

DIPALESENG MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN



DRAFT IDP 2021/2022



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FOREWORD BY THE EXECUTIVE MAYOR



In terms of Section 34 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) each municipality is required to review its Integrated Development Planning (IDP) annually to assess its performance against measurable targets and to respond to the demands of changing circumstances.

This IDP Review is the result of such a process and embodies our mission which remains the provision of sustainable services to communities and ensuring that they are served by an accountable and effective municipality.

This is the third review of the initial Integrated Development Plan (IDP) that was adopted in 2017 and reflects our responsiveness and level of accountability towards the public, in vigorous pursuit to address the critical needs of our communities.

It is with great pride to highlight the effort taken by the municipality to ensure that the IDP and Budget processes are aligned; that the SDBIP is linked to the IDP and that public participation has been done as required by legislation.

We are confident that through the Integrated Development Plan the municipality will be in a position to deliver services in line with the constitutional standards.

Our 2017 – 2022 IDP and our Budget will go a long way in improving the quality of life of our community by broadening accessibility alleviating poverty. The municipality will continue to work in collaboration with government departments and other entities to provide desired services to the communities of Dipaleseng.

I conclude with a paraphrase the words of Nelson Mandela “I have walked that long road of freedom. I have tried not to falter. I have made missteps along the way. But I have discovered the secret that after climbing a great hill, one only finds that there are many more hills to climb. I have taken a moment here to rest, to steal a view of the glorious vista that surrounds me, to look back on the distance I have come. But I can only rest for a moment, for with freedom come responsibilities, and I dare not linger, for my long walk is not ended”
Nelson Mandela

This is very true for us as we walk the journey of service delivery, public participation accountable and caring government. Any victories reflected here still demand that we do not

falter, that we do not linger; we realize that there is a long way to go. That working together we can do more, working against each other we can do nothing. There is more that binds us than separating us.

I am now expecting the administration to move with speed to qualitatively implement projects and programmes as a matter of priority in the true spirit of “Thuma Mina” as advocated for by President Matamela Cyril Ramaphosa.

CLLR MLMAKHUBU

EXECUTIVE MAYOR

MUNICIPAL MANAGERS' OVERVIEW

Municipalities have a duty in terms of s152 (1) of the Constitution to provide a democratic and accountable government for local communities. This IDP serves as an embodiment of a consultative process and a reaffirmation of the municipality's commitment to governing with the citizens and executing its mandate. It provides a platform for active engagements of all stakeholders for planning and monitoring of progress with the implementation of planned projects and the achievement of strategic objectives.

Dipaleseng Local Municipality has achieved a lot despite facing many various financial challenges which have been occurring over the past years, due to various reasons including amongst others, poor collection of revenue and aging infrastructure. Given the nature of such financial challenges, it became prudent for the municipality to embark upon the development of a Turnaround Strategy/ Financial Recovery Plan which clearly highlights identified strategies that need to be implemented in order to turn the municipality around.

The following are key strategies identified in the Turnaround Strategy/ Financial Recovery Plan:

1. **Strengthening governance** by enhancing the operations of Dipaleseng through appropriate and comprehensive system of delegations, capacity building, improved governance and political oversight;
2. **Human resource management and organisational restructuring** by assessing the service delivery model, appropriately aligning structures and the filling of critical posts.
3. **Improved cash flow management and financial sustainability** with revenue protection, enhancement, growth and management together with stricter expenditure management and administration through proper supply chain management, risk management and addressing audit related issues, amongst others;

4. **Restructuring of the budget** to ensure a credible, balanced and cash backed budget with tariff restructuring and a review of all core and non-core functions, and negotiation and settlement of outstanding creditors/statutory payments, amongst others;
5. **Improved control environment** with expenditure management / cost containment and cash management, addressing audit related issues pertaining to the functioning of the Internal Audit Unit and the Audit Committee, amongst others; and
6. **Infrastructure and service delivery improvements** with good asset management through integrated infrastructure development and asset management planning to ensure sustainability through planned maintenance, enhancement and replacement.

The implementation of the above strategies will assist in turning the municipality into a financially viable one which serves its communities with good financial prudence. Informed by the priority needs of the communities, this IDP is geared towards improving the quality of life of the community through a focus on the 5 pillars of Back to Basics which are aligned to the 6 Key performance Areas of Local Government.

Considering the above, it suffices to report that, out of the 14 877 households in Dipaleseng Local Municipality, 14 120 (95%) has access to water, 13 976 (94%) has access to sanitation while 12 415 (83%) has access to electricity. It therefore goes without saying that the next financial year's budget must be geared towards eradicating the remaining backlogs.

We remain committed to strengthening local democracy by engaging with our communities throughout the planning processes of the municipality's IDP and call upon all stakeholders to provide inputs into this process. Together with the citizens of Dipaleseng, we can make the municipality a better place for all.

JM MOKGATSI

ACTING MUNICIPAL MANAGER

LIST OF SELECTED ABBREVIATIONS

AIDS: Acquired Immune Deficiency Syndrome
ANC: African National Congress
AQMP: Air Quality Management Plan
BBBEE: Broad Based Black Economic Empowerment
BEE: Black Economic Empowerment
BSC: Balanced Scorecard
CLLR: Councilor
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
CWP: Community Workers Program
DA: Democratic Alliance
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
EFF: Economic Freedom Fighter
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
OVS: Operation Vuka Sisebente
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 Plan

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1. INTRODUCTION

The objects of local government are – (a) to provide democratic and accountable government for local communities; (b) to ensure the provision of services to communities in a sustainable manner; (c) to promote social and economic development; (d) to promote safe and healthy environment; and (e) to encourage the involvement of communities and community organizations the matters of local government. The Constitutional mandate for municipalities is that they should strive, within their financial and administrative capacity to achieve these objects, 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, facilities and financial capacity, within the guidelines provided by the Constitution and Legislative Authority.

Integrated Development Planning is a process through which a municipality, government sector departments, various service providers and interested affected parties come together to identify development needs, 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 the municipality to fulfill 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 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 2020/2021 IDP Review a process. It is prepared in fulfillment 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 about 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. It also takes into cognizance 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 based on four primary areas of intervention, i.e. Annual IDP Review, the IDP process, Amendments in Response to changing municipal circumstances, and comments from the MEC of COGTA.

The process described and outlined in Figure 1 below represents a continuous cycle of planning, implementation, monitoring and review. Implementation commences after the Municipal Council adopts the Final Draft IDP, budget and performance management system

for the subsequent financial year. Public participation remains pivotal throughout the process of the IDP as graphically illustrated on Figure 1

1.2 NATIONAL AND PROVINCIAL FRAMEWORKS GOVERNING GERT SIBANDE DISTRICT MUNICIPALITY (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 Government policies and plans exist to further guide and direct development in South Africa. Some of these are of particular importance in developing an Integrated Development Plan.

The following are some of the pieces of legislations and plan that guides the development of IDPs:

1.2.1 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

The National Spatial Development Perspective (NSDP) 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 NSDP 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 any guarantee that this will attract new investment into the area.

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 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 are 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 programs 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 (NDP)

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 NDP 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 of South Africa are protected and feel safe
- Outcome 4: Decent employment through inclusive economic growth
- Outcome 5: A skilled and capable work force to support inclusive growth
- Outcome 6: An efficient, competitive and responsive economic infrastructure network

- Outcome 7: Vibrant, equitable and sustainable rural communities and food security
- Outcome 8: Sustainable human settlements and improved household life
- Outcome 9: A responsive, accountable, effective and efficient local government system
- Outcome 10: Protection and enhancement of environment, assets and national resources
- 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 (MTSF)

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 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 that there is capacity to meet these objectives, the following critical measures 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 follows:

- 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) framework and addresses systematic barriers to sustainable development which the MDGs have neglected.

1.2.6 MPUMALANGA GROWTH AND DEVELOPING PATH (MEGDP)

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 in 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 restituted and distributed land.
- Increase acquisition of agriculture land for the previously 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:

- Resolve 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 arrears 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 (MOU) signed with few overseas

countries, provide Mpumalanga with Regional and International trade, investment and tourism opportunities.

Regarding neighboring countries, road, rail and air infrastructure is key terms of facilitation of 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. 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 introduced 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 objects 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:

- a) To provide democratic and accountable government for local municipalities
- b) To ensure the provision of service to communities in a sustainable manner
- c) To promote social and economic development
- d) To promote a safe and healthy environment
- e) To encourage the involvement of communities and community organizations in matters of local government
- f) 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 TASKS THAT WERE DEVELOPED TO TAKE SOUTH AFRICA FORWARD DURING THE NEXT 5 YEARS

- Back to Basics Approach: 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 APPROACH IN DETAIL

1.4.1.1 Governance

- All municipal council structures must be functional and 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 and
- 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 and
- Act decisively against fraud and corruption.

1.4.1.4 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 (war rooms), IDP's and Budget report backs
- Transparent, responsive and accountable processes to communities

1.4.1.5 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.

1.4.2 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 being stopped.

1.4.2.1 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 modeling 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

The following are the vision, mission and corporate values of the municipality:

VISION

The vision of the Dipaleseng Local Municipality is to be “a center of quality, affordable services, good governance and sustainable economic opportunities.”

MISSION

Our mission “is to provide sustainable services to communities and ensure that they are served by accountable and effective Municipality.”

1.5.4 CORPORATE VALUES

A customer centered approach shapes the values of the DLM. The DLM subscribes to the following corporate values

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

1.6 PRIORITIES

- Enhancement of revenue collection
- Basic Service Delivery (Water, sanitation, roads, electricity, refuse removal, fire & rescue services)
- LED and Job Creation
- Attraction of investors
- Public Participation and Good Governance
- Institutional Development
- Social Services (COVID 19, 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 (IDP)

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 regarding planning, management and development in a municipal area. As stipulated in Section 25 of the MSA, an IDP adopted by a municipal council:

- (a) Links integrates and co-ordinates plans and considers proposals for the development of the municipality;
- (b) Aligns the resources and capacity of the municipality with the implementation of the plan;
- (c) Forms the policy framework and general basis on which annual budgets must be based;
- (d) Complies with the provisions of the MSA, with reference to Chapter 5; and
- (e) Must 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

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

In terms of Section 153 of the Constitution, municipalities must participate in national and provincial development programs. 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 summaries some other matters that must be considered during the review of the IDPs.

Table 2: Framework Guide for credible IDPs

Focus Area	Delivery Focus Area	Performance Definition ¹
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	<p>Does the compilation and management of the budget comply with the provisions of the MFMA: sections 16 – 26?</p> <p>Are there measurable performance objectives for each vote in the budget, taking into account the IDP?</p>
<p>Duties of office bearers re budget</p> <p>(Mayor: MFMA, sections 21-23 and 52 and 54) (Municipal Manager, sections 68-72)</p>	<p>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?</p> <p>Has the MM undertaken his or her reporting and administrative duties re the Act?</p> <p>Is the budget timetable adhered to (July to June)?</p>
<p>Service Delivery The SDBIP is a tool approved by the Mayor to manage, and Budget Implementation Plan</p> <p>(SDBIP) (MFMA: Section 53)</p>	<p>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?</p>
<p>SDBIP: Political and executive accountabilities</p>	<p>Has a S 53 document been adopted by Council and are systems in place for effective strategic management?</p>
<p>Division of Revenue DORA</p> <p>Equitable Share: Schedules 2 and 3</p> <p>MIG (infrastructure transfers) Schedule 4B</p> <p>Capacity building</p>	<p>Municipalities need to demonstrate financial planning aligned to DORA (ES; MIG; Transfers for capacity-building) and have plans to both manage revenue shortfalls and enhance revenue collection.</p>

Section 14

Revenue
Management
MFMA: s 61; MSA:
s 95)

Check that the accounting officer is taking all reasonable steps to comply with legal requirements.

Project Consolidate
Interventions

Is the role of CDW's articulated and incorporated into the IDP? Check budget for skills and capacity development projects.

Community
participation – budget
(MFMA Section 22 – 23)

Has the draft budget been made public and a meeting held with the community to ascertain development 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
Councilors and
municipal staff

Have all staff and members signed the Code of Conduct? Are the provisions of these sections adhered to general conduct, duties disclosures?

	members (Sections 1 and 2, MSA)	Does the community have access to the Codes of Conduct?
	Ward Committees	<p>Total number of Ward Committees established as per the number of demarcated municipal wards;</p> <p>Are Ward Committee functional; do they comply with Terms of Reference of establishment?</p> <p>Does the IDP report on their contribution to development in the municipality?</p>
	Communication	<p>Is the municipality complying with MSA (S21) directives regarding communication to the local community?</p> <p>E.g. Official website should be established (if affordable; if not via an intergovernmental arrangement);</p> <p>Website or public place must contain documents to be made public in terms of the MFMA and MSA. Are there indications of a positive interface between council, ward committee and community?</p>
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: Provincial – Premier’s Forum Interprovincial forums;	<p>The IGRF Act requires that there are provincial and district intergovernmental forum to promote and facilitate IGR between</p> <p>a) provinces and local government, and b) district and local</p> <p>Is the IDP benefiting from intergovernmental dialogue?</p>

7. Spatial Development Framework	Local: District forums;	
	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?
	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. The key deadlines are as reflected in table 3 below.

Table 3: Time Schedule key deadlines and activities.

Month	Dipaleseng Local Municipality Mayor and Council	Budget Year 2021/2022 Administration - Municipality
July	Mayor begins planning for next three-year budget in accordance with coordination role of budget process	Accounting officers and senior officials of municipality and entities begin planning for next three-year budget

MFMA s 53

Planning includes review of the previous year's budget process and completion of the Budget Evaluation Checklist

MFMA s 68, 77

Accounting officers and senior officials of municipality and entities review

options and contracts for service delivery

MSA s 76-81**August**

Mayor tables in Council a time schedule outlining key deadlines for: preparing, tabling and approving the budget; reviewing the IDP

(as per s 34 of MSA) and budget related policies and consultation processes at least 10 months before the start of the budget year.

MFMA s 21,22, 23;**MSA s 34, Ch 4 as amended**

Mayor establishes committees

September

Council through the IDP review process determines strategic objectives

for service delivery and development for next three-year budgets including

review of provincial and national government sector and strategic plans

Budget offices of municipality and entities determine 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

Engages with Provincial and National sector departments on sector specific programs for alignment with municipalities plans (schools, libraries, clinics,

water, electricity, roads, etc)

October		Accounting officer does initial review of national policies and budget plans and potential price increases of bulk resources with function and department officials MFMA s 35, 36, 42; MTBPS
November		Accounting officer reviews and drafts initial changes to IDP MSA s 34
December	Council finalizes tariff (rates and service charges) policies for next financial year MSA s 74, 75	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
January	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 year MFMA s 87(1)	Accounting officer reviews proposed national and provincial allocations to municipality for incorporation into the draft budget for tabling. (Proposed national and provincial allocations for three years must be available by 20 January) MFMA s 36
February	Council considers municipal entity proposed budget and service delivery plan and accepts or makes recommendations to the entity MFMA s 87(2)	Accounting officer finalizes 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

Accounting officer to notify relevant municipalities of projected allocations for

next three budget years 120 days prior to start of budget year

MFMA s 37(2)

Accounting officer publishes tabled budget, plans, and proposed revisions to

IDP, invites local community comment and submits to NT, PT and others as

prescribed

MFMA s 22 & 37; MSA Ch 4 as amended

Accounting officer reviews any changes in prices for bulk resources as

communicated by 15 March

MFMA s 42

March

Entity board of directors considers recommendations of parent

municipality and submit revised budget by 22nd of month

MFMA s 87(2)

Mayor tables municipality budget, budgets of entities, resolutions, plans,

and proposed revisions to IDP at least 90 days before start of budget year

MFMA s 16, 22, 23, 87; MSA s 34

April

Consultation with national and provincial treasuries and finalize sector

Plans for water, sanitation, electricity etc.

MFMA s 21

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

May

Public hearings on the budget, and council debate. Council considers 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.

MFMA s 23, 24; MSA Ch 4 as amended

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

MFMA s 87

June

Council must approve annual budget by resolution, setting taxes and tariffs, approving 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

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

Accounting officer submits to the mayor no later than 14 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

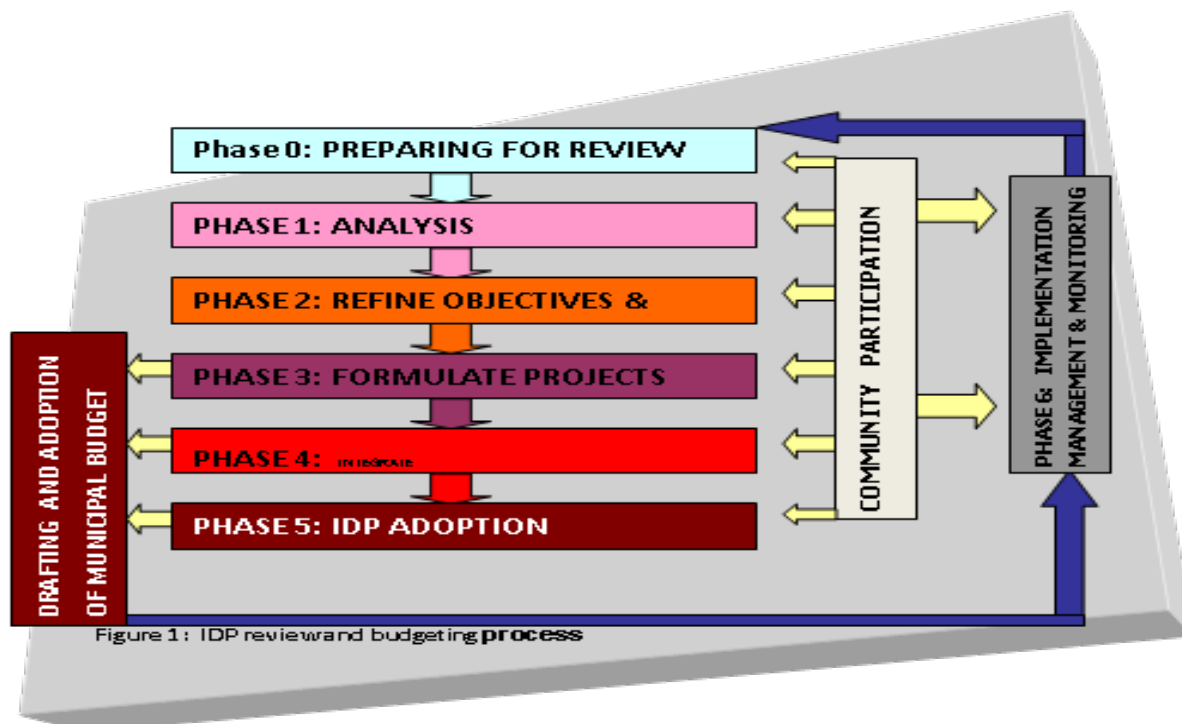
annual performance contracts **MFMA s 75, 87**
are concluded in accordance
with s 57(2) of the MSA.
Mayor to ensure that the
annual performance
agreements are linked to the
measurable performance
objectives approved with the
budget and SDBIP. The
mayor submits the

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 finalize a
system of delegations.

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



1.9 APPROACH AND PRINCIPLES TO BE APPLIED IDP COMPILATION PROCESS

1.9.1 The 2021-2022 IDP compilation process

The compilation process of the 2021-2022 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 prioritized 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 2021/2022 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 programs/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 organizations must be facilitated and appropriate mechanisms should be in place and be institutionalized. 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 **May 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 publicize 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 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, organized 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 requires that a municipality must annually appoint and budget for a performance audit committee.

1.9.5 Framework Action Plan and Provincial Cycle

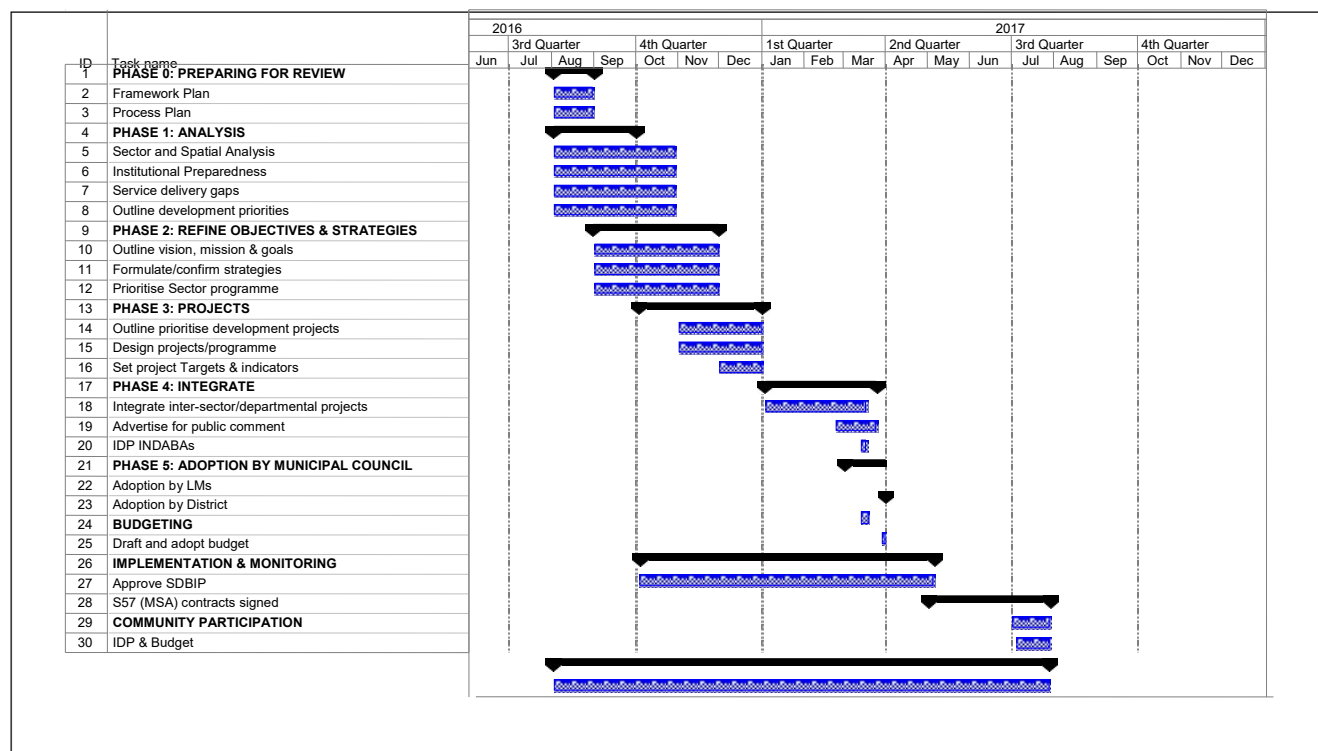
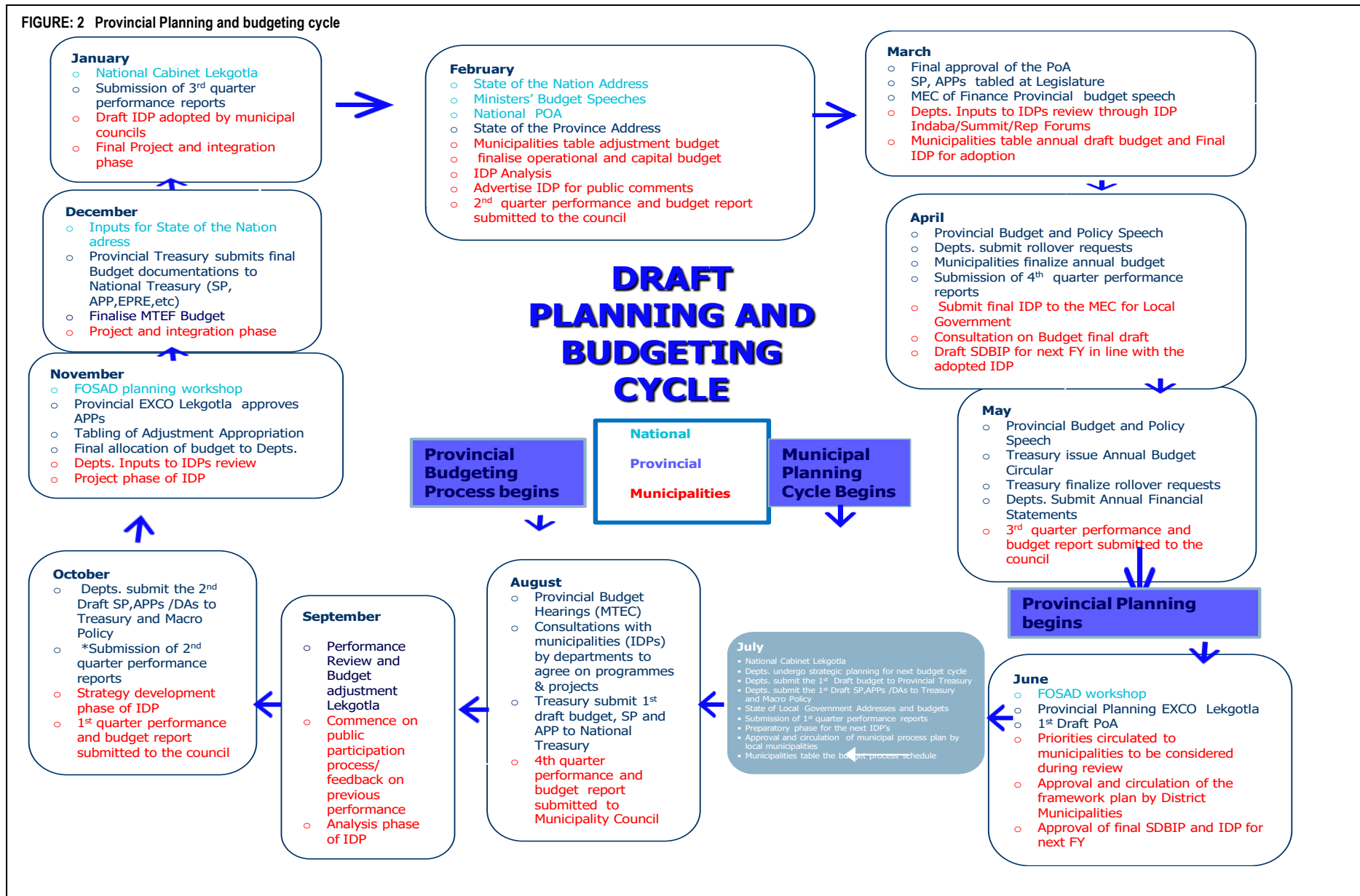


FIGURE: 2 Provincial Planning and budgeting cycle



1.9.6 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

1.9.8 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

1.9.9 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.

1.10 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.

1.11 Mayoral Community Meetings

The DLM has institutionalized 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.

1.12 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 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.

1.13 Alignment between the District and Local Municipalities

Alignment is the process that synthesises and integrates the top-down and the bottom-up planning process between different spheres of government.

The alignment procedures and mechanisms should be incorporated in the process plans of the municipalities. 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 municipalities. The Intergovernmental Forum will also be used to ensure that beneficial alignment of programmes and projects occur. Alignment of sector departments projects into the municipal IDP is also critical during this process.

