

# **DIPALESENG MUNICIPALITY**

**INTEGRATED DEVELOPMENT PLAN**

**2017 – 2022 FINANCIAL YEARS**



**DLM FINAL IDP 2017/22**

## **FOREWORD BY THE EXECUTIVE MAYOR**

**“IT IS NOT GIVEN TO EVERY GENERATION THAT IT SHOULD BE PRESENT DURING AND PARTICIPATE IN THE ACT OF CREATION”  
PRESIDENT THABO MBEKI, APRIL 1997”**

This draft IDP is indeed an act of creation. The beginning of something great and good for all our Communities. It will illustrate our commitment as Government to the needs of our people. It will set clear goals and targets for all of us, i.e. the Municipality and the Community it serves. More even it will demonstrate our will to put infrastructure and services in place that will ensure a better life for all our people.

In this, the decade of Freedom, we'll strive to play our role as Developmental Local Government to the best of our ability. We will create an environment for economic growth and job creation, as tools for the eradication of Poverty and Unemployment.

The IDP will also bring with it some important challenges, which includes funding for projects and programmes. We believe as a team, Government and its people, we will turn this around by going all out in promoting our IDP and its objectives.

It's with great pleasure that we present to you our contribution to “a people's contract, which will create work and fight poverty”. The road ahead may seem long and daunting but we are confident that with Dipaleseng Municipality at the helm, we will succeed in ensuring that people's issues are effectively dealt with to pave the way for efficient delivery of services

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**CLR M.L.MAKHUBU  
EXECUTIVE MAYOR**

## **OVERVIEW BY THE ACCOUNTING OFFICER**

The Municipal Systems Act 32 of 2000 requires municipalities to adopt an Integrated Development Plan. Our planning and development as a municipality is solely informed by the IDP. It is for this reason that during the review process we involve all our stakeholders within the municipality to come with a credible plan that takes into consideration the needs of all citizens across the board. As administration we termed the IDP as the “Bible” of the municipality and religiously focus our energies at implementing it to the latter. This we are able to do through a solid partnership with our policy makers, the Councillors and the community which we aim to develop with this IDP.

The budget for **2017/18 -2021** financial year is informed by the needs identified during the development of the IDP process and aims at addressing those outstanding needs. In achieving the outstanding goals that we set for ourselves as a community all of us must play our roles. As the municipality we have a role to provide quality services to all of you. Yourselves as residents and consumers also have a role to pay for those services. We can have all good development plans in this IDP but if we cannot finance them they are worthless. As the Chief Accounting Officer I pledge the commitment of all of us in administration to ensure that we continue to provide quality, affordable services and good governance to all our people.

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**S.L.NETSHIVHALE**

**ACTING MUNICIPAL MANAGER**

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## LIST OF SELECTED ABBREVIATIONS

**AIDS:** Acquired Immune Deficiency Syndrome  
**AQMP:** Air Quality Management Plan  
**BBBEE:** Broad Based Black Economic Empowerment  
**BEE:** Black Economic Empowerment  
**BSC:** Balanced Scorecard  
**CDW:** Community Development Workers  
**CFO:** Chief Financial Officer  
**CIDB:** Construction Industry Development Board  
**COGTA:** Department of Cooperative Governance and Traditional Affairs  
**CPF:** Community Policing Forums  
**CPIX:** Consumer Price Index  
**DBSA:** Development Bank of South Africa  
**DEDP:** Director: Economic Development and Planning  
**DPLG:** Department of Provincial and Local Government  
**DME:** Department of Mineral and Energy  
**DLM:** Dipaleseng Local Municipality  
**DoRA:** Division of Revenue Act  
**DRM:** Disaster Risk Management  
**DCS:** Director: Corporate Services  
**DCSPS:** Director: Community Services & Public Safety  
**DIS:** Director: Infrastructural Services  
**DPD:** Director: Planning & Development  
**DWA:** Department of Water Affairs  
**EAP:** Economic Active Population  
**EIA:** Environmental Impact Assessment  
**EID:** Economic and Infrastructure Development Cluster  
**EM:** Executive Mayor  
**EPWP:** Expanded Public Works Programme  
**ESKOM:** Electricity Supply Commission  
**FMG:** Financial Management Grant  
**GAC:** Governance and Administration Cluster  
**GIS:** Geographical Information Systems  
**GRAP:** Generally Recognized Accounting Practices  
**HDI:** Human Development Index  
**HDP:** Human Development Policy  
**HIV:** Human Immunodeficiency Virus  
**HRD:** Human Resources Development  
**HRDS:** Human Resources Development Strategy  
**HSRC:** Human Sciences Research Council  
**ICT:** Information Communication and Technology  
**IDP:** Integrated Development Plan  
**IGR:** Intergovernmental Relations  
**KPA:** Key Performance Areas  
**KPI:** Key Performance Indicators  
**LED:** Local Economic Development  
**LGMSA:** Local Government Municipal Systems Act  
**LGTAS:** Local Government Turnaround Strategy  
**LSM:** Living Standard Measure

**MAYCO:** Mayoral Committee  
**MEC:** Member of the Executive Council  
**MFMA:** Municipal Finance Management Act  
**MIG:** Municipal Infrastructure Grant  
**MIIF:** Municipal Infrastructure Investment Framework  
**MMC:** Member of the Mayoral Committee  
**MOU:** Memorandum of Understanding  
**MPRA:** Municipal Property Rates Act  
**MSA:** Municipal Systems Act  
**MSCMP:** Municipal Supply Chain Management Policy  
**MSIG:** Municipal Systems Improvement Grant  
**MTAS:** Municipal Turnaround Strategy  
**MTBC:** Medium Term Budget Committee  
**MTREF:** Medium Term Revenue and Expenditure Framework  
**MTSF:** Medium Term Strategic Framework  
**NEMA:** National Environmental Management Act  
**NERSA:** National Electricity Regulator of South Africa  
**NKPI:** National Key Performance Indicators  
**NSDP:** National Spatial Development Perspective  
**NT:** National Treasury  
**OHSA:** Occupational Health and Safety Act  
**PGDS:** Provincial Growth and Development Strategy  
**PHC:** Primary Health Care  
**PI F:** Premier's Inter-governmental Forum  
**PM:** Performance Management  
**PMS:** Performance Management System  
**PPP:** Public Private Partnership  
**PT:** Performance Targets  
**PT:** Public Transport  
**PWD:** People Living With Disability  
**RDP:** Reconstruction and Development Programme  
**RED:** Regional Electricity Distributor  
**SALGA:** South African Local Government Association  
**SALGBC:** South African Local Government Bargaining Council  
**SAPS:** South African Police Service  
**SARS:** South African Revenue Service  
**SCM:** Supply Chain Management  
**SDBIP:** Service Delivery and Budget Implementation Plan  
**SDF:** Spatial Development Framework  
**SETA:** Sector Education and Training Authorities  
**SGB:** School Governing Body  
**SLA:** Service Level Agreement  
**SMME:** Small, Medium and Micro Enterprise  
**CDC:** Community Development Cluster  
**UIF:** Unemployment Insurance Fund  
**WTW:** Water Treatment Works  
**WWTP:** Waste Water Treatment Plant

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## CHAPTER ONE: EXECUTIVE SUMMARY

### 1. INTRODUCTION

The objectives of Local Government are based on a co-operative governance framework that encourages participation of all local Councils within the District, as well as the Provincial and National Spheres of government, in public policy setting development planning and the delivery of services.

The Constitutional Mandate for municipalities is that they strive, within their Financial and Administrative capacity to achieve these objectives, and carry out the developmental duties assigned to local Government. Municipal Council therefore takes charge of the following principal responsibilities:

- The provision of democratic and accountable government without favor or prejudice
- To encourage the involvement of the local community
- To provide all members of the local community with equitable access to the municipal services that they are entitled to
- To plan at the local and regional levels for the development and future requirements of the area
- To monitor the performance of the Municipality by carefully evaluating Budget reports and Annual reports to avoid financial difficulties and if necessary, to identify causes and remedial measures for the identified Financial and Administrative challenges.
- To provide services, faculties and financial capacity, within the guidelines provided by the Constitution and Legislative Authority.

Integrated Development Planning is a processes through which a municipality ,government sectors departments, various service providers and interested affected parties come together to identify development needs, to outline clear objectives and strategies which serve to guide the allocation and management of resources within the municipality's jurisdictional area. From this planning process emanates the Municipal Integrated Development Planning (IDP), with its main objective being the improvement of coordination and integration of planning, budgeting and development within the Municipal area. As a five (5) year budgeting, decision- making, strategic planning and development tool, the IDP is used by Municipality to fulfil its role of developmental local governance. Central to this are the overarching objectives and strategies encapsulated in the plans which guide the Municipality in the realm of:

- Municipal Budgeting;

- Institutional restructuring in order to realize the strategic intent of the plan;
- Integrating various sectors in the form of Infrastructure, Land use ,and Agriculture with Socio-economic and Ecological dimension ;and
- Performance Management System

This document therefore presents the Municipal Integrated Planning as part of its 5 year plan (2017/22) process. It is prepared in fulfilment of the Municipality's legal obligation in terms of Section 34 of the Local Government: Municipal Systems Act, Act 32 of 2000.

## **1.1 POLICY AND LEGISLATIVE CONTEXT**

In addition to the legal requirement for municipalities to compile an Integrated Development Plan as referred to in section 1 above, the Municipal Systems Act, Act 32 of 2000 also requires that:

- The IDP be implemented
- The Municipality monitor's the implementation of the IDP
- The Municipality evaluates its performance with regard to the IDP's implementation; and
- The IDP be reviewed annually to effect improvements where necessary.

Section 34 of the Act deals with the Review and Amendment of the IDP and states that:

“The Municipal Council:

- a) Must review its Integrated Development Plan
  - i. Annually in accordance with an assessment of its performance measures in terms of Section 41 and ;
  - ii. To the extent that changing circumstances so demand and
- b) May amend its Integrated Development Plan in accordance with the prescribed process”

The annual review process thus relates to the assessment of the municipality's performance against organizational objectives as well as implementation delivery, and also takes into cognisance any new information or change in circumstance that might have arisen subsequent to the adoption of the previous IDP. The review and amendment process must also adhere to the requirements for public participation as articulated in chapter 4 of the MSA (2000).

In terms of the IDP Review Guidelines, IDPs are reviewed base on four primary areas of intervention, i.e. Annual IDP Review, the IDP process, Amendments in Response to changing Municipal Circumstances, and Comment from the MEC.

The process described and outlined in Figure 1 below represents a continuous cycle of planning, implementation, monitoring and review. Implementation commence after the Municipal Council adopts the Final Draft IDP and budget for the subsequent financial year and Implementation feeds into the performance Management System of the municipality. Public participation remains pivotal throughout the process of the IDP as graphically illustrated on Figure 1

## 1.2 National and Provincial Frameworks governing GSDM and Its Local Municipalities

Development in South Africa is broadly guided and directed by a wide range of legislation. Some legislation is sector specific e.g. housing, transport, and environment, while others are more generic in nature, focusing on planning processes, alignment of planning processes and proposals, and the legal requirements pertaining to plans to be compiled.

In addition to existing legislation, a range of National, Provincial, Local development policies and plans exist to further guide and direct development in South Africa. Some of these are of particular importance in developing an integrated highlights the most salient aspects emanating from the aforementioned policies/plans.

### 1.2.1 National Spatial Development Perspective (NSDP)

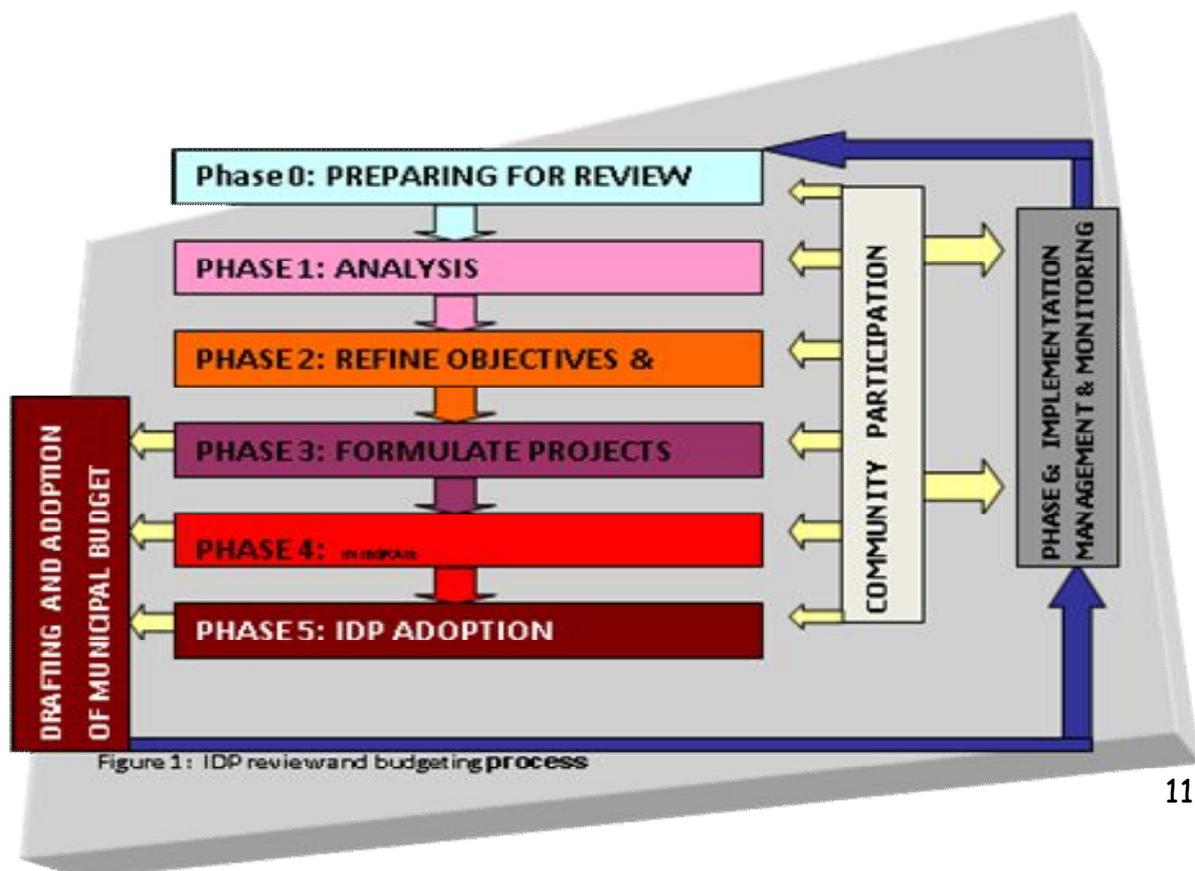


Figure 1: IDP review and budgeting process

The National Spatial Development perspective was initiated in 1999 with the aim of not only providing a strategic assessment of the spatial distribution and socio-economic characteristics of the South African population, but gaining a shared understanding of the distribution of economic activities and potential across the South African landscape. Based on the research conducted, and with key trends and issues identified, the NSD currently delineates a number of guidelines for infrastructure investment in South Africa.

The rationale behind the guidelines is rooted in the argument that instead of investing in physical infrastructure to improve the quality of life of people living in low productivity areas, government should rather invest in people. The logic of the latter argument is that investing in people is a more efficient use of government resources. Investing in people potentially results in increased opportunities and choice to relocate to high growth areas. Investing in places can leave people trapped in low growth areas without areas without any guarantee that this will attract new investment into the area.

Hence in essence, the NSDP argues that government's social objectives will be best achieved through infrastructure investment in economically sustainable areas with proven development potential. Therefore, areas displaying little or no potential for growth should only be provided with the constitutionally mandated minimum levels of services, and the focus of government spending should rather be on the people, i.e. social development is spending. Social development spending may involve developing labour market intelligence, human resource development, health and social transfers. Crucially, this kind of "development spending" is specifically aimed at enabling the South African population, particularly youth located in areas in which they have no hope of finding employment, to gradually gravitate to areas with high economic potential.

Emanating from the broad philosophy and actions put forward by the NSDP, five principles is given below:

- Principle One: Economic growth is the prerequisite for the achievement of other policy objectives such as poverty eradication and equitable development.
- Principle Two: Government infrastructure investment- beyond basic service delivery- will be in areas of high development potential or economic growth.
  - Focusing future settlement and economic development opportunities into activity corridors and nodes adjacent to, or linked to main growth centers.
  - Rather increase the footprint of existing urban areas through incremental development and densification than to initiate new Greenfield developments far removed from all existing infrastructure and economic activity.

- Principle Three: Efforts to address inequalities should focus on people and not places.
- Principle Four: Areas with high levels of poverty and high development potential should receive investment beyond basic services to exploit this potential.
- Principle Five: Areas with high levels of poverty and low development potential should receive investment to provide basic services as well as social transfers, HRD, and labour market information.

By applying and contextualizing the NSDP in the province, the following spatial construct emerges for the Gert Sibande District Municipality from the Mpumalanga Growth and Development Strategy in terms of variations in social need (poverty), economic activity (potential) and environmental sensitivity.

### **1.2.2 National Growth Path**

The new Growth Path provides bold, imperative and effective strategies to create the millions of new jobs of South Africa needs. It also lays out a dynamic vision for how we can collectively achieve a more developed, democratic and equitable economy and society over the medium-term, in the context of sustainable growth.

The shift to a new Growth Path requires the creative and collective efforts of all sections of South African society. It requires leadership and strong governance. It further takes account of the new opportunities and the strengths available, and the constraints to be overcome. It requires the development of a collective action to change the character of the South African economy and ensure that the benefits are shared more equitably among all people, particularly the poor.

The following targets have been set nationally, with Mpumalanga Province (including Gert Sibande District Municipality) having to proportionally contribute towards the achievement of these and has done so by initiating projects and programmes in line with these drivers, namely:

- JOBS DRIVER 1: INFRASTRUCTURE
- JOBS DRIVER 2: MAIN ECONOMIC SECTORS
- JOBS DRIVER 3: SEIZING THE POTENTIAL OF NEW ECONOMIES
- JOBS DRIVER 4: INVESTING IN SOCIAL AND PUBLIC SERVICES
- JOBS DRIVER 5: SPATIAL DEVELOPMENT (REGIONAL INTEGRATION)

### **1.2.3 National Development Plan**

The National Development Plan envisages an economy that serves the needs of all South Africans- rich and poor, black and white, skilled and unskilled, those with capital and those without, urban and rural, women and men. The Vision is that, in 2030, the economy should be close to full employment, equip people with the skills they need, ensure that ownership of production is less concentrated and more diverse (where black people and women own a significant share of productive assets) and be able to grow rapidly, providing the resources to pay for investment in human and physical capital

Subsequently, the national development plan proposes to create eleven million jobs by 2030 by ensuring that there is an environment which is conducive for sustainable employment and inclusive economic growth consequently promoting employment in labour-absorbing industries .furthermore ensure the strengthening of government's capacity to give leadership to economic development through raising exports and competitiveness, and mobilizing all sectors of society around a national vision.

### **1.2.4 Government outcomes**

In January 2010, cabinet adopted 12 outcomes within which to frame public-service delivery priorities. Cabinet ministers accordingly signed performance agreements linked to these outcomes. More detailed delivery agreement has since been developed to extend targets and responsibility to national and provincial department, agencies and municipalities.

All municipalities are expected to consider the 12 outcomes when reviewing their IDPs and developing their annual budgets. Below are the 12 outcomes and the related outputs, together with indicative areas where Mpumalanga province and municipalities have a role to play either contributing directly to the realization of the outcomes or facilitate the work of national and provincial departments in realizing them. Moreover the outcomes which are listed below are further elaborated on in relation to GSDM in the following chapter of the IDP:

- OUTCOME 1: IMPROVE THE QUALITY OF BASIC EDUCATION
- OUTCOME 2: IMPROVE HEALTH AND LIFE EXPECTANCY
- OUTCOME 3: ALL PEOPLE IN SOUTH AFRICA PROTECTED AND FEEL SAFE
- OUTCOME 4: DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH
- OUTCOME 5: A SKILL CAPABLE WORK FORCE TO SUPPORT INCLUSIVE GROWTH

- OUTCOME 6: AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK
- OUTCOME 7: VIBRANT, EQUITABLE AND SUBSTAINABLE RURAL COMMUNITIES AND FOOD SECURITY
- OUTCOME 8: SUBSTAINABLE HUMAN SETTLEMENTS AND IMPROVE HOUSEHOLD LIFE
- OUTCOME 9: A RESPONSIVE AND, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM
- OUTCOME 10: PROTECTION AND ENHANCEMENT OF ENVIRONMENT ASSETS AND NATIONAL RESOURCE
- OUTCOME 11: A BETTER SOUTH AFRICA, A BETTER AND SAFER AFRICA AND WORLD
- OUTCOME 12: A DEVELOPMENT-ORIENTATED PUBLIC SERVICE AND INCLUSIVE CITIZENSHIP

### **1.2.5 Medium Term Strategic Framework**

The Medium Term Strategic Framework (MTSF) seeks to identify the major strategic choices that need to be made in order to put the country on a higher trajectory in dealing with poverty and underdevelopment. It is also meant to serve as a backdrop to guide planning and budgeting across the three spheres of government. The document seeks to identify the few critical things that need to be done to define a new course for the country's development. Among these are the key objectives for 2014 which include:

- Reducing poverty and unemployment by half;
- Providing the skills required by the economy;
- Ensuring that all South Africans are able to fully exercise their constitutional rights and enjoy the full dignity of freedom;
- Compassionate government services to the people;
- Achieving a better national health profile and massively reduce preventable causes of death, including violent crime and road accidents;
- Significantly reducing the number of serious and priority crimes and cases awaiting trial;
- Positioning South Africa strategically as an effective force in global relations.

The strategic objectives are broken down into various thematic areas which include a growing economy; sustainable livelihoods; access to services; comprehensive social security; crime and corruption; constitutional rights and governance; and Africa and

the world. In order to ensure capacity to meet these objectives, the following critical measures would in terms of the MTSF have to be adopted:

- Cooperation among economic partners;
- Stronger partnership across all sectors;
- Improving the system of monitoring and evaluation;
- Focusing on economic development in areas with economic potential; as well as
- Recruiting and skilling law-enforcement agencies

Emanating from the above, the logic of the path of development can be summarized as follow:

- The central and main intervention required in the current period is to grow the economy;
- The state has to intervene decisively to promote the involvement of the marginalized in economic activity, including sustainable livelihoods;
- To the extent that able-bodied South Africans are reliant on welfare grants, these grants should be seen as a temporary intervention which should diminish in the same measures as the economic interventions succeed;
- The performance of the state, the campaign against crime, and international relations should improve in the main to promote economic growth and social inclusion.

The MTSF is the linkage between South Africa's national development planning and the sustainable Development Goals (SDG's). The proposed SDGs offer major improvements on the millennium development goals (MDGs) The framework addresses systematic barriers to sustainable development which the MDGs has neglected.

## **1.2.6 Mpumalanga Growth and developing path**

The primary objective of the Mpumalanga Economic growth and development path (MEGDP) is to foster economic growth that creates jobs, reduce poverty and inequality in the province. the following are the main economic sectors (all of which occur in the Gert Sibande District that have been identified as pivotal in spurring economic growth and employment creation:

- Agriculture and forestry
- Mining and energy
- Tourism and cultural industries
- The green economy and ICT
- Manufacturing and beneficiation

### **1.2.6.1 Agriculture**

Key areas for intervention to facilitate growth and job in the agriculture sector include:

- Massive drive infrastructure development.
- Massive drive in skill development.
- Comprehensive support to small-scale farmers and agri-business.
- Fast-track the settlement of the outstanding land claims.
- Optimal utilization of resituated and distributed land.
- Increase acquisition agriculture land for the previous disadvantaged.
- Revisit current legislation to create balanced development in areas of competition between mining and farming
- Assistance (technical, material and finance) to identified agricultural co-operatives in traditional areas as well as the establishment of the fresh produce market in the District

### **1.2.6.2 Forestry**

Key areas intervention to facilitate growth and job creation in the forestry include:

- Resolved water issues to foster expansion in the forestry industry:
- Acceleration settlement of land claims under forestry.
- Comprehensive support to SMMEs, particularly cooperatives:
- Investing in infrastructure

#### **1.2.6.2.1 Mining**

Key areas for intervention to facilitate growth and job creation in the mining industry are as follow

- Upgrading and maintenance of the coal haulage network.
- Increase the level of higher skilled graduates.
- Expand the water network and increase reliance on water transfer scheme.
- Increase South Africa's load and improve alternate energy supply.
- Establishment of a mining supplier park to enhance enterprise development in the province
- Resolve land claims to release land for development
- Comprehensive support to small-scale mining enterprise to exploit opportunities presented by corporate social investment initiatives, retreatment of sub –economic deposits and dumps, and dimension stones
- Improving rail haulage of minerals to reduce shipping costs ( currently done by road)

### **1.2.6.3 Energy industry**

Key areas for intervention to facilitate growth and job creation in the manufacturing sector comprise;

- Invest in industrial infrastructure to encourage enterprise development
- Enhance skills development, especially in the areas of engineering, artisan, business and project management
- Provide comprehensive support to SMME's development

- Supporting the development of clean forms of energy like wind and hydro power generations opportunities including gas production from land fill and organic waste.

#### **1.2.6.4 Tourism and cultural industries**

Key areas for intervention to facilitate growth and job creation in the tourism and cultural industries include the following:

- Broadening and diversifying the primary nature- based tourism product offerings of Mpumalanga into more mainstreaming segments of the market such as sports events, business/conferences meetings, theme/amusement park and subsequently grow the economy that creates jobs the following key interventions will be critical:
  - Sustained investment in all aspects of the industry- new products, destination marketing , human capital development in the service industry
  - Investing in economic infrastructure, e.g. airport, International Conference Centre, Sports Academy, roads for tourism routes, etc
  - Comprehensive support to SMME's to exploit opportunities in the tourism and cultural industries
  - Supporting critical heritage events e.g. Gandhi centenary commemoration

#### **1.2.6.5 The green Economy and ICT**

Key areas for intervention to facilitate growth and job creation in the green economy and ICT are:

- Invest in research for new technologies to promote green economy
- Invest in Infrastructure for ICT development
- Train and assist SMME's to provide them with necessary tools for moving their business online.

#### **1.2.6.6 Regional and international cooperation**

The growth path also states that the proximity of Mozambique, Swaziland and other SADC countries, including memoranda of understanding signed with few overseas countries, provide Mpumalanga with Regional and International trade, investment and tourism opportunities.

With regard to neighbouring countries, road, rail and air infrastructure is key terms of facilitation trade and other economic opportunities – e.g. border posts between Gert Sibande District Municipality and Swaziland and improve railings.

#### Infrastructure as a major job driver

Infrastructure development is one of the key drivers for economic growth and job creation. All the sectors that have been discussed above rely, in the main, on infrastructure development for their own growth and development. Investment in massive infrastructure development by both government and private sector will go a long way in terms of unlocking opportunities for economic growth and development, including massive jobs. In essence, for the Economic Growth and Development Path to succeed, infrastructure development will be critical.

### **1.3 Mpumalanga Rural Development Programme (MRDP)**

The Mpumalanga Rural Development Programme was established in 2001, coordinated by the Office of the Premier and technically supported by the German Technical Cooperation (GTZ) and the German Development Services.

The main objectives of the programme are to contribute towards an ‘improvement of the social and economic situation of the rural poor’. The programme focuses on the creation of income and employment in rural areas, and the key concept of the programme include:

- Self-reliance/ empowerment: strengthen the self-help capabilities of the communities and emphasized on development and planning
- Economic Growth: encourage local economic development, employment and income generation through the promotion of small and micro- sized rural enterprises and participation of the private sector
- Sustainability: Improve viable and sustainable natural resource utilizations
- Outreach: upgrade and broaden the facilitation of government services to the impoverished
- Capacity Building: strengthen, advise and train service providers
- Innovation: develop innovative concepts for public service delivery
- Mainstream: get innovations on track
- Coping with HIV/AIDS: plan, design and implement relevant strategies in order to cope with HIV/AIDS
- Stakeholder’s participation: ensuring participation by all concerned.

It is important for GSDM and its local municipalities to draw the concepts and principles of this plan down to ward level through spatial development and Rural Development Strategies and other applicable policies.

#### Integrated Support Plan (ISP) for accelerated municipal service delivery

This Integrated Support Plan for local Government is developed by the Mpumalanga Department of Cooperative Governance and Traditional Affairs (COGTA) to ensure that all 18 municipalities in the province are functional and provide services to communities in a sustainable manner both now and in the future. A functional municipality is defined in this ISP as a municipality that successfully; strive within its Financial and Administrative capabilities to achieve the five objectives of Local Government as set out in chapter 7 of the Constitution including the objectives on financial management as outlined in the Municipal Financial Management Act (MFMA) which are:

- I. To provide democratic and accountable government for local municipalities
- II. To ensure the provision of service to communities in a sustainable manner
- III. To promote social and economic development
- IV. To promote a safe and healthy environment
- V. To encourage the involvement of communities and community organizations in matters of local government
- VI. To secure sound and sustainable management of the fiscal and financial affairs of municipalities and municipal entities by establishing norms, standards and other requirements.

#### **1.4 The following tasks were developed to take South Africa forward during the next 5 years**

- Back to Basics: setting clear benchmarks of performance in our efforts to ensure that all municipalities perform their basic responsibilities every day without fail, responding to the immediate crises, understanding and responding to the structural challenges, continuing to build resilient local government institutions and collectively constructing more rigorous systems of intergovernmental relations.

## **1.4.1 Back to Basics in detail**

### **1.4.1.1 Governance**

- All municipal council structures must be functional- meet regularly
- Clear delineation of roles and responsibilities between key leadership structures of the municipality ( Executive Mayor, Chief Whip, Speaker and Municipal Manager)
- Oversight committees must be in place and perform their responsibilities without any interference , e.g. Audit Committee and MPAC
- Transparency, accountability and regular engagements with Communities

### **1.4.1.2 Administration**

- All municipalities enforce competency standards for managers and appoint persons with the requisite skills , expertise and qualifications
- All managers to sign performance agreements
- Implement and manage performance management system

### **1.4.1.3 Sound Financial Management**

- All municipalities to have a functional financial management system
- Rigorous Internal Controls
- Cut wasteful expenditure
- SCM structures and controls with appropriate oversight
- Cash-backed budgets
- Post Audit Action Plans are addressed
- Act decisively against fraud and corruption.

Community engagement and participation: putting people first

All Councilors to report regularly to their wards

- Municipalities have clear engagement platforms with communities, e.g. ward level service delivery plans ( operation vuka sisebende),IDP's and Budget report backs
- Transparent , responsive and accountable processes to communities

Basic Service Delivery: creating conditions for decent living

- To ensure that municipalities develop new infrastructure at a faster pace whilst adhering to the relevant standards and to enable them to improve operations and maintenance of existing infrastructure to ensure continuity of service provision.

#### **1.4.1.4 Municipal Standard of Chart Accounts (MSCOA)**

The Minister of Finance promulgated on the Government Gazette no 37577, Municipal Regulations on Standard Chart of Accounts, effective 01 July 2017. The regulation seeks to provide a National Standard for uniform recording and classification of municipal budget and financial information at a transactional level in order to:

- Improve compliance with budget regulations and accounting standards
- Better inform national policy coordination and reporting, benchmarking and performance measurement.
- Repercussion of non-compliance with regulation by 01 July 2017 will result in Grant Funding Stopped.

Benefits of MSCOA include:

- Accurate recording of transactions, therefore reducing material misstatements
- Reduce the month/year end reconciliation processes and journals processed
- Improve quality of information for budgeting and management decision making
- Improve oversight function by Council as the information will be tabled for policy decision, tariff modelling and monitoring
- Ensure alignment and implementation of IDP as all expenditure, both capital and operating will be driven from a project
- Improve measurement of the impact on service delivery and the community.

## **1.5 VISION, MISSION AND CORPORATE VALUES OF DIPALESENG LOCAL MUNICIPALITY**

### **1.5.1 VISION**

Center of quality, affordable services, good governance and sustainable economic opportunities

### **1.5.2 MISSION**

Provision of sustainable services to communities and ensure that they are served by accountable and effective Municipality.

### **1.5.3 CORPORATE VALUES**

A customer centered approach shapes the values of the DLM. This defines the character of the Municipality and how leadership and employees behave and make decisions.

- Transparency
- Community Centeredness
- Performance Excellence
- Honesty and Integrity
- Co-operative Governance

## **1.6 PRIORITIES**

- Enhancement of revenue collection
- Basic Service Delivery ( water, sanitation, electricity & refuse removal)
- LED and Job Creation
- Land availability for development
- Public Participation
- Institutional Development
- Social Services (Education, Health, HIV/AIDS, Crime and Drugs Prevention)

## **1.7 IDP Planning Process**

### **1.7.1 LEGISLATIVE BACKGROUND**

#### **1.7.1.1 The Integrated Development Plan**

Section 35 of the Local Government: Municipal Systems Act 32 of 2000 stipulates that the IDP is the principal strategic planning instrument, which guides and informs all planning and development, and all decisions with regard to planning, management and development in a municipal area. As stipulated in Section 25 of the MSA, an IDP adopted by a municipal council must:

- Link, integrate and coordinate plans and take into account proposals for the development of the municipality.
- Align the resources and capacity of the municipality with the implementation plan;
- Form the policy framework and general basis on which annual budgets must be based;
- Complies with the provisions of the MSA, with particular reference to Chapter 5; and
- Be compatible with National and Provincial plans and planning requirements binding on the municipality in terms of legislation.

#### **1.7.1.2 Adoption of a Process Plan**

In terms of Section 28 of the Local Government: Municipal Systems Act (Act 32 of 2000), the MSA, (1) each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan. (2) the municipality must through appropriate mechanisms, process and procedures established in terms of Chapter 4, consult the local community before adopting the process.(3) a municipality must give notice to the local community of particulars of the process it intends to follow.

#### **1.7.1.3 Sector Plans IDP**

Various Local Government legislation and regulations provide, *inter alia*, for the key sector plans that must be developed, approved implemented by municipalities. Table 1 below reflects on the key sector plans that are required.

### 1.7.1.3.1 Table 1: Sector plans to be included in IDPs

Relevant legislations	Binding requirements
S25 of MSA	Adoption of IDP
<b>S 26 of Municipal Systems Act</b>	<ul style="list-style-type: none"> <li>• Council's long term vision</li> <li>• Critical development and internal transformation needs</li> <li>• Existing level of development</li> <li>• Access to basic municipal services</li> <li>• Development priorities, objectives and strategies</li> <li>• Spatial Development Framework</li> <li>• Disaster Management Plan</li> <li>• Financial Plan</li> <li>• Performance Management System</li> <li>• PMS</li> </ul>
S41 of MSA	
S57 of MSA	<ul style="list-style-type: none"> <li>• Performance Agreements</li> </ul>
S12 of Water Services Act	<ul style="list-style-type: none"> <li>• Water Services Development Plan</li> </ul>
S11(4)(a)(ii) NEMA: Waste Act 2008	<ul style="list-style-type: none"> <li>• Integrated Waste Management Plan</li> </ul>
S42 of Disaster Management Act	<ul style="list-style-type: none"> <li>• Disaster Management Framework (District only)</li> </ul>
S43 of Disaster Management Act	<ul style="list-style-type: none"> <li>• Disaster Management Centre (District only)</li> </ul>
S53 of Disaster Management Act	<ul style="list-style-type: none"> <li>• Disaster Management Plan</li> </ul>
S36 of NLTA	<ul style="list-style-type: none"> <li>• Integrated Transport Plans</li> </ul>
S11 of	<ul style="list-style-type: none"> <li>• Integrated Waste Management Plan</li> </ul>
S9 of Housing Act of 1997	<ul style="list-style-type: none"> <li>• Housing Plan/Strategy</li> </ul>
S16 of MFMA	<ul style="list-style-type: none"> <li>• Annual budget</li> </ul>
S53 of MFMA	<ul style="list-style-type: none"> <li>• SDBIP</li> </ul>
S111 of MFMA	<ul style="list-style-type: none"> <li>• Supply Chain Management Policy</li> </ul>
S121 of MFMA	<ul style="list-style-type: none"> <li>• Annual Report</li> </ul>
S24 of IGR Act of 2005	<ul style="list-style-type: none"> <li>• District Intergovernmental</li> </ul>

In terms of Section 153 of the Constitution municipalities must participate in national and provincial development programmes. Moreover, Section 25 of the MSA states that an IDP adopted by the Municipality must be compatible with national and provincial development plans and planning requirements binding on the municipality. Thus the following plans must be considered:

- The National Development Plan
- New Growth Path
- National Spatial Development Perspective
- Medium Term Strategic Framework
- Provincial Strategic Framework
- Provincial Growth and Development Plan
- Mandate of local government
- Millennium Development Goals
- Mpumalanga Vision 2030

#### **1.7.4 Municipal Sector Plans**

The following are key sector plans that must be developed in line with the IDP Process. The most attention must be given to sector plans which were developed at the local municipal level. Some plans are District wide and are now in place while some still have to be developed. The following is a list of sector plans that are required:

- Water Services Development Plan
- Environmental Management Strategy
- LED Strategy
- Transport Plan
- Disaster Management Plan
- Spatial Development Framework
- Integrated Waste Management Plan
- Housing Chapter
- Agriculture Development Plan
- Tourism Plan
- Financial Plan
- Communication strategy
- HIV & Aids Strategy
- Gender Policy ( SPU development plan)
- Infrastructure Master Plan
- Energy Master Plan

#### **1.7.5 Other issues to be considered**

Key within the issues that must be considered during the IDP compilation process are:

- National and Provincial Service Delivery targets

- Mandate for local Government
- Municipal Turn Around Strategies
- Comments and inputs emanating from IDP processes
- Comments emanating from IDP engagement sessions
- Consideration of outcomes and inputs emanating from stakeholder engagements
- Amendments due to changing circumstances
- Need for general improvements of current processes and systems.
- Resource re-allocation and prioritization
- Organizational development and its intricacies
- Alignment with National and Provincial frameworks and plans
- Review of the previous years' plans and lessons learnt
- Reviewed sector plans;
- Council's strategic planning sessions
- National Key Performance Indicators
- Credible IDP Framework

**1.7.6** The table 2 below summarises some other matters that must be considered during the review of the IDPs.

**Table 2: Framework Guide for credible IDPs**

<b>Focus Area</b>	<b>Delivery Focus Area</b>	<b>Performance Definition<sup>1</sup></b>
1.Service Delivery Sanitation	Sanitation	What is your plan to achieve the national targets on sanitation and needs of the area?
	Water	What is your plan to achieve the national targets on water provision and management needs of the area.
	Refuse Removal	What is your plan to achieve the national targets on waste removal and management needs of the area.
	Infrastructure plans	Other bulk infrastructure plans for this year.
	EPWP	Projects to be undertaken this financial year.
	Electricity	What is your plan to achieve the national targets on electricity provision and needs of the area?
	Municipal Roads	Plans to address access roads as well as existing roads maintenance.

