

## 1. OVERVIEW

The following sets out the Integrated Development Planning of the Steve Tshwete Local Municipality which governs all planning as obligated by Section 153 of Act No. 108 of 1996 (The Constitution of the Republic of South Africa).

### **VISION**

To be the leading community driven municipality in the provision of sustainable services and developmental programmes.

### **MISSION**

We are committed to the total well being of all our citizens through:

- Rendering affordable, cost-effective, accessible, efficient and quality services;
- Effective management systems, procedures, skilled and motivated workforce;
- Maximising infrastructural development through the utilisation of all available resources;
- Improving the quality of life by co-ordinating youth, gender and social development programmes;
- Creating an enabling environment for economic growth and job creation
- Ensuring effective community and relevant stakeholder participation and co-operation;
- Ensuring skilled, motivated and committed work force; and
- Compliance with the Batho-Pele Principles;
- To strive to sustain the fiduciary position of the municipality towards achieving the clean audit,

### **CORE VALUES**

- To always treat everyone with dignity and respect;
- To perform our duties with integrity, honesty and diligence.

## **GOALS**

Seven (7) strategic goals have been identified to drive the vision and mission of the Municipality:

- Poverty Alleviation;
- Service delivery;
- Financial viability
- Economic Growth and Development (LED);
- Good Corporate Governance;
- Good Co-operative Governance;
- Integrated Environmental, Social, Economic and Spatial Planning.

## **KEY INSTITUTIONAL CHALLENGES**

The following are challenges to the Steve Tshwete Municipality and which demand to be confronted head on:

- Air pollution;
- Inadequate funding for housing supply;
- Inadequate transport infrastructure;
- Insufficient funding for infrastructure upgrading;
- Provision of sufficient serviced stands;
- Apathy of communities in municipal matters;
- Obtain and retain skilled staff (results in shortage of skilled staff);
- Insufficient communication within and marketing of the municipality.

## 2. SWOT ANALYSIS

**Table 1**

<b>STRENGTHS</b>
Financial Viability: <ul style="list-style-type: none"> <li>• Good income base;</li> <li>• Sound Financial Planning and Management;</li> <li>• Proper Credit control.</li> </ul>
Good Municipal Infrastructure: <ul style="list-style-type: none"> <li>• Proper infrastructural maintenance;</li> <li>• Expansion of new infrastructure where needed.</li> </ul>
High level of service delivery.
Good Corporate Image with awarding of a number of awards.
Cordial employer and labour unions relationship.
Functional Local Aids Council.
Sound relationship between politicians and administration.
Well established EAP.
Development of rural villages.
Good expenditure of government grants.
Sound relationship between STLM and the business.
Decentralised paypoints and electricity outlets.
Committed workforce.
<b>WEAKNESSES</b>
Inadequate parking space in CBD.
Limited communication of achievements.
Lack of funds for servicing of land.
Performance Management System limited to higher positions.
Ineffective Local Economic Development Forum.
Lengthy procurement processes.
Overlapping of portfolios represented in council.
Municipal buildings not accommodative of disabled persons.
Loss of qualified staff (job hopping).
Lack of office space in Civic Centre.
Lines of communication not always followed.
<b>OPPORTUNITIES</b>
Availability of Natural Resources: <ul style="list-style-type: none"> <li>• Benefits from mining.</li> </ul>
Strategic Location: <ul style="list-style-type: none"> <li>• Maputo Corridor;</li> <li>• Close to the Large Commercial Centres and Metro Municipalities;</li> <li>• Nkangala District Municipality;</li> </ul>
Positive economic growth indicators:

<ul style="list-style-type: none"> <li>• Maputo Corridor;</li> <li>• New mall;</li> <li>• Implementation of the Property Rates Act;</li> <li>• Mining development;</li> <li>• Tourist Information Centre;</li> <li>• Industrial Park (Possible job creation).</li> </ul>
Growth Point in terms of the NSDF.
Good corporate image due to awards.
Accreditation of housing function.
Banquet hall.
Credit worthiness.
Social networking.
Clean audit.

<b>THREATS</b>
Negative impact of HIV/AIDS.
High levels of crime.
Fiscal fluctuation.
Infrastructure does not accommodate the high influx of trucks.
High unemployment rate.
Informal settlements.
Environmental hazards & impact: <ul style="list-style-type: none"> <li>• Veld fires;</li> <li>• Hazardous material in transit;</li> <li>• Pollution.</li> </ul>
Closure of mines (mergers, downsizing).
Poor maintenance of roads (provincial & national).
Lack of civil engineering services to cater for densification.
Lack of suitable land for cemeteries.
High population growth.
Climate change.
Amended Municipal Property Rates Act.
Unaffordability of high electricity tariffs.
No rental housing allowance for employees.
No affordable accommodation for employees.

