

# **DIPALESENG LOCAL MUNICIPALITY**



2025/2026

**INTEGRATED DEVELOPMENT PLAN**



**TABLE OF CONTENTS**

LIST OF SELECTED ABBREVIATIONS .....	7
1. CHAPTER ONE.....	23
1.2. EXECUTIVE SUMMARY ..	23
2. CHAPTER TWO: POLICY AND LEGISLATIVE CONTEXT .....	24
2.1. NATIONAL AND PROVINCIAL FRAMEWORKS GOVERNING GERT SIBANDE DISTRICT MUNICIPALITY (GSDM) AND ITS LOCAL MUNICIPALITIES .....	25
2.2. NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP) .....	25
2.3. NATIONAL GROWTH PATH .....	27
2.4. NATIONAL DEVELOPMENT PLAN (NDP) .....	27
2.5. DISTRICT DEVELOPMENT MODEL .....	28
2.5.1 PRINCIPLES UNDERPINNING THE NEW DISTRICT COORDINATION MODEL .....	28
2.5.2 OBJECTIVES OF THE DISTRICT DEVELOPMENT MODEL .....	28
2.6. MEDIUM TERM DEVELOPMENT PLAN (MTDP) .....	29
2.7. MPUMALANGA GROWTH AND DEVELOPING PATH (MEGDP) .....	32
2.7.1. AGRICULTURE .....	32
2.7.2. FORESTRY .....	33
2.7.3. MINING .....	33
2.7.4. ENERGY INDUSTRY.....	33
2.7.5. TOURISM AND CULTURAL INDUSTRIES .....	34
2.7.6. THE GREEN ECONOMY AND ICT .....	34
2.8. REGIONAL AND INTERNATIONAL COOPERATION .....	35
2.9. MPUMALANGA RURAL DEVELOPMENT PROGRAMME (MRDP) .....	35
2.10. INTEGRATED SUPPORT PLAN (ISP) FOR ACCELERATED MUNICIPAL SERVICE DELIVERY .....	36
2.11. GOVERNMENT PRIORITY AREAS 2024-2029 MTDP PERIOD .....	36
2.12. BACK TO BASICS APPROACH IN DETAIL .....	37
2.12.1 GOVERNANCE .....	37
2.12.2. ADMINISTRATION .....	37
2.12.3. SOUND FINANCIAL MANAGEMENT .....	37
2.12.4. COMMUNITY ENGAGEMENT AND PARTICIPATION: PUTTING PEOPLE FIRST .....	37
2.12.5. BASIC SERVICE DELIVERY: CREATING CONDITIONS FOR DECENT LIVING .....	38
2.13. MUNICIPAL STANDARD OF CHART ACCOUNTS (MSCOA) .....	38
2.14. BENEFITS OF MSCOA ..	38
3. CHAPTER THREE: IDP PROCESS PLAN IMPLEMENTATION .....	38
3.1 THE INTEGRATED DEVELOPMENT PLAN (IDP) .....	38
3.1.1 LEGISLATIVE BACKGROUND .....	38
3.1.2 ADOPTION OF A PROCESS PLAN.....	39
3.1.3 SECTOR PLANS IDP .....	39
3.1.4 MUNICIPAL SECTOR PLANS .....	41
3.2. OTHER ISSUES TO BE CONSIDERED .....	42
3.3. TIME SCHEDULE OF KEY DEADLINES .....	51
3.4 APPROACH AND PRINCIPLES TO BE APPLIED IDP COMPILATION PROCESS .....	57
3.4.1 THE 2022-2027 IDP COMPILATION PROCESS .....	57
3.4.2 PRE-PLANNING PHASE .....	58
3.4.2 ANALYSIS PHASE .....	58
3.4.3 STRATEGIES PHASE ....	58
3.4.3 PROJECTS PHASE:.....	59
3.4.4 INTEGRATION PHASE: .	59
3.4.5 ADOPTION/APPROVAL PHASE:	60

3.4.6 DRAFTING AND ADOPTION OF MUNICIPAL BUDGET .....	60
3.4.7 SUBMISSION OF THE APPROVED IDP TO THE MEC FOR LOCAL GOVERNMENT .....	60
3.4.8 IMPLEMENTATION MANAGEMENT & MONITORING .....	61
3.5 PROCESS FOR AMENDING AN ADOPTED IDP .....	64
3.6 MECHANISMS AND PROCEDURES FOR PUBLIC PARTICIPATION .....	68
3.7 ADVERTISEMENT OF DRAFT IDP AND BUDGET .....	68
3.8 COMMUNICATION CHANNELS .....	69
3.8.1 MAYORAL COMMUNITY MEETINGS .....	69
3.8.2 INVOLVEMENT OF WARD COMMITTEES AND COMMUNITY DEVELOPMENT WORKERS .....	69
3.9 ALIGNMENT BETWEEN THE DISTRICT AND LOCAL MUNICIPALITIES .....	69
3.10 ROLES AND RESPONSIBILITIES BETWEEN THE THREE SPHERES OF GOVERNMENT ...	71
3.10 ORGANIZATIONAL ARRANGEMENTS .....	78
3.11 ESTABLISHMENT OF SECTION 79 & 80 COMMITTEES: MUNICIPAL STRUCTURES ACT, 1998. ....	79
3.12 A SUPPLY CHAIN COMMITTEE SYSTEM .....	81
3.13 LIST OF STAKEHOLDERS FOR WARD 1-6 IN DIPALESENG .....	82
3.16 2024/2025 IDP/BUDGET PROGRAMME .....	87
3.17 COMMUNITY NEEDS ANALYSIS .....	96
BASIC SERVICES.....	96
4. CHAPTER FOUR: SITUATIONAL ANALYSIS .....	99
4.1 VISION, MISSION AND CORPORATE VALUES OF DIPALESENG LOCAL MUNICIPALITY .....	99
4.1.1 VISION .....	99
4.1.3 MISSION .....	99
4.1.4 CORPORATE VALUES .....	99
4.1.5 PRIORITIES .....	100
4.2 DIPALESENG LOCAL MUNICIPALITY IN PERSPECTIVE .....	100
4.2.1 LOCALITY .....	100
4.3 DEVELOPMENT OVERVIEW .....	102
4.4 CURRENT DEVELOPMENT PLANS .....	103
4.4.1 POPULATION .....	103
4.4.2 POPULATION DISTRIBUTION .....	105
4.2.3 POPULATION PROJECTIONS .....	109
NUMBER OF HOUSEHOLDS AND ACCESS TO BASIC SERVICES .....	111
EDUCATION .....	114
4.1.4 POVERTY, INEQUALITY, HDI & CRIME INDICATORS IN DIPALESENG .....	117
4.2.1 PLANNED 'MASSIVE' ROLLOUT OF INFRASTRUCTURE.....	118
4.2.2.RELEVANT ECONOMIC PLANS & OPPORTUNITIES FOR DIPALESENG LOCAL MUNICIPALITY .....	119
4.2.3 LINKING WITH ECONOMIC INTERVENTIONS IN GERT SIBANDE:.....	119
4.3 ECONOMIC OPPORTUNITIES IN DIPALESENG: .....	119
4.3.1 EMPLOYMENT SECTOR .....	120
5. CHAPTER FIVE: KEY PERFORMANCE AREAS.....	122
<b>4.1 KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT.....</b>	<b>122</b>

4.1.1 LIST OF ESSENTIAL SERVICES DESIGNATION IN LOCAL MUNICIPALITIES .....	127
4.1.2 DESIGNATION OF ESSENTIAL SERVICES.....	127
5.1.3 INSTITUTIONAL CAPACITY .....	130
5.1.3.1 THE STAFF ESTABLISHMENT .....	130
5.1.3.2 SKILLS DEVELOPMENT AND CAPACITY BUILDING .....	130
5.1.3.3 OBJECTIVES .....	131
5.1.4 EMPLOYMENT EQUITY PLAN (EEP) .....	132
5.1.4.1 OBJECTIVES .....	132
5.1.5 HUMAN RESOURCE STRATEGY .....	135
5.1.5.1 BACKGROUND AND LEGISLATIVE FRAMEWORK.....	135
5.1.6 ICT SERVICES: STRATEGIC PLAN .....	137
5.1.6.1 PROBLEM STATEMENT .....	137
5.1.6.1 STRATEGIC GOALS .....	137
5.1.7 FUTURE PLANS .....	138
5.1.8 SYSTEMS FUTURE PLANS.....	138
5.1.9 SOFTWARE PROCUREMENT .....	139
5.1.10 BROADBAND CONNECTIVITY .....	139
5.1.11 KEY ISSUES TO BE ADDRESSED .....	139
<b>5.2 KPA 2: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT .....</b>	<b>140</b>
5.2.1 SOCIAL SERVICES.....	140
5.2.2 KEY ISSUES TO BE ADDRESSED .....	141
5.2.3 YOUTH DEVELOPMENT .....	144
5.2.4 KEY YOUTH ISSUES TO BE ADDRESSED .....	144
5.2.5 SPORTS AND RECREATION .....	145
5.2.6 EXISTING SPORTING CODES .....	146
5.2.7 ARTS AND CULTURE ....	147
KEY SPORTS AND CULTURE ISSUES TO BE ADDRESSED .....	147
5.2.8. TRANSVERSAL ISSUES.....	148
5.2.8.1. ELDERLY PERSONS . .....	148
5.2.8.2. GBVF .....	149
5.2.8.3. DRUGS AND SUSTANCE ABUSE .....	149
5.2.8.5. DISABILITY COORDINATION AND SUPPORT .....	150
5.2.8.6. GENDER MAINSTREAMING .....	151
5.2.8.7. MORAL REGENERATION .....	152
5.2.8.8. KEY ISSUES TO BE ADDRESSED .....	152
5.2.9. COMMUNITY SERVICES AND PUBLIC SAFETY SPORTS, PARKS AND RECREATION ...	153
5.2.10. LIBRARY SERVICES... ..	154
5.2.14 CEMETERY AND GRAVE SITE .....	155
5.2.15 DIPALISENG ENVIRONMENTAL CHAPTER .....	156
5.2.15.1 LEGAL FRAMEWORK.....	156
5.2.15.2 SUSTAINABLE DEVELOPMENT .....	157
5.2.16 STATUS QUO OF THE ENVIRONMENT .....	157
5.2.17 CONTRAVENTION OF THE NATIONAL ENVIROMENTAL MANAGEMENT ACT (NEMA) 107 OF 1998 .....	159
5.2.18 ACTION PLAN TO ADDRESS THE SENTENCE AGREEMENT IN TERMS OF SECTION 105A OF ACT 51 OF 1977 ...	162



SAFETY AND SECURITY .....	177
5.2.19 DISASTER, FIRE AND RESCUE MANAGEMENT .....	177
5.2.19.1 DISASTER MANAGEMENT PLAN .....	177
DISASTER MANAGEMENT .....	178
5.2.19.2 FIRE AND RESCUE BUSINESS PLAN .....	179
5.2.20 ACCESS TO SERVICES .....	181
5.2.20.1 WATER .....	181
SOURCES OF WATER: .....	181
ACCESS TO WATER AND BACKLOG .....	181
CLIMATE CHANGE IMPACT .....	182
5.2.20.2 SANITATION .....	182
5.2.20.3 ROADS AND TRANSPORTATION .....	182
KEY ISSUES TO BE ADDRESSED .....	183
STRATEGIES/ PLANS IN PLACE .....	184
<b>5.3 KPA 3: LOCAL ECONOMIC DEVELOPMENT .....</b>	<b>185</b>
5.3.1 MUNICIPAL ECONOMY .....	185
SIZE AND GROWTH RATE.....	185
5.3.2 ECONOMIC SECTORS .....	186
5.3.3 COMPARATIVE ADVANTAGES OF ECONOMIC SECTORS .....	189
5.3.4 ECONOMIC DIVERSIFICATION .....	190
5.3.5 SPACE ECONOMY .....	190
5.3.6 ECONOMIC POTENTIAL/ENDEVOURS (TOURISM, AGRICULTURE, MINING AND MANUFACTURING) .....	192
5.3.6.1 TOURISM .....	192
5.3.6.2 PROVIDE INVESTMENT INCENTIVE.....	194
5.3.7 TOWNSHIP ECONOMY DEVELOPMENT .....	195
5.3.8 AGRICULTURE .....	195
5.3.9 MINING .....	197
5.3.9.1 SIBANYE STILL WATER (Burnstone) .....	199
5.3.9.2 SASOL MINING.....	200
5.3.10 MANUFACTURING AND PRODUCTION .....	200
5.3.10.1 GROOTVLEI ESKOM .....	200
5.3.11 JUST ENERGY TRANSITION INDALOPRENEUR .....	202
PROJECT OBJECTIVES.....	203
5.3.12 POTENTIAL ECONOMIC DEVELOPMENT CORRIDORS .....	203
5.3.13 UNEMPLOYMENT AND EMPLOYMENT LEVELS .....	204
5.3.15 EXPANDED PUBLIC WORKS PROGRAMME (EPWP) .....	205
5.3.16 EPWP YOUTH WASTE MANAGEMENT PROGRAMME .....	207
5.3.17 DIPALESENG LED STRATEGY OBJECTIVES .....	207
<b>KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT .....</b>	<b>208</b>
BUDGET .....	208
OPERATING REVENUE FRAMEWORK .....	209
SALE OF ELECTRICITY AND IMPACT OF TARIFF INCREASES .....	211
SANITATION AND IMPACT OF TARIFF INCREASES .....	212

WASTE REMOVAL AND IMPACT OF TARIFF INCREASES .....	212
COLLECTION RATE .....	213
CAPITAL EXPENDITURE .....	213
DORA ALLOCATION .....	213
REPAIRS AND MAINTENANCE .....	213
VALUATION ROLL .....	213
ANNUAL FINANCIAL STATEMENTS .....	214
AUDIT ACTION PLAN .....	214
KPA 5: INTERGOVERNMENTAL RELATIONS AND PUBLIC PARTICIPATION .....	217
COMMUNICATION .....	217
PROBLEM STATEMENT.....	217
OBJECTIVES .....	217
STRATEGY .....	218
PETITIONS .....	219
PROPOSED PROJECTS & PROGRAMMES.....	219
PUBLIC PARTICIPATION STRATEGY.....	219
THE SCOPE OF PUBLIC PARTICIPATION.....	220
<b>KPA 6: SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE .....</b>	<b>222</b>
DEVELOPMENT OBJECTIVES.....	223
SPATIAL VISION.....	224
SPATIAL OBJECTIVES.....	224
SPATIAL DEVELOPMENT CONCEPT AND OBJECTIVES .....	224
NODES AND ACTIVITY AREAS.....	225
SPATIAL DEVELOPMENT OBJECTIVES AND STRATEGIES .....	226
CAPITAL INVESTMENT FRAMEWORK.....	233
GSDM RURAL DEVELOPMENT PLAN 2016 .....	242
FUNCTIONAL REGIONS .....	243
RURAL INTERVENTION AREAS .....	244
FARMER PRODUCTION SUPPORT UNITS .....	245
SPLUMA IMPLEMENTATION .....	247
HUMAN SETTLEMENTS PLANNING AND PROJECTS .....	249
HOUSING DEMAND AND BACKLOG .....	249
CHAPTER SIX: DIPALESENG PERFORMANCE MANAGEMENT SYSTEM .....	257
ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEMS .....	257
ORGANIZATIONAL PERFORMANCE MANAGEMENT .....	257
PERFORMANCE MANAGEMENT FRAMEWORK.....	258
INDIVIDUAL EMPLOYEE PERFORMANCE MANAGEMENT .....	259
RISK MANAGEMENT LEGISLATIVE REQUIREMENT .....	261
RISK MANAGEMENT GOVERNING STRUCTURES.....	262
RISK MANAGEMENT ANTI-FRAUD AND ANTI-CORRUPTION COMMITTEE: .....	262

ETHICS, FRAUD AND CORRUPTION .....	262
CHALLENGES TO BE ADDRESSED: .....	263
INTERNAL AUDIT .....	263
CHAPTER SEVEN: KEY PERFORMANCE AREAS (KPAS) AND OUTCOME INDICATORS .....	265
CHAPTER EIGHT: STRATEGIST, SECTOR PLANS AND PESTLE ANALYSIS .....	302
PESTEL ANALYSIS .....	308
SERVICE DELIVERY, INFRASTRUCTURE DEVELOPMENT, COMMUNITY SERVICE AND PUBLIC SAFETY .....	309
GOVERNANCE AND BUILDING A CAPABLE INSTITUTION .....	313
FINANCIAL VIABILITY AND MANAGEMENT .....	315
LOCAL ECONOMIC DEVELOPMENT .....	317
SPATIAL RATIONALE .....	319
ORGANISATIONAL STRUCTURE .....	322
HIGH LEVEL INSTITUTIONAL ARRANGEMENT .....	322
DEPARTMENTAL PROJECTS/PROGRAMMES FOR 2025/2026.....	342

## LIST OF SELECTED ABBREVIATIONS

<b>AIDS</b>	: Acquired Immune Deficiency Syndrome
<b>ANC</b>	: African National Congress
<b>AQMP</b>	: Air Quality Management Plan
<b>BBBEE</b>	: Broad Based Black Economic Empowerment
<b>BEE</b>	: Black Economic Empowerment
<b>BSC</b>	: Balanced Scorecard
<b>CLLR</b>	: Councillor
<b>CDW</b>	: Community Development Workers
<b>CFO</b>	: Chief Financial Officer
<b>CIDB</b>	: Construction Industry Development Board
<b>COGHSTA</b>	: Department of Cooperative Governance Human Settlements and Traditional Affairs
<b>CPF</b>	: Community Policing Forums
<b>CPIX</b>	: Consumer Price Index
<b>CWP</b>	: Community Workers Program
<b>DA</b>	: Democratic Alliance
<b>DBSA</b>	: Development Bank of South Africa
<b>DDM</b>	: District Development Model
<b>DEDP</b>	: Director: Economic Development and Planning
<b>DPLG</b>	: Department of Provincial and Local Government
<b>DME</b>	: Department of Mineral and Energy
<b>DLM</b>	: Dipaleseng Local Municipality
<b>DoRA</b>	: Division of Revenue Act
<b>DRM</b>	: Disaster Risk Management
<b>DCS</b>	: Director: Corporate Services
<b>DCSPS</b>	: Director: Community Services& Public Safety
<b>DIS</b>	: Director: Infrastructural Services

<b>DPD</b>	: Director: Planning & Development
<b>DWA</b>	: Department of Water Affairs
<b>EAP</b>	: Economic Active Population
<b>EFF</b>	: Economic Freedom Fighter
<b>EIA</b>	: Environmental Impact Assessment
<b>EID</b>	: Economic and Infrastructure Development Cluster
<b>EM</b>	: Executive Mayor
<b>EPWP</b>	: Expanded Public Works Programme
<b>ESKOM</b>	: Electricity Supply Commission
<b>FMG</b>	: Financial Management Grant
<b>GAC</b>	: Governance and Administration Cluster
<b>GIS</b>	: Geographical Information Systems
<b>GRAP</b>	: Generally Recognized Accounting Practices
<b>HDI</b>	: Human Development Index
<b>HDP</b>	: Human Development Policy
<b>HIV</b>	: Human Immunodeficiency Virus
<b>HRD</b>	: Human Resources Development
<b>HRDS</b>	: Human Resources Development Strategy
<b>HSRC</b>	: Human Sciences Research Council
<b>ICT</b>	: Information Communication and Technology
<b>IDP</b>	: Integrated Development Plan
<b>IGR</b>	: Intergovernmental Relations
<b>KPA</b>	: Key Performance Areas
<b>KPI</b>	: Key Performance Indicators
<b>LED</b>	: Local Economic Development
<b>LGMSA</b>	: Local Government Municipal Systems Act
<b>LGTAS</b>	: Local Government Turnaround Strategy
<b>LSM</b>	: Living Standard Measure
<b>MAYCO</b>	: Mayoral Committee

<b>MEC</b>	: Member of the Executive Council
<b>MFMA</b>	: Municipal Finance Management Act
<b>MIG</b>	: Municipal Infrastructure Grant
<b>MIIF</b>	: Municipal Infrastructure Investment Framework
<b>MMC</b>	: Member of the Mayoral Committee
<b>MOU</b>	: Memorandum of Understanding
<b>MPRA</b>	: Municipal Property Rates Act
<b>MSA</b>	: Municipal Systems Act
<b>MSCMP</b>	: Municipal Supply Chain Management Policy
<b>MSIG</b>	: Municipal Systems Improvement Grant
<b>MTAS</b>	: Municipal Turnaround Strategy
<b>MTBC</b>	: Medium Term Budget Committee
<b>MTREF</b>	: Medium Term Revenue and Expenditure Framework
<b>MTDP</b>	: Medium Term Development Plan
<b>NEMA</b>	: National Environmental Management Act
<b>NERSA</b>	: National Electricity Regulator of South Africa
<b>NKPI</b>	: National Key Performance Indicators
<b>NSDP</b>	: National Spatial Development Perspective
<b>NT</b>	: National Treasury
<b>NHA</b>	: National Housing Act
<b>OHSA</b>	: Occupational Health and Safety Act
<b>OVS</b>	: Operation Vuka Sisebente
<b>PGDS</b>	: Provincial Growth and Development Strategy
<b>PHC</b>	: Primary Health Care
<b>PI F</b>	: Premier's Inter-governmental Forum
<b>PM</b>	: Performance Management
<b>PMS</b>	: Performance Management System
<b>PPP</b>	: Public Private Partnership
<b>PT</b>	: Performance Targets

<b>PT</b>	: Public Transport
<b>PWD</b>	: People Living With Disability
<b>RDP</b>	: Reconstruction and Development Programme
<b>RED</b>	: Regional Electricity Distributor
<b>SALGA</b>	: South African Local Government Association
<b>SALGBC</b>	: South African Local Government Bargaining Council
<b>SAPS</b>	: South African Police Service
<b>SARS</b>	: South African Revenue Service
<b>SCM</b>	: Supply Chain Management
<b>SDBIP</b>	: Service Delivery and Budget Implementation Plan
<b>SDF</b>	: Spatial Development Framework
<b>SETA</b>	: Sector Education and Training Authorities
<b>SGB</b>	: School Governing Body
<b>SLA</b>	: Service Level Agreement
<b>SMME</b>	: Small, Medium and Micro Enterprise
<b>CDC</b>	: Community Development Cluster
<b>UIF</b>	: Unemployment Insurance Fund
<b>WTW</b>	: Water Treatment Works
<b>WWTP</b>	: Waste Water Treatment Plan

## LIST OF FIGURES

<b>Figure 1</b>	: IDP review and Budget process
<b>Figure 2</b>	: Framework Action Plan and Provincial Cycle
<b>Figure 3</b>	: Population Trends of Dipaleseng Local Municipality 1996-2022
<b>Figure 4</b>	: Population Distribution By Age
<b>Figure 5</b>	: Share of Municipal Population to the District 2011 & 2022
<b>Figure 6</b>	: Population Pyramid for Population in Dipaleseng Municipality
<b>Figure 7</b>	: Number of Households by Local Municipality in Gert Sibande District 2011-2022
<b>Figure 8</b>	: Table depicting Employment Status in Dipaleseng Local Municipality
<b>Figure 9</b>	: Employment by industry in Dipaleseng
<b>Figure 10</b>	: HIV Prevalence by District Municipality in MP, Antenatal HIV Sentinel Survey, 2013 - 2022
<b>Figure 11</b>	: Comparative Contribution of Municipalities to GVA and Population, 2016
<b>Figure 12</b>	: Contribution of Economic Subsectors in Gross Value Addition, 2001 & 2018
<b>Figure 13</b>	: Figure 13: Graph on Revenue per Source in Dipaleseng Local Municipality 2025/26
<b>Figure 14</b>	: Implementation Status on the Audit action plan















## LIST OF TABLES

<b>Table 1</b>	: IDP Representative Forum
<b>Table 2</b>	: Sector plans to be included in IDPs
<b>Table 3</b>	: Framework Guide for credible IDPs
<b>Table 4</b>	: Time Schedule key deadlines and activities
<b>Table 5</b>	: Roles and Responsibilities for different stakeholders
<b>Table 6</b>	: Roles and Responsibilities of Stakeholders
<b>Table 7</b>	: Duties of council, administration and community
<b>Table 8</b>	: Municipal IDP institutional arrangements, Structure Composition & Terms of reference
<b>Table 9</b>	: Section 79 and 80 Committees
<b>Table 10</b>	: Stakeholders in Ward 1-6 in Dipaleseng
<b>Table 11</b>	: IDP/ Budget Timeframes 2024/25
<b>Table 12</b>	: IDP/ Budget Committee Meetings
<b>Table 13</b>	: IDP Representative Forum
<b>Table 14</b>	: Strategic Meetings
<b>Table 15</b>	: IDP/Budget Programme
<b>Table 16</b>	: Budget Programme
<b>Table 17</b>	: Mayoral Outreach Programme Draft IDP & Budget Consultation Meeting
<b>Table 18</b>	: Ranking of Municipalities withing Gert Sibande District
<b>Table 19</b>	: Table 19: Population Groups
<b>Table 20</b>	: Migration status by Province/Area of previous residence in Gert Sibande District 2022
<b>Table 21</b>	: Population Projections
<b>Table 22</b>	: Population per town
<b>Table 23</b>	: Sex of Head of Household by Local Municipalities in Gert

	Sibande District
<b>Table 24</b>	: Age of Head of Households by Local Municipality in Gert Sibande District
<b>Table 25</b>	: Types of Main Dwelling 2011-2022
<b>Table 26</b>	: Household Infrastructure Indicators
<b>Table 27</b>	: Education attainment by population aged 20+
<b>Table 28</b>	: Grade 12 Performance by Local Municipality 2020-2024
<b>Table 29</b>	: Economic Indicators
<b>Table 30</b>	: Dipaleseng Local Municipality functions and powers
<b>Table 31</b>	: Designation of Essential Services
<b>Table 32</b>	: Service Divisions in Dipaleseng Municipality
Table 33	: Employee Demographics
Table 34	: Funded Vacancies as per Department for Financial year 2025/26
Table 35	: List of Non-Governmental Organization Existing In Dipaleseng Local Municipality
Table 36	:List of Youth Non-Governmental Organization Existing In Dipaleseng
Table 37	: Drug and Substance Use in Dipaleseng Local Municipality
Table 38	: Sports and Recreational Facilities
Table 39	: Status Quo Of Cemeteries
Table 40	: Action Plan to address Sentence Agreement in terms of Section 105A of Act 51 of 1977
Table 41	: Disaster Management Plan:

## POLITICAL LEADERSHIP

		
<p><b>Cllr. Busisiwe Khanye</b> Executive Mayor PR Councilor (ANC) 071 688 6480</p>	<p><b>Cllr. Xolani Shozi</b> Speaker of Council Ward 1 Councilor (ANC) 060 980 7791</p>	<p><b>Cllr. Ahmed-Nazir Carrim</b> Member of Mayoral Committee Ward 3 Councilor (ANC) 081 563 0242</p>
		
<p><b>Cllr. Mojalefa Miya</b> Member of Mayoral Committee Ward 4 Councilor (ANC) 063 785 9964</p>	<p><b>Cllr. Zabilon Radebe</b> Ward 5 Councilor (ANC) 060 747 9920</p>	<p><b>Cllr. Tryphina Shabalala</b> Whip of Council Ward 6 Councilor (ANC) 063 785 9847</p>

		
<p><b>Cllr. Muzikayise Makhoba</b> <b>Ward 2 Councilor (ANC)</b> <b>MPAC Chairperson</b> <b>063 798 2655</b></p>	<p><b>Cllr. Mafunda Makhubu</b> <b>PR Councilor (ANC)</b> <b>072 893 7860</b></p>	<p><b>Cllr Refiloe Motakane</b> <b>PR Councilor (DA)</b> <b>078 103 8538</b></p>
		
<p><b>Cllr Lucky Dhladhla</b> <b>PR Councilor (EFF)</b> <b>083 766 2970</b></p>	<p><b>Cllr Sibongile Nhlapo</b> <b>PR Councilor (EFF)</b> <b>072 367 3460</b></p>	<p><b>Cllr Carel De Villiers Pienaar</b> <b>PR Councilor (FF+)</b> <b>083 770 2970</b></p>

## ADMINISTRATIVE LEADERSHIP



**Mr. L Cindi**  
**Municipal Manager**  
**Cell: 072 032 0296**



**Mr. P M Mokoena**  
**Director: Corporate Services**  
**Cell: 066 250 0776**



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



**Mr. F. Shabangu**  
**Director: Infrastructure**  
**Services**  
**Cell: 072 363 3858**



**Mr. T. Dlamini**  
**Director: Community Services**  
**& Public Safety**  
**Cell: 072 445 1110**



**Ms. C Poulten**  
**Director: Planning &**  
**Economic Development**  
**Cell: 073 570 1342**

## FOREWORD BY THE EXECUTIVE MAYOR



The reviewed Integrated Development Plan (IDP) covers the Dipaleseng Municipality's plans for the 2025/26 financial year and an evaluation of where we are at and what still needs to be done. The past year has seen the municipality achieve and overcome many challenges in the process.

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

Running a clean and transparent government where we ensure that every cent of public funds is spent on improving services, maintenance, upgrades, and development is also non-negotiable. The burning issue of housing for our residents in all categories remains of utmost importance. Although housing is not a municipal competency and we rely on the budget provided to us by the national and provincial governments, we will continue to provide as many housing opportunities as possible with limited resources. We 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 of 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 NB KHANYE**

**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 5<sup>th</sup> Generation IDP document and take this opportunity to introduce the 2025/26 IDP document for your consideration and commenting. Your valued contributions is once more required to consolidate this document before our Honourable Executive Mayor tables the final document before Council for approval on or before 31<sup>st</sup> May 2025.

The process of reviewing this 5<sup>th</sup> 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 2025/26 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.

The review process took 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 this 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 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 2025/26 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 5<sup>th</sup> Generation IDP and provide us with your valuable comments so that we can realise our shared vision of turning this municipality into a place of choice for all its citizens.

**MR LWAZI CINDI**

**MUNICIPAL MANAGER**

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

## **1. CHAPTER ONE**

### **1.2 EXECUTIVE SUMMARY**

The objects of local government are: (a) to provide democratic and accountable government for local communities; (b) to ensure the provision of services to communities in a sustainable manner; (c) to promote social and economic development; (d) to promote safe and healthy environment; and (e) to encourage the involvement of communities and community organizations in the matters of local government. The Constitutional mandate for municipalities is that they should strive within their financial and administrative capacity to achieve these objects and carry out the developmental duties assigned to local Government. Municipal Council therefore takes charge of the following principal responsibilities:

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

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

- Municipal Budgeting;
- Institutional restructuring to realize the strategic intent of the plan;
- Integrating various sectors in the form of infrastructure, land use, and agriculture with socio-economic and ecological dimension ;and
- Performance Management System

This document therefore presents the Municipal Integrated Planning as part of its 2022/2027 IDP Review process.

## **2. CHAPTER TWO: POLICY AND LEGISLATIVE CONTEXT**

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

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

Section 34 of the MSA deals with the Review and Amendment of the IDP and requires that the Municipal Council:

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

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

Guidelines, IDPs are reviewed based on four primary areas of intervention i.e. annual IDP review, the IDP process, amendments in response to changing municipal circumstances and comments from the MEC of COGTA.

The IDP process represents a continuous cycle of planning, implementation, monitoring and review. Implementation then commences after the Municipal Council adopts the final draft IDP, budget and performance management system for the subsequent financial year. Public participation remains pivotal throughout the process of the IDP.

## **2.1 NATIONAL AND PROVINCIAL FRAMEWORKS GOVERNING GERT SIBANDE DISTRICT MUNICIPALITY (GSDM) AND ITS LOCAL MUNICIPALITIES**

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

In addition to existing legislation, a range of National, Provincial, Local Government policies and plans exist to further guide and direct development in South Africa. Some of these are of particular importance in developing an Integrated Development Plan.

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

## **2.2 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)**

The National Spatial Development Perspective (NSDP) was initiated in 1999 with the aim of not only providing a strategic assessment of the spatial distribution and socio-economic characteristics of the South African population but to gain a shared understanding of the distribution of economic activities and potential across the South African landscape. Based on the research conducted, and with key trends and issues identified, the NSDP currently delineates a number of guidelines for infrastructure investment in South Africa. The rationale behind the guidelines is rooted in the argument that instead of investing in physical infrastructure to improve the quality of life of people living in low productivity areas, government should rather invest in people. The logic of the latter argument is that investing in people is a more efficient use of government resources. Investing in people potentially results in increased opportunities and choice to relocate to high growth areas. Investing in places can

leave people trapped in low growth areas without any guarantee that this will attract new investment into the area.

In essence, the NSDP argues that government's social objectives will be best achieved through infrastructure investment in economically sustainable areas with proven development potential. Therefore, areas displaying little or no potential for growth should only be provided with the constitutionally mandated minimum levels of services, and the focus of government spending should rather be on the people, i.e. social development spending which involves developing labor market intelligence, human resource development, health and social transfers. This kind of "development spending" is specifically aimed at enabling the South African population, particularly the youth located in areas in which they have no hope of finding employment, to gradually gravitate to areas with high economic potential. Emanating from the broad philosophy and actions put forward by the NSDP, five principles are given below:

- Principle one: Economic growth is the prerequisite for the achievement of other policy objectives such as poverty eradication and equitable development.
- Principle two: Government infrastructure investment- beyond basic service delivery- will be in areas of high development potential or economic growth.
  - Focusing future settlement and economic development opportunities into activity corridors and nodes adjacent to or linked to main growth centers.
  - Rather increase the footprint of existing urban areas through incremental development and densification than to initiate new Greenfield developments far removed from all existing infrastructure and economic activity.
- Principle three: Efforts to address inequalities should focus on people and not places.
- Principle four: Areas with high levels of poverty and high development potential should receive investment beyond basic services to exploit this potential.
- Principle five: Areas with high levels of poverty and low development potential should receive investment to provide basic services as well as social transfers, HRD, and labour market information.

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

### **2.3 NATIONAL GROWTH PATH**

The New Growth Path provides bold, imperative and effective strategies to create the millions of new jobs of South Africa needs. It also lays out a dynamic vision for how we can collectively achieve a more developed, democratic and equitable economy and society over the medium-term in the context of sustainable growth. The shift to a new Growth Path requires the creative and collective efforts of all sections of South African society, leadership and strong governance. It further takes account new opportunities and the strengths available and the constraints to be overcome. It requires the development of a collective action to change the character of the South African economy and ensure that the benefits are shared more equitably among all people, particularly the poor.

The following targets have been set nationally, with Mpumalanga Province having to proportionally contribute towards the achievement of these and has done so by initiating projects and programs in line with these drivers, namely:

- Jobs driver 1: Infrastructure
- Jobs driver 2: Main economic sectors
- Jobs driver 3: Seizing the potential of new economies
- Jobs driver 4: Investing in social and public services
- Jobs driver 5: Spatial development (regional integration)

### **2.4. NATIONAL DEVELOPMENT PLAN (NDP)**

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



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

## **2.5 DISTRICT DEVELOPMENT MODEL**

### **2.5.1 PRINCIPLES UNDERPINNING THE NEW DISTRICT COORDINATION MODEL**

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

The manifestation of the current situation is a highly inefficient utilization of funds and resources and even wastage. Government is not getting the outcomes it would like to see on the ground where the investment is impacting at the right scale and quality for communities. There is no clear spatial logic and outcomes that enable better integrated place-making but often sector/silo-based outputs. In this manner apartheid spatial logics are often being perpetuated, rather than being broken down. Cooperative governance is still largely elusive, with planning and investment spending of all three spheres of government often misaligned, inadequately targeted spatially and not coordinated sufficiently to optimize service delivery results and integrated development outcomes. The system of cooperative governance is evolving in South Africa. Following several years of implementation there are sufficient lessons and realities that point to the need for more decisive refinement and enhancement to the way cooperative governance/ intergovernmental relations (IGR) is approached in practice.

### **2.5.2 OBJECTIVES OF THE DISTRICT DEVELOPMENT MODEL**

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

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

The purpose of enhancing cooperative governance through a new district coordination model is to improve the coherence and spatial targeting impact of all three spheres of government. This unison is achieved when there is a common appreciation and understanding by all three spheres of government of the service delivery and development dynamics, challenges and opportunities in various communities calibrated for practical purposes at a district/metropolitan spatial scale.

## **2.6 MEDIUM TERM DEVELOPMENT PLAN (MTDP)**

Following the Opening of Parliament Address on the 18<sup>th</sup> of July 2024 the President announced and confirmed Strategic Priorities and priorities for the 7<sup>th</sup> Administration of Government for 2024 to 2029. The Medium-Term Development Plan (MTDP) identified five (5) goals to guide the government's actions in pursuing the goals of the National Development Plan of 2030. They are as follows:

- A more equal society where no person lives in poverty
- A safe and secure environment

- A capable state delivering basic services to all citizens
- A dynamic and growing economy
- A cohesive and united nation

Three strategic priorities were also identified and confirmed at National and Provincial level at the confirmation of the 7<sup>th</sup> Administration.

- Strategic Priority 1: Drive inclusive growth and job creation
- Strategic Priority 2: Reduce poverty and tackle the high cost of living
- Strategic Priority 3: Build a capable, ethical and developmental state

Inclusive growth and job creation is placed at the centre in hopes of seeking to transform the economy and society towards increased prosperity and equality for all citizens. It is also meant to serve as a backdrop to guide planning and budgeting across the three spheres of government. The document seeks to guide the institution in aligning the strategic priorities and goals with the implementation of service delivery activities of the institution and in identifying critical gaps. Each strategic priority is aligned to the chapters of the National Development Plan 2030 and statement of intent as indicated in the table below.

**Table 1: Table illustrating linkages with the National Development Plan, MTDP Priorities and Statement of Intent**

Statement of Intent	National Development Plan	MTDP Strategic Priorities
1. Rapid, inclusive and sustainable economic growth, the promotion of fixed capital investment and industrialization, job creation, transformation, livelihood support, land reform, infrastructure development, structural reforms and transformational change, fiscal sustainability, and the sustainable use of our national resources and endowments. Macro-economic management must support national development goals in a sustainable manner.	Chapter 3: Economy and employment Chapter 4: Economic infrastructure Chapter 5: Ensuring environmental sustainability and an equitable transition to a low-carbon economy Chapter 6: An integrated and inclusive rural economy	STRATEGIC PRIORITY 1: DRIVE INCLUSIVE GROWTH AND JOB CREATION DRIVE
4. Investing in people through education, skills development and affordable quality health care.  2. Creating a more just society by tackling poverty, spatial inequalities, food security and the high cost of living, providing a social safety net, improving access to and the quality of, basic services, and protecting workers' rights.  8. Strengthening social cohesion, nation-building and democratic participation, and undertaking common programmes against racism, sexism, tribalism and other forms of intolerance.	Chapter 9: Improving education, training and innovation Chapter 10: Promoting health Chapter 11: Social protection Chapter 8: Transforming human settlement and the national space economy Chapter 15: Transforming society and uniting the country	STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING
5. Building state capacity and creating a professional, merit based, corruption-free and developmental public service. Restructuring and improving state-owned entities to meet national development goals.  3. Stabilising local government, effective cooperative governance, the assignment of appropriate responsibilities to different spheres of government and review of the role of traditional leadership in the governance framework.  6. Strengthening law enforcement agencies to address crime, corruption and gender-based violence, as well as strengthening national security capabilities.  8. Foreign policy based on human rights, constitutionalism, the national interest, solidarity, peaceful resolution of conflicts, to achieve the African Agenda 2063, South-South, North-South and African cooperation, multilateralism and a just, peaceful and equitable world.	Chapter 13: Building a capable and developmental state  Chapter 12: Building safer communities Chapter 14: Fighting corruption Chapter 7: Positioning South Africa in the World	STRATEGIC PRIORITY 3: BUILD A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

At the provincial level, Mpumalanga Provincial Government set vision is aligned with MTDP priorities.

In terms of Driving inclusive growth and job creation the government has identified nine (9) outcomes that includes:

- Increased employment opportunities
- Accelerated growth of industrial and labour-intensive sectors
- Enabling environment for investment and improved competitiveness
- Increased infrastructure investment, access and efficiency
- Improved energy security and a just energy transition
- Increased investment, trade and tourism
- A dynamic science, technology and innovation ecosystem for growth
- A supportive and sustainable economic policy environment
- Economic transformation for a just society

In terms of Reducing poverty and tackling the high cost of living the government identified six (6) outcomes that include:

- Reduced poverty and improved livelihoods
- Optimized social protection and coverage
- Improved access to affordable and quality healthcare
- Skills for the economy and
- Social cohesion and nation building

To Build a Capable, Ethical and Developmental State the government identified ten (10) outcomes that include:

- Improved trust in the public sector
- Improved trust in local government
- A capable, ethical and professional public service
- Digital transformation across the state
- Reformed, integrated and modernized CJS

- Increased feelings of safety communities
- Reduced priority offences
- Promote South Africa within the region and globally
- Enhanced peace and security in Africa
- Mainstream of gender, empowerment of youth and persons with disabilities

Emanating from the above, it is imperative for local municipalities to align outcomes or interventions through programmes and activities to the three strategic goals in line with the Mpumalanga Provincial Government.

## **2.7 MPUMALANGA GROWTH AND DEVELOPING PATH (MEGDP)**

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

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

### **2.7.1 AGRICULTURE**

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

- Massive drive in infrastructure development;
- Massive drive in skill development;
- Comprehensive support to small-scale farmers and agri-business;
- Fast-track the settlement of the outstanding land claims;
- Optimal utilization of restituted and distributed land;
- Increase acquisition of agriculture land for the previously disadvantaged;
- Revisit current legislation to create balanced development in areas of competition between mining and farming;

- Assistance (technical, material and finance) to identified agricultural co-operatives in traditional areas as well as the establishment of the fresh produce market in the district.

### **2.7.2 FORESTRY**

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

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

### **2.7.3 MINING**

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

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

### **2.7.4 ENERGY INDUSTRY**

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

- Invest in industrial infrastructure to encourage enterprise development;
- Enhance skills development, especially in the arrears of engineering, artisan, business and project management;
- Provide comprehensive support to SMMEs development and;
- Supporting the development of clean forms of energy like wind and hydro power generations opportunities including gas production from land fill and organic waste.

### **2.7.5 TOURISM AND CULTURAL INDUSTRIES**

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

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

### **2.7.6 THE GREEN ECONOMY AND ICT**

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

- Invest in research for new technologies to promote green economy
- Invest in Infrastructure for ICT development

- Train and assist SMME's to provide them with necessary tools for moving their business online.

## **2.8 REGIONAL AND INTERNATIONAL COOPERATION**

The growth path also states that the proximity of Mozambique, Swaziland and other SADC countries, including Memoranda of Understanding (MOU) signed with few overseas countries, provide Mpumalanga with Regional and International trade, investment and tourism opportunities. Regarding neighboring countries, road, rail and air infrastructure is key terms of facilitation of trade and other economic opportunities – e.g. border posts between Gert Sibande District Municipality and Swaziland and improve railings.

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

## **2.9 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.

## **2.10 INTEGRATED SUPPORT PLAN (ISP) FOR ACCELERATED MUNICIPAL SERVICE DELIVERY**

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

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

## **2.11 GOVERNMENT PRIORITY AREAS 2024-2029 MTD P PERIOD**

- Strategic Priority 1: Drive inclusive growth and job creation
- Strategic Priority 2: Reduce poverty and tackle the high cost of living

- Strategic Priority 3: Build a capable, ethical and developmental state

## **2.12 BACK TO BASICS APPROACH IN DETAIL**

### **2.12.1 GOVERNANCE**

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

### **2.12.2 ADMINISTRATION**

All municipalities enforce competency standards for managers and appoint persons with the requisite skills, expertise and qualifications;

- All managers to sign performance agreements and;
- Implement and manage performance management system

### **2.12.3 SOUND FINANCIAL MANAGEMENT**

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

### **2.12.4 COMMUNITY ENGAGEMENT AND PARTICIPATION: PUTTING PEOPLE FIRST**

All Councilors to report regularly to their wards;

- The municipality has clear engagement platforms with communities, e.g. ward level service delivery plans (ward committees IDP's and Budget report backs and;
- Transparent, responsive and accountable processes to communities

### **2.12.5 BASIC SERVICE DELIVERY: CREATING CONDITIONS FOR DECENT LIVING**

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

### **2.13 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 to:

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

### **2.14 BENEFITS OF MSCOA**

These include:

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

## **3. CHAPTER THREE: IDP PROCESS PLAN IMPLEMENTATION**

### **3.1 THE INTEGRATED DEVELOPMENT PLAN (IDP)**

#### **3.1.1 LEGISLATIVE BACKGROUND**

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

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

### 3.1.2 ADOPTION OF A PROCESS PLAN

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

### 3.1.3 SECTOR PLANS IDP

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

**Table 2: Sector plans to be included in IDPs**

Relevant legislations	Binding requirements
-----------------------	----------------------

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

S24 of IGR Act of 2005	<ul style="list-style-type: none"> <li>• District Intergovernmental</li> </ul>
------------------------	--

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

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

### 3.1.4 MUNICIPAL SECTOR PLANS

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

- Water Services Development Plan
- Environmental Management Strategy
- LED Strategy
- Transport Plan
- Disaster Management Plan
- Spatial Development Framework
- Integrated Waste Management Plan
- Housing Chapter
- Agriculture Development Plan

- Tourism Plan
- Financial Plan
- Communication strategy
- HIV & Aids Strategy
- Gender Policy
- Infrastructure Master Plan
- Energy Master Plan

### 3.2 OTHER ISSUES TO BE CONSIDERED

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

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

Table 3 below summaries some other matters that must be considered during the review of the IDPs.

**Table 3: Framework Guide for credible IDPs**

Focus Area	Delivery Focus Area	Performance Definition1
------------	---------------------	-------------------------

1.Service Delivery Sanitation	Sanitation	What is your plan to achieve the national targets on sanitation and needs of the area?
	Water	What is your plan to achieve the national targets on water provision and management needs of the area.
	Refuse Removal	What is your plan to achieve the national targets on waste removal and management needs of the area?
	Infrastructure plans	Other bulk infrastructure plans for this year.
	EPWP	Projects to be undertaken this financial year.
	Electricity	What is your plan to achieve the national targets on electricity provision and needs of the area?
	Municipal Roads	Plans to address access roads as well as existing roads maintenance.
2.Institutional Arrangements	Human resource strategy	What is the plan of maintaining existing infrastructure (i.e. buildings)
	Skills Development Plan	Skills development and attraction strategy to address the delivery needs experienced by the municipality.



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

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

	(SDBIP) (MFMA: Section 53)	achievement of the strategic objectives set by the Council. Is this plan operative?
	SDBIP: Political and executive accountabilities	Has an S 53 document been adopted by Council and are systems in place for effective strategic management?
	Division of Revenue DORA Equitable Share: Schedules 2 and 3 MIG (infrastructure transfers) Schedule 4B Capacity building Section 14	Municipalities need to demonstrate financial planning aligned to DORA (ES; MIG; Transfers for capacity-building) and have plans to both manage revenue shortfalls and enhance revenue collection.
	Revenue Management MFMA: s 61; MSA: s 95)	Check that the accounting officer is taking all reasonable steps to comply with legal requirements.
	Project Consolidate Interventions	Is the role of CDW's articulated and incorporated into the IDP? Check budget for skills and capacity development projects.
	Community	Has the draft budget been made public and a meeting held with the community to

	participation – budget (MFMA Section 22 – 23)	ascertain development priorities? Are these priorities incorporated into the IDP?
	Anti-corruption	Does the IDP convey a discernible commitment to clean and accountable governance and evidence of investigative action in cases of malpractice?
5. Governance	Public Participation	<p>Check compliance with MSA: Have appropriate mechanisms, processes and procedures been put in place to enable the community to participate in the affairs of the municipality? E.g. Public meetings, availability of IDP to community; involvement of community in development, implementation and</p> <p>Review of the municipality's performance management system; Were community involved in setting of appropriate key performance indicators and targets for the municipality? Are these initiatives reflected in the IDP?</p>
	Code of Conduct for Councilors and municipal staff members (Sections 1 and 2, MSA)	<p>Have all staff and members signed the Code of Conduct? Are the provisions of these sections adhered to general conduct, duties disclosures?</p> <p>Does the community have access to the Codes of Conduct?</p>

	Ward Committees	<p>Total number of Ward Committees established as per the number of demarcated municipal wards;</p> <p>60 Ward Committees have been nominated</p> <p>Are Ward Committee functional; do they comply with Terms of Reference of establishment?</p> <p>Yes they functional and terms of reference were provided by COGTA</p> <p>Does the IDP report on their contribution to development in the municipality?</p>
	Communication	<p>Is the municipality complying with MSA (S21) directives regarding communication to the local community?</p> <p>E.g. Official website should be established (if affordable; if not via an intergovernmental arrangement);</p> <p>Website or public place must contain documents to be made public in terms of the MFMA and MSA. Are there indications of a positive interface between council, ward committee and community?</p>
6.Intergovernmental Relations	Cooperative Governance	<p>MSA S3 defines how local government must develop cooperative approaches to governing, resource share and solve disputes and problems within context of IGR. Are these principles discernible in the IDP?</p>

	Establishment of IGR Forums:  Provincial – Premier’s Forum  Interprovincial forums;  Local: District forums;  Inter-municipality Forums	The IGRF Act requires that there are provincial and district intergovernmental forum to promote and facilitate IGR between  a) provinces and local government, and b) district and local  Is the IDP benefiting from intergovernmental dialogue?
	Role of IGR Forums to promote service delivery	The forum must meet at least once a year with service providers and other role players concerned with development in the district, to coordinate effective provision of services and planning in the district. Does the IDP reflect engagement with forums?
	Reporting and sector involvement in planning	The Premier of a province must report to PCC on the implementation of national policy and legislation within the province.  The role of sectors in local delivery must be clearly articulated. Is the IDP aligned to these obligations?
	Assignment of Powers and	Do appropriate intergovernmental agreements facilitate effective

	Functions	management of assignments within the municipality?
7.Spatial Development Framework	Sustainable Human Settlements	Check that municipalities are familiar with Housing policy on SHS and implications of new accreditation framework. Municipalities need to be working inter-governmentally to sustain joint planning in land access, economic and labour profiling, infrastructure delivery and provision of services.
	National Spatial Development Perspective (NSDP)	The updated NSDP is being communicated to provinces and municipalities between February and April. Ensure principles are understood and there are management plans to ensure these are incorporated into joint planning initiatives aligned to the NSDP economic and social profile for that province / region.
	Provincial Growth and Development Strategy (PGDS)	New Guidelines are available for provinces and municipalities to structure their planning aligned to regional profiles and in spirit of economic and resource cooperation.
	Economic profile	Has the NSDP overview been extrapolated and integrated into local economic development initiatives based on local and regional economic realities?
	Geographic profile	Are studies undertaken to understand environmental and geographic characteristics of the region and the

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

### 3.3 TIME SCHEDULE OF KEY DEADLINES

The National Treasury Department provides guidance in terms of the key deadlines and activities for the IDP-budget process applicable to municipalities as per the Municipal Systems Act of 2000 and the Municipal Finance Management act of 2003. The key deadlines are as reflected in table 4 below.

