participation and Capacity Building

The objective requires that the Municipality should introduce mechanisms to ensure that the public, and in particular communities affected by land development, have opportunities to influence planning decisions.

The objective furthermore suggests that there are opportunities for the development of skills among community members of disadvantaged groups. These opportunities should be exploited.

8.3.1.5. Facilitating Developer Interaction with the Municipality

This objective is to ensure that the full resources of the region are utilized in facilitating land development. The underlying idea is a public-private sector partnership because neither sector on its own has the skills or capacity to do the job on their own.

8.3.1.6. Clear Guidance, Procedures and Administrative Practice

Guidelines, procedures and administrative practice relating to land development should:

- Be clear and generally available to those likely to be affected thereby;
- In addition to serving as regulatory measures, also provide guidance and information to those affected thereby;
- Be calculated to promote trust and acceptance on the part of those likely to be affected thereby; and
- Give further content to the fundamental rights set out in the Constitution.

The purpose of this objective is to encourage a positive and constructive relationship between the public authority and those outside of government who are involved in land development. Rather than public authorities just acting as regulators, the objective requires them to prepare legislation and procedures and adopt administrative approaches in a way that helps others who are involved in land development.

This requires user-friendly information that facilitates development, not sets of rules that indicate all the things that cannot be done. Also, the reasons for decisions should be made available to the public in a way that is easy to understand.

8.3.1.7. Speedy Land Development

All policies, administrative practices and regulations for land development written by the Municipality should focus on ways of making planning and development processes quick. The slow processes of the past discouraged the private and non-government sectors from participating in land development. Slow processes make the costs of development projects much higher.

8.3.1.8. No one land use is more important than any others

Each proposed land development area should be judged on its own merits and no particular use of land, such as residential, commercial, conservational, industrial, community facility, mining, agricultural or public use, should in advance or in general be regarded as being less important, or desirable than any other use of land.

This guideline states that no one land use is more important than any other, so no land use should be favored above any others. Decisions about land uses must be based on sound planning where a number of different factors, such as population projections, economic growth strategies, the environment and other factors are taken into account. The reason for this guideline is that in the past it was assumed that mining, conservation or agricultural land uses were the most important for the country. This resulted in enormous constraints to developing land for other uses. This guideline recognizes that not all necessary activities are protected by

the mechanism of the land market. It therefore requires the Municipality to consider a full range of possible activities and the suitability of the land when they draw up plans.

8.3.1.9. Security of Tenure

This objective requires that the tenure that is provided through the land development process must meet certain criteria. Firstly, it should be secure. This means it must be possible to register the title to the land. Secondly, there should be a range of choices about the type of tenure to include options for communal or group tenure. Sometimes the upgrading of informal settlements might mean that people who have settled informally may have to move. The third criterion says that in informal settlement upgrading schemes where people are deprived of the land on which they have settled, they should be offered an alternative such as other accommodation or financial compensation.

8.3.1.10. Co-ordination of Land Development

The objective is to clarify that it is the Municipality's responsibility to co-ordinate the interests of different sectors, interest groups and stakeholders in land development. The Municipality must also ensure that the outcomes of land development processes benefit the public at large, rather than one particular sector or interest group. In doing so they must also make sure that any public resources that are committed benefit the public at large. For example, the decision to build a new road may not just benefit a few people. More than anything else, it calls for the Municipality to engage in strategic planning.

The Municipality must take a lead in resolving or conflicts that arise between the different sectors and interest groups around land development projects.

8.3.1.11. Promotion of Open Markets and Competition

This objective recognizes that to encourage and facilitate the Municipality's involvement in land development, it should not interfere in the normal operations of the market. For example, it would not be appropriate to make laws about prices for developed land. So any regulations, policy positions and frameworks prepared by the Municipality should recognize market principles.

However, unless there is true competition, the market will be dominated by a small number of businesses which will be able to set high prices. The policies and development frameworks which are formulated by municipal officials must try to prevent price-fixing and other forms of monopolistic control of the market and always encourage competition,

Council should also not interfere with the free market by subsidizing the development of land thereby competing unfairly with private developers. Therefore, serviced stands should e.g. be sold at market related prices so as to ensure that Council will be in a position to replace the stands sold. Furthermore, Council should rather focus on Public Private Partnerships, thereby optimizing the inputs from the private sector developing the spatial environment jointly.

8.4. LOCAL ECONOMIC DEVELOPMENT STRATEGY

8.4.1 REVISED LOCAL ECONOMIC DEVELOPMENT STRATEGY

EXECUTIVE SUMMARY

The objective of an LED Strategy is to provide a framework for the formulation of local SMME development, social restructuring, pilot project initiation and capacity building.

The strategy is also aimed at creating an enabling environment for economic grow which in turn will assist in eradicating poverty while promoting the redistribution of wealth.

A revised Local Economic Development Strategy of the Steve Theta Local Municipality which is in line with that of the Nkangala District Municipality has just been completed but was not available for inclusion in this IDP.

VISION

The objective is to facilitate the creation and utilization of opportunities which in turn will promote sound, sustainable economic growth & development while alleviating poverty and unemployment in the Steve Tshwete Municipal area.

8.4.2 KEY ECONOMIC SECTORS

The active presence of the following sectors allow for the diversifications of the local economy of Steve Tshwete Local Municipality for which committees that report to the LED Forum have been established:

- Public sector
- Private sector
- Agriculture
- Tourism
- Non-Governmental sector
- Primary and Secondary Industries.

8.4.3 PUBLIC PARTICIPALTION

The council recognizes the importance of public participation in promoting Local Economic Development and for such purpose a Local Economic Development Forum is created consisting of the following representatives:

- Three representatives from Busmid
- Two representatives from organised labour
-
- Two representatives from the Hendrina business community
- Three representatives from the Farming (Agriculture) Community
- Two representatives from the Trade Unions.
- Four representatives from Religious Organisations.

Which is compiled as follows:

One from the Jewish Religious group.
One from the Christian Religious group.
One from the Islam Religious group.
One from Hindu Religious group

Two representatives from the Transport Organisations which is compiled as follows:

- One from the Taxi Association
- One from the Bus Companies
- One representative from the Department of Education.

§ Representatives from any other organizations as recognized by the forum.

8.4.4 KEY ISSUES

It should be noted that Council itself cannot implement strategies that roster economic growth growth and development, but it should rather focus on providing an enabling environment within which economic growth and development occurs.

The following are however key issues to economic development/expansion which also must get the rural poor, women, youth and NGO etc.

- Investment promotion
- Spatial Development initiatives
- Provision and maintenance of municipal/infrastructure

8.4.5 SUPPORT BY THE COUNCIL FOR LOCAL ECONOMIC DEVELOPMENT

The Council recognizes that Local Economic Development will only be successful if it receives tangible support from the Council as the local authority.

■ **Administrative Support**

The following administrative support is provided by the office of the Manager: Corporate Services:

The Secretarial Services to the Local Economic Development forum

To receive proposals for projects

- To ensure that projects are evaluated and the applications for funding are processed
- To market the councils Local Economic Development efforts

■ **Financial Support**

Direct financial support to Local Economic Development initiatives will be provided by Council to the extent that such support can be afforded

- As in direct financial support land for projects will be made available by Council wherever possible
- As further indirect financial support bookkeeping services for the establishment of projects is to be provided where necessary.

