

SIYATHEMBA MUNICIPALITY



**Integrated Development
Plan
2025/26**

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1. CHAPTER 1: THE INTEGRATED THE DEVELOPMENT PLAN

1.1. MAYOR'S FORWARD: COUNCILLOR JOHAN ANDREW PHILIPS

It is with great honour and a deep sense of responsibility that I present the Siyathemba Local Municipality Draft Integrated Development Plan (IDP) for the 2025/26 financial year. This document is more than just a statutory requirement; it is a reflection of our collective aspirations, strategic direction, and commitment to sustainable and inclusive development.

The IDP remains the guiding framework through which we address the most pressing needs of our communities while ensuring alignment with national and provincial development goals. It sets out a roadmap for improving service delivery, enhancing economic opportunities, and fostering a resilient and empowered society.

Our vision for Siyathemba is one of growth, opportunity, and sustainability. Over the past year, we have made significant strides in strengthening our governance structures, accelerating infrastructure development, and enhancing public participation. However, we remain mindful of the persistent challenges, including financial constraints, service delivery backlogs, and the ever-evolving socio-economic landscape.

In response, this IDP has been formulated through inclusive consultations, incorporating the voices of residents, stakeholders, and sector partners. It prioritises key areas such as:

- Basic service delivery and infrastructure development – ensuring access to clean water, sanitation, electricity, and solid waste management.
- Economic growth and job creation – unlocking local investment potential, particularly in the agriculture, mining, and renewable energy sectors.
- Good governance and public participation – fostering accountability, transparency, and responsiveness in municipal operations.
- Social transformation and community development – strengthening education, health, and social cohesion programs for a better quality of life.
- Financial viability and sound management – ensuring prudent financial practices to sustain and improve service delivery.

As we embark on the 2025/26 IDP implementation, I urge all stakeholders to actively participate in shaping the future of Siyathemba. The strength of our municipality lies in our unity, shared vision, and unwavering determination to overcome obstacles.

On behalf of the Siyathemba Municipal Council, I extend my gratitude to our communities, business partners, government entities, and civil society organizations for their continued support and engagement in municipal affairs. Together, we can build a prosperous, inclusive, and resilient Siyathemba that delivers on the promise of a better life for all.

Let us continue to work together, grow together, and build together!

Cllr Johan Andrew Phillips
Mayor

1.2. EXECUTIVE SUMMARY OR FROM THE DESK OF THE MUNICIPAL MANAGER

It is with great pride and responsibility that I present the Siyathemba Local Municipality Draft Integrated Development Plan (IDP) for the 2025/26 financial year. This IDP is not just a strategic planning document but a living roadmap that will guide our efforts in delivering quality services, promoting economic development, and ensuring sustainable governance.

The development of this IDP has been driven by a consultative and participatory approach, ensuring that it reflects the needs, aspirations, and priorities of our residents. It is aligned with national and provincial priorities, particularly the National Development Plan (NDP), the Northern Cape Provincial Development Plan (PDP), and the District Development Model (DDM), to ensure coordinated service delivery and maximum impact at the local level.

OUR STRATEGIC VISION AND PRIORITIES

At the heart of this IDP is our vision:

"Siyathemba – a developmental municipality, creating a better life."

To achieve this vision, we have identified five strategic pillars that will guide our efforts:

- ✓ Basic Service Delivery and Infrastructure Development: Ensuring access to clean water, reliable electricity, improved sanitation, and effective waste management.
- ✓ Economic Growth and Local Development: Stimulating investment in agriculture, mining, tourism, and renewable energy projects to create jobs and improve livelihoods.
- ✓ Good Governance and Public Participation: Strengthening transparency, accountability, and responsiveness in municipal administration.
- ✓ Financial Viability and Sustainability: Enhancing revenue collection, prudent financial management, and improved audit outcomes.
- ✓ Social and Community Development: Investing in education, health, public safety, and social cohesion initiatives to uplift our communities.

KEY DEVELOPMENT CHALLENGES AND OPPORTUNITIES

While we have made progress in improving service delivery, we acknowledge several pressing challenges, including:

- ✓ Aging infrastructure and maintenance backlogs affecting water, sanitation, and roads.
- ✓ Financial constraints due to limited revenue streams and rising operational costs.
- ✓ High unemployment and poverty rates, requiring targeted economic interventions.
- ✓ Climate change and environmental concerns, necessitating investment in renewable energy and sustainable development practices.

However, we also recognize significant opportunities, such as:

- The expansion of agriculture and Agri-processing industries along the Orange River.
- Renewable energy projects such as the Solar Energy Initiative and Prieska Power Reserve Project, positioning Siyathemba as a green energy hub.
- The potential revival of mining operations, creating jobs and boosting the local economy.
- Strengthened intergovernmental partnerships and private sector investment to drive development projects.

INTEGRATED PLANNING AND FINANCIAL SUSTAINABILITY

The IDP is directly linked to the Medium-Term Revenue and Expenditure Framework (MTREF) and the Annual Budget to ensure realistic and implementable plans. Financial sustainability remains a key priority, and we are committed to:

- ✓ Enhancing revenue collection through improved billing systems and enforcement of credit control policies.
- ✓ Implementing cost-containment measures to optimize operational efficiency.
- ✓ Exploring alternative revenue streams, including grant funding, public-private partnerships, and investment promotion strategies.

COMMITMENT TO GOOD GOVERNANCE AND ACCOUNTABILITY

The Municipal Finance Management Act (MFMA) and the Municipal Systems Act (MSA) mandate us to uphold good governance, ensure effective performance management, and improve service delivery standards. To achieve this, we have strengthened:

- ✓ Internal audit and risk management processes to enhance financial controls and compliance.
- ✓ Community engagement platforms, ensuring transparency and responsiveness to residents' concerns.
- ✓ Capacity building and skills development for municipal staff to improve service efficiency.

THE WAY FORWARD: IMPLEMENTATION AND MONITORING

The success of this IDP depends on collaborative efforts between the Municipality, communities, businesses, and other stakeholders. We have developed a robust Monitoring and Evaluation Framework, including:

- ✓ Quarterly performance reviews linked to the Service Delivery and Budget Implementation Plan (SDBIP).
- ✓ Public participation forums to ensure community feedback is integrated into municipal planning.
- ✓ Regular financial reporting and audit compliance to improve accountability and transparency.

CONCLUSION: A CALL FOR COLLECTIVE ACTION

The 2025/26 IDP represents our commitment to service excellence, economic transformation, and sustainable development. However, its success requires the active participation of all stakeholders – from community members to business leaders, government agencies, and civil society organizations.

As the Accounting Officer of the Municipality, I pledge my unwavering dedication to ensuring that this IDP translates into tangible improvements in service delivery, economic growth, and quality of life for all our residents. Let us work together to build a prosperous, inclusive, and resilient Siyathemba.

Mr. Thomas van Staden
Municipal Manager

1.3. ABOUT THE INTEGRATED DEVELOPMENT PLAN

The Integrated Development Plan (IDP) is a municipality's principal strategic plan that deals with the most critical development needs of the municipal area (external focus) as well as the most critical governance needs of the organisation (internal focus).

The IDP –

- is adopted by council within one year after a municipal election and remains in force for the council's elected term (a period of five years);
- is initially drafted and thereafter reviewed annually in consultation with the local community as well as interested organs of state and other role players;
- guides and informs all planning and development, and all decisions with regard to planning, management and development.
- forms the framework and basis for the municipality's medium term expenditure framework, annual budgets and performance management system; and
- seeks to promote integration and coordination of actions across sectors and spheres of government.

The centrality of municipal IDPs is articulated in section 35 of the MSA which describes IDPs as “the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality.”

Since 2001, as required by the MSA, all municipalities have been developing and implementing IDPs with the aim of -

- ✓ providing household infrastructure and services where it is most needed;
- ✓ creating liveable and integrated cities, towns and rural areas;
- ✓ building vibrant and inclusive local economies; and
- ✓ facilitating community empowerment.

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2. CHAPTER 2: OVERVIEW OF THE SIYATHEMBA INTEGRATED DEVELOPMENT PLAN

2.1. INTRODUCTION

Siyathemba Local Municipality was initially established as 'Primanday' which was a combination of the names Prieska, Marydale and Niekerkshoop. Its name was changed in 2001 and is derived from Nguni "we hope" or "we trust". Because Prieska was a mine dump, the people in the area developed an illness known as asbestosis. Certain mine heaps have been rehabilitated in the area, although the people have already lost hope. By naming the municipality Siyathemba, the community trusts that their living conditions improve.

Initially it comprised of three towns, that is, Marydale, Prieska and Niekerkshoop. Prieska was originally named Prieschap, a Koranna word meaning 'place of the lost she-goat' and used to be a fording place for travellers over the Orange River. Known to the locals as 'the gem of the Northern Cape', Prieska is the seat of the municipality and is located on the hills of the Doring Mountains on the southern banks of the Orange River.

An abundant water supply from the Orange River, with the Gariep and the Vanderkloof Dams on the upstream side of the river; easy access to the main railway line to Namibia; good, tarred road linkage with Kimberley, Upington and De Aar; two landing strips for light aircraft; and complete and reasonably inexpensive industrial stands, with or without siding facilities

Niekerkshoop is attractively placed between hills, and large trees shade the streets. There is no domestic water supply, but irrigation water is supplied by a spring to the north of the town. On the northwest side of Marydale is a rich underground water source, and the main means of water supply is by borehole and wind pumps. It depends mainly on sheep farming.

Siyathemba Municipality is a Category B Municipality (NC077), established in 2001, in accordance with the demarcation process. The Municipality is located within the central eastern parts of the Northern Cape Province on the banks of the Orange River and falls within the boundaries of the Pixley Ka Seme District. The nearest business centre is Kimberley and Upington, which is about 250km away.

After the latest demarcation process, the area was extended to include not only the three towns and surrounding suburbs of Marydale, Niekerkshoop and Prieska but also Copperton.

Copperton is an old mining town that was sold to a private owner after the closing of the Mine. The town is currently on a long-term lease by the Request Trust. The Current owners were awarded a mining license and is currently in negotiations with the Municipality for the housing and development land and the Municipality already availed some infrastructure in this regard.

Some of the houses were initially demolished and after the lease agreement was signed with the Request Trust, an agreement was reached that the rest of the houses

could be retained. An agreement was reached between the Lessee and Alkantpan (Armscor) for the delivery of water, sanitation, and electricity services. Armscor also maintained one of the main roads.

The municipal area encompasses a geographic area of approximately 14 704km² which implies that Siyathemba Municipality accounts for 8% of the total district surface area and approximately 3% of the provincial area. The Municipality is divided into 6 Wards. The 6 wards demarcation was done in 2021 and is applicable from the 2021 Municipal Election.

The major industrial activities include:

- ✓ Agriculture Grain silos; Cotton mill; Bakery;
- ✓ manufacture of furniture, built-in cupboards; cattle fodder pellets;
- ✓ And a tiger's eye processing plant.

Siyathemba Municipality was initially made up of three entities, namely, Prieska, Marydale and Niekerkshoop.