**Table 4: Time Schedule key deadlines and activities.**

Month	Dipaleseng Local Municipality	Budget Year 2024/2025
	<b>Mayor and Council</b>	<b>Administration - Municipality</b>
<b>July</b>	<p>Mayor begins planning for next three-year budget in accordance with coordination role of budget process</p> <p><b>MFMA s 53</b></p> <p>Planning includes review of the previous year's budget process and completion of the Budget Evaluation Checklist</p>	<p>Accounting officers and senior officials of municipality and entities begin planning for next three-year budget</p> <p><b>MFMA s 68, 77</b></p> <p>Accounting officers and senior officials of municipality and entities review options and contracts for service delivery</p> <p><b>MSA s 76-81</b></p>



<b>August</b>	<p>Mayor tables in Council a time schedule outlining key deadlines for: preparing, tabling and approving the budget; reviewing the IDP</p> <p>(as per s 34 of MSA) and budget related policies and consultation processes at least 10 months before the start of the budget year.</p> <p><b>MFMA s 21,22, 23;</b></p> <p><b>MSA s 34, Ch 4 as amended</b></p> <p>Mayor establishes committees</p>	
<b>September</b>	<p>Council through the IDP review process determines strategic objectives</p> <p>for service delivery and development for next three-year budgets including</p> <p>review of provincial and national government sector and strategic plans</p>	<p>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 municipality's plans (schools, libraries, clinics. water, electricity, roads, etc)</p>
<b>October</b>		Accounting officer does initial review of national policies and

		<p>budget plans and potential price increases of bulk resources with function and department officials</p> <p><b>MFMA s35, 36, 42; MTBPS</b></p>
<b>November</b>		<p>Accounting officer reviews and drafts initial changes to IDP <b>MSA s 34</b></p>
<b>December</b>	<p>Council finalizes tariff (rates and service charges) policies for next financial year</p> <p><b>MSA s 74, 75</b></p>	<p>Accounting officer and senior officials consolidate and prepare proposed</p> <p>budget and plans for next financial year taking into account previous years</p> <p>performance as per audited financial statements</p>
<b>January</b>	<p>Entity board of directors must approve and submit proposed budget and plans for next three-year budgets to parent municipality at least 150 days before the start of the budget year</p> <p><b>MFMA s 87(1)</b></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> <p><b>MFMA s 36</b></p>
<b>February</b>	<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</p>

	<p><b>MFMA s 87(2)</b></p>	<p>for next three-year budgets taking into account the recent mid-year review and</p> <p>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</p> <p>next three budget years 120 days prior to start of budget year</p> <p><b>MFMA s 37(2)</b></p>
<p><b>March</b></p>	<p>Entity board of directors considers recommendations of parent municipality and submit revised budget by 22nd of month</p> <p><b>MFMA s 87(2)</b></p> <p>Mayor tables municipality budget, budgets of entities, resolutions, plans, and proposed revisions to IDP at least 90 days before start of budget year</p> <p><b>MFMA s 16, 22, 23, 87; MSA s 34</b></p>	<p>Accounting officer publishes tabled budget, plans, and proposed revisions to IDP, invites local community comment and submits to NT, PT and others as prescribed</p> <p><b>MFMA s 22 &amp; 37; MSA Ch 4 as amended</b></p> <p>Accounting officer reviews any changes in prices for bulk resources as communicated by 15 March</p> <p><b>MFMA s 42</b></p>

<p><b>April</b></p>	<p>Consultation with national and provincial treasuries and finalize sector plans for water, sanitation, electricity etc.</p> <p><b>MFMA s 21</b></p>	<p>Accounting officer assists the Mayor in revising budget documentation in accordance with consultative processes and taking into account the results from the third quarterly review of the current year</p>
<p><b>May</b></p>	<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.</p> <p><b>MFMA s 23, 24; MSA Ch 4 as amended</b></p> <p>Entity board of directors to approve the budget of the entity not later than 30 days before the start of the financial year, taking into account any hearings or recommendations of the council of the parent municipality</p>	<p>Accounting officer assists the Mayor in preparing the final budget documentation for consideration for approval at least 30 days before the start of the budget year taking into account consultative processes and any other new information of a material nature</p>

	<b>MFMA s 87</b>	
<b>June</b>	<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><b>MFMA s 16, 24, 26, 53</b></p> <p>Mayor must approve SDBIP within 28 days after approval of the budget and ensure that annual performance contracts are concluded in accordance with s 57(2) of the MSA. Mayor to ensure that the annual performance agreements are linked to the measurable performance objectives approved with the budget and SDBIP. The mayor submits the approved SDBIP and performance agreements to council, MEC for local government and makes public within 14 days after approval</p> <p><b>MFMA s 53; MSA s 38-45, 57(2)</b></p>	<p>Accounting officer submits to the mayor no later than 14 days after approval of the budget a draft of the SDBIP and annual performance agreements required by s 57(1)(b) of the MSA.</p> <p><b>MFMA s 69; MSA s 57</b></p> <p>Accounting officers of municipality and entities publishes adopted budget and plans</p> <p><b>MFMA s 75, 87</b></p>

	<p>Council must finalize a system of delegations.</p> <p><b>MFMA s 59, 79, 82; MSA s 59-65</b></p>	
--	--	--

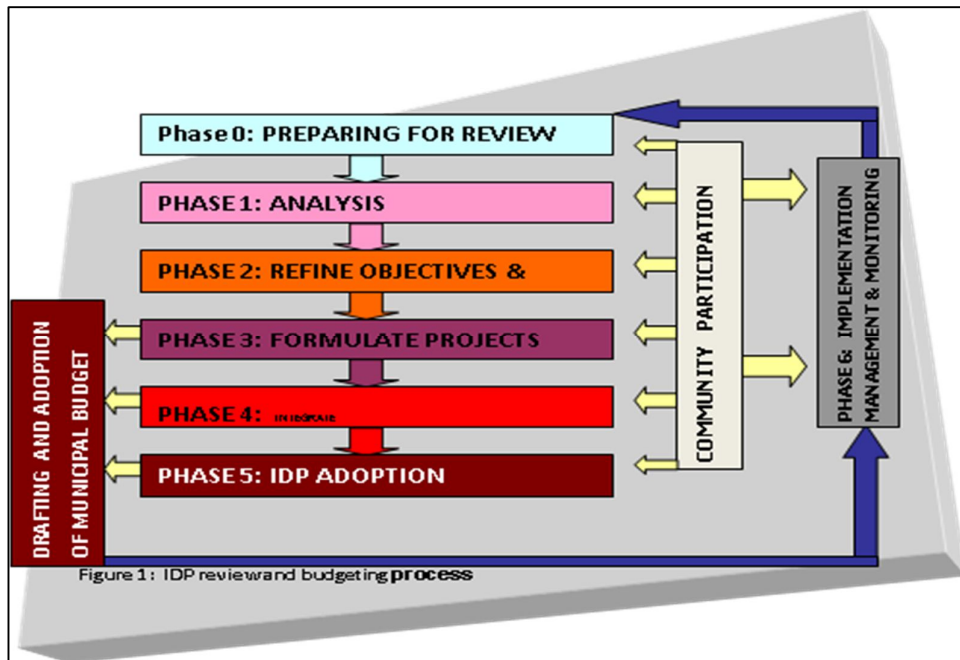
### 3.4 APPROACH AND PRINCIPLES TO BE APPLIED IDP COMPILATION PROCESS

#### 3.4.1 THE 2022-2027 IDP COMPILATION PROCESS

The compilation process of the 2022-2027 IDP will consist of the following phases:

- Preparation,
- Analysis,
- Strategies,
- Projects,
- Integration and
- Approval Phase

**Figure 1: IDP Review and Budgeting Process**



### **3.4.2 PRE-PLANNING PHASE**

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

All municipalities must adopt their IDP Process Plans by August of each financial year subsequent to the adoption of the District Framework Plan by the July.

### **3.4.2 ANALYSIS PHASE**

During this phase information is collected on the existing level of development within the municipality. When assessing the existing level of development in the municipality, the level of access to basic services and those communities that do not have access to these services must be identified. Focus must be on the types of problems faced by the community in the area and the causes of these problems. The identified problems are assessed and prioritized in terms of what is urgent and what needs to be done first. Information on the availability of resources is also collected during this phase. Priority issues highlighted during the 2022-2027 IDP processes will also be revised and confirmed during this phase. Community meetings, stakeholder meetings, surveys, opinion polls and researched information should form the basis of this phase. This phase should be completed by September.

### **3.4.3 STRATEGIES PHASE**

Municipalities must begin to contemplate on the best possible strategies to tackle the identified challenges. This phase is critical in this process in order to ensure a focused analysis, the municipal vision must be confirmed and development objectives containing clear statements of what the municipality would like to achieve in the medium term to deal with the problems outlined in the first phase be confirmed. Internal transformation needs, Council's development priorities must be taken into account when formulating council objectives. This process should involve strategy workshops, targeted stakeholder engagements, public hearings, sector Provincial and National department engagements, social partners, interest-based groups and organized civil society. Once the municipality has worked out where it wants to go and what it needs to do to get there, it needs to work out how to get there. Development strategies must then be developed focusing on finding the best way for the municipality to meet a development

objective. Once the municipality has identified the best methods and strategies towards achieving its development objectives, the identification of specific projects must commence. This phase should be completed by October.

#### **3.4.3 PROJECTS PHASE:**

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

#### **3.4.4 INTEGRATION PHASE:**

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

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



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

#### **3.4.5 ADOPTION/APPROVAL PHASE:**

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

#### **3.4.6 DRAFTING AND ADOPTION OF MUNICIPAL BUDGET**

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

#### **3.4.7 SUBMISSION OF THE APPROVED IDP TO THE MEC FOR LOCAL GOVERNMENT**

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

### **3.4.8 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.

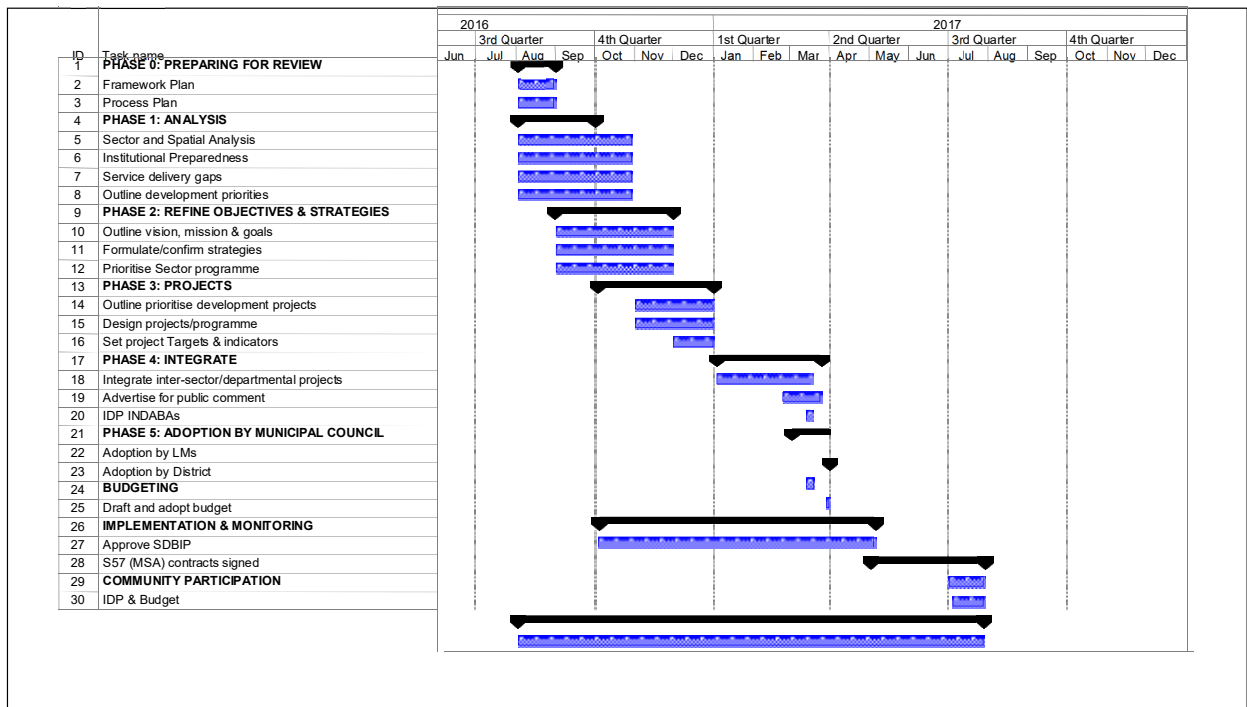
In order to implement the identified performance objectives and targets through the budget, S53 of the MFMA requires that the Mayor approves the municipality's service delivery and budget implementation plan (SDBIP) within 28 days after the approval of the budget. The implementation of the SDBIP must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

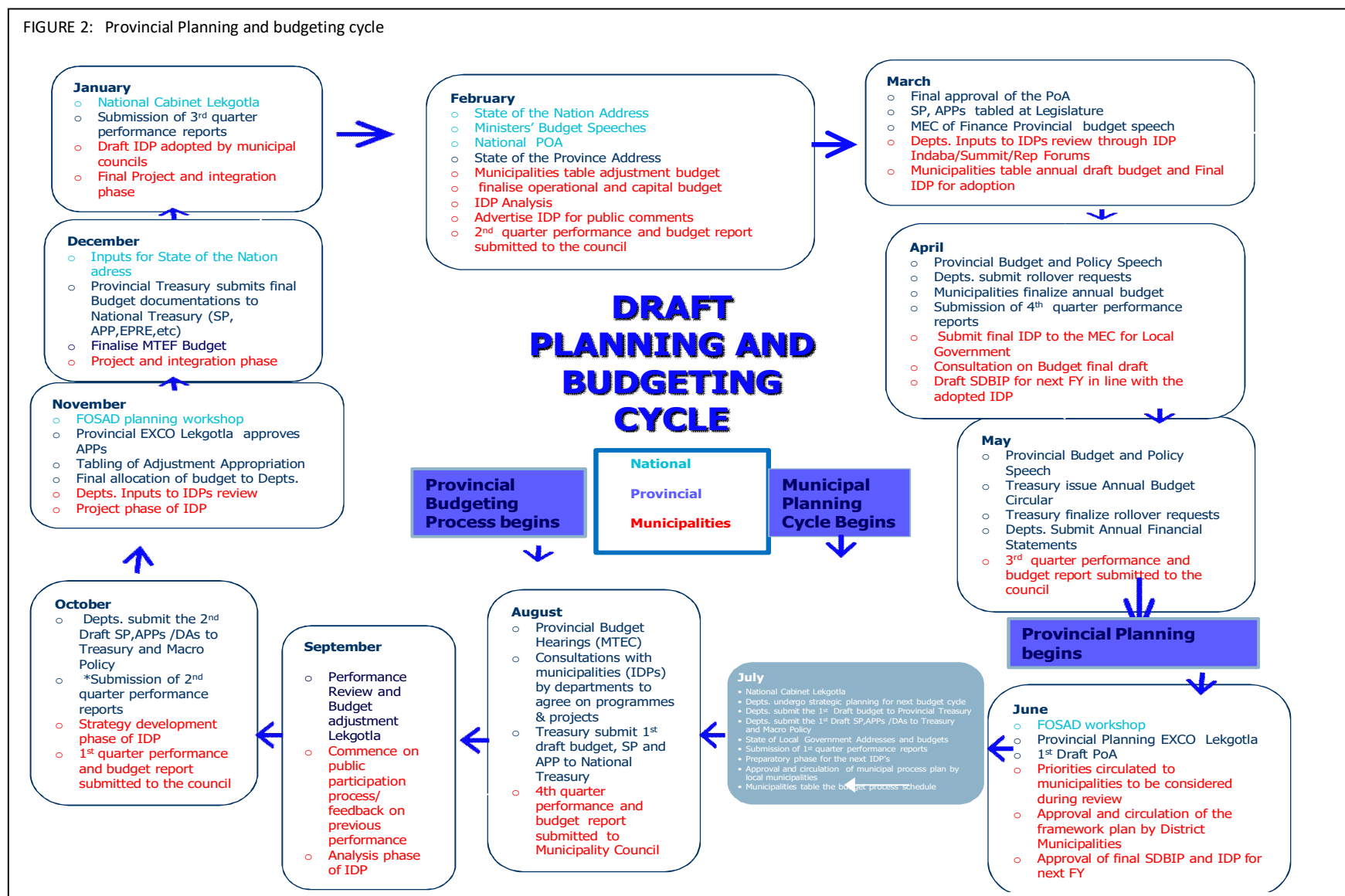
A municipality must develop and implement mechanisms, systems and processes for auditing the results of performance measurements as part of its internal auditing processes. In order to fully execute the function of auditing performance, S14 (2) (a) of the Regulations requires that a municipality must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

**Figure 2: Provincial Planning and Budgeting Cycle**



## FINAL INTEGRATED DEVELOPMENT PLAN

FIGURE 2: Provincial Planning and budgeting cycle



### 3.5 PROCESS FOR AMENDING AN ADOPTED IDP

In terms of Section 3 of the Municipal Planning and Performance Management Regulations of 2001, only a member or a committee of a municipal council may introduce a proposal for amending the municipality's Integrated Development Plan in the council. Any proposal for amending a municipality's Integrated Development Plan must be aligned with the Process Plan adopted in terms of S28 of the MSA. In terms of the regulations, no amendment to a municipality's Integrated Development Plan may be adopted by the municipal council unless all the members of the council have been given reasonable notice; the proposed amendment has been published for public comment for a period of at least 21 days in a manner that allows the public an opportunity to make representations with regard to the proposed amendment; the municipality, if it is a district municipality, has consulted all the local municipalities in the area of the district municipality on the proposed amendment and has taken all comments submitted to it by the local municipalities in that area into account before it takes a final decision on the proposed amendment; the municipality, if it is a local municipality, has consulted the district municipality in whose area it falls on the proposed amendment, and has taken all comments submitted to it by the district municipality into account before it takes a final decision on the proposed final draft.

**Table 5: Roles and Responsibilities for different stakeholders**

Stakeholder	Roles and Responsibilities
Council	<ul style="list-style-type: none"> <li>• Prepare, decide on &amp; adopt the IDP Review Process Plan.</li> <li>• Ensure participation of all stakeholders.</li> <li>• Develop procedures for participation and consultation.</li> <li>• Ensure that that IDP Review is in line with all the Sector Plan requirements.</li> <li>• Verify the alignment of the reviewed IDP report with the District framework.</li> <li>• Approve and adopt the reviewed IDP.</li> </ul>
Speaker	<ul style="list-style-type: none"> <li>• Coordination of the community public participation</li> <li>• Mobilize the involvement of all stakeholders in the</li> </ul>

	<ul style="list-style-type: none"> <li>• IDP Process</li> <li>• Coordinate the involvement of Councilors, CDW's,</li> <li>• Ward Committee to participate in the IDP Program</li> </ul>
Councillors, Ward Committees and CDWs	<p>Councillors:</p> <ul style="list-style-type: none"> <li>• Play a leading role in the IDP process.</li> <li>• Represents their constituency's needs and aspirations.</li> <li>• Mobilize community to participate in the IDP Process</li> </ul> <p>The role of the Ward Committee is to:</p> <ul style="list-style-type: none"> <li>• Identify the critical issues facing its area.</li> <li>• Provide a mechanism for discussion, negotiation and decision-making between the stakeholders, including municipal government.</li> <li>• Form a structure links between the IDP Representative Forum and the community of each area; and</li> <li>• Monitor the performance of the planning and implementation process concerning its area.</li> </ul> <p>CDW's role is to:</p> <ul style="list-style-type: none"> <li>• Assist communities with their needs and with the necessary information on what government is doing.</li> </ul>

	<ul style="list-style-type: none"> <li>• Provide information regarding the government work taking place in communities. They remain accountable to Councilors.</li> <li>• Link the communities with government services and relay community concerns and problems back to government structures.</li> <li>• Improve government-community networks</li> </ul>
Performance Audit Committee	<ul style="list-style-type: none"> <li>• Review the process followed in drafting the integrated development plan.</li> <li>• Review the implementation of the integrated development plan.</li> <li>• Review the content of the integrated development plan.</li> <li>• Review the municipality's performance in relation to the KPIs and the targets of the municipality.</li> <li>• Assess/Evaluate performance of section 56 employees in relation to IDP KPI's report to the Audit Committee and Council on the results of the above-mentioned responsibilities</li> </ul>
Audit Committee	<ul style="list-style-type: none"> <li>• Play advisory role to Municipal Council, Accounting Officer, and Senior Management on effective governance process and compliance with any applicable legislation (MFMA Act no. 56 of 2003, Section 166).</li> <li>• Oversee good governance practices within municipality</li> <li>• Including control environment and risk management systems.</li> <li>• Oversee workings of Internal and External auditors and evaluate their independence</li> </ul>

	<ul style="list-style-type: none"> <li>• Review as to whether the Five Year Rolling Strategic Audit objectives are aligned to the IDP objectives</li> </ul>
Exco	<ul style="list-style-type: none"> <li>• Decide on the process plan for the review.</li> <li>• Oversee the overall co-ordination, monitoring, management of the review process.</li> <li>• Identify internal officials and councillors for different roles &amp; responsibilities during the review process.</li> </ul>
Municipal Manager	<ul style="list-style-type: none"> <li>• Overall Accounting Officer.</li> <li>• Delegate roles and responsibilities for officials in the IDP Review Process.</li> <li>• Responds to public, district and provinces on the outcome and process of the review.</li> <li>• Ensure vertical and cross municipal co-ordination of the review.</li> </ul>
Senior Managers	<ul style="list-style-type: none"> <li>• Co-operate and participate fully in the IDP Review Process.</li> <li>• Provide relevant departmental info budgets in the review process.</li> <li>• Helps in the review of implementation strategies during the review. Assist the Strategic Director and Municipal Manager in preparing detailed project implementation scorecards for project evaluation process.</li> </ul>
IDP/Budget Steering Committee	<ul style="list-style-type: none"> <li>• To provide technical assistance to the Mayor in discharging the responsibilities as set out in Section 53 of the MFMA</li> </ul>
Audit Steering Committee	<ul style="list-style-type: none"> <li>• To provide expert advice to management and council on all key performance areas and matters of compliance</li> </ul>



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

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

During the preparation, implementation and review of its Integrated Development Plan;

- The establishment, implementation and review of its performance management;
- The monitoring and review of its performance, including the Outcomes and impact of such performance and;
- The preparation of its budget.

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

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

### **3.7 ADVERTISEMENT OF DRAFT IDP AND BUDGET**

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

### **3.8 COMMUNICATION CHANNELS**

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

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

#### **3.8.1 MAYORAL COMMUNITY MEETINGS**

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

#### **3.8.2 INVOLVEMENT OF WARD COMMITTEES AND COMMUNITY DEVELOPMENT WORKERS**

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

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

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

### **3.9 ALIGNMENT BETWEEN THE DISTRICT AND LOCAL MUNICIPALITIES**

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

The alignment procedures and mechanisms should be incorporated in the process plans of the municipalities. The responsibility for alignment rests with the District Municipalities. The IDP Manager for the District will be responsible for ensuring smooth coordination of local municipal IDP reviews and their alignment with the municipalities. The Intergovernmental Forum will also be used to ensure that beneficial alignment of programmes and projects occur. Alignment of sector departments' projects into the municipal IDP is also critical during this process.

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

**Table 6: Roles and Responsibilities of Stakeholders**

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

## FINAL INTEGRATED DEVELOPMENT PLAN

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

## FINAL INTEGRATED DEVELOPMENT PLAN

	<p>events are undertaken in accordance with the time schedule;</p> <ul style="list-style-type: none"> <li>• Adopt and approve the IDP</li> <li>• Adjust the IDP in accordance with the MEC for Local Government's proposal</li> <li>• Ensure that the annual budget processes are undertaken</li> </ul>	<ul style="list-style-type: none"> <li>• Contribute relevant information on the provincial sector departments' plans, programmes, budgets, objectives, strategies and projects in a concise and accessible manner; <ul style="list-style-type: none"> <li>• Contribute sector expertise and technical knowledge to the formulation of municipal strategies and projects</li> </ul> </li> </ul>	
--	---	--	--

**Table 7: Duties of council, administration and community**

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

## FINAL INTEGRATED DEVELOPMENT PLAN

<p>community in the affairs of the council;</p> <ul style="list-style-type: none"> <li>• Strive to ensure that municipal services are provided to the local community in a financially and environmentally sustainable manner;</li> <li>• Give members of the local community equitable access to the municipal services to which they are entitled;</li> <li>• _ Promote and undertake development in the municipality;</li> <li>• _ Promote gender equity in the exercise of the municipality's executive and legislative authority;</li> <li>• _ Promote a safe and healthy environment in the municipality;</li> <li>• _ Contribute, together with other organs of state, to the progressive realization of the fundamental</li> <li>• rights contained in Sections 24 (safe and</li> <li>• healthy environment), 25 (access to property),</li> <li>• 26 (access to housing), 27 (access to Health</li> <li>• care, food, water and social security and 29</li> <li>• (access to education) of the Constitution</li> </ul>	<ul style="list-style-type: none"> <li>• Forms the machinery of a municipality</li> <li>• Undertake the overall management and coordination of the planning process;</li> <li>• Ensure that all relevant actors are appropriately involved in municipal planning processes,</li> <li>• Ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements;</li> <li>• Respond to comments from the public on the draft IDP and budget</li> <li>• Horizontal alignment and other spheres of government to the satisfaction of the municipal council;</li> <li>• Ensure that the needs and priorities of the community are reflected in the IDP.</li> </ul>	<ul style="list-style-type: none"> <li>• To regular disclosure of the state of affairs of the municipality including its finances</li> <li>• To demand that the proceedings of the municipal council and those of its committees must be open to the public, subject to section, be conducted impartially and without prejudice; and be untainted by personal self-interest;</li> <li>• To have access to municipal services which the municipality provides, Members of the local community have the duty when exercising their rights, to observe the mechanisms, processes and procedures of the municipality;</li> <li>• Members of the local community have the duty to pay promptly service fees, surcharges on fees, rates on property and other taxes, levies and duties imposed by the municipality;</li> <li>• To comply with by-laws of the municipality applicable to them.</li> </ul>
--	--	--



	<ul style="list-style-type: none"> <li>• To ensure that the public participates fully and meaningfully in developing the municipal IDP process.</li> </ul>	<ul style="list-style-type: none"> <li>• The community must fully participate in governing their municipality by attending IDP meetings</li> <li>• The community must inform its municipality of their developmental needs, their problems, challenges and priorities (e.g. Lack of roads, housing, electricity, clean water, etc.).</li> <li>• Participate and influence municipality's budget</li> <li>• To be fully involved in the planning processes</li> <li>• To provide relevant information to the councilors, ward committees and CDWs</li> <li>• To participate in ward and community meetings and raise their developmental aspirations, service delivery challenges and issues</li> <li>• To assist in facilitating implementation and monitoring of projects</li> </ul>
--	--	---

## FINAL INTEGRATED DEVELOPMENT PLAN

		<ul style="list-style-type: none"><li>• To participate and inform government programs such as community policing forums</li></ul>
--	--	---

### 3.10 ORGANIZATIONAL ARRANGEMENTS

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

**Table 8: 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"> <li>• Chairperson: Executive Mayor</li> <li>• Councilors</li> <li>• Representatives of Wards ( in the case of the local municipalities)</li> <li>• Representative of municipality wide organizations</li> <li>• Government departments</li> </ul>	<ul style="list-style-type: none"> <li>• Represent the interests of constituents in the IDP and budget processes</li> <li>• Provide an organizational mechanism for discussion, negotiation and decision making between the stakeholders including the municipal government</li> <li>• Ensure communication between all stakeholder representatives</li> </ul>	<ul style="list-style-type: none"> <li>• The Municipality utilizes Mayoral outreaches for public participation in order to reach grass root communities at ward level. The following structures are consulted during the Months of September-November and January-March:</li> <li>• Traditional Leaders</li> <li>• Business People</li> <li>• Faith based organizations</li> </ul>

		<p>including the municipal government.</p> <ul style="list-style-type: none"> <li>• Monitor the performance of the planning and implementation processes.</li> <li>• Participate in the process of setting up and monitoring “key performance indicators” in line with the Performance Management Manual</li> </ul>	<ul style="list-style-type: none"> <li>• Traditional Healers</li> <li>• Members of the public in all wards.</li> </ul>
--	--	---	--

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

**Table 9: Section 79 and 80 Committees**

<b>Section 79 Committees</b>	<b>Section 79 Committees Members</b>
Local Geographical Names Committee	<p>Chairperson - Vacant</p> <p>Cllr. Z. Radebe</p> <p>Cllr. R. Motakane</p>
Rules & Ethics and By- Laws Committee	<p>Cllr. K. Tshabalala–Chairperson</p> <p>Cllr. L. Dhladhla</p>
MPAC Steering Committee	<p>Cllr D. Makhoba- Chairperson</p> <p>Cllr. R. Motakane</p>

Local Labour Forum	<p>Cllr. A. Carrim</p> <p>Cllr. M. Miya</p> <p>Director Corporate Services</p> <p>Director Infrastructure Services</p> <p>Director Community Services and Public Safety</p> <p>(SAMWU)- Chairperson and 4 Reps</p> <p>(IMATU)- 1 Rep</p>
IDP Steering Committee	<p>Cllr. NB Khanye-Chairperson</p> <p>Cllr. M. Miya</p>
Local Economic Development Steering Committee	<p>Cllr. ND Khanye-Chairperson</p> <p>Cllr. A. Carrim</p>
Audit and Performance Committee	<p>Mrs. S.J. Masite – Chairperson</p> <p>Mr. L. Langalibalele</p> <p>Mr. DS Twala</p> <p>Mr. S. Mofokeng</p>
<b>Section 80 Committees</b>	<b>Section 80 Committees Members</b>
Budget and Treasury Portfolio Committee	<p>Cllr. NB Khanye- Chairperson</p> <p>Cllr. C. Pienaar</p>
Corporate Services Portfolio Committee	<p>Cllr. A. Carrim - Chairperson</p> <p>Cllr. S. Nhlapo</p>
Community Services and Public Safety Portfolio Committee	<p>Cllr. A. Carrim - Chairperson</p> <p>Cllr. S. Nhlapo</p>

Infrastructure and Technical Services Portfolio Committee	Cllr. M. Miya- Chairperson Cllr. G. Tshabalala
Planning and Economic Development Portfolio Committee	Cllr. M. Miya- Chairperson Cllr. G. Tshabalala

### **3.12 A SUPPLY CHAIN COMMITTEE SYSTEM**

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. Mr A Mashego-Chairperson
- b. Mr. M Mosese
- c. Mr. Thulani Mahlangu
- d. Ms Z Namo
- e. Mrs P Ntlatlane- Secretary
- f. Ms. O Phasa

#### **II. A Bid Evaluation Committee**

- a. Mr J Dube - 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 Dlamini
- d. Mr F Shabangu
- e. Ms C Poulten

### 3.13 LIST OF STAKEHOLDERS FOR WARD 1-6 IN DIPALESENG

**Table 10: Stakeholders in Ward 1-6 in Dipaleseng**

<b>WARD NUMBER</b>	<b>WARD COUNCILLOR AND CONTACT NUMBER</b>	<b>WARD COMMITTEE SECRETARY</b>	<b>(CDW) AND CONTACT NUMBER</b>
01	XOLANI SPHIWE SHOZI 063 785 9328	NOMPUMELELO MOKOENA 072 115 6897	DAVID NYAMADE 0605027553 MKHULU MATIKANE 0764930317
02	MUZIKAYISE DEON MAKHOBHA 063 798 2655	CARLY MOLOI 071 565 8692	PAPI MOTAUNG 0605027652
03	AHMED-NAZIR CARRIM 082 493 1164	TSHEPO MOLOI 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

FINAL INTEGRATED DEVELOPMENT PLAN

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.



**3.14 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 11: IDP/ Budget Timeframes 2024/25**

<b>Activity</b>	<b>GSDM Deadline</b>	<b>DLM IDP Deadline</b>	<b>DLM Budget Deadline</b>
Phase 0: Adoption of IDP/Budget Process Plan	<b>31 July 2024</b>	<b>31 August 2024</b>	<b>30 September 2024</b>
Phase 1: Analysis	30 September 2024	September 2024	N/A
Phase 2: Refinement of Objectives and Strategies	30 November 2024	30 October 2024	N/A
Phase 3: Projects	31 January 2024	30 November 2024	N/A
Phase 4: Integration	01 March 2024	30 March 2025	N/A
Phase 5: Adoption of IDP/Budget			
• Approval of Draft 2022/27 IDPs	<b>01 March 2024</b>	<b>31 March 2025</b>	<b>N/A</b>
• Approval of Final 2022/27 IDPs	<b>01 May 2024</b>	<b>30 May 2025</b>	<b>N/A</b>
• Approval of Draft 2022/27 Budgets	<b>01 March 2024</b>	<b>31 March 2025</b>	<b>31 March 2025</b>
• Approval of Final 2022/27 Budgets	<b>31 May 2024</b>	<b>30 May 2025</b>	<b>30 May 2025</b>
Public Participation, Implementation and monitoring	Ongoing	Ongoing	ongoing

**Table 12: IDP/ Budget Committee Meetings**

ACTIVITY	DATE	TIME	VENUE
Preparation of IDP/Budget Process Plan	31 August 2024	09h00	Municipal Council Chamber
Preparation and Discussion of IDP/Budget consultations and Action Plan for MECs comments	4 October 2024	09H00	Municipal Council Chamber
Project identification Draft Budget Allocations Preparation of tariffs and policies for next financial year Preparation of Draft IDP Preparation of Draft Budget	16 March 2025	10H00	Municipal Council Chamber
Preparation of Final IDP Preparation of Final Budget	22 May 2025	10H00	Disaster Centre

**Table 13: IDP Representative Forum**

DATE	TIME	VENUE
06 December 2024	10:00	Council Chamber
2 <sup>nd</sup> April 2025	10:00	Council Chamber

The scheduled IDP Representative Forum for the 6<sup>th</sup> of December 2024 did not sit due to clashing activities and meetings for the members of the forum. The IDP rep forum is scheduled to sit on the 2<sup>nd</sup> of April 2025 for the integration of projects.

### 3.15.1. STRATEGIC MEETINGS

**Table 14: Strategic Meetings**

ACTIVITY	DATE	TIME	VENUE
IDP Strategic Planning	20-22 January 2025	08h00	Badplass Ndalo Hotel & Conference
Draft IDP & Budget Meeting (Ward 1, 3 and 4)	14 April 2025	17h00	Siyathemba Community Hall, Sabbath Church and Bonukukhanya Primary School
Draft IDP & Budget Meeting (Ward 2, 5 and 6)	15 April 2025	17h00	Siyathemba Community Hall, Grootvlei Community Hall in Eskomplaas and Nthorwane Community Hall

**3.16 2024/2025 IDP/Budget Programme****Table 15: IDP/Budget Programme**

IDP Phase	Activity	IDP/ Budget Steering committee	Mayoral IDP/Budget Steering Committee	Strategic Planning Workshop	IDP/Budget Indaba	Mayoral	Council Sitting	Community Meetings	Public Notice Date	Due date for Completion of Process
						Committee				
						Sitting				
Preparation	Preparation and Adoption of IDP/Budget Process Plan	July 2024	N/A	N/A	N/A	September 2024	October-24	N/A		2024/08/30
01 July- 30 August 2024										
Analysis	Preparation of IDP Analysis Report	30-Oct-24	N/A	N/A	N/A	N/A	N/A	September-October 2024	N/A	31-Oct-24
01 September-30 October 2024										

# FINAL INTEGRATED DEVELOPMENT PLAN

Strategies	Refinement of Objectives and Strategies	30-Nov-24	N/A	Nov-23	N/A	N/A	N/A	N/A	N/A	30-Nov-24
Projects	Identification of Projects and preliminary budget allocations	05-Jan-25	28-Feb-25	N/A	N/A	N/A	N/A	N/A	N/A	30-Jan-25
01 December 2024- 30 January 2025	Preparation of tariffs and policies for next financial year									
Integration	Consultation with Sector Departments	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	28-Feb-25
01-28 February 2025										

# FINAL INTEGRATED DEVELOPMENT PLAN

Approval of Draft IDP and Budget	Community Engagements									
31-Mar-25	Publication of Notices	March 2025	N/A	N/A	N/A	20-Mar-25	29-Mar-25	4-11 April 2025	By 14 April 2025	30-Mar-25
	Preparation of IDP for Council Approval									
IDP Consultations	Community meeting for inputs on the draft IDP/Budget	N/A	N/A	N/A	N/A	N/A	N/A	1-31 April 2025	N/A	30-Apr-25
Apr-25										
Adoption of amendments to the Final IDP and Budget	Community Participation	April 2025	May 2025	N/A	May-25	May 2025	May 2025	N/A	By 12 June 2025	30-Jun-25
31-May-25	Publication of Notices									
	Final Approval of									

FINAL INTEGRATED DEVELOPMENT PLAN

	IDP and Budget									
--	----------------	--	--	--	--	--	--	--	--	--

**Table 16: Budget Programme**

IDP Phase	Activity	IDP/ Budget Steering committee	Mayoral IDP/Budget Steering Committee	Strategic Planning Workshop	IDP/Bu dget Indaba	Mayoral Committee Sitting	Council Sitting	Community Meetings	Public Notice Date	Due date for Completi on of Process
Preparation  01 July- 30 August 2024	Preparation and Adoption of IDP/Budget Process Plan	July 2024	N/A	N/A	N/A	September 2024	30 Septemb er 2024	N/A	By 12  30 /10/23	30/09/24
Analysis  01 September- 30 October 2024	Preparation of IDP Analysis Report	30 October 2024	N/A	N/A	N/A	N/A	N/A	September- October 2024	N/A	31 October 2024
Strategies	Refinement of Objectives and Strategies	30 November 2024	N/A	November 2024	N/A	N/A	N/A	N/A	N/A	30 November 2024



# FINAL INTEGRATED DEVELOPMENT PLAN

01-30 November 2023										
Projects  01 December 2022- 30 January 2024	Identification of Projects and preliminary budget allocations  Preparation of tariffs and policies for next financial year	05 January 2025	28 February 2025	N/A	N/A	N/A	N/A	N/A	N/A	30 January 2025
Integration  01-28 February 2025	Consultation with Sector Departments	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	28 February 2025

# FINAL INTEGRATED DEVELOPMENT PLAN

Approval of Draft IDP and Budget  31 March 2025	Community Engagements  Publication of Notices  Preparation of IDP for Council Approval	March 2025	N/A	N/A	N/A	20 March 2025	29 March 2025	4-11 April 2025	By 14 April 2025	30 March 2025
IDP Consultations April 2025	Community meeting for inputs on the draft IDP/Budget	N/A	N/A	N/A	N/A	N/A	N/A	1-31 April 2025	N/A	30 April 2025

# FINAL INTEGRATED DEVELOPMENT PLAN

Adoption of amendments to the Final IDP and Budget	Community Participation	April 2025	May 2025	N/A	May 2025	May 2024	May 2025	N/A	By 12 June 2025	30 June 2025
31 May 2025	Publication of Notices									
	Final Approval of IDP and Budget									

**Table 17: Mayoral Outreach Programme Draft IDP & Budget Consultation Meeting**

WARD	DATE	DAY	VENUE	TIME	STAKEHOLDERS	ALLOCATED HUMAN RESOURCE	
						Councillors	Officials
1	14 April 2025	Monday	Siyathemba Community Hall	17:00	Community Meetings	ALL MEMBERS OF MAYORAL COMMITTEE (MMC's)	MM, IDP Manager, Directors, Managers, CDW, Ward Councillors and ward Committee
2	15 April 2025	Tuesday	Siyathemba Community Hall	17:00	Community Meetings	ALL MEMBERS OF MAYORAL COMMITTEE (MMC's)	MM, IDP Manager, Directors, Managers, Ward Councillors & CDW
3	14 April 2025	Monday	Sabbath Church	17:00	Community Meetings	ALL MEMBERS OF MAYORAL COMMITTEE (MMC's)	MM, IDP Manager, Directors, Managers, Ward Councillors & CDW
4	14 April 2025	Monday	Bonukhukhanya Primary School	17:00	Community Meetings	ALL MEMBERS OF MAYORAL COMMITTEE (MMC's)	MM, IDP Manager, Directors, Managers, Ward Councillors & CDW
5	15 April 2025	Tuesday	Skomplaas Community Hall	17:00	Community Meetings	EXECUTIVE MAYOR, MMC's. & all Councillors'.	MM, IDP Manager, Directors, Managers, Ward

							Councillors & CDW
6	15 April 2025	Tuesday	Nthoroane Community Hall	17:00	Community Meetings	EXECUTIVE MAYOR, MMC's. & all Councillors'.	MM, IDP Manager, Directors, Managers, Ward Councillors & CDW

### 3.17 COMMUNITY NEEDS ANALYSIS

Ward Inputs/Needs

#### IDP CONSULTATION MEETINGS WITHIN DIPALESENG WARDS AND SURROUNDING FARMS 13 October 2024 – 20 October 2024 (IDP REVIEW 2024-2025)

##### LIST OF ISSUE'S RAISED DURING IDP WARD CONSULTATIONS MEETINGS

##### BASIC SERVICES

- ✓ **WATER** ( Quality of water, low pressure at Zone 7 last street, low pressure at old location, low pressure at Mandela- from Mabelane's Habitat to Isifisoethu Secondary School, low pressure at Nthoroane North ) Jojo Tanks to be bought for trouble-some arrears within Dipaleseng
- ✓ **ROADS** ( Paving of all roads within Dipaleseng , Speed Humps , All access roads entering to our wards be given priorities , Road Sidewalks in all our wards particularly on main roads )
- ✓ **STORMWATER** ( The need to have storm-water management in all DLM wards)
- ✓ **SANITATION** ( Connections of sewer at Balfour north , Nthoroane, Grootvlei and Siyathemba Ridge-View)
- ✓ **REFUSE REMOVAL** ( This service to be extended to all arrears of Dipaleseng including informal settlements and Siyathemba Clinic )
- ✓ **ELECTRICITY** ( New , Upgrading and fixing of High-mast Lights , Streets Lights, Ridge-View, Grootvlei new connections)

<ul style="list-style-type: none"> <li>✓ <b>RDP AND OTHER SUBSIDIZED HOUSES</b> ( Community members needs more houses and those who don't qualify for RDP houses be prioritized on other housing subsidies, the old RDP houses that was build pre 1994 be re looked at )</li> <li>✓ <b>EXPROPRIATION OF ALL VACANT LAND THAT ARE NOT BEING USED TO BENEFIT COMMUNITY</b> ( Business Site, Farms , Banks , Shopping Mall)</li> </ul>
<p><b>PUBLIC AMNITIES</b></p>
<ul style="list-style-type: none"> <li>✓ <b>SPORTS FACILITIES</b> (Upgrading of the following Stadiums: Siyathemba, Nthoroane and Grootvlei, more sports ground to be created in all wards, at Siyathemba Extension 5 (Nkwarini) to be made sports center.</li> <li>✓ <b>COMMUNITY HALLS</b> (New community hall to be refurbished in all wards)</li> <li>✓ <b>EARLY CHILDHOOD DEVELOPMENT CENTER</b> (New center to be built in all wards)</li> <li>✓ <b>SKILLS DEVELOPMENT CENTER</b> (To be built within Gert Sibande FET College as per the commitments of Eskom Power station, Grootvlei)</li> <li>✓ <b>NEW SCHOOLS</b> are to be built on different wards as per the demands arises. (Primary and High School)</li> <li>✓ <b>BUILDING OF OLD AGE HOME</b> for elderly people of DLM</li> <li>✓ <b>BUILDING OF POLICE STATIONS, SIYATHEMBA, NTHOROANE AND GROOTVLEI</b></li> </ul>
<p><b>PARKS AND RECREATIONAL CENTERS</b></p>
<ul style="list-style-type: none"> <li>✓ Develop Dipaleseng Park</li> <li>✓ Upgrade and manage the current parks within all wards</li> <li>✓ Centers in all wards for youth in arts and culture</li> <li>✓ Centers for elderly in all wards</li> <li>✓ Centers for persons living with disabilities in all wards</li> </ul>
<p><b>SOCIAL ISSUES RAISED</b></p>
<ul style="list-style-type: none"> <li>✓ High rate of Unemployment within Youth and Adults in all wards</li> <li>✓ High rate of Drugs intake particularly Nyaope and other drugs</li> <li>✓ Outstanding title deeds</li> <li>✓ Teenage pregnancy</li> <li>✓ Effect of Climate change within Dipaleseng</li> </ul>

<ul style="list-style-type: none"> <li>✓ High rate of crime ( House Breakings , Robberies and other related crimes)</li> <li>✓ Municipal Payments ( Flat Rate on municipal services to be introduced)</li> <li>✓ Opening of Municipal Pay Points at ( Siyathemba, Nthoroane and Grootvlei)</li> <li>✓ Incorrect Municipal Billing System ( Meter Reading not being taken regularly)</li> <li>✓ Land to be purchased for Zenzele informal Settlement</li> <li>✓ Establishment of new Cemeteries ( Nthoroane, Balfour and Siyathemba)</li> <li>✓ Fencing of Cemeteries ( Nthoroane, Greylingstad and Grootvlei)</li> <li>✓ Police Stations to be built at Siyathemba and Nthoroane</li> <li>✓ All Tuck shop to belong to locals entrepreneurs ( The current situation is that all tuck shops are being owned by foreign nationals)</li> <li>✓ Employment of all local Dipaleseng Residences ( Sibanye Still-Waters, Impumelelo Sasol Mine , Grootvlei Eskom, Karen Beef, Blue Skies , Municipality, Provincial Departments and Gert Sibande District )</li> <li>✓ Rehad to host rehabilitate drug addicts</li> <li>✓ Solar Geyser to be installed in all wards</li> <li>✓ Formalization of all informal settlement within Dipaleseng</li> <li>✓ Fencing of all Dipaleseng reservoir</li> <li>✓ Broad Based Connectivity ( Wi-fi to be made available in all wards)</li> <li>✓ Youth Programs and Projects ( Sports, Recreation, Arts and Culture)</li> <li>✓ Women Programs and Projects ( Business, Social Programs , Dialogue)</li> <li>✓ Elderly Programs and Projects ( Sports and Recreation)</li> <li>✓ People living with Disabilities Programs and Projects ( Sports, Business, Dialogue, Social Programs)</li> <li>✓ Early Childhood Development programs and Projects</li> <li>✓ Greening of Dipaleseng Local Municipality</li> </ul>
<b>BUSINESS SECTOR ISSUES RAISED</b>
<ul style="list-style-type: none"> <li>✓ MICRO industrial center ( To be upgraded and accommodate all SMME's to have their offices within the center )</li> <li>✓ Establishment of Business Industrial Park/Hub</li> <li>✓ Agro processing ( Farms to be given to young people and women in particularly, production inputs and implementers for farmers to plant)</li> <li>✓ New Silos to be built</li> </ul>
<b>TOURISM SECTOR</b>

<ul style="list-style-type: none"> <li>✓ Resuscitate tourism sector within Dipaleseng</li> <li>✓ Explore existing opportunities on SR mountain and Thaba Kgadi</li> <li>✓ Explore opportunities of having Corridors within N3 and R23</li> <li>✓ Birds and other animal species found in Dipaleseng</li> </ul>
<b>JET IDENTIFIED PROJECTS ( Just Transition)</b>
<ul style="list-style-type: none"> <li>✓ Ward 01, By back Center</li> <li>✓ Ward 02, Bricks Manufacturing</li> <li>✓ Ward 03 , PVC Installation of electricity</li> <li>✓ Ward 04, Water purifying plant</li> <li>✓ Ward 05, Milling Maize enterprise</li> <li>✓ Ward 06, SR Tourism</li> </ul>

#### 4. CHAPTER FOUR: SITUATIONAL ANALYSIS

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

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

###### 4.1.1 VISION

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

###### 4.1.3 MISSION

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

###### 4.1.4 CORPORATE VALUES

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

- Transparency
- Community Centeredness
- Performance Excellence
- Honesty and Integrity



- Co-operative Governance

#### **4.1.5 PRIORITIES**

- Provision of Basic Service Delivery ( Water, Sanitation, Roads, Electricity, Refuse Removal, Fire and Rescue Services)
- Institutional Development
- Enhancement of Revenue Collection
- Local Economic Development and Job Creation
- Attraction of Investors
- Public Participation and Good Governance
- Social Services ( COVID 19 Pandemic, HIV/AIDS, Education, Health, Crime and Drugs Prevention)

### **4.2 DIPALESENG LOCAL MUNICIPALITY IN PERSPECTIVE**

#### **4.2.1 LOCALITY**

The area of jurisdiction of the Dipaleseng Local Municipality is situated in the southern part of Gert Sibande District Municipality Region. The former Balfour/Siyathemba, Greylingstad/Nthorwane Transitional Local Councils and a section of the Grootvlei Transitional Rural Council are included in the Dipaleseng Region. The total estimated residents in the Dipaleseng Region, according to Census 2011 data, is 42 388. The largest urban unit is Balfour followed by Greylingstad and Grootvlei. A number of commercial farms, in the surrounding vicinity, also form part of the Dipaleseng Region. These Commercial farms are privately managed. The general tendency of migration from rural to urban areas is also occurring in the area, as is the case in the rest of the Mpumalanga Province. The majority of the rural population is active within the agricultural sector. The population distribution the area is thus largely urbanized (91% urban and 9% rural) a tendency that is directly related to the strong industrial and manufacturing character of the region. It subsequently explains the continuous urban growth experienced in Siyathemba. Balfour is located in the heart of worldly renowned coalfields. This modern and predominantly industrial town is further located in close proximity (80km) to the nationally well-known industrial areas of Johannesburg. The Balfour/Siyathemba urban area is 340km from Nelspruit and 80km from Johannesburg. Apart from that there is an internationally known abattoir, the "Biggest abattoir in Africa", which is found in Dipaleseng (Balfour town) with a vast number of by-products including inorganic chemicals, fertilizers, etc that are manufactured in the area.

#### **Map 1: Spatial location of Dipaleseng Local Municipality**



The Greylingstad/Nthorwane urban area is situated in the north-eastern section of the Dipaleseng Region, approximately 19km east of Balfour and 450km north-east of Nelspruit . Other centres such as Grootvlei and Dasville are all within 20km from Balfour. The town's close proximity to the coal mining and industrial activities in Witbank and its nearby location to the large industrial complexes of Heidelberg, Vereeniging, Springs and Germiston, definitely and perhaps negatively, influence economic activities in Dipaleseng. The strong recreational character of the town further enhances this phenomenon. The largest number of the inhabitants of Dipaleseng are employed in Germiston and the adjacent industrial complexes of Johannesburg. Dasville can thus be labeled as a typical satellite residential town to the surrounding industrial areas. These factors contribute to the relatively low level of economic activity in the Grootvlei area.

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

The Vaal River and Suikerbos River form the Southern and Western boundary of the area, which also serve as the boundary between the Free State and Gauteng Province. A significant portion

of the Dipaleseng Region is included in the Vaal River Complex Regional Structure Plan, 1996 (former Vaal River Complex Guide Plan, 1982). Vaal River Regional Structure Plan is a statutory land use control document, which is applicable to amongst other land located along important water resources such as the Vaal Dam, Vaal River and Suikerbos River.

In terms of the ranking of the municipality within the Gert Sibande District, Dipaleseng Local Municipality is the smallest in population, lagging behind Dr Pixley Ka Isaka Seme.

**Table 18: Ranking of Municipalities withing Gert Sibande District**

Local Municipality	Population Size	Ranking
Govan Mbeki	310 117	1
Mkhondo	255 411	2
Chief Albert Luthuli	247 664	3
Msukaligwa	199 314	4
Lekwa	119 669	5
Dr Pixley Ka Isaka Seme	115 304	6
<b>Dipaleseng</b>	<b>35 980</b>	<b>7</b>

Source: Stats SA: Censuses 2011 & 2022

### 4.3 DEVELOPMENT OVERVIEW

Dipaleseng local municipality, has a relatively lower population growth rate of 0.2% compared to Gert Sibande District Municipality with a growth rate of 1.3%, Mpumalanga province with a growth rate of 3.4% and South Africa's growth rate of 1.4%. One key contributor to this is the higher than national average rate of HIV/AIDS prevalence in the municipality which was at 13, 6% in 2010 compared with a national average of 10% per the 2013 mid-year estimates by Statistics South Africa. The high rate of unemployment which was at 37, 2% for adults and 45,2% for youth in

2011 has also seen the emigration of many young adult in search of employment opportunities elsewhere.

The working age demographic (age 15 to 65) within the Municipality currently makes up 65.3% of the population. Approximately 66.6% of the male population can be categorized as being of working age which is higher than the female working age population of 63.9% as at 2010. The reason for a higher male working population is as a result of more employment opportunities for males in Dipaleseng as a result of the economy's leniency towards Agriculture and Mining.

However, the overall picture of employment is not positive as only 24% of the community has matric, which possibly contributes to the unemployment rate which sits at 37.2% for the entire working age population and 45.2% for youth in particular.

Based on the above statistics, Dipaleseng performs worse than Provincial and National averages, pointing towards deep, structural challenges. It is also revealed that only 32% of the community of Dipalseng is reliant on work for income (business profits, wages and salaries). The remainder depends on state support, loans and gifts.

#### **4.4 CURRENT DEVELOPMENT PLANS**

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

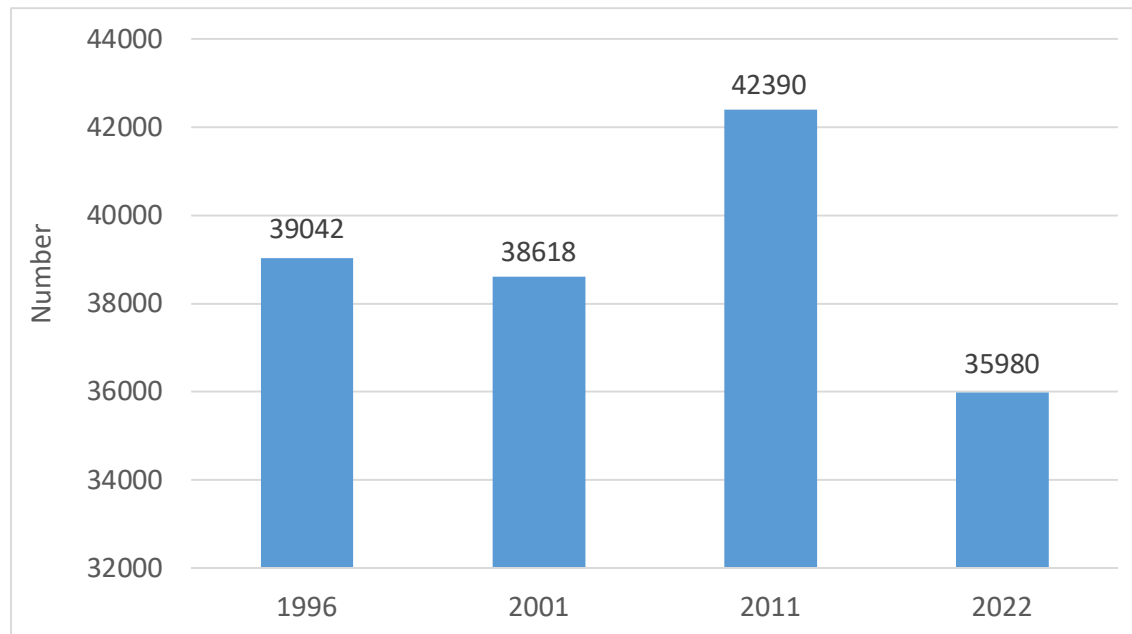
Given the dependence on non-employment income, many households cannot afford to purchase better infrastructure or social services. It must be noted that a key challenge with official reports, between Census data or the Local Economic Development Plan, are mostly outdated and are ,therefore, not always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

##### **4.4.1 POPULATION**

The demographic structure of a country or region has a bearing on the socio-economic development of that particular area. Understanding the population dynamics is necessary to assess the magnitude of the effects on any section of the society by any prospective policy, project

or development. Thus it is important for the policy makers and planner to have a clear understanding of the demographic profile of the area under consideration.