### **3. INSTITUTIONAL ANALYSIS**

#### **3.1. Location and Description of the Municipal Area**

The Steve Tshwete Municipality is a category B municipality situated in the Nkangala District of the Mpumalanga Province. It is positioned some 150km east of Pretoria on the way to Mbombela, and covers a geographic area of 3993 km<sup>2</sup>. The N4 runs east/west through the municipal space, whilst the N11 traverses the area in a north/south direction. Some six other provincial roads link Middelburg to other towns in Mpumalanga.

There are two nodal points or nodes: Middelburg/Mhluzi that is the main commercial and administrative center, and the much smaller Hendrina/Kwazamokuhle near the south/east boundary.

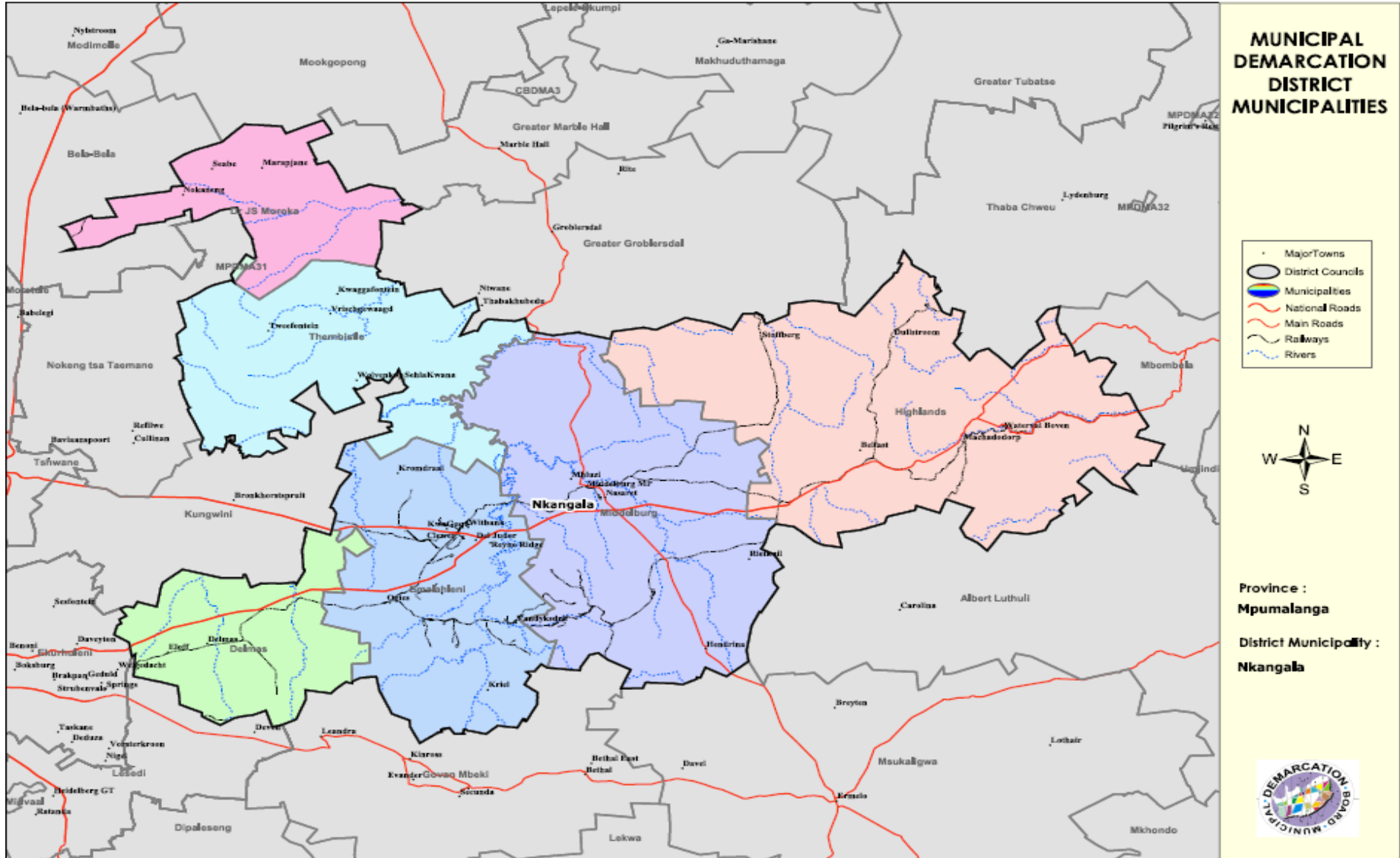
Other than Middelburg and Hendrina, the remainder of settlements is arranged in three settlement categories for planning purposes.

The first are small agricultural service villages, such as Somaphepha (Kwa-Makalane), Sikhululiwe and Doornkop that provide a “corner shop” function to a small and localized farming and rural community. Amenities are very limited and focus on only the most basic business and social needs.

