

DIPALESENG MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN



DRAFT IDP 2022/2023/2024/2025/2026/2027



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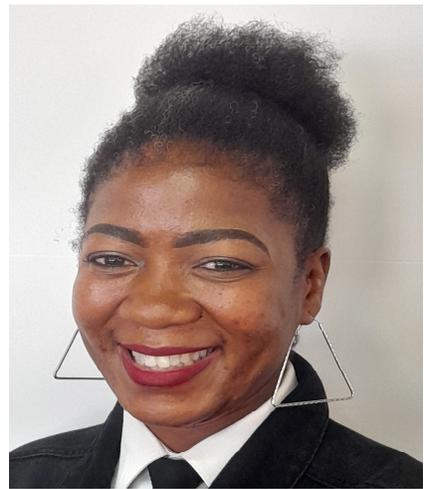
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FOREWORD BY THE EXECUTIVE MAYOR



I wish to share with you the joy I have on being elected the Executive Mayor of Dipaleseng Local Municipality. Allow me to express my sincerest heartfelt gratitude on the passing of the baton from one leader to another, from one administration to another.

I do this mindful of what comrade Thabo Mbeki has said that, “Gloom and despondency have never defeated adversity. Trying times need courage and resilience. Our strength as people is not tested during the best of times, and what we should never become despondent because the weather is bad, nor should we turn triumphalist because the sun shines”.

I duly accept the responsibility and vow to serve the people of the Municipality with humility, respect and fairness. To the African National Congress, I wish to state that I am more than humbled by your faith and unwavering confidence. I know that my election today is not a personal feat, but a call to action, a call to change the lives of our people for the better.

A critical responsibility to ensure Good Governance and put into practice our basic political principle that says the people shall govern. I also wish to extend a hand of friendship and willingness to work together with all opposition parties, for the common course of serving our people. Through robust debates and diverse opinions, we will build a better and prosperous Dipaleseng. After all, we are all brought together by the common objective of building a better community.

The community of Dipaleseng voted for us after having listened to our Manifesto because ours was not a list of promises but that of commitments. Our people said while today is better than yesterday, tomorrow must be even better than today.

We committed ourselves during the door to door campaigns, guided by our manifesto that we will build better communities together. We remain committed to developing and strengthen the local economy, create jobs and promote job placements, especially for the youth.

We understand that the actual role of local government in job creation, is to create an enabling environment for business to establish themselves, flourish, and thereby create permanent jobs. Because is a means to dignity and self-improvement in a way that can never be achieved by a social grant.

Small businesses create jobs. They have an abundance of potential waiting to be unlocked and they have the ability to expand into employers of our people .That is why small businesses development will be the focus of my term in office.

The days of tendering for life by our people will have to come to an end. The bidding system we have must be used to generate capital that must promote entrepreneurship and produce black industrialists. Therefore, those wishing to do business with our municipality must demonstrate an appetite and take practical steps to own means of production. Our success is delivering quality services to our people depend on the capacity of our internal human and financial resources. We have committed ourselves to choosing the best people to run our municipality, through;

- Ensuring that the municipality staff that are appointed have the necessary competence, experience, and support.
- Subjecting mayors and senior managers to lifestyle audits to limit the scope for corruption.
- Requiring mayors and councilors to sign performance agreements with agreed targets against which they will be measured.
- Changing the composition and mandates of ward committees to overcome the problems they have experienced and enable residents to play their part as active citizens to build communities and hold councilors and staff accountable.

Che Guevara teaches us that, it is easy to govern when on follows a system of consulting the will of the people and one holds as the only norm all the actions which contribute to the wellbeing of people . Our councilors will account to the communities as required by the legislations.

This, we said is a chance to turn local government around so that it can be a more effective instrument of building a better life for our people .

As we all know that we are still faced with the Covid-19 pandemic, let me take this opportunity to encourage everyone and the community at large to get vaccinated, so that we may reach the intended herd immunity and avert the restrictive lockdown regulations.

Let us all condemn and fight gender based violence

Today is better than yesterday and I have no doubt that tomorrow will be even better than today.

**CLLR KB MOEKETSI
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.

MRS B KHANYE
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: Councillor
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

NHA: National Housing Act

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 2022/2027 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 DISTRICT DEVELOPMENT MODEL

Principles underpinning the New District Coordination Model

The main problem is that the current system is reliant on each sphere to align their plans with the other spheres especially in respect of strategic infrastructure investment, whereas a more efficient approach is to have all three spheres of government work off a common strategic alignment platform. A district coordination model provides such a platform.

The manifestation of the current situation is a highly inefficient utilization of funds and resources and even wastage. Government is not getting the outcomes it would like to see on the ground where the investment is impacting at the right scale and quality for communities. There is no clear spatial logic and outcomes that enable better integrated place-making but often sector/silo-based outputs. In this manner apartheid spatial logics are often being perpetuated, rather than being broken down.

Cooperative governance is still largely elusive, with planning and investment spending of all three spheres of government often misaligned, inadequately targeted spatially and not coordinated sufficiently to optimize service delivery results and integrated development outcomes. The system of cooperative governance is evolving in South Africa. Following several years of implementation there are sufficient lessons and realities that point to the need for a more decisive refinement and enhancement to the way cooperative governance/ intergovernmental relations (IGR) is approached in practice.

Objectives of the District Development Model

The district/metropolitan focus emanating from the Cabinet Lekgotla has a bearing on the Department of Cooperative Governance's mandate which includes a district (and metro) based approach to speed up delivery ensuring that municipalities are properly supported and adequately resourced. The main objectives of the new model include the following:

- a) To focus on the District/Metropolitan spaces as the appropriate scale and arena for intergovernmental planning and coordination.
- b) To focus on the 44 Districts + 8 Metros as developmental spaces (IGR Impact Zones) that will be strategic alignment platforms for all three spheres of government.
- c) To produce a Spatially Integrated Single Government Plan (as an Intergovernmental Compact) for each of these spaces that guides and directs all strategic investment spending and project delivery across government, and forms the basis for accountability.
- d) This approach reinforces an outcomes-based IGR system where there is a systematic IGR programme and process associated with the formulation and implementation of a single government plan. This signifies a shift from highly negotiated Alignment of Plans to a regulated cooperative governance One Plan.
- e) One of the core objective is to take development to our communities as key beneficiaries and actors of what government does, and where they have a stake.

The purpose of enhancing cooperative governance through a new district coordination model is to improve the coherence and spatial targeting impact of all three spheres of government working together in unison.

This unison is achieved when there is a common appreciation and understanding by all three spheres of government of the service delivery and development dynamics, challenges and opportunities in various communities calibrated for practical purposes at a district/metropolitan spatial scale.

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.

1.3.1 GOVERNMENT PRIORITY AREAS OVER 2019-2024 MTSF PERIOD

- Building a capable, ethical and developmental state
- Economic transformation and job creation
- Education, skills and health
- Consolidating the social wage through reliable and quality basic services
- Spatial integration human settlements and local government
- Social cohesion and safe communities
- A better Africa and World

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;

- The municipality have clear engagement platforms with communities, e.g. ward level service delivery plans (war rooms & ward committee's), 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.”*

1.5.1 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

- Provision of Basic Service Delivery (Water, Sanitation, Roads, Electricity, Refuse Removal, Fire and Rescue Services)
- Institutional Development
- Enhancement of Revenue Collection
- Local Economic Development and Job Creation
- Attraction of Investors
- Public Participation and Good Governance
- Social Services (COVID 19 Pandemic, HIV/AIDS, Education, Health, 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 NEMA | <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
- 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. |
| 4. Financial Management and Corporate Governance (Compliance with MFMA and MSA) | 1st and 2nd Economies | |
| | Submission of FS | Are the financial statements timeously (two months after end of financial year) submitted to the Office of the Auditor-General? |
| | Audits | Have the observations of the AG on a) the financial audit b) the performance audit been acted upon in terms of corrective |

| | |
|--|---|
| | governance procedures and approaches? |
| Financial Plan (MSA s 26h) | Is there a financial plan that includes a budget projection for at least three years? |
| Budget | Does the compilation and management of the budget comply with the provisions of the MFMA: sections 16 – 26? Are there measurable performance objectives for each vote in the budget, taking into account the IDP? |
| Duties of office bearers re budget (Mayor: MFMA, sections 21-23 and 52 and 54) (Municipal Manager, sections 68-72) | Has the Mayor performed his or her budget duties: coordinated the processes, tabled a schedule 10 months before start of financial year and consulted with relevant stakeholders? Has the MM undertaken his or her reporting and administrative duties re the Act? Is the budget timetable adhered to (July to June)? |
| Service Delivery The SDBIP is a tool approved by the Mayor to manage, and Budget Implementation Plan (SDBIP) (MFMA: Section 53) | The SDBIP is a tool approved by the Mayor to manage, implement and continuously monitor delivery of services, spending of budget allocations, performance of senior management and achievement of the strategic objectives set by the Council. Is this plan operative? |
| SDBIP: Political and executive accountabilities | Has a S 53 document been adopted by Council and are systems in place for effective strategic management? |
| Division of Revenue DORA Equitable Share: Schedules 2 and 3 MIG (infrastructure | 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. |

transfers) Schedule

4B

Capacity building

Section 14

Revenue

Management

MFMA: s 61; MSA:

s 95)

Project Consolidate

Interventions

Community

participation – budget

(MFMA Section 22 – 23)

Anti-corruption

5. Governance

Public Participation

Code of Conduct for

Councilors and

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

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

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?

Does the IDP convey a discernible commitment to clean and accountable governance and evidence of investigative action in cases of malpractice?

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?

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

| | | |
|--------------------------------|---|---|
| | municipal staff members (Sections 1 and 2, MSA) | conduct, duties disclosures? Does the community have access to the Codes of Conduct? |
| | Ward Committees | Total number of Ward Committees established as per the number of demarcated municipal wards; Are Ward Committee functional; do they comply with Terms of Reference of establishment? Does the IDP report on their contribution to development in the municipality? |
| | Communication | Is the municipality complying with MSA (S21) directives regarding communication to the local community? E.g. Official website should be established (if affordable; if not via an intergovernmental arrangement); Website or public place must contain documents to be made public in terms of the MFMA and MSA. Are there indications of a positive interface between council, ward committee and community? |
| 6. Intergovernmental Relations | Cooperative Governance | MSA S3 defines how local government must develop cooperative approaches to governing, resource share and solve disputes and problems within context of IGR. Are these principles discernible in the IDP? |
| | Establishment of IGR Forums: Provincial – Premier’s Forum Interprovincial forums; | The IGRF Act requires that there are provincial and district intergovernmental forum to promote and facilitate IGR between a) provinces and local government, and b) district and local Is the IDP benefiting from |

| | | |
|----------------------------------|---|---|
| | Local: District forums; | intergovernmental dialogue? |
| | Inter-municipality Forums | |
| | Role of IGR Forums to promote service delivery | The forum must meet at least once a year with service providers and other role players concerned with development in the district, to coordinate effective provision of services and planning in the district. Does the IDP reflect engagement with forums? |
| | Reporting and sector involvement in planning | The Premier of a province must report to PCC on the implementation of national policy and legislation within the province. The role of sectors in local delivery must be clearly articulated. Is the IDP aligned to these obligations? |
| | Assignment of Powers and Functions | Do appropriate intergovernmental agreements facilitate effective management of assignments within the municipality? |
| 7. Spatial Development Framework | 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 MFMA s 53 | Accounting officers and senior officials of municipality and entities begin planning for next three-year budget MFMA s 68, 77 |

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

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) |
| March | Entity board of directors considers recommendations of parent municipality and submit revised budget by 22nd of month | 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 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 22 & 37; MSA Ch 4 as amended |
| | MFMA s 16, 22, 23, 87; MSA s 34 | Accounting officer reviews any changes in prices for bulk resources as communicated by 15 March |
| | | MFMA s 42 |
| April | Consultation with national and provincial treasuries and finalize sector Plans for water, sanitation, electricity etc. | 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 |
| | MFMA s 21 | |
| 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 | 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 |

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 annual performance contracts are concluded in accordance with s 57(2) of the MSA. Mayor to ensure that the annual performance agreements are linked to the

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

MFMA s 75, 87

measurable performance objectives approved with the budget and SDBIP. The mayor submits the

approved SDBIP and performance agreements to council, MEC for local

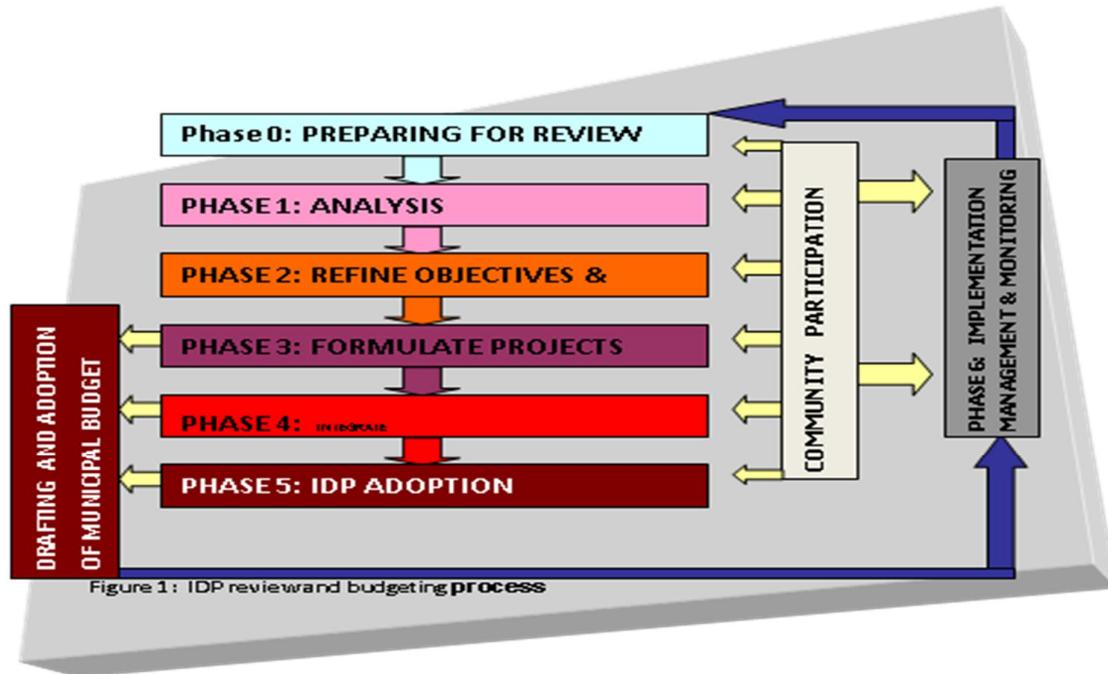
government and makes public within 14 days after approval **MFMA s 53; MSA s 38-45, 57(2)**

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 2022-2027 IDP compilation process



The compilation process of the 2022-2027 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 2022-2027 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.

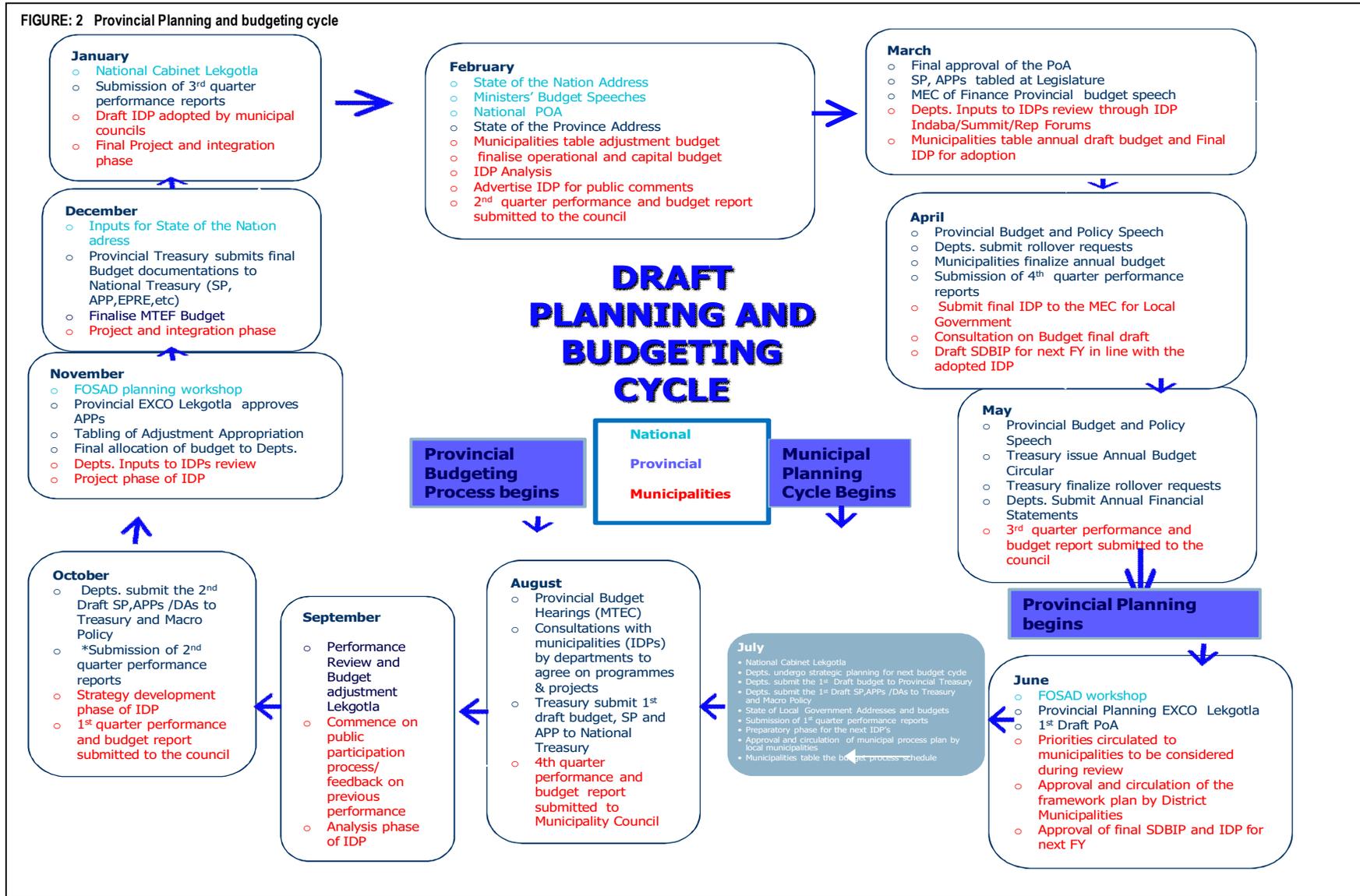
In order to implement the identified performance objectives and targets through the budget, S53 of the MFMA requires that the Mayor approves the municipality's service delivery and budget implementation plan (SDBIP) within 28 days after the approval of the budget. The implementation of the SDBIP must 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.

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, municipal websites and social media platforms at the institution's disposal.

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

- | | | | |
|---|--|---|---|
| <ul style="list-style-type: none"> • 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 accordance with the time | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> -guiding the provincial sector departments' -participation in and their required contribution to the municipal planning process; | <ul style="list-style-type: none"> • 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>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 for public consultation | <p>and -guiding them in assessing draft IDPs and aligning their sectoral programmes and budgets with the IDPs.</p> <ul style="list-style-type: none"> • 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 municipal strategies and projects | <p>implementation process; and</p> <ul style="list-style-type: none"> • Provide opportunities for exchange of ideas and experiences |
|---|---|--|--|

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

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; • Encourage the involvement of the | <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 |

- 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 (access to education) of the

appropriately involved in municipal planning processes,

- Ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements;
- Respond to comments from the public on the draft IDP and budget
- Horizontal alignment and other spheres of government to the satisfaction of the municipal council;
- Ensure that the needs and priorities of the community are reflected in the IDP.
- To ensure that the public participates fully and meaningfully in developing the municipal IDP process.

committees must be open to the public, subject to section, be conducted impartially and without prejudice; and be untainted by personal self-interest;

- To have access to municipal services which the municipality provides, Members of the local community have the duty when exercising their rights, to observe the mechanisms, processes and procedures of the municipality;
- Members of the local community have the duty to pay promptly service fees, surcharges on fees, rates on property and other taxes, levies and duties imposed by the municipality:
- To comply with by-laws of the municipality applicable to them.
- The community must fully participate in governing their municipality by attending IDP meetings
- The community must inform its municipality of their developmental needs, their problems, challenges and priorities (e.g. Lack of roads, housing, electricity, clean water, etc.).
- Participate and influence municipality's budget
- To be fully involved in the planning

Constitution

- 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 • Government | <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 indicators” in line with the Performance |

• 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.

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

- (a) Local Geographical Names Committee
 - (i) Cllr. Zakhele. Ernest. Maya - Chairperson
 - (ii) Cllr. Refiloe Annah Motakane

- (b) Rules & Ethics and By- Laws Committee
 - (i) Cllr. Zakhele. Ernest. Maya –Chairperson
 - (ii) Cllr. Lucky Koos Dhladhla

- (c) MPAC Steering Committee
 - (i) Cllr Amos Kent Nyamade- Chairperson
 - (ii) Cllr. Refiloe Annah Motakane

- (d) Local Labour Forum
 - (i) Cllr. Ahmed- Nazir Carrim
 - (ii) Cllr. Muzikayise Deon Makhoba
 - (iii) Acting Director S Radebe
 - (iv) Director L. Msibi
 - (v) Director L. Cindi
 - (vi) Mr. N. Mzizi (SAMWU)- Chairperson
 - (vii) Mrs. H. Madonsela (SAMWU)
 - (viii) Mr. R.R. Mathane (IMATU)
 - (ix) Mr. T. Ntshingila (SAMWU)

- (e) IDP Steering Committee
 - (i) Cllr. Brenda Khethiwe Moeketsi-Chairperson
 - (ii) Cllr. Mojalefa Graivice Miya

- (f) Local Economic Development Steering Committee
 - (i) Cllr. Brenda Khethiwe Moeketsi-Chairperson
 - (ii) Cllr. Ahmed-Nazir Carrim

(g) Audit Committee

- (i) Mrs. S.J. Masite – Chairperson
- (ii) Mr. L. Langalibalele
- (iii) Mr. DS Twala
- (iv) Mrs. W. Ngwenya

Section 80 Committees

(i) Budget and Treasury Portfolio Committee

- (a) Cllr. Brenda Khethiwe Moeketsi- Chairperson
- (b) Cllr. Muzikayise Deon Makhoba
- (c) Cllr. Carel Pinnaar

(ii) Corporate Services Portfolio Committee

- (a) Cllr. Ahmed- Nazir Carrim - Chairperson
- (b) Cllr. Sibongile. Nhlapo

(iii) Community Services and Public Safety Portfolio Committee

- (a) Cllr. Ahmed- Nazir Carrim - Chairperson
- (b) Cllr. Sibongile Nhlapo

(iv) Infrastructure and Technical Services Portfolio Committee

- (a) Cllr. Mojalefa Graivice Miya- Chairperson
- (b) Cllr. Muzikayise Deon Makhoba

(v) Planning and Economic Development Portfolio Committee

- (a) Cllr. Mojalefa Graivice Miya- Chairperson
- (c) Cllr. Muzikayise Deon Makhoba

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

III. A Bid Adjudication Committee

- a. Mrs P Phokoa (Chairperson)
- b. Ms D Mashiane (Secretary)
- c. Ms S Radebe
- d. Mr L Msibi
- e. Mr L Cindi

LIST OF OVS STAKEHOLDERS FOR WARD 1-6 IN DIPALESENG

| WARD NUMBER | WARD COUNCILLOR AND CONTACT NUMBER | DEPUTY CHAIRPERSON AND CONTACT NUMBER | SECRETARY (CDW) AND CONTACT NUMBER | DEPUTY SECRETARY AND CONTACT NUMBER | OTHER MEMBERS STRUCTURE/DEPARTMENT AND CONTACT DETAILS |
|--------------------|---|--|--|---|--|
| 01 | Xolani Sphiwe Shozi | 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 |

| | | | | | |
|----|----------------------------|-----------------------------|----------------------------|---------------------------------|---|
| | | | | | <p>0730957908</p> <p>(TRADITIONAL HEALERS) MRS ELIZABETH 0737782261</p> <p>(PASTORS FORUM) MOTSAMAI MATIKANE 0793475546</p> <p>(DSD) MANDLA MALOPE 0729601038</p> |
| 02 | Muzikayise Deon Makhoba | THEMBI NDLOVU 0768485760 | PAPI MOTAUNG 0605027652 | SIBONGILE MOKOENA 0796337246 | <p>AGRICULTURE TSHEPI MAILE 0605879161</p> <p>SAPS VIGINIA MAVUSO 0177730117</p> <p>DSD MAMSI 0177730447</p> <p>MASIBAMBANE OLD AGE MGOMEZULU M.J 07933744</p> |

| | | | | | |
|----|-----------------------|---|-----------------------------------|----------------------------|---|
| | | | | | <p>ECDS N.D KHUMALO 0786608058</p> <p>TOPSY FOUNDATION MOTLOUNG MAPULE 0737503113</p> |
| 03 | Ahmed-Nazir Carrim | THEMBA TSHABALALA (CIVIL SOCIETY) 0845014304 | MATHAPELO MODIPA 0764930265 | TEBOHO MOLOI 0834952563 | <p>(AGRICULTURE) PHILLIP MNGOMEZULU 0736245768</p> <p>(BUSINESS) AHMED KARRIEM 0824931164</p> <p>(SIVE MVUBU YOUTH IN AGRICULTURE) 0735882250</p> <p>(RELIGION) JACOB MOSHOADIBA 0766645649</p> |

| | | | | |
|------------------------|--------------------------|--|--------------------------|--|
| Mojalefa Graivice Miya | 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 |
|------------------------|--------------------------|--|--------------------------|--|

| | | | | |
|---|--|--|---------------------------------------|---|
| <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>Tryphinah Shabalala 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 sekgathe(Farmer) 0632642649 Sibusiso Mphuthi (Business forum)0814277073 |
|--|--|--|--|--|

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 2022 | 30 September 2022 | 30 September 2022 | 30 September 2022 | 30 September 2022 |
| Phase 1: Analysis | 30 September 2022 | 31 October 2022 | | N/A | |
| Phase 2: Refinement of Objectives and Strategies | 30 November 2021 | 31 December 2021 | | N/A | |
| Phase 3: Projects | 31 January 2022 | 31 January 2022 | | N/A | |
| Phase 4: Integration | 01 March 2022 | 31 March 2022 | | N/A | |
| | | | | | |
| • Approval of Draft 2022/27 IDPs | 01 March 2022 | 31 March 2022 | | N/A | |
| • Approval of Final 2022/27 IDPs | 01 May 2022 | 31 May 2022 | | N/A | |
| • Approval of Draft 2022/27 Budgets | 01 March 2022 | 31 March 2022 | | 31 March 2022 | |
| • Approval of Final 2022/27 Budgets | 31 May 2022 | 31 May 2022 | | 31 May 2022 | |
| Public Participation, Implementation and monitoring | Ongoing | Ongoing | | ongoing | |

See the tables below for specific activities for the development of the **2022/2027** IDP and the development of the **2022/2027** Budget.