1.14 ROLES AND RESPONSIBILITIES BETWEEN THE THREE SPHERES OF GOVERNMENT

1.14.1 Stakeholders

Local Government

Provincial Government

National Government

Local Municipality

District

- Prepare, decide on and adopt a Process Plan.
- Ensuring that all relevant actors are appropriately involved;
- Ensuring that appropriate mechanisms and procedures for public consultation and participation are applied;
- Ensuring that the planning events are undertaken in

- Ensuring vertical alignment between district and local planning;
- Facilitation of vertical alignment of IDPs with other spheres of government and sector departments;
- Preparation of joint strategy

- Ensuring horizontal alignment of the IDPs of the district municipalities within the province.
- Ensuring vertical/sector alignment between provincial sector departments strategic plans and the IDP process at local/district level by:
 - guiding the provincial sector departments'
 - participation in and their required contribution to the

- Provide support to Provincial and Local Government
- Provide legal framework and policy guidelines and principles
- Provide a set of planning tools or methods;
- Cater for the elaboration of a general framework for training programmes and curricula development;
- Contribute to the planning costs;
- Provide a nation-wide planning support system;
- Monitor the planning and

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

municipal strategies
and projects

1.14.2 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"> • The council of a municipality has the right to govern on its own initiative the local government affairs of the local community; • Exercise the municipality's executive and legislative authority, and to do so without improper interference; • Finance the affairs of the municipality by charging fees for services and imposing surcharges on fees, rates on property, other taxes, levies and duties • Exercise the municipality's executive and legislative authority and use the resources of the municipality in the best interests of the local community; • Provide, without favor or prejudice, democratic and accountable government; 	<ul style="list-style-type: none"> • Be responsive to the needs of the local community; • Facilitate a culture of public service and accountability amongst staff • Take measures to prevent corruption; • Establish clear relationships, and facilitate co-operation and communication between it and the local community; • Give members of the local community full and accurate information about the level and standard of municipal services they are entitled to receive; • Inform the local community how the municipality is managed of the costs involved and the persons in charge. • Forms the machinery of a municipality • Undertake the overall management and coordination of the planning process; • Ensure that all relevant actors are 	<ul style="list-style-type: none"> • Contribute to the decision-making processes of the municipality • 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; • 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; • 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; • To regular disclosure of the state of affairs of the municipality including its finances • To demand that the proceedings of the municipal council and those of its

- 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 realization 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 and 29 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

- (access to education) of the Constitution

- To be fully involved in the planning processes
- To provide relevant information to the councilors, 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 programs such as community policing forums

1.15 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 utilizing 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"> • Chairperson: Executive Mayor • Councilors • Representatives of • Wards (in the case of the local municipalities) • Representative of municipality wide organizations 	<ul style="list-style-type: none"> • Represent the interests of constituents in the IDP and budget processes • Provide an organizational mechanism for discussion, negotiation and decision making between the stakeholders including the municipal government • Ensure communication between all stakeholder representatives including the municipal government. • Monitor the performance of the planning and implementation processes. • Participate in the process of setting up and monitoring “key performance 	<ul style="list-style-type: none"> • The Municipality utilizes 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 organizations • Traditional Healers • Members of the public in all wards.

- Government departments

indicators” in line with the Performance Management Manual

ESTABLISHMENT OF SECTION 79 & 80 COMMITTEES: MUNICIPAL STRUCTURES ACT, 1998.

Section 79 Committees

- (a) Local Geographical Names Committee
 - (i) Cllr.TJ. Mahlangu- Chairperson
 - (ii) Cllr. BK Moeketsi
 - (iii) Cllr. AK. Nyamade
- (b) Rules & Ethics and By- Laws Committee
 - (i) Cllr A.K. Nyamade
 - (ii) Cllr. LM. Maruping -Chairperson
 - (ii) Cllr. MF. Dlamini

MPAC Steering Committee

- (i) Cllr AK. Nyamade- Chairperson
- (ii) Cllr.TJ Mahlangu
- (iii) Cllr. LM Maruping
- (iv) Cllr. MF Dlamini
- (v) Cllr. B Shongwe

Section 80 Committees

- (i) Budget and Treasury Portfolio Committee
 - (a) Cllr. ML Makhubu - Chairperson
 - (b) Cllr. WS Davel
 - (c) Cllr. SME Nhlapo
- (ii) Corporate Services Portfolio Committee
 - (a) Cllr. ZS Ngwenya - Chairperson

(b) Cllr. PM Mokoena

Sub committees

(a) Local Labour Forum

(i) Cllr. ZS. Ngwenya

(ii) Cllr. PM. Mokoena

Training and Development Committee

(i) Cllr. ZS. Ngwenya

(ii) Cllr. PM. Mokoena

(iii) Community Services and Public Safety Portfolio Committee

(a) Cllr. ZS. Ngwenya

(b) Cllr. PM Mokoena

(c)

(iv) Infrastructure and Technical Services Portfolio Committee

(a) Cllr. MD Khanye

(b) Cllr. SME Nhlapo

(v) Planning and Economic Development Portfolio Committee

(a) Cllr. MD. Khanye

(c) Cllr. SME. Nhlapo

Sub committees

a) IDP Steering Committee

(i) Cllr ML Makhubu -Chairperson

(ii) Cllr WS. Davel

(iii) Cllr MD. Khanye

b) LED Steering Committee

- (i) Cllr. ML. Makhubu - Chairperson
- (ii) Cllr. WS Davel
- (iii) Cllr. MD Khanye

c) Local Labour Forum

- (i) Cllr. Z. S. Ngwenya
- (ii) Cllr. M.D. Khanye
- (iii) Mr. T.P. Mokoena
- (iv) Ms. S. Radebe
- (v) Mrs. H. Madonsela
- (vi) Ms. G. Tshabalala
- (vii) Mr. R.R. Mathane
- (viii) Mr. T. Ntshingila
- (ix) Mr. N. Mzizi- Chairperson

d) Audit Committee

- i) Mrs. S.J. Masite – Chairperson
- ii) Mr. L. Langalibalele
- iii) Mr. R. Mnisi
- iv) Mrs. W. Ngwenya

Regulation 26 of the MFMA:

Committee system for competitive bids – A supply chain management policy must provide for-

(a) A committee system for competitive bids consisting of at least-

I. A Bid Specification committee

a. Mr M Mosese- Chairperson

- b. Ms D Mashiane (Secretary)
- c. Mr M Yusuf
- d. Mr N Bhembe
- e. Mrs S Radebe
- f. Mrs Z. Mzuku

II. A Bid Evaluation Committee

- a. Mr I Mafole (Chairperson)
- b. Ms D Mashiane (Secretary)
- c. Mr T Masoeu
- d. Mrs M Mngomezulu
- e. Mrs P Phakoa
- f. Ms I Mloyeni

III. A Bid Adjudication Committee

- a. Mr C Letsoalo (Chairperson)
- b. Ms D Mashiane (Secretary)
- c. Mr T Mokoena
- d. Mr L Msibi
- e. Mr L Cindi
- f. Mrs B Khanye

LIST OF OVS STAKEHOLDERS FOR WARD 1-6 IN DIPALESENG

WARD NUMBER	WARD COUNCILLOR	DEPUTY CHAIRPERSON	SECRETARY (CDW) AND CONTACT NUMBER	DEPUTY SECRETARY AND CONTACT NUMBER	OTHER MEMBERS STRUCTURE/DEPARTMEN T AND CONTACT DETAILS

	AND CONTACT NUMBER	AND CONTACT NUMBER			
01	SM NHLAPO 0630460966	DILISILE DLAMINI(HOME BASE CARE) 0783367083	DAVID NYAMADE 0605027553 MKHULU MATIKANE 0764930317	SIMON MNGIMEZULU(DUPO) 0780776724	(DUPO) GOMAN TSOTETSI 0769330855 (SPORTS COUNCIL) ZINHLE MIYA 0605255872 (HOME BASE CARE) PALESEA TSOTESI 0839765513 (CRIME PREVENTION STRUCTURE) TEBOHO MOAGI 0734658067 (CPF)PATRICK MASHABA 0730957908 (TRADITIONAL HEALERS) MRS ELIZABETH 0737782261 (PASTORS FORUM) MOTSAMAI MATIKANE 0793475546

					(DSD) MANDLA MALOPE 0729601038
02	KB NKOSI 0722832156	THEMBI NDLOVU 0768485760	PAPI MOTAUNG 0605027652	SIBONGILE MOKOENA 0796337246	AGRICULTURE TSHEPI MAILE 0605879161 SAPS VIGINIA MAVUSO 0177730117 DSD MAMSI 0177730447 MASIBAMBANE OLD AGE MGOMEZULU M.J 07933744 ECDS N.D KHUMALO 0786608058 TOPSY FOUNDATION MOTLOUNG MAPULE 0737503113

03	MOKGASHANE MOKOENA	THEMBA TSHABALALA (CIVIL SOCIETY) 0845014304	MATHAPELO MODIPA 0764930265	TEBOHO MOLOI 0834952563	(AGRICULTURE) PHILLIP MNGOMEZULU 0736245768 (BUSINESS) AHMED KARRIEM 0824931164 (SIVE MVUBU YOUTH IN AGRICULTURE) 0735882250 (RELIGION) JACOB MOSHOADIBA 0766645649

LM MAKHUBU 0712956229	P MLANGENI 0789399666	JM TSOTETSI 0764939210 THAPELO SEKABATE 06050277467	MF MOKOENA 0634252800	(BARENG BATHO) P MOTJHITJHI 0728148809 (EDUCATION) S MTHUNZI 0720658787 (YOUTH) A NHLAPO 0711052146 (BOKAMOSO BOTJHATSI TROOP CENTRE) MF MOKOENA 063425800 (DSD) MOTHOBISI NKOSI 0177730449 (DARDLA) DAN NOMBWILI 0605879187 (PASTORS FORUM) P MLANGENI 0789399666
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<p>Clr Kent Nyamande 0826080808</p>	<p>Patience Boloka 0789874344</p>	<p>GIFT MATHE 0764930293</p> <p>BOTIKI MASITENG 0764930274</p>	<p>Botiki Masiteng 0764930274</p>	
<p>Themba mahlangu 028 5134 280</p>	<p>Nogoli Nhlapho (SGB) 0840843249</p>	<p>Ntombifuthi Mashinini (HOME BASECARE) 082 5951 313</p>		<p>Sipho Ngwenya (Dipaleseng Taxi Association) 072 7735 295</p> <p>Nomvula Dhlamini(SGB) 071 5030 295</p> <p>Moratuwa Makhanye (Health)0795158659</p> <p>Moses Dlangalala (old age group)0767296133</p>

				A sekgahe(Farmer) 0632642649 Sibusiso Mphuthi (Business forum)0814277073
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1.16 SCHEDULE OF IMPORTANT DEADLINES AND MEETINGS

The municipality will follow the phases of the IDP as outlined in the adopted Process Plan. Community participation will take place in all phases through mechanisms and structures detailed hereunder as follows:

1.16.1 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	31 August 2020	30 September 2020		30 September 2020	
Phase 1: Analysis	30 September 2021	29 October 2021		N/A	
Phase 2: Refinement of Objectives and Strategies	30 November 2021	31 December 2021		N/A	
Phase 3: Projects	31 January 2021	31 January 2021		N/A	
Phase 4: Integration	01 March 2021	31 March 2021		N/A	
• Approval of Draft 2021/22 IDPs	01 March 2021	31 March 2022		N/A	
• Approval of Final 2021/22 IDPs	01 May 2021	31 May 2021		N/A	
• Approval of Draft 2021/22 Budgets	01 March 2021	31 March 2021		31 March 2021	
• Approval of Final 2021/22 Budgets	31 May 2021	31 May 2021		31 May 2021	
Public Participation, Implementation and monitoring	Ongoing	Ongoing		ongoing	

See the tables below for specific activities for the development of the **2021/2022** IDP and the development of the **2021/2022** Budget.

1.16.2 IDP/ Budget Steering Committee Meetings

ACTIVITY	DATE	TIME	VENUE
Preparation of IDP/Budget Process Plan	25 July 2020	09h00	Municipal Council Chamber
Preparation and Discussion of Analysis Report	28 October 2020	09H00	Municipal Council Chamber
Preparation and refinement of objectives and strategies	18 November 2020	09H00	Disaster Centre
Project identification	17 January 2021	09H00	Municipal Council Chamber
Draft Budget Allocations			
Preparation of tariffs and policies for next financial year			
Preparation of Draft IDP	16 March 2021	09H00	Municipal Council Chamber
Preparation of Draft Budget			
Preparation of Final IDP	22 May 2021	10H00	Disaster Centre
Preparation of Final Budget			

1.16.3 Table 1: IDP Representative Forum

DATE	TIME	VENUE
23 March 2021	10:00	Council Chamber/Visual meeting
08 June 2021	10:00	Council Chamber/ Visual Meeting
08 September 2021	10:00	Council Chamber/ Visual Meeting
10 January 2022	10:00	Council Chamber/ Visual meeting

1.16.4 Strategic Meetings

ACTIVITY	DATE	TIME	VENUE
IDP Strategic Planning	6-7 December 2021	08h00 09h00	TBC TBC
IDP/PMS Workshop	23-24 November 2021		
IDP/PMS/Budget & FR Consultative Meeting	08 April 2022	17h00	Siyathemba PS(W1),Siyathemba Com Hall (W2),Sabbath (W3) & Eskom site (W5)
IDP/PMS/Budget & FR Consultative Meeting	09 April 2022	17h00	Bonukukhaya PS (W4) Phomolong (W5)
IDP/PMS/Budget & FR Consultative Meeting	10 April 2022	08h00 & 14:00	Isifisosethu secondary (W2)Balfour Civic Centre(W3)

IDP/PMS/Budget & FR Consultative Meeting 11 April 2022 17h00 Siyathemba Hall (W1) & Greylingstad MUN offices (w3)

IDP/PMS/Budget & FR 13 April 2022 17h00 Nthoroane Com Hall

1.16.5 2021/2022 IDP/Budget Programme

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
Preparation 01 July-30 August 2021	Preparation and Adoption of IDP/Budget Process Plan	July 2019	N/A	N/A	N/A	September 2021	30 September 2021	N/A	By 12 30 /10/21	30/09/21
Analysis 01 September-30 October 2021	Preparation of IDP Analysis Report	30 October 2021	N/A	N/A	N/A	N/A	N/A	September-October 2021	N/A	31 October 2021

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
Strategies	Refinement of Objectives and Strategies	30 November 2021	N/A	November 2021	N/A	N/A	N/A	N/A	N/A	30 November 2021
01-30 November 2021										
Projects	Identification of Projects and preliminary budget allocations	05 January 2022	28 February 2022	N/A	N/A	N/A	N/A	N/A	N/A	30 January 2022
01 December 2021-30 January 2022	Preparation of tariffs and policies for next financial year									

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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year

Integration	Consultation with Sector Departments	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	28 February 2022
01-28 February 2022										
Approval of Draft IDP and Budget	Community Engagements	March 2022	N/A	N/A	N/A	20 March 2022	29 March 2022	4-11 April 2022	By 14 April 2022	30 March 2022
31 March 2022	Publication of Notices									
	Preparation									

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
	of IDP for Council Approval									
IDP Consultations April 2022	Community meeting for inputs on the draft IDP/Budget	N/A	N/A	N/A	N/A	N/A	N/A	1-31 April 2022	N/A	30 April 2022
Adoption of amendments to the Final IDP and Budget	Community Participation Publication of	April 2022	May 2022	N/A	May 2022	May 2022	May 2022	N/A	By 12 June 2022	30 June 2022

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
31 May 2022	Notices Final Approval of IDP and Budget									

1.16.6 Table 2: Mayoral Outreach Programme IDP Consultation

WARD	DATE	DAY	VENUE	TIME	STAKEHOLDERS	ALLOCATED HUMAN RESOURCE	
						Councillors	Officials
01	09/10/2021	MON	Siyathemba Community Hall	17:00	COMMUNITY	EXECUTIVE MAYOR, MMC's. & all Councillors'.	MM, IDP Manager, Directors, Managers, & CDW

01	10/10/21	TU E	Siyathemba Primary School	17:0 0	COMMUNITY	EXECUTI VE MAYOR, MMC's. & all Councillor s	MM,IDP Manage r, Director s, Manage rs, & CDW
02	09/10/21	MO N	Siyathemba Community Hall	17:0 0	COMMUNITY	EXECUTI VE MAYOR, MMC's. & all Councillor s'.	MM,IDP Manage r, Director s, Manage rs, & CDW
02	15/10/21	SU N	Sifisosethu Sec School	08:0 0	COMMUNITY	EXECUTI VE MAYOR, MMC's. & all Councillor s'.	MM,IDP Manage r, Director s, Manage rs, & CDW
03	09/10/21	MO N	SABBATH CHURCH	17:0 0	COMMUNITY	EXECUTI VE MAYOR, MMC's. & all Councillor s	MM,IDP Manage r, Director s, Manage rs, & CDW
03	10/10/21	TU E	I'M MANCHU HIGH SCHOOL	17:0 0	COMMUNITY	EXECUTI VE MAYOR, MMC's. & all Councillor s'.	MM,IDP Manage r, Director s, Manage rs

							rs, & CDW
03	11/10/21	WE D	Gstad Municipal Offices	17:0 0	COMMUNITY	EXECUTI VE MAYOR, MMC's. & all Councillor s'.	MM,IDP Manager , Directors , Manager s, & CDW
04	16/10/20 21	MO N	Bonukukha nya Primary Sch	17:0 0	COMMUNITY	EXECUTI VE MAYOR, MMC's. & all Councillor s'.	MM,IDP Manager , Directors , Manager s, & CDW
05	11/10/20 21	WE D	Thaba Kgadi Com Hall, Phomolong	17:0 0	COMMUNITY	EXECUTI VE MAYOR, MMC's. & all Councillor	MM,IDP Manager , Directors , Manager s, & CDW
05	12/10/21	TH U	Gvlei Ext 2 Eskom Civic Centre	17:0 0	COMMUNITY	EXECUTI VE MAYOR, MMC's. & all Councillor s'.	MM,IDP Manager , Directors , Manager s, & CDW
06	12/10/21	TH U	Nthorwane Civic Centre	17:0 0	COMMUNITY	EXECUTI VE MAYOR, MMC's. &	MM,IDP Manager , Directors

						all Councillor s'.	, Manager s, & CDW
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The above program is subject to change

Table 3: Mayoral Outreach Programme IDP/PMS/Budget & FR Consultation Meeting

WAR D	DATE	DAY	VENUE	TIME	STAKEHOLDE RS	ALLOCATED HUMAN RESOURCE	
						Councillor s	Officials
01,02 03 &5	4 April 2022	WE D	Siyathemba Comm Hall (ward 02) Siyathemba Primary (ward 01) Sabbath Church (ward 03) & Eskom Ext 2	17:0 0- 19:0 0	Community Meetings	ALL MEMBERS OF MAYORAL COMMITTEE (MMC's)	MM,IDP Manager, Directors , Manager s, CDW, Ward Councillors and ward Committ ee
04 and 05	05 April 2022	TH U	Bonukukhanya P.S Thaba Kgadi Phomolong Ext 1	17:0 0- 19:0 0	Community Meetings	ALL MEMBERS OF MAYORAL COMMITTEE (MMC's)	MM,IDP Manager, Directors , Manager s, & CDW
02 and 03	08 April 2022	SU N	Balfour Civic Centre (ward 03)	17:0 0- 19:0 0	Community Meetings	ALL MEMBERS OF MAYORAL	MM, IDP Manager, Directors ,

			Isifiso sethu Secondary (ward 02)			COMMITTEE (MMC's)	Managers, & CDW
01 and 03	11 April 2022	WED	Siyathemba Com Hall Greylignstad Municipal Offices	17:00-19:00	Community Meetings	ALL MEMBERS OF MAYORAL COMMITTEE (MMC's)	MM, IDP Manager, Directors, Manager, & CDW
06	12 April 2022	THU	Nthoroane Com Hall	17:00-19:00	Community Meetings	EXECUTIVE MAYOR, MMC's. & all Councillors	MM, IDP Manager, Directors, Manager, & CDW

The above program is subject to change

1.16.7 Table 4 - 9: COMMUNITY NEEDS ANALYSIS

Ward Inputs/Needs

IDP WARD 01 CONSULTATION MEETING HELD ON 09 & 10 NOVEMBER 2016, 09 & 10 OCTOBER 2017, 09 & 10 OCTOBER 2018, 26 & 27 NOVEMBER 2019, 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"> Formalization of informal settlements at ext 05 and zone 7 All Municipal Services (Water, Sanitation, proper house numbers and electricity) to be installed in the above mentioned informal settlements. 	<ul style="list-style-type: none"> Budget to be made available for township establishment Budget to be made available to cater informal settlements bulk services 	<ul style="list-style-type: none"> Very High Very High

<ul style="list-style-type: none"> • High-mast light to be fixed and maintained • New clinic to be build • Tittle Deeds • RDP Houses to be build • Upgrading of all infrastructure – electricity, roads, water and sanitations • Fencing of Cemeteries at R51 (Nigel Road) • Building of Youth and Arts Centre • All internal roads at Ext 05 to be paved • Land to build Early Development Centre specifically at Zone7 • Industrial park that will include companies such as Leather Factory , Coca Cola and any companies that have business interest in Dipaleseng • Request for swimming pool 	<ul style="list-style-type: none"> • ESKOM • No Budget • No Budget • No Budget • DOH • DOHS • DOHS • DLM/MISA on review of sector plan 	<ul style="list-style-type: none"> • Highly • Medium • Highly • Council to engage Eskom to installed and maintains high-mast light. • Council develop a program to distribute available tittle deeds • More allocation to be requested to deal with old backlog • Very high
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WARD INPUTS/NEEDS

IDP WARD 02 CONSULTATION MEETING HELD ON 09 & 13 NOVEMBER 2016, 09 & 10 OCTOBER 2017, 30 OCTOBER 2018, 24 & 26 NOVEMBER 2019, SIYATHEMBA COMMUNITY HALL & ISIFISOSETHU SECONDARY SCHOOL RESPECTIVELY AT 17H00 & 08H00

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

<ul style="list-style-type: none"> • Community Park to be Established • Community Hall to be renovated fully • High-mast light to be fixed and maintained • New clinic to be build • Tittle Deeds • The Need for CWP programs • RDP Houses to be build • Building of police/ at least in the meantime the satellite office to be opened at Siyathemba • Building of Shopping Mall • Fencing of cemeteries at R51 (Nigel Road) • New high mast light at Mandela Section is requested 	<ul style="list-style-type: none"> • ESKOM • No Budget • No Budget • No Budget • DOH • DOHS • DOHS • SAPS 	<ul style="list-style-type: none"> • Currently being implemented • Highly • Medium • Highly • Council to engage Eskom to installed and maintains high-mast light. • Council develop a program to distribute available tittle deeds • More allocation to be requested to deal with old backlog • Council to engage with SAPS about possibilities of satellite office at Siyathemba
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<ul style="list-style-type: none"> • Sebiloane street to be fixed towards Braamfontein road • Request for Arts , Culture recreational center • Request for speed humps 		
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Ward Inputs/Needs

IDP WARD 03 CONSULTATION MEETING HELD ON 09, 10 & 14 NOVEMBER 2016, & 09,10 & 11 October 2017, 10 , 11 & 16 OCTOBER 2018, 26, 27 & 28 NOVEMBER 2019, SABBATH CHURCH, I M MANCHU , & GREYLINGSTAD OFFICES , BALFOUR COUNCIL CHAMBER 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"> • Roads - to be paved In all sections of Balfour North (Charles Street/Vincent/rose) • Municipal to connect sewer in those houses that don't have connections at Balfour North • Community Park to be Established • High-mast light to be fixed and maintained • New mini hospital to be build/medical center 	<ul style="list-style-type: none"> • Budget to be made available for township establishment • Budget to be made available • No budget available • Budget to be made available 	<ul style="list-style-type: none"> • Very High • Very High • To be highly prioritized

<ul style="list-style-type: none"> • Upgrading of electricity at Balfour/Greylingstad • Management of stray animals • Fencing and maintenance of cemeteries • Storm water management • Streets lights maintenance • Proper pothole patching using the right material • Youth development center • New highmast light to be installed at least 03 (Balfour/Greylingsatd) • New water meters to be installed • Proper speed humps at Eesrkens Street to be build • Building of G S College structure • Identify land for low cost houses, Early 	<ul style="list-style-type: none"> • DOH • Budget to be made available • Budget to be made available • Budget to be made available • Budget to be made available • Budget to be made available • Budget to be made available • Other key stakeholders to be engaged • Budget to be made available 	<ul style="list-style-type: none"> • To be highly prioritized • To be highly prioritized • Highly • By laws to be implemented after ward consultations with livestock owners • Highly • Highly • Highly • Highly • Highly • Highly • Highly
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childhood development center and cemeteries for Greylingstad.	<ul style="list-style-type: none"> Budget to be made available Budget to be made available 	<ul style="list-style-type: none"> Highly Highly
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Ward Inputs/Needs

IDP WARD 04 CONSULTATION MEETING HELD ON 13 NOVEMBER 2016 , 16 OCTOBER 2017& 09 OCTOBER 2018, 28 NOVEMBER 2019 AT BONUKUKHANYA PRIMARY SCHOOL AT 14H00 AND 17H00.

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

<ul style="list-style-type: none"> • New mini hospital to be build/medical center • Police station to be build • Building of toilets at Ext 06 Mandela • Fencing and maintenance of cemeteries • Storm water management • Generator at Siyathemba clinic to be installed • Municipal pay-point to be made available at Siyathemba • Youth development center • Watering of braimfontein road • ABET School to be established 	<ul style="list-style-type: none"> • Budget to be available • Budget to be made available • DOH • SAPS • Budget to be made available • Budget to be made available • Budget to be made available • DOH • Budget to be made available 	<ul style="list-style-type: none"> • To be highly prioritized • To be highly prioritized • Highly • Highly • Highly • Highly • Highly • Highly • Highly
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<ul style="list-style-type: none"> Library to be re- build Municipality to re-open the satellite office at Siyathemba Mayo 	<ul style="list-style-type: none"> Other key stakeholders to be engaged Sibanye to be engaged DOE Budget to be made available 	<ul style="list-style-type: none"> Highly Highly Very Highly Highly
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Ward Inputs/Needs

IDP WARD 05 CONSULTATION MEETING HELD ON 14 & 15 NOVEMBER 2016 and 11 & 12 OCTOBER 2017 & 11 OCTOBER 2018, 26 & 27 NOVEMBER 2019, GROOTVLEI COMMUNITY HALL AND ESKOM 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"> Shares stands numbers @Phomolong to be resolved All municipal services to be made available @ Phomolong (Water, Sanitation & electricity) Upgrading of sports facilities Formalization of informal settlement at 	<ul style="list-style-type: none"> Infrastructure and Planning to resolved the issues urgently Infrastructure to advice the Council on this matter 	<ul style="list-style-type: none"> Very High Very High

<p>Phomolong (Dikulubeng)</p> <ul style="list-style-type: none"> • High-mast light/Streets light to be fixed and maintained • Multipurpose to be build (thusong service center) • Provision of water, asses road at zone 14 • Building of Clinic/satellite Clinic at Eskom H site • Municipal Pay Point office to be fully functional • Grass cutting to be done regularly at H site • Land for development • Mobile Thusong Service center • Municipality to establish office for ward councilor to work from so that community can access proof of resident 	<ul style="list-style-type: none"> • DSA&C to be engaged and GSDM • Budget to be made available • Budget to be made available • COGTA • Budget to be made available • DOH • Budget to be made available • Budget to be made available 	<ul style="list-style-type: none"> • To be highly prioritized • To be highly prioritized • To be highly prioritized • Highly • Very Highly • Very High • Very High
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<ul style="list-style-type: none"> Land to be made available for business site 	<ul style="list-style-type: none"> Budget to be made available 	<ul style="list-style-type: none"> Very High Very High Very High
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Ward Inputs/ Needs

IDP WARD 06 CONSULTATION MEETING HELD ON 15 NOVEMBER 2016, 12 OCTOBER 2017 & 11 OCTOBER 2018, 27 NOVEMBER 2019, NEW NTHOROANE COMMUNITY HALL AT 17H00

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

<ul style="list-style-type: none"> • Blown houses to be rebuild at Nthoroane • Cemeteries are now full and this matter need to be treated with urgently it deserved • Skills Centre to be build • Community Park to be Established • Community Hall to be renovated fully • High-mast light to be fixed and maintained • Tittle Deeds • RDP Houses to be build • Sports facilities to be renovated • Municipal to create bursary fund • High unemployment rate, • Mobile Thusong service center • 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 • On the 12 October 2017 the meeting could not sit due to 	<ul style="list-style-type: none"> • DOHS • Budget to be made available • Eskom • No Budget • No Budget • No Budget • DOH • DOHS • Budget to be made available 	<ul style="list-style-type: none"> • To be highly prioritized • Currently being implemented • Highly • Medium
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<p>the protest inside the community hall.</p> <ul style="list-style-type: none"> • Paving of all the streets in Nthoroane • Renovation Nthoraone Stadium • Request for multipurpose center 	<ul style="list-style-type: none"> • Budget to be made available • All stakeholders 	<ul style="list-style-type: none"> • More allocation to be requested to deal with old backlog • Highly • Very High • All key strategic sectors/government to assist in dealing with the matter of urgently • Highly
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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 Dipalseng 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 programs. 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 %	
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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.

