



**2015/2016
REVIEW**

**DIPALESANG MUNICIPALITY
INTEGRATED DEVELOPMENT PLAN
2011 TO 2016**

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PREFACE

This document represent the 3rd review of 2011/2017 Integrated Development Plan [IDP] also herein refer as 2015/16 review.

The IDP is used by municipality as the mechanism to determine how and where development and allocation of resources are managed. Each community has its own requirement regarding development and this uniqueness is also highlighted and address through IDP.

The municipality is at coalface of development in its area of jurisdiction and the dynamics needs and priorities of its people change constantly. That is why the IDP of the municipality must be reviewed on an annual basis to keep track of such ever changing circumstances and dynamics.

The municipality Vision, Mission, and strategic Objectives as indicated below **remains unchanged** for the 2016/2016 IDP review as per the last institutional strategic session held on 28-29 May 2014.

RECONFIRMATION OF OUR VISION, MISSION AND VALUES

VISION

- Providing quality, affordable services and good governance.

MISSION

- ❖ To implement programmes and services that help to ensure that residence are served by accountable and effective Local Government.

VALUES

A customer centric approach shapes the values of the DLM. This defines the character of the Municipal and how leadership and employees behaves and make decisions.

- ✓ **Transparency**
- ✓ **Community Centeredness**
- ✓ **Performance Excellence**
- ✓ **Integrity**
- ✓ **Co-operative Governance**

RECONFIRMATION OF THE EIGHT [08] MUNICIPAL PERFORMANCE

To give effect to the objectives as set out in sections 152 and 153 of the Constitution and to ensure that the municipality continues to remain functional, rendering services in the manner as stated in our Vision, the Dipaleseng Council has confirmed its eight [08] Key Performance Areas [KPA's], strategic objectives and Pre-Determined Objectives [PDO's] as outlined in its five year IDP.

KPA 1: GOVERNANCE AND STAKEHOLDERS PARTICIPATION

Strategic Objective

To ensure good governance and the participation of stakeholders

Pre-determine objectives

- ✓ Promote sound and sustainable governance
- ✓ Pro-actively manage and mitigate risks
- ✓ Review and streamline policies and procedures
- ✓ Review by-laws and enforce
- ✓ Monitor and evaluate performance
- ✓ Improve internal and external Communication.

KPA 2: PHYSICAL INFRASTRUCTURE AND ENERGY EFFICIENCY

Strategic Objective

To ensure appropriately serviced, well maintain physical infrastructure and efficient use energy

Pre-determine Objectives [PDO's]

- ✓ Improve energy efficiency
- ✓ Plan construct and maintain roads and stormwater.
- ✓ Plan construct and maintain water and sanitation
- ✓ Plan construct and maintain waste infrastructure
- ✓ Plan construct and maintain public facilities.

KPA 3: Service and Customer Care

Strategic Objective

To provide sustainable and affordable services and effective customer care.

Pre-determine Objectives [PDO's]

- ✓ Promote sustainable, reliable, affordable, water, sanitation services to all residents.
- ✓ Promote sustainable, reliable, affordable, electricity to all residents.
- ✓ Promote sustainable, reliable, affordable, waste disposal to all residents.
- ✓ Promote develop implement maintain sound relations with all customers.
- ✓ Ensure access to safe and affordable public transport.
- ✓ Develop implement branding plan
- ✓ Develop effective efficient building plan development application,

KPA 4: FINANCIAL SUSTAINABILITY

Strategic Objective

To facilitate economic growth and development

Pre-determine Objectives [PDO's]

- ✓ To plan, execute enterprise development
- ✓ To plan, execute tourism enhancement.
- ✓ To plan, execute green economy projects
- ✓ To plan, execute skills development
- ✓ To plan, execute rural and agriculture
- ✓ To plan, execute urban renewal projects

KPA 5: SAFETY AND ENVIROMENT

Strategic Objective

To ensure safety within the community as well as a healthy and protected environment

Pre-determine Objectives [PDO's]

- ✓ Ensure safe environment
- ✓ Ensure sustainable environment
- ✓ Review implements the disaster management.
- ✓ Protect reliable energy services to all resident
- ✓ Ensure effective efficient traffic control and law enforcement
- ✓ Provide well maintained parks and open spaces

KPA 6: SOCIAL AND COMMUNITY DEVELOPMENT

Strategic Objective

To facilitate social and community development

Pre-determine Objectives [PDO's]

- ✓ Develop integrate, sustainable human settlements
- ✓ Promote, develop sport ,recreation
- ✓ Develop, conserve protect craft culture
- ✓ Ensure effective and efficient library services
- ✓ Plan construct and maintain cemeteries.

KPA 7: INSTITUTIONAL TRANSFORMATION

Strategic Objective

To ensure Institutional Transformation

Pre-determine Objectives [PDO's]

- ✓ Assess, review and address the human capital and skills
- ✓ Establish an effective, efficient PMU developed PM skills
- ✓ Develop implement an effective efficient PMS
- ✓ Review processes procedures for effective IT strikes
- ✓ Review plan provide for the required equipment vehicle.

KPA 8: FINANCIAL SUSTAINABILITY

Strategic Objective

To ensure financial sustainability

Pre-determine Objectives [PDO's]

- ✓ To protect and enhance revenue
- ✓ To reduce operational expenditure
- ✓ Ensure value for money capital expenditure
- ✓ Review and streamline SCM processes
- ✓ Develop and implement a funding model

EXECUTIVE MAYOR'S FOREWORD

As we celebrate the 21st anniversary of the advent of democracy as a municipality we have over the last four years been consistent with the adoption our IDP on time and complied with the legislative prescripts. The developmental priorities and objectives that were included in the IDP after the election of the current political executive remains the guiding light for the delivery of service and the improvement of the livelihood of the community of this municipality.

The achievements of this objective is done within the limited resources that municipality have which is not always enough to reverse the service delivery backlog of many years, therefore an integrated approach by all stakeholders within the developmental sphere is needed to achieve the service delivery needs of the community.

The 2014/2015 IDP reviewal process will also be incorporating the changing needs and wishes of the community as they were initially raised in the IDP process after the election of the new political leadership in May 2011. The issues as raised in the IDP are legitimate and basic needs of the community which as a municipality we must try to address as we draft our budget.

This strategic document for it to be realistic, it must be aligned with the strategies and programmes of National and Provincial organs of state. The National Development Plan 2030, National Spatial Development Perspective as well as the Mpumalanga Provincial Growth Strategy must be featured prominently in the contents of the plan. The IDP must ensure that all the plans of the three spheres of government are in harmony and in sync with the IDP as the local government is the recipient of all the service delivery outputs.

This draft IDP will be in the public domain to be enriched with the inputs from the community as the municipality will be embarking on the Executive Mayor IDP open days within the three municipal nodal points and by councillors in their different wards. Therefore this draft IDP is presented for stakeholder and public inputs and comments.

**Cllr NS NHLAPO
EXECUTIVE MAYOR**

MUNICIPAL MANAGER'S OVERVIEW

Periodical reviews of the IDP and assessment of the progress we have made thus far, is necessitated by the ongoing changes in both the societal demands and the Dipaleseng Local Municipality's ability and readiness to address such dynamics. This is also necessary in order to enable us to align and synergize our working programmes with immediate and emerging priorities.

This IDP 2015/2016 Review, therefore, is the practitioner's assistant and guide on the constitutional obligations that we have to meet over the next twelve months. It needs to be studied with diligence, followed with absolute precision, and applied with passionate dedication.

The Municipality's development and service delivery mandate goes to the heart of the people's developmental and social needs, aspirations and frustrations. These are captured amply and embodied in the Municipality's Integrated Development Plan. The municipality has a view of ensuring that internal streets are being maintained to the acceptable level.

Even though we realize that IDP implementation will require us to go beyond the call of duty and walk the extra mile, we are prepared to continually serve and seek ways and means that would enhance excellence.

On behalf of the Dipaleseng Local Municipality, I would like to express my gratitude and sincere appreciation to all role players who participated in this extremely challenging IDP Review Process 2015/16.

**MUNICIPAL MANAGER
MR DV NGCOBO**

CHAPTER: 1 OVERVIEW OF THE IDP PROCESS AND ANNUAL REVIEW

1.1 INTEGRATED DEVELOPMENT PLANNING

Integrated Development Planning is fundamental planning process that steers development at local levels of government and guides services delivery. It serves as a planning tool for development throughout the different spheres of government.

The IDP process is dominated by community involvement and allows for on-going and progressive engagement, hence the annual revision. Therefore the purpose of integrated development planning is to ensure faster and more appropriate delivery of services and providing a framework for economic and social development in a municipality.

Integrated development planning can contribute towards eradicating the development legacy of the past, making the notion of developmental local government work and fostering cooperative governance.

The IDP is reviewed annually and is the principal strategic planning instrument that guides and inform all planning, budgeting management and decision making.

It a tool for bridging the gap between the current reality and the revision satisfying the needs of the whole community in an equitable manner. Integrated Development planning enables municipality to develop strategic policy capacity to mobilise resources and to target their activities.

1.2 ANNUAL REVIEW OF THE INTEGRATED DEVELOPMENT PLAN

In terms of Municipal Systems Act 2000 (Act No 32 of 2000), municipalities need to annually review their Integrated Development Plans (IDP) in order to assess their level of performance and changing circumstances.

The following are reasons to review an IDP:

- ✓ To inform other components of the municipality's processes including
- ✓ Institutional financial planning and budgeting.
- ✓ To ensure proper integration and alignment
- ✓ To inform and take into account the intergovernmental planning and budgeting cycle.
- ✓ To reflect on internal and external factors that might have an impact on priority issues, objectives, strategies, project and programmes if the IDP is to be reflected in updated sector plans.

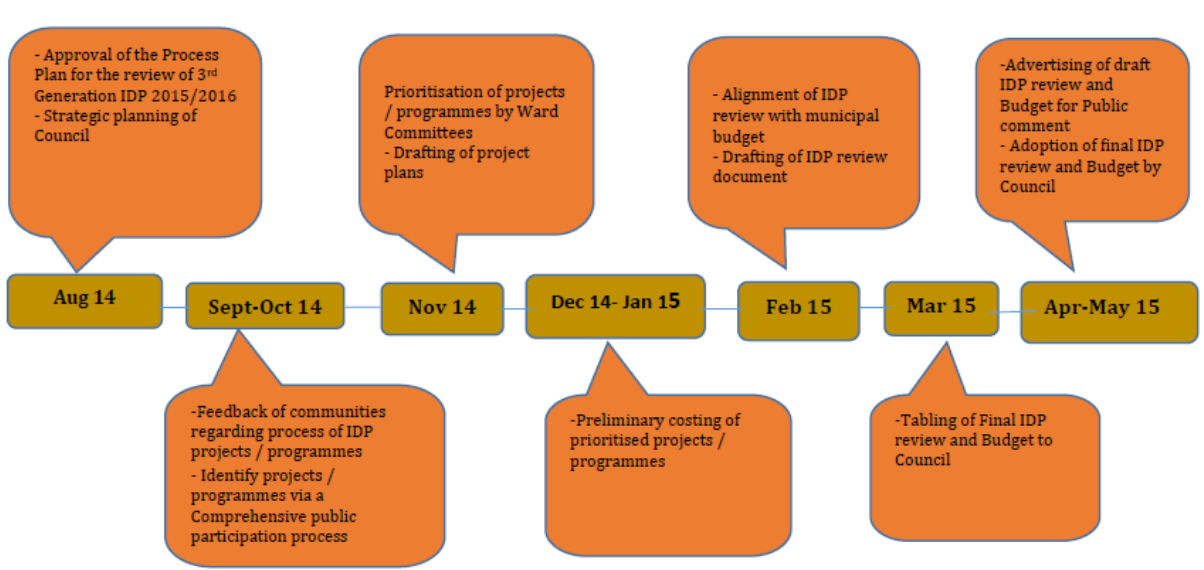
1.3 PROCESS FOLLOWED 2015/2016 IDP REVIEW

Local Government: Municipal Systems Act (32 of 2000) section 28 refers:

Subsection (1): each municipal council within a prescribed period after the start of its elected term of must adopt a process set out in writing to guide the planning, drafting, adoption

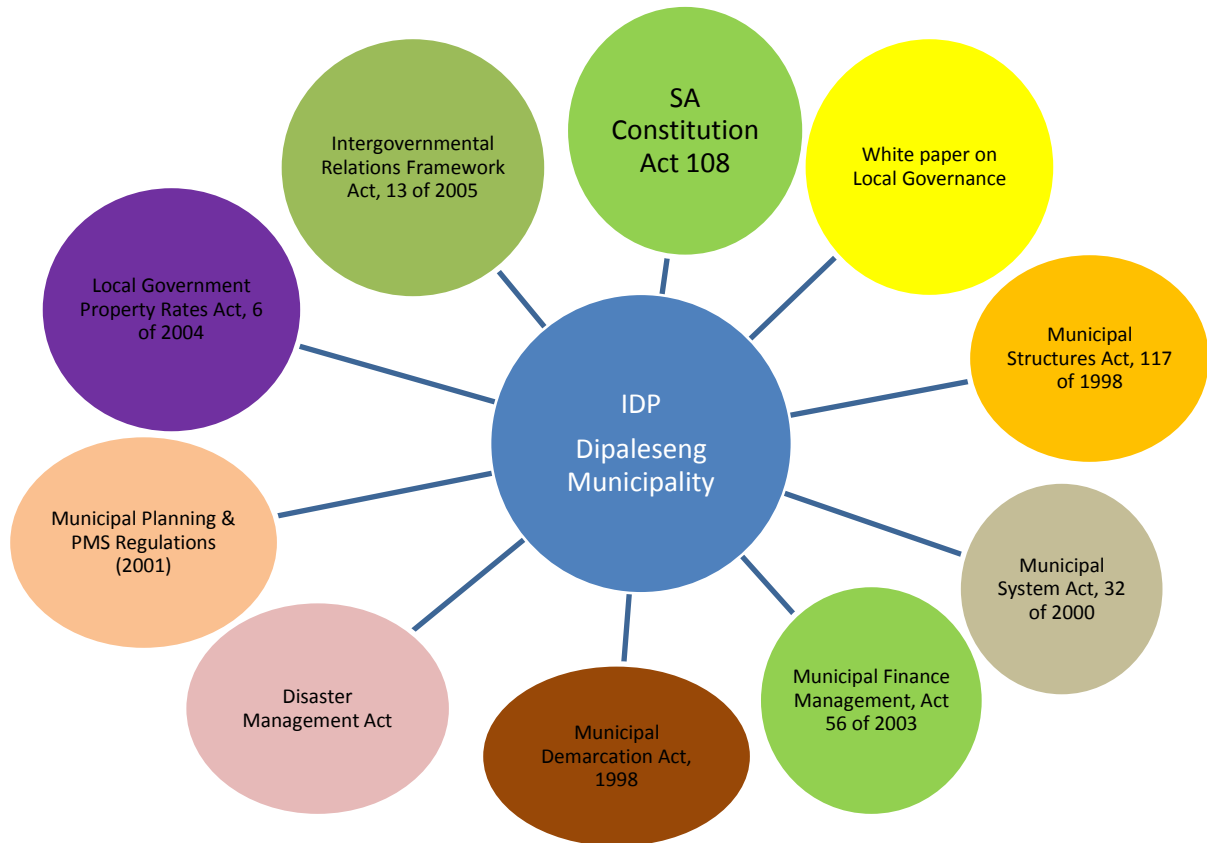
(2) The municipality must

The illustration below describes the process followed to review IDP of Dipaleseng municipality 2015/16



1.4 LEGAL CONTEXT

Mandated by the Municipal Systems Act, Act 32 of 2000, and mainly guided by various legislations, policies and guides which have to be carefully considered when the document is compiled, the Integrated Development Plan (IDP) of Dipaleseng Municipality (DLM), provides the strategic framework that guides the municipality's planning and budgeting over the course of each political term.



These legislative frameworks, guidelines and policies are set out and included amongst others as per the below illustration:

1.5 The key elements and purpose for the 2015-16 IDP review include amongst others to:

- ✓ Reflect and report on the progress made in respect of the implementation of the 5 year IDP.
- ✓ Evaluate the appropriateness of the development strategies reflected in the 5 year plan and make the adjustments where necessary, especially where changing circumstances within the municipality or externally so demand.
- ✓ Determine annual targets and action plans for the next financial year to keep track of the 5 year strategy.
- ✓ Inform the annual budget of the municipality
- ✓ .To re-affirm Council's strategic objectives and the medium term service delivery and development agenda
- ✓ To review the prioritisation of key programmes & projects in each ward through a comprehensive public participation process
- ✓ To ensure that all projects are directed to achieve the strategic objectives of Council
- ✓ To address the recommendations reflected in the assessment letter from the MEC for Local Government in respect of the previous IDP review 2014/2015
- ✓ Update of the sector plans and report on the progress of implementation
- ✓ Improved planning between municipalities and other spheres of Government to maximise the impact of service delivery to communities

1.6 MUNICIPAL PLANNING AND STRATEGIC POLICY ALIGNMENT

Section 24 (1) and (2) of the Municipal Systems Act provides the legislative framework for the enhancement of co-operative governance in municipal planning. The Act states the following:

“(1) The planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government contained in section 41 of the Constitution.

(2) Municipalities must participate in national and provincial development programmes as required in section 153(b) of the Constitution.”

Chapter 5 of the MSA, in particular, provides direction on co-operative governance, encouraging municipalities to develop their strategies in line with other organs of state so as to give effect to the five-year strategic plan.

Dipaleseng Municipality place great emphasis on the important of the alignment of its strategic objectives by ensuring that the municipal strategic objectives are aligned to the national and provincial development policies, strategies and programmes which include the following:

- ✓ ANC 2011 Local Government Manifesto
- ✓ Millennium Development Goals
- ✓ National Development Plan (2030 Vision)
- ✓ National Key Performance Areas
- ✓ Medium Term Strategic Framework
- ✓ The new growth path
- ✓ National government's outcomes –based approach to delivery
- ✓ Provincial Strategic Objectives

2.1 NATIONAL ALIGNMENT

2.1.1 ANC’S 2011 LOCAL GOVERNMENT MANIFESTO

In the 2009 Manifesto, which received the nation’s mandate in the 2011 local government elections, the ANC committed itself to continue working together with all South Africans around five priorities:

- ✓ Creating conditions for an inclusive economy that will reduce unemployment, poverty and inequality and produce decent jobs and sustainable livelihoods;
- ✓ Access for more and more of our people, especially the youth, to adequate education and training to enable them to participate productively in the economy and society;
- ✓ Better quality health care in a system that is accessible to more South Africans, including the introduction of national health insurance;
- ✓ More and more rural communities benefiting from investments in basic services (water, electricity, sanitation and roads) and empowered to end hunger by productively using the available or redistributed land.
- ✓ Through rural development we seek to modernise the countryside and bring dignity to rural dwellers;
- ✓ Safer communities as serious and priority crimes are reduced, corruption defeated, and our criminal justice system is radically changed.

Local government has a critical role in the implementation of the 2009 Election Manifesto priorities. It is the closest sphere of government to the people and the first point of contact of government with communities.

2.1.2 MILLENNIUM DEVELOPMENT GOALS

The South African agenda and the objectives set out in its development path embed the objectives of the Millennium Development Goals (MDGs) as listed below:

The Millennium Development Goals	
1. To eradicate extreme poverty and hunger 2. To promote universal primary education 3. To promote gender equality and empower women 4. To reduce child mortality	5. To improve maternal health 6. To combat HIV/AIDS, malaria and other diseases 7. To ensure environmental sustainability 8. To develop a global partnership for the development.



2.1.3 NATIONAL DEVELOPMENT PLAN (NDP) VISION 2030

The National Development Plan (NDP)

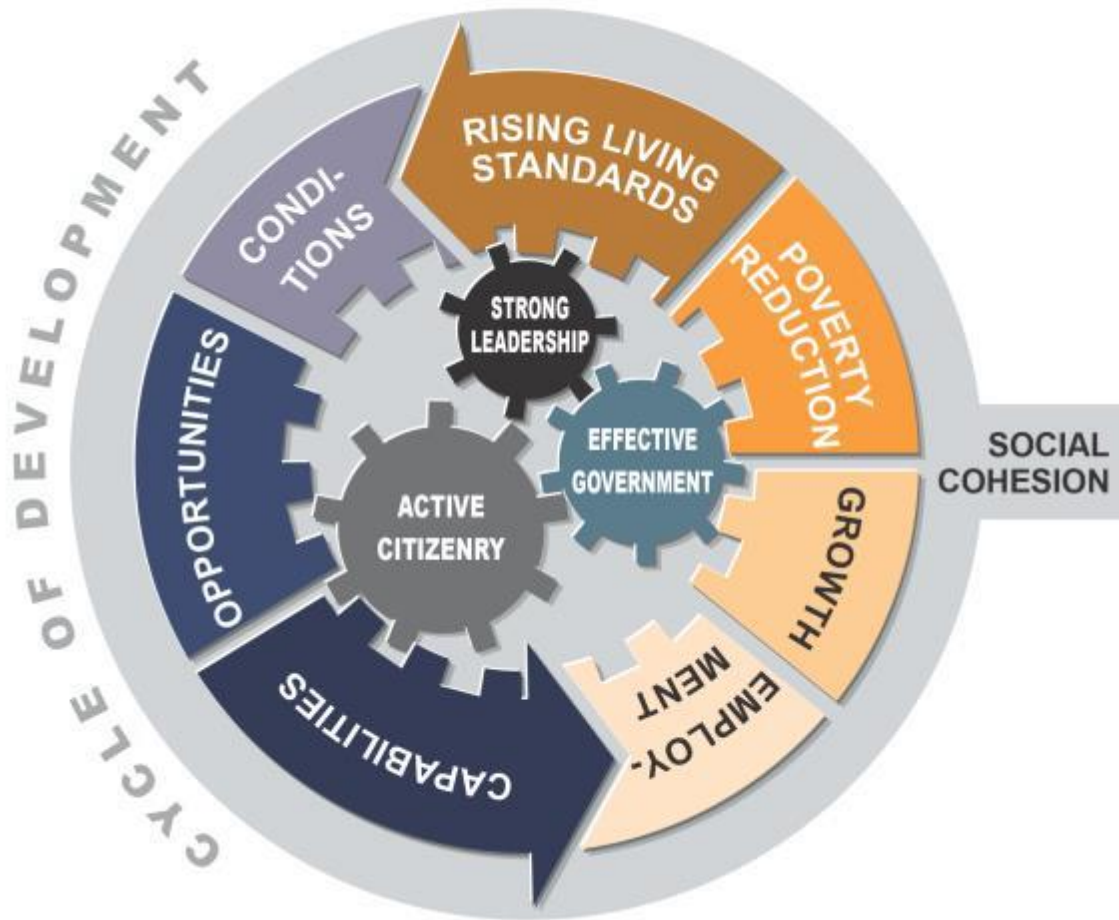
The National Planning Commission has been established in 2009 under the leadership of former Minister Trevor Manuel. After extensive research and consultation with a wide range of stakeholders, a National Development Plan (NDP) commonly referred to as Vision 2030 has been drafted.

It is quite evident that government places a high priority on the implementation of the plan and it can be expected that the NDP will be the compass by which the national government is going to steer the development path of South Africa into the future. The broad goal of this plan is to reduce unemployment, alleviate poverty and reduce inequality by 2030. The key focus areas of this plan are illustrated in the figure below:

The National Development Plan's (NDP) Cycle of Development presupposes that the ultimate goal for development in South Africa is social cohesion through formulation and implementation of clear policies and sets of planned actions around:

- ✓ Poverty reduction
- ✓ Economic growth
- ✓ Employment creation
- ✓ Rising living standards

The following figure summarizes the Cycle of Development concept as enunciated by the National Development Plan



2.1.4 NATIONAL KEY PERFORMANCE AREAS FOR MUNICIPALITIES

CoGTA assess the progress made by municipalities against five Key Performance Areas (KPAs) and cross-cutting interventions adopted in the 5-Year Local Government Strategic Agenda. The five KPAs that form the basis of the assessments are:

- ✓ Municipal Transformation and Organisational Development;
- ✓ Basic Service Delivery;
- ✓ Local Economic Development (LED);
- ✓ Municipal Financial Viability and Management; and
- ✓ Good Governance and Public Participation.

The above allow CoGTA to determine how well each municipality is performing, compare its performance to targeted goals, create measures to improve performance, identify the municipalities that have under-performed and propose remedial action to be taken to improve performance of municipalities.

2.1.5 MEDIUM-TERM STRATEGIC FRAMEWORK

Medium-Term Strategic Framework: The MTSF base document is meant to guide planning and resource allocation across all the spheres of government. National and provincial departments have to develop their five-year strategic plans and budget requirements taking into account the medium-term imperatives. Municipalities are expected to adapt their Integrated Development Plans in line with the national medium-term priorities and aspire to address to such priorities. Critically, account has to be taken of the strategic focus of the framework as a whole.

This relates in particular to the understanding that economic growth and development, including the creation of decent work on a large scale, investment in quality education and skills development are at the center of the government's approach. The Medium Term Strategic Framework lists the following 10 priorities:

- ✓ Speed up economic growth and transform the economy to create decent work and sustainable livelihoods;
- ✓ Implement a massive programme to build economic and social infrastructure;
- ✓ Implement a comprehensive rural development strategy linked to land and agrarian reform and food security;

- ✓ Strengthen the skills and human resource base;
- ✓ Improve the health profile of society;
- ✓ Intensify the fight against crime and corruption;
- ✓ Build cohesive, caring and sustainable communities;
- ✓ Pursue regional development, African advancement and enhanced international co-operation;
- ✓ Focus on sustainable resource management and use; and
- ✓ Build a developmental state including improvement of public services and strengthening democratic institutions

2.1.6 THE NEW GROWTH PATH

This National Policy Framework deals specifically with issues such as creating decent work, reducing inequality and defeating poverty through “a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth”. Important and of practical consequence to local government, are the specific job drivers that have been identified:

- ✓ Substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy;
- ✓ Targeting more labour-absorbing activities across the main economic sectors – the agricultural and mining value chains, manufacturing and services;
- ✓ Taking advantage of new opportunities in the knowledge and green economies;
- ✓ Leveraging social capital in the social economy and the public services; and
- ✓ Fostering rural development and regional integration.

2.1.7 NATIONAL GOVERNMENT'S OUTCOMES-BASED APPROACH TO DELIVERY

National Government has agreed on 12 outcomes as a key focus of work between now and 2014. These outcomes have been expanded into high-level outputs and activities, which in turn formed the basis of a series of performance agreements between the President and relevant Ministers.

Whilst all of the outcomes can to some extent be supported through the work of local government, **Outcome 9** (A responsive, accountable, effective and efficient local government system) and its 7 outputs are specifically directed at local government:

Output 1: Implement a differentiated approach to municipal financing, planning and support;

Output 2: Improving access to basic services;

Output 3: Implementation of the Community Work Programme;

Output 4: Actions supportive of the human settlement outcome;

Output 5: Deepen democracy through a refined Ward Committee model;

Output 6: Administrative and financial capability;

Output 7: Single window of coordination

2.1.8 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE

The National Spatial Development Perspective (NSDP) is a critical instrument for policy coordination, with regard to the spatial implications of infrastructure programmes in national, provincial and local spheres of government.

The NSDP Provides

- ✓ A set of principles and mechanisms for guiding infrastructure investment and development decisions;
- ✓ A description of the spatial manifestations of the main social, economic and environmental trends that should form the basis for a shared understanding of the national space economy
- ✓ An interpretation of the spatial realities and the implications for government intervention.

The NSDP principles and perspective informing the basis for robust analysis for the three spheres of government are diagrammatically illustrated as follow:



HORIZONTAL ALIGNMENT OF MUNICIPAL PROVINCIAL AND NATIONAL STRATEGIC OBJECTIVES

DIPALESENG MUNICIPAL OBJECTIVES			PROVINCIAL GOVERNMENT MPUMALANGA STRATEGIC OBJECTIVES	CABINET LEKGOTLA [2010] OUTCOMES		NATIONAL DEVELOPMENT PLAN	
MUNICIIPAL KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES	PRE-DETERMINE OBJECTIVES [PDO]					

INTERGOVERNMENTAL RELATIONS FORUM

FORUM	FREQUENCY	DEPARTMENT
Municipal Managers Forum	Quarterly	Relevant Department & Portfolio Councillors
SALGA working groups NCOP,	Quarterly	Office of the Mayor, Speaker, MMC, Office of Municipal Manager
District Coordinating Forum	Quarterly	Office of the Mayor, Office of Municipal Manager
Premiers Coordinating Forum	Quarterly	
Communication Forum	Quarterly	Office of the Municipal Manager
Monitoring & Evaluation Forum	Quarterly	
District IDP Forum	Quarterly	Office of the Municipal Manager
Local Economic Development	Quarterly	Planning and Development
Disaster Management Forum	Quarterly	Community Services
Provincial Skills Development	Quarterly	Corporate Services

CHAPTER 3: THE ORGANISATION

The municipality is governed by two distinct but complementary structure namely the Executive Council headed by the Executive Mayor and Administration lead by the Municipal Manager.

