

## SECTION A: INTRODUCTION AND CURRENT SITUATION<sup>3</sup>

### 1. INTRODUCTION

A common perception of IDP's are that they are "wish-lists" that are not linked to budgets, dependant on sector departments and are unrealistic due to them not being linked to the powers and functions allocated to the respective municipalities. These negative perceptions have resulted in the credibility of IDP's being questioned. In understanding what is a "credible" IDP one needs to look at what credible actually means with the word "credible" being derived from the Greek word for "credulous" which means "realistic". In other words, a "credible" IDP should be one that is "do-able" and implementable.

For this year's IDP Review, several changes have been incorporated into the IDP to realise this goal of creating a "realistic" and "credible" IDP. These changes include:

- An update to the socio-economic data, which forms the foundation for the later phases in the IDP, with the new 2007 STATSSA Neighborhood data.
- A process of "benchmarking" the statistical performance of the Dipaleseng Local Municipality against similar Local Municipalities being included into the IDP Analysis phase.
- A more rigorous analysis of the key issues facing the Dipaleseng LM including a "cause and effect" analysis.
- An alignment of the IDP with the NSDP principles and a re-categorisation of all the strategies in the IDP in terms of the six NSDP guiding principles. This process has allowed the Dipaleseng Local Municipality to identify gaps in the existing strategic framework and to develop additional strategies so as to "plug" these gaps.
- The IDP projects have also been more effectively linked to the strategies and the NSDP principles which enable the budget and PMS to be monitored and measured in terms of the NSDP principles.

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### 1.2 BACKGROUND

This IDP is the **fourth** in the second five year cycle of Integrated Development Plan [IDP] preparation and as such reflects the priorities of the Dipaleseng Local Municipality. IDP's are organic documents and change and grow according to challenges and changes within the municipality.

**The IDP seeks to have the following impacts namely**

- Integrated and sustainable human settlement.
- Stimulating the growth of a robust local economy.
- Social cohesion and inclusion leading to nation building.
- Environmental sustainability.
- Strengthening inter-governmental relations.

**1.3 MUNICIPAL VISION, MISSION AND CORE VALUES**

**VISION OF THE DIPALESENG LOCAL MUNICIPALITY**

“Providing quality, affordable services and good governance”

**MISSION OF THE DIPALESENG LOCAL MUNICIPALITY**

The Dipaleseng local municipality will through good governance and management strive to achieve its mission, by:

“Implementing programmes and services that help to ensure that its residents are Served by accountable and effective local government”.

**CORE VALUES**

In pursuance of its Vision and Mission Dipaleseng Local Municipality adopted the following core Values:

- Community Centredness
- Performance Excellence and Integrity
- Transparency
- Co-operative Governance

➤ Subscribe to the principles of Batho Pele.

**1.4 DEVELOPMENTAL OBJECTIVES FOR THE POLITICAL TERM**

1. Infrastructure Provision, Maintenance and Upgrade.
2. Socio Economic Development and ensure that unemployment level is halved by 2014.
3. Support and strengthen Local Economic Development, fight poverty and underdevelopment.
4. Streamlining youth programmes, skills development to fight crime at all levels and create job opportunities.
5. Skills development, economic development and growth.

6. Empower and capacitate ward committees and ensure their optimum functionality.
7. Build viable, Integrated and Sustainable Human Settlements.
8. Enhance Public Participation and Public Relations.
9. Create sustainable jobs through infrastructure development programmes [EPWP]
10. Support and capacitate SMME's and Broad Based Black Economic Development [BBBEE].
11. Strengthen decentralisation of services to rural areas within the municipality.
12. Strengthen partnership and participation with other government spheres, Private sector and all stakeholders in developing and improving the municipality

## 1.5 GEOGRAPHIC LOCATION

In terms of answering the question of "Who are we?", the following is noted:

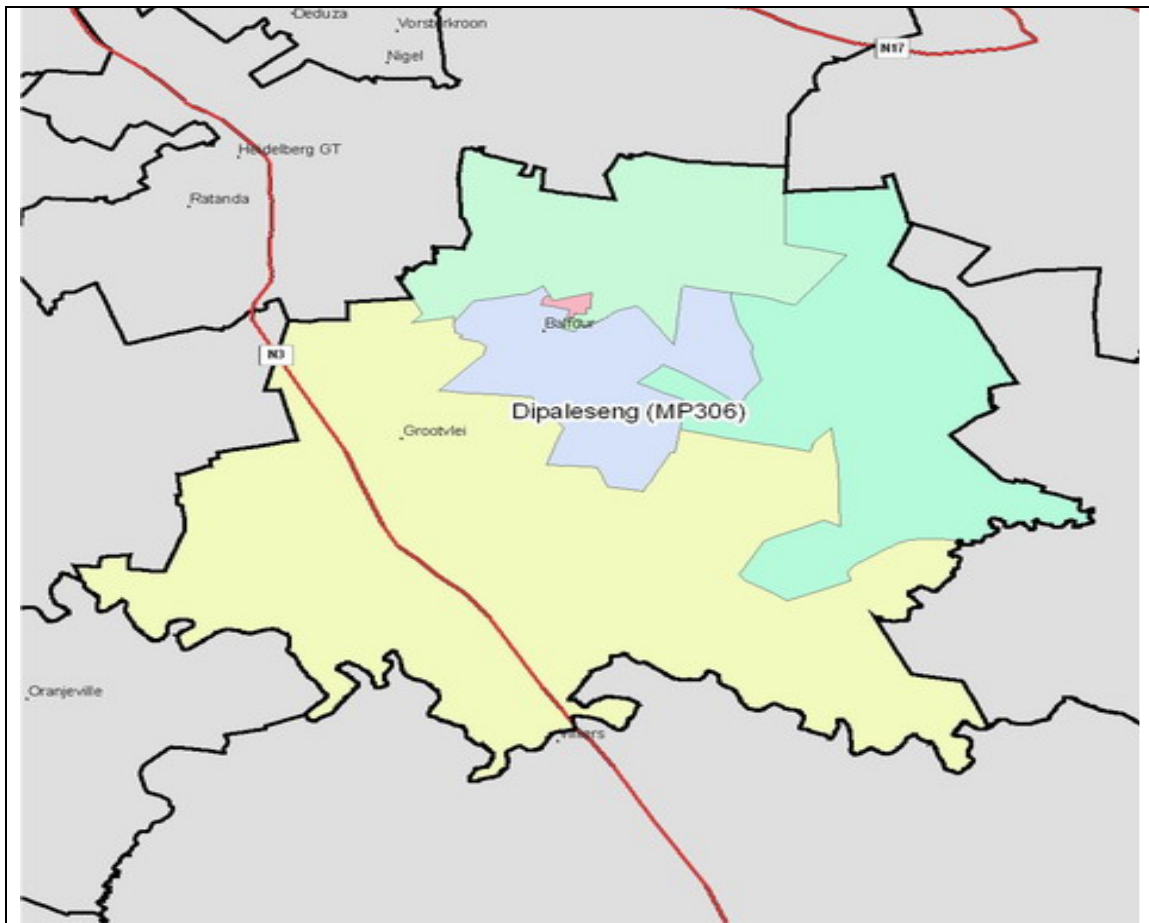
The Dipaleseng Local Municipality [DLM] is located on the South-western corner of Mpumalanga and comprises the three nodal points namely, Balfour/Siyathemba, Greylingstad/Nthorwane and Grootvlei.

The Municipality is 2619.4 km<sup>2</sup> in extent, with Balfour/Siyathemba occupying the largest area of 555.3 km<sup>2</sup>, Greylingstad/Nthorwane some 582 km<sup>2</sup> and Grootvlei some 1482 km<sup>2</sup> respectively.

The main transportation routes linking the Dipaleseng to its surrounds including the N3 which is the alternative route from Johannesburg to Durban, and the rail line which is the main line from the Durban harbour to Johannesburg, including the rail line linking Dipaleseng with Free State Province.

The R23 also bisects the Dipaleseng on then South-West direction and provides a linkage from the port city of Richards Bay to the interior, whilst R51 from the City of Tshwane transverse Dipaleseng and link with the Free State Province and Sedibeng District in Gauteng Province on the West.

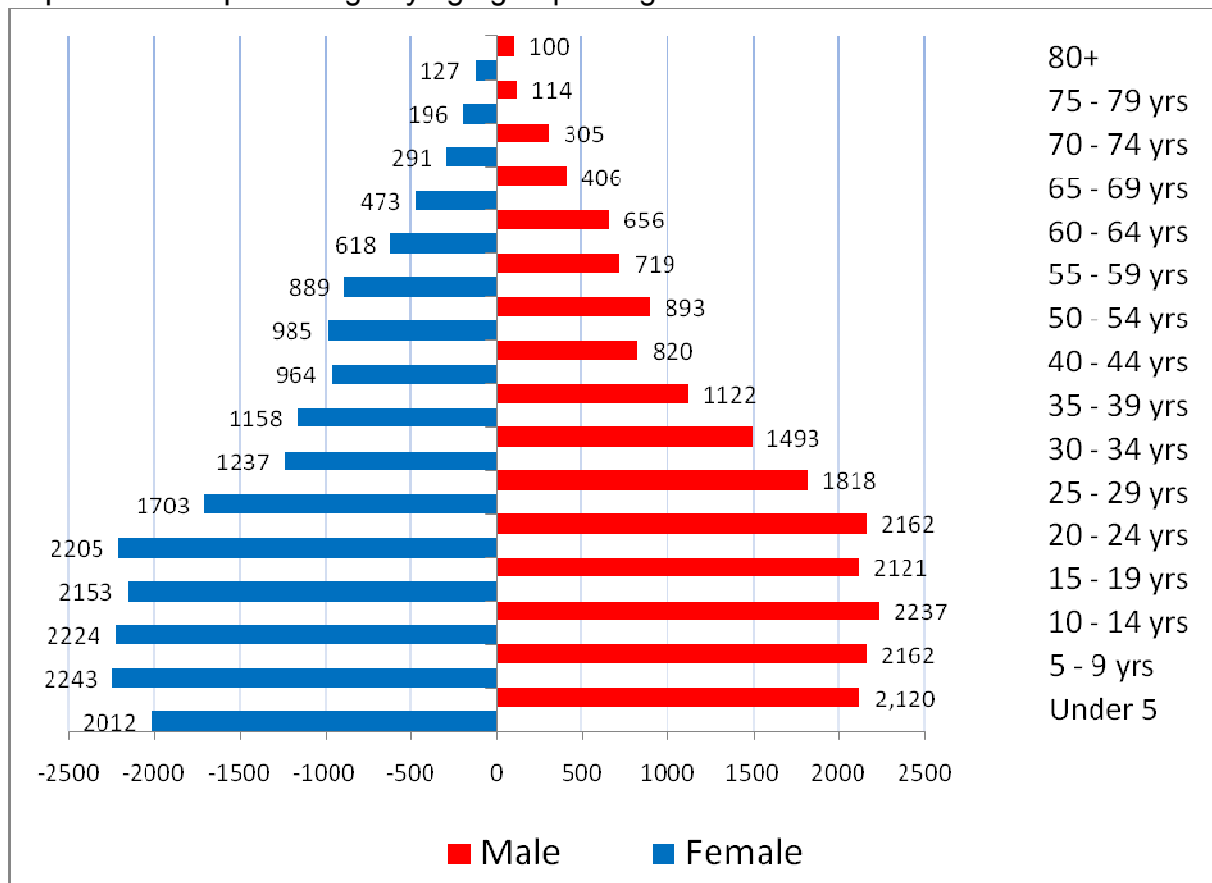
**Map 1: Spatial location of Dipaleseng Local Municipality**



## 1.6 CURRENT STATUS AND DEMOGRAPHICS

GRAPH: 1

Population and percentage by age group and gender



Source: Stats SA mid year estimates 2009

TABLE: 1

Percentage of people by population group

Race	2007 Census	2001 Census
Blacks	89.1%	90.8%
Coloureds	0.1%	0.1%
Asian/Indians	0.6%	0.9%
Whites	10%	8.2%

Source: STATSSA COMMUNITY SURVEY 2007

The table above indicates the age group breakdown in terms of population percentage. There has been a slight decrease in Black percentage and Indians and an increase in White population in 2007.

**TABLE: 2**

Percentage of population by age group

Age	0-4	15-64	65+
Percentage	31.5%	62.5%	6.0%

Source: STATSSA COMMUNITY SURVEY 2007

**TABLE: 3**

Sex by ratio

Male	Female
48%	52%

**TABLE: 4**

Population / household comparison

	2007	2001
Population	41 391	39 901
Households	12543	9456

Source: STATSSA COMMUNITY SURVEY 2007

**TABLE: 5**

Area	2005	2006	2007	2008	2009	2010	Assumed Growth rate after 2005
Ward 1	6171	6356	6547	6743	6945	7143	3%
Ward 2	6404	6564	6728	6896	7068	7245	2.5%
Ward 3	4496	4563	4632	4702	4773	4845	1.5%
Ward 4	7109	7322	7522	7748	7980	8219	3%
Ward 5	8032	8153	8275	8399	8525	8653	1.5%
Ward 6	7389	7537	7687	7840	7996	8155	2%
<b>Total</b>	39 601	40 495	41 391	42 328	43 287	44 260	

Source: GSDM Municipality's WSDP, May 2006

The table above reflects population growth estimates in DLM after 2005

## Population Density

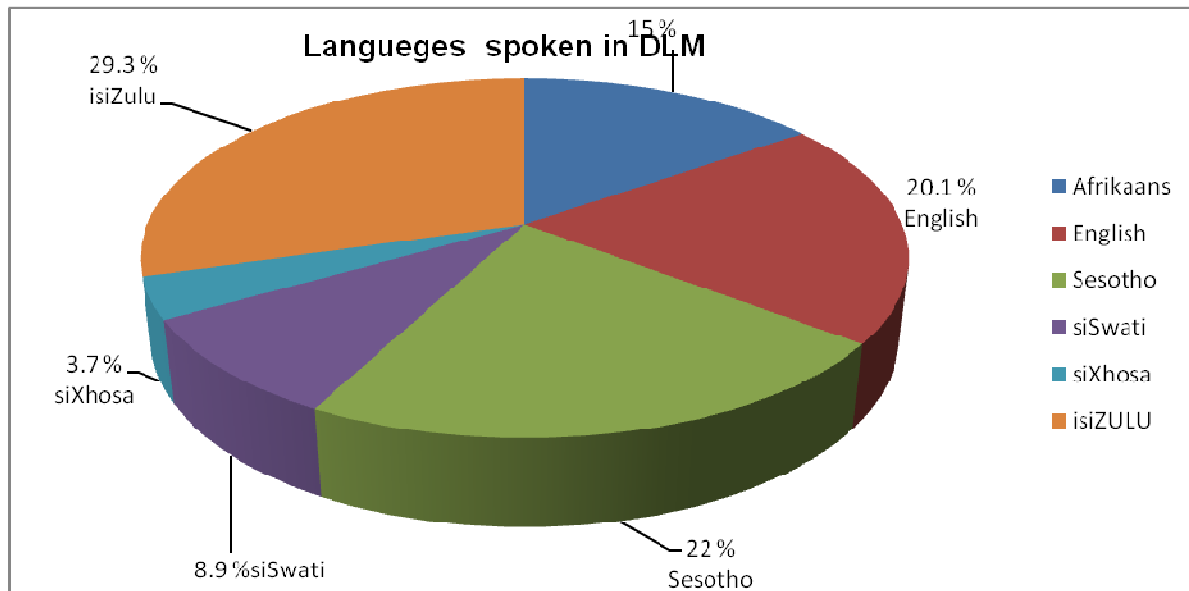
Map 2: Population Density on the following page illustrates the population distribution throughout the DLM; in terms of the number of people per square kilometer. This information draws attention to the service provision needs linked to population density.

This map illustrates the following:

- High population density per kilometer square in all Wards in Siyathemba and surrounds, including Nthorwane and Grootvlei Ext 1.
- High population density indicates that there is a need to make provision to meet the basic needs of the residents, ensuring that all residents have access to housing, transport availability, etc.

The Community Survey 2007 conducted by STATSSA revealed that there are 12 534 households in Dipaleseng Local Municipality with average household size of 4.4 with the dependency ration of 60.

**GRAPH 2:**  
**Languages Spoken in Dipaleseng Local Municipality**



**Source:** Census data obtained from Municipal Demarcation Board  
 The graph above reflects the language usage breakdown in DLM

The graph highlights the following:

- IsiZulu is the predominant language spoken in Dipaleseng Local Municipality.
- Slight increase in % of seSotho speakers and decline in % of siSwati and isiXhosa respectively. English speakers between 1996 and 2001 – may be linked with decrease in White and Indians over this period, and location of DLM on the border Gauteng and migration to DLM. Afrikaans is the least spoken language within the municipality.

**TABLE 5: EDUCATION LEVELS OF PEOPLE OVER 20 YEARS**

<b>OVER '20 YEAR WITH</b>	<b>DIPALESENG</b>				<b>GSDM</b>			
	<b>04</b>	<b>05</b>	<b>06</b>	<b>07</b>	<b>04</b>	<b>05</b>	<b>06</b>	<b>07</b>
None/Basic	5 636	5 404	5 183	5073	121 525	110 576	112 536	116 979
Grade 0-2	1 102	1 062	1 033	1 047	15 482	14 708	14 838	14 996
Grade 3-6	4 723	4 581	4 323	4 438	93 084	86 255	88 186	90 654
Grade 7-9	6 424	6 472	6 478	6 508	150 873	153 827	153 928	152 625
Grade 10-11	4 641	4 887	5 118	5363	113 174	133 004	126 313	119 968
Less than matric	147	153	147	149	3 130	3 121	3 156	3 255
Matric only	3 740	5 404	5 073	5 183	108 066	118 921	116 859	112 929
Matric & certificate / diploma	653	1 062	1 033	1 047	21 841	25 943	25 194	23 324
Matric & Bachelors degree	153	3 876	3 980	4020	6 103	6 468	6 410	6 283
Matric & Postgrad degree	70	688	733	746	2 359	2 286	2 284	2 395

**Statistics SA, Community Survey 2007.**

What is noted from the 2005 information is that the number of people over 20 years that have a Basic/ None education has decreased within the municipality, and this trend is repeated further in the 2007 figures.

It is also noted that only Balfour/Siyathemba, of the three nodal points, has a larger percentage of people with higher levels of education. Greylingstad/Nthorwane and Grootvlei have significantly lower percentages of people with higher levels of education which may correlate with the closure of both the Power Station and the Mine, although these figures have improved in 2007.

The Dipaleseng Local Municipality also represents the district municipality with the lowest percentage of the adult population without any form of schooling [completely illiterate]. A total of 3.5% of the DM population falls within this category. This figure is significantly lower than most other district municipalities within the province, apart from the Govan Mbeki LM with a similar figure of 9.2%.

The municipality together with the Department of Education and Department of Labour will undergo an assessment of its skills and training needs and compile a strategic document which will guide in the following:

- Empowering and capacitating our SMME's
- Engineers
- Technical skills training and entrepreneurship development
- Training and retention of municipal workers



- Agriculture and related training

## Water Provision

### Rural Water Service Backlog

The table below indicates the levels of access to water in Dipaleseng Local Municipality as measured in the 2007 Neighbourhood Survey [STATSSA, 2007].

**TABLE 6: ACCESS TO WATER [2007]**

	HOUSEHOLDS	%
Piped water inside the dwelling	6000	
Piped water inside the yard	4050	
Piped water from access point outside the yard	2880	
Borehole	387	
Spring	146	
Dam/pool	0	
River/stream	0	
Water vendor	0	
Rain water tank	0	
Other	0	
<b>Total</b>		

**Source:** Community Survey 2007

### STATUS QUO ANALYSIS

The figures generated from the MIG-MIS backlog figures [2009] are more accurate than the above and differ slightly:

- 70, 6% of households have piped water supply either to inside the home or on site which is an improvement on the 50% indicated in last year's IDP.
- 17, 1% of households rely on community stand pipes within 200m which is an improvement on the previous 12%
- 13, 5% of the households use community standpipes over 200m which is an improvement from the 15.6% previously indicated.
- 12, 1% of households are reliant on boreholes or springs as opposed to the previous 12%.
- 6, 7% of households are reliant on other sources of water which has improved from the 7.6%.

The quality of the water obtained from these sources is unknown and cannot be guaranteed, thus possibly leading to health problems. While it appears that a large percentage of households have access to sources of water, it cannot be confirmed that these households have access "to a secure source of water for human consumption". Many people have to travel a distance to collect water from a public tap. Further, while it is apparent that a large percentage of households have access to a tap, the quality of

this water cannot, based on available information, be commented on, and, many households only have access to borehole water.

Despite the relatively high level of water provision, the figures hide wide disparities among the three nodal towns. Up to 91% of households with piped water supply either to dwelling or on site are in Balfour/Siyathemba, while 46% of households in Greylingstad rural are reliant on natural and other water supplies. Almost 20% of households in Grootvlei are reliant on natural and other water supplies.