**Figure 3: Population Trends of Dipaleseng Local Municipality 1996-2022**

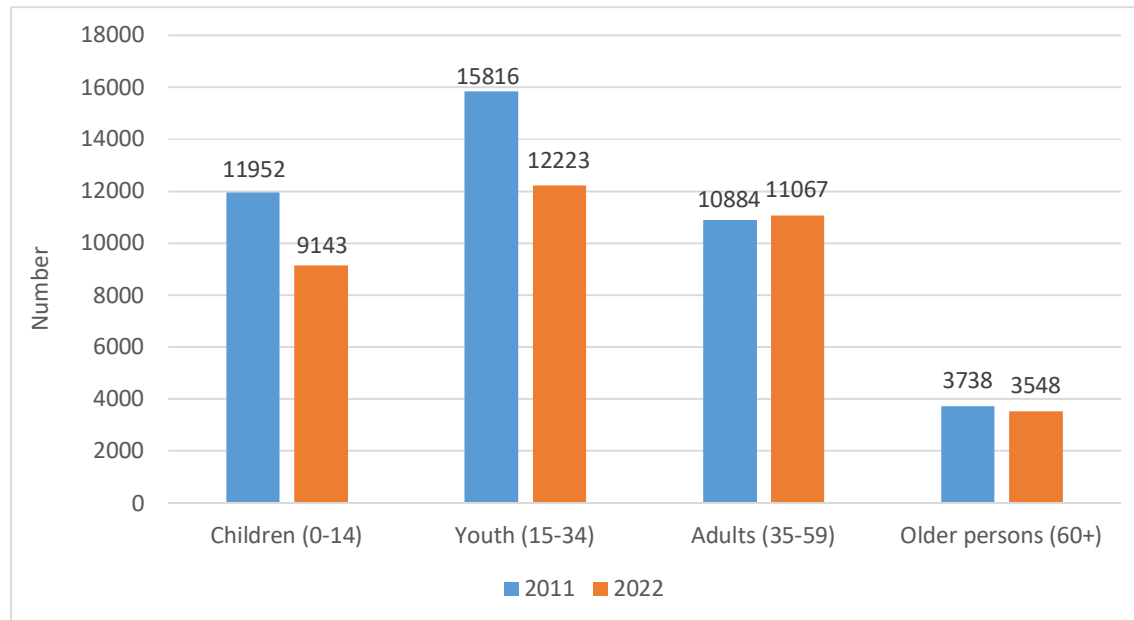


*Source: Stats SA, Census data 1996, 2001, 2011 and 2022*

Dipaleseng Local Municipality comprises of 6 wards and covers an area of approximately 2644, 81 km<sup>2</sup>. According to the above graph that looks at Dipaleseng's population from 1996 to 2022, and focusing on the difference in population between 2011 and 2022, Dipaleseng's population declined from 42 390 in 2011 to 35 980 people in 2022 – smallest population in Mpumalanga in 2022. The population declined by 6 410 between 2011 and 2022, with a population decline of 1.6% per annum, which was in contrast to the higher economic growth in the same period. The drop in the population, which is the lowest that has been recorded since 1996, may be explained by various factors such as out migration, brain drain and decreased birth rate

#### 4.4.2 POPULATION DISTRIBUTION

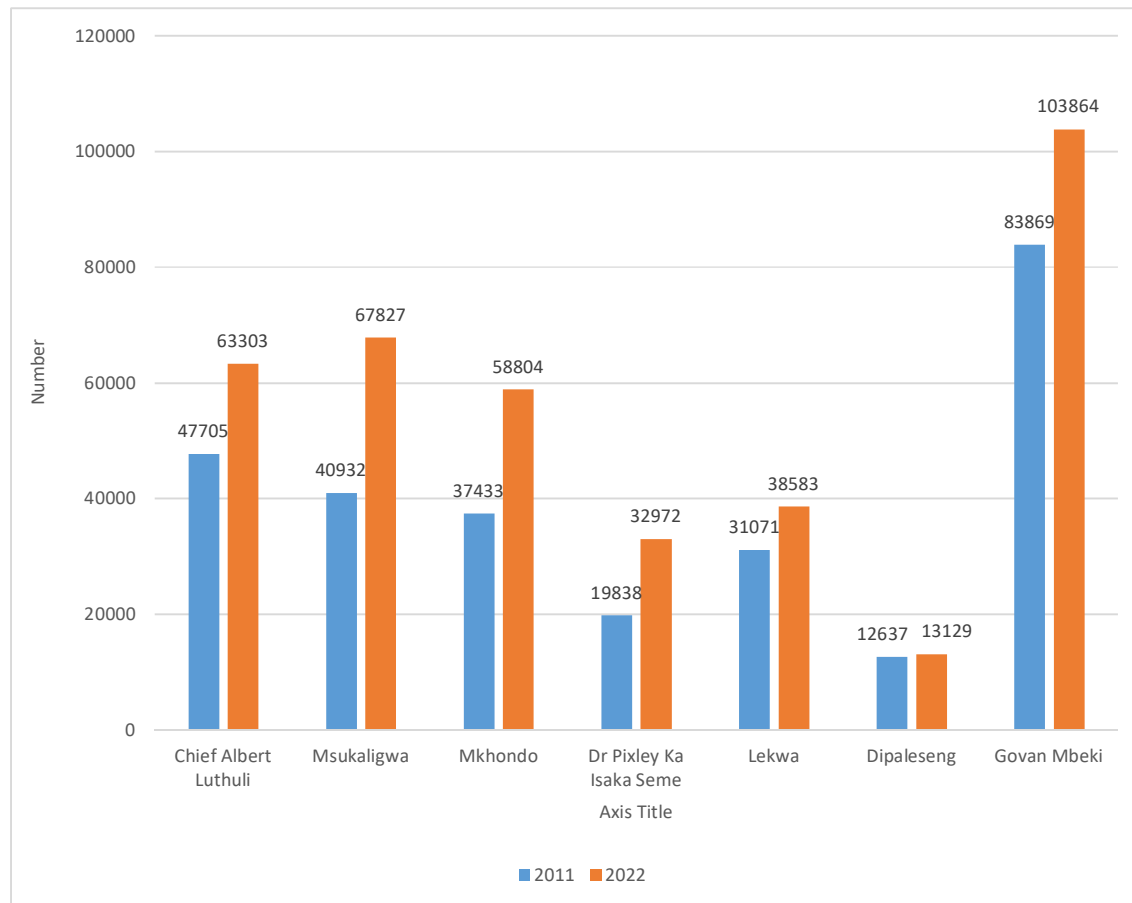
**Figure 4: Population Distribution by Age**



Source: Stats SA: Censuses 2011 & 2022

The above graph looks at the population distribution by age and compares the variations between the 2011 and 2022 census information collected. Between 2011 and 2022 the population for children (0-14) years decreased as well as the youth population. Adults ranging from 35-59 increased in population and there was a slight decrease from the older persons group. The decreased youthful population may have decreased due to various factors such as societal and lifestyle choices where there's increased education and career aspirations for women as well as the high cost of living. The adults have a slight increase due to possible Immigration from surrounding areas for work opportunities and there is a number of migrants coming from other provinces that were 1 516 and 146 from outside of South Africa. The older persons have a slight decrease that may be explained by increased deaths

In 2022, the youth population of (0-34 years) formed almost 60% 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%.

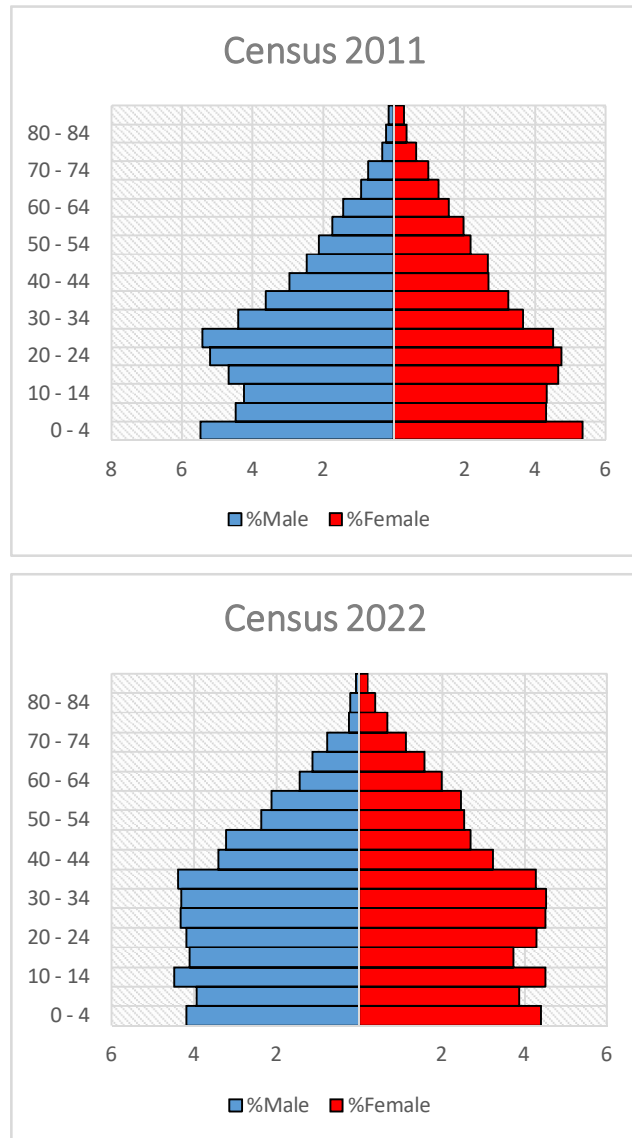
**Figure 5: Share of Municipal Population to the District, 2011 & 2022**

Source: Stats SA Census 2011, 2022

The number of households in Dipaleseng increased slightly from 12 637 in 2011 to 13 129 households in 2022 – an increase of 492 households & a growth rate of 0.4% p.a. this information does not specify whether it is formal or informal households. It can be assumed that it excludes informal households which at 2025 are at 3 500 found in the informal areas.

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.

**Figure 6: Population Pyramid for Population in Dipaleseng Municipality**



Source: Stats SA Census 2011, 2022

In terms of the above figure on population distribution, the general decline of population is illustrated with the decreased in the different age groups. In terms of males, there is a drastic drop in population mostly in the youthful group, similarly to the female group. In the 0-4 age group, it is evident of the decreased birth rates in both groups that contribute to the decreased population.



**Table 18: Population Groups**

<b>Census</b>	<b>2011</b>	<b>2022</b>
Black	89,83%	
Colored	0,50 %	
Indian or Asian	0,93 %	
White	8,57 %	
Other	0,17 %	

Source: Census 2011

Dipaleseng is a majority Black community. It has a slightly higher proportion

Of Black people than the national average, which is 79.2% as opposed to Dipaleseng's 89.83%. The population is not updated for the Stats SA 2022 in terms of the different races.

**Table 19: Migration status by Province/Area of previous residence in Gert Sibande District 2022**

<b>Municipality</b>	<b>WC</b>	<b>EC</b>	<b>NC</b>	<b>FS</b>	<b>KZN</b>	<b>NW</b>	<b>GP</b>	<b>MP</b>	<b>LP</b>	<b>Outside South Africa</b>	<b>Do not know</b>	<b>Unspecified</b>	<b>N/A</b>	<b>Total Pop</b>
<b>Gert Sibande</b>	<b>552</b>	<b>2 246</b>	<b>329</b>	<b>1 918</b>	<b>8 974</b>	<b>649</b>	<b>7 974</b>	<b>1 219 149</b>	<b>1 891</b>	<b>5 436</b>	<b>42</b>	<b>25 000</b>	<b>9 300</b>	<b>1283459</b>
Chief Albert Luthuli Local Municipality	35	89	7	34	723	28	1 248	237 190	233	1 076	8	5 796	1 199	247664
Msukaligwa Local Municipality	83	157	166	184	1 622	94	1 157	189 631	349	829	11	3 689	1 342	199314
Mkhondo Local Municipality	17	41	3	40	1 485	35	802	244 715	102	779	8	5 384	2 001	255411
Dr Pixley Ka Isaka Seme Local Municipality	46	43	17	71	838	36	828	109 568	64	233	5	2 602	955	115304

Lekwa Local Municipality	98	174	34	477	1 014	100	902	112 779	233	418	8	2 114	1 316	119669
<b>Dipaleseng Local Municipality</b>	<b>51</b>	<b>91</b>	<b>39</b>	<b>210</b>	<b>276</b>	<b>53</b>	<b>727</b>	<b>33 484</b>	<b>69</b>	<b>146</b>	<b>-</b>	<b>621</b>	<b>214</b>	<b>35980</b>
Govan Mbeki Local Municipality	222	1651	64	902	3 015	304	2 310	<b>291 781</b>	842	1 955	2	4 795	2 273	<b>310117</b>

Source: Stats SA: Census 2022

The migration trends also help determine the population composition with a total of 1662 people who have moved in from different provinces and outside of the country. The above table demonstrates the number of people from different areas with the highest of 727 coming from the Gauteng province. They may have been attracted by job opportunities at the different mines and Eskom Power Station. There's also a recorded 146 people migrated from outside of the country and this may be through asylum seekers, refugees, visitors and permanent residence seeking work opportunities. There's a total of 621 migrants that are unspecified and this may mean are undocumented migrants from outside of the country that is a current trend in South Africa.

#### 4.2.3 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 20: Population Projections**

AREA	2019	2030	2040	2050
<b>MEDIUM GROWTH</b>				

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
<b>HIGH GROWTH</b>				
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
<b>Dipaleseng LM</b>	<b>47028</b>	<b>55715</b>	<b>63436</b>	<b>72227</b>

Source: Data World calculations based CSIR Green book

**Table 21: Population per town**

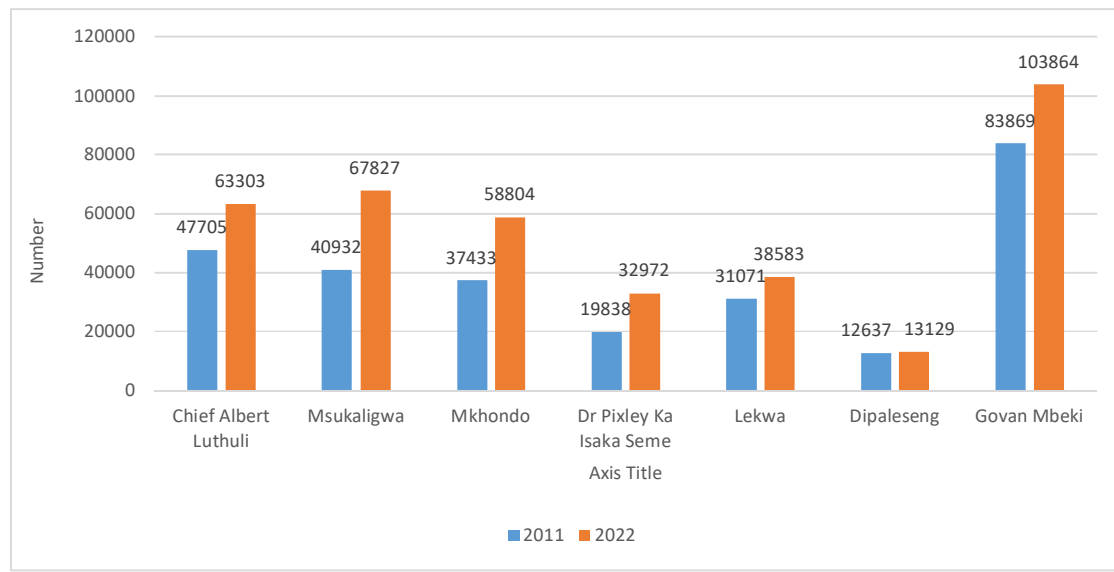
Census	2011	2022
Balfour, Greylingstad & Dipaleseng NU	3201	
Grootvlei	5 415	
Nthoroane	6 113	
Siyathemba	22 768	

Source: Census 2011 & 2022

#### 4.2.4. NUMBER OF HOUSEHOLDS AND ACCESS TO BASIC SERVICES

The population per town was provided in the 2011 Census data, however, has not been updated in the 2022 Census data which would provide a picture of the population trends at a localized level.

**Figure 7: Number of Households by Local Municipality in Gert Sibande District 2011-2022**



Source: Stats SA: Censuses 2011 & 2022

Dipaleseng Local Municipality has experienced a 0.37% growth in household numbers between 2011 and 2022. Although this is an improvement, it has the lowest growth in comparison to the growth rates of other municipalities in the Gert Sibande District Municipality that experienced growth between 2.08% and 4.93%.

The growth can be explained by the new township development and households provided that improve the quality of life of residents.

**Table 22: Sex of Head of Household by Local Municipalities in Gert Sibande District**

Municipality	Number of Male-headed Households	% of Male-headed Households	Number of Female-headed Households	% of Female-headed Households	Total
Gert Sibande	200 232	53	177 951	47	378 182

Chief Albert Luthuli Local Municipality	31 944	50	31 359	50	<b>63 303</b>
Msukaligwa Local Municipality	37 135	55	30 692	45	67 827
Mkhondo Local Municipality	28 710	49	29 794	51	<b>58 504</b>
Dr Pixley Ka Isaka Seme Local Municipality	16 447	50	16 525	50	<b>32 972</b>
Lekwa Local Municipality	20 764	54	17 819	46	38 583
<b>Dipaleseng Local Municipality</b>	<b>7 304</b>	<b>56</b>	<b>5 825</b>	<b>44</b>	<b>13 129</b>

Source: Stats SA: Census 2022

The head of household illustrates the socio-economic conditions that are experienced in each municipality and community. In the district there are more male headed households than females that indicates traditional family structures are still maintained more than when there's a female or child-headed households. It can also indicate a higher average income and quality of life compared to female or child-headed households. This trend is also illustrated in Dipaleseng where male-headed households are 56% more than the 44% of female-headed households.

**Table 23: Age of Head of Households by Local Municipality in Gert Sibande District**

Municipality	12 – 17	18 - 24	25 - 34	35 - 59	60 +	Total
<b>Gert Sibande</b>	<b>1 655</b>	<b>21 755</b>	<b>68 634</b>	<b>215 669</b>	<b>70 471</b>	<b>378 182</b>
Chief Albert Luthuli Local Municipality	375	4 335	10 445	34 900	13 248	63 303
Msukaligwa Local Municipality	172	4 102	13 189	39 811	10 552	67 827
Mkhondo Local Municipality	349	3 481	10 704	33 257	10 713	58 504
Dr Pixley Ka Isaka Seme Local Municipality	104	1 708	5 390	18 395	7 375	32 972
Lekwa Local Municipality	176 (0.5%)	2 141	6 346	22 109	7 812 (20.2%)	38 583

<b>Dipaleseng Local Municipality</b>	<b>48</b>	<b>617</b>	<b>1 835</b>	<b>8 074</b>	<b>2 555</b>	<b>13 129</b>
Govan Mbeki Local Municipality	430	5 371	20 724	59 123	18 216	103 864

Source: Stats SA: Census 2022

The above figure illustrates the age of head of households with a small percentage of child-headed households. A majority of households are owned by persons below the age of 60 years and at 80% which is just below the national average of 81.3% and a large portion between the ages of 35-59 that represent a class of. Although a small percentage at 0.37%, the municipality still has child-headed households which is a concern as children assume the role of primary care-givers in the absence or incapacitation of adults. Typical challenges these types of households face includes poverty, limited access to resources and vulnerability to exploitation and abuse.

**Table 24: Types of Main Dwelling 2011-2022**

<b>Census</b>	<b>2011</b>	<b>2022</b>
Formal Dwellings	8521	11 651
Informal Dwellings	3 985	1273

Source: Census 2011 & 2022

Formal housing rates for the country are 77% as opposed to Dipaleseng at 67.4%. 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. The statistical information somehow differentiates to what is on the ground on the number of informal dwellings. Dipaleseng Local Municipality has 11 informal settlements in terms of the National Upgrading of Informal Settlements Plan and study done in 2019 through the National Department of Human Settlements. Household surveys were conducted by appointed service providers for the upgrading of informal settlements. The number of households were at 3293 in informal settlements in Siyathemba, Grootvlei and Nthoroane.

**Table 25: Household Infrastructure Indicators**

<b>Census</b>	<b>2011</b>	<b>2022</b>
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: Stats SA: Censuses 2011 & 2022*

The most critical infrastructure challenge is piped water as only 38.2% of Households had access to piped water in the house, compared to 73.4%, nationally (2011). 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.

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 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 of 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.

#### **4.2.5. EDUCATION**

The municipality has 73.3% of children that are in some form of school with 26.7% that are not as at 2022. The latter may be represented by the following factors:

- Those not attending higher education

**Table 26: Education attainment by population aged 20+**

Census	2011	2022
No Schooling Aged	12 %	7.7%
Higher Education Aged	5,3%	5.4%
Matric Aged	24,5 %	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 5.4% having a post matric qualification according to 2022 Census data. The majority are matric aged at 32.4% in 2022.

**Table 27: Grade 12 Performance by Local Municipality 2020-2024**

Local Municipality	2020	2021	2022	2023	2024	% Change
Steve Tshwete	84,70%	82.2%	86.7%	89,50%	92,90%	3,40%
Msukaligwa	76,40%	71.1%	83.6%	84,80%	92,80%	8,00%
Dipaleseng	75,30%	76.6%	83.9%	88,10%	91,60%	3,50%
Thaba Chweu	81,90%	80.9%	82.2%	81,00%	90,50%	9,50%
Emalahleni	78,90%	79.6%	82.8%	82,00%	90,30%	8,30%
Chief Albert Luthuli	71,40%	78.0%	82.1%	84,20%	89,40%	5,20%
Nkomazi	74,10%	75.5%	73.5%	80,20%	89,40%	9,20%
Dr Pixley Ka Isaka Seme	65,90%	59.9%	69.7%	78,30%	89,40%	11,10%
Lekwa	74,80%	75.9%	80.5%	75,60%	89,40%	13,80%
City of Mbombela	75,00%	75.6%	78.6%	83,10%	87,70%	4,60%
Dr JS Moroka	66,00%	66.4%	70.3%	71,30%	85,50%	14,20%



Govan Mbeki	71,90%	73.7%	73.5%	75,30%	84,20%	<b>8,90%</b>
Victor Khanye	62,90%	52.8%	72.5%	78,80%	83,20%	<b>4,40%</b>
Mkhondo	63,50%	64.3%	72.7%	74,50%	81,20%	<b>6,70%</b>
Thembisile Hani	73,70%	71.6%	67.7%	69,90%	79,20%	<b>9,30%</b>
Bushbuckridge	74,00%	73.7%	79.1%	68,20%	77,70%	<b>9,50%</b>
Emakhazeni	88,00%	63.9%	69.2%	73,60%	69,60%	<b>-4,00%</b>

Dipaleseng's grade 12 pass rate increased from 81.4% in 2014 to 91.6% in 2024, which was the 3<sup>rd</sup> highest of the municipal areas in the Province. This is a good achievement 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.

#### 4.2.6. DISABILITY STATUS

According to Stats SA, there are 9 459 persons living with disabilities in Dipaleseng Local Municipality as at 2022 categorized by sex and type of disabilities. The table below depicts disability by the different physical impairment such as seeing, hearing, communication, walking, remembering and self-care as well as by sex.

Level of difficulty	Seeing		Hearing		Communication		Walking		Remembering		Self-care	
	M	F	M	F	M	F	M	F	M	F	M	F
Partial	1215	2003	513	678	260	251	460	614	453	682	240	279

a lot	227	375	11 0	10 0	64	34	13 5	19 3	113	119	67	75
Can't at all see	17	25	5		26	11	31	29	10	1	25	19
Total	145 9	240 3	62 8	77 8	350	296	62 6	83 6	576	802	33 2	37 3

The population living with disabilities is the lowest in the Gert Sibande District compared to other municipalities. The municipality currently has a unit dedicated to transversal issues that include disability in the community. The unit works with relevant sectors for financial and non-financial assistance such as the Department of Social Department where the municipality is not able to budget for programmes. In the 2025/26 financial year the Department of Social Services has programmes for the municipality referred to under the section of projects/programmes.

**Table 28: Economic Indicators**

Census	2011	2022
Unemployment Rate	37,2 %	39,4%
Youth Unemployment Rate	45,2 %	44.6%
Female Headed Households	35, 2%	44%

Source: Census 2011 & 2022

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

#### **4.2.7. POVERTY, INEQUALITY, HDI & CRIME INDICATORS IN DIPALESENG**

The official unemployment rate of Dipaleseng deteriorated from 31.3% in 2019 to 32.3% in 2023. The expanded unemployment rate deteriorated from 37.0% to 38.9% over the same period. In 2023, Dipaleseng's official unemployment rate was the 3rd highest & the expanded unemployment rate was the 4th highest in the district.

The official unemployment rate for females was 39.4% and that of males at 26.4%. In 2023, the official youth (15-34 years) unemployment rate was 45.7% - 3rd highest in the district.

There is concern about the high share of unemployed youth & especially females – where there appears to be a mismatch between their offering of education and skills (or lack thereof) and the demand of the labour market, but also a lack of investment to create jobs.

Importance of quality and relevant education and training in line with the economic needs of the province to improve their employability but also a need to retain businesses and attract new investment. In 2023, 0.9% of Mpumalanga's employees worked in Dipaleseng, which was equal to 3.0% of the district.

The job gains in 2023 were 590, which was lower than the 1 257 job gains in 2022. The largest employment industries in Dipaleseng were trade, community services, finance & private households.

The share of population in Dipaleseng below the lower bound poverty line (LBPL) improved from 34.0% in 2019 to 32.4% in 2023 – the 2nd lowest of the local municipal areas.

In 2023, the number of people below the LBPL was 11 867. In the calculation of the Local Government Equitable Share (LGES), National Treasury estimates that Dipaleseng had 10 511 poor households in 2024 – 80% of households. The share of income by the poorest 40% of households was 7.5%, an increase/improvement from 7.2% in 2019.

Dipaleseng ranked 12th highest, indicating that income inequality was more severe within the area than in other areas of the province. In 2023, the Human Development Index (HDI) of 0.66 was higher than the 2019 level of 0.65.

In April 2024, there were 18 265 social assistance grants disbursed in Dipaleseng.

**Objectives and priority areas of the MERRP (responding to the socio-economic challenges and mitigate negative economic impact of Covid-19).**

The Mpumalanga Economic Reconstruction & Recovery Plan (MERRP) seeks to address the negative impact of COVID-19 on the provincial economy and livelihoods of the Mpumalanga citizens; The MERRP aims at re-igniting the provincial economy through focusing on the following seven priority interventions:

**4.2.8. PLANNED 'MASSIVE' ROLLOUT OF INFRASTRUCTURE**

- Growth through industrialization, localization and export promotion - roll-out of the Mpumalanga Industrial Development Plan (MIDP) i.e. establishment of 3 Industrial Technology Parks, Nkomazi SEZ & Mpumalanga International Fresh Produce Market

- Sufficient, secure and reliable energy supply and Green Economy initiatives.
- Employment stimulus - i.e. increased access to funding for SMMEs and Cooperatives.
- Growth and recovery of tourism.
- Agriculture and Food Security - increase in agricultural production (i.e. Phezukomkhono Mlimi & Zonda Indlala).
- Gender and economic inclusion.

#### **4.2.9. RELEVANT ECONOMIC PLANS & OPPORTUNITIES FOR DIPALESENG LOCAL MUNICIPALITY**

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.

Roll-out of the DDM, as well as the MERRP.

#### **4.2.10. LINKING WITH ECONOMIC INTERVENTIONS IN GERT SIBANDE:**

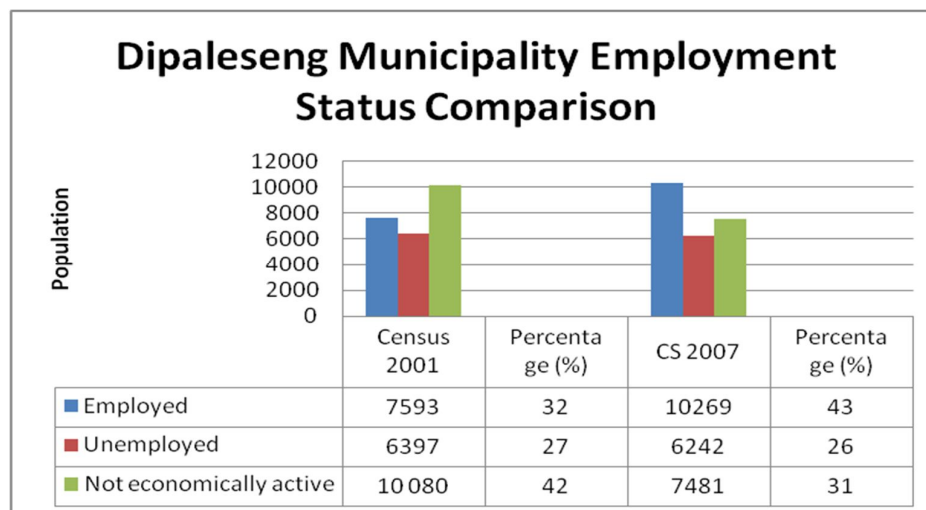
- Enhancing the manufacturing sector in Gert Sibande through the planned Petro-Chemical Technology Park in Secunda as part of the Mpumalanga Industrial Development Plan (MIDP).
- Agriculture & agro-processing – crop & livestock.
- Forestry & furniture manufacturing.
- Coal mining and electricity generation.

#### **4.3 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.

Green Flags for Dipaleseng	Red Flags for Dipaleseng
Good location in terms of proximity to Gauteng	Population decline 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?

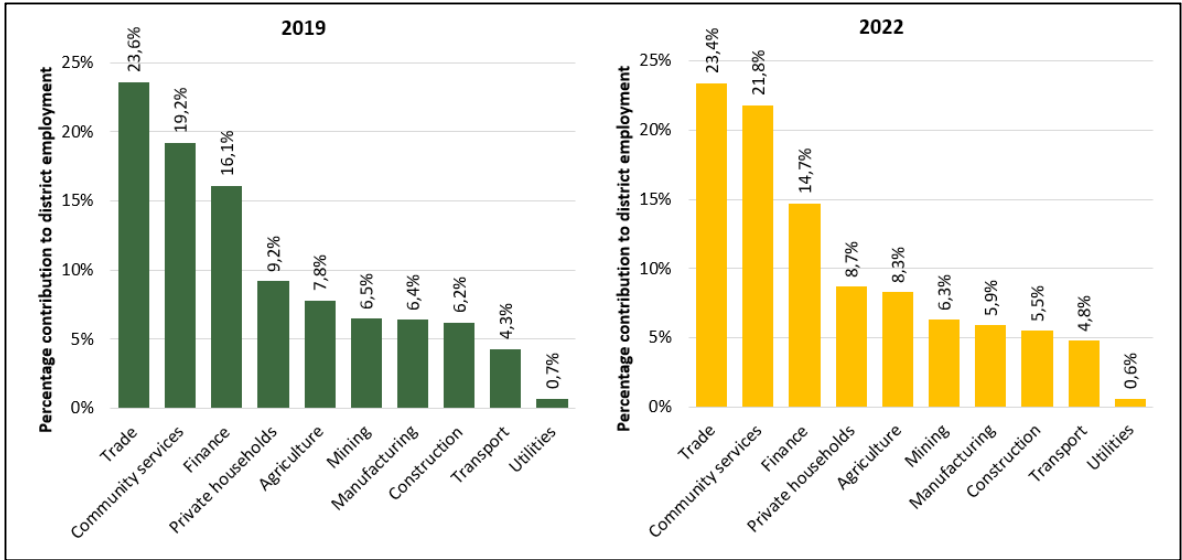
**Figure 8: The below table depicts Employment Status in Dipaleseng Local Municipality**



Source: Stats SA 2011 (include CS)

#### 4.3.1 EMPLOYMENT SECTOR

**Figure 9: Employment by industry in Dipaleseng**



Source: *Dipaleseng Socio-economic profile, 2022.*

The above figure the top five employing sectors including trade, community services, finance, private households/businesses and agriculture. Although there has been a general decline of employment by sectors that can be explained by the increased unemployment rate. The above indicates a need for targeted investigation on decreases and strategies to the above sectors in addition to making space for diversified economies to supplement declining industries and cushion the increased unemployment rate that will have further adverse impact

#### 4. CHAPTER FIVE: KEY PERFORMANCE AREAS

##### 5.1. KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

The powers and functions of the municipality are aligned to the objects of local government as set out in section 152 of the Constitution as follows:

**TABLE 29: DIPALESENG LOCAL MUNICIPALITY FUNCTIONS AND POWERS**

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

FINAL INTEGRATED DEVELOPMENT PLAN

			performed	at present	Performed	Externally	Service	to perform
7	Storm water	X						
8	Trading Regulations	X				X		
9	Billboards and the display of advertisements in public places	X						
10	Cemeteries, Funeral Parlors and Crematoria	X						
11	Cleansing							
12	Control of public nuisance	X						
13	Control of undertakings that sell liquor to the public	X				X		



# FINAL INTEGRATED DEVELOPMENT PLAN

14	Facilities for the accommodation, care and burial of animals				X			
15	Licensing of dogs				X			
16	Licensing and control of undertakings that sell food to the public				X			
17	Local amenities	X						
18	Local sports facilities	X						
19	Markets							
20	Municipal abattoirs	X						
21	Municipal parks and recreation	X						
No	Function	Performed	Partially performed	No Need at present	Not Performed	Performed Externally	Shared Service	Lack of capacity to perform

FINAL INTEGRATED DEVELOPMENT PLAN

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						

FINAL INTEGRATED DEVELOPMENT PLAN

<b>33</b>	Beaches and Amusement Parks				<b>X</b>			
<b>34</b>	Traffic and Parking	<b>X</b>						
<b>35</b>	Refuse Removal	<b>X</b>						
<b>36</b>	Street Trading	<b>X</b>						
<b>37</b>	Street lighting	<b>X</b>						
<b>38</b>	Disaster Management	<b>X</b>						

### 5.1.1 LIST OF ESSENTIAL SERVICES DESIGNATION IN LOCAL MUNICIPALITIES

In terms of Gazette Government Notice 18276 published in September of 1997, Government Notice 45536 published in November 2021 and Government Notice 44293 published in March 2021 the below are defined essential services in the municipality's operations and designations are as follows:

### 5.1.2 DESIGNATION OF ESSENTIAL SERVICES

**Table 30: Designation of Essential Services**

	Designation
1. Persons designated in the following services.	<ul style="list-style-type: none"> <li>• Municipal traffic services</li> <li>• Municipal security</li> <li>• The supply and distribution of water</li> <li>• The generation, transmission and distribution of power</li> <li>• Fire fighters</li> </ul>
2. Persons designated in the following sanitation services	<ul style="list-style-type: none"> <li>• The maintenance and operation of water-borne sewerage systems, pumping stations and control of discharge of industrial effluent into the system</li> <li>• Maintenance and operation of sewage purification works</li> <li>• Collection of refuse of organic nature</li> <li>• Collection and disposal of refuse at a disposal site</li> </ul>

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 31: Service Divisions in Dipaleseng Municipality**

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

**5.1.2.1 MUNICIPAL MANAGER OFFICE CORE FUNCTION**

- Manage technical services.
- Coordinate the provision of community services.
- Coordinate municipal planning and economic development.
- Manage financial matters.
- Manage corporate services.
- Render internal audit services.
- Render risk management services.
- Manage communication services.
- Manage performance management, monitoring and evaluation.

- Coordinate public participation

#### **5.1.2.2 PLANNING AND ECONOMIC DEVELOPMENT CORE FUNCTIONS**

- Coordinate the development and implementation of integrated development plan
- Render town, land and building planning.
- Coordinate the provision of human settlements.
- Promote local economic development (LED) services.

#### **5.1.2.3 INFRASTRUCTURE SERVICES CORE FUNCTIONS**

- Render electrical and engineering services.
- Render mechanical and fleet management services.
- Manage roads and storm water services.
- Manage the provision of water and sanitation services.
- Manage municipal development projects.

#### **5.1.2.4 COMMUNITY SERVICES CORE FUNCTIONS**

- Render traffic management and law enforcement services.
- Render fire and disaster management services.
- Coordinate waste management services.
- Render library and information services.
- Coordinate the maintenance of parks, gardens, cemeteries and amenities

#### **5.1.2.5 BUDGET AND TREASURY CORE FUNCTIONS**

- Manage municipal budget and financial reporting.
- Render revenue management services.
- Manage expenditure services.
- Render supply chain management services.
- Manage municipal asset.

#### **5.1.2.6 CORPORATE SERVICES CORE FUNCTIONS**

- To render administrative support services
- Render human resource management and development services.
- Render labour relations services.
- Render legal services.
- Render secretariat services.

- Manage information and communication technology services.
- Render communications services

### **5.1.3 INSTITUTIONAL CAPACITY**

#### **5.1.3.1 THE STAFF ESTABLISHMENT**

The Staff Establishment and organizational structure which responds to the community needs that are embodied in the IDP has been developed and approved by Council. The staff establishment has taken into account the 5 Key Performance Areas (KPA's) for local government, which are: Basic Service Delivery, Financial Viability and Management, Local Economic Development, Institutional Transformation and Development as well as Public Participation and Good Governance. The Staff Establishment for the municipality has been determined in line with the powers and functions of the municipality, the IDP and the Policy Framework for the Staff Establishment in line with Section 66 of the Municipal Systems Act 32/2000 in conjunction with the Municipal Staff Regulations Gazette No 45181, 20 September 2021.

The revised organogram has incorporated the comments received from the MEC and the Municipality has migrated to task grade effective as September 2024.

#### **5.1.3.2 SKILLS DEVELOPMENT AND CAPACITY BUILDING**

In terms of the Skills Development Act 97 of 1998, municipalities are obliged to submit Workplace Skills Plan to Local Government SETA not later than 30 April each year in order to access the Skills Levy grants. The capacitation and skilling of DLM is focused on the enhancement of knowledge, skills and behavioral competencies of employees and Councillors to enable them to deliver on and exceed organizational requirements. The following gaps must be addressed and constantly monitored within the municipality since it has adversely affected the sound labour relations:-

- Perceived preferential treatment on training opportunities,
- Limited training opportunities due to limited budget,

A specific limitation from a Good Governance point of view is that while it is undisputed that education, training and development is an investment in the human capital, the return on this investment is not always evident or measurable. The main purpose of training and development shall be to ensure that the organisation's staffs has the competencies necessary to meet performance and quality standards in their current jobs. Training and development

interventions shall also focus on the development of individual employees' career and personal potential in order to meet their growth needs as well as the future human resource needs of the municipality.

The cost associated with the implementation of training and development as contained in the Workplace Skills Plan (focusing exclusively on organizational and not employee self-development training needs) shall be informed by the 1% contribution to the Skills Levy from the total payroll of DLM in accordance to the Skills Development Act and Skills Levies Regulations. Council shall make an extra accumulative provision for training and development of its staff, Councilors and community members from its budget of every financial year.

### **5.1.3.3 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 Workplace Skills Plan for 2024/2025 to LGSETA in order to access Skill Levy conditional grant.

#### **1.4 EMPLOYMENT EQUITY PLAN (EEP)**

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

##### **5.1.4.1 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 Unit 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 31<sup>st</sup> January 2023, under item C33/01/23.DLM currently employs 202 permanent staff including Councilors i.e. 190 employees and 12 Councilors.

**Table 32: Employee Demographics**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Snr management	5	0	0	0	1	0	0	0	0	0	6
Middle Management	4	0	0	0	5	0	0	0	0	0	9
Professionally qualified and experienced specialists and mid-management	1	0	1	0	3	0	0	0	0	0	5

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
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	34	0		0	34	0	0	0	0	0	68
Unskilled and defined decision making	46	0	0	1	14	0	0	0	0	0	61
<b>TOTAL PERMANENT</b>	110	0	1	1	77	0	0	1	0	0	190
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>110</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>77</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>190</b>

**Table 33: Funded Vacancies as per Department for Financial year 2025/26**

Corporate Services	Posts
	1. Snr. HRD Officer
	2. Wellness Officer
	3. ICT Technician
Municipal Manager	
	1. MMC Secretary
Community Services	
	1. 2X Traffic
	2. 7X Fire Fighter
	3. Handyman
	4. Cleaner
	5. 13 X General Workers
Planning & Economic Development	
	1. Real Estate Officer
	2. LED Coordinator

	3. LED Officer
	4. IDP Coordinator
	5. Town Planning Officer
	6. Building Inspector
	7. Snr. Town Planner
<b>Budget &amp; Treasury Officer</b>	
	1. 2X Meter Reader
	2. Cashier
<b>Infrastructure Services</b>	
	1. Technician: Electrical & Mechanical
	2. Mechanical Assistance
	3. 2X Supervisor: Water & Sanitation
	4. 1 X Tipper Truck Operator
	5. 1 X Water Truck Drivers
	6. Technician Water & Waste Water

The above table on the vacant funded posts is per department and are due to posts that are vacant due to resignations, promotions and death of employees. The filling of the vacancies will be in line with the approved recruitment plan of the municipality.

## 5.1.5 HUMAN RESOURCE STRATEGY

### 5.1.5.1 BACKGROUND AND LEGISLATIVE FRAMEWORK

In the context of Developmental Local Government, municipalities are tasked with the crucial responsibility of fulfilling the constitutional mandates 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 Staff 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 01<sup>st</sup> 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 Human Resource plan is in place and was approved by the Council under item C159/05/24.

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

### **5.1.6 ICT SERVICES: STRATEGIC PLAN**

#### **5.1.6.1 PROBLEM STATEMENT**

The Municipality has a functional ICT infrastructure under the Corporate Services Department. However, several challenges need to be addressed:

- The municipality utilizes ICT systems for communication with other government spheres through email and a recently developed website, which includes an e-services portal.
- The Community Services Department still relies on a manual system for cemetery registry, posing a high risk in case of disasters due to the lack of proper record tracking.
- Potential loss of data due to the absence of a structured file system or document management system.
- Lack of a succession plan for ICT management, leading to poor segregation of duties within the unit.
- Insufficient budget allocation for ICT projects.
- Absence of a comprehensive ICT Strategy.
- Inadequate implementation of ICT corporate governance.

#### **5.1.6.1 STRATEGIC GOALS**

The ICT unit aims to achieve the following strategic goals:

- Enhance municipal service provision and accessibility to communities through ICT.
- Strengthen intergovernmental relations among the three spheres of government.

- Ensure the availability, operational efficiency, and security of ICT resources to support municipal service delivery.
- Appropriately budget for ICT investments, aligning them with the municipality's business objectives and priorities, while maintaining current ICT investments to maximize business value.
- Structure and capacitate the ICT department with skilled personnel to support service delivery effectively.

#### **5.1.7 FUTURE PLANS**

- Artificial Intelligence (AI) & Automation: Implement AI-driven chatbots for citizen engagement, automate municipal processes, and utilize AI for data analysis in decision-making.
- Big Data & Analytics: Develop data-driven strategies to optimize service delivery, track municipal performance, and enhance predictive maintenance of infrastructure.
- Internet of Things (IoT): Deploy smart sensors for water and electricity monitoring, waste management, and environmental monitoring to improve municipal efficiency.
- Cloud Computing: Migrate critical municipal services and data storage to secure cloud platforms for improved scalability, security, and accessibility.
- Cyber security Enhancements: Implement robust cyber security measures, including multi-factor authentication, intrusion detection, and disaster recovery planning.
- Smart Infrastructure & Connectivity: Expand smart city initiatives, including intelligent traffic management and public Wi-Fi access points across the municipality.
- E-Government Services: Enhance digital service delivery through mobile applications, online portals, and digital payments for municipal services.
- Expand the wireless network throughout the municipality.
- Develop an ICT Strategy aligned with the municipality's strategic goals.

#### **5.1.8 SYSTEMS FUTURE PLANS**

- Procure and integrate systems, including:
- Cemetery Management System
- Geographic Information System (GIS)
- Employee Self-Service (ESS) and HR Systems
- Risk and Audit Management System
- Seamless integration with the Mscoa ICT Project Plan, including:

- Munsoft Projects and Performance Management Systems
- IMIS

#### **5.1.9 SOFTWARE PROCUREMENT**

- Acquire necessary software licenses, including:
- Microsoft Projects
- AutoCAD
- Microsoft 365

#### **5.1.10 BROADBAND CONNECTIVITY**

- The broadband roll-out began in 2015 across the Mpumalanga province, with some district municipalities already utilizing it.
- The municipality is awaiting finalization and implementation by the Province and District Municipality.
- Installation of Fiber-to-the-Home (FTTH) in and around Dipaleseng Communities has commenced.

#### **5.1.11 KEY ISSUES TO BE ADDRESSED**

- Ensure adequate ICT budget allocation and establish an effective organizational structure.
- Enhance data security and ICT service reliability.
- Upgrade ICT systems to meet evolving technological needs.
- Provide continuous maintenance and support for ICT infrastructure to align with current and future advancements.
- Develop and implement a comprehensive ICT Strategy.
- Enforce ICT Corporate Governance for improved operational efficiency and compliance.



## **5.2 KPA 2: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**

### **5.2.1 SOCIAL SERVICES**

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

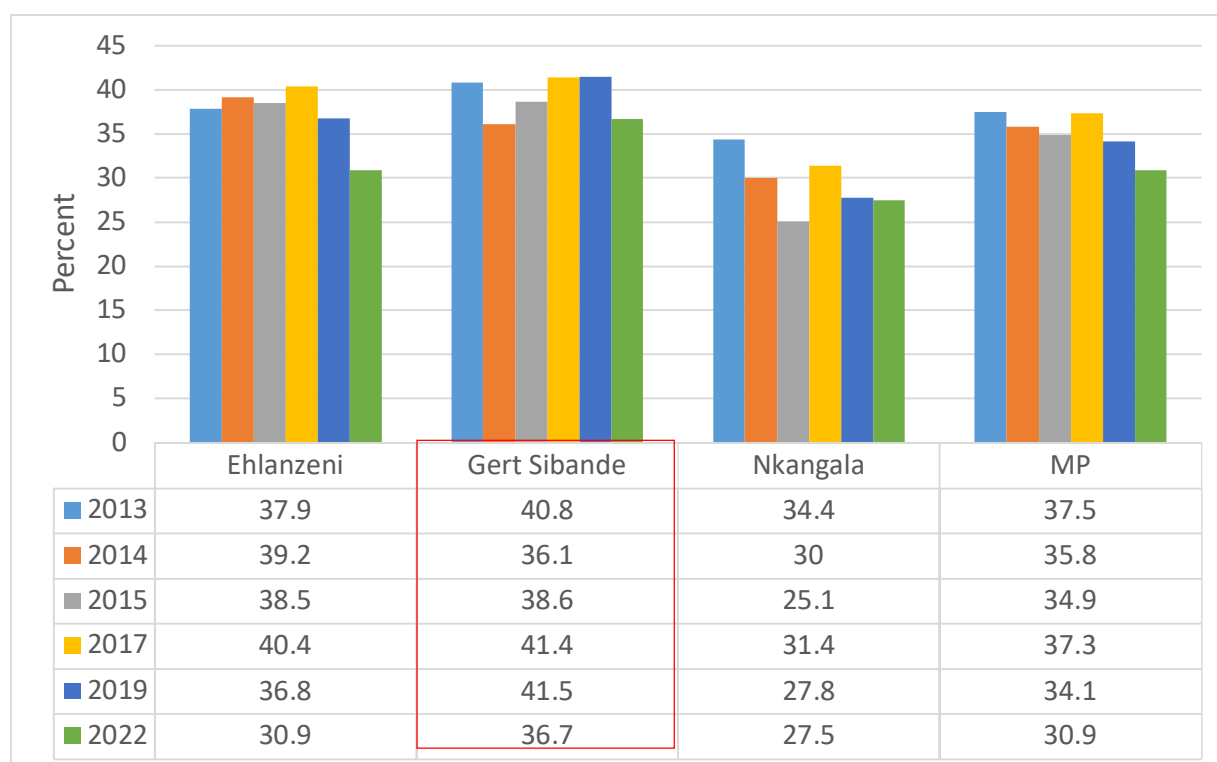
The National Strategic Plan for HIV/AIDS, TB and STI's (NSP) 2023-2028 is South Africa's fifth plan. It builds on the significant progress achieved to date, addresses gaps identified during the past five years and seeks to scale up best practice to ensure that quality and innovation underpins service 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 2023-2028) 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 2023-2028, Mpumalanga Provincial Implementation plan and District implementation plans. Overcoming Health hurdles will continuously be guided by community involvement as strategic partners.

**Figure 10: HIV Prevalence by District Municipality in MP, Antenatal HIV Sentinel Survey, 2013 - 2022**



### 5.2.2 KEY ISSUES TO BE ADDRESSED

- Coordination of Local Aids Council meetings and its programs.
- Launching of Ward Based Aids council across all wards of Dipaleseng.
- Implementation of a reviewed HIV/AIDS, STI and TB Multi-Sectoral Local Implementation Plan (MLIP).
- Advocate and lobby for mobilization of HIV/AIDS, STI and TB resources/budget.
- Ensure implementation of Municipal Employees HIV/AIDS strategy.
- Allocation of operational spaces for Civil Society Organization (CSO) aligned to HIV/AIDS, TB & STI programmes namely; i.e. NGO's responsible for establishment of food gardens for patients and OVC (Orphans, Vulnerable and Child headed), Youth Centre's etc.
- 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 and awareness campaigns 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 Social medial platforms, billboards and digital bill board's installation around Dipaleseng.
- Reviving of Love life programs to intensify HIV/AIDS and STI interventions at schools.
- Hosting of HIV/AIDS, STI & TB indaba.
- Advocate for implementation of ancillary health course for home based cares and Health care workers.

#### DIPALESENG COMPREHENSIVE HEALTH FACILITIES

NAME OF THE FACILITY	NODAL POINT	OPERATIONAL HOURS	MANAGER	CONTACTS
Siyathemba Community Health Centre	Siyathemba	24hrs	Mrs. T. Mabaso	079 521 6841 082 504 8956
Grootvlei Clinic	Grootvlei	24hrs	Mrs. Rene	
Nthoroane Clinic	Nthoroane	24hrs	Mrs. Zitha	

**Table 34: List of Non-Governmental Organization Existing In Dipaleseng Local Municipality**

NAME OF ORGANISATION	SECTOR	NODAL POINT	NAME OF CONTACT PERSON	CONTACT NUMBERS
1. Men Sector	Men	Siyathemba	Mr. Mobane Moagi	063 073 9208
2. Kutloano Drop in Centre	OVC	Nthoroane	Mr. Ellias Moloi	063 211 0434
3. Uniting Reformed Church Drop in Centre	OVC	Siyathemba	Mrs. Malepaka Nhlapo	082 5455 792
4. Sinethemba Youth Centre	Youth	Siyathemba	Mr. Mxolisi	083 240 3740

FINAL INTEGRATED DEVELOPMENT PLAN

5. Jwale Ke Nako Men Sector	Men	Grootvlei	Mr. Oupa Njobe	078 192 1568
6. Ekukhanyeni Youth Centre	Youth	Grootvlei	Mrs. Carly Shamu	079 1255 145
7. Asisukumeni Youth Centre	Youth	Nthoroane	Mr. Madida	078 682 9147
8. Lovelife	Youth	Siyathemba	Mrs. Bongiwe	067 976 0275
9. Masibambaneni Old Age	Older persons	Siyathemba	Mildred Nhlapo	071 4119 039
10. Kakgiso Old Age	Older persons	Grootvlei	Mr. Jimmy Mine	079 851 4569
11. Zama Luncheon Old Age	Older persons	Nthoroane	Mr. Moses Dlangalala	076 729 6133
12. People with Disability	Disability	Siyathemba	Mrs. Dieketseng Motloun	073 776 6154
13. Tekano Drop in Centre	OVC	Grootvlei	Mrs. Mamokete Mphuthi	071 285 1570 071 442 6319
14. Relax its Art	Art	Siyathemba	Mrs. Busisiwe Mlangeni	066 943 2086
15. Le Joy	GBV	Siyathemba	Mrs. Moipone Makhubu	072 715 2553
16. Dipaleseng Boxing Club	Sports	Siyathemba	Mr. Masilo Khongoana Mr. Bhuti Isaac Mr. Moses Sekhoto	066 413 6393 072 025 3576 078 871 4802

### **5.2.3 YOUTH DEVELOPMENT**

South Africa has a youthful population most of which is either unemployed, underdeveloped or living under adverse poverty lines. This picture is cascaded in the context of Provinces, Districts and Dipaleseng local municipality wherein 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, MPYF and MRTT for youth development and that has left the municipality with insufficient youth development programs.

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

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

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

### **5.2.4 KEY YOUTH ISSUES TO BE ADDRESSED**

- Establishment of a youth council and coordination of youth development programmes.
- Launching of Ward based youth structures across all wards of Dipaleseng.
- Review and Implementation of youth strategy.

- Facilitate the establishment of South African Youth Council (SAYC) Dipaleseng structure.
- Support all youth development programs such as education, economic development and social programs.
- Advocate and lobby for youth development resources/budget.
- Intensify and scale up our support towards the operational activities of the youth centre's located across the three nodal points 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 Municipal youth indaba.
- Advocate for youth information desks across the three nodal points 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.
- Drug and Substance abuse

**Table 35:List of Youth Non-Governmental Organization Existing In Dipaleseng**

NAME OF ORGANISATION	SECTOR	NODAL POINT	NAME OF CONTACT PERSON	CONTACT NUMBERS
1. Sinethemba Youth Centre	Youth	Siyathemba	Mr. Mxolisi	083 240 3740
2. Ekukhanyeni Youth Centre	Youth	Grootvlei	Mrs. Carly Shamu	079 1255 145
3. Asisukumeni Youth Centre	Youth	Nthoroane	Mr. Madida	078 682 9147
4. Lovelife	Youth	Siyathemba	Mrs. Bongiwe	067 976 0275

### 5.2.5 SPORTS AND RECREATION

The municipality has a challenge in facilitating and coordinating support for the young and sporting people to be able to safely and actively participate in sports, arts and cultural activities. The major challenge faced by the municipality is inadequate and dilapidated facilities within our three nodal communities. Department of Culture, Sports and Recreation is the one

responsible for promoting and supporting these programs and has very limited capacity and resources. The municipality has a backlog of basic service delivery and hence these facilities often left behind with regards to upgrading. The municipality often find it difficult to coordinate, facilitate and support development of sports and recreation within the municipality. Sports and recreation programs plays a major role in youth development, crime prevention, Drugs & Substance abuse, and contribute towards social harmony. Dipaleseng has developed a Sports & Recreation strategy that talks to the development of these programs within the municipality; DLM has been implementing ad hoc programs in various sporting codes together with DCSR, DSD and GSDM. These programs include the following:

- DLM Mayor Cup
- DLM Golden Games
- Various Multi Coded Sports tournament
- Municipal employees games
- DLFA Developmental League
- Local indigenous games

#### **5.2.6 EXISTING SPORTING CODES**

Soccer, Netball, Basketball, Volleyball, Softball, Rugby, Athletes, Boxing, Cricket, and Chess.