2.2. LOCATION AND WARDS

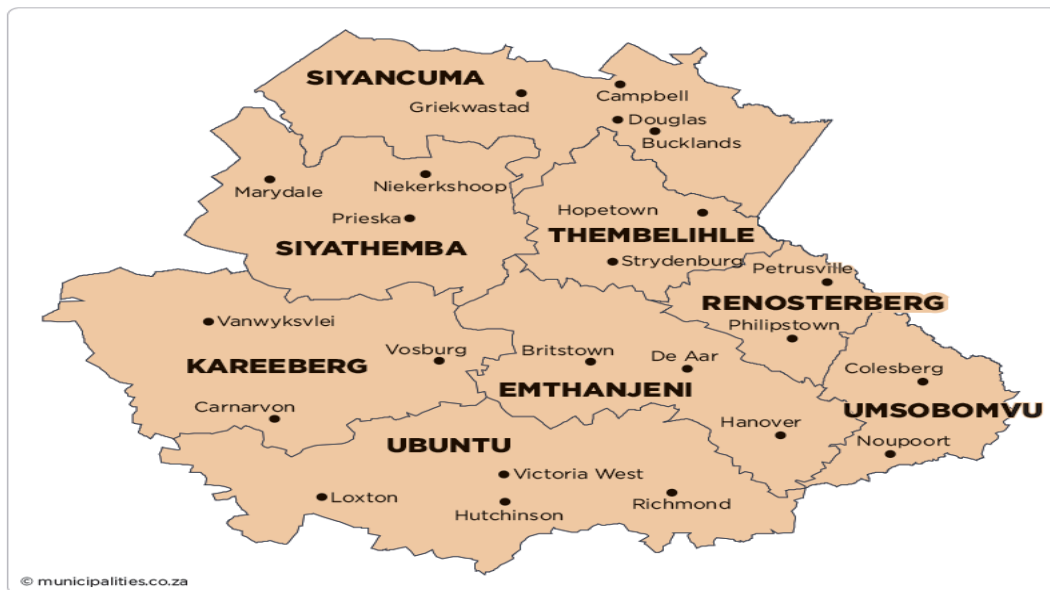


FIGURE 1: LOCALITY OF SIYATHEMBA MUNICIPALITY IN PIXLEY KA SEME DISTRICT

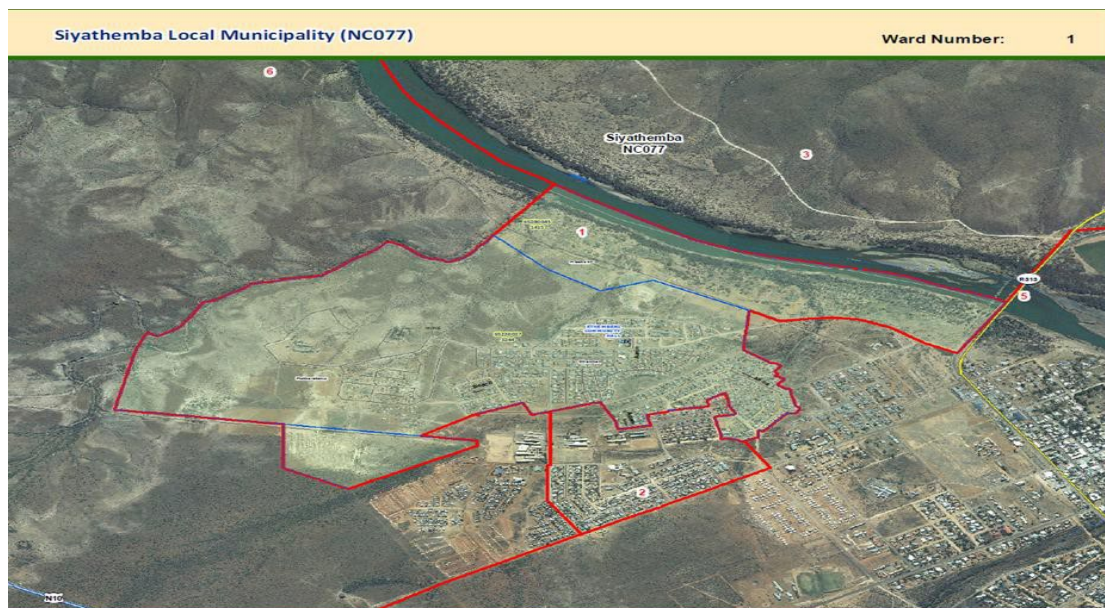


FIGURE 2: WARD 1 SIYATHEMBA MUNICIPALITY



FIGURE 3: WARD 2 SIYATHEMBA MUNICIPALITY

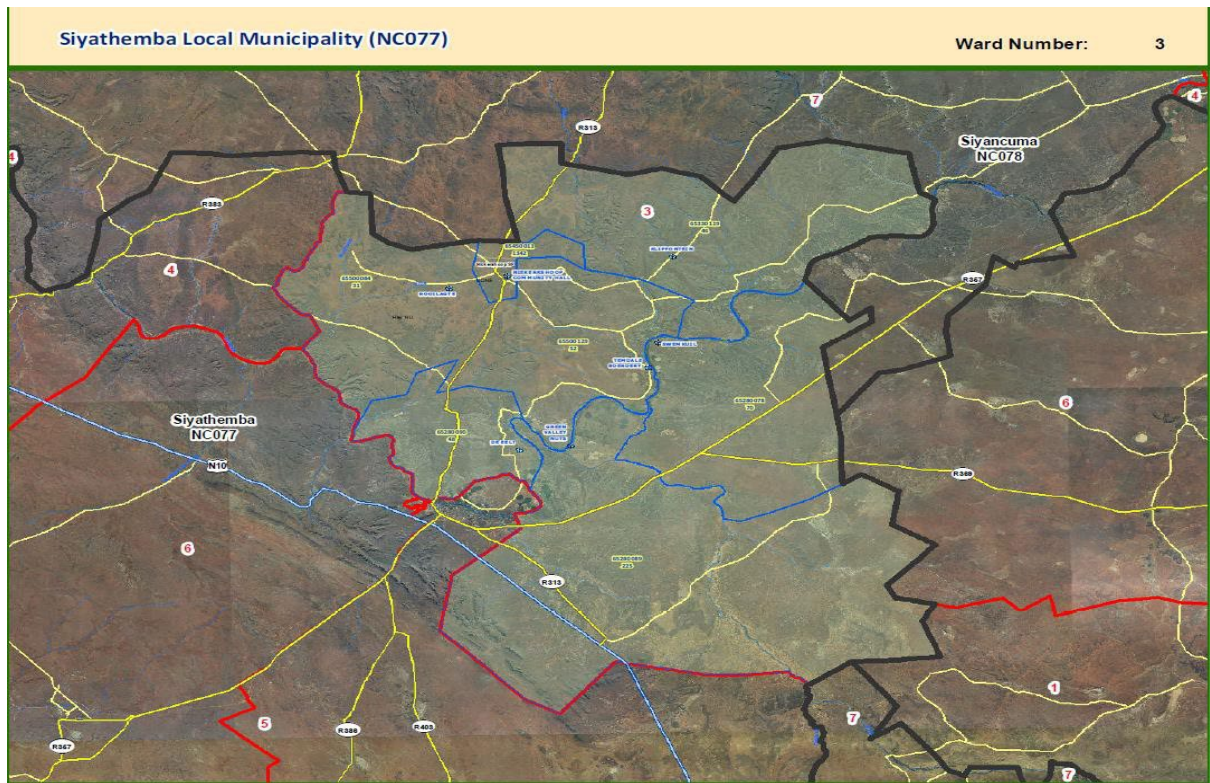


FIGURE 4: WARD 3 SIYATHEMBA MUNICIPALITY

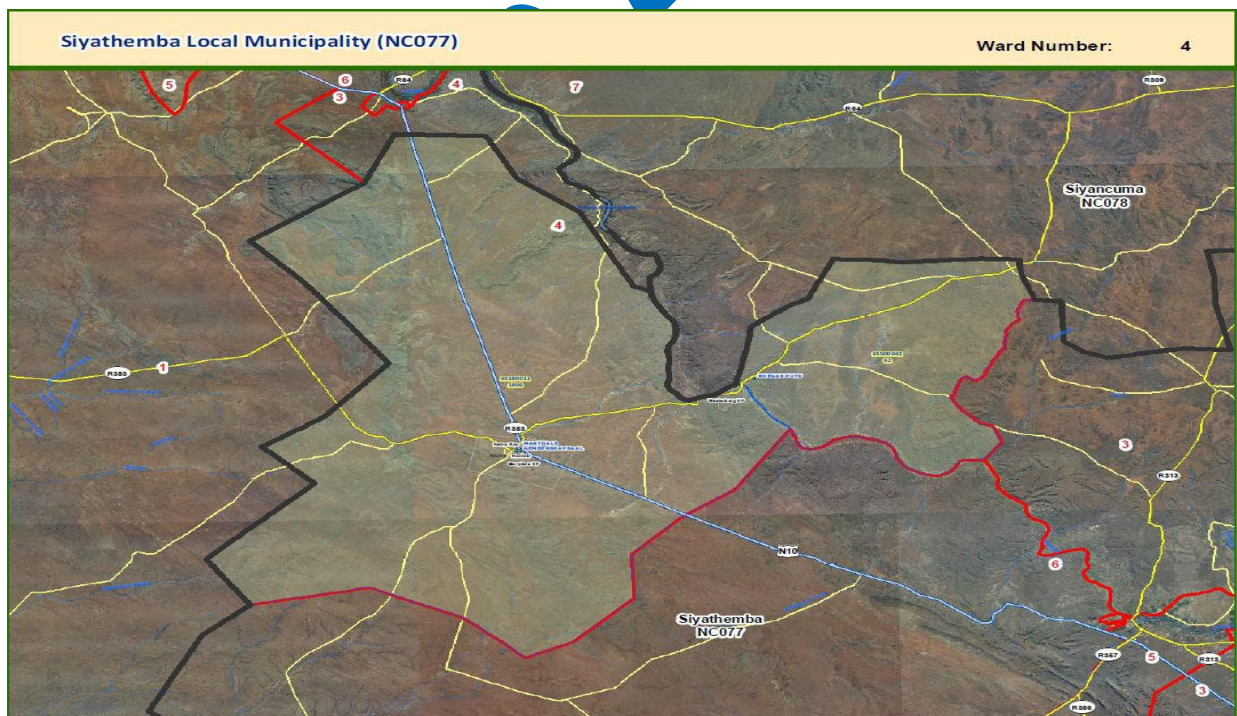


FIGURE 5: WARD 4 SIYATHEMBA MUNICIPALITY

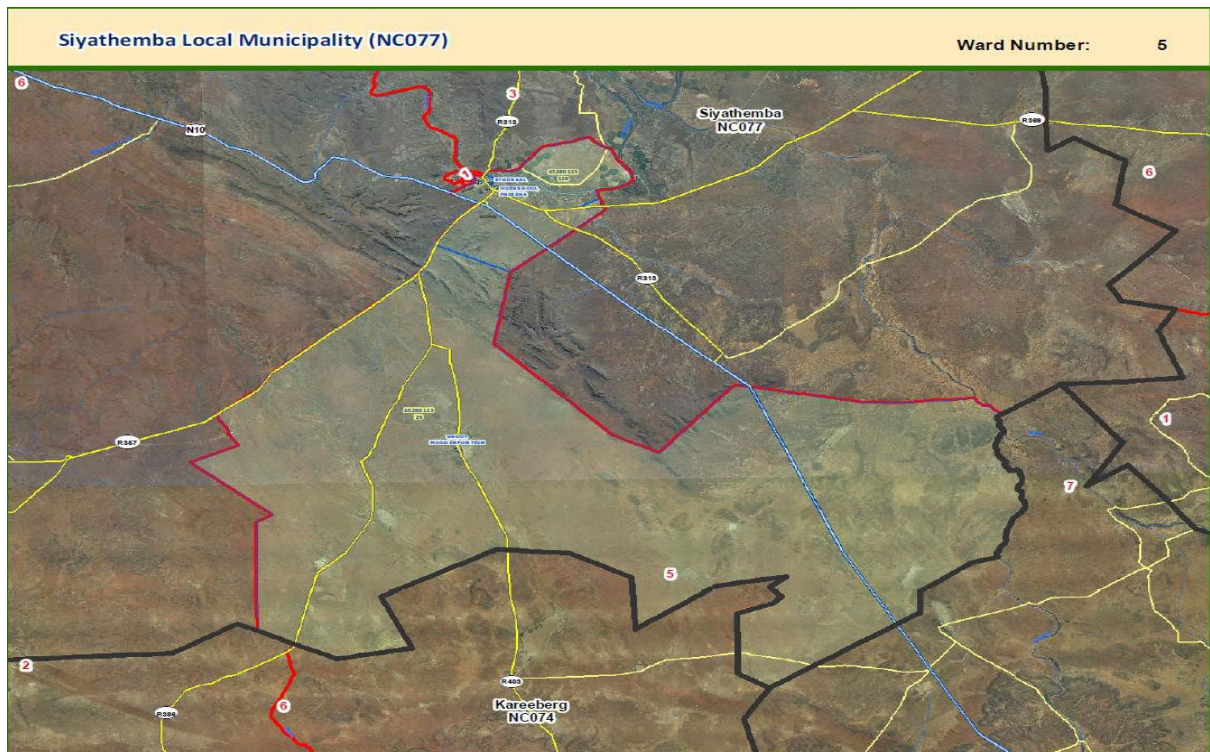


FIGURE 6: WARD 5 SIYATHEMBA MUNICIPALITY

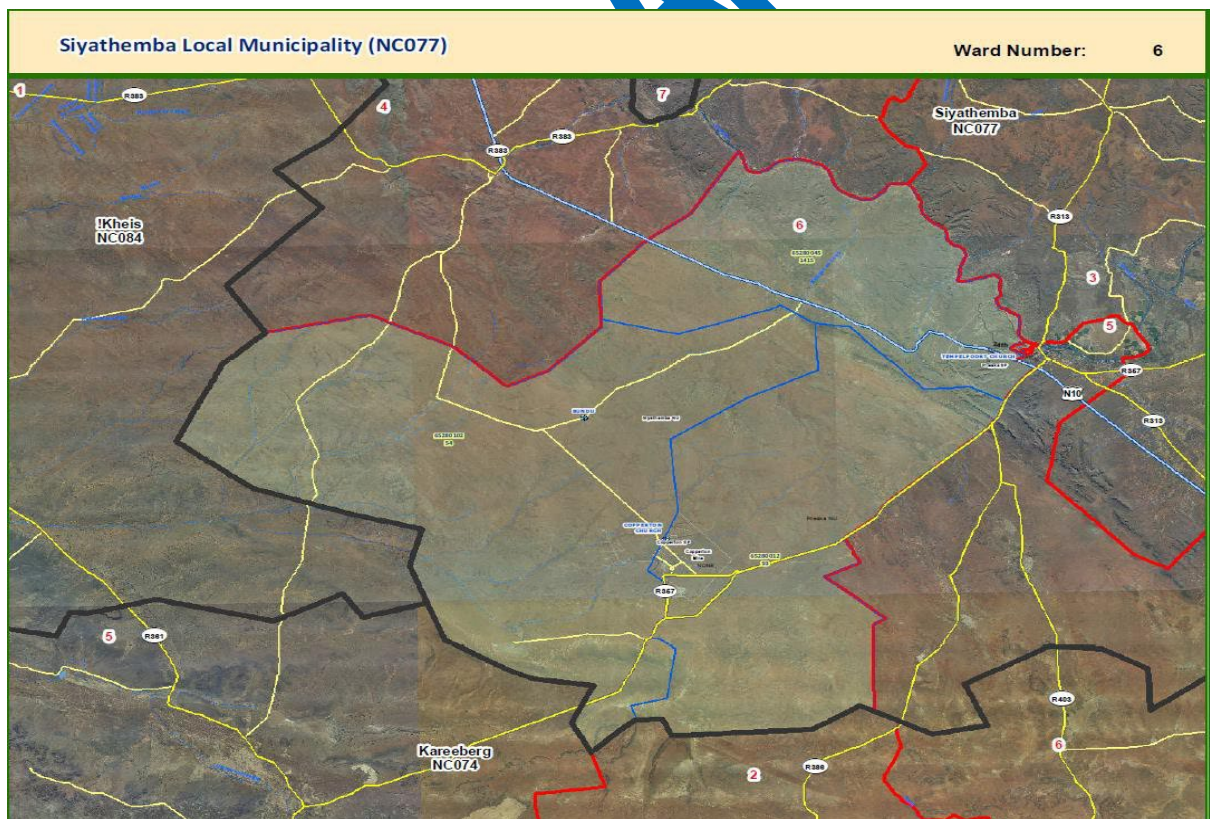


FIGURE 7: WARD 6 SIYATHEMBA MUNICIPALITY

2.3. SUMMARY OF DEMOGRAPHIC DATA

Geographic summary	
Province name	Northern Cape
District name	Pixley Ka Seme
Local municipal name	Siyathemba Municipality
Main town	Prieska
Location of main town	Central to the rest of the municipal area
Population size of main town (as a % of total population)	More than 60%
Major transport routes	N10
Extent of the municipal area (km ²)	14 725 km ²
Nearest major city and distance between major town/city to the Municipality	Kimberley (about 223 km) and Upington (197 km)
Closest harbour and main airport to the municipality	Port Elizabeth (Harbour) Kimberley (Airport)
Region specific agglomeration advantages	Agriculture; Convergence of key national routes; Orange River flowing on the northern side of the municipal area

TABLE 1: GEOGRAPHIC SUMMARY

OVERVIEW OF THE KEY DEMOGRAPHIC INDICATORS

Key Demographic Indicators for Siyathemba Local Municipality		
Aspect	2011	2022
Total population	21 591	27 102
Young children (0-14 years)	30.8%	27.0%
Working age population (15-64 years)	63.2%	66.5%
Elderly (65+ years)	6.0%	6.5%
Dependency ratio	58.2%	50.3
Sex ratio	99.3	98.6

Key Demographic Indicators for Siyathemba Local Municipality		
Aspect	2011	2022
No schooling (20+ years)	11.5%	7.1%
Higher education (20+ years)	5.2%	6.3%
Number of households	5 831	6 739
Average household size	3.7	4.0
Formal dwellings	88.6%	87.1%
Flush toilets connected to sewerage	71.3%	85.1%
Weekly refuse disposal service	73.9%	78.2%
Access to piped water in the dwelling	43.1%	50.5%
Electricity for lighting	86.2%	94.6%

TABLE 2: KEY DEMOGRAPHIC INDICATORS

POPULATION SIZE AND GROWTH RATE

2011	2022	Growth %	2023	Growth %	2024	Growth %	2025
21591	27102	0.87%	27338	1%	27611	1.07%	27907

TABLE 3: POPULATION SIZE & GROWTH- 2011 TO 2022 AND EXTRAPPELATED TO 2025

Dwellings (% share of all households)	2011	2022 (Census)
Formal dwellings	5165 (88.6%)	5 872 (87%)
Informal dwellings	618	844
Service (% share of households)	2011	2022 (Census)
Electricity	94.6%	86.2%
Flush toilets	85.1%	71.3%
Water (piped water)	50.5%	43.1
Refuse removal (removed once a week)	78.2%	73.9%

TABLE 4: SERVICES PERCENTAGE PER DWELLING

Persons	2011	2022
No schooling	11.5%	7.1%
Matric	18.1%	25.6%
Higher education (certificate with Grade 12)	5.2%	6.3%

TABLE 5: SCHOOLING PERCENTAGES

Name	Frequency	%
Piped (tap) water inside the dwelling	3 401	50,5%
Piped (tap) water inside the yard	3 175	47,1%
Piped (tap) water on community stand	91	1,4%
No access to piped water	72	1,1%

TABLE 6: WATER ACCESS

School Name	Town or Area	Type of School
Bloukrans School	Farm	Combined
Modderfontein School	Farm	Primary
Sonskyn School	Marydale	Combined
Môreson School	Niekerkshoop	Primary
Hoërskool Prieska	Prieska	Combined
J.J. Dreyer School	Prieska	Primary
R.D. Williams School	Prieska	Primary
Prieska School	Prieska	Primary
Redlands School	Prieska	Primary

TABLE 7: SCHOOLS IN THE MUNICIPALITY

Type of Facility	Name of Facility	Town within
Hospital	Bill Pickardt	Prieska
Permanent Clinic	Niekerkshoop Clinic	Niekerkshoop
Permanent Clinic	Marydale Clinic	Marydale
Permanent Clinic	Ethembeni Clinic	Prieska
Permanent Clinic	Prieska Clinic	Prieska

TABLE 8: HOSPITALS & CLINICS IN THE MUNICIPALITY

2.4. LEGAL REQUIREMENTS IN TERMS OF THE MUNICIPAL SYSTEMS ACT 32 OF 2000

Section 25(1): Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality (Integrated Development Plan).

Section 25(2): An IDP adopted by a municipal council in terms of subsection (1) remains in force until an IDP is adopted by the next elected council.

Section 26: An IDP must reflect-

- the municipal council's vision for the long-term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- an assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- the council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- the council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- the council's operational strategies;
- applicable disaster management plans;
- a financial plan, which must include a budget projection for at least the next three years; and
- the key performance indicators and performance targets.

Section 29(b): The process followed by a municipality to draft its IDP, including its consideration and adoption of the draft plan, must -

- be in accordance with a predetermined programme specifying timeframes for the different steps;
- through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for -
 - the local community to be consulted on its development needs and priorities;
 - the local community to participate in the drafting of the integrated development plan; and
 - organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the integrated development plan;
- provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation; and
- be consistent with any other matters that may be prescribed by regulation.

Section 30: The Executive Mayor of a municipality must, in accordance with section 29 -

- ✓ manage the drafting of the municipality's integrated development plan;
- ✓ assign responsibilities in this regard to the municipal manager; and
- ✓ submit the draft plan to the municipal council for adoption by the council.

Section 35(1): An IDP adopted by the council of a municipality -

- ✓ is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;
- ✓ binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails; and
- ✓ binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law.

2.5. IDP PROCESS

2.5.1. FIRST YEAR PROCESS

Drafting of an IDP requires a comprehensive planning process and the involvement of a wide range of internal and external INTEGRATED DEVELOPMENT PLAN (IDP) 2024-2027 Siyathemba Local Municipality role players. Such a process has to be properly organized and prepared. This preparation is the duty of the Municipal Manager together with Senior Management and is set out in the Process Plan which ensures the institutional readiness of the DM to draft or review the IDP over a five-year period.

This plan is approved by Council. An inherent part of the IDP process is the annual and medium-term revenue and capital expenditure framework (MTREF) which is based upon the key performance areas set out in the IDP. The annual Service Delivery and Budget Implementation Plan (SDBIP) ensures that the municipality implements programmes and projects based on the IDP targets and associated budgets. The performance of the municipality is reported in Quarterly and mid-yearly Performance Assessment Reports, as well as in the Annual Report

2.5.2. ANNUAL REVIEW PROCESS

The IDP has to be reviewed annually. The review process serves as an institutional learning process where stakeholders can meet to discuss the successes and frustrations of the past year. It is not designed to interfere with the long-term strategic orientation of the municipality to accommodate new whims and additional demands. It remains a strategic process of ensuring the institution remains in touch with their intentions and the environment within which it functions.

Although the implementation of the IDP is monitored through the performance management system, an annual process is required to check the relevance of the strategic plan within a dynamic environment.

The IDP has to be reviewed annually in order to -

- ✓ ensure its relevance as the Municipality's strategic plan;
- ✓ inform other components of the Municipal business process including institutional and financial planning and budgeting; and
- ✓ inform the cyclical inter-governmental planning and budgeting cycle. The purpose of a review is to -
- ✓ reflect and report on progress made with respect to the five-year strategy (and key outcomes) in the IDP;
- ✓ make adjustments to the strategy in the 5-year IDP necessary because of changing internal and external circumstances that impact on the appropriateness of the IDP;
- ✓ determine annual targets and activities for the next financial year in line with the five-year strategy; and
- ✓ inform the Municipality's financial and institutional planning and most importantly, the drafting of the annual budget.

2.6. IDP STRUCTURAL ARRANGEMENTS

STRUCTURE/ STAKEHOLDER	COMPOSITION	ROLES RESPONSIBILITIES	AND
IDP Stakeholder engagements	Mayor, Councillors Departments Representatives of Organized Groups Stakeholder representatives of unorganized Groups Mining Companies NGOs/ CBOs Agricultural Organizations	<ul style="list-style-type: none"> - Represent interests of their constituents in the IDP process. - Provide organizational mechanism for discussion, negotiation and decision-making between the stakeholders. - Ensure communication between Stakeholder representatives including municipal government - Monitor the performance of the planning and implementing process 	
Municipal Manager	Municipal Manager	<ul style="list-style-type: none"> - Oversee the whole IDP process and to take responsibility thereof. 	
Director Technical & Development services	Director Technical & Development services	<ul style="list-style-type: none"> - Manage the process of developing and revising the IDP. 	

STRUCTURE/ STAKEHOLDER	COMPOSITION	ROLES RESPONSIBILITIES	AND
Ward Committees	All members of Ward Committees.	<ul style="list-style-type: none"> - Link the planning process to their wards. - Assist in the organizing of public consultation and participation engagements. - Ensure that the annual municipal budget and business plans are linked to and based on the IDP. 	
Council	All councillors.	<ul style="list-style-type: none"> - Approve the Process Plan and the IDP. 	
IDP Technical Committee	Municipal Manager. - Directors	<ul style="list-style-type: none"> - Assess the level of development among others conducting the community and stakeholder issue analysis. - In-depth analysis of priority issues through assessing context, causes, dynamics, resources and potential related to those issues; - Provide technical expertise in the consideration and finalization of strategies and identification of projects; - Make preliminary budget projections for the capital and operational budget allocations, - Design project proposals and set project objectives, targets and indicators; - Contribute to the integration of projects and sector programmes; Contribute to the actual consolidation and finalization of the IDP document. 	
Secretariat	Public Participation	<ul style="list-style-type: none"> - Record proceedings at IDP meetings - Issue invites for all meetings. - Distribute minutes and reports to all Stakeholders. 	

TABLE 9: IDP STRUCTURES, ROLES AND RESPONSIBILITIES

2.7. MUNICIPAL POWERS AND FUNCTIONS

Table 2 indicates which functions the Municipality is responsible for in terms of the Constitution, it also gives an indication if the Municipality has sufficient capacity to fulfil these functions.

Municipal function Schedule 4B	Responsible for Function	Sufficient Capacity in terms of resources
Building regulations	Yes	Yes
Electricity reticulation	Yes	Yes
Firefighting services	Yes	No
Local tourism	Yes	No
Municipal planning	Yes	Yes
Municipal public transport	Yes	No
Stormwater management systems in built-up areas	Yes	Yes
Water and sanitation services limited to potable water supply systems and domestic wastewater and sewage disposal systems	Yes	Yes
Constitution Schedule 5, Part B functions:		
Billboards and the display of advertisements in public places	Yes	No
Cemeteries, funeral parlours and crematoria	Yes	Yes
Cleansing	Yes	Yes
Control of public nuisances	Yes	Yes
Control of undertakings that sell liquor to the public	Yes	No
Fencing and fences	Yes	Yes
Licensing of dogs	Yes	No
Local amenities	Yes	Yes
Local sport facilities	Yes	Yes
Municipal parks and recreation	Yes	Yes
Municipal roads	Yes	Yes
Noise pollution	Yes	No
Pounds	Yes	Yes

Municipal function Schedule 4B	Responsible for Function	Sufficient Capacity terms resources	in of
Public places	Yes	Yes	
Refuse removal, refuse dumps and solid waste disposal	Yes	Yes	
Street trading	Yes	Yes	
Street lighting	Yes	Yes	
Traffic and parking	Yes	Yes	

TABLE 10: MUNICIPAL FUNCTIONS & POWERS

2.8. POLITICAL STRUCTURE

The Municipality was established as a Collective Executive with a Ward Participatory System on 25 October 2021 in Provincial Gazette 2456. (General Notice 116 of 2021)

Name	Position	Party
Johan Andrew Phillips	Mayor & PR Councillor	Siyathemba Community Movement
Giel Macdonald	Speaker & Ward 6 Councillor	African National Congress
Jacobus Platvoet	Exco Member & Ward 1 Councillor	African National Congress
Wiida Pelster	Exco Member & PR Councillor	Democratic Alliance
Ronald John Februarie	Ward 2 Councillor	Siyathemba Community Movement
Willon Henzel Pieterse	Ward 3 Councillor	African National Congress
Shandy Bridget Ivitta Nyangintaka	Ward 4 Councillor	African National Congress
Lazarus Mzwandile Zenani	Ward 5 Councillor	African National Congress
Siziwe Patricia Mooi	PR Councillor	Siyathemba Community Movement
Mauricia Estel Nimmerhout	PR Councillor	Siyathemba Community Movement
Sarah Saaiman	PR Councillor	Democratic Alliance

TABLE 11: POLITICAL STRUCTURE WITH POSITIONS

2.9. ADMINISTRATIVE STRUCTURE

POSITION	INCUMBENT
Municipal Manager	Mr T van Staden
Senior Manager: Department Town Planning and Development Services	Vacant
Senior Manager: Department Public Works and Basic Services	Mr J Basson
Senior Manager: Department Community Services	Vacant
Senior Manager: Department Corporate Services	Mr MM Kubeka
Senior Manager: Department Finance	Mr H Meiring

TABLE 12: POSITIONS AND INCUMBENTS IN SENIOR MANAGEMENT

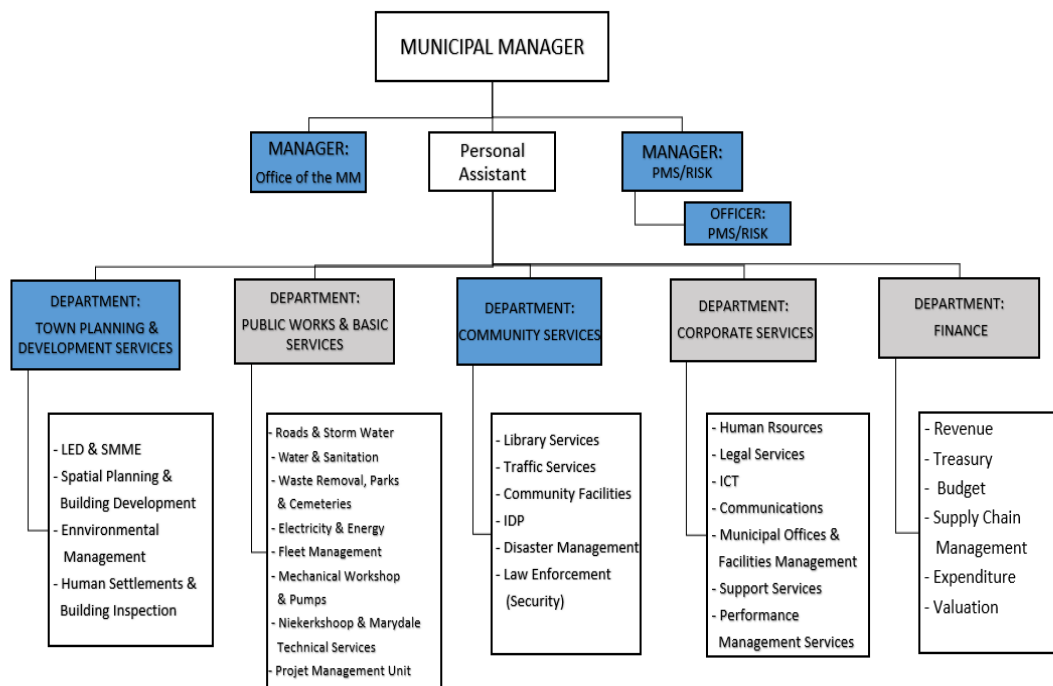


FIGURE 8: BROAD ADMINISTRATIVE STRUCTURE

3. CHAPTER 3: POLICY FRAMEWORK

3.1. SUSTAINABLE DEVELOPMENT GOALS

The **Sustainable Development Goals (SDGs)**, officially known as **Transforming our world: the 2030 Agenda for Sustainable Development** is a set of 17 aspirational "Global Goals" with 169 targets between them. Spearheaded by the United Nations, through a deliberative process involving its 193 member states as well as global civil society, the goals are contained in paragraph 54 of United Nations Resolution A/RES/70/1 of 25 September 2015.

The Goals seek to build on the Millennium Development Goals and complete what the MDGs did not achieve. They are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social and environmental. The Goals are the following:

3.2. NATIONAL POLICY

3.2.1. NATIONAL DEVELOPMENT PLAN 2030 (NDP)

Eliminate income poverty – Reduce the proportion of households with a monthly income below R419 per person (in 2009 prices) from 39% to zero.

- ✓ Reduce inequality – The Gini coefficient should fall from 0.69 to 0.6.
- ✓ Enabling milestones
- ✓ Increase employment from 13 million in 2010 to 24 million in 2030.
- ✓ Raise per capita income from R50 000 in 2010 to R120 000 by 2030.
- ✓ Increase the share of national income of the bottom 40% from 6% to 10%.
- ✓ Establish a competitive base of infrastructure, human resources and regulatory frameworks.
- ✓ Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup.
- ✓ Broaden ownership of assets to historically disadvantaged groups.
- ✓ Increase the quality of education so that all children have at least two years of preschool education and all children in grade 3 can read and write.
- ✓ Provide affordable access to quality health care while promoting health and wellbeing.
- ✓ Establish effective, safe and affordable public transport.
- ✓ Produce sufficient energy to support industry at competitive prices, ensuring access for poor households, while reducing carbon emissions per unit of power by about one-third.
- ✓ Ensure that all South Africans have access to clean running water in their homes.

- ✓ Make high-speed broadband internet universally available at competitive prices.
- ✓ Realise a food trade surplus, with one-third produced by small-scale farmers or households.
- ✓ Ensure household food and nutrition security.
- ✓ Entrench a social security system covering all working people, with social protection for the poor and other groups in need, such as children and people with disabilities.
- ✓ Realise a developmental, capable and ethical state that treats citizens with dignity.
- ✓ Ensure that all people live safely, with an independent and fair criminal justice system.
- ✓ Broaden social cohesion and unity while redressing the inequities of the past.
- ✓ Play a leading role in continental development, economic integration and human rights.

Critical actions

- ✓ A social compact to reduce poverty and inequality and raise employment and investment.
- ✓ A strategy to address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes.
- ✓ Steps by the state to professionalise the public service, strengthen accountability, improve coordination and prosecute corruption.
- ✓ Boost private investment in labour-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers.
- ✓ An education accountability chain, with lines of responsibility from state to classroom.
- ✓ Phase in national health insurance, with a focus on upgrading public health facilities, producing more health professionals and reducing the relative cost of private health care.
- ✓ Public infrastructure investment at 10% of gross domestic product (GDP) financed through tariffs, public-private partnerships, taxes and loans and focused on transport, energy and water.
- ✓ Interventions to ensure environmental sustainability and resilience to future shocks.
- ✓ New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps.
- ✓ Reduce crime by strengthening criminal justice and improving community environments.

3.2.2. STRATEGIC OUTCOMES IN THE NDP

- ✓ Economy and employment (Chapter 3)
- ✓ Economic infrastructure (Chapter 4)
- ✓ Environmental sustainability and resilience (Chapter 5)
- ✓ Inclusive rural economy (Chapter 6)
- ✓ South Africa in the region and the world (Chapter 7)
- ✓ Transforming human settlements (Chapter 8)
- ✓ Improving education, training and innovation (Chapter 9)
- ✓ Health care for all (Chapter 10)
- ✓ Social protection (Chapter 11)
- ✓ Building safer communities (Chapter 12)
- ✓ Building a capable and developmental state (Chapter 13)
- ✓ Fighting Corruption (Chapter 14)
- ✓ Nation building and social cohesion (Chapter 15)

3.2.3. DISTRICT DEVELOPMENT MODEL

Traditionally all spheres of government have had the criticism of operating in silos. This had led to incoherent planning and implementation of transversal programmes, which has made service delivery sub-optimal and diminished the ability of Government to tackle the challenges of poverty, inequality and unemployment.