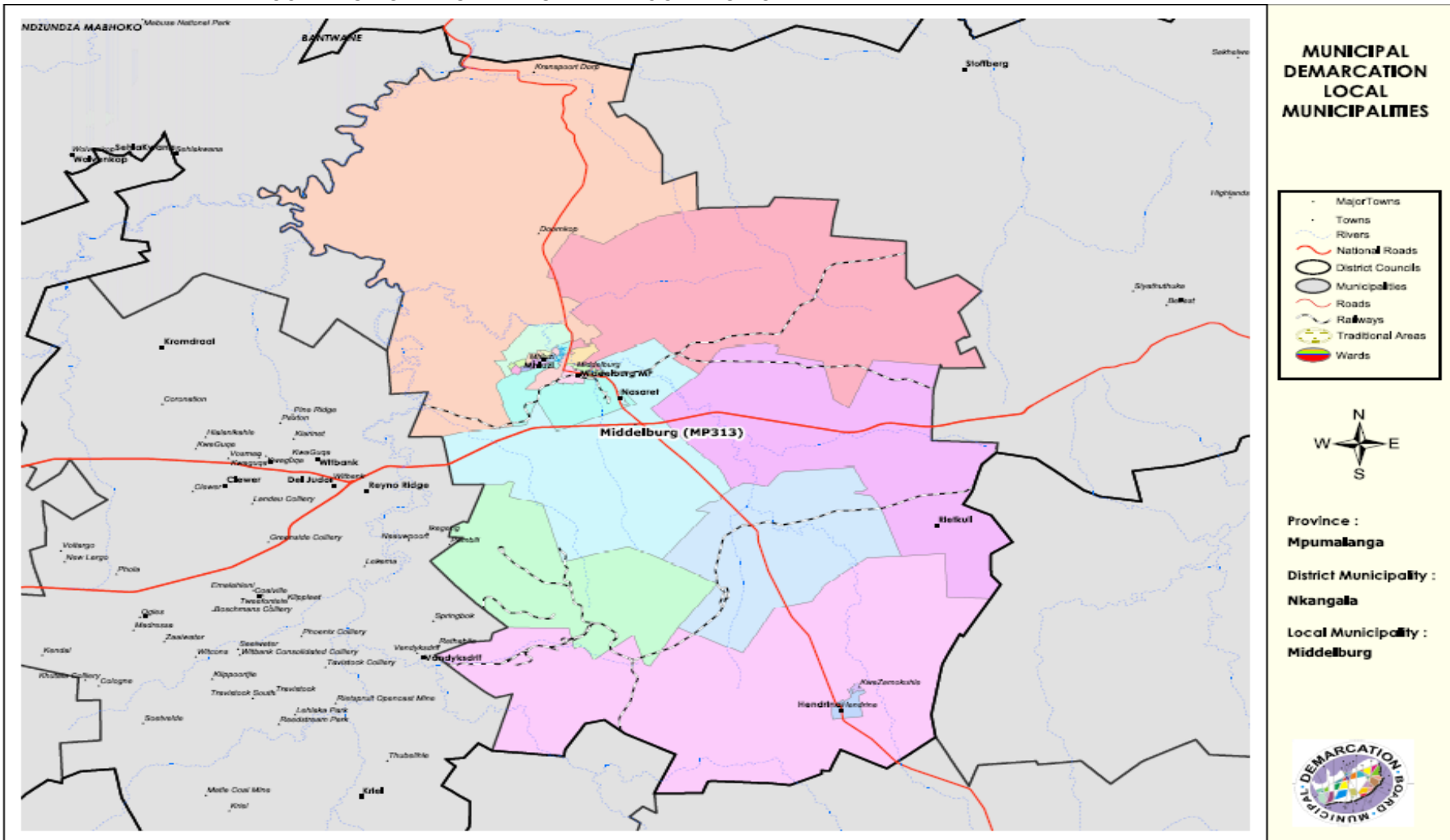
The second type of settlement includes the holiday towns of Presidentsrus and Kranspoort. Development in these towns is strictly regulated to maintain a specific character.

The third category of settlement encompasses the towns associated with mines and power stations. These include Hendrina, Rietkuil, Pullenshope, Koornfontein, Blinkpan and Komati. With the exception of Hendrina, these towns will not develop any further and will fulfill the same role as agricultural services and amenities are generally better developed. Naledi and Lesedi are mining towns that do not receive any municipal services.

MAP 1: THE STEVE TSHWETE LOCAL MUNICIPALITY AS ONE OF SIX LOCAL MUNICIPALITIES IN THE NKANGALA DISTRICT MUNICIPALITY



MAP 2: THE AREA COMPRISING THE STEVE TSHWETE LOCAL MUNICIPALITY



### 3.2. DEMOGRAPHIC ANALYSIS

#### Statistical Premise

The data used in this review of the analysis phase of the IDP was obtained from the Community Survey 2007 from Statistics South Africa and the Municipal Demarcation Board.