■ **Procurement**

In order to stimulate Local Economic Development the Council's Procurement Policy which makes provision for preference to local entrepreneurs is diligently applied.

The Council's tender documents are to include a requirement that only local labour may be used by successful tenderers.

Incentives for the sale and Development of Land

Incentives for the purchasing of industrial erven and certain business erven can be negotiated with the council.

Municipal Tariffs:

It is a basic principle of the Steve Tshwete Local Council that tariffs for municipal services shall at all times be more favorable than those of competing municipalities.

8.5 HIV/AIDS AND TB

8.5.1 BACKGROUND

- The HIV/AIDS epidemic does not have colour, age and sex and it is not a health problem alone. The monster has a massive impact on the socio-economic status of the country.
- Later the said breadwinners who are supposed to maintain the families and pay the rates in Municipality fail to do so in the long run. Many families are now headed by children due the impact of HIV/AIDS.
- The poverty existing in the community has increased leading to the mushrooming of commercial sex workers.
- People die in silence due to the stigma attached to HIV/AIDS sufferers.
- The sexually transmitted infections lead to HIV/AIDS if not treated in time.
- Due to the low resistance of the body to infection TB becomes a partner to HIV/AIDS.

8.5.2 POLICY PRINCIPLES TO RESPOND TO HIV/AIDS

Prevention

- To conduct awareness campaigns with the community structures and private sectors.
- To ensure safe and clean environment to prevent breeding places for rapes and proper disposal of sharp and fluid/blood contaminated materials.
- To make provision of barrier method for both sexes e.g. male and female condoms.
- To draw and implement the plan.

Stigmatisation and openness

- To ensure the culture of creation of openness.
- To ensure protection of human rights regarding confidentiality.

Testing and Counselling

- To provide facilities for voluntary counselling and testing.

Management of the infected and affected

- To ensure availability of treatment for sexually transmitted diseases, TB opportunistic infections and anti -retroviral drugs.
- Making provision for victims unable to pay rates especially the child headed families.
- Provision of sites for poverty alleviation projects at an affordable rate.
- To support the home base care and peer educators groups.

- To allocate adequate budget to implement the health programmes.
- § Interaction with the community to fight the epidemic by utilizing all available strategies and approaches for support and care.
- Interaction with the other governmental and non governmental structures in the battle of HIV/AIDS, STI & TB.

8.5.3 SERVICES AVAILABLE TO HANDLE INFECTED AND AFFECTED

- Voluntary counselling and testing in the clinics of pregnant and non-pregnant clients.
- Availability of drugs to manage TB, STI and opportunistic infections and ARV drugs.
- Training of staff to be competent to manage the conditions effectively and efficiently.
- Provision of barrier method to prevent sexually transmitted infections e.g. condoms.
- Capacity building in the community to prevent infection and spread of HIV/AIDS, STI & TB.
- Provision of Dot Support in the community.
- Provision of prevention – mother-to-child transmission programme.
- Implementation of National Health Programme to fight HIV/AIDS, STI & TB.
- Food supplement programme.
- Referrals to Social Services for social grants.

8.5.4 WAYFORWARD

- Continuity of community and staff awareness formal and informal.
- Continuity in the capacity building in the service providers.
- Interaction with governmental & non-governmental structures through HIV/AIDS Local Council.
- Implementation of National Health Programmes to fight HIV/AIDS, STI & TB.
- Monitoring of health programmes with support of the National, Provincial Department of Health.
- Participation of clinics in the rolling out of ARV drugs.

8.6 INTEGRATED ENVIRONMENTAL MANAGEMENT

8.6.1 BACKGROUND

In the past the environment issue/problems were managed by different Departments in silos. In order to address this gap the Department of Environmental Affairs and Tourism decided to draw the National Environmental Management Act which currently in place.

Again the environment was treated in isolation from socio-economic aspect and people, forgetting that people and socio-economic aspect impact on environment negatively and positively. Therefore it is important to have plans in place to control development taking place in our area e.g. Spatial Development Plan and Integrated Development Plan.

The majority thought environmental problem/issues belong to Environmental Department only and is not like that, environment include, water, soil, heritage, air, socio-economic aspect sustainable development etc. All these aspects are covered under NEMA.

8.6.2 ESTABLISHMENT OF INTEGRATED ENVIRONMENTAL MANAGEMENT COMMITTEE & FORUM

This was one prescription decided by the new Act NEMA that all the municipalities must establish the Integrated Environmental Management Committee and Forums where the stakeholders and communities can have input regarding the environmental issues. There was no prescription of composition of the committee.

On the 03/06/2004 after consultation with the Provincial Department of Agriculture and Land Administration the committee was formulated in our municipality comprised of:-

- Health Services
- Solid Waste Disposal Services
- Parks & Recreation Services
- Fire & Rescue Services
- Traffic Services
- Library Services
- Municipal Building Services
- Town Planning Services
- Housing and Squatter Control Services
- Local Economic Development Services
- Public Relation Services
- Occupational Health & Safety
- Town Engineer

8.6.3 OBJECTIVES OF THE ENVIRONMENTAL MANAGEMENT

- To promote sustainable municipal service delivery.
- To protect the environment and its species.
- To promote sustainable development.
- To support the National, Provincial Environmental Strategy.
- To implement National & Provincial Acts, Regulations and Policies.
- To encourage community participation.
- To ensure that the community needs inform the Integrated Development Plan.
- To monitor and report our activities regarding Environmental Impact.
- To ensure safe and non-harmful environment for the community.
- To draw and implement the by-laws and Interim Environmental Management Plan addressing the environmental impact.
- Participating in the Nkangala District Council Project on State of Environmental Report as municipalities.

8.6.4 ACHIEVEMENTS IN INTEGRATED ENVIRONMENTAL MANAGEMENT

- Integrated Environmental management Committee and Forum formulated.
- Report on Interim Integrated Environmental Management Committee and Forum initiated and to be served before the Council.
- The following documents are in place:

    - Interim Integrated Environmental Management Plan/Programme.
    - Interim Integrated Environmental Management policy.
    - Guidelines for Air Pollution Implementation.
    - National Environmental Management Act.
    - Air Quality Management Act.

- The Chief Health Services attend the course on Environmental Management comprised of modules.
- The Environmental Management issues on the IDP document.
- The Air Quality Officer nominated to monitor and coordinate air quality in our area.
- The budget is put of R5000 was put aside for community awareness and education.
- Air Pollution monitoring station at the cost of ±R3444 986.80 with additional of R320 935 were purchased. Dust analyser of R9952.77 was also purchased.
- The Environmental Management Meetings are held including the other departments like Department of Agriculture and Land Administration, Department of Health, Private companies like Samancor and Columbus Community structures.
- Collated information on hotspots of illegal dumping and Environmental Education house-to-house was done where were visited.

- Information on dumping site operation was collated.
- Survey on causes of illegal dumping was done and report was written. Some issues were addressed through he survey e.g. community education on Radio GMFM.
- Sustainable prevention of illegal dumping programme was drawn with DALA.
- The Arbor Day was celebrated with Ekwazini Secondary School where trees were planted.
- Presenting formal community education on different aspect on environment.
- The Regional Health Inspector attended the course on Measuring Techniques and other Health Inspector will also get an opportunity to attend.
- Attending Project Management Meeting where different departments are participating.
- Currently participating in (State of the Environment Report) SoER by the Nkangala District Municipality.