2. Institutional Arrangements	Human resource strategy	What is the plan of maintaining existing infrastructure (i.e. buildings)
	Skills Development Plan	Skills development and attraction strategy to address the delivery needs experienced by the municipality.
	Performance Management System	How is the system aligned to the IDP delivery targets, plans to monitor the implementation of the SDBIP.  Is performance management implemented with respect to all relevant officials?
	Operations and Maintenance	What is the plan of maintaining existing infrastructure (i.e. buildings)
3. Local Economic Development	Alignment (NSDP; PGDS)	What is your LED plan, elements of alignment to the NSDP, PGDS, ASGI-SA projects (where relevant).
	DM / LM interface	District plan contribution to the local LED.  Local LED contribution to the district economic growth.
	Special groups	LED plans to empower and share the local economy with women, youth and the disabled.
	1st and 2nd Economies	
4. Financial Management and Corporate Governance (Compliance with MFMA and MSA)	Submission of FS	Are the financial statements timeously (two months after end of financial year) submitted to the Office of the Auditor-General?
	Audits	Have the observations of the AG on a) the financial audit

	b) the performance audit
	been acted upon in terms of corrective governance procedures and approaches?
Financial Plan (MSA s 26h)	Is there a financial plan that includes a budget projection for at least three years?
Budget	Does the compilation and management of the budget comply with the provisions of the MFMA: sections 16 – 26?
	Are there measurable performance objectives for each vote in the budget, taking into account the IDP?
Duties of office bearers re budget  (Mayor: MFMA, sections 21-23 and 52 and 54) (Municipal Manager, sections 68-72)	Has the Mayor performed his or her budget duties: coordinated the processes, tabled a schedule 10 months before start of financial year and consulted with relevant stakeholders?
	Has the MM undertaken his or her reporting and administrative duties re the Act?
	Is the budget timetable adhered to (July to June)?
Service Delivery The SDBIP is a tool approved by the Mayor to manage, and Budget Implementation Plan  (SDBIP) (MFMA: Section 53)	The SDBIP is a tool approved by the Mayor to manage, implement and continuously monitor delivery of services, spending of budget allocations, performance of senior management and achievement of the strategic objectives set by the Council. Is this plan operative?
SDBIP: Political and executive accountabilities	Has a S 53 document been adopted by Council and are systems in place for effective strategic management?
Division of Revenue	Municipalities need to demonstrate

	DORA	financial planning aligned to DORA
	Equitable Share:	(ES; MIG; Transfers for capacity-
	Schedules 2 and 3	building) and have plans to both
	MIG (infrastructure	manage revenue shortfalls and
	transfers) Schedule	enhance revenue collection.
	4B	
	Capacity building	
	Section 14	
	Revenue	Check that the accounting officer is
	Management	taking all reasonable steps to comply
	MFMA: s 61; MSA:	with legal requirements.
	s 95)	
	Project Consolidate	Is the role of CDW's articulated and
	Interventions	incorporated into the IDP? Check
		budget for skills and capacity
		development projects.
	Community	Has the draft budget been made
	participation – budget	public and a meeting held with the
	(MFMA Section 22 –	community to ascertain development
	23)	priorities? Are these priorities
		incorporated into the IDP?
	Anti-corruption	Does the IDP convey a discernible
		commitment to clean and accountable
		governance and evidence of
		investigative action in cases of
		malpractice?
5. Governance	Public Participation	Check compliance with MSA: Have
		appropriate mechanisms, processes
		and procedures been put in place to
		enable the community to participate in
		the affairs of the municipality? E.g.
		Public meetings, availability of IDP to
		community; involvement of community
		in development, implementation and
		Review of the municipality's

		performance management system; Were community involved in setting of appropriate key performance indicators and targets for the municipality? Are these initiatives reflected in the IDP?
	Code of Conduct for Councillors and municipal staff members (Sections 1 and 2, MSA)	Have all staff and members signed the Code of Conduct? Are the provisions of these sections adhered to re general conduct, duties disclosures?  Does the community have access to the Codes of Conduct?
	Ward Committees	Total number of Ward Committees established as per the number of demarcated municipal wards;  Are Ward Committee functional; do they comply with Terms of Reference of establishment?  Does the IDP report on their contribution to development in the municipality?
	Communication	Is the municipality complying with MSA (S21) directives regarding communication to the local community?  E.g. Official website should be established (if affordable; if not via an intergovernmental arrangement);  Website or public place must contain documents to be made public in terms of the MPFMA and MSA. Are there indications of a positive interface between council, ward committee and community?
6.Intergovernmental Relations	Cooperative governance	MSA S3 defines how local government must develop cooperative approaches to governing, resource

		share and solve disputes and problems within context of IGR. Are these principles discernible in the IDP?
	Establishment of IGR Forums:	The IGRF Act requires that there are provincial and district
	Provincial – Premier’s Forum	intergovernmental forum to promote and facilitate IGR between
	Interprovincial forums;	a) provinces and local government, and b) district and local
	Local: District forums;	Is the IDP benefiting from intergovernmental dialogue?
	Inter-municipality Forums	
	Role of IGR Forums to promote service delivery	The forum must meet at least once a year with service providers and other role players concerned with development in the district, to coordinate effective provision of services and planning in the district. Does the IDP reflect engagement with forums?
	Reporting and sector involvement in planning	The Premier of a province must report to PCC on the implementation of national policy and legislation within the province.  The role of sectors in local delivery must be clearly articulated. Is the IDP aligned to these obligations?
	Assignment of Powers and functions	Do appropriate intergovernmental agreements facilitate effective management of assignments within the municipality?
7. Spatial Development	Sustainable Human Settlements	Check that municipalities are familiar with Housing dept policy on SHS and implications of new accreditation

framework. Municipalities need to be working inter-governmentally to sustain joint planning in land access, economic and labour profiling, infrastructure delivery and provision of services.

National Spatial  
Development  
Perspective (NSDP)

The updated NSDP is being communicated to provinces and municipalities between February and April. Ensure principles are understood and there are management plans to ensure these are incorporated into joint planning initiatives aligned to the NSDP economic and social profile for that province / region.

Provincial Growth  
and Development  
Strategy (PGDS)

New Guidelines are available for provinces and municipalities to structure their planning aligned to regional profiles and in spirit of economic and resource cooperation.

Economic profile

Has the NSDP overview been extrapolated and integrated into local economic development initiatives based on local and regional economic realities?

Geographic profile

Are studies undertaken to understand environmental and geographic characteristics of the region and the implications for economic spatial choices?

Demographic profile

Have the demographics of the region in terms of household size, poverty statistics, migration, labour preferences, birth and death rates been factored into the spatial strategy of the municipality?

## 1.8 TIME SCHEDULE OF KEY DEADLINES

The National Treasury Department provides guidance in terms of the key deadlines and activities for the IDP-budget process applicable to municipalities as per the

Municipal Systems Act of 2000 and the Municipal Finance Management act of 2003 as reflected in table 2 below.

**Table 3: Time Schedule key deadlines and activities.**

Mayor to Table in Council 10 Months Prior to Start of Budget Year

<b>Month</b>	<b>Dipaleseng Local Municipality</b>	<b>Budget Year 2017/2018</b>
	<b>Mayor and Council / Entity Board</b>	<b>Administration - Municipality and Entity</b>
<b>July</b>	<p>Mayor begins planning for next three-year budget in accordance with coordination role of budget process</p> <p><b>MFMA s 53</b></p> <p>Planning includes review of the previous year's budget process and completion of the Budget Evaluation Checklist</p>	<p>Accounting officers and senior officials of municipality and entities begin planning for next three-year budget</p> <p><b>MFMA s 68, 77</b></p> <p>Accounting officers and senior officials of municipality and entities review options and contracts for service delivery</p> <p><b>MSA s 76-81</b></p>
<b>August</b>	<p>Mayor tables in Council a time schedule outlining key deadlines for: preparing, tabling and approving the budget; reviewing the IDP</p> <p>(as per s 34 of MSA) and budget related policies and consultation processes at least 10 months before the start of the budget year.</p> <p><b>MFMA s 21,22, 23;</b></p> <p><b>MSA s 34, Ch 4 as amended</b></p> <p>Mayor establishes committees</p>	
<b>September</b>	<p>Council through the IDP review process determines</p>	<p>Budget offices of municipality and entities determine</p>

	<p>strategic objectives</p> <p>for service delivery and development for next three-year budgets including</p> <p>review of provincial and national government sector and strategic plans</p>	<p>revenue projections and proposed rate and service charges and drafts initial allocations to functions and departments for the next financial year after taking into account strategic objectives</p> <p>Engages with Provincial and National sector departments on sector specific programmes for alignment with municipalities plans (schools, libraries, clinics, water, electricity, roads, etc)</p>
<b>October</b>		<p>Accounting officer does initial review of national policies and budget plans and potential price increases of bulk resources with function and department officials</p> <p><b>MFMA s 35, 36, 42; MTBPS</b></p>
<b>November</b>		<p>Accounting officer reviews and drafts initial changes to IDP</p> <p><b>MSA s 34</b></p>
<b>December</b>	<p>Council finalises tariff (rates and service charges) policies for next financial year</p> <p><b>MSA s 74, 75</b></p>	<p>Accounting officer and senior officials consolidate and prepare proposed budget and plans for next financial year taking into account previous years performance as per audited financial statements</p>
<b>January</b>	<p>Entity board of directors must approve and submit proposed budget and plans for next three-year budgets to parent municipality at least 150 days before the start of the budget</p>	<p>Accounting officer reviews proposed national and provincial allocations to municipality for incorporation into the draft budget for tabling. (Proposed national and provincial</p>

	year	allocations for three years must be available by 20 January)
	<b>MFMA s 87(1)</b>	<b>MFMA s 36</b>
<b>February</b>	<p>Council considers municipal entity proposed budget and service delivery plan and accepts or makes recommendations to the entity</p> <p><b>MFMA s 87(2)</b></p>	<p>Accounting officer finalises and submits to Mayor proposed budgets and plans for next three-year budgets taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous years audited financial statements and annual report</p> <p>Accounting officer to notify relevant municipalities of projected allocations for next three budget years 120 days prior to start of budget year</p> <p><b>MFMA s 37(2)</b></p>
<b>March</b>	<p>Entity board of directors considers recommendations of parent municipality and submit revised budget by 22nd of month</p> <p><b>MFMA s 87(2)</b></p> <p>Mayor tables municipality budget, budgets of entities, resolutions, plans, and proposed revisions to IDP at least 90 days before start of budget year</p>	<p>Accounting officer publishes tabled budget, plans, and proposed revisions to IDP, invites local community comment and submits to NT, PT and others as prescribed</p> <p><b>MFMA s 22 &amp; 37; MSA Ch 4 as amended</b></p> <p>Accounting officer reviews any changes in prices for bulk resources as</p>

	<b>MFMA s 16, 22, 23, 87; MSA s 34</b>	communicated by 15 March
<b>April</b>	<p>Consultation with national and provincial treasuries and finalise sector plans for water, sanitation, electricity etc.</p> <p><b>MFMA s 21</b></p>	<p><b>MFMA s 42</b></p> <p>Accounting officer assists the Mayor in revising budget documentation in accordance with consultative processes and taking into account the results from the third quarterly review of the current year</p>
<b>May</b>	<p>Public hearings on the budget, and council debate. Council consider views of the local community, NT, PT, other provincial and national organs of state and municipalities. Mayor to be provided with an opportunity to respond to submissions during consultation and table amendments for council consideration. Council to consider approval of budget and plans at least 30 days before start of budget year.</p> <p><b>MFMA s 23, 24; MSA Ch 4 as amended</b></p> <p>Entity board of directors to approve the budget of the entity not later than 30 days before the start of the financial year, taking into account any hearings or recommendations of the council of the parent municipality</p> <p><b>MFMA s 87</b></p>	<p>Accounting officer assists the Mayor in preparing the final budget documentation for consideration for approval at least 30 days before the start of the budget year taking into account consultative processes and any other new information of a material nature</p>
<b>June</b>	Council must approve annual budget by resolution, setting taxes and tariffs, approving	Accounting officer submits to the mayor no later than 14

changes to IDP and budget related policies, approving measurable performance objectives for revenue by source and expenditure by vote before start of budget year

**MFMA s 16, 24, 26, 53**

Mayor must approve SDBIP within 28 days after approval of the budget and ensure that annual performance contracts are concluded in accordance with s 57(2) of the MSA.

Mayor to ensure that the annual performance agreements are linked to the measurable performance objectives approved with the budget and SDBIP. The mayor submits the

approved SDBIP and performance agreements to council, MEC for local

government and makes public within 14 days after approval **MFMA s 53; MSA s 38-45, 57(2)**

Council must finalise a system of delegations.

**MFMA s 59, 79, 82; MSA s 59-65**

days after approval of the budget a draft of the SDBIP and annual performance agreements required by s 57(1)(b) of the MSA.

**MFMA s 69; MSA s 57**

Accounting officers of municipality and entities publishes adopted budget and plans

**MFMA s 75, 87**

Abbreviations: **IDP** - Integrated Development Plan; **MFMA** - Local Government: Municipal Finance Management Act, No. 56 of 2003; **MSA** - Local Government:

Municipal Systems Act, No. 32 of 2000, as amended; **MTBPS** - National Treasury annual publication, Medium Term Budget and Policy Statement; **NT** - National

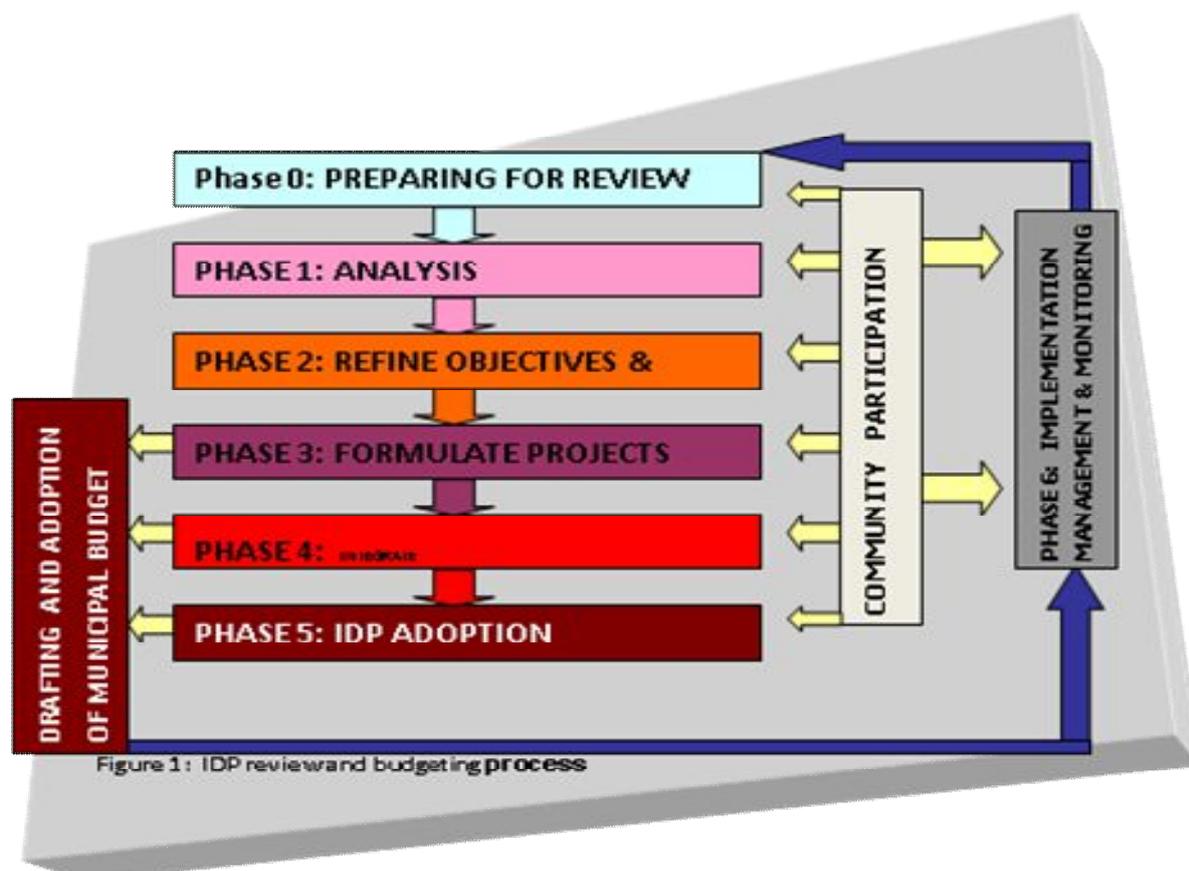
Treasury; **PT** - Provincial Treasuries; **SDBIP** - Service Delivery and Budget Implementation Plan

## 1.9 APPROACH AND PRINCIPLES TO BE APPLIED

### 1.9.1 The 2017-2022 IDP compilation process

The compilation of the 2017-2022 IDP will consist of the following phases: preparation, analysis, strategies, projects, integration and approval phase (see figure 1 below).

**Pre-Planning Phase:** Before starting the planning process, an IDP Process Plan must be drawn up. This plan is meant to ensure the proper management of the Integrated Development Planning Process. The Plan must be set out in writing in terms of the legislation and must comply with the provisions of the District Framework Plan in terms of the binding National and Provincial Planning Frameworks, mechanisms and processes stipulated in the Framework **District**



**Framework.** All municipalities must adopt their IDP Process Plans by **July** subsequent to the adoption of the District Framework Plan by the **July**.

**Analysis Phase:** *During this phase information is collected on the existing level of development within the municipality. When assessing the existing level of development in the municipality, the level of access to basic services and those communities that do not have access to these services must be identified. Focus must be on the types of problems faced by the community in the area and the causes of these problems. The identified problems are assessed and prioritised in terms of what is urgent and what needs to be done first. Information on the availability of resources is also collected during this phase. Priority issues highlighted during the 2016/2017 IDP processes will*

*also be revised and confirmed during this phase. Community meetings, stakeholder meetings, surveys, opinion polls and researched information should form the basis of this phase. This phase should be completed by September.*

**Strategies Phase:** Municipalities must begin to contemplate on the best possible strategies to tackle the identified challenges. This phase is critical in this process in order to ensure a focused analysis, the municipal vision must be confirmed and development objectives containing clear statements of what the municipality would like to achieve in the medium term to deal with the problems outlined in the first phase be confirmed. Internal transformation needs, Council's development priorities must be taken into account when formulating council objectives. This process should involve strategy workshops, targeted stakeholder engagements, public hearings, sector Provincial and National department engagements, social partners, interest-based groups and organized civil society.

Once the municipality has worked out where it wants to go and what it needs to do to get there, it needs to work out how to get there. Development strategies must then be developed focusing on finding the best way for the municipality to meet a development objective. Once the municipality has identified the best methods and strategies towards achieving its development objectives, the identification of specific projects must commence. This phase should be completed by **October**.

**Projects Phase:** During this phase the municipality works on the designs and content/specifications of projects identified during the prior phases. Clear details for each project have to be worked out. Clear targets must be set and indicators worked out to measure performance as well as the impact of individual programmes and projects. The identified projects must have a direct link to the priority issues and objectives identified in the previous phase. Municipalities must ensure engagement of internal technical committees, possibly with selected key stakeholders. The needs and views of the affected communities must be taken as a priority. The project technical committees and their subcommittees must be able to distinguish between the strategic municipal wide development programmes and the localised community-level projects. This phase should be completed by **January**.

**Integration Phase:** Once all projects have been identified, the municipality must confirm that the identified projects will achieve the desired impact in terms of addressing the identified challenges and are aligned with the objectives and strategies and comply with legislation. The identified programmes/projects will set the pace and direct the trajectory emanating from the overall picture of the development plans of all the stakeholders, including sector departments and social partners.

Public discussions, community engagements and opportunities for comments from the public and interested stakeholder organisations must be facilitated and appropriate mechanisms should be in place and be institutionalised. Towards the completion of this phase municipalities must also conduct IDP engagements to confirm the chosen development trajectory with all the stakeholders.

This process should continue concurrently with the public notice period in terms of S15 (3) of the Municipal Planning and Performance Management Regulations, which require that a municipality must afford the local community at least 21 days to comment on the final draft of its integrated development plan before the plan is submitted to the council for adoption.

In terms of S30 of the MSA, the executive committee or executive mayor of a municipality must, inter alia, in accordance with S29 of the MSA, submit the draft plan to the municipal council for adoption. Thus, adoption of the draft IDP by the municipal council will be a precondition for giving notice about a draft IDP for a financial year in order to, inter alia, improve transparency and accountability between the council and the communities. This phase should be completed by **February**.

**Adoption/Approval Phase:** After the completion of the IDP compilation process, the IDP document must be presented to the council for consideration and adoption. All local municipalities must adopt their final IDP by **March each year**. In terms of S36 of the MSA, a municipality must give effect to its IDP and must conduct its affairs in a manner which is consistent with its Integrated Development Plan. The budget of the municipality must be informed by the adopted IDP. The public must be informed of the adoption of the reviewed Integrated Development Plan by notice in a newspaper circulating in the District or by placing the notice in official notice boards in terms of Section 25 (4) of the Act. It is critical to note that in terms of S25 (4) (b) of the MSA, municipalities must after adoption of the IDP publicise a summary of the Plan for inspection by interested and affected parties, stakeholders and general members of the public.

### **1.9.2 Drafting and adoption of municipal budget**

The drafting of the Municipal budget is regulated in terms of the Municipal Finance Management Act of 2003 (MFMA). S21(1) of the MFMA states that the mayor of a municipality must co-ordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget-related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget-related policies are mutually consistent and credible. At least 10 months before the start of the budget year the Mayor must table in the municipal council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget. In order for the municipal council to adopt the budget of the municipality, the mayor of the municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year in terms of S16 (2) of the MFMA, which annual budget must be approved by the council, in terms of S16 (1) of the same Act, before the start of that financial year.

### **1.9.3 Submission of the approved IDP to the MEC for Local Government**

In terms of S32 (1)(a) of the MSA, the Municipal Manager of a municipality must submit a copy of the Integrated Development Plan as adopted by the council of a municipality and any subsequent amendments to the plan, to the MEC for local government in the province within 10 days of the adoption or amendment of the plan. Such a copy must be accompanied by a summary of the process in terms of S28, a statement that the process has been complied with, together with any explanations that may be necessary to amplify the statement.

#### **1.9.4 Drafting of a Municipal Budget**

The drafting of the municipal budget is regulated in terms of the Municipal Finance Management Act of 2003 (MFMA). S21 (1) of the MFMA states that the mayor of a municipality must co-ordinate the processes for preparing the annual budget and for reviewing the municipality's Integrated Development Plan and budget related policies to ensure that the tabled budget and any revisions of the Integrated Development Plan and budget-related policies are mutually consistent and credible. At least 10 months before the start of the budget year the Mayor must table in the municipal council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget. In order for the municipal council to adopt the budget of the municipality, the mayor of the municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year in terms of S16 (2) of the MFMA, which annual budget must be approved by the council, in terms of S16 (1) of the same Act, before the start of that financial year.

#### **1.9.5 Implementation Management & Monitoring**

Chapter 6 of the MSA requires municipalities to develop and implement performance management systems. A municipality's performance management system entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players. A performance management system must be adopted before or at the same time as the commencement by the municipality of the process of setting key performance indicators and targets in accordance with its integrated development plan. The system further provides the municipality with a mechanism of early warning for under-performance and promotes accountability and good corporate governance.

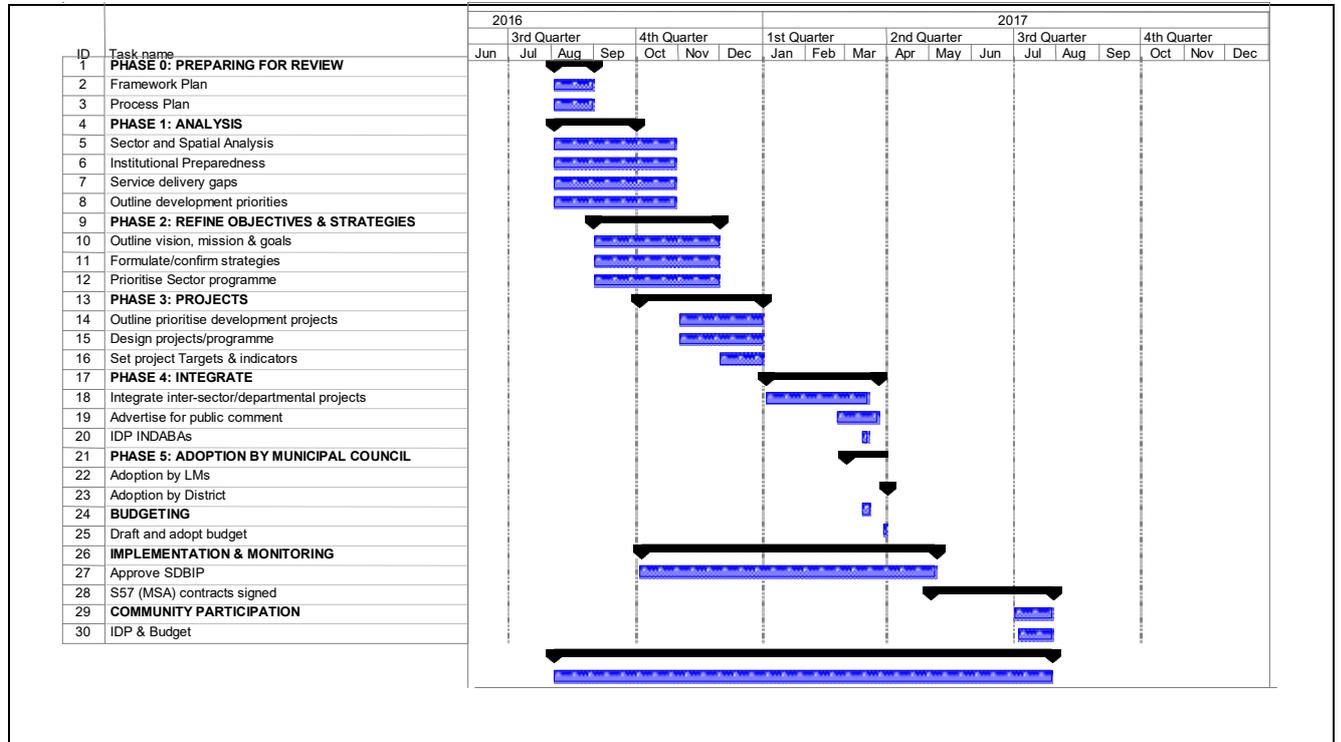
In order to implement the identified performance objectives and targets through the budget, S53 of the MFMA requires that the Mayor approves the municipality's service delivery and budget implementation plan (SDBIP) within 28 days after the approval of the budget. The implementation of the SDBIP must be linked to the performance agreement entered into between the Municipal Manager and the Managers directly accountable to him/her in terms of S56 of the MSA.

In terms of the Local Government: Municipal Planning and Performance Management Regulations, 2001, a municipality must, after consultation with the local community, develop and implement mechanisms, systems and processes for the monitoring, measurement and review of performance in respect of the key performance indicators and performance targets set by it. The mechanisms, systems and processes for monitoring must:

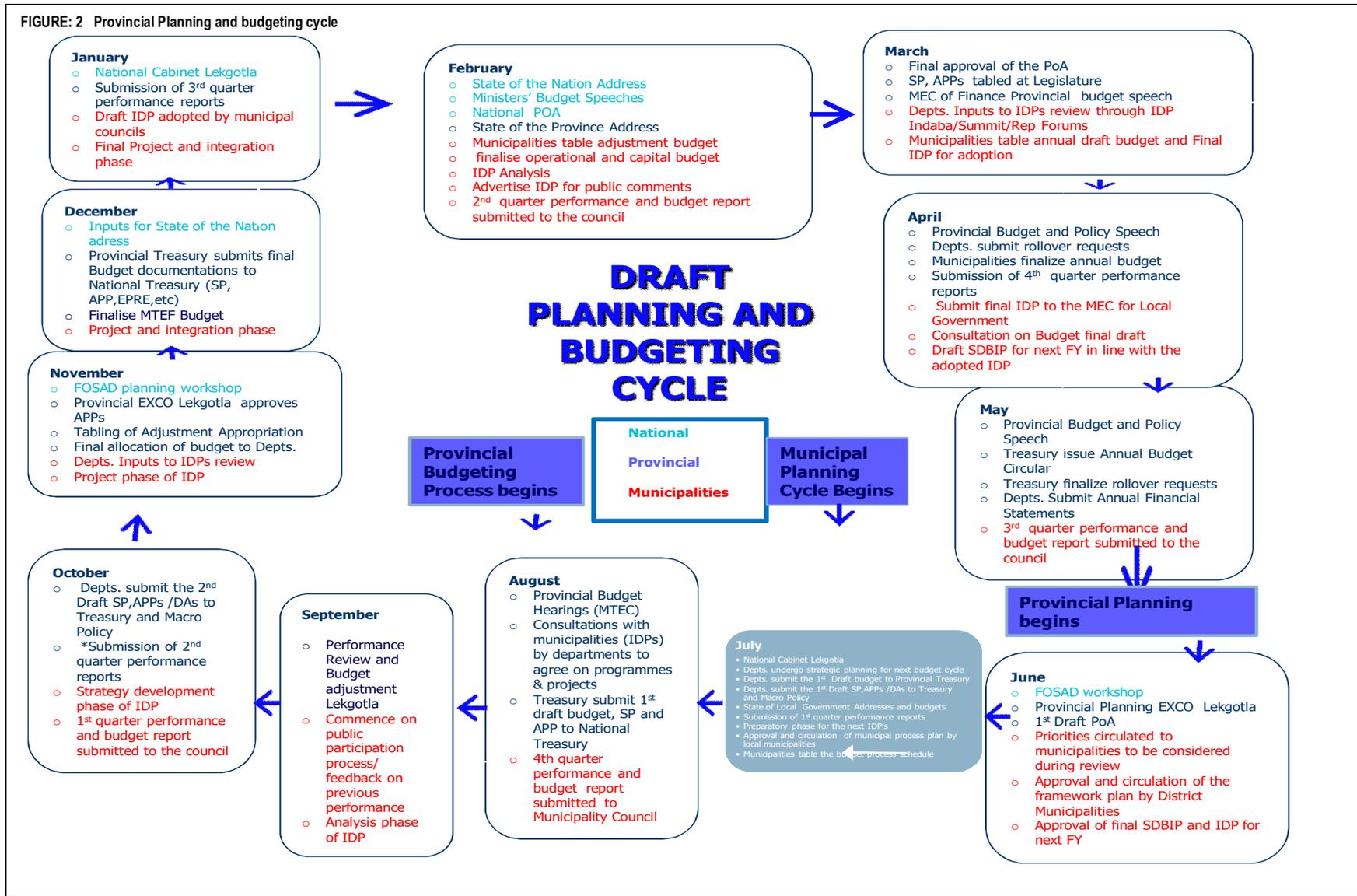
- provide for reporting to the municipal council at least twice a year;
- be designed in a manner that enables the municipality to detect early indications of underperformance; and
- Provide for corrective measures where under-performance has been identified.

A municipality must develop and implement mechanisms, systems and processes for auditing the results of performance measurements as part of its internal auditing processes. In order to fully execute the function of auditing performance, S14 (2) (a) of the Regulations require that a municipality must annually appoint and budget for a performance audit committee.

### 1.9.6 Framework Action Plan and Provincial Cycle



**FIGURE: 2 Provincial Planning and budgeting cycle**



### **1.9.7 Process for amending an adopted IDP**

In terms of Section 3 of the Municipal Planning and Performance Management Regulations of 2001, only a member or a committee of a municipal council may introduce a proposal for amending the municipality's Integrated Development Plan in the council. Any proposal for amending a municipality's Integrated Development Plan must be aligned with the Process Plan adopted in terms of S28 of the MSA.

In terms of the regulations, no amendment to a municipality's Integrated Development Plan may be adopted by the municipal council unless:

- all the members of the council have been given reasonable notice;
- the proposed amendment has been published for public comment for a period of at least 21 days in a manner that allows the public an opportunity to make representations with regard to the proposed amendment;
- the municipality, if it is a district municipality, has consulted all the local municipalities in the area of the district municipality on the proposed amendment and has taken all comments submitted to it by the local municipalities in that area into account before it takes a final decision on the proposed amendment.
- the municipality, if it is a local municipality, has consulted the district municipality in whose area it falls on the proposed amendment, and has taken all comments submitted to it by the district municipality into account before it takes a final decision on the proposed

### **1.10 MECHANISMS AND PROCEDURES FOR PUBLIC PARTICIPATION**

Chapter 4 of the MSA stipulates that municipalities must develop a culture of community participation. Section 16 of the MSA requires municipalities to complement formal representative government with a system of participatory governance, and must for this purpose, *inter alia*, encourage and create conditions for the local community to participate in the affairs of the municipality, including:

- During the preparation, implementation and review of its Integrated Development Plan;
- The establishment, implementation and review of its performance management;
- The monitoring and review of its performance, including the outcomes and impact of such performance and;
- The preparation of its budget.

It is therefore evident that public participation should be promoted in order to achieve, *inter alia*, the following objectives:

- Consult with the community on their developmental challenges
- Form basis for people-centred governance and bottom-up planning process
- Improve the relationship between council and the communities and thereby improve political accountability and transparency

- Empower communities through information dissemination/assimilation
- Establish the community feedback programme, which allows local leaders the opportunity to interact with communities on issues of service delivery.
- Provide communities with a platform to influence the developmental trajectory of municipalities and government in general
- Provides the municipality with a project/programme evaluation and implementation monitoring feedback mechanism

### **1.11 Advertisement of Draft IDP and Budget**

In terms of the Municipal Planning and Performance Management Regulations, 2001, a municipality must afford the local community at least 21 days to comment on the final draft of its Integrated Development Plan including other by-laws and strategic plans and documents, before the plan is submitted to the council for adoption. Before tabling any of these documents before council for approval, the draft documents must be presented to stakeholder participation forums, including the IDP Representative Forum where such a forum exists.

### **1.12 Communication Channels**

In terms of S20 and S21 of the MSA, communication inviting public comments and written representations from the local community in terms of the above matters, must be done through:

- A local newspaper or newspapers circulating in the municipal area, and in any newspaper determined by the council as a newspaper of record;
- Radio broadcasts covering the area of the municipality;
- Municipal notice boards, including those located at libraries, satellite offices, and municipal websites.

### **1.13 Mayoral Community Meetings**

The JGDM has institutionalised a Mayoral Community Participation Programme that aims at improving communication and interaction between the District, the local municipalities and the community at large on issues of service delivery and development. Thus, the District will continue to visit each municipality at least once in a financial year as detailed in the Framework Plan Activity schedule. Similarly, each local municipality should conduct at least two community participation meetings in each ward/cluster of wards in a financial year.

### **1.14 Involvement of Ward Committees and Community Development Workers**

Ward committees are key in this process as stipulated both in the Municipal Structures Act and the MSA. Ward committees represent the development aspirations and needs of the wards they represent and also form an information assimilation/dissemination medium between a municipal council and the community.

The ward committees are key in the development, implementation, monitoring and evaluation of municipal performance on service delivery as stipulated in the municipal IDP. Ward committees are a formal representation of the public in government affairs; the Structures Act provides that ward committees should be established in each ward.

This will deepen the involvement of local communities in local government processes. This also applies to implementation, monitoring, evaluation as well as planning. Thus, ward committees and ward councillors should play a key role in assembling communities as well as in identify key developmental matters concerning the wards they represent in the Municipality.

### **1.15 Alignment between the District and Local Municipalities**

Alignment is the instrument that synthesises and integrates the top-down and the bottom-up planning process between different spheres of government. Not only is alignment between the District and the Local Municipalities important, but also between the Local Municipalities within the jurisdiction of the District Municipality.

The alignment procedures and mechanisms should be incorporated in the process plans of the Municipalities, while the responsibility for alignment rests with the District Municipalities. The IDP Manager for the District will be responsible for ensuring smooth coordination of local municipal IDP reviews and their alignment with the district IDP compilation through the use of workshops and bilateral discussions with affected sector departments or municipalities. The Intergovernmental Forum will also be used to ensure that beneficial alignment of programmes and projects occur.

