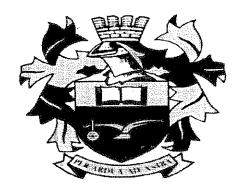
### **DIPALESENG LOCAL MUNICIPALITY**



# IDP REVIEW FOR 2014/15 FINANCIAL YEAR

### Dipaleseng Municipality



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18 JUNE 2014

The MEC

Department of Corporate Governance & Traditional Affairs

Private Bag X 11310

**NELSPRUIT 1200** 

ATTENTION: MR T TSHWARELO

### INTEGRATED DEVELOPMENT PLAN 2014/15 CYCLE OF REVIEW: DIPALESENG MUNICIPALITY

Pursuant to section 32 of the local Government Municipal Systems Act of 2000 reads as follows:

"[1] [a] The Municipal Manager of a municipality must submit a copy of the integrated development plan as adopted by the council of the municipality, and any subsequent amendment to the plan, to the MEC for local government in the province within 10 days of the adoption or amendment of the plan.

[b] The copy of the Integrated Development Plan to be submitted in terms of paragraph [a] must be accompanied by:

- I. A summary of the process referred to in Section 29[1].
- II. A statement that the process has been complied with, together with any explanations that may be necessary to amplify the statement, and
- III. In the case of a District and a local municipality a copy of the framework adopted in terms of section 27"

The Dipaleseng Municipality embarked on the process to review its Integrated Development Plan [IDP] as provided for in Section 34 of the Local Government Municipal Systems Act 32 of 2000. For this purpose a process plan as provided by in Section 28 of the said Act was adopted by the Council.

It was noted that the process followed in reviewing the IDP as referred to in section 32[1][b][1] of the Act as quoted above included:

Various Technical IDP meetings held with Municipal Managers of Local Municipalities and IDP Managers

minde train at the management of mile winner and minute.

- ➤ Technical meetings held with the Municipal Managers of local municipalities and their IDP Managers and representatives of the various Provincial Departments, Parastatals and NGO's.
- > Community participation meetings and
- > Councillors workshop

Details of the meetings held are included in the Municipal Process Plan

The process plan referred to above was also published for public notice and comments in the local circulated papers [herald]

It can therefore be categorically stated that the Dipaleseng Municipality complied with the requirements of the said Act by adopting a process plan as required by section 28 and the consultation as explained above.

A copy of the process plan referred to above is also included herewith for your perusal and information.

It is also confirmed that the Council of Dipaleseng Municipality adopted the reviewed Integrated Development Plan per Resolution C166/06/14 dated 12 June 2014. In terms of section 32 of the said Act a copy of the reviewed Integrated Development Plan of Dipaleseng Municipality is attached hereto for information and perusal.

It will be appreciated if the Honourable MEC can acknowledge receipt of the Integrated Development Plan on the attached copy of this letter.

Kind regards

DV NGCOBO

MUNICIPAL MANAGER

I————herewith acknowledge receipt of the Reviewed Integrated Development Plan of Dipaleseng Municipality.

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DIPALESENG TURNAROUND STRATEGY 2012 - 2016

SPATIAL DEVELOPMENT FRAMEWORK (SDF)

DISASTER MANAGEMENT FRAMEWORK

ORGANIZATIONAL SCORECARD

SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (SDBIP)

### LIST OF ACRONYMS

GSDM - Gert Sibande District Municipality

AG - Auditor General

ASGISA - Accelerated Shared Growth Initiative for South Africa

CBD - Central Business District

COGTA - Co-Operative Governance and Traditional Affairs

DBSA - Development Bank of South Africa

DHS - Department of Human Settlement

DLM - Dipaleseng Local Municipality

DOT - Department of Transport

EIA - Environmental Impact Assessment

EMF - Environmental Management Framework

EXCO - Executive Committee

FBS - Free Basic Services

GGP - Gross Geographical Product

GRAP - Generally Recognized Accounting Practice

GIS - Geographical Information System

HIV/AIDS - Human Immunodeficiency Virus/Acquired Immunodeficiency

Syndrome

IDP - Integrated Development Plan

IGR - Inter Governmental Relations

KPA - Key Performance Areas

LED - Local Economic Development

LUMF - Land Use Management Framework

LUMS - Land Use Management System

MEC - Member of the Executive Council

MFMA - Municipal Finance Management Act

MPAC - Municipal Public Accounts Committee

MIG - Municipal Infrastructure Grant

MTEF - Medium-term Expenditure Framework

NDBG - Neighbourhood Development Partnership Grant

DLM - Dipaleseng Local Municipality

NRW - Non-Revenue Water

NSDP - National Spatial Development Strategy

PGDS - Pr	ovincial Growth Development Strategy
-----------	--------------------------------------

PMS - Performance Management System

PTO - Permission to Occupy

RSC - Regional Service Centre

SCM - Supply Chain Management

SEA - Strategic Environmental Assessment

SDF - Spatial Development Framework

SDP - Site Development Plan

SMME - Small, Medium and Micro Enterprise

TLC - Transitional Local Council

WCDM - Water Conservation Demand Management

WSDP - Water Services Development Plan

WWTP - Waste Water Treatment Plant

### SECTION 1: EXECUTIVE SUMMARY

### 1 INTRODUCTION

### 1.1 PURPOSE

This document presents an Integrated Development Plan (IDP) for Dipaleseng Local Municipality (DLM). The IDP is prepared in compliance with the requirements of Chapter 5, particularly Section 25 of Local Government Municipal Systems Act (32 of 2000), which obliges a Municipal Council to adopt a single, all inclusive and strategic plan for the development of the Municipality, within a prescribed period after the start of its elected term.

It outlines a development agenda for the Municipality for the next five years. The Dipaleseng Municipality has undertaken its third round of its IDP process after the inception of new Council after 18 May 2011 local government elections.

### 1.2 INTRODUCTION TO DIPALESENG MUNICIPALITY

Dipaleseng Local Municipality (DLM) is one of the seven local municipalities that make up Gert Sibande District. It is located on the northwest corner of Mpumalanga, and borders onto Gauteng and Free State Provinces to the west and south respectively. Lekwa and Govan Mbeki local municipalities are located along the Eastern and Southern boundary. It covers an area of approximately 2616.5km<sup>2</sup>.

Total population in the DLM is estimated at 42 390 people spread unevenly among the six (06) wards with nearly 80% residing within the Dipaleseng Urban. Dipaleseng population is relatively young with 46% of the population being younger than 19 years of age, while the age group between 20 and 34 years accounts for 27% of the population. Dipaleseng accounts for 12% of the district population (Census 2011 figures).

The Municipal boundaries were delineated in terms of the Municipal Demarcation Act, (Act No. 27 of 1998) and takes into account population movement trends, regional economic patterns and current land use pattern. As such, the boundaries are not just administrative, but are also intended to promote social and economic development while also strengthening regional economic and functional linkages.

Dipaleseng is well placed to benefit from regional economic growth given its strategic location at the nexus of major tourism, logistics, farming and industrial routes, and as the seat of government in Balfour.



Dipaleseng centrally located in the Gert Sibande District region, of Mpumalanga halfway between Johannesburg and the harbours of Durban and Richards Bay, contributes to the export of manufactured goods, as well as for distribution to the Gauteng market.

Dipaleseng is also provided with good access infrastructure to these areas, which includes road and rail networks. It is situated on the national rail route between the Durban Container Terminal and Town Deep in Gauteng, and has within its confines, major rail exchange yards, supporting railway stations and extensive goods conversion/warehousing opportunities.

### 1.3 APPROACH AND METHODOLOGY

### 1.3.1 OBJECTIVES OF THE INTEGRATED DEVELOPMENT PLAN

The Dipaleseng Municipality IDP adopts a long term planning horizon, but also presents a short to medium term strategic agenda and a detailed five year programme commencing in 2011/2012 financial year and ending in 2016/2017 financial year. This period coincides with the term of office of the incumbent council and aligns with the budget cycle. The IDP is prepared in accordance with the requirements of the Municipal Systems Act and the

### Box 1: Section 25 (1) of the Municipal Systems Act (2000)

Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality which-

- a) Links integrates and coordinates plans and takes into account proposals for the development of the municipality;
- b) Aligns the resources and Capacity of the municipality with the implementation of the plan;
- c) Complies with the provisions of this Chapter; and
- d) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

associated regulations (refer to Box 1), and is intended to serve as a strategic guide for public sector investment and development generally. It is based on the issues articulated by all stakeholders and is informed by the national and provincial development imperatives. Its objectives are as follows:

- > To guide decision making in respect of service delivery and public sector investment.
- > To inform budgets and service delivery programs of various government departments and service agencies.
- > To coordinate the activities of various service delivery agencies within Dipaleseng Municipality area of jurisdiction.



- > To engage communities and other key interested and affected parties in municipal affairs, particularly continuous integrated development process.
- > To position the municipality to make a meaningful contribution towards meeting the District and Provincial development targets and priorities.

### 1.3.2 SCOPE OF THE DIPALESENG IDP

In line with Section 26 of the Municipal Systems Act which prescribes the key components of an IDP, and the focus on development outcomes, Dipaleseng Municipality IDP is presented in four main sections as follows:

- > An outline of the key development issues and trends based on an analysis of the current level of development (Situational Analysis).
- ➤ A strategic framework which outlines a Council long term vision with specific emphasis on the municipality's most critical development objectives, actions plans and strategies.
- A capital program including a one year program, three year program aligned to the Medium Term Expenditure Framework and the Five (5) Year Plan.
- Implementation framework which includes sector plans particularly the financial plan, spatial development framework, organizational performance management system and an organizational transformation and institutional development plan.

The IDP will inform the Medium Term Expenditure Framework (MTEF), and guide the annual budget process. Chapter 4 Section 21 (1) of the Municipal Finance Management Act (MFMA) requires a municipality to align and sustain a close functional link between its IDP and the budget.

### 1.3.3 APPROACH

The approach adopted in the review of the IDP for the 2014/15 financial year was strongly guided by the guidelines prepared by the Department of Co-Operative Governance and Traditional Affairs (COGTA) as set out in the Revised MP IDP Framework Guide dated 12 February 2013. The guide pack advocates a process that is integrative, sustainable, issue driven, people centred, practical and action oriented.

### 1.3.3.1 PUBLIC PARTICIPATION

The IDP preparation process involved extensive stakeholder and public participation as required in terms of the MSA. At least four IDP Representative Forum meetings are proposed, each coinciding with a distinct phase in the process. In addition, several meetings were held at ward level to establish community development needs and consult communities on municipal business generally. Budget/IDP Road shows also provided valuable input into the process. The review of the IDP over the next three years will also follow the same process.

### 1.3.6 COMMUNITY NEEDS PER WARD

WARD:1 DS SITHOLE	
SIYATHEMBA COMMUNITY HALL	SIYATHEMBA PRIMARY SCHOOL
Establishment of Recruitment Centre	Increase water Pressure Upgrade sport facilities
Quality of Drinking Water	Remove waste regularly Upgrade Mofokeng Str access to Primary
Land for Grazing	School Build Siyathemba Library
Old housing Stock Dilapidated	bund Siyathemba Library
Centre of High Learning [FET]	
Build of Hospital	
Maintenance of Infrastructure	
WARD:2 - NS NHLP0	
Establishment of Recruitment Centre	
Purchase of Land for Development	
Poverty alleviation initiatives	
Youth Development Programmes	
Maintenance of Infrastructure	
Provision of Houses	

WARD :3 RJ HALL	
BALFOUR CIVIC CENTRE	GSTAD MUNICIPAL OFFICES
Over Head Bridge on R51 Intersection with	
R23	
Build of Hospital	
Develop of Shopping Centre/Mall	
Eradication of illegal Dumping Sites	
Centre of High Learning [FET]	
Maintenance of Infrastructure	
Stray livestock within Residential dwellings	
WARD:4 ML MAKHUBU BONUKUKHANYA PRIMARY SCHOOL	
Establishment of Recruitment Centre	
Provision of Basic Services Ext 6	
Upgrading of Streets	
Promote ABET programme	
Build of Hospital Provision of houses	
WARD:5 TM TSOTETSI	
GROOTVLEI CIVIC CENTRE EXTI	GROOTVLEI ESKOM CLUB EXT 2
Formalisation of Portion of Ext 1 G/vlei	
Stray livestock within Residential dwellings	
Provision of housing	
Provision of Streets Names	
Provision of decent Sanitation]	
Build of Hospital	
Maintenance of Infrastructure Provision of cemetery	
WARD:6 TJ MAHLANGU	
Formalisation of Zenzele	Maintenance of Infrastructure
Upgrading of Sports fields	
Relocating 11 families on water locked area	
Extend Clinic operation hours (24hrs)	



### 1.3.6.1 BUDGET PROCESS PLAN FOR 2013/2014 MULTI-TERM BUDGET

The schedule below indicates the process followed towards the preparation of the IDP and its alignment with the budget.

EVENTS	DATES	RESPONSIBILITY
Joint meeting for IDP, Budget and PMS for alignment purposes	18 July 2013	Manager IDP
MANCO to deliberate on IDP Process Plan	30 July 2013	Manager IDP
Submission of the Draft IDP Process Plan to COGTA	31 July 2013	Manager IDP
Draft Process Plan to EXCO for approval	21 August 2013	Manager IDP
Advertisement of the IDP Process Plan to members of the public	26 August 2013	Manager IDP
First IDP Representative Forum	27 September 2013	Manager IDP
Presentation of the Process Plan		
The provision of feedback on the status quo and strategic		
framework components of the IDP.		
Training on IDP Guide Pack and PMS		
Sector Departmental meeting	29 November 2013	Manager IDP
IDP Progress Report to MANCO	10 December 2013	Manager IDP
Tabling of the IDP Draft document to MANCO	29 February 2014	Manager IDP
Second IDP Representative Forum	20 March 2014	Manager IDP
Presentation of the draft IDP and Budget ahead of the public		
participation process.		
Prioritized Projects and Programs		
<ul> <li>Sector Plans Progress and finalization</li> </ul>		
Council adoption of draft IDP	26 March 2014	Manager IDP
Submission of draft IDP to COGTA	28 March 2014	Manager IDP
Provincial IDPs Assessment week	9 - 16 April 2014	Manager IDP
IDP/ Budget Road-shows	22 April 2014	Manager IDP
21 Days Advertisement Period for public comments	April - May 2014	Manager IDP
Final IDP Representative Forum for adoption.	16 May 2014	Manager IDP
▶ Feedback on comments received during the 21 day advert		
period on the Budget and IDP as well as the public		
participation process and suggested ways of addressing these		
issues.		
Recommendations by the IDP RF for adoption of the IDP by		
Council.		
MANCO to deliberate on the Final Draft IDP document	20 May 2014	Manager IDP
EXCO to recommend IDP approval by Council	21 May 2014	Manager IDP
Special Council meeting to approve the final IDP document	29 May 2014	Manager IDP

### 1.3.7 BUDGET PROCESS PLAN FOR 2014/2015 MULTI-TERM BUDGET

DAŢE	ACTIVITY	RESPONSIBILITY
October 2013	Meeting with Mayor, Exco and Manco to discuss the	мм/вто
	strategic direction and objectives for the 2014/2015	
	financial year	вто
October 2013	ctober 2013 Budget Framework	
	Meeting the SED's to discuss budget process	
'	Preparation of budget framework to provide	
	parameters and request budget inputs for 2014/2015	
November 2013	Completion of Salary Budget	BTO/HR
November 2013	Budget strategic workshop	CFO and Mayor
December 2013	Submit all Budget related policies for review.	вто
December 2013	Prepare draft budget three year operational and	ВТО
	capital budget.	
January 2014	Report back on progress with Budget inputs.	вто
		MANCO
January 2014	Review of proposed of National and Provincial	
	allocations for incorporation into the draft budget.	1111100
January 2014	Review of current budget and inputs for new budget	MANCO
February 2014	Submission of Budget Inputs	BTO/SED'S
	Fig. 1 days for CED/s to submit a deportmental budget	
	Final date for SED's to submit departmental budget	<b>TR</b>
	inputs. Proposed Capital projects from IDP	
	Accounting officer finalizes and submits to the	
	_	
	Mayor proposed budgets and plans for next three-	
	year budgets taking into account the recent mid-	
	year review and any corrective measures proposed	
	as part the oversight report for the previous years	
	audited financial statements and annual report.	
February 2014	Budget discussion document	вто
	Compile discussion document from inputs and submit	
	to EXCO and MANCO	
March 2014	Budget Workshop	Executive Mayor
	Discussion of budget inputs, link capital and	MANCO
	operational plans to IDP and determine proposed	
	tariffs.	CFO/BTO
March 2014	Draft Budget	CFU/BTU
	Submit draft multi-term operational and capital	
	budget to Council, National and Provincial Treasury,	
2 1 22 2	COGTA Public Consultation Process	Executive Mayor
April 2014		CFO
	Public Consultation on draft budget throughout	MM
	municipality	
May 2014	Respond to Public Comments	Executive Mayor BTO
	Response to public comments and sector comments.	
	Incorporate recommendations into draft budget if	MM
	possible and feasible	



DATÉ	ACTIVITY	RESPONSIBILITY
29 May 2014	Approval of Final Draft Budget Approve the draft multi-term operational and capital budget	COUNCIL
June 2014	Advertising Publication of approved budget. Place on municipal website.	MM BTO
June 2014	Submission of Budget Submit approved budget to National and Provincial Treasury and CoGTA	BTO MM
June 2014	Compile SDBIP Compilation of service delivery and budget implementation plan(SDBIP) 28 days after the approval of budget and submit to Council for approval	PMS Executive Mayor MM

### 1.3.4.1 PUBLIC PARTICIPATION

Public participation in the review of the IDP and budget unfolded as follows:

STAKEHOLDER	VENUE	DATE	DAY	TIME
Ward 1	Siyathemba Hall	04/03/2014	Tuesday	17H00
Ward 1	Siyathemba Primary	05/03/2015	Wednesday	17H00
Ward 2	Siyathemba Hall	06/03/2014	Thursday	17H00
Ward 2	Sifisosethu Sec	16/03/2914	Sunday	08H00
Ward 3	Balfour Hall	17/03/2014	Monday	17H30
Ward 3	Gstad Municipal Offices	13/03/2014	Thursday	17H00
Ward 4	Bonukukhanya Primary	16/032014	Sunday	14H00
Ward 5	Grootvlei Ext 1	11/03/2014	Tuesday	17H00
Ward 5	Grootvlei Ext 2	18/03/2014	Tuesday	17H00
Ward 6	Nthorwane	10/03/2014	Monday	17H00



### 1.3.7.1 SECTOR DEPARTMENT INVOLVEMENT

In general, sector planning is very weak within South African Local Government system as municipalities are not getting recognition as development oversees within their areas of jurisdiction. As yet there is no effective legislation that makes it be compulsory for all sector departments to align their budgets with municipal budgets and allocate resources using the prioritization list available from municipalities after through consultations with communities.

However, Dipaleseng Municipality has investigated an alternative mechanism which has brought sector departments to be fully involved into the IDP process. The mechanism adopted was to engage sector departments on one-on-one basis in order to deal with specific issues affecting the municipality. Sector departments have also fully participated on the IDP Representative Forums held by the municipality throughout the year. As a result, the municipality has enjoyed working with the following departments and their participation has made a significant improvement of service delivery:

- > Department of Transport.
- Department of Co-Operative Governance and Traditional Affairs (COGTA).
- > Department of Social Development.
- > Department of Public Works.
- > Department of Health.
- > Department of Economic Development and Tourism.
- > Department of Arts and Culture (Library and Museum sections).
- > Department of Human Settlement.
- > ESKOM.
- > SASOL MINE



### ALIGNMENT WITH THE DISTRICT FAMILY OF MUNICIPALITIES

Various meetings were also held with the district family of municipalities to align the IDPs. The following is an indication of some of the key alignment issues addressed to date:

- > The IDPs of the Dipaleseng family are focusing on the outcome based IDP approach thereby incorporating the Key Performance Areas developed by National government.
- Both the SONA and SOPA have been incorporated into the IDPs.
- > The Outcome 9 has been incorporated into the IDPs there by giving emphasis to good governance and human settlement development (Outcome 8).
- The revised Municipal Turnaround Strategies have also been incorporated giving the emphasis on thorny issues which municipalities needed to improve service delivery.
- > The PGDS has been incorporated as part of improving the alignment between the Province and Local Government.
- > The IDPs have given emphasis on District Phezokomkhono Program and its associated impact to communities. Fighting poverty through job creation.
- > The issues raised at COP 17 have also been incorporated. These include the implementation of solar energies and smart conventional meters on new housing development.
  - > The new settlement patterns will consider flood lines and implementation of disaster management centres.

### 1.4 KEY DEVELOPMENT CHALLENGES

Although the DLM has made significant progress in addressing service backlogs and promoting development within its area of jurisdiction, there are still a number of key development challenges that face the municipal area and its people. These can be summarised as follows:

- > The Balfour serves as an administrative and economic hub for the entire area part of Dipaleseng. This raises a key question whether the town is developed with sufficient infrastructure and has enough capacity to play its role as a sub-regional economic hub.
- > Rate of urbanisation in Dipaleseng has been very rapid, resulting in the development of settlements along the rail line in particular as linear settlements



from Joe Slovo through Lindokuhle to Welasi section in the Nthorwane. This has further escalated to Grootvlei Ext 1; Rapid urbanisation brings with it many problems as it places huge demands on land, water, housing, transport and employment.

- The DLM could broadly be described as an apartheid region in the sense that it embodies most if not all the attributes of apartheid spatial patterns. These include the following low density sprawl which is fuelled in the Balfour and Greylingstad by anti-Town values of suburbia which promotes large plots as an image of good urban living; cellular development pattern that occurs in relatively discrete pockets based on the introverted concept of neighbourhood unit or super block; and separation of land uses, urban elements, races and income groups. The dominant land use pattern resembles a series of relatively homogenous blobs of different uses tied together by high speed transport routes.
- Over the last few decades, the economy of the Dipaleseng Municipality area of jurisdiction experienced variable trends marked, in all, by shift from one sector to the other and general decline in both output and performance. Although some mining activities are still evident in the area, it is no longer appropriate to regard Dipaleseng as a mining town.
- > The same applies to agriculture both sectors have shed a number of jobs and their contribution to the local economy is at the lowest point ever. Trade and Retail remains the main economic activity in the DLM, but is itself facing a number of structural challenges which if not addressed at this juncture will relegate this sector into insignificance.
- > Huge backlogs in the delivery of public services have been identified as one of the key issues facing Dipaleseng Municipality. It manifests itself in the following forms poor condition of schools, poor access to institutions for early childhood education, poor access to health services which affects delivery of primary health care, and poor access to library services.
- > The Dipaleseng Local Municipality is challenged with the maintenance and development of basic road and storm water infrastructure to serve the local community, particularly in the Municipal area.
- > The quality of the environment within the DLM requires an urgent attention. This is symbolized mainly by the deteriorating quality of water, poor air quality due to emissions, urbanization, waste collection, disposal and general lack of active open space in the DLM.



- > Inadequate revenue collection systems within municipalities evidenced by low recovery of amounts owed for municipal services from consumer debtors, Lack of procedures to enforce recovery of debts or follow-up on outstanding amounts, Lack of advice to the council on revenue enhancement mechanisms.
- > Poverty manifests itself in different dimensions with income poverty and human poverty being the most common.

### 1.5 LONG-TERM DEVELOPMENT VISION

The DLM long-term development vision was formulated within the context of the Natiotional and Provincial vision statements as outlined in the National Development Plan (NDP) and the Provincial Growth and Development Strategy (PGDS). It reflects a joint committment by the local leadership, municipal administration and the local communities to make Dipaleseng a better place and improve the quality of life for those who work and/or live in the DLM.

The vision is based on the following overarching prinicples:

- > Sustainability.
- > Integrated development.
- Equitable access to basic services and public facilities.
- Efficient and effective delivery of services.
  - "PROVIDE QUALITY AFFORDABLE SERVICE AND GOOD GOVERNANCE"

### 1.6 DEVELOPMENT STRATEGY

Dipaleseng Local Municipality development strategy is based on a long-term vision, but acknowledges the significance of issues that needs to be addressed in the short to medium term. As such, the municipality has formulated development goals that seeks to address the challenges facing the institution currently and reposition the area in a development path as follows:

- > To develop Dipaleseng as a service and industrial hub.
- To eradicate all forms of poverty and destitution/indigence.
- To be an example of service and governance excellence.
- > To improve the quality of life.
- > To achieve environmental sustainability.
- > To promote gender equality and empowerment.



In the short to medium term, the municipality will initiate projects with clear targets and outputs towards the attainment of these goals. It will accellerate delivery of services and gradually consolidate outcomes so as to attain the desired future situation.

Particular focus will be paid to the following key areas of strategic intervention:

- > Spatial integration and environmental sustainability: Particular focus will be paid on developing systems and procedures for effective land use and environmental management.
- ➤ Local Economic Development: The municipality has a responsibility to create a climate conducive for public and private sector investment. As such, the municipality is committed to work with other government agencies and departments to deliver state of the art economic infrastructure that will facilitate development of effective service and industrial sectors.
- > Service delivery and infrastructure development: The DLM is the sphere of government that is closer to the communities. This bestows a huge responsibility to delivery services where the municipality is directly responsible and coordinates the delivery of services that fall outside the constitutional obligations of the municipality.
- Municipal transformation and organisational development: The attainment of development goals as outlined above requires the municipality to establish effective systems and procedures for both municipal administration and local governance. This includes attracting and retaining well trained, experienced and committed employees.
- Municipal financial viability and management: Funds will be a critical input in process towards the attainment of the above-outlined goals. As such, it is critically important to ensure that the municipality is able to generate sufficient funds to be able to deliver services and facilitate development. Also important is ability to account for the use and disbursements of public funds.
- Good governance and public participation: The municipality is committed to putting in place systems and procedures for accountable local governance. This includes oversight responsibilities, auditing function, risk management, etc. Members of the public will be kept informed and engaged in all municipal affairs.



### 1.7 INTENDED IMPACT

Everything that the Dipaleseng LM does should be done to impact as much as possible on the social and economic development of the area. In particular, the municipality will provide services that meet the basic needs of the poor in their communities in a cost-effective and affordable manner. This could be achieved in two ways:

- > The DLM will provide some relief for the poor. Government policy is to provide a free basic amount of service for particularly water and electricity to households that otherwise do not have access to these services. The DLM will also promote social development through arts and culture, the provision of recreational and community facilities, and the delivery of social welfare services.
- > The DLM will work in partnership with local business to improve job creation and investment. It is not the role of the DLM to create jobs but it will take active steps to improve the conditions in the area for the creation of employment opportunities. This includes preferential procurement of services.

The DLM as a developmental local government will provide leadership to all those who have a role to play in achieving local prosperity. The IDP is a critial tool in this regard.

Municipal Councils such as the DLM play a central role in promoting local democracy. In addition to representing community interests within the Council, councillors will ensure that citizens and community groups are involved in the design and delivery of municipal programmes. Ward committees and community consultation are important ways of achieving greater involvement.

The municipality will also provide support to individual and community initiatives, and direct them to benefit the area as a whole. The involvement of youth organisations in this regard is particularly important.



### 1.8 PERFORMANCE MEASUREMENT

The municipality has developed an organisational Performance Management System to monitor the implementation of the IDP, and provide for corrective measures where there is insufficient progress. The PMS is based on a policy framework and covers the whole organisation. The following are some of the key aspects of this systems:

- > Performance contracts which include performance plans for all section 56 employees.
- Service Delivery and Budget Implementation Plan.
- Annual report.
- Quarterly performance reviews.

Performance is measured against set targets.



## SECTION B: PLANNING AND DEVELOPMENT PRINCIPLES

### 2 POLICY REVIEW

Planning and development in the DLM occurs within the National and Provincial policy framework, and provides for the implementation of the priorities as outlined in these documents.

### 2.1 NATIONAL POLICY FRAMEWORK

### 2.1.1 NATIONAL DEVELOPMENT PLAN

The national development vision is outlined in various National policy documents, and consolidated in the National Development Plan (NDP).

In May 2010, President Jacob Zuma appointed the National Planning Commission to craft a vision and National Development Plan for the Republic of South Africa. The National Planning Commission crafted the National Vision Statement which reads as follows:

"We, the people of South Africa, have journeyed far since the long lines of our first democratic election on 27 April 1994, when we elected a government for us all. Now in 2030 we live in a country which we have remade".

The national plan is presented in 15 chapters, addresses the major thematic areas in detail, and provides clear recommendations and clear implementation frameworks.

The plan focuses on the critical *capabilities* needed to transform the economy and society. Achieving these capabilities is not automatic, nor will they emerge if the country continues on its present trajectory. Rising levels of frustration and impatience suggest that time is of the essence: failure to act will threaten democratic gains. In particular, South Africa must find ways to urgently reduce alarming levels of youth unemployment and to provide young people with broader opportunities.

The Plan set out clear objectives and targets which read as follows:

- > The unemployment rate should fall from 24.9% in June 2012 to 14% by 2020 and to 6% by 2030. This requires an additional 11 million jobs. Total employment should rise from 13 million to 24 million.
- > Broaden the expanded public works programme to cover 2 million fulltime equivalent jobs by 2020.
- > The labour force participation rate should rise from 54% to 65%. Reduce the cost of living for poor households and cost of doing business through microeconomic reforms.
- > The proportion of people with access to the electriTown grid should rise to at least 90% by 2030, with non-grid options available for the rest.



- A comprehensive management strategy including an investment programme for water resource development, bulk water supply and wastewater management for major centres by 2012, with reviews every five γears.
- > Create regional water and wastewater utilities, and expand mandates of the existing water boards (between 2012 and 2017).
- > An additional 643 000 direct jobs and 326 000 indirect jobs in the agriculture, agroprocessing and related sectors by 2030.
- > Increased investment in new agricultural technologies, research and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture.

The National Development Plan requires the local government to play a meaningful and active role in ensuring the implementation of the vision 2030. The plan compels the local government to be service delivery oriented in ensuring that the following is achieved:

- > A comprehensive management strategy including an investment programme for water resource development, bulk water supply and wastewater management for major centres by 2012, with reviews every five years.
- > Create regional water and wastewater utilities, and expand mandates of the existing water boards (between 2012 and 2017).
- > An additional 643 000 direct jobs and 326 000 indirect jobs in the agriculture, agroprocessing and related sectors by 2030.
- > Increased investment in new agricultural technologies, research and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture.
- > Rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, service to small and micro farmers, a review of mining industry commitments to social investment, and tourism investments.
- > Strong and efficient spatial planning system, well integrated across the spheres of government.
- > Upgrade all informal settlements on suitable, well located land by 2030.
- > More people living closer to their places of work and Better quality public transport.
- More jobs in or close to dense, urban townships.
- > Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements.



> In 2030 people living in South Africa feel safe and have no fear of crime. They feel safe at home, at school and at work, and they enjoy an active community life free of fear.

Women can walk freely in the street and the children can play safely outside.

The aim of the Plan was to respond quickly to South African's aspirations and ensure that inclusive economic growth was the main agenda for development.

### 2.1.2 NATIONAL OUTCOMES

The IDP adopts an outcome based approach in line with the national priorities and the government associated 12 outcomes (refer to Box 2 below). Early in the National Cabinet adopted twelve outcome areas that collectively address the main strategic priorities of government. The strategic objective of the outcome based approach is to improve service delivery across all spheres of government and to introduce a systematic planning, monitoring and evaluation process.

High level Negotiated Service Delivery Agreements (NSDA) based on these outcomes has been concluded between the President and national ministers. The Government outcome nine

### **Box 2: 12 National Outcomes**

- an improved quality of basic education
- a long and healthy life for all South Africans
- all South Africans should be safe and feel safe
- decent employment through inclusive growth
- a skilled and capable workforce to support an inclusive growth path
- an efficient, competitive and responsive economic infrastructure network
- vibrant, equitable, sustainable rural communities with food security for all
- sustainable human settlements and an improved quality of household life
- a responsive, accountable, effective and efficient local government system
- environmental assets and natural resources that are well protected and enhanced
- a better Africa and a better world as a result of South Africa's contributions to global relations
- an efficient and development-oriented public service and an empowered, fair and inclusive citizenship.

commits the Minister of Cooperative Governance and Traditional Affairs to develop a local government system which is efficient, effective, responsive and accountable. In line with Outcome 9 (refer to Box 3), Dipaleseng Municipality IDP responds directly to issues facing the area and its communities, render local government services efficiently and effectively.

However, the municipality will also contribute directly and indirectly to the attainment of other outcomes, particularly those dealing with economic development, infrastructure development, rural development and environmental management. Therefore alignment with the relevant sector frameworks and programmes across the spheres of government is critical.



### 2.1.3 LOCAL GOVERNMENT OUTCOME 9

The National government has adopted an Outcomes Based Approach to development as a means to focus government initiatives and manage public expectations. Based on the Medium Term Expenditure Framework (MTEF), 12 outcomes have been identified (refer to Box 2). Outcome 9 deals with local government and affects Dipaleseng Municipality directly. It moves from a premise that local government is a key part of the reconstruction and development effort in South Africa, and that aims of democratizing society and growing the economy inclusively can only be realized through a responsive, accountable, effective and efficient local government system that is part of a developmental state. The

government has identified the following outputs for Outcome 9:

- 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.

### Box 3: Outputs for Outcome 9

- Output 1: Implement a differentiated approach to municipal financing, planning and support
- Output 2: Improving access to basic services
- 3. <u>Output 3</u>: Implementation of the Community Work Programme
- 4. 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
- 7. Output 7: Single window of

2.1.4 THE STATE OF THE NATION ADDRESS (SONA) - 2013

The President reported on progress made since the last State of the Nation Address and also to outline a programme of action for 2014. The focus was to look at the five priorities – education, health, the fight against crime, creating decent work as well as rural development and land reform.

Last year, the President addressed the nation on government's infrastructure plans. By the end of March this year, starting from 2009, government will have spent about 860 billion rand on infrastructure. Various projects are being implemented around the country and these are as follows:

- > The construction of the first phase of the Mokolo and Crocodile River Water Augmentation has commenced and it will provide part of the water required for the Matimba and the Medupi power stations.
- > The construction of the bulk water distribution system for the De Hoop Dam began in October 2012, to supply water to the Greater Sekhukhune, Waterberg and Capricorn district municipalities.
- > In the energy sector, Eskom has now laid 675 kilometres of electriTown transmission lines to connect fast-growing economic centres and also to bring power to rural areas.
- > The State has to shift the transportation of coal from road to rail in Mpumalanga, in order to protect the provincial roads. Thus the construction of the Majuba Rail coal line will begin soon.
- > Government has also committed to improve the movement of goods and economic integration through a Durban-Free State-Gauteng logistics and industrial corridor.
- > The government has established an 800 million rand national green fund last year. To date, over 400 million rand investments in green economy projects has already been approved for municipalities, other organs of state, community organisations and the private sector across all provinces.
- > The State has also rolled out 315 000 solar water geysers as of January this year, most of which were given to poor households, many of whom had never had running hot water before. The government has scored successes in extending basic services through the infrastructure programme. Close to 200 000 households have been connected to the national electriTown grid in 2012.

The President speech also draws attention of the Census 2011 which outlined the successes in extending basic services. The report said the number of households with access to



electriTown is now at 12.1 million, which translates to 85%. Nine out of 10 households have access to water.

Construction is expected to begin in September at the sites of two new universities in the Northern Cape and Mpumalanga.

The infrastructure development programme has been a valuable source of learning for government. In the year ahead, the State will ensure the fast-track of many of the projects that the PICC has announced. The lessons are that we must coordinate, integrate and focus on implementation.

The past two years have demonstrated that where the state intervenes strongly and consistently, it can turn around key industries that face external or internal threats as has happened in our manufacturing sector. The clothing, textiles and footwear industry has stabilised after 15 years of steadily falling employment. A clothing support scheme provides broad financial support, saving a number of factories and jobs.

Government has several programmes of supporting small business. A key project for the Presidency currently is to get government departments to pay SMMEs within 30 days. In the 2010 State of the Nation Address, the President announced the Job fund, and three billion rand has been approved for projects that will create jobs. Departments are required to submit monthly reports so that progress can be monitored in this regard.

Just over a third of the population is under the age of 15. Our country, like many others, has a crisis of youth unemployment. Last May the President asked constituencies at NEDLAC to discuss youth employment incentives. The President is pleased that discussions have been concluded and that agreement has been reached on key principles. The parties will sign the Accord later this month.

State owned companies provide apprenticeships and Learnerships 'and are urged that these be increased. We appeal to the private sector to absorb 11 000 FET graduates who are awaiting placements. The Department of Rural Development and Land Reform runs the National Rural Youth Services Corps, which has enrolled 11 740 young people in various training programmes. The Department is also planning nine Rural Youth Hubs per province, including in the 23 poorest districts in the country.

The State will also use the Expanded Public Works Programme and the Community Work programme to absorb young people. Tourist arrivals grew at an impressive 10.7% between January and September 2012, which is higher than the global average of 4% for last year. Mining, which is historically the backbone of the economy, has faced difficulties in recent months.



In particular, the government agreed to work together to strengthen collective bargaining; to address the housing problems in the mining towns; to support the National infrastructure Programme; to address youth unemployment; and to identify measures to reduce inequalities.

In last year's address the President raised the issue of the gap market, the people who earn too much to qualify for an RDP house and too little for a bank mortgage bond. From April 2012 to December 2012, Provincial Departments committed a budget of 126 million rand of the Human Settlements Development Grant for this programme, known as the Finance Linked Individual Subsidy programme. The money is being used through the National Housing Finance Corporation, which has been appointed to deliver houses to people within the Gap market in twelve registered projects.

From 1994, government has been addressing the land reform problem through restitution, redistribution and tenure reform. The President made a strong point on the following;

"When we do the redistribution we need to be mindful of food security. Training and mentorship of emerging black commercial farmers must take place".

In some of the social networks such as emails, Facebook and twitter the President received a strong message which read as follows "I urge you to accelerate redistribution of the land to the landless African people.

As stated before, we will not be able to meet our redistribution targets. Government's midterm review last year revealed a number of shortcomings in our land reform implementation programme. The State will use those lessons to improve implementation. Another key lesson is to provide adequate post-settlement support to new landowners so that land continues to be productive. The State also needs to provide better incentives for commercial farmers that are willing and capable of mentoring smallholder farmers.

The government should also remain mindful of rapid urbanisation that is taking place. The Census Statistics reveal that 63% of the population are living in urban areas. This is likely to increase to over 70% by 2030.

Apartheid spatial patterns still persist in our towns and cities. Municipalities alone cannot deal with the challenges. Therefore, there is a need for a national approach. While rural development remains a priority of government, it is crucial that we also develop a national integrated urban development framework to assist municipalities to effectively manage rapid urbanisation. As part of implementing the National Development Plan, all three spheres of government need to manage the new wave of urbanisation in ways that also contribute to rural development.



### 2.2 PROVINCIAL POLICY FRAMEWORK

### 2.2.1 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The Mpumalanga Province development vision is outlined in the recently introduced Provincial Growth and Development Strategy (PGDS). The PGDS is a primary strategy for Mpumalanga Province that drives growth and development in the Province to 2030. It provides the Province with a rational strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments (PGDS, 2011).

Concomitant attention is also given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. The DLM IDP is formulated within the framework of the PGDS and is fully aligned with the provincial development goals.

STRATEGIC GOALS	MP PGDS STRATEGIC FRAMEWORK	STRATEGIC OBJECTIVE
1. JOB CREATION		
2.HUMAN RESOURCE		
3.HUMAN &COMMUNITY DEVELOPMENT		
4.STRATEGIC INFRASTRUCTURE		
5.RESPONSE TO CLIMATE CHANGE		

The PGDS identifies 7 strategic goals and 30 strategic objectives designed to move the Mpumalanga Province progressively towards the attainment of the 2030 development vision. These goals and objectives are as relevant for Dipaleseng Municipality as they are for the Mpumalanga Province. This is despite some not being direct functions of local



government. Goal 3 to goal 7 all forms an integral part of local government agenda and focus areas for the Dipaleseng Municipality.

# 2.2.2 THE STATE OF THE PROVINCIAL ADDRESS (SOPA) - 2013

The Speech by the MP Premier was embedded upon the State of the Nation Address last year, when President Jacob Zuma elaborated on the triple challenge of poverty, unemployment and inequality. He called on all of us to work together to respond decisively to bring about a better life for all our people. The Government has always recognized the critical contribution that has to be made by Mpumalanga Province for the whole of our country to move forward and, critically, meet the Millennium Development Goals as we progress to realize our vision for South Africa by the year 2030.

"South Africa has the potential and capacity to eliminate poverty and reduce inequality over the next two decades. This requires a new approach — one that moves from a passive citizenry receiving services from the State to one that systematically includes the socially and economically excluded, where people are active champions of their own development, and where government works effectively to develop people's capabilities to lead the lives they desire. The success of this approach is premised on:

- > The active efforts and participation of all South Africans in their own development Redressing injustices of the past effectively.
- > Faster economic growth and higher investment and employment.
- > Rising standards of education, a healthy population and effective social protection.
- > Strengthening the links between economic and social strategies.
- > An effective and capable government.
- > Collaboration between the private and public sectors.
- Leadership from all sectors in society"

The Province contribution to the National Plan is expressed in its Vision, namely to ensure that: "By 2030 the Province of Mpumalanga will be a prosperous Province, with healthy, skilled and secure people, acting as a gateway to Africa and the world".

# 2.2.2.1 BUILDING THE ECONOMY AND CREATING JOBS

Though South Africa was affected by the global economic downturn, declining from 2.7% to 1.2% in the last quarter; it remains resilient because it has its own strengths as indicated recently by Finance Minister Pravin Gordhan. While South Africa as a country faces a challenge of how to position itself in the context of shifting global economic power, Mpumalanga Province has a responsibility to build its own economy and make its contribution in growing our national economy.

As a Province we therefore accept that for the country to create 11 million new jobs by 2030, Mpumalanga Province will have to create 2.1 million jobs. To achieve this, we have to ensure that the Mpumalanga Province economy grows at an average of at least 4% per annum between now and 2030.

Mpumalanga Province has been affected by these global and national trends, and in the third quarter the growth was reduced from 2.1% to 1.8%. Despite massive investment and numerous jobs being created in several sectors, there are some sectors that have continued to shed jobs, consequently unemployment moved from 19.3% last year to 22.5% this year, according to the South African Labour Force Survey.

As part of the NDP, Government has initiated the Strategic Infrastructure Projects that will be implemented between now and the year 2030; with investment of R3- trillion from the public fiscus and private sector, and creating millions of jobs while providing services and building the economy. Included in the Provincial budget this year is a capital budget estimated at R13-billion to initiate new and maintenance of completed projects.

# 2.2.2.2 INFRASTRUCTURE, TRANSPORTATION AND LOGISTICS

The President announced 18 Strategic Integrated Projects (SIPS), all but three of which involve Mpumalanga Province. The development of the Dig-Out Port and the concomitant development of the Durban – Free State – Gauteng Logistics and Industrial Corridor forms part of the Strategic Integrated Projects. Approximately R100-billion will be invested in this development, and the acquisition of land involving the transfer of approximately 641 hectares valued at R1, 85 billion is in progress.

# 2.2.2.3 PORTS

The projected increase of Capacity of the Durban Ports will move from 2.7 million containers (TEUs) to 30-million by 2040. Transnet has allocated R131-billion for the ports upgrade programme country-wide aimed at improving the container handling rate. To cope with such volumes, more work is underway to develop an inland port in the area of Cato Ridge. With the increase in activity as well as the current expansion projects at the Durban and Richards Bay harbours, the sector will continue to experience high growth rates.



#### 2.2.2.4 DEVELOPMENT OF REGIONAL AIRFIELDS

Mpumalanga Province has four regional airports which are being revamped as infrastructure to support and boost local economic development in those pursuant to the MP Airport Strategy adopted by Cabinet in 2012. These are Oribi Airport 6 (Pietermaritzburg); Margate on the South Coast; Prince Mangosuthu Buthelezi Airport in Ulundi in Zululand; and Mkuze.

A new daily flight has been launched by Federal Air between Ulundi and Pietermaritzburg. There are significant cost-savings to the business community and enhanced revenue collection for the municipality as a result of the improved Oribi Airport.

# 2.2.2.5 EXPANSION OF COAL RAIL LINK

The rail link is planned to open access for coal mined in Limpopo, and parts of the rail will go through Swaziland to Richards Bay. Transnet is proceeding with investment of R31.6-billion to upgrade the coal export line to 81-million tons per annum (mtpa) and then to 97 mtpa.

## 2.2.2.6 PASSENGER RAIL

The most significant development was the appointment by PRASA in December2012 of Bombardier Africa Alliance Consortium to undertake the replacement of the old, out-dated signaling system with a modern, electronic inter-locking system in the Ethekwini Metrorail commuter rail network. PRASA is making a total investment ofR2-billion over the next five years. The new signal system will result in increased Capacity and safe movement of frequent and faster trains. The R1.3-billion construction work on the Bridge Town Project, the completed station and rail link to the Duffs Road Station is progressing as planned. PRASA has already spent over R1.1-billion of its investment over the past 18 months, including on the work in Duffs Road.

