

DIPALESENG LOCAL MUNICIPALITY



2026/2027

FINAL INTEGRATED DEVELOPMENT PLAN



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LIST OF SELECTED ABBREVIATIONS

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

DIS	: Director: Infrastructural Services
DPD	: Director: Planning & Development
DWA	: Department of Water Affairs
EAP	: Economic Active Population
EFF	: Economic Freedom Fighter
EIA	: Environmental Impact Assessment
EID	: Economic and Infrastructure Development Cluster
EM	: Executive Mayor
EPWP	: Expanded Public Works Programme
ESKOM	: Electricity Supply Commission
FMG	: Financial Management Grant
GAC	: Governance and Administration Cluster
GIS	: Geographical Information Systems
GRAP	: Generally Recognized Accounting Practices
HDI	: Human Development Index
HDP	: Human Development Policy
HIV	: Human Immunodeficiency Virus
HRD	: Human Resources Development
HRDS	: Human Resources Development Strategy
HSRC	: Human Sciences Research Council
ICT	: Information Communication and Technology
IDP	: Integrated Development Plan

MEC	: Member of the Executive Council
MFMA	: Municipal Finance Management Act
MIG	: Municipal Infrastructure Grant
MIIF	: Municipal Infrastructure Investment Framework
MMC	: Member of the Mayoral Committee
MOU	: Memorandum of Understanding
MPRA	: Municipal Property Rates Act
MSA	: Municipal Systems Act
MSCMP	: Municipal Supply Chain Management Policy
MSIG	: Municipal Systems Improvement Grant
MTAS	: Municipal Turnaround Strategy
MTBC	: Medium Term Budget Committee
MTREF	: Medium Term Revenue and Expenditure Framework
MTDP	: Medium Term Development Plan
NEMA	: National Environmental Management Act
NERSA	: National Electricity Regulator of South Africa
NKPI	: National Key Performance Indicators
NSDP	: National Spatial Development Perspective
NT	: National Treasury
NHA	: National Housing Act
OHSA	: Occupational Health and Safety Act

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

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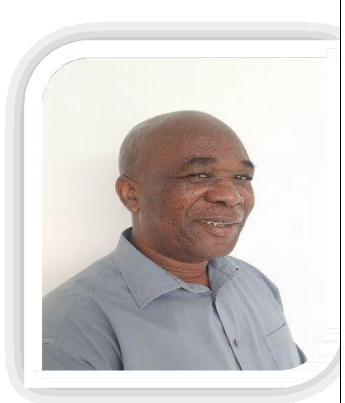
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POLITICAL LEADERSHIP

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

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

ADMINISTRATIVE LEADERSHIP

 Mr. L Cindi Municipal Manager Cell: 072 032 0296	 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 review of the Integrated Development Plan (IDP) covers the Dipaleseng Municipality's plans for the 2024/25 financial year and an evaluation of where we are at and what still needs to be done. The past year has seen the municipality achieve and overcome many challenges in the process.

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

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

It is understood that sustainable economic development, job creation and an enabling environment for businesses to flourish remains a mandate for local government. This is a means to dignity and self-improvement in a way that can never be achieved by a social grant. Small businesses create jobs and they have an abundance of potential waiting to be unlocked as well as the ability to expand into employers of our people, therefore, small businesses development remains a focus of my term in office.

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

The challenges posed by load-shedding and the need for well-managed and modernized infrastructure to support economic growth are also important issues that need to be addressed. Additionally, the focus on local law enforcement and partnerships to make communities safer, as well as the increased supply of affordable, well-located homes, are significant steps towards addressing the issue of poverty.

Our success is delivering quality services to our people dependent on the capacity of our internal human and financial resources. We have committed ourselves to choosing the best people to run our municipality, through;

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

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

The importance of public participation in the IDP and Budget processes cannot be overstated where residents are afforded an opportunity to engage the municipality on their relevant needs and priorities. This greatly assists the municipality in planning accordingly and ensuring

sustainable growth throughout the municipal area. It further allows us, as a municipality, to continuously plan ahead, work diligently, and deliver the services we are responsible for. The IDP creates the framework for the municipality to fulfil its mandate and apply its budget. The success of this IDP will require everyone's commitment and hard work, but I am confident that together we can achieve our goals and make Dipaleseng an even better place to live, work and play.

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

CLLR 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 also give assurance that we will serve with commitment and integrity.

We that the community and all stakeholders for the participation towards the first review of the 6th Generation IDP document and take this opportunity to introduce the Draft 2024/25 IDP document for your consideration and commenting. Your valued contributions is once more required to consolidate this document before our Honourable Executive Mayor tables the final document before Council for approval on or before 31st May 2024.

The process of reviewing this 6th Generation IDP document has been guided by Section 34 of the Local Government: Municipal Systems Act, (No 32 of 2000) which necessitated the approval and adoption of a Review Process Plan as demanded by Section 28 of this Act. Our process plan has been very systematic in distinct phases and a combination of a hybrid consultative approach with National, Provincial spheres of government and a wide range of stakeholders internally and externally.

This draft 2024/25 IDP presented herein therefore focuses on composite developmental aspects that are aimed at improving service delivery efforts in the municipality through

organisational performance management, improving workforce skills, resources and innovative service delivery mechanisms.

This review process takes place during an environmental context where the country is faced with serious external impediments such as energy challenges, adverse climate changes, declining economic performance, increasing unemployment and inequality, just to mention a few, notwithstanding our localised on-going intertwined challenges of unreliable supply of basic municipal services, unaccounted losses of water and electricity, low revenue collection, limited fiscal budgets, routine operations and maintenance programs, shortage of new integrated human settlements.

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

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

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

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

I further commit that through **SMART** objectives as shall be determined in the 2024/25 Service Delivery and Budget Implementation Plan we will ensure that we change things for the better in this municipality, thus ensuring real service delivery improvements.

Once again, we urge the valued community of Dipaleseng and all stakeholders to engage with this second review process of the 6th Generation IDP and provide us with your valuable

comments so that we can realize 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 18th of July 2024 the President announced and confirmed Strategic Priorities and priorities for the 7th 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 7th 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 center 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 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
- 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 MTDP 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 Legislation	Binding Requirements
S25 of MSA	Adoption of IDP
S 26 of Municipal Systems Act	• Council's long term vision • Critical development and internal transformation needs • Existing level of development • Access to basic municipal services • Development priorities, objectives and strategies • Spatial Development Framework • Disaster Management Plan • Financial Plan • Performance Management System
S41 of MSA	• Performance Development Management System
S57 of MSA	• Performance Agreements
S12 of Water Services Act	• Water Services Development Plan
S11(4)(a)(ii) NEMA: Waste Act 2008	• Integrated Waste Management Plan
S42 of Disaster Management Act	• Disaster Management Framework (District only)
S43 of Disaster Management Act	• Disaster Management Centre (District only)
S53 of Disaster Management Act	• Disaster Management Plan
S36 of NLTA	• Integrated Transport Plans
S11 of NEMA	• Integrated Waste Management Plan
S9 of Housing Act of 1997	• Housing Plan/Strategy
S16 of MFMA	• Annual budget
S53 of MFMA	• SDBIP
S111 of MFMA	• Supply Chain Management Policy
S121 of MFMA	• Annual Report

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 Definition
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:
		the financial audit, the performance audit, been acted upon in terms of corrective governance procedures and approaches?
	Financial Plan (MSA s 26h)	Is there a financial plan that includes a budget projection for at least three years?
	Budget	Does the compilation and management of the budget comply with the provisions of the MFMA: sections 16 – 26? Are there measurable performance objectives for each vote in the budget, taking into account the IDP?
	Duties of office bearers re budget (Mayor: MFMA, sections 21-23 and 52 and 54) (Municipal Manager, sections 68-72)	Has the Mayor performed his or her budget duties: coordinated the processes, tabled a schedule 10 months before start of financial year and consulted with relevant stakeholders? Has the MM undertaken his or her reporting and administrative duties re the Act? Is the budget timetable adhered to (July to June)?
	Service Delivery The SDBIP is a tool approved by the Mayor to manage, and Budget Implementation Plan	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 participation – budget (MFMA Section 22 – 23)	Has the draft budget been made public and a meeting held with the community to ascertain development priorities? Are these priorities incorporated into the IDP?
	Anti-corruption	Does the IDP convey a discernible commitment to clean and accountable governance and evidence of investigative action in cases of malpractice?
5. Governance	Public Participation	Check compliance with MSA: Have appropriate mechanisms, processes and procedures been put in place to enable the community to participate in the affairs of the municipality? E.g. Public meetings, availability of IDP to community; involvement of community in development, implementation and Review of the municipality's performance management system; Were community involved in setting of appropriate key performance indicators and targets for the municipality? Are these initiatives reflected in the IDP?
	Code of Conduct for Councilors and municipal staff members (Sections 1 and 2, MSA)	Have all staff and members signed the Code of Conduct? Are the provisions of these sections adhered to general conduct, duties disclosures? Does the community have access to the Codes of Conduct?

	Ward Committees	Total number of Ward Committees established as per the number of demarcated municipal wards; 60 Ward Committees have been nominated Are Ward Committee functional; do they comply with Terms of Reference of establishment? Yes they functional and terms of reference were provided by COGTA Does the IDP report on their contribution to development in the municipality?
	Communication	Is the municipality complying with MSA (S21) directives regarding communication to the local community? E.g. Official website should be established (if affordable; if not via an intergovernmental arrangement); Website or public place must contain documents to be made public in terms of the MFMA and MSA. Are there indications of a positive interface between council, ward committee and community?
6.Intergovernmental Relations	Cooperative Governance	MSA S3 defines how local government must develop cooperative approaches to governing, resource share and solve disputes and problems within context of IGR. Are these principles discernible in the IDP?
	Establishment of IGR Forums: Provincial Premier's Forum Interprovincial forums; Local: District forums; Inter-municipality Forums	The IGRF Act requires that there are provincial and district intergovernmental forum to promote and facilitate IGR between a) provinces and local government, and b) district and local Is the IDP benefiting from intergovernmental dialogue?
	Role of IGR Forums to promote service delivery	The forum must meet at least once a year with service providers and other role players concerned with development in the district, to coordinate effective provision of services and planning in the district. Does the IDP reflect engagement with forums?

	Reporting and sector involvement in planning Assignment of Powers and Functions	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? Do appropriate intergovernmental agreements facilitate effective management of assignments in 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, labor 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
	Mayor and Council	Administration - Municipality
July	Mayor begins planning for next three-year budget in accordance with coordination role of budget process. MFMA s 53 Planning includes review of the previous year's budget process and completion of the Budget Evaluation Checklist	Accounting officers and senior officials of municipality and entities begin planning for next three-year budget. MFMA s 68, 77 Accounting officers and senior officials of municipality and entities review options and contracts for service delivery MSA s 76-81
August	Mayor tables in Council a time schedule outlining key deadlines for: preparing, tabling and approving the budget; reviewing the IDP (as per s 34 of MSA) and budget related policies and consultation processes at least 10 months before the start of the budget year. MFMA s 21,22, 23; MSA s 34, Ch 4 as amended Mayor establishes committees	

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September	Council through the IDP review process determines strategic objectives for service delivery and development for next three-year budgets including review of provincial and national government sector and strategic plans	Budget offices of municipality and entities determine revenue projections and proposed rate and service charges and drafts initial allocations to functions and departments for the next financial year after taking into account strategic objectives Engages with Provincial and National sector departments on sector specific programs for alignment with municipality's plans (schools, libraries, clinics. water, electricity, roads, etc)
October		Accounting officer does initial review of national policies and budget plans and potential price increases of bulk resources with function and department officials MFMA s35, 36, 42; MTBPS
November		Accounting officer reviews and drafts initial changes to IDP MSA s 34
December	Council finalizes tariff (rates and service charges) policies for next financial year MSA s 74, 75	Accounting officer and senior officials consolidate and prepare proposed budget and plans for next financial year taking into account previous years performance as per audited financial statements
January	Entity board of directors must approve and submit proposed budget and plans for next three-year budgets to parent municipality at least 150 days before the start of the budget year MFMA s 87(1)	Accounting officer reviews proposed national and provincial allocations to municipality for incorporation into the draft budget for tabling. (Proposed national and provincial allocations for three years must be available by 20 January) MFMA s 36

February	Council considers municipal entity proposed budget and service delivery plan and accepts or makes recommendations to the entity MFMA s 87(2)	Accounting officer finalizes and submits to Mayor proposed budgets and plans for next three-year budgets taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous years audited financial statements and annual report Accounting officer to notify relevant municipalities of projected allocations for next three budget years 120 days prior to start of budget year. MFMA s 37(2)
March	Entity board of directors considers recommendations of parent municipality and submit revised budget by 22nd of month MFMA s 87(2) Mayor tables municipality budget, budgets of entities, resolutions, plans, and proposed revisions to IDP at least 90 days before start of budget year MFMA s 16, 22, 23, 87; MSA s 34	Accounting officer publishes tabled budget, plans, and proposed revisions to IDP, invites local community comment and submits to NT, PT and others as prescribed MFMA s 22 & 37; MSA Ch 4 as amended Accounting officer reviews any changes in prices for bulk resources as communicated by 15 March MFMA s 42
April	Consultation with national and provincial treasuries and finalize sector plans for water, sanitation, electricity etc. MFMA s 21	Accounting officer assists the Mayor in revising budget documentation in accordance with consultative processes and considering the results from the third quarterly review of the current year
May	Public hearings on the budget, and council debate. Council considers views of the local community, NT, PT, other provincial and national organs of state and municipalities. Mayor to be provided with an opportunity to respond to submissions during consultation and table amendments for council consideration. Council to consider approval of budget and plans at least 30 days before start of budget year. MFMA s 23, 24; MSA Ch 4 as amended	Accounting officer considering 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.

	Entity board of directors to approve the budget of the entity not later than 30 days before the start of the financial year, taking into account any hearings or recommendations of the council of the parent municipality MFMA s 87	
June	Council must approve annual budget by resolution, setting taxes and tariffs, approving changes to IDP and budget related policies, approving measurable performance objectives for revenue by source and expenditure by vote before start of budget year. MFMA s 16, 24, 26, 53 Mayor must approve SDBIP within 28 days after approval of the budget and ensure that annual performance contracts are concluded in accordance with s 57(2) of the MSA. Mayor to ensure that the annual performance agreements are linked to the measurable performance objectives approved with the budget and SDBIP. The mayor submits the approved SDBIP and performance agreements to council, MEC for local government and makes public within 14 days after approval MFMA s 53; MSA s 38-45, 57(2) Council must finalize a system of delegations. MFMA s 59, 79, 82; MSA s 59-65	Accounting officer submits to the mayor no later than 14 days after approval of the budget a draft of the SDBIP and annual performance agreements required by s 57(1)(b) of the MSA. MFMA s 69; MSA s 57 Accounting officers of municipality and entities publishes adopted budget and plans MFMA s 75, 87

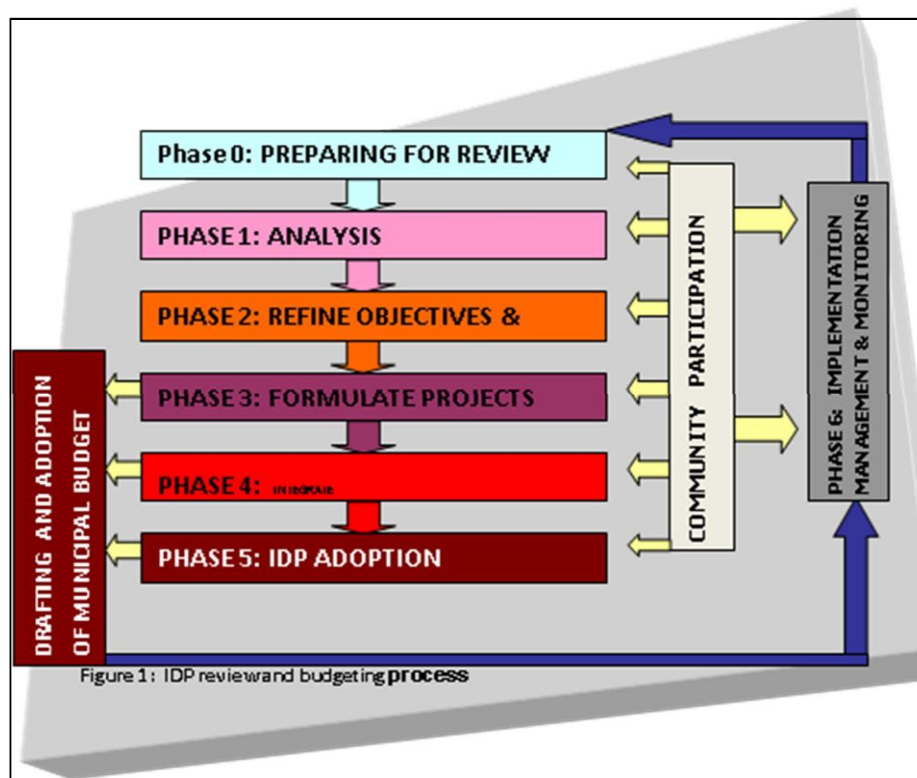
3.4 APPROACH AND PRINCIPLES TO BE APPLIED IDP COMPILATION PROCESS

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.

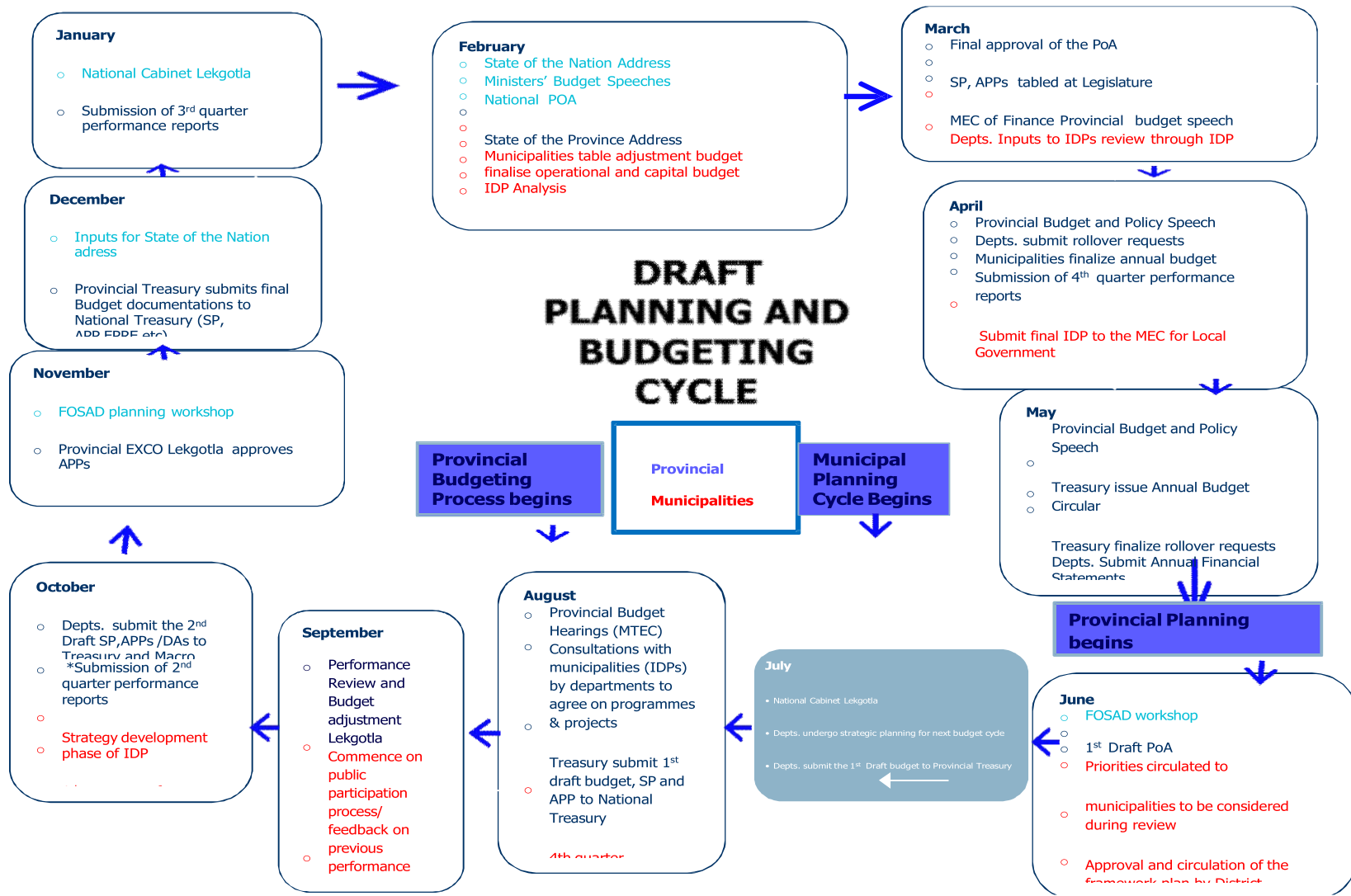
In terms of the Local Government: Municipal Planning and Performance Management Regulations, 2001, a municipality must, after consultation with the local community, develop and implement mechanisms, systems and processes for the monitoring, measurement and review of performance in respect of the key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

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	• Prepare, decide on & adopt the IDP Review Process Plan. • Ensure participation of all stakeholders. • Develop procedures for participation and consultation. • Ensure that that IDP Review is in line with all the Sector Plan requirements. • Verify the alignment of the reviewed IDP report with the District framework. • Approve and adopt the reviewed IDP.
Speaker	• Coordination of the community public participation • Mobilize the involvement of all stakeholders in • The IDP Process • Coordinate the involvement of Councilors, CDW's, • Ward Committee to participate in the IDP Program

Councillors, Ward Committees and CDWs	Councillors: • Play a leading role in the IDP process. • Represents their constituency's needs and aspirations. • Mobilize community to participate in the IDP Process The role of the Ward Committee is to: • Identify the critical issues facing its area. • Provide a mechanism for discussion, negotiation and decision-making between the stakeholders, including municipal government. • Form a structure links between the IDP Representative Forum and the community of each area; and • Monitor the performance of the planning and implementation process concerning its area. CDW's role is to: • Assist communities with their needs and with the necessary information on what government is doing. • Provide information regarding the government work taking place in communities. They remain accountable to Councilors. • Link the communities with government services and relay community concerns and problems back to government structures. • Improve government-community networks
Performance Audit Committee	• Review the process followed in drafting the integrated development plan. • Review the implementation of the integrated development plan. • Review the content of the integrated development plan. • Review the municipality's performance in relation to the KPIs and the targets of the municipality. • 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
Audit Committee	• 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). • Oversee good governance practices within municipality • Including control environment and risk management systems. • Oversee workings of Internal and External

	auditors and evaluate their independence • Review as to whether the Five Year Rolling Strategic Audit objectives are aligned to the IDP objectives
Exco	• Decide on the process plan for the review. • Oversee the overall co-ordination, monitoring, management of the review process. • Identify internal officials and councillors for different roles & responsibilities during the review process.
Municipal Manager	• Overall Accounting Officer. • Delegate roles and responsibilities for officials in the IDP Review Process. • Responds to public, district and provinces on the outcome and process of the review. • Ensure vertical and cross municipal co-ordination of the review.
Senior Managers	• Co-operate and participate fully in the IDP Review Process. • Provide relevant departmental info budgets in the review process. • 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.
IDP/Budget Steering Committee	• To provide technical assistance to the Mayor in discharging the responsibilities as set out in Section 53 of the MFMA
Audit Steering Committee	• To provide expert advice to management and council on all key performance areas and matters of compliance

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

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		
• Prepare, decide on and adopt a Process Plan. • Ensuring that all relevant actors are appropriately involved; • Ensuring that appropriate mechanisms and procedures for public consultation and participation are applied; • Ensuring that the planning events are undertaken in accordance with the time schedule • Adopt and approve the IDP • Adjust the IDP in accordance with the MEC for Local Government's proposal	• Ensuring vertical alignment between district and local planning; • Facilitation of vertical alignment of IDPs with other spheres of government and sector departments; • Preparation of joint strategy workshops with local municipalities, provincial and national role players and other subject matter specialists. • Determine district scale issues, problems, potentials and priorities. • Ensuring that all relevant actors are appropriately involved;	• Ensuring horizontal alignment of the IDPs of the district municipalities within the province. • Ensuring vertical/sector alignment between provincial sector departments strategic plans and the IDP process at local/district level by guiding the provincial sector departments • Participation in and their required contribution to the municipal planning process; and guiding them in assessing draft IDPs and aligning their sectoral programmes and budgets with the IDPs. • Assist municipalities in the IDP drafting process where required and Monitoring the progress of the IDP processes. • Guiding them in assessing draft IDPs and aligning their sectoral	• Provide support to Provincial and Local Government • Provide legal framework and policy guidelines and principles • Provide a set of planning tools or methods; • Cater for the elaboration of a general framework for training programmes and curricula development; • Contribute to the planning costs; • Provide a nation-wide planning support system; • Monitor the planning and implementation process; and Provide opportunities for exchange of ideas and experiences

		programmes and budgets with the IDPs. • Assist municipalities in the IDP drafting process where required and Monitoring the progress of the IDP processes. • Organise IDP – related training where required. • Co-ordinate and manage the MEC's assessment of adopted IDPs. • Contribute relevant information on the provincial sector departments' plans, programmes, budget objectives, strategies and projects in a concise and accessible manner • Contribute sector expertise and technical knowledge to the formulation of municipal strategies and projects	
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Table 7: Duties of council, administration and community**DUTIES OF MUNICIPAL COUNCIL**

- The council of a municipality has the right to govern on its own initiative the local government affairs of the local community;
- Exercise the municipality's executive and legislative authority, and to do so without improper interference;
- Finance the affairs of the municipality by charging fees for services and imposing surcharges on fees, rates on property, other taxes, levies and duties
- Exercise the municipality's executive and legislative authority and use the resources of the municipality in the best interests of the local community;
- Provide, without favor or prejudice, democratic and accountable government; Encourage the involvement of the local community in the affairs of the council;
- Strive to ensure that municipal services are provided to the local community in a financially and environmentally sustainable manner;
- Give members of the local community equitable access to the municipal services to which they are entitled;

DUTIES OF MUNICIPAL ADMINISTRATION

- Be responsive to the needs of the local community;
- Facilitate a culture of public service and accountability amongst staff
- Take measures to prevent corruption;
- Establish clear relationships, and facilitate co-operation and communication between it and the local community;
- Give members of the local community full and accurate information about the level and standard of municipal services they are entitled to receive;
- Inform the local community how the municipality is managed of the costs involved and the persons in charge.
- Forms the machinery of a municipality
- Undertake the overall management and coordination of the planning process;
- Ensure that all relevant actors are appropriately involved in municipal planning processes,
- Ensure that the planning process is participatory, strategic and implementation

DUTIES OF COMMUNITIES

- Contribute to the decision-making processes of the municipality
- Submit written or oral recommendations, representations and complaints to the municipal council or to another political structure or a political office bearer or the administration of the municipality;
- To prompt responses to their written or oral communications, including complaints, to the municipal council or to another political structure or a political office bearer or the administration of the municipality;
- To be informed of decisions of the municipal council, or another political structure or any political office bearer of the municipality, affecting their rights, property and reasonable expectations;
- To regular disclosure of the state of affairs of the municipality including its finances
- To demand that the proceedings of the municipal council and those of its committees must be open to the public, subject to section, be conducted impartially and without prejudice; and be untainted by personal self-interest;
- To have access to municipal services which the municipality provides, Members of the local community have the duty when

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- Strive to ensure that municipal services are provided to the local community in a financially and environmentally sustainable manner;
- Give members of the local community equitable access to the municipal services to which they are entitled;
- Promote and undertake development in the municipality;
- Promote gender equity in the exercise of the municipality's executive and legislative authority;
- Promote a safe and healthy environment in the municipality;
- Contribute, together with other organs of state, to the progressive realization of the fundamental rights contained in Sections 24 (safe and healthy environment), 25 (access to property), 26 (access to housing), 27 (access to Healthcare, food, water and social security and 29 (access to education) of the Constitution

orientated and is aligned with and satisfies sector planning requirements;

- To ensure that the public participates fully and meaningfully in developing the municipal IDP process.
- Ensuring that appropriate mechanisms and procedures for public consultation and participation are applied;
- Ensuring that the planning events are undertaken in accordance with the time schedule
- Adopt and approve the IDP

exercising their rights, to observe the mechanisms, processes and procedures of the municipality;

Members of the local community have the duty to pay promptly service fees, surcharges on fees, rates on

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	
DP Representative Forum	- Chairperson: Executive Mayor - Councilors - Representatives of Wards (in the case of the local municipalities) - Representative of municipality wide organizations - Government departments	- Represent the interests of constituents in the IDP and budget processes - Provide an organizational mechanism for discussion, negotiation and decision making between the stakeholders including the municipal government - Ensure communication between all stakeholder representatives including the municipal government. - Monitor the performance of the planning and implementation processes.	- The Municipality utilizes Mayoral outreaches for public participation in order to reach grass root communities at ward level. The following structures are consulted during the Months of September-November and January-March: - Traditional Leaders - Business People - Faith based organizations

		Participate in the process of setting up and monitoring “key performance indicators” in line with the Performance Management Manual	- Traditional Healers - Members of the public in all wards.
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3.11 ESTABLISHMENT OF SECTION 79 & 80 COMMITTEES: MUNICIPAL STRUCTURES ACT, 1998.

Table 9: Section 79 and 80 Committees

Section 79 Committees	Section 79 Committees Members
Local Geographical Names Committee	Chairperson - Vacant Cllr. Z. Radebe Cllr. R. Motakane
Rules & Ethics and By- Laws Committee	Cllr. Z. Radebe–Chairperson Cllr. L. Dhladhla
MPAC Steering Committee	Cllr D. Makhoba- Chairperson Cllr. R. Motakane
Local Labour Forum	Cllr. A. Carrim Cllr. M. Miya Director Corporate Services Director Infrastructure Services Director Community Services and Public Safety (SAMWU)- Chairperson and 4 Reps (IMATU)- 1 Rep
IDP Steering Committee	Cllr. NB Khanye-Chairperson Cllr. M. Miya
Local Economic Development Steering Committee	Cllr. NB Khanye-Chairperson Cllr. M Miya
Audit and Performance Committee	Mrs. S.J. Masite – Chairperson Mr. L. Langelibalele Mr. DS Twala Mr. S. Mofokeng
Section 80 Committees	Section 80 Committees Members
Budget and Treasury Portfolio Committee	Cllr. NB Khanye- Chairperson Cllr. C. Pienaar
Corporate Services Portfolio Committee	Cllr. A. Carrim - Chairperson Cllr. S. Nhlapo
Community Services and Public Safety Portfolio Committee	Cllr. A. Carrim - Chairperson Cllr. S. Nhlapo

Infrastructure and Technical Services Portfolio Committee	Cllr. M. Miya- Chairperson Cllr. 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 Arnold-Chairperson
- b. Ms S Radebe
- c. Mr. T Masoeu
- d. Mrs P Ntlatlane- Secretary
- e. Ms. Mathoto Sesele

II. A Bid Evaluation Committee

- a. Mr J Dube - Chairperson
- b. Mr P Makhene
- c. Ms O Phasa
- d. Mr M Mosese
- e. Ms G Selepe
- f. Mrs P Ntlatlane- Secretary

III. A Bid Adjudication Committee

- a. Mr M Thokoane
- b. Ms D Mashiane (Secretary)
- c. Mr T Dlamini - Chairperson
- 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**

WARD NUMBER	WARD COUNCILLOR AND CONTACT NUMBER	WARD COMMITTEE SECRETARY	(CDW) AND CONTACT NUMBER
01	XOLANI SPHIWE SHOZI 063 785 9328	NOMPUMELELO MOKOENA 072 115 6897	DAVID NYAMADE 0605027553 MKHULU MATIKANE 0764930317
02	MUZIKAYISE DEON MAKHOBA 063 798 2655	CARLY 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
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 2025/2

Activity	GSDM Deadline	DLM IDP Deadline	DLM Budget Deadline
Phase 0: Adoption of IDP/Budget Process Plan	31 July 2025	31 August 2025	30 September 2025
Phase 1: Analysis	30 September 2025	September 2025	N/A
Phase 2: Refinement of Objectives and Strategies	30 November 2025	30 October 2025	N/A
Phase 3: Projects	31 January 2026	30 November 2026	N/A
Phase 4: Integration	01 March 2026	30 March 2026	N/A
Phase 5: Adoption of IDP/Budget			
• Approval of Draft 2022/27 IDPs	31 March 2026	31 March 2026	N/A
• Approval of Final 2022/27 IDPs	30 May 2026	30 May 2026	N/A
• Approval of Draft 2022/27 Budgets	31 March 2026	31 March 2026	31 March 2026
• Approval of Final 2022/27 Budgets	31 May 2026	30 May 2026	30 May 2026
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 July 2025	09h00	Municipal Council Chamber
Preparation and Discussion of IDP/Budget consultations and Action Plan for MECs comments	3 December 2025	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	4 March 2025	10H00	Municipal Council Chamber
Preparation of Final IDP Preparation of Final Budget	4 May 2026	10H00	Disaster Centre

Table 13: IDP Representative Forum

DATE	TIME	VENUE
09 December 2025	10:00	Council Chamber
10 April 2026	10:00	Council Chamber

The scheduled IDP Representative Forum for the 6th 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 2nd of April 2025 for the integration of projects.