## 1.16 ROLES AND RESPONSIBILITIES BETWEEN THE THREE SPHERES OF GOVERNMENT

### 1.16.1 Stakeholders

#### Local Government

#### Provincial Government

#### National Government

##### Local Municipality

##### District

- |  |  |   |   |
|--|--|---|---|
| <ul style="list-style-type: none"> <li>• Prepare, decide on and adopt a Process Plan.</li> <li>• Ensuring that all relevant actors are appropriately involved;</li> <li>• Ensuring that appropriate mechanisms and procedures for public consultation and participation are applied;</li> <li>• Ensuring that the planning events are undertaken in accordance with the</li> </ul> | <ul style="list-style-type: none"> <li>• Ensuring vertical alignment between district and local planning;</li> <li>• Facilitation of vertical alignment of IDPs with other spheres of government and sector</li> </ul> | <ul style="list-style-type: none"> <li>• Ensuring horizontal alignment of the IDPs of the district municipalities within the province.</li> <li>• Ensuring vertical/sector alignment between provincial sector departments strategic plans and the IDP process at local/district level by:               <ul style="list-style-type: none"> <li>-guiding the provincial sector departments'</li> <li>-participation in and their</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Provide support to Provincial and Local Government</li> <li>• Provide legal framework and policy guidelines and principles</li> <li>• Provide a set of planning tools or methods;</li> <li>• Cater for the elaboration of a general framework for training programmes and curricula development;</li> <li>• Contribute to the planning costs;</li> <li>• Provide a nation-wide planning support system;</li> <li>• Monitor the planning and</li> </ul> |
|--|--|---|---|

- |  |   |  |  |
|--|---|--|--|
| <p>time schedule;</p> <ul style="list-style-type: none"> <li>• Adopt and approve the IDP</li> <li>• Adjust the IDP in accordance with the MEC for Local Government's proposal <ul style="list-style-type: none"> <li>• Ensure that the annual budget processes are undertaken</li> </ul> </li> </ul> | <p>departments;</p> <ul style="list-style-type: none"> <li>• Preparation of joint strategy workshops with local municipalities, provincial and national role players and other subject matter specialists</li> <li>• Determine district scale issues, problems, potentials and priorities.</li> <li>• Ensuring that all relevant actors Are appropriately involved;</li> <li>• Ensuring that</li> </ul> | <p>required contribution to the municipal planning process; and</p> <p>-guiding them in assessing draft IDPs and aligning their sectoral programmes and budgets with the IDPs.</p> <ul style="list-style-type: none"> <li>• Assist municipalities in the IDP drafting process where required and Monitoring the progress of the IDP processes.</li> <li>• Organise IDP – related training where required.</li> <li>• Co-ordinate and manage the MEC's assessment of adopted IDPs.</li> <li>• Contribute relevant information on the provincial sector departments' plans, programmes, budgets, objectives, strategies and projects in a concise and accessible manner; <ul style="list-style-type: none"> <li>• Contribute sector expertise and</li> </ul> </li> </ul> | <p>implementation process; and</p> <ul style="list-style-type: none"> <li>• Provide opportunities for exchange of ideas and experiences</li> </ul> |
|--|---|--|--|

appropriate mechanisms and procedures

for public consultation and

participation are applied;

- Ensuring that the planning events are undertaken in

accordance with the time

schedule;

- Adopt and approve the IDP
- Adjust the IDP in accordance with the MEC

technical knowledge to the formulation of municipal strategies and projects

for Local

Government's  
proposal

- Ensure that the annual budget processes are undertaken

**1.16.2 Table 4: Duties of council, administration and community**

DUTIES OF MUNICIPAL COUNCIL	DUTIES OF MUNICIPAL ADMINISTRATION	DUTIES OF COMMUNITIES
<ul style="list-style-type: none"> <li>• The council of a municipality has the right to govern on its own initiative the local government affairs of the local community;</li> <li>• Exercise the municipality's executive and legislative authority, and to do so without improper interference;</li> <li>• Finance the affairs of the municipality by charging fees for services and imposing surcharges on fees, rates on property, other taxes, levies and duties</li> <li>• Exercise the municipality's executive and legislative authority and use the resources of the municipality in the best interests of the local community;</li> <li>• Provide, without favour or prejudice, democratic and accountable government;</li> </ul>	<ul style="list-style-type: none"> <li>• Be responsive to the needs of the local community;</li> <li>• Facilitate a culture of public service and accountability amongst staff</li> <li>• Take measures to prevent corruption;</li> <li>• Establish clear relationships, and facilitate co-operation and communication between it and the local community;</li> <li>• Give members of the local community full and accurate information about the level and standard of municipal services they are entitled to receive;</li> <li>• Inform the local community how the municipality is managed of the costs involved and the persons in charge.</li> <li>• Forms the machinery of a municipality</li> <li>• Undertake the overall management and coordination of the planning</li> </ul>	<ul style="list-style-type: none"> <li>• Contribute to the decision-making processes of the municipality</li> <li>• Submit written or oral recommendations, representations and complaints to the municipal council or to another political structure or a political office bearer or the administration of the municipality;</li> <li>• To prompt responses to their written or oral communications, including complaints, to the municipal council or to another political structure or a political office bearer or the administration of the municipality;</li> <li>• To be informed of decisions of the municipal council, or another political structure or any political office bearer of the municipality, affecting their rights, property and reasonable expectations;</li> <li>• To regular disclosure of the state of affairs of the municipality including its finances</li> <li>• To demand that the proceedings of the municipal council and those of its</li> </ul>

- Encourage the involvement of the local community in the affairs of the council;
- Strive to ensure that municipal services are provided to the local community in a financially and environmentally sustainable manner;
- Give members of the local community equitable access to the municipal services to which they are entitled;
- \_ Promote and undertake development in the municipality;
- \_ Promote gender equity in the exercise of the municipality's executive and legislative authority;
- \_ Promote a safe and healthy environment in the municipality;
- \_ Contribute, together with other organs of state, to the progressive realisation of the fundamental rights contained in Sections 24 (safe and healthy environment), 25 (access to property), 26 (access to housing), 27 (access to Health care, food, water and social security
- process;
- Ensure that all relevant actors are appropriately involved in municipal planning processes,
- Ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements;
- Respond to comments from the public on the draft IDP and budget
- Horizontal alignment and other spheres of government to the satisfaction of the municipal council;
- Ensure that the needs and priorities of the community are reflected in the IDP.
- To ensure that the public participates fully and meaningfully in developing the municipal IDP process.
- committees must be open to the public, subject to section, be conducted impartially and without prejudice; and be untainted by personal self-interest;
- To have access to municipal services which the municipality provides, Members of the local community have the duty when exercising their rights, to observe the mechanisms, processes and procedures of the municipality;
- Members of the local community have the duty to pay promptly service fees, surcharges on fees, rates on property and other taxes, levies and duties imposed by the municipality;
- To comply with by-laws of the municipality applicable to them.
- The community must fully participate in governing their municipality by attending IDP meetings
- The community must inform its municipality of their developmental needs, their problems, challenges and priorities (e.g. Lack of roads, housing, electricity, clean water, etc.).
- Participate and influence municipality's budget
- To be fully involved in the planning

- and 29
- (access to education) of the Constitution

- processes
- To provide relevant information to the councillors, ward committees and CDWs
- To participate in ward and community meetings and raise their developmental aspirations, service delivery challenges and issues
- To assist in facilitating implementation and monitoring of projects
- To participate and inform government programmes such as community policing forums

## 1.17 ORGANIZATIONAL ARRANGEMENTS

The IDP preparation process requires extensive consultation and participation by communities, all role-players and key stakeholders in order to achieve a shared understanding of the municipal development trajectory. Although municipalities are expected to establish participation structures, it will however be critical to consider utilising existing arrangements, and adapt them if necessary, and avoid duplication of mechanisms.

**Table 5: Municipal IDP institutional arrangements Structure Composition Terms of reference**

Structure	Composition	Terms of reference
IGR Clusters	Government representatives, identified stakeholders	Facilitate inter-governmental coordination in terms of planning, budgeting, implementation and monitoring
IDP Representative Forum	<ul style="list-style-type: none"> <li>• Chairperson: Executive Mayor</li> <li>• Councillors</li> <li>• Representatives of Wards ( in the case of the local municipalities)</li> <li>• Representative of municipality wide organisations</li> <li>• Government</li> </ul>	<ul style="list-style-type: none"> <li>• Represent the interests of constituents in the IDP and budget processes</li> <li>• Provide an organizational mechanism for discussion, negotiation and decision making between the stakeholders including the municipal government</li> <li>• Ensure communication between all stakeholder representatives including the municipal government.</li> <li>• Monitor the performance of the planning and implementation processes.</li> <li>• Participate in the process of setting up and monitoring “key performance indicators” in line with the Performance</li> </ul>

• The Municipality utilises Mayoral outreaches for public participation in order to reach grass root communities at ward level. The following structures are consulted during the Months of September-November and January-March:

- Traditional Leaders
- Business People
- Faith based organisations
- Traditional Healers
- Members of the public in all wards.



## 1.18 SCHEDULE OF IMPORTANT DEADLINES AND MEETINGS

The municipality will follow the phases of the IDP as outlined in the Process Plan starting with the development and adoption of the Process Plan to the adoption of the budget. Community participation will take place in all phases through mechanisms and structure detailed in hereunder as follows:

### 1.18.1 IDP/Budget Timeframes

**Table 6: IDP/ Budget Timeframes**

Activity	GSDM Deadline	DLM Deadline	IDP	DLM Deadline	Budget
Phase 0: Adoption of IDP/Budget Process Plan	<b>30 May 2016</b>	<b>30 September 2016</b>	<b>30 September 2016</b>	<b>30 September 2016</b>	
<b>Phase 1: Analysis</b>	30 September 2016	30 October 2017		N/A	
<b>Phase 2: Refinement of Objectives and Strategies</b>	28 November 2017	30 November 2017		N/A	
<b>Phase 3: Projects</b>	30 January 2017	30 January 2017		N/A	
<b>Phase 4: Integration</b>	2 March 2017	28 February 2017		N/A	
Phase 5: Adoption of IDP/Budget					
• Approval of 17/22 IDPs	Draft <b>31 March 2017</b>	<b>31 March 2017</b>		<b>N/A</b>	
• Approval of 17/22 IDPs	Final <b>31 May 2017</b>	<b>31 May 2017</b>		<b>N/A</b>	
• Approval of 17/22 Budgets	Draft <b>31 March 2017</b>	<b>N/A</b>		<b>31 March 2017</b>	
• Approval of 17/22 Budgets	Final <b>31 May 2017</b>	<b>N/A</b>		<b>31 May 2017</b>	
<b>Public Participation, Implementation and monitoring</b>	Ongoing	Ongoing		ongoing	

See the tables below for specific activities for the development of the **2017/2021** IDP and the development of the **2017/2019** Budget.

### **1.18.2 IDP/ Budget Steering Committee Meetings**

<b>ACTIVITY</b>	<b>DATE</b>	<b>TIME</b>	<b>VENUE</b>
<b>Preparation of IDP/Budget Process Plan</b>	28 July 2016	09h00	Municipal Council Chamber
<b>Preparation and Discussion of Analysis Report</b>	27 October 2016	09H00	Municipal Council Chamber
<b>Preparation and refinement of objectives and strategies</b>	18 November 2016	09H00	Disaster Centre
<b>Project identification Draft Budget Allocations</b>	17 January 2017	09H00	Municipal Council Chamber
<b>Preparation of tariffs and policies for next financial year</b>			
<b>Preparation of Draft IDP Preparation of Draft Budget</b>	16 February 2017	09H00	Municipal Council Chamber
<b>Preparation of Final IDP Preparation of Final Budget</b>	24 May 2017	10H00	Disaster Centre

### 1.18.3 Table 1: IDP Representative Forum

DATE	TIME	VENUE
18 January 2017	10:00	Disaster Center
10 May 2017	10:00	Disaster Center
26 July 2017	10:00	Council Chamber

### 1.18.4 Strategic Meetings

ACTIVITY	DATE	TIME	VENUE
<b>Joint District Strategic Planning</b>	14-16 Feb 2017	08h00	Secunda
	06-07 March 2017	09h00	Dipaleseng Disaster Centre
<b>COGTA/DLM consolidation mini strat plan</b>			
<b>IDP/Budget Consultative Meeting</b>	06 April 2017	09h00	Nthorwane Civic Centre
<b>IDP/Budget Consultative Meeting</b>	06 April 2017	14h00	Siyathemba Civic Centre
<b>IDP/Budget Consultative Meeting</b>	10 April 2017	09h00	Balfour Civic Centre
<b>IDP/Budget Consultative Meeting</b>	10 April 2017	14h00	Grootvlei Civic Centre
<b>IDP and Budget Indaba</b>	06 July 2017	08H00	Thusong Service Centre

### 1.18.5 2017/2019 IDP/Budget Programme

IDP Phase	Activity	IDP/Budget Steering committee	Mayor al IDP/Budget Steering Committee	Strategic Planning Workshop	IDP/Budget Indaba	Mayor al Committee Sitting	Council Sitting	Community Meetings	Public Notice Date	Due date for Completion of Process
Preparation 01 July-30 August 2016	Preparation and Adoption of IDP/Budget Process Plan	28 July 2016	N/A	N/A	N/A	23 September 2016	30 September 2016	N/A	By 12 30 /10/16	30/09/16
Analysis 01 September-30 October 2016	Preparation of IDP Analysis Report	27 October 2016	N/A	N/A	N/A	N/A	N/A	September-October 2016	N/A	31 October 2016
Strategies 01-30 November 2016	Refinement of Objectives and Strategies	10 November 2016	N/A	28 November 2016	N/A	N/A	N/A	N/A	N/A	30 November 2016

IDP Phase	Activity	IDP/Budget Steering committee	Mayor al IDP/Budget Steering Committee	Strategic Planning Workshop	IDP/Budget Indaba	Mayor al Committee Sitting	Council Sitting	Community Meetings	Public Notice Date	Due date for Completion of Process
Projects 01 December 2016-30 January 2017	Identification of Projects and preliminary budget allocations  Preparation of tariffs and policies for next financial year	16 January 2017	28 February 2017	N/A	N/A	N/A	N/A	N/A	N/A	30 January 2017
Integration 01-28 February	Consultation with Sector Department	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	28 February 2017

IDP Phase	Activity	IDP/Budget Steering committee	Mayoral IDP/Budget Steering Committee	Strategic Planning Workshop	IDP/Budget Indaba	Mayoral Committee Sitting	Council Sitting	Community Meetings	Public Notice Date	Due date for Completion of Process
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Approval of Draft IDP and Budget	Community Engagements	03 March 2017	N/A	N/A	N/A	17 March 2017	31 March 2017	January-February 2017	By 14 April 2017	30 March 2017
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01-31 March 2017  
Publication of Notices

Preparation of IDP for Council Approval

IDP Consultation	Community	N/A	N/A	N/A	N/A	N/A	N/A	08-09 April	N/A	30 April 2017
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IDP Phase	Activity	IDP/Budget Steering committee	Mayor al IDP/Budget Steering Committee	Strategic Planning Workshop	IDP/Budget Indaba	Mayor al Committee Sitting	Council Sitting	Community Meetings	Public Notice Date	Due date for Completion of Process
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tations	meeting for inputs on the draft IDP/Budget								2017		
April 2017											
Adoption of amendments to the Final IDP and Budget	Community Participation	14 April 2017	05 May 2017	N/A	10 May 2017	19 May 2017	29 May 2017	N/A	By 12 June 2017	30 June 2017	
30 May 2017	Publication of Notices										
	Final Approval of IDP and Budget										

**1.18.6 Table 2: Mayoral Outreach Programme IDP Consultation**

WARD	DATE	DAY	VENUE	TIME	STAKEHOLDERS	ALLOCATED HUMAN RESOURCE	
						Councillors	Officials
ALL	07/11/2016	MON	DLM MUNICIPAL COUNCIL CHAMBER	09:00-12:00	WARD COUNCILLORS & WARD COMMITTEES	ALL MEMBERS OF MAYORAL COMMITTEE (MMC's)	MM, IDP Manager, Directors, Managers, & CDW,
ALL	07/11/2016	TUE	DLM MUNICIPAL COUNCIL CHAMBER	14:00-16:00	TRADITIONAL HEALERS	ALL MEMBERS OF MAYORAL COMMITTEE (MMC's)	MM, IDP Manager, Directors, Managers, & CDW
All	08/11/2016	TUE	DLM MUNICIPAL COUNCIL CHAMBER	09:00-12:00	FAITH-BASED STRUCTURES	ALL MEMBERS OF MAYORAL COMMITTEE (MMC's)	MM, IDP Manager, Directors, Managers, & CDW
All	08/11/2016	WED	DLM MUNICIPAL COUNCIL CHAMBER	17:00-19:00	BUSINESS PEOPLE	ALL MEMBERS OF MAYORAL COMMITTEE	MM, IDP Manager, Directors,

						EE (MMC's)	Managers, & CDW
01	09/11/2016	WED	Siyathemba Community Hall	17:00	COMMUNITY	EXECUTIVE MAYOR, MMC's. & all Councillors'.  <b>Cllr S Nhlapo-Ward councillor</b>	MM, IDP Manager, Directors, Managers, & CDW
01	10/11/16	THU	Siyathemba Primary School	17:00	COMMUNITY	EXECUTIVE MAYOR, MMC's. & all Councillors'.  <b>Cllr S Nhlapo-Ward councillor</b>	MM, IDP Manager, Directors, Managers, & CDW
02	11/11/16	FRI	Siyathemba Community Hall	17:00	COMMUNITY	EXECUTIVE MAYOR, MMC's. & all Councillors'.  <b>Cllr K Nkosi-Ward councillor</b>	MM, IDP Manager, Directors, Managers, & CDW
02	13/11/16		Sifisoethu Sec School	08:00	COMMUNITY	EXECUTIVE MAYOR, MMC's. & all	MM, IDP Manager, Director

						Councillors '. <b>Cllr K Nkosi-Ward councillor</b>	s, Managers, & CDW
03	15/11/16	MON	Balfour Civic Centre	17:00	COMMUNITY	EXECUTIVE MAYOR, MMC's. & all Councillors '. <b>Cllr M Mokoena-Ward councillor</b>	MM,IDP Manager, Directors, Managers, & CDW
03	12/11/16	TUE	Gstad Municipal Offices	17:00	COMMUNITY	EXECUTIVE MAYOR, MMC's. & all Councillors'. <b>Cllr M Mokoena-Ward councillor</b>	MM,IDP Manager, Directors, Managers, & CDW
04	13/11/2016	SUN	Bonukukhanya Primary Sch	14:00	COMMUNITY	EXECUTIVE MAYOR, MMC's. & all Councillors'. <b>Cllr ML Makhubo - Ward</b>	MM,IDP Manager, Directors, Managers, & CDW

						<b>councillor</b>	
05	14/11/2016	WE D	Gvlei Ext 1 Civic Centre	17:00	COMMUNITY	EXECUTIVE MAYOR, MMC's. & all Councillors'. <b>Cllr K Nyamand e - Ward councillor</b>	MM, IDP Manager , Directors , Managers, & CDW
05	15/11/16	TH U	Gvlei Ext 2 Eskom Civic Centre	17:00	COMMUNITY	EXECUTIVE MAYOR, MMC's. & all Councillors'.  <b>. Cllr K Nyamand e - Ward councillor</b>	MM, IDP Manager , Directors , Managers, & CDW
06	16/11/16	TU E	Nthorwane Civic Centre	17:00	COMMUNITY	EXECUTIVE MAYOR, MMC's. & all Councillors'.  <b>Cllr TJ Mahlangu - Ward councillor</b>	MM, IDP Manager , Directors , Managers, & CDW

**Table 3: Mayoral Outreach Programme IDP/Budget Consultation Meeting**

WARD	DATE	DAY	VENUE	TIME	STAKEHOLDERS	ALLOCATED HUMAN RESOURCE	
						Councillors	Officials
01,02 and 03	10 April 2017	MON	Siyathemba Comm Hall ( ward 02)  Siyathemba Primary ( ward 01)  Sabbath Church ( ward 03)	17:00-19:00	Community Meetings	ALL MEMBERS OF MAYORAL COMMITTEE (MMC's)	MM, IDP Manager, Directors, Managers, CDW, Ward Councillors and ward Committee
01 and 03	11 April 2017	TUE	Siyathemba Comm Hall ( ward 01)  I.M.Manchu ( ward 03)	17:00-19:00	Community Meetings	ALL MEMBERS OF MAYORAL COMMITTEE (MMC's)	MM, IDP Manager, Directors, Managers, & CDW
03 and 05	12 April 2017	WEN	Greylingstad Municipal Office ( ward 03)  Mine Community Hall ( ward 05)	17:00-19:00	Community Meetings	ALL MEMBERS OF MAYORAL COMMITTEE (MMC's)	MM, IDP Manager, Directors, Managers, & CDW
05 and	13 April	THUR	Eskom Hall (	17:00-	Community	ALL MEMBERS	MM, IDP Manager,

06	2017	S	Ward 05) New Nthoroane Community Hall ( Ward 06)	19:00	Meetings	OF MAYORAL COMMITTEE (MMC's)	Directors , Managers, & CDW
02 and 04	23 April 2017	SUN	Isifisoethu Secondary School ( Ward 02) Bonukukhanya Primary School	08:00-10:00 14:00-17:00	Community Meetings	EXECUTIVE MAYOR, MMC's. & all Councillors	MM, IDP Manager, Directors , Managers, & CDW

#### 1.20 Table 4 - 9: COMMUNITY NEEDS ANALYSIS

**IDP WARD 01 CONSULTATION MEETING HELD ON 09 & 10 NOVEMBER 2016, SIYATHEMBA PRIMARY SCHOOL & SIYATHEMBA COMMUNITY HALL RESPECTIVELY AT 17H00.**

ISSUES RAISED DURING IDP WARD CONSULTATION MEETING	SOURCE OF FUNDING	ISSUES COUNCIL TO CONSIDER FOR PRIORITIZATION
<ul style="list-style-type: none"> <li>Formalization of informal settlements at ext 05 and zone 7</li> <li>All Municipal Services (Water, Sanitation, proper house numbers and electricity) to be installed in the above mentioned informal settlements.</li> </ul>	<ul style="list-style-type: none"> <li>Budget to be made available for township establishment</li> <li>Budget to be made available to cater informal settlements bulk services</li> </ul>	<ul style="list-style-type: none"> <li>Very High</li> <li>Very High</li> </ul>

<ul style="list-style-type: none"> <li>• Roads - to be paved From Siyathemba Community Hall to Dlamini Street Lephatsoane street (ext05) to Masakeng via Zone7 Masiteng Street to Mthimkulu Street Nkosi Street to Mthimkulu Street Mtshali Church turn left go through the crescent to join the Church in the main street. Other internal roads to be graveled</li> <li>• Water- Two Last streets in zone7 the is no water on daily basis New stands and phumula Mqashi water problem to be resolved Water pressure</li> <li>• Skills Centre to be build</li> <li>• Community Park to be Established</li> <li>• Community Hall to be renovated fully</li> <li>• High-mast light to be fixed and maintained</li> <li>• New clinic to be build</li> <li>• Tittle Deeds</li> </ul>	<ul style="list-style-type: none"> <li>• No budget available</li> <li>• GSDM</li> <li>• ESKOM</li> <li>• No Budget</li> <li>• No Budget</li> <li>• No Budget</li> <li>• DOH</li> <li>• DOHS</li> </ul>	<ul style="list-style-type: none"> <li>• To be highly prioritized</li> <li>• Currently being implemented</li> <li>• Highly</li> <li>• Medium</li> <li>• Highly</li> <li>• Council to engage Eskom to installed and maintains high-mast light.</li> <li>• Council develop a program to distribute available tittle deeds</li> </ul>
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<ul style="list-style-type: none"> <li>• RDP Houses to be build</li> <li>• Upgrading of all infrastructure – electricity, roads, water and sanitations</li> </ul>	<ul style="list-style-type: none"> <li>• DOHS</li> <li>• DLM/MISA on review of sector plan</li> </ul>	<ul style="list-style-type: none"> <li>• More allocation to be requested to deal with old backlog</li> <li>• Very high</li> </ul>
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**IDP WARD 02 CONSULTATION MEETING HELD ON 09 & 13 NOVEMBER 2016, SIYATHEMBA COMMUNITY HALL & ISIFISOSETHU SECONDARY SCHOOL RESPECTIVELY AT 17H00 & 08H00**

<b>ISSUES RAISED DURING IDP WARD CONSULTATION MEETING</b>	<b>SOURCE OF FUNDING</b>	<b>ISSUES COUNCIL TO CONSIDER FOR PRIORITIZATION</b>
<ul style="list-style-type: none"> <li>• Formalization of informal settlements at Marikana and Mandela at the ground</li> <li>• All Municipal Services (Water, Sanitation, proper house numbers and electricity) to be installed in the above mentioned informal settlements.</li> <li>• Roads - to be paved From Isifisoethu to Sebilwane street Mandela Other internal roads to be graveled Removal of stones at the streets and corners</li> <li>• Water- pressure problems to be dealt</li> </ul>	<ul style="list-style-type: none"> <li>• Budget to be made available for township establishment</li> <li>• Budget to be made available to cater informal settlements bulk services</li> <li>• No budget available</li> <li>• GSDM</li> </ul>	<ul style="list-style-type: none"> <li>• Very High</li> <li>• Very High</li> <li>• To be highly prioritized</li> <li>• Currently being implemented</li> <li>• Highly</li> </ul>

<p>at Mashinini Str, Noko Str, Ntuli Str, Mthethwa Str and Monareng</p> <ul style="list-style-type: none"> <li>• Skills Centre to be build</li> <li>• Community Park to be Established</li> <li>• Community Hall to be renovated fully</li> <li>• High-mast light to be fixed and maintained</li> <li>• New clinic to be build</li> <li>• Tittle Deeds</li> <li>• RDP Houses to be build</li> <li>• Building of police/ at least in the meantime the satellite office to be opened at Siyathemba</li> </ul>	<ul style="list-style-type: none"> <li>• ESKOM</li> <li>• No Budget</li> <li>• No Budget</li> <li>• No Budget</li> <li>• DOH</li> <li>• DOHS</li> <li>• DOHS</li> <li>• SAPS</li> </ul>	<ul style="list-style-type: none"> <li>• Medium</li> <li>• Highly</li> <li>• Council to engage Eskom to installed and maintains high-mast light.</li> <li>• Council develop a program to distribute available tittle deeds</li> <li>• More allocation to be requested to deal with old backlog</li> <li>• Council to engage with SAPS about possibilities of satellite office at Siyathemba</li> </ul>
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**IDP WARD 03 CONSULTATION MEETING HELD ON 09, 10 & 14 NOVEMBER 2016, SABBATH CHURCH, I M MANCHU & GREYLINGSTAD OFFICES RESPECTIVELY AT 17H00.**

<b>ISSUES RAISED DURING IDP WARD CONSULTATION MEETING</b>	<b>SOURCE OF FUNDING</b>	<b>ISSUES COUNCIL TO CONSIDER FOR PRIORITIZATION</b>
<ul style="list-style-type: none"> <li>• Roads - to be paved In all sections of Balfour North (</li> </ul>	<ul style="list-style-type: none"> <li>• Budget to be made available for township</li> </ul>	<ul style="list-style-type: none"> <li>• Very High</li> </ul>

<p>Charles Street/Vincent/rose)</p> <ul style="list-style-type: none"> <li>• Municipal to connect sewer in those houses that don't have connections at Balfour North</li> <li>• Community Park to be Established</li> <li>• High-mast light to be fixed and maintained</li> <li>• New mini hospital to be build/medical center</li> <li>• Upgrading of electricity at Balfour/Greylingstad</li> <li>• Management of stray animals</li> <li>• Fencing and maintenance of cemeteries</li> <li>• Storm water management</li> <li>• Streets lights maintenance</li> <li>• Proper pothole patching using the right material</li> <li>• Youth development center</li> <li>• New highmast light to be installed at least 03 (Balfour/Greylingsat</li> </ul>	<p>establishment</p> <ul style="list-style-type: none"> <li>• Budget to be made available</li> <li>• No budget available</li> <li>• Budget to be made available</li> <li>• DOH</li> <li>• Budget to be made available</li> <li>• Other key stakeholders to be engaged</li> <li>• Budget to be made available</li> </ul>	<ul style="list-style-type: none"> <li>• Very High</li> <li>• To be highly prioritized</li> <li>• To be highly prioritized</li> <li>• To be highly prioritized</li> <li>• Highly</li> <li>• By laws to be implemented after ward consultations with livestock owners</li> <li>• Highly</li> <li>• Highly</li> <li>• Highly</li> <li>• Highly</li> <li>• Highly</li> <li>• Highly</li> </ul>
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<p>d)</p> <ul style="list-style-type: none"> <li>• New water meters to be installed</li> <li>• Proper speed humps at Eesrkens Street to be build</li> </ul>	<ul style="list-style-type: none"> <li>• Budget to be made available</li> <li>• Budget to be made available</li> </ul>	<ul style="list-style-type: none"> <li>• Highly</li> <li>• Highly</li> </ul>
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**IDP WARD 04 CONSULTATION MEETING HELD ON 13 NOVEMBER 2016, BONUKUKHANYA PRIMARY SCHOOL AT 14H00.**

<b>ISSUES RAISED DURING IDP WARD CONSULTATION MEETING</b>	<b>SOURCE OF FUNDING</b>	<b>ISSUES COUNCIL TO CONSIDER FOR PRIORITIZATION</b>
<ul style="list-style-type: none"> <li>• Roads - to be paved Particularly the main road ( Crescent from Xaba to Tumelo Mofokeng Street) and internal roads to be graveled</li> <li>• Land availability for informal settlement/squatters</li> <li>• Community Park to be Established</li> <li>• School to be build in Joe slovo section</li> <li>• High-mast light to be fixed and maintained</li> <li>• New mini hospital to be build/medical center</li> </ul>	<ul style="list-style-type: none"> <li>• Budget to be made available</li> <li>• Budget to be made available</li> <li>• Budget be made available</li> <li>• Budget to be available</li> <li>• Budget to be made available</li> <li>• DOH</li> </ul>	<ul style="list-style-type: none"> <li>• Very High</li> <li>• Very High</li> <li>• To be highly prioritized</li> <li>• To be highly prioritized</li> <li>• To be highly prioritized</li> <li>• Highly</li> </ul>

<ul style="list-style-type: none"> <li>• Police station to be build</li> <li>• Building of toilets at Ext 06 Mandela</li> <li>• Fencing and maintenance of cemeteries</li> <li>• Storm water management</li> <li>• Generator at Siyathemba clinic to be installed</li> <li>• Municipal pay-point to be made available at Siyathemba</li> <li>• Youth development center</li> <li>• Watering of braimfontein road</li> <li>• ABET School to be established</li> <li>• Library to be re-build</li> </ul>	<ul style="list-style-type: none"> <li>• SAPS</li> <li>• Budget to be made available</li> <li>• Budget to be made available</li> <li>• Budget to be made available</li> <li>• DOH</li> <li>• Budget to be made available</li> <li>• Other key stakeholders to be engaged</li> <li>• Sibanye to be engaged</li> <li>• DOE</li> <li>• Budget to be made available</li> </ul>	<ul style="list-style-type: none"> <li>• Highly</li> <li>• Very Highly</li> <li>• Highly</li> </ul>
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**IDP WARD 05 CONSULTATION MEETING HELD ON 14 & 15 NOVEMBER 2016,  
GROOTVLEI COMMUNITY HALL AND ESKOM HALL RESPECTIVELY AT 17H00.**

<b>ISSUES RAISED DURING IDP WARD CONSULTATION MEETING</b>	<b>SOURCE OF FUNDING</b>	<b>ISSUES COUNCIL TO CONSIDER FOR PRIORITIZATION</b>
<ul style="list-style-type: none"> <li>• Shares stands numbers @Phomolong to be resolved</li> <li>• All municipal services to be made available @ Phomolong ( Water, Sanitation &amp; electricity)</li> <li>• Upgrading of sports facilities</li> <li>• Formalization of informal settlement at Phomolong (Dikulubeng)</li> <li>• High-mast light/Streets light to be fixed and maintained</li> <li>• Multipurpose to be build ( thusong service center)</li> <li>• Provision of water, asses road at zone 14</li> <li>• Building of Clinic/satellite Clinic at Eskom H site</li> <li>• Municipal Pay Point office to be fully</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure and Planning to resolved the issues urgently</li> <li>• Infrastructure to advice the Council on this matter</li> <li>• DSA&amp;C to be engaged and GSDM</li> <li>• Budget to be made available</li> <li>• Budget to be made available</li> <li>• COGTA</li> <li>• Budget to be made available</li> <li>• DOH</li> <li>• Budget to be made available</li> </ul>	<ul style="list-style-type: none"> <li>• Very High</li> <li>• Very High</li> <li>• To be highly prioritized</li> <li>• To be highly prioritized</li> <li>• To be highly prioritized</li> <li>• Highly</li> <li>• Very Highly</li> <li>• Very High</li> <li>• Very High</li> </ul>

<p>functional</p> <ul style="list-style-type: none"> <li>• Grass cutting to be done regularly at H site</li> <li>• Land for development</li> <li>• Mobile Thusong Service center</li> </ul>	<ul style="list-style-type: none"> <li>• Budget to be made available</li> <li>• Budget to be made available</li> </ul>	<ul style="list-style-type: none"> <li>• Very High</li> <li>• Very High</li> <li>• Very High</li> </ul>
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**IDP WARD 06 CONSULTATION MEETING HELD ON 15 NOVEMBER 2016, NEW NTHOROANE COMMUNITY HALL AT 17H00.**

<b>ISSUES RAISED DURING IDP WARD CONSULTATION MEETING</b>	<b>SOURCE OF FUNDING</b>	<b>ISSUES COUNCIL TO CONSIDER FOR PRIORITIZATION</b>
<ul style="list-style-type: none"> <li>• Formalization of Zenzele informal settlements</li> <li>• All Municipal Services (Water, Sanitation, proper house numbers and electricity) to be installed in the above mentioned informal settlements.</li> <li>• Blown houses to be rebuild at Nthoroane</li> <li>• Cemeteries are now full and this matter need to be treated with urgently it deserved</li> <li>• Skills Centre to be build</li> </ul>	<ul style="list-style-type: none"> <li>• Budget to be made available for township establishment</li> <li>• Budget to be made available to cater informal settlements bulk services</li> <li>• DOHS</li> <li>• Budget to be made available</li> <li>• Eskom</li> </ul>	<ul style="list-style-type: none"> <li>• Very High</li> <li>• Very High</li> <li>• To be highly prioritized</li> <li>• Currently being implemented</li> </ul>

<ul style="list-style-type: none"> <li>• Community Park to be Established</li> <li>• Community Hall to be renovated fully</li> <li>• High-mast light to be fixed and maintained</li> <li>• Tittle Deeds</li> <li>• RDP Houses to be build</li> <li>• Sports facilities to be renovated</li> <li>• Municipal to create bursary fund</li> <li>• High unemployment rate,</li> <li>• Mobile Thusong service center</li> <li>• Aggressive youth programs on economic growth emancipation to be in place, skills programs that are relevant to our area and the employment(37.2% unemployment rate) of young people to be prioritized</li> </ul>	<ul style="list-style-type: none"> <li>• No Budget</li> <li>• No Budget</li> <li>• No Budget</li> <li>• DOH</li> <li>• DOHS</li> <li>• Budget to be made available</li> <li>• Budget to be made available</li> <li>• All stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Highly</li> <li>• Medium</li> <li>• More allocation to be requested to deal with old backlog</li> <li>• Highly</li> <li>• Very High</li> <li>• All key strategic sectors/government to assist in dealing with the matter of urgently</li> <li>• Highly</li> </ul>
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## **CHAPTER TWO: SITUATIONAL ANALYSIS**

### **2.1 DIPALESENG LOCAL MUNICIPALITY IN PERSPECTIVE**

#### **2.1.1 Locality**

The area of jurisdiction of the Dipaleseng Local Municipality is situated in Southern part of Gert Sibande District Municipality Region. The former Balfour/Siyathemba, Greylingstad/Nthorwane Transitional Local Councils and a section of the Grootvlei Transitional Rural Council are included in the Dipaleseng Region. The total estimated residents in the Dipaleseng Region, according to Census 2011 data, is 42 388. The largest urban unit is Balfour followed by Greylingstad and Grootvlei. A number of Commercial farms, in the surrounding vicinity, also form part of the Dipaleseng Region. These Commercial farms are privately managed. The legal status of these farms is that of a single Erf and mining

The general tendency of migration from rural to urban areas is also occurring in the area, as is the case in the rest of the Mpumalanga Province. The majority of the rural population is active within the agricultural sector. Regarding the population distribution the area is largely urbanized (91% urban and 9% rural). This tendency is directly related to the strong industrial and manufacturing character of the region. It subsequently explains the continuous urban growth experienced in Siyathemba.

Balfour is located in the heart of worldly renowned coalfields. This modern and predominantly industrial town is further located in close proximity (80km) to the nationally well-known industrial areas of Johannesburg. The Balfour/Siyathemba urban area is 340km from Nelspruit and 80km from Johannesburg. Apart from the internationally known abattoirs the “Biggest abattoir in Africa”, is found in Dipaleseng (Balfour town) with a vast number of by-products including products, inorganic chemicals, fertilizers, etc are manufactured in the area.

The Greylingstad/Nthorwane urban area is situated in the north-eastern section of the Dipaleseng Region, approximately 19km east of Balfour and 450km north-east of Nelspruit . Other centres such as Grootvlei and Dasville are all within 20km from Balfour. There are worth mentioning commercial farming activities present in the community. Industrial activities are exclusively related to the electricity generating industry.

The town's close proximity to the coal mining and industrial activities in Witbank and its nearby location to the large industrial complexes of Heidelberg, Vereeniging, Springs and Germiston, definitely and perhaps negatively, influence economic activities in Dipaleseng. The strong recreational character of the town further enhances this phenomenon. The largest number of the inhabitants of Dipaleseng is employed in Germiston and the adjacent industrial complexes of Johannesburg. Dasville can thus be labeled as a typical satellite residential town

to the surrounding industrial areas. These factors contribute to the relatively low level of economic activity in the Grootvlei area.

The area is accessible by road (R51, R23, including N3) and within 55km from Springs, Germiston, Vereeniging, and Kempton park. Although the prominent economic sector of the area is agriculture, it is subsequently strategically situated from a recreation and tourism point of view. This is in view of the fact that the town is bound on three sides by the Vaal Dam and located in close proximity to the Gauteng metropolitan area. It is also linked to several other towns in the vicinity.

The Vaal River and Suikerbos River form the Southern and Western boundary of the area, which also serve as the boundary between the Free State and Gauteng Province. A significant portion of the Dipaleseng Region is included in the Vaal River Complex Regional Structure Plan, 1996 (former Vaal River Complex Guide Plan, 1982). Vaal River Regional Structure Plan is a statutory land use control document, which is applicable to amongst other land located along important water resources such as the Vaal Dam, Vaal River and Suikerbos River.

All Guide Plans compiled in terms of Spatial Planning and Land Use Management Act, (SPLUMA) 2013. Act No. 16 of 2013.

SPLUMA provide a framework for spatial planning and land use management in the Republic ;to specify the relationship between the spatial planning and land use management system and other kinds of planning; to provide for the inclusive, developmental, equitable and efficient spatial planning at the different sphere of government; to provide a framework for monitoring ,coordination and review of spatial planning and land use management system; to provide a framework for policies, principles, norms and standard for spatial development planning and use management; to address past spatial and regulatory imbalances; to promote greater consistency and uniformity in the application procedures and decisions-making by authorities responsible for land use decisions and development applications; to provide for establishment, functions and operations of municipal planning tribunals; to provide for the facilitation and enforcement of land use and development measures; and provide for matters connected therewith.

**Figure 3: Spatial location of Dipaleseng Local Municipality**



### 2.1.2 Development Overview

Dipaleseng the local municipality, has a relatively lower population growth rate of (0.2%) compared to Gert Sibande, its district municipality (1.3%), Mpumalanga, the province (3.4%) and South Africa (1.4%).

One key contributor to this is the higher than national average rate of HIV/AIDS Prevalence in the Municipality (13, 6% in 2010) compared with a national average of 10% per the 2013 mid-year estimates by Statistics South Africa. The high rate of unemployment (37, 2% for adults in general, 45,2% for youth in 2011) has also seen the out-migration of many young adult in search of employment opportunities elsewhere. The working age demographic (age 15 to 65) within the Municipality currently makes up 65.3% of the population. Approximately 66.6% of the male population can be categorized as being of working age which is higher than the female working age population of 63.9% in 2010. The reason for a higher male working population is as a result of more employment opportunities for males in Dipaleseng as a result of the economy's leniency towards Agriculture and Mining.

However, the overall picture of employment is not positive. Only 24% of the Community has a matric, which possibly contributes to the unemployment rate, which sits at 37.2% for the entire working age population and 45.2% for youth in particular. In these respects, Dipaleseng performs worse than Provincial and National averages, pointing towards deep, structural challenges. It is also revealed that only 32% of the

community of Dipaleseng is reliant on work for income (business profits, wages and salaries). The remainder depends on state support, loans and gifts.

### 2.1.3 Current Development Plans

Dipaleseng's development plans are geared towards infrastructure upgrades and economic growth. In particular, housing, water and sanitation are key focus areas. Indeed, Census 2011 reports that only 38% of residents have tap water inside the dwelling.

Given the dependence on non-employment income, many households cannot afford to purchase better infrastructure or social services. It must be noted that a key challenge with official reports, be it Census data or the Local Economic Development Plan, are mostly dated. It is therefore not always possible to assess whether plans laid in 2011, for example, remain at the same level of priority for the municipality in 2016. That said, a key strength of the official reports is that they do contain very concrete proposals for development projects and programmes. On the other hand, the primary data, speaks less to concrete plans, but presents a robust understanding of how the community perceives and priorities its needs and assets. Indeed, it is often challenging to solicit assets from under-privileged communities.