1.16.2 IDP/ Budget Steering Committee Meetings

| ACTIVITY | DATE | TIME | VENUE |
|--|------------------|-------------|---------------------------|
| Preparation of IDP/Budget Process Plan | 25 July 2022 | 09h00 | Municipal Council Chamber |
| Preparation and Discussion of Analysis Report | 24 October 2022 | 09H00 | Municipal Council Chamber |
| Preparation and refinement of objectives and strategies | 15 November 2022 | 09H00 | Disaster Centre |
| Project identification | 16 January 2023 | 09H00 | Municipal Council Chamber |
| Draft Budget Allocations | | | |
| Preparation of tariffs and policies for next financial year | | | |
| Preparation of Draft IDP | 13 March 2023 | 09H00 | Municipal Council Chamber |
| Preparation of Draft Budget | | | |
| Preparation of Final IDP | 22 May 2023 | 10H00 | Disaster Centre |
| Preparation of Final Budget | | | |

1.16.3 Table 1: IDP Representative Forum

| DATE | TIME | VENUE |
|------------------|-------|---------------------------------|
| 03 February 2022 | 10:00 | Council Chamber |
| 05 July 2022 | 10:00 | Council Chamber |
| 08 October 2022 | 10:00 | Council Chamber/ Visual Meeting |
| 04 February 2023 | 10:00 | Council Chamber/ Visual meeting |

1.16.4 Strategic Meetings

| ACTIVITY | DATE | TIME | VENUE |
|---|---------------------|---------------|---|
| IDP Strategic Planning | 7-9 December 2022 | 08h00 | TBC |
| IDP/PMS Workshop | 22-23 November 2022 | 09h00 | TBC |
| IDP/PMS/Budget & FR Consultative Meeting | 11 April 2023 | 17h00 | Siyathemba PS(W1), Siyathemba Com Hall (W2), Sabbath (W3) & Eskom site (W5) |
| IDP/PMS/Budget & FR Consultative Meeting | 12 April 2023 | 17h00 | Bonukukhaya PS (W4) Phomolong (W5) |
| IDP/PMS/Budget & FR Consultative Meeting | 13 & 16 April 2023 | 08h00 & 14:00 | Isifisoethu secondary (W2) Balfour Civic Centre (W3) |
| IDP/PMS/Budget & FR Consultative Meeting | 14 April 2023 | 17h00 | Siyathemba Com Hall (W1) & Greylingstad MUN |

offices (w3)

IDP/PMS/Budget & FR 18 April 2023 17h00

Nthoroane Com Hall

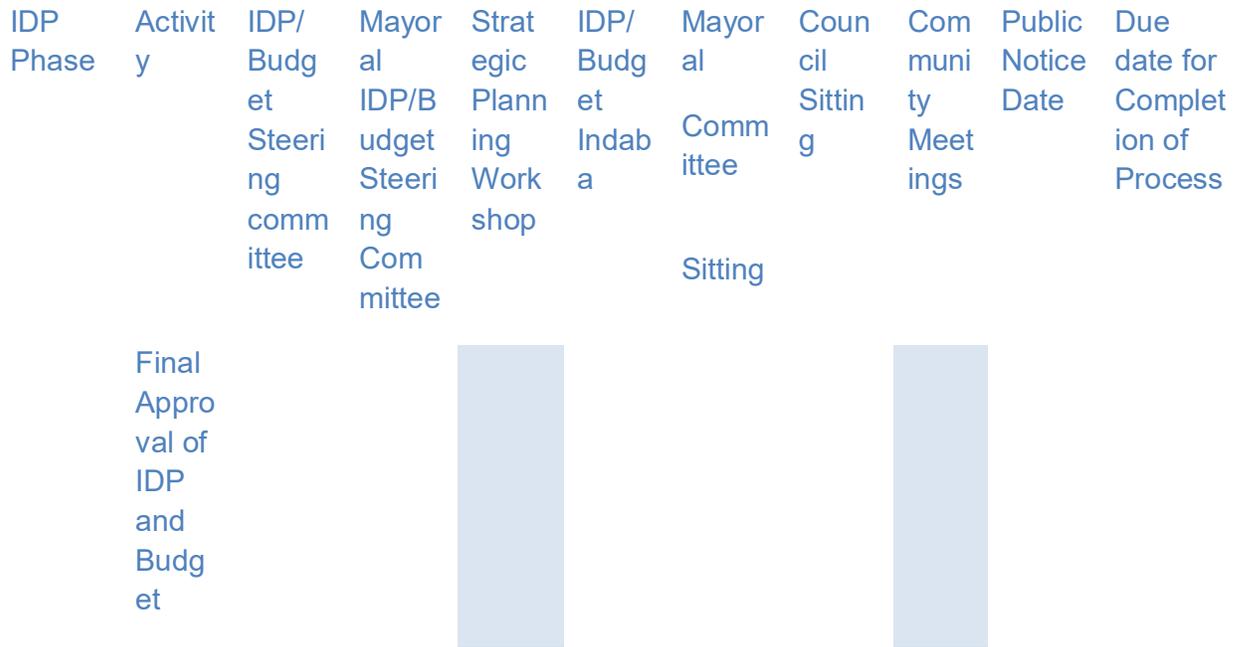
1.16.5 2021/2022 IDP/Budget Programme

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

| IDP Phase | Activity | IDP/ Budget Steering committee | Mayor al IDP/Budget Steering Committee | Strategic Planning Workshop | IDP/ Budget Indaba | Mayor al Committee Sitting | Council Sitting | Community Meetings | Public Notice Date | Due date for Completion of Process |
|---|---|--------------------------------|--|-----------------------------|--------------------|----------------------------|-----------------|--------------------|--------------------|------------------------------------|
| | 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 31 May 2022 | Community Participation Publication of Notices | April 2022 | May 2022 | N/A | May 2022 | May 2022 | May 2022 | N/A | By 12 June 2022 | 30 June 2022 |



1.16.6 Table 2: Mayoral Outreach Programme IDP Consultation

| WARD | DATE | DAY | VENUE | TIME | STAKEHOLDERS | ALLOCATED HUMAN RESOURCE | |
|------|------------|-----|---------------------------|-------|--------------|---|---|
| | | | | | | Councillors | Officials |
| 01 | 31/01/2022 | MON | Siyathemba Community Hall | 17:00 | COMMUNITY | EXECUTIVE MAYOR, MMC's. & all Councillors'. | MM, IDP Manager, Directors, Managers, & CDW |
| 01 | 01/02/22 | TUE | Siyathemba Primary School | 17:00 | COMMUNITY | EXECUTIVE MAYOR, MMC's. & all Councillor | MM, IDP Manager, Directors, Manager |

| | | | | | | | |
|----|----------|----------|---------------------------------|-----------|-----------|---|--|
| | | | | | | s | s, & CDW |
| 02 | 02/02/22 | WE N | Siyathemba Community Hall | 17:0 0 | COMMUNITY | EXECUTI VE MAYOR, MMC's. & all Councillor s'. | MM,IDP Manager , Director s, Manager s, & CDW |
| 02 | 06/02/22 | SUN | Sifisoethu Sec School | 08:0 0 | COMMUNITY | EXECUTI VE MAYOR, MMC's. & all Councillor s'. | MM,IDP Manager , Director s, Manager s, & CDW |
| 02 | 03/02/22 | THU R | Ridge View | 17:0 0 | COMMUNITY | EXECUTI VE MAYOR, MMC's. & all Councillor s'. | MM,IDP Manager , Director s, Manager s, & CDW |
| 03 | 07/02/22 | MO N | HARVEST CHURCH | 17:0 0 | COMMUNITY | EXECUTI VE MAYOR, MMC's. & all Councillor s | MM,IDP Manager , Director s, Manager s, & CDW |
| 03 | 08/02/22 | TUE | Greylingsta d | 17:0 0 | COMMUNITY | EXECUTI VE MAYOR, MMC's. & all | MM,IDP Manager , Director s, |

| | | | | | | | |
|----|------------|------|---------------------------------|-------|-----------|--|---|
| | | | | | | Councillors. | Managers, & CDW |
| 03 | 09/02/22 | WEN | Sophia farm | 17:00 | COMMUNITY | EXECUTIVE MAYOR, MMC's. & all Councillors. | MM, IDP Manager, Directors, Managers, & CDW |
| 04 | 10/02/2022 | THUR | Bonukukhanya Primary Sch | 17:00 | COMMUNITY | EXECUTIVE MAYOR, MMC's. & all Councillors. | MM, IDP Manager, Directors, Managers, & CDW |
| 05 | 11/02/2022 | FRI | Thaba Kgadi Com Hall, Phomolong | 17:00 | COMMUNITY | EXECUTIVE MAYOR, MMC's. & all Councillors | MM, IDP Manager, Directors, Managers, & CDW |
| 05 | 12/02/22 | SAT | Gvlei Ext 2 Eskom Civic Centre | 17:00 | COMMUNITY | EXECUTIVE MAYOR, MMC's. & all Councillors. | MM, IDP Manager, Directors, Managers, & CDW |
| 06 | 13/02/22 | THU | Nthorwane Civic Centre | 17:00 | COMMUNITY | EXECUTIVE | MM, IDP Manager |

| | | | | | | | |
|--|--|--|--|--|--|--|---|
| | | | | | | MAYOR, MMC's. & all Councillor s'. | , Directors , Manager s, & CDW |
|--|--|--|--|--|--|--|---|

The above program is subject to change

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

| WARD | DATE | DAY | VENUE | TIME | STAKEHOLDERS | ALLOCATED HUMAN RESOURCE | |
|-----------------|---------------------|---------|---|---------------------|-----------------------|---|---|
| | | | | | | Councillors | 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 | 17:00 - 19:00 | Community Meetings | ALL MEMBERS OF MAYORAL COMMITTEE (MMC's) | MM, IDP Manager, Directors, Managers, CDW, Ward Councillors and ward Committee |
| 04 and 05 | 05 April 2022 | THU | Bonukukhanya P.S Thaba Kgadi Phomolong Ext 1 | 17:00 - 19:00 | Community Meetings | ALL MEMBERS OF MAYORAL COMMITTEE (MMC's) | MM, IDP Manager, Directors, Managers, & CDW |
| 02 and | 08 April | SU | Balfour Civic Centre (| 17:00 - | Community | ALL MEMBERS | MM, IDP Manager, |

| | | | | | | | |
|-----------------|---------------------|---------|--|---------------------|-----------------------|---|---|
| 03 | 2022 | N | ward 03) Isifisoethu Secondary (ward 02) | 19:00 | Meetings | OF MAYORAL COMMITTEE (MMC's) | Directors, Managers, & CDW |
| 01 and 03 | 11 April 2022 | WE D | Siyathemba Com Hall Greylignstad Municipal Offices | 17:00 - 19:00 | Community Meetings | ALL MEMBERS OF MAYORAL COMMITTEE (MMC's) | MM, IDP Manager, Directors, Managers, & 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, Managers, & CDW |

The above program is subject to change

1.16.7 Table 4 - 9: COMMUNITY NEEDS ANALYSIS

Ward Inputs/Needs

IDP CONSULTATION MEETINGS WITHIN DIPALESENG WARDS AND SURROUNDING FARMS 31 JANUARY 2022 – 20 FEBRUARY 2022 (IDP REVIEW 2022-2027)

| LIST OF ISSUE'S RAISED DURING IDP WARD CONSULTATIONS MEETINGS |
|---|
| BASIC SERVICES |
| <ul style="list-style-type: none"> ✓ WATER (Quality of water, low pressure at Zone 7 last street, low pressure at old location, low pressure at Mandela- from Mabelane's Habitat to Isifisoethu Secondary School, low pressure at Nthoroane North) Jojo Tanks to be bought for trouble some arrears within Dipaleseng ✓ ROADS (Paving of all roads within Dipaleseng , Speed Humps , All access roads entering to our wards be given priorities , Road Sidewalks in all our wards particularly on main roads) ✓ STORMWATER (The need to have storm-water management in all DLM wards) ✓ SANITATION (Connections of sewer at Balfour north , Nthoroane, Grootvlei and Siyathemba Ridge-View) |

- ✓ **REFUSE REMOVAL** (This service to be extended to all arrears of Dipaleseng including informal settlements and Siyathemba Clinic)
- ✓ **ELECTRICITY** (New , Upgrading and fixing of High-mast Lights ,Streets Lights, Ridge-View, Grootvlei new connections)
- ✓ **RDP AND OTHER SUBSIDIZED HOUSES** (Community members needs more houses and those who don't qualify for RDP houses be prioritized on other subsidized, the old RDP houses that was build pre 1994 be re looked at)
- ✓ **EXPROPRIATION OF ALL VACANT LAND THAT ARE NOT BEING USED TO BENEFIT COMMUNITY** (Business Site, Farms , Banks , Shopping Mall)

PUBLIC AMNITIES

- ✓ **SPORTS FACILITIES** (Upgrading of the following Stadiums: Siyathemba, Nthoroane and Grootvlei, More sports ground to be created in all wards, at Siyathemba Extension 5 (Nkwarini) to be made sports center.
- ✓ **COMMUNITY HALLS** (New community hall to be built at Grootvlei)
- ✓ **EARLY CHILDHOOD DEVELOPMENT CENTER** (New center to be built in all wards including Ridge-View)
- ✓ **SKILLS DEVELOPMENT CENTER** (To be built within Gert Sibande FET College as per the commitments of Eskom Power station, Grootvlei)
- ✓ **NEW SCHOOLS** to be built on different wards as per the demands arises.(Primary and High School)
- ✓ **BUILDING OF OLD AGE HOME FOR ELDERLY PEOPLE OF DLM**

PARKS AND RECREATIONAL CENTERS

- ✓ Develop Dipaleseng Park
- ✓ Upgrade and manage the current parks within all wards
- ✓ Centers in all wards for youth in arts and culture
- ✓ Centers for elderly in all wards
- ✓ Centers for persons living with disabilities in all wards

SOCIAL ISSUES RAISED

- ✓ High rate of Unemployment within Youth and Adults in all wards
- ✓ COVID 19 pandemic circumstances (Closure of Business in all wards)
- ✓ High rate of Drugs intake particularly Nyaope and other drugs
- ✓ Titled Deeds
- ✓ Teenage pregnancy
- ✓ Effect of Climate change within Dipaleseng
- ✓ High rate of crime (House Breakings , Robberies and other related crimes)
- ✓ Municipal Payments (Flat Rate on municipal services to be introduced)
- ✓ Opening of Municipal Pay Points at (Siyathemba, Nthoroane and Grootvlei)
- ✓ Incorrect Municipal Billing System (Meter Reading not being taken regularly)
- ✓ Land to be purchased for Zenzele informal Settlement
- ✓ Establishment of new Cemeteries (Nthoroane, Balfour and Siyathemba)
- ✓ Fencing of Cemeteries (Nthoroane, Greylingstad and Grootvlei)
- ✓ Police Stations to be built at Siyathemba and Nthoroane

- ✓ All Tuck shop to belong to locals entrepreneurs (The current situation is that all tuck shops are being owned by foreign nationals)
- ✓ Employment of all local Dipaleseng Residences (Sibanye Still-Waters, Impumelelo Sasol Mine , Grootvlei Eskom, Karen Beef, Blue Skies , Municipality, Provincial Departments and Gert Sibande District)
- ✓ House to host the drug addicts
- ✓ Solar Geyser to be installed in all wards
- ✓ Formalization of all informal settlement within Dipaleseng
- ✓ Fencing of all Dipaleseng reservoir
- ✓ Broad Based Connectivity (Wi-fi to be made available in all wards)
- ✓ Youth Programs and Projects (Sports, Recreation, Arts and Culture)
- ✓ Women Programs and Projects (Business, Social Programs , Dialogue)
- ✓ Elderly Programs and Projects (Sports and Recreation)
- ✓ People living with Disabilities Programs and Projects (Sports, Business, Dialogue, Social Programs)
- ✓ Early Childhood Development programs and Projects
- ✓ Greening of Dipaleseng Local Municipality

BUSINESS SECTOR ISSUES RAISED

- ✓ MICRO industrial center (To be upgraded and accommodate all SMME's to have their offices within the center)
- ✓ Establishment of Business Industrial Park
- ✓ Business Industrial hub
- ✓ Agro processing (Farms to be given to young people and women in particularly, production inputs and implementers for farmers to plant)
- ✓ New Silos to be built

TOURISM SECTOR

- ✓ Resuscitate tourism sector within Dipaleseng
- ✓ Explore existing opportunities on SR mountain and Thaba Kgadi
- ✓ Explore opportunities of having Corridors within N3 and R23
- ✓ Birds and other animal species found in Dipaleseng

CHAPTER TWO: SITUATIONAL ANALYSIS

2.1 DIPALESENG LOCAL MUNICIPALITY IN PERSPECTIVE

2.1.1 Locality

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

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

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

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

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

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

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

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

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

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

Figure 3: Spatial location of Dipaleseng Local Municipality



2.1.2 Development Overview

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

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

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

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

2.1.3 Current Development Plans

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

Given the dependence on non-employment income, many households cannot afford to purchase better infrastructure or social services. It must be noted that a key challenge with official reports, be it Census data or the Local Economic Development Plan, are mostly dated. It is therefore not always possible to assess whether plans laid in 2011, for example, remain at the same level of priority for the municipality in 2016. That said, a key strength of the official reports is that they do contain very concrete proposals for development projects and 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 % | |

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.

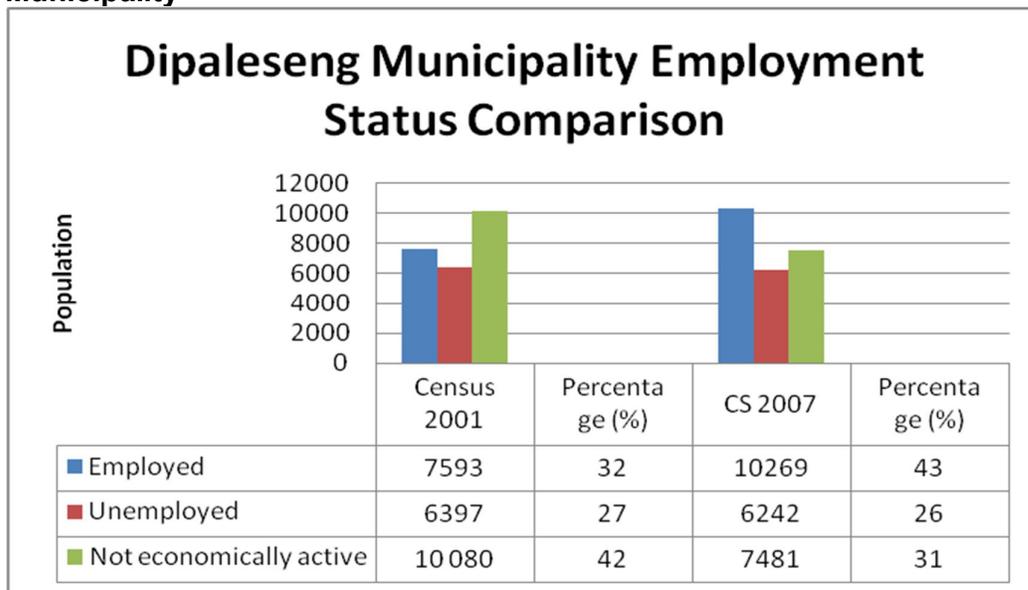
Table16: Economic Indicators

| | | |
|--------------------------|--------|-------|
| 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%

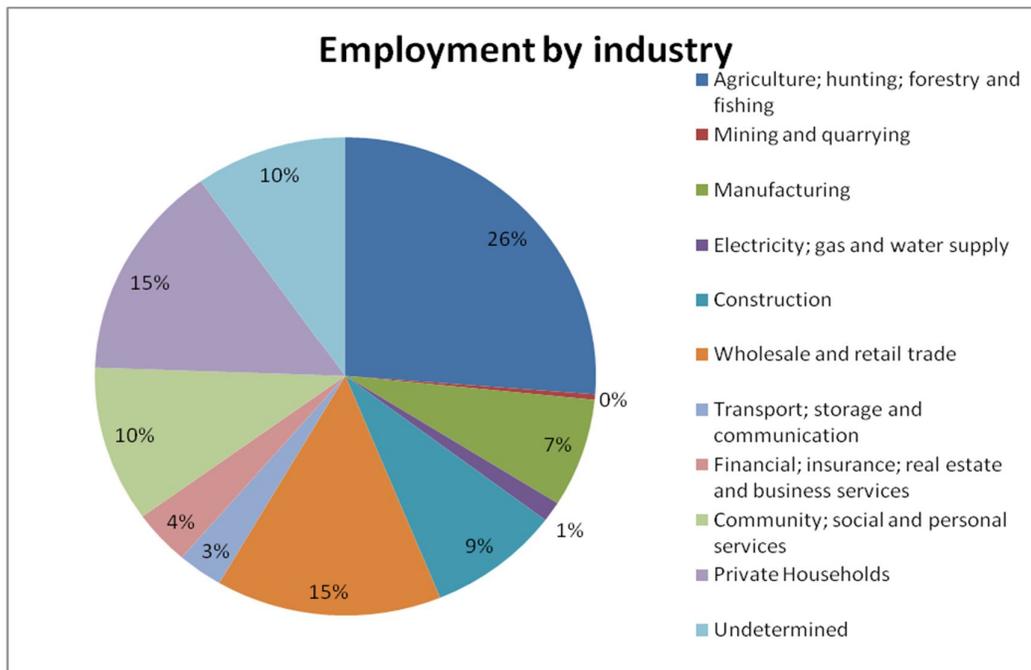
Figure 4: The below table depicts Labour Market Status in Dipaleseng Local Municipality



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 pregnant

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 | Licensing 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 ATTACHED 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.

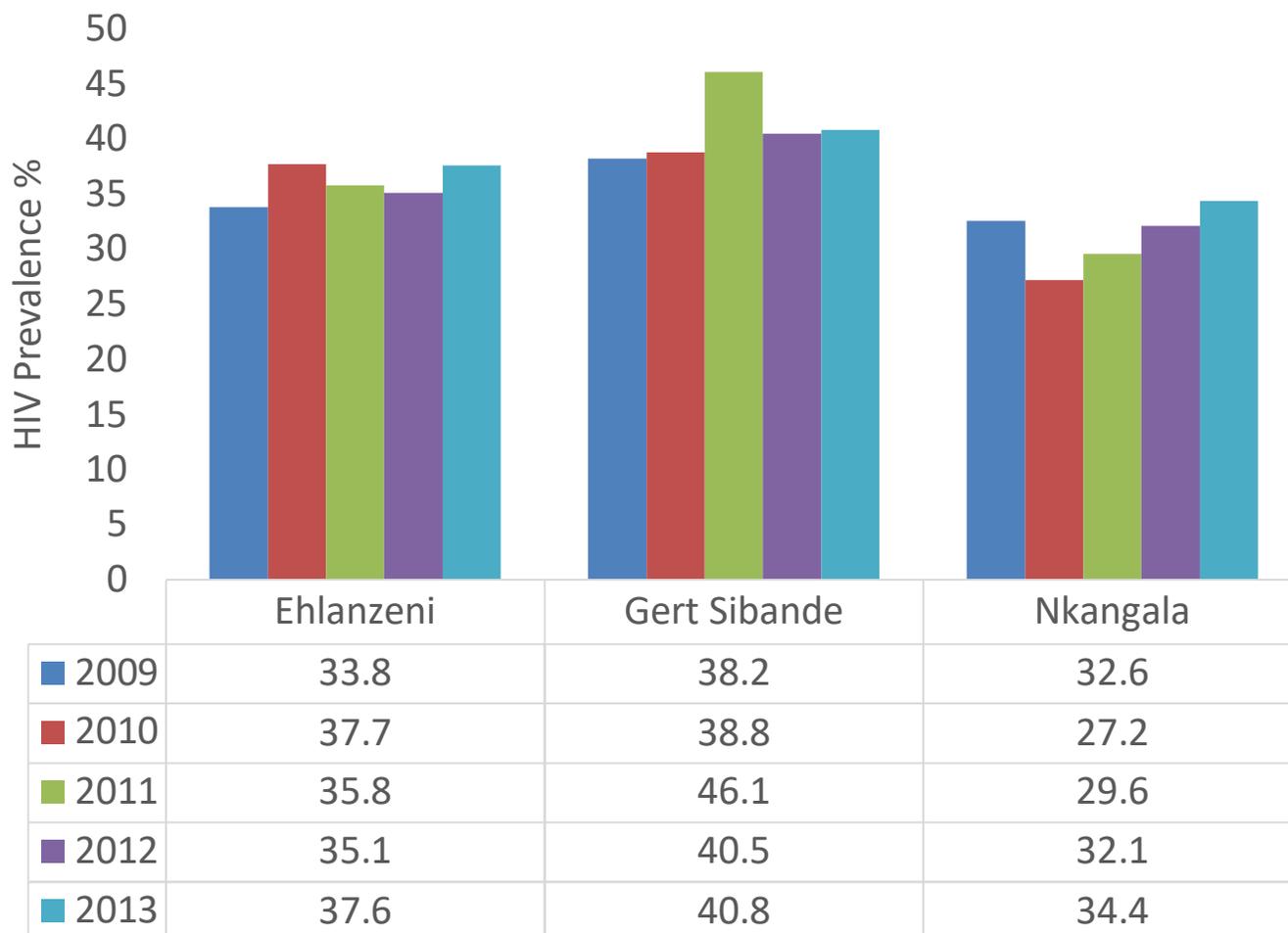
The newly established NSP (National Strategic Plan for HIV, TB and STI 2017-2022) provides strategic framework of a multi-sectoral approach partnership and our municipality must adopt and comprehensively implement it to overcome HIV, TB and STIs as public health

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 | MILDRED NDHLAPO | 071 4119 039 |

| | | |
|------------------------------|------------------|--------------|
| OLD AGE | | |
| 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 diverse 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 ha 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 no 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

DIPALISENG ENVIRONMENTAL CHAPTER

Legal Framework

The National Environment Management Act, 107 of 1998 provide for sustainable development that requires the integration of social, economic and environmental factor in the planning, implementation and evaluation of decision to ensure that development serves the present and future generations thus providing for sustainable development.

In addition to NEMA, there are number of legislations as well as guiding principles on our planning and activities. The legislations amongst other include the following:

- National Environment Management: Biodiversity Act (Act 10 of 2004)-providing framework for the conservation, sustainable use and equitable – sharing of our biological resources.
- National Environment Management: Protected Areas Act (Act 57 of 2003) - providing for protection and Conservation of ecology viable areas.
- National Water Act (Act 36 of 1998) - regulation of the use of water resources.
- National Environment Management: Air Quality Act (Act 39 of 2004) - provides measures for prevention of air pollution and ecological degradation while promoting conservation and secure ecologically sustainable development.
- National Environmental Management: Waste Management Act (Act 59 of 2008) - provides for regulating of waste management aiming at protecting health and environment.
- National Forests Act (Act 30 of 1198) - provides for the promotion and enforcement of sustainable forest management as well as Prohibition of destruction of trees in natural forests.
- Conservation of Agricultural Resources Act (act no. 43 of 1983) – provides for control over the utilization of the natural agricultural resources in order to promote the

conservation of the soil, the water sources and the vegetation and the combating of weeds and invader plants.

It should however be noted that these are not the only pieces of legislations providing for the protection, conservation and environmental management.

Sustainable Development

NEMA defines sustainable development as “the integration of social, economic and environmental factors into planning, implementation and decision-making so as to ensure that development serves present and future generations”. Sustainable development recognises the interdependencies between the natural environment, economic stability and social well-being.

Figure 1: An integrated conceptual model of sustainable development

Status Quo of the Environment

SOILS

The DLM is covered by vertic, melanic or red structured diagnostic horizons that are undifferentiated. The remainder of the area has a plinthic catena, dystrophic and/or mesotrophic. Structural stability of clayey soils is discussed under Geology below.

TOPOGRAPHY AND GEOMORPHOLOGY

The topography of the area is relatively flat, with the exception of the Suikerbosrant Hills in the western part of the municipality. Approximately the whole of the northern half of DLM lies between 1601 and 1800 meters above sea level, while the southern half lies between 1401 and 1600 meters above sea level. Drainage is southwards towards the Vaal River, which forms the southern boundary of the municipality.

Topography around Greylingstad

GEOLOGY

The municipality consists of arenite, andesite, dolerite quartzite, lutaceous arenite and shale formations derived from the Witwatersrand, Supergroup, the Ventersdorp Supergroup and the Karoo Formation. Arenite and lutaceous arenite are sedimentary rocks that weather to sandy material with very low groundwater yield. Shale is also a sedimentary rock that has visible layers. Shale weathers to deep clayey soils that are highly erodible and unstable.

Dolerite is an intrusive igneous rock occurring as dykes and sills in the Arenite rock. Although generally resistant to weathering, dolerite weathers to clayey soils, which are expansive and are problematic to building foundations. Andesite is also an igneous rock which weathers through chemical weathering processes to shallow clayey soils.

CLIMATE CHANGE

Dipaleseng local municipality acknowledges that climate change poses a threat to the environment, its residents, and future development. Actions are required to reduce carbon emissions (mitigation), and prepare for the changes that are projected to take place (adaptation) in the municipality. The Municipality has therefore prioritised the development of a district Climate Change Vulnerability Assessment and Response Plan (CCVAARP) as well as its implementation through the assistance of the Gert Sibande District Municipality.

Climate change initiatives implemented within the DLM include:

- Conducting of education and awareness campaigns to promote understanding on the anthropogenic influence on the climate and the consequences of that (climate change) in the various societies;
- Such platforms are implemented under various environmental management programmes such as Biodiversity, Waste management, Water conservation etc
- Conducting education and awareness campaigns on the disposal and treatment of waste that it produces emissions of several greenhouse gases (GHGs), which contribute to global climate change;
- The DLM Council has current adopted IWMP which also addresses the CC impacts;

- Exploring with communities waste prevention and recycling mechanisms that help address global climate change by decreasing the amount of greenhouse gas emissions;

Challenges and Recommendations:

- There is no structural support and dedicated resources for climate change
- There are policy gaps to address climate change management.
- There is a need for mainstreaming of the Climate Change function.
- There should be allocated budgeting for Climate Change function in the municipalities
- There is also a need for funding opportunities to promote and mitigate on Climate Change impacts on an ongoing basis.

Air quality

The Highveld Priority Area (HPA) was declared by the Minister on 23 November 2007 under the National Environmental Management: Air Quality Act (AQA). A priority area is defined as an area where ambient air quality standards are being exceeded, or may be exceeded. The declaration necessitated the development of an Air Quality Management Plan (AQMP) for the area. The Highveld Priority Area includes the following local municipalities in addition to the Ekurhuleni, Metropolitan Municipality: Lesedi, Govan Mbeki, Dipaleseng, Lekwa, Msukaligwa, Pixley ka Seme, Delmas, Emalahleni, and Steve Tshwete.

Air pollution challenges within the municipality include emission of atmospheric pollutants due to active industrial emissions both in mining sites and industrial processing plants. In the near future the municipality plans to develop its own Air Quality Management Plan with the assistance of DFFE as funding is a currently a challenge.

Monitoring stations

There is one air quality monitoring station that is situated at I M Manchu High School and the Mpumalanga Department: Agriculture, Rural Development, Land and Environmental Affairs are responsible for the monitoring station.

Biodiversity and Conservation

The Dipaleseng LM has some highly significant and irreplaceable and important sites. The area north of Balfour is regarded as an irreplaceable site. This area corresponds with ridges along the R23 to Greylingstad. Areas in the Dipaleseng LM classified as not required correlates with cultivated areas, which is widespread in this municipality. Based on Biodiversity GIS (BGIS) from the South African National Biodiversity Institute (SANBI), there are no conservancies that are found within the Dipaleseng LM.

Biodiversity initiatives done within the municipality include:

- Conducting awareness campaigns in line with environmental calendar days;
- Celebration of environmental calendar days such as: wetlands, biodiversity, arbor, ozone etc
- Inspection of alien invasive species all around the municipality that is conducted by the district municipality in collaboration with DFFE;
- Inspection is conducted by the district municipality on wetlands and have gathered findings on the condition of the wetlands.

Various pans and wetlands occur in the DLM, but have been transformed due to intensive agricultural activities. Aquatic vegetation occurs next to water bodies and will include *Typha capensis* and other wetland species. This vegetation provides habitat for waterfowl.

Observations during wetlands inspection:

- Livestock grazing on wetland
- Illegal dumping or solid waste is observed on wetland
- Threatened biodiversity

The municipality currently doesn't have budget for rehabilitation of wetlands however the existing environmental programmes can be of help to clean and take care of the wetland

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 has been approved by council in 2021/22 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 2022/23 FY. 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 faced 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 inconsistency collection as a result of insufficient resources.

The management and control of all the landfill sites is key to an 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.

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 and landfill sites

The municipality has three landfill sites within its jurisdiction, Grootvlei, Siyathemba and Greylingstad landfill sites and all three are licensed. All three landfill sites are experiencing operational problems in varying degrees, due to insufficient funding, from fencing, no access control, 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 all sites. 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.