3.15.1. STRATEGIC MEETINGS

Table 14: Strategic Meetings

ACTIVITY	DATE	TIME	VENUE
IDP Strategic Planning	10 to 11 March 2026	09h00	Graceland Casino and Hotel, Secunda
Draft IDP & Budget Meeting (Ward 1, 3 and 4)	13 - 17 April 2026	17h00	Siyathemba Community Hall, Sabbath Church and Bonukukhanya Primary School
Draft IDP & Budget Meeting (Ward 2, 5 and 6)	13 - 17 April 2026	17h00	Siyathemba Community Hall, Grootvlei Community Hall in Eskomplaas and Nthorwane Community Hall

3.16 2025/2026 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 2025	N/A	N/A	N/A	September 2025	October -25	N/A		2025/08/3 0
01 July- 30 August 2025										
Analysis	Preparation of IDP Analysis Report	30-Oct-25	N/A	N/A	N/A	N/A	N/A	September -October 2025	N/A	31-Oct-25
01 September- 30 October 2025										

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Strategies	Refinement of Objectives and Strategies	30-Nov-25	N/A	Nov-25	N/A	N/A	N/A	N/A	N/A	30-Nov-25
Projects	Identification of Projects and preliminary budget allocations									
01 December 2025- 30 January 2026	Preparation of tariffs and policies for next financial year	05-Jan-26	28-Feb-26	N/A	N/A	N/A	N/A	N/A	N/A	30-Jan-26
Integration 01-28 February 2026	Consultation with Sector Departments	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	28-Feb-26

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Approval of Draft IDP and Budget	Community Engagements									
	Publication of Notices									
31-Mar-26	Preparation of IDP for Council Approval	March 2026	N/A	N/A	N/A	20-Mar-26	29-Mar-26	4-11 April 2026	By 14 April 2026	30-Mar-26
IDP Consultation	Community meeting for inputs on the draft IDP/Budget	N/A	N/A	N/A	N/A	N/A	N/A	1-31 April 2026	N/A	30-Apr-26
Apr-26										
Adoption of amendments to the Final IDP and Budget	Community Participation	April 2026	May 2026	N/A	May-26	May 2026	May 2026	N/A	By 12 30 June 2026	30-Jun-26
31-May-26	Publication of Notices									
	Final Approval of IDP and Budget								30 June 2026	

Table 16: Budget Programme

IDP Phase	Activity	IDP/ Budget Steering committee	Mayoral IDP/Budget Steering Committee	Strategic Planning Workshop	IDP/ Budget Indaba	Mayoral Committee Sitting	Council Sitting	Community Meetings	Public Notice Date	Due date for Completion of Process
Preparation 01 July- 30 August 2025	Preparation and Adoption of IDP/Budget Process Plan	July 2025	N/A	N/A	N/A	September 2025	30 September 2025	N/A	By 12 30 /10/25	30/09/25
Analysis 01 September- 30 October 2025	Preparation of IDP Analysis Report	30 October 2025	N/A	N/A	N/A	N/A	N/A	September- October 2025	N/A	31 October 2025
Strategies 01-30 November 2023	Refinement of Objectives and Strategies	30 November 2025	N/A	November 2025	N/A	N/A	N/A	N/A	N/A	30 November 2025

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Projects 30 January 2026	Identification of Projects and preliminary budget allocations. Preparation of tariffs and policies for next financial year	05 January 2026	28 February 2026	N/A	N/A	N/A	N/A	N/A	N/A	30 January 2026
Integration 01-28 February 2026	Consultation with Sector Departments	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	28 February 2026
Approval of Draft IDP and Budget 31 March 2026	Community Engagements. Publication of Notices. Preparation of IDP for Council Approval	March 2026	N/A	N/A	N/A	20 March 2026	29 March 2026	4- 11April 2026	By 14 April 2026	30 March 2026
IDP Consultations April 2026	Community meeting for inputs on the draft IDP/Budget	N/A	N/A	N/A	N/A	N/A	N/A	1-31 April 2026	N/A	30 April 2026

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Adoption of amendments to the Final IDP and Budget 31 May 2026	Community Participation. Publication of Notices. Final Approval of IDP and Budget	April 2026	May 2026	N/A	May 2026	May 2026	May 2026	N/A	By 12 June 2026	30 June 2026
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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

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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 AUGUST 2025 – APRIL 2026 (IDP REVIEW 2026-2027)

Community Issues raised	Response to issues	Community Issues raised	Response to issues	Community Issues raised	Response to issues
Quality of water, Low water pressure. Implementation of regular maintenance schedule Wards: All	Monthly water testing done through GSDM on water quality. Ext 5 water shortages have been resolved by identifying water blockages. Low water pressure in high-lying areas resolved (zone 2 & 7) Maintenance plans to be developed.	Land for farming, business and residential All Wards:	The public can and continues to submit applications for land. Land development applications are assessed against the availability of land. Kindly note that the municipality has a limited number of farms in Grootvlei, Balfour and Greylingstad areas. Therefore not all requests can be approved. New townships are being approved to make more suitable land available.	Regular fixing of streetlights & high mast lights Wards: 1, 5, 3 and 6	Service provider has been appointed to fix high mast lights. Advert out for fixing street lights in Grootvlei P and H

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Job opportunities/ Unemployment & skills development Wards: SMME support and business opportunities Wards:	LED forum lapsed in September 2025 after 24 months. LEDF Interim structure to be launched for a period of 12 months.	Desludge toilets in farm areas, chemical toilets and VIP toilet Wards:	The Municipality is attending to desludging on weekly basis using honeysucker that has been procured.	Renovation, maintenance and provision of community facilities Wards:	As and when funds are available maintenance is done
		Sewer spillages Wards:	The Municipality is addressing spillages through capital projects that are under construction phase on sites (Ridgeview, Nkanini, Balfour north). Upgrading of Siyathemba sewer pipeline is at 50%	Informal settlements/ RDP housing Wards:	9 informal settlements are being formalised. Pegging complete for wards 1, 2, 4 & 5. Reblocking to be done to open access roads. NB: allocation will be according to those who were captured in the household surveys at the beginning of the project and based on qualifying beneficiaries.

Community Issues raised	Response to issues	Community Issues raised	Response to issues	Community Issues raised	Response to issues
Backlog in RDP houses Wards: 1, 2, 4, 5 & 6	241 amount of housing backlogs. Request submitted to COGHSTA for allocation of housing.	Inadequate storm water drainage leading to localised flooding in rainy seasons Wards:	Municipal Council has approved IDP with inclusion of a bulk Stormwater Management project to address the large surface run-off during rainy season.	High crime rate Wards: all wards	Satellite office will be opened next to Siyathemba primary school
Interrupted electrical supply & Electricity provision. Access to electrical services in informal areas Wards: 5, 1, 2. 4 & 5	Municipality is facing number of cable theft and vandalism but Electricity is normally restored within a reasonable amount of time. Installation of Home Solar systems as a temporary measure	Title deeds (backlog and new title deeds) Wards: 1, 2, 4, 5 and 6	The request has been submitted to COGHSTA for all title deeds in old locations. COGHSTA to appoint conveyancers.	School Wards: 7, 8, 14	Schools are a mandate of the Department of Education. The requests have been forwarded to the department, however, they indicated that they are only focused on renovating existing schools for now. They will only budget for new schools in the outer years.
Poor road conditions, regravelling & pothole patching Wards:	The GSDM & Public works programme to address this rotates within the District, so it is as and when the programme is made available to us (Equipment and Human Resource)	Eradication of illegal dumping sites Wards:	This is addressed through Letsema programme	Ageing infrastructure that results in frequent pipe bursts Wards: All	Municipality is to address old infrastructure through capital projects that are in Business plan in preparation for implementation(i.e Replacement of Asbestos with PVC pipe from Fortuna, Replacement of Asbestos/steel Bulk pipelines reticulation with PVC in DLM)

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Drug abuse Wards: 1, 2, 3, 5		Mobile clinics and libraries Wards:	The matter has been referred to DOH	Learnerships, bursaries & internships Wards: All	Learnerships, bursaries and internships are made available on company websites.
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Community Issues raised	Response to issues	Community Issues raised	Response to issues	Community Issues raised	Response to issues
Dispatching of ambulance and fire engine to be placed in Grootvlei due to delayed response times Wards: 5		Enforcement of animals/livestock by-law and allocation of land for livestock Wards: 2, 4		Implementation of street naming policy to update roads/street names in Dipaleseng Wards: all wards	
Improved municipal services to the public to help with complaints Wards: all		Theft of electricity meters that leads to inaccurate billing and unstable electrical poles Wards: 2 and 3		Servicing of Balfour North sites Wards: 3	

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provision of road humps on main roads for traffic controls Wards: 5		Designated areas for waste and waste bins, Wards: 4		Fencing and cleaning of graveyards Wards: All	
Access roads and access to police station need to be refurbished, theres no access to police station Wards: 6		Quality of water provision Wards:5, 1, 2, 4, 3		Learnerships, bursaries & internships Wards: All	
Complaint on high tariffs for electricity amidst rising cost of living Wards: 1,2, 3, 4, 5 and 6		Houses affected by sewer spillage in Ridgeview, blocking of access road and unliveable conditions Wards: 2		Non-availability of burial space in Nthorwane Ward: 6	

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 & financial sustainability
- 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 labelled 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
➤ Dipaleseng	➤ 35 980	➤ 7

Source: Stats SA: Censuses 2011 & 2022

4.2.2 DEVELOPMENT OVERVIEW

Dipaleseng local municipality, has a relatively lower population growth rate of 0.2% compared to Gert Sibande District Municipality with a growth rate of 1.3%, Mpumalanga province with a growth rate of 3.4% and South Africa's growth rate of 1.4%. One key contributor to this is the higher than national average rate of HIV/AIDS prevalence in the municipality which was at 13, 6% in 2010 compared with a national average of 10% per the 2013 mid-year estimates by Statistics South Africa. The high rate of unemployment which was at 37, 2% for adults and 45, 2% for youth in 2011 has also seen the emigration of many young adult in search of employment opportunities elsewhere.

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

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

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

4.2.3 CURRENT DEVELOPMENT PLANS

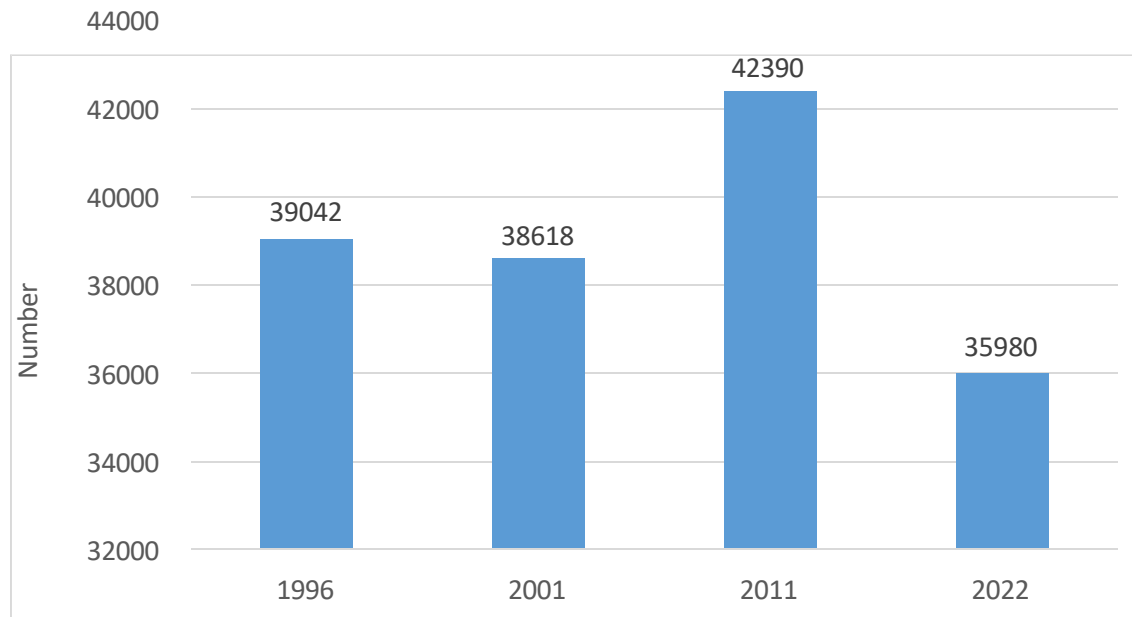
Dipaleseng's development plans are geared mostly towards infrastructure upgrades and economic growth. In particular, the provisioning of housing, water and sanitation are key focus areas.

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

4.2.4 POPULATION

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

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



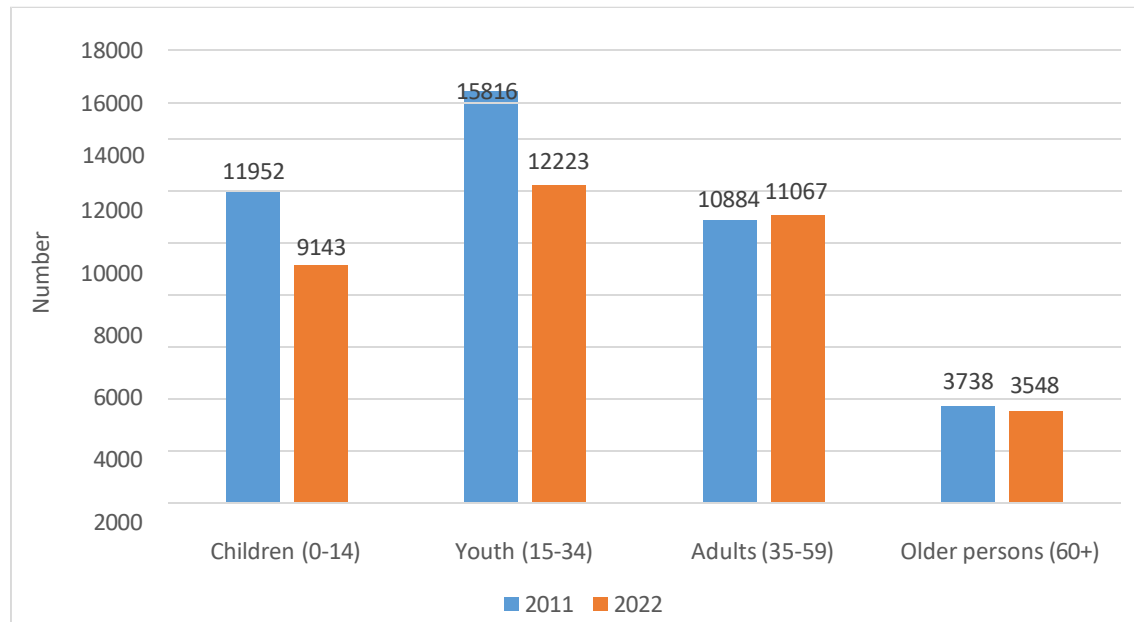
Source: Stats SA, Census data 1996, 2001, 2011 and 2022

Dipaleseng Local Municipality comprises of 6 wards and covers an area of approximately 2644, 81 km². 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

4.2.5 POPULATION DISTRIBUTION

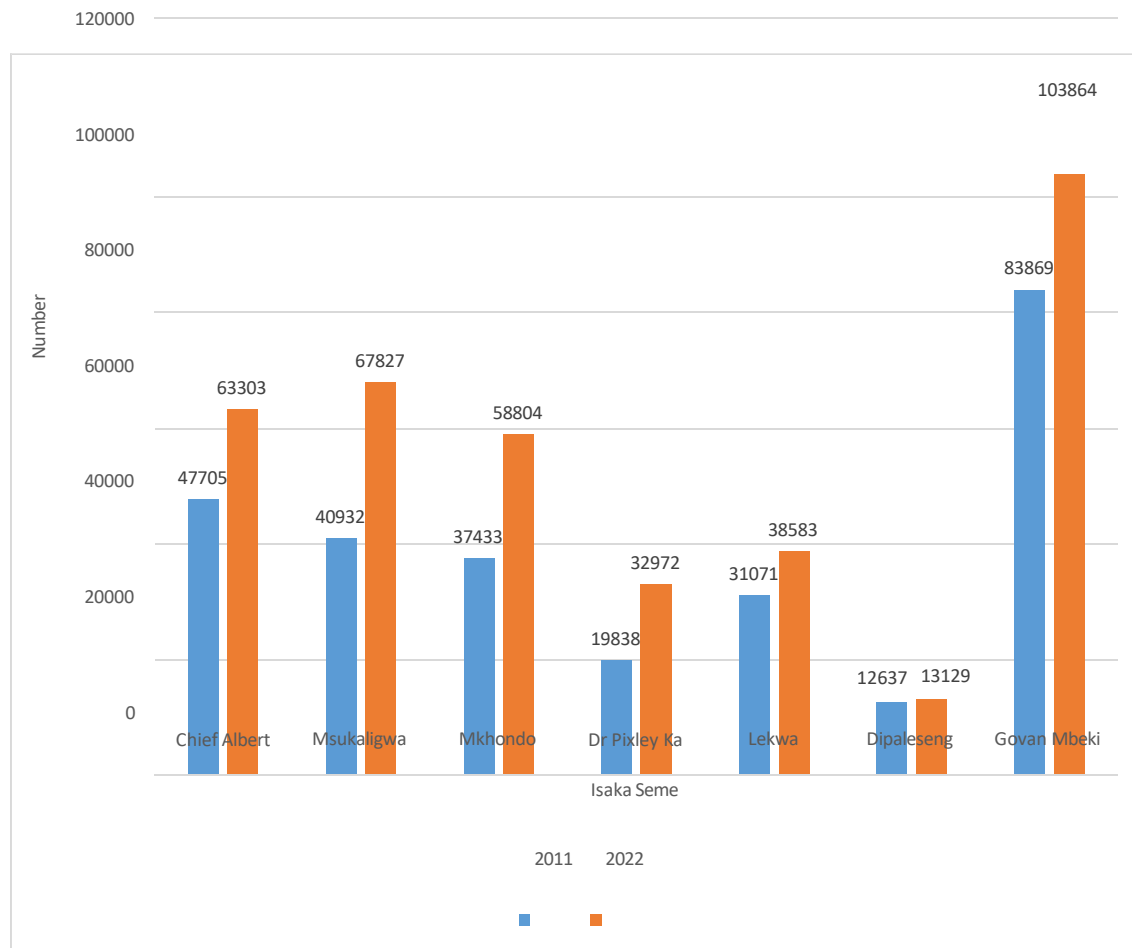
Figure 4: Population Distribution by Age



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

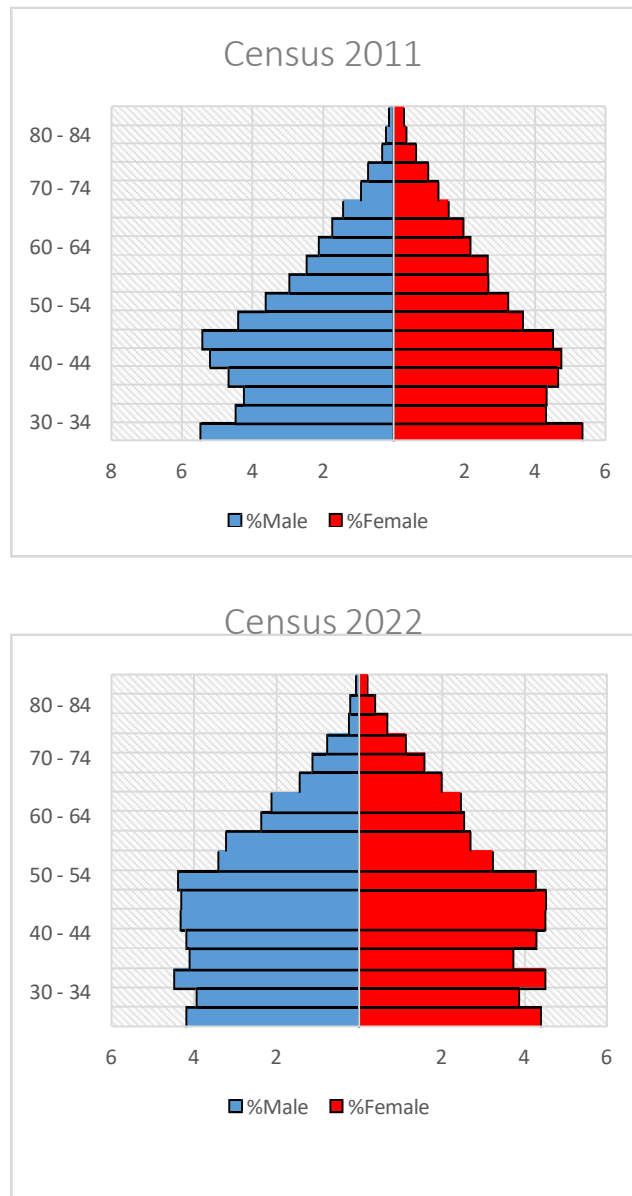
In 2022, the youth population of (0-34 years) formed almost 60% of the local municipal area's population & the elderly population (60+ years) 10.4%. In 2022, the female population's share was 51.0% and that of males 49.0%.

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 2026 are at 4007 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

Census	2011	2022
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

Municipality	WC	EC	NC	FS	KZN	NW	GP	MP	LP	Outside South Africa	Do not know	Unspecified	N/A	Total Pop
Gert Sibande	552	2 246	329	1 918	8 974	649	7 974	1 219 149	1 891	5 436	42	25 000	9 300	1283459
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
Dipaleseng Local Municipality	51	91	39	210	276	53	727	33 484	69	146	-	621	214	35980
Govan Mbeki Local Municipality	222	1651	64	902	3 015	304	2 310	291 781	842	1 955	2	4 795	2 273	310117

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.

4.2.6 POPULATION PROJECTIONS

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

Table 20: Population Projections

AREA	2019	2030	2040	2050
MEDIUM GROWTH				
Siyathemba	25259	25289	25350	25411
Balfour	3551	3555	3564	3573
Rural/Settlement	4489	4494	4505	4516
Greylingstad	932	933	935	937
Nthorwane	6790	6798	6814	6830
Grootvlei	6007	6014	6029	6043
HIGH GROWTH				
Siyathemba	25259	29925	34072	38794
Balfour	3551	4291	5012	5815
Rural/ settlement	4489	5234	5833	6533
Greylingstad	932	1104	1257	1431
Nthorwane	6790	8044	9158	10428
Grootvlei	6007	7117	8103	9226
Dipaleseng LM	47028	55715	63436	72227

Source: Data World calculations based CSIR Green book

Table 21: Population per town

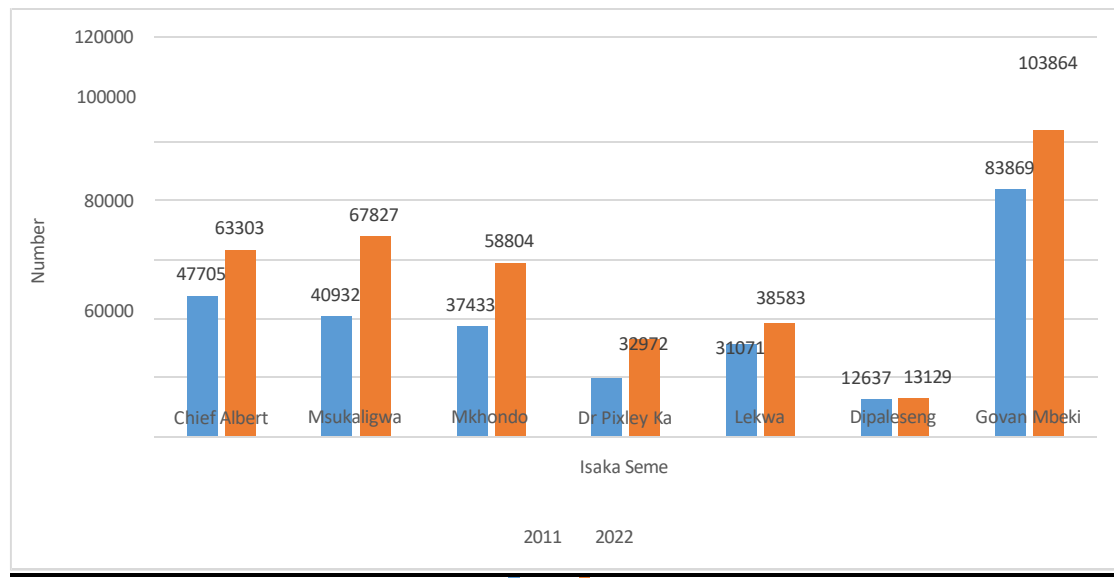
Census	2011	2022
Balfour, Greylingstad & Dipaleseng NU	3201	
Grootvlei	5 415	
Nthoroane	6 113	
Siyathemba	22 768	

Source: Census 2011 & 2022

4.2.7. 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	63 303
Msukaligwa Local Municipality	37 135	55	30 692	45	67 827
Mkhondo Local Municipality	28 710	49	29 794	51	58 504
Dr Pixley Ka Isaka Seme Local Municipality	16 447	50	16 525	50	32 972
Lekwa Local Municipality	20 764	54	17 819	46	38 583
Dipaleseng Local Municipality	7 304	56	5 825	44	13 129

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
Gert Sibande	1 655	21 755	68 634	215 669	70 471	378 182
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
Dipaleseng Local Municipality	48	617	1 835	8 074	2 555	13 129
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

Census	2011	2022
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 4007 in informal settlements in Siyathemba, Grootvlei and Nthoroane.

Table 25: Household Infrastructure Indicators

Census	2011	2022
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.

4.2.8. 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	2025	% 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%		8,90%
Victor Khanye	62,90%	52.8%	72.5%	78,80%	83,20%		4,40%
Mkhondo	63,50%	64.3%	72.7%	74,50%	81,20%		6,70%
Thembisile Hani	73,70%	71.6%	67.7%	69,90%	79,20%		9,30%
Bushbuckridge	74,00%	73.7%	79.1%	68,20%	77,70%		9,50%
Emakhazeni	88,00%	63.9%	69.2%	73,60%	69,60%		-4,00%

Dipaleseng's grade 12 pass rate increased from 91.6% in 2024 to 92.0% in 2025, which was the 3rd highest of the municipal areas in the Province. This is a good achievement for Dipaleseng.

The area also improved its admission rate to university/degree studies from 34.4% in 2023 to 43.3% in 2025, 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.

4.2.9. 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	121	200	51	67			46	61			24	27
	5	3	3	8	260	251	0	4	453	682	0	9
a lot	227	375	11	10	64	34	13	19	113	119	67	75
			0	0			5	3				
Can't at all see	17	25	5		26	11	31	29	10	1	25	19
Total	145	240	62	77	350	296	62	83	576	802	33	37
	9	3	8	8			6	6			2	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%

4.2.10. 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:

4.2.11. 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.

4.2.12. 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.

4.2.13. 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.

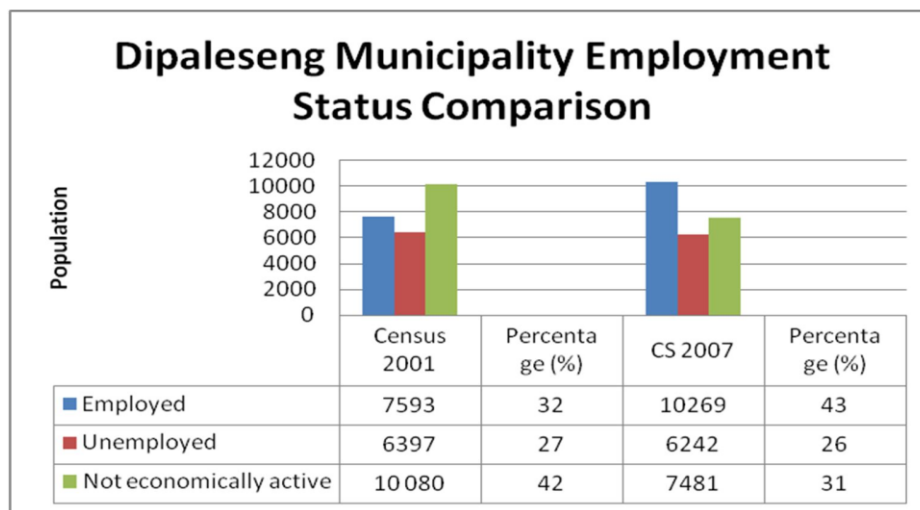
4.3 ECONOMIC OPPORTUNITIES IN DIPALESENG:

- 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?

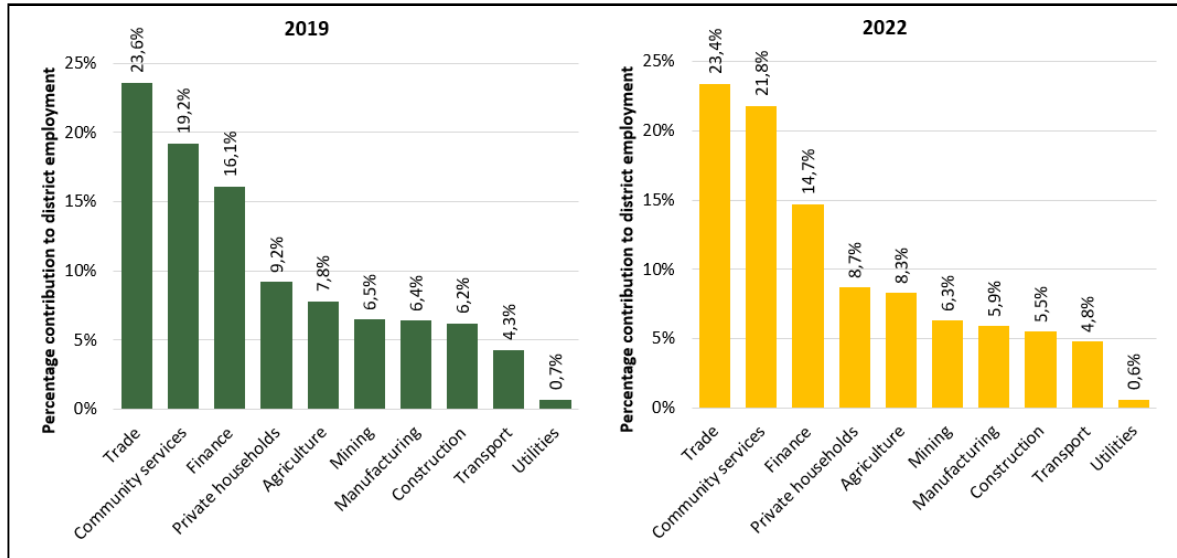
Figure 8: The below table depicts Employment Status in Dipaleseng Local Municipality



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

5. CHAPTER FIVE: KEY PERFORMANCE AREAS

5.1. KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

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

TABLE 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						
7	Storm water	X						

DRAFT FINAL INTEGRATED DEVELOPMENT PLAN

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

DRAFT FINAL INTEGRATED DEVELOPMENT PLAN

17	Local amenities	X						
18	Local sports facilities	X						
19	Markets							
20	Municipal abattoirs	X						
21	Municipal parks and recreation	X						
22	Municipal roads	X						
23	Noise pollution	X						
24	Pounds				X			
25	Public places	X						
26	Air Pollution				X			
27	Municipal Airport				X			
28	Municipal Health services				X			

DRAFT FINAL INTEGRATED DEVELOPMENT PLAN

29	Municipal Public Transport	X						
30	Pontoons and Ferries				X			
31	Water	X						
32	Sanitation	X						
33	Beaches and Amusement Parks				X			
34	Traffic and Parking	X						
35	Refuse Removal	X						
36	Street Trading	X						
37	Street lighting	X						
38	Disaster Management	X						

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.	• Municipal traffic services • Municipal security • The supply and distribution of water • The generation, transmission and distribution of power • Fire fighters
2. Persons designated in the following sanitation services	• The maintenance and operation of water-borne sewerage systems, pumping stations and control of discharge of industrial effluent into the system • Maintenance and operation of sewage purification works • Collection of refuse of organic nature • Collection and disposal of refuse at a disposal site

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 STAFF VACANCY RATE PER DEPARTMENT

Department	Total Posts	Posts Filled	Vacant Posts	Vacancy Rate
Office of the Municipal Manager	24	16 (3 new recruits in 2025)	8	33%
Corporate Services	33	16 (4 new recruits in 2025)	17	52%
Community Services and Public Safety	166	44 (4 new recruits in 2025)	122	74%
Budget and Treasury Office	35	21 (none)	14	40%

Infrastructure Services	208	100 (17 new recruits in 2025)	108	52%
Planning and Economic Development	30	8 (2 new recruits in 2025)	22	73%

5.1.3.3. 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 Councilors 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 labor 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 organization'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 2025/2026 to LGSETA in order to access Skill Levy conditional grant.

- During the financial under review the following training programmes were implemented for employed (18.1) and unemployed learners (18.2):
- Waste Water Treatment Works (Millwright)
- Waste Water Treatment Works (Process controllers)
- Artisan for plumbers
- Trade test for electricians
- Roads maintenance
- Records management (etc.)
- The Municipality partnered with different stakeholders to implement the Work integrated learning for unemployed learners (18.2) on the following programmes:
- Human Resource N6
- Town planning
- Finance management
- Environmental management
- Business Information
- The Local Government Sector Education Authority awarded the Municipal employees with bursaries for the following field of study:
- RBCOM- Bachelor of Commerce
- Post graduate Diploma in Public Management
- Post graduate Diploma Accounting Sciences
- B.Com in Transport and Logistic
- In terms of the Local Government: Municipal Staff Regulations, 2021, which came into effect on 01 July 2022, Chapter 5, Section 48 provides that:
- A municipality must conduct a skills analysis using programmes or systems determined by the Minister in order to ascertain the skills needs of staff members in relation to their current roles.

- The skills audit process may comprise, amongst others:
- Biographical audits, including information relating to educational qualifications and work experience of staff members;
- Perception-based assessments; and
- Evidence-based assessments, including assessments conducted through recognized psychometric instruments.
- The Department of Cooperative Governance, Human Settlements and Traditional Affairs (CoGHSTA) has formally initiated this process and appointed Josmap as the service provider to facilitate and administer the Skills Audit across municipalities.
- The Skills Audit is a structured compliance process aimed at aligning municipal capital with the requirements of the Municipal Staff Regulations, while also identifying the strengths, competencies and developmental needs of employees across the institution. The outcome of this exercise will assist the Municipality in designing targeted training and development programmes, strengthening institutional capacity and supporting the professional growth of employees.
- The Skills Audit process officially commenced on 09th February 2026 and the final deadlines for completion was the 20th March 2026.

5.1.4 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;
- Timely submission of Annual Employment Equity Progress Reports to the Department of Labour.
- Formulate Succession strategy with mentoring and coaching components;

- Conduct continuous analyses of policies, procedures and practices to identify the employment barriers experienced by designated groups;
- Where significant under-representation of a designated group is evident, targeted advertising could be embarked upon. The development of a Comprehensive internal staff communication strategy in consultation with Communications 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 31st January 2023, under item C33/01/23. The Municipality is reporting to Department of Employment and Labour on annually basis regarding the progressed made on the implementation of the EE plan

DLM currently employs 201 permanent staff including Councilors

i.e. 201 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	5	0	0	0	5	0	0	0	0	0	10
Professionally qualified and experienced specialists and mid-management	2	0	1	0	5	0	0	0	0	0	8
Skilled technical and academically qualified workers, junior management,	18	0	0	0	20	0	0	1	0	0	39

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
supervisors, foreman and superintendents											
Semi-skilled and discretionary decision	53	0		0	32	0	0	0	0	0	85
Unskilled and defined decision making	39	0	0	1	13	0	0	0	0	0	53
TOTAL PERMANENT	122	0	1	1	76	0	0	1	0	0	201
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
Interns	2	0	0	0	3	0	0	0	0	0	5
GRAND TOTAL	124	0	1	1	79	0	0	1	0	0	206

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	
	2. LED Coordinator
	3. LED Officer
	7. Snr. Town Planner

Budget & Treasury Officer	
	1. 2X Meter Reader
	2. Cashier
Infrastructure Services	
	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.

5.1.4.2 BELOW HEREWITH TABLE THAT DEPICTS THE RECRUITMENT OF EMPLOYEES DURING THE 2025/2026 FINANCIAL YEAR:

TITLE	DEPARTMENT	DATE ENGAGED
Electrical Linesman	Infrastructure Services	01/07/2025
Electrical Linesman	Infrastructure Services	01/07/2025
Electrical Linesman	Infrastructure Services	01/07/2025
Electrical Linesman	Infrastructure Services	01/07/2025
Plumber	Infrastructure Services	01/09/2025
Manager: PMU	Infrastructure Services	01/10/2025
Manager: FM	BTO	03/11/2025

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
- Organize 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
- Maximize 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 01st of July 2022. The Regulation gives guidance amongst others on the following matters.

- The Staff Establishment, Job description and Job Evaluation (Chapter 2)

- Recruitment, Selection and appointment of staff (Chapter 3)
- Performance Management and development systems (Chapter 4)
- Skills Development (Chapter 5)
- Dispute resolution (Chapter 6)
- Disciplinary code and procedure (Chapter 7)

The objectives of the Regulations are as follows:

- Create a career local public administration that is fair, efficient, effective and transparent;
- Create a development oriented local public administration governed by good human resource management and career development practices;
- Ensure an accountable local public administration that is responsive to the needs of local communities;
- Ensure that high standards of professional ethics are fostered within local government;
- Strengthen the capacity of municipalities to perform their functions through recruitment and appointment of suitably qualified and competent persons; and
- Establish a coherent HR governance regime that will ensure adequate checks and balances, including enforcement of compliance with the legislation

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
- Teammate for audit and risk
- Collaborator for records and document management
- ESRI ArcGIS Software
- Cemetery system
- Fleet system
- Customer relationship management system

5.1.10 BROADBAND CONNECTIVITY

- 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

The following section focuses on the following services: community, public safety and social services that looks at waste management and collection services, issues of public safety and transversal issues; and basic service delivery that focuses on the provision of infrastructure services and related projects.

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.