#### **POPULATION GROWTH ESTIMATES**

It is imperative to note that population growth statistics was taken in to consideration throughout the IDP planning processes of the municipality. Specific reference is made to the latest Community Survey 2007 statistics.

**Table 2: POPULATION SIZE: 1996, 2001 AND 2007**

	<b>Census 1996</b>	<b>Census 2001</b>	<b>Community survey 2007</b>
<b>Steve Tshwete Local Municipality</b>	135 412	142 775	182 507

Source: Census 1996, Census 2001, Community Survey 2007

The above figures indicate a growth of 27.8% over the 6 year period on average growth of 4.63% per year. This is a substantial population growth which inevitably puts severe additional strain on the available municipal services.

#### **POPULATION BY AGE GROUPS**

<b>Age Group</b>	<b>Number</b>	<b>Percentage (%)</b>
0-4	15 307	8
5-14	30 693	17
15-34	71 342	39
35-64	58 698	32
65+	6 467	4
<b>Total</b>	<b>182 507</b>	<b>100</b>



**Source: Community Survey 2007**

The table above illustrates that about 64.3% of the population is below 35 years of age which suggests that the greater need for youth development exists within the municipality.

**Table 3: HOUSEHOLDS (HH)**

<b>Age group</b>	<b>Number</b>	<b>Percentage (%)</b>
0-14	-	-
15 - 19	122	0.2
20 - 24	1 867	4
25 - 29	5 154	10
30 - 34	6 260	12
35 - 39	6 959	14
40 - 44	6 624	13
45 - 49	6 675	13
50 - 54	6 103	12
55 - 59	4 085	8
60+	6 599	13
<b>Total</b>	<b>50 449</b>	<b>100</b>

**Source: Community Survey 2007**

**HOUSEHOLD SIZE**

<b>HH Size</b>	<b>Number of HH</b>	<b>Percentage (%)</b>
<b>01</b>	<b>12 175</b>	<b>24</b>
02	9 082	18
03	8 198	16
04	7 297	14
05	5 770	11
06	2 983	6
07	1 819	4
08	797	2
09	1 295	3
10+	1 034	2
<b>Total</b>	<b>50 449</b>	<b>100</b>

**Source: Community Survey 2007**

The estimated population size for 2007 is 182 507 people, and the number of households stand at 50 449. This yields an average household size of 3.62 people, and a population density of 46 people per km<sup>2</sup>. Some 89.5% of the population resides in urban areas.

### **SOCIO ECONOMIC ANALYSIS**

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

#### **Level of Education**

The level of education for the population in the study area is reflected in table format with specific reference to number of people with primary, secondary and tertiary qualifications.

**Table 4: LEVEL OF EDUCATION OF HOUSEHOLD HEAD**

<b>Level of Education</b>	<b>Number</b>	<b>%</b>
No schooling	5 542	11
Grade 0	352	1
Grade 1-2	1 530	3
Grade 3-7	11 313	23
Grade 8-11	15 586	31
Grade 12	7 607	15
Diploma/ Certificate without Grade 12	3 386	7
Diploma/ Certificate with Grade 12	2 840	6
Post Graduate Diploma / BTech / Bachelor's Degree And Higher	1 986	4
<b>Total</b>	<b>50143</b>	<b>100</b>

**Source: Community Survey 2007**

11% of the household heads have not received any schooling whilst a further 4% have only attended school up to Grade 2. This indicates a definite need within the municipality for ABET training.

Over an above basic education, there is a need to improve educational facilities with the aim of ensuring an effective and conducive learning environment.

The provision of community educational facilities in Middelburg is fairly well distributed. However there is only one tertiary institution i.e. the local FET College. At least one more tertiary institution concentrating on rendering practical skills is needed

**Table 5: OCCUPATION OF HOUSEHOLD HEAD**

<b>OCCUPATION</b>	<b>NO.</b>	<b>%</b>
Legislators; senior officials and managers	4 078	8
Professionals	2 630	5
Technicians and associate professionals	1 412	3
Clerks	1 401	3
Service workers; shop and market sales workers	2 439	5
Skilled agricultural and fishery workers	1 706	3
Craft and related trades workers	7 570	15
Plant and machine operators and assemblers	5 822	12
Elementary occupations	5 710	11
Occupations unspecified and not elsewhere classified	5 425	11
Not applicable	12 255	24
<b>Total</b>	<b>50 449</b>	<b>100</b>

Source: Community Survey 2007

**EMPLOYMENT STATUS OF HOUSEHOLD HEAD**

<b>Employment status</b>	<b>No. of HH heads</b>	<b>% of HH head</b>
Employed	37 777	75
Unemployed	5 639	11
Not economically active	7 033	14
<b>Total</b>	<b>50 449</b>	<b>100</b>

Source: Community Survey 2007

This table indicates that the employment rate of Steve Tshwete Local Municipality is relatively low compared to the national average of between 25 and 30 %.