The Balfour Waste Disposal Sites was issued a license in 2014, in terms of the National Environmental Management: Waste Act, 2008 (Act 59 of 2008). Authorization was granted for the upgrading of the Site, subject to the specified conditions. However these conditions have not been met. The site is operated by the Municipality. Cover material is not readily available and no regular covering of waste is occurring. The uncontrolled reclaiming of waste on the waste disposal site is interfering with the operational activities and should be formalised. There is regular burning of waste taking place which is done mainly by the informal reclaimers on site. The fence, allusion blocks and offices have been vandalised and the weight bridge erected has never been functional. Funding needs to be sourced to upgrade the site and specified on the License.

The Grootvlei Waste Disposal Site was granted a license for the closure of the Grootvlei Waste Disposal Site and The construction of a waste transfer station in 2014. The site has never been closed and is however still operational and receives waste from the surrounding areas. The site is operated by the municipality. Cover material is not readily available and no regular covering of waste is occurring. The uncontrolled reclaiming of waste on the waste disposal site is interfering with the operational activities and should be formalised. There is regular burning of waste taking place which is done mainly by the informal reclaimers on site.

The Greylingstad Waste Disposal Site is licensed in terms of Section 45 of the National Environmental Management: Waste Act, (Act 59 of 2008) in 2014. License was granted for the Closure of the Greylingstad Waste Disposal Site. The site has never been closed and is still operational and receives waste from the surrounding area. The municipality needs to source funds to ensure proper management of all its Waste Disposal Sites.

Projects planned 2022/23 FY

1. Thuma Mina - Good Green Deeds Programme
2. Environmental Protection and Infrastructure programme (EPIP) – MP-Greening of Dipaleseng (R 5 000 000.00).
3. Youth Community Outreach Programme (YCOP)

KEY ISSUES TO BE ADDRESSED FOR WASTE MANAGEMENT

- Procurement of new trucks be prioritised
- Development of By- laws
- Landfill site compliance
- Staffing of personnel within the unit.

Recycling initiatives

Currently there is no municipal driven recycling initiative. The municipality has a database of recyclers which contains individuals and NPO's.

Challenges, proposed interventions

There are no waste minimisation strategies that have been developed. There is a need for this to be addressed and implemented.

A set of new Municipal By-Laws should be drafted to address all aspects of the waste management hierarchy as required in terms of the National Environmental Management: Waste Act, 2008.

The municipality should begin a system of proper record keeping with regards to waste types and quantities that are being received at the waste disposal sites. The waste information system should be implemented and maintained to assist the municipality in the management of their waste division. The municipality is currently not reporting on SAWIS due to lack of personnel.

The Municipality has a shortage of personnel for waste collection and for the proper management of the disposal facilities. There is an urgent need to increase personnel, create new positions and fill them.

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 boundaries . 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 48In 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

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

MUNICIPAL ECONOMY

Size and Growth Rate

Size of an economy is measured by gross domestic product (GDP), and gross value added (GVA). GVA is the sum of the value of goods and services produced in an economy while GDP denotes economic output from the consumers' side. Simply put, GDP is GVA plus the value of taxes generated, minus subsidies provided by the economy.

In 2018, the GDP of Dipaleseng Local Municipality was R 1 648 million¹ (2010 constant prices) or R 2 892 million when expressed in current prices. The municipality's GDP was R 1 609 million (2010 constant prices) in 2011, indicating that during 2011-18, the GDP of the municipality grew by a mere 0.36% annually. During the same period the annual GDP growth rate for the Gert Sibande District was 1.23% and for the Mpumalanga province was 1.25%.

The municipality's GVA, measured in 2010 constant prices, was R 1 475 million in 2018 and R 1 403 million in 2011. Hence, the municipality's GVA grew by only 0.62% annually between 2011 and 2018. The annual growth rate of GVA during the same period was 1.25% for the district and 1.32% of the province.

The figure below compares the Mpumalanga municipalities' contribution to the provincial GVA and population. As can be seen in the figure, in terms of the size of the economy, Dipaleseng is the smallest municipality in the province. The municipality accounts for only 2.59% of Gert Sibande District's and 0.72% of Mpumalanga's GVA. Similarly, among all municipalities, Dipaleseng's contribution to both the district's population (3.98%) and the province's population (1.04%) is the least. Dipaleseng's per capita GVA is R 31 709 (2016, in 2010 constant prices) which is higher than the provincial per capita GVA (R 23 138) but lower than the district per capita GVA (R 48 818).

¹ Global Insight REX, 2019

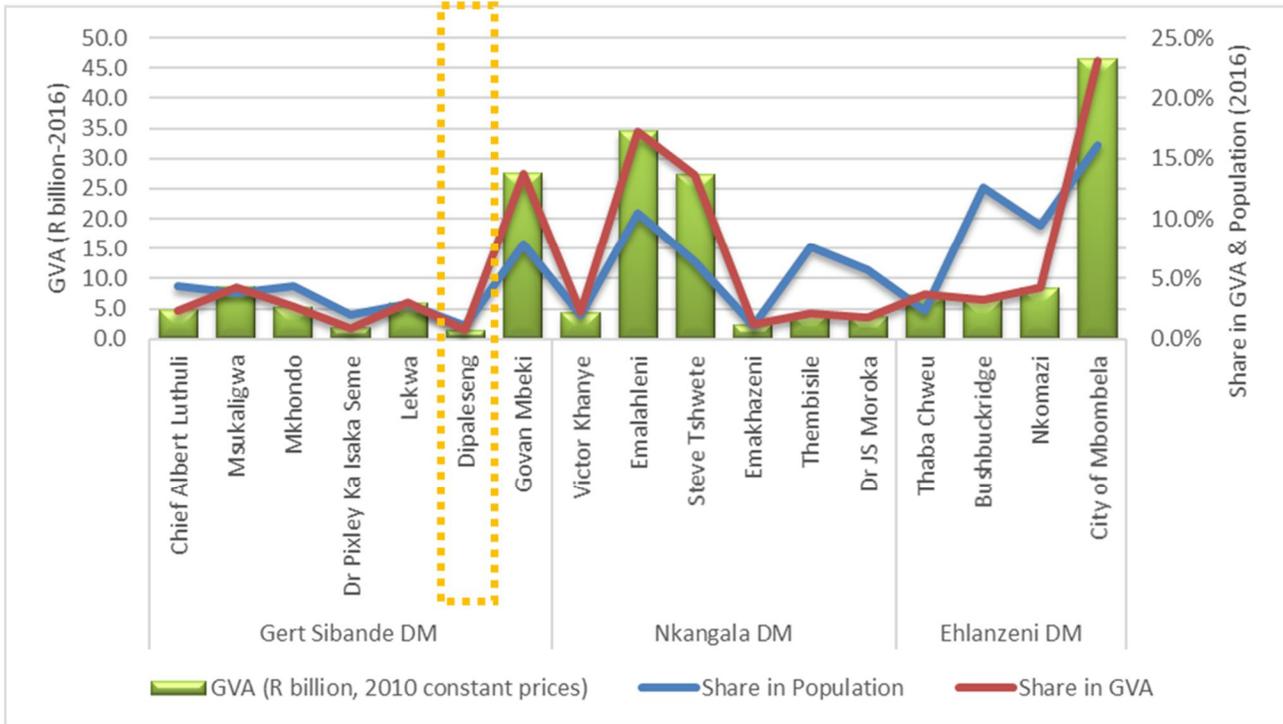


Figure 1: Comparative Contribution of Municipalities to GVA and Population, 2016
 Source: IHS Markit & StatsSA

Economic Sectors

Economic sectors are broadly divided into three major sectors viz. Primary, Secondary and Tertiary. The Primary Sector is related to direct exploitation of natural resources. The Secondary Sector includes industries that produce a finished, usable product or are involved in construction. The Tertiary Sector also termed as service sector consists of the production of services instead of the end product. These three major sectors can be subdivided into the following subsectors.

- Primary Sector
 - Agriculture (including Forestry and Fishing)
 - Mining
- Secondary Sector
 - Manufacturing
 - Electricity (including Gas and Water)- also known as “Utilities”
 - Construction
- Tertiary Sector
 - Trade
 - Transport
 - Finance
 - Community Services

The Tertiary Sector contributes 56% to the municipal GVA, followed by the Secondary (27%) and Primary Sector (17%). Among the subsectors of the key sectors, Trade (23%), Community Services (17%) are the largest contributors to the GVA. The other key subsectors are Electricity (15%), Agriculture (11%), Finance (9%), and Manufacturing (8%). The figure below shows the contribution of each economic subsector to the total GVA of the Municipality in 2011 and 2018. For comparative analysis, Mpumalanga and Gert Sibande District are also included. As is indicated in the figure, every economy is dominated by the Tertiary Sector. In the district and province, the contribution of this sector has marginally increased, and the Primary Sector's contribution has slightly decreased- a prima facie sign of an evolving economy where service and knowledge-based sectors grow faster than manufacturing and agriculture. However, in Dipaleseng the Tertiary Sector's contribution remained constant at 56% and there is a marginal increase in the Primary Sector's contribution i.e. 15% in 2011 to 17% in 2018. The growth of the Primary Sector is propelled by the Agriculture subsector which grew from R 131 million in 2011 to R 162 million in 2018 (2010 constant prices) in terms of gross value added.

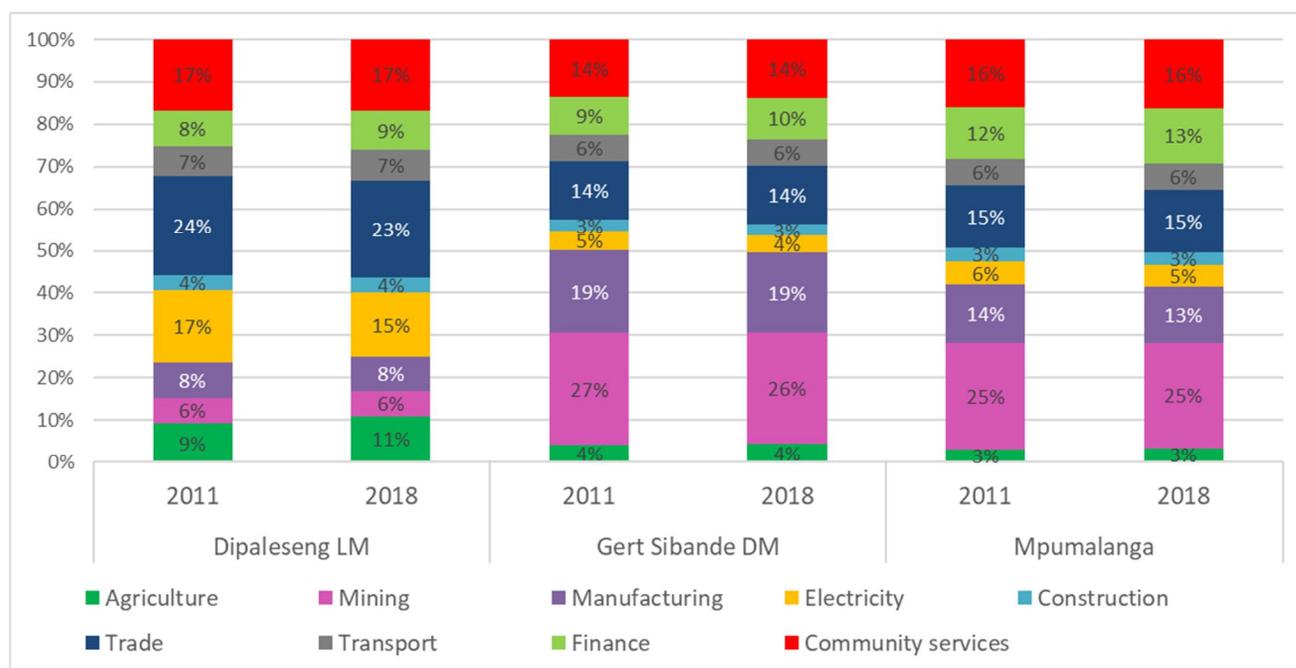


Figure 2: Contribution of Economic Subsectors in Gross Value Addition, 2001 & 2018
Source: IHS Markit, 2019

It must be noted that Dipaleseng does not have an advanced economy propelled by tertiary sector activities such as business, finance, banking, education, research and knowledge-based services. The tertiary sector in the municipality is rather an outcome of the basic tertiary sector services required by the citizens. Thus, the growth of the Tertiary sector depends on the performance of the other two sectors. It can be said until the time the municipality evolves into a knowledge-based advanced economy; the primary and secondary sectors will play major roles in the municipality's

economic development. Therefore, the initial focus should be on the development of these two sectors.

The following table provides an overview of the employment generated by the economic sectors and subsectors. The key employment generating activities are Trade (24%), Community Services (20%), and Finance (17%). The activities with the least effect on employment generation are Electricity (1%), Mining (1%) and Transport (4%). Though the Agriculture subsector contribution to the municipal GVA recorded growth between 2011 and 2018, its contribution to employment generation decreased during the same period. A similar decrease in employment generation can be observed for Mining, Trade and Households subsectors. While the subsectors registered growth in contribution to employment generation are manufacturing, Construction, Finance and Community Service.

Table 1: Contribution of Economic Subsectors in Employment Generation, 2011 & 2018

| Economic Sectors and Sub-sectors | | 2011 | | 2018 | |
|----------------------------------|--------------------|------------------|-------|------------------|--------|
| | | No of employment | Share | No of employment | Share |
| Primary | Agriculture | 913 | 9.5% | 936 | 8.7% |
| | Mining | 142 | 1.5% | 131 | 1.2% |
| Secondary | Manufacturing | 652 | 6.8% | 806 | 7.5% |
| | Electricity | 63 | 0.7% | 80 | 0.7% |
| | Construction | 641 | 6.7% | 793 | 7.4% |
| Tertiary | Trade | 2 597 | 27.1% | 2 625 | 24.4% |
| | Transport | 417 | 4.3% | 467 | 4.3% |
| | Finance | 1 428 | 14.9% | 1 822 | 16.9% |
| | Community services | 1 812 | 18.9% | 2 184 | 20.3% |
| Households | | 921 | 9.6% | 909 | 8.5% |
| Total | | 9 585 | 100% | 10 753 | 100.0% |

Source: IHS Markit, 2019

Comparative Advantages of Economic Sectors

The comparative advantage of an economic sector enjoys within a municipal economy is measured by location quotient. It is measured as the ratio of the percentage share of a sector in the municipal economy to the share of the same sector in the national economy. A municipality is considered to have a comparative advantage if the location quotient is greater than one. However, location quotient does not consider the hidden or underlying potential of the economic sectors. The table below provides location quotients of the economic sectors in them. As it can be seen in the table, Dipaleseng has a very high comparative advantage in Electricity (5.57) and Agriculture (4.34) and an average comparative advantage in Trade (1.42) and Construction (1.1). The high comparative advantages of Electricity and Agriculture display the relative importance of these sectors as drivers of the municipal economy.

Table 2: Comparative Advantages of Economic Subsectors, 2018

| Sector | Mpumalanga | Ger Sibande DM | Dipaleseng |
|---------------------------|------------|----------------|------------|
| Agriculture | 1.16 | 1.50 | 4.34 |
| Mining | 2.93 | 3.20 | 0.70 |
| Manufacturing | 0.99 | 1.34 | 0.59 |
| Electricity | 1.99 | 1.67 | 5.57 |
| Construction | 0.75 | 0.64 | 0.76 |
| Trade | 0.98 | 0.93 | 1.42 |
| Transport | 0.68 | 0.70 | 0.69 |
| Finance | 0.59 | 0.44 | 0.39 |
| Community services | 0.70 | 0.60 | 0.67 |

Source: IHS Markit, 2019

Economic Diversification

Tress Index measures the level of diversification of an economy. The value of tress index ranges from 0 to 100. A tress index value zero indicates that the region's economy is completely diversified, but a value closer to 100 shows the economy is much more vulnerable to exogenous factors such as climatic conditions and price fluctuations, and that the economy is considered to be more concentrated. The table below shows the level of economic diversification in terms of tress index in the municipality, Gert Sibande DM and Mpumalanga. It can be noticed in the table that the municipality's tress index is lesser than that of the district and province. This is a clear

sign the Dipaleseng’s economy is more diversified than Gert Sibande District’s and Mpumalanga’s economies.

Table 3: Tress Indices for Dipaleseng, Gert Sibande DM and Mpumalanga

| Geography | Tress Index, 2018 |
|------------------------|-------------------|
| Mpumalanga | 39.66 |
| Gert Sibande DM | 39.65 |
| Dipaleseng LM | 35.42 |

Source: IHS Markit, 2019

Space Economy

A significant portion of Dipaleseng’s land is utilised for cultivation and farming. Needless to say, agriculture is a key economic sector for the municipality, especially in its rural areas. A substantial portion of the municipality’s land area is classified as having high to very high agricultural potential. The agricultural land is utilised to cultivate maize, soybean and sunflower. The areas not suitable for farming are mainly grasslands utilised for grazing of cattle. In addition to cattle farming, pig and poultry farming is also practised in the municipality. Though the municipality is considered good for agricultural production, it lacks in providing agricultural beneficiation and processing facilities. Dipaleseng’s mining sector mainly comprises gold mining. Though there are few coal mines in the municipality, these are closed. As a result, the power station Grootvlei imports coal from outside of the municipality.

The municipality has a small manufacturing sector which is mainly engaged in processing of agricultural commodities. These production plants are located at Balfour, Greylingstad, and Grootvlei. There exists a significant opportunity in developing this sector, especially in brick making and small scale industrial activities. As the municipality is located in close proximity of well-established industrial hubs such as Gauteng and Secunda, necessary improvement in infrastructure and enabling policies would attract industrial investors who usually go these places. An opportunity also exists in the development of the utility sector in the municipality. The municipality has access to water (Vaal Dam) and is surrounded by coal-producing regions. The strategic location of the municipality can make it a power generation hub. Also, agricultural waste can be utilised for energy generation (biomass).

The vast rural space is dotted with a few small settlements viz. Balfour, Greylingstad, and Grootvlei. These settlements are slightly urbanized and act as economic centers providing retail, business and financial services to the vast rural hinterland. These towns are the main places where tertiary economic activities are taking place. The main economic center in the municipality is Balfour (including Siyathemba). Balfour, the seat of the municipality, is classified as a Service

Town by CSIR. The town is known for gold mining and surrounded by maize farming areas. Balfour is the main business and retail center in the municipality. Balfour offers the opportunity for extracting and processing of mineral (mainly gold), processing of agricultural products, small scale industrial activities, transport activities, retail activities and tourism.

Greylingstad (including Nthorwane) is a Dense Rural Settlement (CSIR classification) located 20 south-east of Balfour. Greylingstad is a historic town bearing relic of the Anglo Boer War Battlefields and the historic graves of the Scottish Regiment in Greylingstad. The presence of such sites offers the opportunity to develop the town as a tourism node. The town is also surrounded by farmlands offering the opportunity to the development of agro-processing industries.

Grootvlei, categorized as a Dense Rural Settlement by CSIR, is power-producing town located 18 km south of Balfour. The town hosts an ESKOM's coal fired power plant with a capacity of 1200 MW and an oil extraction plant. The town also hosts the residential quarters built for the power plant employees. The town offers the opportunity to develop retail center's to be used by the local residents. Also, Grootvlei dam presents opportunities for tourism development.

A sizeable portion of the municipality's GVA comes from electricity generation. According to a recent media report,² ESKOM will shut down the Grootvlei Power Station in 2020. The shutting down of power station will have a strong negative impact not only on the municipality's GVA but also on the employment situation. Please note, though the electricity sector does not generate many direct employments, but it helps generating indirect employments in the tertiary sector. It is, therefore, necessary to find alternative economic sources to compensate for the loss of economic value and jobs caused by the expected closure of the power station.

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 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

² <https://www.fin24.com/Economy/eskom-starts-shutting-down-old-coal-power-plants-20190301-2>

Local Economic Development Forum (LEDF). The forum's objectives amongst others is to ensure 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.

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

Dipaleseng is situated in the Highveld region comprising of lush grassland and wooded hills. 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, the area is also rich in historical sites, such as early African stone age settlement ruins and Anglo-Boer war sites. There is some opportunities for eco-tourism development in the DLM. Game farms in the area hold various species of game and there are also a variety of bird species. The rare Heidelberg Copper Butterfly can also be observed in the area. The Vaal River and Grootvlei dam also present ample opportunities for the establishment of eco-tourism developments such as offering water sport, hiking trails and adventure tourism.

Grootvlei, Greylingstad and Balfour are a host the following tourism attraction:

- The **Grootvlei** area is host to bird species such as the black korhaan and the blue crane. The areas where the birds occur provide an opportunity for bird watching activities and eco-tourism related activities in and en route to these areas.
- The mountains in **Greylingstad** is historically significant. It is host to the Anglo Boer War Battlefields and the historic graves of the Scottish regime. The town has a unique church that was built in the 1800s.
- The town of **Balfour** has a guest house facility to cater for visitors and offers retail facilities for shopping. Currently, there is a proposed tourism development north of the Bluesky industrial area to cater of conferencing, events, recreation and accommodation needs for the town.

The main tourism attractions in Dipaleseng include:

- Archaeological terrains
- Agri-tourism
- Bird watching -
- Guided tours
- Historical houses
- Cultural experiences

- Game farms
- Hiking trails
- Water sport
- Golf
- Cycling
- Fishing

The tourism sector is not considered an important economic sector for the municipality, perhaps due to the fact the economic potential of this sector is not exploited. Therefore, the strategy is identifying the underlying tourism potential and creating the necessary infrastructure and plans to attract tourists and generate employment and revenue for the municipality.

The Vaal River dam and Grootvlei dam offer opportunities for marina development, water sports, adventure sports and leisure accommodation development. These dams host many bird species, thereby offering the opportunity to develop eco-tourism facilities. In addition to these dams, Greylingstad can be promoted as a tourist attraction point due to the town's historical importance. This town hosts Anglo Boer War Battlefields and the historic graves of the Scottish regime. The town has a unique church that was built in the 1800s.

To exploit the municipality's tourism potential, the following steps are being proposed:

- Package tourism products: Develop a diverse range of special interest tourism products and routes such as water sports, birding, fishing, history, jock, leisure, adventure, and rural tourism.
- Develop tourist infrastructure: Develop tourist infrastructure such as lodging and boarding facilities and tourist information centres in the main tourism areas (Vaal dam, Grootvlei dam and Greylingstad). Also, develop road infrastructure connecting these places with the surrounding regions
- Involve local communities: encourage the participation of local communities in the tourism industry. Their involvement will ensure the generation of local employment and adding value to the local economy. However, the communities must be trained in the operation and running of tourist facilities.

Provide Investment Incentive

The realisation of economic development requires more than mere earmarking of land for industrial or commercial development. The development objectives need to be supported by a robust development support framework. The framework requires the municipality to adopt a pro-economic development policy and consider providing incentives to investors who are willing to invest in the municipality. It may be pertinent to mention that both the Draft Mpumalanga PSDF 2019 and the Dipaleseng Local Economic Development Strategy 2012 advocate for providing incentives for investment. The incentives can be of the following nature:

- Development of infrastructure (road, water supply, power supply etc.)
- Tax incentive
- Regulatory and Approval
- Financial incentives

The Department of Trade and Investment (DTI) provides incentives to investors under various schemes. The municipality must consider collaborating with the DTI to solicit investment to the municipality. Incentives can be targeted for the development of any of the proposed projects contained in the LED or any housing projects that promote or include some inclusionary housing for low income households.

Township Economy Development

Siyathemba and Nthorwane are the two major townships in the municipality. Although these two townships contribute a significant portion to the municipality's urban population, they have poor economic bases and high levels of poverty and unemployment. The lack of economic opportunities within these townships results in a lower level of economic output, impacting the overall economic health of the municipality. Therefore, it is important to strengthen the economic bases of these townships. The Mpumalanga PSDF (2019) also recognises the importance of township economies in achieving an inclusive economy.

A multipronged approach would be required to enhance the economic bases of the townships. The approach should include the following initiatives;

- Discourage the development of large malls in and around townships. Instead, focus on developing small retail centres and shops that can be run by local people.
- Relax development restrictions and encourage small scale non-polluting industrial activities and services (such as furniture making and appliance repair centres) in the townships.
- Build capacity of township residents and provide vocational training.
- Increase government procurement from township enterprises
- Create market access for products and services originated in the townships.
- Provide necessary resources and infrastructure to township entrepreneurs

3.7.1.2 AGRICULTURE

The Dipaleseng LED acknowledges the role of agriculture in alleviating poverty and advocates for increasing agriculture productivity to uplift rural communities' economic condition. The municipality produces maize, sunflower, grain, sorghum, wheat, and livestock. Though agriculture occupies a distinct position in the municipality's economy, this sector can contribute more to enhance the municipality's overall economic health. To enhance this sector's economic potentials, the focus should be placed on processing and beneficiation of agriculture products and promotion of extensive commercial farming activities. Though the municipality has extensive commercial

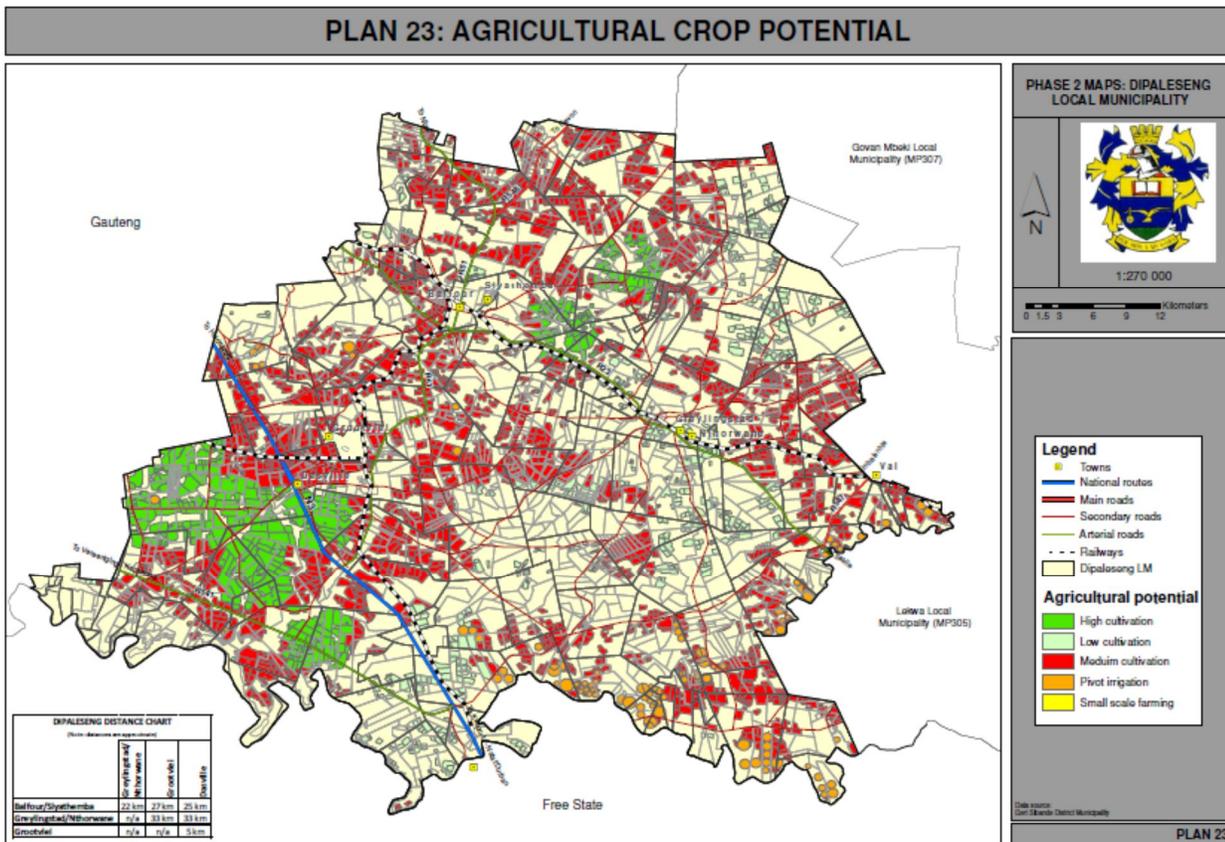
farming areas; agriculture output can still be increased by providing irrigation facilities and providing necessary training and support to emerging farmers. Possibilities of providing intensive irrigation facilities exist on the along the Vaal and Waterval river banks. These areas should be utilised for intensive farming.

At present, Karan Beef is the only large-scale beneficiation facility located in the municipality (in Balfour). More beneficiation facilities focusing on the processing of maize, soybean, sunflower and meat products will be required to add the value of agriculture products and generate employment opportunities. In addition to the benefaction facilities, necessary logistics, storage and transport infrastructure and soft capital (human and financial resources) need to be developed. Creating downstream linkages with the agriculture production areas and farms and upstream linkages with the market is also crucial for enhancing agriculture sector's economic performance.

To enhance the agriculture sector's output, the Rural Development Plan (RDP) for Gert Sibande District proposes initiatives including focusing on maize and cattle farming and developing Farmer Production Support Units (FPSU) in Balfour, Grootvlei and Greylingstad. These FPSUs will provide the necessary infrastructure for beneficiation activities. It is, therefore, recommended to take the necessary steps to implement the RDP proposals.