Dipaleseng Municipality is a category B municipality and has an Executive Mayoral system. The purpose of this chapter is to discuss the governance structure and to put the institutional structure required to deliver on the objectives in the IDP, into perspective

3.1 COUNCIL

Council is the focal point of the municipal governance system. It is ultimately responsible for the performance and activities of the municipality. It, in itself, takes responsibility for adherence by the Municipality to section 152 of the Constitution of the Republic of South Africa

The council performs both legislative and executive functions. It focuses on legislative, oversight and participatory roles, and has delegated its executive function to the Executive Mayor and the Mayoral Committee. The council's role is to debate issues publicly and to facilitate political debate and discussion. The council plays a very active role in the operations of the Municipality. Apart from their functions as decision makers, councilors are also actively involved in community work and the various social programmes in the municipal area.

The Council of the Dipaleseng Municipality comprises of 12 elected Councilors, chaired by the Speaker.

Below is a table that categorises the composition of Councilors within their specific political parties.

COMPOSITION OF COUNCIL						
Political Party	Number of Councilors	Gender		Council Executive	Name of Councilor	Political Party
		Male	Female			
ANC	07	04	03	Executive Mayor	Clr NS Nhlapo	ANC
DA	02	02	0	Speaker	Clr PR Thenjekwayo	ANC
SCM	02	02	0			
INDEPENDENT	01	01	0			
TOTAL	12	09	03			

3.1.1 ROLES AND RESPONSIBILITIES OF POLITICAL STRUCTURES

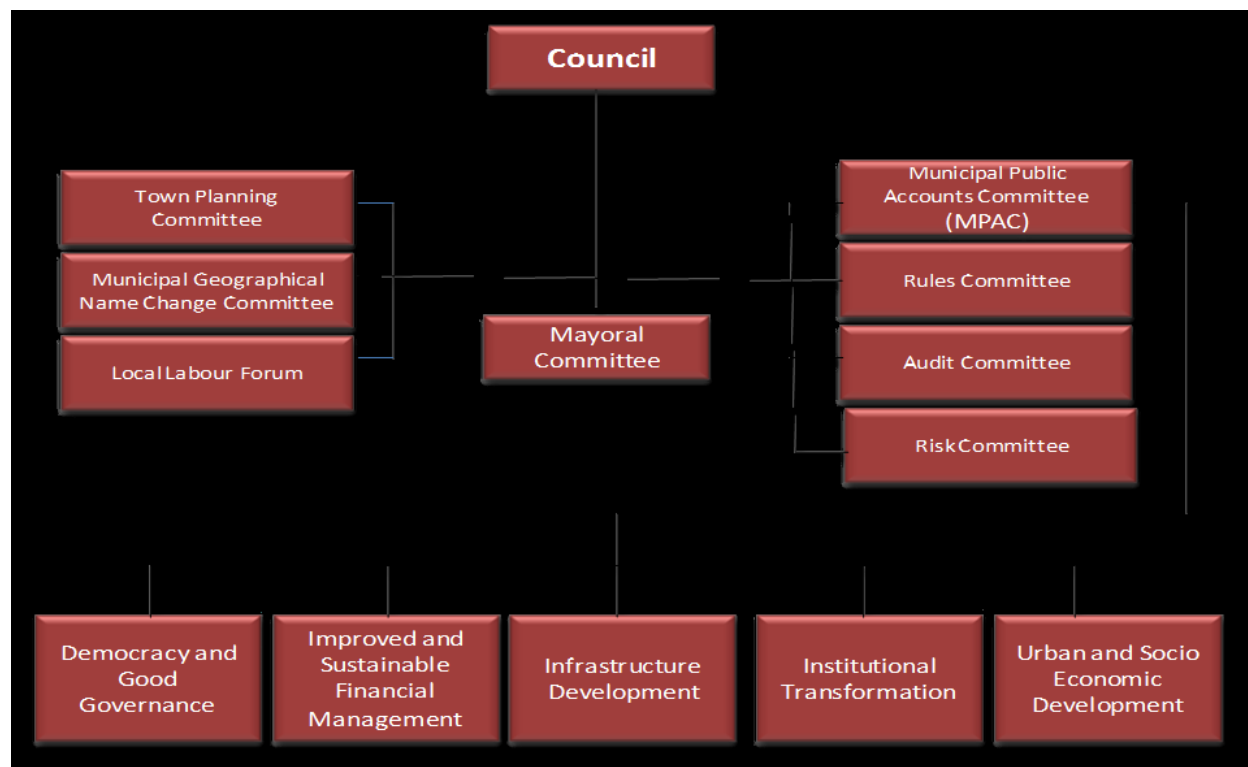
The roles and responsibilities of the political structures and political office bearers are stipulated in section 53 of the Municipal Systems Act. The roles of the Council, Executive Mayoral Committee and the Executive Mayor are summarised in the table below:

Municipal Council	Executive Mayor	Mayoral Committee
<ul style="list-style-type: none"> ✓ Governs by making and administrating laws, raising taxes and taking decisions that affect people’s rights. ✓ Is a tax authority that may raise property taxes and service levies ✓ Is the primary decision maker and takes all the decisions of the Municipality except those that are delegated to political structures, political office bearers. ✓ Individual councillors or officials ✓ Can delegate responsibilities and duties for the purposes of fast and effective decision making. ✓ Must strive towards the constitutional objects of local government; ✓ Must consult the community with respect to local government matters; 	<ul style="list-style-type: none"> ✓ Is the executive and political leader of the Municipality and is in this capacity supported by the mayoral committee. ✓ Is the social and ceremonial head of the Municipality? ✓ Must identify the needs of the Municipality and must evaluate progress against key performance indicators. . ✓ Is the defender of the public’s right to be heard. ✓ Has many responsibilities with respect to the annual budget, the budget process, budget control and various other financial matters; ✓ Performs the duties and exercises the responsibilities that were delegated to him/her by the Council. 	<ul style="list-style-type: none"> ✓ Its members are elected by the Executive Mayor from the ranks of councillors, with the exception of the Deputy Executive Mayor who is elected by the council and is an ex officio member of the mayoral committee. ✓ Its functional responsibility area is linked to that of the Executive Mayor to the extent that he must operate together with the members of the mayoral committee. ✓ Its primary task is to assist the Executive Mayor in the execution of his powers - it is in fact an extension of the office of Executive Mayor and ✓ The committee has no powers on its own – decision making remains that of the Executive Mayor

✓ Is the only decision maker on non-delegated matters such as the approval of the IDP and budget?		
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The Council is the quintessence of the legislative authority of the municipality and has the final sanction on all matters in which Dipaleseng has municipal executive and legislative authority

The executive is headed by the Executive Mayor with a Mayoral Committee of Three (03) members, The Chairperson of Municipal Public Accounts Committee (MPAC), who fulfil an oversight roll and been involved in the day-to-day running of Council from the political perspective.



The Municipality has established five sub- committees in terms of section 79 and 80 of the Municipal Structures Act (Act 117 of 1998) to assist Council in carrying out its responsibilities.

The Portfolios assigned to the members of the Mayoral Committee are as mentioned above. The primary responsibility of the portfolio committees is to exercise oversight over the executive arm of the municipality’s governance structure.

These committees monitor the delivery and outputs of the executive and may request directorates to account for the outputs of their functions.

The fulltime Councillors account for executive decisions and operations performed in terms of the general policy framework agreed to by Council and although the portfolio committees play an oversight role, they have limited decision-making powers.

These committees are responsible for submitting their reports to the Mayoral Committee. The institution has established the section 79 committees, rules committees, section 80 committees, internal and external audit committee, risk committee who co-conduct oversight on behalf of the council.

3.1.2 PUBLIC ACCOUNTABILITY

The objective of ward Committees is to enhance participatory democracy in local government. The ward committee structure serve as the official public participation structure in the Municipality. Through this structure the Municipality consults and communicates with the community.

In terms of the IDP, the functions of the ward Committees are as follows:

- ✓ They collect, discuss and prioritize their wards' needs on behalf of their constituencies.
- ✓ They make recommendations to Council Reports
- ✓ They should report back to their Geographical area and Sectors on issues discussed at the ward committee

3.2 EXECUTIVE MANAGEMENT STRUCTURE

The Administration component of Dipaleseng Municipality is headed by the Municipal Manager, who has [6] section 56 managers reporting directly to him in terms of Section 56 of the municipal Systems Act.

MACRO STRUCTURE

Dipaleseng Municipality macro- structure is as follow

A key priority of the Top Management has been to establish a solid leadership core within the organisation which permeates through to the middle and supervisory management levels.

Brief functional breakdown per Directorates is as follows:

FUNCTIONAL BREAKDOWN	
Office of Municipal Manager	
BTO	Revenue and Fund Management, Supply Chain management, Budget and Expenditure Management, Asset Management
Infrastructure	
Corporate Service	Human Resource Management and Development (HR), Legal and Contract Management, Information Communication Technology, Administration and Secretariat Services, Marketing and Communication
Community Service	Environmental Services, Sport, Recreation, Arts, Culture and Heritage ,Emergency and Disaster Management, Safety and Security , Waste Management and Cleaning, Cemeteries
Planning and Development	Local Economic Development , Integrated Development Planning, Public Participation and Performance Management , Land Use and Spatial Development, Human Settlements, Property Services

3.3 COMMUNICATION INTERNAL & EXTERNAL

Dipaleseng Municipality recognises the importance of effective communication in the delivery of services to the community as prescribed in terms of the municipal Structures Act 117 of 1998, Municipal Systems Act 32 of 2000, and the Access to Information Act 2 of 2000 and the Constitution of South Africa.

Communication channels are via the following medium

INTERNAL COMMUNICATION	
<ul style="list-style-type: none"> ✓ Internal Telephone System ✓ Email- System ✓ Internal Memorandums 	<ul style="list-style-type: none"> ✓ Management Meetings. ✓ Departmental Meetings ✓ Municipal Notices Boards
EXTERNAL COMMUNICATION	
<ul style="list-style-type: none"> ✓ Municipal Website ✓ Local Media ✓ Municipal Newsletter ✓ Ward Committees 	<ul style="list-style-type: none"> ✓ Thusong Services Centre ✓ Ward Quarterly Meetings ✓ Suggestion Boxes

3.4 RISK MANAGEMENT

Risk Management is a logical and systematic process of establishing the context, identifying, analyzing, evaluating, treating, monitoring and communicating risk associated with any activity, function or process in a way that enable an organisation to minimize losses and maximize opportunities.

Risk Management is not a once off or periodic event, is a journey during which the municipality must continuously sharpen its responses to the risks it faces by interrogating the completeness and accuracy of the risk and assumption used to determine the priority of risks.

The municipality believes that its risk management process and the system design are in line with internationally recognised best practices and caters to all internal and external forms of organisational risks.

A key consideration in designing the process and system was to ensure that these become an integral part of management with line managers taking full responsibility for managing all the risk that can affect their operations.

A review of the municipal risks and associated potential risk was undertaken during an assessment conducted by Provincial Treasury, Risk Management Unit to assist the municipality in identifying potential risk register attached as annexure

Documents to developed in terms of risk management

- ✓ Risk Management Assessment report
- ✓ Risk Management Report
- ✓ Risk Management Committee
- ✓ Risk Management Policies

Current status of risk management

- ✓ There is no standard tools and technique
- ✓ There is an understanding of risk management within the municipality.
- ✓ Management is aware of the benefits of risk management.
- ✓ Risk Management is incorporated into strategic planning.

Strategic Risks

- ✓ Inadequate governance and effective public participation.
- ✓ Failure to implement energy efficiency measure.
- ✓ Inadequate provision of affordable sustainable quality services [water, Electricity and sanitation]
- ✓ Unstainable and exclusive economic growth and development.
- ✓ Inadequate maintenance of environment and health
- ✓ Inadequate social community development
- ✓ Resistance towards transformation
- ✓ Inability to meet financial obligation.

Future Plans

- ✓ To embed risk management in all decision making processes
- ✓ To ensure high level of understanding and awareness of risk
- ✓ To have sound system in regards to risk.

Governing Structure

- ❖ Reporting to Municipal Manager
- ❖ Reporting to Directors
- ❖ Reporting to Manager.

CHAPTER 4: DIPALESENG LOCAL MUNICIPALITY AT A GLANCE

This chapter provides a detailed summary of the municipality's development profile or situation analysis.

4.1 GEOGRAPHY

Dipaleseng Local Municipality is situated in the south-eastern part of Mpumalanga Province, abutting Gauteng Province in the south-west; approximately 90km east of Johannesburg and 350km south-west of Nelspruit (capital city of Mpumalanga).

It is one of the 7 local municipalities under the jurisdiction of Gert Sibande District (the other districts being Ehlanzeni and Nkangala) and one of the 18 local municipalities within Mpumalanga. The municipality consists of 03 towns and is structured into 06 wards.

The breakdown of wards details are as follows:

WARD INFORMATION	
WARD	EXTENSION/SECTION
01	The ward consists of various extensions of Siyathemba including central portion of Ext 1, Ext 4 and Ext 5 and more than 300 km ² of rural farm land which is used for commercial farming purposes.
02	The ward consists of the central of Siyathemba, 50% of Ext 2, Ext 3 as well as a small rural areas used for commercial farming purposes.
03	The ward consists of the following areas the whole of Balfour Ext 1&2, Greylingstad and surrounding commercial farming settlements on the East, South and West.
04	The ward consists of portion of Siyathemba central Ext1, 50% of Ext 2, Ext 6, Ext 7 and Lindukuhle settlements
05	The ward consists of Grootvlei Ext 1 & 2 and surrounding commercial farming land
06	The ward consists of Nthorwane, Zenzele and surrounding commercial farming land

The following map (Map 1) shows the location of Dipaleseng within Gert Sibande District and Mpumalanga Province.

Map 1: Dipaleseng in the Regional/District Context



The municipality covers an area of approximately 2618km² and has a population of approximately 42 390 people, most of whom reside in the various urban areas.

The Dipaleseng area is mainly agricultural / rural with 3 urban conglomerates, namely;

- ✓ Balfour/Siyathemba in the western edge
- ✓ Greylingstad/Nthorwane in the east
- ✓ Grootvlei in the South

The rest of the municipal space constitutes the farming / agricultural community (both small and large scale commercial farming), mining activities (coal and gold). Within urban conglomerates are various economic activities ranging from trade, finance, transportation, and construction and government services.

Dipaleseng Municipality is traversed by the Gauteng / Richards Bay Corridor formed by the N3 road and the Gauteng / Richards Bay railway line running through the area; making it a very strategic link to both Gauteng and the port of Richards Bay.

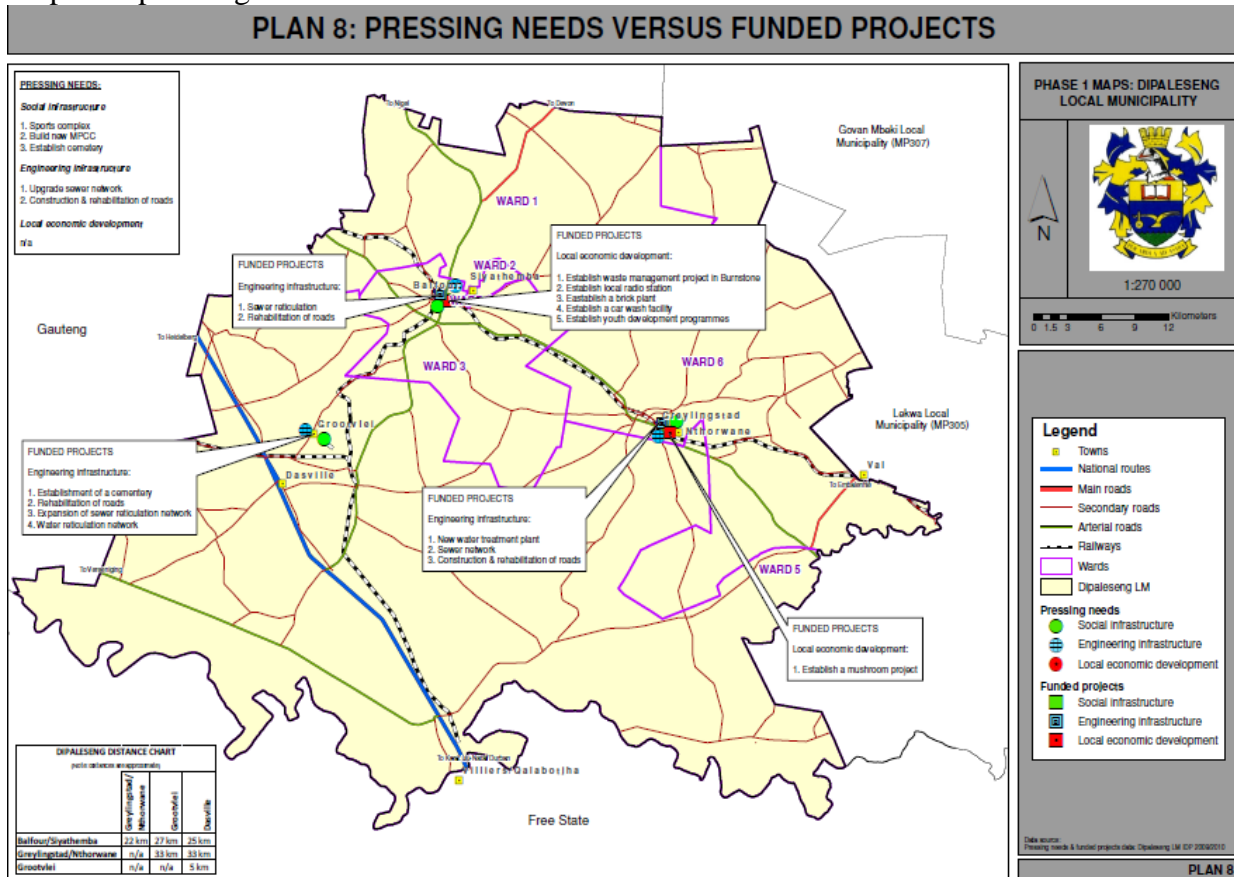
The municipality has the ‘most’ diversified economy within Gert Sibande District (though overly dependent on few key sectors), dominated by Agriculture; coal and gold mining (making it a very strategic area within the district, province and country).

Major settlements within Dipaleseng Local Municipality (as identified in the 2014 Municipal SDF) are as follows:

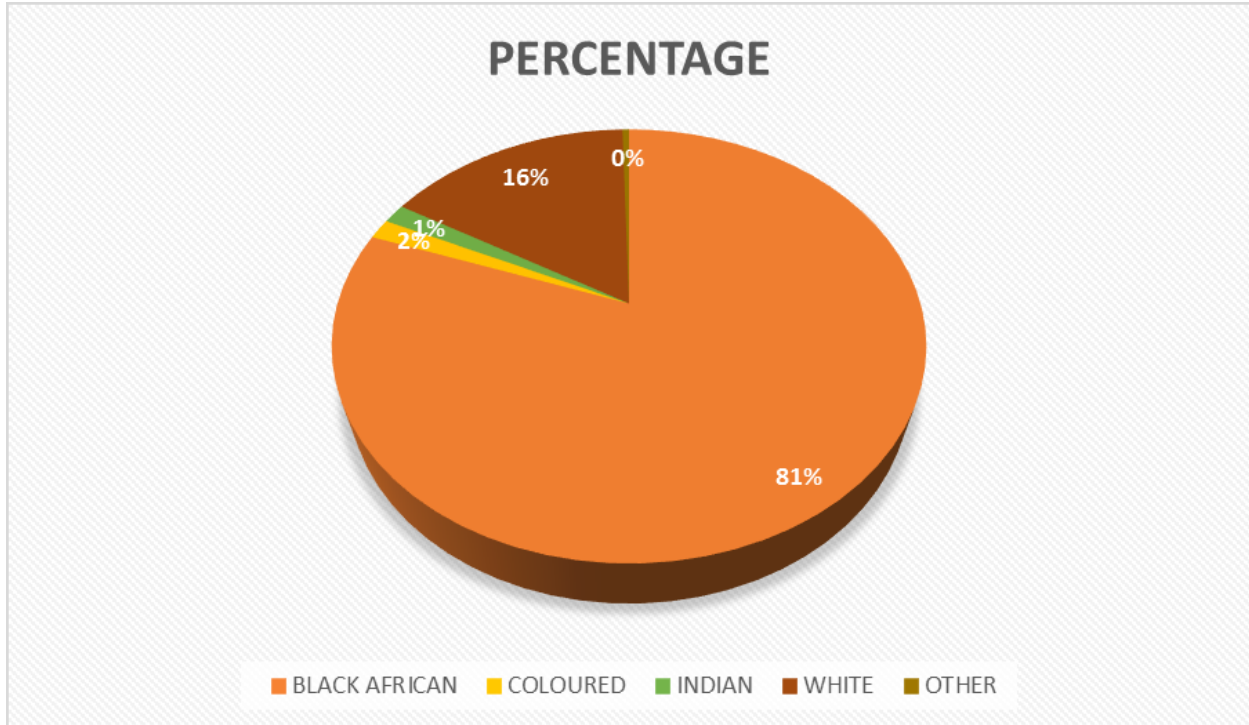
- Balfour • Siyathemba • Greylingstad • Nthorwane
- Grootvlei • Dasville • Sthandiwe • Daspoort

The following map shows the location of the various settlements, mining activities and farming area within Dipaleseng Municipality.

Map 3: Dipaleseng Settlements



POPULATION DYNAMICS [Pyramid from Luthando Paste here]



POPULATION DISTRIBUTION

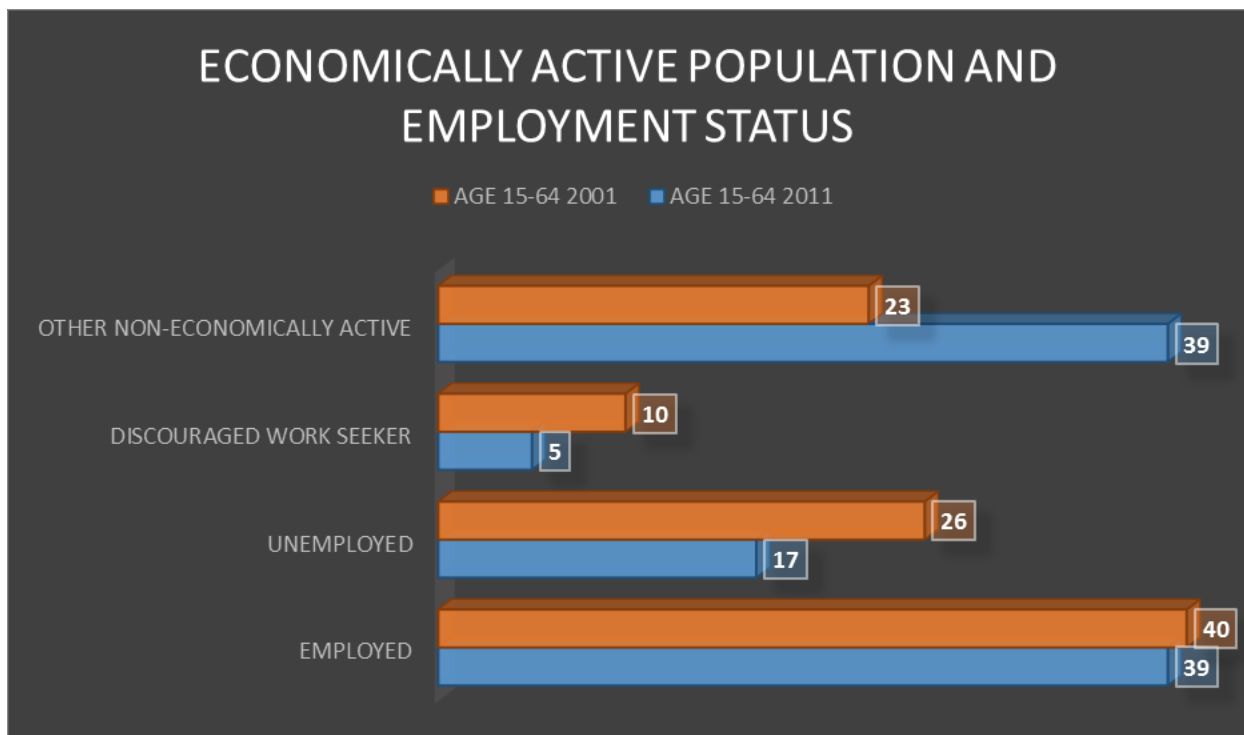
The existing population within the developed areas of Dipaleseng (urban and rural) totals 42 390 representing 12 637 households, at an average of 3.3 people per household. The distribution of the population within the country, province, district and municipality is indicated in the table below.

The statistical data below offers insight into the fact that Dipaleseng has experienced the highest population growth. This increase is however not reflected in the average household size, which has remained fairly constant. This could be attributable to the movement of people into the area, but not necessarily families.

	HOUSEHOLDS		AVERAGE HOUSEHOLDS		POPULATION		POPULATION GROWTH	
SA								
MP								
GSDM								
DLM								

The diagram and map below offers an indication into the population distribution per sub-place, and the density thereof. This information is extremely useful in understanding migration patterns, which will be focused on in the next chapter.

The most dense areas, are Siyathemba, Nthorwane and Grootvlei Ext 1, which populations numbers over 7 000. It is evident that these areas are within the closest proximity to the major industry, which is that of the mining activities of GBG, Sasol and Eskom. The areas have key road and rail infrastructure, which promotes migration to these areas



COMPARATIVE EMPLOYMENT STATISTICS: 2011

The Dipaleseng Local Municipality’s employment statistics are higher than that of the District Municipal area, and that of the Province. The earnings information in the next graph, offer a more detailed picture of the employment figures. Dipaleseng earning capacity is at least 7% higher than the district and 8% higher than the Province.

This information may affect the migration patterns from other districts within the Gert Sibande District, into Dipaleseng. If there is no integrated migration policy, integrated development planning and spatial development, within the overall district to ensure overall coordinated development, Dipaleseng may face a risk of increased migration from the other local municipalities.

4.2 SOCIO ECONOMIC PROFILE

4.3.1 Demographic overview

This section analyses the economic and social dynamics of the Greater DLM Municipal Area

DEMOGRAPHIC INDICATORS	Stats SA Census	Stats SA Census	Share of Gert Sibande's figure	Share of Mpumalanga figure	Ranking: highest (1) – lowest (18)
	2001	2011	2011	2011	
Population number	38 615	42 390	4.1%	1.0%	18
Number of households	9 474	12 637	4.6%	1.2%	18
Area size - km ²		2 618	8.2%	3.4%	14
Population per km ²		16			

- ✓ According to (StatsSA – 2011 Census) 42 390 people were recorded in Dipaleseng - 4.1% of Gert Sibande population – smallest population in the province.
- ✓ Population grew by 9.8% between 2001 & 2011 while annualised population growth rate was measured at 0.9%.
- ✓ The population number in 2030 estimated at 50 601 people given the population growth per annum.
- ✓ 0.6% males and 49.4% females.
- ✓ 89.8% Africans, Whites 8.6%, Coloureds 0.5%, Asians 0.9% and Others 0.2%.
- ✓ Youth of up to 34 years – 65.5% of Dipaleseng's population.
- ✓ Number of households 12 637 (3.4 people per household) – 4.6% of Gert Sibande's households.
- ✓ Female headed households 35.2% and child headed (10-17 years) households 0.4 % in 2011.

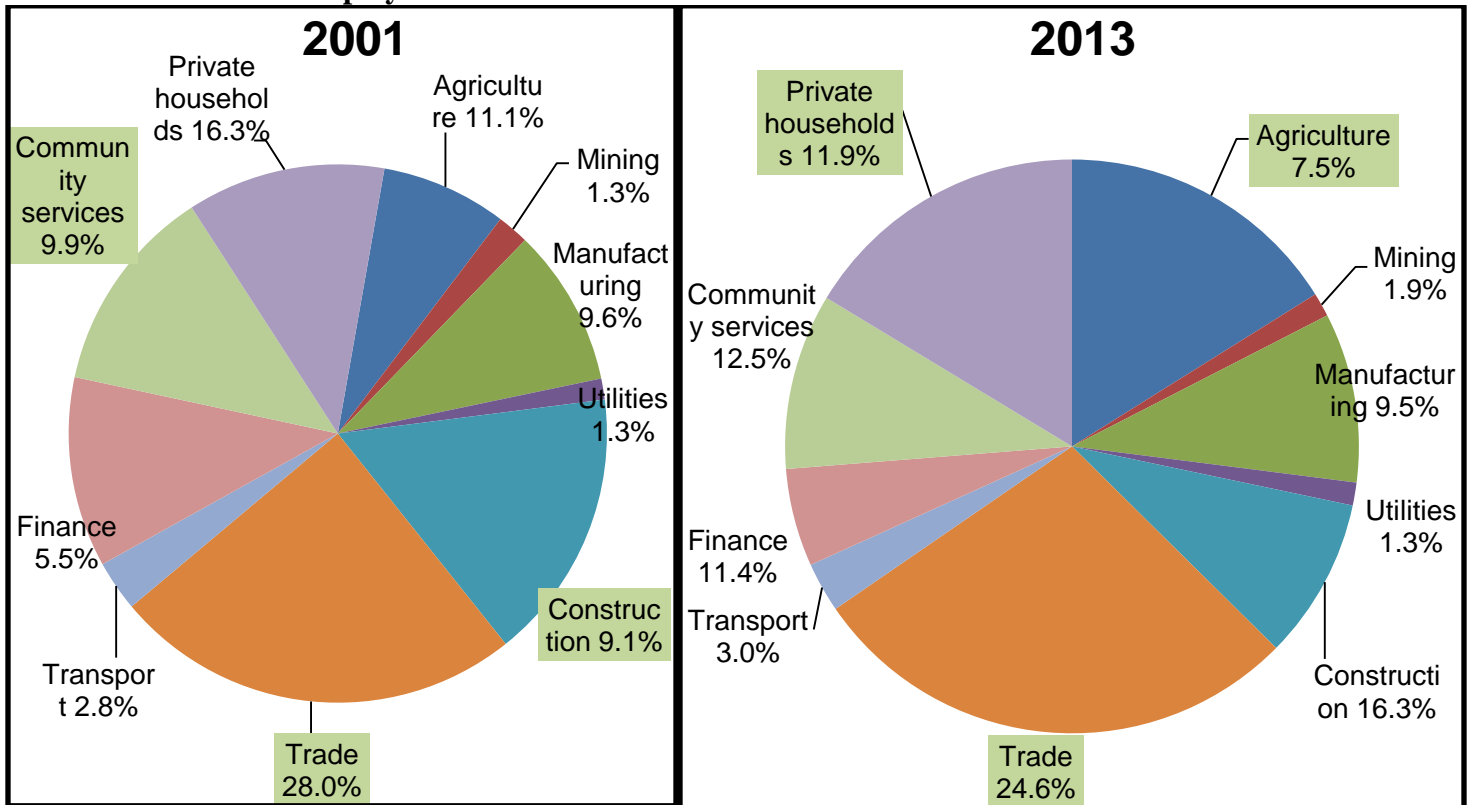
4.4 SOCIO-ECONOMIC INDICATORS

4.4.1 Table 5: Labour Indicators

LABOUR INDICATORS	Census	Census	Share of Gert Sibande's figure	Ranking: best (1) – worst (18)
	2001	2011	2011	
Working age population (15-64)	24 070	27 961		
Economically Active Population (EAP)/Labour Force	13 983	16 790		
Number of employed	7 592	10 546	4.1%	
Number of unemployed	6 391	6 244	5.7%	
Unemployment rate (%)	45.7%	37.2%		16

- ✓ Unemployment rate of 37.2% (strict definition) in 2011 – 6 244 unemployed as a percentage of the EAP of 16 790 (estimated 2013 unemployment figure of IHS Global Insight 35.0%).
- ✓ Unemployment rate for females 48.5% and males 29.2% - youth unemployment rate at 45.2%.
- ✓ Highest unemployment rate in Ward 4 (47.9%) & lowest in Ward 3 (13.9%).
- ✓ Employment increased by 2 954 between 2001 & 2011.
- ✓ Employment number 4.1% of Gert Sibande's employed.
- ✓ Formal employment 72.7% & informal employment 13.9%.