A total of 10 stations were completed under this programme this year to the tune of just over R34-million. The stations are Havenside, Seaview, Poet's Corner, Umkomaas, Dipaleseng, Ladysmith and Westcliff, with Island and Wentworth on practical completion. These improvements include lighting, ablution facilities, fencing, ticket offices, etc.

# 2.2.2.7 EXPANDED PUBLIC WORKS PROGRAMME

Mpumalanga Province has to date created 89 455 full-time equivalent employment (FTE's) and 324951 work opportunities. We have been commended by the National Department of

Public Works as the top beneficiary of the incentive grant totaling of R165.14-millionand growing since 2009. Part of the strategic infrastructure projects involve education and health infrastructure. The Department of Public Works has been given three years to build their Capacity and take over after the end of the contract. The services of this team will be offered to municipal councils where lack of Capacity is a cause of concern.

#### 2.2.2.8 HUMAN SETTLEMENTS

The dream of a better life for the people of the Province can never be realized without a roof over their heads. The SA Bill of Rights enjoins us to ensure that the citizens of Mpumalanga Province have access to decent housing. In this regard, since 2009 the Province through the Department of Human Settlement has produced 85 733housing units with urban and rural spread as well as upgrading 6 386 units in slum clearance programme. To address the gap market, attempts have been made a further 19 422 units available through the Enhanced Extended Discount Benefit Scheme Refurbishment. The project-linked subsidies has made it possible for another 16 142 units to be provided. This year the Department of Human Settlement will provide 2500 subsidies for middle income earners. Numerous job opportunities have been created.

#### 2.2.2.9 ENERGY

In 2009 (March) 74.16 % of households in the Province had access to electriTown (household connection). In 2012, this had risen to 76.69%. The backlog remaining is approximately 575 000 households. The Census 2011 dataset indicates 78 %access. Eskom reports that the eradication of all the electrification "islands" (households that were omitted during electrification) is in progress. In addition, projects are in the process of construction to provide a further 8 725 consumers with an electriTown connection. These will be completed by 2014 at a cost of approximately R240-million. With a total of almost 22 000 connections, the "island" eradication programme will be completed in 2015/16.

#### 2.2.2.10 WATER AND SANITATION

In 2009 (March) 78.3 % of households in the Province had access to piped water within 200 metres of their dwelling (or higher level of service). In 2012, this had risen to 83.47%. The backlog remaining is approximately 400 000 households. The Census 2011 dataset indicates 86 % access. This includes households with access to piped water in excess of 200 meters from the dwelling. In 2009 (March) 76.18 % of households in the Province had access to sanitation (ventilated approved pit latrine or better). In 2012, this had risen to 80.36%.

The backlog remaining is approximately 480 000 households. The Census 2011 data set indicates 88 % access. Regional Bulk Infrastructure Projects, including construction of dams,



are under way with a total value R2.183-billion, to provide people with an assured supply of potable water, resulting in 3631 direct project construction jobs.

# 2.2.2.11 BUILDING SMMES AND CO-OPERATIVES

The role of small entrepreneurs in building our economy and provision of job opportunities has been well established. It is also clear that the challenges faced by the small business sector require more drastic action to make them successful. This sector must be built and supported to create hundreds of thousands of jobs, as the case is in many countries.

# 2.2.2.12 RURAL DEVELOPMENT AND AGRICULTURE

Rural development is aimed at ensuring food security for all rural and peri-urban households as well as creating a vibrant rural economy and sustainable lives for people in the rural areas by providing them with appropriate technology, skills development and building an asset base.

It is estimated that a third of MP's total land cover is under the custodianship of the Ingonyama Trust land is categorized as predominantly rural in context and which covers areas where high poverty levels prevail. This area has poverty levels estimated to be as high as 49.5% and youth unemployment as high as 42%. It is therefore imperative to channel new development opportunities to these relatively deprived and sometimes remote rural areas by opening access to land for development and to support rural communities to become active partners in the development of their land.

The work of the Provincial Planning Commission has also contributed significantly to important breakthroughs and progress made with the promotion of security of land tenure in both the urban and rural context. A process has been initiated with the Department of Rural Development and Land Reform to resolve obstructions to the passing of freehold land ownership to persons in the former black townships. A close working relationship has been established with the Ingonyama Trust and the Provincial Planning Commission.

Through this process the Province hope to be able to proceed with the formalisation of planning and promoting security of tenure in key rural service development nodes.



# 2.2.3 OPERATION CLEAN AUDIT - 2014

In the Provincial Operation Clean Audit, the Provincial Government offers assistance to municipalities to improve audit outcomes. COGTA and Treasury focus strongly on engagement with political and administrative leadership of poor performing municipalities. This will be more so for the 7 municipalities that received disclaimers.

#### 2.2.4 OPERATION PHEZOKOMKHONO

Operation Phezokomkhono (OPK) is a strategy to integrate departmental programmes and deliver jointly on outcomes since success depends on several departments cooperating. It has ensured that services are brought together at the level of communities in the wards and empowers communities to discuss with various government officials who do not necessarily work at ward levels in a venue designated as WAR ROOM. This strategy has been implemented to coordinate the efforts of various sectors and mobilize society for a common purpose.

Dipaleseng Municipality has launched the Provincial Phezokomkhono program at ward 9 as an attempt to declare war against poverty and social challenges facing the community of Dipaleseng. Operation Phezokomkhono Programme (formerly known as the Flagship Programme) seeks to institute food security, fight disease, in particular HIV, AIDS and TB, and poverty, to empower women and youth, and to instil behavioural change amongst the citizens of the province.

The formulation of this 3<sup>rd</sup> Generation IDP has adopted the principles of Operation Phezokomkhono Program thereby establishing partnerships with the local community and getting involved into War Rooms. Operation Phezokomkhono has a 'whole of Government approach' as its philosophical basis. It spells out every initiative and how it links to initiatives being implemented by the different sector departments and the spheres of government...therefore delivery of services is required through partnership with community, stakeholders and government.

Dipaleseng Municipality has ensured that all 60 ward committees together with ward councillors do participate in this program through formation of war rooms at ward level.

Operation Phezokomkhono is a continuous interaction between Government and the community to come together to achieve the 12 National Outcomes. The program encourages the social mobilization where communities have a role, as well as delivery of government services in a more integrated way. The Government has structured programs which need to get as deep as to the level of the people are serving.



This is at ward level, translating to all 06 wards and all households within the Dipaleseng area of jurisdiction. The Mpumalanga provincial government humbly accepts that it cannot achieve this alone, but needs community's hands in building this nation together.

The following Provincial departments have been prominent in spearheading the Operation Phezokomkhono program in Dipaleseng Municipality. These include; Department of Health, Education, Sports and Recreation, Social Development, Office of Premier and Co-Operative Governance and Traditional Affairs through Community Development Workers (CDWs).

# SECTION C: CURRENT SITUATION ANALYSIS

# 3 STATUS QUO ANALYSIS

Future development within Dipaleseng LM should respond directly to the development trends, patterns, needs and aspirations of those who live and/or work within the area. It must be relevant to the local context while also contributing to the attainment of the Provincial and National development imperatives.

This section provides a detailed analysis of the current development situation within the DLM. It is structured substantially in accordance with the Key Performance Areas (KPA), but also considers issues that are pertinent to Dipaleseng Municipality. The national KPA's are as follows:

- Social and Economic Development. [LED]
- Infrastructure Development (service delivery).
- > Institutional Development and Corporate Governance.
- > Financial Management.
- Democracy and Good Governance.
- Spatial Planning and Environment

## 3.1 SOCIO-ECONOMIC PROFILE

#### 3.1.1 DEMOGRAPHIC PROFILE

# 3.1.1.1 POPULATION SIZE AND GROWTH PATTERNS

The official government figures reflected in the 2011 census data estimates the total population of the DLM to 42 390 people. This marks a net population increase of 0.87% per annum between 2001 and 2011. It is noted that between 1996 and 2001, population increased by 2.93% per annum. This means that although the population continues to increase, rate of growth is declining.

Table 1: Population Size - Dipaleseng Municipality and Gert Sibande District.

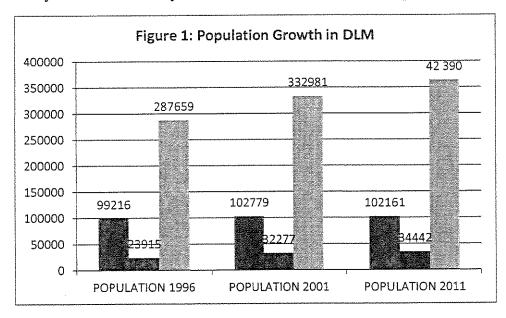
TOTAL POPULATION BY	TOTAL PO	PULATION	% PUPULATION GROWTH		
MUNICIPALITIES	2001	2011			
Dipaleseng LM	38 981	42 390	2.93	0.87	
GSDM					

Source: Stats SA, 2011 Census Data



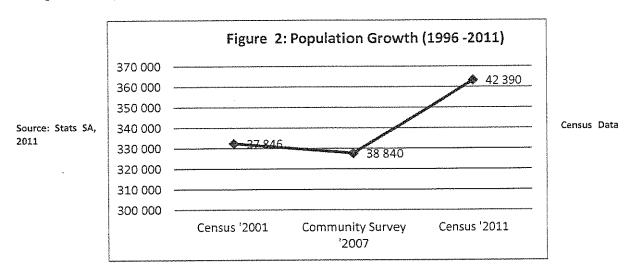
This trend is characteristic of the whole district with municipalities such as Pixlely ka Seme recording a negative growth rate. Population growth rate in Dipaleseng is above district average of 0.66% making Dipaleseng the fastest growing municipality in the district in terms of population.

Dipaleseng accounts for 12% of the district population. 20% of the district population resides in Siyathemba while only 7% is found in Nthorwane Municipality.



Source: Stats SA, 2011 Census Data

As indicated in Figure 1 above and 2 below, population growth rate in Dipaleseng is in an upward trajectory with the majority of the growth occurring mainly in the eastern areas – around Siyathemba and Nthorwane Townships. These are largely underdeveloped areas occupied mainly by low income and poor communities.



Current population movement patterns in the region suggest that the urbanisation phenomenon continues with factors such as natural growth rate, breakdown in extended families and in-migration being the main drivers. In-migration arises mainly from perceived urban opportunities and prospects for a better life, poor access to services and lack of employment opportunities in the rural hinterland and general decline in employment opportunities in the agricultural sector. Over the last ten years, Dipaleseng agricultural regional has registered a net decline in both production and employment opportunities.

#### 3.1.1.2 HOUSEHOLD SIZE

Similarly, Dipaleseng accounts for the majority (12 435) households found within Gert Sibande District. This is consistent with the population distribution which suggests that the majority of the population within the district resides in Dipaleseng Municipality. Average household size is 4.3 people which suggest a slight decline in average household size from recorded in 2001. Table 2: Population Size – Dipaleseng Municipality and Gert Sibande District.

DISTRIBTION OF HOUSEHOLDS BY		NUMBER OF HOUSEHOLDS		IOUSEHOLD ZE	FEMALE HEADED HOUSEHOLDS %		
MUNICIPALITIES	2001	2011	2001	2011	2001	2011	
Dipaleseng	9164	12 435	4.6	4.3	45.1	47.5	
GSDM	96670	110963	4.8	4.5	44.9	47.6	

Source: Stats SA, 2011 Census Data

The number of households headed by women has increased from 45.1% in 2001 to 47.5% in 2011 in line with the district average of 4.7.6%. This read together with the relative decline in population growth rate suggests an increasing level of circular migration coupled with an increasing breakdown in extended and compounded households.

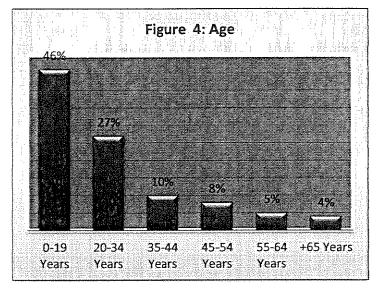
# 3.1.1.3 POPULATION DISTRIBUTION BY WARD

The population of Dipaleseng Municipality is unevenly distributed amongst six (06) municipal wards; with ward 04 being the most populated ward followed by ward 01 and ward 2. Ward 03 is the least populated.

The main settlement areas that are found in ward 05 include Grootvlei Ext 1 &2 Eskom Power Station Industrial Area. Ward 03 comprises of the Industrial Area, and parts of Balfour residential area. Ward, 2; 3; 5 and 06 are mainly a rural ward with settlements such as Sthandiwe, Sophia Trust, Zone 07 and a number of farmlands with different rural settlements.



#### 3.1.1.4 AGE

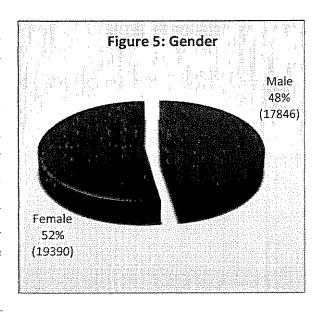


Dipaleseng population is relatively young with 46% of the population being younger than 19 years of age, while the age group between 20 and 34 years accounts for 27% of the population. This puts pressure on educational provision of social welfare, health facilities. services and the stimulation of the provide economy to iob and economic opportunities development. In-migration of the

youth and economically active population implies an increasing need for recreation, educational facilities and employment opportunities.

#### 3.1.1.5 GENDER

52% of the population is female while males account for the remaining 48%. This gender distribution conforms to the National norm. Thus the need for programmes specifically targeted to gender equity is critical. In response to this, the Dipaleseng Municipality has prioritized Gender issues as part of its Special Programmes. Specific projects and programmes aligned to the National Program should be developed and rolled out in line with the municipal program of action.



#### 3.1.1.6 HIV AND AIDS

HIV and AIDS have had a major impact on both the quality of life of communities and families and on the economy. Number of initiatives has been implemented through the National Department of Health to combat the current epidemic however major challenges still remain. Within Dipaleseng, the number of HIV positive persons has increased at an average annual growth rate of 2.9% between 2000 - 2010, bringing the percentage of the population with HIV to almost 60% of the total population. The number of AIDS related deaths has increased at an average annual growth rate of 8.7% between 2000 – 2010, with



AIDS deaths accounting for about 62% of total deaths in the municipality. This highlights the

MUNICIPALITIE NO SCHOOLING HIGHER MATRIC	PRIMARY
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severity of the current situation and the need for interventions that target and attempt to address these HIV/AIDS challenges.

#### 3.1.2 SOCIO-ECONOMIC PROFILE

#### 3.1.2.1 EDUCATION PROFILE

Education profile of the population shows significant improvement since 2001. The number of people who do not have any formal education declined from 13% in 2001 down to 7.8% in 2011. This was coupled by a substantial increase in the number of people with secondary education (Metric) from 25.8% to 32.8% during the same period. However, a low representation of people with higher education is worrisome as this category has recorded a remarkable decrease from 8.2% in 2001 to 4.4% in 2011. This phenomenon could be attributed to the general lack of tertiary institutions and employment opportunities in the area. It limits the ability of the area to attract and keep highly qualified people.

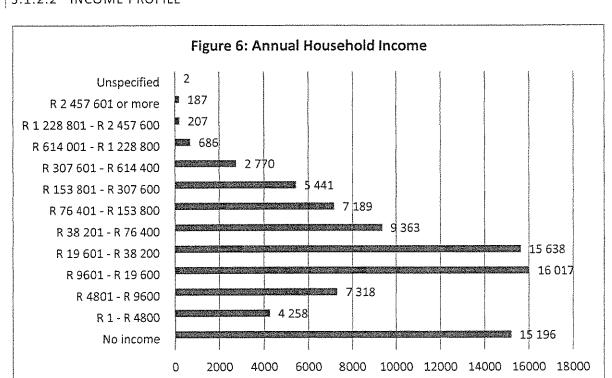


S			EDUCA	TION			EDUCATIONAL ENROLMENT AGED 6-13	
	2001	2011	2001	2011	2001	2011	2001	2011
Dipaleseng	13.3	7.0	8.2	4.4	25.8	32.8	90.9	94.7
GSDM.	16.1	7.8	7.0	3.7	23.1	30.5	91.0	94.6

Source: Stats SA, 2011

The number of children between 6 and 13 years of age enrolling for primary education has increased from 90.9% in 2001 to 94.7% in 2011

Table 3: Education Profile (20 Years of Age and Above)



3.1.2.2 INCOME PROFILE

Source: Stats SA, 2011

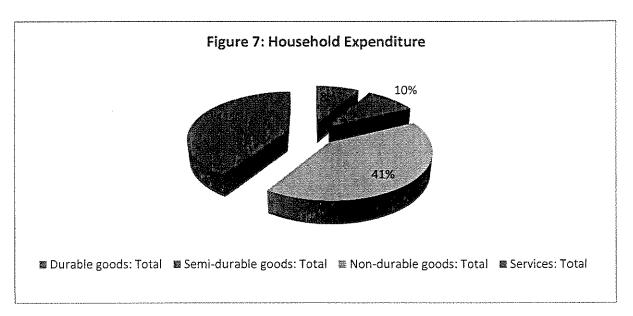
Dipaleseng Municipality has a generally low income population with a large number of people (R15 196) living in abject income poverty as they do not have a reliable source of



income. Those who earn some income earn less than R38 200 per annum or R3 183.33 per month. Dependence on grants funding such as welfare grants and pension is also relatively high. As indicated figure 6 above, the level of representation drops sharply as income brackets increases. As a result, affordability level is generally low while dependency on social grants is high. 22000 people applied to be registered on the indigent list for the municipality in 2010.

#### 3.1.2.3 HOUSEHOLD EXPENDITURE

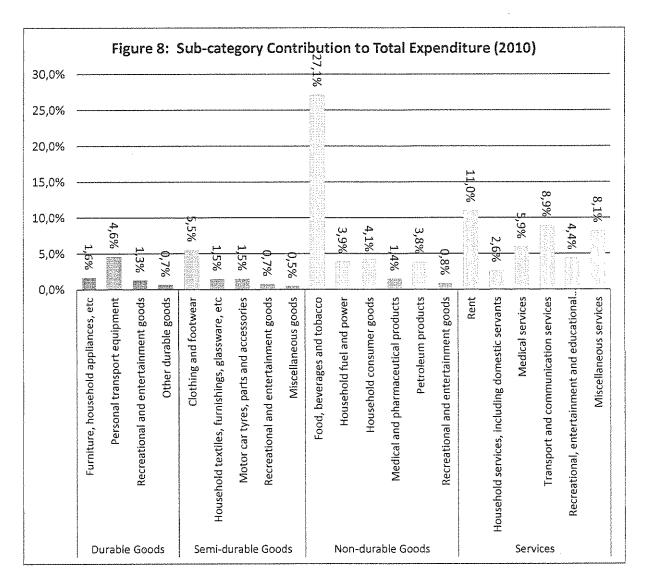
Total household income in 2010 was approximately R7.8 billion in Dipaleseng, of which 69.2% is remuneration (R5.4 billion) and 30.8% is unearned income (R2.4 billion). Of the total household income, 93.7% is household expenditure, which consists of the purchase of goods and services. Savings were negative in 2010 suggesting that and additional R250 million worth of credit is being utilised in addition to total expenditure. The graph below displays the breakdown of expenditure into the major purchase categories.



Source: Urban-Econ calculations based on Quantec Data (2012)

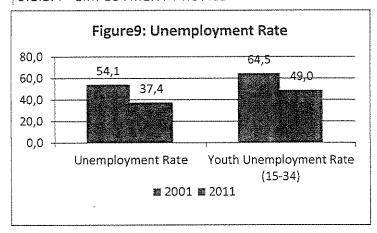
The largest sub-category of expenditure is food, beverages and tobacco contributing just over 27% to total expenditure within Dipaleseng. This is followed by rental (11%), transport and communication (8.9%), miscellaneous goods (8.1%), medical services (5.9%), and clothing and footwear (5.5%). This indicates that a large portion of expenditure is being used for basic necessity items such a food and clothing, as well as rent, transport and communication, with little left over for items such as household furnishings, transport equipment, recreation and entertainment, as well as luxury items.





Source: Urban-Econ calculations based on Quantec Data (2012)

#### 3.1.2.4 EMPLOYMENT PROFILE



**Figure** As indicated on 8. unemployment rate in Dipaleseng Municipality is estimated at 37.4%. This marks a slight decline from 54.1% recorded in 2001. Unemployment among the youth (15 to 34years of age) has also declined from 64% in 2001 down to 49% in 2011.

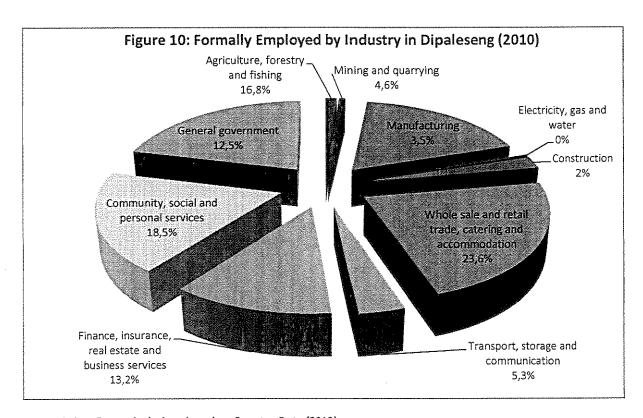


#### 3.1.2.5 FORMAL EMPLOYMENT BY INDUSTRY

There is an almost equal share of skilled and semi/unskilled persons within Dipaleseng, consisting 44% and 43% of those employed in the formal economy, respectively. Only 13% of those employed in the formal economy are classified as highly skilled. The graph below displays the distribution of those employed in the formal economy by industry.

The primary sectors of the economy only contribute 2% to total employment within Dipaleseng, with agriculture contributing 1.3% (800 people) and mining 0.7% (426 people). Of concern is the average annual growth rate of employment within the agriculture and mining sectors, which have declined by 16% and 7.5% per annum since 2000 respectively.

The manufacturing sector contributes 17.9% to total employment (11,453 people) within the municipality, and has also experienced negative growth with an average annual decline in employment of 5.2% since 2000. These trends are alarming as they highlight the decline in employment within the primary and secondary sectors, which form the foundation of the economy, and are generally more labour intensive than tertiary sectors. Major intervention will be required to ensure that the agricultural and manufacturing sectors are regenerated to absorb more labour and stimulate economic activity.



Source: Urban-Econ calculations based on Quantec Data (2012)

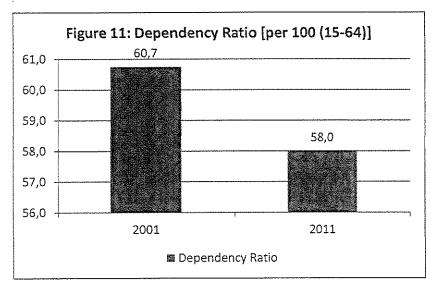


The wholesale & retail trade and catering & accommodation sector is the largest employer with 22.6% of total employment (4,426 people), and has declined at a much lower rate of -0.4% on average per annum. The finance, insurance, real estate and business services sector contributes 13.2%, while the community, social and personal services contributes 18.5%, and general government services 12.5%. All these sectors have experienced a low level of positive growth. The entire tertiary sector contributes 77.6% to total employment, which again is concerning given that the service sector relies on growth within the primary and secondary sectors to generate wealth.

#### 3.1.2.6 ECONOMICALLY ACTIVE POPULATION

Of the total population of Dipaleseng, 61% are within the working age bracket (16-64 years). Approximately 55% of those within the working age bracket are not-economically active. In terms of the strict definition of unemployment (those who are unemployed, and have given up looking for employment), 29.2% of the labour force (those willing and able to work) are classified as unemployed. This is in line with the district unemployment rate of 29.7%, but is higher than the Provincial average of 23.2%. Of those employed, 79.7% are employed within the formal market, while the remaining 20.3% are employed in the informal market. The graph below displays the level of skill of those employed in the formal employment market.

## 3.1.2.7 DEPENDANCY RATIO



The dependency ratio indicates the number of young people (under 16) and older people (over 64) who depend on people of working age (16 to 64).

As indicated on Figure 9, dependency ratio in Dipaleseng has declined from 60.7% in 2001 down to 58% in 2011.



#### 3.1.2.8 HUMAN DEVELOPMENT INDEX

The Human Development Index (HDI) for Dipaleseng has improved significantly since 1996 (refer to table 4). This is symbolised by the net decrease in representation of people living in poverty from 45% in 1996 and 2001 down to 39% in 2007. This is however, below the Provincial average of 33% in urban areas.

Table 4: Social Development and People in Poverty

	PERCENTAGE OF PEOPLE IN POVERTY			HUMAN DEVELOPMENT INDEX (HDI)			UNEMPLOYMENT RATE OFFICIAL DEFINITION (%)		
Dipaleseng	1996	2001	2011	1996	2001	2011	1996	2001	2011
	45%	45%	39%	0.54	0.57	0.57	20%	25%	22%
Urban MP	37%	39%	33%	0.58	0.60	0.60	17%	22%	20%
Rural MP	55%	68%	63%	0.45	0.49	0.50	24%	35%	31%

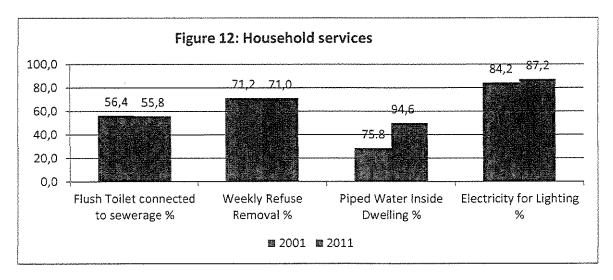
Source: Urbanization Paper, Clive Coetzee, 2009

Most of the poverty-stricken households of Dipaleseng are located in the informal settlements as well as the rural areas. The urbanized population is generally better off than the rural communities affordability levels are significantly low and access to basic services is a major challenge. The provision of sustainable basic and essential services to these communities is to be one of the greatest challenges of the Dipaleseng Municipality and innovative service delivery options is encouraged.

# 3.1.3 GENERAL ACCESS TO BASIC SERVICES

As indicated on Figure 12 below, access to basic household services in Dipaleseng Municipality has improved substantially since 2001 with more people (50% as opposed to 28.5% in 2001) having piped water inside their dwellings, and 84.2% having electriTown for lighting marking an increase from 84.2% in 2001. The situation with regard to sewer connection and refuse removal remains largely unchanged reflecting the impact of population growth.

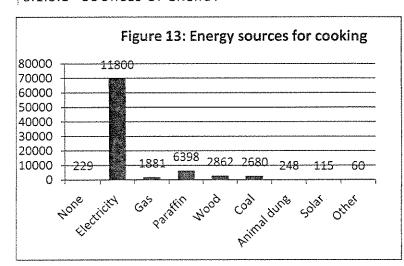


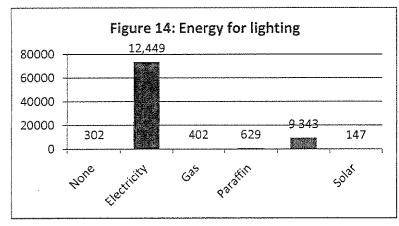


Source: Stats SA, 2011

However, the standard and level of service differ significantly among areas reflecting the impact of the past apartheid policies. The Zenzele area and the surrounding settlements are characterised by severe service backlogs and underdevelopment. Table 6 below indicated a summary of service backlogs for 2010.

#### 3.1.3.1 SOURCES OF ENERGY





municipality with assistance of ESKOM has made substantial progress with the provision of electriTown of throughout its area jurisdiction. 12 435 households using electriTown are for cooking and lighting respectively. The number of people using sources of energy such as paraffin, wood, gas,

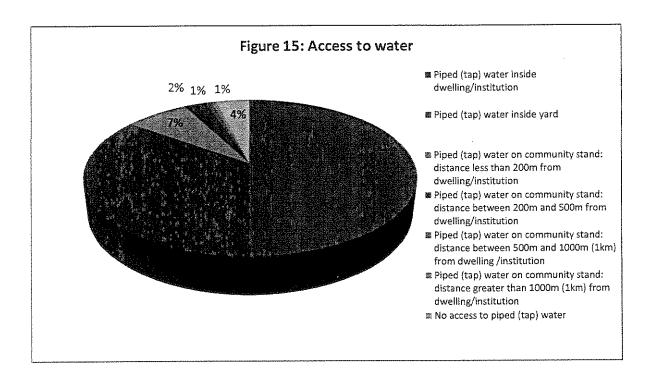
coal, etc has declined substantially.

However, there is a few areas where lack of services has been reported. These include informal settlements and areas that were settled after the was electrified.



### 3.1.3.2 ACCESS TO WATER

Water supply infrastructure in Dipaleseng Municipality varies between areas reflecting the impact of separate development and urban bias of the past planning and development practices. Balfour town is generally well provided with water while a few households in Siyathemba, Nthorwane and Grootvlei Ext 1 Townships are experiencing shortage in this regard. Severe backlogs have been reported in rural wards where the level of backlog is high. A review of the 2011 census data reveals that 94,9% of the population has water inside their dwelling units. However, a significant number of people (more than 35% still obtain water beyond a 200m radius of communal stand pipes. People who do not have access to piped water account for only 4% of the total population.



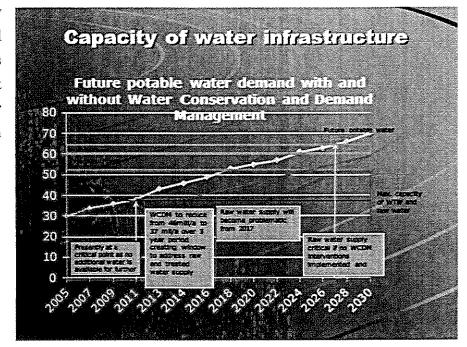
The Dipaleseng Municipality, in line with National policy on FBW, makes budgetary provision of 06kl per household for indigent families, funded through the Equitable Share. The recently updated Water Services Development Plan (WSDP) indicates that there has been a reduction of 18% in water backlogs between the 2002 and 2010 with an existing water service backlog of 24%. Breakdown of the level of access to water by municipal wards is indicated on the table below:

Table: 6: Access to Sanitation by Wards

Source of water	Regional/local water scheme (operated by municipality or other water services provider)	Borehole	Spring	Rain water tank	Dam/pool/ stagnant water	River/ stream	Water vendor	Water tanker	Other
Municipal						252	20	4.7	0.7
Wards	851	33	452	93	94	258	20	41	87
Ward 1	3 242	6	1	2	1	1	5	5	20
Ward 2	2 294	16	1	3	9	12	8	7	34
Ward 3	2 789	6	-	7	3	1	8	13	9
Ward 4	2 873	7	1	1	3	1	6	4	8
Ward 5	3 821	82	11	29	5	7	55	52	249
Ward 6	3 216	32	2	15	6	5	20	9	239
Grand Total	18 725	235	545	278	169	312	305	411	292

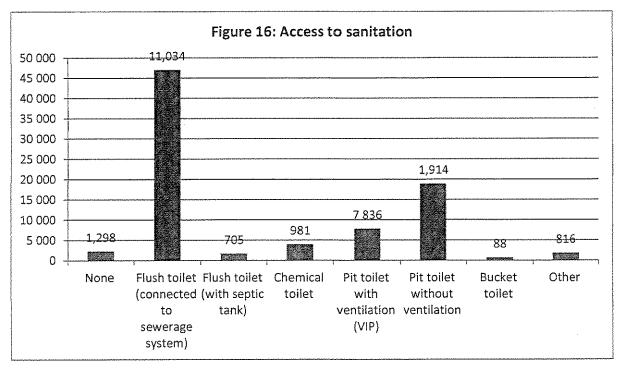
Source: Stats SA, 2011

The graph below illustrates the demand for water and indicates the crisis that might face DLM is water issues are not given priority within LM.



#### 3.1.3.3 ACCESS TO SANITATION

Similarly, the peri-urban and rural areas with the Nthorwane and rural settlements in the Grootvlei Ext 1 and Zenzele communities are characterised by high sanitation backlogs. The rural node has no sewerage reticulation in place. The residents rely on over 400 ventilated improved pit (VIP) latrines. Most of the VIPs are full and the Municipality spends about R1,0 million per annum in de-sludging the VIPs. Plans are underway to formalize Zenzele and considerable sewage flows are expected.



Source: Stats SA, 2011

A breakdown of level of access to sanitation by municipal wards is indicated in the table below. 122 people said to be on bucket system is a source of concern and will be attend immediately.

Table: 7: Access to Sanitation by Wards

MUNICIPAL WARDS	NONE	FLUSH TOILET (CONNECTED TO SEWERAGE SYSTEM)	FLUSH TOILET (WITH SEPTIC TANK)	CHEMICAL TOILET	PIT TOILET WITH VENTILATION (VIP)	PIT TOILET WITHOUT VENTILATION	BUCKET TOILET	OTHER
Ward 1	168	456	0	0	10	77	36	124
Ward 2	165	3259	0	0	36	0	2	2
Ward 3	19	2339	216	87	54	6	15	6
Ward 4	222	2802	0-		0	4	0	5
Ward 5	990	2888	0	-	86	222	44	7
Ward 6	840	4428	0	87	1.5	393	25	145



#### 3.2 SPATIAL ANALYSIS

Dipaleseng Municipality boundaries were delineated in terms of the Municipal Demarcation Act taking into account a number of factors including physical features of the area, population movement patterns, economic trends and social organisation of communities. As such, the boundaries are not simple administrative, but also provide a framework for regional economic development planning. This section provides a broad spatial analysis and should be read together with the Spatial Development Framework.

# 3.2.1 DISTRICT CONTEXT

Dipaleseng is by far, the smalerst economic hub within the administrative boundaries of Gert Sibande District. It is located on the north-western side of Mpumalanga Province and shares the boarders with the neighbouring Provinces. Dipaleseng Local Municipality has a geographical coverage of 2616.5km² land, it is bounded by Lekwa Municipality to the east, Govan Mbeki to the south, Free State Province to the South and Gauteng to the West. The Town of Dipaleseng is a service centre serving a wide, mainly rural hinterland with the CBD being the primary economic and social node for the Town itself as well as the surrounding Dipaleseng also serves a number of small settlements which surround it.

Dipaleseng is well placed to benefit from regional economic growth given its strategic location at the nexus of major tourism, logistics, farming and industrial routes, and as the seat of government in Mpumalanga. Dipaleseng is centrally located in the northern region, of MP halfway between Johannesburg and the harbours of Durban and Richards Bay, contributes to the export of manufactured goods, as well as for distribution to the Gauteng market.

Dipaleseng is also provided with good access infrastructure to these areas, which includes road and rail networks. It is situated on the national rail route between the Durban Container Terminal and Town Deep in Gauteng, and has within its confines, major rail exchange yards, supporting railway stations and extensive goods conversion/warehousing facilities.

Previous reviews of the local economy have identified trade, tourism and agriculture as the three main economic sectors in the area. In Dipaleseng, there are 34 sectors that contribute to the GVA-R<sup>1</sup>, of which metal products, machinery and household appliances products is

<sup>&</sup>lt;sup>1</sup> Gross Value Added by Region (GVA-R) is a measure in economics of the value of goods and services produced in an area, industry or sector of an economy



the largest contributor, followed by the education and land and the land and transport sector. The GVA-R of Dipaleseng has experienced a significant increase over the last 12 years.

#### 3.2.2 REGIONAL AND LOCAL ROAD NETWORK

Movement within Dipaleseng can be divided into two categories, that is:

- Movement that traverses the Municipal Area not having any settlement within the Municipal Area as a destination; and
- > Movement that takes place between destinations or settlements within the Municipal Area.

With regard to the former, movements along the national road apply. For example, the N3 is used as the connecting route between Johannesburg and Durban.

#### 3.2.2.1 LOCAL ACCESS AND MOVEMENT

With regard to internal movement, a number of prominent routes can be identified. Firstly, there is a strong movement of people between Nthorwane and Balfour, the latter being the core area of the Municipal Area. Secondly, a strong movement axis exists between Grootvlei and Balfour along the R51. Thirdly, a movement axis is found between the Dipaleseng CBD on other settlements, such as Nigel to the west, Springs and Heidelberg including Standerton to the East.

# 3.2.2.2 REGIONAL ACCESS AND MOVEMENT

Dipaleseng Municipality enjoys relatively good access at a national and regional scale. West-south linkages are facilitated by the N3 and east - south linkages by the R23 and R51. The N3 is a primary movement and mobility corridor. It runs in a west-south direction from the Johannesburg to Durban through Dipaleseng Town thus making the area highly accessible and well connected to the National, Provincial and regional road network.

Although the SDF identifies this route a primary corridor, access to it is governed in terms of the South African National Roads Agency Limited (SANRAL) regulations. This includes limitations imposed on the number and location of direct access points and location of uses, which may be viewed as having potential to interrupt traffic flows.

Secondary corridors are the R23 which runs South from Dipaleseng to Standerton and beyond to Volkrust and Richards Bay linking to Durban. These routes all originate from the Johannesburg. The Siyathemba-Nthorwane section of the road to Secunda (Brakfontein) has



been identified as a mixed-use corridor and is to be developed with nodes of services and economic opportunities. Regional access routes are subject to the rules and regulations of the Department of Transport.

#### 3.2.3 SETTLEMENT PATTERN

Settlement pattern in the DLM has largely followed access routes thus forming an economic system with definite interdependencies between and among various elements. However, it has also been highly influenced by the past apartheid planning and segregationist policies. The current settlement pattern reflects a continuum of settlements from a highly urban Dipaleseng town through peri-urban settlements in the Balfour to extensive commercial farmlands with small isolated farm-dweller settlements.

#### 3.2.3.1 URBAN AREAS

The urban component of the DLM comprises three distinct sections, namely:

- > Balfour/Siyathemba
- > Greylingstad/Nthorwane
- > Grootvlei.

An urban edge has been determined around this entire complex within which it is proposed that all future urban development takes place in order to integrate, densify and diversify it as well as to limit the loss of high yield agricultural land.

### 3.2.3.1.1 DIPALESENG

The CBD is located in Dipaleseng West on the southern side of the confluence of the Suikerbos and Water Val Rivers. Dipaleseng West is predominantly residential with the northern section being the most affluent. Ribbon development runs south-eastwards from the CBD along the R51 and includes a shopping centre, restaurant, garage and car showroom, hotel and lodges. The northern portion of Dipaleseng West also accommodates the show-grounds, Warembo Lodge and Conference Centre, a golf course and Eskom Station.

Immediately south of the CBD are the original residential areas of the town also laid out in the same gridiron pattern and home to the Siyathemba Clinic, the police station and a number of home offices which have spread outwards from the CBD. South-west of the CBD are further residential suburbs.



Dipaleseng CBD is currently going through a process of spatial transformation. This involves three main processes, namely:

- Decentralisation of commercial and office space;
- Redevelopment; and
- > Expansion of town area.

Decentralisation of commercial and office space occurs in the form of nodular development at both eastern and western entrances/gateways into Dipaleseng CBD. Dipaleseng west development includes a number of service industries, a community commercial centre, Guest houses and a number of associated developments. The area is earmarked for further commercial development.

Rights have been granted for the development of regional shopping centre next to the rail line. A new office complex has also been developed in the area while infrastructure has been laid for mixed land use development. Other developments expected in this node in future include motor-showrooms, restaurants, etc.

Redevelopment on the other hand, involves refurbishment of buildings vacant or underutilised, because of economic downturn and relocation of offices to the new office node. This process also includes intrusion of office use, particularly professional offices, into residential areas that abut into the CBD. A number of dwelling units have been granted office use rights or are being used as offices.

Dipaleseng Municipality has accordingly developed strategic responses to these trends. These include Dipaleseng West Precinct Plan, CBD Development Plan and Dipaleseng South Spatial Development Plan (SDP). The latter provides for a range of residential products, mixed land use and commercial nodes.

The net effect of these plans is the extension of the town built-up area, shifting of the urban edge and opening of new interface zones. In view of its strategic location in northern Mpumalanga Province, Dipaleseng is likely to remain a regional service centre unchallenged by other nearby town in the foreseeable future. Its market threshold is relatively secure but its economic and social vitality remains dependent on the state of its regional hinterland. The CBD itself has remained relatively stable.

#### 3.2.3.1.2 CENTRAL INDUSTRIAL AREA

East of the CBD lies large industrial areas, the R23 and abattoir facility as well as a landfill site. The Fortuna Dam and Recreation Area are also located in this area. The area occupies approximately 516ha of land zoned for industrial use, of which only a small portion is developed. While the area accounts for a significant amount of employment opportunities in the DLM, it historically developed as a buffer between the former white only areas in the Dipaleseng West and the former black only townships of Siyathemba and Nthorwane.

#### 3.2.3.1.3 BALFOUR

Balfour is located along R 51 and comprises of the Townships of Siyathemba and Sophia Trust area. Siyathemba and Nthorwane were laid out in the 1970s on the basis of a Master Plan developed in 1975, and reviewed in June 1985. The plan was based on the dominant planning doctrine and highly influenced by the political regime.

It gave rise to a compact linear urban form with rectilinear road network based on 3 to 4 km grid spacing of major arterials. The Joe Slovo area, which joins the Siyathemba and Nthorwane areas, has a more peri-urban character, consisting mainly of informal settlements. This area developed as a result of "shack farming" thus transforming the area from agriculture into an urban slum, with no formal planning. This has given rise to a complex set of land legal issues including title adjustment, beneficial occupation rights, tenancy and freehold ownership rights.

The complex is characterised by poor condition of services and general lack of amenity and pleasant appearance. This robs the area of private sector investment and perpetuates dependency on Dipaleseng town. Urban renewal programmes being initiated in the complex will address the upgrade of the public realm and improve the quality of life of the previously disadvantaged. It will also promote both public and private sector investment in the area. Access to public facilities and a safe environment are the other important aspects of quality of life that should be addressed in these areas.

## 3.2.3.2 RURAL SETTLEMENTS

The rural component of the municipality is dominated by expansive commercial farmland, which is used mainly for livestock farming and crop production. Some of the farms are affected by land reform, particularly land restitution and labour tenant, program that may lead to the creation of new settlements and erosion of agricultural land.

However, there are few established settlements on commercial farmlands. These include smaller rural settlements such as Sthandiwe settlements, Sophia Trust and Zone 14. Sophia



Trust provides basic services and functions to the surrounding agricultural areas and is identified as a tertiary node in the SDF, together with Sthandiwe settlements. Val marine, on the other hand, is a purely rural settlement based on its low population numbers, and is classified as a rural node.

#### 3.2.3.3 FORMER MINING AREAS

A number of settlements are also located in the south-eastern portion of DLM. These settlements are scattered throughout the area and are mainly as a result of mining activity, which is concentrated along a mining belt that runs from the centre of the municipal area towards the south east.

The mines have stimulated the development of numerous smaller settlements, such as Grootvlei Ext 1, and Ext 2. It has however impacted negatively on the spatial structure of the Municipal area by preventing development of an integrated urban structure. Higher standards of housing and access to infrastructure are found in these formal settlements.

The settlement pattern can mainly be ascribed to the mining activities and the Grootvlei power station in the area, which caused the discrete pockets of settlements. These are mostly around or close to mining activities. Some of the mining activities have however been downscaled or closed down.

## 3.2.4 IMPACT OF POST-APARTHEID SPATIAL PLANNING

Past apartheid policies had a profound impact on the structure and functionality of the Dipaleseng Municipality. It fragmented communities, marginalised their economic activities and undermined their participation in the economy.

It located people in areas with poor access to urban services and facilities, and effectively entrenched the philosophy of unequal development. Spatial fragmentation was implemented to effectively separate the urban complex of Balfour and the former dormitory suburbs of Siyathemba and Nthorwane.

These two areas are situated at least between 5km and 25km from Dipaleseng central business district (CBD) in line with apartheid spatial engineering. Spatial fragmentation, referring to separate blobs of development with no linkages, has the potential to undermine the role of Dipaleseng in its regional context and impact negatively on its ability to perform its functions effectively and efficiently.



## 3.2.5 LAND USE MANAGEMENT

In terms of the Municipal Systems Act, a Land Use Management System is a legal requirement that Dipaleseng Municipality is obliged to meet. In response, Dipaleseng municipality has developed a wall-to-wall scheme as part of a comprehensive review of the existing Dipaleseng Town Planning Scheme, and a process towards the introduction of land use controls in areas hitherto not covered by the scheme.

However, this document has not been implemented as due process is being followed to amend the Dipaleseng Town Planning Scheme as provided for in the Mpumalanga Planning and Development Act, 2008 (Act No. 6 of 2008). The Dipaleseng municipality has taken an incremental approach toward the implementation of the town-planning scheme in all areas, except the agricultural land. At present, Dipaleseng town is the only area that is covered by a Town Planning Scheme within the municipality.

## 3.2.6 SPATIAL TRENDS AND PATTERNS

The urban part of Dipaleseng Local Municipality is characterized by a highly inefficient and fractured spatial pattern inherited from the apartheid past. Historically, the town of Dipaleseng was divided along racial (now class lines), with the poorer communities situated away from job and economic opportunities, and excluded from the social fabric of the town. The main residential areas for the poor — Siyathemba, Nthorwane and Grootvlei Ext 1 area located approximately 5 to 35km from the CBD.