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



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

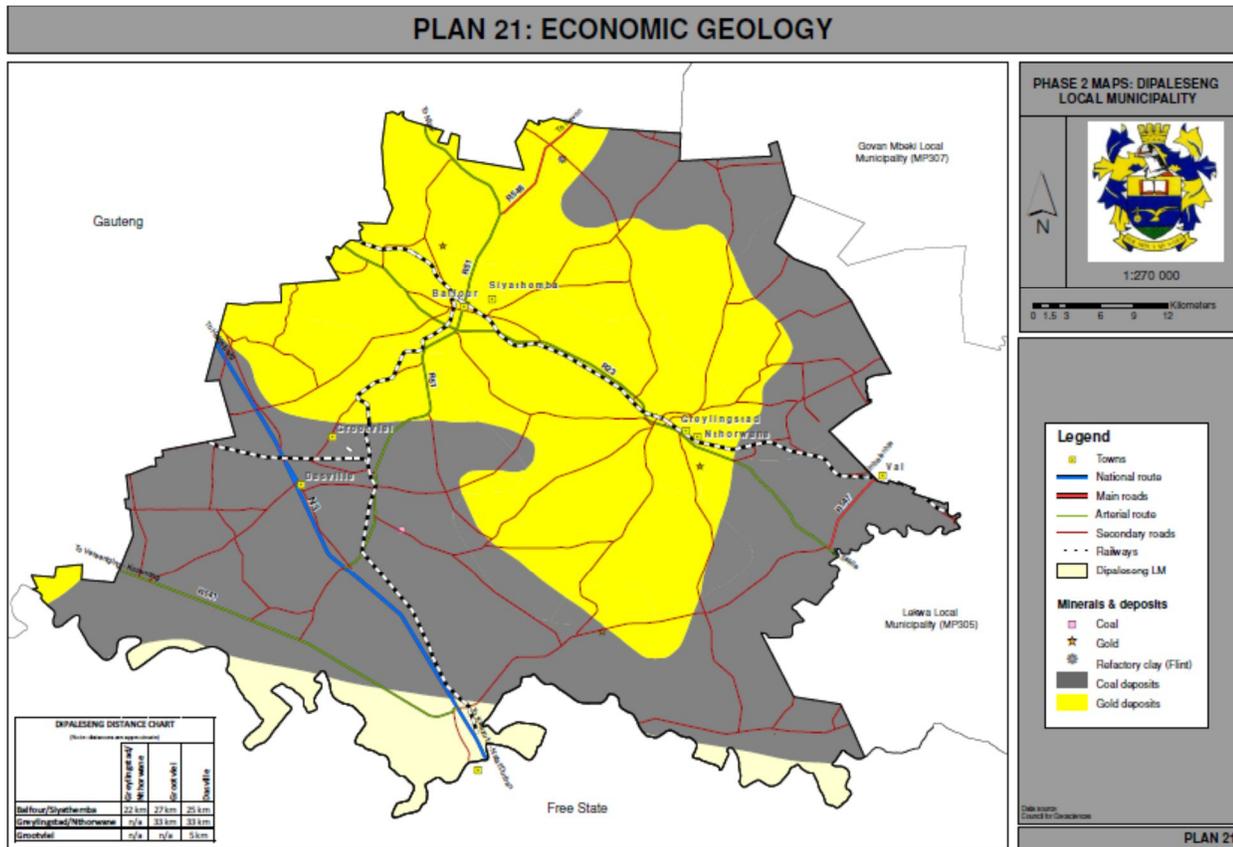
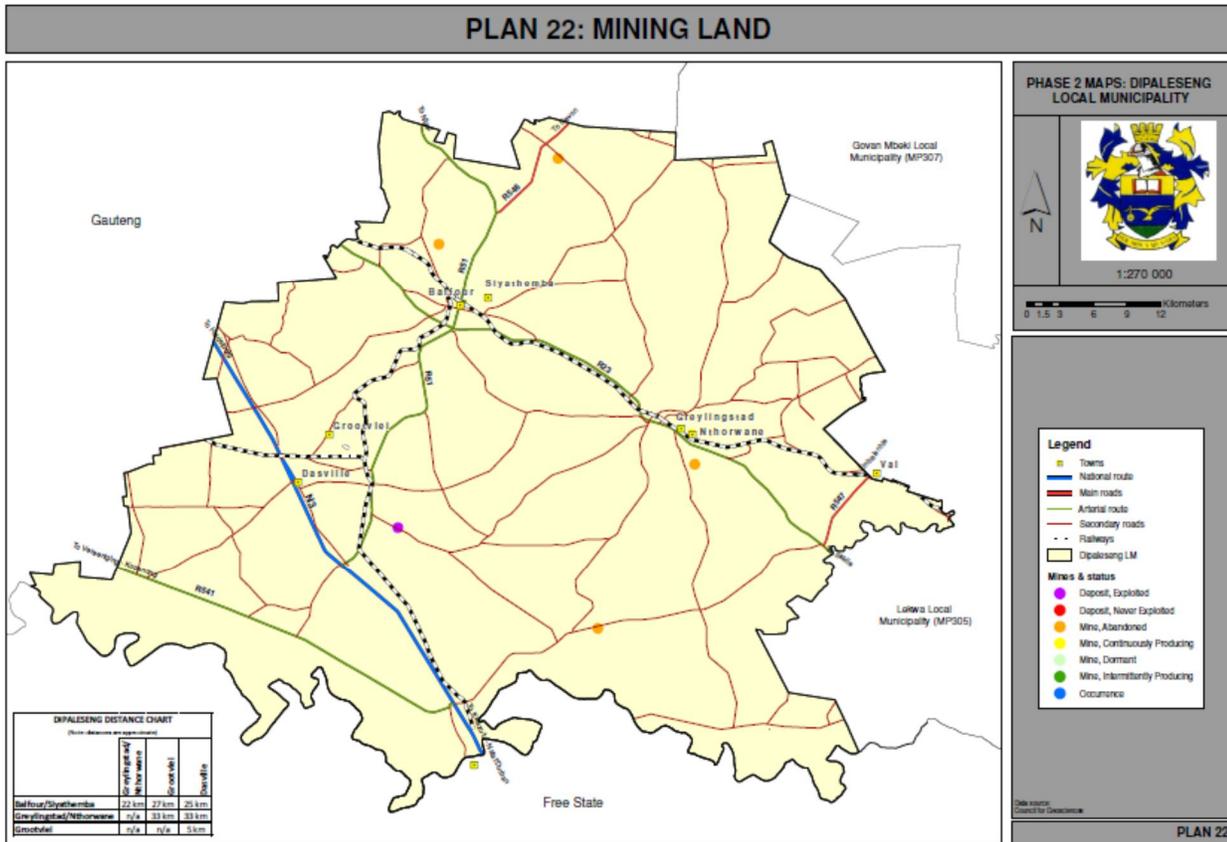


Figure 8: Potential Mining Land



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 (Burnstone)

Burnstone mine has been on care and maintenance for quite some time and are now busy with installation of critical infrastructure in preparations to start up. As a result, the mine has not been productive or mining to have funds to support community skills development however with the current development there is a promise that proper training and development plans will be put in place through the social and labour plan.

Board has approved investment of R2.3 billion over 14 years for Burnstone Balfour.

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 Nthoroane 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 2020)

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 of 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 (Item C98/04/21) |
| 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

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

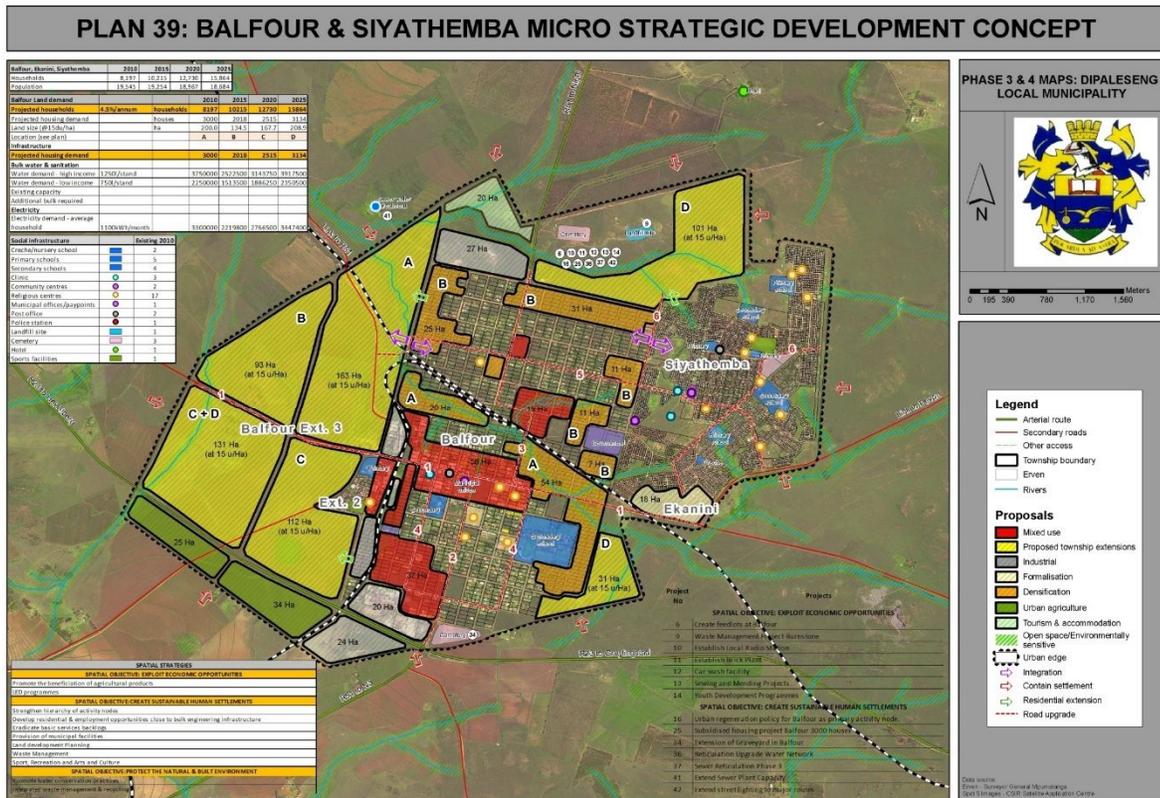
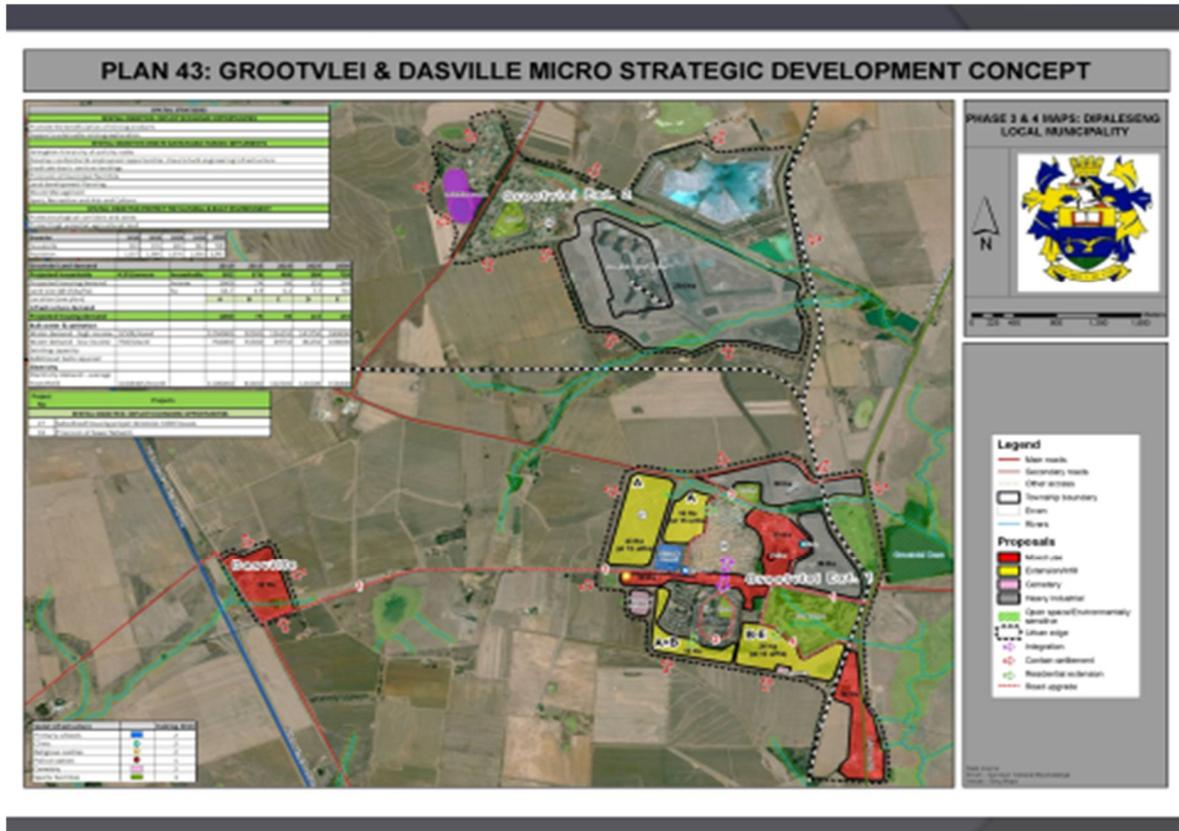


Figure10: Greylingstad & Nthorwane Micro Strategic Development Concept



Figure 11: Grootvlei & Dasville Micro Strategic Development Concept



DEVELOPMENT OBJECTIVES

SPLUMA requires municipalities to prepare SDFs that will establish a clear vision which must be developed, through a thorough inventory and analysis based on national and provincial spatial planning principles and local long-term development goals and plans.

The Dipaleseng SDF aims to give spatial expression to the vision encapsulated in the PSDF, Municipal IDP – and other relevant local policies. As such both have a long term planning horizons in terms of overall vision and strategies to achieve them. Dipaleseng SDF provides the framework for the municipal spatial vision.

Spatial Goals

To address the identified spatial challenges and give effect to the relevant policies, the Dipaleseng SDF should focus on development towards:

- Explore and maximize its inherent economic opportunities;
- Protection and utilization of resources such as the rich agricultural land and diverse natural environment;

- Development of sustainable settlements where residents can lead enriched, healthy and convenient lives; and
- Improved effectiveness in governance.

SPATIAL VISION

The following Spatial Vision was formulated and adopted for Dipaleseng Local Municipality:

“Providing quality affordable services, good governance, rural development and sustainable economic opportunities, while protecting the natural environment”

SPATIAL OBJECTIVES

Working towards the development of spatial proposals and the drafting of the SDF six spatial objectives were formulated with subsequent development principles to structure the proposals. The following objectives were identified:

Strategic Objective 1: Movement and Transportation Corridors

Strategic Objective 2: Sustainable Economic Development and Concentration

Strategic Objective 3: Environmental Conservation and Utilisation

Strategic Objective 4: Sustainable Human Settlement Development

Strategic Objective 5: Infrastructure Investment

Strategic Objective 6: Rural Development and Transformation

SPATIAL DEVELOPMENT CONCEPT AND OBEJECTIVES

The Strategic Development Concept identifies how the spatial form of Dipaleseng Municipality should be formed, based on the identified spatial objectives and development principles. The Spatial Development Concept is structured around the following structural elements, which are interrelated:

- Nodes and Activity Areas
- Movement and Connectivity
- Environmental Structuring Elements

The aim of the concept is to reconstruct and integrate the urban and rural landscape of Dipaleseng into a more rational, compacted and manageable structure. Dipaleseng is one of the municipalities in Gert Sibande which are lagging in development in comparison to other municipalities. Widespread poverty is one of the major challenges facing the municipality making it difficult for the municipality to achieve its vision of providing quality services, rural transformation and sustainable economic development. However, due to its location in close proximity to major economic hubs, the municipality has the potential to achieve its vision. The municipality has the R23, R51 and N3 and various railway networks as the major structuring elements that can be utilised to restructure the spatial pattern in a manner that creates livable environments and sustainable employment opportunities.

Nodes and Activity Areas

Nodes are activity areas that have been identified within Dipaleseng for focused economic, infrastructural and social development, with a view to rationalizing resources and concentrating public and private investment in appropriate locations.

The benefits of concentrated activities at identified locations in the municipality is to act as a structuring mechanism in support of a viable public transport system, the concentration and intensification of various activities (diversity) at appropriate locations that are highly accessible, creating economic opportunities, and the management of these areas to address spatial equity, sprawl and the management of development pressure. Residential densification and infill in and around nodal areas are one of the strategies to ensure the viability of these areas and ensure a consolidated, compact development system.

Movement and Connectivity

Movement and connectivity within Dipaleseng LM are influenced by the need for well-connected spatial structure based on the nodal development approach which is supported by public transport and corridors. An efficient spatial form will address matters of spatial restructuring and socio-economic inequality. The need for mobility is an essential element in promoting access to economic and social opportunities within the municipal area.

Movement in Dipaleseng is characterised by insufficient public transportation, corridors (R23, R51 and N3) and various railway network. Movement is dominated by regional connections. The concept of movement and connectivity is intended to ultimately define movement between nodal areas whilst promoting public transport connections and systems between them. This is also to enhance mobility as a fundamental move towards access to social services and economic opportunities.

These roads also form a backbone of the corridors that link the municipality with adjoining local municipalities. The municipality has not yet capitalised on the economic development opportunities offered by these roads.

The municipality should look at providing a better business-enabling environment to promote investments in agriculture, agro-processing, mining and related activities. Furthermore, the development orientation of the Municipality needs to be more closely aligned with the development corridors identified in the Gert Sibande District SDF. Possibly, more direction and strategic planning needs to take place with other municipalities and the District to better enhance the municipality's position in order to take advantage of the economic opportunities.

This concept seeks to identify the key roles of existing movement connections and how they influence movement within the municipality and its surroundings. Through this, areas with good connectivity and those without can be identified for the necessary interventions.

Environmental Structuring

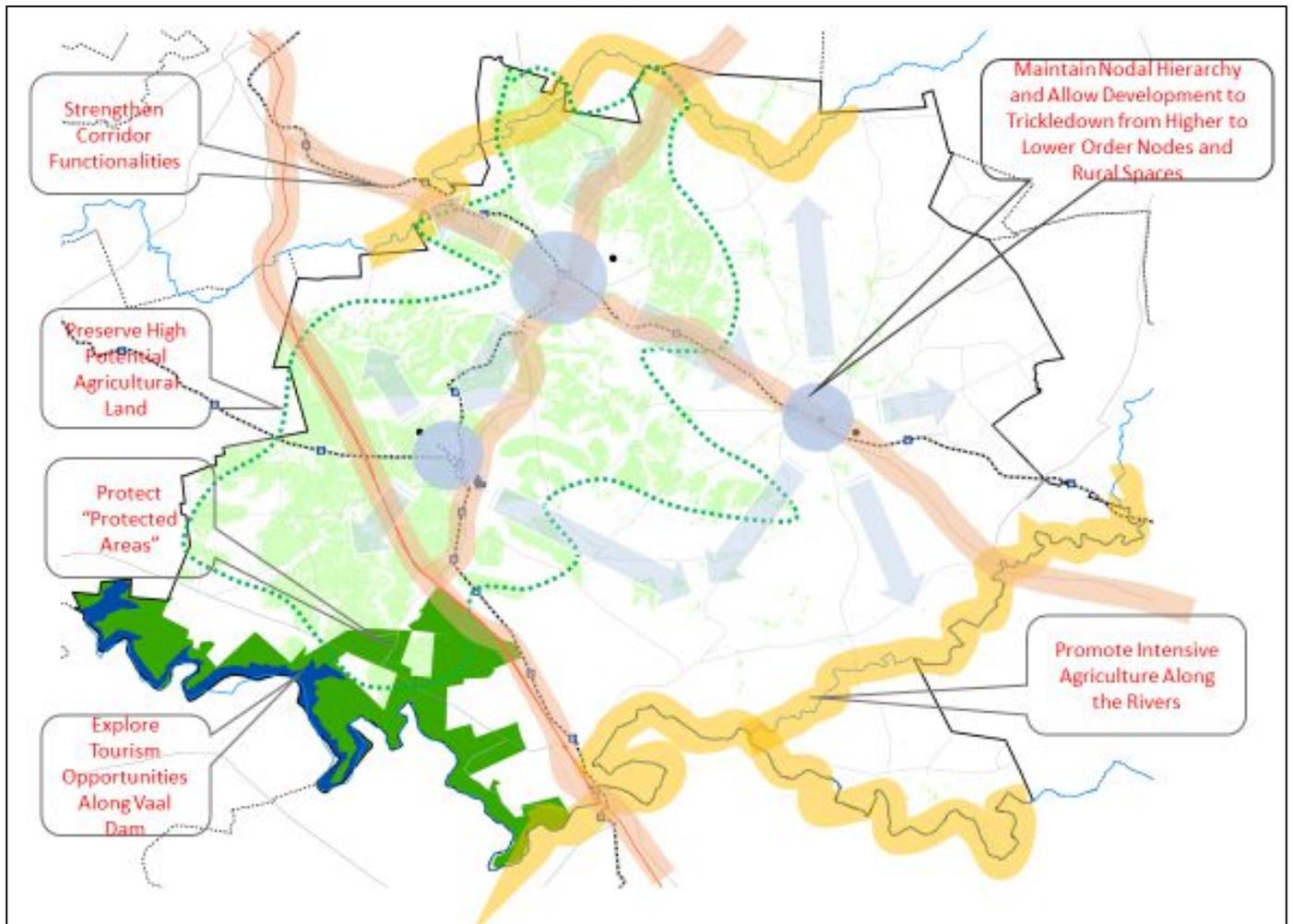
This Concept is built around creating linkages between the different spatial elements of the municipality which include the built form, natural environment and cultural heritage. Dipaleseng Local Municipality generally lies within an area of environmental significant areas, high agricultural potential land and mining activities. The environmental significant areas include major river channels and catchments, steep slopes, natural habitats and indigenous vegetation. The goal of this plan is to direct and manage the use of the built and natural environment to ensure sustainable and integrated growth and development of Dipaleseng Local Municipality.

One of the key challenges currently confronting most development initiatives is the ability to utilise natural resources in a manner that is not detrimental for future generations. This approach acknowledges the need to engage with natural resources but at the same time discouraging uses that impact negatively on the environment.

Elements which make up the environmental structuring concept include high potential agricultural land, river systems (and catchments areas), unprotected biodiversity and ecological zones. Such areas would require different levels of protection and optimal utilization as part of the creation of an integrated open space system. The Dipaleseng SDF, therefore, seeks to adequately conserve

and manage environmental elements which support the proper functioning of the Municipal biodiversity and eco-systems, and contribute to climate change mitigation and adaptation.

The proposed Dipaleseng development concept feed right into the overarching poly-centric development concept that the Mpumalanga PSDF and NSDF has adopted. The frameworks envision a system of strong and functioning polycentric network of nodes and their hinterlands connected by corridors. The identified structuring elements, therefore, bring it in to effect at a more localized level.



SPATIAL DEVELOPMENT OBJECTIVES AND STRATEGIES

Movement and Transportation Corridors

Corridor development denotes the intensification of land uses along route sections, comprising a mix of uses that typically benefit from visual exposure to regional traffic.

The most prominent transport feature in the Dipaleseng LM is the R23 and the N3 corridor which traverses the municipal area from east to west, linking Gauteng Province and Durban/eThekweni in KwaZulu-Natal, linking prominent towns and settlements such as Balfour, Standerton and Volksrust to one another. In addition to the R23 the other major strategic routes through Dipaleseng is the R51 corridor which links Balfour to Heidelberg and Nigel in Lesedi Local Municipality. Corridor development is supported along the R23, R51, R54 and the N3 to optimise the development potential of especially the sections within and close to Dipaleseng Local Municipality.

Spatial Development Strategy 1: Ensure connectivity between settlements, as well as nodes and connectivity within settlements

Enabling the mobility of people and goods between different service areas is central to socio-economic development. Without adequate transport systems, which play a fundamental role in facilitating this mobility, the quality of life within communities is drastically reduced and the challenges associated with marginalisation are exacerbated. In Dipaleseng, buses and minibus taxis are the two primary systems that anchor the municipality's public transport. Access to these systems is however a real challenge due to the low densities within the municipality, especially in the rural communities. Promoting local access to foster public transport, non-motorised transport (pedestrian/cyclist) and private transport is therefore crucial.

- Strengthen and integrate existing public transport networks, services and modes between Balfour, Siyathemba, Grootvlei, Greylingstad and Nthorwane to facilitate the optimal and efficient movement of passengers from origin to destination points in the shortest time possible.
- Facilitate and promote public transport links between Grootvlei, Greylingstad, and outlying farming and rural areas and the main economic nodes of the Municipality such as Balfour.
- The provision of integrated modal interchanges supported by infrastructure which includes taxi-bus ranks, amenities, footpaths and security facilities in all Activity Nodes of the municipality.

Spatial Development Strategy 2: Ensure and maintain a high standard in terms of accessibility to the wider regional context and accommodate freight, private vehicles, mini-bus taxis and buses

Dipaleseng is affected by the R23 Corridor which represents the old route between the Gauteng Province and Durban/eThekweni in KwaZulu-Natal, linking prominent towns and settlements such as Balfour, Standerton and Volksrust to one another. This corridor including the others forms the

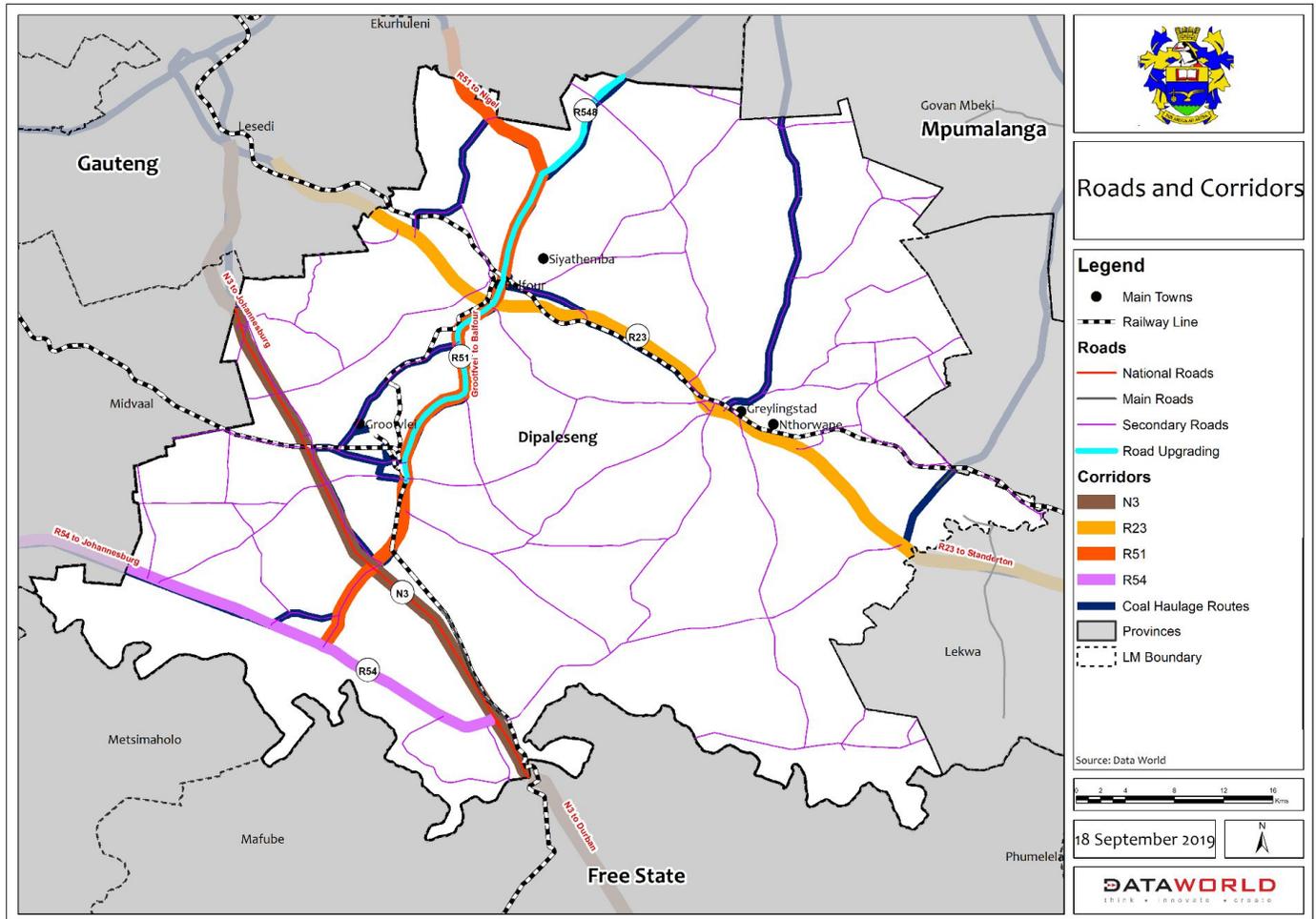
base of a strategic road network for the municipality and District at large and should therefore be maintained as a top priority. Other Provincial roads (R54 and R51 and the National road (N3) cross through the Municipality. This creates high potential for nodal development and tourism development as these roads are linking Dipaleseng with Kwa-Zulu Natal (via the N3), Free State (via the R54) and Gauteng (via N3 and R23) and the Eastern part of Mpumalanga Province (via the R23).

- Thorough maintenance and upgrading of the national and provincial road network to ensure that roads can continue to handle the loads and frequency of vehicles and other heavy traffic on these routes. The upgrade of aging roads also provides an opportunity to invest in resilient infrastructure.

Spatial Development Strategy 3: Decongestion of coal haulage roads

The Mpumalanga Provincial SDF (2019) proposes the following strategic approach to decongest coal haulage routes within the Gert Sibande District. Gert Sibande has concentrated mining areas with coal haul roads. There is a flow of heavy vehicles on these roads leading to congestion of these roads. Therefore the PSDF emphasises the need to upgrade the identified coal haulage roads and initiate an alternative transportation mode in order to aid with the decongestion of these routes. Reviving rail freight network for coal haulage is one crucial element that the PSDF proposes as a means to assist in the decongestion of these coal haul roads.

- Definition of a Coal Network Grid for Dipaleseng LM, which will be ring-fenced and coal movements to be restricted to this network. Any movement of coal outside of this network should be penalised;
- Stepping up of overload control through the introduction of a dedicated overload control enforcement capacity; and
- Increased investment in rail infrastructure to minimise the impact of coal freight on the road.
- Road upgrading and maintenance is proposed, to cater for coal haulage:
 - Priority 1 – R23 from Balfour to Volkrust
 - Priority 2 – R51/R548 from Balfour to Devon and N17
 - Priority 3 – R51 from Grootvlei to Balfour



3.12 LAND USE MANAGEMENT SCHEMES (LUMS)

Dipaleseng Land Use Management Scheme,

The Dipaleseng Local Municipality Land Use Management Scheme was prepared under the provisions of section 18 of the Town Planning and Townships Ordinance, 1986 (15 of 1986). Dipaleseng Local Municipality is the responsible authority for enforcing and/or executing the provisions of this Scheme. The intent of this scheme is to have a well-coordinated and harmonious development of the scheme area in order to effectively promote the economy, sustainable environment, health, safety and good order of the municipal area.

