

2024/2025

DIPALESENG LOCAL MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN



Contents

LIST OF SELECTED ABBREVIATIONS	3
POLITICAL LEADERSHIP	6
ADMINISTRATIVE LEADERSHIP	8
FOREWORD BY THE EXECUTIVE MAYOR	9
MUNICIPAL MANAGERS' OVERVIEW.....	11
CHAPTER ONE: EXECUTIVE SUMMARY.....	13
CHAPTER TWO: POLICY AND LEGISLATIVE FRAMEWORK.....	15
CHAPTER THREE: IDP PROCESS PLAN IMPLEMENTATION.....	26
Adoption Of A Process Plan	26
THE 2022-2027 IDP COMPILATION PROCESS.....	30
Pre-Planning Phase	30
Analysis Phase.....	31
Strategy Phase:.....	31
Project Phase:.....	31
Integration Phase:.....	32
Adoption/Approval Phase:.....	32
CHAPTER FOUR: SITUATIONAL ANALYSIS	44
Locality	45
Population	47
Population Distribution	48
Development Overview.....	49
Current Development Plans	50
Population Projections	50
Coordination Of HIV/AIDS, TB AND STI, NGO And Orphans And Vulnerable Population	56
Youth Development.....	58
Key Youth Issues To Be Addressed.....	59
Sports And Recreation.....	59
Community Services And Public Safety Sports, Parks And Recreation	63
EMPLOYMENT SECTOR	63
Sustainable Development	71

SWOT and PESTEL ANALYSIS	74
CHAPTER FIVE: KEY PERFORMANCE AREAS	81
KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT Error!	
Bookmark not defined.	
ACCESS TO SERVICES	99
KPA 3: LOCAL ECONOMIC DEVELOPMENT	111
KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	133
KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	141
CHAPTER SIX: DIPALESNG PERFORMANCE MANAGEMENT SYSTEM	193
ORGANIZATIONAL PERFORMANCE MANAGEMENT	193
PERFORMANCE MANAGEMENT FRAMEWORK.....	194
INDIVIDUAL EMPLOYEE PERFORMANCE MANAGEMENT.....	195
Risk Management Policy	198
Risk Management Strategy.....	198
Anti –Fraud And Anti – Corruption Policy	198
Fraud Prevention Plan	198
Internal Audit	199

LIST OF SELECTED ABBREVIATIONS

AIDS: Acquired Immune Deficiency Syndrome
ANC: African National Congress
AQMP: Air Quality Management Plan
BBEE: 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
DLM: Dipaleseng Local Municipality
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
LM: Local Municipality
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
MM: Municipal Manager
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
NDP: National Development Plan
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: Wastewater Treatment Plan

LIST OF FIGURES

Figure 1: IDP review and Budget process
Figure 2: Framework Action Plan and Provincial Cycle
Figure 3: Spatial Location of DLM
Figure 4: Labor Market Status in Dipaleseng
Figure 5: Employment Distribution
Figure 6: Agricultural Crop Potential
Figure 7: Economic Geology
Figure 8: Potential Mining Land
Figure 9: Balfour and Siyathemba Micro Strategic Development Concept
Figure 10: Greylingstad and Nthorwane Micro Strategic Development Concept
Figure 11: Grootvlei and Dasville Micro Strategic Development Concept
Figure 12: Land Ownership

LIST OF TABLES

Table 1: IDP Representative Forum
Table 2: Mayoral Outreach Programme IDP Consultation
Table 3: Mayoral Outreach Programme IDP/Budget Consultation
Table 4-9: Community Needs
Table 10: Population per ward
Table 11: Demographic Distribution
Table 12: Gender Distribution
Table 13: Population Groups
Table 14: Household Infrastructure Indicators
Table 15: Education Indicators
Table 16: Economic Indicators
Table 17: DLM Functions and Powers
Table 18: Employee Demographics
Table 19: Home Base Care and NGO's dealing with HIV/AIDS
Table 20: SPLUMA Implementation
Table 21: Categorization of the Housing Subsidy
Table 22-28: Key Performance Areas and Key Performance Indicators
Table 29: Sector Plans, Policies and Strategist

POLITICAL LEADERSHIP



Cllr Khetiwe Moeketsi
Executive Mayor
PR Councilor (ANC)
071 299 1744



Cllr Xolani Shozi
Speaker of Council
Ward 1 Councilor (ANC)
060 980 7791



Cllr Ahmed-Nazir Carrim
Member of Mayoral Committee
Ward 3 Councilor (ANC)
081 563 0242



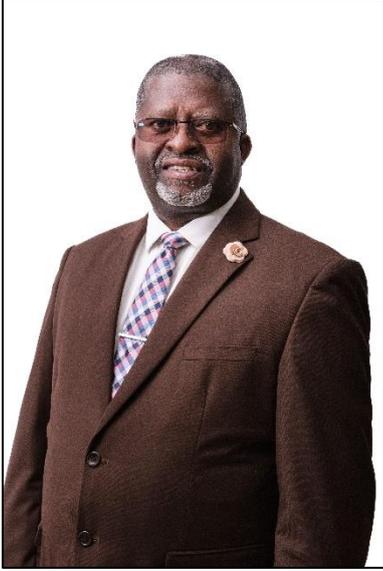
Cllr Mojalefa Miya
Member of Mayoral Committee
Ward 4 Councilor (ANC)
063 785 9964



Cllr Zabilon Radebe
Ward 5 Councilor (ANC)
060 747 9920



Cllr. Tryphina Shabalala
Whip of Council
Ward 6 Councilor(ANC)
063 785 9847



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



Cllr Zakhele Maya
PR Councilor (ANC)
079 697 5251



Cllr Refiloe Motakane
PR Councilor (DA)
078 103 8538



Cllr Lucky Dhladhla
PR Councilor (EFF)
083 766 2970



Cllr Sibongile Nhlapo
PR Councilor (EFF)
072 367 3460



Cllr Carel De Villiers Pienaar
PR Councilor (FF+)
083 770 2970

ADMINISTRATIVE LEADERSHIP



Mr. L Cindi
Municipal Manager
Cell: 072 032 0296



Mrs. M Mngomezulu
Acting Director: Corporate
Services
Cell: 079 888 1654



Mr. M H Thokoane
Chief Financial Officer
Cell: 079 229 4226



Mr. Johan Du Plooy
Acting Director: Infrastructure
Services
Cell: 079 097 4936



Mr. T.H. Masoeu
Acting Director: Community
Services & Public Safety
Cell: 071 3131276



Mr. L Cindi
Acting Director: Planning &
Economic Development
Cell: 072 032 0296

FOREWORD BY THE EXECUTIVE MAYOR



The review of the Integrated Development Plan (IDP) covers the Dipaleseng Municipality's plans for the 2024/25 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 details what we as a government are planning and practically implementing to ensure that we create a centre 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 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. 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**

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 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 6th Generation IDP document and take this opportunity to introduce the final 2024/25 IDP document.

The process of reviewing this 6th 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 final 2024/25 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, low revenue collection, limited fiscal budgets, routine operations and maintenance programs, shortage of new integrated human settlements.

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 2024/25 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 second review process of the 6th 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)

CHAPTER ONE: EXECUTIVE SUMMARY

1.1 Background

Dipaleseng means “the place of flowers” when translated. Out of all 20 Municipalities in the Mpumalanga region it has an area of 2 607km². The municipality consists as the smallest municipality with only six (6) wards and lies within the Gert Sibande District Municipality. Dipaleseng Local Municipality is neighboured by Lekwa and Govan Mbeki Local Municipalities. The municipalities’ major town is Balfour which is situated approximately 80km south-east of Johannesburg. The proximity of the municipality to Gauteng allows for the spillover effects of development in Gauteng to be enjoyed in this municipality. The three major urban nodes in the area are Balfour/Siyathemba, Greylingstad/Nthorwane and Grootvlei. The major roads that transverse the municipal area is the N3, which runs from Johannesburg to Durban, and the R23 from Pretoria to Volksrust. The Johannesburg—KwaZulu-Natal railway system also runs through the municipal area.

1.2 Introduction

The objectives 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.

The Integrated Development Plan (IDP) is the central strategy of Dipaleseng Local Municipality. The IDP communicates to residents, businesses, and investors the municipality’s long-term vision, and how the municipality plans to achieve it. It is required in

terms of the Municipal Systems Act 32 of 2000, which defines the IDP as a municipality's principal strategic planning instrument that guides all municipal planning.

The IDP is made up of two parts – a strategic plan and an implementation plan. The strategic plan is informed by community needs, stakeholder inputs, a contextual analysis, and an evaluation of the existing state of Dipaleseng LM, to help identify challenges that the municipality needs to address to achieve its vision. A list of priorities and objectives are developed to provide focus in addressing the most critical strategic challenges.

The implementation plan, in turn, focuses on only those key strategic programmes, projects and initiatives that are critical to support the achievement of the strategic priorities during the current five-year term of office. The implementation plan also sets out which municipal departments are accountable for each programme. Once the IDP has been adopted by Council, each department and entity must implement programmes aligned to the IDP. In-year monitoring occurs to ensure that the targets that the municipality sets out to achieve are on track, and if there are any challenges, these are detected through monitoring mechanisms and addressed accordingly. A reflective assessment against the IDP for the year is captured through the Integrated Annual Report. The outcomes for the year captured in the Integrated Annual Report serve as one source to inform the review of the IDP in the ensuing year. 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 process.

CHAPTER TWO: POLICY AND LEGISLATIVE FRAMEWORK

Municipal Systems Act

The Municipal Systems Act, (No 32 of 2000), compels municipalities to prepare Integrated Development Plans (IDPs). The IDP serves as a tool for the facilitation and management of developments within the municipal area of jurisdiction. In conforming to the Act's requirements, the Council of Dipaleseng Local Municipality (DLM) has delegated the authority to the Municipal Manager to prepare the IDP. The aim of the IDP for DLM is to present a coherent plan to achieve the vision of the municipality. The intention of this IDP is to link, integrate and co-ordinate development plans for DLM which are aligned with national, provincial and district development plans as well as planning requirements binding on the municipality in terms of legislation. The planning context and policy context, within which the integrated development planning is undertaken, is established through national, provincial, and local policy and legislation. The major planning instruments BVF that have a critical impact on the IDP are: National Government, Provincial Government (Mpumalanga), District Municipal level and Local Municipal Level.

The Constitution further states that the three spheres of government are distinctive, interdependent, and inter-related. They are autonomous but exist in a unitary South Africa and must cooperate on decision-making and must co-ordinate budgets, policies, and activities, particularly for those functions that cut across the spheres.

Cooperative governance means that national, provincial, and local government should work together to provide citizens with a comprehensive package of services. They have to assist and support each other, share information, and coordinate their efforts. Implementation of policies and government programmes particularly require close cooperation between the three spheres of government. Several policies, strategies and development indicators have been developed in line with the prescriptions of legislation to ensure that all government activities are aimed at meeting the developmental needs of local government. The following sections outline the national, provincial and district policy directives, sector plans and legislation that set the strategic direction and with which the Lekwa Local Municipality must align to ensure that government spending is directed at the pressing needs of the community and those that contribute towards economic growth.

National, Provincial And District Development Plans

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.

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.

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)

National Development Plan (NDP)

The South African Government through the Presidency has published a National Development Plan. The Plan aims to eliminate poverty and reduce inequality by 2030. The Plan has the target of developing people's capabilities to improve their lives through education and skills development, health care, better access to public transport, jobs, social protection, rising income, housing and basic services, and safety. It proposes the following strategies to address the above goals:

- Creating jobs and improving livelihoods;
- Expanding infrastructure;
- Transition to a low-carbon economy;

- Transforming urban and rural spaces;
- Improving education and training;
- Providing quality health care;
- Fighting corruption and enhancing accountability;
- Transforming society and uniting the nation

The National Development Plan 2030 has been adopted by the National Cabinet in August 2012 and this place an injunction on the state and its agencies (including municipalities) to implement the Plan. The Plan makes the following policy pronouncements and proposes performance targets that intersect with developmental mandates assigned to local government. Importantly, municipalities are expected to respond to these developmental imperatives when reviewing their Integrated Development Plan and developing the corresponding three-year Medium-term Revenue and Expenditure Frameworks.

- Youthful population presents opportunities to boost economic growth, employment and reduce poverty;
- Strengthen youth service programmes – community-based programmes to offer young people life skills training, entrepreneurship training;
- Increase employment from 13 million in 2010 to 24 million in 2030;
- Ensure that skilled, technical, professional, and managerial posts better reflect the country's racial, gender and disability makeup;
- Establish effective, safe, and affordable public transport;
- Produce sufficient energy to support industry at competitive prices;
- Ensure that all South African have access to clean running water in their homes;
- Make high - speed broadband internet universally accessible at competitive prices

The National Development Plan, 2030 committed to offering an ample life to all South Africans by 2030. The decent life that the NDP promised comprises of full employment, reduction of poverty and equality. South Africa is left with only 9 years to realise the objective of the 2030 blueprint for tackling the three challenges of unemployment, inequality, and poverty. The main objective of the NDP is to underpin the objective of the Constitution of South Africa which is to bridge the gap caused by the apartheid era by promoting a society based on Draft 2024/2025 Dipaleseng Local Municipality Integrated Development Plan democratic values, social justices, and basic human rights. So much progress was recorded since the apartheid era. Between 2001 and 2017 the average annual rate of employment increased significantly in contrast to the period between 1960 to 1993. Access to municipal services such as housing, sanitation and electricity also increased between 1996 to 2017 (NPC,2020). However, this is not the current status quo of South Africa as of recently, some of the progress made has since deteriorated, the rate of unemployment and poverty has increased. South Africa remains a divided society.

The National Planning Commission in 2020 prepared a report as part of the NPC Economy series on progress made towards the National Development Plan's vision 2030. According

to the report the NDP was close to reaching its employment target between 2010-2015, however the employment rate has since stalled, employment growth has fallen to 41% of the targeted annual rate. The outbreak of Covid-19 pandemic has worsened the situation, more than a million jobs have been lost due to the pandemic (NPC, 2020).

District Development Model

Cabinet in August 2019 adopted the District Development Model (DDM), which is “an operational model for improving Cooperative Governance aimed at building a capable, ethical Developmental State. It embodies an approach by which the three spheres of government and state entities work in unison in an impact-oriented manner, and where there is higher performance and accountability for coherent service delivery and development outcomes. It is a method of government operating in unison focusing on the municipal district and metropolitan spaces as the impact areas of joint planning, budgeting and implementation”. 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 District Development Model seeks to:

- Eradicate “Silo” Planning at different levels and facilitate joint planning
- Narrow the distance between the people and government by strengthening the coordination role and capacities at the district as it is the penultimate sphere closer to the people afterward and local structures
- Deliver Integrated Services whilst strengthening Monitoring and Evaluation and impact at district and local levels
- Maximising impact and aligning resources at our disposal
- Changing the face of our rural and urban landscapes by ensuring complementarity between urban and rural development, with a deliberate emphasis on Local Economic Development
- Ensure sustainable development whilst accelerating initiatives to promote poverty eradication, employment, and equality
- Coordinate government's response to poverty, unemployment, and inequality, notably among women, youth, and individuals with disabilities.
- Ensure that budgeting is based on the needs and aspirations of our people and communities at the local level to ensure inclusivity.

Reduce the gap between citizens and government by strengthening the coordination role and capacities at the district.

- Encourage the development of a practical intergovernmental relations mechanism to jointly plan, budget, and implement to provide a coherent government for the people of the Republic;
- Through the development of "One District, One Plan, and One Budget," we can optimize impact and align plans and resources at our disposal.
- Generate additional capacity to assist municipalities.

- Strengthen monitoring and evaluation at district and local levels.
- Implement a balanced development strategy for urban and rural areas, and
- Oversee budgets and projects in a fair and equitable way.

Medium Term Strategic Framework (MTSF)

The National 2019-24 Medium Term Strategic Framework (MTSF) is the country plan which outlines the priorities of the electoral mandate of the sixth administration, towards the implementation of the National Development Plan (NDP). The 2014-19 MTSF was themed as taking the first step towards the 2030 vision for South Africa as described in the NDP. The 2019-24 MTSF is the second step towards this vision and the third step will be in 2029. In line with the National MTSF, the Mpumalanga Provincial Government (MPG) developed this Provincial Five Years Plans for the 2019-24 MTSF period, taking into consideration, the policy directives from the State of the Province Address (SOPA).

In line with the following national 7 Priorities, announced by the President during the State of the Nation Address in July 2019 and February 2020, Mpumalanga Provincial Government will implement key strategic interventions during the 2019-24 MTSF period

The Medium-Term Strategic Framework comes with a package of interventions and programmes that will advance the seven priorities adopted by council which are:

- o **Priority 1:** A Capable, Ethical and Developmental State
- o **Priority 2:** Economic Transformation and Job Creation
- o **Priority 3:** Education, Skills and Health
- o **Priority 4:** Consolidating the Social Wage through Reliable and Quality Basic Services
- o **Priority 5:** Spatial Integration, Human Settlements and Local Government
- o **Priority 6:** Social Cohesion and Safe Communities
- o **Priority 7:** A better Africa and World

To ensure that there is capacity to meet these objectives the following critical measures must 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.

National Transport Master Plan (NATMAP) 2050

The NATMAP 2050 vision reinforces that transport is the heartbeat of the economy and the fabric of our socio-economic development in South Africa. Vision - By 2050, transport in South Africa will meet the needs of freight and passenger.

Objectives

- Creating an improved sustainable public transport system that is sufficiently funded, which aims to reduce subsidy burden, better and safer access, more frequent and better-quality services, and facilities to an agreed standard;
- Supplementary mobility options especially for those who do not have cars;
- Non-motorized transport network development with improved infrastructure
- A transport system that promotes integration between land use planning and transport planning, in order to encourage densification and sustainable development in supporting high volumes of travel required for public transport;
- Upgraded infrastructure, maintained road and rail networks with proper management and operations practices that links and provides interchange opportunities for different modes of transport across the entire country; A transport system that considers of the needs of people living in different parts of South Africa, as well as the different affording abilities for travel;
- A transport system that charges the traveler a fair reflection of the costs of making a journey – financially, socially, and environmentally;
- A transport system that supports focused funding of transport priorities;
- A transport system that has sufficient human capital to drive the transport vision forward;
- A transport system that enables and supports rural development

Spatial Land Use Management Act (SPLUMA)

SPLUMA provides a framework for spatial planning and land use management in South Africa. SPLUMA:

- Specifies the relationship between the spatial planning and the land use management system and other kinds of planning.
- Ensures that the system of spatial planning and land use management promoted social and economic inclusion.
- Provides for development principles and norms and standards.
- Provides for the sustainable and efficient use of land.
- Provides for cooperative government and intergovernmental relations amongst the national, provincial, and local spheres of government; and
- Redresses the imbalance of the past and to ensure that there is equity in the application of spatial development planning and land use management systems.

SPLUMA applies to the whole of South Africa (urban and rural areas) and governs informal and traditional land use development processes.

Mpumalanga Economic Growth And Development Path (MEGDP)

Mpumalanga Vision 2030 provides a provincial expression of the key priorities, objectives and targets enumerated in the NDP and expressed within the manifesto. It is a focused and strategic implementation framework that provides a direct implementation response to the National Development Plan. The framework describes the province's approach to realizing the objectives of the NDP in the provincial context. It builds on and informs past & existing sectoral and related planning interventions in Mpumalanga. Strategic overview (MEGDP)

- Set high level provincial targets.
- Facilitate decision making and prioritisation.
- Inform choices and trade-offs.
- Locate strategies, programmes, and projects within a focused spatial representation of the content and intention.
- Mpumalanga Vision 2030 includes key targets for the province that are in line with those expressed in the NDP.
- These targets have been developed with due consideration given to the specific demographic, institutional, spatial, and socio-economic advantages, and challenges of the province

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 programme 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 to ward level through spatial development and rural development strategies and other applicable policies.

Integrated Support Plan (ISP) For Accelerated Municipal Service Delivery

This Integrated Support Plan for local government is developed by the Mpumalanga Department of Cooperative Governance and Traditional Affairs (COGTA) to ensure that all 20 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.

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

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

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.

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 (ward committee's), IDP's and Budget report backs and;
- Transparent, responsive and accountable processes to communities

Basic Service Delivery: Creating Conditions For Decent Living

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

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.

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 measurements of the impact on service delivery and the community.

CHAPTER THREE: IDP PROCESS PLAN IMPLEMENTATION

The Integrated Development Plan (IDP)

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.

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.”

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: Schedule of key deadlines and activities.

Month	Dipaleseng Local Municipality	Budget Year 2024/2025
	Mayor and Council	Administration - Municipality
July	Mayor begins planning for next three-year budget in accordance with coordination role of budget process 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 Accounting officers and senior officials of municipality and entities review options and contracts for service delivery

August	<p>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.</p> <p>Mayor to establish committees</p>	
September	<p>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</p>	<p>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</p> <p>Engages with Provincial and National sector departments on sector specific programs for alignment with municipalities plans (schools, libraries, clinics, water, electricity, roads, etc)</p>
October		<p>Accounting officer does initial review of national policies and budget plans and potential price increases of bulk resources with function and department officials</p>
November		<p>Accounting officer reviews and drafts initial changes to IDP.</p>
December	<p>Council finalizes tariff (rates and service charges) policies for next financial year</p>	<p>Accounting officer and senior officials consolidate and prepare proposed budget and plans for next financial year taking into account previous years performance as per audited financial statements</p>
January	<p>Entity board of directors must approve and submit proposed budget and plans for next three-year budgets to parent municipality at least 150 days before the start of the budget year</p>	<p>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)</p>
February	<p>Council considers municipal entity proposed budget and service delivery plan and accepts or makes recommendations to the entity</p>	<p>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</p>

		<p>previous years audited financial statements and annual report</p> <p>Accounting officer to notify relevant municipalities of projected allocations for next three budget years 120 days prior to start of budget year</p>
March	<p>Entity board of directors considers recommendations of parent municipality and submit revised budget by 22nd of month</p> <p>Mayor tables municipality budget, budgets of entities, resolutions, plans, and proposed revisions to IDP at least 90 days before start of budget year</p>	<p>Accounting officer publishes tabled budget, plans, and proposed revisions to IDP, invites local community comment and submits to NT, PT and others as prescribed.</p> <p>Accounting officer reviews any changes in prices for bulk resources as communicated by 15 March.</p>
April	<p>Consultation with national and provincial treasuries and finalizing sector plans for water, sanitation, electricity etc.</p>	<p>Accounting officer assists the mayor in revising budget documentation in accordance with consultative processes and taking into account the results from the third quarterly review of the current year</p>
May	<p>Public hearings on the budget, and council debate. Council considers views of the local community, NT, PT, other provincial and national organs of state and municipalities. Mayor to be provided with an opportunity to respond to submissions during consultation and table amendments for council consideration. Council to consider approval of budget and plans at least 30 days before start of budget year. 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>Accounting officer assists the Mayor in preparing the final budget documentation for consideration for approval at least 30 days before the start of the budget year taking into account consultative processes and any other new information of a material nature</p>
June	<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>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</p>	<p>The 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. Accounting officers of municipality and entities publishes adopted budget and plans</p>

	<p>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>Council must finalize a system of delegations.</p>	
--	---	--

IDP Process and Implementation

In perusing the Integrated development plan, within the municipality there are several key stakeholders. Below herewith the table outlines the different roles of certain stakeholder within the municipality

Distribution of roles and responsibilities within the Municipality	
Municipal Council	<p>As the ultimate political decision-making body of the municipality, the Municipal Council must:</p> <ul style="list-style-type: none"> ▪ Consider and adopt a Process Plan. ▪ Consider, adopt, and approve the IDP.
Executive Committee or Mayor	<p>As the senior governing body of the municipality, they must:</p> <ul style="list-style-type: none"> ▪ Decide on the Process Plan. ▪ Be responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP and Budget, or delegate this function to the Municipal Manager. ▪ Approve nominated persons to oversee the different roles, activities and responsibilities of the process and drafting.
Ward Councilors	<p>Ward Councillors are the major link between the municipal government and the residents. As such, their role is to:</p> <ul style="list-style-type: none"> ▪ Link the planning process to their constituencies and/or wards. ▪ Be responsible for organising public consultation and participation. ▪ Ensure the annual business plans, and municipal budget are linked to and based on the IDP.
Municipal Manger or IDP Manager	<p>The Municipal Manager or a senior official being charged with the function of an IDP Manager on his/her behalf must manage and co-ordinate the IDP process. This includes to:</p> <ul style="list-style-type: none"> ▪ prepare the Process Plan; ▪ undertake the overall management and co-ordination of the planning process; ▪ ensure that all relevant actors are appropriately involved, ▪ nominate persons in charge of different roles; ▪ be responsible for the day- to-day management of the drafting process; ▪ ensure that the planning process is participatory, strategic and

	<p>implementation orientated and is aligned with and satisfies sector planning requirements;</p> <ul style="list-style-type: none"> ▪ respond to comments on the draft IDP from the public, horizontal alignment, and other spheres of government to the satisfaction of the municipal council; ▪ ensure proper documentation of the results of the planning of the IDP document; and ▪ adjust the IDP in accordance with the MEC for Local Government’s proposals. ▪ Even if the Municipal Manager delegates some of these functions to an IDP Manager on his/her behalf, he/she is still responsible and accountable
<p>Heads of Departments and Officials</p>	<p>As the persons in charge for implementing IDPs, the technical/sectional officers must be fully involved in the planning process to:</p> <ul style="list-style-type: none"> ▪ provide relevant technical, sector and financial information for analysis for determining priority issues; ▪ contribute technical expertise in the consideration and finalization of strategies and identification of projects; ▪ provide departmental operational and capital budgetary information; ▪ be responsible for the preparation of project proposals, the integration of projects and sector programmes; and ▪ be responsible for preparing amendments to the draft IDP for submission to the municipal council for approval and the MEC for Local Government for comments

Table 1: Roles and responsibilities of stakeholders

APPROACH AND PRINCIPLES TO BE APPLIED IDP COMPILATION PROCESS

THE 2022-2027 IDP COMPILATION PROCESS

The compilation process of the 2022-2027 IDP review will consist of the following phases: preparation, analysis, strategies, projects, integration and approval phase (see figure 1 below).

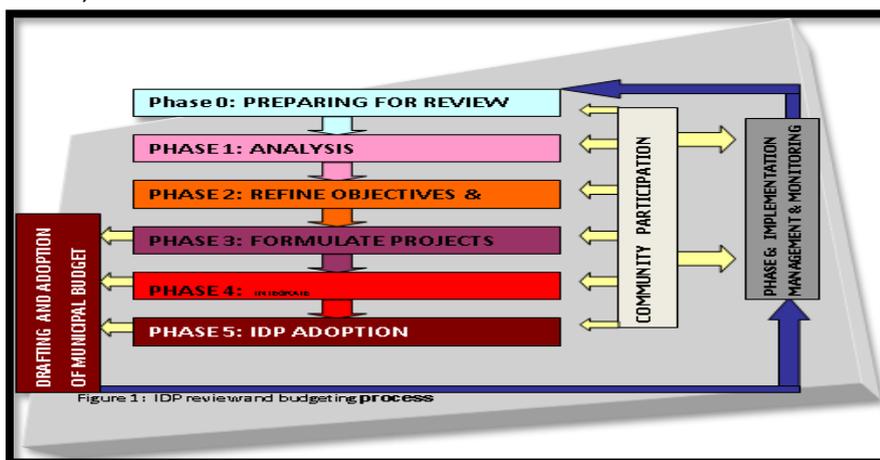


Figure 1: IDP reviewed budget process.

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 District Framework. All municipalities must adopt their IDP Process Plans by July after the adoption of the District Framework Plan by the end of July.

Analysis Phase

During this phase information is collected on the existing level of development within the municipality. When assessing the existing level of development in the municipality, the level of access to basic services and those communities that do not have access to these services must be identified. The focus should 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.

Strategy Phase:

Municipalities must begin to contemplate on the best possible strategies to tackle the identified challenges. This phase is critical in this process 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. Internal transformation needs, Council's development priorities must be accounted for 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.

Project 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 must be worked out. Clear targets must be set, and indicators worked out to measure performance as well as the impact of individual programmes and projects. The identified projects must have a direct link to the priority issues and objectives identified in the previous phase. Municipalities must

ensure engagement of internal technical committees, possibly with selected key stakeholders. The needs and views of the affected communities must be taken as a priority. The project technical committees and their subcommittees must be able to distinguish between the strategic municipal wide development programmes and the localised community-level projects. This phase should be completed by January.

Integration Phase:

Once all projects have been identified, the municipality must confirm that the identified projects will achieve the desired impact in terms of addressing the identified challenges and are aligned with the objectives and strategies and comply with legislation. The identified programs/projects will set the pace and direct the trajectory emanating from the overall picture of the development plans of all the stakeholders, including sector departments and social partners. Public discussions, community engagements and opportunities for comments from the public and interested stakeholder organizations must be facilitated and appropriate mechanisms should be in place and be institutionalized. Towards the completion of this phase municipalities must also conduct IDP engagements to confirm the chosen development trajectory with all the stakeholders.

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

In terms of S30 of the MSA, the executive committee or executive mayor of a municipality must 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 to improve transparency and accountability between the council and the communities. This phase should be completed by February.

Adoption/Approval Phase:

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

Community Consultations

Dipaleseng Local Municipality embarked on an all-inclusive and thorough public participation programme with its local community members in the process of reviewing the five-year 2022/27 IDP for the 2024/2025 financial year. The public participation primarily focused on

community engagements through physical meetings across all six (6) wards. The Executive Mayor, councillors, Municipal Manager, Heads of Departments and Divisional Managers attended the various meetings. The meetings took place in the months of April and May 2024. Herewith is the composition of responsible councillors and community development workers:

WARD NUMBER	WARD COUNCILLOR AND CONTACT NUMBER	WARD COMMITTEE SECRETARY	(CDW) AND CONTACT NUMBER
01	Xolani Sphiwe Shozi 063 785 9328	Nompumelelo Mokoena 072 115 6897	David Nyamade 0605027553 Mkhulu Matikane 0764930317
02	Muzikayise Deon Makhoba 063 798 2655	Carly Moloji 071 565 8692	Papi Motaung 0605027652
03	Ahmed-Nazir Carrim 082 493 1164	Tshepo Moloji 069 442 1280	Mathapelo Modipa 0764930265
04	Mojalefa Graivice Miya 063 785 9964	Kelebogile Modise 064 767 0207	Jwalane M Tsotetsi 0764939210 Thapelo Sekabate 06050277467
05	Cllr Zabilion Radebe 060 747 9922	Pertunia Raphadu 083 781 0916	Gift Mathe 0764930293 Botiki Masiteng 0764930274
06	Cllr Tryphina Tshabalala	Mzwakhe Tshabalala 063 573 4348	Position of CDW is vacant in this ward and needs to be filled.