### 2.1.4 Population

Total Population: 42 390 (2011 Census)

Total Population: 45 232 (Community Survey)

Average annual population growth: 1.5% 2011-2016

Projected 2030 population: 55 715

**Table 10: Population per ward**

Balfour	3201	
Dipaleseng NU	4 047	
Greylingstad	839	
Grootvlei	5 415	
Nthoroane	6 113	
Siyathemba	22 768	
Number of Households	12 637	

Source: Census 2011

**Table 11: Demographic Distribution**

Young	(0-14) 28,2 %	
Working Age	(15-64) 66 %	
Elderly	(65+) 5,8 %	

Source: Census 2011

**Table 12: Gender Distribution**

Female	49,37 %	
Male	50,63 %	

Source: Census 2011

**Table 13: Population Groups**

Black	89,83 %	
Colored	0,50 %	
Indian or Asian	0,93 %	
White	8,57 %	
Other	0,17 %	

Source: Census 2011

Dipaleseng is a majority Black community. It has a slightly higher proportion Of Black people than the national average, which is 79.2% as opposed to Dipaleseng's 89.83%.

**Table 14: Household Infrastructure Indicators**

Formal Dwellings	67,4 %	
Flush Toilet Connected to Sewerage	74,9 %	
Weekly Refuse Removal	81,8 %	
Piped Water Inside Dwelling	38,2 %	
Electricity for Lighting	83,1 %	

Source: Census 2011

Formal housing rates for the country are 77% as opposed to Dipaleseng 67.7%. The most critical infrastructure challenge is piped water. Only 38.2% of Households have access to piped water in the house, compared to 73.4%, nationally.

**Table15: Education Indicators**

No Schooling Aged	20+ 12 %	
Higher Education Aged	20+ 5,7%	
Matric Aged	20+ 24,1 %	

Source: Census 2011

Indeed, the education levels of the community are also correlated with Economic exclusion. Dipaleseng matriculation rate is 4% lower than the National average, which is 28.5%. Higher education rates for the country are 12.1% and Dipaleseng sits at half Of this, with only 5.7% having a post matric qualification.

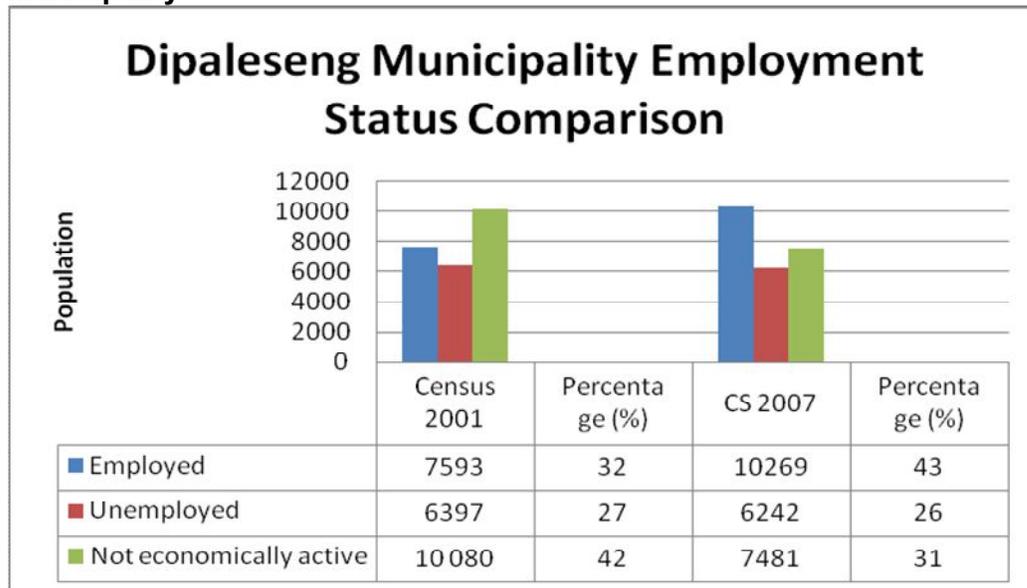
**Table16: Economic Indicators**

Unemployment Rate	37,2 %	38.8%
Youth Unemployment Rate	45,2 %	
Housing Owned	57 %	
Female Headed Households	35, 2%	
Number of Households	12 637	

Source: Census 2011

Dipaleseng performs lower than the national average on key economic development indicators. Unemployment in Dipaleseng is 5% greater than the national average, which sits at 24.5%

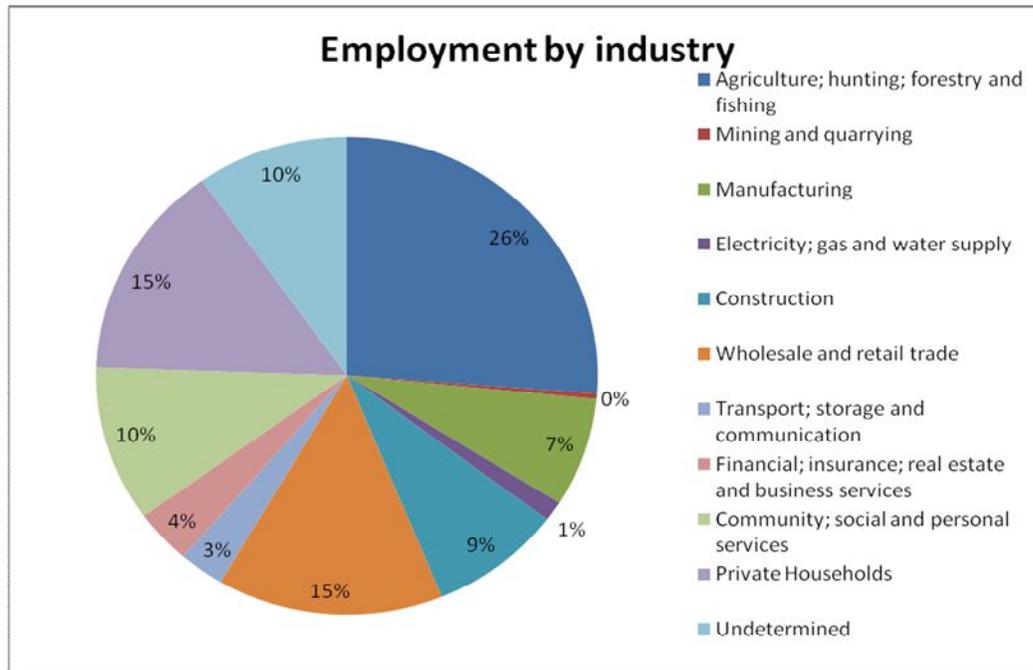
**Figure 4: The below table depicts Labour Market Status in Dipaleseng Local Municipality**



Source: Stats SA 2011

## 2.1.5 EMPLOYMENT SECTOR

Figure 5: Employment Distribution



Source: Stats SA Census 2011

Clearly the majority of people are involved in the agricultural sector, followed by electricity, wholesale and retail trade, transport and construction and then manufacturing.

- Dipaleseng needs a strategy that will further diversify the economy, reducing dominance of agricultural in the employment per industry.
- High unemployment is a serious concern as it leads to socio-economic problems such as alcohol and drug abuse, crime, early pregnancy



## CHAPTER THREE: KEY PERFORMANCE AREAS

### 3.1.1 KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATION DEVELOPMENT

Against this legislative directive, we understand and interpret our powers and functions aligned to the objects of local government as set out in section 152 of the Constitution as follows:

**TABLE 17: DIPALESENG LOCAL MUNICIPALITY FUNCTIONS AND POWERS**

<b>N</b>	<b>Function</b>	<b>Performed</b>	<b>Partially performed</b>	<b>No Need at present</b>	<b>Not Performed</b>	<b>Performed Externally</b>	<b>Shared Service</b>	<b>Lack of capacity to perform</b>
<b>1</b>	Building Regulations	<b>X</b>						
<b>2</b>	Child Care Facilities		<b>X</b>					
<b>3</b>	Electricity Reticulation	<b>X</b>				<b>X</b>		
<b>4</b>	Fire Fighting	<b>X</b>					<b>X</b>	
<b>5</b>	Local Tourism	<b>X</b>						
<b>6</b>	Municipal Planning	<b>X</b>						
<b>N</b>	<b>Function</b>	<b>Performed</b>	<b>Partially performed</b>	<b>No Need at present</b>	<b>Not Performed</b>	<b>Performed Externally</b>	<b>Shared Service</b>	<b>Lack of capacity to perform</b>
<b>7</b>	Storm water	<b>X</b>						

<b>8</b>	Trading Regulations	<b>X</b>				<b>X</b>		
<b>9</b>	Billboards and the display of advertisements in public places	<b>X</b>						
<b>10</b>	Cemeteries, Funeral Parlours and Crematoria	<b>X</b>						
<b>11</b>	Cleansing							
<b>12</b>	Control of public nuisance	<b>X</b>						
<b>13</b>	Control of undertakings that sell liquor to the public	<b>X</b>				<b>X</b>		
<b>14</b>	Facilities for the accommodation, care and burial of animals				<b>X</b>			
<b>15</b>	Licensing of dogs				<b>X</b>			
<b>16</b>	Licensing and control of undertakings that sell food to the public				<b>X</b>			
<b>17</b>	Local amenities	<b>X</b>						
<b>18</b>	Local sports facilities	<b>X</b>						

19	Markets							
20	Municipal abattoirs	X						
21	Municipal parks and recreation	X						
<b>N</b>	<b>Function</b>	<b>Performed</b>	<b>Partially performed</b>	<b>No Need at present</b>	<b>Not Performed</b>	<b>Performed Externally</b>	<b>Shared Service</b>	<b>Lack of capacity to perform</b>
22	Municipal roads	X						
23	Noise pollution	X						
24	Pounds				X			
25	Public places	X						
26	Air Pollution				X			
27	Municipal Airport				X			
28	Municipal Health services							
29	Municipal Public Transport	X						
30	Municipal Airport				X			
31	Municipal Health services							
32	Municipal Public Transport							
33	Pontoons and Ferries				X			

<b>34</b>	Water	<b>X</b>						
<b>35</b>	Sanitation	<b>X</b>						
<b>36</b>	Beaches and Amusement Parks				<b>X</b>			
<b>37</b>	Traffic and Parking	<b>X</b>						
<b>38</b>	Refuse Removal	<b>X</b>						
<b>39</b>	Street Trading	<b>X</b>						
<b>40</b>	Street lighting	<b>X</b>						

In complying with the constitutional mandate to render services to its community, the Dipaleseng Local Municipality has structured its administration in order to render services in a more effective and efficient manner. The following service divisions exist within the Dipaleseng Local Municipality:

<b>Planning and Development:</b>	Human Settlement, Urban and Regional Planning, Property Management, Local Economic Development and Geographic Information System
<b>Infrastructure Services:</b>	Water, Sanitation, Electricity, Roads and Stormwater and Project Management Unit
<b>Community Services and Public Safety:</b>	Refuse removal, Sport and Recreation and Public Safety
<b>Budget and Treasury Office:</b>	Income, Expenditure, Supply Chain Management
<b>Corporate Services:</b>	Human Resource Management, Skills Development Unit, Legal and Administration, Records Management, Information and Communication Technology

### **3.1.2 INSTITUTIONAL CAPACITY**

#### **THE STAFF ESTABLISHMENT (SEE ATTACHMENT ORGANOGRAM)**

The organogram indicates a response in terms of the Staff Establishment to the community needs that are embodied in the IDP as well as the statutory mandates of the municipality. In addition to the foregoing, the Staff Establishment has taken into account the 5 Key Performance Areas (KPA's) for local government, which are: Basic Service Delivery, Financial Viability and Management, Local Economic Development, Institutional Transformation and Development as well as Public Participation and Good Governance.

The Staff Establishment for DLM has been determined in line with the powers and functions of the district municipality, the IDP and the Policy Framework for the Staff Establishment in line with Section 66 of the Municipal Systems Act 32/2000, as amended.

The revised organogram has incorporated the centralized Supply Chain Management Unit, Administration and legal unit, PMU Unit, Operations and Maintenance Unit and Electrical Unit, and reflects the alignment between departments that have been developed by Management to achieve maximum efficiency, reporting, control and productivity.

### **3.3 SKILLS DEVELOPMENT AND CAPACITY BUILDING**

In terms of Skills Development Act 97 of 1998, as Municipality we are obliged to submit Workplace Skills Plan and ATR to Local Government SETA not later than 30 April each year in order to access the conditional grants.

Education, Training and Development of DLM shall focus on the enhancement of knowledge, skills and behavioural competencies of employees and Councillors to be appropriate levels acquired to deliver on and exceed organisational requirements, as embedded in organisational strategy (IDP) and legislative prescripts.

The following gaps must be addresses and constantly monitored with the municipality since it has adversely affected the sound labour relations:-

- (a Preferential treatment on training opportunities,
- (b) Limited training opportunities,
- (c) Non-essential training and transparency concerning processes surfaced.

A specific limitation from a Good Governance point of view is that while it is undisputed that education, training and development is an investment in staff and not a cost, the return on this investment is not always evident or measurable.

The main purpose of Training and Development shall be to ensure that the organisation's staffs have the competences necessary to meet performance and quality standards in their current jobs. Training and development interventions shall also focus on the development of individual employees' career and personal potential in order to meet their growth needs as well as the future human resource needs of the Organization.

The cost associated with the implementation of Training and Development as contained in the Workplace Skills Plan (focusing exclusively on organizational and not employee self-development training needs) shall be informed by the 1% contribution to the Skills Levy from the total payroll of DLM in accordance to the Skills Development Act and Skills Levies Regulations. Council of the

municipality shall make an extra accumulative provision for training and development of its staff, Councilors and community members from its budget of every financial year.

## **OBJECTIVES**

In order to ensure a return on training investment, the municipality shall monitor the effectiveness of its skills development intervention through appropriate measurement and evaluation methods to be executed as follows;

- i. Each learner shall complete an evaluation form at the end of each intervention and such evaluation form will be kept on file
- ii. Some form of assessment should be facilitated by the Training Provider and/ or Assessor at the end of each intervention and records of assessment results shall be kept on file
- iii. After a period of six months (or other period as appropriate), reports from the learner and his/her supervisor shall be sort that indicates the degree to which the new or improved skills have contributed to the achievement of the goals of the department. Any negative report or disagreement in the two reports shall be investigated and resolved by the HR Manager
- iv. Once the measurement and evaluation of training is in place, the SDF will use the evaluation defined above to gather information for calculating the training cost/ benefit ratio on an annual basis

DLM acknowledges the value to its own development and that of its employees in cooperating fully with the LGSETA and shall ensure that it participates in all relevant grants and training opportunities.

DLM shall comply with LGSETA requirements and shall make all reasonable and cost-effective efforts to obtain the highest possible rebate on the Skills Development Levy.

The Skills Development Facilitator shall ensure that the full Mandatory Grant is received for each levy-year and shall maximize all appropriate opportunities for Discretionary grants and other training opportunities offered by the SETA's.

With reference to learnerships, the municipality shall take all reasonable steps to prepare its workplaces for learners and to ensure that sufficient numbers of line managers are trained as workplace coaches, mentors and assessors in order to ensure successful workplace-learning experiences for learners.

The appropriate organisational needs analysis and WSP will be finalized timeously for each financial year in the reporting period.

The DLM currently submitted the approved 2017/2018 to LGSETA in order to access conditional grants.

### 3.1.4 Employment Equity Plan in place

#### **EMPLOYMENT EQUITY**

As an employer designated in terms of the Employment Equity Act (Act 55 of 1998), DLM is under legal obligation, in terms of Section 20(1) of the Act to review and approve the Employment Equity Plan

The Employment Equity Plan shall always be informed by:-The relevant stipulations in the Employment Equity Act, the strategic priorities of the municipality as captured in the Integrated Development Plan (IDP),

The Codes of Good Practice on the “Employment Equity Plans”, “HIV/AIDS and Employment”, as well as “Employment of people with disabilities”.

#### **OBJECTIVES**

- Formulate and implement action steps, methodologies and strategies in pursuance of the objectives and principles of the EEA
- Promote equal opportunity and fair treatment in employment
- Eradicate unfair discrimination (and harrassment), albeit on listed grounds (such as race, gender, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language and birth), or any grounds that is sytematic or indirectly discriminatory must be eliminated.
- Pursue the equitable representation and designated groups in all occupational categories and levels in the work force.
- Implement AA measures, and
- Actively support an organisational culture and climate based on diversity, equality, mutual respect and dignity for all
- Implement in-house customer service development and diversity appreciation programs
- Implement Batho Pele initiatives in consultation with Office of the Premier and COGTA.

- Timeous submission of Annual Employment Equity Progress Reports to the Department of Labour.
- Formulate Succession strategy with mentoring and coaching components
- Conduct continuous analyses of policies, procedures and practices to identify the employment barriers experienced by designated groups
- Where significant under-representation of a designated group is evident, targeted advertising could be embarked upon
- The development of a Comprehensive internal staff communication strategy in consultation with Communications Department.
- Continuous auditing to inform the EE Forum on whether the municipality meets the statutory requirements in terms of access to buildings, ramps, toilet facilities and related facilities.

In partnership with reputable organizations representing the interests of “persons with disabilities” an audit of work practices to ensure that work practices are modified to broaden the scope and responsibility of work for persons with disabilities. These audits will inform the corrective measures to be formulated and budget provision.

The Employment Equity Plan is in place which was approved by Council on the 30<sup>th</sup> April 2015. DLM currently employs 192 permanent staff including Councilors i.e. 180 employees and 12 Councilors.

**3.1.5 Table 18: EMPLOYEE DEMOGRAPHICS**

Occupational Levels	Male				Female				Foreign Nationals		
	A	C	I	W	A	C	I	W	Male	Female	
Top management	3	0	0	0	1	0	0	0	0	1	5
Senior Management	5	0	0	0	2	0	0	0	0	0	7
Professionally qualified and experienced	4	0	0	0	3	0	0	0	0	0	7

specialists and mid-management											
Skilled technical and academically qualified workers, junior management , supervisors, foreman and superintendents	23	0	0	1	16	0	0	2	0	0	42
Semi-skilled and discretionary decision	32	0	1	0	16	0	0	0	0	0	49
Unskilled and defined decision making	55	0	0	1	12	0	0	0	0	0	68
<b>TOTAL PERMANENT</b>	122	0	1	2	50	0	0	2	0	1	178
Temporary employees	0	0	0	1	0	0	0	0	0	0	1
Interns	3	0	0	0	7	0	0	0	0	0	10
<b>GRAND TOTAL</b>	125	0	1	3	57	0	0	2	0	1	189

### 3.1.5 HR STRATEGY

#### 3.1.5.1 BACKGROUND AND LEGISLATIVE FRAMEWORK

In the context of Developmental local Government, municipalities are tasked with the crucial responsibility of fulfilling the constitutional mandates dedicated to them. As the staff component of any municipality is the vehicle for service delivery and ultimately responsible for compliance with the listed constitutional mandate, it is incumbent on municipalities to ensure that its human resources capacity is developed to a level where it can perform its responsibilities in an economical, effective, efficient and accountable way.

In addition to legislation typically guiding human resources, amongst others the Labour Relations Act (Act 66 of 1995), BCEA (Act 75 of 1997), EEA (Act 55 of 1998), SDA (Act 97 of 1998) and the SDL Act (Act 9 Of 1999), within the local government environment specific obligations are placed

on municipalities by means of local government Municipal Systems Act (Act 32 of 2000), concerning the alignment of its administration and specifically human resources with its constitutional responsibilities.

The HR related obligations placed on municipalities in terms of section 51 of the MSA is to organise its administration to:

- Be responsive to the needs of the local community
- Facilitate a culture of public service and accountability among staff
- Be performance orientated and focused on the objectives of local government
- Align roles and responsibilities with priorities and objectives reflected in the IDP
- Organise structures and administration in a flexible way to respond to changing priorities and circumstances
- Perform functions through Operational, effective and appropriate administrative units
- Assign Clear responsibilities
- Maximise efficiency of communication and decision making
- Delegate responsibility to the most effective level within the administration
- Involve staff in management decisions as far as practicable
- Provide an equitable, fair, open and non-discriminatory working environment

This legislative mandate concerning HR is endorsed by Section 67 of the Local Government MSA stating, under the HRD, that “the municipality, in accordance with the EEA, must develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration”

DLM biggest single budget item is its staff costs. The Municipal’s most valuable asset, when optimally utilized, motivated and developed, is its people. However this asset becomes its greatest liability when not effectively utilized.

The municipality needs a clear and simple strategy which will deliver the right people, at the right place, at the right time, with the right skills. This strategy needs to ensure that DLM can afford its staff, so it is about ensuring correct alignment of people to needs will provide a value add result, which falls within budget parameters.

In this way we will be matching the municipality's needs, the municipal budget and the individual needs into an outcome which will result in improved service delivery.

Now that the IDP (which contains the strategic objectives of the municipality for the next five (5) years) has been developed together with the budget as well as the policies that will govern administration of the implementation of the strategies and objectives of the municipality for the duration of 5 years, the municipality is in process of developing the HR Strategy that will cover the following components:

- The Staff Establishment (Organogram)
- Recruitment and Selection
- Retention
- Skills Development and Capacity Building
- Occupational Health and Safety
- Employee Wellness
- Labour Relations
- Employee Performance Management
- Workforce Planning and Personal Administration

### **3.1.6 ICT SERVICES**

- Upgrading if the Server/File Server
- ICT Plan for MSCOA compliance
- Server Room development (New building)
- Network Infrastructure (for all sites)
- Installing of telephone network (New building)
- ICT Systems
- Development of ICT Strategy
- Development of ICT Governance Implementation Plan

### **3.1.7 LIST OF THE STRATEGIES/PLANS IN PLACE**

The following ICT Plans and policies were developed and adopted in 2014

- Information Security Policy
- Policy on internet usage
- Policy on acceptable usage of 3G DATA CARD POLICY
- Website Policy
- Computer and Laptop Policy
- Mobile phone and mobile phone allowance Policy
- Municipal Policy on the use of E-Mail
- Catering Policies and procedures
- Change Management Policy
- Record Management Procedure Guide Manual for Staff

- Records Control Schedule
- Business Continuity Plan
- Patch Management Policy
- Data Backup Policy
- Disaster Recovery Policy

## 3.2 KPA 2: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

### 3.2.1 SOCIAL SERVICES

- HIV/AIDS, HOME BASED CARE AND ORPHAN

Local HIV/AIDS council in place (re launched 04 October 2016)

HIV/AIDS strategy to be reviewed

**Table 19: List of Home Base Care and the NGO's dealing with HIV/AIDS related issues at Dipaleseng.**

NAME & SURNAME	ORGANISATION	DESINATION	CONTACT
FRANCE DLAMINI	INGWE MAKHOSI	CHAIRPERSON	0733013233/0768470442
PATRICIA MOFOKENG	TEKANO M.P.C	ADMINISTRATOR	017 779059/0797509984
SITHEMBINKOSI DAWU-TSHUMA	TOPSY FOUNDATION	SOCIAL WALKER	017 7790646/0835318123 <a href="mailto:thembid@topsy.org.za">thembid@topsy.org.za</a>
R.MOYO	SAKHILE H.B.C	CARE GIVER	0767460572
PHILISIWE MOLOI	KUTLWANO DROP CENTER IN	CARE GIVER	073 8455567
BUSISIWE MATHONSI	MBUSI'S HIV/AIDS AWARENESS CENTER	EDUCATOR	0177730433/0732681165
NONO MOTAUNG	WOZA SIKUSIZE	DIRECTOR	0724441929
THEMBI NDLOVU	MASITHEMBE SUPPORT	CARE GIVER	0768485760

	GROUP		
MBALI KHESWA	MAYIHLASELE BOYS AND GIRLS	COORDINATOR	0769509179
OUMA MASITENG	TOGETHER WE CAN HBC	DIRECTOR	0736071618
ZANELE MSIBI	METHODIST HOME BASE CARE	COORDINATOR	0725849466

### **3.2.3 COMMUNITY SERVICES AND PUBLIC SAFETY**

**SPORTS AND RECREATION:** The Municipality has challenge in facilitating the support for youth to be able to participate in sports and other activities. The major challenge confronted by the Municipality is inadequate and dilapidated facilities within the communities.

#### **3.2.3.1 STATE OF SPORTING FACILITIES IN DIPALESENG LOCAL MUNICIPALITY**

##### **GROOTVLEI**

- Tennis Court - Two (2) tennis court situated next to Grootvlei community hall, not in good condition and not utilized.
- Netball Court – Two (2) netball courts situated next to Grootvlei community hall not in good condition and not utilized.
- Volley Ball Field – No Volleyball field in Grootvlei
- Basketball Field – No basketball field in Grootvlei
- Rugby Field – No rugby field in Grootvlei
- Swimming Pool – One (1) swimming pool, not in good condition and not utilized
- Bowling Field – One (1) field in Grootvlei, not in good condition and not utilized
- Soccer Field – One (1) soccer field next to Grootvlei Township, it has two (2) steel pavilions not in good condition.

##### **GREYLINGSTAD**

- Tennis Court – One (1) tennis court in Nthorwane stadium, not in good condition, however currently used by the community
- Netball Court – One (1) netball court in Nthorwane stadium, not in good condition, however currently used by the community
- Volley Ball Field – No Volleyball field in Greylingstad/Nthorwane
- Basketball Field - No Volleyball field in Greylingstad/Nthorwane

- Rugby Field - No Volleyball field in Greylingstad/Nthorwane
- Swimming Pool - No Volleyball field in Greylingstad/Nthorwane
- Bowling Field - No Volleyball field in Greylingstad/Nthorwane
- Soccer Field - No Volleyball field in Greylingstad/Nthorwane
- Soccer Field – One (1) soccer field in Greylingstad stadium, it has steel pavilions and not in good condition, however utilized by the community

### **SIYATHEMBA/BALFOUR STADIUM**

- The sport facility in Siyathemba is in dilapidated state and need to be rehabilitated
- The soccer pitch is in poor condition, athletic track in existent and the main stand is a dangerous, hazardous structure which must be dismantled
- The basketball, tennis and netball courts must be rehabilitated to better condition providing stands for spectators
- The change rooms are actually destroyed and need to be rebuild and can be used as changed rooms and ablutions for the basketball, tennis and netball courts and new change rooms can be built for the soccer field.
- No electricity
- No water
- No existing store room and medical room

#### **3.2.3.2 Key issues to be addressed**

- Inadequate and ageing Facilities.

#### **LIBRARY SERVICES:**

The Dipaleseng Local Municipality has four (4) libraries and it covers Balfour, Siyathemba, Grootvlei and Nthorwane.

The Dipaleseng Local Municipality has entered into an agreement with the department of Culture, Sport and Recreation (DCSR) in a form of Service Level Agreement as a custodian of the libraries in Mpumalanga. The DCSR has seconded one library staff in order to assist Grootvlei library on a contract basis. The DCSR also provide and support with ICT in the library. The GSDM has taken an initiative in supporting of the Dipaleseng Local Public Libraries in all Local Municipality during library awareness's.

#### **CEMETERY AND GRAVE SITE:**

The Dipaleseng local Municipality is faced with a challenge in terms of the unacceptable conditions of its cemeteries. Greylingstad, Nthorwane and Balfour are likely to reach their lifespan, while others are in unacceptable state due to lack of maintenance, grass cutting, fencing, and ablution facilities.

### **3.2.3.3 Key issues to be addressed**

- Addressing capacity issue of cemeteries reaching its full capacity
- Conduct feasibility study in all identified sites
- Maintenance of graveyards.

### **3.2.4 WASTE MANAGEMENT**

The Dipaleseng Municipality has 3 waste sites

All three sites are licenced. The ongoing challenge is that:

- There is no proper access control and sites are not fenced (Grootvlei & Greylingstad).
- There is no cover material and waste is not being compacted.
- No signage on the route to site
- No operator or controller on site
- Weigh pads present not yet operational ( Balfour)
- No ablution facilities

#### **3.2.4.1 Key priorities to be addressed**

- Community access to waste management
- Monitoring of medical and hazardous waste
- Minimization and control of environmental health
- Awareness campaign on improving waste management services such as collection and minimization strategies
- Improving compliance monitoring and enforcement

### **3.2.5 SAFETY AND SECURITY:**

The Dipaleseng Municipality is challenged with crime related issues.

#### **3.2.5.1 Key issues to be addressed**

- To facilitate the provision of adequate facilities and resources (police stations) in partnership with SAPS to improve police visibility and community safety.
- To support the “fight against crime” campaign in partnership with SAPS and other key stakeholders

### **3.2.6 DIPALESENG LOCAL MUNICIPAL DISASTER MANAGEMENT CENTRE**

The establishment of the Municipal Disaster Management Centre is a legislative requirement. The Dipaleseng Local Municipal Disaster Management Centre is situated at Balfour Fire Station. Disaster Management Officer is responsible for all the activities of the Centre on a corporate level. The Officer reports directly to the Head of the Centre.

The Centre deals mainly with the following:

- Implementation of a Geographical Information System
- Volunteers training and Administration
- Research
- Corporate Disaster response
- Corporate risk reduction
- Corporate early warning systems
- Disaster financing
- Managing of Disasters, which include resource lists and logistical arrangements.

If there is a very serious Disaster, the District Disaster Management Centre, Provincial Disaster Management Centre (PDMC) and the National Disaster Management Centre will be notified; but it will not necessarily assume control of all functions. The DDMC and PDMC may decide not to take full control of the activities relative to the affected area. In case of the threat or actual impact of a very destructive, widespread disaster in the DLM, which covers an extended time period, the entire Disaster management Centre may be activated.

### **3.2.7 Components composition of Dipaleseng satellite centre**

#### **3.2.7.1 Fire & Rescue services**

The centre would be operational on 24 hours basis. Operational staff is expected to work shifts in uniform as per **NFPA 1971**(Standard of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting), **1975** (Standard for station/work Uniform for emergency services), **1977** (Standard for Protective Clothing and Equipment for Wildland fire Fighting)

All activities being undertaken by the Fire & Rescue services will be under supervision and leadership of the station manager and shall adhere to all NFPA standards and codes as they apply in the South African Emergency Services Institute Context and Guidelines.

Personnel in the fire & rescue services will be responsible for maintenance and safe keeping of all apparatus and equipment as per approved SOP.

They will assist the station manager and all designated officers during awareness campaigns, humanitarian assistance, natural disaster and incidents intervention and ensure that all residents of the municipality are attended to when the need arises.

### **3.2.7.2 Control and communication centre**

The Disaster centre to have a fully equipped and functional communication system that will be operating 24 hours and 7 days a week.

The infrastructure allocation to the Disaster centre shall be at a minimum required standard to enable easy communication with other stakeholders in the emergency services; e.g. fire & rescue, Disaster Management, South African Police Services, Emergency Medical Services, towing services, Local traffic authority and Provincial traffic authority, FPA etc.

Personnel in the control/ communication centre will be expected to have a customer care background backed by knowledge of emergency services environment.

The communication system may be also utilised for normal Municipal utility services and after hour's emergencies to ensure an optimal utilization and efficiency of the centre for the community's advantage and better service delivery.

### **3.2.7.3 Key issues to be addressed**

- Procurement of Information and Communication Systems and installation
- Procurement of fleet, which will include an all-terrain medium pump fire engine and Disaster management Bakkie.

## **3.2.8 CLIMATE CHANGE IMPACT**

Climate change is one of the most important environmental issues facing the world today. The impact of climate change is a reality and it cuts across all climate-sensitive sectors including the Agriculture sector. The changes in the climate has threatens sector such as Agriculture leading to a decrease in food production and therefore putting pressure on the existing sectors.

The current climate system may have significant effects on the region's agricultural production and world's food security. The pattern will also affect both water availability and water quality. Higher temperatures will increase the rate of evapotranspiration and exacerbate droughts.

### **3.2.8.1 Key issues to be addressed**

- Conduct Awareness on climate change and its impact on the environment
- The Municipality to developed a climate change adaptation strategy/plan
- The Municipality to developed a climate change mitigation strategy/plan
- The Municipality to have a council committee that deals specifically with environmental and climate change issues
- The Municipality to have an Environmental Management strategy. (air pollution control, waste management, water quality management, EIA's, biodiversity conservation etc)

### **3.2.9 EXPANDED PUBLIC WORKS PROGRAMME**

The EPWP is a nationwide programme covering all spheres of government and state owned enterprises. The programme provides an important avenue for labour absorption and income transfer to poor households in the short to medium term. EPWP project employ workers on a temporary or ongoing basis either by government, by contractors or by either non- governmental organization under ministerial Conditions of Employment for the EPWP or learnership employment condition.

Target for EPWP Phase 3

### **3.2.10 LIST OF THE STRATEGIES/PLANS IN PLACE**

- Disaster Management Plan in place
- Fire Brigade By – Laws in place
- Stray animals By- Laws in place
- Integrated Waste Management Plan in place
  
- Develop Operation and maintenance Plan for Sporting Facilities
- Develop Operation and Maintenance Plan for Municipal Buildings
- Develop Operation and Maintenance Plan for Cemeteries
- Develop Halls and Building Policy

### **3.2.11 LIST OF THE STRATEGIES/PLANS IN PLACE**

- Disaster Management Plan in place
- Fire Brigade By – Laws in place
- Stray animals By- Laws in place
- Integrated Waste management Plan in place
- Develop Operation and maintenance Plan for Sporting Facilities
- Develop Operation and Maintenance Plan for Municipal Buildings

- Develop Operation and Maintenance Plan for Cemeteries
- Develop Halls and Building Policy

### **3.2.12 ACCESS TO SERVICES**

#### **3.2.12.1 WATER**

The 2011 population of the study area is 42,500 people (based on the 2011 Census) and the projected population by the year 2034 will be 52 449 (based on a 0.93% growth rate per annum). The 2014 water demand for the project area is 16.8 ML/d and includes the requirements of the wet industries. It can be deduced from above that the existing infrastructure capacity is unable to meet the current demand.

Currently DLM with its water demand of 16.8 ML/day is supplied by 6.5 ML/day Fortuna Water treatment works (WTW). It is projected that the water demand in year 2034 will be approximately 19.5 ML/day. It is evident that the current and future water demands are greater than what Fortuna WTW can treat and supply. It is against this background that it has become necessary to augment the water supply to the Fortuna WTP in order to reduce the areas susceptibility to dry periods and to cater for current and future growth in water demands.

#### **3.2.12.2 Sources of water:**

- Harth of Dam
- Fortuna Dam
- Existing Boreholes

#### **3.2.12.3 Access to water and backlog:**

- Total number of households as per 2016 community survey is 14 877
- Number of Households with Access as per the 2016 community Survey is 13 480, which is 90.6%
- Number of households without access to water is 1397 (9%)

**3.2.13.4 The Municipality plan to implement the following projects in order to address challenges on access to water supply, to cater for the new development and projected population growth:**

- Dipaleseng bulk water scheme
- Raising the Suikerbosrand Dam wall with 12m,
- Upgrading the Fortuna water treatment works,
- Construct new bulk pipelines and
- Construct an additional storage reservoirs
- Climate change impact:
  - The Harhof dam and Fortuna dam evaporates quicker due to heat wave experienced in recent years; and the ground water is also affected.
  - However, the recent summer season rainfalls have brought relief to draught fears as the dam levels raised to at least 90% full capacity.

**3.2.13.5 SANITATION**

Access to sanitation and backlog:

- Total number of households as per 2016 community survey is 14 877
- Number of Households with Access as per the 2016 community Survey is 13 976, which is 93.9%
- Number of households without access to water is 490 (7%)

**3.2.14 The Municipality plan to implement the following projects in order to address challenges on access to sanitation, to cater for the new development and projected population growth for the next 20 years period:**

- Upgrading of waste water treatment works in Balfour from 4MI/day to 12MI/day
- Construction of a new 1.5MI/day waste water treatment works in Grootvlei
- Upgrading of waste water treatment works in Greylingstad from 0.5MI/day to 1.5MI/day

- Provision of sewer reticulation in Grootvlei Ext 1, Balfour north, Siyathemba Ext 5. & 6 and Nthoroane

#### **3.2.14.1 Roads and transportation**

The Municipal roads are severely affected by the haulage trucks passing through Balfour town, as a result of the R23 and R59 corridors. The R59 corridor is passing through Balfour town through the Municipality's internal streets. The Municipality has in the past upgraded the streets affected through Municipal Infrastructure Grant. However due to the haulage trucks from the R23 and R59 corridors the road pavements is failing and it causes major potholes.

Status quo of roads in kilometers for Dipaleseng Municipality.

- Total extend of roads is 190km
- Total length of paved roads is 89km
- Remaining backlogs (gravel roads) is 101km

The Municipality is utilizing the Municipal Infrastructure Grant (MIG) to address backlogs on roads infrastructure. However due to prioritization of projects based on community basic service needs, the amount allocated to roads projects is very minimal and that can only allow the Municipality to implement less scope of works. The Municipality has approached the Department of Public Works for assistance on refurbishments of roads in towns as the damage as mostly caused by haulage trucks.

#### **3.2.14.2 KEY ISSUES TO BE ADDRESSED**

- Implementation of Dipaleseng Water Scheme
- Refurbishment of boreholes
- Desludging of pit toilets in farm areas
- Sewer reticulation in the Dipaleseng LM
- Eradication of septic tanks in Greylingstad
- Electrification of formal stands in Dipaleseng LM
- Construction of new Substation in Balfour
- Construction of storage reservoirs
- Replacement of old and asbestos mainline and reticulation

- Installation of isolating valve and zonal meters in the reticulation
- Extending the dam walls of Haarthoff dam
- Upgrading of roads in Dipaleseng LM

### **3.2.15 LIST THE STRATEGIES/PLANS IN PLACE**

- Water and sanitation Master Plan- to be reviewed
- Roads and Storm Water Mater Plan - to be reviewed
- Electrical Master Plan- to be reviewed

Water Demand Water Conservation management Plan- to be drafted.

## **KPA 3: LOCAL ECONOMIC DEVELOPMENT**

### **3.3.1 OVERVIEW**

In December 2011, Dipaleseng Local Municipality held a Local Economic Development (LED) Summit aimed at promoting economic growth and socio-economic development within the municipal area of jurisdiction, and to share information and business opportunities among stakeholders.

The aim was further to offer local government, the private sector, Non-Profit Organisations and local community the opportunity to work together to improve the local economy through investment attraction and retention initiatives; and LED catalytic project implementation.

The Municipality identified the need for the Local Economic Development Strategy as a tool for the execution of its development functions. As such the LED Strategy was developed in and adopted in May 2011. Later in the year (December 2011) an LED Summit was held for which resolutions were taken and required implementation.

It must however be noted that the Municipality does not have all resources required to implement projects, therefore pooling of resources is required hence the need to have a strong functional Local Economic Development Forum (LEDF). The forum's objectives amongst others is to ensure that that resolutions of the economic summit(s) are implemented and reviewed accordingly; and further facilitate access to funding for the implementation of the projects identified through the IDP processes .

On 19 July 2012, the Dipaleseng LEDF was launched though has never been functional and its structures inactive until its revival in December 2014. This has led to uncoordinated efforts on matters relating to economic development within the municipality.

Since resuscitation of the LEDF it has been maintaining its consistent quarterly sittings; and working groups as per identified pillars in the LED strategy also active. Nonetheless, implementation of the summit resolutions (which aimed at facilitating implementation of the LED Strategy) has never been satisfactory due to inadequate capacity in the LED Unit to coordinate and monitor implementation of proposed activities.

#### **3.3.1.1 TOURISM**

The tourism industry within the Dipaleseng area is relatively small due to the lack of a major attraction and the expectation of high standard tourist products and services. However, opportunities do exist for tourism facilities and should be developed where feasible to create more employment opportunities. The lack or very limited tourism opportunities therefore result in low

economic growth. This is due to the fact that the Municipality is faced a challenge of ageing infrastructure such impacting on local economic development and tourism development.