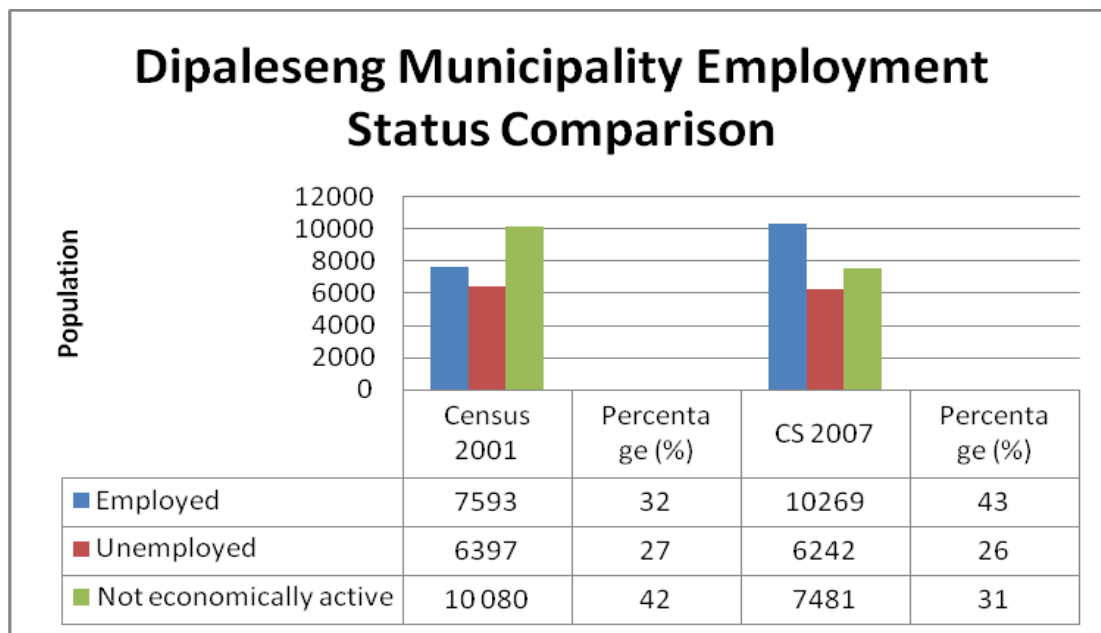
Table16: Economic Indicators

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%

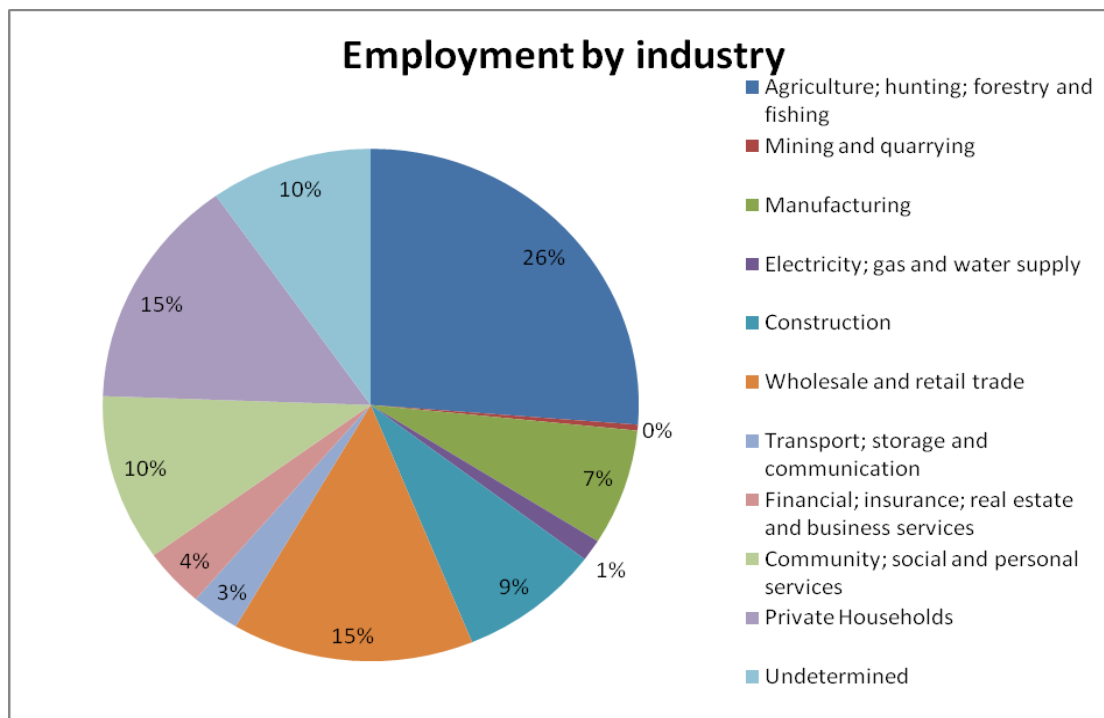
Figure 4: The below table depicts Labour Market Status in Dipaleseng Local Municipality



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 ORGANISATIONAL DEVELOPMENT

The powers and functions of the municipality are 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

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

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

19	Markets							
20	Municipal abattoirs	X						
21	Municipal parks and recreation	X						
N	Function	Performed	Partially performed	No Need at present	Not Performed	Performed Externally	Shared Service	Lack of capacity to perform
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				X			
29	Municipal Public Transport	X						
30	Pontoons and Ferries				X			
31	Water	X						
32	Sanitation	X						

33	Beaches and Amusement Parks				X			
34	Traffic and Parking	X						
35	Refuse Removal	X						
36	Street Trading	X						
37	Street lighting	X						

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

Planning and Development:	Human Settlement, Urban and Regional -Planning, Property Management, Local Economic Development and Geographic Information System
Infrastructure Services:	Water, Sanitation, Electricity, Roads and Stormwater and Project Management Unit
Community Services and Public Safety:	Refuse removal, Sport and Recreation and Public Safety
Budget and Treasury Office:	Income, Expenditure, Supply Chain Management, Assets and Budget
Corporate Services:	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 Staff Establishment and an organizational structure (Organogram) which responds to the community needs that are embodied in the IDP has been developed and approved by Council., 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 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 to achieve maximum efficiency, reporting, control and productivity.

3.2 SKILLS DEVELOPMENT AND CAPACITY BUILDING

In terms of the Skills Development Act 97 of 1998, municipalities are obliged to submit Workplace Skills Plan to Local Government SETA not later than 30 April each year in order to access the Skills Levy grants.

The capacitation and skilling of DLM is focussed on the enhancement of knowledge, skills and behavioural competencies of employees and Councillors to enable them to deliver on and exceed organisational requirements.

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

- (a) Perceived preferential treatment on training opportunities,
- (b) Limited training opportunities due to limited budget,

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 the human capital, 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 has the competencies 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 municipality.

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

The DLM currently submitted the approved 2020/2021 to LGSETA in order to access Skill Levy conditional grant.

3.2.1 EMPLOYMENT EQUITY PLAN (EEP)

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

The main objectives of the EEP are to:

- 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 harassment, 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 systematic 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 organizational 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.
- Timely 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 30th April 2015. DLM currently employs 192 permanent staff including Councilors i.e. 180 employees and 12 Councilors.

3.2.2 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 specialists and mid-management	4	0	0	0	3	0	0	0	0	0	7
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
TOTAL PERMANENT	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
GRAND TOTAL	125	0	1	3	57	0	0	2	0	1	189

3.2.3 HR STRATEGY

3.2.3.1 BACKGROUND AND LEGISLATIVE FRAMEWORK

In the context of Developmental Local Government, municipalities are tasked with the crucial responsibility of fulfilling the constitutional mandates delegated 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.

The Labour Relations Act (Act 66 of 1995), BCEA (Act 75 of 1997), EEA (Act 55 of 1998), Skills Development Act (SDA) (Act 97 of 1998) and the Skills Development Levy (SDL) Act (Act 9 of 1999), places specific obligations on municipalities to ensure that there is alignment between administration and human resources development .

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’s biggest single budget item is its staff costs. Staff is regarded as municipality’s most valuable asset which needs to be optimally utilized, motivated and developed.

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 and the implementation of the strategies and objectives of the municipality for the duration of 5 years, the municipality is in a process of developing 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

3.3 ICT SERVICES

PROBLEM STATEMENT

- The Municipality has a fairly functional ICT Infrastructure which is in Corporate Services Department.
- The municipality utilizes ICT Systems to communicate with other spheres of government through the usage of email and website which was recently developed; which also include the function of e-services portal
- The satellite offices are currently not functioning on financial system due to the continuous cable theft around the areas.
- Community services department are still using a manual system for cemetery registry which poses a high risk in case of disasters. There is no proper tracking of records.
- Possible loss of data due to lack of file system or document management system
- No succession plan for management of ICT for proper segregation of duties in the unit
- Insufficient budgeting for ICT projects
- Policies not regularly reviewed

STRATEGIC GOALS

The strategic goals of the ICT unit are:

- to improve the provision and accessibility of municipal services to its communities through Information and Communication Technology
- to promote intergovernmental relations within the three sphere of government
- to ensure that information, communication technology and infrastructure resources are available, operational and safe at all times to support the municipality in rendering its mandate to deliver services
- to ensure that ICT appropriately budgets for ICT investments and that investments and that investment spending aligns the municipality's business objectives and priorities and that current ICT investments are maintained to maximize business value.
- to ensure that ICT is appropriately structured and capacitated with the number of appropriately skilled personnel to support business delivery services to its residents and customers.

NETWORK FUTURE PLANS

- Connect satellite offices to a more secured network solution through Wireless Radio Link or MPL's to ensure that users have access to ICT Systems and improve speed and also for redundant purposes.
- Expand the wireless network to the rest of the municipality

SYSTEMS FUTURE PLANS

- Purchase the cemetery system that will be integrated with the financial system

- Seamless integration with Mscoa ICT Project plan which includes:
 - Munsoft Projects and Performance Management Systems
 - IMIS
 - The municipality is also in a process of installing the VOIP System which will also be extended to satellite offices to ensure that the sites are accessible via extensions instead of direct lines through the municipal local area network with required improvement to accommodate data and voice traffic.
 - The office of the Premier has also introduced the citizen application called Satise Silalele for easy reporting for communities for effective service delivery which the municipality will look at the possibility of integrating with the VOIP system
 - Upgrading of the Windows Server

SOFTWARE

- Purchasing of software licenses

BROADBAND CONNECTIVITY

- The broadband roll-out began in 2015 throughout the Mpumalanga province of which some of the municipalities in the district are already using
- The municipality is still awaiting the cohesion of the Province and the District
- The municipality has also been approached by private sectors to implement the broadband connectivity of which the municipality is considering while waiting for the district and the province

Key Issues to be addressed

- The municipality must give due consideration to the ICT budget and organizational structure
- Safe data and ICT Services
- Upgrade ICT systems
- Continuous maintenance and support provision to the entire ICT infrastructure to meet current and future ICT techniques and future growth

3.4 KPA 2: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

3.4.1 SOCIAL SERVICES

3.4.1.1 COORDINATION OF HIV/AIDS, TB AND STI, NGO AND ORPHANS AND VULNERABLE POPULATION

The National Strategic Plan for HIV/AIDS, TB and STI's (NSP) 2017-2022 is South Africa's fourth plan. It builds on the significance progress achieved to date, address gaps identified during the past five years and seeks to scale up best practice to ensure that quality and innovation underpins service provision for the upcoming five years.

The NSP (National Strategic Plan), PIP (Provincial Implementation Plan) and MDIP (Multi District Implementation Plan) outlines the strategic framework for a multi-sectoral partnership to further accelerate progress in reducing the morbidity (illness) and mortality (death) associated with HIV, TB and STI's in our community.

Province, District, and our Local municipality will develop context specific to our operational space confronted by greater adversity of HIV/AIDS, TB and STI burden detailing the broader strategic directions and approaches planned for the next five years.

This decentralized process will enable the national, province and district strategies for HIV, TB and STI's to be tailored to the specific needs and conditions of our community. Our municipality is amongst communities in Gert Sibande faced with major HIV/AIDS burden; hence our local municipality continues to be the home of people living with HIV (PLHIV) amongst other diseases namely, AIDS, STI and TB.

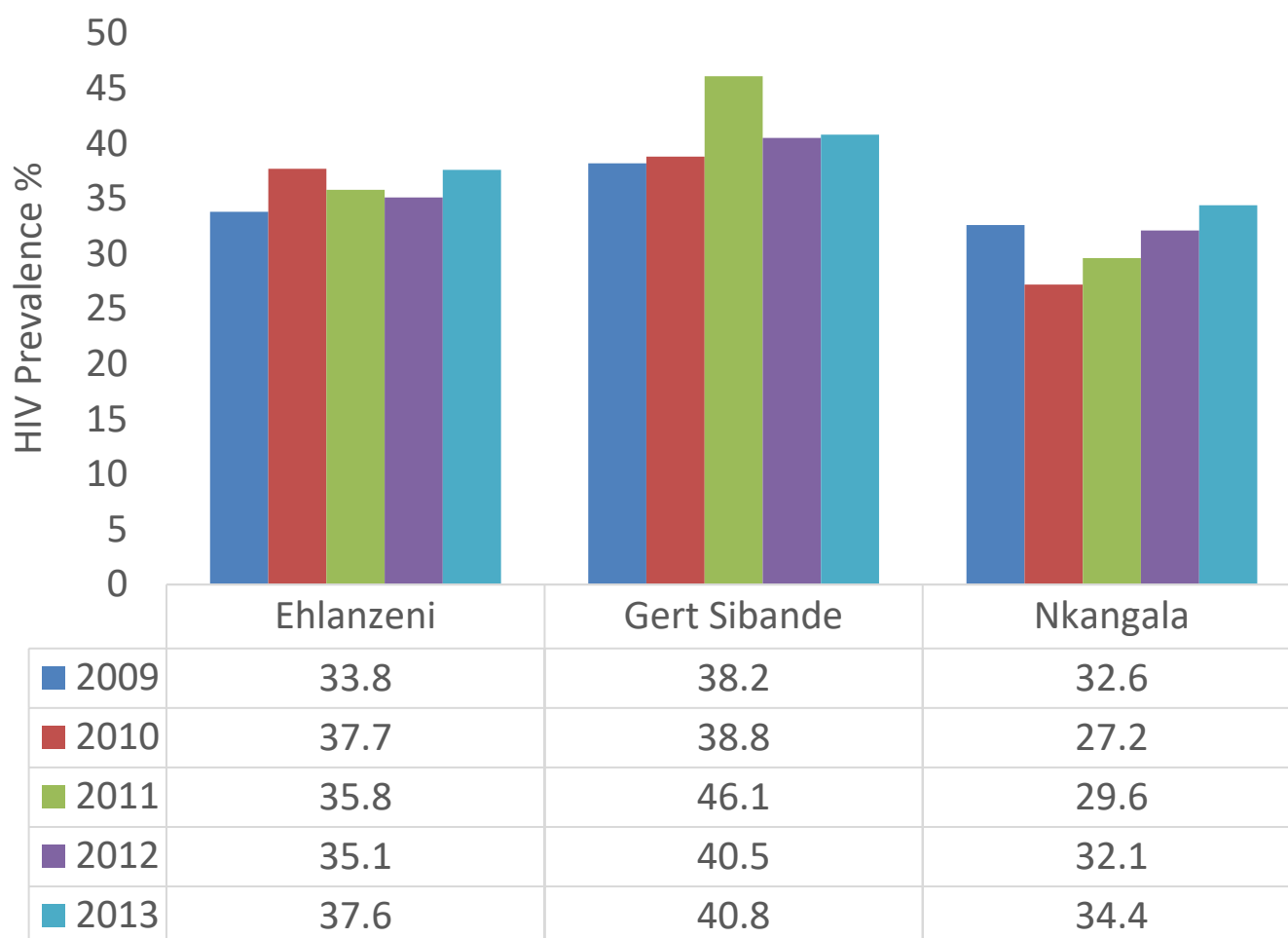
The NSP indicates the importance of Provincial, District, and Local Implementation Plan and restructuring of Aids Councils, However radical efforts are required at all levels to ensure leadership and programs speak to the goals of the NSP.

The newly established NSP (National Strategic Plan for HIV, TB and STI 2017-2022) provides strategic framework of a multi-sectoral approach partnership and our municipality must adopt and comprehensively implement it to overcome HIV, TB and STIs as public health
The next coming years is pivotal for the health of our people, whilst we have made significance progress in the past years. Our Local Aids Council has been revived to strengthen good relations between government departments, civil society and private sector.

Dipaleseng Local Aids Council must seek to review its local HIV/AIDS strategy document, establish and align it to National strategic plans 2017-2022, Mpumalanga Provincial Implementation plan and District implementation plans.

Overcoming Health hurdles will continuously be guided by community involvement as true partners.

HIV Prevalence – 2013 Per District: *An average increase of 2, 7%*



KEY ISSUES TO BE ADDRESSED

- Coordination of Local Aids Council meetings and its programs
- Launching of Ward Aids council in all Dipaleseng wards
- Implementation of HIV/AIDS,STI and TB local implementation plan (LIP)
- Advocate for HIV/AIDS, STI and TB budget.
- Establishment and implementation of municipal employees HIV/AIDS policy
- Allocation of operational spaces for NGO's i.e. Home-based cares to establish food gardens for patients and OVC (Orphans, Vulnerable and Child headed)
- Advocate for decentralization of testing and screening services from clinics to reach underserved and vulnerable populations across Dipaleseng
- Intensify and scale up HIV/AIDS, TB and STI prevention by providing high-quality health information and timely health services for persons at risk and vulnerable population.
- Maximize awareness campaigns and revitalize Information Education Communication (IEC) programs in and out of school youth
- Intensify awareness campaigns by expanding to billboards and digital bill boards installation around Dipaleseng
- Reviving of Love life programs to intensify HIV/AIDS and STI interventions at schools.
- Convene a home based care indaba
- Convene a community health summit
- Advocate for implementation of ancillary health course for home based cares and Health care workers.

LIST OF NON GOVERNMENTAL ORGANISATION EXISTING IN DIPALESENG LOCAL MUNICIPALITY

NAME OF ORGANISATION	NAME OF CONTACT PERSON	CONTACT NUMBERS
1. SAKHILE HOME BASED CARE	ALETTA	073 132 4720
2. KUTLOANO DROP IN CENTRE	ELIAS MOLOI	063 211 0434
3. UNITING REFORMED CHURCH DROP IN CENTRE	MALEPAKA NHLAPO	082 5455 792
4. SINETHEMBA YOUTH CENTRE	MANDLA MOTAUNG	078 7478 117
5. TEKANO	MAMOKETE MPHUTHI	0712851570
6. EKUKHANYENI YOUTH CENTRE	CARLY SHAMU	079 1255 145
7. ASISUKUMENI YOUTH CENTRE	PHINDILE	073 6037 090
8. SUN OF JOY	NONO MOTAUNG	072 4441 929

9. MASIBAMBANENI OLD AGE	MILDRED NDHLAPO	071 4119 039
10. KAKGISO OLD AGE	JIMMY MINE	079 851 4569
11. ZAMA LUNCHEON OLD AGE	MOSES DLANGALALA	076 729 6133
12. DISABILITY	MAPASEKA	076 2232 545
13. SUPPORT GROUP	MADITABA MAJOLA	078 583 7622

3.4.2 YOUTH DEVELOPMENT

South Africa has a youthful population most of which is either unemployed, underdeveloped or living under unpleasant poverty circumstances. This picture is cascaded in the context of provinces, districts and Dipaleseng local municipality where a majority of young people, due to their background, lack of information on career development, lack of skills necessary for the local economic growth are confronted with bleak future prospects. All DLM social partners have a responsibility to ensure that such challenges are addressed effectively as young people alone cannot overcome the hurdles that they face without purposeful support of all relevant stakeholders led by local government. The municipality has since held its first youth summit in 2009 in which the youth development strategy was since developed but due to lack of funding, structural support and full participation of young people, it was never implemented and now needs to be reviewed to ensure the relevancy

The summit also managed to elect the interim youth council which was to facilitate the launching of the formal structure and was itself never functional due to lack of financial support and commitment from young people. The municipality often relied on programs of the district, other sector departments and youth development agencies such as NYDA and MRTT for youth development and that has left the municipality with insufficient youth development programs .

In the National Youth Commission Act, youth are defined as those people who are between 14 and 35 years of age (this is the definition that has been used in all youth planning and statistical representation of Stats SA 2001 and 2011). The target groups identified in the national youth development policy framework 2002-2007 are as follow:

- Young women
- Youth with disabilities
- Unemployed youth
- School aged and out of school youth
- Youth based in rural areas
- Youth at risk

The municipality has a responsibility of ensuring that the above target groups are attended to.

KEY YOUTH ISSUES TO BE ADDRESSED

- Establishment of a youth council and coordination of youth programmes
- Launching of Ward based youth structures in all Dipaleseng wards
- Review and Implementation of youth strategy
- Facilitate the establishment of South African Youth Council (SAYC) Dipaleseng branch
- Support all youth development programs such as education, economic development and social programs
- Advocate and lobby for youth development budget
- Intensify and scale up our support towards the operational activities of the youth center's located in the three nodal town of Dipaleseng
- Advocate and lobby for the establishment of a youth business chamber
- Intensify our working relations with NYDA and Harambe youth programmes for the development and empowerment of youth
- Convene a community youth indaba
- Advocate for youth information desks across the three nodal towns in Dipaleseng
- Advocate and lobby for youth learnership that speaks to our semi-industrial area of work/economy.
- Advocate for a local youth information hub office of the NYDA in Dipaleseng.

3.4.2.1 SPORTS AND RECREATION

The municipality has a challenge in facilitating the support for the young and sporting people to be able to safely and actively participate in sports, arts and cultural activities. The major challenge faced by the municipality is inadequate and dilapidated facilities within our three nodal communities. Department of Culture, Sports and Recreation is the one responsible for promoting and supporting these programs and has very limited capacity and resources. The municipality has a backlog of basic service delivery and hence these facilities often left behind with regards to upgrading.

The municipality often find it difficult to coordinate, facilitate and support development of sports, arts and culture within the municipality. Culture, art, sports and recreation programs plays a major role in youth development, crime prevention and contribute towards social harmony. Dipaleseng has not yet developed a strategy that will talk to development of these programs within the municipality; DLM has been implementing ad hoc programs in various sporting codes together DCSR, DSD and GSDM. These programs include the following:

- DLM Mayor Cup

- DLM Golden Games
- Various Sports tournament
- Municipal employees games
- DLFA League

KEY SPORTS AND RECREATION ISSUES TO BE ADDRESSED

- Relaunching of the sports council and coordination of sports programmes
- Launching of nodal sports based structures in all Dipaleseng nodal towns
- Review and Implementation of sports policy
- Advocate and lobby for sports programmes budget.
- Intensify and scale up our support towards all sports structures and federations existing in Dipaleseng.
- Convene a community sports indaba.
- Building of proper sports facilities in Grootvlei and Nthoroane.
- Building of a multi-sports center in Dipaleseng.
- Advocate for sports council office space at Siyathemba stadium guard house and the other two nodal towns.

3.4.2.2 ARTS AND CULTURE

Arts and Culture programmes are developed to sustainable Arts and Cultural activities within the municipality, However allocation of resources and personnel that sought to effectively activate Arts and Cultural programmes and participation within the community remains a challenge. Arts and Culture remains an integral component of community building and social cohesion underpinned by freedom of association, speech, practice, tolerance, human rights and non-racialism.

Dipaleseng Local municipality has partnered with Department of culture, sports and recreation through an elected community structure Creative Cultural industries Federation of South Africa (CCIFSA) in ensuring coordination of municipal arts and cultural activities remains a mission to be achieved.

The municipality has finally managed to establish an arts and culture policy that sought to provide direction for the three stakeholders i.e. the municipality, CCIFS and DCSR in providing developmental contribution towards the development and sustainability of arts and culture in our municipality.

The arts and culture policy sought to guide the municipality and further provides mechanism on how to coordinate arts and culture activities in consultation with the arts and culture formations existing within the municipality.

Irrespective of the past injustices and racial practices the process of intensifying the revival of arts and cultural practices is inspired by the new democratic dispensation which advocates for freedom of speech, association, practices and religious beliefs. Under the leadership of the African National Congress (ANC).

KEY SPORTS AND RECREATION ISSUES TO BE ADDRESSED

- Relaunching of the arts and culture structure and coordination of sports programmes
- Reviving and strengthening of nodal arts and culture based structures in all Dipaleseng nodal towns
- Creating accessible spaces in a form of open grounds in each ward to promote sports
- Establishing outdoor gyms in all three nodal points to promote healthy lifestyle
- Refurbishing and maintaining all our existing sports facilities
- Support all sporting activities within the municipality including schools sports
- Revive the municipal employees sports programs and give support
- Review and Implementation of arts and culture policy
- Advocate and lobby for arts and culture programmes budget
- Intensify and scale up our support towards all arts and culture structures and federations existing in Dipaleseng.
- Convene a community arts and culture indaba
- Building of proper arts and culture center in Dipaleseng
- Advocate for arts and culture office space in all the three nodal towns.

3.4.3 DISABILITY COORDINATION AND SUPPORT

There is a serious lack of reliable and relevant information on the nature of and prevalence of disability in South Africa. Historically this has been due to a number of reasons such as failure to mainstream disability into government statistical processes, the use of divergent survey methodologies, negative attitudes towards persons with disabilities, poor infrastructure and violence in underdeveloped areas which impedes data collection and divers definitions of disability.