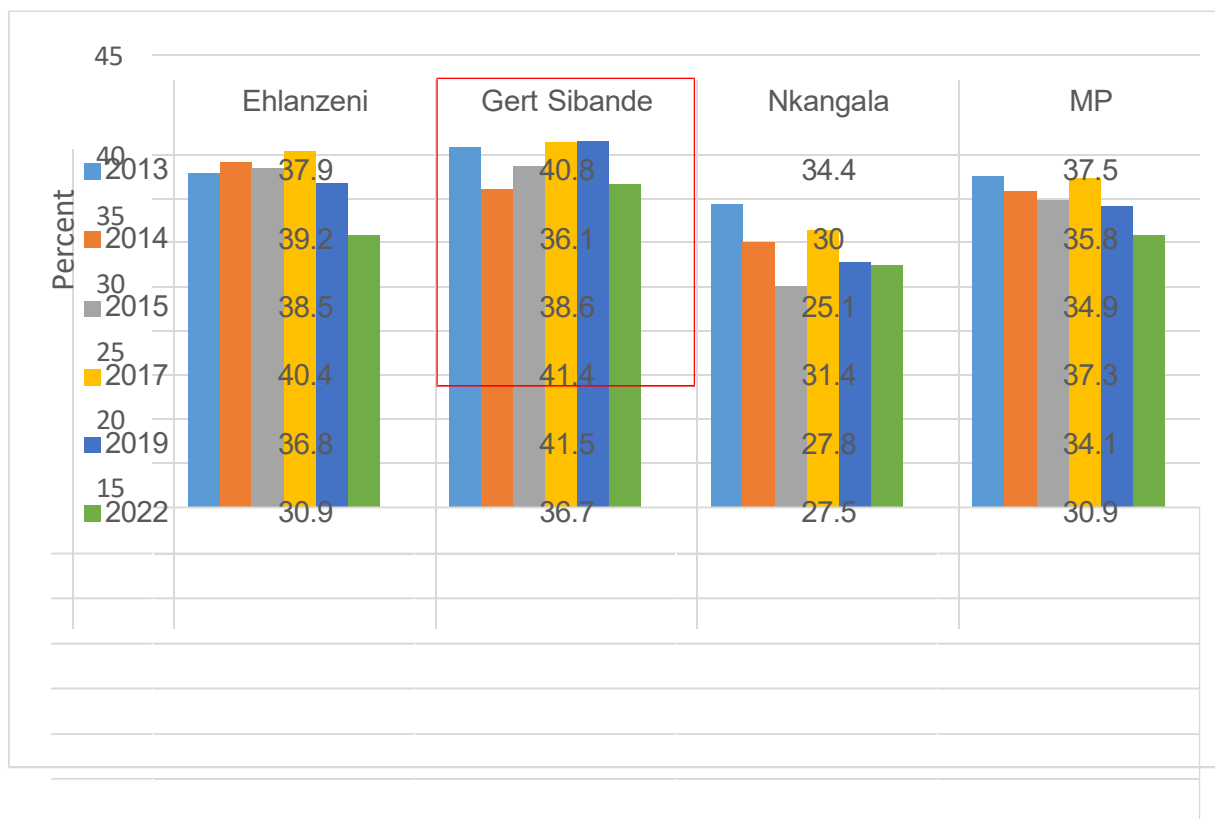
The NSP (National Strategic Plan), PIP (Provincial Implementation Plan) and MDIP (Multi District Implementation Plan) outlines the strategic framework for a multi-sectoral partnership to further accelerate progress in reducing the morbidity (illness) and mortality (death) associated with HIV, TB and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

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 (considered a pandemic by the president) 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, the elderly, vulnerable persons against any form of abuse, Albinism, LGBTQI plus, persons living with disability and HIV, STI and TB and youth development. The municipality has over the years and 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.

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 media 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. Elias 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
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 Motlounng	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. 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	Youth	Nthoroane	Mr. Madida	078 682 9147

Centre				
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 properly 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.

In terms of promoting a safe space for the elderly people in Dipaleseng Local Municipality, the municipality has partnered with Sibanye Stillwater Mine to construct an Old Age Community Centre in Siyathemba through the Social Labour Plan. The construction is envisaged to begin in the 2026/27 financial year.

5.2.8.2. GBVF

Dipaleseng municipality like the rest of the country is faced with the pandemic of gender-based violence and femicide which is perpetuated by various issues within communities. As a result, a comprehensive and integrated approach is key in addressing such. There is a National strategic plan on GBVF which has been cascaded down to the province and the municipalities. As a Dipaleseng Local Municipality has established and launched the GBVF rapid response team on the 15 of August 2024, the main objective of the RRT is to fast track the implementation of the NSP focusing on the six (6) pillars. The pillars are as follows:

- Accountability coordination and Leadership
- Prevention and rebuilding social cohesion
- Protection, safety and justice
- Response, care, support and healing
- Economic Power
- Research and Information Systems

The following is the plan for 2026/27 financial year.

- Gender-based violence and femicide advocacy programmes.
- 16 Days of Activism for no Violence against Women and Children campaign
- Moral regeneration programme
- Community Dialogue on GBVF
- Rapid Response Task Team programs
- Community Safety Forums

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 focuses 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.

5.2.8.3.1 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.

5.2.8.4. 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 ha to be made to reach that target.

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

a challenge in fully implementing and mainstreaming disability issues within the institution and other external institutions within the municipal boundaries. The local disability forum is in place and functional with the assistance of DSD and support from GSDM. The forum promotes coordination of services, organizing 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.

5.2.8.5. GENDER MAINSTREAMING

There are many compelling reasons as to why local government must look at its gender policies and practices, consider some of the ways in which women concern's, work and issues are interwoven into local governance issues on daily basis. Most of the everyday issues are of primary concern to women. Women are rooted in local areas, frequently unable to leave these areas often because they lack the means to do so. Women are thus inclined to get involved in local politics because of their concern for "home" issues as well as their commitment to their families and emancipation of other women. Access to water and sanitation particularly in rural areas or lack of access impact heavily on women since they fetch water if it is no available in their homes and also collect firewood in areas where there is no electricity. This often requires a long erratic hours of hard labor.

Unemployment is often higher amongst women than men and that affects the gender balance in our society as majority of women resort in becoming men's subjects and some get raped in the process. Poverty has also been the major constrain on many women in our municipality. Dipaleseng municipality does not have any guiding document such as gender mainstreaming strategy and or policy to ensure the maximum gender mainstreaming within the institution and other external institution and the unavailability of the gender focal person has proven to be the integral part the institutional failures on gender mainstreaming. The municipality has conducted some ad hoc programs with Mpumalanga Commission for Gender Equality in order to conscientise as many women with gender issues laws or legislations that are available for them. The stigma on LGBTQTI+ has also been proven to hazardous within our local municipality and not much has been done on this regard.

5.2.8.6. 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.

5.2.8.7. KEY ISSUES TO BE ADDRESSED

5.2.7.1 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

5.2.8.7.2 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

5.2.8.7.3 OLDER PERSONS

- Assist all three luncheon clubs with sourcing funds for construction of their centers and give support to them in all their activities.
- Provide support to Dipaleseng Older Person's Forum
- Advocate and Lobby for budget to implement and support all transversal programs

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

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 burial capacity)	To be confirmed	130.34 hectares	No space for further development. New land was identified but requires consent for acquisition.
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. DIPALESENG 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 1198) that provides for the promotion and enforcement of sustainable forest management as well as Prohibition of destruction of trees in natural forests.
- Conservation of Agricultural Resources Act (act no. 43 of 1983) which provides for control over the utilization of the natural agricultural resources in order to promote the conservation of the soil, the water sources and the vegetation and the combating of weeds and invader plants.

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

5.2.12.2 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 is no dedicated Climate Change Champion.
- 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 ENVIROMENTAL 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 and DARDLEA on the 4th of March 2026. There are quarterly meetings schedules to monitor the progress of the action plan.

For the 2025/26 financial year the following were the expected actions from the municipality as part of the agreement:

1. The submission of quarterly reports to Department of Water and Sanitation (DWS);
2. Appointment of four process controllers and nine plumbers;
3. Prioritisation of the refurbishment of WWTWs and seeking funds through technical reports, business and implementation plans for projects;

4. List of sampling points has been compiled and submitted to Gert Sibande District Municipality (GSDM) and SANAS accredited laboratory responsible for microbiological and chemical analysis of samples for the municipality;
5. Samples are taken to a SANAS accredited laboratory for analysis on a monthly basis;
6. Consultants have been appointed for the designs of the upgrading of the landfill sites, the designs have been completed, and consultants have been appointed for conducting EIA studies and license renewal for the landfill sites. The scope of works of the landfill sites upgrades is inclusive of the installation of Weigh Bridges and fencing;
7. The municipality has registered waste pickers.

Due to the financial constraints the municipality faces there is a reliance on grants for refurbishments of treatments works and other associated projects in response to and to implement the developed action plan.

5.2.15.2 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.

5.2.15.3 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.

5.2.15.4 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.

5.2.15.6 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

5.2.15.7 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 13 129 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.

5.2.15.8 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 182ormalizat 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 182ormalizat. 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.

5.2.15.9 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.

5.2.15.10 RECYCLING INITIATIVES

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

5.2.15.11 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.

5.2.16 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.

5.2.16.1 KEY ISSUES TO BE ADDRESSED

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

5.2.17 DISASTER, FIRE AND RESCUE MANAGEMENT

5.2.17.1 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. The Dipaleseng Local Municipality Disaster Management plan is in place was approved by the Mayco in April 2025, however the plan still needs to be adopted by Council. This DMP confirms the arrangements for managing disaster risk and for preparing for and responding to disasters within the Dipaleseng Municipal Area as required by the Disaster Management Act.

The plan will form an integral part of the IDP in the following ways:

- Anticipate the likely types of Disaster that might occur in the municipality's area and their possible effects,
- Identify the communities at risk,
- Provide for appropriate prevention and mitigation strategies,
- Identify and address weaknesses in capacity to deal with possible disasters,
- Facilitate maximum emergency preparedness/prevention/mitigation
- Establish the emergency management policy framework and organization that will be utilized to mitigate any significant emergency or disaster affecting the Dipaleseng Local Municipality.
- Establish the operational concepts and procedures associated with day-to-day operational response to emergencies by the local municipal departments,
- Contain contingency plans and emergency procedures in the event of a disaster, providing for –
 - The allocation and co-ordination of responsibilities to allocated to the various role players;
 - Prompt disaster response and relief;
 - Disaster recovery and rehabilitation focused on risk eliminating or mitigation;

- The procurement of essential goods and services;
- The establishment of strategic communication links; and
- The dissemination of information.

The Disaster Management plan communications centre is responsible for the operational procedures associated with day-to-day operational response to emergencies by municipal departments. The top management team are jointly responsible for the emergency management policy framework and organization that will be utilized to mitigate any significant emergency or disaster affecting the Dipaleseng Municipality.

5.2.17.2 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 has prepared 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.

5.2.18. FIRE AND RESCUE BUSINESS PLAN

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

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

5.2.18.1 KEY ISSUES TO BE ADDRESSED FOR BALFOUR FIRE STATION

- Building of a Fire Station
- Procurement of a major pumper fire engine with 10 000 L capacity
- Procurement of 1×grass unit vehicle

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

5.2.18.2 KEY ISSUES TO BE ADDRESSED FOR GREYLINGSTAD FIRE STATION

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

5.2.18.3 KEY ISSUES TO BE ADDRESSED FOR GROOTVLEI FIRE STATION

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

5.2.18.4 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
- 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

5.2.19 ACCESS TO SERVICES

5.2.19.3 WATER

The 2022 population of the study area is 32 980 people (based on the 2022 Census) and the projected population by the year 2034 will be 52 449 (based on a 0.93% growth rate per annum). The current water demand for the project area is 13.5 ML/day and includes the requirements of the wet industries. It can be deduced from above that the existing infrastructure capacity is able to meet the current demand. Currently DLM with its water demand of 13.5 ML/day is supplied by 19.5 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 can be confirmed then that the municipality has managed to stabilize the water demand in the community and in reducing areas susceptible to dry periods through various projects.

5.2.19.1.1 SOURCES OF WATER:

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

5.2.19.1.2 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. This includes the 4007 households found in the 11 informal areas that are in the three nodal areas where there is only a level of communal services that are being offered until the formalization of those areas that would eventually yield formal stands and structures. The municipality has completed the following projects in response to the community issues:

- Upgrading the Fortuna Water Treatment Works completed and handed over in 2024.

- Construct new bulk pipelines to Grootvlei, Greylingstad and Nthorwane has been completed in 2025.
- Construct an additional storage reservoir in Balfour/ Siyathemba, Greylingstad/ Nthorwane has been completed in 2022/24

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 by sourcing funding through technical and business plans.

- Raising the Suikerbosrand Dam wall with 12m

5.2.19.1.3 CLIMATE CHANGE IMPACT

Due to the location of Dipaleseng Local Municipality in the highveld region, it is identified as being potentially impacted by droughts and hitting the main sources of water. 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.

5.2.19.3 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 below are completed projects to address sanitation services and their year of completion:

- Upgrading of Wastewater Treatment Works in Balfour from 4MI/day to 12MI/day completed in 2021
- Construction of a new 1.5MI/day Wastewater Treatment Works in Grootvlei completed in 2018.
- There has been a Provision of sewer reticulation in the following to address issues of sanitation backlog:
 - Grootvlei Ext 1 completed in 2016,
 - Balfour north where there is a replacement of a blocked concrete sewer bulk pipeline currently underway.

- Siyathemba Ext 5. & 6 completed in 2017
- Nthoroane where there is sewer reticulation is in place except for all formal areas except for the informal settlements.

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 Wastewater Treatment Works in Greylingstad from 0.5MI/day to 1.5MI/day

5.2.19.3 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. Roads that have been upgraded in the five-year plan include Dlodlu, Charles, Dlamini, Masiteng, Thaba Kgwalli, Moagi and Nhlapo Street.

5.2.19.3 ELECTRICITY PROVISION

There are 6699 meters installed by Eskom in households covering parts of Siyathemba and Greylingstad whilst the municipality has 5690 meters installed in households covering all of Grootvlei, parts of Siyathemba/Balfour and Greylingstad.

In Balfour there is the current demand is at 7.5 mva and is the notified maximum demand set by Eskom. Grootvlei was at 3.5 mva and an increase was granted by Eskom to 4.5

mva to meet electricity demand. Greylingstad is currently at 500 kva and there are current plans to upgrade the Nthorwane substation to 15 mva but due to land issues the project is still pending.

KEY ISSUES TO BE ADDRESSED

- Refurbishment of boreholes
- Sewer reticulation in the Dipaleseng LM
- Electrification of formal stands in Dipaleseng LM
- Replacement of old and asbestos bulk lines and reticulation
- Extending the dam walls of Haarhoff dam
- Upgrading of roads in Dipaleseng LM: roads that have been upgraded so far include Dlodlu street, Charles street, Dlamini Street, Masiteng Street, Thaba Kgwalli Street, Moagi Street, Nhlapo street
- 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 Master 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

Dipaleseng Local Municipality represents a small but strategically located local economy characterized by a service-oriented structure supported by agriculture, energy and limited industrial activity. The municipality is relatively modest in scale but benefits from its proximity to Gauteng along key transport corridors. Although the municipality is not a major contributor at provincial level with a contribution of 1.2%, it plays an important supporting role within the district economy. This is representable by the small population growth and small local economy.

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

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

5.3.2 ECONOMIC SECTORS

Dipaleseng's economy is supported by a combination of key industrial players and local enterprises which play a critical role in sustainabing economic activity and employment. Key industry anchors include:

- Eskom Grootvlei Power Station is a major energy asset contributing to national electricity supply
- Sasol Impumelelo Mine is a long life coal mining operation supporting regional energy production and industrial activity
- Karan Beef that is one of the largest abattoirs in the southern hemisphere, supporting large-scale agriculture value chains and exports
- Blue skies is a key agro-processing facility supplying fresh produce to domestic and international markets.

There is a strong presence of agriculture-linked value chains, particularly livestock and agro-processing but limited presence of diversified manufacturing and industrial activity and a high dependence on external markets and regional economic systems.

5.3.3 ECONOMIC STRUCTURE (SECTOR CONTRIBUTION)

SECTOR	CONTRIBUTION
Community Services	21 – 22%
Trade	18 – 24%
Finance & business services	14 – 15%
Agriculture	8%
Mining	5 – 6%
Manufacturing	6%
Construction	5 – 6%
Transport	4 – 5 %

The trade sector has experienced growth increasing to 23.7% indicating retail expansion and corridor-based activity. The community services growth shows a dependence on public sector employment with the finance sector remaining stable supporting business and service industry. The mining sector decreased from 8% to 5.7% reflecting broader sector pressures with the transport sector remaining stagnant despite strong corridor positioning. With the above table there is a slow transition from primary sectors (agriculture and mining) towards service industries but without industrial diversification.

In terms of the below table on the contribution to local economy the community services is the dominant sector reflecting strong reliance on government activity. A relatively strong manufacturing base that is uncommon for a small municipality. There is a moderate contribution from finance, trade and agriculture supporting local economic circulation. There is a limited contribution from construction and utilities that indicates constrained infrastructure expansion. This economic contribution of gross value added to Dipaleseng is indicative of the performance of the sectors in the economic space.

Figure 12: Contribution of Economic Sectors to the Economy (GVA, 2024)

SECTOR	GVA (R billion)	SHARE
Community Services	1.1	26.4%

Manufacturing	1.0	23.9%
Finance	0.5	11.6%
Trade	0.4	9.3%
Agriculture	0.4	8.0%
Transport	0.4	8.0%
Mining	0.3	7.0%
Electricity	0.2	3.0%
Construction	0.1	2.0%

Source:

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

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

Table 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**5.3.4 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 underlaying 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

5.3.5 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

5.3.6 SPACE ECONOMY

A significant portion of Dipaleseng's land is 197ormaliz 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 197 ormaliz to cultivate maize, soybean and sunflower. The areas not suitable for farming are mainly grasslands 197ormaliz for grazing of cattle. In addition to cattle farming, pig and poultry farming is also 197ormaliza 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 employment 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.

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

5.3.7.1 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.

5.3.7.2 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.

5.3.8 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

5.3.9 AGRICULTURE

The Dipaleseng LED acknowledges the role of agriculture in alleviating poverty and advocates for increasing agriculture productivity to uplift rural communities' economic condition. The municipality produces maize, sunflower, grain, sorghum, wheat, and livestock. Though agriculture occupies a distinct position in the municipality's economy, this sector can contribute more to enhance the municipality's overall economic health. To enhance this sector's economic potentials, the focus should be placed on processing and beneficiation of agriculture products and promotion of extensive commercial farming activities. Though the municipality has extensive commercial farming areas; agriculture output can still be increased by providing irrigation facilities and providing necessary training and support to emerging farmers. Possibilities of providing intensive irrigation facilities exist on the along the Vaal and Waterval river banks. These areas should be used for intensive farming.

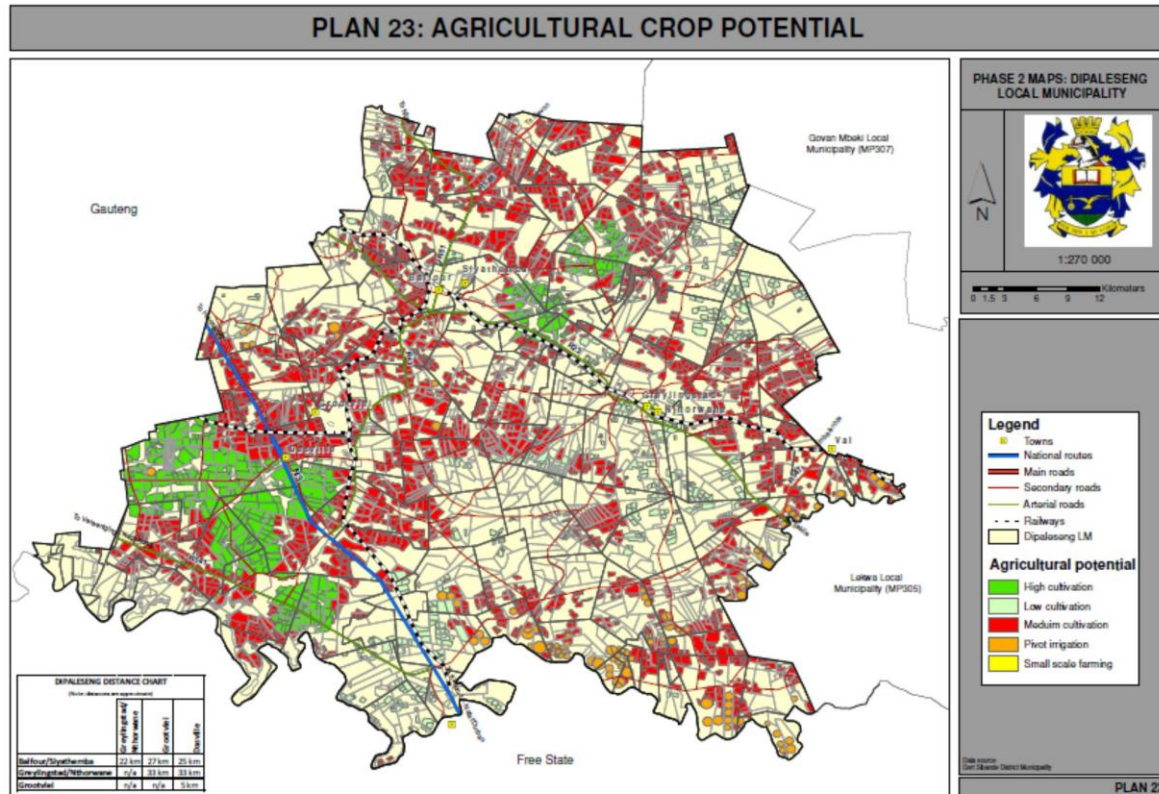
At present, Karan Beef is the only large-scale beneficiation facility located in the municipality (in Balfour). More beneficiation facilities focusing on the processing of maize, soybean, sunflower and meat products will be required to add the value of agriculture products and generate employment opportunities. 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 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

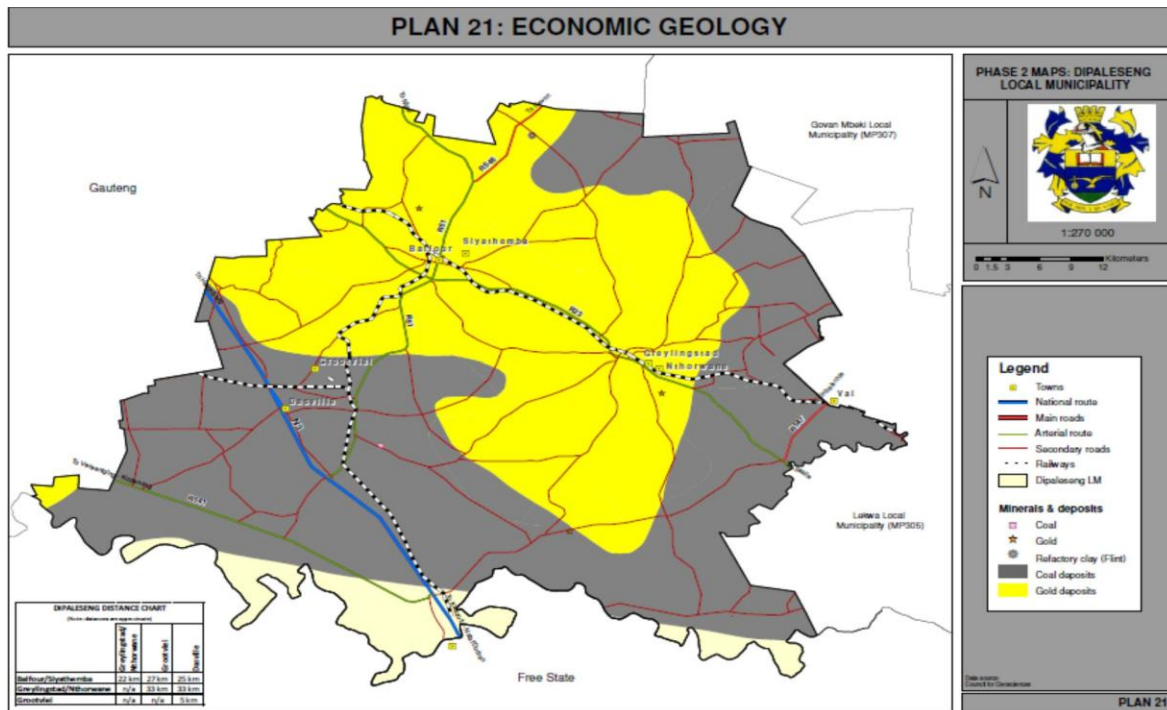


The agricultural land should therefore be protected to ensure continuous production and for the area to serve as the main agricultural service center supplying the surrounding agricultural communities and towns with commodities and services.

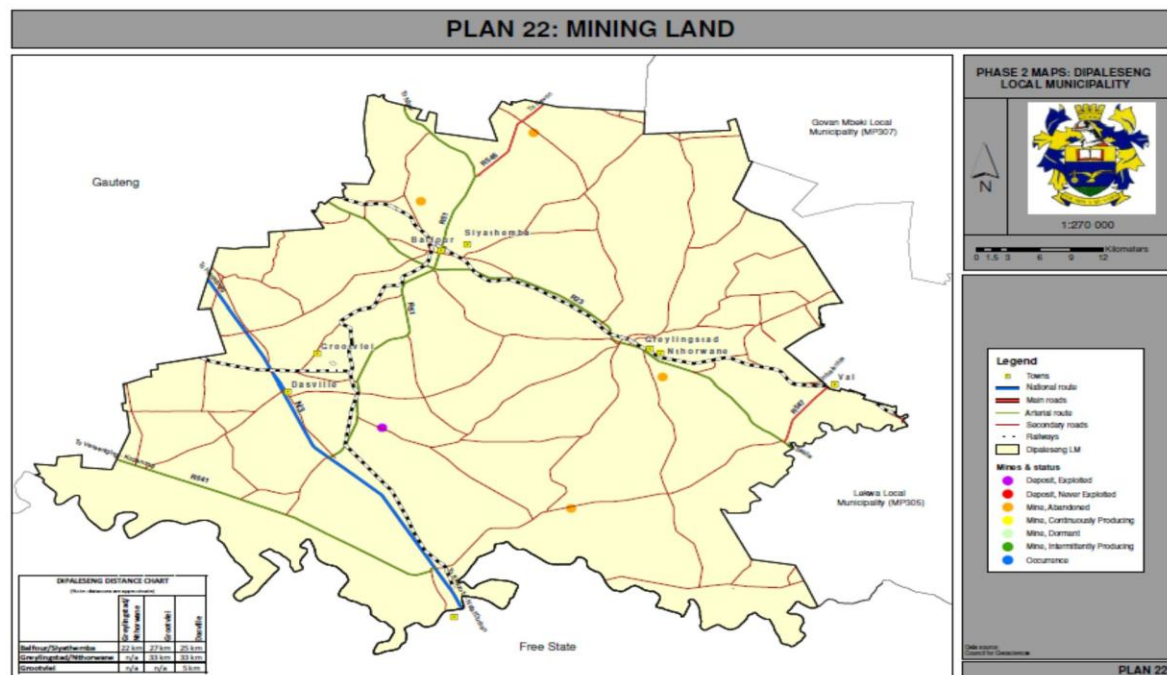
5.3.10 MINING

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

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



Map 4: Potential Mining Land



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

LABOUR FORCE CHARACTERISTICS

The current labour force is characterized by a low participation rate and limited economic diversification reflecting impacts of economic constraints and outward migration of economically active individuals. The low participation rate is confirmed by the high unemployment rate that sits at 32.1% and 46.7% for the youth unemployment or economically inactive individuals. There is a huge reliance on a narrow economic base of key sectors that are addressed in the above sections. There is potential for diversifying the current economic sectors i.e. agriculture and agro-processing value chains.

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

- **Social Labour Plans:**

The Burnstone Farmer Outgrower Project was adopted in consultation with Dipaleseng Local Municipality's and is aligned to the community priorities as identified in the municipality's Integrated Development Plan (IDP). The project aims to establish market driven support for subsistence farmers by creating a transition from subsistence farming to market-oriented production by linking the small-scale farmers to the buyers or commercial farmers that have secured markets. The project will enable small scale farmer/s, farmers' organizations to benefit, either directly or indirectly from the land and infrastructure investment that will be injected from the SLP contribution. A specialist service provider (Dicla) was identified and appointed to implement the project. The project implementation was incepted during October 2022. The revised MoU has been finalized between Dipaleseng Local Municipality, Sibanye, Still Water and Department of Agriculture and Environmental Affairs was in place after being approved by Council (C 247/08/23). Currently the project is 88% completed and is located in ward 2.

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 as well as an augmented R2 million from the Burnstone Trust. 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 Community Centre. The location of the community center in the old Siyathemba Clinic in ward 4, Siyathemba.

In addition to the above SLPs that are being implemented, the Burnstone mine has 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 Astroturf multi- purpose facilities in Mlamlunkunzi and Tokoloho Primary Schools in the 2024/25 financial years. The drilling of boreholes, installation of Jojo tanks and ablution facilities to six schools including Isifisosethu Secondary School, Siyathemba Primary School, Tsepeha Secondary School, Laerskool Grootvlei, Nthoroane Secondary School and Mlamlunkunzi Primary School. The establishment of a youth centre project in Nthorwane. The Balfour Primary Grade R Edutainers adopted in consultation with the Department of Education, following a request from the school for aid in resourcing Grade R with Edutainers. This was due to a backlog where 60 Grade R is were using dilapidated Wendy houses as classrooms. The company subsequently approved the project to be done through the ESG Fund. The project scope includes:

- The procurement and delivery of 2 edutainers to be used as Gade R Classrooms.
- The construction of a Jungle Gym.
- Ground resurfacing and installation of an astroturf.
- Fencing to demarcate and close-off the Grade R precinct area.
- Educational Toys to be used as manipulatives for teaching and learning purposes.
- The project was handed over on the 20th of November 2025.

5.3.10.2 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 a project was identified, the refurbishment of the Nthorwane Sports Stadium in ward 6 to a value of R25 million.

5.3.11 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.

5.3.11.1 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 2030 but that will no longer be the case but will be repurposed by introducing programmes on diversification.

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

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

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
TOTAL			R 4 620 000.00

Table 46: ESKOM Projects

Project Name	Identified Project	Implementation period	Budget
Local Economic Development	Grootvlei Climate Smart Horticulture Centre and training of Agripreneurs	2025-2039	R38 000 000.00
TOTAL			R38 000 000.00

5.3.12 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.

5.3.13 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).

5.3.14 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.

5.3.15 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 for gthge financial year 2025/26 a total number of 746 Participants after participants over the age of 60 years relieved. The programme seeks to address social and economic upliftment of distressed communities which lead into improved service delivery to those communities.

The work done is divided into 5 subsections:

- Health
- Education
- Environment
- Social and Agriculture

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

Presently, for the financial year 2025/26 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 R129.37/day X 8 days (R1035) in stipends. The remainder, approximately 6%, work 5 days a week and receive R140.50/day X 20 days (28100.00) 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.

5.3.16 EXPANDED PUBLIC WORKS PROGRAMME (EPWP)

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

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

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

Dipaleseng Local Municipality has its EPWP Policy and the purpose is to provide a framework within which the municipality and its departments implement the Expanded Public Works Programme (EPWP). This policy document is aimed to provide an enabling environment for the municipality to increase the implementation of EPWP, through the re-orientation of the line budget function and channeling a substantial amount of its overall annual budget allocation and human resources towards the implementation of EPWP. Through this policy the municipality is aimed to achieve the following objectives:

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

The Dipaleseng municipality Incentive grant allocation for the financial year 2025/26 is R1 502 000.00 with a projected 43 people (WO) to be employed. The programme covers the following: Road Maintenance, Waste Management, Refuse removal, Admin Support. There are three (3) main EPWP Projects implemented as follows:

1. EPWP Public Works: IG, as from the 1st July 2025 to 30 June 2026
2. EPWP CoGTA Youth Waste Management, as from 01 April 2025 to 31 March 2026
3. EPWP Siyathuthuka: Gert Sibande District Programme, as from 18 August 2025 to 30 June 2026

5.3.17 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.

5.3.18 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 utilization.

The LED Strategy is currently being reviewed by Maswana Joint Venture through the National DCOG for a period of nine months. In the beginning of the 2025/26 financial years, SALGA and COGTA had the aim to help review the LED Strategy internally and with all relevant stakeholders in government through a LED Workshop held on the 21st to 23rd October 2025.

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.

The LED Forum has since lapsed on the 30th of September 2025 and is due for relaunch.

5.4. KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

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

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

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.

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

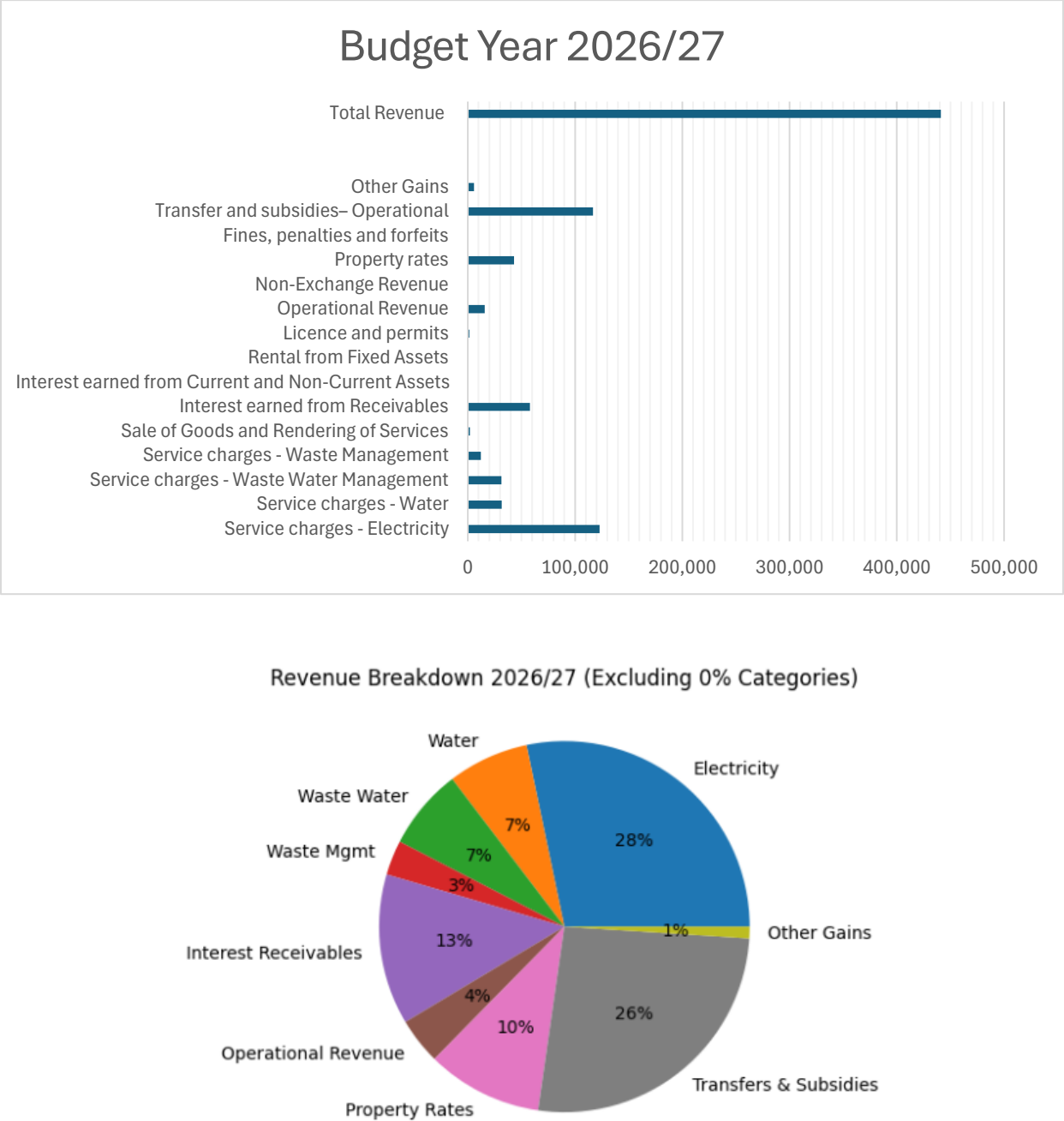
Description R thousands			
	Budget Year 2026/27	Budget Year 2027/28	Budget Year 2028/29
Revenue			
Exchange Revenue			
Service charges - Electricity	122 894	137 346	153 531
Service charges - Water	31 629	32 673	33 718
Service charges - Waste Water Management	31 250	32 281	33 314
Service charges - Waste Management	12 096	12 495	12 895
Sale of Goods and Rendering of Services	1 915	1 978	2 041
Interest earned from Receivables	57 976	59 890	61 806
Interest earned from Current and Non-Current Assets			
Rental from Fixed Assets	417	431	445
Licence and permits	1 528	1 579	1 629
Operational Revenue	15 744	16 263	16 784
Non-Exchange Revenue			
Property rates	43 000	44 419	45 840
Fines, penalties and forfeits	246	254	263
Transfer and subsidies– Operational	116 630	118 524	123 321
Other Gains	5 855	6 048	6 241
Total Revenue	441 179	464 180	491 828

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 2026/27 financial year, revenue from rates and services charges totaled R 241 million or 55 per cent. This increases to R 259 million, R279 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 43 million to R 45.8 million by 2028/29. 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 116.6 million in the 2026/27 financial year and steadily increase to R 123.3 million by 2028/29 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 9.01% increase in the Eskom bulk electricity tariff to municipalities will be effective from 1 July 2026. Considering the Eskom increases, the consumer tariff had to be increased to offset the additional bulk purchase cost from 1 July 2026. 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 3.4 per cent for sanitation from 1 July 2026 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 R 31.2 million

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 3.4 per cent increase in the waste removal tariff from 1 July 2026. Higher increases will not be viable in 2026/27 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 3.4 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 2026/27 an amount of R 16,3 million has been appropriated for Municipal Infrastructure Grants of the total capital budget. 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

For the 2026-27 financial year:

Equitable share – R 112.3 million

Finance Management Grant – R 2.8 million

EPWP – R 1.4 million

Municipal Infrastructure Grant – R 16.3 million

Integrated National Electrification Program Grant – R 398 000

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 2025 – 30 June 2029. This will enable the municipality to charge rates that relevant to the market related values.

