

**DIPALESANG LOCAL MUNICIPALITY
INTEGRATED DEVELOPMENT PLAN**

FINAL REVISED IDP 2023/2024

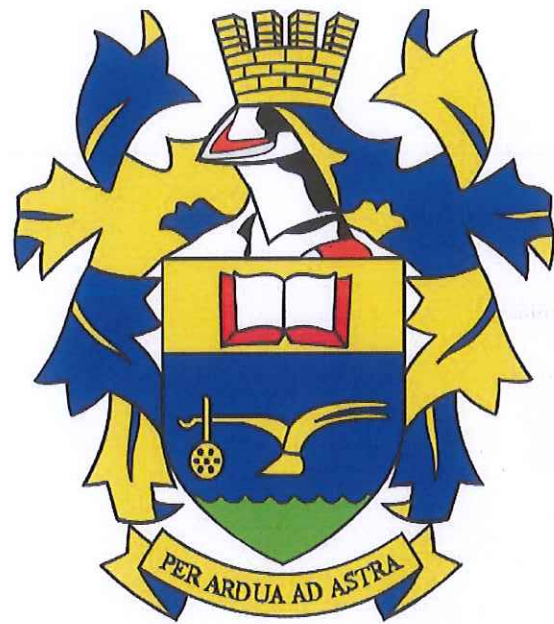


TABLE OF CONTENTS

LIST OF SELECTED ABBREVIATIONS.....	9
i. POLITICAL LEADERSHIP.....	11
ii. ADMINISTRATIVE LEADERSHIP.....	13
iii. FOREWORD BY THE EXECUTIVE MAYOR.....	14
iv. MUNICIPAL MANAGERS' OVERVIEW.....	16
1. CHAPTER ONE: EXECUTIVE SUMMARY.....	18
1.1. INTRODUCTION.....	18
2. CHAPTER TWO: POLICY AND LEGISLATIVE CONTEXT.....	18
2.1. NATIONAL AND PROVINCIAL FRAMEWORKS.....	19
2.2. NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP).....	19
2.3. NATIONAL GROWTH PATH.....	20
2.4. NATIONAL DEVELOPMENT PLAN (NDP).....	21
2.5. DISTRICT DEVELOPMENT MODEL PRINCIPLES.....	21
2.5.1. OBJECTIVES OF THE DISTRICT DEVELOPMENT MODEL.....	21
2.6. MEDIUM TERM STRATEGIC FRAMEWORK (MTSF).....	22
2.7. MPUMALANGA GROWTH AND DEVELOPING PATH (MEGDP).....	23
2.7.1. AGRICULTURE.....	23
2.7.2. FORESTRY.....	23
2.7.3. MINING.....	23
2.7.4. ENERGY INDUSTRY.....	24
2.7.5. TOURISM AND CULTURAL INDUSTRIES.....	24
2.8. MPUMALANGA RURAL DEVELOPMENT PROGRAMME (MRDP).....	25
2.9. INTEGRATED SUPPORT PLAN (ISP) FOR ACCELERATED MUNICIPAL SERVICE DELIVERY.....	25
2.9.1. GOVERNMENT PRIORITY AREAS OVER 2019-2024 MTSF PERIOD.....	26
2.10. BACK TO BASICS APPROACH IN DETAIL.....	26
2.10.1. GOVERNANCE.....	26
2.10.2. ADMINISTRATION.....	26
2.10.3. SOUND FINANCIAL MANAGEMENT.....	26
2.10.4. COMMUNITY ENGAGEMENT AND PARTICIPATION: PUTTING PEOPLE FIRST.....	26
2.10.5. BASIC SERVICE DELIVERY: CREATING CONDITIONS FOR DECENT LIVING.....	27
2.11. MUNICIPAL STANDARD OF CHART ACCOUNTS (MSCOA).....	27
2.11.1. BENEFITS OF MSCOA.....	27
3. CHAPTER THREE: IDP PROCESS PLAN IMPLEMENTATION.....	27
3.1. THE INTEGRATED DEVELOPMENT PLAN (IDP).....	27
3.2. LEGISLATIVE BACKGROUND.....	27
3.3. ADOPTION OF A PROCESS PLAN.....	27
3.4. SECTOR PLANS IDP.....	28
S 26 of Municipal Systems Act.....	28
3.5. MUNICIPAL SECTOR PLANS.....	29
3.6. OTHER ISSUES TO BE CONSIDERED.....	29

3.7.	TIME SCHEDULE OF KEY DEADLINES	34
3.8.	APPROACH AND PRINCIPLES TO BE APPLIED IDP COMPILATION PROCESS.....	37
3.9.	THE 2022-2027 IDP COMPILATION PROCESS.....	37
3.9.1.	PRE-PLANNING PHASE.....	37
3.9.2.	ANALYSIS PHASE.....	37
3.9.3.	STRATEGIES PHASE:.....	37
3.9.4.	PROJECTS PHASE:.....	38
3.9.5.	INTEGRATION PHASE:.....	38
3.9.6.	ADOPTION/APPROVAL PHASE:.....	38
3.10.	DRAFTING AND ADOPTION OF MUNICIPAL BUDGET.....	38
3.11.	SUBMISSION OF THE APPROVED IDP TO THE MEC FOR LOCAL GOVERNMENT 39	
3.12.	IMPLEMENTATION MANAGEMENT & MONITORING.....	39
3.13.	PROCESS FOR AMENDING AN ADOPTED IDP.....	42
3.14.	MECHANISMS AND PROCEDURES FOR PUBLIC PARTICIPATION.....	44
3.15.	ADVERTISEMENT OF DRAFT IDP AND BUDGET.....	44
3.16.	COMMUNICATION CHANNELS.....	44
3.17.	MAYORAL COMMUNITY MEETINGS.....	45
3.18.	INVOLVEMENT OF WARD COMMITTEES AND COMMUNITY DEVELOPMENT WORKERS.....	45
3.19.	ALIGNMENT BETWEEN THE DISTRICT AND LOCAL MUNICIPALITIES.....	45
3.20.	ORGANIZATIONAL ARRANGEMENTS.....	51
3.21.	<i>ESTABLISHMENT OF SECTION 79 & 80 COMMITTEES:</i>	52
3.22.	SCHEDULE OF IMPORTANT DEADLINES AND MEETINGS.....	58
3.23.	IDP/ Budget Steering Committee Meetings.....	58
3.24.	Strategic Meetings.....	59
3.25.	2022/2023 IDP/Budget Programme.....	61
3.26.	Table 14: Budget Programme.....	61
4.	CHAPTER FOUR: SITUATIONAL ANALYSIS.....	74
4.1.	VISION, MISSION AND CORPORATE VALUES OF DIPALESENG LOCAL MUNICIPALITY	74
4.2.	VISION.....	74
4.2.1.	MISSION.....	74
4.2.2.	CORPORATE VALUES.....	74
4.2.3.	PRIORITIES.....	74
4.3.	DIPALESENG LOCAL MUNICIPALITY IN PERSPECTIVE.....	74
4.3.1.	LOCALITY.....	74

4.3.2.	DEVELOPMENT OVERVIEW.....	76
4.3.3.	CURRENT DEVELOPMENT PLANS.....	76
4.3.4.	POPULATION.....	76
4.3.5.	POPULATION DISTRIBUTION.....	76
4.3.6.	POPULATION PROJECTIONS.....	77
4.3.7.	EMPLOYMENT SECTOR.....	80
5.	CHAPTER FIVE: KEY PERFORMANCE AREAS.....	82
5.1.	KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT.....	82
5.1.1.	INSTITUTIONAL CAPACITY.....	86
5.1.2.	THE STAFF ESTABLISHMENT.....	86
5.1.2.1.	SKILLS DEVELOPMENT AND CAPACITY BUILDING.....	86
5.1.2.2.	OBJECTIVES.....	87
5.1.2.3.	EMPLOYMENT EQUITY PLAN (EEP).....	88
5.1.2.4.	OBJECTIVES.....	88
5.1.3.	HUMAN RESOURCE STRATEGY.....	89
5.1.3.1.	BACKGROUND AND LEGISLATIVE FRAMEWORK.....	89
5.1.4.	ICT SERVICES.....	90
5.1.4.1.	PROBLEM STATEMENT.....	90
5.1.4.2.	STRATEGIC GOALS.....	91
5.1.4.3.	NETWORK FUTURE PLANS.....	91
5.1.4.4.	SYSTEMS FUTURE PLANS.....	91
5.1.4.5.	SOFTWARE.....	92
5.1.4.6.	BROADBAND CONNECTIVITY.....	92
5.1.4.7.	KEY ISSUES TO BE ADDRESSED.....	92
5.2.	KPA 2: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT.....	92
5.2.1.	SOCIAL SERVICES.....	92
5.2.1.1.	COORDINATION OF HIV/AIDS, TB AND STI, NGO AND ORPHANS AND VULNERABLE POPULATION.....	92
5.2.1.2.	KEY ISSUES TO BE ADDRESSED.....	93
5.2.1.3.	YOUTH DEVELOPMENT.....	94
5.2.1.4.	KEY YOUTH ISSUES TO BE ADDRESSED.....	95
5.2.1.5.	SPORTS AND RECREATION.....	95
5.2.1.6.	KEY SPORTS AND RECREATION ISSUES TO BE ADDRESSED.....	96
5.2.1.7.	ARTS AND CULTURE.....	96
5.2.1.8.	KEY SPORTS AND RECREATION ISSUES TO BE ADDRESSED.....	97
5.2.1.9.	DISABILITY COORDINATION AND SUPPORT.....	97
5.2.1.10.	GENDER MAINSTREAMING.....	98
5.2.1.11.	MORAL REGENERATION.....	98
5.2.1.12.	KEY ISSUES TO BE ADDRESSED.....	99

5.2.1.13.	COMMUNITY SERVICES AND PUBLIC SAFETY SPORTS, PARKS AND RECREATION.....	99
5.2.1.14.	LIBRARY SERVICES.....	100
5.2.1.15.	CEMETERY AND GRAVE SITE.....	100
5.2.2.	DIPALISENG ENVIRONMENTAL CHAPTER	101
5.2.2.1.	LEGAL FRAMEWORK.....	101
5.2.2.2.	SUSTAINABLE DEVELOPMENT.....	102
5.2.3.	WASTE REMOVAL.....	105
5.2.3.1.	WASTE DISPOSAL AND LANDFILL SITES.....	105
5.2.3.2.	PROJECTS PLANNED 2022/23 FY.....	106
5.2.3.3.	KEY ISSUES TO BE ADDRESSED FOR WASTE MANAGEMENT.....	106
5.2.3.4.	RECYCLING INITIATIVES.....	106
5.2.3.5.	CHALLENGES, PROPOSED INTERVENTIONS.....	106
5.2.3.6.	SAFETY AND SECURITY.....	107
5.2.3.6.1.	Key issues to be addressed.....	107
5.2.4.	DISASTER, FIRE AND RESCUE MANAGEMENT	107
5.2.4.1.	DISASTER MANAGEMENT PLAN.....	107
5.2.4.2.	FIRE AND RESCUE BUSINESS PLAN.....	108
5.2.4.3.	KEY ISSUES TO BE ADDRESSED FOR BALFOUR FIRE STATION.....	108
5.2.4.4.	KEY ISSUES TO BE ADDRESSED FOR GREYLINGSTAD FIRE STATION.....	108
5.2.4.5.	KEY ISSUES TO BE ADDRESSED FOR GROOTVLEI FIRE STATION.....	108
5.2.4.6.	KEY ISSUES TO BE ADDRESSED.....	108
5.2.4.7.	LIST THE STRATEGIES/PLANS IN PLACE.....	109
5.2.4.8.	KEY ISSUES TO BE ADDRESSED.....	109
5.2.5.	ACCESS TO SERVICES	109
5.2.5.1.	WATER.109	
5.2.5.1.1.	SOURCES OF WATER:.....	109
5.2.5.1.2.	ACCESS TO WATER AND BACKLOG.....	109
5.2.5.1.3.	CLIMATE CHANGE IMPACT.....	110
5.2.5.2.	SANITATION	110
5.2.5.3.	ROADS AND TRANSPORTATION	110
5.2.5.3.1.	KEY ISSUES TO BE ADDRESSED.....	110
5.2.5.3.2.	STRATEGIES/ PLANS IN PLACE.....	111
5.3.	KPA 3: LOCAL ECONOMIC DEVELOPMENT	112
5.3.1.	MUNICIPAL ECONOMY	112
5.3.1.1.	SIZE AND GROWTH RATE	112
5.3.1.2.	ECONOMIC SECTORS.....	113
5.3.1.3.	COMPARATIVE ADVANTAGES OF ECONOMIC SECTORS.....	115
5.3.1.4.	ECONOMIC DIVERSIFICATION.....	116
5.3.1.5.	SPACE ECONOMY.....	116
5.3.2.	ECONOMIC POTENTIAL/ENDEVOURS (TOURISM, AGRICULTURE, MINING AND MANUFACTURING)	

5.3.2.1.	TOURISM.....	118
5.3.2.2.	PROVIDE INVESTMENT INCENTIVE.....	119
5.3.2.3.	TOWNSHIP ECONOMY DEVELOPMENT.....	120
5.3.2.4.	AGRICULTURE.....	120
5.3.2.5.	MINING.....	122
5.3.2.5.1.	SIBANYE STILL WATER (Burnstone).....	123
5.3.2.5.2.	SASOL MINING.....	123
5.3.2.6.	MANUFACTURING AND PRODUCTION.....	124
5.3.2.6.1.	GROOTVLEI ESKOM.....	124
5.3.2.7.	POTENTIAL ECONOMIC DEVELOPMENT CORRIDORS.....	125
5.3.2.8.	UNEMPLOYMENT AND EMPLOYMENT LEVELS.....	125
5.3.2.9.	COMMUNITY WORK PROGRAMME (CWP).....	125
5.3.2.10.	EXPANDED PUBLIC WORKS PROGRAMME (EPWP).....	126
5.3.2.11.	EPWP YOUTH WASTE MANAGEMENT PROGRAMME.....	127
5.4.	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	127
5.5.	KPA 5 INTERGOVERNMENTAL RELATIONS AND PUBLIC PARTICIPATION	129
5.5.1.	PUBLIC PARTICIPATION.....	129
5.5.1.1.	PROBLEM STATEMENT.....	129
5.5.1.2.	OBJECTIVES.....	130
5.5.1.3.	STRATEGY.....	130
5.5.1.4.	PROPOSED PROJECTS & PROGRAMMES.....	130
5.5.2.	COMMUNICATION	130
5.5.2.1.	PROBLEM STATEMENT.....	130
5.5.2.2.	OBJECTIVES.....	131
5.5.2.3.	STRATEGY.....	131
5.6.	KPA 6: SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE	132
5.6.1.	DEVELOPMENT OBJECTIVES.....	134
5.6.2.	SPATIAL VISION.....	134
5.6.3.	SPATIAL OBJECTIVES.....	134
5.6.4.	SPATIAL DEVELOPMENT CONCEPT AND OBJECTIVES.....	135
5.6.5.	NODES AND ACTIVITY AREAS.....	135
5.6.6.	SPATIAL DEVELOPMENT OBJECTIVES AND STRATEGIES.....	136
5.6.7.	CAPITAL INVESTMENT FRAMEWORK.....	143
5.6.8.	GSDM RURAL DEVELOPMENT PLAN 2016.....	153
5.6.9.	SPLUMA IMPLEMENTATION.....	158
5.6.10.	HUMAN SETTLEMENTS PLANNING AND PROJECTS.....	159
6.	CHAPTER SIX: DIPALESENG PERFORMANCE MANAGEMENT SYSTEM	166
6.1.	ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEMS.....	166
6.2.	ORGANIZATIONAL PERFORMANCE MANAGEMENT.....	166

6.2.1.	PERFORMANCE MANAGEMENT FRAMEWORK.....	167
6.2.2.	INDIVIDUAL EMPLOYEE PERFORMANCE MANAGEMENT.....	168
6.3.	RISK MANAGEMENT.....	170
6.3.1.	RISK MANAGEMENT POLICY.....	170
6.3.2.	RISK MANAGEMENT STRATEGY.....	170
6.3.3.	ANTI -FRAUD AND ANTI - CORRUPTION POLICY.....	171
6.3.4.	FRAUD PREVENTION PLAN.....	171
6.3.5.	INTERNAL AUDIT.....	171
7.	CHAPTER SEVEN: KEY PERFORMANCE AREAS (KPAS) AND OUTCOME INDICATORS	173
7.1.	KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT AND	173
7.2.	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION.....	173
7.3.	KPA 2: BASIC SERVICES AND INFRASTRUCTURE.....	179
7.4.	KPA 3: LOCAL ECONOMIC DEVELOPMENT.....	183
7.5.	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT.....	186
7.6.	KPA 6: SPATIAL RATIONAL.....	193
8.	CHAPTER EIGHT: STRATEGIES, SECTOR PLANS AND PESTLE ANALYSIS.....	197
8.1.	PESTEL ANALYSIS.....	201
8.1.1.	SERVICE DELIVERY, INFRASTRUCTURE DEVELOPMENT, COMMUNITY SERVICE AND PUBLIC SA	
FETY	201	
8.1.2.	GOVERNANCE AND BUILDING A CAPABLE INSTITUTION	202
8.1.3.	FINANCIAL VIABILITY AND MANAGEMENT	203
8.1.4.	LOCAL ECONOMIC DEVELOPMENT	204
8.1.5.	SPATIAL RATIONALE	206

LIST OF TABLES

- Table 1: Sector Plans to be included in IDPs
Table 2: Framework Guide for credible IDPs
Table 3: Time Schedule key deadlines and activities.
Table 4: Roles and Responsibilities for different stakeholders
Table 5: Roles and Responsibilities between the Three Spheres of Government
Table 6: Duties of council, administration and community
Table 7: Municipal IDP institutional arrangements, Structure Composition & Terms of reference
Table 8: Section 79 and 80 Committees
Table 9: Stakeholders in Ward 1-6 in Dipaleseng
Table 10: IDP/ Budget Timeframes
Table 11: IDP/ Budget Committee Meetings
Table 12: IDP Representative Forum
Table 13: Strategic Meetings
Table 14: Budget Programme
Table 15: Mayoral Outreach Programme IDP Consultation
Table 16: Mayoral Outreach Programme IDP/PMS/Budget & FR Consultation Meeting
Table 17: Population Distribution
Table 18: Population Projections
Table 19: Population per ward
Table 20: Demographic Distribution
Table 21: Gender Distribution
Table 22: Population Groups
Table 23: Household Infrastructure Indicators
Table 24: Education Indicators
Table 25: Economic Indicators
Table 26: Dipaleseng Local Municipality Functions and Powers
Table 27: Service Divisions in Dipaleseng Municipality
Table 28: Employee Demographics
Table 29: List of Non-Governmental Organization Existing In Dipaleseng Local Municipality
Table 30: Sports and Recreational Facilities
Table 31: Status Quo of Cemeteries
Table 33: Different Sector Projects
Table 34: Contribution of Economic Subsectors in Employment Generation, 2011 & 2018
Table 35: Comparative Advantages of Economic Subsectors, 2018
Table 36: Tress Indices for Dipaleseng, Gert Sibande DM and Mpumalanga

Table 37: SASOL/DLM PROJECTS
Table 38: Movement and Transportation Strategies
Table 39: Sustainable Economic Development Strategies
Table 40: Environmental Conservation Strategies
Table 41: Sustainable Human Settlements Strategies
Table 42: Infrastructure Investment Strategies
Table 43: CIF Projects and Programmes
Table 44: DALRRD Project for the identified FPSU in DLM
Table 45: SPLUMA Implementation in Dipaleseng Local Municipality

Table 46: Housing backlog analysis

Table 47: Identified Informal Settlements and NUSP Category

Table 48: Below depicts sector plans, policies and strategies

LIST OF MAPS

Map 1: Spatial location of Dipaleseng Local Municipality

Map 2: Below map depicts Agricultural Crop Potential

Map 3: See below Plan 21 of the SDF: Economic Geology Plan 22: Mining

Map 4: Potential Mining Land

Map 5: Balfour & Siyathemba Micro Strategic Development Concept

Map 6: Greylingstad & Nthorwane Micro Strategic Development Concept

Map 7: Grootvlei & Dasville Micro Strategic Development Concept

Map 8: Movement Corridors and Transportation Networks

Map 9: Sustainable Economic Development Proposals

Map 10: Critical Biodiversity Areas

Map 11: Sustainable Human Settlements

Map 12: Infrastructure Investment

Map 13: Functional Regions of GSDM

Map 14: Rural Intervention Areas GSDM

Map 15: Agri-Infrastructure

Map 16: Land Ownership Map

LIST OF FIGURES

Figure 1: Framework Action Plan and Provincial Cycle

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

Figure 5: The below graph depicts Employment Distribution

Figure 6: HIV Prevalence – 2013 Per District: An average increase of 2, 7%

Figure 7: Comparative Contribution of Municipalities to GVA and Population, 2016

Figure 8: Contribution of Economic Subsectors in Gross Value Addition, 2001 & 2018

Figure 9: High level Institutional Arrangement

Figure 10: Municipal Manager's Office

Figure 11: Budget and Treasury Office Organogram

Figure 17: Corporate Services Organogram

Figure 19: Community Services & Public Safety Organogram

Figure 22: Planning & Economic Development Services Organogram

Figure 24: Infrastructure Services Organogram

LIST OF SELECTED ABBREVIATIONS

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

LGTAS: Local Government Turnaround Strategy

LSM: Living Standard Measure

MAYCO: Mayoral Committee

MEC: Member of the Executive Council

MFMA: Municipal Finance Management Act

MIG: Municipal Infrastructure Grant

MIIF: Municipal Infrastructure Investment Framework

MMC: Member of the Mayoral Committee

MOU: Memorandum of Understanding

MPRA: Municipal Property Rates Act

MSA: Municipal Systems Act

MSCMP: Municipal Supply Chain Management Policy

MSIG: Municipal Systems Improvement Grant

MTAS: Municipal Turnaround Strategy

MTBC: Medium Term Budget Committee

MTREF: Medium Term Revenue and Expenditure Framework

MTSF: Medium Term Strategic Framework

NEMA: National Environmental Management Act

NERSA: National Electricity Regulator of South Africa

NKPI: National Key Performance Indicators

NSDP: National Spatial Development Perspective

NT: National Treasury

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

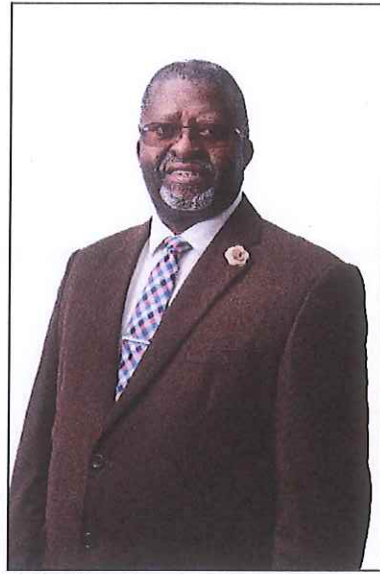
UIF: Unemployment Insurance Fund

WTW: Water Treatment Works

WWTP: Waste Water Treatment Plant

i. POLITICAL LEADERSHIP

		
<p>Cllr Khetiwe Moeketsi Executive Mayor PR Councilor (ANC) 071 299 1744</p>	<p>Cllr Xolani Shozi Speaker of Council Ward 1 Councilor (ANC) 060 980 7791</p>	<p>Cllr Ahmed-Nazir Carrim Member of Mayoral Committee Ward 3 Councilor (ANC) 081 563 0242</p>
		
<p>Cllr Mojalefa Miya Member of Mayoral Committee Ward 4 Councilor (ANC) 063 785 9964</p>	<p>Cllr Zabilon Radebe Ward 5 Councilor (ANC) 060 747 9920</p>	<p>Cllr. Tryphina Shabalala Whip of Council Ward 6 Councilor(ANC) 063 785 9847</p>



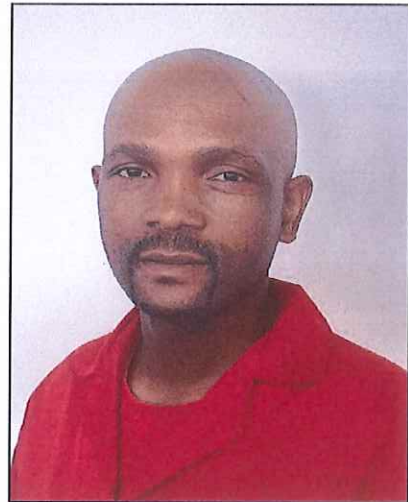
Cllr Muzikayise Makhoba
Ward 2 Councilor (ANC)
MPAC Chairperson
063 798 2655



Cllr Zakhele Maya
PR Councilor (ANC)
079 697 5251



Cllr Refiloe Motakane
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ii. ADMINISTRATIVE LEADERSHIP



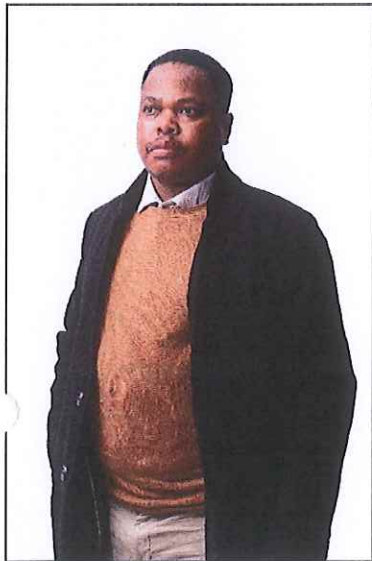
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iii. FOREWORD BY THE EXECUTIVE MAYOR



The review of the Integrated Development Plan (IDP) covers the Dipaleseng Municipality's plans for the 2023/24 financial year and an evaluation of where we are at and what still needs to be done. The past year has seen the municipality achieve and overcome many challenges in the process.

Our strategy remains in implementing practical solutions, to deliver quality services to all our residents, focus on economic and social development, and strengthen our track record of good governance practices and sound financial management. This IDP is not just a document or a report but an engine to drive these strategies in serving the community. It describes in detail what we as a government are planning and practically implementing to ensure that we create a center of quality and affordable services, a clean, safe, and stable environment that attracts investment and jobs, stimulates economic growth, and lifts people out of poverty.

Running a clean and transparent government where we ensure that every cent of public funds is spent on improving services, maintenance, upgrades, and development is also non-negotiable. The burning issue of housing for our residents in all categories remains of utmost importance. Although housing is not a municipal competency and we rely on the budget provided to us by the national and provincial governments, we will continue to provide as many housing opportunities as possible with limited resources. We are custodians and owners of strategic land parcels which has been identified for new township establishment that will yield the much needed integrated human settlements that will also absorb the current and future demands inherent with the growth and development of the municipality. We remain committed to doing everything we can to create opportunities for all our residents, and this document is a meaningful symbol of that.

It is understood that sustainable economic development, job creation and an enabling environment for businesses to flourish remains a mandate for local government. This is a means to dignity and self-improvement in a way that can never be achieved by a social grant. Small businesses create jobs and they have an abundance of potential waiting to be

unlocked as well as the ability to expand into employers of our people, therefore, small businesses development remains a focus of my term in office.

The municipality opens its doors to businesses whose wish is to invest in the municipality and must demonstrate an appetite and take practical steps to own means of production.

The challenges posed by load-shedding and the need for well-managed and modernized infrastructure to support economic growth are also important issues that need to be addressed. We have earmarked strategic initiatives to install alternative and green power supply to various municipal operational sites to counteract and repel energy load shedding and thereby ensuring business continuity. These initiatives will encapsulate existing and new projects of the municipality. Additionally, the focus on local law enforcement and partnerships to make communities safer, as well as the increased supply of affordable, well-located homes, are significant steps towards addressing the issue of poverty.


Our success is delivering quality services to our people dependent 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.

Local government remains the closest government body to our residents and communities, and as councillors, we were elected to serve the needs of our community.

The importance of public participation in the IDP and Budget processes cannot be overstated where residents are afforded an opportunity to engage the municipality on their relevant needs and priorities. This greatly assists the municipality in planning accordingly and ensuring sustainable growth throughout the municipal area. It further allows us, as a municipality, to continuously plan ahead, work diligently, and deliver the services we are responsible for. The IDP creates the framework for the municipality to fulfil its mandate and apply its budget. The success of this IDP will require everyone's commitment and hard work, but I am confident that together we can achieve our goals and make Dipaleseng an even better place to live, work and play.

Let us continue to build on the progress we have made and strive for a better, brighter future for all.



CLLR KB MOEKETSI
EXECUTIVE MAYOR

iv. MUNICIPAL MANAGERS' OVERVIEW



As the Accounting Officer of Dipaleseng Local Municipality, I thank the Council for entrusting me with a great opportunity to prove myself to serve in this promising and developmental institution. I thank especially the community for this opportunity and also give assurance that we will serve with commitment and integrity.

We thank the community and all stakeholders for the participation towards the first review of the 5th Generation IDP document and take this opportunity to introduce the Draft 2023/24 IDP document for your consideration and commenting. Your valued contributions is once more required to consolidate this document before our Honourable Executive Mayor tables the final document before Council for approval on or before 31st May 2023.

The process of reviewing this 5th Generation IDP document has been guided by Section 34 of the Local Government: Municipal Systems Act, (No 32 of 2000) which necessitated the approval and adoption of a Review Process Plan as demanded by Section 28 of this Act. Our process plan has been very systematic in distinct phases and a combination of a hybrid consultative approach with National, Provincial spheres of government and a wide range of stakeholders internally and externally.

This draft 2023/24 IDP presented herein therefore focuses on composite developmental aspects that are aimed at improving service delivery efforts in the municipality through organisational performance management, improving workforce skills, resources and innovative service delivery mechanisms.

This review process takes place during an environmental context where the country is faced with serious external impediments such as energy challenges, adverse climate changes, declining economic performance, increasing unemployment and inequality, just to mention a few, notwithstanding our localised on-going intertwined challenges of unreliable supply of basic municipal services, unaccounted losses of water and electricity,

I am optimistic that the Final IDP will reflect what we need to do as the Administration directed by the Executive Mayor on behalf of the Dipaleseng Council to improve effective and efficient service delivery within the confines of prudent financial management.

The aforementioned prevailing challenges shall be packaged into easily identifiable and distinct Key Performance Areas assigned within the constitutional mandate of this municipality namely in the following headings:

- Basic Infrastructure and Service Delivery;
- Good Governance and Public Participation;
- Municipal Transformation and Organizational Development;
- Local Economic Development; Spatial Rational and
- Municipal Financial Viability and Management.

Furthermore, we also assure that those challenges assigned to other spheres of government do find a solid expression in the District Development Model which is spearheaded by our district municipality. It is therefore comforting to acknowledge that all service delivery concerns shall receive deserved attention and nothing shall fall beyond our radar.

I further commit that through **SMART** objectives as shall be determined in the 2023/24 Service Delivery and Budget Implementation Plan we will ensure that we change things for the better in this municipality, thus ensuring real service delivery improvements.

Once again, we urge the valued community of Dipaleseng and all stakeholders to engage with this first review process of the 5th Generation IDP and provide us with your valuable comments so that we can realise our shared vision of turning this municipality into a place of choice for all its citizens.



MR LWAZI CINDI
MUNICIPAL MANAGER

(B.A.S. and B. Arch – University of Witwatersrand)

1. CHAPTER ONE: EXECUTIVE SUMMARY

1.1. 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 and;
- 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 the main objective of improving 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.

2. CHAPTER TWO: POLICY AND LEGISLATIVE CONTEXT

In addition to the constitutional mandate for municipalities to compile an Integrated Development Plan, the Municipal Systems Act, (Act 32 of 2000) further requires that:

- The IDP be implemented
- The Municipality monitors the implementation of the IDP

- The Municipality evaluates performance of the IDPs implementation and;
- The IDP be reviewed annually to effect improvements where necessary.

Section 34 of the MSA deals with the Review and Amendment of the IDP and requires 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 IDP process represents a continuous cycle of planning, implementation, monitoring and review. Implementation then 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.

2.1. NATIONAL AND PROVINCIAL FRAMEWORKS

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.

2.2. 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 to gain 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 which involves developing labor market intelligence, human resource development, health and social transfers. This kind of "development spending" is specifically aimed at enabling the South African population, particularly the 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.

2.3. 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, leadership and strong governance. It further takes account 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 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)

2.4. 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, to 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.

2.5. DISTRICT DEVELOPMENT MODEL PRINCIPLES

Current systems that are in place are reliant on different spheres of government in terms of alignment especially with respect to strategic infrastructure investment, whereas a more efficient approach would be to have all three spheres of government working off a common strategic alignment platform and 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.

2.5.1. 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:

- To focus on the District/Metropolitan spaces as the appropriate scale and arena for intergovernmental planning and coordination;

- To focus on the 44 Districts and 8 Metros as developmental spaces (IGR Impact Zones) that will be strategic alignment platforms for all three spheres of government;
- 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;
- To reinforce 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 which would then signify a shift from highly negotiated alignment of plans to a regulated cooperative governance One Plan.
- 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. 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.

2.6. 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.

2.7. 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

2.7.1. 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.

2.7.2. FORESTRY

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

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

2.7.3. MINING

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

- Upgrading and maintenance of the coal haulage network;
- Increasing the level of higher skilled graduates;
- Expansion of the water network and increase reliance on water transfer scheme;
- Increasing 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).

2.7.4. ENERGY INDUSTRY

Key areas for intervention to facilitate growth and job creation in the manufacturing sector comprise of the following:

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

2.7.5. 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

2.7.6. 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.

2.7.7. 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 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.

2.8. 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 concepts of the program include:

- Self-reliance/ empowerment to strengthen the self-help capabilities of the communities and emphasized on development and planning;
- Economic growth to 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 to improve viable and sustainable natural resource utilizations;
- Outreach to upgrade and broaden the facilitation of government services to the impoverished;
- Capacity Building to strengthen, advise and train service providers;
- Innovation to develop innovative concepts for public service delivery;
- Mainstream to get innovations on track;
- Coping with HIV/AIDS through planning, design and implementation of relevant strategies in order to cope with HIV/AIDS and;
- Stakeholder's participation for ensuring participation by all stakeholders concerned.

It is important for GSDM and its local municipalities to draw the concepts and principles of this plan down toward level through spatial development and rural development strategies and other applicable policies.

2.9. 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 as a municipality that successfully strives within its financial and administrative capabilities to achieve the five objects of local government as set out in Chapter 7 of the Constitution including achieving the objectives on financial management as outlined in the Municipal Financial Management Act (MFMA) which are:

- To provide democratic and accountable government for local municipalities;
- To ensure the provision of service to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment;
- To encourage the involvement of communities and community organizations in matters of local government and;

- To secure sound and sustainable management of the fiscal and financial affairs of municipalities and municipal entities by establishing norms, standards and other requirements.

2.9.1. 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

2.10. BACK TO BASICS APPROACH IN DETAIL

2.10.1. 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

2.10.2. 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

2.10.3. 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.

2.10.4. 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 and;
- Transparent, responsive and accountable processes to communities

2.10.5. 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.

2.11. 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 and;
- Repercussion of non-compliance with regulation by 01 July 2017 will result in Grant Funding being stopped.

2.11.1. BENEFITS OF MSCOA

These include:

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

3. CHAPTER THREE: IDP PROCESS PLAN IMPLEMENTATION

3.1. THE INTEGRATED DEVELOPMENT PLAN (IDP)

3.2. LEGISLATIVE BACKGROUND

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:

- Links integrates and co-ordinates plans and considers proposals for the development of the municipality;
- Aligns the resources and capacity of the municipality with the implementation of the plan;
- Forms the policy framework and general basis on which annual budgets must be based;
- Complies with the provisions of the MSA, with reference to Chapter 5; and
- Must be compatible with National and Provincial plans and planning requirements binding on the municipality in terms of legislation.

3.3. 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."*

3.4. 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.