The Dipaleseng Internal backlog monitoring database indicates that the following has emerged in terms of access to water within the Dipaleseng WSA area of jurisdiction

**TABLE 7: ACCESS TO WATER FOR THE THREE NODAL TOWNS**

<b>DISTRIBUTION</b>			
<b>STANDARDS</b>	<b>Balfour/Siyathemba</b>	<b>Greylingstad/Nthorwane</b>	<b>Grootvlei</b>
Below basic level of services[backlog]	3%	7%	11%
Basic level of service	8%	12%	14%
Above basic level of service	89%	81%	75%

[Source: Dipaleseng Internal backlog monitoring database, 2009]

**Positive outcomes for Balfour/Siyathemba are as follows:**

- Backlog data has improved from a 73.5% backlog in last year's IDP, to a 45% backlog which is as a result of several reticulation projects on the formalised areas.
- Households enjoying basic levels of services have also improved from 19% in last year's IDP to 47%.
- Households above the basic levels of service have improved marginally over the past year from 7.5% to 8%.

The figures for the Greylingstad/Nthorwane have largely remained unchanged over the past year. The situation will, however, improve with the construction of the Fortuna Raising Main to Balfour bulk pipe line.

In terms of the finding of the Baseline Data Study, the rural communities are currently the most challenged communities with a backlog of 76%. In 2001, Greylingstad rural was the most challenged area with a backlog of 73% of households with no water connections. Siyathemba on the other hand is the area with the highest percentage of households with water connections. It must be noted that the figures generated by the Dipaleseng Baseline Data Study indicate that the water provision levels to RDP standards are worse than the figures generated by the 2001 Census

## **SANITATION**

### **Status quo analysis**

According to the STATSSA [2007], about 72% of the households in Dipaleseng LM area have flush toilets that are connected to a sewerage system of some type, an improvement of 7% on the 2001 Census figures, and an improvement of 16% on the figures from 1996.

The 2007 figures also indicate only 3.6% of households in the Dipaleseng Local Municipality do not have any form of sanitation which is a 3.4% improvement on the 2001 figures. There are, however, wide variations within the municipality.

- 10% of households in the Greylingstad Area do not have access to any form of toilet facilities which is a 20.6% improvement on the 2001 figures.
- 86.7% of households within the Balfour/Siyathemba are above the basic level of service [backlog].
- 3.3% of households within the Grootvlei are below the basic level of service [backlog].
- Out of the three nodal towns, the highest level of service is found in Balfour/Siyathemba, where almost 97% of households have either flush or chemical toilets or pit latrines.

While the statistics reflect that a substantial proportion of the households in the Dipaleseng Local Municipality have adequate sanitation, it has, however, been noted from comments and needs analyses done within wards, that pit latrines are not ideal and many of them are full, thereby exacerbating the problems associated with poor sanitation.

## **ACCESS TO SANITATION**

**TABLE:8**

Category	Balfour	Siyathemba	Greylingstad	Nthorwane	Grootvlei
Flush toilet [connected to sewerage system]	1800	6300	0	1400	1100
Flush toilet [with septic tank]	200	0	1000	0	0
Dry toilet facility	500	1500	300	1000	600

## HUMAN SETTLEMENTS

### Status quo

The Bill of Rights in the Constitution provides that everyone has a right to adequate housing and shelter. The qualification to this clause, however, is set out in the Constitution and states that the state must strive towards the progressive realization of this right depending on the available resources.

The municipality has developed a housing chapter's plan [HCP]. In terms of the HCP, there is a backlog of 15586 housing units to be built within the next five years. There are three existing housing projects, namely, Ext 5 in Ward 1, portion of Ext 2 Ward 4 and Ward 3. Two of them are due to be completed in the 2010/2011 financial year. This plan is a legal requirement and is provided for in terms of the revised procedures established in Chapter 3 of part 3 of the National Housing Code. The housing plan is therefore a critical component of the IDP and must be reviewed annually together with the IDP. The overall objective of the housing sector plan is to assist the municipality to provide housing to all communities within its area of jurisdiction. Through the process of housing provision, the municipality also seeks to create employment opportunities and to link the process with other LED initiatives.

The housing plan is based on projected Dipaleseng population. Currently there are 3 800 houses that are complete, which then reduced the backlog to 10 786 housing units. In determining housing needs, current and completed housing projects were also taken into account. Ward by ward housing needs projections is based on an average of six people per household divided by the total population to give the total number of households.

The housing projects that have been identified in the housing sector plan including cost estimates are set out in the annexed Capital Investment Framework. In the implementation of the housing plan, the municipality will have to work in collaboration with various tiers of government so that in the process of housing provision, the communities are assisted in gaining access to water, education, health care services and social security

The spatial component of the housing development plan is critical and this is one of the gaps that have been identified with the current housing sector plan. In summary therefore:

**TABLE:9**

Locality	Total of households	No. of units built	Backlog
Ward 1	1800		
Ward 2	1244	100	
Ward 3	3000		
Ward 4	2020	100	
Ward 5	1400		
Ward 6	1736		

## LAND TENURE

Land ownership within the DLM can be categorized within the following categories:

- Substantial Privately -owned land
- State-owned land
- Municipal land

The implication of the substantial Private and state-owned land is that many inhabitants do not have independent tenure rights and this impact on participation in the economy: i.e. Economic choices are limited. But, this also draws attention to the potential for land reform opportunities to improve tenure rights, with its subsequent benefit. To date no state-owned land has been transferred in terms of the land reform programme.

There is a substantial percentage of private owned land under restitution claim which should be resolved by 2010. DLM does not have labour tenants but rather has extensive state land with beneficiary occupiers who have rights in terms of IPILRA and farm workers who have rights in terms of ESTA.

## ENERGY FOR LIGHTING

### Status quo

The 2007 STATSSA Community Survey information indicates that 79.4% of households in the Dipaleseng Local Municipality make use of electricity for lighting. These figures indicate that approximately 10 000 more households are receiving electricity in 2007 than were receiving electricity in 2001. There are, however, differences across the Dipaleseng LM:

- 91% of households in the Balfour/ Siyathemba municipality area make use of electricity, while 9% make use of candles for lighting.
- 82% of households in the Greylingstad/Nthorwane municipality area make use of electricity, while 18% make use of candles for lighting.
- 71% of households in the Grootvlei municipality area make use of electricity, while 19% make use of candles for lighting.

**TABLE: 10 ACCESS TO ELECTRICITY FOR LIGHTING**

Year	Area	Electricity	Gas	Paraffin	Candles	Solar	Other
1996	Bal/Siy	92%	1.2 %	1.8%	3%	0.8%	0.2%
2001	G/Nth	86%	2.5%	4%	6%	1%	0.5%
2007	G/vlei	75%	4%	6%	14%	0.3%	0.7%

[Source: STATSSA, 2007]

In terms of the electrification achievements for the municipality during the period 2002 to 2005, 14 200 grid electrification occurred. This indicates that:

- The electrification backlog was reduced 58% from 24411 to 10 211 households.
- 1 800 household connections per annum per LM, including VAL which has a very small backlog, was achieved.
- The Dipaleseng LM exceeds the provincial achievements per LM of 560 connections by more than three times.
- The Dipaleseng LM is not a nodal municipality and receives no preferential treatment. This makes the achievement for the DM more significant.

## **THE ELECTRICITY SUPPLY DEVELOPMENT PLAN**

The Dipaleseng Municipality is in the process of developing its Electricity Supply Development Plan [ESDP]. The purpose of the ESDP is to formulate a rational basis for extending grid and non-grid electricity service supply to the population of the Dipaleseng Local Municipality within a short time as possible, within the national as well as provincial electrification guidelines and budget available.

### **GRAPH: 4**

Access to telecommunications



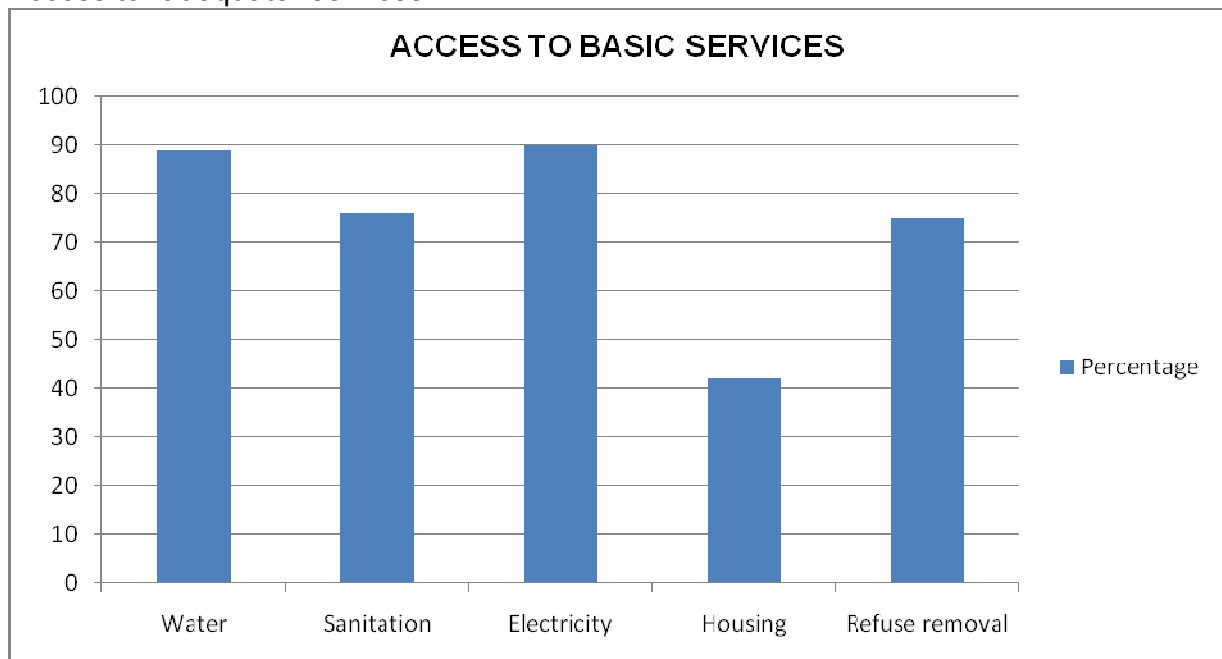
**Source:** Census data obtained from Municipal Demarcation Board

The above graph indicates the following:

- Introduction of cell phones has increased access to telecommunication services, as evident in changes between 1996 and 2001.
- Decline in number of households with 'no access' also suggests that access has been Broadened.
- In recent year there has been an increase in the use of cell phone usage due to its affordability and convenience.

### GRAPH: 5

Access to “adequate” services



#### Note on definitions:

- Adequate water = access inside dwelling, in yard or community stand <200m away.
- Adequate sanitation = access to either flush toilet, septic tank or VIP
- Adequate electricity = access to electricity for heating and lighting.
- Adequate Housing = access to shelter and improve tenure rights
- Adequate refuse collection = once/week by municipality

### REFUSE REMOVAL

#### Status quo

In 2001, 33% of households in the Dipaleseng Local Municipality had no access to solid waste removal. Of the three nodal areas, the largest portion of the backlog of 90% occurred in the Balfour/Siyathemba Municipality area. In terms of the 2007 figures, this has improved to a mere 6% of the Dipaleseng LM's households having no access to solid waste removal. Overall approximately **80%** of households have access to refuse removed by the local authority [STATSSA,] 2007].

While over 90% of households in the Municipal area receive a weekly [or other] refuse removal service from the municipality, there are spatial disparities in the provision of services:

- Only 92% of households in Balfour/Siyathemba receive municipal waste removal, while 1% makes use of their own refuse dump. 7% of households in the municipality do not have any form of waste disposal.
- In the Greylingstad/Nthorwane municipal area only 84, 6% of households have municipal refuse removal, while 6% make use of their own dumps. 9, 4% of households do not have any form of waste disposal.

Only 87% of households in the Grootvlei receive municipal waste removal, while 3% make use of their own refuse dump. A mere 10% of households in the municipality do not have any form of waste disposal.

## ROADS AND STORMWATER

### Status quo

The Department of Transport was approached during this round of the IDP Review to update this section in the IDP and the department referred the Dipaleseng Local Municipality back to their planning document that was incorporated into the 2008/9 IDP Review document.

In terms of the definition of backlogs, the Department of Transport [DOT] has defined a backlog as any road with a “poor” or worse condition. As can be seen from this table, in terms of the approximately 412 km of surfaced roads assessed in 2003, 25% of the roads have poor or very poor surfacing, and 30% of surfaced roads have a poor structure. In terms of the 774 km of gravel road assessed in 2004, 2% have poor to very poor gravel thickness, and 1% has a poor overall condition. It must, however, be noted that only 77% of the roads in the Dipaleseng were assessed as part of this study by the DOT.

It must be noted that local roads were excluded from this study. The local roads will be covered as part of a project to be launched in the next financial year [2010/2011].

**TABLE: 11 DIPALESENG PAVEMENT MANAGEMENT PROGRAMME**

Locality	Surfaced Roads [km]		Unsurfaced Roads [km]		Total Length[km]
	Length	%	Length	%	
Balfour	40km	11%	75km	100%	115km
Siyathemba	15km	5%	36km	100%	51km
Greylingstad	11km	2%	28km	100%	39km
Nthorwane	8km	08%	16km	100%	24km
Grootvlei	36km	97%	15km	100%	41km



## **1.7 OPPORTUNITIES WITHIN THE MUNICIPALITY**

### **Strategic location**

The municipality is well located between the Durban harbor and the economic Hub of South Africa Johannesburg within a close proximity with the National airport; the current upgrade of National airport will bring positive spin-offs for the municipality as the airport will be used as a parking facility for the 2010 soccer world cup. Business around the Dipaleseng will highly benefit, a survey can be done to assess the possibility of building new bed and breakfast accommodations and restaurants around the Dipaleseng [See locality map]. Economic opportunities and development can also be explored through economic development corridor.

### **Diversity**

The municipality caters for all types of people and embraces diversity i.e. culture, race, etc. People are treated with respect and dignity, their cultures and customs are respected and celebrated. The wide range of restaurants offers a variety of dishes to cater for all tourists and residents. Clothing shops offer a wide range of clothes including traditional clothing and beads.

### **Entertainment**

There are many places of entertainment within the municipality which caters for different people, different age groups, interests, etc. Entertainment areas are safe and do not discriminate in any form. Entertainment areas include sporting bodies, bars, clubs, game reserves, golf courses etc.

### **Economic development**

The municipality offers a wide range of businesses and activities which have positive economic spin-offs for the municipality. Some of the activities include fishing, agriculture, crafts, bead works. Small Medium, Macro Enterprises [SMME's] are supported and are given a platform to sell and showcase their products. Through its Extended Public Works Programme [EPWP] roll out programme the municipality empowers local people with skills so they can find sustainable jobs in the future.

### **Infrastructure**

The municipality has a fairly good hard and soft infrastructure. Most services are easily accessible to everyone. The infrastructure is continuously maintained through the infrastructure maintenance programme. Accommodation places are in good standards and offer excellent service and are at affordable prices. Telecommunication network are adequately working and internet cafes are also available.

### **Less pollution**

The industries are located on the outskirts of the municipality. No hazardous materials are produced within the municipality.

### **Leisure**

The municipality offers a wide range of leisure places including the golf courses, blue game reserves, museums, archeological places, etc.

### **Safety and security**

There are relatively low crime levels within the municipality which implies that our people and visitors are safe. Dipaleseng residents and tourists even walk around freely at night. Policing is highly visible especially in public places and places of entertainment.

## **1.8 MUNICIPAL FUTURE PLANS**

- Ensure that all communities have access to clean potable water by 2014
- Ensure that all communities have access to electricity by 2012
- Ensure that unemployment is halved by 2014
- Provide access to housing and eradicate slums.
- Implementation of the ten Dipaleseng Local Municipality's Key Performance Areas.
- Create job opportunities and reduce poverty rate through infrastructure development service delivery, procurement and support for SMME's and Broad Based Black Economic Empowerment [BBBEE].
- Provide infrastructure that is conducive to economic development and growth
- Acquire more resources to provide and maintain existing and proposed infrastructure
- Integrated planning, service provision and service decentralization to urban and rural areas.
- Strengthen IDP Forum refer unresolved issues to Inter – Governmental Relations Forum.
- Streamline HIV /AIDS and special programmes.
- Forge good relationship with National departments, provincial departments, parastatals, business,
- Community based organizations, non-government organizations and communities of the Dipaleseng Municipality.
- Participate in the Mpumalanga Provincial Excellence Awards.
- Fast track anchor projects including the Fishing Pier, Developing a Mall, etc.

## **1.9 PROGRESS MEASUREMENT**

### **Service Delivery Budget Implementation Plan**

The Municipal Finance Management Act No. 56 of 2003, Section 1 states that the mayor of the municipality should approve a Service Delivery Budget Implementation Plan [SDBIP] each financial year. The act states that the SDBIP should include monthly projections; revenue collected indicating sources, operation and capital expenditure by vote and indicates delivery targets and performance indicators.

The municipality recognizes the fact that a well designed SDBIP will generate a good performance management system. Therefore the Dipaleseng Local Municipality develops and adopts a Service Delivery Budget Implementation Plan on an annual basis in line with legislative requirements. The SDBIP is approved by council in June

each year and is aligned to the IDP / budget timeframes and requirements. The SDBIP is divided into four [4] quarters and monitoring and evaluation is done on quarterly basis.

The municipality utilizes the SDBIP as a benchmark to achieve the departmental objectives based on the department's core functions and also a monitoring and evaluation tool. The SDBIP is an operational plan for the municipality, clearly outlining the Key Performance Indicators [KPI], objectives, timeframes, outputs outcomes and strategies for each program and projects. The SDBIP is informed by the IDP and the budget.

The SDBIP reports are tabled to the Mayoral Committee, members as the overseeing committee. The Municipal Manager, all Heads of Departments and managers attend the evaluation sessions. Each director presents her achievements for that particular quarter and also tables a plan for the next quarter. Should there be any variances the department then gives necessary and satisfactory explanations to the Mayoral Committee members and recommend other means of reaching the target.

**TABLE: 12 SDBIP Schedule for 2009 / 2010**

<b>Activity</b>	<b>1st quarter</b>	<b>2nd Quarter</b>	<b>3rd Quarter</b>	<b>4th Quarter</b>
	<b>October 2009</b>	<b>January 2010</b>	<b>April 2010</b>	<b>July 2010</b>
Submission of report				
Corporate Management Meeting				
Quarterly Evaluation session				

## 1.10 MUNICIPAL PRIORITY ISSUES

In terms of answering the question of “What are the issues we face?”, the following is noted

The following issues were identified as part of the IDP review and confirmed with the Communities, Councillors and Management, namely:

### IDP PRIORITY ISSUES

PRIORITY	ISSUES
Priority Issue:1	Local Economic Development
Priority Issue:2	Infrastructure Development
Priority Issue:3	Social and Community Facilities
Priority Issue:4	Health and Environment
Priority Issue:5	Safety and Emergency
Priority Issue:6	Housing
Priority Issue:7	Land Reform
Priority Issue:8	Finance
Priority Issue:9	Institutional Development
Priority Issue:10	Development Facilitation

## 1.11 MUNICIPAL POWERS AND FUNCTIONS

Powers & Functions [List]	Status in performing the power and function	Service Provider /municipality performing these Powers and Functions
Air pollution	S	GSDM
Building Regulations	Y	DLM
Child Care facilities	S	GSDM
Electricity Reticulation	S	Eskom
Fire prevention and control	S	DLM
Local Tourism	S	GSDM
Municipal Airports	S	GSDM
Municipal Planning	Y	DLM
Municipal Health Services	X	GSDM
Municipal Public Transport	S	GSDM
Storm Water Management	S	GSDM
Trading Regulations	Y	DLM
Water and Sanitation	X	GSDM
Billboards, Public Advertising	Y	DLM
Cemeteries and crematoria	Y	DLM
Cleansing and Maintenance	Y	DLM
Control of Public Nuisances	Y	DLM
Control of Liquor Licenses	X	Liquor Board & SAPS
Animal care, burial and pounds	S	SPCA

Fences and Fencing	Y	DLM
Licensing of dogs	Y	DLM
Food licenses	S	GSDM
Local amenities	Y	GSDM
Local sport	Y	DLM
Street lighting	Y	DLM
Markets	S	GSDM
Municipal Abattoirs	S	GSDM
Municipal Parks and Recreation	Y	DLM
Municipal Roads	Y	DLM
Noise pollution	Y	DLM
Refuse removal and solid waste	Y	DLM
Street trading	Y	DLM
Traffic and Parking	Y	DLM
Public places	Y	DLM
Municipal Abattoirs	S	GSDM
Municipal Abattoirs	S	GSDM

#### **LEGEND**

X = not DLM function

Y = DLM function

S = shared with other service providers / institutions

#### **1.12 KEY CHALLENGE**

- Poor access to basic needs / services
- Aging and absolute infrastructure [roads, cables, etc]
- Low economic growth and job creation
- High levels of poverty
- Poor service delivery from consultants and contractors
- Unsustainable development and poor supervisory
- Growing levels of crime
- Low levels of skills
- Seasonal influx during
- Vulnerability to disasters
- High number of youth is unemployed and can't afford tertiary education
- Vacant sites that owners have neglected.

## **CONSTRAINTS TO DEVELOPMENT**

The following constraints to development have been identified:

- The high levels of HIV and Aids.
- A skills shortage due to the inability to attract sufficiently skilled people to the area.
- A mobile work-force leading to high staff turn-over.
- The need for adequate bursary schemes to be offered in the work-places to develop and retain skills.
- Funding shortages existing hampering the addressing of backlogs.
- The levels of crime.
- A lack of access to information by rural communities.