Table 2: composition of councillors and community development workers

In concluding the community consultation process a report was conducted to highlight the key issues raised from the consultations. Herewith list of issues raised:

List Of Issue's Raised During IDP Ward Consultations Meetings	
Basic Services	<p>Water – Quality of water, Low Water Pressure (Zone 7, Last Street, Old Siyathemba, Mandela from Mabhalane to Isifisoethu School & Nthoroane North), Provision of Jojo tanks in troublesome areas of the municipality, fencing of municipal reservoirs.</p> <p>Roads – Paving of all roads in the municipality, Provision of Speed Humps, Access roads into townships, Provision of Road sidewalks.</p> <p>Stormwater – Need for a Stormwater management plan in the entire municipal area.</p> <p>Sanitation – Provision of sewer connections in Balfour North, Nthoroane, Grootvlei and Siyathemba.</p> <p>Refuse Removal – Services to be extended to all areas of the municipality including informal settlements.</p> <p>Electricity – Upgrading and fixing of high mast lights and streetlights.</p> <p>Housing – Need for more subsidised housing units, Refurbishment of old dilapidated housing stock (pre-1994), Secure of tenure through title deeds, formalisation of informal settlements.</p> <p>Expropriation Of Unused Vacant Land – To be allocated to redress housing needs, businesses</p>

<p>Public Amenities</p>	<p>Sports Facilities – Upgrading of Siyathemba, Nthoroane, Grootvlei Sports facilities and Provision of additional parks and recreational facilities in all wards, Old Quarry to be converted into a sport centre Community Halls – Provision of Community Halls in Ridgeview and Grootvlei Ext 3 Early Childhood Development Centres – Provision of ECDs in all wards Skills Development Centre – To be built within the New GS TVET College New Schools – Provision of schools in newly established townships (i.e. Ridgeview) Old Age Home – Provision of a new Old Age Home Facility within Dipaleseng Police Stations – Provision of new satellite police stations in Siyathemba, Nthoroane and Grootvlei</p>
<p>Parks and Recreational Centers</p>	<p>Develop a dipaleseng park – sr mountains and thaba kgadi Upgrade and management of existing parks in all wards Provision of an arts and culture centre Provision of centres for elderly persons Provision of centres for people living with disabilities</p>
<p>Social Issues</p>	<p>High rate of unemployment with Youth and Adults in all wards Closure of Businesses post Covid-19 pandemic. High rate of drugs and substance abuse High teenage pregnancy Effects of Climate Change and Global Warming High rate of crime (house break-ins, robberies); Low municipal payment rate Re-opening of municipal pay-points in satellite offices Incorrect municipal billing Acquisition of Sizanani / Zenzele CPA Land Fencing of Old and Existing Cemeteries Provision of new Cemeteries (Siyathemba and Nthoroane) Installation of solar gysers to households Greening of Dipaleseng Open Public Spaces;</p>
<p>Local Economic Development</p>	<p>Regulation of Tuck Shops / Spaza Shops to grant more access to local communities. Prioritisation of employment opportunities to local communities (Sibanye Stillwater Mine, Impemelelo Sasol Mine, Eskom, Karan Beef etc.) Establishment of Agro-Processing Industries within Dipaleseng Establishment of a Business Industrial Park Upgrading of the Existing Micro Industrial Centre for SMMEs</p>
<p>Tourism</p>	<p>Revival of tourism sector within Dipaleseng municipality Exploration of tourism opportunities at SR and Thaba Kgadi Mountains Exploration of mobility corridor developments (R23, N3);</p>
<p>Just Energy Transition Projects</p>	<p>Ward 1 – Establishment of a new Buy Back Centre. Ward 2 – Establishment of a brick manufacturing plant / operation Ward 3 – Installation of PVC and solar panels Ward 4 – Establishment of a bottled water purification business Ward 5 – Establishment of maize / grain milling agro-process plant Ward 6 – Exploration Tourism along the SR Mountains</p>

Table 3: Key Issues raised during ward consultative meetings.

Communication Channels

In terms of S20 and S21 of the MSA, communication when 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.

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.

IDP Consultative structures

Municipal Council

Council is the authority on all aspects of the IDP process. The review process which is guided by the IDP Process Plan is approved before the review starts. After approval by Council, the IDP is submitted to the MEC of Local Government for comments and the provincial treasury

IDP Representative Forum

The forum consists of different stakeholders, interest groups and Councilors. The chairperson of the forum is the mayor. It considers the development priorities, objectives, strategies, projects, and the entire plan. Issues are debated and agreed upon for final approval by the Council of Dipaleseng Local Municipality. The municipality convened its IDP representative forum on 13th May 2024.

The following are categories of members of the IDP Representative Forum:

- Mayor (Chairperson)
- Speaker
- All Ward Councilors
- PR Councilors
- Municipal Manager
- IDP Steering Committee
- Community Stakeholders
- NGO's and Parastatals
- Sector departments

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.

Submission of The Approved IDP To the MEC of CoGTA

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.

Implementation Management & Monitoring

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

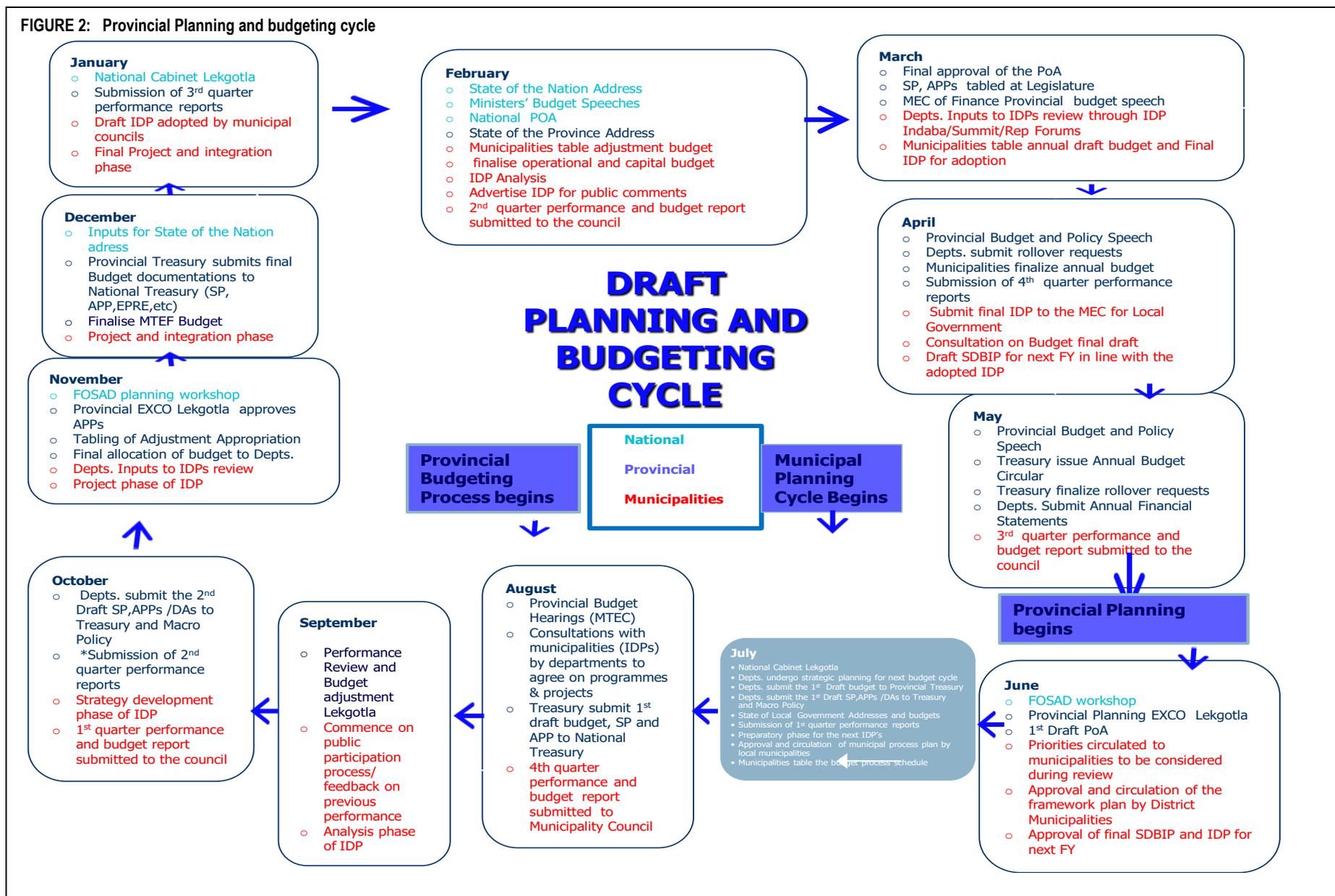
In order to implement the identified performance objectives and targets through the budget, S53 of the MFMA requires that the Mayor approves the municipality's service delivery and budget implementation plan (SDBIP) within 28 days after the approval of the budget. The implementation of the SDBIP must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

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

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

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

FIGURE 2: Provincial Planning and budgeting cycle



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 to achieve, *inter alia*, the following objectives:

- Consult with the community on their developmental challenges
- Form basis for people-centred governance and bottom-up planning process
- Improve the relationship between council and the communities and thereby improve political accountability and transparency.
- Empower communities through information dissemination/assimilation.
- Establish the community feedback programme, which allows local leaders the opportunity to interact with communities on issues of service delivery.
- Provide communities with a platform to influence the developmental trajectory of municipalities and government in general.
- Provides the municipality with a project/programme evaluation and implementation monitoring feedback mechanisms

Institutional Overview

The IDP preparation process requires extensive consultation and participation by communities, all role-players, and key stakeholders 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 where necessary, and avoid duplication of mechanisms.

Table 4: Municipal IDP institutional arrangements, Structure Composition & Terms of reference

Structure	Composition	Terms of reference	Municipal Mechanism/tools
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. 	<ul style="list-style-type: none"> • The Municipality utilizes Mayoral outreaches for public participation 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.

		<ul style="list-style-type: none"> • Monitor the performance of the planning and implementation processes. • Participate in the process of setting up and monitoring “key performance indicators” in line with the Performance Management Manual 	
--	--	--	--

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

Table 5: Section 79 and 80 Committees

Section 79 Committees	
Local Geographical Names Committee	Cllr. Z. Radebe - Chairperson Cllr. Z. Maya Cllr. R. Motakane
Rules & Ethics and By- Laws Committee	Cllr. G. Shabalala - Chairperson Cllr. L. Dhladhla
MPAC Steering Committee	Cllr D. Makhoba - Chairperson Cllr. R. Motakane
Local Labour Forum	Cllr. A. Carrim Cllr. M. Miya Director Corporate Services Director Infrastructure Services Director Community Services and Public Safety (SAMWU)- Chairperson and 4 Reps (IMATU)- Rep
IDP Steering Committee	Cllr. K. Moeketsi-Chairperson Cllr. M. Miya
Local Economic Development Steering Committee	Cllr. K. Moeketsi-Chairperson Cllr. A. Carrim
Audit and Performance Committee	Mrs. S.J. Masite – Chairperson Mr. L. Langalibalele Mr. DS Twala Mr. S. Mofokeng
Section 80 Committees	
Budget and Treasury Portfolio Committee	Cllr. K. Moeketsi- Chairperson

	Cllr. C. Pinnaar
Corporate Services Portfolio Committee	Cllr. A. Carrim - Chairperson Cllr. S. Nhlapo
Community Services and Public Safety Portfolio Committee	Cllr. A. Carrim - Chairperson Cllr. S. Nhlapo
Infrastructure and Technical Services Portfolio Committee	Cllr. M. Miya- Chairperson Cllr. D. Makhoba
Planning and Economic Development Portfolio Committee	Cllr. M. Miya- Chairperson Cllr. M. 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-

- I. A Bid Specification Committee**
 - a. Ms O Phasa-Chairperson
 - b. Mr. Muhammed Yusuf
 - c. Mr. Thulani Mahlangu
 - d. Mrs P Ntlatlane- Secretary
 - e. Ms. Mathoto Sesele

- II. A Bid Evaluation Committee**
 - a. Mr N Bhembe - Chairperson
 - b. Mr P Makhene
 - c. Mrs P Phokoa
 - d. Mrs P Ntlatlane - Secretary

- III. A Bid Adjudication Committee**
 - a. Mr M Thokoane - Chairperson
 - b. Ms D Mashiane - Secretary
 - c. Mr T Masoeu
 - d. Mrs M Mngomezulu

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:

IDP/Budget Timeframes

Table 10: IDP/ Budget Timeframes

Activity	GSDM Deadline	DLM IDP Deadline	DLM Budget Deadline
Phase 0: Adoption of IDP/Budget Process Plan	31 August 2023	30 September 2023	30 September 2023
Phase 1: Analysis	30 September 2023	31 October 2023	N/A
Phase 2: Refinement of Objectives and Strategies	30 November 2023	31 December 2023	N/A
Phase 3: Projects	31 January 2024	31 January 2024	N/A
Phase 4: Integration	01 March 2024	31 March 2024	N/A
Phase 5: Adoption of IDP and budget	31 May 2024	31 May 2024	N/A
<ul style="list-style-type: none"> Approval of Draft 2024/25 review of 2022/27 IDPs 	01 March 2024	31 March 2024	N/A
<ul style="list-style-type: none"> Approval of Final 2024/25 review of 2022/27 IDPs 	01 May 2024	31 May 2024	N/A
<ul style="list-style-type: none"> Approval of Draft 2024/25 review of 2022/27 Budgets 	01 March 2024	31 March 2024	31 March 2024
<ul style="list-style-type: none"> Approval of Final 2024/25 review of 2022/27 Budgets 	31 May 2024	31 May 2024	31 May 2024
Public Participation, Implementation and monitoring	Ongoing	Ongoing	ongoing

CHAPTER FOUR: SITUATIONAL ANALYSIS

Socio-economic profile and demographic profile of Dipaleseng LM

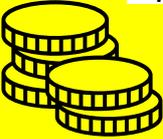
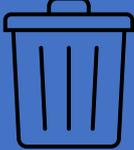
 <p>Population: 35 980</p>	 <p>Number of Households: 13 129</p>	 <p>Number of households with piped water: 12 749</p>
 <p>Number of Households with Electricity: 11 843</p>	 <p>Number of households with flushing toilets: 11 806</p>	 <p>Matric Pass: 88.7%</p>
 <p>Population below the Lower bound poverty line: 39.4%</p>	 <p>Number of households with regular refuse removal: 11 188</p>	

Table 6: Socio-economic overview of Dipaleseng Local Municipality

Source: Statssa census; 2022 and Department of education; 2023

Dipaleseng LM Demographic Information	2022	2016	2011
Population	35 980	45 232	42 390
Age Structure			
Population under 15	25.4%	25.5%	28.2%
Population 15 to 64	68.2%	68.3%	66.0%
Population over 65	6.4%	6.2%	5.8%
Dependency Ratio			
Per 100 (15-64)	46.7	46.4	51.6
Population Growth			

Dipaleseng LM Demographic Information	2022	2016	2011
Per annum	-1.59%	1.47%	n/a
Labour Market			
Unemployment rate (official)	n/a	n/a	37.2%
Youth unemployment rate (official) 15-34	44.6%	n/a	45.2%
Education (aged 20 +)			
No schooling	7.7%	6.6%	12.0%
Matric	n/a	29.1%	24.1%
Higher education	5.4%	6.1%	5.3%
Household Dynamics			
Households	13 129	14 877	12 637
Average household size	2.7	3.0	3.4
Female headed households	n/a	35.8%	35.2%
Formal dwellings	88.7%	73.7%	67.4%
Housing owned	n/a	47.1%	57.0%

Table 7: Dipaleseng LM Demographic Information

Dipaleseng Local Municipality In Perspective

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

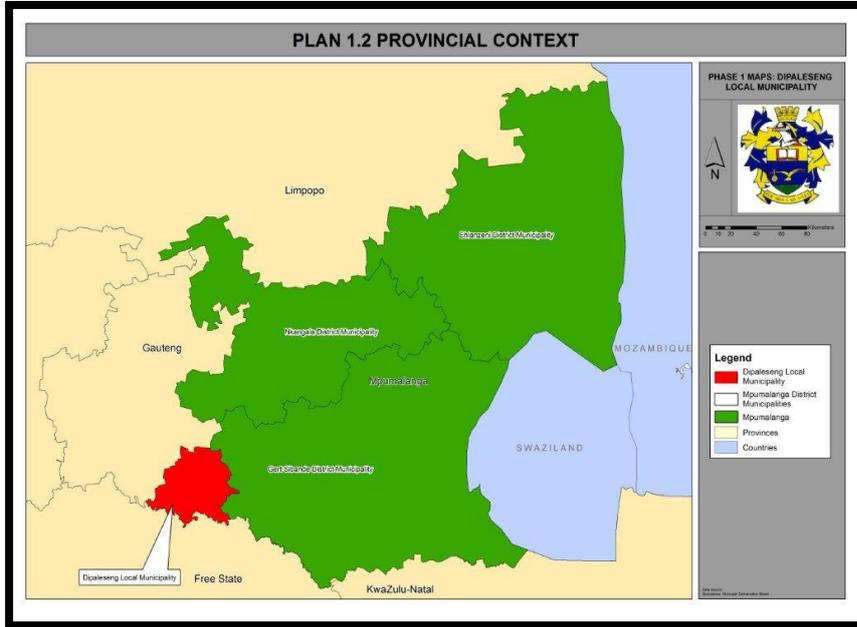
Transitional Rural Council are included in the Dipaleseng Region. The total estimated residents in the Dipaleseng Region, according to Census 2022 data, is 35 980 which is a decline from 42 390 as on the 2016 Community survey. The largest urban unit is Balfour followed by Greylingstad and Grootvlei. Several commercial farms, in the surrounding vicinity, also form part of the Dipaleseng LM 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 approximately 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 of Balfour. The town’s 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 because 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 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



Population

The demographic structure of a country or region has a bearing on the socio-economic development of that 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 planners to have a clear understanding of the demographic profile of the area under consideration.

Migration

Migration refers to the movement of people to a new area for better living conditions including work, services, and any other opportunities. In-migration means people are moving into the municipality and out-migration means people are leaving the municipality.

Dipaleseng saw a total of 1 662 Migrants in 2022 which translates to 4.6% of the population.

According to the Census 2022 A large portion of people in Gert Sibande mainly migrate to be closer to a spouse. This is followed by job transfers and new job opportunities, seeking paid work and education.

Municipality	Number of Migrants	Total	Proportion of Migrants to Total Population
Gert Sibande	29 969	1 283 459	2,3
Chief Albert Luthuli	3 473	247 664	1,4
Msukaligwa	4 641	199 314	2,3
Mkhondo	3 304	255 411	1,3
Dr Pixley Ka Isaka Seme	2 176	115 304	1,9
Lekwa	3 450	119 669	2,9
Dipaleseng	1 662	35 980	4,6
Govan Mbeki	11 265	310 117	3,6

Source: Statssa census 2022

Figure 3: Migration statistics

Population Distribution

According to Stats SA’s Census 2022, Dipaleseng’s population declined from 42 390 in 2011 to 35 980 people in 2022, making it the smallest population in Mpumalanga in 2022. The population growth rate declined from 1.47%p.a in 2016 to -1.59% p.a in 2022.

In 2022, the youth population (0-34 years) formed 77.2% of the local municipal area’s population & the elderly population (60+ years) 10.4%. In 2022, the female population’s share was 51.0% and that of males 49.0%.

The population declined by 6 410 between 2011 and 2022, a population decline of 1.6% per annum, which contrasted with the higher economic growth in the same period.

The number of households in Dipaleseng increased slightly from 12 637 in 2011 to 13 129 households in 2022 which is an increase of 492 households & a growth rate of 0.4% p.a.

Dipaleseng’s share of Mpumalanga’s households declined from 1.2% in 2011 to 0.9% in 2022. The household size declined from 3.4 in 2011 to 2.7 in 2022.

Dipaleseng has a total 6888 people with different levels of disabilities namely: seeing, hearing, communicating, walking remembering and self-care.

	Some difficulty	A lot of difficulty	Cannot do at all	Total
Seeing	3 218	602	42	3 862
Hearing	1 191	210	5	1 406
Communication	511	98	37	646
Walking	1 074	328	60	1 462
Remembering	1 135	232	12	1 379
Self-care	519	141	42	702
Total	5 496	1249	143	6 888

Table 8: Persons living with disabilities statistics
Source: Statssa census 2022

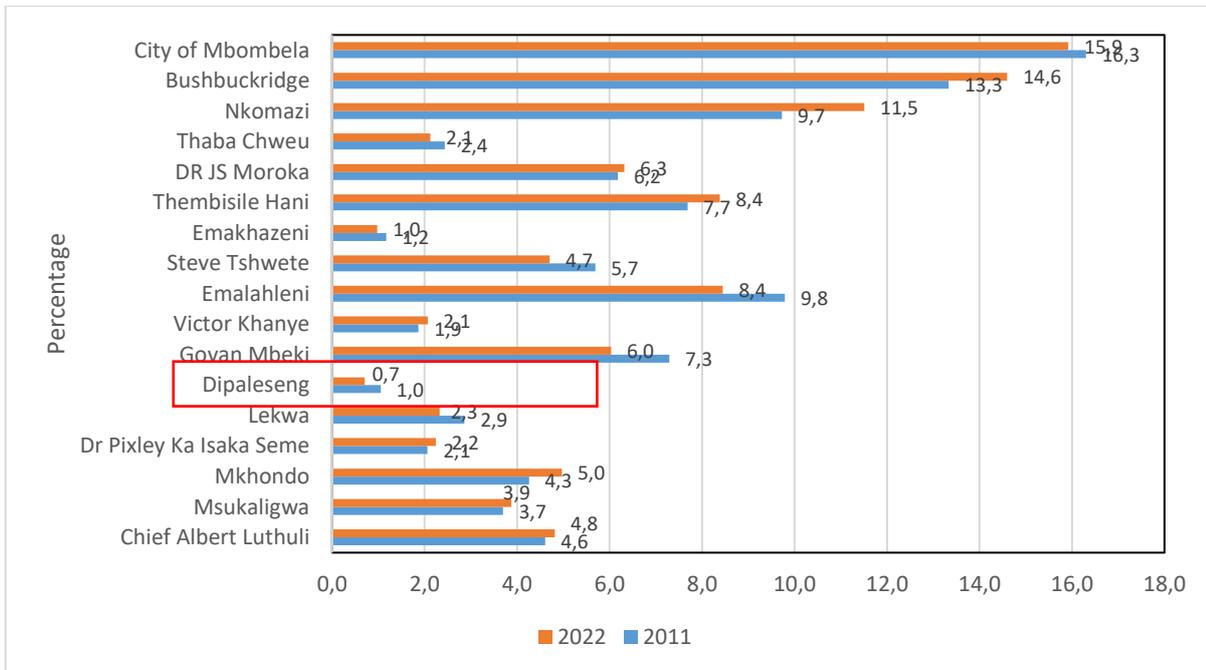


Figure 4: Population cohort comparison between 2011 and 2022 within Mpumalanga province

Development Overview

The local municipality ranked 2nd highest/worst in terms of the 17 serious crimes reported but recorded an improvement between 2018/19 and 2022/23. Official female unemployment rate deteriorated from 39.1% in 2019 to 41.1% 2022. The official youth (15-34 years) unemployment rate deteriorated from 41.6% in 2019 to 44.6% in 2022.

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 adults in search of employment opportunities elsewhere.

The working age demographic (age 15 to 65) within the Municipality currently makes up 68.2% 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%. The reason for a higher male working population is because of more employment opportunities for males in Dipaleseng because 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.

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 prioritizes its needs and assets. Indeed, it is often challenging to solicit assets from under-privileged communities.

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 9: 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
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

Average annual population growth: -1.59% 2016-2022

Projected 2030 population: 55 715

Table 10: Population per ward

Census	2011
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

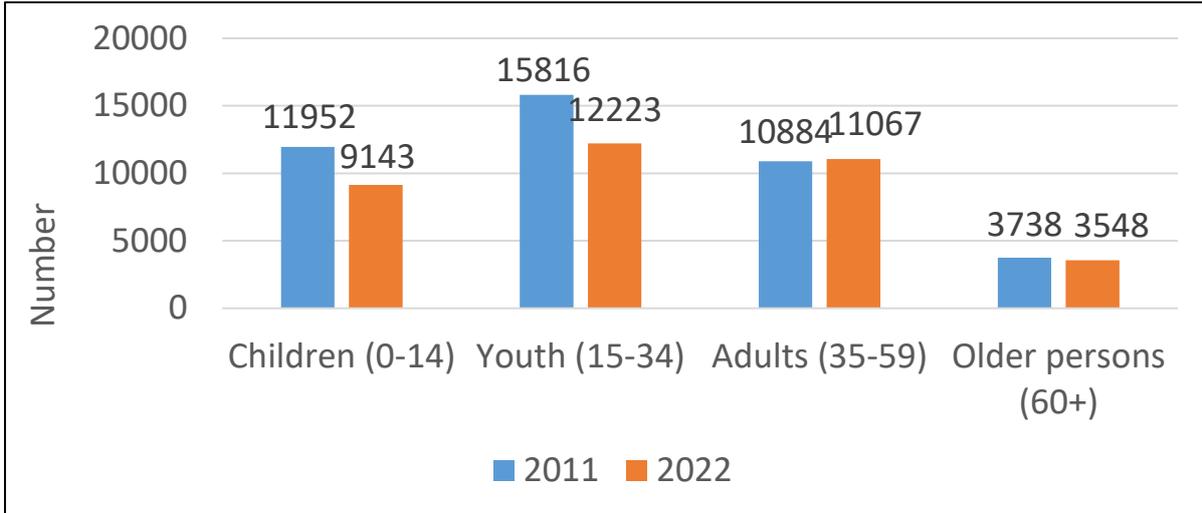


Figure 5: Population cohort by different age groups

Table 11: Gender Distribution

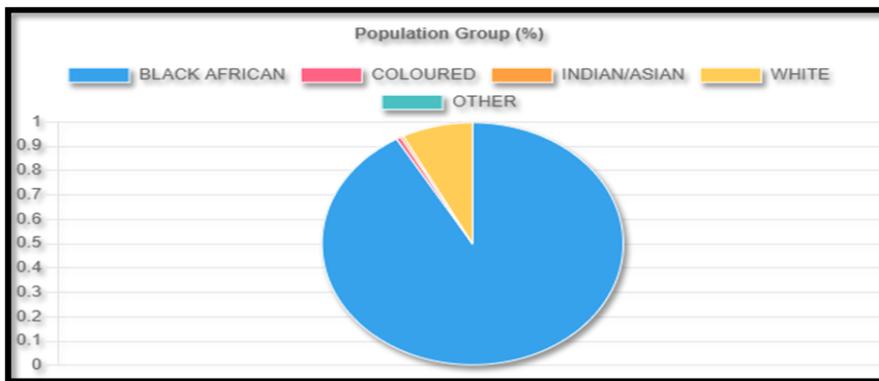
Census	2011	2022
Female	49,37	51.0%
Male	50, 63 %	49.0%.

Source: Census 2011 & 2022

Table 12: Population Groups

Census	2011	2022
Black	89,83%	91.6%
Colored	0,50 %	0.5%
Indian or Asian	0,93 %	0.3%
White	8,57 %	7.6%
Other	0,17 %	0.0%

Source: Census 2011 & 2022



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%.

Figure 6: Population groups
Source: statssa census 2022

Table 13: Household Infrastructure Indicators

Census	2011	2022
Formal Dwellings	73.7 %	88.7%
Informal Dwellings	3 985 - 1273	2 712
Flush Toilet Connected to Sewerage	74,9 %	89.9 %
Weekly Refuse Removal	81,8 %	88.6 %
Piped Water Inside Dwelling	38,2 %	97.1%
Electricity for Lighting	83,1 %	90.2 %

Source: Census 2011 & 2022

In general, some good improvement with household services in Dipaleseng between 2011 and 2022 according to Census 2022 of Stats SA, however, challenges remain especially in terms of access to flush/chemical toilets, electricity connections, and refuse removal.

Number of informal dwellings declined/improved from 3 985 to 1 273 between 2011 and 2022 – an improvement of 2 712 households. Despite the improvement, 9.7% of households still lived in informal dwellings.

In 2022, 12 749 households had access to piped water, either in the house, yard or through a communal tap. This 97.1% access was higher/better than in 2011, however, 380 or 2.9% of households are still without access to piped water in 2022. In 2022, 89.9% of households had access to flush/chemical toilets. In 2022, there were still 1 323 households without a flush/chemical toilet and 217 households without any toilet facility.

The share of households connected to electricity improved to a level of 90.2% in 2022, however, 1 286 households were still not connected to electricity at all.

The share of households with no refuse collection by local authorities improved from 18.3% in 2011 to 14.8% in 2022. In 2022, 1 941 households still lacked regular refuse removal.

Table 14: Education Indicators

Census	2011	2022
No Schooling Aged	20+ 12 %	20+ 7.7%
Higher Education Aged	20+ 5,7%	20+ 5.4%
Matric Aged	20+ 24,1 %	20+ 32.4%

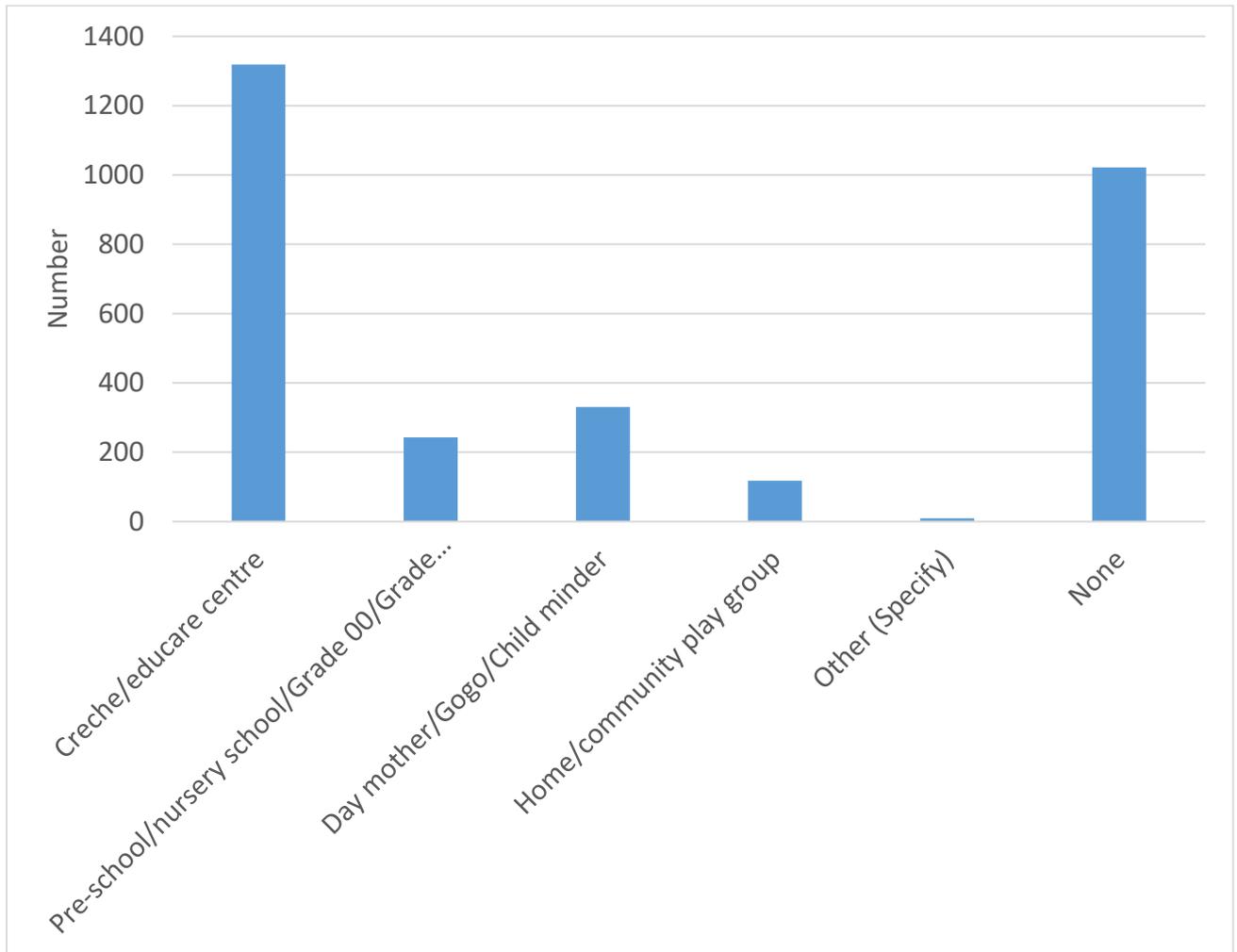
Source: Census 2011 & 2022

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. (2011)

Dipaleseng’s grade 12 pass rates increased from 81.4% in 2014 to 83.9% in 2022, which was the 2nd highest of the municipal areas in the province. This is a good improvement for Dipaleseng.

Dipaleseng’s pass rate improved between 2021 and 2022 by 7.3 percentage points. The area also improved its admission rate to university/degree studies from 29.9% in 2021 to 37.8% in 2022, which was the 4th highest of the 17 municipal areas. The proportion of population 20 years and older with no schooling improved between 2011 and 2022 – the indicator shows a marked decline from 12.0% in 2011 to 7.7% in 2022.