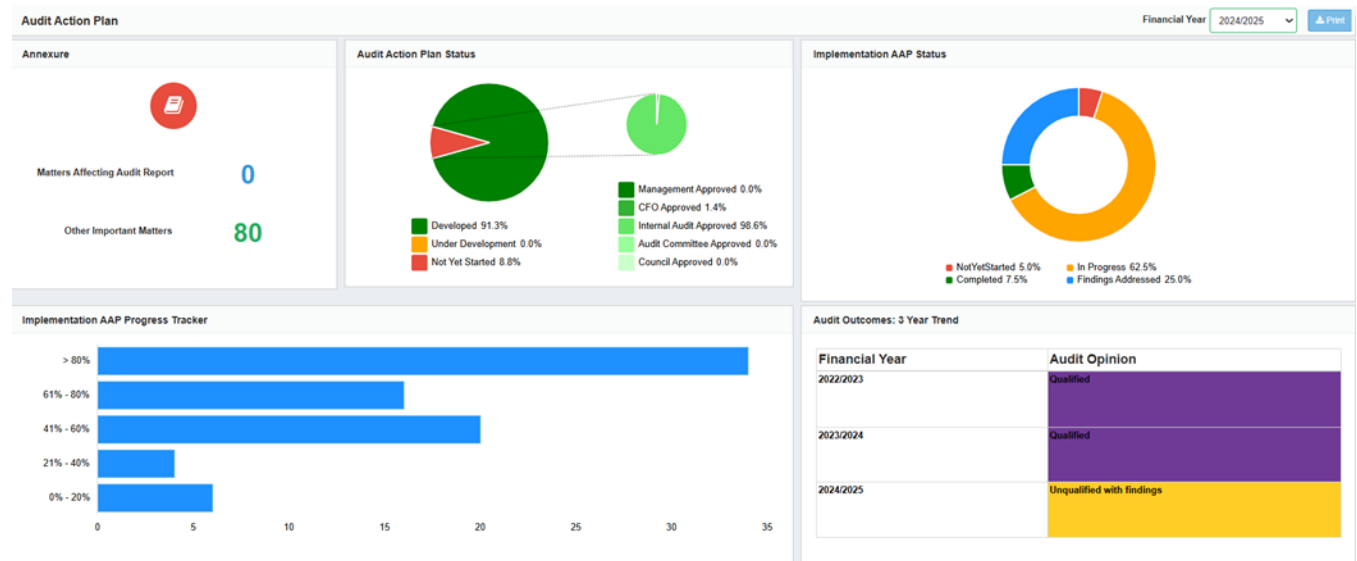
5.4.12. ANNUAL FINANCIAL STATEMENTS

Annual Financial Statements are compiled according to the prescribed general recognized accounting practices (GRAP).

5.4.13. AUDIT ACTION PLAN

The Municipality had obtained an unqualified Audit opinion for the 2024/25 financial year.

Figure 14: Implementation Status on the Audit action plan



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

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

- Ensure transparency and accountability;
- Manage revenue, expenditure, assets and liabilities in a responsible manner;
- Adhere to all legislative requirements;
- Implementing cost reflective tariffs
- Ensure that the budget is cash backed.

- Well thought-out budgetary and financial planning processes;
- Effective supply chain management;
- Applying full credit control measures; and
- Effective cash flow management.
- Lastly the municipality will apply the Batho Pele Principles in rendering an efficient, responsible and effective consumer service to the community.
- The following policies are in place and fully implemented and are being reviewed on an annual basis:
 - Borrowing Policy
 - Cash collection and banking
 - Credit control & debt collection policy
 - Asset Management Policy
 - Budget Policy
 - Provision for bad debts Policy
 - Indigent Policy
 - Write Off Policy
 - Funding and reserves policy
 - UIF Policy
 - Infrastructure and capital investments Policy
 - Inventory Management
 - Long Term Financial Plan Policy
 - Proposed Rates Policy
 - SCM Policy
 - Tariff Policy
 - UIFW Policy
 - Unclaimed Deposits

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 realized 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.

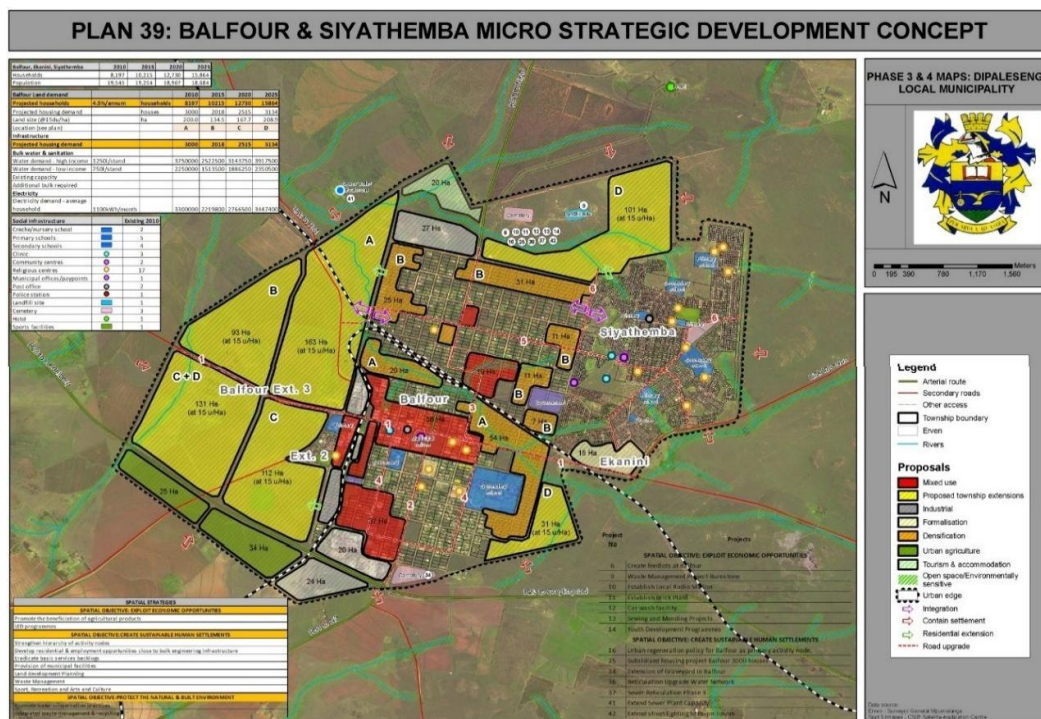
Monitoring and evaluation of the process is conducted by the Office of the Speaker and Municipal Manager on a quarterly basis. Support is also provided by both offices.

5.6. KPA 6: SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE

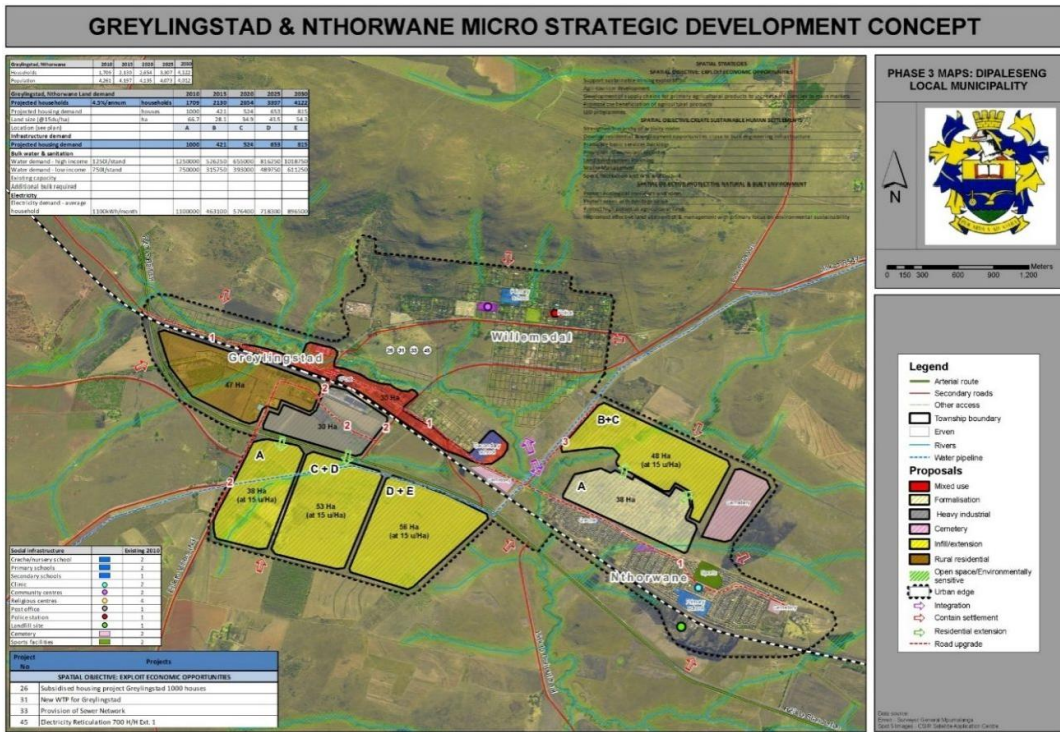
The formulation of a Spatial Development Framework is legally required in terms of Chapter 5, Section 26 of the Local Government: Municipal Systems Act, 2000; and Chapter 2, Section 4 of the Local Government: Municipal Planning and Performance Management Regulations, 2001.

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



Map 6: Greylingstad & Nthorwane Micro Strategic Development Concept



Map 7: Grootvlei & Dasville Micro Strategic Development Concept



5.6.1. DEVELOPMENT OBJECTIVES

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

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

5.6.2. SPATIAL VISION

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

5.6.3. SPATIAL OBJECTIVES

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

Strategic Objective 1: Movement and Transportation Corridors

Strategic Objective 2: Sustainable Economic Development and Concentration

Strategic Objective 3: Environmental Conservation and Utilisation

Strategic Objective 4: Sustainable Human Settlement Development

Strategic Objective 5: Infrastructure Investment

Strategic Objective 6: Rural Development and Transformation

5.6.4. SPATIAL DEVELOPMENT CONCEPT AND OBJECTIVES

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

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

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

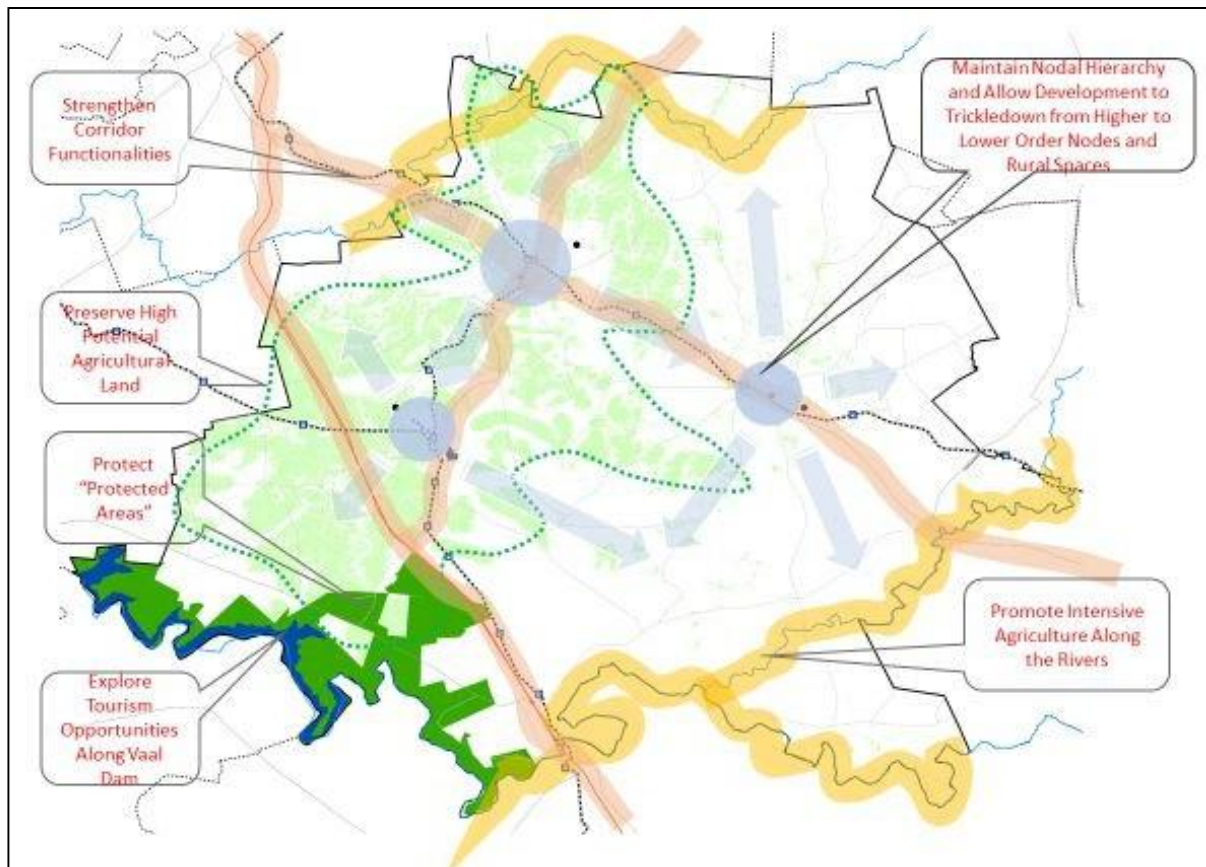
5.6.5. NODES AND ACTIVITY AREAS

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

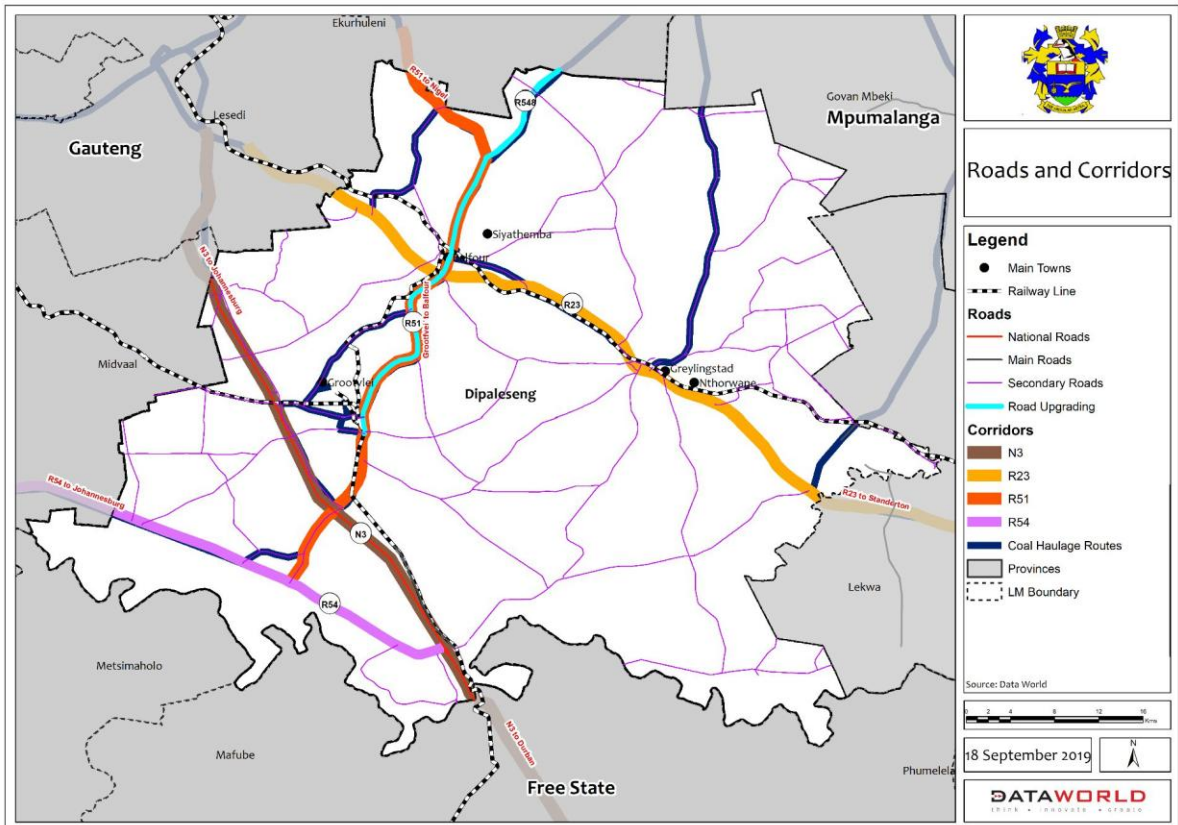
5.6.6.1. MOVEMENT AND TRANSPORTATION CORRIDORS

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 234 to formalize the development potential of especially the sections within and close to Dipaleseng Local Municipality.

Table 49: Movement and Transportation Strategies

Spatial Development Objective	Strategy
Spatial Development Strategy 1: Ensure connectivity between settlements, as well as nodes and connectivity within settlements	Strengthen and integrate existing public transport networks, services and modes between Balfour, Siyathemba, Grootvlei, Greylingstad and Nthorwane
Spatial Development Strategy 2: Ensure and maintain a high standard in terms of accessibility to the wider regional context and accommodate freight, private vehicles, mini-bus taxis and buses	Thorough maintenance and upgrading of the national and provincial road network to ensure that roads can continue to handle the loads and frequency of vehicles and other heavy traffic on these routes
Spatial Development Strategy 3: Decongestion of coal haulage roads	Definition of a Coal Network Grid for Dipaleseng LM, which will be ring-fenced and coal movements to be restricted to this network. Road upgrading and maintenance is proposed, to cater for coal haulage: Priority 1 – R23 from Balfour to Volksrust Priority 2 – R51/R548 from Balfour to Devon and N17 Priority 3 – R51 from Grootvlei to Balfour

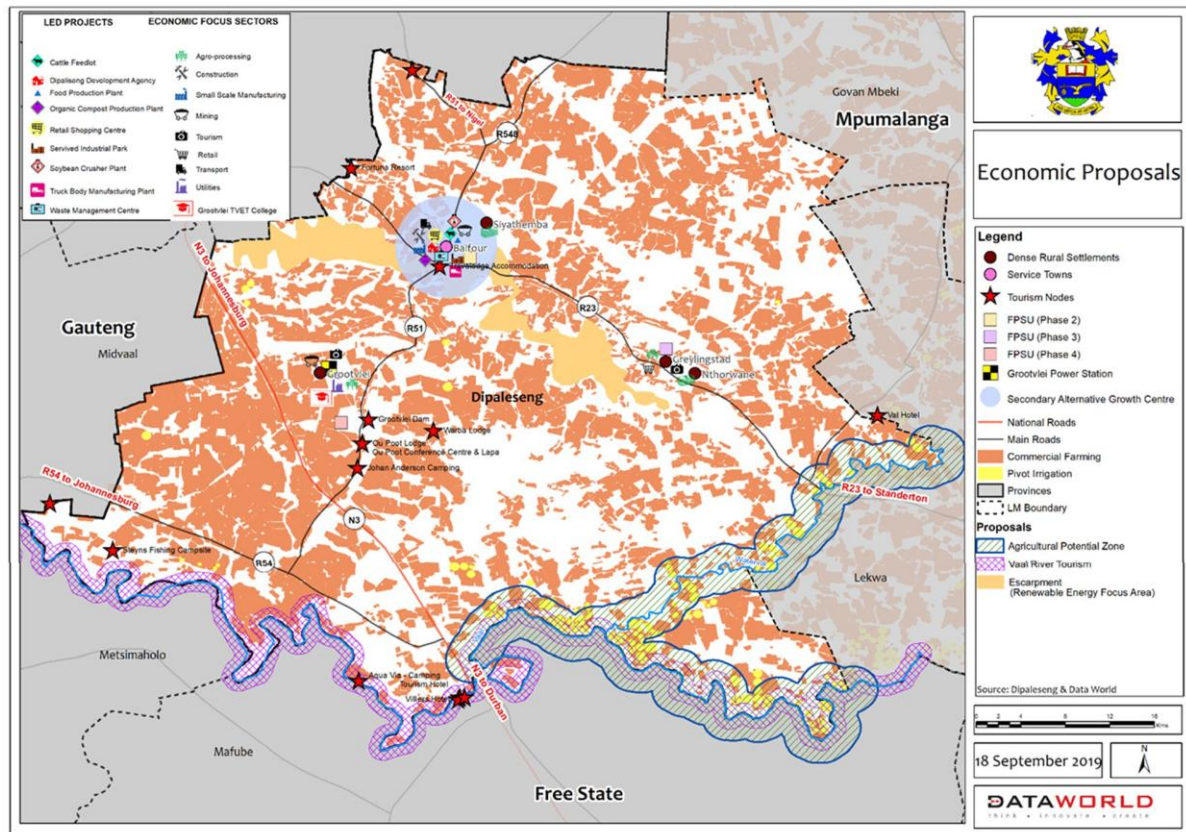
Map 8: Movement Corridors and Transportation Networks

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.

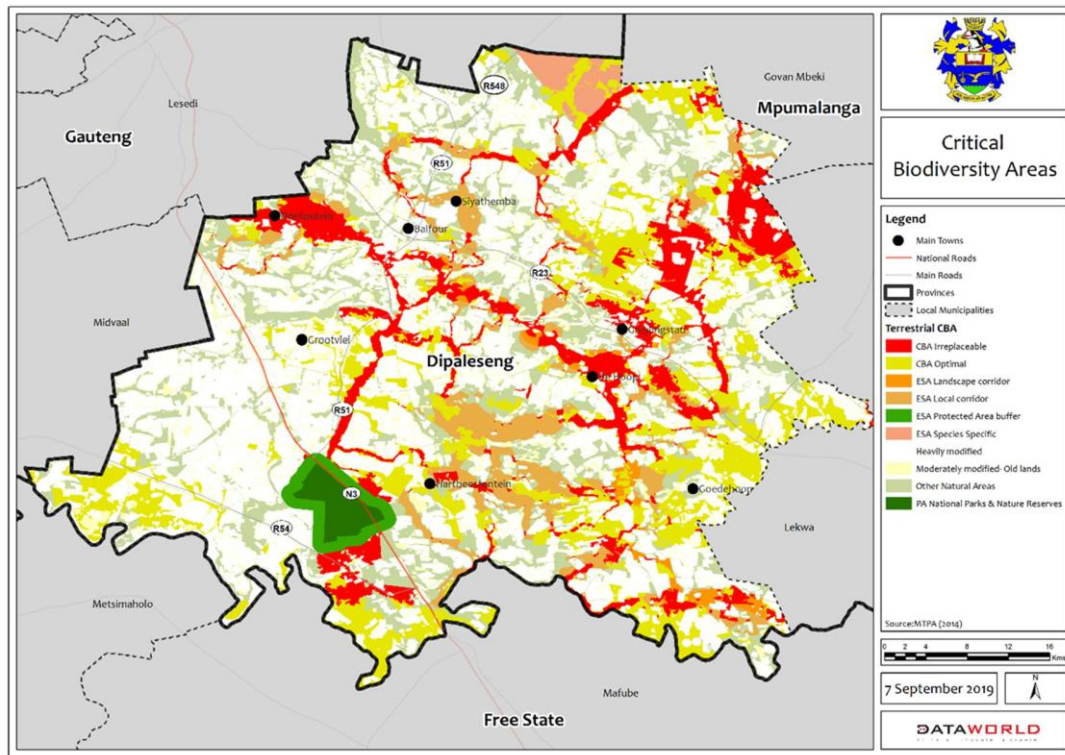
Table 50: Sustainable Economic Development Strategies

Spatial Development Strategy	Proposals
Spatial Development Strategy 1: Strengthen Economic Bases of the Existing Urban Centres	• Balfour: Agriculture (Beneficiation), Mining (Beneficiation), Construction, Transport, Small Scale Manufacturing • Grootvlei: Utilities (Power Generation), Tourism, Retail, Agriculture (Beneficiation), Mining (Beneficiation), • Greylingstad: Tourism, Retail, Agriculture (Beneficiation)
Spatial Development Strategy 2: Economic Infrastructure Restructuring	• More beneficiation facilities focusing on the processing of maize, soybean, sunflower and meat products will be required to add the value of agriculture products and generate employment opportunities. • Develop a diverse range of special interest tourism products and routes such as water sports, birding, fishing, history, jock, leisure, adventure, and rural tourism. • Development of infrastructure (road, water supply, power supply etc.)

Map 9: Sustainable Economic Development Proposals

5.6.6.3. ENVIRONMENTAL CONSERVATION AND UTILISATION

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

Map 10: Critical Biodiversity Areas

Table 51: Environmental Conservation Strategies

Spatial Development Strategy	Proposal
Spatial Development Strategy 1: Protection of the Municipal Biodiversity & Ecosystem Services	Ensuring all new development and redevelopment take into consideration the environmental management guidelines and policies of this SDF.
Spatial Development Strategy 2: Conservation of Water Resources and Catchment Areas	Rehabilitation of catchment areas i.e. the Vaal River catchment area
Spatial Development Strategy 3: Sustainable Agriculture	- Development of an agricultural protection and management framework - Identify and map all protected agricultural land.

5.6.6.4. SUSTAINABLE HUMAN SETTLEMENT DEVELOPMENT

The legacy of apartheid left dire consequences in the form of spatial distortion. This is particularly evident in former black townships and rural areas. The effects were far-reaching,

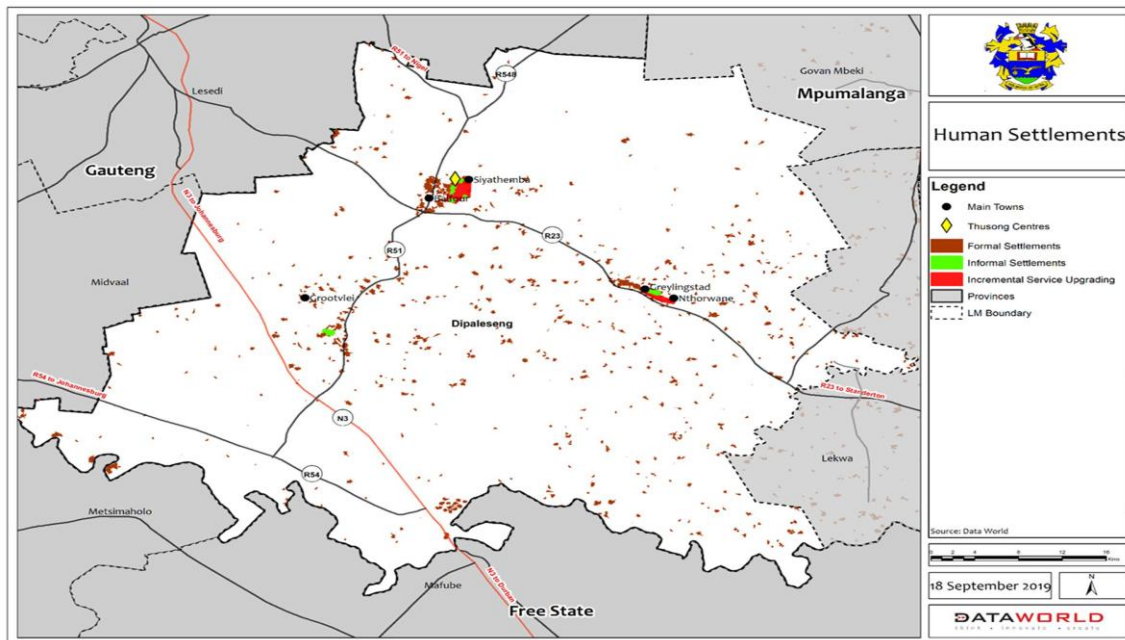
leaving South Africa with three distinctive spatial patterns, namely, low-density sprawl and fragmentation.

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	Locating new developments closer to activity spines and corridors; economic opportunities and social amenities; Infill sites for new development within Siyathemba, Balfour, Grootvlei, Dasville, Nthorwane and Greylingstad should be a priority
Spatial Development Strategy 2: Spatial Restructuring	Use of strategically located vacant land Parcels in the Balfour CBD, Greylingstad & Nthorwane, as a catalyst for densification, integration and mixed land use orientated development; Optimise the use of existing resourcing resources including bulk infrastructure, roads, transportation and social facilities.

Map 11: Sustainable Human Settlements



5.6.6.5. INFRASTRUCTURE INVESTMENT

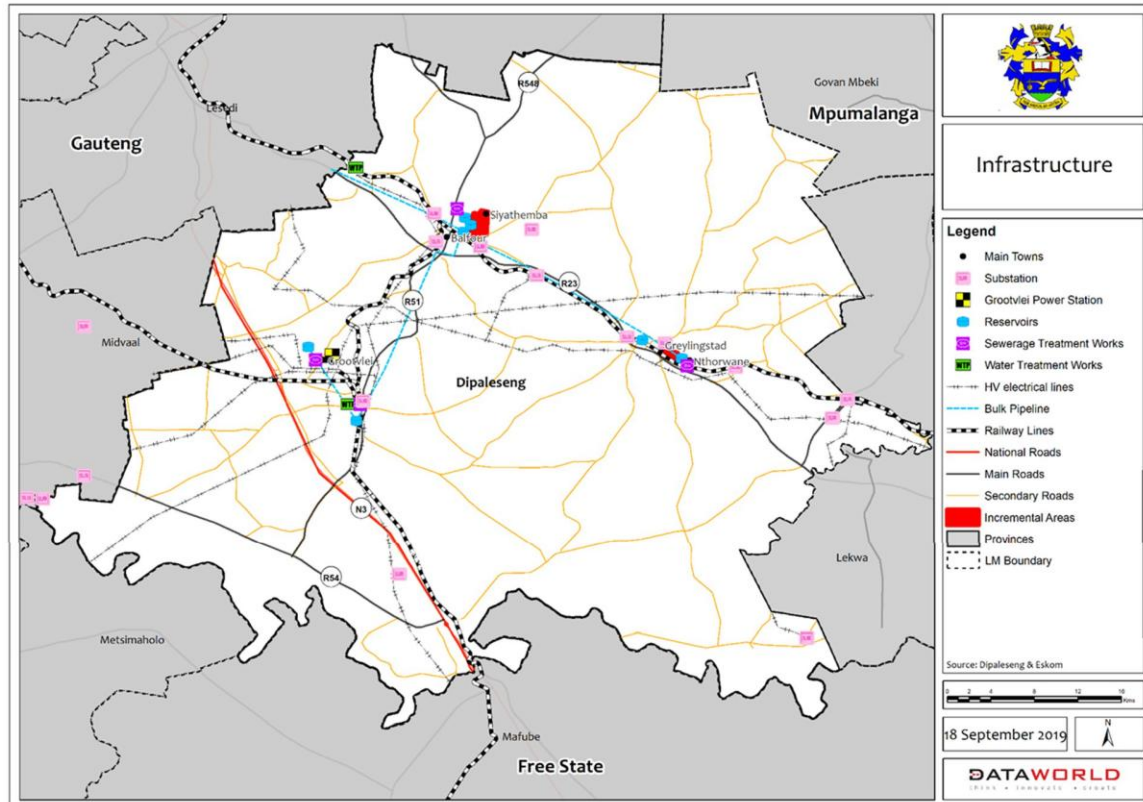
The provision of water, electricity, sanitation and refuse disposal etc, should be fashioned toward achieving the objectives of sustainable development. According to the Dipaleseng IDP 2022/2023, development plans should be structured towards infrastructure upgrades, predominantly, water, sanitation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

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

Table 53: Infrastructure Investment Strategies

Spatial Development Strategies	Proposals
Spatial Development Strategy 1: Upgrading and maintenance of existing infrastructure: - Water	Balfour Fortuna Water Treatment Works requires a necessary upgrade to its infrastructure in order to augment the water supply and possibly meet future water demands.

	• Construction of additional storage reservoirs in Balfour, Siyathemba, Greylingstad, Nthorwane
Spatial Development Strategy 2: Upgrading and maintenance of existing infrastructure: Wastewater and Sanitation	• Upgrading of wastewater treatment works in Balfour from 4MI/day to 12MI/day • Construction of a new 1.5MI/day wastewater treatment works in Grootvlei • Upgrade wastewater treatment works in Greylingstad from 0.5MI/day to 1.5MI/day
Spatial Development Strategy 3: Upgrading and maintenance of existing infrastructure: Renewable Energy and Electricity	• Explore the possibility of generating energy from renewable sources in the municipality, e.g. Biomass plant from agricultural waste. • Planned housing developments should install solar panels to relief pressure on- grid supply.