## 2.0 MUNICIPAL STRATEGIC FOCUS

### 2.1 MEC COMMENTS ON 2009/2010 IDP REVIEW

KPA	ISSUE RAISED	2010/11 IDP RESPONSE
MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	nil	
LOCAL ECONOMIC DEVELOPMENT	nil	
BASIC SERVICE DELIVERY & INFRASTRUCTURE	<ul style="list-style-type: none"> <li>Community needs be prioritised per ward.</li> </ul>	<ul style="list-style-type: none"> <li>The comment is noted and this matter will be followed up during 2010/11 review.</li> </ul>
FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	<ul style="list-style-type: none"> <li>The project are not on MTEF budget cycle</li> </ul>	<ul style="list-style-type: none"> <li><b>2010/11</b> Review will capture the MTEF budget cycle.</li> </ul>
GOOD GOVERNANCE & COMMUNITY PARTICIPATION	<ul style="list-style-type: none"> <li>Outstanding sector Plans be finalised</li> <li>Inadequacy participation by Sector Dept.</li> <li>The municipality is commended for appropriately capturing its service delivery priorities and challenges.</li> <li>Some remarkable improvements were noted by the MEC.</li> </ul>	<ul style="list-style-type: none"> <li>Cognisance is taken of the MEC's comments relating to outstanding plans; financial and technical assistance is awaited from District and Province.</li> <li>Continued effort to engage Sector Department will be pursued.</li> <li>The observation of the MEC on point 3 and 4 are noted and appreciated.</li> </ul>
SPATIAL DEVELOPMENT FRAMEWORK	<ul style="list-style-type: none"> <li>The municipality is advised to consider community based planning</li> </ul>	<b>2010/11</b> Review will ensure the implementation of community based planning as suggested.

## **2.3 SDBIP RESOLUTIONS**

- Ensure that proper work is done before payments are done and ensure value for money.
- Increase revenue enhancement.
- Ring fence investment savings.
- Focus on addressing issues of the dissatisfied rate payers and MPRA is number one on the list hence the CFO was advised to submit an item to Corp Mancom
- Supply Chain Management Review
- Treasury department should reflect their challenges
- Should consider following the old concept of MPCC for high efficiency and functionality.
- Hence an item should be submitted to Corporate Management Committee to treat all service nodes the same.
- Tourism support even in rural areas



## **2.4 STRATEGIC OBJECTIVES**

### **1. Basic Service Delivery and Infrastructure Development**

- 1.1 Fast track basic service delivery and services
- 1.2 Upgrade and maintain new and existing infrastructure [especially roads electricity cables, storm water, telecommunication]
- 1.3 Beef up the town planning department [GIS, rezoning, etc]
- 1.4 Ensure alignment with District Municipality, Province and National Government
- 1.5 Consult ESKOM [complete the in-fills, households not yet connected, streetlights and high masts that are not functioning]
- 1.6 Facilitate implementation of the Housing sector plan and work closely with Department of Housing to eliminate unnecessary delays
- 1.7 Frequently submit projects that will need EIA approval to Department of Agriculture and environment Affairs to integrate sustainability issues and avoid delays in project approval
- 1.8 Develop a comprehensive infrastructure plan
- 1.9 Project how far is the municipality in reaching the millennium targets

### **2. FINANCIAL VIABILITY AND FINANCIAL CONTROL**

- 2.1 Review Supply Chain Management
- 2.2 Ensure value for money
- 2.3 Align with the strategic content of the IDP Review
- 2.4 Revenue raising strategies
- 2.5 Grow revenue streams
- 2.6 Effective manage credit control
- 2.7 Financial management strategies
- 2.8 Debt recovery management and strategies
- 2.9 Ensure that DLM is financially healthy
- 2.10 Seek alternative source of revenue
- 2.11 Produce an annual update of DLM's MTEF

### **3. LOCAL ECONOMIC DEVELOPMENT**

- 3.1 Growing 1st and 2nd economy
- 3.2 Support Co-opts and SMME
- 3.3 Development of efficient freight and passenger logistics
- 3.4 Provision of efficient and effective infrastructure foundation
- 3.5 Support tourism [urban an rural areas]
- 3.6 Ensuring the integrated delivery and maintenance of basic services such as water, electricity, Thusong Community Centres, etc
- 3.7 Stimulate key sectors that promote economic growth and create jobs
- 3.8 Promote investments
- 3.9 Stimulate entrepreneurship and informal sector
- 3.10 Implement sustainable poverty alleviation strategies
- 3.11 Develop tourism, led, trade and services and agriculture plans

- 3.12 Enhance the manufacturing industry
- 3.13 Align economic development strategies, programmes and projects with implementation plan and MTEF.

#### **4. GOOD GOVERNANCE**

- 4.1 Establish and enhance partnership with government departments at provincial and national level
- 4.2 Build robust civil society for further strengthening of local government
- 4.3 Effective communication of municipal plans and programmes
- 4.4 Invest on customer care relations
- 4.5 Enhance IGR structures
- 4.6 Create mechanisms, processes and procedures for public participation

#### **4. TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT**

- 5.1 Create a clean, effective and accountable administration
- 5.2 Improve employees' productivity and morale to the satisfaction of our customers
- 5.3 Reduce new HIV/AIDS infections
- 5.4 Deal with cross cutting issues
- 5.5 Expand bursary scheme
- 5.6 Support employees who are infected with chronic illnesses & socio-economic problems
- 5.7 Develop a policy to deal with skills shortage
- 5.8 Implementation of HR plan, skills retention strategy
- 5.9 Avail adequate budget especially for special programmes
- 5.10 HIV/AIDS mainstreaming to all departments and be on of the KPA's of Section 57 Managers.
- 5.11 To instill culture of good work ethic and discipline in the workplace
- 5.12 Youth empowerment and mainstreaming
- 5.13 Mainstream special programmes
- 5.14 Implementation of IWMP

#### **2.5 DEVELOPMENT STRATEGIES**

For the purposes of accountability for services delivery, the municipal key issues have been grouped into Five National Key Performance Areas [KPA's] namely:

- Infrastructure and Services
- Social and Economic Development
- Institutional Development and Transformation
- Democracy and Governance
- Financial Management

The table below summarizes the key issues faced by Dipaleseng Local Municipality.

#### DEVELOPMENT STRATEGIES

SECTOR	STRATEGIC FOCUS AREA	KPI'S AND PERFORMANCE TARGETS	STRATEGIES
<b>BASIC SERVICE DELIVERY &amp; INFRASTRUCTURE DEVELOPMENT</b>	To ensure that all residents have access to basic needs by 2014	<ul style="list-style-type: none"> <li>• The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal</li> <li>• The percentage of households earning less than R1200 per month with access to free basic service.</li> <li>• The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan.</li> <li>• Budget and plan for integrated roads and transport system.</li> <li>• Budget and plan to manage and maintain storm water drainage.</li> <li>• Implementation of the IWMP</li> <li>• Evaluation &amp; implementation of environmentally friendly practices for re-cycling, Landfill sites &amp; economic opportunities.</li> <li>• Development &amp; implementation of an integrated infrastructure plan.</li> <li>• Identification of challenging areas needing special attention.</li> <li>• Evidence of well researched backlog on households &amp; residents in urban &amp; rural areas</li> <li>• Infrastructure plan to incorporate operations, maintenance &amp; capital</li> </ul>	<ul style="list-style-type: none"> <li>• DLM to participate in holistic review of GSDM Water Services Plan.</li> <li>• DLM to participate in sanitation plans of GSDM.</li> <li>• Assist GSDM in resource capture to aim towards target meeting by 2009 and 2012.</li> <li>• Ensure alignment between Infrastructural Developments of DLM and water and sanitation provision from GSDM.</li> <li>• Institutionalise meetings, between GSDM and DLM, to monitor water and sanitation delivery in LM.</li> <li>• Engage with District to promote waste recycling</li> <li>• Develop infrastructure maintenance plans.</li> <li>• The need for clear definitions on roles and Responsibilities for maintenance of roads between Provincial</li> <li>• Department of Fast track the roads infrastructural action-plan to guide road development and maintenance [routine and repair], as well as mechanisms for actual implementation.</li> </ul>

		budgets for service delivery.	
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SECTOR	STRATEGIC FOCUS AREA	KPI'S AND PERFORMANCE TARGETS	STRATEGIES
<b>BASIC SERVICE DELIVERY &amp; INFRASTRUCTURE DEVELOPMENT</b>	Ensure all communities have access to decent sanitation by 2014.		<ul style="list-style-type: none"> <li>DLM to inform and align its sanitation priorities Against the Water Services Development Plan</li> <li>Clear direction on the suitable sanitation type for All communities</li> <li>DLM to engage with district on ensure that Sanitation backlog is reduced.</li> </ul>
	Ensure that DLM residents have access to electricity by 2014 and provide alternative energy to areas that are not yet electrified.		<ul style="list-style-type: none"> <li>Consult with ESKOM to align with DLM priority areas</li> <li>Maintenance of existing and new infrastructure</li> <li>Sustain the gel stove and lamp provision to people without electricity</li> <li>Develop and energy development plan</li> <li>Create energy saving awareness</li> </ul>
	Ensure effective road networks by promoting accessibility to all areas. Introduce other modes of public transport.		<ul style="list-style-type: none"> <li>Develop healthy working relationship with DoT</li> <li>Develop and implement a Comprehensive Infrastructure Plan</li> <li>Utilise competent consultants and contractors</li> <li>Supervise and monitor workmanship</li> <li>Sustain and enhance the pothole, resealing, Upgrade and construction of roads</li> <li>Explore rail transport as an alternative mode of transport</li> <li>Develop pedestrian pavements/walkways on high volume routs.</li> </ul>
	To ensure that 98% of inhabitants of DLM live in formal housing by 2012 and receive municipal services.		<ul style="list-style-type: none"> <li>Enhance working relationship with Department Of Human Settlements</li> <li>Implementation of Housing Sector plan</li> <li>Implement a home ownership responsibility programme</li> <li>Maintenance of public and municipal buildings</li> </ul>

SECTOR	STRATEGIC FOCUS AREA	KPI'S AND PERFORMANCE TARGETS	STRATEGIES
	<ul style="list-style-type: none"> <li>Promotion of health communities.</li> <li>Promote the safety of municipal assets</li> <li>Promote infrastructure development and service delivery</li> <li>Promoting the health of communities and visitors</li> <li>Promoting the security of Communities and visitors</li> <li>Maintain the leading tourism Destination status in Mpumalanga</li> <li>Reduce exposure to unacceptable levels of crime</li> <li>Employees to feel safe at work place</li> <li>Reduce HIV/AIDS infections</li> </ul>	<ul style="list-style-type: none"> <li>Number of clinics to be constructed</li> <li>% crime reduction.</li> <li>% of budget allocated to tourism</li> <li>% reduction of HIV infections &amp; 6 awareness campaigns to be held</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the municipal vulnerability to disaster risk [floods, high tides, etc] and the impact thereof</li> <li>Deploy police to rural areas</li> <li>Protect vulnerable groups from being Marginalized.</li> <li>Water sampling, monitoring and addressing Causes timeously.</li> <li>Protect DLM residents and visitors from Communicable diseases</li> <li>Promote access to affordable primary health care services</li> <li>An air pollution monitoring site has been Established and Operationalised by the District EHO's. Monitoring of information generated.</li> <li>Fully embrace the integrated waste management Plan completed in October 2009.</li> <li>Extend refuse collection service to rural areas and prosecute defaulters</li> <li>Protect DLM communities and visitors from environmental health risks</li> <li>Planting of indigenous trees to safe water for Future generations</li> <li>Community clean-up projects [including removal of Alien vegetation].</li> <li>Environmental challenges awareness campaign implemented.</li> <li>Expedite cemeteries extensions.</li> <li>Sustain the Indigent Burial Support</li> <li>Implement the wellness centre and support people affected and infected by the diseases</li> <li>Align with government programmes to reduce HIVAIDS</li> </ul>

SECTOR	STRATEGIC FOCUS AREA	KPI'S AND PERFORMANCE TARGETS	STRATEGIES
<b>ECONOMIC DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>Support and grow new and Existing businesses.</li> <li>Drive and grow Local economic growth.</li> <li>Provide secondary support to Business enterprises.</li> <li>Support SMME and co-ops.</li> <li>Facilitate skills training with tertiary institutions.</li> <li>Take full advantage of the spatial and location opportunities.</li> <li>Promote an economic Environment for arts, heritage and culture.</li> <li>To ensure a thriving economy of both 1<sup>st</sup> and 2<sup>nd</sup> economy by 5% average per annum.</li> <li>To ensure 50% reduction In unemployment rate by 2011</li> </ul>	<ul style="list-style-type: none"> <li>The number of jobs created through municipality's local, economic development initiatives including capital projects.</li> <li>The number of people from employment equity target groups employed in the three highest levels of the municipality.</li> <li>Review &amp; implementation of the LED plan.</li> <li>Recognition of spatial issues relevant to the economic development.</li> <li>Empirical &amp; statistical evidence to support the main development thrust of plan.</li> <li>Evidence of adequate stakeholder &amp; community participation.</li> <li>Clearly identified objectives &amp; can be attained.</li> <li>Evidence of a coordinating committee.</li> <li>Understanding of the competitive &amp; comparative advantage.</li> <li>Strategy that stimulates the second economy.</li> <li>Adequacy of plans to provide support to small enterprises.</li> <li>Consideration of issues of improved governance relating to investment &amp; job creation.</li> <li>Consideration of financial implications</li> <li>Adequacy of plans to provide support to small enterprises.</li> <li>Consideration of issues of improved governance relating to investment &amp; job creation.</li> <li>Consideration of financial implications</li> </ul>	<ul style="list-style-type: none"> <li>The number of jobs created through municipality's local, economic development initiatives including capital projects:</li> <li>The number of people from employment equity target groups employed in the three highest levels of the municipality.</li> <li>Review &amp; implementation of the LED plan.</li> <li>Recognition of spatial issues relevant to the economic development.</li> <li>Empirical &amp; statistical evidence to support the main development thrust of plan.</li> <li>Evidence of adequate stakeholder &amp; community participation.</li> <li>Clearly identified objectives &amp; can be attained.</li> <li>Evidence of a coordinating committee.</li> <li>Understanding of the competitive &amp; comparative advantage.</li> <li>Strategy that stimulates the second economy.</li> <li>Adequacy of plans to provide support to small enterprises.</li> <li>Consideration of issues of improved governance relating to investment &amp; job creation.</li> <li>Consideration of financial implications</li> <li>Ensure that land reform is linked to economic opportunities</li> <li>Develop a strategy for BBBEE benefits in the property boom, including policy on municipal owned land linkage to BBBEE</li> <li>Implement an effective BBBEE strategy for DLM to boost community, business confidence.</li> </ul>

			<ul style="list-style-type: none"> <li>• Develop an effective poverty alleviation strategy</li> <li>• Develop and implement investment policy</li> <li>• Implement a comprehensive food security.</li> </ul>
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SECTOR	STRATEGIC FOCUS AREA	KPI'S AND PERFORMANCE TARGETS	STRATEGIES
SPATIAL PLANNING	<ul style="list-style-type: none"> <li>• Upgrade and enhancement of the GIS system.</li> <li>• Manage and regulate the built and natural environment.</li> <li>• Assist Council to take informed decisions.</li> <li>• Ensure accessibility by municipal staff for planning and budgeting purposes.</li> <li>• Assist investors and developers interested in investing in DLM.</li> <li>• Reduce the current high backlog.</li> <li>• Restore and protect the natural scenery, indigenous plants, etc.</li> <li>• Clearly indicate environmental sensitive areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Alignment with NSDP, PGDS, DM Principles.</li> <li>• Linkage to the capital investment plan with that of high household poverty.</li> <li>• Strategies for cultural.</li> <li>• Regional economic comparative advantage.</li> <li>• Integration of areas with economic potential and social integration.</li> <li>• Provision of LUMS development.</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate and create awareness on the Spatial Development framework.</li> <li>• Develop and implement an integrated, efficient and effective application and approval systems [rezoning, etc.]</li> <li>• Implement an integrated and sustainable spatial planning and enhance the GIS unit and the system.</li> <li>• Full implementation of the coastal management plan.</li> <li>• Develop a blue flag rollout plan.</li> <li>• Implementation of the Environmental Management Framework.</li> </ul>
			<ul style="list-style-type: none"> <li>• Ensure value for money on expenditure.</li> <li>• Revenue Enhancement Strategies and grow revenue streams.</li> <li>• 100% compliance to MFMA and GRAP standards.</li> <li>• SCM review including procurement</li> </ul>

<b>FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT</b>	<ul style="list-style-type: none"> <li>• Ensure sound financial viability and management.</li> <li>• Ensure value for money in expenditure</li> <li>• Create sustainable and realistic budgets</li> <li>• Explore other financial revenue.</li> <li>• Comply with MFMA and National Treasury Regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of a financial strategy</li> <li>• Clear indication of National &amp; Provincial allocations &amp; resources.</li> <li>• Evidence of a billing system</li> <li>• Evidence of debt control /collection.</li> <li>• Budget for all key focus areas including SDF and surveys.</li> <li>• Evidence of a budget for community participation &amp; empowerment.</li> <li>• Debt coverage.</li> <li>• Outstanding service debtors to revenue.</li> <li>• Cost coverage.</li> <li>• Indigent policy.</li> <li>• budget to manage the indigent policy</li> </ul>	<ul style="list-style-type: none"> <li>• processes.</li> <li>• Raise additional income to replace business levies.</li> <li>• Reduce council costs and debts and enhance cash-flow.</li> <li>• Effective management of credit control.</li> <li>• Alignment of Budget and IDP Process Plans.</li> <li>• Manage and control municipal assets.</li> <li>• Implement 3 year capital plan in line with the IDP Review</li> </ul>
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<b>SECTOR</b>	<b>STRATEGIC FOCUS AREA</b>	<b>KPI'S AND PERFORMANCE TARGETS</b>	<b>STRATEGIES</b>
<b>GOOD GOVERNANCE AND COMMUNITY PARTICIPATION</b>	<ul style="list-style-type: none"> <li>• Create an efficient, effective, reliable and accountable Administration.</li> <li>• Ensure accessibility and promote good governance.</li> <li>• Healthy and productive work Force.</li> <li>• Create a platform and systems for community engagement.</li> <li>• Create a clean and accountable administration</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of a community participation strategy / plan.</li> <li>• Strategy to cover issues of communication with community &amp; other stakeholders.</li> <li>• Evidence of adequate stakeholder &amp; community involvement.</li> <li>• Evidence of ward committee contribution in IDP priority development.</li> <li>• Special focus to promote people with disabilities, women &amp; youth.</li> <li>• Detailed support to other special groups [disabled, youth &amp; women]</li> </ul>	<ul style="list-style-type: none"> <li>• Develop improved customer relations.</li> <li>• Create a positive organizational climate.</li> <li>• Enhance community participation.</li> <li>• Lack of funding for special programmes.</li> <li>• Lack of mainstreaming of gender and disability throughout operations.</li> <li>• Funding was made available for special programmes [disabled, children, farm workers, women]</li> <li>• Local Youth Unit implementation of policy, programmes and youth mainstreamed throughout operations.</li> <li>• Visibility of the office and roll out skills development programmes.</li> <li>• Be 100% with the Health and Occupational Health policy and be mainstreamed to all departments.</li> <li>• Integrated crime-prevention strategy.</li> <li>• Implementation of fraud prevention policy</li> </ul>




SECTOR	STRATEGIC FOCUS AREA	KPI'S AND PERFORMANCE TARGETS	STRATEGIES
<b>INSTITUTIONAL TRANSFORMATION &amp; ORGANISATIONAL DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>No HR Plan in place.</li> <li>No recruitment and retention strategy.</li> <li>Work skills development plan not addressing skills shortages.</li> <li>No career pathing/advancement.</li> <li>Improve knowledge of management in the municipality.</li> <li>Mobilise to make the municipality more effective.</li> <li>Reduce new HIV/AIDS infections in the workplace.</li> <li>Improve productivity of municipal employees</li> </ul>	<ul style="list-style-type: none"> <li>Development of HR strategy that responds to long term development plans of DLM.</li> <li>Review of outstanding /outdates plans.</li> <li>Number of community participation knowledge sharing sessions.</li> <li>Human and financial resources put in place to make the municipality more effective.</li> <li>Approved organogram to support the IDP.</li> <li>Does the work skills plan address scarce skills in DLM?</li> <li>Evidence of recruitment &amp; retention strategy for scarce skills.</li> <li>Evidence of focus on scarce skills through training.</li> <li>Evidence of a strategy for recruitment &amp; retention of staff.</li> <li>Evidence of a succession plan especially for key positions.</li> <li>Evidence of OPMS which is aligned with IDP.</li> <li>Evidence of PMS.</li> <li>Usage of IGR structures to facilitate IGR dialogue with national &amp; provincial sector departments.</li> <li>Evidence that comments from AG reports are being seriously addressed.</li> <li>Functionality of an internal audit committee</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the Human Resource plan.</li> <li>Development and implementation of recruitment and retention strategy.</li> <li>Address skills shortages.</li> <li>Retain workers with institutional knowledge to enhance municipal transformation and organizational development.</li> <li>Partner with service providers to close the skills gap.</li> <li>Provide intensive training that will focus on management and later be cascaded down to all employees.</li> <li>Invest in new technologies to refine work processes and systems.</li> <li>Mainstream HIV/AIDS awareness in all departments and ensure that AIDS council work effective.</li> <li>Implementation of the integrated HIV/AIDS workplace policy.</li> <li>Measure current productivity and identify areas that need to be improved and develop policies for administrative Systems.</li> <li>To develop customer feedback mechanism to institute a knowledge resource centre.</li> </ul>

SECTOR	STRATEGIC FOCUS AREA	KPI'S AND PERFORMANCE TARGETS	STRATEGIES
<b>SPORTS AND CULTURAL DIVERSITY</b>	<ul style="list-style-type: none"> <li>• Create initiatives to promote Sporting communities.</li> <li>• Empower youth through arts and culture.</li> <li>• To develop and enhance many sporting codes.</li> <li>• To get more people involved in sports and recreation.</li> <li>• Create an economic environment for arts and culture</li> </ul>	<ul style="list-style-type: none"> <li>• Number of initiatives &amp; budget.</li> <li>• % of budget for sports infrastructure</li> <li>• Increase youth interest in arts and culture.</li> <li>• % of budget for arts and culture</li> </ul>	<ul style="list-style-type: none"> <li>• Take a major role in SALGA games.</li> <li>• Support local teams and clubs.</li> <li>• Encourage school children to take part in sports</li> <li>• Create income opportunities in sports and culture.</li> <li>• Encourage women and disabled people to take part in sports and cultural activities.</li> <li>• Empower youth and growth in the economy through development of opportunities in sports and culture</li> <li>• Promote and provide opportunities for artists in all disciplines to develop their art.</li> <li>• Run awareness on sports, culture and heritage.</li> </ul>
<b>KNOWLEDGEABLE COMMUNITIES</b>	<ul style="list-style-type: none"> <li>• Raise skills level of employees.</li> <li>• Address skills gap in the economy.</li> <li>• Develop DLM as a SMART Municipality.</li> <li>• Improve employability of communities</li> </ul>	<ul style="list-style-type: none"> <li>• % of budget for employee development.</li> <li>• Alignment of WSDP with the IDP.</li> <li>• % of budget for skills development and training</li> </ul>	<ul style="list-style-type: none"> <li>• Develop human capital</li> <li>• Develop HCM as a centre of learning.</li> <li>• Develop knowledge management strategy.</li> <li>• Facilitate learning, documentation and dissemination of information.</li> <li>• Align skills development and training in line with the WSDP</li> </ul>

## CHAPTER 3

### PROVISION OF BASIC INFRASTRUCTURE AND SERVICES

#### 3.1 INTRODUCTION

During the past IDP Review processes, due to the lack of up to date data, limited success has been achieved in measuring the municipality's progress in addressing service backlogs – this is once again a challenge in this IDP formulation. Implementation targets used in this analysis have been draws from the NSDP, PGDS, 5 National Key Performance Areas [KPA's] and State President's *State of the Nation Address*.