4.4.2 Sector Employment



Leading industries in terms of employment – trade (24.6%), construction (16.3%) and community Services (12.5%). Decrease in the role/share of agriculture & trade and increase in the role/share of community services & construction as employer.

4.4.3 Table 6: Education Indicators

Comparisons of Grade 12 pass rates and admission to further studies by local municipal area, 2014				
Local municipal area	Pass rate	Admission to		
		Higher Certificate studies	Diploma studies	Bachelor studies
Nkomazi	86.0%	19.0%	37.7%	29.4%
Emakhazeni	85.7%	16.6%	35.5%	33.6%
Steve Tshwete	85.6%	12.4%	41.3%	32.0%
Lekwa	84.7%	12.2%	35.0%	37.5%
Emalahleni	81.9%	14.5%	42.4%	25.0%
Dipaleseng	81.4%	22.5%	40.7%	18.2%
Thaba Chweu	81.1%	14.8%	36.3%	30.0%
Msukaligwa	80.6%	18.8%	34.2%	27.6%
Mbombela	80.5%	17.2%	34.1%	29.2%
Chief Albert Luthuli	80.1%	18.5%	34.3%	26.7%
Thembisile Hani	77.1%	17.2%	38.3%	21.6%
Bushbuckridge	76.4%	24.9%	34.0%	17.5%
Govan Mbeki	76.3%	17.4%	34.0%	25.0%
Dr JS Moroka	73.8%	20.0%	31.4%	22.4%
Mkhondo	70.9%	16.8%	28.9%	25.2%
Dr Pixley Ka Isaka Seme	68.1%	20.5%	31.0%	16.6%
Umjindi	67.6%	14.8%	30.9%	21.9%
Mpumalanga	79.0%	19.0%	32.7%	25.9%

4.4.4 Table 7: Health Indicators

HEALTH INDICATORS	2010	2011	2012	Ranking: best (1) – worst (18)
HIV prevalence rate - survey (pregnant women attending antenatal clinic 15-49 years old)	25.0%	60.0%	31.0%	5
TB cases	482	801	661	6
	2011	2012	2013	Ranking: best (1) – worst (18)
Inpatient neo-natal death rate (per 1k)	-	-	-	-
PUBLIC HEALTH FACILITIES				2013
Number of clinics				4
Number of community health centres (CHC)				2
Number of hospitals				0

- ✓ HIV prevalence rate of pregnant women improving to 31.0% in 2012.
- ✓ TB cases – improving between 2011 and 2012.
- ✓ Inpatient neo-natal death rate (inpatient deaths within the first 28 days of life per 1 000 estimated live births) - none recorded in the period under review because of no hospital in the area.
- ✓ Clinics – 4 of Gert Sibande’s 56 clinics.
- ✓ Community health centres – 2 of Gert Sibande’s 18 CHCs.
- ✓ Hospitals – none of Gert Sibande’s 9 hospitals.

4.4.5 Table 8: Human Development Index

	2001	2004	2009	2013	Ranking: best (1) - worst (18)
Emalahleni	0.59	0.58	0.61	0.67	1
Steve Tshwete	0.57	0.57	0.61	0.67	2
Govan Mbeki	0.56	0.57	0.60	0.65	3
Thaba Chweu	0.52	0.53	0.57	0.63	4
Mbombela	0.51	0.51	0.55	0.62	5
Umjindi	0.53	0.52	0.55	0.62	7
Msukaligwa	0.49	0.50	0.54	0.61	6
Lekwa	0.50	0.51	0.54	0.61	7
Emakhazeni	0.49	0.49	0.54	0.61	9
Victor Khanye	0.48	0.48	0.54	0.61	10
Dipaleseng	0.44	0.46	0.51	0.59	11
Dr Pixley Ka Isaka Seme	0.42	0.43	0.48	0.56	12
Chief Albert Luthuli	0.42	0.42	0.46	0.55	13
Mkhondo	0.42	0.42	0.46	0.53	14
Thembisile Hani	0.43	0.42	0.46	0.43	15
Bushbuckridge	0.41	0.40	0.45	0.53	16
Dr JS Moroka	0.43	0.44	0.45	0.53	17
Nkomazi	0.40	0.40	0.44	0.52	18

The Human Development Index (measure of people's general living standards and their ability to access services) for Dipaleseng shows significant improvement over the period 2001 and 2011. In 2001, HDI stood at 0.59; improved to 0.51 in 2007 and 0.59 in 2011. This signifies improvements on people's ability to access a number of services such as communication and educational facilities. Over this period, the municipality has consistently been position 9 in the province (following Victor Khanye and Lekwa).

4.4.6 Table 9: Average Household Income

Municipal area	2001	2011	Ranking: highest (1) – lowest (18)
Steve Tshwete	R55 369	R134 026	1
Govan Mbeki	R47 983	R125 480	2
Emalahleni	R51 130	R120 492	3
Mbombela	R37 779	R92 663	4
Lekwa	R38 113	R88 440	5
Thaba Chweu	R35 795	R82 534	6
Msukaligwa	R31 461	R82 167	7
Umjindi	R35 244	R81 864	8
Victor Khanye	R35 281	R80 239	9
Emakhazeni	R36 170	R72 310	10
Dr Pixley Ka Isaka Seme	R23 399	R64 990	11
Dipaleseng	R19 454	R61 492	12
Mkhondo	R26 935	R53 398	13
Chief Albert Luthuli	R22 832	R48 790	14
Thembisile Hani	R18 229	R45 864	15
Nkomazi	R19 195	R45 731	16
Dr JS Moroka	R17 328	R40 421	17
Bushbuckridge	R17 041	R17 041	18

Average household income for Dipaleseng stood at R19 454 in 2001 and jumped to R61 492 in 2011. This shows a significant increase over the 10 year period, an indication that family incomes are improving. 2011 figures show that it is number 12 in the province; compared to its number 16 position in 2001 (and is only sixth from the bottom). Improved household income can be a sign of improved employment levels or better salaries for the employed. Its significance is looked at from a demand perspective in that increased household income improves family demand for goods and services.

4.4.7 Table 10: Inequality and Poverty

INDICATORS	Trend			Latest figure 2013	Better (+) or worse (-) than Gert Sibande	Better (+) or worse (-) than province	Ranking: best (1) – worst (18)
	2001	2004	2009				
Share of population below lower-bound poverty line	62.2%	58.4%	45.7%	28.4%	(-) 35.5%	(-) 36.5%	8
Number of people below lower-bound poverty line	25 743	23 856	19 141	12 296			1
Bottom/poorest 40% share of income	9.1%	7.4%	8.7%	8.8%	(+) 7.4%	(+) 7.5%	7

- ✓ Share of population below lower-bound poverty line 28.4% in 2013 – improving and lower than district and provincial averages.
- ✓ 12 296 people below the lower-bound poverty line in 2013 – declining/improving and lowest among local municipalities.
- ✓ Proportion of income earned by the bottom/poorest 40% of households in Dipaleseng was 8.8% in 2013 – less than NDP/Vision 2030 target of 10% by 2030.

4.4.8 Table 11: Basic Service Delivery/Infrastructure Indicators

BASIC SERVICE INFRASTRUCTURE INDICATORS	Trend 2001	Latest figure 2011	Better (+) or worse (-) than Gert Sibande	Better (+) or worse (-) than province	Ranking: best (1) – worst (18)
% of households in informal dwellings	34.2%	31.5%	(-) (16.8%)	(-) (10.9%)	18
% of households with no toilets or with bucket system	26.5%	6.9%	(+) (5.8%)	(+) (7.2%)	13
% of households with connection to piped (tap) water: on site & off site	93.8%	94.6%	(+) (91.2%)	(+) (87.4%)	9
% of households with electricity for lighting	67.9%	83.1%	(+) (83.4%)	(+) (86.4%)	14
% of households with weekly municipal refuse removal	65.9%	81.8%	(+) (63.6%)	(+) (42.4%)	4

- ✓ Highest/worst percentage of households with informal dwellings in the province.
- ✓ Fourth highest/best percentage of households with weekly municipal refuse removal in the province.
- ✓ In general improving indicators since 2001 – also challenges with sanitation and access to electricity.
- ✓ Blue Drop Report – needs attention and ranked 10th
- ✓ Waste water services ranked third worst (no 16) in Green Drop Report – critical risk and needs urgent attention.

4.5 ECONOMIC INDICATORS

4.5.1 Table 12: GDP Growth Rate

ECONOMIC INDICATORS	Trend 1996-2013	Forecast 2013-2018	Better (+) or worse (-) than Gert Sibande	Better (+) or worse (-) than province	Ranking: best (1) – worst (18)
GDP growth (%)	0.6%	2.4%	(+) 1.9%	(+) 2.2%	10
	Trend			Latest figure	Ranking: best (1) – worst (18)
	2001	2004	2009	2013	
Contribution to Mpumalanga GVA (%)	0.7%	0.7%	0.7%	0.6%	18

- ✓ Expected to record a 2.4% GDP growth rate per annum over the period 2013-2018 – very low growth in the period between 1996-2013.
- ✓ Trade, community services, agriculture & utilities should contribute the most to economic growth in the period 2013-2018.
- ✓ GVA in 2013 – R1.7 billion at current prices and R1.3 million at constant 2010 prices.
- ✓ Smallest economy in the province in 2013 with a contribution of less than 1% since 2001.

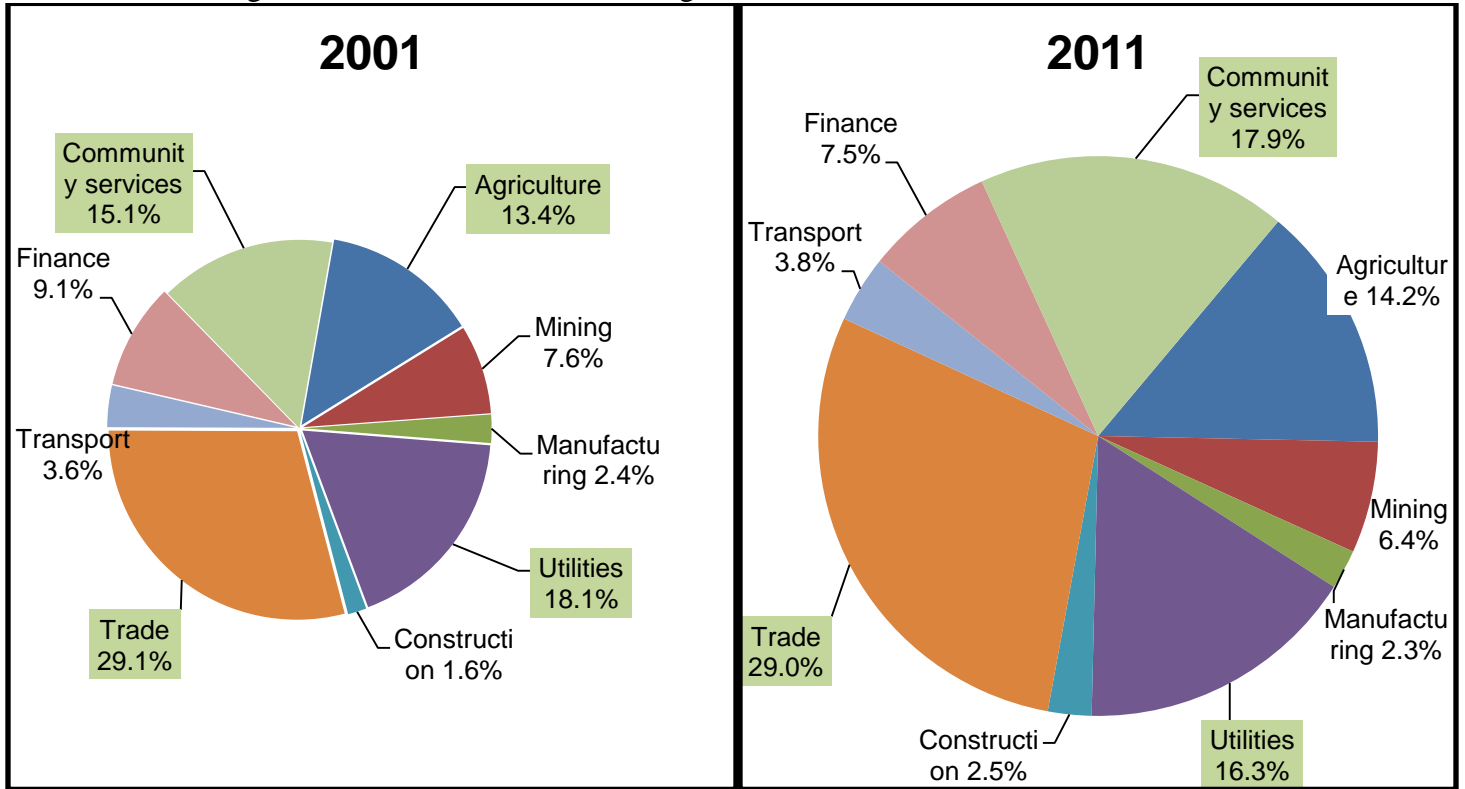
4.5.2 Table 13: Contribution by Local Municipal Areas to Gert Sibande’s industries (GVA constant 2005 prices)

INDUSTRY	Chief Albert Luthuli	Msuka-ligwa	Mkhondo	Dr Pixley KaIsaka Seme	Lekwa	Dipaleseng	Govan	GSDM
Agriculture Mining	12.3%	14.7%	21.7%	12.9%	22.8%	7.2%	8.5%	100%
	2.8%	10.4%	3.0%	0.3%	14.6%	0.6%	68.3%	100%
Manufacturing Utilities	0.4%	0.6%	1.1%	0.2%	44.4%	0.2%	58.1%	100%
	4.8%	8.6%	1.4%	10.9%	10.4%	6.6%	45.4%	100%
Construction	6.9%	6.7%	7.4%	6.4%	10.4%	1.9%	58.1%	100%
Trade	7.0%	18.6%	7.4%	7.0%	12.7%	4.8%	45.4%	100%
Transport	4.7%	28.4%	7.4%	7.0%	12.7%	1.4%	38.4%	100%
Finance	6.2%	24.7%	8.0%	4.6%	9.8%	2.2%	44.4%	100%
Community services	15.0%	21.3%	9.3%	6.3%	17.7%	2.9%	27.6%	100%
Total	5.0%	12.1%	5.2%	3.7%	10.9%	1.9%	61.2%	100%

Statistics show that Dipaleseng contributes 1.9% to the district economy; mainly through Agriculture (at 7.2% mining (0.6% and Construction (4.8% Except for agriculture and utilities, all other industry sectors in Dipaleseng dominate the district economy. In the far distant are Dr Pixley KaIsaka Seme (3.7% and Chief Albert Luthuli (5.0% and this shows the dominance of the industries within Govan Mbeki in the Gert Sibande district economy.

4.5.3 Economic Sector Contribution (2001 and 2011)

Comparison of GVA economic sector contribution in Dipaleseng between 2001 and 2011 shows some interesting scenarios as shown in the two figures that follow.



- ✓ Leading industries contributing to the Dipaleseng economy – trade (29.0%), community services (17.9%) & utilities (16.3%).
- ✓ Increasing role/contribution of community services & agriculture

4.5.4 Table 14: Tourism Indicator

TOURISM INDICATORS	Trend			Latest 2013	Percentage share of Gert Sibande	Percentage share of Mpumalanga	Ranking : best (1) – worst (18)
	2001	2004	2009				
Number of tourist trips	16 394	22 036	20 777	12 182	1.3%	0.3%	18
Bed-nights	130 378	125 609	74 831	69 110	1.4%	0.3%	18
Total spent R million (current prices)	20.8	28.8	46.7	64.0	1.7%	0.4%	18
Total spent as a % of GDP (current prices)	3.7%	4.2%	3.8%	3.3%			15

- ✓ Number of tourist trips (decreasing) – 1.3% of Gert Sibande's total and only 0.3% of the Provincial total – the lowest in the province.
- ✓ Total spent R63.8 million in 2013 – the lowest in Mpumalanga but an increasing trend.
- ✓ Total tourism spent equal to only 3.3% of Dipaleseng's GDP – 4th lowest of the 18 municipal areas

4.3 SWOT ANALYSIS

The SWOT Analysis intent to outline the major strengths and weaknesses, opportunities and threats within the municipal geographical region

INTERNAL ENVIRONMENT	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ Close proximity to Gauteng ✓ Rail network ✓ Good public participation record ✓ Mining area 	<ul style="list-style-type: none"> ✓ Growing informal Settlements ✓ Ageing Infrastructure ✓ Inability to collect revenue ✓ Pressure on energy sources ✓ Deteriorating infrastructure
EXTERNAL ENVIRONMENT	
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Close proximity to Gauteng ✓ Many development ✓ SMME development 	<ul style="list-style-type: none"> ✓ Eskom Price ✓ Unemployment and Poverty ✓ Government Grant dependency ✓ Illegal occupation of municipal land ✓ Decline of central business

CHAPTER 5: STAKEHOLDERS PERSPECTIVE AND IDP PUBLIC ANALYSIS 2015/2016

Chapter 4 of the MSA states that municipalities must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must encourage, and create conditions for the local community to participate in the affairs of the municipality including the preparation, implementation and review of its IDP, Budget and Performance Management System

The engagement of stakeholders through a comprehensive public participation process was a key feature of the 2015/2016 review of Integrated Development Plan and also furthermore guided in terms of the Constitution of the Republic of South Africa, Act 108 of 1996, which places an obligation on municipalities to encourage the involvement of communities and community organisations in the matters of local government.

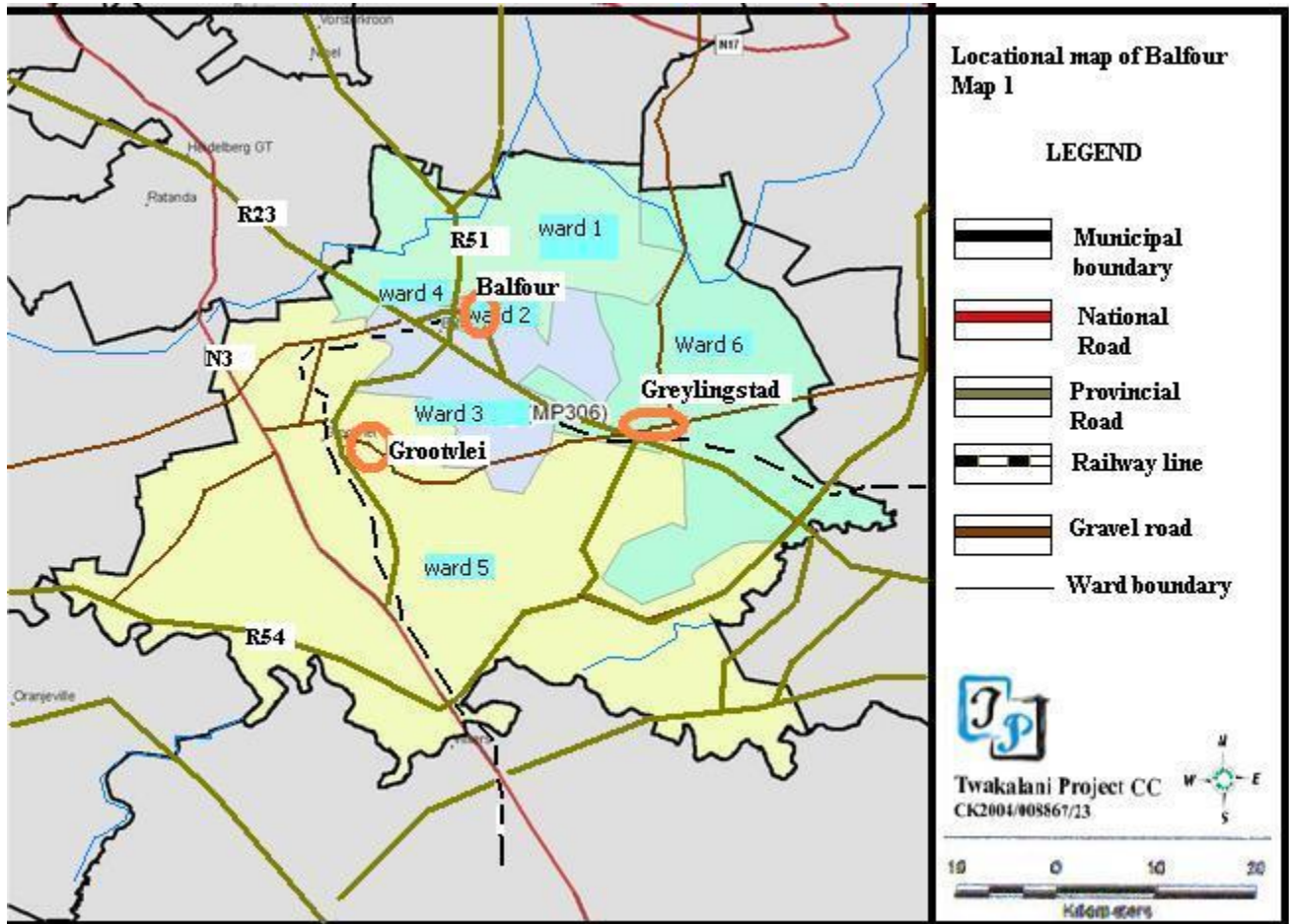
The process has also involved extensive public participation process which was undertaken by the municipality whereby all Citizens across the municipal space were canvassed for their input and opinions via public meetings, newspaper.

A total of 10 Public Consultation and Participation sessions were conducted during January/ March 2015. Due to poor attendance at 3 wards, the meetings have been postponed. This has involved input from all levels of the administration – from Mayoral Committee (Mayco) members, to councillors AND representatives from all directorates, and the most senior officials in each department

Chapter 4 of the MSA, furthermore states that participation by the local community must take place through Political Structures, Ward Committees and Councillors. In compliance to this, Govan Mbeki municipality has adopted public participation policy (currently under revision) and utilizes its ward committees as the primary consultative structure with regard to planning.

The input of the ward committees in all thirty two (6) wards, councillors, officials, sector departments as well as the inputs from the public consultations are taken into consideration to ensure that the IDP has been developed with maximum participation.

5.2 PROFILE OF DIPALESENG WARDS



5.3 GENERIC ISSUES RAISED ALL WARDS 2014/2015 PUBLIC CONSULTATION

GENERIC NEEDS/ ISSUES WITHIN ALL 06 WARDS	

5.4 CORE SERVICE DELIVERY ISSUES PER WARD

This section of the document also form part of Annexure F, and should therefore be read simultaneous with the service delivery issues

Various service delivery and community development needs were stated by the various communities during the IDP public engagement process conducted during January/ February 2015 as listed per below table

Ward 1 Clr DS Sithole			
The ward consists of various extensions of Siyathemba including central portion of Ext 1, Ext 4 and Ext 5 and more than 300 km ² of rural farm land which is used for commercial farming purposes.			
WARD NUMBER	ISSUE RAISED	DESCRIPTION	SPATIAL REFERENCING
Ward 1	Secure Land for Development	Escalation of informal settlements	All settlement within the ward
	Completion of RDP houses	Some houses were not built however payment processed and others left at foundation level.	Ext 5
	Provision of houses RDP	High level of housing backlog and defects	Ext 5
	Upgrade of Infrastructure network <ul style="list-style-type: none"> • Water. • Sanitation. • Electricity. • Roads & storm water 	Ageing of basic infrastructure require rehabilitation programmes, Special focus on commercial roads and electricity	Ext 1, Ext 4 and Ext 5 respectively
	Provision of sports facilities	Existing facility not maintained and over utilised	Entire Municipality
	Building of Hospital	Lack of health facilities three wards are serviced by one clinic	Entire Municipality

	High rate Unemployment	Live below bread line/existence life style	Entire Municipality
	Provision of LED opportunities	Project identified through LED strategy are not funded	Entire Municipality
	Regular maintenance on High mast and Street lighting	Improved visibility during the night	Ext 1, Ext 4 & Ext 5 respectively.

Ward 2 Clr NS Nhlapo			
The ward consists of the central of Siyathemba, 50% of Ext 2, Ext 3 as well as a small rural areas used for commercial farming purposes.			
WARD NUMBER	ISSUE RAISED	DESCRIPTION	SPATIAL REFERENCING
Ward 2	Upgrade of Infrastructure network: <ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads & storm water 	Ageing of basic infrastructure require rehabilitation programmes, Special focus on commercial roads and informal settlements.	Ward 2
	Regular removal of domestic waste	Municipality not consistent with domestic waste schedule.	Ward 2
	Provision of sports facilities	Lack of sports facilities	Ward 2
	Building of Hospital	Lack of health facilities three wards are serviced by one clinic	Dipaleseng Municipality
	Purchase Land for Development	Escalation of informal settlements	Engelbrecht farm identified in Ward 3
	Extent/provision of Library services	The library services is not provided for the entire Siyathemba Community	Ward 1, 2, and 4 respectively.