The President's Coordinating Council at a meeting in August 2019 therefore adopted the District Development Model, which envisages "a new integrated district-based approach to addressing service delivery challenges and localized procurement and job creation, which promotes and supports local businesses, and which involves communities."

The District Development Model has been piloted in three municipalities in South Africa and PKSDM is one of those municipalities that has taken a major step in setting up structures for the implementation of DDM. In February 2020, the President's Coordinating Council identified that consideration would be given to the further implementation of the District Development Model in South Africa.

The Model presents several opportunities to ensure coordinated service delivery through all agencies and government spheres, which in turn will lead to efficiencies and better service delivery.

3.3. PROVINCIAL POLICY

3.3.1. NORTHERN CAPE PROVINCIAL DEVELOPMENT PLAN 2030

The purpose of the Provincial Development Plan is to enable the provincial government to implement the policies developed in the National Development Plan

and to promote a more holistic, economic and social development across the Northern Cape Province. The Northern Cape Provincial Executive Council (EXCO) during 2013 has resolved that the focus areas would be education, health, infrastructure, green economy, manufacturing, agriculture, food security, mining and crosscutting issues, such as skills development, job creation and SMME development.

As a long-term plan the Provincial Development Plan (PDP) is required to serve four broad objectives. Provide overarching goals for what the province wants to achieve by 2030

Build consensus on the key obstacles to the province achieving these goals and what needs to be done to overcome these obstacles;

- Provide a shared long-term strategic framework within which more detailed planning can take place to advance the long-term goals set out in the PDP – Vision 2030; and
- It must create a basis for making choices about how best to use limited resources.

Draft 7-30 April 2015

4. CHAPTER 4: STRATEGIC CONTENT

4.1. VISION

Siyathemba, a developmental Municipality, creating a better life

4.2. MISSION

“Creating a better life for our communities” through: -

- ➔ Addressing and managing of negative perceptions.
- ➔ Maximizing the opportunities and resources for social and economic growth. Communicating information openly and honestly.
- ➔ Delivering quality and reliable services to all our communities and putting the needs of the community first.”

4.3. MUNICIPAL CORPORATE CULTURE AND VALUES

- ➔ **Openness**- Our intentions must be known by all and at all times.
- ➔ **Fairness**- All our stakeholders will be treated equally.
- ➔ **Responsibility**- We shall own up to all our decisions and actions.
- ➔ **Transparency**- We shall handle our dealings honestly and openly.

4.4. SWOT ANALYSIS

4.4.1. COMBINED MUNICIPAL SWOT ANALYSIS

Strengths	Weaknesses	Opportunities	Threats
✓ Relevantly qualified & competent HOD	✓ Vacancies (lack of capacity)	✓ Municipal staff regulations	✓ Lack of confidence
✓ Capacity	✓ Lack of policies & outdated policies.	20 September 2025	✓ Free usage of municipal buildings
✓ Qualified Officials	Namely:	✓ Public Participation (IDP & CMP)	✓ Weak internet coverage
✓ Supportive & positive management	✓ Selection & Recruitment Policy;	✓ Future Development in the Municipality	✓ Unfunded mandates
✓ Study policy	✓ Employment Equity Policy	✓ New staff regulations-clear on	✓ Poor Payment Culture to Contractors.
✓ Selection & recruitment policy	✓ Placement Policy		✓ Budgetary Constraints

Strengths	Weaknesses	Opportunities	Threats
✓ Functional LLF	✓ Funeral Policy	qualifications, staff	leads to Non-Completion of Projects.
✓ Strong on Municipal (IP) Intellectual Property	✓ Misplacement of human capabilities	establishment rules & skills audit	✓ Poor Commitment and Efforts to Complete Legacy Projects.
✓ Experience to Operate Dept.	✓ No skills development audit	✓ Qualified Service Providers	✓ Reprioritisation of Grant Funding
✓ Quality Infra Grids / Networks.	✓ Lack of discipline	Should we need ASSISTANCE.	✓ Increased cost to supply basic services
✓ Quality Services Delivered.	✓ Incorrect staff establishment approved	✓ Network Abilities with State & Stakeholders but No Coordinated Efforts.	✓ Municipal environment highly regulated – constant changing regulation, risk of non-compliance
✓ Critical Stakeholder Relationships.	✓ Lack of qualification s/ skills	✓ Struggle to Include Locals in Economic Activities and Projects.	✓ Global events having effect on operating environment – USAID funding reduction in indirect funding – effect on socio economic factors
✓ Abilities to Draw Large Investments	✓ Internet Service Provider (SLA) Vodacom	✓ Local Unemployment	✓ Differences
✓ Approved policies	✓ No by-laws (to be reviewed and implemented)	✓ Prospects of investments – potential job creation which could lead to a possible increase in revenue	
✓ Committed finance staff	✓ Signage and Corporate Branding	✓ Implementation of staff regulation – supplementat	
	✓ Leave Management		
	✓ Records Management		
	✓ Waste Management (Community		

Strengths	Weaknesses	Opportunities	Threats
	<ul style="list-style-type: none"> Services) ✓ Qualified Service Providers Should we need ASSISTANCE ✓ Network Abilities with State & Stakeholders but No Coordinated Efforts. ✓ Struggle to Include Locals in Economic Activities and Projects. ✓ Local Unemployment 	<ul style="list-style-type: none"> ion of staff ✓ Implementation of fully compliant MSCOA-uniformity and possibility of measuring of best practice (other municipalities) 	<ul style="list-style-type: none"> in interpretation of accounting standards

TABLE 13: COMBINED SWOT ANALYSIS FOR SIYATHEMBA MUNICIPALITY

4.5. MUNICIPAL KEY PERFORMANCE AREAS, STRATEGIC GOALS AND PRIORITIES

The Municipal Key Performance Objectives with the Key Performance Indicators will be discussed in more detail under Chapters 5 to 10 of the document.

4.5.1. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Nr NPO	National Predetermined Objective	Strategic Objective
9	Improving transparency and access to municipal services.	To streamline operations and improve citizen engagement through a new e-governance platform by June 2026.
3	Promoting safety and ethical governance.	Establish a whistleblowing hotline for corruption-related complaints by June 2026.
	Responsive Government Local	Enhance community participation in governance.

Nr NPO	National Predetermined Objective	Strategic Objective
1	Improved quality of basic education	To support access to early childhood development (ECD) and childcare services through infrastructure planning, stakeholder partnerships, and advocacy initiatives in all wards of Siyathemba Local Municipality by 30 June 2026.
	Good Governance	Improve transparency in municipal operations.

TABLE 14: GOOD GOVERNANCE AND PUBLIC PARTICIPATION STRATEGIC OBJECTIVES

4.5.2. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Outcome Nr NPO	National Predetermined Objective	Strategic Objective
5	Skilled Workforce	Strategic Objective: Achieve 95% compliance with the Workplace Skills Plan (WSP) by April 2026
12	Effective Public Service	Reduce the municipal staff vacancy rate to below 10% by December 2025 to ensure efficient service delivery
12	Responsive Government Local	Conduct annual performance evaluations for 100% of senior management
5	Skilled Workforce	Establish a mentorship program for junior employees to build internal capacity and promote succession planning by June 2026.
12	Promoting inclusive and fair public service.	Achieve gender parity in senior management positions by June 2026.
5	Building an engaged and skilled workforce.	Decrease municipal employee absenteeism rates to below 5% by June 2025.
	Responsive Government Local	Establish a municipal performance management system according to the new staff regulations.
	Digital Governance	Increase digital transformation in service delivery.
	Responsive Government Local	Establish Firefighting Unit by December 2026.

TABLE 15: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT STRATEGIC OBJECTIVES

4.5.3. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Outcome Nr NPO	National Objective	Predetermined	Strategic Objective
12	Effective Public Service		Achieve and maintain a 95% revenue collection rate for municipal services by June 2025 (Outcome 12).
12	Effective Public Service		Submit 100% compliant annual financial statements (AFS) to the Auditor-General by August each year
9	Responsive Local Government		Reduce unauthorized, irregular, fruitless, and wasteful expenditure by 15% annually by implementing stronger financial controls
12	Effective Public Service		Conduct quarterly financial performance reviews to ensure alignment with the Service Delivery and Budget Implementation Plan (SDBIP)
9	Responsive Local Government		Increase the proportion of grant funding used for infrastructure development to 80% by June 2026
9	Strengthening financial viability for responsive local governance.		Reduce municipal debt levels by 10% annually through effective debt recovery mechanisms.
12	Promoting transparent and accountable public financial management.		Achieve clean audit outcomes for three consecutive financial years by 2026.
9	Encouraging financial innovation and sustainability.		Increase revenue from non-traditional sources by R20 million annually by June 2026.
	Financial Sustainability		Increase revenue collection efficiency by 20%.
	Accountability and Governance		Achieve 100% clean audits annually.
	Sustainable Development		Increase municipal investment in sustainable projects.

TABLE 16: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

4.5.4. LOCAL ECONOMIC DEVELOPMENT

Outcome Nr NPO	National Objective	Predetermined	Strategic Objective
4	Inclusive Economic Growth		Create 300 jobs annually through the Expanded Public Works Programme (EPWP) by June 2026

Outcome Nr NPO	National Objective	Predetermined	Strategic Objective
4	Inclusive Economic Growth		Support at least 30 SMMEs annually through training, funding, or incubation programs by December 2025
7	Rural Development		Establish 5 community agricultural cooperatives to enhance food security and economic opportunities by June 2026
4	Inclusive Economic Growth		Facilitate investment worth R30 million in local infrastructure development by June 2026 to attract industries
4	Inclusive Economic Growth		Develop a municipal tourism strategy by June 2025 to boost local economic activity and attract visitors
4	Supporting economic transformation and job creation.		Establish a youth entrepreneurial program to support 100 youth-owned businesses annually by June 2025.
6	Advancing infrastructure for sustainable energy systems.		Promote renewable energy projects, achieving 3 MW of locally generated power by 2026.
7	Promoting agricultural development and food security in rural areas.		Increase local agricultural production by supporting 5 new commercial farmers annually.
	Renewable Energy		Develop a municipal renewable energy hub.
	Agricultural Development		Establish a local Agri-processing industrial park.
	Tourism Development		Increase tourism investment along the Orange River.
	Employment and Skills Development		Develop a skills training program for the hydrogen economy.
	Sustainable Infrastructure		Develop a waste-to-energy project for economic growth.
12	Enhancing government efficiency and responsiveness through innovation.		Establish a municipal innovation hub by June 2026 to improve service delivery efficiency.

TABLE 17: LOCAL ECONOMIC DEVELOPMENT STRATEGIC OBJECTIVES

4.5.5. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Outcome Nr NPO	National Objective	Predetermined	Strategic Objective
6	Economic Infrastructure		Increase household access to basic water services from 85% to 95% by June 2026, ensuring compliance with minimum standards for water quality

Outcome Nr NPO	National Objective	Predetermined	Strategic Objective
7	Rural Development		Electrify 1,000 informal households in under-served areas by December 2025, contributing to sustainable rural development
6	Economic Infrastructure		Upgrade 8km of gravel roads to tarred roads in urban areas by June 2026 to improve connectivity and economic infrastructure
7	Economic Infrastructure		Reduce sanitation backlogs in rural areas by 10% annually through targeted infrastructure projects
1	Basic Education		Ensure 100% of public facilities such as schools and clinics have access to water, sanitation, and electricity by June 2026
6	Infrastructure		Increase the availability of stormwater drainage systems in urban areas by constructing 5 km of drainage annually by June 2026.
6	Infrastructure		Provide 24-hour electricity supply to 95% of households by December 2025 through network upgrades.
7	Rural Development		Expand access to refuse removal services to 100% of households by June 2025.
6	Economic Infrastructure		Upgrade and maintain 100% of municipal roads annually.
	Human Settlements		Expand sanitation services to underserved communities.
	Renewable Energy		Increase access to alternative energy sources for households.
6	Economic Infrastructure		Upgrade and maintain 100% of municipal roads annually.
	Human Settlements		Expand sanitation services to underserved communities.

Outcome Nr NPO	National Objective	Predetermined	Strategic Objective
	Renewable Energy		Increase access to alternative energy sources for households.

TABLE 18: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT STRATEGIC OBJECTIVES

4.5.6. SPATIAL RATIONALE AND PLANNING



Outcome Nr NPO	National Objective	Predetermined	Strategic Objective
9	Responsive Local Government		Develop and adopt a Spatial Development Framework (SDF) that complies 100% with SPLUMA requirements by June 2025
8	Human Settlements		Formalize and upgrade at least 2 informal settlements annually to improve housing conditions and promote sustainable human settlements
8	Human Settlements		Identify and allocate 20% of municipal land for mixed-use development to encourage economic integration by December 2026 (Outcome 8).
9	Responsive Local Government		Implement Geographic Information System (GIS) technology to monitor land use and zoning compliance across 100% of municipal jurisdiction by June 2025
8	Human Settlements		Establish 3 integrated urban development zones by 2026 to promote spatial equity and reduce urban sprawl
8	Promoting integrated and sustainable human settlements.		Create at least one integrated development zone (IDZ) in each urban area by June 2026.
8	Strengthening tenure security and promoting housing rights.		Develop land tenure programs to formalize 4,000 informal housing units by June 2026.
10	Protecting environmental assets and ensuring sustainable development.		Enhance biodiversity protection by designating 10% of municipal land as conservation areas by June 2026.

Outcome Nr NPO	National Objective	Predetermined Strategic Objective
	Responsive Local Government	Ensure 100% compliance with municipal zoning and land use regulations.
	Sustainable Environment	Develop a greenbelt plan along the Orange River.
	Human Settlements	Increase social housing projects within the municipality.
	Responsive Local Government	Ensure 100% compliance with municipal zoning and land use regulations.

TABLE 19: SPATIALE RATIONALE STRATEGIC OBJECTIVES

Draft 7-30 April

5. CHAPTER 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

5.1. INTRODUCTION

The success of the municipal strategies depends on the effectiveness of governance structure and processes. This is also realized through the existing cordial and productive relationship between the administration, political structures and political office bearers of the Council.

5.2. GOOD GOVERNANCE & PUBLIC PARTICIPATION KEY PERFORMANCE AREAS, STRATEGIC OBJECTIVES AND PRIORITY ISSUES

me NPO	Nr	National Predetermined Objective	KPA	Strategic Objective	KPI
9		Improving transparency and access to municipal services.	Public Participation & Governance	To streamline operations and improve citizen engagement through a new e-governance platform by June 2026.	Development of online citizen portal by June 2026 Integrate Service Delivery platforms with existing municipal websites by June 2026 8 services offered via e-governance tools by June 2026 Public education sessions on e-platforms two in each ward by June 2026.
3		Promoting safety and ethical governance.		Establish a whistleblowing hotline for corruption-related complaints by June 2026.	Establish COP (Community of Practices on whistleblowing by December 2025.
					Establish hotline by June 2026.
					Advertise the hotline through local radio and social media by end June 2026.
		Responsive Local Government	Public Participation & Governance	Enhance community participation in governance.	Host quarterly public participation forums. Increase community involvement in IDP processes by 30% from June 2025. Develop an online citizen engagement portal by June 2026

me NPO	Nr	National Predetermined Objective	KPA	Strategic Objective	KPI
1		Improved quality of basic education	Community and Social Development	To support access to early childhood development (ECD) and childcare services through infrastructure planning, stakeholder partnerships, and advocacy initiatives in all wards of Siyathemba Local Municipality by 30 June 2026.	Add Childcare facilities support as a standing point on the IGR by September 2025.
		Good Governance	Public Participation & Governance	Improve transparency in municipal operations.	Ensure 100% compliance with PAIA requests by June 2026.

TABLE 20: GOOD GOVERNANCE AND PUBLIC PARTICIPATION STRATEGIC GOALS AND OBJECTIVES

5.3. PUBLIC PARTICIPATION

The Constitution stipulates that one of the objectives of municipalities is "to encourage the involvement of communities and community organizations in the matters of local government". The White Paper Local Government (WPLG) emphasizes the issue of public participation (not only in municipal planning). It provides details on how to achieve public participation and the role of local government in the involvement of citizens in policy formulation and designing of municipal programmes, as well as implementation and monitoring and evaluation of such programmes. Public participation is meant to promote local democracy.

5.3.1. MECHANISMS AND PROCEDURES FOR PUBLIC PARTICIPATION

5.3.1.1. Print and Electronic Media

The following is done to ensure widespread and conducive stakeholder participation:

- ✓ Media such as the local newspaper, local radio stations, municipal bills etc. are utilized to inform communities and stakeholders of Council's intention to embark on the IDP process.

- ✓ The Mayoral Committee and the IDP Technical Committee are requested to identify a list of possible stakeholders. All messages/information are conveyed in a language/s understood by the general community.
- ✓ The correct venues and times for public meetings are well communicated. Furthermore, the municipality ensures that meetings are held at such times that all stakeholders can attend.
- ✓ Adequate time is allowed within limits to representatives of organizations to report back to their relevant organizations.
- ✓ Stakeholders are invited to the relevant Council meeting and the approved IDP document is made available at all public libraries within the municipal area of jurisdiction. In addition, the IDP is also made available on the website of the municipality.

5.3.1.2. Community Consultation

Regularly, the municipality engages in community consultation meetings in an endeavour to:

- ✓ Give feedback on progress in relation to the level of development; Gather inputs from communities in relation to service delivery needs;
- ✓ Disseminate information on the roles and responsibilities of the municipality.

5.3.1.3. Communication Platforms

- ✓ Print, electronic media and social media
 - Local newspapers, WhatsApp group and Facebook page are being utilised to disseminate information and ensure widespread and conducive stakeholder participation.
- ✓ Web page on www.siyathemba.gov.za
 - The SLM website provide the community with easily accessible online information on service delivery matters, services, programmes, upcoming events and promote the municipality's corporate image.
- ✓ Notice Board
 - Official notice boards are utilized to deliver key messages to staff and members of the public at low cost.

5.3.1.4. Administration Services

To continue compiling good quality reports to Council, Mayoral Committee & Council Committees, implement and facilitate the process of ensuring the passing of resolutions and ensure all Council Resolutions are captured. To ensure effective, accountable administration and monitor and report the implementation of Council Resolutions.

5.3.1.5. Public Participation Meetings for the IDP Cycle 2025/26

Time and Date	Description
06/05/2025 at 17H00	Ward 3 – Niekerkshoop
07/05/2025 at 17H00	Ward 4 – Marydale
08/05/2025 at 17H00	Ward 5- New extension, Town, Green Valley Nuts
09/05/2025 at 10h00	Stakeholder engagements
13/05/2025 at 17H00	Ward 6 – Extension 15, New Location
14/05/2025 at 17H00	Ward 2- Bonteheuwel & Rooiblock
15/05/2025 at 17H00	Ward 1- Plakkerskamp, Ethembeni, Mandela square and Rooiblock

TABLE 21: TIME AND DATES FOR PUBLIC PARTICIPATION

5.4. PERFORMANCE MANAGEMENT SYSTEMS (PMS) AND INTEGRATED PLANS (IDP)

Planning in Siyathemba LM is regarded as a vital tool to ensure the integration of municipal activities with other sectors of development planning at different levels by serving as a basis for communication and interaction. The IDP and PMS serve as the basis for engagement between the council and the community, various stakeholders and interest groups. The municipality strives to remain a participatory and accountable government to all by ensuring proper planning, utilization of resources and performance management.

5.5. INTERNAL AUDIT

Internal Audit Function provide an independent, objective Assurance and Consulting Services that add value and improve the municipality's operations. The Function assist the Municipality to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

The Function evaluate risk exposures relating to the Municipality's governance, operations, and information systems regarding the:

- ✓ Reliability and integrity of financial and operational information;
- ✓ Effectiveness and efficiency of operations;
- ✓ Safeguarding of assets; and
- ✓ Compliance with laws, regulations, and contracts.

SLM utilises a shared internal audit and legal services provided by the Pixley ka Seme District Municipality.

5.6. CUSTOMER CARE

Access to decent Customer Care is no longer a privilege to be enjoyed by a few, it is now the rightful expectation of all citizens. The municipality want to turn words into action and to ensure that the needs of the community come first and be satisfied. The community need to view and experience Customer Care in an entirely new way.

It is an initiative that aims to ensure that municipal employees are service orientated, strive for excellence in service delivery and commit themselves to continuous improvement in this regard. Siyathemba Local Municipality is accountable to our community for the level of service we render.

We constantly have to ask ourselves:

- ✓ Do we deliver the service standard that we promised?
- ✓ Do all citizens have equal access to services that they are entitled to?
- ✓ Do we always treat all citizens with courtesy, dignity and respect?
- ✓ Are we open and transparent about how we work?
- ✓ Do we ensure value for money?
- ✓ Are we having a positive impact on our customers?

SLM must develop a Customer Care strategy that details how we plan to deliver our customer care and explain the organisational commitments we aim to make to our customers. In addition, we outline where we want to improve and detail how we will monitor and report our progress in achieving these commitments. We will encourage the adoption of service standards and measures of performance across the municipality.

6. CHAPTER 6: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

This chapter will aim to address the broader institutional layout of the Siyathemba Local Municipality

6.1. MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT KEY PERFORMANCE AREAS, STRATEGIC OBJECTIVES AND PRIORITY ISSUES

Outcome Nr NPO	National Predetermined Objective	KPA	Strategic Objective	KPI
5	Skilled Workforce	Municipal Institutional Development and Organisational Transformation	Strategic Objective: Achieve 95% compliance with the Workplace Skills Plan (WSP) by April 2026	<ul style="list-style-type: none"> · Submit WSP to LGSETA annually for funding approval. · 20% of employees trained through targeted programmes by the end of this financial year. · 50% of management trained in performance management and leadership by end March 2026 · 40% of technical staff trained by June 2026.
12	Effective Public Service	Municipal Institutional Development and Organisational Transformation	Reduce the municipal staff vacancy rate to below 10% by December 2025 to ensure efficient service delivery	<ul style="list-style-type: none"> · -Reduce Staff vacancy rate to 9(%) based on staff regulations GN 890 Published in GG 45181 of 20 September 2021. · One recruitment campaign conducted per year.
12	Responsive Local Government	Public Participation & Governance	Conduct annual performance evaluations for 100% of senior management	<ul style="list-style-type: none"> · 100% of senior managers evaluated yearly. · - Performance bonuses linked to evaluation outcomes by June 2026. · 100% Completion rate of signed performance agreements - cascaded down to all levels by June 2026.

Outcome Nr NPO	National Predetermined Objective	KPA	Strategic Objective	KPI
5	Skilled Workforce		Establish a mentorship program for junior employees to build internal capacity and promote succession planning by June 2026.	Identify high-potential employees for mentoring by senior officials by December 2025. Develop a mentoring program or appoint a SP to introduce a mentoring program by December 2025. Train managers in mentoring skills by April 2026. Start mentoring program by June 2026.
12	Promoting inclusive and fair public service.		Achieve gender parity in senior management positions by June 2026.	Introduce targeted recruitment policies for women in leadership roles by June 2026.
				Partner by December 2025 with universities to provide leadership training for women.
				Monitor progress through annual employment equity reports.
5	Building an engaged and skilled workforce.		Decrease municipal employee absenteeism rates to below 5% by June 2025.	Strengthen workplace wellness programs by implementing quarterly programmes to all staff.
				Conduct monthly performance reviews and disciplinary processes for 100% of disciplinary cases.
				Use electronic time-keeping systems to monitor attendance by December 2025.
	Responsive Local Government	Municipal Transformation	Establish a municipal performance management system according to the new staff regulations.	Ensure 100% staff performance reviews are conducted annually.