#### 3.2 WATER

**TABLE:4 Dipaleseng water backlog**

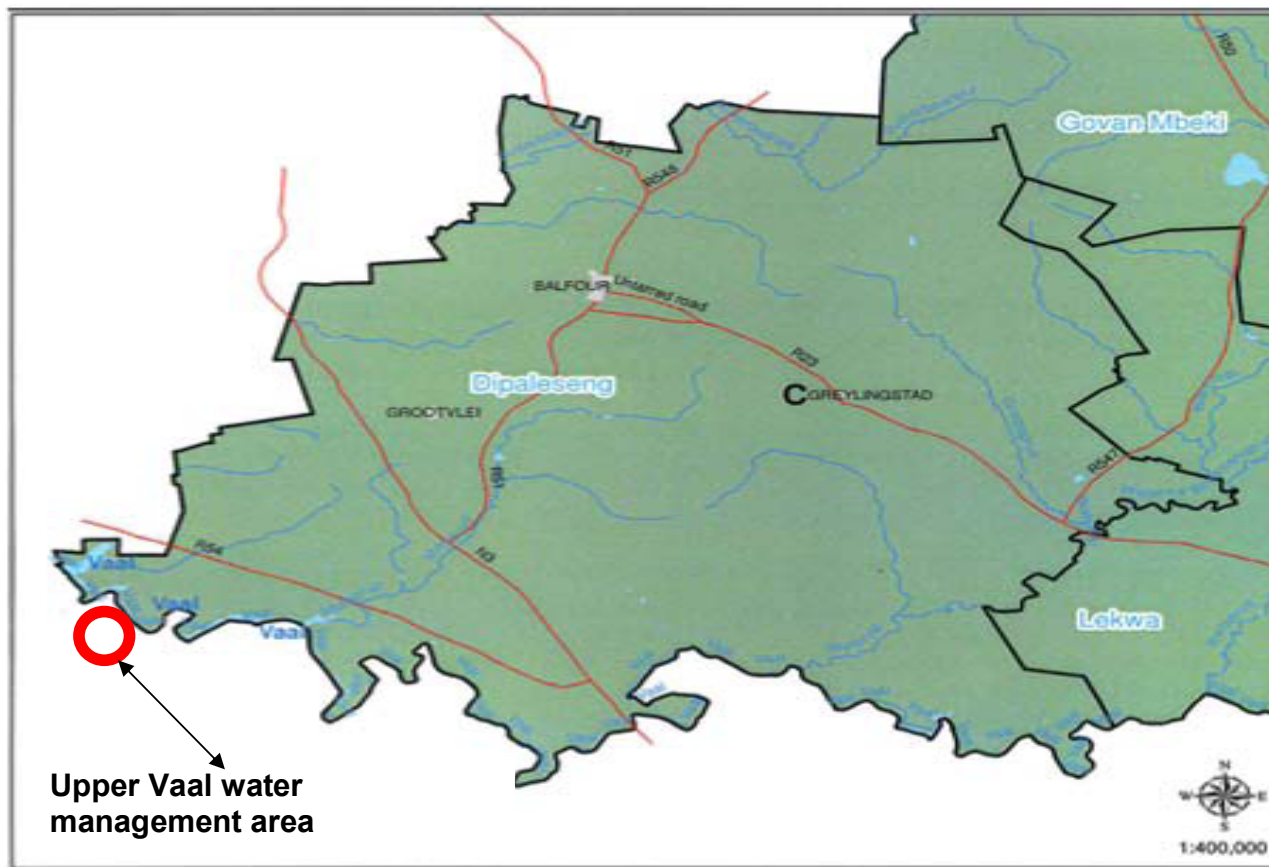
Settlement Name	No. of Households	Water Adequate	Water Need-Infra. Extension	Water No Service	Water Inadequate [Need Housing]
Balfour	1233	1233	0	0	0
Siyathemba	5481	4952	529	0	0
Greylingstad	319	319	0	0	0
Willemsdal	250	250	0	0	0
Nthorwane	1863	1283	0	0	580
Grootvlei	1879	1379	0	0	500
Grootvlei Power Station	272	272	0	0	0
Rural Dipaleseng Ward 2	122	32	0	90	0
Rural Dipaleseng Ward 3	50	43	0	7	0
Rural Dipaleseng Ward 5	91	72	0	19	0
Rural Dipaleseng Ward 6	122	93	0	29	0
<b>Total</b>	<b>116667</b>	<b>9913</b>	<b>529</b>	<b>145</b>	<b>1080</b>
<b>Percentage (%)</b>		<b>85.0%</b>	<b>4.5%</b>	<b>1.2%</b>	<b>9.3%</b>
		<b>90%</b>		<b>10%</b>	



The Table above illustrate that most parts of the DLM have access to water but there is still a backlog in the peripheries of the municipality. GSDM District Municipality has worked tirelessly in ensuring that water provided to most parts of the municipality including deep rural areas. The District is planning to construct water reservoirs to supply water to areas that are not supplied as yet. Some communities mentioned that sometimes they are not supplied with water for days [from tap or water truck]. The water backlog was seriously noted during the November 2009 Mayoral izimbizo.

The water supply to the Dipaleseng is derived from dams, rivers, ground water and bulk purchases from Eskom. The Balfour/Siyathemba including Greylingstad/Nthorwane are serviced by water extracted from a number of rivers and dams which is then treated at a treatment plant owned by Dipaleseng before being distributed.

**Map:4**  
**WATER RESOURCE AVAILABILITY**



**TABLE 21**  
**List of water projects**

Project Name	2007/08	2008/09	2009/10	2010/11	2011/12
Fortuna Rising Main					
Grootvlei Ext 1: 600 Reticulation					

### 3.3. SANITATION

#### Status quo analysis

GSDM municipality estimated that by year 2009, 74 847 people will have been serviced and 110 573 will be serviced between 2009 and 2012; costs are estimated at R71.7 million for 2009 target and 23.9 million for 2010/2012.

TABLE:

Settlement Name	No. of Households	Sanitation Adequate	Sanitation Above Basic	Sanitation No Service	Sanitation Inadequate [Need Housing]
Balfour	1233	1233	0	0	0
Siyathemba	5481	4952	0	0	0
Greylingstad	319	319	0	0	0
Willemsdal	250	250	0	0	0
Nthorwane	1863	1283	0	0	580
Grootvlei	1879	1379	0	0	500
Grootvlei Power Station	272	272	0	0	0
Rural Dipaleseng Ward 2	122	0	11	111	0
Rural Dipaleseng Ward 3	50	0	23	27	0
Rural Dipaleseng Ward 5	91	0	13	78	0
Rural Dipaleseng Ward 6	122	0	12	110	0
<b>Total</b>	<b>116667</b>	<b>9673</b>	<b>59</b>	<b>855</b>	<b>1080</b>
<b>Percentage (%)</b>		<b>82.9%</b>	<b>0.5%</b>	<b>7.3%</b>	<b>9.3%</b>
		<b>83.4%</b>	<b>16.6%</b>		



### 3.4 HUMAN SETTLEMENT

There is a number housing projects undertaken by the municipality and all are different stages to date. The municipality has worked very closely with the provincial Department of Human Settlements. R71 682 675.00 is budgeted for housing programme within the municipality.

#### STATUS QUO OF THE HOUSING PROJECTS

PROGRAMME	PLANNED TARGETS	REMARKS /COMMENTS ON ACHIEVEMENT
In Situ Development Ext 5	Provision and complete the project for 236 units	Progress not satisfactory and quality is compromised
100 Housing units for Ward2&4	Eradication of all in-situ shacks	More allocation required from Dept of Human Settlement
100 Housing units distributed amongst W:3=30, W:1=20, W:5=20, and W:30 [in situ dev.]	To eradicate 2034 units backlogs in all in situ settlements.	Backlogs escalating whereas allocation diminishes
Grootvlei informal settlements 1000 units [in situ dev.]	To reduce this by 75% before the end of 2011/12 F/Y.	Solicit allocation from Dept of Human settlements
Siyathemba Ext 7, 750 units including Ext 2 South portion [in situ dev]	750 units to be built before the end of 2011/12 financial year	Dept of Human settlements to fast track allocation for this in situ development

### 3.5 PUBLIC WORKS AND EPWP

This unit deals with provision of hard and soft infrastructure, e.g. crèches, bridges, sport facilities, change rooms, community halls, etc. The municipality constructed one Thusong service centre in the Siyathemba. One community hall is built and one crèche was constructed. Local labour was used in construction of these community structures.

The municipality is still receiving requests for crèches and maintenance including the construction of the over head bridges at the intersection of Joubert Str and R23 route. In rural areas most bridges were washed away by the heavy rains and storms as a result some areas are not easily accessible. Temporary job and construction opportunities are created for emerging contractors and established firms. The women and youth are trained and given an opportunity and support to grow.

### 3.6 ROADS, STORMWATER, KERBING & PAVEMENTS

#### Status quo

Most roads are in a deteriorating state both provincial and local roads, this can be contributed to lifespan of the roads and lack of maintenance. The high volume of heavy duty vehicles using the municipal road is one of the main contributors to the deteriorating condition of roads. A local integrated transport plan needs to be developed so proper transport planning can be done, explore other means of transport modes using the existing resources and meet the current and future demands.

There is a need to construct new roads in rural areas and maintain roads in urban areas as most roads are in undesired condition. Some areas are hardly accessible due to potholes, manholes, and due to challenges posed by topography and absence of town planning. The municipality made efforts to get cooperation and information on roads that will be constructed and maintained by the department but they were all in vain as the province was not prepared to respond to the municipal requests. The municipality also extended IDP

Representative Forum Meeting's invitation to the department but the department does not honor the meetings. This has put the municipality in a lot of challenges and criticism from the rate payers and other members of communities. There are potholes on each and every road which need urgent attention.

**Infrastructure required:**

- Installation of traffic signs at intersection Dyer and Thomas streets
- Speed hump installation at access road Ext 5
- Speed humps installation at access road Ext 7
- Upgrade Electricity network
- Upgrade Water network
- Upgrade Roads and stormwater
- Water reticulation to 600 households in Grootvlei Ext 1
- Provision of  $\pm 15$  Boreholes on Farm Communities in Ward 2,3,5 &6
- Management and Maintenance of Water Supply system in the Municipality.
- Development of Electricity Master Plan.
- Electrification of 600 households in Grootvlei.
- Electrification of households in Farms
- Maintenance of Meters, Street Lights and High Light mast
- Installation of High Light Mast and Street Lights
- Development of Roads and Stormwater Master Plan

**Sector plans**

**The municipality should develop an integrated local transport plan, road and maintenance plan.**

**Addressing the backlogs**

It is noted that this is not just for road infrastructure but also includes preliminary estimates of needs for public transport infrastructure. DLM has set aside R8million for road rehabilitation in 2009/2010 for construction, maintenance, pothole programme, resealing, etc. The rural roads are graded in regular basis. Bridges, walkways and weighbridges need to be constructed in several rural areas to improve accessibility.

The municipality has the pothole and stormwater programmes in urban areas and grader programme in rural areas. The municipality responded speedily to the disaster however the EIA processes have delayed the municipality in fast tracking the

rehabilitation process. Pothole repair programme has a budget of R4.3 million. In this financial year R50 000 000.00 is been budgeted for construction of rural roads [see list on project section].

The main focus is ensuring that municipal roads are constructed, surface resealed and rehabilitated however more emphasis still need to be on ensuring maintenance plans of the roads are developed and implemented and ensure that roads carry the desired volumes so that their lifespan can be prolonged.

The municipality will be exploring the rail transport network which might assist to reduce the traffic congestion cause by truck hauling coal and other commodities and relieve our road network system and enhance public transport accessibility and reliability. Transportation diversification will also be beneficial as it will also result in reduced transportation costs and afford people to choose their choice of transportation.

The following roads were rehabilitated in the Residential Areas

- Access route Ext 5 Siyathemba
- 2km route linking Siyathemba and Balfour
- Portion of Dyer Street
- 1km Access route Ext 7 Joe Slovo Siyathemba
- 1km Portion of Stuart Street
- Intersection of Dyer Street and Thomas Street.

**TABLE: 21**  
**Proposed roads projects**

Road	Contract	Unit of Measure	Output	Year

The table above summarises the projects proposed for implementation in the DLM.

**Indigent support**  
**Not applicable.**

### **Fleet investment and Human Capacity**

The municipality has invested on JVC's, TLB's graders and pay-loaders machines. However there is a shortage X2 TLB's and X2 grader operators. Five grader operators were appointed as a matter of urgency, to address the dire situation of the roads. The municipality further appointed engineers and graduates to address roads and stormwater problem. The municipality further appointed retired engineers, post graduates and under graduate to assist the municipality to deal with road challenges. The municipality gives assistance in terms of bursaries to those that have good matric results and to those that come from poor families. The municipality is still open to Public Private Partnership opportunities if they come along.

### 3.7 ELECTRICITY

#### GRAPH: 6

Settlement Name	No. of Households	Sanitation Adequate	Sanitation Above Basic	Sanitation No Service	Sanitation Inadequate [Need Housing]
Balfour	1233	1233	0	0	0
Siyathemba	5481	4952	0	0	0
Greylingstad	319	319	0	0	0
Willemsdal	250	250	0	0	0
Nthorwane	1863	1283	0	0	580
Grootvlei	1879	1379	0	0	500
Grootvlei Power Station	272	272	0	0	0
Rural Dipaleseng Ward 2	122	0	11	111	0
Rural Dipaleseng Ward 3	50	0	23	27	0
Rural Dipaleseng Ward 5	91	0	13	78	0
Rural Dipaleseng Ward 6	122	0	12	110	0
<b>Total</b>	<b>116667</b>	<b>9673</b>	<b>59</b>	<b>855</b>	<b>1080</b>
<b>Percentage (%)</b>		<b>82.9%</b>	<b>0.5%</b>	<b>7.3%</b>	<b>9.3%</b>
		<b>83.4%</b>			<b>16.6%</b>

The graph above highlights the electricity backlog

#### Indigent support

The Dipaleseng local Municipality has an indigent policy that is aimed at benefiting households whose income does not exceed the total of two state pensions per month.

#### The electricity supply development plan

ESKOM is the electricity service provider for some areas within the Dipaleseng Local Municipality. The Municipality in consultation with ESKOM will be developing its electricity plan in the 2010/2011 which will be informed by the ESKOM rollout plan and GSDM's plan. In future the municipality should ensure that Eskom's plan are informed by the municipal planning and needs of the people and that ESKOM is covering all areas that still do not have access to electricity. More emphasis should be put in coordination and alignment between DLM, GDSM and ESKOM. The Department of Minerals and Energy should provide resources and funding so that electricity could be rolled out at a faster rate and at an acceptable standard. Two High mast lights should be installed at the intersection of Joubert Street and R23 to enhance visibility including R23 from Heidelberg and off-ramp Balfour. Addressing the backlogs

**2010/2011: Streetlight projects**

NO	PROJECT DESCRIPTION	AMOUNT
1.	2X High Mast Light Ward 1	R435 229.00
2	2X High Mast Light Ward 2	R 435 229.00
3	100 Street Lights Ward 3	R 444 232.00
4	2X High Mast Light Ward 4	R 435 229.00
5	2X High Mast Light Ward 5	R 435 229.00
6	2X High Mast Light Ward 6	R 435 229.00
7.	Grootvlei Ext1 Internal Reticulation 600 Informal	R 2 000 000.00

The key challenge facing the DLM is the backlog of maintenance and upgrading of electrical infrastructure, which was previously not consistently maintained adequately. A three year projection of maintenance and upgrades around Dipaleseng, is estimated at R20 150 000. However it is important to note that there is still an outcry for electrification in rural areas specifically and community members have difficulties in accessing ESKOM's personnel to lodge their complaints and queries.

**Indigent support**

The Minister of Minerals and Energy submitted a memorandum to Cabinet in January 2001 with the following recommendations:

- Basic supply should be made available to all households.
- The allocation be set at 50 kWh per household per month.
- Costs to be funded from the free basic energy portion of the Equitable Share allocation to the municipality.
- The process must be planned with the relevant stakeholders including local government and ESKOM.

**3.8 LIBRARIES**

There are two operational libraries within the municipality. The municipality has holiday program in place to educate and entertain children in a safe environment. Libraries are built to provide access education and information to previously disadvantaged communities. The Balfour library has an internet access point and will be extended to other libraries. The book on wheelie wagon project was rolled out as a pilot project to rural areas. The aims of this project are to increase library services in rural areas, increase literacy, establish book club and create knowledgeable communities and encourage citizens to read.

### **3.9 TELECOMMUNICATIONS**

#### **Status quo**

The number of households that have access to some form of telecommunication facility has increased substantially since 1996. This is largely due to the proliferation of mobile phones that have become inexpensive and therefore accessible even to poorer households, women and children. The number of households with virtually no access to telephone has decreased by over 85%. The number of households with a telephone only in a dwelling has decreased by about 30%. It is more than likely that these households migrated to cell phone use as the latter became inexpensive. The 13% growth in households with access to a public telephone may indicate the proliferation of such facilities even among rural communities.

#### **Addressing the backlogs**

Telkom and the Cellular Phone companies are responsible for the preparation of plans for implementation which is largely based on demand. The municipality tried to consult Telkom in order to access new statistics but it didn't succeed. Indigent support there is no form of indigent support with regards to telecommunications.

### **3.10 EDUCATION FACILITIES**

#### **Status quo**

Education information is available at a district level rather than per local municipality. According to the census results 2001, the district has 432 435 young people of school going age. To serve these people, the district has 816 schools making an average of approximately 450 pupils per school. While the standard for classroom sizes is adhered to, the district as is the case with the Mpumalanga Province is still falling behind in terms of teacher/pupil ratio.

According to the Department of Education, the acceptable walking distance to schools in rural areas is 5 kilometers. Such a long distance adopted by the department is due to the dispersed settlement pattern in rural areas. There was however a huge outcry at the Izimbizo on the long distances traveled by primary school children to the nearest schools, some having to take the risk of crossing rivers to get to school.

Key agreements between the Department of Education and the Gert Sibande District Municipality reached during the alignment workshop include:

- Department of education furnish the district municipality with a report on the alignment of national targets in the GSDM context regarding schools/population ratio.
- Still a concern that the circuit offices are not functionally linked to municipal boundaries.
- Department of Education to forward schools' profile regarding services they have access to.

- The Gert Sibande District Municipality in collaboration with Department of Education to develop language policy to guide use of languages in schools.
- Department of Education working with the municipality to develop and implement strategy to reverse exodus of learners from rural to urban schools.
- The Gert Sibande District Municipality to spearhead the signing of memorandum of understanding with the Department of Education with the primary objective of ensuring that all schools in the district have access to clean water by end of 2009.