## **HOUSEHOLD SERVICES**

**Table 6: ACCESS TO WATER**

<b>WHERE WATER IS ACCESSED</b>	<b>NO. OF HH</b>	<b>%</b>
Piped water inside the dwelling	30 532	61
Piped water inside the yard	11 402	23
Piped water from access point outside the yard	6 045	12
Borehole	782	2
Spring	119	0
Dam/pool	118	0
River/stream	101	0
Water vendor	118	0
Rain water tank	513	1
Other	721	1
<b>Total</b>	<b>50 449</b>	<b>100</b>

Source: Community Survey 2007

## **ENERGY FOR COOKING**

<b>SOURCE</b>	<b>NO. OF HH</b>	<b>%</b>
Electricity	38 837	77
Gas	311	1
Paraffin	5 872	12
Wood	1 460	3
Coal	3 969	8
Animal dung	-	-
Solar	-	-
Other	-	-
<b>Total</b>	<b>50 449</b>	<b>100</b>

Source: Community Survey 2007

**ENERGY FOR HEATING**

<b>SOURCE</b>	<b>NO. OF HH</b>	<b>%</b>
Electricity	32 565	65
Gas	398	1
Paraffin	2 554	5
Wood	1 951	4
Coal	10 791	21
Animal dung	-	-
Solar	59	0
Other	2 131	4
<b>Total</b>	<b>50 449</b>	<b>100</b>

Source: Community Survey 2007

**ENERGY FOR LIGHTING**

<b>SOURCE</b>	<b>NO. OF HH</b>	<b>%</b>
Electricity	45 623	90
Gas	180	0
Paraffin	971	2
Candles	3 553	7
Solar	-	-
Other	121	0
<b>Total</b>	<b>50 449</b>	<b>100</b>

Source: Community Survey 2007

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.

## REFUSE DISPOSAL

Type of Refuse disposal	NO. OF HH	%
Removed by local authority/private company at least once a week	39 198	78
Removed by local authority/private company less often	3 597	7
Communal refuse dump	969	2
Own refuse dump	5 069	10
No rubbish disposal	1 557	3
Other	58	0
Total	50 449	100

Source: Community Survey 2007

The municipality has recorded an increase in the total amount of waste generated in the last two years, (2009 = 6000 tons/month on average; 2011 = 8000 tons/month on average). This is attributed to the increased number of households and economic activities. The current number of households is 50 449 (Community Survey 2007) of which 47 484 has access to kerbside refuse removal services.

It can be estimated that the amount of refuse generated in the next 2 years will be in the average of 10000 tons/month, including activities from the mall.

Waste minimization projects are being implemented at a low rate, the impact is insignificant (0.05% of each ton disposed), as a result most of the waste has to be transported to the landfill site for final disposal.

## TOILET FACILITIES

TYPE OF TOILET FACILITIES	NO. OF HH	%
Flush toilet (connected to sewerage system)	39 425	78
Flush toilet (with septic tank)	1 508	3
Dry toilet facility	742	1
Pit toilet with ventilation (VIP)	2 121	4
Pit toilet without ventilation	3 670	7
Chemical toilet	457	1

Bucket toilet system	877	2
None	1 648	3
<b>Total</b>	<b>50449</b>	<b>100</b>

Source: Community Survey 2007

#### TENURE STATUS

TENURE STATUS	NO. OF HH	%
Owned and fully paid off	17 524	35
Owned but not yet paid off	7 216	14
Rented	16 422	33
Occupied rent-free	8 992	18
Other	295	1
<b>Total</b>	<b>50 449</b>	<b>100</b>

Source: Community Survey 2007

#### TYPE OF DWELLING

TYPE OF DWELLING	NO. OF HH	%
House or brick structure on a separate stand or yard	31 370	62
Traditional dwelling/hut/structure made of traditional materials	2 788	6
Flat in block of flats	1 076	2
Town/cluster/semi-detached house (simplex: duplex: triplex)	2 291	5
House/flat/room in back yard	2 105	4
Informal dwelling/shack in back yard	1 897	4
Informal dwelling/shack NOT in back yard e.g. in an informal/squatter settlement	5 509	11
Room/flatlet not in back yard but on a shared property	649	1
Caravan or tent	307	1
Private ship/boat	153	0
Workers hostel (bed/room)	2 304	5
Other	-	-
<b>Total</b>	<b>50 449</b>	<b>100</b>