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
S41 of MSA	<ul style="list-style-type: none"> • PMS
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; and
- Mpumalanga Vision 2030

3.5. 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; and
- Energy Master Plan

3.6. 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; and
- Credible IDP Framework.

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

Focus Area	Delivery Focus Area	Performance Definition 1
		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)	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?

Focus Area	Delivery Focus Area	Performance Definition 1
		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 an 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 transfers) Schedule 4B Capacity building Section 14	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.
	Revenue Management MFMA: s 61; MSA: s 95)	Check that the accounting officer is taking all reasonable steps to comply with legal requirements.
	Project Consolidate Interventions	Is the role of CDW's articulated and incorporated into the IDP? Check budget for skills and capacity development projects.
	Community participation – budget (MFMA Section 22 – 23)	Has the draft budget been made public and a meeting held with the community to ascertain development priorities? Are these priorities incorporated into the IDP?
	Anti-corruption	Does the IDP convey a discernible commitment to clean and accountable governance and evidence of investigative action in cases of malpractice?
5. Governance	Public Participation	Check compliance with MSA: Have appropriate mechanisms, processes and procedures been put in place to enable the community to participate in the affairs of the municipality? E.g. Public meetings, availability of IDP to community; involvement of community in development, implementation and Review of the municipality's performance management system; Were community involved in setting of appropriate key performance indicators and targets for the municipality? Are these initiatives reflected

Focus Area	Delivery Focus Area	Performance Definition 1
		in the IDP?
	Code of Conduct for Councilors and municipal staff members (Sections 1 and 2, MSA)	Have all staff and members signed the Code of Conduct? Are the provisions of these sections adhered to general conduct, duties disclosures? Does the community have access to the Codes of Conduct?
	Ward Committees	Total number of Ward Committees established as per the number of demarcated municipal wards; Are Ward Committee functional; do they comply with Terms of Reference of establishment? Does the IDP report on their contribution to development in the municipality?
	Communication	Is the municipality complying with MSA (S21) directives regarding communication to the local community? E.g. Official website should be established (if affordable; if not via an intergovernmental arrangement); Website or public place must contain documents to be made public in terms of the 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; Local: District forums; Inter-municipality 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 intergovernmental dialogue?
	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	The Premier of a province must report to

Focus Area	Delivery Focus Area	Performance Definition 1
	sector involvement in planning	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?

3.7. 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	Budget Year 2022/2023
	Mayor and Council	Administration - Municipality
July	Mayor begins planning for next three-year budget in accordance with coordination role of budget process MFMA s 53 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 begin planning for next three-year budget MFMA s 68, 77 Accounting officers and senior officials of municipality and entities review options and contracts for service delivery MSA s 76-81
August	Mayor tables in Council a time schedule outlining key deadlines for: preparing, tabling and approving the budget; reviewing the IDP (as per s 34 of MSA) and budget related policies and consultation processes at least 10 months before the start of the budget year. MFMA s 21,22, 23; MSA s 34, Ch 4 as amended Mayor establishes committees	
September	Council through the IDP review process determines strategic objectives for service delivery and development for next three-year budgets including review of provincial and national government sector and strategic plans	Budget offices of municipality and entities determine revenue projections and proposed rate and service charges and drafts initial allocations to functions and departments for the next financial year after taking into account strategic objectives Engages with Provincial and National sector departments on sector specific programs for alignment with municipalities plans (schools, libraries, clinics, water, electricity, roads, etc)
October		Accounting officer does initial review of national policies and budget plans and potential price increases of bulk resources with function and department officials MFMA s 35, 36, 42; MTBPS
November		Accounting officer reviews and drafts initial changes to IDP MSA s 34
December	Council finalizes tariff (rates and service charges) policies for next financial year MSA s 74, 75	Accounting officer and senior officials consolidate and prepare proposed budget and plans for next financial year taking into account previous years performance as per audited financial

Month	Dipaleseng Local Municipality	Budget Year 2022/2023
		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 MFMA s 87(2) Mayor tables municipality budget, budgets of entities, resolutions, plans, and proposed revisions to IDP at least 90 days before start of budget year MFMA s 16, 22, 23, 87; MSA s 34	Accounting officer publishes tabled budget, plans, and proposed revisions to IDP, invites local community comment and submits to NT, PT and others as prescribed MFMA s 22 & 37; MSA Ch 4 as amended Accounting officer reviews any changes in prices for bulk resources as communicated by 15 March MFMA s 42
April	Consultation with national and provincial treasuries and finalize sector Plans for water, sanitation, electricity etc. MFMA s 21	Accounting officer assists the Mayor in revising budget documentation in accordance with consultative processes and taking into account the results from the third quarterly review of the current year
May	Public hearings on the budget, and council debate. Council considers views of the local community, NT, PT, other provincial and national organs of state and municipalities. Mayor to be provided with an opportunity to respond to submissions during consultation	Accounting officer assists the Mayor in preparing the final budget documentation for consideration for approval at least 30 days before the start of the budget year taking into account consultative processes and any other new information of a material nature

Month	Dipaleseng Local Municipality	Budget Year 2022/2023
	<p>and table amendments for council consideration. Council to consider approval of budget and plans at least 30 days before start of budget year.</p> <p>MFMA s 23, 24; MSA Ch 4 as amended</p> <p>Entity board of directors to approve the budget of the entity not later than 30 days before the start of the financial year, taking into account any hearings or recommendations of the council of the parent municipality</p> <p>MFMA s 87</p>	
<p>June</p>	<p>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</p> <p>MFMA s 16, 24, 26, 53</p> <p>Mayor must approve SDBIP within 28 days after approval of the budget and ensure that annual performance contracts are concluded in accordance with s 57(2) of the MSA. Mayor to ensure that the annual performance agreements are linked to the measurable performance objectives approved with the budget and SDBIP. The mayor submits the approved SDBIP and performance agreements to council, MEC for local government and makes public within 14 days after approval</p> <p>MFMA s 53; MSA s 38-45, 57(2)</p> <p>Council must finalize a system of delegations.</p> <p>MFMA s 59, 79, 82; MSA s 59-65</p>	<p>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.</p> <p>MFMA s 69; MSA s 57</p> <p>Accounting officers of municipality and entities publishes adopted budget and plans</p> <p>MFMA s 75, 87</p>

3.8. APPROACH AND PRINCIPLES TO BE APPLIED IDP COMPILATION PROCESS

3.9. 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).

3.9.1. 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.

3.9.2. 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.

3.9.3. 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.

3.9.4. 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.

3.9.5. 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 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 improve transparency and accountability between the council and the communities. This phase should be completed by February.

3.9.6. 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.

3.10. 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.

3.11. 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.

3.12. 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.

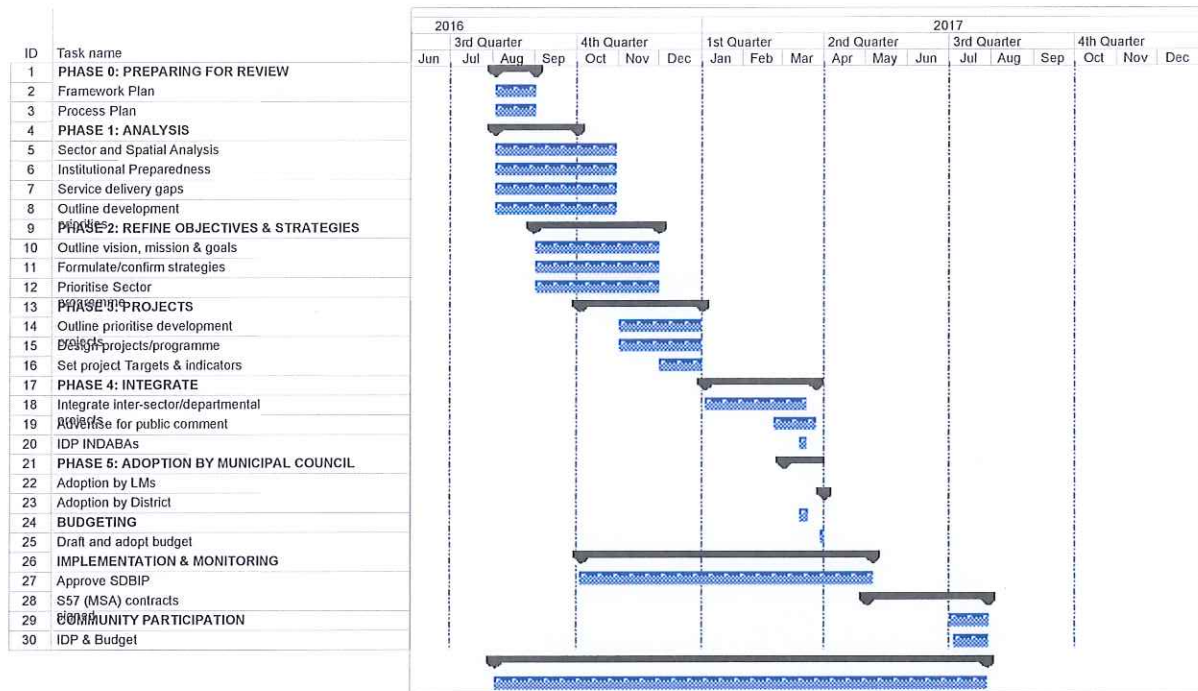
In order to implement the identified performance objectives and targets through the budget, S53 of the MFMA requires that the Mayor approves the municipality's service delivery and budget implementation plan (SDBIP) within 28 days after the approval of the budget. The implementation of the SDBIP must 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 1: FRAMEWORK ACTION PLAN AND PROVINCIAL CYCLE



3.13. 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 final draft.

Table 4: Roles and Responsibilities for different stakeholders

Stakeholder	Roles and Responsibilities
Council	<ul style="list-style-type: none"> • Prepare, decide on & adopt the IDP Review Process Plan. • Ensure participation of all stakeholders. • Develop procedures for participation and consultation. • Ensure that that IDP Review is in line with all the Sector Plan requirements. • Verify the alignment of the reviewed IDP report with the District framework. • Approve and adopt the reviewed IDP.
Speaker	<ul style="list-style-type: none"> • Coordination of the community public participation • Mobilize the involvement of all stakeholders in the IDP Process • Coordinate the involvement of Councillors, CDW's, Ward Committee to participate in the IDP Program
Councillors, Ward Committees and CDWs	<p>Councillors:</p> <ul style="list-style-type: none"> • Play a leading role in the IDP process. • Represents their constituency's needs and aspirations. • Mobilize community to participate in the IDP Process <p>The role of the Ward Committee is to:</p> <ul style="list-style-type: none"> • Identify the critical issues facing its area. • Provide a mechanism for discussion, negotiation and decision-making between the stakeholders, including municipal government. • Form a structure links between the IDP Representative Forum and the community of each area; and • Monitor the performance of the planning and implementation process concerning its area. <p>CDW's role is to:</p> <ul style="list-style-type: none"> • Assist communities with their needs and with the necessary information on what government is doing. • Provide information regarding the government work taking

3.14. 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; and
- Provides the municipality with a project /programme evaluation and implementation monitoring feedback mechanism

3.15. 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.

3.16. 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.

3.17. 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.

3.18. 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.

3.19. 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.

3.19.1. ROLES AND RESPONSIBILITIES BETWEEN THE THREE SPHERES OF GOVERNMENT

Stakeholders			Provincial Government	National Government
Local Government	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 schedule; • Adopt and approve the IDP • Adjust the IDP in accordance with the MEC for Local Government's proposal 	<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 workshops with local municipalities, provincial and national role players and other subject matter specialists • Determine district scale issues, problems, potentials and priorities. • Ensuring that all relevant actors Are appropriately involved; 	<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; and -guiding them in assessing draft IDPs and aligning their sectoral programmes and budgets with the IDPs. • Assist municipalities in the IDP drafting process where required and Monitoring the progress of the IDP 	<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 implementation process; and • Provide opportunities for exchange of ideas and experiences 	

Stakeholders			Provincial Government	National Government
Local Government	District			
Local Municipality	District			
<ul style="list-style-type: none"> Ensure that the annual budget processes are undertaken 	<ul style="list-style-type: none"> 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 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 	<ul style="list-style-type: none"> 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; Contribute sector expertise and technical knowledge to the formulation of municipal strategies and projects 		

Tab

Table 6: Duties of council, administration and community

DUTIES OF MUNICIPAL COUNCIL	DUTIES OF 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 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 	<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 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 	<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 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

DUTIES OF MUNICIPAL COUNCIL	DUTIES OF MUNICIPAL ADMINISTRATION	DUTIES OF COMMUNITIES
<ul style="list-style-type: none"> • 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 Constitution 	<p>requirements;</p> <ul style="list-style-type: none"> • 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. 	<p>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;</p> <ul style="list-style-type: none"> • 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 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

DUTIES OF MUNICIPAL COUNCIL	DUTIES OF ADMINISTRATION	MUNICIPAL	DUTIES OF COMMUNITIES
			<ul style="list-style-type: none"> • To assist in facilitating implementation and monitoring of projects • To participate and inform government programs such as community policing forums

3.20. 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 7: Municipal IDP institutional arrangements, Structure Composition & Terms of reference

v	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 departments 	<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 	<ul style="list-style-type: none"> • The Municipality utilizes Mayoral outreaches for public participation in order to reach grass root communities at ward level. The following structures are consulted during the Months of September-November and January-March: • Traditional Leaders • Business People • Faith based organizations • Traditional Healers • Members of the public in all wards.

v	Composition	Terms of reference	
		Performance Management Manual	

3.21. ESTABLISHMENT OF SECTION 79 & 80 COMMITTEES:

Table 8: Section 79 and 80 Committees

Section 79 Committees	
Local Geographical Names Committee	Cllr. Zakhele Maya - Chairperson Cllr. Refiloe Annah Motakane
Rules & Ethics and By- Laws Committee	Cllr. Deon Makhoba –Chairperson Cllr. Lucky Koos Dhladhla
MPAC Steering Committee	Cllr Deon Makhoba- Chairperson Cllr. Refiloe Annah Motakane
Local Labour Forum	Cllr. Ahmed- Nazir Carrim Cllr Tshabalala Chief Whip Director Corporate Services Director Infrastructure Services Director Community Services and Public Safety (SAMWU)- Chairperson and 4 Reps (IMATU)- Rep
IDP Steering Committee	Cllr. Brenda Khethiwe Moeketsi-Chairperson Cllr. Mojalefa Graivice Miya
Local Economic Development Steering Committee	Cllr. Brenda Khethiwe Moeketsi-Chairperson Cllr. Ahmed-Nazir Carrim
Audit Committee	Mrs. S.J. Masite – Chairperson Mr. L. Langalibalele Mr. DS Twala Mrs. W. Ngwenya
Section 80 Committees	
Budget and Treasury Portfolio Committee	Cllr. Brenda Khethiwe Moeketsi- Chairperson Cllr. Muzikayise Deon Makhoba Cllr. Carel Pinnaar
Corporate Services Portfolio Committee	Cllr. Ahmed- Nazir Carrim - Chairperson Cllr. Sibongile. Nhlapo
Community Services and Public Safety Portfolio Committee	Cllr. Ahmed- Nazir Carrim - Chairperson Cllr. Sibongile Nhlapo
Infrastructure and Technical Services Portfolio Committee	Cllr. Mojalefa Graivice Miya- Chairperson Cllr. Muzikayise Deon Makhoba
Planning and Economic Development Portfolio Committee	Cllr. Mojalefa Graivice Miya- Chairperson Cllr. Muzikayise Deon Makhoba

Regulation 26 of the MFMA: Committee system for competitive bids – A supply chain management policy must provide for:

A committee system for competitive bids consisting of at least-

A Bid Specification committee

- a. Ms I Mlonyeni-Chairperson;
- b. Ms O Phasa- Deputy Chairperson;
- c. Mr M Mosese;
- d. Mrs P Ntlatlane- Secretary;
- e. Mr M Yusuf;
- f. Ms Zanele Thethe;
- g. Mr T Mahlangu;

I. A Bid Evaluation Committee

- a. Mr N Bhembe – Chairperson;
- b. Mr P Makhene;
- c. Mrs P Phokoa – Deputy Chairperson;
- d. Mrs P Ntlatlane – Secretary;
- e. Mrs S Radebe;
- f. Mr I Mafolo

II. A Bid Adjudication Committee

- a. Mr M Thokoane – Chairperson;
- b. Ms D Mashiane (Secretary);
- c. Mr T Masoue;
- d. Mrs N Khanye;
- e. Mrs M Mngomezulu;

LIST OF STAKEHOLDERS FOR WARD 1-6 IN DIPALESENG

Table 9: Stakeholders in 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 0730957908 (TRADITIONAL HEALERS) MRS ELIZABETH 0737782261 (PASTORS FORUM) MOTSAMAI MATIKANE 0793475546 (DSD) MANDLA MALOPE 0729601038

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
02	Muzikayise Deon Makhoba	THEMBI NDLOVU 0768485760	PAPI MOTAUNG 0605027652	SIBONGILE MOKOENA 0796337246	AGRICULTURE TSHEPI MAILE 0605879161 SAPS VIGINIA MAVUSO 0177730117 DSD MAMSI 0177730447 MASIBAMBANE OLD AGE MGOMEZULU M.J 07933744 ECDS N.D KHUMALO 0786608058 TOPSY FOUNDATION MOTLOUNG MAPULE 0737503113
03	Ahmed-Nazir Carrim	THEMBA TSHABALALA (CIVIL SOCIETY) 0845014304	MATHAPELO MODIPA 0764930265	TEBOHO MOLOI 0834952563	(AGRICULTURE) PHILLIP MNGOMEZULU 0736245768 (BUSINESS) AHMED KARRIEM 0824931164 (SIVE MVUBU YOUTH IN AGRICULTURE) 0735882250 (RELIGION) JACOB MOSHOADIBA 0766645649
4	Mojalefa Graivice Miya	P MLANGENI	JM TSOTETSI 0764939210	MF MOKOENA 0634252800	(BARENG BATHO) P MOTJHITJHI 0728148809

		0789399666	THAPELO SEKABATE 06050277467	(EDUCATION) S MTHUNZI 0720658787 (YOUTH) A NHLAPO 0711052146 (BOKAMOSO BOTJHATSI TROOP CENTRE) MIF MOKOENA 063425800 (DSD) MOTHOBISI NKOSI 0177730449 (DARDLA) DAN NOMBWILI 0605879187 (PASTORS FORUM) P MLANGENI 0789399666
5	Clr Kent Nyamande 0826080808	Patience Boloka 0789874344	GIFT MATHE 0764930293 BOTIKI MASITENG 0764930274	Botiki Masiteng 0764930274

6	Tryphinah Shabalala 028 5134 280	Nogoli Nhlapho (SGB) 0840843249	Ntombifuthi Mashinini (HOME BASECARE) 082 5951 313	Sipho Ngwenya (Dipaleseng Taxi Association) 072 7735 295 Nomvula Dhlamini(SGB) 071 5030 295 Moratuwa Makhanye (Health)0795158659 Moses Dlangalala (old age group)0767296133 A sekgathe(Farmer) 0632642649 Sibusiso Mphuthi (Business forum)0814277073
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3.22. 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:

Table 10: IDP/ Budget Timeframes

Activity	GSDM Deadline	DLM IDP Deadline	DLM Budget Deadline
Phase 0: Adoption of IDP/Budget Process Plan	31 August 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
Phase 5: Adoption of IDP/Budget			
• 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

3.23. IDP/ Budget Steering Committee Meetings

Table 11: IDP/ Budget Committee Meetings

ACTIVITY	DATE	TIME	VENUE
Preparation of IDP/Budget Process Plan	25 July 2022	09h00	Municipal Council Chamber

ACTIVITY	DATE	TIME	VENUE
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 Draft Budget Allocations Preparation of tariffs and policies for next financial year	16 January 2023	09H00	Municipal Council Chamber
Preparation of Draft IDP Preparation of Draft Budget	13 March 2023	09H00	Municipal Council Chamber
Preparation of Final IDP Preparation of Final Budget	22 May 2023	10H00	Disaster Centre

Table 12: 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/ Meeting Visual
04 February 2023	10:00	Council Chamber/ meeting Visual

3.24. Strategic Meetings

Table 13: Strategic Meetings

ACTIVITY	DATE	TIME	VENUE
IDP Strategic Planning	7-9 December	08h00	TBC
IDP/PMS Workshop	2022 22-23	09h00	TBC

ACTIVITY	DATE	TIME	VENUE
	November 2022		
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

3.25. 2022/2023 IDP/Budget Programme

3.26. Table 14: 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 2022	Preparation and Adoption of IDP/Budget Process Plan	July 2012	N/A	N/A	N/A	September 2022	30 September 2022	N/A	By 30/10/22	30/09/22

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
Analysis 01 September- 30 October 2022	Preparation of IDP Analysis Report	30 October 2022	N/A	N/A	N/A	N/A	N/A	September- October 2022	N/A	31 October 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
Strategies 01-30 November 2022	Refinement of Objectives and Strategies	30 November 2022	N/A	November 2022	N/A	N/A	N/A	N/A	N/A	30 November 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
Projects 01 December 2022- 30 January 2023	Identification of Projects and preliminary budget allocations Preparation of tariffs and policies for next financial year	05 January 2023	28 February 2023	N/A	N/A	N/A	N/A	N/A	N/A	30 January 2023

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 01-28 February 2023	Consultation with Sector Departments	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	28 February 2023

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
Approval of Draft IDP and Budget	Community Engagements	March 2022	N/A	N/A	N/A	20 March 2023	29 March 2023	4- 11 April 2023	By 14 April 2023	30 March 2023
31 March 2023	Publication of Notices									
	Preparation of IDP for Council Approval									

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
IDP Consultations April 2023	Community meeting for inputs on the draft IDP/Budget	N/A	N/A	N/A	N/A	N/A	N/A	1-31 April 2023	N/A	30 April 2023

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
Adoption of amendments to the Final IDP and Budget	Community Participation	April 2023	May 2023	N/A	May 2023	May 2023	May 2023	N/A	By 12 June 2023	30 June 2023
31 May 2023	Publication of Notices									
	Final Approval of IDP and Budget									

Table 15: 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 Councillors	MM, IDP Manager, Directors, Managers, & CDW
02	02/02/22	WEN	Siyathemba Community Hall	17:00	COMMUNITY	EXECUTIVE MAYOR, MMC's. & all Councillors.	MM, IDP Manager, Directors, Managers, & CDW
02	06/02/22	SUN	Sifisoethu Sec School	08:00	COMMUNITY	EXECUTIVE MAYOR, MMC's. & all Councillors.	MM, IDP Manager, Directors, Managers, & CDW
02	03/02/22	THUR	Ridge View	17:00	COMMUNITY	EXECUTIVE MAYOR, MMC's. &	MM, IDP Manager, Directors

WARD	DATE	DAY	VENUE	TIME	STAKEHOLDERS	ALLOCATED HUMAN RESOURCE	
						Councillors	Officials
						all Councillors	Managers, & CDW
03	07/02/22	MON	HARVEST CHURCH	17:00	COMMUNITY	EXECUTIVE MAYOR, MMC's. & all Councillors	MM, IDP Manager, Directors, Managers, & CDW
03	08/02/22	TUE	Greylingstad	17:00	COMMUNITY	EXECUTIVE MAYOR, MMC's. & all Councillors	MM, IDP Manager, Directors, 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	11/02/20	FRI	Thaba Kgadi	17:00	COMMUNITY	EXECUTIVE	MM, IDP

WARD	DATE	DAY	VENUE	TIME	STAKEHOLDERS	ALLOCATED HUMAN RESOURCE	
						Councillors	Officials
	22		Com Hall, Phomolong	0		VE MAYOR, MMC's. & all Councillor	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 MAYOR, MMC's. & all Councillors'	MM, IDP Manager , Directors , Managers, & CDW

Table 16: Mayoral Outreach Programme IDP/PMS/Budget & FR Consultation Meeting

WARD	DATE	DAY	VENUE	TIME	STAKEHOLDERS	ALLOCATED HUMAN RESOURCE	
						Councillors	Officials
1	17 & 18 April 2023	Monday and Tuesday	Siyathemba Primary School & Siyathemba Community Hall	17:00	Community Meetings	ALL MEMBERS OF MAYORAL COMMITTEE (MMC's)	MM, IDP Manager , Directors , Managers, CDW, Ward Councillors

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Table 16: Mayoral Outreach Programme IDP/PMS/Budget & FR Consultation Meeting

WAR D	DATE	DAY	VENUE	TIME	STAKEHOLDERS	ALLOCATED HUMAN RESOURCE	
						Councillors	Officials
2	16,17 & 18 April 2023	Sunday, Monday and Tuesday	Isifiso-Sethu Secondary School, Siyathemba Hall and Ridgeview Offices Community	17:00	Community Meetings	ALL MEMBERS OF MAYORAL COMMITTEE (MMC's)	MM, IDP Manager, Directors, Managers, & CDW
3	13,14 & 21 April 2023	Thursday and Friday	Sabbath, Balfour Town Hall & Greylingstad Municipal Offices (Meeting objective not achieved)	17:00	Community Meetings	ALL MEMBERS OF MAYORAL COMMITTEE (MMC's)	MM, IDP Manager, Directors, Managers, & CDW
4	18 April 2023	Tuesday	Bonukhukhanya Primary School	17:00	Community Meetings	ALL MEMBERS OF MAYORAL COMMITTEE (MMC's)	MM, IDP Manager, Directors, Managers, & CDW
5	20 & 21 April 2023	Thursday and Friday	Damandi Hall and Soomplaas Community Hall	17:00	Community Meetings	EXECUTIVE MAYOR, MMC's. & all Councillors	MM, IDP Manager, Directors, Managers, & CDW

Ward Inputs/Needs

IDP CONSULTATION MEETINGS WITHIN DIPALESENG WARDS AND SURROUNDING FARMS 31 JANUARY 2023 – 20 FEBRUARY 2023 (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	
<ul style="list-style-type: none"> ✓ 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 ✓ BUILDING OF POLICE STATIONS , SIYATHEMBA , NTHOROANE AND GROOTVLEI 	
PARKS AND RECREATIONAL CENTERS	
<ul style="list-style-type: none"> ✓ 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 	

LIST OF ISSUE'S RAISED DURING IDP WARD CONSULTATIONS MEETINGS

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 Geysers 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

4. CHAPTER FOUR: SITUATIONAL ANALYSIS

4.1. VISION, MISSION AND CORPORATE VALUES OF DIPALESENG LOCAL MUNICIPALITY

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

4.2. VISION

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

4.2.1. MISSION

The mission of the Dipaleseng Local Municipality *“is to provide sustainable services to communities and ensure that they are served by accountable and effective Municipality.”*

4.2.2. 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

4.2.3. 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)

4.3. DIPALESENG LOCAL MUNICIPALITY IN PERSPECTIVE

4.3.1. LOCALITY

The area of jurisdiction of the Dipaleseng Local Municipality is situated in the 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 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. The population distribution the area is thus largely urbanized (91% urban and 9% rural) a tendency that 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

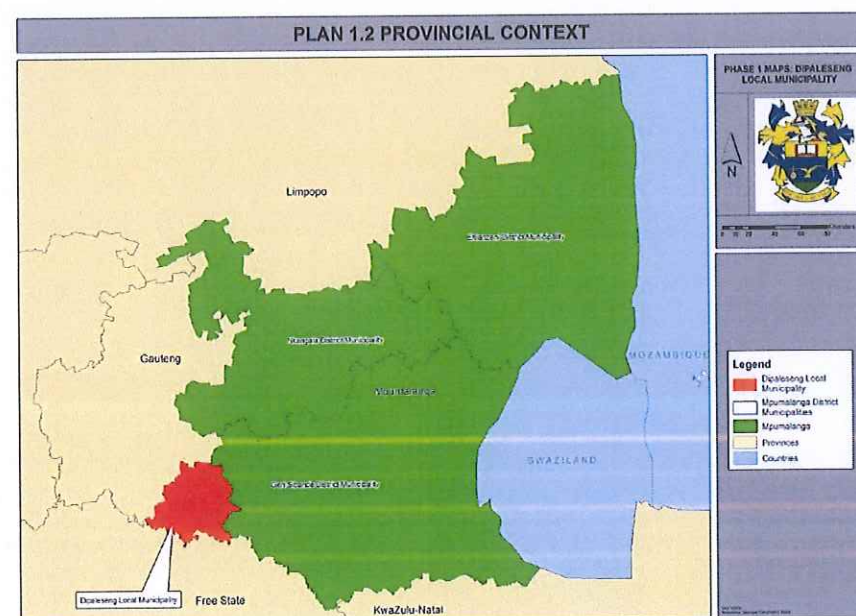
predominantly industrial town is further located in close proximity (80km) to the nationally well-known industrial areas of Johannesburg. The Balfour/Siyathemba urban area is 340km from Nelspruit and 80km from Johannesburg. Apart from that there is an internationally known abattoir, the "Biggest abattoir in Africa", which is found in Dipaleseng (Balfour town) with a vast number of by-products including inorganic chemicals, fertilizers, etc that 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. 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 are 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 local municipality 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.

Map 1: Spatial location of Dipaleseng Local Municipality



4.3.2. DEVELOPMENT OVERVIEW

Dipaleseng local municipality, has a relatively lower population growth rate of 0.2% compared to Gert Sibande District Municipality with a growth rate of 1.3%, Mpumalanga province with a growth rate of 3.4% and South Africa's growth rate of 1.4%. One key contributor to this is the higher than national average rate of HIV/AIDS prevalence in the municipality which was at 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 which was at 37, 2% for adults and 45,2% for youth in 2011 has also seen the emigration 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% as at 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 as only 24% of the community has 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.

Based on the above statistics, 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.

4.3.3. CURRENT DEVELOPMENT PLANS

Dipaleseng's development plans are geared mostly towards infrastructure upgrades and economic growth. In particular, the provisioning of housing, water and sanitation are key focus areas.

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, between Census data or the Local Economic Development Plan, are mostly outdated and are, therefore, not always reliable in assessing 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.

4.3.4. POPULATION

The demographic structure of a country or region has a bearing on the socio-economic development of that particular area. Understanding the population dynamics is necessary to assess the magnitude of the effects on any section of the society by any prospective policy, project or development. Thus it is important for the policy makers and planner to have a clear understanding of the demographic profile of the area under consideration.

4.3.5. POPULATION DISTRIBUTION

Dipaleseng Local Municipality comprises of 6 wards and covers an area of approximately 2644, 81 km². The table below shows the total population of the Municipality in 2016 as 45 232 people. In contrast, the Municipalities total population in 2011 was recorded as 42 390 people and in 2001 the total population was recorded as 38 618 people. The comparison of the three periods indicate that there has been an increase in the Municipalities population. During the 2001 – 2011 period Dipaleseng LM experienced an annual growth rate of 0.93% and during the 2011 – 2016 period a positive annual growth rate of 1.47%, which amounted to a total addition of 2842 people to the total population in 2016.

Table 17: Population Distribution

Area	Population			Growth	
	2001	2011	2016	2001-2011	2011-2016
Dipaleseng LM	38 618	42 390	45 232	0.93	1.47
Gert Sibande	900 007	1 043 194	1 135 409	1.48	1.92
Mpumalanga	3 365 554	4 039 939	4 335 964	1.83	1.61

Source: Statistics South Africa, Census 2011 & Community Survey, 2016

4.3.6. POPULATION PROJECTIONS

Projections are calculated for the population of the municipality and its main areas viz. Siyathemba, Balfour, Greylingstad, Nthorwane, Grootvlei and Rural Settlements (rest of the municipal area). The population is projected for two scenarios- medium growth which is based on CSIR Green Book's population projection and high growth which is based on the observed population growth in the municipality. It is expected that the municipality's population will grow to 47310 (medium growth scenario) or 72227 (high growth scenario) in 2050. As can be seen in the table, in the medium-growth scenario the growth of population is minuscule i.e. an increase of only 282 persons in 2050 from 2019. Whereas, the growth of population under the high growth scenario is much higher (25199 persons) for the same period.

Table 18: Population Projections

AREA	2019	2030	2040	2050
MEDIUM GROWTH				
Siyathemba	25259	25289	25350	25411
Balfour	3551	3555	3564	3573
Rural/Settlement	4489	4494	4505	4516
Greylingstad	932	933	935	937
Nthorwane	6790	6798	6814	6830

AREA	2019	2030	2040	2050
Grootvlei	6007	6014	6029	6043
HIGH GROWTH				
Siyathemba	25259	29925	34072	38794
Balfour	3551	4291	5012	5815
Rural/ settlement	4489	5234	5833	6533
Greylingstad	932	1104	1257	1431
Nthorwane	6790	8044	9158	10428
Grootvlei	6007	7117	8103	9226
Dipaleseng LM	47028	55715	63436	72227

Source: StatsSA Community Survey 2016, Data World calculations based CSIR Green book and StatsSA population figures

Total Population is 42 390 in terms of the Census (2011) and 45 232 according to the Community Survey (2016). The average annual population growth has been 1.5% in the years 2011-2016 and the projected population in 2030 is 55 715.

Table 19: Population per ward

Area	Number
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 20: Demographic Distribution

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

Source: Census 2011

Table 21: Gender Distribution

Gender	Percentage
Female	49,37 %
Male	50,63 %

Source: Census 2011

Table 22: Population Groups

Race	Percentage
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 23: Household Infrastructure Indicators

Category	Percentage
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.

Table 24: Education Indicators

Institution	Percentage
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.

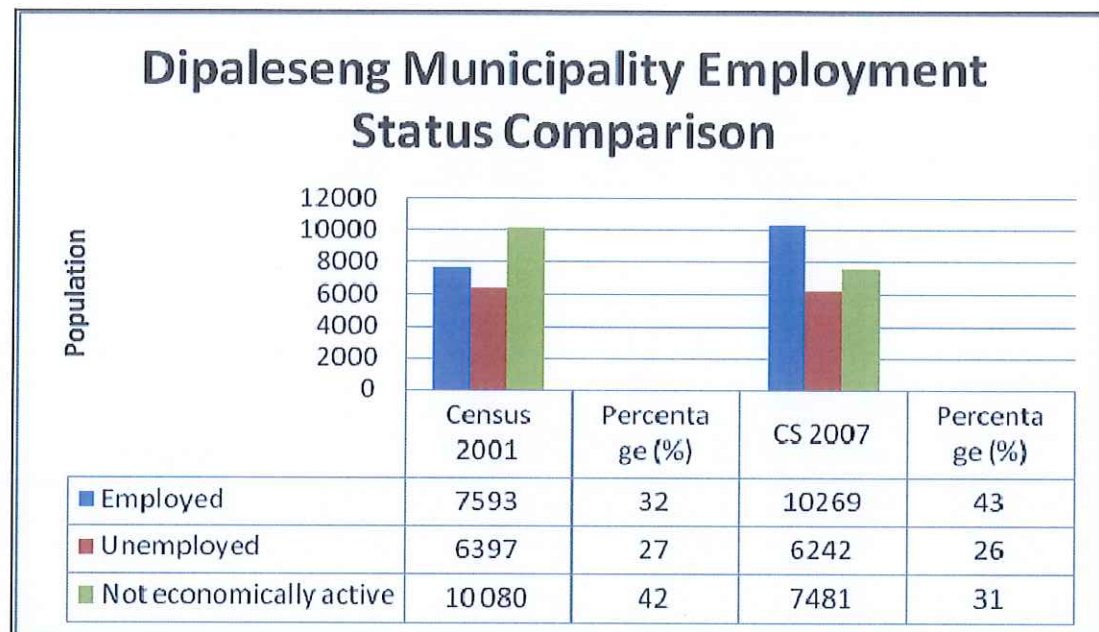
Table 25: Economic Indicators

Category	Percentage
Unemployment Rate	37,2 %
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%

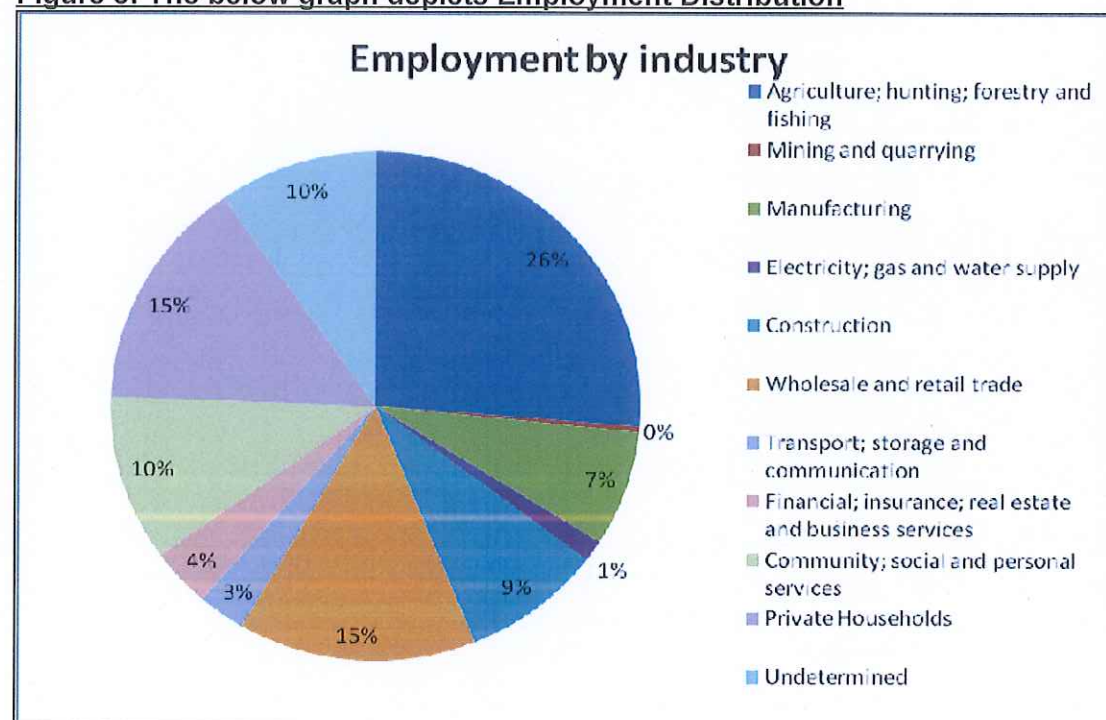
Figure 4: The below graph depicts Labour Market Status in Dipaleseng Local Municipality



Source: Stats SA 2011

4.3.7. EMPLOYMENT SECTOR

Figure 5: The below graph depicts 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 and early pregnancy.