Outcome Nr NPO	National Predetermined Objective	KPA	Strategic Objective	KPI
	Digital Governance	Municipal Transformation	Increase digital transformation in service delivery.	Digitize at least 80% of municipal processes by 2026. Complete 100% Electronic filing system by June 2026. Train 100% of staff in digital literacy and e-governance tools by June 2026.
	Responsive Local Government	Municipal transformation	Establish Firefighting Unit by December 2026.	Establish Firefighting unit to 80% of firefighting incidents responded to within 30 minutes by December 2026.

TABLE 22: MUNICIPAL ORGANISATIONAL TRANSFORMATION & DEVELOPMENT

6.2. POLITICAL STRUCTURE

The Municipality was established as a Collective Executive with a Ward Participatory System on 25 October 2021 in Provincial Gazette 2456. (General Notice 116 of 2021)

6.3. ORGANISATIONAL STRUCTURE

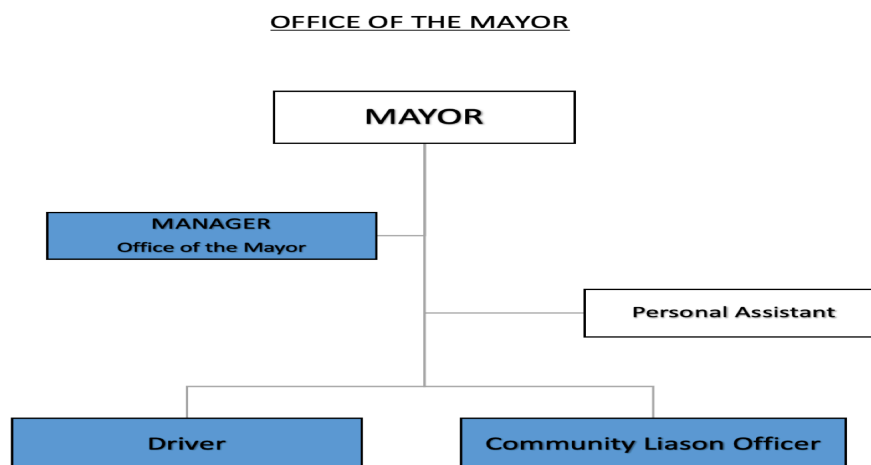


FIGURE 9: OFFICE OF THE MAYOR

OFFICE OF THE SPEAKER

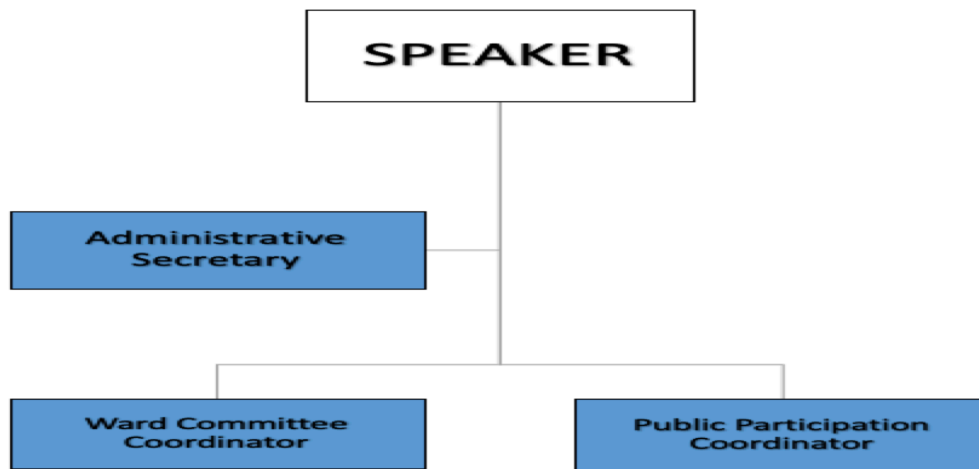


FIGURE 10: OFFICE OF THE SPEAKER

OFFICE OF THE MUNICIPAL MANAGER

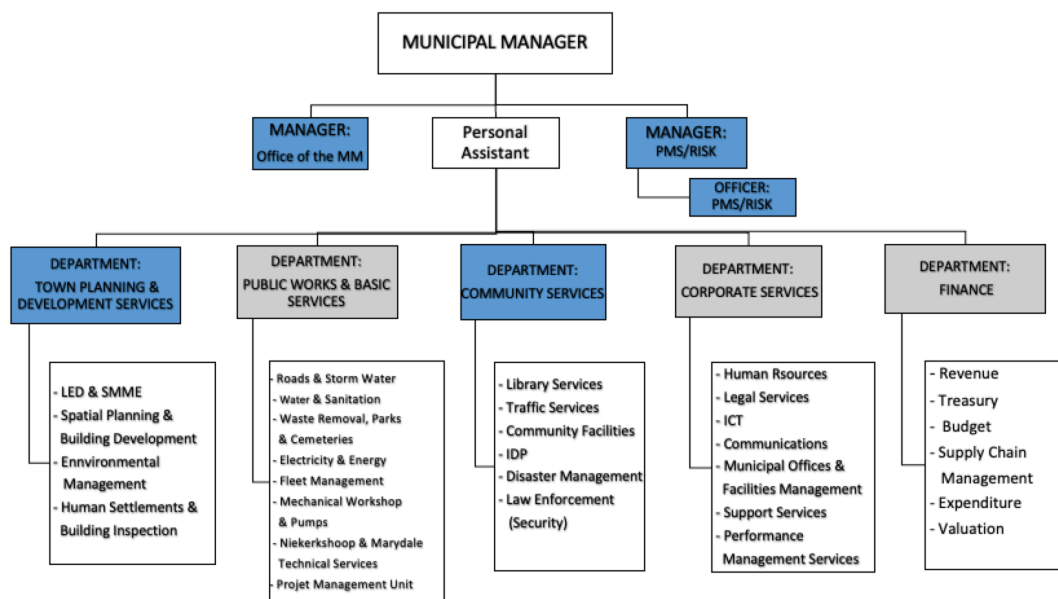


FIGURE 11: OFFICE OF THE MUNICIPAL MANAGER

DEPARTMENT: TOWN PLANNING & DEVELOPMENT SERVICES

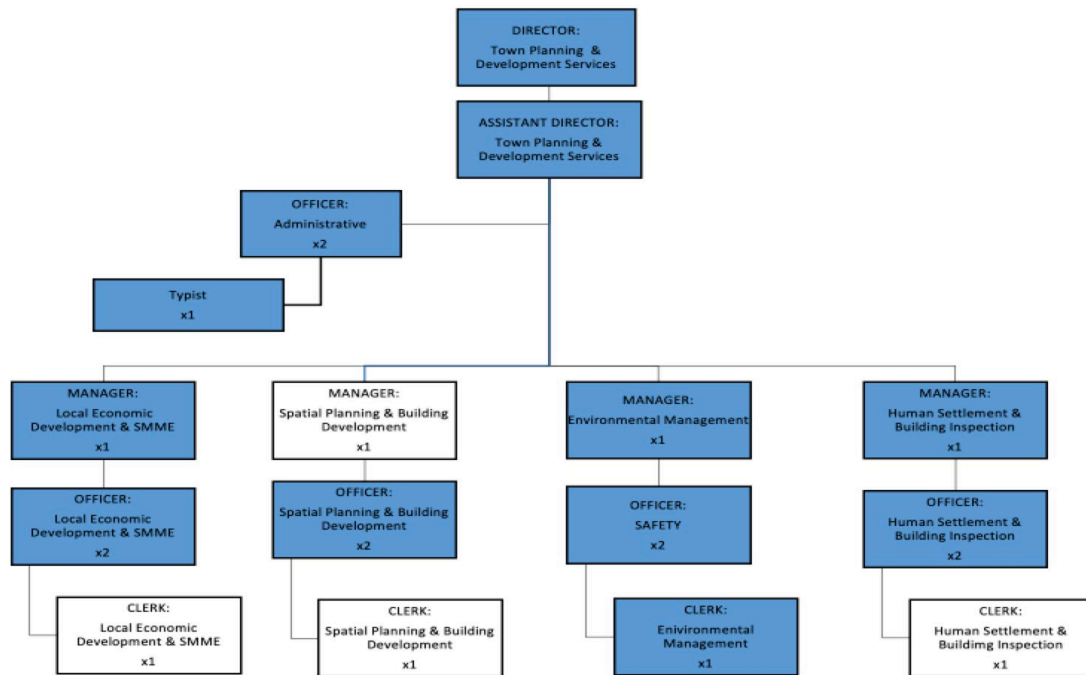


FIGURE 12: DEPARTMENT TOWN PLANNING & DEVELOPMENT SERVICES

DEPARTMENT: PUBLIC WORKS & BASIC SERVICES

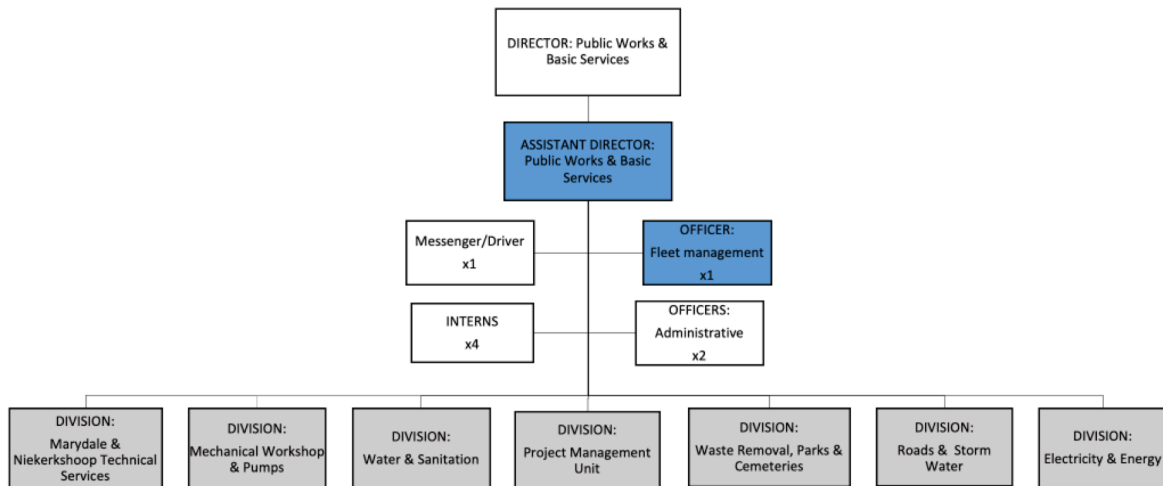


FIGURE 13: DEPARTMENT OF PUBLIC WORKS & BASIC SERVICES (1)

DIVISION: MARYDALE & NIEKERSHOOP TECHNICAL SERVICES

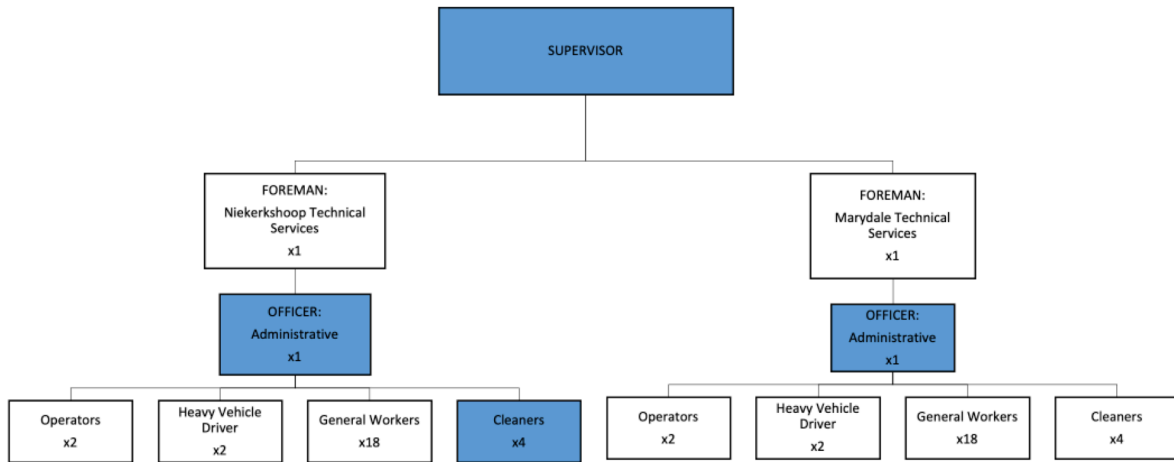


FIGURE 14: DEPARTMENT OF PUBLIC WORKS & BASIC SERVICES (2)