The following are some of the key structural elements of the MBO complex:

- Explosive low density sprawls in the form of informal and traditional settlements that have developed within the rural area. Some of this occurs on privately owned land in the Sophia Trust Settlements. The direction of this development is not controlled, but accommodates people who either cannot afford formal housing in legally designated areas or who seek location closer to the urban opportunities while wanting to maintain a rural lifestyle.
- > Loose character of the urban fabric epitomised by the single storey house on a plot type of development. Nearby housing projects have reproduced the same type of settlements albeit with lower level of services. High space standards applied in the provision of public facilities also contribute to the loose character of the urban fabric.
- Urban rural interface as the outer boundaries of the area adjoins onto agricultural land and rural settlements located on privately owned land.



> Inwardly oriented discreet pockets of mono-functional developments operating in isolation. Creating separation of different land uses, particularly between residential, commercial and industrial areas.

The net effect of this situation is an inefficient disintegrated spatial system, characterised by an enormous amount of movement between the Node and surrounding areas and especially between the Dipaleseng CBD and the complex on a daily basis.

# 3.2.7 LAND REFORM PROGRAMME AND RURAL DEVELOPMENT

The Dipaleseng Area has long been grappling with the land issues and has been involved in the implementation of the land reform since its inception. Land issues in the area cover both urban and rural areas, and cuts across the various elements of the land reform programme. Despite this, the area still lacks a common and coordinated vision for land and agrarian reform. Attempts by the Department of Rural Development and land Reform, in association with Gert Sibande District to develop an Area Based Plan dealing comprehensively with the land issues in the area has not made any significant impact in this regard.

#### 3.2.7.1 STATUS OF LAND REFOFORM PROGRAMME

According to Gert Sibande District Municipality Area Based Plan, the Department of Rural Development and Land Reform is implementing the following projects within Dipaleseng Municipality:

Figure 9: Land reform projects in Dipaleseng Local Municipality

- > Land Redistribution (LRAD): There are 15 completed land restitution projects where 5,097ha of land has been transferred to 283 households (1456 individuals).
- > Land Restitution: There are 130 claims on farms in the Dipaleseng area, totalling 5,000ha. Of this, 34 claims have been settled, making up 1,700ha.
- > Tenure Security (Labour Tenants): There are tenure security claims on 99 farms, making up a total area of 973ha



### 3.2.7.2 LAND TENURE UPGRADING

The need for land tenure upgrading in the DLM affects four types of communities, namely:

- People who hold Deeds of Grant to land
- > People who require their title deeds to be adjusted
- > Tenants in the Sthandiwe and Sophie Trust area
- > Farm dwellers

# 3.2.7.2.1 SIYATHEMBA AND NTHORWANE TOWNSHIPS

The title upgrading process undertaken as part of the Extended Discount Benefit Scheme and involving areas where people held their properties through Deeds of Grants (eg. Siyathemba and Nthorwane Townships) has virtually been completed.

## 3.2.7.2.2 STHADIWE AND SOPHIA TRUST

Similarly, substantial progress has been made with the title adjustment process involving land owners in the Sthandiwe and Sophia Trust areas. The completion of this exercise is critical to unlocking privately owned land in these areas for the development of sustainable human settlements. In fact, a comprehensive scheme which involved the provincial Department of Human Settlements and the national Department of Rural Development and Land Reform should be initiated as part of the urban Renewal Programme to deal with the land issues in the Sthandiwe and Sophia Trust areas. This includes people who occupy the area as tenants whose land tenure remains insecure.

#### 3.2.7.2.3 ZONE 14 SETTLEMENT

Communities occupying the area that falls under the jurisdiction of Zone 14 Settlement should also be considered for land tenure upgrading. At present, these communities enjoy beneficial occupation rights protected in terms of the Interim protection of Informal Land Rights (IPILRA). These areas require careful management as they are fast deteriorating into urban slums. Densities are increasing and accounts for some of the huge urban service backlogs in the DLM.

## 3.2.7.2.4 LAMERMOER SETTLEMENT

The land occupied by Lamermoer Community in the vicinity of Grootvlei should be investigated as it may fall outside the proclaimed area of Lamermoer Community Authority. The land has been subject of a court case between the farmer and Lamermoer Community.



Other areas that require attention in terms of tenure security are the settlements located to the north of Nthorwane Township and Beerlagter area.

# 3.2.7.3 LABOUR TENANT CLAIMS

As indicated on the Map above, a number of labour tenant claims were registered against various farms within the Dipaleseng Municipality Area. The process towards the resolution of these claims has been frustratingly slow. It is critically important for the municipality to follow this process closely as it may result in the establishment of small isolated settlements. A rural development strategy is required to guide this process and ensure that settlements do not encroach onto agricultural land in an uncontrolled manner.

#### 3.2.7.4 LAND RESTITUTION

A number of land restitution claims were lodged against various properties in the Dipaleseng Area. The majority of these are large in size and riddles with complexities. Lamermoer which involves dairy farming, crop production and livestock farming has not been resolved for the community to obtaining access to more than 10000ha of good agricultural land. The challenge is now to develop the farms, sustain productivity and create employment opportunities.

The process towards the resolution of the other land claims such as Beerlagter is progressing slowly. In view of the size of these claims and potential for agricultural development, it is critically important for Dipaleseng Municipality to ensure that they are integrated into the economic and service delivery programmes of the municipality.



### 3.2.7.5 IMPACT OF THE LAND REFORM PROGRAMME

As indicated on figure 5 above, the land reform programme has a significant spatial impact in the area. Other impacts are as follows:

- > The loss of productive agricultural land to residential development, resulting in reduced contributions by agriculture to the local economy and loss of job creation opportunities
- > Land reform resulting to the loss of productive agricultural land. If operations on productive land are unsustainable, this will "virtually destroy the agricultural sector, result in massive unemployment and poverty and a loss of food security"
- Provision of adequate water supplies. An adequate and sustainable supply of water is critical to the long term development of agriculture. Threat includes climate change, invasive alien plants and pollution.

#### 3.2.8 NATURAL ENVIRONMENT

#### 3.2.8.1 TERRAIN

The terrain of DLM is relatively flat. Elevation is the lowest in the eastern portion of the municipality, with more elevated relief towards the western portion of the municipality. The most urban development and industry are located on relatively flat terrain. This generally refers to the urban complex of Dipaleseng town and MBO complex and the industrial area located in between. The elevated relief towards the west refers to the Drakensburg range to the west and the Amajuba Mountain to the north.

# 3.2.8.2 CATCHMENTS

Dipaleseng is located in the catchment of the Suikerbos River with water Val River being one of the major tributaries. The Suikerbos River flows into the Lekwa River which is one of the major rivers in the Highveld Water Management Area (WMA).

Five main catchments areas form part of DLM. This includes the larger Vaal River catchment, which ultimately forms part of the Suikerbos River system. These include:

- > the Water Val River where it meets the Vaal River (Vaal Catchment);
- the Suikerbos River where it meets the Vaal River (Vaal Catchment);
- the Suikerbos River where it meets the Val River (Additional Suikerbos Catchment, which includes the upstream Val and Vaal River Catchments);
- > the Water Val River at its confluence with the Vaal River (Vaal Catchment); and



> the Suikerbos River to where it intersects with the Dipaleseng LM boundary (Additional Catchment, which includes the upstream Val and Vaal River Catchments).

Two significant dams were identified within the study area, namely that of the Haarhoff Dam, also known as the Fortuna Dam, located to the West of Dipaleseng within the Suikerbos River catchment, and the Grootvlei Dam located to the north east of Dipaleseng within the Val River catchment.

In addition to this, two significant wetland systems were identified, namely the Grootvlei Wetland located just outside Grootvlei and the Balfour Wetland located to the north east of Balfour Town. It should be noted that legislation dictates (as per the National Water Act 36 of 1998) that wetland areas are protected and therefore development within 30 m of the wetland is prohibited.

The total flow and Mean Annual Runoff (MAR) per quaternary catchment located within the study area and above-mentioned catchments is expected to exit the Vaal River at the south-eastern boundary of the LM boundary.

The majority of water abstracted (35%) is used for irrigation. The total area registered for irrigation is equal to 5124ha within the DLM. The total water abstracted compared to that which is available (as per the MAR) is equal to 10.5 %.

#### 3.2.9 WATER QUALITY

# 3.2.9.1 SOURCES OF WATER CONTAMINATION

The land cover indicates that a large expanse of the municipality is natural grassland with isolated thickets, natural forest, agriculture and forestry. Urban settlement is centred on the town of Balfour, which is sited across the boundaries of the Suikerbos River and the Vaal catchments. The residential land use comprises informal land use as well as well-established medium to low cost housing.

The potential contaminants associated with the non-point source land-use in the Dipaleseng LM are limited given the extensive natural grassland. The isolated nature of agriculture practises, which could have impacts such as excessive nutrient loading and suspended particles, is not considered to be significant other than in the Val River.



Industrial land use is likely to be the significant impact on water quality in the region. The potential contaminants include:

- heavy metals;
- particulate matter;
- > organic contaminants;
- > soluble salts which translates into low oxygen levels;
- high turbidity;
- increased levels of trophic sensitivity; and
- > Elevated toxiTown of water.

The resultant impact is the applicability of water for agricultural, domestic and ecological use. Increased water treatment costs would also be realised to facilitate potable water.

# 3.2.9.2 QUALITY OF WATER

The DWA results within the Dipaleseng LM indicate good water quality; however the river water quality is impacted by poorly performing WWTW or urban run-off by total coliforms and faecal coliforms. The industrial impact is not evident and seems to manifest through fluctuating levels of Fe, Mn, TDS and sulphate. This assessment of water quality is based on the current water quality data, however, following discussions with DWA and based on the potential contaminant sources it is suspected that the impact may be more pronounced should additional variables be analysed especially along reaches of the Suikerbos River.

The Suikerbos River experiences the majority of the industrial impact with several noxious industries located within this catchment. Monitoring data from DWA suggests that an impact is occurring at sampling site 1866 (immediately downstream of Fortuna operations).

This is evident from TDS values deviating from upstream results and is likely associated with increased sulphate (494mg/l) content of the river from the ash dump or colliery yard in that area. These levels decrease downstream to an average of 235mg/l downstream of Arcelor Mittal Steel. The sulphate and TDS levels increase again following the confluence with the Suikerbos River suggesting an impact, from either the Val River, or a point source on the Suikerbos River in this area.



#### 3.2.10GROUNDWATER

Groundwater quality is generally moderate to poor and often exceeding Class 1 of the Kempster Classification and this renders this resource mostly suitable for short-term use without sophisticated and costly treatment. There are a number of contributing factors to poor water quality, and based on the determinants exceeding Class 1, the more probable sources are:

- Poor or low rates of recharge;
- > Mining activities, particularly coal mining;
- Local industry;
- > Farming activities.

Based on first order harvest potential calculations, groundwater has the potential to service the whole of the Dipaleseng LM basic water needs, and thus should be considered a valuable resource. Areas of particular sensitivity are all existing groundwater resources in relation to the potential yield they may deliver, geological structures (faults, dykes and lineaments) that may act as preferential groundwater flow paths, areas of high potential production and zones of potential recharge. Groundwater quality is typically moderate to poor, however, treatment may be required and costs to purify determinants (calcium, iron, and manganese) requiring treatment are typically manageable.

Sources of increased quantities of particular determinants have not been establish with any conviction, however, major sources of concern are mining activities, heavy industry, and urban areas have a high probability of altering pristine groundwater conditions in a significant manner. It is evident that there are instances of very significant groundwater supply potential when located in geo-hydrological favourable locations, and this figure is potential inflated. Data deficiencies are a concern and meaningful statistical analysis is restricted. A full and comprehensive hydro-census study should be implemented for the whole of the Local Municipality.

#### 3.2.11BIODIVERSITY ASSESSMENT

# 3.2.11.1 STATUS OF VEGETATION

Transformed land is mostly associated with cultivation, mining, urban and dense rural development, and the spread of alien trees. Although many of the 'natural' areas have been degraded to some extent, these could be classified as untransformed, i.e. the loss of biodiversity was likely to be minimal. In all, approximately 50% of the area could be classified as transformed.

Land that has been transformed is likely to have lost a large number of plant species, as well as most of the larger mammals that previously occurred in the area. Conversely the manmade irrigation dams and the wetlands that feed them might still contain a significant number of species, including some of high conservation significance. The wetlands are also likely to be important corridors for dispersal of many water-dependent species. As regards the terrestrial component, it is highly likely that the transformed land is no longer functional as a corridor.

### 3.2.11.2 BIODIVERSITY CORRIDORS

Aerial images were examined for assessing important ecological corridors, which are required for facilitating migration of fauna and flora in the long term. Emphasis was placed on untransformed land that spanned three or more of the Mucina & Rutherford (2006) vegetation types (The assumption in this exercise was that vegetation in good condition would have high floral diversity, thus having the potential to function as corridors and to support high faunal diversity.

While it was evident from the study that a number of areas with high levels of transformation were compromised as functional corridors, there were some contiguous stretches of vegetation that appeared to be viable. These spanned three or more vegetation types and were considered a priority for further investigation.

The only north-south axis that represented a viable corridor was along the western boundary, but was confined to one vegetation type, namely the Low Escarpment Moist. This area has maintained a relatively untransformed vegetation condition due to the high elevations of between 200 m and 1800 m above sea level, and relatively inaccessible terrain.

The assumption was that east-west orientation of corridors was likely to be more effective, as this would encompass a significant portion of the topographic diversity and resultantly, water catchments and habitat diversity. In the case of both the recommended corridors, altitude ranged from about 2100 metres above sea level in the west to 1500 metres in the east, over a distance of under 15 km.

# 3.2.11.3 PRIORITY MANAGEMENT AREAS

The condition of biodiversity in the Dipaleseng Municipality relative to the provincial ecological statistics suggests that almost 50% (approximately 42%) of the provincial vegetation type referred to as Low Escarpment Moist Grassland is located within the Dipaleseng Municipality.

Although this vegetation type is relatively untransformed (20% transformation) in the municipality and is therefore least threatened, the fact that it houses a large percentage of the provincial vegetation type confers high management significance for this area of biodiversity.

The analysis also indicates that the endemic Northern Mpumalanga Moist Grassland, the near endemic Income Sandy Grassland, and the Northern Highveld Sourveld are significantly transformed in the municipality and thus all three vegetation types are recommended as critically endangered in the municipality.

The biodiversity analysis results need to be translated into management areas on the ground and management actions. The key vegetation areas that are threatened are the Northern Mpumalanga Province Moist Grassland, Mpumalanga Province Highland Thornveld, and the Income Sandy Grassland.

# 3.3 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

# 3.3.1 MUNICIPAL TRANSFORMATION

# 3.3.1.1 EMPLOYMENT EQUITY

During the last financial year the municipality developed a new Employment Equity Plan that is currently still in the process of being finalized and approved. According to this plan, substantial progress has been made with regard to affirmative action. Table 8 below indicated distribution of staff according to gender and level in the organogram.



# 1. Workforce Profile

Occupational Levels	Male				Femal	e			Foreig	n Nationals	
	A	С	***************************************	W	A	С		W	Male	Female	
Top management	4	0	0	0	2	0	0	0	0	0	6
Senior Management	2	0	0	0	2	0	0	0	0	0	4
Professionally qualified and experienced specialists and mid- management	4	0	0	0	2	0	0	0	0	0	6
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	22	0	0	2	17	0	0	2	0	0	43
Semi-skilled and discretionary decision	34	0	1	0	16	0	0	0	0	0	51
Unskilled and defined decision making	59	0	0	1	13	0	0	0	0	0	73

TOTAL PERMANENT	125	0	1	3	52	o	0	2	0	0	183
Temporary employees	89	0	0	1	6	0	0	0	0	0	96
GRAND TOTAL	214	0	1	4	58	0	0	2	0	0	279

Table 8: Staff Breakdown by Gender and Level

Occupational Levels		Ma	le			Fen	nale			reign ionals	Total
	A	С	I	W	A	С	I	W	Male	Female	
Top management	4	0	0	0	2	0	0	0	0	0	6
Senior management	2	0	0	1	2	0	0		0	0	4
Professionally qualified and experienced specialists and midmanagement	4	0	0	0	2	0	0	0	0	0	6
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	22	0	0	2	17	0	0	2	0	0	43
Semi-skilled and discretionary decision making	34	0	1	0	16	0	0	0	0	0	51
Unskilled and defined decision making	59	0	0	1	13	0	0	0	0	0	73
TOTAL PERMANENT	125	0	1	3	52	0	0	2	0	0	183
Temporary employees	89	0	0	1	6	0	0	0	0	0	96
GRAND TOTAL	214	0	1	4	58	0	0	2	0	0	279

The DLM has a total staff complement of 279 people. 183 of these are permanent while only 96 are temporary employees.

The management (section 56 employees) comprises of 4 males. This indicates a need for the transformation of this layer of management to include females and where possible the disabled as well. Gender composition for Post Level 1-3 is as follows:



- > 04 African Males and 2 African females.
- > 00 Indian Males and 00 Indian females.
- O Coloured Male and O coloured female.
- 00 White Males and 00 white females.

#### 3.3.1.2 DIPALESENG TURN ARROUND STRATEGY

Dipaleseng Municipality has prioritised the following as part of the municipal turnaround strategy:

- > Service Delivery (Maintenance existing levels, Rehabilitation of infrastructure and backlogs)
- > Fast Track Sustainable Human Settlements through Housing and Rural Development Program
- Develop Consolidated Infrastructure Plan and Capital Investment Plan for implementation
- > Debt Management increase payment factor Revenue enhancement, Debt Control and Revenue Collection
- > Integration and Co-ordination (Establishment of Economic Forums)
- Clean Audit by 2014
- > Intergovernmental relations
- > Identify infrastructure that support economic development
- Development of Communication Strategy
- Halving poverty and unemployment by 2014



# 3.3.2 ORGANISATIONAL DEVELOPMENT

# 3.3.2.1 POWERS AND FUNCTIONS

The powers and functions of the Dipaleseng Municipality are derived from the Constitution of the Republic of South Africa and a range of local government legislation, and could be summarised as follows:

# 3.3.3 POWERS AND FUNCTIONS

The following Local Government Powers and Functions as authorized to Dipaleseng Municipality were separated into core and non-core functions. Further allocation of powers and functions is elaborated on under institutional arrangements section.

Core/Primary		Capacity to implement (MDB)	Proposed intervention
Schedule 4	Building Regulations	Yes	None
Part B	ElectriTown and Gas Reticulation	Yes	None
	Fire Fighting Services	Yes	None
	Municipal Planning	Yes	None
	Storm water Management systems in Built up areas	Yes	None
	Water and Sanitation Services	Yes	Await recommendations from MEC on intervention

	e en alta alla fa alta a		Capacity to implement (MDB)	Proposed Intervention
Schedule Part B	5	Cemeteries	Yes	None
		Cleansing	Yes	None
"""		Municipal Roads	Yes	None
		Refuse Removal, refuse dumps and solid waste disposal	Yes	None
		Street lighting	Yes	None
		Traffic and parking	Yes	None

Table 9: Powers and Functions (non-core)

Air Pollution	None	Beaches	and	Amusement	Not c	or being	poorly
Schedule 4 Part B	GSDM(District Wide)	Sche	dule	5 Part B		имент F и(District	
		re /Second	ampos and a				



	Non-co	re /Secondary Functions	
Schedule 4 Part B	COMMENT FROM GSDM(District Wide)	Schedule 5 Part B	COMMENT FROM GSDM(District Wide)
		Facilities	performed
Child Care facilities	Not or being poorly performed	Billboards and the display of advertisements in public places	None
Municipal Airports	Not or being poorly performed	Control of undertakings that sell liquor to the public	Not or being poorly performed
Municipal Health Services	None	Facilities for the accommodation, care and burial of animals	Not or being poorly performed
Municipal Public Transport	Not or being poorly performed None	Fencing and fences	None
Municipal Public Works	None	Licensing of dogs	Not or being poorly performed
Pontoons, ferries, jetties etc	Not or being poorly performed	Licensing and control of undertakings that sell food to the public	Not or being poorly performed
Trading Regulations	Not or being poorly performed	Markets	Not or being poorly performed
Local Tourism	Not or being poorly performed	Municipal Abattoirs	Not or being poorly performed
		Noise Pollution	Not or being poorly performed
		Pounds	Not or being poorly performed
		Public Places	None
		Street Trading	None
		Control of public nuisances	None
		Local Sports facilities	None
		Municipal parks and recreation	None
		Funeral parlours and crematoria	None

There is a need to initiate the process of clarifying roles and responsibilities of all internal and external stakeholders in respect of Powers and Functions at all levels. This has accordingly been prioritised in the NNTAS.

In order to maximise administrative and operational efficiency, all powers subject to section 32 of the Local Government: Municipal Structures Act 1998, not otherwise delegated, have been delegated to the Executive Committee excluding the following:-

- > Approval of an Integrated Development Plan
- Passing of by-laws

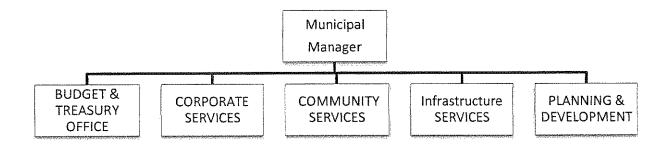


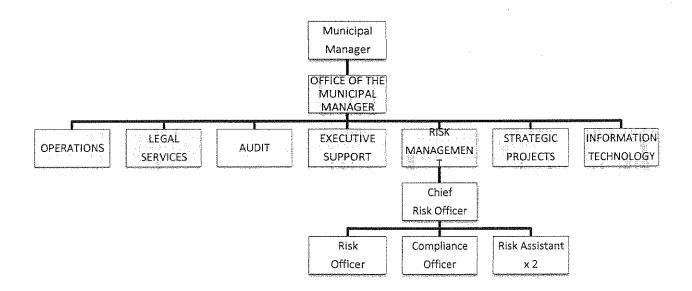
- > Approval of budgets
- > Imposition of rates and other taxes, levies and duties
- > Raising of loans

In respect of the water and sanitation service – this service is rendered by the municipality serving as the Water Services Authority.Gert Sibande District function being performed by the municipality is the Environmental Health Function and arrangements regarding the transfer of the function to the District are in progress.

# 3.3.3.1 ORGANOGRAM

Figure 19: Organisational Structure - Administration





The organogram illustrated below, and as approved by Council, makes provision for a Municipal Manager, and 5 departments. The office of the Municipal Manager includes Internal Audit and Strategic Services. The administration is structured for effective delivery of services and support to governance structures.

The process of filling in all the vacant and senior management posts has been initiated and finalised during the previous financial year. Challenges are being experience on the scarce skills especially at Electrical Services Department whereby there has been huge staff turnover. However, the municipality has recruited a big number of Interns and some are being seconded by DBSA as part of Skills development program.

# 3.3.3.2 STAFF BREAK-DOWN

As of 2013, the Municipality had a staff compliment of 279 people, servicing areas of Dipaleseng, Balfour, Siyathemba, Greylingstad, Nthorwane, and Grootvlei. The total establishment should be 600. However, the Micro structure is being reviewed as part the organisational restructuring process, and the staff complement could therefore increase to meet the service delivery challenges as highlighted in this IDP.



Table 9: Staff Breakdown per Function

DEPARTMENT	NO. OF EMPLOYEES	MALES	FEMALES
Municipal Manager and	6	2	4
Mayor's office			
Corporate Services			
<ul> <li>Administration</li> </ul>	36	15	21
<ul> <li>Human Resources</li> </ul>	22	9	13
Community Services			
<ul> <li>Culture &amp; Amenities</li> </ul>	41	34	7
- Protection /			
Community Services	52	30	82
Planning & Development			
-Town Planning	4	4	0
<ul> <li>Housing &amp; Land</li> </ul>	2	2	0
- Economic	1	0	1
Development			
Infrastructure Services			
<ul> <li>Road &amp; Storm water</li> </ul>	82	80	6
- Electrical	14	14	0
Financial Services	22	5	17

#### 3.3.3.3 WORKPLACE SKILLS PLAN

HRD has been successful in rolling out training programmes as per the WSP. Employees representative of almost all Departments have been sent to different workshops which address the skills gaps identified by their respective departments. This intervention is done through the Determination of Training Need. This training forms the bulk of all training that was arranged. In all 245 employees including councillors were trained. This works out to 77.7% of 111 officials that were planned to be trained. Training areas covered a wide range of fields related to municipal administration and delivery of services.

# 3.3.3.4 HUMAN RESOURCE POLICIES

The following Human Resource policies and Strategies are in place at the Dipaleseng Municipality:

- ➤ Macro Structure Restructuring Plan
- ➤ Micro Structure in progress
- > Human Resources Policy
- Recruitment Policy
- Overtime Policy
- Subsistence and Travelling Policy
- ➢ Cell Phone Policy
- Sexual Harassment Policy
- ➢ HIV/AIDS Policy
- > Employee Assistance Programme.



# 3.3.3.5 INFORMATION TECHNOLOGY

Information Technology has become an important component of DLM in the quest to improve and transform lives of communities, and to assist and enable other departments within the Municipality to render a quality service to stakeholders and the public at large.

Below are a couple of activities that have taken place since IT was incorporated into the DLM and the future they hold:

- Network infrastructure: A data network ensures that revenue collection points are always live. Rate payers do not have to be turned away because systems are offline and thereby causing them great inconvenience. This also results in poor cash inflows for the Municipality. DLM is committed to providing a stable and reliable network infrastructure for effective and efficient service delivery.
- Electronic Agendas: This is an IT solution that the DLM adopted for the distribution of electronic agendas to EXCO with a view to cascade it to the entire Council, and internally for the Bid and Portfolio Committees. DLM's long term view on this is the return on investment that will be seen from a decrease in printing and delivery costs, and Council's commitment to reducing our carbon footprint which is promoted to our stakeholders. COP17 has not gone unnoticed and the municipality will continue with developing such projects for the good of our environment.
- Website: DLM has taken a hands-on approach to the maintenance of the website. The municipality is legislated to publish policies and documents that directly affect the community; these are now published and updated frequently. A future total revamp of the DLM website is on the cards with the view to publish stories from the community, events that affect our community, view and pay municipal accounts online, online spatial map of Dipaleseng, view and pay traffic and parking tickets, view dam and water quality statistics, an efficient tourist information portal, and many other services. Accessibility of the website will be of great importance as the DLM is committed to provide these online services to special users like our senior citizens and younger children.

The DLM has other projects that it intends to run which will bring real social transformation to the communities of Dipaleseng. These include a Customer Relations Management (CRM) system for members of the public to log in their issues which will be allocated to relevant departments and attendance to these will be tracked by way of email updates on progress to the users and reminders to the relevant department.



This will not only make the municipality more effective but it will also increase efficiency because employees responsible for handling these calls will be made accountable. As a way to bridge the digital divide in Dipaleseng, the DLM will be introducing participation mechanisms to enhance communication, accountability, responsiveness, transparency and provide for active citizenship.

This will be done through the provision of basic ICT Maturity e-government services such as: SMS alerts of council meetings, standing committees etc.; ICT enabled customer satisfaction surveys; Provision of online payment of rates, utilities, traffic fines etc.; SMS alerts for accounts due and service disruption warnings; electronic newsletter for the community.

Successful implementation of this phase will see more of such e-governance services being offered to the community. In future, the municipality plans to take advantage of the National Broadband Policy of South Africa which will guide the DLM to ensure that all places in and around Dipaleseng have internet connectivity.

Broadband infrastructure is central in achieving the goal of digital inclusion, enabling universal, sustainable, ubiquitous and affordable access to ICTs by all, and providing sustainable connectivity and access to remote and marginalized areas within the DLM.

### 3.4 SERVICE DELIVERY AND INFRASTRUCTURE ASSESSMENT

The DLM is one of a few local municipalities that are having the responsibility to plan, provide and regulate infrastructure development throughout its area of jurisdiction. This includes both bulk infrastructure development and reticulation.

# 3.4.1 WATER

# 3.4.1.1 PLANNING FOR WATER SERVICES DELIVERY

Although the DLM developed and adopted a Water Services Development Plan (WSDP) in 2009, planning for water infrastructure development has largely been project based and adhoc. The WSDP and various other strategic documents identify a number of critical issues. These range from issues of service backlog through the Capacity of the existing infrastructure to the sustainability of the infrastructure into the future. Critical issues that require attention in this regard include the following:

- Preparation of a long term plan to guide investment in water infrastructure in the short to long term.
- Maintenance of the existing infrastructure.



Funding for maintenance and new water infrastructure projects.

# 3.4.1.2 RAW WATER SOURCES

The supply of raw water within the DLM is as follows:

- > The Suikerbos River Abstraction Works through a 19km long 800mm diameter steel pipe to the Fortuna Water Purification Works. The average supply is 10 Ml/day;
- > The Suikerbos River Abstraction Works through a 1.5km long 600mm concrete lined steel pipe, which supplies and average of 20 MI/day and;
- > The Haarhoff Dam through two pipes, an 800 mm concrete pipe 19km long and 700mm diameter steel pipe, 13km long, both supply a combined total of 92 MI/day.

Haarhoff Dam situated on the Suikerbos River has a storage Capacity of 194million m<sup>3</sup>. The dam was raised during 1982 and cannot be augmented further to increase the system yield. An excess firm yield of 21 million m<sup>3</sup>/a(57MI/d) is available at Haarhoff Dam for further allocation to Dipaleseng which should be sufficient until 2017 at the present demand without any water conservation and water demand management initiatives being implemented. If these initiatives are implemented, this horizon could extend to 2023.

### Table 10: Demand Forecast

However, the current available yield from the Haarhoff Dam is not sufficient to support a major irrigation-based agricultural development. As such, water augmentation in the upper Vaal system would be required in the time horizon 2015-2025 without any agricultural development because of the domestic and industrial demand growth in Dipaleseng.

Therefore, the proposed Vaal Dam is not just the only viable option for increasing the system yield in order to support agricultural development, but it is also the only viable option to ensure continued economic growth for the Dipaleseng industrial and commercial sector beyond 2015-2015. Table 10 above; indicate the expected peak demand for the next 25 years with the expected shortfalls.

From the above table it is evident that the bulk raw water supply is creating a bottleneck resulting in the plant not being able to meet the demand. Noting that the installation of a new supply line will take at least 3 years at which time the expected shortfall will be in the order of 25MI/day, it is evident that the situation is serious.



This could be a conservative figure as the supply line to Greylingstad is completed; new bulk infrastructure is being provided to supply water to a planned development called Nthorwane; the Greylingstad area comprising of 1500 households is to be provided with water borne sanitation and plans are being finalised to commence a 3 phased high density development for Wilmdal.

#### 3.4.1.3 POTABLE WATER TREATMENT FACILITIES

The town of Dipaleseng has two WTWs, the Balfour WTW is the only plant that is currently operational, and which is supplying treated water to the area. The Balfour Water Treatment Works is located next to the Suikerbos River on the Western side of Dipaleseng and is operated by the Dipaleseng Municipality. The total peak hydraulic design Capacity of the Balfour WTW is 105 MI/d. The average annual flow rate of the WTW is estimated to be 103.3 MI/d.

The average annual Capacity of the water treatment works is not sufficient to meet the future (from 2016) water requirements. An overall score of 95% is required to achieve a blue drop status. Balfour Water has achieved a score of 97% during 2010.

# 3.4.1.4 WATER SUPPLY AND RETICULATION

Six pumping mains supply purified water to two bulk storage reservoirs, the Nthorwane and Grootvlei reservoirs. A combination of a 600mm diameter steel pipe, 375mm diameter asbestos cement pipe and 600 mm diameter GRP pipe supply the 78 MI Nthorwane reservoirs. The 29 MI Grootvlei Reservoirs are supplied through a 700mm steel pipe and 375mm asbestos cement pipe. Water from the Nthorwane reservoirs then feeds the following;

- > Ext 4 Hill and Siyathemba through a combination of various pipe sizes ranging from 800mm diameter to 200mm diameter
- > 6 MI Greylingstad reservoir that in turn feeds Nthorwane
- > The Grootvlei Reservoir and Eskom
- Nthorwane Township through a 19.85km long 450mm diameter AC pipe. The pipeline splits into two lines, one serves the 6Ml reservoir at Nthorwane and the other serves the 2Ml tower at Nthorwane.

The Siyathemba reservoirs feed the Dipaleseng CBD, the suburbs and industrial areas. The Greylingstad Node is fed from the Nthorwane reservoirs. The average consumption for the whole of Dipaleseng is estimated at 75Ml/day. The consumption figures from the Nthorwane reservoirs are about 46 Ml/day. The Nthorwane reservoirs therefore have adequate Capacity for future expansion. The total unaccounted for water is very high and averages about 36%. Once this is addressed, additional Capacity can be realized.

The increase in demand for the townships of Siyathemba, Nthorwane, Balfour and Grootvlei including the Dipaleseng West area is necessitating the need for an additional 20Ml



reservoir at the EXT 4 Hill drop reservoir site including an additional 45Ml reservoir for the Nthorwane reservoir site.

#### 3.4.1.5 THE CONDITION OFWATER INFRASTRUCTURE

The infrastructure in Dipaleseng is in a fairly good condition which is more than what can be said about the condition of water infrastructure in the Dipaleseng West area which is mainly the CBD and surrounding suburbs. The area has aging asbestos networks which are resulting in high maintenance costs. The estimated capital investment required for this is in the order of R100 million rand. Investigations also need to be carried out in how to improve the pressure management in the Siyathemba Proper, Ext 3 &4 areas where low pressures are being experienced.

A new pumping main from Fortuna Plant to Nthorwane Reservoirs is needed. The existing two lines do have sufficient Capacity for the medium term but require maintenance and to decommission one line to carryout repairs will result in inadequate supply owing to the insufficient storage Capacity at Nthorwane reservoirs.

### 3.4.1.6 WATER LOSSES

A preliminary assessment of the level of water use efficiency and the level of Non-Revenue Water (NRW) in the Dipaleseng Water Supply Scheme area indicated that the total system losses are high. It was estimated that the total Non-Revenue Water (NRW) in the supply area is a staggering 65%.

The main areas of concern are Siyathemba and Nthorwane where water losses mainly from onsite leaks are resulting in losses of at least 26MI/day. The average consumption per household in Siyathemba is 44.6kl per month with almost zero payment and no credit control interventions.

The situation is not any different in Nthorwane where the total number of households is in the order of 3 200. An amount of R4 million has been approved by MIG to reduce the non-revenue water in Siyathemba although a R50 million will be required to complete the programme.

The programme will include the repair of private leaks and install flow regulators to each household in Siyathemba and Nthorwane thereby creating an additional 26Ml per day allowing a window period for the construction of the raw water supply line from Suikerbos dam to the Fortuna WTW and simultaneously increasing the Capacity of the Fortuna WTW's. Without these interventions there will be insufficient water to supply for any new developments



# 3.4.2 SANITATION

DLM face a number of challenges with regard to sanitation. One of the main problems is the need for a sewer master plan, which will enable the municipality to plan for future developments including addressing the backlogs in basic sanitation services. Other areas of concern are the lack of adequate sewer systems for 3 481 households that do not have waterborne sanitation. This need is especially evident in the Grootvlei, Nthorwane and area.

#### 3.4.2.1 CONDITION OF EXISTING INFRASTRUCTURE

The absence of a Sewer Master plan does not allow for effective forward planning with regards to the impact of new developments and future areas to be provided with water borne sanitation. The new areas to be developed include in Ward 4: Ext 6 &7, Lindukuhle and portion of Ext 2, Ward 6: Zenzele, Ward 3: Greylingstad Balfour and Ward 5: Grootvlei Ext 1.

Grootvlei will be provided with sewer reticulation where 900 existing long drop toilets are to be converted to flush toilets. Siyathemba and Nthorwane has water borne sanitation for all 6000 households although the structures of 1000 households in Greylingstad and Balfour are dilapidated and flush into the old conservancy tank system with the overflow of the tank connected to the sewer connection.

In many cases the contents of the tank is exposed and a health hazard. The existing networks are in a fairly good condition with infiltration into the groundwater not seen as a problem. The reticulation in the higher income areas such as Balfour is operating at full Capacity as the density of the area increases, exceeding the maximum design flows of the networks. Investigations revealed that there were properties in Balfour and Greylingstad being serviced by the suction tanks system. Septic tanks have since been provided for these properties.

# 3.4.2.2 WASTE WATER TREATMENT WORKS

The waste water and sewage from the Dipaleseng Municipality is currently treated at three major plants:

Dipaleseng (Balfour) Waste Water Treatment Plant: The works currently serves the Balfour/Siyathemba Central Business District, the industrial and surrounding areas. The works has a design Capacity of 25 MI/day and is currently running at 20 MI/day Average Dry Weather Flow. The Works have a spare Capacity of 5 MI/day



and will serve future housing developments at Ext 6, portion of Balfour, FET College and emerging Industrial.

- Footvlei Waste Water Treatment Plant: The Works' catchment is the greater Grootvlei Ext 1 Township and including Grootvlei Ext 2 surroundings. The current Capacity of the Works is 14 Ml/day and the current hydraulic loading is 15 Ml/day. The Works is currently running at Capacity in terms of hydraulic loading, but the biological loading is below design Capacity.
- Nthorwane Waste Water Treatment Works: The catchment area for Nthorwane WWTW is the Township, future expansion to includes
- The design hydraulic loading is 12 Ml/day. The Works are currently operating at 15Ml/day. However, during the wet season, the flows peak at between 25Ml/day to 30Ml/day due to high infiltration. Plans are underway to increase the hydraulic Capacity to 35Ml/day. The project is scheduled for 2015. It is envisaged that future flows from Greylingstad will be directed to Nthorwane WWTW.

### 3.4.3 ELECTRITOWN AND POWER SUPPLY

#### 3.4.3.1 ENERGY SOURCES

Eskom supplies in the order of 125,000 KVA per month. An alternative energy source is still being investigated to augment the Eskom. The 18MW combined heat and power plant will be supplying electriTown to the national grid under a medium-term power purchase agreement with Eskom dated 26 August 2010. PSA has successfully restarted operations at its cogeneration plant at Dipaleseng, following a final agreement on a gas supply contract with Spring Lights Gas. According to ESKOM, there is limited Capacity in the Dipaleseng East to accommodate the planned housing and commercial development.

#### 3.4.3.2 RETICULATION

The municipality manages the electriTown networks for the Dipaleseng area (the CBD and surrounding suburbs). The outlaying townships and rural areas are supplied by Eskom. The electriTown backlog in DLM is estimated at 11.3%. In terms of electriTown issues, the need to investigate pre-paid electriTown in Dipaleseng license area is highlighted. ElectriTown metering and billing also needs to be addressed and is a priority for the municipality, as this will ensure the accuracy of consumer accounts.

There electriTown master plan is currently developed and therefore long term planning is not in place from a Capacity point of view. ElectriTown losses are currently estimated at



9%. Currently, Eskom is undertaking a study which will indicate the energy Capacity required for DLM if we are to pursue with future developments.

In addition, the Dipaleseng Municipality is investigating the viability of installing solar system in Sthandiwe settlement, Sophie Trust and some parts of Grootvlei Ext 1 (portions where MV lines are far from houses). These areas were identified for non-grid electriTown due to their locations and extreme high cost of building electrical infrastructure. The Department of Energy is keen to fund these projects.

The municipality sells about 93.5% of the bulk electriTown that is purchased from Eskom while 6.5% run at a lost. In order to remedy the situation the municipality has begun with the auditing of electriTown meters and the process is estimated to be completed by end of June 2014. Hence, the issue of smart-meters is envisaged as a catalytic solution into this electriTown loss challenges.

However, it must be noted that the installation of smart-meters will cost the DLM an estimated amount of 4 million. In an attempt to address electriTown backlogs, there are a number of ongoing electrification projects in the municipality. There are also a number of housing development projects where the project is implemented by the local municipality but are situated in the ESKOM area of supply. As such, close coordination and cooperation between these two entities are required.

There are plans underway to take over the Eskom licensed areas such as Siyathemba and Nthorwane in order to increase the revenue for the municipality. Provisions for Capacity challenges are being addressed through the revised organo-gram in order to establish a new electriTown department separated from Infrastructure Services.

# 3.4.3.3 FREE BASIC ELECTRITOWN

Another challenge is the roll out of Free Basic ElectriTown within the ESKOM license area, which is problematic due to systems compatibility with both electriTown providers. Further to this, maintenance, upgrade and rehabilitation of electriTown infrastructure through the ring-fencing of the function for the transfer to RED's, is identified as an important issue.

In terms of National government mandate, DLM is meant to provide 50Kw of free basic electriTown to indigent households including areas licenced under Eskom. Currently, there are people registered as indigents who qualify for free basic electriTown. This cost the municipality the estimated amount of over R3 million per annum.

There are a number of on-going electrification projects in the municipality especially in rural areas. These include Sthandiwe settlement at about 14 households, Sophia Trust which is



about 23 households, Zone 14 at about 10 households and Zenzele at about 750 households, Ward 4 Ext 6 and Grootvlei Ext 1 informal.

# 3.4.4 ROADS, STORMWATER AND PUBLIC TRANSPORT

# 3.4.4.1 ROADS

In terms of road infrastructure, 91% of all roads in Dipaleseng are in a poor state, of which 367km are unpaved. In an attempt to address this, the municipality has intensified their roads programs over the past 5 years, which addresses primary and secondary roads. The IDP also indicates that the operational budget has significantly increased during this time to ensure minor maintenance through grading and storm-water clearance. A total of 34 kms was upgraded over the last five years. The main route is a priority area for road upgrading.

#### 3.4.4.2 STORMWATER

There storm water master plan is currently developed, resulting in *ad hoc* projects being identified where complaints are received. Problems are being experienced in the CBD area where concrete pipes are collapsing owing to fatigue from heavy traffic loads. Dyer Street intersection with Thembi Khumalo area has been identified as a problem area as flooding of private property is occurring at various low points. Monareng Street has insufficient storm water infrastructure and also has been identified as a priority. Storm water damage to the environment is receiving little attention with soil erosion progressing unabated in certain area. Similarly, MBO has been identified as a priority for storm water development and upgrading given the lack of service in this area.

### 3.4.4.3 PUBLIC TRANSPORT

The majority of public transport facilities in the Dipaleseng Municipality area is informal and requires serious upgrading. Table 11 below provides a summary of the state of the existing public transport facilities audited in Dipaleseng.

Table 11: Public Transport Infrastructure

FACILITY NAME – TAXI RANKS.	STATUS	OWNERSHIP	LOCATION
Balfour Taxi Rank	Formal	Municipal	Off Street
Siyathemba Informal Taxi Rank	Informal	Municipal	On street
Grootvlei Rank Informal Taxi Rank	Informal	Municipal	On street
Greylingstad Informal Minibus-Taxi Rank	Informal	Municipal	Off Street
Dipaleseng Formal Bus Rank	Formal	Municipal	Off Street

57% (203,9km) of roads in Dipaleseng being utilised by the public transport industry is unsurfaced. The highest number of vehicles in Dipaleseng is on the N3 South West of Dipaleseng with high traffic volumes on the main Provincial road R23 between Balfour, Heidelberg and Standerton.

The N3 between the Villiers (turn-off to Grootvlei) and Dipaleseng carries in excess of 2 000 vehicles per day while the R51 carries between 200 and 600 vehicles per day. Specific recommendations regarding upgrading of facilities, development of transport corridors etc. to meet the demand of public transport is highlighted in the PTP.



#### 3.4.5 SOLID WASTE MANAGEMENT

# 3.4.5.1 LANDFILL SITE

The refuse removal service caters for Balfour/Siyathemba, Greylingstad/Nthorwane and Grootvlei area. There is however a backlog of 25, 6% affecting mainly the informal and rural settlements. According to Gert Sibande Integrated Waste Management Plan (IWMP) Dipaleseng west and Dipaleseng east produces generates about 113 tons and 87.9 tons per day, and this is projected to increase to 123.9 tons and 97 tons per day in 2015 respectively.

The projected growth is linked to projected population growth, and emphasises a need for environmentally friendly waste management practices. The municipality has initiated a process towards the identification and establishment of a new landfill site, whilst simultaneously addressing the closure and rehabilitation of the existing site. An amount of R1m was set aside in the 2013/14 financial year, with a further R6m required in the next two financial years.

# 3.4.5.2 ILLEGAL DUMPING

The result of illegal dumping affects the other service sectors, as the illegally dumped waste blocks up storm water drains/manholes, which in turn results in damages to road infrastructure as water builds up at low points and causes flooding. The existing vehicle fleet managing waste of the municipality is satisfactory except for the vehicle used for the clearing of illegal waste which is old and has high maintenance costs. There is a need for law enforcement with regards to the illegal dumping and enforcement of bylaws.