5. CHAPTER FIVE: KEY PERFORMANCE AREAS

5.1. 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 26: DIPALESENG LOCAL MUNICIPALITY FUNCTIONS AND POWERS

No	Function	P erf or me d	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						
7	Storm water	X						
8	Trading Regulations	X				X		

No	Function	P	erf or me d	Partially performed	No Need at present	Not Performed	Performed Externally	Shared Service	Lack of capacity to perform
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								

No	Function	P	erf or med	Partially performed	No Need at present	Not Performed	Performed Externally	Shared Service	Lack of capacity to perform
20	Municipal abattoirs	X							
21	Municipal parks and recreation	X							
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							

No	Function	P	erf or me d	Partially performed	No Need at present	Not Performed	Performed Externally	Shared Service	Lack of capacity to perform
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:

Table 27: Service Divisions in Dipaleseng 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

5.1.1. INSTITUTIONAL CAPACITY

5.1.2. THE STAFF ESTABLISHMENT

The Staff Establishment and organizational structure 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 the municipality 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.

5.1.2.1. 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 focused 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:-

- Perceived preferential treatment on training opportunities,
- 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.

5.1.2.2. 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;

- Each learner shall complete an evaluation form at the end of each intervention and such evaluation form will be kept on file
- 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
- 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
- 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 co-operating 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 2020/21 to LGSETA in order to access skill's levy conditional grant.

5.1.2.3. 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.

5.1.2.4. 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;
- Timeous submission of Annual Employment Equity Progress Reports to the Department of Labour;
- Formulate Succession strategy with mentoring and coaching components;
- Conduct continuous analyses of policies, procedures and practices to identify the employment barriers experienced by designated groups;
- Where significant under-representation of a designated group is evident, targeted advertising could be embarked upon;
- The development of a Comprehensive internal staff communication strategy in consultation with Communications Department and;
- 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.

Table 28: 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

5.1.3. HUMAN RESOURCE STRATEGY

5.1.3.1. 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

5.1.4. ICT SERVICES

5.1.4.1. 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

5.1.4.2. 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.

5.1.4.3. 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

5.1.4.4. SYSTEMS FUTURE PLANS

- Purchasing the cemetery system that will be integrated with the financial system and;
- 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

5.1.4.5. SOFTWARE

- Purchasing of software licenses

5.1.4.6. 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

5.1.4.7. 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

5.2. KPA 2: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

5.2.1. SOCIAL SERVICES

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

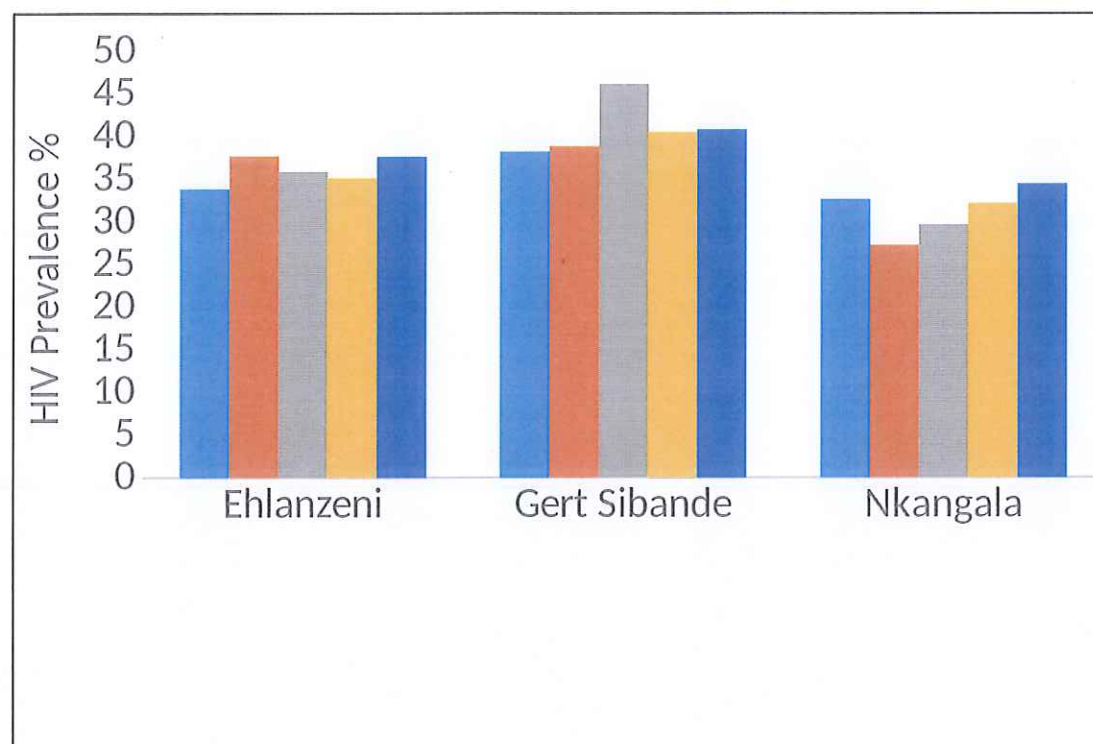
The National Strategic Plan for HIV/AIDS, TB and STI's (NSP) 2017-2022 is South Africa's fourth plan. It builds on the significant progress achieved to date, addresses gaps identified during the past five years and seeks to scale up best practice to ensure that quality and innovation underpins service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

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.

Figure 6: HIV Prevalence – 2013 Per District: An average increase of 2, 7%



5.2.1.2. 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.

Table 29: List of Non-Governmental Organization Existing In Dipaleseng Local Municipality

NAME OF ORGANISATION	NAME OF CONTACT PERSON	CONTACT NUMBERS
1. SAKHILE HOME BASED CARE	ALETTA	073 132 4720
2. KUTLOANO DROP IN CENTRE	ELIAS MOLOI	063 211 0434
3. UNITING REFORMED CHURCH DROP IN CENTRE	MALEPAKA NHLAPO	082 5455 792
4. SINETHEMBA YOUTH CENTRE	MANDLA MOTAUNG	078 7478 117
5. TEKANO	MAMOKETE MPHUTHI	0712851570
6. EKUKHANYENI YOUTH CENTRE	CARLY SHAMU	079 1255 145
7. ASISUKUMENI YOUTH CENTRE	PHINDILE	073 6037 090
8. SUN OF JOY	NONO MOTAUNG	072 4441 929
9. MASIBAMBANENI OLD AGE	MILDRED NDHLAPO	071 4119 039
10. KAKGISO OLD AGE	JIMMY MINE	079 851 4569
11. ZAMA LUNCHEON OLD AGE	MOSES DLANGALALA	076 729 6133
12. DISABILITY	MAPASEKA	076 2232 545
13. SUPPORT GROUP	MADITABA MAJOLA	078 583 7622

5.2.1.3. 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.

5.2.1.4. 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.

5.2.1.5. 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

5.2.1.6. 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.

5.2.1.7. 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).

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.

5.2.1.10. 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.

5.2.1.11. 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.

5.2.1.12. 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

5.2.1.13. 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.

Table 30: 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

5.2.1.14. LIBRARY SERVICES

The service is rendered by Dipaleseng Local Municipality and the Department of Culture, Sports and Recreation (DCSR). In the 2016/17 a new library in Balfour was constructed by DCSR. In Nthorwane, Eskom donated a wendy house to be used as a library temporarily and the DCSR planned to upgrade the Nthorwane library in their 2020/21 financial year and in Grootvlei upgrading plans are still pending. 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

5.2.1.15. 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.

Table 31: Status Quo of Cemeteries

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.
Siyathemba Nigel Road cemetery	Not Active (have reached its maximum burial capacity)	To be confirmed	130.34 hectares	No space for further development.
2. Greylingstad cemetery	Active	To be	This is subject	No space, new land

NAME OF CEMETERY	STATUS	LAND SIZE	REQUIRED SPACE	COMMENTS
		confirmed	to Geo-technical report.	adjacent to site identified with limited space. Environmental assessment impact study to be conducted.
3. 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.
4. 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

5.2.2. DIPALISENG ENVIRONMENTAL CHAPTER

5.2.2.1.[5.2.1.16.] 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:

- Biodiversity Act (Act 10 of 2004) which provides a framework for the conservation, sustainable use and equitable – sharing of our biological resources.

- Protected Areas Act (Act 57 of 2003) which guides protection and Conservation of ecology viable areas.
- National Water Act (Act 36 of 1998) that regulates the use of water resources.
- Air Quality Act (Act 39 of 2004) that provides measures for prevention of air pollution and ecological degradation while promoting conservation and secure ecologically sustainable development.
- Waste Management Act (Act 59 of 2008) that provides for regulating of waste management aiming at protecting health and environment.
- National Forests Act (Act 30 of 1198) that 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) which 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.

5.2.2.2.[5.2.1.17.] SUSTAINABLE DEVELOPMENT

NEMA (Act 107 of 1998) 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 recognizes the interdependencies between the natural environment, economic stability and social well-being.

5.2.2.2.1.[5.2.1.17.1.] STATUS QUO OF THE ENVIRONMENT

5.2.2.2.2.[5.2.1.17.2.] SOILS

Dipaleseng Local Municipality 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 which will be further discussed under Geology below.

5.2.2.2.3.[5.2.1.17.3.] 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 the municipality 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.

5.2.2.2.4.[5.2.1.17.4.] 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.

5.2.2.2.5.[5.2.1.17.5.] 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.

5.2.2.2.6.[5.2.1.17.6.] 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.

5.2.2.2.7.[5.2.1.17.7.] 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.

5.2.2.2.8.[5.2.1.17.8.] 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.

5.2.2.2.9.[5.2.1.17.9.] 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.

5.2.3.[5.2.2.] WASTE MANAGEMENT

Dipaleseng Local Municipality has an Integrated Waste Management plan which 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

5.2.3. 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.

5.2.3.1. 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 including fencing, no access control, in house electrifications, maintenance of cells, no weight bridge etc. Other challenges include the shortage of staff, uncontrollable waste reclaimers and insufficient equipment and machinery. In all sites 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 and 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, ablution 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 and the site is also 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.

5.2.3.2. PROJECTS PLANNED 2022/23 FY

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

5.2.3.3. 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.

5.2.3.4. RECYCLING INITIATIVES

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

5.2.3.5. 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 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.

5.2.3.6. SAFETY AND SECURITY

Safety and security in the municipal area is of utmost importance as 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.

5.2.3.6.1. 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

5.2.4. DISASTER, FIRE AND RESCUE MANAGEMENT

5.2.4.1. 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 as per **Table 32**:

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

5.2.4.2. FIRE AND RESCUE BUSINESS PLAN

The Business Plan contains 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 C 153/07/18**.

5.2.4.3. 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

5.2.4.4. 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

5.2.4.5. 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

5.2.4.6. 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.

5.2.4.7. LIST THE STRATEGIES/PLANS IN PLACE

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

5.2.4.8. 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

5.2.5. ACCESS TO SERVICES

5.2.5.1. 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.

5.2.5.1.1. SOURCES OF WATER:

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

5.2.5.1.2. 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%)

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

5.2.5.1.3. 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.

5.2.5.2. 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%)

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.

5.2.5.3. 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.

5.2.5.3.1. 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

5.2.5.3.2. STRATEGIES/ PLANS IN PLACE

- Water and Sanitation Master Plan- to be reviewed
- Roads and Storm Water Water 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

Table 33: Different Sector Projects

DCSR Projects			
LM	Project Description	2023/24 Target	2023/24 Budget allocation (annual) R'000
Dipaleseng	Maintenance of Grootvlei Public Library	100% completion	667
Dipaleseng	Mini Library project implemented to increase access to library service for people with sight disability in Balfour	1 library	618
DALRRD Projects			
Dipaleseng	Lephotomakwelele Farmers	Infrastructure, mechanization and production units	5 000
DCSSL			
	Community Outreach Programme (Imbizo)		850
Dipaliseng Local Municipality Greylingstad Balfour	Educational awareness campaigns	Liquor traders event Gender Based Violence Campaign	28
Dipaliseng Local Municipality	Support to Community Safety Forum (CSF)		13

	Support to Community Policing Forum (CPFs)		39
DWS			
Dipaleseng	RBIG Schedule 6B-Balfour/Siyathemba/Greylingstad/Willem sdal Bulk Supply	Construction phase	R60 000

5.3. KPA 3: LOCAL ECONOMIC DEVELOPMENT

5.3.1. MUNICIPAL ECONOMY

5.3.1.1. SIZE AND GROWTH RATE

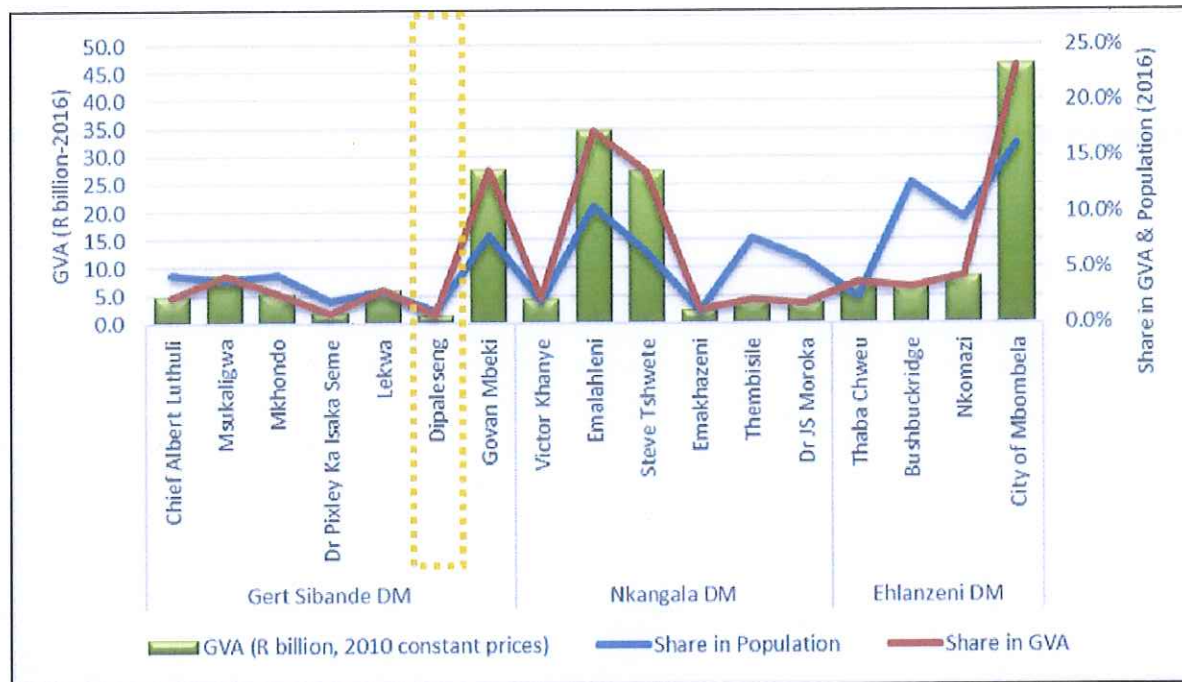
Size of an economy is measured by gross domestic product (GDP), and gross value added (GVA). GVA is the sum of the value of goods and services produced an economy while GDP denotes economic output from the consumers' side. Simply put, GDP is GVA plus the value of taxes generated, minus subsidies provided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

Figure 7: Comparative Contribution of Municipalities to GVA and Population, 2016



Source: IHS Markit & StatsSA

5.3.1.2. 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 8: 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 34: 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

5.3.1.3. 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 35: 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

5.3.1.4. 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 36: 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

5.3.1.5. 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 and 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 and is classified as a service Town by CSIR. The town is known for gold mining and surrounded by maize farming areas. 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. It 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 as well as it is 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 and it offers the opportunity to develop retail center's to be used by the local residents as well as the 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, ESKOM will shut down the Grootvlei Power Station within the next 10 years. 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. Though the electricity sector does not generate many direct employment opportunities, 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 the year (December 2011) an LED Summit was held for which resolutions were taken and required implementation. The Summit aimed at promoting economic growth and socio-economic development within the municipal area of jurisdiction, and to share information and business opportunities among stakeholders. The aim was further to offer local

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

It must however be noted that the Municipality does not have all resources required to implement projects, therefore pooling of resources is required hence the need to have a strong functional Local Economic Development Forum (LEDF). The forum's objectives amongst others is to ensure that 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.

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

5.3.2.1. 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.

5.3.2.2. 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.

5.3.2.3. 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

5.3.2.4. AGRICULTURE

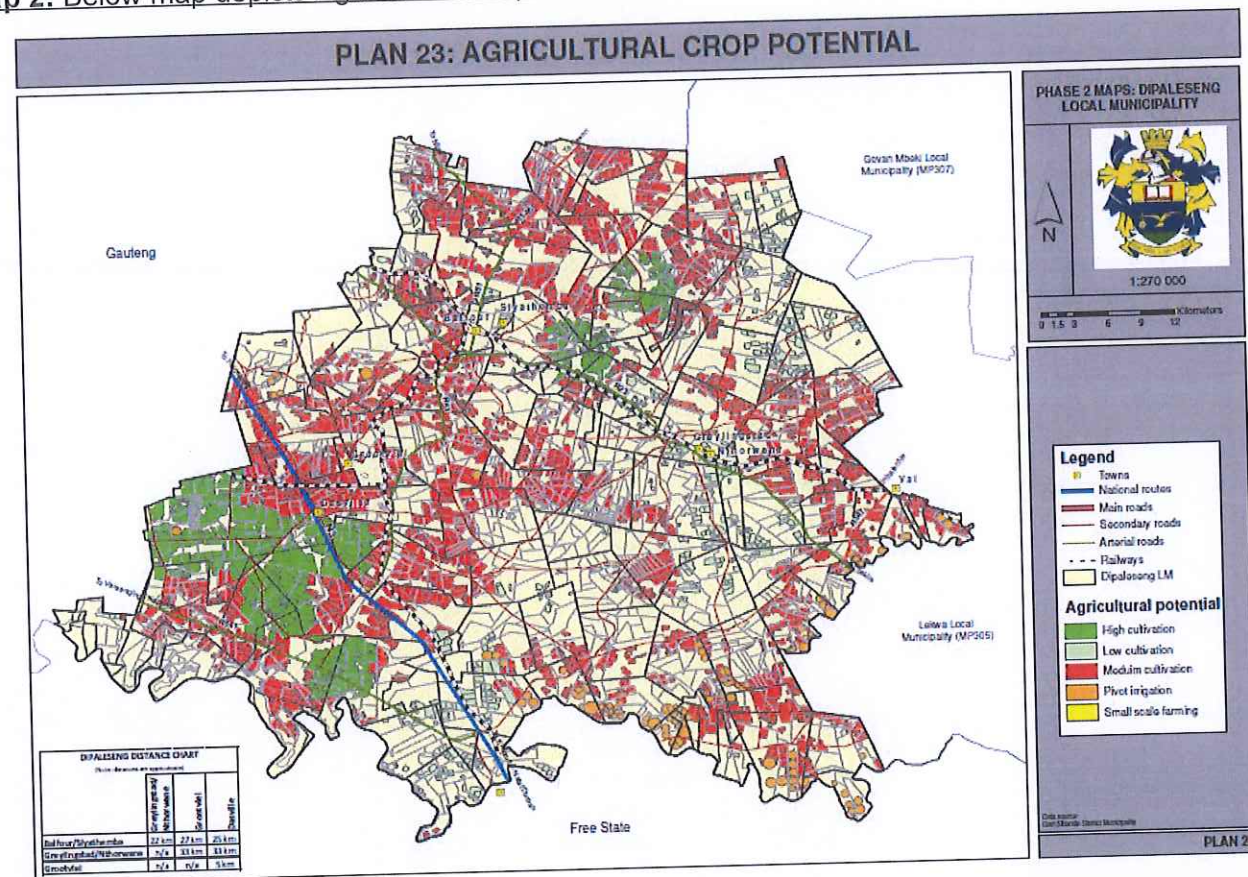
The Dipaleseng LED acknowledges the role of agriculture in alleviating poverty and advocates for increasing agriculture productivity to uplift rural communities' economic condition. The municipality produces maize, sunflower, grain, sorghum, wheat, and livestock. Though agriculture occupies a distinct 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.

Map 2: Below map depicts Agricultural Crop Potential

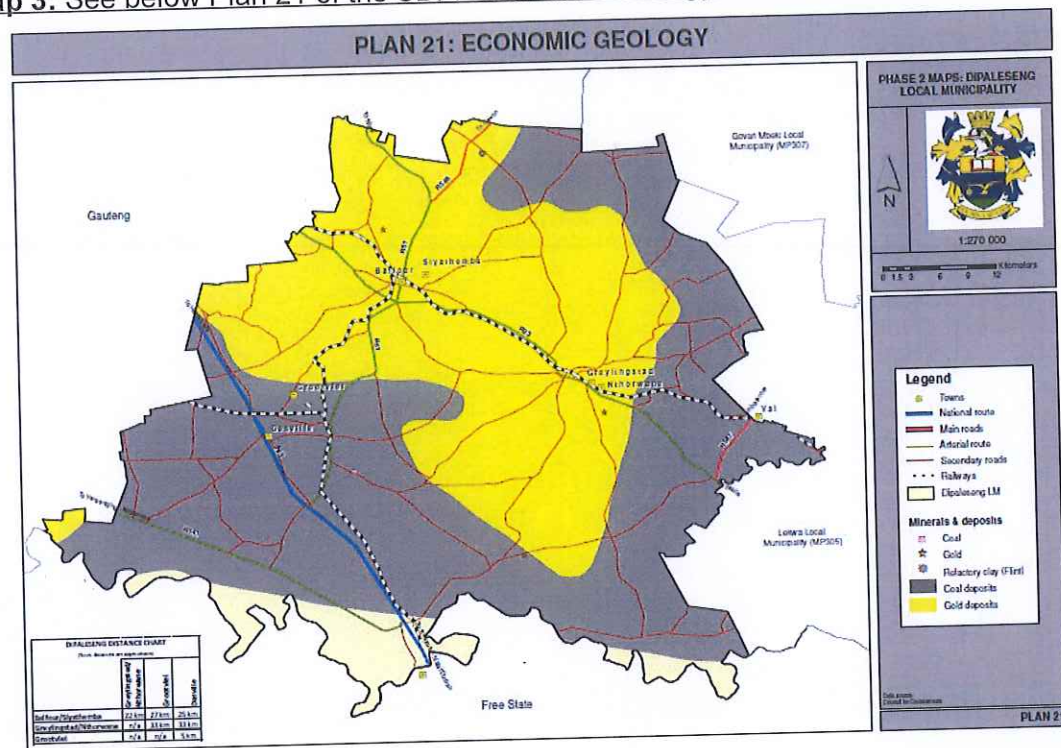


The agricultural land should therefore be protected to ensure continuous production and for the area to serve as the main agricultural service center supplying the surrounding agricultural communities and towns with commodities and services.

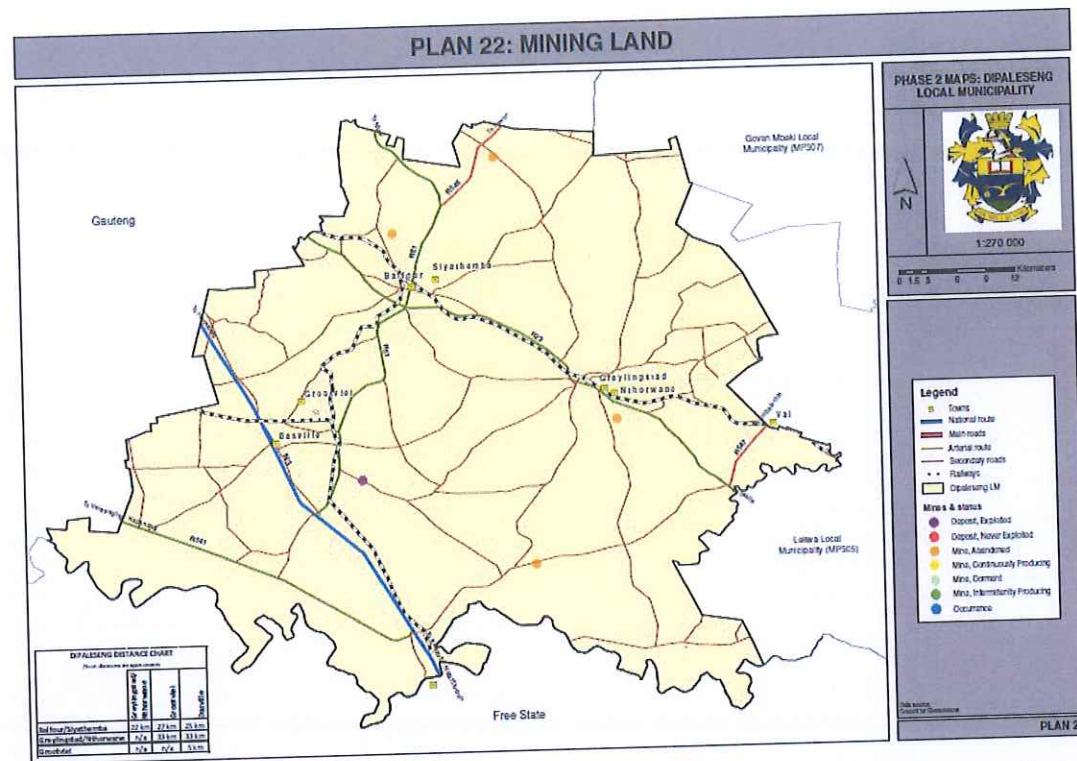
5.3.2.5. MINING

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).

Map 3: See below Plan 21 of the SDF: Economic Geology Plan 22: Mining



Map 4: 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.

5.3.2.5.1. 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.

5.3.2.5.2. 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 below 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)

Table 37: 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 000 000	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.

5.3.2.6. 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.

5.3.2.6.1. 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), with the following projects that are currently running in DLM:

- Assisting of secondary schools to improve their maths and science learning

- Donation of computers to schools, donation of park homes to business community and NPOs.
- Sites 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
- Sites earmarked construction of a stimulation center in Nthoroane and allocated (Nthoroane) – Eskom is an implementing agent

5.3.2.7. 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).

5.3.2.8. 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.

5.3.2.9. 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 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 channeling 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.

5.3.2.11. 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.

5.4. KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

The municipal financial management is regulated by several pieces of legislation and Dipaleseng Local Municipality is fully complying with the aim of ensuring sound financial governance. National treasury introduced a uniform financial reporting framework (mSCOA) which the municipality 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 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 able the municipality to charge rates that 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;
- Effective cash flow management; and
- 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; and
- Provision for bad debts policy

5.5. KPA 5 INTERGOVERNMENTAL RELATIONS AND PUBLIC PARTICIPATION

5.5.1. PUBLIC PARTICIPATION

5.5.1.1. 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.

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:
 - 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 and Budget
 - Special attention will be given to the involvement of youth, women and people with disabilities in the development process; and
 - Organization of community outreach meetings for the purpose of feedback and further engagement.

5.5.1.2. 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.

5.5.1.3. 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

5.5.1.4. 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

5.5.2. COMMUNICATION

5.5.2.1. 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

5.5.2.2. 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.

5.5.2.3. 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.

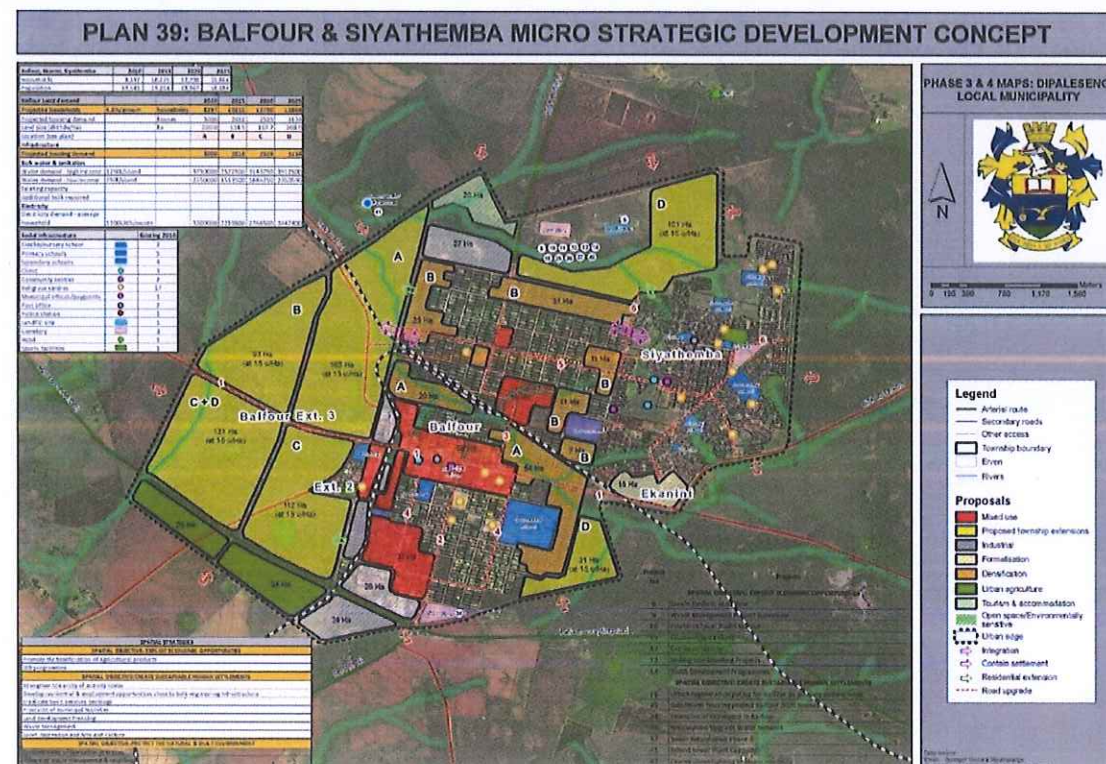
The strategy thus responds to the socio-economic demographic scope of the area while also addressing the technological advancements of our evolving lives. Through the implementation of the communication strategy, it is believed that communication with all stakeholders and audiences will be strengthened 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.

5.6. KPA 6: SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE

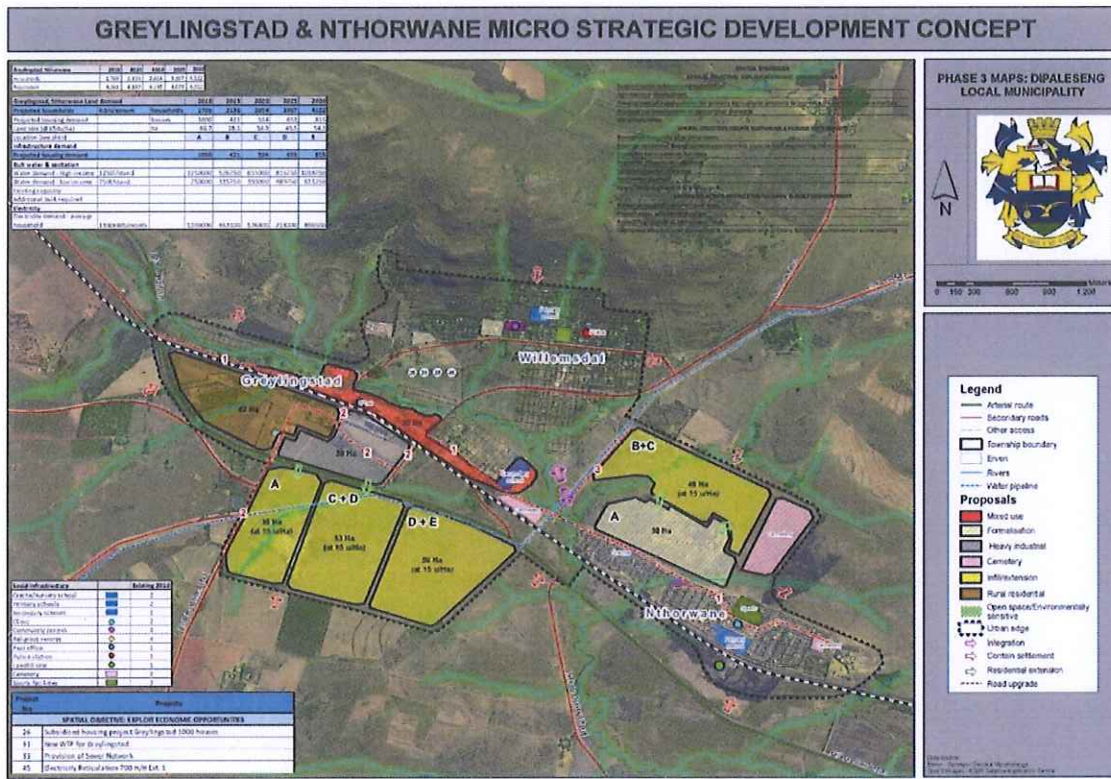
The formulation of a Spatial Development Framework is **legally required** in terms of Chapter 5, Section 26(e) of the Local Government: Municipal Systems Act, 2000; and Chapter 2, Section 4 of the Local Government: Municipal Planning and Performance Management Regulations, 2001.

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 depicts the three nodal areas for Micro Strategic Development Concepts in Dipaleseng as per the SDF, 2020.