Map 12: Infrastructure Investment

5.6.7. CAPITAL INVESTMENT FRAMEWORK

The Capital Investment Framework (CIF) as a component of the Municipal Spatial Development Framework (MSDF) is a requirement in terms of Section 4 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: • Priority 1 – R23 from Balfour to Volkrust • Priority 2 – R51/R548 from Balfour to Devon and N17 • Priority 3 – R51 from Grootvlei to Balfour	SANRAL; Provincial Dept. of Public Works, Roads and Transport	R 600 000		X	X
Principle	Responsibility	Estimated Cost	Timeline		
			Short Term	Medium Term	Long Term
Sustainable Economic Development and Concentration Objective					
Spatial Development Principle 1: Strengthen Economic Bases of the Existing Urban Centres					
Undertake detailed studies to identify the latent economic potential of the key urban centres, such as: • Balfour: Agriculture (Beneficiation), Mining (Beneficiation), Construction, Transport, Small Scale Manufacturing • Grootvlei: Utilities (Power Generation), Tourism, Retail, Agriculture (Beneficiation), Mining (Beneficiation), • Greylingstad: Tourism, Retail, Agriculture (Beneficiation)	DLM; DRDLR; DEDT; ESKOM; GSDM		X	X	X
Invest in the key economic sectors such as the Agriculture and Tourism Sector for job creation. Implement relevant economic development projects of the Dipaleseng LED strategy such as: Balfour: Dipaleseng Development Agency; Soybean Crusher Plant; Cattle Feedlot; Organic Compost	DLM; DRDLR			X	X

• Production Plant; Food Production Plant; Truck Body Manufacturing Plant; Serviced Industrial Park; Waste Management Centre; Retail Shopping Centre • Grootvlei: Coal Mine	DLM, GSDM; DEDT MEGA	R 800 000	X	X	X
Spatial Development Principle 2: Economic Infrastructure Restructuring					
Agriculture Sector Development by: • Development of irrigation facilities the along the Vaal and Waterval riverbanks, • Providing necessary training and support to emerging farmers • Development of beneficiation facilities focusing on the processing of maize, soybean, sunflower and meat products • Development of logistics facilities, storage and transport infrastructure and soft capital (human and financial resources) • Implementation the GSDM RDP proposals, by developing the proposed FPSU's in Balfour, Grootvlei and Greylingstad	DEDT; DLM; DRDLR ;	R 100 000 – R1 000 000	X	X	X

Tourism Sector Development by: • Package tourism products: Develop a diverse range of special interest tourism products and routes such as water sports, birding, fishing, history, jock, leisure, adventure, and rural tourism. • Develop tourist infrastructure such as tourist information centres in the main tourism areas (Vaal dam, Grootvlei dam and Greylingstad). • Development of LUS conditions and guidelines that will enable more investment in lodging and boarding facilities • Develop road infrastructure connecting the identified Tourism areas with the surrounding regions • Training programmes for communities in the operation and running of tourist facilities	DEDT; DLM; DRDLR ; MTPA;	R 100 000 – R1 000 000	X	X	
Create an investment incentive zone. • Develop strategies and marketing plan for investment zones. • Development of infrastructure (road, water supply, power supply etc.) • Incorporation of Tax incentive and Financial incentives in Municipal Land Use Development policies and frameworks	DEDT; DLM;	R 100 000 – R1 000 000	X		
Skills Development and Capacity Building • Development of a vocational training centre in Grootvlei • Organise periodic skills development and capacity building workshops for emerging farmers, township entrepreneurs, tourism centre/ business operators • Impart soft skills such as finance, marketing and operation • Provide financial and infrastructural support to the emerging farmers and township entrepreneurs.	DEDT; DLM; MEGA; DTI;	R 100 000 – R1 000 000	X	X	X

Environmental Conservation and Utilisation					
Spatial Development Principle 1: Protection of the Municipal Biodiversity & Ecosystem Services					
Development controls and supporting mechanisms in critical biodiversity areas in order to ensure the protection and enhancement of valuable environmental assets	DARDLEA; DLM; MTPA		X	X	
Review of the Dipaleseng environmental management framework and policies	DLM; DARDLEA; MTPA	R 700 000	X		
Map important ecological infrastructure for use in spatial planning and for restoration/rehabilitation.	DLM; MPTA	R 300 000	X	X	
Integration of natural ecological systems with urban development frameworks and planning through green corridors and the extension of an urban open space network	DLM; DARDLEA; MTPA		X	X	X
Local spatial development framework concepts and land use schemes should acknowledge special requirements for developing anything within the vicinity ecological infrastructure.	DLM; MPTA		X		
Identify high potential soils and implement the Mpumalanga Biodiversity Sector Plan or bioregional plans for Dipaleseng Municipality	DLM; DARDLEA; MTPA		X	X	
Delineation of environmental heritage and conservation areas, biodiversity hotspots and ecological corridors as special biodiversity management zones in the municipality	DLM; MPTA			X	X
Spatial Development Principle 2: Conservation of Water Resources and Catchment Areas					
Rehabilitation of the catchment areas of wetlands and the following rivers: • The Vaal River catchment, which ultimately forms part of the Suikerbos River system; • the Water Val River where it meets the Vaal River (Vaal Catchment); • the Suikerbos River where it meets the Vaal River (Vaal Catchment); • the Suikerbos River where it meets the Water Val River (Additional Suikerbos Catchment, which includes the upstream Water Val and Vaal River Catchments); and • the Water Val River at its confluence with the Vaal River (Vaal Catchment);	DLM; DARDLEA; MTPA			X	X

Manage unlicensed water and sand extraction	DLM; DARDLEA			X	X
Implementation of water loss control measures such as pressure management and leakage control programmes, Recycle wastewater and Harvest rainwater	DLM; DARDLEA		X	X	X
Develop mechanism to control all forms of pollution in catchment areas	DLM; DARDLEA; MTPA		X	X	X
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 maintenance and upgrading of the hydrological systems / eco-services to mitigate against risk to public health	DLM; DARDLEA; MTPA		X	X	X
Spatial Development Principle 3: Sustainable Agriculture					
Reforming agricultural legislation to support sustainable farming practices.	DLM; DRDLR			X	
Draft and apply integrated management systems for natural areas within agricultural zones	DLM; DRDLR		X	X	
Regulate the clearing of land for agricultural development in accordance with applicable legislation.	DLM; DRDLR		X	X	
Development of an agricultural protection and management framework	DLM; DRDLR		X		
Identify and map all protected agricultural land.	DLM; DRDLR		X	X	
The approving of applications to convert intensive agricultural land to other uses should be a provincial responsibility	DLM; DRDLR		X		

Develop policies mechanisms that will assist in promoting small-scale and extensive commercial farming activities.	DLM; DRDLR		X		
Avoid the irreversible loss and degradation of biodiversity.	DLM; DRDLR			X	X
Promote the skills of, and support to, small-holder farmers through the provision of capacity building, mentorship, farm infrastructure etc.	DLM; DRDLR		X	X	
Spatial Development Principle 4: Climate Change Adaptation					
Conduct Awareness on climate change and its impact on the environment	DARDLEA; DLM		X	X	X
Developed a climate change adaptation strategy/plan and action plan	DARDLEA; DLM		X	X	X
Developed a climate change mitigation strategy/plan	DARDLEA; DLM		X	X	X
Establish a council committee that deals specifically with environmental and climate change issues	DARDLEA; DLM		X		
Development of an Environmental Management strategy/ framework	DARDLEA; DLM; MTPA		X	X	
Design a climate change Adaption and Agriculture Programme and Capacity Building	DARDLEA; DLM		X	X	X
Integrate climate change adaptation within Existing development planning and implementation processes	DARDLEA; DLM		X	X	
Sustainable Human Settlement Development Objective					
Spatial Development Principle 1: Promote spatial integration of settlements within the municipality					
Establishing partnerships with the private sector for investment in social housing projects	DLM		X		
Acquisition of land parcels for sustainable housing development	DLM			X	X
Relocation of informal settlement and backyard dwellers	DLM; DHS			X	X
Formalisation projects of informal settlements in Siyathemba, Dasville, Nthorwane and Balfour	DLM; DHS			X	X
Development of a Densification Policy	DLM		X		

Development of Precinct plans for the following nodes - Balfour - Greylingstad - Grootvlei	DLM, COGTA		X		
Delineation of the Dipaleseng Urban Edge	DLM		X		
Review of Nodal (Settlement) Policy	DLM; COGTA		X		
Spatial Development Principle 2: Spatial Restructuring					
Urban regeneration and well-located human settlement projects and plans to accelerate the spatial transformation.	DLM		X		
Higher density residential development in and around selected nodes as well as along public transport routes.	DLM			X	X
Implement urban greening programmes to promote quality of life in urban areas	DLM		X	X	
Development of smart growth initiatives and resources in order to encourage urban regeneration of dilapidated CBDs and settlement	SLM		X		
Develop and promote local economic development programmes	DLM; DEDT		X	X	
Infrastructure Investment Objective					
Spatial Development Principle 1: Upgrading and maintenance of existing infrastructure					
Upgrade of the Balfour Fortuna Water Treatment Works	MIG Fund		X	X	X
Construction of additional storage reservoirs in Balfour, Siyathemba, Greylingstad, Nthorwane	MIG Fund			X	X
Refurbishment of boreholes in Dipaleseng LM	DLM		X		
Raising the Suikerbosrand Dam wall to create more storage capacity	MIG Fund		X	X	X
Upgrading of wastewater treatment works in Balfour from 4MI/day to 12MI/day	MIG Fund		X	X	X
Construction of a new 1.5MI/day wastewater	MIG Fund		X	X	X

treatment works in Grootvlei					
Upgrade wastewater treatment works in Greylingstad from 0.5MI/day to 1.5MI/day	MIG Fund		X	X	X
Desludging of pit toilets in farm areas	DLM		X		
Eradication of septic tanks in Greylingstad	DLM		X	X	
Provision of Sewer reticulation in Grootvlei Ext 1, Balfour North, Siyathemba Ext 5 & 6 and Nthorwane	MIG Fund		X	X	
Maintaining the sewer network on a daily basis to ensure unrestricted flow purification plant.	DLM		X	X	X
Explore the possibility of generating energy from renewable sources in the municipality, e.g. Biomass plant from agricultural waste.	DLM, MIG Fund ESKOM			X	X
Upgrading of an electricity substation in Balfour and Greylingstad	DLM; ESKOM		X	X	
Refurbishment of Grootvlei and Klipspringer substations	DLM; ESKOM		X	X	
Electrification of settlements in rural areas	DLM; ESKOM		X	X	
Construction of a weighbridge in Balfour	DLM; DARDLEA		X	X	
Procurement of new trucks to address waste and refuse collection backlog	DLM		X		
Development of a waste management recycling hub on vacant land identified Balfour and Greylingstad	DLM; DARDLEA			X	X
Rural Development and Transformation Objective					
Spatial Development Principle 1: Rural nodal development through rural restructuring, agrarian transformation and strategic investment in economic and social infrastructure					
Development of spatial plans focusing on the consolidation and renewal of rural settlements and sustainable provision of basic and social services to rural communities	DLM; DRDLR		X		

Development of RDP anchor project that will assist in the facilitation of for agrarian transformation and land reform	DLM; DRDLR		X	X	
Beneficiation of agricultural products to provide opportunities to emerging farmers	DLM; DARDLEA		X	X	X
Implementation of vital land reform programmes e.g. Farms located in the south along the Vaal River Catchment area, along the N3 and R51	DLM; DRDLR			X	X
Development of Eco-tourism around the ecological corridor	DLM, DEDT			X	X
Develop adequate infrastructure that will assist in the operation of the FPSU's and RDP linked projects.	DLM; DRDLR		X	X	X
Upgrading of major roads in all wards to improve access to amenities	DLM; Provincial Dept. of Public Works, Road and Transport		X	X	X
Establishment of irrigation facilities	DLM; DARDLEA			X	X
Providing a basic level of service to rural communities	DLM		X	X	X
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.

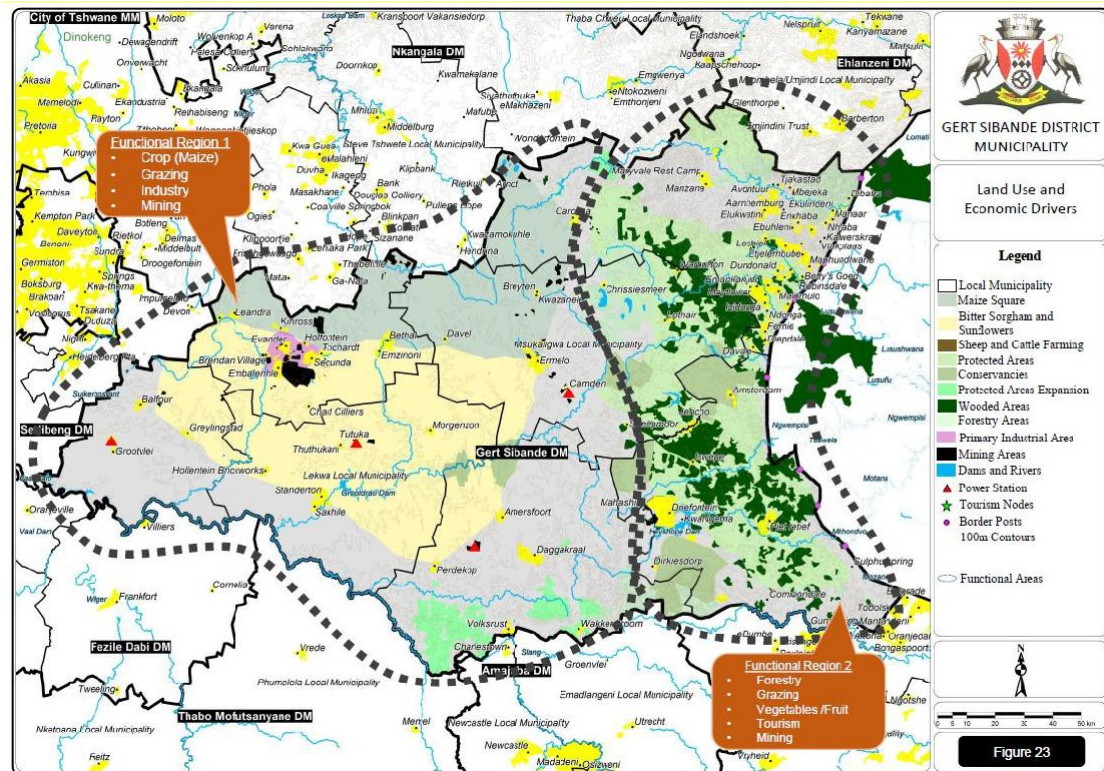
IMPLICATIONS FOR THE DIPALESENG SDF:

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

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.

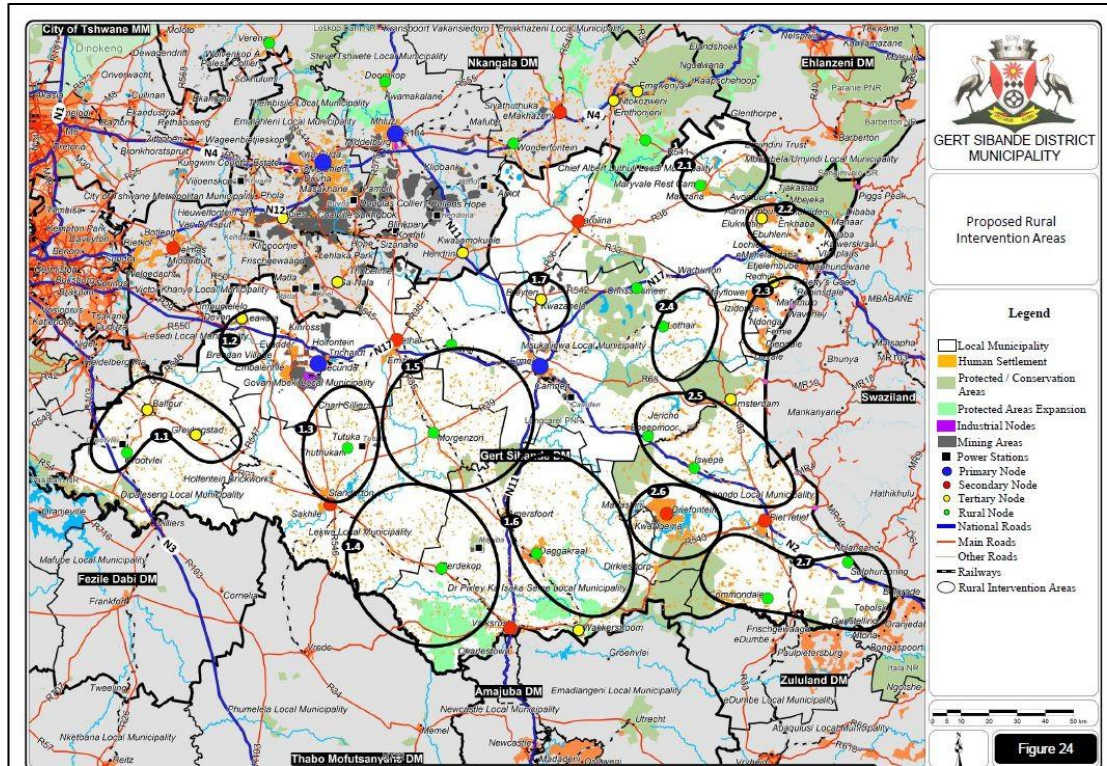
Map 13: Functional Regions of GSDM



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 254ormaliz the benefits to be derived from these for the community. Amongst others, the strategy needs to address the following:

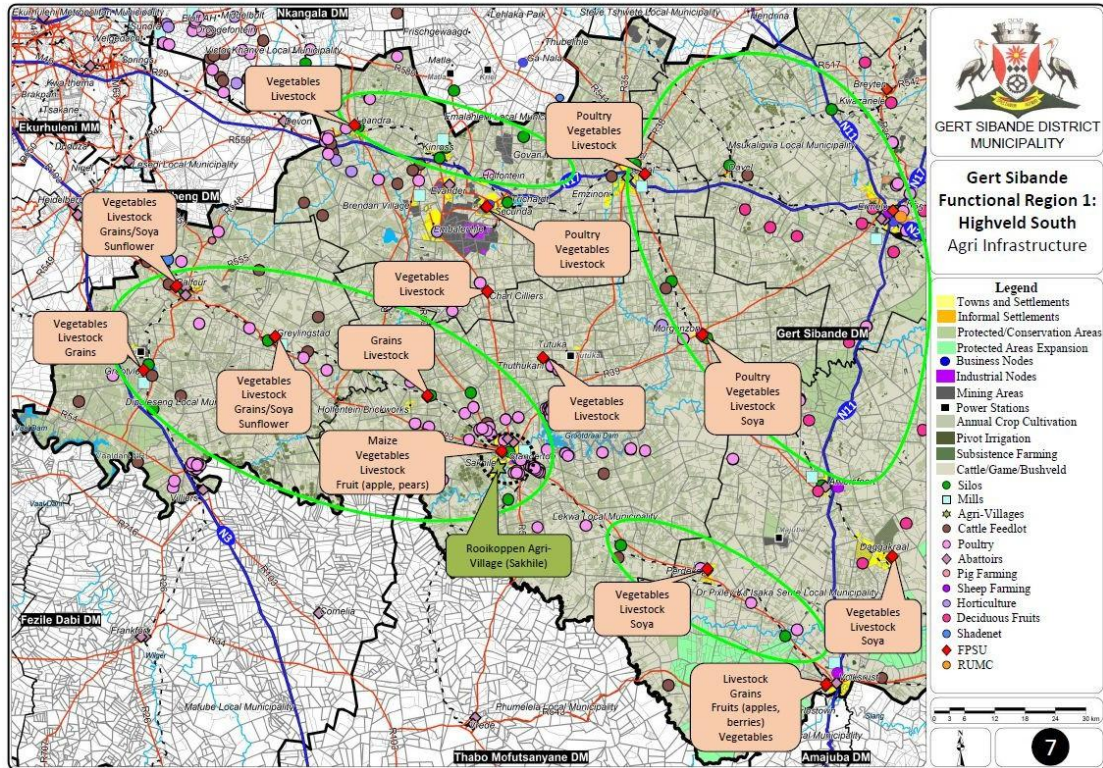
- Provision of sufficient economic infrastructure to facilitate production, storage and processing of commodities relevant to the area.
- Education and skills development, advisory support and mentorship, as well as financial management support to local stakeholders.
- To ensure that markets are locally 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 cost R' 000
Dipaleseng	Portion 1 of the Farm Herpsfontein No 610 IR	Lephotomakwelele Farmers	Infrastructure, mechanisation and productions inputs	5 000	5 000

In terms of the planning and implementation of the projects it is important that government, namely the Department of Rural Development and Land Reform, take the lead with representatives from national and provincial government departments, district and local municipalities, public, private and parastatal stakeholders and local communities 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 ePGLUMS is being implemented in all LMs to receive and process applications electronically.
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 Council in 2016
Establishment of an Appeal Board/Authority	Joint Municipal Planning Tribunal
Land Invasion Policy	Approved by Council C 155/05/25
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)	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 prior to ePGLUMS ePGLUMS is being implemented in all LMs to receive and process applications electronically and is made available to DLM
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)

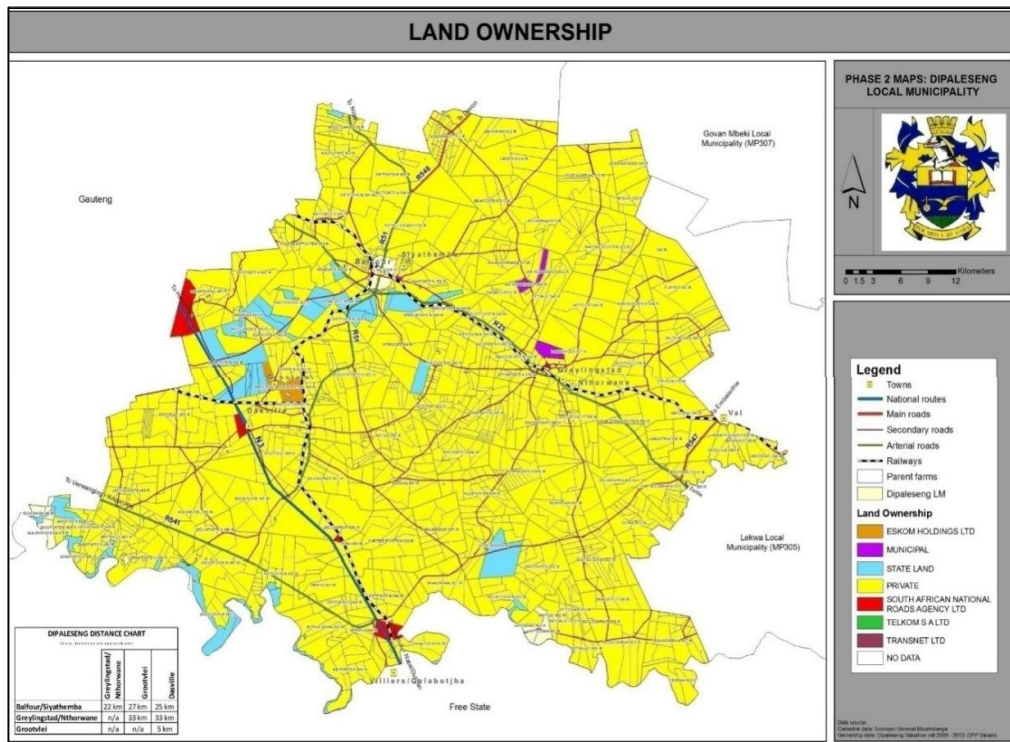
The program provides for planning and developing an integrated project which provide for housing as well as social and economic needs of different income categories. It replaces the requirements found in other policy programs to identify subsidized housing recipients upfront and provide for both subsidized 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

Settlement Name	Number of Units	Land Ownership	Engineering Services	Town Planning Status	Proposed NUSP category
Zone 7	62	Dipaleseng Municipality	Limited access	Farm Portion and erven	B2
Ezibayeni	184	Dipaleseng Municipality	Limited access	Erven- Siyathemba (ext 5)	B1
Ntsantsana	314	Dipaleseng Municipality	Limited access	Erven- Siyathemba (ext 5)	B1
m	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 agreement is in process	B1
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 (up for review)
- Local Economic Development Strategy
- Land Use Management Schem

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.

5.7.5. IMPLEMENTATION OF THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM

The Municipal Staff Regulations require municipalities adopt a Performance Management and Development System (PMDS) which must be applied in a consultative, supportive and non-discriminatory manner to enhance organizational efficiency, effectiveness and accountability. The Regulations identifies staff members as public servants in a developmental local government system, that must participate in the overall performance management systems of the municipality, as well as the staff member's individual performance evaluation and reward system in order to maximize the ability of the municipality, to achieve its objective. Dipaleseng Local Municipality, as a small municipality operating under significant financial constraints, has adopted a gradual and phased approach to the full implementation of the PMDS. This approach prioritises resource efficiency while complying with legal mandates and strengthening the municipality's accountability and performance culture.

The phased implementation commenced with the first tier of management – consisting of the Municipal Manager (S54A) and Managers directly accountable to the Municipal Manager (S56 employees). This has now being extended to the second tier of management, which includes line managers directly reporting to Section 56 Managers. These Performance Agreements

are fully aligned to the Municipality's IDP, the 2025/26 Budget and Top Layer Service Delivery and Budget Implementation Plan (SDBIP)

The Performance Plans of Second-Tier Managers have been vertically aligned with those of their respective Senior Managers, ensuring coherent integration across management layers. Key Performance Indicators (KPIs) and deliverables in the agreements contribute directly to the achievement of strategic priorities of the municipality.

Whilst significant progress has been made, the establishment of a fully functional PMDS Unit remains constrained due to ongoing fiscal limitations. As such, the municipality is exploring cost-effective alternatives to strengthen internal capacity, including the deployment of interns through partnerships with the Mpumalanga Provincial Treasury and the utilization of internal grant funding (i.e. FMG). The availability of human capacity for PMDS support will be monitored on a quarterly basis, and additional measures will be implemented pending the improvement of the municipality's financial stability.

5.7.6. 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."*

5.7.6.1. 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

5.7.7. RISK MANAGEMENT GOVERNING STRUCTURES

5.7.7.1. 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.

5.7.8. STRATEGIC RISK ASSESSMENT 2026/27 MANAGEMENT

Risk Assessment was conducted at the strategic planning session of Dipaleseng Local Municipality by the Risk Management Unit. The session sought to capacitate risk owners and officials by enhancing their understanding of risks affecting the achievement of the IDP, and by providing practical guidance on risk identification, assessment, and the development of mitigation strategies.

The following strategic risks and mitigations were identified

SR No	Risk Identified	Mitigations
SR1	Failure to achieve and sustain financial viability	>Strengthening revenue enhancement strategies and credit control measures >Regular review of billing systems and data cleansing >Monthly monitoring of revenue performance against targets >Implementation of debt collection strategies and indigent management controls
SR2	Failure to provide sustainable, reliable, and equitable basic services	>Develop and implement a comprehensive infrastructure maintenance plan >Prioritise CAPEX projects aligned to service delivery backlogs >Strengthen project management and contract oversight >Reduce water and electricity losses (leak detection, metering, audits) >Build technical capacity (engineers, artisans, technicians)
SR3	failure to sustain an improved audit opinion	1. Strengthen internal controls and compliance monitoring 2. Implement and monitor audit action plans with clear accountability 3. Improve quality review processes for annual financial statements and performance reports (Oversight) 4. Enhance record management and document filing systems

		5. Strengthen combined assurance coordination between management, Internal Audit, Risk Management, and Audit Committee 6. Monitor implementation of AGSA recommendations on a quarterly basis
SR4	Failure to achieve improved organisational performance	1. Strengthen alignment between the IDP, budget, SDBIP, and organisational performance plans 2. Implement effective performance management and monitoring systems 3. Conduct regular performance reviews and corrective action tracking 4. Fill critical vacancies and provide skills development programmes 5. Cascading of performance management system to all staff levels.
SR5	Inadequate administrative systems, processes and Ineffective Public participation	1. Review and strengthen administrative systems, policies, and procedures 2. Improve records management and information systems 3. Develop and implement a structured public participation strategy 4. Conduct regular community consultations on IDP, budget, and service delivery matters 5. Improve communication channels through meetings, digital platforms, notices, and social media 6. Implement complaint management and feedback mechanisms (LIVILOPHAKATHI)
SR6	Slow economic growth, High unemployment and poverty levels	1. Implementation of the District Development Model (POE: DDM quarterly report) 2. Develop and implement targeted Local Economic Development (LED) strategies 3. Promote investment attraction and economic partnerships 4. Improve infrastructure and maintenance to support economic activities 5. Support SMMEs, cooperatives, and local suppliers through procurement opportunities and development programmes 6. Strengthen skills development and youth employment initiatives

SR7	Inability to acquire suitable land for the development of integrated human settlements	1. Develop and implement a land acquisition and integrated settlement strategy 2. Conduct feasibility studies and due diligence before acquisition 3. Strengthen engagement with provincial and national human settlement authorities 4. Improve long-term spatial planning and land identification processes 5. Secure funding and explore partnership opportunities for land acquisition
SR8	Inability to effectively prevent, detect, and respond to fraud and corruption	1. Implement and maintain a Fraud Risk Management Framework and Fraud Prevention Plan 2. Conduct regular fraud risk assessments and update the fraud risk register 3. Strengthen internal controls, segregation of duties, and approval processes 4. Enhance ethics awareness and fraud prevention training programmes 5. Maintain confidential whistleblowing and reporting mechanisms
SR9	Failure to mitigate cybersecurity threats and cyberattacks Due to unreliable, insecure, and ineffective ICT infrastructure	1. Implement and maintain a comprehensive cybersecurity framework and ICT security policies 2. Prioritise ICT on budget allocation. 3. Strengthen firewall protection, antivirus software, and intrusion detection systems 4. Conduct regular cybersecurity awareness and phishing training for employees 5. Maintain regular system updates, patch management, and software upgrades 6. Strengthen backup, disaster recovery, and business continuity processes 7. Conduct regular ICT audits and cybersecurity risk assessments

5.7.8.1. 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.

5.7.9. 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.

5.7.10. 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

KPA	Municipal Transformation & Institutional Development Good Governance and Public Participation						
Problem statement and root causes per KPA:	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.						
One Plan Transformation Area	Governance and financial management						
2024-29 MTDP Priority	A Capable, Ethical , Developmental State and Economic						
Municipal Priority	Performance Management, Recruitment, skills development, employee wellness, compliance and adherence to legislation, Customer care, Public participation, Risk management, Auditing.						
Impact statement: High Performing Organization				MTDP Target: High performing organisation of 85%,			
					Intervention/		ANNUAL IMPLEMENTATION

DRAFT FINAL INTEGRATED DEVELOPMENT PLAN

Strategic Goal	Strategic Objective	Baseline 2023/24 Audited information	Situational analysis	5 year IDP target	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	6	Full complement of senior management	6	Filling of key critical positions	Support from COGTA and SALGA on staff regulation and Job Evaluation	2	0	4	0	0
	Number of performance assessments conducted.	1	Inadequate implementation of PMDS Framework	1	Implement PMDS framework to all staff members by June 2027	COGTA and SALGA to provide periodically capacity building on PMDS	0	0	0	1	1

DRAFT FINAL INTEGRATED DEVELOPMENT PLAN

					Cascading of PMS to all employees Signing of Performance agreements by all staff members Conducting of quarterly assessment						
	Improved Audit opinion	Unqualified audit opinion	The municipality received audit outcome (unqualified) in the 2024/25 audit with findings	Unqualified audit	Develop credible and implement Audit Action plan by June 2027	SALGA ,COGTA and PT to provide support.	Qualified audit	Qualified audit	Unqualified Audit	Unqualified audit with no finding (Clean audit)	Unqualified audit with no finding (Clean audit)

DRAFT FINAL INTEGRATED DEVELOPMENT PLAN

High Performing Organization	Improved Municipal Administration	Functional section 79 committees	Effective oversight committees	100% Functionality	Restructuring of committees 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.	Approved Public Participation Strategy Approved Communication strategy	Inadequate implementation of Public Participation Strategy. Authorized disclosure of classified information by internal staff.	100% implementation of Public Participation Strategy and Communication Strategy	Annual review and Implementation of Public Participation Strategy. Capacity building of ward committees. Implementation of communication strategy Develop integrated Complaint management system	COGTA and SALGA to with capacity building of ward committees	20%	40%	60	80%	100%

DRAFT 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	100% implementation of consequence management	Fraud and corruption strategy reviewed and implemented by June 2027	COGTA and SALGA to provide capacity building.	100%	100%	100%	100%	100%
					Implementation of consequence management		100%	100%	100%	100%	100%
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

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High Performing Organization	Improved Municipal administration	NEMA Court Order	Non adherence to NEMA Court order will result to putting into operation of the suspended fine	1 (New)	Full implementation of the NEMA Action Plan	Technical & Financial support from DWS, COGSTA, PT & GSDM	0	0	0	0	1
High Performing Organization	Improved Municipal administration	Contract Management Register in place	Non-adherence to legislative guidelines on contract management	1 (New)	Contract Management centralized by June 2027	Technical support from PT & COGSTA	0	0	0	0	1
High Performing Organization	Improved Municipal administration	Promulgated Standard By-Law on Township Economies	Uncontrolled environment	1 (New)	Promulgation of By-laws	COGTSA, GSDM, SALGA DEDT	0	0	0	0	1

TABLE B: INTEGRATED DEVELOPMENT PLAN

Strategic Goal	Strategic Objective	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	6	2	0	2	2 1 X Woman 1X Youth	-
High Performing Organization	Number of performance assessments conducted.	Number of Performance Agreements signed, and number of staff assessed	PMDS cascaded and implemented to all staff members	6	6	6	16	204
High Performing Organization	Improved Audit opinion	Implementation of Audit action plan (100%)	8	100% of implementable findings	100% of implementable findings.	(2)100% of implementable findings	(8)100% of implementable findings	(8)100% of implementable findings
High Performing Organization	Improved Municipal Administration	Number of trainings conducted for Oversight Committees	10	2	2	2	2	2
High performing organisation	Improved Municipal Responsiveness to service delivery.	Public participation programs conducted	20	4	4	4	4	4

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Zero tolerance of fraud and corruption	Reduction on the number of fraud and corruption cases reported and investigated.	Number of Fraud and Corruption awareness campaigns conducted	5	1	1	1	1	1
High Performing Organization	Improved Municipal administration	ICT Infrastructure Upgraded.	1	0	0	0	0	1
	New	Monitoring the implementation of the NEMA action plan	1	0	0	0	0	1
		Number of monitoring reports of Contracts Management	5 4	1 0	1 0	1 0	1 0	1 4
		Number of staff subjected to Skills Audit	1	0	1	0	1	-

Municipal KPA	Service Delivery and Infrastructure Development									
Problem statement and root causes per KPA:	The municipality is providing waste removal services in an erratic manner due to : • Ageing fleet • Delay in collection of waste due to continuous break down of refuse removal trucks • Lack of yellow fleet to maintain landfill sites • Non-compliance to license conditions of landfill sites • Provision of basic services due to aged infrastructure such as water, sanitation, electricity, roads and dilapidated fleet.									
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	2023/24	2024/25	2025/26	2026/27
						Outputs	Outputs	Outputs	Outputs	Outputs

DRAFT FINAL INTEGRATED DEVELOPMENT PLAN

Provision of basic services	Increased access to Waste removal.	14 750 HH) 92%	• Ageing fleet • Delay in collection of waste due to continuous break down of refuse removal trucks • Mushrooming of Illegal dumping sites • Draft Bylaw in place • Unlicensed landfill sites • No recycling buy back centres • Insufficient/ inefficient management of landfill sites • Shortage of staff	14 750 (100%)	• Fixing of the two old refuse removal trucks. • Continuous Implementation of IWMP. • Promulgation of Waste management bylaws • Establish Waste buy back centre. • Conduct Awareness campaigns on waste management • Continuous Clearing of illegal dumping sites • Rehabilitation /Upgrading of Waste Disposal site • Application for the renewal of waste landfill sites licences • Management of the landfill site. • Appointment of qualified landfill sites operators	14 750 (HH)	14 750 HH(100%)	14 750 HH(100%)	12 534 HH(100%)	12 534 HH(100%)
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DRAFT FINAL INTEGRATED DEVELOPMENT PLAN