# 3.4.6 EDUCATION FACILITIES

Access to education facilities seems to be generally fair. The municipality is developed with about 31 schools including both primary and secondary schools. This can be broken down further as follows:

- 1 Combined schools;
- 7 Senior primary schools;
- > 10 Primary schools;
- 6 Secondary schools.
- ▶ 1 FET

The average size of schools, taking into consideration the amount of the population of a school going age, is 995. Planning standards for education facilities reveal that in terms of



threshold, DLM should have between 15 and 35 primary schools to accommodate the population size. There is thus a need for additional primary schools.

Table 12: Planning standards for educational facilities

Facility	Catchment population	Distance & Walking time	Location factors	Teacher/children ratio
Primary	3 000-4000	1.5km of	Walking distance-1.5km	1:40
schools		30min		
Secondary	6 000-10 000	5km	Located on public	1:40
schools			transport route	

Source: Provincial Planning & Development Commission

The application of planning standards in respect of secondary schools indicates that between 8 and 10 secondary schools are needed. The number of schools in the area seems to be adequate, but the quality of each facility and the teacher pupil ratio's are important aspects which must be borne in mind for future planning and development in the area.

Tertiary education facilities include the new FET College (which is now housed at Balfour Hoer and Lear School pending construction works currently underway.

There are approximately 18 early childhood educational facilities within DLM, which is spread throughout the municipal area. The crèches in the area operate from either a dedicated facility, community facility or a home.

# 3.4.7 HEALTH INSTITUTIONS

There are approximately five mobile clinics that serve the municipality and 3 permanent clinics. The backlog is mainly in the Siyathemba where the majority of the population lives. There is a need for a hospital for Dipaleseng area, for now Heidelberg and Standerton are used pending the building of a Hospital in Dipaleseng. Emergency Rescue Services (EMRS) is located in Grootvlei



Table 13: Planning Standards for Health Facilities

Facility	Catchment population	Distance & Walking time	Location factors
Mobile clinic	<5 000	1km / 20min	Located on public
Clinic	Small:5 000-10 000 Large: 30 000-50 000	1km / 20min	transport routes and near taxi and bus ranks
Hospital	10 000-80 000	90km(1h 40min)	and shops.

Source: Provincial Planning & Development Commission

# 3.4.8 SPORTS FACILITIES

Municipality has a total of 4 sports complexes, namely Siyathemba Playgrounds, Nthorwane Playgrounds, Grootvlei and Balfour Playgrounds. In addition, there is an area year-marked to build a Stadium, and the Grootvlei Swimming Pool. Siyathemba, Nthorwane and Grootvlei, particularly and the surrounding settlements are poorly provided with sports facilities.

Urban renewal programme in the Balfour North, and infrastructure upgrading in the MBO areas should prioritise the provision of adequate sports facilities. Parks and play lots should also be prioritised in these areas. The age structure of the population and the dominance of the youth support this assertion.

The municipality is in the process to revamp the Siyathemba sport field thereby providing a range of sporting codes including the soccer field, race track for athletics, volley ball and netball. This project has begun with the upgrading of a swimming pool which will cater for the residents of Grootvlei and surrounding areas. The same project will be done in Siyathemba in the future years. It is anticipated that these kinds of projects will assist in attracting the youth into the sport while building the healthy communities.

### 3.4.9 POLICE STATIONS

There are two permanent police stations within DLM and one satellite station. Services offered range from child protection, serving the community and domestic violence. Dipaleseng has three libraries, located in its area of jurisdiction, namely the Siyathemba Public library currently burned during mass protest, Balfour, Greylingstad and Grootvlei. Dipaleseng Municipality participates in crime policing forums through the Office of the Speaker.

The DLM is in the process of installing the CCV cameras to the CBD, industrial areas, and suburbs and in the townships of Siyathemba, Nthorwane and Grootvlei in order to fight



against crime. Special attention is given to hot spot crime zones identified by the SAPS through the installation of high mast lights. These include Eskom licenced areas in the townships and rural areas. The objective is to have a free crime municipality whereby all residents enjoy their lives without fear or intimidation.

# 3.4.10LIBRARIES

A main library is located in town while satellite libraries are found in outlying areas such as Greylingstad and Grootvlei. Provision of libraries in the Siyathemba should be prioritised given the structure of the population and lack of such facilities in the area.

Dipaleseng Municipality has a challenge of maintaining the CBD as a main administrative centre thereby catering sufficient facilities. A need has been identified to expand the main library or developed a cultural precinct which includes a theatre, museum and library next projects.

#### 3.4.11COMMUNITY HALLS

The DLM has six community halls within its area of jurisdiction; there is a need for additional about nine halls based on the size and geographic spread of the population. Development of multi-use community facilities which may serve as pension-pay-points, indoor sports facility and place of assembly should be investigated.

# 3.4.12CEMETERIES

Access to burial facilities is one of the key challenges facing the Dipaleseng Municipality. There are 09 cemeteries (04 formal or registered and 03 informal burial sites). Registered cemeteries include 1 cemetery in Siyathemba, Balfour, Greylingstad cemetery, Nthorwane, Dipaleseng cemetery, Siyathemba and Nthorwane cemeteries. One of the unregistered cemeteries is Nthorwane cemetery to the south of the Dipaleseng town. However, only two formal cemeteries are in operation, namely Balfour and Siyathemba cemeteries.

Although Balfour Cemetery was properly planned and laid out, it appears that the plan has not been followed. As a result, some graves are located in environmentally sensitive areas, and the facility remains poorly developed. This facility is currently the main cemetery that services the Dipaleseng community.

Similarly, the Balfour Cemetery which serves as a regional facility for the whole of Dipaleseng and beyond is also fast approaching Capacity clearly indicating a need for the identification and development of anew cemetery for the area. Cemeteries in Siyathemba,



Greylingstad and Grootvlei have been closed due to unfavourable geological conditions (high water table).

In response to the above cemetery challenges, the Dipaleseng Municipality has commissioned an investigation of identifying new suitable sites for cemeteries. This project is aimed to be completed by September 2014 and the planning exercise will begin through implementing the Environmental Impact Assessment (EIA), and other processes.

### 3.4.13 SUSTAINABLE HUMAN SETTLEMENTS

Dipaleseng Municipality Housing sector plan was adopted by Council in 2010 and is subjected to annual review. It provides an analysis of the housing situation within the municipality and outlines strategies to address the backlog and the associated housing problems. It clearly indicates the growth of the urban core and the need to accommodate the ever increasing demand for housing.

The result of the influx is informal settlements or back-yard shacks. However, this plan require some review as it predates the introduction of a new national housing policy and does not provide sufficient guidance towards the development of sustainable urban human settlements.

#### **3.4.13.1 HOUSING NEED**

80% of the population resides in the urban part of the municipality. Nearly, 60% (17 216) of Dipaleseng Municipality population resides within Eastern settlements along R23. These include the townships of Siyathemba and Nthorwane, the peri-urban settlements of Grootvlei and Nthorwane, and the rural settlements of Sthandiwe, Zone 14 and Sophia Trust. Rural areas dominated mainly by the extensive agricultural farms account for only 5% of the population. It therefore, follows that housing need in the Dipaleseng Municipality area is concentrated in the urban areas, and occurs as follows:

- Informal settlements located in close proximity to Dipaleseng Town. Settlements such as Joe Slovo indicate a need to create housing opportunities close to areas with higher concentration of employment opportunities.
- > Peri-urban settlements located in the Nthorwane area. The area is poorly provided with basic services and public facilities, yet is one of the areas that have experienced high levels of population growth over the last few years.

Settlements located within Nthorwane area which is fast degenerating into urban slums. The majority of these are located to the north of Siyathemba Township and the Grootvlei area.

Organized land invasion in areas such as Sizanani Farm and at the peripheries of Siyathemba. Again this serves to highlight a need to create settlement opportunities closer to employment opportunity areas. Other areas that require attention in terms of the development of sustainable human settlements include the following:



- Zenzele area which includes both tenants and informal areas.
- > Small mining towns, the majority of which are located along the southern boundary of the municipality.
- > Isolated settlements located on agricultural land Zone 14 is a relatively good example in this regard.
- > Settlements being established in terms of various elements of the land reform programme.

The housing sector plan estimates housing backlog at between 6000 and a Housing Waiting list of 4 000 people.

The current projects indicated in the HSP, suggests that the majority of housing need is in the Siyathemba, Nthorwane, Grootvlei and Balfour area, which is currently expanding outwards. The housing need is evident in the quality of the existing structure, poor access to basic services and unsecured land tenure.

It also relates to the consequences and impact of urbanization and the inflow of people into the urban areas of Dipaleseng. In order to address the housing need the Balfour north development and Siyathemba town need to be integrated and the quadrant between the R23 and the R51 must be unlocked for housing development.

# 3.4.13.2 INFORMAL SETTLEMENTS

As indicated on table 14 below, informal settlement is one of the key challenges facing the DLM. The total demand for dwelling units (in informal settlements) can thus be calculated at approximately 6 000 units (this figure could however be much higher/lower depending on the number of households for the Joe Slovo, Zenzele and Grootvlei Ext 1 Informal Settlement).



Table 14: Informal Settlements

SETTLEMENT NAME	NR OF HOUSEHOLD S	POPULATIO N SIZE	EXTENT	ROAD NETWOR K	SANITATIO	WATER	REFUSE	ELECTRITO
Joe Slovo Informal Settlement	800	2000	50ha	Access	Water borne	Yard stand pipe	One a week	Mun
Grootvlei Informal Settlement	700	1000	56ha	Access	Long -drop	Stand Pipes	One a week	None
Zenzele Informal Settlement	1500	3500	NA	None	Long -drop	Stand Pipes	None	None
Grootvlei Ext 1 Informal	1000	5500	N/A	None	Long -drop	Stand Pipes	None	None
Settlement								
Ward 3 Informal Settlement	09	300	NA	Access	Long -drop	Stand Pipes	One a week	None
Ward 4 Peripheries	100	800	NA	None	Long -drop	None	None	None
Ward 01 Peripheries	200	2500	NA	None	Long -drop	None	None	None
Ward 2 Peripheries Informal Settlement	100	300	NA	None	Long -drop	None	None	None
Informal Ext 5,6 and Lindukuhle	009	3000	NA	None	Long	None	None	None
Settlement					drop/waterbor ne			
Rural Informal Settlement	550	4591	N/A	Access	Long -drop	Bore holes	None	None
The state of the s	Address of the second s			Koads				

# 3.4.13.3 HOUSING DELIVERY

In stark contrast to the huge demand, are the mere 2000 units that were built over the past 10 years. The Pipeline projects are as follows:

- ➤ Ward 1: Housing 75 beneficiaries
- ➤ Ward 2 : Housing 75 beneficiaries
- ➤ Ward 4: Lindukuhle: Housing 52 beneficiaries
- Ward 4 Housing 55 beneficiaries.

Future housing projects should go beyond the delivery of housing units and focus on the creation of sustainable communities and settlements. This includes improving access to basic services, social/public facilities and creating opportunities for economic development.

The municipality has submitted an application to the Department of Human Settlement for Community Residential Units in Grootvlei Ext 1 and social housing at Erf 1835 Balfour. It is hoped that these housing developments will play a significant role in assisting the municipality to alleviate housing shortages.

# 3.4.13.4 URBAN RENEWAL

Siyathemba Nthorwane and Grootvlei are the three main townships located within Dipaleseng Municipality area of jurisdiction. The area, generally referred to as the (Siyathemba, Nthorwane and Grootvlei areas) is the main focus of urban renewal initiatives by the municipality.

To this extent, a regeneration framework should be developed as a means to provide guidance, coordination and alignment of sectoral activities to facilitate development. Key performance areas with their identified strategies identified include:

- Quality Living Environment: this key performance area deals with strategies to improve the quality of the environment. It includes, amongst others, strategies for conservation, environmental health, rehabilitation and reclaim of degraded areas, air quality, water resource management, waste management.
- > Access to Public Services and Amenities includes strategies for road maintenance, ensuring adequate and reliable bulk resources for all services over next 20 year period site and service strategies, etc.
- > Functional Local Economy: this KPA identifies strategies for recycling programmes, encouragement of home enterprises, mixed activity Economic Opportunity Zones,



- multi modal transport interchanges at major nodes, secondary residential property market, land tenure upgrading as part of all housing projects, etc.
- ➤ Linkages and Integration: Strategies of importance are inter-neighbourhood linkages, extension of new road linkages towards improved integration, Investment Promotion Office dealing with specifically the former township areas (now economic opportunity zones).

# 3.4.13.5 UPGRADING AND FORMALISATION OF GROOTVLEI AREA

The Dipaleseng Framework identifies six development units or precincts, and recommends that these form the basis of a housing development program in the area. Layout plans and development applications have already been packaged for some of these precincts. It further suggests the following initiatives for the area:

- > Effective environmental management.
- > Provision of bulk engineering services, particularly waterborne sewerage.
- > Upgrading of main transport networks and the associated public transport networks. This includes walkways and pavements.
- > Promoting local economic development through the development of a new town centre in the area.
- > Introducing an effective land use management system.

It further acknowledges the importance of R23 as the primary development corridor running through the area, and a number of mixed use strips (activity streets). It also suggests at least three development nodes with the major node being the proposed Balfour Town Centre.



# 3.5 LOCAL ECONOMIC AND SOCIAL DEVELOPMENT

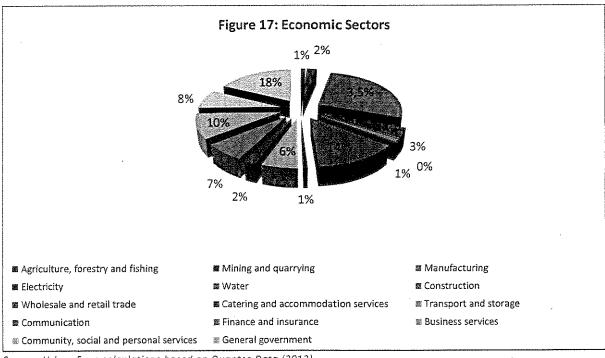
Dipaleseng Municipality has a legal mandate to promote social and economic development within its area of jurisdiction. It is also required in terms of Section 153 of the Constitution, to structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community and to promote the social and economic development of the community.

In furtherance of this mandate, Dipaleseng Municipality has initiated a process towards the development of a Local Economic Development (LED) Plan as a sector plan to the IDP and a strategic guide for promoting equitable economic development. It should however be noted that LED strategy is in place though projects and programme identified lack funding

# 3,5.1 SIZE AND STRUCTURE OF THE LOCAL ECONOMY

The graph below displays the sectoral contribution to total Gross Value Added (GVA) within the municipality, which is a measure of the regional gross domestic product contribution. The economy of Dipaleseng is largely driven by the Trade sector, which contributes approximately 23% to total GVA. This equates to almost R2, 9 billion of the total R10, 5 billion GVA generated.

This is higher than both the district and Provincial GVA contribution of approximately 25% and 22% of total GVA respectively. The manufacturing sector has only experienced modest decline in the past decade (2000 - 2010), with an average real annual GVA growth rate of 0.6%, in comparison with Provincial average growth of 2.2%.



Source: Urban-Econ calculations based on Quantec Data (2012)

Other key sectors in terms of GVA contribution are the general government sector; wholesale and retail; and finance and business services sector. GVA generated through general government services approximately R1,8 billion, which contributes 17.6% to total GVA. This sector has experienced average annual real growth of 2.6% per annum. Just over 17% of GVA can be attributed to finance (6.9%) and business services (10.2%), which collectively generate R1.8 billion worth of GVA to the Dipaleseng economy.

These have also been the fastest growing subsectors, with finance and insurance services growing at an average rate of almost 9% per annum since 2000, and business services growing at 6.2% over the same period. Wholesale and retail trade contributes R1.4 billion to the local economy, which accounts for almost 14% of total GVA. Wholesale and retail trade have been growing at a modest rate of 2.63% per annum from 2000 – 2010.

# 3.5.2 TRADE

Trade is the largest contributing sector within the district economy, contributing approximately 25.2% to total GVA. Manufacturing activities in GSDM include metal production, chemicals and plastics, pharmaceuticals, clothing and textiles, food and beverages, leather and footwear. Most large industry is located within GSDM, which accounts for over 83% of total GVA in the Gert Sibande manufacturing industry, followed by Msukalikwa with 12.7% and Govan Mbeki with 3.8% of GVA.



Table 15: Formal Employment within Dipaleseng (2011)

Industry	Number employed	Average annual growth (2000 – 2010)	Percentage contribution
Food, beverages and tobacco	435	-6.0%	3.8%
Textiles, clothing and leather goods	878	-6.7%	42.6%
Wood, paper, publishing and printing	346	-5.2%	3.0%
Petroleum products, chemicals, rubber and plastic	840	-3.5%	7.3%
Other non-metal mineral products	416	-6.1%	3.6%
Metals, metal products, machinery and equipment	373	-3.0%	27.7%
Electrical machinery and apparatus	130	-4.9%	1.1%
Radio, TV, instruments, watches and clocks	74	-4.9%	0.6%
Transport equipment	169	-6.9%	1.5%
Furniture and other manufacturing	992	-3.4%	8.7%
Total / average	11454	-5.1%	100%

Source: Urban-Econ calculations based on Quantec Data (2012)

Furniture and other manufacturing contributes 10%, while the 'textiles, clothing and leather goods' industry contributes 8% to total GVA within Dipaleseng. Both these sectors have experienced negative growth, with average annual growth at -0.57% and -1.5% respectively. Other less significant contributors are 'food, beverages and tobacco (5%)' and 'other non-metal mineral products (3%)', with 'transport equipment' and 'wood, paper, publishing and printing' both contributing 2%.

The 'non-metal mineral product' and 'wood and paper industries' experienced the most negative growth rates with -3.3% and -3.1% per annum on average since 2000 respectively.

The table above illustrates formal employment within the manufacturing industries in Dipaleseng, the percentage contribution of each industry, as well as average annual growth in employment from 2000 - 2010.

It is clear from the table above that the textile industry is the largest contributing employment sector, with over 42% of total employment in manufacturing. This is despite the industry only contributing around 10% to total GVA, which indicates that textiles has the potential to create large amounts of employment. This industry has however experienced one of the highest negative average annual growth rates since 2000, of -6.7% per annum.

Dipaleseng accounts for approximately 26% of all textile and footwear manufactures in the district. The industry is however under threat, with a large number of textile manufacturers recently being closed down due to non-compliance with labour regulations. This has significantly reduced the size of the textile industry, over and above the decline already



experienced over the past few years due to the dominance of Chinese textiles, with thousands of jobs being shed in the past few months already.

Many textile manufacturers who cannot afford to comply with labour regulations have reverted to using their factory space as storage for imported textiles from China, while others are relocating to Lesotho and Mozambique. These countries present low labour costs as their competitive advantage. A major concern on the side of textile manufactures is that there has been little to no support for them during these bargaining council discussions.

This issue is a complex one, especially because it results from National labour regulation, and therefore cannot be resolved through local initiatives. The worrying factor is that this industry accounts for over 40% of employment in the municipality, which is estimated to have declined by at least half since the end of 2010. The metals industry, despite contributing the greatest to total GVA, only contributes 27.7% to total employment.

This indicates that the industry is less labour-intensive than industries such as textiles. Other significant contributing industries are 'furniture and other manufacturing' with 8.7% of total formal employment, and 'petroleum products, chemicals, runner and plastic' with 7.3% of formal employment. Of concern is the decline in employment within all industries of the manufacturing sector since 2000.

The sector has declined at an average annual rate of -5.1%, which represents a loss of over 800 jobs within this sector between 2000-2010. The strategy must ensure that job losses are addressed as a priority while taking steps to reverse the recent situation through the creation of new manufacturing jobs within key industries.

# 3.5.3 TOURISM

The tourism sector is currently a small contributor to the region's economy, but holds a number of opportunities that can be explored. The DLM forms part of the Battlefields Route. This route attracts 3% of foreign visitors to MP annually and approximately 2 000 domestic tourists (TMP Tourism Statistics, 2010).

GSDM has developed a Tourism Development Plan, as well as a development plan for the Battlefields route. The Tourism Development Plan seeks to implement strategies that would create facilities and the marketing of draw card attractions and activities in the district, while the Battlefields Development Plan seeks to the Battlefields located within the Gert Sibande District Municipality that have never reached their full tourism potential.



It is estimated that the DLM generates approximately R116m in tourism related business per annum, with tourism related establishments generating R165m and creating 166 jobs in the municipality (Tourism Sector Report: 2004). Comparative advantages identified within the Tourism Sector, are:

- > Strong and well preserved historical heritage with well-developed museum structures.
- > Falls within Nthorwane and engenders good linkages to this cultural heritage.
- > Halfway point on N3 between two major centres, Johannesburg and Durban.
- Gateway to Scottish Regime.

# 3.5.4 AGRICULTURE

Agriculture contributes about 0.7% to the local economy. While the contribution of the agricultural sector in Dipaleseng may seem particularly low, it remains an important sector for the following reasons:

- The sector has the potential to create jobs.
- > The pursuit of national food security requires continued agricultural production and investment.
- ➤ While primary production accounts for 4.5% nationally, the larger agro-food complex contributes an addition 9% to GDP (South Africa, 2001). This contribution to GDP is concealed in the manufacturing and trade sectors GDP figures.
- > A focus of support to agriculture is important to build Capacity and productivity in land reform projects.
- > Agricultural development and support is aligned with prevailing rural development policy objectives.
- > There are a number of catalytic agricultural projects that have been identified for Dipaleseng Municipality.

Animal production, Forestry and Agronomic (Field) crops are the key farming enterprises in the region. The high contribution of Beef cattle sales emphasises the high proportion of grasslands occurring in the area. Maize for the production of grain is the major agronomic crop, followed by Sunflower and Soya.

Dairy was a significant contributor to Provincial GFI in 2002. Local Farmers Association members report that `1the Dairy Cooperative, which used to service 28 Dairy farmers in the



Grootvlei, Greylingstad and Balfour area, was bought out by Clover and subsequently shut down. The cooperative acted as a catalyst for dairy and value adding projects. There used to be 28 dairy farmers in the Dipaleseng area and since the closure of the Cooperative, numbers of dairy farmers has declined to three active dairy farmers in the area.

According to local farmers, the key commodities produced in Dipaleseng are:

- > Agronomic crops mainly soya, maize and sunflower
- > Extensive beef production
- Poultry broiler and layer production
- Wool and mutton in some regions, although this is on the decline
- > Other manufacturing and processing activities are as follows:
- > Cattle and sheep abattoir halaal
- > Poultry abattoir
- Grain mills mostly private, with mill maize for whole maize, crush for poultry and maize meal for human consumption – hominy chop sold off as an animal feed
- > Local soya processing.

Agriculture in Dipaleseng faces a number of challenges. These include issues of land tenure and freehold, low penetration of commercial farming activity, low skills base of emerging farmers, land claims, increasing production costs, high transport costs etc.

Gert Sibande District Municipality commissioned a district level agricultural plan, which was completed in 2006. The main agricultural potential areas of the Gert Sibande District Municipality are intensive farming, irrigation, dry land farming and stock farming. The focus of Dipaleseng Municipality's agricultural planning is centred on the following investment opportunities:

- > Soya bean production linked into oilcake and biodiesel production.
- > Dairy products have massive potential. This include dairy based agri-processing opportunities for yoghurt, ice-cream, powdered milks, custards production.
- Agri-processing: Expanded production in fruits, vegetable and nuts generates new opportunities for specialist agri-processing. Juicing, drying and canning are all reasonably low capital cost options for fruit processing while opportunities for cold processing (vegetables, herbs and aromatic plants), nut cracking and pressing,



distillation of essential oils and hot processing of citrus (jams and spreads) are all highly viable in Dipaleseng.

- Meat processing (both game and cattle) is an attractive option for investment. Game meat has grown in market share both locally and internationally. The Agricultural Plan estimated that an additional 3000ha of grazing land is currently underutilized in the municipality, representing a considerable opportunity in the offing.
- > Aquaculture development with the major thrust being an aquaculture processing plant.

## 3.5.5 INFORMAL SECTOR

The informal sector is especially evident in the Dipaleseng CBD. In the CBD, informal street trading is mostly concentrated along the northern end of Mury Street, around the bus and taxi rank and in the parking courts immediately adjacent to the rank. Trading structures have been erected in the Taxi rank close to its intersection with Mury Street, in the bus and taxi rank and on the triangular shaped site at the Southern end of Sifiso Zwane Street; these structures are of good quality although their position does hinder traffic flow.

The Siyathemba area accommodates more than 70% of the municipal population yet it is the most underdeveloped in terms of infrastructure and economic development opportunities. It has been selected for urban/township regeneration, in part, as a means to address the spatial distortions and economic marginalization inherited from the apartheid past. Informal trading is prevalent in nodal areas and exhibits the following characteristics:

- > Informal trading takes place in the vicinity of taxi ranks, town centres and major public facilities (e.g. clinics, schools and pension pay points).
- > The majority of informal traders are involved in small operations which involve a relatively small number of people.
- Most traders have are not authorized to undertake street trading and do not belong to a formal structure but would like to be part of one.
- High concentrations of informal traders in places such as taxi ranks create pressure on the available infrastructure and causes chaos.
- > The operators who try to work within the rules are becoming frustrated at the lack of regulation.



> There is a general lack of market infrastructure (i.e. safe and secure trading sites) and general infrastructure (i.e. roads, electriTown, water, sewerage).

The LED strategy identified the following key areas of focus (strategic intervention areas):

- > Sectoral development which includes tourism, commerce, manufacturing (industry) and community services.
- SMME development and support.
- Business support programme.
- Infrastructure development and upgrading.
- Housing delivery.

# 3.5.6 MINING

Mining forms an important component of the economy of Dipaleseng and the history of organized mining in the municipality which has generated associated industries. Mining activities includes coal mining, brick clay, Iron Oxide, dimension stone, aggregate and sand. Particularly two areas are of interest, namely Brakfontein and the Grootvlei area.

## 3.5.6.1 COAL MINING

Mintek (2007) estimates that 23% of the coal resources still remain within the Grootvlei coalfield, of which 51% are found in the Top seam and 49% within the Bottom seam. The coal reserves can (and probably will) be increased with additional coal exploration.

It is also estimated that there are approximately 4.5Mt of *in situ* coal within the Balfour coalfield – a large portion of which is located within the Rooi-Val. The vast majority (87%) of this coal is considered to be thermal (or steam) coal with a minor portion (8%) of anthracite and 5% of metallurgical coal.

The only coal mining and associated operations that appear to be taking place within the LM are related to dump / stockpile reclamation along the Grootvlei outside Dipaleseng and to the east near the old Springfield Colliery, as well as a char plant and siding stockpiles (for coal from outside the Dipaleseng area) within the Ogies area.

There are a number of areas where mining has ceased through decommissioning or abandonment, but rehabilitation has either not taken place or is incomplete. These include:

- > GBG Gold Mine
- Rooi Val Gold (Grootvlei area)



# > Springfield Colliery at Grootvlei

This has implications for environmental management in terms of water, ground stability and issues of safety. Many of the operations were underground with a number of audits (underground access points) that were linked to a single mining entity or operation. This has an impact on potential land use; however the footprint of the workings cannot be determined from surface<sup>2</sup>.

According to the DMR, there are several prospecting projects that are currently being carried out within the DLM. The accuracy of this data is questionable as there are duplicate holders of prospecting rights over the same farms and farm portions. Nevertheless, coal applications are located north-south and east of the R23. In September 2010 a six month moratorium on prospecting right applications was put in place to audit the applications, process and irregularities. It is therefore important for the LM to obtain an updated database from the DMR.

# 3.5.6.2 IRON OXIDE

Iron oxide potential is concentrated east of Dipaleseng within the Balfour /Siyathemba areas. Two mines appear to have been operational to the far east of Siyathemba, with a number of abandoned areas of mining or with mining potential. However, field verification of these areas show no latent evidence of mining, with most being within areas that are now built up. It is now unclear whether surface disturbance within these areas is from mining or construction activities. In general, it would appear that the deposits are small and may have been mined out. Mining of weathered dolerite within the area may be a source of iron oxide for pigment; however much of this may also be used in the construction industry.

# 3.5.6.3 BAUXITE (AL)

Several bauxite occurrences have been reported from within the Dipaleseng LM. These can be found to the west and southwest of the town, but are all considered to be of insufficient scale and / or grade to be economically viable at this stage. However, further detailed exploration may well prove otherwise. At this stage, bauxite is unlikely to be mined within the LM therefore the potential environmental risk is low.

#### 3.5.6.4 DIMENSION STONE

In the Dipaleseng area, there is an abundance of dolerite and sandstone, which both have potential as sources of dimension stone. The dolerite is commonly very dark in colour – due

<sup>&</sup>lt;sup>2</sup> An application for access to the DMR records of the final mine plans for these operations is recommended.



to its fine grain size and enrichment in magnetite — with the result that it is often commercially attractive and is marketed as "Black Granite". Despite this, there do not appear to be any dimension stone mines within the Dipaleseng LM. Dolerite outcrops throughout the LM, primarily west of the R23. Although the quality of these deposits for use as dimension stone is currently unknown, there is significant potential.

## 3.5.6.5 SAND WINNING

There are plenty of quaternary deposits along stream and river courses for sand winnowing (such as along the Grootvlei, and Val Rivers) In the Dipaleseng area. Much of the sand mining within the Dipaleseng LM is associated with the wetland areas adjacent to water courses and not within/immediately adjacent to the dynamic zone.

Sand mining was prevalent east and southeast of Dipaleseng town in close proximity to the target market (Grootvlei building industry. This has serious environmental implications. According to the DMR there is only one sand application (mining permit) northeast of Grootvlei from 2005. The accuracy of this data is questionable and appears to be an irregularity as the area covered by this permit far exceeds 1.5 ha (the limit of a mining permit).

# 3.6 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The Dipaleseng Municipality is a Category B Municipality. It functions under the Mayoral Committee system, consisting of 3 members. The Mayor is elected from the Executive Committee. The Council consists of 12 Councillors of which 4 are full-time Councillors. 6 of the 12 Councillors are ward elected councillors while the other 6 comprises of proportional representation councillors. The Council has five Portfolio Standing Committees, with members of the Mayoral Committee serving as a Chairperson.

## 3.6.1 GOOD GOVERNANCE

# 3.6.1.1 INTEGOVERNMENTAL RELATIONS

Dipaleseng Municipality participate in the District IGR forum which is in two folds, the Mayors Forum and the Technical Forum for Municipal Managers. These Forums gives the strategic and political direction for all municipalities within the District particularly on planning and development.

There is also a Growth and Development Summit that is being held annually for municipalities to discuss development agenda for the region. Dipaleseng being the District



bub takes the leading role as well as the centre stage on infrastructure development and economic issues.

At the Provincial level, the municipality participate on the Premiers Co-Ordinating Forum and Min-Mec Forum for Municipal Managers. For Economic Issues, the municipality participate on.

#### 3.6.1.2 AUDIT FUNCTION

The requirement for municipalities and municipal entities to establish Audit Committee is contained in Section 166 of the Municipal Finance Management Act 56 of 2003 and article 14 (2)(a) of the Municipal Planning and Performance Management Regulations 2001.

The Audit Committee is an independent advisory body, appointed by Council to assist Council in discharging their responsibilities.

The Audit Committee Charter sets out the committee specific responsibilities and details the manner in which it will operate.

# 3.6.1.3 OBJECTIVES

- Maintaining oversight responsibilities of all financial and performance reporting.
- Seek reasonable assurance that the operations of the municipality are conducted efficiently and effectively.
- Seek reasonable assurance that the Council has developed and complies with its policies, plans, procedures and internal controls.
- Seek assurance that the Council complies with relevant legislation, regulations and professional pronouncements.

#### 3.6.1.4 INTERNAL AUDIT

- Review and approve the Internal Audit Charter
- Review of the Audit Committee Charter and submit to council for approval
- Advise Council as to whether the internal audit unit is given the resources and operational independence required to fulfill its role as outlined in the Internal Audit Charter.
- Review and approve the annual risk based internal plan
- Ensure that all identified risk areas are prioritized and incorporated in the annual audit plan.

Receive and review the quarterly internal audit report on the implementation of the internal audit plan and any of the matters relating to;

- ✓ Internal Audit
- ✓ Internal controls
- ✓ Accounting procedures and practices
- ✓ Risk and risk management



- ✓ Performance management
- ✓ Loss control
- ✓ Compliance with the Municipal Finance Management Act, division of Revenue Act (DORA) and any other applicable legislation
- ✓ Investigate any other matter as requested by the Municipal Manager
- Receive reports prepared by the internal audit unit on significant findings and recommendations to address those findings together with management responses with timeframes to implement recommendations.
- Ensure that all findings and recommendations as per 4.1.7 are adequately addressed by management.

# 3.6.1.5 INTERNAL CONTROL

- Evaluate the overall effectiveness of the internal control and risk Management frameworks and consider whether recommendations made by the internal and/or external auditors have been implemented by management.
- Assess whether proper adequate accounting records are being maintained.
- Ensure that Council has the necessary policies in place to protect and safeguard assets and to ensure legal compliance with all relevant legislation. Examples Prevention of Fraud Policy, Procurement Policies

# 3.6.1.6 MUNICIPAL GOVERNANCE STRUCTURES

The Dipaleseng Municipality has 12 democratically elected Councillors which constitute the council. Council meets at least QUARTERLY and is the final decision making body within the municipality.

The Mayoral Committee (MC) is responsible for the day-to-day running of the organization, and decision making. They meet regularly to receive reports from the Municipal Manager. Mayoral Committee is supported by the following portfolio committee, who serve as oversight structures in respect of various line functions and responsibilities of the municipality:



PORTFOLIO	INITIALS AND SURNAME
Finance Chairperson	Cllr. NS Nhlapo :Mayor
Infrastructure Services Chairperson	Cllr. MT. Tsotetsi
Community Services Chairperson	Cllr. MD Khanye
Planning & Development Chairperson	Cilr. MD. Khanye
Corporate Services Chairperson	Cllr. MT. Tsotetsi

In addition, the municipality has established a Municipal Public Accounts Committee (MPAC) to oversee the expenditure and accountability for public funds entrusted to the Municipality. The structure and current membership of this committee is indicated on the table below:

PORTFOLIO	INITIALS AND SURNAME
MPAC	Cllr. DS. Sithole
MPAC	Cllr. N Zwane
MPAC	Cllr. TJ Mahlangu
MPAC	Cllr. W. Davel
MPAC	Cllr. AS Motloung

## 3.6.2 PUBLIC PARTICIPATION

# 3.6.2.1 MECHANISMS FOR PARTICIPATION

Public participation is important to determine the exact needs that exist in the communities in relation to the developmental priorities during the public meetings and information gathering. The Dipaleseng Municipality will be utilizing the following mechanisms for public participation when developing its IDP.

- > IDP Representative Forum (IDP- RF): This forum represents all stakeholders and key interested and affected parties. This includes the Ward Committees, Non-Governmental Organizations (NGOs), Community Based Organisations (CBOs), Organized Business, Faith Organizations and organized agriculture.
- > Media: Local newspapers will be used to inform the community of the progress of the IDP and further due meetings' including the IDPRF and community road shows.



- Radio Slots: The Dipaleseng Community radio station will be used to make public announcements when established.
- The Dipaleseng Website: The Dipaleseng Municipality's website will also be utilized to communicate and inform the community. Copies of the IDP and Budget will be placed on the website for communities, general stakeholders and service providers to download.
- Ward Committees: The Dipaleseng Municipality has adopted the Ward Committee policy which has resulted to the establishment of ward committees. The municipality considers ward committees as one of the institutional bodies to fast-track service delivery and deepen democracy. Ward Committees will be represented in the IDP- RF meetings and their inputs are always considered. They will also being used to disseminate the information about the developmental agenda of the municipality.
- IDP/ Budget Road Shows: The Dipaleseng Municipality will be hosting its community road shows through ward committee system to publicize the draft IDP and Budget during April and May 2014. The venues for these meetings will be publicized at the IDP RF, public places and as well as through the local print media.

# 3.6.2.2 WARD COMMITTEE SYSTEM

The Municipality has six (06) wards, and each ward has a Ward Committee. In line with the requirements of Outcome 9 All of these wards combined at a municipal wide level shall constitute a Region. The region shall be divided into two (2) zones, *viz*;

- > Zone A which will have 30 wards Committees.
- > Zone B which will have 30 wards Committees.

The Ward Committee system shall be structured according to the following fora:

- > Zonal Ward Committee Fora,
- Regional Ward Committee Fora,

A public Participation unit established in the Office of the Municipal Manager and supports the Speaker, is responsible to ensure that the ward committees are functional in line with an approve Ward Committee policy.



# 3.7 FINANCIAL VIABILITY AND SUSTAINABILITY/PROFILE

## 3.7.1 FINANCIAL MANAGEMENT POLICIES

The following Financial Policies have been developed and adopted by the municipality:

- Asset Management Policy
- Cash Management & Investment Policy
- Credit Control Policy
- Supply Chain Management Policy
- Municipal Property Rates Policy
- Credit Control, Debt Collection and Customer Care Policy
- Tariff Policy

#### 3.7.2 PROPERTY RATING SYSTEM

The Municipality implemented the new valuation roll compiled in terms of the Property Rates Act, 6 of 2004, on 1 July 2010. All properties under the jurisdiction of the Dipaleseng Municipality are now included in a single valuation roll.

## 3.7.3 FINANCIAL PERFORMANCE

The revenue base of the Municipality has increased from R51 014 835 in 2009 to R 20 050 630 in the financial year ended 30 June 2012. This represents phenomenal growth ranging from 53% in 2010, a slight decline of 8% in 2011 and 20% increase from 2011 to 2012. The 20% growth in 2012 was attributed to Landfill Site Provision Adjustment of R50, 7 million and Doubtful Debt Adjustment of R137 million.

These adjustments were mere book entries, and thus not indicative of revenue actually earned, during the year under review. The last two year's increases were significantly higher than the inflation rates which is indicative of good performance by the Municipality, although there was slight decline of 8%, which was caused by the reversal of impairment of investment in Fortuna Water of R363 801 328.00, in 2010 which was a mere book entry and thus not indicative of revenue actually earned.



All major revenue streams showed a sharp increase of 28% in 2011 if we ignore the effect of reversal of impairment of investment in Fortuna Water and acceptable increase of 10% in 2012, which is a comforting scenario.

TABLE 16: CHANGES IN REVENUE 2009 - 2012

Year	Total Revenue (R)	% Increase
2012	1 420 050630	20%
2011	1 182 506 661	-8%
2010	1 289 670 253	53%
2009	850 774 918	

From the table above, the municipality generates more than half its total revenue base from service charges, which is 48%. The other significant sources of revenue are Property Rates 11%, and Government grants and Subsidies 25%.

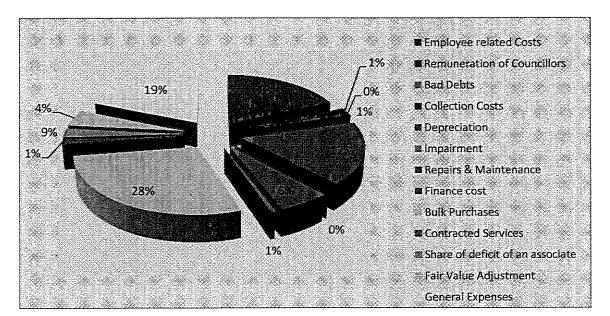
All other revenue sources are not considered significant and have not formed part of this analysis. The percentage contributions of various income sources to total income have remained constant in the years under consideration save for the Property rates which used to contribute 19% in 2008 and have shrunk to around 11% in 2012.

The Government Grants and Subsidies on the same token have increased by 91% from 2009 to 2012. In the Analysis below, the focus is on the material revenue contributing elements in order to analyse their behaviour. In total these contributed R1 195 320 900 to the Municipality's R1 420 050 630 revenue in 2012, which represents over 84% of the Municipalities revenue base.

**TABLE 17: CONTRIBUTIONS BY MATERIAL REVENUE ELEMENTS** 

Item	% Contribution 2012	2012 (R)
Property Rates	11%	157 893 000
Service Charges	48%	683 860 407
Rental of facilities and equipment	0%	5 703 174
Interest earned - External Investments	2%	23 125 136
Fines	0%	1 572 104
Governments Grants & Subsidies	25%	352 567 493
Doubtful adjustment debts provision	10%	137 038 490
Landfill site provision adjustment	4%	50 765 425
Other Income	0%	6 525 401
Total Revenue	100%	1 420 050 630
Percentage Increase	20%	
Contributions by material revenue elements	1 195 320 900	
%Contributions by material revenue elements		84%



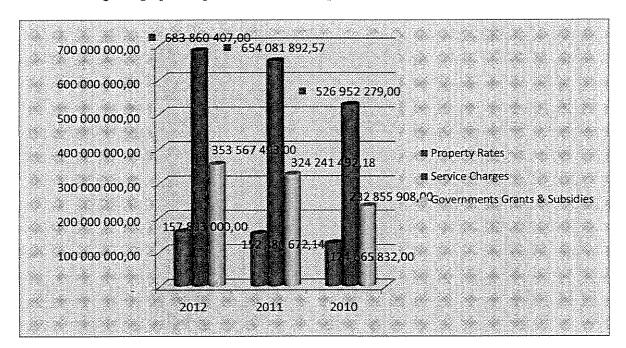


The following graph depicts a contribution of major revenues elements:

The table below reflects the movement in these revenue streams in the period under consideration. The pattern has, indeed, been erratic and therefore very little conclusions can be reached at this stage. There could very well, be cut-off or allocation issues in the presented numbers. The exercise has not, at this stage, zoomed into an in-depth analysis. The following tables depict movements of major revenue sources:

Line Item		2010 (R)	2012 (R)	2013 (R)	
Property Rates		124 665 832	152 386 672	157 893 000	
Service Charges		526 952 279	654 081 893	683 860 407	
Governments Grants & Subsidies		232 855 908	324 241 493	353 567 493	
Line Item		Increase (Decrease)			
	2010	2012	2	013	
Property Rates	-28%	22%		4%	
Service Charges	15%	24%		12%	
Governments Grants &					
Subsidies	26%	39%		9%	





The following is a graphical presentation of the patterns of movements of these elements.

# 3.7.4 EXPENDITURE

The total expenditure of the Municipality has decreased from R1 327, 6 million in 2011 to R1 230, 1 million in 2012. The decrease of 8% is as result of our revision of provision for doubtful debts which decreased significantly due to risk profiling exercise which was conducted by the independent ICT Company. The consequence of the sharp decline in doubtful debt provision resulted in municipality not accounting for debt impairment in the Statement of Financial Performance.

As evident from the table below, moreover, the trends in increases of expenditure far outweigh those in revenue indicating that, at face value, the Municipality has a serious challenge to curb expenses. Whereas it is understood that the sharp increase of expenditure increase is caused by the government call to improve and speed up service delivery to the poor and needy communities in the backdrop of "service delivery protests" to which the municipality has responded so well, nonetheless if these trends continue there will be a major challenge to afford the operations of the Municipality with the revenues that it generates, unless if new revenue streams are identified and exploited.



Year	Total Expenses (R)	% increase/(decrease)
2013	1 230 100 471	(-8%)
2012	1 327 668 613	58%
2011	837 794 672	(-6%)

Below is a table of the proportionate contributions of each expenditure element to total expenses. The major expenditure drivers for the municipality are the following:

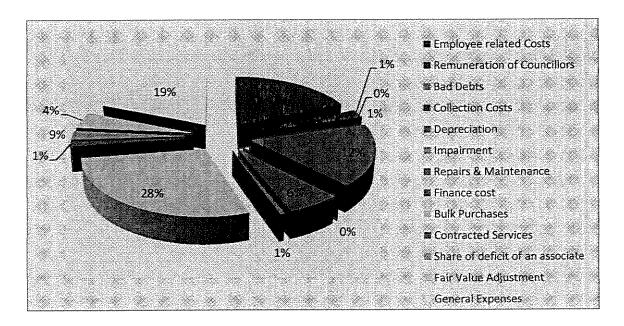
- > Bulk purchases
- Employee related costs
- > General expenses
- Depreciation, amortisation and impairments.

The table below depicts contribution of major expenditure items to total expenditure:

ltem -	% Contribution 2012	2012
Employee related Costs	19%	230 600 985
Remuneration of		
Councillors	1%	16 193 188
Share of deficit of an		
associate	9%	112 405 248
Collection Costs	1%	8 534 242
Depreciation	18%	219 845 295
Repairs & Maintenance	6%	71 410 980
Finance cost	1%	6 650 041
Bulk Purchases	28%	349 411 144
Contracted Services	1%	17 530 983
General Expenses	12%	152 656 453
Fair Value Adjustments	4%	44 861 453
Total Expenditure	100%	1 230 100 471
Percentage Increase/(Decrease)		(-8%)
Contributions by material expenditure elements		952 513 877
%Contributions by material expenditure elements		77%

The graph below further illustrates contribution of the major expenditure elements to total expenditure of the municipality:





The focus is on the major expense elements, i.e. employee costs, bulk purchases, General Expenses and depreciation, amortization. These expenditure items account for R952 513 877 of total expenditure of the municipality's R1 230 100 471, representing a 77% contribution to total expenses.

The municipality needs to be applauded because the contribution of employee related costs is 20% of total expenditure compared to other municipalities' country wide. This percentage is significantly lower than the prescribed threshold of 33% determined by the National Treasury.