The principles of the Dipaleseng Land Use Management Scheme are to:

- Ensure sustainable and orderly development in the municipal area.
- To allow for a healthy and clean environment.
- Allow for a healthy economic environment with access to opportunities for all residents.
- Ensure equity to all in terms of land management.
- Allow for a democratic administrative and participatory process in land management.

- Ensure the optimal usage of resources such as agriculture, land, minerals, infrastructure and social facilities.
- Promotion of diversity of land uses.
- Promote the concept of compact urban areas.
- Contribute to the correction of historically distorted spatial patterns of settlement.
- Encourage environmentally sustainable land development.
- Promote the establishment of viable communities.
- Aspire to meet the basic needs of all communities in an affordable way.

IMPLICATIONS FOR THE DIPALESENG SDF:

This tool is used by Dipaleseng Local Municipality to guide and manage development according to the vision, strategies and policies of the Integrated Development Plan (IDP) and Spatial Development Framework (SDF). Each land use zone in the Scheme has its own development requirements, conditions and restrictions which must be adhered, these also include density, height, coverage, floor area restrictions, building lines and building restriction areas, parking requirements, loading, as well as the site development plans.

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.

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

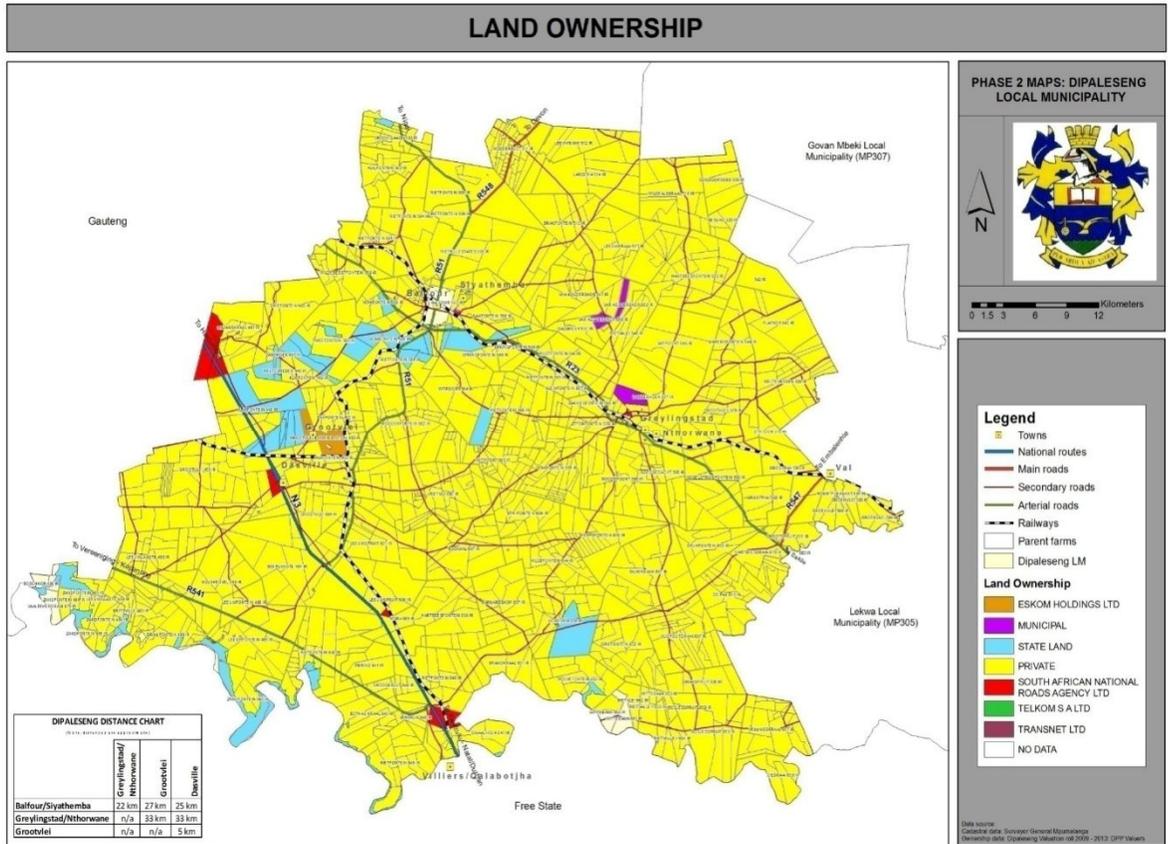
With regard to parameters for land/site allocations, the site identified should be strategically located with all socio economic amenities including infrastructure to achieve spatial integration. Council should therefore approve the allocation to a prospective applicant

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:

- a) **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).

NATIONAL HOUSING ACT No.107 of 1997

Municipalities must, according to this ACT, develop appropriate strategies to facilitate housing development within their area's jurisdiction.

Section 9(1)(F) of the Housing ACT 1997 states that every Municipality must as part of IDP's take reasonable and necessary steps within the Framework of National and Provincial legislation and

policy initiatives, plan, coordinate, facilitate, promote, and enable appropriate housing development in its area of jurisdiction.

Siyathemba is located on the eastern side of the Balfour town, and is a fully serviced settlement with formal residential erven with formal dwellings or residential units/houses in the form of brick and mortar.

Siyathemba Ward 1, Ward 2 and Ward 4 are impacted by larger informal settlements both at the outer boundaries/edges (peripherals) as well within the interior boundary which are either concentrated and/or dispersed either with low-density or high densities

➤ These are high density populated settlements where the majority of DLM population resides, with the expressed and visible need for Inner-Township Regeneration in the areas of upgrading and/or relocation options on the informal settlement encroachments, upgrading of the DLM municipal services infrastructure, upgrading of the public and social infrastructure and re-development of the Township Economy.

➤ Ward 1: There are dimensions of Informal Settlements in the immediate edges of Ward 1 with number of residents on municipal proclaimed erf and within the Township General Plan, but not with Title Deeds of the erfs these residents are occupying [This HSSP will need to factor this consideration into proper planning for redress]

➤ Ward 4: There are dimensions of Informal Settlements in the immediate edge of Ward 4 whereby residents have occupied land already with Township General Plan (Surveyed but not yet Pegged erfs) which also needs immediate attention of this HSSP.



GROOTVLEI EXTENSION 1 and 2 & DASVILLE

Grootvlei is in the western part of the DLM and 18km south west of the Balfour town, with the formal economy anchored by agricultural production and electricity generation (Grootvlei Power Plant)

The Dassville Township is located south west of Grootvlei and comprises of both formal and informal settlements, with the southern section formalized with fully serviced infrastructure.

The northern section is occupied by informal settlements comprised of employment seekers to employment opportunities in Dasville and Grootvlei Power Plant

➤ This is a medium density populated settlement with the expressed need for Inner-Township Regeneration in the areas of upgrading and/or relocation options on the informal settlement encroachments, upgrading of the public and social infrastructure and re-development of the Township Economy [Figure 19: Grootvlei Ward 5)

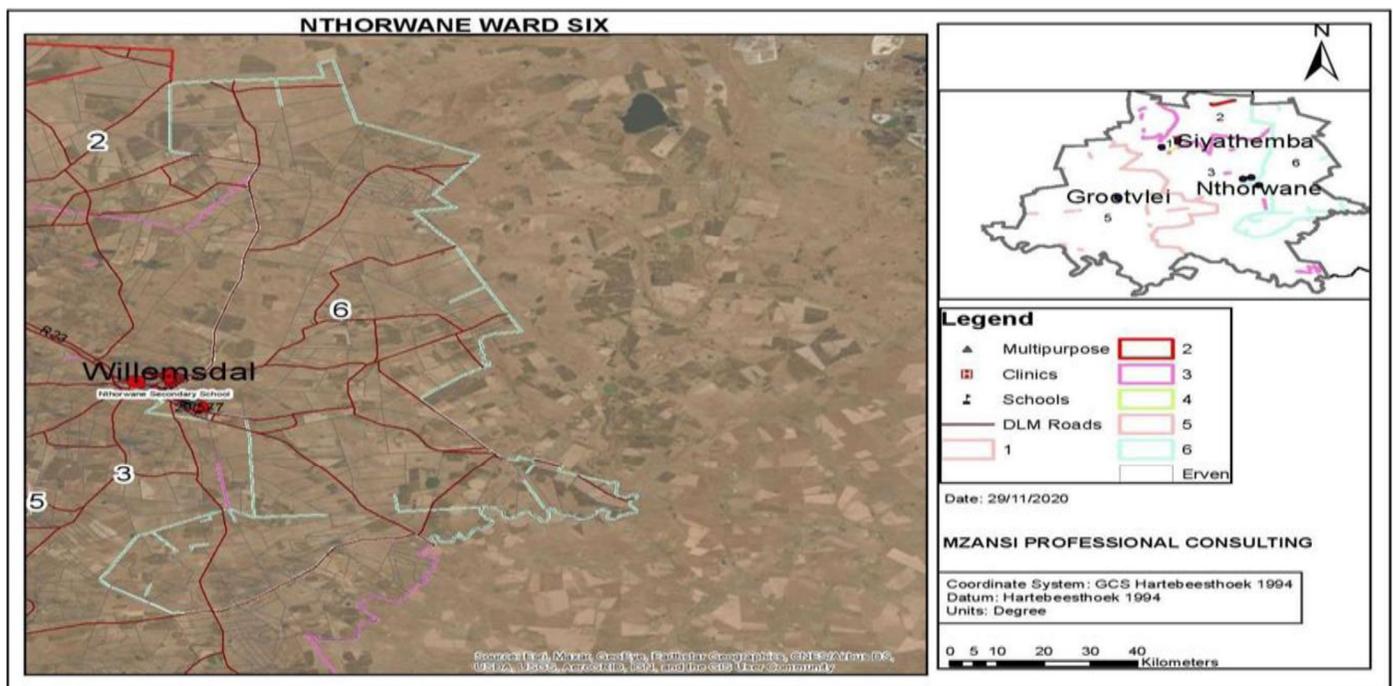


GREYLINGSTAD & NTHORWANE

Greylingstad and Nthorwane are located on the eastern section of the DLM 21km east of Balfour. Greylingstad comprises large parcels of un-developed residential land/erven, and there are number of un-used and dilapidated buildings along the main road.

Nthorwane is a fully serviced township, like Siyathemba Wards, and has challenges of existing growing informal settlements at its doorstep.

➤ This is a medium density populated settlement with the expressed need for inner-township regeneration in the areas of upgrading and/or relocation options on the informal settlement encroachments, upgrading of the public and social infrastructure and re-development of the township economy [Figure 20: Greylingstad & Nthorwane]



HOUSING DEMAND AND BACKLOG

HOUSING DEMAND ANALYSIS

According to Stats SA Community Survey 2016, the DLM is a home to approximately 45 232 people and 14 877 Households of which.

9 402 (63, 2%) Households live in formal dwellings and 5 745 (36,8%) Households live in an Informal Dwellings/Settlements and Backyards.

Census 2001 shows that the size of households has declined nationally from 4.5 to 3.8 persons; and the DLM it has declined to 4 persons.

Community Survey 2016 indicates that the household size has shrunk to 3,0 to 3,4 persons/household.

The decrease in household size has meant an increase in the number of households by about 30%. This will also increase the demand for bulk infrastructure provision.

It is therefore necessary to minimise the utilization of land and services to reduce urban sprawl through densification, mixed land use development, promoting integrated settlements and sustainable use of resources.

The reduction in household size also means a corresponding increase in the number of single parents, usually female headed households.

Housing solutions need to consider the changing family sizes and dynamics by offering different housing typologies, tenure options and financing models as appropriate.

| | | |
|-------------------------------|---------|--------------------------------|
| Backyard Dwellings | 700 | and this is equivalent to 5.3% |
| Existing informal settlements | 2 900 | this is equivalent to 22.3% |
| Annualized growth between | 300-400 | 400 this is equivalent 3.0% |

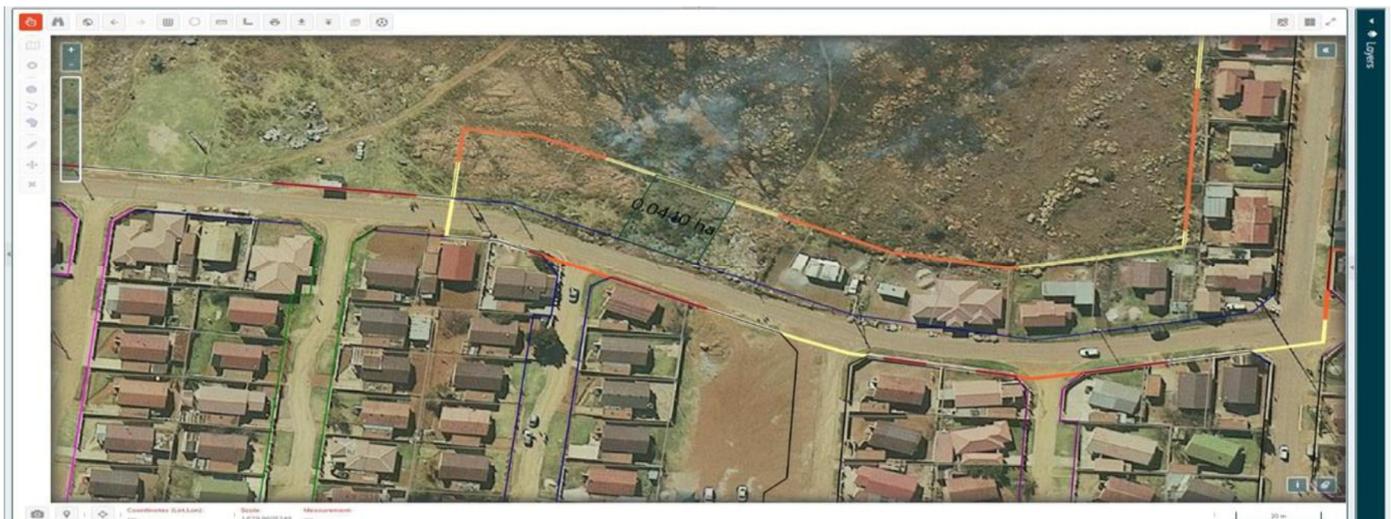
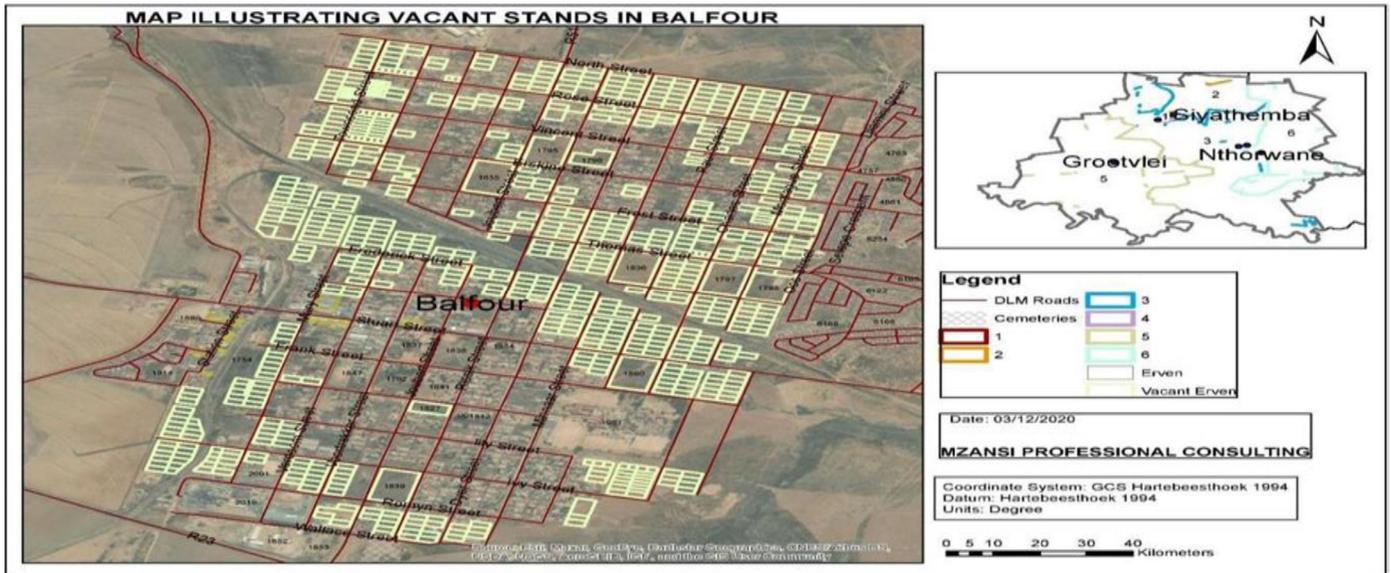
HOUSING BACKLOG ANALYSIS

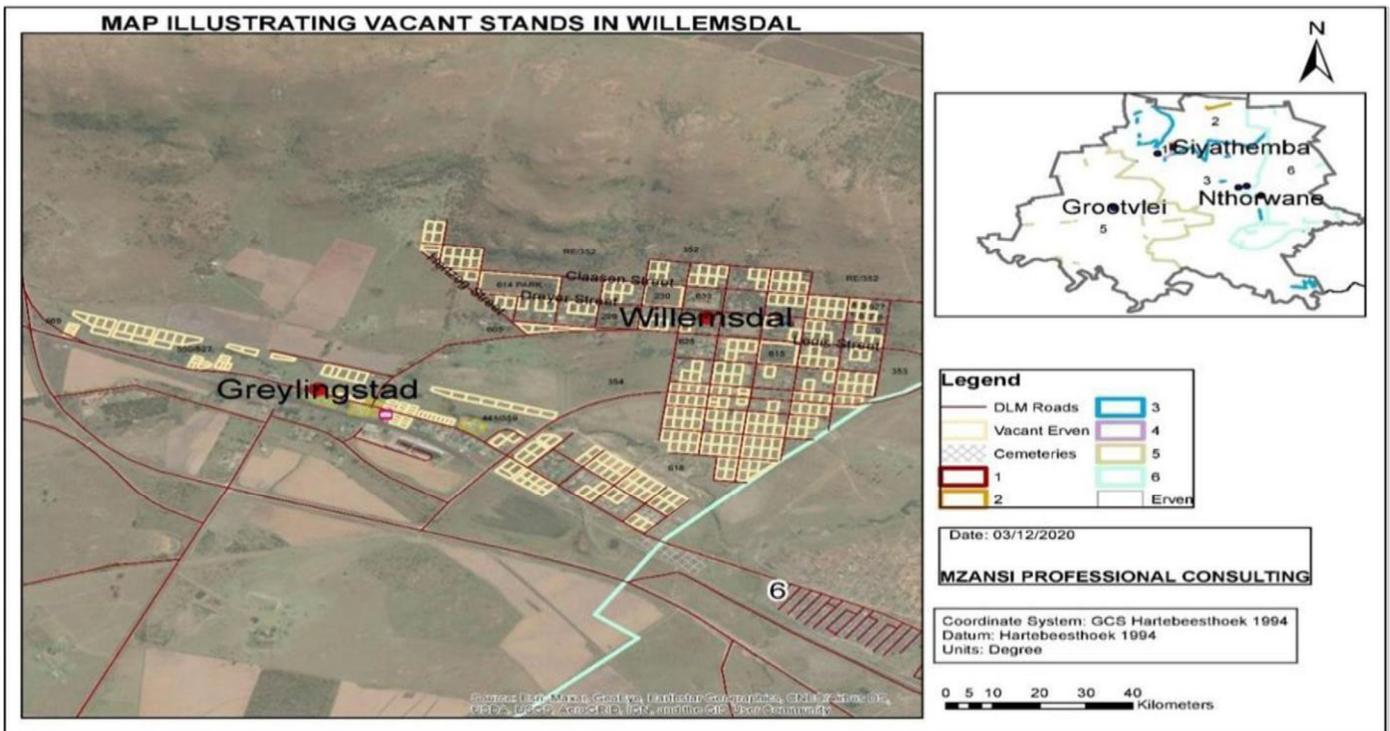
The declared Housing Backlog by the DLM as at 2016/17 for the Low-income beneficiaries is estimated to be 5 745 Units made up of households living in informal settlements and backyards and an estimated demand of 300 - 400 per annum. This means that the current demand is estimated as set out below:

According to the National Housing Needs Register the DLM stands at a Housing Demand of 4 645 Units (Low-cost), with 1 115 approved Housing Subsidy Scheme (HSS) Applications, 182 Applications declined, 18 in process and 3 273 Applications not yet registered and/or processed, The Housing Backlog stands @ 5 745 H/holds and viewed from the above matrix it stands @ 4 000 H/holds and the registered NNHR beneficiaries not yet processed stands @ 3 273 H./holds with majority registered earning equal or lesser than R3,500; this HSSP need to come to finality with regards to a comprehensive accurate Housing Backlog either through Mean Averaging Tests matrix]

VACANT LAND/ERFS ANALYSIS

A study was done to investigate and enumerate vacant land/erfs which are located across in the DLM Area, and these vacant land/erfs could be converted and be used for integrated human settlement development/densification and mixed land uses development purposes.

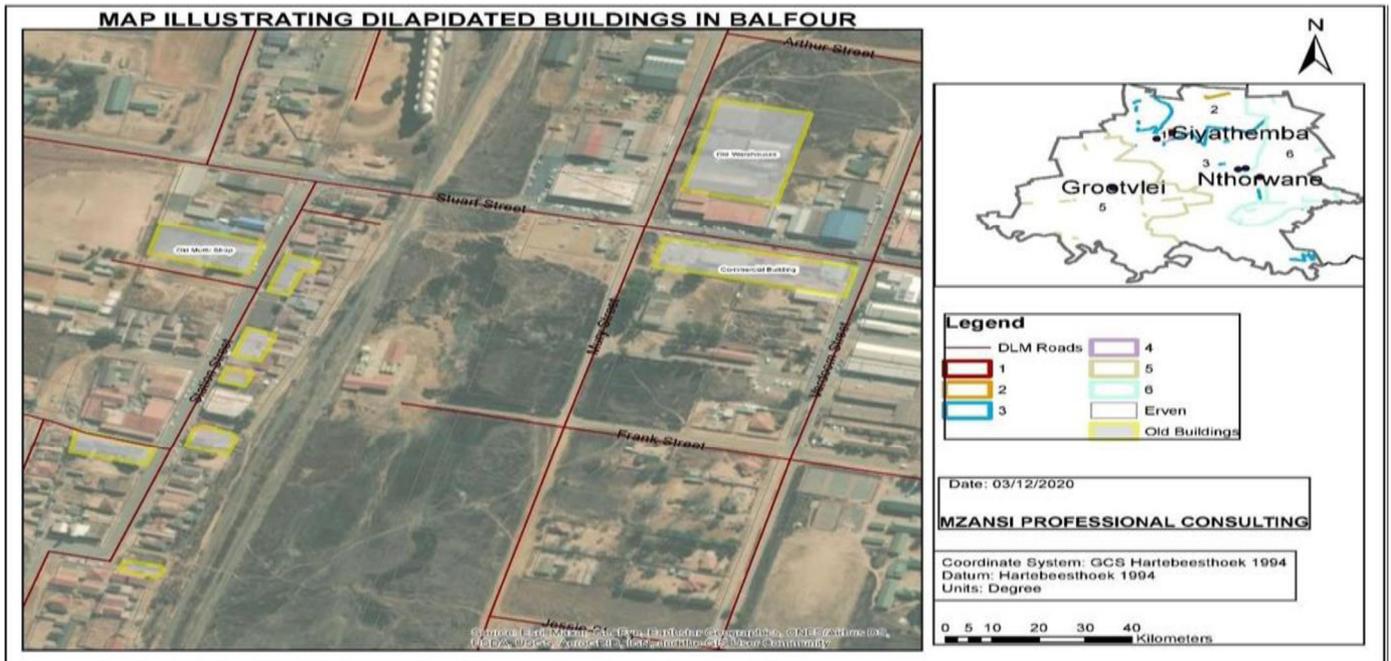




DILAPIDATED AND/OR UN-USED BUILDINGS ANALYSIS

A study was done to investigate and enumerate Dilapidated and/or Un-used/Dysfunctional Buildings which are located across in the DLM Area, and these Dilapidated and/or U-used/Dysfunctional Buildings could be converted and be used for integrated human settlement development, densification and mixed land uses development purposes (including business / retail; social and public infrastructure usages

BALFOUR DILAPIDATED BUILDINGS



HUMAN SETTLEMENT SUPPLY OPTIONS (CURRENT PROJECTS)

SUMMARY OF HUMAN SETTLEMENT SUPPLY OPTIONS

The following is a summary of the housing supply option which need to be applied to meet housing demands in DLM.

Inner & Outer Township Extensions

The development of Greenfield Sites to accommodate beneficiaries with to address the DLM Cumulative Housing Backlog inclusive of possible relocations options from informal settlement areas and backyards shacks constitute the main bedrock of the DLM Housing Delivery Strategy, based on a demand-side housing delivery management.

The relocation generally occurs to Greenfield areas located on the periphery of the Municipality owned land that is planned and earmarked for housing development in the Spatial Development Framework. The relocation is dependent on the finalisation of Town Planning Layout, Township Establishment, Compilation of General Plans, and the installation of bulk and internal services.

The beneficiaries generally move from Shack to Shack on to planned and surveyed Sites (some partially or full serviced sites) to await a top structure to be built later. One case in a point is in the DLM Ward 4.

The Municipality should act a Developer and performs all the functions required of the Developer, either directly or indirectly through the Consultants and Contractors appointed to perform various tasks.

UPGRADING OF INFORMAL SETTLEMENT PLANS (UISP) & SOCIAL LIVELIHOOD PLAN (SLP)

There are Nine (9) Informal Settlement in Dipaleseng Local Municipality area of jurisdiction.

The Upgrading of Informal Settlement Programme is the Government of South Africa's overarching policy approach on the eradication and upgrading of the Country's informal settlement. It details the process and procedures for the in situ upgrading of informal settlements as it relates to the provision of grants to a Municipality to carry out the Upgrading of Informal Settlements within its jurisdiction in a structured manner.

The programme includes as a last resort and in exceptional circumstances, the possibility of relocation and resettlement of people on a voluntary and cooperative basis because of the implementation of upgrading projects.

The program is instituted in terms of Section 3(4)(g) of the Housing Act, (Act No 107 of 1997). Not all of these informal settlements can be upgraded. Some for e.g., those who are living on road reserve, rocky area and those who are affected by 1:50 and 1:100 flood line will have to be relocated, probably to a new Greenfield development.

There are some services like water, sewer, and electricity near this informal settlement. According to the Master Plan for Dipaleseng Infrastructure services, there is sufficient bulk services to support the upgrading of some informal settlement in Balfour and Siyathemba, without any need for their upgrading.

Before embarking on the process of upgrading of plans through Town Planning, Land Surveying and Services Designs, it is necessary to engage the affected community about the advantages and disadvantages of upgrading the informal settlement in that the inhabitants will get permanent residential status (Security of Tenure). They will also get access to full Municipality services.

However, there are some sacrifices which need to be made by informal dwellers as well. As the area is being put into some orderly arrangement e.g., Proper Township design some of the shacks will find themselves and must be removed to make way for Roads and Township erven.

It is also important for the community to know that as they are living haphazardly in the area not all of them may be accommodated in the new stands in the same area. The criteria for qualifying for new stands should also be explained to the community to avoid future complaints.

Once the development dynamics of upgrading the informal settlement have been work-shopped with the informal settlement dwellers and their buy-in have been obtained the Town Planning process, Land Surveying and Services Design may commence.

➤ The upgrading of the Nine (9) above-mentioned Informal Settlements are also identified as priority projects in Dipaleseng SDF and in line recommendations of the GLM SDF.

➤ Development Funds for the planning phase for the upgrading of this informal settlement should be part of the budget priorities of both the Municipality and the Provincial Department of Human Settlement/DHS.

Ward 1 informal Settlement (Extension 5 located at the outer boundary of Siyathemba Ward 1 and includes pockets subsistence-based livestock grazing/farming).

Ward 1 First Informal Settlement



Ward 1 Second Informal Settlement (Zone 7 same as Extension 5 above, inclusive of pockets of subsistence-based livestock grazing/farming)



Ward 2: Three (3) Informal Settlements







Ward 3 is Balfour Town, and it has a number of vacant stands but it is not affected by informal settlements.

Ward 4 Two (2) Informal Settlements





Ward 5 One (1) Informal Settlement



Ward 6 One (1) Informal Settlement



INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAM (IRDP)

The program provides for planning and developing an integrated project which provide for housing as well as social and economic needs of different income categories.

➤ It replaces the requirements found in other policy programs to identify subsidized housing recipients upfront and provide for both subsidized and finance linked houses, social and rental housing, commercial, institutional, and other land uses to be developed.

IRDP provides for substantial economies of scale through its holistic approach. Integration is achieved through the provision of both bonded and subsidized housing in a mixed appropriate to the project location. Projects can be planned and developed in two phases.

a) First phase by encompassing planning, land acquisition, Township establishment and provision of serviced residential stands in a variety of price categories; as well as stands for other land uses to ensure holistic and sustainable community.

b) Second phase, houses are constructed for qualifying housing beneficiaries. The stands are also allocated to non-qualifying beneficiaries and for commercial and social purposes.

In summary, IRDP provides for phases approach to provide for:

- a) Land acquisition where required.
- b) Township Planning/Establishment and Municipal engineering services design.
- c) Provision of Municipal engineering services to all stands where no alternative funds are available.
- d) The sale of the stands not identified for subsidized housing created in the Township.
- e) The construction of houses by registered contractors for housing subsidy beneficiaries who choose contractor's-built houses. It can also be achieved through a variety of contracting options.

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 Mokoena and Associates) distribution to rightful owners in progress (208 title deeds for Nthoroane and 235 for Siyathemba).

CURRENT PROJECTS

Project 1:

The status of this project is that land has been acquired 580.253 hectares in extent. This Land is intended for the establishment of integrated human settlement with mixed use Zoning. The land is still a Greenfield and Township establishment process has been done.

Project 2:

Portion 28 (a portion of portion 20) of the farm Vlakfontein 556 IR. The Private Developer is developing the Land on behalf of the Municipality. One Thousand Five hundred (1500) services sites were purchased on behalf of the Municipality by Vipcon PTY LTD through Department of Human Settlement.