The Department of Education does not participate in the IDP Representative Forum thus making it very difficult to access any relevant information from the department. Some communities requested for schools and crèches as children travel long distances to schools in an unsafe environment.

### **3.11 REGISTERED INDIGENT POPULATION**

In this financial year there are **374** households registered as indigents with the municipality, with regards to rates and electricity. The highest number of indigent households in the municipal records from the previous years is **857** households.

The municipality has set aside funding to provide services for the people who are in the indigent bracket. **The indigent register was submitted to the Gert Sibande District and is available on request.** The indigent register assists the district municipality when they are budgeting for free basic services [water and sanitation] that they provide on Dipaleseng Local Municipality's behalf.

## INFRASTRUCTURE DEVELOPMENT & SERVICE DELIVERY IMPLEMENTATION PLAN

STRATEGIES	PROGRAMMES	SOURCE OF FUNDING	COST ESTIMATES	RESPONSIBLE PERSON
1. Alignment with GSDM WSDP 2. Continuous consultation with GSDM 3. Conduct feasibility studies	Water	<b>GSDM</b>	<b>NIL</b>	<b>L. Msibi</b>
1. Facilitate sanitation provision informed by GSDM's WSDP	Sanitation	<b>GSDM</b>	<b>NIL</b>	<b>L. Msibi</b>
1. Ensure ESKOM implements prioritised projects 2. Maintain existing infrastructure 3. Run energy saving awareness Campaigns 4. Explore alternative energy source	Electricity	Eskom/ DLM	<b>NIL</b>	<b>L. Msibi</b>
1. Implement the housing sector plan 2. Audit and review housing projects 3. implement homeownership responsibility 4. Ensure that DOH addresses core housing problems 5. fast track roll out of housing	Housing	DoH	1. R100 000.00 for the housing sector plan. 2. No budget requirement 3. Capacitate beneficiaries on ownership 4. Both MP Housing and DLM Housing are working together to resolve problems.	<b>N. Vilakazi</b>
1. Road rehabilitation 2. Pothole programme 3. Grader programme 4. Stormwater programme 6. Speed humps 7. Over head bridge 8. Pedestrian bridges 9. Pave side Walkway 10. Traffic circle 11. Low level bridge 12. CBD Road 13. Road kerbing 14. Road slurry	Roads	DLM/Province		<b>L. Msibi</b>



STRATEGIES	PROGRAMMES	SOURCE OF FUNDING	COST ESTIMATES	RESPONSIBLE PERSON
1. Implement IWMP	Solid waste	DLM		N.Vilakazi
1. Implement an annual maintenance plan 2. Secure corporate social responsibility	Public buildings & facilities management	DLM		N.Vilakazi
1.Extension of library facilities to rural communities	Build/Mobile Libraries	DLM	R200 000.00	N.Vilakazi L. Msibi
1.Free public internet access	Public libraries connected with internet	DLM/Province	157 000.00	N.Vilakazi
To provide heritage centre and platform for art, craft and design based activities	Proposed Art & Heritage centre	DLM	Not finalized	N.Vilakazi
1. Implement IWMP	Solid waste	DLM	1. R700 000.00	N.Vilakazi
2. Render an efficient service			2. R26 716 895.00	
1. Implementation an annual maintenance plan 2. Secure corporate social responsibility	Public buildings & facilities management	DLM	R6 883 522.00	N.Vilakazi
Water reticulation to 600 households in Grootvlei Ext 1	Water	GSDM	R2 000 000	L. Msibi
Management and Maintenance of Water Supply system in the Municipality.	Water	DLM	R728 000	L. Msibi
Provision of ±15 Boreholes on Farm Communities in Ward 2,3,5 & 6	Water	GSDM	R 1000 000	L. Msibi
Provision of ±90 VIP Toilets on Farms Communities in Ward 2,3,5 & 6	Sanitation	GSDM	R 1000 000	L. Msibi
Expansion of Waste Water Treatment Works in Balfour [From 4 to 10 Ml/day]	Water	MIG	R3,400,000	L. Msibi
Maintenance of Waste Water Treatment Works and Sewer network:	Waste Water	DLM	R689,700	L. Msibi
Installation of a standby generator at the municipality offices in Balfour	Generator 150kVa	DLM	R 250 000	L. Msibi

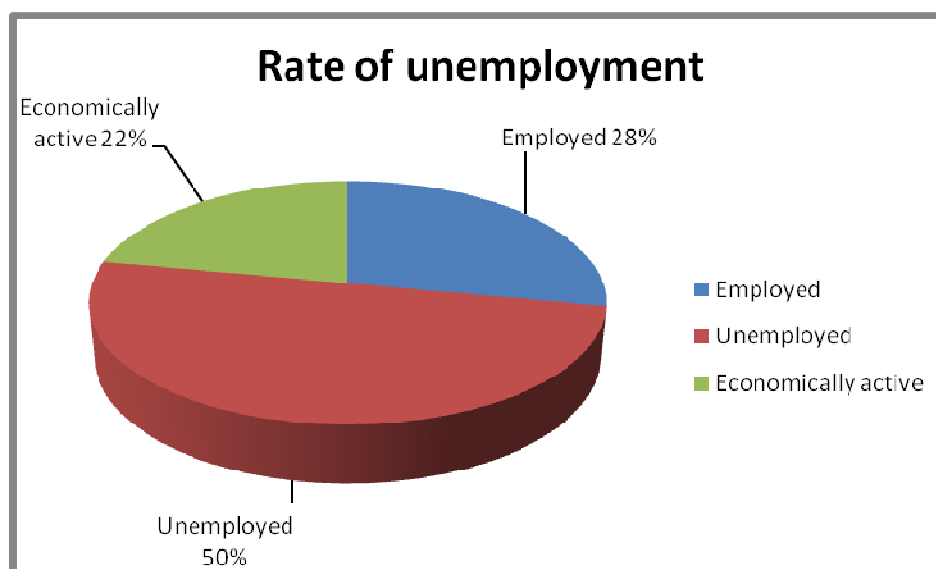
## CHAPTER 4

### 4.1 LOCAL ECONOMIC DEVELOPMENT

#### Employment Status

The 2001 Census takes the age group 15 – 65 years as the potential labour force. These are classified as Employed, Unemployed and Not economically active. The 1996 categorization is not as clear and does not provide figures for those that are not economically active. The overall employment status is summarized as follows:

**TABLE: 23**  
**Employment status comparison**



**Source:** Municipal Demarcation Board

The table above reflects the employment status for the municipality. More surveys should be undertaken indicating recent employment and unemployment rate covering the entire municipality.

#### The figures on the table above indicate:

- That there has been a decrease in the number of people employed and an increase in the number of unemployed people. This suggests a significant number of jobs that have been lost between the 2001 census years. This however does not account for the post-2001 development boom which impacted on the construction industry and arguably a number of jobs would have been created.

The graph below on labour force employment status illustrates the following:

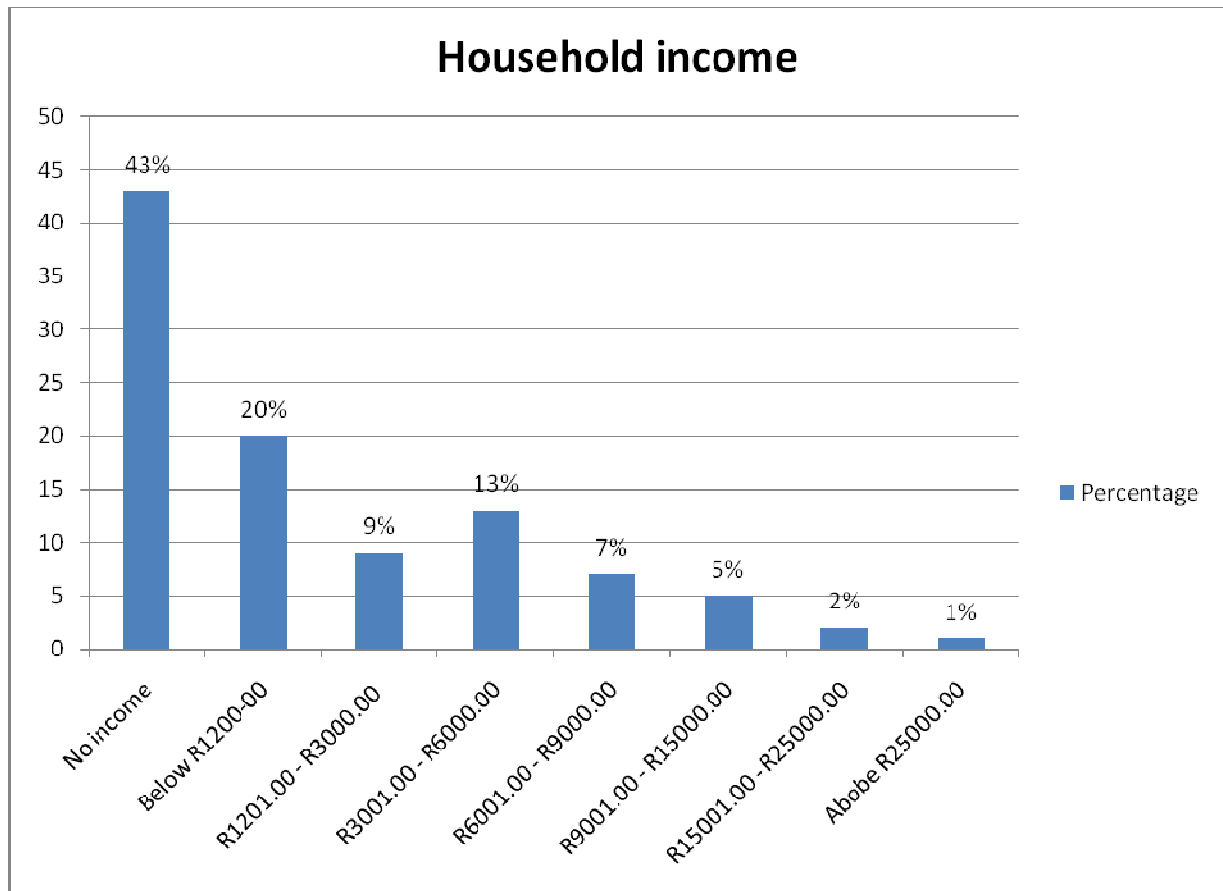
- Labour force [age 15-65] made up 34% and 35% of total population in 1996 and 2001 respectively.

- The unemployment rate increased significantly in DLM, by 14% between 1996 and 2001.
- Findings should not be seen as trends though; the differences in Census wording between 1996 and 2001 questionnaires make a comparison difficult

### **Economic Growth Rate & Unemployment**

In terms of figures generated by the DBSA for the GSDM Region [2003] the economy of the district is growing at an average growth rate of 2 % per annum for the period 2000 to 2003 [according to DBSA]. It must be noted, however, that the growth rate for the DLM during this period is estimated as approximately 2.4% per annum for this period. GSDM contributed about 3.3% to the Mpumalanga economy and 0.5% to the South African economy in 2005. More than 10% of all economic activity in GSDM in 2005 took place in the Dipaleseng Local Municipality. The broad unemployment rate in GSDM district was above 52% in 2001, slightly higher than the average of 49% in Mpumalanga. Dipaleseng's unemployment rate was 42%. More than half the formal employment opportunities in GSDM district are in the Dipaleseng Municipal area.

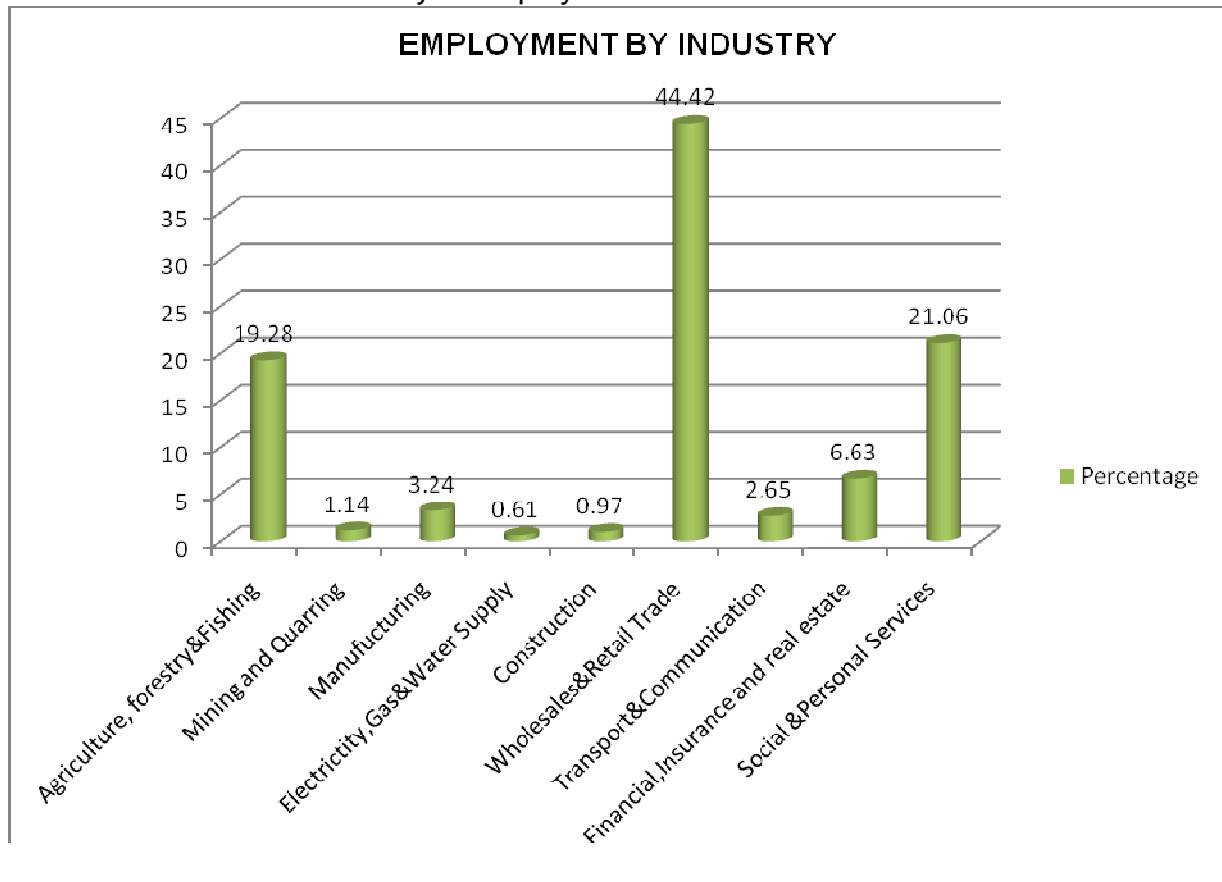
### **GRAPH: 8 Household income**



**Source:** STATSSA Community Survey 2007

The graph above highlights the household income breakdown in terms of income brackets

## COMPOSITION OF DLM Industry of employment

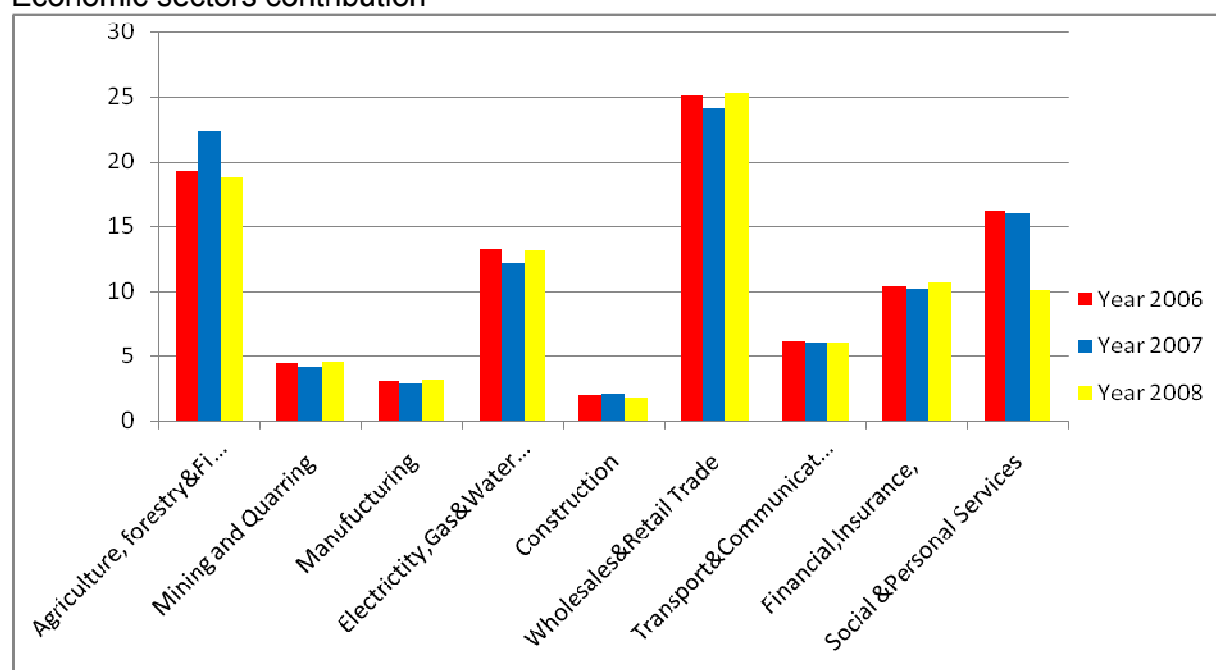


Source: DLM LED strategy 2008

### Industry of Employment indicates the following:

- The main industry of employment is the community/social sector, followed by private households, retail/wholesale and the agriculture/fishing sectors;
- Thus employment is predominantly in the social services, primary sectors and retail
- 2% decline observed in construction sector employment (but this changed from 2001)
- There is a slight increase of 2% in financial sector

**Graph 11 GVA**  
Economic sectors contribution



**Source:** Development Bank of Southern Africa

**The main economic sectors contributing to GVA in DLM are finance and community and social/personal services, manufacturing, wholesale and retail trade;**

- There is a slight decline in economic contribution in all sectors between 1996 and 2003, except transport, storage, communication, finance, insurance, real estate and business services.

## AGRICULTURE

The agricultural sector provides employment to hundreds of people who come from rural hinterlands and it has improved and grown in the last few years. Most people rely on agriculture sector as one of the major employment segment in the municipality. Agriculture sector is one of the major economic sectors in DLM. DLM comes second in this sector compared to other local municipalities within the GSDM Municipality. This sector can play a major role in poverty alleviation especially in communities where most people are unemployed. GSDM Municipality's LED strategy, 2007 indicates that agriculture employment in this municipality is sitting at 14.6%. The revised SDF critically talks to the agriculture sector and interventions that can be explored in strengthening this economic sector.

In terms of agriculture Dipaleseng has numerous competitive advantages, to mention a few:

- Location to two major national road networks, airport.
- Climate.
- Water
- Labour availability.
- Well established commercial sector and support services

#### **Community gardens proposals**

- Siyathemba
- Nthorwane
- Grootvlei

#### **4.4 MANUFACTURING**

Manufacturing is another leading economic sector for DLM. GSDM municipality's LED strategy, 2007 indicates that manufacturing in DLM is sitting at 11.8%. The developed industrial areas in DLM include Grootvlei Quarry. The majority of firm produce, clothing, etc. The identified constraints to growth include skills shortages, transport adequate road networks and access to finances.

In terms of manufacturing the Dipaleseng has numerous competitive advantages:

- Factor conditions – availability of infrastructure.
- Opportunity for markets.
- Firm structure and strategy.
- Relating and support industries.
- Government

#### **4.5 THUSONG SERVICE CENTRES**

There is one Thusong community centres in the municipality and one is proposed to be constructed in 2010/2011 at Nthorwane. These centres provide government services and used as pension pay points, community gathering, etc. They are also occupied by government departments.

# **ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN**

<b>STRATEGIES</b>	<b>PROGRAMMES</b>	<b>SOURCE OF FUNDING</b>	<b>COST ESTIMATES</b>	<b>RESPONSIBLE PERSON</b>
To uplift economic development & create job opportunities	LED	<b>DLM</b>	NIL	N. Nkosi C. Ntsimbi
To attract investors to DLM & encourage economic growth	Incentives	<b>DLM</b>	NIL	N. Nkosi C. Ntsimbi
To rehabilitate & maintain Infrastructure	Infrastructure	<b>DLM</b>	NIL	N. Nkosi C. Ntsimbi
To get maximum results from the agricultural sector.	Agriculture	<b>DLM</b>		N. Nkosi C. Ntsimbi
To create job opportunities, reduce poverty & skills transfer	Co-ops development & management	<b>DLM</b>		N. Nkosi C. Ntsimbi
To raise HIV/AIDS awareness	Awareness	<b>DLM</b>		
Facilitation of skills development and support for young entrepreneurs	Facilitation	<b>DLM</b>	R 20 000	
Integrated Development Plan	IDP	<b>DLM</b>	R 100 000	N Bhembe
Spatial Development Framework	SDF	<b>DALA</b>	R 1000 000	J Nkutha



## **CHAPTER 5**

### **5. GOOD GOVERNANCE AND COMMUNITY PARTICIPATION**

#### **5.1 20010/2011 PROCESS PLAN**

The Municipal followed in IDP preparation. The completion of Systems Act requires that the processes set out in writing should be adopted by the Municipal Council to guide the IDP process. Therefore Dipaleseng Local Municipality has embarked on the process of preparing a process plan as a preparatory step towards the IDP Approval and Review for the next five years. The IDP Review process is aimed at addressing the shortfalls to the existing IDP of Dipaleseng Local Municipality. Therefore the process plan guides the management of IDP and the following:

- The distribution of roles and responsibilities in the IDP review process

#### **Institutional arrangements for the process.**

#### **Mechanisms and procedures for public participation.**

- Action programme with timeframes and resources requirements.
- Mechanisms and procedures for alignment with external stakeholders.
- Relevant binding planning and policies requirements at National and Provincial
- Cost estimates for the review of the planning process.