The universal access for people with disabilities is the ultimate goal of the disability movement and this will be attained with the braking of barriers which includes the removal of all cultural, physical social and other barriers that prevent people with disabilities from entering, using or benefiting from the various systems of society that are available to other citizens. Areas identified which need to be accessible to people with disabilities amongst others are: access to sufficient activities, access to housing, access to community and other buildings, access to education, access to facilities, job opportunities, language,

parking services, transport and other social groups; this has been a challenge in ensuring that the necessary support is given to people with disabilities. A lot of work still needs to be done to ensure that as we strive for a better life for all, people with disabilities are not excluded and that all programs that are implemented within the municipality should prioritise the needs and conditions of people with disabilities and ensuring that employment opportunities are created for them. The national policy states that 2% of the staff at all institutions and sectors should be people with disabilities and it has been increased to 7% and all efforts have to be made to reach that target.

Furthermore people with disabilities are still confronted with challenges regarding their participation in economic activities however some strides have been made in terms of legislation to address the matter but not much has been done. The municipality never had a dedicated official that is working on issues of disability and a dedicated disability desk as we only have one official that deals with variety of transversal issues and that has been a challenge in fully implementing and mainstreaming disability issues within the institution and other external institutions within the municipal boundaries.

The local disability forum is in place and functional with the assistance of DSD and support from GSDM. The forum promotes coordination of services, organising structures of people with disabilities within the municipality however the support given to the forum is not sufficient to maximize the participation of people with disabilities in all social platforms.

3.4.4 GENDER MAINSTREAMING

There are many compelling reasons as to why local government must look at its gender policies and practices, consider some of the ways in which women concern's, work and issues are interwoven into local governance issues on daily basis. Most of the everyday issues are of primary concern to women. Women are rooted in local areas, frequently unable to leave these areas often because they lack the means to do so. Women are thus inclined to get involved in local politics because of their concern for "home" issues as well as their commitment to their families and emancipation of other women. Access to water and sanitation particularly in rural areas or lack of access impact heavily on women since they fetch water if it is not available in their homes and also collect firewood in areas where there is no electricity. This often requires a long erratic hours of hard labour.

Unemployment is often higher amongst women than men and that affects the gender balance in our society as majority of women resort in becoming men's subjects and some get raped in the process. Poverty has also been the major constrain on many women in our municipality. Dipaleseng municipality does not have any guiding document such as gender mainstreaming strategy and or policy to ensure the maximum gender mainstreaming within

the institution and other external institution and the unavailability of the gender focal person has proven to be the integral part the institutional failures on gender mainstreaming

The municipality has conducted some ad hoc programs with Mpumalanga Commission for Gender Equality in order to conscientise as many women with gender issues laws or legislations that are available for them

The stigma on LGBTIS has also been proven to hazardous within our local municipality and not much has been done on this regard.

3.4.5 MORAL REGENERATION

In many areas across the country the issue of integrating the spiritual, cultural believes and the social understanding has been a challenge. The lack of morality has proven to be the ailment of our communities and that itself also impact on social cohesion. Dipaleseng municipality with the assistance of GSDM launched a MRM in 2015 however due to lack of understanding and undefined roles the movement has failed to implement even a single program. GSDM should further assist with the revival of the structure and providing clear terms of reference on this regard

KEY ISSUES TO BE ADDRESSED

PEOPLE WITH DISABILITIES

- Re-launching of Dipaleseng Disability Forum
- Provision of operational space for the current existing Protective Workshop for people with disabilities in Siyathemba
- Formation of Protective workshops for people with disabilities in Grootvlei and Nthoroane
- Formation of Stimulation Centre in Grootvlei
- Support for all Stimulation Centers and protective workshop

CHILDREN'S RIGHTS ISSUES

- Provide recreational parks for Dipaleseng children
- Support the Early Childhood Development educational programs
- Establishment of Dipaleseng Junior Council and providing support to the structure

OLDER PERSONS

- Provide space or land for Zama and Kagiso Luncheon Clubs
- Assist all three luncheon clubs with sourcing funds for construction of their centers and give support to them in all their activities.
- Provide support to Dipaleseng Older Person's Foru

Advocate and Lobby for budget to implement and support all transversal programs

3.5. COMMUNITY SERVICES AND PUBLIC SAFETY

SPORTS, PARKS AND RECREATION:

The community during public consultations always raised shortage of Sporting Facilities as a serious concern which has negative impact on the socio-economic development in Dipaleseng Municipality. All Sporting facilities need extensive renovation and upgrading. The MIG funding for 2018/19 has been allocated for refurbishment of only Siyathemba stadium. There is a need for the refurbishment of Grootvlei and Nthorwane Sports and Recreational Facilities.

Facility Name	Location	Nature of Use	State and Status of Use
Siyathemba Stadium	Siyathemba (Ward 1)	Football and netball	Upgrading in progress
Balfour sports ground	Balfour (ward 3)	Football, tennis, netball	Poor In use
Grootvlei sports ground	Grootvlei ext.1 (ward 5)	Football and netball	In Use Open space with no equipment
Nthoroane	Ward 6	Football and netball	In Use Open space with no equipment

KEY ISSUES TO BE ADDRESSED FOR NTHORWANE SPORTS AND RECREATIONAL FACILITIES

- Upgrading of football and netball ground
- 2 Parks to be upgraded

KEY ISSUES TO BE ADDRESSED FOR GROOTVLEI SPORTS PARKS AND RECREATIONAL FACILITIES

- Upgrading of Football and netball ground
- 2 Parks to be upgraded
- Renovation of Community hall (Grootvlei, Balfour Indian section and Thusong center)

KEY ISSUES TO BE ADDRESSED FOR SIYATHEMBA SPORTS, PARKS AND RECREATIONAL FACILITIES

- 3 Parks to be upgraded

LIBRARY SERVICES

The service is rendered by Dipaleseng Local Municipality and the Department of Culture, Sports and Recreation. In the 2016/17 a new library in Balfour was constructed by DCSR.

In Nthorwane, Eskom donated Wendy house to be used as library temporarily and the DCSR planned to upgrade the Nthorwane library in their 2020/21 financial year and in Grootvlei there is no proper structure for such.

Siyathemba had a library that was burnt down during the community protests 2010.

Key issues to be addressed in Siyathemba library

- Construction of a new library
- Procurement of library equipment's

KEY ISSUES TO BE ADDRESSED FOR GROOTVLEI SPORTS AND RECREATIONAL FACILITIES

- Construction of a new library
- Procurement of library equipment's

KEY ISSUES TO BE ADDRESSED FOR GROOTVLEI SPORTS AND RECREATIONAL FACILITIES

- Construction of a new library
- Procurement of library equipment's

CEMETERY AND GRAVE SITE

Currently there are six (6) cemeteries around Dipaleseng Local Municipality. Siyathemba and Nthorwane cemeteries have reached its maximum burial capacity and as such this has been a concern from the community.

STATUS QUO OF CEMETERIES ARE AS FOLLOWS:

NAME OF CEMETERY	STATUS	LAND SIZE	REQUIRED SPACE	COMMENTS
1. Balfour four ways cemetery	Active	To be confirmed	130.34 hectares	No space for new development.
2. Siyathemba Nigel Road cemetery	Not Active (have reached its maximum burial capacity)	To be confirmed	130.34 hectares	No space for further development.
3. Greylingstad cemetery	Active	To be confirmed	This is subject to Geo-technical report.	No space, new land adjacent to site identified with limited space. Environmental assessment impact study to be conducted.
4. Nthorwane cemetery	Not active (have reached its maximum burial capacity)	To be confirmed	130.34 hectares	No space for further development. New land to be identified.
5. Grootvlei	Active	130.34 hectares	None	There is sufficient space for future burial. Feasibility studies was conducted and confirmed that the proposed land is suitable for burial purposes.

Key challenges in Greylingstad, Nthorwane, Siyathemba and Balfour cemeteries

- Shortage of space for burials purposes.
- Funds to be made available for feasibility study
- [Procurement of land for cemeteries](#)

WASTE MANAGEMENT

Dipaleseng Local Municipality has an Integrated Waste Management plan which is currently implements, prepared in terms of Section 11 of the National Environmental Management: Waste Act (Act 59 of 2018). The plan was approved by council in 2014 and will be reviewed in the 2019/2020 FY. The municipality currently has no by- laws with regards to waste management. The municipality has a plan in place to develop new by-laws. The new by-law would however cover all aspects of waste management such as collection and removal of business and domestic refuse, industrial, garden and special domestic, bulk refuse, hazardous, medical and infectious waste, the solid disposal site management, littering, offences and penalties.

Dipaleseng Local Municipality is face with challenge of ensuring that waste management is comprehensively done with the best practical methods and at a cost that the community and the municipality can afford. Illegal dumps also pose a major challenge due to inconsistence collection as a result of insufficient resources.

The management and control of all the landfill sites is key to effective waste management. The effective and efficient management of our three landfill sites is anticipated to be achieved over medium and long term. Partnerships with key stakeholders, sector departments, private sector and communities in having joint programs including technological and environmental advancement projects could be of great benefit to eliminate, minimize and control waste generation and disposal.

The following issues have been identified as far as waste management is concerned:

- Compliance and monitoring of landfill sites.
- Promotion and support for waste minimization, recycling, re-use
- Rehabilitation and pollution control programs
- Enforcement of relevant legislation by all stakeholders.
- Review of waste policies and by- laws

Waste Removal

The municipality has a refuse collection schedule used for the collection of waste in all three nodal points, refuse removal is rendered to 12 190 households out of a total of 14 877 households with a backlog of 1 687 households. (Stats source: Dipaleseng Local Municipality Our own data)

The municipality has had a significant increase in the number of households, of new developments, that receive refuse removal services. The number of households that do not receive refuse removal service are informal settlements mainly in Nthoroane location but means have been put in place to ensure that waste is collected in those areas (informal settlements) with no proper road access, put their refuse along the main roads on collection days for collection as per the waste removal schedule.

Waste Disposal

The municipality has three landfill sites within its jurisdiction, Grootvlei, Siyathemba and Greylingstad landfill sites and all three are licensed for operation. All three landfill sites are experiencing operational problems in varying degrees, due to insufficient funding, from fencing, to in house electrifications, maintenance of cells, no weight bridge etc. Other challenges include the shortage of staff, uncontrollable waste reclaimers and insufficient equipment's and machinery. In all site there is no top soil available and there is no regular covering done on site. Waste in Grootvlei and Siyathemba Landfill site is disposed over a wide open area with no trenches and in all sites waste is not disposed in line with the minimum requirements of the licenses.

Projects planned 2019/20 FY

1. Upgrading of the landfill sites
2. Thuma Mina - Good Green Deeds Programme
3. Projects to deal with climate change
4. Greening and Open Space Management

The collection of waste and refuse in the Municipality poses a great challenge which might lead to community protest and litigation as a result of unhealthy environment. Illegal dumping sites are mushrooming everyday due to inconsistency in the collection of waste as a result of insufficient resources.

KEY ISSUES TO BE ADDRESSED FOR WASTE MANAGEMENT

- Procurement of new trucks be prioritised

LANDFILL SITE

Greylingstad, Balfour and Grootvlei:

All three sites are licenced but do not have permits as a result of this, there is non-compliance with the Act. There is no proper access control and sites are not fenced in both Grootvlei & Greylingstad. No signage on the route to the landfill site and there is also no operator or controller on site. In Balfour there is a Weigh Bridge present but not yet operational. There is also no ablution facilities and gates in Balfour and Grootvlei.

KEY ISSUES TO BE ADDRESSED FOR WASTE MANAGEMENT

- Fencing of all three (3) landfill sites
- Installation of gates in all three landfill sites

SAFETY AND SECURITY

Safety and security in the municipal area is of utmost importance. This will necessitate Local Economic Development as a result of Safety in the environment. The community services and Public Safety department has resuscitated the Community Safety Forum which is the structure that is a vehicle in fighting crime in our community further to that, the CSF has started with the process of reviewing the Municipal Safety Plan which seeks to address the challenges emanating from crime related activities around our municipal boundries . Siyathemba and Nthorwane do not have Police stations nearby and the two communities are always faced with a lot of criminal activities.

Under Safety and Security, there is also a challenge with law enforcement due to shortage of staff and vehicles.

Key issues to be addressed

- Procurement of vehicles for law enforcement
- Construction of police station
- Procurement of speed law and enforcement cameras
- Approval of Municipal Safety Plan

DISASTER, FIRE AND RESCUE MANAGEMENT

Disaster Management Plan

The Plan serves to confirm the arrangement within the Municipality to effectively prevent disasters from occurring and to lessen the impact of those hazards that cannot be avoided. Disaster Management is a continuous and integrated multi-sectoral and multi-disciplinary process of Planning and implementation of measures aimed at disaster prevention,-mitigation,-preparedness,-response,-recovery and–rehabilitation (Disaster Management Act 2002). The preventative elements of this plan will be implemented and maintained on a continuous basis. The emergency or reactive elements of this plan will be implemented in a Municipality whenever a major incident or disaster occurs or is threatening in its area of the jurisdiction. The responsibility for the implementation of the

plan is that of the Head of the Disaster Management Centre. The Disaster Management Act requires Municipalities to take the following action:

- Prepare a disaster management plan for its area according to the circumstances prevailing in that area;
- Co-ordinate and align the implementation of its plan with those of other organs of state and institutional role players; and
- Regularly review and update its plan. (Section 48 In terms of Section 41(1) (b) of the Constitution of the Republic

The following programs will be undertaken:

- ALL DM PLANS MUST INDICATE FUNDING ARRANGEMENTS FOR DISASTER RISK MANAGEMENT.

Disaster Management Plan		
MUNICIPALITY	ADOPTION	COMMENTS
DIPALESENG	- Council Resolution: C23/01/16 - Year: 2016	- Plan in place but not implemented - Not align to the development plan
	STRUCTURES	COMMENTS
	- DM inter-departmental Committee in place - DM Advisory Forum in place - DM Ward Structures not in place	The advisory forum established with terms of reference.

Fire and Rescue Business Plan

The Business Plan contains, *inter alia*, the current state and challenges of the Dipaleseng Local Municipality in terms of Fire and Rescue Services, which are the lack of human resources, the lack of adequate fleet and a proposed way forward to redress the service delivery challenges of providing sustainable fire protection for Dipaleseng Local Municipality Jurisdictional Area.

The Fire and Rescue Services Business Plan builds on the Fire Service Situational report and provides to the Municipal Council a more comprehensive and more focused strategy in order to make a meaningful contribution to the objectives of local government and its service delivery strategy as envisaged in its Integrated Development Plan (IDP).

The Business Plan for Fire and Rescue Unit was approved by Council Resolution: C153/07/18
Year: 2018

Key issues to be addressed for Balfour Fire Station

- Building of a Fire Station
- Procurement of a major pumper fire engine with 10 000 L capacity
- Procurement of 1×grass unit vehicle
- Procurement of fire and rescue equipment
- Procurement of Hazardous materials unit (Vehicle and equipment)
- Procurement of Control/Call Centre equipment's
- Procurement and installation of Fire hydrants

Key issues to be addressed for Greylingstad Fire Station

- Building of a Satellite Fire Station
- Procurement of a mini pumper fire engine with at least 3000 L capacity
- Procurement of 1× grass unit vehicle
- Procurement and installation of Fire hydrants

Key issues to be addressed for Grootvlei Fire Station

- Building of a Satellite Fire Station
- Procurement of a major pumper fire engine 10 000L capacity
- Procurement of 1× Grass Unit vehicle
- Hazmat unit (Vehicle plus equipment or trailer)
- Procurement and installation of Fire hydrants

CLIMATE CHANGE IMPACT

Various Provincial Departments and Local authorities have plans and strategies in place to address climate change. However there is no platform at Provincial level, it was then recognized for a need for a Provincial climate change forum which has been developed and official from different local Municipalities have been selected to address climate change issues.

KEY ISSUES TO BE ADDRESSED

- All Dipaleseng Sports Fields to be upgraded.
- Three (3) Municipal Halls to be renovated
- Seven (7) Parks to be upgraded
- One Park funded by CWP COGTA R500 000,00
- Procurement of land for cemeteries (Greylingstad, Nthorwane, Siyathemba and Balfour)
- All communities to have access to well-equipped and managed library facilities

- To develop and implement a comprehensive Disaster Management Programmes and Systems
- To facilitate the provision of adequate facilities and resources (Police stations) in partnership with SAPS to improve Police visibility and Community Safety.

LIST THE STRATEGIES/PLANS IN PLACE

- Disaster Management Plan in place
- Integrated Waste Management Plan in place

Key issues to be addressed

- 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

3.6 ACCESS TO SERVICES

3.6.1 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/day 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.

3.6.2 SOURCES OF WATER:

- Suikerbosrand Dam
- Haarhof of Dam
- Existing Boreholes
- Eskom Power Station – (procurement of portable water)

3.6.3 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 14 120, which is 95%
- Number of households without access to water is 757 (5%)

3.6.3.1 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 to Grootvlei, Greylingstad and Nthorwane
- Construct an additional storage reservoirs in Balfour/ Siyathemba, Greylingstad/ Nthorwane

Climate change impact:

- The Haarhof dam and Suikerbosrand 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.

3.6.4 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 94%
- Number of households without access to sanitation is 901 (6%)

3.6.4.1 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.

3.6.5 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 extent 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.

KEY ISSUES TO BE ADDRESSED

- Implementation of Dipaleseng Water Scheme
- Provision of Boreholes in Farm Areas
- Refurbishment of boreholes
- Provision of VIP toilets in Farm Areas
- Dislodging of pit toilets in farm areas
- Sewer reticulation in the Dipaleseng LM
- Eradication of septic tanks in Greylingstad/ Willemsdal
- 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 Haarhoff dam
- Upgrading of roads in Dipaleseng LM
- Installation of Electricity Verification meter at all Eskom supply points

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 and Water Conservation management Plan - to be drafted.
- Water Services Development Plan – to be reviewed

KPA 3: LOCAL ECONOMIC DEVELOPMENT

3.7 OVERVIEW

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. The 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 Organizations and local community the opportunity to work together to improve the local economy through investment attraction and retention initiatives; and LED catalytic project 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.

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.

In a nutshell, LED is everybody's business, including local residents, local business people and government.

3.7.1 ECONOMIC POTENTIAL/ENDEVOURS (TOURISM, AGRICULTURE, MINING AND MANUFACTURING)

3.7.1.1 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.

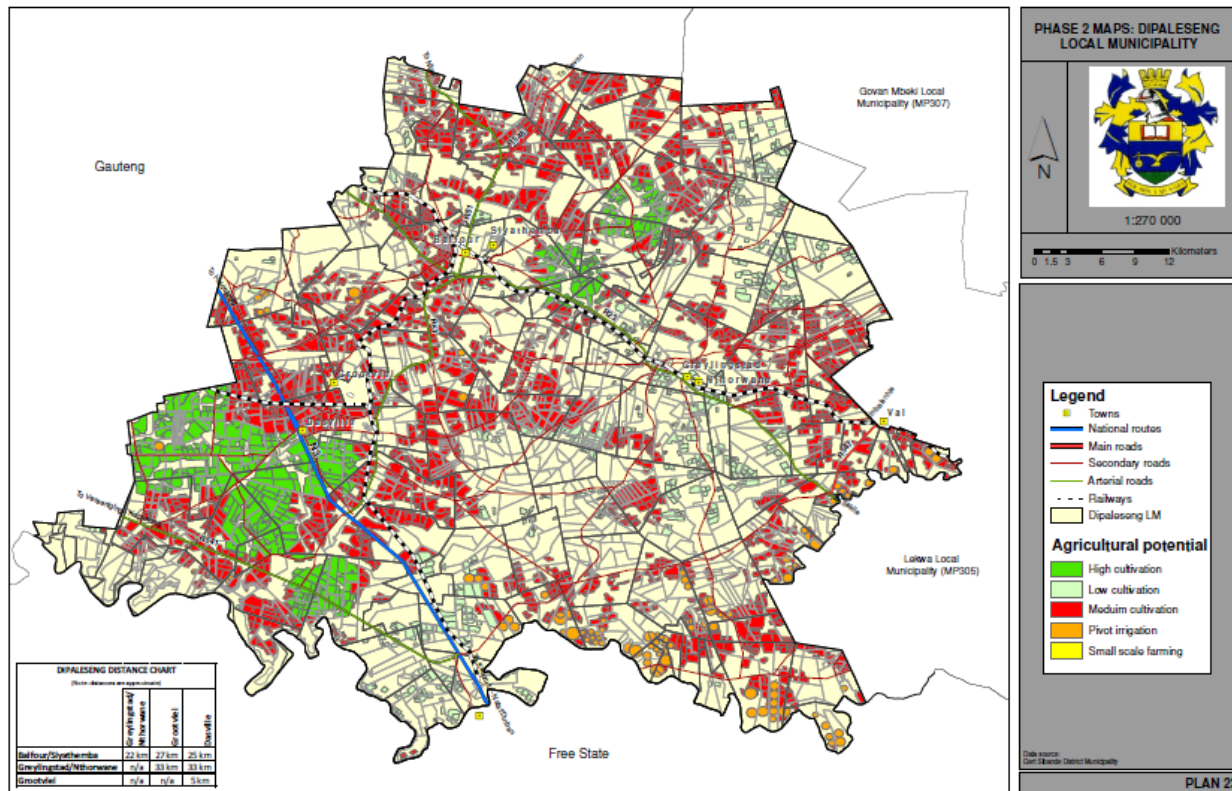
3.7.1.2 AGRICULTURE

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.

3.7.1.3 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 (Figures 7 and 8).

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

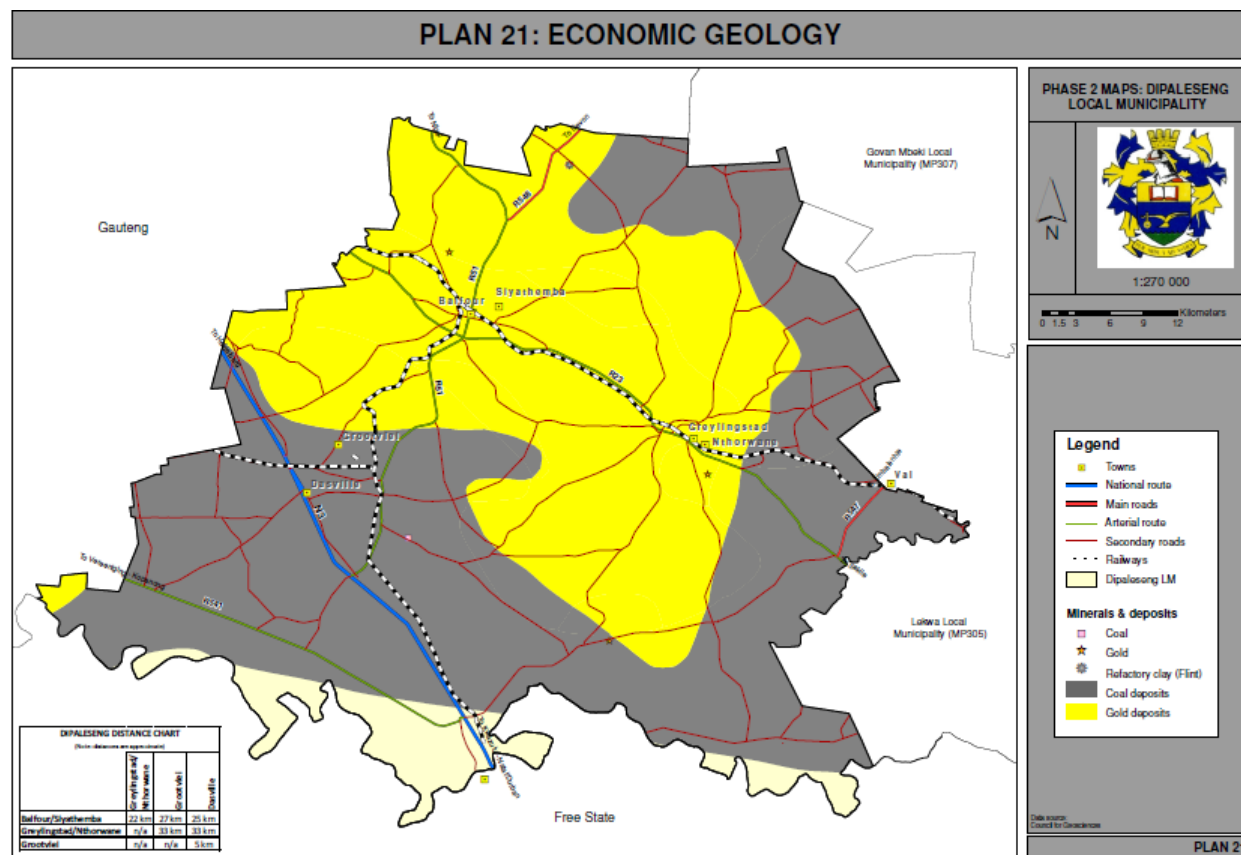
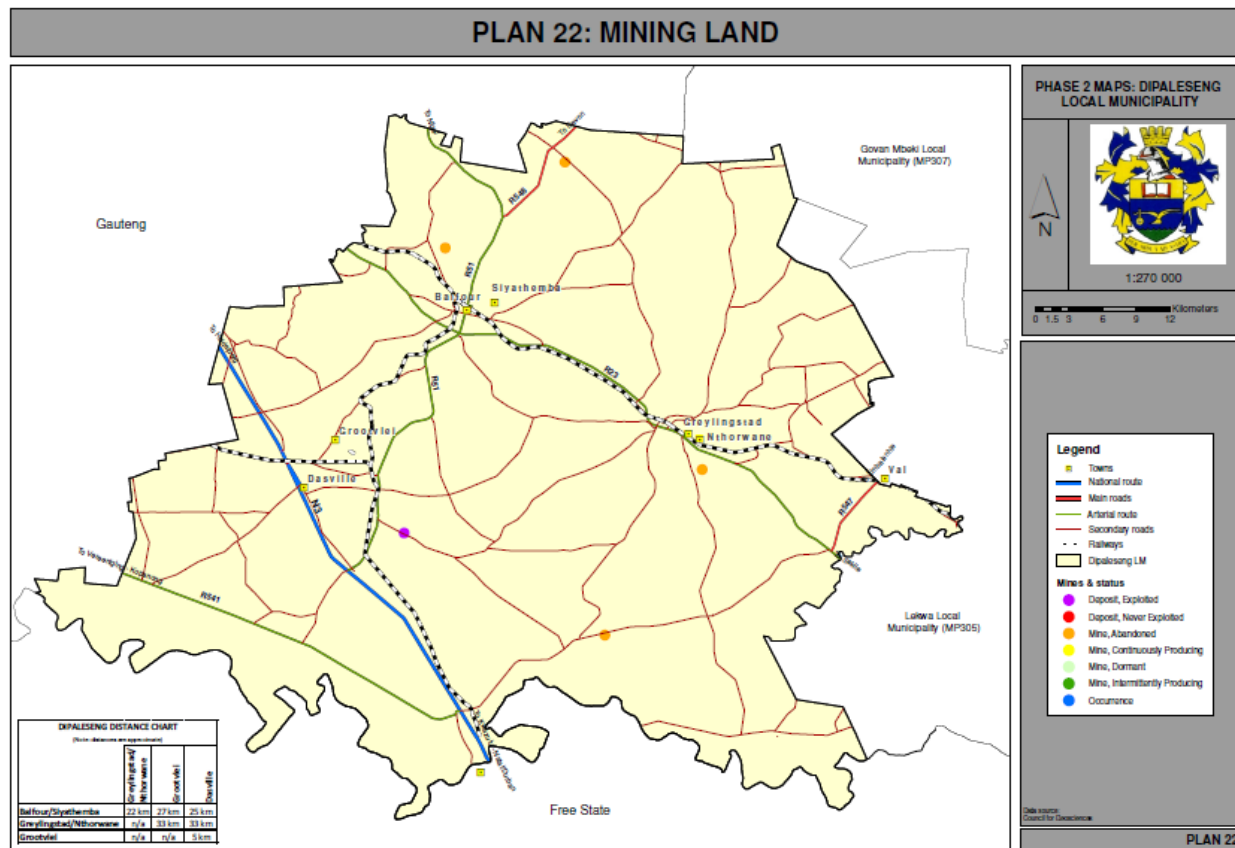


Figure 8: Potential Mining Land



The Dipaleseng mining sector consists of gold and coal mining whereby gold is being operated by Sibanye Still Water and coal by SASOL. Both mines serve as a significant employment sector within the area.