The newly established Township is known as Ridgeview. Land will be transferred to individual beneficiaries. The number of completed houses is 857 and there are 643 outstanding houses. However, there are challenges in the implementation of this project. Currently the Contractor is not on site and there is no certainty that there is budget to complete the outstanding houses. i.e., there is no information on this issue. (Map 13: Ward 4/Ridgeview 1500 RDP Units under PPP model).

Project 3:

Portion 24 (a portion of portion 23) of the farm Grootvlei No. 604-IR measuring approximately 130.34 hectares in extent. The land is for integrated Human Settlement and Cemetery.

Project 4: Replacement/Compensatory Land

Portion 27 of the farm Vlakfontein 558 IR 188 hectares. It is a state- owned land, which is owned by National Department of Public Works. The Municipality intends acquiring it through donation, with an aim to swap with Sizanani CPA Land invaded by Nthorwane. A request for donation has been forwarded to National Department of Public Works (NDP)

Phased Eradication and Upgrading of Informal Settlements

There are a high number of informal settlements within the area of jurisdiction of Dipaleseng Local Municipality (9 informal settlements in total). These informal settlement dwellers put extreme pressure on the Municipality in terms of the demand for services and the demand for their areas of inhabitants to be formalized. Although it would not be possible to formalize all the informal settlement as they appear, it is possible for some informal settlements to be given a permanent status.

Inner Town Redevelopment/Regeneration (Vacant Stands & Dilapidated or Defunct Buildings)

The DLM SDF 2010 made a brief appraisal based on a visual analysis on the state of the primary town (Balfour) and the secondary towns of Grootvlei and Greylingstad. Which depicts these towns as reflecting dullness, outdated buildings, and areas of neglect?

There are several vacant stands and dilapidated building in Dipaleseng Local Municipality (Balfour; Grootvlei; Greylingstad, which can be developed to alleviate housing shortages. Most of these vacant stands are in Balfour Town and Siyathemba Township.

The stands sizes are big and cannot just accommodate the RDP house only. They may need to be further subdivided to accommodate several Human Settlement products (RDP Units; Rental Stock, Serviced Sites and other social/public infrastructure)

The services are readily available on those stands and it is recommended in the Infrastructure Master Plan the Municipality should consider developing these stands/erfs as its first and short-term option to tackle housing backlog.

Farm workers and/or People Living on Farms Housing Project (s)/ Agri-village Concept.

Agricultural development constitutes a major economic sector that contributes to the DLM Gross Domestic Product/GGP, and the DLM SDF 2010 outlines the imperatives and priorities to grow the agricultural economy through diversification and beneficiation of products.

The DLM LED, due for integration into this DLM Housing Sector Plan, which positions the following core commodities as key in driving the DLM agricultural economy with multiplier spin-off in both upstream and downstream industries:

- Beef and Dairy farming (including related feed-lotting) for new Black commercial farmers on both upstream and downstream beneficiation.
- Game Ranching
- Poultry
- Sunflower and Maize
- Fruit juice processing plant ➤ Cooking Oil producing plant.
- Forestry, Mining and Tourism

Hence the priorities to structure a sustainable Farmworker and People-On-Farms Housing, which should involve collaboration of the farm owners towards development of Agri-villages with bigger Erfs to accommodate Subsistence-based farming.

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 items in the departmental meetings. Risk Management is also incorporated into the Head of Department's score card to certify proper implementation of risk management policy and strategy. Training sessions are done to create awareness to municipal officials.

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

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

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 OUTCOME INDICATORS

5.1 Table 22 – 42:

3.19 KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT AND 3.23 KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

| Municipal KPA | Governance and Building a Capable Institution | | | | | | | | |
|---|---|----------|---|------------------------|---|-----------------------|-----------------|-----------------|-----------------|
| Problem statement and root causes per KPA: | Instability within the organisation due to vacant critical position | | | | | | | | |
| One Plan Transformation Area | Good governance and financial management | | | | | | | | |
| 2019-24 MTSF Priority | | | | | | | | | |
| Municipal Priority | Institutional Transformation and Good Governance | | | | | | | | |
| Strategic objective | To provide effective administration support | | | | | | | | |
| Impact statement: | | | | | MTSF Target: | | | | |
| Outcome | Outcome indicator | Baseline | Situational analysis | 5 year IDP target | Intervention/ Programme | ANNUAL IMPLEMENTATION | | | |
| | | | | | | 2022/23 Outputs | 2023/24 Outputs | 2024/25 Outputs | 2025/26 Outputs |
| Improved Municipal capability | Top Management stability | 4 | <ul style="list-style-type: none"> Instability within the organisation High vacancy rate In ability to attract and retain scarce | 6 section 56 manager's | <ul style="list-style-type: none"> Filling of key critical positions Review staff establishment and | 3 | 2 | 0 | 0 |

| | | | | | | | | | | |
|-----------------------------------|---|------------|--|--------------------|---|-----------|-------------|-------------|-------------|-------------|
| | | | <p>and critical skills due to Grading of the Municipality</p> <ul style="list-style-type: none"> Inadequate implementation of PMS Framework | position be filled | <ul style="list-style-type: none"> Develop Retention Strategy Implement PMDS to all staff members Capacitate staff, Councillors and community Improve employer and employee relations | | | | | |
| Improved Municipal Administration | Improved Audit opinion | Disclaimer | <ul style="list-style-type: none"> Regressing Audit Outcome None implementation of consequence management <p>Unsatisfactory functionality of oversight committee</p> | Unqualified Audit | <ul style="list-style-type: none"> Develop Audit Action plan Implementation of consequence management Capacity building of Council Structures and other committees | Qualified | Unqualified | Unqualified | Unqualified | Unqualified |
| Improve Municipal Responsiveness | Percentage of ward committees that are functional | | <ul style="list-style-type: none"> Inadequate implementation of Public participation Strategy Lack of war rooms | 100% | <ul style="list-style-type: none"> Review and implement Public Participation Strategy Establishment of war room Capacity building of ward committees Review Public Participation | 100% | 100% | 100% | 100% | 100% |

| | | | | | | | | | |
|--|---|---|---|----|---|----|----|----|----|
| | | | | | <ul style="list-style-type: none"> Strategy Establishment of ward committees | | | | |
| | Protest incidents reported per _____ population | | <ul style="list-style-type: none"> Lack of information, spreading of fake news | | <ul style="list-style-type: none"> Review of Communication Strategy Develop Complaint management system | | | | |
| Improved Council functionality | Functionality of the section 79 and 80 Committees | 7 | <ul style="list-style-type: none"> Unsatisfactory functionality of oversight committee | 10 | <ul style="list-style-type: none"> Capacity building of section 79 and 80 committees | 10 | 10 | 10 | 10 |
| Zero tolerance of fraud and corruption | Number of fraud and corruption reported | | <ul style="list-style-type: none"> Inadequate implementation of consequence management | | <ul style="list-style-type: none"> Review fraud and corruption strategy Capacity building of Disciplinary board | | | | |

3.20 KPA 2: BASIC SERVICES AND INFRASTRUCTURE

| Municipal KPA | | Service Delivery and Infrastructure Development | | | | | | | | |
|---|---|--|---|--------------------------|---|------------------------------|------------------------|------------------------|------------------------|------------------------|
| Problem statement and root causes per KPA: | | | | | | | | | | |
| One Plan Transformation Area | | Integrated Service Provision Infrastructure Engineering | | | | | | | | |
| 2019-24 MTSF Priority | | | | | | | | | | |
| Municipal Priority | | Delivery of quality municipal services | | | | | | | | |
| | | To provide sustainable municipal services to all households by 2027 | | | | | | | | |
| Impact statement: Accessible services to communities | | | | | MTSF Target: 100% access to piped water, sanitation, electricity and 100% to weekly waste removal | | | | | |
| Outcome | Outcome indicator | Baseline | Situational analysis | 5 year IDP target | Intervention/ Programme | ANNUAL IMPLEMENTATION | | | | |
| | | | | | | 2022/23 Outputs | 2023/24 Outputs | 2024/25 Outputs | 2025/26 Outputs | 2026/27 Outputs |
| Provision of basic services | Improved access to piped water/ Number of household provided with piped water | (14 120 HH) 95% | <ul style="list-style-type: none"> Poor water quality aging infrastructure Asbestos/ steel pipes. Inconsistent water pressure | 14 877 (100%) | <ul style="list-style-type: none"> Cleaning of reservoirs/ treatment works Replace asbestos pipes Upgrading of the Water Treatment works Upgrading of pump station in Grootvlei & Greylingstad. | 15 000 (HH) | 15 200 (HH) | 15 400 (HH) | 15 600 (HH) | 15 800 (HH) |

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| | | | | | <ul style="list-style-type: none"> • Upgrading of water pump station in Zone 7. • Improve Blue Drop station. • Rehabilitation | | | | | |
| | Improved access to sanitation | (13 976 HH) 94% | <ul style="list-style-type: none"> • Sewer spillages • lack of water borne • WWTW reached capacity | 14 877 (100%) | <ul style="list-style-type: none"> • Upgrading of sewer pump station • Upgrading WWTW • Construction of sewer reticulation | 15 000 (HH) | 15 200 (HH) | 15 400 (HH) | 15 600 (HH) | 15 800 (HH) |
| | Improved access to electricity | (13 815 HH) 94%, | <ul style="list-style-type: none"> • Regular power cuts • poor maintenance • high Eskom debt • Illegal connections. • Aged infrastructure. • Theft and vandalism | 14 877 (100%) | <ul style="list-style-type: none"> • Disconnection of illegal connections • Install ring feeder in all connection points • Upgrading of Substations • Upgrading transformers • Fencing of electrical infrastructure | 15 000 (HH) | 15 200 (HH) | 15 400 (HH) | 15 600 (HH) | 15 800 (HH) |
| Improved roads Network | Km's of roads upgraded | 49km | <ul style="list-style-type: none"> • Old road infrastructure • lack and poor storm water control system | 104km | <ul style="list-style-type: none"> • Paving of roads • Improvement of storm water drainage system • Development of Storm water Management System • Patching of Potholes • Regravelling of roads | 3km | 3km | 3km | 3km | 3km |

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|-----------------------------|------------------------------------|----------------------|---|------------------|---|----------------|------------------|------------------|------------------|------------------|
| Provision of basic services | Increased access to Waste removal/ | (14 390 HH) 96,7% | <ul style="list-style-type: none"> • Old fleet always broken • Mushrooming of Illegal dumping sites • landfills not permitted • No recycling centre • Waste not sorted at source • Insufficient/ inefficient management of landfill sites • Lack of security | 15 390 (100%) | <ul style="list-style-type: none"> • Full implementation of weekly Waste removal schedule. • Procure Refuse removal Fleet. • Employ Waste removal employees • Implementation of IWMP • Establish Waste recycling centre • Conduct Awareness campaigns • Establishment of community Parks • Rehabilitation /Upgrading of Waste Disposal site • Procure Waste Management Fleet | 14 590 (HH) | 14 790 (100%) | 14 990 (100%) | 15 190 (100%) | 15 390 (100%) |
|-----------------------------|------------------------------------|----------------------|---|------------------|---|----------------|------------------|------------------|------------------|------------------|

3.21 KPA 3: LOCAL ECONOMIC DEVELOPMENT

| Municipal KPA | LOCAL AND ECONOMIC DEVELOPMENT | | | | | | | | | |
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| Problem statement and root causes per KPA: | Silos municipal planning and development contributing to non-alignment of planning priorities where the impacts are measured and evident due to distorted spatial patterns which has resulted into amplified vulnerability to an increased unemployment rate, poverty and inequality. | | | | | | | | | |
| One Plan Transformation Area | Economic Repositioning | | | | | | | | | |
| 2019-24 MTSF Priority | Economic Transformation and Job Creation | | | | | | | | | |
| Municipal Priority | LED and Job Creation | | | | | | | | | |
| Strategic objective | Increased implementation of Economic Growth and Development Plan | | | | | | | | | |
| Impact statement: Reduced unemployment and poverty | | | | | MTSF Target: | | | | | |
| Outcome | Outcome indicator | Baseline | Situational analysis | 5 year IDP target | Intervention/ Programme | ANNUAL IMPLEMENTATION | | | | |
| | | | | | | 2022/23 Outputs | 2023/24 Outputs | 2024/25 Outputs | 2025/26 Outputs | 2026/27 Outputs |
| Local economic growth | Reduction on unemployment | Outdated LED strategy | LED strategy needs to be reviewed | | Review and implement a LED Strategy | | | | | |
| Local economic growth | economic growth rate of < 3% and jobs created above 8000 | Low economic growth | Businesses were affected by COVID 19 measures resulting in job losses and declining businesses | <ul style="list-style-type: none"> 3% economic growth rate with 8000 jobs created | Adopt and implement Post Covid-19 Socio Economic Relief Measure and Recovery Policy | | | | | |

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| Local economic growth | Business licenses issued | Different business operating without municipal consent through licensing. | Business are unregulated with low compliance to business rights | | Adopt and implement Business License Policy | | | | | |
| Local economic growth | Regulated outdoor advertising in demarcated areas. Fee and fine structure in place. | Advertisements left for long periods, usage of municipal servitudes without municipal consent and illegal placement. | Lack of regulation of outdoor advertising and signs & lack of revenue generated from advertisement | 2 years | Adopt and implement OutdoorAdvertising Signage Policy | | | | | |

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| Municipal KPA | LOCAL AND ECONOMIC DEVELOPMENT | | | | | | | | | |
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| Problem statement and root causes per KPA: | Silos municipal planning and development contributing to non-alignment of planning priorities where the impacts are measured and evident due to distorted spatial patterns which has resulted into amplified vulnerability to an increased unemployment rate, poverty and inequality. | | | | | | | | | |
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| One Plan Transformation Area | Economic Repositioning | | | | | | | | | |
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| 2019-24 MTSF Priority | Economic Transformation and Job Creation | | | | | | | | | |
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| Municipal Priority | LED and Job Creation | | | | | | | | | |
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| Strategic objective | Increased implementation of Economic Growth and Development Plan | | | | | | | | | |
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| Impact statement: Reduced unemployment and poverty | | | | | MTSF Target: | | | | | |
| Outcome | Outcome indicator | Baseline | Situational | 5 year IDP | Intervention/ | ANNUAL IMPLEMENTATION | | | | |

| | | | analysis | target | Programme | 2022/23 Outputs | 2023/24 Outputs | 2024/25 Outputs | 2025/26 Outputs | 2026/27 Outputs |
|---|---|--|--|--------|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| Local economic growth | Effective Public-Private Partnerships through SLPs and CSIs to contribute to local economies | No Public private partnerships established | Sibanye Stillwater Mine does not have an approved SLP and CSIs with various stakeholders in the private sector is not in place | | Develop and Adopt a Municipal-Wide Public-Private Partnership : <ul style="list-style-type: none"> Develop and Adopt new Sibanye Stillwater & Sasol SLP Develop and Adopt CSI Programmes with private Sector | | | | | |
| Municipal KPA | LOCAL AND ECONOMIC DEVELOPMENT | | | | | | | | | |
| Problem statement and root causes per KPA: | Silos municipal planning and development contributing to non-alignment of planning priorities where the impacts are measured and evident due to distorted spatial patterns which has resulted into amplified vulnerability to an increased unemployment rate, poverty and inequality. | | | | | | | | | |
| One Plan Transformation Area | Economic Repositioning | | | | | | | | | |
| 2019-24 MTSF Priority | Economic Transformation and Job Creation | | | | | | | | | |
| Municipal Priority | LED and Job Creation | | | | | | | | | |
| Strategic objective | Increased implementation of Economic Growth and Development Plan | | | | | | | | | |

| Impact statement: Reduced unemployment and poverty | | | | MTSF Target: | | | | | | | | |
|--|--|---|--|-------------------|--|-----------------------|-----------------|-----------------|-----------------|-----------------|--|--|
| Outcome | Outcome indicator | Baseline | Situational analysis | 5 year IDP target | Intervention/ Programme | ANNUAL IMPLEMENTATION | | | | | | |
| | | | | | | 2022/23 Outputs | 2023/24 Outputs | 2024/25 Outputs | 2025/26 Outputs | 2026/27 Outputs | | |
| Improved local economy | Fully constructed and developed retail node | Rezoned Erf 1835 to business is approved, and Council approved leasing of land to developers. | Concentration of retails are in Balfour CBD contributing to congestion | 2 years | Accelerate the establishment of a new retail node on Erf 1835 | | | | | | | |
| Improved local economy | Access to land for business development | Slow release of strategic located land for economic development | There are more land requests from SMMEs than there is suitable land available. | 2024/25 | Release municipal land to support local SMME development & expansion | | | | | | | |
| Improved local economy | <ul style="list-style-type: none"> Established and developed tourism sector through tourism infrastructure and tourism operators Tourism programmes in place | Unrealised and under developed tourism potential | DLM tourism sector is under developed | | Tourism Sector Development (Package Tourism Products, Develop Tourism Infrastructure, Training programmes for Tourism operators) | | | | | | | |
| Municipal KPA | LOCAL AND ECONOMIC DEVELOPMENT | | | | | | | | | | | |
| Problem statement and root causes per KPA: | Silos municipal planning and development contributing to non-alignment of planning priorities where the impacts are measured and evident due to distorted spatial patterns which has resulted into amplified vulnerability to an increased unemployment rate, poverty and inequality. | | | | | | | | | | | |

| One Plan Transformation Area | Economic Repositioning | | | | | | | | | |
|---|---|---|---|--------------------------|--|------------------------------|------------------------|------------------------|------------------------|------------------------|
| 2019-24 MTSF Priority | Economic Transformation and Job Creation | | | | | | | | | |
| Municipal Priority | LED and Job Creation | | | | | | | | | |
| Strategic objective | Increased implementation of Economic Growth and Development Plan | | | | | | | | | |
| Impact statement: Reduced unemployment and poverty | | | | | MTSF Target: | | | | | |
| Outcome | Outcome indicator | Baseline | Situational analysis | 5 year IDP target | Intervention/ Programme | ANNUAL IMPLEMENTATION | | | | |
| | | | | | | 2022/23 Outputs | 2023/24 Outputs | 2024/25 Outputs | 2025/26 Outputs | 2026/27 Outputs |
| Local Economy growth | Access to space (economic hubs) Programmes | | High rate of interest by Township SMMEs to participate in the economy with little structures in place through provision of space and support from economic programmes | | Township Economic Development (Small retail, market access & services originated in townships) | | | | | |
| Grow the local economy | 100 % compliance | Unregulated business or outdates licenses | Non-compliance of business licenses/rights | 100% | Conduct Quarterly Business Compliance Inspections | | | | | |
| Grow the local economy | | | | | Convening Quarterly LED | | | | | |

| | | | | | Forums | | | | | |
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| Municipal KPA | LOCAL AND ECONOMIC DEVELOPMENT | | | | | | | | | |
| Problem statement and root causes per KPA: | Silos municipal planning and development contributing to non-alignment of planning priorities where the impacts are measured and evident due to distorted spatial patterns which has resulted into amplified vulnerability to an increased unemployment rate, poverty and inequality. | | | | | | | | | |
| One Plan Transformation Area | Economic Repositioning | | | | | | | | | |
| 2019-24 MTSF Priority | Economic Transformation and Job Creation | | | | | | | | | |
| Municipal Priority | LED and Job Creation | | | | | | | | | |
| Strategic objective | Increased implementation of Economic Growth and Development Plan | | | | | | | | | |
| Impact statement: Reduced unemployment and poverty | | | | | MTSF Target: | | | | | |
| Outcome | Outcome indicator | Baseline | Situational analysis | 5 year IDP target | Intervention/ Programme | ANNUAL IMPLEMENTATION | | | | |
| | | | | | | 2022/23 Outputs | 2023/24 Outputs | 2024/25 Outputs | 2025/26 Outputs | 2026/27 Outputs |
| Grow the local economy | | | | | Implementation of 30% set-aside Preferential | | | | | |

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| | | | | | Procurement Regulation | | | | | |
| Grow the local economy | | | High Poverty Levels, Low skills base and high unemployment rates | | Implementation of Poverty Alleviation Programmes (EPWP) | | | | | |
| Grow the local economy | | | | | Re-purposing of the Grootvlei Coal Power Station – to a Green Energy Plant | | | | | |

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| Municipal KPA | LOCAL AND ECONOMIC DEVELOPMENT | | | | | | | | | |
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| Problem statement and root causes per KPA: | Silos municipal planning and development contributing to non-alignment of planning priorities where the impacts are measured and evident due to distorted spatial patterns which has resulted into amplified vulnerability to an increased unemployment rate, poverty and inequality. | | | | | | | | | |
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| One Plan Transformation Area | Economic Repositioning | | | | | | | | | |
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| 2019-24 MTSF Priority | Economic Transformation and Job Creation | | | | | | | | | |
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| Municipal Priority | LED and Job Creation | | | | | | | | | |
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| Strategic objective | Increased implementation of Economic Growth and Development Plan | | | | | | | | | |
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| Impact statement: Reduced unemployment and poverty | | | | | MTSF Target: | | | | | |
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| Outcome | Outcome indicator | Baseline | Situational analysis | 5 year IDP target | Intervention/ Programme | ANNUAL IMPLEMENTATION | | | | |
|---------|-------------------|----------|----------------------|-------------------|-------------------------|-----------------------|-----------------|-----------------|-----------------|-----------------|
| | | | | | | 2022/23 Outputs | 2023/24 Outputs | 2024/25 Outputs | 2025/26 Outputs | 2026/27 Outputs |
| | | | | | Skills development | | | | | |

| | | | | | and capacity building from learnership programmes to feed into economy (i.e. New Hospital, TVET, Mines) | | | | | |
|---|---|----------|----------------------|-------------------|---|-----------------------|-----------------|-----------------|-----------------|-----------------|
| Municipal KPA | LOCAL AND ECONOMIC DEVELOPMENT | | | | | | | | | |
| Problem statement and root causes per KPA: | Silos municipal planning and development contributing to non-alignment of planning priorities where the impacts are measured and evident due to distorted spatial patterns which has resulted into amplified vulnerability to an increased unemployment rate, poverty and inequality. | | | | | | | | | |
| One Plan Transformation Area | Economic Repositioning | | | | | | | | | |
| 2019-24 MTSF Priority | Economic Transformation and Job Creation | | | | | | | | | |
| Municipal Priority | LED and Job Creation | | | | | | | | | |
| Strategic objective | Increased implementation of Economic Growth and Development Plan | | | | | | | | | |
| Impact statement: Reduced unemployment and poverty | | | | | MTSF Target: | | | | | |
| Outcome | Outcome indicator | Baseline | Situational analysis | 5 year IDP target | Intervention/ Programme | ANNUAL IMPLEMENTATION | | | | |
| | | | | | | 2022/23 Outputs | 2023/24 Outputs | 2024/25 Outputs | 2025/26 Outputs | 2026/27 Outputs |
| | | | | | Review of CRDP in rural areas | | | | | |
| | | | | | Up-skilling of small-holder farmers | | | | | |

3.22 KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

| Municipal KPA | FINANCIAL VIABILITY AND MANAGEMENT | | | | | | | | | |
|--|---|-----------------|-----------------------------|---|--------------------------------|------------------------------|----------------|----------------|----------------|----------------|
| Problem statement and root causes per KPA: | Unable to collect all the monies owed to the municipality which results in improper cash management | | | | | | | | | |
| One Plan Transformation Area | | | | | | | | | | |
| 2019-24 MTSF Priority | | | | | | | | | | |
| Municipal Priority | Enhancement of revenue collection | | | | | | | | | |
| Strategic objective | To improve financial viability and financial performance | | | | | | | | | |
| Impact statement: FINANCIALLY VIABLE MUNICIPALITY | | | | MTSF Target: IMPROVE RVENUE COLLECTION RATE TO 96% | | | | | | |
| Outcome | Outcome indicator | Baseline | Situational analysis | 5-year IDP target | Intervention/ Programme | ANNUAL IMPLEMENTATION | | | | |
| | | | | | | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |
| | | | | | | Outputs | Outputs | Outputs | Outputs | Outputs |
| Financially viable | Improved revenue | 47% Current | Only 60% of household | 96% collection | Revenue | 55% | 65% | 75% | 85% | 96% |

| | | | | | | | | | | |
|--------------|--|-----------------|---|--|---|-----|-----|-----|-----|------|
| municipality | collection | collection rate | meters are read. indigent register not updated, high rate of unemployment | rate | management Fully implementation of credit control Data Integrity – widespread data cleansing Control departmental expenditure and overtime | | | | | |
| | Reduced fruitless and wasteful expenditure | R 4 127 599.72 | Fruitless and wasteful expenditure are incurred on a monthly | R0.00 fruitless and wasteful expenditure | <i>Expenditure management</i> Payment of | 40% | 60% | 80% | 90% | 100% |

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| | | | basis | | creditors within 30 days of receipt of invoice Strict adherence to Treasury cost curtailment circular | | | | | |
| | Funded budget | Unfunded budget | Revenue collected is less than the budgeted expenditure, which then results in a budget that has a deficit. | Funded budget and improved service delivery | Budget management – <i>Full implementation of the budget funding tool</i> <i>Implementation of the approved FRP</i> | Funded budget |
| | Reduction on irregular expenditures | (4 547 741) irregular expenditure has been | The municipality is having a challenge in | R0.00 irregular expenditure | Supply Chain Management – | R0.00 | R0.00 | R0.00 | R0.00 | R0.00 |

| | | | | | | | | | | |
|--|---------------------------|------------------------------------|---|----------------------|--|-------------------------|---------------------------|---------------------------|----------------------|-------------------|
| | | incurred in 2020/21 financial year | complying with Supply Chain Management regulations and policy which also have a negative impact on the audit outcome as it attracts irregular expenditure | | Correct Implementation supply chain management policy, regulation and other applicable laws Adherence to the developed deviations checklist | | | | | |
| | Unqualified audit opinion | Disclaimer audit outcome | 2016/17- Unqualified 2017/18- Qualified 2018/19 Disclaimer 2019/20 Disclaimer 2020/21 | Clean administration | Reporting Post audit action plan Weekly review and monitoring of the action | Qualified Audit Opinion | Unqualified Audit opinion | Unqualified Audit opinion | Clean administration | Clean administrat |

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| | | | Disclaimer | | plan | | | | | |
| | | | | | Monitoring of internal controls on risk areas | | | | | |

3.23 KPA 6: SPATIAL RATIONAL

| Municipal KPA | SPATIAL RATIONALE | | | | | | | | | |
|---|---|--|---|-------------------|--|-----------------------|-----------------|-----------------|-----------------|-----------------|
| Problem statement and root causes per KPA: | Silos municipal planning and development contributing to non-alignment of planning priorities where the impacts are measured and evident due to distorted spatial patterns which has resulted into amplified vulnerability to an increased unemployment rate, poverty and inequality. | | | | | | | | | |
| One Plan Transformation Area | Spatial Restructuring and Environmental Protection | | | | | | | | | |
| 2019-24 MTSF Priority | Spatial Integration, Human Settlement and local government | | | | | | | | | |
| Municipal Priority | Basic Service Delivery | | | | | | | | | |
| Strategic objective | Improved quality of life of residents | | | | | | | | | |
| Impact statement: Reduced unemployment and poverty | | | | | MTSF Target: | | | | | |
| Outcome | Outcome indicator | Baseline | Situational analysis | 5 year IDP target | Intervention/ Programme | ANNUAL IMPLEMENTATION | | | | |
| | | | | | | 2022/23 Outputs | 2023/24 Outputs | 2024/25 Outputs | 2025/26 Outputs | 2026/27 Outputs |
| Land Acquired for integrated human settlement | Acquired land for the purposes of integrated human settlement | Delayed land swap transaction in Nthoroane Ext 2 | Informal development on Sizanani CPA owned land since 2005. Land swap has since then been pending | 1 year | Acquisition of land parcel for sustainable housing development | | | | | |

| Municipal KPA | SPATIAL RATIONALE | | | | | | | | | |
|---|---|---|---|-------------------|--|-----------------------|-----------------|-----------------|-----------------|-----------------|
| Problem statement and root causes per KPA: | Silos municipal planning and development contributing to non-alignment of planning priorities where the impacts are measured and evident due to distorted spatial patterns which has resulted into amplified vulnerability to an increased unemployment rate, poverty and inequality. | | | | | | | | | |
| One Plan Transformation Area | Spatial Restructuring and Environmental Protection | | | | | | | | | |
| 2019-24 MTSF Priority | Spatial Integration, Human Settlement and local government | | | | | | | | | |
| Municipal Priority | Basic Service Delivery | | | | | | | | | |
| Strategic objective | Improved quality of life of residents | | | | | | | | | |
| Impact statement: Reduced unemployment and poverty | | | | | MTSF Target: | | | | | |
| Outcome | Outcome indicator | Baseline | Situational analysis | 5 year IDP target | Intervention/ Programme | ANNUAL IMPLEMENTATION | | | | |
| | | | | | | 2022/23 Outputs | 2023/24 Outputs | 2024/25 Outputs | 2025/26 Outputs | 2026/27 Outputs |
| Developed Integrated human settlements | Developed Integrated Human Settlements | Township applications are at various stages | Acquired greenfields for the municipality for the purpose of integrated human settlements | 2 years | Accelerate township establishment projects | | | | | |

| Municipal KPA | SPATIAL RATIONALE | | | | | | | | | |
|---|---|--|--|-------------------|--|-----------------------|-----------------|-----------------|-----------------|-----------------|
| Problem statement and root causes per KPA: | Silos municipal planning and development contributing to non-alignment of planning priorities where the impacts are measured and evident due to distorted spatial patterns which has resulted into amplified vulnerability to an increased unemployment rate, poverty and inequality. | | | | | | | | | |
| One Plan Transformation Area | Spatial Restructuring and Environmental Protection | | | | | | | | | |
| 2019-24 MTSF Priority | Spatial Integration, Human Settlement and local government | | | | | | | | | |
| Municipal Priority | Basic Service Delivery | | | | | | | | | |
| Strategic objective | Improved quality of life of residents | | | | | | | | | |
| Impact statement: Reduced unemployment and poverty | | | | | MTSF Target: | | | | | |
| Outcome | Outcome indicator | Baseline | Situational analysis | 5 year IDP target | Intervention/ Programme | ANNUAL IMPLEMENTATION | | | | |
| | | | | | | 2022/23 Outputs | 2023/24 Outputs | 2024/25 Outputs | 2025/26 Outputs | 2026/27 Outputs |
| 500 RDP housing units completed in Ridgeview | 500 Top structures completed in Ridgeview | | Current beneficiaries of subsidized housing still in informal settlements/backyard dwelling in various wards | 2022/23 | Accelerate the completion of 500 units in Ridgeview | | | | | |
| Established cemeteries | Established sites for cemeteries in Nthoroane and Balfour | Cemetery in Nthoroane is at full capacity, cemetery in Balfour is almost at full | Shortage of Cemeteries / Burial space | 1 year | Identification & development of new cemeteries (Nthoroane & Balfour) | | | | | |