The proportion of population 20 years and older with a tertiary qualification improved slightly between 2011 and 2022 – the indicator deteriorated from 5.3% in 2011 to 5.4% in 2022. In 2022, the functional literacy rate (84.4%) was the 6th lowest in the province & showed an improving trend.



ECD ATTENDANCE BY CHILDREN AGED 0-4 YEARS OLD

Poverty, Inequality, HDI & Crime indicators in Dipaleseng

The share of population in Dipaleseng below the lower bound poverty line (LBPL) increased/deteriorated from 39.2% in 2019 to 39.4% in 2022 – the 5th lowest of the local municipal areas.

In 2022, the number of people below the LBPL was 18 296.

In the calculation of the Local Government Equitable Share (LGES), National Treasury estimates that Dipaleseng had 10 511 poor households in 2023 – more or less 80% of households.

In 2022, Dipaleseng's share of income by the poorest 40% of households was 7.9%, an increase/improvement from 7.0% in 2019 - Dipaleseng ranked 11th highest in the province.

In 2022, the Human Development Index (HDI) of 0.63 was equal to the 2019 level. In April 2023, there were 11 892 beneficiaries of social assistance grants in Dipaleseng.

Dipaleseng ranked 2nd highest/worst in terms of the 17 serious crimes reported, but recorded an improvement between 2018/19 and 2022/23.

Relevant economic plans & opportunities for Dipaleseng

Importance and relevance of:

The implementation of the Provincial Spatial Development Framework (SDF) by COGTA and of a Provincial LED strategy framework by DEDT. The importance of a functional and vibrant LED Forum and reviewed LED Strategy.

Linking with economic interventions in Gert Sibande:

Enhancing the manufacturing sector in Gert Sibande through the planned Petro-Chemical Technology Park in Secunda as part of the Mpumalanga Industrial Development Plan (MIDP).

Agriculture & agro-processing – crop & livestock.

Forestry & furniture manufacturing.

Coal mining and electricity generation.

Economic opportunities in Dipaleseng:

Opportunities around manufacturing, mining, agriculture, agro-processing & tourism. Green economy projects/initiatives. The importance of a LED Forum to facilitate growth and job creation in this area.

Support to SMMEs and Cooperatives and also the informal sector to promote job creation and develop the economy.

Rejuvenation of township businesses with initiatives to transform townships and villages from labour and consumption reserves into thriving productive investment hubs.

Municipality Green flags	Municipality red flags
Good location in terms of proximity to Gauteng	Population declines between 2011 & 2022 despite economic expansion
Healthy improvement in income inequality	Backlogs of flush/chemical toilets, electricity connections & refuse removal remains high
Good Grade 12 results in 2022	High and deteriorating unemployment & poverty rates
Potential in industries such as agriculture, agro-processing & manufacturing	Limiting revenue base
Potential in developing Green Economy opportunities	Adequacy of youth development strategy to curb high unemployment?

SOCIAL SERVICES

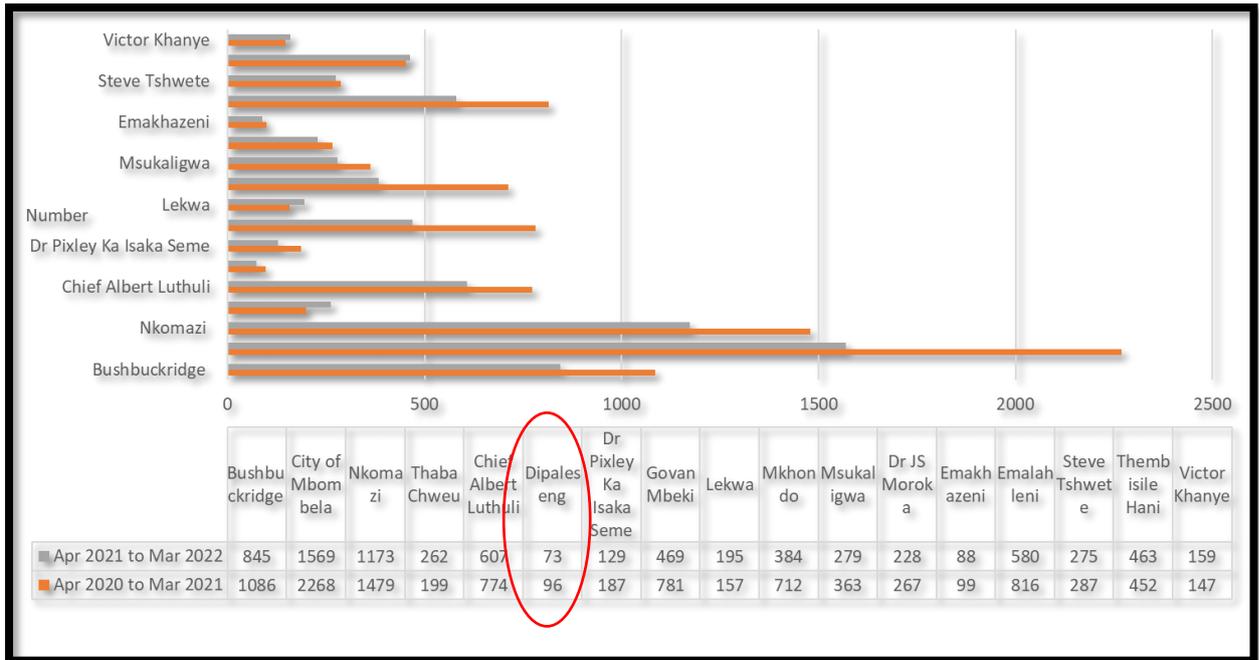
Coordination Of HIV/AIDS, TB AND STI, NGO And Orphans And Vulnerable Population

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 Amongst 15-24 Year Olds by LMs, 2020/21 and 2021/22



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 billboards 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.

Youth Development

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

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

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

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

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

Key Youth Issues To Be Addressed

- Establishment of a youth council and coordination of youth programmes
- Launching of Ward based youth structures in all Dipaleseng wards.
- Review and Implementation of youth strategy.
- Facilitate the establishment of South African Youth Council (SAYC) Dipaleseng branch.
- Support all youth development programs such as education, economic development and social programmes.
- 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.

Sports And Recreation

The municipality has a challenge in facilitating the support for the young and sporting people to be able to participate in sports, arts and cultural activities safely and actively. 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 responsible for promoting and supporting these programmes 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 programmes include the following:

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

Key Sports And Recreation Issues To Be Addressed

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

Arts And Culture

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

Dipaleseng Local municipality has partnered with Department of culture, sports and recreation through an elected community structure Creative Cultural industries Federation of South Africa (CCIFSA) in ensuring coordination of municipal arts and cultural activities remains a mission to be achieved. The municipality has finally managed to establish an arts and culture policy that sought to provide direction for the three stakeholders i.e. the municipality, CCIFS and DCSR in providing developmental contribution towards the development and sustainability of arts and culture in our municipality. The arts and culture policy sought to guide the municipality and further provides mechanism on how to coordinate arts and culture activities in consultation with the arts and culture formations existing within the municipality. Irrespective of the past injustices and racial practices the process of intensifying the revival of arts and cultural practices is inspired by the new democratic dispensation which advocates for freedom of speech, association, practices and religious beliefs. Under the leadership of the African National Congress (ANC).

Key Sports And Recreation Issues To Be Addressed

- Relaunching of the arts and culture structure and coordination of sports programmes
- Reviving and strengthening of nodal arts and culture-based structures in all Dipaleseng nodal towns
- Creating accessible spaces in a form of open grounds in each ward to promote sports.
- Establishing outdoor gyms in all three nodal points to promote healthy lifestyle.

- Refurbishing and maintaining all our existing sports facilities.
- Support all sporting activities within the municipality including school sports.
- Revive the municipal employees' sports programs and give support.
- Review and Implementation of arts and culture policy.
- Advocate and lobby for arts and culture programmes budget.
- Intensify and scale up our support towards all arts and culture structures and federations existing in Dipaleseng.
- Convene a community arts and culture indaba.
- Building of proper arts and culture center in Dipaleseng.
- Advocate for arts and culture office space in all the three nodal towns.

Disability Coordination And Support

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

The universal access for people with disabilities is the ultimate goal and this will be attained with the braking of barriers which includes the removal of all cultural, physical social and other barriers that prevent people with disabilities from entering, using or benefiting from the various systems of society that are available to other citizens. Areas identified which need to be accessible to people with disabilities amongst others are access to sufficient activities, access to housing, access to community and other buildings, access to education, access to facilities, job opportunities, language, parking services, transport and other social groups; this has been a challenge in ensuring that the necessary support is given to people with disabilities. A lot of work still needs to be done to ensure that as we strive for a better life for all, that people with disabilities are not excluded and that all programs that are implemented within the municipality should prioritise the needs and conditions of people with disabilities and ensuring that employment opportunities are created for them. The national policy states that 2% of the staff at all institutions and sectors should be people with disabilities and it has been increased to 7% and all efforts ha to be made to reach that target.

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

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

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, 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 impact heavily on women since they fetch water if it is no available in their homes and collect firewood in areas where there is no electricity. This often requires long erratic hours of hard labour.

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 to conscientise as many women with gender issues laws or legislations that are available for their benefit.

The stigma on LGBTIA+ has also been proven to hazardous within our local municipality and not much has been done in this regard. The municipality is in the process of integrating issues of marginalized groups and not making it an isolated issue in the development of the municipality holistically.

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 in this regard.

Key Issues To Be Addressed

People With Disabilities

- Re-launching of Dipaleseng Disability Forum.
- Provision of operational space for the current existing Protective Workshop for people with disabilities in Siyathemba.

- Formation of Protective workshops for people with disabilities in Grootvlei and Nthoroane.
- Formation of Stimulation Centre in Grootvlei.
- Support for all Stimulation Centers and protective workshop.

Children’s Rights Issues

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

Older Persons

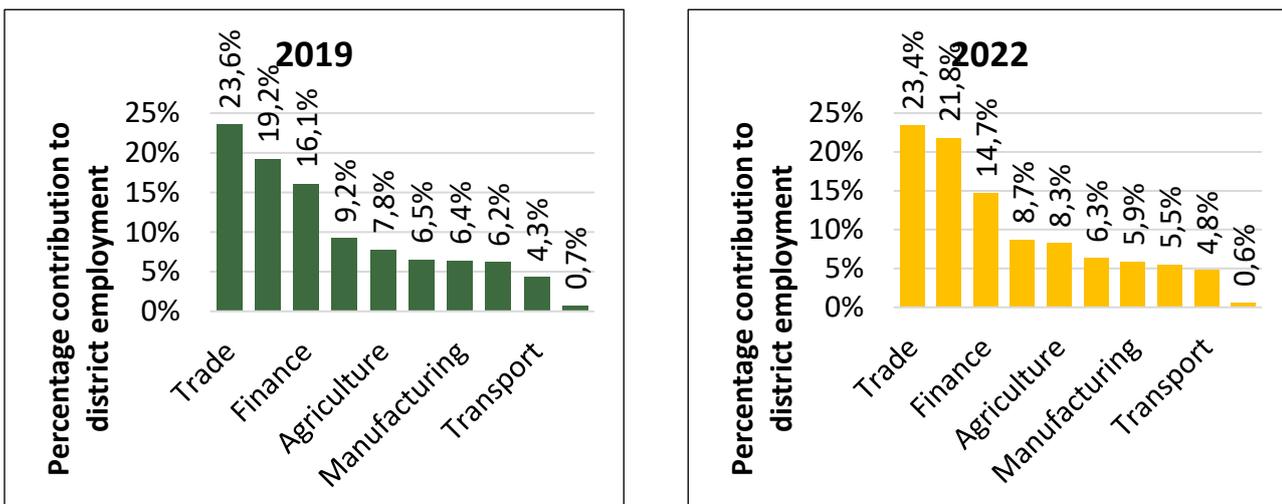
- Provide space or land for Zama and Kagiso Luncheon Clubs.
- Assist all three luncheon clubs with sourcing funds for construction of their centers and give support to them in all their activities.
- Provide support to Dipaleseng Older Person’s Forum.
- Advocate and Lobby for budget to implement and support all transversal programmes.

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

EMPLOYMENT SECTOR

Figure 7: Employment Distribution



Source: S&P Global – ReX, October 2023

The data shows that most people are involved in the trade sector, followed by community services and then finance. Dipaleseng needs a strategy that will further diversify the economy, reducing dominance of community services in the employment per industry, it would be of benefit to the municipality to use its strength of the agriculture and mining sectors to achieve the objective. High unemployment is a serious concern for the local municipality as it leads to socio-economic problems such as alcohol and drug abuse, crime, early pregnancy.

Key Economic indicators in Dipaleseng

Dipaleseng generally has the lowest Contribution to the Provinces economy with 1,1%. The local municipality did however show fast growth on a local level with 3.3% per annum from 1996-2022.

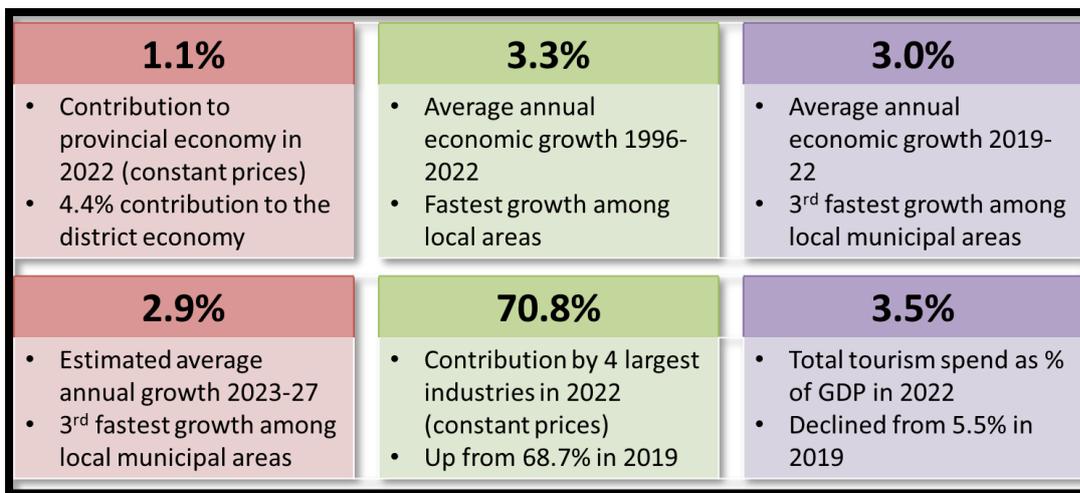


Figure: Dipaleseng Economic indicators
 Source: Source: S&P Global – ReX, October 2023

Municipal Sector Plans

Table 15: Municipal Sector Plans

Sector Plan/Policy & Strategy	Status quo	Challenges	Municipal Ref no
Advertising and Signature policy	Reviewed and Adopted by Council on the 31 May 2023, Item C155/05/23	None	41P/31
Business and Licensing policy	Reviewed and Adopted by Council on the 31 May 2023, Item C155/05/23	None	41P/32
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	None	
Land Use Management Scheme policy	Adopted by Council on the 31 May 2023, Item C155/05/23	None	41P/30
Land invasion policy	Adopted by Council on the 31 May 2023, Item C155/05/23	None	41P/34
EPWP Policy	Adopted by Council on the 31 May 2023 , Item C155/05/23	None	
Land acquisition & Disposal policy	Reviewed and Adopted by Council on the 31 May 2023 , Item C155/05/23	None	41P/35
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	
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	None	
Electrical Infrastructure Master Plan	Outdated needs to be reviewed.	None	
Fleet Management Policy	Adopted by Council on the 31 st of May 2023, item C 155/05/23 ?????	None	
Public Lighting Master Plan	Not in Place	None	
Delegation Register	Adopted by Council on the 31 May 2017, Item C88/05/17		
Workplace Skills Plan	Adopted by Council on the 25 th April 2023, Item C108/05/23	None	
Employment Equity Plan	Adopted by Council on the 31 st of January 2023, Item C133/01/23	None	

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	
Disaster Recovery Policy	Adopted by Council on the 31 st of October 2023, item C279/10/23	None	
Anti-Fraud and Anti-corruption policy	Adopted by Council on the 31 st of October 2023, item C260/10/23	None	
Anti-Fraud and Anti-corruption Prevention Plan/strategy	Adopted by Council on the 31 st of October 2023, item C260/10/23	None	
Whistle blowing policy	Adopted by Council on the 31 st of October 2023, item C260/10/23	None	
Communication Strategy	Adopted by Council on the 26 April 2019, Item	None	
HIV/AIDS strategy	Adopted by Council on the 31 st May 2022, Item C133/05/22	None	
Human Resource Strategy and Plan	Adopted by Council on the 3 rd June 2021, Item C127/06/21	None	
Human Resource Management policies: Recruitment & Selection, Acting, Overtime, Training & Development, Funeral, Occupational Health & Safety, Leave, Cellular Phone, Travelling and subsistence policy,	Adopted by Council on the 30 May 2023, Item C155/05/23	None	

Allowance, Danger Allowance & Retention.			
Dress code policy	Adopted by Council on the 30 May 2023, Item C155/05/23	None	
Placement Policy	Adopted by Council on the 30 May 2023, Item C155/05/23	None	
Transfer policy	Adopted by Council on the 30 May 2023, Item C155/05/23	None	
Post Covid 19 socio economic relief measures and recovery plan	Adopted by Council on the 31 st of May 2023, Item C155/05/23	None	
ICT-User access Management policy, ICT systems security policy, Data backup policy	Adopted by Council on the 31 st of October 2023, Item C279/10/23	None	
Community Participation Strategy	Currently developing the strategy	None	
Supply Chain Management	Adopted by Council on the 30 May 2023, Item C155/05/23	None	
Budget Policy	Adopted by Council on the 30 May 2023, Item C155/05/23	None	
Credit Control Policy and Debt Collection Policy	Adopted by Council on the 30 May 2023, Item C155/05/23	None	
Indigent Policy	Adopted by Council on the 30 May 2023, Item C155/05/23	None	
Tariffs Policy	Adopted by Council on the 30 May 2023, Item C155/05/23	None	

Property Rates Policy	Adopted by Council on the 30 May 2023, Item C155/05/23	None	
Asset Management Policy	Adopted by Council on the 30 May 2023, Item C155/05/23	None	
Provision for Bad Debts Policy	Adopted by Council on the 30 May 2023, Item C155/05/23	None	
UIFWE Policy	Adopted by Council on the 30 May 2023, Item C155/05/23	None	
Cash Management policy	Adopted by Council on the 30 May 2023, Item C155/05/23	None	
Risk Management Framework	Adopted by Council on the 31 October 2023, item C260/10/23	None	
Risk Management policy	Adopted by Council on the 31 October 2023, Item C260/10/23	None	
Risk Management, Anti- Fraud and Anti-Corruption Committee Charter	Adopted by Council on the 31 October 2023, Item C260/10/23	None	
Performance Management Development Systems and framework policy	Adopted by Council on 31 May 2023, Item C155/05/23	None	

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

- Water Services Development Plan
- Environmental Management Strategy
- LED Strategy
- Transport Plan
- Disaster Management Plan
- Spatial Development Framework

- Integrated Waste Management Plan
- Housing Chapter
- Agriculture Development Plan
- Tourism Plan
- Financial Plan
- Communication strategy
- HIV & Aids Strategy
- Gender Policy
- Infrastructure Master Plan
- Energy Master Plan
- Biodiversity Plan

Mpumalanga Biodiversity Sector Plan

The municipality does not have a biodiversity plan and is yet to establish a biodiversity budget. However, the Mpumalanga Biodiversity Sector Plan refers to Dipaleseng LM. The Mpumalanga Biodiversity Sector Plan (MBSP) terrestrial assessment is based on a systematic biodiversity planning approach to identify spatial priority areas that meet both national and provincial targets in the most efficient way possible, while trying to avoid conflict with other land-uses. It actively tries to build-in landscape resilience to a changing climate. These spatial priorities are used to inform sustainable development within Mpumalanga.

The MBSP terrestrial assessment is meant to serve as an important land-use decision support tool, and the foundation for the development of any Bioregional plans within Mpumalanga. The broad categories recognized are: Protected Areas (PA), Critical Biodiversity Areas (CBAs), Ecological Support Areas (ESAs), Other Natural Areas (ONA), and Modified Areas as defined in the figure below:

TERRESTRIAL CBA MAP	PROTECTED AREAS			CRITICAL BIODIVERSITY AREAS		ECOLOGICAL SUPPORT AREAS			ONAs	MODIFIED AREAS	
	NP & NR	PE: Natural	PE: Modified	Irreplaceable	Optimal	Landscape Corridor	Local Corridor	Species Specific	Other Natural Areas	Moderately Modified-Old Lands	Heavily Modified
	%	%	%	%	%	%	%	%	%	%	%
Gert Sibande DM	2.6	2.4	0.6	13.1	13.5	1.1	3.9	0.2	15.9	8.5	38.4
Chief Albert Luthuli LM	10.5	1.4	0.5	15.5	12	1.1	3.9	0.0	18.8	6.1	30.4
Dipaleseng LM	1.0	0.0	0.0	9.4	14.4	0.9	5.8	0.0	15.3	8.5	43.7
Dr. Pixley ka Isaka Seme LM	1.5	4.9	0.2	17.6	17.6	2.5	7.8	0.0	16.4	8.5	22.9
Govan Mbeki LM	0.0	0.0	0.0	9.3	16.7	0.5	2.9	1.7	13.1	10.1	45.6
Lekwa LM	0.0	0.0	0.0	4.6	17.2	1.0	3.4	0.0	18.5	10.1	45.2
Mkhondo LM	1.6	1.4	0.3	8.9	10.4	0.5	2.7	0.0	18.5	6.2	49.6
Msukaligwa LM	1.1	5.7	2.2	20.1	9.2	0.6	1.7	0.0	10.2	10.3	38.9

Figure 9: Summary of the extent of each of the mapped categories (expressed as a percentage of total surface area), per district and local municipality.

Sustainable Development

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

Status Quo Of The Environment

Soil Profile

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.

Topography And Geomorphology

The topography of the area is relatively flat, except for 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.

Geology

The municipality consists of arenite, andesite, dolerite quartzite, lutaceous arenite and shale formations derived from the Witwatersrand Supergroup, the Ventersdorp Supergroup and the Karoo Formation. Arenite and lutaceous arenite are sedimentary rocks that weather to sandy material with very low groundwater yield. Shale is also a sedimentary rock that has visible layers. Shale weathers to deep clayey soils that are highly erodible and unstable. Dolerite is an intrusive igneous rock occurring as dykes and sills in the Arenite rock. Although generally resistant to weathering, dolerite weathers to clayey soils, which are expansive and are problematic to building foundations. Andesite is also an igneous rock which weathers through chemical weathering processes to shallow clayey soils.

Climate Change

Dipaleseng local municipality acknowledges that climate change poses a threat to the environment, its residents, and future development. Actions are required to reduce carbon emissions (mitigation) and prepare for the changes that are projected to take place (adaptation) in the municipality. The Municipality has therefore formalized 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 impacts of climate change.
- Exploring waste prevention and recycling mechanisms with communities to help address global climate change by decreasing the amount of greenhouse gas emissions.

Challenges And Recommendations

- There is no structural support and dedicated resources for climate change.
- There are policy gaps to address climate change management.
- There is a need for mainstreaming 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.
- Diapleseng needs to accelerate a climate change adaptation strategy with the assistance of relevant sector departments.
- The municipality will engage with the District to assist with the climate change response plan.

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. Soon the municipality plans to develop its own Air Quality Management Plan with the assistance of DFFE as funding is a currently a challenge. The municipality also intends on developing Air Quality by-laws to enforce the non-compliance of air-quality.

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. Dipaleseng intends on partnering with other spheres of government to assist in the inspection of strategic and routine compliance.

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.
- The municipality will engage with the District to assist with the Alien Invasive Plan

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 the budget for rehabilitation of wetlands, however, the existing environmental programmes can be of help to clean and take care of the wetland. The Municipality will also prioritize environmental issues as such to ensure there is adequate budget.

SWOT and 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.

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 water raw 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 Insufficient water supply to infrastructure in Farm area	Currently bulk infrastructure development projects and funding Residents water supply	Insufficient personnel to do maintenance. Theft and vandalism

		Lack of development of by-laws Sector plans reviewal Reviewal of Master Plans (WSDP/CIP etc.) Unfenced municipal infrastructure High water & Electricity losses		
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

GOVERNANCE AND BUILDING A CAPABLE INSTITUTION

PESTLE ANALYSIS (ENVIRONMENTAL SCANNING)				
INTERNAL AND EXTERNAL ANALYSIS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
POLITICAL	Functional Council and Mayor	Instability within the administration In ability to attract and retain scarce and critical skills due to Grading of the Municipality In adequate implementation of public participation Strategy Lack of war rooms	Change in political dynamics	Community unrest
ECONOMIC	Untapped Mineral resources	High level of unemployment	Future exploration of mines	Slow economy

		High Vacancy rate		
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

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 Lack assets management unit	Cost on saving on consultant fees	Possible closure of main industrial such as mines and Eskom Slow or economic growth and fiscal fluctuation Infrastructure planning and maintenance by municipality High and growing unemployment rate

SOCIAL		Failure to register all deserving indigents		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	

LOCAL ECONOMIC DEVELOPMENT

MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING) LOCAL ECONOMIC DEVELOPMENT				
INTERNAL AND EXTERNAL ANALYSIS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
POLITICAL	<ul style="list-style-type: none"> Tolerance between different political parties; Political leadership responsive on economic prosperity of DLM through local forums; Strong stakeholder relations and engagements. 	<ul style="list-style-type: none"> Lack of coordination in implementing the policies and strategies Capacitation of union leaders and other stakeholders 	<ul style="list-style-type: none"> Community Participation; Political support and intervention on programmes and initiatives to accelerate service delivery; 	<ul style="list-style-type: none"> Intimidation and confrontation by community structures; Infighting between various business chambers; High vacancy rate within municipal strategic positions; Aging and Infrastructure Inadequate provision of tertiary institution/skills development facilities
ECONOMIC	<ul style="list-style-type: none"> High job creation in the informal sector; Potential to grow agro-processing sector and secondary economy; 	<ul style="list-style-type: none"> Outdated Local Economic development Strategy to steer coordinated development Lack of diversified 	<ul style="list-style-type: none"> Broad revenue base Diversification of local economy Identification of corridors along R23 and N3(Industrial Corridor) 	<ul style="list-style-type: none"> High economic inequality; Negative economic growth; High job losses; High cost inputs (water, electricity) to

MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING) LOCAL ECONOMIC DEVELOPMENT				
INTERNAL AND EXTERNAL ANALYSIS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> • 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 		<ul style="list-style-type: none"> • Functional LEDF • Tapping on Social and labour Plans & Corporate Social responsibility 	<ul style="list-style-type: none"> • conduct business; • Unreliable municipal services (electricity & water); • Insufficient budget allocation; • Decline in investor confidence; • Lack of Shopping facilities;
SOCIAL			<ul style="list-style-type: none"> • Availability of labour force; • Improved literacy rate; • Increased access to basic services 	<ul style="list-style-type: none"> • High unemployment rate amongst youth; • Fast growing population and high influx of illegal immigrants; • Social pandemic (Covid-19); • High tendency to land invasion
TECHNOLOGICAL	<ul style="list-style-type: none"> • New education system in line with 4IR; • Improved computer literacy 	<ul style="list-style-type: none"> • High cost of data to accessing web-based technology and information 	<ul style="list-style-type: none"> • Technologically advanced young population that is familiar with 4th IR 	<ul style="list-style-type: none"> • Inadequate digital infrastructure; • High data costs;
LEGAL		<ul style="list-style-type: none"> • Lack of enforcement of bylaws legislation 		<ul style="list-style-type: none"> • Land locked (private ownership of land) limiting access to land for development
ENVIRONMENTAL			<ul style="list-style-type: none"> • Strategic location of the municipality 	<ul style="list-style-type: none"> • High carbon emission from fossil fuel energy (coal);

MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING) LOCAL ECONOMIC DEVELOPMENT				
INTERNAL AND EXTERNAL ANALYSIS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
				<ul style="list-style-type: none"> Global warming and adverse weather conditions;

SPATIAL RATIONALE

MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING)				
INTERNAL AND EXTERNAL ANALYSIS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
POLITICAL	<ul style="list-style-type: none"> Strong stakeholders relation 	<ul style="list-style-type: none"> Lack of coordination in implementing the policies and strategies Capacitation of union leaders and other stakeholders 	<ul style="list-style-type: none"> Community Participation Political support and intervention on programmes and initiatives to accelerate service delivery 	<ul style="list-style-type: none"> Political instability Lack of buy-in into tenure upgrading Desperation through invasion of land
ECONOMIC			<ul style="list-style-type: none"> Densification and contentment of development 	
SOCIAL	<ul style="list-style-type: none"> Land identified for future integrated human settlements 			<ul style="list-style-type: none"> High levels of immigration
TECHNOLOGICAL	<ul style="list-style-type: none"> Low IT support staff for maintenance of GIS systems 		<ul style="list-style-type: none"> Regularly updated Municipal website 	Unavailable use of GIS system <ul style="list-style-type: none"> Ineffective use of E-PGlums Non-integration of systems (billing system, valuation roll, infrastructure)

				services data)
LEGAL	<ul style="list-style-type: none"> Compliant By-laws 	<ul style="list-style-type: none"> Lack of enforcement of bylaws legislation 		<ul style="list-style-type: none"> Land locked (private ownership of land) Lack of enforcement of bylaws legislation
ENVIRONMENTAL			<ul style="list-style-type: none"> Strategic location of the municipality Promotion of strategies for environmental protection in land use management Exploration of Green Economy Technology (waste recycling, renewable energy) Rehabilitation of water catchment areas 	<ul style="list-style-type: none"> Climate change

CHAPTER FIVE: KEY PERFORMANCE AREAS

KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Vision, Mission And Corporate Values Of Dipaleseng Local Municipality

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

Vision

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

Mission

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

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

Development 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)

TABLE 16: DIPALESENG LOCAL MUNICIPALITY FUNCTIONS AND POWERS

N	Function	Performed	Partially performed	No Need at present	Not Performed	Performed Externally	Shared Service	Lack of capacity to perform
1	Building Regulations	X						
2	Childcare Facilities		X					
3	Electricity Reticulation	X				X		
4	Fire Fighting	X					X	
5	Local Tourism	X						
6	Municipal Planning	X						
N	Function	Performed	Partially performed	No Need at present	Not Performed	Performed Externally	Shared Service	Lack of capacity to perform
7	Storm water	X						
8	Trading Regulations	X				X		
9	Billboards and the display of	X						

DIPALESENG LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 24/25

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

DIPALESENG LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 24/25

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

DIPALESENG LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 24/25

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 17: 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

Institutional Capacity

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 considered 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.

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 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 staff 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 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, Councillors and community members from its budget of every financial year.

Objectives

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

- 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 2020/2021 to LGSETA in order to access Skill Levy conditional grant.

Employment Equity Plan (EEP)

As an employer designated in terms of the Employment Equity Act (Act 55 of 1998), DLM is under legal obligation, in terms of Section 20(1) of the Act to review and approve the Employment Equity Plan. The Employment Equity Plan shall always be informed by the relevant stipulations in the Employment Equity Act, the strategic priorities of the municipality as captured in the Integrated Development Plan (IDP). The Codes of Good Practice on the Employment Equity Plans, HIV/AIDS and Employment, as well as Employment of people with disabilities.

Objectives

The main objectives of the EEP are to:

- Formulate and implement action steps, methodologies and strategies in pursuance of the objectives and principles of the EEA;
- Promote equal opportunity and fair treatment in employment;
- Eradicate unfair discrimination and harassment, albeit on listed grounds such as race, gender, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language and birth, or any grounds that is systematic or indirectly discriminatory must be eliminated;
- Pursue the equitable representation and designated groups in all occupational categories and levels in the work force;
- Implement AA measures, and;
- Actively support an organizational culture and climate based on diversity, equality, mutual respect and dignity for all;
- Implement in-house customer service development and diversity appreciation programs;
- Implement Batho Pele initiatives in consultation with Office of the Premier and COGTA;
- 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 31st January 2023, under item C33/01/23.DLM currently employs 195 permanent staff including Councilors i.e. 183 employees and 12 Councilors.