SIBANYE STILL WATER

Mining operations have not yet commenced and no SLP developed as such no projects identified and earmarked to be implemented in the area. Engagements are pursued to identify projects that may be under Community Social Investment (CSI).

SASOL MINING

Sasol Mining has invested R25, 5 million in Social and Labour Plan (SLP), Local Economic Development projects consisting of infrastructure development initiatives targeting Greylingstad and Nthorwane which ultimately benefit the broader community of Dipaleseng. The projects cover a five (5) year period commencing in 2013 and ending in 2017.

The projects entailed fencing of water reservoirs which aimed at eliminating risks of contamination of water and fatalities of the community; rehabilitation of dilapidated roads in Greylingstad/Nthoroane. Both projects have been completed successfully. The SLP commitment also encompasses a two-phased project of which phase one (1) is the upgrading of the Nthoroane Waste Water Treatment Plant (WWTP) enabling the plant to increase the processing/carrying capacity. Phase two (2) will be the reconnection of the Greylingstad sewerage infrastructure to the Nthorwane WWTP thus eliminating the current septic tank system (sewer reticulation).

In respect of the period 2018/2020, the Municipality identified and proposed provision of sewer reticulation in Nthoroane/Greylingstad/Willemsdal whereby Sasol mining has committed to contribute R30 million towards the implementation of the project.

The following table depicts the summary of projects identified in the Sasol Mining SLP and being implemented in Dipaleseng Municipality in a period of 5 years from 2013 and not beyond 2020 (infrastructure oriented)

SASOL/DLM PROJECTS

CATEGORY	SLP PROJECTS	SCHEDULING	BUDGET	COMMENTS
Infrastructure	Fencing of water reservoirs	2013	R500 000.00	Project completed
Infrastructure	Upgrading of roads in Nthoroane	2013/14	R10 000 000	Project Completed
Infrastructure	Upgrading of Nthoroane WWTP	2018/19-2019/20	R15 000 000	Multi-year Project. Project in progress
Infrastructure	Provision of sewer reticulation in Nthoroane/Willemsdal/Greylingstad	2018/19-2019/20	R30 000000	Multi-year Project. Project in progress
TOTAL			R55 500 000	

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.

3.7.1.4 MANUFACTURING AND PRODUCTION

Manufacturing is deemed as one of 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.

GROOTVLEI ESKOM

Other than power producing, Grootvlei Eskom aims contributes to improving the lives of the communities in which it operates through the Grootvlei Eskom Development Foundation. It is engaged in various activities under the Corporate Social Investment (CSI) whereby there are donations and sponsorship to local schools and community Based Organisations (CBOs), following are projects that are currently running around DLM:

- assist secondary schools to improve their maths and science learning
- Donation of computers to schools, donation of park homes to business community and NPOs.
- Site earmarked for establishment of a Skills Development and allocated (3,2 Hectare Land Donated by DLM)-Balfour- Grootvlei Eskom is an implementing agent supported by Howden
- Site earmarked construction of a stimulation center in Nthoroane and allocated (Nthoroane) – Eskom is an implementing agent

3.7.5 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, CWP & Phezu Khomkolo 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.

COMMUNITY WORK PROGRAMME (CWP)

The CWP is an innovative offering from government to provide a job safety net for unemployed people of working age. It provides a bridging opportunity for unemployed youth and others who are actively looking for employment opportunities. The programme provides them with extra cash to support them in their search for full-time or part-time employment. Programme participants do community work thereby contributing to improvements that benefit all community members.

CWP started at Dipaleseng Municipality in 2015 and is implemented in all 3 nodal points of the Municipality (Balfour, Greylingstad, Grootvlei). The Programme has employed to date a total number of 1076 Participants, with a target of 1100 Participants by 2022. The programme seeks to address social and economic upliftment of distressed communities which lead into improved service delivery to those communities.

The work done is divided into 5 subsections:

- Health
- Education
- Environment
- Social and Agriculture

CWP participants do many different types of work, such as care work, support work at schools, early childhood development and looking after the local environment by cleaning, planting trees and growing vegetable gardens. Onsite and external training is sourced for participants and all tools and materials are purchased. PPE is also provided. The programme inception was guided by a steering committee which is chaired by the ward councillor and comprises of the ward committee and other relevant parties. The programme works closely with the municipality and had been incorporated in the LED strategy. Through the establishment of all necessary Committees like Local Reference Committee (LRC) the CWP hopes to strengthen its projects and continue to develop participant capacity.

Presently, regular CWP participants who constitute approximately 94% of the total number of participants enrolled in the programme work two days a week / eight days a month in the CWP and receive **R97.50/day X 8 days (R780)** in stipends. The remainder, approximately 6%, work 5 days a week and receive **R127/day X 20 days (2540.00)** in stipends. The latter are largely supervisors and storekeepers.

Participant stipends are increased every year on 1 November by between 5 and 6.5% as per the Department of Labour's Ministerial Determination which specifies the minimum wage for participants in Public Employment Programmes. Since inception, the CWP has never paid stipends that fall below the stipulated minimum wage.

EXPANDED PUBLIC WORKS PROGRAMME (EPWP)

The Food for Waste Programme (Phase One) was started in 2007 by the Department of Public Works as part of its Expanded Public Works Programme (EPWP). Food for Waste Programme was aimed at assisting municipalities to provide waste collection services where municipalities are unable to provide such a service, while at the same time create job opportunities, fight hunger and poverty, promote a clean environment and promote recycling, waste reduction and reuse. It was initiated and implemented by the Department of Public Works in partnership with the Independent Development Trust as part of the Expanded Public Works Programme (EPWP), under the environmental sector.

Building from the success of EPWP phase 1, government decided to continue with this labour intensive approach so as to make a significant dent in fighting poverty and unemployment in the country with specific focus on women, youth and people with disabilities. April 2009 saw the beginning of EPWP phase 2 with targets set at 4.5 million work opportunities and 2 million Full-time Equivalent jobs (FTE). The concept of FTE is a new invention aimed at increasing the duration of employment into any EPWP project.

The Expanded Public Works Programme is one of government's key programmes aimed at providing poverty and income relief through temporary work for the unemployed.

The programme provides an important avenue for labour absorption and income transfers to poor households, in the short to medium-term. EPWP projects employ workers on a temporary or ongoing basis with government, contractors, or other non-governmental organisations under the Ministerial Conditions of Employment for the EPWP or learnership employment conditions. The EPWP creates work opportunities in four sectors, namely infrastructure, non-State, environment and culture and social,

Dipaleseng Local Municipality has its EPWP Policy (not yet approved) and the purpose is to provide a framework within which the municipality and its departments implement the Expanded Public Works Programme (EPWP). This policy document is aimed to provide an enabling environment for the municipality to increase the implementation of EPWP, through the re-orientation of the line budget function and channelling a substantial amount of its overall annual budget allocation and human resources towards the implementation of EPWP. Through this policy the municipality is aimed to achieve the following objectives:

- To have EPWP as an approved delivery strategy for projects implementation, employment creation and skills development; by ensuring that EPWP guidelines and principles are adhered to in the implementation of any municipal project.
- To inform all Departments and Units within municipality on how their functions should contribute towards achieving the EPWP objectives; (clarify the support function roles further within municipalities e.g. finance, corporate services)
- To entrench the EPWP methodology within the IDP; (acknowledge EPWP in the IDPs)
 - To develop skills within communities through on-the-job and/or accredited training of workers and thereby developing sustainable capacity within communities

The Dipaleseng municipality has R1 707 000.00 for 2019/20 financial year with a projected 75 people (WO) to be employed. The programme covers the following: Road Maintenance, Waste Management, Refuse removal, Admin Support

EPWP YOUTH WASTE MANAGEMENT PROGRAMME

A strong partnership exists between CWP and EPWP. CWP operates as a component of the EPWP Non-State Sector. EPWP participates in CWP Steering Committee meetings. There has been joint planning between EPWP and CWP as Government prepares for EPWP Phase 4. In this instance, collaborative arrangements have been enhanced with the introduction of two work streams between EPWP and CWP to address issues of (a) Programme Convergence and (b) Implementation

3.8 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 complied with from the 1st of July 2017. The municipality has since complied with the reform as mSCOA effective from 1st of July 2017 and it has since been implemented.

The payment rate has since being at 66% which is relatively low as compared to the required norm of 95%; this is caused by consumer's resistance in honoring their debt. To improve the situation the municipality is embarking vigorously on the full implementation of the Credit Control and Debt Collection Policy which will be executed in phases per different categories of consumers, employee, government, business and households. Other contributing factors are low revenue base, poor economic development. This poor collection of revenue results in the late payment of the creditors therefore resulting in noncompliance with MFMA. The financial recovery plan was developed and is in place to assist in increasing the payment rate. The municipality has developed a turnaround strategy/financial recovery plan with clear strategies to improve the financial situation of the municipality.

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 on a monthly basis to Mayoral Committee and quarterly basis to Council.

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 get 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 since compiled the valuation roll in terms of the Property Rates Act, which was for the period 1 July 2014– 30 June 2018 and was extended for one year to be in line with the amended Act. The Municipality has embarked on a development of a new valuation roll which shall be implemented on the 1st of July 2019, to give effect to all properties in the boundaries of Dipaleseng Local Municipality. This will enable the municipality to charge rates that are relevant to the market related values. A new valuation roll has been compiled starting July 2019 to June 2023.

Annual Financial Statements are compiled according to the prescribed general recognized accounting practices (GRAP). Since 2013/2014 the municipality has received a unqualified audit opinion. Corrective steps for matters that have been raised will be dealt with immediately and are contained in the oversight report to Council. Since the regression from the status of an unqualified audit Outcome to qualified opinion 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. 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;
- Implementing cost reflective tariffs
- Ensure that the budget is cash backed.
- 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.

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
- Cash collection and banking policy
- Provision for bad debts policy

3.9 KPA 5 INTERGOVERNMENTAL RELATIONS AND PUBLIC PARTICIPATION

3.9.1 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 Councilors hold at least six ward committee and mandatory public meetings per annum.

3.9.2 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, organizational 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) Organization of community outreach meetings for the purpose of feedback and further engagement.

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 is 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 councilors 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.

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

PROPOSED PROJECTS & PROGRAMMES

- Develop appropriate mechanism, processes and procedure to encourage the involvement of community in matters of local government.
- Develop public participation strategy
- 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

3.10 COMMUNICATION

PROBLEM STATEMENT

The municipality has a few options when it comes to media channels which can be utilized for information dissemination purposes and also media coverage. This may be due to the fact Dipaleseng is a relatively small municipality and what might not be regarded as news worthy by the institution might not get the attention of media gate keepers. On the flip side, due the fact that the municipality was the center of attention for some time post the of 2009 and 2010 violent service delivery protests could potentially turn matters that were previously seen as least important to be regarded as of high significance.

Some of the limiting factors to media coverage due to options are;

- Limited printed media houses within local jurisdiction
- Hostile/negative media attitude towards government

- No local/community broadcast media (local radio station)
- Limited budgetary allocation

OBJECTIVES

As part of enhancing and promoting Dipaleseng Local Municipality's brand, services and products, this strategy will thrive to ensure that such is realised through various communication and stakeholder engagement platforms.

- Promote transparency, consultation and participation through the adherence to the Batho-Pele principles
- Communicate the institution's priorities and Outcomes
- Correct negative perceptions about local government systems through proactive engagements.
- Mobilize community and other stakeholders to partner with government and the municipality in particular in service delivery matters through different programs
- Identify communication opportunities and exploit them to articulate the municipality's perspective and position on various matters.
- Market or showcase key projects and other issues that have a good publicity element for the municipality.
- Promote more integrated communication by the EM/institution and both internally and externally.
- Strengthen public participation and ensure that municipality remains anchored in its communities.

STRATEGY

The aim of building and maintaining mutually beneficial relationships between the institution and both its internal and external stakeholders, the imperative that the municipality informs its stakeholders about its priority plans, activities, programs as well as its achievements.

The municipality will approve or review its Communication Strategy on an annual basis which is aligned to the National Communication Strategy as adopted by Parliament as well as other legislative frameworks with reference to it. The strategy will largely look at changes in policy imperatives if there are any and also the Action Plan for the year detailing the communication activities that the institution intends on rolling out for the year.

Internal communication is an integral part of the communication system and the municipality will exhaust all channels at its disposal for both internal and external communications to foster a holistic

view of the function, thus promoting organizational transparency. The following modes of communication shall be embarked upon in effort to effectively communicate internally;

- Publication of internal newsletter for employees
- Notice boards
- Departmental and sectoral meetings
- Flyers and pamphlets
- Explore possibility of establishing Intranet

The external modes of communication shall be as follows;

- Notice boards
- Municipal website and social media
- Municipal newsletter (electronic format)
- Bulk sms/emails
- Loud-hailing
- Print and broadcast media (both locally and nationally)
- Media briefings
- Mayoral outreach programs
- Flyers and pamphlets
- Public participation platforms, campaign and road shows,
- Thusong service centres, Youth Centres and other places of mass convergence such as schools, churches and so forth.
- Government employees as ambassadors.

The strategy thus responds to the socio-economic demographic scope of the area while also addressing the technological advancements of our evolving lives. Through the implementation of the communication strategy, it is believed that communication with all stakeholders and audiences will be strengthened through the involvement of communities in matters of government. It will strengthen the public's confidence in the system of local government and the services rendered by the municipality.

3.11 KPA 6: SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE SPLUMA IMPLEMENTATION

3.11.1 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 presented 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 Planning Tribunal (MPT) & their appointment	Nominations done and GSDMPT 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	Delegations adopted by by Council
Establishment of an Appeal Board/Authority	In progress with assistance of GSDM

3.11.2 SPATIAL DEVELOPMENT FRAMEWORK

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

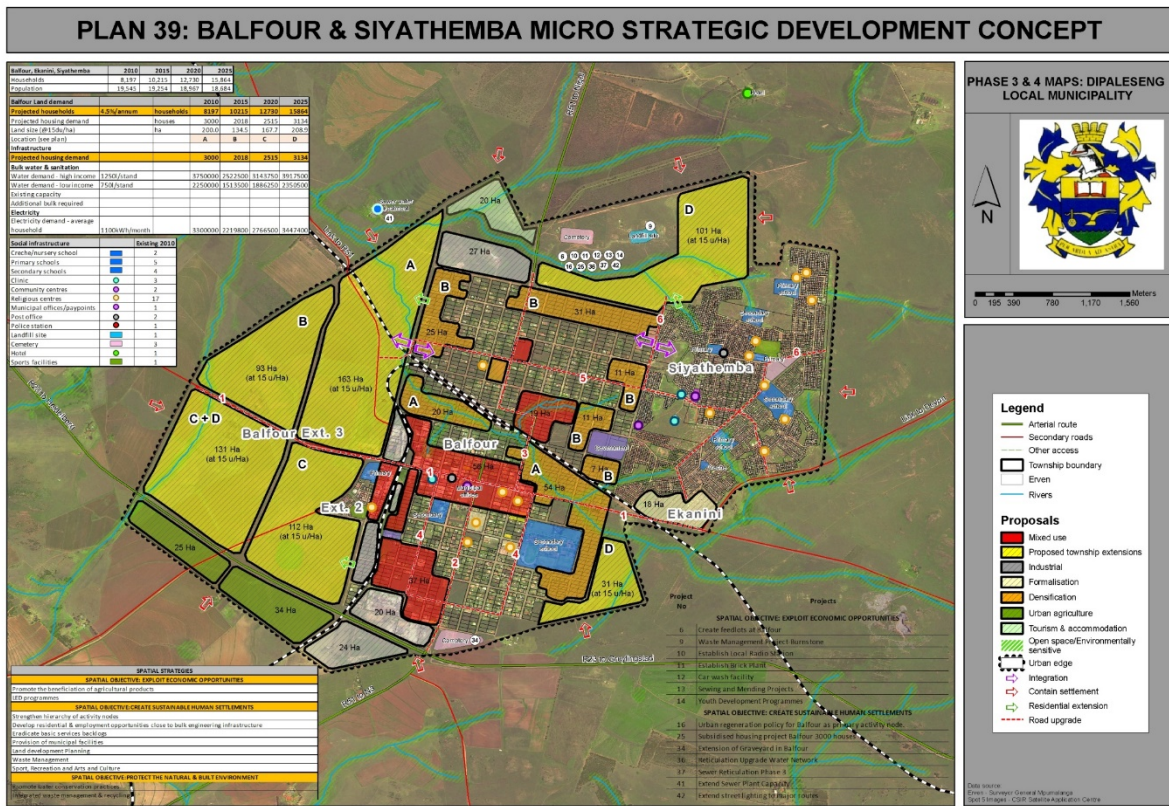


Figure10: Greylingstad & Nthorwane Micro Strategic Development Concept

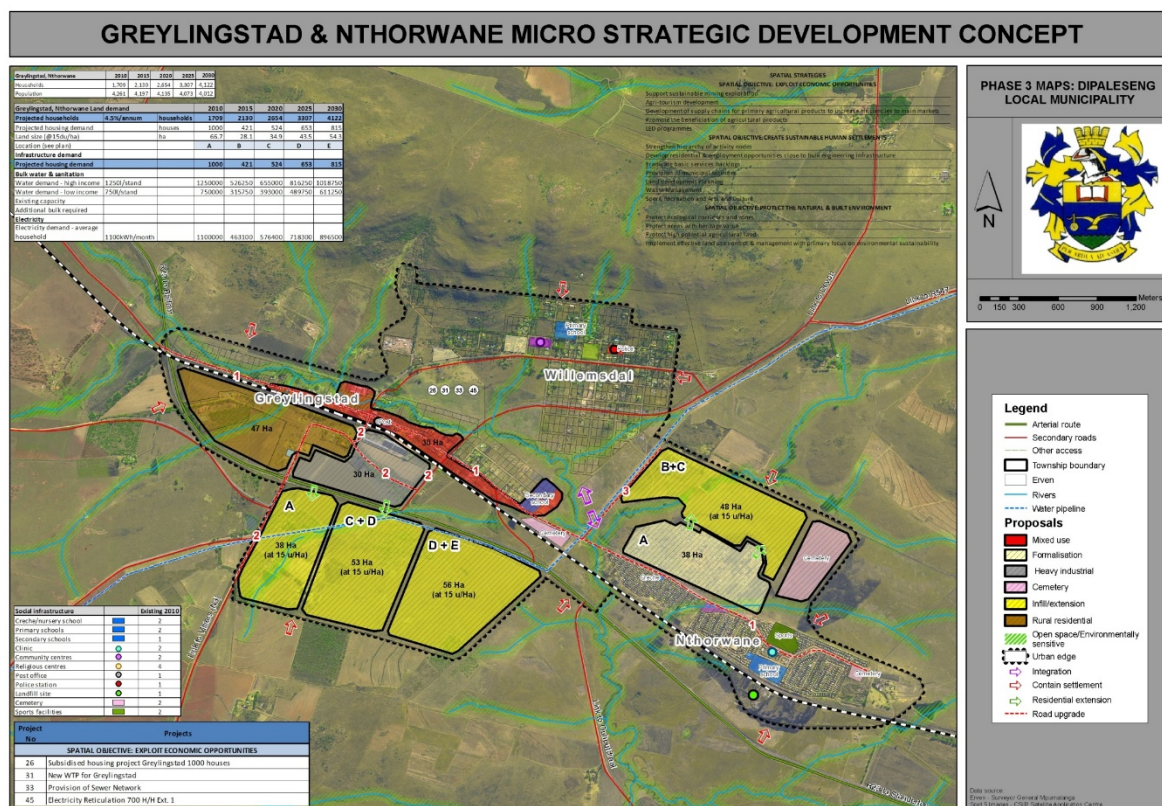


Figure 11: Grootvlei & Dasville Micro Strategic Development Concept



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).

3.12 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.

3.12.1 LAND USE MANAGEMENT AND ADMINISTRATION

The inclusion of the SDF in the integrated development plan, with a direct legal link to the land use management scheme, is an essential step towards integrated and coordinated planning for sustainable and equitable growth and development.

Chapter 5 of SPLUMA, Section 28 indicates that "Amendment of Land Use Scheme and Rezoning" may be amended to achieve the development goals and objectives of the Municipal Spatial Development Framework ("MSDF"); and Section 28(4) further highlights that any change to the land use scheme of a Municipality affecting the scheme regulations may only be authorized by the Municipal Council.

Chapter 6 further points out that certain land use and land development applications may be considered and determined by an official in the employ of the Municipality (designated official as per the SPLUMA Delegation Register)

Land identification and Allocations

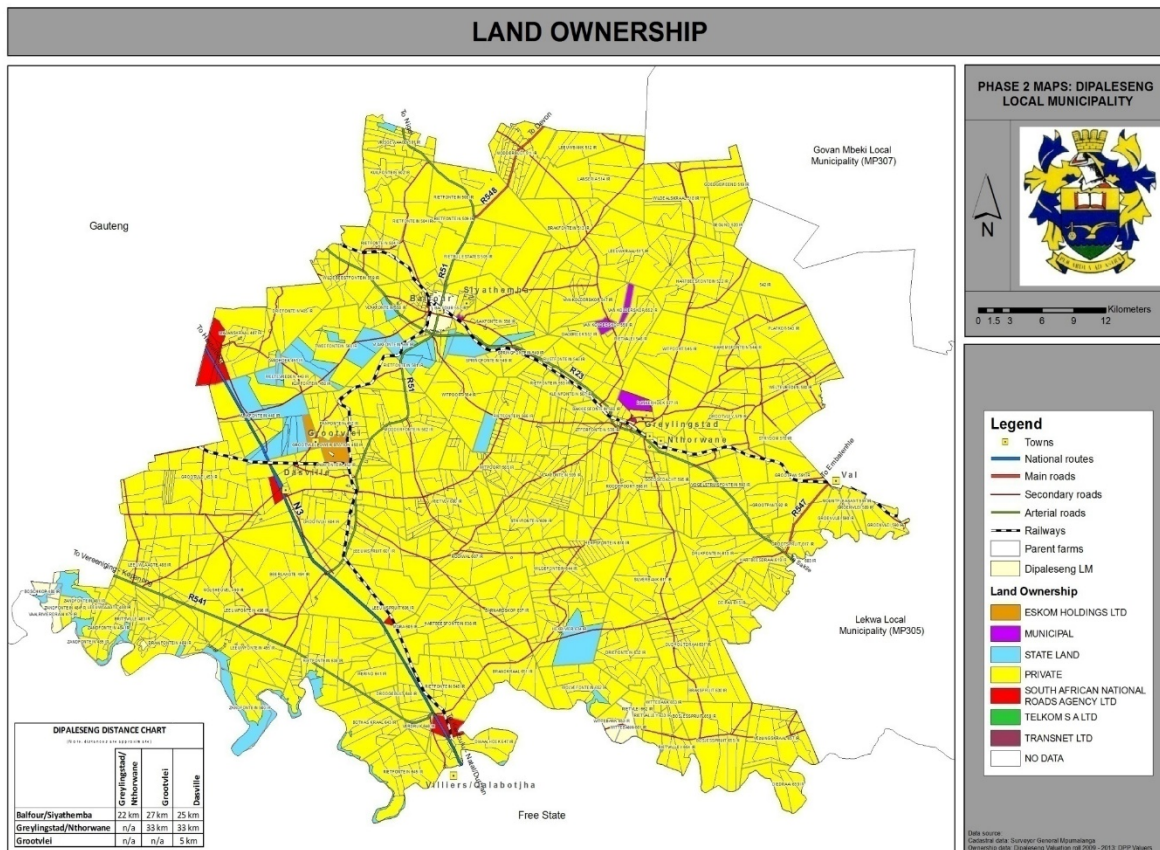
With regard to parameters for land/site allocations, the site identified should be strategically located with all socio economic amenities including infrastructure to achieve spatial integration. Council should therefore approve the allocation to a prospective applicant

3.13 HUMAN SETTLEMENTS PLANNING

3.13.1 OVERVIEW

Land is a component of integrated sustainable human settlements. The acquisition of more land is necessary for the provision of housing and other amenities. A considerable amount of well-located land belongs to private individuals and tends to be expensive to acquire. Notwithstanding these, it is still a Constitutional right for citizens to be provided with decent shelter within the available resources of the state.. The map below indicates land ownership within the Municipality:

Figure 12: Land Ownership Map



3.13.2 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:

- Portion 5 (a Portion of Portion 20) of the Farm Vlakfontein 5561R:** 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.).

b) **Portion 28 (a Portion of Portion 20) of the Farm Vlakfontein 556IR (RIDGEVIEW DEVELOPMENT):** Private Developer acquired and developing the land on behalf of the Municipality. This is an intervention from DHS in order to ensure integrated human settlements.

In the 2016/17 financial year, 1500 Serviced sites were purchased on behalf of the Municipality by Vipcon PTY. Ltd through DHS. Land will be transferred into the names of prospective beneficiaries respectively. The newly established township is known as Ridgeview.

The initiative by the Municipality to purchase Portion 28 (a Portion of Portion 20) of the farm Vlakfontein 556, registration Division I.R., Province of Mpumalanga resulted in DHS, DLM and Vipcon PTY. LTD entering in an agreement to purchase 1500 sites on the property in question at an amount of Seventy Four Million Four Hundred and Thirty Nine Thousand Four Hundred and Five Rands (R74 439 405.00).

d) **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.

3.13.3 PROPOSAL FOR LAND ACQUISITION FOR INTEGRATED HUMAN SETTLEMENTS

Portions 27 of the Farm Vlakfontein 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 swop 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).

HOUSING ALLOCATION

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 recognized 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.

HOUSING ALLOCATION FOR 2017/18-2019/20 FINANCIAL YEARS

There are currently two (2) projects running on the construction of housing units whereby there are of 300 subsidized housing units in Ridge View and 500 units shared between Siyathemba and Grootvlei.

The table below depicts housing programs per intervention category, area; number of units and the amount budgeted for on each category:

TABLE 1: CATEGORISATION OF THE HOUSING SUBSIDY (1500 UNITS- RIDGEVIEW DEVELOPMENT)

DLM HOUSING SUBSIDY ALLOCATION-2017/18, 2018/19 AND 2019/20-RIDGEVIEW								
Local Municipality	Area	Programme	2017/18	2018/19	2019/20	Contractor	Total No. of Units	Budget (mil)
Dipaleseng	Ridgeview	Integrated Residential Development Programme IRPD Phase 2-Top Structures	300	700	500	Prince of Tides	1500	33, 284 100

TABLE 2: CATEGORISATION OF THE HOUSING SUBSIDY (500 UNITS-SIYATHEMBA AND PHOMOLONG, GROOTVLEI)

DLM HOUSING SUBSIDY ALLOCATION-2017/18, 2018/19 AND 2019/20-SIYATHEMBA AND GROOTVLEI								
Local Municipality	Area	Programme	2017/18	2018/19	2019/20	Contractor	Total No. of Units	Budget (mil)
Dipaleseng	Siyethemba, Grootvlei,	Informal Settlements Upgrading Programme (ISUP)	200	300	N/A	Deep Space Construction	500	22,000,000

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 Department of Human Settlement (DHS). The potential beneficiaries must be prioritized in terms of the Beneficiary Management Policy (BMP) and must be sourced from the NHNR.