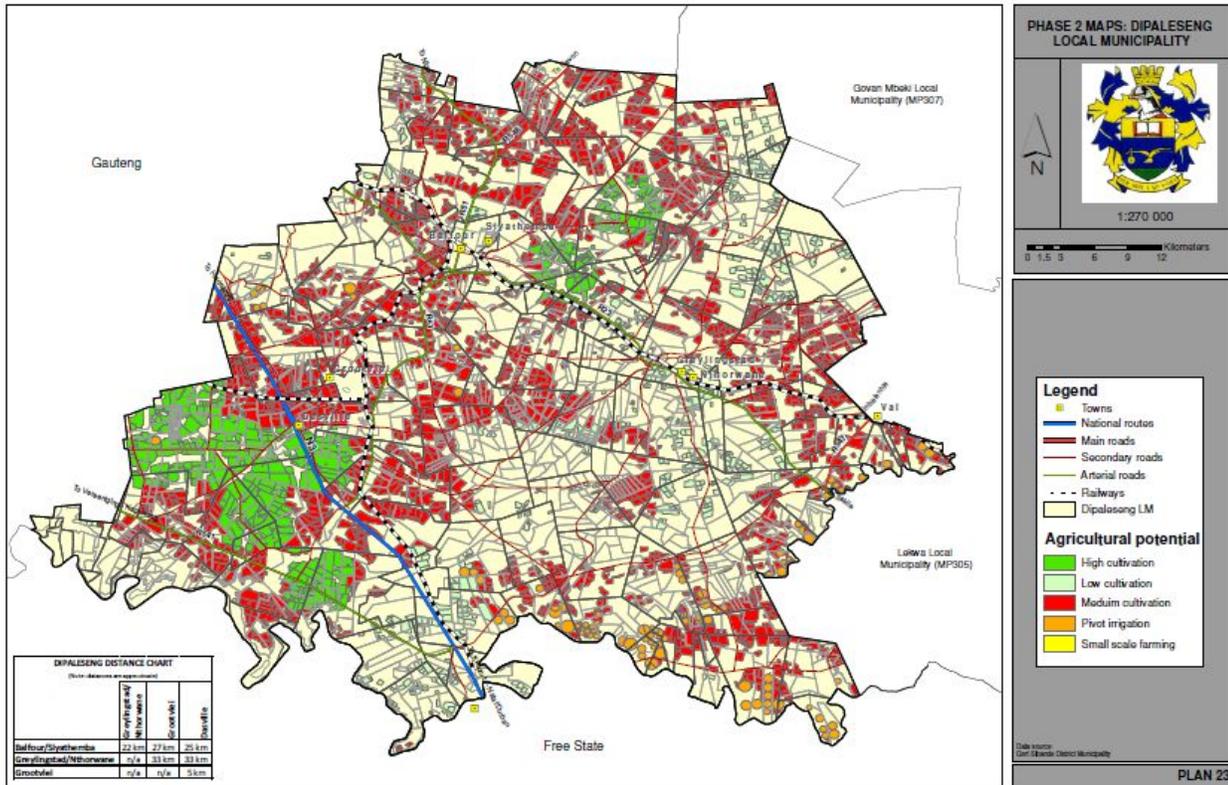
### **3.3.1.2 AGRICULTURE**

As indicated in the Dipaleseng Local Economic Development Strategy (LED), 2011, Mpumalanga has a diverse climate that makes it possible to practice various agricultural activities with the main agricultural products being, maize, sunflower, grain, wheat, sorghum, beef, mutton, and dairy and wool.

The Dipaleseng Spatial Development Framework (SDF), 2010 further highlights that the agricultural crop potential of land in Dipaleseng allows for cultivation of crops such as maize, wheat and sorghum and livestock farming of cattle and sheep. It must however be noted that more determination on agricultural potential within the Municipality still needs to be explored further. This is supported by the fact that the SDF depicts that 6% of the land is regarded as of high cultivation and 24% being medium while 4% of the municipal area is undetermined in terms of the agricultural crop potential about 24% of the municipal area is regarded as medium cultivation agricultural areas.

Figure 6: Below map depicts Agricultural Crop Potential

## PLAN 23: AGRICULTURAL CROP POTENTIAL

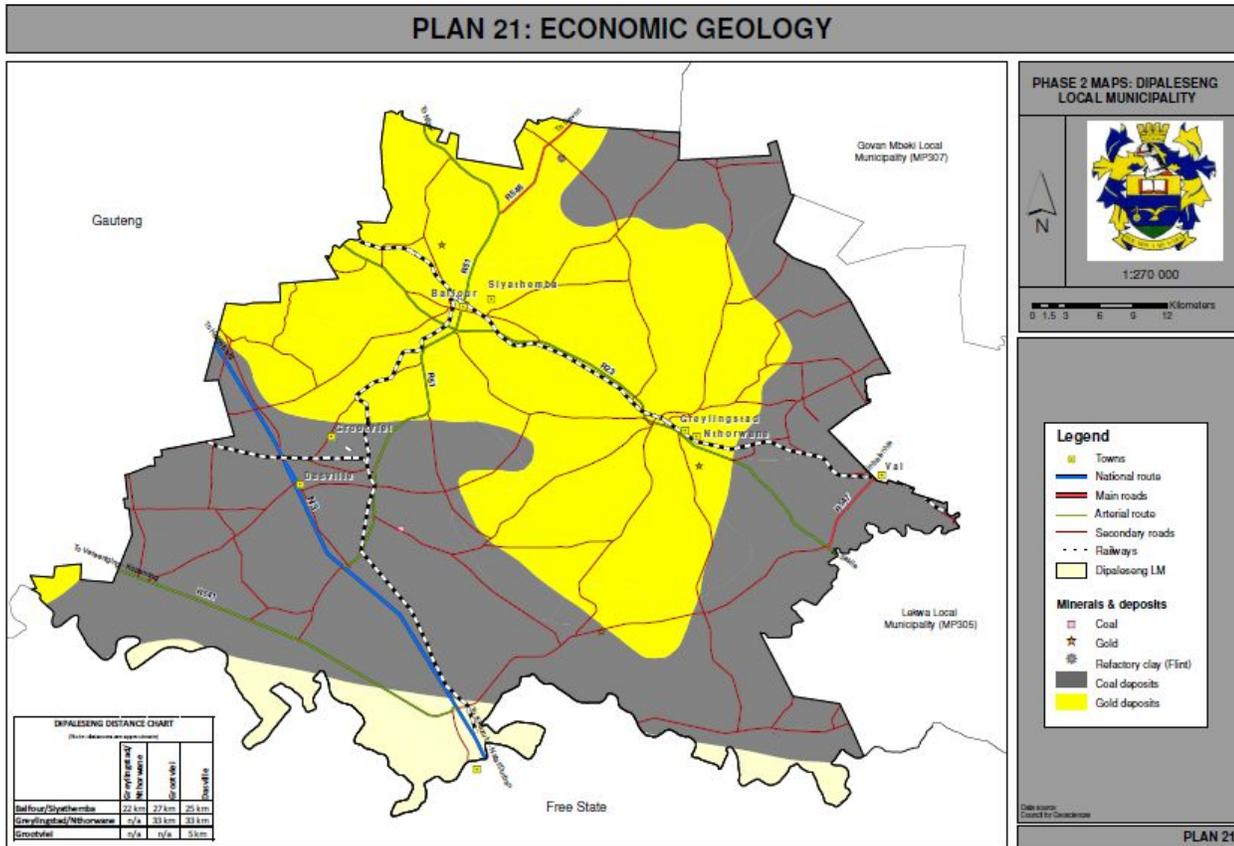


The agricultural land should therefore be protected to ensure continuous production and for the area to serve as the main agricultural service center supplying the surrounding agricultural communities and towns with commodities and services.

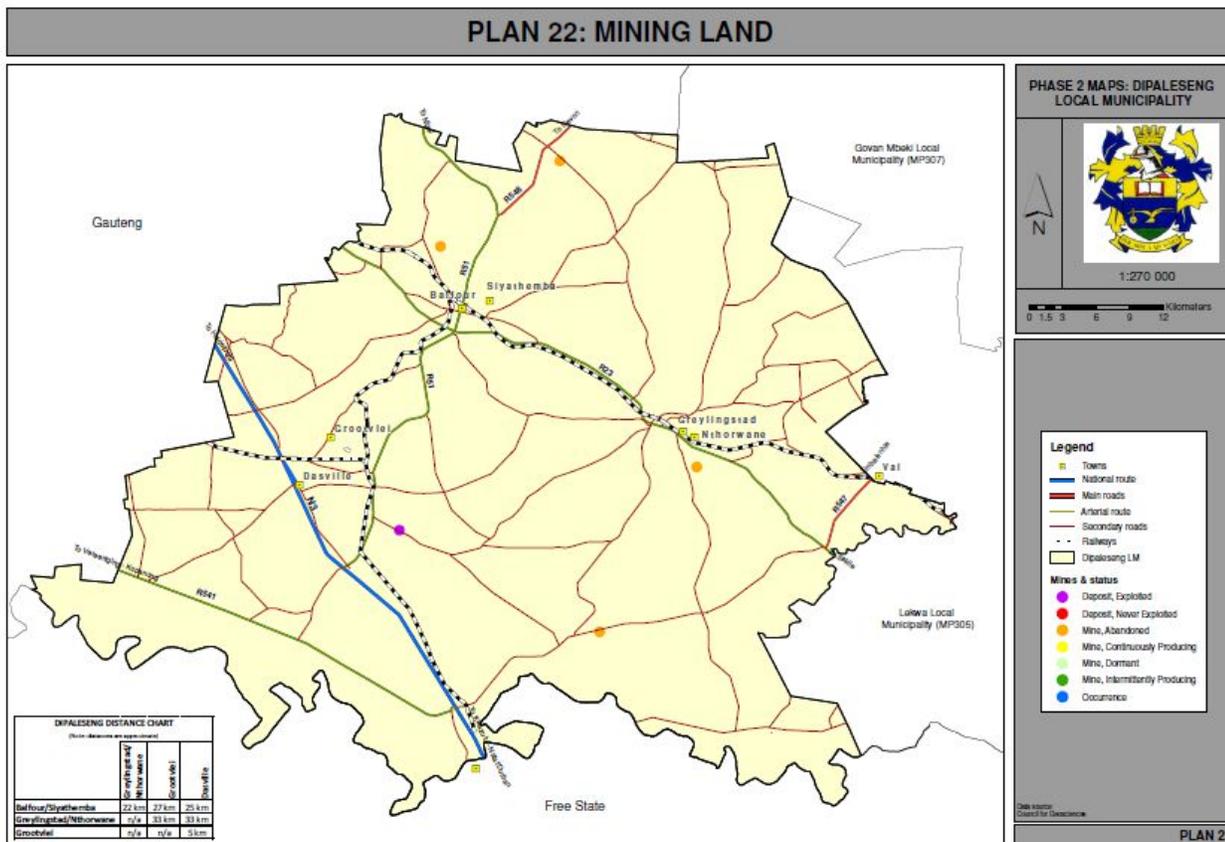
### 3.3.1.3 MINING

The SDF depicts that the geological composition in Dipaleseng provides numerous economic opportunities through mining as the area is predominantly underlain by coal and gold deposits. Mining activities are therefore regarded as one of the major contributor in the Dipaleseng Municipality's economy.

Figure 7: See below Plan 21 of the SDF: Economic Geology Plan 22: Mining.



**Figure 8: Potential Mining Land**



- One mining house (Sasol) developed the SLP and projects identified and funded for DLM
  - Eskom no specific LED projects however they are engaged in various activities under the Corporate Social Investment (CSI) (donation of computers to schools, donation of park homes to business community and NPOs. There is a Development Foundation which donates and sponsor local schools community Based Organisations (CBOs) around the Dipaleseng area with 4 232 beneficiaries.
- Social Labour Plan (SLP)/LED projects that are running within the Municipality in a period of 5 years from 2013 and not beyond 2020(infrastructure oriented)
  - Projects are as follows and the amount allocated to each :
    1. Reservoir Fencing Nthoroane R 0.5 million 2013 (completed)
    2. Upgrading of Nthoroane/Greylingstad roads Nthoroane / Greylingstad R 10 million 2013 – 2014 (completed)
    3. Upgrading of waste water treatment plant Nthoroane R 15 million 2015-2017 (in progress)

4. Provision of sewer reticulation in Nthoroane/Willemsdal/Greylinstad 2018-2020 R30 000 000 - Confirmed/ring fenced but not yet commenced

- there is a programme of SMME development within Sasol whereby it tries to bridge the gaps identified within small businesses and assist them meet requirements in the procurement system.
- Site earmarked for establishment of a Skills Development Centre and major companies being engaged through the LEDF to come together and assist in establishing the centre. The Municipality to donate land for community development purposes.

#### **3.3.1.4 MANUFACTURING**

- Manufacturing is deemed as one the most important sector in terms of economic contribution in Dipaleseng though it is experiencing a decline (LED Strategy, 2011). It should however be noted that manufacturing is at small scale and mostly on agricultural implements. The area provides opportunities in agro-processing and mineral beneficiation which should be tapped on in order to grow to medium or large scale manufacturing.

#### **3.3.1.5 POTENTIAL ECONOMIC DEVELOPMENT CORRIDORS**

The District has identified five key economic strips/corridors in which Dipaleseng is affected by the R23 Corridor which represents the old route between the Gauteng Province and Durban/eThekweni in KwaZulu-Natal. This is regarded as a prominent link of towns and settlements such as Balfour, Standerton and Volksrust to one another. This therefore implies that the Gauteng to Durban N3/ N11/ R103/ R23 route is categorized as road freight corridor which has economic potential to the municipality as it facilitates accessibility and mobility of goods and people such needs to be explored further.(DLM SDF 2010)

##### **• UNEMPLOYMENT AND EMPLOYMENT LEVELS**

- ▶ The Municipality facilitates Creation of job opportunities and promotion of poverty alleviation strategies to ensure sustainable livelihoods, and Compilation of register for job opportunities created. There are Temporary labour intensive job opportunities created through various projects and government initiatives (EPWP programmes) running within the municipal jurisdiction.

- ▶ There is further facilitation and coordination of workshops and trainings for different economic related topics with other departments to empower local SMME's (at least to per quarter. The Municipality is playing a connector role in respect of LED through seeking support from different government instruments (support of the Sector Education and Training Authorities (SETAs); and non-governmental backing initiatives that municipalities can tap into for resources e.g Sasol, Eskom etc. to address skills development
- ▶ SMME data base developed and being submitted to major businesses upon request for subcontracting and supply and delivery of services as and when required.

- **YOUTH UNEMPLOYMENT**

- The high rate ( 37.2%) of unemployment is very high and needs aggressively programs to address this situation.

- **KEY ISSUES TO BE ADDRESSED**

- **LIST OF PLANS/STRATEGIES IN PLACE**

LED Strategy in place however needs to be reviewed.

- **LED**

In order to explore more on agricultural, tourism and mining development and other economic potentials in the Municipality, an LED Strategy and the Spatial Development Framework are annexed to the document. The Municipality needs to improve standard of its

- infrastructure i.e. the roads in order to provide an enabling environment to implement the LED strategy.

### **3.4 KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

The municipal financial management is regulated by several pieces of legislation and Dipaleseng Local Municipality is fully complying with the aim of ensuring sound financial governance. National treasury introduced a uniform financial reporting framework (mSCOA) which the municipality will fully compliant on the 1<sup>st</sup> of July 2017.

The payment rate is currently sitting at 66% and that results in the late payment of the creditors and noncompliance with MFMA. The revenue enhancement strategy is in place to assist in increasing the payment rate.

Moon soft has been appointed to assist the municipality with the implementation.

The utilization of the equitable share for the provision of free basic services supports indigents against the impact of the local economy. All in-year reports have timeously been submitted and the municipality intends to continue with the same practice to inform Council on the state of the municipality's financial affairs.

The municipality will strive to monitor expenditure to guard against fruitless and wasteful, irregular and/or unauthorized expenditure. Through the financial management system, the Finance Department is able to ensure that all expenditure and income are continuously monitored through cost curtailment measures that gets reported to Council on a monthly basis.

The municipality ensures the proper and accurate valuation of all properties within its area of jurisdiction as well as to keep track of any changes. Such activities are in accordance with the implementation of the Municipal Property Rates Act. The municipality has compiled the new valuation roll in terms of the Property Rates Act, which is for the period 1 July 2014– 30 June 2018.

Annual Financial Statements are compiled according to the prescribed general recognized accounting practices (GRAP). Since 2013/2014 the municipality has received unqualified audit reports. Corrective steps for matters raised are dealt with immediately and are contained in the oversight report to Council. Since the stagnant status of unqualified audit outcome will strive to obtain the clean audit outcome.

It is important that the municipality continuously take actions to enhance revenue by expanding the revenue base, maintain the collection levels and to create an environment which enhances growth and development. There must be a balance in the allocation of funds for the capital budget between new infrastructure and the upgrading or replacement of existing assets. This must be done in an efficient manner that will ensure sustainable and affordable service delivery.

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

- Ensure transparency and accountability;
  - Manage revenue, expenditure, assets and liabilities in a responsible manner;
  - Adhere to all legislative requirements;
  - Well thought-out budgetary and financial planning processes;
  - Effective supply chain management;
  - Applying full credit control measures; and
  - Effective cash flow management.
- Lastly the municipality will apply the Batho Pele Principles in rendering an efficient, responsible and effective consumer service to the community.

**3.4.2** **The following policies are in place and fully implemented and are being reviewed on an annual basis:**

- Credit control and debt collection
- Supply chain management
- Asset management policy
- Budget policy
- Tariff policy
- Indigent policy
- Property rates policy

## **3.5 KPA 5 INTERGOVERNMENTAL RELATIONS AND PUBLIC PARTICIPATION**

### **3.5.1 PERFORMANCE MANAGEMENT**

#### **Problem Statement**

The Dipaleseng Local Municipality regards Performance Management System not only as a system that is linked to human resource development but to improve the overall performance of the institution. Therefore the Performance Management System Framework was adopted by the Council in 2004 to give guidance as to how the personnel and the organisation can be appraised on performance. The Performance Management System Framework was reviewed in 2006 but still is not separated into Personal / Individual Performance Management System Framework and Organisational Management System Performance.

The Municipal Manager and Managers directly accountable to the Municipal Manager entered into performance agreements with the Municipality as required in terms of the Local Government: Municipal Systems Act, Act No. 32 of 2000. Though the section 56 managers do sign performance contract that is aligned to their Service Delivery Budget Implementation Plan formal appraisals had not been done in the past two financial years but performance is being assessed through monthly, quarterly and annual performance reports.

The workshop of Councillors and Senior Managers on Performance Management System is still to be organised because of the deployment of the new Council in this local municipality. This is important in order to allow Councillors to oversee the Municipal performance and give further political guidance without interference. Seeing that Municipal performance does not lie with senior management only, DLM is to pilot the cascading of the Performance management to all levels of the organisations.

This initiative will call for the establishment of the Performance Audit Unit and the employment of then qualified personnel to perform the duties accordingly. Currently the Internal Audit Unit is assisting with auditing of the quarterly performance of the departments and the risks incurred on each department. The intervention of the risk in a form of implementation of risk treatment plans assist in the enhancement of performance as well.

#### **3.5.2 Strategy**

- DLM will initiate an inter-departmental planning process that will facilitate the integrated planning approach by all Provincial sector departments and National departments. Further, the Municipality will facilitate the establishment of cross-departmental task teams, to monitor the implementation of the integrated package of services. This will require monthly meetings with all sector departments for reporting on the implementation of the planned projects per sector department, and further assessment of performance and further feedback from the Municipality.
- Educative activities to ensure that Officials and Councillors understand the Performance Management System will be commissioned.

- Conduct an audit monthly performance reviews.
- • Continuous feedback to be given to individual Managers on their performance.
- Submission of monthly, quarterly, and half yearly reports of the SDBIP.
- • Recommend remedial actions for substandard performance.
- Evaluate the impact of performance of individual managers visa versa the municipal performance and compensate good performance

### **3.5.3 PROPOSED PROJECTS/PROGRAMMES**

- ✓ Initiation of interdepartmental planning.
- ✓ Establishment of the cross departmental task team to implement and monitor the implementation of the integrated package of services.
- ✓ Review of the performance management system to consider new legislation.
- ✓ Conduct an intensive training for Councillors and Officials on the adopted Performance Management System and Improve the System and its Implementation.
- ✓ Activation of Electronic version of PMS

### **3.5.4 PUBLIC PARTICIPATION**

#### **Problem Statement**

The cornerstone of community participation in governance is effective well-resourced and efficiently managed Ward Committees and Community Development Workers. The ruling party continues to ensure that Ward Councillors hold at least six ward committee and mandatory public meetings per annum.

#### **3.5.5 The municipality engages in these processes.**

- To promote values of good governance and human rights.
- Acknowledge a fundamental right of all people to participate in the governance system.
- To narrow the social distance between the community and the municipality.
- Recognize the intrinsic value of all of our people, investing in their ability to contribute to governance processes.
- Strengthen ward committees and the community involvement in the municipal affairs.
- Reinforce elected officials linkage with communities through izimbizo, road shows and Lekgotla. In line with Section 52 of the Constitution of South Africa, the LM will ensure: 1) The involvement of the community of Dipaleseng in the planning processes of decision making processes, i.e. ward committees, organisational arrangement of the IDP; performance review, Budget 2) Special attention will be given to the involvement of youth, women and people with disabilities in the development process; and 3) Organisation of community outreach meetings for the purpose of feedback and further engagement.

### **3.5.5.1 Objectives**

- Involve community and community structures in matters of local government.
- Develop appropriate mechanisms, processes and procedures to encourage the involvement of community in matters of Local Government.
- Ensure that the ID/stakeholders Forum is function properly and that community member are informed.
- To ensure the promotion of transparency through public participation at all times.
- To discourage corruption through the promotion of good and ethical conduct by the councillors and the officials alike.
- To ensure that the people are part of the development process.
- To involve youth, women and the disabled in decision making processes.

### **3.5.5.2 Strategy**

Strive to achieve the object of local government as espoused in the constitution of the republic. Promote the developmental character of the DLM.

- Invite members of the public to council sitting, 7 days before the sitting
- Hold IDP and Budget consultative meetings
- Hold ward committee meetings monthly
- Develop Public participation policy
- Convene ward committee summit
- To hold ID/stakeholders forum on a monthly basis

### **3.5.6 PROPOSED PROJECTS & PROGRAMMES**

- Develop appropriate mechanism, processes and procedure to encourage the involvement of community in matters of local government.
- Training and inductions of ward committees.
- Purchase of Vehicle for Public Participation.
- Facilitate community workshops on key issues of local importance.
- Establishment of a community radio station in the municipality
- To develop ward and household profiles.
- Market, Brand and Promote the Municipality
- Provide for Bulk printer, sound and recording system, cameras for recording and multimedia purposes

### **3.5.7 COMMUNICATION**

#### **PROBLEM STATEMENT**

It is vitally important that the information technology development and progress Dipaleseng Local Municipality maintains be kept in pace with external and worldwide ICT developments. Technology is no longer a luxury but a necessity for communication with the world. The wealth of information and services available are enormous. The full utilization of information technology will not only put the local authority on the fine edge of improvement but will increase service delivery enhancements. This will include spinoffs to the community at large.

- No stable back up power supply which results in interrupted communication both in telecommunications and computer technology.
- Satellite offices do not have standby generators
- Current computer equipments in the satellite offices are outdated
- No adequate control on data usage
- Level of competency of IT Staff needs to be improved
- Cable theft
- No internet connectivity at Siyathemba and Nthorwane

#### **3.5.7.1 Objective(s)**

- To have a reliable network with minimal interruptions
- Improving the communication with the community
- Stable back up power supply and interrupted communication in all offices
- Sourcing of new computer equipment for the satellite offices
- Internal review of our own existing software systems to ensure integrity of data as primary objective.
- Internal review of our existing hardware systems to ensure we keep up to date with modern trends.
- Strategic planning and review of possible communication systems that will not only improve the affectivity of the municipality but will also render a service to the community.

#### **3.5.7.2 Strategy**

- To have a supply of consumable spares in stock, so as to have a clean & efficient turnaround time.
- Upgrading of IT equipments at all offices
- Increase the data flow of the network
- Purchase and install new software when needed
- Cost effective supply chain
- Mass sms communication with stakeholders
- Rolling out of the GIS (Geographic Information System)
- Updated municipal geographical information available
- Ease of access to public information via web, email and sms.

### **3.5.7.3 PROPOSED PROJECTS & PROGRAMMES**

- Upgrade Internet and telecommunication
- Installation of GIS
- Improve Communication through SMS and website
- Quarterly Publication
- Market, Brand and Promote the Municipality
- Provide for Bulk printer, sound and recording system, cameras for recording and multimedia purposes

**3.6. KPA 6: SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE  
SPLUMA IMPLEMENTATION**

**3.6.1 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (SPLUMA)  
IMPLEMENTATION**

- Since promulgation of Spatial Planning and Land Use Management Act in 2013, the Municipality has been in transition towards ensuring its implementation from 01 July 2015 GOING FORWARD. The Act WAS INTRODUCED TO Council with all processes that need to be followed to ensure its application.

The below table depicts progress on SPLUMA implementation thus far:

**Table 20: SPLUMA IMPLEMENTATION**

INDICATOR	PROGRESS
Decisions on Planning tribunal option	District Municipal Planning Tribunals [Section 34 (2) of SPLUMA] established-  Gert Sibande Municipal Planning Tribunal
Signing of MoA	Approved and signed Memorandum of Understanding (MOU) for District and Joint Municipal Planning Tribunals
Call for nomination of District Municipal	Nominations done and GSDMPT

Planning Tribunal (MPT) & their appointment	members appointed
Categorization of land use applications	Approved by Council
System for receiving applications	Partially done
Preparation of new tariffs	Approved land use applications Tariffs
Preparation and adoption of SPLUMA By Law	SPLUMA By-laws approved and promulgated
Appointment of GSDMPT Members	Members appointed
Gazetting of MPT members	Members gazzeted
Establishment of Appeal structure	District Appeal Structure established
Delegations in terms of Section 56 of the Spatial Planning and Land Use Management Regulations, 2015	Partially done. Still to be adopted by Council
Establishment of an Appeal Board/Authority	Outstanding

### 3.6.2 SPATIAL DEVELOPMENT FRAMEWORK

The formulation of a Spatial Development Framework is **legally required** in terms of Chapter 5, Section 26(e) of the Local Government: Municipal Systems Act, 2000; and Chapter 2, Section 4 of the Local Government: Municipal Planning and Performance Management Regulations, 2001.

A Spatial Development Framework (SDF) serves as a long term (20 year) strategic document that guides spatial planning and future development within municipal areas, whereas an Integrated

Development Plan (IDP) serves as a short term (5 year) implementation tool to give effect to, and achieve the Spatial Development Framework. The below diagrams depict the three nodal micro strategic development concept in areas of Dipaleseng as per the SDF:

**Figure 9: Balfour & Siyathemba Micro Strategic Development Concept**

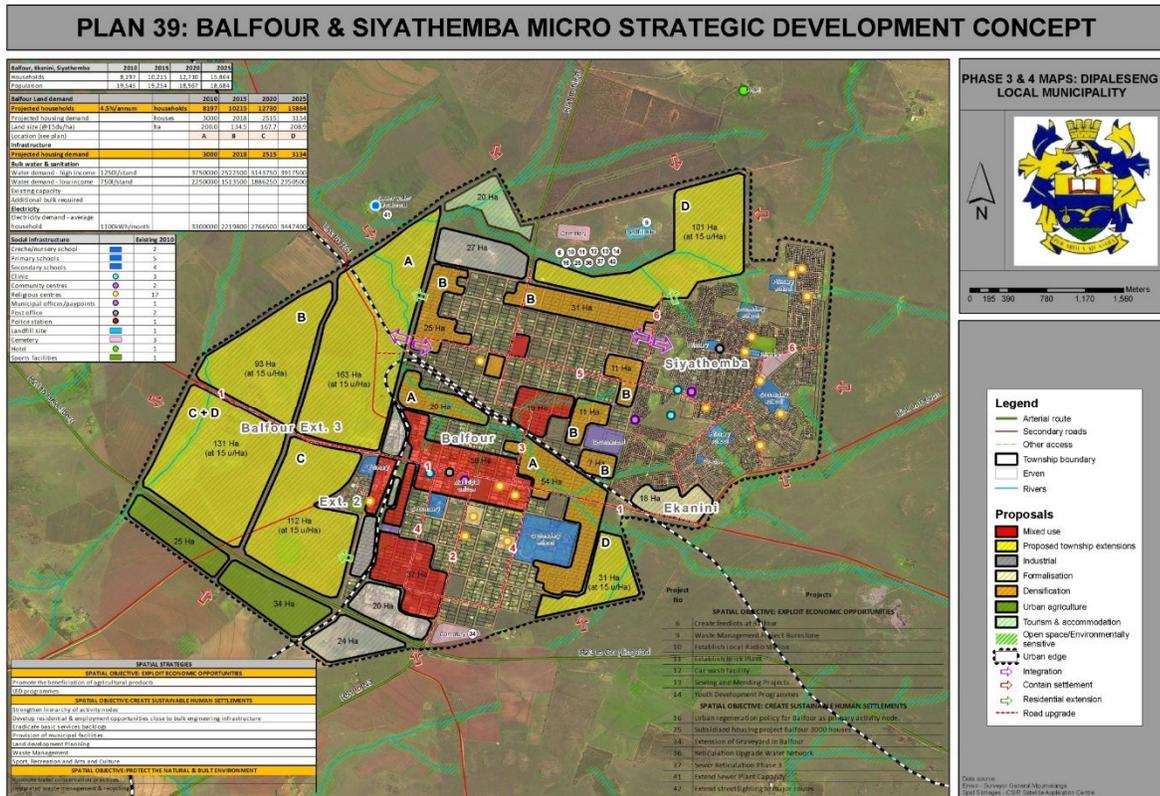
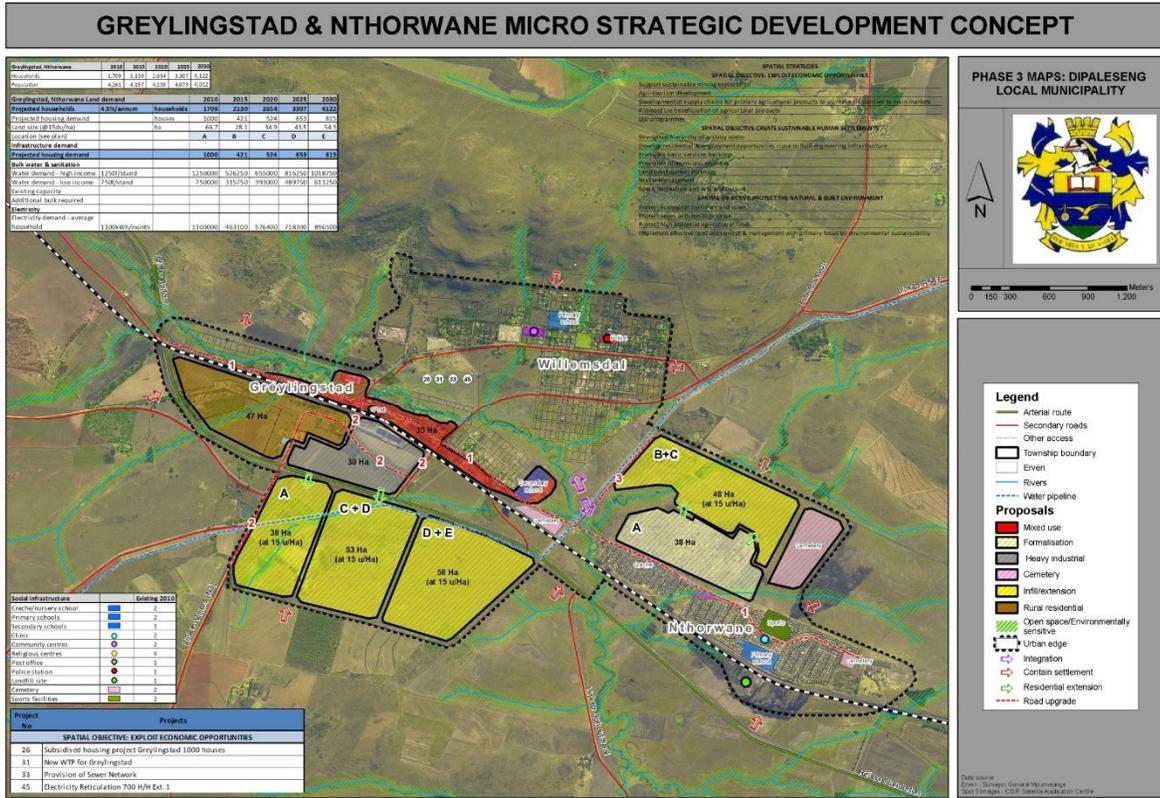
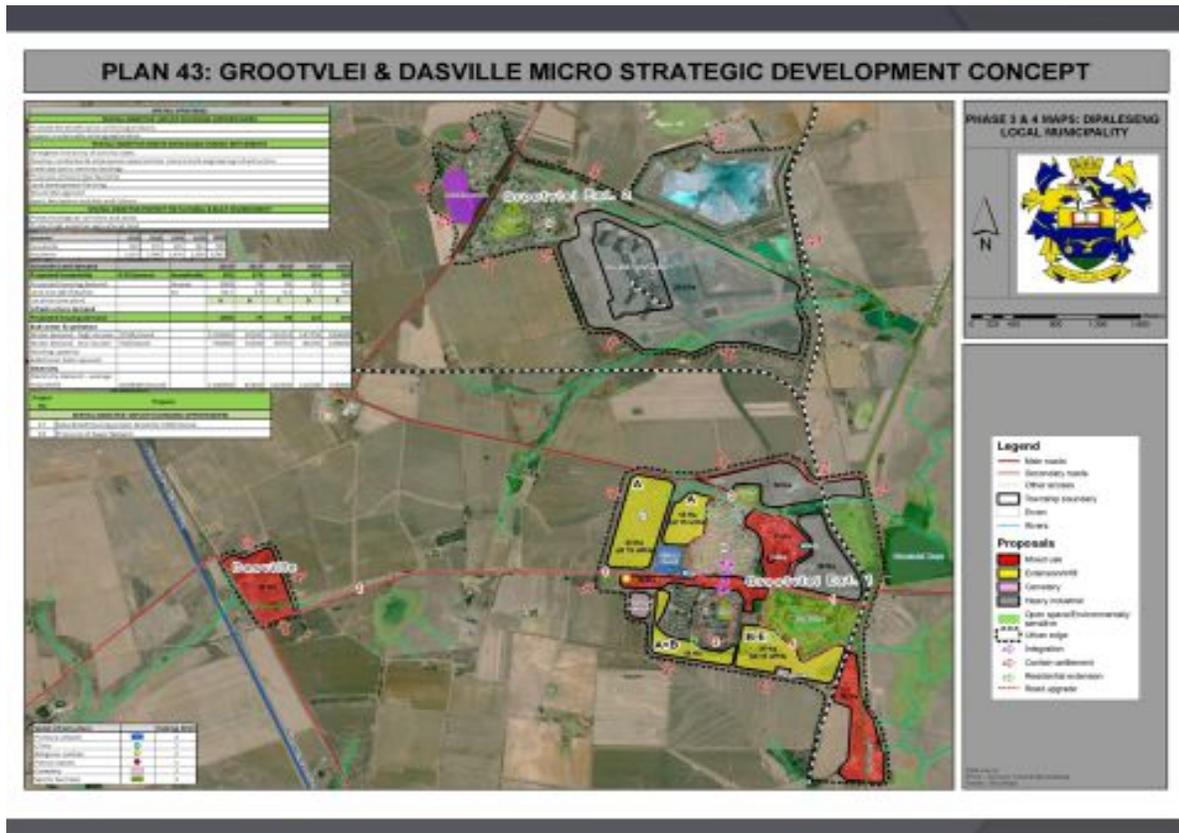


Figure10: Greylingstad & Nthorwane Micro Strategic Development Concept



**Figure 11: Grootvlei & Dasville Micro Strategic Development Concept**



It must be noted that the SDF was approved in 2010 in respect of Spatial Planning and Land Use Management Bill (SPLUMB) and being implemented. It however needs to be reviewed to align to the act itself and assist in integrating, aligning and expressing development policies and plans from other stakeholders within the municipal space (thus being a spatial representation of the IDP).

### 3.6.3 LAND USE MANAGEMENT SCHEMES (LUMS)

For the SDF to achieve its objectives, it requires the town planning scheme or land use scheme to act as a management tool to implement the strategic plans prescribed by the SDF. In other words

the relationship between the SDF and town planning or land use scheme is generally that the land use scheme will ensure that land uses on the ground are in accordance with the proposals of the SDF.

Land Use Management Schemes (LUMS) were also developed and approved in 2012 however need to be reviewed to incorporate zoning of newly established township(s).

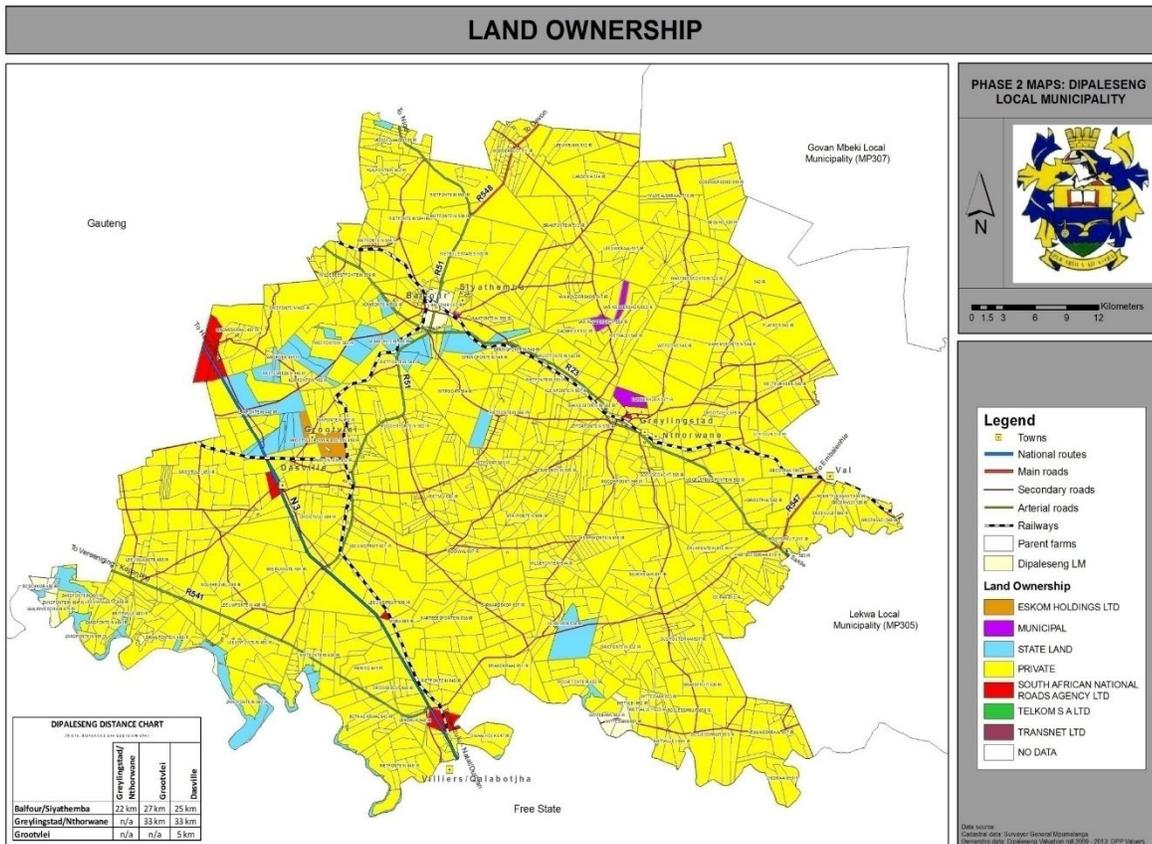
In General, SPLUMA adds to what MSA stipulates whereby Chapter 5(LUMS) gives effect to SDFs and IDPs.