Table 18: Employee Demographics

Occupational Levels	Male				Female				Foreign Nationals		
	A	C	I	W	A	C	I	W	Male	Female	
Top management	2	0	0	0	1	0	0	0	0	0	2
Senior Management	4	0	0	0	4	0	0	0	0	0	8
Professionally qualified and	2	0	1	0	4	0	0	0	0	0	7

DIPALESENG LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 24/25

experienced specialists and mid-management											
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	20	0	0	0	20	0	0	1	0	0	41
Semi-skilled and discretionary decision	32	0	0	0	32	0	0	0	0	0	64
Unskilled and defined decision making	50	0	0	1	10	0	0	0	0	0	61
TOTAL PERMANENT	110	0	1	1	70	0	0	1	0	0	183
Temporary employees	0	0	0	1	0	0	0	0	0	0	1
Interns	2	0	0	0	4	0	0	0	0	0	6
GRAND TOTAL	112	0	1	1	74	0	0	1	0	0	189

Human Resource Strategy

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, furthermore in terms of the Local Government Regulation No 45181 of September 2021 read in conjunction with the Local Government Systems Act of 2000 as amended, which came into effect on the 01st of July 2022. The Regulation gives guidance amongst others on the following matters.

- The Staff Establishment, Job description and Job Evaluation (Chapter 2)
- Recruitment, Selection and appointment of staff (Chapter 3)
- Performance Management and development systems (Chapter 4)
- Skills Development (Chapter 5)
- Dispute resolution (Chapter 6)
- Disciplinary code and procedure (Chapter 7)

The municipality is in a process of reviewing the HR Strategy that will be aligned with staff regulation to cover the following components:

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

ICT SERVICES

Problem Statement

- The Municipality has a relatively 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.

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 spheres of government
- To ensure that information, communication technology and infrastructure resources are available, operational and safe at all times to support the municipality in rendering its mandate to deliver services.
- To ensure that ICT appropriately budgets for ICT investments and that investments and that investment spending aligns the municipality's business objectives and priorities and that current ICT investments are maintained to maximize business value.
- To ensure that ICT is appropriately structured and capacitated with the number of appropriately skilled personnel to support business delivery services to its residents and customers.

Network Future Plans

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

- Develop the ICT Strategy that will be aligned with the municipalities strategic goals

Systems Future Plans

- Purchasing the systems such as (Cemetery, GIS, ESS and HR, Risk and Audit) that will be integrated with the financial system
- Seamless integration with Mscoa ICT Project plan which includes:
 - Munsoft Projects and Performance Management Systems
 - IMIS
- The municipality has already commenced with the installation the VOIP System which will be integrated with the Call Center and be extended to satellite offices which aims to modernize the municipality's communication infrastructure, improve operational efficiency and enhance service delivery to residents.

Software

- Purchasing of software licenses such as (Microsoft Projects, AutoCAD)

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 Municipality to finalize and implement.
- The municipality is has also started with the process of installing (FTTH) fiber-to-the-home in and around Dipaleseng Communities.

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 forth industrial growth.

Municipal KPA		Service Delivery and Infrastructure Development								
Problem statement and root causes per KPA:		The department needs to reduce the services backlogs by 2027, improve current low pressure and water quality issues, provide jojo tanks and fence municipal reservoirs, to provide consistent quality services.								
One Plan Transformation Area		Integrated Service Provision Infrastructure Engineering								
2019-24 MTSF Priority		Priority no. 4: Consolidating the social wage through reliable and quality basic services.								
Municipal Priority		Delivery of quality municipal services								
Impact statement: Accessible services to communities				MTSF Target: 100% access to piped water, sanitation, electricity and 100% to weekly waste removal						
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
Provision of basic services	Improved access to piped water/ Number of households provided with piped water	(14 120 HH) 95%	<ul style="list-style-type: none"> Poor water quality aging infrastructure Asbestos/ steel pipes. Inconsistent water pressure, due to unreliable power supply. 	14 877 (100%)	<ul style="list-style-type: none"> Cleaning of reservoirs/ treatment works Replace asbestos pipes Upgrading of the Water Treatment works Upgrading of pump station in Grootvlei & Greylingstad. Upgrading of water pump station in Zone 7. 	15 000 (HH)	15 200 (HH)	15 400 (HH)	15 600 (HH)	15 800 (HH)

DIPALESENG LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 24/25

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

DIPALESENG LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 24/25

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

ACCESS TO SERVICES

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 Fortuna WTP to reduce the areas susceptibility to dry periods and to cater for current and future growth in water demands. The municipality is experiencing low quality water and weak water pressure. DLM needs to reduce backlogs and improve the quality of water.

Sources Of Water:

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

Access To Water And Backlog

- Total number of households as per 2022 census is 13 129.
- Number of Households with Access as per the 2022 census is 12 749, which is 97.1%.
- Number of households without access to water is 757 (2.9%)

The Municipality plan to implement the following projects 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
- Construction of additional storage reservoirs in Balfour/ Siyathemba, Greylingstad/ Nthorwane

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 in the 2024/25 financial year. 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 the challenge of ensuring that waste management is comprehensively done with the best practical methods and at a cost that the community and the municipality can afford. Illegal dumps also pose a major challenge due to inconsistency collection as a result of insufficient resources.

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

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

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

Waste Removal

The municipality has a refuse collection schedule used for the collection of waste in all three nodal points, refuse removal is rendered to 12 190 households.

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

Waste Disposal And Landfill Sites

The municipality has three landfill sites within its jurisdiction, Grootvlei, Siyathemba and Greylingstad landfill sites and all three are licensed. All three landfill sites are

experiencing operational problems in varying degrees due to insufficient funding 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 topsoil 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 101ormalizat. There is regular burning of waste taking place which is done mainly by the informal reclaimers on site. The fence, ablusion blocks and offices have been 101ormalizat 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 101ormalizat. 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.

Key Issues To Be Addressed For Waste Management

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

Recycling Initiatives

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

Challenges, Proposed Interventions

There are no waste 102 ormalizatio 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.

Projects Planned 2024/25 Fy

PROJECT NAME	FUNDING	WARD
Construction of Charles Street	MIG	Ward 3
Formalisation of 11 informal settlements	DoHS	Ward 1 to 6
New Township Establishment in Thaba Kgadi / Grootvlei Ext 3	DoHS	Ward 5
Construction of a new Multi Purpose Community Hall in Thaba Kgadi / Grootvlei	DoHS	Ward 5

Project Name	Project Amount	Ward Location	Type of Service	Funding Source
Upgrading and Rehabilitation of Charles Street	R12 138 250,00	3	Roads & Stormwater	MIG
Upgrading of a the Siyathemba Landfill Site (Phase 3)	R2 000 000,00	1, 2, 3 & 4	Solid Waste	MIG
Upgrading of Siyathemba Sport Stadium (Phase 3)	R5 000 000,00	1, 2, 3 & 4	Sports & Recreation	MIG
Maintenance of Water & Sanitation Networks - Erwat	R2 251 000,00	1 to 6	Water & Sanitation	MIG
PMU Administration	R1 125 750,00	1 to 6	Administration	MIG
Upgrading of Nthoroane Substation	R9 503 000,00	6	Electricity	INEP

Sanitation

Access to sanitation and backlog:

- Total number of households as per 2022 census is 13 129.
- In 2022, 89.9% of households had access to flush/chemical toilets.
- In 2022, there were still 1 323 households without a flush/chemical toilet and 217 of households without any toilet facility.

The Municipality plan to implement the following projects 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 Wastewater Treatment Works in Balfour from 4MI/day to 12MI/day
- Construction of a new 1.5MI/day Wastewater Treatment Works in Grootvlei
- Upgrading of Wastewater 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.

The municipality needs to improve its waste water treatment works significantly, have thoroughly trained process controllers, reduce the backlog

DISASTER, FIRE AND RESCUE MANAGEMENT

DISASTER MANAGEMENT PLAN

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

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

The following programs will be undertaken 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	COMMENTS
	- DM inter-departmental Committee in place - DM Advisory Forum in place - DM Ward Structures not in place	The advisory forum established with terms of reference.

Fire And Rescue Business Plan

The Business Plan contains 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 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**.

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 1x grass unit vehicle
- Procurement of fire and rescue equipment
- Procurement of Hazardous materials unit (Vehicle and equipment)
- Procurement of Control/Call Centre equipment's
- Procurement and installation of Fire hydrants

Key Issues To Be Addressed For Greylingstad Fire Station

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

Key Issues To Be Addressed For Grootvlei Fire Station

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

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 Haarthoff dam
- Upgrading of roads in Dipaleseng LM
- Installation of Electricity Verification meter at all Eskom supply points
- Development of the Roads maintenance plan.
- Engaging with the DPRWT as well as the district to assist with graveling roads and pothole patching.

Table 33: Sector Projects

Department of Culture Sport and Recreation Projects			
Municipality	Project Description	2023/24 Target	2023/24 Budget allocation (annual) R'000
Dipaleseng Local Municipality	Maintenance of Grootvlei Public Library	100% completion	667
Dipaleseng Local Municipality	Mini Library project implemented to increase access to library service for people with sight disability in Balfour	14 libraries offering services for the blind	613
Gert Sibande District	Library Reading material provided to empower learners and communities with knowledge through supply of new library materials to public libraries	6745 electronic book accessible to 46 public libraries	1 508
Gert Sibande District	Structures supported to promote Social Cohesion and moral values, identify, develop and nurture youth talent and the broader creative industry of the province.	Three (3) Cultural structures supported.	2 442
Gert Sibande District	Cooperatives supported to increase marketing platforms for exposure of arts and craft products	Seven (7) Arts and Craft cooperatives	95
Gert Sibande District	Promote participation in sport and recreation by facilitating opportunities for people to share space.	Eighteen (18) Sport and Active Recreation Events Move for Health ,2 Aerobics ,Municipal IG 7, Youth month celebration tournaments, District IG, Nelson Mandela Month , Women in Sport tournament ,Golden Oldies, Stage Recreation day and	1 457

DIPALESENG LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 24/25

		BIG Walk ,People with Disabilities Games , Top 4 football and Netball in Rural areas,	
Gert Sibande District	Provision of athletes in schools, municipal hubs and clubs with sport equipment and/ or attire to excel in sport	50 Schools,10 hubs and 30 clubs provided with sport equipment	2002
Gert Sibande District	Developed and nurture talent of learners in sport by providing them with opportunities to excel school sport seasons hosted	2 000 learners participating in school sport tournaments at a district level	2 795
Department of Agriculture, Land Reform and Rural Development			
Dipaleseng	Lephotomakwelele Farmers	Infrastructure, mechanization and production units	5 000
Gert Sibande District	Land Acquisition for farm dwellers and labour tenants	Acquisition of 467 hectares of land to secure the legally insecure land tenure rights	319 500
Gert Sibande District	Land acquisition for agriculture (food security) and development purposes	Acquisition of land for agriculture (food security) and development purposes	124 700
Department of Community safety and Liaison			
Dipaleseng Local Municipality	Educational awareness campaigns <ul style="list-style-type: none"> Sports against crime awareness campaign Human Trafficking campaign 	Balfour Grootvlei	15
Dipaleseng Local Municipality	Vulnerable Group initiative Women empowerment session	Balfour	14
Dipaleseng Local Municipality	School Safety Initiative Crime awareness campaigns	Isifisosethu Secondary	10
Dipaleseng Local Municipality	Support to Community Safety Forum (CSF)	Dipaleseng Local Municipality	13
Dipaleseng Local Municipality	Job Massification: Recruitment and Deployment of Tourism Safety Monitors for a 12 Months Closed Contract @R2432.22 pm	Balfour Grootvlei Greylingstad	58
Dipaleseng Local Municipality	Transport Regulation Programme: <ul style="list-style-type: none"> Safety Engineering Traffic Law Enforcement Road Safety Education Transport Administration and Licensing and Overload Control 	Dipaleseng Local Municipality	Operational
Department of Water and Sanitation			

DIPALESENG LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 24/25

Dipaleseng Local Municipality	RBIG Schedule 6B-Balfour/Siyat/Grey/Wille/Nthorwane Bulk Water Supply	Construction phase	20 000
Department of Mineral Resource and Energy			
Dipaleseng Local Municipality	Construction of 15MVA/88/11KV New Nthoroane substation – Phase 3	MV Line	9 503
Department of Economic Development and Tourism			
Dipaleseng Local Municipality	Car wash	Mandela section Siyathemba Balfour	330
Dipaleseng Local Municipality	Hair salon	Dlamini street Siyathemba Bulfour	
Dipaleseng Local Municipality	Hair salon	Letseko street Siyathemba Bulfour	
Dipaleseng Local Municipality	Hair salon	Fakude street Bester Siyathemba Bulfour	
Dipaleseng Local Municipality	Hair salon	Mashinini street Siyathemba Bulfour	
Municipal Infrastructure Support Agency			
Dipaleseng Local Municipality	Reduced non-revenue water in dysfunctional municipalities	Technical and Project management support in the Implementation of WCWDM projects and activities as well as Operation and Maintenance. The target is reduction of non-revenue water in municipalities in identified Water Services Authority. MISA supports the identified municipalities with the development and implementation of Water conservation water demand management plans.	N/A
Dipaleseng Local Municipality	Technical Services: District-wide infrastructure plans through DDM model or approach	Contract & Project Management, Quality site control Management, conducting project site visits, Development of TORs and TRs Project Management, Control and Quality Management	N/A

Dipaleseng Local Municipality	Strengthening capacity in Local Municipalities and districts	The objective of this intervention is to address the challenges of scarce and critical skills shortage in municipalities. This is achieved by facilitating technical skills pool required to strengthen municipal technical capacity within municipalities for planning, implementation, operation and maintenance of municipal infrastructure. MISA mobilises expert capacity across government and the private sector for deployment to municipalities for interventions.	N/A
Dipaleseng Local Municipality	Kilometres of roads maintained to include potholes patching and drainage cleaning in the 22 dysfunctional municipalities.	Technical and Project management support in the Implementation of road & stormwater projects and road maintenance programmes utilizing the Labour Intensive Construction methods in collaboration with the municipalities and other stakeholders.	N/A
Dipaleseng Local Municipality	Increased household to Waste Management services	MISA assist the municipalities to improve access to solid waste removal services.	N/A
Dipaleseng Local Municipality	Improved functionality of dysfunctional Wastewater Treatment Works (WWTWs and WTW)	Blue, and green drop assessment focuses on the whole value chain for both the wastewater and water treatment works. The Blue Drop Risk Rating (BDRR) focuses on the function of each water supply system The Green drop risk analysis (CRR) focuses on the wastewater treatment function. MISA in collaboration with SALGA and DWS are working on improvement plans for the municipalities falling off the rating scores.	N/A
Department of Human Settlements			
Dipaleseng Local Municipality	IRDP PH1 sites servicing	100 sites	7 210

DIPALESENG LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 24/25

Dipaleseng Local Municipality	IRDP PH2 housing units	67 units	4 200
Dipaleseng Local Municipality	Social and Economic Facilities	1 Community Hall	11 000
Dipaleseng Local Municipality	Land assembly processes	1 Land assembly processes	12 000

KPA 3: LOCAL ECONOMIC DEVELOPMENT

MUNICIPAL ECONOMY

SIZE AND GROWTH RATE

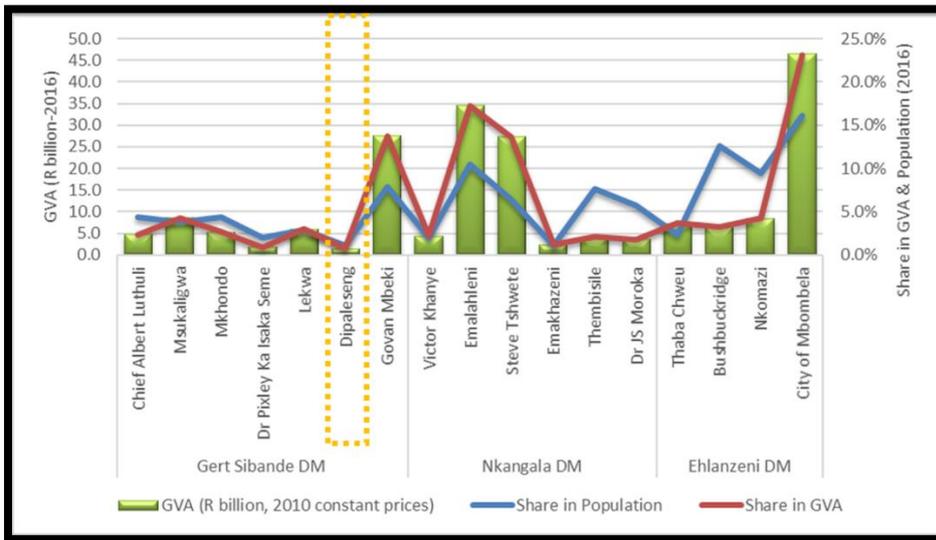
Size of an economy is measured by gross domestic product (GDP), and gross value added (GVA). GVA is the sum of the value of goods and services produced an economy while GDP denotes economic output from the consumers' side. Simply put, GDP is GVA plus the value of taxes generated, minus subsidies provided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

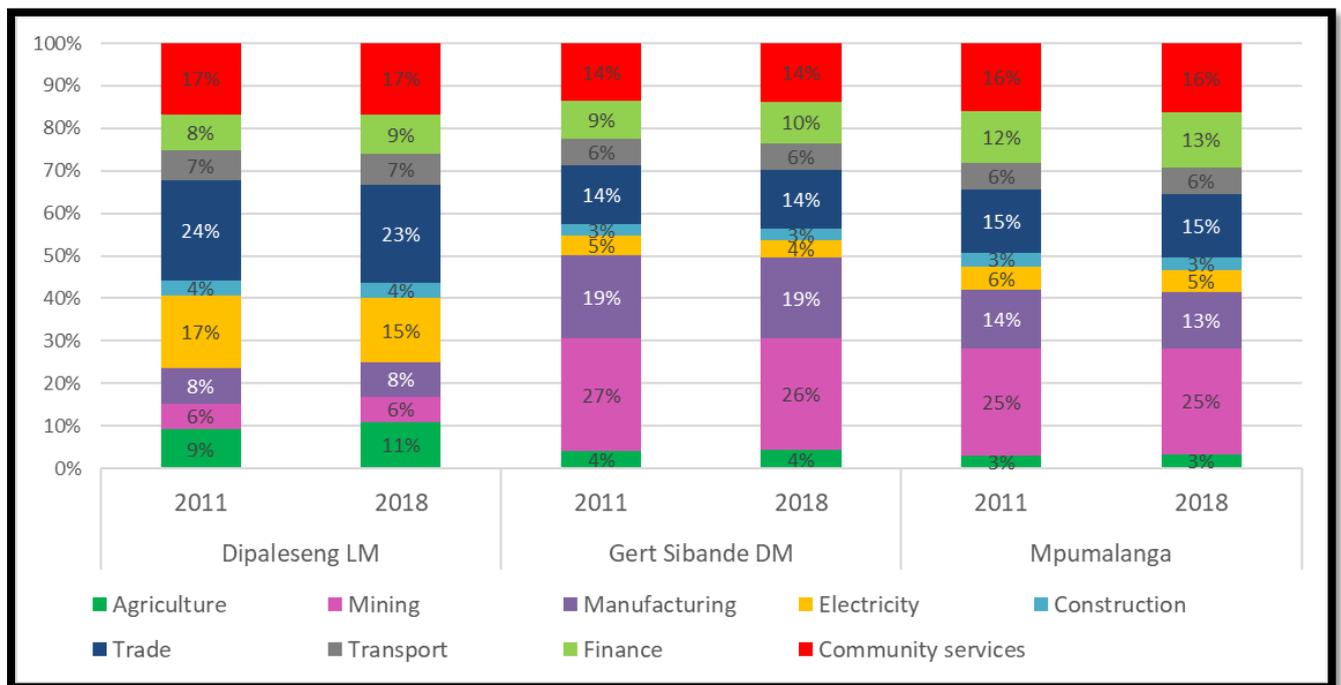
Economic Sectors

Economic sectors are broadly divided into three major sectors. 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

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

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 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

Space Economy

A significant portion of Dipaleseng's land is 116ormaliz for cultivation and farming. 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 116ormaliz to cultivate maize, soybean and sunflower. The areas not suitable for farming are mainly grasslands 116ormaliz for grazing of cattle. In addition to cattle farming, pig and poultry farming is also 116ormaliza 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. 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 116ormaliz 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.

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									
2020 – 2027 MTSF Priority	Economic Transformation and Job Creation									
Municipal Priority	LED and Job Creation through sectors of focus									
Impact Statement: Reduction unemployment and poverty					MTSF TARGET: 2% to 3% economic growth and 25% unemployment rate					
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	<ul style="list-style-type: none"> 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; 					

					<ul style="list-style-type: none"> • Develop and Adopt a Municipal-Wide Public-Private Partnerships; • 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 					
--	--	--	--	--	--	--	--	--	--	--

Economic Potential/Endeavours (Tourism, Agriculture, Mining And Manufacturing)

Tourism

Dipaleseng is situated in the Highveld region comprising of lush grassland and wooded hills. The tourism industry within the Dipaleseng area is relatively small due to the lack of a major attraction and the expectation of high standard tourist products and services. However, the area is also rich in historical sites, such as early African stone age settlement ruins and Anglo-Boer war sites

There is some opportunities for eco-tourism development in the DLM. Game farms in the area hold various species of game and there are also a variety of bird species. The rare Heidelberg Copper Butterfly can also be observed in the area. The Vaal River and Grootvlei dam also present ample opportunities for the establishment of eco-tourism developments such as offering water sport, hiking trails and adventure tourism.

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

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

The main tourism attractions in Dipaleseng include:

- Archaeological terrains
- Agri-tourism
- Bird watching –
- Guided tours
- Historical houses
- Cultural experiences
- Game farms
- Hiking trails
- Water sport
- Golf
- Cycling
- Fishing

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

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

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

Provide Investment Incentive

The 122ormalizati of economic development requires more than mere earmarking of land for industrial or commercial development. The development objectives need to be supported by a robust development support framework. The framework requires the municipality to adopt a pro-economic development policy and consider providing incentives to investors who are willing to invest in the municipality. It may be pertinent to mention that both the Draft Mpumalanga PSDF 2019 and the Dipaleseng Local Economic Development Strategy 2012 advocate for providing incentives for investment. The incentives can be of the following nature:

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

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

Township Economy Development

Siyathemba and Nthorwane are the two major townships in the municipality. Although these two townships contribute a significant portion to the municipality's urban population, they have poor economic bases and high levels of poverty and unemployment. The lack of economic opportunities within these townships results in a lower level of economic output, impacting the overall economic health of the municipality. Therefore, it is important to strengthen the economic bases of these townships. The Mpumalanga PSDF (2019) also 123ormalizat 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

Agriculture

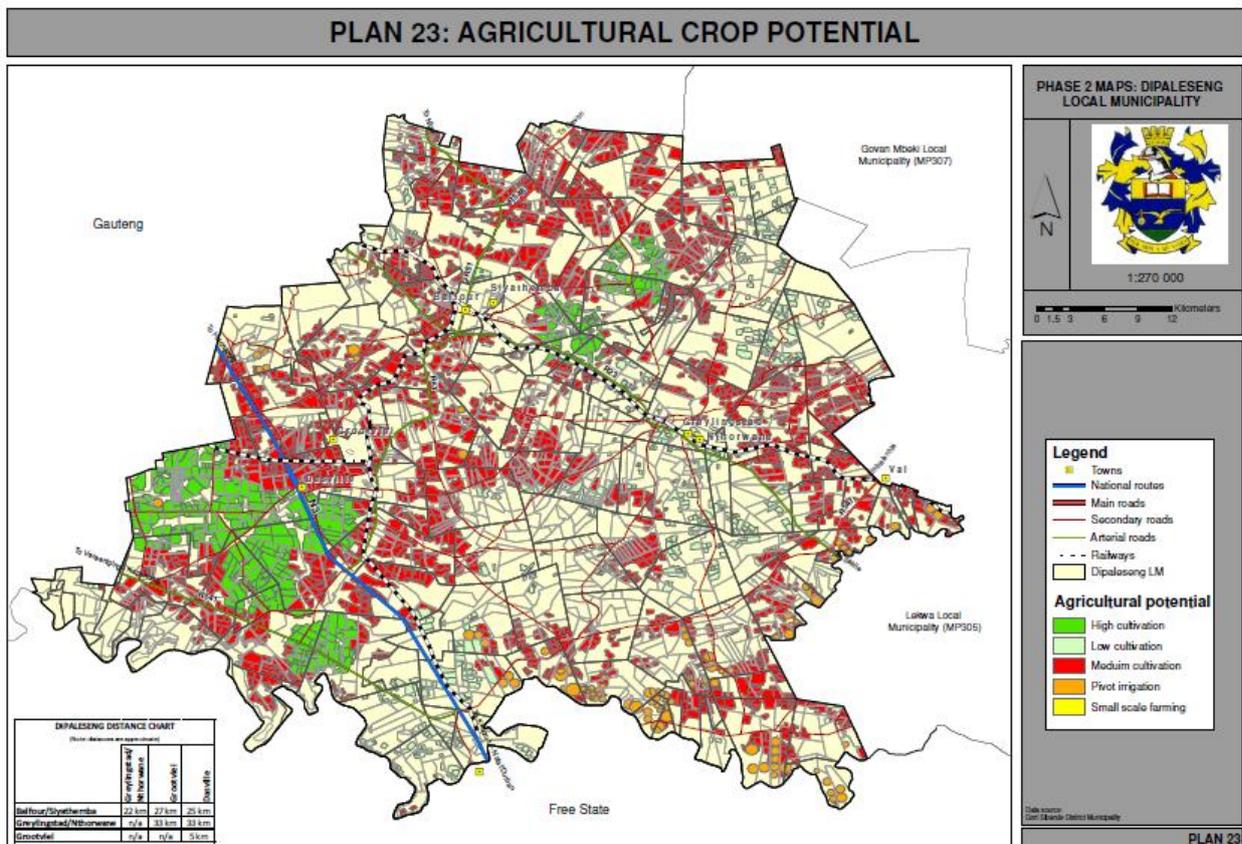
The Dipaleseng LED acknowledges the role of agriculture in alleviating poverty and advocates for increasing agriculture productivity to uplift rural communities' economic condition. The municipality produces maize, sunflower, grain, sorghum, wheat, and livestock. Though agriculture occupies a distinct 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 riverbanks. These areas should be 123ormaliz 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

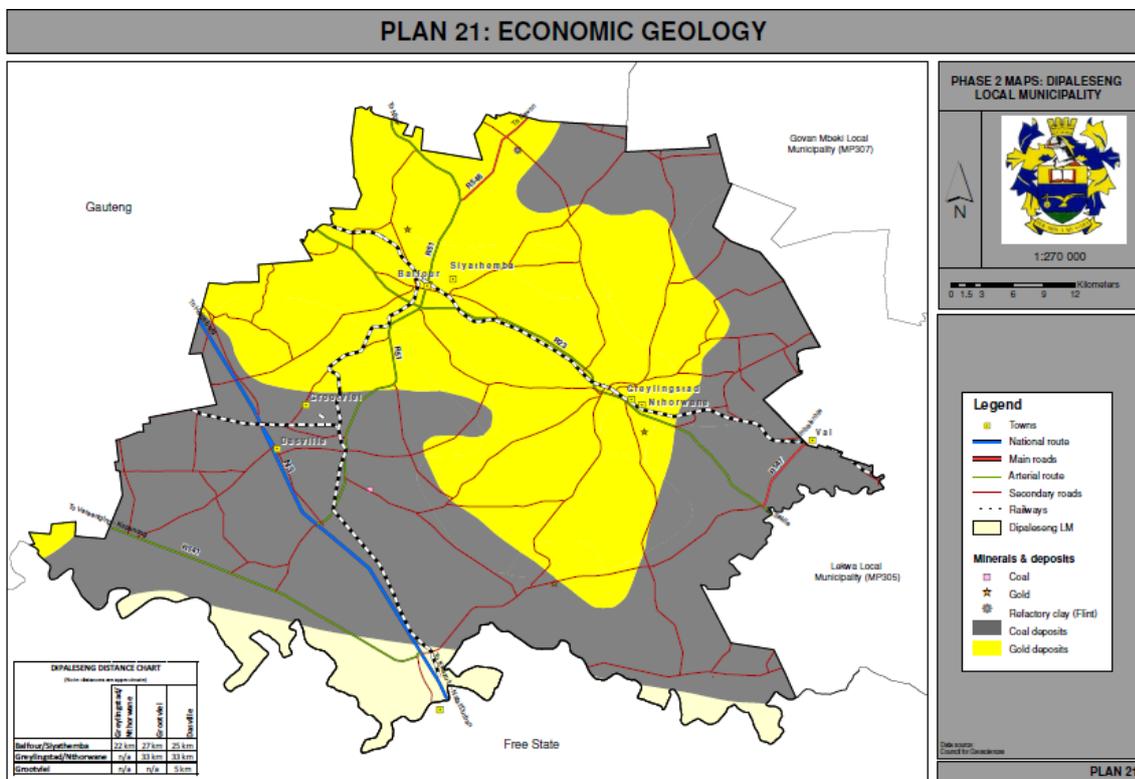


The agricultural land should therefore be protected to ensure continuous production and for the area to serve as the main agricultural service center supplying the surrounding agricultural communities and towns with commodities and services.

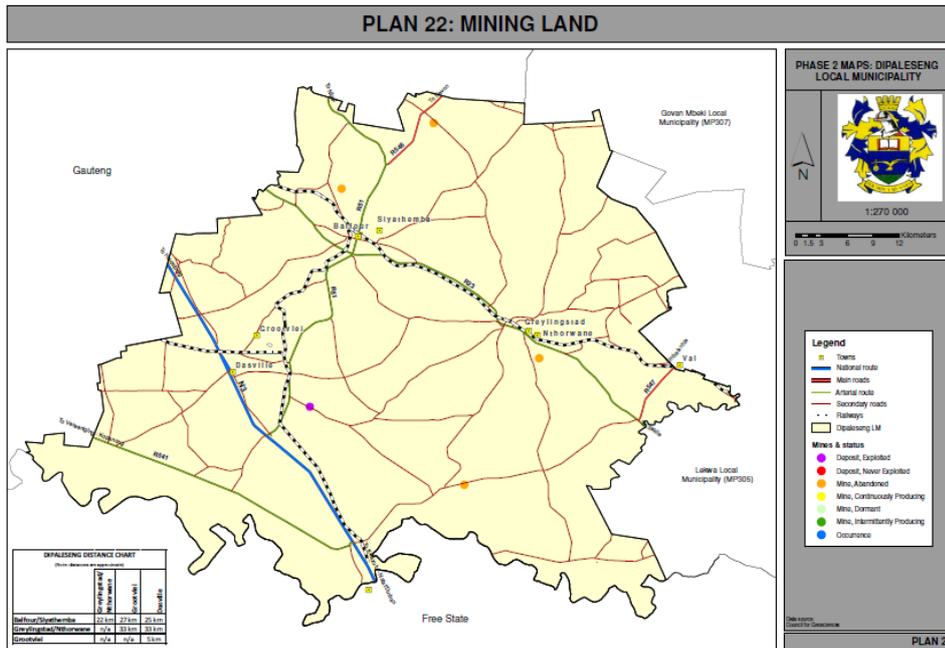
MINING

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 contributors 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.

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.