TITLE 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 (DHS) of which TMN Kgomo & Associates have been appointed as conveyances 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 cognizance of a total of 512 title deeds were registered in the 2015/16 financial year for Dipaleseng Local Municipality (first phase of subsidized 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)

In the 2016/17/18 a total of 443 title deeds were registered by the previous conveyances (Slinda Mokena and Associates) distribution to rightful owners in progress (208 title deeds for Nthoroane and 235 for Siyathemba).

TOWNSHIP ESTABLISHMENT

The core mandate of the Local Municipality is to provide service delivery to the general public at large and efficiently facilitate creation of Integrated, sustainable Human Settlements within the area. The Township Establishment process forms critical and integral part to service delivery in collaboration with the Department of Human Settlements. This is process of converting land into residential, industrial or commercial stands (mixed land-use) and falls within the wider township development process.

The Department of Human Settlements has gone out on tender for the appointment implementing agents to manage the creation of an integrated and sustainable human settlements on the township to be known as Grootvlei , Phomolong (**PORTION 0 OF THE FARM GROOTVLEI 604-IR**) and Vlakfontein Township (**PORTION 5 OF THE FARM VLAKFONTEIN 556 – IR**) entailing the township establishment processes; installation of municipal engineering services, construction of top structures for qualifying beneficiaries as well as facilitate the provision of the required community-based facilities.

KEY ISSUES TO BE ADDRESSED

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

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

3.15 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

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 organization in a performance-oriented way.

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.

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.

3.16 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 item 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.

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.

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).

3.17 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.

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.

3.18 Internal Audit

Internal Audit unit provide an independent, objective assurance and consulting services that add value and improve the municipality's operations. The internal audit unit assists the municipality to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. The internal audit unit evaluate risk exposures and make recommendations in relation to the municipality's governance, operations and information systems regarding the:

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

The function is currently operating with the Manager: Internal Audit and one intern. The internal audit unit has been established in line with the Municipal Finance Management Act no 56 of 2003, section (1) which states that: Each municipality and each municipal entity must have an internal audit unit, subject to section 3 of the said section.

Dipaleseng Local Municipality has established its own Audit Committee and the Manager Internal Audit report functional to the Committee as required by the International Standards for the Professional Practice of Internal Auditing. The following policies and procedures have been approved by the Audit Committee:

- Internal Audit Charter.
- Internal Audit Methodology
- Risk based three year rolling and internal audit program for each year.

CHAPTER FIVE: KEY PERFORMANCE AREAS (KPAS) AND KEY PERFORMANCE INDICATORS (KPIs)

5.1 Table 22 – 42:

3.19 KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Planning Level	Planning Statement	KPI	Baselines	Targets			
			2018/19	2019/20	2020/21	2021/22	2022/23
Strategic Goal .1	High performing organization	Level of organizational performance	52%	60%	100%	100%	100%
Strategic Objective .1.1	Improved organizational capabilities (people, systems, structure, skills)	% Implementation of HRD Strategy	50%	55%	60%	70%	80%
Strategy.1.1.1	Responsive and funded organogram	# of critical funded posts filled	20	23	21	20	20
Project 1.1.1.1	Review the organogram	Organogram approved by 30 May 2020	1	1	1	1	1
Project 1.1.1.2	Reduce the vacancy rate for all funded post	% reduction in funded vacancy rate	18%	14%	12%	1	1
Strategy 1.1.2	Improved Staff Skills Level	Level of Staff Skills	New	60%	65%	10%	8%
Project 1.1.2.1	Review HR strategy	HR strategy reviewed by May 2020	1	1	1	1	1

Planning Level	Planning Statement	KPI	Baselines	Targets				
			2018/19	2019/20	2020/21	2021/22	2022/23	
Project 1.1.2.2	Implement HR Strategy	Level of implementation of the HR Strategy	70%	100%	100%	70%	75%	
Project 1.1.2.3	Develop Workplace Skills Plan	WSP developed by target date	1	1	1	1	1	
Project 1.1.2.4	Implement WSP	# of Training programs implemented	14	10	11	1	1	
Project 1.1.2.5	Conduct Skills Audit	Skills Audit Conducted by June 2022	New	1	1	90%	100%	
Strategy 1.1	Improved employer/ employee relations	Level of functionality of the LLF	70%	80%	100%	1	1	
Project 1.1.3.1	Hold LLF Meetings/Consultations	# of LLF meetings/consultations held	12	12	12	90%	100%	
Project 1.1.3.2	Implement LLF Resolutions	% of LLF resolution implemented	40%	60%	100%	1	1	
Strategic Objective 1.2	Improved organizational culture	Level of organizational culture index	New	40%	50%	12	12	
Strategy 1.2.1						100%	100%	
Retention and Succession Planning						70%	80%	

Planning Level	Planning Statement	KPI	Baselines	Targets			
			2018/19	2019/20	2020/21	2021/22	2022/23
	Level of implementation of Retention and Succession Planning	41%	45%	50%	60%	12	12
Project 1.2.2.1	Develop a retention and succession strategy	Retention and succession strategy developed by May 2021	New	0	1	100%	100%
Project 1.2.2.2	Review retention and succession strategy	Retention and succession strategy reviewed by target date	New	0	0	100%	100%
Strategy 1.2.3	Improved staff morale	Level of Staff Morale	New	40%	50%	60%	70%
Project 1.2.3.1	Develop employee wellness programme	Employee wellness programme developed by target date	1	0	0	70%	80%
Project 1.2.3.2	Review employee wellness programme	Employee wellness programme reviewed by May 2021	1	1	1	0	0
Project 1.2.3.3	Improve employee wellbeing	# of employee wellness programs roll out	12	12	12	1	1
Project 1.2.3.4	Develop Occupational Health and Safety Programme	Occupational Health and Safety Programme developed by target date	1	0	0	4	4

Planning Level	Planning Statement	KPI	Baselines	Targets				
			2018/19	2019/20	2020/21	2021/22	2022/23	
Project 1.2.3.5	Implement Occupational Health and Safety Programme	# of Occupational Health and Safety Meetings	12	12	12	60%	70%	
Project 1.2.3.6	Conduct Occupational Health and Safety Inspections	# of OHS Inspections conducted	12	12	12	50%	60%	
Strategy.1.2.4	Improved ICT connectivity	Level of integration of the ICT Infrastructure	50%	60%	70%	0	0	
Project 1.2.4.1	Server downtime	Reduce server downtime (hours)	New	1hr	1hr	1	1	
Project 1.2.4.2	Develop ICT Strategy	ICT Strategy developed by target date.	1	0	1	60%	70%	
Project 1.2.4.3	Review ICT operational plan	ICT operational plan reviewed by target date.	1	1	1	1	1	
Project 1.2.4.4	Review ICT policy universe	ICT policy universe reviewed by target date.	1	1	1	80%	100%	
Project 1.2.4.5	Conduct ICT AS – IS and TO-BE environment assessment	ICT AS – IS and TO-BE environment assessment conducted by target date	New	4	4	0	0	
Project 1.2.5	Mitigate Risk	Monitor and evaluate risk factors	New	60%	70%	1	1	

Planning Level	Planning Statement	KPI	Baselines	Targets				
				2018/19	2019/20	2020/21	2021/22	2022/23
Project 1.2.5.1	Update Risk Register	Strategic Operational and Register updated	New	100%	100%		12	12
Project 1.2.6	Centralize/maintain contract register	Contract management	New	100%	100%		0	0
Project 1.2.6.1	Develop contract management register	Updated contract management register	New	100%	100%		1	1
Project 1.2.6.2	Render effective administration and record management	Progressive review of the file plan	New	1	1		80%	100%
Project 1.2.6.3	Implementation of file plan	Number of records/ documents management tasks completed	New	4	4		12	12
Project 1.2.7	Develop fleet management policy	Fleet management policy to be developed	New	1	0		100%	100%
Project 1.2.7.1	Implementation of fleet Management system	Percentage of activities undertaken to disperse with fleet management system	New	40%	60%		80%	90%
Project 1.2.7.2	Co-ordinated fleet management	Develop cost effective and efficient fleet management system	New	100%	100%		9%	5%

Planning Level	Planning Statement	KPI	Baselines	Targets			
			2018/19	2019/20	2020/21	2021/22	2022/23
Strategic Objective 1.3	Improved functionality of council structures	Level of functionality of council structures	New	30%	50%	0	0
Project 1.3.1	Improved co-ordination of council structures meeting	Level of functionality of council structures meetings	New	100%	100%	1	1
Project 1.3.2	Convene Policies and By-Laws Committee Meetings	# of policies and by-laws Committee Meetings convened	4	4	4	1	1
Project 1.3.3	Convene Mayoral Committee Meetings	# of Mayoral Committee meetings convened	11	11	11	4	4
Project 1.3.4	Convene council meetings	# of Council meetings convened	4	4	4	100%	100%
Project 1.3.5	Convene Municipal Public Account Committee (MPAC)	# of MPAC meetings convened	10	10	10	4	4
Project 1.3.6	Convene audit Committee Meetings	# of Audit committee meetings convened	4	4	4	3	2
Project 1.3.7	Implement Council resolutions	# of council resolution implemented	95%	100%	100%	100%	100%
Planning Level	Planning Statement	KPI	Baselines	Targets		0	0
			2018/19	2019/20	2020/21	1	1

Planning Level	Planning Statement	KPI	Baselines	Targets			
			2018/19	2019/20	2020/21	2021/22	2022/23
Strategic Goal .1	High performing organization	Level of organizational performance	52%	60%	100%	80%	100%
Strategic Objective .1.1	Improved organizational capabilities (people, systems, structure, skills)	% Implementation of HRD Strategy	50%	55%	60%	1	1
Strategy.1.1.1	Responsive and funded organogram	# of critical funded posts filled	20	23	21	100%	100%
Project 1.1.1.1	Review the organogram	Organogram approved by 30 May 2020	1	1	1	90%	100%
Project 1.1.1.2	Reduce the vacancy rate for all funded post	% reduction in funded vacancy rate	18%	14%	12%	0	0
Strategy 1.1.2	Improved Staff Skills Level	Level of Staff Skills	New	60%	65%	0	0
Project 1.1.2.1	Review HR strategy	HR strategy reviewed by May 2020	1	1	1	100%	100%

3.20 KPA 2: BASIC SERVICES AND INFRASTRUCTURE

Planning Level	Planning Statement	KPI	Baselines	Targets				
			2017/18	2019/20	2020/21	2021/22	2022/23	
Strategic Goal.2	Increased provision of access to quality services in a sustainable way complying with legislation	Rating on greenest municipal status	New	Not measurable	Not measurable	1	1	
Strategic Objective .2.1	Increased access to basic services in compliance to legislation	Average Percentage access to basic services and compliance to legislations	New	89.5%	95.3%	95.3%	100%	
Strategy.2.1.1	Increased access to services to all households	Percentage of households with access to basic services	88.7%	89.5%	95.3%	95.3%	100%	
Projec.2.1.1.1	Improved distribution of Municipal water services	Number of households provided with water services	0	40	300	300	300	
Project.2.1.1.2	Achieved Blue Drop Status	Level of Blue Drop Status	10%	30%	50%	75%	95%	
Project.2.1.1.3	Improved distribution of Municipal sanitation services	Number of households with provided with sanitation services	0	700	500	500	500	

Planning Level	Planning Statement	KPI	Baselines	Targets				
			2017/18	2019/20	2020/21	2021/22	2022/23	
Project.2.1.1.4	Achieved Green Drop Status	Level of Green Drop Status	0%	20%	50%	75%	80%	
Project.2.1.1.5	Improved distribution of Municipal electricity services	Number of households with provided with electricity services	0	700	500	500	500	
Project.2.1.1.6	Improved surfaced road network	KM’s of roads upgraded	101	2	2	2	2	
Project.2.1.1.7	Improved regavelled road network	KM’s of gravel road upgraded	50	12	12	12	12	
Project.2.1.1.8	Improved road network (Pothole patching)	SM’s of roads patched	25000	1	1	1	1	
Project.2.1.1.9	Improved Stormwater drainage maintenance	KM’s of stormwater drainage maintained	33	50	55	60	65	
Project.2.1.1.10	Conduct awareness campaigns for water and energy conservation	Number of awareness campaigns conducted on water and energy conservation	New	4	4	4	4	
Strategy.2.1.2	Increased provision of bulk services	Level of implementation of bulk Supply Infrastructure programme	New	40%	60%	80%	100%	
Project.2.1.2.1	Upgrading of Waste Water Treatment Works	Number of Waste Water Treatment Works upgraded	1	1	1	0	0	
Project.2.1.2.2	Upgrading of Water Treatment Works – Fortuna	ML of bulk water capacity	6.5	0	0	13	19	
Project.2.1.2.3	Construction of Balfour Substation	MVA of bulk electricity capacity	6.5	6.5	10	0	0	

Planning Level	Planning Statement	KPI	Baselines	Targets				
			2017/18	2019/20	2020/21	2021/22	2022/23	
Project.2.1.2.4	Improved preventative maintenance (water)	Percentage reduction in technical and distribution water losses	30%	25%	20%	15%	10%	
Project.2.1.2.5	Improved preventative maintenance (electricity)	Percentage reduction in technical and distribution electrical losses	50%	40%	35%	30%	25%	
Project.2.1.2.7	Implementation of MIG Projects	Number of MIG Projects completed	4	3	3	3	3	
Project.2.1.2.9	Implementation of INEP Projects	Number of INEP Projects completed	1	1	2	2	2	
Project.2.1.2.11	Implementation of RBIG Projects	Number of RBIG Projects implemented	0	1	2	3	4	
Strategy.2.1.3	Increased Implementation of PMU Plan	Level of Implementation of PMU Plan	New	100%	100%	100%	100%	
Project.2.1.3.1	Develop PMU Plan	PMU Plan developed by target date	1	1	1	1	1	
Project.2.1.3.2	Develop Business Plans	Business Plans developed by target date	4	4	4	4	4	
Project.2.1.3.3	Register MIG Projects	Number of MIG Projects Registered	4	3	3	3	3	
Project.2.1.3.4	Register of INEP Projects	Number of INEP Projects Registered	1	1	2	2	2	
Project.2.1.3.5	Register RBIG Projects	Number of RBIG Projects registered	0	1	1	1	1	

Planning Level	Planning Statement	KPI	Baselines	Targets				
			2017/18	2019/20	2020/21	2021/22	2022/23	
Project.2.1.3.6	Develop DORA Reports	DORA Reports developed by target date	12	12	12	12	12	
Project.2.1.3.7	Develop INEP Reports	INEP Reports developed by target date	12	12	12	12	12	
Strategic Goal .3	Improved social cohesion and Healthy Environment	Social Cohesion Index	New	40%	50%	60%	70%	
Strategic Objective .3.2	Improved Social and Environmental Protection	Level of Community Satisfaction in the provision of Social and Environmental Protection	New	30%	50%	80%	85%	
Strategy.3.2.1	Increased Response time to emergency services	Average Response time to Emergency Services Municipal wide	New	1 hr	55 min	55 min	50 min	
Project.3.2.1.1	Response to emergency services for Businesses	Response time for Businesses (CBD)	New	1 hr	55 min	50 min	45 min	
Project.3.2.1.2	Response to emergency services for Residential Areas	Response time for Urban Areas	New	1 hr	55 min	50 min	45 min	
Project.3.2.1.3	Response to emergency services for Rural Areas	Response time for Rural Areas	New	1 hr 25 min	1 hr 15 min	1 hr 05 min	1 hr	
Project.3.2.1.4	Response to emergency services for Specific Areas (i.e. Construction Areas)	Response time for Specific Areas	New	1 hr	55 min	50 min	45 min	
Project.3.2.1.5	Conduct awareness campaigns	Number of awareness campaigns conducted (emergency services)	5	8	12	16	20	
Project.3.2.1.6	Establish Call Centre	Call Centre established by target date	New	1	0	0	0	

Planning Level	Planning Statement	KPI	Baselines	Targets				
			2017/18	2019/20	2020/21	2021/22	2022/23	
Project.3.2.1.7	Management of the Call Center	Percentage of Call-Outs received	30%	50%	25%	15%	10%	
Project.3.2.1.8	Management of the Call Center	Percentage of Call-Outs attended to	3%	50%	75%	85%	100%	
Strategy.3.2.2	Improved Law Enforcement Management	Level of Implementation of Law Enforcement Management Strategy	New	100%	100%	100%	100%	
Project.3.2.2.1	Improved Traffic Law enforcement	Number of traffic law enforcement activities conducted	New	120	120	120	120	
Project.3.2.2.2	Improved Road Safety	Number of road safety awareness campaigns conducted	New	4	4	4	4	
Project.3.2.2.3	Improved awareness of By-Laws	Number of By-Laws awareness campaign conducted	New	4	4	4	4	
Project.3.2.2.4	Improved enforcement of By-Laws	Number of infringement fines issued	New	300	400	500	600	
Project.3.2.2.5	Conduct Community Safety Forums	Number of Community Safety forums meetings conducted	New	8	8	8	8	
Project.3.2.2.6	Conduct Community Safety Awareness Campaigns	Number of Community Safety awareness campaigns conducted	New	4	8	12	16	
Strategy.3.2.3	Improved Licensing Management	Level of Implementation of Enforcement Management Strategy	New	100%	100%	100%	100%	
Project.3.2.3.1	Increased provision of Drivers Licenses	Number of drivers licenses issued	1330	1330	1400	1500	1600	
Project.3.2.3.2	Increased provision of Learners Licenses	Number of leaner licenses issued	195	200	250	260	270	

Planning Level	Planning Statement	KPI	Baselines	Targets				
			2017/18	2019/20	2020/21	2021/22	2022/23	
Project.3.2.3.3	Increased provision of eye test services	Number of eye tests conducted	2228	2400	2500	2600	2700	
Project.3.2.3.4	Increased provision of vehicle roadworthy testing	Number of vehicles roadworthy tests conducted	233	250	260	270	280	
Project.3.2.3.5	Increased provision of vehicle registration license (new/renewal disks)	Number of vehicle registration licenses issued	703	800	900	1000	1100	
Strategy.3.2.4	Increased provision of Waste Management	Level of Implementation of Waste Management Strategy	New	100%	100%	100%	100%	
Project.3.2.4.1	Increased access to waste removal for all households	Number of household with access to Waste removal	12365	13190	18000	18000	18000	
Project.3.2.4.2	Conduct Waste Management Awareness Campaigns	Number of Waste Management Awareness Campaigns conducted	16	24	26	28	30	
Strategy.3.2.5	Increased provision of Maintenance of Municipal Facilities	Level of Implementation of Municipal Buildings, Parks and Recreational Facilities Strategy	New	100%	100%	100%	100%	
Project.3.2.5.1	Maintain municipal Buildings	Number of municipal buildings maintained	14	14	14	14	16	
Project.3.2.5.2	Maintain municipal parks	Number of municipal parks maintained	5	11	11	11	11	
Project.3.2.5.3	Maintain municipal recreational facilities	Number of recreational facilities maintained	7	10	15	25	50	
Project.3.2.5.4	Increased compliance of Municipal Facilities to OHS Act and National Buildings and Acts	Number of Municipal Facilities complying with OHS act and National Building Regulations and Acts	New	14	14	14	14	

Planning Level	Planning Statement	KPI	Baselines	Targets				
			2017/18	2019/20	2020/21	2021/22	2022/23	
Strategy.3.2.6	Improved utilisation of Library Services	Number of community members utilizing Library Services	112	120	130	140	150	
Project 3.2.6.1	Improved access to information	Turn-around time in accessing information	New	5 min	5 min	5 min	5 min	
Project.3.2.6.2	Conduct Municipal Library Awareness campaigns	Number of Municipal Library campaigns conducted	0	15	15	15	15	
Project.3.2.6.3	Increased access to information for the visually impaired by extending library services	Number of libraries that have services to support the visually impaired	New	1	1	1	1	
Strategy.3.2.7	Increased implementation of Transversal Services	Level of implementation of Transversal Services	New	40%	45%	50%	60%	
Project.3.2.7.1	Developed the Sports Policy	Sports policy developed by target date	New	1	0	0	0	
Project.3.2.7.2	Review the Sports Policy	Sports policy reviewed by target date	New	0	1	1	1	
Project.3.2.7.3	Develop the Arts and Culture Policy	Arts and Culture policy developed by target date	New	1	0	0	0	
Project.3.2.7.4	Review the Arts and Culture Policy	Arts and Culture policy reviewed by target date	New	0	1	1	1	

Planning Level	Planning Statement	KPI	Baselines	Targets				
			2017/18	2019/20	2020/21	2021/22	2022/23	
Project.3.2.7.5	Review the HIV/AIDS Policy	HIV/AIDS policy reviewed by target date	1	1	1	1	1	
Project.3.2.7.6	Develop the Disability Policy	Disability policy developed by target date	New	1	0	0	0	
Project.3.2.7.7	Review the Disability Policy	Disability policy reviewed by target date	New	0	1	1	1	
Project.3.2.7.8	Review the Youth Strategy	Youth strategy reviewed by target date	1	1	1	1	1	
Project.3.2.7.9	Develop the Vulnerable Groups Strategy	Vulnerable groups strategy developed by target date	New	1	0	0	0	
Project.3.2.7.10	Review the Vulnerable Groups Strategy	Vulnerable groups strategy reviewed by target date	New	0	1	1	1	
Project.3.2.7.11	Review the Drugs and Substance Abuse Strategy	Drugs and substance abuse strategy reviewed by target date	1	1	1	1	1	
Project.3.2.7.12	Host Transversal Events	Number of Transversal events hosted	27	27	27	27	27	

3.21 KPA 3: LOCAL ECONOMIC DEVELOPMENT

Planning Level	Planning Statement	KPI	Baselines		Targets		
			2017/18	2019/20	2020/21	2021/22	2022/23
Strategic Goal.3	Increased economic growth	Percentage contribution by DLM to Mpumalanga Economy	New	Not measurable	Not Measurable	0.4%	0.5%
Strategic Objective.3.1	Increased implementation of Economic Growth and Development Plan	Level of Implementation of Economic Growth and Development Plan	New	10%	30%	40%	50%
Strategy 3.1.1	Increased Investment into Local Economy	Number of Investors attracted	New	0	1	6	9

Planning Level	Planning Statement	KPI	Baselines		Targets		
			2017/18	2019/20	2020/21	2021/22	2022/23
Project 3.1.1.1	Review LED Strategy	Reviewed LED Strategy by target date	1	0	1	0	0
Project 3.1.1.2	Develop Investment and Attraction Strategy	Investment and Attraction Strategy developed by target date	New	0	1	0	0
Project 3.1.1.3	Review Investment and Attraction Strategy	Investment and Attraction Strategy reviewed by target date	New	0	0	0	0
Project 3.1.1.4	Conduct LED For a	Number of LED Fora conducted	2	4	4	4	4
Project 3.1.1.6	Sign SLP/CSI Agreements on proposed LED Projects	Number of Signed SLP/CSI agreements on proposed LED projects	1	3	4	0	0
Project 3.1.1.7	Implement LED Strategy	Level of Implementation of LED Strategy	10%	20%	40%	60%	80%
Strategy 3.1.2	Increased Job Opportunities through Municipal Interventions (EPWP and LIC)	Number of job opportunities created through municipal interventions	New	141	150	0	0
Project 3.1.2.1	Facilitate engagements with various stakeholders for the creation of job opportunities	Number of engagements facilitated with various stakeholders for the creation of job opportunities	New	12	12	12	12
Project 3.1.2.2	Conduct workshops/capacity Building sessions with SMMEs and Cooperatives	Number of workshops/capacity building sessions for SMMEs and cooperatives	2	3	4	0	0
Project 3.1.2.3	Conduct LED Summit	LED Submit conducted by target date	0	0	1	1	1
Project 3.1.2.4	Register SMMEs and Cooperatives on DLM Database	SMMEs and Cooperatives registered on DLM Database by target date	New	1	1	1	1
Strategic Goal .4	Increased Implementation of PPP Projects	Level of Implementation of PPP Projects	New	10%	20%	40%	60%

Planning Level	Planning Statement	KPI	Baselines		Targets		
			2017/18	2019/20	2020/21	2021/22	2022/23
Strategic Objective .4.1	Acquired alternative funding through PPP for infrastructure investment	Number of PPP Projects' Feasibility studies conducted	New	1	4	0	0
Strategy.4.1.1	Explore an alternative funding through PPP for infrastructure investment	Number of PPP projects registered with the national treasury legislation	New	0	0	3	3
Project 4.1.1.1	Develop sector master plans for services	Number of sector master plans for services developed	New	0	1	0	0
Project 4.1.1.2	Review sector master plans for services	Number of sector master plans for services reviewed	New	0	0	1	1
Project 4.1.1.3	Develop feasibility studies/ Business plans for services	Number of feasibility studies/ Business plans for services developed	New	0	1	0	0
Project 4.1.1.4	Review feasibility studies/ Business plans for services	Number of feasibility studies/ Business plans for services reviewed	New	0	0	1	1
Project 4.1.1.5	PPP applications Submitted and approved by National Treasury	Number of PPP applications Submitted and approved by National Treasury	New	0	1	1	1

3.22 KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Planning Level	Planning Statement	KPI	Baselines		Targets		
			2017/18	2019/20	2020/21	2021/22	2022/23
Strategic Goal .6	Improved financial viability and financial management	Unqualified Audit Opinion	UAO	UAO	UAO	UAO	UAO
Strategic Objective .6.1	Improved Financial Standing of the Municipality	Going Concern Ratio	00:10	02:01	02:01	02:01	02:01
Strategy.6.1.1	Improved Revenue Management	Municipal Grading Level	2	3	3	4	4
Project 6.1.1.1	Reduce outstanding debt	Rand Value Reduction of outstanding debt	New	R30 m	R60 m	R90 m	R120 m
Project 6.1.1.2	Reduce outstanding debt on rates and taxes	Rand Value Reduction of outstanding debt on Property rates and basic charges (phase 1)	New	R 7 m	R 16 m	R 28 m	R 42 m
Project 6.1.1.3	Increase revenue collection rate	% of collection rate	65%	70%	75%	80%	85%
Project 6.1.1.4	Increase revenue billing	Percentage on revenue billing	New	5%	5%	7%	7%
Project 6.1.1.5	Review Finance Policy Universe	Finance policy universe reviewed by target date	1	1	1	1	1

Planning Level	Planning Statement	KPI	Baselines		Targets		
			2017/18	2019/20	2020/21	2021/22	2022/23
Project 6.1.1.6	Review Municipal Tariffs	Municipal Tariffs reviewed by target date	1	1	1	1	1
Project 6.1.1.7	Identify new source of revenue	New sources of revenue identified by target date	New	1	1	1	1
Project 6.1.1.8	Implement new source of revenue	Rand Value of New Sources of Revenue Generated	New	R2 m	R 4m	R 8m	R 12m
Strategy 6.1.2	Improved Expenditure Management	Level of compliance to Expenditure Plan	40%	100%	100%	100%	100%
Project 6.1.2.1	Compliance to SCM Prescripts	Percentage Compliance to SCM Prescripts	50%	100%	100%	100%	100%
Project 6.1.2.2	Procure Goods and Services from Local Business	Percentage of DLM Expenditure Spent on Local Businesses	New	30%	30%	30%	30%
Project 6.1.2.3	Improved turnaround time to awarding of quotations above R30 000.00	Number of days taken for processing of department requests above R30 000	>30 Days	< 15 Days	< 15 Days	< 15 Days	< 15 Days