Map 5: Balfour & Siyathemba Micro Strategic Development Concept



Map 6: Greylingstad & Nthorwane Micro Strategic Development Concept



Map 7: Grootvlei & Dasville Micro Strategic Development Concept



5.6.1. DEVELOPMENT OBJECTIVES

The Dipaleseng SDF is a spatial policy document that identifies the main challenges and opportunities confronting the municipality. The document sets out the municipal spatial vision that gives spatial expression to the vision encapsulated in the Municipal IDP – and other relevant local policies and identifies a number of spatial strategies towards achieving this vision.

The SDF is underpinned by and gives expression to the key principles of planning as expounded in SPLUMA, namely, spatial justice, spatial sustainability, efficiency, spatial resilience and good administration. The SDF serves the purpose of integrating necessary functionalities and linkages within local government, delivering a multitude of services linked to an integrated development approach in the municipal area. It indicates the desired spatial growth and development patterns as well as sufficiently provide for an economically and socially balanced development between rural and urban areas in the municipality.

5.6.2. 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”*

5.6.3. 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

5.6.4. SPATIAL DEVELOPMENT CONCEPT AND OBJECTIVES

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

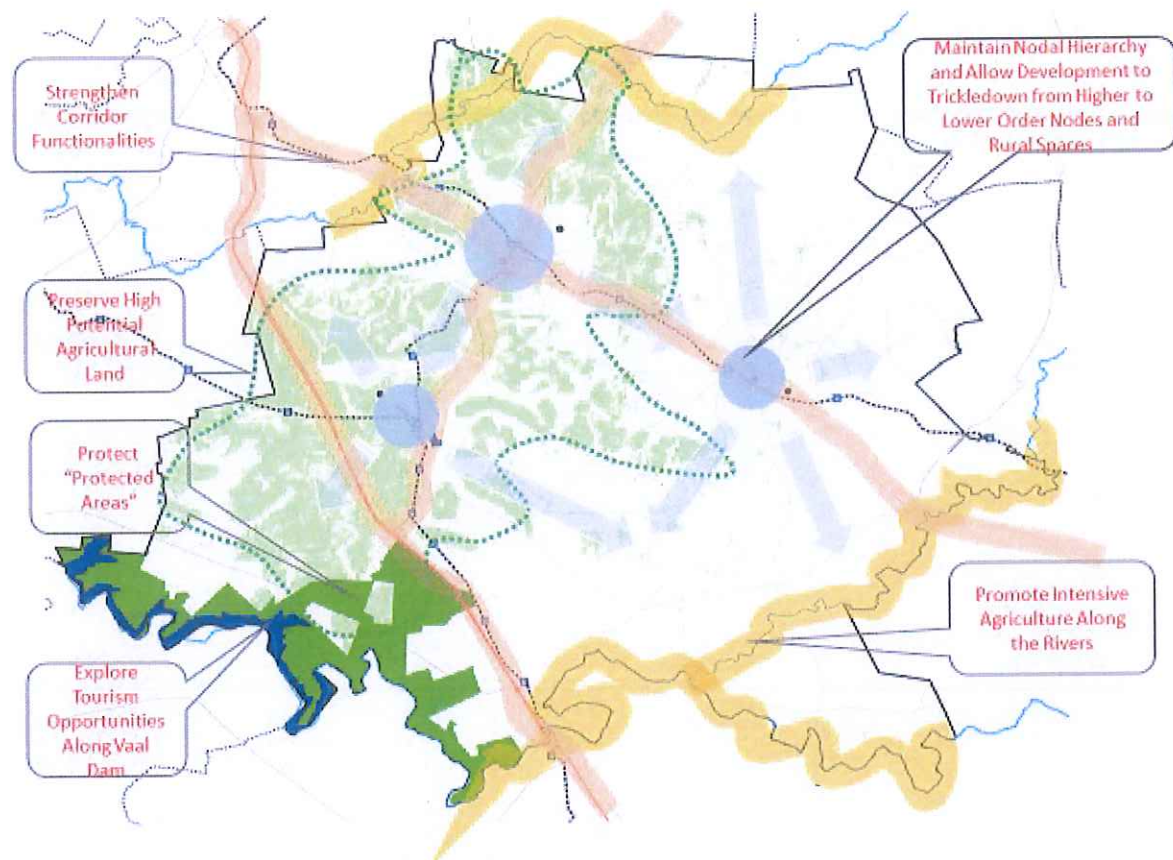
The aim of the concept is to reconstruct and integrate the urban and rural landscape of Dipaleseng into a more rational, compacted and manageable structure. Dipaleseng is one of the municipalities in Gert Sibande which are lagging in development in comparison to other municipalities. Widespread poverty 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.

5.6.5. 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.

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.



5.6.6. SPATIAL DEVELOPMENT OBJECTIVES AND STRATEGIES

5.6.6.1. 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.

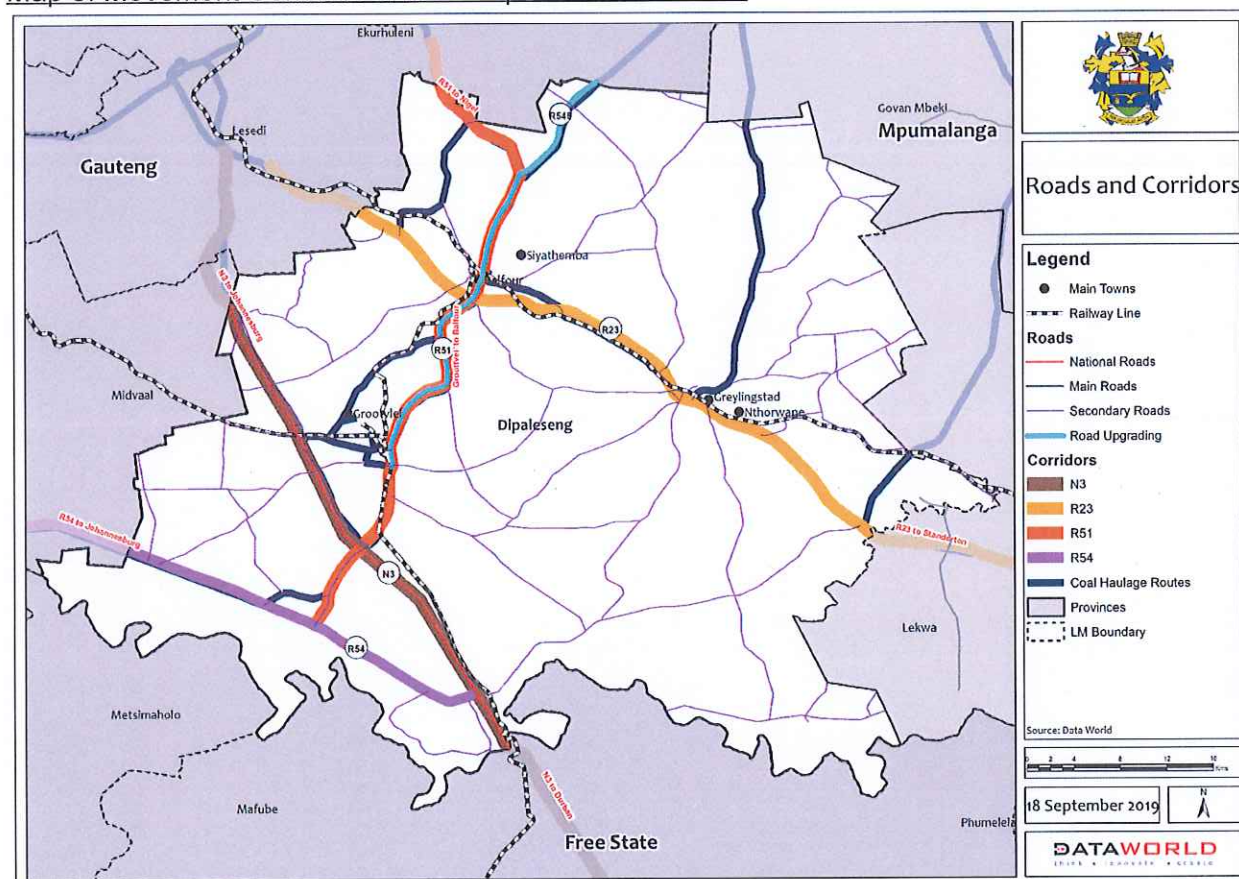
The most prominent movement network feature in the Dipaleseng LM is the R23 and the N3 corridor which traverses the municipal area from east to west, linking Gauteng Province and Durban/eThekweni in KwaZulu-Natal and furthermore linking prominent towns and settlements such as Balfour, Standerton and 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.

Table 38: Movement and Transportation Strategies

Spatial Development Objective	Strategy
Spatial Development Strategy 1: Ensure connectivity between settlements, as well as nodes and connectivity within settlements	Strengthen and integrate existing public transport networks, services and modes between Balfour, Siyathemba, Grootvlei, Greylingstad and Nthorwane
Spatial Development Strategy 2: Ensure and maintain a high standard in terms of accessibility to the wider regional context and accommodate freight, private vehicles,	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

Spatial Development Objective	Strategy
mini-bus taxis and buses	heavy traffic on these routes
Spatial Development Strategy 3: Decongestion of coal haulage roads	Definition of a Coal Network Grid for Dipaleseng LM, which will be ring-fenced and coal movements to be restricted to this network. 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

Map 8: Movement Corridors and Transportation Networks



5.6.6.2. SUSTAINABLE ECONOMIC DEVELOPMENT AND CONCENTRATION

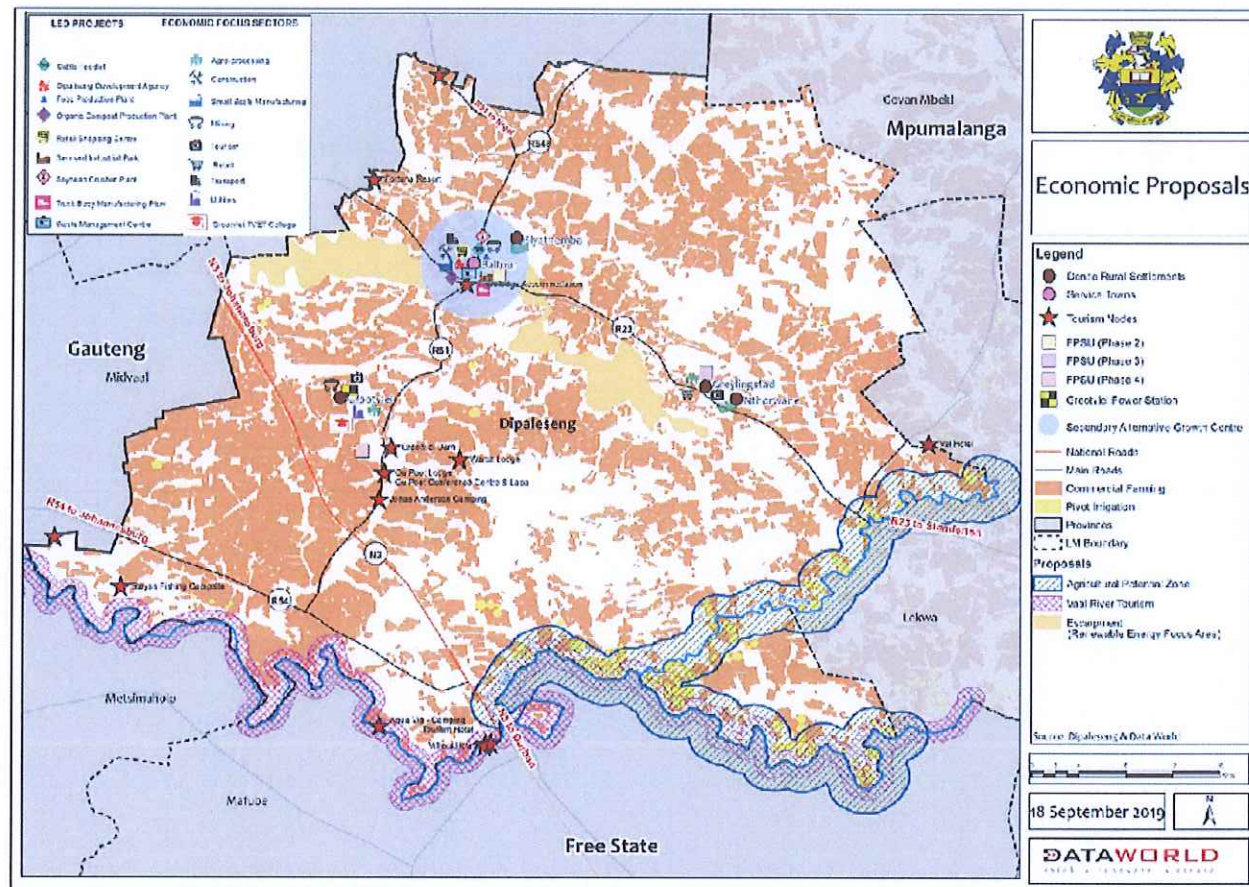
In Dipaleseng, the tertiary sector contributes 56% to the municipal GVA, the secondary sector 27% and primary sector 17%. Though the tertiary sector is the largest economic sector, the municipality's economy is largely dependent on the primary and secondary sectors. The reason behind this is that Dipaleseng does not have an advanced economy propelled by tertiary sector activities such as business, finance, banking, education, research and knowledge-based services. Rather, the tertiary sector is an outcome of the basic tertiary sector services required by the citizens engaged in primary and secondary sectors. Therefore, 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 the primary and secondary sectors while taking the necessary steps to transform the municipality's economy to an advanced and knowledge-based one.

Table 39: Sustainable Economic Development Strategies

Spatial Development Strategy	Proposals
Spatial Development Strategy 1: Strengthen Economic Bases of the Existing Urban Centres	<ul style="list-style-type: none"> • Balfour: Agriculture (Beneficiation), Mining (Beneficiation), Construction, Transport, Small Scale Manufacturing • Grootvlei: Utilities (Power Generation), Tourism, Retail, Agriculture (Beneficiation), Mining (Beneficiation), • Greylingstad: Tourism, Retail, Agriculture (Beneficiation)
Spatial Development Strategy 2: Economic Infrastructure Restructuring	<ul style="list-style-type: none"> • 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. • Develop a diverse range of special interest tourism products and routes such as water sports, birding, fishing, history, jock, leisure, adventure, and rural tourism. • Development of infrastructure (road, water supply, power supply etc.)

Map 9: Sustainable Economic Development Proposals



5.6.6.3. Environmental Conservation and Utilisation

The objective of this strategy is to ensure that land use and settlement growth is directed and managed to protect and rehabilitate the functionality of Dipaleseng's environmental services and systems - natural assets. These support life and livelihoods offer the potential for further prosperity, as well as buffer the impacts of climate change and extreme events to life and property. In other words, the intention is to secure a sustainable and resilient base for Dipaleseng to function and prosper.

Map 10: Critical Biodiversity Areas

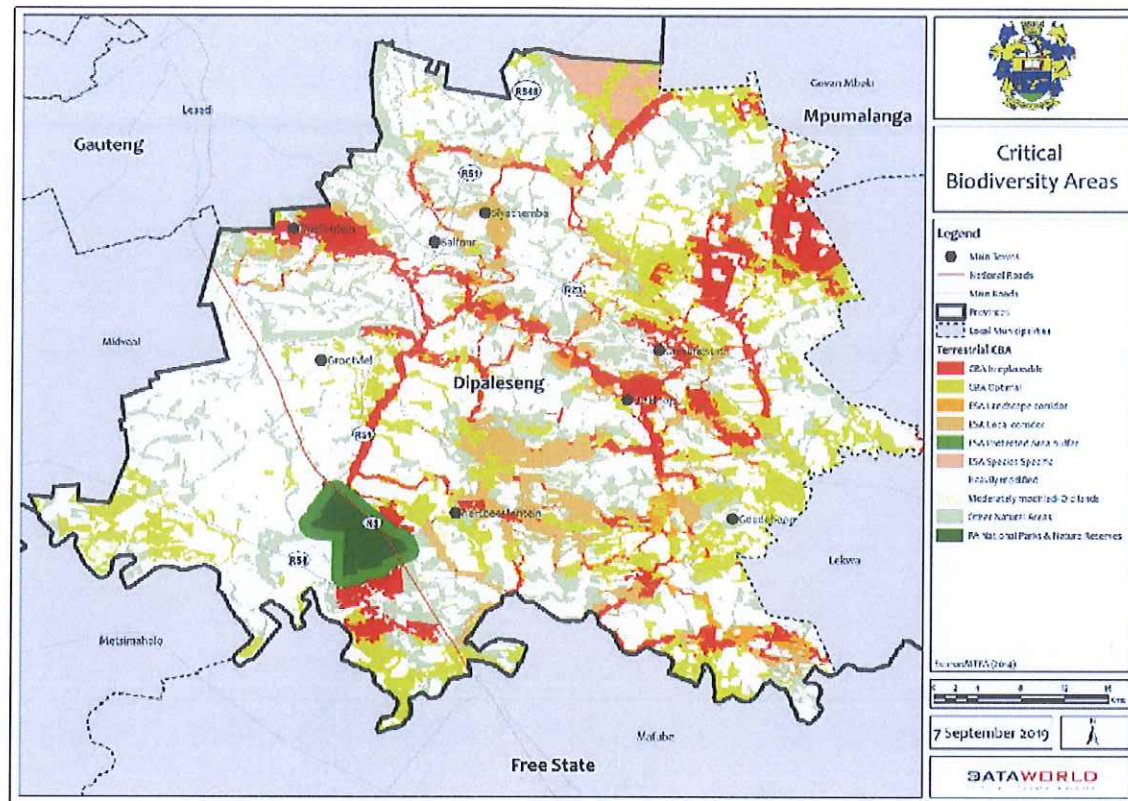


Table 40: Environmental Conservation Strategies

Spatial Development Strategy	Proposal
Spatial Development Strategy 1: Protection of the Municipal Biodiversity & Ecosystem Services	<ul style="list-style-type: none"> Ensuring all new development and redevelopment take into consideration the environmental management guidelines and policies of this SDF.
Spatial Development Strategy 2: Conservation of Water Resources and Catchment Areas	<ul style="list-style-type: none"> Rehabilitation of catchment areas i.e. the Vaal River catchment area
Spatial Development Strategy 3: Sustainable Agriculture	<ul style="list-style-type: none"> Development of an agricultural protection and management framework Identify and map all protected agricultural land.

5.6.6.4. SUSTAINABLE HUMAN SETTLEMENT DEVELOPMENT

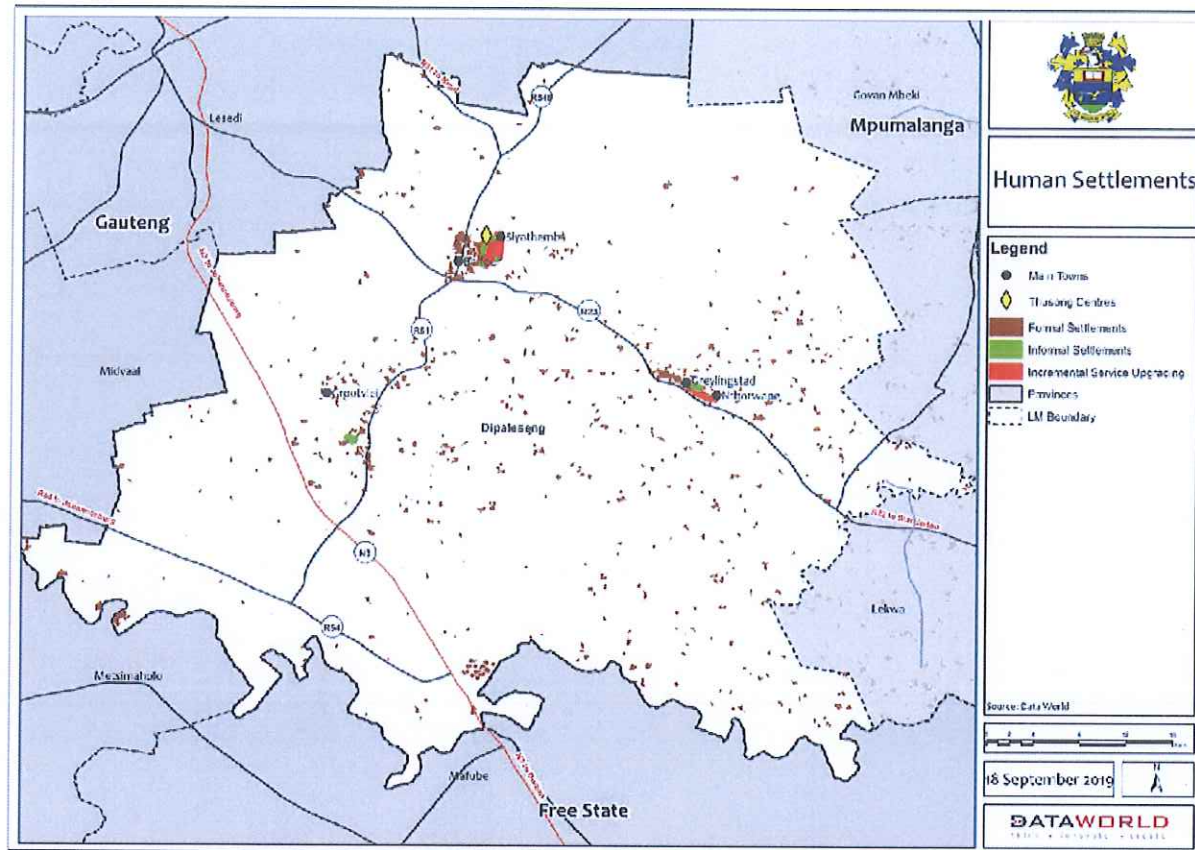
The legacy of apartheid left dire consequences in the form of spatial distortion. This is particularly evident in former black townships and rural areas. The effects were far-reaching, leaving South Africa with three distinctive spatial patterns, namely, low-density sprawl, fragmentation and segregation.

A sustainable human settlement should not only refer to the provision of housing but rather developing communities which enable societies to live in a way that encourages the notion of creating a sense of place. A sustainable human settlement should support harmonious settlements, characterised by a sense of safety and belonging. Fundamental to sustainable human settlements is the ability to improve quality of life and human development.

Table 41: Sustainable Human Settlements Strategies

Spatial Development Strategy	Proposals
Spatial Development Strategy 1: Promote spatial integration of settlements within the municipality	<ul style="list-style-type: none"> • Locating new developments closer to activity spines and corridors; economic opportunities and social amenities; <p>Infill sites for new development within Siyathemba, Balfour, Grootvlei, Dasville, Nthorwane and Greylingstad should be a priority</p>
Spatial Development Strategy 2: Spatial Restructuring	<ul style="list-style-type: none"> • Use of strategically located vacant land parcels in the Balfour CBD, Greylingstad & Nthorwane, as a catalyst for densification, integration and mixed land use orientated development; • Optimise the use of existing resources including bulk infrastructure, roads, transportation and social facilities.

Map 11: Sustainable Human Settlements



5.6.6.5. INFRASTRUCTURE INVESTMENT

The provision of water, electricity, sanitation and refuse disposal etc, should be fashioned toward achieving the objectives of sustainable development. According to the Dipaleseng IDP 2022/2023, development plans should be structured towards infrastructure upgrades, predominantly, water, sanitation and electricity. Infrastructure provision, good governance and sustainable development are inseparable.

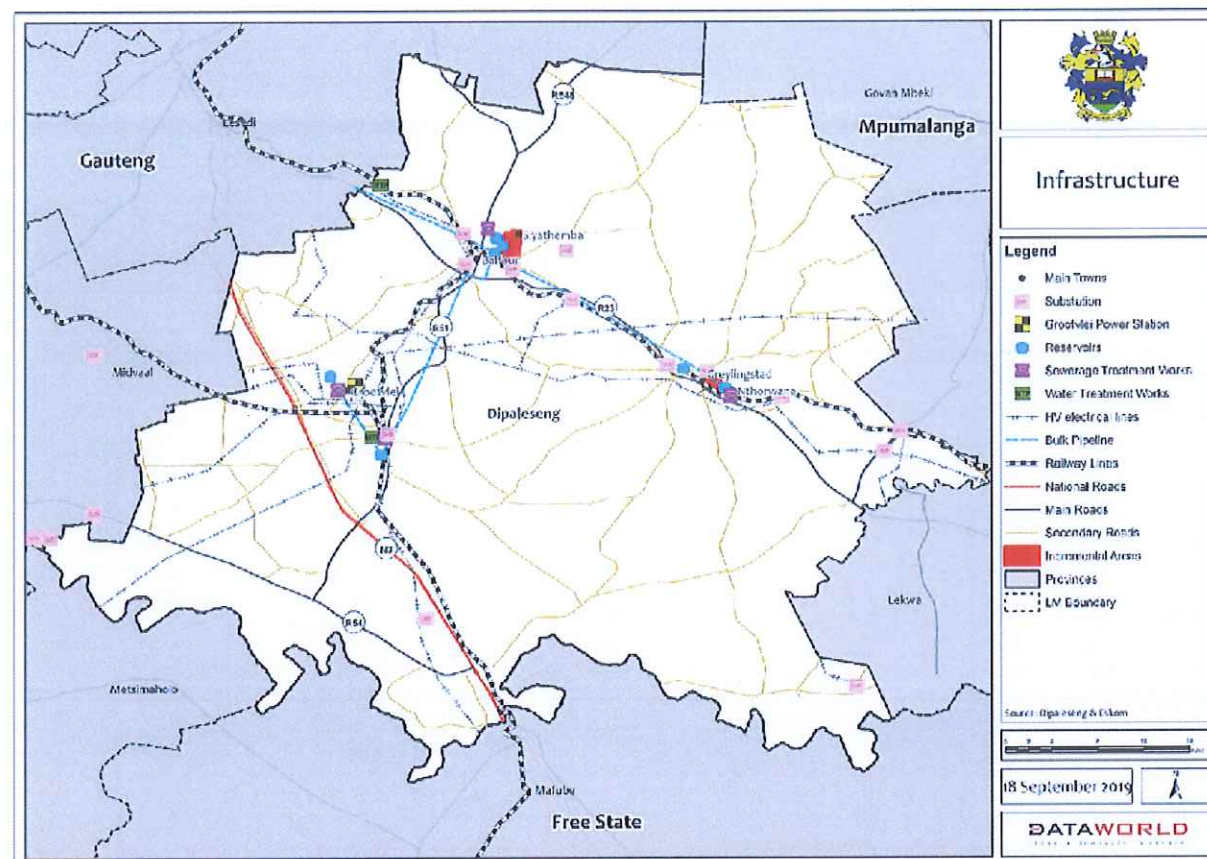
The aim of this objective is to emphasise the need to make sufficient provision for infrastructure investment in Dipaleseng within a reasonable distance of all communities, both urban and rural. In order to support the notion of compact development and redress spatial fragmentation, these services need to be consolidated for maximum efficiency as there is some benefit to be derived from such a consolidation.

Table 42: Infrastructure Investment Strategies

Spatial Development Strategies	Proposals
Spatial Development Strategy 1: Upgrading and maintenance of existing infrastructure: - Water	<ul style="list-style-type: none"> Balfour Fortuna Water Treatment Works requires a necessary upgrade to its infrastructure in order to augment the water supply and possibly meet future water

Spatial Development Strategies	Proposals
	<p>demands.</p> <ul style="list-style-type: none"> • Construction of additional storage reservoirs in Balfour, Siyathemba, Greylingstad, Nthorwane
<p>Spatial Development Strategy 2: Upgrading and maintenance of existing infrastructure: Wastewater and Sanitation</p>	<ul style="list-style-type: none"> • Upgrading of wastewater treatment works in Balfour from 4MI/day to 12MI/day • Construction of a new 1.5MI/day wastewater treatment works in Grootvlei • Upgrade wastewater treatment works in Greylingstad from 0.5MI/day to 1.5MI/day
<p>Spatial Development Strategy 3: Upgrading and maintenance of existing infrastructure: Renewable Energy and Electricity</p>	<ul style="list-style-type: none"> • Explore the possibility of generating energy from renewable sources in the municipality, e.g. Biomass plant from agricultural waste. • Planned housing developments should install solar panels to relief pressure on- grid supply.

Map 12: Infrastructure Investment



5.6.7. CAPITAL INVESTMENT FRAMEWORK

The Capital Investment Framework (CIF) as a component of the Municipal Spatial Development Framework (MSDF) is a requirement in terms of Section 4(e) of the Municipal Planning and Performance Management Regulations, 2001 as promulgated in terms of the Municipal Systems Act. The CIF also fulfils the function of a Capital Expenditure Framework (CEF) as required in terms of Section 21(n) of the Spatial Planning and Land Use Management Act, 2013. The purpose of the CIF is therefore to strategically and spatially guide, align and co-ordinate municipal capital expenditure across all sectors that will make provision for balanced spending of the municipal budget so as to promote economic growth and meet the infrastructure and services needs for the Dipaleseng Municipality residents.

The ensuing section identifies a set of programmes and projects essential for realising the spatial development strategies and plans as well as the parties responsible for implementing the projects and programmes. The projects and programmes have been categorised into three broad timeframes to indicate their time of implementation. These timeframes are **short term (2030)**, **medium term (2030-40)** and **long term (2040-50)**. Currently, there aren't any identified programmes to be funded and implemented for the 2023/24 financial year.

Table 43: CIF Projects and Programmes

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
Movement and Transportation Corridors Objective					
Spatial Development Principle 1: Ensure connectivity between settlements, as well as nodes and connectivity within settlement					
Development of the Dipaleseng Transport Master Plan	Provincial Dept. of Public Works, Roads and Transport; DLM	R 900 000	X	X	X
Upgrading of class 2 and 3 roads between Balfour, Grootvlei, Greylingstad, and outlying farming and rural areas.	Provincial Dept. of Public Works, Roads and Transport; DLM	R 500 000		X	X
Upgrading of movement infrastructure such as taxi-bus ranks, footpaths and security facilities	DLM	R 300 000	X	X	X
Spatial Development Principle 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					
Maintenance and upgrading of the national and provincial road networks (N3, R51, R54 and R23)	SANRAL; Provincial Dept. of Public Works, Roads and Transport	R 600 000		X	X
Spatial Development Principle 3: Decongestion of coal haulage roads					
Definition of a Coal Network Grid within the LM	DLM		X		
Stepping up of overload control facility	DLM			X	
Increased investment in rail infrastructure to minimise the impact of coal freight on the road.	PRASA; DLM	R 800 000		X	X
Road upgrading and maintenance is proposed, to cater for coal haulage: <ul style="list-style-type: none"> • Priority 1 – R23 from Balfour to Volkrust • Priority 2 – R51/R548 from Balfour to Devon and N17 • Priority 3 – R51 from Grootvlei to Balfour 	SANRAL; Provincial Dept. of Public Works, Roads and Transport	R 600 000		X	X

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
Sustainable Economic Development and Concentration Objective					
Spatial Development Principle 1: Strengthen Economic Bases of the Existing Urban Centres					
Undertake detailed studies to identify the latent economic potential of the key urban centres, such as: <ul style="list-style-type: none"> Balfour: Agriculture (Beneficiation), Mining (Beneficiation), Construction, Transport, Small Scale Manufacturing Grootvlei: Utilities (Power Generation), Tourism, Retail, Agriculture (Beneficiation), Mining (Beneficiation), Greylingstad: Tourism, Retail, Agriculture (Beneficiation) 	DLM; DRDLR; DEDT; ESKOM; GSDM		X	X	X
Invest in the key economic sectors such as the Agriculture and Tourism Sector for job creation.	DLM; DRDLR			X	X
Implement relevant economic development projects of the Dipaleseng LED strategy such as: <ul style="list-style-type: none"> Balfour: Dipaleseng Development Agency; Soybean Crusher Plant; Cattle Feedlot; Organic Compost Production Plant; Food Production Plant; Truck Body Manufacturing Plant; Serviced Industrial Park; Waste Management Centre; Retail Shopping Centre Grootvlei: Coal Mine 	DLM, GSDM; DEDT MEGA	R 800 000	X	X	X
Spatial Development Principle 2: Economic Infrastructure Restructuring					
Agriculture Sector Development by: <ul style="list-style-type: none"> Development of irrigation facilities the along the Vaal and Waterval riverbanks, Providing necessary training and 	DEDT; DLM; DRDLR;	R 100 000 – R1 000 000	X	X	X

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
<p>support to emerging farmers</p> <ul style="list-style-type: none"> • Development of beneficiation facilities focusing on the processing of maize, soybean, sunflower and meat products • Development of logistics facilities, storage and transport infrastructure and soft capital (human and financial resources) • Implementation the GSDM RDP proposals, by developing the proposed FPSU's in Balfour, Grootvlei and Greylingstad 					
<p>Tourism Sector Development by:</p> <ul style="list-style-type: none"> • 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 such as tourist information centres in the main tourism areas (Vaal dam, Grootvlei dam and Greylingstad). • Development of LUS conditions and guidelines that will enable more investment in lodging and boarding facilities • Develop road infrastructure connecting the identified Tourism areas with the surrounding regions • Training programmes for communities in the operation and running of tourist facilities 	<p>DEDT; DLM; DRDLR; MTPA;</p>	<p>R 100 000 – R1 000 000</p>	X	X	
<p>Create an investment incentive zone.</p> <ul style="list-style-type: none"> • Develop strategies and marketing plan for investment zones. • Development of infrastructure 	<p>DEDT; DLM;</p>	<p>R 100 000 – R1 000 000</p>	X		

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
(road, water supply, power supply etc.) <ul style="list-style-type: none"> Incorporation of Tax incentive and Financial incentives in Municipal Land Use Development policies and frameworks 					
Township Economic Development by: <ul style="list-style-type: none"> Development of small retail centres in townships. Relax LUS and development restrictions in order to encourage small scale non-polluting industrial activities and services (such as furniture making and appliance repair centres) in the townships. Build capacity provide vocational training programmes. Create market access for products and services originated in the townships. (Manufacturing and retail centres) 	DEDT; DLM; MEGA; DTI;	R 100 000 - R1 000 000	X	X	X
Skills Development and Capacity Building <ul style="list-style-type: none"> Development of a vocational training centre in Grootvlei Organise periodic skills development and capacity building workshops for emerging farmers, township entrepreneurs, tourism centre/ business operators Impart soft skills such as finance, marketing and operation Provide financial and infrastructural support to the emerging farmers and township entrepreneurs 	DEDT; DLM; MEGA; DTI;	R 100 000 - R1 000 000	X	X	X
Environmental Conservation and Utilisation					
Spatial Development Principle 1: Protection of the Municipal Biodiversity & Ecosystem Services					
Development controls and supporting mechanisms in critical biodiversity areas in order to ensure the protection and enhancement of valuable environmental assets	DARDLEA; DLM; MTPA		X	X	
Review of the Dipaleseng environmental	DLM;	R 700 000	X		

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
management framework and policies	DARDLEA; MTPA				
Map important ecological infrastructure for use in spatial planning and for restoration/rehabilitation.	DLM; MPTA	R 300 000	X	X	
Integration of natural ecological systems with urban development frameworks and planning through green corridors and the extension of an urban open space network	DLM; DARDLEA; MTPA		X	X	X
Local spatial development framework concepts and land use schemes should acknowledge special requirements for developing anything within the vicinity ecological infrastructure.	DLM; MPTA		X		
Identify high potential soils and implement the Mpumalanga Biodiversity Sector Plan or bioregional plans for Dipaleseng Municipality	DLM; DARDLEA; MTPA		X	X	
Delineation of environmental heritage and conservation areas, biodiversity hotspots and ecological corridors as special biodiversity management zones in the municipality	DLM; MPTA			X	X
Spatial Development Principle 2: Conservation of Water Resources and Catchment Areas					
Rehabilitation of the catchment areas of wetlands and the following rivers: <ul style="list-style-type: none"> • The Vaal River catchment, which ultimately forms part of the Suikerbos River system; • the Water Val River where it meets the Vaal River (Vaal Catchment); • the Suikerbos River where it meets the Vaal River (Vaal Catchment); • the Suikerbos River where it meets 	DLM; DARDLEA; MTPA			X	X