Current approved Social Labor Plan in place for Dipaleseng Local Municipality is for the Burnstone Farmer’s out grower Project that has established a farm in Ward 2 for the benefit of the community and was approved by Council in 2018. The SLP is extended by a Memorandum of Agreement between the Dipaleseng Local Municipality, Sibanye Still Water and Department of Agriculture and Environmental Affairs in monitoring the project through assigned roles. The MoU in place is renewable annually and was approved by Council (C 247/08/23)

Sibanye Still is currently busy with their 2022-2026 SLP the development and conducted public consultations in November and 11-12 December of 2023. The mine is currently summarizing the public participation process and will be in consultation with the municipality with alignment to the reviewed IDP for 2024/25.

SASOL MINING

Sasol Mining has invested R58 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 2020 and ending in 2025. The project entails the formalization of 1500 sites on Zenzele Township into a proclaimed township and the installation of reticulated services for the 1500 sites to benefit residents of the township. The project is still not implemented due to the legal ownership of the land that is currently registered with Sizanani Communal Property Association. The municipality has through a Council resolution requested the Department of Human Settlements to procure the land on its behalf to enable the installation of services.

Table 37: SASOL/DLM PROJECTS

Local Economic Development	Formalisation of Zenzele Township. Provision of sewer reticulation in Nthoroane/Willemsdal/Greylingstad	2020-2025	R58 000 000	Multi-year Project. Project in progress
TOTAL			R58 000 000	

Manufacturing And Production

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

Grootvlei Eskom

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

The Grootvlei Power Station is one of the power stations in Mpumalanga province identified for shut down in addition to the Komati Power Station. The shutdown was initially planned for 2026 which was then extended to 2030 due to continued consultations that would ensure a Just Energy Transition.

The possibility of a shutdown brought fears of mass job losses in the town of Grootvlei and surrounding towns of Dipaleseng Municipality. This has triggered Eskom, Department of Agriculture, Land and Environmental Affairs and all relevant stakeholders to come into the space and introduce Just Energy Transition programme that would seek to cushion the effects of an imminent shutdown.

The programme includes diversification of the economy through various sectors and in trying to shift from industrialization with the aim of creating job opportunities and aligning with the Green Economy Framework.

Potential Economic Development Corridors

The District has identified five key economic strips/corridors in which Dipaleseng is affected by the R23 Corridor which represents the old route between the Gauteng Province and Durban/eThekweni in KwaZulu-Natal. This is regarded as a prominent link of towns and settlements such as Balfour, Standerton and Volksrust to one another. This therefore implies that the Gauteng to Durban N3/ N11/ R103/ R23 route is categorized as road freight corridor which has economic potential to the municipality as it facilitates accessibility and mobility of goods and people such needs to be explored further.(DLM SDF 2020).

UNEMPLOYMENT AND EMPLOYMENT LEVELS

- The Municipality facilitates Creation of job opportunities and promotion of poverty alleviation strategies to ensure sustainable livelihoods, and Compilation of register for job opportunities created. There are Temporary labour-intensive job opportunities created through various projects and government initiatives (EPWP, CWP & Phezu Khomkolo programmes) running within the municipal jurisdiction.
- There is further facilitation and coordination of workshops and trainings for different economic related topics with other departments to empower local SMME's (at least to per quarter. The Municipality is playing a connector role in respect of LED through seeking support from different government instruments (support of the Sector Education and Training Authorities (SETAs); and non-governmental

backing initiatives that municipalities can tap into for resources e.g Sasol, Eskom etc. to address skills development.

- SMME data base developed and being submitted to major businesses upon request for subcontracting and supply and delivery of services as and when required.

Community Work Programme (Cwp)

The CWP is an innovative offering from government to provide a job safety net for unemployed people of working age. It provides a bridging opportunity for unemployed youth and others who are actively looking for employment opportunities. The programme provides them with extra cash to support them in their search for full-time or part-time employment. Programme participants do community work thereby contributing to improvements that benefit all community members. CWP started at Dipaleseng Municipality in 2015 and is implemented in all 3 nodal points of the Municipality (Balfour, Greylingstad, Grootvlei). The Programme has employed to date a total number of 1076 Participants, with a target of 1100 Participants by 2022. The programme seeks to address social and economic upliftment of distressed communities which lead into improved service delivery to those communities.

The work done is divided into 5 subsections:

- Health
- Education
- Environment
- Social and Agriculture

CWP participants different types of work, such as care work, support work at schools, early childhood development and looking after the local environment by cleaning, planting trees and growing vegetable gardens. Onsite and external training is sourced for participants and all tools and materials are purchased. PPE is also provided. The programme inception was guided by a steering committee which is chaired by the ward 129ormaliza and comprises of the ward committee and other relevant parties. The programme works closely with the municipality and had been incorporated in the LED strategy. Through the establishment of all necessary Committees like Local Reference Committee (LRC) the CWP hopes to strengthen its projects and continue to develop participant capacity.

Presently, regular CWP participants who constitute approximately 94% of the total number of participants enrolled in the programme work two days a week / eight days a month in the CWP and receive **R97.50/day X 8 days (R780)** in stipends. The remainder, approximately 6%, work 5 days a week and receive **R127/day X 20 days (2540.00)** in stipends. The latter are largely supervisors and storekeepers. Participant stipends are increased every year on 1 November by between 5 and 6.5% as per the Department of Labour's Ministerial Determination which specifies the minimum wage for participants in

Public Employment Programmes. Since inception, the CWP has never paid stipends that fall below the stipulated minimum wage.

Expanded Public Works Programme (Epwp)

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

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

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

Dipaleseng Local Municipality has its EPWP Policy (not yet approved) and the purpose is to provide a framework within which the municipality and its departments implement the Expanded Public Works Programme (EPWP). This policy document is aimed to provide an enabling environment for the municipality to increase the implementation of EPWP, through the re-orientation of the line budget function and 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.

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.

Dipaleseng Led Strategy Objectives

The previous Dipaleseng LED Strategy was developed and adopted in 2011 with a lifespan not exceeding five (5) years ending in 2016. Since then, the municipality has experienced significant growth and a number of new development opportunities have since arisen since then. With the lapsing of the LED Strategy, the DLM has identified the need to review the existing strategy solely with the intention of producing a plan that is credible, implementable including all sectors and identified projects of catalytic nature. The reviewed strategy must address the nation-wide challenges of unemployment, inequality and poverty that are felt at local municipal level.

The aim for the reviewed strategy is as follows: to formulate a revised Local Economic Development Strategy, which is aligned with relevant provincial and national government strategies, to guide the DLM in terms of coordinating various role players to facilitate development, coordinate focused LED implementation, unlock latent economic development potential, encourage private sector investment and create economic development and job opportunities for the poor in its drive to alleviate poverty. Some of the strategic objectives of the LED Strategy include:

1. Determining Socio-economic and market analysis that identifies appropriate market interventions that will lead to economic development in DLM.
2. Identified economic development programmes and project implementation that need to be integrated with strategic developmental approaches aimed at sustainable local economic development and poverty alleviation.
3. Development of a Monitoring and Evaluation Framework to systematically track the implementation of the LED Strategy and its identified projects and programmes.

4. The economic enabling environment needs specific intervention to ensure that adequate and appropriate services and infrastructure planning and provision can be complementary to new investment.
5. Continuous skills development and capacity building are crucial human resource development interventions for improved local labour market utilisation.

The LED objectives is to be implemented by all relevant stakeholders inclusive of the newly established LED Forum, established on the 22nd of September 2023 and approved by Council as per Council Resolution C 331/11/23, that will enable a significant direction towards an improved local economy.

KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Municipal KPA		FINANCIAL VIABILITY AND MANAGEMENT								
Problem statement and root causes per KPA:		The municipality is unable to collect above 40% of the revenue owed to the municipality which results in improper cash management due to high unemployment and stagnant economy as well as improper billing. The total operation revenue has grown by 7,25%								
One Plan Transformation Area										
2019-24 MTSF Priority										
Municipal Priority		Enhancement of revenue collection								
Strategic objective		To improve financial viability and financial performance								
Impact statement: FINANCIALLY VIABLE MUNICIPALITY			MTSF Target: IMPROVE RVENUE COLLECTION RATE TO 96%							
Outcome	Outcome indicator	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23	2023/24	2024/25	2025/26	2026/27
						Outputs	Outputs	Outputs	Outputs	Outputs

DIPALESENG LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 24/25

Financially viable municipality	Improved revenue collection	47% Current collection rate	Only 60% of household meters are read. Indigent register not updated, high rate of unemployment	96% collection rate	Revenue management Fully implementation of credit control Data Integrity – widespread data cleansing Control departmental expenditure and overtime	55%	65%	75%	85%	96%
	Reduced fruitless and wasteful expenditure	R 4 127 599.72	Fruitless and wasteful expenditure are	R0.00 fruitless and wasteful expenditure	<i>Expenditure management</i>	40%	60%	80%	90%	100%

DIPALESENG LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 24/25

			incurred on a monthly basis		Payment of creditors within 30 days of receipt of invoice Strict adherence to Treasury cost curtailment circular					
	Funded budget	Unfunded budget	Revenue collected is less than the budgeted expenditure, which then results in a budget that has a deficit.	Funded budget and improved service delivery	Budget management – <i>Full implementation of the budget funding tool</i> <i>Implementation of the approved FRP</i>	Funded budget				

DIPALESENG LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 24/25

	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
--	-------------------------------------	---	---	-----------------------------	---	-------	-------	-------	-------	-------

DIPALESENG LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 24/25

	Unqualified audit opinion	Disclaimer audit outcome	<p>2016/17- Unqualified</p> <p>2017/18- Qualified</p> <p>2018/19 Disclaimer</p> <p>2019/20 Disclaimer</p> <p>2020/21 Disclaimer</p>	Clean administration	<p>Reporting</p> <p>Post audit action plan</p> <p>Weekly review and monitoring of the action plan</p> <p>Monitoring of internal controls on risk areas</p>	Qualified Audit Opinion	Unqualified Audit opinion	Unqualified Audit opinion	Clean administration	Clean administration
--	---------------------------	--------------------------	--	----------------------	--	-------------------------	---------------------------	---------------------------	----------------------	----------------------

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 been 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 can ensure that all expenditure and income are continuously monitored through cost curtailment measures that get reported to Council on a monthly basis.

The municipality ensures the proper and accurate valuation of all properties within its area of jurisdiction as well as to keep track of any changes. Such activities are in accordance with the implementation of the Municipal Property Rates Act.

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

Annual Financial Statements are compiled according to the prescribed general recognized accounting practices (GRAP). Since 2013/2014 the municipality has received an 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 its path to sustain financial viability by applying the following core principles:

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

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

- Credit control and debt collection
- Supply chain management
- Asset management policy
- Budget policy
- Tariff policy
- Indigent policy
- Property rates policy
- Cash collection and banking policy
- Provision for bad debts policy

The municipality will also embark on a journey of conducting a cost containment policy.

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 141ormalizatio.</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	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs

DIPALESENG LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 24/25

High Performing Organisation	Percentage reduction of vacant critical posts	3	<ul style="list-style-type: none"> • Instability within the 142ormalizatio • High vacancy rate • In ability to attract and retain scarce and critical skills due to Grading of the Municipality • Inadequate implementation of PMS Framework 	6	<ul style="list-style-type: none"> • Filling of key critical positions • Review staff establishment and • Develop Retention Strategy • Implement PMDS to all staff members • Capacitate staff ,Councillors and community • Improve employer and employee relations 	2	2	1	0	1
High Performing Organisation	Improved Audit opinion	Disclaimer	<p>The municipality received negative audit outcome (Disclaimer) in the 2020/21 audit due to internal control deficiencies, misstatements, noncompliance with laws and regulations and findings relating to APR</p> <ul style="list-style-type: none"> • None implementation of consequence management • Unsatisfactory functionality of oversight committee 	Unqualified Audit	<ul style="list-style-type: none"> • Develop Audit Action plan • Implementation of consequence management • Capacity building of Council Structures and other committees 	Qualified	Unqualified	Unqualified	Unqualified	Unqualified

DIPALESENG LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 24/25

High Performing Organisation	Improved 143ormalization143 performance	Dysfunctional	<ul style="list-style-type: none"> Inadequate implementation of performance and development system 	Stable	<ul style="list-style-type: none"> 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	Stable
High Performing Organisation	Improved Municipal Administration	5	<ul style="list-style-type: none"> Unsatisfactory functionality of oversight committee 	10	<ul style="list-style-type: none"> Establishment of functional section 79 &80 committees Capacity building of section 79 and 80 committees 	10	10	10	10	10

DIPALESENG LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 24/25

High Performing Organisation	Improved Municipal Responsiveness	60%	<ul style="list-style-type: none"> • In adequate implementation of Public participation Strategy • Lack of war rooms • Lack of information, spreading of fake news 	100%	<ul style="list-style-type: none"> • 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 	100%	100%	100%	100%	100%
Zero tolerance of fraud and corruption	Reduction on the number of fraud and corruption cases investigated		<ul style="list-style-type: none"> • Inadequate implementation of consequence management 	100%	<ul style="list-style-type: none"> • Review fraud and corruption strategy • Capacity building of Disciplinary board 	10%	10%	10%	10%	10%

DIPALESENG LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 24/25

	Improved Municipal Administration	Number of Section 79 and 80 committees established and functionality by June 2027	10	10	10	10	10
Zero tolerance of fraud and corruption	Reduction on the number of fraud and corruption cases investigated	Number of fraud and corruption cases 145ormaliza by June 2027 (10% and above is the norm)	10%	10%	10%	10%	10%

Public Participation

Problem Statement

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

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 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.

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 always ensure the promotion of transparency through public participation.
- To discourage corruption through the promotion of good and ethical conduct by the councilors and the officials alike.
- To ensure that the people are part of the development process.
- To involve youth, women and the disabled in decision making processes.

STRATEGY

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

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

PROPOSED PROJECTS & PROGRAMMES

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

COMMUNICATION

PROBLEM STATEMENT

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

- Limited printed media houses within local jurisdiction
- Hostile/negative media attitude towards government
- No local/community broadcast media (local radio station)
- Limited budgetary allocation

OBJECTIVES

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

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

STRATEGY

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

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

Internal communication is an integral part of the communication system and the municipality will exhaust all channels at its disposal for both internal and external communications to foster a holistic view of the function, thus promoting organizational transparency. The following modes of communication shall be embarked upon in effort to effectively communicate internally;

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

The external modes of communication shall be as follows;

- Notice boards
- Municipal website and social media

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

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

Kpa 6: Spatial Development Analysis and Rationale

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, expropriation of unused vacant land needs to be allocated to redress housing needs. Informal settlements need to be formalized but the municipality still faces challenges of limited bulk infrastructure. High levels of immigration pose a challenge to the spatial development of the municipality.									
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

DIPALESENG LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 24/25

<p>To facilitate Integrated Human Settlements</p>	<p>Acquisition of land for the purposes of Integrated Human Settlement</p>	<p>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.</p>	<ul style="list-style-type: none"> • 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 	<p>689 hectares</p>	<p>Acquisition of land sustainable housing and nodal development</p>	<p>137</p>	<p>137</p>	<p>137</p>	<p>137</p>	<p>141</p>
<p>Municipal KPA</p>	<p>SPATIAL RATIONALE</p>									
<p>Problem statement and root causes per KPA:</p>	<p>To respond systematically to entrenched spatial patterns across all geographic scales that exacerbate social inequality and economic inefficiency, expropriation of unused vacant land needs to be allocated to redress housing needs. Informal settlements need to formalized but the municipality still faces challenges of limited bulk infrastructure. High levels of immigration pose a challenge to the spatial development of the municipality</p>									

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	Nodal Development	Erf 1835 approved to be a business node along R51 and Council approved leasing of land to developers	<ul style="list-style-type: none"> • Strong stakeholders relation • Strategic location of the municipality (R23, R51 and N3) 	5	Accessibility to business and industrial sites	1	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, expropriation of unused vacant land needs to be allocated to redress housing needs. Informal settlements need to be formalized but the municipality still faces challenges of limited bulk infrastructure. High levels of immigration pose a challenge to the spatial development of the municipality									
One Plan Transformation Area	Spatial Restructuring and Environmental Protection									
2019-24 MTSF Priority	Spatial Integration, Human Settlement and local government									

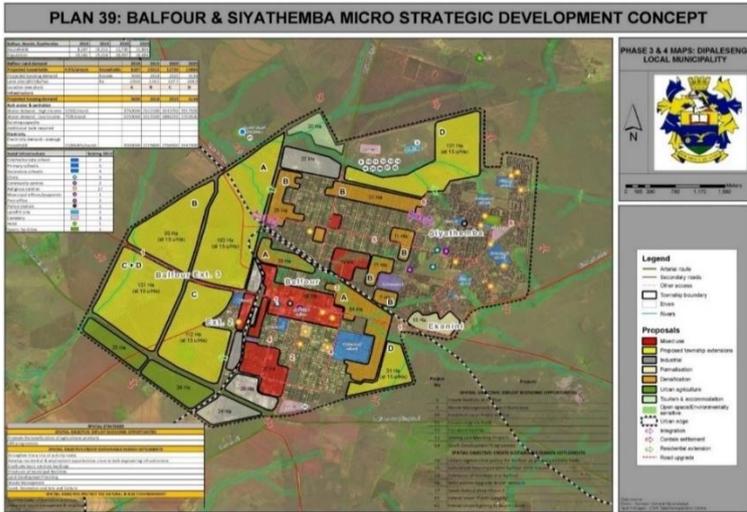
Municipal Priority	Integrated Human Settlement									
Strategic goal	Strategic objective	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme	ANNUAL IMPLEMENTATION				
						2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Integrated human settlement	Formalisation of 11 informal settlements	National Upgrading Support Program Report on the Illegal developments in various wards and proposed 153ormalizati on plans.	<ul style="list-style-type: none"> 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

The formulation of a Spatial Development Framework is **legally required** in terms of Chapter 5, Section 26I 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 diagram 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 - LEFT

Map 6: Greylingstad & Nthorwane Micro Strategic Development Concept - RIGHT



Map 7: Grootvlei & Dasville Micro Strategic Development Concept



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.

Spatial Vision

The following Spatial Vision was formulated and adopted for Dipaleseng Local Municipality: *“Providing quality affordable services, good governance, rural development and sustainable economic opportunities, while protecting the natural environment”*.

Spatial Objectives

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

Strategic Objective 1: Movement and Transportation Corridors

Strategic Objective 2: Sustainable Economic Development and Concentration

Strategic Objective 3: Environmental Conservation and Utilisation

Strategic Objective 4: Sustainable Human Settlement Development

Strategic Objective 5: Infrastructure Investment

Strategic Objective 6: Rural Development and Transformation

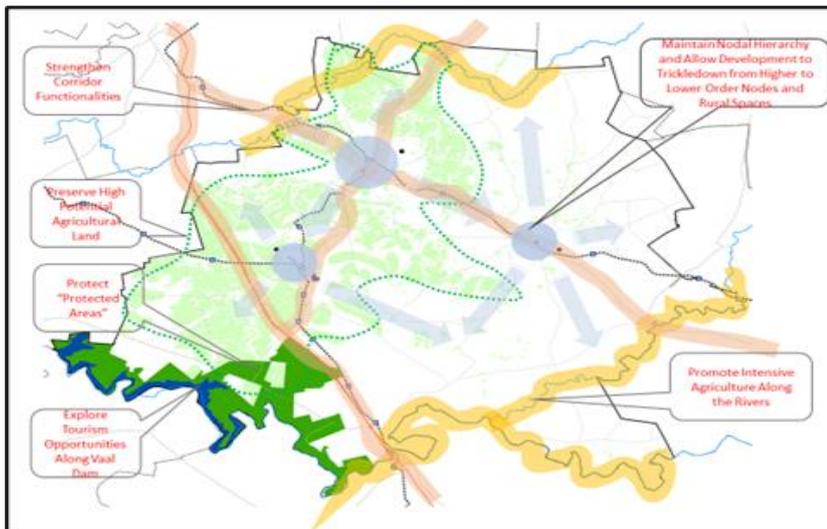
Spatial Development Concept And Objectives

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 near 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 formalized to restructure the spatial pattern in a manner that creates livable environments and sustainable employment opportunities.



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

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

The proposed Dipaleseng development concept feed right into the overarching polycentric 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 into effect at a more localized level.

Spatial Development Objectives And Strategies

Movement And Transportation Corridors

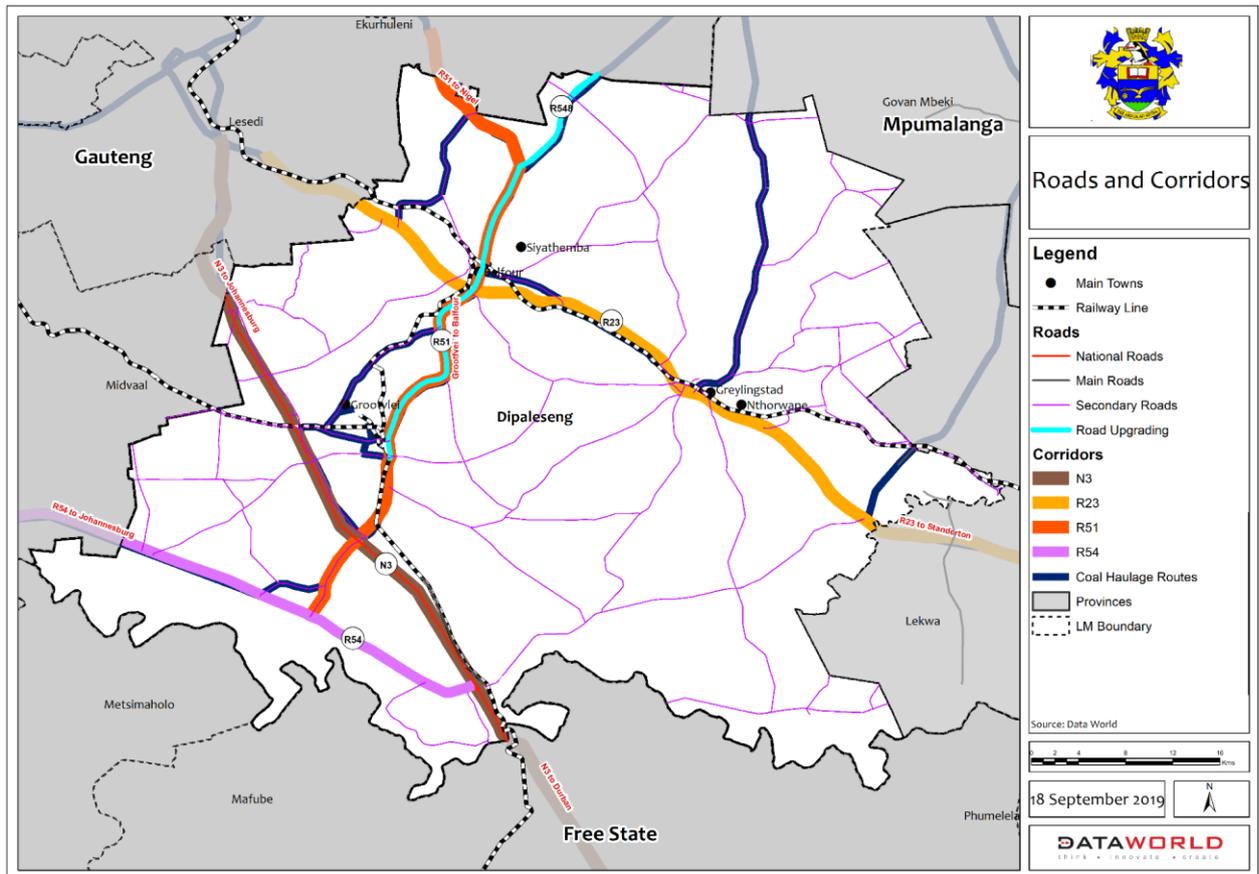
Corridor development denotes the intensification of land uses along route sections, comprising a mix of uses that typically benefit from visual exposure to regional traffic. The most prominent movement network feature in the Dipaleseng LM is the R23 and the N3 corridor which traverses the municipal area 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 157ormaliz 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, mini-bus taxis and buses	Thorough maintenance and upgrading of the national and provincial road network to ensure that roads can continue to handle the loads and frequency of vehicles and other heavy traffic on these routes
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



Sustainable Economic Development and Concentration

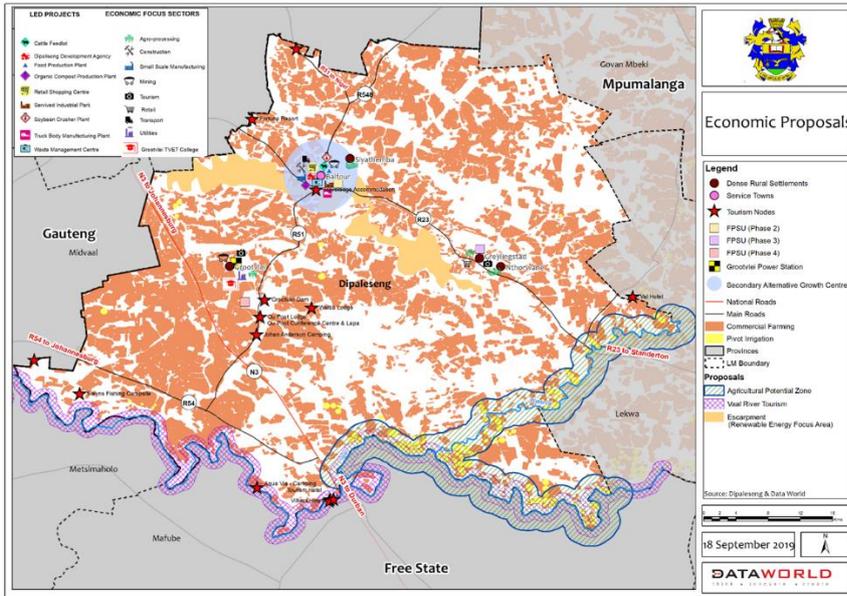
In Dipaleseng, the tertiary sector contributes 56% to the municipal GVA, the secondary sector 27% and primary sector 17%. Though the tertiary sector is the largest economic sector, the municipality’s economy is largely dependent on the primary and secondary sectors. The reason behind this is that Dipaleseng 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), Small Scale Manufacturing • Grootvlei: Utilities (Power Generation), Tourism, Recreation, Mining (Beneficiation),

	<ul style="list-style-type: none"> • Greylingstad: Tourism, Retail, Agriculture (Beneficiaries)
<p>Spatial Development Strategy 2: Economic Infrastructure Restructuring</p>	<ul style="list-style-type: none"> • More beneficiation facilities focusing on the products of sunflower and meat products will be required to add value to products and generate employment opportunities. • Develop a diverse range of special interest tourism products such as water sports, birding, fishing, history, jock, leisure, and adventure. • Development of infrastructure (road, water supply, power, etc.)

Map 9: Sustainable Economic Development Proposals



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

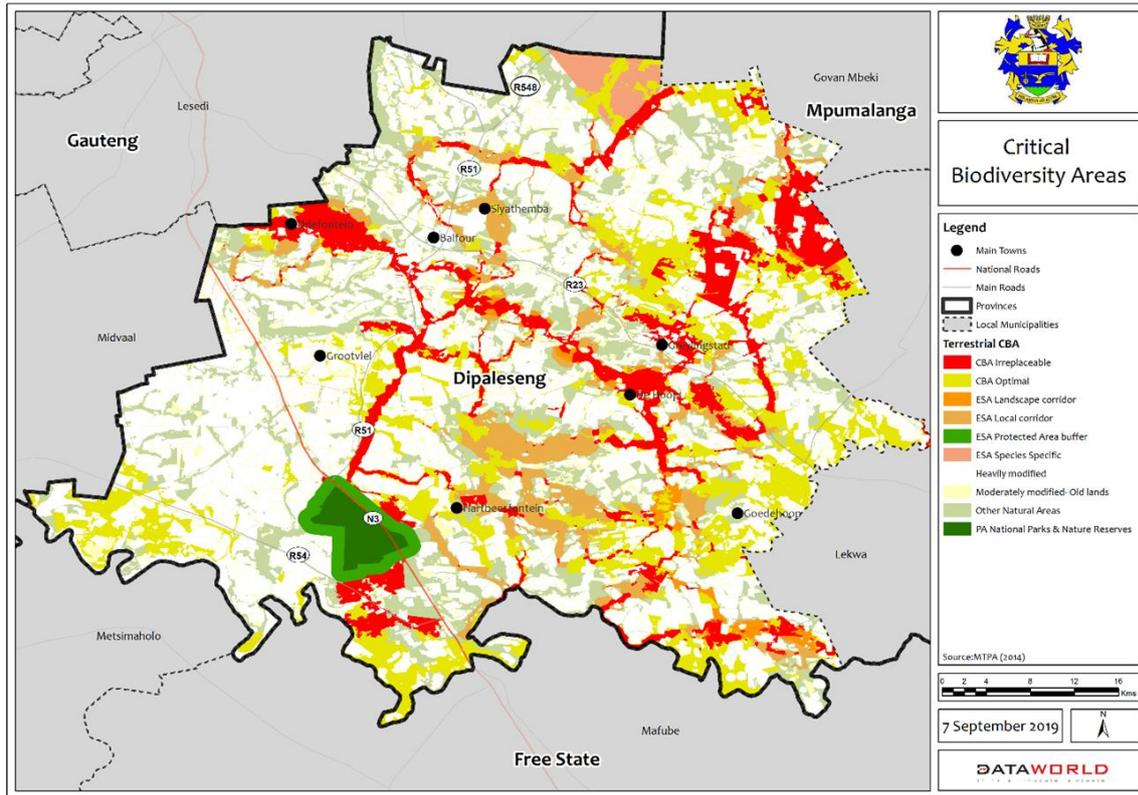


Table 40: Environmental Conservation Strategies

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.

Sustainable Human Settlement Development

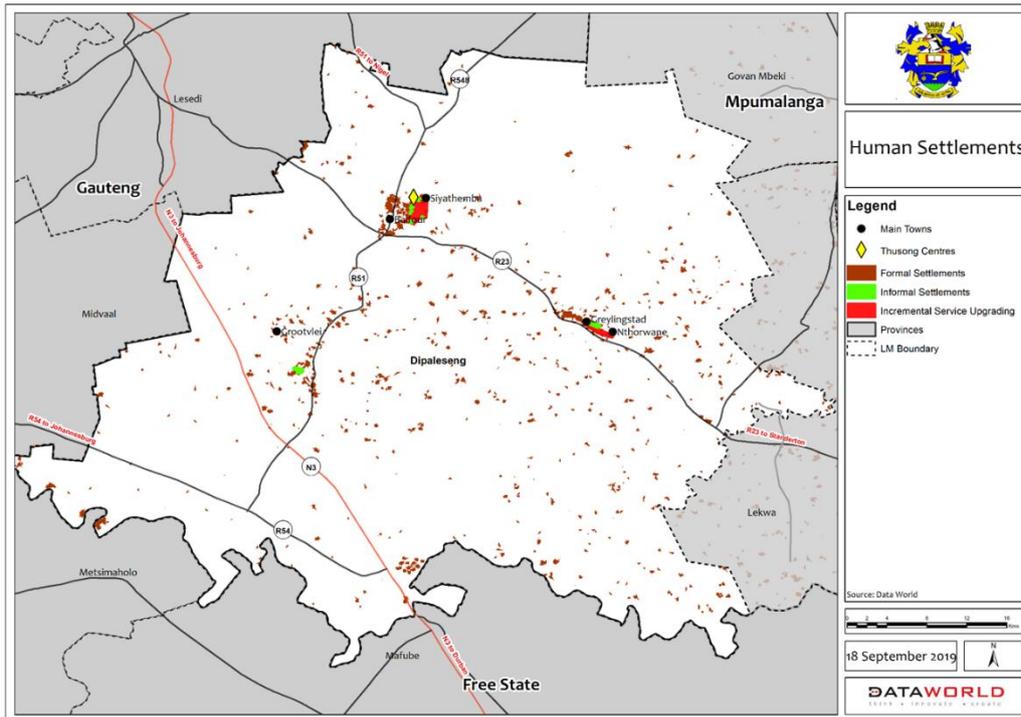
The legacy of apartheid left dire consequences in the form of spatial distortion. This is particularly evident in former black townships and rural areas. The effects were far-reaching, leaving South Africa with three distinctive spatial patterns, namely, low-density sprawl, fragmentation and 160ormalizati.