Source: Community Survey 2007

### 3.3. Organisational Arrangements

#### Political Structure

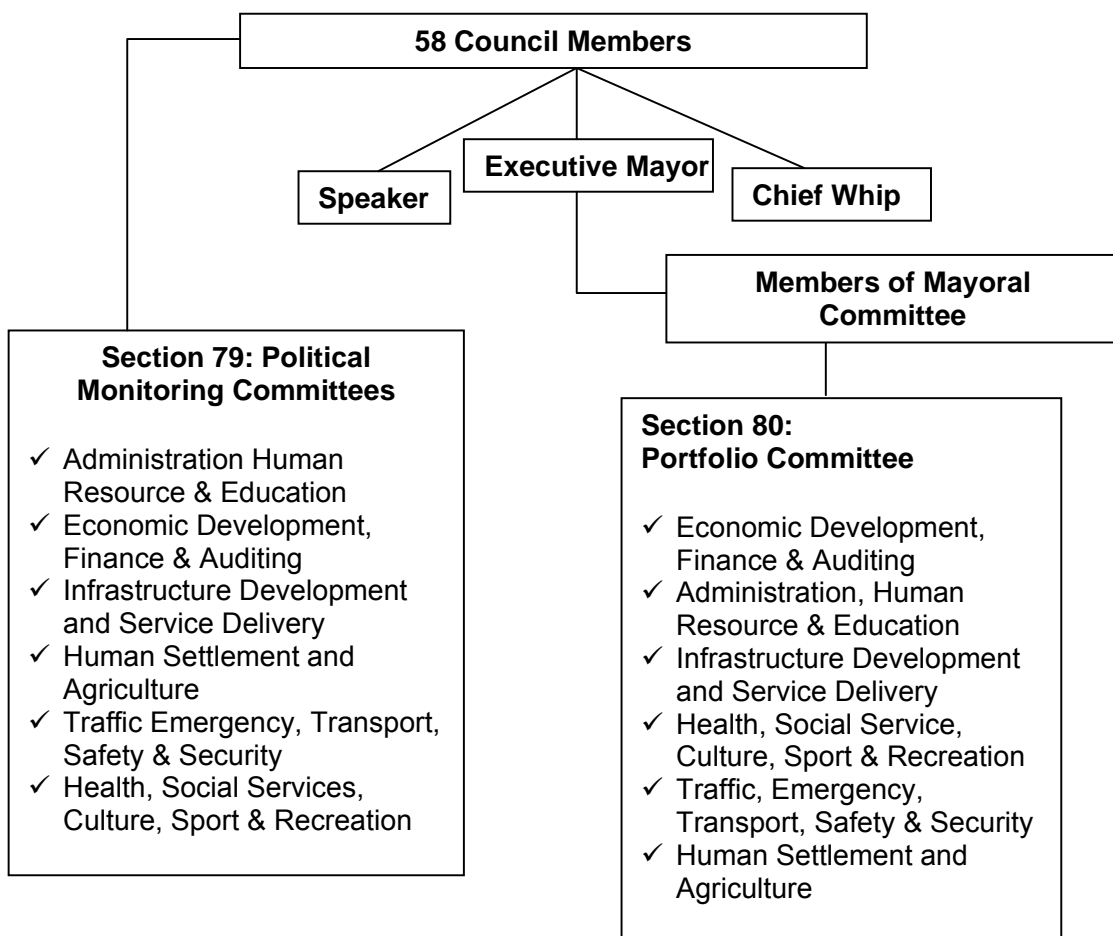
The political structure of Steve Tshwete Local Municipality is comprised of the Executive Mayoral System that is structured as follows:

- ❖ Executive Mayor;
- ❖ Speaker
- ❖ Chief Whip
- ❖ Mayoral Committee;

The municipal council consists of 58 ward councillors i.e. 29 councillors and 29 proportional councillors.