DIVISION: MECHANICAL WORKSHOP & PUMPS

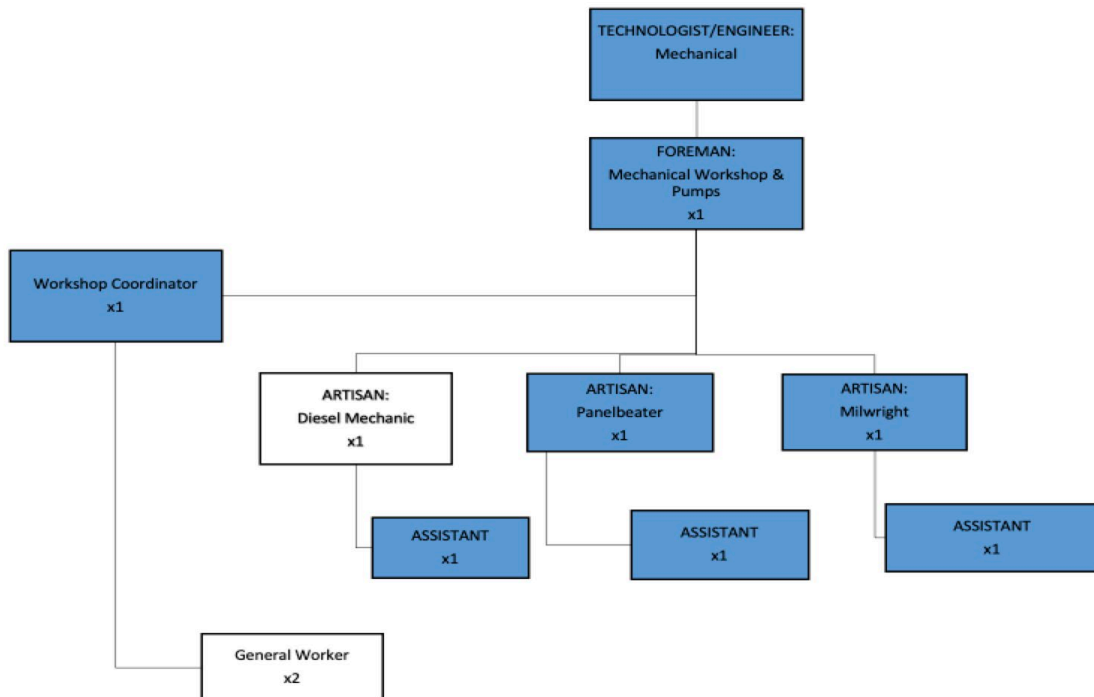


FIGURE 15: DEPARTMENT OF PUBLIC WORKS & BASIC SERVICES: MECHANICAL WORKSHOP & PUMPS

DIVISION: WATER & SANITATION

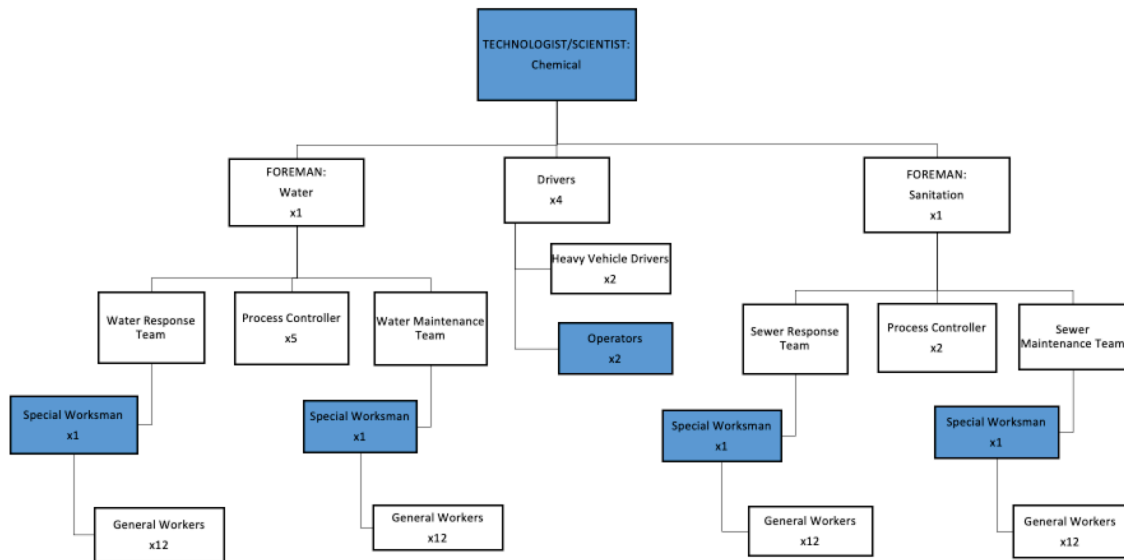


FIGURE 16: DEPARTMENT OF PUBLIC WORKS & BASIC SERVICES: WATER & SANITATION

DIVISION: PROJECT MANAGEMENT UNIT

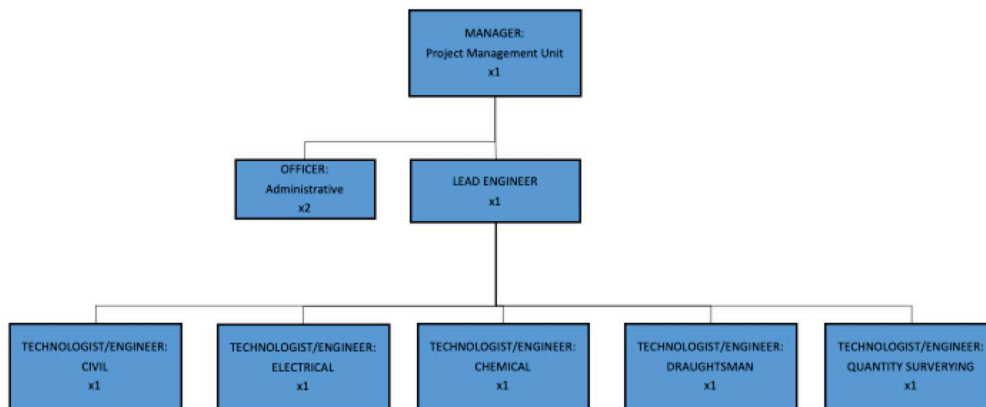


FIGURE 17: DEPARTMENT OF PUBLIC WORKS & BASIC SERVICES: PMU

DIVISION: WASTE REMOVAL, PARKS & CEMETERIES

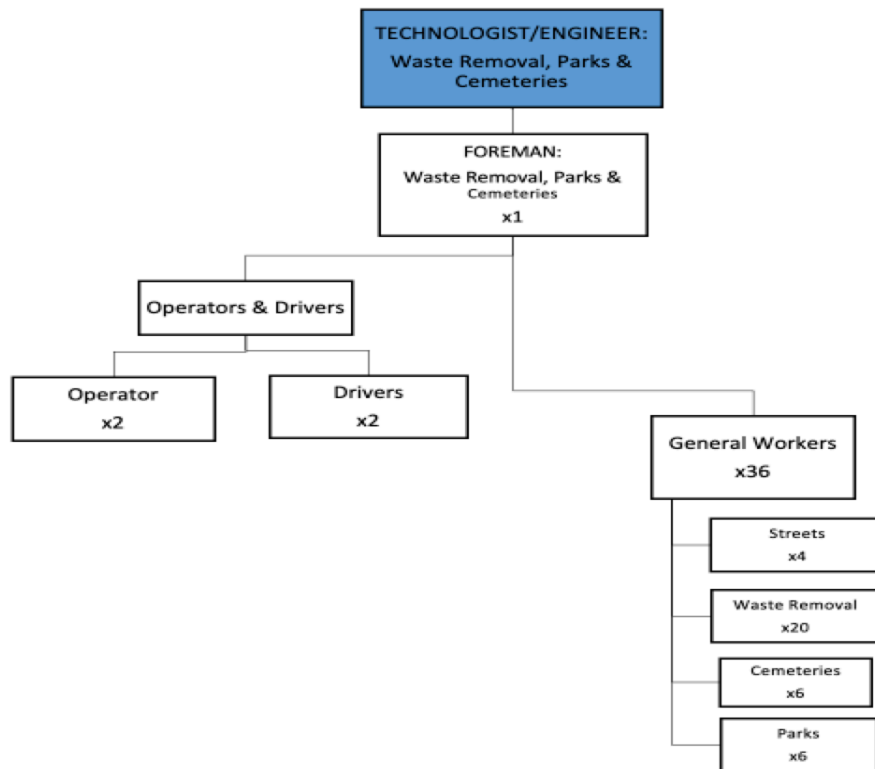


FIGURE 18: DEPARTMENT OF PUBLIC WORKS & BASIC SERVICES: REFUSE, PARKS & CEMETERIES

DIVISION: ROADS & STORM WATER

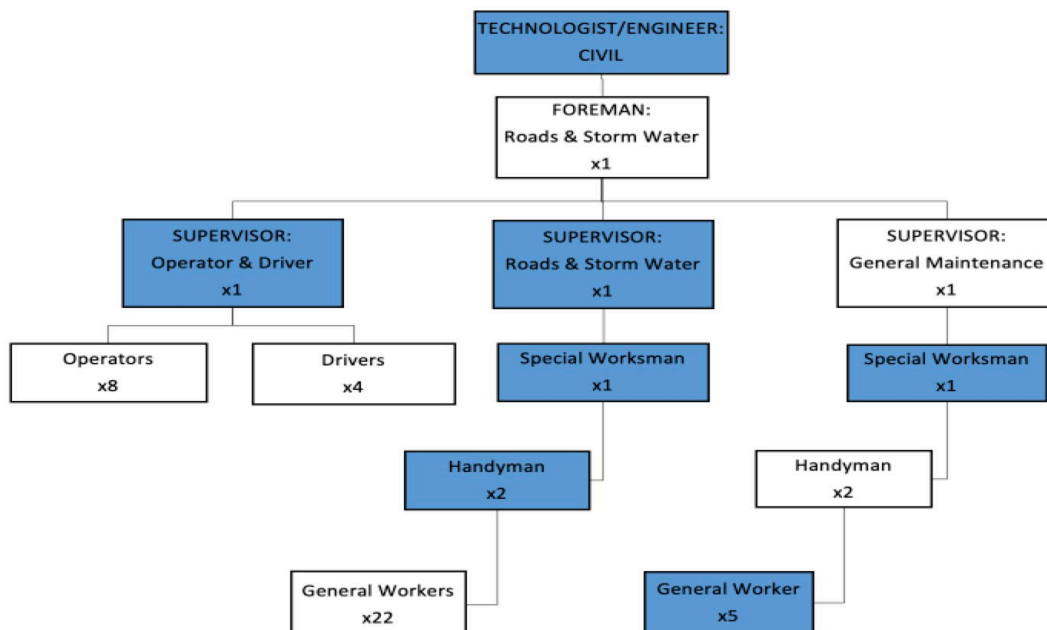


FIGURE 19: DEPARTMENT OF PUBLIC WORKS & BASIC SERVICES: ROADS & STORMWATER

DIVISION: ELECTRICITY & ENERGY

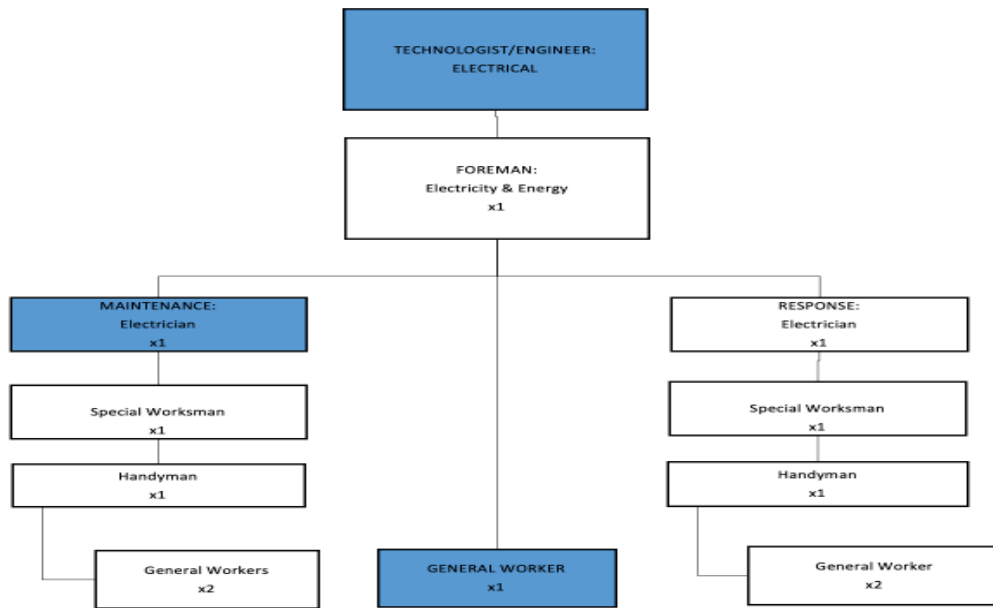


FIGURE 20: DEPARTMENT OF PUBLIC WORKS & BASIC SERVICES: ELECTRICITY & ENERGY

DEPARTMENT: CORPORATE SERVICES

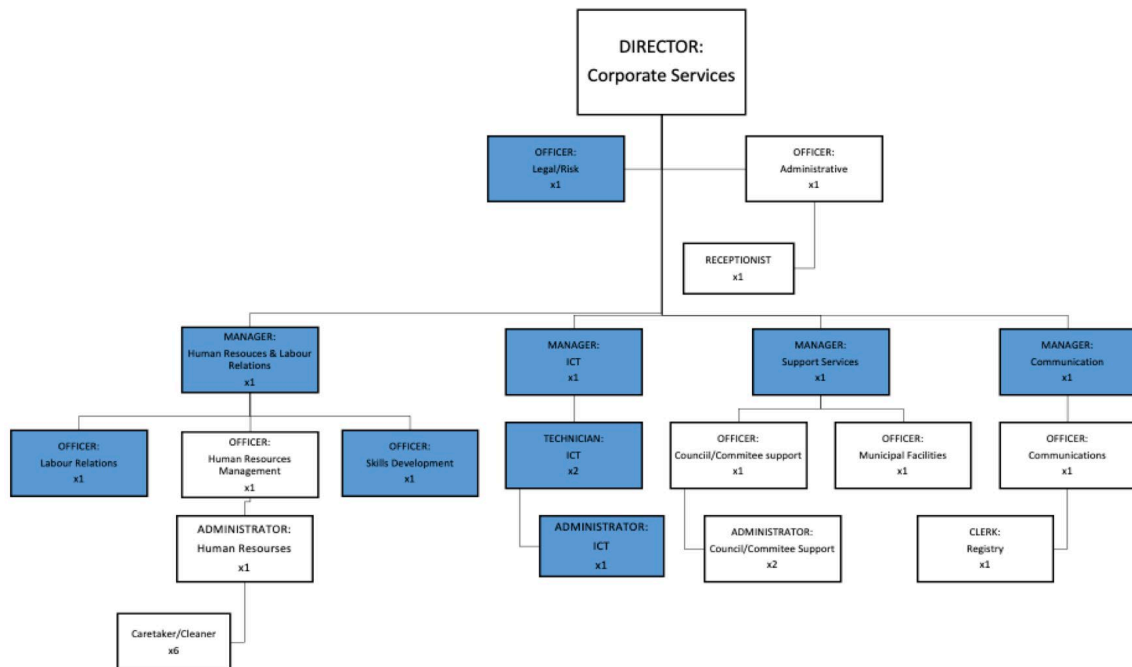


FIGURE 21: DEPARTMENT CORPORATE SERVICES

DEPARTMENT: COMMUNITY SERVICES

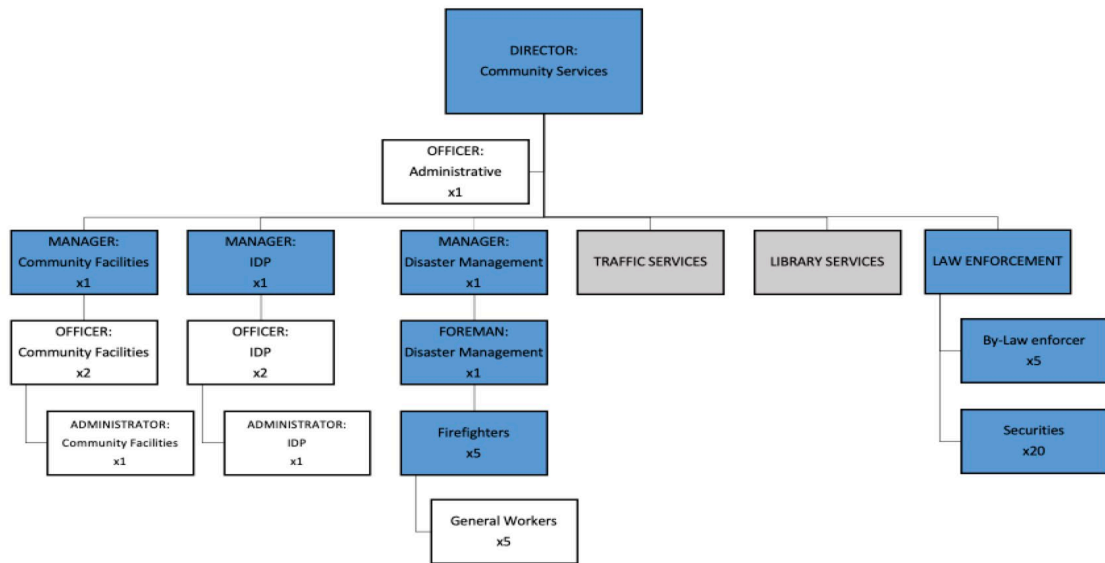


FIGURE 22: DEPARTMENT OF COMMUNITY SERVICES

TRAFFIC SERVICES

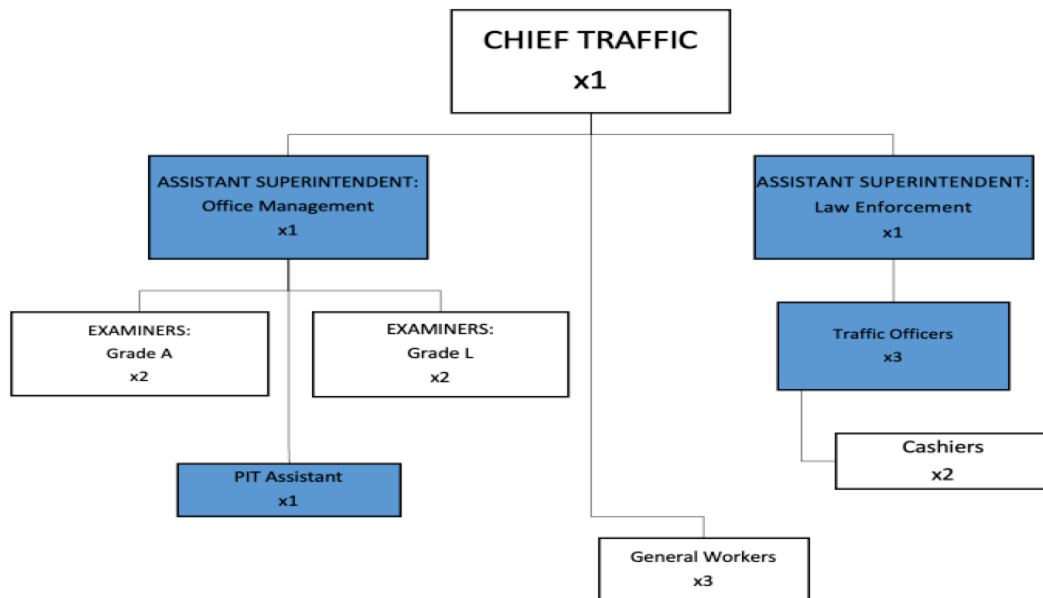


FIGURE 23: DEPARTMENT OF COMMUNITY SERVICES: TRAFFIC

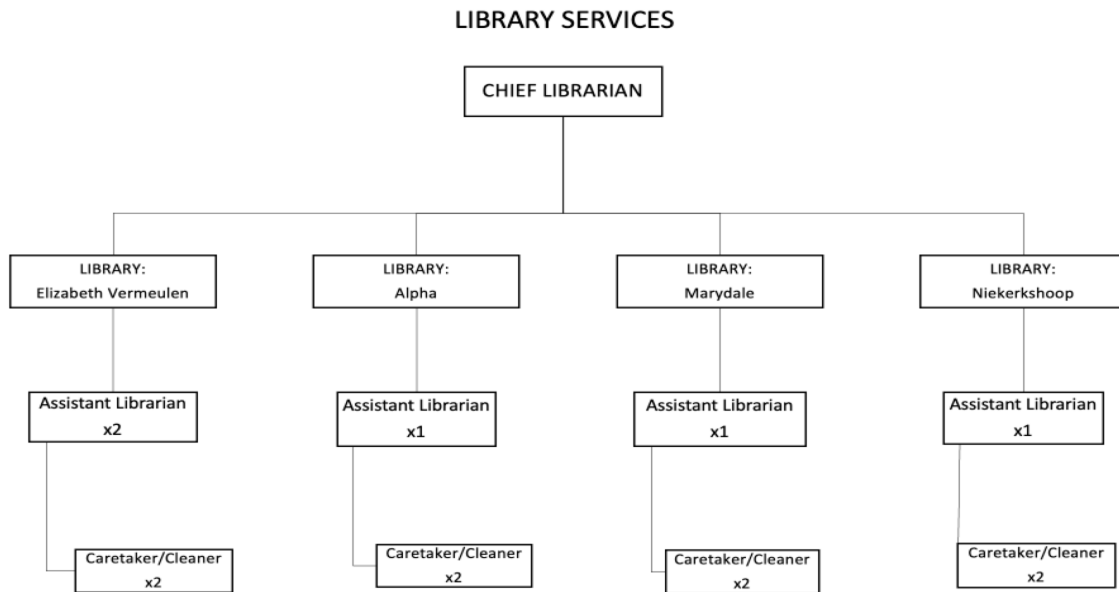


FIGURE 24: DEPARTMENT OF COMMUNITY SERVICES: LIBRARIES

DEPARTMENT: FINANCE

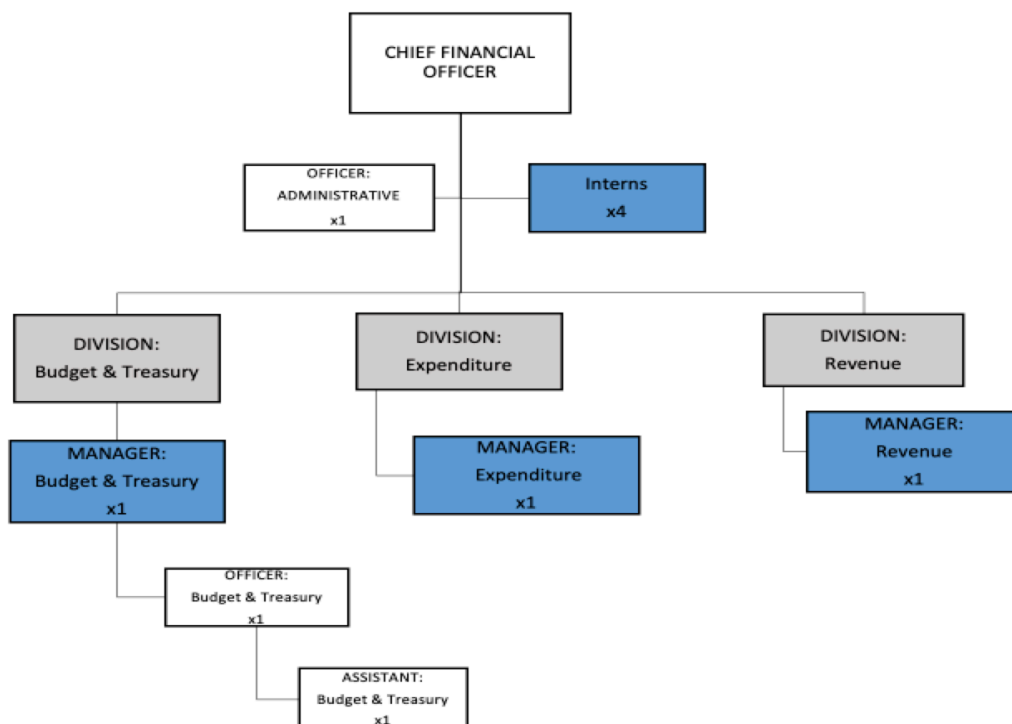


FIGURE 25: DEPARTMENT OF FINANCE

DIVISION: REVENUE

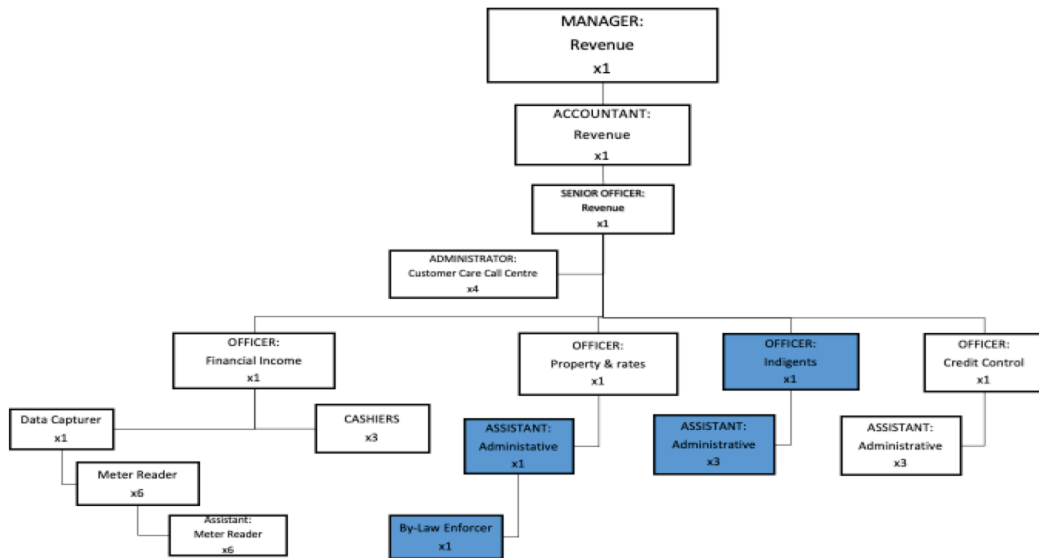


FIGURE 26: DEPARTMENT OF FINANCE: REVENUE

DIVISION: Expenditure

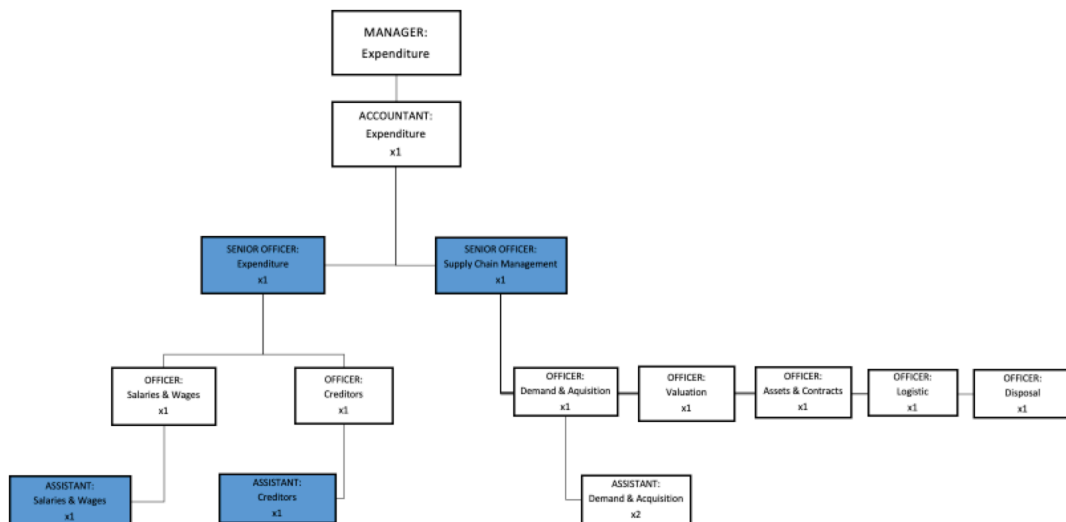


FIGURE 27: DEPARTEMENT OF FINANCE: EXPENDITURE

6.4. HUMAN RESOURCE AND PERFORMANCE MANAGEMENT

6.4.1. RECRUITMENT, TRAINING AND DEVELOPMENT

In order to recruit, develop and retain critical and scarce skills, the municipality has developed the following policies:

- ✓ Recruitment Policy,
- ✓ Training and Development Policy,
- ✓ Retention and Succession Planning Policy.

6.4.2. STAFF ESTABLISHMENT

The staff establishment was reviewed in terms of the Staff Regulations published in Government Gazette 45181 of 20 September 2021 per Government Notices 890 and 891.

6.4.3. SKILLS DEVELOPMENT

Siyathemba Local Municipality recognizes the value of investing in its workforce through the implementation of a carefully planned training and development initiatives and activities. A skills audit was conducted to determine the kind of skills that employees regard as important for their own skills development needs and management also consulted to determine organisational skills needs. A Workplace Skills Plan is compiled and implemented annually to provide training on core and soft skills needs which focus on the organization as a whole and submitted to the Local Government Sector Education and Training Authority (LGSETA). Skills development is aimed at benefitting all employees but, has to at the same time ensure that significant progress is made in advancing the development interests of designated groups in line with Employment Equity targets. The interpersonal and people management skills of senior and middle managers will continue to be improved through training with the assistance of the LGSETA and relevant other technical SETA's.

7. CHAPTER 7: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

7.1. INTRODUCTION AND BACKGROUND

The Siyathemba municipality aims to fully comply with prevailing municipal financial legislation to ensure sound financial management and governance in order for it to improve on the current financial position and improve its audit outcomes prospectively.

The municipality has obtained a qualified audit opinion for the last 3 financial periods (2023/24; 2022/2023; 2021/22) and is actively putting measures in place to not only address the findings and concerns raised by the Auditor general in the last audit report received but to strengthen internal measures in order to improve outcomes in the future financial period.

It is important that the financial affairs of the municipality are managed in an efficient and effective manner to sustain a sound financial position towards sustainable service delivery.

The Finance unit is managed by the Director Financial Services, who is also known as the Chief Financial Officer, with the assistance of two accountants that head units responsible for revenue generation and management of expenditure. The revenue unit is comprised of the following sections - Customer care and Property Rates as well as the Collection of Revenue on Services and the expenditure unit has the following sections Creditors and Expenditure, Payroll, Budget and treasury and Supply chain and Asset Management.

The multi-year financial plan for the IDP is prepared for five (5) years. Based on this plan, considering the particular requests from the community, Council then approves annually the municipal budget.

7.1. MUNICIPAL FINANCIAL VIABILITY: KEY PERFORMANCE AREAS, STRATEGIC OBJECTIVES AND PRIORITY ISSUES

Outcome Nr NPO	National Predetermined Objective	KPA	Strategic Objective	KPI
12	Effective Public Service	Municipal Financial Viability and Management	Achieve and maintain a 95% revenue collection rate for municipal services by June 2025 (Outcome 12).	Review and update billing systems to improve accuracy by June 2026
				Conduct awareness campaigns on payment incentives and penalties for arrears on a quarterly basis

Outcome Nr NPO	National Predetermined Objective	KPA	Strategic Objective	KPI
				Implement Smart Water Meters to regulate payment for services 80% by June 2026
12	Effective Public Service		Submit 100% compliant annual financial statements (AFS) to the Auditor-General by August each year	Train finance staff on the latest Generally Recognized Accounting Practice (GRAP) on a quarterly basis
				Perform quarterly internal audits before submitting to the Auditor-General.
9	Responsive Local Government		Reduce unauthorized, irregular, fruitless, and wasteful expenditure by 15% annually by implementing stronger financial controls	Implement stricter procurement policies aligned with MFMA Section 62 and report to MPAC quarterly
				Train SCM staff on compliance requirements by having 2 workshops in the financial year
12	Effective Public Service		Conduct quarterly financial performance reviews to ensure alignment with the Service Delivery and Budget Implementation Plan (SDBIP)	Conduct quarterly revenue and expenditure reviews with Municipal Councils.
				Use dashboards to track spending against budgets. Report quarterly on OPCAR Dashboard.
9	Responsive Local Government		Increase the proportion of grant funding used for infrastructure development to 80% by June 2026	Develop annual grant-spending plans aligned with IDPs and report quarterly on the progress of implementation

Outcome Nr NPO	National Predetermined Objective	KPA	Strategic Objective	KPI
				Monitor project implementation to ensure funds are spent as allocated.
9	Strengthening financial viability for responsive local governance.		Reduce municipal debt levels by 10% annually through effective debt recovery mechanisms.	Conduct data cleanup of debtor accounts and report quarterly on progress
				Roll out incentives for early payments by August 2025
				Strengthen legal action against defaulters by monthly report on actions taken
12	Promoting transparent and accountable public financial management.		Achieve clean audit outcomes for three consecutive financial years by 2026.	Conduct regular training for financial staff on GRAP standards and report quarterly on number of staff trained
				Establish internal audit committees to oversee compliance and have quarterly meeting to report of progress.
				Decrease the Use of external consultants to review financial controls by adopting a Consultants Reduction Plan by December 2025
9	Encouraging financial innovation and sustainability.		Increase revenue from non-traditional sources by R20 million annually by June 2026.	Develop income-generating projects like municipal parking facilities. Develop a Revenue increasing plan by February 2026

Outcome Nr NPO	National Predetermined Objective	KPA	Strategic Objective	KPI
				Expand municipal property leases to private companies by conducting list of properties and report quarterly on the implementation of the action
				Review and increase tariffs for underutilised municipal services for 2026/27 financial year by March 2026.
	Financial Sustainability	Municipal Finance	Increase revenue collection efficiency by 20%.	Implement automated billing systems. Conduct awareness campaigns on revenue collection. Enhance debt recovery mechanisms for overdue accounts and report monthly on the implementation
	Accountability and Governance	Municipal Finance	Achieve 100% clean audits annually.	Ensure full compliance with MFMA and Treasury regulations. Reduce irregular expenditure by 30% per year. Train finance staff in risk management and compliance and report quarterly
	Sustainable Development	Municipal Finance	Increase municipal investment in sustainable projects.	Develop municipal bonds for infrastructure funding. Attract at least R50 million in external investment. Increase green

Outcome Nr NPO	National Predetermined Objective	KPA	Strategic Objective	KPI
				project financing by 40%. Launch an investigation on the possibility and if feasible develop a Strategy and policy by 30 June 2026

TABLE 23: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT STRATEGIC OBJECTIVES & KEY PERFORMANCE INDICATORS

7.2. FINANCIAL STRATEGIC FRAMEWORK

The Siyathemba Local Municipality is a developing and growing municipality striving for actualizing its constitutionally set out mandate by providing basic services to its residents, in the per suite of this there are many challenges that are faced with regards to financial planning and are ever changing due to the dynamic setting of local government.