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
<p>the Water Val River (Additional Suikerbos Catchment, which includes the upstream Water Val and Vaal River Catchments); and</p> <ul style="list-style-type: none"> the Water Val River at its confluence with the Vaal River (Vaal Catchment); 					
Manage unlicensed water and sand extraction	DLM; DARDLEA			X	X
Implementation of water loss control measures such as pressure management and leakage control programmes, Recycle wastewater and Harvest rainwater	DLM; DARDLEA		X	X	X
Develop mechanism to control all forms of pollution in catchment areas	DLM; DARDLEA; MTPA		X	X	X
Develop mechanism to control all alien plants infestations in river courses.	DLM; DARDLEA; MTPA			X	X
Regulate modification of river beds and natural flow patterns	DLM		X	X	X
Minimize the pollution and degradation of surface and groundwater by the optimal application of pesticides, herbicides and fertilizers (farmers).	DLM; DARDLEA; MTPA		X	X	X
Monitor and measure water quality upstream and downstream of the irrigation areas to protect the aquatic ecosystem and the downstream users	DLM; DARDLEA; MTPA		X	X	X
maintenance and upgrading of the hydrological systems / eco-services to mitigate against risk to public health	DLM; DARDLEA; MTPA		X	X	X
Spatial Development Principle 3: Sustainable Agriculture					
Reforming agricultural legislation to support sustainable farming practices.	DLM;			X	

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
	DRDLR				
Draft and apply integrated management systems for natural areas within agricultural zones	DLM; DRDLR		X	X	
Regulate the clearing of land for agricultural development in accordance with applicable legislation.	DLM; DRDLR		X	X	
Development of an agricultural protection and management framework	DLM; DRDLR		X		
Identify and map all protected agricultural land.	DLM; DRDLR		X	X	
The approving of applications to convert intensive agricultural land to other uses should be a provincial responsibility	DLM; DRDLR		X		
Develop policies mechanisms that will assist in promoting small-scale and extensive commercial farming activities.	DLM; DRDLR		X		
Avoid the irreversible loss and degradation of biodiversity.	DLM; DRDLR			X	X
Promote the skills of, and support to, small-holder farmers through the provision of capacity building, mentorship, farm infrastructure etc.	DLM; DRDLR		X	X	
Spatial Development Principle 4: Climate Change Adaptation					
Conduct Awareness on climate change and its impact on the environment	DARDLEA; DLM		X	X	X
Developed a climate change adaptation strategy/plan and action plan	DARDLEA; DLM		X	X	X

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
Developed a climate change mitigation strategy/plan	DARDLEA; DLM		X	X	X
Establish a council committee that deals specifically with environmental and climate change issues	DARDLEA; DLM		X		
Development of an Environmental Management strategy/ framework	DARDLEA; DLM; MTPA		X	X	
Design a climate change Adaption and Agriculture Programme and Capacity Building	DARDLEA; DLM		X	X	X
Integrate climate change adaptation within existing development planning and implementation processes	DARDLEA; DLM		X	X	
Sustainable Human Settlement Development Objective					
Spatial Development Principle 1: Promote spatial integration of settlements within the municipality					
Establishing partnerships with the private sector for investment in social housing projects	DLM		X		
Acquisition of land parcels for sustainable housing development	DLM			X	X
Relocation of informal settlement and backyard dwellers	DLM; DHS			X	X
Formalisation projects of informal settlements in Siyathemba, Dasville, Nthorwane and Balfour	DLM; DHS			X	X
Development of a Densification Policy	DLM		X		
Development of Precinct plans for the following nodes	DLM, COGTA		X		

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
<ul style="list-style-type: none"> Balfour Greylingstad Grootvlei 					
Delineation of the Dipaleseng Urban Edge	DLM		X		
Review of Nodal (Settlement) Policy	DLM; COGTA		X		
Spatial Development Principle 2: Spatial Restructuring					
Urban regeneration and well-located human settlement projects and plans to accelerate the spatial transformation.	DLM		X		
Higher density residential development in and around selected nodes as well as along public transport routes.	DLM			X	X
Implement urban greening programmes to promote quality of life in urban areas	DLM		X	X	
Development of smart growth initiatives and resources in order to encourage urban regeneration of dilapidated CBDs and settlement	SLM		X		
Develop and promote local economic development programmes	DLM; DEDT		X	X	
Infrastructure Investment Objective					
Spatial Development Principle 1: Upgrading and maintenance of existing infrastructure					
Upgrade of the Balfour Fortuna Water Treatment Works	MIG Fund		X	X	X
Construction of additional storage reservoirs in Balfour, Siyathemba, Greylingstad, Nthorwane	MIG Fund			X	X
Refurbishment of boreholes in Dipaleseng LM	DLM		X		
Raising the Suikerbosrand Dam wall to create more storage capacity	MIG Fund		X	X	X
Upgrading of wastewater treatment works in Balfour from 4MI/day to 12MI/day	MIG Fund		X	X	X

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
Construction of a new 1.5MI/day wastewater treatment works in Grootvlei	MIG Fund		X	X	X
Upgrade wastewater treatment works in Greylingstad from 0.5MI/day to 1.5MI/day	MIG Fund		X	X	X
Desludging of pit toilets in farm areas	DLM		X		
Eradication of septic tanks in Greylingstad	DLM		X	X	
Provision of Sewer reticulation in Grootvlei Ext 1, Balfour North, Siyathemba Ext 5 & 6 and Nthorwane	MIG Fund		X	X	
Maintaining the sewer network on a daily basis to ensure unrestricted flow purification plant.	DLM		X	X	X
Explore the possibility of generating energy from renewable sources in the municipality, e.g. Biomass plant from agricultural waste.	DLM, MIG Fund ESKOM			X	X
Upgrading of an electricity substation in Balfour and Greylingstad	DLM; ESKOM		X	X	
Refurbishment of Grootvlei and Klipspringer substations	DLM; ESKOM		X	X	
Electrification of settlements in rural areas	DLM; ESKOM		X	X	
Construction of a weighbridge in Balfour	DLM; DARDLEA		X	X	
Procurement of new trucks to address waste and refuse collection backlog	DLM		X		
Development of a waste management recycling hub on vacant land identified Balfour and Greylingstad	DLM; DARDLEA			X	X
Rural Development and Transformation Objective					

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
Spatial Development Principle 1: Rural nodal development through rural restructuring, agrarian transformation and strategic investment in economic and social infrastructure					
Development of spatial plans focusing on the consolidation and renewal of rural settlements and sustainable provision of basic and social services to rural communities	DLM; DRDLR		X		
Development of RDP anchor project that will assist in the facilitation of agrarian transformation and land reform	DLM; DRDLR		X	X	
Beneficiation of agricultural products to provide opportunities to emerging farmers	DLM; DARDLEA		X	X	X
Implementation of vital land reform programmes e.g. Farms located in the south along the Vaal River Catchment area, along the N3 and R51	DLM; DRDLR			X	X
Development of Eco-tourism around the ecological corridor	DLM, DEDT			X	X
Develop adequate infrastructure that will assist in the operation of the FPSU's and RDP linked projects.	DLM; DRDLR		X	X	X
Upgrading of major roads in all wards to improve access to amenities	DLM; Provincial Dept. of Public Works, Road and Transport		X	X	X
Establishment of irrigation facilities	DLM; DARDLEA			X	X
Providing a basic level of service to rural communities	DLM		X	X	X

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
Establishment of business initiatives, agro industries, cooperatives, cultural initiatives and vibrant local markets	DLM; DRDLR			X	X

5.6.8. GSDM RURAL DEVELOPMENT PLAN 2016

Rural Development is a proactive process of change and transformation of rural communities through social and economic development. Rural communities in Dipaleseng are still characterized by poverty, inequality, limited access to basic social infrastructure, underdevelopment, lack of economic opportunities and incoherent spatial patterns. The Comprehensive Rural Development Plans are government's strategic efforts to promote sustainable rural communities and economies.

The large scale of agricultural activity in Dipaleseng, together with the numerous opportunities i.e. supporting livelihoods, small scale farming, food production and security and the potential development of agri-industries; presents prospects of developing well-functioning rural settlements

The Gert Sibande Rural Development Plan is a plan seeking to achieve enhanced rural production and productivity, greater socio-economic equity, and aspiration, balance in social and economic development. The Rural Development Plan aims to also improve the impact of intensified and targeted government and private investments in rural areas through an assessment of current developmental realities and potential in these areas. The main objective of GSDM Rural Development Plan (RDP) is to address the needs of people who live in extreme poverty and who are subjected to underdevelopment in the rural areas of the District.

The country was allocated R6 Billion by Department of Rural Development and Land Reform for over the next three years for Agri-park projects. The Agri-park is a system innovation of agro-production, processing, logistics, marketing and training and extension services located in District Municipalities. As a network it enables a market-driven combination and integration of various agricultural activities and rural transformation services.

The objectives of Gert Sibande District Development Plan are:

- To improve the living standards or well-being of the mass of the people by ensuring that they have security and that their basic needs such as food, shelter, clothing and employment are met.
- To make rural areas more productive and less vulnerable to natural hazards, poverty and exploitation
- To ensure that any development is self-sustaining and involves the mass of the people.

The District RDP has also been prepared to ease integration of the Agri-Park Initiative and the implementation of DRDLR projects into the various Local Municipalities of the District. They also intended to assist the LMs, GSDM and other sector departments and the private sector to invest and enable the development and functioning of Agri-Parks.

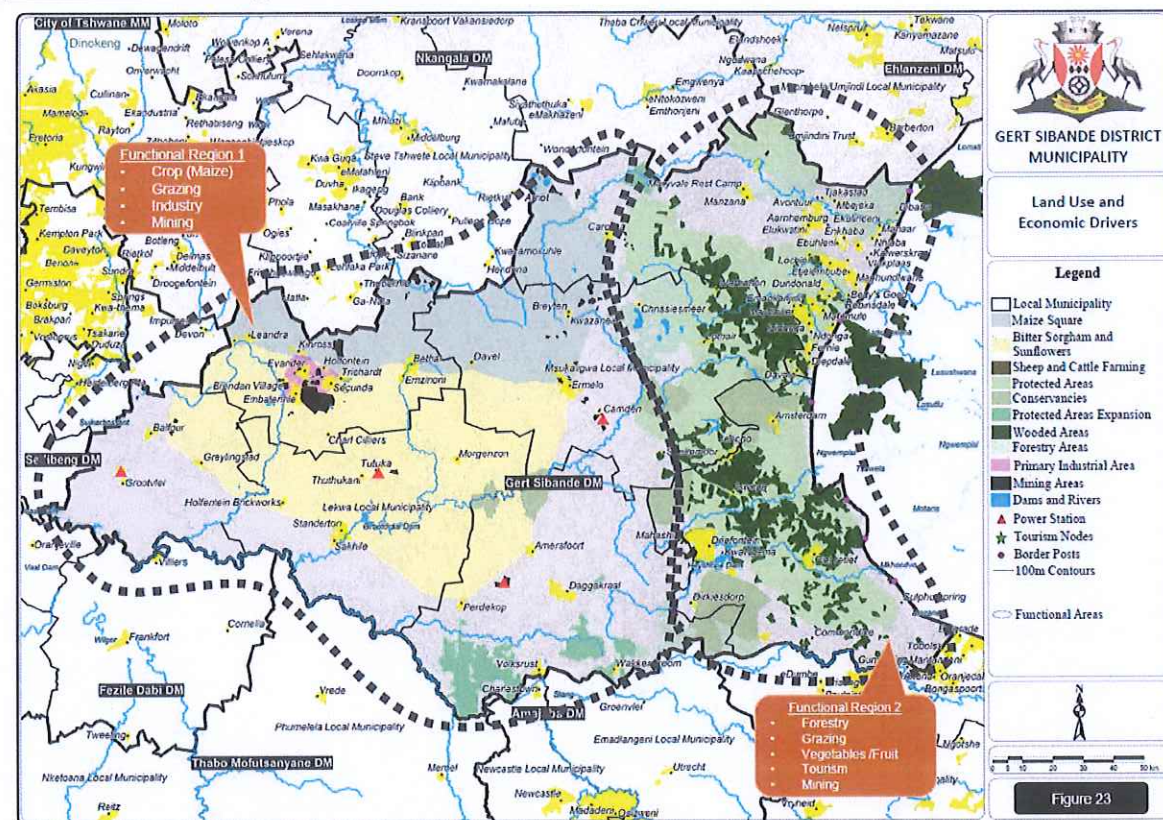
IMPLICATIONS FOR THE DIPALESENG SDF:

The Gert Sibande Agri-Parks Business Plan also outlines that the proposed Agri- Hub in eMkhondo is to be supported by 28 FPSU's, of which 3 of those FPSU's are situated in Dipaleseng LM, in Balfour, Greylingstad and Grootvlei. Dipaleseng LM is also classified as priority 1 intervention for Rural Intervention Areas.

5.6.8.1. FUNCTIONAL REGIONS

Dipaleseng Municipality is located in **Functional Region 1** which is in the GSDM Highveld area characterised by extensive commercial and related agriculture with mining activity, coal mining, electricity generation and maize and livestock farming as illustrated in the map below.

Map 13: Functional Regions of GSDM

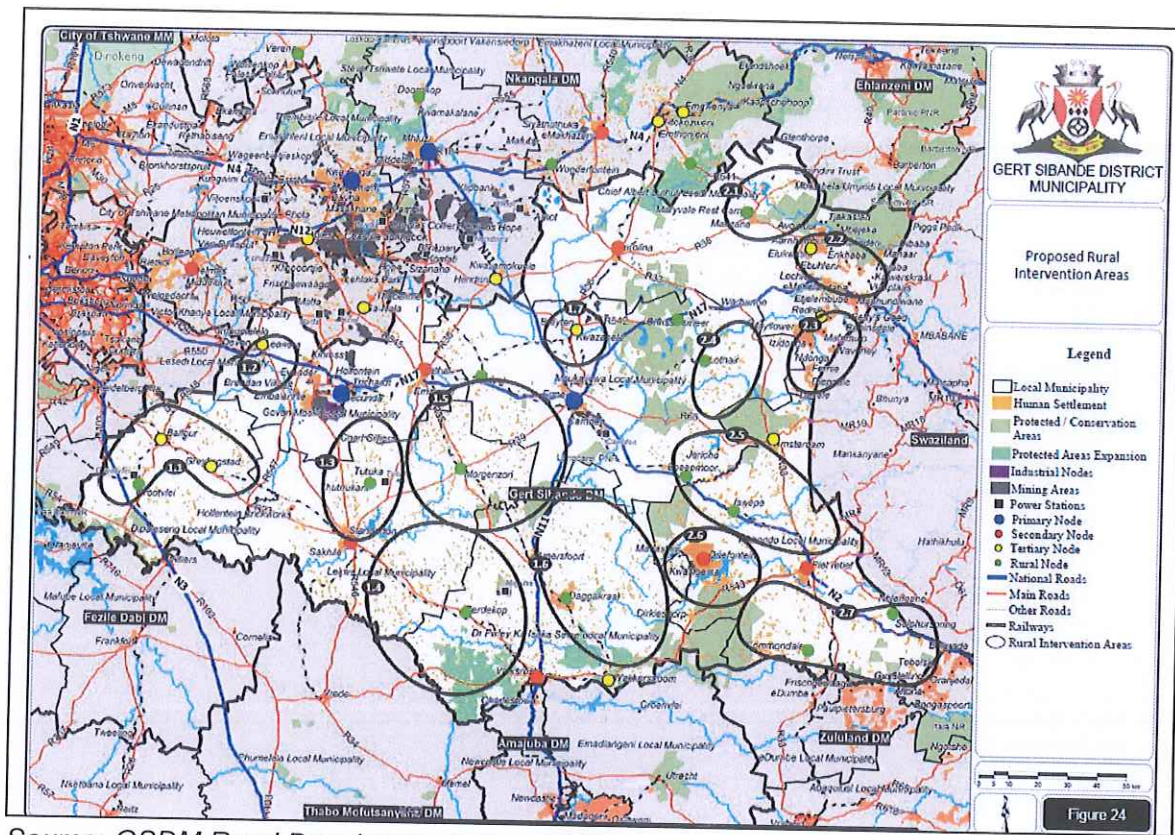


Source: GSDM Rural Development Plan, 2016

5.6.8.2. RURAL INTERVENTION AREAS

The Rural Development Plan also identifies the Rural Intervention Areas that are specific to each of the rural areas within the functional areas through a process of consultation with communities from each of the two Rural Function Areas as demarcated in the below map. Dipaleseng local municipality is located in the **Rural Intervention Area 1.1**. with its town nodes namely, Balfour, Greylingstad and Grootvlei illustrated in the below map.

Map 14: Rural Intervention Areas GSDM



Source: GSDM Rural Development Plan, 2016

The rural intervention area can comprise of rural informal settlements, rural villages under traditional leadership and/ or clusters of farm workers either displaced or working in farms in the area. The main areas of focus to be considered under functional region 1, Rural Intervention Area 1.1 that affect Dipaleseng Municipality are maize and cattle farming, consolidation of activities towards the three town nodes in the area and seeking ways to promote tourism in southern extents close to Vaal River.

5.6.8.3. FARMER PRODUCTION SUPPORT UNITS

The next objective is to ensure that all economic potential related to agriculture, industry, forestry, tourism or mining is identified and a strategy be devised to optimise the benefits to be derived from these for the community. Amongst others, the strategy needs to address the following:

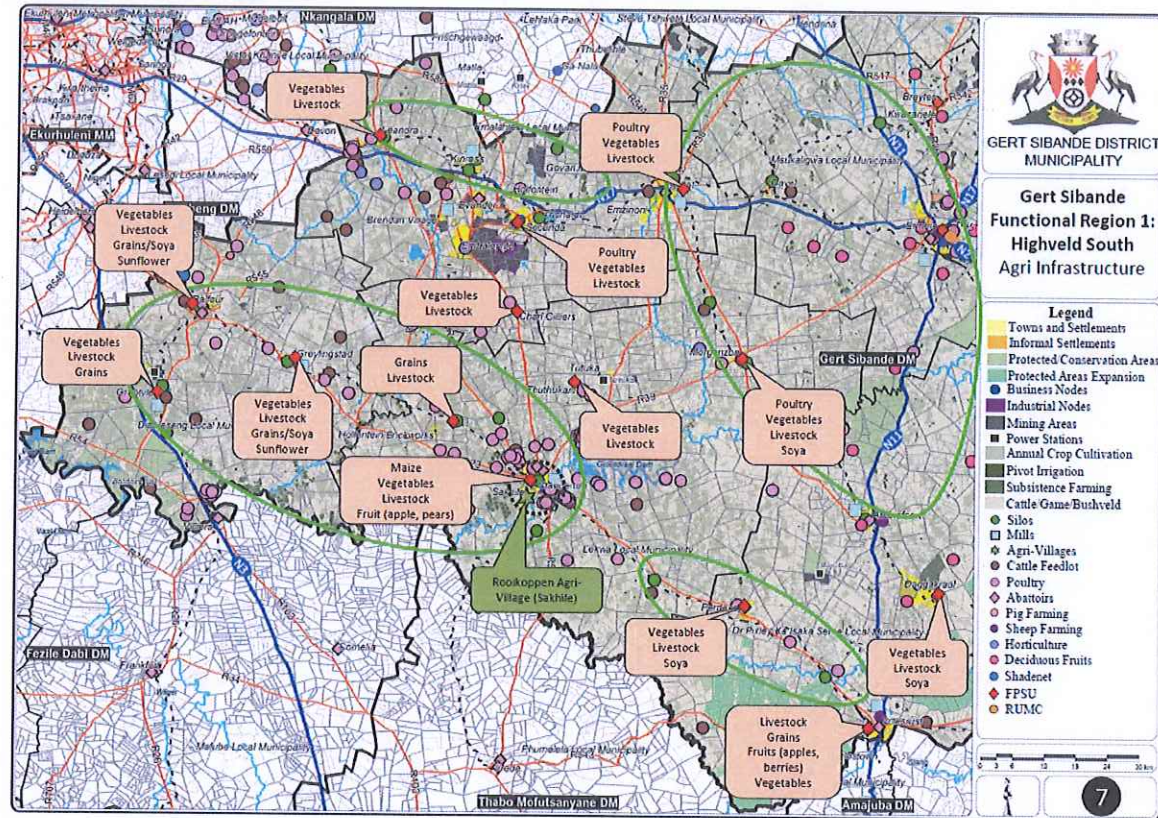
- Provision of sufficient economic infrastructure to facilitate production, storage and processing of commodities relevant to the area.
- Education and skills development, advisory support and mentorship, as well as financial management support to local stakeholders.
- To ensure that markets are locally available and accessible: Urban Rural Market Centres/ FPSU's etc.

Apart from government involvement in the above three aspects, the private sector, including commercial farmers and/ or organised business (mining, forestry, industrial and tourism companies etc.) could also play a significant support role to the emerging entrepreneurs in Rural Intervention Areas. Through successful implementation of the above approach a sustainable

livelihood is ensured to all communities in Rural Intervention Areas and they become part of the mainstream rural and urban economy of the region.

Agriculture is one of the most prominent activities with commercial farming practices and limited subsistence farming practices within the functional region. Most of the grain/soy related agricultural infrastructure (20 grain silos and eleven millers) within the region are located along the railway lines and at the main towns including Grootvlei and Greylingstad.

Map 15: Agri-Infrastructure



Source: GSDM Rural Development Plan, 2016

The Mpumalanga Agri Park initiative earmarked fourteen nodes in the region as Farmer Production Support Units (FPSUs). The table below is a summary of the respective FPSUs per local municipality and the identified commodities.

Local Municipality	FPSU	Commodities
Dipaleseng LM	Balfour	• Vegetables
	Greylingstad	• Livestock
	Grootvlei	• Grains/Soya • Sunflower

Source: GSDM Rural Development Plan, 2016

Below is the list of Department of Agriculture, Land Reform and Rural Development projects identified for the 2023/24 financial years:

Table 44: DALRRD Project for the identified FPSU in DLM

Local municipality	Project/ Programme Name/ Description	Project Beneficiary/Ward/Location/GPS coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total Project costs R' 000
Dipaleseng	Portion 1 of the Farm Herpsfontein No 610 IR	Lephotomakwele Farmers	Infrastructure, mechanisation and productions inputs	5 000	5 000

In terms of the planning and implementation of the projects it is important that government, namely the Department of Rural Development and Land Reform, take the lead with representatives from national and provincial government departments, district and local municipalities, public, private and parastatal stakeholders and local communities make a contribution too.

5.6.9. 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 45: SPLUMA Implementation In Dipaleseng Local Municipality

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	SPLUMA By-laws approved and promulgated

INDICATOR	PROGRESS
By Law	
Appointment of GSDMPT Members	Members appointed
Gazetting of MPT members	Members gazette
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 Council
Establishment of an Appeal Board/Authority	Joint Municipal Planning Tribunal
Land Invasion Policy	Approved by Council C 142/05/22
Human Resources to effectively implement SPLUMA:	One GIS and one Town Planner permanently employed. There is no land use inspector and enforcement officer.
Land Use Management Scheme (2022)	SPLUMA compliant
Spatial Development Framework (2020)	SPLUMA compliant
GIS Software	Request for assistance from GSDM
Electronic record systems for land development applications and building plans	Request for assistance from COGTA for ePGLUMS
The municipality needs a comprehensive Land audit	Request for assistance from DBSA.

5.6.10. HUMAN SETTLEMENTS PLANNING AND PROJECTS

5.6.10.1. HOUSING DEMAND AND BACKLOG

HOUSING DEMAND ANALYSIS

According to Stats SA Community Survey 2016, Dipaleseng Municipality 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. Statistics SA Census 2001 shows that the size of households has declined nationally from 4.5 to 3.8 persons and the municipality 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.

Table 46: Housing backlog analysis

Backyard Dwellings	700	This is equivalent to 5.3%
Existing informal settlements	2 900	This is equivalent to 22.3%
Annualized growth between	300-400	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.

5.6.10.2. 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. 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. 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:

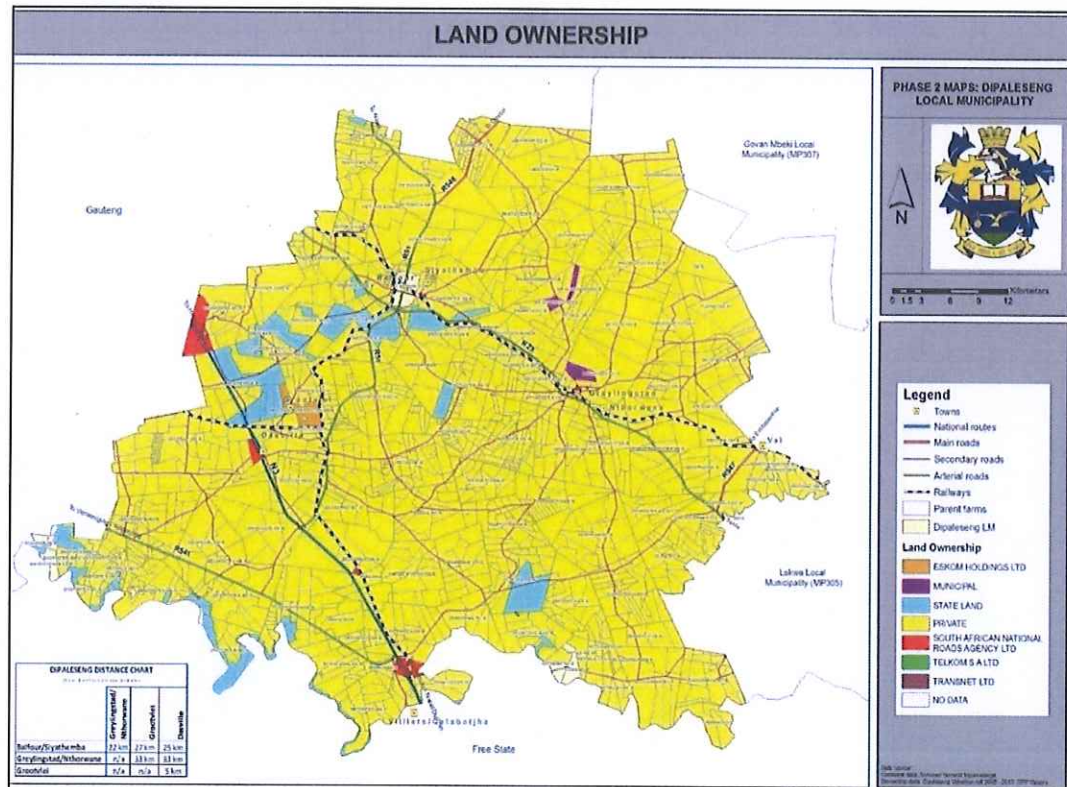
- a) Land acquisition where required.

- 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.

5.6.10.3. ACQUISITION OF LAND FOR DEVELOPMENT OF SUSTAINABLE INTEGRATED HUMAN SETTLEMENTS

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

Map 16: Land Ownership Map



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

identified, negotiated and finally acquired Portion 5 (a Portion of Portion 20) of the Farm Vlakfontein 556IR a farm that measures approximately 580.253 hectares (ha) in extent. The acquisition of land and subsequent development for integrated human settlements is an intervention from Department of Human Settlements. The land was earmarked for establishment of integrated human settlements with mixed use zoning. A township application process has already begun to ensure the sustainable integrated human settlements is achieved.

Portion 28 (A Portion of Portion 20) of the Farm Vlakfontein 556IR where a private developer acquired for integrated human settlements on behalf of the Municipality. 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).

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. The township is in the process of being proclaimed and being serviced as the first phase of the project.

5.6.10.4. UPGRADING OF INFORMAL SETTLEMENT PLANS (UISP)

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 those who are living on road reserves, rocky areas and those who are affected by 1:50 and 1:100 flood line will have to be relocated to new Greenfield developments. The above recommendation is through conducted feasibility studies on the different informal areas and the development proposals based on the studies.

There are temporary services like water, sewer, and electricity provided in these informal settlement and 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.

Before embarking on the process of upgrading of plans through town planning processes, it is necessary to engage the affected community about the advantages and disadvantages of upgrading the informal settlement and that the mandate of the municipality is always to promote

permanent residential status (security of tenure) of residents, whether through insitu upgrading or relocation to greenfield developments. The process of upgrading will also enable residents to get access to full municipality services, especially those currently being serviced through temporary services.

The upgrading of the eleven (11) identified Informal Settlements has been identified as priority projects in Dipaleseng SDF. Feasibility studies have been conducted by the Plan Associates for each of the identified informal settlements along with recommendations based on the results obtained. The municipality has requested the Department of Human Settlements with the upgrading of the informal settlements in order to increase service delivery. Below is a table depicting identified informal settlements and recommendations thereof.

Table 47: Identified Informal Settlements and NUSP Category

Settlement Name	Number of Units	Land Ownership	Engineering Services	Town Planning Status	Proposed NUSP category
Zone 7	57	Dipaleseng Municipality	Limited access	Farm Portion and erven	B2
Ezibayeni	135	Dipaleseng Municipality	Limited access	Erven-Siyathemba (ext 5)	B1
Ntsantsana	217	Dipaleseng Municipality	Limited access	Erven-Siyathemba (ext 5)	B1
Thembi Khumalo	256	Dipaleseng Municipality	Limited access	Erven-Siyathemba (ext 5 and 7)	B1
Themba lethu	137	Dipaleseng Municipality	Limited access	Erven-Siyathemba (ext 3 and 7)	B1
Joe Slovo	217	Dipaleseng Municipality	Limited access	Farm Portion	B1
Mandela	99	Dipaleseng Municipality	Limited access	Erven-Siyathemba (ext 3)	B1
Siyathemba West	126	Dipaleseng Municipality	Limited access	Erven-Siyathemba	B1/B2 (relocation of people on stand 3498)
Siyathemba East	251	Siyafuya CPA	Limited access	Farm Portion-land availability agreement is in process	B1
Zenzele	1041	Sizanani CPA	Limited access	Farm Portion-Township application has been commissioned	A
Phomolong	278	Private	Limited access	Parent Farm	B1

5.6.10.5. 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).

5.6.10.6. CURRENT PROJECTS

Project 1: The status of this project for integrated human settlements on Portion 5 of the Farm Vlakfontein 556 IR 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 is in progress.

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 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.

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.

Phased Eradication and Upgrading of Informal Settlements: There are a high number of informal settlements within the area of jurisdiction of Dipaleseng Local Municipality (11 informal settlements in total). These informal settlement dwellers put extreme pressure on the Municipality in terms of the demand for series 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.

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

6. CHAPTER SIX: DIPALESENG PERFORMANCE MANAGEMENT SYSTEM

6.1. ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEMS

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

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

Two levels of performance management operate within the municipality

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

6.2. ORGANIZATIONAL PERFORMANCE MANAGEMENT

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

At the core of effective strategic management lie three functions:

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

Integration of these three functions ensures that the management function is effective and that service delivery within the municipality takes place according to stakeholder expectations. If any of the three functions are not planned for and executed well, the system as a whole will be compromised. In the municipal context, performance management is the logical extension and completion of the IDP and performance budgeting / financial management processes.

The performance management system is designed to monitor and evaluate the progress made in the implementation of a municipality's development objectives, taking into account the timeframe of projects and budget. With respect to performance management, this discipline is

governed by various key statutory legislative requirements that provide guidance to ensure compliance and good corporate governance. The main legislative components are as follows:

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

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

Performance Management, as defined by the Department of Local Government (DPLG), is a strategic approach to management, which equips leaders, managers, employees and stakeholders at various levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organization in terms of key performance indicators (KPI's) and targets for efficiency, effectiveness and impact. This strategic approach correlates with the IDP review process, and will also integrate with the development of the SDBIP and budgetary implementation plan for the year. Strategic direction setting from a performance driven point of view is important to drive the organization in a performance-oriented way.

6.2.1. 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.

6.2.2. 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.

6.3. RISK MANAGEMENT

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

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

The role of risk management within the municipality is to ensure municipal strategic objectives are achieved by putting in place proper control measures and enabling management to make decisive decisions. Risk management has become a culture within municipality as it is incorporated into daily activities of all the respective departments. The municipality has developed risk management policy and strategy approved by Council. Risk assessments have been performed to determine potential threats that may hinder the municipality from achieving its goals. Where the identified risks are above the risk appetite level, response plans are devised and reported on continuously.

6.3.1. 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.

6.3.2. RISK MANAGEMENT STRATEGY

The municipal risk management strategy has been developed and approved by Council. 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).

6.3.3. 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.

6.3.4. 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.

6.3.5. 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.

7. CHAPTER SEVEN: KEY PERFORMANCE AREAS (KPAS) AND OUTCOME INDICATORS
7.1. KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT AND
7.2. KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

		Governance and Building a Capable Institution				
Problem statement and root causes per KPA:	<p>The Organisation is unable to attract and retain scarce and critical skills which results instability within the organisation.</p> <ul style="list-style-type: none"> - High vacancy rate in the key position, most the post there are incumbent who are acting. - Grading of the Municipality have a negative impact to pay competitive salaries - Inadequate implementation of Performance management system, no performance assessments were conducted during the financial year under review. - Inadequate implementation of Workplace skills plan due to budget constraints. - Inadequate implementation of policies due to inconsistency. <p>The municipality has been regressing in the audit outcome due to inadequate internal control system and non-compliance with laws and regulations.</p>					
One Plan Transformation Area	Good governance and financial management					
2019-24 MTSF Priority	A Capable, Ethical and Developmental State					
Municipal Priority	Institutional Transformation and Good Governance					
Impact statement:	MTSF Target:					
Strategic Goal	Strategic Objective	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	
				2022/23 Outputs	2023/24 Outputs	
				2024/25 Outputs	2025/26 Outputs	
				2026/27 Outputs	2026/27 Outputs	
		Governance and Building a Capable Institution				
Problem statement and root causes per KPA:	<p>The Organisation is unable to attract and retain scarce and critical skills which results instability within the organisation.</p> <ul style="list-style-type: none"> - High vacancy rate in the key position, most the post there are incumbent who are acting. - Grading of the Municipality have a negative impact to pay competitive salaries - Inadequate implementation of Performance management system, no performance assessments were conducted during the financial year under 					

	review. - Inadequate implementation of Workplace skills plan due to budget constraints. - Inadequate implementation of policies due to inconsistency. The municipality has been regressing in the audit outcome due to inadequate internal control system and non-compliance with laws and regulations.									
One Plan Transformation Area	Good governance and financial management									
2019-24 MTSF Priority	A Capable, Ethical and Developmental State									
Municipal Priority	Institutional Transformation and Good Governance									
Impact statement:						MTSF Target:				
Strategic Goal	Strategic Objective	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
High Performing Organisation	Percentage reduction of vacant critical posts	3	Instability within the organisation High vacancy rate Inability to attract and retain scarce and critical skills due to Grading of the Municipality	6	Filling of key critical positions Review staff establishment and Develop Retention Strategy	2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
						2	2	1	0	1
			Inadequate implementation of PMS Framework		Implement PMS to all staff members. Capacitate staff, Councillors					

High Performing Organisation	Improved Municipal Administration	5	Inadequate implementation of performance and development system	Stable	committees. Review and implement PMS framework. Establish functional PMS and Risk Unit Cascading of PMS to all employees Signing of Performance agreements by all staff members Conducting of quarterly assessment	Medium risk	Medium risk	Low risk	Low risk	Low risk	Stable	10
			Unsatisfactory functionality of oversight committee	10	Establishment of functional section 79 &80 committees. Capacity building of section 79 and 80 committees	10	10	10	10	10		10

High Performing Organisation	Improved Municipal Responsiveness	60%	In adequate implementation of Public participation Strategy. Lack of war rooms. Lack of information, spreading of fake news.	100%	100%	100%	100%	100%	100%	Review and implement Public Participation Strategy. Establishment of war room. Capacity building of ward committees. Establishment of ward committees. Develop Communication Strategy. Develop Complaint management system
Governance and Building a Capable Institution										
Problem statement and root causes per KPA:	<p>The Organisation is unable to attract and retain scarce and critical skills which results instability within the organisation.</p> <ul style="list-style-type: none"> - High vacancy rate in the key position, most the post there are incumbent who are acting. - Grading of the Municipality have a negative impact to pay competitive salaries - Inadequate implementation of Performance management system, no performance assessments were conducted during the financial year under review. - Inadequate implementation of Workplace skills plan due to budget constraints. 									