#### **FRAMEWORK PLAN CONCEPT**

The framework plan is used to integrate and link development processes between the Gert Sibande District Municipality and the seven Local Municipalities that fall within its area of jurisdiction. The framework plan facilitates communication amongst all stakeholders including all the spheres of government regarding the processing to be local municipalities process plan depend on the completion and requirement set by the district framework plan.

#### **FOCUS AREAS OF THE IDP PROCESS**

Dipaleseng Local Municipality will focus on the following 10 municipal developed Key Focus Areas during the IDP Review preparation and compilation:

1. Infrastructure Development and maintenance
2. Spatial Planning at ward level
3. Review of objectives and strategies
4. Economic growth and transformation
5. Job creation & SMME development
6. Safe, secure and healthy environment
7. Knowledgeable communities
8. Good governance

- 9. Promoting sports and recreation and cultural diversity
- 10 Youth development

## **5.2 2010 / 2011 IDP REVIEW DEVELOPMENT**

The 20010/2011 Draft IDP is informed by the adopted 2007 – 2011 Integrated Development Plan document which plays a critical role in guiding development and planning for the new political office bearers with emphasis on improving socio-economic situation, meeting millennium targets, improving service delivery mechanisms, strengthening and improving inter-governmental relations and community participation. The IDP Review 2009/2010 is a strategic planning tool for DLM and only projects in the IDP will be budgeted for and eventually implemented. The Draft IDP should be utilised to inform the budget allocation and be translated to

IDP is to guide the budgets of sector departments [National and Provincial] where their services and resources are required, in terms of needs and priorities identified in the IDP. In addition to guiding organs of state, the IDP should be an informative document to encourage, and guide potential investment in the municipal area.

The commencement of the 2010 / 2011 IDP formulation process was advertised during July 2007, followed by a meeting of the IDP Representative Forum [17 August 2008]. The Lekgotla was facilitated by an IDP guru from the DLGTA and focused on the SWOT of the municipality, functions that were carried out well and those that were not carried out too well or not done and how to address such function.

- Limit level of engagement and knowledge sharing.
- Department budget for projects that are not urgent to communities.
- Department's projects do not have impact.
- Some sectors are neglected and some remain unfunded.
- No proper alignment.
- Duplication of funding.

As per advertisement of the IDP process and as per the approved IDP process plan; cluster workshops were rolled out within the Izimbizo programme of the Mayor [which was publicly advertised]. These workshops involve a clustered ward-level approach. The meetings commenced with an IDP explanation in terms of what is the IDP, why it is done, how it is done, and the status of DLM - IDP and how to participate in the process. The minutes of these meetings are utilized extensively for information in this IDP: to assist with the situational analyses of areas, backlog information, and needs of communities.

The first draft IDP Review was ready before the end of December 2009 to enable the document to be utilized for budgetary purposes in the budget.

**Dipaleseng Local Municipality – May 2010 Mayoral Izimbizo Schedule**

<b>Date</b>	<b>Cluster and time</b>	<b>Venue</b>	<b>Community Members Present</b>
04 March 2010	Ward 5 @ 17H00	Grootvlei Civic Centre	
18 March 2010	Ward 6 @17H00	Nthorwane Civic Centre	
03 March 2010	Ward 6 @ 17H00	Greylingstad	
24 March 2010	Ward 3 @ 17H00	Balfour Civic Centre	
18 April 2010	Ward 4 @ 14H00	Bonukukhanya School	
31 March 2010	Ward 2 @ 17H00	Siyathemba Civic Centre	
28 April 2010	Ward 1 @ 17H00	Siyathemba School	
12 May 2010	Ward 1@ 17H00	Siyathemba Civic Centre	

**The table above reflects the cluster izimbizo that were held in March /April 2010**

The municipality had 8 izimbizo instead of normal 6. Ward 1 and 6 had 2 each mayoral izimbizo to ensure that more voices are heard and participate in the development of the municipality. In most clusters / wards communities requested for basic services including housing, roads, water, sanitation, health care facilities, skills development, access to government grants, community facilities and enhancement of HIV/AIDS programmes. In more affluent wards, communities were not satisfied with slow pace of service delivery especially relating to bad condition of roads, potholes, no verge cutting and rubbish collection, non response to ward committee minutes and letters sent to the municipal offices, lack of supervision which results in poor workmanship.

The approach adopted in the preparation of the Review IDP 2010/2011 is strongly guided by the guidelines prepared by the Department of Provincial and Local Government [DPLG]) as set out in the IDP guide packs and the IDP simplified format. Dipaleseng Local Municipality is gearing itself to align with economic advantages and competitiveness that are identified in the PGDS. The IDP is in line with the Department of Local Government and Traditional Affairs Guidelines or approach and framework for IDP's 2007 / 2008 and beyond. The 2010/2011 IDP process plan was approved in August 2009.

Media used:

- Advertisements on the local newspapers [Herald]
- SABC Radio's [Lesedi and Ukhozi]
- Loud hailers
- Ward committees

The municipality is working on incorporating the Community Development Workers [CDW's] in to municipal planning and the reporting system in this regard needs to be agreed upon.

### 5.3 ROLES AND RESPONSIBILITIES OF ROLE-PLAYERS

NO.	ROLE PLAYERS	ROLES AND RESPONSIBILITIES
1	<b>Gert Sibande Municipality</b>	<ul style="list-style-type: none"> <li>• Horizontal alignment of IDP'S between local and the District.</li> <li>• Vertical alignment between district and local municipalities, National, Provincial as well as other district municipalities.</li> <li>• Formulate the district process plan based on the district's framework plan.</li> <li>• Formulate, manage and approve districts IDP.</li> <li>• Monitor and evaluate the district IDP process plan.</li> <li>• Ensure that draft process plans are compiled by the local municipalities with GSDM.</li> <li>• Ensure that the process plans adhere to the framework as agreed.</li> <li>• Ensure that all local municipalities under the district adhere to the timeframes in the framework plan as agreed.</li> <li>• Coordinate the alignment of the district's budget process with the district IDP Process and local IDP processes.</li> <li>• Facilitate vertical alignment of IDP's with other spheres of government and sector departments and the preparation of joint strategy workshops with local municipalities, provincial and national role players and other subject matter specialists.</li> <li>• Give financial support in line with its financial policy.</li> <li>• Give institutional support to develop expertise.</li> </ul>
2	<b>Dipaleseng Municipality</b>	<ul style="list-style-type: none"> <li>• Guide provincial sector departments participation in their contribution to the municipal planning processes</li> <li>• Guide departments in assessing draft IDP's and to align their sectoral programmes and budget with the IDP's.</li> <li>• Assist in accessing financial grants for IDP process</li> <li>• Monitor the progress of the IDP processes through the district and IDP Managers Forum.</li> <li>• Facilitate resolution of disputes related to the IDP.</li> <li>• Organize IDP-related training when required.</li> <li>• Co-ordinate and manage the MEC's assessments and comments with regards to IDP's.</li> <li>• Orientation of councilors on IDP.</li> </ul>
3	<b>IDP Manager's Forum</b>	<p>Meetings to be chaired by the district IDP Manager.</p> <ul style="list-style-type: none"> <li>• Planning Development Unit render secretarial services.</li> <li>• Consists of the seven local municipalities IDP Managers.</li> <li>• IDP Forums to be held quarterly to: <ul style="list-style-type: none"> <li>➢ coordinate technical submissions and the compilation of the respective IDP documents</li> <li>➢ Ensure horizontal alignment between the district and local municipalities IDP's.</li> <li>➢ Ensure vertical alignment between the district and Local municipalities, National and Provincial spheres.</li> </ul> </li> </ul>
4	<b>Department of Local Government and Traditional Affairs</b>	<ul style="list-style-type: none"> <li>• Coordinate participation and cooperation of all other key sector departments.</li> <li>• Monitor and advice the municipalities on the drafting, review and implementation of the IDP.</li> <li>• Ensure that sector department's planning is informed by Dipaleseng plans and IDP.</li> <li>• Closely monitor sector departments performance in terms of fulfilling their core functions and support Hibiscus Coast</li> </ul>
5	<b>Sector Departments</b>	<ul style="list-style-type: none"> <li>• Identify an IDP Coordinator in the sector departments</li> <li>• Contribute knowledge and ideas about planning issues in the province and sectors;</li> <li>• Contribute relevant information on the provincial sector departments plans, programmes, budgets, objectives, strategies and projects in a concise and accessible manner;</li> <li>• Ensure that their objectives and strategies and projects take various IDP's into consideration and adjust their budgets as informed by the various IDP's into consideration and adjust their budget as inform by the various IDP's.</li> <li>• Engage in a process of alignment with district municipalities, and participate in the provincial management system and coordination.</li> <li>• Ensure active participation in IDP Representative Forum and Task Teams</li> </ul>

## TERMS OF REFERENCE

The internal and external foras that contributes and informs the IDP Review

STRUCTURE	TERMS OF REFERENCE
<b>COUNCIL</b>	<ul style="list-style-type: none"> <li>• Makes final amendments on the IDP prior approval</li> <li>• Approves IDP</li> <li>• Approves budget in line with IDP</li> <li>• Approves organogram</li> </ul>
<b>MAYORAL COMMITTEE</b>	<ul style="list-style-type: none"> <li>• Decide on Process Plan for IDP</li> <li>• Provides political direction and leadership of the IDP Process</li> <li>• Submit final IDP Framework and IDP document to Council for adoption</li> <li>• May assign some responsibilities to the Municipal Manager</li> </ul>
<b>MUNICIPAL MANAGER</b>	<ul style="list-style-type: none"> <li>• Responsible for the management and coordination of the preparation of the IDP processes</li> <li>• Chairs the Cooperate Management Committee and Technical committee</li> <li>• Responsible for day to day management of the planning process</li> <li>• Ensure that timeframes are adhered to</li> <li>• Ensure that resources are allocated accordingly and are well managed</li> <li>• Facilitate coordination of different role players and ensure horizontal and vertical alignment</li> <li>• Ensure that performance management is done frequently</li> </ul>
<b>IDP MANAGER</b>	<ul style="list-style-type: none"> <li>• Works closely with the Municipal Manager in ensuring that the Municipal Manager meets his duties</li> <li>• Complements some f the Municipal Manager's functions</li> <li>• Coordinate all IDP processes</li> <li>• Ensure alignment and compliance with the legislative framework, IDP guidelines, Sector Departments and with the District.</li> <li>• Seek external funding</li> <li>• Responsible for putting the IDP document together</li> <li>• Interpret political issues into administrative functions</li> <li>• Facilitates IDP meetings</li> <li>• Timeously communicate IDP status to relevant committees</li> <li>• Work closely with Ugu PIMS Centre for guidance, alignment, technical support and methodologies to be used</li> </ul>
<b>IDP REPRESENTATIVE FORUM</b>	<ul style="list-style-type: none"> <li>• Inform affected and interested groups, communities and organisation/institutions on relevant Planning activities and their outcomes</li> <li>• Chaired by the Mayor of the municipality</li> <li>• Determine priorities, analyse issues, negotiate and reach consensus</li> <li>• Participate in project design and monitor and assess projects</li> <li>• Make recommendations on planning matters to council</li> <li>• Ensure that all sector departments play their role accordingly and fully participate in municipal planning</li> <li>• Chairperson has a right to discipline members who do not participate meaningfully an inform their principals of their unsatisfactory participation.</li> </ul>

## **5.4 WARD COMMITTEES**

There are lots of challenges facing the ward committee structures hence they are not adequately functioning at this stage. The ward committee allowance has increased to R957 000.00 for 2009/2010 to enhance and revive the ward committees. It should be noted that there is a relatively good working relationship between councilors, ward committees and the Dipaleseng Local Municipality. However the municipality should be more responsive to the issues raised by the ward committees. There is an administrative personnel appointed in the office of the Speaker to assist with administrative function including making follow up on ward committee meeting minutes.

## **5.5 PUBLIC PARTICIPATION**

This functions falls under the Office of the Speaker. Public participation is encouraged through the Mayoral Izimbizo and Budget Road shows. The municipality will be developing a public participation strategy in this financial year which will ensure effective and coordinated efforts of deepening public participation. In October 2009, IDP workshops were held in all clusters with an aim of educating and familiarizing communities especially youth with the IDP document. Communities were given background on IDP, taken through the processes, timeframes, roles and responsibilities and how communities can participate in the development and implementation of this strategic document. His Worship, Executive Mayor lead this process and visited all communities. The municipality recently employed a community participation facilitator to beef up public participation. A vehicle was procured for mobilization purposes. However R975 000.00 is budgeted for ward committees, R100 0000.00 will used to hold public participation workshops from the MSIG grant.

## **5.6 INTERNAL AUDIT**

The Internal Audit Unit operates under the Office of the Municipal Manager. It is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization to accomplish it's objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. The Head of the unit reports administratively to the Municipal Manager and functionally to the Audit Committee.

The scope of work of the Internal Audit Unit entails, inter alia, whether the Dipaleseng Local Municipality's risk management, control and governance processes as designed by Management are adequate and functioning in a manner to ensure:

- Risks are appropriately identified and managed.
- Interaction with various departments within Dipaleseng Municipality and other stakeholders occurs.

- Significant financial, managerial and operating information is accurate, reliable and timely.
- Employees' actions are in compliance with relevant policies, standards, procedures and applicable laws and regulations.
- Resources are acquired economically, used efficiently and adequately protected.
- Programmes, plans and objectives are achieved.
- Quality and continuous improvement are fostered in Dipaleseng Local Municipality's control processes.
- Significant legislative or regulatory issues impacting on Dipaleseng Local Municipality are identified and adequately addressed.
- Evaluation and reporting on the Municipality's Performance Management.

## **5.7 SPECIAL PROGRAMMES**

The municipality has embarked on various programmes and projects in ensuring that the rights of people with disabilities are taken into consideration and the disability policy was adopted by Mayoral Committee. The disability forum is fully functional, 15 forum members attended a leadership course and the integrated national disability strategy workshop to capacitate forum members.

To ensure sustainability of the disability programme the municipality collaborates with Department of Social Development / SASSA, Department of Health and Department of Education. The two main challenges regarding disability programme include insufficient funding and that disability is still regarded as a health and welfare concern.

This also caters for the previously marginalized and excluded communities to benefit from available municipal grants, government subsidies, etc. the disability forum was launched in November 2008. The municipality has taken note of the challenge faced by people with disabilities in accessing some facilities and building.

Gender policy was adopted by Mayoral Committee which a mandate to eradicating all forms of gender discrimination within DLM. The gender forum was launched in 2008. There is a need to increase the budget allocated to this programme. However it is a challenge to access grants and other social grants because the group identified people without identity documents and that this programme is not budgeted for.

The programme is envisaged to be extended to other schools provided that resources are made available. Rights of farm worker Programme looks at the living conditions farm workers work and live under. Primary Health care is provided on a monthly basis. There is a need to budget for this programme. The Centre for Municipal Research and Advice [CMRA]: The local Aids Council is fully functional. The Human Rights Programme will be launched in 2009.

This section considers gender mainstreaming, mainstreaming of children's issues, child security, senior citizens rights and farm workers rights. The unit also plays a major role in ensuring sustainability of the women led projects. However, budget allocation for the

above functions is a major challenge and should be considered so that these projects can be implemented and be sustained. There is only one officer who is responsible for the entire municipality.

The Senior Citizens forum was elected and launched in 2008. Below are requests submitted by the forum members:

- There are no programmes aimed at empowering senior citizens.
- Access to all community facilities
- Construction of an Old Age Home in Siyathemba.
- Assistance with pension [means test]
- There is a need to review pension dates and that unutilized council building be used to empower senior citizens in Dipaleseng
- Provide toilets and RDP houses for the elderly.
- Provide suitable toilets for disabled people.

## **5.8 YOUTH DEVELOPMENT**

The main objectives of this unit are to:

- To encourage young people to take responsibility in matters of their own development.
- To ensure job creation for youth and proper maintenance of storm drainage system.
- Promotion of Sports and cultural diversity.
- To ensure that the needs of Young people are taken into account and mainstreamed within the municipal operations

During the November 2009 Mayoral Izimbizo communities requested for the youth unit to be more visible and provide the necessary information to all the corners of DLM. To respond this request they will need an outreach vehicle to efficiently and effectively disseminate information and roll out their planned programmes to all 6 wards. Youth Parliament proposed for an adequate budget increase to about R1000 000.00 per financial year.

## **5.9 GOVERNANCE AND COMMUNICATION**

The unit deals with:

- Internal and external communication including the municipal website maintenance. Dipaleseng newsletter is prepared on a quarterly basis.
- Provide photos for the annual report.
- Assist in planning for Mayoral activities and mobilization.
- Media management, etc



## **5.10 OCCUPATIONAL HEALTH AND SAFETY**

Focuses on the following:

- Compliance with Occupational Health Act, 1993.
- Awareness programme on legislative requirements of the occupational health and safety legislative requirements.
- Hazard Identification and risk assessment at work place and municipal buildings.
- Inspections to monitor the levels of compliance.
- Capacitating the Occupational Health and Safety Committee.
- Supply first aid kit to all five departments to assist employees who get injured at work.

## **5.11 MOTOR LICENSING**

- The main focus is improve service delivery by decentralize motor vehicle licensing and renewals.
- Ratepayers and customers are not happy with the slow service that is rendered by this section as they wait for more 45 minutes to be served.
- Issue learners and drivers licenses.

### **Challenges**

Short staffed which results in long lines and dissatisfaction of ratepayers and customers [need vehicle examiners, learners class conductor and filling clerks]

## **5.12 FIRE SERVICES**

Focus on the following:

- Ensuring safety to buildings.
- Awareness and training within the informal settlements.
- Installation of fire hydrants.
- Establishment of the Fire Protection Association.
- Coordination of stakeholders.
- Decentralization of services to rural areas.

## **5.13 HIV/AIDS TRENDS**

It has been reported that Mpumalanga, KwaZulu and Gauteng are the Provinces that have high HIV/ AIDS pandemic. This is partly due to high rates of urbanisation and high mobility among the residents in these provinces. This pandemic is likely to have profound negative impacts on the district in the medium to long term, and within the DLM in particular. This includes the likely depletion of certain age groups more than others. Mason and Wood [cited in Metro plan] project that by 2014, the number of children younger than 10 will be more than 25% below the number expected, while the age group of 20 - 35 will be depleted by 40% or more due to the effects of HIV/AIDS. Prevention of Mother to Child Transmission trends are as follows:

- 2005 - 38 %
- 2006 – 37 %
- 2007 – 37.5

There has been a slight decrease in the percentage of people who have tested positive from the VCT and the trends are as follows:

- 2005 – 36%
- 2006 – 37%
- 2007 – 38%

There are 1 189 people [inclusive of children] on ART within DLM.

### **Antenatal clinic studies**

The department of Health conducts annual HIV/AIDS surveys on women visiting antenatal clinics in the province. In terms of the 2001 survey the Gert Sibande District Municipal area had the third highest HIV prevalence among pregnant women visiting public health facilities in the province after Nkangala District Graph 14 below provides a comparison among the 3 districts. Department of Health's recent data indicates that Ehlanzeni is sitting at 40% HIV/AIDS infection. The municipality in partnership with the District and the Department of Health should arrange more awareness campaigns around sexual transmitted diseases, HIV/AIDS and the importance of general health care

Sexually Transmitted Diseases [STD] trends were as follows:

- 2005 36%
- 2006 38%
- 2007 - 36%

## Graph 11: HIV/Aids statistics

According to Global Insight the HIV/Aids prevalence trends in the WSA is as follows:

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Population	39 722	39 707	39 716	39 733	39 769	39 806	39 829	39 871	39 874	39 897
Households	10 829	11 076	11 272	11 395	11 485	11 522	11 616	11 706	11 881	11 996
HIV Prevalence	4868	4849	4950	4944	4775	4733	4452	4283	4269	4161
AIDS Prevalence	190	234	277	315	343	365	377	375	401	417
Population Growth (%) (Global Insight Stated)	0.3%	0.3%	0.3%	0.3%	0.3%	0.4%	0.3%	0.1%	0.2%	0.2%
Population Growth (%) 3yr Mvg Average	0.5%	0.4%	0.3%	0.3%	0.3%	0.3%	0.3%	0.2%	0.2%	0.2%
HIV Prevalence Growth (%)	8%	0%	2%	0%	-3%	-3%	-4%	-4%	0%	-3%
HIV Prevalence (%)	12.3%	12.2%	12.5%	12.4%	12.0%	11.6%	11.2%	10.7%	13.2%	14.6%

**Source:** Global Insight Southern Africa - 2008, Regional explorer 403 [2.2h]

The graph above highlights the HIV trends over the past ten years in DLM

It will be important to factor into planning the impacts associated with this pandemic. The epidemic; for example; will affect infrastructure planning by reducing the projected number of people; impacts on households requiring services such as their ability to pay for these services and increased demand for health care facilities and social service.