WAYFORWARD

- Ongoing community education and awareness on Radio GMFM.
- Formal community education and awareness.
- Continue with sustainable prevention illegal dumping programme.
- Initiating a recycling project of “collect-a-can” for schools.
- Re-enforcing law by doing overtime to monitor illegal dumping and Roaming around of livestock.
- Involvement of community members in the Integrated Environmental Management Forum Meetings.
- Participating in the Cleanest Town Competition.
- Budgeted for the second air monitoring station.
- Re-enforcing law by doing overtime to monitor illegal dumping and roaming around of livestock.

8.7 INTEGRATED TRANSPORT PLAN

8.7.1 DRAFT REPORT ON STUDY

The Steve Tshwete Local Municipality does not have a unit or Department that is dedicated to transport management matters. This function is currently allocated to the Public Service Section. As of now, the Municipality has not as yet formulated an Integrated Transport Management Plan of its own. A study was, however, undertaken in 2003 with the support of the Nkangala District Municipality to focus on the Middelburg Central Business District taxi rank Development Strategy. The report released subsequent to the study states that:

Generally speaking local government institutions are responsible to develop and maintain sufficient transfer and ranking facilities for public transport vehicles to ensure an effective and well-controlled public transport system for the entire operational area of any particular municipality.

This responsibility is entrenched as a statutory obligation by the national constitution and specifies in more detail through specific provisions contained in various local government & transport related legislation, referring particularly to the National Land Transport Transition Act.

To fulfill this responsibility there should be a development framework contained in an approved Integrated Transport Plan of the District Municipality that includes a process of consultation with the industry. Accordingly an investment and development program can be implemented without the risk of exclusivity and fruitless capital expenditures.

The need to respond to this responsibility is emphasized by a long history of disagreement and, in some instances, more serious conflict between the taxi industry and local government, business and other institutions about matters such as:

- The position where Municipalities provide ranking facilities
- Positions where Taxi operators choose and occupy land to serve as a base for services and ranking, with some negative impacts on surrounding neighbours
- The routes that are followed by operators
- The control over the ranks and accessibility for all operators
- Over supply and under capacity problems

8.7.2 TERMS OF REFERENCE

Regarding this aspect, the report indicates that with the broader national and local situation presented above as background, an investigation was initiated to address the issue in the Greater Middelburg area(now Steve Tshwete Local Municipality), with emphasis on the CBD. Accordingly Mawn Projects, with the assistance of Econ e Pele Consultants, was appointed for a study to determine the long Taxi rank development framework for the Greater Middelburg Municipality.

The focus of the study was to evaluate the current profile s of minibus Taxi operations and infrastructure in the CBD of Middelburg specifically and, taking into account the expected requirements for operations(passenger volumes, routes, destinations, ranking needs etc.) to provide for a long-term Taxi rank development framework.

The purpose of the study was to advise the Steve Tshwete Local Municipality on the following:

- **Taxi Facilities**

  - The capacity and conditions of existing taxi facilities
  - The need for new or upgraded and amended facilities
  - The use of and accessibility to facilities by local and long distance operators
  - Compliance of the facilities to requirements and standards
  - The location of the facilities relative the demand requirements
  - The potential for expansion in the future
  - Impact of the facilities on adjacent land uses
  - Which routes and destinations will be served best by which ranks

- **Taxi Operations and Routes**

  - The routes followed by local and long distance operators
  - The extent of operations relative to the demand for ranking, referring to passenger numbers and vehicle trips per destination
  - The on-route facilities for pick-up and drop purposes
  - The ranking requirements per route on a rank

- **General Taxi Matters**

  - The control over Taxi ranking at the facilities by various Taxi Associations
  - The role of the Municipality in this respect
  - Law enforcement matters
  - Priorities
  - Competition and rivalry amongst Taxi operators
  - How to deal with current “illegal” Taxi ranks or loading areas

The draft report on the Integrated Transport Plan was compiled so as to be in line with national, provincial and District guidelines for an Integrated Transport Plan. Full details on the Integrated Transport Plan are available at the Municipality on request.

There are also various bus companies operating in the area. The focus of this program/plan has been on the Taxi industry. It is hoped that a fully fledged Integrated Transport Management Plan will include all modes of transport that are found in the Steve Tshwete Local Municipality.

8.8 INTEGRATED WASTE MANAGEMENT PLAN

8.8.1 Introduction

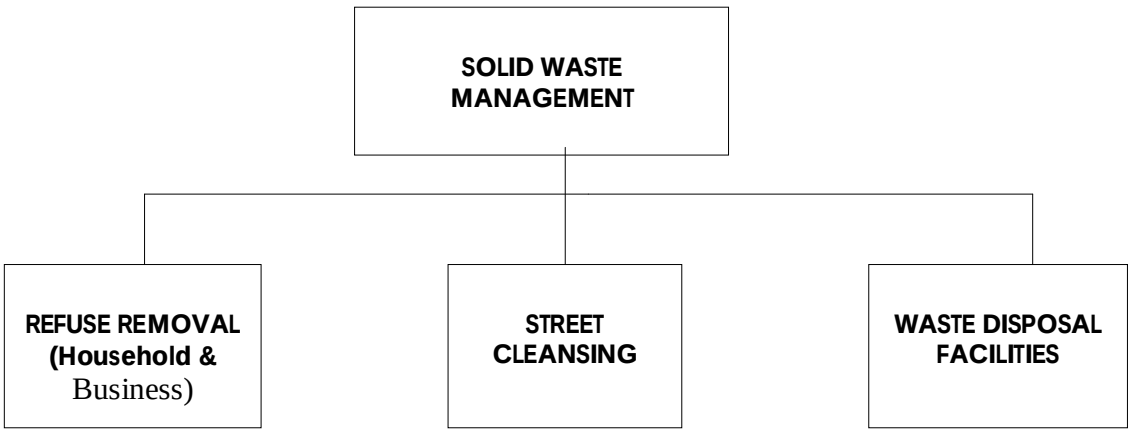
The Steve Tshwete Local Municipality comprises the settlements of Middelburg, Mhluzi, Pullenshope, Hendrina, Kwazamokuhle, Rietkuil, Komati and Presidentsrus. The Municipal area also includes numerous rural villages, mines and mining towns.

All services with respect to waste are co-ordinated from Middelburg. Middelburg and Hendrina are the two main service centres for waste disposal services. The current strategy of the Steve Tshwete Local Municipality is to establish transfer stations to serve the areas on the outskirts of the Municipal area to assist with the waste transfer, compaction and transport to the Middelburg Landfill.

The Integrated Waste Management Plan (IWMP) for Steve Tshwete Local Municipality explains in detail the future long and short tem plans of the Department in order to cater for future development. The document also provides guidance in terms of which section of the Department needs urgent attention and the helps the municipality to be on the alert with regard to future changes or needs.