					• Registration and management of waste pickers per landfill site. • Installation of a security fence and improve on access control. • Installation of Weight Bridge. • Upgrade of Siyathemba landfill site					
Provision of basic services	Improved response to Disaster Management, Fire and Rescue services in-line with legislation	1hr	• Lack of Fire Engine and equipment's • None operational 24hrs Call Centre • Implementation of the 24 hours shift system • Shortage of staff • Outdated Disaster Management Plan • Finalise the MOU with Sibanye on Disaster Management	1hr	• Improve response time to emergency and other Municipal Services within statutory Time-frame • Establish 24hrs Call Centre • Reviewal of a Disaster Management Plan • Management of Call Centre • Implementation of Fire and Rescue plan • Implementation of Disaster	1hr	1hr	45min	30min	30min
		10%		10%		10%	20%	50%	70%	100%
		20%		20%		20%	40%	60%	80%	100%

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		20%		20%	Management Plan	20%	40%	60%	80%	100%
		20%		20%	Fast track the appointment of call centre officials to manage the control room.	20%	40%	60%	80%	100%
Provision of basic services	# of traffic law enforcements conducted by 30 June 2025	360	- None availability of a Law enforcement strategy - Insufficient Traffic Vehicles and Equipment especially road marking signs machine, back of office system for capturing traffic fines and issuing of warrant arrests - Shortage of staff	1800	- Develop and implement the Traffic Law enforcement strategy - Improved Road Safety - Additional Traffic Vehicles and Equipment - Addition of staff - Procurement of road signs machine - Procurement of road traffic management act booklets - Establishment of the back office for traffic management system in order to execute warrant of arrests and uploading the	360	360	360	360	360

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					summons into the system Establishment of By-laws enforcement unit to enforce by-laws -protectors of municipal assets in times of unrest -escorting refuse trucks in cases of emergency -Safe guarding councillors in public participation meetings					
Provision of basic services	Improved provision of Maintenance of Municipal Facilities	14	- Aging infrastructure – municipal buildings - none compliance to OHS Act and National Buildings Acts - Insufficient funding to do maintenance	80	- Conduct assessment on all Municipal buildings and facilities - Allocation of funding for Municipal buildings maintenance - Allocation of funding for Municipal	14	15	17	17	17

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					Recreational facilities maintenance					
Provision of basic services	Improved utilization of Library Services	75%	- Lack of building in Greylingstad. - Insufficient staff in Grootvlei and Greylingstad. - Finalize MOU with DCSR	95	- Conduct Municipal Library Awareness campaigns. - Finalize MOU with DCSR. - Appointment of additional personnel.	11	11	11	11	11
A safer municipality	A crime free municipality , reduced substance abuse and vandalism of municipal infrastructure # of GBVF programmes implemented		- Revival of Safety Forum - Community Safety Strategy - Insufficient budget to implement transversal activities.	1	- Quarterly Meetings of CSF. - SAPS STATS reports - GBVF programmes implemented	1	1	1	1	1
Empowered and protected older persons	Mainstreaming of older persons issues		- No facilities currently available. - Provision of a facility for older persons.		- Construction of a new facility for older person's facility. - R 4.9M donated by Sibanye for the construction of a facility for older persons.			R 2M	R 2.9M	

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	Provision of sporting facility at Nthoroane.		- Nthoroane stadium completely dilapidated. - Construction of new stadium		- Funding of R26M from Sasol Mining to construct a new stadium - Phase 1: construction R 13 M (Phase 2: infrastructure projects for DLM , R 13M)			R 3M	R 10M	
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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	Households provided with refuse services by 30 June 2026	# of existing formal households provided with refuse services	14 750	14 750	14 750	14 750	14 750	12 534
		# of Quarterly Waste Management Awareness Campaigns convened	4	4	4	4	4	4
		# of external audits of landfill sites	3	3	3	3	3	3
		Annual review of integrated waste management plan	1	1	1	1	1	1
Safety in our communities	Reduction of GBVF incidences	Number of GBVF Awareness campaigns conducted	4 programs	4	4	4	4	4
		# Street lights maintained						13

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		No. of maintained illegal dumping sites						
		Quarterly sitting of the RRT - GBVF	1	1	1	1	1	-
		# of Transversal Activities conducted	4	4	4	4	4	4
	Reduction of road crashes	# of traffic law enforcements conducted to reduce road crashes	1 620	1 620	405	405	405	405
		# of potholes patched						700SQ
		# of Traffic Safety Awareness Campaigns conducted	12	12	6	6	6	6
		Development of the traffic management plan						1
		# of by-laws awareness campaigns convened						4
	Reduction of crime	# of Quarterly Community	4	4	4	4	4	4

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		Safety Forums convened						
Provision of basic services	Improved access to piped water	# of HH [Households] provided with piped water supply.	14 877 (100%)	10 374 (75%)	11 0459 (81%)	11 964 (88%)	12 534 (92%)	14 877(100%)
	Improved access to electricity	# of HH [Households] provided with electricity supply.	14 877 (100%)	10 573 (76%)	11 119 (87%)	11 949 (89%)	12 534 (92%)	12 877 (100%)
	Improved access to sanitation	# of HH [Households] provided with sewer connection supply.	14 877 (100%)	14 877 (100%)	10 374 (75%)	11 0459 (81%)	12 534 (92%)	12 877 (100%)
	Kms of roads upgraded	Kilometer of Roads upgraded.	104km	1.6km (1.2%)	0.8km (0.9%)	2.1km (1.9%)	4.5km, which is about 4% of the actual plan.	1,2 km Greylingstad Dreyer street
		# of KM of storm water infrastructure maintained	-	-	-	-	10	-
	Upgraded Waste Water Treatment Works (NEMA)	# of implemented Sanitation projects	4	-	-	2	1	1

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	Installation of electricity meters	# of electrical meters installed.	40	-	-	8	16	Electrification of the new sites proclaimed
	Installation of water meter	# of water meters installed.	36	-	-	12	12	Water reticulation of new sites
	Maintenance of electricity poles and lines	# electricity poles and lines maintained					10	
		# of boreholes maintained					10	

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
MTDP Target: minimum 2.5% economic growth, 25% unemployment rate	

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Outcome (Strategic Goals)	Situational analysis	5 year IDP target	Intervention/ Programme/Interventions	DDM Stakeholder Intervention	ANNUAL IMPLEMENTATION				
					2022/23Outputs	2023/24 Outputs	2024/25 Outputs	2025/26 Outputs	2026/27 Outputs
Reduction of unemployment	High unemployment rate (41.1% for female and 44.6% for youth)	2.5% increased employment rate per annum	Investment attraction	Alignment to Mpumalanga Green cluster agency	5%	5%	5%	2.5%	2.5%
	Outdated led strategy	1	Prioritization of opportunities, for target groups	DEDT, COGHSTA					
	EPWP, CWP, Siyathuthuka and Infrastructure projects		Disposal of land to Investors		0	0	0	1	
	Business policy was in place		Development of LED Strategy						
			Job creation through Public employment Programs.	DEDT		94	340	560	560

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		1 (business license)	Implement the business license/Standard Draft by-law		1	1	1	1	1
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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	LED Strategy Developed	1	-	-	-	1	-
		Number of EPWP Jobs opportunities created through Public employment Programs and private partnerships.	94	-	94	340	340	560
		Percentage of youth Enterprises empowered (to be sourced from supply chain I,e catering, tent, water, heritage day events)	28%	28%	28%	28%	28%	28%

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		targets to be included in the LED strategy .						
		Percentage of women Enterprises empowered	56%	56%	56%	56%	56%	56%
		Percentage of people with Disabilities enterprises empowered	3%	3%	3%	3%	3%	3%
		# Business licenses issued	100	20	20	20	20	100
		Standard by-law Implemented	1	1	1	1	1	1
		Number of new Investments secured	2	-	-	-	1	1
		Number of land parcels disposed for Investments	15	-	-	-	10	5

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	Support for Green Energy projects	Establishment of Project Steering Committee of Green Energy related projects	1	-	-	1	-	-
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KPA	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
Problem statement and root causes per KPA:	The Municipality not financial viable and sustainable due to the below reasons • Excessive commitment made by municipality on the expenses. • Non-payment by customers falling under indigent however not registered as indigents, resulting in escalation of debtors book. • Indigent policies not being aligned to the current situation on the ground. • High distribution losses due to ageing infrastructure and bridging of electricity meters. • High water losses due unmetered extraction points and consumers. • Unfunded budgets • High creditors balances from DWS and ESKOM • High Unemployment rate in the Municipal jurisdiction. • High Maintenance cost due to aged Infrastructure. • Poor and ineffective contract management • Excessive overtime • Increasing Unauthorised, irregular, fruitless and wasteful expenditure • Lack of cost reflective tariffs • Unfavourable audit outcome. • Repairs and maintenance not in line with acceptable norms • Inaccurate billing. • Inadequate Capacity to execute the responsibilities
One Plan Transformation Area	Good Governance, Municipal Financial Viability and Management
2024-29 MTDP Priority	To Build A Capable, Ethical and Developmental State

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Municipal Priority	Institutional Development Enhancement of Revenue Collection										
	Impact statement: To enhance revenue collection				MTDP Target: Revenue enhancement, reduction of UIFW						
Strategic Goal	Strategic Objective	Baseline	Situational analysis	5-year IDP target	Intervention/ Programme	DDM (Required intervention from stakeholders)	ANNUAL IMPLEMENTATION				
							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	Low revenue collections.	95% collection rate	Enhancement of Revenue Value Chain(Billing, Issuing of Account and following up on the outstanding) Strict implementation of debt collection processes Outsourcing of cutting off	COGTA (debt collection)	65%	62% The IDP is a 5-year plan. Include the previous financial year with actual performance after implementation (2023-24)	75%	85%	95%

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			indigent register not	services. The service provider is appointed on risk. Performanc e of land audit to identify land belonging to the Municipality and Private individuals. Implementat ion of credible Budget Funding plan to ensure sustainable operating. Encouraging serial offenders by offering Amnesty and write-off within the							
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			update d,		prescripts of the law.						
			High distribut ion losses due to ageing infrastr ucture and bridgin g of electri city meters.		Data Integrity – widespread data cleansing Implementat ion of Revenue Enhanceme nt strategies Blocking of all the slow and zero purchases meters. Performanc e of random inspections on properties suspected for bridging						

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			Non-payment of services (at 2022 only 60% of household meters were read. Indigent register not updated)		Developing of meter reading programme.						
Implementation of the Reduction Strategy	Reduced and Unauthorised, irregular, fruitless and wasteful expenditure.	R 878 558 035	Unauthorised, Irregular, Fruitless and wasteful expenditure are incurred monthly basis	Set targets to reduce UIFW	Strict adherence to Treasury cost curtailment circular Payment of creditors within 30	Support from SALGA on Council Committees	R964 283 708 Unauthorised ExpenditureR559 450 949 Irregular Expenditure	R878 558 035 Unauthorised ExpenditureR629 529 410 Irregular Expenditure	R439 279 175 Representing 30% remaining in the financial year as per the	R263 567 410 (Representing 30% remaining in the financial year as per the reduction strategy.	100%

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			Lack of planning (Procurement plan)	days of receipt of invoice and Implementation of Payment arrangement with owed service providers Monitoring of compliance with SCM Regulations Training on UIFW expenditure be provided annually for all councillors, senior employees, members of section 79 committee. Implementation of budget	Expenditure R358 092 047 Fruitless and Wasteful Expenditure R46 740 712 The	Expenditure R239 351 112 Fruitless and Wasteful Expenditure R9 677 513 The reduction of R85 725 673 was recorded in the Financial years translating to 9,7% Comparing to prior year.	reduction strategy.		
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			Non compliances with legislation Lack of safeguarding of Infrastructure assets and assets in general. Lack of monitoring of expenses Including overtime, fuel expenses.	locks to avoid unauthorised expenditure s. Segregation of duties between those individuals involved in selecting providers (through quotations/ bidding) and those making and approving payments to the providers must be in place. Ensure that the council, AG ,							
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					Internal, APC and MPAC resolutions on SCM are implemented substantially to avoid recurrence . The municipality must adopt adequate SCM SOPs and have the respective senior managers sign acknowledgment of such SOPs Develop and monitor the implementation of action plans to address internal									
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DRAFT FINAL INTEGRATED DEVELOPMENT PLAN

					control deficiencies Implementat ion of the UIFWE Strategy						
Achieving Positive Ratios	Achieve positive financial ratios	Curren t Assets are below Curren t Liabiliti es.	Revenue collected is less that the budgeted revenue trend The current liabilities exceed current assets Creditors not always paid in 30 days.	2:1	Implementat ion of the approved FRP Implementat ion the budget funding plan	None	Current Assets/Current liabilities R209 724 204/R428 932 812 Translated to ,048 instead of 2 as prescribed by the norms and standards.	Current Assets/Current liabilities R239 211 290/R544 727 707 Translated to ,043inste ad of 2 as prescribed by the norms and standards	,86 The plan is to at least reduce the deficit by 50% in the current Financial year.	1:1	2:1.
	Unqualifi ed audit opinion	Qualifi ed	2019/20 Disclaimer 2020/21 Disclaimer 2022/23	Unquali fied with no Matters .	Accurate financial reporting and reconciliatio ns.		Qualified with 2 Paragraphs	Qualified with 1 Paragraph	Unqualifi ed	Unqualifi ed with no Matters	Unquali fied with no Matters

DRAFT FINAL INTEGRATED DEVELOPMENT PLAN

			Qualified 2023/24 Qualified		Full Implementat ion of Post audit action plan Implementat ion of internal controls.						
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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	Increasing the Collection rate	65%	60%	76%	80%	95%
		No. of Revenue Enhancement strategies implemented (New)	-	-	-	100%	100%
		(Number of indigent households registered)	1640	1564	1729	789	6 000
Financially viable municipality and Management	Reduced fruitless and wasteful expenditure	% Reduction of UIF&W	0%	9.7%	50%	70%	100%
		Percentage Compliance to SCM Prescripts	0%	10%	40%	0%	100%
		Percentage reduction in debt owed to statutory bodies (Eskom and DWS)	20%	20%	30%	40%	50%
		Value of contracts awarded to designated groups 56% for woman	100% New	100%	100%	100%	100%

		• 28% youth • 3% people with disability					
Financially viable municipality and Management	Achieve positive financial ratios	Percentage improvement on Budgeted expenditure (Improving the current ratios)	100%(0.51:1)	100%(0.44:1)	100%(0.49:1)	100%(2:1)	100%(2:1)
		% reduction in unfunded budget	50%	50%	50%	50%	100%
		(Number of the Cost Reflective Conducted)	0	0	0	1 COS undertaken	1
Financially viable municipality and Management	Unqualified audit opinion	Improve audit opinion	Qualified with 2 Paragraphs	Qualified with 1 Paragraph and other Matters	Unqualified with findings	Unqualified with no Matters	Unqualified with no Matters

	TABLE A: INTEGRATED DEVELOPMENT PLAN										
Municipal KPA	Spatial Rationale										
Problem statement and root causes per KPA:	To respond systematically to entrenched spatial patterns across all geographic scales that exacerbate social inequality found in: Informal settlements Unsustainable spatial patterns										
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

							Output s	Output s	Output s	Output s	Output s
Integrated Human Settlements	Acquisition of 216 ha	Land bought in hectares (0 ha)	COGHSTA has committed R12 million to acquire 216+31.3 ha.	Acquisition of 216 ha for integrated human settlement	COGHSTA & DLRRD	COGHSTA: to release funds	0	0	216 ha	347 ha	-
	Township establishment and formalisation	1 Township proclaimed	8 applications on informal settlements approved (wards 1, 2, 4 and 5),	9 informal settlements formalised	COGHSTA & NUSP	DALRRD: to expedite the Ministers approval	1	0	0	9	0
			2 township applications approved to address housing demand for	2		COGHSTA & NUSP	-	-	-	-	2

			all income groups				0	0			
			The land invasion policy and land use scheme is in place. But there are capacity challenges	1	Establishment of townships						
			land audit Conducted				0	0	1		
		Reviewed land use scheme, land invasion policy	Registration of street names on newly approved developments				0	0	0	1	0

	Disposal of land		Agreement in place between COGHSTA and the DLM, to transfere properties	No street naming policy (MEC finding)	Enforcement of by-laws	COGHST	0	0	0	1	
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		IRDP (Ridgevie w) with 1503 HSS with 1806 remaining			Registratiopn of street names on newly approved developments	COGHSTA To experdid the transdere of properties A					
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			No bulk services contribution policy	New developments adding pressure to the existing Infrastructure	Development of Bulk Services Contribution Policy	Developed Bulk Services contribution policy by 30 June 2026	0	0	0	1	0
	SPLUM Compliant Spatial Development Framework	SDF with period of 5 years	(Extension of Urban edge, to accommodate new Development and emerging investment opportunities)	Updated of SDF	Review of the SDF COGHSTA		0	0	0	1	0

TABLE B: INTEGRATED DEVELOPMENT PLAN

Outcome	Outcome Indicator	KPI	5-year Target	ANNUAL ACTUAL IMPLEMENTATION				
				2022/23	2023/24	2024/25	2025/26	2026/27
Integrated Human Settlements	Acquisition of 216 ha	Acquired land in hectares settlements and development	216 ha	-	-	-	-	216
	Township establishment and formalisation	No of informal settlements formalized	9	-	-	-	9	-
		No. of townships established	2	-	-	-	-	2
		Development of Bulk services policy	1	-	-	-	-	1

		Development of Street Naming policy	1	-	-	-	1	-
		No of Conduct Land Audit study by 30 June 2025	1	-	-	-	1	-
	Disposal of serviced sites in Ridgeview	Facilitation of the disposal of serviced sites and facilities in Ridgeview	-	-	-	-	1	-
		No. of sites disposed to municipality	10	-	-	-	10	-
	SPLUM Compliant Spatial Development Framework	Review of SDF	1	-	-	-	1	-

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

Sector Plan/Policy & Strategy	Status quo	Challenges
Advertising and Signature policy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25. To be reviewed in April 2026	Policy is up for annual review.
Business Licensing policy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25. To be reviewed in April 2026	Policy is up for annual review.
Spatial Development Framework	Reviewed and Adopted by Council on the 31 May 2022 , Item C137/05/22	The Spatial Development Framework has lapsed and must be reviewed.
Local Economic Development Strategy	LED Strategy was developed and adopted in May 2011 it requires review	COGHSTA is Currently assisting DLM on reviewing LED Strategy
Rural Development Strategy	Not in place	GSDM Rural Development Plan (2016) is currently applicable.
Housing Sector Plan	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	The Housing Sector Plan must be reviewed as it has lapsed

Land Use Management Scheme	Adopted by Council on the 31 May 2022	None
Land invasion policy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25. To be reviewed in April 2026	Policy is up for annual review.
EPWP Policy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25. To be reviewed in April 2026	Policy is up for annual review.
Land acquisition & Disposal policy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25. To be reviewed in April 2026	Policy is up for annual review.

Building Regulations on temporal structures	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
By-law for Township Economies	Adopted by Council on the 17 th of December 2024, C328/12/24	None
Integrated Transportation Plan	Not in place	Financial constraints
Integrated Waste Management Plan	Integrated Waste Management Plan was adopted by council under item C200/08/20	Not fully implemented due to lack of pre-requisite resources
Water Asset Management Plan	Not in place	Financial Constraint
Bulk Water Supply Plan	Plan in place. The plan was developed by DWA	Lack of funding to implement the plans.
Stream & Storm Water Management Plan	Outdated. The draft plan was developed in 2010	Budget constraint to develop new plans.
Road & Storm Operations & Maintainance Plan	Outdated. The draft plan was developed in 2010	Budget constraint to develop new plans.
Asset Management Plan for Road & Storm water	Not in place	Budget constraint to develop new plans.
Water Services Development Plan	Not in place	Budget constraint to develop new plans.
Water safety Plan	Not in place	Budget constraint to develop new plans.
Service Delivery Norms & Standards	Not in place	

Environment Management Plan	Currently Municipality is using the GSDM plan	
Electrical Infrastructure Master Plan	Out dated needs to be reviewed	

Fleet Management Policy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	Policy is up for annual review.
Public Lighting Master Plan	Not in Place	
Delegation Register	Reviewed and Adopted by Council on the 28 May 2025 , Item C	None
Workplace Skills Plan	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	Policy is up for annual review.
Employment Equity Plan	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	Policy is up for annual review.
Disaster Management Plan	Reviewed Disaster Management Plan adopted by Council under item C23/01/16	Not fully implemented due to lack of pre-requisite resources
Disaster Recovery Policy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	None
Anti-Fraud and Anti-corruption policy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	None
Anti-Fraud and Anti-corruption Prevention Plan/strategy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	None
Whistle blowing policy	Adopted by Council on the 31st October 2023,	None

	item C260/10/23	
Internal Audit Charter	Approved by Audit Committee on the	None
Internal Audit Methodology	Approved by Audit Committee on the	None
Three year risk-based audit plan & annual program	Approved by Audit Committee on the	None
Communication Strategy	Adopted by Council on the 26 April 2019	
HIV/AIDS strategy	Reviewed and Adopted by Council on	

	the 28 May 2025 , Item C 142/05/25	
Human Resource Strategy and Plan	Adopted by Council on the 3 th June 2021, Item C127/06/21	
Human Resource Management policies: • Recruitment & Selection, • Acting, • Overtime, Training & Development, • Funeral, • Occupational Health & Safety, • Leave, • Cellular Phone, • Travelling and subsistence policy, • Allowance, Danger Allowance & Retention.	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	Policy is up for annual review.
Dress code policy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	Policy is up for annual review.
Placement Policy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	Policy is up for annual review.

Transfer policy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	Policy is up for annual review.
ICT-User access Management policy , ICT systems security policy,	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
Data backup policy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
Patch Management Policy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	

Change management policy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	Policy is up for annual review.
Community Participation Strategy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
Business Continuity policy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	Policy is up for annual review.
Public Participation Strategy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
Supply Chain Management	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	
Budget Policy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	Policy is up for annual review.
Credit Control Policy and Debt Collection Policy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	Policy is up for annual review.
Indigent Policy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	Policy is up for annual review.
Tariffs Policy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	Policy is up for annual review.

Property Rates Policy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	Policy is up for annual review.
Asset Management Policy	Reviewed and Adopted by Council on	Policy is up for annual review.

	the 28 May 2025 , Item C 142/05/25	
Provision for Bad Debts Policy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	Policy is up for annual review.
UIFWE Policy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	Policy is up for annual review.
Cash Management policy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	Policy is up for annual review.
Risk Management Framework	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	None
Risk Management policy	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	Policy is up for annual review.
Risk Management, Anti- Fraud and Anti-Corruption Committee Charter	Reviewed and Adopted by Council on the 28 May 2025 , Item C 142/05/25	None
Performance Management Development Systems and framework policy	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.

MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING) FOR COMMUNITY SERVICES, PUBLIC SAFETY, SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT				
INTERNAL AND EXTERNAL ANALYSIS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
POLITICAL	Stable political leadership (MMC playing oversight)			Political instability hampers the rollout of service delivery
ECONOMIC	Revenue base for collection (traffic, fire and rescue, library services, community halls, municipal buildings etc)	- Tariffs are not cost effective - Insufficient funding to conduct maintenance	- Investment opportunity - New settlement development - cost effective tariffs to generate income from renting out of municipal buildings	- De-investment as result of unreliable provision of services. - Local business forums interfering with approved municipal projects that are at the implementation phases

SOCIAL		▪ Delays in collection of waste due to continuous break down of refuse removal truck ▪ Shortage of grass cutting equipment ▪ Shortage and ageing staff members ▪ Insufficient space for burial ▪ Lack of equipment such as TLB for digging of graves and cleaning of illegal dumping sites ▪ No collection of waste yet in rural areas as a result of lack of resources (human and capital) ▪ Shortage of staff,		▪ Community protests due to insufficient provision of services ▪ non-attendance by various sector departments to CSF meeting e.g. SAPS ▪ spheres of government (stakeholder relations) ▪ increase of crime activities ▪ theft and vandalism of municipal property
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FINAL INTEGRATED DEVELOPMENT PLAN

		operating with three fire fighters in all nodal points ▪ No fire engine , currently operating with skid unit mounted in a trailer pulled by jaws of life ▪ Slow progress in the establishment of the call centre ▪ No satellite stations in Grootvlei and Greylingstad ▪ Ageing infrastructure- municipal buildings ▪ Insufficient fleet Insufficient budget to implement transversal activities		
TECHNOLOGICAL		▪ System for capturing, follow-up of traffic fine tickets		▪ Insufficient personnel to do maintenance

FINAL INTEGRATED DEVELOPMENT PLAN

		▪ Lack and Aging municipal fleet ▪ Lack of system for cemetery management		▪ Theft and vandalism
LEGAL		▪ Lack of implementation of by-laws ▪ Lack of law enforcement unit		▪ Litigation
ENVIRONMENTAL		▪ Non-compliance and ineffective management of the landfill sites ▪ Illegal dumping site		▪ Climate change - due to lack of monitoring of air quality in DLM

MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING) FOR GOVERNANCE & BUILDING A CAPABLE INSTITUTION				
INTERNAL AND EXTERNAL ANALYSIS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
POLITICAL	▪ Functional Council and Mayoral ▪ Functional Section 79 and 80 committees ▪ Ability to attract and retain scarce and critical skills	▪ Instability within the administration ▪ Inadequate implementation of Public participation Strategy	▪ Change in political dynamics	▪ Community unrest
ECONOMIC	▪ Untapped Mineral resources ▪ Just Energy transition ▪ Implementation of Standardised draft By-law	▪ High level of unemployment ▪ High Vacancy rate	▪ Future exploration of mines ▪ Minimization of air pollution ▪ Job Creation	▪ Slow economy ▪ Illegal mining ▪ Spreading of food poison

FINAL INTEGRATED DEVELOPMENT PLAN

SOCIAL	▪ 24 HR Operating Health Centre ▪ TVET College	▪ Gender based violence ▪ High substance abuse ▪ High Teenage pregnancy ▪ Decline in number of population. ▪ Inadequate social facilities, e.g police stations, home affairs ,sassa offices.	▪ Availability of scarce skills	▪ Abandoned children
TECHNOLOGICAL	▪ LAN Connectivity ▪ Functional website ▪ Telecommunications ▪ Systems(FMS, Prepaid and payroll) ▪ Virtual machines ▪ Backup Systems (Munsoft and VIP)	▪ Lack of integrated ICT System ▪ Lack of Digital Infrastructure ▪ None compliant server room. ▪ Offside backup	▪ Tapping into 4IR	▪ Cyber-attacks/Security information ▪ Lack of information, spreading of fake news ▪ Institutional memory loss

FINAL INTEGRATED DEVELOPMENT PLAN

LEGAL	▪ Functional Internal Audit Unit ▪ Improved Audit outcome ▪ Financial Misconduct Disciplinary Board ▪ Risk Management , Anti-fraud and Anti-corruption committee	▪ None compliance with laws and regulations ▪ Inadequate implementation of By laws ▪ Inadequate implementation of consequence management ▪ Unsatisfactory functionality of oversight committee		▪ High volume of litigation
ENVIRONMENTAL		▪ None compliance with NEMA ▪ Unlicensed Landfilled site ▪ High landscape	▪ Recycling projects ▪ Minimisation of air pollution	▪ Litigation ▪ Climate change ▪ Communicable disease

MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING) FOR FINANCIAL VIABILITY AND MANAGEMENT				
INTERNAL AND EXTERNAL ANALYSIS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
POLITICAL	▪ Council stability ▪ Oversight Committee established and functional	▪ Poor attendance of public Participation meeting	▪ Improved Audit Opinion ▪ Improved Public Participation and Service delivery ▪ Improve Grading of the Municipality	▪ High risk Municipality ▪ Removal of from the Eskom Debt Relief Program
ECONOMIC	▪ Untapped Minerals ▪ Agricultural hub	▪ Ineffective implementation of credit control policy ▪ Limited revenue bases or opportunities ▪ Limited Employers within the Jurisdiction of the Municipality	▪ Exploration of the Minerals ▪ PPP Partnerships with the Industries like Karen Beef ▪ Implementation of the new valuation roll	▪ Possible closure of main industrial such as mines and Eskom ▪ Slow or economic growth and fiscal fluctuation counterproductive group ▪ Infrastructure planning and

FINAL INTEGRATED DEVELOPMENT PLAN

				maintenance by municipality ▪ High and growing unemployment rate ▪ Dependency on few Employers like Karen Beef
SOCIAL	▪ Existence of the Council approved indigent systems	▪ Failure to register all deserving indigents	▪ Ability to support non affording customers provided they register	▪ High and growing unemployment rate ▪ Land evasion and immigrants
TECHNOLOGICAL	▪ Functional and Integrated Financial Systems	▪ Municipal website still on wrong domain		▪ Hacking of the Financial systems ▪ Spreading of Fake news
LEGAL	▪ Existence of the Laws and Regulations ▪ Eg, Policies, Act and Guidelines	▪ Inadequate implementation of the Policies and the by laws	Improvement of the Revenue Collection	▪

ENVIRONMENTAL	▪ Application for Grants ▪ Action plan to deal with non-Compliance of with NEMA Act	▪ Identified Material Irregularities by the AG	▪ Solar energy to reduce electricity usage ▪ Licensing and upgrading of the Landfill	▪ Non Compliance with the Environmental Acts
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MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING) LOCAL ECONOMIC DEVELOPMENT				
INTERNAL AND EXTERNAL ANALYSIS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
POLITICAL	▪ Leadership :(Roles) responsive and responsible on economic prosperity of DLM through local forums ▪ Internal Capacity in strategic planning ▪ Strong stakeholders relation	▪ Lack of coordination in implementing the policies and strategies ▪ Capacitation of union leaders and other stakeholders (LEDf)	▪ Community Participation ▪ Political support and intervention on programmes and initiatives to accelerate service delivery	▪ Inadequate provision of tertiary institution/skills development facilities ▪ Non-functionality of LEDf delaying developmental projects

ECONOMIC	▪ Big industries: Blue sky, Karan Beef, BJK ▪ Eskom Grootvlei ▪ Mining sector (Sibanye, SASOL and hexrivier) ▪ Strong Agricultural sector	▪ Closure of Sibanye mine and Grootvlei Power station leading to job cuts ▪ Lack of key vacant land for investment purposes ▪ State-owned land ▪ Outdated LED Strategy	▪ Diversification of local economy ▪ Identification of corridors along R23 and N3(Industrial Corridor) ▪ Re-establishment of LEDF (application process) ▪ Tapping on Social and labour Plans & Corporate Social responsibility ▪ JET investment initiatives	▪ Closure of Sibanye mine and job cuts ▪ Lack of Shopping facilities ▪ High rate of unemployment ▪ Slow growth of economy ▪ Insufficient budget allocation ▪ Decline in investor confidence ▪ Closure of Sibanye mine and job cuts ▪ Aging Infrastructure
SOCIAL	▪ Gert Sibande TVET college establishment to address skills shortages	▪ High unemployment rate ▪ High drug intake ▪ Increased crime rate ▪ Non c0-funding by municipality on EPWP projects	▪ JET investment initiatives/programmes ▪	▪ High rate of Migration ▪ Community disagreements

FINAL INTEGRATED DEVELOPMENT PLAN

TECHNOLOGICAL	Existing telecommunication network	Lack of wi-fi hotspots	Broadbased band connectivity (fibre connectivity) for communities.	Disadvantaging opportunities for businesses and communities
LEGAL	- Standard Draft by-law on Spaza shops - Business licence policy	enforcement of business licence policy	compliance to legislation and revenue enhancement	unfair business contestation space between SA and foreign nationals
ENVIRONMENTAL	- Strategic location of the municipality (R51, R23 and N3) - Tourism opportunities	- Non-availability information on economic drivers/potential - Non-optimal use of strategic location	- Strategic location of the municipality (R51, R23 and N3) - Tourism opportunities	Non-availability information on economic drivers/potential

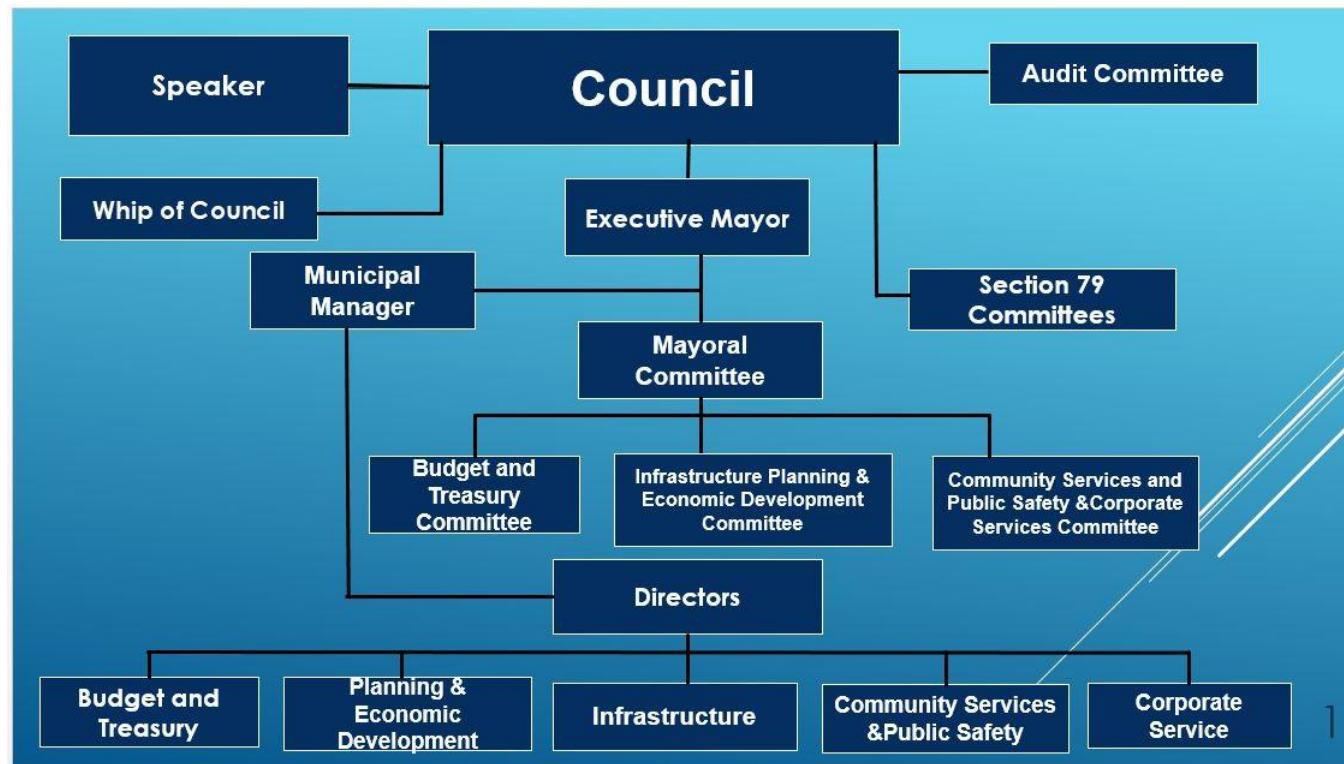
MIXED SWOT AND PESTLE ANALYSIS (ENVIRONMENTAL SCANNING) FOR SPATIAL RATIONALE				
INTERNAL AND EXTERNAL ANALYSIS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
POLITICAL	Strong stakeholders relation	- Lack of coordination in implementing the policies and strategies - Capacitation of union leaders and other stakeholders	- Community Participation - Political support and intervention on programmes and initiatives to accelerate service delivery	- Political instability - Lack of buy-in into tenure upgrading - Desperation through invasion of land
ECONOMIC	- Big industries: Blue sky, Karan Beef, BJK - Eskom Grootvlei - Mining sector (Sibanye, SASOL and hexrivier) - Strong Agricultural sector - Government	- Lack of key vacant land for investment purposes - State-owned land - Outdated LED Strategy	- Densification and contentment of development and along R51 (Themba Shoji Road) - Attraction of work force and support industries	- Land invasion - Closure of key sectors - Aged road, water and sewer infrastructure