### 3.HUMAN SETTLEMENTS PLANNING

#### OVERVIEW

Land is an upfront component of integrated sustainable human settlements and/or provision of housing as such there is a need to acquire land. A considerable amount of well-located land however belongs to private individuals and tends to be expensive. Notwithstanding these, it is still a Constitutional right for citizens to be provided with shelter within the available resources of the state. This therefore implies that a few pockets of land are registered in the name of the Municipality and the state. The map below indicates land ownership within the Municipality:

**Figure 12: Land Ownership Map**



One of the Department of Human Settlements' areas of responsibility relates to provision of housing subsidies to the needy. A housing subsidy is a grant by government to qualifying beneficiaries for housing purposes. In terms of the Municipal Systems Act (MSA) 32 of 2000, Municipalities are required to prepare a **Housing Sector Plan (HSP) and/or a Housing Chapter (HC)** as a component of the Integrated Development Plans (IDP's). This is further supported by the Housing Act of 1997 which provides that Municipalities have to plan for housing development as part of their IDP.

The objective Housing Chapter, as the component of the IDP is to promote the creation of the sustainable human settlements. The HSP further aims to outline the needs and demands for housing, respond to issues underlying provision of housing and make proposals for strategic housing interventions resulting in integrated human settlements. (This implies that delivery of housing has to go hand in hand with the effective delivery of basic services e.g. water, electricity, accessibility and/or roads and sanitation, as well as social and educational amenities, and access to livelihood opportunities).

The increasing demand for adequate shelter in South Africa by the poorest of the poor resulted in many challenges in ensuring that there is fair and transparent allocation of housing opportunities to those applying and qualifying for housing subsidies from government. The provision of housing was perceived by many citizens as being ineffective and often associated with controversy and unnecessary delays due to various challenges. Based on this, it is then that the Minister of Human Settlements together with provincial housing departments recognised a need for a single integrated registration and allocation system that will replace the Municipal waiting lists. This resulted in the development of the **National Housing Needs Register (NHNR)** to ensure that a proper establishment of needs for housing for and fair allocation of housing opportunities.

It is therefore prudent to highlight that Dipaleseng Municipality is no exception thus implementing the **NHNR**. It must be noted that both **NHNR** and the **Provincial Beneficiary Management Policy (PBMP)** are used for identification of prospective beneficiaries and determine the housing need and allocation within the municipality. Registration of potential beneficiaries per ward is in progress and remains continuous process throughout.

In conclusion, a Resource Book on Housing Chapters - Sustainable Human Settlement Planning indicates that HSP/ HC must be done as part of the IDP process and becomes a chapter in the IDP thus not a comprehensive, stand-alone plan resulting from a separate planning process. It further highlights that it serves as a summary of the housing planning undertaken by a municipality and should be able to be used together with the IDP's Spatial Development Framework (SDF) and the budget

It must be noted that it is vital that the housing sector plan is aligned with the IDP for the municipal area. There are however two potential scenarios that exist when developing a housing sector plan whereby firstly the housing sector plan is developed in parallel with the IDP and Secondly the housing sector plan is only developed after the IDP has been completed. Like the IDP, the HSP/HC is a 5-year plan which needs to be reviewed annually. This therefore suggests that the current Municipal Housing chapter developed in the 2012/213 financial year needs to be reviewed in order to align to the current IDP.

### **3.6.3 HOUSING ALLOCATION**

The Department of Human Settlements (DoHS) subsidy allocation for 2016/17 financial year is budgeted at **R52 190 000.00** with the allocation of **two Hundred (200)** housing units in Siyathemba and Grootvlei, Phomolong and preparation of **Six Hundred and Eighty Eight (688)** sites.

The table in the next page depicts housing programmes per intervention category, area; number of units/sites and the amount budgeted for on each category:

**TABLE 21: CATEGORISATION OF THE HOUSING SUBSIDY**

<b>AREA</b>	<b>PROGRAMME</b>	<b>NUMBER OF UNITS/SITES/OTHER</b>	<b>AMOUNT</b>
<b>Balfour/Siyathemba</b>	Integrated Residential Development Programme (IRDP PHASE 1)	688	R30 000 000.00
<b>Siyathemba</b>	Informal Settlements Upgrading	100	R11 095 000.00
<b>Grootvlei</b>	People's Housing Process (PHP)	100	R11 095 000.00
<b>TOTAL</b>	-	-	<b>R52 190 000.00</b>

For new and/or future projects to be implemented without delay the Municipality must ensure that the the prioritised beneficiary lists together with completed subsidy application forms are kept ready for submission to DoHS. The potential beneficiaries must be prioritised in terms of the Beneficiary Management Policy (BMP) and must be sourced from the NHNR.

### **3.6.4 DEED REGISTRATION/RESTORATION PROGRAMME**

The goal of the project is that the rightful occupiers of the state housing should receive their legal proof of property ownership in the form of a title deed in a timely and affordable manner with the state playing a direct enabling role to ensure that this is achieved.

Title Deed Restoration Project supported by Department of Human Settlements (DoHS) of which TMN Kgomo & Associates have been appointed as conveyancers for the Municipality for a period of three (3) years with effect from 01 October 2016 and not beyond 30 October 2019. The Number

of transfers shall be limited to **two thousand (2000) per annum** subject to the availability of beneficiaries at an amount of **One Thousand Rand (R1000.00) per unit.**

It must however be taken into cognisance of a total of 512 title deeds were registered in the 2015/16 financial year for Dipaleseng Local Municipality (first phase of subsidised housing beneficiaries) and were successfully handed over by the MEC: Mpumalanga Dept. of Human Settlements to the previous Executive Mayor of Dipaleseng Local Municipality (September 2015)

### **3.6.5 ACQUISITION OF LAND FOR DEVELOPMENT OF SUSTAINABLE INTEGRATED HUMAN SETTLEMENTS**

The municipality managed to secure a total of approximately 710.593 hectares of tracts of land in the 2014/15-2015/2016 financial years. It should however be noted that the parcels of land are at separate areas, being Balfour and Grootvlei.

Following are parcels of land that were identified, negotiated and finally acquired:

**3.6.5.1 Portion 5 (a Portion of Portion 20) of the Farm Vlakfontein 556IR:** the farm measures approximately 580.253 hectares (ha) in extent. The land is intended for establishment of integrated human settlements with mixed use zoning.

It should however be noted that there still needs to be a town development process for which township establishment is an integral part. This is a process of converting land into various mixed uses (residential, commercial, industrial, institutional etc.).

The project will be in phases due to financial constraints. More funding will be secured to finalise the process.

**3.6.5.2 Portion 28 (a Portion of Portion 20) of the Farm Vlakfontein 556IR:** The DoHS has been requested to provide funding for the acquisition of the above-mentioned property whereby Private Developer has been approached to acquire and develop the land on behalf of the Municipality and ensure transfers at a later stage.

**3.6.5.3 Portion 24 (a Portion of Portion 23) of the Farm Grootvlei No. 604-IR:** It measures approximately 130.34 hectares (ha) in extent. The purpose intended for the acquired parcel of land is integrated human settlements for which establishment of the cemetery is one of them.

### **3.7 PROPOSAL FOR LAND ACQUISITION FOR INTEGRATED HUMAN SETTLEMENTS**

**Portions 27 of the Farm Vlaktefontein 558IR:** this is a state owned land (National Department of Public Works) which measures approximately 188 hectares. The Municipality intends acquiring it through donation by the state with the aim to swap with the Sizanani Communal Property association which its land has been invaded by the community of Nthoroane. A request for donation/ land disposal to the Municipality has been forwarded to the National Department of Public Works (DPW).

#### **3.7.1 SPLUMA IMPLEMENTATION**

- **KEY ISSUES TO BE ADDRESSED**

- All plans and strategies in place needs to be reviewed in order to align to the current national/provincial and local government acts, policies and programmes.
- All vacant and strategic posts be filled to ensure effective delivery of basic services.

#### **3.7.2 LIST OF PLANS/STRATEGIES IN PLACE**

- Housing Sector Plan/ housing Chapter (to be renamed Integrated Human Settlements Strategy)
- Spatial Development Frameworks (SDF)
- Local Economic Development Strategy
- Land Use Management Scheme

## **CHAPTER FOUR: DIPALESENG PERFORMANCE MANAGEMENT SYSTEM**

### **4.1 Organisational Performance Management Systems**

The Dipaleseng Local Municipality regards Performance Management System not only as a system that is linked to human resource development but to improve the overall performance of the institution.

Performance measurement is essentially the process of analyzing the data provided by a monitoring system in order to assess performance. The aim of performance management is to improve service delivery by clarifying institutional arrangements, roles and responsibilities and procedures to be followed in order to ensure effective application of the performance management system.

Two levels of performance management operate within the municipality

- Organisational level - How the municipality as a whole is achieving its developmental objective's as measured against the targets set in the Integrated Development Plan (IDP).
- Individual level – Relates to individual performance measured against their respective accountabilities with regards set objectives in line with the strategic goals of the organization as directed by the IDP

### **4.2 Organizational Performance Management**

Municipalities in South Africa use integrated development planning as a method to plan for the achievement of sustainable developmental objectives in their respective area of jurisdiction. An Integrated Development Plan (IDP) provides a five year strategic programme of action aimed at setting strategic and budget priorities. The IDP aligns the resources and the capacity of a municipality to its overall developmental objectives and informs the municipal budget.

At the core of effective strategic management lie three functions:

- Strategic planning.
- Budgeting and financial management
- Performance management

Integration of these three functions ensures that the management function is effective and that service delivery within the municipality takes place according to stakeholder expectations. If any of the three functions are not planned for and executed well, the system as a whole will be compromised. In the municipal context, performance management is the logical extension and completion of the IDP and performance budgeting / financial management processes. The performance management system is designed to monitor and evaluate the progress made in the implementation of a municipality's development objectives, taking into account the timeframe of projects and budget.

With respect to performance management, this discipline is governed by various key statutory legislative requirements that provide guidance to ensure compliance and good corporate governance. The main legislative components are as follows:

- Municipal Systems Act 32 (2000)
- Municipal Finance Management Act (MFMA) 2001.
- The Constitution of the Republic of South Africa (Act 108 of 1996)
- Municipal Planning and Performance Management Regulations, 2001
- Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006
- Municipal Structures Act, 1998

It is best described in Chapter 6 of the Municipal System Act, 2000, which specifically emphasises that the municipality must implement a performance management system that is in line with the priorities, objectives, indicators and targets contained in the IDP. The saying “**what you measure you manage**” is appropriate because it is only in the course of performance management that a municipality will know whether it has achieved its priorities through an integrated planning and implementation process.

Performance Management, as defined by the Department of Local Government (DPLG), is a strategic approach to management, which equips leaders, managers, employees and stakeholders at various levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organization in terms of key

performance indicators (KPI's) and targets for efficiency, effectiveness and impact. This strategic approach correlates with the IDP review process, and will also integrate with the development of the SDBIP and budgetary implementation plan for the year. Strategic direction setting from a performance driven point of view is important to drive the organisation in a performance-oriented way.

### **4.3 Performance Management Framework**

This document represents the reviewed and approved framework for Dipaleseng Local Municipality which will serve as its guiding policy for performance management. It outlines the processes of how the municipality will undertake its planning (starting of the process), development and implementation of a performance management system together with the detailed key performance indicators, the corresponding targets and timelines. The framework outlines important aspects of the municipality's performance review (development and review of the measurement framework), monitoring and assessment and reporting including the determination of the roles of different role-players. Performance management is a dynamic process and the aim of this document is to provide a framework within which the dynamics can be managed.

The framework outlines the municipality's performance management operations regarding –

- the legal requirements that the performance management system will fulfil;
- the guiding principles that should inform the reviewing, monitoring and reporting of performance of municipal officials; departments (services) and that of the whole municipal organisation.
- the institutional arrangements to be followed in order to make the system work, and to facilitate effective delegation of responsibilities to the different role-players in the municipality's performance management system process.
- an approach or a model that describes what areas of performance will be managed, what mechanisms will be used to report and review performance.
- a programme of action for the development and implementation of the performance management system.

This performance management framework is based on the document: “Performance management: A guide for Municipalities” by the Department of Provincial and Local Government, 2001, that gives direction and includes steps to be followed in the development and implementation of the performance management system.

This performance management framework is divided into five (5) sections, namely the legislative and regulations context; the starting of the performance management system; the developing of the performance management system, the implementation of the performance management system that includes the reviewing; the monitoring and reporting on the performance management system; the individual performance management system and capacity building.

#### **4.4 Individual Employee Performance Management**

Senior managers performance agreements are governed by Section 57 of the Local Government: Municipal Systems Act, 2000 (Act no. 32 of 2000), and subsequently they are referred to as section 56 employees.

Their performance agreements / plans are guided by the Performance Regulations 2006 which outline key aspects such as the relationship between organizational and employee performance management as well as performance agreements, performance plans, personal development plans, core competency requirements, performance bonus, performance reviews, performance evaluation system, and management of evaluation outcomes.

According to section 57, a person to be appointed as the municipal manager of a municipality and a person to be appointed as a manager directly accountable to the municipal manager, may be appointed to that position only in terms of a written employment contract with the municipality complying with the provisions of this section and subject to a separate performance agreement concluded annually.

The performance agreement must be concluded within a reasonable time after a person has been appointed as the municipal manager or as a manager directly accountable to the municipal manager and thereafter within one month after the beginning of the financial year of the municipality. The employment contract must include, subject to applicable labour legislation,

details of duties, remuneration, benefits and other terms and conditions of employment and the performance agreement must include:

- Performance objectives and targets reflected in the annual performance plan which forms an annexure to the performance agreement that must be met.
- Time frames within which those performance objectives and targets must be met.
- Performance objectives and targets that must be practical, measurable and based on the key performance indicators set out in the municipality's integrated development plan.
- Standards and procedures for evaluating performance and intervals for evaluation.
- The consequences of substandard performance.

The employment contract for a municipal manager must:

- Be for a fixed term of employment not exceeding a period ending one year after the election of the next council of the municipality.
- Include a provision for cancellation of the contract in the case of non-compliance with the employment contract or, where applicable, the performance agreement.
- Stipulate the terms of the renewal of the employment contract, but only by agreement between the parties.
- Reflect the values and principles referred to in section 50, the Code of Conduct set out in Schedule 2, and the management standards and practices contained in section 51 of the same act (Act no. 32 of 2000).

A municipality may extend the application of the employment contract and/or performance agreement for a municipal manager to any manager directly accountable to the municipal manager according to the agreement between the parties.

In order to ensure that the municipality meets its organisational performance indicators and standards, performance management system has been cascaded down to all levels of staff. Each individual is given performance objectives, targets and standards that are linked to the objectives of his /her team, her/his department and ultimately her/his municipality.

Once organisational objectives and targets have been set, it is possible to cascade them down to relevant departments and individuals. In turn, the individuals and departments, by achieving their objectives and targets, contribute towards the Municipality achieving the objectives and targets in its IDP.

Performance management cycle has four key phases. These phases must be linked to the planning and reviewing phases of the organisation as a whole, an annual cycle of planning and budgeting takes place. Out of that, the broad outcomes and key performance areas for a municipality are developed or re-confirmed by the political leadership.

Based on the broad indicators, the various departments should develop business plans that translate the municipality's Key Performance Indicators (KPIs) into indicators for the function. The targets set out in the business plan for a function become the key performance objectives or indicators for the head of a particular function.

Thus the performance management cycle is linked to the municipality's financial year (i.e. 1 July – June the following year). As soon as the IDP is adopted in May, managers and staff sign their annual performance plan or scorecard in July. Monitoring takes place throughout the year while reviewing and rewarding are carried out at the end of the financial year i.e. the following June.

#### **4.5 RISK MANAGEMENT**

**“The Accounting Officer of the Municipality must ensure that the Municipality/entity has and maintains: Effective, efficient and transparent systems of financial and risk management and internal control.”**

*In terms of Section 62 (1) (c)(i) of the MFMA.”*

The municipality incorporates risk management activities into their daily activities by ensuring that risk management becomes a standing agenda items in the departmental meetings. Risk Management is also incorporated into the Head of Department's score card to certify proper implementation of risk management policy and strategy. Training sessions are done to create awareness to municipal officials.

The role of risk management within the municipality is to ensure municipal strategic objectives are achieved by putting in place proper control measures and enabling management to make decisive decisions. Risk management has become a culture within municipality as it is incorporated into daily activities of all the respective departments.

The municipality has developed risk management policy and strategy approved by Council. Risk assessments have been performed to determine potential threats that may hinder the municipality from achieving its goals. Where the identified risks are above the risk appetite level, response plans are devised and reported on continuously.

#### **4.6 Risk Management Policy**

The risk management policy has been developed and approved by the Municipal Council. This policy is being reviewed on a yearly basis or (and as when circumstances dictate) to factor in changes in legal framework, organizational development, political and economic trends.

The intent of the policy is to ensure that the Dipaleseng Local Municipality identifies, assesses, manages and monitor risks in an effective and efficient manner to enable management to make informed decisions to improve service delivery. The policy emphasizes that risk management is the responsibility of each and every employee.

#### **4.7 Risk Management Strategy**

The municipal risk management strategy has been developed and approved by Council and is being reviewed on an annual basis. The strategy indicates how the risk management policy should be implemented to ensure efficient and effective use of resources.

The risk profile (register) for the municipality has been developed by management in order to avoid surprises which may occur whilst trying to achieve the municipal strategic objectives. Response plans clearly indicating mitigation strategies are utilized in ensuring risks are minimized to an acceptable level as per approved risk management strategy and these are reported on a quarterly basis to the Risk Management Committee (RMC). Emerging risks are also identified by management.

The Risk Management Committee charter has been developed and approved to ensure responsibilities of risk management are carried out as expected. This committee meets on a quarterly basis to monitor risk management activities. On a yearly basis significant high risks are identified in order to achieve strategic goals as set out in the Integrated Development Plan (IDP).

#### **4.7.1 Anti -fraud and Anti - corruption Policy**

The policy developed and approved by Municipal Council to enable the municipality to prevent fraud before it happens. Awareness sessions are being carried out to reiterate in fraud matters. The developed municipal risk profile incorporates fraud and corruption related risks and response plans are developed to mitigate the risks.

#### **4.7.2 Fraud Prevention Plan**

The primary objective of the Fraud Prevention Plan is to encourage a culture within the municipality where all employees continuously behave ethically in their dealings with members of the public and other stakeholders. Furthermore to encourage all employees and other stakeholders to strive towards the prevention and detection of fraud impacting, or having the potential to impact on the municipality.

#### **4.7.3 Internal Audit**

The Dipaleseng Municipality has its own in house Internal Audit unit which comprises of one fulltime and two interns employees. A risk based annual internal audit plan has been developed for the 2016/17 financial year. The core functions of the internal audit unit are:

To advise the accounting officer and report to the audit committee on matters relating to –

- Internal audits
- Internal controls
- Accounting procedures and practices
- Risk and risk management
- Performance management
- Loss control
- Compliance with legislation

The internal audit unit also engages the services of professional third parties on an adhoc basis to assist in specialist areas of auditing e.g Information & Communication Technology.

The head of the internal audit unit reports functionally to the audit committee which oversees the internal audit activities.

The internal audit unit has played a major role in the strengthening of internal controls over the following business units:

- Supply Chain Management
- Income and expenditure management
- Human Resources
- Leave Management
- Fleet Management
- Project Management
- Performance Management

5.1 Table 22 – 28: **CHAPTER FIVE: KEY PERFORMANCE AREAS (KPAS) AND KEY PERFORMANCE INDICATORS (KPIs)**

<b>Priorities:</b> Enhancement of revenue collection									
Strategic Goals	Strategic Objectives	Baseline	5 Year target	Budget (Optional)	MTEF TARGETS			OUTER YEARS	
					2017/18	2018/19	2019/20	2020/21	2021/22
Sustainable Financial Viability	Increase revenue collection by 24%	66% (payment rate)	90%		70%	75%	80%	85%	90%
	Implementation of Mscoa (systems)	30%	100%	R2m	R1,5m	R1,5m			

Priorities: Basic Service Delivery									
Strategic Goals	Strategic Objectives	Baseline	5 Year target	Budget (Optional)	MTEF TARGETS			OUTER YEARS	
					2017/18	2018/19	2019/20	2020/21	2021/22
Sustainable services delivery	To provide access to basic services (water 100%, sanitation 100%, electricity 100% and refuse removal 75%)	12890 (98%)HH with access to water	100% access to water		150HH (1%)	150HH (1%)			
		10 415 (79%) access to sanitation	100% access to sanitation 2 775 (21%)		490HH (3.7%)	500HH (3.8%)	595HH (4.5%)	595HH (4.5%)	595HH (4.5%)
		10 244 (78%) access to electricity	100% access to electricity 2 946 (22%)		590HH	590HH	590HH	590HH	590HH

		9 452 (72%) access to waste removal	3 738 (28%) without access		748HH	748HH	748HH	748HH	748HH
	To improve 103km of roads network and storm water	paved and tarred roads 47% (88.6)	20km paved roads		5km	5km	5km	5km	5km

<b>Priorities: LED and employment</b>									
<b>Strategic Goals</b>	<b>Strategic Objectives</b>	<b>Baseline</b>	<b>5 Year target</b>	<b>Budget (Optional)</b>	<b>MTEF TARGETS</b>			<b>OUTER YEARS</b>	
					<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
Economic growth and employment	To grow the local economy by 0.5 %	1.9 % (1996-2015)	0.4%		0.1%	0.1%	0.1%	0.1%	0.1%

<b>Priorities: Land availability for development</b>									
<b>Strategic Goals</b>	<b>Strategic Objectives</b>	<b>Baseline</b>	<b>5 Year target</b>	<b>Budget (Optional)</b>	<b>MTEF TARGETS</b>			<b>OUTER YEARS</b>	
					<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
Intergraded Human Settlements	To acquire land for sustainable Human settlements	710.6 ha			230.2ha( Ridge View0 216.4 ha (sizanani)				

<b>Priorities: Land availability for development</b>									
<b>Strategic Goals</b>	<b>Strategic Objectives</b>	<b>Baseline</b>	<b>5 Year target</b>	<b>Budget (Optional)</b>	<b>MTEF TARGETS</b>			<b>OUTER YEARS</b>	
					<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
Intergraded Human Settlements	To establish new townships & formalization	New	2	R60m	portion 28 (ptn of ptn20) Vlakfontein 556IR MP (Ridgeview) Portion29 Doorhoek 557IR MP(sizanani)	Portion 24(ptn of ptn 23) Grootvlei 604 IR MP			

<b>Priorities: Institutional Development</b>									
<b>Strategic Goals</b>	<b>Strategic Objectives</b>	<b>Baseline</b>	<b>5 Year target</b>	<b>Budget (Optional)</b>	<b>MTEF TARGETS</b>			<b>OUTER YEARS</b>	
					<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
Good Governance and Institutional Transformation	To create effective, efficient and accountable administration	Inadequate ICT systems	Over 5years	R10.m	5m (upgrading of server & installation of archive infrastructure)	R2m ICT Network)	R1m( HR & Records System )	R1m( installation of Archives Systems)	R1m (installation of time management system)

## CHAPTER SIX: STRATEGIST, SECTOR PLANS AND SWOT ANALYSIS

6.1 This section embodies Executive Summaries of the respective operational strategies (Sector Plan) for Dipaleseng Local Municipality. These Sector Plans constitute core components of the IDP as per section 26 of the MSA.

**Table 29: Below depicts sector plans, policies and strategies**

<b>Sector Plan/Policy &amp; Strategy</b>	<b>Status qou</b>	<b>Challenges</b>
Policy on Standing Orders of Council		
<b>Spatial Development Framework</b>	SDF approved in 2010 in respect of SPLUMB and being implemented. It needs to be reviewed to align to SPLUMA and assist in integrating, aligning and expressing development policies and plans from other stakeholders within the municipal space (thus being a spatial representation of the IDP). C09/01/2011	No funds for review
<b>Local Economic Development Strategy</b>	LED Strategy was developed and adopted in May 2011. it requires review	the Municipality does not have resources and/or capacity required to coordinate implementation of projects. Lack of funding for review
<b>Rural Development Strategy</b>	Not in place	
<b>Housing Plan</b>	Reviewed and adopted in 2012 (C56/04/12). It needs to be reviewed to align to the current IDP	needs an annual review but has never been reviewed since 2012 due to shortage of staff as it can be internally revised.
<b>LUMS</b>	Developed and approved in 2012 however needs to be reviewed to incorporate zoning of newly established township(s). C80/04/2013	Financial constraints

<b>Integrated Transportation Plan</b>	<b>Not in place</b>	Financial constraints
<b>Integrated Waste Management Plan</b>	<b>Integrated Waste Management Plan was adopted by council under item C200/08/14</b>	<b>Not fully implemented due to lack of pre-requisite resources</b>
<b>Water Asset Management Plan</b>	<b>Not in place</b>	<b>Financial Constrain</b>
<b>Bulk Water Supply Plan</b>	<b>Plan in place. The plan was developed by DWA</b>	<b>Lack of funding to implement the plans.</b>
<b>Stream &amp; Storm Water Management Plan</b>	<b>Outdated. The draft plan was developed in 2010</b>	<b>Budget constraint to develop new plans.</b>
<b>Road &amp; Storm Operations &amp; Maintenance Plan</b>	<b>Outdated. The draft plan was developed in 2010</b>	<b>Budget constraint to develop new plans.</b>
<b>Asset Management Plan for Road &amp; Storm water</b>	<b>Not in place</b>	<b>Budget constraint to develop new plans.</b>
<b>Water Services Development Plan</b>	<b>Not in place</b>	<b>Budget constraint to develop new plans.</b>
<b>Water safety Plan</b>	<b>Not in place</b>	<b>Budget constraint to develop new plans.</b>
<b>Environment Management Plan</b>	<b>Currently Municipality is using the GSDM plan</b>	
<b>Electrical Infrastructure Master Plan</b>	<b>Outdated needs to be reviewed</b>	
<b>Public Lighting Master Plan</b>		
<b>Workplace Skills Plan</b>	<b>Adopted by Council on the 28<sup>th</sup> April 2017, Item C58/04/17</b>	
<b>Employment Equity Plan</b>	<b>Adopted by Council on the 30<sup>th</sup> April 2015, Item</b>	

	<b>C30/04/15</b>	
<b>Disaster Management Plan</b>	<b>Reviewed Disaster Management Plan adopted by Council under item C23/01/16</b>	<b>Not fully implemented due to lack of pre-requisite resources</b>
<b>Fraud Prevention Plan</b>	<b>28<sup>th</sup> January 2016, Council Resolution C06/01/16</b>	<b>None</b>
<b>communication strategy</b>	<b>New District-aligned draft Communication Strategy 2016-2021 to be tabled to Mayoral Committee then Council for approval.</b>	<b>No funding for communication activities and projects</b>
<b>HIV/AIDS strategy</b>	<b>20<sup>th</sup> May 2008, Council Resolution C28/05/08</b>	<b>Strategy is outdated and needs to be reviewed</b>
<b>Human Resources Strategy</b>	<b>Adopted by Council on the 30<sup>th</sup> April 2015, Item C35/04/15</b>	
<b>Community Participation Strategy</b>	<b>Not in place</b>	
<b>Supply Chain Management</b>	<b>In place Tabled 31 March 2017</b>	
<b>Budget Policy</b>	<b>In place Tabled 31 March 2017</b>	
<b>Credit Control Policy and Debt Collection Policy</b>	<b>In place Tabled 31 March 2017</b>	
<b>Indigent Policy</b>	<b>In place Tabled 31 March 2017</b>	
<b>Tariffs Policy</b>	<b>In place Tabled 31 March 2017</b>	
<b>Rates Policy</b>	<b>In place Tabled 31 March 2017</b>	
<b>Asset Management Policy</b>	<b>In place Tabled 31 March</b>	

	<b>2017</b>	
<b>Provision for Bad Debts Policy</b>	<b>In place Tabled 31 March 2017</b>	
<b>Travelling Allowance Policy</b>	<b>In place Tabled 31 March 2017</b>	

### 6.1.2 SWOT ANALYSIS

#### **STRENGTHS (Internal)**

- Leadership :(Roles) responsive and responsible
- Internal Capacity in strategic planning
- Skills development contribute in the overall municipal performance
- Strong stakeholders relation
- Water Authority Municipality

#### **WEAKNESSES ( Internal)**

- Lack of coordination in implementing the policies and strategies
- High vacancy rate ( unfunded posts)
- Capacitation of union leaders and other stakeholders
- Gradually moving towards obtaining clean audit
- HIV/AIDS
- lack of enforcement of bylaws legislation

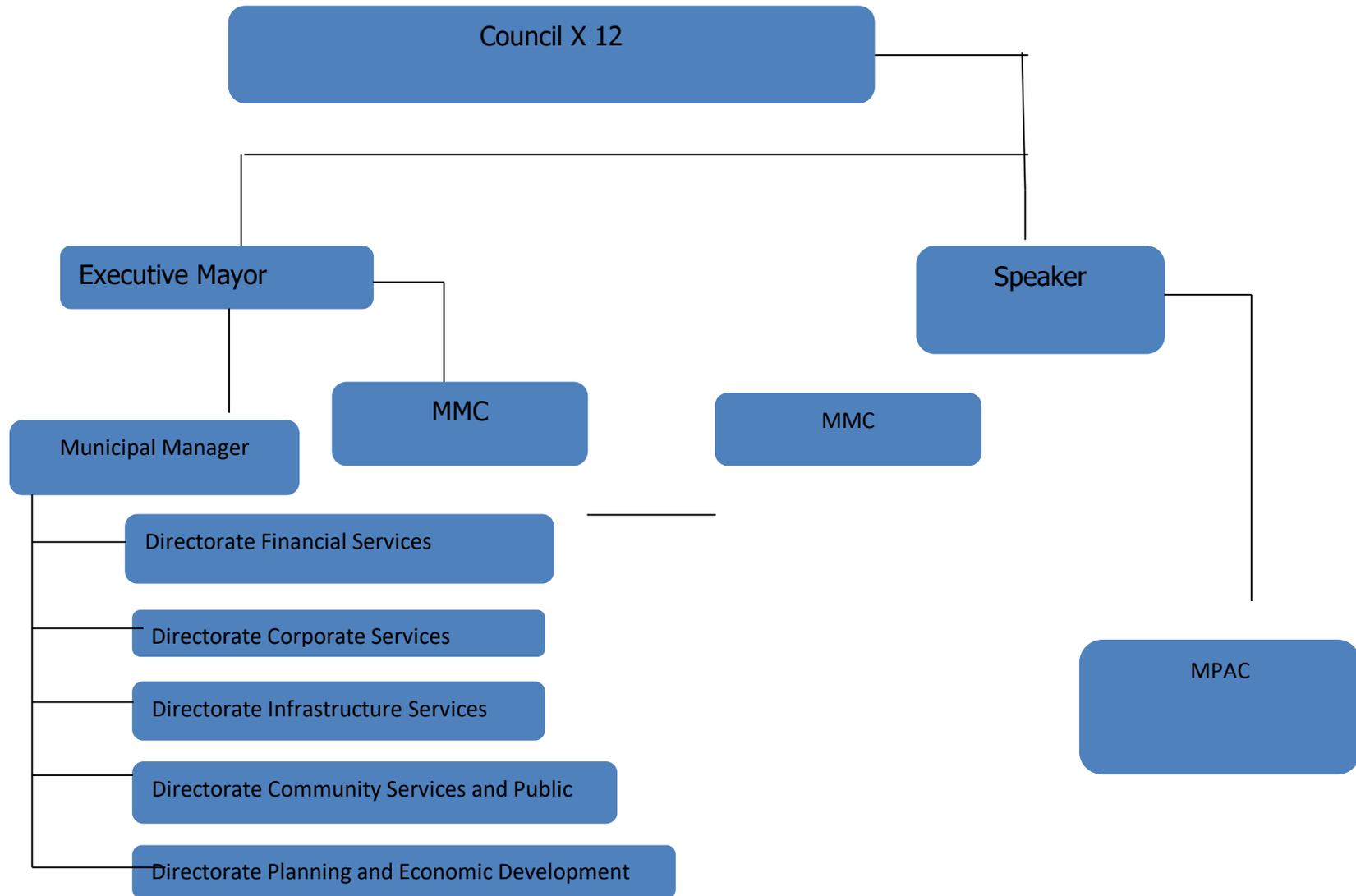
#### **OPPORTUNITIES ( External)**

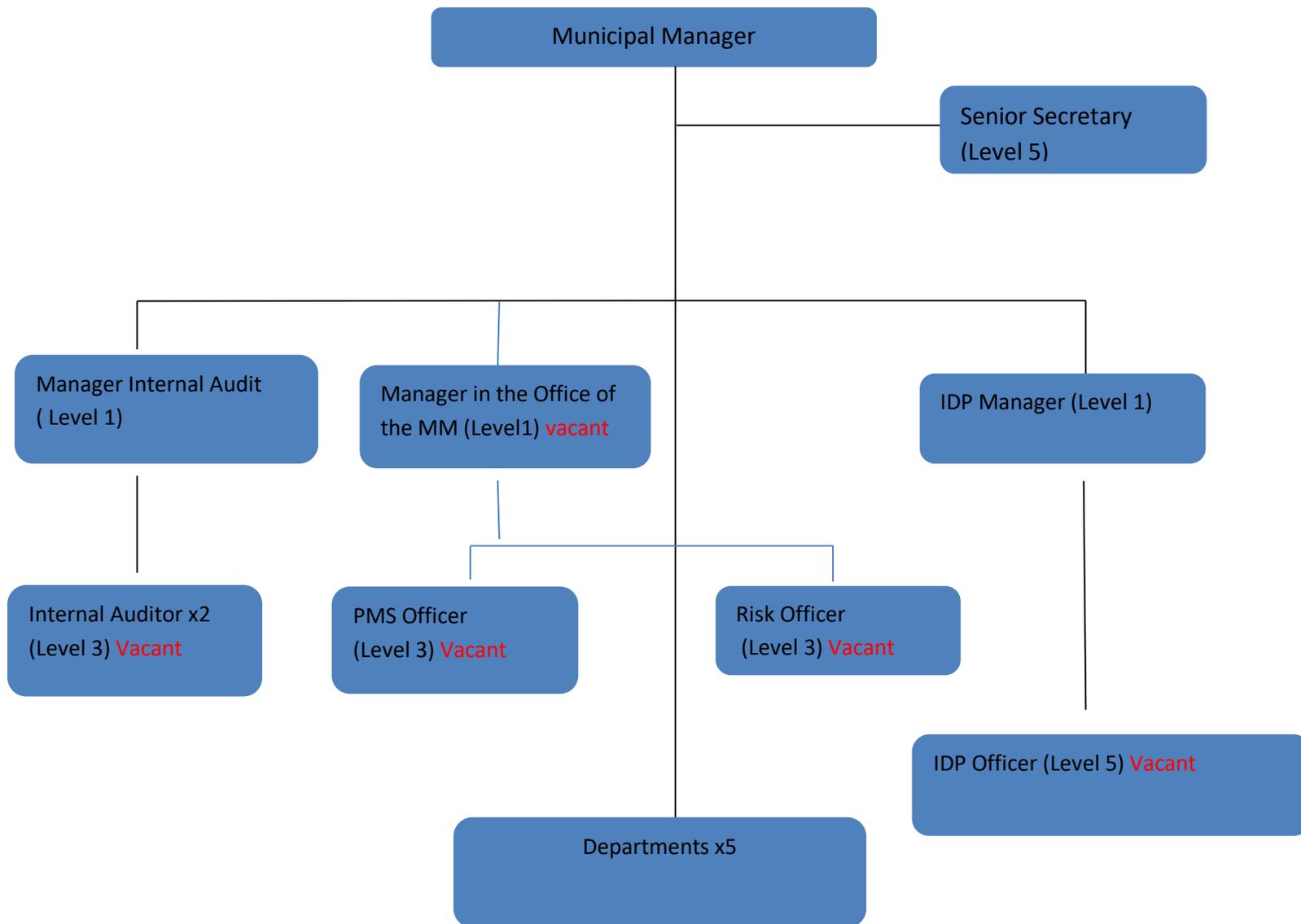
- Community Participation
- Broad revenue base
- Strategic location of the municipality
- Diversification of local economy
- Identification of corridors along R23 and N3(Industrial Corridor)
- Tapping on Social and labour Plans & Corporate Social responsibility
- Functional LEDF
- Densification and contentment of development