	- Inadequate implementation of policies due to inconsistency. The municipality has been regressing in the audit outcome due to inadequate internal control system and non-compliance with laws and regulations.									
One Plan Transformation Area	Good governance and financial management									
2019-24 MTSF Priority	A Capable, Ethical and Developmental State									
Municipal Priority	Institutional Transformation and Good Governance									
Impact statement:	MTSF Target:									
Strategic Goal	Strategic Objective	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
Zero tolerance of fraud and corruption	Reduction on the number of fraud and corruption cases-investigated	Number of fraud and corruption cases finalised by June 2027 (10% and above is the norm);	Inadequate implementation of consequence management	100%	Review fraud and corruption strategy: Capacity building of Disciplinary board	2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
						10%	10%	10%	10%	10%

7.3. KPA 2: BASIC SERVICES AND INFRASTRUCTURE

Municipal KPA	Service Delivery and Infrastructure Development
Problem	The department needs to reduce the services backlogs by 2027, improve and provide quality services.

statement and root causes per KPA:	Integrated Service Provision Infrastructure Engineering										
One Plan Transformation Area	Priority no. 4: Consolidating the social wage through reliable and quality basic services.										
2019-24 MTSF Priority	Delivery of quality municipal services										
Municipal Priority	MTSF Target: 100% access to piped water, sanitation, electricity and 100% to weekly waste removal										
Impact statement: Accessible services to communities	5 year IDP target	Intervention/ Programme	2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs				
Strategic Goal	Situational analysis	Baseline	ANNUAL IMPLEMENTATION								
Provision of basic services	Improved access to piped water/ Number of household provided with piped water	(14 120 HH) 95%	14 877 (100%)	15 000 (HH)	15 200 (HH)	15 400 (HH)	15 600 (HH)	15 800 (HH)			
	Poor water quality. Aging infrastructure. Asbestos/ steel pipes. Inconsistent water pressure, due to unreliable power supply.		Cleaning of reservoirs/ treatment works. Replace asbestos pipes. Upgrading of the Water Treatment works. Upgrading of pump station in Grootvlei & Greylingstad. Upgrading of water pump station in Zone 7. Improve Blue Drop station.								
Improved	Sewer spillages.	(13 976)	14 877	15 000	15 200	15 400	15 600	15 800			

	access to sanitation	HH) 94%	Lack of water borne. WWTW reached capacity	(100%)	pump station. Upgrading WWTW. Construction of sewer reticulation	(HH)	(HH)	(HH)	(HH)	(HH)
	Improved access to electricity	(13 815 HH) 94%,	Regular power cuts. Poor maintenance. High Eskom debt. Illegal connections. Aged infrastructure. Theft and vandalism	14 877 (100%)	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	Old road infrastructure. Lack and poor storm water. Control system	104km	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
Municipal KPA										
Service Delivery and Infrastructure Development										
The department needs to reduce the services backlogs by 2027, improve and provide quality services.										
Problem										

statement and root causes per KPA:										
One Plan Transformation Area										
2019-24 MTSF Priority										
Municipal Priority										
Impact statement: Accessible services to communities					MTSF Target: 100% access to piped water, sanitation, electricity and 100% to weekly waste removal					
Delivery of quality municipal services										
Strategic Goal	Strategic Objective	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
Provision of basic services	Increased access to Waste removal.	(14 390 HH) 96,7%	Old fleet always broken. Mushrooming of illegal dumping sites.	15 390 (100%)	Full implementation of weekly Waste removal schedule.	2022/23	2023/24	2024/25	2025/26	2026/27
						Outputs (HH)	Outputs (100%)	Outputs (100%)	Outputs (100%)	Outputs (100%)
			Landfills not permitted		Procure Refuse removal Fleet.	14 590 (HH)	14 790 (100%)	14 990 (100%)	15 190 (100%)	15 390 (100%)
			No recycling centre		Employ Waste removal employees.					
			Waste not sorted at source		Implementation of IWMP.					
			Insufficient/ inefficient management of landfill sites		Establish Waste recycling centre.					
			Lack of security		Conduct Awareness campaigns.					
					Establishment of community Parks.					

Strategic goal	Strategic Objective	Baseline	Situational Analysis	5 year IDP Target	Intervention / Programme	ANNUAL IMPLEMENTATION				
						2022/23 Output	2023/24 Output	2024/25 Output	2025/26 Output	2026/27 Output
Local Economic Growth	Stimulate Economic Growth and % Reduction of unemployment	0,7%	Poor performing economic sector and shrinking economy which was aggravated by the Covid – 19 pandemic	2% to 3% economic growth rate and 8000 jobs	Develop and implement LED Strategy; SMME Support and enterprise development; Adopt and implement Business License Policy; Adopt and implement Post Covid-19 Socio Economic Relief Measure and Recovery Policy; Develop and Adopt a Municipal-Wide Public-Private Partnerships.					
Municipal KPA						LOCAL ECONOMIC DEVELOPMENT				
Problem Statement and root causes per KPA:	Inadequate employment opportunities and negative economic growth owed to fragmented and silo economic plans, non-alignment between private sector and government on critical high impact catalyst projects, Covid – 19 pandemic, and lack of competitive advantage of the areas.									
One Plan Transformation Area	Economic Reposition									

Economic Transformation and Job Creation										
LED and Job Creation through sectors of focus										
2020 – 2027 MTSF Priority	Impact Statement: Reduction unemployment and poverty			MTSF TARGET: 2% to 3% economic growth and 25% unemployment rate			ANNUAL IMPLEMENTATION			
Municipal Priority	Strategic Objective	Baseline	Situational Analysis	5 year IDP Target	Intervention / Programme	2022/23 Output	2023/24 Output	2024/25 Output	2025/26 Output	2026/27 Output
Local Economic Growth	Stimulate Economic Growth and % Reduction of unemployment	0,7%	Poor performing economic sector and shrinking economy which was aggravated by the Covid – 19 pandemic	2% to 3% economic growth rate and 8000 jobs	Development of Township Economies (Small retail, market access & services originated in townships). Regulated outdoor advertising in demarcated areas. Fee and fine structure in place. Robust Implementation of 30% set-aside Preferential Procurement Regulation for local SMMEs					

7.5. KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

FINANCIAL VIABILITY AND MANAGEMENT	
Municipal KPA	Unable to collect all the monies owed to the municipality which results in improper cash management
Problem statement and root causes per KPA:	
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 REVENUE COLLECTION RATE TO 96%						
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	2026/27 Outputs
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						
Financially viable municipality	Improved revenue collection	47% Current collection rate	Only 60% of household meters are	96% collection rate	Revenue management Fully	55%	65%
						75%	85%
							96%

				read. indigent register not updated, high rate of unemployment		implementation of credit control Data Integrity – widespread data cleansing Control departmental expenditure and overtime						
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											
	Reduced fruitless	R 4 127	Fruitless and wasteful	R0.00 fruitless and wasteful	Expenditure	40%	60%	80%	90%	100%		

	and wasteful expenditure	599.72	expenditure are incurred on a monthly basis	expenditure	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 REVENUE 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
	Funded budget	Unfunded budget	Revenue collected is less than the budgeted expenditure, which results in a budget deficit.	Funded budget and improved service delivery	Budget management – Full implementation of the budget funding tool Implementation of the approved FRP	Funded budget	Funded Budget	Funded Budget	Funded Budget	Funded Budget
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 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs

Reduction on irregular expenditures	(4 547 741) irregular expenditure has been incurred in 2020/21 financial year	The municipality is having a challenge in complying with Supply Chain Management regulations and policy which also have a negative impact on the audit outcome as it attracts irregular expenditure	R0.00 irregular expenditure	Supply Chain Management – correct implementation supply chain management policy, regulation and other applicable laws Adherence to the developed deviations checklist	R0.00	R0.00	R0.00	R0.00	R0.00
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	Enhancement of revenue collection									
Municipal Priority	To improve financial viability and financial performance									
Strategic objective	MTSF Target: IMPROVE RVENUE COLLECTION RATE TO 96%									
Impact statement: FINANCIALLY VIABLE MUNICIPALITY	ANNUAL IMPLEMENTATION									
Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	2022/23	2023/24	2024/25	2025/26	2026/27
						Outputs	Outputs	Outputs	Outputs	Outputs

	Unqualified audit opinion	Disclaimer audit outcome	2016/17- Unqualified 2017/18- Qualified 2018/19 Disclaimer 2019/20 Disclaimer 2020/21 Disclaimer	Clean administration	Reporting: Post audit action plan. Weekly review and monitoring of the action plan. Monitoring of internal controls on risk areas	Qualified Audit Opinion	Unqualified Audit opinion	Unqualified Audit opinion	Clean administration	Clean administration
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7.6. KPA 6: SPATIAL RATIONAL

Municipal KPA	SPATIAL RATIONALE
Problem statement and root causes per KPA:	To respond systematically to entrenched spatial patterns across all geographic scales that exacerbate social inequality and economic inefficiency
One Plan Transformation Area	Spatial Restructuring and Environmental Protection
2019-24 MTSF Priority	Spatial Integration, Human Settlement and local government

Integrated Human Settlement		ANNUAL IMPLEMENTATION								
Municipal Priority	Strategic objective	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	2022/23 Outputs	2023/24 Output	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
To facilitate Integrated Human Settlements	Acquisition of land for the purposes of Integrated Human Settlement	Acquisition of Sizanani CPA owned land on Portion 29 of the Farm Doornhoek 577 (216 ha) for upgrading of Zenzele Informal settlement through sector departments.	Land identified for future integrated human settlements Strong stakeholders' relation. Land locked (majority of private ownership of land). Opportunity in Densification and contentment of development. High levels of immigration	689 hectares	Acquisition of land sustainable housing and nodal development	137	137	137	137	141
Municipal KPA	SPATIAL RATIONALE									
Problem statement and root causes per KPA:	To respond systematically to entrenched spatial patterns across all geographic scales that exacerbate social inequality and economic inefficiency									
One Plan Transformation Area	Spatial Restructuring and Environmental Protection									

Spatial Integration, Human Settlement and local government										
Integrated Human Settlement										
2019-24 MTSF Priority	Strategic goal	Strategic Objective	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION			2026/27 Outputs
Municipal Priority							2022/23 Outputs	2023/24 Output	2024/25 Outputs	2025/26 Outputs
Integrated human settlement	Nodal Development		Erf 1835 approved to be a business node along R51 and Council approved leasing of land to developers	Strong stakeholders' relation. Strategic location of the municipality (R23, R51 and N3)	5	Accessibility to business and industrial sites	1	1	1	1
Municipal KPA	SPATIAL RATIONALE									
Problem statement and root causes per KPA:	To respond systematically to entrenched spatial patterns across all geographic scales that exacerbate social inequality and economic inefficiency									
One Plan Transformation Area	Spatial Restructuring and Environmental Protection									
2019-24 MTSF Priority	Spatial Integration, Human Settlement and local government									
Municipal Priority	Integrated Human Settlement									

Strategic goal	Strategic objective	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
Integrated human settlement	Formalisation of 11 informal settlements	National Upgrading Support Program Report on the illegal developments in various wards and proposed formalisation plans.	Lack of buy-in into tenure upgrading Desperation through invasion of land. Densification and contentment of development Land identified for future integrated human settlements. High levels of immigration	11	Formalisation of informal settlements (as per NUSP Programme)	2	3	2	2	2

8. CHAPTER EIGHT: STRATEGIES, SECTOR PLANS AND PESTLE 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 48: Below depicts sector plans, policies and strategies

Sector Plan/Policy & Strategy	Status quo	Challenges
Advertising and Signature policy	Reviewed and Adopted by Council on the 31 May 2022 , Item C55/05/23	None
Business and Licensing policy	Reviewed and Adopted by Council on the 31 May 2022 , Item C55/05/23	None
Spatial Development Framework	Reviewed and Adopted by Council on the 31 May 2022 , Item C137/05/22	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
Rural Development Strategy	Not in place	GSDM Rural Development Plan (2016) is currently applicable.
Housing Plan	Reviewed and adopted by special council on 31 May 2021 under item C122/05/2021	
LUMS	Adopted by Council on the 31 May 2022 , Item C137/05/22	
Land invasion policy	Adopted by Council on the 31 May 2022 , Item C142/05/22	
EPWP Policy	Adopted by Council on the 31 May 2022 , Item C155/05/23	
Land acquisition & Disposal policy	Reviewed and Adopted by Council on the 31 May 2022 , Item C155/05/23	
Integrated Transportation Plan	Not in place	Financial constraints
Integrated Waste Management Plan	Integrated Waste Management Plan was adopted by council under item C200/08/20	Not fully implemented due to lack of pre-requisite resources

Sector Plan/Policy & Strategy	Status quo	Challenges
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 Plan	Not in place	Budget constraint to develop new plans.
Water safety Plan	Not in place	Budget constraint to develop new plans.
Environment Management Plan	Currently Municipality is using the GSDM plan	
Electrical Infrastructure Master Plan	Out dated needs to be reviewed	
Fleet Management Policy	C 155/05/23	
Public Lighting Master Plan	Not in Place	
Delegation Register	Adopted by Council on the 31 May 2017 , Item C88/05/17	
Workplace Skills Plan	Adopted by Council on the 31 July 2021, Item C156/07/21	
Employment Equity Plan	Adopted by Council on the 26 th October 2020, Item C162/10/20	
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 2019, Item	
HIV/AIDS strategy	Adopted by Council on the	

Sector Plan/Policy & Strategy	Status quo	Challenges
	31st May 2022, Item C133/05/22	
Human Resource Strategy and Plan	Adopted by Council on the 3 th June 2021, Item C127/06/21	
Human Resource Management policies: Recruitment & Selection, Acting, Overtime, Training & Development, Funeral, Occupational Health & Safety, Leave, Cellular Phone, Travelling and subsistence policy, Allowance, Danger Allowance & Retention.	Adopted by Council on the 30 May 2023, Item C155/05/23	
Dress code policy	Adopted by Council on the 30 May 2023, Item C155/05/23	
Placement Policy	Adopted by Council on the 30 May 2023, Item C155/05/23	
Transfer policy	Adopted by Council on the 30 May 2023, Item C155/05/23	
Post Covid 19 socio economic relief measures and recovery plan	Adopted by Council on the 31st May 2022, Item C140/05/22	
Community Participation Strategy	Currently developing the strategy	
Supply Chain Management	Adopted by Council on the 30 May 2023, Item C155/05/23	
Budget Policy	Adopted by Council on the 30 May 2023, Item C155/05/23	
Credit Control Policy and Debt Collection Policy	Adopted by Council on the 30 May 2023, Item C155/05/23	
Indigent Policy	Adopted by Council on the 30 May 2023, Item	

Sector Plan/Policy & Strategy	Status quo	Challenges
	C155/05/23	
Tariffs Policy	Adopted by Council on the 30 May 2023, Item C155/05/23	
Property Rates Policy	Adopted by Council on the 30 May 2023, Item C155/05/23	
Asset Management Policy	Adopted by Council on the 30 May 2023, Item C155/05/23	
Provision for Bad Debts Policy	Adopted by Council on the 30 May 2023, Item C155/05/23	
UIFWE Policy	Adopted by Council on the 30 May 2023, Item C155/05/23	
Cash Management policy	Adopted by Council on the 30 May 2023, Item C155/05/23	
Risk Management policy	Adopted by Council on the 30 th May 2019, Item C141/05/19	
Performance Management Development Systems and framework policy	Adopted by Council on the 31st May 2022, Item C131/05/22	

The above mentioned policies and strategists are available on the municipality website:
www.dipaleseng.gov.za

8.1. PESTEL ANALYSIS

PESTEL Analysis is an analytical tool used by organizations to assess external factors affecting their operations. These are factors that the organization has no control over.

- Political Factors - An extent to which the political climate affects the organization
- Economic Factors - Factors determining the performance of the economy
- Societal Factors - Characteristics of the society
- Technological Factors - This pertains to innovation and technology
- Environmental Factors - Ecological aspects such weather, climate change, environmental, topography and
- Legal Factors - Include laws and regulations that are affecting the organization.

8.1.1. SERVICE DELIVERY, INFRASTRUCTURE DEVELOPMENT, COMMUNITY SERVICE AND PUBLIC SAFETY

PESTLE ANALYSIS (ENVIRONMENTAL SCANNING)				
INTERNAL AND EXTERNAL ANALYSIS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
POLITICAL				
ECONOMIC	Geographic location: economic opportunity - Corridor (Gauteng, FS/ N3/R23)		Investment opportunity due availability of bulk service	De-investment as result of unreliable provision of services
SOCIAL				Community protests due to insufficient provision of services
TECHNOLOGICAL	Population growth. Good capacity of raw water source. Opportunity for development. Supply in all area Average 90% of population are provided	No alternative energy source for infrastructure municipality Aging infrastructure Lack of skills development amongst team (capacity) Insufficient revenue collection Insufficient metering of services Lack and Aging municipal fleet Trucking of water of water	Currently bulk infrastructure development projects and funding Residents water supply	Insufficient personnel to do maintenance Theft and vandalism

		<p>Insufficient water supply to infrastructure in Farm area</p> <p>Lack of development of by-laws</p> <p>Sector plans reviewal</p> <p>Reviewal of Master Plans (WSDP/CIP etc.)</p> <p>Unfenced municipal infrastructure</p> <p>High water & Electricity losses</p>		
INTERNAL AND EXTERNAL ANALYSIS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
LEGAL		Illegal dumping site. Enforcement /Lack of implementation of by-laws (Electricity & water)		Litigation
ENVIRONMENTAL		Waste Water Treatment works plants not operated 24hours a day.		Climate change - due to lack of monitoring of air quality in DLM

8.1.2. GOVERNANCE AND BUILDING A CAPABLE INSTITUTION

PESTLE ANALYSIS (ENVIRONMENTAL SCANNING)				
INTERNAL AND EXTERNAL ANALYSIS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
POLITICAL	Functional Council and Mayoral	<p>Instability within the administration</p> <p>In ability to attract and retain scarce and critical skills due to Grading of the Municipality</p> <p>In adequate implementation of Public participation Strategy</p> <p>Lack of war</p>	Change in political dynamics	Community unrest

INTERNAL AND EXTERNAL ANALYSIS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
ECONOMIC	Untapped Mineral resources	High level of unemployment High Vacancy rate	Future exploration of mines	Slow economy
SOCIAL		Gender based violence High substance abuse	High number of populations	
TECHNOLOGICAL		Lack of integrated ICT System Lack of Digital Infrastructure	Tapping into 4IR	Cyber-attacks/ Security information Lack of information, spreading of fake news Institutional memory loss
LEGAL	Functional Internal Audit Unit	None compliance Inadequate implementation of By laws Regression Audit outcome Inadequate implementation of consequence management Unsatisfactory functionality of oversight committee		High volume of litigation
ENVIRONMENTAL				Climate change

8.1.3. FINANCIAL VIABILITY AND MANAGEMENT

PESTLE ANALYSIS (ENVIRONMENTAL SCANNING)				
INTERNAL AND EXTERNAL ANALYSIS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
POLITICAL				
ECONOMIC	Control over expenditure Agricultural hub	Ineffective implementation of credit control policy	Cost on saving on consultant fees	Possible closure of main industrial such as mines and Eskom

		Lack assets management unit		Slow or economic growth and fiscal fluctuation Infrastructure planning and maintenance by municipality High and growing unemployment rate
INTERNAL AND EXTERNAL ANALYSIS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
SOCIAL		Failure to register all deserving indigents		High and growing unemployment rate Land evasion and immigrants
TECHNOLOGICAL	Mscosa compliant			
LEGAL	SCM linked to CSD & MSCOA GRAP compliant assets register	Unfavourable revenue streams		
ENVIRONMENTAL	Application for Grants		Solar energy to reduce electricity usage	

8.1.4. LOCAL ECONOMIC DEVELOPMENT

MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING) LOCAL ECONOMIC DEVELOPMENT				
INTERNAL AND EXTERNAL ANALYSIS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
POLITICAL	Tolerance between different political parties; Political leadership responsiveness on economic prosperity of DLM through local forums; Strong stakeholder relations and engagements.	Lack of coordination in implementing the policies and strategies. Capacitation of union leaders and other stakeholders	Community Participation; Political support and intervention on programmes and initiatives to accelerate service delivery;	Intimidation and confrontation by community structures; Infighting between various business chambers; High vacancy rate within municipal strategic positions; Aging and Infrastructure

MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING) LOCAL ECONOMIC DEVELOPMENT				
INTERNAL AND EXTERNAL ANALYSIS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
				Inadequate provision of tertiary institution/skills development facilities
ECONOMIC	<p>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; Availability of serviced vacant land</p>	<p>Outdated Local Economic development Strategy to steer coordinated development Lack of diversified</p>	<p>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</p>	<p>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;</p>
SOCIAL			<p>Availability of labour force; Improved literacy rate; Increased access to basic services</p>	<p>High unemployment rate amongst youth; Fast growing population and high influx of illegal immigrants; Social pandemic (Covid-19); High tendency to land invasion</p>
TECHNOLOGICAL	New education	High cost of data	Technologically	Inadequate

MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING) LOCAL ECONOMIC DEVELOPMENT				
INTERNAL AND EXTERNAL ANALYSIS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
	system in line with 4IR; Improved computer literacy	to accessing web-based technology and information	advanced young population that is familiar with 4 th IR	digital infrastructure; High data costs;
LEGAL		Lack of enforcement of bylaws legislation		Land locked (private ownership of land) limiting access to land for development
ENVIRONMENTAL			Strategic location of the municipality	High carbon emission from fossil fuel energy (coal); Global warming and adverse weather conditions;

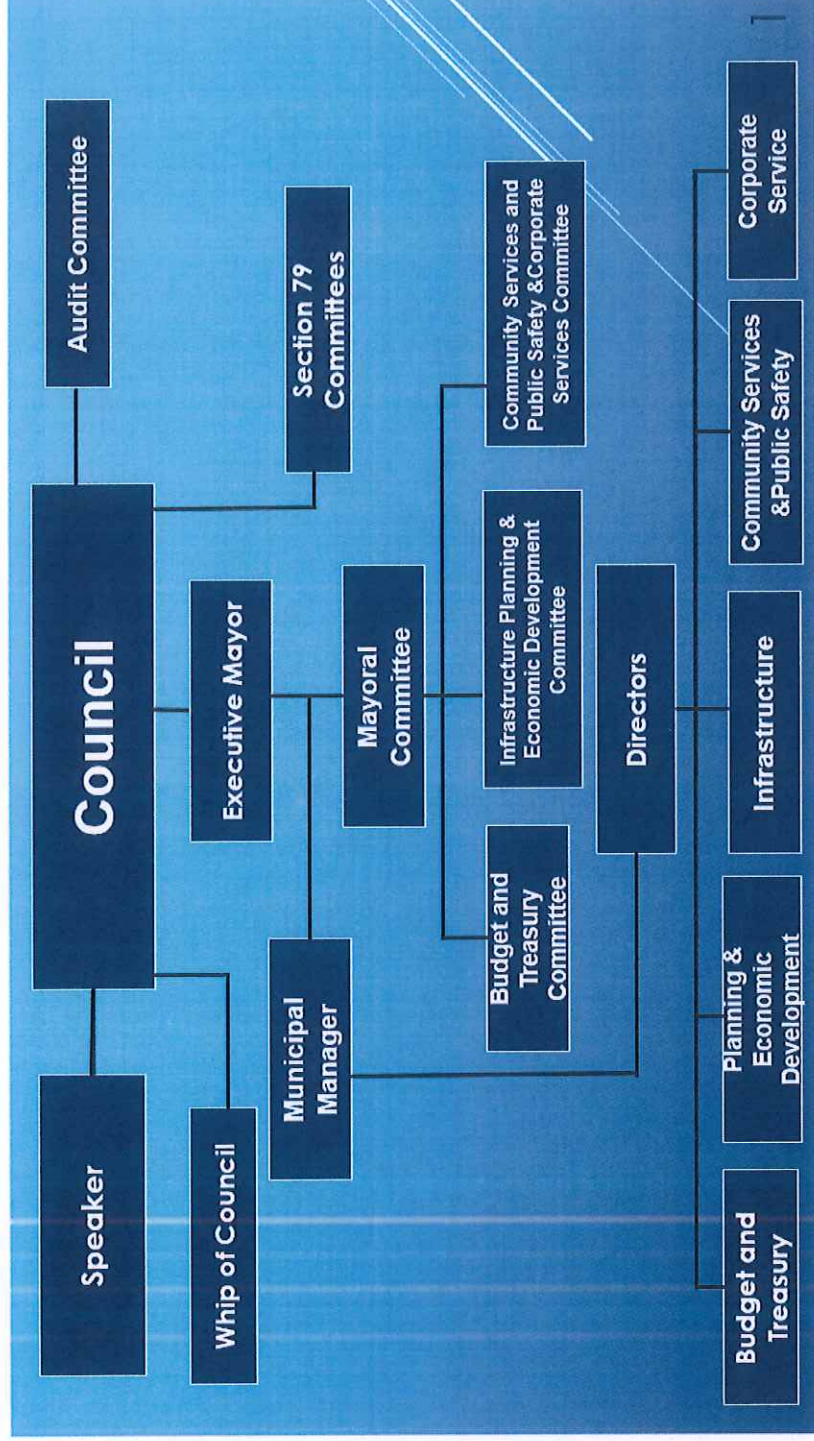
8.1.5. SPATIAL RATIONALE

MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING)				
INTERNAL AND EXTERNAL ANALYSIS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
POLITICAL	Strong stakeholders relation	Lack of coordination in implementing the policies and strategies Capacitation of union leaders and other stakeholders	Community Participation Political support and intervention on programmes and initiatives to accelerate service delivery	Political instability Lack of buy-in into tenure upgrading Desperation through invasion of land
ECONOMIC			Densification and contentment of development	
SOCIAL	Land identified for future integrated human settlements			High levels of immigration
INTERNAL AND EXTERNAL ANALYSIS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS

TECHNOLOGICAL	Low IT support staff for maintenance of GIS systems		Regularly updated Municipal website	Unavailable use of GIS system Ineffective use of E-PGlums Non-integration of systems (billing system, valuation roll, infrastructure services data)
MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING)				
LEGAL	Compliant By-laws	Lack of enforcement of bylaws legislation		Land locked (private ownership of land) Lack of enforcement of bylaws legislation
ENVIRONMENTAL			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	Climate change

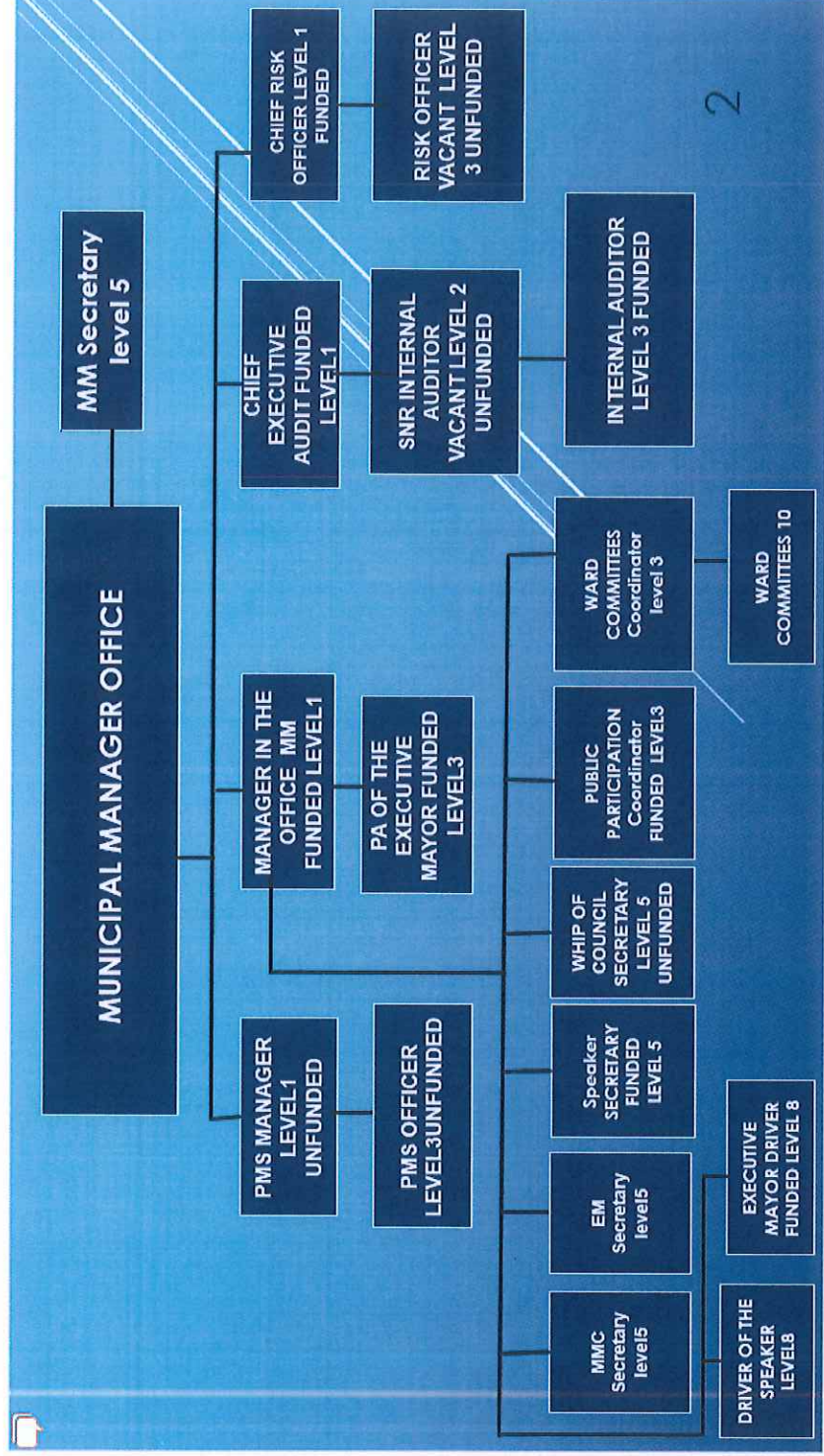
HIGH LEVEL INSTITUTIONAL ARRANGEMENT

Figure 9: High level Institutional Arrangement



ORGANOGRAM: OFFICE OF THE MUNICIPAL MANAGER

Figure 10: Municipal Manager's Office



ORGANOGRAM: BUDGET AND TREASURY OFFICE

Figure 11: Budget and Treasury Office Organogram

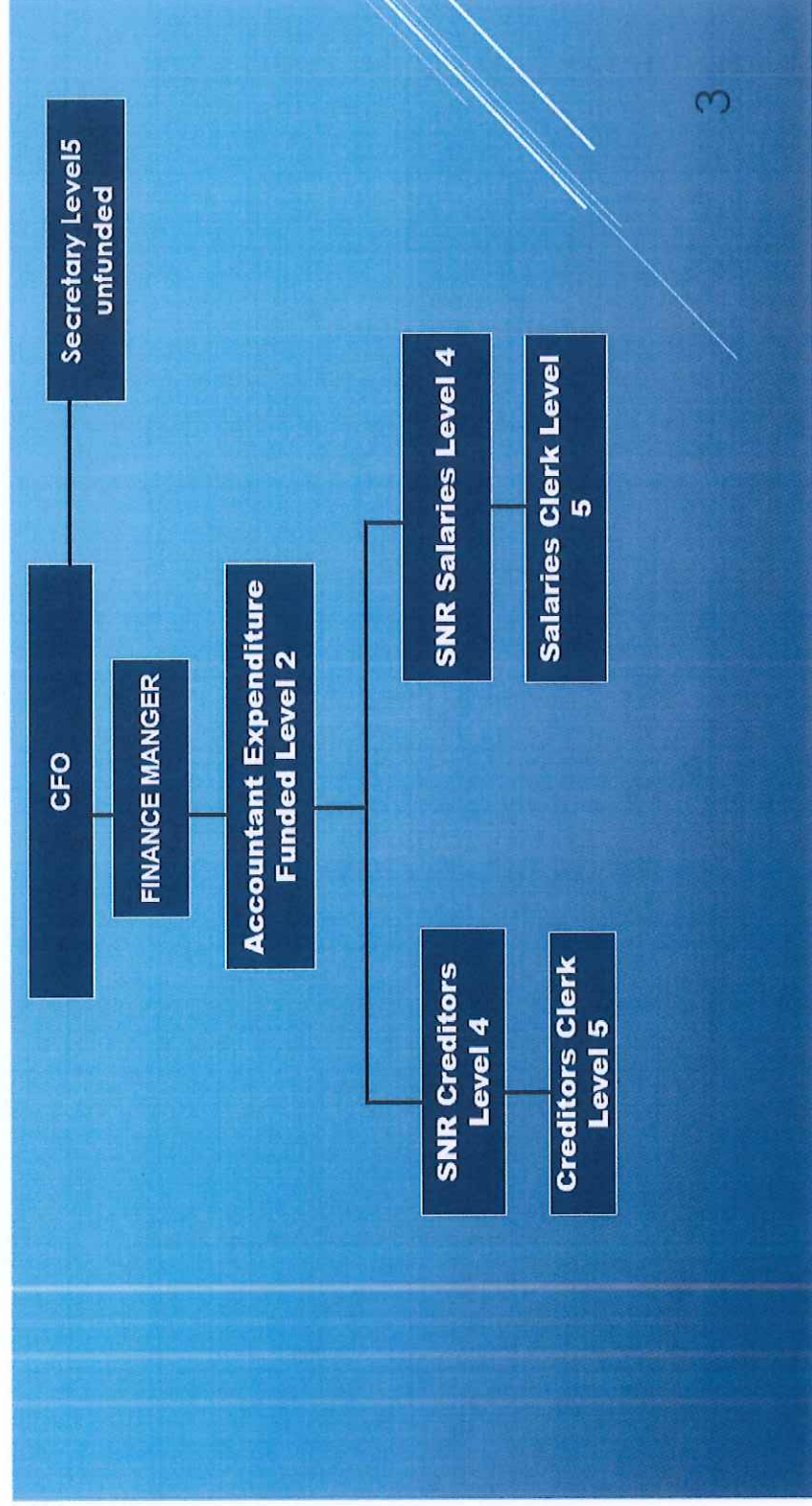


Figure 12: Budget and Treasury Office Organogram..cont..