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, 161 ormalization 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; Infill sites for new development within Siyathemba, Balfour, Grootvlei, Dasville, Nthorwane and Greylingstad should be a priority
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



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.

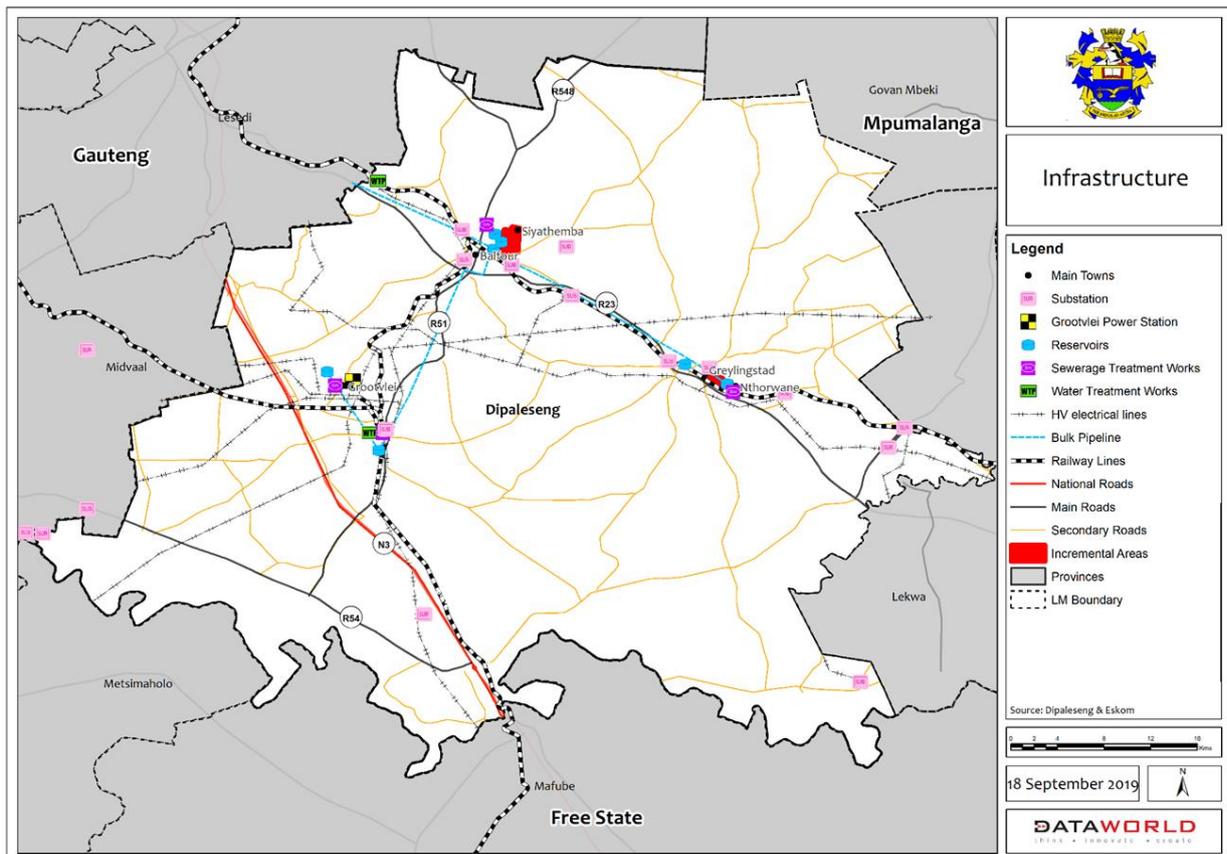
The aim of this objective is to emphasise the need to make sufficient provision for infrastructure investment in Dipaleseng within a reasonable distance of all communities, both urban and rural. In order to support the notion of compact development and redress spatial fragmentation, these services need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

Table 42: Infrastructure Investment Strategies

Spatial Strategies	Development	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 demands. Construction of additional storage reservoirs in Balfour, Siyathemba, Greylingstad, Nthorwane
Spatial Development Strategy 2:	Upgrading and	<ul style="list-style-type: none"> Upgrading of wastewater treatment works in Balfour from 4MI/day to 12MI/day

<p>maintenance of existing infrastructure: Wastewater and Sanitation</p>	<ul style="list-style-type: none"> • 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



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€ 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.

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,	R 600 000		X	X

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
	Roads and Transport				
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 166ormaliz 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
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), 	DLM; DALRRD; DEDT; ESKOM; GSDM		X	X	X

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
<ul style="list-style-type: none"> Greylingstad: Tourism, Retail, Agriculture (Beneficiation) 					
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 support to emerging farmers Development of beneficiation facilities focusing on the processing of maize, soybean, sunflower and meat products 	DEDT; DLM; DRDLR;	R 100 000 – R1 000 000	X	X	X

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
<ul style="list-style-type: none"> • 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 	DEDT; DLM; DRDLR; MTPA;	R 100 000 – R1 000 000	X	X	

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
<p>Create an investment incentive zone.</p> <ul style="list-style-type: none"> • Develop strategies and marketing plan for investment zones. • Development of infrastructure (road, water supply, power supply etc.) • Incorporation of Tax incentive and Financial incentives in Municipal Land Use Development policies and frameworks 	DEDT; DLM;	R 100 000 – R1 000 000	X		
<p>Township Economic Development by:</p> <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
<p>Skills Development and Capacity Building</p> <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 	DEDT; DLM; MEGA; DTI;	R 100 000 – R1 000 000	X	X	X

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
<ul style="list-style-type: none"> Provide financial and infrastructural support to the emerging farmers and township entrepreneurs 					
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 management framework and policies	DLM; DARDLEA; MTPA	R 700 000	X		
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

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
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 the Water Val River (Additional Suikerbos Catchment, which includes the upstream Water Val and Vaal River Catchments); and • the Water Val River at its confluence with the Vaal River (Vaal Catchment); 	DLM; DARDLEA; MTPA			X	X
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

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
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; DRDLR			X	
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		

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
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
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	

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
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 <ul style="list-style-type: none"> • Balfour • Greylingstad • Grootvlei 	DLM, COGTA		X		
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		

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
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
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		

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
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					
Spatial Development Principle 1: Rural nodal development through rural restructuring, agrarian transformation and strategic investment in economic and social infrastructure					

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
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 for 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

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.

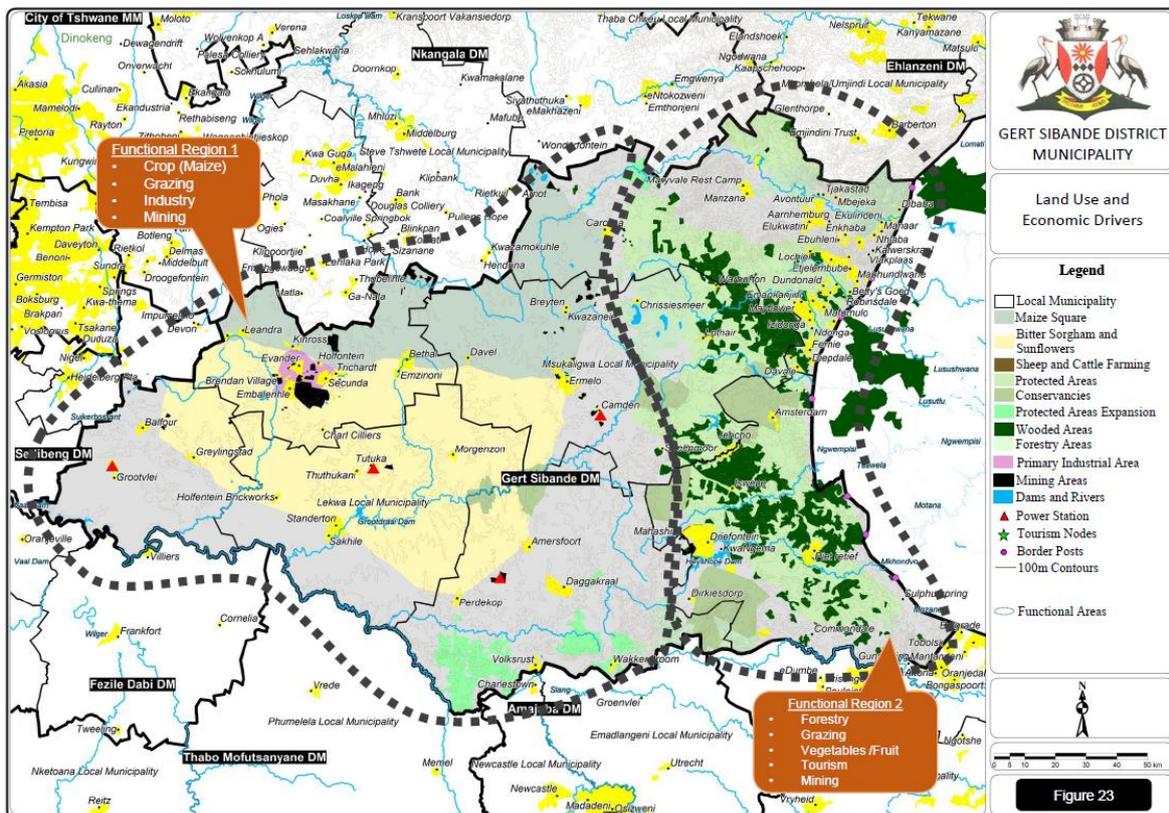
IMPLICATIONS FOR THE DIPALESENG SDF:

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.

FUNCTIONAL REGIONS

Dipaleseng Municipality is 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



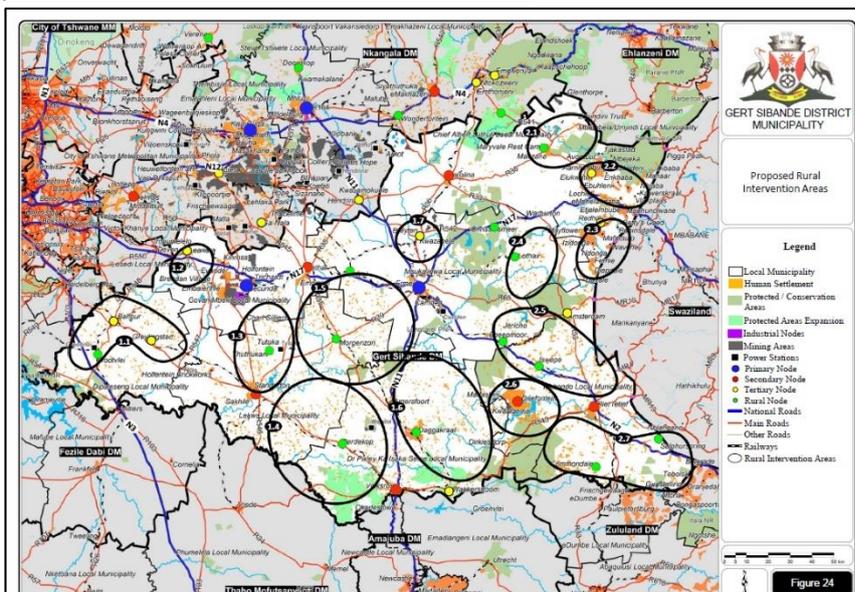
RURAL INTERVENTION AREAS

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.

Source: GSDM Rural Development Plan, 2016

Map 14: Rural Intervention Areas GSDM



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.

Source: GSDM Rural Development Plan, 2016

FARMER PRODUCTION SUPPORT UNITS

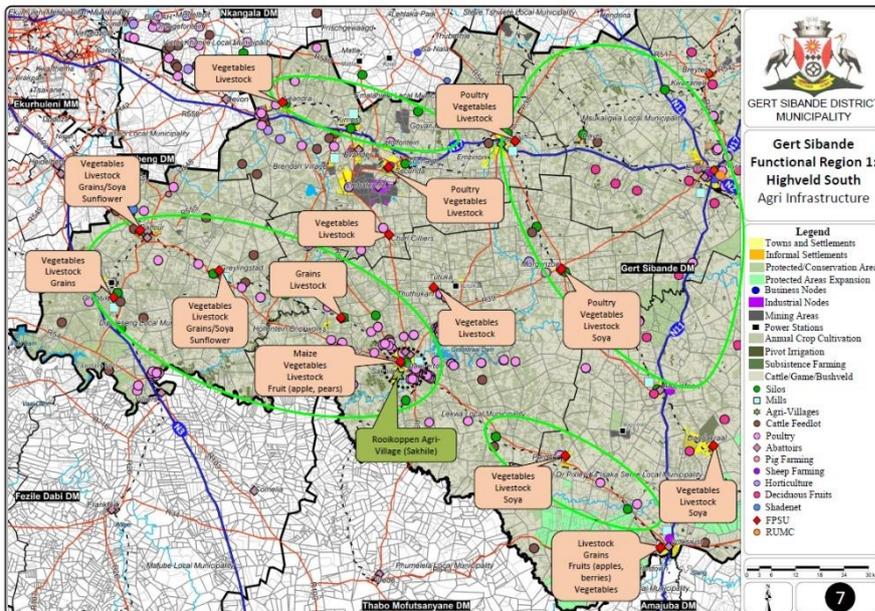
The next objective is to ensure that all economic potential related to agriculture, industry, forestry, tourism or mining is identified and a strategy be devised to 182ormaliz the benefits to be derived from these for the community. Amongst others, the strategy needs to address the following:

- 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 182ormaliza 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



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.

Source: GSDM Rural Development Plan, 2016

Local Municipality	FPSU	Commodities
Dipaleseng LM	Balfour	<ul style="list-style-type: none"> • Vegetables • Livestock • Grains/Soya • Sunflower
	Greylingstad	
	Grootvlei	

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 cost R' 000
Dipaleseng	Portion 1 of the Farm Herpsfontein No 610 IR	Lephotomakwelele 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.

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 Implemenation 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 By Law	SPLUMA By-laws approved and promulgated
Appointment of GSDMPT Members	Members appointed
Gazetting of MPT members	Members gazzeted
Establishment of Appeal structure	District Appeal Structure established
Delegations in terms of Section 56 of the Spatial Planning and Land Use Management Regulations, 2015	Delegations adopted by by Council
Establishment of an Appeal Board/Authority	Joint Municipal Planning Tribunal
Land Invasion Policy	Approved by Council C 155/05/23

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	The municipality has no electronic record system 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/inclusion of planned projects for 2024/25 financial year
Bulk Services Contribution Policy	The municipality currently has no bulk services policy. Planned development policy for the 2024/25 financial year between Infrastructure Services Department and Planning and Economic Development.
Street and Township Naming Policy	There is a committee that was established that needs to be revived. Street Naming Policy to be developed in the 2024/25 financial years.

HUMAN SETTLEMENTS PLANNING AND PROJECTS

HOUSING DEMAND AND BACKLOG

HOUSING DEMAND ANALYSIS

According to Stats SA Census 2022, Dipaleseng Municipality is a home to approximately 35 980 people. The number of informal dwellings declined/improved

from 3 985 to 1 273 between 2011 and 2022, which is an improvement of 2 712 households. Despite the improvement, 9.7% of households still lived in informal dwellings.

It is therefore necessary to formalize 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	and this is equivalent to 5.3%
Existing informal settlements	2 900	this is equivalent to 22.3%
Annualized growth between	300-400	400 this is equivalent 3.0%

HOUSING BACKLOG ANALYSIS

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

According to the National Housing Needs Register the DLM stands at a Housing Demand of 4 645 Units (Low-cost), with 1 115 approved Housing Subsidy Scheme (HSS) Applications, 182 Applications declined, 18 in process and 3 273 Applications not yet registered and/or processed.

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:

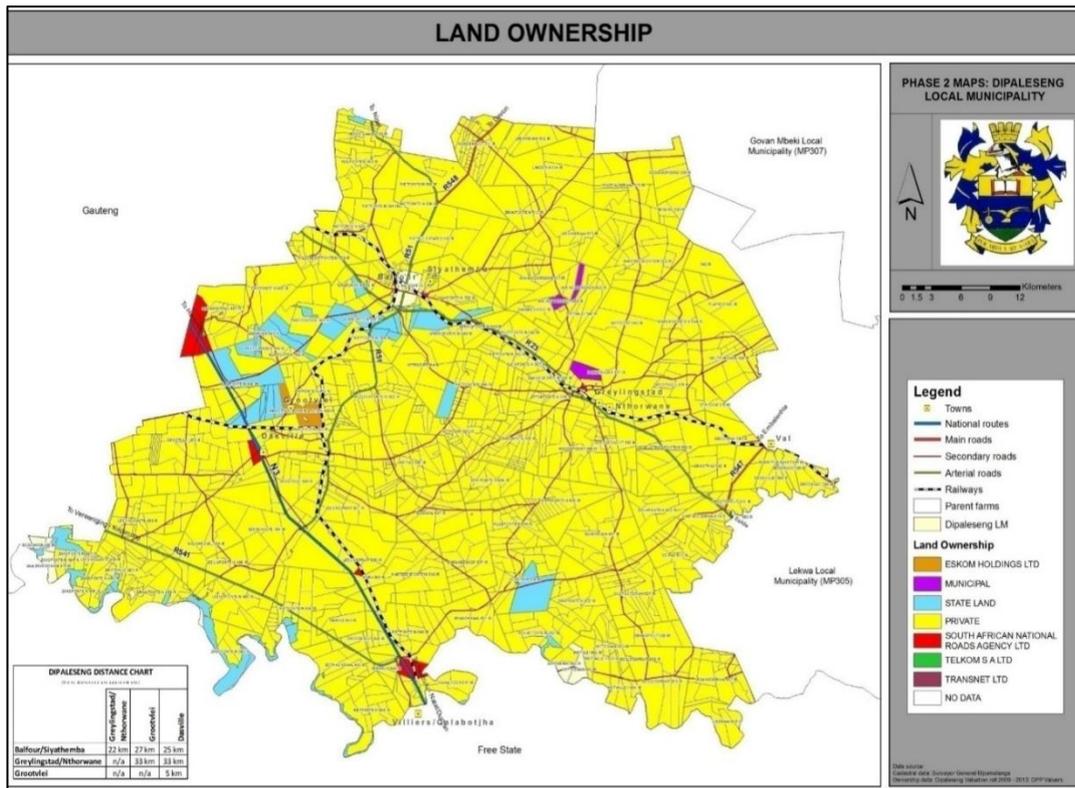
- a) Land acquisition where required.
- b) Township Planning/Establishment and Municipal engineering services design.
- c) Provision of Municipal engineering services to all stands where no alternative funds are available.
- d) The sale of the stands not identified for subsidized housing created in the 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.

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.

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 this 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 to increase service delivery. Below is a table depicting identified informal settlements and recommendations thereof.

The Department of Human Settlements appointed service providers for the formalization of nine (9) informal settlements in wards 1, 2, 4 and 5 for in-situ upgrading in the 2023/24 financial year. The formalization process will be conducted in a period of 36 months that began in July 2023 and presumed to be finalized by June 2026. The table below depicts the informal settlements identified and approved for upgrading.

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	62	Dipaleseng Municipality	Limited access	Farm Portion and erven	B2
Ezibayeni	184	Dipaleseng Municipality	Limited access	Erven-Siyathemba (ext 5)	B1
Ntsantsana	314	Dipaleseng Municipality	Limited access	Erven-Siyathemba (ext 5)	B1
Thembi Khumalo	329	Dipaleseng Municipality	Limited access	Erven-Siyathemba (ext 5 and 7)	B1
Themba lethu	234	Dipaleseng Municipality	Limited access	Erven-Siyathemba (ext 3 and 7)	B1
Joe Slovo	274	Dipaleseng Municipality	Limited access	Farm Portion	B1
Mandela	158	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
Phomolong	1152	Private	Limited access	Parent Farm	B1

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 Scheepers and Aucamp were appointed as conveyances for the Department of Human Settlements to register title deeds in Ridgeview.

A total of 355 title deeds were registered in the 2022-23 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 Executive Mayor of Dipaleseng Local Municipality in October 2023. The title deeds have been and continue to be disbursed through various programmes by the Office of the Executive Mayor and the MEC for Human Settlements.

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

CURRENT PROJECTS

Project 1: The status of this project 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 services and the demand for their areas of inhabitants to be formalized. Although it would not be possible to formalize all the informal settlement as they appear, it is possible for some informal settlements to be given a permanent status.

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

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

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

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

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

LIST OF PLANS/STRATEGIES IN PLACE

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

CHAPTER SIX: DIPALESENG PERFORMANCE MANAGEMENT SYSTEM

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 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 to ensure effective application of the performance management system.

Two levels of performance management operate within the municipality:

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

ORGANIZATIONAL PERFORMANCE MANAGEMENT

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

At the core of effective strategic management lie three functions:

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

Integration of these three functions ensures that the management function is effective and that service delivery within the municipality takes place according to stakeholder expectations. If any of the three functions are not planned for and executed well, the system 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, considering 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 during performance management that a municipality will know whether it has achieved its priorities through an integrated planning and implementation process.

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

PERFORMANCE MANAGEMENT FRAMEWORK

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

Performance management is a dynamic process and the aim of this document is to provide a framework within which the dynamics can be managed.

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

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

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

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

INDIVIDUAL EMPLOYEE PERFORMANCE MANAGEMENT

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

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

performance reviews, performance evaluation system, and management of evaluation Outcomes.

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

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

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

The employment contract for a municipal manager must:

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

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

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

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

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

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

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

Risk Management

In terms of Section 62 (1) I(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.

Risk Management Policy

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

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

Risk Management Strategy

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

Anti –Fraud And Anti – Corruption Policy

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

Fraud Prevention Plan

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

Internal Audit

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

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

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

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

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

CHAPTER SEVEN: KEY PERFORMANCE AREAS (KPAS) AND OUTCOME INDICATORS

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

KPA 3: LOCAL ECONOMIC DEVELOPMENT

KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

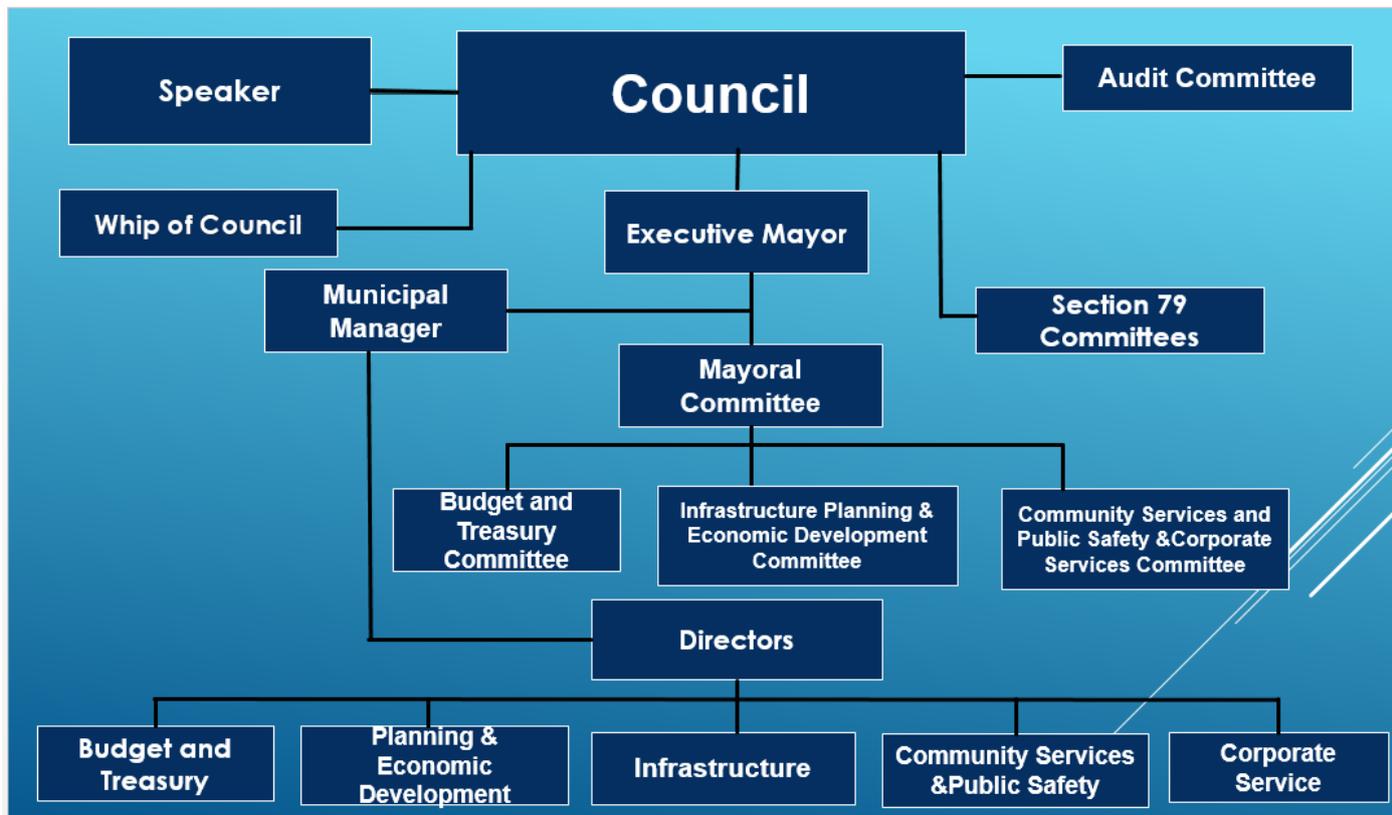
KPA 6: SPATIAL RATIONAL

CHAPTER EIGHT: STRATEGIST, SECTOR PLANS AND PESTLE ANALYSIS

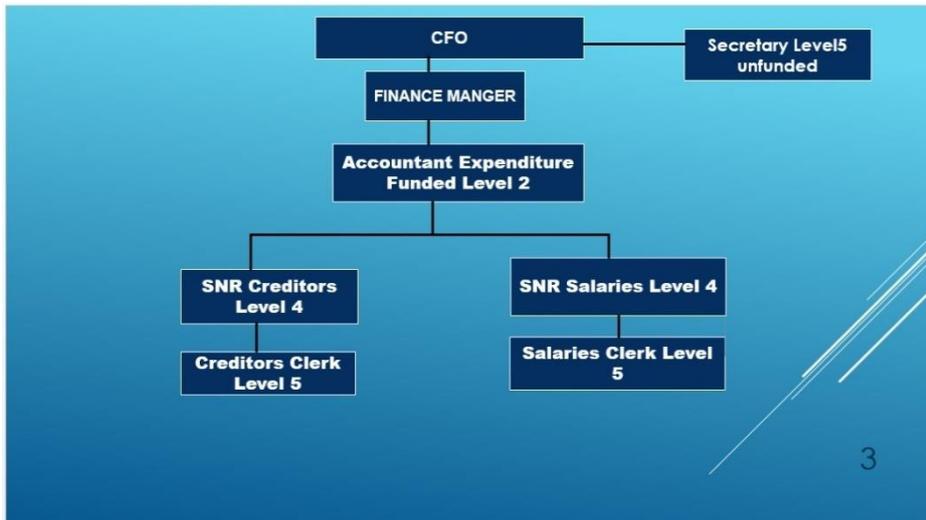
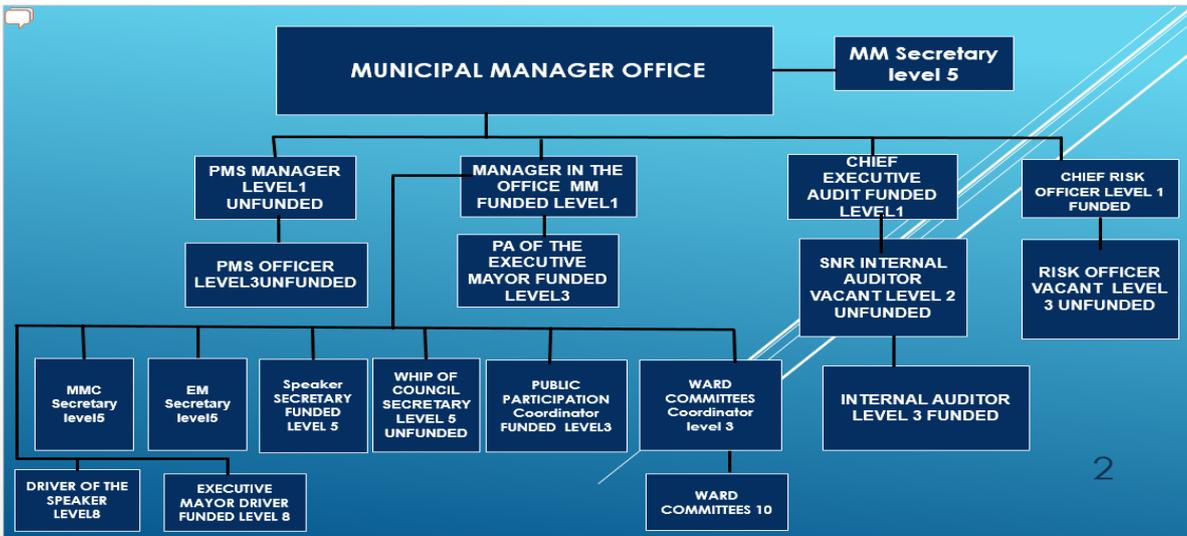
This section embodies Executive Summaries of the respective operational strategies (Sector Plan) for Dipaleseng Local Municipality. These Sector Plans constitute core components of the IDP as per section 26 of the MSA.