##### **5.2.6.1. KEY SPORTS AND RECREATION ISSUES TO BE ADDRESSED**

- Coordination Sports council meetings and its programmes.
- Launching of nodal sports based structures in all Dipaleseng nodal towns.
- Review and Implementation of Municipal Sports Strategy.
- Advocate and lobby for Municipal Sports and Recreation programmes resources/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.
- Maintenance of Municipal Sports Facilities across all the three nodal points of Dipaleseng.

- Introduction of indigenous games across the three nodal points of Dipaleseng, namely Inxuba, Morabaraba, Diketo, Kgati, Intonga, etc.
- Advocate for the establishment of an indigenous games structure.
- Lobby for the creation of outdoor gyms in all three nodal points to promote healthy lifestyle.
- Refurbishing and maintaining all our existing sports facilities.
- Support all sporting activities within the municipality including schools sports.

### **5.2.7 ARTS AND CULTURE**

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

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

#### **5.2.7.1. KEY SPORTS AND CULTURE ISSUES TO BE ADDRESSED**

- Relaunching of the arts and culture structure and coordination of its programmes.
- Reviving and strengthening of nodal arts and culture based structures in all Dipaleseng nodal towns
- Review and Implementation of arts and culture strategy.



- 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 an arts and culture center in Dipaleseng.
- Advocate for arts and culture office space in all the three nodal towns.

### **5.2.8. TRANSVERSAL ISSUES**

Dipaleseng Local municipality has a unit of Transversal service mandated to deal with issues related to marginalized groups such as women, people living with disabilities, the elderly, children and youth. The following Legislative documents are mandating transversal unit to proper implement programme as project of the unit;

- White paper on Local Government
- Constitution of the Republic of South Africa.
- Children Act
- Woman
- Youth policy

The municipality continues to play a significant role on social matters including the fight against the spread of HIV and AIDS, its effects as well as the fight against Gender Based Violence and femicide and all other social ills inter-alia drugs and other substance abuse and contact crimes. Together with all relevant stakeholders of interest, the municipality shall continue with coordinated programs including not limited to outreach programs, mayoral imbizos, ward-based meetings to fight GBVF and protect women, children, and the elderly and vulnerable persons against any form of abuse. The municipality has over the years and still continue to budget and prioritise matters of HIV/AIDS and GBVF in line with the district development model in terms of planning, budgeting processes and monitoring.

#### **5.2.8.1. ELDERLY PERSONS**

The municipality has created a platform for aged people to be able to engage the municipality in terms of issues affecting them. Department of Social Development and the municipality has established a stakeholder's forum where in issues of elderly persons are discussed while the executive mayor has a special event with senior citizens every year in December to celebrate their existence.

#### **5.2.8.2. GBVF**

Dipaleseng Local Municipality like the rest of the country is faced with rising cases of gender-based violence and femicide which are perpetuated by various issues within communities. As a result, a comprehensive and integrated approach is key in addressing such issues. The RRT-GBVF structure was launched in August 2024, and it is chaired by the Executive Mayor Cllr NB Khanye.

There are few structures that are dealing with GBVF issues in the municipality (Le Joy Women Empowerment in Siyathemba, Phumelobala in Nthoroane and men's forum in Grootvlei).

The main challenge is that the unit operates without a budget.

#### **5.2.8.3. DRUGS AND SUSTANCE ABUSE**

The Dipaleseng Municipality developed a DADMP 2024-2029 to inform the implementation of the prevention, early intervention, treatment and reintegration and aftercare services to deal with the scourge of substance abuse in the province. The plan is focusing on the integration and collaboration of programmes from various government departments, municipality and civil society to massively combat or reduce the demand, harm and supply of substances in the Municipality.

The Dipaleseng Municipality also acknowledges the existence of policies in all levels of government that are aimed at law enforcement, treatment and preventing the supply, abuse substances. These policies or legislation can only be effective when collaboration is intensified. The plan will also provide for a comprehensive response to combat substance abuse by provincial government department, municipalities and civil society. It will also provide mechanisms aimed at demand, supply, and harm reduction through prevention, early intervention, treatment and reintegration and aftercare programmes. It will also provide mechanism that will create skills development and job opportunities to young people.

The Dipaleseng Anti-Drug Master Plan 2024-2029 is informed by the Provincial Drug Master Plan. The Dipaleseng Anti-Drug Master Plan calls for the intensification of prevention services, treatment and the establishment of the Community Based Services to promote awareness and accessibility of services.

The report also gives a clear picture on the types of drugs that are commonly abused in the province by both males and females.

#### **5.2.8.4. KEY DRUGS AND SUBSTANCE ABUSE ISSUES TO BE ADDRESSED**

- Strengthen stakeholder collaboration in the Prevention, Early intervention, and Treatment and Aftercare services.
- Combating substance abuse in a coordinated manner addressing demand, supply and harm reduction.
- Establish and strengthen community based services, outpatient and treatment facilities for children, youth and adults.
- Intensify law enforcement interventions and border control systems regulating the illegal trafficking of drugs and other substances in the various ports of entry.
- Revive and refurbish recreational facilities and establish recreational programmes.
- Implementation of a reviewed Municipal Drug Master Plan.
- Creating job opportunities and develop empowerment programmes.
- Monitoring of over the counter and prescription drugs and provision of detoxification services.
- Allocation of operational space a drugs and substance abuse after care centre.
- Monitoring, reporting and evaluation the impact on the implementation of the Drug Master Plan.
- Enforcing compliance to the liquor Act No 59 of 2003.

#### **5.2.8.5. DISABILITY COORDINATION AND SUPPORT**

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

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

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

Furthermore people with disabilities are still confronted with challenges regarding their participation in economic activities however some strides have been made in terms of legislation to address the matter but not much has been done. The municipality never had a dedicated official that is working on issues of disability and a dedicated disability desk as we only have one official that deals with variety of transversal issues and that has been a challenge in fully implementing and mainstreaming disability issues within the institution and other external institutions within the municipal boundaries. The local disability forum is in place and functional with the assistance of DSD and support from GSDM. The forum promotes coordination of services, organising structures of people with disabilities within the municipality however the support given to the forum is not sufficient to maximize the participation of people with disabilities in all social platforms.

### **5.2.8.6. GENDER MAINSTREAMING**

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

Unemployment is often higher amongst women than men and that affects the gender balance in our society as majority of women resort to becoming men's subjects and some get raped in

the process. Poverty has also been the major constrain on many women in our municipality. Dipaleseng municipality does not have any guiding document such as gender mainstreaming strategy and or policy to ensure the maximum gender mainstreaming within the institution and other external institution and the unavailability of the gender focal person has proven to be the integral part the institutional failures on gender mainstreaming. The municipality has conducted some ad hoc programs with Mpumalanga Commission for Gender Equality in order to conscientise as many women with gender issues laws or legislations that are available for them. The stigma on LGBTIQ+ has also been proven to hazardous within our local municipality and not much has been done on this regard.

#### **5.2.8.7. MORAL REGENERATION**

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

#### **5.2.8.8. KEY ISSUES TO BE ADDRESSED**

##### **5.2.8.9. 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

##### **5.2.8.10. CHILDREN'S RIGHTS ISSUES**

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

##### **5.2.8.11. OLDER PERSONS**

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

### **5.2.9. COMMUNITY SERVICES AND PUBLIC SAFETY SPORTS, PARKS AND RECREATION**

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

**Table 37: Sports and Recreational Facilities**

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

#### **5.2.9.1. KEY ISSUES TO BE ADDRESSED FOR NTHORWANE SPORTS AND RECREATIONAL FACILITIES**

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

#### **5.2.9.2. KEY ISSUES TO BE ADDRESSED FOR GROOTVLEI SPORTS PARKS AND RECREATIONAL FACILITIES**

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

#### **5.2.9.3. KEY ISSUES TO BE ADDRESSED FOR SIYATHEMBA SPORTS, PARKS AND RECREATIONAL FACILITIES**

- 3 Parks to be upgraded

#### **5.2.10. LIBRARY SERVICES**

The service is rendered by Dipaleseng Local Municipality and the Department of Culture, Sports and Recreation (DCSR). In the 2016/17 a new library in Balfour was constructed by DCSR. In Nthorwane, Eskom donated a wendy house to be used as a library temporarily and the DCSR planned to upgrade the Nthorwane library in their 2020/21 financial year and in Grootvlei upgrading plans are still pending. Siyathemba had a library that was burnt down during the community protests 2010.

##### **5.2.10.1. KEY ISSUES TO BE ADDRESSED IN SIYATHEMBA LIBRARY**

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

##### **5.2.10.2. KEY ISSUES TO BE ADDRESSED FOR GROOTVLEI SPORTS AND RECREATIONAL FACILITIES**

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

##### **5.2.10.3. KEY ISSUES TO BE ADDRESSED FOR GROOTVLEI SPORTS AND RECREATIONAL FACILITIES**

- Construction of a new library

- Procurement of library equipment's

### 5.2.11. CEMETERY AND GRAVE SITE

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

**Table 38: Status Quo Of Cemeteries**

NAME OF CEMETERY	STATUS	LAND SIZE	REQUIRED SPACE	COMMENTS
1. Balfour four ways cemetery	Active	To be confirmed	130.34 hectares	No space for new development.
2. Siyathemba Nigel Road cemetery	Not Active (have reached its maximum burial capacity)	To be confirmed	130.34 hectares	No space for further development.
3. Greylingstad cemetery	Active	To be confirmed	This is subject to Geo-technical report.	No space, new land adjacent to site identified with limited space.  Environmental assessment impact study to be conducted.
4. Nthorwane cemetery	Not active (have reached its maximum	To be confirmed	130.34 hectares	No space for further development.



	burial capacity)			New land to be identified.
5. Grootvlei	Active	130.34 hectares	None	There is sufficient space for future burial.  Feasibility studies was conducted and confirmed that the proposed land is suitable for burial purposes.

#### **5.2.11.1. KEY CHALLENGES IN GREYLINGSTAD, NTHORWANE, SIYATHEMBA AND BALFOUR CEMETERIES**

- Shortage of space for burials purposes.
- Funds to be made available for feasibility study
- Procurement of land for cemeteries

#### **5.2.12. DIPALISENG ENVIRONMENTAL CHAPTER**

##### **5.2.12.1 LEGAL FRAMEWORK**

The National Environment Management Act, 107 of 1998 provide for sustainable development that requires the integration of social, economic and environmental factor in the planning, implementation and evaluation of decision to ensure that development serves the present and future generations thus providing for sustainable development. In addition to NEMA, there are number of legislations as well as guiding principles on our planning and activities. The legislations amongst other include the following:

- Biodiversity Act (Act 10 of 2004) which provides a framework for the conservation, sustainable use and equitable – sharing of our biological resources.
- Protected Areas Act (Act 57 of 2003) which guides protection and Conservation of ecology viable areas.

- National Water Act (Act 36 of 1998) that regulates the use of water resources.
- Air Quality Act (Act 39 of 2004) that provides measures for prevention of air pollution and ecological degradation while promoting conservation and secure ecologically sustainable development.
- Waste Management Act (Act 59 of 2008) that provides for regulating of waste management aiming at protecting health and environment.
- National Forests Act (Act 30 of 1998) that provides for the promotion and enforcement of sustainable forest management as well as Prohibition of destruction of trees in natural forests.
- Conservation of Agricultural Resources Act (act no. 43 of 1983) which provides for control over the utilization of the natural agricultural resources in order to promote the conservation of the soil, the water sources and the vegetation and the combating of weeds and invader plants.

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

#### **5.2.12.1 SUSTAINABLE DEVELOPMENT**

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

#### **5.2.13. STATUS QUO OF THE ENVIRONMENT**

##### **5.2.13.1. SOILS**

Dipaleseng Local Municipality is covered by vertic, melanic or red structured diagnostic horizons that are undifferentiated. The remainder of the area has a plinthic catena, dystrophic and/or mesotrophic structural stability of clayey soils which will be further discussed under Geology below.

##### **5.2.13.2. TOPOGRAPHY AND GEOMORPHOLOGY**

The topography of the area is relatively flat, with the exception of the Suikerbosrant Hills in the western part of the municipality. Approximately the whole of the northern half of the

municipality lies between 1601 and 1800 meters above sea level, while the southern half lies between 1401 and 1600 meters above sea level. Drainage is southwards towards the Vaal River, which forms the southern boundary of the municipality.

#### **5.2.13.3. GEOLOGY**

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

#### **5.2.13.4. 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 currently adopted Integrated Waste Management Plan which also addresses the Climate Change impacts;
- Exploring with communities waste prevention and recycling mechanisms that help address global climate change by decreasing the amount of greenhouse gas emissions.

#### **5.2.13.5. CHALLENGES AND RECOMMENDATIONS**

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

#### **5.2.13.6. AIR QUALITY MANAGEMENT**

Dipaleseng Local Municipality has not established an air quality by-law, however it relies on the GSDM by-law one. The Department of Environmental Affairs (DEA) has developed a generic air pollution control by-law for Municipalities (Government Notice No. 579, 2010) which deals with most of the air quality management challenges expected in South Africa. The aim of the generic air quality management by-law is to assist Municipalities in the development of their own air quality management by-law within their jurisdictions. Furthermore, use of the generic by-laws as a template will help ensure uniformity across the country when dealing with air quality management challenges.

#### **5.2.13.6. AIR POLLUTION REDUCTION PROGRAMMES**

Currently Dipaleseng is conducting environmental Awareness and clean -up campaigns which also form part of the air pollution reduction programmes especially the waste burning, putting sign board to eliminate illegal waste dumping on the hotspots.

#### **5.2.14. CONTRAVENTION OF THE NATIONAL ENVIRONMENTAL MANAGEMENT ACT (NEMA) 107 OF 1998**

The Dipaleseng Local Municipality was issued with a criminal summons (J175) to appear in court on the 6th November 2023 as a result of causing environmental pollution determined from an inspection by the Department of Agriculture, Rural Development, Land and Environmental Affairs (DARDLEA).

The Council under Item C 324/11/24 mandated the Accounting Officer, by virtue of operation of law read together with Section 60 of the Local Government: Municipal Finance Management Act of 56 of 2003 to deal with the matter in the best interest of the Municipality which include inter alia the negotiations and plea bargaining that will culminate to a final settlement.

As mandated by Council, Dipaleseng Local Municipality duly represented by the Accounting Officer pleaded guilty to all five (5) counts and entered into a Plea and Sentence Agreement in terms of Section 105A of the Criminal Procedure Act 51 of 1977. The Judgment is as follows:

- Accused is fined a sum of R160 000 000 (One Hundred and Sixty Million Rand) of which R40 000 000.00 (Forty Million Rand) is suspended for a period of 5 (five) years) on the following condition: that the accused is not convicted of contravention of Section 49A of National Environmental Management Act 56/2002 and Section 151 of National Water Act 36 of 1998 or any other offence of which pollution is an element during the period of suspension
- That the accused, duly authorized and represented by the Municipal Manager utilize the imposed fine of R160 000 000.00 (One Hundred and Sixty Million Rand) on or before December 2028 for urgent and necessary repairs of all the identified equipment as identified by the contractors.
- Proof of the expenditure and repairs carried out to all the identified faulty equipment at Balfour, Greylingstad and Grootvlei WWTW and pump station and the submission of the DLM technical Report which entail the Environmental Plan must be submitted to DARDLEA.
- That in terms of Section 34 (3) of the NEMA, that a sum of R600 000-00 (Six Hundred Thousand) in addition to the R160 000 000-00 (One Hundred and Sixty million) imposed fine to be paid over to DWS and DARDLEA (R300 000-00 each) for the procurement of capacity building and equipment for Environmental Management Investigation Inspectors as per DWS and DARDLEA's Specifications.
- In terms of Section 300 of the Criminal Procedure Act 51 of 1977, the accused is ordered to pay in Compensation to Mtandane Beauty Skhosana in a sum Of R400 000-00 (Four Hundred Thousand Rands) Within 120 days at the Balfour Magistrate's court.

The appointment of properly qualified and experience Process Controllers and other essential staff in line with the Water Waste Treatment Plant in terms of the regulation be finalized and submitted on or before 31 January 2025 to DARDLEA

That the accused, duly authorized and represented by the Municipal Manager must ensure that all pre-treatment processes are installed by the industries producing material associated with fats, oils, sludge and inorganic solid material and to further ensure that all producing material in suspension are moved onsite during the preliminary treatment before discharging BWWTW and surrounding Plant

That the municipality must ensure to monitor the quality of the effluent discharge from the Water Waste Treatment Works Plant in order to ensure that it is in line with the Water Use License issued by DWS and thus compliant with all conditions set out. To ensure the appointment of relevant qualified officials such as Waste Management Officers responsible for all the landfill sites, landfill site supervisors, waste management By-law officers responsible for enforcing the gazetted By-laws and the appointment of a qualified service provider for management of the landfill sites.

Pursuant to the implementation of the order, the Municipality has already met and submitted an Action Plan to the Department of Water and Sanitation on the 26<sup>th</sup> of November 2024. COGHSTA and MISA were also present in the said meeting and they were equally consulted and afforded the action plan and their interventions sought. A follow up meeting is scheduled for the 5th day of December 2024.

**5.2.14.1. ACTION PLAN TO ADDRESS THE SENTENCE AGREEMENT IN TERMS OF SECTION 105A OF ACT 51 OF 1977****Table 39: Action Plan to address Sentence Agreement in terms of Section 105A of Act 51 of 1977**

ITEM NO.	ORDER OF COURT	REQUIRED ACTION	PROGRESS TO DATE	TIME FRAME	RESPONSIBLE PERSON	COST IMPLICATIONS
1	<p>That the accused, duly authorized and represented by the Municipal Manager utilize the imposed fine of</p> <p>R160 000 000.00 (One Hundred and Sixty Million Rand)</p> <p>for urgent and necessary repairs of all the identified equipment as identified by the contractors.</p> <p><i>(of which R40 000 000.00 (Forty Million Rand )is suspended for a period of 5 (five) years )</i></p>	<p>Refurbishment of:</p> <ul style="list-style-type: none"> <li>Balfour WWTW Plan to increase the electrical and Mechanical component</li> <li>Greylingstad WWTW Plan to increase the electrical and Mechanical component</li> <li>Technical Report submitted to DWS</li> <li>Grootvlei WWTW Plan to increase the electrical and Mechanical component</li> </ul>	<ul style="list-style-type: none"> <li>Basic maintenance- in progress</li> <li>Siyathemba pump station – Completed.</li> <li>Unpack the Technical and Business Report)</li> <li>Fixing the small components internally – Housekeeping</li> </ul>	<b>2024/25Fy</b>	Municipal Manager/ Director ITS	R130 000 000-00

# FINAL INTEGRATED DEVELOPMENT PLAN

		<p>Technical Report Submitted to DWS</p> <ul style="list-style-type: none"> <li>Siyathemba pump station Plan to increase the electrical and Mechanical component</li> </ul>				
2	<p>Proof of the expenditure and repairs carried out to all the identified faulty equipment at Balfour, Greylingstad and Grootvlei WWTW and pump station and the submission of the DLM technical Report which entail the Environmental Plan must be submitted to Mr. Donald Hangwani Mabada at SiyayaJ@dws.gov.za and to Mr Maanda Alidzulwi of the DARDLEA at Alidzulwimc@mpg.gov.za,</p>	<p>Proof of work done to date addressing the identified faulty equipment will be submitted to Departments</p> <p>Disinfection of our final airfluant hypochlorite.</p>	Ongoing	2025/26Fy	Municipal Manager/ Director ITS	R300 000-00
		Development of Environmental Rehabilitation Plan	SCM process has started.	2025/2026Fy	Municipal Manager/ Director ITS	
ITEM NO.	ORDER OF COURT	REQUIRED ACTION	PROGRESS TO DATE	TIME FRAME	RESPONSIBLE PERSON	COST IMPLICATION



FINAL INTEGRATED DEVELOPMENT PLAN

3.	<p>That in terms of Section 34 (3) of the NEMA, that a sum of R600 000-00 (Six Hundred Thousand) in addition to the R160 000 000-00 (One Hundred and Sixty million) imposed fine to be paid over to DWS and DARDLEA (R300 000-00 each)for the procurement of capacity building and equipment for Environmental</p> <p>Management Investigation Inspectors as per DWS and DARDLEA`s Specifications Annexure `J1 and J2`.and the proof of payment hereof shall be forwarded to Mr. Donald Hangwani Mabada at SiyayaJ@dws.gov.za and to Mr Maanda Alidzulwi of the DARDLEA at Alidzulwimc@mpg.gov.za</p>	Procure the Capacity building and equipment for Environmental management Investigations Inspectors as per DWS and DARDLEA annexure J1 and J2	Request made to SCM as per instruction.	<b>2025/2026Fy</b>	Municipal Manager/ Director ITS	R600 000-00
4.	In terms of Section 300 of the Criminal Procedure Act 51 of 1977 , the accused		Amount will be paid by the End of December 2024	<b>2025/2026Fy</b>	Budget and Treasury Office	R400 000-00

# FINAL INTEGRATED DEVELOPMENT PLAN

	is ordered to pay in Compensation to Mtandane Beauty Skhosana in a sum Of R400 000-00 (Four Hundred Thousand Rands) Within 120 days.					
5.	The appointment of properly qualified and experienced Process Controllers and other essential staff in line with the Water Waste Treatment Plant in terms of the regulation be finalised	Regulation 17 Balfour class B Greylingstad D Grootvlei D	Advertised post POE Skills Development on the employees mention below is in progress with Coghsta as Process Controllers : (November – March 2025  Morakane Mothuli  Phumlani Mhlambi  Nomthandazo Sbhongo  The current are uploaded in the IRIS system	<b>2025/2026Fy</b>	Municipal Manager/ Director ITS	

FINAL INTEGRATED DEVELOPMENT PLAN

ITEM. NO.	ORDER OF COURT	REQUIRED ACTION	PROGRESS TO DATE	TIME FRAME	RESPONSIBLE PERSON	COST IMPLICATION
6.	That the accused, duly authorized and represented by the Municipal Manager must ensure that all pre-treatment processes are installed by the industries producing material associated with fats, oils, sludge and inorganic solid material and to further ensure that all producing material in suspension are moved onsite during the preliminary treatment before discharging BWWTW and surrounding Plant	Monitoring of Fats trap, ensuring business and industries discharge compliance  -Develop the By Laws  -The Development of WRAP and WSDP is in progress  Monitoring of Flats trap, ensuring business and industries discharge compliance	Letters of notice were written to industries for non-compliance.	monthly	Municipal Manager/ Director ITS	Operational Budget

# FINAL INTEGRATED DEVELOPMENT PLAN

7.	That the accused, duly authorized and represented by the Municipal Manager must ensure to monitor the quality of the effluent discharge from the Water Waste Treatment Works Plant in order to ensure that it is in line with the Water Use License issued by DWS and thus compliant with all conditions as set out in Appendices.	<p>Conduct internal authorization audit.</p> <p>Monitoring program for the water use licence (meet the limit and Standards)</p> <ul style="list-style-type: none"> <li>- Implement monitoring program in place (Poe)</li> <li>- Water use licence is in place only for Balfour.(check the Status)</li> <li>-</li> </ul>	<p>Final effluent samples are taken on a monthly basis to check the compliance.</p> <p>Receiving the results from the GSDM</p> <p>Balfour WWTW WULA is in progress.</p>	<b>2025/2026Fy</b>	Municipal Manager/ Director ITS	Operational Budget
8.	That the Accused, duly authorized and represented by the Municipal Manager must ensure that the discharged effluent by the public and private industries meet the effluent discharged norms and standards as set out in terms of the issued Water Use License before it is allowed to enter the Municipal sewer system and the BWWTW and surrounding Plant.	<p>Permit application and approval</p> <p>By- laws to govern the effluent will be developed.</p> <p>Permit application and approval</p>	The municipality subject the private and industries who need to discharge their effluent to permit requirements and upon approval service providers open the account for discharge with the municipality.	<b>2025/2026Fy</b>	Municipal Manager/ Director ITS	Operational Budget

FINAL INTEGRATED DEVELOPMENT PLAN

ITEM NO.	ORDER OF COURT	REQUIRED ACTION	PROGRESS TO DATE	TIME FRAME	RESPONSIBLE PERSON	COST IMPLICATION
9.	That the accused, duly authorized and represented by the Municipal Manager must ensure that all pre-treatment processes are installed by the industries producing material associated with fats, oils, sludge and inorganic solid material and to further ensure that all producing material in suspension are moved onsite during the preliminary treatment before discharging BWWTW and surrounding Plant	Monitoring of Fats trap, ensuring business and industries discharge compliance  MOU between the Municipality and Karen Beef.  By- laws to govern the effluent will be developed.	Letters of notice prepared to industries for non-compliance.	<b>2025/2026Fy</b>	Municipal Manager/ Director ITS	Operational Budget
10.	The appointment of qualified Waste Management Officers responsible for all the landfill sites within DLM	Appointment of qualified Waste Management Officers	In-Progress	<b>2025/2026Fy</b>	Director Community	Operational Budget

# FINAL INTEGRATED DEVELOPMENT PLAN

			Shortlisting of personnel as per the Organisational Structure.		Services/Director or corporate services	
11.	The appointment of landfill site supervisors, one supervisor per landfill site within the DLM.	Appointment of one supervisor.	There is currently an official executing the duties.	<b>2025/2026Fy</b>	Director Community Services/Director or corporate services	Operational Budget
12.	The appointment of Waste Management By-law officers responsible for enforcing the DLM gazetted By-laws.	Appointment of Waste Management By-law officers	Additional duties will be added to the person will be responsible (A manager with additional duties )  This will be completed by June 2025 due to Job Grading Processes that must be followed.	<b>2025/2026Fy</b>	Director Community Services/Director or corporate services	Operational Budget
13.	The appointment of a qualified service provider for management of the landfill sites.	The appointment of a qualified service provider for	Process is at Bid evaluation level  To be accommodated during the Budget Adjustment Plan	<b>2025/2026Fy</b>	Director Community	R12 000 000-00

# FINAL INTEGRATED DEVELOPMENT PLAN

		upgrading of the Balfour Landfill site.	and a service provider has been appointed to do the designs.		Services/MM,B TO	
ITEM NO.	ORDER OF COURT	REQUIRED ACTION	PROGRESS REPORT	TIME FRAME	RESPONSIBLE PERSON	COST IMPLICATION
14.	The installation of a weigh bridge per landfill Site.	Installation of Weigh Bridge	The weigh Bridge for Balfour Landfill site is catered for in the Designs for the upgrade of the Landfill site	<b>2025/2026Fy</b>	Director Community Services/MM,B TO and Director ITS	In included in the above allocation
15.	The registration and management of waste pickers per landfill site.	Registration and appointment of waste pickers.	In Progress	<b>2025/2026Fy</b>	Director Community Services	Operational Budget
16.	The installation of a security fence and appropriate access control per landfill site.	Refurbishment of the security fence	Assessment in progress	<b>End March 2025</b>	Director Community Services	R 500 000-00

# FINAL INTEGRATED DEVELOPMENT PLAN

17	<p>That the accused , duly authorised and represented by the Municipal Manager must supply a written detailed report in respect of Compliance with paragraph 2.4 to</p> <p>2.18 to Mr. Donald Hangwani Mabada at</p> <p>SiyayaJ@dws.gov.za and to Mr Maanda Alidzulwi of the DARDLEA at Alidzulwimc@mpg.gov.za, the report must</p> <p>Set out the industries identified and what steps and</p> <p>Measurements were put into place by the accused to ensure compliance with paragraph 2.8 and 2.9</p>	<p>Waste Water quality Report to be submitted.</p> <p>By Laws implemented</p> <p>To provide a Detailed water quality result _</p>	All plants are registered in IRIS system and Classified	<b>2025/2026Fy</b>	Municipal Manager/ Director ITS	
18.	That the Accused, duly authorized and represented by the Municipal Manager must ensure to monitor the quality of the effluent discharge from the BWWTW	Proof of samples on final discharge.	Monthly proof of final effluent on all the WWTW be in compliance with WUL	Monthly	Municipal Manager/ Director ITS	



# FINAL INTEGRATED DEVELOPMENT PLAN

	and surrounding Plant, in order to ensure that it is in line with the Water Use License issued by the DWS and thus compliant with all conditions as set out in Appendices I to III;	Monitoring Program is implemented				
19.	That and external auditor to be appointed by the accused, duly authorized, and represented by the Municipal Manager to monitor the accused's performance relative to the Water Use License. The report of the external auditor must be submitted every 6 (Six) months to Mr. Donald Hangwani Mabada at SiyayaJ@dws.gov.za and to Mr Maanda Alidzulwi of the DARDLEA at Alidzulwimc@mpg.gov.za, for the period of suspension.	Appointment of External Auditor to audit WUL  Process Auditor must be appointed. The District must assist. Erwat also has the functions.	ERWAT IS IN PLACE AND HAS THE PROCESS AUDIT	22 JANUARY  2025	Municipal Manager/ Director ITS/ ERWAT	

### **5.2.15. AIR QUALITY**

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

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

#### **5.2.15.1. MONITORING STATIONS**

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

### **5.2.16. BIODIVERSITY AND CONSERVATION**

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

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

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

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

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

#### **5.2.17. WASTE MANAGEMENT**

Dipaleseng Local Municipality has an Integrated Waste Management plan which currently is being implemented, prepared in terms of Section 11 of the National Environmental Management: Waste Act (Act 59 of 2018). The plan has been approved by council in 2021/22 FY. The municipality currently has no by-laws with regards to waste management. The municipality has a plan in place to develop new by-laws 2022/23 FY. The new by-law would however cover all aspects of waste management such as collection and removal of business and domestic refuse, industrial, garden and special domestic, bulk refuse, hazardous, medical and infectious waste, the solid disposal site management, littering, offences and penalties.

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

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

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

- Compliance and monitoring of landfill sites.
- Promotion and support for waste minimization, recycling, re-use

- Rehabilitation and pollution control programs
- Enforcement of relevant legislation by all stakeholders.
- Review of waste policies and by- laws

#### **5.2.18. WASTE REMOVAL**

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

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

#### **5.2.19. WASTE DISPOSAL AND LANDFILL SITES**

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

The Balfour Waste Disposal Sites was issued a license in 2014, in terms of the National Environmental Management: Waste Act, 2008 (Act 59 of 2008). Authorization was granted for the upgrading of the site, subject to the specified conditions, however these conditions have not been met and the site is operated by the Municipality. Cover material is not readily available and no regular covering of waste is occurring. The uncontrolled reclaiming of waste on the waste disposal site is interfering with the operational activities and should be formalized. There is regular burning of waste taking place which is done mainly by the informal reclaimers on site. The fence, ablution blocks and offices have been 175ormalizat and the weight bridge

erected has never been functional. Funding needs to be sourced to upgrade the site 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 formalized. There is regular burning of waste taking place which is done mainly by the informal reclaimers on site.

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

#### **5.2.20. PROJECTS PLANNED 2022/23 FY**

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

#### **5.2.20.1. KEY ISSUES TO BE ADDRESSED FOR WASTE MANAGEMENT**

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

#### **5.2.20.2. RECYCLING INITIATIVES**

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

#### **5.2.21. CHALLENGES, PROPOSED INTERVENTIONS**

There are no waste strategies that have been developed. There is a need for this to be addressed and implemented. A set of new Municipal By-Laws should be drafted to address

all aspects of the waste management hierarchy as required in terms of the Waste Act, 2008. The municipality should begin a system of proper record keeping with regards to waste types and quantities that are being received at the waste disposal sites. The waste information system should be implemented and maintained to assist the municipality in the management of their waste division. The municipality is currently not reporting on SAWIS due to lack of personnel.

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

#### **5.2.22. SAFETY AND SECURITY**

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

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

##### **5.2.22.1. KEY ISSUES TO BE ADDRESSED**

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

#### **5.2.23. DISASTER, FIRE AND RESCUE MANAGEMENT**

##### **5.2.23.1 DISASTER MANAGEMENT PLAN**

The Plan serves to confirm the arrangement within the Municipality to effectively prevent disasters from occurring and to lessen the impact of those hazards that cannot be avoided. Disaster Management is a continuous and integrated multi-sectoral and multi-disciplinary process of Planning and implementation of measures aimed at disaster prevention, -

mitigation,-preparedness,-response,-recovery and–rehabilitation (Disaster Management Act 2002). The preventative elements of this plan will be implemented and maintained on a continuous basis. The emergency or reactive elements of this plan will be implemented in a Municipality whenever a major incident or disaster occurs or is threatening in its area of the jurisdiction. The responsibility for the implementation of the plan is that of the Head of the Disaster Management Centre. The Disaster Management Act requires Municipalities to take the following action:

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

The following programs will be undertaken as per **Table 40 on the Disaster Management Plan**:

<b>Disaster Management Plan</b>		
<b>MUNICIPALITY</b>	<b>ADOPTION</b>	<b>COMMENTS</b>
<b>DIPALESENG</b>	- Council Resolution: C23/01/16 - Year: 2016	- Plan in place but not implemented - Not aligned to the development plan
	<b>STRUCTURES</b>	<b>COMMENTS</b>
	- 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.

#### 5.2.23.2. DISASTER MANAGEMENT

Dipaleseng Local Municipality is committed to build a safer environment for its community.

Disaster Management is a continuous and integrated multi-sectorial and multi-disciplinary process of planning and implementation of measures aimed at disaster prevention, mitigation, preparedness, response, recovery, and rehabilitation (Disaster Management Act 57 of 2002 as amended). The preventative elements of this plan must be implemented and maintained on a continuous basis. The plan has been tabled to Council for approval.

Dipaleseng Local Municipality is legally obliged to prepare a disaster management plan for its area according to the circumstances prevailing in the area; to co-ordinate and align the implementation of its plan with those of other organs of state and institutional role players; and to regularly review and update its plan.

The municipality is developing a Municipal Disaster Risk Management Plan, which will be integrated before the adoption of IDP 2025/2026.

### **5.2.23.3. FIRE AND RESCUE BUSINESS PLAN**

The Business Plan contains the current state and challenges of the Dipaleseng Local Municipality in terms of Fire and Rescue Services, which are the lack of human resources, the lack of adequate fleet and a proposed way forward to redress the service delivery challenges of providing sustainable fire protection for Dipaleseng Local Municipality Jurisdictional Area. The Fire and Rescue Services Business Plan builds on the Fire Service Situational report and provides to the Municipal Council a more comprehensive and more focused strategy in order to make a meaningful contribution to the objectives of local government and its service delivery strategy as envisaged in its Integrated Development Plan (IDP).

The Business Plan for Fire and Rescue Unit was approved by **Council Resolution C 153/07/18**.

### **KEY ISSUES TO BE ADDRESSED FOR BALFOUR FIRE STATION**

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

### **KEY ISSUES TO BE ADDRESSED FOR GREYLINGSTAD FIRE STATION**

- Building of a Satellite Fire Station



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

#### **KEY ISSUES TO BE ADDRESSED FOR GROOTVLEI FIRE STATION**

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

Procurement and installation of Fire hydrants

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

- All Dipaleseng Sports Fields to be upgraded.
- Three (3) Municipal Halls to be renovated
- Seven (7) Parks to be upgraded
- One Park funded by CWP COGTA at R500 000,00
- Procurement of land for cemeteries (Greylingstad, Nthorwane, Siyathemba and Balfour)
- All communities to have access to well-equipped and managed library facilities
- To develop and implement a comprehensive Disaster Management Programmes and Systems
- To facilitate the provision of adequate facilities and resources (Police stations) in partnership with SAPS to improve Police visibility and Community Safety.

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

Disaster Management Plan in place

Integrated Waste Management Plan in place

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

- Develop Operation and maintenance Plan for Sporting Facilities
- Develop Operation and Maintenance Plan for Municipal Buildings
- Develop Operation and Maintenance Plan for Cemeteries

Develop Halls and Building Policy

## **5.2.20 ACCESS TO SERVICES**

### **5.2.20.1 WATER**

The 2011 population of the study area is 42,500 people (based on the 2011 Census) and the projected population by the year 2034 will be 52 449 (based on a 0.93% growth rate per annum). The 2014 water demand for the project area is 16.8 ML/day and includes the requirements of the wet industries. It can be deduced from above that the existing infrastructure capacity is unable to meet the current demand. Currently DLM with its water demand of 16.8 ML/day is supplied by 6.5 ML/day Fortuna Water treatment works (WTW). It is projected that the water demand in year 2034 will be approximately 19.5 ML/day. It is evident that the current and future water demands are greater than what Fortuna WTW can treat and supply. It is against this background that it has become necessary to augment the water supply to the Fortuna WTP in order to reduce the areas susceptibility to dry periods and to cater for current and future growth in water demands.

#### **SOURCES OF WATER:**

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

#### **ACCESS TO WATER AND BACKLOG**

The total number of households as per the 2022 Census data is 13 129 in Dipaleseng Local Municipality. Number of Households with access to piped water as per the 2022 Census data is 12 749 out of the households with a percentage of 97%. This 97% access has improved from 2011, however, a backlog of 380 or 2.9% of households is still without access to piped water in 2022.

The Municipality plans to implement the following projects in order to address challenges on access to water supply in all the nodal towns and to cater for new developments and projected population growth:

- Dipaleseng Bulk Water Scheme
- Raising the Suikerbosrand Dam wall with 12m,
- Upgrading the Fortuna Water Treatment Works,

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

## **CLIMATE CHANGE IMPACT**

The Haarhof dam and Suikerbosrand Dam evaporates quicker due to heat wave experienced in recent years; and the ground water is also affected. However, the recent summer season rainfall has brought relief to draught fears as the dam levels raised to at least 90% full capacity.

### **5.2.20.2 SANITATION**

Access to sanitation and backlog:

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. These households may fall into the eleven informal settlement areas as the municipality is currently providing sanitation to formal households in the municipality. The informal areas are currently being formalized to address the service delivery challenges.

Currently the capacity for waste-water treatment works is enough for Balfour and housing developments due to the upgrade of Fortuna Treatment Works. The municipality may soon face challenges in Nthorwane and Grootvlei due to developments that are to take place.

The Municipality plans to implement the following projects to address challenges and backlogs on access to sanitation, to cater for new developments and projected population growth for the next 20 years:

- Upgrading of Waste Water Treatment Works in Balfour from 4MI/day to 12MI/day
- Construction of a new 1.5MI/day Waste Water Treatment Works in Grootvlei
- Upgrading of Waste Water Treatment Works in Greylingstad from 0.5MI/day to 1.5MI/day
- Provision of sewer reticulation in Grootvlei Ext 1, Balfour north, Siyathemba Ext 5. & 6 and Nthorwane.

### **5.2.20.3 ROADS AND TRANSPORTATION**

The Municipal roads are severely affected by the haulage trucks passing through Balfour town, because of the R23 and R51 corridors. The R51 corridor passes through Balfour town through the Municipality's internal streets. The Municipality has in the past upgraded the streets affected through Municipal Infrastructure Grant. However, due to the haulage trucks from the R23 and R51 corridors the road pavements are failing causing major potholes.

Status quo of roads in kilometers for Dipaleseng Municipality.

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

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

SANRAL has maintenance programmes for the R23 and R51 which are regional routes as the municipality has no jurisdiction.

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

- NEMA Court order Action Plan
- 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

#### **STRATEGIES/ PLANS IN PLACE**

- Water and Sanitation Master Plan- to be reviewed
- Roads and Storm Water Mater Plan – to be reviewed
- Electrical Master Plan – to be reviewed
- Water Demand and Water Conservation management Plan – to be drafted.
- Water Services Development Plan – to be revised

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

#### **5.3.1 MUNICIPAL ECONOMY**

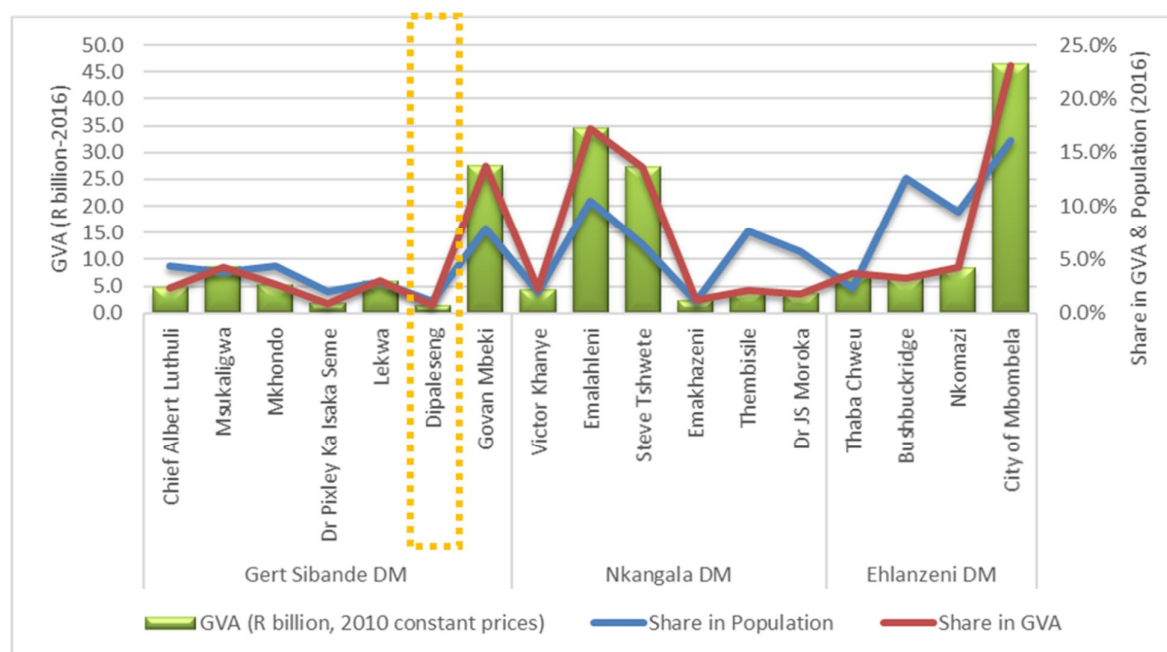
##### **SIZE AND GROWTH RATE**

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

In 2018, the GDP of Dipaleseng Local Municipality was R 1 648 million<sup>1</sup> (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 11: Comparative Contribution of Municipalities to GVA and Population, 2016**

**Source: IHS Markit & StatsSA**

### 5.3.2 ECONOMIC SECTORS

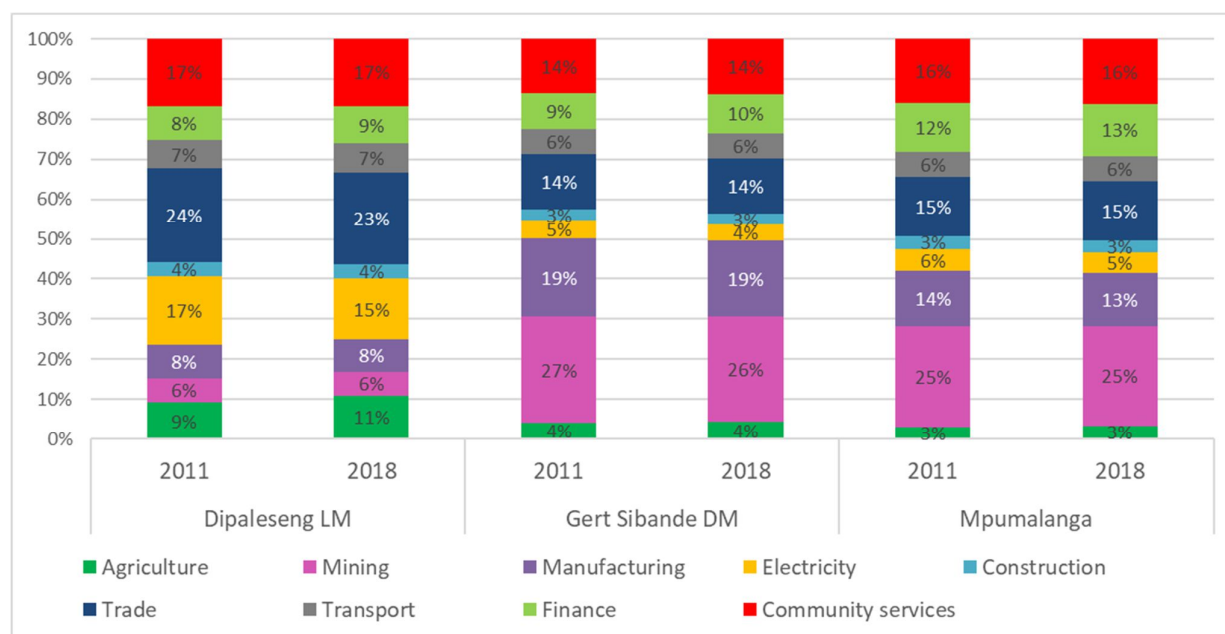
Economic sectors are broadly divided into three major sectors viz. Primary, Secondary and Tertiary. The Primary Sector is related to direct exploitation of natural resources. The Secondary Sector includes industries that produce a finished, usable product or are involved in construction. The Tertiary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

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

- Transport
- Finance
- Community Services

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

**Figure 12: 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 the Mining, Trade and Households subsectors. While the subsectors registered growth in contribution to employment generation are manufacturing, Construction, Finance and Community Service.

**Table 41: Contribution of Economic Subsectors in Employment Generation, 2011 & 2018**

Economic Sectors and Sub-sectors		2011		2018	
		No of employment	Share	No of employment	Share
Primary	Agriculture	913	9.5%	936	8.7%
	Mining	142	1.5%	131	1.2%
Secondary	Manufacturing	652	6.8%	806	7.5%
	Electricity	63	0.7%	80	0.7%
	Construction	641	6.7%	793	7.4%
Tertiary	Trade	2 597	27.1 %	2 625	24.4%

	Transport	417	4.3%	467	4.3%
	Finance	1 428	14.9 %	1 822	16.9%
	Community services	1 812	18.9 %	2 184	20.3%
Households		921	9.6%	909	8.5%
Total		9 585	100%	10 753	100.0 %

**Source: IHS Markit, 2019**

### 5.3.3 COMPARATIVE ADVANTAGES OF ECONOMIC SECTORS

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

**Table 42: Comparative Advantages of Economic Subsectors, 2018**

Sector	Mpumalanga	Ger Sibande DM	Dipaleseng
Agriculture	1.16	1.50	4.34
Mining	2.93	3.20	0.70
Manufacturing	0.99	1.34	0.59
Electricity	1.99	1.67	5.57

Construction	0.75	0.64	0.76
Trade	0.98	0.93	1.42
Transport	0.68	0.70	0.69
Finance	0.59	0.44	0.39
Community services	0.70	0.60	0.67

Source: IHS Markit, 2019

### 5.3.4 ECONOMIC DIVERSIFICATION

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

**Table 43: Tress Indices for Dipaleseng, Gert Sibande DM and Mpumalanga**

GEOGRAPHY	TRESS INDEX, 2018
Mpumalanga	39.66
Gert Sibande DM	39.65
Dipaleseng LM	35.42

Source: IHS Markit, 2019

### 5.3.5 SPACE ECONOMY

A significant portion of Dipaleseng's land is 190ormaliz for cultivation and farming. Needless to say, agriculture is a key economic sector for the municipality, especially in its rural areas. A substantial portion of the municipality's land area is classified as having high to very high agricultural potential. The agricultural land is 190ormaliz to cultivate maize, soybean and

sunflower. The areas not suitable for farming are mainly grasslands 191ormaliz for grazing of cattle. In addition to cattle farming, pig and poultry farming is also 191ormaliza in the municipality. Though the municipality is considered good for agricultural production, it lacks in providing agricultural beneficiation and processing facilities. Dipaleseng's mining sector mainly comprises gold mining and though there are few coal mines in the municipality, these are closed. As a result, the power station Grootvlei imports coal from outside of the municipality.

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

The vast rural space is dotted with a few small settlements viz. Balfour, Greylingstad, and Grootvlei. These settlements are slightly urbanized and act as economic centers providing retail, business and financial services to the vast rural hinterland. These towns are the main places where tertiary economic activities are taking place. The main economic center in the municipality is Balfour (including Siyathemba and is classified as a service Town by CSIR. The town is known for gold mining and surrounded by maize farming areas. Balfour offers the opportunity for extracting and processing of mineral (mainly gold), processing of agricultural products, small scale industrial activities, transport activities, retail activities and tourism.

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

Grootvlei, categorized as a Dense Rural Settlement by CSIR, is power-producing town located 18 km south of Balfour. The town hosts an ESKOM's coal fired power plant with a capacity of 1200 MW and an oil extraction plant. The town also hosts the residential quarters built for the

power plant employees and it offers the opportunity to develop retail center's to be used by the local residents as well as the Grootvlei dam presents opportunities for tourism development. A sizeable portion of the municipality's GVA comes from electricity generation. According to a recent media report, ESKOM will shut down the Grootvlei Power Station within the next 10 years. The shutting down of power station will have a strong negative impact not only on the municipality's GVA but also on the employment situation. Though the electricity sector does not generate many direct employment opportunities, it helps generating indirect employments in the tertiary sector. It is, therefore, necessary to find alternative economic sources to compensate for the loss of economic value and jobs caused by the expected closure of the power station.

The Municipality identified the need for the Local Economic Development Strategy as a tool for the execution of its development functions. As such the LED Strategy was developed in and adopted in May 2011. Later in the year (December 2011) an LED Summit was held for which resolutions were taken and required implementation. The Summit aimed at promoting economic growth and socio-economic development within the municipal area of jurisdiction, and to share information and business opportunities among stakeholders. The aim was further to offer local government, the private sector, Non-Profit Organizations and local community the opportunity to work together to improve the local economy through investment attraction and retention initiatives; and LED catalytic project implementation.

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

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

### **5.3.6 ECONOMIC POTENTIAL/ENDEVOURS (TOURISM, AGRICULTURE, MINING AND MANUFACTURING)**

#### **5.3.6.1 TOURISM**

Dipaleseng is situated in the Highveld region comprising of lush grassland and wooded hills. The tourism industry within the Dipaleseng area is relatively small due to the lack of a major attraction

and the expectation of high standard tourist products and services. However, the area is also rich in historical sites, such as early African stone age settlement ruins and Anglo-Boer war sites.

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

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

The main tourism attractions in Dipaleseng include:

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

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

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

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

#### **5.3.6.2 PROVIDE INVESTMENT INCENTIVE**

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

- Development of infrastructure (road, water supply, power supply etc.)

- Tax incentive
- Regulatory and Approval
- Financial incentives

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

### **5.3.7 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 emphasizes the importance of township economies in achieving an inclusive economy.

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

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

### **5.3.8 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



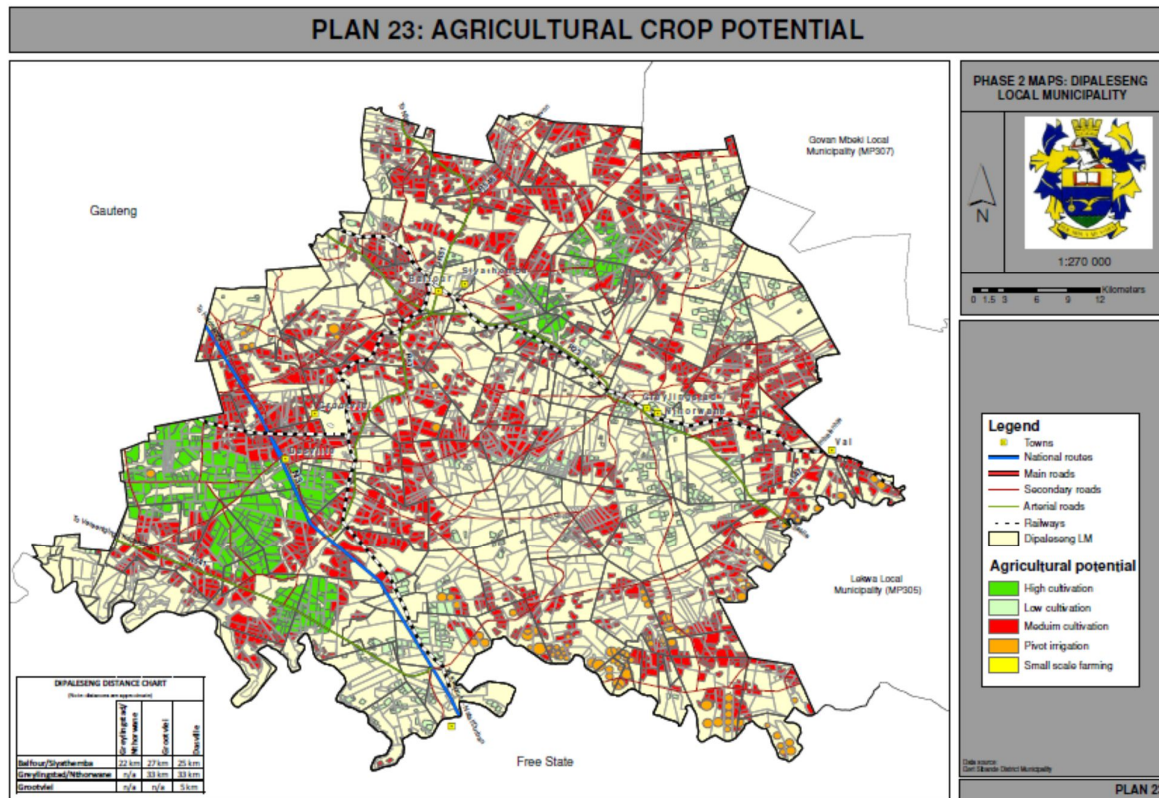
municipality produces maize, sunflower, grain, sorghum, wheat, and livestock. Though agriculture occupies a distinct position in the municipality's economy, this sector can contribute more to enhance the municipality's overall economic health. To enhance this sector's economic potential, the focus should 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 Vaal and Waterval riverbanks. These areas should be used 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 the agriculture sector's economic performance.