	Tar / Pave Brakfontein road.	Gravel road primarily or exclusively utilised by GBG mine operation cause unbearable dust for informal residents.	Ward 2 &4
	Cleaning of old Siyathemba cemetery	Regular cleaning programme is required	Ext 1
	Provision of Clean water	Quality of water not consistent with blue drop status	Dipaleseng Municipality
	Poor workmanship on RDP houses	Rectification of houses with structural defects	Entire Ward
	Poverty alleviation initiatives	Lack of funding for projects identified through municipal LED strategy have negative impact for realizing economic spin -off	Dipaleseng Wide
	Mushrooming of illegal trading (Tuck-shops)	Distortion of LUMS is prevalent by not being compliant with standard procedures	Dipaleseng Wide
	Facilitation of standardization/naming of streets and settlements	Difficult to trace/locate residents during emergency	Portion of Ext 2 and Ext 3,
	Dipaleseng have been declared Presidential zone however no tangible progress realized	Accelerated of National and Provincial Government intervention	Dipaleseng Wide
	Develop mall/shopping centre	Lack of such facilities deprived economic growth of the Dipaleseng	Dipaleseng Wide
	Develop recruitment centre	Discrepancy in relation to employment opportunities	Dipaleseng Wide
	Promote ABET programme	ABET programme not provided within the ward.	Ward 3

	Develop comprehensive programme on streets upgrading	Conditions of the road have substantial collapsed.	Ward 3
	Aggressive Programme on HIV/AIDS	HIV/AIDS prevalence has increase extra-ordinarily	Dipaleseng
	Relocate all squatters in ward 2	Expedite provision of tenureship	Ward 2
	Upgrade Mofokeng Str	Challenge of accessibility especially during rainy season	Ext 3
	Upgrade Mashinini Str	Challenge of storm water management	Ext 1
	Challenge Billing system and accumulated arrears	Data cleanse be expedited to effect necessary remedial.	Dipaleseng
	Introduce acceptable procedure to allocate municipal stands	Transversal waiting list be transparent and accessible to beneficiaries	Dipaleseng
	Provide prompt assistance on collapsing houses especially to senior citizen e.g. [151 Mashinini Str]	Self-built Houses exceeded life cycle.	Ext 1
	Some houses are billed on one meter box for water consumption.	Data cleanse be expedited to effect necessary remedial	Dipaleseng Municipal area
	Regular Disruption of water supply.	Ageing of basic infrastructure require rehabilitation programmes,	Some areas within the ward
	Council to consider writes off accumulated arrears	It is alleged that municipal billing is inaccurate	Dipaleseng Municipal area

Ward 3 Clr RJ Hall			
The ward consists of the following areas the whole of Balfour Ext 1&2, Greylingstad and surrounding commercial farming settlements on the East, South and West.			
WARD NUMBER	ISSUE RAISED	DESCRIPTION	SPATIAL REFERENCING
Ward 3	Upgrade of Infrastructure network: <ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads & storm water 	Ageing of basic infrastructure require rehabilitation programmes, Special focus on commercial roads.	Balfour & Greylingstad
	Regular removal of domestic waste	Municipality not consistent with domestic waste schedule.	Ward 3
	Provision of decent sanitation	Greylingstad and portion of Balfour still use suction tank as a form of sanitation	Greylingstad & Balfour
	Upgrade of Wastewater Treatment works	Capacity constraint to accommodate Greylingstad settlement	Nthorwane
	General maintenance and installation of high mast & street lighting	Poor visibility which culminate to crime	Greylingstad & Balfour
	Extent bridge on Johnny Mokoena drive	Current status hazardous to vehicles and/or aesthetical view	Balfour
	Build of hospital Dipaleseng	Clinic not compatible with existing health demands	Dipaleseng Wide

	Develop access route to FET centre	Charles Montague streets be upgrade to access FET centre	or be to	Balfour
	Eradication of illegal dumping sites	Domestic Refuse promptly removed	not	Balfour & Greylingstad
	High rate of Unemployment	Job opportunities are dwindling		Dipaleseng Wide
	Identification of cemetery site	Existing cemetery have exceeded its life capacity		Dipaleseng Wide
	Extend/provision of overhead bridge intersection of R23 and Themba Shozi (R51) including off-ramps	High accident is observed due to high volume of traffic		Balfour
	Develop recruitment Centre.	Discrepancy in relation to employment opportunities		Dipaleseng Wide
	Develop mall/Shop Centre	Lack of such facilities deprived economic growth of the Dipaleseng		Balfour
	Initiate Youth development programs	Lack of industrial hive development on the peripheries to provide various skills		Dipaleseng Wide
	Balfour station be piloted for major rail exchange goods conversion/warehousing opportunities.	Initiative that will enhance LED		Balfour
	Encourage industrial investment	Develop marketing strategy		Dipaleseng
	Aggressive programme on HIV/AIDS	HIV/AIDS prevalence has		Dipaleseng

		increase extra-	
		ordinarily	
Ward 4			
Clr ML Makhubu			
The ward consists of portion of Siyathemba central Ext1, 50% of Ext 2, Ext 6, Ext 7 and Lindukuhle settlements			
WARD NUMBER	ISSUE RAISED	DESCRIPTION	SPATIAL REFERENCING
Ward 4	Provision of basic services in Ext 7	Settlement recently formalised without basic service	Ext 7
	Completion of incomplete houses	Fraudulently claimed houses not build and others left at foundation levels	Portion of Ext 2
	Poor workmanship on RDP houses	Rectification of houses with structural defects	Ward 4
	Purchase Land for Development	Escalation of informal settlements	Engelbrecht farm identified in Ward 3
	Upgrade of Infrastructure network Sanitation network Electricity network Roads & storm water	Ageing of basic infrastructure require rehabilitation programmes, Special focus on commercial roads and electricity	Ward 4
	Regular removal of domestic waste	Municipality not consistent with domestic waste schedule.	Ward 4
	Provision of RDP Houses	Current backlog estimated 1500	Portion of Ext 2 Ext 6 Ext 7 Ext 8 and Lindukuhle
	Renovation of Municipal Office for ward Committees and CDW	Lack of space to co-ordinate activities	Ward 4
	Provision of RDP Houses	Current backlog estimated 1500	Portion of Ext 2 Ext 6 Ext 7 and Lindukuhle
	Renovation of Municipal Office for ward Committees and CDW	Lack of space to co-ordinate activities	Ward 4

	Intensify neighbor watch	Substance abuse have culminate to crime	Ward 4
	Build Dipaleseng hospital	Land already identified and approved by Council, expedite co-ordination with relevant Department.	Dipaleseng Wide
	Regular maintenance of high mast lights	Lack of maintenance which adversely compromised visibility	Ward 4
	Purchase land for Development	To relocate squatters on the peripheries of ward	Engelbrecht farm identified in Ward 3
	Issue of title deeds on all RDP Houses	Delay on Registration and distribution of title deeds	Ext1& 2

Ward 5			
Clr MT Tsotetsi			
The ward consists of Grootvlei Ext 1 & 2 and surrounding commercial farming land			
WARD NUMBER	ISSUE RAISED	DESCRIPTION	SPATIAL REFERENCING
Ward 5	Provision of decent Sanitation Provision of RDP houses	Informal settlement recently formalised still use "LONG DROP" toilets	Grootvlei Ext 1
	Provision of RDP houses	To eradicate informal settlement	Grootvlei Ext 1
	Expand Wastewater Treatment plant	Capacity constraints to accommodate extra volume	Grootvlei Ext 1
	Formalised the establishment of cemetery	Require financial resources to purchase land	Grootvlei Ext 1

	Upgrade of Infrastructure network: <ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads & storm water 	Ageing of basic infrastructure require rehabilitation programmes, Special focus on commercial roads and informal settlements	Grootvlei Ext 1&2
	Regular removal of domestic waste	Municipality not consistent with domestic waste schedule.	Ward 5
	Issue of title deeds on all RDP Houses	Delay on Registration, rectification and finally distribution of title deeds	Grootvlei Ext1&2
	Purchase Land for Development	Escalation of informal settlements	Grootvlei Ext1&2
	Regular maintenance of high mast and street lighting	Lack of maintenance which adversely compromised visibility	Grootvlei Ext1&2
	Initiate Youth development programs	Lack of industrial hive development on the peripheries to provide various skills	Dipaleseng Wide
	Dipaleseng have been declared Presidential zone however no tangible progress realized	Accelerated of National and Provincial Government intervention	Dipaleseng Wide
	Upgrade land fill site.	Existing land fill site not	Ext 2

		maintained	
	Access to high learning centre [FET]	Programmes offered at GS college be compatible with economic opportunities available at Dipaleseng	Dipaleseng
	Building of Dipaleseng Hospital	Land already identified and approved by Council, expedite co-ordination with relevant Department.	Dipaleseng
	Rehabilitation of RDP houses [poor workmanship]	Rectification of houses with structural defects	Ext 1
	Provision of LED Opportunities	Project identified through LED strategy are not funded	Dipaleseng
	Electrification of 11 household [zone]	New Settlement establish with 11 low cost housing units	Ext 2
	Unbearable noise from Eskom [emission]	Emission is experience during Eskom's maintenance scheduled	Ext 2
	Provision of speed calming mechanism [humps]	Install Speed Humps on High Volume Roads	Ext 1 & 2
	Extend CWP programme to Ext 2	Centralisation of CWP programme	Ext 1 & 2
	Provision of crèche	Crèche centre not available	Ext 1 & 2
	Provision of water borne sewer at zone 14	Zone 14 settlement be link to the	Ext 2

		existing bulk sewer at Ext 2	
	Provision of communal taps at zone 14	Borehole have exhausted or dried-up.	Ext 2
	Maintenance of existing parks.	Sparks are not maintained	Ext 1 & 2
	Discourage illegal dumping site	Regular collection of domestic waste will culminate into clean environment	Ward 5
	Aggressive programme on HIV/AIDS	High HIV/AIDS prevalence	Ext 1 & 2
	Maintenance of hydrants	Regular maintenance of hydrants to ensure efficient and effective service delivery	Ext 1&2
	Centralize fire-brigade services	Fire-Brigade inaccessible owing to distances to travel during emergency.	Ext 1 & 2
	Provision/Upgrade of sports facilities	Sports facilities are privately owned	Ext 2
	Maintenance of High mast and street lighting	Regular maintenance of high mast lights Lack of maintenance which adversely compromised visibility	Ward 5
	Promote ABE Programme	ABET programme not provided within the ward.	Ext 1
	Facilitate the process of standardization/naming streets and places.	Difficult to trace/locate residents during emergency	Ext 1

	Relocate all squatters in ward 5	High influx attracted by perceived economic opportunities.	Ext 1
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Ward 6
Clr TJ Mahlangu

The ward consists of Nthorwane, Zenzele and surrounding commercial farming land

WARD NUMBER	ISSUE RAISED	DESCRIPTION	SPATIAL REFERENCING
Ward 6	Formalization of Zenzele settlement	Expedite process of swapping land with Sizanani farming association	Nthorwane
	Identify land for cemetery	Capacity constraints on existing cemeteries	Nthorwane
	Upgrade Sewer Treatment Works	Capacity constraints to accommodate extra volume from Greylingstad and Zenzele.	Nthorwane
	Upgrade of Infrastructure networks: <ul style="list-style-type: none"> • Water • Sanitation • Electricity • Roads & storm water 	Ageing of basic infrastructure require rehabilitation programmes, Special focus on commercial roads and Zenzele settlement	Nthorwane
	Regular removal of domestic waste	Municipality not consistent with domestic waste schedule.	Nthorwane
	Construction of Water Treatment Works	Water is pumped and distributed from Balfour a tap-off point identified within the close proximity	Nthorwane
	Poor workmanship on RDP Houses	Rectification of houses with structural defects	Nthorwane
	Expedite hand over of Community Hall	Delay completion of snag-list on community hall	Nthorwane
	Maintenance and installation of High mast and streets lighting	Lack of maintenance which compromised visibility	Nthorwane
	Dipaleseng have been declared Presidential zone however no	Accelerated of National and Provincial	Nthorwane

	tangible progress realized	Government intervention	
	Initiate Youth development programs	Lack of industrial hive development on the peripheries to provide various skills	Nthorwane
	Aggressive programme on HIV/AIDS	HIV/AIDS prevalence has increase extraordinarily Dipaleseng	Nthorwane

IDP BUDGET PER DEVELOPMENT

NODE 2012-2017

The intended distribution of funding as per the Dipaleseng Integrated Development Plan 2014 – 2017 per Key Focus Area is indicated in the Tables and Figures below:

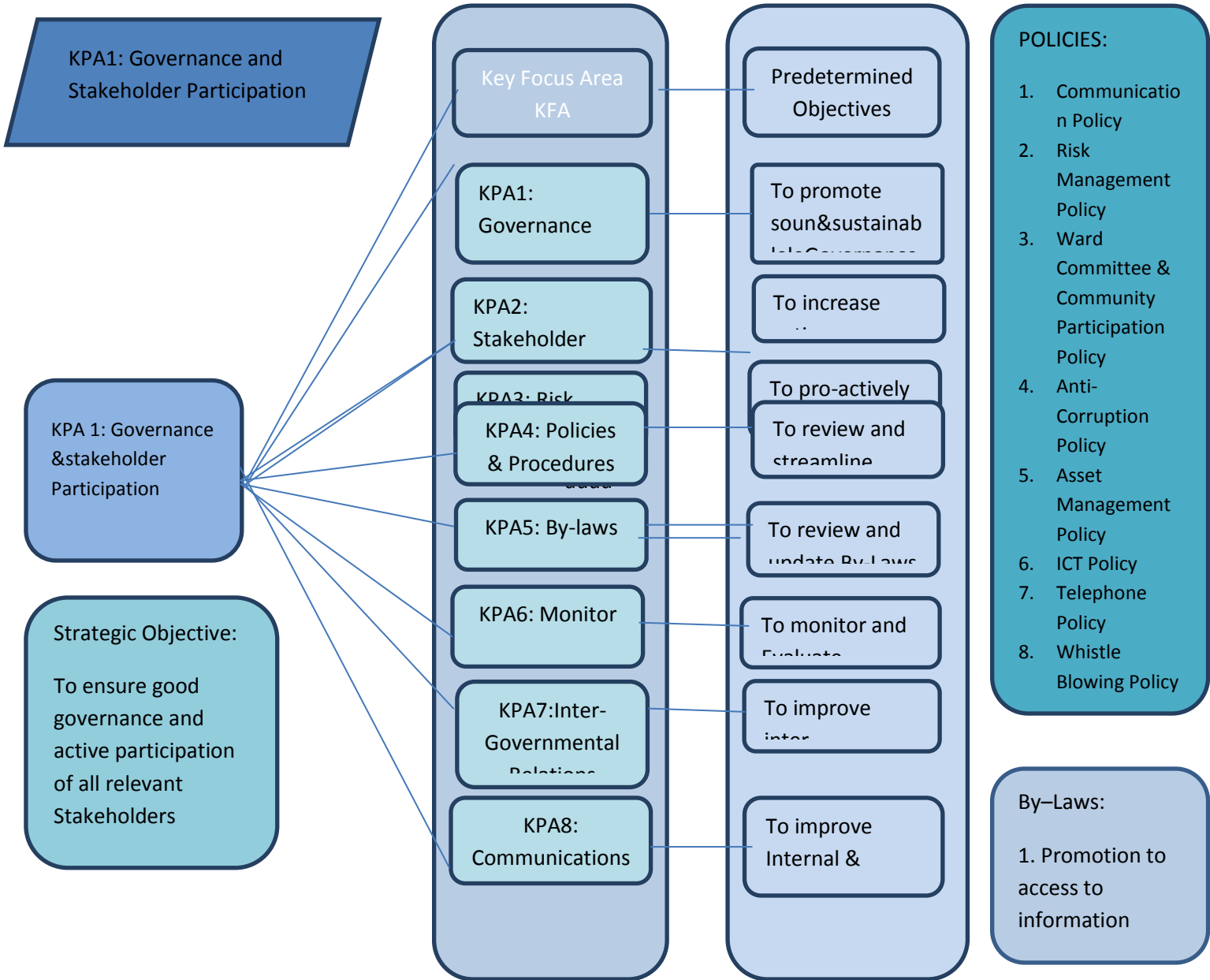
DIPALESENG INTEGRATED DEVELOPMENT PLAN 2012 – 2017 PROJECTS		
Key Focus Area	Amount	%
Water & Sanitation		
Energy/Electricity		
Waste management		
Roads & Stormwater		
Public facilities		
Cemetery		
TOTAL		

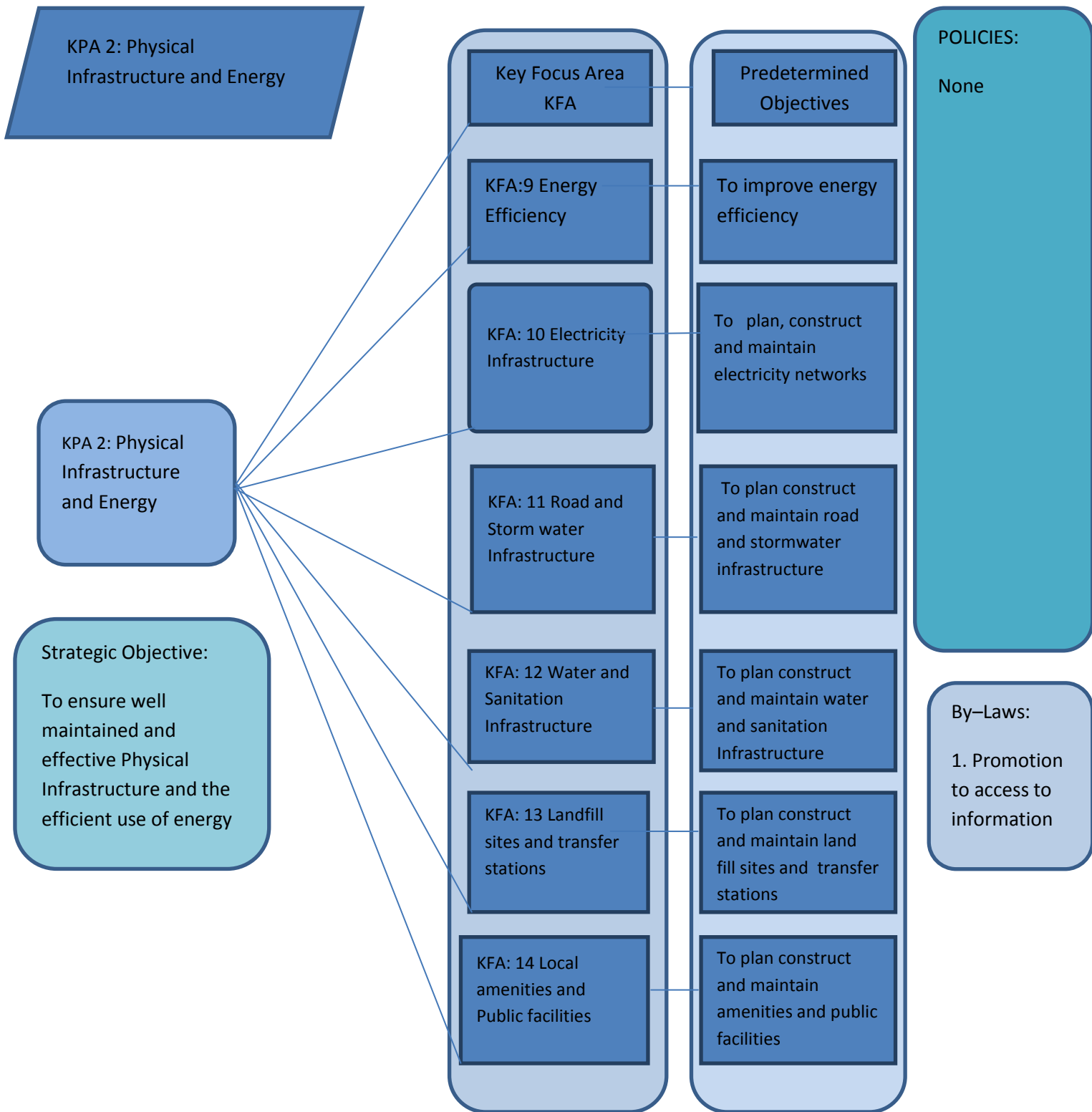
CHAPTER 6: PUTTING MUNICIPAL STRATEGIES INTO ACTION SECTOR/ MUNICIPAL FUNCTIONAL PLANS

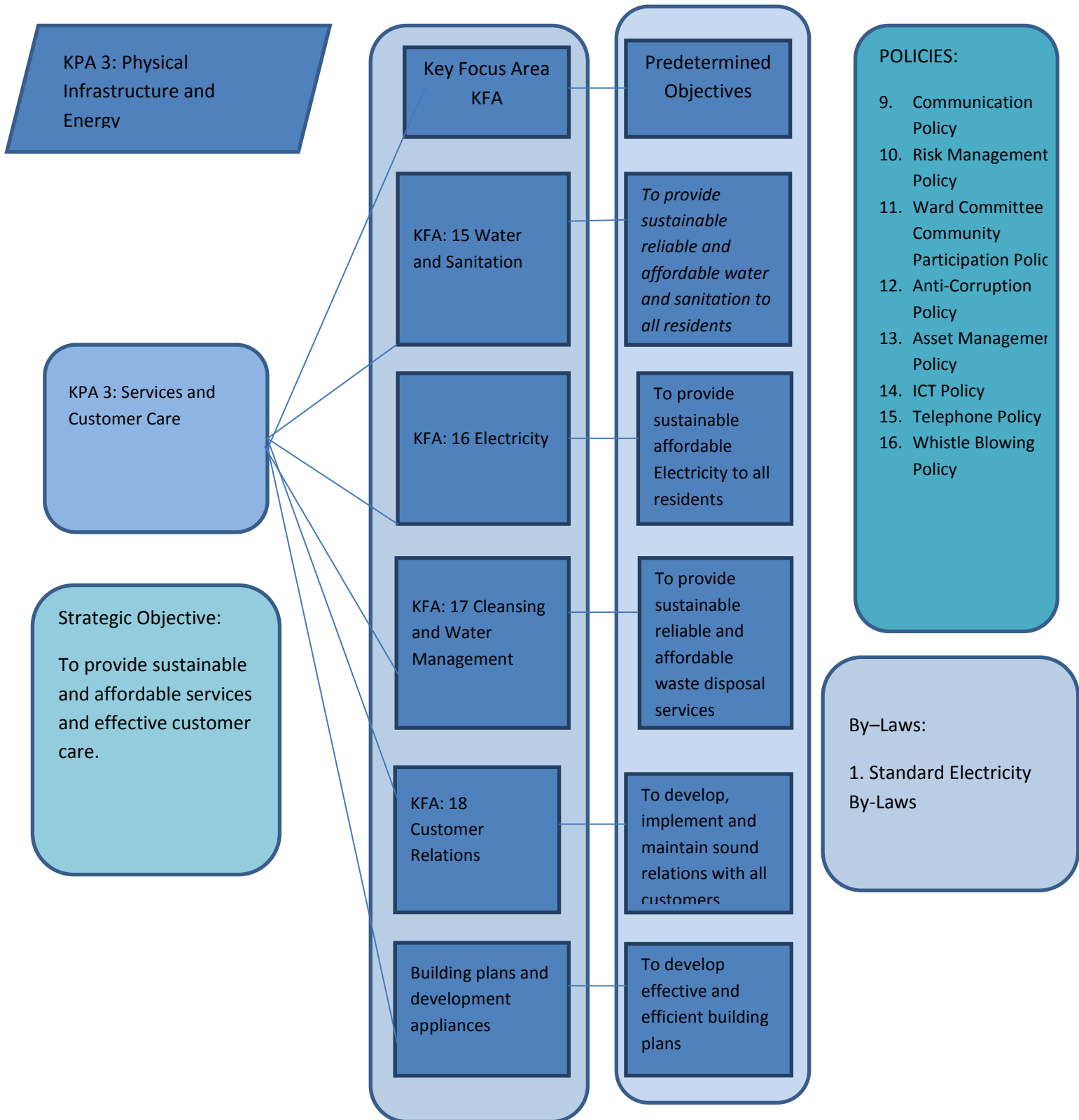
The Municipality is responsible for the delivering of municipal functions as specified in Schedule 4B and 5B of the Constitution of South Africa. All the strategic planning processes to address these functions should be aligned and fully integrated to ensure sustainable growth and development.

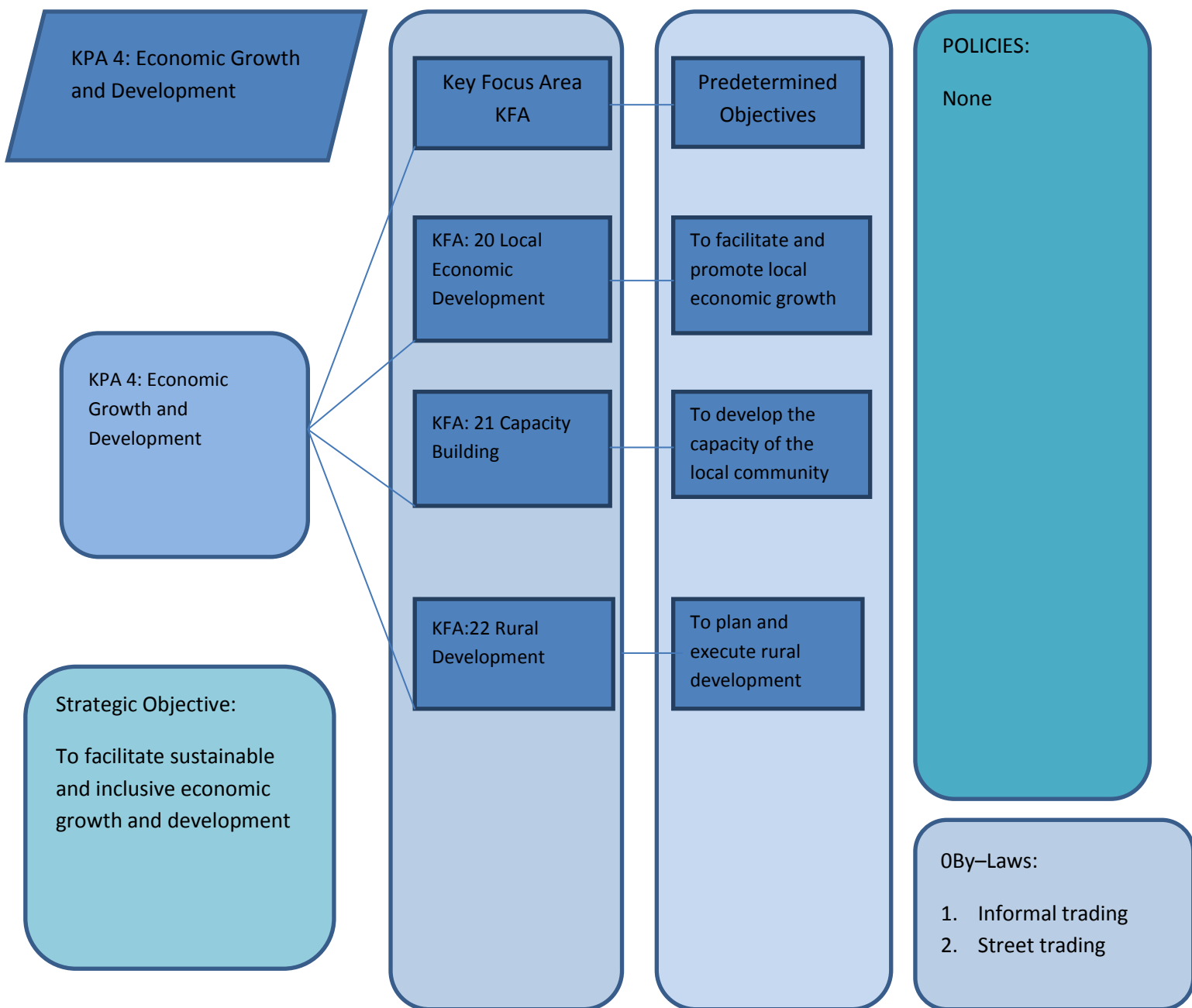
This chapter highlighted the Eight (8) municipal performance areas (KPA'S) each linked to the strategic objectives of council and also linked to a specific pre-determined objective. It furthermore also outlines the Sector/ Municipal Functional Plans in operations to ensure that the strategic agenda of council are delivered accordingly.