Table 48: Below depicts sector plans, policies and strategies

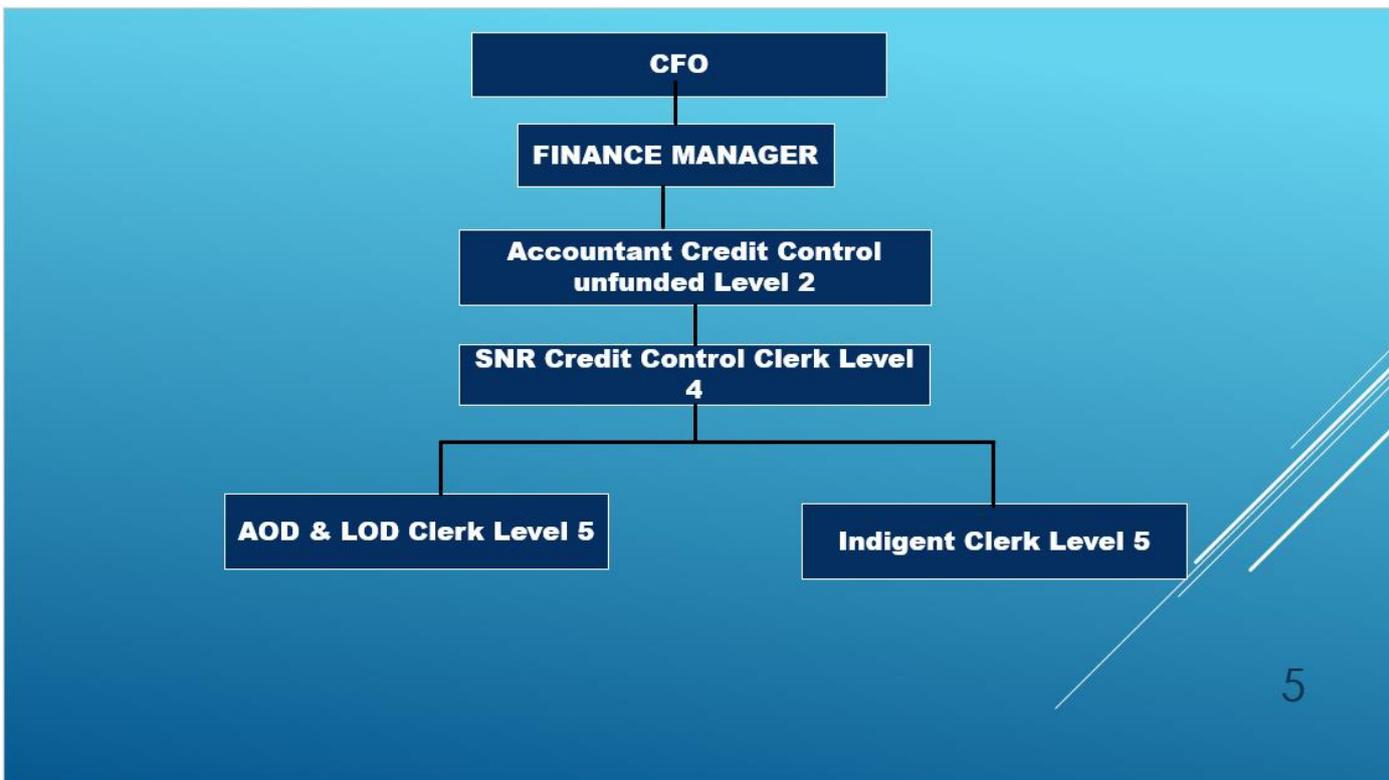
HIGH LEVEL INSTITUTIONAL ARRANGEMENT

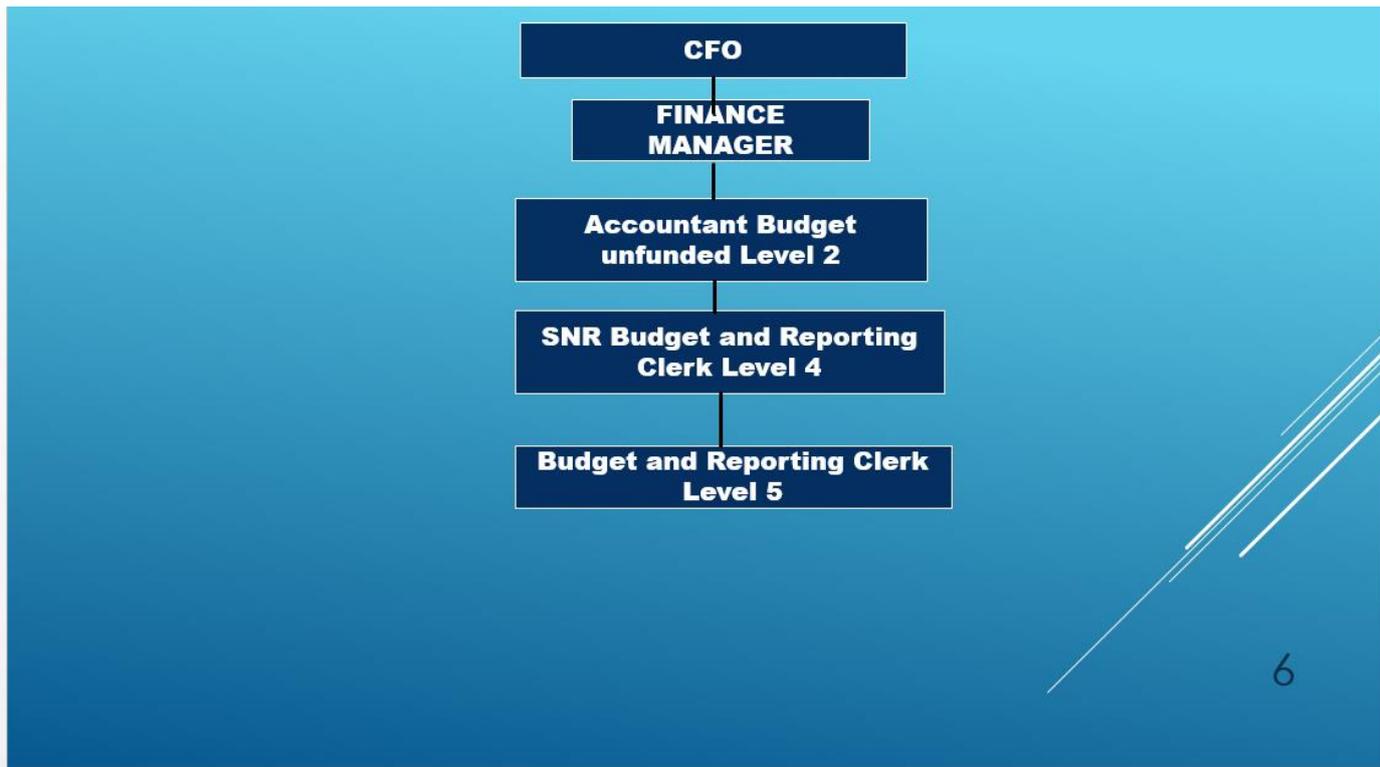


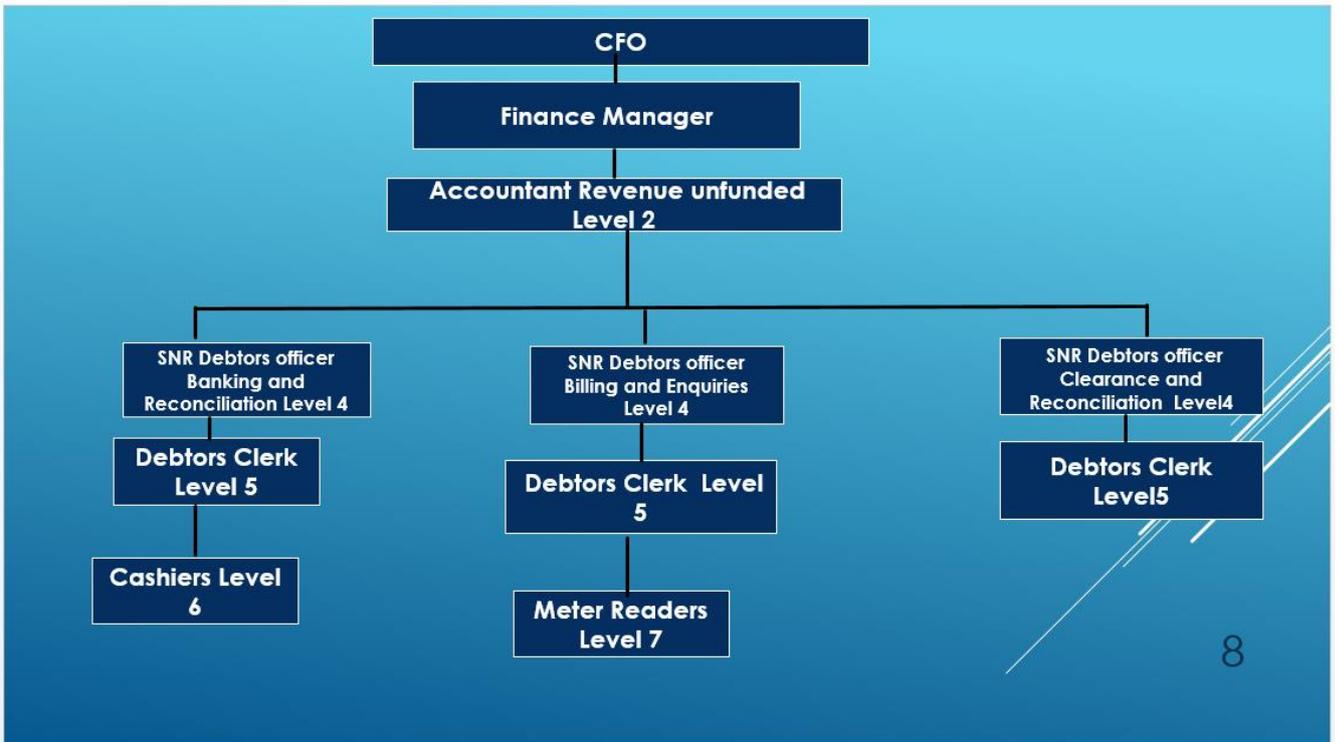
ORGANOGRAM: OFFICE OF THE MUNICIPAL MANAGER



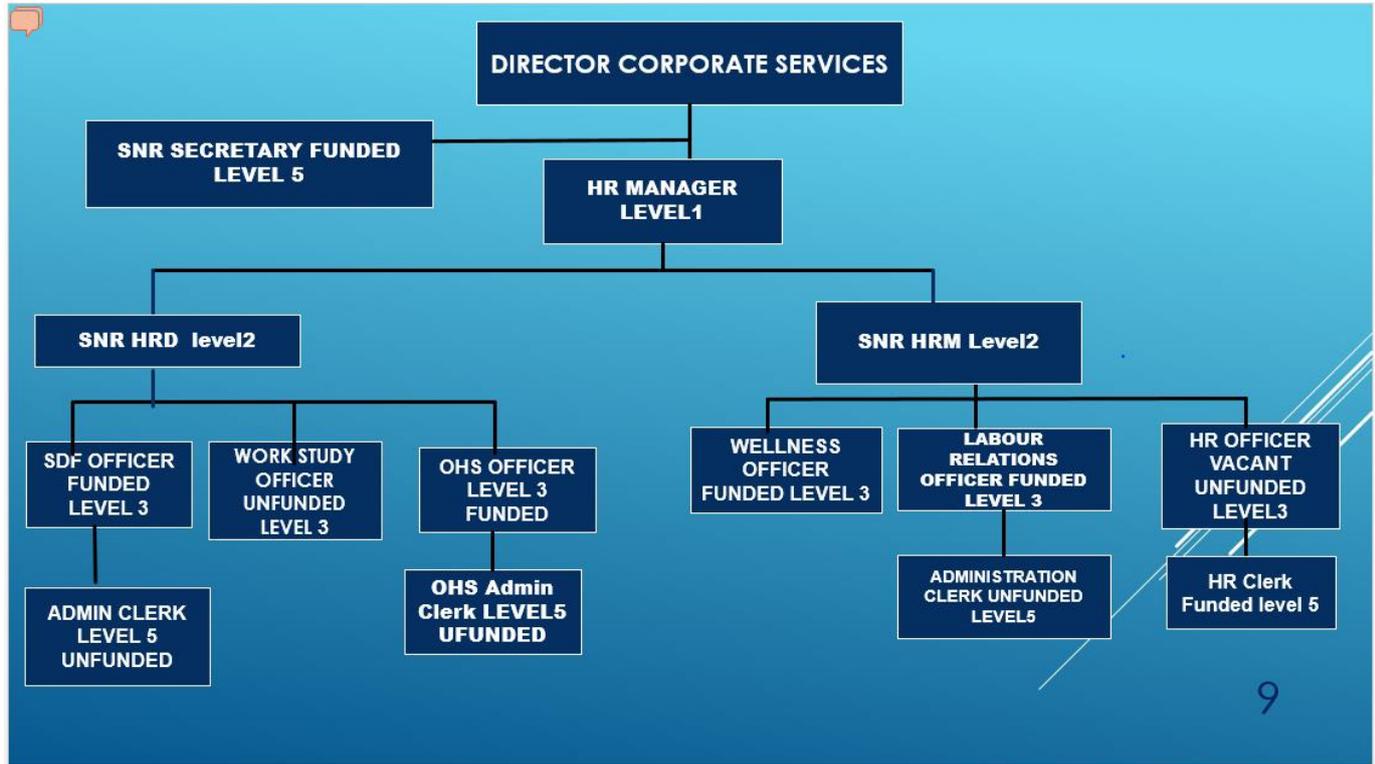
ORGANOGRAM: BUDGET AND TREASURY OFFICE

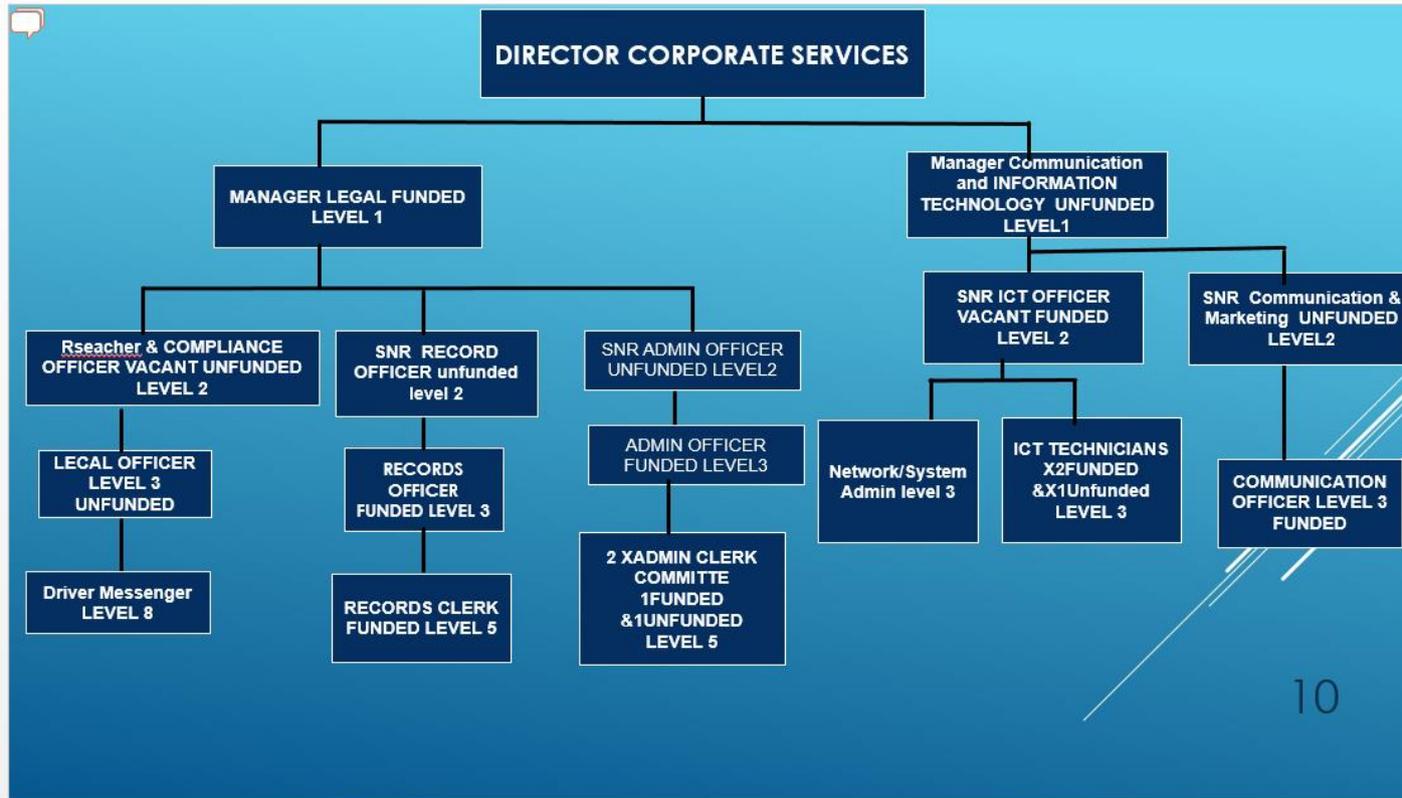




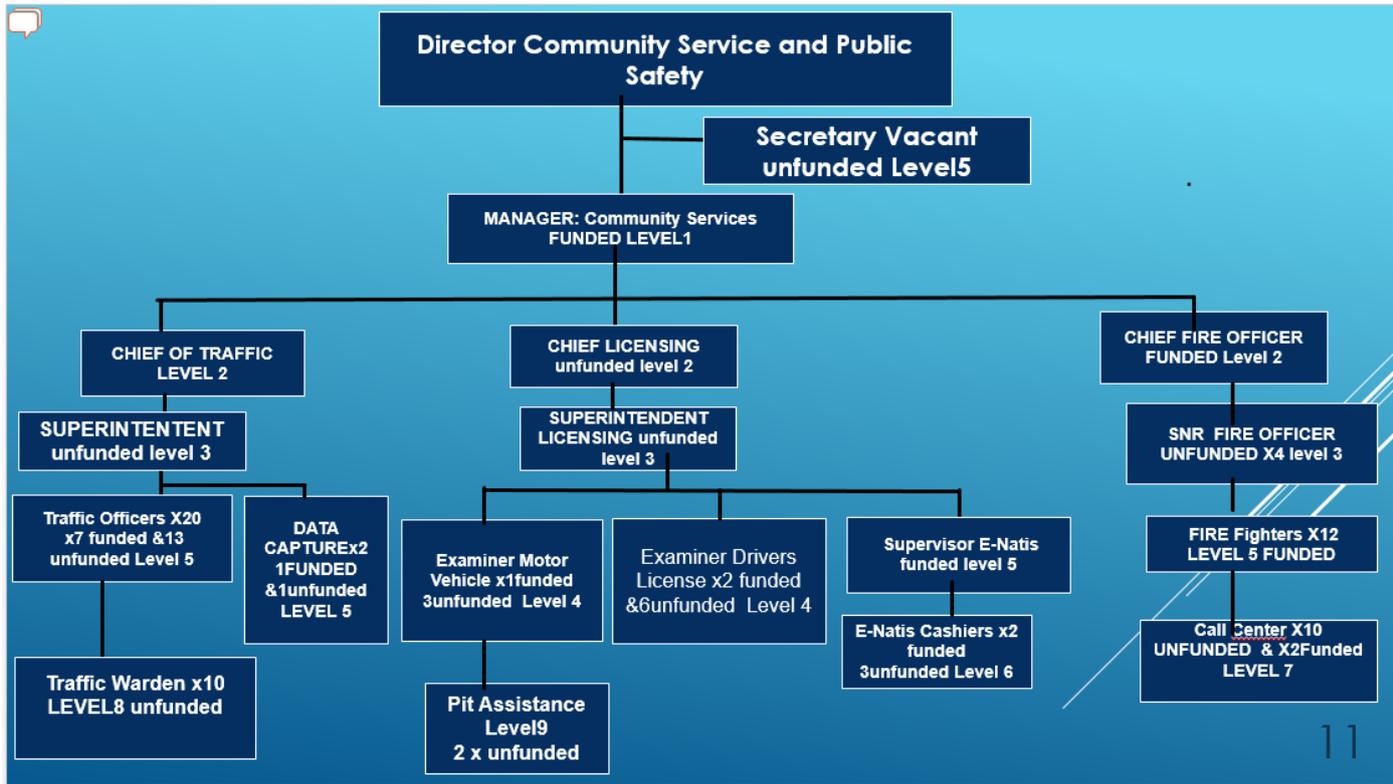


ORGANOGRAM: CORPORATE SERVICES

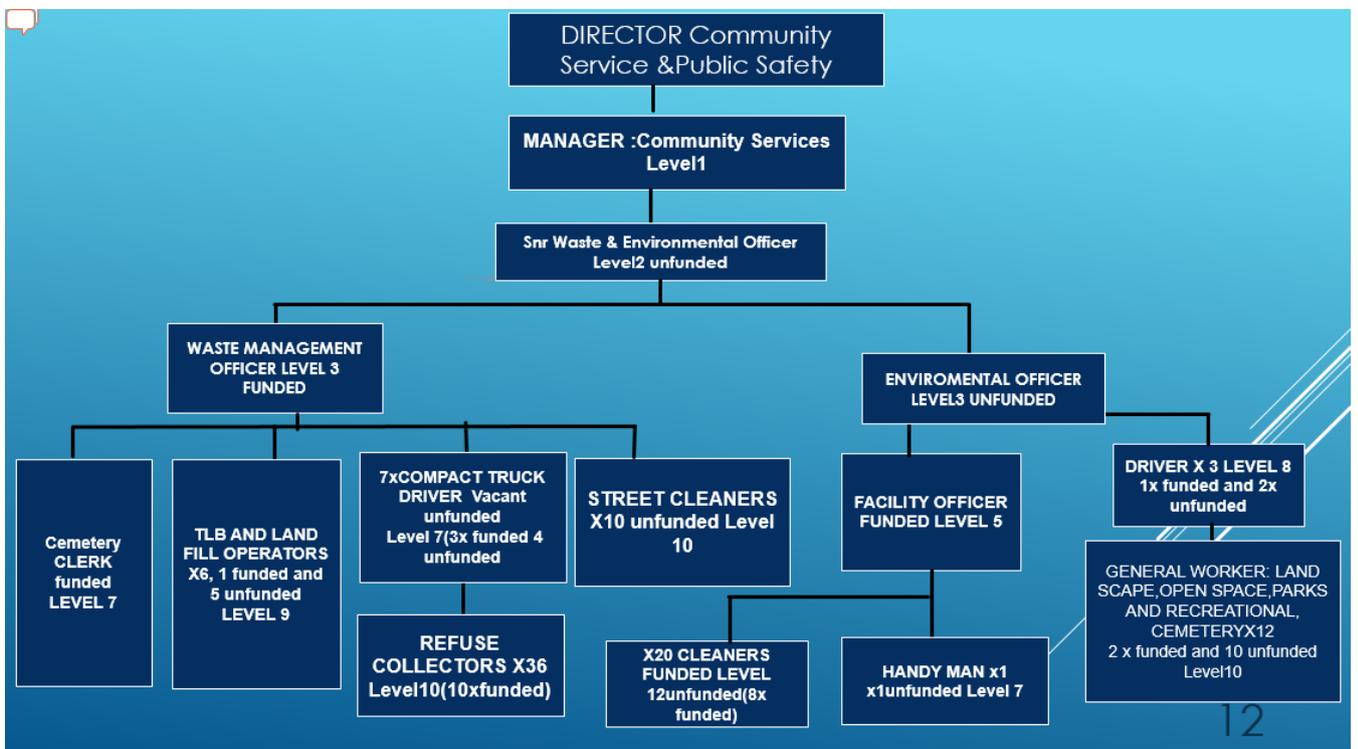




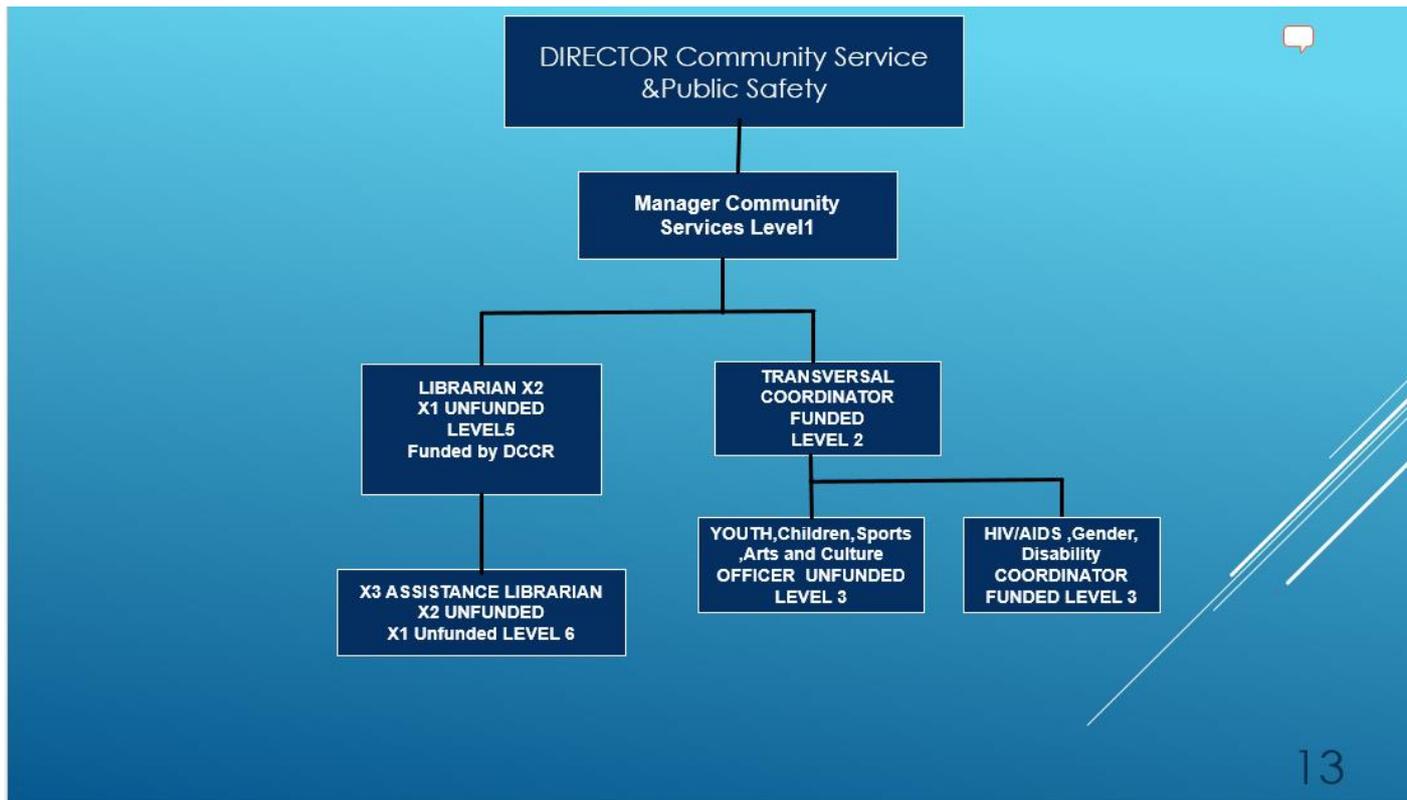
ORGANOGRAM: COMMUNITY SERVICES & PUBLIC SAFETY



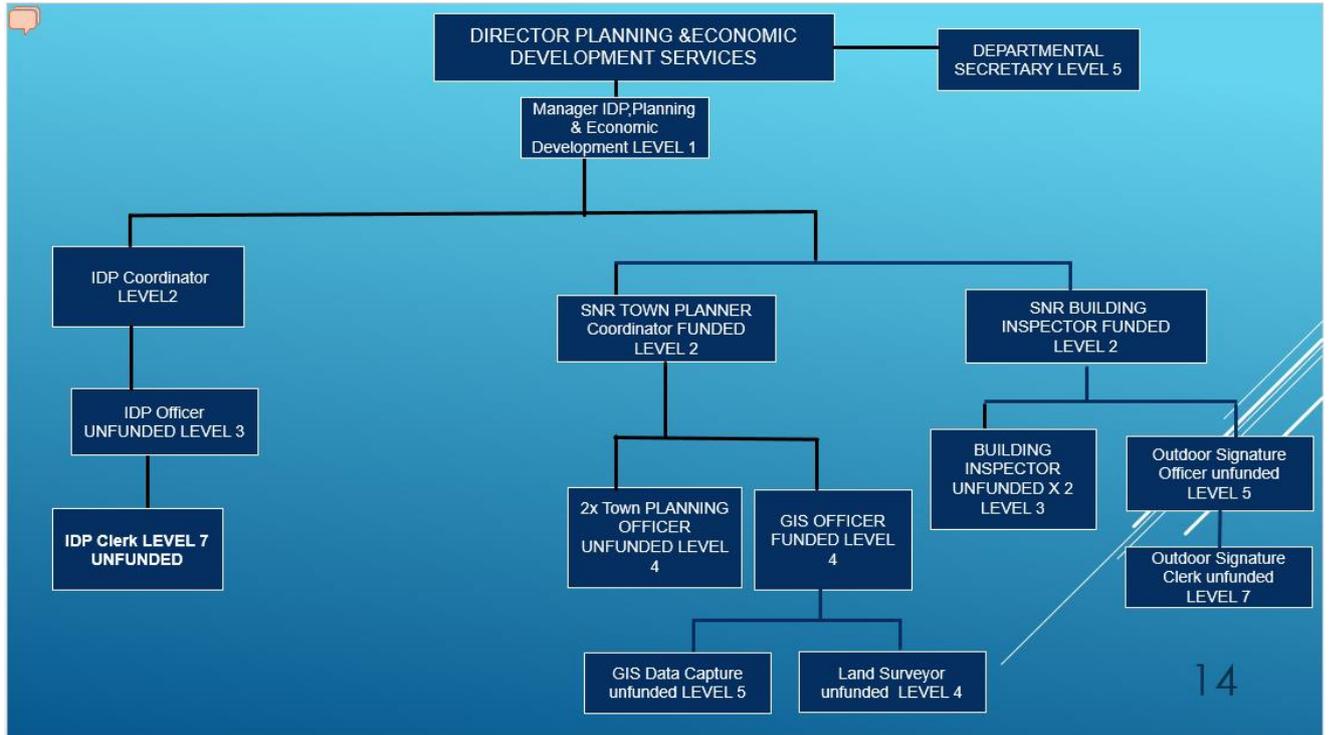
11



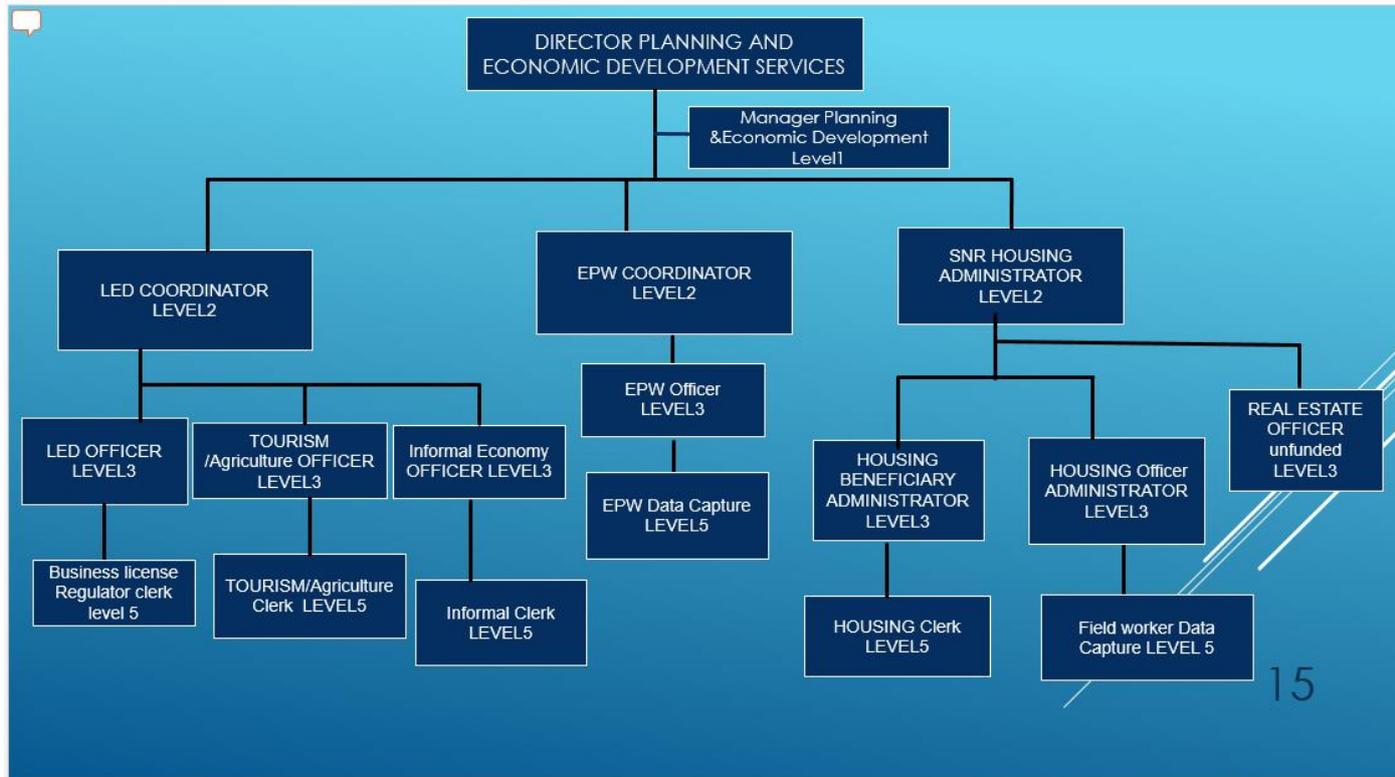
12



ORGANOGRAM: PLANNING & ECONOMIC DEVELOPMENT SERVICES

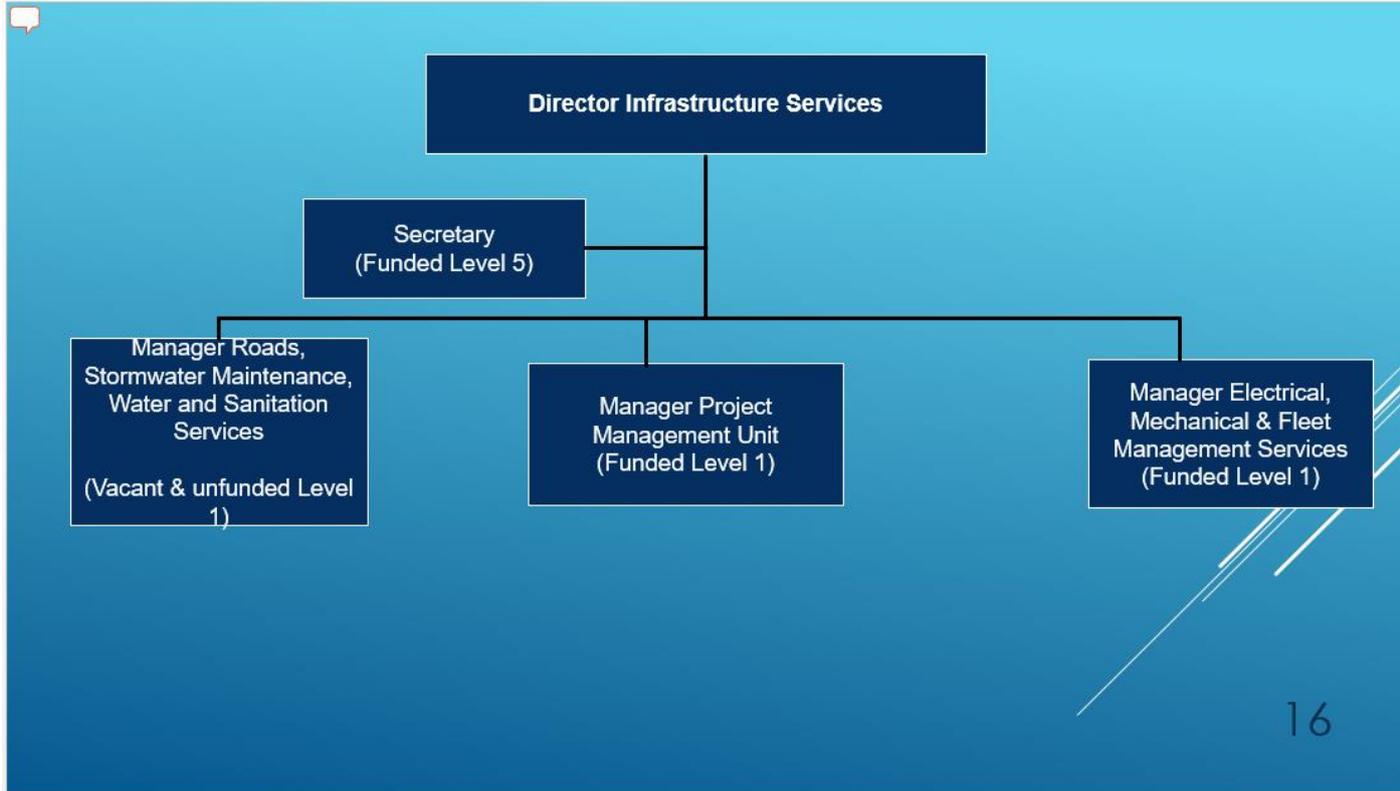


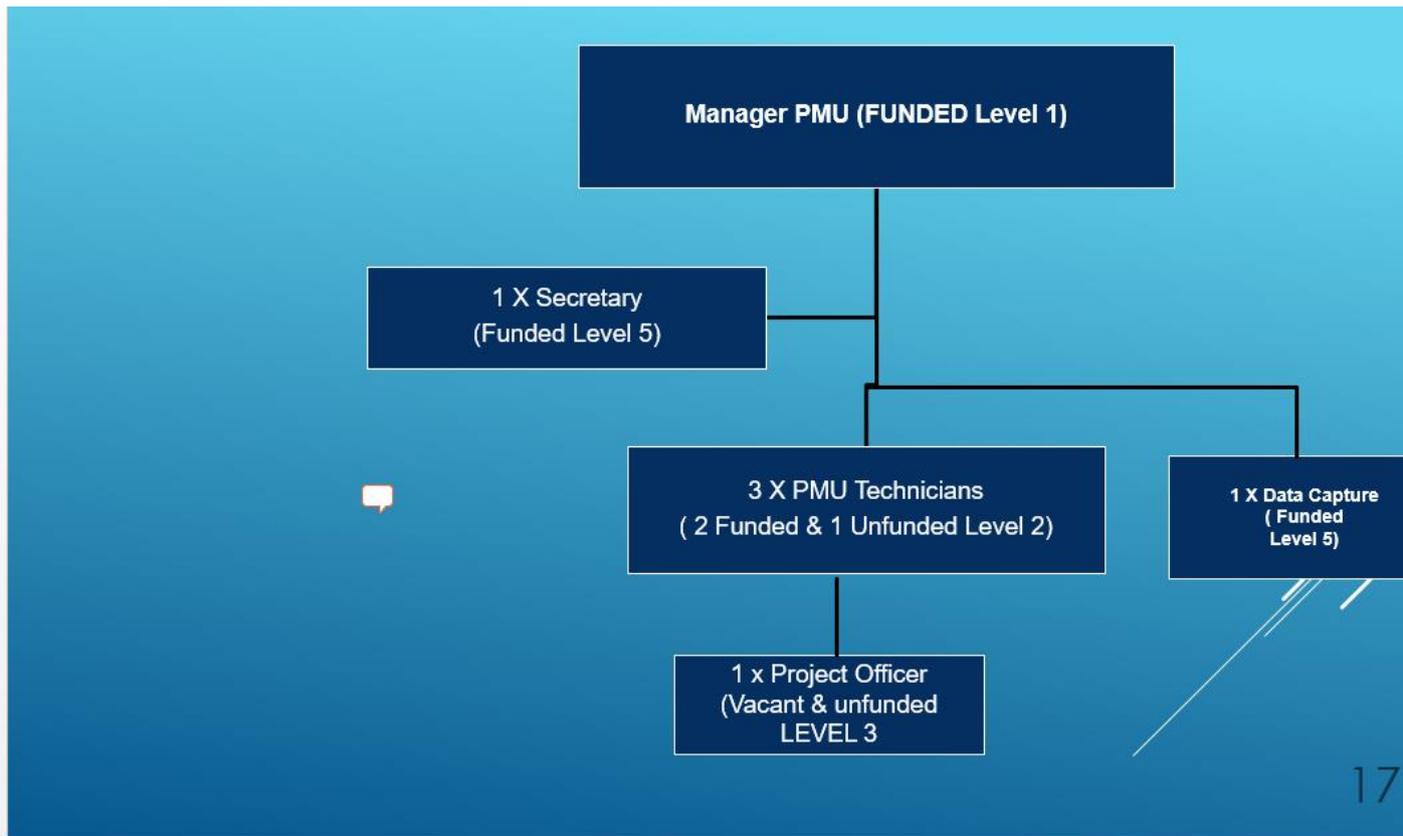
14

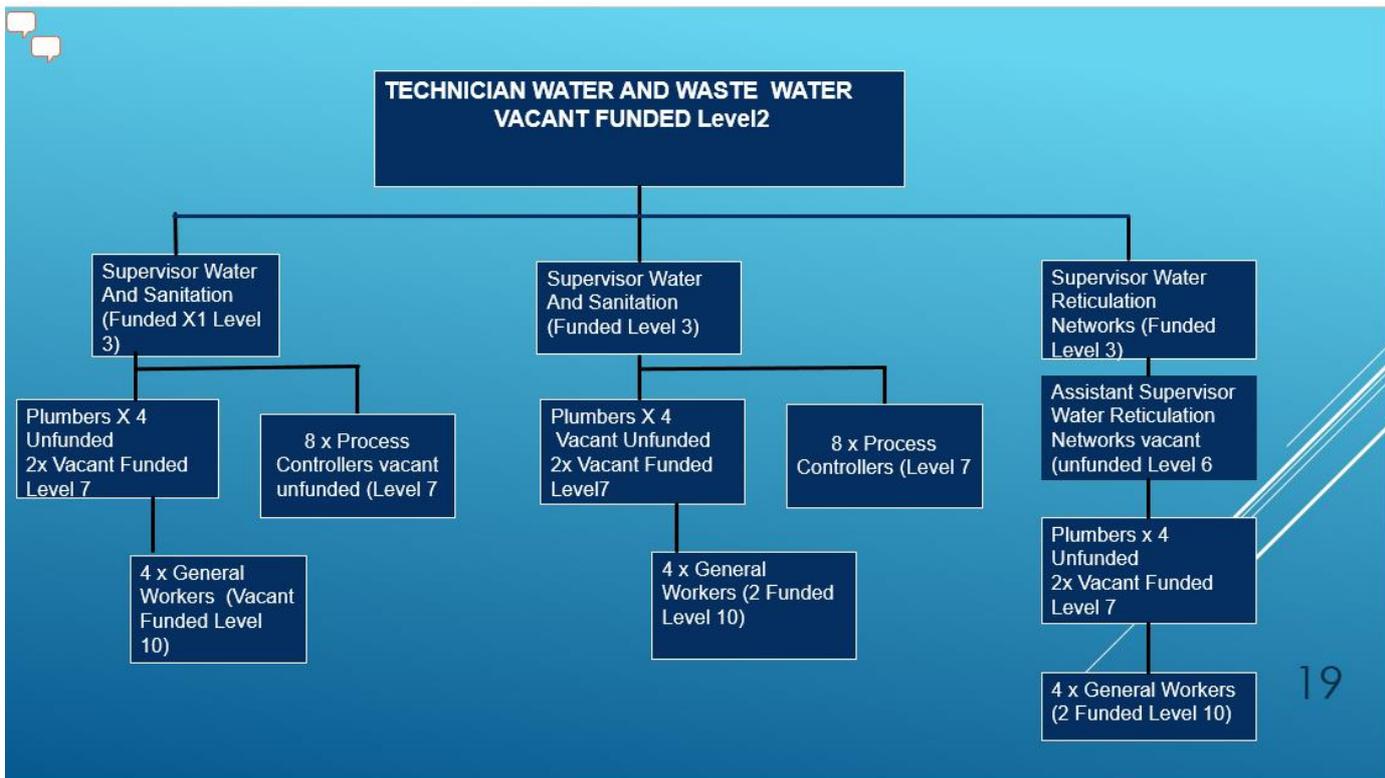
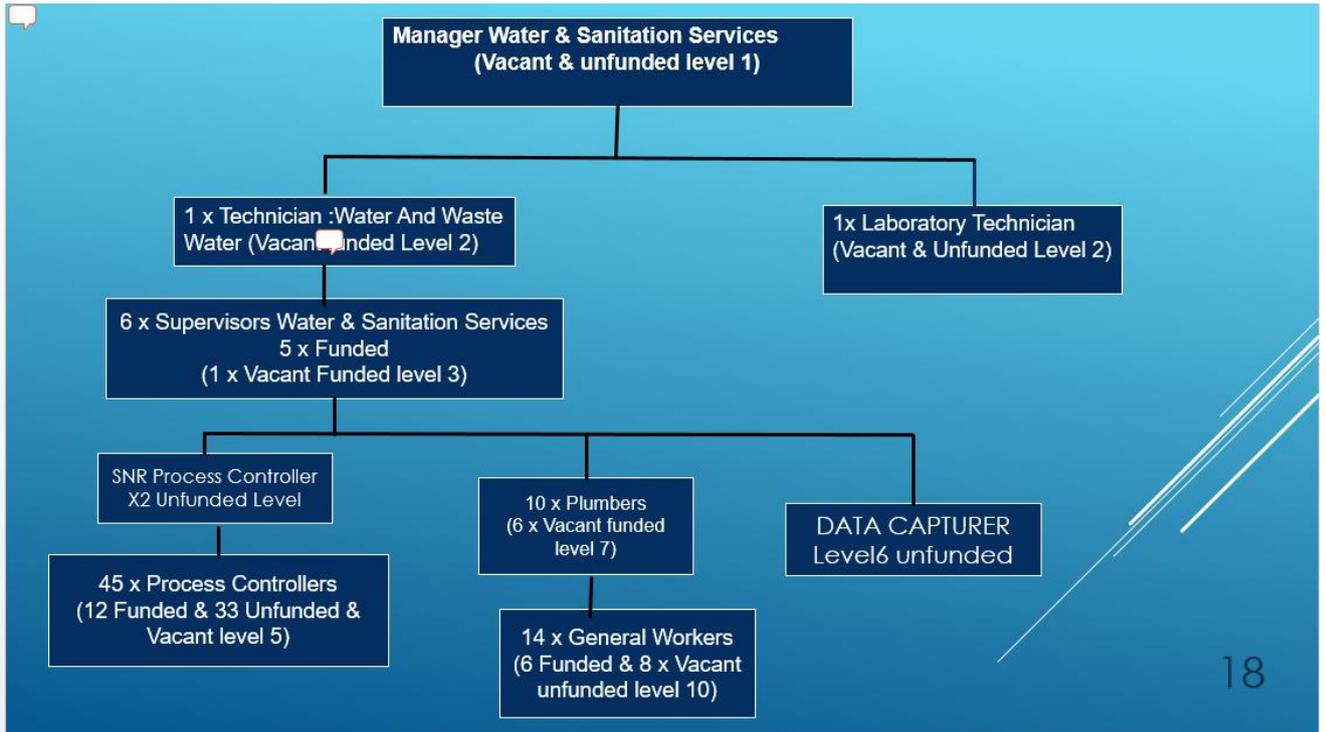


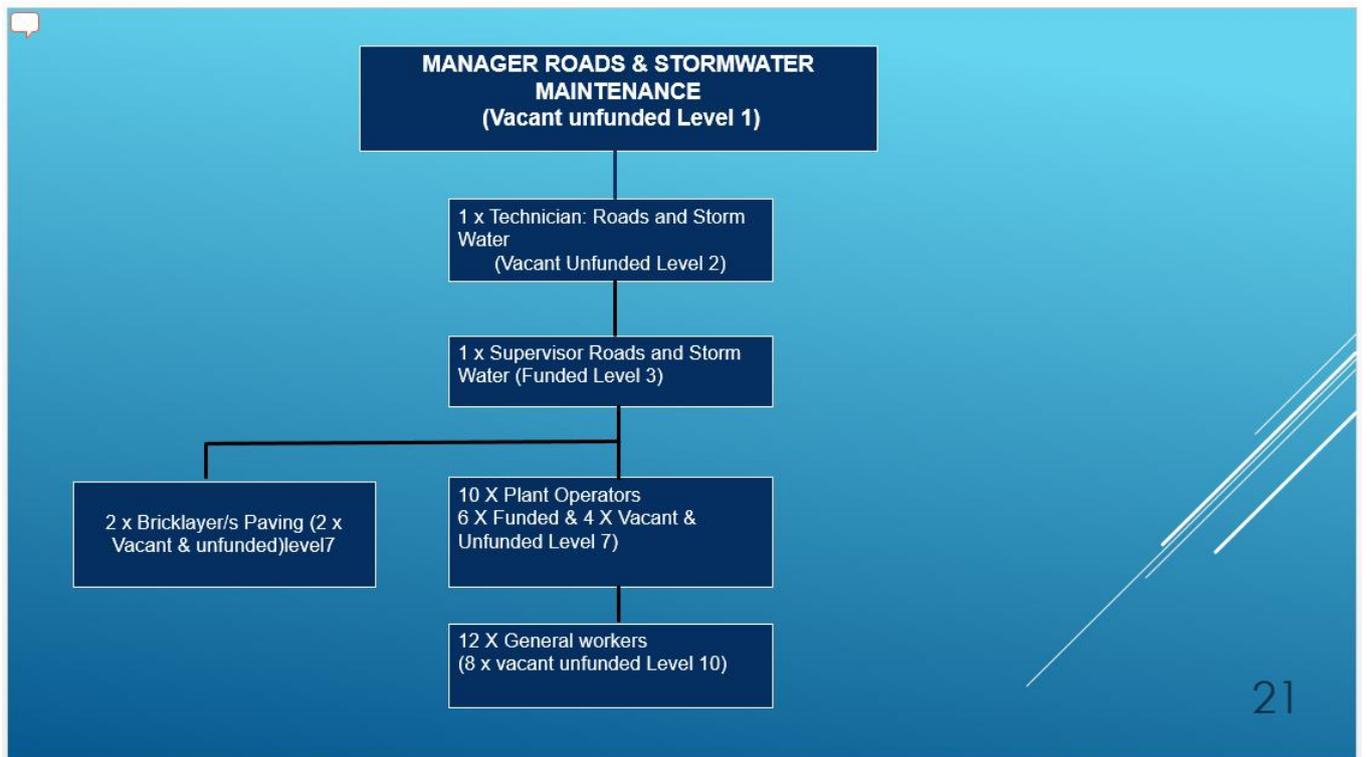
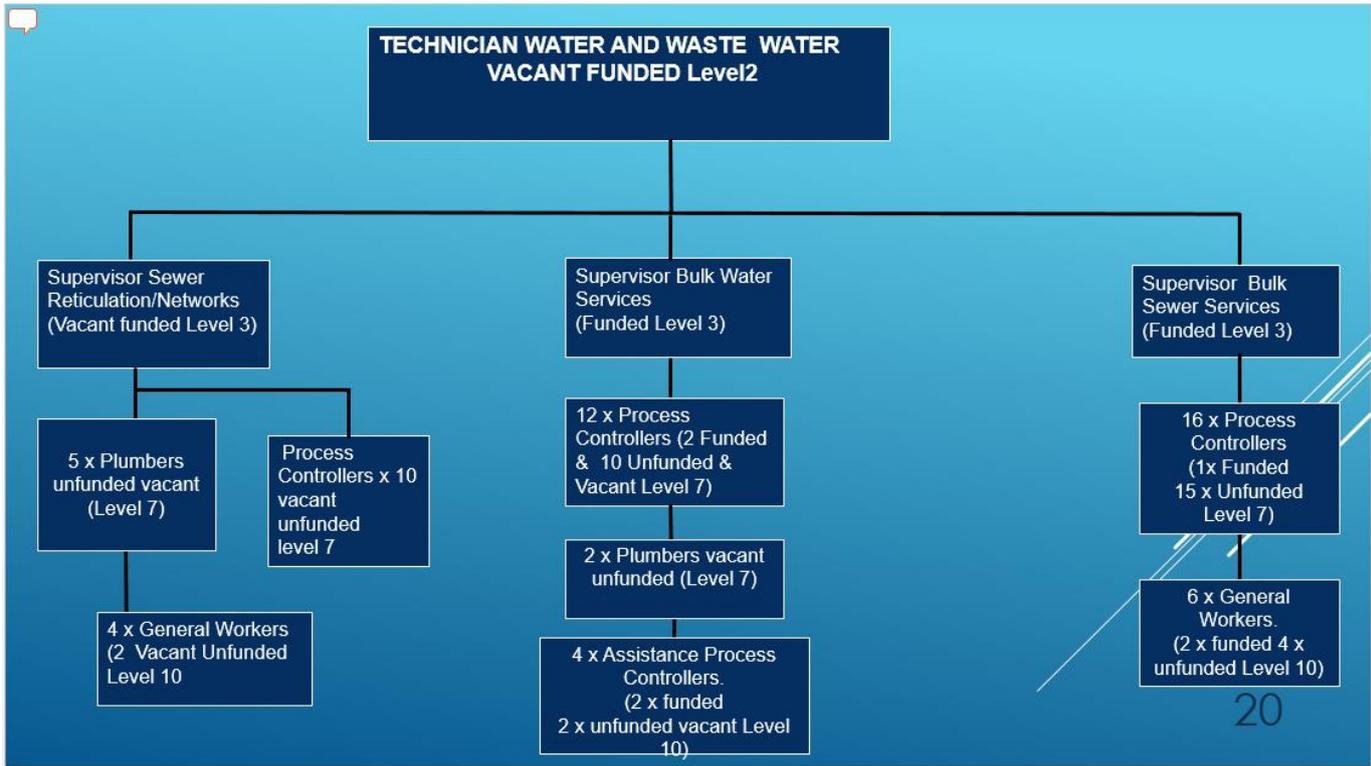
15

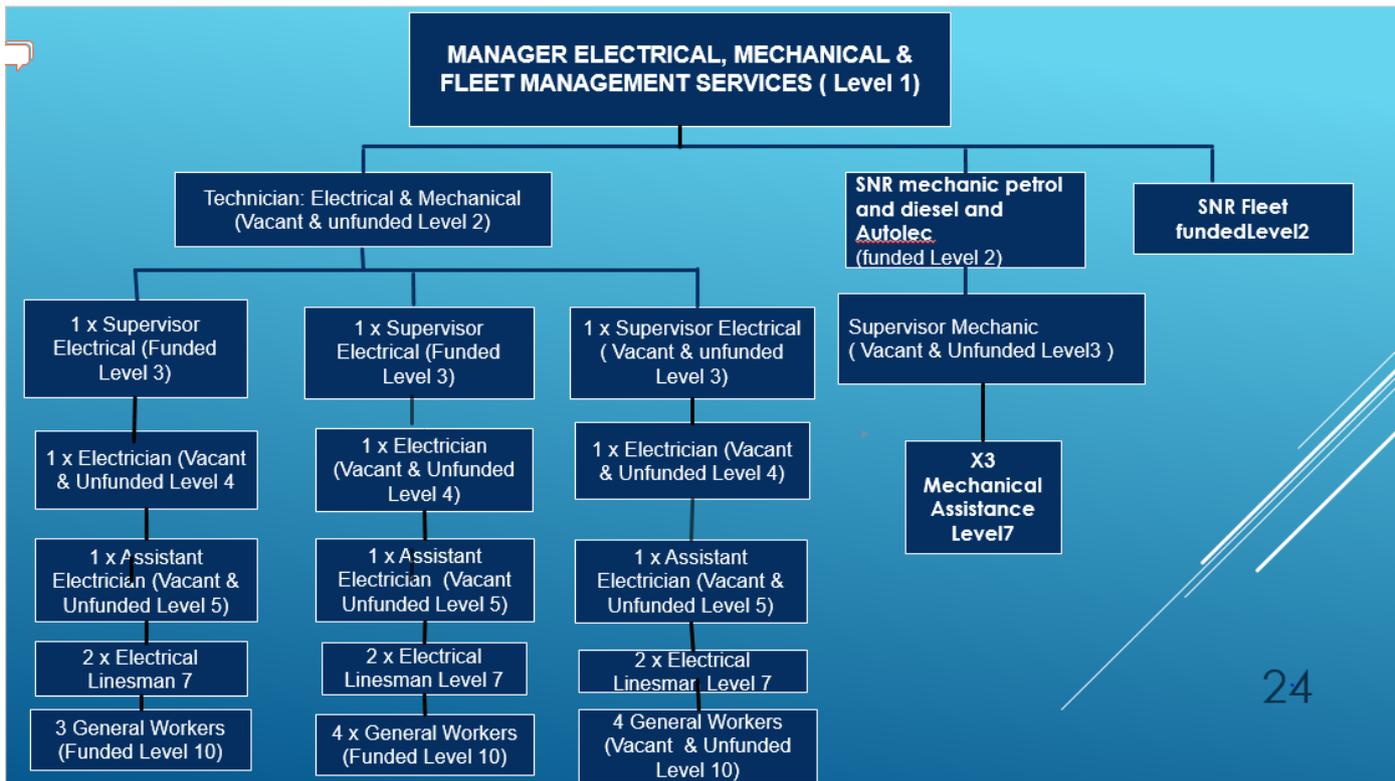
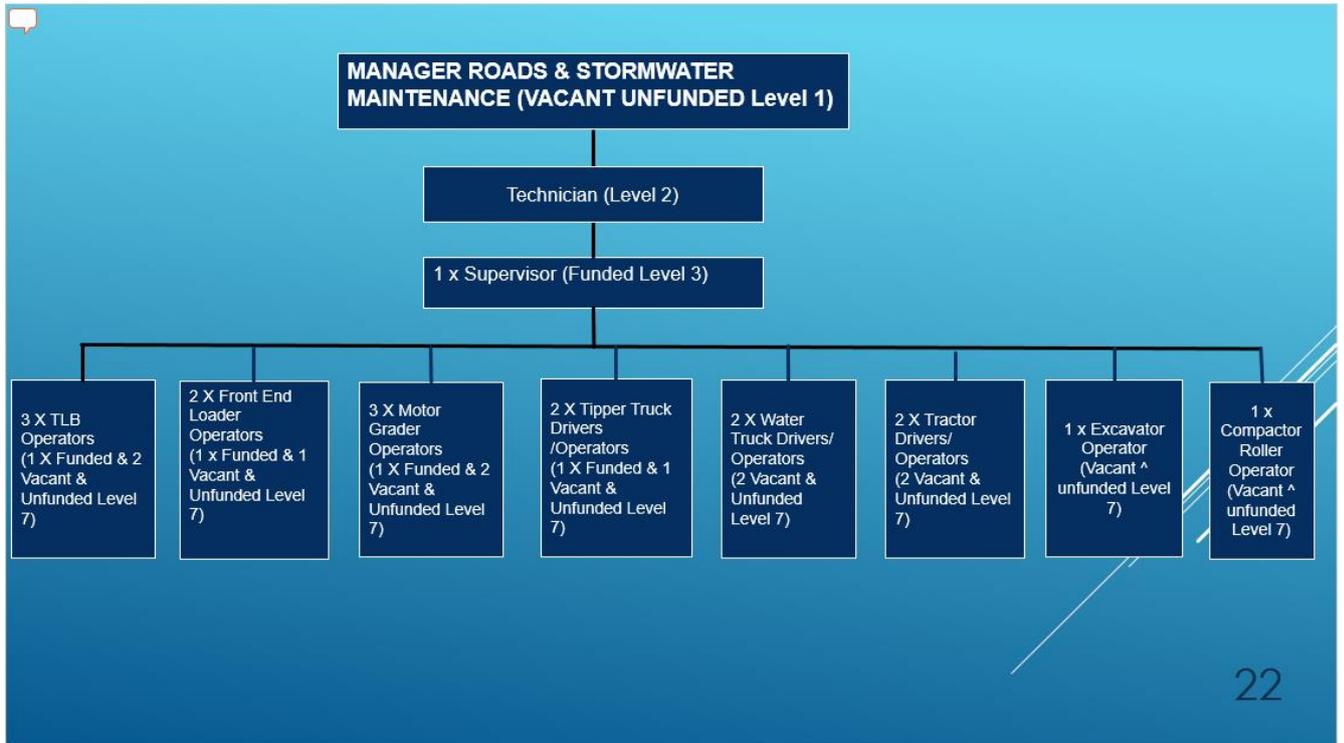
ORGANOGRAM: INFRASTRUCTURE SERVICES











DLM Project List and other stakeholder's project list will be available on municipal website www.dipaleseng.gov.za

DIPALESENG LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 24/25

Mpumalanga: Dipaleseng (MP306) - Infrastructure Project List/ Capital Projects (Water and Sanitation)											
No.	Project Description	Business Plan Approved Y/N	Total Project Estimate	Full Year Forecast 2022/23	Budget year 2023/24	Budget year 2024/25	Budget year 2025/26	Budget year 2026/27	Ward Location	Type	Possible Funding Source
1	Upgrading of Siyathemba Sewer Pumpstation	Y	R 11,500,000.00	R 8,500,000.00	R 3,000,000.00				1, 2 & 4	Water and Sanitation	MIG
2	Bulk water Scheme in Dipaleseng Local Municipality - Phase 4	Y	R 116,000,000.00	R 116,000,000.00					1 to 6	Water and Sanitation	RBIG
3	Construction of the Sewer Reticulation of 2 500 Stands at GrootMei X1	Y	R 62,500,000.00	R 10,000,000.00	R 15,000,000.00	R 12,500,000.00	R 12,500,000.00	R 12,500,000.00	5	Water and Sanitation	DHS
4	Construction of the Water Reticulation of 2 500 Stands at GrootMei X1	Y	R 48,750,000.00	R 7,800,000.00	R 11,700,000.00	R 9,750,000.00	R 9,750,000.00	R 9,750,000.00	5	Water and Sanitation	DHS
5	Implementation of Water Demand Management and Water Conservation in DLM	N	R 4,500,000.00			R 4,500,000.00			1 to 6	Water and Sanitation	WSIG and DBSAMISA
5.1	Replacement of Asbestos Concrete Pipes within Dipaleseng Local Municipality	N	R 25,000,000.00			R 25,000,000.00			1 to 6	Water and Sanitation	WSIG
5.2	Replacement of old Steel Pipes within Dipaleseng Local Municipality	N	R 20,000,000.00			R 20,000,000.00			1 to 6	Water and Sanitation	WSIG