## **5.14 ANNUAL REPORT**

The Municipality is registered with the Local Government Sector Education and Training Authority [LGSETA] and skills development initiatives relating to the municipal core services have been carried out at all levels of employment. The Municipality also provided experiential training for 40 learners since July 2001 to date.

The Municipality is also implementing a skills development project for inhabitants of the area; through tuition assistance in targeted fields of project management, financial management and town planning. Within the organization Adult Basic Education Classes in English and IsiZulu are being implemented: giving recognition to the predominate of IsiZulu within the DLM.

The broader strategy includes targeting students within specific professions such as town planning, engineering and IT and through an application process the municipality provides a bursary towards their studies.

## **6.6 EMPLOYMENT EQUITY**

The plan is in place however it needs to be reviewed. In accordance with the Employment Equity Act [No. 55 of 1998], the DLM developed and implemented the Employment Equity Plan; and as required by the said Act, the Plan was submitted to the Department of Labour in June 2009. The Plan reflects the progress the Municipality has achieved thus far and actions to address challenges relating to enhanced demographic spread, skills development, fast-tracking, diversity management and organizational culture assessment.

The employment equity profile illustrates progress made towards transformation. The Municipal Manager will enter into a Performance Contract with the Chief Financial Officer in terms of Section 57(1) of the Local Government Municipal Systems Act 32 of 2000 and in line with guidelines for contracts for Section 57 Employees issued by the Department of Provincial and Local Government [DPLG], which will reflect the key performance indicators per financial year in line with the IDP, and budget allocation subject to compliance to the requirements of the Municipal Finance Management Act 56 of 2003 chapter 7 Top Management and Senior Managers of the Municipalities Roles and Responsibilities. In terms of women empowerment, significant initiatives need to be introduced at top level to bring women to the fore as there are more women in percentage within the municipality. The employment equity statistics are presented in the tables below.

**TABLE 48: DEMOGRAPHIC PROFILE OF EMPLOYEES**

<b>Employment Equity Implementation</b>	<b>Designated* Group</b>	<b>Non-Designated Group</b>	<b>Women</b>
Senior Management	<b>4</b>	<b>1</b>	<b>2</b>
Middle Management	<b>2</b>	<b>1</b>	<b>0</b>
Professional Staff	<b>10</b>	<b>0</b>	<b>0</b>

**Source:** DLM Director Corporate Services

\*Africans, Coloureds, Indians, Women and the Disabled Individuals

**TABLE 49: REPRESENTATION BY OCCUPATIONAL LEVEL**

Occupational Level	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Snr. Managers	4	0	0	1	1	0	0	1	5
Middle Managers	2	0	0	1	0	0	0	0	3
Other	154	0	2	4					165

**Source:** DLM Director Corporate Services

The table above indicates the filled positions and the target the municipality as per the population demographics of DLM in relation to the Equity Act

## 6.7 CAREER PATHING

Currently DLM is developing a career pathing plan that cascade down the organization in roll out steps. The plan is informed by the Labour statutes, skills development and transformation and employment equity. The career pathing plan will be linked to the municipal recruitment policy, retention strategy, skills development, learnerships and internships, bursary scheme, induction process, performance management, remuneration, relocation and tuition assistance. The objectives of the plan are outlined as follows:

- To build employees capability and capacity.
- To create a structured, transparent process for career development that can be followed in a systematic and consist manner.
- To provide DLM with competent workforce that are able to fulfill its mandate.
- To ensure that employees progress as rapidly as possible along their career paths.
- To ensure employees capacity and capability requirements are in line with DLM's strategic intent and operational requirements.
- To transfer and retain critical institutional memory.
- To promote employee self esteem, staff morale and job satisfaction.
- To develop and retain scarce / unique skills.
- To improve levels of quality and productivity.

## 6.8 RECRUITMENT AND RETENTION STRATEGY

The municipality in a process of developing the recruitment and retention strategy.

## **STAFFING PLANS UNTIL 2012**

The Municipality is currently undergoing detailed business process assessments within each functional unit, with the aim of improving business processes which includes restructuring. This will have an impact on what the staffing arrangement of the municipality will look like and staffing numbers in future years.

### **Key principles which will inform the look of the DLM are:**

- An organization geographically decentralized to best deliver services to its community within its ward-based clustered approach and through delivery of “baskets” of government services.
- An organization with a flattened line of authority/reporting structure. Therefore minimizing management and maximizing “front line” workers.
- A strong supervisory level within the organization to ensure work is done accordingly.

## **6.9 INTER-GOVERNMENTAL RELATIONS STRUCTURES**

### **THE PREMIER’S COORDINATION FORUM [PCF]**

In accordance with the Inter-Governmental Relations [IGR] Act [2005], the Mayor participates in the PCF coordinated by the Office of the Premier.

### **THE MAYOR’S FORUM**

In accordance with the IGR Act [2005], a Mayor’s Forum was established in 2006 for the district. This forum is functioning and meets on a regular basis.

### **THE SPEAKER’S FORUM**

The District has an established Speakers Forum and DLM participates in the Gert Sibande District Municipality’s Speakers Forum.

### **THE MUNICIPAL MANAGER’S FORUM**

The Municipal Manager’s Forum was also established in 2005 by the district and meets on a regular basis. Issues raised at this forum are discussed at Corporate Management meetings by management.

## **INSTITUTIONAL STRUCTURES CREATED**

### **DLM STRUCTURES FOR LED DEVELOPMENT**

There are three additional structures that are in the process of being established which will facilitate an important role in developing and supporting LED development.

### **SEDA**

This is the Small Enterprise Development Agency [SEDA] which helps emerging businesses and entrepreneurs with business plan formulation, tax related issues, registration of companies, UIF compliance, workman’s compensation related issues, etc. This structure serves as a one-stop-shop for accessing information pertaining to small business development.

**Dipaleseng Development Agency**

This is a Section 21 Company created to drive macro development and key projects within the Municipal area.

**DIPALESENG TOURISM FORUM**

The Tourism Forum played an important role as the Project Steering Committee for a number of tourism-related sector plans including the Tourism Sector Plan, the Tourism Route Development Plan, the Tourism Signage Development Plan, and the Battlefields Development Plan, and the development of the Dipaleseng Tourism Routes.

**THE GIS FORUM**

The GSDM GIS forum comprises officials from the seven municipalities in the DM Family of Municipalities who are responsible for rendering GIS services and functions in their respective municipalities. The forum is held on a quarterly basis.

The objectives and responsibilities of the GIS forum are as follows:

- Ensure and facilitate the exchange of GIS datasets between government institutions within the GSDM area of jurisdiction.
- Ensure that a platform is in place whereby issues such training, capacity and technical assistance are addressed.
- The promotion of GIS Awareness both internal and external.

**WARD COMMITTEES**

The Dipaleseng Local Municipality has made use of the Ward Committees of the six wards to publicise the budget and the IDP. Training sessions have been organised with Ward Committee Councillors to train them on the budget and IDP and to enable the councillors to answer any questions in this regards. It is anticipated that in the future, these structures will play important roles in involving community members.

**6.10 RESPONSES TO THE MATTERS RAISED BY THE AUDITOR GENERAL IN HIS AUDIT REPORT AND  
MANAGEMENT LETTER FOR THE 2008- 09 FINANCIAL YEAR**

Impact on Audit Report	Audit Finding Number	Findings	Action Plan	Person Responsible	Implementation Date



### **6.11 DISASTER MANAGEMENT**

This is a shared function between Dipaleseng Local Municipality, other local municipality and the Gert Sibande District Municipality. There is a disaster practitioner's forum at a district level. Council takes disaster management very seriously as the municipality is prone and vulnerable to natural disasters. The municipality and other role players assisted to rescue life's. In June 2008 the municipality suffered from the heavy floods which left people destitute and who had to be placed and cared in municipal facilities. Food parcels and clothing were provided by the district.

#### **Disaster management objectives are as follows:**

- To provide a safe and secure environment.
- To capacitate and educate communities [fire]
- To Improve service delivery by installing fire hydrants in informal settlements and ensuring safety at all buildings.
- To training staff and volunteers.
- To decentralize services to rural areas.

A disaster risk management plan was prepared by DLM's internal audit however the municipality should consider creating a position for a risk manager who will identify risks with Section 57 manager, develop a risk management strategy to minimize risks potential. Risk identification should not be done by the internal auditors as they are supposed to assess whether risks are minimized and if processes and procedures were followed.

### **6.13 AUDIT COMMITTEE**

The Audit Committee is a district shared services and it is fully functional. Audit Committee meetings are held on quarterly basis.

# **INSTITUTIONAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT IMPLEMENTATION PLAN**

<b>STRATEGIES</b>	<b>PROGRAMMES</b>	<b>SOURCE OF FUNDING</b>	<b>COST ESTIMATES</b>	<b>RESPONSIBLE PERSON</b>
To review the employment equity plan	Employment equity	<b>DLM</b>	<b>NIL</b>	<b>L. Pheko</b>
To review the skills development plan, build & transfer skills	Skills development	<b>DLM</b>	<b>NIL</b>	<b>L. Pheko</b>
To develop a human resources plan	Personnel administration	<b>DLM</b>	<b>NIL</b>	<b>L. Pheko</b>
To develop & implement a credible IDP	IDP	<b>DLM</b>	<b>R 60 000</b>	<b>N. Bhembe</b>
1. To develop a OPMS framework	PMS	<b>DLM</b>	<b>R 150 000</b>	<b>L. Pheko</b>
2. To implement the organizational scorecard				
1. To approve communication policy and strategy	Public relations	<b>DLM</b>		<b>L. Pheko</b>
2. To develop a stakeholders consultation framework				
3. To review corporate image				
4. To publish internal & external newsletters				
5. To run radio slot & advise media				
1.To ensure effectiveness of meetings	Administration	<b>DLM</b>		<b>L. Pheko</b>

## 7. FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT

### Status Quo

The financial matters of Dipaleseng Local Municipality are governed by the following legislation:

- Division of Revenue Act [DORA]
- Public Finance Management Act.
- Municipal Finance Management Act No. 56 of 2003.
- Treasury Regulations.

The municipality has a three year financial plan which is reviewed annually and is currently using Munsoft 3i billing system. The Credit Control and Debt Collection policy was adopted by Council see Annexure F.

### Costs of services

The cost of service delivery is as per the tariff schedule below:

The proposed rates increase for 2009/2010 is between 3 and tariffs are 5.7%.

### Municipal income

The municipality is dependent on two primary types of income – operating income and grants and subsidies as indicated in the table below.

TABLE: 28  
REVENUE AND EXPENDITURE

	2007 -2008	2008 - 2009	2008 -2009	2009 - 2010	2010 -2011	2011 - 2012	2012-2013
	ACTUALS	ACTUALS TO FEBRUARY	PENDING	BUDGET	BUDGET FORECAST	BUDGET FORECAST	
<b>REVENUE</b>				87 144 700			
<b>EXPENDITURE</b>				87 141 630	100 484 885	104 783 855	111 184 337
SALARIES AND ALLOWANCES							
GENERAL EXPENSES							
REPAIRS AND MAINTENANCE							
CAPITAL CHARGES							
CONTRIBUTION							
RECOVERIES							
REBATES							
<b>EXPENDITURE</b>							

### **Graph 13**

#### **Operating expenditure**



## **7.2 FINANCIAL STRATEGIES**

The municipality has developed a number of strategies to ensure financial viability and financial management. DLM has converted to GRAP standard. Some of the strategies that have been developed include:

- Credit control
- Debt collection Policies include.
- Budget
- Rates
- Indigent
- Supply Chain Management
- Asset management
- Customer care
- Debt collection
- Disposal of assets, cash management
- Investment

## **7.3 FINANCIAL PLAN**

The municipality has developed an IDP three year capital plan. The plan's emphasis is placed on ensuring financial viability of the municipality, budget alignment with IDP and alignment to the legislative framework, capital investments, action plan and accountability and timeframes are outlined in the plan. Financial management and strategies, municipal resources, revenue raising, asset management, financial management and capital financing are highlighted in the plan.

### **Action plan objectives**

1. Comply with MFMA
2. Take IDP into consideration during budgeting phase
3. IDP Review and multi-year revenue and expenditure projections
4. All external funding to be indicated
5. Indicate where intervention is required.

### **Action Plan Outcomes**

1. Feasible strategies to increase efficiency
2. Linkage with budget and alignment with National, Provincial Departments, parastatals and GSDM
3. Investment stimulation in DLM.

**ROLL OUT OF PROJECTS**

<b>PROGRAMME</b>	<b>BUDGET 2008/2009</b>	<b>BUDGET 2009/2010</b>	<b>BUDGET 2010/2011</b>	<b>BUDGET 2011/2012</b>
HOUSING PROJECTS				
PUBLIC WORKS				
DISASTER				
MIG				

<b>Project Name and number</b>							
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# **PROJECTS PLANNED FOR THE MTEF ALIGNED TO NATIONAL TARGETS 2010/2011 FINANCIAL YEAR**

Project Name and number	Project type	Project status	Planned start date	Planned end date	Project budget	MIG funding	Other Additional funding

**DORA ALLOCATION**

<b>Type</b>	<b>National Financial Year</b>			<b>Municipal Financial Year</b>		
	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
Infrastructure grant						
Allocation in kind						
Equitable share						
Authorized for services						
Water						
Sanitation						
Total						

## 7.4 SUPPLY CHAIN MANAGEMENT POLICY

This policy outlines how the municipality does business, in terms of procurement and winning of tender. People who were previously disadvantaged [PDI] get more preference i.e. women, disabled and black people. Experience and qualifications are looked at with special attention. DLM requests bidders to submit valid tax clearance certificates proof of business registration, company registration document, VAT Registration document, Workman's compensation document, construction industries development board and proof of ownership. Tenders are awarded to bidders to meet all the specified conditions of the tender and who have given correct and validated information. DLM subscribes to the PPPFA No. 5 of 2000 and the National Government Regulation and it enables the effective implementation of the DLM Preferential Procurement policies. It is critical for a bidder to correctly complete a tender document, provide all the relevant information, indicate ownership, keep copies of documents, provide all information that need to be certified, indicate any amendments so that the certificate of correctness could be issued, and individual PDI shareholders in the holding company or trust be indicated accordingly.

The Municipal Finance Management Act [MFMA] No. 56 of 2003 states that the Accounting Officer [Municipal Manager] has the responsibility to ensure implementation of the Supply Chain Management Policy. DLM has then developed a Supply Chain Management Policy as well as a Database guided by the MFMA and National Government Regulations. HCM supply chain management delegation framework provide an efficient and effective delegation framework for Bid Committees and municipal officials with due consideration given to the financial threshold values of the supply chain management policy of the DLM. The delegations grant authority from the Municipal Manager [Accounting Officer] to Heads of Departments, Supply Chain Management Manager and the Bid Adjudication Committee to make certain decisions.

Financial transactions worth more than R2 000 000.00, unsolicited bids and emergencies are only dealt with by the Municipal Manager. The MFMA clearly stipulates that Municipal Manager may not delegate to any political structure or political office bearer any of the powers and duties aligned to him. The Municipal Manager should develop an appropriate system of delegation that will both maximize administration and operational efficiency with adequate control system in place.

**TABLE: 29**

DLM Scope of delegation

Scope of delegation	Minimum post level	Contract value [invitation & acceptance of written quotations]
Level 1		R0.00 – R1 000
Level 2		R1 001- R30 000
Level 3		R30 001 – R120 000
Level 4		R120 001 plus
		R2 000 000 plus

Dipaleseng Local Municipality's Supply Chain Management Delegations Framework was last updated in February 2007 and available on request and on municipal website.



## **7.5 THE INDIGENT POLICY**

The municipal indigent policy is aiming at ensuring access to minimum water supply and adequate sanitation [basic services provision] in a sustainable and cost effective manner and to provide subsidization guidelines to deserving households within the Dipaleseng Local Municipality. The municipality invites households to apply for this benefit on a yearly basis and evaluations are done yearly as well. This benefit will be available as long as dedicated funds are available on the budget. In case of abuse and fraudulent the household beneficial right is withdrawn. Indigent criteria are as follows:

- Household income of less than two pensioners.
- Own one fixed property

Control measures for the distribution of indigent support are as follows:

- The municipality advises both successful and unsuccessful applicants of their status of the application and inform successful applicants of the terms and conditions of the subsidy.
- Names of household receiving benefit, stand number and number of total household income are displayed in council notice boards

On approval of the application the municipality shall permit the quantity of 6 kilolitres per month to flow to the residence free of charge. The monthly basic charge levied against the property shall be waived by the municipality. The monthly sanitation charge levied against the property shall be waived by the municipality and in cases of conservancy tank services of one draw per month. All consumption over quantity of 6 kilolitres shall be levied at the current scale of tariff and shall be payable within 25 days from the meter reading date. Should the amount remain unpaid after the due date a restrictive device shall be installed to reduce the water consumption to a quantity of 6 kilolitres per month until the arrears amount has been paid in full.



# FINANCIAL VIABILITY AND MANAGEMENT IMPLEMENTATION PLAN

STRATEGIES	PROGRAMMES	SOURCE OF FUNDING	COST ESTIMATES	RESPONSIBLE PERSON
1. To ensure sound financial management 2. To comply with the MFMA 3. To ensure financial viability	Revenue Enhancement	DLM		JD Luus
	Resource Management	DLM		JD Luus
	Special Projects	DLM		JD Luus
	Expenditure Management	DLM		JD Luus
	Budget Reform & Reporting	DLM		JD Luus
	Review of the SCM policy	DLM	OPEX	JD Luus
	MFMA 100% Compliance	DLM		JD Luus
	HIV/AIDS Awareness	DLM	OPEX	JD Luus
	Appointment of Assets Management Officer	DLM	OPEX	JD Luus
	Developed GRAP Complaint Assets Register	DLM	R1.2m	JD Luus
	GRAP Conversion	DLM	R1.4m	JD Luus
	Training of official in finance related courses	DLM	R150,000	JD Luus

## **8. SPATIAL DEVELOPMENT FRAMEWORK [SDF] PLAN IDP's STRATEGIC FRAMEWORK AND SDF**

In addition to the national and provincial legislation and policies as set out above, the IDP's Strategic Framework will also guide the SDF. As contained in the IDP **the vision** of the Municipality focuses on the following:

### **“To provide quality, affordable services and good governance”**

The Strategic Framework also contains a wide-ranging set of objectives and strategies, which are aimed at addressing a number of key issues. The following objectives are especially relevant to the formulation of a SDF and have taken NSDP, PGDS and DGGS in to cognizance.

- Improve accessibility in rural areas and improve linkages between urban and rural components.
- To stimulate local economic development; with specific emphasis on tourism, agriculture, and manufacturing.
- To actively pursue the provision of housing to all communities within the Municipality, within the context of overall community development.
- To achieve a balance between the developmental needs of all local communities, the demands of the tourism and manufacturing industry and sound environmental management principles.
- To raise environmental awareness amongst all the communities in the municipal area.

### **8.2 AN INTEGRATED APPROACH TO DEVELOPMENT AND LAND USE MANAGEMENT**

An integrated approach to land use management needs to be adopted by Council, which seeks to:

- Create a more efficient urban form by:
  - Densifying existing urban nodes in appropriate locations.
  - Strengthening secondary service centers.
  - Identifying and implementing development corridors
- Ensure a more efficient use of infrastructure
- Promote more flexible land use mix in appropriate locations
- Give preference to those land uses that will assist in achieving the Municipality's Vision and particularly the local economic development and environmental objectives
- Preserve high quality agricultural land
- Ensure that environmental objectives are taken into account in the formulation and adjudication of development proposals
- Create an environment conducive to investors and small entrepreneurs
- Optimize the inherent tourism and recreation potential of the area
- Maintain and enhance local character, to ensure diversity and provide the full range of tourism needs.

### 8.3 ALIGNMENT WITH NEIGHBOURING MUNICIPALITIES AND DISTRICT INTEGRATED DEVELOPMENT PLANS

Alignment is one of the cornerstones in the SDF exercise, for this reason alignment has to be coordinated at the District level through its LUMS.

### 8.4 NATIONAL AND PROVINCIAL PLANNING INITIATIVES THAT ARE RELEVANT TO THE SPATIAL FRAMEWORK

- **The Spatial Development Initiative** envisages linking future settlements with R23 provincial road thus opening new opportunities and markets within and from the Balfour. The Municipality strategic location along this corridor needs to be optimized.
- The **Rural Service System** initiative is a Provincial Planning Initiative which arose in response to the need to address and alleviate the widespread rural poverty and the inequitable distribution of services within Mpumalanga Natal. Rural Service Centres are envisaged from which a range of services could be rendered to rural settlements. To support the provision of services, linkages in terms of road connections and communication infrastructure between such centres and higher order centres are vital. Two lower order levels centres are envisaged. The current terminology for these being **Service Satellites** and **Service Sub-satellites**. The Service Satellites would have a more permanent provision of services whereas the sub-satellites would facilitate a weekly level of service. The types of service that could be covered include:
  - Civic Administration
  - Service Co-ordination
  - Engineering Infrastructure Services
  - Communication Infrastructure Services
  - Government Information Services
  - Social and Support Services
  - Economic and Business Support Services
  - Tourism and Enterprise Development.
- **Agricultural Production Potential**

This is the same assessment, which served as one of the informants in the first review of the SDF. It must be noted that the assessment provides an overview of agricultural potential at a municipal scale. Individual farms would still require detailed assessment if development is contemplated. The need to protect areas with high agricultural potential and to maintain high levels of agricultural production is highlighted in line with the principles of the NSDPS and the PSEDS. Further the subsequent figure shows the areas identified by the PSEDS as to have high agricultural potential in the province of Mpumalanga I and also fall within the Dipaleseng Local Municipality.