Planning Level	Planning Statement	KPI	Baselines		Targets		
			2017/18	2019/20	2020/21	2021/22	2022/23
Project 6.1.2.4	Improved turnaround time to awarding of quotations below R30 000.00	Number of days taken for processing of department requests below R30 000	< 15 Days	< 7 Days	< 7 Days	< 7 Days	< 7 Days
Project 6.1.2.5	Improved turnaround time to awarding of tenders above R200k to R10m	Number of days taken to award tender from date of receipt of departmental requests	< 60 days	<60 days	<60 days	<60 days	<60 days
Project 6.1.2.6	Improved turnaround time to awarding of tenders above R10m	Number of days taken to award tender from date of receipt of departmental requests	< 90 days	<90 days	<90 days	<90 days	<90 days
Project 6.1.2.7	Develop Consolidated Procurement Plan	Number Consolidated Procurement Plan developed by 31 May of every year	New	1	1	1	1
Project 6.1.2.8	Compliance with MFMA in terms of payments of creditors	Percentage compliance with MFMA in terms of payment of creditors within 30 days	40%	100%	100%	100%	100%
Strategy 6.1.3	Improved compliance to reporting requirements	Level of compliance to reporting requirements	80%	100%	100%	100%	100%

Planning Level	Planning Statement	KPI	Baselines		Targets		
			2017/18	2019/20	2020/21	2021/22	2022/23
Project 6.1.3.1	Comply with budget timelines	Number of Budgets reports prepared and submitted on time	3	3	3	3	3
Project 6.1.3.2	Comply with MFMA in terms of Monthly Financial Reporting	Number of Financial reports submitted within 10 working days after month end	12	12	12	12	12
Project 6.1.3.3	Compile interim AFS	Number of interim Annual Financial Statement prepared by 31 March	1	1	1	1	1
Project 6.1.3.4	Comply with MFMA in terms of preparation of AFS	Number of Annual Financial Statement prepared and submitted to AG by 31 August	1	1	1	1	1
Project 6.1.3.5	Comply with MFMA in terms of SCM Compliance Reporting	Number of SCM Compliance Reports produced	4	4	4	4	4
Project 6.1.3.6	Reduce irregular expenditure	Rand value reduction in Irregular Expenditure	R67m	R 0	R 0	R 0	R 0

Planning Level	Planning Statement	KPI	Baselines		Targets			
			2017/18	2019/20	2020/21	2021/22	2022/23	
Project 6.1.3.7	Implement procedure manuals for Financial Management	Percentage compliance to procedure manuals	New	100%	100%	100%	100%	
Project 6.1.3.8	Review procedure manuals Financial Management	Procedure manuals reviewed by target date	New	0	1	1	1	
Strategy.6.1.4	Improved asset management	Level of Compliance to GRAP	100%	100%	100%	100%	100%	
Project 6.1.4.1	Compile GRAP Compliant Asset Register	Number of GRAP Compliant asset register compiled by target date	1	1	1	1	1	
Project 6.1.4.2	Conduct GRAP Compliant Asset Register- moveable assets	Mid year verification of moveable assets conducted by target date	0	1	1	1	1	
Project 6.1.4.3	Conduct stock take	Number of stock take conducted as per DLM Asset Management Policy and GRAP	1	4	4	4	4	

Planning Level	Planning Statement	KPI	Baselines		Targets		
			2017/18	2019/20	2020/21	2021/22	2022/23
Project 6.1.4.4	Align Valuation roll with asset register	Percentage alignment of Valuation roll with asset register	New	100%	100%	100%	100%
Strategy 6.1.5	Increased reduction of Audit Outcomes	Number of Audit Findings	98	75	65	50	30
Project 6.1.5.1	Reduce AGSA Audit Queries	Number of AGSA queries resolved by target date	98	75	65	50	30
Project 6.1.5.2	Reduce Financial Risks	Number of risk mitigated by target date	11	8	6	5	3

3.23 KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Planning Level	Planning Statement	KPI	Baseline	Targets			
			2017/18	2019/20	2020/21	2021/22	2022/23
Strategic Goal .5	Improved good governance and stakeholder relations	Rating on Customer and Stakeholder Perception Survey	TBC	1	2	3	4
Strategic Objective .5.1	Improved functionality of council structures	Level of functionality of Council Structures	90%	100%	100%	100%	100%

Planning Level	Planning Statement	KPI	Baseline	Targets			
			2017/18	2019/20	2020/21	2021/22	2022/23
Strategy.5.1.1	Improved co-ordination of council structures	Level of coordination of Council structures	100%	100%	100%	100%	100%
Project 5.1.1.1	Convene Policies and By-Laws Committee Meetings	Number of policies and by-laws Committee meetings convened	4	4	4	4	4
Project 5.1.1.2	Convene Rules and Ethics Committee Meetings	Number of rules and ethics committee Meetings Held	2	4	4	4	4
Project 5.1.1.3	Rules and Ethics Committee to review Council Resolutions	Number of Council Resolutions Reviewed	New	4	4	4	4
Project 5.1.1.4	Make recommendations to Council on Resolutions to be rescinded	Number of Reports submitted to Council to rescind resolutions	New	4	4	4	4
Project 5.1.1.5	Convene of Mayoral Committee meetings	Number of Mayoral Committee sittings convened	11	11	11	11	11
Project 5.1.1.6	Convene of council sitting	Number of Council sittings convened	4	4	4	4	4
Project 5.1.1.7	Convene Municipal Public Account Committee (MPAC)	Number of MPAC meetings convened	10	11	11	11	11
Project 5.1.1.8	Convene Audit Committee Meetings	Number of Audit committee meetings convened	6	4	4	4	4
Project 5.1.1.9	Implement Council resolutions	Number of council resolutions implemented	83	90	100	110	120
Project 5.1.1.10	Rescind Council Resolutions	Number of council resolutions rescinded	05	4	3	2	1
Strategy 5.1.2	Improved Performance Management System	Level of Implementation of Performance Management System	New	60%	70%	80%	100%

Planning Level	Planning Statement	KPI	Baseline	Targets			
			2017/18	2019/20	2020/21	2021/22	2022/23
Project 5.1.2.1	Review PMS Policy	PMS Policy reviewed by target date	1	1	0	1	0
Project 5.1.2.2	Review PMS Framework	PMS Framework reviewed by target date	1	1	0	1	0
Project 5.1.2.3	Review Performance Management System	Performance Management System reviewed by target date	1	1	1	1	1
Project 5.1.2.4	Conduct performance contracting	Number of performance contracting conducted by target date	4	4	4	4	4
Project 5.1.2.5	Conduct informal performance reviews	Number of informal performance reviews conducted	4	4	4	4	4
Project 5.1.2.6	Conduct informal performance reviews	Number of performance reviews conducted	4	4	4	4	4
Project 5.1.2.7	Conduct final performance reviews	Number of final performance reviews conducted	4	4	4	4	4
Strategic Objective 5.2	Improved Risk Management Environment	Level of Implementation of Risk Management Policy	New	50%	60%	70%	80%
Strategy 5.2.2	Improved Risk Management Strategy	Level of implementation of Risk Management Strategy	60%	70%	80%	90%	95%
Project 5.2.2.1	Review RM Policy Universe	RM policy universe reviewed by target date	1	1	1	1	1
Project 5.2.2.2	Update Risk Management Strategy	RM Strategy updated by target date	1	1	1	1	1
Project 5.2.2.3	Improved functionality of Risk Management Committee	Percentage functionality of RMC	80%	100%	100%	100%	100%

Planning Level	Planning Statement	KPI	Baseline	Targets			
			2017/18	2019/20	2020/21	2021/22	2022/23
Project 5.2.2.4	Update Strategic and Operational Risk Register	Strategic and operational Risk Register updated by target date	1	1	1	1	1
Project 5.2.2.5	Mitigate Risks	Percentage of risks mitigated by target date	100%	100%	100%	100%	100%
Project 5.2.2.6	Convene RMC Meetings	Number of RMC meeting convened	4	4	4	4	4
Project 5.2.2.7	Review RM Charter	RM Charter reviewed by target date	1	1	1	1	1
Strategy 5.2.3	Improved Internal Audit Plan	Level of implementation of the Internal Audit Plan	50%	100%	100%	100%	100%
Project 5.2.3.1	Develop a Risk Based 3 Year Rolling Plan	Risk based 3 year rolling plan developed by target date	1	1	1	1	1
Project 5.2.3.2	Develop an Internal Audit Annual Plan	Internal Audit Annual Plan developed by target date	1	1	1	1	1
Project 5.2.3.3	Develop Internal Audit Charter and Methodology	Internal Audit Charter and Methodology developed by target date	1	1	1	1	1
Project 5.2.3.4	Review Internal Audit Charter and Methodology	Internal Audit Charter and Methodology reviewed by target date	1	1	1	1	1
Project 5.2.3.5	Submission of Internal Audit Reports to Audit Committee	Internal Audit Reports submitted to Audit Committee by target date	4	4	4	4	4
Project 5.2.3.6	Submission of Internal Audit Reports to Council	Internal Audit Reports submitted to Council by target date	4	4	4	4	4
Strategic Objective 5.3	Maximise multi-stakeholders access to municipal services	Level of accessibility provided to communities to access municipal services	New	60%	70%	80%	90%

Planning Level	Planning Statement	KPI	Baseline	Targets			
			2017/18	2019/20	2020/21	2021/22	2022/23
Strategy.5.3.1	Increased implementation of the Ward Based Operational Plans	Level of implementation of the Ward Based Operational Plans	100%	100%	100%	100%	100%
Project 5.3.1.1	Develop Ward Based Operational Plans	Ward Based Operational Plans developed by target date	1	1	1	1	1
Project 5.3.1.2	Convene Ward Committee Meetings	Number of Ward Committees convened	24	24	24	24	24
Strategy.5.3.2	Improved Public Participation	Number of Community Members reached through public participation processes	1000	1500	2000	2500	3000
Project 5.3.2.1	Review communication strategy	Communication strategy reviewed by target date	1	1	1	1	1
Project 5.3.2.2	Develop marketing strategy	Marketing strategy developed by target date	1	1	1	1	1
Project 5.3.2.3	Review marketing strategy	Marketing strategy reviewed by target date	1	1	1	1	1
Strategic Objective 5.4	Enhanced Planning, Monitoring, Evaluation and Reporting	Level of compliance to Planning, Monitoring, Evaluation and Reporting Legislation	100%	100%	100%	100%	100%
Strategy 5.4.1	Increased implementation of the IDP	Level of implementation of the IDP	100%	100%	100%	100%	100%
Project 5.4.1.1	Develop IDP Process Plan	IDP Process Plan developed by target date	1	1	1	1	1

Planning Level	Planning Statement	KPI	Baseline	Targets			
			2017/18	2019/20	2020/21	2021/22	2022/23
Project 5.4.1.2	Develop IDP Status Quo Analysis Report	IDP Status Quo Analysis Report developed by target date	1	1	1	1	1
Project 5.4.1.3	Conduct IDP Strategic Planning	IDP Strategic Planning conducted by target date	1	1	1	1	1
Project 5.4.1.4	Consolidate IDP Projects	IDP Projects consolidate by target date	1	1	1	1	1
Project 5.4.1.5	Integrate IDP	IDP integrated by target date	1	1	1	1	1
Project 5.4.1.6	Develop Credible IDP	Credible IDP documents developed by target date	1	1	1	1	1
Project 5.4.1.7	Align IDP to Municipal Budget	IDP aligned to the Municipal Budget by target date	1	1	1	1	1
Project 5.4.1.8	Align IDP to Performance Management System	IDP aligned to PMS by target date	1	1	1	1	1

3.24 KPA 6: SPATIAL RATIONAL

Planning Level	Planning Statement	KPI	Targets				
			2017/18	2019/20	2020/21	2021/22	2022/23
Strategic Goal .7	Integrated Human Settlements and Mixed use development	Number of new townships established	0	1	2	1	1
Strategic Objective .7.1	Improved quality of life of residents	Number of households with improved shelter	500	700	0	500	500
Strategy.7.1.1	Formalization of informal settlement	Number of households with Improved housing conditions	500	700	0	500	500
Project 7.1.1.1	Registration of informal settlements dwellers	Number of informal settlement dwellers registered	500	1000	1000	1000	1000
Project 7.1.1.2	Relocation of informal settlement and backyard dwellers	Number of Relocated informal settlements and backyard dwellers	300	700	1500	2000	2000
Strategy.7.1.2	Densification/ Infill	hectares of land consolidated , rezoned, subdivided for Integrated Human Settlement	332	0	200	200	200
Project 7.1.2.1	Acquisition of land for sustainable housing development	hectares 'of land acquired for Integrated human settlements	0	216	200	200	200
Project 7.1.2.2	Conduct land audit	Land Audit conducted by target date	0	0	1	0	0
Project 7.1.2.3	Develop an Integrated Built Environmental Plan	Integrated Built Environmental Plan developed by target date	1	0	0	1	0
Project 7.1.2.4	Review the Integrated Built Environmental Plan	Integrated Built Environmental Plan reviewed by target date	0	0	0	1	1
Strategy 7.1.3	Compliance to SPLUMA	Percentage compliance to SPLUMA	100%	100%	100%	100%	100%

Planning Level	Planning Statement	KPI	Targets				
			2017/18	2019/20	2020/21	2021/22	2022/23
Project 7.1.3.1	Review LUMS and align to SPLUMA	LUMS reviewed and aligned to SPLUMA by target date	0	1	0	0	0
Project 7.1.3.2	Review SDF and align to SPLUMA	SDF reviewed and aligned to SPLUMA by target date	0	1	1	0	0
Project 7.1.3.3	Develop Human Settlement Upgrading Strategy	Human Settlement Upgrading Strategy developed by target date	New	0	1	0	0
Project 7.1.3.4	Review Housing Chapter	Housing Chapter reviewed by target date	1	0	1	0	0
Project 7.1.3.5	Perform Statutory Town Planning	Percentage for land development applications received evaluated and processed (re-zonings, sub-divisions and consolidation etc) within specified time frame	100%	100%	100%	100%	100%
Project 7.1.3.6	Perform Building regulation	Percentage for new building plans received for consideration and approval within specified time frame	100%	100%	100%	100%	100%

3.25 CHAPTER SIX: STRATEGIST, SECTOR PLANS AND SWOT ANALYSIS

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

Sector Plan/Policy & Strategy	Status qou	Challenges
Policy on Standing Orders of Council		
Spatial Development Framework	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	COGTA is currently assisting DLM on reviewing SDF (2019/20)
Local Economic Development Strategy	LED Strategy was developed and adopted in May 2011. it requires review	COGTA is currently assisting DLM on reviewing LED Strategy (2019/20)
Rural Development Strategy	Not in place	
Housing Plan	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.
LUMS	Developed and approved in 2012 however needs to be reviewed to incorporate zoning of newly established township(s). C80/04/2013	Financial constraints

Integrated Transportation Plan	Not in place	Financial constraints
Integrated Waste Management Plan	Integrated Waste Management Plan was adopted by council under item C200/08/14	Not fully implemented due to lack of pre-requisite resources
Water Asset Management Plan	Not in place	Financial Constrains
Bulk Water Supply Plan	Plan in place. The plan was developed by DWA	Lack of funding to implement the plans.
Stream & Storm Water Management Plan	Outdated. The draft plan was developed in 2010	Budget constraint to develop new plans.
Road & Storm Operations & Maintenance Plan	Outdated. The draft plan was developed in 2010	Budget constraint to develop new plans.
Asset Management Plan for Road & Storm water	Not in place	Budget constraint to develop new plans.
Water Services Development Plan	Not in place	Budget constraint to develop new plans.
Water safety Plan	Not in place	Budget constraint to develop new plans.
Environment Management Plan	Currently Municipality is using the GSDM plan	
Electrical Infrastructure Master Plan	Out dated needs to be reviewed	
Public Lighting Master Plan		
Workplace Skills Plan	Adopted by Council on the 28 th April 2017, Item C58/04/17	
Employment Equity Plan	Adopted by Council on the 30 th April 2015, Item C30/04/15	

Disaster Management Plan	Reviewed Disaster Management Plan adopted by Council under item C23/01/16	Not fully implemented due to lack of pre-requisite resources
Fraud Prevention Plan	28 th January 2016, Council Resolution C06/01/16	None
Communication Strategy	Adopted by Council on the 26 April 2018, Item C63/04/18	
HIV/AIDS strategy	20 th May 2008, Council Resolution C28/05/08	Strategy is out dated and needs to be reviewed
Human Resource Strategy and Plan	Adopted by Council on the 30 th May 2019, Item C142/05/19	
Human Resource Management policies: Recruitment & Selection, Acting, Overtime, Training & Development, Funeral, Occupational Health & Safety, Employment Equity, HIV/AIDS, Leave, Cellular Phone, Transport Allowance, Danger Allowance & Retention.	Adopted by Council on the 30 th May 2019, Item C143/05/19	
Community Participation Strategy	Not in place	
Supply Chain Management	Adopted by Council on the 30 th May 2019, Item C141/05/19	
Budget Policy	Adopted by Council on the 30 th May 2019, Item C141/05/19	
Credit Control Policy and Debt Collection Policy	Adopted by Council on the 30 th May 2019, Item C141/05/19	

Indigent Policy	Adopted by Council on the 30 th May 2019, Item C141/05/19	
Tariffs Policy	Adopted by Council on the 30 th May 2019, Item C141/05/19	
Property Rates Policy	Adopted by Council on the 30 th May 2019, Item C141/05/19	
Asset Management Policy	Adopted by Council on the 30 th May 2019, Item C141/05/19	
Provision for Bad Debts Policy	Adopted by Council on the 30 th May 2019, Item C141/05/19	
Cash Management policy	Adopted by Council on the 30 th May 2019, Item C141/05/19	
Risk Management policy	Adopted by Council on the 30 th May 2019, Item C141/05/19	

3.21 SWOT ANALYSIS

<p style="text-align: center;">STRENGTHS (Internal)</p> <ul style="list-style-type: none"> • Leadership :(Roles) responsive and responsible • Internal Capacity in strategic planning • Skills development contribute in the overall municipal performance • Strong stakeholders relation • Water Authority Municipality
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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

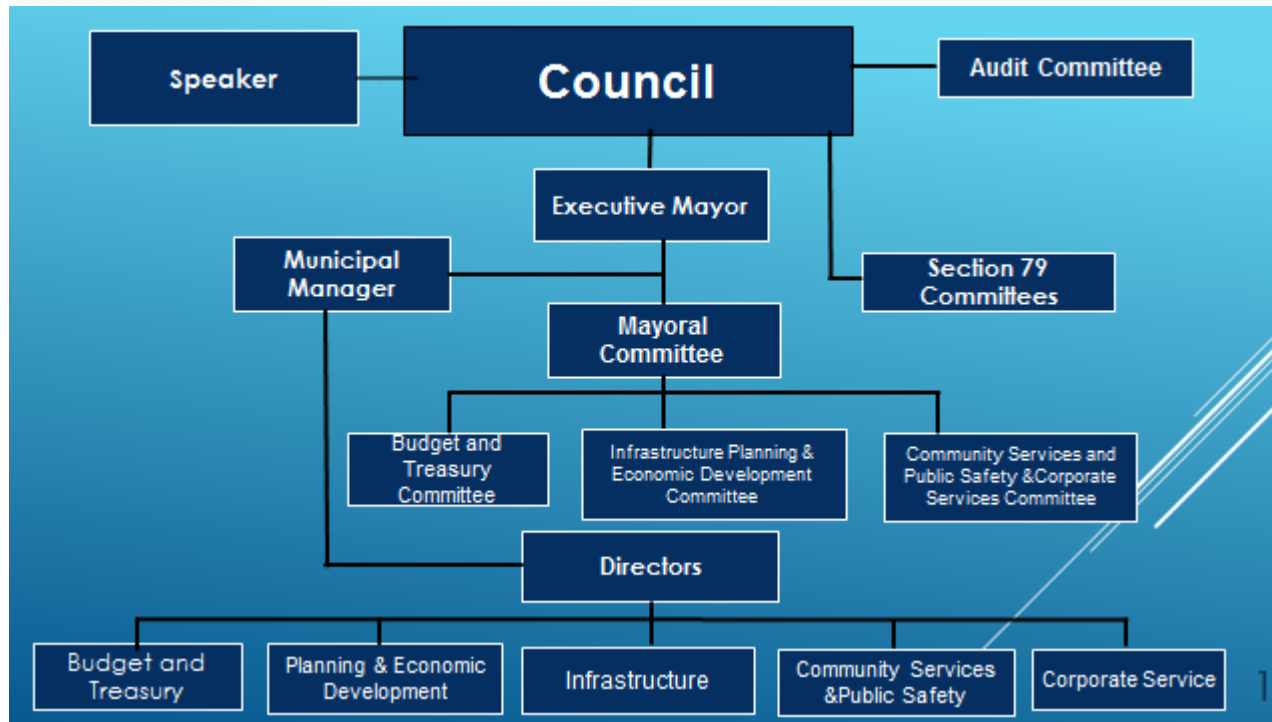
OPPORTUNITIES (External)

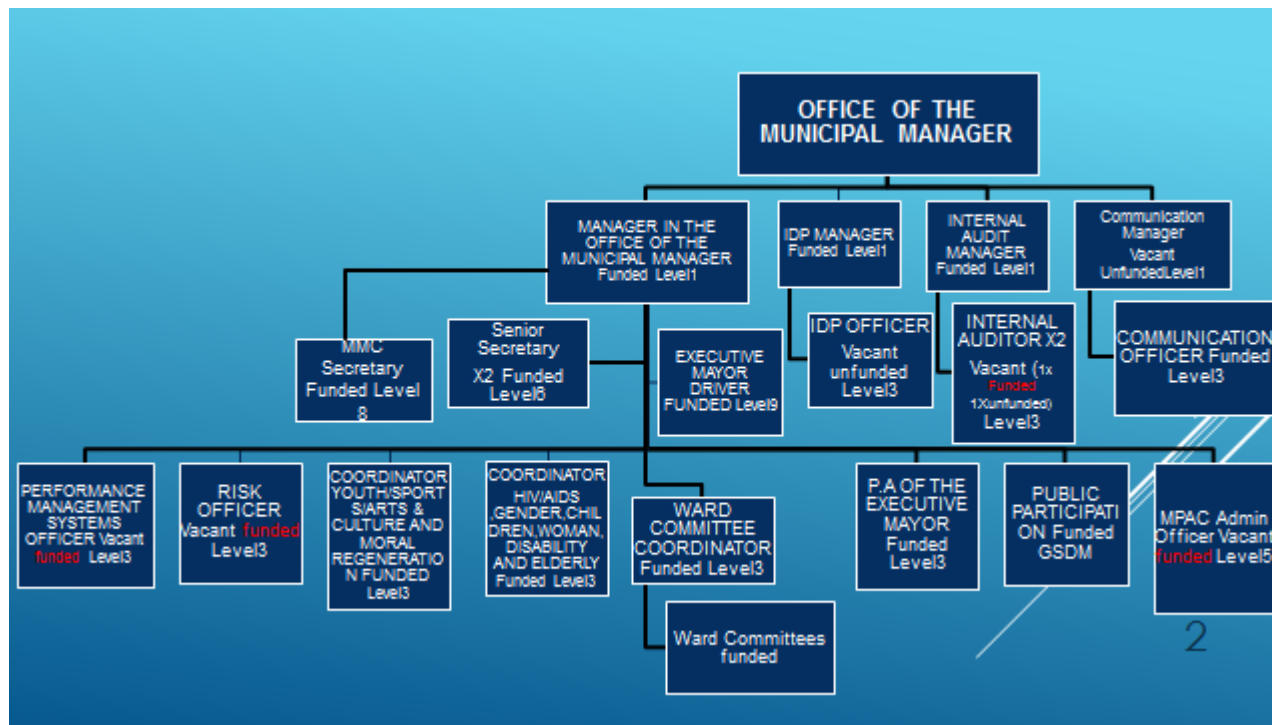
- Community Participation
- Broad revenue base
- Strategic location of the municipality
- Diversification of local economy
- Identification of corridors along R23 and N3(Industrial Corridor)
- Tapping on Social and labour Plans & Corporate Social responsibility
- Functional LEDF
- Densification and contentment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

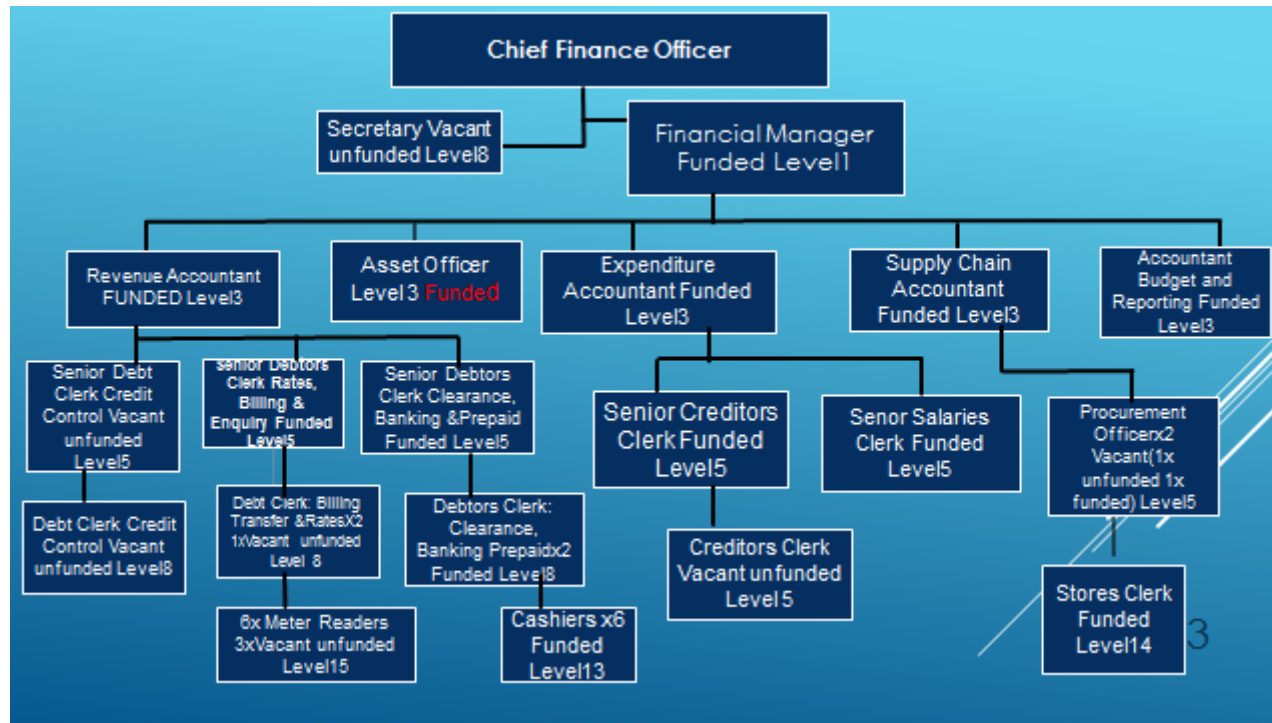
THREATS (External)