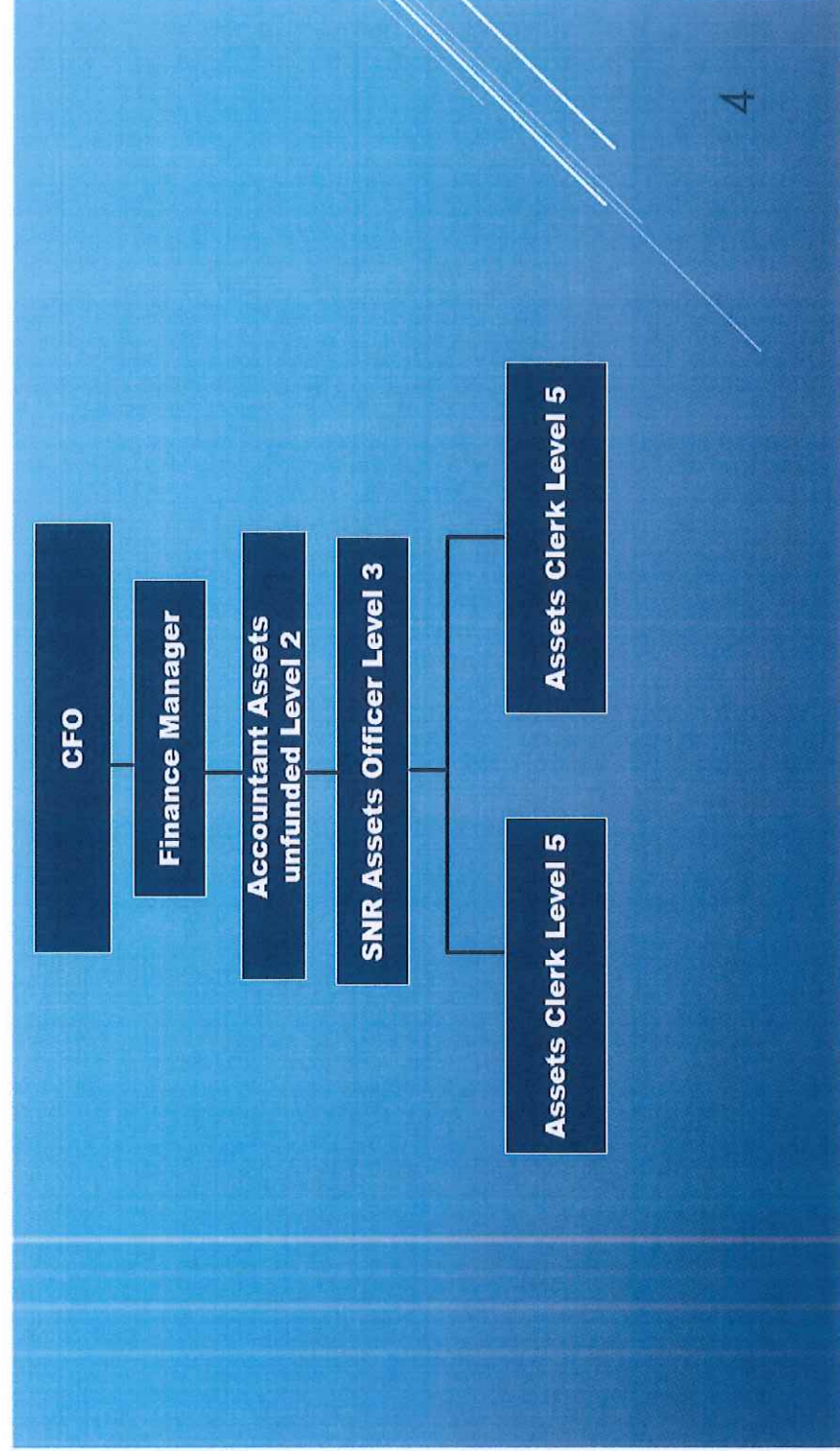


Figure 13: Budget and Treasury Office Organogram..cont...

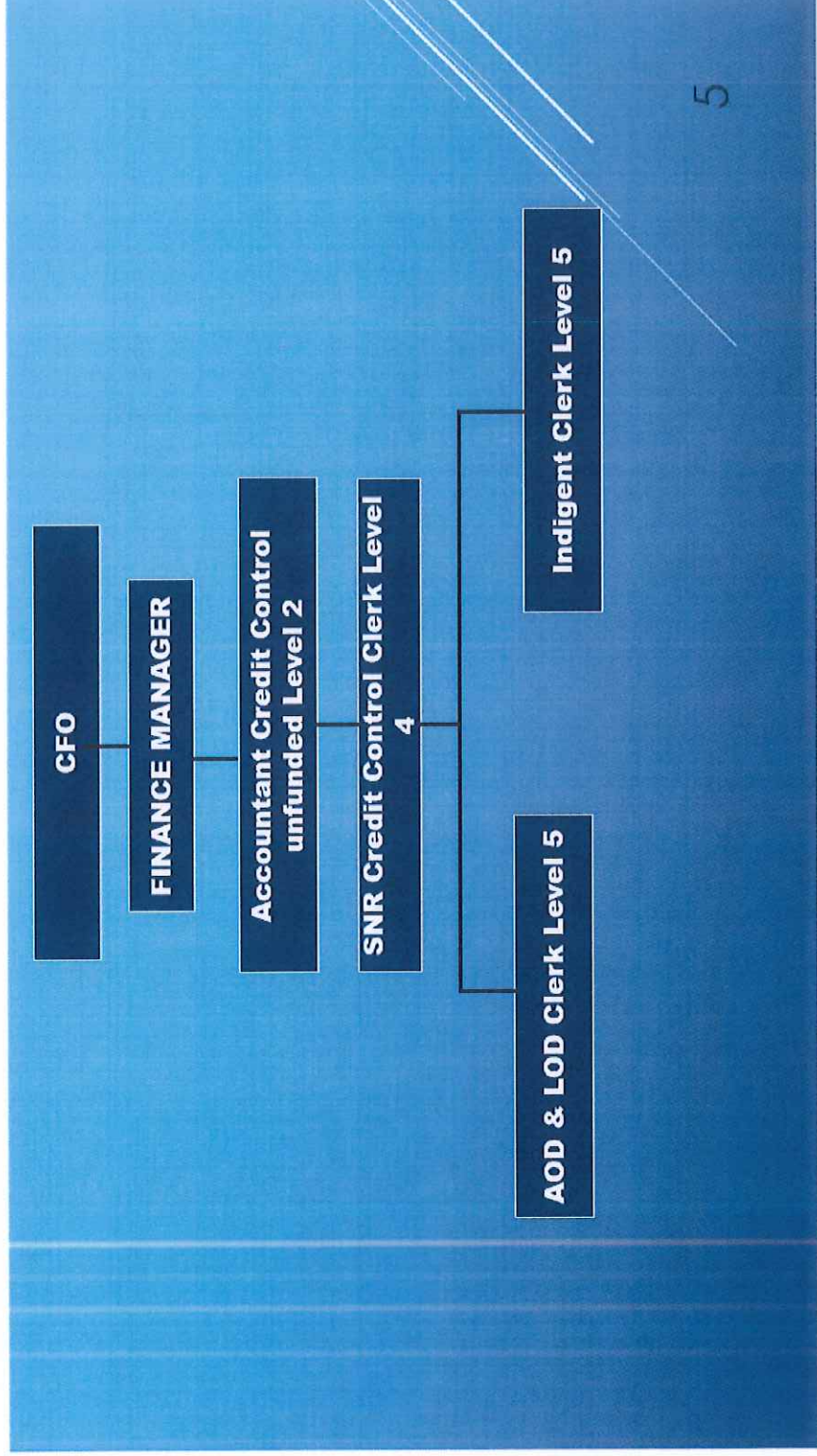


Figure 14: Budget and Treasury Office Organogram..cont...

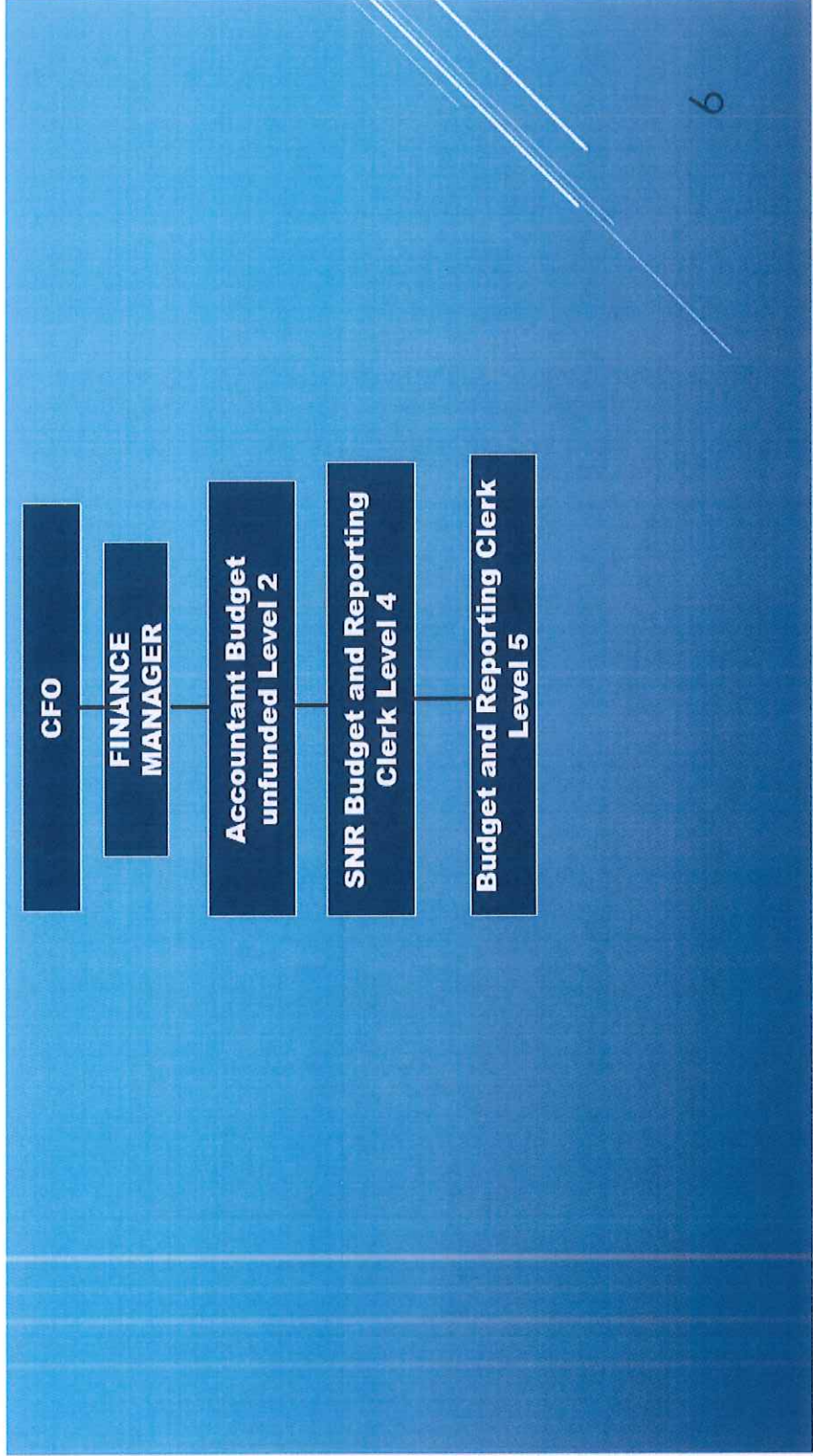


Figure 15: Budget and Treasury Office Organogram..cont...

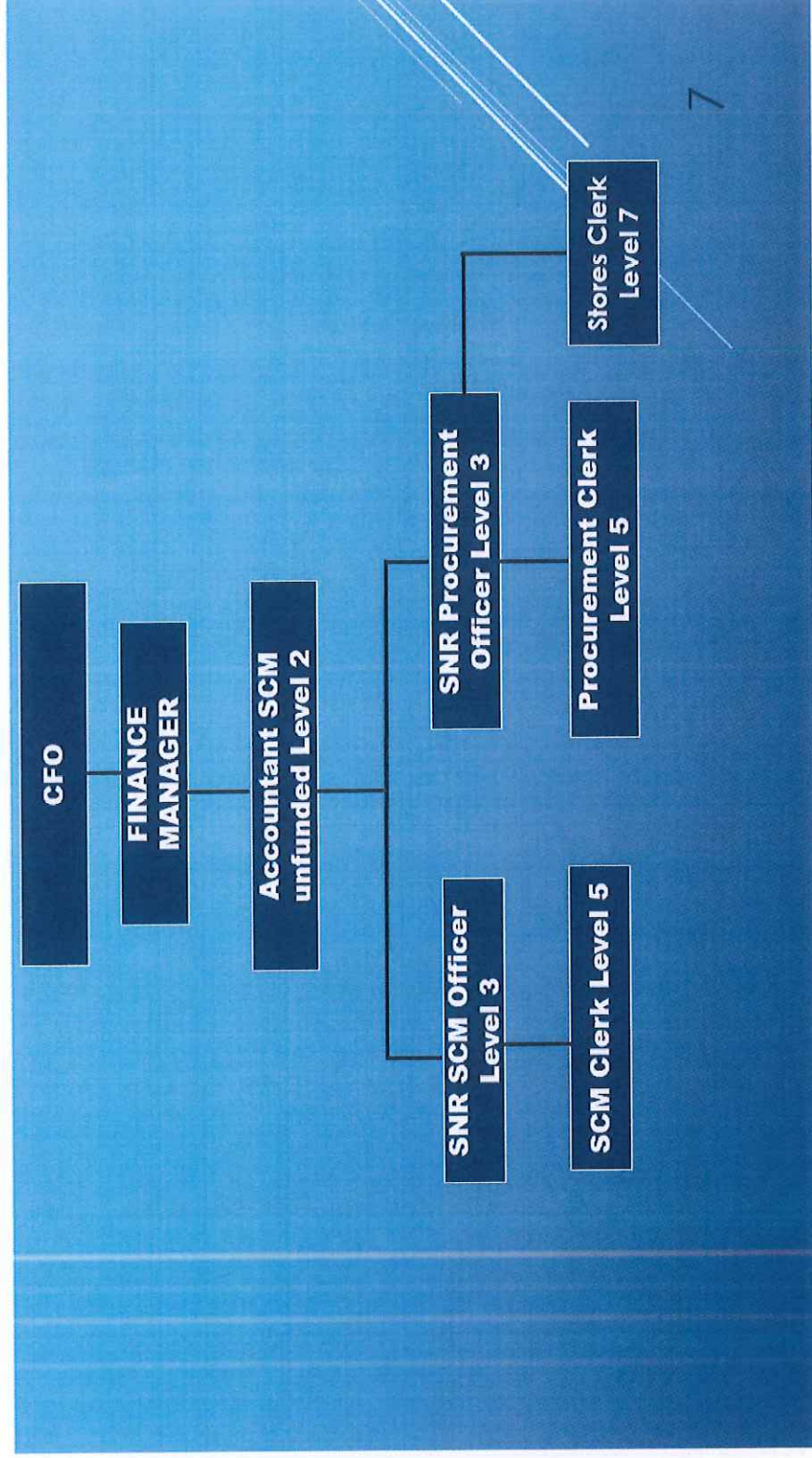


Figure 16: Budget and Treasury Office Organogram..cont...

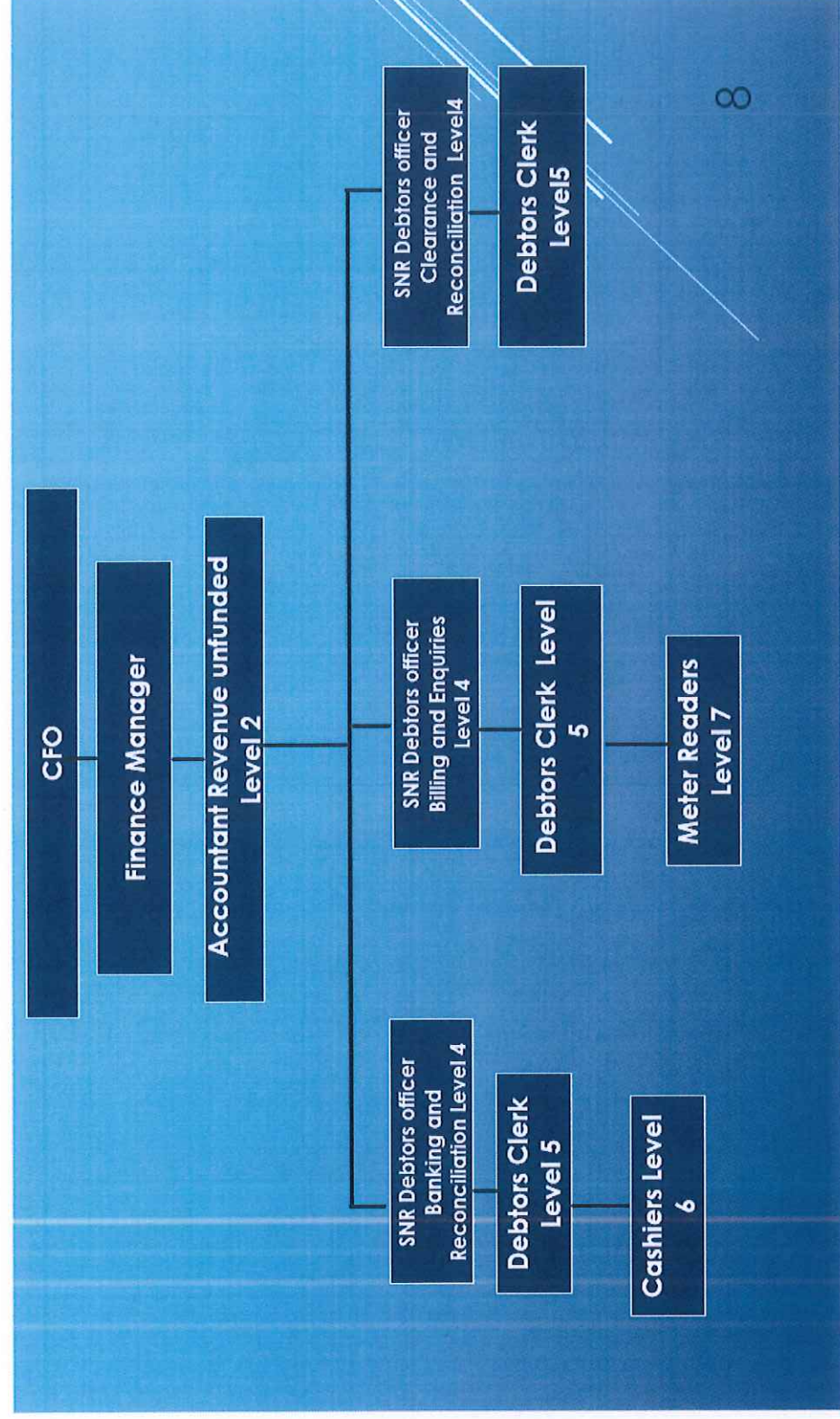


Figure 17: CORPORATE SERVICES ORGANOGRAM

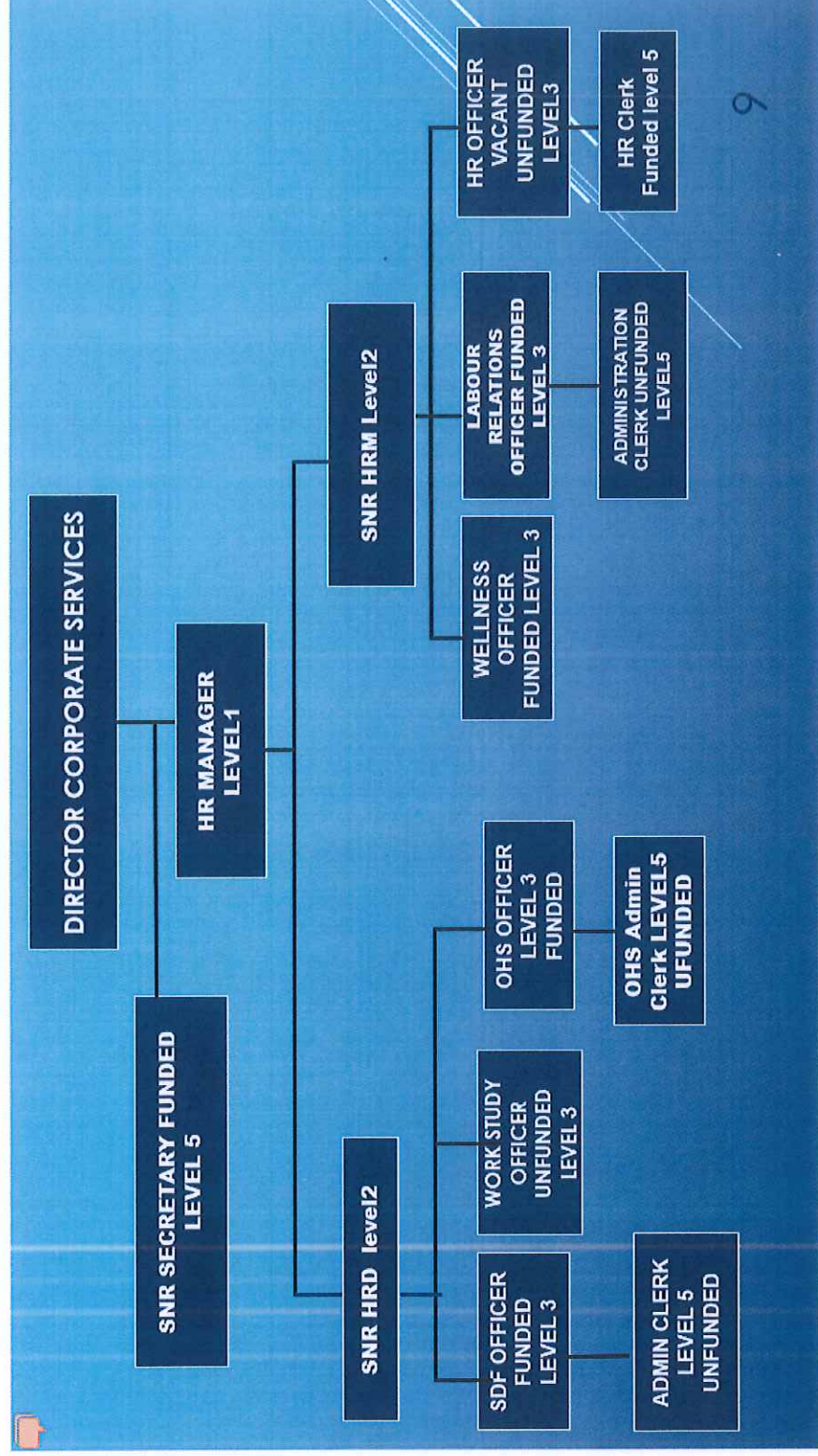


Figure 18: CORPORATE SERVICES ORGANOGRAM...cont..

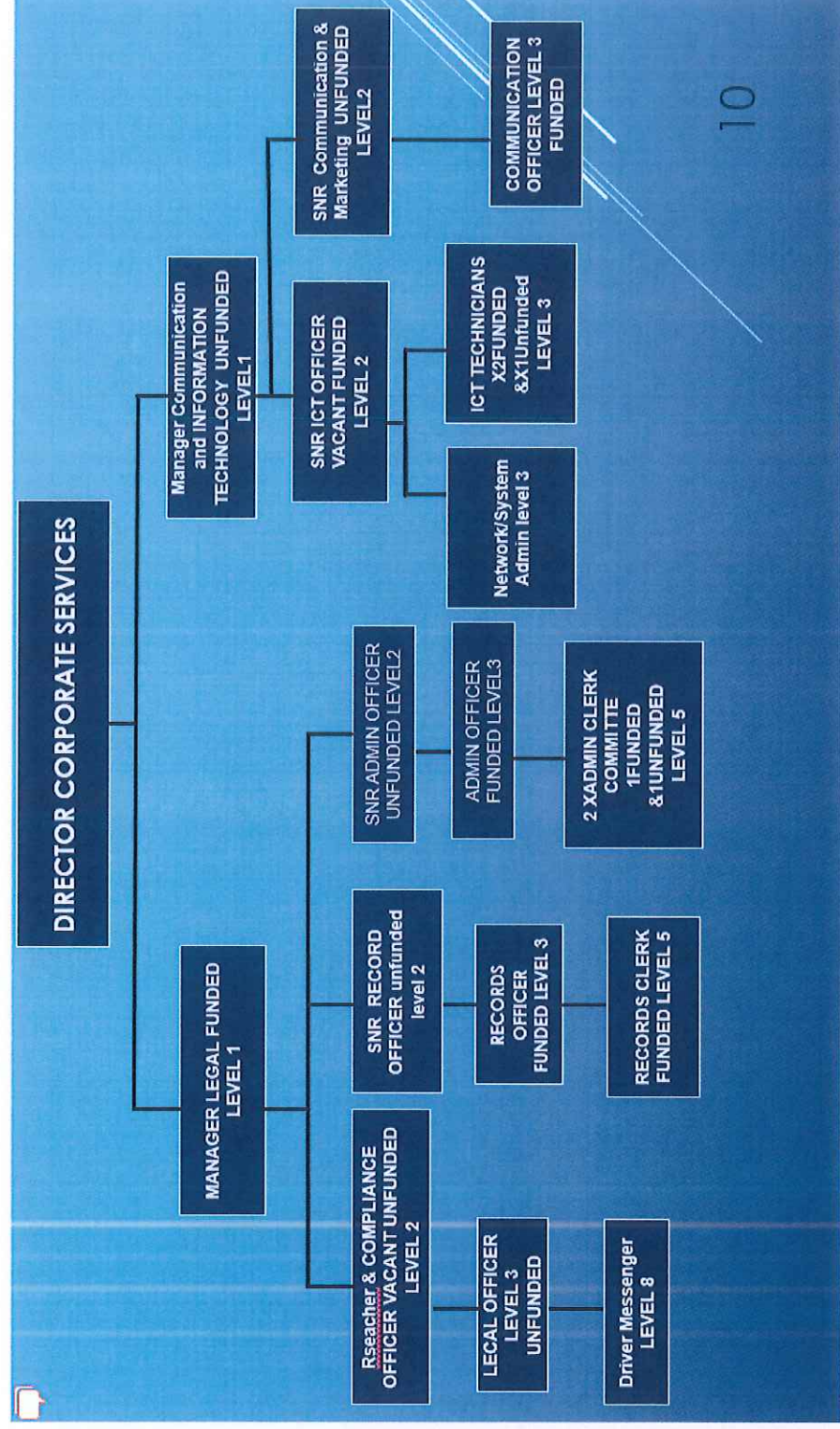


Figure 19: COMMUNITY SERVICES & PUBLIC SAFETY ORGANOGRAM

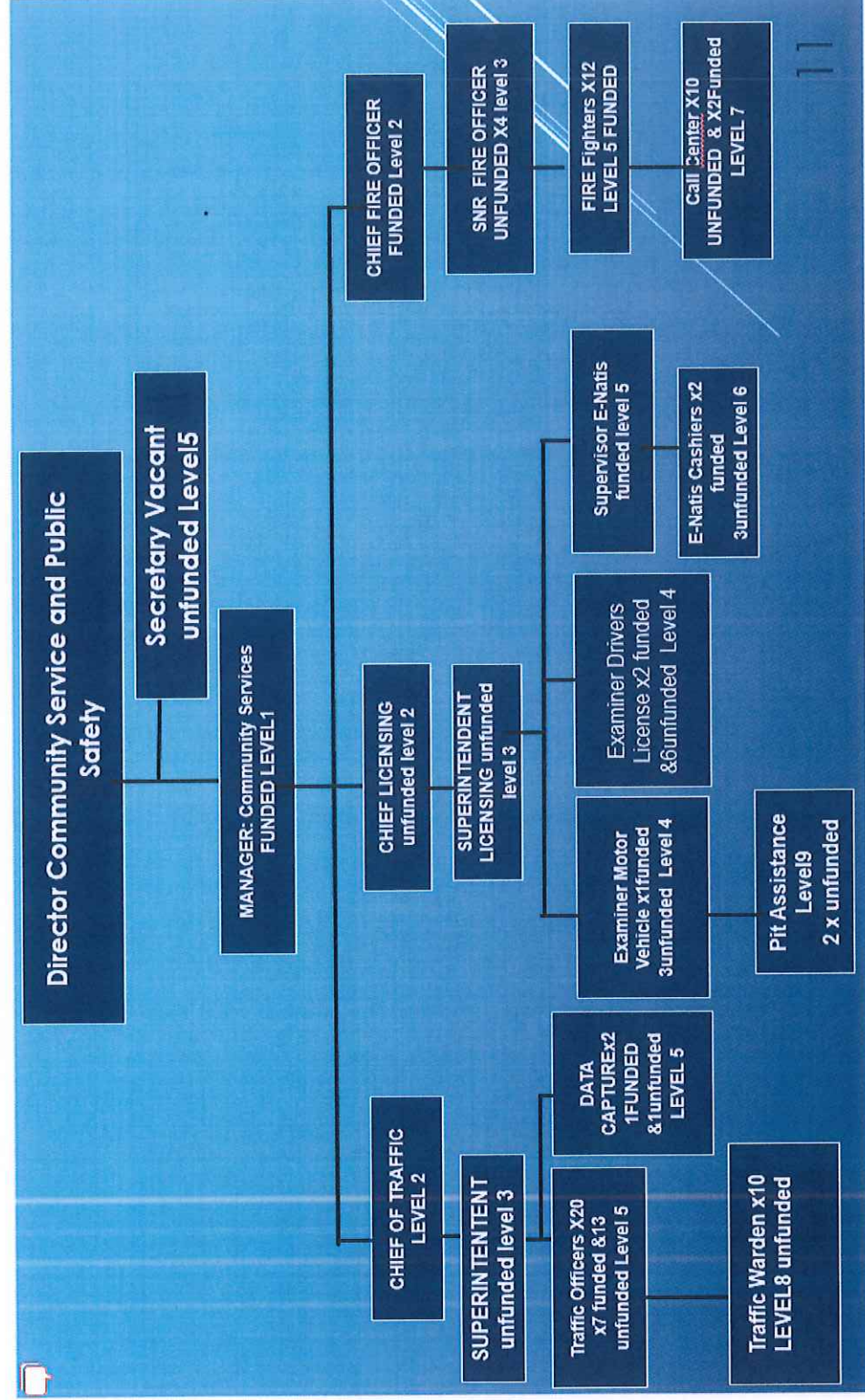


Figure 20: COMMUNITY SERVICES & PUBLIC SAFETY ORGANOGRAM...cont..

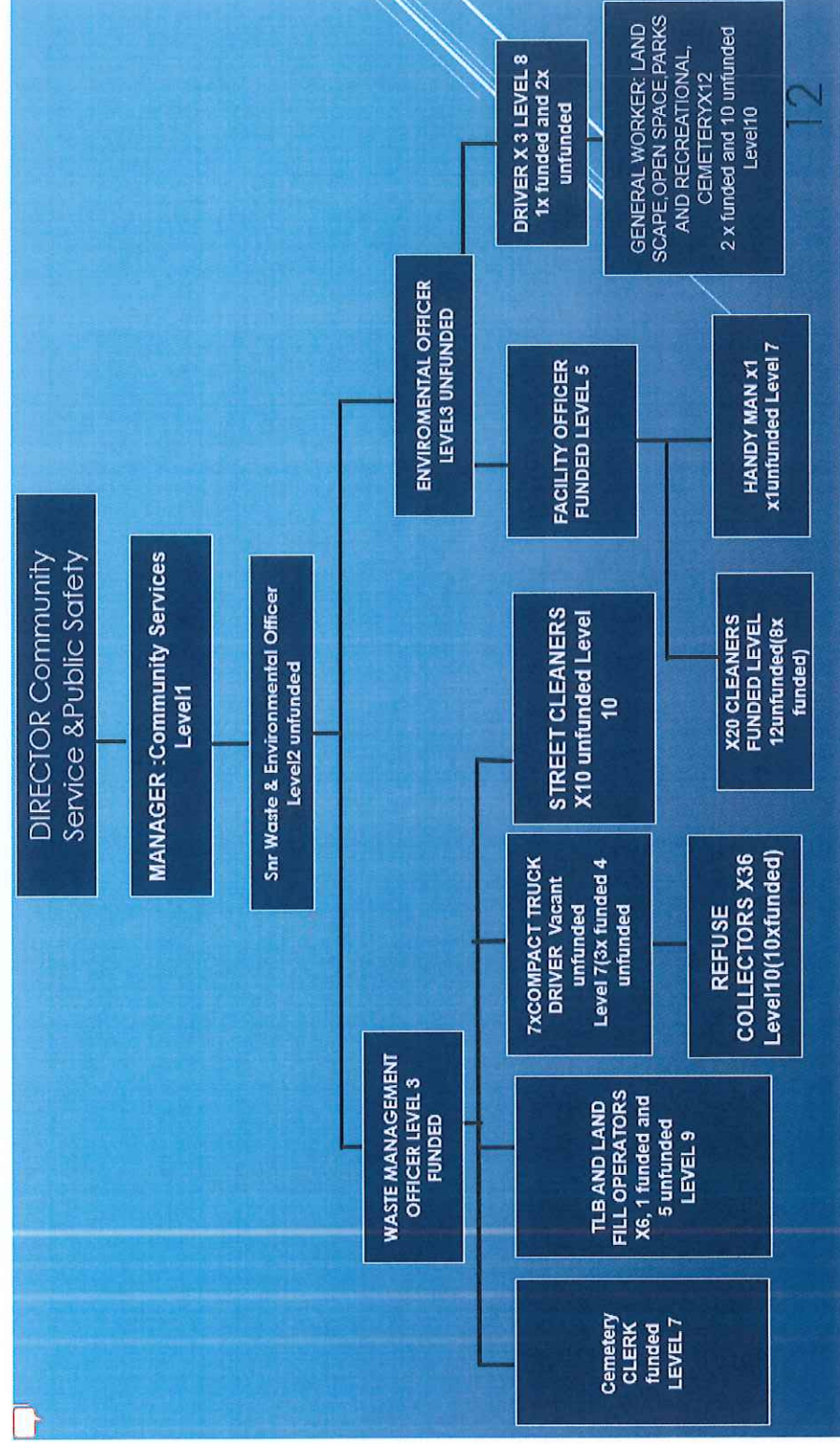


Figure 21: COMMUNITY SERVICES & PUBLIC SAFETY ORGANOGRAM...cont...