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| | | capacity | | | | | | | | |
| Municipal KPA | SPATIAL RATIONALE | | | | | | | | | |
| Problem statement and root causes per KPA: | Silos municipal planning and development contributing to non-alignment of planning priorities where the impacts are measured and evident due to distorted spatial patterns which has resulted into amplified vulnerability to an increased unemployment rate, poverty and inequality. | | | | | | | | | |
| One Plan Transformation Area | Spatial Restructuring and Environmental Protection | | | | | | | | | |
| 2019-24 MTSF Priority | Spatial Integration, Human Settlement and local government | | | | | | | | | |
| Municipal Priority | Basic Service Delivery | | | | | | | | | |
| Strategic objective | Improved quality of life of residents | | | | | | | | | |
| Impact statement: Reduced unemployment and poverty | | | | | MTSF Target: | | | | | |
| Formalised settlements as per NUSP categorisation | Formalised informal settlements | Final NUSP report has since been reported to Council and request for upgrading of informal areas as per their categorisation has since been submitted to Human Settlements | Illegal Developments mushrooming in various wards | 2 years | Formalisation of informal settlements (as per NUSP Programme) | | | | | |

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|---|---|------------------------|---|-----------|--|--|--|--|--|--|
| | | Department | | | | | | | | |
| Municipal KPA | SPATIAL RATIONALE | | | | | | | | | |
| Problem statement and root causes per KPA: | Silos municipal planning and development contributing to non-alignment of planning priorities where the impacts are measured and evident due to distorted spatial patterns which has resulted into amplified vulnerability to an increased unemployment rate, poverty and inequality. | | | | | | | | | |
| One Plan Transformation Area | Spatial Restructuring and Environmental Protection | | | | | | | | | |
| 2019-24 MTSF Priority | Spatial Integration, Human Settlement and local government | | | | | | | | | |
| Municipal Priority | Basic Service Delivery | | | | | | | | | |
| Strategic objective | Improved quality of life of residents | | | | | | | | | |
| Impact statement: Reduced unemployment and poverty | | | | | MTSF Target: | | | | | |
| Subsidised housing | Subsidised housing | Backyard dwellers | Backlog of housing needs as per NHNR report | 5 years | Backlog of housing needs | | | | | |
| Protected environmental areas | Protected environmental areas | | Unprotected environmentally sensitive areas | | Urban greening programmes on POS & biodiversity land | | | | | |
| Integrated GIS-based land audit | Updated municipal property information linked to billing system | Gaps in valuation roll | Gaps in valuation roll | 18 months | Conduct a GIS-Based comprehensive | | | | | |

| | | | | | | | | | | |
|---|---|--|--|--|--|--|--|--|--|--|
| system | | | | | land audit study (linked to valuation roll and billing system) | | | | | |
| Municipal KPA | SPATIAL RATIONALE | | | | | | | | | |
| Problem statement and root causes per KPA: | Silos municipal planning and development contributing to non-alignment of planning priorities where the impacts are measured and evident due to distorted spatial patterns which has resulted into amplified vulnerability to an increased unemployment rate, poverty and inequality. | | | | | | | | | |
| One Plan Transformation Area | Spatial Restructuring and Environmental Protection | | | | | | | | | |
| 2019-24 MTSF Priority | Spatial Integration, Human Settlement and local government | | | | | | | | | |
| Municipal Priority | Basic Service Delivery | | | | | | | | | |
| Strategic objective | Improved quality of life of residents | | | | | | | | | |
| Impact statement: Reduced unemployment and poverty | | | | | MTSF Target: | | | | | |
| | | | | | Development of Precinct Plans / Nodal Plans | | | | | |
| Procured GIS software licenses | Operational GIS software license, | | No GIS software and insufficient hardware. Shared GIS services with GSDM | | Procurement of GIS software licenses and hardware | | | | | |

| | | | | | | | | | | |
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| and hardware | | | limited to ArcGIS Online. | | | | | | | |
| Uploaded applications on e-PGLUM portal | <ul style="list-style-type: none"> Faster circulation times, proper tracking of applications, reduced chances of damage and applications stored on the cloud | e-PGLUM available through COGTA but not accessed by the /municipality | Poor filing system for land development applications. Poor tracking of application time lines, circulation of hard copy applications that may be lost or damaged | | Migrate land development applications to e-PGLUM portal | | | | | |
| Municipal KPA | SPATIAL RATIONALE | | | | | | | | | |
| Problem statement and root causes per KPA: | Silos municipal planning and development contributing to non-alignment of planning priorities where the impacts are measured and evident due to distorted spatial patterns which has resulted into amplified vulnerability to an increased unemployment rate, poverty and inequality. | | | | | | | | | |
| One Plan Transformation Area | Spatial Restructuring and Environmental Protection | | | | | | | | | |
| 2019-24 MTSF Priority | Spatial Integration, Human Settlement and local government | | | | | | | | | |
| Municipal Priority | Basic Service Delivery | | | | | | | | | |
| Strategic objective | Improved quality of life of residents | | | | | | | | | |
| Impact statement: Reduced unemployment and poverty | | | | | MTSF Target: | | | | | |
| | | | | | Reclaiming of undeveloped and vacant urban land for re-purposing | | | | | |

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| | | | | | | | | | | |
| | | | | | Develop and adopt an environmental management framework / Strategy | | | | | |
| | | | | | Renewal of CRDP in rural areas | | | | | |

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 quo | Challenges |
|--|---|---|
| Policy on Standing Orders of Council | | |
| Spatial Development Framework | SDF approved in 2020 in respect of SPLUMA 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) | None |
| 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 by | |

| | | |
|---|---|---|
| | special council on 31 May 2021 under item C122/05/2021 | |
| 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 Constrain |
| 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 | Not in place | Budget constraint to develop |

| | | |
|--|---|--|
| Plan | | 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 | Not in Place | |
| 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 | Adopted by Council on the 30 th | |

| | | |
|---|--|--|
| and Plan | 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 31 st May 2021, Item C120/05/21 | |
| Community Participation Strategy | Not in place | |
| Supply Chain Management | Adopted by Council on the 31 st May 2021, Item C118/05/21 | |
| Budget Policy | Adopted by Council on the 31 st May 2021, Item C118/05/21 | |
| Credit Control Policy and Debt Collection Policy | Adopted by Council on the 31 st May 2021, Item C118/05/21 | |
| Indigent Policy | Adopted by Council on the 31 st May 2021, Item C118/05/21 | |
| Tariffs Policy | Adopted by Council on the 31 st May 2021, Item C118/05/21 | |
| Property Rates Policy | Adopted by Council on the 31 st | |

| | | |
|---------------------------------------|---|--|
| | May 2021, Item C118/05/21 | |
| Asset Management Policy | Adopted by Council on the 31 st May 2021, Item C118/05/21 | |
| Provision for Bad Debts Policy | Adopted by Council on the 31 st May 2021, Item C118/05/21 | |
| Cash Management policy | Adopted by Council on the 31 st May 2021, Item C118/05/21 | |
| Risk Management policy | Adopted by Council on the 30 th May 2019, Item C141/05/19 | |

3.21 MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING)

Service Delivery, Infrastructure Development, Community Service and Public Safety

| MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING) | | | | |
|--|---|--|--|---|
| INTERNAL AND EXTERNAL ANALYSIS | STRENGTHS | WEAKNESSES | OPPORTUNITIES | THREATS |
| POLITICAL | | | | |
| ECONOMIC | <ul style="list-style-type: none"> Geographic location: economic opportunity - Corridor (Gauteng, FS/ N3/R23) | | <ul style="list-style-type: none"> Investment opportunity due availability of bulk service | <ul style="list-style-type: none"> De-investment as result of unreliable provision of services |
| SOCIAL | | | | <ul style="list-style-type: none"> Community protests due to insufficient provision of services |
| TECHNOLOGICAL | <ul style="list-style-type: none"> Population growth Good capacity of water raw source Opportunity | <ul style="list-style-type: none"> No alternative energy source for infrastructure municipality Aging infrastructure | <ul style="list-style-type: none"> Currently bulk infrastructure development projects and funding Residents water supply | <ul style="list-style-type: none"> Insufficient personnel to do maintenance Theft and vandalism |

| | | | | |
|--|---|--|--|--|
| | <p>for development</p> <ul style="list-style-type: none"> • Supply in all area • Average 90% of population are provided | <ul style="list-style-type: none"> • Lack of skills development amongst team (capacity) • Insufficient revenue collection • Insufficient metering of services • Lack and Aging municipal fleet • Trucking of water of water • Insufficient water supply to infrastructure in Farm area • Lack of development of by-laws • Sector plans reviewal • Reviewal of Master Plans (WSDP/CIP etc.) • Unfenced municipal infrastructure • High water & Electricity | | |
|--|---|--|--|--|

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|-----------------------|--|---|--|--|
| | | losses | | |
| LEGAL | | <ul style="list-style-type: none"> • Illegal dumping site Enforcement /Lack of implementation of by-laws (Electricity & water) | | <ul style="list-style-type: none"> • Litigation |
| ENVIRONMEN TAL | | <ul style="list-style-type: none"> • Waste Water Treatment works plants not operated 24hours a day. | | <ul style="list-style-type: none"> • Climate change - due to lack of monitoring of air quality in DLM |

Governance and Building a Capable Institution

| MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING) | | | | |
|--|--|---|--|--|
| INTERNAL AND EXTERNAL ANALYSIS | STRENGTHS | WEAKNESSES | OPPORTUNITIES | THREATS |
| POLITICAL | <ul style="list-style-type: none"> ➤ Functional Council and Mayoral | <ul style="list-style-type: none"> ➤ Instability within the administration ➤ In ability to attract and retain scarce and critical skills due to Grading of the Municipality | <ul style="list-style-type: none"> ➤ Change in political dynamics | <ul style="list-style-type: none"> ➤ Community unrest |

| | | | | |
|---------------|--|---|---|--|
| | | <ul style="list-style-type: none"> ➤ In adequate implementation of Public participation Strategy ➤ Lack of war rooms | | |
| ECONOMIC | <ul style="list-style-type: none"> ➤ Untapped Mineral resources | <ul style="list-style-type: none"> ➤ High level of unemployment ➤ High Vacancy rate | <ul style="list-style-type: none"> ➤ Future exploration of mines | <ul style="list-style-type: none"> ➤ Slow economy |
| SOCIAL | | <ul style="list-style-type: none"> ➤ Gender based violence ➤ High substance abuse | <ul style="list-style-type: none"> ➤ High number of populations | |
| TECHNOLOGICAL | | <ul style="list-style-type: none"> ➤ Lack of integrated ICT System ➤ Lack of Digital Infrastructure | <ul style="list-style-type: none"> ➤ Tapping into 4IR | <ul style="list-style-type: none"> ➤ Cyber-attacks/Security information ➤ Lack of information, spreading of fake news ➤ Institutional memory loss |
| LEGAL | <ul style="list-style-type: none"> ➤ Functional Internal Audit Unit | <ul style="list-style-type: none"> ➤ None compliance ➤ Inadequate implementation of By laws ➤ Regression Audit outcome ➤ Inadequate implementation of consequence | | High volume of litigation |

| | | | | |
|---------------|--|---|--|----------------|
| | | <ul style="list-style-type: none"> ➤ management ➤ Unsatisfactory functionality of oversight committee | | |
| ENVIRONMENTAL | | | | Climate change |

FINANCIAL VIABILITY AND MANAGEMENT

| MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING) | | | | |
|---|--|--|-----------------------------------|--|
| INTERNAL AND EXTERNAL ANALYSIS | STRENGTHS | WEAKNESSES | OPPORTUNITIES | THREATS |
| POLITICAL | | | | |
| ECONOMIC | Control over expenditure Agricultural hub | <ul style="list-style-type: none"> ➤ Ineffective implementation of credit control policy ➤ Lack assets management unit | Cost on saving on consultant fees | <ul style="list-style-type: none"> ➤ Possible closure of main industrial such as mines and Eskom ➤ Slow or economic growth and fiscal fluctuation ➤ Infrastructure planning and maintenance by municipality ➤ High and growing unemployment rate |
| SOCIAL | | Failure to register all deserving indigents | | <ul style="list-style-type: none"> ➤ High and growing |

| | | | | |
|---------------|---|------------------------------|--|--|
| | | | | unemployment rate ➤ Land evasion and immigrants |
| TECHNOLOGICAL | Mscosa compliant | | | |
| LEGAL | <ul style="list-style-type: none"> ➤ SCM linked to CSD & MSCOA ➤ GRAP compliant assets register | Unfavourable revenue streams | | |
| ENVIRONMENTAL | Application for Grants | | Solar energy to reduce electricity usage | |

LOCAL ECONOMIC DEVELOPMENT

| MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING) | | | | |
|---|---|--|--|---|
| INTERNAL AND EXTERNAL ANALYSIS | STRENGTHS | WEAKNESSES | OPPORTUNITIES | THREATS |
| POLITICAL | <ul style="list-style-type: none"> • Tolerance between different political parties; • Political leadership responsive on economic prosperity of DLM through local forums; • Strong stakeholder | <ul style="list-style-type: none"> • Lack of coordination in implementing the policies and strategies • Capacitation of union leaders and other stakeholders | <ul style="list-style-type: none"> • Community Participation; • Political support and intervention on programmes and initiatives to accelerate service delivery; | <ul style="list-style-type: none"> • Intimidation and confrontation by community structures; • Infighting between various business chambers; • High vacancy rate within municipal strategic positions; |

| MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING) | | | | |
|--|--|--|---|--|
| INTERNAL AND EXTERNAL ANALYSIS | STRENGTHS | WEAKNESSES | OPPORTUNITIES | THREATS |
| | relations and engagements. | | | <ul style="list-style-type: none"> • Aging and Infrastructure • Inadequate provision of tertiary institution/skills development facilities |
| ECONOMIC | <ul style="list-style-type: none"> • High job creation in the informal sector; • Potential to grow agro-processing sector and secondary economy; • New business models through 4IR; • Skills development in line with 4IR; • Cooperation amongst economic partners; • Effective education system to stimulate economic growth; | <ul style="list-style-type: none"> • Outdated Local Economic development Strategy to steer coordinated development • Lack of diversified | <ul style="list-style-type: none"> • Broad revenue base Diversification of local economy • Identification of corridors along R23 and N3(Industrial Corridor) • Functional LEDF • Tapping on Social and labour Plans & Corporate Social responsibility | <ul style="list-style-type: none"> • High economic inequality; • Negative economic growth; • High job losses; • High cost inputs (water, electricity) to conduct business; • Unreliable municipal services (electricity & water); • Insufficient budget allocation; • Decline in investor confidence; • Lack of Shopping facilities; |

| MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING) | | | | |
|--|--|---|--|--|
| INTERNAL AND EXTERNAL ANALYSIS | STRENGTHS | WEAKNESSES | OPPORTUNITIES | THREATS |
| | <ul style="list-style-type: none"> • Availability of serviced vacant land | | | |
| SOCIAL | <ul style="list-style-type: none"> • | <ul style="list-style-type: none"> • | <ul style="list-style-type: none"> • Availability of labour force; • Improved literacy rate; • Increased access to basic services | <ul style="list-style-type: none"> • High unemployment rate amongst youth; • Fast growing population and high influx of illegal immigrants; • Social pandemic (Covid-19); • High tendency to land invasion |
| TECHNOLOGICAL | <ul style="list-style-type: none"> • New education system in line with 4IR; • Improved computer literacy | <ul style="list-style-type: none"> • High cost of data to accessing web-based technology and information | <ul style="list-style-type: none"> • Technologically advanced young population that is familiar with 4th IR | <ul style="list-style-type: none"> • Inadequate digital infrastructure; • High data costs; |
| LEGAL | | <ul style="list-style-type: none"> • Lack of enforcement of bylaws legislation | | <ul style="list-style-type: none"> • Land locked (private ownership of land) limiting access to land for development |
| ENVIRONMENTAL | | | <ul style="list-style-type: none"> • Strategic location of the municipality | <ul style="list-style-type: none"> • High carbon emission from |

| MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING) | | | | |
|--|------------------|-------------------|----------------------|---|
| INTERNAL AND EXTERNAL ANALYSIS | STRENGTHS | WEAKNESSES | OPPORTUNITIES | THREATS |
| | | | | fossil fuel energy (coal); <ul style="list-style-type: none"> • Global warming and adverse weather conditions; |

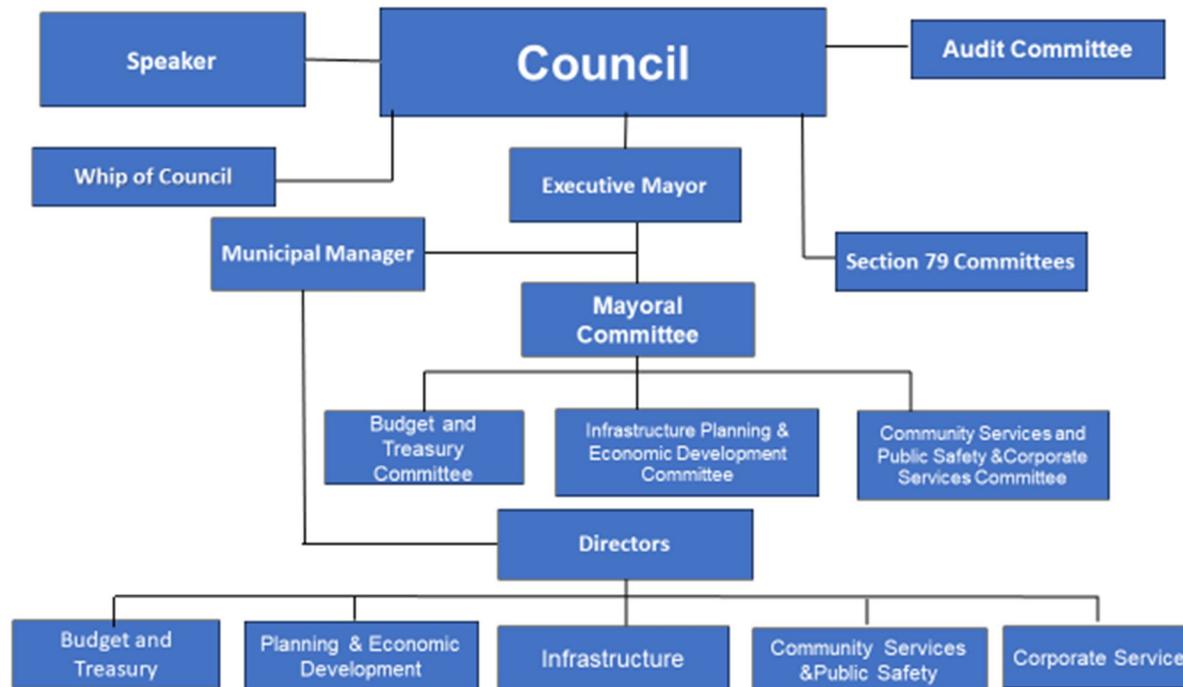
SPATIAL RATIONALE

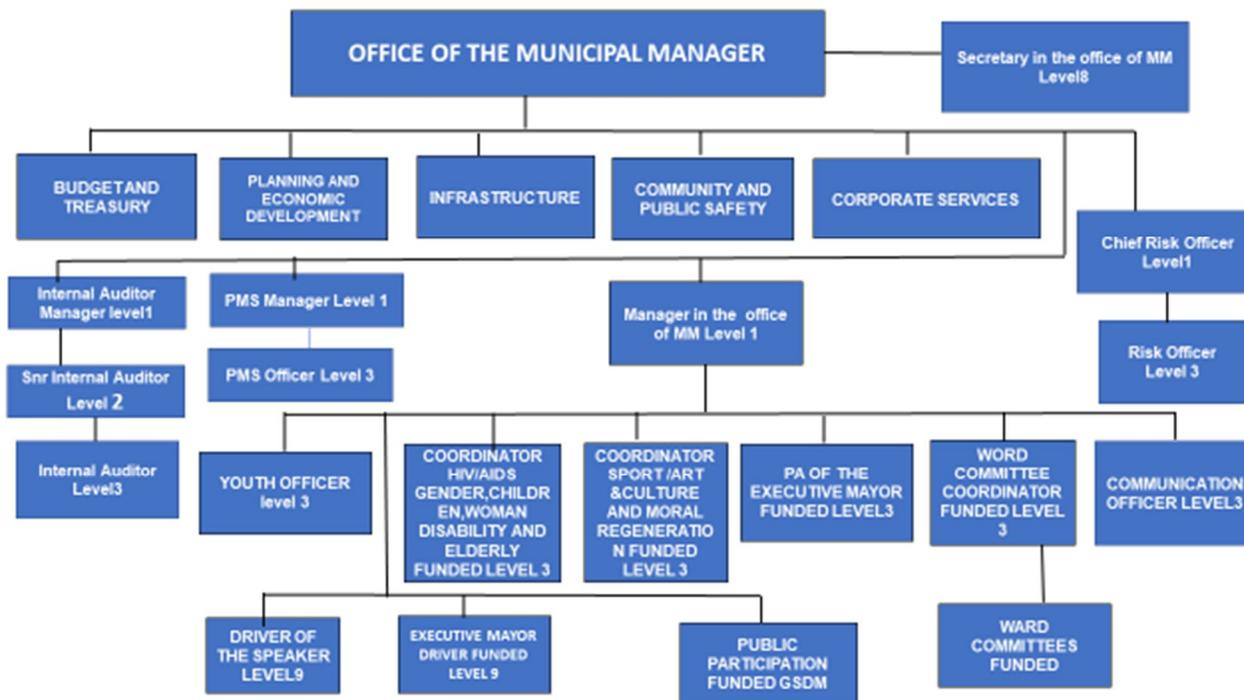
| MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING) | | | | |
|--|---|--|---|---|
| INTERNAL AND EXTERNAL ANALYSIS | STRENGTHS | WEAKNESSES | OPPORTUNITIES | THREATS |
| POLITICAL | <ul style="list-style-type: none"> • Strong stakeholders relation • | <ul style="list-style-type: none"> • Lack of coordination in implementing the policies and strategies • Capacitation of union leaders and other stakeholders | <ul style="list-style-type: none"> • Community Participation • Political support and intervention on programmes and initiatives to accelerate service delivery • | <ul style="list-style-type: none"> • Political instability • Lack of buy-in into tenure upgrading • Desperation through invasion of land |

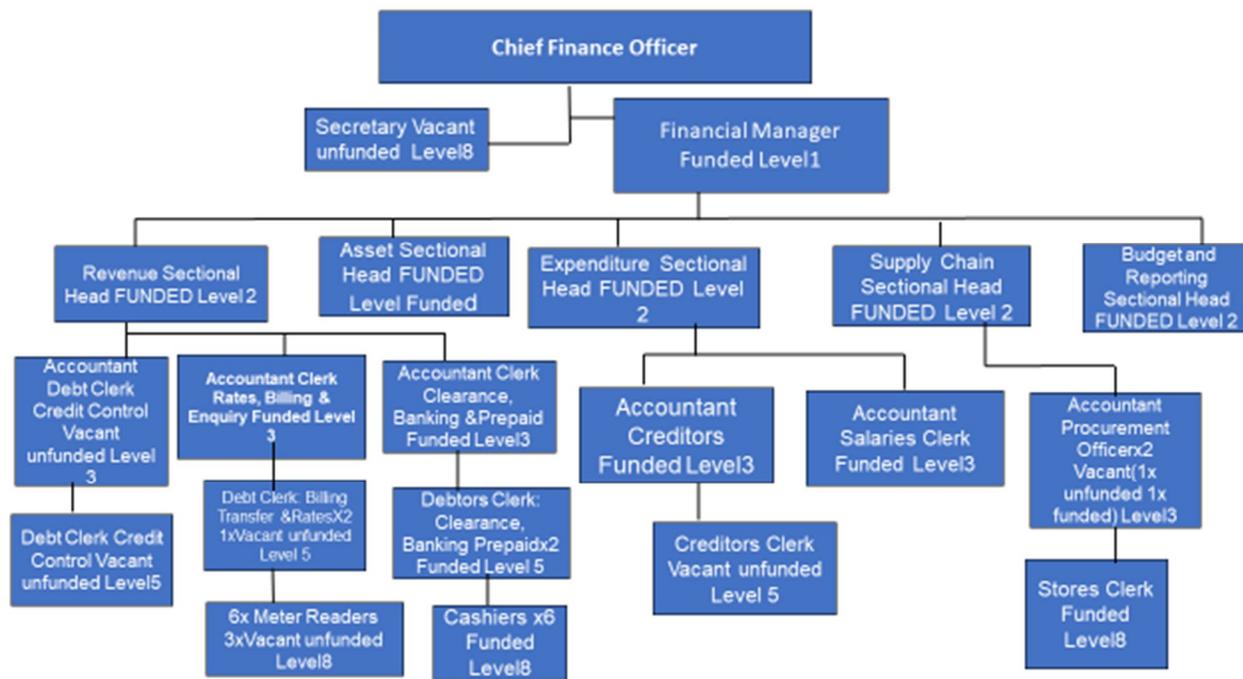
| | | | | |
|----------------------|---|---|--|---|
| ECONOMIC | | | <ul style="list-style-type: none"> Densification and contentment of development | |
| SOCIAL | <ul style="list-style-type: none"> Land identified for future integrated human settlements | | | <ul style="list-style-type: none"> High levels of immigration |
| TECHNOLOGICAL | <ul style="list-style-type: none"> Low IT support staff for maintenance of GIS systems | | <ul style="list-style-type: none"> Regularly updated Municipal website | <p>Unavailable use of GIS system</p> <ul style="list-style-type: none"> Ineffective use of E-PGlums Non-integration of systems (billing system, valuation roll, infrastructure services data) |
| LEGAL | <ul style="list-style-type: none"> Compliant By-laws | <ul style="list-style-type: none"> Lack of enforcement of bylaws legislation | | <ul style="list-style-type: none"> Land locked (private ownership of land) Lack of enforcement of bylaws legislation |

| | | | | |
|----------------------|--|--|--|--|
| ENVIRONMENTAL | | | <ul style="list-style-type: none">• Strategic location of the municipality• Promotion of strategies for environmental protection in land use management• Exploration of Green Economy Technology (waste recycling, renewable energy)• Rehabilitation of water catchment areas | <ul style="list-style-type: none">• Climate change |
|----------------------|--|--|--|--|

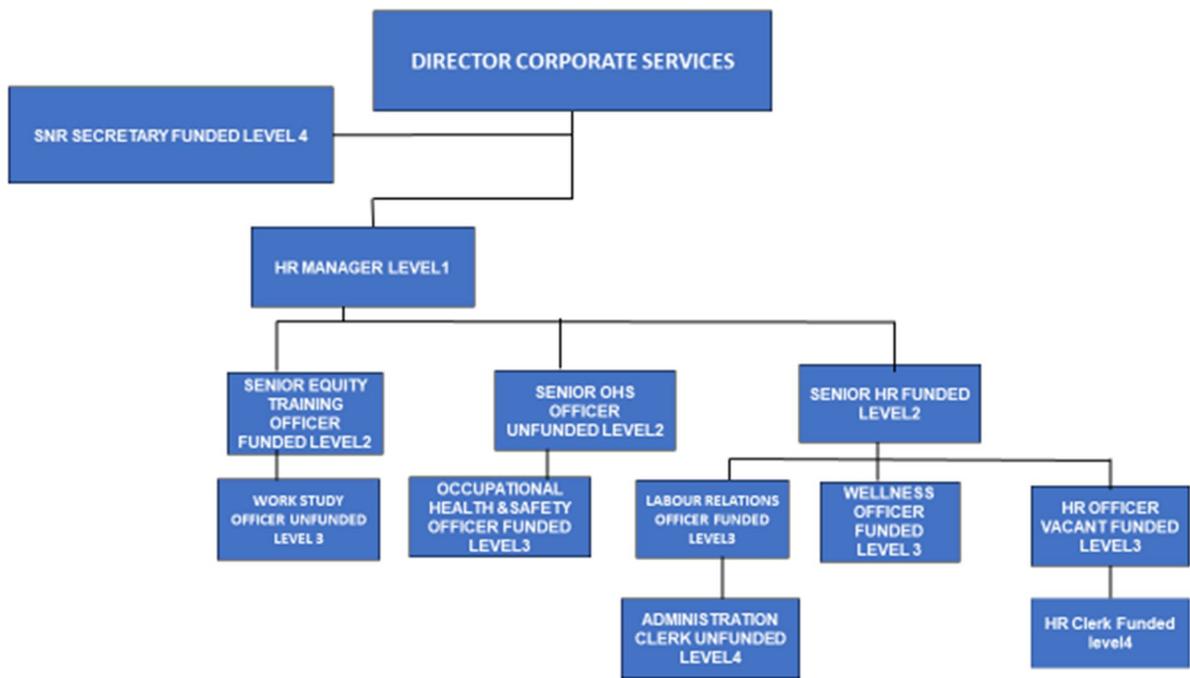
OFFICE OF THE MUNICIPAL MANAGER AND POLITICAL LEADERSHIP (Annexure A)