Conversely it needs to be mentioned that critical vacant positions need to be filled in order to ensure adequate service delivery. The lower employee contribution has an adverse impact in service delivery as well support function to service delivery (i.e. Treasury and Budget Office in particular) and this aspect is discussed under organisational environment.

The following table depicts movements of major expenditure drivers:



Item	2013 (R)	2012 (R)	2011 (R)	2009 (R)
Employee related				
Costs	230 600 985	189 471 534	165 846 425	130 614 345
Depreciation	219 845 295	222 122 758	224 589 958	214 834 172
Bad Debts	0	174 136 888	69 147 301	104 227 317
Bulk Purchases	349 411 144	283 223 432	219 348 022	166 031 719
General Expenses	152 656 453	332 324 243	61 436 986	205 021 701
Total Expenditure	952 513 877	1 091 191 721	820 064 375	866 629 668

During the same period our analysis of General Expenses revealed an erratic pattern as it showed 68% decrease from 2009 to 2010, 68% decrease from 2009 to 2010,441% increase from 2010 to 2011 and 43% decrease from 2011 to 2012. It should be mentioned however, that the 43% decrease in the current year was due capitalisation Our analysis indicates that this could be as a result of grants from both National Treasury and Provincial Government which has increased over the years sharply in recent year. The grants that the municipality have are:

- > Municipal Infrastructure Grant;
- Neighbourhood Development Grant;
- > Financial Management Grant;
- Systems Development and Support Grant; and
- > Other Grants.

Like the revenue assessment, it appears that there could be allocation challenges pertaining general expenses in 2010 as it showed erratic pattern when compared with the other year being analysed.

Despite the fact that we did not account for bad debts impairment due risk profiling exercise, the outstanding Debt of R824, 5 million remain a challenge. This scenario is disconcerting as it may have a negative impact on our liquidity position if not addressed as a matter of extreme urgency.

The take is that there is a need to embark on a solution that will yield a serious debt collection drive to curb to this situation from deteriorating further. Water, sewer, waste disposal and rates in east (former townships) are a critical factor to the strategy to reduce bad debts. It is known by the leadership of the municipality that disconnection cannot be used as a tool at this stage as electriTown which can be disconnected is supplied by Eskom.



The East has 75% bad debts. The implementation of water flow regulators was once discussed as one of the strategies but was not pursued until the constitutionality of such was confirmed. The avenue that should be considered is getting a licence to be the distributor of electriTown in the East.

We have developed 10 point Debt Management Plan to assist the municipality in curbing and collecting outstanding debtors. The plan encapsulates the following important aspects:

- > Appointment of field workers;
- > Clarify roles and responsibilities of field workers;
- > Friendly legal process;
- > Outstanding accounts with no queries to be forwarded to the respective consumers for making necessary payment arrangements;
- > Investigate the possible use of call centre for debt collection purpose;
- Progress reports on government debtors;
- Progress reports on staff and councillors debt;
- Identify section 21 schools and address collections;
- Identify additional staff requirements for debt management holistically and communicate with COO;
- Options in respect of Debt Management service;
- Investigate use of the service provider for meter reading compared to performing in-house;
- > Fast track installation of water meters;
- Monitor accuracy of readings;
- > Investigate the use of meter readers to also deliver accounts;
- Develop internal control for quality assurance on the delivery of accounts;
- > Investigate E-account option for delivery of accounts;
- > Install water restrictors;
- Indigent verification;
- Phased approach for data cleansing;
- Capacitate staff and field workers;



- > Develop marketing and communication strategy;
- Incentive scheme staggered approach to promote culture of payment;

The implementation of the plan is in its early stage and it is hoped that it will yield result once fully implemented.

Furthermore, it needs to be mentioned that R104 Million relating to Water Services (FW) is actually an investment by Dipaleseng Municipality to Fortuna Water and as such was capitalized during consolidation process in 2010/2011 financial year.

The table below further illustrates increases in the major expenditure items:

ltem	% Increase/(Decrease)		
	2011	2012	2013
Employee related Costs	27%	14%	22%
Depreciation, amortization			
and impairment	5%	-1%	-2%
Bulk Purchases	32%	29%	23%
General Expenses	-68%	441%	-43%

# 3.7.5 NET OPERATIONAL PERFORMANCE

Evidently the Surpluses of the Municipality have demonstrated erratic pattern as we recorded a deficit amount to R86 million in 2009, R372 million surplus in 2010, R145 million deficit in 2011 and R189 million surplus in 2012. As we alluded to earlier we still need to perform in-depth analysis of General expenses.

The extent of sustainability of revenue and the ability to increase the revenue base is, at this stage under scrutiny, thus increasing the risk of affordability of the operational expenses moving forward. An urgent understanding of these expenses and how they can best be managed is necessary to ensure that the municipality remains a financially viable.

However, our assessment reveal that the situation is not as dire as it appear, also taking into account the fact that an amount of R219 Million relates to depreciation of assets, which in its very nature a book entry to achieve fair presentation in our financial statements, but not the amount actually spent.



The table below depicts our financial performance for the past four (	(4) years:
---	------------

Year	Total Revenue	Total Expenditure	Surplus/ (Deficit)	% Increase/(Decrease)
2013	1 420 050 630	1 230 435 257	189 615 373	239%
2012	1 182 506 661	1 327 668 613	-145 161 952.00	(-139%)
2011	1 289 670 253	917 490 355	372 179 898.00	532%
2010	851 014 835	937 184 278	-86 169 443.00	

It is evident from the table above that the municipality's current operational performance is healthy, save for general expenses that need further scrutiny.

# 3.7.6 SURPLUS

In order to elucidate the above-mentioned statement further, it is critical to note that although we achieved an operating surplus of R 9 million, it is always prudent to eliminate non-cash items recorded in the Statement of Financial Performance in order to gauge our operational performance.

The table below demonstrate that if we eliminate non-cash items, our surplus is in fact R378, 9 million.

Line Item	2013
Surplus	189 615 373
Less: Doubtful Debt Provision Adjustment	-137 038 490
Less: Landfill Site Provision Adjustment	-50 765 425
Plus: Share of deficit of Associate	112 405 248
Plus: Fair Value Adjustments	44 861 862
Plus: Depreciation and Amortisation Expense	219 845 295
Surplus	378 923 863

Although this scenario look good at face value, caution need to be exercised as revenue earned did not translate to actual cash at the bank, which is why it imperative to intensify our debt collection.



# 3.7.7 INDIGENT SUPPORT AS OF 31 AUGUST 2013

In terms of the Credit Control, Debt Collection and Customer Care Policy, the monthly household earnings of an indigent application is capped at R1,500 but be limited to R3,000 strickly for old aged pensioners households. The onus lies with the applicant to come forward and register for indigent support in line with the Council approved indigent policy.

At 30 June 2013 there were 1039 indigents registered for indigent support and 345 for electriTown, which is an on-going process. The Free Basic Services is funded through the equitable share which is received from National Government. These FBS figures are alarming and it is becoming scary and a concern for the municipality to attend to skills development programs in order to curb low income per household. However, all account holders who qualify for indigent support are encouraged to register accordingly.

# 3.8 KEY DEVELOPMENT CHALLENGES

#### 3.8.1 REGIONAL ROLE AND SIGNIFICANCE OF DIPALESENG

The identification of Dipaleseng as an important secondary investment node with potential for industry, agriculture and tourism, indicates its importance on a regional and provincial scale. Dipaleseng is strategically located halfway between Johannesburg and the harbours of Durban and Richards Bay, and is well connected to these centres by means of both rail and road infrastructure. The N3, R23, R51 and the R546 are some of the roads running through the DLM serving a National, Provincial and regional function.

The town serves as an administrative and economic hub for the north-western part of Mpumalanga. This includes the whole of Gert Sibande District and some of the surrounding areas in Mpumalanga Province and Gert Sibande District. This raises a key question whether the town is developed with sufficient infrastructure and has enough Capacity to play its role as a sub-regional economic hub.

Some of the critical infrastructure includes tertiary education and health facilities, regional government offices and sports facilities. Equally important is the ability to create employment opportunities and absorb the urbanising labour force. Therefore, planning for the future development of the DLM should go beyond a narrow focus on local issues and incorporate regional social and economic issues.

# 3.8.2 URBANISATION - SUSTAINABLE HUMAN SETTLEMENTS

Urbanisation is the process in which the number of people living in cities increases compared with the number of people living in rural areas. An area is considered to be urbanised when over 50% of its population lives in urban places. Rate of urbanisation in Dipaleseng has been very rapid, resulting in the development of settlements along R23 in particular as linear settlements from Siyathemba through Joe Slovo to Zenzele in the north.

Rapid urbanisation brings with it many problems as it places huge demands on land, water, housing, transport and employment. In Dipaleseng like many other South African Towns, apartheid has made the problems of urbanisation more complex. Urbanisation of black people was made difficult by forcing them to live in areas far from the town.

With the lifting of racial restrictions on where people may live and work, many unemployed people have migrated to urban centres such as Dipaleseng in search of work, bringing their families with them. The shortage of accommodation in town has forced them to live in informal settlements hence the informal settlements that are spread throughout the area



with huge concentrations in the eastern areas. Land under the control of Sizanani Community Authority has also been specifically targeted as these areas present opportunities for a rural lifestyle in an urban context.

This presents the municipality with a challenge to devise strategies to manage the urbanisation phenomenon, and ability to undertake pro-active planning in anticipation of population growth. All housing projects undertaken to-date have been reactive.

## 3.8.3 INEFFICIENT SPATIAL STRUCTUTURE

While the regional economic development forces remain one of the main structuring elements within the DLM, the past apartheid policies have had a profound impact on the structure and functionality of the area. It fragmented communities, marginalised their economic activities and undermined their participation in the economy. It located people in areas with poor access to urban services and facilities, and effectively entrenched the philosophy of unequal development.

The DLM could broadly be described as an apartheid region in the sense that it embodies most if not all the attributes of apartheid spatial patterns. These include the following:

- Low density sprawl which is fuelled in the Balfour north by anti-Town values of suburbia which promotes large plots as an image of good urban living. Factors that contribute to urban sprawl includes continued existence of low density residential suburbs designed in terms of garden Town concepts, and entrenched into the Town Planning Scheme through inflexible density controls and scheme clauses such as coverage, minimum site sizes and permissible uses, and easy access to land for settlement in the east.
- Cellular development pattern that occurs in relatively discrete pockets based on the introverted concept of neighbourhood unit or super block. This has given rise to a coarse grain urban environment characterized by single dwelling units and building ancillary thereto on large plots of land (garden Town concept). As such there is a high impact on available land in relation to population size, and travel within the Town is costly in terms of time. This gives rise to inefficiency in the use of energy, transportation and movement, and delivery of services.
- > Separation of land uses, urban elements, races and income groups. The dominant land use pattern resembles a series of relatively homogenous blobs of different uses tied together by high speed transport routes. The separation of places of work and residence was deeply entrenched in the philosophy of urban management. A



large number of the poor are living on the urban periphery further away from the opportunities.

- Despite businesses being attracted to decentralised locations, the central area has shown some resilience in that new businesses have moved in to occupy space vacated by those who have moved to decentralised locations. However, decay/decline is evident in some sections of the central area.
- > The combined consequences of these spatial patterns have been phenomenal leaving the area with entrenched inequality and functional inefficiency. It created islands of spatial affluence in a sea of geographical misery (CSIR, July 2002:4). It created a distorted, fragmented, incoherent and inefficient settlement pattern. It also gave rise to spatial, social and economic exclusion of certain race groups to the benefit of other, and created a poorly functioning land and housing market.

# 3.8.4 ECONOMIC STAGNATION

Over the last few decades, the economy of the Dipaleseng Municipality area of jurisdiction experienced variable trends marked, in all, by shift from one sector to the other and general decline in both output and performance. Although some mining activities are still evident in the area, it is no longer appropriate to regard Dipaleseng as a coal mining town.

The same applies to agriculture. Both sectors have shed a number of jobs and their contribution to the local economy is at the lowest point ever. Trade remains the main economic activity in the DLM, but is itself facing a number of structural challenges which if not addressed at this juncture will relegate this sector into insignificance. These challenges include the dominance of the clothing and textile sub-sector which implies the lack of economic diversity, poor labour conditions in some of the factories and lack of new investment.

In the light of this, there is an urgent need to redefine the role of Dipaleseng in the Provincial and National economy. This may include the identification of new sectors, diversification of some existing factors and strengthening functional integration between Dipaleseng Town and the surrounding rural hinterland. Tourism development is also one of the key sectors that need to be explored.



# 3.8.5 POOR ACCESS TO SOCIAL FACILITIES

Huge backlogs in the delivery of public services have been identified as one of the key issues facing Dipaleseng Municipality. It manifests itself in the following forms:

- > Poor condition of schools, which does not contribute to building a culture of learning and teaching.
- > Poor access to institutions for early childhood education. This field has been identified by the national government as a priority area of intervention.
- > Poor access to health services which affects delivery of primary health care. The latter is a strategy used by the national government to deliver health services.
- > Poor access to library services which also affects the development of a culture of learning and teaching.
- > Poor access to welfare services including pension pay points, magistrate services, etc.
- Poor access to cemeteries.

Attention should be given to lack of sportfields, parks and swimming pools in the urban area in order to revive the sport in Dipaleseng considering that the municipality has a history of producing world stars on soccer.

# 3.8.6 INFRASTRUCTURE BACKLOG

Access to basic services is one of the main elements of socio-economic wellbeing of an area. The status of the physical and economic development level of a community such as that of Dipaleseng is often measured based on the provision and quality of infrastructure for technical services, i.e. access to roads, electriTown, water and sanitation.

These are found to be a huge challenge for Dipaleseng Municipality whereas the town suffers from maintaining of existing services while rural areas have no basic services at all. In addition, the Dipaleseng Local Municipality is challenged with the maintenance and development of basic road and storm water infrastructure to serve the local community, particularly in the Balfour.

This will be severely constrained by limited financial resources. Public transport plays an important role in the economy of Dipaleseng and deserves some attention in the planning efforts of the municipality.



## 3.8.7 POOR QUALITY OF THE ENVIRONMENT

The quality of the environment within the DLM requires an urgent attention. This is symbolized mainly by the following:

- > Deteriorating quality of water due to mining activities, pit latrines, use of pesticides and fertilizers, and other water contaminating activities.
- > Poor air quality due to emissions. Equipment for air quality monitoring is in place but has not been maintained. Closer collaboration with local industries needs to be developed in this regard.
- > Urbanization which results in the establishment of settlements in areas that is unsuitable for human habitation. These include flood lines, wetlands, etc.
- > Waste collection and disposal. The municipality needs to work together with local communities, particularly in the townships to develop community based programmes for keeping the area clean.
- > General lack of active open space in the DLM, particularly the township areas.
- > Dirt roads which also contribute to a sterile environment.

# 3.8.8 FINANCIAL MANAGEMENT AND ACCOUNTING

The general lack of requisite knowledge by the finance team on GRAP/GAMAP requirements culminates in:

- > An inability to account for financial accounts in line with GRAP/GAMAP accounting standards;
- Reliance on consultants in preparing financial statements in line with GRAP/GAMAP requirements by municipalities already converted from IMFO to GRAP/GAMAP;
- > Lack of preparedness by those municipalities still to convert to GRAP/GAMAP requirements; and
- > Financial systems not geared towards GRAP/GAMAP requirements.

In addition, the financial diagnostic report identifies the following challenges in financial administration, management and reporting within municipality:

> Lack of systems of internal controls to manage assets evidenced by asset registers not updated when acquisitions, impairments or disposals are made.



Reconciliations' of the asset register to the general ledger not performed. Further, the existence of assets cannot be ascertained due to a lack of ongoing process to verify them.

- Inadequate revenue collection systems within municipalities evidenced by low recovery of amounts owed for municipal services from consumer debtors, Lack of procedures to enforce recovery of debts or follow-up on outstanding amounts, Lack of advice to the council on revenue enhancement mechanisms.
- Lack of month end discipline resulting in month end closure not performed, critical month end reconciliations not performed, inability to identify completeness of recording of transactions, and inability to report meaningfully to the municipal structures on financial performance;
- > Poor record management resulting in difficulties in tracing financial records supporting the financial affairs of the municipality;
- > Lack of processes to identify and manage unauthorised, irregular and wasteful expenditure;
- > Issues raised by the Office of the Auditor General not followed up and cleared on time.

# 3.8.9 HIGH RATE OF POVERTY

Poverty manifests itself in different dimensions with income poverty and human poverty being the most common. Income poverty refers to the lack of sufficient income to satisfy basic food needs and essential non-food needs such as clothing, energy and shelter. It arises from a high rate of unemployment, poor access to productive resources, lack of marketable skills and general lack of job opportunities.

Human poverty broadly refers to the lack of basic human capabilities and it arises from high representation of the members who cannot read, write and numerate food insecurity, malnutrition, declining life expectancy, increase of sickness and deaths related to preventable diseases and poor access to basic services. Overcrowding also contributes to this situation.



## 3.8.10IMPACT OF HIV AND AIDS

Accurate statistical information about the prevalence of HIV and AIDS in the DLM could not be obtained. However, AIDS has generally been identified as one of the key factors that will influence development over the next few decades. HIV and AIDS will lead to a range of social and economic problems including the following:

- > Increase in the dependency ratio as the number of the economically active who dies of AIDS increase.
- > Increase in the number of orphans, which in turn may put strain on the limited welfare budget.
- Decline of population with 20 and below years of age.
- > Increase in the number of households with members who need special care and treatment thus putting burden on their families, particularly women who are often the ones who look after the seek in addition to their daily activities
- > Slowing of population growth.
- > Lack of income in cases where breadwinners die of AIDS.
- > Low productivity rate.

## 3.8.11 DEBT MANAGEMENT

Dipaleseng Municipality has a total debt roll amounting to R 48 934 335. The majority of this is more than 180 days old. Individual households account for R 47 851 436 of this amount while government departments owe about R 23 174 411. This situation arises from a number of factors including the following:

- ➤ Lack of control over excessive water leaks is the main and major contributing factor for low payment factor where does a person start paying an account when it amounts to thousands of rands.
- ➤ Indigent using excess water about 400 indigent accounts have arrears of R 178 million leaving only about 700 accounts having balances of less than R 500.
- ElectriTown meter audit not yet finalized awaiting technical section report
- > Lack of community and or buy in from communities
- No policies regarding water leaks other than that account is to be paid



> Need an improved customer care facility, i.e. call centre, with a proper query recording system.

However, the politicians are showing the political will to resolve this predicament by resolving that a Task Team needs to be established with a clear plan to improve the payment factor.

## 3.8.12 LACK OF FINANCIAL DISCIPLINE

Lack of systems of internal controls to manage assets evidenced by:

- > Asset registers not updated when acquisitions, impairments or disposals are made;
- > Reconciliations of the asset register to the general ledger not performed;
- > Regular verifications of assets to ascertain existence and condition not in place.

A lack of these processes contribute to delays in the submission of financial statements due to difficulties encountered in reconciling general ledger / trial balance to corresponding supporting schedules. Further, the existence of assets cannot be ascertained due to a lack of ongoing process to verify them.

Inadequate revenue collection systems within municipalities evidenced by:

- Low recovery of amounts owed for municipal services from consumer debtors;
- > Lack of procedures to enforce recovery of debts or follow-up on outstanding amounts,
- Lack of advice to the council on revenue enhancement mechanisms.
- > Extraordinarily large provisions for doubtful debts being posted on the Annual Financial Statements.
- Lack of month end discipline resulting in month end closure not performed, critical month end reconciliations not performed, inability to identify completeness of recording of transactions, and inability to report meaningfully to the municipal structures on financial performance;
- Poor record management resulting in difficulties in tracing financial records supporting the financial affairs of the municipality;
- Lack of processes to identify and manage unauthorised, irregular and wasteful expenditure;
- > Issues raised by the Office of the Auditor General not followed up and cleared on time.



## 3.8.13SKILLS

Section 83 of the MFMA prescribes that the accounting officer, senior managers, the Chief Financial Officer and other financial officials of a municipality must meet the prescribed financial management competency levels. The following skills are critical for finance staff:

- Knowledge of generally recognised accounting practise at transaction level (i.e. inability to account for financial accounts correctly through basic principle of debit and credit),
- > Understanding of the importance of month end closure,
- > Understanding of reconciliations and their purpose,
- Adequate supervision of staff activities,
- Ability to present meaningful monthly management reports and provide sound advice to the council,
- > Ability to prepare annual financial statements in accordance with applicable generally recognised accounting standards.

## 3.9 GENERAL

Due to inadequacy of the current structure there is a high risk of errors and fraud and corruption due to lack of segregation of incompatible duties, particularly in Supply Chain Management. The current structure has compromised financial reporting and provision of statistical information to stakeholders.

An expectation that at the levels in terms of the current structure the finance staff would possess the requisite skills in financial management is potentially a fallacy as there is a country – wide cry for the shortage of such skills. It is probably a foregone conclusion that the attraction of these skills would be in environments most conducive for luxurious lifestyles.

These skills are, as such, attracted to the private sector and to urban environments, thus compromising the public service and, in particular, rural municipalities. Without disrespect, with the current structure it unlikely that the municipality can attract the "cream of the crop". Unless this fact is accepted as a reality of our public administration, coherent strategies to



effect meaningful administration and, indeed this proposition, will never be accepted and implemented.

QUO ANALYSIS

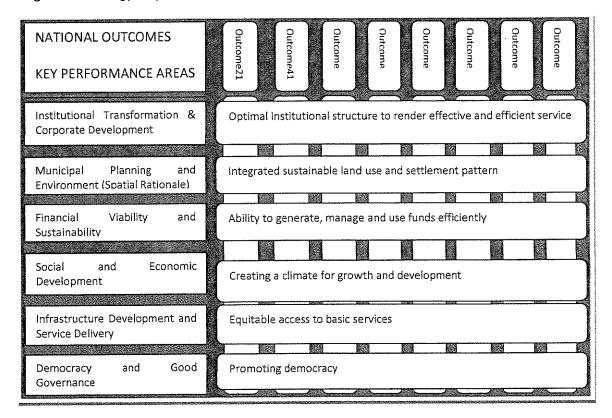
# SECTION D: VISION, GOALS, OBJECTIVES AND STRATEGIES

# 4 DEVELOPMENT STRATEGY

Development strategy for the DLM is designed to fit-in and give effect to the intention of both the national and provincial development strategies. This includes at a National Development Plan (Vision 2030) and various government programs. DLM IDP also fits within the Provincial Development Framework as set out in the PGDS. The DLM strategy covers the following:

- > Strategic fit (alignment with National and Provincial Development Strategies).
- > DLM long-term strategic direction and organizational culture.
- > DLM short to medium term strategies and action plans.
- In addition, the IDP also considers the emerging National and Provincial long term strategic plans as encapsulated in the Draft National Development Plan and the Draft Provincial Growth and Development Strategy. Given its strategic location in the GSDM part of Mpumalanga, Dipaleseng Municipality will make a significant contribution towards the implantation and attainment of the strategic objectives of each of these strategic plans. Again, it is critically important to ensure that the IDP aligns with these documents once they are completed.

Figure 20: Strategy Map



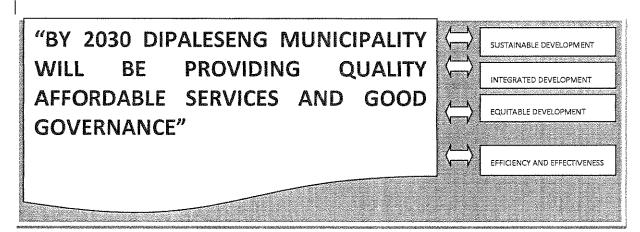


The strategic approach is meant to highlight the impact that the municipality seek to create in the short to long term period. As indicated on Figure 20 below, in addition to outcome 9, the DLM will contribute to the attainment of outcomes 2, 4, 5, 6, 8, 9, 10 and 12 with the 5 KPA as the strategic areas for intervention. As such, the development strategy for the DLM is designed to address issues that are specific to the DLM while also contributing to the attainment of the national priorities.

# 4.1 VISION, MISSION AND CORE VALUES

The following Vision and Mission statement for Dipaleseng Municipality were affirmed at a strategic planning session with active participation of both the political and administrative components of the municipality. The vision commits the municipality to sustainable, integrated, equitable and effective development.

# 4.1.1 DIPALESENG MUNICIPALITY DEVELOPMENT VISION



## 4.1.2 MISSION STATEMENT

Dipaleseng Municipality commits to the following mission Statement:

"To implement programmes and services that help to ensure that its residents are served by accountable and effective local government"

The mission statement acknowledges the objects of local government as outlined in various local government legislation and given effect through the IDP and the associated sector plans. It also seeks to align the municipal strategic activities, structure and resource allocation with the powers and functions as prescribed in the Constitution.



## 4.1.3 LONG-TERM GOALS STRATEGIC SHORT-TERM MEDIUM-LONG-TERM INTERVENTIONS (10 - 25yrs) (0-5 years)TERM (3-15) Progressive move towards the future Desired Strategic Situation Focus SUSTAIN IMPROVED QUALITY OF LIFE PROGRAMMES AND PROJECTS DELIVERY OF SERVICES Local Economic Development and College of the district of the college of the c Sustainable Settlements CONCRETE DEVELOPMENT DEVELOPMENT Institutional Development DEVELOPMENT Infrastructure **Development** Hijate a Penton to and Government Gadesuble in although Spatial Transformation

DLM development strategy is based on a long-term vision, but acknowledges the significance of issues that needs to be addressed in the short to medium term. As such, the municipality has formulated development goals that seeks to address the challenges facing the institution currently and reposition the area in a development path as follows:

- > To develop Dipaleseng as a service and industrial hub.
- > To eradicate all forms of poverty and destitution/indigence.
- > To be an example of service and governance excellence.
- > To improve the quality of life.
- > To achieve environmental sustainability.
- To promote gender equality and empowerment.



### > 4.1.4 SWOT ANALYSIS

INTERNAL	. ENVIRONMENT
STRENGTHS	WEAKNESSES
Pragmatic and Informed IDP	Credit control & Debt Collection
Broad Revenue Base	High levels of unemployment and poverty
Stable Governance	Increased levels of crime
Good Infrastructure	Inadequate or lack of relevant skills to tap into economic.
Water Services Authority	Lack of investment opportunities
Availability of raw materials & extensive natural resources	
EXTERNAI	 _ ENVIRONMENT
OPPORTUNITIES	THREATS
Competitively Located Geographical  Close to large Commercial centres & metro municipalities  >	Service delivery Protest High unemployment rate youth &women High poverty rate high equalities Uncontrolled influx on land (requiring basic services. Increasing housing backlog Environment hazards & impact  • Veld fires  • Hazardous material in transit Poor maintenance of roads Provincial &National Lack of land for development Climate change need to move from fossil fuel to other forms of energy High influx of jobs Need to expand of infrastructure
Positive economic growth indicators:	
Implementation of the property Rates Act.	
Mining development and implementation of SLP.	
Job creation and SMME Development.	
>	
Potential to be a well Tourist destination	Diseases & environ problems posed by water & sanitation backlogs



Economic/Industrial Location	Competitive Edge Invasion of land
	Negative publicity[beautification
Potential to be incorporated in Gauteng	Lack of sport & recreational facilities in rural and the Urban areas
Organised Agricultural and Business	
Good working relationship with Communities	
Large pool of undeveloped potential workforce	

### 4.2 IDP STRATEGIC OBJECTIVES

# 4.2.1 INSTITUTIONAL TRANSFORMATION AND CORPORATE DEVELOPMENT

and effective consultation about the administrative effective consultation about the administrative support services spirit and coganizational strategy review of the focus organogram with To encourage team staff retention Strategy adequate Capacity.  To develop plan and evaluation processes participate in To ensure critical knowledge sharing with other within the municipalities  To develop and implement strategy to address scarce skills shortages in the workplace.	PROGRAM	STRATEGIC OBJECTIVE		OPERATIONAL		ACTION PLANS	0	OUTPUT/ OUTCOME BASE		RESPONSIBLE
skills         institutional structure         To ensure the optimal         To provide efficient         Effective         consultation about the end organizational structure         Staff and organizational structure         Increase administrative and administrative aligned to the IDP.         To encourage team administrative administrative administrative administrative administrative administrative administrative aligned to the IDP.         To encourage team administrative admin				OBJECTIVES				A THE STATE OF THE		DEPARTMENT
skills         institutional structure         and effective and general         effective and efficient         consultation about the environment organogram administrative         consultation administrative         To encourage team environment and corganizational strategy         Capacity to perform and everyon perform adequate Capacity.         Efficiency administration of excriptions and job and everyon plan and everyon administration of everyon administration other within the ministrategy to administration of employment Equity Plan.         To ensure critical environment and implementation of employment Equity Plan.           Implement strategy to address scarce skills         In the workalace.         In the workalace.	Administration	To ensure the optimal	8	To provide efficient	ar .	and	**	Succession Planning	<b>B</b>	Administration
to render effective and general organogram efficient service administrative administrative aligned to the IDP.  I Implementation and review of the review of the adequate Capacity.  I Implementation and review of the focus adequate Capacity.  I Implementation and review of the adequate Capacity.  I Implementation and review of the adequate Capacity.  I Implementation and review of the review adequate Capacity.  I Implement strategy and adequate Capacity to perform adequate Capacity.  I Implement strategy and review and implementation of address scarce skills shortages in the Municipality.  I Implement strategy to address scarce skills shortages in the Municipality.  I Implement strategy to address scarce skills shortages in the Municipality.  I Implement strategy to address scarce skills shortages in the Municipality.  I Implement strategy to address scarce skills shortages in the Municipality.  I Implement strategy to address scarce skills shortages in the Municipality.  I Implement strategy to address scarce skills shortages in the Municipality.						consultation about the	**		Æ	Human Resource
support services spirit and strategy support services spirit and review of the focus organogram with To develop plan and participate in with other municipalities  municipalities  address scarce skills shortages in the Promote gender equity support services  administrative and spirit and functions. Capacity to perform duties and functions. Capacity to perform duties and functions.  Capacity to perform duties and focus and functions.  Capacity to perform duties and functions.  Capacity to perfor	development	to render effective and		general		organogram		environment	<b>39</b>	Corporate
support services spirit and limplementation and review of the focus organizational strategy review of the focus organogram with To develop plan and evaluation processes participate in Produced sharing with other with municipalities  In To develop and municipalities  In To develop and implementation of address scarce skills shortages in the Municipality.  In Promote gender equity in the workplace.				administrative		To encourage team	#	Staff retention Strategy		Services
<ul> <li>Implementation and review of the focus organogram with To develop plan and evaluation processes participate in with other with other municipalities</li> <li>Implementation and focus organogram with other municipalities</li> <li>Implement strategy to address scarce skills shortages in the Municipality.</li> <li>Implement gender equity in the workplace.</li> </ul>		aligned to the IDP.		support services			æ	Less staff turnover	M	Office of the
review of the focus organogram with To finalize job Ffliciency adequate Capacity. To develop plan and evaluation processes participate in To ensure critical knowledge sharing with other with other Municipalities  To develop and implement strategy to address scarce skills shortages in the Municipality.  To develop and implementation of Employment Equity Plan. implement strategy to address scarce skills shortages in the Municipality.  The monote gender equity in the workplace.			康	Implementation and		organizational strategy	•	Capacity to perform		Municipal
organogram with To finalize job dequate Capacity.  To develop plan and evaluation processes participate in To ensure critical knowledge sharing with other with municipalities  To develop plan and positions are filled environment with other within the municipalities  To develop and implementation of environment implement strategy to address scarce skills shortages in the Municipality.  To develop and implementation of Employment Equity Plan.  To develop and implementation of Employment Equity Plan.  To develop and implementation of Employment Equity Plan.  In Promote gender equity.						focus		duties and functions.		Manager
adequate Capacity.  To develop plan and knowledge sharing with other Municipalities  To develop plan and evaluation processes  Participate in To ensure critical Gender free environment with other within the Municipality.  To develop and implementation of Employment Equity Plan. implement strategy to address scarce skills shortages in the Promote gender equity in the workplace.					日	finalize	Æ	Efficiency		(Manager Legal &
To develop plan and evaluation processes participate in To ensure critical knowledge sharing positions are filled with other within the municipalities  To develop and implement strategy to address scarce skills shortages in the Municipality.  Municipality.  Promote gender equity in the workplace.				adequate Capacity.		descriptions and job	<b>x</b>	High level of certainty		Administration)
cipate in To ensure critical cother other within the cipalities  Cipalities  To develop and implement strategy to address scarce skills shortages in the Municipality.  Municipality.  Promote gender equity in the workplace.			10	To develop plan and		evaluation processes		from employees		
other within the cipalities within the within the cipalities Municipality.  ■ To develop and implement strategy to address scarce skills shortages in the Municipality.  ■ Promote gender equity in the workplace.					<b>E</b>	ensure	8			
cipalities  Municipality.  To develop and implement strategy to address scarce skills shortages in the Municipality.  Promote gender equity in the workplace.								environment		
■ To develop and implement strategy to address scarce skills shortages in the Municipality. ■ Promote gender equity in the workplace.							10	To ensure the review		
				municipalities		Municipality.		and implementation of		
implement strategy to address scarce skills shortages in the Municipality.  Promote gender equity in the workplace.					8			Employment Equity Plan.		
in in der eq						implement strategy to				
in der eq ace.						address scarce skills	_			
■ Municipality. ■ Promote gender equity in the workplace.						<u>_</u>				
■ Promote gender equity in the workplace.						Municipality.				
in the workplace.					•	Promote gender equity				
						in the workplace.				

**************************************	To ensure productive	<ul> <li>To facilitate human</li> </ul>	To facilitate human To conduct skills audits,	8	Productive and	<ul><li>Corporate</li></ul>	ate
	and competent human	resource	To provide training and		competent staff	Servic	Services (Human
	capital.	development	skills development	Ħ	Approved employee	Resource	
		ia ia	To review and implement		assistance programme	Section)	
			employee assistance		and policies		****
			programme and policies				
Information	To ensure effective	To ensure effective To provide efficient and	■ To investigate and		Technologically	■ Huma	Human Resource
communication	and efficient	effective IT support	implement an		advanced institution &	d-duS ■	Sub-Directorates
& Technology	administrative support services and systems	services and systems	integrated IT solution		human development	Corporate	ate
	services.	Œ	■ To review and			Services	
			implement IT policies	2	Reviewed and approved	Municipal	pal
			and strategies.		IT policies and strategies.	Manager's	er's
			■ To provide continuous			Officer	
			IT solutions and				
			support services				
	Annual Management of the State						

4.2.2 GOVERNANCE AND PUBLIC PARTICIPATION

PROGRAM	STRATEGIC OBJECTIVE	OPERATIONAL OBJECTIVE	ACTION PLANS	0	OUTPUT/ OUTCOME BASE	RESPONSIBLE DEPARTMENT
Good	1. To ensure good	To strengthen	Strengthening	of <b>*</b>	Improved governance.	■ Office of the
Governance	governance through	executive support to	portfolio committees.	#	High level of client	Municipal
	openness,	services.	■ Review of council	<u>5</u>	satisfaction.	Manager
	transparency and	•	operational systems	ms m	Batho Pele principles	■ Department of
	accountability in the		and procedures.		driven institution	Corporate
	organization.		<ul> <li>Development au</li> </ul>	and	Efficient executive	Services
			implementation	of	support service	
			systems	and		
			procedures.			
			<ul> <li>Strengthening</li> </ul>	of		
			management a	and		
			decision making	ng Bu		
			committees.	·····		
			<ul> <li>Approve delegations</li> </ul>	-INS		
		-	system.			
Dublic	To keen the communities	To improve both	■ Development of t	the .	Deepened democracy.	■ Office of the
		4.50 Long	ľ	9 9	District or a control of the control	
Participation and	and sud involved in	comminication		= ~	minicipal affairs.	A Park
	the affairs of the	To develop the	unicat	<b>B</b>	Customer satisfaction	Directorates
	municipality.	communication	strategy.		statistics & complains	
		policy	<ul> <li>Capacitating of ward</li> </ul>	<b>=</b>	Accessible of	
			committees through	gh	municipal facilities	
			training.			
	-		Conduct Mayoral	Te.		
			IDP/Budget roadshows  ■ Conduct IDP Forum	χ <u>Ε</u>		
	Charles and the charles and th	COLUMN AND ADDRESS OF THE PROPERTY OF THE PROP	2000		The state of the s	17.74

	Office of the Municipal Manager	Office of the Municipal)
	*	
	* Approved PMS policy * Approved SDBIPs * SDBIPs reports	management policy. Reviewed risk management strategy. Approved risk management plan. Reviewed Anti-Fraud and corruption policy. Reviewed Anti-Fraud and fraud prevention plan. Fraud risk register Fraud risk register operational risks
meetings. Undertake IDP and budget road shows. Publication of a quarterly newsletter and Annual report Develop and adopt a customer care help desk	Development and implementation of PMS. Co-ordination of SDBIPs Performance monitoring and evaluation	To review and implement risk management policy.  To develop and implement annual risk management plan.  To review and implement Anti-Fraud and Corruption policy.  To review and implement anti-corruption strategy and fraud prevention plan.  To conduct annual and on-going risk assessments.
20 EU 16	8	<b>a a a a</b>
	To develop and implement an effective Performance Management System.	■ To maintain and implement effective risk management system.
	good through parency y in the	good rough and n the
	To ensure good governance through openness, transparency and accountability in the organization.	To ensure good governance through openness, transparency and accountability in the organization.

			Office of the Municipal	Manager	(Internal	Audit)																		Manager	(Legal &	Administration			
register. Functional Risk	Committee Established Anti-	Comm	Updated and approved internal audit and	comm	charters	Approved internal	audit plans	Approved internal	audit plans.	Fully implemented	internal audit annual	plan.	Final internal audit	reports issued to	management	Advisory	reports/memos/letters	issued to management						Mitigated Legal cases	Sound Legal opinions				Annual Lawrence and the second
To facilitate functioning of Risk Committee	<b>3</b>		To review and update relationship internal audit and audit	committees charters	annually.	To develop and	implement risk-based	internal audit plans in	compliance with IIA	standards and other	applicable prescripts	To ensure full	implementation of	internal audit annual	plan.	To provide advisory	services to	management to	improve the	effectiveness of risk	management,	governance, and	control processes.	To render legal support	services	To provide legal advice	to Council, Mayor and	MΜ	To provide legal
E			W .			<b>E</b>						æ			••••••	E								*		H			Ħ
			■ To provide an independent	objective assurance	and consulting	services that add	value and improve	operations of the	municipality.															■ To provide an	effective and	efficient legal	support service		
			To ensure an effective internal	ctior																				o ensure good	governance through		transparency and	accountability in the	organization.
			To	e and																				To	90		<u></u>		

l ua		to		sex	act	WS	tes	
opinion as and when	requested	Serve legal summons to	clients and customers	Render legal services	on policies, contract	management, bylaws	and union (disputes	matters)

4.2.3 FINANCIAL VIABILITY AND SUSTAINABILITY

RESPONSIBLE DEPARTMENT	<ul><li>BTO Department</li></ul>	IDP																													ALLEGE CONTRACTOR CONT
	in the	of municipal		sustainable		institutional		financial	systems and	pliance																					- THE PERSON AND ADDRESS OF THE PERSON ADDRESS OF THE PERSON AND ADDRESS OF THE PERSON ADDRESS OF THE
OUTPUT/ OUTCOME	Efficiency	management of municipal	finances.	Financial	organízation	Preserved	reserves	Sound	management systems and	legislative compliance																					
8				12		<b>E</b>		EF																							
STRATEGY ACTION PLANS	To develop and maintain	systems and procedures	for effective and sound	management of	municipal finances.		<ul> <li>To establish efficient</li> </ul>	treasury department	<ul> <li>Budget preparation</li> </ul>	and implementation	Plan.	Development and	maintenance of	Financial control	systems and	procedures.	■ To deliver services	strictly in line with	budget provisions	and authorized	functions	Adopt appropriate	financial policies	including credit	control measures,	expenditure control,	and improved asset	management.	To ensure that the	IDP and Budget are	integrated and
OPERATIONAL STRATEGY	To ensure	compliance with	financial reporting in	terms of relevant	legislative	requirements.		To ensure an	effective and	efficient SCM	system.		■ To ensure sound	asset management	system.		To ensure	compliance with	budget planning and	implementation.											ALIVAMAMAMAMAMAMAMAMAMAMAMAMAMAMAMAMAMAMAM
STRATEGIC OBJECTIVE	To ensure sound	financial and fiscal	management and good	governance.					,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,																						THE PROPERTY OF THE PROPERTY O
рродерам	Financial Management																														THE PROPERTY OF THE PROPERTY O

								 oz																						_
RESPONSIBLE DEPARTMENT							Finance Department	Planning 8	Development																					***************************************
<u>« 0</u>							B	<b>BS</b>																						_
OUTPUT/ OUTCOME							% increase in own revenue	collection.	- Accountability	r Financial stable	organization																			
3	d)				1.			<u></u>	 S						ro		ra			50		· · · · · · · · · · · · · · · · · · ·	73	ره		a)		ســ		_
	funds are	with		and	anti	egy	and	debt	process		a land		a nev		ᅙ			collection		billin	revenue		and	venue	Ñ	Fre	<u>ت</u>	Indigent		
	fund	ı line	es	do	an	strat			ā		₽ B		n of	olicy		oll.	ınt	00		ve Ve	rē		dol	Re	tegie	nent	vice		, à	
ANS		red ii	ioriti	deve	nent	tion	фc	nent	tion		takin		ılatio	ion p	pme	ion r	veme		_	npro		ion	deve	nent	stra	nblen	Sel	ered	holds	
N PL	available	allocated in line with	IDP Priorities	To develop	implement an anti-	corruption strategy	Develop	implement	collection	plan.	Undertaking	audit.	Formulation of a new	valuation policy.	Development	valuation roll.	Improvement of	debt	system	To improve billing	and	collection	To develop	implement Revenue	raising strategies	To implement Free	Basic Services to	Registered	households.	
ACTION PLANS	ro.	ю	==	 E	.=	<u>د</u>		.==	ပ	α.		ra.		>	<u>.</u>	>		ס	Ś	_	æ	J	-	.=	E	<del> </del>	<u> </u>	~		**
							the	þ	 6			<u>t</u>	2			pu														
LSTRATEGY								factor by	5% basis points by			facilitate		nue.		To implement sound	management													
LSTF							improve	. fac	od s	2015.		40	Ş	enhance revenue.		meni	าลกลุเ													-
ONA							Ĭ.	payment	basi	une 2			processes	ance		mple		practices												
OPERATIONA							<u>T</u> 0	pay	2%	30 )		<u>o</u>	pro	enh		To	cash	pra(												
å							E E					#				81														
STRATEGIC OBJECTIVE							To ensure a financially	viable municipality.																						***************************************
PROGRAM							Financial Viability																							

4.2.4 MUNICIPAL PLANNINGAND ENVIRONMENT

PROGRAM	STRATEGIC OBJECTIVE	OPERATIONAL STRATEGIES	Ă	ACTION PLANS	OUTPUT	RESPONSIBLE DEPARTMENT
Integrated	To ensure the	■ To develop the IDP	<b>E</b>	Preparation and	Effective service delivery	■ MM,
Development	development and	Process Plan in line		review of the IDP	and governance.	Manager IDP
Planning	maintenance of a	with legislation		document.		<ul><li>All Directors, and</li></ul>
	credible IDP.	elop the IDI	B	Preparation of sector	Credible IDP	Public Participation
		line with 3 <sup>rd</sup>				
		Generation IDP		Public participation		
		guidelines		in respect of the IDP.		
			<b>#</b>	Compliance with the		
				IDP legal		
				requirements.		
Land Use	Develop an efficient and	* To undertake	<b>8</b>	Administration of	■ Approved Land Use	Sub-Directorate
Management	effective a land use	efficient and		land development	Management	Town Planning
	management system so	effective Planning	<u> </u>	applications.	System.	Corporate Services
	cacitar a atomora of sa	Enforcement.	2	Facilitation and	Integrated and	
	as to promote a rational	■ Preparation of Town		Control of outdoor	harmonious	
	and narmonious land use	Planning Scheme		advertising	development	
_	activity system	covering the entire	<b>a</b>	Implement policies		
				≥	Wallicenance of good	
		to wall).		planning	Amenities.	
		<ul><li>Administration of the</li></ul>		enforcement	<ul> <li>Orderly and rational</li> </ul>	
		Town Planning	E	To promote	development	
		Scheme		awareness on Land		
		■ Develop policies and		Use Management		
		bylaws for planning		function	Approved policies and	
		enforcement	2		bylaws	
		■ To undertake				
		efficient and				
_		effective Building	· ·			