The priority from a financial perspective is to ensure the municipality's financial position remains sustainable and viable. The financial plan with related strategies addresses a number of key areas in order to achieve this goal.

These strategies are detailed below:

7.2.1. REVENUE ENCHANCEMENT STRATEGY

Revenue enhancement and maintaining of existing revenue sources are essential for sustainable service delivery. Municipal budgets must be appropriately funded to ensure a financial going concern which is capable of providing and extending service delivery.

It is essential that the municipality has an adequate source of revenue from its own operations and government grants to carry out its functions.

The following actions are considered:

- ✓ To seek alternative sources of own revenue to increase funding for capital projects. Ensure economic services break-even
- ✓ Indigent support policy to provide free basic services to poor households to protect them from the worst impacts of the economy
- ✓ Ensure that water & sanitation tariffs are fully cost reflective Expand revenue base through implementation of new valuation roll. The ability of the community to pay for services.
- ✓ Identification and pursuance of government grants.

- ✓ Tightening credit control measures and increase debt collection targets. Improve customer relations and promote a culture of payment.
- ✓ Realistic revenue estimates. Going back to basics to ensure MTREF are appropriately funded. The impact of inflation, the municipal cost index and other cost increases.
- ✓ Create an environment which enhances growth, development and service delivery.

7.3. ASSET MANAGEMENT STRATEGIES

Allocations to repairs and maintenance and the renewal of existing infrastructure must be prioritised as an uncontrolled increase in renewal infrastructure backlogs will negatively impact on the financial sustainability and the reliability and quality of municipal services.

The managing of the assets must address the following:

- ✓ The implementation of a GRAP 17 compliant asset management system. Adequate budget provision for asset maintenance over its economic lifespan. Maintenance of assets according to an infrastructural asset maintenance plan. Maintain a system of internal control of assets to safeguard assets.
- ✓ Replacement/renewal of ageing assets according to replacement programme to ensure the ongoing health of municipal infrastructure.
- ✓ Ensure all assets owned and/or controlled are insured except where specifically excluded by policy.

7.3.1. FINANCIAL MANAGEMENT STRATEGIES

Financial management strategies are important to guide the municipality to maximize the available financial resources to ensure long term financial viability through the following strategies:

- ✓ Manage revenue, expenditure, assets and liabilities in a responsible manner. Well thought-out budgetary and financial planning processes in line with budget and reporting regulation.
- ✓ Effective supply chain management. Effective cash flow management.
- ✓ Applying full credit control measures within the borders of legislation and fairness to prevent an escalation in non-recoverable outstanding debt.
- ✓ Ensure compliance with prescribed accounting standards and adherence to all legislation requirements.
- ✓ Implement the cost containment measures policy.
- ✓ Training and development of employees to achieve levels of compliance according to the regulation on minimum competency levels.

- ✓ Implement internal controls, procedures, policies and by-laws to regulate fair, just and transparent transactions.
- ✓ Prepare annual financial statements according to accounting framework and review performance and achievements for past financial year.

7.3.2. OPERATIONAL FINANCING STRATEGIES

Financial planning and effective management of municipal cash resources will ensure that the municipality meets their service delivery mandate.

The strategies are:

- ✓ Ensure integrity of billing systems and accuracy of accounts. Eliminating spending on non-priority items.
- ✓ Ensure 100% spending of government conditional grants to prevent withholding of equitable share.
- ✓ Standardize chart of accounts.
- ✓ Effective cash flow management to ensure continuously a sufficient and sustainable cash position.
- ✓ Enhance budgetary controls and financial reporting.
- ✓ Direct available financial resources towards meeting the projects as identified in the IDP.
- ✓ To improve supply chain management processes in line with regulations.

7.3.3. CAPITAL FINANCING STRATEGIES

One of the greatest challenges facing municipalities is the decline in public trust in service delivery. Investment in municipal infrastructure is critical to sustaining growth, rehabilitating ageing infrastructure and eradicating service delivery backlogs.

The strategies are:

- ✓ Ensure capital programme is based on priorities, programmes and projects of the IDP.
- ✓ Improve creditworthiness.
- ✓ Ensure capital replacement reserve is cash-backed.
- ✓ Expedite spending on capital budget especially projects that are funded from conditional grants.
- ✓ Explore new ways to find capital expenditure from own revenue contribution.
- ✓ Analyse feasibility and impact on operating budget before capital projects are approved.
- ✓ Determine affordable limits for borrowing.

- ✓ Maximizing of infrastructural development through the utilization of all available resources.

7.3.4. COST-EFFECTIVE STRATEGY

The cost-effectiveness strategy is very important to ensure an effective, efficient municipality rendering affordable, accessible and quality services. This strategy provides guidance on how to structure the MTREF within affordable levels. Maintaining affordable tariffs will contribute to the municipality's community wealth.

The strategies are:

- ✓ Structure tariffs to generate resources to fund maintenance, renewal and expansion of infrastructure to provide services.
- ✓ Ensure that water and sanitation tariffs are fully cost reflective. Eliminating non-priority spending.
- ✓ Facilitate delivery of large capital projects to be appropriated for three financial years.
- ✓ Free basic services policies to adequately address provision of free basic services to poor households.
- ✓ Invest surplus cash not immediately required at the best available rates.
- ✓ Limit tariff increases taking into consideration the macro-economic growth limit guideline, municipal cost increases and inflation rate to ensure an appropriate balance between the interests of poor households, other consumers.
- ✓ To remain as far as possible within the following selected key budget assumptions: Provision for bad debts according to debtors' payment rate
- ✓ Utilization of equitable share for indigent support through free basic services.

7.4. FINANCIAL MANAGEMENT POLICIES

The purpose of financial policies is to provide a sound environment to manage the financial affairs of the municipality.

The following are key budget relating policies:

Tariff Policy – the policy prescribes the procedures for calculating tariffs. This policy is required in terms of Section 74 of the Local Government Municipal Systems Act, Act 32 of 2000.

Property Rates Policy – a policy required by the Municipal Property Rates Act, Act 6 of 2004. This policy provides the framework for the determining of rates.

Indigent Support Policy – to provide access to and regulate free basic services to all indigent households.

Credit Control and Debt Collection Policy – to provide for credit and debt collection procedures and mechanisms to ensure that all consumers pay for the services that are supplied.

Writing Off Policy – to ensure that all long outstanding debt is evaluated, and debtors are not overstated in the year-end statements. The policy aims to set down principles for the writing off of bad debts.

Budget Policy – this policy set out the principles which must be followed in preparing a Medium-Term Revenue and Expenditure Framework Budget. It further ensures that the budget reflects the strategic outcomes embodied in the IDP and related strategic policies.

Asset Management Policy – the objective of the policy is to prescribe the accounting and administrative procedures relating to property, plant and equipment (assets).

Supply Chain Management Policy – this policy is developed in terms of Section 111 of the Municipal Finance Management Act, Act 56 of 2003. The principle of this policy is to give effect to a fair, equitable, transparent, competitive and cost-effective system for the procuring of goods and services, disposing of goods and selecting of contractors in the provision of municipal services.

7.5. MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK FORCAST (MTREF)

The medium-term expenditure and revenue framework (MTREF) is based on the priorities, programmes and projects of the IDP and implemented according to the service delivery and budget implementation plan (SDBIP) to ensure delivery on the IDP key performance indicators. The outcome of the required integrated development plan is the alignment of the planning process and resources to the strategic direction. The result is the compilation and approval of the annual budget. Based on the financial framework, the medium term financial plan was compiled based on the following key assumptions:

- Such as Inflation, however moderate, is slightly increasing and projected to increase by an average of over the period ahead.
- The cost-of-living increases by mutual agreement between the South African Local Government Bargaining Council and the unions increase with over the five (5) indicative years.
- Bulk electricity purchases
- Provision has been made for a property rates tariff increases
- Water tariffs are projected to increases
- Sanitation and refuse tariffs are projected to increases

7.5.1. DRAFT BUDGET SUMMARY 2025/26

Description	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework			
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28	

Description	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
Financial Performance										
Property rates	21,870	30,692	32,533	32,534	34,485	34,485	34,485	36,002	37,622	38,563
Service charges	42,397	45,369	47,651	57,187	55,049	55,049	55,049	59,482	62,159	63,713
Investment revenue	346	482	536	240	528	528	528	551	576	590
Transfer and subsidies - Operational	42,129	47,847	50,658	53,779	53,779	53,779	53,779	54,132	55,755	56,625
Other own revenue	10,199	9,958	15,148	37,689	32,973	32,973	32,973	36,424	38,063	39,015
Total Revenue (excluding capital transfers and contributions)	116,941	134,348	146,526	181,429	176,814	176,814	176,814	186,591	194,175	198,505
Employee costs	56,815	60,722	61,842	66,081	62,617	62,617	62,617	63,130	65,293	67,154
Remuneration of councillors	4,183	4,471	4,434	4,604	5,638	5,638	5,638	4,667	4,877	4,999
Depreciation and amortisation	29,651	28,357	26,576	21,368	21,368	21,368	21,368	21,368	20,081	20,140
Interest	6,720	17,612	23,013	3,671	3,671	3,671	3,671	2,223	2,122	2,244
Inventory consumed and bulk purchases	43,398	40,295	41,258	45,876	48,065	48,065	48,065	53,702	56,119	57,522
Transfers and subsidies	–	–	–	–	–	–	–	–	–	–
Other expenditure	48,606	59,630	59,366	54,189	51,529	51,529	51,529	51,688	56,578	66,837
Total Expenditure	189,372	211,087	216,489	195,790	192,889	192,889	192,889	196,779	205,070	218,895
Surplus/(Deficit)	(72,432)	(76,738)	(69,962)	(14,361)	(16,075)	(16,075)	(16,075)	(10,188)	(10,895)	(20,390)
Transfers and subsidies - capital (monetary allocations)	26,706	8,000	21,987	20,710	20,710	20,710	20,710	33,013	30,848	15,319
Transfers and subsidies - capital (in-kind)	26,975	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	(18,751)	(68,738)	(47,976)	6,349	4,635	4,635	4,635	22,825	19,953	(5,071)
Intercompany/Parent subsidiary transactions	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	(18,751)	(68,738)	(47,976)	6,349	4,635	4,635	4,635	22,825	19,953	(5,071)
Capital expenditure & funds sources										
Capital expenditure	26,876	8,330	19,782	20,710	20,710	20,710	20,710	33,013	18,639	18,843
Transfers recognised - capital	24,897	8,000	19,240	20,710	20,710	20,710	20,710	33,013	18,639	18,843
Borrowing	193	116	–	–	–	–	–	–	–	–
Internally generated funds	1,786	213	542	0	0	0	0	–	–	–
Total sources of capital funds	26,876	8,330	19,782	20,710	20,710	20,710	20,710	33,013	18,639	18,843
Financial position										
Total current assets	71,567	77,211	86,110	90,444	88,730	88,730	88,730	86,559	119,148	171,517
Total non-current assets	662,727	635,682	613,839	638,764	638,764	638,764	638,764	625,431	621,185	604,364
Total current liabilities	208,503	265,760	307,452	269,379	269,379	269,379	269,379	280,046	274,677	282,034
Total non-current liabilities	53,334	43,414	29,943	52,801	52,801	52,801	52,801	8,439	41,071	44,446

Description	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
Community wealth/Equity	472,457	403,719	362,554	407,028	405,314	405,314	405,314	423,504	424,586	449,401
Cash flows										
Net cash from (used) operating	810	2,936	27,445	25,689,500	25,689,500	25,689,500	25,689,500	42,088,595	40,425,165	24,314,908
Net cash from (used) investing	(22,678)	(8,219)	(19,782)	(20,710,001)	(20,710,001)	(20,710,001)	(20,710,001)	(33,013,000)	(30,848,002)	(15,319,004)
Net cash from (used) financing	(219)	(154)	(426)	154,134	154,134	154,134	154,134	–	–	–
Cash/cash equivalents at the year end	5,644	207	7,444	31,800,139	30,086,293	30,086,293	30,086,293	1,121,123	10,698,286	19,694,190
Cash backing/surplus reconciliation										
Cash and investments available	524,656	496,791	480,411	531,246	529,532	529,532	529,532	500,094	511,832	521,283
Application of cash and investments	142,620	207,604	245,070	220,468	214,786	214,786	257,522	224,183	214,733	217,776
Balance - surplus (shortfall)	382,036	289,187	235,342	310,778	314,747	314,747	272,011	275,911	297,099	303,507
Asset management										
Asset register summary (WDV)	653,709	635,611	613,780	638,760	638,760	638,760	638,760	625,423	621,178	604,356
Depreciation	29,651	28,357	28,357	21,368	21,368	21,368	21,368	21,368	20,509	20,629
Renewal and Upgrading of Existing Assets	26,418	–	–	0	0	0	0	–	–	–
Repairs and Maintenance	3,477	6,651	6,649	6,473	6,473	6,473	6,473	6,473	6,771	7,076
Free services										
Cost of Free Basic Services provided	9,934	10,403	9,512	15,513	13,245	13,245	13,245	24,455	25,555	26,194
Revenue cost of free services provided	–	7,067	8,428	7,840	19,956	19,956	19,956	20,834	21,771	22,315
Households below minimum service level										
Water:	–	–	–	–	–	–	–	–	–	–
Sanitation/sewerage:	–	–	–	–	–	–	–	–	–	–
Energy:	–	–	–	–	–	–	–	–	–	–
Refuse:	–	–	–	–	–	–	–	–	–	–

TABLE 24: DRAFT BUDGET SUMMARY

7.5.2. OPERATING REVENUE

The projected revenue for the municipality is reflected in Table 16 below. It is important that anticipated revenue levels are realistic for each revenue source and consistent with expenditure and collection experience. Municipal budgets must be funded and credible. The needs of the communities have to be met within the financial capacity and resource constraints of the municipality to ensure long term sustainability.

The revenue forecast of R 219,604 million for the 2025/26 financial year will be set to be realized by the end of the financial period.

DRAFT OPERATING REVENUE

Functional Classification Description	R thousand	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Revenue - Functional										
<i>Governance and administration</i>		81,166	65,439	69,188	81,405	74,626	74,626	79,432	82,511	85,117
Executive and council		1,237	3,091	2,779	3,505	2,950	2,950	2,961	3,081	3,201
Finance and administration		79,929	62,348	66,409	77,900	71,675	71,675	76,470	79,430	81,916
Internal audit		–	–	–	–	–	–	–	–	–
<i>Community and public safety</i>		1,077	1,302	2,400	12,867	12,974	12,974	10,322	2,478	966
Community and social services		1,110	1,300	1,357	1,400	1,400	1,400	1,420	1,535	–
Sport and recreation		–	–	1,030	10,710	10,710	10,710	8,000	–	–
Public safety		–	–	–	–	–	–	–	–	–
Housing		(34)	2	14	757	864	864	902	943	966
Health		–	–	–	–	–	–	–	–	–
<i>Economic and environmental services</i>		20,714	9,075	3,028	1,202	1,202	1,202	11,015	11,571	11,894
Planning and development		–	–	–	–	–	–	–	–	–
Road transport		20,714	9,075	3,028	1,202	1,202	1,202	11,015	11,571	11,894
Environmental protection		–	–	–	–	–	–	–	–	–
<i>Trading services</i>		67,640	66,530	93,163	106,082	108,140	108,140	118,227	127,827	115,195
Energy sources		23,452	26,613	27,115	33,771	32,048	32,048	39,408	44,189	41,386
Water management		24,467	15,886	28,626	42,095	41,838	41,838	43,212	46,664	35,588
Waste water management		11,087	14,111	22,899	18,970	21,902	21,902	22,777	23,666	24,444
Waste management		8,634	9,920	14,523	11,246	12,352	12,352	12,830	13,308	13,777
<i>Other</i>	4	33	3	733	583	583	583	608	636	652
Total Revenue - Functional	2	170,628	142,348	168,513	202,139	197,524	197,524	219,604	225,023	213,824

TABLE 25: DRAFT REVENUE BUDGETED

The current budget of the Siyathemba municipality is unfunded but the municipality seeks to include the following revenue generation strategies:

- ✓ Ensure that all households are metered Review all rental contracts
- ✓ Seek to implement other revenue enhancement strategies
- ✓ Biggest impact to improve the quality of life of our communities and striking a balance to provide sustainable services.

National and provincial allocations are contained in the Division of Revenue Act, which are recognized under government grants and consist of the following allocations over the medium term:

Not available yet DORA 2025/26 not promulgated

7.5.3. TARIFF SETTING

Tariff setting plays a critical role in ensuring certain levels of revenue according to affordability and to accommodate the consideration of basic services in the IDP strategic plan. The affordability of tariffs is under pressure due to increased cost and the increasing demand for bulk infrastructure and renewal of ageing infrastructure as the municipality expands.

Appropriate ways to restructure tariffs must be explored to encourage more efficient use of utility services and to generate the resources required to fund maintenance, renewal and expansion of infrastructure to provide services. Increases in tariffs must be closely linked to the National Treasury cost-of-living guidelines and reflect an appropriate balance between the interest of poor households, other customers and ensuring the financial sustainability of the municipality.

Water and sanitation tariffs must be cost reflective which include the bulk cost of water, cost of maintenance and renewal of purification/ treatment plants and network infrastructure as well as the cost for new infrastructure. In the case of solid waste tariffs, it must include the cost of providing the different components of the service.

Refuse removal is an economical service resulting that the budget is a break-even service. Refuse removal tariffs are mainly affected by high labour costs, petrol price increases and vehicle costs which are in many cases beyond the municipality's control.

In addition, new ways need to be explored for alternative methods to manage the landfill site such as the revival of the recycling process and measures to prevent dumping, for example, garden refuse removal etc.

7.5.4. CREDIT CONTROL AND DEBT COLLECTION

The continuous strict implementation of the credit control policy resulted that the municipality could maintain an exceptional payment rate. It is however, envisaged that with on-going economic pressures and increasing rate in unemployment the payment rate might become under pressure. Special attention must therefore be paid on managing all revenue and cash streams especially debtors.

7.5.5. PROTECTING THE POOR

The equitable share allocation is mainly used to provide free basic services to registered indigent households. Indigent support provided to protect poor households is as follows:

Free Basic Service (per month)	Per Household
Electricity	50kWh
Water	6 kl
Refuse	Free
Sewer	Free

TABLE 26: FREE BASIC SERVICES FOR INDIGENT HOUSEHOLDS

7.5.6. CAPITAL EXPENDITURE

Proposed capital programmes over the medium-term framework are only considered once the full projected and future operational costs have been determined and the sources of funding are available.

The capital requirements are reflected in the table below for the next three (3) years. These figures are based on the projects identified through the IDP process project phase and reflect estimated amounts based on the availability of funding.

The projected sources of funding over the medium term have been carefully considered and can be summarised as follows:

Vote Description	R e f	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote 1 - Office of the Mayor/Speaker		-	-	-	-	-	-	-	-	-	-
Vote 2 - Office of the Municipal Manager		-	-	-	-	-	-	-	-	-	-
Vote 3 - Directorate Financial Services		-	-	-	-	-	-	-	-	-	-
Vote 4 - Directorate Corporate & Community Services		-	-	896	-	-	-	-	-	-	-
Vote 5 - Directorate Infrastructure Services		26,418	7,915	18,574	20,710	20,710	20,710	20,710	33,013	30,848	15,319
Capital multi-year expenditure sub-total	7	26,418	7,915	19,470	20,710	20,710	20,710	20,710	33,013	30,848	15,319

Vote Description	R e f	2021/2 2	2022/2 3	2023/2 4	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audite d Outco me	Audite d Outco me	Audite d Outco me	Origin al Budget	Adjust ed Budget	Full Year Foreca st	Pre- audit outco me	Budget Year 2025/2 6	Budget Year +1 2026/2 7	Budget Year +2 2027/2 8
<u>Single-year expenditure to be appropriated</u>	2										
Vote 1 - Office of the Mayor/Speaker		–	–	–	–	–	–	–	–	–	–
Vote 2 - Office of the Municipal Manager		–	–	–	–	–	–	–	–	–	–
Vote 3 - Directorate Financial Services		458	414	312	–	–	–	–	–	–	–
Vote 4 - Directorate Corporate & Community Services		–	–	–	–	–	–	–	–	–	–
Vote 5 - Directorate Infrastructure Services		–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total		458	414	312	–	–	–	–	–	–	–
Total Capital Expenditure - Vote		26,876	8,330	19,782	20,710	20,710	20,710	20,710	33,013	30,848	15,319
<u>Capital Expenditure - Functional</u>											
<i>Governance and administration</i>		458	414	312	–	–	–	–	–	–	–
Executive and council		–	–	–	–	–	–	–	–	–	–
Finance and administration		458	414	312	–	–	–	–	–	–	–
Internal audit		–	–	–	–	–	–	–	–	–	–
<i>Community and public safety</i>		–	–	896	10,710	10,710	10,710	10,710	8,000	–	–
Community and social services		–	–	896	–	–	–	–	–	–	–
Sport and recreation		–	–	–	10,710	10,710	10,710	10,710	8,000	–	–
Public safety		–	–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–	–
<i>Economic and environmental services</i>		4,370	817	2,055	–	–	–	–	11,013	11,009	11,564
Planning and development		–	–	–	–	–	–	–	–	–	–
Road transport		4,370	817	2,055	–	–	–	–	11,013	11,009	11,564
Environmental protection		–	–	–	–	–	–	–	–	–	–
<i>Trading services</i>		22,049	7,098	16,519	10,000	10,000	10,000	10,000	14,000	7,630	7,279
Energy sources		595	116	–	0	0	0	0	4,000	7,630	7,279
Water management		9,222	2,612	10,513	10,000	10,000	10,000	10,000	10,000	–	–
Waste water management		12,232	4,370	6,006	0	0	0	0	–	–	–
Waste management		–	–	–	–	–	–	–	–	–	–
<i>Other</i>		–	–	–	–	–	–	–	–	–	–
Total Capital Expenditure - Functional	3	26,876	8,330	19,782	20,710	20,710	20,710	20,710	33,013	18,639	18,843
<u>Funded by:</u>											

Vote Description	R e f	2021/2 2	2022/2 3	2023/2 4	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audite d Outco me	Audite d Outco me	Audite d Outco me	Origin al Budget	Adjust ed Budget	Full Year Foreca st	Pre- audit outco me	Budget Year 2025/2 6	Budget Year +1 2026/2 7	Budget Year +2 2027/2 8
National Government		24,897	8,000	19,240	20,710	20,710	20,710	20,710	33,013	18,639	18,843
Provincial Government		–	–	–	–	–	–	–	–	–	–
District Municipality		–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)		–	–	–	–	–	–	–	–	–	–
Transfers recognised - capital	4	24,897	8,000	19,240	20,710	20,710	20,710	20,710	33,013	18,639	18,843
Borrowing	6	193	116	–	–	–	–	–	–	–	–
Internally generated funds		1,786	213	542	0	0	0	0	–	–	–
Total Capital Funding	7	26,876	8,330	19,782	20,710	20,710	20,710	20,710	33,013	18,639	18,843

TABLE 27: DRAFT CAPITAL BUDGET

Proposed capital programmes over the medium-term framework are only considered once the full projected and future operational costs have been determined and the sources of funding are available. The capital requirements are reflected in the table below for the next five (5) years. These figures are based on the projects identified through the IDP process project phase and reflect estimated amounts based on the availability of funding.