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

This is supported by the fact that the SDF depicts that 6% of the land is regarded as of high cultivation and 24% being medium while 4% of the municipal area is undetermined in terms of the agricultural crop potential about 24% of the municipal area is regarded as medium cultivation agricultural areas.

**Map 2: Below map depicts Agricultural Crop Potential**



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

### 5.3.9 MINING

The SDF depicts that the geological composition in Dipaleseng provides numerous economic opportunities through mining as the area is predominantly underlain by coal and gold deposits. Mining activities are therefore regarded as one of the major contributor in the Dipaleseng Municipality's economy (Figures 7 and 8).



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

#### **5.3.9.1 SIBANYE STILL WATER (Burnstone)**

Burnstone mine has been on care and maintenance for quite some time and are now busy with installation of critical infrastructure in preparations to start up. As a result, the mine has not been productive or mining to have funds to support community skills development, however, the mine has committed to ensuring social responsibility through development plans will be put in place through the social and labour plan. The 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)**.

Project Steering Committee was also established with the Member of Mayoral Council Cllr M Miya as the chairperson and with official members from Dipaleseng Local Municipality, Sibanye Burnstone Mine, Department of Agriculture and Environmental Affairs as well as the contractor to ensure the project is effectively implemented and to provide monitoring of challenges that the project does not result in a white elephant. To date the farm has employed a farm manager as well as nine (9) farm workers although the farm is not fully operational.

Sibanye Burnstone Mine is currently busy with their 2022-2026 SLP with a budget of R2 320 000 to be allocated after conducting public consultations in November and 11-12 December of 2023. The public participation process was finalized and a project was selected in consultation with the municipality and IDP where through Council Resolution C 72/03/25 identified the construction of the Balfour Old Age Home.

In addition to the above SLPs that are being implemented, the Burnstone mine had several initiatives on giving back in partnership with other private entities such as Gift of the Givers to give back to the community of Dipaleseng i.e. borehole and water tank projects installed in Nthoroane

Secondary School in Greylingstad and the handover and launch of the Sports Astro turf multi-purpose facilities in Mlamlunkunzi and Tokoloho Primary Schools in the 2024/25 financial years.

#### **5.3.9.2 SASOL MINING**

Sasol Mining has invested R58 million in Social and Labour Plan (SLP) covering a five (5) year period that commenced from 2020 and ending in June 2025 through Local Economic Development projects consisting of the development of a Waste water treatment works plant targeting Greylingstad and Nthoroane which ultimately benefit the broader community of Dipaleseng. The project initially entailed the formalization of 1500 sites on Zenzele Township to establish a proclaimed township and the installation of reticulated services for the 1500 sites to benefit residents of the township. The proposed project faced legal ownership challenges over the land that is currently registered with Sizanani Communal Property Association in which the municipality has resolved through Council to request the Department of Human Settlements to procure the land on its behalf to enable the installation of services.

To ensure the SLP does not fall away to the detriment of the community, Council resolved on the re-prioritization of the SLP projects where two projects were identified:

#### **5.3.10 MANUFACTURING AND PRODUCTION**

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

##### **5.3.10.1 GROOTVLEI ESKOM**

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

- Assisting of secondary schools to improve their maths and science learning
- Donation of computers to schools, donation of park homes to business community and NPOs.

- Sites earmarked for establishment of a Skills Development and allocated (3,2 Hectare Land Donated by DLM)-Balfour- Grootvlei Eskom is an implementing agent supported by Howden
- Sites earmarked construction of a stimulation center in Nthoroane and allocated (Nthoroane) – Eskom is an implementing agent
- A technical lab with equipment that was donated to and set up in the newly established TVET College vocational training.

The Grootvlei Power Station is one of the power stations in Mpumalange 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.

Such an initiative was introduced in 2021 to the local stakeholders of the municipality and workshops continued in 2022 and 2023 that would see local residents actively participating and coming up with ways to diversify the economy through different projects within the various wards and would benefit locals. The projects include: Water purification plant, Brick manufacturing, Waste recycling and treatment hub, tourism centre, Installation and supply of solar lights and maize production.

**Table 44: SASOL/DLM Projects**

<b>Project Name</b>	<b>Identified Project</b>	<b>SLP Period</b>	<b>Budget</b>
<b>Local Economic Development</b>	Upgrading of Nthoroane Stadium	2020-2025	R25 000 000.00

	Rectification of water reticulation in high lying areas of Siyathemba Ext 1 & 4	2020-2025	

**Table 45: SIBANYE/DLM Projects**

Project Name	Identified Project	SLP Period	Budget
Local Economic Development	Balfour Old Age Home.	2022-2026	R 4 620 000.00
<b>TOTAL</b>			<b>R 4 620 000.00</b>

**Table 46: ESKOM Projects**

Project Name	Identified Project	Implementation period	Budget
Local Economic Development	Grootvlei Climate Smart Hoticulture Centre	2025-2026	R38 000 000.00
<b>TOTAL</b>			<b>R38 000 000.00</b>

### 5.3.11 JUST ENERGY TRANSITION INDALOPRENEUR

The Dipaleseng Just Energy Transition Indaloprenuer Project is designed to take the identified Ward Level Social and Green Innovations to the level of implementation and help the different communities enterprises achieve a Proof-of-Concept stage.

A Proof-of-Concept phase allows an enterprise to demonstrate a Minimum Viable Product (MVP) through a lean enterprise blueprint process that is scalable and replicable. Since the Wards/Community Innovations have already undergone a streamlined and lean IndaloVator

training programme that only supported them to achieve basic concept notes or idea generation using the Indalo Business Exposure module and approach; this next phase for which the funding is requested, will then allow for six (6) demonstration sites that are empowered to begin to generate revenue.

#### **5.3.11.1. PROJECT OBJECTIVES**

To support the development of six demonstrable entrepreneurial just transition innovations in the Dipaleseng Local Municipality (DLM) that create alternative value chain opportunities to fossil fuel-based economies. These innovations will reach a 'proof-of-concept' stage and become formalized as community-led and owned businesses, attracting additional investment and generating revenue. Ultimately, the project aims to create income and job opportunities for local communities while addressing social and environmental challenges in a just and equitable manner.

In the 2024/25 financial years the following activities have taken place:

- The Task Team Policy Advocacy Workshop was conducted focused on local policy and social media advocacy training.
- Governance Training completed with community contact points and the Task Team.
- Six (6) Wards decided on their community ownership model. There is a combination of community trust, Pty Ltd with a shareholding structure, not-for-profit companies and organizations.
- Three (3) out of the six (6) interventions have been registered and the remaining will continue to be registered.
- The terms of reference for the Economic Diversification Study is currently being developed.
- The Institute for Human Rights and Business has expressed an interest to cover the Project as part of their Just Stories Series once the interventions are implemented.

The Just Energy Indalopreneur continues to be implemented locally and a Just Energy Project Steering Committee, through Council Resolution, needs to be established and chaired by the Executive Mayor for monitoring.

#### **5.3.12 POTENTIAL ECONOMIC DEVELOPMENT CORRIDORS**

The District has identified five key economic strips/corridors in which Dipaleseng is affected by the R23 Corridor which represents the old route between the Gauteng Province and



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

### **5.3.13 UNEMPLOYMENT AND EMPLOYMENT LEVELS**

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

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

### **5.3.14 COMMUNITY WORK PROGRAMME (CWP)**

The CWP is an innovative offering from government to provide a job safety net for unemployed people of working age. It provides a bridging opportunity for unemployed youth and others who are actively looking for employment opportunities. The programme provides them with extra cash to support them in their search for full-time or part-time employment. Programme participants do community work thereby contributing to improvements that benefit all community members. CWP started at Dipaleseng Municipality in 2015 and is implemented in all 3 nodal points of the Municipality (Balfour, Greylingstad, Grootvlei). The Programme has employed to date a total number of 1076 Participants, with a target of 1100 Participants by 2022. The programme seeks to address social and economic upliftment of distressed communities which lead into improved service delivery to those communities. The work done is divided into 5 subsections:

- Health

- Education
- Environment
- Social and Agriculture

CWP participants do many different types of work, such as care work, support work at schools, early childhood development and looking after the local environment by cleaning, planting trees and growing vegetable gardens. Onsite and external training is sourced for participants and all tools and materials are purchased. PPE is also provided. The programme inception was guided by a steering committee which is chaired by the ward 205ormaliza 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.

### **5.3.15 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 an 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 aims 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 aims to achieve the following objectives:

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

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

### **5.3.16 EPWP YOUTH WASTE MANAGEMENT PROGRAMME**

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

### **5.3.17 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.

## **5.4. KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

The municipal financial management is regulated by several pieces of legislation and Dipaleseng Local Municipality is fully complying with the aim of ensuring sound financial governance. National treasury introduced a uniform financial reporting framework (mSCOA) which the municipality complied with from the 1<sup>st</sup> of July 2017. The municipality has since complied with the reform as mSCOA effective from 1<sup>st</sup> of July 2017 and it has since been implemented.

### **5.4.1. BUDGET**

Section 17 of MFMA further states that an annual budget of a municipality must be a schedule in the prescribed format:

- Setting out realistically anticipated revenue for the budget year from each revenue source;
- Appropriating expenditure for the budget year under the different votes of the municipality;
- Setting out indicative revenue per revenue source and projected expenditure by vote for the two financial years following the budget year;
- Setting out estimated revenue and expenditure by vote for the current year; and actual revenue and expenditure by vote for the financial year preceding the current year; and
- A statement containing any other information required by section 215(3) of the Constitution or as may be prescribed.
- A budget in accordance with international best practice, as may be prescribed.

The annual budget must generally be divided into a capital and an operating

In the Minister's Budget speech on 12 March 2025, two increases in the standard rate of VAT were announced. The first-rate increase of 0.5 percentage point applies from 1 May 2025, and the second-rate increase of 0.5 percentage point will apply from 1 April 2026. SARS has issued the following guidelines in this regard:

- A Pocket Guide on the VAT rate increase on 1 May 2025; and
- Frequently Asked Questions (FAQs) to guide vendors and the public on the first rate

Increase effective from 1 May 2025 and to ensure consistency on certain practical and technical aspects of implementing the change to the VAT rate. The approved budget is for 3 years and in line with the Regulation 9 of the Municipal Budget and Reporting Regulations 2009 require that the annual budget be in a prescribed format. The format of the annual budget and its supporting documentation of a municipality must be in the format specified in Schedule A and include all the required tables, charts and explanatory information, taking into account any guidelines issued by the minister in terms of Section 168(1) of the Act.

#### 5.4.2. OPERATING REVENUE FRAMEWORK

For Dipaleseng to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues. The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Growth in the area and continued economic development;
- Efficient revenue management, which aims to ensure a 95 per cent annual collection rate for property rates and other key service charges;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- Increase ability to extend new services and recover costs;
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the municipality.

The following table is a summary of the 2025/26 MTREF (classified by main revenue source):

**Table 47: Summary of revenue classified by main revenue source for Dipaleseng Local Municipality**

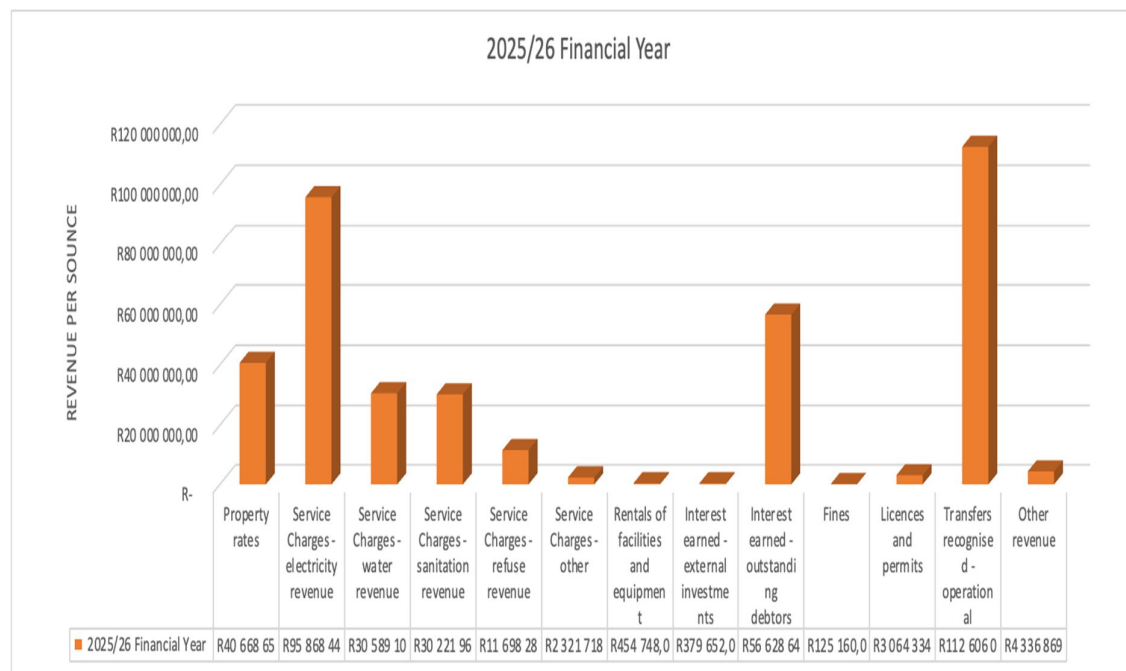
REVENUE PER SOURCE	ORIGINAL BUDGET	ADJUSTMENT BUDGET	2025/26 FINANCIAL YEAR	2026/27 FINANCIAL YEAR	2027/28 FINANCIAL YEAR
Property rates	R 38 992 000,00	R 38 992 000,00	R 40 668 656,00	R 42 539 414,18	R 44 411 148,40
Service Charges - electricity revenue	R 104 750 000,00	R 85 065 171,78	R 95 868 448,60	R 108 043 741,57	R 120 220 000,00
Service Charges - water revenue	R 28 963 000,00	R 29 328 000,00	R 30 589 104,00	R 31 996 202,78	R 33 404 035,71
Service Charges - sanitation revenue	R 26 508 000,00	R 28 976 000,00	R 30 221 968,00	R 31 612 178,53	R 33 003 114,38
Service Charges - refuse revenue	R 9 941 000,00	R 11 216 000,00	R 11 698 288,00	R 12 236 409,25	R 12 774 811,25
Service Charges - other	R 3 396 000,00	R 2 226 000,00	R 2 321 718,00	R 2 428 517,03	R 2 535 371,78
Rentals of facilities and equipment	R 348 000,00	R 436 000,00	R 454 748,00	R 475 666,41	R 496 595,73
Interest earned - external investments	R 376 000,00	R 364 000,00	R 379 652,00	R 397 115,99	R 414 589,10
Interest earned - outstanding debtors	R 47 522 000,00	R 54 294 000,00	R 56 628 642,00	R 59 233 559,53	R 61 839 836,15
Fines	R 167 000,00	R 120 000,00	R 125 160,00	R 130 917,36	R 136 677,72
Licences and permits	R 8 683 000,00	R 2 938 000,00	R 3 064 334,00	R 3 216 277,37	R 3 358 235,78
Transfers recognised - operational	R 110 199 000,00	R 110 199 000,00	R 114 108 000,00	R 117 731 000,00	R 123 020 000,00
Other revenue	R 50 000,00	R 35 127 938,00	R 10 800 000,00	R 11 286 000,00	R 11 782 584,00
	<b>R 379 895 000,00</b>	<b>R 399 282 109,78</b>	<b>R 396 928 718,60</b>	<b>R 421 327 000,00</b>	<b>R 447 397 000,00</b>

In line with the formats prescribed by the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statement, as inclusion of these revenue sources would distort the calculation of the operating surplus/deficit.

Revenue generated from rates and services charges forms a significant percentage of the revenue basket for the municipality. Rates and service charge revenues comprise more than half of the total revenue mix. In the 2025/26 financial year, revenue from rates and services charges totaled R 209 million or 52 per cent. This increases to R 226 million, R243 million in the respective financial years of the MTREF. This growth can be mainly attributed to the increased share that the sale of electricity contributes to the total revenue mix, which in turn is due to rapid increases in the Eskom tariffs for bulk electricity.

Property rates is the second largest revenue source totaling 10 per cent and increases from R 38.9 million to R 44,411million by 2027/28. Other sources of revenue consist of various items such as income received from permits and licenses, building plan fees, connection fees, transport fees and advertisement fees. Departments have been urged to review the tariffs of these items on an annual basis to ensure they are cost reflective and market related.

Operating grants and transfers totals R 110 million in the 2024/25 financial year and steadily increase to R 123 million by 2027/28 and the increase are due to the allocations made by the Division of Revenue Act.

**Figure 13: Graph on Revenue per Source in Dipaleseng Local Municipality 2025/26**

A summary of the proposed tariffs for households (residential) and non-residential are as follows:

#### **5.4.3. SALE OF ELECTRICITY AND IMPACT OF TARIFF INCREASES**

NERSA has announced the revised bulk electricity pricing structure. A 12.7 per cent increase in the Eskom bulk electricity tariff to municipalities will be effective from 1 July 2025. Given the absence of an approved tariff increase for the outer year of the MTEF, the increase is projected to be 12.7 per cent in 2025/26. This is the average of the approved increases for the two years. Considering the Eskom increases, the consumer tariff had to be increased to offset the additional bulk purchase cost from 1 July 2025. Furthermore, it should be noted that given the magnitude of the tariff increase, it is expected to depress growth in electricity consumption, which will have a negative impact on the municipality's revenue from electricity.

Registered indigents will again be granted 50 kWh per 30-day period free of charge. It should further be noted that NERSA has advised that a stepped tariff structure needs to be implemented. The effect thereof will be that the higher the consumption, the higher the cost per kWh. The aim is to subsidise the lower consumption users (mostly the less privileged). Dipaleseng has entered into discussions with NERSA regarding the suitability of the NERSA proposed stepped tariffs compared to those already being implemented by the municipality.



already. Until the discussions are concluded, the municipality will maintain the current structure of its electricity tariffs.

The inadequate electricity bulk capacity and the impact on service delivery and development remains a challenge for the municipality. The upgrading of the electricity network has therefore become a strategic priority, especially the substations and transmission lines.

#### **5.4.4. SANITATION AND IMPACT OF TARIFF INCREASES**

A tariff increase of 4.3 per cent for sanitation from 1 July 2024 is proposed. This is based on the input cost assumptions related to water. Sanitation charges are calculated according to the percentage (10%) of water discharged.

- Free sanitation will be applicable to registered indigents; and
- The total revenue expected to be generated from rendering this service amounts to

#### **5.4.5. WASTE REMOVAL AND IMPACT OF TARIFF INCREASES**

Currently solid waste removal is operating at a surplus. Dipaleseng will continue to implement a solid waste strategy to ensure that this service is rendered in a sustainable manner over the medium to long-term. A 4.4 per cent increase in the waste removal tariff from 1 July 2025. Higher increases will not be viable in 2024/25 owing to the significant increases implemented in previous financial years as well as the overall impact of higher than inflation increases of other services. Any increase higher than 4.9 per cent would be counter-productive and will result in affordability challenges for individual rates payers raising the risk associated with bad debt.

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 non-compliance with MFMA. The financial recovery plan was developed and is in place to assist in increasing the payment rate. The municipality has developed a turnaround strategy/financial recovery plan with clear strategies to improve the financial situation of the municipality.

The utilization of the equitable share for the provision of free basic services supports indigents against the impact of the local economy. All in-year reports have timeously been submitted

and the municipality intends to continue with the same practice to inform Council on the state of the municipality's financial affairs on a monthly basis to Mayoral Committee and quarterly basis to Council.

The municipality will strive to monitor expenditure to guard against fruitless and wasteful, irregular and/or unauthorized expenditure. Through the financial management system, the Finance Department is able to ensure that all expenditure and income are continuously monitored through cost curtailment measures that get reported to Council on a monthly basis. The municipality ensures the proper and accurate valuation of all properties within its area of jurisdiction as well as to keep track of any changes. Such activities are in accordance with the implementation of the Municipal Property Rates Act.

#### **5.4.6. COLLECTION RATE**

The average collection rate is 62% for the last 9 Months

#### **5.4.7. CAPITAL EXPENDITURE**

For 2025/26 an amount of R 16,528 Million has been appropriated for Municipal Infrastructure Grants of the total capital budget. The Capital Grants average spending was 86% at March 2025. The projects to be undertaken over the medium-term includes:

- Upgrading & Rehabilitation of roads
- Maintenance of water and sanitation
- Construction of new landfill site
- Upgrading of stadium
- Construction of electricity substation

#### **5.4.8. DORA ALLOCATION**

The municipality has an allocation of R16 million for the 2025/26 financial year.

#### **5.4.9. REPAIRS AND MAINTENANCE**

Repairs and Maintenance are verified to be 1.1% of the Assets value according to the Provincial treasury Assessment.

#### **5.4.10. VALUATION ROLL**

The municipality has since compiled the valuation roll in terms of the Property Rates Act, which was for the period 1 July 2019– 30 June 2023 and was extended for one year to be line with the amended Act. The Municipality has embarked on the development of a new valuation roll which shall be implemented on the 1<sup>st</sup> of July 2025, to give effect to all properties in the boundaries of Dipaleseng Local Municipality. This will enable the municipality to charge rates that relevant to

the market related values, A new valuation roll has been compiled starting July 2019 to June 2023.

#### **5.4.12. ANNUAL FINANCIAL STATEMENTS**

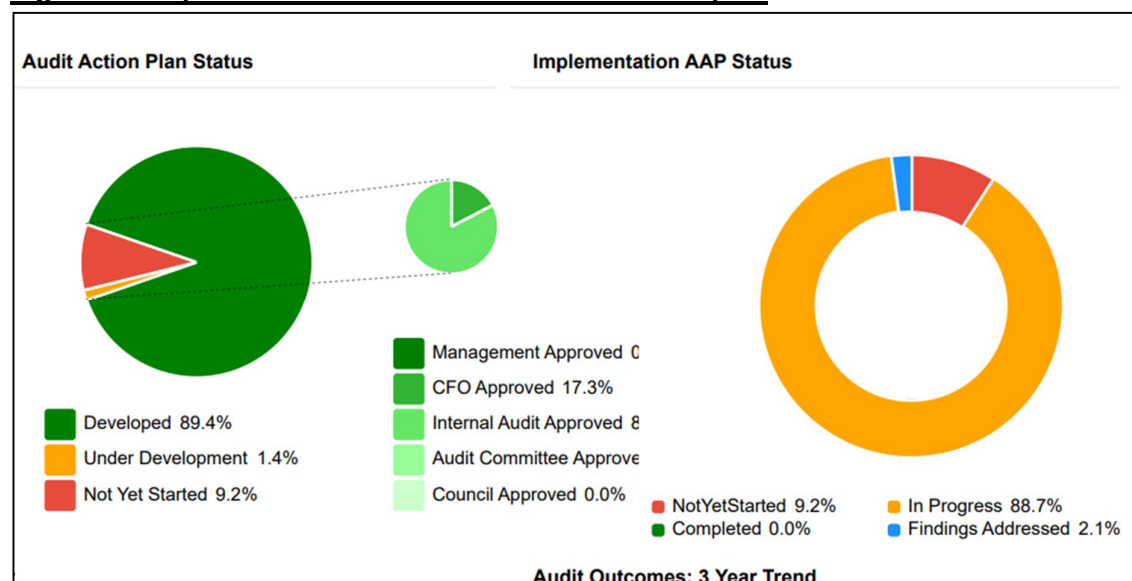
Annual Financial Statements are compiled according to the prescribed general recognized accounting practices (GRAP). Since 2013/2014 the municipality has received an unqualified audit opinion. Corrective steps for matters that have been raised will be dealt with immediately and are contained in the oversight 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.

#### **5.4.13. AUDIT ACTION PLAN**

The Municipality had obtained a Qualified Audit opinion for the 2023/24 financial year, findings that caused the qualified are listed below. In line with the National Treasury Circular the Municipality has developed a detailed Action plan to address the Qualification points and recurring matters as well as the Internal Control measures. Total findings issued are:

- Audit Findings Raised 156
- Unresolved Findings are four (4) on Performance, three (3) on Environmental Landfill site and one (1) Irregular Expenditure

In terms of the implementation of the Audit Action Plan of the 156 findings 88.7% have been started and are in progress, 2.1% findings have been addressed and 9.2% have not been started.

**Figure 14: Implementation Status on the Audit action plan**

The Municipality has requested Provincial Treasury to train the following stakeholders so that capturing and the approval are only done on the portal.

- Audit Committee
- Management
- Council
- Chief Audit Executive and the Chief Risk Officer

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

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

- Ensure transparency and accountability;
- Manage revenue, expenditure, assets and liabilities in a responsible manner;
- Adhere to all legislative requirements;
- Implementing cost reflective tariffs
- Ensure that the budget is cash backed.
- Well thought-out budgetary and financial planning processes;
- Effective supply chain management;

- Applying full credit control measures; and
- Effective cash flow management.
- Lastly the municipality will apply the Batho Pele Principles in rendering an efficient, responsible and effective consumer service to the community.

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

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

## **5.5. KPA 5: INTERGOVERNMENTAL RELATIONS AND PUBLIC PARTICIPATION**

### **5.5.1. COMMUNICATION**

#### **5.5.1.1. PROBLEM STATEMENT**

The municipality has minimal media channels at its disposal for disseminating information and securing media coverage. Since that Dipaleseng Local Municipality is a relatively small municipality, some events, stories or updates that may be considered newsworthy by the institution may struggle to capture the attention of media gatekeepers.

The municipal area has seen some progress particularly with regards to issues raised during violent historic community protests. The construction of both the Balfour Community Health Centre and the Gert Sibande College Balfour Campus are major formations of such. These amongst others have anchored government's service delivery commitment to residents' needs while also instilling faith for positive and responsive future developments.

Some of the limiting factors to media coverage are;

- Limited print media houses within local jurisdiction
- General media hostility/negativity attitude towards government
- No local/community broadcast media (local radio station)
- No budgetary allocation for media buying
- Lack of wide based internet fibre network within the jurisdiction – installation project in progress

#### **5.5.1.2. OBJECTIVES**

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

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

### **5.5.1.3. STRATEGY**

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

The municipality will approve or review its Communication Strategy on an annual basis which is aligned to the National Communication Policy as adopted by Cabinet 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, obviously aligned to referred program of action.

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;

- Notice boards
- Electronic communication - Emails
- Departmental and Sectoral Meetings
- Social media - Departmental WhatsApp groups
- Flyers, pamphlets and posters
- Explore the possibility of establishing an Intranet

The external modes of communication shall be as follows;

- Notice boards
- Official municipal website and social media including official Facebook page & WhatsApp groups
- Municipal newsletter (electronic format)
- Bulk SMSs/emails
- Mobile Apps
- Loud hailing
- Print, Broadcast and Online media (both locally and nationally)
- Media briefings
- Mayoral outreach programs
- Flyers, pamphlets and posters
- Videos clips
- Public participation platforms, campaign and road shows,
- Siyathemba Thusong Service Centre, Youth Centres and other places of mass convergence such as schools, churches and so forth.
- Government employees as ambassadors.

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

will be strengthened through the involvement of communities in matters of government. It will strengthen the public's confidence in the system of local government and the services rendered by the municipality.

#### **5.5.1.4. PETITIONS**

The petitions that are received by the municipality are officially submitted to Office of the Speaker and taken to records for capturing. Post that process, the Office of the Municipal Manager channels grievances raised to the relevant departments for intervention measures who are then expected to consolidate a report based on their interventions and to be submitted back to the Office of the Speaker/Manager. The Office of the Speaker will then give interventions and feedback on the submitted petition and may invite representatives from the relevant departments. Furthermore, the office has in place monitoring and evaluation processes in place to assess the implementation of the proposed interventions.

#### **5.5.1.5. PROPOSED PROJECTS & PROGRAMMES**

- Expand Municipality's digital reach – Explore additional social media platforms
- Provide for sound and recording system, cameras for capturing, recording and multimedia purposes.

#### **5.5.2. PUBLIC PARTICIPATION STRATEGY**

Dipaleseng Local Municipality acknowledges and values the contribution of its stakeholders (Community member, organised groups, etc.) in effectively implementing Public Participation programme within the Municipality. The strategy serves to provide mechanisms, processes and procedures to facilitate the achievement of the objective and goals related to effective public participation. Such mechanisms and procedures will provide opportunities for the inhabitants of the Municipality to gain direct access to information and participate in consultation meetings/programmes.

The strategy seeks to address the following issues:

- Intensify Municipal commitment to prioritise public participation and consultation.
- Accelerate the slow pace of basic service delivery.
- Maximize access to information.
- Strengthen the failures of and work closely with community-based organizations.
- Migrate and align public participation programmes to virtual platforms/ and other electronic avenues of communication technologies.



- Establish, Improve and strengthen working relations between the Municipality and Traditional Institutions, Ward Councillors, CDW's, and Traditional Councils.

#### 5.5.2.1. SCOPE OF PUBLIC PARTICIPATION

The following issues need to be prioritized for public participation in the municipality:

- Annual planning processes (IDP review)
- Annual budgeting processes (Budget review)
- Imbizo's (e.g. ward-based Imbizo's and Mayoral Imbizo's)
- Community consultation meetings
- Policies and By-laws development and implementation
- Project planning, implementation and monitoring.
- Long term strategic planning for the municipal area.

The participation tools that are used for communication are determined by the nature of the communication required at the time. In some cases, a community may just be informed and in other times they will need to be consulted.

The table below indicates the community participation tools, their purpose and processes involved.

**Table 48: Table on the Community Participation Tools in terms of the Public Participation Strategy**

Requirement	Tools	Process
"Inform"	Ward Committee	Informing the community of council decisions, community rights and duties, municipal affairs etc. Community informing ward councillor of their concerns.
	Imimemo/Cultural Functions	Serve as a mechanism to report back to Traditional Communities on the activities of the Traditional Councils relating to community development and programmes.
	Public meeting/Imbizo	Informing the community of council decisions, community rights and duties, municipal affairs etc. Community informing councillors of their issues.
	Council meetings open to public	Informing the community of council decisions, community rights and duties, municipal affairs etc.
	Newsletter	Informing the community of council decisions, community rights and duties, municipal affairs etc.
	Citizen's Participation Charter	Informing the public of public participation, and how to access the key public participation used in the municipality.

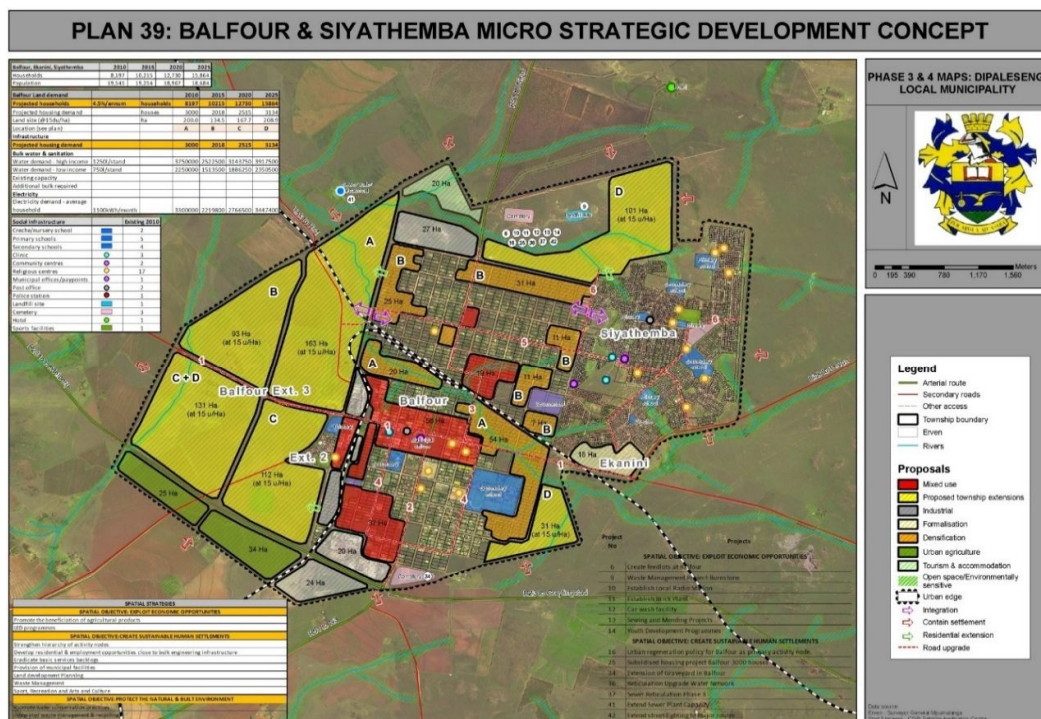
	Posters, loudhailers, banners, email notifications, media adverts	Inform the public of an event or meeting, e.g. council meeting/Imbizo.
'Consult'	Ward committee	Asking the community for feedback on council decisions, municipal affairs etc.
	Public meeting/Imbizo	Asking the community for feedback on council decisions, municipal affairs etc.
	Stakeholder forum	Asking the community for feedback on council decisions, municipal affairs etc.
	Advisory committees	Asking specific section of the community for feedback on council decisions, municipal affairs etc. e.g. Experts or role-players in local economic development.
	Customer Satisfaction Survey	Asking the community for views on a specific service or municipal product, e.g waste removal.
	Traditional Councils Meeting	To plan, participate in IDP processes and integrate their activities into Municipal Programmes.

Monitoring and evaluation of the process is conducted by the Office of the Speaker and Municipal Manager on a quarterly basis. Support is also provided by both offices.

## 5.6. KPA 6: SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE

The formulation of a Spatial Development Framework is **legally required** in terms of Chapter 5, Section 26 of the Local Government: Municipal Systems Act, 2000; and Chapter 2, Section 4 of the Local Government: Municipal Planning and Performance Management Regulations, 2001. A Spatial Development Framework (SDF) serves as a long term (20 year) strategic document that guides spatial planning and future development within municipal areas, whereas an Integrated Development Plan (IDP) serves as a short term (5 year) implementation tool to give effect to, and achieve the Spatial Development Framework. The below diagrams depicts the three nodal areas for Micro Strategic Development Concepts in Dipaleseng as per the SDF, 2020.

### Map 5: Balfour & Siyathemba Micro Strategic Development Concept





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

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

### **5.6.2. SPATIAL VISION**

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

### **5.6.3. SPATIAL OBJECTIVES**

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

**Strategic Objective 1:** Movement and Transportation Corridors

**Strategic Objective 2:** Sustainable Economic Development and Concentration

**Strategic Objective 3:** Environmental Conservation and Utilisation

**Strategic Objective 4:** Sustainable Human Settlement Development

**Strategic Objective 5:** Infrastructure Investment

**Strategic Objective 6:** Rural Development and Transformation

### **5.6.4. SPATIAL DEVELOPMENT CONCEPT AND OBJECTIVES**

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

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

The aim of the concept is to reconstruct and integrate the urban and rural landscape of Dipaleseng into a more rational, compacted and manageable structure. Dipaleseng is one of the municipalities in Gert Sibande which are lagging in development in comparison to other municipalities. Widespread poverty is one of the major challenges facing the municipality making it difficult for the municipality to achieve its vision of providing quality services, rural transformation and sustainable economic development. However, due to its location in close proximity to major economic hubs, the municipality has the potential to achieve its vision. The municipality has the



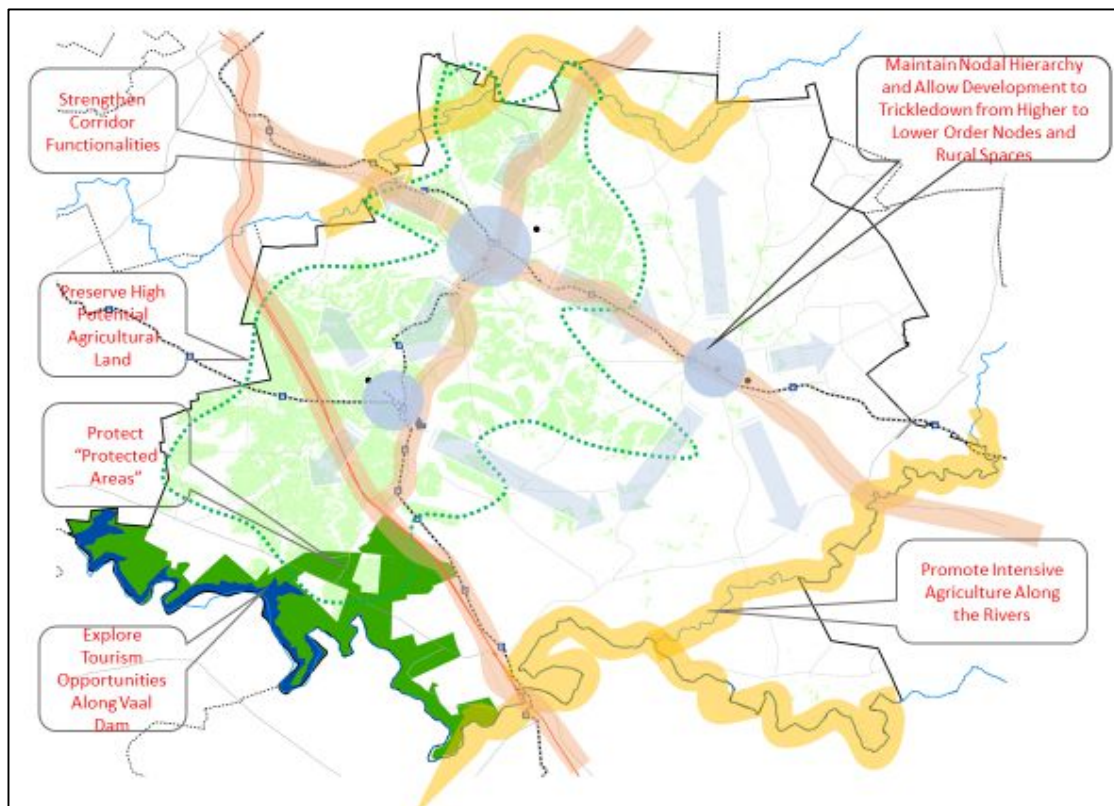
R23, R51 and N3 and various railway networks as the major structuring elements that can be used to restructure the spatial pattern in a manner that creates livable environments and sustainable employment opportunities.

### 5.6.5. NODES AND ACTIVITY AREAS

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

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

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



## 5.6.6. SPATIAL DEVELOPMENT OBJECTIVES AND STRATEGIES

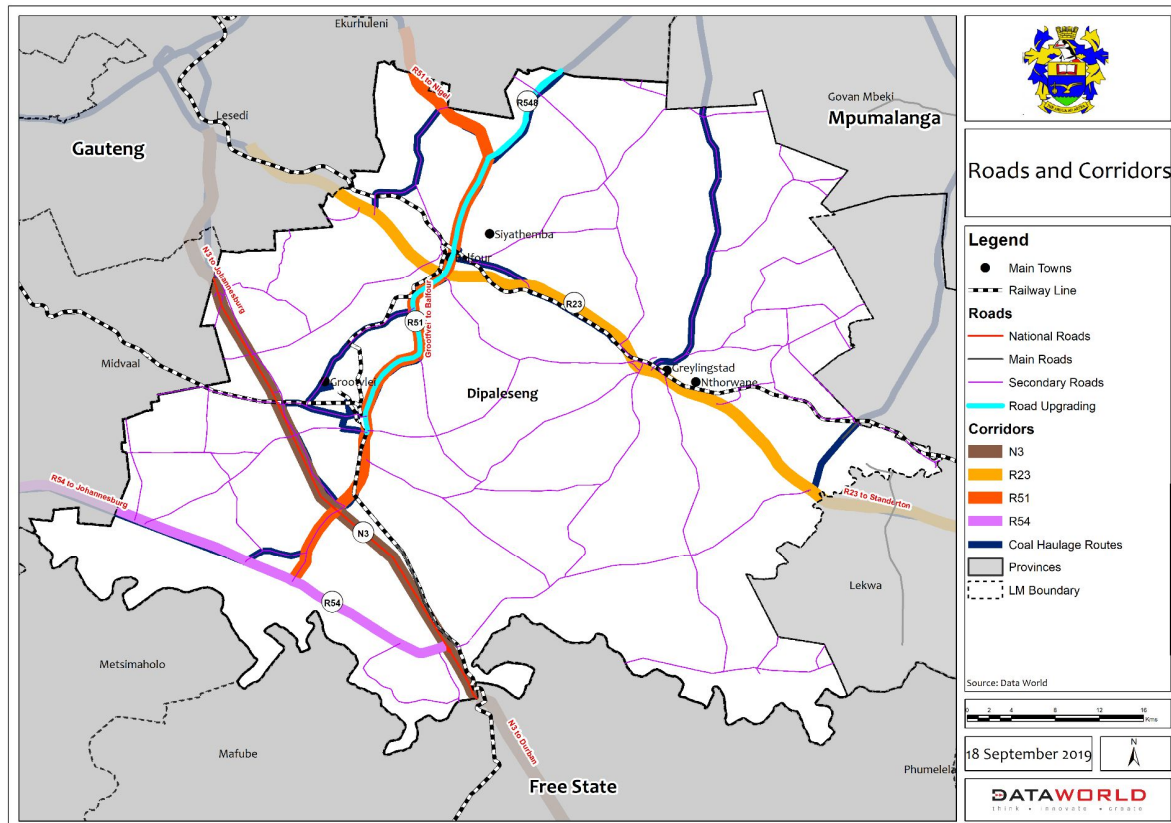
### 5.6.6.1. MOVEMENT AND TRANSPORTATION CORRIDORS

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

The most prominent movement network feature in the Dipaleseng LM is the R23 and the N3 corridor which traverses the municipal area from east to west, linking Gauteng Province and Durban/eThekweni in KwaZulu-Natal and furthermore linking prominent towns and settlements such as Balfour, Standerton and Volksrust to one another. In addition to the R23 the other major strategic routes through Dipaleseng is the R51 corridor which links Balfour to Heidelberg and Nigel in Lesedi Local Municipality. Corridor development is supported along the R23, R51, R54 and the N3 to 226 to formalize the development potential of especially the sections within and close to Dipaleseng Local Municipality.

**Table 49: Movement and Transportation Strategies**

<b>Spatial Development Objective</b>	<b>Strategy</b>
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 Volksrust Priority 2 – R51/R548 from Balfour to Devon and N17 Priority 3 – R51 from Grootvlei to Balfour

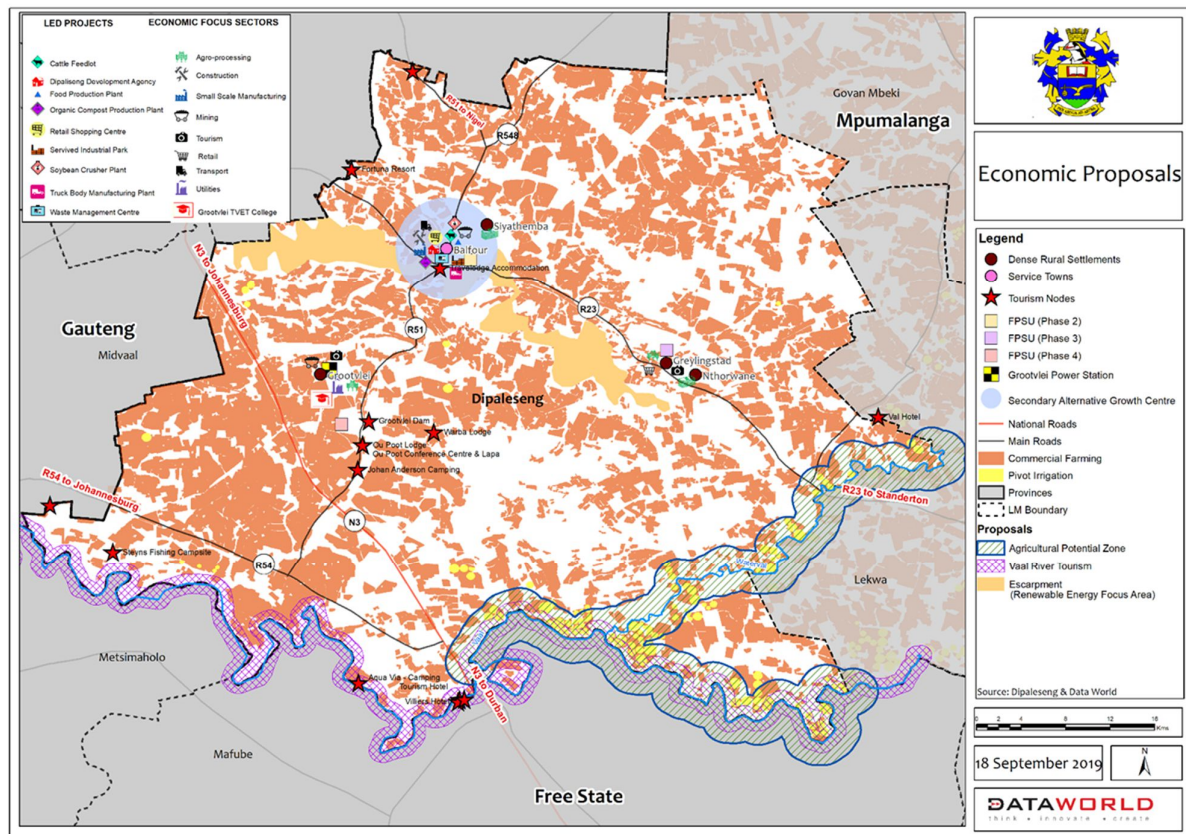
**Map 8: Movement Corridors and Transportation Networks****5.6.6.2. SUSTAINABLE ECONOMIC DEVELOPMENT AND CONCENTRATION**

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



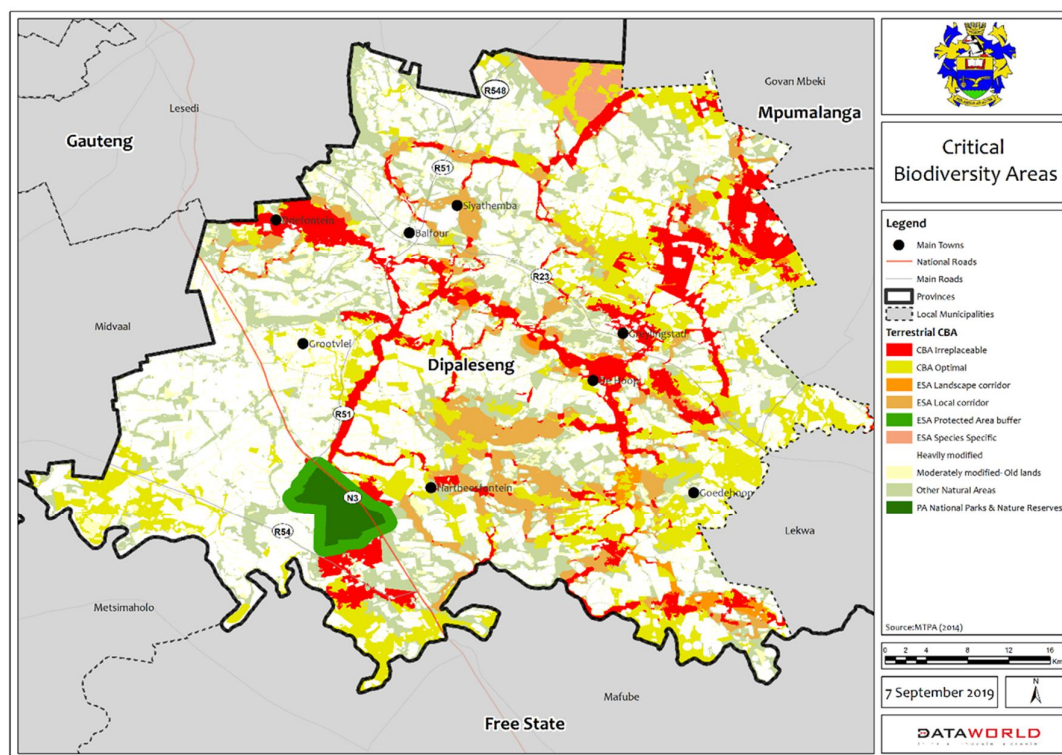
**Table 50: Sustainable Economic Development Strategies**

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

**Map 9: Sustainable Economic Development Proposals**

### 5.6.6.3. ENVIRONMENTAL CONSERVATION AND UTILISATION

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

**Map 10: Critical Biodiversity Areas****Table 51: Environmental Conservation Strategies**

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

#### **5.6.6.4. SUSTAINABLE HUMAN SETTLEMENT DEVELOPMENT**

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

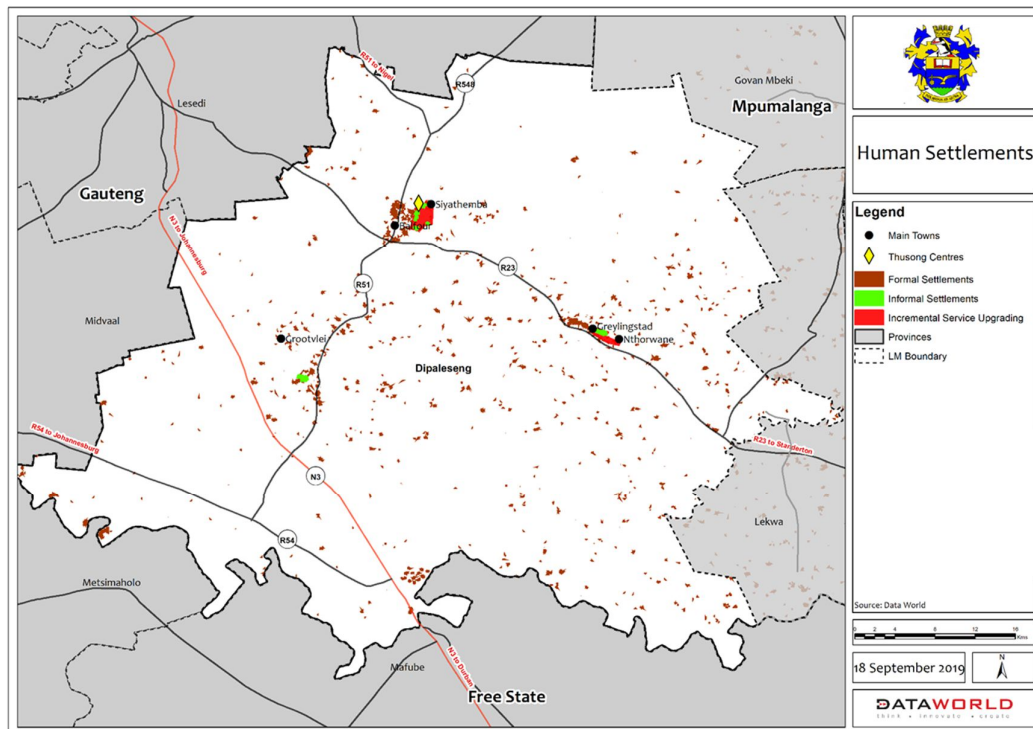
A sustainable human settlement should not only refer to the provision of housing but rather developing communities which enable societies to live in a way that encourages the notion of creating a sense of place. A sustainable human settlement should support harmonious

settlements, provided by a sense of safety and belonging. Fundamental to sustainable human settlements is the ability to improve quality of life and human development.

**Table 52: 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"> <li>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</li> </ul>
Spatial Development Strategy 2: Spatial Restructuring	<ul style="list-style-type: none"> <li>Use of strategically located vacant land parcels in the Balfour CBD, Greylingstad &amp; Nthorwane, as a catalyst for densification, integration and mixed land use orientated development;</li> <li>Optimise the use of existing resources including bulk infrastructure, roads, transportation and social facilities.</li> </ul>

**Map 11: Sustainable Human Settlements**



### 5.6.6.5. INFRASTRUCTURE INVESTMENT

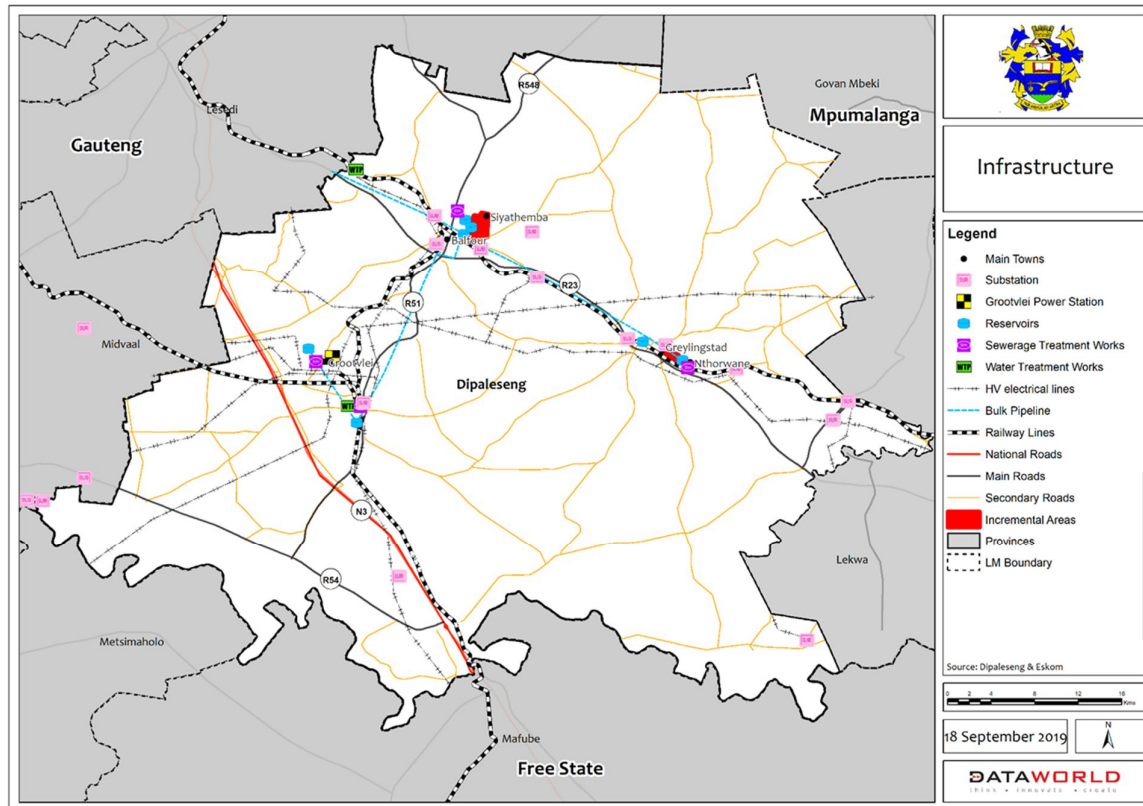
The provision of water, electricity, sanitation and refuse disposal etc, should be fashioned toward achieving the objectives of sustainable development. According to the Dipaleseng IDP 2022/2023, development plans should be structured towards infrastructure upgrades, predominantly, water, sanitation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

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

**Table 53: Infrastructure Investment Strategies**

<b>Spatial Development Strategies</b>	<b>Proposals</b>
Spatial Development Strategy 1: Upgrading and maintenance of existing infrastructure: - Water	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Construction of additional storage reservoirs in Balfour, Siyathemba, Greylingstad, Nthorwane</li> </ul>
Spatial Development Strategy 2: Upgrading and maintenance of existing infrastructure: Wastewater and Sanitation	<ul style="list-style-type: none"> <li>• Upgrading of wastewater treatment works in Balfour from 4MI/day to 12MI/day</li> <li>• Construction of a new 1.5MI/day wastewater treatment works in Grootvlei</li> <li>• Upgrade wastewater treatment works in Greylingstad from 0.5MI/day to 1.5MI/day</li> </ul>
Spatial Development Strategy 3: Upgrading and maintenance of existing infrastructure: Renewable Energy and Electricity	<ul style="list-style-type: none"> <li>• Explore the possibility of generating energy from renewable sources in the municipality, e.g. Biomass plant from agricultural waste.</li> <li>• Planned housing developments should install solar panels to relief pressure on- grid supply.</li> </ul>



**Map 12: Infrastructure Investment**

### 5.6.7. CAPITAL INVESTMENT FRAMEWORK

The Capital Investment Framework (CIF) as a component of the Municipal Spatial Development Framework (MSDF) is a requirement in terms of Section 4 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 2025/26 financial year.