FINAL INTEGRATED DEVELOPMENT PLAN

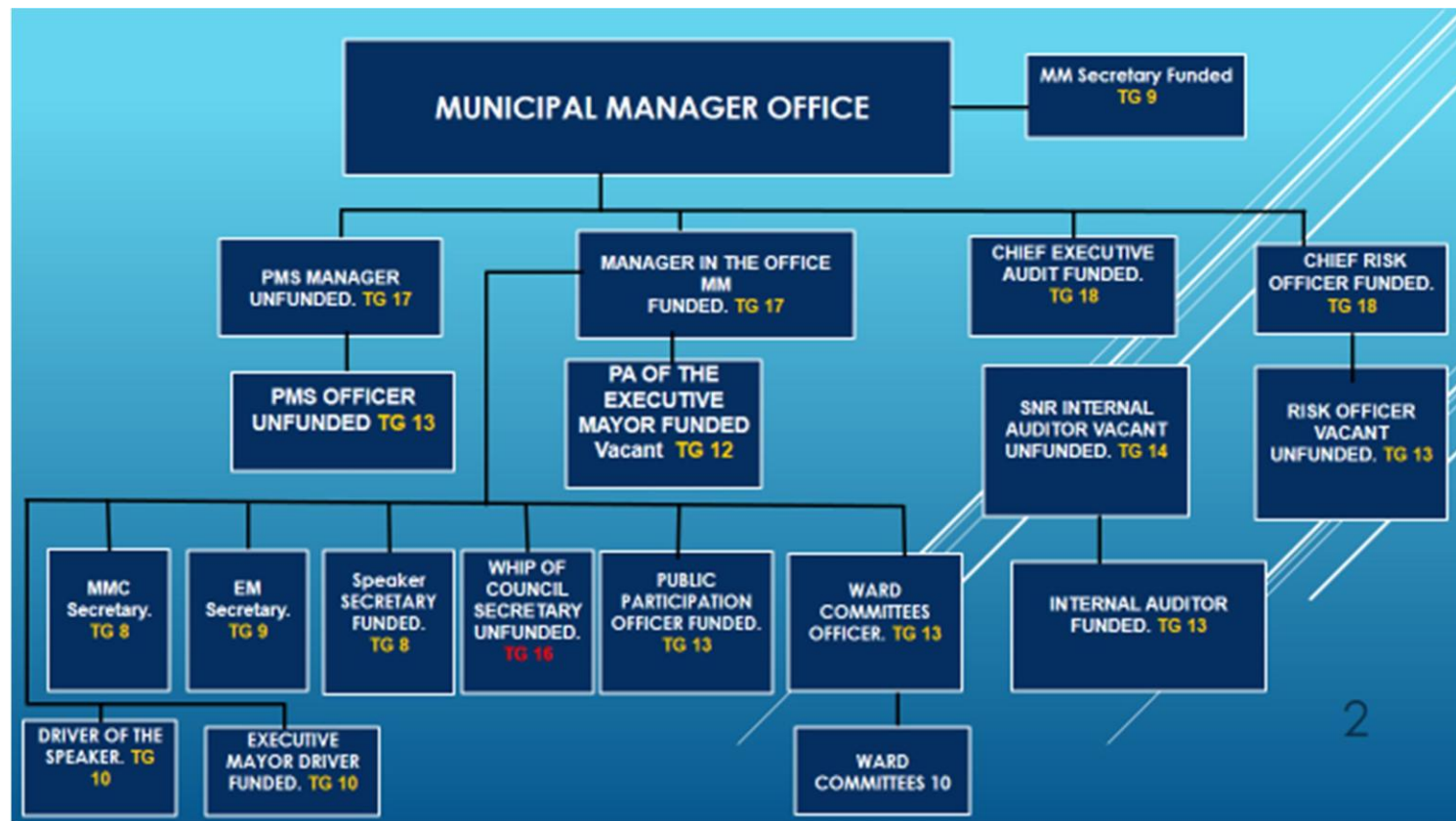
SOCIAL	▪ Land identified for future integrated human settlements ▪ Proclamation of townships and increased tenure (through issuing of title deeds)	▪ Mushrooming of informal settlements ▪ Formalisation on CPA land	▪ land for social amenities in newly established townships (Ridgeview, Grootvlei etc.) ▪ Formalisation of 9 informal settlements	▪ High levels of immigration ▪ Land invasion on newly established townships
TECHNOLOGICAL	▪ Availability of intranet connection points	▪ No GIS systems and software to represent spatial data and baseline information ▪ No broadband connectivity (fibre) ▪ Non-integration of systems (billing system, valuation roll, infrastructure services data)	▪ Regularly updated Municipal website	▪ Server security of municipal information.
LEGAL	▪ Compliant By-laws	▪ Lack of enforcement of bylaws legislation	▪ Compliant By-laws in place	▪ Land locked (private ownership of land) ▪ Lack of enforcement of bylaws legislation