## **CHAPTER 9**

### **ENVIRONMENTAL MANAGEMENT**

The existing landscape quality is one of the primary tourism attractions, and its maintenance should be taken into account in the formulation and adjudication of development proposals. The intrinsic bio-diversity value of eco-systems and natural habitats on commercial farmlands provide the basis for eco-tourism diversification, thus activities need to be carefully planned in order to integrate with the environmental attributes and minimize any negative impacts. In terms of land use management, the specific ecosystems and vegetation communities that require specific environmental management are wetlands, grasslands and other indigenous forests which provide the habitats of important species. An Integrated Environmental Programme, which will form the basis of the SEA and EMP should be undertaken by the Municipality

#### **PROCESS PLAN FOR THE DEVELOPMENT OF THE STRATEGIC ENVIRONMENTAL ASSESSMENT [SEA AND THE ENVIRONMENTAL MANAGEMENT PLAN [EMP]**

##### **Background**

In the context of competing needs a balancing act is needed between meeting the ever increasing demands associated with human activity and the maintenance of environmental integrity. This is particularly so in the context of the municipalities which are facing a challenge of massive influx of people and the associated activities of over-development.

The Strategic Environmental Assessment is a framework that guides the manipulation of the natural environment even before development proposals are considered for particular areas. It is then reduced to an area specific Environmental Management Plan which in essence provides parameters within which development can occur.

It is therefore of utmost importance that both the SEA and the EMP are developed and implemented as the high rate of development will have dire consequences for the environment. The greatest challenge though is the shortage of funds. The process plan detailed here-under commences with resource mobilization to enable the appointment of service providers to undertake same.

The Development Bank of Southern Africa as well as the National Department of Environmental Affairs have been identified as strategic partners to assist with funding and business plans will be submitted before the end of June 2010.

### Process Plan

ACTIVITY	TIMEFRAME	RESPONSIBILITY
Submit business plan for funding	30 June 2010	Director Community Services
Draw up Terms of Reference	30 June 2010	<b>Environmental Officer</b>
Tendering	30 September 2010	Director Community Services
Appointment of Service Provider	15 October 2010	Adjudication Committee
Submission of Status Quo Report	15 November 2010	Consultant
Environmental Audit and Developing a Baseline	15 December 2010	Consultant
Geo-referencing and spatial mapping – SEA Map	30 January 2011	Consultant
Submission of Draft SEA report with detailed analysis and recommendations	15 February 2011	Director Community Services
Submission of report to Management for comments	28 February 2011	Consultant
Developing an EMP as per issues identified in SEA	30 March 2011	Director Community Services
Submission of SEA and EMP to Planning Committee	15 April 2011	Director Community Services
Submission to IDP Manager for inclusion into the IDP to be ready for public comments	30 April 2011	<b>N Bhembe</b>

There are ongoing programmes such as: -

- Weed Eradication
- Celebration of Environmental days
- Capacity Building to all
- Environmental Education

### SECTOR PLANS

PLAN	CURRENT STATUS
Strategic Environmental Assessment	The document will be developed in the next financial year 2010/11 council to avail budget
Environmental Management Policy	This policy will be developed in the financial year of 20010/11
DLM Environmental Guideline Document	This to be done in conjunction to EM Policy. To be done in 2010/11
Integrated Environmental Programme	This has been done in financial year 2006/07
Mapping of Environmental Sensitive Areas [GIS LINK WITH ENV SENSITIVE AREAS]	

## 9.2 HEALTH CARE FACILITIES

### Status quo

There are four public clinics that were transferred to the Provincial department of health, one of which is currently under construction at Nthorwane, Balfour clinic still operates on private premises and Greylingstad clinic is deplorably build on a high water table area its dimension does not comply with building and health standards.

Most rural communities have access to mobile facilities that are available at intervals and people still travel long distances for this service. Most of the surrounding rural areas do not have access to 24-hour health facilities thus access to these facilities remains a challenge.

The Dipaleseng LM's Council has allocated land to the Provincial Health Department for building of a public hospital in 2000 and that site is still available strictly for building of a Hospital. There is a great need to improve the health system, services and facilities in the municipal area. The following table gives clinic location and operational period.

TABLE: 31

Clinic location and ownership

Name	Locality	Operational	Ownership
Siyathemba PHC	Ward 4	24 Hours	DLM
Balfour PHC	Ward 3	5Days	Private
Grootvlei PHC	Ward 5	7Days	DLM

Source: Department of Health

### TOP 10 CAUSES OF MORBIDITY & MORTALITY IN CHILDREN & ADULTS

CHILDREN		ADULTS	
MORTALITY	MORBIDITY	MORTALITY	MORBIDITY
1. Pneumocistis Carini Pneumonia [PCP]	1. Gastroenteritis	1. Septicaemia	1. HIV Related causes
2. Gastroenteritis	2. Pneumonia	2. Pneumonia	2. Hypertension
3. Pneumonia	3. Seizure Disorders	3. Meningitis	3. Diabetes
4. AIDS defining illness [excluding PCP]	4. Tuberculosis	4. Tuberculosis	4. Arthritis
5. Severe malnutrition	5. Severe Malnutrition	5. Severe Trauma	5. Tuberculosis
6. Septicaemia	6. Asthma	6. Diabetes related complications	6. Pneumonia
7. Asthma	7. Meningitis	7. Hypertension related complications	7. Gastroenteritis
8. Poisoning [Herbal or traditional enema]	8. Septicaemia	8. Myocardial Infarctions	8. Congestive Cardiac Failure [Stroke]



9. Meningitis	9. Poisoning [Herbal or traditional enema]	9. Congestive Cardiac Failure [Stroke]	9. Asthma
10. Hepatitis	10. Neonatal Jaundice	10. Gastroenteritis	10. Epilepsy

### 9.3 WASTE MANAGEMENT

#### Status quo

There are two unregistered landfill sites within the municipality and these sites are located at Balfour and Greylingstad. Quantify waste dumped at the waste site and it should be noted that illegal dumping is an ongoing. The Grootvlei waste site is reaching its capacity; waste records of quantities and composition are not taken. There should be a designated site for recycling purposes. Solid waste remains from the sewage works are currently dumped on the site hence it is unclear whether this is permitted or not.

The integrated waste management plan was completed and adopted by Council in March 2009. The current approach is focused on refuse removal of household, business and industrial waste, and development and management of garden refuse stations. The current status is as follows:

1. Businesses and flats within the three nodal points receive a collection twice a week;
2. Industrial areas have skips in place, which are cleared daily;
3. The rural area does not benefit from any co-coordinated, municipal approach towards refuse removal, or solid waste management;
4. Informal Settlements have skips which are removed weekly.

#### Addressing the backlogs

The large percentage of the population that does not benefit from any municipal-led co-coordinated waste management will be addressed within the Integrated Waste Management Plan. The IWMP will deal with waste in a comprehensive, holistic, integrated and creative manner. The IWMP investigates the number of registered landfill sites and their lifespan, need for new sites, extensions and rehabilitation. The plan will explore other means of extending the service to rural communities in a cost effective and coordinated manner. Waste disposal methods and alternatives will be explored and working for waste programmes. Waste minimization, promotion of environmentally friendly waste management practices, efficient waste management and improved service delivery mechanisms.

The IWMP allows for EIA to be conducted where necessary and covers all aspects of environmentally friendly practices. The IWMP covers options that are mainly environmentally friendly. The implementation of the IWMP is still a challenge since there is no budget allocated to this function. Currently there are garden transfer stations located throughout the municipality and one of them is undergoing the EIA process. The listed projects in line with the IWMP will undergo EIA process.

#### **9.4 SAFETY AND SECURITY**

The Constitution of the Republic of South Africa in section 152 (1) (d) states that municipalities should promote safe and healthy environment and further states that municipalities should encourage the community involvement and community organizations in the matters of the local government. The 1998 White Paper on Safety and Security encouraged municipalities to play a vital role in crime prevention in partnership with different stakeholders and key-role players, taking into cognizance that crimes happen at local level and the local municipalities are closest to people.

Municipal objectives:

- To create an efficient and visible policing in all the areas particularly in residential areas and CBD areas.
- To improve on service delivery and rendering efficient service to members of the public
- To improve service for effective crime monitoring
- To provide a safe and secure environment [routine vehicle checks and routine patrols]
- To capacitate communities [child in traffic]

The Municipality is concerned about the safety and security of its residents and tourists. Thus the municipality has developed safety strategies in partnership with SAPS and the Department of Community Safety and Liaison.

These strategies are aimed at addressing crime at all levels and all communities in a short and long term basis, whilst acknowledging the fact that crime is a complex phenomenon and varies from community to community therefore requiring different strategies and solution to suit each situation and crime level. DLM crime prevention strategies are aligned to the National and Provincial crime and prevention strategies which emphasizes the importance of fighting crime as a threat to our democratic order and development.

Community Safety Forums have been established and are well functioning. These forums constitute of the members of the Ward Committees, Community Policing Forums, and School Safety Committees. Such forums serves as a coordinating mechanism of government and civil society representatives address our community's safety needs. The municipality has a feasible crime reduction strategy and the concerned directorate consistently reports on it and its achievements and challenges on quarterly SDBIP which is linked to the municipal IDP and budget. During the IDP Representative Forum the municipality together with SAPS report on crime levels and trends. DLM IDP sessions prescribe to the national requirements of strengthening interactive, participatory and transparency and community involvement in developmental issues.

It is important to align municipal planning with province and SAPS plans, share resources and information and find a common ground to deal with challenges and to encourage and assist each role player to meet its mandate. The Department of Community Safety and Liaison has played a major role in crime awareness and providing trainings.

## **CHAPTER 10**

### **ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM [OPMS]**

Dipaleseng Local Municipality will strive to continuously improve its performance not only limited to compliance to the Department of Provincial and Local Government and the compliance to Chapter 6 of the Municipal Systems Act, No. 32 of 2000, these will be done through continuous benchmarking and adoption of best practices on Service Delivery, Administrative Systems, Planning and Financial Management.

The DLM's PMS policy is informed by the Local Government: Municipal Systems Act, 32 of 2000; Municipal Finance Management Act, 56 of 2003; Municipal Planning and Performance Management Regulations of 2001 and its Integrated Development Plan [IDP].

The system operates on two levels organizationally which inter-connect practically in annual reviews, and quarterly reviews:

- Strategic level: IDP [5 year plan] and strategic scorecard with annual and quarterly Reviews.
- Operational level: Service Delivery and Budget Implementation Plan [SDBIP]: Operational annual plan broken into quarterly operational plans, and annual and quarterly reviews. On an operational level there is also a monthly meeting between departmental heads with the office of the municipal manager, and monthly performance reporting to various political structures but notably the departments' respective portfolio committee. This reporting is on performance and linked to the performance reporting system of the performance management system.

Five key primary objectives of the Dipaleseng Local Municipality's performance management system are as follows:

- Firstly, to facilitate increased accountability.
- Secondly, to improve service delivery in a focused manner.
- Thirdly, to facilitate learning and improvement.
- Fourthly, to provide early warning signs to institute corrective action.
- Finally, to facilitate decision making

The municipality aims to ensure that its performance management system contains elements of accountability, transparency, efficient and efficient service delivery, good governance and community responsiveness. The following will be key Performance Indicators in line with the guidelines for the performance contract for section 57 managers in terms of the Municipal Systems Act 32 of 2000. Performance management is a strategic management approach that equips the Mayor, Speaker MMC, Council, Municipal Manager, Head of Departments, employees and stakeholders with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review the performance of the institution against indicators and targets for efficiency, effectiveness and impact. The performance management system [PMS] entails a framework that describes and represents how the municipality's cycle and processes of

performance planning, monitoring, measurement, review, reporting and improvement will be conducted and managed.

### **Objectives of Performance Management**

- To excel in good governance.
- To provide good and quality infrastructure development.
- To strengthen Community and Stakeholder Participation.
- To ensure efficient and effective administrative systems.
- To facilitate and support human resource development.
- Continuous municipal growth and improved service.

### **DLM Performance Management Principles**

- Simplicity.
- Politically driven.
- Incremental implementation.
- Transparency and accountability.
- Integration.
- Objectivity.

### **Performance, Monitoring and Review**

Dipaleseng Local Municipality's performance is monitored and measured on an annual basis based on its core mandate in terms of service delivery and providing efficient and adequate service to the communities within the municipality. Performance review in terms of service delivery will be done quarterly and should there be gaps the evaluators will provide recommendations to address such shortfalls.

The municipality's review its performance management quarterly and subscribe to the best model that will consistently enhance the municipality's performance and give early indications if some functions and processes are not functioning adequately.

### **PERFORMANCE MANAGEMENT PRINCIPLES**

The system must be simple, user friendly that enables the municipality to operate it with its existing resources with the involvement of various external stakeholders and the political component.

The legislation requires that the PMS promotes a culture of performance management in the political structures. It further states that Mayoral Committee should manage the development of the PMS, and assign responsibility to the municipal manager. Once developed Mayoral Committee must submit the PMS to Council for adoption, therefore Council is the owner of the system and must oversee the implementation and improvement of the system and in the process inculcate a culture of performance improvement as required by the Municipal Systems Act.

To ensure a sustainable system, best practice has taught us that it is good to start with a basic system, implement it and then improve incrementally. It is not possible to

transform overnight, it is only possible to move gradually towards a high performance organization.

The process of managing performance should be inclusive, open and transparent. Citizens should know how departments are run, how resources are spent and who is responsible for particular services.

The PMS should be integrated into other management processes in the municipality; it should be a tool for efficient and effective management rather than an additional reporting burden. It should be seen as a central tool for managing the affairs of the municipality. Performance management must be founded on objectivity and credibility.

### **CORE ELEMENTS OF THE PMS**

The PMS can be divided into organizational and individual performance management – although they are not exclusive of one another. Organizationally the system comprises:

- IDP and organizational strategic scorecard.
- SDBIP, annual operational plan broken down to quarterly outputs.
- Quarterly plans and reviews.
- Monthly reports on performance to Portfolio Committees.
- Monthly reports to the Office of the Municipal Manager.

External participation is central during these processes: through public meetings, pamphlet distribution, proforma inputs, ward committee inputs, media conferences quarterly and annually.

### **Individually the system comprises**

- Annual Performance Agreements.
- Annual work plans.
- Quarterly work plans and evaluations.
- Monthly work plans and evaluations.
- Personal development plans.
- Service Excellence Awards: monthly and annual event

### **KEY PERFORMANCE AREAS**

The performance management system is organized according to the five general national key performance areas: service delivery, local economic development, municipal transformation, financial viability, and good governance and stakeholder relations. Within this organization key indicators which require reporting such as the follow is included: number of households benefiting from indigent support, employment equity, etc.

### **PERFORMANCE AUDIT COMMITTEE**

The performance audit committee is a shared district service and it was noted that performance audit committee met three times in 2009/2010. In terms of the PMS policy however the establishment of such a committee is proposed. Progress evaluations are

done in a quarterly basis, where the municipal departments [internal] reflect back and indicate whether the objectives that were set for that quarter were realized.

However the Service Delivery Implementation Budget Plan [SDBIP] workshops and quarterly reviews were held for all quarters hence an evaluation on SDBIP was done at the end of the financial year to assess the performance of DLM's departments. If there are variances the departments then give explanation and way forward on achieving the objective. MMC members, directors and managers attend the review sessions. Departmental future plans for the next quarter are tabled in line with the SDBIP. The municipality has not implemented the strategic score card in the performance management component.

### **SUMMARY OF ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM**

The Performance Management Policy Framework adopted by the Municipality consists of the following four parts:

- Approach to Performance Management.
- Organisational Performance Management.
- Individual Performance Management.
- Review and Improvement to the Performance Management System.

The management processes have evolved to a point where the IDP, performance management and budgeting are integrated. Although they follow-on each other consecutively, they all form an integral and essential part of the macro management process, the one being dependent on the other. The framework for following this approach is depicted below

## CHAPTER 11

### SECTOR PLANS PLAN

In terms of answering the question of “What are we doing to improve ourselves?” the following is noted:

The following Sector Plans have been prepared and some are in progress by the DLM since 2001 and are/will be aligned to the IDP:

**TABLE 3: CURRENT STATUS OF IDP**

Nr.	SECTOR PLAN	STATUS QUO	COUNCIL RESOLUTION	SUPPORT REQUIRED
1.	Operational 5 year Implementation Plan	Developed	C54/07/08	Technical and financial assistance is required
2.	Budget Policy	Developed	C45/05/08	
3	Spatial Development framework	Undergoing Review	C49/05/08	Technical and Financial assistance is required for review
4	Disaster Management Plan	Draft in Place		District Draft in place to be customized
5	Integrated Waste Management Plan	Draft in Place		District Draft in place to be customized
6	Water Services Development Plan	Draft in Place		
7	Integrated Environmental Plan	To be Developed		District Draft in place to be customized
8	Performance Management System	Policy in Place	C47/05/08	Financial assistance required
9	LED Strategy	Undergoing Review		
10	Employment Equity Plan	Developed	27/08/07	Delegated to MM
11	Skill Development Plan	Developed	26/06/08	Delegated to MM
12	Land Alienation Policy	Policy in Place		
13	Air Quality Management Plan	To be Developed		
14	Rate Policy	Developed	C44/05/08	
15	Recruitment Policy Procedures	Developed	C27/07/07	
16	Employment Assistance Plan	Developed	C98/10/08	
17	Communication Strategy	Policy in Place	C56/07/08	
18	HIV / AIDS Plan	To be developed		District Draft in place to be customized

Nr.	SECTOR PLAN	STATUS QUO	COUNCIL RESOLUTION	SUPPORT REQUIRED
19	Housing Chapters	Developed	C-/05/09	
20	Electricity Supply Development Plan	Outstanding		Municipality to pursue negotiation with Esk
21	Youth & Women Policy and Programme			
22	Gender and Disability Policy and Programme			
23	Retention strategy			
24	Land Reform Sector Plan			
25	Anti-corruption Plan	In place		
26	Air quality Management Plan	To developed		
27	Roads Development, upgrade and Maintenance Plan	To developed		

The IDP incorporates and aligns itself to the Sector Plans in the following ways:

The Section B incorporates information from the Sector Plans.

The Sector Plans and their contents are summarised in the Section C of the IDP.

The Sections J and K include all projects identified in the Sector Plans.



## **12. IDP REVIEW ADOPTION**

The Draft IDP Review was done in consultation with all relevant stakeholders, through IDP Forums, Mayoral izimbizo and other consultations. The Draft will be submitted to Mayoral Committee for inputs and recommendations and then to council for consideration. The IDP will be advertised to get community inputs over a three weeks period [21 days]. All comments and inputs will be considered and be incorporated in the final IDP Review which will be adopted by Council in May 2010

## **13. CONCLUSION**

The municipality's budget will be aligned with the strategic direction of the IDP Review. Community needs identified during the Mayoral Izimbizo will be planned and budgeted for. The municipality will embark on an Area Based Planning approach to ensure that all are adequately planned for however more focus will be on the previously disadvantaged areas.

## CHAPTER 15

### PROJECTS FOR 2010/11 FINANCIAL YEAR

#### MIG PROJECTS FOR 2010/2011- 2011/2012

N0	PROJECT DESCRIPTION	PROJECTLOCATION	BUDGET [R
1	Expansion of Balfour Sewer Works	Balfour	4 000 000
2	Construction and Rehabilitation of Roads	Balfour/Siyathemba	8 000 000
3	Public Facilities 1.Establish Cemetery 2.Installation of Mast & Street Lighting	Ward 5	2 867 000
		Ward 3	
		Ward 1,2,4,5& 6	
4	<b>Total</b>		<b>14 867 000</b>
<b>SDM INFRASTRUCTURAL PROJECTS FOR DIPALESENG 2010/2011</b>			
1.	Construction of water reticulation network Informal Settlement Phase 2	Ward 5 Ext. 1	1 200 000
2.	Construction of Water Treatment Plant Phase1	Ward 6	4 800 000
3	Provision of VIP Toilets on farm areas	Wards 2,3.5 & 6	1 000 000
4	Installation of Boreholes	Wards 2,3.5 & 6	1 000 00
5	Fortuna Rising Main Phase	Balfour	6 000 000
5	<b>Total</b>		<b>14 000 00</b>
	<b>Carry over Projects from 2009/10 financial year</b>		
1	Building of Office Block	Balfour	10 000 000
2.	Nthorwane Community Hall Phase 2	Nthorwane	1 702 000
3	Upgrading of Roads	Grootvlei	

<b>N0</b>	<b>PROJECT DESCRIPTION</b>	<b>PROJECTLOCATION</b>	<b>BUDGET [R</b>
3	Upgrade of Roads	Nthorwane	8 000 000
4	Upgrade of Roads	Grootvlei	8 000 000
5	236 Housing units Ext 5	Ward 1	5 900 000
6	100 Housing units	Wards 1,3,	5 465 000
7	Paving of Vehicle Testing Station	Balfour	500 000
8			