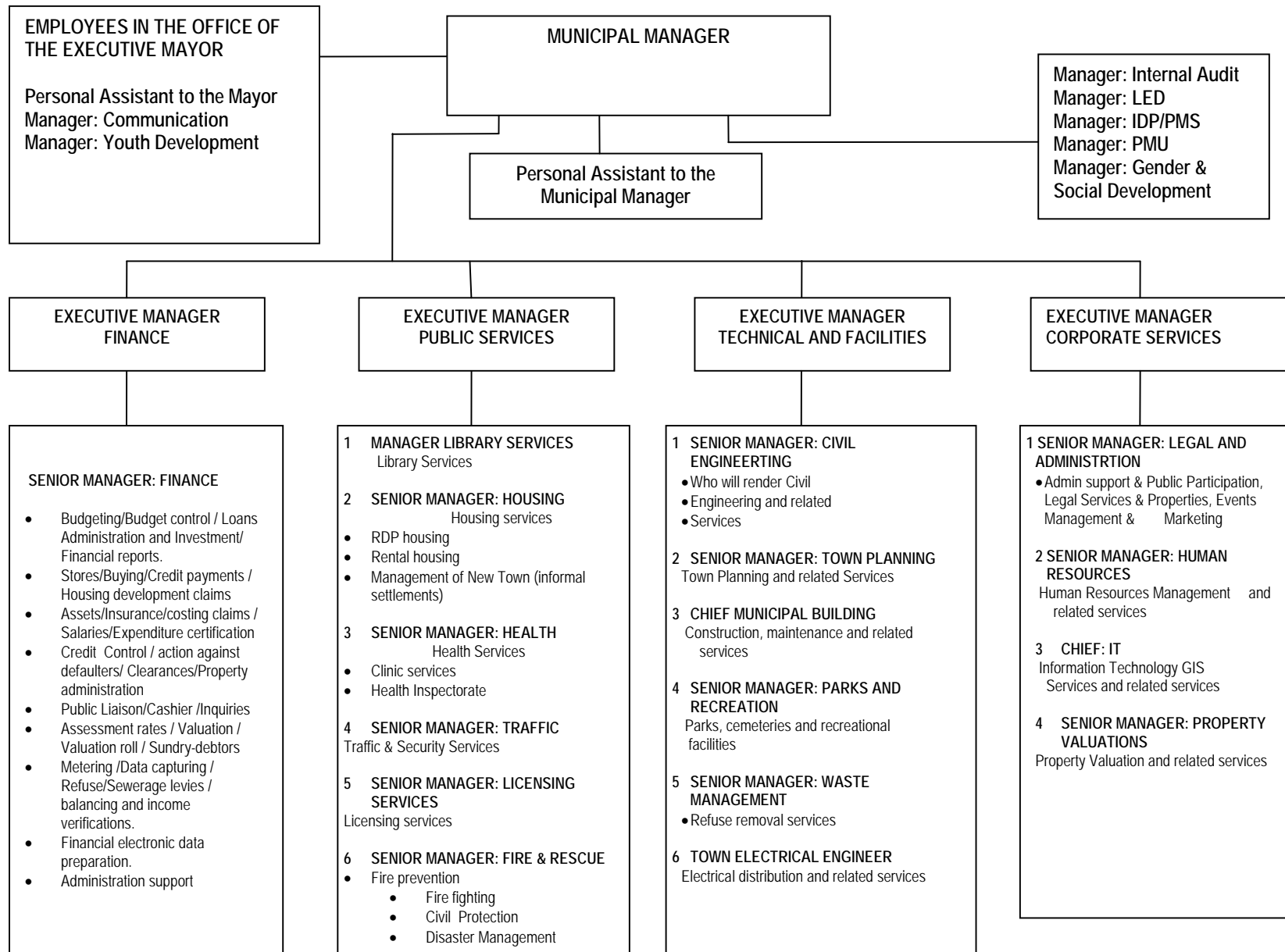
The municipality has established committees in terms of Section 79 and 80 of the Municipal Structure Act.

**Figure 1: Political Governance Structure**





**Figure 2: STLM- Executive and Organisational Structure**



## **Staff Component and Appointments**

The staff complement of the municipality as of 31 January 2012 stands at 1187 employees. Appointments that were made since then, have taken into consideration implementation of the Employment Equity Act 55, 1998.

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

**Table 7: Employment Equity Plan/Status Quo Report  
January 2012**

Occupational Levels	Male								Female								Foreign Nationals				Total	
	A		C		I		1. W		A		C		I		W		Male		Female			
	Target	Status Quo	Target	Status Quo	Target	Status Quo	Target	Status Quo	Target	Status Quo	Target	Status Quo	Target	Status Quo	Target	Status Quo	Target	Status Quo	Target	Status Quo	Target	Status Quo
Top management							2	1	2	2								1			5	4
Senior management	13	11			1	1	11	9	11	11					4	4					40	36
Professionally qualified and experienced specialists and mid-management	22	21	2	2			9	9	16	17	1	1			4	4					54	54
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	188	185	4	5	3	2	35	32	166	172	17	18	8	8	35	35					456	457
Semi-skilled and discretionary decision making	72	72	2	2			3		42	42	1		1		2	1					123	117
Unskilled and defined decision making	431	419	3	2	1		4	1	102	97	1				4						546	587
<b>TOTAL PERMANENT</b>	<b>726</b>	<b>708</b>	<b>11</b>	<b>11</b>	<b>5</b>	<b>3</b>	<b>64</b>	<b>52</b>	<b>339</b>	<b>341</b>	<b>20</b>	<b>19</b>	<b>9</b>	<b>8</b>	<b>49</b>	<b>44</b>		<b>1</b>			<b>1224</b>	<b>1187</b>
Temporary employees																						
<b>GRAND TOTAL</b>	<b>726</b>	<b>708</b>	<b>11</b>	<b>11</b>	<b>5</b>	<b>3</b>	<b>64</b>	<b>52</b>	<b>339</b>	<b>341</b>	<b>20</b>	<b>19</b>	<b>9</b>	<b>8</b>	<b>49</b>	<b>44</b>		<b>1</b>			<b>1224</b>	<b>1187</b>