	■ Sub-Directorate  Town Planning	<ul> <li>Planning and Development.</li> <li>Community Services Department</li> </ul>
stronger nodal structure due to improved linkages limproved safety and security in neighbourhoods	Approved SDF as a basis for an effective, efficient and integrated spatial structure     Rational and sustainable development     Framework for the direction of development growth in local areas     Detailed layout and precinct plans	Approved EMF  Sustainable development Environmental quality as per legislation Preservation of environmental sensitive
	Review and implementation of a Spatial Development Framework. Evaluate Development applications Establish hierarchy of nodes Pormulation of Local Area Development Plans Design of detailed layout plan Development of precinct plans	<ul> <li>Creation of an Environmental</li> <li>Planning Unit</li> <li>Obtain</li> <li>environmental</li> <li>authorizations for development</li> <li>projects</li> <li>Liaison with the</li> </ul>
	To produce plans policies, strategies to guide and manage development	<ul> <li>Provide a framework for Environmental</li> <li>Management</li> <li>Ensure compliance with environmental legislation and</li> </ul>
	To promote Spatial restructuring and integration	To promote sustainable development and environmental awareness
	Spatial Planning	Environmental Planning and Management

Transmission of the contract o				, , , , , , , , , , , , , , , , , , , ,				Sub-Directorate	Human Settlement																				Andrews
areas							Reduced level of housing	backlogs.		Updated and credible	Watering inst	increased rate base of	the municipality Security of tenuire	Security of terrain															
DAEA	■ To promote	awareness through	education	programmes/	campaigns with the	sector departments	<ul> <li>Development and</li> </ul>	make available new	residential stands		<ul> <li>Housing transfer</li> </ul>	through Enhanced	<b>Extended Discount</b>	Benefit Scheme	(EEDBS)	•	Management of	housing projects.	Slums clearance/	eradication of	informal settlements		Facilitate prompt	registration and	delivery of title	deeds.			
regulations		" Improve	environmental	awareness			<ul> <li>To reduce housing</li> </ul>	back-logs to meet	the Provincial and	National targets		<ul><li>Development and</li></ul>	implementation of a	Housing Sector Plan.		<ul> <li>Promote a variety of</li> </ul>	housing typologies	and densities in and	around nodal points	* Liaison with the	Department of	Human Settlement	and rural	development	department.		■ To develop and	maintain a reliable	Housing Waiting List
						-	To facilitate the provision	housing in line with the	National and Provincial	norms and standards.	-	To promote sustainable	human settlements in	rurai areas (iand reiormi	aleas aleas)														TAXABAR TAXABA
						.,	and	Land delivery						,	•••••		***************************************												

		database			
		<ul><li>To promote security</li></ul>			
		of tenure			
Disposal and	Efficient management	To create a municipal	■ To acquire adequate	■ Municipal land bank	<ul> <li>Sub-Directorate</li> </ul>
Acquisition of	of the municipal real	land bank	land for		Human Settlement
Land	estate	To review the	development	Register of all	
		municipal land	projects		
		disposal policy	■ To address land	■ Efficient disposal of	
,		Conduct a municipal	disposal processes	land	
		land audit	■ To address land	Secure tenure	
			ownership in the		
			municipal area		
Housing	Management of	■ To keep municipal	■ To maintain and	<ul> <li>Appreciating house</li> </ul>	• Sub-Directorate
Administration	municipal housing	housing stock in	refurbish municipal	values	Human Settlement
and Customer		good condition	houses		
Care			5	<ul><li>Customer</li></ul>	
				satisfaction	
Rural	Promotion of Integrated	■ Prepare Rural	Implementation of rural	Sustainable human	• Sub-Directorate
development	Human Settlement	development	development projects	settlement	Human Settlement.
	Development	strategy			
Cemetery	Provision of cemetery	■ Manage	To develop and	Cemetery plan	Community
Services	services in accordance	maintenance and	implement cemetery		Services
	with legislation	operations of	management plan	Ensure of ground water	
		cemeteries		quality	
			* To Identify new	Perform cultural rituals	<ul><li>Development</li></ul>

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	suite suite	suitable sites for	Planning
	cem	cemeteries	&Human
	J 01 =	rovide sufficient	Settlement
	equi	equipments and	(Town Planning)
	mac	machinery for	
	meo	cemeteries	
and Market Supplement	Prov	Provide fencing for	
	cem	cemeteries	
	Regi	Registering of the	
	meo	cemeteries	
	E Crea	Create data base for	
	the	the deceased	

4.2.5 INFRASTRUCTURE DEVELOPMENT (SERVICE DELIVERY)

PROGRAM	STRATEGIC OBJECTIVE	OPERATIONAL		OUTPUT	RESI	RESPONSIBLE
		OBJECTIVES	ACTION PLANS		DEP.	DEPARTMENT
Water and sanitation	To ensure the provision	To ensure that Water	<ul><li>Coordination with</li></ul>	h Access to water and	Infras	Infrastructure
	of appropriate	and Sanitation Service	GSDM Water on	n sanitation to RDP	Services	ces
	sanitation and potable	is rendered in an	the WSDP.	standards.		
	water to all households	efficient and affordable	<ul> <li>Management of</li> </ul>			
	in Dipaleseng	manner	reticulation	Reduced water and		
	Municipality.		projects in urban	n sanitation backlog	■ Infras	Infrastructure
		To promote water	centres.		Services	ces
		conservation and	Update of water	r Water quality for		
		environmental	and sanitation	n clients	■ Infras	Infrastructure
		awareness.	backlog		Services	seo
			information (review	w   Customer satisfaction		
			of the WSDP).			
		■ To develop the	<ul> <li>To develop and run</li> </ul>	n Reduced water losses	■ Infras	Infrastructure
		Capital Investment	a programme and	73	Services	ces
		Programme	educational	High water		
			campaign about	ıt conservation		
			water quality,			
			water conservation	1 To prevent the		
			Increase the	e pollution of		
			Capacity of water	r underground water	-	
			reservoirs	sources		
			To upgrade			
			rehabilitate existing	20		
			infrastructure to	0		
			address water	Sua		
	***************************************		leakages/ losses (			
			■ To develop and	q		
			implement	а		

PROGRAM	STRATEGIC OBJECTIVE	OPERATIONAL OBJECTIVES	ACTION PLANS	OUTPUT	RESPONSIBLE DEPARTMENT
			nten		
			■ To implement		
			water conservation		
			management		
			program	***************************************	
			<ul> <li>Source funding</li> </ul>		
			from various sector		***************************************
			departments	, , , , , , , , , , , , , , , , , , ,	
Roads and storm water	2. To ensure the	• To keep the	■ To facilitate IGR	Client satisfaction.	Infrastructure Services
	provision and	municipal roads	engagement	Safety road standard	(Roads and Storm
	maintenance of	and storm water	(Participation in the	Safety driving	water)
	safe roads and	drainage in an	Rural Road		
	effective storm	acceptable	Transportation	Safety driving	
	water	condition.	Forum).	Investment attraction	
	infrastructure.		■ Maintenance of		
		■ To develop streets	municipal roads.		
		beautification and	■ Maintenance of		
		streets pavements	storm-water		
		■ To develop and	drainage on		
		implement roads	municipal roads.		
		and storm water	Paving of streets		
		infrastructure plan.	■ Develop street		
			precinct plans		
			***		

	_			***************************************			·	_	·····												of										
RESPONSIBLE DEPARTMENT	Infrastructure	ElectriTown Section						Infrastructure	ElectriTown Section												<ul> <li>Department</li> </ul>	Community	Services	<ul><li>Infrastructure</li></ul>	Services,	<ul> <li>Town Planning</li> </ul>					
OUTPUT	Improved access to grid	energy.		Customer satisfaction		Efficient use of	electríTown												-	VALUE MANAGEMENT AND	Client satisfaction.		Improved quality of the	environment.		Litter free town		Awards for being the	cleanest town in the	Province	
ACTION PLANS	Support ESKOM	electrification	program.	<ul> <li>Alternative energy</li> </ul>	supply program.	■ To develop and	implement a ESDP	<ul> <li>To consult with and</li> </ul>	inform ESDP of	ESKOM priorities	■ To promote	efficient use of	electriTown	through	educational	programs	Join hands with	ESKOM to promote	awareness	Annual control of the state of	Refuse removal	program in urban	centres.	■ To develop and	review a Waste	management Plan	in line with the	relevant legislation	■ To develop and	maintain a licensed	landfill sites
OPERATIONAL OBJECTIVES	To Provide	electriTown within	the Dipaleseng	License Areas		<ul> <li>To facilitate supply</li> </ul>	of electriTown	outside the	licensed Areas with	Eskom	■ To improve the	electriTown	network in the	license Area	<ul> <li>To engage Eskom</li> </ul>	regarding the	transfer of license		areas.		To keep Dipaleseng	municipal Area	clean.	Implementation of	Waste	management	strategy in line with	the relevant	legislation		
STRATEGIC OBJECTIVE	To ensure access to	electriTown and	other forms of	energy where	applicable																To provide and ensure	a safe and healthy	environment								
PROGRAM	ElectriTown and other	forms of energy.																			Refuse removal and	Waste Management									7

4.2.6 SOCIAL DEVELOPMENT

PROGRAM	STRATEGIC OBJECTIVE	OPERATIONAL STRATEGY/ ACTION PLANS	OUTPUT	RESPONSIBLE DEPARTMENT
Vulnerable groups	To respond to the needs of the vulnerable groups.	<ul><li>Develop Youth programs</li><li>Participate on District games</li></ul>	Client satisfaction.	<ul><li>Community Services</li><li>MM/ Special Programs</li></ul>
	٠.	Gender programs	Community empowerment	
	Youth and women empowerment	<ul> <li>Aged and the disabled programs.</li> <li>Participate in the Provincial</li> </ul>	Sport Council	
		initiatives and programs		
	-		Developed community structures e.g. Men's Forum	
HIV and AIDS	To manage the effect of	* Development and	Positive living.	Human Resources
	AIDS with	ementation of	ice of the sta	■ MM/Special
	Dipaleseng area or	HIV and AIDS management	Allected and infected	riogianis
	jurisdiction.	programme.	numbers reduced	
		■ HIV and AIUS awareness		
Indiant Cuppert	To improve access to basic	Frae basic services	Poverty alleviation	B Finance Denartment
			4	
Systems	services.	Kates repates and brakes.	community empowerment	
		<ul> <li>Social security grants.</li> </ul>	Meet Service Delivery targets	
Traffic and road	To improve safety and	■ Licensing	Public safety	<ul> <li>Protection Services/</li> </ul>
safety	security.	<ul><li>Traffic management.</li></ul>		Community Services
	a quina	<ul> <li>Participate on road safety</li> </ul>	Public confidence	
		awareness campaign.		<ul> <li>Protection Services/</li> </ul>
		■ Establish the Disaster	Reduce accidents and road	Community Services
		Management Forum	hazards	
		<ul> <li>To improve Fire Fighting services</li> </ul>		
Sports and	To ensure efficient use and	<ul><li>Environmental Health Services</li></ul>	Improved access to public	<ul> <li>Community Services</li> </ul>
Recreation	management of	<ul> <li>Sports, Parks and Recreation</li> </ul>	services.	
	community facilities.	■ Improve Community access to		
		Facilities (Halls, pools, libraries		
		allu alliellues.		

4.2.7 LOCAL ECONOMIC DEVELOPMENT

PROGRAM	STRATEGIC OBJECTIVES	OPERATIONAL STRATEGY	ACTION PLANS	OUTPUT/OUTCOME BASE	RESPONSIBLE DEPARTMENT
Investment	To facilitate economic	To facilitate	■ To develop	stm	Economic Economic
Promotion	development that will		ent Promo	Business expansion	Development
	result in sustainable job	ion (	Strategy and	opportunities.	
	creation	foreign & local	Investment promotion	ise ra	
		business)	plan,	<ul> <li>Little marginalized</li> </ul>	***************************************
			<ul> <li>Review of investment</li> </ul>	economy	* Economic
		Business retention	incentive scheme	<ul> <li>Diversified economy</li> </ul>	Development
		and expansion	policy,	Private Public	
		(BNR)	<ul> <li>Revitalize relationship</li> </ul>		■ Economic
			with sister cities,	Strengthened regional	Development /
			Plan strategic visit to	economy	Tourism Section
			foreign investors	<ul><li>Private investor</li></ul>	
		***************************************	Business Retention	confidence	Community Services
			Strategy,		
			■ Improve relations		
		A A A A A A A A A A A A A A A A A A A	ns		
			<ul><li>Assist business to</li></ul>		
			expand		
Fronomic	To facilitate economic	Provision of internal	Inter Denartment	Develoned Service Level	Fronomic
Company			linating c	c/ Memo	Development
Covernance	result in sustainable job	nt	being established,	of Understanding with	Directorate
	creation	re		us economic bodi	
		expenditure	Provide relevant studies		
Infrastructure	To facilitate economic	Facilitate the			
Development	development that will	development of key	Build relationships with		
	result in sustainable job	infrastructure to	government agencies, e.g		
	Cleanoll		חוו מוות	***************************************	A A A A A A A A A A A A A A A A A A A

AND THE RESIDENCE OF THE PROPERTY AND TH	14	(2,4,1)		Economic Davelonment
-	grow the economy.	can		Economic Development
		Facilitate the	Approved feasibility study	Sub-Directorate
		infrastructure upgrade of	and business case for the	
		the airport and the review	airport	
The state of the s		of tariff		
Informal	To regulate the	Review informal trade by-	By-laws approved &	3
Economy	informal economy	laws,	gazetted	
		Organical control of the control	Increase in the number of	
		romote morniar nade m	Increase III and indinact of	
		certain noues,	No of stands approved	
		To provide stands/	Committee established.	
		hawker shelters,		
		Establishment of internal		
		(Town		
		ָ נ		
		planning, community		
		2	Decrease in the number of	
		and regulate informal	complaints.	
		trade,	No of informal traders to	
		Develop informal trade	SIVIIVIE.	-
		Ensure emorcement of		
anadada ana ana ana ana ana ana ana ana		DY-184V5,		
		Encourage informal Trade		
		to progress to SMME's –		
		60-00		
	The state of the s		**************************************	

SMME	To facilitate economic	Promotion of SMME	Organise business week,	Annual hosting of Business	
Development	development that will	& entrepreneurial		Week Development	
•	result in sustainable job	Ψ.	Develop SMIME	Directorate	
	creation		development strategy	Number of SMME developed	
		Key sector	Promote SMME		
		development	development through		
			incubators	Number of opportunities	***************************************
			Promote value-chain		
			iities		
			manufacturing,	Number of cluster formed/	
			agriculture and tourism,	promoted,	
		***************************************	Dromote & facilitate	Completed manufacturing	
		440,44	rmation,		
			Explore ways to revive the		<u>, , , , , , , , , , , , , , , , , , , </u>
			textile industry	A A A A A A A A A A A A A A A A A A A	
Tourism	To facilitate economic	To facilitate	Develop a tourism	ourism strategy, 🏻	
Development	development that will	conducive	strategy	nctional	-qns
	result in sustainable job	environment for		structures that are Directorate	
	creation	tourism for tourism	Establish legislated	registered with province	
		business to grow	tourism coordinating	(DEDT),	
			structures e.g. CTO,	Developed tourism	
		Marketing &		destination centers	
		branding of	Monitoring & regulation		
		Dipaleseng	of the tourism industry		
			Develop a marketing policy for the		
			municipality,		
	THE PROPERTY OF THE PROPERTY O	· · · · · · · · · · · · · · · · · · ·		- 1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1	

## SECTION E: MPLEMENTATION PLAN

### 5 IMPLEMENTATION PLAN

### 5.1 SPATIAL DEVELOPMENT ISSUES AND OBJECTIVES

As indicated before, the core spatial challenges of the Spatial Development Framework would be to ensure spatial equity, efficiency and sustainability. However, current practices do not always promote these concepts and it is therefore vital to identify in which manner current trends does not impact on the achievement of these responsibilities and the eventual realization of the Vision.

The key spatial issues to be addressed can be summarized as follow:

EQUITY	EFFECIENCY	SUSTAINABILITY
1. Provision, upgrading and	1. Provision, upgrading and	1. Plan service standards in
maintenance of <b>key</b>	maintenance of <b>key</b>	line with economic and
distribution routes.	distribution routes.	environmental
		affordability.
2. Promotion of economic	2. Infill planning is required	
activities in closer proximity	to make the delivery of	2. Conservation and
to the unemployed.	services more cost effective.	<b>maintenance</b> of
	10 (10 m)	infrastructure and
3. Clustering of social and	3. Stimulation of economic	resources are better than
community facilities at more	districts and nodes to	replacement.
accessible points.	promote sufficient market	
	thresholds.	3. Fragmented spatial
4. Promotion of private		structure causes sprawl
sector investment in	4. Planning around bulk	and should be countered.
disadvantaged areas.	capacities to ensure more	
	cost effective developments.	F 3 2 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3
5. Spatial focus of resources		the sustainable use of
to redress inequalities in	5. Promotion of economic	
services standards and	opportunities in close	exclusion of use.
quality of life.	proximity to residential	
	functions (where	5. Improved land
	sustainable).	management measures to
		control potential conflicts
		are required.

In order to address the above issue, a set of objectives have been formulated, based on a review of the objectives and strategies contained in the approved Dipaleseng Integrated Development Plan and represent a spatial refinement thereof as follow:

Development Sector	Objectives
SPATIAL DEVELOPMENT	<ul> <li>Promote a compact urban structure through urban infill and densification</li> </ul>
	<ul> <li>Create a logical hierarchy of settlements to support effective service delivery</li> <li>Create an urban edge to contain urban sprawl</li> </ul>
HOUSING	<ul> <li>Identify sufficient land for future housing development</li> <li>Quantify housing backlogs and future needs</li> <li>Locate new housing development within a rational urban structure and urban development boundary to ensure sustainable development</li> </ul>
ENVIRONMENT	<ul> <li>Protect ecologically sensitive natural areas</li> <li>Create a municipal open space system, comprising ridges, mountains, rivers and dams</li> <li>Respect the flood lines of the major rivers and dams</li> <li>Respect the conservation guidelines for Nature Reserves</li> </ul>
TRANSPORT	<ul> <li>Focus urban development along major public transportation routes to establish transport corridors</li> <li>Public transport access points (drop-off/ collection points) should be located at service delivery centres</li> </ul>
SERVICE INFRASTRUCTURE	<ul> <li>Locate urban development, specifically housing development, within reach of bulk municipal services</li> <li>Inform the future planning and delivery of bulk municipal services</li> </ul>
COMMUNITY FACILITIES	<ul> <li>Settlement development must include the full range of community facilities to ensure viable and sustainable living environments</li> <li>Community facilities must be clustered with business facilities in service delivery centres</li> <li>Service delivery centres should be located in such a way that ensures equitable access for all communities</li> <li>Community facilities must be provided according to accepted planning and development standards and guidelines</li> </ul>

### 5.2 DEVELOPMENT STRATEGIES

The SDF proposes four key development strategies to help Dipaleseng achieve its vision of providing quality affordable services and good governance and realize the spatial goals associated with this vision. These key development strategies are as follows:

- Promote urban, land use and transportation integration;
- Providing bulk infrastructure development;
- Establish equitable access to social services;
- Emphasize protection of agriculture and open spaces.

Although the current spatial pattern is inefficient and expensive, one has to admit that it is a fixed spatial pattern. Therefore, the aim should not be to alter the existing spatial structure, but one should rather guide its future development towards a better, more efficient and more cost-effective urban structure. In short, one should start addressing the weaknesses of the spatial structure through the planning and development of its future growth. Five strategies can by adopted to achieve this:

### 5.2.1 STRATEGY 1: LAND USE AND TRANSPORTATION INTEGRATION

A more compact town will improve Dipaleseng's efficiency and sustainability by:

- helping to protect the environmentally sensitive land by reducing demand for this land:
- making better use of the Town's limited resources for infrastructure investments and maintenance;
- > supporting more transport options, as higher densities will provide enough people to make public transport viable; and
- Offering a better, more convenient lifestyle for people who cannot drive, such as elderly, very young and disabled people, as a greater number of facilities and opportunities will be accessible by foot, bicycle or public transport.

A compact Town will be achieved through introducing planning tools that contain the Town's footprint and encourage responsible densification (through strategic infilling, and the intensification of land uses within the existing urban footprint, aligned with concentrations of economic activity, public transport, infrastructure and amenities). New urban development will be directed towards locations where its impact on the Town's natural and built heritage will be least felt, or can be best managed, and where it is possible



for sustainable human settlement to be served by the full range of urban opportunities and services. Similarly, new urban development will be expected to achieve a compact form, with appropriate planning for density, and a greater mix and intensity of land use.

In South Africa, public transportation costs make up a large proportion of household incomes, a cost that is augmented by the sprawling nature of our cities. Land use development and public transportation are therefore interlinked and affect each other greatly. Urban corridors create the optimal land use structure for the cost-effective operation of public transport systems.

Public transportation works most effectively in a linear pattern, as opposed to winding its way through a widespread urban area. Such a linear land use pattern also benefits commuters, because it implies that residential settlements hug the corridor road or railway line, placing commuters within short walking distances of such public transportation termini.

One should move away from the fragmented and sprawling urban structure existing within the areas of Nthorwane and Grootvlei. Consolidating all the existing outlying settlements with each other and the business core area should achieve this. This can be done by filling in the unpopulated areas between these settlements with the future growth of these settlements. By doing this, the settlements will join together and towards the business core area, forming consolidated urban areas.

Such an integrated urban structure will form the bases for providing cost-effective municipal services and public transportation infrastructure. It should however be noted that the position of the relatively large industrial area of Dipaleseng, this integration path will need to stretch fairly wide towards Balfour or join up at Kara Beef.

### 5.2.2 STRATEGY 2: BULK INFRASTRUCTURE DEVELOPMENT

Providing bulk infrastructure can be an important tool to achieve the above-mentioned spatial pattern and will, in turn, result in cost savings when developing the bulk infrastructure. All future bulk infrastructures should be developed within the urban areas described above; because where bulk infrastructure is developed, urban development will follow. In this manner, bulk services will force future urban development into a more rational and desirable urban pattern. At the same time, the location, implementation and functioning on the bulk services network will be rationalised.

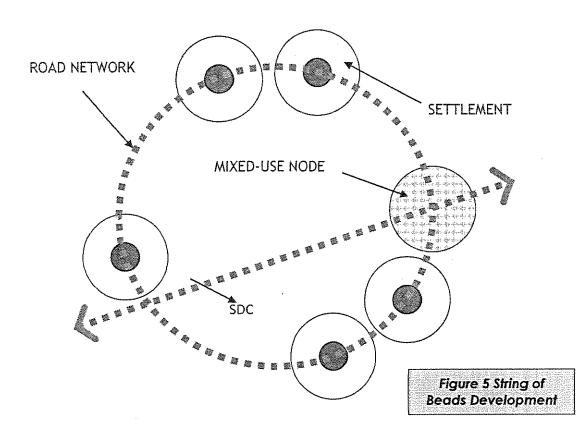
### 5.2.3 STRATEGY 3: EQUITABLE ACCESS TO SOCIAL SERVICES

As was mentioned, the settlements located on the outskirts of the Municipal Area are located far from the social services provided in the Dipaleseng core area. This result is high public transportation cost for the poor living in these areas to access these services. It is imperative that a number of these social services be provided in these outlying settlements through the development of Service Delivery Centres. A hierarchy of such SDCs, containing facilities such as clinics and community centres, will place these facilities closer to these settlements, thus making them more accessible and achieving greater urban integration.

### 5.2.4 STRATEGY 4: PROTECTION OF AGRICULTURE AND OPEN SPACE

A way to integrate urban areas is to deliberately protect high-potential agricultural areas and ecologically sensitive natural open spaces. By rigorously protecting such areas, urban areas are prohibited to sprawl freely and are therefore forced into denser urban agglomerations. Therefore, such an approach not only protects agriculture and the environment, but also helps create a more rational, cost-effective and manageable urban structure.

### 5.3 DEVELOPMENT CONCEPT & FRAMEWORK



The aim of the Development Concept was to formulate the desired spatial structure for Dipaleseng. Consequently, it is important that the Development Concept adheres to the principles of land use and transportation planning. It does this for two reasons. Firstly, it proposes urban corridors aligned along public transportation routes, thus promoting higher densities along these transportation routes. Secondly, it proposes a hierarchy of Service Delivery Centres (or SDCs) along these corridors, thus creating opportunities for mixed land use around transportation bus stops and taxi ranks.

The spatial outcome of the Development Concept will be development corridors shapes like a string-of-beads, which concentrates development at intersections or transit stops along public transport routes. Because this configuration concentrates urban development along the transportation routes, it manages sprawl and therefore exhibits a degree of environmental and agricultural conservation.

### 5.3.1 SERVICE DEVELOPMENT CENTRES

Four types of SDCs are proposed for Dipaleseng Municipality: 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd order</sup> as well as Rural SDCs.

SDC TYPE	THRESHOLD POPULATION	ACCESS INTERSECTION	SDC AREA
1 <sup>st</sup> order	> 100 000	Class 3	- Dipaleseng CBD. - Proposed JBC CBD
2 <sup>nd</sup> order	<100 000	Distributor & Collector	-Balfour CBD -Siyathemba CBD
3 <sup>rd</sup> order	< 20 000	Class 3 & Class 4	- G/vlei (Ext 1&2) - Nthorwane
Rural	< 10 000	Distributor	- Val -Sophie -G/stad -

Specific preferred land use outcomes at the above localities are outlined in the full SDF. These form part of the Land Use Management Guidelines required in terms of the Municipal Systems Act.

### 5.3.2 DEVELOPMENT CORRIDORS AND MOBILITY ROUTES

Three development corridors and Mobility Routes were identified in Dipaleseng. These development corridors and mobility routes must become the primary vehicles for the establishment of urban cohesion and integration, as well as become the catalysts for land use and transportation integration. The identified development corridors are as follows:

- > N3 Primary Mobility Route
- R23 Secondary Mobility Route
- R51 Mixed-used Activity Corridor
- Mixed-used corridor

### 5.3.3 NODAL STRUCTURE

In terms of the PSEDS Dipaleseng has been identified as secondary investment node with a number of nodes and potential nodes within. This can be linked to the settlement hierarchy identified in the situational analysis. This nodal structure is as follows:

Type of Node	Area
A) Secondary Investment Node (PSEDS)	
B) Secondary Node (PGDS)	-Dipaleseng
C) Primary CBD Node (Municipal SDF)	-Dipaleseng CBD
	-Proposed JBC CBD
D) Regional Multi Use Node (Municipal	-Emerging Southern Business extension
SDF)	(Casino Development Dipaleseng Mall and
	surroundings)
E) Community Multi Use Node (Municipal	-Emerging Northern Business extension
SDF)	(Dipaleseng Prescient and surroundings)
	-Siyathemba CBD
The College of the Secretary of the Secr	-Nthorwane CBD
F) Neighbourhood Multi Use Nodes	-Grootvlei
	-Greylingstad
	-Balfour
	-Grootvlei
	-Siyathemba Sec D (x2)
	-Siyathemba Sec F
	-Siyathemba Sec P
	-Nthorwane Sec A
	-Nthorwane Sec B
	-Nthorwane Sec C
G) Multi Use Node	-Val

Type of Node	Area	
H) Industrial Node	-Dipaleseng Industrial Area / Mittal / Siyathemba Industrial	
I) Large Scale Mixed Use Nodes	Corridor	
J) Rural Nodes (Municipal SDF)	-Val -Grootvlei	
K) Smaller nodes of importance:		
Medical Multi Use Nodes	-Dipaleseng Private & Provincial Hospital Siyathemba Provincial Hospital	
Educational Multi Use Nodes	-Dipaleseng Training Centre, Siyathemba Dipaleseng FET College, , UNISA Centre, -Siyathemba Section 2	
Social Multi Use Nodes		
L) Greylingstad Mountainous Nodal Policy	- Greylingstad Corridor	
Development Nodes (District SDF)	- Balfour Corridor	
(See Annexure 12)	- Grootvlei Corridor	

### 5.3.4 OPEN SPACE SYSTEM

An open space system fulfils a number of functions. These functions include hazard avoidance, resource conservation, ensuring social well-being and educational. These functions of an open space system are listed in more detail in Table 6.



HAZARD AVOIDANCE	RESOURCE CONSERVATION	RECREATIONAL AND PSYCHOLOGICAL	EDUCATIONAL
Open spaces must reserve flood prone areas.	Open spaces must protect water sources.	Developed and maintained open space must be provided for	be protected for environmental
Open spaces must reserve steep slopes and	Open spaces must protect linked areas of conservable	recreational purposes.	Well-equipped and designed open
Open spaces should protect drinking	indigenous vegetation.	Open space must be provided for social interaction and as symbols of community identity.	provided for sport
water sources from being contaminated.		Open spaces must be protected for psychological relief from the stresses of	

### urban live.

As mentioned in the situational analysis, open space and recreation within the Municipal Area can be divided into 2 categories: passive and active open space. Proposals for Dipaleseng urban areas are made according to these categories.

Passive open space consists of land that is unsuitable or undesirable for urban development due to certain topographical or ecological constraints. The open space system of the Municipal Area must include the following elements:

- Water Sources: The conservation of passive open spaces that contain watercourses is of specific importance. The natural drainage channels and banks of these rivers and dams must be protected up to the 100-year flood line. Sanitation systems must be provided in settlements located close to these water sources to avoid the pollution of these water sources by sewerage and other harmful effluents.
- Mountainous Areas: The tail of the Drakensburg stretches in a north-south direction across the western area of Dipaleseng. This mountain range is also a primary visual and structuring element within the Municipal Area. For these reasons this mountain range must be protected and form part of the municipal wide passive open space system. [Consider deleting not applicable to Dipaleseng]

Active open space involves the recreational component of the open space system. It provides sport facilities at settlements for use by local clubs and schools. Correctly located, well-developed and maintained recreation facilities can be an asset for the people of Dipaleseng. Formulating principles for the development of active open space can help ensure that standards of quality and usefulness are achieved in the planning, design and management of such spaces.

### 5.3.5 IMPLEMENTING THE SDF

As part of the Dipaleseng IDP, the SDF and its implementation is crucial to the development of the municipal area and its communities. Through the IDP, the SDF will influence budgeting and resource allocation and specific interventions will be measured through the Performance Management System. Practical implementation of the SDF will be achieved through the further detailed planning of special development areas and the Dipaleseng Land Use Management System, currently being formulated.

### 5.3.5.1 DEMARCATING AN URBAN EDGE

The introduction of urban edge principles to control the sideways expansion of urban settlements has become fairly common in the municipal environment. However the success in achieving their primary objective, however, has not been particularly good, as urban expansion sometimes still continues in an uncontrolled way, beyond the existing built-up area.

These types of developments and expansion usually includes large, private developments which seek to privatize convenience, in a variety of forms for example, eco-and other form of resort villages, retirement complexes based on the theme of retreating to the countryside, and so on, which frequently result in 'ad-hoc' sprawl; small scale incremental development by smaller developers and individual land owners, The issue of land prices and low income housing projects, informal settlements and the availability of land usually contributes to development beyond the urban edge.

The urban edge is a medium-term to long-term edge line (5-20 years) that has been demarcated to limit urban sprawl, or to protect natural resources. Demarcating an urban edge has specific advantages, the primary being to prevent uncontrolled urban sprawl. Urban sprawl is undesirable since it increases pressures on the limited resource of local government, from public transport to water and sanitation infrastructure provision and impede on valuable agricultural land.

Drawing an urban edge will also protect valuable agricultural land and ecologically sensitive areas from urban encroachment. But an urban edge can also have drawbacks. For example, it can restrict the supply of land for urban development, which will inflate land prices within the urban boundary. Care should therefore be taken when demarcating an urban edge. A balance should be reach between providing enough land for urban development and the need for sustainable development.

Certain actions are however required to ensure that the urban edge are effective. These include:

- > A clear demarcation of the urban edge;
- > Ensure protection of land beyond the urban edge;
- Meeting the demand for growth;
- Strategic densification, urban renewal and infill planning.

An urban edge is demarcated for the Municipal Area as part of the SDF. The proposed urban edge, which is illustrated on Map 1, was demarcated using the following guiding principles:

- The containment of the urban sprawl and the promotion of infill and densification;
- Eradicating sprawl and promoting urban compaction;
- Protecting important elements within urban settlements;
- Promoting small scale agriculture;
- Avoid fragmentation of rural and wilderness landscapes;
- Maintain the dominance of agricultural and wilderness landscapes outside of urban cores;
- > The creation of urban corridors along public transportation Routes;
- > The future municipal housing need and associated land Required;
- > The cost implications of establishing new infrastructure for new township developments;
- > Taking into consideration unsafe geological conditions;
- > The conservation of environmentally sensitive areas;
- > The protection of high-potential agricultural land;
- Identified desired and undesired utilization of land

A guideline for the type of land uses to be allowed inside and outside of the urban edge are depicted in Table below. As a rule, the urban edge applies to all developments requiring a township establishment application.

Inside urban edge	Outside urban edge
Urban settlements	Extensive and intensive agricultural areas
Rural settlements	Conservation areas and nature reserves
Business and office areas	Tourism facilities and related activities
• Industrial and commercial areas	Rural services (social & economic)
Governmental uses	Agricultural holdings
Urban agriculture	Communal farms
Residential Areas	Mines & Quarries
Public Open Space	Water Catchments
Private Open Space	Bulk infrastructure & Servitudes
Bulk infrastructure & Servitudes	

As Dipaleseng grows, the municipality will need to provide more undeveloped land for urban development, and the edge line will have to be reviewed and adjusted. These adjustments:

- > must not be where natural, heritage or scenic resources merit protection;
- > should facilitate the logical extension of the Town's infrastructure network; and
- > Should allow sufficient urban development land within the edge line to accommodate at least 10 years' urban growth.

The Urban Edge for Dipaleseng aims to contain urban development along the development corridors proposed in the Development Concept. In addition, it largely aims to prohibit urban sprawl into the intensive agricultural areas around Waterval River and towards the productive agricultural land. A number of existing mining settlements are located within the urban edge and can be formalized through a township establishment procedure. The land beyond the urban edge should be earmarked for non-urban uses only that can benefit from those in close proximity to the urban core and opportunities. Existing settlements beyond the urban edge have to be acknowledged but they should be contained and their growth limited and basic services should be provided.

### 5.3.5.2 SPECIAL DEVELOPMENT AREAS

In order to give focus to the organizational activities of the DLM as it strives to achieve its developmental goals, several specific areas (or geographic localities) have been identified as Special Development Areas: - areas where the Municipality would need to prioritize its spending and resources to enhance and promote integrated development outcomes. These are proposed as: -

- The Dipaleseng CBD as a Primary CBD Node;
- > The Siyathemba CBD as a Community Multi use Node;
- The Nthorwane CBD as a Community Multi use Node;
- The JBC intervention and investment area as a Primary CBD Node;
- > The Dipaleseng South intervention and investment area
- > In the case of the Dipaleseng, Siyathemba and Nthorwane CBD's, the Dipaleseng South Development Area, Siyathemba, Balfour, & Nthorwane Area as well as Grootvlei, Local Area Development Plans and urban design frameworks with more locality specific detail have been prepared and should be considered as extension

of this Municipal Wide Spatial Development Framework and adopted together with the said SDF.

Rural Development Areas where the focus would be on development planning for livelihoods support and agricultural development. These areas are seen as key target areas for land reform, principally for land redistribution, land tenure reform and land reform for agricultural development. The principal target areas are land that is presently under pressure for settlement. The main component areas include: -

- > Siyathemba
- Nthorwane,
- Grootvlei Ext 1

### 5.3.5.3 SDF IMPLEMENTATION PLAN (CAPITAL PROJECTS 2010-2014)

To ensure the practical application and success of the spatial principles, concepts, strategies and policies of the SDF, a multifaceted implementation plan is required. The implementation of the SDF also requires the alignment of spatial strategies and infrastructure planning and budgeting. This will be done through the IDP.

The major key capital projects (62 in total) with a spatial dimension / implication, which are currently planned or underway as part of the IDP process and have a spatial impact or significance are listed below and illustrated on the attached Capital Projects Plan.

Besides the current 2009/2013 capital projects that are in operation the municipality also indicated a 3 year priority plan (2011-2013) for the implementation of proposed projects per department. These projects can be found within the draft report and are not included within the executive summary.

### 5.4 MAP INDICATING SPATIAL REFERENCING

DIPALESENG MUNICIPALITY | IMPLEMENTATION PLAN

5.5.2.2 CRDP PROGRAMS AND PROJECTS

Attached as annexure CRDP Program

5.5.2.3 ESKOM

		The state of the s		- the commence of the commence	
3 YEARS	MTF/ FUTURE PROJECTS				
CURRENT BUDGET:	2011-2012		IECT NOT RECEIVED	And Advantage of the Control of the	
PROJECT NAME			PROJE		
WARD					

	COMPRE	EHENSIVE RURAL DEVELOPMENT PROGRAMME (CRDI 2) - TEMPLATE BUSINESS PLAN 2013/14	LOPMENT PROGR	AMME (CRD)	1-TEMPLATE BUSH	VESS PLAN 2013		
	Key Activity	Activities	Ward/ Village	Responsibl	Jobs	Beneficiaries	Performance Indicators	BUDGET 2014/15
				50	Temp Perm			
Output 1 : Sustal	Output 1: Sustainable agrarian reform with	small and large scale farming	ming					
	•	The state of the s					***************************************	
Project 1.1: Live	Project 1.1: Livestock Development Programme (Masibuyele Esibayeni)	nme (Masibuyele Esibaye	ini)		11 - 17 - 17 - 17 - 17 - 17 - 17 - 17 -			
1.1.	Animai handling facilitles construction	Construction of livestock handling facilities	DLM	DARDLA	10	100	100 facilities constructed	625 000
1.2	1.1.2 Animal and veld Management programme		DLM	DRDLR			Km Grazind	
1.1.3	Fencing Infrastructure	Supply and erection of grazing camp fence infrastructure	DLM	DARDLA	10		camp fence infrastructure completed	1
1.1.4	1.1.4 Livestock Improvement						· · · · · · · · · · · · · · · · · · ·	
1.1.5	1.1.5 Integrated poultry Projects							
1.1.6	1,1,6 Red meat Abbattoir							
1.1.7	Aquaculture Facilities							
1 1 8	1.1.8 Veferinary Clinic							
-Bantao a (d	20.00	(1) 10 10 10 10 10 10 10 10 10 10 10 10 10	<b>等</b> 。1980年 - 新人名弗尔 人名英格兰人	15.00 E.E.E.E.E.E.E.E.E.E.E.E.E.E.E.E.E.E.	(4) (4) (4) (4) (4) (4)		) BEINGHEET WEET HELD	. J. W. W. W. W. B. S. D. D. D. B. B. B. D. D. D. B.
	Project 1.2: 1 and Reform Farms Revitilization programme	arms Revitilization progr	amme					· · · · · · · · · · · · · · · · · · ·
	Tologo Fee Feer							
1.2.1	1.2.1 Land Reform farms revitalization	Fencing of mushroom project	OIP	DARDLA				000 008
T T T T T T T T T T T T T T T T T T T		Recapitalisation of Viakfontein (Anton Kubavi)	Remaining extern of portion 3 of Vlakfontein 448 IR	DRDLR				1 412 600
. 1.2.2	Land Reform Farms	Recapitalisation of Viakfontein (Harambe Farming)	Portion 0 of Vlakfontein 569 IR, portion 13 of Tweefontein 560 IR, portion 5 ,13,20 remaining extent of portion &x11 of	DRDLR				1 180 000
		Recapitalisation of Rietbult Estate(Thembekile	Rietfontein 561 IR Portion 5 of Rietbult estate 505 IR and remaining					2 854 480
	<del>,, ,, ,, ,, ,, ,</del>	Farming CC) Recapitalisation of	extent of portion11 Remaining extent of portion0 of Volcetruitfontein				WANTED THE PROPERTY OF THE PRO	9 821 476
			593 IR	Section of the Section				- A S S S S S S S S S S S S S S S S S S
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2.1	2.1 Plough, planting and of 2000 ha linke harvesting provision	nd diverse lood Planting and ploughing of 2000 ha linked with ME	All wards	DARDLA	1	300 3200 ha ploughed and planted with various commodities linked with ME	rid 3 769 505
2.1.1	Piough, planting and harvesting provision			DARDLA			
2.1.2	Project 2.2 : Integrated nutrition programme	III III STANDING THE				**** 300 TO THE MATCHE	LUEI  3 769 505
2.1.	Provision of school nutrition to all learners in all the CRDP schools in the quintile 1-3	7765 learners will be provided with nutrionos food for 196 school days.	All wards	DoE			4 030 762
							4 030 762
Total Output 2					- 11	300 #VA	#VALUE! 7 800
Output 3 : Impr	Output 3 : Improved rural services to support livelihoods	rt livelihoods				- MATERIAN AND AND AND AND AND AND AND AND AND A	
Project 3.1: Prin	Project 3.1: Primary Health and Home Based Care Services	d Care Services		! 	NV III. 15 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1	THE THE PARTY OF T	
3.1.	3.1.1 CHC Construction	Mini Hospitai	Blafour Mini Hospital (National Dept. of Health Fundina)	НОО			200 000
3.1.2	CHC Construction	of Automotive		ноа			
3.1.	Renovation and addition 3.1.3 of wards and construction of a helipad			рон			
3.1,4				рон			
£.	NPOs & CBO services provision		Û	РОО			
31.6	Establish PHC outreach teams			HOO		A PARTICIPATION OF THE PARTICI	
3.1.7	Training of Medical Doctors in Cuba			HOO	ļ		
Project 3.2 : Pro	Project 3.2 : Provision of Infrastructure & Services for Early Childhood Development & Quality Ed <sub>ation</sub>	arvices for Early Childho	od Development &	Quality Edial			
	Schools Construction &	The refurbishment and rehabilitation of storm damaged for the control of the cont		DOE	8		494 208
3.2.		The refurbishment and rehabilitation of storm damaged school, Tokoloho		DOE	80		416 416

3 2 2	Provision of cooked meals			gsa		<del>)                                    </del>		,
3.2.3	children 3.2.3 137 ECDs supported			DSD		-		
3.2.4	Mpumalanga Traffic			DCSSL				4
3.2.5	College Processing plant	***************************************						
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: Pro	Project 3.3: Provision of Community Service Centres for		access to basic services					
3.3.1	Youth Development programme			gsg				
3.3.2	3.3.2 Drop in centre	Funding 5 Drop in Centres		OSO			5 Drop in Centres Funded	1 415 040
3.3.3	Construction of library		)	)				
3.3.4	Construction of sport field							
3.3.5	Construction of packhouse				in			
MARK		· 中国 是				WASH IN WATER	WE FOR HIS PRALUE	1415040
. Ho	Project 3.4 : Housing Programme	Construction of 10	Ali	SHO				1 030 000
3.4.1	PHP construction	Construction of 90 informal settlement	Siyathemba	DHS				7 210 000
		upgrading Construction of 130PHP's	Siyathemba Ext 1- 4 and Enkanini	DHS				13 390 000
3.4.2	Construction of landfill	1		LW.				
A MARIN	Media (1) (8) 10							2 1 63g 000
: Wa	Project 3.5: Water Supply for both domestic and agricultural services	ic and agricultural service	Sa			***************************************	***************************************	
3.5.1	3.5.1 Boreholes domestic & gardens provision			DARDLA	<u></u>			i i
3.5.2	Provision of Water	Construction and upgarding of bulk water supply through Regional Bulk Infrastructure Grani (RBIG) in Balfour	Balfour, Siyatemba , Nthorwane	DWA	,		Number of bulk infrastructure schemes under construction	20 000 000
		Upgrade of water reticulation in Siyathemba Ext 6	Siyathemba	LR		-		1 400 000
		Expansion/Upgrading of Sewer Works in Grootviel	Grooitviei	r.			The same of the state of the same of the s	11 000 000
3.5.3	Sanitation	Expansion of Waste	Bafour	ΓW				200 000

			7						
		Provision of sewer reticulation in Grootvlei	Groottylei	LM					800 000
3.5.4	Water Reticulation			Z.					
3.5.5	Electrification			LM/eskom		111111111111111111111111111111111111111		おきじん しいじゅうこう かんしか えんせいご からして	100 x
Project 3.6: Acce	Project 3.6: Access roads & drainage facilities	65				es C			33 700 000
3.6.1	Road Upgrading	Road maintenance projects through special labour intensive methods - Siyatentela CRDP for selected Municipalities (Combined project)	All	DPWRT	14				750 000
3.6.2	쏒	Construction and Rehabilitation of Roads in Dipaleseng		DLM					3 000 000
· 11. 数位数 · 14. 数 · 14. 4								#VAI UEI	61 605 664
Total Output 3	THE PARTY OF THE P				76				100000
Output 4 : Impro	Output 4 : Improved employment opportunities (linked to Outcome 4)	ties (linked to Outcome	<b>(</b>						
Project 4.1 : Job	Project 4.1: Job creation through EPWP and cooperatives development programmes	d cooperatives developm	nent programmes		n my				
#	4.1.1 Gardners Employment						***************************************		and the state of t
4.12	Employment of food 4.1.2 handlers	Provide job opportunities to 40 food handlers		DoE	40	1	40	40 food handlers employed	432 000
. 4.1.3	Gooperative site development			DARDLA					
	i	2 cooperative trained in line with SABS and supported with		DEDET				-	940 000
4.1.4	4.1.4 I raining or cooperauves	Enterprise development i.e. skills development for 15 cooperative		DRDLR			de la companya de la	The state of the s	336 980
4.1.5	Support the 1.5 Implementation of CRDP projects (Training and Empowerment)	10 cooperatives trained on Business Skills and 1 awareness workshop conducted		DEDET					175 000
4.1.6	4.1.6 Construction fraining	Skills Training, Incubation and Employment opportunities.	All wards	MRTT	06	&C .	105		3 250 000
4.1.7	4.1.7 ECD Practitioners	Training of 10 practitioners on ECD NQF level 4 and 5 & pay their stipend.		DoE	10	,	. 10	Iraunng or 10 practitioners on ECD NQF level 4 and 5 & trained	000 007