7.5.7. OPERATING EXPENDITURE

The table below, Table 28 indicates the operating expenditure as per functional area

Functional Classification Description	R e f	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcom e	Audited Outcom e	Audited Outcom e	Original Budget	Adjuste d Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Expenditure - Functional	-									
Governance and administration		81,416	109,847	110,044	92,275	85,586	85,586	81,398	85,087	96,331
Executive and council		9,918	21,270	25,378	23,808	24,986	24,986	22,234	25,469	35,404
Finance and administration		71,498	88,576	84,666	68,467	60,601	60,601	59,164	59,618	60,927
Internal audit		–	–	–	–	–	–	–	–	–
Community and public safety		7,861	6,086	6,726	7,043	6,605	6,605	7,013	7,185	7,372
Community and social services		1,727	1,821	1,812	1,761	1,661	1,661	1,698	1,757	1,801
Sport and recreation		6,067	4,221	4,899	5,227	4,910	4,910	5,280	5,391	5,532

Functional Classification Description	R ef	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Public safety		67	44	15	55	34	34	36	37	38
Housing		–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–
Economic and environmental services		17,137	18,685	19,084	18,525	17,728	17,728	17,670	18,209	18,678
Planning and development		–	–	–	–	–	–	–	–	–
Road transport		17,137	18,685	19,084	18,525	17,728	17,728	17,670	18,209	18,678
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		78,455	73,329	77,298	74,847	80,077	80,077	87,385	91,199	93,037
Energy sources		44,313	38,150	43,708	44,976	50,351	50,351	56,360	58,798	60,243
Water management		20,706	19,984	17,423	20,946	21,172	21,172	20,896	22,129	13,778
Waste water management		8,798	6,536	10,921	5,664	5,508	5,508	5,844	5,958	6,115
Waste management		4,638	8,658	5,246	3,261	3,045	3,045	4,286	4,315	12,900
Other	4	4,509	3,140	3,323	3,100	2,893	2,893	3,312	3,390	3,477
Total Expenditure - Functional	3	189,379	211,087	216,474	195,790	192,889	192,889	196,779	205,070	218,895

TABLE 28: DRAFT EXPENDITURE BUDGET

Cognisance should also be given that national government has prioritized the quality of drinking water and failures in the management of wastewater through the blue and green drop performance ratings.

Measures have to be taken over the MTREF to implement these strategies to ensure that existing water supply and wastewater comply with these requirements

From the above it is clear that for the next five years many challenges lie ahead to appropriate capital expenditure towards available sources of funding and to obtain alternative funding sources to address the needs as identified in the IDP.

7.6. CONCLUSION

This framework with its financial strategies and policies contribute to ensure the municipality remains financially viable and sustainable to provide quality municipal services to all communities. It can be expected that municipal revenue and cash flows will gradually improve through increased municipal growth and envisaged new development.

The increasing pressure on the municipal bulk services and upgrade of ageing infrastructure will continue for the next five (5) years. Therefore, new imaginable ways need to be explored to become efficient to generate the required resources to maintain, renew and expand infrastructure.

A new energized focus on maximizing job creation through labour intensive approaches and participation in the expanded public works programme is essential

not only to reduce the unemployment rate but also protecting the poor against the downturn of the economy.

It is imperative that the municipality continues with sound and sustainable management of its governance and fiscal affairs to improve audit outcomes as well as financial prudence prospectively. The many challenges facing the municipality are addressed through the following important elements:

- ✓ Greater levels of transparency and accountability; Integrity of billing systems and accurate accounts;
- ✓ Going back to basics of good cash and revenue management;
- ✓ Stabilizing senior management and ensuring appropriate technical skills;
- ✓ Implementation of asset management systems and improving levels of spending on repairs and maintenance;
- ✓ Effective spatial and land use planning;
- ✓ Generate more employment through labour intensive programmes;
- ✓ Structure tariffs for utility services to encourage growth and generate additional sources of revenue to fund capital expenditure;

Ensure sound financial management policies exist; and Eliminating spending on non-priority items.

It is important that strategies and action plans are put in place to outline processes and measures to address the challenges that are listed above. It is critical that these are rectified in order for the municipality to provide services in line with its strategic objectives.

8. CHAPTER 8: LOCAL ECONOMIC DEVELOPMENT

8.1. LOCAL ECONOMIC DEVELOPMENT STRATEGY

Local Economic Development (LED) is an approach to sustainable economic development that encourages residents of local communities to work together to stimulate local economic activity that will result in, inter alia, an improvement in the quality of life for all in the local community.

The Department of Economic Development and Tourism in the Northern Cape has recently concluded the development of its Provincial LED Strategy in line with the Northern Cape Growth and Development Strategy. These Strategies provide the foundation for Integrated Economic Development Planning throughout the Northern Cape. To provide the necessary implementation impetus at the local level, the Siyathemba Local Municipality embarked on a process of developing its own LED Strategy in line with provincial planning imperatives.

8.2. LOCAL ECONOMIC DEVELOPMENT KEY PERFORMANCE AREAS, STRATEGIC OBJECTIVES AND PRIORITY ISSUES

Outcome Nr NPO	National Predetermined Objective	KPA	Strategic Objective	KPI
4	Inclusive Economic Growth	LED	Create 300 jobs annually through the Expanded Public Works Programme (EPWP) by June 2026	Identify local infrastructure and environmental projects for labour-intensive jobs by September 2025. Create 300 EPWP jobs by June 2026.
				Track job creation targets using quarterly reports to the Department of Public Works.
4	Inclusive Economic Growth		Support at least 30 SMMEs annually through training, funding, or incubation programs by December 2025	Host one entrepreneurship workshop by June 2026. Facilitate R10 million in funding for local SMMEs annually. Host 4 business mentorship programs per year. Increase SMME participation in municipal tenders by 25%. Partner with SEDA and other financial institutions for SMME funding by June 2026.
7	Rural Development		Establish 5 community agricultural cooperatives to enhance food security and economic	Conduct feasibility studies for cooperatives in targeted rural communities by June 2026.

Outcome Nr NPO	National Predetermined Objective	KPA	Strategic Objective	KPI
			opportunities by June 2026	
				Facilitate access to agricultural grants like the Comprehensive Agricultural Support Programme (CASP) by June 2026.
4	Inclusive Economic Growth		Facilitate investment worth R30 million in local infrastructure development by June 2026 to attract industries	Develop marketing campaigns to promote municipal areas as investment destinations by June 2026.
				Develop incentive policy for potential business by June 2026. (Offer tax rebates or incentives for businesses setting up in local municipalities.)
4	Inclusive Economic Growth		Develop a municipal tourism strategy by June 2025 to boost local economic activity and attract visitors	Identify at least 3 heritage sites and market at least 3 heritage sites and local attractions by June 2026.
4	Supporting economic transformation and job creation.		Establish a youth entrepreneurial program to support 100 youth-owned businesses annually by June 2025.	Partner with SEDA and the NYDA for funding and training by June 2026.
				Host annual youth entrepreneurship expos.
6	Advancing infrastructure for sustainable energy systems.		Promote renewable energy projects, achieving 3 MW of locally generated power by 2026.	Partner with 3 renewable energy companies for solar and wind projects by June 2026.
				Identify municipal land for renewable energy development by June 2026.
				Develop incentive schemes for residents to adopt renewable energy systems by December 2025.
7	Promoting agricultural development and food security in rural areas.		Increase local agricultural production by supporting 5 new commercial farmers annually.	Identify 5 new commercial farmers and identify areas of support by June 2026.

Outcome Nr NPO	National Predetermined Objective	KPA	Strategic Objective	KPI
	Renewable Energy	LED	Develop a municipal renewable energy hub.	Secure investment for a 50MW solar or hydrogen project by June 2026. Facilitate land allocation for renewable energy projects by June 2026. Increase local renewable energy consumption with 30% by June 2026.
	Agricultural Development	LED	Establish a local Agri-processing industrial park.	Identify suitable land for Agri-processing zones by June 2026. Attract at least 1 large agri-businesses to invest, by June 2026. Develop a policy to provide incentives for local farmers to supply raw materials by June 2026.
	Tourism Development	LED	Increase tourism investment along the Orange River.	Develop a tourism master plan for the Orange River region. Increase tourism infrastructure by 20% within 5 years. Attract private sector investment in eco-tourism by June 2026.
	Employment and Skills Development	LED	Develop a skills training program for the hydrogen economy.	Partner with TVET colleges for hydrogen industry training by December 2025. Train at least 50 young people in renewable energy skills by June 2026.
	Sustainable Infrastructure	LED	Develop a waste-to-energy project for economic growth.	Secure partnerships for private investment in waste processing by June 2026.
12	Enhancing government efficiency and responsiveness through innovation.		Establish a municipal innovation hub by June 2026 to improve service delivery efficiency.	Secure funding through public-private partnerships June 2026.

Outcome Nr NPO	National Predetermined Objective	KPA	Strategic Objective	KPI
				Procure technological solutions like smart meters and GIS tools by June 2026.
				Host one hackathons per year to engage youth in finding innovative solutions.

TABLE 29: LOCAL ECONOMIC DEVELOPMENT STRATEGIC GOALS OBJECTIVES AND PRIORITIES

8.3. UNEMPLOYMENT RATE

In the LED Strategy, Quantec Research 2012 data was used. It is indicated that the Unemployment rate for Siyathemba Municipality during 2009 was 34.7%. The table below indicates other relevant percentages with regards to the labour force.

From this Table, the following observations were made:

While the number of jobs increased in South Africa, as well as the Northern Cape and Pixley Ka Seme between 2000 and 2009, it declined in Siyathemba. During 2009, the unemployment rate for Siyathemba was estimated at some 34.7%, which was slightly higher than the District Average. The unemployment rate has steadily increased in Siyathemba over the past decade.

The labour force participation rate indicates the portion of working-age adults who are employed and those actively seeking employment. Since 2000, the portion of such adults increased from 53.2% to 57.4%.

Compared to the other Regions under observation, a small portion of workers (10.3%) in Siyathemba can be classified as highly skilled. In fact, more than 52% of workers can be regarded as semi- or unskilled workers.

8.3.1. ECONOMIC PROFILE

Economy of the Northern Cape Province and Pixley ka Seme district. The Northern Cape Province is divided into five Districts, and each District contributes to the economy of the province. The Pixley ka Seme District is the poorest contributor, contributing 10%. Frances Baard is the biggest contributor at 36%.

8.4. SECTOR CONTRIBUTION TO THE ECONOMY

8.4.1. POTENTIAL SECTORS

8.4.1.1. Agriculture

The Orange River runs through the Municipality and provides ideal conditions for irrigation farming in Siyathemba, especially the cultivation of grains and vegetables. The main livestock farming in the Region includes cattle, sheep and goat farming. Game farming also takes place in the area and aids in the development of tourism and hunting activities.

Development Potential

- ✓ Crop farming could be significantly expanded if market demand could be improved. This is especially relevant for irrigated production along the Orange River.
- ✓ Hydroponic production may be well-suited to the area, due to the warm climate (i.e. energy cost saving for hydroponic projects) and available water.
- ✓ Sheep farming could be expanded and benefited locally.
- ✓ The local beneficiation of crops can provide valuable local revenue.
- ✓ Electricity shortages could be alleviated through local production. This could justify investment in a local solar power plant.
- ✓ The agricultural sector should be diversified to include higher value products such as essential oils.
- ✓ A poultry and broiler project could be implemented as part of an Emerging Farmer Support Programme.
- ✓ A piggery project could be introduced as part of an Emerging Farmer Support Programme.
- ✓ Game farming in the area could be expanded to bolster the production of meat. This could then be linked to investment in a local abattoir.

There should be a greater focus on agriculture in Schools to change the perception of young people that farm work is not “prestigious”. It should be instilled that it is better to work on a farm than being unemployed.

Early Childhood Development Programs should be made available to farm workers (on farms).

An Agricultural School or College should be developed in the municipal area to foster skills development in the agricultural sector and retain these skills within the local economy.

8.4.1.2. Mining

The main deposits in Siyathemba include possible alluvial diamond mining along the Orange River, various semi-precious stones, such as tiger-eye and zinc deposits. The Region also has various salt pans for the potential of salt production.

Development Potential

- ✓ Semi-precious stones should be commercially mined and locally beneficiated. Building sand and clay could be mined throughout the area, especially along the Orange River.
- ✓ Locally extracted clay could be used for manufacturing building bricks.
- ✓ A local gemstone beneficiation plant can be refurbished and engaged in production again. This plant could be used to cut and polish locally mined semi-precious stones. The production and packaging of table salt and salt products is a viable option to gain valuable sources of revenue.

8.4.1.3. Manufacturing

Agri-processing is the main Manufacturing activity in Siyathemba, which consists of the production of various plant and meat products. Figure 3.5 indicates the Manufacturing Production Growth of Siyathemba from 2000 to 2010 as compared with the District, the Province and South Africa. From the Figure below, it is evident that Siyathemba follows a relatively higher production trend to that of the Pixley Ka Seme District's manufacturing sector, except for a decline post-2009.

Development Potential

- ✓ The opportunity exists to establish an Agri-processing plant in Prieska, thereby beneficiating produce from the agriculture sector.
- ✓ Investment in a local recycling plant (paper, plastic and glass) provides a good opportunity to expand job creation.
- ✓ The implementation of Training and Skills Development Programmes in local communities (focused on the youth).
- ✓ The local production of solar panels that could supply the Utilities Sector of the Northern Cape.
- ✓ The production of local Arts & Crafts (such as bead work) for the tourism market will provide much needed revenue to the area.
- ✓ Investment in a local leather tannery, cotton gin, game abattoir and a chicken broiler house will provide opportunities for beneficiation of agricultural produce.
- ✓ Investment in a construction equipment plant will expand manufacturing opportunities, as well as provide for skills development in the area.

8.4.1.4. Retail and Wholesale

The Figure below indicates the Wholesale and Retail Trade Sector Production Growth of Siyathemba from 2000 to 2010, compared with the District, the Province and South Africa. It is apparent that Siyathemba experienced a slightly lower production trend to that of the Pixley ka Seme District's Trade sector, however the sector showed growth in 2010.

Development Potential

- ✓ There may be opportunities to invest in a new small grocery shop and restaurant in Prieska.
- ✓ Railway infrastructure should be restored and placed back into operation to reduce the cost of bulk transport.
- ✓ Training and registration assistance should be provided to construction workers. This initiative must be aimed at placing these workers in a position where they can operate their own businesses and tender for government contracts.
- ✓ Entrepreneurship Training and Development Programs should be implemented in local communities to facilitate the development of SMMEs.

8.4.1.5. Tourism

The town of Prieska is located on the south bank of the Orange River at the foot of the Doringberg. It was originally named Prieskab, a Khoisan word meaning, "lace of the lost she-goat". The site of the town, founded in 1882 and renowned for its semiprecious stones, was a fording place used by early travellers.

The following are the main tourism attractions in the Region:

- ✓ Die Bos Nature Reserve British Fort;
- ✓ Green Valley Nuts;
- ✓ The Oranjezicht and the "Keikamspoort Hiking Trails
- ✓ Khoisan Rock Art Memorial Garden Prieska Museum
- ✓ Ria Huysamen Aloe Garden Schumann Rock Collection Wonderdraai Island

Development Potential

- ✓ Resort and adventure tourism along the Orange River will result in enticing tourists to explore the Region for longer and staying for lengthier periods of time.
- ✓ The "Die Bos" area could be developed into a tourism resort with associated adventure tourism activities, such as water sports and hiking.
- ✓ Expanding the game tourism and hunting industry can enhance the eco-tourism profile of the Region.

- ✓ Mineral processing tourism can become an inviting prospect for visitors. If the old gemstone processing plant can be renovated, it could also become a popular tourist destination.
- ✓ A local attraction known as “Die Koppie” could facilitate local festivals.
- ✓ The area should develop a unique tourism brand of its own and marketed on various platforms.
- ✓ Investment in a new casino near Prieska may attract travellers from all over.
- ✓ The re-routing of the N10 highway through Prieska will provide tourists the opportunity to appreciate the town and view it as a stop-over or destination on its own.

8.5. JOB CREATION AND ANCHOR DEVELOPMENT INITIATIVES BY THE SIYATHEMBA LOCAL MUNICIPALITY

8.5.1. LOCAL ECONOMIC DEVELOPMENT KEY PROJECTS

8.5.1.1. The Bos Development

The turn-around and rejuvenation of the “Die Bos” Holiday Resort in Prieska have been identified by the Siyathemba Municipality as a priority project for tourism development in the Northern Cape Province. This is an important development initiative to the Municipality as one of its mandates to utilise our municipal assets as a catalyst for economic development and growth.

The focus of this development initiative includes four different properties which border each other. All four properties are situated in the town of Prieska.

These entail areas like [1] Die Bos Holiday Resort situated on the bank of the Orange River, [2] Prieska Golf Course, [3] Die Koppie Nature Garden, and the [4] the Municipal Settling Ponds. For the purpose of the feasibility study, the four properties should be viewed as one entity to be considered for further development. All four properties belong to the Siyathemba Municipality.



FIGURE 28: DEVELOPMENT FOCUS AREAS IN PRIESKA

The Siyathemba Municipality believes that additional and large projects like the international SKA, the Renewable Energy boom (Solar Park and IPP's) that's coming; a potential Industrial Zone Development and new Secondary Industry Development projects will have a major boost on the proposed "Die Bos" development project.

A new Feasibility Study Objective will be to:

- ✓ Consider the initial feasibility study findings and analysis the original business impressions;
- ✓ Determine the market demand and advice the Municipality on Innovative and Commercial foci like an integrated golf estate development combined with business that can draw huge numbers; e.g. a casino, etc.;
- ✓ Identify additional and stimulating segments to ensure the commercial success of the project;
- ✓ Propose creative but sustainable cultural and arcade improvement initiatives to the benefit of both the municipality, the public at large and the business communities;
- ✓ Develop practical ways to develop and upgrade, refurbish, rehabilitate, and to maintain the existing facilities;
- ✓ Propose optimal consideration and enhancement of fauna, flora and aquatic features; like constructing a weir in the Orange River to enhance the landscape, suggested commerce and nature preserve;

- ✓ Propose a vibrant marketing tool as branding medium for both the resort and the municipality;
- ✓ Propose an integrated development approach taking into consideration the new and upcoming developments;
- ✓ Consider the provincial and national tourism strategies and trends. Compilation of locality Maps and Artists Impression;
- ✓ Propose an appropriate management, maintenance and operational model for the resort to ensure sustainability; and
- ✓ Ensure public buy-in and create jobs and business opportunities for the local community.

8.5.1.2. Solar Energy Project

The Siyathemba LM identified Alternative Energy Development as an Anchor economic activity. The Siyathemba Council signed an MOU with the Department of Energy for a 5 000ha of Commonage Land to develop a Prieska Solar Park to initially generate 1 GW of Solar Energy into the Eskom Grid with the possible expansion if the space permits utilising variety of technologies. The **"Proposed Land"** has to be identified from Erf 01 in Prieska and/or alternatively on Erf 260 in Marydale on the communal Land. Council permitted the Mayor and the then Acting Municipal Manager to **Sign the MOU** and then to conclude with a complementary round of Community Participation with the Minister as it were on the 20th of October 2012. It is also necessary to note that the Council also declared its municipal area as a **Nodal Point** for growth to participate and develop in the proposed Solar Park and Secondary Stream Developments to enhance poverty and unemployment reduction.

The studies for this proposed Solar Park have started and should the Steering Committees be ready with a Draft Concept by August 2013.

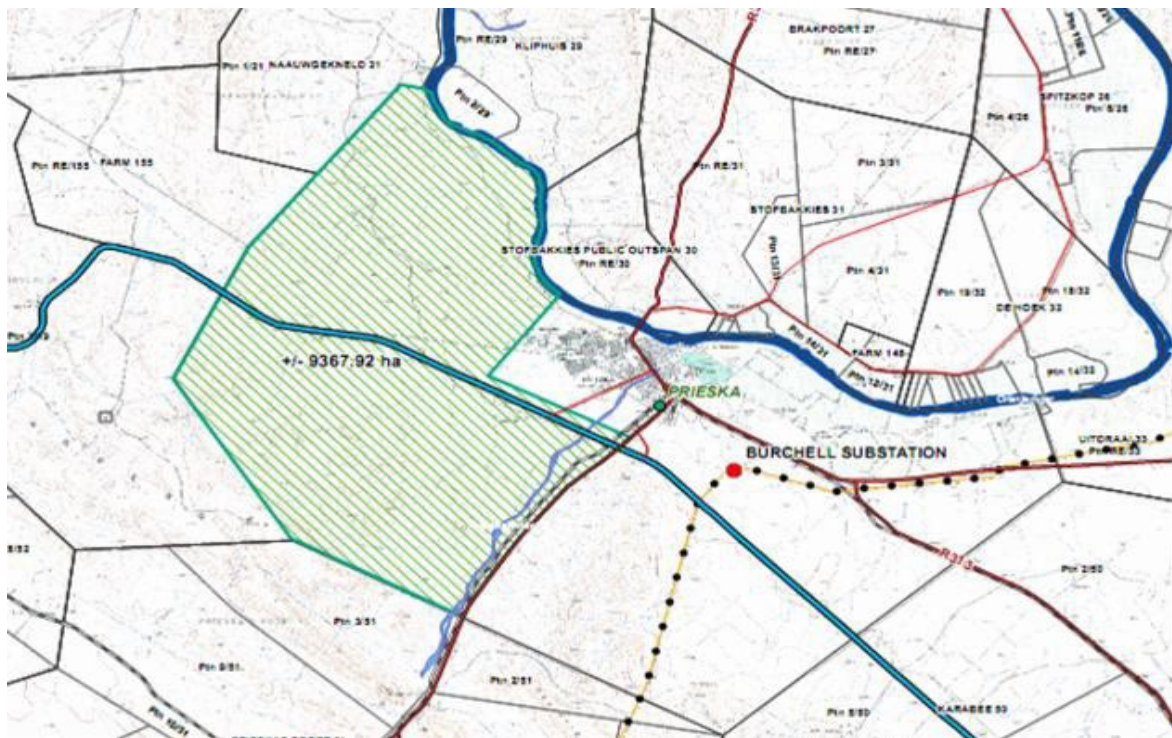


FIGURE 29: SOLAR ENERGY IDENTIFIED AREA

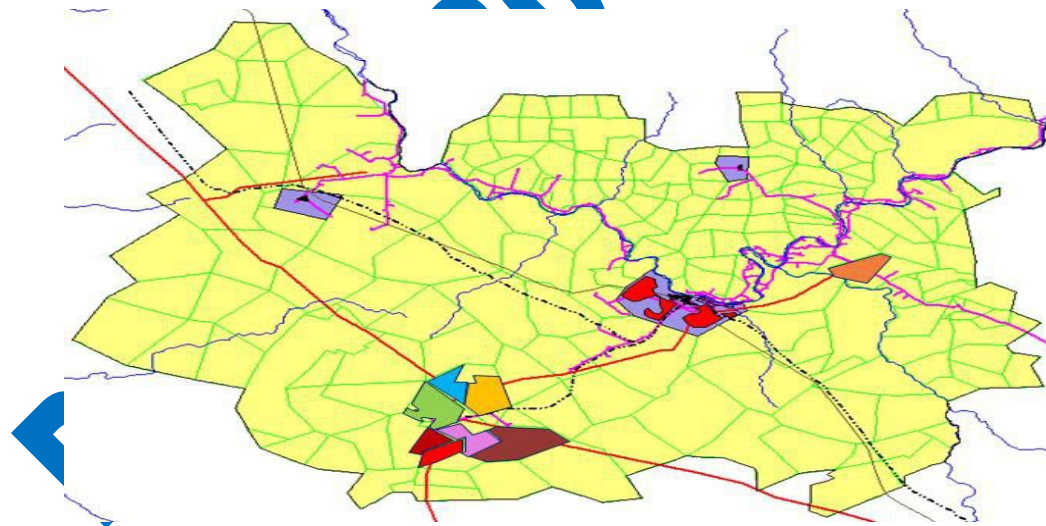


FIGURE 30: SOLAR ENENERGY IDENTIFIED AREAS

Before Council signed an agreement with the DoE to develop a Prieska Solar Park Council already contracted Solar Investors.