The Solid Waste Management Division has been structured into three departments as shown in the diagram below with the actual projects presented under Refuse Removal and Waste Management on page 82 of this document:

Figure: 3 The structure of the Department: Solid Waste Management of the Steve Tshwete Local Municipality



8.8.2 MEDICAL WASTE

The Municipality has identified the disposal of Bio-hazardous Medical Waste as an area of great concern. Medical practitioners and all those who generate medical waste are required by law to sign an agreement with the Municipality for the removal of their waste except in the case where proof can be provided of an alternative arrangement with a recognized hazardous or medical waste removal company. A contract has been entered into between SanuMed and the Municipality regarding the supply, collection and removal of medical waste containers to and from a central point that is regulated by the Municipality. The Municipality issues and collects the containers to and from all registered users and monitors the exact location and usage of these containers.

8.8.3 INDUSTRIAL AND MINING WASTE

The Middelburg area has numerous mines and power stations which generate volumes of waste. The Steve Tshwete Local Municipality does not, however, provide a waste removal service to any of these mines and power stations. Some of them do make use of the Middelburg landfill for the disposal of general waste. It is envisaged that in future the mining and power station tows will be proclaimed whereupon service delivery including waste disposal would be extended to include them.

8.8.4 OBSERVATIONS

From the Integrated Waste Management Plan it can be observed that the Municipality:

- has a comprehensive waste management strategy and solid waste management service in place;
- currently has sufficient capacity to provide in the service requirements of the area;
- has under its jurisdiction a landfill which is generally in a good condition and licensed;
- has refuse removal vehicles that are in good condition and suitable for collection purposes and general waste services;
- has already identified all concerns, risks and future needs and planned for them;
- Improving regarding waste minimization and recycling strategies.

Details on the Integrated Waste Management Plan can be obtained from the Municipality on request.

8.9. DISASTER MANAGEMENT PLAN/ CONTINGENCY PLAN

1. AIM

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) **INTIAL 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, the Head of DM (Disaster Management) / MM will give all Executive Managers instructions per radio or other means to report as soon as possible. Executive Managers 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 Manager Public Services (EMPS) 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 Head of DM/MM.

4. 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	• Instruct emergency plan to be brought into operation • Declare Disaster
MM (Municipal Manager)	• Man DOC • Assemble DOC and notify Executive Managers • Actions in accordance with procedural check list	• Take over functions of EMPS after his/her departure • Instruct Managers to report • Instruct EMPS to report at disaster scene • Communicate with Role players	• 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)	• Bring DOC into operation • Notify MM • Establish Communications • Actions in accordance with the procedural plan	• Man Radio room (DOC)	• Effect plans and procedures of Emergency plan (SOP's)
Executive Managers	• Report to DOC and notify HOD's	• Instructions to all personnel to report	• Effect plans and procedures of Emergency plan (SOP's)
Managers & HOD's	• Notify personnel • Report to workstations	• Ensure personnel identification	• Effect plans and procedures of Emergency plan (SOP's)
EMPS (Executive Manager Public Services)	• Report to DOC	• Depart to disaster scene • Establish FCP • Give report to DOC • MM to manage EMPS functions in DOC	• Effect plans and procedures of Emergency plan (SOP's) • Request Evacuation and accommodation
CFS (Chief Fire 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	• 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

Legend:

DOC	:	Disaster Operation Centre	GO's	:	Government Organizations
NGO's	:	Non Governmental Organizations	DDMC	:	District Disaster Management Centre
DM	:	Disaster Management	EMPS		Executive Manager Public Services
FCP	:	Forward Command Post	MM	:	Municipal Manager
HOD's	:	Head of Departments	DMO	:	Disaster Management Officer

5. COMMAND AND CONTROL

Command and Control during actions will be as contained in the Hazard specific mobilization chart. (Annexure B)

a) After declaring the disaster the EMPS and the CFS will raise a FCP and take charge of control and command. If the disaster is of a criminal nature, the command and control will be handed to the responsible person of the SAPS as soon as they arrive on scene.

b) All Executive Managers will command and control their respective departments, equipment and supplies from the DOC except EMPS. All requests for assistance will be issued from the FCP at the scene to the DOC and directly attended to, through Executive Managers, for actions taken by relevant departments.

c) The EMPS will send a detailed situation report of the disaster scene to the DOC as soon as possible and there after on a regular basis. The reports of the disaster scene will be kept at and updated by both the DOC and FCP.

d) The Head of DM/MM will monitor all radio reports and requests and issue the necessary commands from the DOC.

e) All radio reports must be recorded and instructions and requests must be logged by the DOC. Outstanding reports must be attended to.

f) If any disaster leads to injuries or casualties, the Head Medical Services must notify the Superintendent of Hospitals. The Chief Ambulance Services must immediately effect a line of communication to the DOC. The Disaster Medical Practitioner must immediately report to the FCP at the disaster scene and take control of medical services.

g) The Executive Manager Finances will establish a supply chain for the provision of resources.

h) The Executive Manager Corporate Services will be responsible for provision of personnel, transport of affected persons to safe havens, accommodation and food supply. Record must be kept of transported affected persons.

i) All information relating to the disaster and affected persons must be compiled by the Manager Corporate Services and approved by the Head of DM/MM before communicated to the media or families.

6. ROLES AND RESPONSIBILITIES

The following roles and responsibilities were identified for execution during and after a disaster. Refer to the Hazard Specific Mobilization Chart (Annexure B)

a) EXECUTIVE MANAGER PUBLIC SERVICES

HEALTH:

- Organize primary healthcare and first-aid organizations
- Patient transport and record keeping
- Evaluate and control food and water supply
- Monitor food, clothing and bedding distribution
- Liaise with Social Services
- Provide medical supplies
- Counseling
- Displaced persons and children
- Environmental Health

LIBRARIES

- Provision of emergency shelter
- Distribution of information
- Manpower

HOUSING

- Provide shelter for affected persons during and after the disaster.
- Record keeping and reporting of displaced persons to Corporate Services
- Relocation
- Register affected families
- Monitor distribution of material
- Squatter Control

SAFETY & SECURITY (TRAFFIC)

- Access control
- Traffic control
- Vehicle park at the FCP
- Evacuation
- Crowd control
- Crime prevention
- Volunteers (Wardens)
- Law and Order

LICENCES

- Vehicle enquiries (Code 74/75)
- Man power

FIRE

- Fire fighting and fire safety
- Rescue
- Special services
- Patient treatment
- Chaplain Services
- Evacuation
- 24 Hour Control Centre.
- DOC control

b) **EXECUTIVE MANAGER FINANCE**

FINANCES

- Establish supply chain for the provision of resources for the line functions
- Record keeping of purchases
- Secure relief funding from District Municipality and Provincial Government.

c) **EXECUTIVE MANAGER CORPORATE SERVICES**

TOWN SECRETARY

- Communication (Internal & External)
- Distribution of information & Press releases
- Liaison at FCP
- Public Relations

INFORMATION TECHNOLOGY (IT)

- Information gathering and record keeping
- Provide GIS (Geographic information System) services
- Man the DOC
- Maintain IT network & ensure record keeping (Back-up systems)

HUMAN RESOURCES

- Supply Manpower

COUNCILORS

- Community Liaison and mobilization
- Mayoral Committee to report to DOC

d) **MANAGER TECHNICAL AND FACILITIES**

WATER AND SANITATION

- Provision of water tankers
- Chemical toilets
- Restoring of water and sanitation networks
- Manpower
- Specialized equipment