**Table 54: CIF Projects and Programmes**

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

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
Sustainable Economic Development and Concentration Objective					
Spatial Development Principle 1: Strengthen Economic Bases of the Existing Urban Centres					
Undertake detailed studies to identify the latent economic potential of the key urban centres, such as: <ul style="list-style-type: none"><li>Balfour: Agriculture (Beneficiation), Mining (Beneficiation), Construction, Transport, Small Scale Manufacturing</li><li>Grootvlei: Utilities (Power Generation), Tourism, Retail, Agriculture (Beneficiation), Mining (Beneficiation),</li><li>Greylingstad: Tourism, Retail, Agriculture (Beneficiation)</li></ul>	DLM; DRDLR; DEDT; ESKOM; GSDM		X	X	X
Invest in the key economic sectors such as the Agriculture and Tourism Sector for job creation.	DLM; DRDLR			X	X
Implement relevant economic development projects of the Dipaleseng LED strategy such as: <ul style="list-style-type: none"><li>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</li><li>Grootvlei: Coal Mine</li></ul>	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"><li>Development of irrigation facilities the along the Vaal and Waterval riverbanks,</li><li>Providing necessary training and support to emerging farmers</li><li>Development of beneficiation facilities focusing on the processing of maize, soybean, sunflower and meat products</li><li>Development of logistics facilities, storage and transport infrastructure</li></ul>	DEDT; DLM; DRDLR;	R 100 000 – R1 000 000	X	X	X



Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
<p>and soft capital (human and financial resources)</p> <ul style="list-style-type: none"> <li>Implementation the GSDM RDP proposals, by developing the proposed FPSU's in Balfour, Grootvlei and Greylingstad</li> </ul>					
<p>Tourism Sector Development by:</p> <ul style="list-style-type: none"> <li>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.</li> <li>Develop tourist infrastructure such as tourist information centres in the main tourism areas (Vaal dam, Grootvlei dam and Greylingstad).</li> <li>Development of LUS conditions and guidelines that will enable more investment in lodging and boarding facilities</li> <li>Develop road infrastructure connecting the identified Tourism areas with the surrounding regions</li> <li>Training programmes for communities in the operation and running of tourist facilities</li> </ul>	DEDT; DLM; DRDLR; MTPA;	R 100 000 – R1 000 000	X	X	
<p>Create an investment incentive zone.</p> <ul style="list-style-type: none"> <li>Develop strategies and marketing plan for investment zones.</li> <li>Development of infrastructure (road, water supply, power supply etc.)</li> <li>Incorporation of Tax incentive and Financial incentives in Municipal Land Use Development policies and frameworks</li> </ul>	DEDT; DLM;	R 100 000 – R1 000 000	X		
<p>Township Economic Development by:</p> <ul style="list-style-type: none"> <li>Development of small retail centres in townships.</li> <li>Relax LUS and development restrictions in order to encourage small scale non-polluting industrial activities and services</li> </ul>	DEDT; DLM; MEGA; DTI;	R 100 000 – R1 000 000	X	X	X

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
(such as furniture making and appliance repair centres) in the townships. <ul style="list-style-type: none"> <li>• Build capacity provide vocational training programmes.</li> <li>• Create market access for products and services originated in the townships. (Manufacturing and retail centres)</li> </ul>					
<b>Skills Development and Capacity Building</b> <ul style="list-style-type: none"> <li>• Development of a vocational training centre in Grootvlei</li> <li>• Organise periodic skills development and capacity building workshops for emerging farmers, township entrepreneurs, tourism centre/ business operators</li> <li>• Impart soft skills such as finance, marketing and operation</li> <li>• Provide financial and infrastructural support to the emerging farmers and township entrepreneurs</li> </ul>	DEDT; DLM; MEGA; DTI;	R 100 000 – R1 000 000	X	X	X
<b>Environmental Conservation and Utilisation</b>					
<b>Spatial Development Principle 1: Protection of the Municipal Biodiversity &amp; Ecosystem Services</b>					
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	

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
Delineation of environmental heritage and conservation areas, biodiversity hotspots and ecological corridors as special biodiversity management zones in the municipality	DLM; MPTA			X	X
<b>Spatial Development Principle 2: Conservation of Water Resources and Catchment Areas</b>					
Rehabilitation of the catchment areas of wetlands and the following rivers: <ul style="list-style-type: none"> <li>The Vaal River catchment, which ultimately forms part of the Suikerbos River system;</li> <li>the Water Val River where it meets the Vaal River (Vaal Catchment);</li> <li>the Suikerbos River where it meets the Vaal River (Vaal Catchment);</li> <li>the Suikerbos River where it meets the Water Val River (Additional Suikerbos Catchment, which includes the upstream Water Val and Vaal River Catchments); and</li> <li>the Water Val River at its confluence with the Vaal River (Vaal Catchment);</li> </ul>	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
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

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
maintenance and upgrading of the hydrological systems / eco-services to mitigate against risk to public health	DLM; DARDLEA; MTPA		X	X	X
<b>Spatial Development Principle 3: Sustainable Agriculture</b>					
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		
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	
<b>Spatial Development Principle 4: Climate Change Adaptation</b>					
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	
Design a climate change Adaption and Agriculture Programme and Capacity Building	DARDLEA; DLM		X	X	X

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
Integrate climate change adaptation within existing development planning and implementation processes	DARDLEA; DLM		X	X	
<b>Sustainable Human Settlement Development Objective</b>					
<b>Spatial Development Principle 1: Promote spatial integration of settlements within the municipality</b>					
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"> <li>Balfour</li> <li>Greylingstad</li> <li>Grootvlei</li> </ul>	DLM, COGTA		X		
Delineation of the Dipaleseng Urban Edge	DLM		X		
Review of Nodal (Settlement) Policy	DLM; COGTA		X		
<b>Spatial Development Principle 2: Spatial Restructuring</b>					
Urban regeneration and well-located human settlement projects and plans to accelerate the spatial transformation.	DLM		X		
Higher density residential development in and around selected nodes as well as along public transport routes.	DLM			X	X
Implement urban greening programmes to promote quality of life in urban areas	DLM		X	X	
Development of smart growth initiatives and resources in order to encourage urban regeneration of dilapidated CBDs and settlement	SLM		X		
Develop and promote local economic development programmes	DLM; DEDT		X	X	
<b>Infrastructure Investment Objective</b>					
<b>Spatial Development Principle 1: Upgrading and maintenance of existing infrastructure</b>					
Upgrade of the Balfour Fortuna Water Treatment Works	MIG Fund		X	X	X

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

Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
Development of RDP anchor project that will assist in the facilitation of agrarian transformation and land reform	DLM; DRDLR		X	X	
Beneficiation of agricultural products to provide opportunities to emerging farmers	DLM; DARDLEA		X	X	X
Implementation of vital land reform programmes e.g. Farms located in the south along the Vaal River Catchment area, along the N3 and R51	DLM; DRDLR			X	X
Development of Eco-tourism around the ecological corridor	DLM, DEDT			X	X
Develop adequate infrastructure that will assist in the operation of the FPSU's and RDP linked projects.	DLM; DRDLR		X	X	X
Upgrading of major roads in all wards to improve access to amenities	DLM; Provincial Dept. of Public Works, Road and Transport		X	X	X
Establishment of irrigation facilities	DLM; DARDLEA			X	X
Providing a basic level of service to rural communities	DLM		X	X	X
Establishment of business initiatives, agro industries, cooperatives, cultural initiatives and vibrant local markets	DLM; DRDLR			X	X

### 5.6.8. GSDM RURAL DEVELOPMENT PLAN 2016

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

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

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

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

The objectives of Gert Sibande District Development Plan are:

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

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

#### **IMPLICATIONS FOR THE DIPALESENG SDF:**

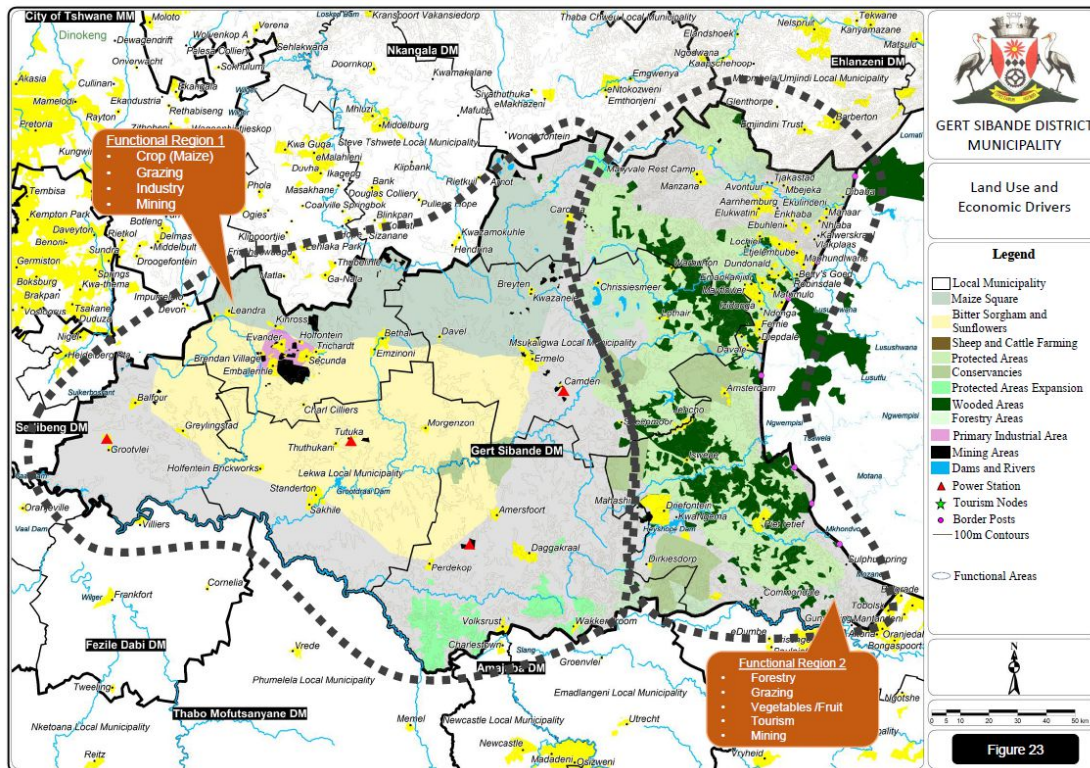
The Gert Sibande Agri-Parks Business Plan also outlines that the proposed Agri- Hub in eMkhondo is to be supported by 28 FPSU's, of which 3 of those FPSU's are situated in Dipaleseng LM, in Balfour, Greylingstad and Grootvlei. Dipaleseng LM is also classified as priority 1 intervention for Rural Intervention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

#### **5.6.8.1. FUNCTIONAL REGIONS**

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



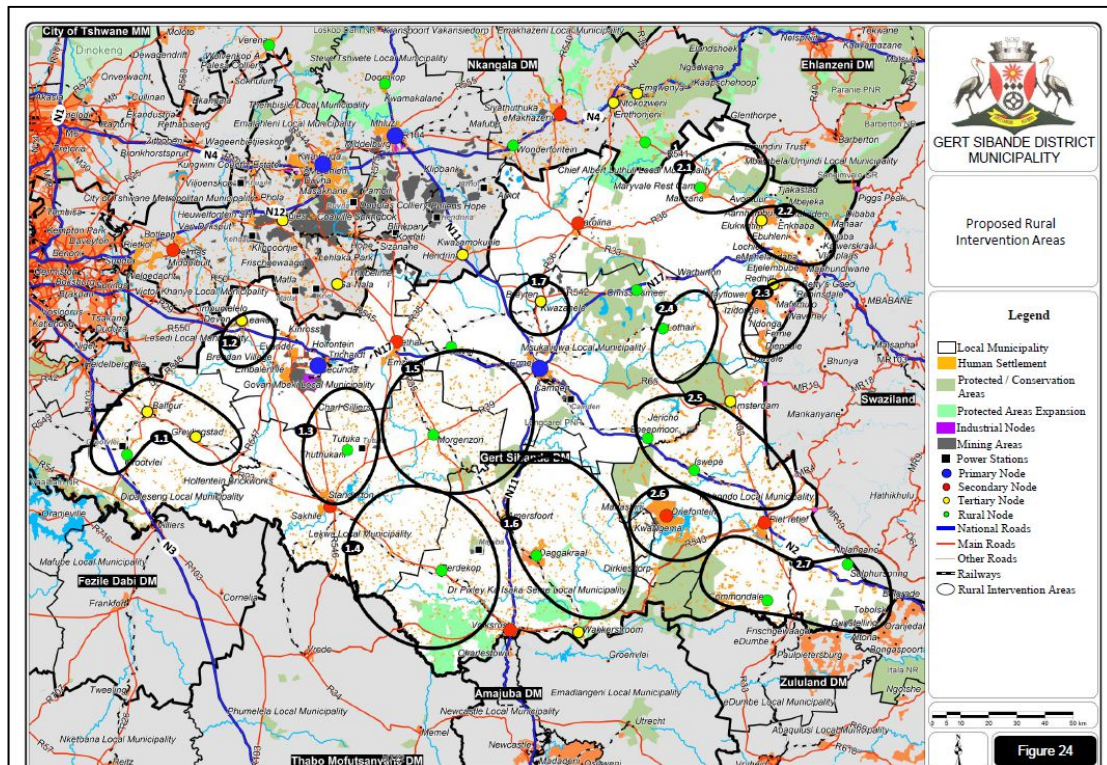
**Map 13: Functional Regions of GSDM**



Source: GSDM Rural Development Plan, 2016

#### 5.6.8.2. RURAL INTERVENTION AREAS

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

**Map 14: Rural Intervention Areas GSDM**

Source: GSDM Rural Development Plan, 2016

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

### 5.6.8.3. FARMER PRODUCTION SUPPORT UNITS

The next objective is to ensure that all economic potential related to agriculture, industry, forestry, tourism or mining is identified and a strategy be devised to 245ormaliz 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.

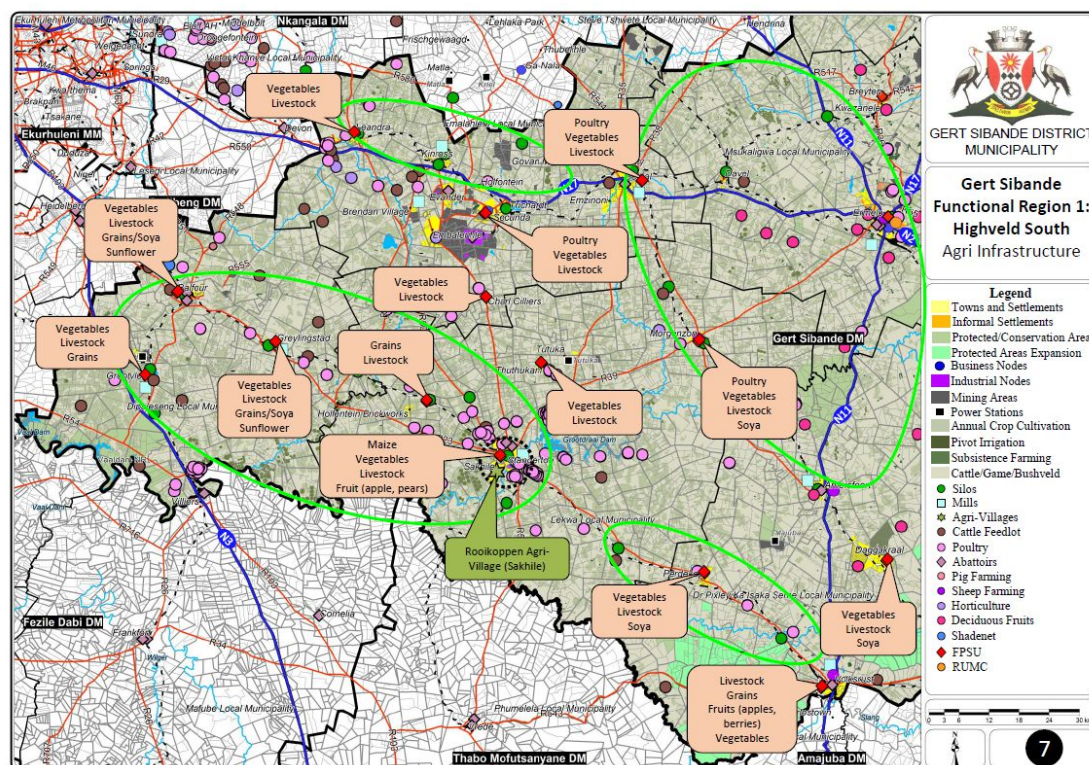
Apart from government involvement in the above three aspects, the private sector, including commercial farmers and/ or business (mining, forestry, industrial and tourism companies etc.) could also play a significant support role to the emerging entrepreneurs in Rural Intervention



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 in Gert Sibande District



Source: GSDM Rural Development Plan, 2016

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

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

Source: GSDM Rural Development Plan, 2016

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

**Table 55: DALRRD Project for the identified FPSU in DLM**

Local municipality	Project/Programme Name/Description	Project Beneficiary/Ward/Location/ GPS coordinate	2023/24 Target	2023/24 Budget Allocation (Annual) R'000	Total Project costs R' 000
Dipaleseng	Portion 1 of the Farm Herpsfontein No 610 IR	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 contribute too.

#### 5.6.9. SPLUMA IMPLEMENTATION

Since promulgation of Spatial Planning and Land Use Management Act in 2013, the Municipality has been in transition towards ensuring its implementation from 01 July 2015 going forward. The Act was presented to Council with all processes that need to be followed to ensure its application. The table below depicts progress on SPLUMA implementation thus far:

**Table 56: SPLUMA Implementation in Dipaleseng Local Municipality**

INDICATOR	PROGRESS
Decisions on Planning tribunal option	District Municipal Planning Tribunals [Section 34 (2) of SPLUMA] established- Gert Sibande Joint Municipal Planning Tribunal
Signing of MoA	Approved and signed Memorandum of Understanding (MOU) for District and Joint Municipal Planning Tribunals ( Item C 98/04/21)

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 through the delegation register approved in 2017
System for receiving applications	Manual
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 April 2024
Gazetting of MPT members	Members gazzeted
Establishment of Appeal structure	The municipality has an appeal structure
Delegations in terms of Section 56 of the Spatial Planning and Land Use Management Regulations, 2015	Delegations register adopted by by Council in 2016
Establishment of an Appeal Board/Authority	Joint Municipal Planning Tribunal
Land Invasion Policy	Approved by Council <b>C 155/05/23</b>
Human Resources to effectively implement SPLUMA:	There is a Director Planning & Economic Development appointed that is a Professional Town Planner. Manager Planning and Economic Development and IDP is appointed that is also a Professional Town Planner. One GIS is permanently employed and the Town Planner position is currently vacant. There is no land use inspector and enforcement officer.
Land Use Management Scheme (2022)	SPLUMA compliant
Spatial Development Framework (2020 - 2025)	SPLUMA compliant but is due for review

GIS Software	There is no GIS system in place and there is a reliance on GSDM for shared services.
Electronic record systems for land development applications and building plans	The municipality has no electronic record system for land development applications and building plans. The municipality has requested for assistance from COGTA for ePGLUMS
The municipality needs a comprehensive Land audit	Request for assistance from GSDM for the 2025/26 financial years
Bulk Services Contribution Policy	The municipality currently has no bulk services policy. Planned development policy for the 2025/26 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 2025/26 financial years.

## 5.6.10. HUMAN SETTLEMENTS PLANNING AND PROJECTS

### 5.6.10.1. HOUSING DEMAND AND BACKLOG

#### 5.6.10.1.1. HOUSING DEMAND ANALYSIS

According to Stats SA 2022, Dipaleseng Municipality is a home to approximately 35 980 people and 14 877 households of which 9 402 (63, 2%) households live in formal dwellings and 5 745 (36,8%) households live in an Informal dwellings/settlements and backyards. Statistics SA Census 2001 shows that the size of households has declined nationally from 4.5 to 3.8 persons and the municipality has declined to 4 persons. Community Survey 2016 indicates that the household size has shrunk to 3,0 to 3,4 persons/household.

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

It is therefore necessary for 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 57: 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%

#### **5.6.10.1.2. HOUSING BACKLOG ANALYSIS**

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

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

#### **5.6.10.1.3. INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAM (IRDP)**

The program provides for planning and developing an integrated project which provide for housing as well as social and economic needs of different income categories. It replaces the requirements found in other policy programs to identify subsidized housing recipients upfront and provide for both subsidized and finance linked houses, social and rental housing, commercial, institutional, and other land uses to be developed. IRDP provides for substantial economies of scale through its holistic approach. Integration is achieved through the provision of both bonded and subsidized housing in a mixed appropriate to the project location. Projects can be planned and developed in two phases. First phase by encompassing planning, land acquisition, Township establishment and provision of serviced residential stands in a variety of price categories; as well as stands for other land uses to ensure holistic and sustainable community. Second phase, houses are constructed for qualifying housing beneficiaries. The stands are also allocated to non-qualifying beneficiaries and for commercial and social purposes. In summary, IRDP provides for phases approach to provide for:

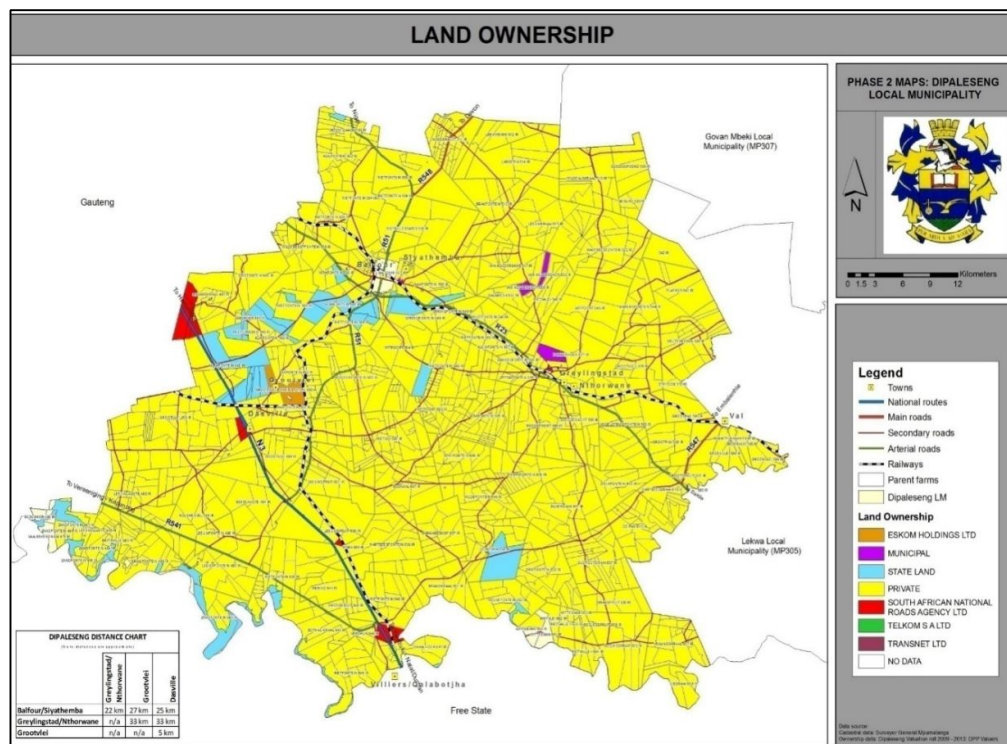
- a) Land acquisition where required.
- b) Township Planning/Establishment and Municipal engineering services design.
- c) Provision of Municipal engineering services to all stands where no alternative funds are available.
- d) The sale of the stands not identified for subsidized housing created in the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

e) The construction of houses by registered contractors for housing subsidy beneficiaries who choose contractor's-built houses. It can also be achieved through a variety of contracting options.

#### 5.6.10.1.4. 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 has identified three properties for acquisition process to address sustainable development for human settlements (in-situ upgrading) and basic service delivery. The three properties are as follows:

- Portion 29 of the Farm Doornhoek 577 IR in Nthorwane measuring 216 hectares where the property is identified for human settlements development through in-situ upgrading. It currently has over 1000 informal dwelling units and is one of the largest informal settlements in Dipaleseng with settlement having spanned almost 20 years. The land is vested with the Sizanani Communal Property Association (CPA) thus making the



settlement illegal in nature. All occupation and developments on the abovementioned properties have been to the knowledge of the CPA

- Portion 53 of the Farm Zyferfontein 576 IR in Nthorwane measuring 64 hectares and was identified for the purposes of burial spaces as Nthorwane cemeteries are at full capacity. The property is also vested with the Sizanani Communal Property Association and thus requires acquisition process.
- Remainder of the Farm Vlakfontein 556 IR in Siyathemba measuring 280 hectares that has been identified for human settlements development through in-situ upgrading. The property is vested with the Siyafuya Communal Property Association. The property currently has 251 informal dwelling units, however, it can't be upgraded due to land rights.

Council has since seen the need for establishing formal townships in the area and engaged in process for the acquisition of the above-mentioned portions through Council Resolution **C 47/01/22** and has also requested assistance from the Department of Human Settlements on the acquisition of the above properties.

#### **5.6.10.1.5. 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 Ac, (Act No 107 of 1997). Not all of these informal settlements can be upgraded. Some, for those who are living on road reserves, rocky areas and those who are affected by 1:50 and 1:100 flood line will have to be relocated to new Greenfield developments. The above recommendation is through conducted feasibility studies on the different informal areas and the development proposals based on the studies.

There are temporary services like water, sewer, and electricity provided in these informal settlement and according to the Master Plan for Dipaleseng Infrastructure services, there is sufficient bulk services to support the upgrading of some informal settlement in Balfour and Siyathemba.

Before embarking on the process of upgrading of plans through town planning processes, it is necessary to engage the affected community about the advantages and disadvantages of upgrading the informal settlement and that the mandate of the municipality is always to promote permanent residential status (security of tenure) of residents, whether through insitu upgrading or relocation to greenfield developments. The process of upgrading will also enable residents to get access to full municipality services, especially those currently being serviced through temporary services.

The upgrading of the eleven (11) identified Informal Settlements has been identified as priority projects in Dipaleseng SDF. Feasibility studies have been conducted by the Plan Associates for each of the identified informal settlements along with recommendations based on the results obtained. The municipality has requested the Department of Human Settlements with the

upgrading of the informal settlements in order to increase service delivery. Below is a table depicting identified informal settlements and recommendations thereof.

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 58: Identified Informal Settlements and NUSP Category**

<b>Settlement Name</b>	<b>Number of Units</b>	<b>Land Ownership</b>	<b>Engineering Services</b>	<b>Town Planning Status</b>	<b>Proposed NUSP category</b>
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
Thembaletu	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	B1

				agreement is in process	
Phomolong	1152	Private	Limited access	Parent Farm	B1

#### **5.6.10.1.6. 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 355 title deeds have been disbursed through various programmes by the Office of the Executive Mayor and the MEC for Human Settlements.

**5.6.10.1.7. CURRENT INTEGRATED TOWNSHIP DEVELOPMENT PROJECTS****Table 59: Current Township Development Projects in Dipaleseng Local Municipality**

Item	Action	Current Status	Cost (R)	Date	Responsibility
1. Integrated Human Settlements Development in Balfour	Township establishment on Portion 5 of the Farm Vlakfontein 556 IR	SPLUM Application is currently at administrative phase and submitted to GSDM MPT for consideration	R 50 160 345,80	2024/25-2025/26 FY	CoGHSTA
2. Formalization of 9 informal settlements in	The formalization of 9 informal settlements in wards 1, 2, 4 and 5	SPLUM applications are currently at administrative phase at the Dipaleseng Local Municipality	TDB	Multi-year (2023-2026)	CoGHSTA
3. Construction of Social Amenities (Grootvlei Community Hall and Ridgeview ECD centre)	Construction of Grootvlei Community Hall and Ridgeview ECD Centre	Ridgeview ECD centre completed in March 2024 and Grootvlei Community Hall was delayed, however due to be completed by 30 June 2025.	R 20 000 000.00	Multi-year	COGHSTA

Portion 5 of the Farm Vlakfontein 556 IR was acquired on behalf of Dipaleseng Local Municipality at 580.25 hectares in extent for integrated human settlements. This Land is intended for the establishment of integrated human settlement with integrated land uses. The project is within SPLUMA processes in terms of proclamation of a township prior to development taking place.

In the Ridgeview township (formerly Portion 28 of the Farm Vlakfontein 556 IR) the appointed private developer developed (1502) subsidised houses and 3306 serviced sites were purchased on behalf of the Municipality through Provincial Department of Human Settlement. The project was completed in the 2023/24 financial years with the handing over of the units to successful beneficiaries. The remaining 1806 serviced stands that included sites for social amenities, community facilities and residential sites and the municipality has requested that the remaining sites be transferred to be disposed of and avoid unprecedented challenges on vacant land.

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. The project is currently at the phase of reticulation of services for 142 erven and awaiting the installation of bulk connectors for water and sewer prior to construction of top structures.

### **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

## **5.7. CHAPTER SIX: DIPALESENG PERFORMANCE MANAGEMENT SYSTEM**

### **5.7.1. ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEMS**

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

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

Two levels of performance management operate within the municipality

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

### **5.7.2. ORGANIZATIONAL PERFORMANCE MANAGEMENT**

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

At the core of effective strategic management lie three functions:

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

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

The performance management system is designed to monitor and evaluate the progress made in the implementation of a municipality's development objectives, taking into account the timeframe of projects and budget. With respect to performance management, this discipline is governed by various key statutory legislative requirements that provide guidance to ensure compliance and good corporate governance. The main legislative components are as follows:

- Municipal Systems Act 32 (2000)

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

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

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

### **5.7.3. PERFORMANCE MANAGEMENT FRAMEWORK**

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

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

- The legal requirements that the performance management system will fulfil;
- The guiding principles that should inform the reviewing, monitoring and reporting of performance of municipal officials; departments (services) and that of the whole municipal organisation.

- The institutional arrangements to be followed in order to make the system work, and to facilitate effective delegation of responsibilities to the different role-players in the municipality's performance management system process.
- An approach or a model that describes what areas of performance will be managed, what mechanisms will be used to report and review performance.
- A programme of action for the development and implementation of the performance management system.

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

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

#### **5.7.4. INDIVIDUAL EMPLOYEE PERFORMANCE MANAGEMENT**

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

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

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

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



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

The employment contract for a municipal manager must:

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

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

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

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

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

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

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

In terms of Municipal Staff Regulations – GNR 890 as published in GG No. 45181 of 20 September 2020, the municipality is required to cascade Performance Development Management System to all employees.

The supervisor and staff member must ensure that performance management is aligned to the staff member's job, and KPAs relevant to the post that the staff member holds.

The KPAs must relate to the staff member's functional area and must consist of not less than 5 and not more than 7 KPAs.

KPAs covering the main areas of the work will account for 80% of the weight while the job specific competencies will constitute 20% of the overall assessment result as per the weightings agreed in terms of the performance agreement.

A supervisor and staff member must enter into a performance agreement for each performance cycle of the municipality.

DLM municipality is in the process of establishing Performance Management unit that will assist the municipality in effectively implementing PMDS.

#### **5.7.5. RISK MANAGEMENT LEGISLATIVE REQUIREMENT**

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."*

##### **5.7.5.1. Risk Management Statement:**

Risk management is recognized as an integral part of responsible management and Council therefore adopts a comprehensive approach to the management of risk. It is expected that all departments/units, operations and processes will be subject to the risk management framework in order to effectively manage risks and achieve objectives. It is the intention that these departments /units will work together in a consistent and integrated manner, with the overall objective of reducing risk, as far as reasonably acceptable.

The objective of risk management unit is to assist the Municipality to achieve, among other things, the following outcomes needed to underpin and enhance performance:

- a) More sustainable and reliable delivery of services;
- b) Informed decisions underpinned by appropriate rigour and analysis;
- c) Reduced waste;
- d) Prevention of fraud and corruption;
- e) Better value for money through more efficient use of resources; and
- f) Better outputs and outcomes through improved project and programme management.

- g) Provides certainty in achieving the Council's goals and objectives, and
- h) Promote Innovation and Ethics management within the work environment

#### **5.7.6. RISK MANAGEMENT GOVERNING STRUCTURES**

##### **5.7.6.1. RISK MANAGEMENT ANTI-FRAUD AND ANTI-CORRUPTION COMMITTEE:**

Risk Management, Anti-Fraud and Anti-Corruption Committee is an oversight committee appointed by Council to assist the Accounting Officer/ Council to discharge their responsibilities for risk management. The committee is made up of both independent members appointed by the Municipal Council and members of Senior Management.

In discharging its governance responsibilities relating to risk management, the committee:

- a) Review and recommend for the approval of the:
  - Risk management policy;
  - Risk management framework;
  - Risk management implementation plan;
  - Anti-fraud and Anti-Corruption policy
  - Anti-Fraud and Anti-Corruption prevention plan
  - Institution's risk identification and assessment methodologies.
- b) Evaluate the extent and effectiveness of integration of risk management within the Institution;
- c) Assess implementation of the risk management policy and framework;
- d) Evaluate the effectiveness of the mitigating strategies implemented to address the material risks of the Institution;
- e) Evaluate the effectiveness of the mitigating strategies implemented to address the material risks of the Institution;
- f) Review the material findings and recommendations by assurance providers on the system of risk management and monitor the implementation of such recommendations;
- g) Interact with the Audit Committee to share information relating to material risks of the Institution;
- h) Provide timely and useful reports to the Accounting Officer / Council on the state of risk management, together with accompanying recommendations to address any deficiencies identified.

Review the effectiveness of Business Continuity Management, Loss Control Management and Security Management.

##### **5.7.6.2. ETHICS, FRAUD AND CORRUPTION**

Dipaleseng Local Municipality (DLM) Council takes an interest in ethics, fraud and corruption risk management to the extent necessary to obtain comfort that properly established and functioning systems of risk management are in place to protect the municipality against significant ethics, fraud and corruption risks.

Corruption breaks down societal norms, erodes good governance and obstructs service delivery. We have therefore taken a zero-tolerance approach to fraud and corruption. The developed municipal risk profile incorporates fraud and corruption related risks and response plans are developed to mitigate the risks.

Dipaleseng Local Municipality is committed to integrity and ethical behaviour by helping to foster and maintain an environment where employees, councillors and stakeholders can act appropriately, without fear of retaliation. To maintain these standards, DLM is conducting ethics, anti-fraud and anti-corruption awareness programmes and workshop to its employees and public.

Council has further adopted and approved a Fraud and Prevention Plan and anti-fraud and anti-corruption policy which seek to protect and encourage its employees, councilors and stakeholders who have concerns about suspected serious misconduct or any breach or suspected breach of law or regulation that may adversely affect the municipality, to come forward.

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.

#### **5.7.7. CHALLENGES TO BE ADDRESSED:**

- a) Lack of business continuity Plan and Business Continuity Management;
- b) Misalignment of risk assessment process with planning process of the municipalities;
- c) None and Slow implementation of risk management mitigation strategies.
- d) Inadequate human capacity under risk management units.

#### **5.7.8. 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 Chief Audit Executive and one internal auditor. 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 and Performance Audit Committee and the Chief Audit Executive 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 and Performance Audit Committee:

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

Internal auditing strengthens the organization's ability to create, protect, and sustain value by providing the board/ Council and management with independent, risk-based, and objective assurance, advice, insight, and foresight.

Internal auditing enhances the organization's:

- Successful achievement of its objectives.
- Governance, risk management, and control processes.
- Decision-making and oversight.
- Reputation and credibility with its stakeholders.
- Ability to serve the public interest.

Internal auditing is most effective when it is performed by competent professionals in conformance with the Global Internal Audit Standards, which are set in the public interest. The internal audit function is independently positioned with direct accountability to the board/ Council. Internal auditors are free from undue influence and committed to making objective assessments.

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

<b>KPA</b>	<b>Municipal Transformation &amp; Institutional Development</b> <b>Good Governance and Public Participation</b>						
<b>Problem statement and root causes per KPA:</b>	The organization is unable to attract and retain scarce and critical skills with high vacancy rate in the key positions that contribute to poor performance and service delivery. The inadequate implementation of legislative prescripts, regulations and policies results to high risk of litigations and adverse audit opinion.						
<b>One Plan Transformation Area</b>	<b>Governance and financial management</b>						
<b>2024-29 MTDP Priority</b>	<b>A Capable, Ethical , Developmental State and Economic</b>						
<b>Municipal Priority</b>	<b>Performance Management, Recruitment, skills development, employee wellness, compliance and adherence to legislation, Customer care, Public participation, Risk management, Auditing.</b>						
<b>Impact statement:</b> High Performing Organization				<b>MTDP Target:</b> High performing organisation of 85%,			
							<b>ANNUAL IMPLEMENTATION</b>

FINAL INTEGRATED DEVELOPMENT PLAN

Strategic Goal	Strategic Objective	Baseline 2023/24 Audited information	Situational analysis	5 year IDP target	Intervention/ Programme	DDM (Required intervention from stakeholders)	2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
High Performing Organization	Percentage reduction of vacant critical posts	2	Instability within the organization	6	Filling of key critical positions	Support from COGTA and SALGA on staff regulation and Job Evaluation	2	2	1	0	1
			High vacancy rate Inability to attract and retain scarce and critical skills due to Grading of the Municipality	1	Review staff Establishment Implementation of task grade	Technical support from COGTA, GSDM and PT on development of retention strategy.	0	1	0	0	1

FINAL INTEGRATED DEVELOPMENT PLAN

	Number of performance assessments conducted.	0	Inadequate implementation of PMDS Framework	1	Implement PMDS framework to all staff members.(Cut across to all departments )  Capacitate / skill development, staff, Councilors  Cascading of PMS to all employees  Signing of Performance agreements by all staff members	COGTA and SALGA to provide periodically capacity building on PMDS	0	0	0	1	0
--	--	---	---	---	--	---	---	---	---	---	---



FINAL INTEGRATED DEVELOPMENT PLAN

					Conducting of quarterly assessment						
	Improved Audit opinion	Qualified audit	The municipality received audit outcome (qualified) in the 2023/24 audit due to internal control deficiencies, misstatement, noncompliance with laws and regulations and findings relating to Annual Performance Report	Unqualified audit	Develop credible and implement Audit Action plan by June 2026	SALGA ,COGTA and PT to provide support.	Qualified audit	Qualified audit	Unqualified Audit	Unqualified audit	Unqualified audit

# FINAL INTEGRATED DEVELOPMENT PLAN

High Performing Organization	Improved Municipal Administration	Established functional section 79 committee	Ineffective oversight committee	100% Functionality	Capacity building of section 79 and 80 committees	COGTA and SALGA to provide capacity building to oversight committees	1	1	1	1	1
High Performing organization	Improved Municipal Responsiveness to service delivery.	Public Participation Strategy.  Communication strategy	Inadequate implementation of Public Participation Strategy.  Lack of information and spreading of fake news.	100% implementation of Public Participation Strategy and Communication Strategy	Annual review and Implementation of Public Participation Strategy.  Capacity building of ward committees.  Implementation of community strategy  Develop integrated Complaint management system	COGTA and SALGA to with capacity building of ward committees	20%	40%	60	80%	100%

# FINAL INTEGRATED DEVELOPMENT PLAN

Zero tolerance of fraud and corruption	Reduction on the number of fraud and corruption cases investigated	2	Inadequate implementation of consequence management  Financial Misconduct Disciplinary board	100% implementation of consequence management	Review and implement fraud and corruption strategy:  Implementation of consequence management	COGTA and SALGA to provide capacity building.	10%	10%	10%	10%	10%
High Performing Organization	Improved Municipal administration	0	Lack of ICT Strategy and Broadband connectivity	1	Develop and Implementation of ICT Strategy  Implementation of Broad based Connectivity	Technical Support from GSDM, Provincial Treasury	0	0	0	1	1

**TABLE B: INTEGRATED DEVELOPMENT PLAN**

Strategic Goal	Strategic Outcome	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
High Performing Organization	Percentage reduction of vacant critical posts	Number of critical positions filled by June 2027	6	2	0	2	2	0
		Staff establishment reviewed by June 2027	1	0	0	0	0	1
High Performing Organization	Number of performance assessments conducted.	PMDS cascaded and implemented to all staff members by June 2027.	1	0	0	1	1	1
High Performing Organization	Improved Audit opinion	Credible Audit action plan developed and implemented by June 2027	Unqualified	Qualified	Qualified	Unqualified	unqualified	unqualified
High Performing Organization	Improved Municipal Administration	Section 79 committees capacitated by June 2027.	5	1	1	1	1	1

# FINAL INTEGRATED DEVELOPMENT PLAN

High performing organisation	Improved Municipal Responsiveness to service delivery.	Public participation strategy reviewed and implemented by June 2027.	1	0	0	1	1	1
		Communication strategy reviewed and implemented by June 2027.						
		Communication strategy reviewed and implemented by June 2027.	1	0	0	1	1	1
Zero tolerance of fraud and corruption	Reduction on the number of fraud and corruption cases reported and investigated.	Fraud and corruption strategy reviewed and implemented by June 2027.  Implementation of consequence management by June 2027.	100%	100%	100%	100%	100%	100%
High Performing Organization	Improved Municipal administration	ICT strategy developed by June 2027.	1	0	0	0	1	0

## FINAL INTEGRATED DEVELOPMENT PLAN

		Records management centralized by June 2027.	1	0	0	1	0	0
		NEMA action plan implemented by June 2027.	1	0	0	1	0	0
		Contract management centralized by June 2027.				1	1	1
		Promulgation of by-laws by June 2027.	1	0	0	100%	100%	100%

### TABLE A: INTEGRATED DEVELOPMENT PLAN

Municipal KPA	Service Delivery and Infrastructure Development
<b>Problem statement and root causes per KPA:</b>	<p>The municipality is providing waste removal services in an erratic manner due to :</p> <ul style="list-style-type: none"> <li>• Ageing fleet</li> <li>• Delay in collection of waste due to continuous break down of refuse removal trucks</li> <li>• Lack of yellow fleet to maintain landfill sites</li> <li>• Non-compliance to licence conditions of landfill sites</li> <li>• Challenge is the provision of basic services due to aged infrastructure such as water, sanitation, electricity, roads and dilapidated fleet.</li> </ul>

FINAL INTEGRATED DEVELOPMENT PLAN

One Plan Transformation Area	Integrated Service Provision Infrastructure engineering									
2024-29 MTDP Priority	A Capable, Ethical , Developmental State and Economic									
Municipal Priority	Delivery of quality municipal services									
Impact statement: Accessible services to communities				MTDP Target: Achieve 75% refuse removal, 100% of electricity, water and sanitation						
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	Increased access to Waste removal.	14 750 HH) 92%	<ul style="list-style-type: none"> <li>Ageing fleet</li> <li>Delay in collection of waste due to continuous break down of refuse removal trucks</li> <li>Mushrooming of Illegal dumping sites</li> <li>Draft Bylaw in place</li> <li>Unlicensed landfill sites</li> </ul>	14 750 (100% )	<ul style="list-style-type: none"> <li>Fixing of the two old refuse removal trucks.</li> <li>Continuous Implementation of IWMP.</li> <li>Promulgation of Waste management bylaws</li> <li>Establish Waste buy back centre.</li> </ul>	14 750 (HH)	14 750 HH(100% )	14 750 HH(100% )	14 750 HH(100% )	14 750 HH(100% )

# FINAL INTEGRATED DEVELOPMENT PLAN

			<ul style="list-style-type: none"> <li>• No recycling buy back centres</li> <li>• Insufficient/ inefficient management of landfill sites</li> <li>• Shortage of staff</li> </ul>		<ul style="list-style-type: none"> <li>• Conduct Awareness campaigns on waste management</li> <li>• Continuous Clearing of illegal dumping sites</li> <li>• Rehabilitation /Upgrading of Waste Disposal site</li> <li>• Application for the renewal of waste landfill sites licences</li> <li>• Appointment of service providers to assist in the landfill site management.</li> <li>• Appointment of qualifies landfill sites operators</li> <li>• Registration and management of waste pickers per landfill site.</li> <li>• Installation of a security</li> </ul>						
--	--	--	--	--	--	--	--	--	--	--	--



# FINAL INTEGRATED DEVELOPMENT PLAN

					fence and improve on access control. • Installation of Weight Bridge.					
Provision of basic services	Improved response to Disaster Management, Fire and Rescue services in-line with legislation	1hr	<ul style="list-style-type: none"> <li>Lack of Fire Engine and equipment's</li> <li>None operational 24hrs Call Centre</li> <li>Implementation of the 24 hours shift system</li> <li>Shortage of staff</li> <li>Outdated Disaster Management Plan</li> <li>Finalise the MOU with Sibanye on Disaster Management</li> </ul>	1hr	<ul style="list-style-type: none"> <li>Improve response time to emergency and other Municipal Services within statutory Time- frame</li> <li>Establish 24hrs Call Centre</li> <li>Reviewal of a Disaster Management Plan</li> <li>Management of Call Centre</li> <li>Implementation of Fire and Rescue plan</li> <li>Implementation of Disaster Management Plan</li> <li>Fast track the appointment of call centre officials to</li> </ul>	1hr	1hr	45min	30min	30min
		10%		10%		10%	20%	50%	70%	100%
		20%		20%		20%	40%	60%	80%	100%
		20%		20%		20%	40%	60%	80%	100%
		20%		20%		20%	40%	60%	80%	100%

FINAL INTEGRATED DEVELOPMENT PLAN

					manage the control room.					
Provision of basic services	# of traffic law enforcements conducted by 30 June 2025	360	<ul style="list-style-type: none"> <li>• None availability of a Law enforcement strategy</li> <li>• Insufficient Traffic Vehicles and Equipment especially road marking signs machine, back of office system for capturing traffic fines and issuing of warrant arrests</li> <li>• Shortage of staff</li> </ul>	1800	<ul style="list-style-type: none"> <li>• Develop and implement the Traffic Law enforcement strategy</li> <li>• Improved Road Safety</li> <li>• Additional Traffic Vehicles and Equipment</li> <li>• Addition of staff</li> <li>• Procurement of road signs machine</li> <li>• Procurement of road traffic management act booklets</li> <li>• Establishment of the back office for traffic management system in order to execute warrant of arrests and uploading the summons into the system</li> </ul>	360	360	360	360	360

FINAL INTEGRATED DEVELOPMENT PLAN

					<ul style="list-style-type: none"> <li>Establishment of By-laws enforcement unit to enforce by-laws</li> <li>-protectors of municipal assets in times of unrest</li> <li>-escorting refuse trucks in cases of emergency</li> <li>-Safe guarding councillors in public participation meetings</li> </ul>					
Provision of basic services	Improved provision of Maintenance of Municipal Facilities	14	<ul style="list-style-type: none"> <li>Aging infrastructure – municipal buildings</li> <li>none compliance to OHS Act and National Buildings Acts</li> <li>Insufficient funding to do maintenance</li> </ul>	80	<ul style="list-style-type: none"> <li>Conduct assessment on all Municipal buildings and facilities</li> <li>Allocation of funding for Municipal buildings maintenance</li> <li>Allocation of funding for Municipal</li> </ul>	14	15	17	17	17

# FINAL INTEGRATED DEVELOPMENT PLAN

					Recreational facilities maintenance					
Provision of basic services	Improved utilization of Library Services	75%	<ul style="list-style-type: none"> <li>Lack of building in Greylingstad.</li> <li>Insufficient staff in Grootvlei and Greylingstad.</li> <li>Finalize MOU with DCSR</li> </ul>	95	<ul style="list-style-type: none"> <li>Conduct Municipal Library Awareness campaigns.</li> <li>Finalize MOU with DCSR.</li> <li>Appointment of additional personnel.</li> </ul>	11	11	11	11	11
A safer municipality	A crime free municipality , reduced substance abuse and vandalism of municipal infrastructure  # of GBVF programmes implemented		<ul style="list-style-type: none"> <li>Revival of Safety Forum</li> <li>Community Safety Strategy</li> <li>Insufficient budget to implement transversal activities.</li> </ul>	1	<ul style="list-style-type: none"> <li>Quarterly Meeting of CSF.</li> <li>SAPS STATS reports</li> <li>GBVF programmes implemented</li> </ul>	1	1	1	1	1
Empowered and protected older persons	Mainstreaming of older persons issues		<ul style="list-style-type: none"> <li>No facilities currently available.</li> <li>Provision of a facility for older persons.</li> </ul>		<ul style="list-style-type: none"> <li>Construction of a new facility for older person's facility.</li> <li>R 4.9M donated by Sibanye for</li> </ul>			R 2M	R 2.9M	

## FINAL INTEGRATED DEVELOPMENT PLAN

					the construction of a facility for older persons.					
	Provision of sporting facility at Nthoroane.		<ul style="list-style-type: none"> <li>Nthoroane stadium completely dilapidated.</li> <li>Construction of new stadium</li> </ul>		<ul style="list-style-type: none"> <li>Funding of R26M from Sasol Mining to construct a new stadium</li> <li>Phase 1: construction R 13 M</li> <li>(Phase 2: infrastructure projects for DLM , R 13M)</li> </ul>			R 3M	R 10M	

**TABLE B: INTEGRATED DEVELOPMENT PLAN**

Outcome	Outcome Indicator	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Provision of basic services	formal households provided with refuse services by 30 June 2026	# of existing formal households provided with refuse services by 30 June 2026	14 750	14 750	14 750	14 750	14 750	14 750
		# of External Audits of the Landfill Sites	1	0	0	1	1	1

# FINAL INTEGRATED DEVELOPMENT PLAN

		conducted by 30 June 2026						
		# of Quarterly Waste Management Awareness Campaigns convened by 30 June 2026	4	4	4	4	4	4
Safety in communities	Reduction of GBVF incidences	Number of Awareness campaigns conducted	4 programmes	4	4	4	4	4
	Rapid Response task team on GBVF	Establishment of the RRT -GBVF	1	1	1	1	1	1
		# of Transversal Activities conducted	4	4	4	4	4	4
	Reduction of road crashes	# of traffic law enforcements conducted	1 620	1 620				
		# of Traffic Safety Awareness Campaigns conducted	12	12	6	6	6	6
	Reduction of crime	# of Quarterly Community Safety Forums convened	4	4	4	4	4	4

**TABLE A: INTEGRATED DEVELOPMENT PLAN**

TABLE A: INTEGRATED DEVELOPMENT PLAN											
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 Repositioning									
2024-29 MTDP Priority		Drive Inclusive Growth and job creation									
Municipal Priority		LED and Job Creation through sectors of focus									
Impact statement: Reduction unemployment and poverty					MTDP Target: minimum 2.5% economic growth, 25% unemployment rate						
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives )	Baseline	Situational analysis	5 year IDP target	Intervention/ Programme/Interventions	DDM Stakeholder Intervention	ANNUAL IMPLEMENTATION				
							2022/23Outputs	2023/24	2024/25	2025/26	2026/27

FINAL INTEGRATED DEVELOPMENT PLAN

								Output ts	Output ts	Output ts	Output ts
	<b>Reduction of Employment</b>	32.9%	High unemployment rate (41.1% for female and 44.6% for youth)	2.5% increased employment rate per annum		Alignment to Mpumalanga Green cluster agency	5%	5%	5%	2.5%	2.5%
		0					0	0	0	1	
		94	Outdated led strategy	1	Development of LED Strategy	DEDT, COGHST A		94	340		
			EPWP, CWP, Siyathuthuka and Infrastructure projects		Job creation through Public employment Programmes.		1	1	1	1	0
		New	Business policy was in place	1 (business licence)	Implement the business license/Standard Draft by-law	DEDT					1



**TABLE B: INTEGRATED DEVELOPMENT PLAN**

Outcome	Outcome Indicator	KPI	5 year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Local economic growth	Reduction in unemployment rate	Development of LED Strategy	1				1	
		Job creation through Public employment Programmes and private partnerships.			94	340	340	
		Implement the business license/Standard Draft by-law			1	1	1	
	Implemented SLP and CSI	Implementation of SLP/CSI	2	-	-	-	1	1
	Support for Green Energy projects	Establishment of Project Steering Committee of Green Energy related projects	1	-	-	1	1	1

KPA	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT						
<b>Problem statement and root causes per KPA:</b>	<p>The Municipality not financial viable and sustainable due to the below reasons</p> <ul style="list-style-type: none"> <li>• Excessive commitment made by municipality on the expenses.</li> <li>• Non-payment by customers falling under indigent however not registered as indigents.</li> <li>• Non-payment of rates and taxes by the councillors and the employees</li> <li>• High distribution losses due to ageing infrastructure and bridging of electricity meters.</li> <li>• High water losses due unmetered extraction points and consumers.</li> <li>• Unfunded budgets as and results of high creditors balances from DWS and ESKOM</li> <li>• High Employment rate in the Municipal jurisdiction.</li> <li>• High Maintenance cost due to aged Infrastructure.</li> </ul>						
<b>One Plan Transformation Area</b>	<b>Good Governance, Municipal Financial Viability and Management</b>						
<b>2024-29 MTDP Priority</b>	<b>To Build A Capable, Ethical and Developmental State</b>						
<b>Municipal Priority</b>	<b>Institutional Development</b> <b>Enhancement of Revenue Collection</b>						
<b>Impact statement: To enhance revenue collection</b>				<b>MTDP Target: Revenue enhancement, reduction of UIFW</b>			
							<b>ANNUAL IMPLEMENTATION</b>

FINAL INTEGRATED DEVELOPMENT PLAN

Strategic Goal	Strategic Objective	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	DDM (Required intervention from stakeholders)	2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Financially viable municipality	Improved revenue collection	62% Current collection rate	<ul style="list-style-type: none"> <li>Low revenue collections</li> <li>indigent register not updated,</li> <li>high rate of unemployment</li> <li>Low revenue collection</li> <li>Non-paym</li> </ul>	95% collection rate	<p>Enhancement of Revenue Value Chain( Billing, Issuing of Account and following up on the outstanding)</p> <p>Strict implementation of debt</p>	COGTA (debt collection)	65%	<p>62%</p> <p>The IDP is a 5-year plan. Include the previous financial year with actual performance after implementation (2023-24)</p>	75%	85%	95%

FINAL INTEGRATED DEVELOPMENT PLAN

			ent of servic es		collection processes						
					Outsourcin g of cutting off services. The service provider is appointed on risk.						
					'Performan ce of land audit to identify land belonging to the Municipalit y and Private individuals.						