	<b>BASELINE(1045 Employees)</b>	<b>STATUS QUO(1187 employees)</b>
<b>DISABILITY</b>	0.8% (9 disabled employees)	1.85% (22 disabled employees)
<b>FEMALES</b>	33% (363 female employees)	35% (412 female employees)
<b>BLACK</b>	91.5% (1034 black employees)	88% (1049 black employees)

**Table 8: Current Workforce Profile**

Occupational Levels	Designated							Non-Designated			TOTAL
	Male			Female				White Male	Foreign Nationals		
	A	C	I	A	C	I	W	W	Male	Female	
Top Management (0)				2				1	1		4
Senior Management (1-3)	11		1	11			4	11			36
Professionally qualified and experienced specialists and mid-management (4-6)	21	2		17	1		4	9			54
Skilled technical and academically qualified workers, Junior Management, Supervisors, Foreman and Superintendents (7-12)	185	5	2	172	18	8	35	32			457
Semi-skilled and discretionary decision making (13-16)	72	2		42			1				117
Unskilled and defined decision making (17-20)	419	2		97				1			519
<b>1.1.1 TOTAL PERMANENT</b>	<b>708</b>	<b>11</b>	<b>3</b>	<b>341</b>	<b>19</b>	<b>8</b>	<b>44</b>	<b>52</b>	<b>1</b>		<b>1187</b>
Non-permanent employees											
<b>1.1.2 GRAND TOTAL</b>	<b>708</b>	<b>11</b>	<b>3</b>	<b>341</b>	<b>19</b>	<b>8</b>	<b>44</b>	<b>52</b>	<b>1</b>		<b>1187</b>

Table below indicates the demographic profile of Steve Tshwete Municipality as aligned to the Statistic South Africa, expressed in percentages.

**Table 8.1: RACE AND GENDER PROFILE**

Group	Male	Female	Total %
Black	43,8	34,5	78,3
Colored	1,1	1,3	2,4
Asian	0,8	0,7	1,5
White	8,6	9,2	17,8
Total	54,3	45,7	100

The table below indicates the summary of the status quo and numerical goals for Steve Tshwete Local Municipality.

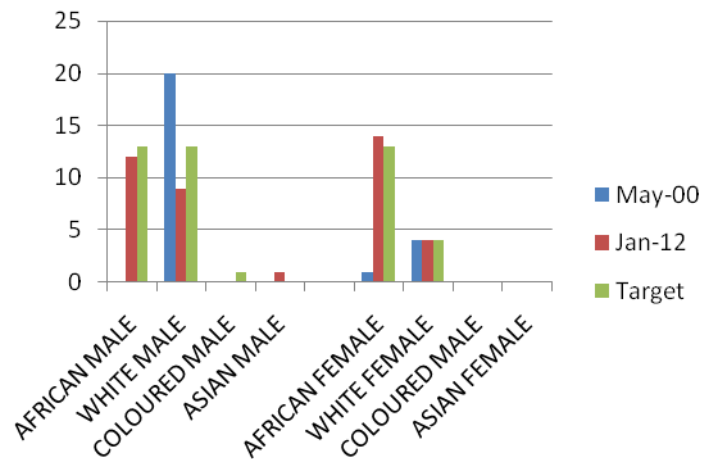
**Table 8.2: NUMERICAL GOALS AND STATUS QUO**

NATIONALITY	CURRENTLY EMPLOYED	CURRENT PERCENTAGE (%)	NUMERIC GOALS	PERCENTAGE
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AFRICAN MALE	708	59,7	458	43,8
AFRICAN FEMALE	341	28,74	360	34,5
COLOURED MALE	11	0,93	12	1,1
COLOURED FEMALE	19	1,60	14	1,3
INDIAN MALE	3	0,25	8	0,8
INDIAN FEMALE	8	0,67	7	0,7
WHITE MALE	52	4,39	90	8,6
WHITE FEMALE	44	3,72	96	9,2
TOTAL	1187	100	1045	100

### APPOINTMENTS FROM MAY 2000 – 31 JAN 2012 AS COMPARED TO TARGETS

	LEVEL 0-3		
	May-00	12-Jan	Target
AFRICAN MALE	0	12	13
WHITE MALE	20	9	13
COLOURED MALE	0	0	1
ASIAN MALE	0	1	0
AFRICAN FEMALE	1	14	13
WHITE FEMALE	4	4	4
COLOURED MALE	0	0	0
ASIAN FEMALE	0	0	0



### EQUITY TARGETS AND STATUS QUO AT THE THREE HIGHEST LEVELS IN THE MUNICIPALITY FOR THE PERIOD OF 2009-2013

LEVEL 0-3		
DESIGNATED GROUPS	TARGET	STATUS QUO
BLACK	25	26
WOMEN	18	18
DISABLED	2	1
ORGANISATIONAL LEVEL		
BLACK	1114	1049
WOMEN	469	412
DISABLED	38	22