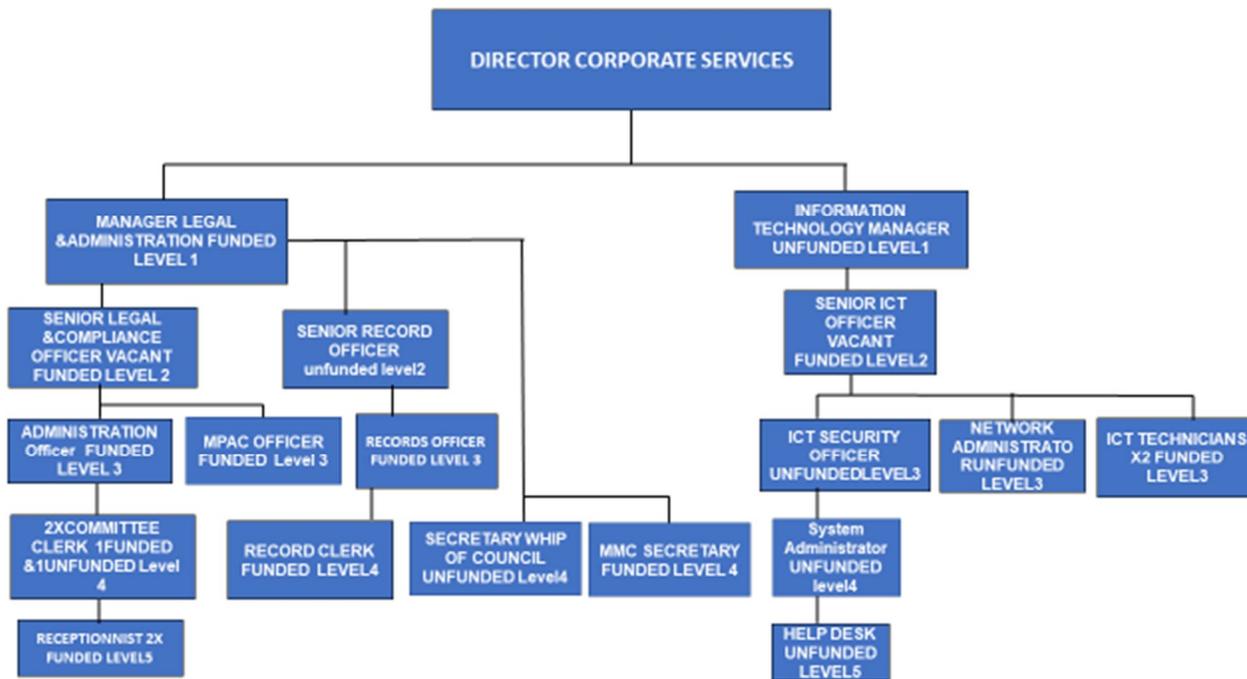


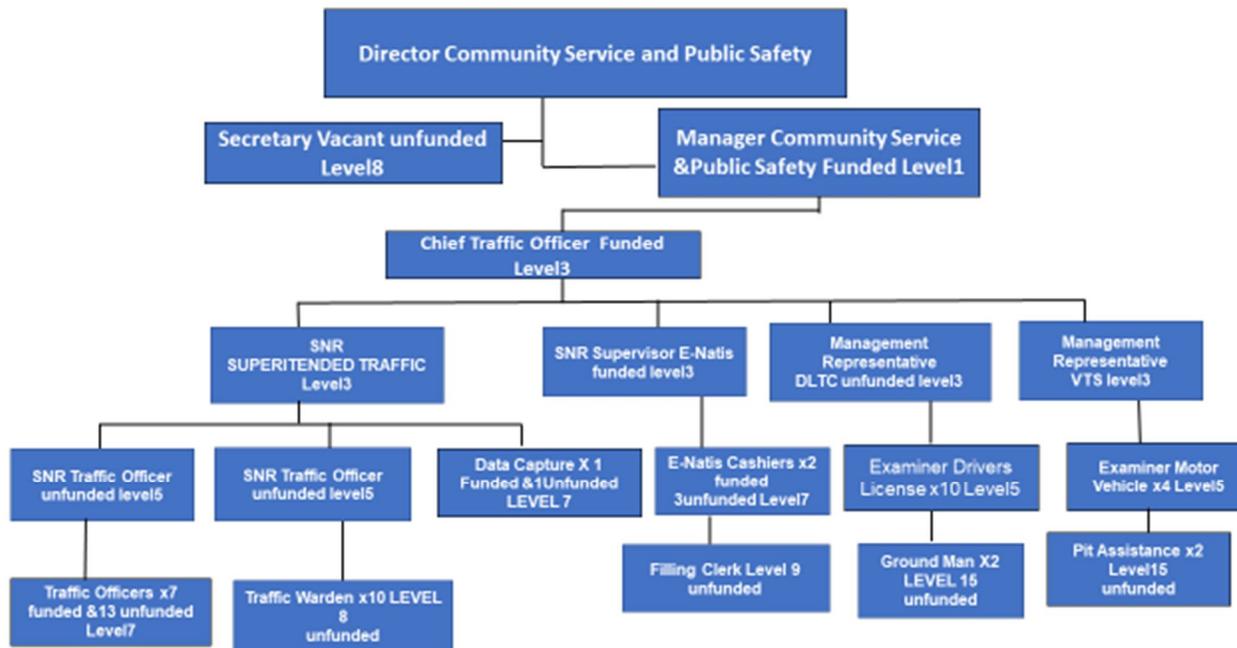




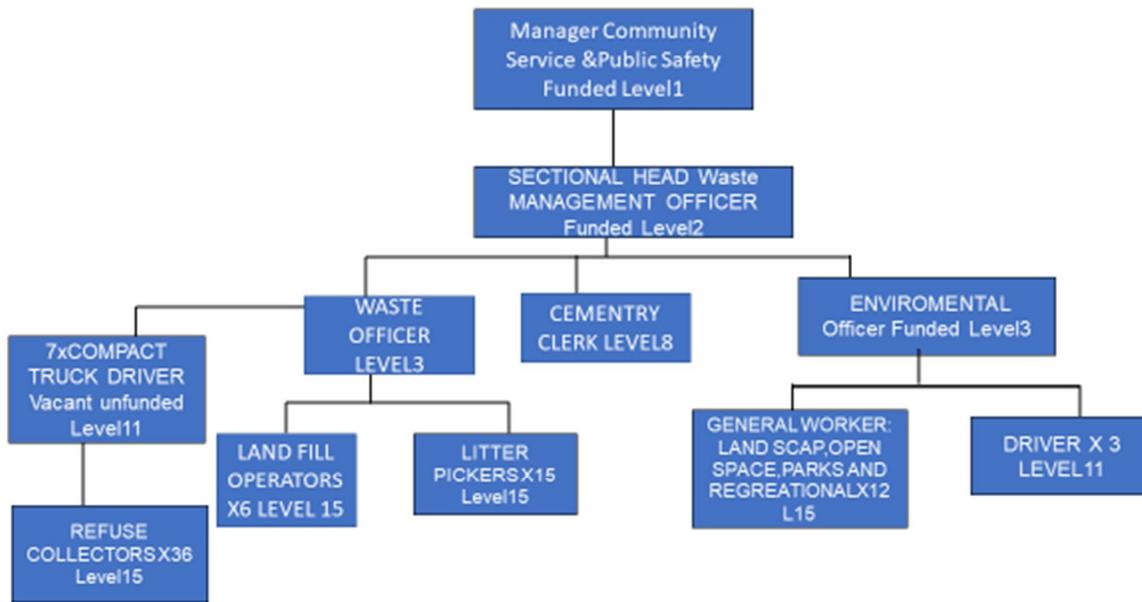
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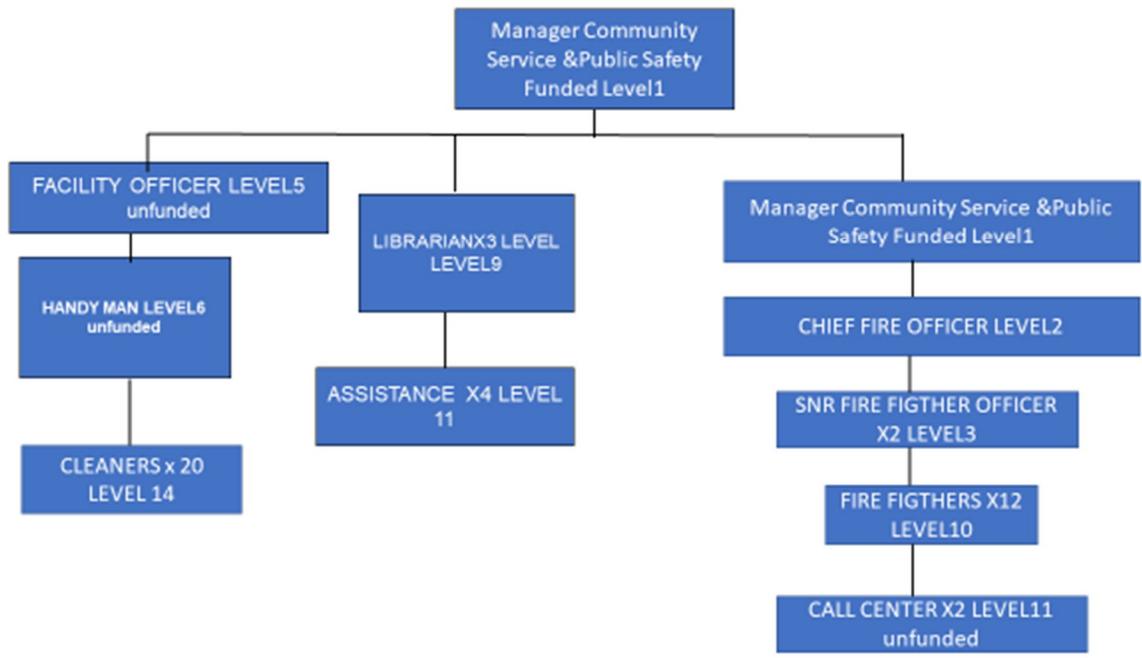




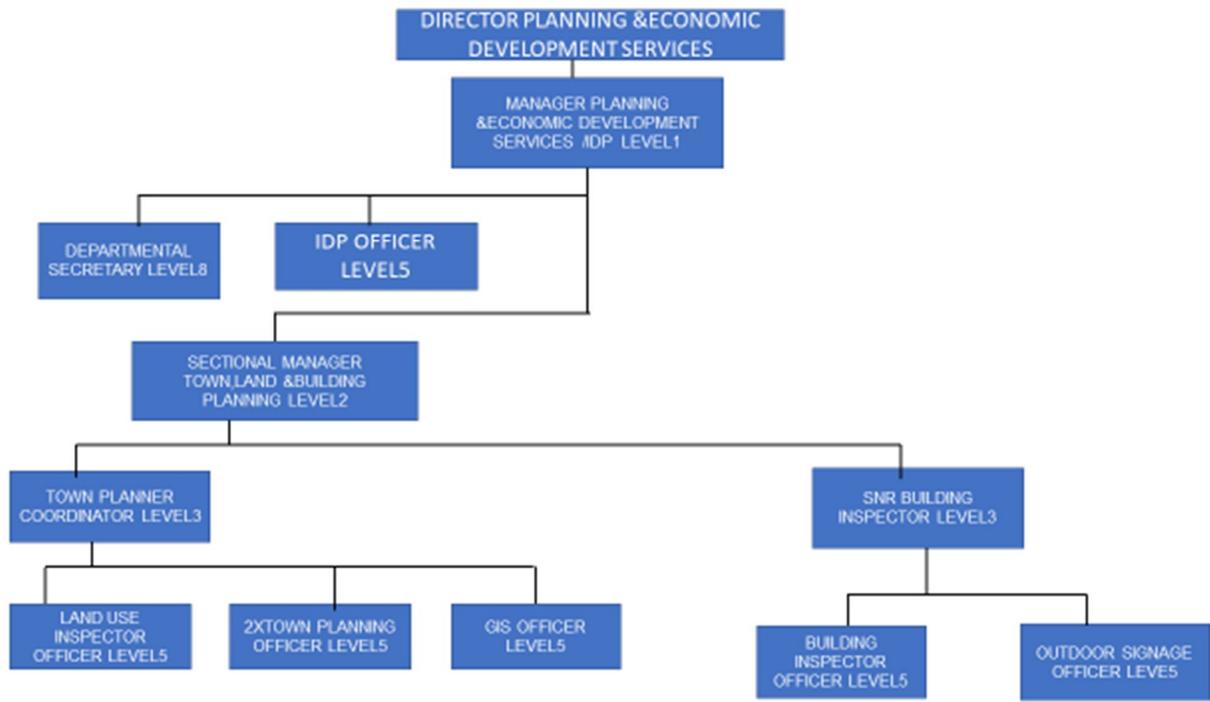
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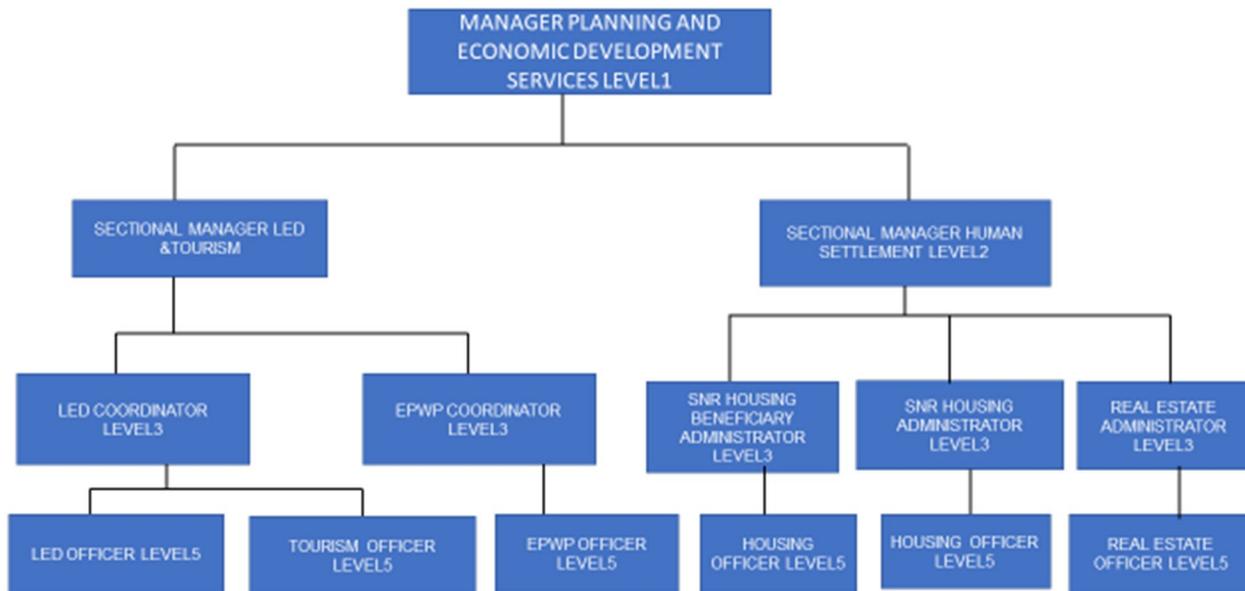


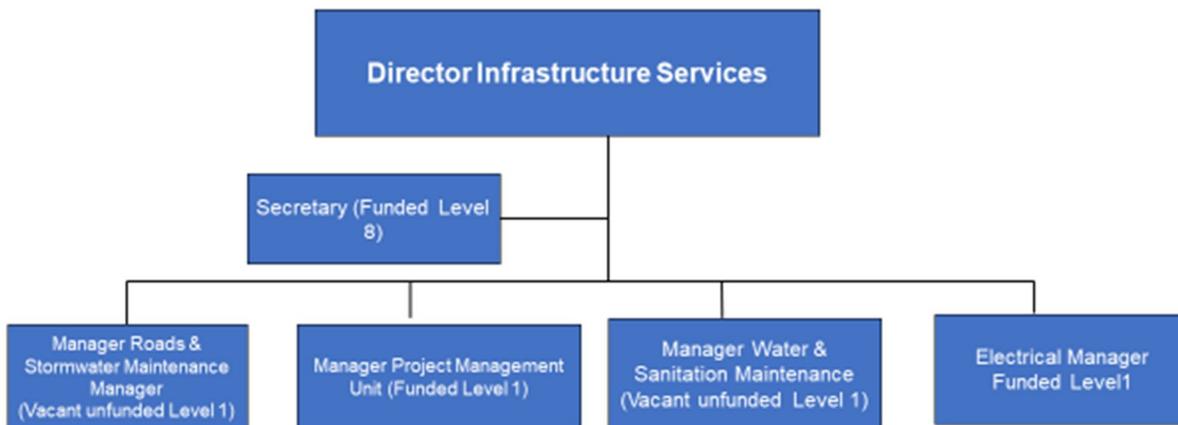
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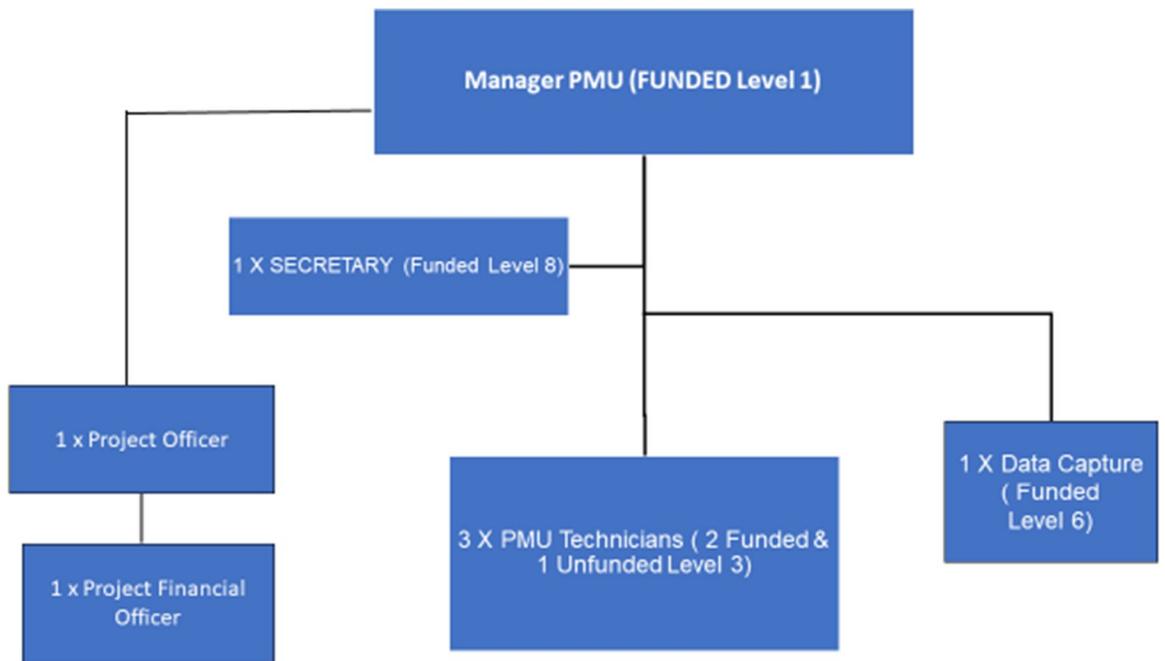


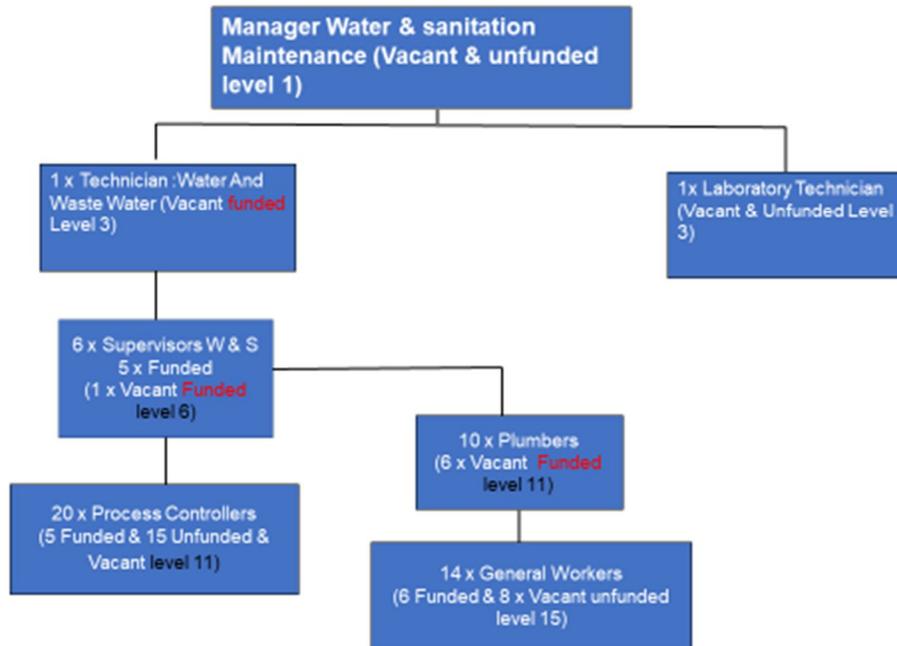
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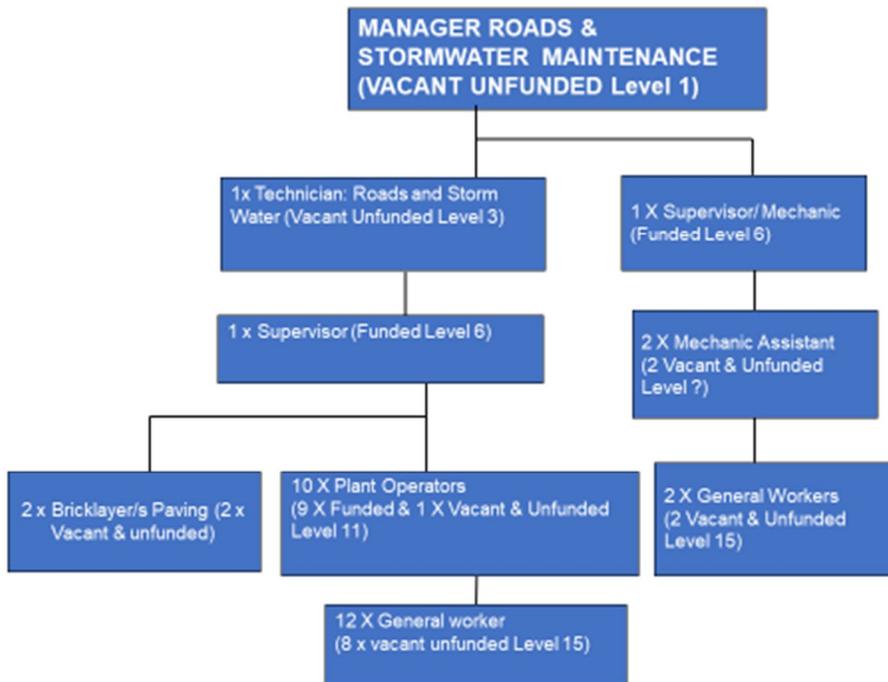


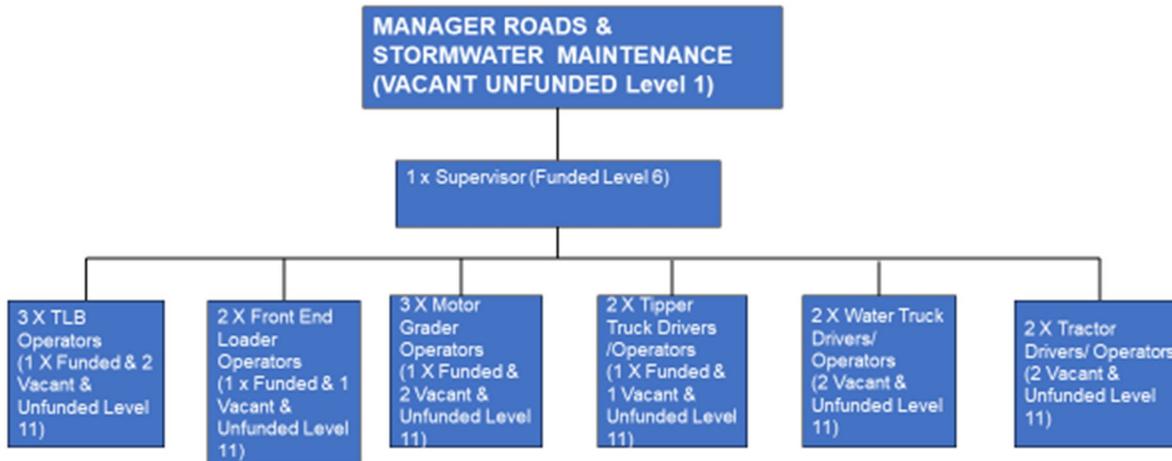


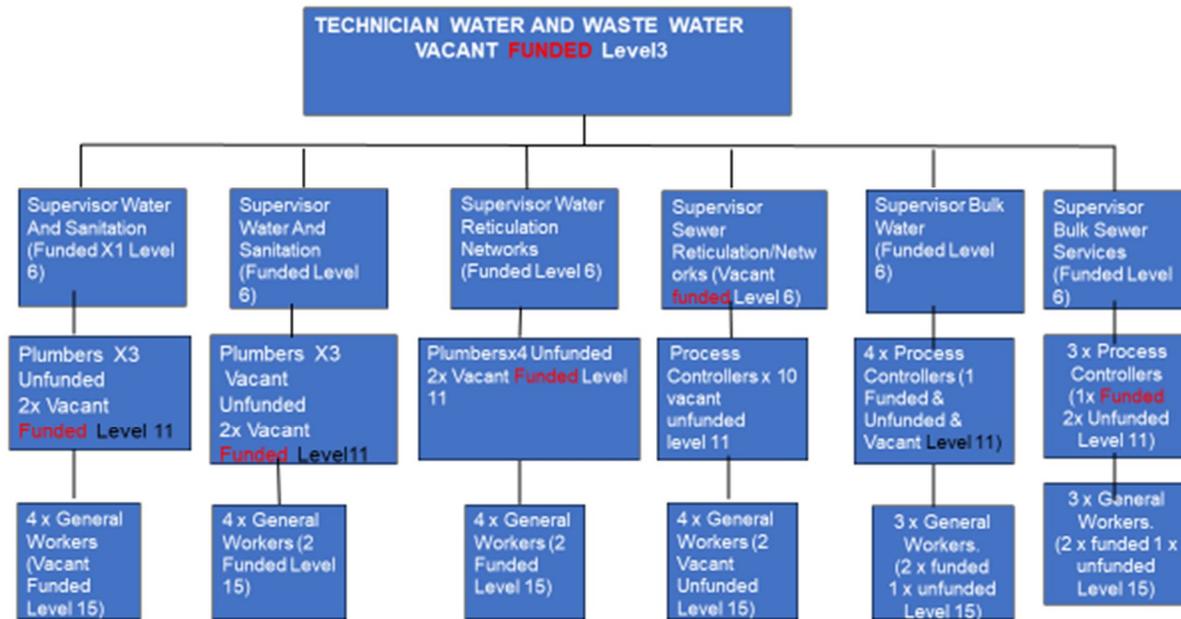


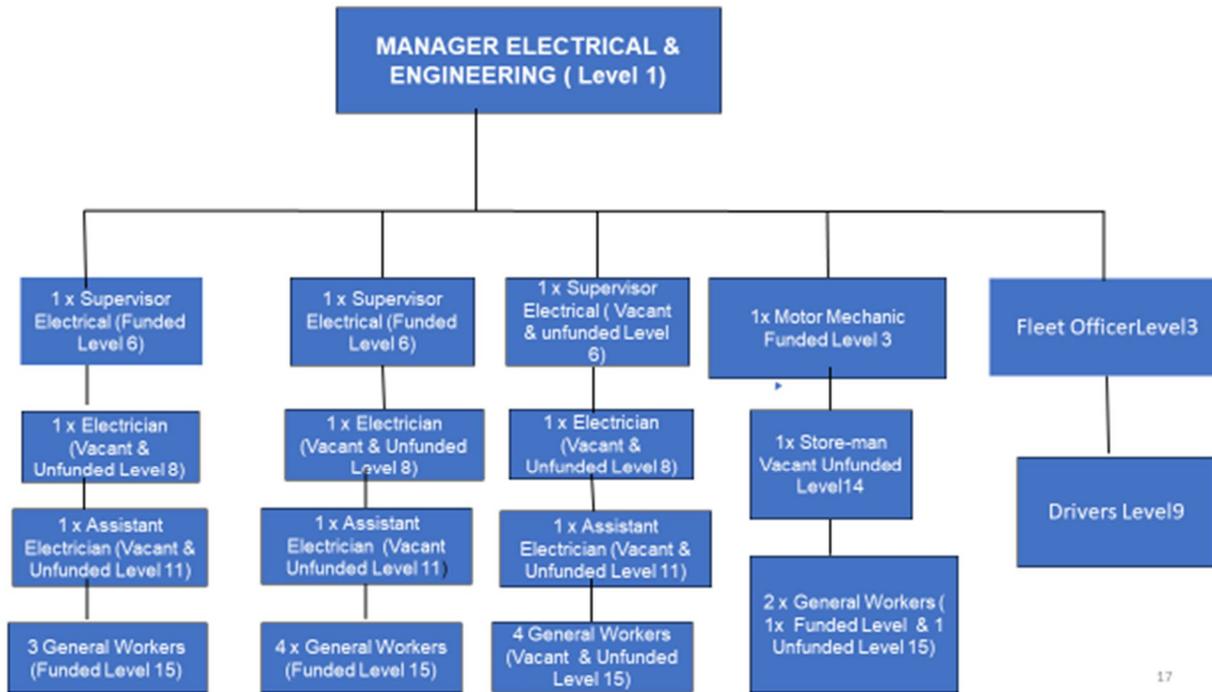


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NB: We are still awaiting new project list for 2021/2022

| 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 |
| 5 | Construction of the Sewer Reticulation of 822 | | | Grootvlei | Ward 5 | R 1,066,153.48 |

| No. | Project Title | IDP Reference No. | MIG Reference No. | Area | Ward | Total Project cost |
|--------------|---|-------------------|-------------------|-----------|-----------|------------------------|
| | Stands at Grootvlei X1 | | | | | |
| 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 |
| 4. | PMU | | | All areas | All wards | R 1,042,500.00 |

| No. | Project Title | IDP Reference No. | MIG Reference No. | Area | Ward | Total Project cost |
|--------------|---------------|-------------------|-------------------|------|------|------------------------|
| TOTAL | | | | | | R 20,850,000.00 |