FINAL INTEGRATED DEVELOPMENT PLAN

					<p>Data Integrity – widespread data cleansing</p> <p>Implementation of Revenue Enhancement Committee</p> <p>Development of Budget Funding plan to ensure sustainable operating.</p>						
--	--	--	--	--	---	--	--	--	--	--	--

FINAL INTEGRATED DEVELOPMENT PLAN

					Blocking of all the slow and zero purchases meters.						
					Performan ce of random inspections on properties suspected for bridging						
					Encouragin g serial offenders by offering Amnesty and write- off within the prescripts of the law.						

FINAL INTEGRATED DEVELOPMENT PLAN

Implementation of the Reduction Strategy	Reduced fruitless, Irregular and Unauthorised Expenditure	R 878 558 035	Fruitless and wasteful expenditure are incurred on a monthly basis  Lack of planning  Non compliances with legislation  Lack of safeguarding of Infrastructure assets and assets in general.	Set targets to reduce UIFW	Strict adherence to Treasury cost curtailment circular  Implementation of Payment arrangement with owed service providers  Monitoring of compliance with SCM Regulations  Training on UIFW	Support from SALGA on Council Committees	R964 283 708  Unauthorised Expenditure R559 450 949  Irregular Expenditure  Expenditure R358 092 047  Fruitless and Wasteful  Expenditure R46 740 712  The	R878 558 035  Unauthorised Expenditure R629 529 410  Irregular Expenditure  Expenditure R239 351 112  Fruitless and Wasteful  Expenditure R9 677 513  The reduction of R85 725 673 was recorded	R439 279 175  Representing 30% remaining in the financial year as per the reduction strategy.	R263 567 410 (Representing 30% remaining in the financial year as per the reduction strategy.	100%
--	---	---------------	--	----------------------------	--	--	--	---	---	---	------

FINAL INTEGRATED DEVELOPMENT PLAN

			Lack of monitoring of expenses I Including overtime, fuel expenses.		expenditure be provided annually for all councillors, senior employees , members of section 32 committee and audit committee			in the Financial years translating to 9,7% Comparing to prior year.			
					Implement ation of budget locks to avoid unauthorised expenditures especially the						



FINAL INTEGRATED DEVELOPMENT PLAN

					<p>Payment of creditors within 45 days of receipt of invoice</p> <p>Segregation of duties between those individuals involved in selecting providers (through quotations/ bidding) and those making and approving payments to the providers</p>						
--	--	--	--	--	--	--	--	--	--	--	--

FINAL INTEGRATED DEVELOPMENT PLAN

					<p>must be in place</p> <p>Ensure that the council, AG, Internal, APC and MPAC resolutions on SCM are implemented substantially</p> <p>The municipality must adopt adequate SCM SOPs and have the respective senior managers</p>						
--	--	--	--	--	--	--	--	--	--	--	--

FINAL INTEGRATED DEVELOPMENT PLAN

					sign acknowled gement of such SOPs						
					Develop and monitor the implement ation of action plans to address internal control deficiencie s						
Achievin g Positive Rations	Achieve positive financial ratios	,43  Curre nt Asset s are below Curre nt Liabili ties.	Revenue collected is less that the budgeted revenue trend   The current liabilities exceed	2:1	Budget manageme nt –   Full implement ation of the budget		Current Assets/Current liabilities   R209 724 204/R4 28 932 812	Current Assets/Curre nt liabilities   R239 211 290/R544 72 7 707	,86   The plan is to atleast to reduce the deficit by 50% in	1:1	2:1.

FINAL INTEGRATED DEVELOPMENT PLAN

			current assets  Creditors not always paid in 30 days.		funding tool  Implement ation of the approved FRP  Implement ation the budget <i>funding plan</i>		Translated to ,048 instead of 2 as prescribed by the norms and standards.	Translated to ,043inste ad of 2 as prescribed by the norms and standards	the current Financia l year.		
	Unqualif ied audit opinion	Qualifi ed	<b>2019/20</b> Disclaimer <b>2020/21</b> Disclaimer <b>2022/23</b> Qualified	Unqua lified with no Matter s.	Reporting  Post audit action plan  Weekly review and monitoring of the action plan  Monitoring of internal		Qualified with 2 Paragraphs	Qualified with 1 Paragraph	Unqualifi ed	Unqualifi ed with no Matters	Unqua lified with no Matter s

## FINAL INTEGRATED DEVELOPMENT PLAN

					controls on risk areas						
					Implement ation of AG audit action plan						

### TABLE B: INTEGRATED DEVELOPMENT PLAN

Strategic Goal	Strategic Objective	KPI	ANNUAL IMPLEMENTATION				
			2022/23 Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Financially viable municipality and Management	Improved revenue collection	1. Increasing the Collection rate 2. Reduction of Debt	65%	60%	76%	85%	95%
Financially viable municipality and Management	Reduced fruitless and wasteful expenditure	Reduction of UIF  Percentage Compliance to SCM Prescripts	0%	9.7%	50%	70%	100%
Financially viable municipality and Management	Achieve positive financial ratios	Percentage improvement on Budgeted expenditure	Negative Cash Flows	Positive Cash Flows	Positive Cash Flows	Positive Cash Flows	Positive Cash Flows
Financially viable municipality and Management	Unqualified audit opinion	Improve audit opinion	Qualified with 2 Paragraphs	Qualified with 1 Paragraph and other Matters	Unqualified	Unqualified with no Matters	Unqualified with no Matters

TABLE A: INTEGRATED DEVELOPMENT PLAN											
Municipal KPA	Spatial Rational										
Problem statement and root causes per KPA:	To respond systematically to entrenched spatial patterns across all geographic scales that exacerbate social inequality										
One Plan Transformation Area	Spatial Restructuring										
2024-29 MTDf Priority	Reduce poverty and tackle the high cost of living										
Municipal Priority	Integrated Human Settlements										
Impact statement: To facilitate integrated human settlements					MTDP Target:						
Outcome (Strategic Goals)	Outcome indicator (Strategic Objectives)	Baseline	Situational analysis	5 year IDP target	Intervention/Programme	DDM Stakeholder Intervention	ANNUAL IMPLEMENTATION				
							2022/23	2023/24	2024/25	2025/26	2026/27

FINAL INTEGRATED DEVELOPMENT PLAN

							Output s	Output s	Output s	Output s	Output s
Integrated Human Settlement s	Acquisition of 216 ha	Land bought in hectares (0 ha)	Land invasion on private property: Sizanani and Siyafuya CPA	Acquisitio n of 216 ha for integrated human settlemen t	Acquisition of land and integrated human settlements and nodal development.	COGHST A	0	0	216 ha	347 ha	-
	Township establishmen t and formalisation	1 Township proclaim ed	9 informal settlemen ts (wards 1, 2, 4 and 5)	9 informal settlemen ts formalise d	Formalisation of 9 informal settlements	COGHST A & NUSP	1	0	0	9	0
		Reviewe d land use scheme, land			Enforcement of by- laws		0	0	1	1	1

FINAL INTEGRATED DEVELOPMENT PLAN

		invasion policy	Lack of land audit	1	Conduct Land Audit study by 30 June 2025						
			Lack of Street Naming policy				0	0	1		
			1806 erven remain to be disposed in Ridgevie w	No street naming policy (MEC finding)	Development of Street Naming policy	Dept of Arts, Sports & culture and recreation	0	0	0	1	0



FINAL INTEGRATED DEVELOPMENT PLAN

	Disposal of land	IRDP (Ridgeview) with 1503 HSS with 1806 remaining			Facilitation of the disposal of serviced sites and facilities in Ridgeview	COGHST A	0	0	0	1	
			No bulk services contribution policy	Developed Bulk services contribution policy	Development of Bulk Services Contribution Policy	Developed Bulk Services contribution policy by 30 June 2026	0	0	0	1	0
	<b>SPLUM Compliant Spatial Development Framework</b>	SDF with period of 5 years	Review of SDF	Review of SDF			0	0	0	1	0

**TABLE B: INTEGRATED DEVELOPMENT PLAN**

Outcome	Outcome Indicator	KPI	5-year Target	ANNUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
<b>Integrated Human Settlements</b>	Acquisition of 216 ha	<b>Acquired land for integrated human settlements and development</b>	<b>216 ha</b>	-	-	216 ha	347	-
	<b>Township establishment and formalisation</b>	Formalisation of 9 informal settlements	<b>9</b>	-	-	-	<b>9</b>	-
		<b>Development of Bulk services policy</b>	<b>1</b>	-	-	-	<b>1</b>	-
		Development of Street Naming policy	<b>1</b>	-	-	-	<b>1</b>	-
		Conduct Land Audit study by 30 June 2025	<b>1</b>	-	-	<b>1</b>	-	-
	<b>Disposal of land</b>	Facilitation of the disposal of serviced sites and facilities in Ridgeview					<b>1</b>	
	<b>SPLUM Compliant Spatial Development Framework</b>	Review of SDF				-	<b>1</b>	

## 7. 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 60: Table depicts sector plans, policies and strategies**

<b>Sector Plan/Policy &amp; Strategy</b>	<b>Status quo</b>	<b>Challenges</b>
<b>Advertising and Signature policy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	None
<b>Business Licensing policy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	None
<b>Spatial Development Framework</b>	Reviewed and Adopted by Council on the 31 May 2022 , Item C137/05/22	None
<b>Local Economic Development Strategy</b>	LED Strategy was developed and adopted in May 2011 it requires review	COGHSTA is currently assisting DLM on reviewing LED Strategy
<b>Rural Development Strategy</b>	Not in place	GSDM Rural Development Plan (2016) is currently applicable.
<b>Housing Sector Plan</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
<b>Land Use Management Scheme</b>	Adopted by Council on the 31 May 2022	None
<b>Land invasion policy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	None
<b>EPWP Policy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	None
<b>Land acquisition &amp; Disposal policy</b>	Reviewed and Adopted by Council on	None

	the 28 May 2025 , Item C 142/05/25	
<b>Building Regulations on temporal structures</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
<b>By-law for Township Economies</b>	Adopted by Council on the 17 <sup>th</sup> of December 2024, C328/12/24	None
<b>Integrated Transportation Plan</b>	Not in place	Financial constraints
<b>Integrated Waste Management Plan</b>	Integrated Waste Management Plan was adopted by council under item C200/08/20	<b>Not fully implemented due to lack of pre-requisite resources</b>
<b>Water Asset Management Plan</b>	Not in place	Financial Constraint
<b>Bulk Water Supply Plan</b>	Plan in place. The plan was developed by DWA	Lack of funding to implement the plans.
<b>Stream &amp; Storm Water Management Plan</b>	Outdated. The draft plan was developed in 2010	Budget constraint to develop new plans.
<b>Road &amp; Storm Operations &amp; Maintainance Plan</b>	Outdated. The draft plan was developed in 2010	Budget constraint to develop new plans.
<b>Asset Management Plan for Road &amp; Storm water</b>	Not in place	Budget constraint to develop new plans.
<b>Water Services Development Plan</b>	Not in place	Budget constraint to develop new plans.
<b>Water safety Plan</b>	Not in place	Budget constraint to develop new plans.
<b>Service Delivery Norms &amp; Standards</b>	Not in place	
<b>Environment Management Plan</b>	Currently Municipality is using the GSDM plan	

<b>Electrical Infrastructure Master Plan</b>	Out dated needs to be reviewed	
<b>Fleet Management Policy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
<b>Public Lighting Master Plan</b>	Not in Place	
<b>Delegation Register</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C	
<b>Workplace Skills Plan</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
<b>Employment Equity Plan</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
<b>Disaster Management Plan</b>	Reviewed Disaster Management Plan adopted by Council under item C23/01/16	Not fully implemented due to lack of pre-requisite resources
<b>Disaster Recovery Policy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	None
<b>Anti-Fraud and Anti-corruption policy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	None
<b>Anti-Fraud and Anti-corruption Prevention Plan/strategy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	None
<b>Whistle blowing policy</b>	Adopted by Council on the 31st October 2023, item C260/10/23	None
<b>Internal Audit Charter</b>	Approved by Audit Committee on the	None
<b>Internal Audit Methodology</b>	Approved by Audit Committee on the	None
<b>Three year risk-based audit plan &amp; annual program</b>	Approved by Audit Committee on the	None

<b>Communication Strategy</b>	Adopted by Council on the 26 April 2019	
<b>HIV/AIDS strategy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
<b>Human Resource Strategy and Plan</b>	Adopted by Council on the 3 <sup>th</sup> June 2021, Item C127/06/21	
<b>Human Resource Management policies:</b> <ul style="list-style-type: none"> <li>• Recruitment &amp; Selection,</li> <li>• Acting,</li> <li>• Overtime, Training &amp; Development,</li> <li>• Funeral,</li> <li>• Occupational Health &amp; Safety,</li> <li>• Leave,</li> <li>• Cellular Phone,</li> <li>• Travelling and subsistence policy,</li> <li>• Allowance, Danger Allowance &amp; Retention.</li> </ul>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	None
<b>Dress code policy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
<b>Placement Policy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
<b>Transfer policy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
<b>ICT-User access Management policy , ICT systems security policy,</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
<b>Data backup policy</b>	Reviewed and Adopted by Council on	

	the 28 May 2025 , Item C 142/05/25	
<b>Patch Management Policy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
<b>Change management policy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
<b>Community Participation Strategy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
<b>Business Continuity policy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
<b>Public Participation Strategy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
<b>Supply Chain Management</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
<b>Budget Policy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
<b>Credit Control Policy and Debt Collection Policy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
<b>Indigent Policy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
<b>Tariffs Policy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
<b>Property Rates Policy</b>	Reviewed and Adopted by Council on	

	the 28 May 2025 , Item C 142/05/25	
<b>Asset Management Policy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
<b>Provision for Bad Debts Policy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
<b>UIFWE Policy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
<b>Cash Management policy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
<b>Risk Management Framework</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	None
<b>Risk Management policy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	None
<b>Risk Management, Anti- Fraud and Anti-Corruption Committee Charter</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	None
<b>Performance Management Development Systems and framework policy</b>	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	None



## **8. PESTEL ANALYSIS**

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

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

**8.1. SERVICE DELIVERY, INFRASTRUCTURE DEVELOPMENT, COMMUNITY SERVICE AND PUBLIC SAFETY**

<b>MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING)</b>				
<b>INTERNAL AND EXTERNAL ANALYSIS</b>	<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>POLITICAL</b>	<ul style="list-style-type: none"> <li>Stable political leadership (MMC playing oversight)</li> </ul>			<ul style="list-style-type: none"> <li>Political instability hampers the rollout of service delivery</li> </ul>
<b>ECONOMIC</b>	<ul style="list-style-type: none"> <li>Revenue base for collection (traffic, fire and rescue, library services, community halls, municipal buildings etc)</li> </ul>	<ul style="list-style-type: none"> <li>Tariffs are not cost effective</li> <li>Insufficient funding to conduct maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Investment opportunity</li> <li>New settlement development</li> <li>cost effective tariffs to generate income from renting out of municipal buildings</li> </ul>	<ul style="list-style-type: none"> <li>De-investment as result of unreliable provision of services.</li> <li>Local business forums interfering with approved municipal projects that are at the implementation phases</li> </ul>

<b>SOCIAL</b>		<ul style="list-style-type: none"> <li>▪ Delays in collection of waste due to continuous break down of refuse removal truck</li> <li>▪ Shortage of grass cutting equipment</li> <li>▪ Shortage and ageing staff members</li> <li>▪ Insufficient space for burial</li> <li>▪ Lack of equipment such as TLB for digging of graves and cleaning of illegal dumping sites</li> <li>▪ No collection of waste yet in rural areas as a result of lack of resources (human and capital)</li> <li>▪ Shortage of staff, operating with</li> </ul>		<ul style="list-style-type: none"> <li>▪ Community protests due to insufficient provision of services</li> <li>▪ non-attendance by various sector departments to CSF meeting e.g. SAPS</li> <li>▪ spheres of government (stakeholder relations)</li> <li>▪ increase of crime activities</li> <li>▪ theft and vandalism of municipal property</li> </ul>
---------------	--	---	--	---

		<p>three fire fighters in all nodal points</p> <ul style="list-style-type: none"> <li>▪ No fire engine , currently operating with skid unit mounted in a trailer pulled by jaws of life</li> <li>▪ Slow progress in the establishment of the call centre</li> <li>▪ No satellite stations in Grootvlei and Greylingstad</li> <li>▪ Ageing infrastructure- municipal buildings</li> <li>▪ Insufficient fleet</li> <li>▪ Insufficient budget to implement transversal activities</li> </ul>		
--	--	---	--	--

FINAL INTEGRATED DEVELOPMENT PLAN

<b>TECHNOLOGICAL</b>		<ul style="list-style-type: none"> <li>▪ System for capturing, follow-up of traffic fine tickets</li> <li>▪ Lack and Aging municipal fleet</li> <li>▪ Lack of system for cemetery management</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Insufficient personnel to do maintenance</li> <li>▪ Theft and vandalism</li> </ul>
<b>LEGAL</b>		<ul style="list-style-type: none"> <li>▪ Lack of implementation of by-laws</li> <li>▪ Lack of law enforcement unit</li> </ul>		<ul style="list-style-type: none"> <li>▪ Litigation</li> </ul>
<b>ENVIRONMENTAL</b>		<ul style="list-style-type: none"> <li>▪ Non-compliance and ineffective management of the landfill sites</li> <li>▪ Illegal dumping site</li> </ul>		<ul style="list-style-type: none"> <li>▪ Climate change - due to lack of monitoring of air quality in DLM</li> </ul>

**8.2. GOVERNANCE AND BUILDING A CAPABLE INSTITUTION**

<b>MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING)</b>				
<b>INTERNAL AND EXTERNAL ANALYSIS</b>	<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>POLITICAL</b>	<ul style="list-style-type: none"> <li>Functional Council and Mayoral</li> <li>Functional Section 79 and 80 committees</li> <li>Ability to attract and retain scarce and critical skills</li> </ul>	<ul style="list-style-type: none"> <li>Instability within the administration</li> <li>Inadequate implementation of public participation Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Change in political dynamics</li> </ul>	<ul style="list-style-type: none"> <li>Community unrest</li> </ul>
<b>ECONOMIC</b>	<ul style="list-style-type: none"> <li>Untapped Mineral resources</li> <li>Just Energy transition</li> <li>Implementation of Standardised draft By-law</li> </ul>	<ul style="list-style-type: none"> <li>High level of unemployment</li> <li>High Vacancy rate</li> </ul>	<ul style="list-style-type: none"> <li>Future exploration of mines</li> <li>Minimization of air pollution</li> <li>Job Creation</li> </ul>	<ul style="list-style-type: none"> <li>Slow economy</li> <li>Illegal mining</li> <li>Spreading of food poison</li> </ul>
<b>SOCIAL</b>	<ul style="list-style-type: none"> <li>24 HR Operating Health Centre</li> <li>TVET College</li> </ul>	<ul style="list-style-type: none"> <li>Gender-based violence</li> <li>High substance abuse</li> <li>High Teenage pregnancy</li> <li>Decline in number of population.</li> </ul>	<ul style="list-style-type: none"> <li>Availability of scarce skills</li> </ul>	<ul style="list-style-type: none"> <li>Abandoned children</li> </ul>

		<ul style="list-style-type: none"> <li>Inadequate social facilities, e.g police stations, home affairs ,sassa offices.</li> </ul>		
<b>TECHNOLOGICAL</b>	<ul style="list-style-type: none"> <li>LAN Connectivity</li> <li>Functional website</li> <li>Telecommunications</li> <li>Systems(FMS, Prepaid and payroll)</li> <li>Virtual machines</li> <li>Backup Systems (Munsoft and VIP)</li> </ul>	<ul style="list-style-type: none"> <li>Lack of integrated ICT System</li> <li>Lack of Digital Infrastructure</li> <li>None compliant server room.</li> <li>Offside backup</li> </ul>	<ul style="list-style-type: none"> <li>Tapping into 4IR</li> </ul>	<ul style="list-style-type: none"> <li>Cyber-attacks/Security information</li> <li>Lack of information, spreading of fake news</li> <li>Institutional memory loss</li> </ul>
<b>LEGAL</b>	<ul style="list-style-type: none"> <li>Functional Internal Audit Unit</li> <li>Improved Audit outcome</li> <li>Financial Misconduct Disciplinary Board</li> <li>Risk Management , Anti-fraud and Anti-corruption committee</li> </ul>	<ul style="list-style-type: none"> <li>None compliance with laws and regulations</li> <li>Inadequate implementation of By laws</li> <li>Inadequate implementation of consequence management</li> <li>Unsatisfactory functionality of oversight committee</li> </ul>		<ul style="list-style-type: none"> <li>High volume of litigation</li> </ul>
<b>ENVIRONMENTAL</b>		<ul style="list-style-type: none"> <li>None compliance with NEMA</li> </ul>	<ul style="list-style-type: none"> <li>Recycling projects</li> </ul>	<ul style="list-style-type: none"> <li>Litigation</li> <li>Climate change</li> </ul>

		<ul style="list-style-type: none"> <li>▪ Unlicensed Landfilled site</li> <li>▪ High landscape</li> </ul>	<ul style="list-style-type: none"> <li>▪ Minimisation of air pollution</li> </ul>	<ul style="list-style-type: none"> <li>▪ Communicable disease</li> </ul>
--	--	--	---	--

### 8.3. FINANCIAL VIABILITY AND MANAGEMENT

MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING)				
INTERNAL AND EXTERNAL ANALYSIS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<b>POLITICAL</b>	<ul style="list-style-type: none"> <li>▪ Council stability</li> <li>▪ Oversight Committee established and functional</li> </ul>	<ul style="list-style-type: none"> <li>▪ Poor attendance of public Participation meeting</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved Audit Opinion</li> <li>▪ Improved Public Participation and Service delivery</li> <li>▪ Improve Grading of the Municipality</li> </ul>	<ul style="list-style-type: none"> <li>▪ High risk Municipality</li> <li>▪ Removal of from the Eskom Debt Relief Program</li> </ul>
<b>ECONOMIC</b>	<ul style="list-style-type: none"> <li>▪ Untapped Minerals</li> <li>▪ Agricultural hub</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ineffective implementation of credit control policy</li> <li>▪ Limited revenue bases or opportunities</li> <li>▪ Limited Employers within</li> </ul>	<ul style="list-style-type: none"> <li>▪ Exploration of the Minerals</li> <li>▪ PPP Partnerships with the Industries like Karen Beef</li> <li>▪ Implementation of the new valuation roll</li> </ul>	<ul style="list-style-type: none"> <li>▪ Possible closure of main industrial such as mines and Eskom</li> <li>▪ Slow or economic growth and fiscal fluctuation counterproductive group</li> </ul>



## FINAL INTEGRATED DEVELOPMENT PLAN

		the Jurisdiction of the Municipality		<ul style="list-style-type: none"> <li>▪ Infrastructure planning and maintenance by municipality</li> <li>▪ High and growing unemployment rate</li> <li>▪ Dependency on few Employers like Karen Beef</li> </ul>
<b>SOCIAL</b>	<ul style="list-style-type: none"> <li>▪ Existence of the Council approved indigent systems</li> </ul>	<ul style="list-style-type: none"> <li>▪ Failure to register all deserving indigents</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ability to support non affording customers provided they register</li> </ul>	<ul style="list-style-type: none"> <li>▪ High and growing unemployment rate</li> <li>▪ Land evasion and immigrants</li> </ul>
<b>TECHNOLOGICAL</b>	<ul style="list-style-type: none"> <li>▪ Functional and Integrated Financial Systems</li> </ul>	<ul style="list-style-type: none"> <li>▪ Municipal website still on wrong domain</li> </ul>		<ul style="list-style-type: none"> <li>▪ Hacking of the Financial systems</li> <li>▪ Spreading of Fake news</li> </ul>
<b>LEGAL</b>	<ul style="list-style-type: none"> <li>▪ Existence of the Laws and Regulations</li> <li>▪ Eg, Policies, Act and Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inadequate implementation of the Policies and the by laws</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improvement of the Revenue Collection</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>
<b>ENVIRONMENTAL</b>	<ul style="list-style-type: none"> <li>▪ Application for Grants</li> <li>▪ Action plan to deal with non-Compliance of with NEMA Act</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identified Material Irregularities by the AG</li> </ul>	<ul style="list-style-type: none"> <li>▪ Solar energy to reduce electricity usage</li> <li>▪ Licensing and upgrading of the Landfill</li> </ul>	<ul style="list-style-type: none"> <li>▪ Non Compliance with the Environmental Acts</li> </ul>

#### 8.4. LOCAL ECONOMIC DEVELOPMENT

MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING) LOCAL ECONOMIC DEVELOPMENT				
INTERNAL AND EXTERNAL ANALYSIS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<b>POLITICAL</b>	<ul style="list-style-type: none"> <li>▪ Leadership :(Roles) responsive and responsible on economic prosperity of DLM through local forums</li> <li>▪ Internal Capacity in strategic planning</li> <li>▪ Strong stakeholders relation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of coordination in implementing the policies and strategies</li> <li>▪ Capacitation of union leaders and other stakeholders (LEDf)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community Participation</li> <li>▪ Political support and intervention on programmes and initiatives to accelerate service delivery</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inadequate provision of tertiary institution/skills development facilities</li> <li>▪ Non-functionality of LEDf delaying developmental projects</li> </ul>

<b>ECONOMIC</b>	<ul style="list-style-type: none"> <li>▪ Big industries: Blue sky, Karan Beef, BJK</li> <li>▪ Eskom Grootvlei</li> <li>▪ Mining sector (Sibanye, SASOL and hexrivier)</li> <li>▪ Strong Agricultural sector</li> </ul>	<ul style="list-style-type: none"> <li>▪ Closure of Sibanye mine and Grootvlei Power station leading to job cuts</li> <li>▪ Lack of key vacant land for investment purposes</li> <li>▪ State-owned land</li> <li>▪ Outdated LED Strategy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Diversification of local economy</li> <li>▪ Identification of corridors along R23 and N3(Industrial Corridor)</li> <li>▪ Re-establishment of LEDF (application process)</li> <li>▪ Tapping on Social and labour Plans &amp; Corporate Social responsibility</li> <li>▪ JET investment initiatives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Closure of Sibanye mine and job cuts</li> <li>▪ Lack of Shopping facilities</li> <li>▪ High rate of unemployment</li> <li>▪ Slow growth of economy</li> <li>▪ Insufficient budget allocation</li> <li>▪ Decline in investor confidence</li> <li>▪ Closure of Sibanye mine and job cuts</li> <li>▪ Aging Infrastructure</li> </ul>
<b>SOCIAL</b>	<ul style="list-style-type: none"> <li>▪ Gert Sibande TVET college establishment to address skills shortages</li> </ul>	<ul style="list-style-type: none"> <li>▪ High unemployment rate</li> <li>▪ High drug intake</li> <li>▪ Increased crime rate</li> <li>▪ Non c0-funding by municipality on EPWP projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ JET investment initiatives/programmes</li> </ul>	<ul style="list-style-type: none"> <li>▪ High rate of Migration</li> <li>▪ Community disagreements</li> </ul>
<b>TECHNOLOGICAL</b>	<ul style="list-style-type: none"> <li>▪ Existing telecommunication network</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of wi-fi hotspots</li> </ul>	<ul style="list-style-type: none"> <li>▪ Broadbased band connectivity (fibre connectivity) for communities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Disadvantaging opportunities for businesses and communities</li> </ul>

<b>LEGAL</b>	<ul style="list-style-type: none"> <li>Standard Draft by-law on Spaza shops</li> <li>Business licence policy</li> </ul>	<ul style="list-style-type: none"> <li>enforcement of business licence policy</li> </ul>	<ul style="list-style-type: none"> <li>compliance to legislation and revenue enhancement</li> </ul>	<ul style="list-style-type: none"> <li>unfair business contestation space between SA and foreign nationals</li> </ul>
<b>ENVIRONMENTAL</b>	<ul style="list-style-type: none"> <li>Strategic location of the municipality (R51, R23 and N3)</li> <li>Tourism opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Non-availability information on economic drivers/potential</li> <li>Non-optimal use of strategic location</li> </ul>	<ul style="list-style-type: none"> <li>Strategic location of the municipality (R51, R23 and N3)</li> <li>Tourism opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Non-availability information on economic drivers/potential</li> </ul>

## 8.5. SPATIAL RATIONALE

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

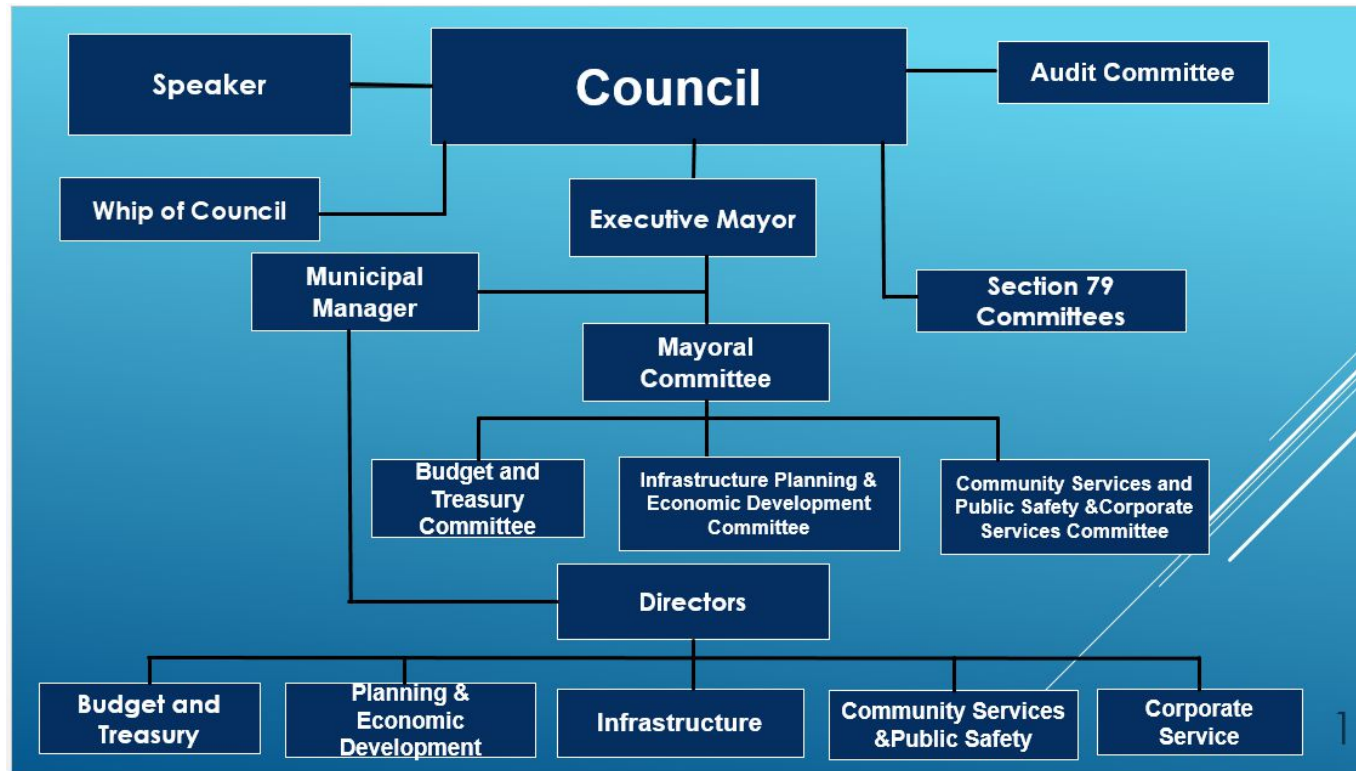
<b>ECONOMIC</b>	<ul style="list-style-type: none"> <li>▪ Big industries: Blue sky, Karan Beef, BJK</li> <li>▪ Eskom Grootvlei</li> <li>▪ Mining sector (Sibanye, SASOL and hexrivier)</li> <li>▪ Strong Agricultural sector</li> <li>▪ Government</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of key vacant land for investment purposes</li> <li>▪ State-owned land</li> <li>▪ Outdated LED Strategy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Densification and contentment of development and along R51 (Themba Shozi Road)</li> <li>▪ Attraction of work force and support industries</li> </ul>	<ul style="list-style-type: none"> <li>▪ Land invasion</li> <li>▪ Closure of key sectors</li> <li>▪ Aged road, water and sewer infrastructure</li> </ul>
<b>SOCIAL</b>	<ul style="list-style-type: none"> <li>▪ Land identified for future integrated human settlements</li> <li>▪ Proclamation of townships and increased tenure (through issuing of title deeds)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mushrooming of informal settlements</li> <li>▪ Formalisation on CPA land</li> </ul>	<ul style="list-style-type: none"> <li>▪ land for social amenities in newly established townships (Ridgeview, Grootvlei etc.)</li> <li>▪ Formalisation of 9 informal settlements</li> </ul>	<ul style="list-style-type: none"> <li>▪ High levels of immigration</li> <li>▪ Land invasion on newly established townships</li> </ul>
<b>TECHNOLOGICAL</b>	<ul style="list-style-type: none"> <li>▪ Availability of intranet connection points</li> </ul>	<ul style="list-style-type: none"> <li>▪ No GIS systems and software to represent spatial data and baseline information</li> <li>▪ No broadband connectivity (fibre)</li> <li>▪ Non-integration of systems (billing system, valuation roll, infrastructure services data)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Regularly updated Municipal website</li> </ul>	<ul style="list-style-type: none"> <li>▪ Server security of municipal information.</li> </ul>

## FINAL INTEGRATED DEVELOPMENT PLAN

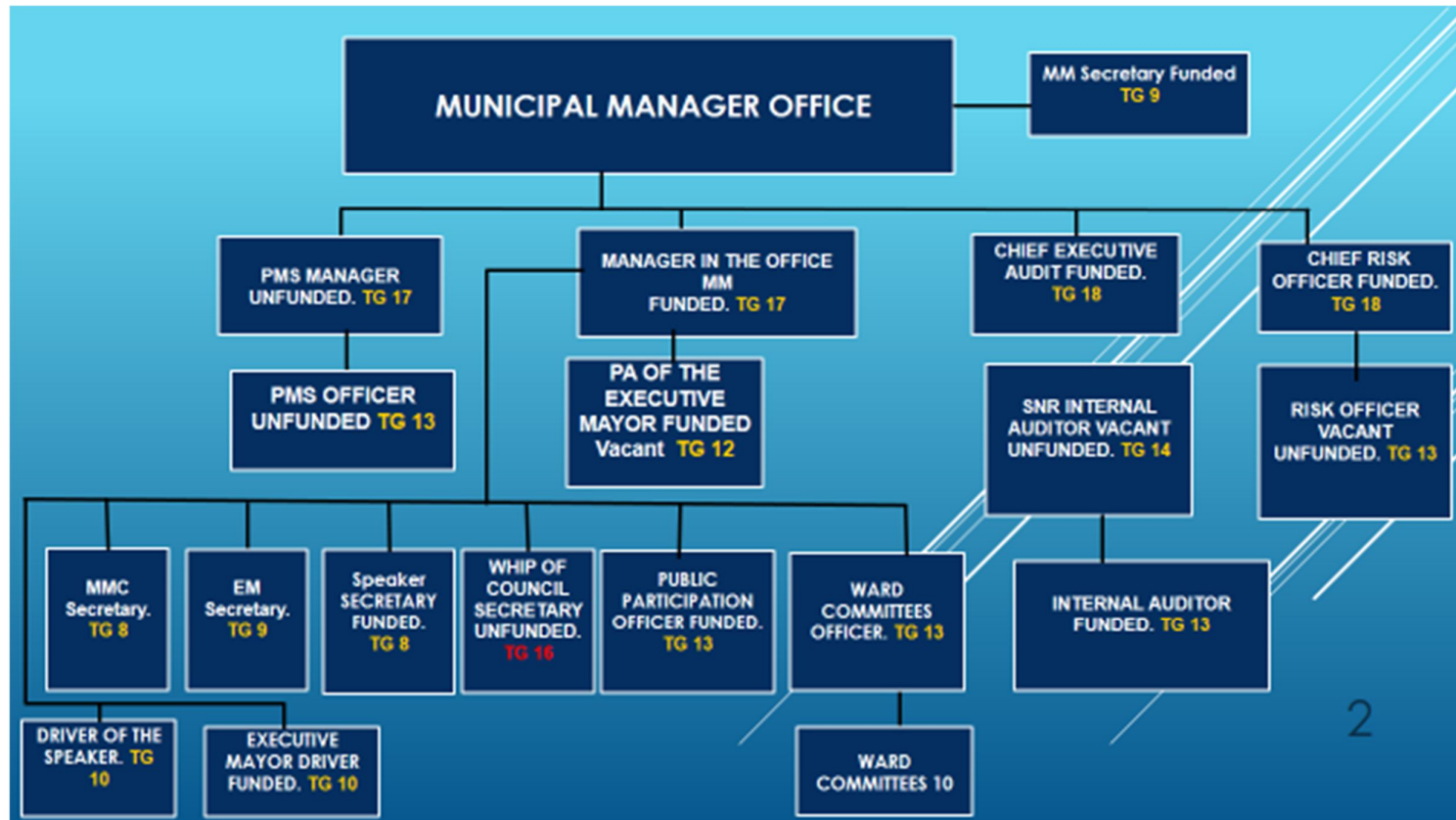
<b>LEGAL</b>	<ul style="list-style-type: none"> <li>▪ Compliant By-laws</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of enforcement of bylaws legislation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Compliant By-laws in place</li> </ul>	<ul style="list-style-type: none"> <li>▪ Land locked ( private ownership of land)</li> <li>▪ Lack of enforcement of bylaws legislation</li> </ul>
<b>ENVIRONMENTAL</b>	<ul style="list-style-type: none"> <li>▪ Strategic location of the municipality</li> </ul>	<ul style="list-style-type: none"> <li>▪ Waste Pollution</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strategic location of the municipality</li> <li>▪ Promotion of strategies for environmental protection in land use management</li> <li>▪ Just Energy Transition</li> <li>▪ Rehabilitation of water catchment areas</li> </ul>	<ul style="list-style-type: none"> <li>▪ Climate change</li> </ul>

## 9. ORGANISATIONAL STRUCTURE

### 9.1. HIGH LEVEL INSTITUTIONAL ARRANGEMENT

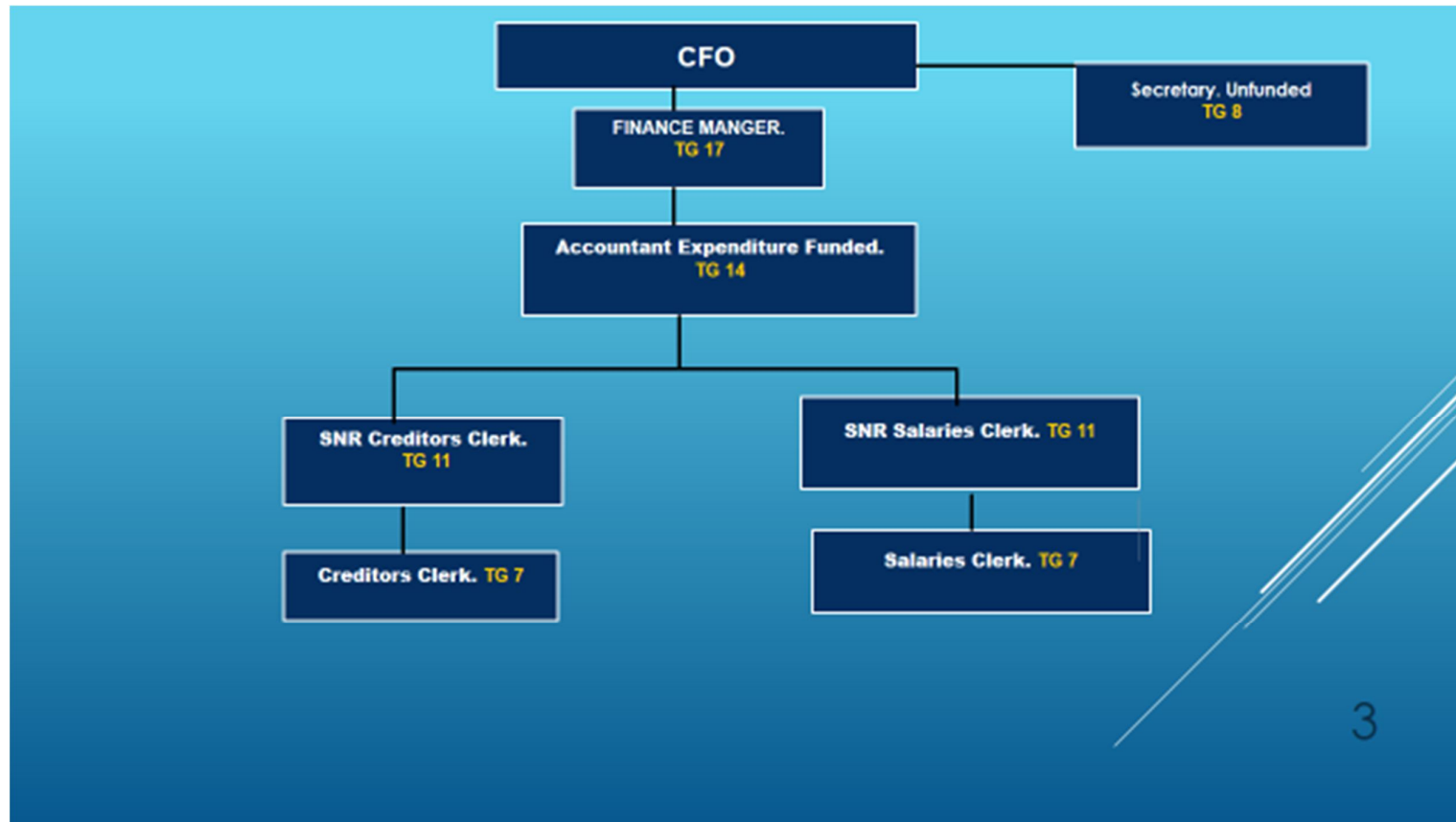


ORGANOGRAM: OFFICE OF THE MUNICIPAL MANAGER





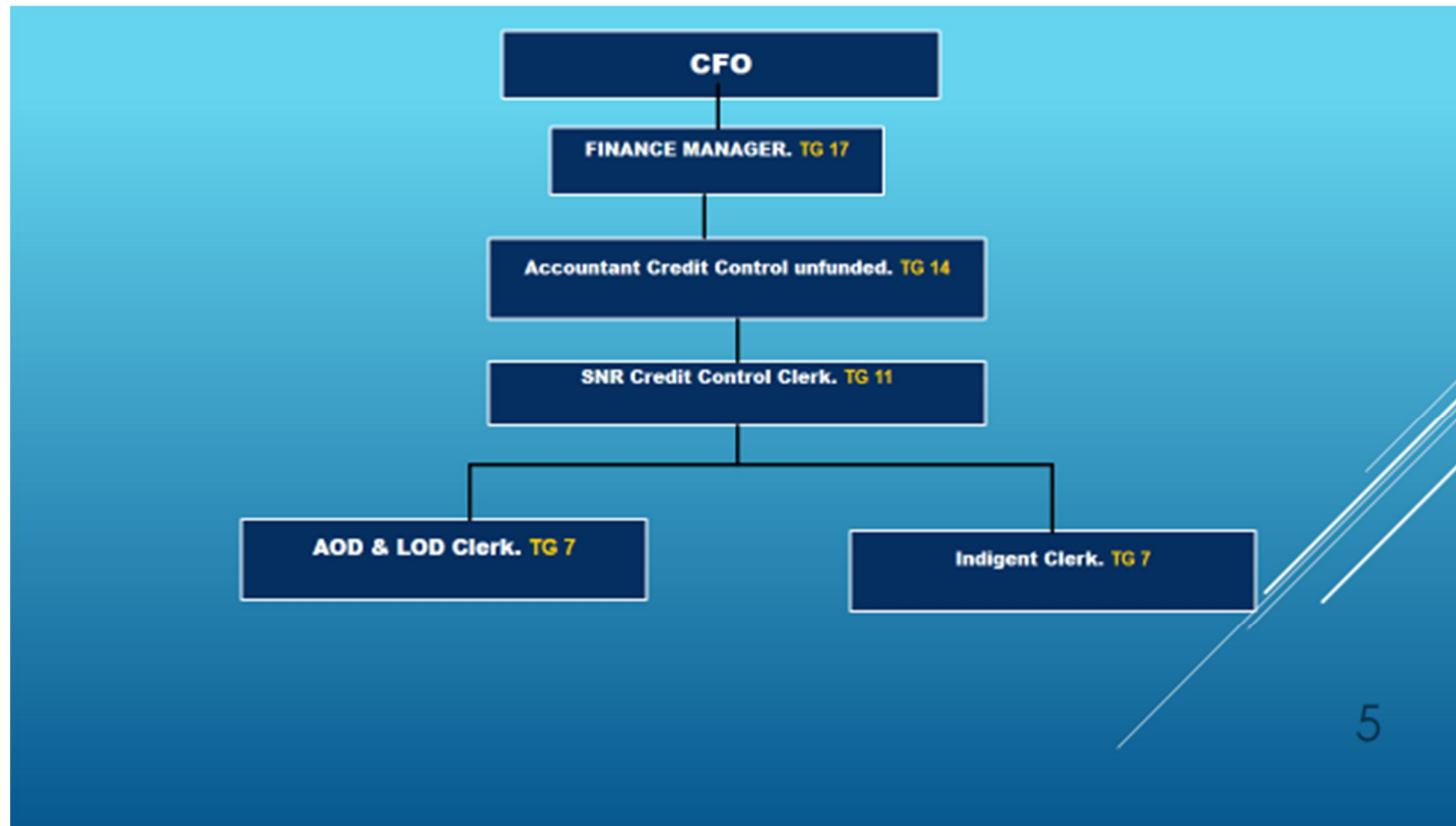
**ORGANOGRAM: BUDGET AND TREASURY OFFICE**



**ORGANOGRAM: BUDGET AND TREASURY OFFICE**



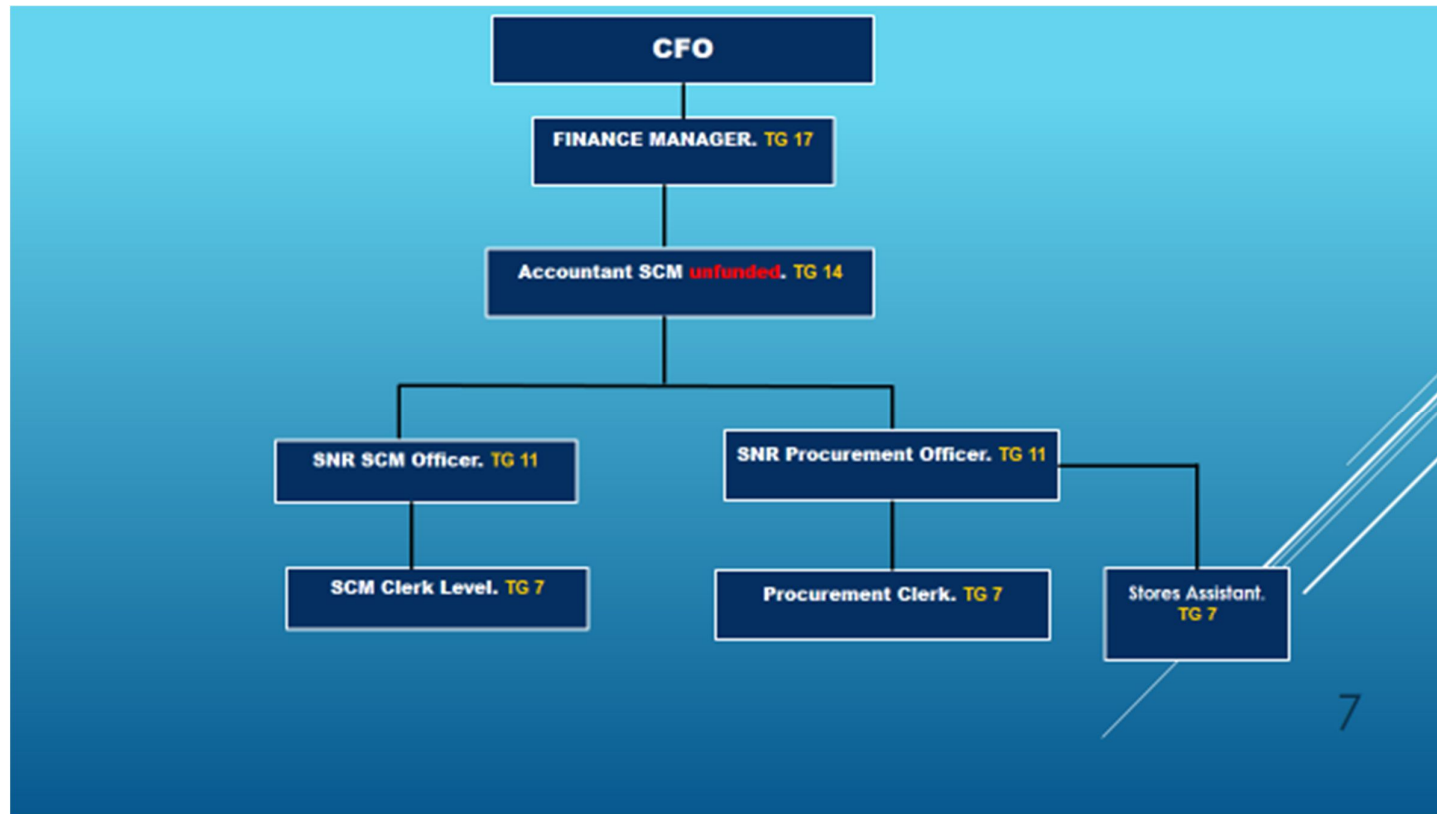
**ORGANOGRAM: BUDGET AND TREASURY OFFICE**



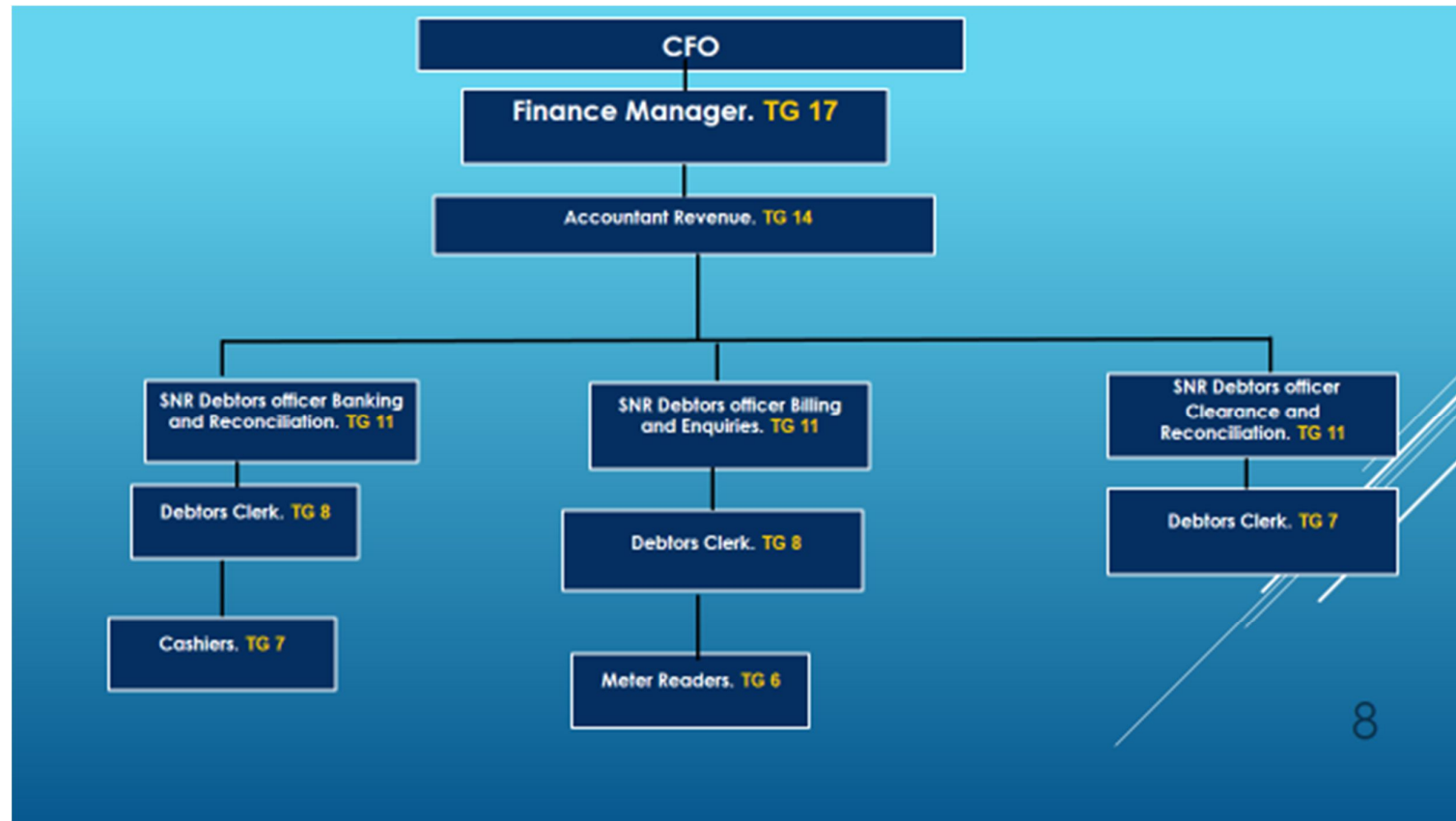
**ORGANOGRAM: BUDGET AND TREASURY OFFICE**