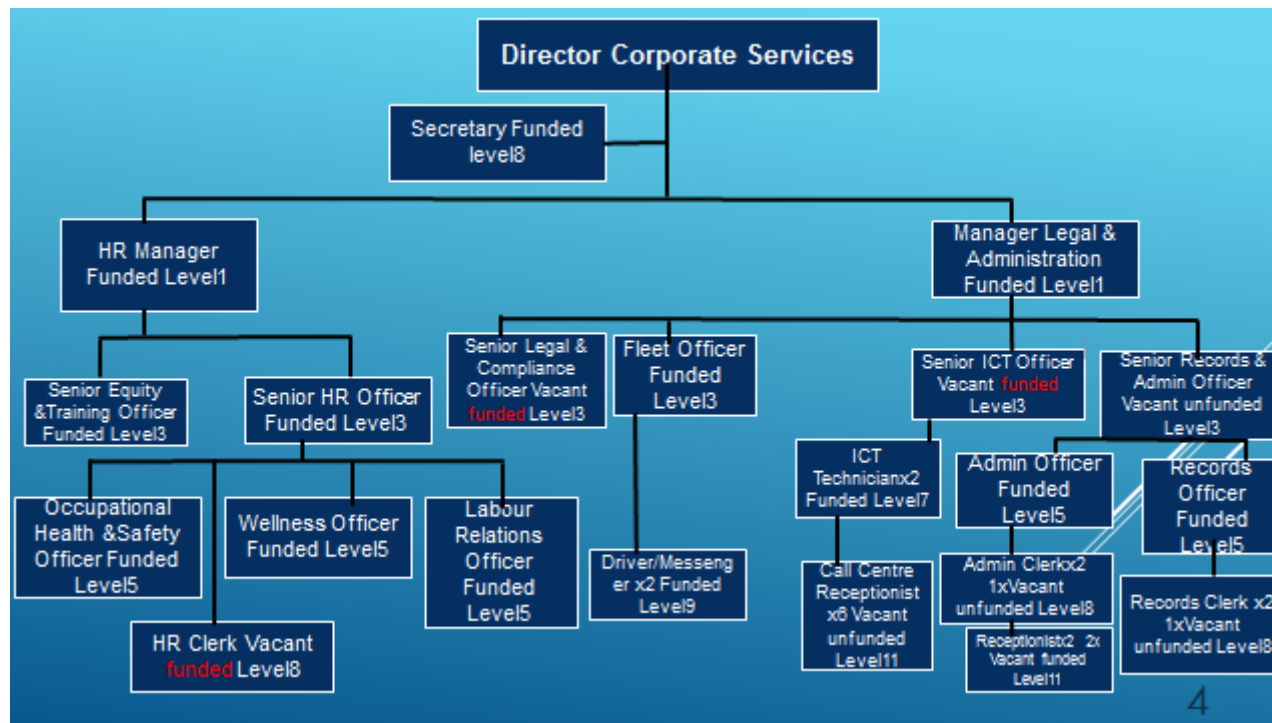
- Community protest
- Aging Infrastructure
- Business chambers
- Inadequate provision of tertiary institution/skills development facilities
- High rate of unemployment
- High rate of Migration
- Lack of Shopping facilities
- Land locked (private ownership of land)
- Lack of health facilities (hospital)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

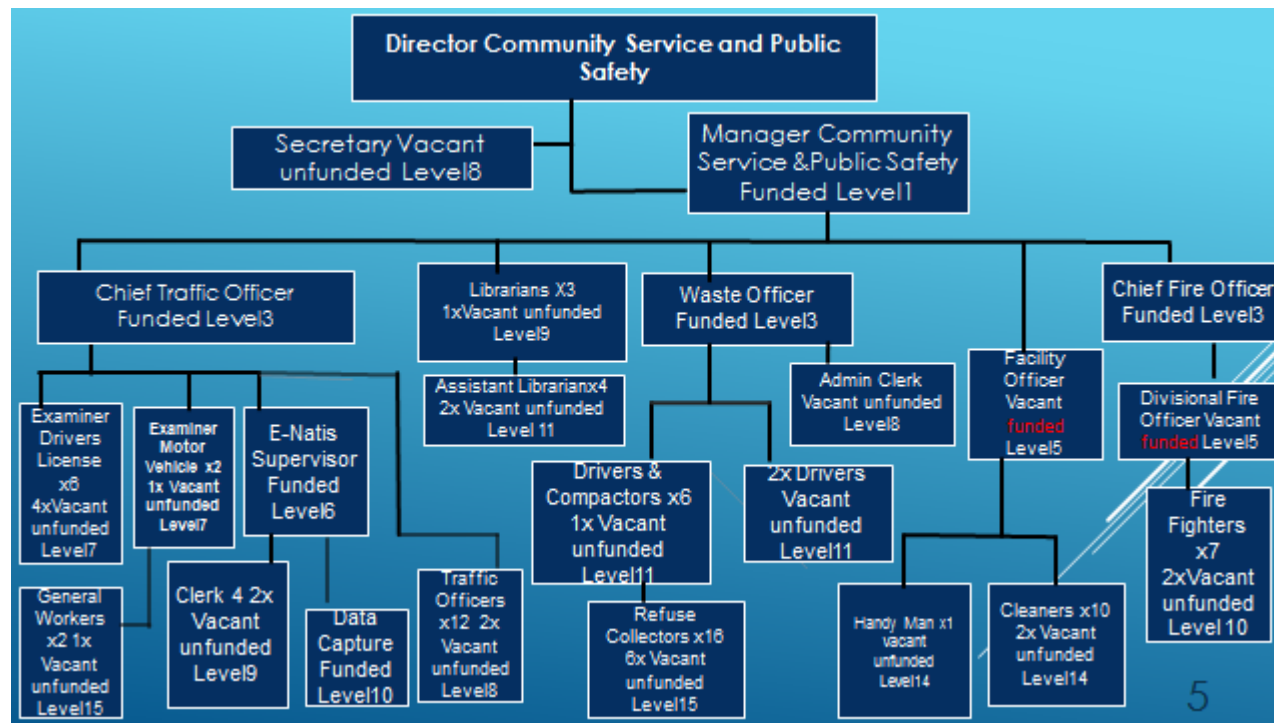
OFFICE OF THE MUNICIPAL MANAGER AND POLITICAL LEADERSHIP (Annexure A)

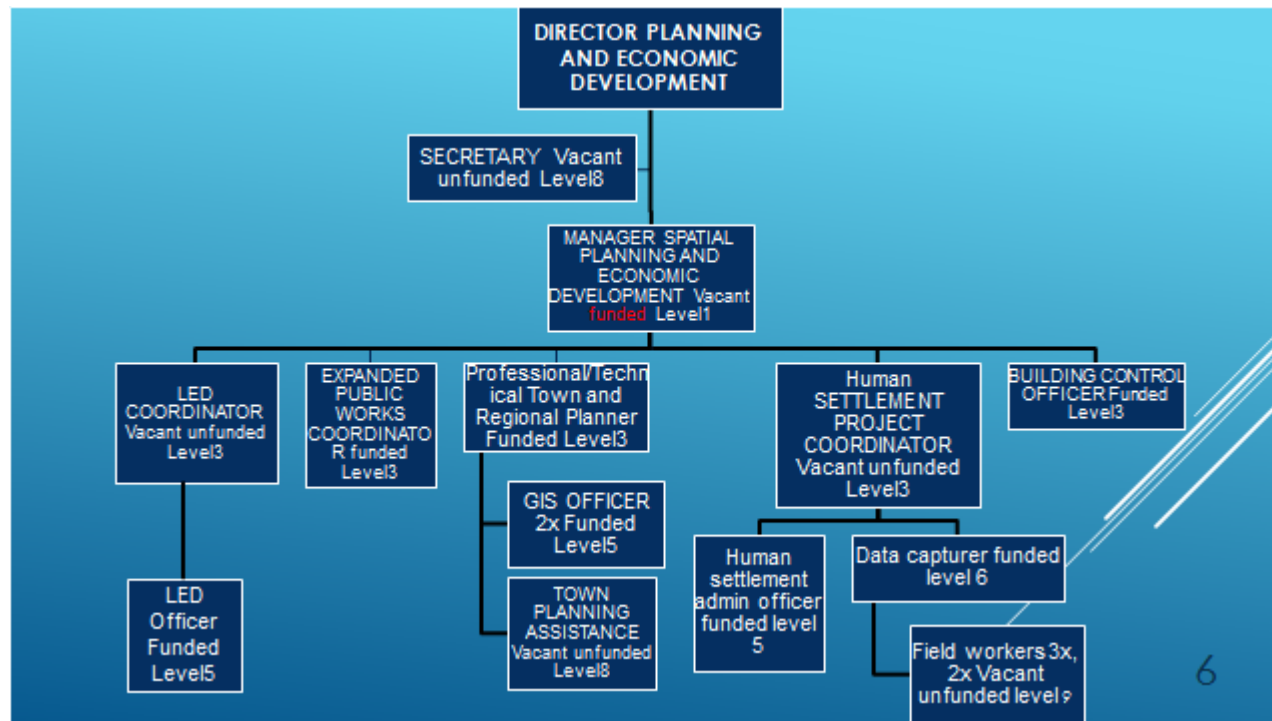




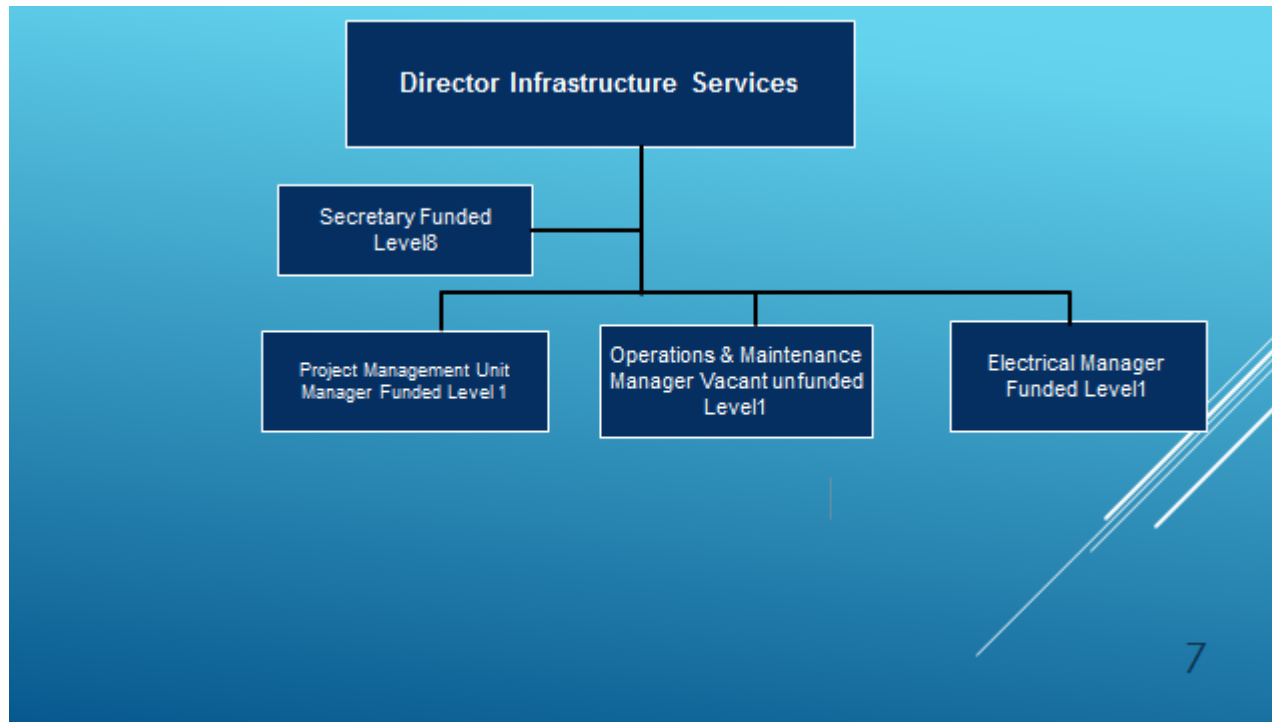


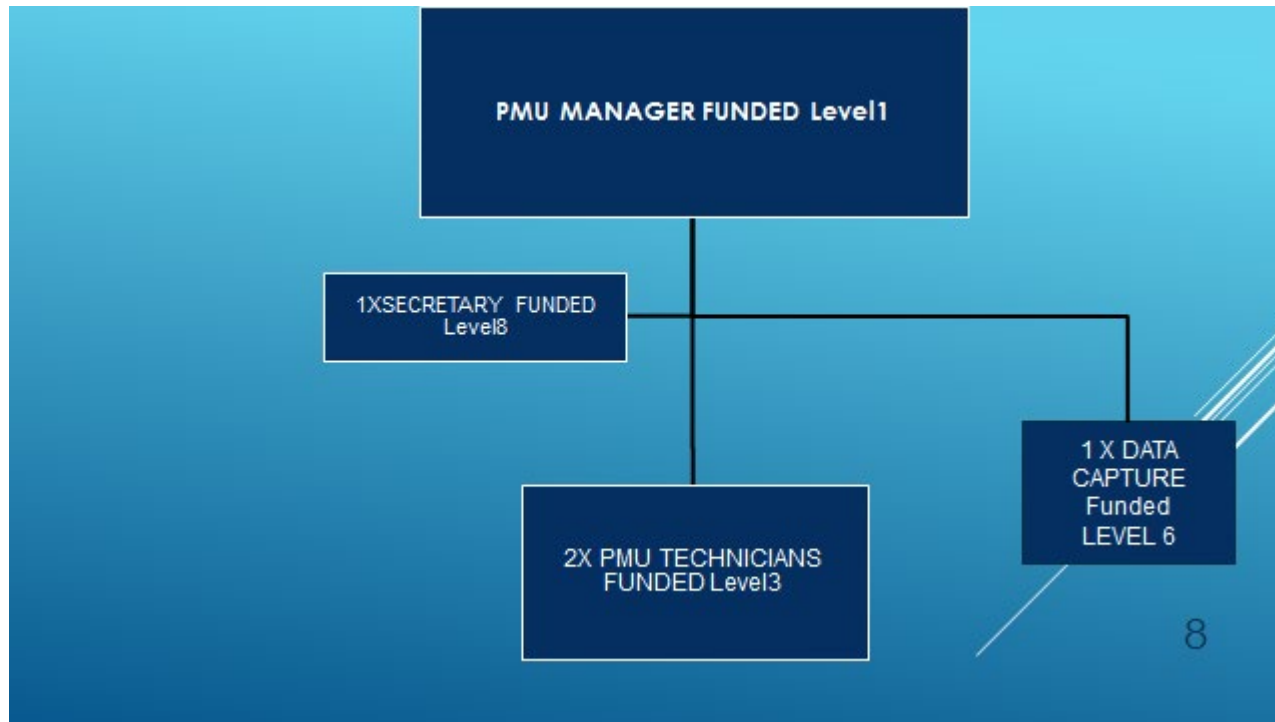


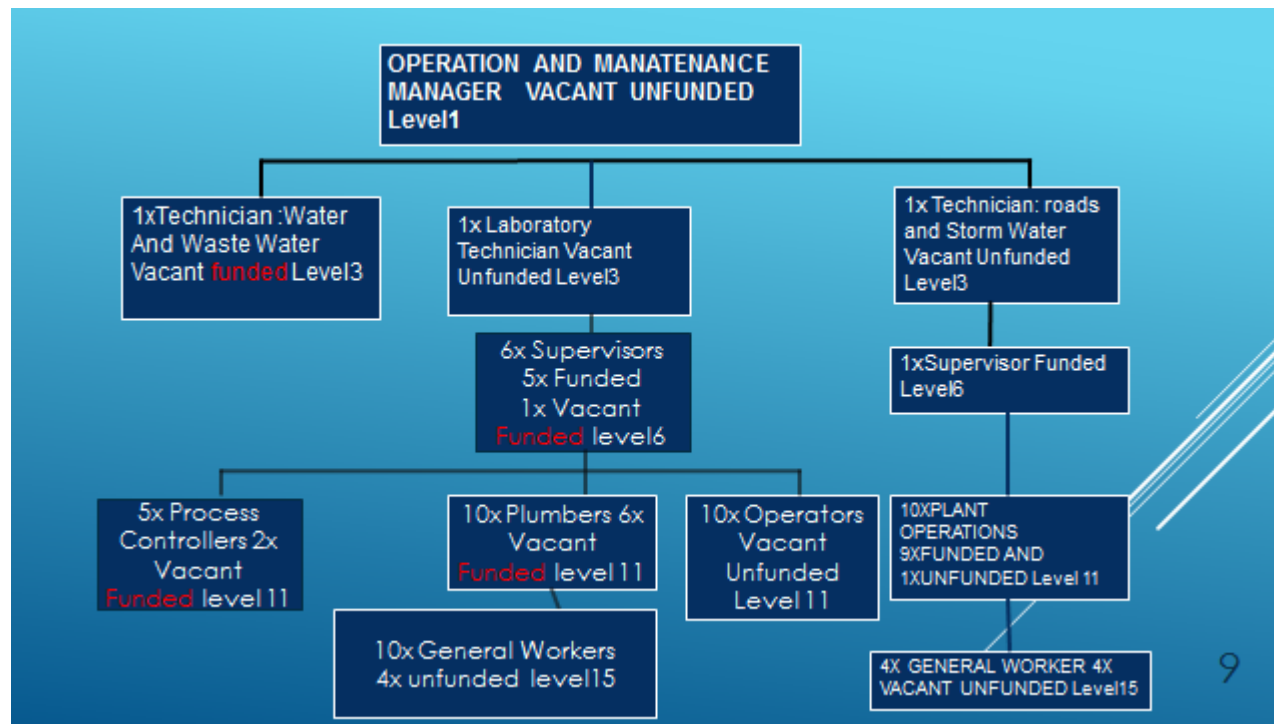


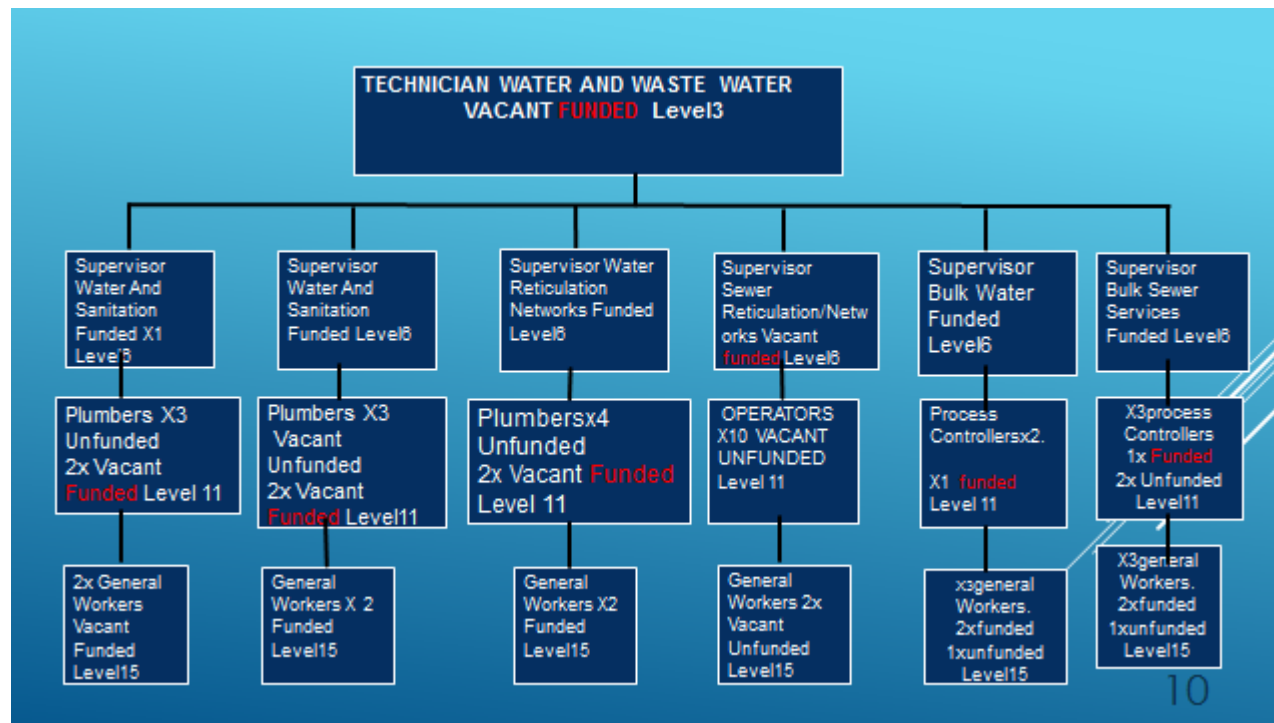


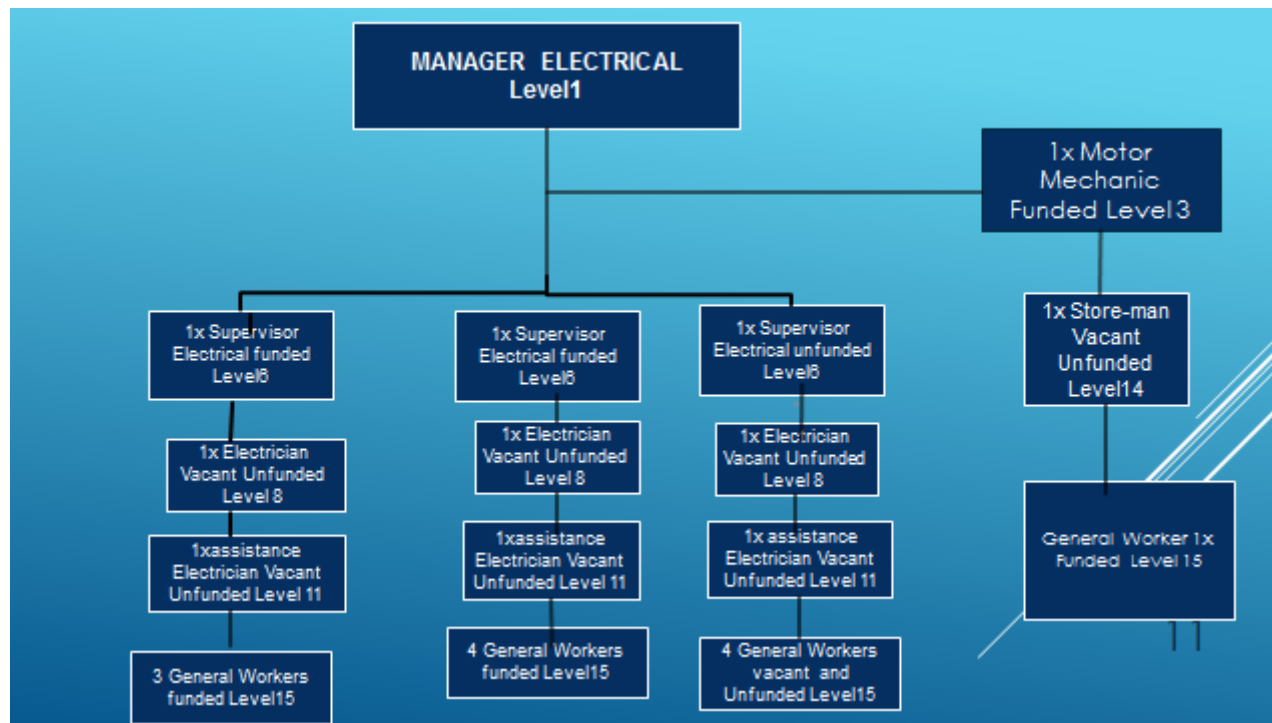
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NB: We are still awaiting new project list for 2021/2022

No.	Project Title	IDP Reference No.	MIG Reference No.	Area	Ward	Total Project cost
1.	Construction and Rehabilitation of Roads in Dipaleseng (Minnaar street) - Phase 3		MIG/MP0725/RST/08	Balfour	Ward 3	R 1,263,141.97
2.	Provision of 280 Sewer Connections, Top Structure and Construction of Sewer Network in Balfour North - Phase 3		MIG/MP1706/S/18/19	Balfour	Ward 3	R 929,235.56
3.	Provision of 155 Sewer Connections, Top Structures and Construction of Sewer Network in Siyathemba Ext 5&6 - Phase 3		MIG/MP1705/S/18/19	Siyathemba	Ward 1 and 4	R 1,219,728.17
4.	Upgrading of Siyathemba Stadium		MIG/MP1655/S/18/19	Siyathemba	Ward 1, 2, 3 and 4	R 2,448,639.62
5.	Installation of 12 high mast lights in Dipaleseng LM		MIG/MP1721/CL/19/20	All areas	All wards	R 2,720,715.83
6.	Construction and Rehabilitation of Roads in Dipaleseng L.M (Masiteng and Dlamini Street)		MIG/MP1766/RST/19/20	Siyathemba	Ward 1	R 7,399,212.86

7.	Fencing of Siyathemba graveyards		MIG/MP1767/F/19/20	Siyathemba	Ward 1	R 1,894,525.99
8.	PMU			All areas	All wards	R 940,800.00
9.	Greening and open space management		MP-Greening of Dipaleseng (Environmental Affairs)	ALL areas	All wards	R5,000,000.00
TOTAL						R 23,816,000.00

Planned projects for 2020/2021 FY

No.	Project Title	IDP Reference No.	MIG Reference No.	Area	Ward	Total Project cost
1.	Construction and Rehabilitation of Roads in Dipaleseng L.M (Masiteng and Dlamini Street) – Phase 2		MIG/MP1766/RST/19/20	Siyathemba	Ward 1	R 1,501,346.52
2.	Development of graveyards in Dipaleseng Local Municipality			All areas	All wards	R 2,500,000.00
3.	Installation of street lighting and high mast lights in Ridgeview			Siyathemba	Ward 2	R 6,400,000.00
4.	Co-funding for Upgrading of Bulk water supply in Balfour/Siyathemba			All areas	All wards	R 5,200,000.00

No.	Project Title	IDP Reference No.	MIG Reference No.	Area	Ward	Total Project cost
5	Construction of the Sewer Reticulation of 822 Stands at Grootvlei X1			Grootvlei	Ward 5	R 1,066,153.48
6.	Construction of roads in Nthoroane Ext. 1			Nthoroane	Ward 6	R 1,000,000.00
7.	PMU			All areas	All wards	R 982,500.00
8.	Construction of Roads in Grootvlei Ext. 1			Grootvlei	Ward 5	R 1,000,000.00
TOTAL						R 19,650,000.00

Planned projects for 2021/2022 FY

No.	Project Title	IDP Reference No.	MIG Reference No.	Area	Ward	Total Project cost
1.	Construction of the Sewer Reticulation of 822 Stands at Grootvlei X1 – Phase 2			Grootvlei	Ward 5	R 6,933,846.52
	Construction of water reticulation in Balfour North			Balfour	Ward 3	R 4,400,000.00
2.	Fencing of Nthoroane graveyards			Nthoroane	Ward 6	R 1,000,000.00
3.	Upgrading and Rehabilitation of Various Streets in Ward 6			Nthoroane	Ward 6	R 7,473,653.48

No.	Project Title	IDP Reference No.	MIG Reference No.	Area	Ward	Total Project cost
4.	PMU			All areas	All wards	R 1,042,500.00
TOTAL						R 20,850,000.00