ELECTRICITY

- Restore and maintain electrical supply
- Emergency lighting
- Communication
- Transport and specialized vehicles
- Manpower

SOLID WASTE DISPOSAL

- Effect waste disposal
- Manpower

ENGINEERS

- Clearing and restoring of roads
- Manpower
- Transport
- Alternative routes
- Vehicle maintenance
- Specialized equipment and vehicles

PARKS

- Burial and cremation
- Manpower
- Water tankers, specialized vehicles and trailers
- Suitable land for evacuees
- Clearance equipment
- Emergency shelter
- Management of dead animals

MUNICIPAL BUILDING SERVICES

- Monitor high risk buildings
- Maintain emergency housing, buildings & infrastructure
- Manpower

TOWN PLANNING AND PROPERTY EVALUATION

- Monitor high risk areas
- Advise DOC on Municipal environment

7. TERMINATION

a) The Head of DM/MM will announce the termination of the disaster through Executive Managers to all HOD's, after a thorough evaluation of the situation has been done.

b) The HOD's must give detailed reports as to the actions their departments took during the disaster situation and the necessary recommendations to eliminate futuristic re-occurrences within 14 days. These reports must be sent to the DMO who will complete a full detailed report to be submitted to the Head of DM/MM, and forwarded to DDMC, PDMC and NDMC.

c) Depending on the situation, certain departments may lay dormant while other departments stay operational and ready.

8. HAZARD RECOGNITION

a) **CLIMATIC HAZARDS**
- Windstorms
- Floods / Flash Floods
- Droughts
- Inclement weather

b) **ENVIRONMENTAL HAZARDS**

- Pollution (Air, Water, Land)
- Veld Fires

c) **EPIDEMICS**

d) **ACCIDENTS**
- Industrial
- Transportation
- Hazardous materials

e) **FIRES IN INFORMAL SETTLEMENTS**

9. PRIMARY RISK ASSESSMENT

Although several unexpected situations might occur it is of the utmost importance to determine the most likely priorities and direct primary planning initiatives accordingly.

The primary disaster risks for Steve Tshwete Municipality have been identified as follows:

- Epidemics (HIV) and Epidemic outbreaks (Cholera, Foot and mouth, Water borne diseases, etc.)
- Fires in informal settlements
- Veld fires
- Storms and high velocity wind storms
- Flooding in rainy seasons
- Hazmat Incidents on main routes
- Industrial accidents
- Transportation accidents

- Droughts
- Dam breaks
- Mining accidents and fires

10. RESOURCES

Consist of Provincial Government, Nkangala District Municipality, Non Governmental Organizations and specialists (e.g. Hazardous Materials, Engineers, etc.)

They are dealt with on a daily basis by all departments and will play a major role during disasters. Their support will depend on their powers, resources and expertise to mitigate the disaster. (See the Draft Operational Structure - Anexure A)

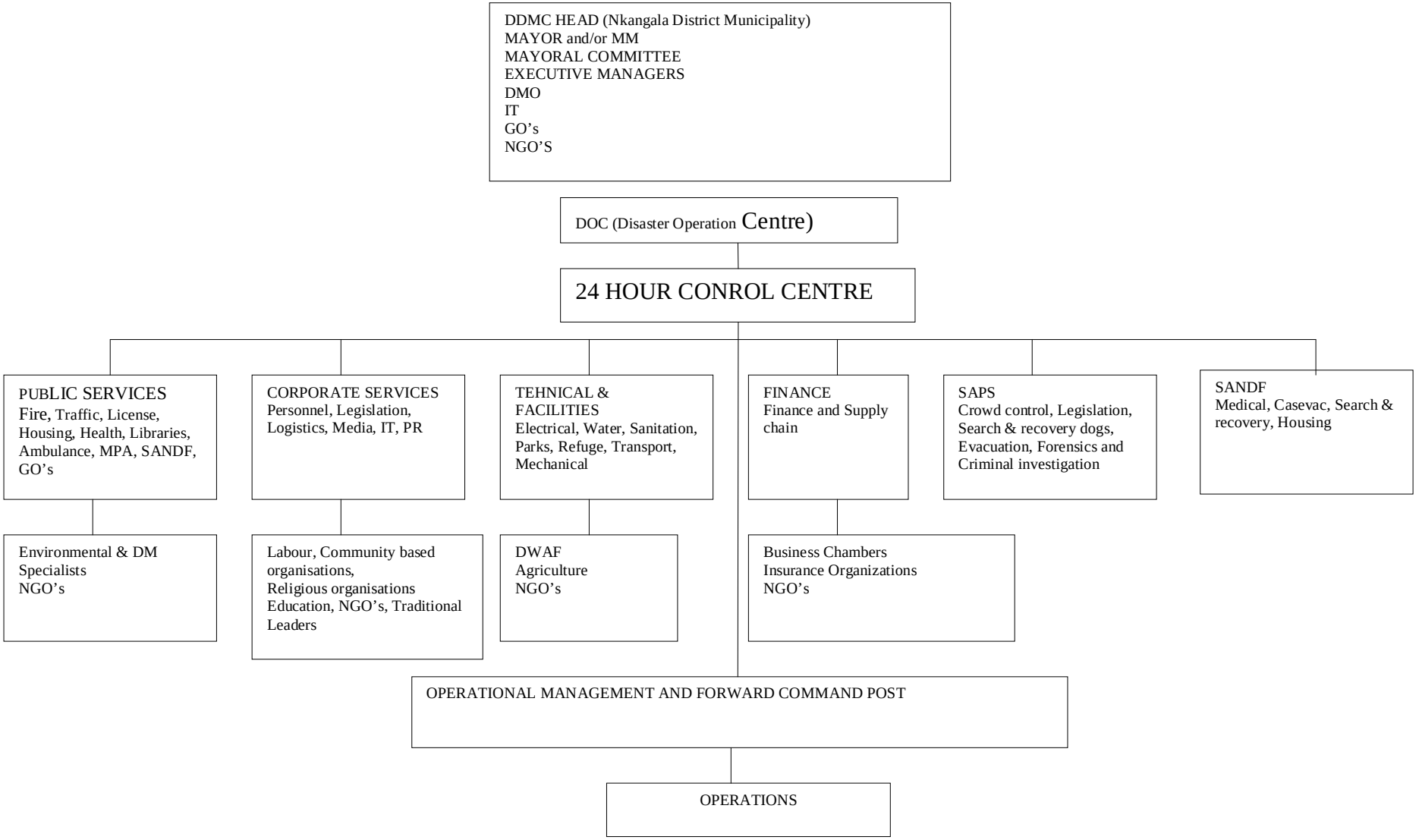
These organizations will be called to react on instruction of the DOC/MM on recommendation by the relevant managers and departmental heads.

11. CONCLUSION

Normally reactions to disasters have been largely crisis management responses. Due to the diversity, locality and severity of e.g. a Hazmat incident, a standard Contingency plan contained in the Mobilization Chart must be adopted. Effectiveness of the reaction will largely depend on the decisions taken by Management.