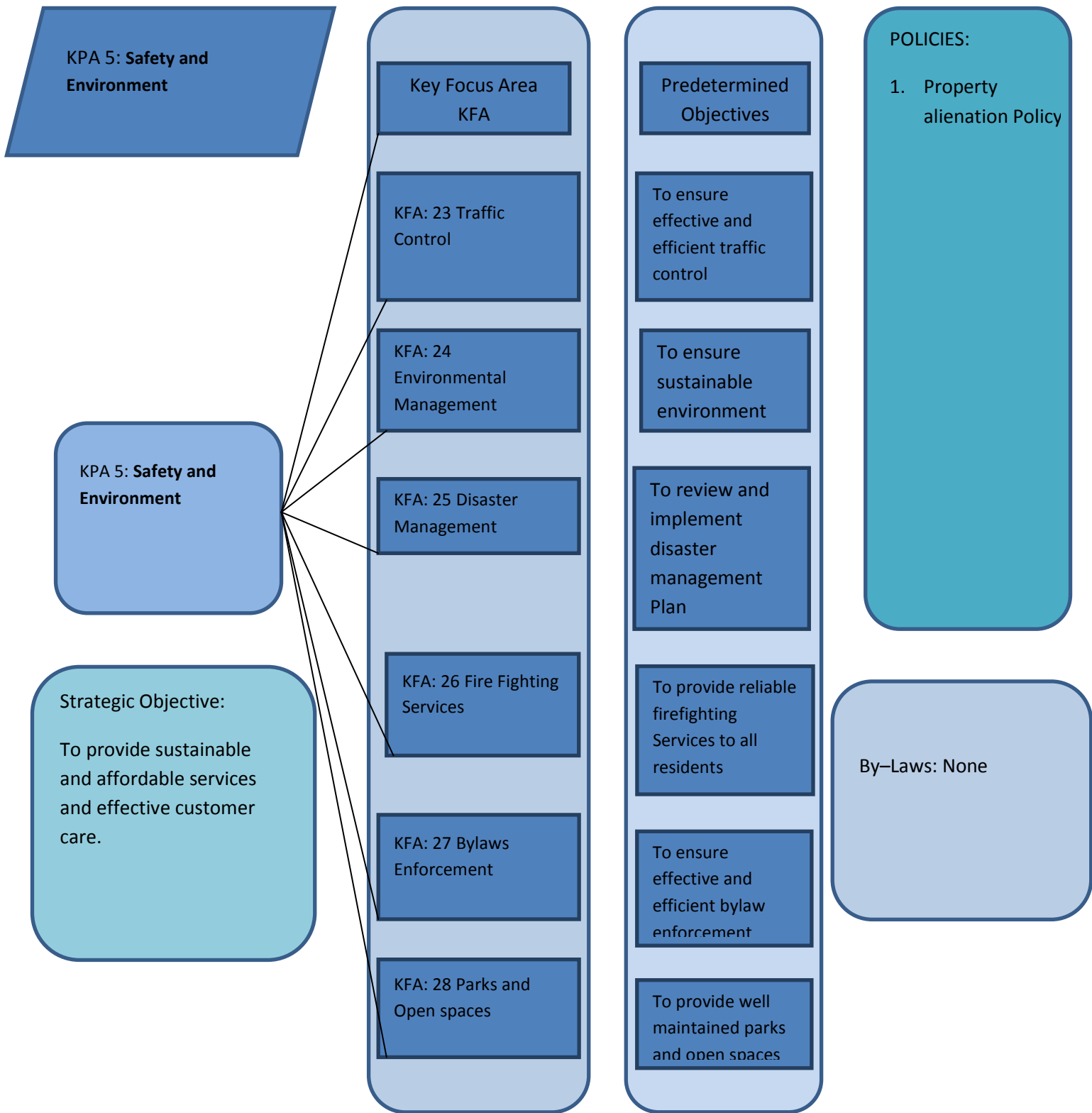
MUNICIPAL KEY PERFORMANCE AREAS RETAINED

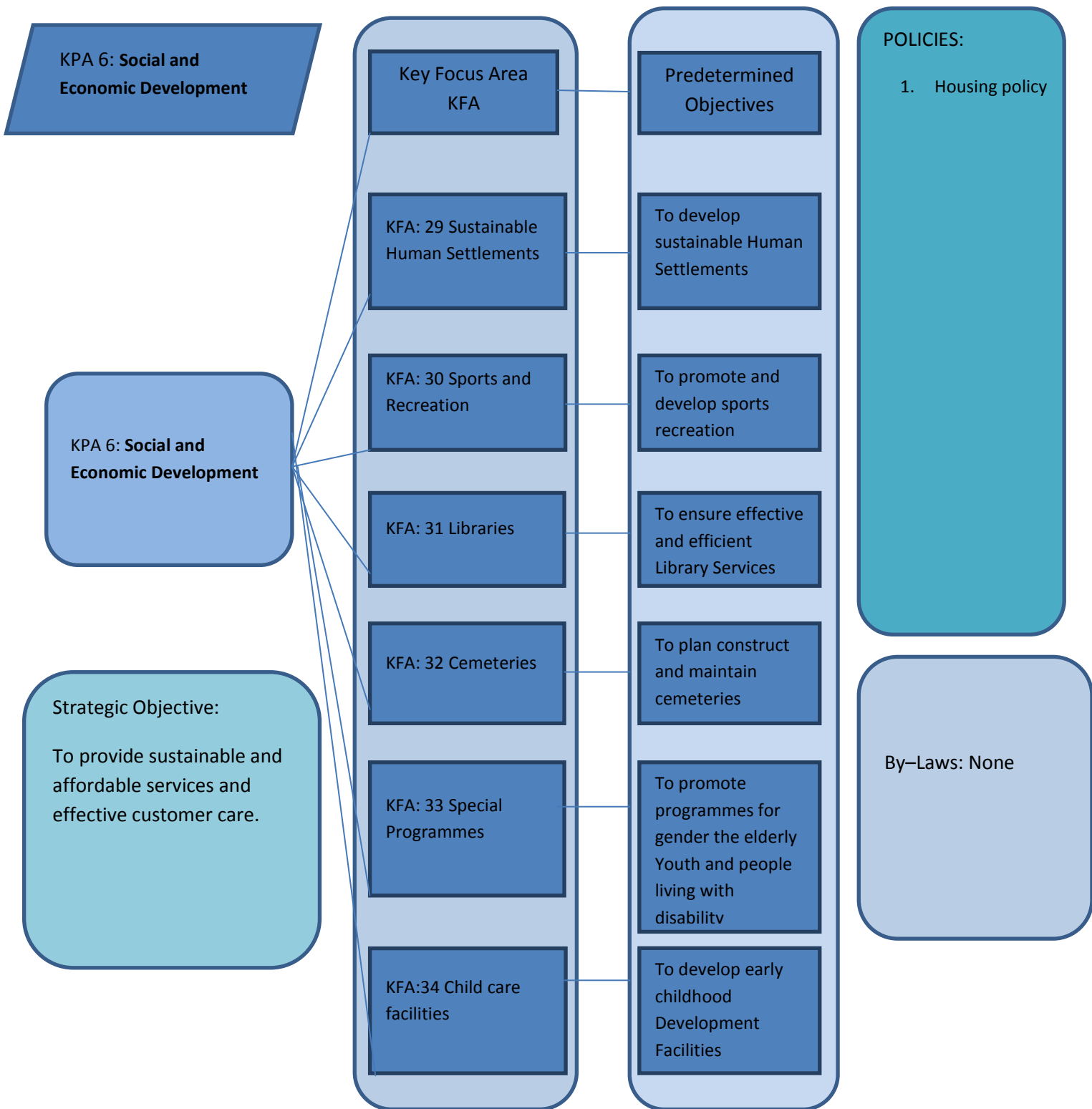


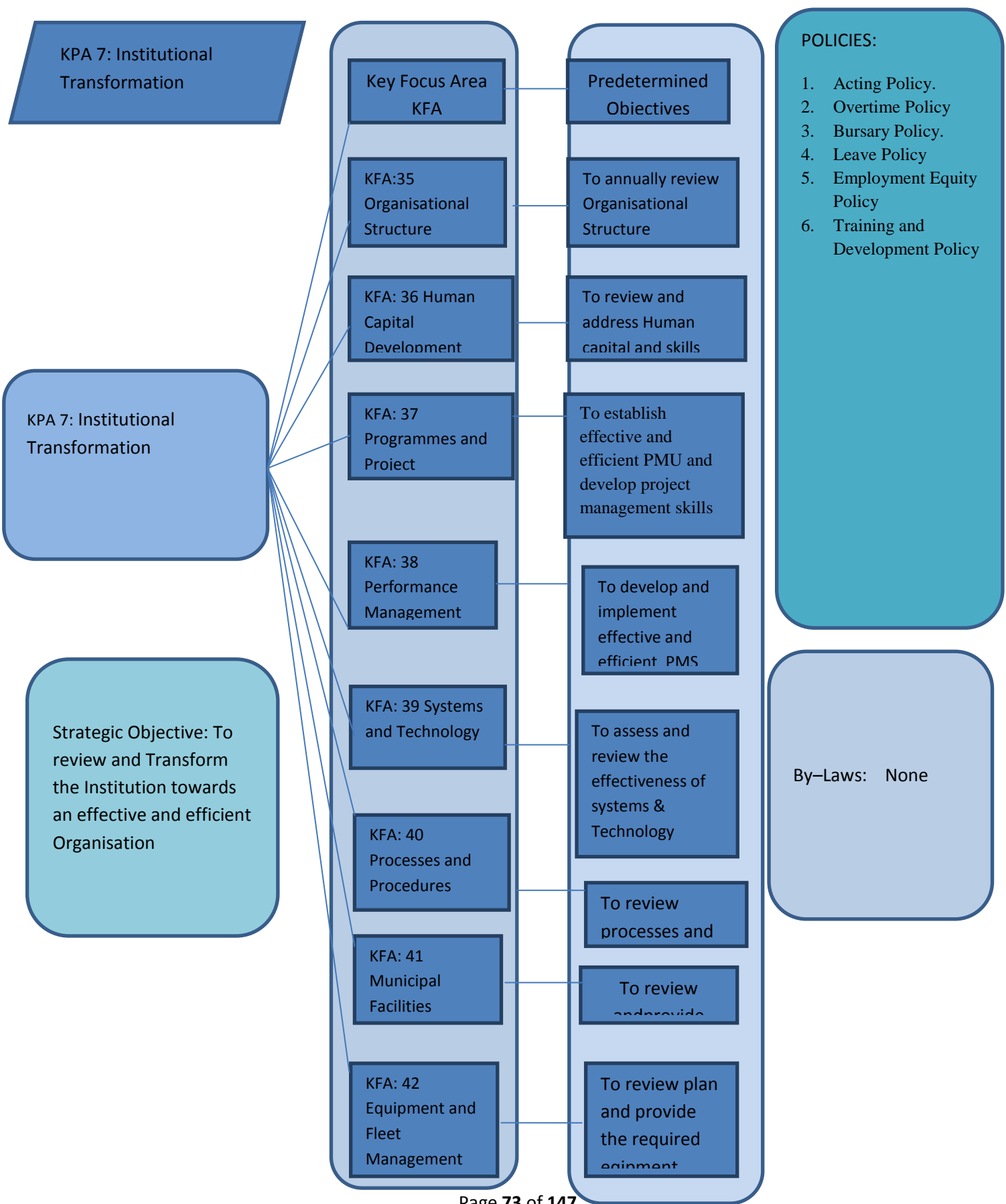












KPA 7: Institutional Transformation

Key Focus Area
KFA

Predetermined
Objectives

POLICIES:

1. Acting Policy.
2. Overtime Policy
3. Bursary Policy.
4. Leave Policy
5. Employment Equity Policy
6. Training and Development Policy

KPA 7: Institutional Transformation

KFA:35
Organisational
Structure

To annually review
Organisational
Structure

KFA: 36 Human
Capital
Development

To review and
address Human
capital and skills

KFA: 37
Programmes and
Project

To establish
effective and
efficient PMU and
develop project
management skills

KFA: 38
Performance
Management

To develop and
implement
effective and
efficient PMS

KFA: 39 Systems
and Technology

To assess and
review the
effectiveness of
systems &
Technology

KFA: 40
Processes and
Procedures

To review
processes and

KFA: 41
Municipal
Facilities

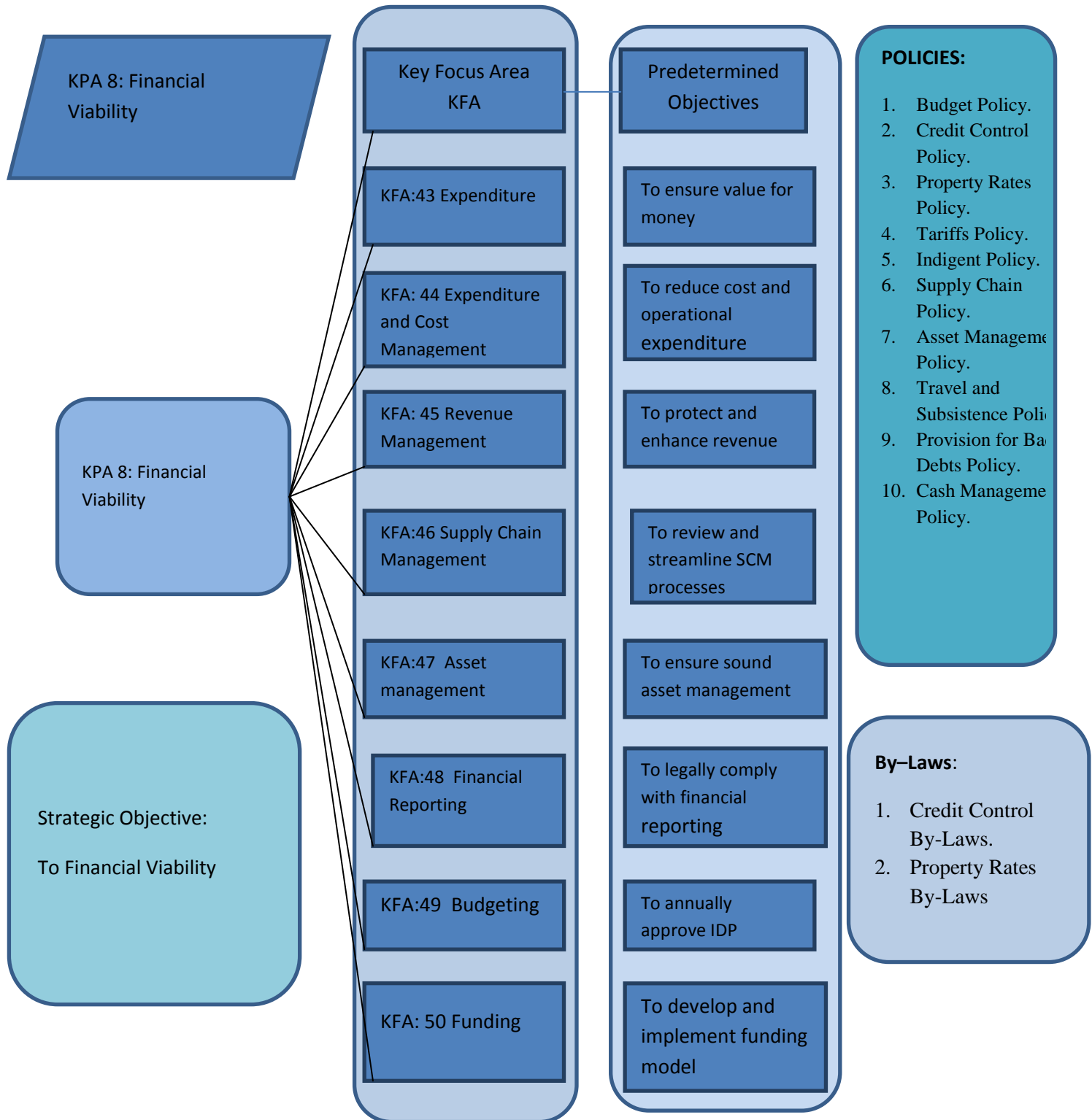
To review
and provide

KFA: 42
Equipment and
Fleet
Management

To review plan
and provide
the required
equipment

By-Laws: None

Strategic Objective: To review and Transform the Institution towards an effective and efficient Organisation



6.1 SECTOR/ FUNCTIONAL PLANS

The sector plans and key policy documents required of a municipality to support the delivering of services in providing strategic and policy direction. The sector plans focus on specific sectors within the context of local government. The alignment of sector plans between all spheres of government is important in ensuring integration of programmes and maximum utilization of available resources.

The following table highlights the status of the sector plans which after each of the sector plans are discussed in more detail:

	TYPE	CURRENT STATUS	DEPARTMENT RESPONSIBLE
DIPALESENG MUNICIPAL AREA SECTOR AND RELATED OPERATION PLANS	Spatial Development Framework	Approved	Development and Planning
	Integrated Transport and Land Use Macro Plan	Approved	Community Services
	Water and Sanitation Services Master Plan	Approved	Infrastructures Services
	Electrical Services Master Plan	Approved	Infrastructures
	LED Strategy	Review	Development and Planning
	Tourism Development Plan	Not developed	Development and Planning
	Human Settlement Development Plan	Review	Development and Planning
	Safety and Security Plan	Not developed	Community Services
	Rural Development Plan	Not developed	Development and Planning
	Roads and Storm Water Master Plan	Approved	Infrastructures Services
	Public Facilities Master Plan	Not developed	Community Services
	Environmental Management Plan	Not developed	Community Services
	Disaster Management Plan (DMP)	Approved	Community Services
	Greenfield township establishment	Not developed	Development and Planning
	Financial Management Plan	Approved	Finance Services
	Comprehensive Infrastructure Plan	Approved	Infrastructures Services
Alternative Energy Plan	Not developed	Infrastructures Services	
	GIS Development	Not developed	Development and Planning

	Rectification of property pegs	Not developed	Development and Planning
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6.2 SPATIAL DEVELOPMENT

NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

The NSDP puts forward the following national spatial vision: “South Africa will become a nation in which investment in infrastructure and development programmes support government's growth and development objectives”. The guidelines put forward by the NSDP are: (1) prioritises investment and development spending in line with governments objectives, invest and spend should maximise and achieve sustainable outcomes. (2) Spatial forms and arrangements must be conducive to achieve social and economic inclusion and strengthen nation building.

NSDP reads the space economy through two distinct characteristics:

CATEGORIES OF ECONOMIC POTENTIAL	CATEGORIES OF POVERTY OR NEED
<ul style="list-style-type: none"> • Identify areas of economic significance • Enable comparison among areas • Highlighting key characteristics of the space economy. • Identify requirements to capitalise on economic potential 	<ul style="list-style-type: none"> • Identify absolute numbers and spatial distribution of people in poverty/need • Enable comparison among areas • Identify requirements to address poverty

SPATIAL DEVELOPMENT FRAMEWORK

The Dipaleseng Spatial Development Framework 2014 forms an integral part of the Dipaleseng integrated development planning process. The dynamic nature of the Dipaleseng environment within Dipaleseng requires the continuous revision and refinement thereof. Dipaleseng Spatial Development Framework 2014 reviews the Dipaleseng SDF 2010.

The aim of the Spatial Development Framework is to give direction to development and take into account the need for and compatibility of the main land uses. The purpose of the Spatial Development Framework as a land use management tool is to plan, direct and control development but it does not provide land use rights.

The Spatial Development Framework forms part of the existing land use management process of the municipality and provides the necessary guidance of land uses at local level in order to ensure the application of the development principles of sustainability, integration, equality, efficiency and fair and good governance in order to create quality of living, investors' confidence and security of tenure.

A brief summary of the SDF is herewith included in the IDP, as it would not be practical to include the complete SDF as be it is considered as an annexure to the IDP.

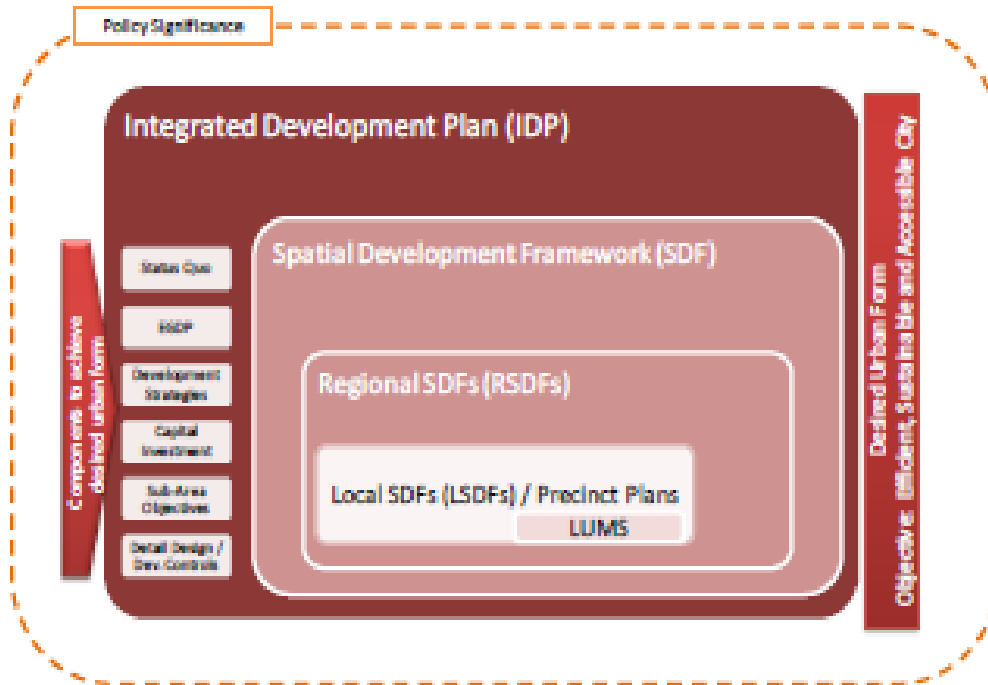
LEGISLATION ON SPATIAL DEVELOPMENT

Land use planning is a municipal competency in terms of the South African Constitution. The compilation of Municipal Spatial Frameworks are dealt with by interrelated legislation which strongly links it firstly with the integrated Development Plan of the municipality prescribed by the Municipal Systems Act 2000 (Act No. 32 of 2000), the Municipal Integrated Development Planning Regulations, 2001, the Local Government Gazette No 22605 of 2001. Secondly the recent Spatial Planning and Land Use Management Act, 2013, determine principles and content which need to be provided for in a Spatial Development Framework.

RECONFIRMATION OF IDP AND SPATIAL DEVELOPMENT FRAMEWORK INTEGRATION

The Spatial Development Framework (SDF) is the legislated component of the Dipaleseng IDP that prescribes development strategies and policy guidelines to restructure and re-engineer the municipality's urban and rural form. It is the municipality's long-term vision of what it wishes to achieve, spatially, and within which IDP programmes and projects.

The SDF is underpinned by a series of policies that guide its implementation. The interrelationships between the SDF, the IDP and other policy components and documents are depicted in the figure below and discussed.



DESIRED OUTCOMES THROUGH THE APPLICATION OF SDF PRINCIPLES

The table below outlines these principles, desired outcomes and key implementation measures to achieve the desired spatial outcome

Principles	Outcomes	Key Implementation
Sustainability	<ul style="list-style-type: none"> ✓ Responsible use of the municipality’s natural and heritage resources (water, open spaces, ridges, rivers etc.); ✓ A sustainable rates base and financial model; ✓ Safe and secure urban and local environments promoted through safety and design principles; ✓ Affordable energy supply and consumption patterns; □ Low emissions and pollution levels; ✓ Promotion of food security within the city and province; ✓ Protection and conservation of 	<ul style="list-style-type: none"> ✓ Demand management and resource protection; ✓ Protection and management of environmental systems; ✓ Quality of infrastructure and service delivery (engineering, social and the role technology can play in future delivery modes and management); ✓ Sustainable Human Settlements: affordable and sustainable housing solutions.

	<ul style="list-style-type: none"> the City's cultural heritage; ✓ Sustainable economic growth and job creation. 	
Efficiency	<ul style="list-style-type: none"> ✓ An efficient and robust urban and local form and structure that facilitates: ✓ Appropriate and functional service delivery; ✓ Affordability of business and living costs; ✓ Managed growth within the constraints or future plans relating to infrastructure provision; ✓ A connected and effective movement system (in terms of time and cost) 	<ul style="list-style-type: none"> ✓ High density, compact, mixed used urban and local systems; ✓ Efficient and affordable public transportation system; □ ✓ Pedestrian friendly cities and Neighbourhood; ✓ Quality of infrastructure and service delivery
Accessibility	<ul style="list-style-type: none"> ✓ Facilitating physical access to opportunities for all communities and Citizens; ✓ An economy that caters for a full spectrum of skills and experience for job seekers; ✓ Diversity of opportunities, e.g. economic, social and institutional, afforded by the municipality; ✓ All modes of transport supporting good access to opportunities; ✓ A range of housing typologies and tenure models that allows residents to live with dignity and a quality of life. 	<ul style="list-style-type: none"> ✓ Efficient and affordable public transportation system; ✓ Pedestrian friendly cities and Neighbourhood; ✓ Avoid large enclaves of poverty; ✓ Economic growth

6.3 HUMAN SETTLEMENT PLANNING

Whilst housing is a concurrent legislative competence of national and provincial government in terms of Schedule 4, Part A of the Constitution (1996), the pivotal role of the local sphere in ensuring horizontal and vertical integration of human settlement delivery is acknowledged in housing-related legislation and policy.

The intention is to locate all national housing instruments at municipal level. As a result, the national accreditation and assignment framework sets out the Constitutional and legislative mechanisms for the decentralisation of the administration of national housing programmes.

ROLES AND RESPONSIBILITIES WITH REGARD TO HUMAN SETTLEMENTS' PLANNING AND DELIVERY

The DLM outlines its roles and responsibilities for integrated human settlements delivery. These roles and responsibilities will address the broader development role in human settlement delivery, its roles in terms of the National Housing Act and Code, and the specific role in terms of a signed Implementation Protocol

FUNCTIONS PERFORMED BY THE MUNICIPALITY

Currently DLM performs a wide range of functions in relation to housing and integrated human settlement development, these include amongst others the following:

- ✓ Identification of Suitable land for housing development- endeavours are made by DLM to identify and allocate land that is closer to amenities and economic opportunities for use by the occupants of the development.
- ✓ Township establishment and land use planning- the municipality from time to time utilises service providers for town planning of facilitate applications for township establishment purposes
- ✓ Engineering Service design, planning of bulk, and servicing of stands- such projects entails the providing of sewerage services, new infrastructure waste treatment and top toilet structures as well as maintenance of such infrastructure and facilities.
- ✓ Provision of new infrastructure for new development.
- ✓ The provision and management of waste water, management facilities
- ✓ Planning and design as well as construction of roads, and storm water

INFORMAL SETTLEMENT UPGRADING AND CONTROL:-

DLM provides basic services in informal settlements. The process is in line with the policy for the development of informal settlements. Upgrading of informal settlements is an ongoing exercise for municipality.

HOUSING DEMAND

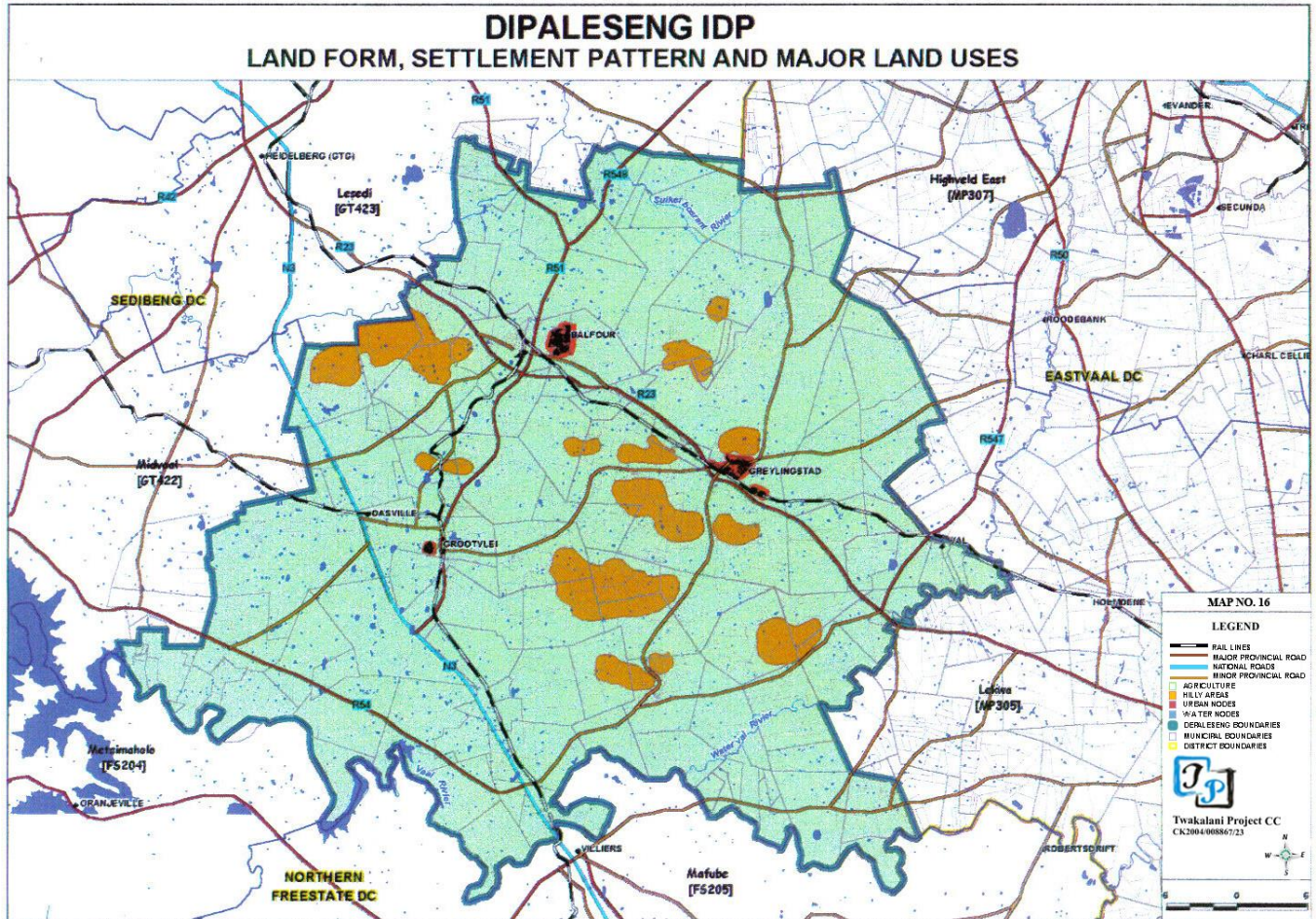
Housing demand should be broken down into different categories such as: middle –income housing; gap market housing; subsidy housing; rental stock etc., taking into account housing backlog figures and population growth projections.

It should also quantify the extent of informal settlements within the municipality and the plans that the municipality has in place to eradicate informal housing. The municipality must indicate the sources used to establish the housing demand figures and municipal surveys.

INFORMAL SETTLEMENTS

A number of informal settlements have been established during the past few years, as indicated on

Map 3.6



DIPALESENG MUNICIPALITY HOUSING BACKLOG

For the purpose of determining housing need within the municipality. In the year 2014 and going forward the municipality has formulated a new registration of database form at Dipaleseng Municipality. The Dipaleseng Municipality will be collecting information /data about residents. This information / data will assist in the administering housing programmes.

This exercise entailed to invite or together all the community of Dipaleseng Local Municipality from various part of regions to come and fill in the forms through ward councils and CWDs and other municipality officials to get information from the community for the purpose of the data as far the housing need is concerned within the municipality.

The invitation is opened to all people who are in need of houses to visit the four regional offices for the purpose of applying or filling in the forms. For the verification of the captured Housing application forms the following systems were used.