6	Installation of water reticulation and water supply connections for the additional 1 332 households in Nthowane Ext 2 - Zenzele (Sizanani)	N	R 25,974,000.00		R 25,974,000.00				6	Water and Sanitation	Sasol
7	Fencing of Water and Wastewater Plants and Reservoirs within Dipaleseng Local Municipality	N/A	R 3,000,000.00					R 3,000,000.00	5	Water and Sanitation	Internal Funding
8	Provision of VIP Toilets in Farm areas	N	R 1,200,000.00			R 600,000.00	R 600,000.00		2, 3, 5 & 6	Water and Sanitation	MIG/GSDM
9	Desludging (Suction Service) to Rural/ Farm VIP Toilets	N	R 950,000.00		R 950,000.00				2, 3, 5 & 6	Water and Sanitation	MIG/GSDM
10	Development of the Water Services Development Plan (WSDP)	N	R 1,200,000.00		R 1,200,000.00				1 to 6	Water and Sanitation	WSIG and DBSAMISA
11	Updating of Master Plans (Water, Sanitation, Electricity, Roads and Stormwater)	N	R 1,200,000.00			R 1,200,000.00			1 to 6	Water, Sanitation, Electricity, Roads - Master Plan	DBSAMISA
12	Updating of the Comprehensive Infrastructure Plan (CIP)	N	R 250,000.00				R 250,000.00		1 to 6	Water, Sanitation, Electricity, Roads - Master Plan	DBSAMISA
13	Dam Safety Inspection Report (Haarhoff Dam)	N/A	R 2,000,000.00				R 2,000,000.00		3	Water and Sanitation	Internal Funding/RBIG
14	Cleaning of Reservoirs within Dipaleseng LM	N/A	R 3,600,000.00	R 1,200,000.00		R 1,200,000.00		R 1,200,000.00	1 to 6	Water and Sanitation	Internal Funding
15	Standard for Infrastructure Procurement & Demand Management Plan	N/A	R 1,000,000.00			R 1,000,000.00			1 to 6	Water and Sanitation	Internal Funding
16	Installation of sewer reticulation network and toilet top structures for the additional 1 332 households in Nthowane Ext 2 - Zenzele (Sizanani)	N	R 25,974,000.00		R 25,974,000.00				6	Water and Sanitation	MIG/Sasol
17	Upgrading of GrootMei WWTW (Eskom and Mine Section)	N	R 27,500,000.00		R 27,500,000.00				5	Water and Sanitation	WSIG
18	Installation of water reticulation and water supply connections for the additional 2 946 households in Makfontein (Balfour)	N	R 57,447,000.00		R 57,447,000.00				6	Water and Sanitation	WSIG/MIG
19	Procurement of 4 Standby Jojo Tanks for the Office Building	N/A	R 60,000.00		R 15,000.00	R 15,000.00	R 15,000.00	R 15,000.00	3	Water and Sanitation	Internal Funding
20	Construction of the Sewer Reticulation of 2 946 Stands at Makfontein (Balfour)	N	R 73,650,000.00			R 73,650,000.00			5	Water and Sanitation	WSIG/MIG
21	Maintenance of Nthoroane WWTW	N	R 1,000,000.00		R 1,000,000.00				6	Water and Sanitation	Sasol/MIG
22	Water and Sewer reticulation to various informal settlement in DLM	N	R 25,000,000.00			R 25,000,000.00			1 to 6	Water and Sanitation	WSIG/MIG
			R 539,255,000.00	R 143,500,000.00	R 169,760,000.00	R 174,415,000.00	R 25,115,000.00	R 26,465,000.00			
N/A = Not Applicable											