In short, it is important to do a proper evaluation of the incident, proper feedback and effective decision making, which will result in effective execution of roles and responsibilities as per the roles and responsibilities above.

PROPOSED STEVE TSHWETE MUNICIPAL DISASTER MANAGEMENT OPERATIONAL STRUCTURE **Annexure A**



8.10 PERFORMANCE MANAGEMENT SYSTEM

8.10.1 Introduction

The citizens of the Steve Tshwete Local Municipality like all other citizens in South Africa, have high expectations with regard to service delivery by the Municipality. Elected representatives and the Administration are continuously challenged to demonstrate that all levels of government are capable and committed to manage and utilize public resources in a way that will benefit all the citizens. The Municipality, which is where the tyre hits the tar of service delivery, is challenged to show its ability to execute both basic as well as enabling services crucial for social and economic growth and development. This challenge is best
illustrated by the requirement that the Municipality is expected to report on its performance and that of its employees.

The Performance Management System in the 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.

8.10.2 Defining Performance Management

Performance Management is the setting and measurement of desired outcomes and activities of the Municipality, its individual components and its staff that contribute to the achievement of the strategic vision of the Municipality. It starts with an overall strategy and cascades to individual performance appraisal. It also encompasses the monitoring, measurement and reporting on performance**.**

Legal and regulatory

The following are the building blocks of the Steve Tshwete Local Municipality's approach to performance management:

- Development and formal adoption of a system that complies with the Municipal Systems Act and the Municipal Performance Management Regulations of 2001. The system represents the municipal's cycle and processes of performance planning, monitoring, measurement, review and reporting and improvement.

- Development of key performance indicators including input, output, baseline and outcomes indicators and targets. These indicators are reviewed, refined and changed annually when there is a need to do so.

- Establishment of formal mechanisms to monitor, measure and review performance.

8.10.3 Reviewing Performance Management

According to Section 41 of the Systems Act Municipalities are required to review and measure performance at least once a year. During the 2002/2003 financial year the Steve Tshwete Local Municipality introduced the balanced scorecard model to planning and performance management. This led to the development of the Scorecards for all top level managers. A review of the process has highlighted the following:

- That the development of performance indicators and targets and the understanding thereof should be given more attention
- That a need exists for a common understanding on how the system works and how it links up with the IDP and the budget.
- Regular and timeous monitoring of progress on performance and IDP implementation
- The performance measurement tool for monitoring and evaluating performance which came as part of the adopted performance management system be utilized consistently

8.10.4 Status of the Performance Management System in the Municipality

In 2002 the Municipal Council approved a performance management system which provided for performance implementation, monitoring and evaluation at organizational as well as individual level.

Organizational Level

It was not until the 2004/2005 financial year that key performance indicators at organizational level were developed and implemented as required and compliant with chapter 6 of the Systems Act.

Regular monitoring and evaluation at this level still needs to be conducted as required. This process is expected to culminate in drawing up of a performance report of the organization.

Individual Level

Over the past three financial years the Municipality has been implementing a performance management system for all its senior managers. This has led to a specific focus on service delivery and means that:

- Each manager has to develop a scorecard which is based on the balanced scorecard model.
- At the beginning of each financial year all the senior managers (Section 57 employees) sign Performance Agreements

- Evaluation of each manager's performance has taken place at the end of each financial year.

- Performance needs to be monitored on a quarterly basis. This has not been the case and is planned to happen thus in the 2007/2008 financial year**.**

The Municipality has planned to bring on board other levels on the performance management system beginning with that of the heads of department. Moves are already afoot to begin to cascade the system to this level.

8.10.5 Key Performance Indicators

Section 38 (a) of the Systems Act requires Municipalities to set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the community's development priorities and objectives set out in its integrated development plan. Section 9 (1) of the Regulations to this Act maintains in this regard, that a Municipality must set key performance indicators, including input indicators, output indicators
and outcome indicators in respect of each of the development priorities and objectives.

Every year, as required by Section 12 (1) of the Regulations to the Systems Act, the Municipality also set performance targets for each of the key performance indicators.

Note should be taken that these KPIs will be updated as soon as the Budget for the period under review has been adopted by Council.

KEY PERFORMANCE INDICATORS

Resource Management Perspective

KPI	Input Indicator	Output Indicator	Outcome Indicator	Baseline Indicator	Target	Priority
Percentage of debtors to revenue ratio maintained at below 15%(NKPI)	Debt collection using the Credit Control Policy Write off unrecoverable bad debt	Debtors to revenue ratio maintained at 3% below 15%	Improved financial rating of Municipality	11% Ratio and uncollectible debts of 19% of Debtors' books	Reducing uncollectible outstanding debts by June 2009	Financial Viability
Percentage by which the staff complement is maintained above 85%	Filling in of posts within 3 months of them becoming vacant	Staff levels maintained at 5% above 85%	Maintenance of the standard of service delivery	Staff levels are above 85% of the official staff complement	Maintain a staff complement of above 85% on an ongoing basis	Financial Viability
Percentage of Operating Budget allocated to maintenance of capital assets	Ensure maintenance according to program for all capital assets over expected economic life span	5% of the direct operating expenditure is actually spent on the maintenance of assets	Standard of capital assets maintained at highest levels possible	Expenditure for maintenance of capital assets is kept at 5.45% o	100% of budget allocated to the maintenance of capital assets spent by June 2009	Institutional Transformation and Organisational Development
Percentage of employees who are satisfied with their overall working conditions	Do a continuous assessment of overall working conditions with the view to improving them where and when necessary Approach Unions of employees with a view to improving workplace relations	70% or more employees rate their satisfaction level with working conditions at above 50 %	Job satisfied employees who are motivated and committed	70% of all employees rate their satisfaction level above 50%	Ensuring that a minimum of 70% of employees rate their satisfaction level with their overall working conditions at above 50% on an ongoing basis	Financial Viability
Percentage of the municipal budget actually spent on implementing the skills development plan(NKPI)	Allocate adequate funds to ensure the implementation of the Skills Development Plan Organize and run programmers on skills development with employees	0.15% of the municipal budget actually spent on implementing the skills development plan	Improved service delivery Better skilled and performing employees Community satisfied with service delivery	0.12% is actually spent on implementing the skills development plan	Organize an appropriate number of training session or workshop to provide skills to employees by June 2009	Institutional Transformation and Organisational Development
Number of people from employment equity target groups employed in the three highest levels of management in compliance with the approved employment equity plan (NKPI)	Ensure specifics in compliance with the Employment Equity Act are included in advertisements for employment positions	Number of people(16 out of 25) employed in the three highest levels of management in compliance with the Employment Equity Act	Employment in the three highest levels of employment reflect the composition of the population in the country	Employment in the 3 highest levels of management does not reflect (16 out of 25) composition of the population as expected by the Employment Equity Act	Biased appointment of staff in favour of employment target groups in the three highest levels of management when filling vacancies on an ongoing basis	Institutional Transformation and Organisational Development
Number of Multi-Purpose Community Service Centres created	Provision of adequate funds for the phase 1 creation of the MPCCs	Completed phase 1 of the two MPCCs at Doornkop and Mhluzi	Communities have access to a variety of services	Limited access to services due to distant community facilities	Completion of phase 1 of two MPCCs at Doornkop and Mhluzi respectively by June 2009	Institutional Transformation and Organisational Development