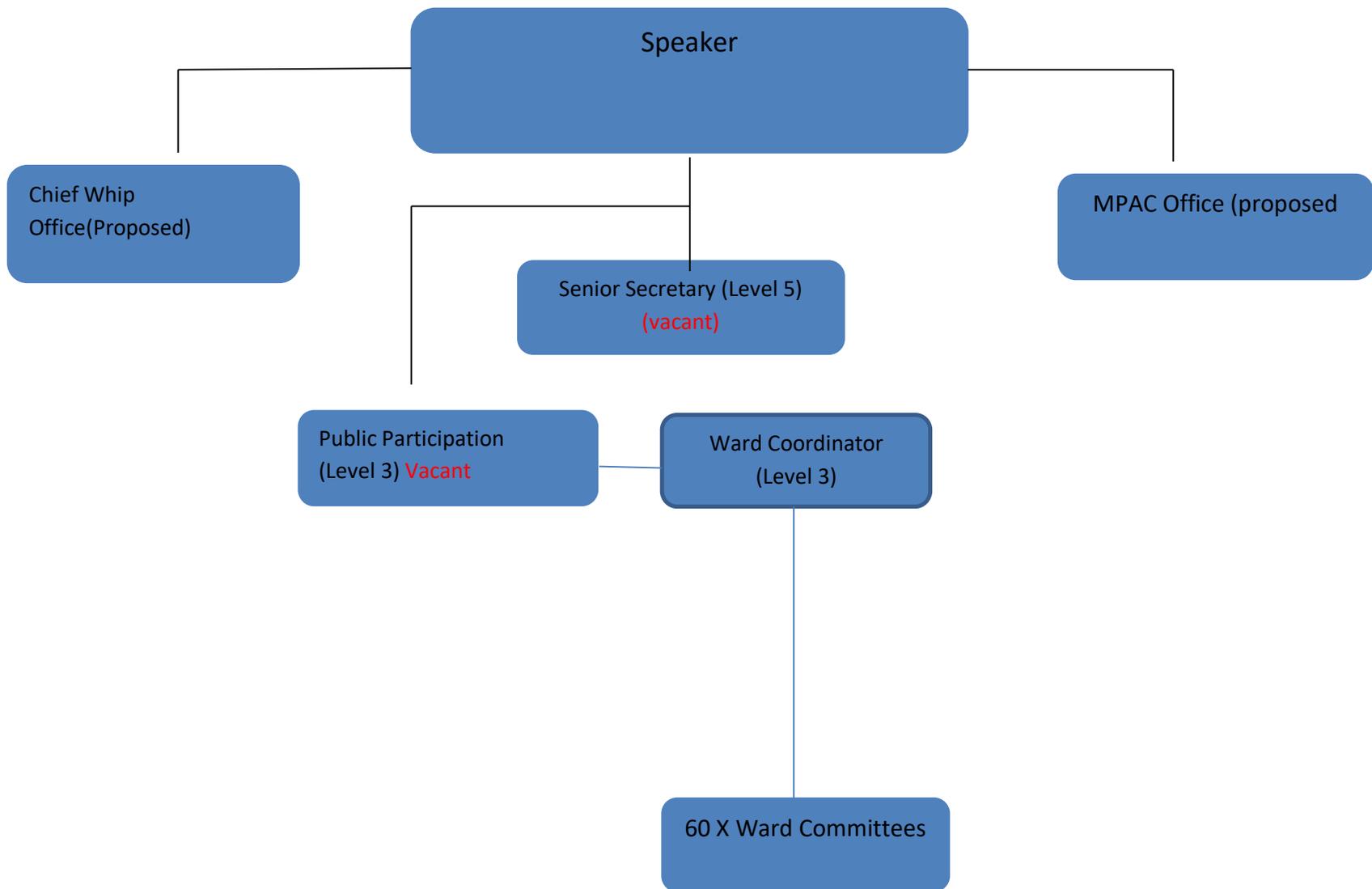
### **THREATS ( External)**

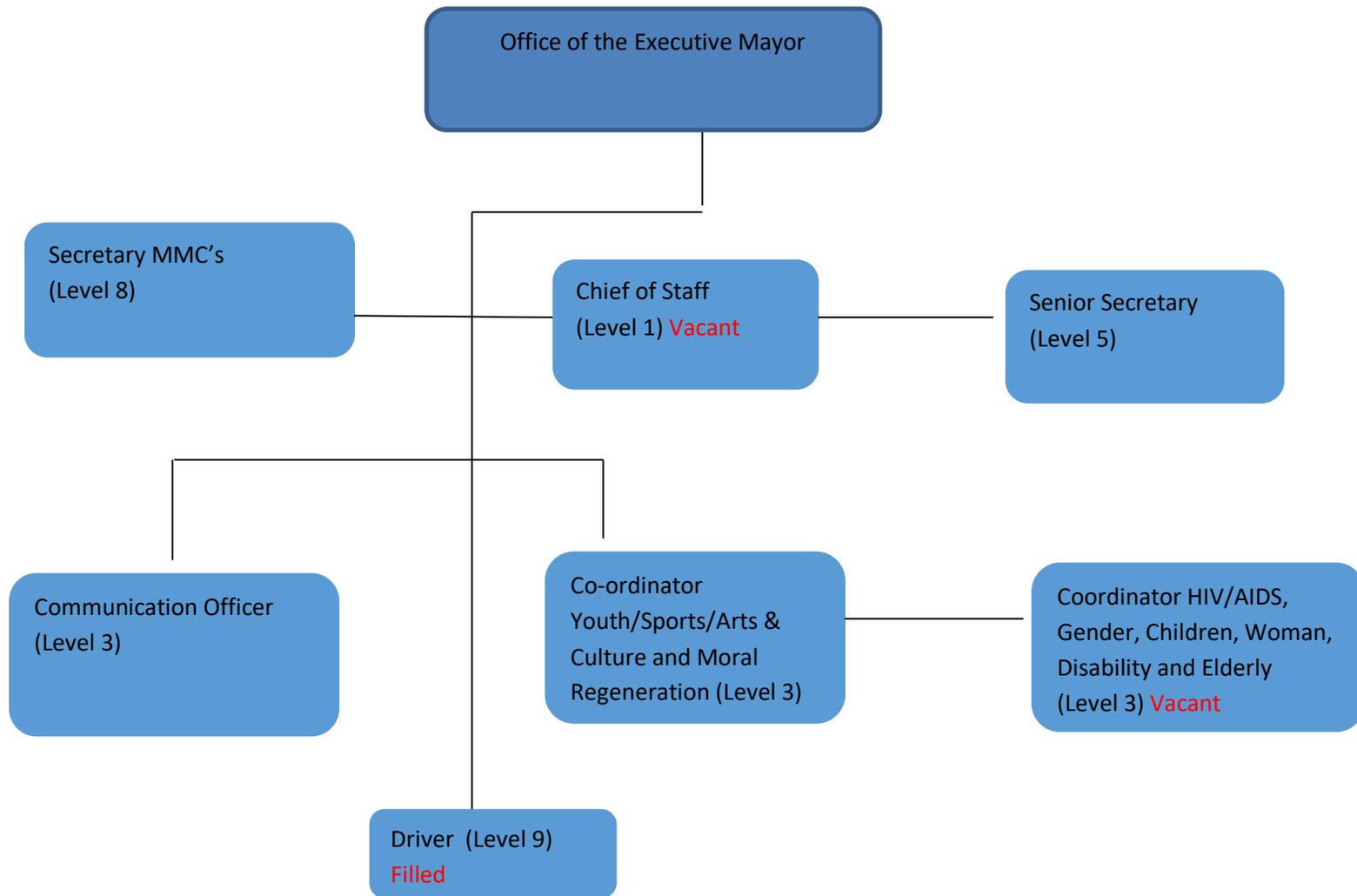
- Community protest
- Aging Infrastructure
- Business chambers
- Inadequate provision of tertiary institution/skills development facilities
- High rate of unemployment
- High rate of Migration
- Lack of Shopping facilities
- Land locked ( private ownership of land)
- Lack of health facilities ( hospital )
- Sector departments not coming to the party in the municipal forums ( IDP's Forums)
- Drug Abuse

# OFFICE OF THE MUNICIPAL MANAGER AND POLITICAL LEADERSHIP (Annexure A)

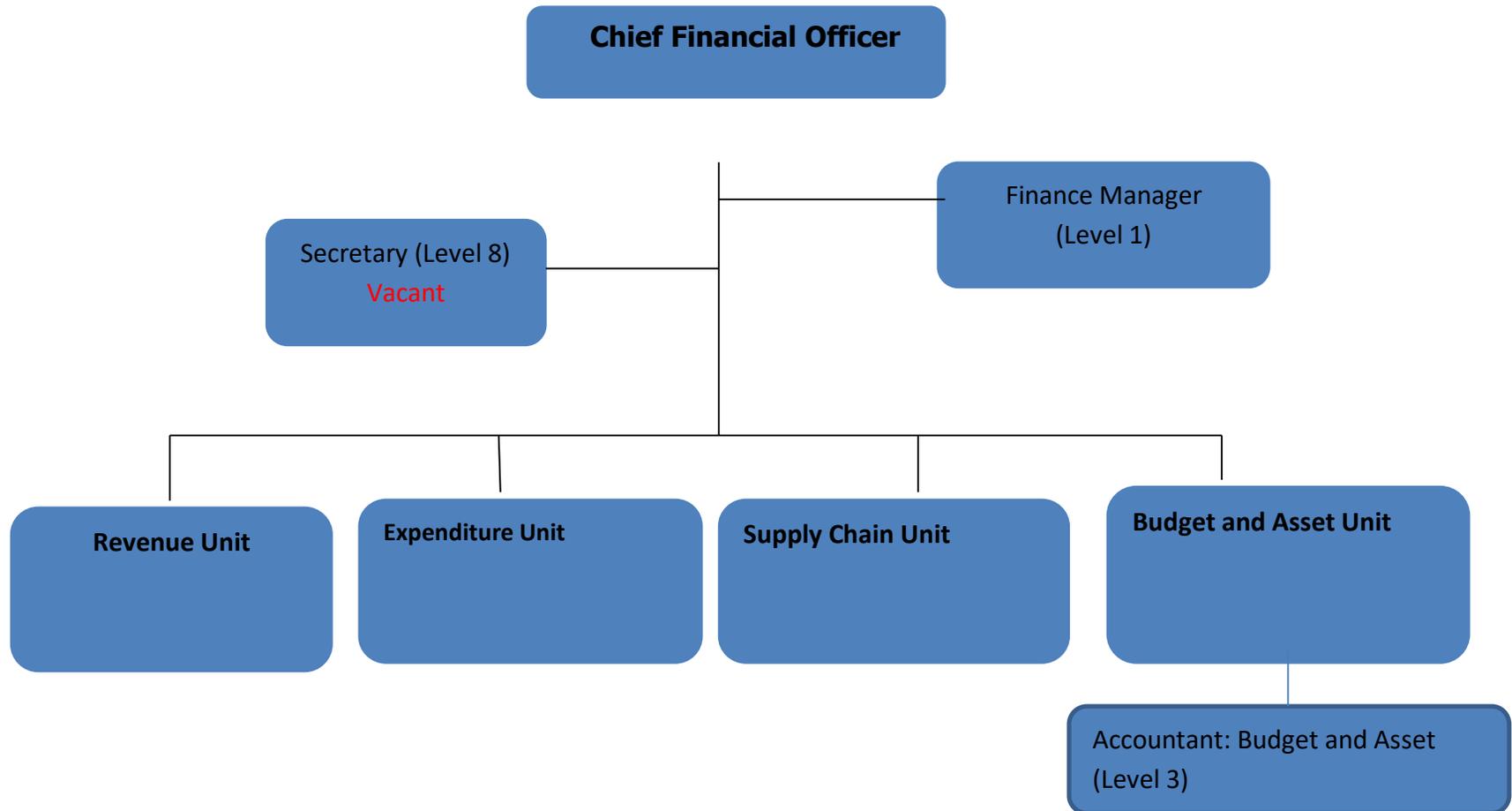


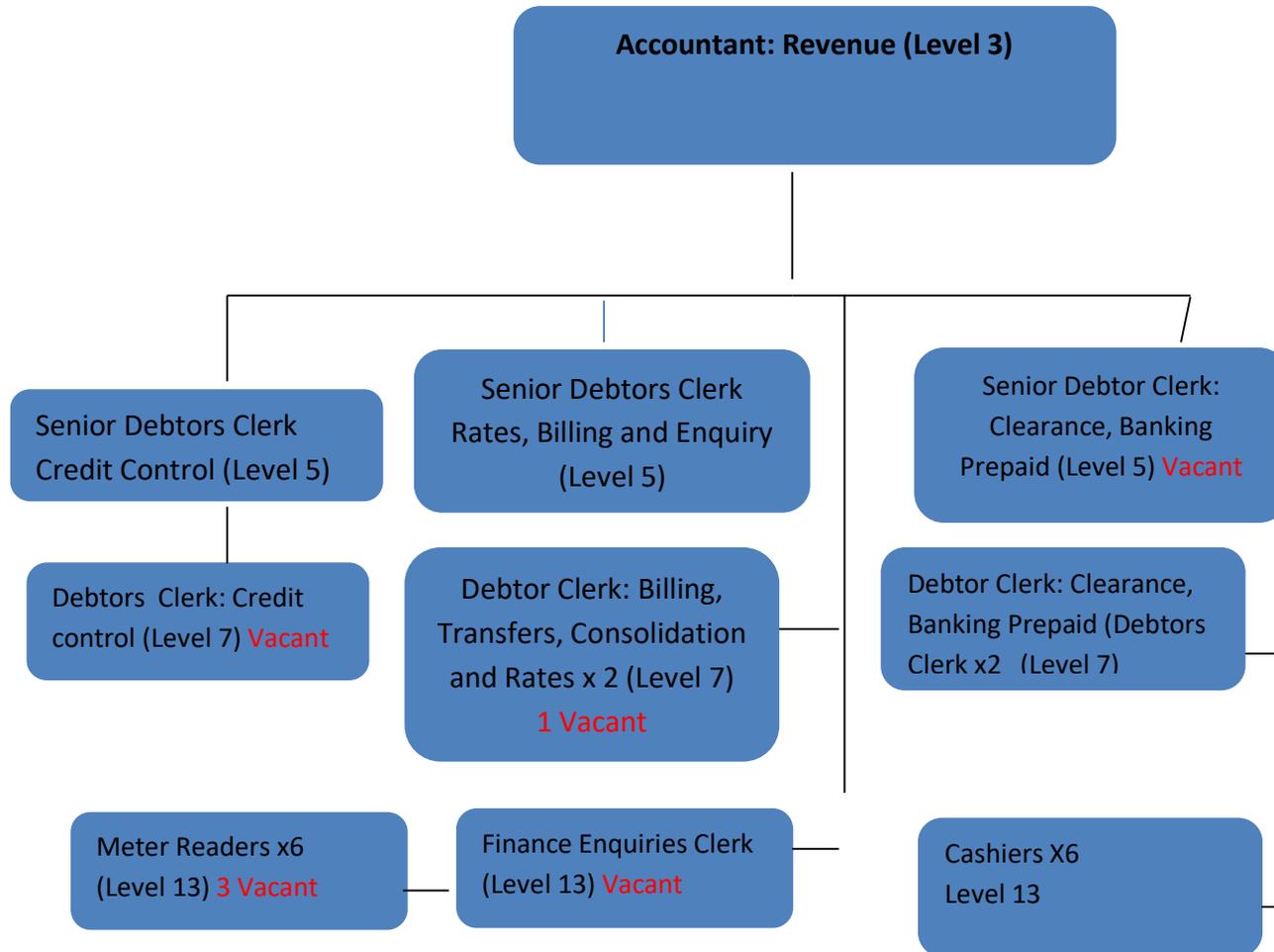


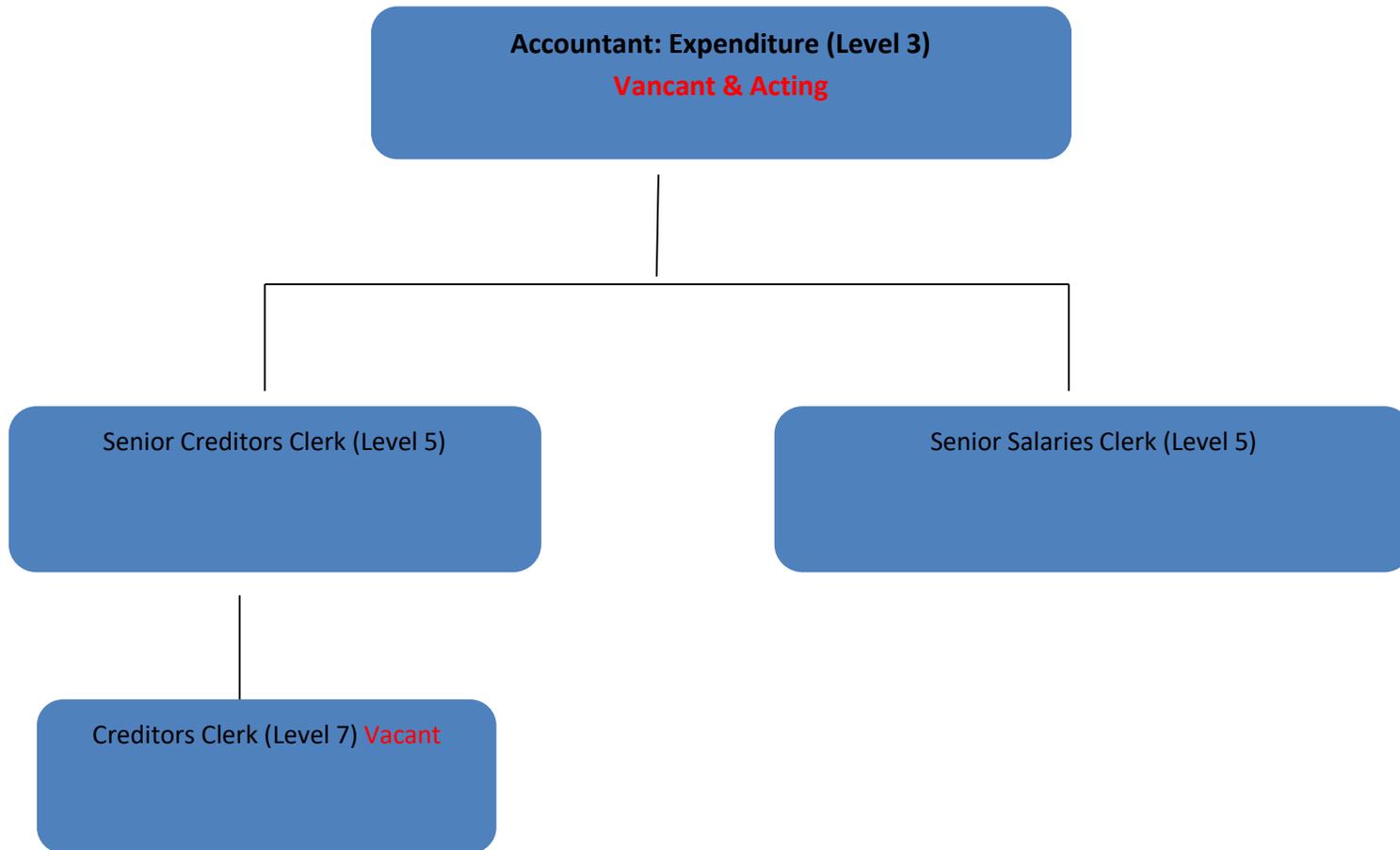


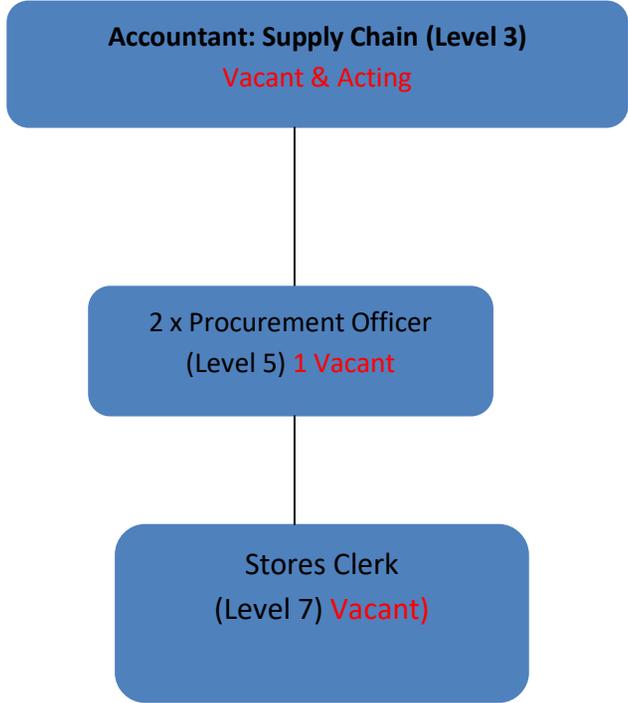


# OFFICE OF THE CHIEF FINANCE OFFICER

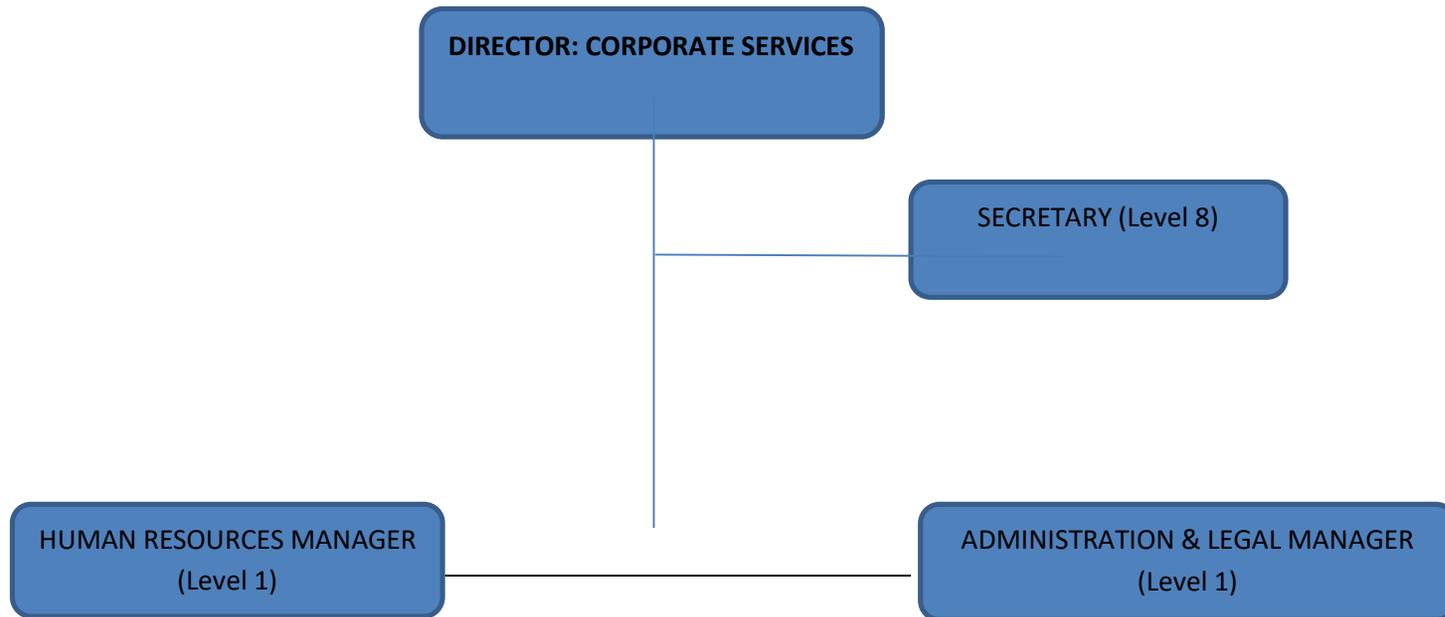


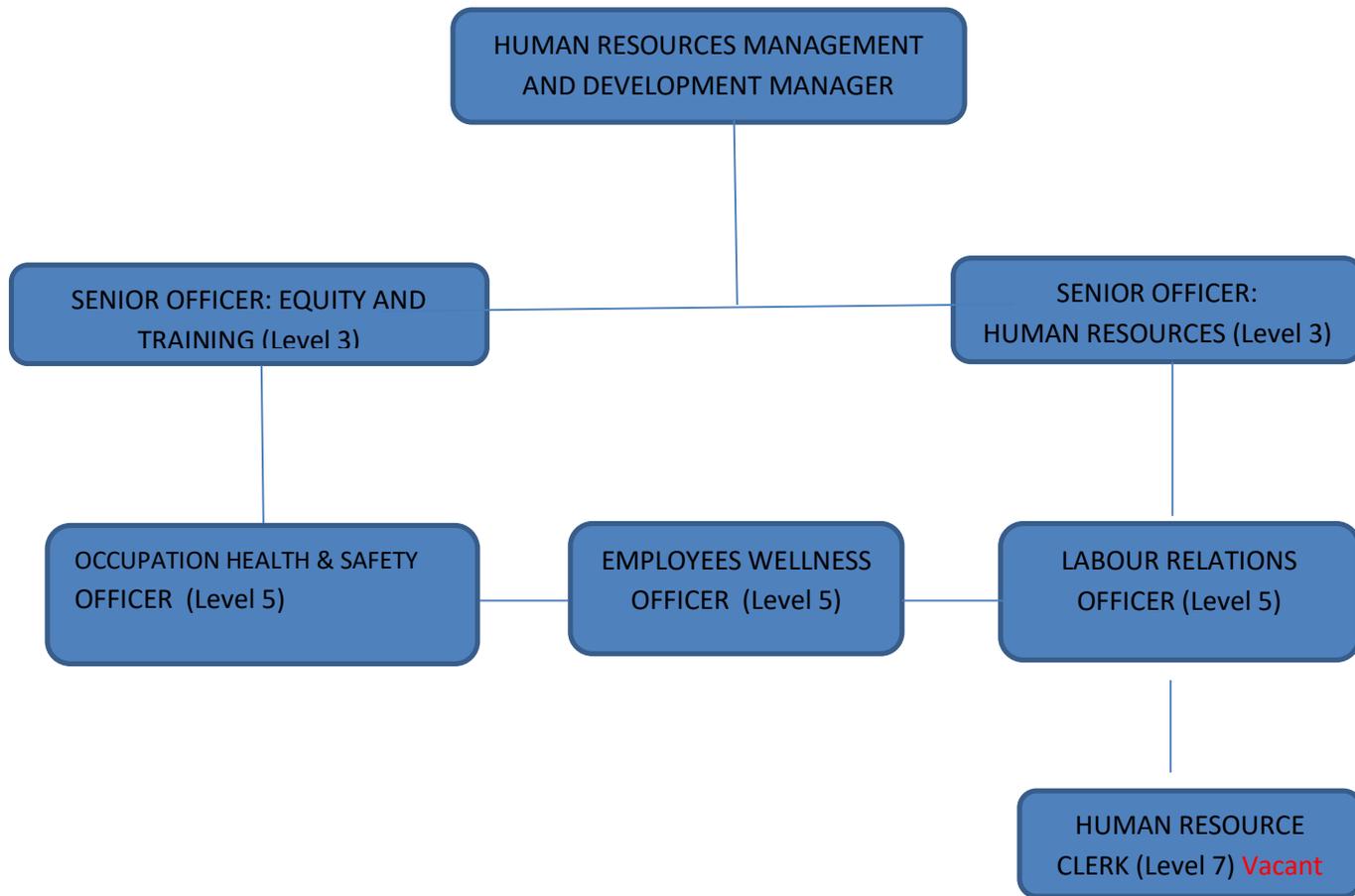


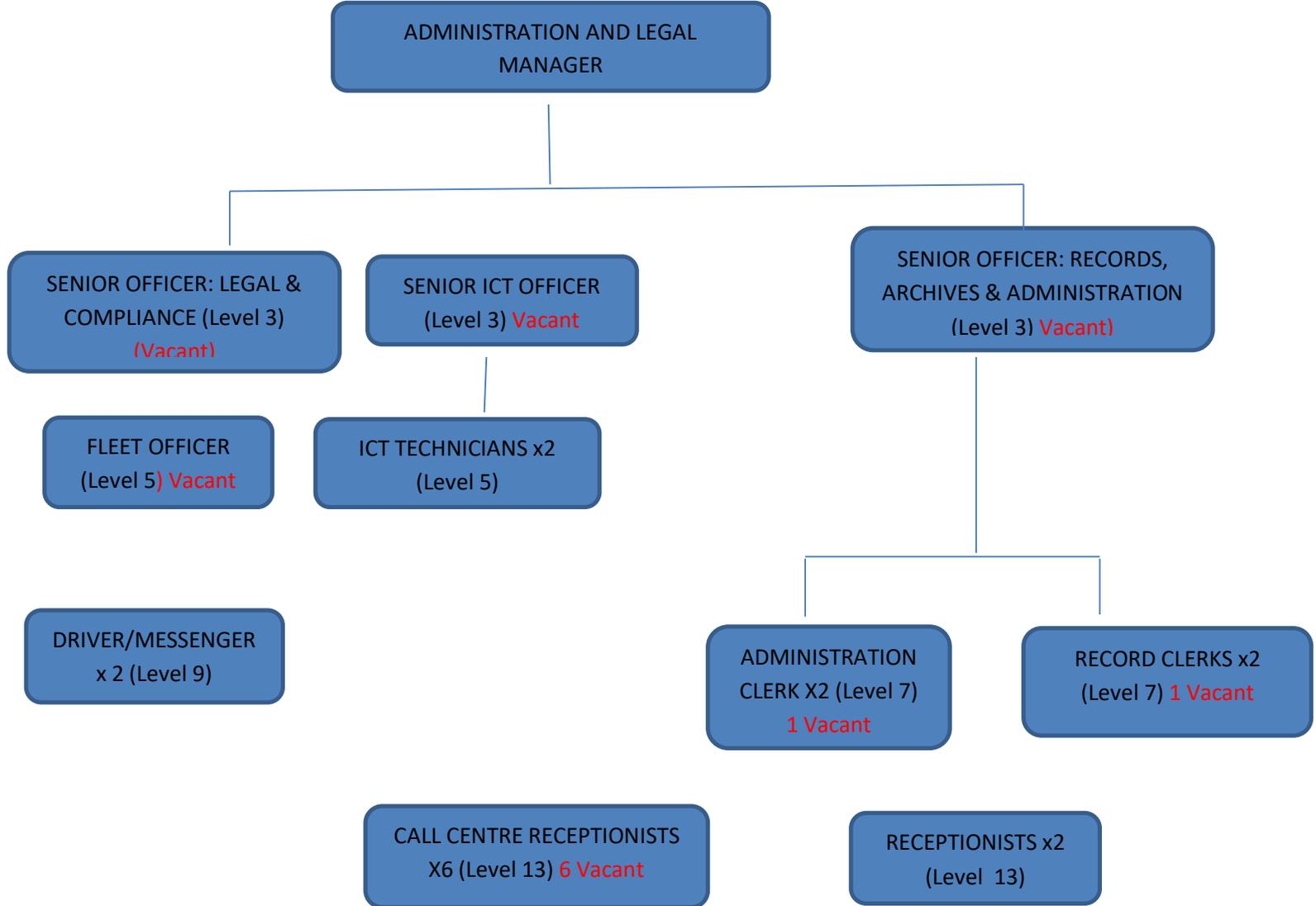




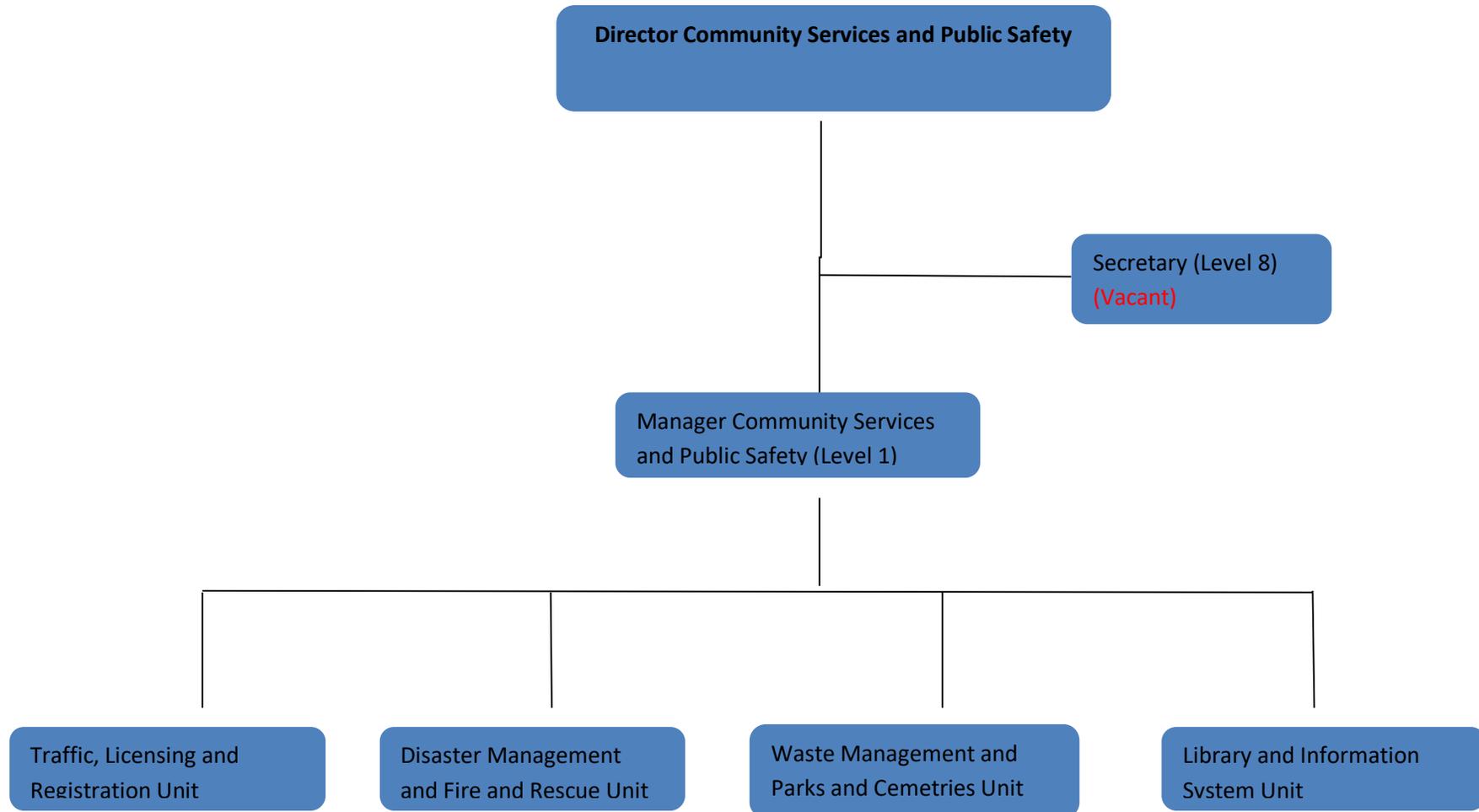
# CORPORATE SERVICES DEPARTMENT







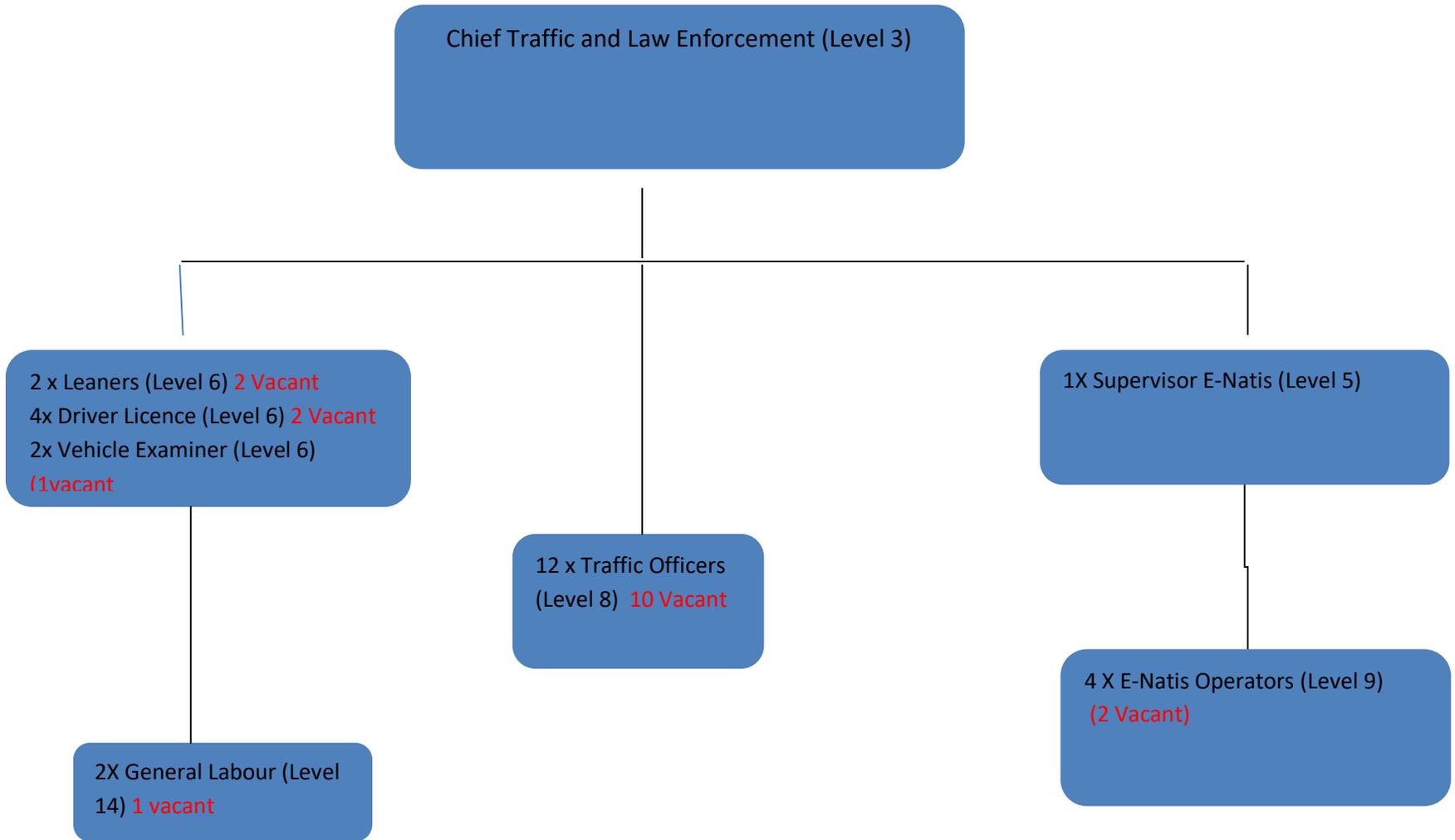
# COMMUNITY SERVICES AND PUBLIC SAFETY DEPARTMENT

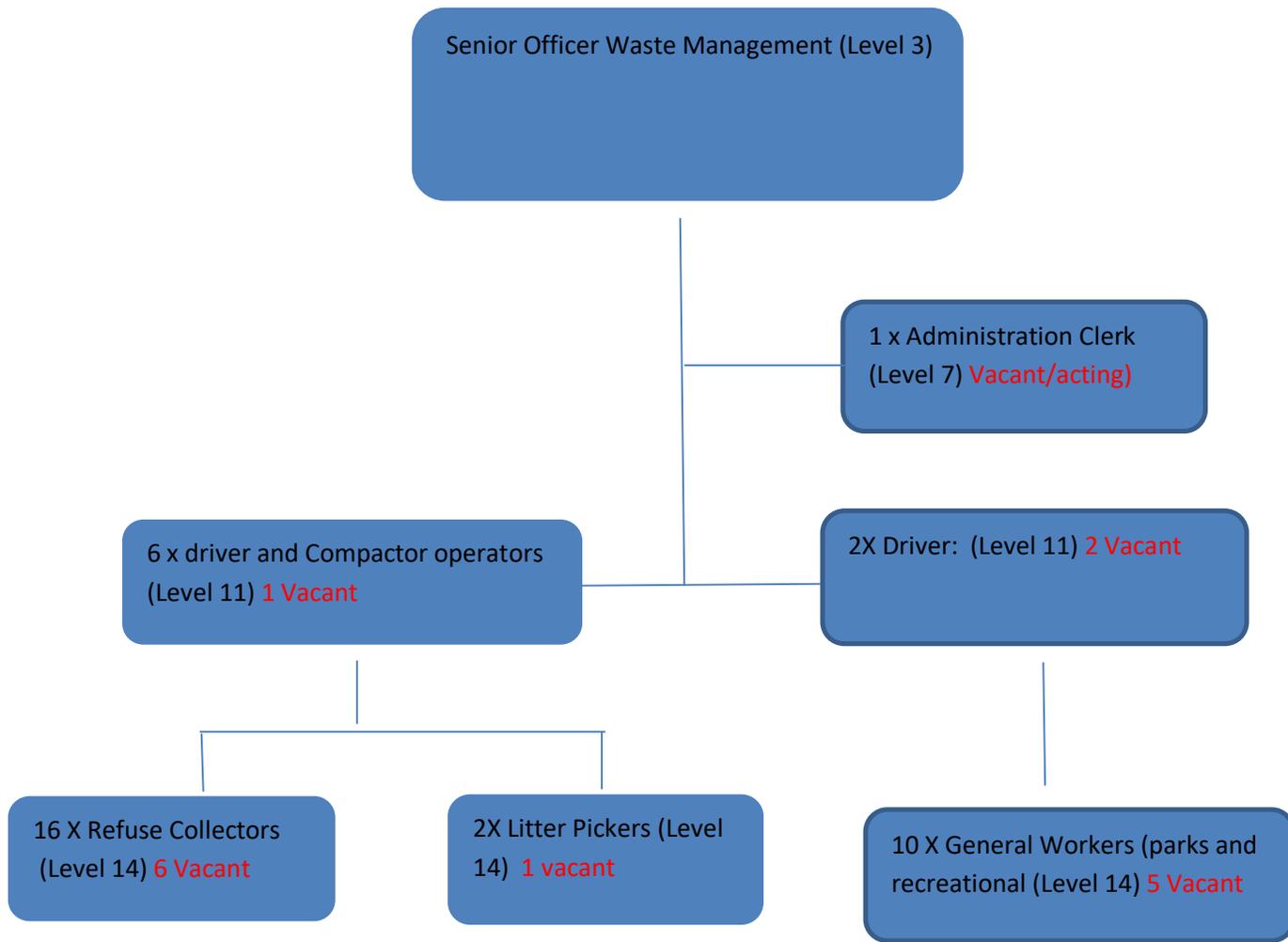


Senior Firefighter (Level 3)