The Integrated Development Plan 2012-2015 (IDP) has revealed that Dipaleseng is confronted with a housing backlog amounting to approximately 58000 units. This backlog takes into account all the informal settlements located at the periphery of the municipality's urban areas, the informal dwellings situated on designated stands in townships and the backyard dwellings within formal areas

DEVELOPMENTS CHALLENGES

The Zone14 settlement is a peri-urban settlement in a rapidly growing municipality, and exhibits a complex set of current and potential development challenges:

- ✓ Although its original purpose may have been as a relatively “safe” locality for evicted farm workers, the settlement now appears to function partly as an entry point for migrants to DLM who are in search of employment. However, there also appears to be a large proportion of family households (rather than migrant job-seekers) that favour permanent settlement and seek better access to health and other social services.
- ✓ The settlement is on privately-owned land, and is a shack farming enterprise operated by the landowner. Previous attempts by the municipality to get the landowner to improve service levels and living conditions have not proved particularly successful. Municipality intervention to improve living conditions on private land (by the installation of basic water and sanitation infrastructure, for example).
- ✓ The proximity of the railway line and servitude encroachment represents a risk to public safety and to children in particular. It is not known whether Transnet has raised this issue with the municipality and requested that the servitude be cleared, or acted to clear it itself.
- ✓ Inadequate water supply, sanitation and waste removal represent a serious risk to public health.
- ✓ While relocation may appear to be an obvious option within the range of possibilities offered by National Housing Programmes, the reality is that there are every few available sites to which households could be transferred. Land availability in DLM is highly constrained by the lack of municipal owned properties, mining rights, above-ground and underground mining, heavy industry and power generation infrastructure, and high levels of water, ground and air pollution. `

LAND USE MANAGEMENT SCHEME SUPPORTS THE HOUSING SECTOR DEVELOPMENT

The Land Use Management Scheme aims to “replace the Local SDFs and separate policy documents making up the municipal planning environment currently” but acknowledges that it “must give effect to the Municipal SDF and should it happen that the SDF undergoes a major change, the change should filter through to the Scheme.

Such an amendment is effected by the Municipality through the application procedures prescribed by the Scheme itself”. This implies that proposals made in the SDF will be incorporated into the Scheme, which will then be amended by the Municipality.

The Scheme provides for adequate land for residential purposes and proposes a range of housing types and tenure options at low, low-medium, and medium to high densities, with the accompanying Coverage, Floor Area Ratio and Height for the different areas.

The Scheme proposes that Subsidy linked housing developments should aim at creating a sustainable community with a variety of housing options (stand-alone, rental, bondable, walk-up units, etc) with the accompanying community facilities and acceptable levels of services. In order to integrate it to transport facilities and reduce travelling times, the Scheme further proposes that public transport facilities (such as bus or taxi stops) shall be provided within a distance of 200 meters from any dwelling unit constructed within a subsidised housing development. Accordingly, alternative building methods are encouraged.

Subdivision of erven for densification and infill purposes is permitted provided that the density principles contained in the applicable zone will not be exceeded for any of the newly created erven, and that such subdivision will not cause the development restrictions prescribed in the land use rights to be exceeded, and if an Erf is created with an extent smaller than the minimum specified in the density directives, such Erf is not used for a dwelling unit.

For a residential development at a density greater than 40 units per hectare, in addition to the public open space requirements, at least 12, 5 m² per dwelling unit for play and recreation areas shall be made available. This is to negate any negative connotations associated with high density developments. To accommodate for emergency housing situations, temporary structures are permitted in designated areas and should be in line with the requirements for issuing sites.

In the Mixed use areas the Scheme provides for interface or transitional area between commercial uses and residential areas; the gradual extension of the general mixed use areas into residential areas; the development of these areas at appropriate scales and with a mix of uses that allows them to interface with adjacent residential areas, but excludes industries and retail; and also provides for the creation of independent mixed use corridors along major spine roads.

The development of residential uses in nonresidential areas is generally encouraged so that residents can benefit from the proximity to the place of work and various services, facilities and attractions available within the non-residential areas. Also provided are Neighbourhood shopping centres and corner shops, as they occur within a suburban context or on the fringes of mixed-use, industrial and residential zones. The spatial development and sustained functioning of the Neighbourhood centres and corridors is supported by the appropriate levels of transportation and pedestrian access ways.

In pursuit of human settlements, provision for the accompanying amenities is adequate in the form of road networks, land for future development.

It provides the opportunity to see the most recently identified land, with the potential to be developed, in comparison to land identified in the SDF. Despite that less land is available, as was anticipated in the SDF, the principles of infill development within urban nodes, and between nodes along mobility spines remain present.

REVIEW OF DIPALESENG MUNICIPAL HUMAN SETTLEMENTS SECTOR PLAN (DLM-MHSP)

The municipality is in the process of reviewing its Municipal Human Settlements Sector Plan (MHSP) and will be implemented accordingly.

The review DLM MHSP is informed by, and aligned to, the relevant legislative and policy imperatives e.g. the Constitution (1996), the Housing Act (1997), the National Housing Code (2009), the Municipal Finance Management Act (2003), Government's Performance Outcome 8 and the revised National Accreditation and Assignment Framework.

The reviewed Dipaleseng Municipal Human Sector Plan (MHSP), contains the development plan well, to ensure an integrated approach to human sector development.

The objectives of the reviewed Dipaleseng MHSP are as follows:

- ✓ That human settlements planning reflects a broad range of community level needs and concerns and is based on credible data;
- ✓ The alignment of the municipality's plans with national and provincial human settlements plans and priorities
- ✓ To undertake human settlements planning as part of a broader, integrated and proactive urban management strategy of the municipality;
- ✓ To provide detailed human settlements projects plans within a clear implementation and funding strategy;
- ✓ To develop an institutional structure and unpack clear roles and responsibilities of relevant stakeholders critical to achieving integrated human settlements planning;
- ✓ To incorporate concepts of migration, local economic development, in the overall development of human settlements
- ✓ To provide a clear monitoring and evaluation framework for the human settlements function;
- ✓ To develop a clear communications plan.

A more cohesive operational approach would result in more efficient planning, greater delivery and a reduction in the housing backlog, but also a mitigation of informal settlements. The understanding of migration and migratory patterns linked to local economic development and the implementation of practical housing solutions to widen the radar of rental housing to the undocumented people is an important step going forward. The major opportunity for the municipality in developing human settlements going forward is to work towards coordinated solutions

6.4 ENVIRONMENTAL MANAGEMENT

There are a total of 4 landfill sites currently used by the municipality, none of these sites are however registered or licensed and they do not comply with the minimum standards set by DWA. The municipality is currently in the process of registering the sites.

The poor delivery and management of the service in many areas has significant consequences for environmental health and the visual state of the environment. In general, throughout the municipality, there is a problem of illegal or unmanaged dumping. Where solid waste services are provided, facilities are not necessarily appropriate or adequate or operated in accordance with national legislation.

Although the most serious problems regarding solid waste disposal are evidently in the urban areas, the absence of any refuse removal services in agricultural and rural areas presents a challenge

6.4.2 Air Quality

Some air born dust emanates from the tailings dams on stormy days. A Fall-out dust monitoring program is in place where a 30 day average fallout dust load is monitored. A Tailings dam vegetation program is also in place to limit erosion and airborne dust.

The 5 most negative aspects of Dipaleseng Municipality in order of importance.

- ✓ Sewerage spillage
- ✓ Dumping / pollution – landfill site
- ✓ Road maintenance
- ✓ Crime
- ✓ Informal settlements

DLM must ensure that any type of human settlement development is undertaken taking into account current environmental challenges, the proximity of developments to highly polluted areas, as well as the risks associated with such pollutions to the community.

6.6 ACCESS TO BASIC SERVICES

6.6.1 WATER AND SANITATION

Dipaleseng Local Municipality is a designated a Water Services Authority (WSA) in accordance with the Municipal Structures Act, Act No. 117 of 1998. It is responsible for the policy setting, planning, management and oversight of water service provision in its area of jurisdiction. Besides being the WSA, the municipality is also the Water Services Provider for all the water supply schemes in its area of jurisdiction.

Bulk water is purified from Haarhoffdam and internally reticulated to all the urban areas. Rand Water extracts the raw water from the Vaal River and Vaal dam, purifies it and then provides in bulk to the Eskom -Grootvlei. The Rand Water main pipeline runs east-west through the municipality following roughly the N17 route alignment.

All the urban areas, with the exception of informal settlements in the townships, are fully reticulated in terms of potable water supply. Communities in the rural and peri-urban areas do not have access to piped potable water supply and use borehole water

In the main the physical condition of the water service infrastructure in Dipaleseng Municipality can be described as good. Some spare bulk capacity exists to accommodate future development, however in certain areas additional bulk infrastructure capacity needs to be developed.

According to the 2011 census, on average 86.5% of households in Dipaleseng Municipality have access to potable tapped water inside the house or institution tapped water inside their yards

6.6.6 INTEGRATED TRANSPORT PLANNING

Roads provision

In Balfour, roads are generally acceptable, but dangerous goods access routes and overnight facilities are limited. Existing regulations regarding transport of dangerous goods should be enforced. The road to Pretoria through Delmas (R51) needs urgent attention. It is frequently used by residents of the DLM.

In Siyathemba and other surrounding areas, roads infrastructure and maintenance are poor. Road signage and lightning in all areas should in general be improved.

The Mpumalanga Province Department of Roads and Transport is responsible for the provincial road network which extends throughout the municipal area and which includes the following regional roads

- ✓ The R50, linking Standerton to the south with Delmas to the northwest through Leandra.
- ✓ The R547, linking Middelburg to the north with the R23 between Standerton and Greylingstad to the South through Kinross.
- ✓ The R23, Pretoria, Balfour to Durban
- ✓ The R51, linking Balfour in the south to Grootvlei in the west through Vereening.
- ✓ The N3, Pretoria linking Balfour in the west to Heidelberg in the south through Grootvlei

Generally the provincial roads are in a fair condition. Resealing and pothole repairs take place on an ongoing basis, and with a few exceptions regional mobility is not seriously impaired. Road freight transport, specifically coal transport, significantly contributes to the deterioration of provincial road surfaces and maintenance of these roads is not adequate

Roads between the various towns are subject to substantial commuter traffic volumes, with Balfour/Grootvlei being the main employment area and the surrounding towns serving to a large extent as dormitory towns. The existing main road network does not have adequate capacity to efficiently deal with peak hour traffic flows.

Municipal Roads

Local roads in the urban areas are maintained by the municipality. Most of the roads in the previous white towns are paved and reasonably well maintained, while most of the roads in the township areas are unpaved and in a bad state of repair, especially during the summer rainy season

Rail Infrastructure

The Johannesburg–Richards Bay freight rail line passes through Balfour, and Greylingstad, having stations in all these towns. From Balfour a rail spur branches southwards past Grootvlei to serve Free State in the south. Bulk freight such as coal, timber, fuel, maize, etc. is transported on this rail line between the coast and Gauteng. The rail infrastructure is owned and operated by Spoornet.

Transport Infrastructure

There is one Landing stripe in the area, namely the Balfour Helipad

Transport

Public transport is road based and centers on two systems, namely bus transport and minibus taxi transport centred on mainly the urban centres and mines. The low rural population densities within the municipality make public transport services in these areas uneconomical. The disadvantaged rural communities are not only the poorest and the farthest away from existing social facilities and economic opportunities, but are also the most immobile because of this problem.

Taxi Transport

Minibus taxi transport is by far the most prevalent form of public transport and is used by the vast majority of township residents in the study area. Various taxi associations provide a variety of commuting and long distance services. There are 3 formal and 6 informal taxi ranks within DLM:

- ✓ Siyathemba rank
- ✓ Balfour rank
- ✓ Greylingstad rank

The formal facilities would refer to ranks which at least have a surfaced area with isles and shelter within the lading area; the semi-formal facilities would refer to ranks which at least have a surfaced area, and the informal facilities would refer to ranks located on virgin land and not surfaced or have any infrastructure for operations. The Current Public Transport Record (CPTR) for 2007 determined the average rank capacity in Dipaleseng 260% indicating a demand for the upgrading and provision of rank facilities.

Bus Transport

Mega Bus is concentrated around the work opportunities offered by Sasol and to provide subsidized public bus transport service from Balfour, Grootvlei, Greylingstad, Siyathemba and Nthorwane Mega Bus (Unitrans Passenger (Pty) Ltd T/A Megan Bus & Coach) is operating services mainly around Dipaleseng (Sasol) utilizing 10 buses of which approximately 7 are subsidized. The majority of routes being operated by Mega Bus

- ✓ Balfour/Grootvlei/Siyathemba/Sasol
- ✓ Siyathemba/ Internal
- ✓ Grootvlei/GBG
- ✓ Grootvlei/Sasol
- ✓ Nthorwane/Sasol

The highest number of bus trips occurs between Siyathemba and Sasol. The majority of trips support work/house journeys. Off-peak journeys are therefore not catered for in a similar manner because of the lower demand.

Mega Bus routes that are not subsidized are:

- ✓ Nthorwane/Sasol Mine
- ✓ Siyathemba/BNG (Sasol)
- ✓ R 23 to Durban
- ✓ N3 to Durban

It is unfortunate that areas such as Siyathemba which represents residents earning extremely low salaries does not have subsidised transport to key employment zones. This is challenging as this promotes the temporary movement of people, and can give rise informal settlements closer to areas such as Sibaya Mine.

6.7 DISASTER MANAGEMENT

As per Section 53 (1) of the Disaster Management Act, 57 of 2005 each municipality must:

- ✓ prepare a disaster management plan for its area according to the circumstances prevailing in the area;
- ✓ co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players;
- ✓ regularly review and update its plan; and through appropriate mechanisms, processes and procedures established in terms of Chapter 4 of the Local Government Systems Act, 2000 (Act No. 32 of 2000), consult the local community on the preparation or amendment of its plan.

LINKAGE OF THE DISASTER MANAGEMENT PLAN WITH THE INTEGRATED DEVELOPMENT PLAN

Both the Municipal Systems Act and the Disaster Management Act require the inclusion of a Disaster Management Plan into the IDP of the Municipality. It would however not be practical to include the complete Disaster Management Plan with all its annexures. The complete plan can therefore be considered as an annexure to the IDP, while a brief summary of the document will be included in the IDP.

The Disaster Management plan of Dipaleseng Municipality 8ermines, to the extent possible, actions to be taken by the DLM and by cooperating private organizations, to prevent disasters if possible, to reduce the vulnerability of DLM residents to any disasters that may occur, to establish capabilities for protecting citizens from the effects of disasters, to respond effectively to the actual occurrence of disasters, and to provide for recovery in the aftermath of any disaster involving extensive damage or other debilitating influence on the normal pattern of life within the community.

DIPALESENG LOCAL MUNICIPAL DISASTER MANAGEMENT CENTRE

The establishment of the municipal Disaster Management Centre is a legislative requirement. The Dipaleseng Local Municipal Disaster Management Centre is situated at Balfour Fire Station. A Manager with the title: Manager: Disaster Management Centre is responsible for all the activities of the Centre on a corporate level. The Manager reports directly to the Head of the Centre.

The Centre deals mainly with the following:

- ✓ Implementation of a Geographical Information System
- ✓ Volunteers training and Administration
- ✓ Research
- ✓ Corporate disaster response
- ✓ Corporate risk reduction
- ✓ Corporate early warning systems
- ✓ Disaster financing
- ✓ Managing of disasters, which include resource lists and logistical arrangements.

If more than one municipality is affected or if there is a very serious disaster, the District disaster management centre, provincial disaster management centre (PDMC) and the national disaster management centre will be notified; but it will not necessarily assume control of all functions. The DDMC and PDMC may decide not to take full control of the activities relative to the affected area. In case of the threat or actual impact of a very destructive, widespread disaster in the DLM, which covers an extended time period, the entire disaster management centre may be activated.

6.8 LOCAL ECONOMIC DEVELOPMENT DIPALESENG LOCAL MUNICIPALITY

In 2011 Dipaleseng Local Municipality adopted a Local Economic Development (LED) Strategy anchored around five pillars of:

- a) Economic sector development and support,
- b) Small, Micro and Medium Enterprises (SMME) and community development,
- c) Good governance and institutional development,
- d) Infrastructure development and services provision to business and
- e) Branding and marketing of investment opportunities.

The targeted economic sectors in the strategy are manufacturing, mining, agriculture, tourism and finance.

However, a number of new developments and changes have taken place and these include the development of a detailed long term economic growth and development plan aimed at fostering strategic coordination and implementation guidelines. In the process, a new municipal vision and mission emerged. Review of the municipal Spatial Development Framework (SDF) was completed early 2014 and a decision was taken to segment the local space into four themes/nodes or focus areas of Greylingstad/Nthorwane (Agriculture & Tourism), Balfour/Siyathemba (Education & Industrial), Grootvlei (Agriculture & Industrial), and Dasville (Warehousing and Logistics).

As part of implementation of the 2011 LED Strategy, a number of studies were conducted focused on identifying economic and investment opportunities within the local space around agriculture and agro-processing; manufacturing; mining and mineral beneficiation; tourism development and SMME support.

In addition, a Local Economic Development summit was held in 2012 to reflect on implementation of the 2011 LED Strategy, as well as providing a matrix for programmes and projects implementation. Some of the key summit recommendations and resolutions have already been implemented; part of which include renewed focus on both urban renewal and rural development.

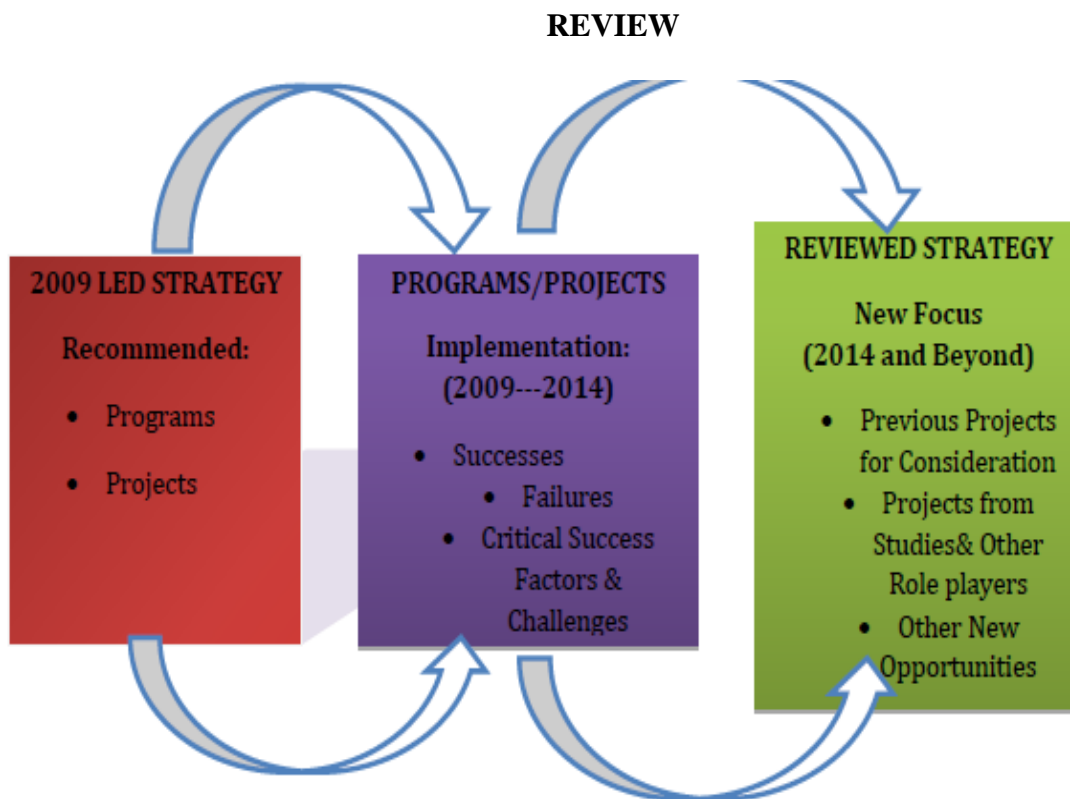
At the national level, the New Growth Path (NGP) and National Development Plan (NDP) were developed to usher in a new trajectory for addressing economic growth and development challenges faced by South Africa. In 2011, Statistics South Africa (Stats SA) conducted a census that produced new demographic and socio-economic data that eliminates the overdependence on the 2007 Community Surveys and 2001 Census statistics.

At the provincial level, the Mpumalanga Economic Growth and Development Plan (MEGDP) was developed to give direction on addressing growth and development challenges within the province; as guided by the NDP.

As a result, numerous plans and strategies were also developed at the provincial level and these include the Provincial Infrastructure Master Plan, Provincial Water Master Plan and Provincial Freight Transportation Plan. Finally, Gert Sibande District Municipality reviewed the district LED Strategy and held the district LED summit which sought to align all local municipal plans and strategies to the district plans.

All these plans and strategies have a strong bearing on the relevance and efficacy of the Dipaleseng 2011 LED Strategy. Based on the above and other developments and changes, it became prudent that the Dipaleseng LED Strategy undergoes a review process. The review of the LED Strategy is therefore premised on what was planned in the 2011 Strategy, what was implemented between 2011 and 2014 as well as what is relevant in the current dispensation; given all the developments and changes previously identified.

The review of the Local Economic Development Strategy for Dipaleseng municipality therefore takes into account programmes and projects in the 2011 LED Strategy; successes and failures in the implementation of the strategy between 2011 and 2014 (including critical success factors); previously identified projects but not implemented (still relevant); programmes and projects identified during studies conducted in 2012 (around agriculture and agro-processing, mining and mineral beneficiation, and manufacturing); and any new opportunities and projects identified by stakeholders; as shown on Figure 1 below.



LED CHARACTERISTICS

The reviewing process of the LED Strategy for Dipaleseng Local Municipality was guided by the following LED characteristics:

- ✓ LED entails stakeholders in a locality being involved in different activities aimed at addressing a variety of socio-economic needs of the community.
- ✓ LED is implemented based on local competitiveness in the context of local, provincial, national and global economic dynamics.
- ✓ The facilitation approach is at the heart of municipal LED planning, implementation, monitoring and evaluation; supported by systemic thinking principles.

PRINCIPLES UNDERPINNING THE STRATEGY REVIEW AND CYCLE OF DEVELOPMENT

Review of the Dipaleseng LED Strategy was guided by the following principles:

- ✓ Local Economic Development (LED) will not be successful in the absence of an appropriate asset base, infrastructure and delivery of basic services to business, rural and urban communities.
- ✓ Local Economic Development will not be successful in the absence of appropriate, synergistic and integrating mechanisms at local, district, provincial and national levels;

- ✓ Local Economic Development success is positively related to the extent to which a location is able to equitably distribute benefits and proceeds from economic activity thereby addressing the community's socio-economic challenges;
- ✓ In under-developed areas (particularly rural and farming communities), value creation and generative growth are important to kick-start Local Economic Development;
- ✓ Local Economic Development success is positively related to the embeddedness of the location in value chain networks, within and across sectors and spaces;
- ✓ There are systemic relationships affecting LED between assets and infrastructure, value chain embeddedness, distributive capacity, rent accrual and integrating mechanisms

LED PROGRAMMES AND PROJECTS

The table below summarises LED programmes and corresponding projects identified for implementation in Dipaleseng within the next 5 to 10 years. However, it should be noted that these programmes and projects were subjected to a process of appraisal, validation and prioritisation by stakeholders before packaging is done.

LED PILLARS / DEVELOPMENT THRUSTS	PROPOSED LED PROJECTS / INVESTMENT INITIATIVES
Dipaleseng Industrialisation Programme	<ul style="list-style-type: none"> ✓ Development / establishment of an Industrial Park ✓ Diesel from soya beans production ✓ Manufacturing and supply of component parts, equipment and machinery for mines, ESKOM and agricultural farms ✓ Manufacturing / production of organic & non-organic fertilizer. ✓ Bricks and cement manufacturing from coal ash. ✓ Renewable energy projects (solar / wind / waste) ✓ Establishment of hatchery and abattoir for poultry & beef industries ✓ Establishment of feed mill or granular plant
SMME/ Cooperatives Incubation Programme	<p>Agriculture and Rural Development</p> <ul style="list-style-type: none"> ✓ Food security projects ✓ Cash crops and herbs ✓ Fresh vegetables and greens ✓ Fresh produce storage facilities <p>Agriculture and Rural Infrastructure Development</p> <ul style="list-style-type: none"> ✓ Roads, transport, water, electricity and ICT ✓ Sanitation and waste disposal ✓ Rural and farm housing development

	<ul style="list-style-type: none"> ✓ Storage facilities development ✓ Rural Agriculture and Cooperatives Bank. <p>Education, Skills and Capacity Development</p> <ul style="list-style-type: none"> ✓ Mentorship programmes ✓ Soft & technical skills training ✓ Establish Coops Development Academy ✓ National & international benchmarking tours. <p>Economic Sector focused projects</p> <ul style="list-style-type: none"> ✓ Arts, craft and traditional medicines ✓ Tourism, wellness and health facilities ✓ Agro-processing (crops and animal) ✓ Mining and quarrying ✓ Mining land rehabilitation ✓ Renewable energy <p>Incubation Centre Services to SMMEs, Coops, CPAs, CDTs, and SPVs etc.</p> <ul style="list-style-type: none"> ✓ Research and Development ✓ Technical and soft skills training ✓ Facilitate access to finance ✓ Facilitate access to markets ✓ Networking etc.
<p>Tourism Hub Development Programme</p>	<p>Explore possibilities of establishing museum</p> <ul style="list-style-type: none"> ✓ Festival Renovation of municipal parks and introduction of street theatre in the parks and municipal halls ✓ Arts and cultural performances at Grootvlei Civic Centre ✓ Live shows and performances linked to Municipal & National Calendar ✓ Promotion of night life during weekends ✓ Old mines and SASOL tours ✓ Revive sport tourism and adventure activities ✓ Establish cultural village linked to museum, arts and culture performances
<p>Warehousing & Logistics Hub Development Programme</p>	<p>Establishment of fresh produce market or ‘fresh food court’</p> <ul style="list-style-type: none"> ✓ Development of rail-road intermodal facility for coal transportation to longer distances ✓ Development of storage facilities for various commodities (e.g. Coca-Cola, SAB Miller, Auction facilities etc.) ✓ Establishment of truck stop with adequate ablution and other facilities

	<ul style="list-style-type: none"> ✓ Ring-fencing, targeted financing and maintenance of all feeder roads (by government and private sector players)
Education, Skills & Capacity Development Programme	<p>Establish Mpumalanga University Satellite Campus on Engineering</p> <ul style="list-style-type: none"> ✓ Establish Cooperatives & SMME Development Academy (affiliated to an established University) ✓ Undertake road shows to promote cooperatives development and conduct pre-incorporation training ✓ Collaboration with established mining houses for junior miners development ✓ Promote local capacity development in construction through joint ventures of SMMEs with established contractors (ring-fence some projects (government and private sector))
Marketing and Investment Promotion Programme	<p>Establish technical committee to fund-raise (for feasibility studies and business plans) and oversee marketing and implementation of projects</p> <ul style="list-style-type: none"> ✓ Develop municipal investment promotion policy and incentives ✓ Conduct feasibility studies on priority projects and develop bankable business cases or plans ✓ Compile investments promotion prospectus for all bankable projects ✓ Conduct investments promotions summit and participate in provincial, national and international summits or such other platforms
Other Cross-cutting Projects	<p>Urban Renewal and Development Projects (specific towns within Dipaleseng that require urban renewal in line with municipal SDF and LUMS)</p> <ul style="list-style-type: none"> ✓ Infrastructure Development Projects (specific infrastructure projects linked to LED projects planned for implementation within Dipaleseng) ✓ Housing Development Projects (housing development in order to address challenges associated with mushrooming of informal settlements as identified in municipal SDF) ✓ HIV/AIDS Mainstreaming (how do we seek

	to mitigate against the negative effects of HIV/AIDS within the local space as growth and development comes into the space)
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6.9 SOCIAL DEVELOPMENT

Youth Development

HIV/AIDS Action plan

CHAPTER 7: FINANCIAL PERSPECTIVE

To ensure the long term sustainability of the municipal area and its sub-region, the efficient provision, operation and maintenance of infrastructure for basic services are crucial. In the municipal context, basic services are, water, sanitation, electricity (sewerage and solid waste) and roads (with associated storm water).

EFFECTIVE FINANCIAL MANAGEMENT

Sound financial management practices are essential to the long- term sustainability of municipalities. They underpin the process of democratic accountability. Weak or opaque financial management results in the misdirection of resources and increases the risk of corruption. The key objective of the Municipal Finance Management Act (2003) is to modernise municipal financial management in South Africa so as to lay a sound financial base for the sustainable delivery of services.

Municipal financial management involves managing a range of interrelated components: planning and budgeting, revenue, cash and expenditure management, procurement, asset management, reporting and oversight. Each component contributes to ensuring that expenditure is developmental, effective and efficient and that municipalities can be held accountable.

MANAGEMENT OF KEY FINANCIAL AND GOVERNANCE AREAS IS ACHIEVED BY FOCUSING ON:

- ✓ Reducing the levels of outstanding debt owed to the Municipality, to assist with service delivery spending and maintaining a healthy cash flow;
- ✓ Maintaining an unqualified audit for the Municipality by resolving audit findings and improving financial governance;
- ✓ Maintaining a good credit rating to ensure favourable lending rates and terms.

SPENDING BUDGETS TO MAXIMISE DELIVERY

The Municipality's annual budget comprises an operating budget and a capital budget. The operating budget funds employee salaries, operating costs, purchases and assistance for the poor, such as free basic water sanitation, electricity and refuse removal..

The capital budget is set aside for spending on infrastructure and services, such as roads, water and electricity as well as the many other utilities and services that Dipaleseng needs in order to function, grow and offer opportunities to its residents.

The entire budget amount per annum is based on the income that the Municipality expects to derive from rates, service charges, and grants and subsidies.