Service Delivery Perspective

KPI	Input Indicator	Output Indicator	Outcome Indicator	Baseline Indicator	Target	Priority
Percentage of households earning less than R1 100 per month with access to all Council's Free Basic Services (NKPI)	Application forms on free basic services made freely available at all municipal offices, paypoints and with Ward Councillors	78% of all households earning less than R1 100 per month are participating in Council's Free Basic Services Programme	Relief to poverty stricken households as a result of access to free basic services	78% of the 12809 households have access and are participating in Council's Free Basic Services Program	Ensuring that 10 000 households earning less than R1 100 per month continue to have access and are participating in Council's Free Basic Services Program by June 2009	Electricity Solid Waste Sanitation Water
Percentage of households having access to a basic level of water (NKPI)	Investigate alternative ways of providing water in the rural areas Drill boreholes on farms where the need exists Provide piped water in new developments	91,5% Households have access to basic level of drinking water	Every citizen has access to a supply of sufficient water	All households in the urban areas receive piped drinking water	Ensuring access to a basic level of drinking water to 300 additional households in the municipality by June 2009	Water
Percentage of households having access to a basic level of electricity (NKPI)	Allocate adequate funds to ensure improvement of the electricity supply throughout the Municipality	37,8% of the budget is spent on the improvement of electricity supply	…% of the budget was spent on improving electricity supply	Adequate and uninterrupted flow of electricity throughout the Municipality	Spending 37,8% of the budget to ensure an improved and uninterrupted supply of electricity in the Municipality by June 2009	Electricity
Percentage of households having access to a basic level of solid waste removal (NKPI)	Adequate refuse collection vehicles and personnel	Refuse collection per week per household in the urban areas	Citizens enjoy an environment that is not harmful to their health or well being	Refuse removal done at least once per household per week	Ensuring that refuse removal is done at least once per household per week on an ongoing basis	Solid Waste
Percentage reduction in the number of spots identified as filled with garden refuse/garbage at illegal places	Adequate supply of containers/collection points for garden refuse/garbage placed at strategic points throughout all the townships Appointment of temporary employees for cleaning purposes	10% decrease in the number of spots where garden refuse/garbage is dumped illegally	Citizens enjoy an environment that is not harmful to their health or well being	73 Spots identified as being in need of garbage containers to address the cleanliness and health environment of residents	10% Decrease in the number of spots where garden refuse/garbage is dumped illegally by June 2009	Solid Waste
Percentage of households having access to a basic level of sanitation (NKPI)	Adequate funds allocated for the provision of toilet facilities in rural areas	100 Households in the rural areas provided with toilet facilities	Households enjoy an environment that is not harmful to their well being and a respected and protected dignity	1 714 households in the rural areas do not have proper sanitation	Provision of toilet facilities to 100 households in the rural areas by June 2009	Sanitation
Percentage of residents who rate our service delivery manner and speed above 80% satisfaction level	Prompt and efficient provision of all municipal services	60% of the residents whose satisfaction level is above % regarding the delivery of municipal services	High level of satisfaction by residents on the manner in which the municipality delivers services to them	No baseline indicator is available	Increasing the rating of service delivery by the municipality to 60 % and above and keeping to this rating level on an ongoing basis	Institutional Transformation and Organisational Development

KPI	Input Indicator	Output Indicator	Outcome Indicator	Baseline Indicator	Target	Priority
Number of kilometers with which gravel roads are reduced through training	Adequate funds for road works and stormwater drainage system	Tarring of 6,2 km of gravel streets in urban areas	Short traveling distances and safe streets between areas in the urban area	Several km of untarred streets in urban areas	Tarring of 6,2km gravel streets by June 2009	Roads & Storm Water
Number of kilometers of gravel roads repaired in the rural areas	Adequate funds for road works in the rural areas	42 km of gravel roads repaired in the rural areas	Improved accessibility and safe roads between areas	Unsatisfactory quality of graded roads in the rural areas	Improving 42km of graded roads in rural areas by June 2009	Roads & Storm Water
Number of kilometers of new roads/streets in new developments	Adequate funds for road works in new developments	10 km of new streets opened up in the new developments in urban areas	Short traveling distances and safe streets between areas in the urban areas	No formal streets in new developments	Construction of 10 km of streets in new developments in the urban areas by June 2009	Roads & Storm Water
Number of metres or km of storm water drainage pipes laid in the urban areas	Adequate funds for the laying of a storm water drainage system	2 700m stormwater drainage pipes; 750m channels; 2.2km subsurface drainage along streets in the urban areas	No threat from uncontrolled storm water during heavy rains	Lack of several km of storm water drainage pipes along streets in the urban areas	Laying of 2700m of stormwater drainage pipes; 750m channels; 2.2km subsurface drainage along streets in the urban areas by June 2009	Roads & Storm Water
Number of sports fields developed or maintained and upgraded	Funds made available for the provision and maintenance of sport and recreational facilities	At least 1 sports fields developed	Adequately supplied, satisfied and sport participating community	Inadequate sports facilities throughout the municipality	Providing at least 1 graded soccer field in the rural areas by June 2009	Sports & Recreation
Number of new parks, open spaces and recreational facilities developed, repaired or maintained	Funds made available for parks and playing equipment	3 New parks and open spaces developed Budgeted amount spent fully on recreational facilities	Highly satisfied community which utilizes the facilities	Inadequate number of parks and open spaces for the community in the urban areas Inadequate recreational facilities in the urban areas	Opening up of 3 new parks and open spaces in the urban areas by June 2009 Providing adequate recreational facilities in the urban areas by June 2009	Parks & Playing Equipment
Number of areas where land for the development of new cemeteries has been acquired	Adequate funds made available for the acquiring of land for the development of new cemeteries	1 Area where land has been acquired for the development of a new cemetery	Satisfied and relieved community	No land is available for the development of new cemeteries	Acquiring land for the development of 1 new cemetery by June 2009	Cemeteries

Development Impact Perspective

KPI	Input Indicator	Output Indicator	Outcome Indicator	Baseline Indicator	Target	Priority
Number of new business ventures attributable to the municipality's LED initiatives	IDP posted on municipal website Special incentives on purchase price of business/industrial sites by investors	10 new businesses or industries established	Availability of work opportunities and reduction of poverty levels for local residents	A limited number of investors are establishing businesses/industries	Attracting 10 new investors to establish businesses and industries by June 2009	Local Economic Development & Job Creation
Number of new jobs created through the municipality's LED initiatives including capital projects(NKPI	Provide for adequate funds in the budget	At least 4 000 man days employment opportunities to be created through capital projects	Reduced unemployment and poverty levels	Inadequate job opportunities available	Creation of ± 4 000 man days employment opportunities(temporary) by June 2009	Local Economic Development & Job Creation
Number of learners provided with learning experiences in the work place by means of learnerships	Employee contracts Coaching in the work place	14 Potential employees with basic work experience	Employable individuals Self-employable individuals	Potential employees are not employable due to lack of minimum level of work experience	Provide learnership contracts to 14 learners by June 2009	Local Economic Development & Job Creation
Number of job opportunities created as a result of the Extended Public Works Programme(EPWP)	Providing funds for labour intensive projects Identification of labour intensive project	500 Citizens who are employed in labour intensive projects	Reduced unemployment and poverty levels	Limited number of work opportunities within the municipality	Creation of 500 job opportunities through the EPWP projects funded by NDM by June 2009	Local Economic Development & Job Creation
Number of industrial stands created	Allocation of adequate funds for the creation of industrial stands	8 Industrial stands created	Economic development with resultant reduction in unemployment and poverty levels	Inadequate number of industrial stands available for purchase by investors	8 Industrial stands created by June 2009	Local Economic Development & Job Creation
Number of condoms distributed to members of the community	Order condoms from hospital and distribute through clinics and hotspots	70 000 Condoms distributed to the community	All the citizens in the municipal area have access to health care services	70 000 Condoms distributed during the previous financial year	Distribute 70 000 condoms by June 2009	Health