4.1.8	4.1.8 Child Minders	Training of 10 child- minders and paying their stipends for 0-4 cohort		Doe	10	•	10	Training child- minders for 0-4 cohort trained	100 000
4.1.9	Jobs Creation	Maintain 1000 employment safety net through the complementation of Community work	All wards	CoGTA	200		1 000	1000 participant Employed	12 129 550
		regrammer creation of 30 youth work opportunities through EPWP youth waste management	All wards	СОБТА	30		30	30 job opportunities created	153 000
4.1.10	Farmer and capacity development courses offered to farmers and extension officers	ŕ		DARDLA	i ):		1		, .
4.1.11	Employment of Tourism safety monitors	4 Tourism Safety Monitors employed		DCSSL	4	í	4	4 Tourism Safety Monitors employed	92 664
4.1.12	Employment of Road safety Councils	10 Road Safety Councils employed		DCSSL	10	t	70	10 Road Safety Councils employed	120 000
4.1.13		Youth skilled in rural development initiatives: 37 NARYSEC new		DRDLR					48 100
4,1.14	4.1.14 Cleaning of tourist places			ă	4	,	,		•
Project 4.7 : Agricultural Hubs	Project 4.2 : Auricultural Hubs				100	8	1 209		18.477.294
4.2.1		Fresh produce market devevelopment and Agri Hubs		DARDLA					6 875 000
4.2.2	Fresh Produce Market			DRDLR					•
4.2.3	· m			DRDLR					ì
Total Output 4					694	8	1 209	を	25 352 294
Output 5: Enabl	Output 5: Enabling institutional environment for sustainable and inclusive growth	nt for sustainable and inc	dusive growth					***************************************	
Project 5.1; Hu	Project 5.1 : Human Capital & Effective Institutional Arrangements at Local Level for Service Delive y	Itutional Arrangements a	t Local Level for Se	ervice Delive		:			
1.	Municipality Integration	Integrating CRDP project into IDP through participating in IDP processes, and	All	DARDLA	•	<b>3</b>	1	l	250 000
5,1,3	5.1.2 CoS Representatives	All departments having a Deputy Director serving in the Council of	All	DARDLA		•	\$		•

5.1.3	3 CoS Meetings	An effective Council of Stakeholders forum meeting bi-weekly	All	DARDLA	1				2 500 000
· · · · · · · · · · · · · · · · · · ·	1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1	<b>国外发生的特殊和特殊的特殊的</b>	なるとなったのでは、大田田田田田田田田田田田田田田田田田田田田田田田田田田田田田田田田田田田田	丁湯 ははまたる	· · · · · · · · · · · · · · · · · · ·	2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	C. C. C. Market William	The state of the s	
Project 5.2 : Sou	Project 5.2 : Social Cohension through Sporting Activities	nting Activities						السا	200
5.2.1	5.2.1 mass participation of schools			DCSR					÷ .
5.2.2	Appointment of 62.2 volunteers supply of equipment and attiva	The state of the s		DCSR				-	L
5.2.3	Mass participation			DCSR					-
5.2.4	T T T T T T T T T T T T T T T T T T T			Deep					
5.2.5				DCSR					
5.2.6				DCSR					
5.2.8	National Commemoration Dav	Women's Day Celebration		DCSR	80			1 national	
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Project 5.3: Ove	Project 5.3 : Oversight role for Monitoring and	ind Evaluation							B - 45   44   4   200   000
5.3.1	5.3.1 Cabinet outreach			OTP					
Project 5.4 : Cor	Project 5.4 : Community Policing Programme	ne ne					THE SHAPE OF	S. MINNE STATEMENT	
5.4.1	Community Safety Forum	coordinate and support	All	DCSSL				Community Safety Forum cordinated &	10 000
5.4.2	Functionality of CPFs	monitor and support	All	DCSSL				CPF's monitored and	
Project 5.5 : Dep	Project 5.5: Deploy Tourism Safety Monitors							Supported	(10 00 10 000 10 000 10 000 10 000 10 000 10 000 10 000 10 000 10 000 10 000 10 000 10 000 10 000 10 000 10 000 10 000 10 1
5.5.1	5.5.1 Tourism Safety			DCSSI					
5.5.2	Tourism Safety			LM					
5,5.3	6.5.3 enforcement traffic law awareness programmes			DCSSL					
Project 5.6 ; Edu	Project 5.6 : Educational campaigns								· · · · · · · · · · · · · · · · · · ·
5.6.1	5.6.1 Human Traficing			DCSSL					1
5.6.2	5.6.2 Awareness campaign on Trio Crimes (Business Robbery)	conduct awareness campaigns on human trafficking		DCSSL			<u> </u>	number of awareness campaigns on human trafficking conducted	10 000
		conduct awareness campaigns on trio crimes		DCSSL			2 6 2	number of awareness	10 000
5.6.3	5.6.3 Integratated social crime prevention programmes	conduct awareness campaigns on human trafficking		DCSST				number of awareness campaigns on human trafficking conducted	10 000
		conduct outreach programmes (imbizo)		DCSSL			hu.	1 outreach programme (imbizo)	
5.6,4			,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,				8	conducted	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,

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	5.6.5 Integrated School sports facilities	5.6.6 Integrated School sports facilities					
	5.6.5	5.6.6		Output 5	AL FOR DLM		

Total Output 5
TOTAL FOR DLM

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5.5.2.4 HUMAN SETTLEMENTS

2011/2012 CURRENT BUDGET	R 4 845 000	R 4 845 000					
TIME: FRAME/PROJE CT PERIOD	2012 - 2014	2012 - 2014					
IMPLEMENTING. AGENT	Samsokolo				·		
START							
FUNDING	Approved	Approved	Approved	Approved			
PROJECTIVALUE	R 4 845 000	R 4 845 000	R 3 380 000	R 3 575 000			
WARD	<del>, ,</del>	, 5	4	4		-	
FUNDING SOURCE	DHS	DHS	DHS	DHS			
- PROJECT - DESCRIPTION	Building of 75 houses	Building of 75 houses	Completion of 52 houses	Building of 55 houses			

1.5					
2					
2011/2012 CURRENT BUDGET					
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FRAME/PROJE CURRENT -CT-PERIOD BUDGET					
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### SECTION F: FINANCIAL PLAN

### 6 FINANCIAL PLAN

To achieve delivery on the IDP goals, focus areas and objectives, it is essential to align the municipality budget with the strategy. Sections below expand on aspects of the Dipaleseng Municipality's medium term financial planning and the extent to which it is possible to align the budget to all priorities of the wards, given our financial constraints and the need to concentrate on basis service delivery.

The long-term financial viability of municipalities depends largely on:

- > The extent to which improved and sustainable revenue Capacity can be achieved.
- Sound financial management of its resources.

These imperatives necessitate proper multi-year financial planning. Future impacts of revenue and expenditure streams and the financial implications for the community (i.e. the potential influence on rates, tariffs and service charges) must be identified and assessed to determine the sustainability of planned interventions, programs, projects and sundry service delivery actions.

The following are significant results of our analysis on the Municipality's Financial Performance, Financial Position, and Cash Flows & Organisation Environment.

### 6.1.1 OPERATIONAL BUDGET ESTIMATES

A municipality is a non-profit organization and it should break even after contributing to the different funds and reserves and meeting normal operating expenses. With the structuring of rates and tariffs both the user-pay principal and full cost recovery are applied. However, reliance is placed on economic and trading services to fund the "Rate- and General Services".

### 6.1.2 FINANCIAL POSITION

### 6.1.2.1 ASSETS

The municipality has an investment of over R3, 3 Billion in assets. As evident from the table below, this investment has sharply increased in the last financial year. Although the big chunk of this increase was as a result of revaluation of assets and reversal of impairment of Investment in Fortuna Water, it is worth mentioning that we have invested an amount of R152 Million in Infrastructure and other movable assets, which is a good indicator as it allows the municipality to have to render service delivery to communities, that we serve.

### 6.1.2.2 PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment are tangible items that:

- are held for use in the production or supply of goods or services, for rental to others, or for administrative purposes, and
- Are expected to be used during more than one reporting period.

The municipality has significantly invested in assets which augur well for service delivery. Assets increased by 16% from 2009 to 2012. Property, Plant and Equipment represents 38% of the capital structure of the municipality.

### 6.1.2.3 CASH AND CASH EQUIVALENTS

Cash includes cash on hand and cash invested with banks. Cash and cash equivalents are short-term highly liquid investments that are held with registered banking institutions with maturities of three months or less and are subject to an insignificant risk of change in value.

For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held on call with banks and investments in financial instruments, net of bank overdrafts.

### 6.1.2.4 INVESTMENT PROPERTY

Investment property is Property (land or a building – or part of a building – or both) held (by the owner or by the lessee under a finance lease) to earn rentals or for capital appreciation or both, rather than for:

- use in the production or supply of goods or services or for administrative purposes, or
- Sale in the ordinary course of operations.

Investment Property represents 1.85% of the capital structure of the municipality. Most of Investment Property is vacant land which means the municipality has adequate potential to facilitate development, which bode well for our future revenue growth.



### 6.1.2.5 CONSUMER DEBTORS

Amounts billed to consumers, net of the provision for bad debts. The Municipality has provided for R234 Million as bad debts in 2013 which may impose significant strain on our liquidity position in the future if not urgently managed. However, as we alluded to earlier in this report, it is imperative for the municipality to embark in a vigorous debt collection exercise, in order to improve our liquidity position.

### 6.1.2.6 OTHER DEBTORS

Amounts owed by levy-payers, financial institutions in respect of interest on investments and sundry debtors; could also include deposits made by the municipality. The R59 Million sitting on Other Debtors will have a negative impact on future financial viability of the Municipality if do not embark on a vigorous debt collection drive.

- Long Term Receivables: Receivables that is not receivable over the next 12 months.
- Current Portion of Receivables: Amounts that will be recoverable from long-term debtors within the next 12 months.
- ➤ Vat Receivable: Net VAT recoverable from SARS. If income tax is recoverable, together with VAT, these amounts will be disclosed as "taxes" on the Statement of Financial Position.
- Inventory: Consumable, net of obsolescence provision.

### 6.1.2.7 LONG-TERM LIABILITIES

The Long Term Liabilities has increased from R59 157 235 to R86 043 788 which is 45% increase.

Non-Current Provision for Landfill Site

In terms of the licencing of the landfill refuse site, council will incur rehabilitation costs of R 6.9 million to restore the site at the end of its useful life, estimated to be in 2017 by our engineers. Provision has been made for the net present value of this cost using the average cost of borrowing interest rate. The municipality need to make a provision R6.9 million to rehabilitate the site.

### 6.1.2.8 CONSUMER DEPOSITS

Deposits held in lieu of providing municipal services on credit.

### 6.1.2.9 NON-CURRENT PROVISIONS: PLAN OBLIGATIONS

The municipality provides retirement benefits for its employees and councillors. This means if the Retirement Fund should get liquidated, the municipality will be required to fulfil the obligation to retired employees and councillors.

### 6.1.2.10 UNSPENT CONDITIONAL GRANTS

These are conditional grants from other spheres of government. These amounts represent the obligation of the municipality to comply with the conditions of the grant. If the municipality fails to fulfil the obligations, we will be required repay the money to the National Revenue Fund.

### 6.1.2.11 TRADE AND OTHER PAYABLES

Trade creditors, staff leave accrual and payments received in advance which represent amounts invoiced or received by the Municipality where services still have to be rendered. These are obligations which the Municipality will be required to fulfil in the future.

### 6.1.3 SOLVENCY

The entity remains solvent with total assets in excess of total liabilities. This is a comforting scenario, as the municipality continues to invest in assets. During the year under review an amount of R152 million was invested in assets.

The table below illustrates our solvency situation for the 4 years being analysed:

MP306 Dipaleseng - Table A6 Budgeted Financial Position

Description	Ref	2010/11	2011/12	2012/13		Current Ye	ar 2013/14			ledium Term R inditure Frame	
R thousand		Audited	Audited	Audited	Original	Adjusted	Full Year	Pre-audit	Budget Year	Budget Year	Budget Year
		Outcome	Outcome	Outcome	Budget	Budget	Forecast	outcome	2014/15	+1 2015/16	+2 2016/17
ASSETS											
Current assets			0.407		(00 ±0=1	10 ( 10 4)	(00 =0.11	(00 001)	107.05/1	(50.000)	(00.000
Cash		1,265	3,427	3,497	(32,707)	(31, 124)	(23,581)			(52,970)	(60,929
Call investment deposits	1	-	-	13,927	15,000	15,000	21,000	21,000	21,000	-	
Consumer debtors	1	21,774	20,091	7,013	35,605	19,013	19,013	19,013	8,346	119,761	133,297
Other debtors		614	885	-	9,000	9,000	-	-	-	-	-
Current portion of long-term receivables		-	-	-	-	-	-	-		-	
Inventory	2	-	27	160	-	- // 450		- (2 422	160	169	179
Total current assets		23,653	24,431	24,597	26,898	11,889	16,432	16,432	(8,348)	66,961	72,548
Non current assets											
Long-term receiv ables			-	-	-	-	-	-	-	-	-
Inv estments	,	-	-	-	-	-	-	-	-	-	
Investment property		_	5,869	5,588	-	-	-	_	5,306	5,045	4,764
Investment in Associate		-	-	-	-	-	-	-	_	-	-
Property, plant and equipment	3	323,521	310,664	294,699	382,192	307,853	307,853	307,853	274,665	260,540	260,185
Agricultural			-	_	-	-		-	-	-	
Biological		-	-		-	-		-		-	-
Intangible		-	350	350	-	-	_	_	350	350	350
Other non-current assets		-	1,155	217	-	-	-	-	217	217	217
Total non current assets		323,521	318,039	300,853	382,192	307,853	307,853	307,853	280,538	266, 152	265,516
TOTAL ASSETS		347,173	342,469	325,450	409,090	319,742	324,285	324,285	272,190	333,113	338,063
LIABILITIES								#*************************************			
Current liabilities		TANKS AND									
Bank overdraft	1		_	_	_	_	_		_	_	-
Borrowing	4				_	_	_	_	_	_	_
Consumer deposits		1,247	1,342	1,384	1,400	1,400	1,400	1,400	1,487	1,575	1,661
Trade and other pay ables	4	36,540	45,783	71,346	56,800	33,237	34,042	34,042	48,448	29,068	30,667
Provisions		-	.0,755	- 11010	4,000	4,000	4,000	4,000	4,248	4,499	4,751
Total current liabilities	-	37,787	47,125	72,730	62,200	38,637	39,442	39,442	54,183	35,141	37,078
		,	· · · · · · · · · · · · · · · · · · ·		'	'		,	,		
Non current liabilities											
Borrowing Provisions		7,093	12,033	13,314	-	- 13,239	13,239	13,239	- 14,207	 15,104	- 15,996
Total non current liabilities		7,093	12,033	13,314		13,239	13,239	13,239	14,207	15,104	15,996
TOTAL LIABILITIES		44,880	59,157	86,044	- 62,200	51,876	52,681	52,681	68,390	50,245	53,074
										-	
NET ASSETS	5	302,294	283,312	239,406	346,890	267,866	271,604	271,604	203,800	282,868	284,989
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)		302,294	283,312	239,406	346,890	267,866	271,604	271,604	203,800	282,868	284,989
Reserves	4	-	_	-	-	-		-	-	-	-
Minorities' interests				-	-	-	-	_	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY	5	302,294	283,312	239,406	346,890	267,866	271,604	271,604	203,800	282,868	284,989

### References

- 1. Detail to be provided in Table SA3
- 2. Include completed low cost housing to be transferred to beneficiaries within 12 months
- 3. Include 'Construction-work-in-progress' (disclosed separately in annual financial statements)
- 4. Detail to be provided in Table SA3. Includes reserves to be funded by statute.
- 5. Net assets must balance with Total Community Wealth/Equity

check balance -459.00 -5.00 -310.00 - - - - - 414.36 235.82 57.30

Although the above scenario is comforting, we are planning to conduct testing assets for impairment or put differently, undertaking condition assessment of roads infrastructure assets. One hopes that the carrying values of assets and liabilities at balance sheet dates, particularly in 2014 year end, closely resemble the recoverable amounts as this would have dire consequences on the solvency of the organization in the future.

### 6.1.4 LIQUIDITY

As evident from the table below, the Dipaleseng Municipality will not be able fulfil its short term obligations on time and the situation has deteriated compared to 2010. As depicted on the graph below the liquidity has moved from healthy 0.65 (ratio of current assets to current liabilities) in 2010 to a worse 0.30 in 2013. The net result is that the Municipality cannot service its short term commitments, which is not a good indicator.

However, on analysis of the ageing of debtors as presented on the financial statements, we noted further that there is a significant debts amounting to R253 000 000 that are due for over 90 days. The general state of the ageing of debts is a course for concern. We would place a high risk on the collection of these amounts which puts an even greater strain on the liquidity position of the municipality. Concerted efforts are necessary to augment debt collection strategies in order to ensure that the municipality remains financially viable in a long term. The table below highlights our liquidity position for the 2010, 2011, 2012 and 2013 financial years:

in the ltem	2013	2012	2011	2010
	11889	24 597		
Current Assets	000	000	24 431 000	21 774 000
	38			
	637	72 730		
Current Liabilities	000	000	47 125 000	33 136 000
Ratio	0.30	0.33	0.52	0.65

### 6.1.5 CASH FLOWS

The analysis below has been made from the cash flow statement presented on the annual reports for the years under scrutiny.

The table below depicts the cash flow analysis of the municipality from the past 4 year's cash flows:

MP306 Dipaleseng - Table A7 Budgeted Cash Flows

Description	Ref	2010/11	2011/12	2012/13		Current Ye	ar 2013/14		Í	2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17	
CASH FLOW FROM OPERATING ACTIVITIES												
Receipts												
Ratepayers and other		60,610	43,715	34,807	62,568	42,430	42,430	42,430	68,426	72,463	76,521	
Government - operating	1	37,099	79,399	69,174	49,499	49,499	49,499	49,499	51,948	55,013	58,094	
Gov ernment - capital	1	14,867		-	20,593	47,356	20,593	20,593	79,095	22,953	27,102	
Interest		1,151	2,556	14,173	72	265	265	265	309	327	345	
Dividends		-	-	-	-	~		-	-	-	-	
Payments							•					
Suppliers and employees		(94,573)	(101,080)	(90,726)	(131,415)	(138,342)	(138,342)	(138,342)	(134,479)	(142,413)	(142,413)	
Finance charges		-	(685)	(1,039)	(312)	(450)	(450)	(450)	(477)	(505)	(505)	
Transfers and Grants	1	-	-	-	(8,912)	(1,950)		-	-	-	-	
NET CASH FROM/(USED) OPERATING ACTIVIT	ES	19,154	23,905	26,390	(7,907)	(1,192)	(26,005)	(26,005)	64,822	7,837	19,143	
CASH FLOWS FROM INVESTING ACTIVITIES												
Receipts												
Proceeds on disposal of PPE	İ	-	-	- 1	-	-		•	-	-	-	
Decrease (increase) in non-current debtors	<b>l</b> .	· (883)	-	-	-	-	-		_	-	-	
Decrease (increase) other non-current receivable	S	-		938		- 1	-	-	~	-		
Decrease (increase) in non-current investments		-	-	***	-	-	-	-	<u> </u> -	-	-	
Payments							•					
Capital assets		(13,043)	(21,743)	(13,332)	(20,593)	(47,356)	(15,000)	(15,000)	(79,095)	(22,953)	(27,102)	
NET CASH FROM/(USED) INVESTING ACTIVITI	ES	(13,926)	(21,743)	(12,393)	(20, 593)	(47,356)	(15,000)	(15,000)	(79,095)	(22,953)	(27,102)	
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts				:								
Short term loans		-			-	_	-	: -	-	-	_	
Borrowing long term/refinancing		-		_	-	_	: -	_	-	-		
Increase (decrease) in consumer deposits	ļ	3,308	_	_	-	-		_	_	_	-	
Payments			-									
Repay ment of borrowing		-	_	_	-	_			_		_	
NET CASH FROM/(USED) FINANCING ACTIVIT	E\$	3,308		ш	-	-	_		-	-		
NET INCREASE/ (DECREASE) IN CASH HELD		8,536	2,162	13,997	(28,500)	(48,548)	(41,005)	(41,005)	(14,273)	(15,116)	(7,959)	
Cash/cash equivalents at the year begin:	2	1,265	9,801	11,963	15,000	17,424	17,424	17,424	(23,581)		(52,970)	
Cash/cash equivalents at the year end:	2	9,801	11,963	25,960	(13,500)	(31,124)	(23,581)	(23,581)			(60,929)	
References		0,001	14799	***	1,01000)	(6.15 17.1)	ferning ()	froi no i l	(41,004)	(ortosa)	(castoo)	

<sup>1.</sup> Local/District municipalities to include transfers from/to District/Local Municipalities

<sup>2.</sup> Cash equivalents includes investments with maturities of 3 months or less

	_	_	_	_	_	_	_			
	8,536	2,162	13,997	(28,500)	(48,548)	(41,005)	(41,005)	(14,273)	(15,116)	(7,959)
Repay ment of borrowing	-	-	-	~	-	-	-	***	~	-
Borrowings & investments & c.deposits	3,308	-	-	-	~	-	-	-	-	wa.
	5,228	2,162	13,997	(28,500)	(48,548)	(41,005)	(41,005)	(14,273)	(15,116)	(7,959)
Total payments	(107,616)	(123,508)	(105,096)	(161,232)	(188,098)	(153,792)	(153,792)	(214,051)	(165,871)	(170,020)
Total receipts	112,844	125,670	119,093	132,732	139,550	112,787	112,787	199,778	150,756	162,061
•										

As evident from the table above, the municipality has been having negative cash flows from its operations. The financing situation for the Municipality has been negative.

MP306 Dipaleseng - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2010/11	2011/12	2012/13		Current Ye	ear 2013/14			ledium Term F Inditure Frame	
R thousand	1	Audited	Audited	Audited	Original	Adjusted	Full Year	Pre-audit	Budget Year		Budget Yea
		Outcome	Outcome	Outcome	Budget	Budget	Forecast	outcome	2014/15	+1 2015/16	+2 2016/17
Revenue By Source											
Property rates	2	7,455	9,541	13,393	12,552	14,048	14,048	14,048	14,919	15,799	16,66
Property rates - penalties & collection charges		-	-	-			-			-	-
Service charges - electricity revenue	2	23,493	31,318	38,936	48,490	34,203	34,203	34,203	36,731	39,445	42,360
Service charges - water revenue	2	11,666	24,050	13,604	12,315	14,015	14,015	14,015	14,868	15,745	16,61
Service charges - sanitation revenue	2	10,286	11,561	11,193	10,200	12,000	12,000	12,000	12,744	13,496	14,238
Service charges - refuse revenue	2	3,820	4,044	6,946	3,866	4,572	4,572	4,572	4,855	5,142	5,425
Service charges - other		-	-			-	_	_		-	-
Rental of facilities and equipment		170	215	211	175	188	188	188	221	212	223
Interest earned - external investments		8,950	144	247	72	265	265	265	309	327	345
Interest earned - outstanding debtors		0,234	2,412	13,927	2,520	5,200	5,200	5,200	5,522	5,848	6,170
Dividends received		_		- 10,027		-	0,200	: -		0,010	3,,,,
Fines		250	312	205	283	310	310	310	234	349	368
		1,965	312	. 200	. 200	310	010	910	2.04	470	1 300
Licences and permits		1,300	2,151	2,494	2,431	2,601	2,601	2,601	2,762	2,925	3,086
Agency services		AC ESC									1
Transfers recognised - operational		46,546	64,569	57,916 5,000	49,499	49,499	49,499	49,499	52,787	56,840	58,394
Other revenue	2	991	10,955	5,009	1,741	4,676	4,676	4,676	3,114	3,114	3,114
Gains on disposal of PPE		-	_	-		_		_		-	_
Total Revenue (excluding capital transfers		115,592	161,271	164,083	144, 145	141,577	141,577	141,577	149,066	159,241	167,001
and contributions)								***************************************			
Expenditure By Type											
Employ ee related costs	2	34,801	34,802	33,639	43,732	44,222	44,222	44,222	48,010	51,082	54,491
Remuneration of counciltors		-	3,847	4,162	5,265	5,262	5,262	5,265	5,527	5,804	6,094
Debt impairment	3	-	42,951	71,149	32,006	46,000	46,000	46,000	22,654	23,996	25,324
Depreciation & asset impairment	2	28,432	28,919	26,678	33,000	33,984	33,984	33,984	36,091	38,220	40,322
Finance charges	ا ا	OF 00.4	685	1,039	40.000	450	450	450	478	506	532
Bulk purchases Other materials	2 8	25,684	39,442	37,895	49,800	46,268	46,268	46,268	44,560	53,851	58,073
Contracted services	°	_	_	5,289	10,530	8,980	8,980	8,980	6,333	8,300	8,756
Transfers and grants		_	_	0,200	- 10,000	0,500	0,000	0,000	0,500	0,000	0,15
Other expenditure	4, 5	49,480	36,162	12,086	27,387	38,445	38,445	38,445	30,458	25,087	26,410
Loss on disposal of PPE		-	· :	_	. : <del>-</del>	· –	_ '	· -	-	_ `_	
Total Expenditure		138,398	186,808	191,937	201,720	223,611	223,611	223,614	194,111	206,846	220,004
Surplus/(Deficit)	_	(22,806)	(25,537)	(27,854)	(57,575)	(82,034)	(82,034)	(82,037)			(53,003
Transfers recognised - capital		(EZ,000)	(20,001)	(£1,504)	(01,010)	(oring)	(04,004)	(01,001)	(10,010)	(41,000)	(55,65)
Contributions recognised - capital	6	_		_ ]	16,125	16,125	16,125	16,125	_	_	_
Contributed assets		~	-	_	_	_	_				_
Surplus/(Deficit) after capital transfers &		(22,806)	(25,537)	(27,854)	(41,450)	(65,909)	(65,909)	(65,912)	(45,045)	(47,605)	(53,00)
contributions		, , -,	' '				` ' '	, ,/		' ' '	
Taxation			_	_ ]		-	_	_	ļ	_	
Surplus/(Deficit) after taxation	-	(22,806)	(25,537)	(27,854)	(41,450)	(65,909)	(65,909)	(65,912)	(45,045)	(47,605)	(53,00
Attributable to minorities		- '	-	-	1		-	-		- '	-
Surplus/(Deficit) attributable to municipality		(22,806)	(25,537)	(27,854)	(41,450)	(65,909)	(65,909)	(65,912)	(45,045)	(47,605)	(53,00
Share of surplus/ (deficit) of associate	7	_		-			1	-	`	_	-
Surplus/(Deficit) for the year	<del>                                     </del>	(22,806)	(25,537)	(27,854)	(41,450)	(65,909)	(65,909)	(65,912)		(47,605)	(53,00
Peferences		/1	/1-1/ J	,	, ,	71			(1.55.10)	1	1

### References

- 1. Classifications are revenue sources and expenditure type
- 2. Detail to be provided in Table SA1
- 3. Previously described as 'bad or doubtful debts' amounts shown should reflect the change in the provision for debt impairment
- 4. Expenditure type components previously shown under repairs and maintenance should be allocated back to the originating expenditure group/item; e.g. employee costs
- 5. Repairs & maintenance detailed in Table A9 and Table \$A34c
- 6. Contributions are funds provided by external organisations to assist with infrastructure development; e.g. developer contributions (detail to be provided in Table SA1)
- 7. Equity method
- R. All materials not part of 'bulk' e.a. road making materials, pipe, cable etc.

check bala		1,707,438	14,936,538	22,236,701	14,275,000	14,274,999		-324	-29,476	-237,808
Total reve	enue 115,592	161,271	164,083	160,270	157,702	157,702	157,702	149,066	159, 241	167,001

It should be noted that the above deficit is calculated in terms of accrual principle and therefore not 100% cash backed.

### 6.1.6 CAPITAL BUDGET ESTIMATES AND FUNDING SOURCES

Capital Expenditure - Standard											
Governance and administration		-	710	1,382	-	-	-	_	-		
Executive and council		-	-	-	-		-	-	_	-	
Budget and treasury office		-	500	1,159	-	-	-		-	-	-
Corporate services		-	210	223	-	***	-	-	-	-	_
Community and public safety		-	1,850	5,381	7,362	7,362	7,362	7,362	-	-	_
Community and social services		-	1,700	4,381	3,737	3,737	3,737	3,737	-	-	-
Sport and recreation		-	150	1,000	3,625	3,625	3,625	3,625	-	-	-
Public safety		-	-		-	_	-	-	_	-	***
Housing		-	-	***	-	***		-	_	-	
Health		-		_	-	-		-	_	-	_
Economic and environmental services		-	12,000	11,544	19,000	20,200	20,200	20,200	37,610	-	-
Planning and development		-	-	-	-	1,200	1,200	1,200	34,610	-	-
Road transport		-	12,000	11,544	19,000	19,000	19,000	19,000	3,000	-	-
Environmental protection		-	· _	-	- 1			_	-	_	-
Trading services		-	18,062	27,708	31,970	31,970	31,970	31,970	15,605	-	_
Electricity		-	4,820	1,655	3,660	3,660	3,660	- 3,660	1,885	_	-
Water		-	3,042	15,053	13,600	13,600	13,600	13,600	1,400	_	_
Waste water management		-	10,200	11,000	10,760	10,760	10,760	10,760	12,320	-	
Waste management		-	-	-	3,950	3,950	3,950	3,950	_	_	-
Other			***************************************			13,889	13,889	13,889	880	-	-
Total Capital Expenditure - Standard	3	<b>u</b>	32,622	46,015	58,332	73,421	73,421	73,421	54,095		-
Funded by:									ŀ		
National Gov emment		-	<b>-</b>	29,771	32,267	46, 156	46,156	46,156	19,485	_	
Provincial Government		-	-	· <del>-</del>	-	_	-	_	34,610	_	
District Municipality		_	-	9,482	9,940	9,940	9,940	9,940	-	-	
Other transfers and grants		-	-	5,500	16,125	16,125	16,125	16,125	25,000	_	_
Transfers recognised - capital	4			44,753	58,332	72,221	72,221	72,221	79,095		···
Public contributions & donations	5	- [	-	- 1	- 1	_	•	i –	-	_	_
Borrowing	6	-	-	***	_	***	Police Control	-	_	-	-
Internally generated funds		-	-	1,382	_	1,200	1,200	1,200		-	-
Total Capital Funding	7	-		46,135	58,332	73,421	73,421	73,421	79,095	_	

### 6.1.7 FINANCIAL MANAGEMENT ARRANGEMENTS

For the effective and efficient financial management of the municipality, all role-players, inclusive of the Municipal Councillors, must provide an environment conducive to good management. Local Government legislation and National Treasury circulars articulate and provide regulatory structure. Council and officials define this environment by developing and accepting policy guidelines to govern financial decision-making.

The management arrangements of Dipaleseng Municipality are reflected in the following policy documents:

DOCUMENT	PURPOSE	STATUS
Credit Control and Debt	• To establish consolidated, sound and practically	In place.
Collection Policy	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.	
Indigent Policy	To subsidise indigent households with income	In place.
	level of R1 500.00 enabling them to pay for a	
	basic package of municipal services.	
Tariff Policy	To provide a framework to determine rates and	In place.
	tariffs to finance expenditure.	
Rates Policy	To ensure that all the stipulation of the Municipal	In place.
	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	To provide a system of procurement that gives	In place.
Policy	effect to the principles of:	
	• Fairness;	
	• Equity;	
	• Transparency;	

	• Competitiveness; and	
	Cost effectiveness.	
Asset Management Policy	• To ensure that all aspects of assets from acquisition to disposal are met.	In place.
Budget Policy	The policy set out the budgeting principles which	In place.
	Dipaleseng Municipality will follow in preparing	
	each annual budget. The policy aims to give	
	effect to the requirements and stipulations of the	
	Municipal Finance Management Act and	
	Municipal Budget and Reporting Framework in	
	terms of the planning, preparation and approval	
	of the annual and adjustment budgets. The	
	framework for virements is also explained in the	
	Virement Policy.	

### 6.1.8 FINANCIAL STRATEGIES AND PROGRAMMES

The optimal use of available resources, the maximum raising of revenue and the sustainable delivery of services are the key elements to a successful financial strategy. The Municipality has developed and implemented the following key strategies in this regard:

STRATEGY	CURRENTLY IN PLACE
Revenue raising	To ensure optimum billing for services rendered and cash collection.
strategies	To ensure effective credit control and debt reduction – Turn point plan.
	<ul> <li>In the structuring of tariffs, continue with user-pay principal and full cost</li> </ul>
	recovery.
	• Revaluation of all properties as per the Municipal Property Rates Act, at
	market related values.
	To introduce easy pay method.
Asset Management	• Completed process of unbundling of all infrastructure assets and
Strategies	compiling a new improved asset register.
	<ul> <li>Conducting full audit of all assets of the municipality.</li> </ul>
	To improve overall management of fixed assets.
Financial	Continued cash flow management.

Management	
Strategies	
Capital financing	Continued sustainable use of Own Financial Resources.
strategies	<ul> <li>Use of bulk service contributions to fund extensions.</li> </ul>
	<ul> <li>Accessing national and provincial funding through proper request,</li> </ul>
	business plans and motivations.
	Leveraging of private finance.
Operational	To introduce free basic services within the limits of affordability.
financing strategies	<ul> <li>Implementation of proper tariff structures for all the services.</li> </ul>
	• "Economic"- and "Trading Services" being cost effective.
Strategies that	<ul> <li>Investigation into possibilities for utilising new technology to save costs.</li> </ul>
would enhance	• Implementation of new systems/equipment acquired to address Capacity
cost-effectiveness	shortages.
	Implementation of electronic bank reconciliation.

# ANNUAL OPERATIONAL PLAN

### 7 ANNUAL OPERATIONAL PLAN

## PERFORMANCE MANAGEMENT SYSTEM ORGANISATIONAL AND INDIVIDUAL SECTION H:

## 8 PERFORMANCE MANAGEMENT SYSTSEM (PWS)

## 8.1 ORGANISATIONAL SCORE CARD

ANNUAL TARGET  RESPONSIBLE  2014/2015 2015/2016 2016/2017	Corporate Services 4 4 (EAP/HRD) Municipal	Manager   Corporate   Corpor		Corporate Services (Work 17 17 Study)	Corporate Services (Human 100% Resources)	100% 100%	Corporate Services (Work-
ANNU/ 2013/2014 20	4	20	100%	17	100%	100%	
2012//2013	4	100%	100%	71		100%	
PROPOSED KPI	Number of teambuilding sessions held in conjunction with HRD (See HRD KPI) Finalisation of placement	process  Number of employees seen for EAP consultations	Percentage of job descriptions submitted for evaluation	Number of critical position filled	% of Critical vacancies within the organisation filled (buogeted for)	% of Critical vacancies within the organisation identified	Total number of posts on
OPERATIONAL OBJECTIVE	To review and Implement organogram with adequate Capacity.  To provide adequate human capital.						
STRATEGIC OBJECTIVE	1. To ensure optimal institutional structure and efficient service aligned to the IDP.						
PROGRAM			Organization al	Institutional Development			

RESPONSIBLE DEPARTMENT Corporate Services ( Human	Resources)	Corporate Services (IT)	Corporate Services (IT)				
2016/2017	18	Review and maintain systems project managemen t policy and review IT strategic plan	Review and maintain performanc e, Capacity and availability monitoring plan Bi-annual business continuity plan tests				
2015/2016	\$ 1	Review and maintain systems project managemen t policy and review IT strategic plan	Review and maintain performanc e, Capacity and availability monitoring plan Bi-annual business continuity plan tests				
ANNUAL TARGET 2014/2015	18	Review and maintain systems project managemen t policy and review IT strategic plan	Review and maintain performanc e, Capacity and availability monitoring plan.  Bi-annual business continuity plan tests				
2013/2014	18	Implement Systems Project managemen t policy and review IT Strategic Plan	Implement performanc e, Capacity and availability monitoring plan Bi-annual business continuity plan tests				
2012/2013	18	Approved Systems project management policy and review iT strategic plan; aligned with	bevelop and implement Capacity, performance and availability monitoring plan Bi-annual business continuity plan tests				
PROPOSED KPI  Number of people from employment equity target groups employed in the three hishest levels of	management	Strategy management for IT Services	Capacity, Performance and availability Management     If Service Continuity Management				
OPERATIONAL OBJECTIVE transformation		To provide efficient and effective general administrative support services	To provide efficient and effective IT support services and systems				
STRATEGIC OBJECTIVE		To ensure effective and efficient administrative support services.					
PROGRAM		Administrati on and skilis development					

	RESPONSIBLE DEPARTMENT		Corporate Services (IT)
	2016/2017	Monitor and manage information security threats; develop organization -wide data confidentiali ty and integrity plan Manage change procedures and implementa tion cycles	Monitor, manage and maintain an IT asset register
	2015/2016	Monitor and manage information security threats; develop organization -wide data confidentiali ty and integrity plan Manage change procedures and implementa tion cycles	Monitor, manage and maintain an IT asset register
ANNUAL TARGET	2014/2015	Monitor and manage information security threats; develop organization -wide data confidentiali ty and integrity plan Manage change procedures and implementa tion cycles	Monitor, manage and maintain an IT asset register
<b>V</b>	2013/2014	Monitor and manage information security threats Manage change procedures and implementa tion cycles	Monitor, manage and maintain an IT asset register
	2012/2013	Maintain an information security threats register (Risk Management) Establish change procedures and implementati on cycles	Maintain an IT Asset Register
	PROPOSED KPI	3. Information Security Management 4. Change Management	5. IT Asset Management
	OBJECTIVE		
	PROGRAIM OBJECTIVE		

RESPONSIBLE	DEPARTMENT																								Corporate Services (IT)
	2016/2017	manage and	maintain a	base of	regular	incidents	and	problems	manage and	maintain	email	archiving	and data	integrity	plans						Maintain	and manage	the website	Revamp, maintain	and manage the intranet
	2015/2016	manage and	maintain a	base of	regular	incidents	and	problems	manage and	maintain	email	archiving	and data	integrity	plans	Maintain	the website	and	implement	online self-	service	municipal	functions	Maintain	and manage the intranet
ANNUAL TARGET	2014/2015	manage and	maintain a	base of	regular	incidents	and	problems		implement	email	archiving	and data	integrity	plans	Maintain	the website	and	implement	online self-	servíce	municipal	functions	Maintain	and manage the intranet
	2013/2014	manage and	maintain a	base of	regular	incidents	and	problems		Develop	email	archiving	and data	integrity	plans						Maintain	and manage	website	Maintain	and manage the intranet
	2012/2013		Develop a	information	systems	incidents and	problems	encountered				implement	Microsoft	exchange	server						Website	redevelopme	nt and launch	Intranet	design and development
	PROPOSED KP			6. Incident and Problem	Management								1. Email Management and	Archiving Mechanisms	Implementation								2. Website redesign		3. Intranet design
OPERATIONAL	OBJECTIVE									To provide	efficient and	effective IT	support services	and systems											
STRATEGIC	OBJECTIVE															_						. —			
	PROGRAM																								

STRATEGIC	OPERATIONAL	iay waxoocaa		A P	ANNUAL TARGET			RESPONSIBLE
OBJECTIVE	<u>u</u>	PROPUSED KP	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	DEPARTMENT
		<ol> <li>Universal Project Management Systems Implementation</li> </ol>	Procure microsoft project	Manage microsoft project licenses	Manage microsoft project licences	Manage microsoft project licences and system upgrades	Manage microsoft project licences and system upgrades	
To ensure that the Workplace Skills Plan is a	- A	Successful submission of the WSP	Submit WSP to LGESTA	Submit WSP to LGESTA	Submit WSP to LGESTA	Submit WSP to LGESTA	Submit WSP to LGESTA	Corporate Services (Human Resource Development)
consultation of all stakeholders in the identification of planned training interventions.		Number of team building exercises	4	4	. 4	4	4	Corporate Services (Human Resource Development/HR)
To implement the Workplace Skills plan for a productive and motivated	a)	Percentage of employees information recorded	Filling of critical vacant positions	Detailed capturing of skills information of 90% of current employees	Detailed capturing of skills information of 90% of current employees	Detailed capturing of skills information of 90% of current employees	Detailed capturing of skills information of 90% of current employees	Corporate Services ( Human Resources)
workforce.		Number of interventions arranged into the WSP		110	110	110	110	Corporate Services (Human Resource Development)

	BNT (BR)	lman nt)	ıman nt)	uman			
a iaiswCasaa	DEPARTMENT	Corporate Services (Human Resource Development)	Corporate Services (Human Resource Development)	Corporate Services ( Human Resources)			
	2016/2017	90% PDP's sent out to employees for updating and / or completion	2				
	2015/2016	90% PDP's sent out to employees for updating and / or completion	2				
ANNUAL TARGET	2014/2015	90% PDP's sent out to employees for updating and / or completion	2				
V	2013/2014	90% PDP's sent out to employees for updating and / or completion	2	1			
	2012/2013	Filling of critical vacant positions	2	н			
	PROPOSED KPI	Percentage of PDP's sent out for updating and / or completion	Number of interventions arranged	Number of policies reviewed and developed			
	OBJECTIVE	To promote training and development in the organisation.	To capacitate and cement workforce development to achieve optimal institutional development.	To ensure compliance and proper implementation of policies and procedures.			
	SIKALEGIC						
	PROGRAM Institutional Development and Transformati on Institutional Development and Transformati on						

## 8.2 IDP, BUDGET, PMS INTEGRATION THROUGH SDBIP'S

incorporated into the Organisational PMS by developing applicable indicators for measuring of performance and then setting of targets (within selected as specified in the Framework mentioned above to allow for measuring and reporting of performance at an Organisational/Strategic At a strategic level, the IDP Priorities are aligned to the National Key Performance Areas. In terms of the IDP, Organizational objectives are the available resources as specified in the Budget). All of this is consolidated into an Organisational Score-card in line with the NKPA Model level

Implementation Plans (SDBIP's) to allow for performance reporting at an operational level as is required in terms of the MFMA. Ideally, the SDBIP aligns itself with Powers and Functions, Objectives of the Department aligned to IDP and the allocated budget, relevant indicators and The Organisational Score-card is then unpacked at a departmental/Vote level and informs the development of Service Delivery Budget targets. The Service Delivery Budget Implementation plan is then cascaded into Section 56 Performance Agreements.

prescribed in the MFMA. Reporting is done quarterly, with supporting evidence being validated and audited. Monthly reporting is now being All of these performance reports are then consolidated into the Annual Performance Report that forms a component of the Annual Report as advocated through the revision of the framework and the Auditor-General's audit strategy to align the municipality to best practices.

## 8.3 MONITORING, EVALUATION AND REVIEW

Audit Committee, which in turn reviews the PMS and submits recommendations thereon to the Mayoral Committee. In the absence of a In terms of the PMS Framework, at the end of every quarter Directorates are expected to submit to the Office of the IDP Manager their completed Organizational Scorecard and SDBIP's for further submission to Internal Audit. Internal Audit thereafter submits to the External functional Internal Audit unit, reports were submitted directly to the Municipal Manager, Audit committee and Mayoral Committee. An audit review was conducted for the Mid-year assessment only.

key Performance Indicators. The following table, derived from both the legislative framework for performance management and PMS The above process is intended to allow the municipality to monitor, evaluate and review its performance based on the National and its own IDP framework, summarizes for ease of reference and understanding the various performance reporting deadlines as it applies to the Municipality:

Table 2: PMS Reporting requirements

REPORT	FREQUENCY	SUBMITTED FOR CONSIDERATION AND/OR REVIEW	REMARKS
1. SDBIPs	Quarterly	Mayoral Committee	See MFMA Circular 13 of National Treasury for further information
2. Monthly budget statements	Monthly	Mayoral Committee	See sections 71 and 54 of the MFMA
3. Organizational Scorecard	Quarterly	Mayoral Committee	PMS framework
4. SDBIP mid-year budget and Annually during January of performance assessment each year	Annually during January of each year	Mayoral Committee	See sections 72 and 54 of the MFMA
5. Performance report	Annually	Council	See section 46 of the Municipal Systems Act as amended. Said report to form part of the annual report
6. Annual report	Annually	Council	See chapter 12 of the MFMA

# 8.4 INSTITUTIONAL PERFORMANCE MANAGEMENT SYSTEM (SECTION 57&56 CONTRACTS)

beginning of June 2014. In support of the PMS, a list of annexures regarding the SDBIP and Organizational Scorecard are attached in this In terms of the Regulations for Municipal Managers and Managers reporting directly to the Municipal Manager, all Performance Agreements were signed for the 2013/14 financial year. In respect of the 2014/15 financial year, this will be informed by the approved SDBIP's by document.