FINANCIAL STRATEGIES, POLICIES AND PROGRAMMES

DOCUMENT	PURPOSE	STATUS
THE BUDGET POLICY	The Virement policy establishes the framework for managers to manage their respective budgets within limitations, and also to ensure good budgeting practice and effective financial management. The Virement policy has been amended to improve budgetary controls.	In place
REVENUE ENHANCEMENT PLAN	To facilitate the following: <ul style="list-style-type: none"> ✓ Increasing the tax base ✓ Debt collection. ✓ Metering installation (Distribution losses) ✓ Cost curtailment. ✓ Credit control 	In place
CREDIT CONTROL AND DEBT COLLECTION POLICY	To establish consolidated, sound and practically executable credit control measures to be applied in respect of all property owners and consumers. To regulate the actions pertaining to arrear accounts, including extensions granted, written arrangements to pay-off arrears, the monitoring thereof and legal actions associated with unpaid accounts	In place
INDIGENT POLICY	To subsidize indigent households with a specified level of income enabling them to pay for a basic package of municipal service.	In place
TARIFF POLICY	To provide a framework to determine rates and tariffs to finance expenditure	In place
PROPERTY RATES POLICY	To ensure that all the stipulation of the Municipal Property Rates Act are effected	

	administratively and also lay-out and stipulate all the requirements for rebates for all qualifying property owners	
SUPPLY CHAIN MANAGEMENT POLICY	To provide a system of procurement that gives effect to the principles of: <ul style="list-style-type: none"> ✓ Fairness ✓ Equity ✓ Transparency ✓ Competitiveness ✓ Cost effectiveness 	
FIXED ASSET MANAGEMENT	The asset policy is designed to ensure management of Municipal assets in efficient and effective manner with regard to acquisition, utilization, control maintenance and disposal of assets. The policy guides Directorates in their responsibility and duties for control of their assets.	In place
CASH MANAGEMENT POLICY	The intention of the investment policy is to ensure investments are made in an efficient and effective manner which generates the best returns for the municipality while considering	In place
TRAVEL AND SUBSISTENCE POLICY	This policy sets out the basis for the payment of subsistence and travel allowance, for the purpose of official travelling.	In place
ACCOUNTING POLICY	The accounting policy guides the preparation of the Annual Financial Statements and is reviewed each year during the preparation to ensure compliance with Generally Recognized Accounting standards and other guiding principles such as International Financial Reporting.	In place

IDP LINK TO BUDGET

The IDP is the primary point of reference for preparation of the MTREF. Accordingly the budget addresses the following strategic objectives:

- ✓ Provide basic services, roads and storm water.
- ✓ Economic growth and development and job creation.
- ✓ Sustainable communities with clean, healthy and safe environments and integrated social services.
- ✓ Participatory democracy and Batho Pele.
- ✓ Promote sound governance.
- ✓ Ensure financial sustainability.
- ✓ Organisational development and transformation.

CONSOLIDATED OVERVIEW 2014/2015 BUDGET

The 2015/2016 budget comprises of R217,684 million for operating expenditure and R44,943 million for capital investment programs. The total operating income budget is R164, 412 million resulting in an operating deficit of R53, 451million.

Municipal revenues and cash flows are expected to remain under pressure as we still continue to have low income revenue collections with a continued increase in expenditure. A revenue enhancement strategy is in place as a turnaround plan.

CONSOLIDATED OVERVIEW OF THE 2015/2016 BUDGET

ACHIEVEMENTS AND CHALLENGES 2013/2014-2015 BUDGET YEAR

ACHIEVEMENTS 2013/2014

Audit Outcome

The Municipality received a unqualified Audit Opinion for the financial year 2013/2014

CHALLENGES 2013/2014-2015

The municipality experienced challenges on the following issues:

Project Implementation

Slow expenditure on Capital Project has been experienced for various reasons. The PMU needs to be resuscitated in order to ensure smooth implementation of projects. This has led to budget roll-over of R21.2 million which Treasury discourages at all odds. The municipality has set a target of 80% expenditure by year end.

Refuse Removal

Refuse is expected to be collected at least once a week at all residential areas and per agreed schedule in all business sites. However, for the year under review the municipality experienced back log due to old and ageing municipal fleet.

Electricity

The municipality is experiencing continuous loss of electricity the average loss is 40%. Although the municipality does from time to time intervene to prevent this loss, such steps only reduced the theft insignificantly.

Various initiatives has been put in place through which electricity consumption should be managed such as energy saving and the implementation of automated meter readings.

Water

The average water loss is 20% at this stage due to theft and leakages as a result of old infrastructure. Currently a project to conserve water is underway wherein Rand Water is also participating to curb these losses.

Debtors

The municipality is experiencing an increase on outstanding debtors. A Debt Collection Scheme was implemented wherein some of the Credit Control measures were relaxed in order to give relieve to consumers, the scheme is currently under review. The municipality will also consider implementing a policy to reward its loyal customers to ensure constant cash flow.

Cash Flow

The municipality experienced negative cash flow as a result of non-payment and losses of electricity and water. Although cash flow management was tightened on integrated revenue enhancement strategy is needed to ensure sustainability of the municipality going forward.

CHAPTER 8: PERFORMANCE MANAGEMENT

This Chapter deals with the implementation and monitoring of the IDP projects and programmes aimed at achieving the vision and objectives of Dipaleseng municipality as set out in this document.

The IDP and Budget are implemented through a Service Delivery and Budget Implementation Plan (SDBIP).

The Top Layer SDBIP is used as a scorecard to measure, monitor, evaluate and report on institutional performance (monthly, quarterly, bi-annual and annual basis).

The Departmental SDBIP measures the performance of the departments and performance agreements and plans are used to measure the performance of employees.

Performance Management

The Performance Management System implemented at Dipaleseng Municipality is intended to provide a comprehensive, step by step planning system that helps the municipality to manage the process of performance planning and measurement effectively. The PMS serves as primary mechanism to monitor, review and improve the implementation of the municipal IDP and eventually the budget.

The performance management policy as approved by Council provides for performance implementation, monitoring and evaluation at organisational as well as individual levels.

The role and impact of the Performance Management of the Municipality is reflected in the diagram below:



PERFORMANCE MANAGEMENT AT ORGANISATIONAL LEVEL

The organisational performance of the municipality is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the service delivery budget implementation plan (SDBIP) at directorate and departmental levels.

TOP LAYER SDBIP

The Top Layer SDBIP set out consolidated service delivery targets and provides an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities as determined by the IDP review process.

As it is a legislative requirement the municipal key performance indicators were revised and aligned for the 2014/2015 financial year. The municipal scorecard SDBIP for financial year 2014/2015 was approved by the Mayor on 27 June 2014.

DEPARTMENTAL SDBIP

The departmental SDBIP capture the performance of each defined department which reflects on the strategic priorities of the municipality. The SDBIP provides detail of each outcome for which the senior management is responsible for, in other words a comprehensive picture of the performance of that directorate/sub-directorate.



PERFORMANCE MANAGEMENT AT INDIVIDUAL LEVEL

All Directors have entered into performance scorecards. All Section 56 managers signed performance agreements for the financial year 2014/2015 as legislatively required. This has led to a specific focus on service delivery and means that:

- ✓ Each director has to develop a performance scorecard which is based on the balanced scorecard model.
- ✓ At the beginning of each financial year all the senior managers (Section 56 & 57 employees) sign Performance Agreements.
- ✓ All managers reporting to Section 56 employees are also reporting on their specific sections and evaluations are done accordingly on performance per subsection.

The cascading of the performance management to the entire workforce are in process and signing of Performance Scorecards for managers reporting directly to section 57 employees will be concluded before the end of financial year 2015/2016

PERFORMANCE INDICATORS (PI'S)

Section 38 (a) of the Systems Act requires Municipalities to set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the community development priorities and objectives set out in its Integrated Development Plan.

Section 9 (1) of the Regulations to this Act maintains in this regard, that a Municipality must set performance indicators, including input indicators, output indicators and outcome indicators in respect of each of the development priorities and objectives.

Every year, as required by Section 12 (1) of the Regulations to the Systems Act, the Municipality also set performance targets for each of the key performance indicators. The IDP process and the performance management process are therefore seamlessly integrated.

PERFORMANCE REPORTING

Performance is reported on a regular basis and it includes the evaluation of performance, the identification of poor performance and corrective actions to improve performance.

The organisational performance of the municipality is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the service delivery budget implementation plan (SDBIP) at directorate and departmental levels.

The municipal scorecard (Top Layer SDBIP) sets out consolidated service delivery targets for senior management and provides an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities.

The Departmental scorecards (detail SDBIP) capture the performance of each defined directorate or department, unlike the municipal scorecard, which reflects on the strategic priorities of the municipality, the SDBIP provides detail of each outcome for which top management are responsible for, in other words a comprehensive picture of the performance of that directorate/sub-directorate.

Quarterly Reports

Reports on the performance in terms of the Top Level SDBIP are generated and submitted to Council. This report is published on the municipal website on a quarterly basis.

Mid-Year Assessment

The performance of the first 6 months of the financial year assessed and reported on in terms of section 72 of the MFMA. This assessment must include the measurement of performance, the identification of corrective actions and recommendations for the adjustments of PI's, if necessary.

The format of the report complies with the section 72 requirements. This report is submitted to Council for approval before the end of January of each year and published on the municipal website.

2015/2016 INSTITUTIONAL PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS (KPI'S)

Section 38 (a) of the Systems Act requires Municipalities to set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the community development priorities and objectives set out in its Integrated Development Plan.

Section 9 (1) of the Regulations to this Act maintains in this regard, that a Municipality must set key performance indicators, including input indicators, output indicators and outcome indicators in respect of each of the development priorities and objectives.

Every year, as required by Section 12 (1) of the Regulations to the Systems Act, the Municipality also sets performance targets for each of the key performance indicators

**CHAPTER 9: ALIGNMENT IDP / BUDGET
CAPITAL PROGRAM AND SECTOR INVESTMENT IN MUNICIPAL SPACE**

9.1 LINKAGE AND ALIGNMENT BUDGET AND IDP

MUNICIPAL LINKAGE				IDP LINKAGE		NATIONAL LINKAGE			
MUNICIPAL KPA		STRATEGIC OBJECTIVE		PRE DETERMINE OBJECTIVE	IDP LINK	IDP Strategy Number	NATIONAL KPA		NATIONAL OUTCOMES
Governance and Stakeholder Participation.	KPA1	To ensure good governance and the participation of stakeholders.	SO1	Promote sound and sustainable governance	Govern.& Stake. Part.	GOV&SP 1.1	Good Governance and Public Participation	GGPP5	A responsive and accountable, effective and efficient local government system
				Pro-actively manage and mitigate risks					
				Review and streamline policies and procedures					
				Review by-laws and enforce					
				Monitor and evaluate performance					
				Improve internal and external communication.					
Physical Infrastructure and Energy Efficiency.	KPA 2	To ensure appropriately serviced, well maintained	SO2	Improve energy efficiency	Physic. Infra. &Energy. Effic.	PI&EE2.1	Basic Service Delivery	BSD2	An effective, competitive and responsive economic infrastructure network
				Plan, construct and maintain roads and stormwater					
				Plan, construct and					

		d physical infrastructure and the efficient use of energy.		maintain water and sanitation Plan, construct and maintain waste infrastructure Plan, construct and maintain public facilities					
Services and Customer Care.	KPA 3	To provide sustainable and affordable services and effective customer care	SO3	Provide sustainable, reliable, affordable water, sanitation services to all Provide sustainable, reliable, affordable electricity to all residents Provide sustainable, reliable, affordable waste disposal to all residents Develop, implement maintain sound relations with all customers Ensure access to safe and affordable public transport Develop, implement a branding plan Develop effective	Serv.&Customer.Care.	S&CC3.1	Basic Service Delivery	BSD2	An effective, competitive and responsive economic infrastructure network

				efficient building plan development application					
Economic Growth and Development.	KPA 4	To facilitate economic growth and development	SO4	To plan, execute enterprise development	Econ.Grow. & Devel.	E&DEV4.1	Local Economic Development	LED3	An effective, competitive and responsive economic infrastructure network
				To plan, execute tourism enhancement					
				To plan execute green economy projects					
				To plan, execute skills development					
				To plan, execute rural and agricultural					
				To plan, execute urban renewal projects					
				To plan, execute rural agricultural development.					
Safety and Environment	KPA 5	To ensure safety within the community as well as a healthy and protected environment	SO5	Ensure a safe secure environment	Safety & Env.	S&ENV5.1	Basic Service Delivery	BSD2	Protection and enhancement of environmental assets and natural resources
				Ensure a sustainable environment					
				Review, implement the disaster management					
				Provide reliable emergency services to all residents					

		nt		Ensure effective efficient traffic control , law					
				Provide well-maintained parks, open spaces					
Social and Community Development	KPA 6	To facilitate social and community development	SO6	Develop integrated, sustainable human settlements Promote, develop sport, recreation Develop, conserve protect craft culture Ensure an effective and efficient library service Plan, construct, and maintain cemeteries	Social.&Comm.Devel.	S&DEV6.1	Basic Service Delivery	BSD2	An effective, competitive and responsive economic infrastructure network
Institutional Transformation	KPA 7	To ensure institutional transformation	SO7	Assess, review, and address the human capital and skills Establish an effective, efficient PMU , develop PM skills Develop, implement an effective, efficient PMS Review processes procedures for effective IT service	Inst.Transform.	INST7.	Municipal Transformation and Institutional Development	MTID1	A skilled and capable workforce to support inclusive growth

				Review processes					
				procedures - effective service					
				Review, provide the required municipal facilities					
				Review, plan provide for the required equipment vehicle					
Financial Sustainability.	KPA 8	To ensure financial sustainability.	SO8	To protect and enhance revenue	Fin.Sustain.	FINS8.1	Municipal Financial Viability and Management	MFVM4	A responsive and accountable, effective and efficient local government system
				To reduce operational expenditure					
				Ensure sound asset management.					
				Ensure value-for-money capital expenditure					
				Review and streamline SCM processes					
				Develop and implement a funding model.					

9.2. CAPITAL BUDGET 2014/2015

Vote number	IDP Link	IDP Strategy number	IDP Strategy number	Project description	Ward number	2014-2015
DM002/R201/C000	Inst.Transform.	INST7.1	Revenue	Upgrade of records management system	All	R 1,000,000.00
DM002/R201/C000	Inst.Transform.	INST7.1	Revenue	Purchase of computer software	All	
DM002/R201/C000	Inst.Transform.	INST7.1	Revenue	Upgrade of ICT Connection		
DM02/R201/C000	Inst.Transform.	INST7.1	Revenue	Siyathemba Electricity Network strengthenig	Ward 04	
DM002/R201/C000	Inst.Transform.	INST7.1	Revenue	Electricity split meters	All	
DM002/R201/C000	Physic. Infra.& Energy. Effic.	INST7.1	Revenue	Quality Testing- Blue and Green Drop	All	R 350 000.
E001/E001/C001	Physic.Infra.&Energy. Effic.		DME	Internal Electricity Reticulation	Ward 4	R
E001/E001/C001	Physic.Infra.&Energy. Effic		GSDM	Upgrading of Sport Facilities	Ward 1	R 3 500 000

LISTED PROJECTS 2014/2015 FOR INTEGRATION IN MUNICIPAL SPACE BY VARIOUS SECTORS/STAKEHOLDER

MIG PROJECTS IDP 2015

PROJECT NAME	Ward	AMOUNT	FUNDER
Upgrading of Mofokeng Street	01 & 02	1 762 275	MIG
Upgrading of Mashinini Street	02		GSDM
Waste Treatment Plant	03		
Grootvlei expansion of sewer treatment Plant	05		

ESKOM ELECTRIFICATION PROJECTS: 2014/15

Local Municipality	WARD	Project Name	Project Type	Connections	Estimated Cost (Incl VAT)
MP306 Dipaleseng	05	Zone 14	Household	14	
	06	Sthandiwe	Household	20	
	04	Ext 06	Household	148	

GERT SIBANDE BUDGET ALLOCATION – DIPALESENG 2015/16

Project Description	Ward	Amount	Funding Source
Upgrading of Sports Facilities	All	R 3 500 000.	GSDM
Water Quality Testing-Blue & Green Drop	All	R 350 000.	GSDM
Operations and Maintenance	All	R 1 500 000.	GSDM
REG Bulk Infrastructure	Balfour	R 2 000 000.	
Job Creation Phezukomkhono	All		GSDM

LED PROJECTS IDP 2015

PROJECT NAME	BENEFICIARIES	AMOUNT	FUNDER
Community Work Programme (CWP)	400		COGTA
Phezukomkhono Programme (PP)	30		GSDM
Youth in Waste (YIW)	15		
Expanded Public Waste Programme (EPWP)	30		

SLP PROJECTS 2014/17

Project	Ward	Source of Funding	Amount	Financial Year
Extend Waste Treatment Plant	06	Sasol		
Internal Sewer Connections	03	Sasol		

DEPARTMENT OF EDUCATION: 2014/17

Project	Ward	Source of Funding	Amount	Financial Year
Building of FET Balfour Campus	03	DOE	R 349 000 000	2015/15

DEPARTMENT OF HEALTH

Project	Ward	Source of Funding	Amount	Financial Year
Building of Hospital (CHC)	03	DOH	R 19 000 000	2015/15

**DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT AND LAND
ADMINISTRATION: (DARDLA)**

Name & Brief Description of Project	Project Period	Budget
Masibuyele Esibayeni: Provision of Nguni cattle (1 bull & 30 pregnant heifers)	2014/15	R 500,000
Provision of sheep (1 ram & 25 ewe)	2014/15	R 70, 000
Pig production (1 boar & 25 sows)	2014/15	R 89, 000
Provision of beef cattle (1 bull & 25 pregnant heifers)	2014/15	R 380, 000
Masibuyele Emasimini : Plough and plant 2000Ha on small holder and Commercial farmers	2014/15	Operational
Mushroom Plant	2014/15	

DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT

Project Name	Municipality	Project Beneficiary/Ward	Project Objective	Annual Budget 2014/15 R'000
Construction of Balfour Traffic Control Centre (Weighbridge)	DLM	Balfour	Construction of Weighbridge	R 3, 123
Rehabilitation of Coal Haul Roads	DLM		Rehabilitation of roads	
Culvert Maintenance			Maintenance	
Side drain Maintenance			Maintenance	

Grass Cutting			Maintenance	
Grading			Maintenance	
Distance Markers			Maintenance	
Patching			Maintenance	
Develop and implement Maintenance Management System				

DEPARTMENT OF HUMAN SETTLEMENTS

Programme	Project Location/Area	Quantity /Subsidies	Budget
Provision of houses	Ward 1,2, &4	205	
Military Veterans	TBD	10	

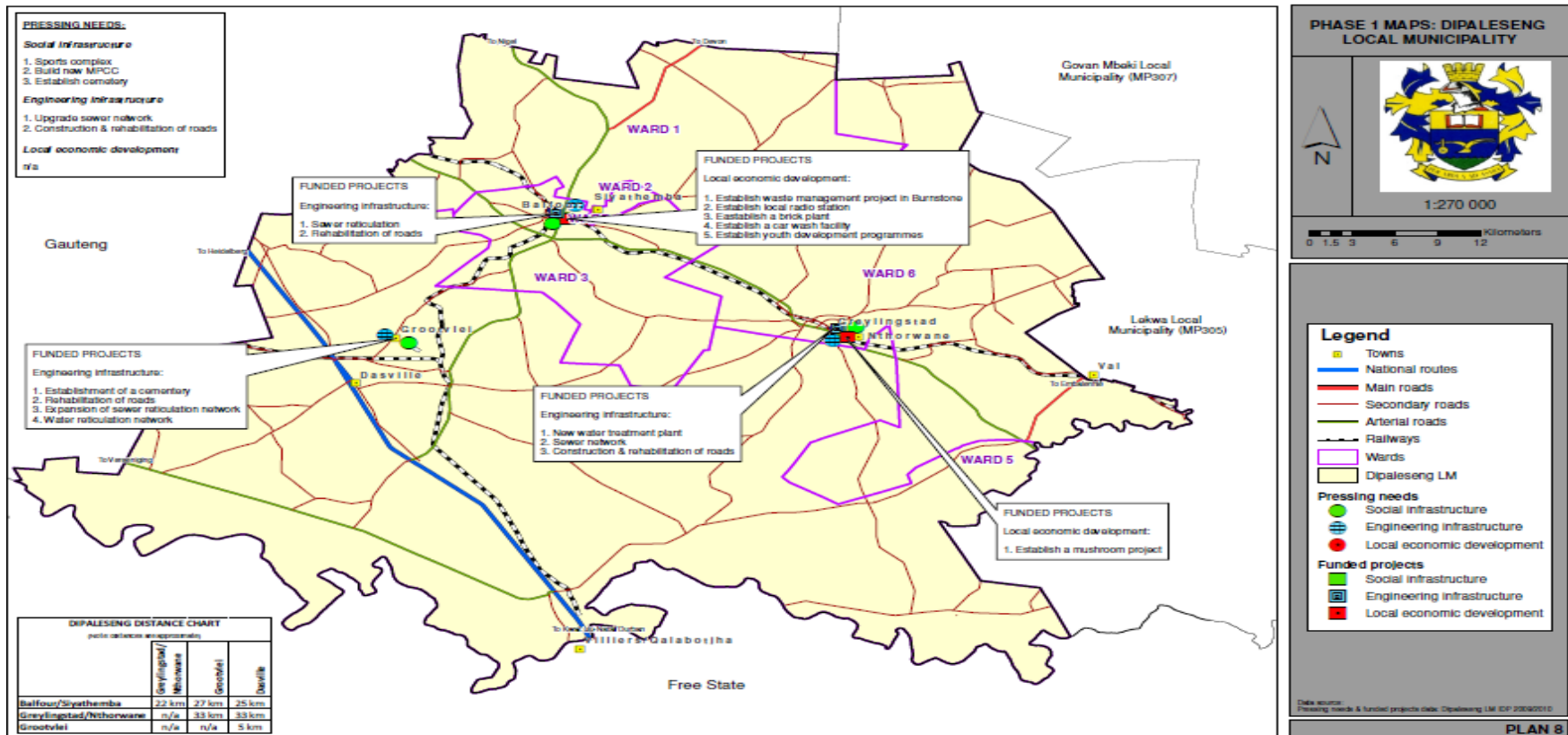
DEPARTMENT OF COMMUNITY SAFETY, SECURITY AND LIASON

Project Name	Area	Beneficiary	Budget
Community Policing Structures	All municipalities	(CPF's 7) Community	R 600,000
Law Enforcement	All the municipalities	All the municipalities	Operational
Traffic Law administration and licensing	All the municipalities	All the municipalities & road users	Operational

9.5 SPATIAL REFERENCING OF INTENDED PROJECTS

The intended projects as per the Dipaleseng Integrated Development Plan 2014 – 2016 per Key Focus Area is indicated in the Tables

PLAN 8: PRESSING NEEDS VERSUS FUNDED PROJECTS



12.4 Auditor Action Plan for 2014/15

Dipaleseng Local Municipality has received its second unqualified audit opinion in 2013/14 financial year. The AG has raised certain issues that need to be addressed and table; below outlines the issues raised by the AG and how the municipality is going to address them.

The table below are matters raised by Auditor General and Municipality intervention plan

MATTERS RAISED BY AUDITOR GENERAL	CAUSE OF MATTER	REMEDIAL ACTION	RESPONSIBLE PERSON	DUE DATE
Disagreement Limitation: Infrastructure additions could not be audited due to supporting documentation requested not provided	Disagreement Limitation: Infrastructure additions could not be audited due to supporting documentation requested not provided	The CFO Should review the following; Monthly reconciliations of additions (e.g. Requisition, Allocations, classifications), Monthly verification of payment certificates or regress payments. The Project manager (PMU) and the Asset official should provide CFO with reports with regard to the items mention above	CFO	Resolved during the audit
Misstatement of asset: Assets could not be verified	During the verification of the movable assets there were assets that were found by the auditors: Movable assets	Asset verification should be done on quarterly basis not wait until year-end. > All Assets should be bar-coded with a unique tracking number > for assets that poses	CFO	31-May-15

		<p>danger GPS coordinates be fed with accurate information for easy tracing</p> <ul style="list-style-type: none"> >CFO to confirm monthly that asset register has the Minimum required tabs as per asset framework. <p>The CFO Should review the following;</p> <ul style="list-style-type: none"> > Monthly reconciliations of Contract register (e.g Requisition, Allocations, classifications) > Ensure appropriate journals are passed for any new contract entered into >Ensure that an adequate percentage is allocated on the approved tender amounts > Ensure such retention are paid out on receipt of completion certificate >Make follows up on absent of documents stated above. <p>The Project manager</p>		
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		(PMU) and the Asset official should provide Monthly reports on matters stated above		
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2014/15 MEC COMMENTS

The MEC for Cogta provides on annual basis comments on Municipalities’ approved IDP, and the following are comments made on the 2014/15 IDP and are included in this document, with the DLM responses

The table below depicts the assessment findings and proposed remedial action

Type of Service	Statistics (Census 2011 and SERO)	Community needs Raised	IDP Projects 2014/15	Confirmed Budget	Remedial Action
Water	94,6% households with access to water above RDP standards	<ul style="list-style-type: none"> Quality of drinking water Maintenance of Infrastructure in ward 1,2,3 5 	<ol style="list-style-type: none"> Only 1 project included in the IDP: Upgrading of water network in ext. 6 <i>for R1.4 million through MIG.</i> RBIG funding not indicated in the IDP. Planned 	<ul style="list-style-type: none"> R10 m from DW R2,3 m from GSDM R1.4 m from MIG 	Require some verification on availability and source of funding

			<p>project not sufficient to cater for identified challenges such as aging infrastructure , limited storage capacity, and water loses and O&M.</p>		
Sanitation	93,9% households with access to sanitation		<ul style="list-style-type: none"> • Upgrading of WWTW in Grootvlei and Balfour, • Construction of sewer network in Grootvlei and Greylingstad, • Expansion of Waste Water Treatment Works <i>for a total budget of R 12.8 million allocated through MIG.</i> 	R 11m from MIG	Municipality to source more funding to eradicate sanitation backlogs'

Electricity	84,8% households with access	Maintenance of infrastructure ward 1,2,3,5	Connection of 145 HH in Siyathemba and Grootvlei for a <i>budget of R1.5m through INEP.</i>	R1.5m form DoE. No confirmed funding from MIG and other sources	Engage DoE for funding confirmation and other projects
Waste Management	81,8% households with access to refuse removal				Source funding for completion of landfill site
Road and storm water		Refuse truck identified and developed waste disposal site	<ul style="list-style-type: none"> • Paving, road maintenance, • Construction and rehabilitation of roads. • <i>All these identified projects have not been budgeted for implementation in 2014-15.</i> • Upgrading of roads in Masoloane; Mavuso; Motsoeneng; Maziya, Tshabalala; & Nyembe 		Identify more projects on SLP and engage aggressively with other sectors funding to eliminate backlogs

			Streets for a <i>budget of R10m by SASOL</i>		
Integrated Human settlement	31,5% of households in informal settlement (SERO)	<ul style="list-style-type: none"> • Purchase land for development. • Provision of housing in ward 2,4,5 	<ul style="list-style-type: none"> • 230 Units allocated. • The IDP has included projects on acquisition of land for development, formalization of Zenzele, rezoning & sub-division of Erf Joe Slovo, provision of infrastructure (new services Ext 6). • <i>All these identified projects have not been budgeted for implementation in 2014-15.</i> 	R21.6 m from DHS	Future allocation of subsidised houses be as per municipal housing chapters, further engage DHS for Township establishment and other related services on procured farm (Engelbrecht)

- **Part B:** Technical assessment according to the evaluation Framework covering the Key Performance Areas and cross cutting issues:

KPA	KEY OBSERVATION	REMEDIAL ACTION
<p>Spatial Rational</p>	<p><u>Situational Analysis:</u> There is a detailed spatial analysis in the reviewed IDP although spatial planning is not included as a separate Key Performance Area :(KPA). The next review of the IDP must include Spatial Planning as one of the municipal KPA; The SDF map needs to be included in the IDP as the spatial strategy of the municipality. Reference is made to the Mpumalanga Planning and Development Act (act 6 of 2008) in the IDP. There is no such an Act within the Province and reference to this could be made to the spatial Planning and Land Use Management Act, 2013</p> <p><u>Strategy & Sector Plans:</u> The spatial Development Framework and LUS are in place as adopted by Council in 2011 and 2013 respectively. The IDP must include a project for the development of a land use By-Law and for the review and proclamation of LUS to align with By-Law. The LM has identified a need for a local EEMF and also needs to be included as projects in the IDP.</p> <p><u>Projects and Programmes:</u> The projects in the IDP need to better describe and spatially reference. The majority of them cannot be linked to a specific location or ward. The project list from Department of Human Settlements needs to be better described and the location and ward for each projects needs to be included. The projects list also looks incomplete and needs to be updated and finalised. The IDP does not include the Capital Investment Framework (CIF) which identifies the focus areas for 5 years. Priority projects also needs to be selected</p>	<p>Spatial planning will be incorporated in the next review.</p>

	from CIF and could be included in the IDP.	
Service Delivery	<p>Situational analysis: The current situational analysis on the level of service provision has been included in the IDP including the technical aspect on the status of the water source, bulk infrastructure, structural and capacity challenges and projection of future service delivery demands. However, there must be an improvement in the realistic assessment of the needs of communities to reflect key challenges facing communities in terms of the identified community priorities. The status of backlogs must also be clarified in terms of the affected areas and households on all basic services.</p> <p>Strategies & sector plans: ITP and Electricity Master Plan are shared with GSDM, municipality has an Urban Transport Plan, WSDP in place and outdated, CIP, Roads and Storm-water Master Plan are not in place. The Housing Chapter and IWMP are in place and currently undergoing reviews.</p> <p>Projects and Programmes: Service delivery projects are incorporated in the reviewed IDP, including the CRDP business plan for 2014/15.</p>	The municipality will engage on an aggressive strategy to solicit funds to eliminate service delivery backlogs
LOCAL ECONOMIC DEVELOPMENT	<p>Situational analysis: The IDP does provide the socio-economic status of the municipality, including background on opportunities and challenges on unemployment, inequality in income distribution and poverty.</p> <p>Strategies & sector plans: Tourism and Marketing Plan is in place. The LED strategy is in place to facilitate the creation of jobs and stimulate economic growth but it is currently under review, to be completed in September 2014.</p> <p>Projects and Programmes: There are projects identified in the IDP with implementation expected from</p>	Comments noted, commit to improve on soliciting funds for identified LED projects and programme in the next review.