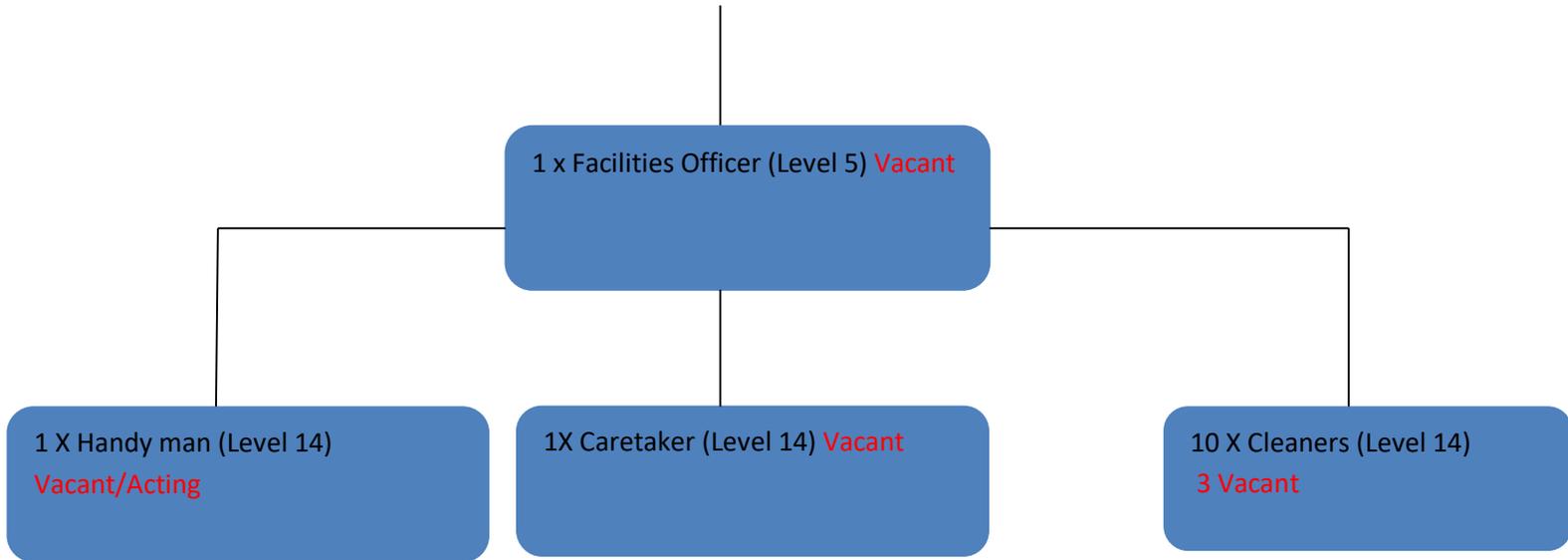


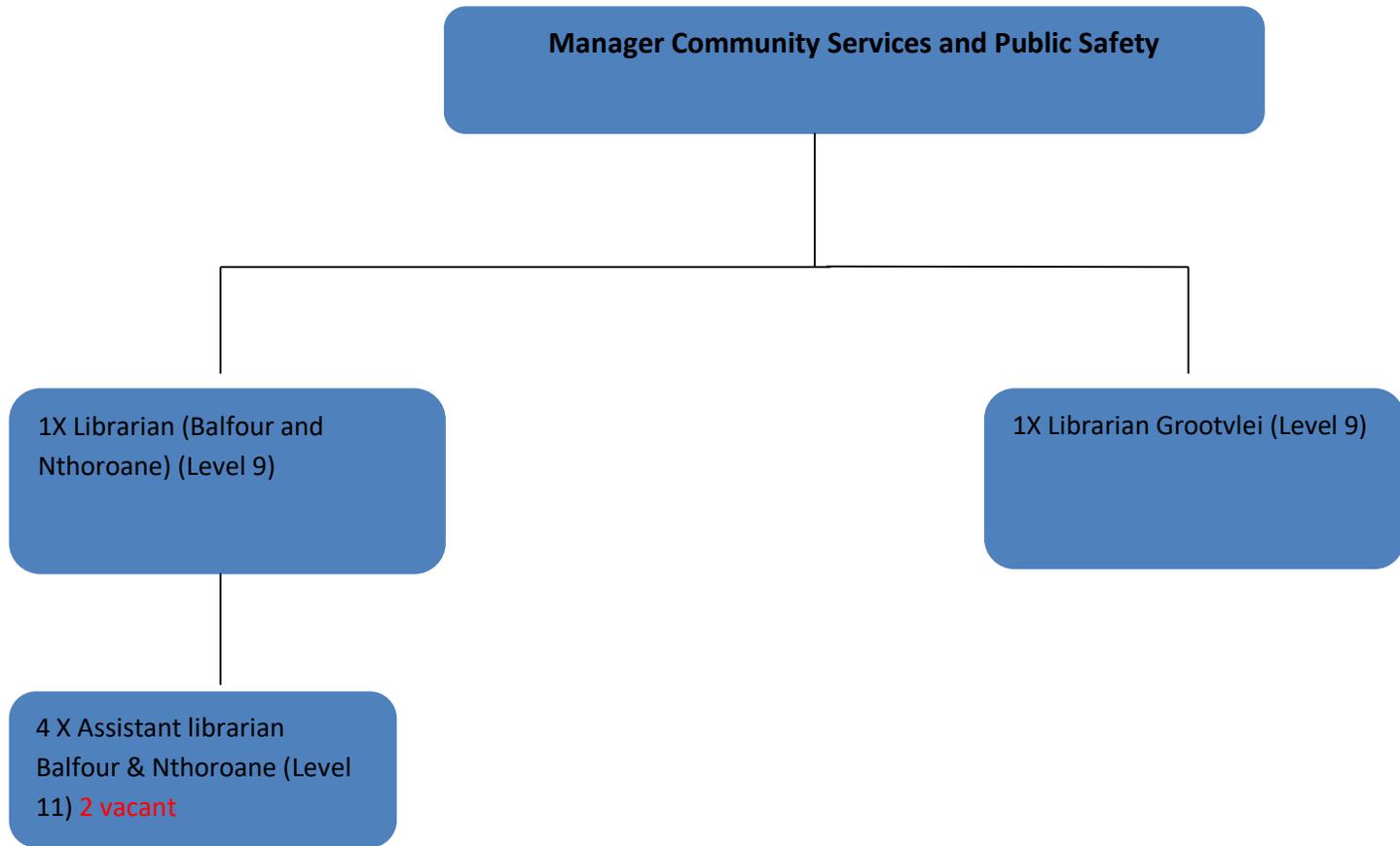
12 X Fire Fighters (Level 9)  
7 Vacant





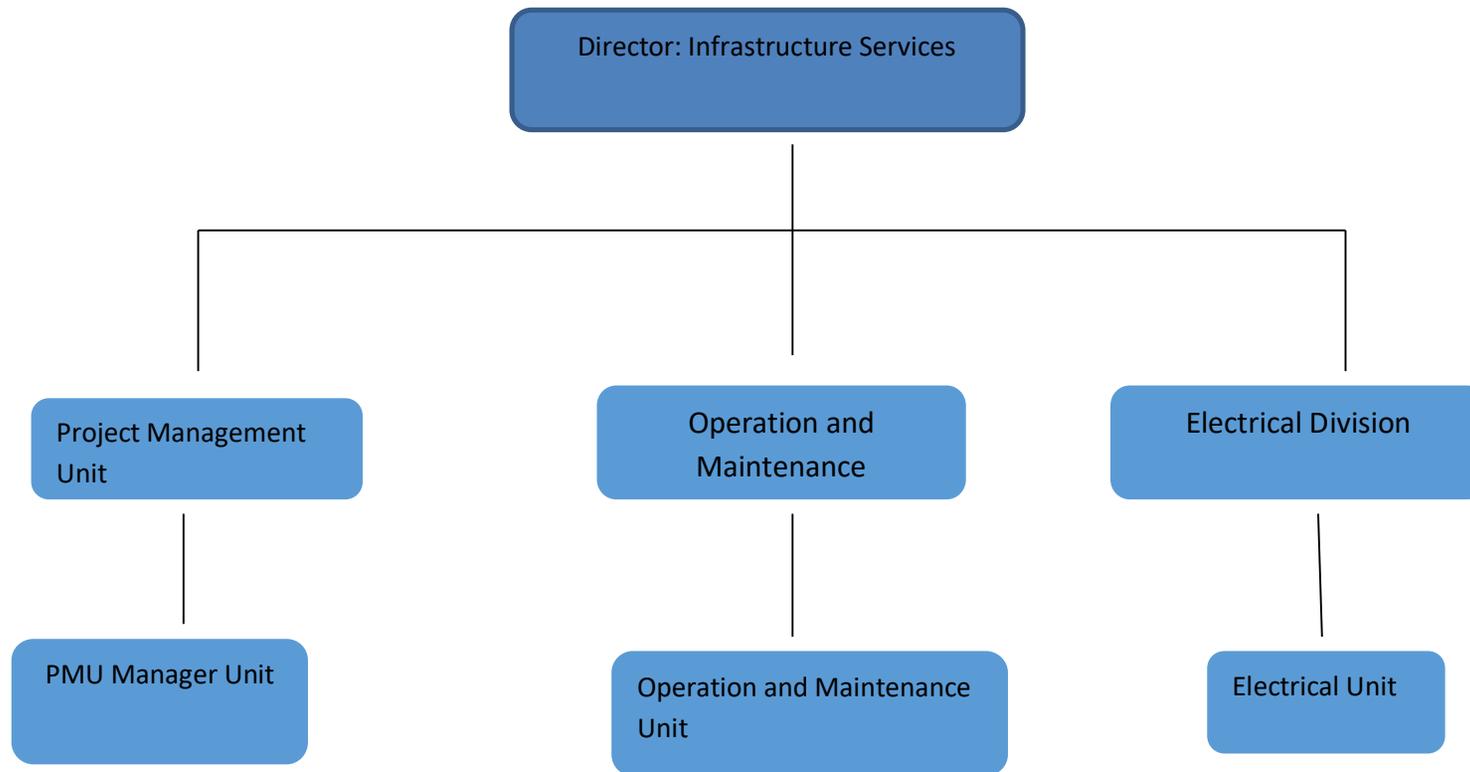
**Manager Community Services and Public Safety**

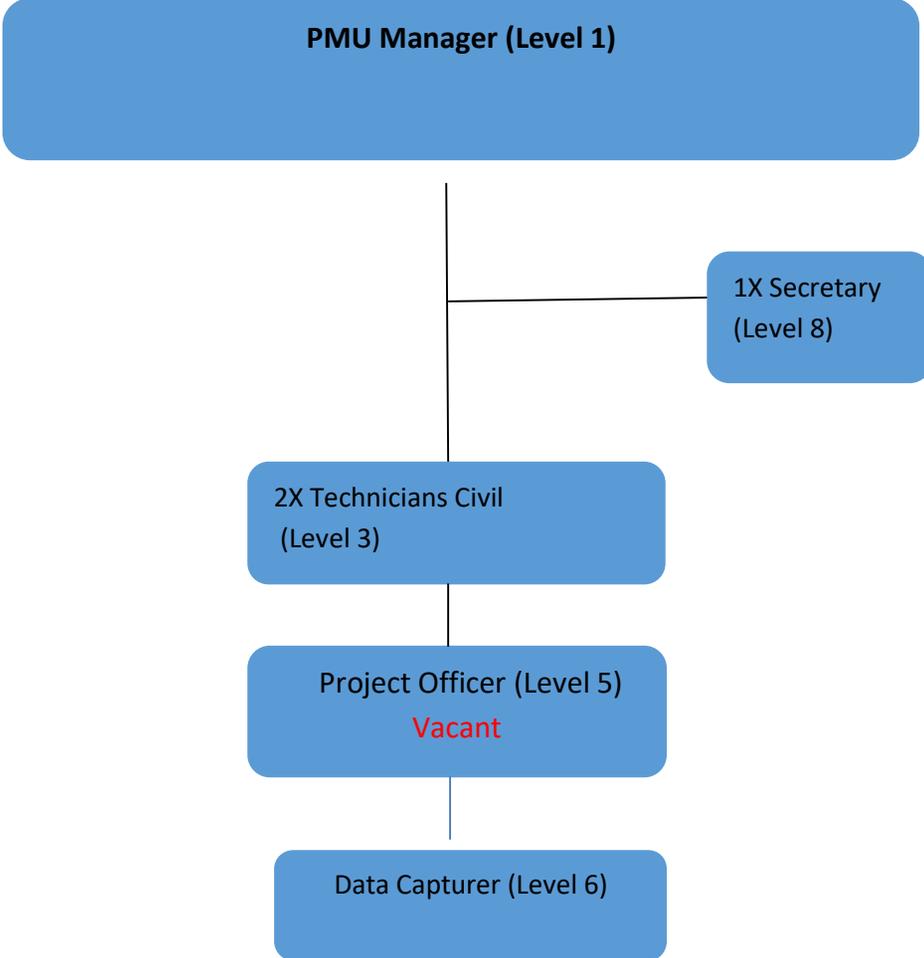


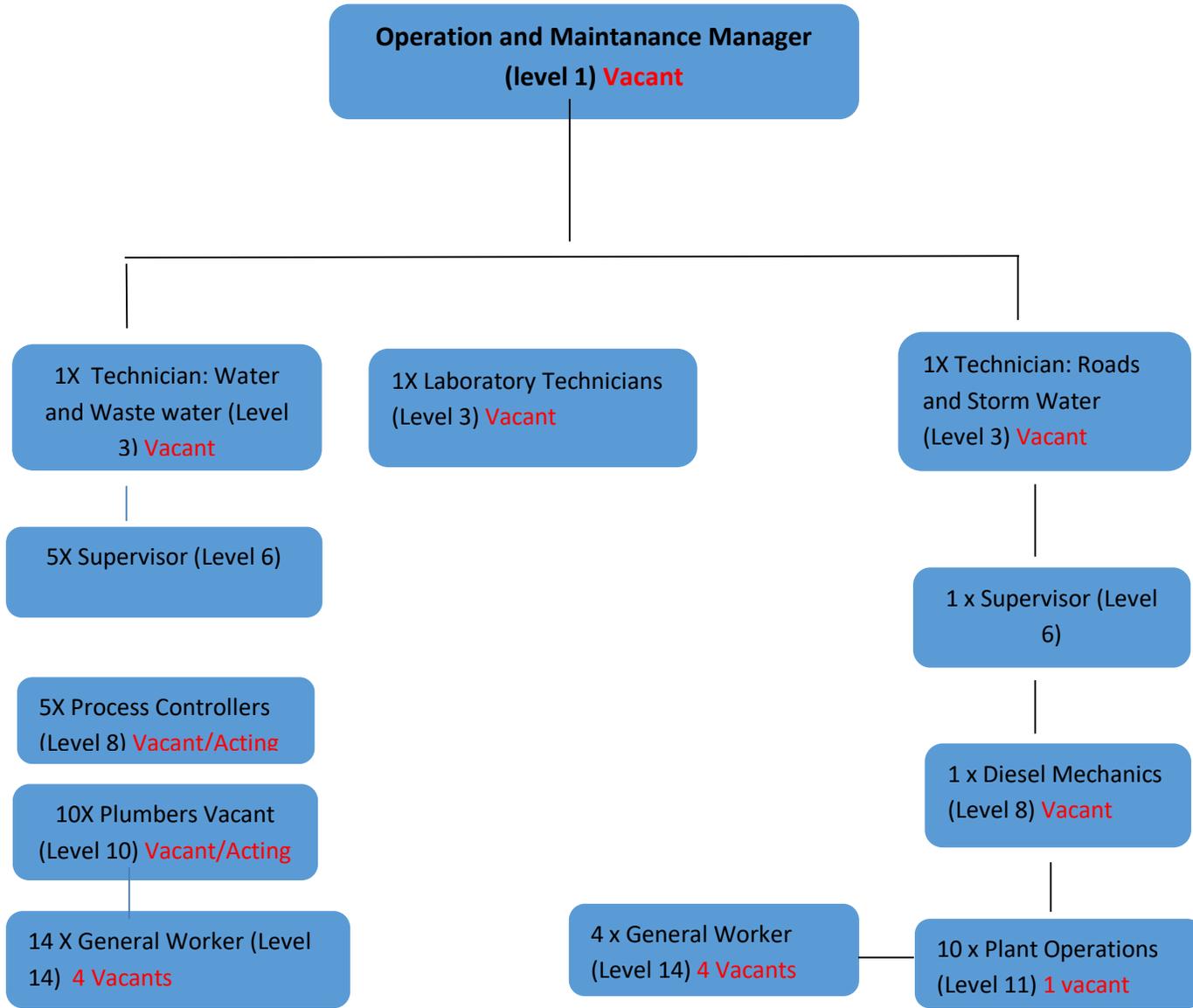


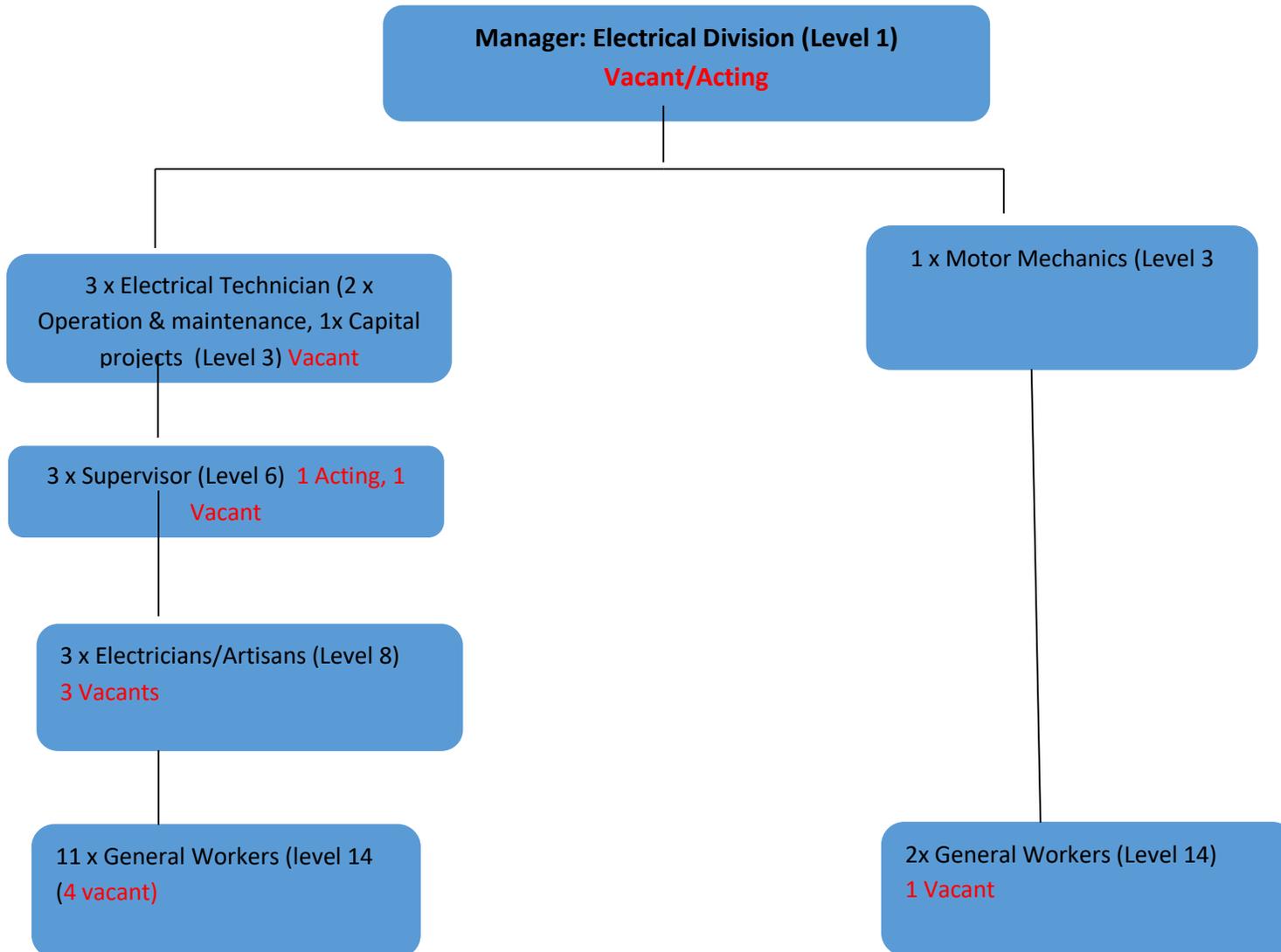
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# INFRASTRUCTURE SERVICES DEPARTMENT

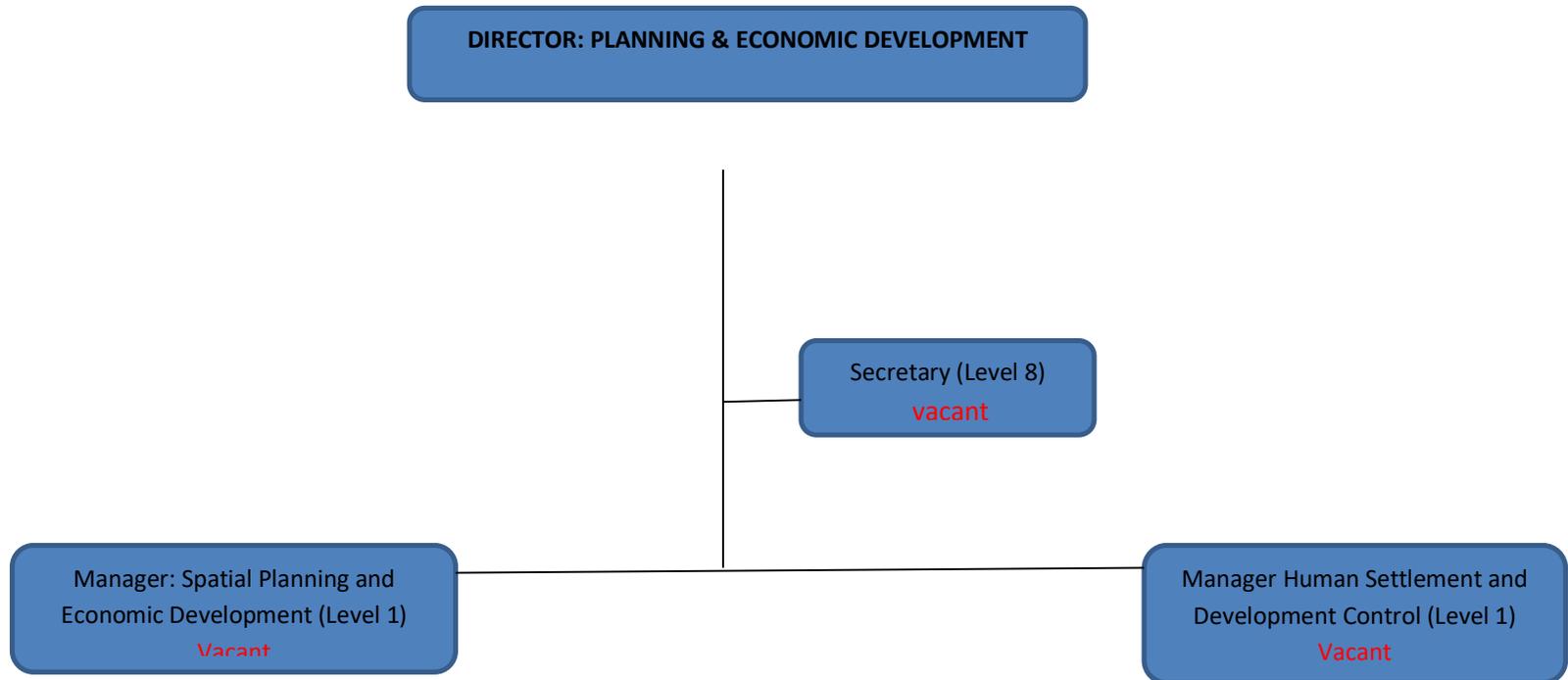


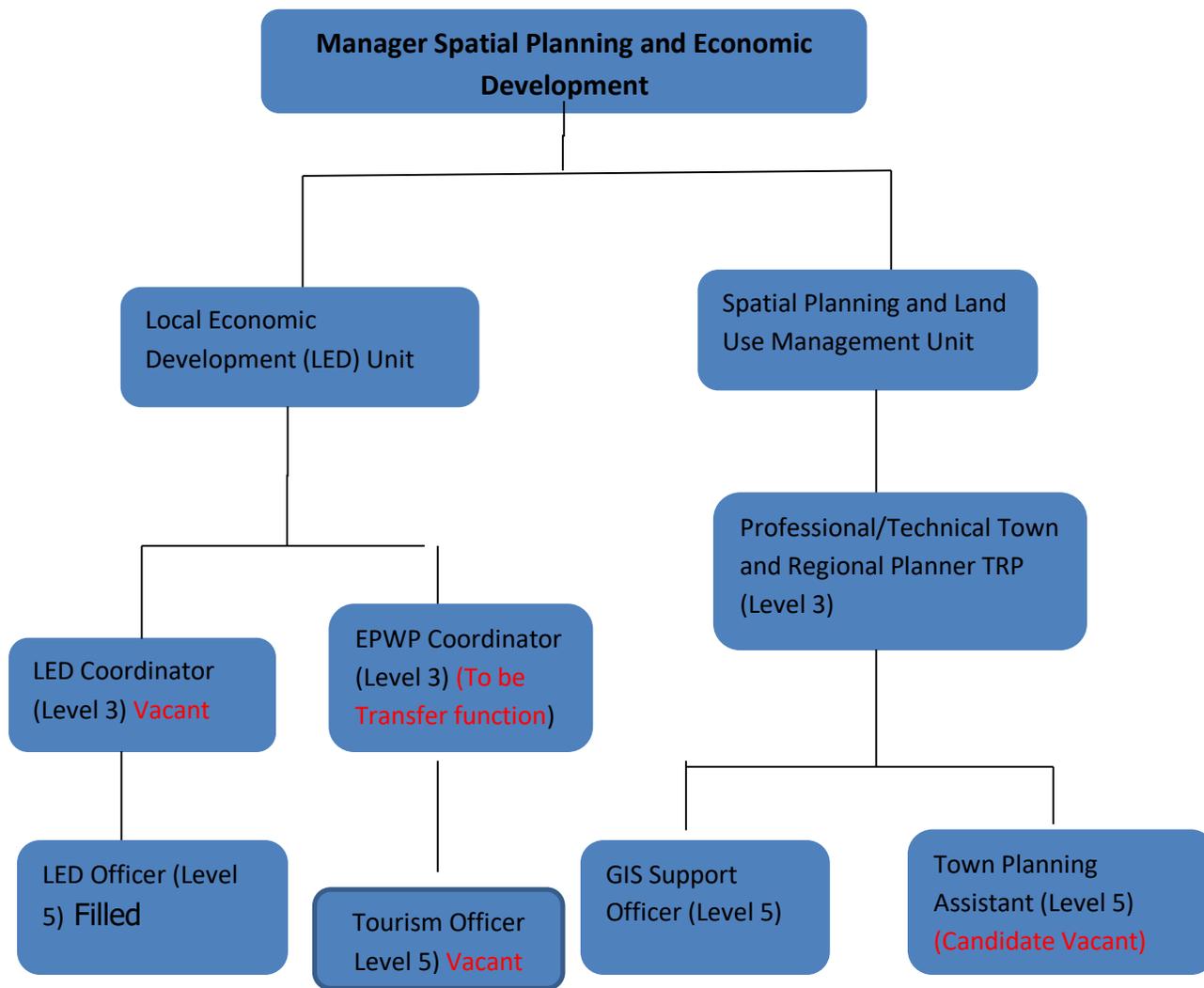


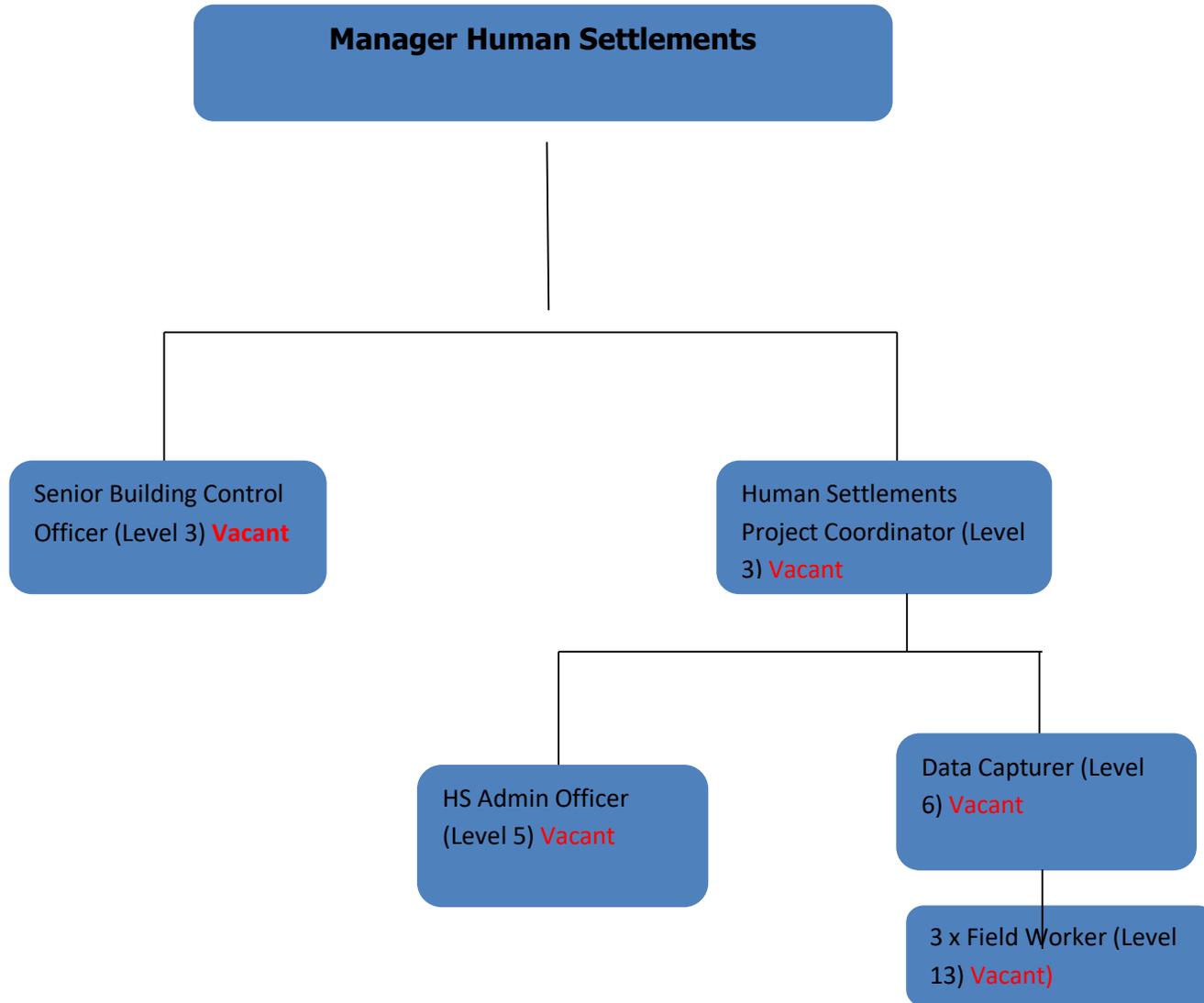




# PLANNING & ECONOMIC DEVELOPMENT DEPARTMENT







Dipaleseng local Municipality 2017/18 IDP PROJECT (Mscoa Format) ( Annexure B)

CAPITAL PROJECT

Project no	Project name	Project description	Project segments	Function segments	Item segments	Regional segments	Funding segments	Costing segments	Municipal Standard classification	MTRF 18/19	Q1	Q2	Q3	Q4	Municipal KPA'S
	Upgrading of Grootvlei WWTW (Phase 3)	Supply and Installation of Mechanical and Electrical equipment at the newly constructed WWTW	Sanitation				MIG	R 7,563,107.93		R -	3000000.00	R 2,600,000.00	R 1,963,107.93	R -	Service delivery and infrastructure development
	Construction and Rehabilitation of Roads in Dipaleseng (Lefokotsane)	Upgrading of roads from gravel to paving with side walks and installation storm water culverts	Roads and stormwater				MIG	R 8,107,809.00		R -	R 5,500,000.00	R 2,607,809.09	R -	R -	Service delivery and infrastructure development

	street, Phase 2)														
	Construction and Rehabilitation of Roads in Dipaleseng (Inkonkoni street, Phase 1)	Upgrading of roads from gravel to paving with side walks and installation storm water culverts	Roads and stormwater				MIG	R 2,451,282.95		R 4,108,513.30	R 2,000,000.00	R 451,282.95	R -	R -	Service delivery and infrastructure development
	PMU functions	Administrative functions of PMU operation					MIG	R 9,538,000.00		R 946,123.90	R 422,277.39	R 422,277.39	R 250,004.35	R -	
	Construction of a new landfill site in Balfour/	Construction of landfill site in Balfour/Siyathemba	Waste				MIG	R 13,924,840.00		R 13,924,840.00	R -	R -	R -	R -	Service delivery and infrastructure development

Siyathe mba (Phase 3)															ment
Construction of Balfour Substation	Construction of Balfour Substation	Electricity				INEP	R 14,500,000.00		R 15,000,000.00	R 3,000,000.00	R 4,500,000.00	R 3,500,000.00	R 3,500,000.00	Service delivery and infrastructure development	
Smart utility account management programme	Installation of electricity pre-paid smart meters for improved billing system, revenue enhancement and revenue management.	Electricity				DLM	R1.2m		R 2.4m	R0.6m	R 0.3m	R0.15m	R0.15m	Municipal financial viability	

	Energy efficiency demand management	Energy efficiency demand management for Municipal assets and facilities	Electricity				DLM	R5m			R1.25m	R1.25m	R1.25m	R1.25m	Municipal financial viability
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CAPITAL PROGRAM

Project no	Project name	Project description	Project segments	Function segments	Item segments	Regional segments	Funding segments	Costing segments	Municipal Standard classification	MTR F 17/19	Q1	Q2	Q3	Q4	Municipal KPA'S
	Waste Management	EPWP Programme CWP Programme Phezuko mkhono Youth in Waste Management Upgrading of the landfill		Waste management	Material Equipment Salaries	Ward 1,2,3,4,5 & 6	DPW GSD M DAR DLA COG TA	Default	Community Services and Public Safety	1706000	426,500	426,500	426,500	426,500	Basic Service delivery

## MUNICIPAL INFRASTRUCTURE GRANT (MIG) (Annexure C)

Project	Status	Implementation time frames	Estimated Budget
Upgrading of Roads in Dipaleseng (Phase 3)	Registered (Budget maintenance required)	2017/18-2021/2022	R50 million
Provision of sewer reticulation in Grootvlei Ext.1 (Phase 1)	Registered	2018/19	R5 million
Provision of sewer reticulation in Balfour North	Not registered	2018/19	R2 million
Provision of sewer Siyathemba Ext 5 & 6	Not Registered	2018/19	R8 million
Upgrading of Grootvlei WWTW (Phase 3)	Construction stage	2017/18	R13 million

Construction concrete palisade fence for Balfour/Siyathemba cemetery	Not registered	2019/20	R 5 million
Construction of Balfour/Siyathemba landfill site (Phase 3)	Registered (Budget maintenance required)	2019/20	R 18 million

## Town and regional Planning

<b>Project</b>	<b>Status</b>	<b>Implementation time frames</b>	<b>Estimated Budget</b>
Review of SDF	Not registered	2017/18	R300 000.00
Review of LUMS	Not registered	2017/18	R500 000.00
Review of LED Strategy	Not registered	2017/18	R300 000.00
Delineation (Sale of Stands) Rezoning, Subdivision and pegging	Not registered	2017/18	R2 000 000.00
Formalisation of informal Settlements	Not registered	2018/19	R4 000 000.00

Re-Surveying of Grootvlei informal settlement	Not registered	2018/19	R3 500 000.00
Extension of boundaries rezoning and subdivision of identified areas	Not registered	2017/18	R 2 500 000.00
Land Audit	Not registered	2017/18	R 500 000.00
Township Establishment (Dept. of Human Settlements)	Registered	2017/18	TBC
Geographic Information Systems (GIS)-Revenue Enhancement & Data cleansing	Registered (GSDM)	2017/18	R500 000.00

**INTEGRATED NATIONAL ELECTRICAL PROGRAMME (INEP)**

<b>Project</b>	<b>Status</b>	<b>Time frames</b>	<b>Estimated Budget</b>
Construction of Balfour Substation	Planning	2016/17-2019/20	R37 million

**SASOL**

Upgrading of Greylingstad WWTW	Design Stage	2017/18	R 8 million
Provision of sewer reticulation in Greylingstad/Nthoroane	Planning	2018/19	R7 million

**DEPARTMENT OF HEALTH**

Construction of mini Siyathemba Hospital	Planning	2017/18-2020/21	R180 million
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**GERT SIBANDE DISTRICT MUNICIPALITY**

Boreholes	Planning	2017/18-2020/21	TBC
Renovation of community halls	Planning	2017/18-2020/21	TBC
Upgrading of bulk and reticulation lines and installation of additional storage in wards: 1 to 6	Planning	2017/18-2020/21	TBC