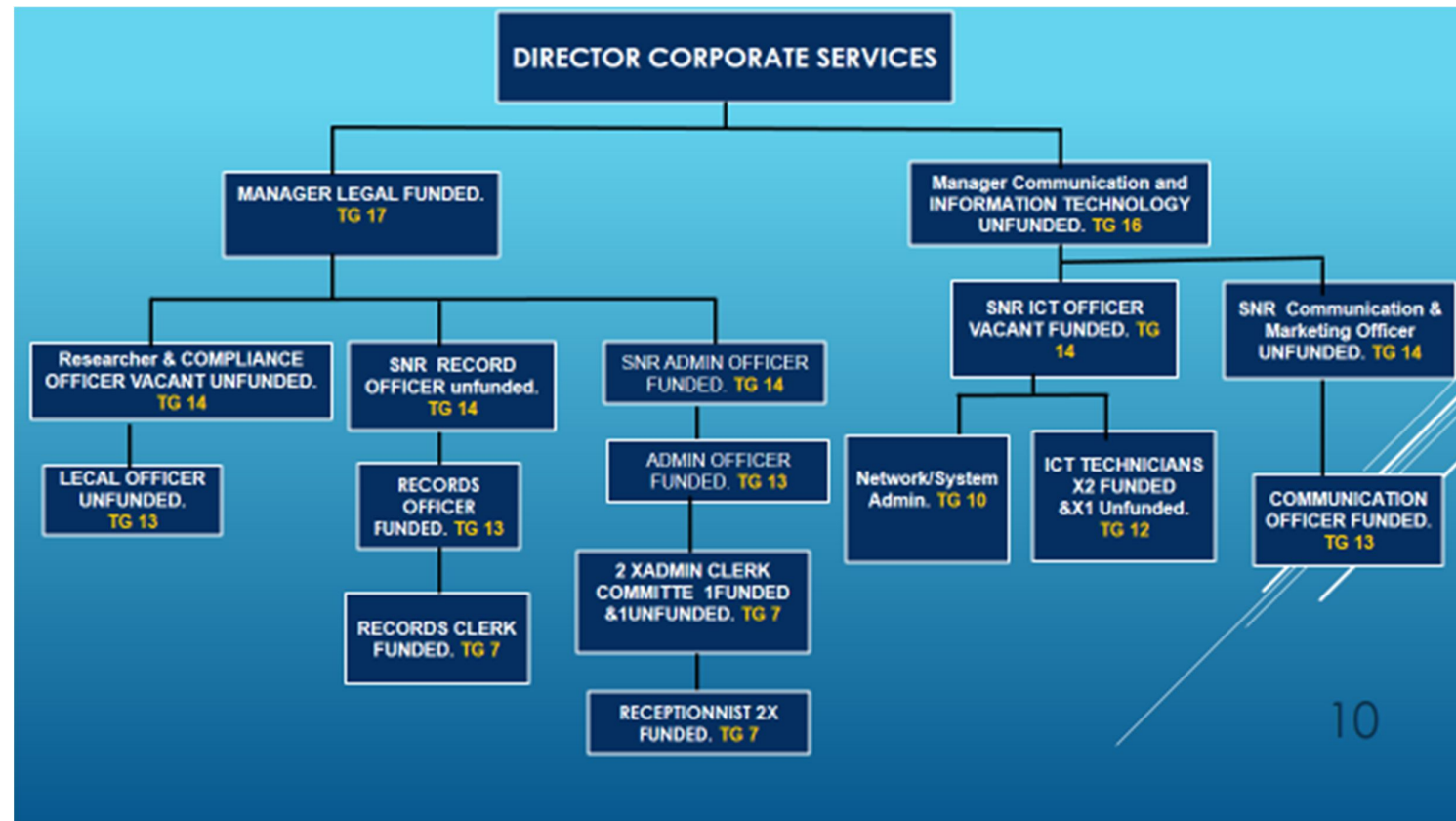
**ORGANOGRAM: BUDGET AND TREASURY OFFICE**



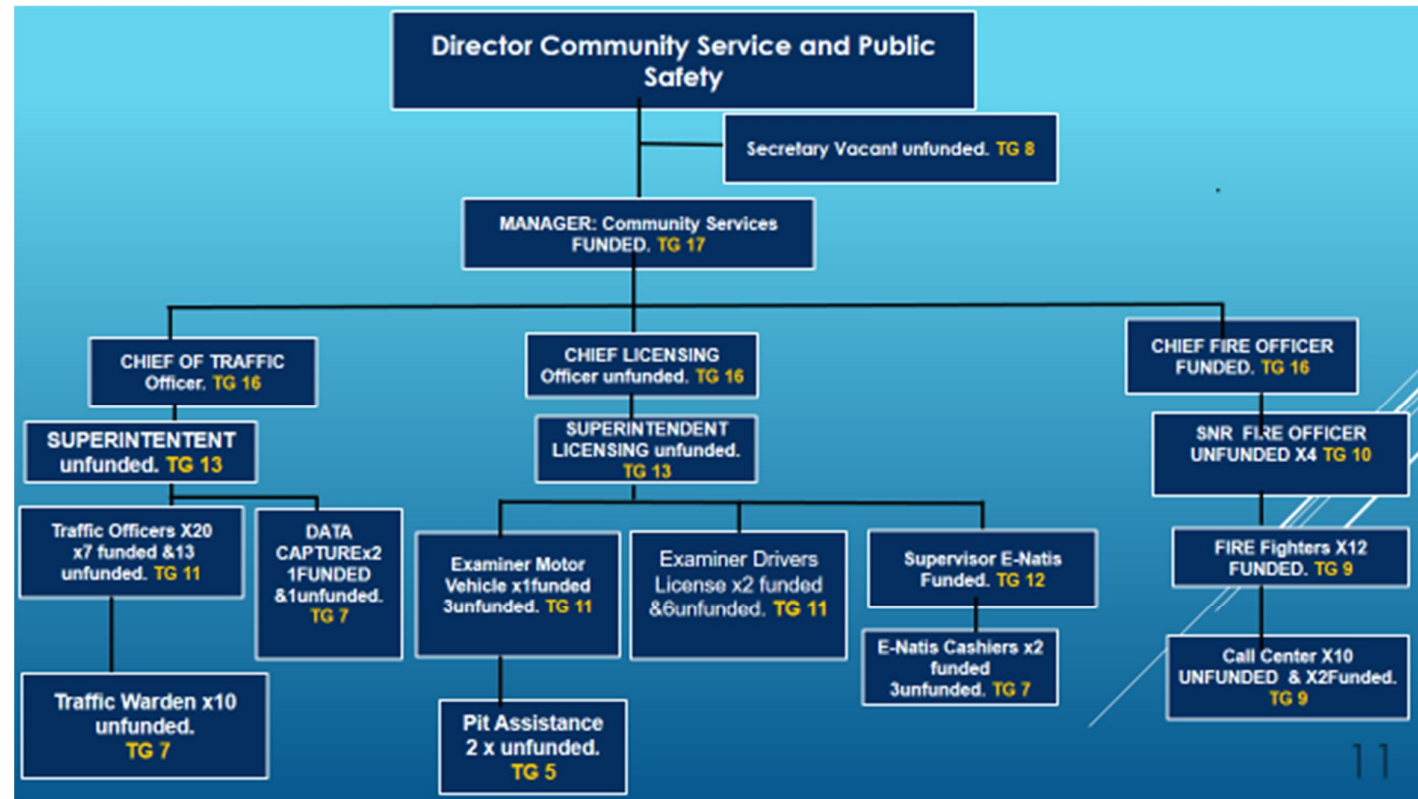
**ORGANOGRAM: BUDGET AND TREASURY OFFICE**



## ORGANOGRAM: CORPORATE SERVICES

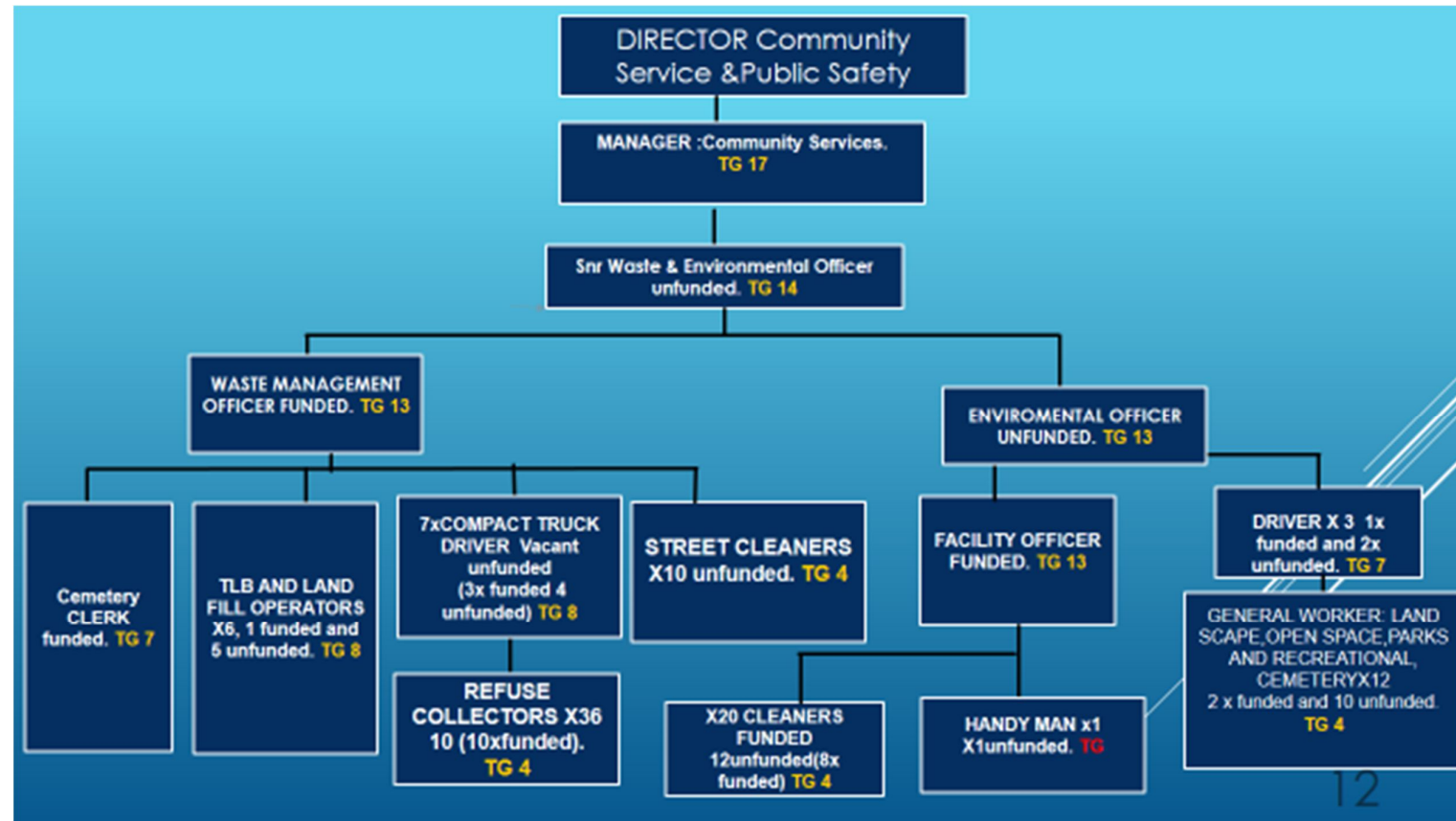


## ORGANOGRAM: COMMUNITY SERVICES & PUBLIC SAFETY

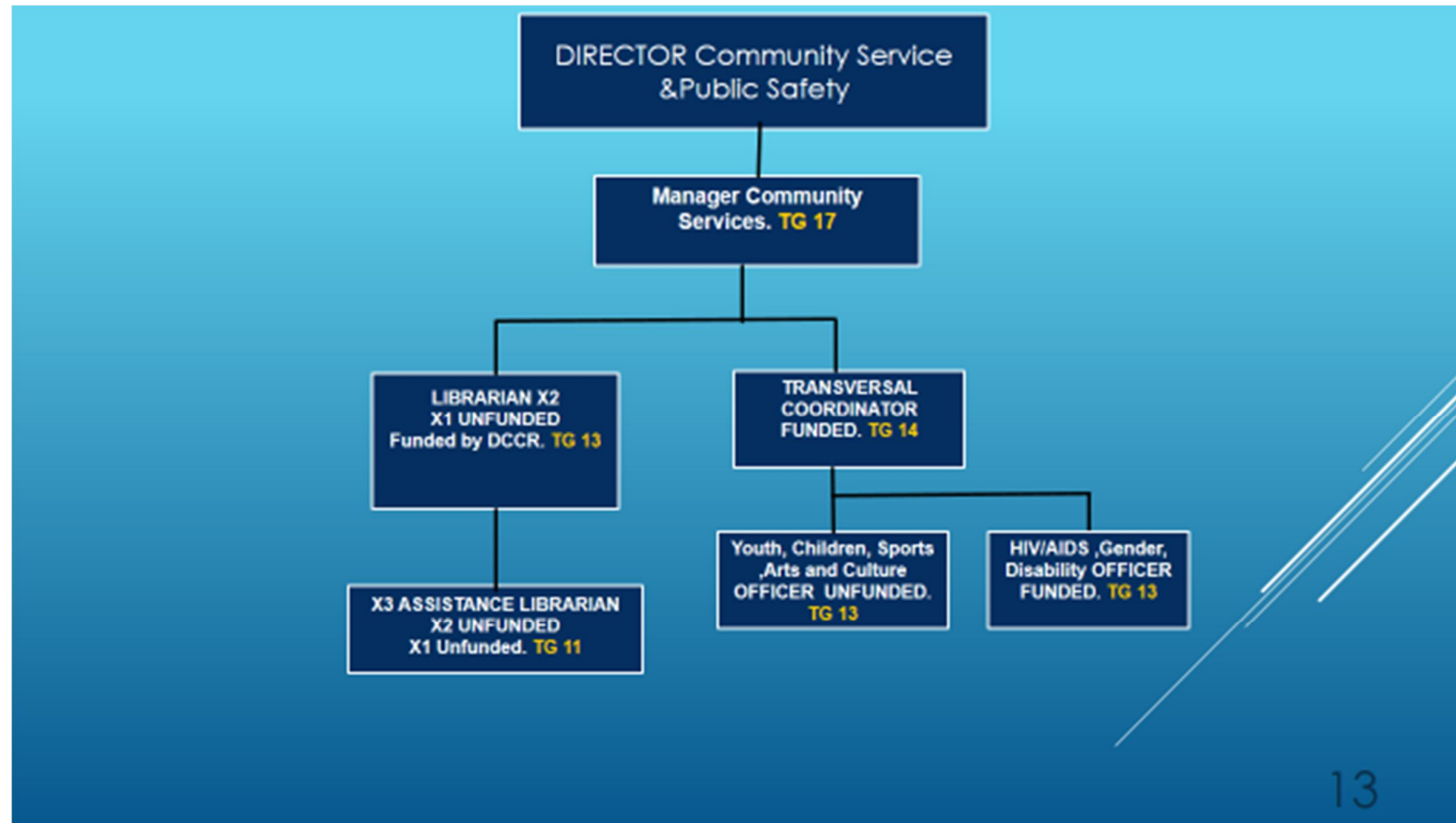




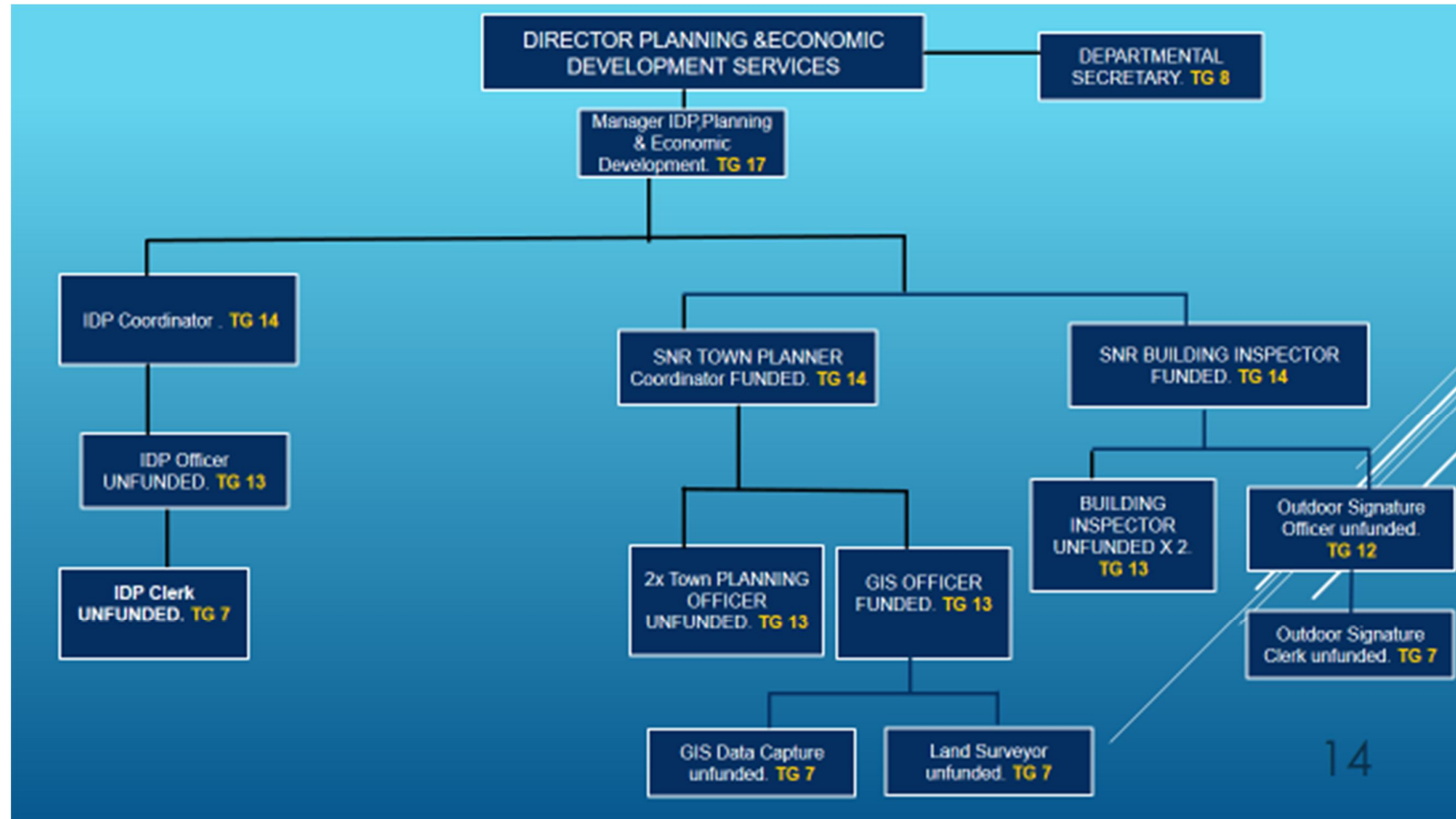
## ORGANOGRAM: COMMUNITY SERVICES & PUBLIC SAFETY

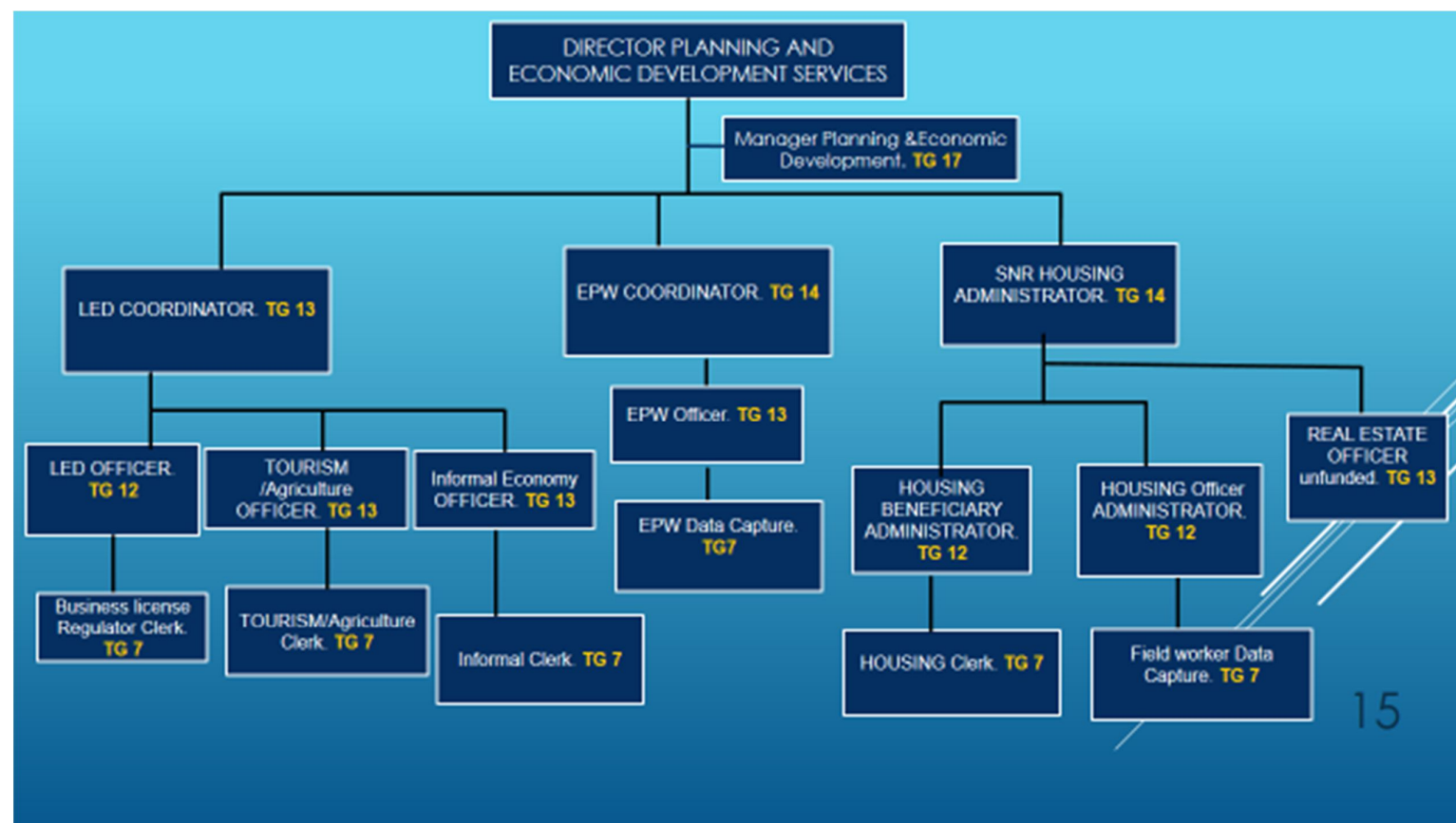


## ORGANOGRAM: COMMUNITY SERVICES & PUBLIC SAFETY

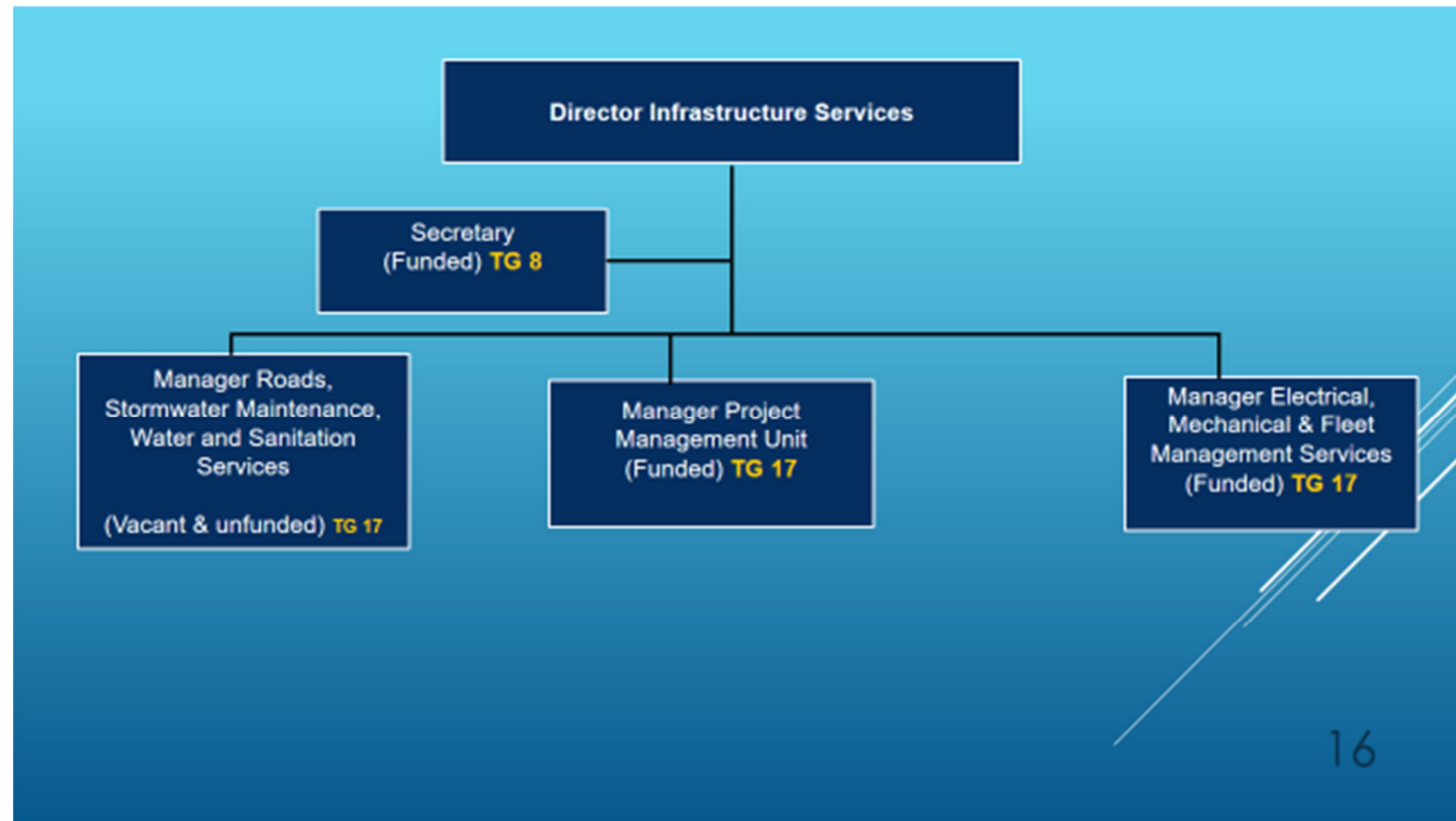


## ORGANOGRAM: PLANNING & ECONOMIC DEVELOPMENT SERVICES

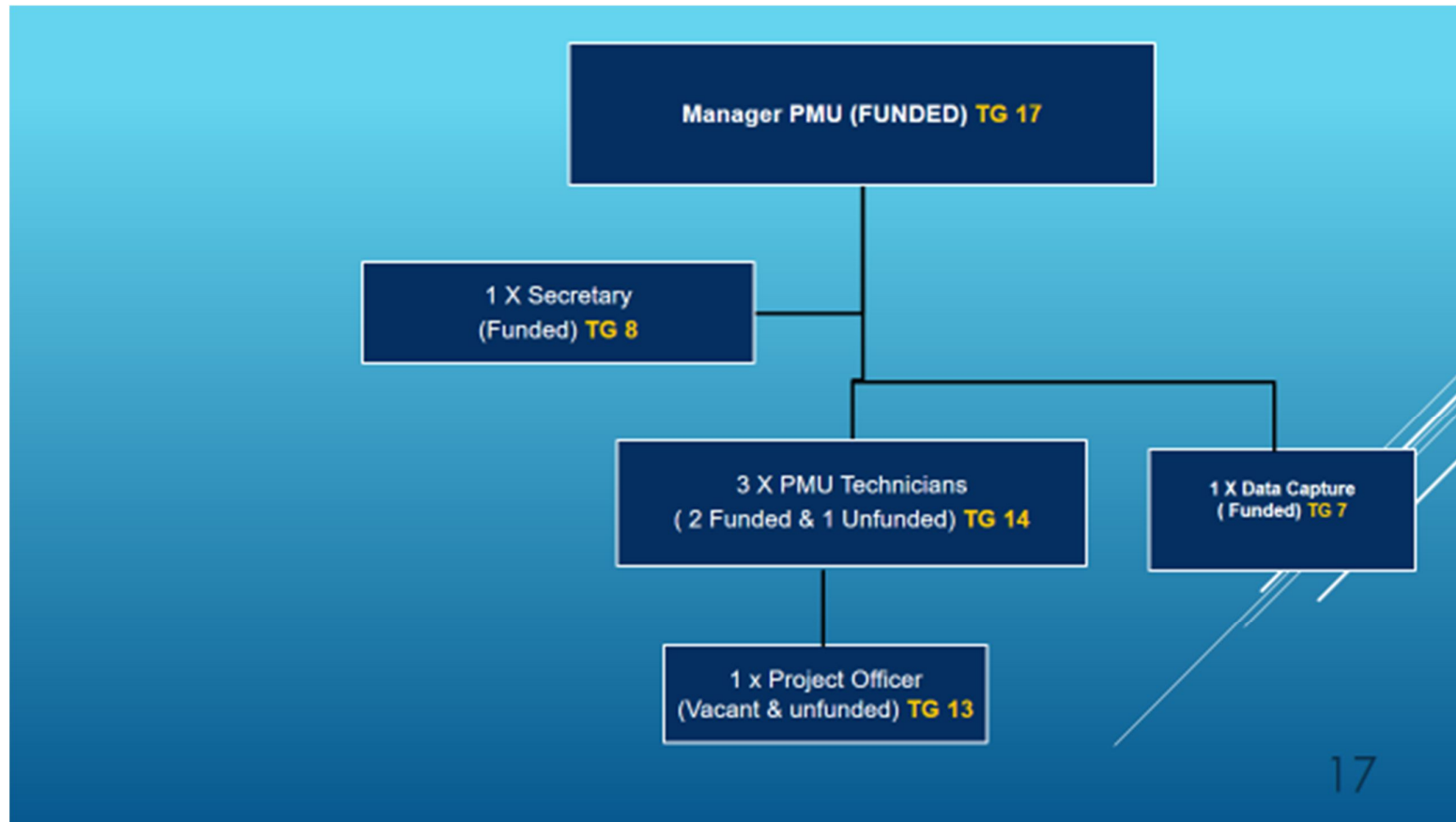




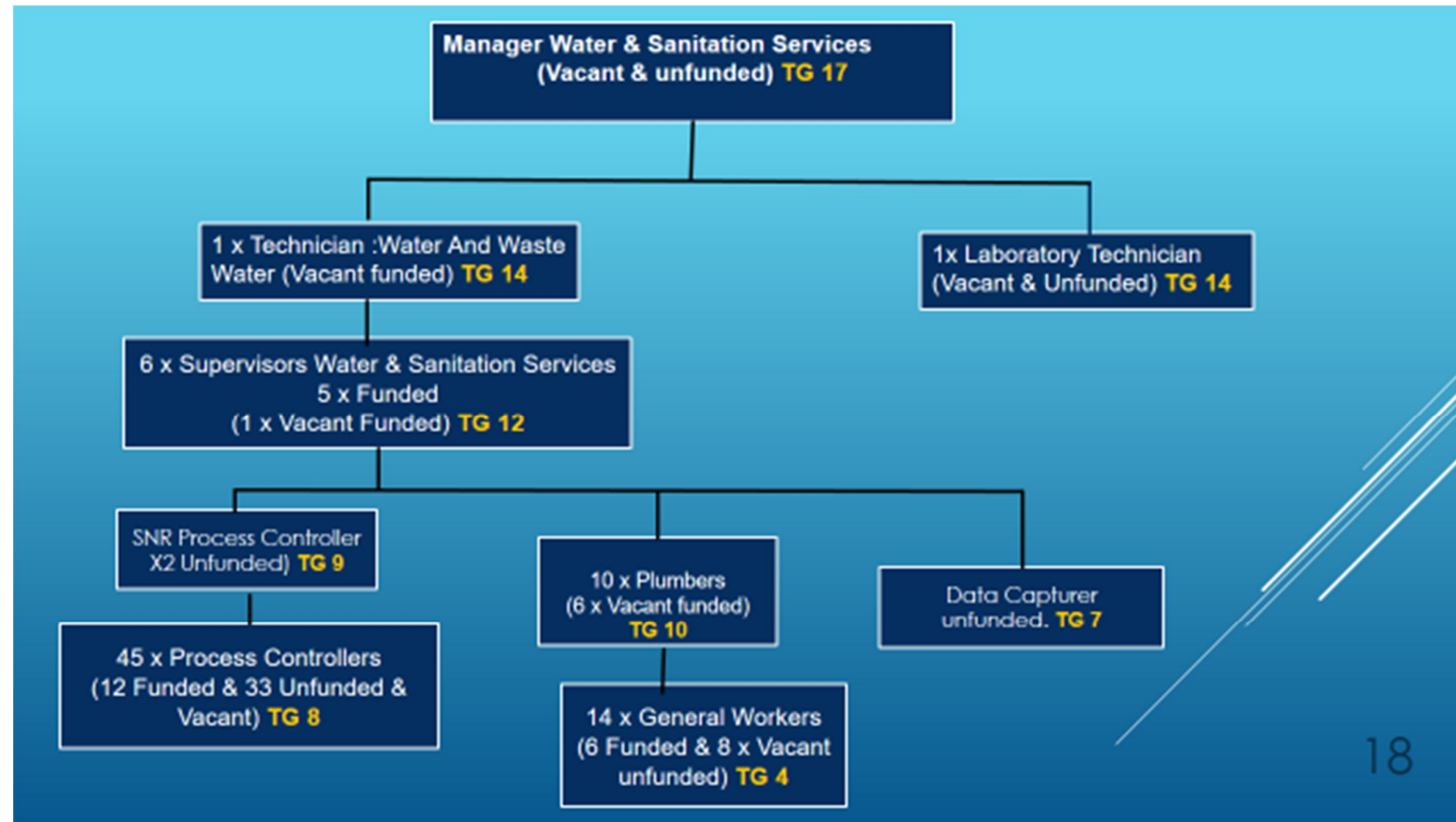
## ORGANOGRAM: INFRASTRUCTURE SERVICES



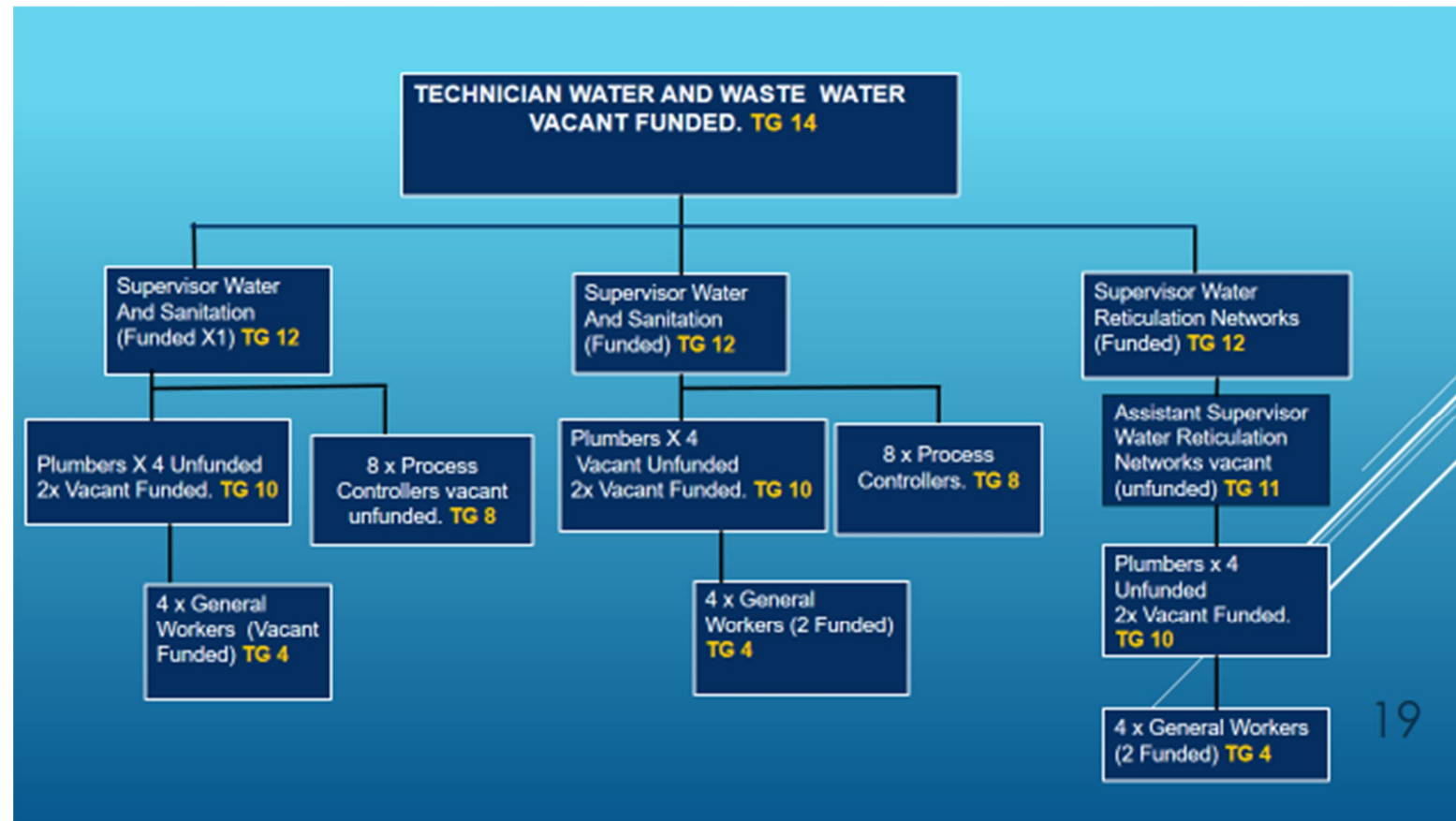
**ORGANOGRAM: INFRASTRUCTURE SERVICES**



## ORGANOGRAM: INFRASTRUCTURE SERVICES

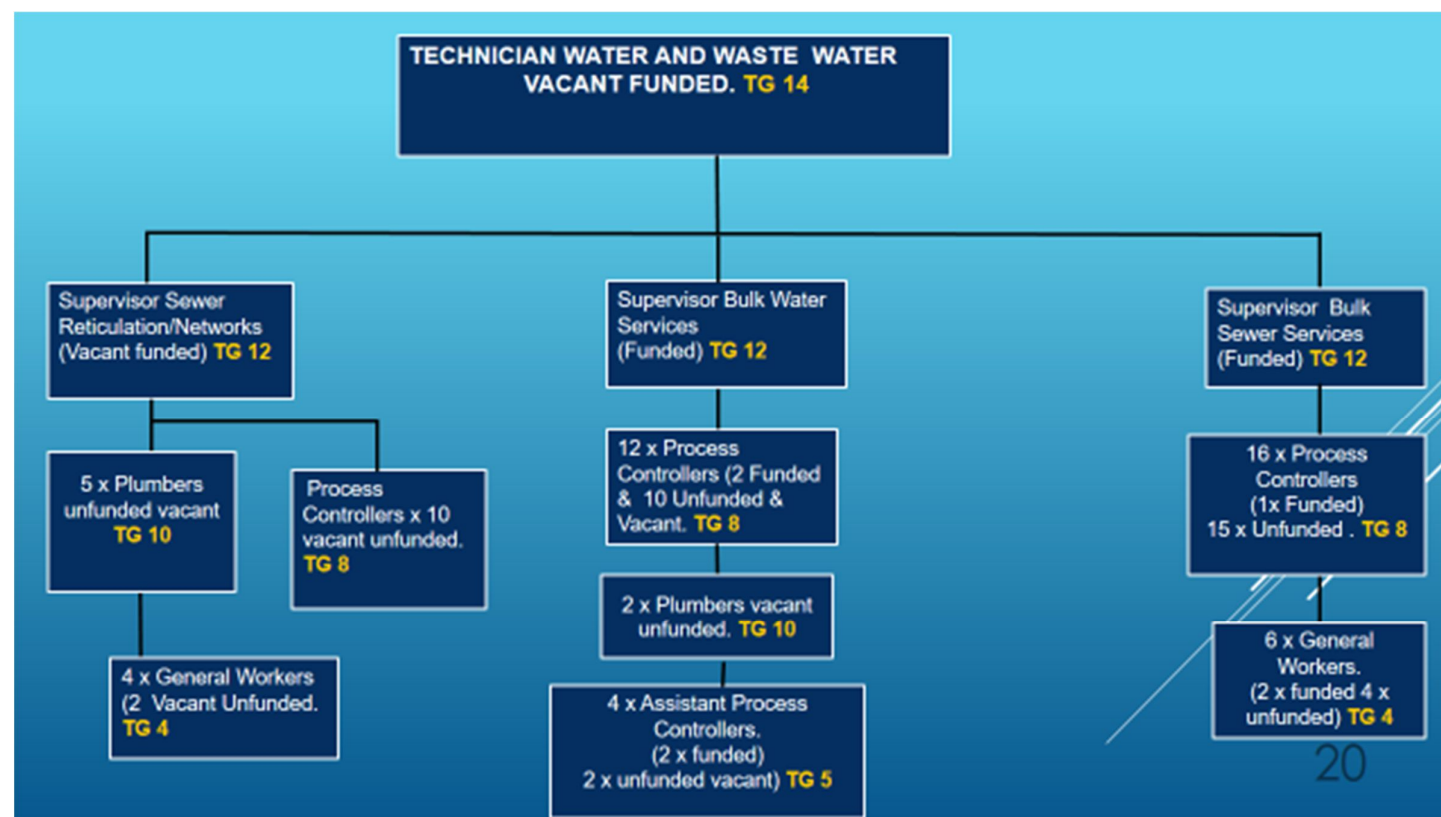


## ORGANOGRAM: INFRASTRUCTURE SERVICES





## ORGANOGRAM: INFRASTRUCTURE SERVICES



## ORGANOGRAM: INFRASTRUCTURE SERVICES



**10. DEPARTMENTAL PROJECTS/PROGRAMMES FOR 2025/2026****10.1. COOPERATIVE GOVERNANCE, HUMAN SETTLEMENTS AND TRADITIONAL AFFAIRS**

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2025/26 Target	2025/26 Budget Allocation (Annual)	Total project cost R'000
Dipaleseng Municipality	Land Parcel secured	Farm Vlakfontein	0	12 000 000.00	13 680
Dipaleseng Municipality	IRDP Phase 2	Removal and replacement of asbestos	0	77	500

Project/Programme Name/Description	Planned Sites	Annual Target 2025/26	Project Progress	Total project cost R'000	Expenditure to Date R'000	2025/26 Budget Allocation (Annual) R'000	Challenges
DIPALESENG LOCAL MUNICIPALITY							

FINAL INTEGRATED DEVELOPMENT PLAN

Grootvlie	2271	Proclamation.	General Plan approved by Surveyor General. Opening of Township Register and Proclamation Social Facilitation conducted.	R20 323 996,56	R9 290 298,91	R7 369 200,00	None
Vlakfontein	8930	SPLUMA Township Establishment Approval, Pegging of Stands, Opening Township Register & Proclamation.	Township Establishment application submitted to MPT for approval. Recommendation to amend the draft layout plan. ROD received January 2025.	R42 515 730,00	R24 022 718,46	R4 326 420,00	None
Mandela	157	SPLUMA Township Application, General Plan, Township Register & Proclamation	SPLUMA Township Establishment Application submitted to the municipality for approval	R493 451,00	R245 343,89	R1 015 514,00	None

FINAL INTEGRATED DEVELOPMENT PLAN

Thembi Khumalo	329	SPLUMA Township Application, General Plan, Township Register & Proclamation	SPLUMA Township Establishment Application submitted to the municipality for approval	R1 034 045,68	R496 100,09	R1 345 693	None
Joe Slovo	274	SPLUMA Township Application, General Plan, Township Register & Proclamation	SPLUMA Township Establishment Application submitted to the municipality for approval	R861 182,00	R507 824,35	R864 110,00	None
Thembaletu	234	SPLUMA Township Application, General Plan, Township Register & Proclamation	SPLUMA Township Establishment Application submitted to the municipality for approval	R735 461,00	R365 631,55	R1 072 445,00	None

FINAL INTEGRATED DEVELOPMENT PLAN

Ntsantsana	200	SPLUMA Township Application, General Plan, Township Register & Proclamation	SPLUMA Township Establishment Application submitted to the municipality for approval	R628 599,20	R312 200,16	R995 000,00	None
Zone 7	55	SPLUMA Township Application, General Plan, Township Register & Proclamation	SPLUMA Township Establishment Application submitted to the municipality for approval	R172 864,00	R85 855,04	R741 182,00	None
Ezibayeni	191	SPLUMA Township Application, General Plan, Township Register & Proclamation	SPLUMA Township Establishment Application submitted to the municipality for approval	R600 312,24	R298 151,15	R744 968,00	None

FINAL INTEGRATED DEVELOPMENT PLAN

Siyathemba	104	SPLUMA Township Application, General Plan, Township Register & Proclamation	SPLUMA Township Establishment Application submitted to the municipality for approval	R326 872,00	R166 244,00	R1 100 000,00	None
Phomolong	1153	SPLUMA Township Application, General Plan, Township Register & Proclamation	SPLUMA Township Establishment Application submitted to the municipality for approval	R3 441 556,26	R1 432 026,00	R1 272 240,00	None

**10.2. DEPARTMENT OF AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT**

District Area	Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2025/26 Budget Allocation (Annual) R'000	Total project cost R'000
<b>LAND DEVELOPMENT SUPPORT</b>						
Gert Sibande	Leeu/ Portion 0 of The Farm Leeu 680 IR	Dipaleseng	Implementation at 80%	5 years	R8 500	R8 500

# FINAL INTEGRATED DEVELOPMENT PLAN

District Area	Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2025/26 Budget Allocation (Annual) R'000	Total project cost R'000
Gert Sibande	Ouhoutdraai/ Portion 29 of the farm Ouhoudraai 631 IR	Dipaleseng	Implementation at 90%	5 years	R11 600	R11 600
Gert Sibande	Herpsfontein/ Portion 1 of the farm Herpsfontein no. 610 IR	Dipaleseng	Implementation at 60%	5 years	R8 500	R8 500

## 10.3. DEPARTMENT OF WATER AND SANITATION

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2025/26 Target	2025/26 Budget Allocation (Annual) R'000	Total project cost R'000
Dipaleseng	RBIG:Balf/Siyat/Greyl/Willem/Nthor Bulk Water Supply	Balfour/Siyathemba/Greylstad/ Willemsdal /Nthorwane	Implementation Readiness Study	R12 00	R590 000



**10.4. MUNICIPAL INFRASTRUCTURE SUPPORT AGENCY (MISA)**

<b>District Area</b>	<b>Programme (name/description)</b>	<b>Benefitting local municipalities</b>	<b>2025/26 Target</b>	<b>2025/26 Deployment of Technical Resources</b>
GERT SIBANDE DISTRICT MUNICIPALITY	Provide support on Labour Intensive Construction (LIC) methods on infrastructure projects for optimal utilization.	Dipaleseng LM Govan Mbeki LM Lekwa LM Msukaligwa	Support with LIC Implementation for increased employment creation	3x Professional engineers and 2x Young Graduates
	Support on infrastructure asset management practices	Dipaleseng LM Dr Pixley Ka Isaka Seme Lekwa LM	Improve the state of municipal assets. Technical and project management support on refurbishment/rehabilitation/maintenance project	3 x Professional engineers and 2x Young Graduates
	Support on implementation of MIG projects.	Dipaleseng LM Dr Pixley Ka Isaka Seme Govan Mbeki LM Lekwa LM Msukaligwa	Technical and project management support on implementation of MIG projects	3 x Professional engineers and 1x Young Graduate
ALL DISTRICTS	Municipalities supported with technical capacity and skills development	ALL	Capacitating municipalities as per the plan and ad hoc support through Professional Engineers ,Young Graduates ,RPL ,Learnerships and Artisans	1x Professional Town Planner ,6 x Professional Engineers, Artisans and 3 Young Graduates

### 10.5. DEPARTMENT OF EDUCATION

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2025/26 Target	2025/26 Budget Allocation (Annual) R'000	Total project cost R'000
Dipaleseng	Setsheng Secondary School: Demolition of unsafe structures, construction of classrooms, school hall, library, laboratory and additional staff offices	Siyathemba	Construction 24 months period	R6 406	R25 624

### 10.6. MUNICIPAL INFRASTRUCTURE GRANT (MIG) PROJECTS

FINAL INTEGRATED DEVELOPMENT PLAN

Project Name/Description	Type of Project	Benefitting Ward/community	2025/26 Allocation	Total Project Cost	Funding Source
Construction of bulk sewer service to 2500 houses in Grootvlei Ext 3 (phase 1)	New	Grootvlei Ext 3 (ward 5)	R 1 000 000.00	R48 443 175.00	MIG
Construction of bulk water service to 2500 houses in Grootvlei Ext 3 (ward 5)	New	Grootvlei Ext 3 (ward 5)	R 1 000 000.00	R48 443 175.00	MIG
Replacement of asbestos pipeline from Fortuna WTW to Siyathemba Ext 5 reservoir in Balfour	Upgrade	Ward 3	R 1 000 000.00	R48 734 125.00	MIG
Construction of landfill site in Balfour/Siyathemba (Phase 4)	Upgrade	Ward 1, 2, 3 and 4	R3 501 860.00	R15 784 037.50	MIG
Upgrading of Siyathemba sewer pipeline	Upgrade		R5 174 405.00	R15 842 227.00	MIG
Upgrading and rehabilitation of Charles Street	Upgrade	Ward 3	R4 025 335.00	R23 061 860.97	MIG
<b>TOTAL</b>			<b>R15 701 600.00</b>		

**10.7. DEPARTMENT OF SOCIAL DEVELOPMENT PROGRAMMES FOR 2025/2026**

Local municipality	Project/Programme Name/Description	Project Beneficiary/ Ward/Location/ GPS Coordinate	2025/26 Target	2025/26 Allocation R'000	Budget (Annual)	Total project cost R'000
Dipaleseng	Social Welfare: Older persons accessing community based care services	All wards	4 awareness campaigns to be facilitated by Mpumalanga Older Persons Forum to reach 200 older persons	NA		NA
	Care and Services to persons with disabilities	Dipaleseng	2 support groups to be conducted at Othandweni Stimulation Centre and Bophelong Stimulation Centre	NA		NA

FINAL INTEGRATED DEVELOPMENT PLAN

Dipaleseng Local Municipality	HIV & AIDS prevention programme	Dipaleseng	Social behaviour change groups for 250 children between 15-25 years.  1 community conversation planned	NA	NA
	Restorative Services	Dipaleseng	4 social crime prevention awareness campaigns to reach 280 persons	NA	NA

FINAL INTEGRATED DEVELOPMENT PLAN

Project Name/Description	Type of Project	Benefitting Ward/community	2025/26 Allocation	Total Project Cost	Funder
Construction of bulk sewer service to 2500 houses in Grootvlei Ext 3 (phase 1)	New	Grootvlei Ext 3 (ward 5)	R 1 000 000.00	R48 443 175.00	MIG
Construction of bulk water service to 2500 houses in Grootvlei Ext 3 (ward 5)	New	Grootvlei Ext 3 (ward 5)	R 1 000 000.00	R48 443 175.00	MIG
Replacement of asbestos pipeline from Fortuna WTW to Siyathemba Ext 5 reservoir in Balfour	Upgrade	Ward 3	R 1 000 000.00	R48 734 125.00	MIG
Construction of landfill site in Balfour/Siyathemba (Phase 4)	Upgrade	Ward 1, 2, 3 and 4	R3 501 860.00	R15 784 037.50	MIG
Upgrading of Siyathemba sewer pipeline	Upgrade		R5 174 405.00	R15 842 227.00	MIG
Upgrading and rehabilitation of Charles Street	Upgrade	Ward 3	R4 025 335.00	R23 061 860.97	MIG
<b>TOTAL</b>			<b>R15 701 600.00</b>		