KPI	Input Indicator	Output Indicator	Outcome Indicator	Baseline Indicator	Target	Priority
Number of HIV/AIDS awareness campaigns/workshops held	Adequate funds in the budget for organizing and conducting awareness campaigns	6 Reports on campaigns or workshops	All citizens within the municipal area have access to health care services	6 Awareness campaigns or workshops on HIV/AIDS were conducted	Conduct 6l HIV/AIDS awareness campaigns or workshops by June 2007	Health
Number of mothers who go onto the program on the prevention of transmission of the HIV from mother to child	Provision of information on the prevention of transmission of the HIV from mother to child and encouraging mothers to go onto the program	300 Mothers go onto the program on the prevention of transmission of HIV from mother to child	All citizens within the municipal area have access to health care services	224 Mothers are on the HIV program to prevent transmission of HIV/ AIDS from mother to child	300 Mothers go onto the program on the prevention of transmission of HIV from mother to child by June 2009	Health
Number of Pulmonary TB clients on treatment	Place order for provisions with Provincial Dept. of Health	1271 Pulmonary TB clients are on treatment	All citizens within the municipal area have access to health care services	1271 Pulmonary TB clients are on treatment	Maintain the number of clients on Pulmonary TB treatment at 1271 by June 2009	Health
Number of clients who are exposed to counseling and voluntary testing	Provision of information on voluntary counseling and testing	2500 Clients are exposed to information on voluntary testing and counseling	All citizens within the municipal area have access to health care services	No baseline	2500 Clients exposed to information on voluntary testing and counseling by June 2009	Health
Number of workplace health programs implemented or supported	Adequate funds on the budget for the implementation of workplace health programs	3 Workplace health programs implemented.	All citizens within the municipal area have access to health care services	Workplace health programs implemented/supported	3 Workplace health programs implemented by June 2009	Health
The percentage by which traffic collisions are reduced at high risk areas	Posting of traffic officers at all high risk areas Additional traffic calming measures constructed at high risk places	15% Reduction in the number of traffic collisions at high risk areas	No threat to safety of road/street users due to traffic collisions	1486 Traffic collisions occurred in the high risk areas in the last financial year	15% Reduction in the number of traffic collisions occurring in high risk areas by June 2009	Safety & Security
The percentage of the capital budget actually spent on capital projects identified for a particular financial year in terms of the IDP(NKPI)	Monitor and ensure expenditure of capital budget on capital projects as identified in the IDP	80% of Capital budget spent on capital projects as identified in the IDP	High level satisfaction by residents in a manner which the municipality delivers projects as identified in the IDP	80% of the capital budget is actually spent on the delivery of IDP capital projects	Ensuring that 80% of the capital budget is actually spent on IDP capital projects by June 2009	Financial Viability

KPI	Input Indicator	Output Indicator	Outcome Indicator	Baseline Indicator	Target	Priority
Number of available residential sites for purchase by community	Funds allocated for the servicing of new stands for purchase by the community	335 Serviced stands provided	Residents have access to serviced stands for the building of houses	Insufficient residential sites available for purchase by the community	Servicing of 335 residential sites for purchase by the community by June 09	Land Use
Number of additional church sites provided for purchase by church community	Funds set aside for the servicing of church sites	5 Additional church sites serviced	Satisfied church community	Insufficient church sites available for purchase by the church community	Servicing of 5 church sites for purchase by June 2009	Land Use
Number of rural villages created	Allocation of adequate funds for the creation of a rural village	1 Additional rural village created	Citizens have access to adequate housing	1 Rural village created	1 Additional rural village created by June 2009	Housing
Number of additional sites created and serviced for low cost housing	Laying of infrastructure for low cost housing development	1 126 Residential sites for low cost housing created and serviced	Available serviced sites for low cost housing allocations /subsidies	Inadequate serviced sites for low cost housing development	Creation and servicing of 1 126 sites for low cost housing by June 09	Housing
Percentage increase in the number of people visiting to make use of library facilities	Visiting schools for marketing libraries Publish in Masakhane News Utilising local Radio Station(GMFM)	20% Increase in the number of people using library facilities	An educated and informed community	5 109 People visited and made use of library facilities	20% Increase in the number of people using library facilities by June 2009	Education & Libraries
Number of libraries whose IT systems are linked to the main server	Purchase licence for the system	ICT systems of 3 libraries linked to main server	Easy and speedy access in retrieving information and communication between libraries	Only 1 library is linked to the main server	Linking computer systems of 3 libraries to the main server	Education & Libraries
Number of samples taken on air pollution and potable water and milk quality	Provision of adequate funds to enable sampling to take place	108 samples on air 200 samples on milk 250 samples on water	Ensuring that citizens have access to a healthy environment	108 samples on air 155 samples on milk 187 samples on water by June 2007	108 air samples 200 milk samples 250 water samples by June 2009	Environmental Management

Governance Perspective

KPI	Input Indicator	Output Indicator	Outcome Indicator	Baseline Indicator	Target	Reasons for underperformance/ variance
Percentage of voting age population who believe that they are given the necessary information and opportunity to participate in matters of local government in their area	Conducting a survey to determine voter beliefs regarding the opportunity to participate in matters of local government in their area	% of voting age population who believe that they are given the necessary information and opportunity to participate in matters of local government in their area	A well informed and participating community in local government matters	No baseline (Voters 85755)	Ensuring that…….% of voting age population believe that they are given the necessary information and opportunity to participate in matters of local government in their area by June 2009	Institutional Transformation and Organisational Development
Number of functional and effective ward committees	Drafting and distribution of meeting agendas Distribution of invitations for Ward and for Ward Committee meetings Typing of ward committee or ward minutes	24 Ward Committees holding meetings	Community participation	Insufficient and irregular consultation between politicians and the community	Ensuring that 24 Ward Committees are functional and effective by June 2009	Institutional Transformation and Organisational Development
Number of inputs from previously disadvantaged individuals coming through suggestion boxes or call-ins or written letters	Communication strategy developed and implemented Suggestion boxes posted at strategic places. Community awareness at ward meetings	300 inputs received through suggestion boxes or call -ins from previously disadvantaged individuals	Participation by previously disadvantaged individuals from the community on community matters	375 inputs received from previously disadvantaged individuals through suggestion boxes or call-ins	300 inputs made by previously disadvantaged individuals by June 2009	Institutional Transformation and Organisational Development