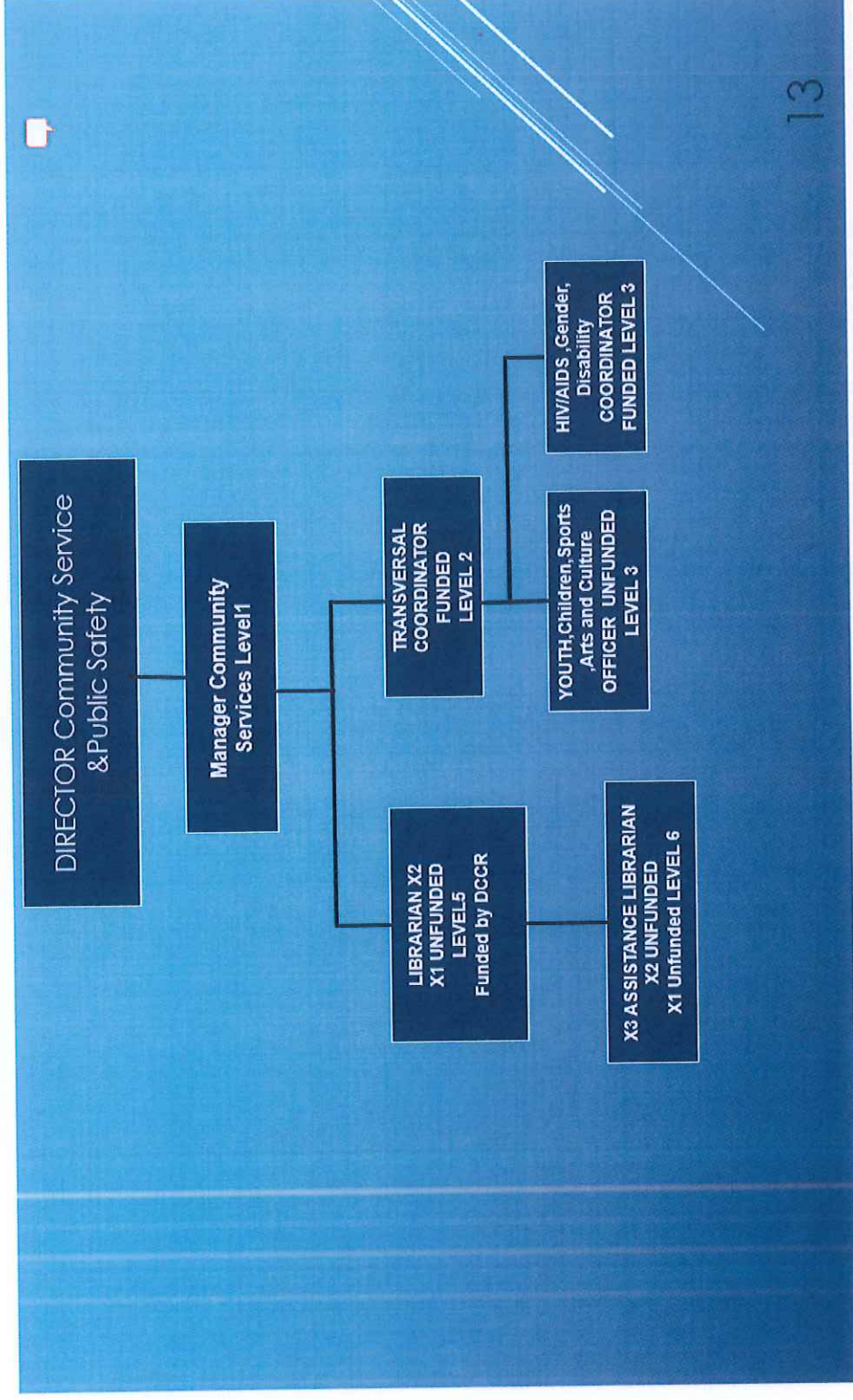


Figure 22: PLANNING & ECONOMIC DEVELOPMENT SERVICES ORGANOGRAM:

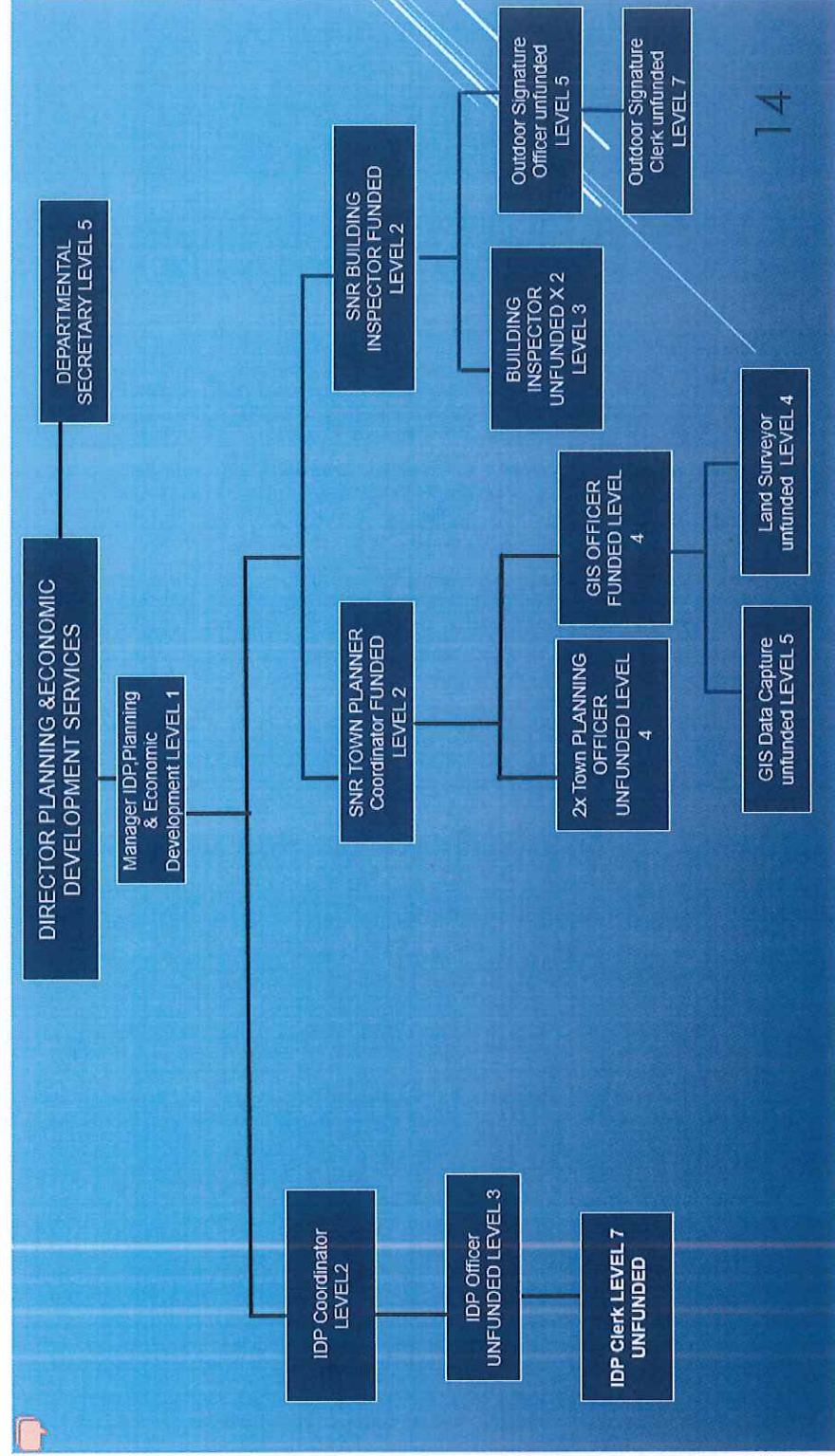


Figure 23: PLANNING & ECONOMIC DEVELOPMENT SERVICES ORGANOGRAM..cont..

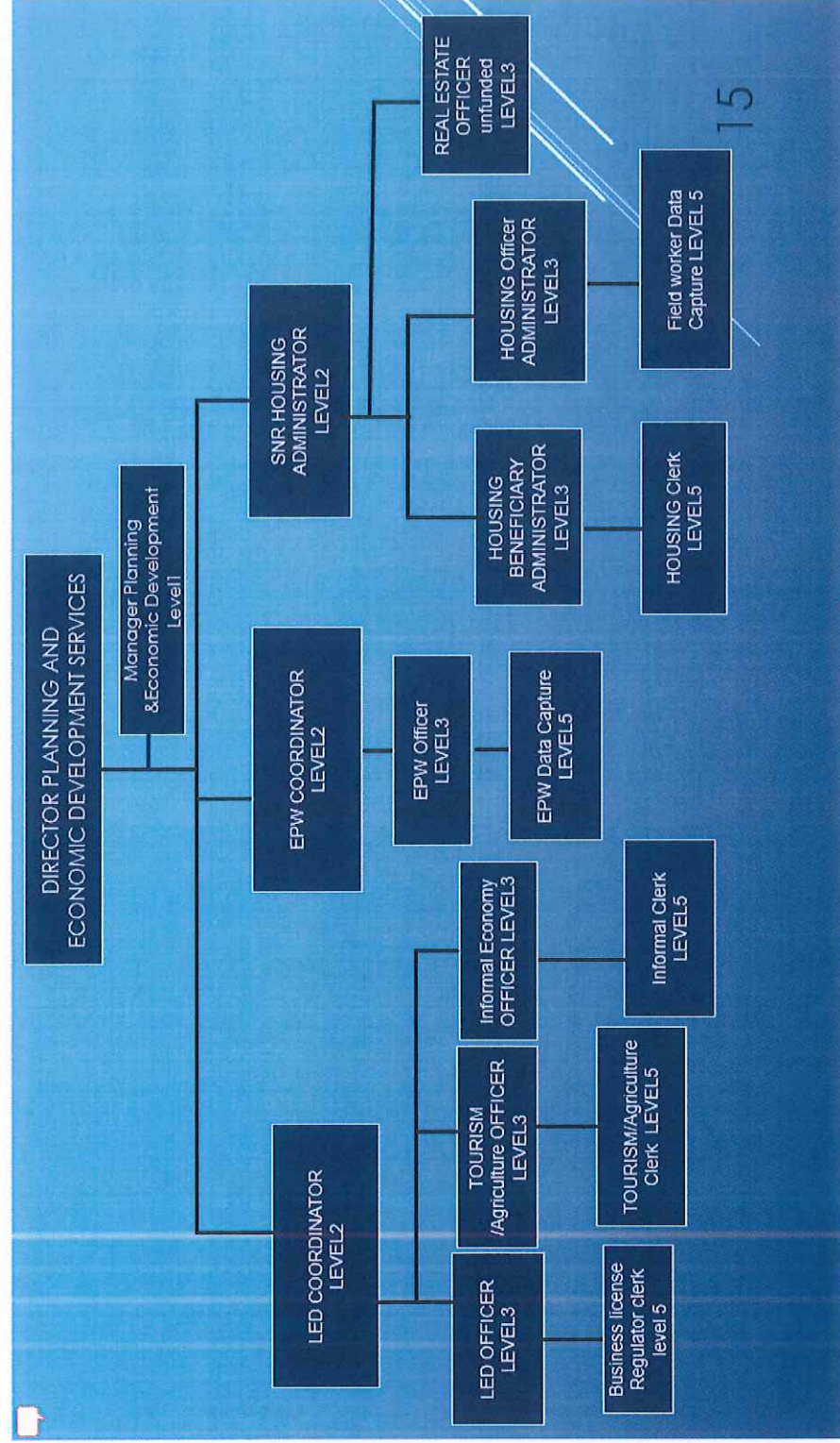


Figure 24: INFRASTRUCTURE SERVICES ORGANOGRAM

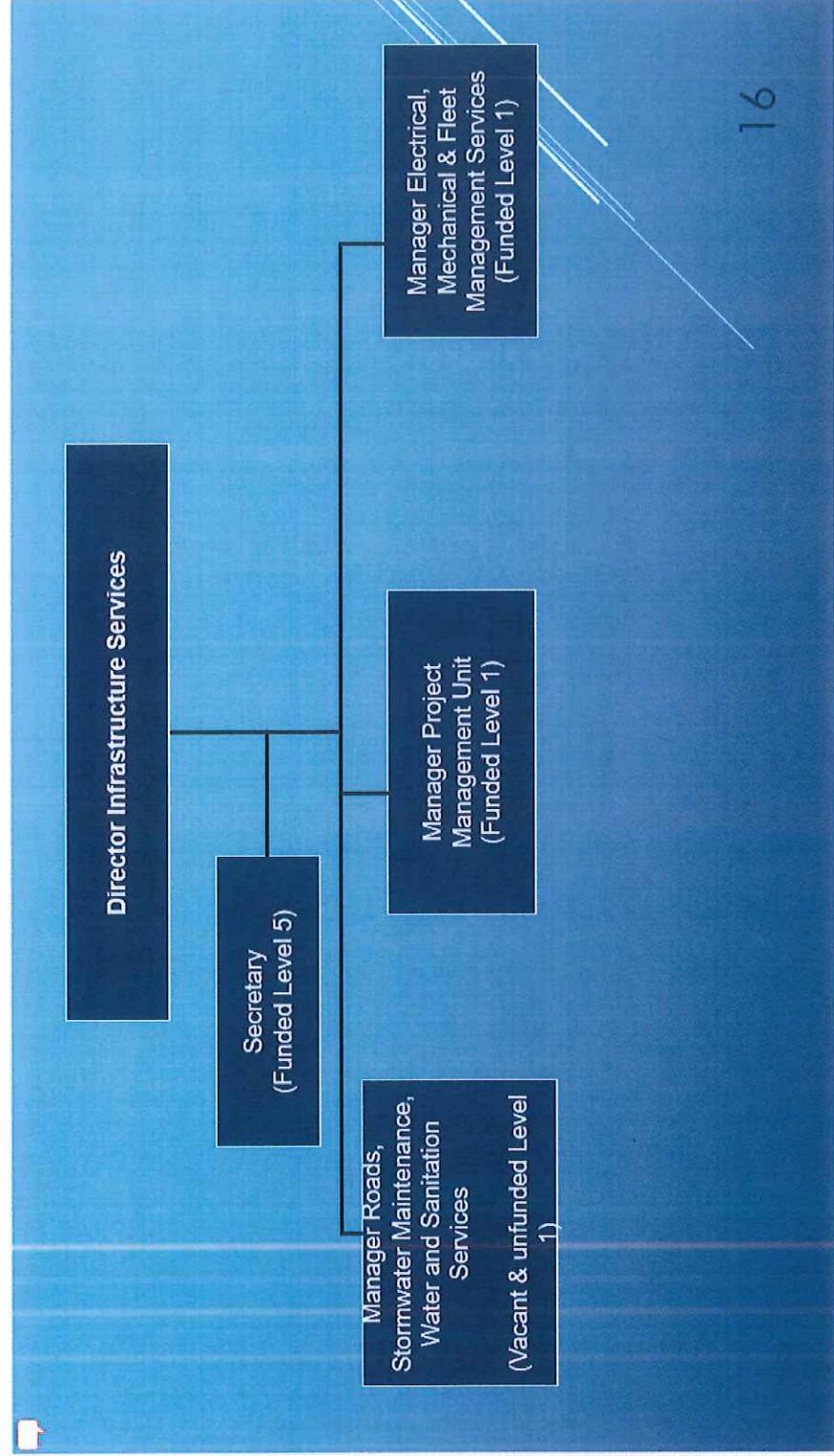


Figure 25: INFRASTRUCTURE SERVICES ORGANOGRAM..cont...

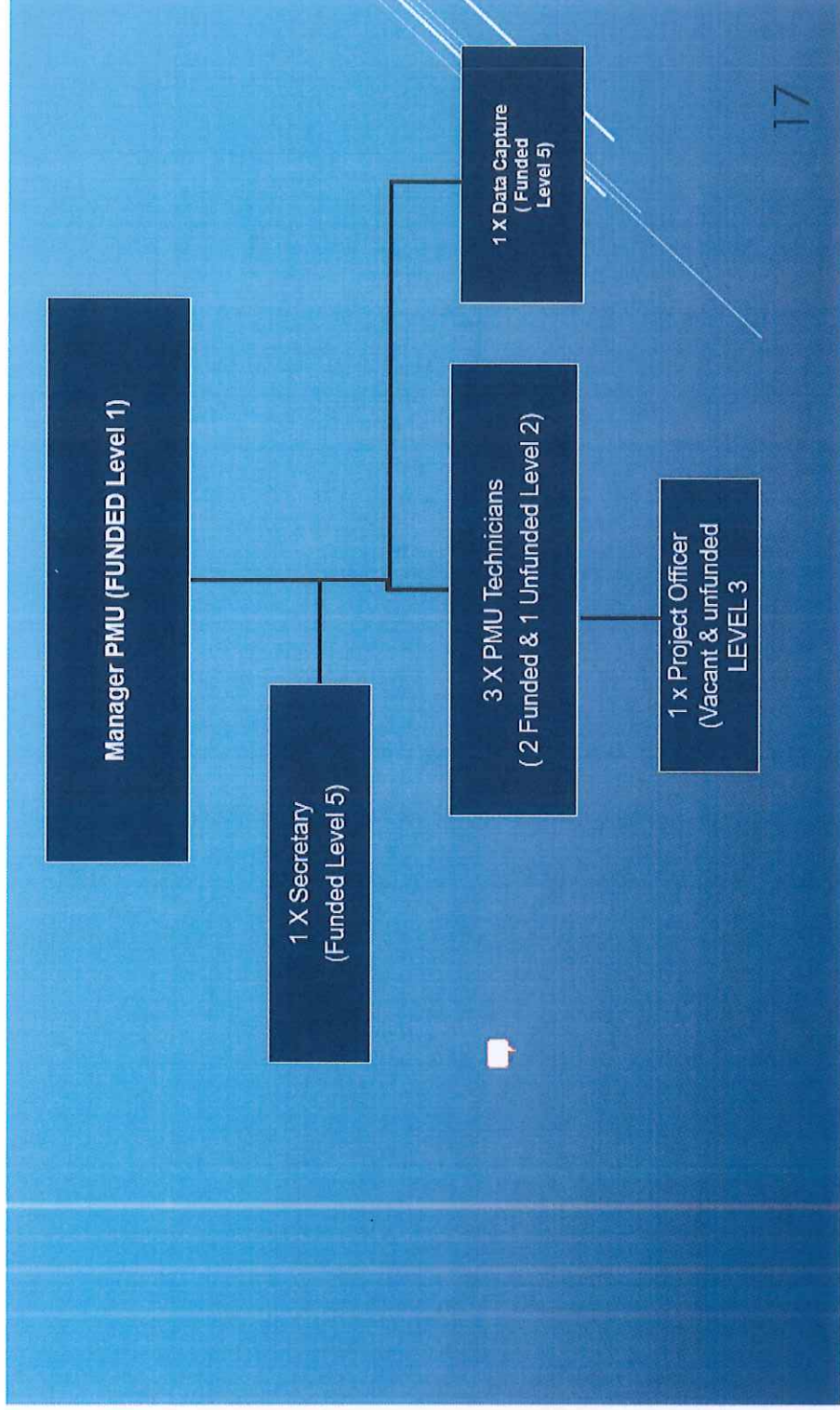


Figure 26: INFRASTRUCTURE SERVICES ORGANOGRAM..cont...

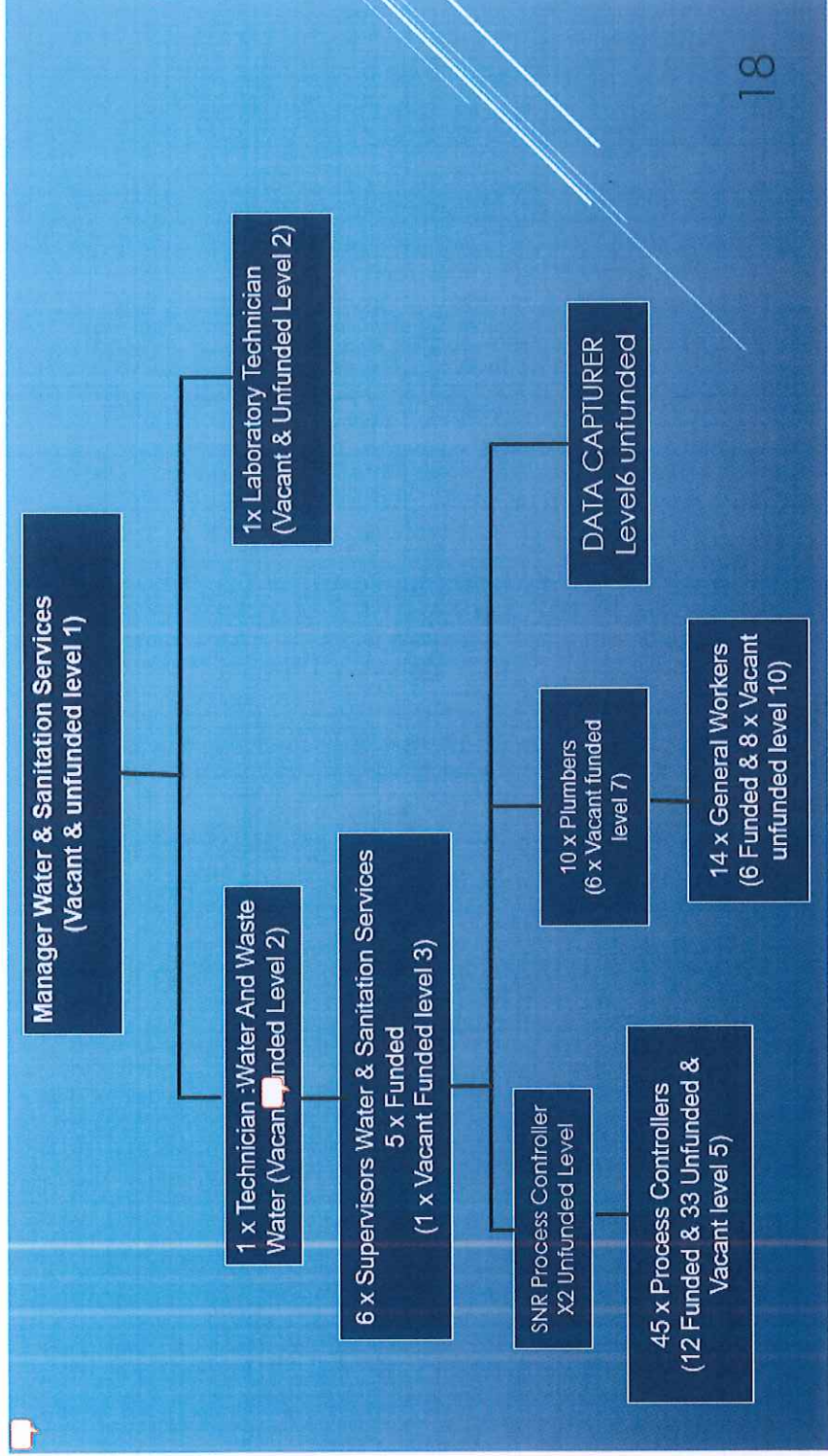


Figure 27: INFRASTRUCTURE SERVICES ORGANOGRAM..cont...

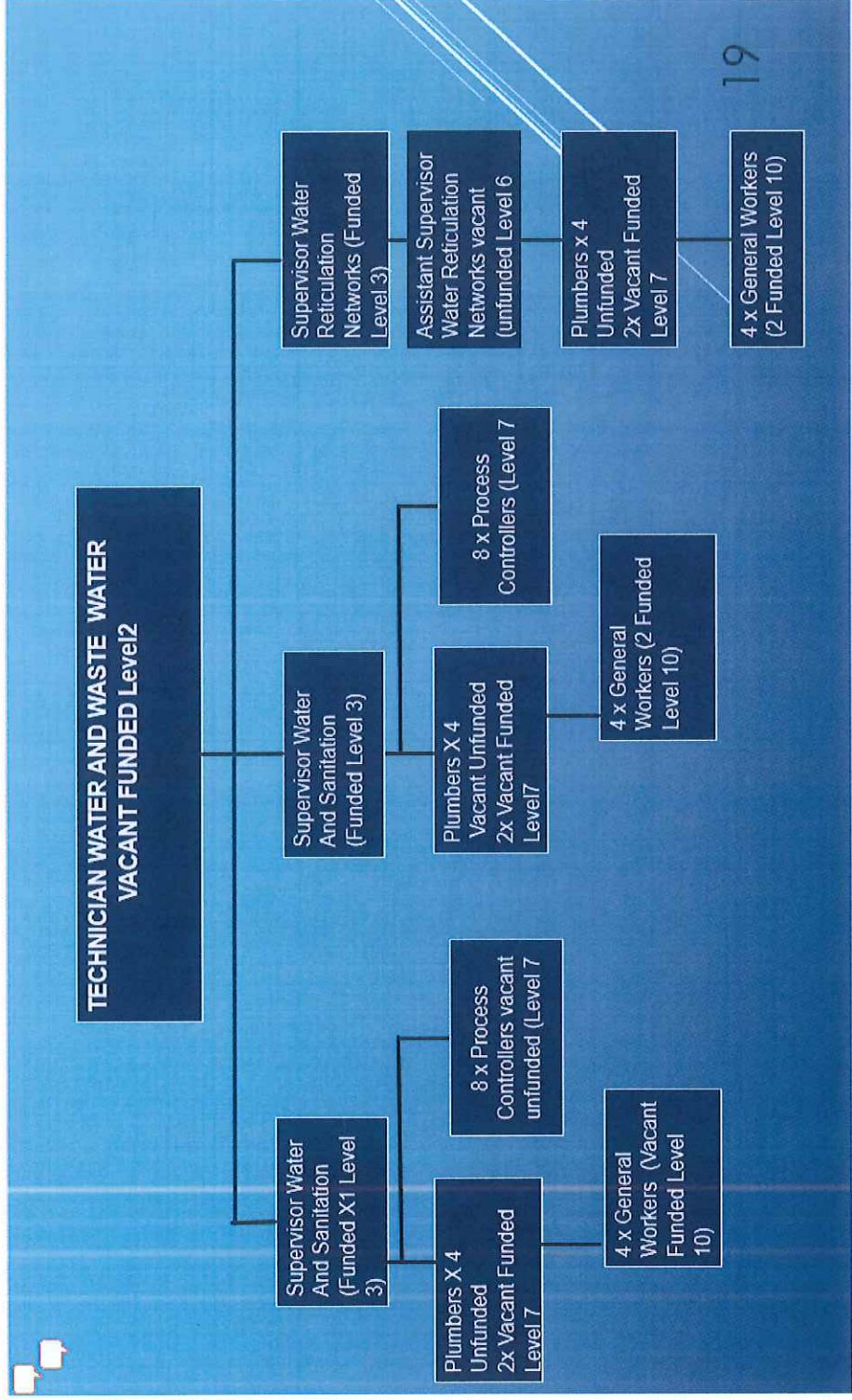


Figure 28: INFRASTRUCTURE SERVICES ORGANOGRAM..cont...

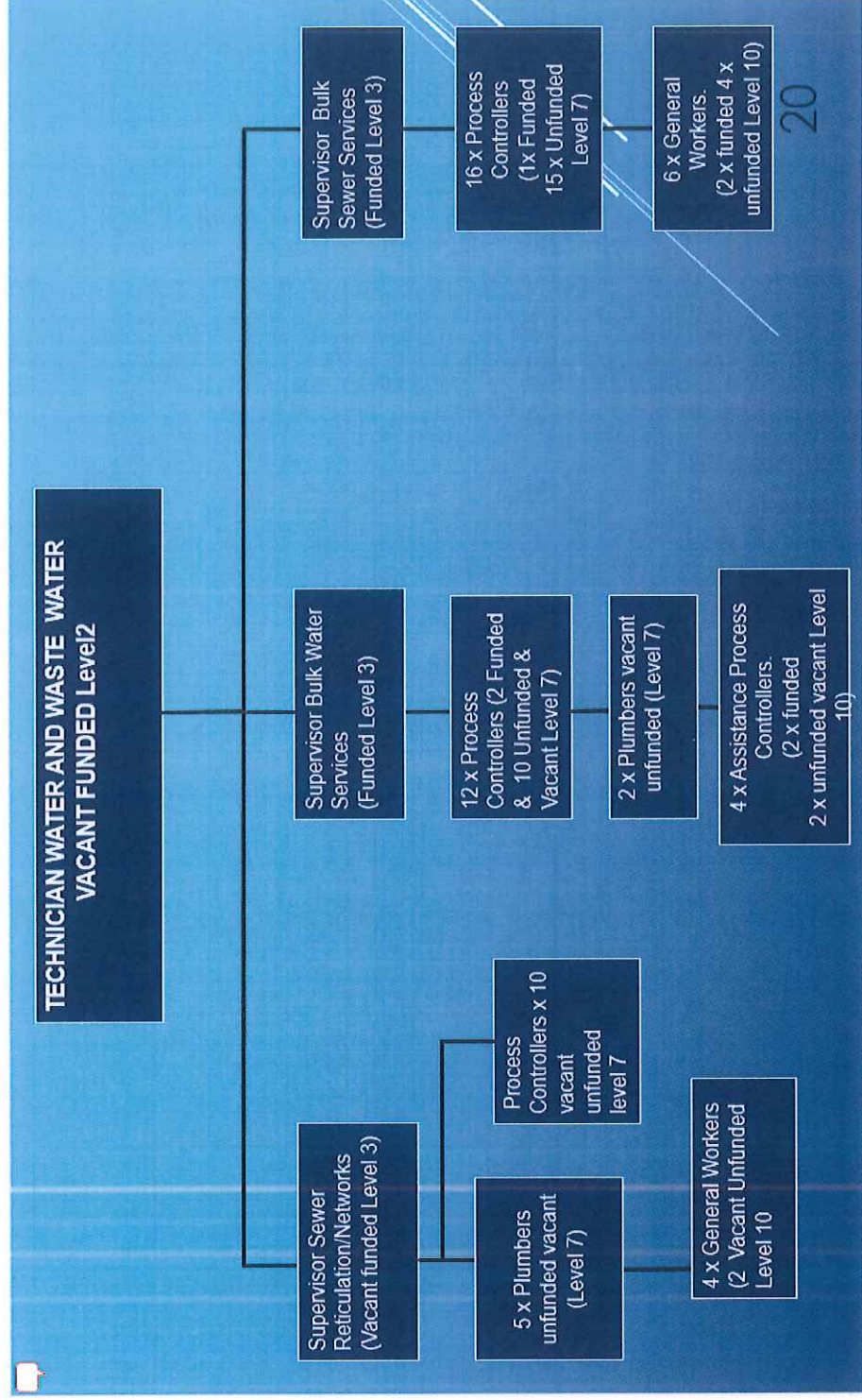


Figure 29: INFRASTRUCTURE SERVICES ORGANOGRAM..cont...

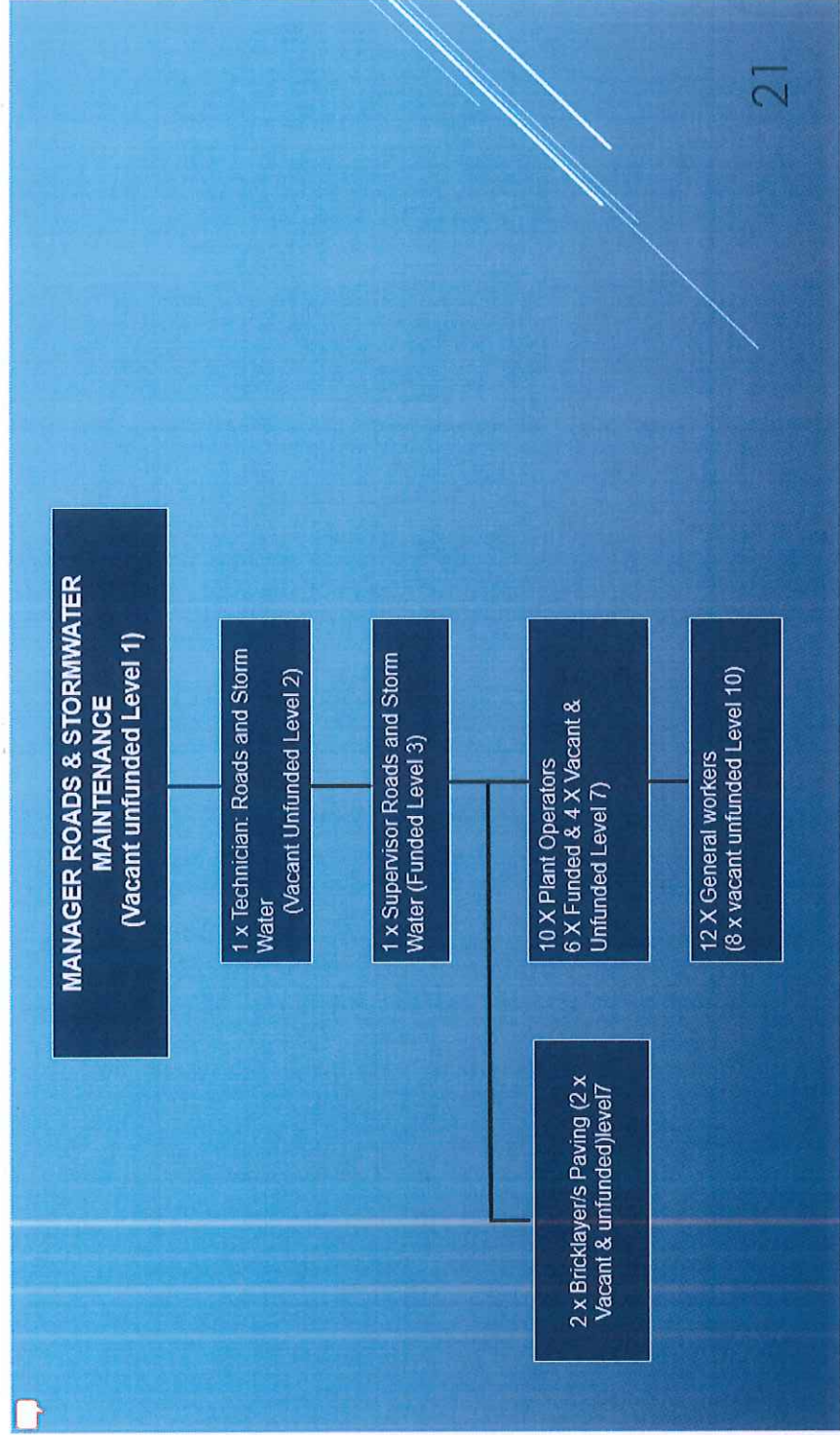


Figure 30: INFRASTRUCTURE SERVICES ORGANOGRAM..cont...

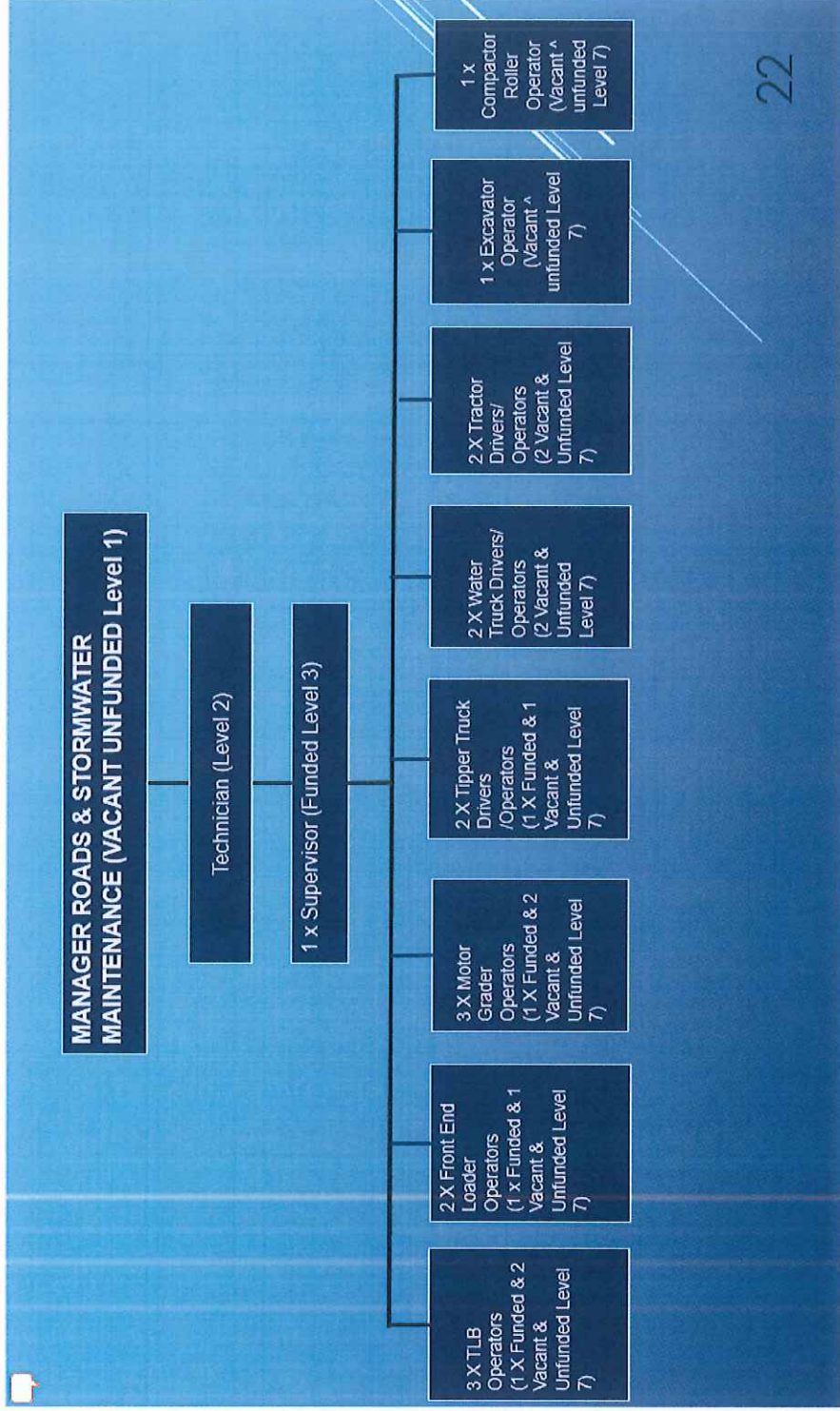


Figure 31: INFRASTRUCTURE SERVICES ORGANOGRAM..cont...