	<p>the private sector. CRDP and CWP are integrated in the IDP with some of the projects aimed at addressing poverty, unemployment and inequality.</p>	
<p>Financial Viability</p>	<p>Situational analysis: The financial status of the municipality is covered in the reviewed IDP and identifies some of the municipality's key financial management challenges which affect its viability and sustainability.</p> <p>Strategies & sector plans: Five Year Financial Plan not in place, to be developed in 2014-15 financial year. The Revenue Enhancement Strategy is under a review and budget related policies and strategies are in place.</p> <p>Projects and Programmes: There are planned programmes in Section 4.2 of the IDP aimed at implementing identified financial strategies in the reviewed IDP. However, except for grant funding and the CDRP business plan, the IDP could not reflect existing and accessible resources available to all the issues identified in the institutional analysis and different segment of the community.</p>	<p>There five year financial Plan will be incorporated in the next review , however it should also be indicated that the is a glaring financial constraints to undertake capital projects and programmes</p>
<p>Good Governance and Public Participation</p>	<p>Situational analysis: The status of the Audit Committee, Internal Audit, Risk Management, Anti-corruption and fraud prevention functions in the municipality are not indicated in the IDP, except for governance structures such a Council committees. Issues raised by the MEC and AG are covered in the IDP but progress towards their implementation is not reflected. The IDP does not provide an account of the current status quo in terms of mechanisms for public participation and stakeholder engagements during the IDP review process.</p> <p>Strategies & sector plans:</p>	<p>Chapter on public participation is comprehensively captured in the IDP; however endeavour will be made to incorporate other components identified by MEC comments in the next review.</p>

	<p>Communication Strategy, IT and Asset Management Policy are available, Public Participation, Complaints Management, Anti-Corruption and Fraud Prevention Strategies are not in place. The municipality must put in place applicable systems, strategies and effective structures to ensure that the culture of good governance, accountability, transparency and participatory democracy is instilled in the organisation.</p> <p>Projects and Programmes: Actions aimed at implementing programmes to ensure good governance and public participation are reflected in Section 4.2 of the reviewed IDP.</p>	
<p>Municipal Transformation and Institutional Development</p>	<p>Situational analysis: There is no clear account of all the existing internal institutional problems, symptoms and causes which affect planning and implementation of key service delivery priorities in the municipality. The organisational scorecard is incomplete, covers issues on Organisation Development and Transformation and therefore cannot identify key indicators and targets to ensure accomplishment of planned activities. The powers, duties and functions of both politicians and administration are clearly indicated in the IDP. The rate of vacancies has not been provided and there is no determination of positions deemed critical, their status and if they are prioritised to be filled in the current financial year.</p> <p>Strategies & sector plans: There are policies for HR, Recruitment, Overtime, HIV/AIDS and Employment Assistance. The WSP is in place, Employment Equity Plan is still a draft. The municipality has indicated that PMS is in place but cannot account if it is effective in monitoring and evaluating the implementation of the IDP, budget and SDBIP.</p>	<p>There is a significant improvement on this KPA progress will be captured in the next review.</p>

	Projects and Programmes: Actions aimed at implementing programmes to ensure institutional challenges are addressed and opportunities exploited are reflected in Section 4.2 of the reviewed IDP.	
Disaster Management	<p>Situational analysis: There is no chapter on disaster management in the IDP. Information provided in the IDP as part of Annexures of the reviewed IDP is not properly packaged to reflect the capability of the municipality to address known hazards and risks affecting the municipality.</p> <p>Strategies & sector plans: The Disaster Management Plan is shared with GSDM; municipality only has a framework and Disaster Contingency Plan.</p> <p>Projects and Programmes: No planned programmes and projects on disaster management in the IDP. Implementation of some of the capital projects does not indicate a linkage to identified risks.</p>	The Municipality has developed its own Disaster Management Plan and will be incorporated in the next review.

Part C: Assessment on the compliance with the provisions on chapter 5 of the Municipal Systems Act 32 of 2000.

MEC COMMENTS	REMEDIAL ACTION
10. The Municipal Systems, section 28 and 29 requires that each municipal Council adopts a prescribed process to guide the review of its IDP. This process should therefore in line with the municipal budgeting process as stipulated in section 21(a) and (b) of the Municipal Finance Management Act.	
11 In view of the above, the Municipality has demonstrated that it does comply with some of the legal and policy requirements in terms of chapter 5 of the Municipal Systems Act 32 of 2000 on the annual review of the Integrated Development Plan and is therefore duly commended in that respect even though there is still room for improvement on the IDP as per the report of the assessment.	Comments noted with appreciation, commit consistent with the provisions of chapter 5 in the next cycle of review.
12. It is of concern that a proper strategy development and performance review process was not followed in the review of the 5 year IDP as the law requires a municipality must monitor and review its	Comments noted, issues raised are of critical importance ,the scheduled municipal strategic session will deliberate and formulate position on all identified areas to be incorporated in the next cycle of review.

<p>performance measures. The municipality conducts a well-planned strategic planning session to be facilitated on time during the IDP review process to ensure that clear KPA, KPI, PDO, Annual performance targets Baseline, and prioritisation of projects are developed or review in line with the National Framework in strategy development. The process should include the setting of performance indicators and targets for all identified capital projects implemented through MIG, INEP and other grants.</p>	
<p>13. The actual status quo must be provided in terms of the process followed in the review of the IDP as contained in the IDP, Budget process plan. It should be clear in the IDP if activities planned for the review were achieved or not to evaluate if the process was credible, compiled to and community and stakeholders driven for example the functionality of IDP structures such as IDP representative forum and technical committee is one of the biggest challenges in the municipalities review process and problem has been persistent without any solutions to address it by the municipality.</p>	<p>Comments noted, plausible remedial will be introduce with objective of a permanent solution's such measures will be incorporated in the next cycle of review</p>
<p>14. It was also noted during our monitoring processes that the municipality does not adequately consult communities during the review of the IDP. Consultations have been recorded only after the review process is towards conclusion and ready for council approval. Council should therefore improve on the mechanisms that are currently in place to promote and deepen democracy during the IDP review process. Such improvement must ensure that issues raised by communities are clearly identified well captured, and thoroughly analysed in the IDP document</p>	<p>Municipality does consult and can increase the frequency in the next cycle of review.</p>
<p>15. Discrepancies have also been identified in the packaging of the data in the reviewed IDP and include some information being outdated to reflect the current status quo, i.e. 2013, SONA and SOPA the</p>	<p>Comments noted, discrepancies will be completely eliminated in the next cycle.</p>

<p>municipality is advised to redo the packaging of the IDP using the GSDM IDP structure as an example.</p>	
<p>16. The National Revised IDP Framework for municipalities outside Metros and secondary cities must be should be considered for such purpose to ensure that information contained in the IDP is well structured sequential and integrates developmental issues in a logical manner</p>	<p>Comments noted, the next cycle will consider utilising the National Revised IDP Framework</p>
<p>17. There are other issues of concern that the municipality must improve during the next review of the IDP and are listed below:</p>	
<p>(a) The municipality must urgently reprioritise its projects and capital budget to ensure that all communities without proper access to water and sanitation are given the highest priority in line with the mandate of the new Executive Council and Resolution of the Premier's Coordinating Forum. In addressing the above basic services of water and sanitation, the municipality must also prioritise the realisation of other targets that must be met on electricity, waste management, roads, integrated human settlements and job creation.</p>	<p>Municipal is consistent in prioritising community needs</p>
<p>(b) The Department has noted that the review and adoption of the 2014/15 IDP by Council was not in accordance with the Provincial Planning and Budgeting Cycle as adopted by Mpumalanga Executive Council in June 2012. The municipality must therefore develop and adopts its IDP/Budget process plan by end of August 2014 in line with the Provincial cycle and Gert Sibande Municipality IDP/Budget Framework to ensure the adoption of the final IDP by end of March each year.</p>	<p>Comments noted, however not indicating specific areas, commit to adjust and incorporate in the next cycle of review.</p>
<p>(c) The municipality is also advised to develop proper communication and feedback mechanisms on the review and adoption of the IDP, particularly on how it addresses issues raised by communities in various levels and structures during the review process and the time leading up to the recent general elections. The feedback mechanisms must continually ensure that once the IDP, Budget and tariffs are adopted, Councillors go back to communities to inform and engage</p>	<p>Comments noted, will adjust and incorporate in the next cycle of review</p>

<p>communities accordingly on the resolutions taken by council affecting their daily lives.</p>	
<p>18. The next review of the IDP should also take into consideration the impact of the IDP in its responsiveness to issues raised by communities and the actual alignment with the objectives and targets of National Development Plan and targets in Mpumalanga vision 2030 Implementation Framework which are the government's long term strategic plan aim at ensuring that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality</p>	<p>Comments noted, will adjust and incorporate in the next cycle of review</p>
<p>19. It is therefore commended that the reviewed IDP for 2014/15 fairly represents the key priorities as raised by Communities and conforms to the basic strategic planning standards. The municipality is advised to address the above proposals in line with section 32(2) of the Municipal Systems Act 32 of 2000</p>	<p>Comments noted with appreciation and commit to comply, consistently with the provisions of section 32(2) of MSA</p>

CHAPTER 10 Disaster Management

Section 1 of the Disaster Management Act, 57 of 2002 defines “disaster management” a a continuous and integrated multi-set oral, multi-disciplinary process of planning and implementation of measures aimed at prevention or reducing the risks of disasters, mitigation the severity or consequences of disasters, emergency preparedness, a rapid response and effective response to disasters and post-disaster recovery and rehabilitation.

The sub-division of Disaster Management aims to efficiently and effectively manage disaster scenarios, pro-actively and re-actively, through determining and implementing, prevention mitigation, preparedness, awareness, response, recovery and reconstruction strategies. The municipality has developed a disaster Management framework and it was adopted by Council under the resolution: **C54/10/2010**. The aim of the disaster framework is:

12.1 Legislative framework

Any Disaster Management activity has to be attended to in terms of the following and other supporting documentation:

- Constitution of South Africa section 41(1)(b).
- Disaster Management Act, 57 of 2002.
- National Disaster Management Framework of 2005, published in terms of the Act.
- The Local Government Municipal Systems Act 32 of 2000 as amended.
- Provincial Disaster Management Framework.
- GSDM Disaster Management Framework.
- Dipaleseng Disaster Management Framework, as adopted by Council **C54/10/2010**.

The holistic development and implementation of Disaster Management at municipal level in compliance with chapter 5 of the Disaster Management Act. The relevant section of the Safety at Sports and Recreational Events Act 2 of 2010. Any directives that from time to time, may be issued by the Municipal, Province or National Government.

1.2 Disaster Risk Reduction

Table 31: Disaster, Prevention, Mitigation for Specific Known Risk

HAZARDS	DISASTER, PREVENTION, MITIGATION FOR SPECIFIC KNOWN RISK
Road accidents	<ul style="list-style-type: none"> • Develop a unified incident management system • Ensure compatibility of rescue vehicles and equipment. • Develop a specialised rescued team within the fire service. • Ensure continuous training and refresher causes relating rescues. • Implementation of (SOP) Standard Operating Procedures. • Conduct road safety and training awareness campaigns
Veld Fires	<ul style="list-style-type: none"> • Implementation of veld and forest regulation. • Implementation of veld fire campaigns • Implementation of veld fire management training and awareness campaigns. • Provision of adequate fire hydrant infrastructure. • Ensure compatibility of veld fire equipment within the local municipality.

Floods	<ul style="list-style-type: none"> • Implementation of floods awareness campaigns • Adequate provision of maintenance if storm water systems. • Development and implementation of evacuation of plans • Relocation of residents located close to flood line to safer areas. • Building capacity within Rescue Services to enable adequate water rescue. • Ensure adequate responses. • Implementation of land use regulations • Ensure early warning arrangements. • Municipal communications department and SA weather service.
Severe Storm and strong Winds	<ul style="list-style-type: none"> • Ensure effective early warning system. • Municipal communications department and SA weather. • Identify critical facilities • Ensure adequate response capabilities of emergency services. • Implement education and awareness campaigns. • Implement building regulations.
Informal and Structural fires	<ul style="list-style-type: none"> • Implement education and awareness campaigns. • Provision of adequate hydrants and water supply. • Ensure sufficient personnel and firefighting equipment. • Provide access roads to informal and rural areas.
Water and Air pollution	<ul style="list-style-type: none"> • Ensure continuous monitoring of water and air quality within the municipality • Ensure continuous flushing of reservoirs and infrastructure. • Implement training and awareness campaigns.
Hazardous Material Incidents	<ul style="list-style-type: none"> • Ensure registration of vehicles transporting hazardous materials. • Continuous monitoring of premises handling storage and distribution of hazardous material. • Awareness campaigns and training in the handling storage and distribution of hazardous material. • Ensure competently campaigns.
Illegal Dumping	<ul style="list-style-type: none"> • Ensure the maintenance and provision of mini dumping sites. • Removal of waste material on daily basis (refuse bags etc.) • Participate in the annual competition • Implementation of by-laws relating to illegal dumping. • Implement awareness campaigns.
Droughts	<ul style="list-style-type: none"> • Implementation of agreements with mining industry for the supply of water. • Record keeping of the location of boreholes • Controlling of dam water supply • Ensure effective early warning arrangements SA weather services. • Implement education and awareness campaigns.
Dam Failure	<ul style="list-style-type: none"> • Maintain and monitor dam infrastructure
Railway Accident	<ul style="list-style-type: none"> • Awareness campaigns • Establish continuous deliberation between SA rail and municipality. • Check and maintain Rescue equipment on daily basis.

Table 32: Dipaleseng risk profile and mitigation strategies

HAZARDS	RESPONSIBLE	ACTIVITY
Road Accidents	Fire Services Control Centre (017) 773 0055	Dispatch all emergency services
	Fire Services	Assist with service components where rescue, patient treatment is required.
	Municipal and Provincial Traffic	Assist with service components where Traffic diversion management is required.
	Provincial and private Ambulance Services	Assist with service components where triage, patient treatment and transport to medical facilities are required.
	TRAC	Assist with service components where safety measure and cleaning of the road is required.
	(SAPS) South African Police Service (pathologists, crime scene photographers and detectives)	Assist with specialised services where is required.
	Towing Services	Assist with service components where towing of the affected vehicles is required.
	Emergency Services Chaplains	Assist with service components where counselling of the affected families is required.
	Municipal Disaster Management	Activate local joc and co-ordinate relevant departments and stakeholders and liaise with GSDM Disaster Management Centre
	Municipal Communications	Co- ordinate activities with political leadership and media
VELD FIRES	Municipal Communications	Co- ordinate activities with political leadership
	Fire Services Control Centre	<ul style="list-style-type: none"> • Dispatch all emergency Services(fire, land owners, EMS, SAPS etc.) • Assist with service components where firefighting, search and rescue, patient treatment and transportation to medical facilities, evacuation relocation is required.

	(DDF) Department of Agriculture Forestry and Fisheries.	<ul style="list-style-type: none"> • Verify damages and assist with recovery
	(DARDLA) Department of Agriculture, Rural development and land administration	<ul style="list-style-type: none"> • Verify and assist with production inputs and rehabilitation.
	(DSD) Department of Social Development	<ul style="list-style-type: none"> • Provide/assist with social services to affected communities (social relief)
	Municipal Disaster Management	<ul style="list-style-type: none"> • Monitor, co-ordinate and liaise with NDDMC, activate local JOC all activities and relieve operations with role players.
FLOODS SEVERE STORM AND STRONG WINDS	Municipal Communications	<ul style="list-style-type: none"> • Co-ordinate activities with political leadership and media.
	Fire Services	<ul style="list-style-type: none"> • Assist with services components where search and rescue, evacuation, relocation is required.
	Municipal and Provincial Traffic	<ul style="list-style-type: none"> • Assist with services components where evacuation, relocating and provision of access routes are required.
	Municipal Human Settlement	<ul style="list-style-type: none"> • Assist with services components where Emergency housing is required.
	Municipal Finance & Corporate Departments	<ul style="list-style-type: none"> • Assist with services components in funding and arrangements for the affected municipal infrastructure
	Municipal Infrastructure Services	<ul style="list-style-type: none"> • Assist with services components regarding all technical arrangements.
	Municipal Disaster Management	<ul style="list-style-type: none"> • Activate local JOC monitor and co-ordinates role players/stakeholders.
	EMS & Private Ambulance Services	<ul style="list-style-type: none"> • Assist with service components where triage, patient treatment and transport to medical facilities are required.
	(SARC) South African Red Cross, Social development and SAPS	<ul style="list-style-type: none"> • Assist with services components where locating missing persons and care
	Emergency Services Chaplains	<ul style="list-style-type: none"> • Assist with service components where counselling of the affected families is required.

INFORMAL SETTLEMENT AND STRUCTURAL FIRES	Fire Services	<ul style="list-style-type: none"> Assist with services components where fire operations is required
	Municipal Human Settlement	<ul style="list-style-type: none"> Assist with services components where Emergency housing is required
	Municipal and Provincial Traffic	<ul style="list-style-type: none"> Assist with services components where evacuation, relocating and provision of access routes are required
	EMS & Private Ambulance Services	<ul style="list-style-type: none"> Assist with service components where triage, patient treatment and transport to medical facilities are required.
	Municipal Disaster Management	<ul style="list-style-type: none"> Activate local JOC monitor and co-ordinates role players/stakeholders
WATER & AIR POLLUTION	Municipal Infrastructure Services	<ul style="list-style-type: none"> Assist with services components regarding all technical arrangements.
	Municipal Disaster Management	<ul style="list-style-type: none"> Activate local JOC monitor and co-ordinates role players/stakeholders
	Municipal Communications	<ul style="list-style-type: none"> Co-ordinate activities with political leadership and media.
HAZADOUS MATERIAL INCIDENTS	Municipal Communications	<ul style="list-style-type: none"> Co-ordinate activities with political leadership and media.
	Environment Management	<ul style="list-style-type: none"> Assist with services components regarding protection of environment.
	Municipal Disaster Management	<ul style="list-style-type: none"> Activate local JOC monitor and co-ordinates role players/stakeholders
ILLEGAL DUMPING	Municipality Solid Waste Services	<ul style="list-style-type: none"> Monitor, co-ordinate, investigate and law enforcement

Mobilization Chart

	INITIAL PHASE	DETERIORATION PHASE	DISASTER PHASE
Head of DM/MAYOR	<ul style="list-style-type: none"> • Report to DOC 	<ul style="list-style-type: none"> • Communicate with GO, NGO DDMC Head and Provincial Government 	<ul style="list-style-type: none"> • Instruct emergency plan to be brought into operation. • Declare Disaster
MM (Municipal Manager)	<ul style="list-style-type: none"> • Man DOC • Assemble DOC and notify Executive Managers • Actions in accordance with procedural check list 	<ul style="list-style-type: none"> • Take over functions of EMPS after his/her departure • Instruct Managers to report • Instruct EMPS to report at disaster scene. • Communicate with Role players 	<ul style="list-style-type: none"> • Instruct emergency plan to be brought into operation. • Monitor and give instructions. • Perform functions of Head DM in his/her absence.
Head DOC (Disaster Management Officer-DMO)	<ul style="list-style-type: none"> • Bring DOC into operation • Notify MM • Establish Communications • Actions in accordance with the procedural plan. 	<ul style="list-style-type: none"> • Man Radio room (DOC) 	<ul style="list-style-type: none"> • Effect plans and procedures of Emergency plan(SOP's)
Executive Directors	<ul style="list-style-type: none"> • Report to DOC and notify HOD's 	<ul style="list-style-type: none"> • Instructions to all personnel to report 	<ul style="list-style-type: none"> • Effect plans and procedures of Emergency plan(SOP's)
Asst. Directors & Directors	<ul style="list-style-type: none"> • Notify personnel • Report to workstations 	<ul style="list-style-type: none"> • Ensure personnel to report 	<ul style="list-style-type: none"> • Effect plans and procedures of Emergency plan(SOP's)
EMPS (Executive)	<ul style="list-style-type: none"> • Report to DOC 	<ul style="list-style-type: none"> • Depart to disaster scene • Establish FCP 	<ul style="list-style-type: none"> • Effect plans and procedures of Emergency plan(SOP's)
Director: (Community Services)		<ul style="list-style-type: none"> • Give report to DOC • MM to manage EMPS function in DOC 	<ul style="list-style-type: none"> • Request Evacuation and accommodation
Deputy Director (Fire & DM Services)	<ul style="list-style-type: none"> • Report at disaster scene • Personnel already present 	<ul style="list-style-type: none"> • Take command • Establish FCP 	<ul style="list-style-type: none"> • Effect plans and procedures of Emergency plan(SOP's)
SAPS	<ul style="list-style-type: none"> • Report at disaster scene 	<ul style="list-style-type: none"> • Senior Official to report at DOC 	<ul style="list-style-type: none"> • Care and stock keeping

Traffic, Law Enforcement & Security Services	<ul style="list-style-type: none"> • Alert Officials • On duty personnel already on scene 	<ul style="list-style-type: none"> • React • Establish vehicle part\k 	<ul style="list-style-type: none"> • Control traffic to and from disaster scene
Departments (Personnel)	<ul style="list-style-type: none"> • Notify families 	<ul style="list-style-type: none"> • Medical staff to report to clinic • Control room personnel to report at DOC • All other personnel to report at workstations 	<ul style="list-style-type: none"> • Effect Instructions
EMS (Emergency Medical Services)	<ul style="list-style-type: none"> • Report to scene 	<ul style="list-style-type: none"> • Effect triage and Casevac • Hospital readiness 	<ul style="list-style-type: none"> • Treat and Transport patients
Control Room	<ul style="list-style-type: none"> • Receive emergency call • Dispatch role= players • Notify role-players as per request 	<ul style="list-style-type: none"> • React according to instructions 	<ul style="list-style-type: none"> • Relay messages and information to DOC and FCP • Record keeping

Legend

DOC: Disaster Operation Centre
NGO: Non-Government Organisation
DM: Disaster Management
FCP: Forward Command Post
HOD: Head of Department

GO: Government Organisation
DDMC: District Disaster Management Centre
EMPS: Executive Manager Public Services
MM: Municipal Manager
DMO: Disaster Management Officer

13. Response and Recovery

Contingency Plan for Dipaleseng Local Municipality

The main aim and objective is to provide an integrated approach to ensure quick and effective response to known or emergency incidents to ensure the protection of life (human and animals) infrastructure and environment.

1. AIM

The difference role and responsibility of stakeholders during a disaster needs to be affected in a co-ordinated manner to mini duplication of resource and ensure optimal effectiveness.

Consultation between the relevant role-players and the Disaster Management Office will enhance the decision making in the declaration of a disaster.

1. PHASES

There are three phases how the implementation of the disaster plan can be set in motion

- Initial phase
- Deterioration phase
- Disaster phase

a) INITIAL PHASE

Information received indicates that a situation can deteriorate into a situation of emergency.

b) DETERIORATION PHASE

Indicates the deterioration of the existing situation and in case a drastic improvement does not in an emergency situation will develop.

c) DISASTER PHASE

Indicates that an emergency situation exists and that actions should be taken as ordered.

2. PROCEDURAL PLAN

The following procedural plan will therefore guide the process of implementation from the onslaught of disaster until the termination of disaster.

a) INITIAL PHASE

The DMO (disaster Management Officer), after being notified will man the DOC (Disaster Operation Centre) and bring into operation readiness. He/she will notify the MM

(Municipal Manager) who will issue the instruction to assemble the DOC.

Executive Managers will immediately take the following steps:

- Notify HOD (Head of Department) that all official must be ready and see that their equipment are in order
- Arrangements must be made for the care of their families for an indefinite period.
- The DMO will bring about channels for the necessary communications.

b) DETERIORATION PHASE

By the implementation of the deterioration phase, Head of DM (Disaster Management) /MM will give all Executive Managers instructions per radio or other means to report as soon as possible. Executive Managers will at the same time give all their officials instructions to report at their respective work stations. Medical staff must report to the clinic. Care must be taken that all officials can be identified to enable them to obtain access to the Forward Command Post (FCP) Mobile Command Centre or disaster area. Control room personnel will immediately report to the DOC.

The deputy co-ordinator, Executive Manager, Public Services (EMPS) and the Chief fire Services (CFS) will on instruction of the Head of DM/MM depart to the disaster scene to observe and to notify the DOC of the exact situation and indicate what precautions must be taken temporarily. The DMO will immediately man the radio room. The Head of DM/ MM will liaise with the Gert Sibande District Municipality Disaster Management Centre (GSDMDMC) and the Provincial Disaster Management Centre (PDMC) in order to declare a local disaster. If necessary the Head of DM/MM Communicate with other role players.

DISASTER PHASE

With the implementation of the Disaster phase the emergency plan will be brought into operation and the entire organization will go into action on the instruction of Head of DM/MM

CONCLUSION

This 2015 Dipaleseng IDP Review builds on the foundation of the 2011 to 2017 principal IDP. It reiterates the development rationale with supporting objectives and strategies to guide the development of the Dipaleseng Municipality area. These are ultimately aimed at achieving the development wish for the Dipaleseng area and all its inhabitants, i.e.:

- Creating Economic Growth and Jobs.
- Eradicating Backlogs in Service Delivery.
- Providing for Housing.
- Socio-Economic Development [including the impact of HIV/AIDS].
- Positioning the Dipaleseng area as a prime Industrial Precinct.
- Making the area of Dipaleseng a safe and vibrant meeting place of urban and rural, Life-styles.
- Integrating the first and second economies to benefit from investment.
- Achieving a sustainable settlement pattern where people could meet all their needs to provide for a better quality of life and maintain sustainable livelihoods.
- Creating functional and institutional harmony with upstream and downstream spheres of government.

A large portion of this IDP Review is dedicated to the financial implications and challenges facing the Municipality in meeting its mandate as caretakers, managers and developers of their judicial area. The demands far outweigh the resources and it is critical that the Municipality:

- ✓ Prioritize projects and programmes for implementation in addressing the needs.
- ✓ Do proper financial planning which is also based on sound financial and business principles.
- ✓ Source appropriate external funds to supplement their own resources.
- ✓ Improve and sustain the Municipal income generation.
- ✓ Stimulate and grow the economic base of the Dipaleseng area.
- ✓ Enter into partnerships to facilitate effective implementation.

This IDP Review also provides feedback on many of the issues that were highlighted as shortcomings in the principal IDP, including progress made in respect of the Dipaleseng SDF/Land Use Management Framework, Strategic Environmental Assessment and various Sector Plans that support the IDP.

The necessary actions and projects to achieve the objectives and implement strategies are deliberated with financial implications and requirements set out in detail. The culmination of this entire process is the development of a Spatial Development Framework which is supported by the projects, programmes and a Financial Plan for implementation and guiding the development and future growth of the Dipaleseng are in the strive to improve the quality of life, providing a higher standard of services to the entire community ensuring that this area become as a prime economic generator for Industrial development, farming, mining and a service centre for its rural and urban communities.

Ultimately, the Dipaleseng Municipality needs to integrate and align all its efforts with those of its seven constituent Local Municipalities as well as national and provincial stakeholders. The effort made in this IDP to align the council budget with those of line function departments goes a long way to addressing the weaknesses of previous development plans. Even though the implementation process may take a number of years and at times seem difficult, the advantages of this process are numerous. Policy makers [councillors] gain clear information about the impact of spending, aiding them in making informed choices.

The results of policy decisions become evident as performance is measured and resource usage is directly related to services produced. Programme managers will work within well-defined expectations and have the flexibility to reform processes and increase efficiency as long as goals are met. The Dipaleseng communities also benefit by being able to determine a clear connection between money spent and services provided.

Finally, the Dipaleseng Municipality IDP is aligned with and incorporates the Millennium Goals as well as the National and Provincial Development Perspectives and Targets. In an attempt to meet these goals and deliver on the set targets as part of addressing the backlogs and future growth within Dipaleseng Municipality, the Capital Investment Framework puts forward a consolidated financial framework that spans over a five year period differentiating between committed and non-committed funds per year. A total of R4, 597 million is required and will be invested over the next five years. It is important to note that only some Provincial Sector Departments participated in the Sector Alignment Session's which influenced the said budget allocation.

Of note is that most of the Provincial Sector Department's Medium Term Expenditure Frameworks with reference to Programmes, Projects and Priorities are as yet non-aligned to any of the IDPs Key Areas of Intervention [Strategic Objectives] within Dipaleseng Municipality. It is our understanding that the Provincial MTEF should deliver on quantifiable Service Delivery Plans. This raises a question whether the Provincial Sector Departments do have a "Plan"?

Financial and human resource constraints are of national significance and the question remains that, even if the Dipaleseng Municipality has access to sufficient financial resources to fund its Capital Investment Programme and Framework, does it have the skilled human resource capacity to give effect thereto?