9. ORGANISATIONAL STRUCTURE

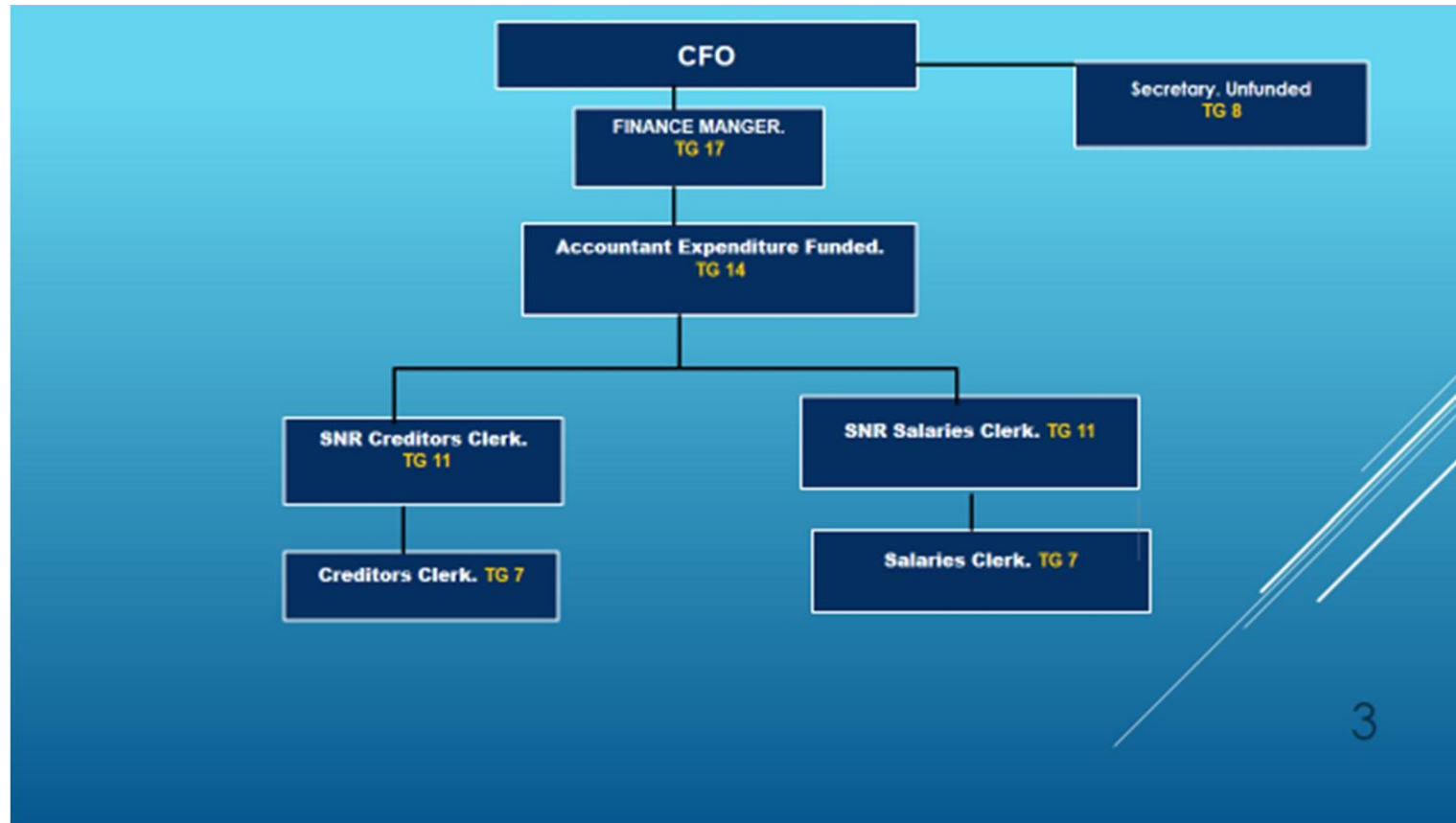
9.1. HIGH LEVEL INSTITUTIONAL ARRANGEMENT



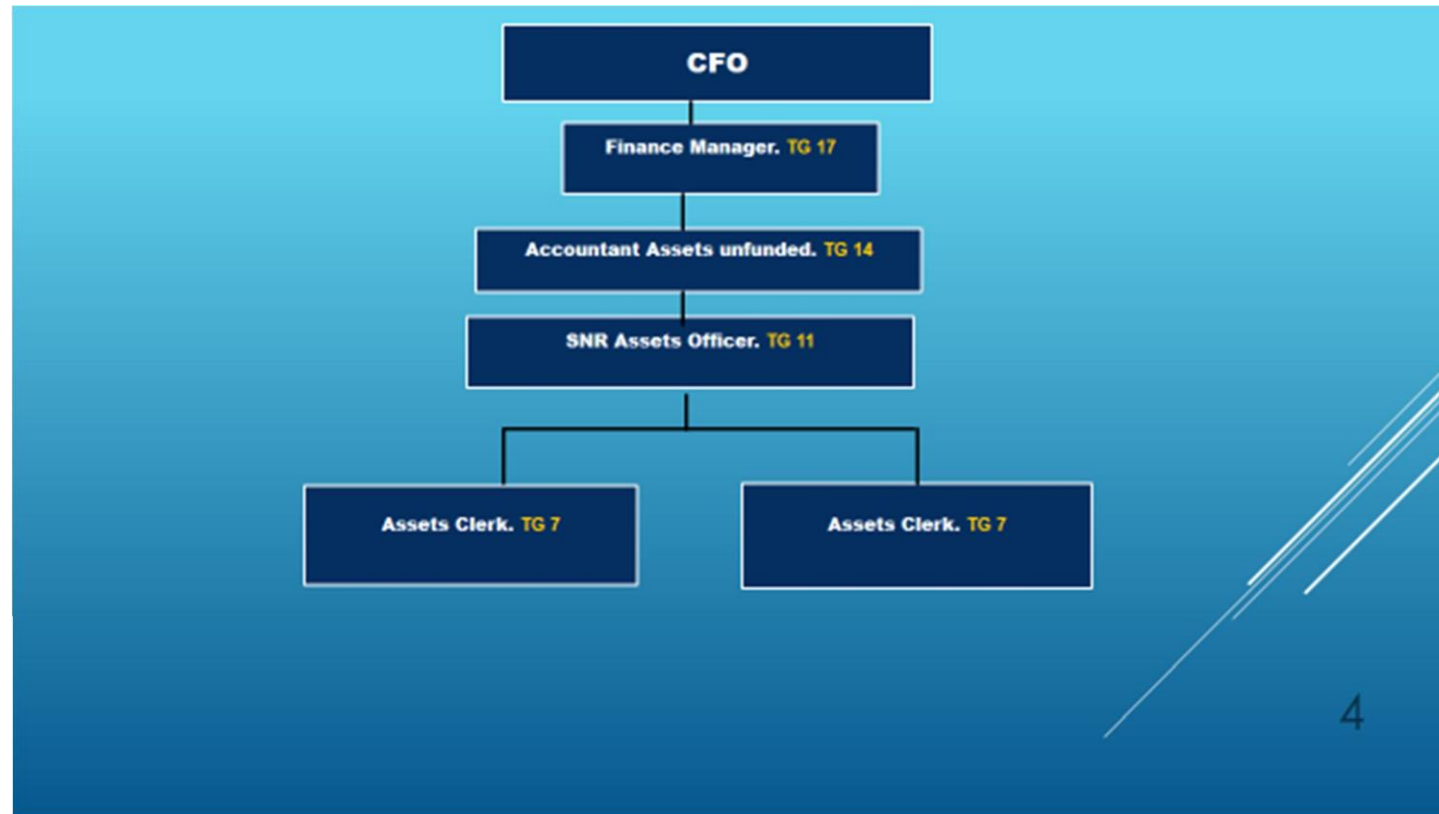
9.2. ORGANOGRAM: OFFICE OF THE MUNICIPAL MANAGER



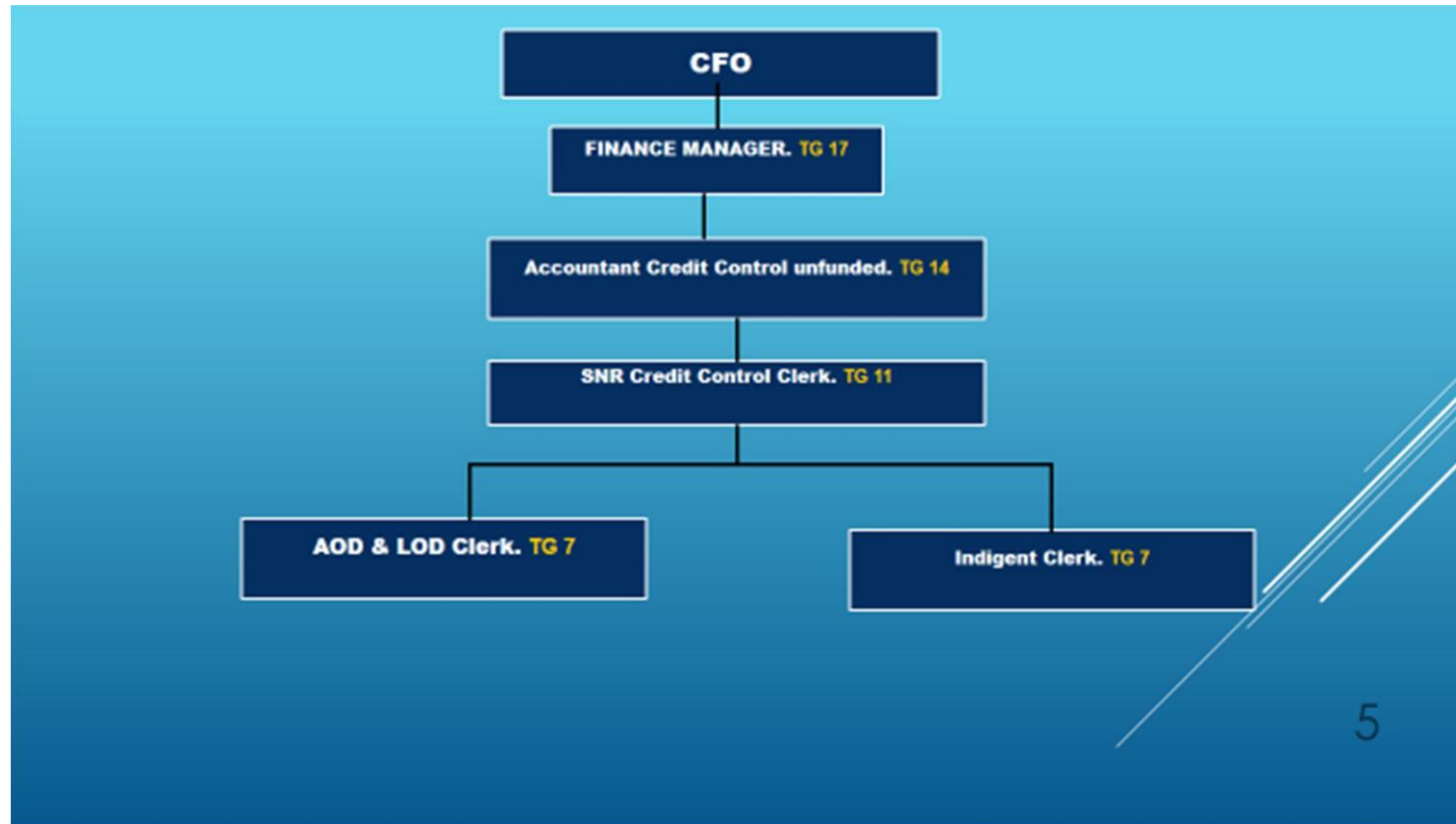
9.3. ORGANOGRAM: BUDGET AND TREASURY OFFICE



ORGANOGRAM: BUDGET AND TREASURY OFFICE



ORGANOGRAM: BUDGET AND TREASURY OFFICE



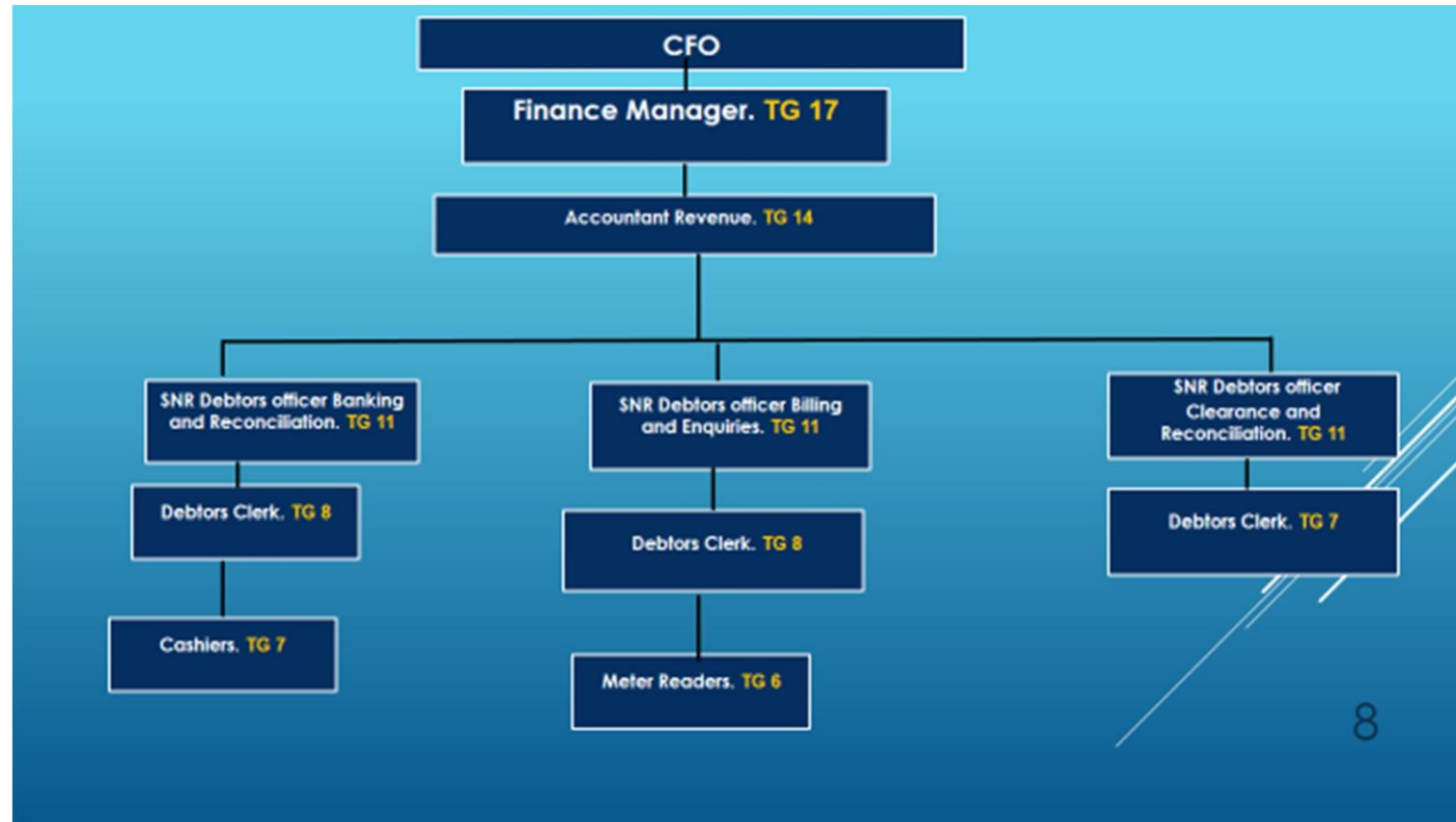
ORGANOGRAM: BUDGET AND TREASURY OFFICE



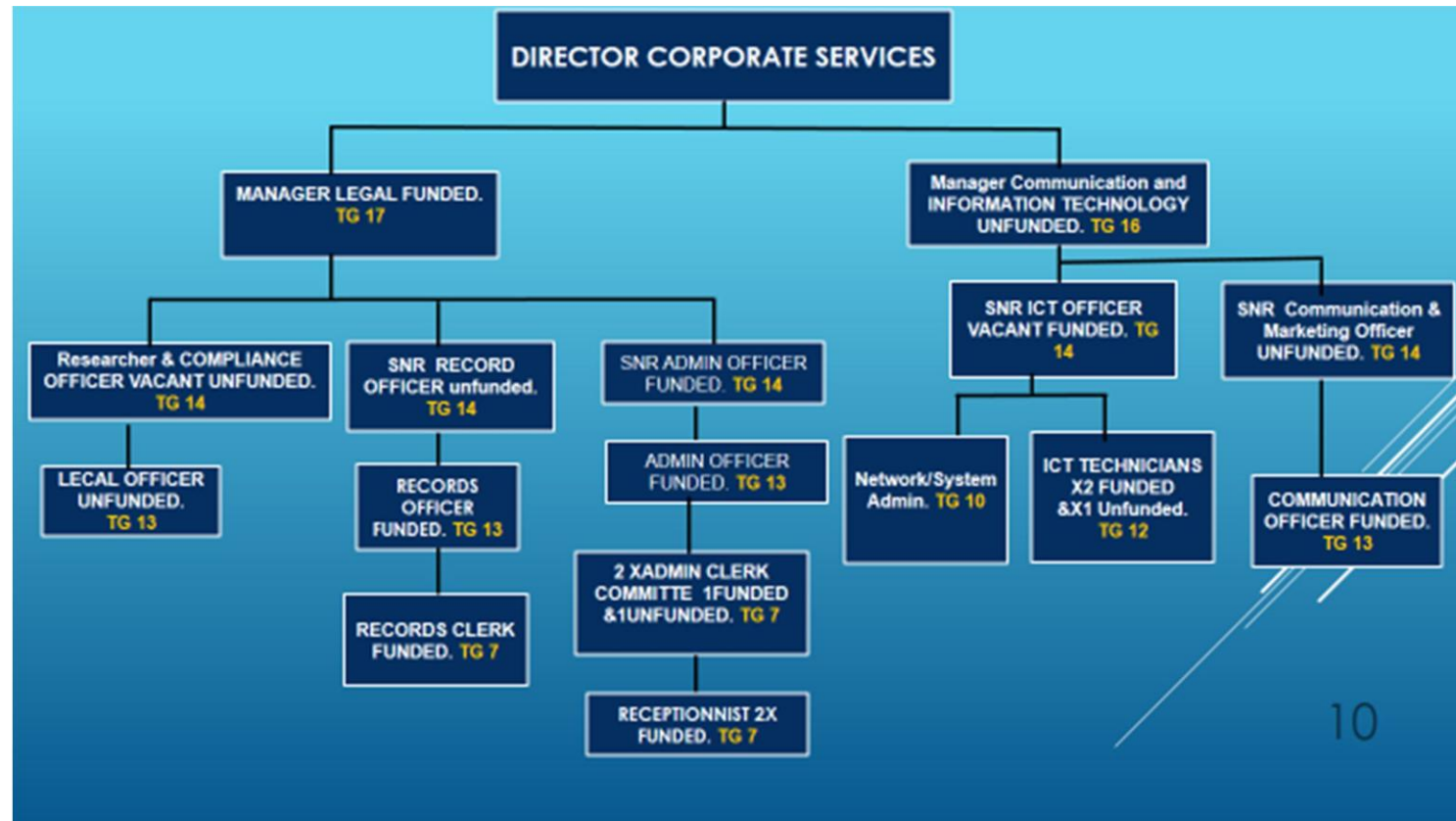
ORGANOGRAM: BUDGET AND TREASURY OFFICE



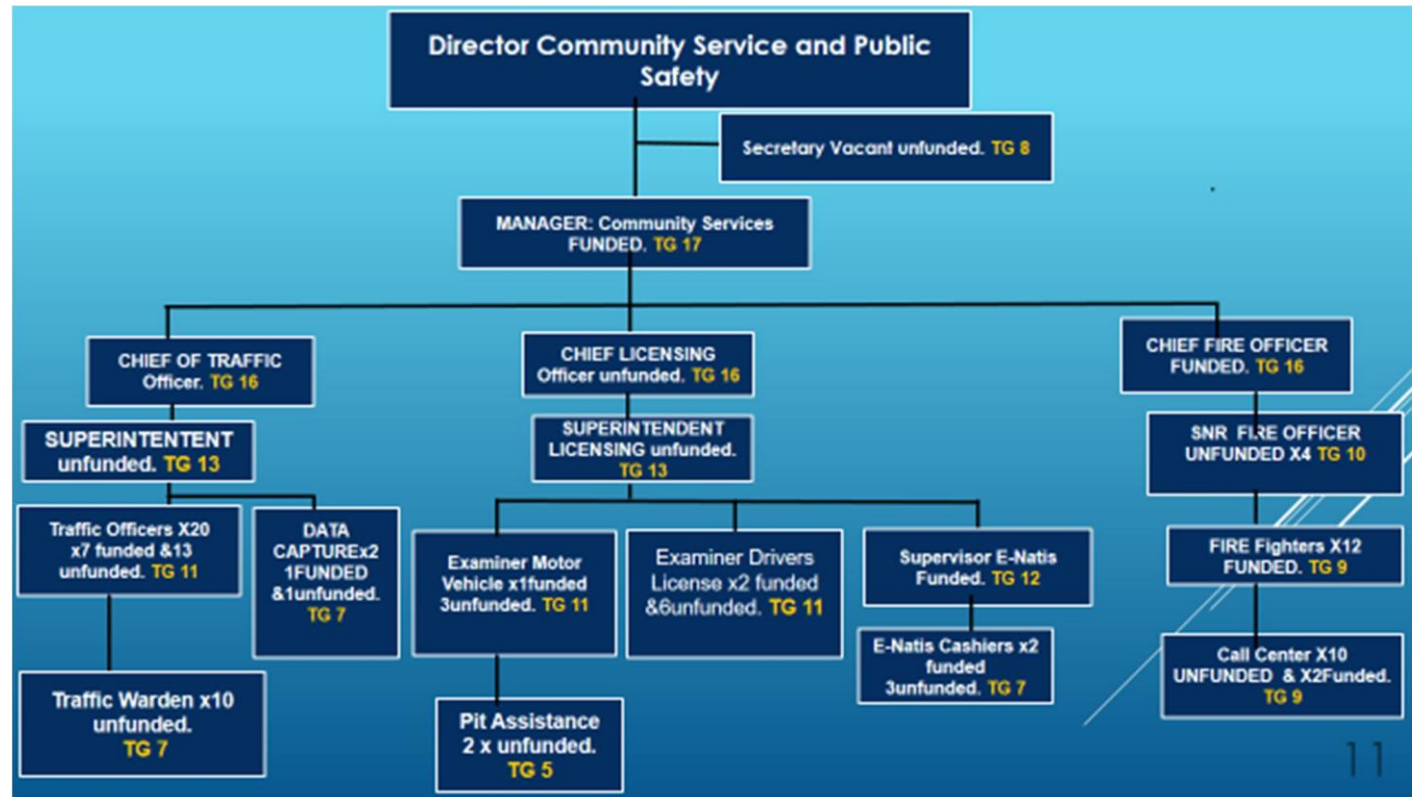
ORGANOGRAM: BUDGET AND TREASURY OFFICE



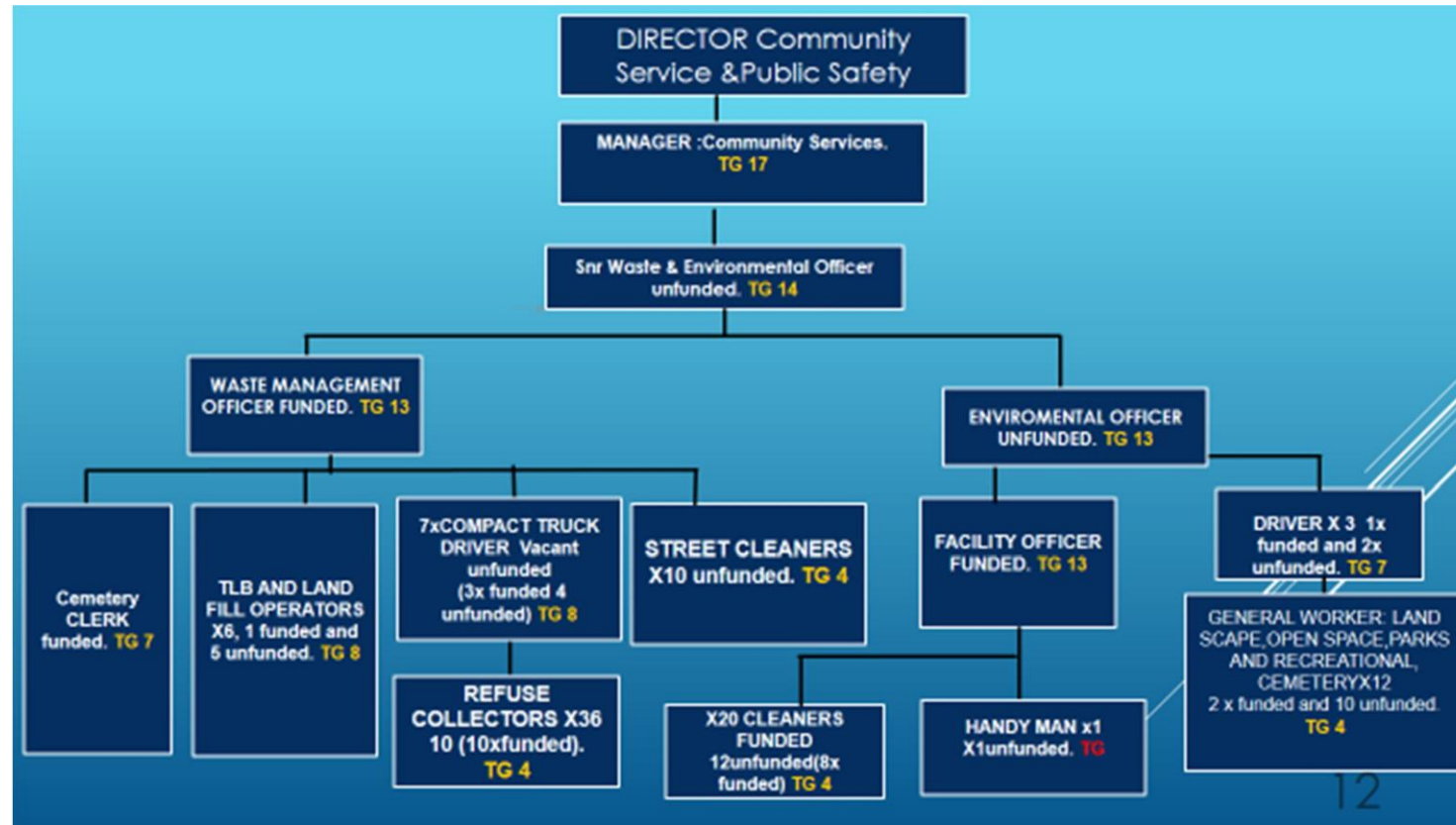
9.4. ORGANOGRAM: CORPORATE SERVICES



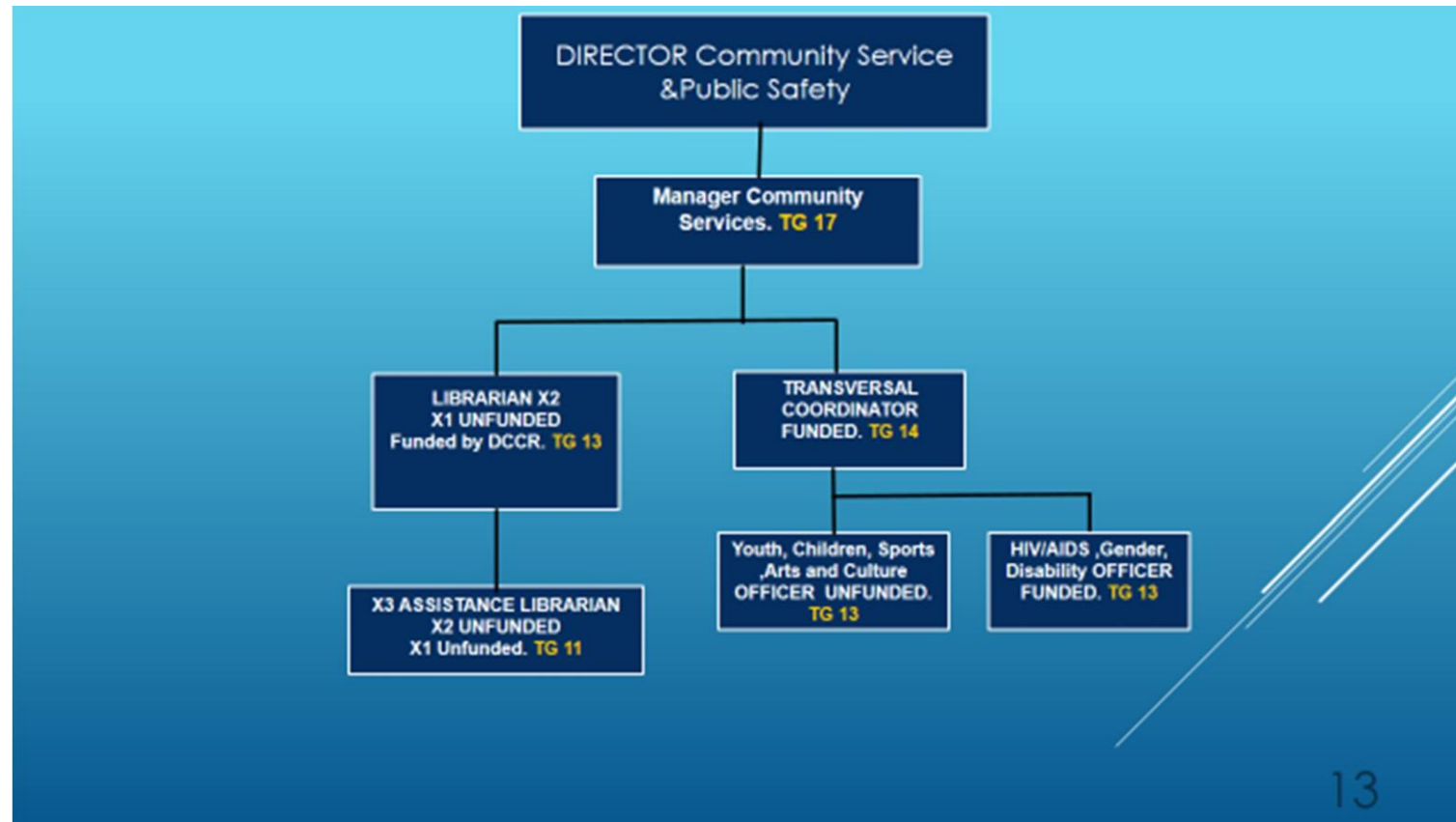
9.5. ORGANOGRAM: COMMUNITY SERVICES & PUBLIC SAFETY



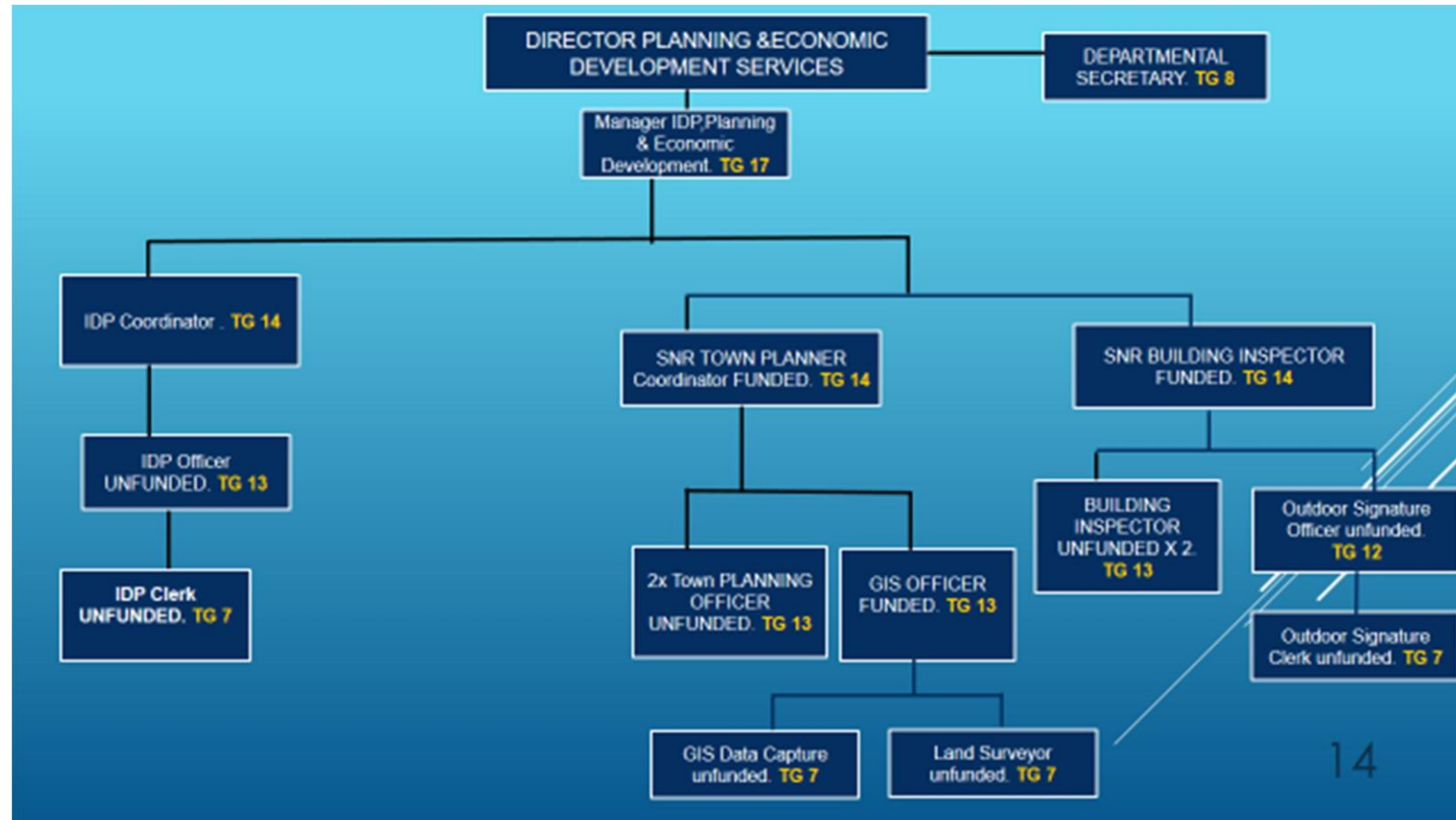
ORGANOGRAM: COMMUNITY SERVICES & PUBLIC SAFETY

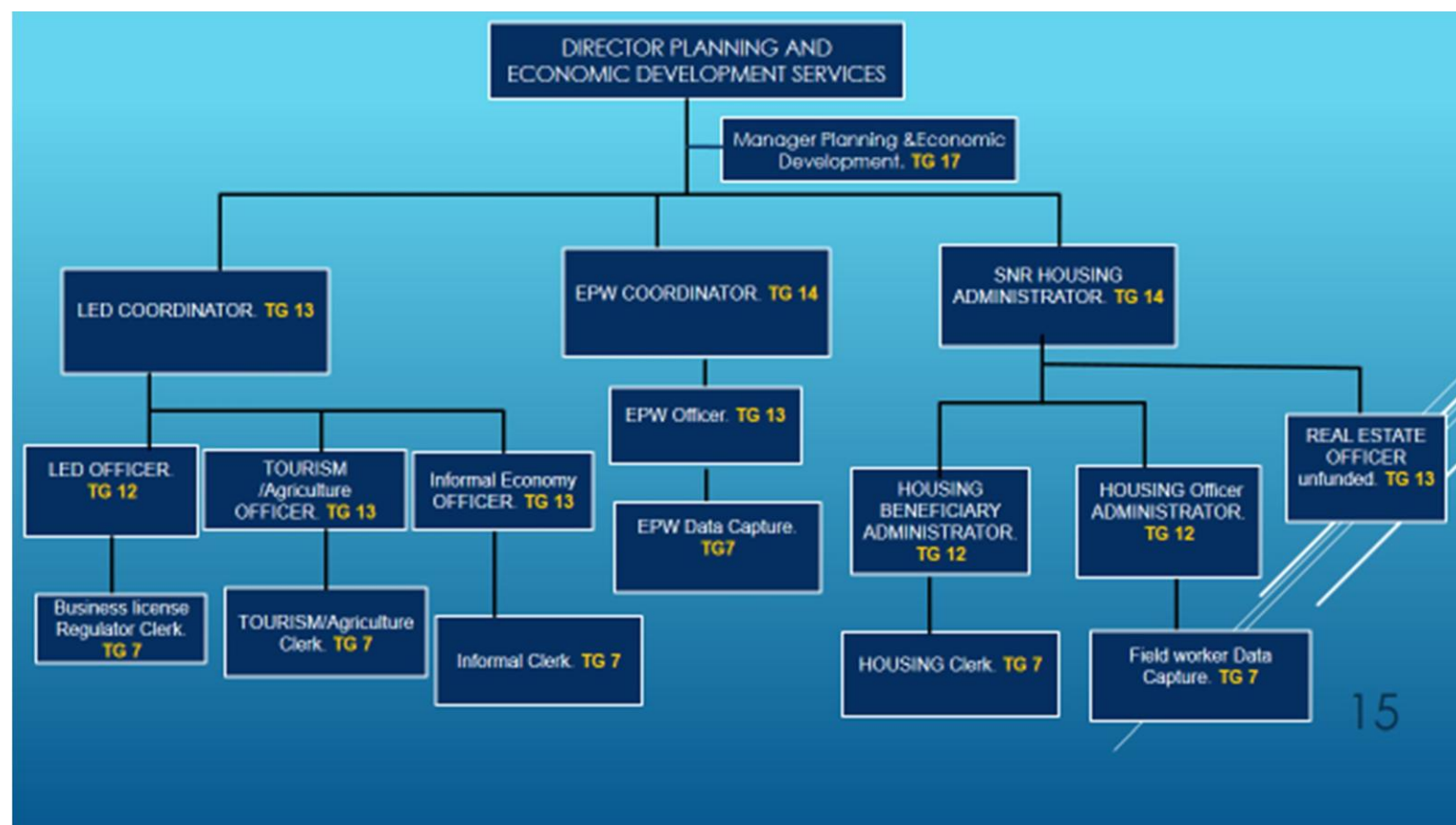


ORGANOGRAM: COMMUNITY SERVICES & PUBLIC SAFETY

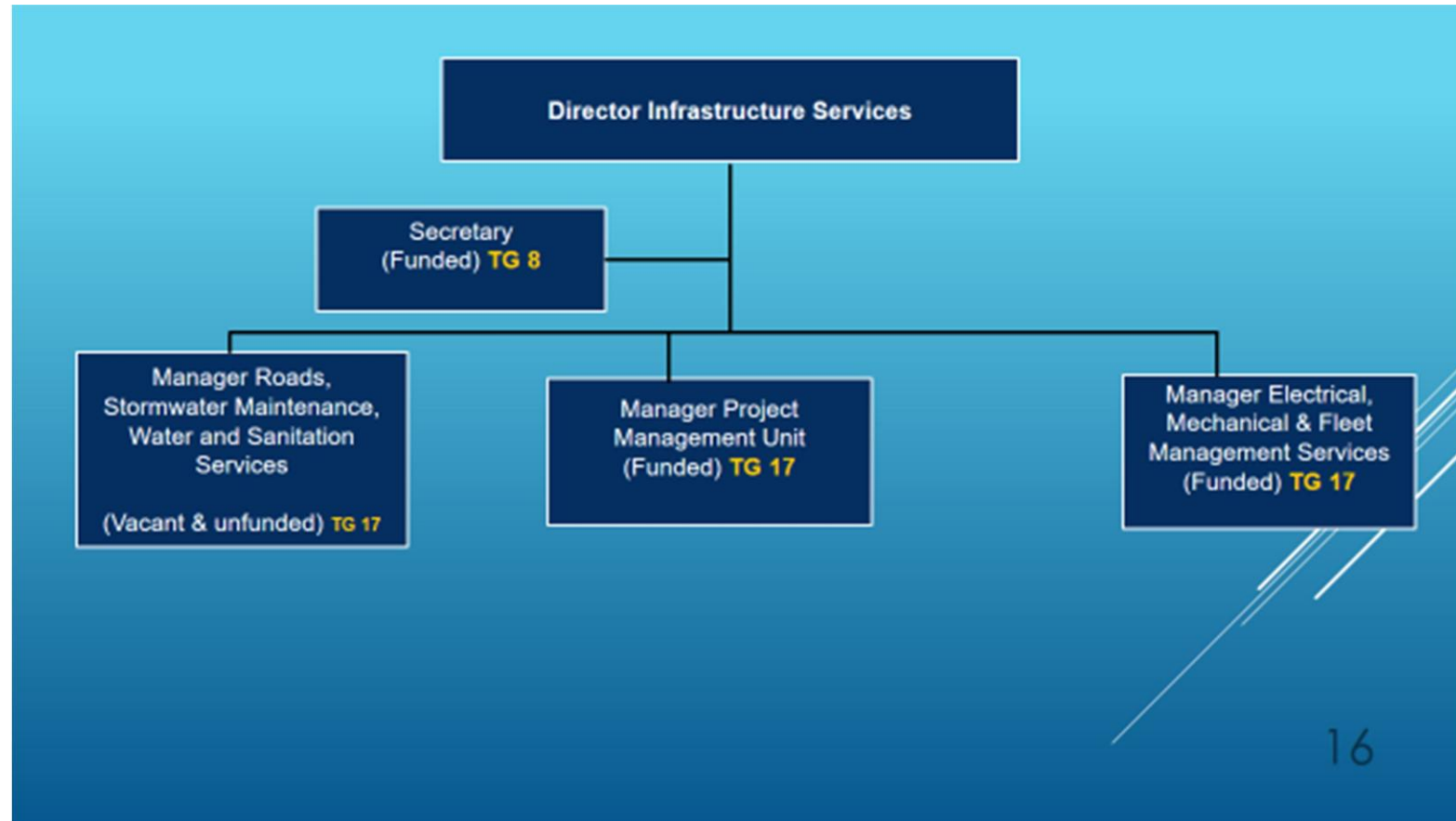


9.6. ORGANOGRAM: PLANNING & ECONOMIC DEVELOPMENT SERVICES

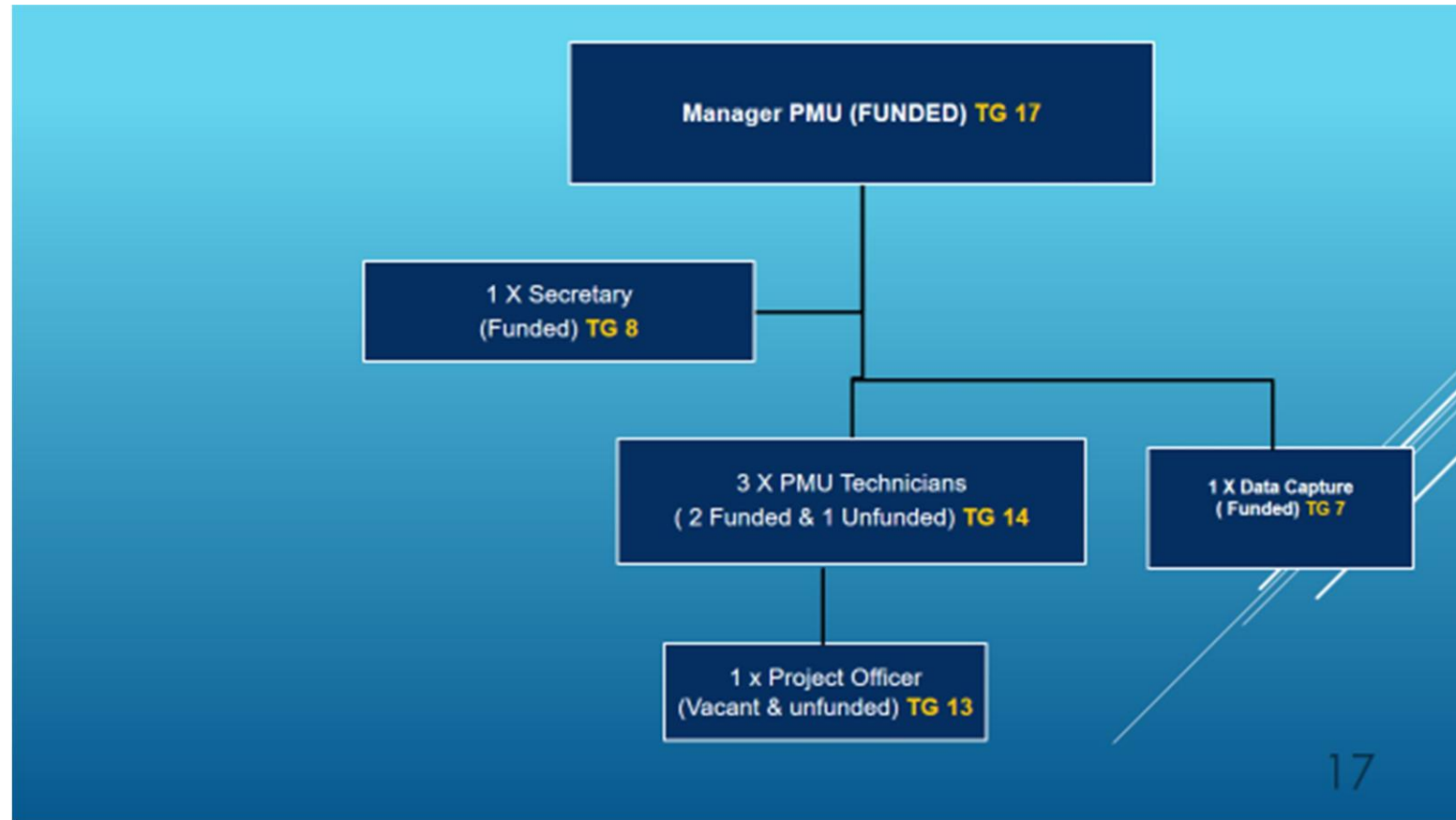




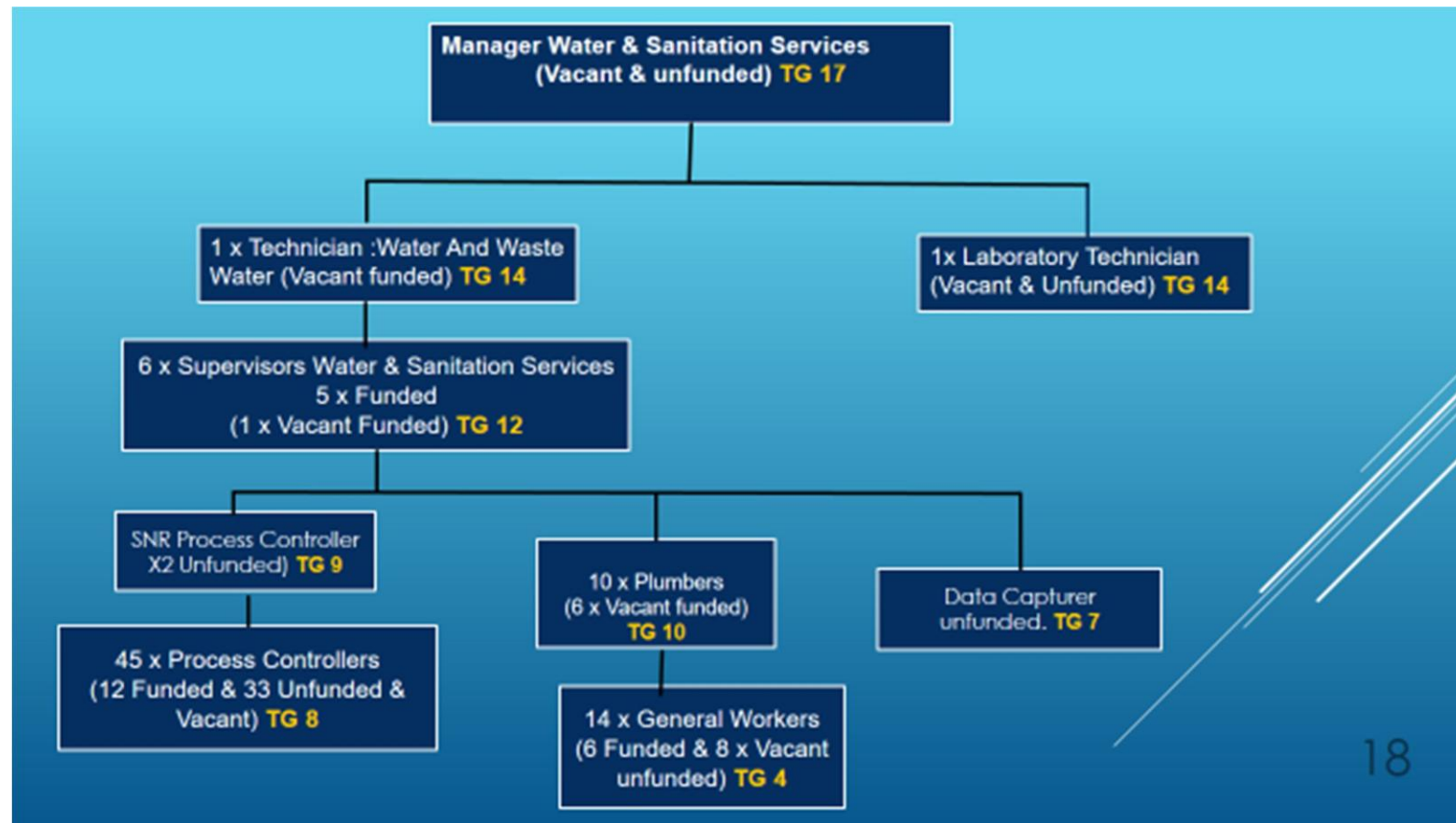
9.7. ORGANOGRAM: INFRASTRUCTURE SERVICES



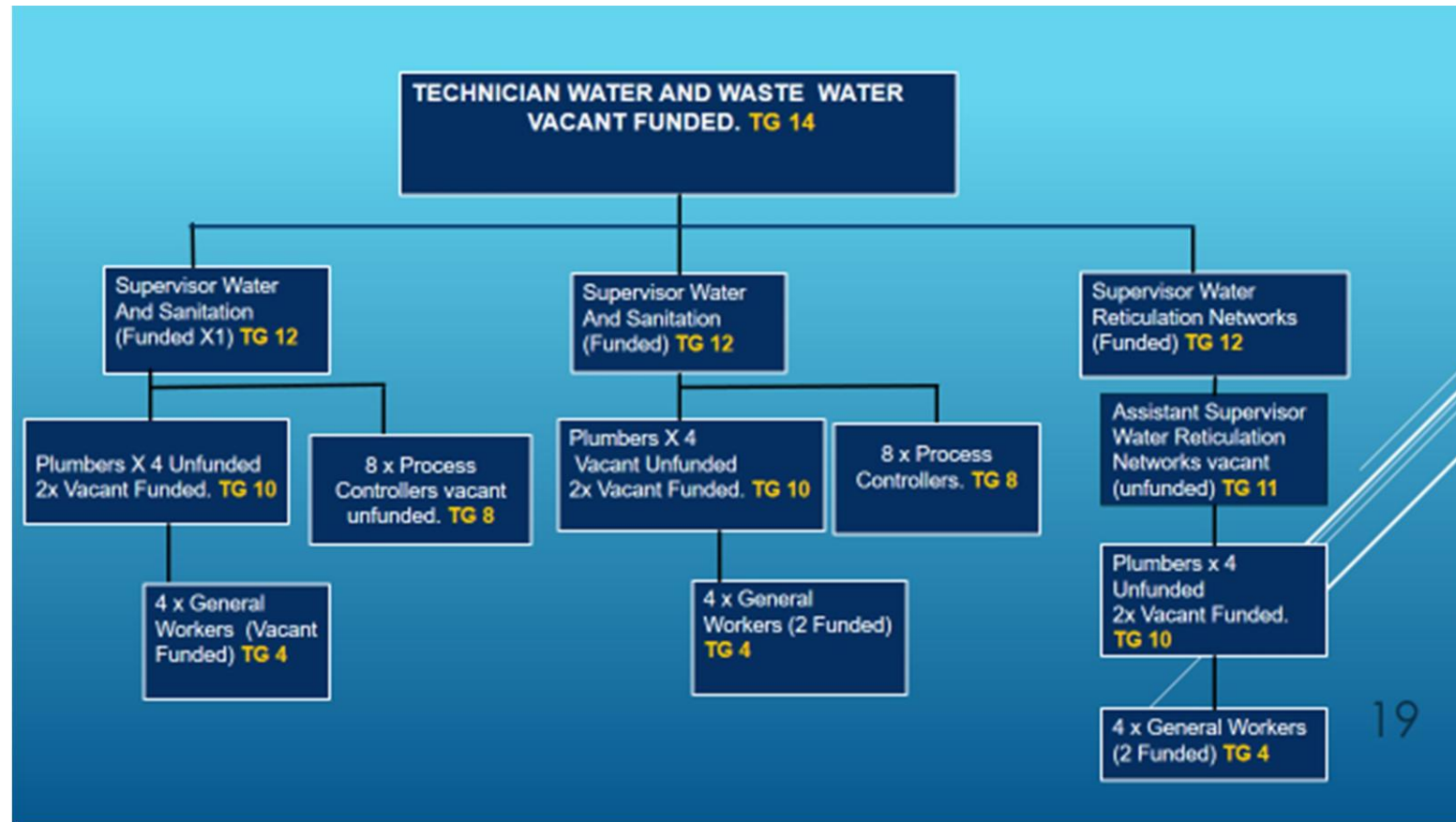
ORGANOGRAM: INFRASTRUCTURE SERVICES



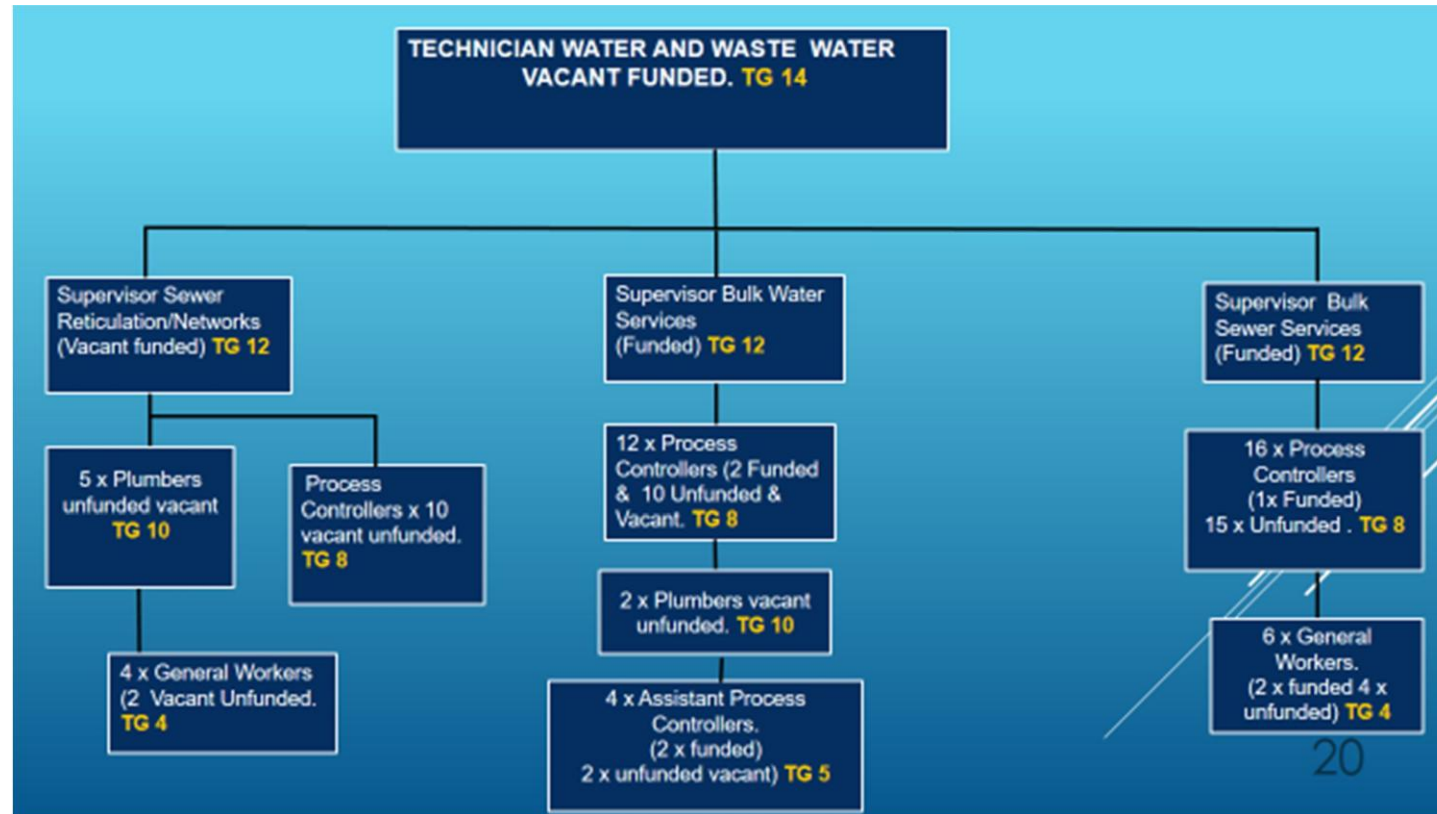
ORGANOGRAM: INFRASTRUCTURE SERVICES



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ORGANOGRAM: INFRASTRUCTURE SERVICES



10. DEPARTMENTAL PROJECTS/PROGRAMMES FOR 2026/2027 FINANCIAL YEARS**10.1. COOPERATIVE GOVERNANCE, HUMAN SETTLEMENTS AND TRADITIONAL AFFAIRS**

District Area	Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation period	2026/27 Budget Allocation (Annual)	Total Project cost R'000
Gert Sibande	Security of Tenure	Dipaleseng, Various areas	50 Title Deeds	2026/27	86	86
Gert Sibande	Security of Tenure	Dipaleseng, Balfour	100 Title Deeds	2026/27	173	173
Gert Sibande	Security of Tenure	Dipaleseng, Various areas	50 Title Deeds	2026/27	86	86
Gert Sibande	Security of Tenure	Dipaleseng, Ridge View	100 Title Deeds	2026/27	173	173
Gert Sibande	Integrated Residential Development Programme (IRDP) Phase 1	Dipaleseng, Vlakfontein	Township Establishment	2026/27	3 000	50 160

FINAL INTEGRATED DEVELOPMENT PLAN

Gert Sibande	Integrated Residential Development Programme (IRDP) Phase 1	Dipaleseng, Grootvlei	Bulk Infrastructure	2026/27	3 700	155 983
Gert Sibande	Acquisition of Land	Dipaleseng,	1 Land parcel	2026/27	5 000	10 000

10.2. DEPARTMENT OF ENERGY AND ELECTRICITY

District Area	Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2026/27 Budget Allocation (Annual)	Total project cost
INEP Schedule 6B (ESKOM) Programme						
Gert Sibande	Electrification of Siyathemba(Nkanini) (Pre-eng for 207HH)	Dipaleseng	Pre-Engineering	2026/27	R424 500,00	R424 500,00
Gert Sibande		Dipaleseng Total			R424 500,00	R424 500,00

10.3. INEP PRE-ENGINEERING PROJECT

District Area	Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2026/27 Budget Allocation (Annual)	Total project cost
INEP SCHEDULE 5B (MUNICIPAL) PROGRAMME						
Gert Sibande	Electrification of Siyathemba (Nkanini) (Pre-eng for 207 HH)	Dipaleseng	Pre-engineering	2026/27	R398 000	R398 000

10.4. DEPARTMENT OF EDUCATION

District Area	Catalytic Project/Programme	Benefitting Local Municipality	Implementation Period	SCOPE OF WORK	2026/27 Budget Allocation (R'000)	STATUS
Gert Sibande	Setsheng Secondary School	Dipaleseng LM	10 months	Demolition of unsafe structures and refurbishment of 1x administration block, 1x library and 3x classroom block.	R10 890 123	R25 624 935

10.5. DEPARTMENT OF CULTURE, SPORT & RECREATION

Local municipality	Project/Programme Name/Description	Project Beneficiary/Ward/Location/ GPS Coordinate	2026/27 Target	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
All Municipalities	8745 electronic book accessible to 45 public libraries Library Reading material provided to empower learners and communities with knowledge through supply of new library materials to public libraries	Gert Sibande District	1000 electronic book accessible to 45 public libraries	500	500
Msukaligwa LM Chief Albert Luthuli LM Mkhondo LM Govan Mbeki LM Dr. Pixley Ka Isaka Seme LM Lekwa LM Dipaleseng LM	15 libraries offering services to the blind Mini library project implemented to increase access to library for people living with disabilities	Ermelo (-26,5275148 29,9886500), Wesselton (-26,5146764 29,9727053), Elukwatini (-26,0530 30,7946, Bethal (26,4558767 29,4606383), ZN Mkhwanazi (-26,264033531,1146)	15 libraries offering services to the blind	583	583

10.6. DEPARTMENT OF WATER AND SANITATION

Local municipality	FUND	Project/Programme Name/Description	Project Beneficiary/Ward/ Location	2026/27 Target	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
Dipaleseng	WSIG	Refurbishment of Grootvlei WWTW	Grootvlei	Construction	R17 000,00	R47 221 185

10.7. DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM

Local municipality	FUND	Project/Programme Name/Description	Project Beneficiary/Ward/ Location	2026/27 Target	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
Dipaleseng & Govan Mbeki	DEDT	5 MSMEs supported in Township manufacturing with equipment	Dipaleseng LM & Govan Mbeki	New	R225 000	R45 000

10.8. ESKOM ELECTRIFICATION PROGRAMME

Project Name	Province	Municipality	District Council	Project Type	DoE TOTAL Planned CAPEX Excl 15% VAT	DoE TOTAL Planned CAPEX Incl 15% VAT
Dipaleseng pre-eng	Mpumalanga	MP306_Dipaleseng	DC30_Gert Sibande	Pre-Engineering	R 351 552.80	R 424 500.00
				TOTAL	R 351 552.80	R 424 500.00

10.9. DEPARTMENT OF COMMUNITY SAFETY, SECURITY AND LIAISON 2026/27

Dipaleseng Local Municipality	Human Trafficking Awareness Campaign	Balfour	2026/27	September 2026	13,600	13,600
	Crime awareness campaign	Isifisosethu Secondary School		May 2026	Operational	Operational
	Awareness campaign against Common and Assault GBH	Grootvlei		September 2026	17	17
	Community Patrollers programme (TSM)	Dipaleseng Local Municipality		2026/27	Operational	Operational
	Support to Community Safety Forums (CSFs)	Dipaleseng Local Municipality		Jan-27	5 000	5 000

FINAL INTEGRATED DEVELOPMENT PLAN

	Support to Community Safety Forums (CPFs)	Balfour Grootvlei Greylingstad		2026/27	39	39
	Transport Regulation Programme: • Safety Engineering • Traffic Law Enforcement • Road Safety Education • Transport Administration and Licensing and; • Overload Control	Dipaleseng Local Municipality		2026/27	Operational	Operational

10.10. DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT , LAND & ENVIRONMENTAL AFFAIRS

District Area	FUND	Project/Programme Name/Description	Project Beneficiary/Ward/ Location	Implementation Period	2026/27 Target	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
Gert Sibande	DEDT	Bluewaxbill Piggery Project	Dipaleseng LM	1 April 2026 to 22 March 2027	New	R2 215	R2 215

10.11. MUNICIPAL INFRASTRUCTURE GRANT (MIG) PROJECTS

FINAL INTEGRATED DEVELOPMENT PLAN

Department	Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation period	2026/27 Budget Allocation (Annual)	Total Project cost R'000
MIG (schedule 5b)	Construction of landfill in Balfour/Siyathemba (Phase 4)	Dipaleseng	Upgrade of Solid waste disposal site	2026/27	5 million	15 784 037.50
MIG (schedule 5b)	Replacement of a blocked concrete bulk sewer pipeline in Balfour North	Dipaleseng, ward 3	Upgrade	2026/27	8.5 million	19 464 555
MIG (schedule 5b)	Upgrading of Siyathemba Sewer pipeline	Dipaleseng	Upgrade	2026/27	1.537 million	19.320 million

FINAL INTEGRATED DEVELOPMENT PLAN

MIG (schedule 6b)	Upgrading of Siyathemba Sewer pipeline	Dipaleseng	Upgrade	2026/27	5.9 million	19.320 million
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10.12.

DDM CATALYTIC PROJECTS

NR	Project Name	Project Location (Ward, area, and GPS coordinates)	Total Project Costs R'000	Expenditure to date (R'000)	Project status	Start date	Planned completion date	No of HH to benefit	Funding Source
9	Grootvlei Ext 3	-26,82402 28,506252	20 323	27 786	242 sites completed Contractor busy with implementation of 100 sites& designs for bulk Infrastructure	2020- 09-01	2027-03-31	2271 Sites	COGHSTA/LM
10	Vlakfontein	-26,66185 28,627725	50 160	38 358	Approval of SPLUMA Application approved October 2025	2022- 04-01	2025-09-30	8 930 sites	CoGHSTA/LM
12	Upgrading of Siyathemba Sport Facility	Siyathemba (Balfour)	14 000	R9 400	Construction stage	18 Nov 2025	June 2027	TBA	DCSR
39	Setsheng Secondary School	Balfour	72 800	TBC	Ongoing	12 Mar 2026	12 Mar 2027	TBA	Education