### SECTION I: ANNEXURES

### SPATIAL DEVELOPMENT FRAMEWORK AG AUDIT REPORT AND RESPONSES DISATER MANAGEMENT

### 9 SECTOR PLANS

Ref.	Activity/ Item	MEC	Levels of Execution	ls of Ition			Comments	ents
	Description	Report Findings	¥3.	₩Q*	2011/12	2012/13	2013/14	
<u>,</u>	Disaster Management Plan/ Contingency Plan	None	`>		<b>&gt;</b>	<i>&gt;</i>		District Municipality is implementing through shared Services but Dipaleseng has its own Disaster Contingency Plan in place.
2.	HIV/AIDS Action Plan	None	`>	-3 <b>-</b> 3 -3 -3 -3 -3 -3 -3 -3 -3 -3 -3 -3 -3 -3	`>	>		Special Programs are being implemented though at Provincial Program level
m	Institutional Plan	None	>		<i>\</i>	Ą	<i>&gt;</i>	Completed but awaiting approval by Council
4.	Performance Management System (PMS)	None	>		>	^	>	It's being implemented with Section 56 but rollout is underway
Ŗ,	Skills Development Plan	None	<b>&gt;</b>		<i>\</i>	^	<i>&gt;</i>	Approved by Council and is under implementation.
6.	Financial Management Plan	Identified as the Shortcoming	<b>&gt;</b>		>	<b>&gt;</b>	<b>&gt;</b>	Fully-fledged Financial Plan to be developed next financial year.
7.	Capital Investment Programme/ Framework (CIP)	Identified as Shortcoming	>		`>	`	<b>&gt;</b>	One Year Capital Program incorporated into the IDP but the Municipality on the process of developing a three to five year capital investment program
80	Integrated Environmental Programme	Identified as Shortcoming	^		<b>&gt;</b>	<i>,</i>		Being developed and to be completed next financial year.
9.	Local Economic Development (LED)	None	>		•	,		Being reviewed, and to be completed in September 2014.
10.	Poverty Relief / Alleviation Programme	None	`>		`>	<i>\</i>		Development underway
11.	Revenue Enhancement Strategy	None	,	15) 999,0530	<b>,</b>	^		Review underway, very critical for the LM
12.	Housing Strategy	None			`	٨	Ŋ	Under review, and to be completed next financial year
13.	Water Services Development Plan (WSDP)	None	>	>	`>	<b>&gt;</b>	<i>&gt;</i>	WSDP available, but to be reviewed to meet the needs requirements.
15.	Waste Management Plan	None	,	<b>y</b>		^	^	Under review to identify new landfill sites.
16.	Roads and Storm water Master Plan	None	^			^	>	To be developed next financial year.
17.	Transportation Plan	None	`>	\$	>	`		Developed by the District. Dipaleseng has developed the Urban Transportation Plan
<del>,</del>	Electrification Plan	None	>	<b>X</b>		*	`^	Available with the DC. But Dipaleseng to develop its own plan
19.	Tourism and Marketing Plan	None	^	Ş		,	À	Development underway.
20.	Land Use Management Plan	None	>		<i>&gt;</i>	~	<i>&gt;</i>	Available and being rollout to townships.
21.	Spatial Development Framework	Identified as good	^		`^	<i>&gt;</i>	<i>&gt;</i>	Review underway.
22.	Gender Employment Equity Plan	Identified as good	^		<u> </u>	<i>&gt;</i>	<b>\</b>	Approved by Council and implementation underway.

		way	ly .	13		s underway and	
		Approved by Council and implementation underway	Approved by EXCO and implementation underway	Approved by EXCO and implementation underway	To be developed next financial year	Investigation on identification of suitable sites underway and to be completed in September 2014	
Comments	2013/14	\ \	Y	Ą	<u> </u>	, t	
	2012/13   2	>	•	`	`>	>	
	2011/12	<b>&gt;</b>	`>	`			
Levels of Execution	₩Q.	100 100 100 100 100 100 100 100 100 100					
Lev		>	>	`>	`>	`>	
MEC Evaluation	Report Findings	Identified as shortcoming	Identified as shortcoming	Identified as shortcoming	Identified as shortcoming	Identified as shortcoming	
				gement	vention		
Item	tion	tegy	Policy	et Mana	tion Pre		
Activity/ Item	Description	tion Strat	ications	and Asse	Corrupt	lan	
		Communication Strategy	IT Communications Policy	IT Policy and Asset Management Policy	Fraud and Corruption Prevention Strategy	Cemetery Plan	
Ref.		23.	24.	25.	26.	27.	

# DIPALESENG TURN ARROUND STRATEGY

MTAS PRIORITY Service	MILESTONE Reduction of the water	DETAILED ACTIVITIES The water backlog will be	RESPONSIBLE OFFICIAL Director:	TARGET DATES 30 June 2015	BLOCKAGES / CHALLENGES No Blockages	SUPPORT NEEDED IN TERMS OF UNBLOCKING Require technical assistance
Delivery (Water infrastructure	backlogs which is 5.4% thereby improving access to water (1000 HH in Zenzele, 1500 HH in Grootvlei and 200 HH in Ext 6)for communities within the RDP standards, yard connection and in-house connection by October 2014	the second and the second	Infrastructure Services			in lobbying for funding from Sector departments and external funders.  Business plans are in place, and require funding for implementation.  COGTA, DWA and National Treasury
1.1 Implementation of Water Conservation Demand Management (WCDM)	Attend to water leakages to 5000 households in Siyathemba and Nthorwane thereby implementing the WCDM  Reduce 46kl of water loss per HH/D	<ul> <li>Review the Water conservation and demand management Plan</li> <li>Implement Water Conservation and Demand</li> <li>Management (WCDM)</li> <li>Appointment of 100 qualified plumbers to do door-to-door house</li> </ul>	Director: Infrastructures Services	30 June 2015	Insufficient funding, however there is R5000.00 secured from MIG	COGTA to assist with funding mechanisms  DWA to increase the funding

SUPPORT NEEDED IN TERMS OF UNBLOCKING		funding COGTA to increase MIG funding funding funding for bulk infrastructure (SOPA)  of to burst is in period longer service service service in saleseng er loss pipe
BLOCKAGES / CHALLENGES		insufficient funding from MIG High rate of burst pipes leading to high water loss (Dipaleseng west) Interruption of business due to burst pipes  Water and sanitation services infrastructure is beyond design period thus can no longer sustain service delivery  Ageing infrastructure in the Dipaleseng West.  High water loss due to pipe leakages
TARGET		30 June 2015
RESPONSIBLE OFFICIAL		Director: Infrastructures Services
DETAILED ACTIVITIES	visits.	■ Upgrading/extension of Water purification plant to increase the Capacity from 110 ml to 300 M&/day in 2030 ■ Development of operation and maintenance plan to indicate critical areas for maintenance ■ Construction of a new 300mm Raw water pipeline take off point from Greylingstad dam to Nthorwane WTP
MILESTONE		Ensure a secured and sustainable potable water supply for the rapid increasing water demand of the developing communities in the Dipaleseng Municipality
MTAS		of Ageing Infrastructure (Dipaleseng)

2. Accelerating in Reduce the housing Dacklogs will be sustainable backlogs exist methods at a color housing and backlogs with the sand Development at a color housing and solor housing watering list and 300 following housing projects in the housing watering list and 300 following housing projects and peached server housing and stables housing projects and beartment of the stables and the	MTAS	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
backlogs estimated reduced through the and Development housing projects in In Development of the (Human Settlement) over the past 10 years. and 1000 following housing projects:  I collowing backlogs estimated at backlogs of Continuing and 100 backl		ar austidir			30 June 2015	development	Require technical assistance
at 6000 housing implementation of the (Human Settlement) Dipaleseng happened over the past 10 years. A nousing waiting list of following housing projects:  (Dipaleseng housing projects of beneficiaries housing projects and beneficiaries and soor through the following database) I without a performance of the following projects and beneficiaries a peproval:  (Units) which have a provided beneficiaries a peproval:  I which have a performed a performed approval:  I wail Development app	Sustainable	backlogs estimated	through				in lobbying for funding from
units and 3 000 following projects:  housing waiting list of people and the people of	Human	at 6000 housing	of	(Human Settlement)		Dipaleseng happened	Sector departments (MIG)
housing waiting list of people a Systhemba 890 (Dipleseng housing database)   Housing database)   Housing projects   Grootvel Ext 182   Housing projects   Housing projects   Housing projects   Housing projects and the process has been exacerbated by the implementation of the process has been exacerbated by the implementation of the process has been exacerbated by the implementation of the process has been exacerbated by the implementation of the safety of the process has been exacerbated by the implementation of the safety of the process has been exacerbated by the implementation of the safety of the process has been exacerbated by the implementation of the safety of the process has been exacerbated by the implementation of the process has been exacerbated by the implementation of the process has been exacerbated by the implementation of the process has been exacerbated by the implementation of the process has been exacerbated by the implementation and the implementation ana	Settlements	units and 3 000	following housing projects:	and the second s		over the past 10 years.	and Department of Human
of people systyemba 890 been delays in been delays in been delays in bendiciaries  housing database   Nuhowane Housing – 1500 beneficiaries   Grootviei Ext 182   Exacerbated by the thousing projects and Housing projects and Housing projects and Housing projects   Experimentation of through the process has been through the process has been through the product of through the process housing units   Housing	(land issues,	housing waiting list				Since then there have	Settlement
housing projects and Housing – Nuthorwane Housing – 1500 beneficiaries  Housing projects and Housing – 1200  Housing projects and Housing – 1200  Housing projects and Housing – 1200  Housing backlogs are Grootviel Ext 182  Housing Jojects are Housing a 1200  Housing Jojects are Housing a 182  Housing Joject Housing – 1200  Housing Joject Housing Porcing Housing Project Housing Porcing Porcing Housing Porcing Housing Porcing Housing Porcing Housing Porcing Housing Porci	housing		Siyathemba			delays	
housing database) Nithorwane Housing – housing projects and Housing projects and Housing projects and Housing projects are grootvel Ext 182 can be reduced beneficiaries and through through beneficiaries and exacerbated by the high levels of this beneficiaries and the can be reduced beneficiaries and the reduced beneficiaries and through and the limplementation of a Balfour Storm drainage the following 205 and angle 1-850 units approval:  In Rural Development Phase (-1000 housing brover)  In Rural Development Phase (-1000 housing units and the sound through the municipality to expropriate private owned land for the owned land for the process has been a lack to sound the sound through the	backlogs etc		beneficiaries			obtaining approval for	
Housing projects Housing projects Housing packlogs Grootviel Ext 1&2 Grootviel Ext 1&2 Housing backlogs Grootviel Ext 1&2 Housing backlogs Grootviel Ext 1&2 Housing - 1200 Housing backlogs Housing backlogs Grootviel Ext 1&2 Housing - 1200 Housing backlogs Housing backlogs Housing backlogs Housing backlogs Grootviel Ext 1&2 Housing - 1200 Housing backlogs Housing backlogs Grootviel Ext 1&2 Housing - 1200 Housing backlogs Housing backlogs Housing backlogs Housing - 1200 Housing backlogs Housing - 1200 Housing backlogs Housing backlogs Housing - 1200 Housing backlogs Housing backlogs Housing - 1200 Housing backlogs Hous		housing database)				housing projects and	programme managers
Housing backlogs and Grootviel Ext 18.2  can be reduced Housing – 1200  through beneficiaries  the following 205  -1385 housing units  a conditional sixtemba storm  dunits) which have a storm drainage a conditional approval:  a conditional sixtemba storm  dunits a projects  systhemba storm  dunits a conditional sixtemba storm  approval:  b Communities to search a communities to search  communities to search  for job opportunities  in urban centres.  Nthorwane & sixtemba sixtemba  committee a speen a lack of financial commitment from committee to fluman settlement in the past.  Land availability has also stallled the delivery of housing project thus forcing the municipality to expropriate private owned land for the		Housing projects	1500 beneficiaries			the process has been	for implementing of
Housing – 1200 beneficiaries beneficiaries  Balfour Storm drainage - 1385 housing units Siyathemba storm damage (2) – 800 units Rural Development Phase (- 1000 housing units  Sthandiwe Village housing –50 housing units  Commitment from Stalled the past. Land availability has also stalled the municipality to expropriate private of the		Housing	Grootvlei Ext			ģ	approved projects.
beneficiaries  Balfour Storm drainage  Balfour Storm drainage  1.385 housing units  Siyathemba storm damage 1.850 units  Rural Development Phase (-1000 housing units  Sthandiwe Village housing -50 housing unit  Zone 14 Housing - 20  Department of Human Settlement in the past. Land availability has also extred the municiality to expropriate private powned land for the			t			levels	<ul> <li>Identify and release land</li> </ul>
<ul> <li>Balfour Storm drainage  - 1385 housing units  - 1385 housing the rural communities to search for job opportunities in urban centres.  - 1385 housing the rural communities to search for job opportunities in urban centres.  - 1385 housing to search for job opportunities in urban centres.  - 1385 housing to search for job opportunities in urban centres.  - 1385 housing to search for job opportunities in urban centres.  - 1385 housing to search for job opportunities in urban centres.  - 1385 housing to search for job opportunities in urban centres.  - 1385 housing the for job opportunities in urban centres.  - 1385 housing the for parturent of human centres.  - 1385 housing the financial for the past.  - 1385 housing the forming project thus forcing the municipality to expropriate private owned land for the commitment of the forcing the forcing the project thus forcing the municipality to expropriate private owned land for the forcing the forcin</li></ul>		through	beneficiaries			urbanization and the	
<ul> <li>-1385 housing units</li> <li>Siyathemba storm damage 1-850 units</li> <li>Siyathemba storm damage 2-800 units</li> <li>Siyathemba storm damage (2) - 800 Units</li> <li>Rural Development Phase (-1000 housing units</li> <li>Sthandiwe Village housing -50 housing unit</li> <li>Zone 14 Housing - 20</li> <li>Land availability has also stalled the delivery of housing the municipality to expropriate private owned land for the</li> </ul>		implementation of				collapse of Agricultural	
<ul> <li>Siyathemba storm damage 1 - 850 units</li> <li>Siyathemba storm damage (2) - 800 Units</li> <li>Rural Development Phase (- 1000 housing units</li> <li>Sthandiwe Village housing - 50 housing units</li> <li>Zone 14 Housing - 20 units</li> <li>Land availability has also stalled the delivery of housing project thus forcing the municipality to expropriate private owned land for the</li> </ul>		the following 205	- 1385 housing units			sector forcing the rural	housing forms
damage 1 - 850 units  siyathemba storm damage (2) - 800 Units  Rural Development Phase ( - 1000 housing units  sthandiwe Village housing -50 housing unit  Zone 14 Housing - 20 units  salso stalled the delivery of housing project thus forcing the municipality to expropriate private owned land for the		housing projects	Siyathemba			communities to search	Finalise
<ul> <li>Siyathemba storm damage (2) – 800 Units</li> <li>Rural Development Phase ( 1000 housing units</li> <li>Sthandiwe Village housing -50 housing -50 housing -20</li> <li>Zone 14 Housing - 20</li> <li>Land availability has also stalled the delivery of housing project thus forcing the municipality to expropriate private owned land for the land availability to expropriate private</li> </ul>		(units) which have	damage 1 - 850 units			for job opportunities	Policy (Investigate
damage (2) – 800 Units  Rural Development Phase ( – 1000 housing units  Sthandiwe Village housing –50 housing unit  Zone 14 Housing – 20 units  Land availability has also stalled the delivery of housing project thus forcing the municipality to expropriate private owned land for the		a conditional	Siyathemba			in urban centres.	options for the release
Rural Development Phase (~1000 housing units Sthandiwe Village housing —50 housing unit Zone 14 Housing — 20 units  Land availability has also stalled the delivery of housing project thus forcing the municipality to expropriate private owned land for the		approval:	damage (2) 800 Units				of land below market
Phase ( – 1000 housing units  Sthandiwe Village housing –50 housing –20  Land availability has also stalled the delivery of housing project thus forcing the municipality to expropriate private owned land for the		in the second se	Rural				
Sthandiwe Village housing –50 housing –50 housing –50 housing –50 housing – 20 commitment from Department of Human Settlement in the past. Land availability has also stalled the delivery of housing project thus forcing the municipality to expropriate private owned land for the		hill the same	Phase ( - 1000 housing			Grootviei issues	varying income
Sthandiwe Village housing –50 housing –50 housing –50 housing –50 housing – 20 commitment from Department of Human Settlement in the past.  Land availability has also stalled the delivery of housing project thus forcing the municipality to expropriate private owned land for the							categories)
housing –50 housing unit  Zone 14 Housing – 20  Land availability has also stalled the delivery of housing project thus forcing the municipality to expropriate private owned land for the		alter to a bi-frage	Sthandiwe			There has been a lack	
unit  Zone 14 Housing – 20  Land availability has also stalled the delivery of housing project thus forcing the municipality to expropriate private owned land for the		n Mark Statement	-20	-			
Zone 14 Housing — 20  units  Land availability also stalled delivery of hou project thus for the municipality expropriate priv			unit				COGTA, DHS and Treasury
Settlement in the p Land availability also stalled delivery of hou project thus for the municipality expropriate priv			Zone 14 Housing -			Department of Human	
stalled ery of hou ect thus for municipality opriate prived		Web-mark to	units			Settlement in the past.	
stalled ery of hous ect thus forc municipality opriate priv		are deliciones More				availability	
ery of hous ect thus forc municipality opriate priv ed land for		unkan tekna				stalled	
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municipality opriate priv ed land for		r Middelana kund				thus	
70						municipality	
land for		ia wananina ka					
		risionman				land for	

DETAILED ACTIVITIES
The municipality is in the
process of undertaking
study for roads and storr
water management
with the intention
determining the kilometre
of access roads that need to
be improved within the
pali
have a sound
allocating
səo.
their condition
maintenance of existing
road and
drainage
Review of the Water service
Development Plan (WSDP)
in order to quantify water
and sanitation backlogs
Develop the Operations and
Maintenance

MTAS	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
		existing ageing infrastructure particularly in the Dipaleseng West			future years and a plan to reduce the backlogs	
MTAS	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF
4. Debt Management ( increase payment factor)	To reduce the municipal debt into an acceptable level and inline with GRAP  Debtors are accumulating each month as credit, mainly in the East, is not controlled. The electriTown disconnection process in the West maintains a fairly high pay factor, however the supply of water is not used as leverage in the East where the pay factor is low.	Revenue enhancement task team has been set up and the following areas have been identified to be addressed:  1. Councillor arrears 2. Staff arrears 3. Audit indigent register 4. Categorise debtors per easy of collectivity - risk analysis 5. Ward committees need to be educated with regard to the need for all to pay their current accounts 6. Accounts need a data clean up 7. Water flow regulators to be installed for leverage in areas where we do not supply electriTown 8. Water to be limited to 12	Director: Budget and Treasury Office: Financial Services	30 June 2015	Insufficient budget Is part of the normal departmental budget  2. The fixing of leaks is dealt with by the relevant department  3. The cost of the implementation of water flow regulators will need to be sourced first from water savings and thereafter form part of the relevant departments' annual budget.	Capacity needs to be addressed with regard to suitably skilled staff as well as office space  2. Council buy in  3. Support of Officials management  5. Departmental buy-in. Task team meetings are not well attended  6. Deceased estates in the East are not wound up. due to both lack of knowledge of legislation requirements as well as lack of funds, therefore properties not transferred.

80 01 L	ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET	BLOCKAGES / CHALLENGES	SUPPORT NEEDED IN TERMS OF UNBLOCKING
O1 L	accountholders				7. Indigent water needs to
	9. The appointment of the				be limited in terms of the
	Debt Management Service				policy
	Provider to be finalized				
	10. Water leaks in the Six			-	Provincial Treasury to assist
	Wards to be addressed				with Capacity challenges
	11. Need to implement Easy	-			
	pay facilities			***************************************	COGTA to assist with
	The second secon				financial Capacity and
_	Landy with the state of the sta				technical advice.
			***************************************		
	DETAILED				SUPPORT

C	L	DETAILED		H C C 4 H		SUPPORT
PRIORITY	ш 2 2 3 3 4 4 4 4 4 8 8 8 8 8 8 8 8 8 8 8 8 8	AC III	OFFICIAL	DATES	CHALLENGES	TERMS OF UNBLOCKING
5. Clean Audit by	The municipality has set	Develop and implement the	Chief Financial	30 June 2015	Lack of compliance	Provincial Treasury to
2014	a target of a clean audit	audit action plan	Officer: BTO		with the MFMA	provide technical
	by 2014 after obtaining					support and Capacity
	qualified audits for three	Review and finalisation of	All Executive		Lack of financial	building
	consecutive times.	the Financial Plan which	Directors		discipline among	
	and the state of t	would assist the			senior management	COGTA to provide the
	Reduce the high	municipality in identifying	and the same			monitoring and
	percentage of fruitless	new income streams and			Lack of political	evaluation for financial
	and unauthorized	improve municipal financial			oversight	systems.
	expenditure (previously	efficiency				
	it was R22m and R15m					
	for last financial year).	Implementation of MFMA	Ter week seen			
	AND SALAR THE SA	regulations and debt				
		Recovery Plan and				

SUPPORT NEEDED IN TERMS OF UNBLOCKING		
BLOCKAGES / CHALLENGES		
TARGET DATES		
RESPONSIBLE OFFICIAL		
DETAILED ACTIVITIES	Implementation of SCM regulations Implementation of a risk register Implementation of a risk register Implementation of Municipal approved delegations  To appoint a service provider to assist us with risk profiling of our debtors. Once this exercise is complete, then we will discount our debtors in terms of IAS 39 and determine the provision for	doubtful debts and impairment.
MILESTONE		
MTAS		

SUPPORT NEEDED IN TERMS OF UNBLOCKING	through MSIG through MSIG COGTA to provide Capacity building and play monitoring and evaluation.
BLOCKAGES / CHALLENGES	Financial constraints limits the municipality in implementing some of these programs lnsufficient funding from the MSIG personnel on asset management  Lack of internal Capacity to undertake this exercise
TARGET DATES	30 June 2015
RESPONSIBLE OFFICIAL	Director: CFO: Budget and Treasury Office
DETAILED ACTIVITIES	appointment of the Asset Manager;  To engage professional valuer to determine the residual values of all infrastructure assets and Land & Buildings;  To engage the professional valuer to determine the Assets Net Replacement Value of all infrastructure assets and Land & Buildings;  To engage the professional Engineer to assist with impairment assessment;  To update the asset register with asset acquisitions and disposals;  To inculcate the culture of month end discipline in term of reconciliations between the General Ledger and Asset Register.  To engage the with asset service provider to assist us with asset verification.  To inculcate the culture of month asset verification.
MILESTONE	To have a Generally Recognized accounting Practice (GRAP) compliant asset register.  Develop the asset register  Review the residual values and useful lives of assets at each reporting date in accordance with SA Standard of GRAP 17, Property, plant and equipment (PP&E), as evidenced by assets with a gross carrying amount of R10,024 million being included in the financial statements at a zero net carrying amount whilst still being in use, thus impacting on the valuation of these assets.
MTAS PRIORITY	6. Assets Management

SUPPORT NEEDED IN TERMS OF UNBLOCKING	SUPPORT NEEDED IN TERMS OF UNBLOCKING	DEDT	
BLOCKAGES / CHALLENGES	BLOCKAGES / CHALLENGES	There are no blockages being experienced in terms	
TARGET DATES	TARGET	30 June 2015	
RESPONSIBLE OFFICIAL	RESPONSIBLE	Director: Planning and Development	
DETAILED ACTIVITIES	DETAILED	Mainstreaming SMME development within the organization  To Implement "Phezokomkhono" programme as a component of SMME development.	
MILESTONE	MILESTONE	SMME Development should be part and parcel of the infrastructure development.	
MTAS	MTAS	7. Identify infrastructure that support economic development	

SUPPORT NEEDED IN TERMS OF UNBLOCKING	DEDT to provide financial support for Industrial and manufacturing projects  The Department of Agriculture to provide financial support for extensive agricultural support
BLOCKAGES / SU CHALLENGES	High     unemployment     (estimated at 40%)     leading to poverty and deepening inequality;
TARGET	30 June 2015
RESPONSIBLE OFFICIAL	Director: Planning and Development
DETAILED ACTIVITIES	<ul> <li>Support SMME development through incubators;</li> <li>Promote and support entrepreneurial activities especially by the youth;</li> <li>Support and promote the development of cooperative within Dipaleseng</li> <li>Revive the viability of the mining industry;</li> <li>Develop and roll out an extensive agricultural programme</li> <li>Promote and support the development of the Hydroponics project</li> <li>Support government led job creation programmes such as the Extended Public Works Programme,</li> <li>Community Works</li> <li>Programmes and the Food forSchools/Hospitals/Prisons programmes;</li> <li>Roll out and extend the reach of the Poverty</li> <li>Alleviation programme to cover all wards within Dipaleseng especially the most needy</li> </ul>
MILESTONE	To ensure that economic growth must be accompanied by increase in employment, this requires a focus on promoting and supporting labour absorbing sectors of the economy
MTAS	8. Halving poverty and unemploymen t by 2014

SUPPORT NEEDED IN TERMS OF UNBLOCKING	SUPPORT NEEDED IN TERMS OF UNBLOCKING				COGTA to provide financial support in order to conduct customer survey	COGTA to provide financial support for strengthening of ward committees		
BLOCKAGES / CHALLENGES	BLOCKAGES / CHALLENGES	Lack of customer satisfaction survey	Poor Intergovernmental relations		Lack of funding to conduct customer satisfaction survey	Lack of Community Development workers		
TARGET DATES	TARGET DATES	30 June 2015			30 June 2015			
RESPONSIBLE OFFICIAL	RESPONSIBLE OFFICIAL	Municipal Manager and	Chief of Operations		Municipal Manager Director IDP	Manager PMS		
DETAILED ACTIVITIES	DETAILED ACTIVITIES	Development of a communication policy	Implement the municipal newsletter	Revive the municipal website and corporate branding	Strengthening of municipal structures and committees Conduct customer	satisfaction survey, every two years		
MILESTONE	MILESTONE	<del> </del>	communication with its stakeholders		Ensure community Feedback			
MTAS	MTAS PRIORITY	9. Development of a	Communicatio n Strategy/ policy				3	

SUPPORT NEEDED IN TERMS OF UNBLOCKING	None	To secure funding from DBSA DEDT to provide financial support for establishment of the single forum
BLOCKAGES / CHALLENGES	Lack of coordination within municipal businesses Departments working on silos Overlapping of certain functions eg Environmental issues and waste management issues	There are various existing forums with different interest
TARGET DATES	30 June 2015	30 June 2015
RESPONSIBLE OFFICIAL	Municipal Manager and Director IDP	Director: Planning and Development
DETAILED ACTIVITIES	Co-ordination of projects and programs within the municipality. Alignment of IDP, PMS and budget within the municipality	Mainstreaming of various forums into a single forum to participate on municipal business
MILESTONE	To ensure that there is a vibrant and effective interdepartmental committee.	Establishment of an Economic development Forum
MTAS PRIORITY	10. Integration and Co-ordination (Establishment of business forums)	

# 11. AUDITOR GENERAL OUTCOME AND ACTION PLAN FOR 2012/13 FINANCIAL YEAR

Dipaleseng Local Municipality received a QUALIFIED AUDIT OPINION in 2012/13 financial. The AG has raised certain issues that need to be addressed, and the table below outlines the issues raised by AG and how the municipality is going to address them.

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

CAUSES OF AUDIT FINDING ACTIVITIES TO BE UNDERTAKEN TO REMEDY RESPONSIBIL  THE KEY FINDINGS AND ADDRESS CAUSES	The infrastructure additions of R 16 388  While infrastructure additions of Requisitions of additions (e.g. Requisition, Allocations, classifications), Monthly payment / capitalisation certificates not provided by management. The limitation disagreement.  The conciliations of additions (e.g. Requisitions, classifications), Monthly payment / capitalisation certificates not payments. The Project manager (PMU) and the Asset official should provide CFO with reports with regard to the items mention above	During the verification of the movable assets there were assets that were found by the auditors:  Novable assets  All Assets should be bar-coded with a unique tracking number  For assets that poses danger GPS coordinates be fed with accurate information for easy tracing and the asset register has the Minimum required tabsa as per asset framework	 ANNEXURE A above above The following completed canifel projects. The CEO should ensure the following
Component affected KEY AUDIT CAUSES OF A FINDINGS	Assets  Limitation:  Limitation:  Infrastructure additions could not be audited payment / capitalisation cer not be audited provided by management. T due to supporting limitation disagreement. requested not provided	Assets Misstatement of During the verification of the asset: Assets assets the could not be by the auditors:  verified Movable assets	 DIPALESENG MUNICIPALITY MITAS ANNEXURE A Assets Indiana of the following of

Suspense Account Disagreement: regularly and have balances that date misstatement: regularly and have balances that date account are account are 2011/12 financial year. And as a result overstated with Suspense accounts will be overstated with R12 191 accounts will be overstated by management for information number 53 dated 13 journals, Trade receivables was not submitted by management, for journals and the Journals and the Journals and deficiency: VAT monthly VAT reconciliation between the reconciliation not performed following differences.	CAUSES OF AUDIT FINDING	ACTIVITIES TO BE UNDERTAKEN TO REMEDY THE KEY FINDINGS AND ADDRESS CALISES	RESPONSIBILITY	DUE DATE FOR
Disagreement misstatement: The suspense account are overstated with R12 191 A05.54  Limitation: VAT payable journals, Trade receivables journals and limitation deficiency: VAT reconciliation not performed		Т	CHO	
	The suspense accounts were not cleared	The Council should have clear policy in dealing with	5	31-May-14
	regularly and have balances that date	untraceable deposits (Amounts not reported within a		
		certain period be regarded as income other wise		
	2011/12 financial year. And as a result	revert back to liabilities) however no exception on		
	suspense accounts will be overstated	payments		
		>Bank and cash management official should ensure		
		that daily bank reconcialition is conducted		
		>Ensure Amounts are appropriately allocated and		
		variance be followed up		
		>Bank recon daily reviewd by the CFO		
	The supporting documentation for request	for request The CFO Shpould Ensure that supporting documents	CFO	। देशका अधिक इंदर्ग सन्तर ।
	for information number 53 dated 13	are kept for every transaction occurred, System		
		transaction audit be conducted to verify if the current		The second second second
	was not submitted by management, for	transactions have accurate and valid supporting		
	he Journals	Documents		
deficiency: VAT monthly VAT reconciliation general ledger and not performed the VAT 201's; this restant following differences.	The municipality did not perform a	The CFO should ensure that there are working papers CFO	CFO	31-May-14
		on monthly basis for Vat Calculation,		
		>Appropriate journals passed on monhtly basis		
following differences.	the VAT 201's; this resulted to the	>agree amounts on General ledger (VAT control		
	blowing differences.	account) to MP201		
		Keep A register for all VAT returns and GL printout on		
		the financail system		
		>Performe recon between GL and MP 201 and any		
		variances be followed up and cleared		

Component affected	KEY AUDIT FINDINGS	JSES OF AUDIT FINDING	<u></u>	RESPONSIBILITY	DUE DATE FOR EACH ACTIVITY
Non-compilances	Non- compliance: Internal Audit: Non compliance with MFMA section 165(1), internal audit unit not established	The Municipality did not establish a functional Internal Audit unit as required by the Municipal Finance Management Act section 165 (1), (2) (b) and (3).	wdes	MM	31-May-14
Non-compliances	Non- compliance: Audit Committee: Council of the municipality did	45	>the Council should ensure that there's budget available for filling of this posts	MM	31-May-14
Non-compliances	Non Compliance: The municipality did not calculate the interest for long outstanding debts according to the debtors' statements.	The accounting officer did not charge interest on debtors accounts of the municipality for the services rendered on the monthly basis.	The MM Should ensure that the policy is updated to cover such requirement >Such interest rate should reviewd yearly so to be in line with the current lending rate >the policy should clearly state the interest to be charged and updated yearly	CF0	
Non-compliances	Non- compliance: Payment to suppliers not made within 30 days of R345 333.49.	Compared the suppliers invoice date to the payment date and the following payments were not made within 30 days:	exist tors by aid ived	CFO	
Non-compliances	Non- compliance: Trading with suppliers in service of the state for the state for the total transaction	The members of the following suppliers are officials of the state but they traded with the municipality. There was no declaration in place for Tropical Sky Trading, This will lead to irregular expenditure.	ø #	CFO	31-May-14
Non-compliances DIPALESENG MUI	Non- compliance: performance of performance of compliants of normants on a monthly	The following contracts are not monitored on a monthly basis  1. t@consulting  APICH Rewards EXUBE A  S. Maximum Montrecounty	The MM and respective SM should have a checklist developed that will encompas > descreption of activities to be perfromed by the Service provder > target date for each activity >Outcome of each activity > Review/Target date by Managemet	MM	31-May-14

Component affected	KEY AUDIT FINDINGS	CAUSES OF AUDIT FINDING	ACTIVITIES TO BE UNDERTAKEN TO REMEDY THE KEY FINDINGS AND ADDRESS CAUSES	RESPONSIBILITY	DUE DATE FOR EACH ACTIVITY
АОРО	AOPO: Internal control deficiency: Management did not establish internal controls to manage performance information	AOPO: Internal The municipality did not design controls control to reconcile the reported actual deficiency: performance against Management did the source documents where they not establish originate from. internal controls to manage performance information	>The MM should esnure that a performance management system unit if formed > The PMU should have the following documents for Monitoring -Approved budget/adjustment budget, Approve IDP, Approved SDBIP, Approved perfromance contract of each SM - Develop a checklist to ensure the alignement of the Budget to IDp to SDBIP - Develop a checklist to esnure that performance contract speaks to Budget. IDP and SDBIP	Director Infrastructure	31-May-14
AOPO	AOPO: Non compliance: Municipality did not establish and implement the effective performance management system (PMS)	The municipality did not establish the performance management system which is line with the priorities, objectives, indicators and targets contained in its Integrated Development Plan(IDP), clarifies the roles and responsibilities of each role-player, including the local community, in the functioning of the system, determines the frequency of reporting and the lines of accountability for performance, relates to the municipality's employee performance management processes and provides for the procedure by which the system is linked to the municipality's IDP	> The MM should esnure that a performance management system unit if formed > The PMU should have the following documents for Monitoring -Approved budget/adjustment budget, Approve IDP, Approved SDBIP, Approved perfromance contract of each SM - Develop a checklist to ensure the alignementof the Budget to IDp to SDBIP - Develop a checklist to esnure that performance contract speaks to Budget, IDP and SDBIP	Director Infrastructure	31-May-14
AOPO	AOPO: Limitation misstatement: Portfolio of evidence for actual performance reported not provided for audit	unable to obtain the and explanations I considered to satisfy to the reliability of information with respect to listed below e reported on the annual e report. This was due to placed on of my work due to the fact that ion could not provide sufficient is	The MM has to ensure the PMS has necessary tools to populate an appropriate Indicators, measurement, objectives  > And on completion of the SDBIP; management reviews is required to assess the validity of information on the reporting tool in terms of accuracy, completeness, relevancy and reliability of information	Director Infrastructure	31-May-14
DIPALESENG MUNICIPALITY   MTAS	IPALITY   MTAS.	ANGERCE IR EXPOOR of the information presented with respect to the listed below			

### 12. 3 MEC COMMENTS

The MEC for Cogta provides comments on annual basis on the DLM"s approved IDP. The following comments were made on 2013/14 IDP and have been incorporated in this document with DLM responses.

lable: 50 WEC confinence	
MEC COMMENTS	DLM RESPONSES
IDP not submitted as per prescribed framework	Strict adherence to the process plan in the next revised cycle.
Municipality does not have budget to execute any project related to disaster management	Budgetary provision to be made in the 2014/15 financial year
Integrated Human Settlement huge backlogs are observe by	Department of Human Settlement to allocate houses as per the municipal housing sector plan
Process plan in managing IDP review process	Commit strict adherence to next cycle of review 2015/15
MEC commended the municipality on other areas on the compilation and the presentation of the IDP	DLM note the comment with appreciation and commit to replicate the good work done.
SWOT Analysis	SWOT Analysis has been updated as per the Strategic Planning session held on 21-23 May 2014 and incorporated
Five Year Financial Plan	The five-year financial plan and incorporate into the IDP.
Municipal projects not informed by municipal strategies	The municipality conducted Departmental Lekgotla in order for each Department to align their municipal projects to the strategic goals and objective.

### **CHAPTER: 12 DISASTER MANAGEMENT**

Section 1 of the Disaster Management Act, 57 of 2002 defines "disaster management" a a continuous and integrated muilti-set oral, muilti-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.

### 12.2 Disaster Risk Reduction

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

HAZARDS	DISASTER, PREVENTION, MITIGATION FOR SPECIFIC KNOWN RISK
Road accidents	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	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	Implementation of floods awareness campaigns
130W)	<ul> <li>Adequate provision of maintenance if storm water systems.</li> </ul>
	<ul> <li>Development and implementation of evacuation of plans</li> </ul>
	Relocation of residents located close to flood line to safer areas.
	• Ensure adequate responses.
	• Implementation of land use regulations
**************************************	• Ensure early warning arrangements.
G	Municipal communications department and SA weather service.
Severe Storm	• Ensure effective early warning system.
and strong Winds	Municipal communications department and SA weather.
WILLUS	• Identify critical facilities
	• Ensure adequate response capabilities of emergency services.
	Implement education and awareness campaigns.
	Implement building regulations.
Informal and	Implement education and awareness campaigns.
Structural fires	Provision of adequate hydrants and water supply.
	• Ensure sufficient personnel and firefighting equipment.
	Provide access roads to informal and rural areas.
Water and Air	• Ensure continuous monitoring of water and air quality within the
pollution	municipality
	• Ensure continuous flushing of reservoirs and infrastructure.
	Implement training and awareness campaigns.
Hazardous	• Ensure registration of vehicles transporting hazardous materials.
Material	• Continuous monitoring of premises handling storage and distribution of
Incidents	hazardous material.
	Awareness campaigns and training in the handling storage and distribution
	of hazardous material.
	Ensure competently campaigns.
Illegal Dumping	• 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	• 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	Maintain and monitor dam infrastructure
Railway	Awareness campaigns
Accident	Establish continuous deliberation between SA rail and municipality.

Table 32: Dipaleseng risk profile and mitigation strategies

	agic Je. Diparcering her promise and minibarion of accelera	
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> <li>Dispatch all emergency Services (fire, land owners, EMS, SAPS etc.)</li> <li>Assist with service components where firefighting, search and</li> </ul>
		rescue, patient treatment and transportation to medical facilities, evacuation relocation is required.

	INTERPRETATION A CHICII TIME HOPESTIVE AND		I wind the same of
	(1991) Department of Agriculture Lorestry and Fisheries.	*	verify damages and assist with recovery
D	(DARDLA) Department of Agriculture, Rural development and land administration	6	Verify and assist with production inputs and rehabilitation.
D	(DSD) Department of Social Development		Provide/assist with social services to affected communities (social relief)
	Municipal Disaster Management	•	Monitor, co-ordinate and liaise with NDDMC, activate local JOC all activities and relieve operations with role players.
FLOODS SEVERE N STORM AND STRONG WINDS	Municipal Communications	6	Co-ordinate activities with political leadership and media.
ļ.	Fire Services		Assist with services components where search and rescue, evacuation, relocation is required.
	Municipal and Provincial Traffic		Assist with services components where evacuation, relocating and provision of access routes are required.
4	Municipal Human Settlement	<b>&amp;</b>	Assist with services components where Emergency housing is required.
	Municipal Finance & Corporate Departments	•	Assist with services components in funding and arrangements for the affected municipal infrastructure
V.	Municipal Infrastructure Services	•	Assist with services components regarding all technical arrangements.
4	Municipal Disaster Management	6	Activate local JOC monitor and co-ordinates role players/stakeholders.
Ш	EMS & Private Ambulance Services	•	Assist with service components where triage, patient treatment and transport to medical facilities are required.
p P	(SARC) South African Red Cross, Social development and SAPS		Assist with services components where locating missing persons and care
<u>, Li</u>	Emergency Services Chaplains		Assist with service components where counselling of the affected families is required.

INDOMA	Fire Cervices	A anist with corrios commonants where the anorotions is
SETTLEMENT AND		
STRUCTURAL FIRES		
	Municipal Human Settlement	<ul> <li>Assist with services components where Emergency housing is required</li> </ul>
	Municipal and Provincial Traffic	Assist with services components where evacuation, relocating and provision of access routes are remitted.
	EMS & Private Ambulance Services	• Assist with service components where triage, patient treatment and transport to medical facilities are required.
	Municipal Disaster Management	<ul> <li>Activate local JOC monitor and co-ordinates role players/stakeholders</li> </ul>
WATER & AIR POLLUTION	Municipal Infrastructure Services	• Assist with services components regarding all technical arrangements.
	Municipal Disaster Management	Activate local JOC monitor and co-ordinates role players/stakeholders
	Municipal Communications	Co-ordinate activities with political leadership and media.
HAZADOUS MATERIAL INCIDENTS	Municipal Communications	Co-ordinate activities with political leadership and media.
	Environment Management	• Assist with services components regarding protection of environment.
. :	Municipal Disaster Management	• Activate local JOC monitor and co-ordinates role players/stakeholders
ILLEGAL DUMPING	Municipality Solid Waste Services	Monitor, co-ordinate, investigate and law enforcement
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	INITIAL PHASE	DETERIORATION PHASE	DISASTER PHASE
Head of DM/MAYOR	Report to DOC	• Communicate with GO, NGO DDMC Head and Provincial Government	<ul> <li>Instruct emergency plan to be brought into operation.</li> </ul>
		COVCIMINATION	
MM (Municipal Manager)	<ul><li>Man DOC</li><li>Assemble DOC and notify</li></ul>	<ul> <li>Take over functions of EMPS after his/her departure</li> </ul>	<ul> <li>Instruct emergency plan to be brought into operation.</li> </ul>
	Executive Managers	<ul> <li>Instruct Managers to report</li> </ul>	<ul> <li>Monitor and give instructions.</li> </ul>
	Actions in accordance with	• Instruct EMPS to report at	• Perform functions of Head
	procedural check list	<ul><li>disaster scene.</li><li>Communicate with Role</li></ul>	DM in his/her absence.
Head DOC (Disaster	Bring DOC into operation	Man Radio room (DOC)	• Effect plans and procedures of
Management Officer-DMO)	• Notify MM		Emergency plan(SOP's)
	Establish Communications		
	• Actions in accordance with		
, ,,	are procedural plant.		7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7
Executive diffectors	<ul> <li>Keport to DOC and notify HOD's</li> </ul>	Instructions to all personnel to report	<ul> <li>Effect plans and procedures of Emergency plan(SOP's)</li> </ul>
Asst. Directors& Directors	Notify personnel	Ensure personnel to report	Effect plans and procedures of
	<ul> <li>Report to workstations</li> </ul>	•	Emergency plan(SOP's)
EMPS (Executive)	Report to DOC	<ul> <li>Depart to disaster scene</li> </ul>	• Effect plans and procedures of
		<ul> <li>Establish FCP</li> </ul>	Emergency plan(SOP's)
Director: (Community Services)		<ul> <li>Give report to DOC</li> </ul>	• Request Evacuation and
		<ul> <li>MM to manage EMPS function in DOC</li> </ul>	accommodation
Deputy Director (Fire & DM	Report at disaster scene	• Take command	• Effect plans and procedures of
Services)	<ul> <li>Personnel already present</li> </ul>	<ul> <li>Establish FCP</li> </ul>	Emergency plan(SOP's)
SAPS	• Report at disaster scene	<ul> <li>Senior Official to report at DOC</li> </ul>	<ul> <li>Care and stock keeping</li> </ul>

Traffic, Law Enforcement &	Alert Officials	• React	• Control traffic to and from
Security Services	On duty personnel already on	• Establish vehicle part/k	disaster scene
	scene		
Departments (Personnel)	Notify families	Medical staff to report to	• Effect Instructions
		Control room personnel to	
		report at DOC	
		<ul> <li>All other personnel to report at</li> </ul>	
		workstations	
EMS (Emergency Medical	• Report to scene	Effect triage and Casevac	<ul> <li>Treat and Transport patients</li> </ul>
Services)		<ul> <li>Hospital readiness</li> </ul>	
Control Room	Receive emergency call	<ul> <li>React according to</li> </ul>	• Relay messages and
	<ul> <li>Dispatch role= players</li> </ul>	instructions	information to DOC and FCP
	Notify role-players as per		<ul> <li>Record keeping</li> </ul>
	request	Transfer of the state of the st	The state of the s

### 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.

### 2. 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.

### 3. 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