Their contracts provide for an interim rental fee whilst they applying for their permits with a permanent rental fee once the permits get issued. Council later agreed to sign Amendments to their Lease Agreements in order to bring their Contracts in line with expectations as requested by the NERSA and Eskom PPA application requirements. We also allowed them to register those agreements against our Title Deed with the office of the Surveyor General and we gave them permission to sub-lease for financial security with their Investors.

Besides the four Municipal Contracts keen interest is shown by Independent Power Producers (IPP) between the Prieska and Copperton areas on private land to the extent of 1.18GW, Mulilo is the first company who has been allocated a permit for 19.5MW during the second bidding phase.

Regular consultation at Council Imbizo's and Ward Committee meetings is taking place to inform and prepare the communities about these developments. Discussions and negotiations around the required Solar Development Trusts are underway. The entire project will entail a Solar Park and almost 8 to 12 IPP Power Producers. Our Municipality can only be negotiated for the compulsory social and labour arrangement as well as for the employment and SMME opportunities with them.

The Municipal Council are in discussions with a number of Companies because of the latter developments to lease land for manufacturing, agricultural, mining, housing and tourism related developments as part of our Secondary Industry Development plans.

These initiatives propel the Council to urgently look at enhancing our own technical capacity and strategic planning like;

- ✓ Spatial Development Framework
- ✓ Roads, works and storm water master planning Water and Sanitation master plan
- ✓ Electricity and Energy Infrastructure and Distribution
- ✓ Civil Engineering and Design
- ✓ IT Hub and Technology Development Physical and Cyber Security Planning

The following are pressing challenges in pursuit of our developmental goals;

- ✓ Non-disclosure of bidding information by IPP contractors Lack of regulations in relation to leases and wages
- ✓ Absence of a single coherent approach to the question of community benefit (Community Trusts)
- ✓ Slow Eskom Grid development can delay the implementation of national targets Historical infrastructural backlog
- ✓ Ailing electricity network
- ✓ Two thirds of household electricity supply serviced by Eskom in Municipal areas Low Skills shortages and Literacy Levels

- ✓ Absence of disaster management unit Huge housing backlog
- ✓ High unemployment HIV / AIDS and TB Asbestoses
- ✓ Sanitation with Water Distribution Challenges Limited Municipal resources
- ✓ Absence of strategic planning
- ✓ Engineering Surveys and Strategic Planning Capacity

Opportunities

- ✓ Renewable Energy Development
- ✓ A Single and all-encompassing Trust for all IPP Contractors Siyathemba a Gateway to SKA opportunities Underutilised prime agricultural land and Agro processing Enough water with rights and water extraction abilities Untapped Mining Development and Value adding Secondary Industry Development opportunities Aquaculture
- ✓ Enough land for multi-Industry development Enterprise Development
- ✓ Tourism Development
- ✓ Sound economic development plan
- ✓ Enhance local community economic development benefit Require planning capacity development
- ✓ Infrastructure Development
- ✓ Training - The Siyathemba Municipality have appointed a serves provider to pursue and implement its Siyathemba Integrated Education and Skills Development Initiative (SIESDi).

8.5.1.3. Prieska Power Reserve Project

The project consists of an array of renewable energy (solar PV and wind turbines) plants as well as a chemical plant to convert the electrical energy from the renewable energy plants into chemical energy (green hydrogen, stored in the form of ammonia).

Renewable energy plants

The electrical energy required for the chemical plant will be obtained from solar PV and wind farms on properties south and southeast of the plant, of which a 60 MW solar PV plant will be developed on municipal land. These plants are between 10 and 15 km from the chemical plant.

The electrical transmission will run via private power lines (33 kV and 132 kV overhead lines), which will be constructed and maintained by the Prieska Power Reserve.

Chemical plant

The chemical plant will include a waste-to-energy plant, chemical plant, battery storage area, storage area for hydrogen and ammonia, an office building, substation, as well as associated electrical, water and road infrastructure. All these are located on approximately 19 ha (phase 1) of municipal land, adjacent to the Prieska industrial area, south of Proudfoot Street. A loading area is on four existing industrial erven north of Proudfoot Street. Further phases will be located on an additional 49 ha adjacent and south to the site for the first phase. The total land lease option in the industrial area is 68 ha, as agreed between PPR and the Siyathemba Local Municipality (SLM)

The SLM will provide essential services and bulk raw water (effluent) from the municipal water treatment works, and the municipal wastewater treatment works, with the first right of refusal granted to PPR on all municipal effluent for expansion.

The construction of the plant will be relatively quick, since the components will arrive as relatively easy-to-install modules designed by a European specialist manufacturer.

An important phase in the operation is the production of hydrogen employing electrolysis. The hydrogen is then combined with nitrogen, and the plant is designed to produce 80 000 tonnes of green ammonia (NH₃) per year. The ammonia will be kept in storage tanks, from where it will be pumped either into containers for railway trucks or into road tankers. It is expected that either eleven 25t road trucks per day or one rail unit per week will leave the loading zone.

The ammonia plant will operate 24/7. All the operations, whether solar, wind or ammonia production, will be monitored and controlled from these premises of the chemical plant. During the daytime shift (one of three shifts) there may be as many as 130 employees on the premises.

In the same 19 ha area, there will also be a waste-to-energy plant that will produce hydrogen-rich gas for generating electricity. It will utilize only organic matter in the form of chipped or mulched plant material. Such feedstock material will be harvested mechanically from invasive and other specifically classified plant species in the district.

Vast stretches of such species cover farms in the Prieska area and degrading grazing areas. A total of 30 tons of gross feedstock will be required daily to drive the 2MWac plant. It is calculated that such chipped plant material could be collected cost-efficiently in a 30 km radius around the town. Collection points will be established as per schedule at several points.

Licensing and permitting

Public notifications have been posted for the chemical plant area (phase 1). The application for a basic assessment has been submitted to the Northern Cape Department of Agriculture, Environmental Affairs, Rural Development and Land Reform. The first part of this process is a public participation process of 30 days whereby interested and affected parties may register and ask for more information. The process will be conducted according to the National Environmental Management Act (NEMA, 107 of 1998) and the Environmental Impact Assessment Regulations, 2014 (as amended) in respect of activities identified in terms of Regulations No. 327 and 324, (2014, as amended) of the Act.

The application for one of the solar PV areas is already in the second public consultation round. The applications for the wind turbine area and others are in various stages of preparation. Effluent from the chemical plant is minimal and within regulations and will be disposed of utilising the municipal effluent license. The carbon dioxide emitted by the waste-to-energy plant will be carbon negative with the implementation of CO2 capture technology. The ash produced as waste is a rich plant nutrition and will be used by emerging farmers as a form of fertilisation.

8.5.1.4. Aqua-commercial fish farming project- DTI

The DTI and Pixley Ka Seme DM intend to put up Fish Dams for Fish Farming purposes on the Orange River. Aqua Eco have subsequently developed a feasibility study for the DTI on behalf of the Pixley Ka Seme DM and their findings suggest Prieska should be the site for the pilot project.

This study included all the municipalities on the banks of the Orange River. The Siyathemba Municipality was identified as ideal for the pilot project provided.

A feasibility study prepared by AquaEco guided the DTI and the Pixley Ka Seme District Municipality on whether it is economically viable to establish a pilot aquaculture enterprise in Prieska. The study determines fish species/crops that could be farmed in these areas and the associated market feasibility. Prieska based on the outcome of the feasibility studies on certain parts of the Orange River and on the wastewater treatment plants within the municipal jurisdiction of the Pixley ka Seme District Municipality is deemed favourable, a complimentary business plans will be compiled.

The objectives of the assessment were:

- ✓ To determine whether it is feasible to set up a community-based aquaculture enterprise in Prieska.
- ✓ To investigate the possibility of including hydroponics farming linked to the aquaculture enterprise.
- ✓ To determine the kind of fish species that will be suitable for the areas given the Northern Cape climate.
- ✓ To advise on the kind of crops that could be planted in association with the fish farming activities.
- ✓ To identify the best possible form of a business model that should be used in the implementation of such an enterprise.
- ✓ To develop a business plan or make recommendations to investigate other enterprise possibilities.

8.5.2. SKA- STRATEGIC POSITION OUTSIDE DEMARCATED AREA

The SKA will be a revolutionary radio telescope made of thousands of receivers linked together across an area the size of a continent. The total collecting area of all the SKA receivers combined will be approximately one square kilometre, making the SKA the

largest and most sensitive radio telescope ever built. South Africa has submitted a bid to host the

€1.5-billion Square Kilometre Array (SKA). South Africa, allied with eight other African countries, is competing against Australia (allied with New Zealand) to host the SKA, an instrument 50-100 times more sensitive and 10 000 times faster than any radio imaging telescope yet built.



FIGURE 31: SKA ILLUSTRATIONS [1]

The SKA will give astronomers insight into the formation and evolution of the first stars and galaxies after the Big Bang, the role of cosmic magnetism, the nature of gravity and possibly life beyond Earth. If history is any guide, the SKA will make many more discoveries than we can imagine today



FIGURE 32: SKA ILLUSTRATIONS [2]



FIGURE 33: SKA AREA

Industry participation with the SKA offers the potential for involvement across a range of engineering and computing disciplines. The SKA expects to collaborate with a variety of industry partners, including niche R&D companies, followed by increasing engagement through commercial contracts with high-volume manufacturers, technology systems vendors, site services and installation firms, and power and data transmission specialists. Industry will play a crucial role in the delivery and through-life support of the SKA technologies and infrastructure. The scale of the SKA, and the need to mass produce components, requires industry engagement on a scale unprecedented in radio astronomy. The involvement of organizations with experience and expertise in delivering demanding technological specifications within a production cost envelope will be essential.

The technology types to be set up by this Project is highly sensitive and will not allow any major economic and signal developments within a certain core field hence the opportunity for secondary industries to be developed on the outskirts of their footprint actions. The Siyathemba municipal area with De Aar and Upington falls just outside this area and offers the ideal platform for business opportunities if they can make the most out of it.

The Siyathemba LM has also identified the possible economic spin-offs from being strategically positioned just outside the demarcated area of the SKA Area. Prieska will therefore be able to benefit from major industrial and economic activity which will NOT be allowed or possible within the SKA demarcated area for NO or LOW industrial activity and communication.

As a neighbouring municipality we can compete for opportunities along the following lines;

- ✓ Water from the Orange River with a current 56% underutilized purification works of about 15 000kl/24hr.

- ✓ A water pipeline that exist and run for approximately 70km towards the same direction, as designed and erected for the water supply to the then Coppertone as a Copper mine.
- ✓ Good but underutilized rail and road networks that exist to serve these areas. Food security for this anticipated industry.
- ✓ Property development.
- ✓ Appropriate recycling.
- ✓ Contracts with high-volume manufacturers.
- ✓ Site services and Installation firms.

We intend to involve ourselves as a municipality regarding this project and we are slowly putting mechanisms in place to act once the project is geared. Council took a decision and called upon management to seize the moment.

Local Economic Development (LED) is an approach to sustainable economic development that encourages residents of local communities to work together to stimulate local economic activity that will result in, inter alia, an improvement in the quality of life for all in the local community.

Draft 7-30 April 2025

9. CHAPTER 9: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

In compliance with the South African Constitution, municipalities are tasked with ensuring the delivery of essential services, fostering social and economic advancement, and creating a secure and hygienic atmosphere for both employment and living. The municipal infrastructure and services offered by SLM are described in this chapter.

9.1. BASIC SERVICES DELIVERY & INFRASTRUCTURE DEVELOPMENT KEY PERFORMANCE AREAS, STRATEGIC OBJECTIVES AND PRIORITY ISSUES

Outcome Nr NPO	National Predetermined Objective	KPA	Strategic Objective	KPI
6	Economic Infrastructure	Basic Service Delivery and Infrastructure Development	Increase household access to basic water services from 85% to 95% by June 2026, ensuring compliance with minimum standards for water quality	Conduct baseline studies to identify underserved areas and report quarterly.
				Develop a water provision master plan that includes boreholes, pipeline extensions, and water treatment facilities by 30 June 2026
				Secure funding from conditional grants such as the Municipal Infrastructure Grant (MIG) by submitting at least 4 applications for funding by 30 June 2026
				Collaborate with the Department of Water and Sanitation and organise quarterly meetings with the Department

Outcome Nr NPO	National Predetermined Objective	KPA	Strategic Objective	KPI
7	Rural Development		Electrify 1,000 informal households in under-served areas by December 2025, contributing to sustainable rural development	Partner with Eskom and implement the Integrated National Electrification Programme (INEP) by engaging with Eskom by 30 September 2025.
				Engage communities for electrification rollout plans and maintain a database for prioritization by having 4 Community engagements meetings
6	Economic Infrastructure		Upgrade 8km of gravel roads to tarred roads in urban areas by June 2026 to improve connectivity and economic infrastructure	Use funds from the Roads Maintenance and Rehabilitation Grant (RMRG) by developing a plan by September 2025 and thereafter reporting quarterly on process
				Outsource contractors and create EPWP jobs for labour-intensive projects by developing a plan by November 2025
				Develop annual road maintenance schedules by August 2025
7	Economic Infrastructure		Reduce sanitation backlogs in rural areas by 10% annually through targeted infrastructure projects	Implement on-site sanitation systems in rural areas by developing a plan by December 2025
				Secure funding through Conditional Water Services Infrastructure Grant by March 2026

Outcome Nr NPO	National Predetermined Objective	KPA	Strategic Objective	KPI
				Conduct education campaigns on hygiene and sanitation practices quarterly.
1	Basic Education		Ensure 100% of public facilities such as schools and clinics have access to water, sanitation, and electricity by June 2026	Audit existing facilities for service gaps by September 2025
				Allocate funds from the Public Works Infrastructure Fund by September 2025
				Monitor compliance with service delivery standards set by the national government quarterly
6	Infrastructure		Increase the availability of stormwater drainage systems in urban areas by constructing 5 km of drainage annually by June 2026.	Conduct stormwater management studies to identify priority areas by December 2025
				Secure funding through the Municipal Infrastructure Grant (MIG) by submitting business plans by June 2026
6	Infrastructure		Provide 24-hour electricity supply to 95% of households by December 2025 through network upgrades.	Partner with Eskom for grid upgrades and maintenance by December 2025
				Procure backup generators for critical areas during outages June 2026

Outcome Nr NPO	National Predetermined Objective	KPA	Strategic Objective	KPI
				Monitor progress through quarterly electrification audits
7	Rural Development		Expand access to refuse removal services to 100% of households by June 2025.	Purchase additional refuse trucks with funding from the Public Works Infrastructure Fund
				Develop refuse removal schedules for all wards and report Quarterly
				Conduct public education on waste separation and recycling quarterly
6	Economic Infrastructure	Basic Delivery Service	Upgrade and maintain 100% of municipal roads annually.	Conduct annual road condition assessments. Secure funding for road upgrades and resurfacing. Implement a maintenance schedule for municipal roads
	Human Settlements	Basic Delivery Service	Expand sanitation services to underserved communities.	Identify and map areas lacking sanitation services. Increase sanitation service provision by 15% annually. Develop partnerships for improved sanitation technology.
	Renewable Energy	Basic Delivery Service	Increase access to alternative energy sources for households.	Facilitate the installation of 500 solar energy units per year. Develop municipal incentives for renewable energy adoption by June 2026. Launch public awareness campaigns on energy

Outcome Nr NPO	National Predetermined Objective	KPA	Strategic Objective	KPI
				efficiency by having Quarterly engagement sessions
6	Economic Infrastructure	Basic Delivery Service	Upgrade and maintain 100% of municipal roads annually.	Conduct annual road condition assessments. Secure funding for road upgrades and resurfacing. Implement a maintenance schedule for municipal roads.
	Human Settlements	Basic Delivery Service	Expand sanitation services to underserved communities.	Identify and map areas lacking sanitation services. Increase sanitation service provision by 15% annually. Develop partnerships for improved sanitation technology.
	Renewable Energy	Basic Delivery Service	Increase access to alternative energy sources for households.	Facilitate the installation of 500 solar energy units per year. Develop municipal incentives for renewable energy adoption. Launch public awareness campaigns on energy efficiency.

TABLE 30 BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT KEY PERFORMANCE AREA WITH KEY PERFORMANCE INDICATORS

9.2. WATER SERVICES

Strategic objective: Plan, develop and maintain infrastructure and facilities

Objective: Provision of safe and reliable drinking water

As required by national legislation, the Municipality aims to fulfil all WSA and WSP responsibilities set by the Department of Water Affairs. The Municipality, in its capacity as a WSA, must guarantee water service accessibility, create a WSDP, assemble policies and bylaws, and establish institutional frameworks for service delivery. In accordance with the legislative documentation created by the WSA, the Municipality, in its capacity as WSP, must ensure that services are provided in a way that is sustainable, effective, and efficient. Thus, it is crucial to prioritize asset management, operation, maintenance, and customer service.

The water legislative requirements are indicated in the following documents:

- ✓ National Water Act
- ✓ Water Services Act
- ✓ Regulations for the Blue and Green Drop processes
- ✓ Mine Water Regulations (GN 704)
- ✓ Water Services By-Laws

Within its jurisdiction, Siyathemba Municipality serves as both the Water Services Authority (WSA) and Water Services Provider (WSP). Water services are rendered in Prieska, Niekerkshoop and Marydale. The Municipality is also supplying bulk water to Copperton, but Alkantpan (Armscor) is responsible for the delivery of water & sanitation in Copperton. No services are currently being rendered to farms. Prieska is abstracting water from the Orange River whilst Marydale and Niekerkshoop are dependent on groundwater (Boreholes). Copperton receives purified water from the Flippie Holtshauzen Water Treatment Plant in Prieska.

9.2.1. PRIESKA

The total volume of potable water for Prieska is supplied from the Flippie Holtshauzen Water Treatment Plant that extracts all its raw water from the Orange River. Electrically driven pumps (4) which can deliver up to 200l/s to a purification plant, are used. The purification plant has a capacity of 6 Ml/day and potable water is stored in two potable water reservoirs. Water is pumped by two pumps (that operate alternately) from the water treatment plant via a 150mm, a 200mm and a 300mm pipeline to three nearby distribution reservoirs, as can be seen on Figure 19. Two of the reservoirs have a volume of 2.27 Ml and the third, 0.34 Ml. These reservoirs are hereafter referred to as the Koppie Reservoirs.

The 300mm pipeline is a dedicated line from the pumps at the water treatment plant to the reservoir. The 200mm pipeline has a connection to a 300mm line that supplies the other reservoirs in the system from the Koppie Reservoirs. The 150mm pipeline connects the water treatment plant to the smaller 0.34 Ml capacity reservoir. This reservoir is located next to, but slightly lower than the two larger reservoirs. The 150mm pipeline has many direct connections with the distribution system and is not a dedicated supply to the reservoir. There is a bulk water meter at the

water treatment plant that measures all the purified water pumped from the water treatment plant.

9.2.2. MARYDALE

In Marydale, water supply is obtained from 6 production boreholes. The rated capacity of the boreholes is 8.9 l/s. The safe yield of the 6 boreholes per year is 276,820.80 m³ submersible pumps withdraw the water from 6 production boreholes and pump the water to two high lying water distribution reservoirs. The reservoirs store water for use during periods of peak demand and provide the pressure needed to reticulate water to the town. There is no water treatment facility in Marydale. Water is purified with liquid chlorine that is added by means of a dosing pump which is set to a certain frequency dependent on the volume of water pumped.

9.2.3. NIEKERKSHOOP

Water delivery to the community for human consumption at Niekerkshoop consists of ground water from five boreholes namely GWK1, GWK2, Municipal Offices, G42098 and GWK 3.

The water is abstracted with supply lines to the existing two reservoirs with a combined capacity of 0.4 Ml. From these reservoirs water is distributed to the water reticulation system to the consumers of Niekerkshoop.

There is no water treatment works facility in Niekerkshoop. Water is purified with liquid chlorine that is added by means of a dosing pump which is set to a certain frequency dependant on the volume of water pumped.

9.2.4. COPPERTON

The total pipeline length from the water treatment works at Prieska to Copperton is approximately 52 km. After the Mine was closed in about 1988, the ownership of the pipeline was transferred to Alkantpan, who is using the pipeline to supply water to their testing facilities close to Copperton. Alkantpan is the Owner of the pipeline and also operates and maintains the pipeline.

The water demand on the pipeline in 2008 was estimated at 0.45Ml/day, and includes the provision to Alkantpan, Copperton and some of the farms on the pipeline route. Water meters are connected at each demand point and the water is measured on a monthly basis.

The total length of the pipeline is approximately 52 km, and the first approximately 40 km of the pipeline is a pumping main, from Prieska Water Treatment Works to a set of reservoirs from where it gravitates for approximately 12 km to the Mine in Copperton.

9.2.5. CHALLENGES

Aged infrastructure remains the biggest challenge in the Municipality. The Flippie Holtshauzen water treatment plant is currently undergoing mechanical and electrical

upgrades. The aged asbestos water reticulation network results in high number of pipes burst, which leads to high water losses. The department has developed a 5-year water and sanitation reliability plan to address all the water related challenges in each Municipality.

The Municipality has plans to implement smart water meters, the programme in the near future. The replacement of the water meters would also result in increased revenue as the SLM would be able to accurately bill consumption, as well as ensure that the information of these meters are correctly included on the billing database.

Siyathemba Municipality is providing 6kl of free basic water to all the indigent households.

An Indigent Policy is available which provides the detail with regards to who qualify as an indigent. The register is updated on an annual basis.

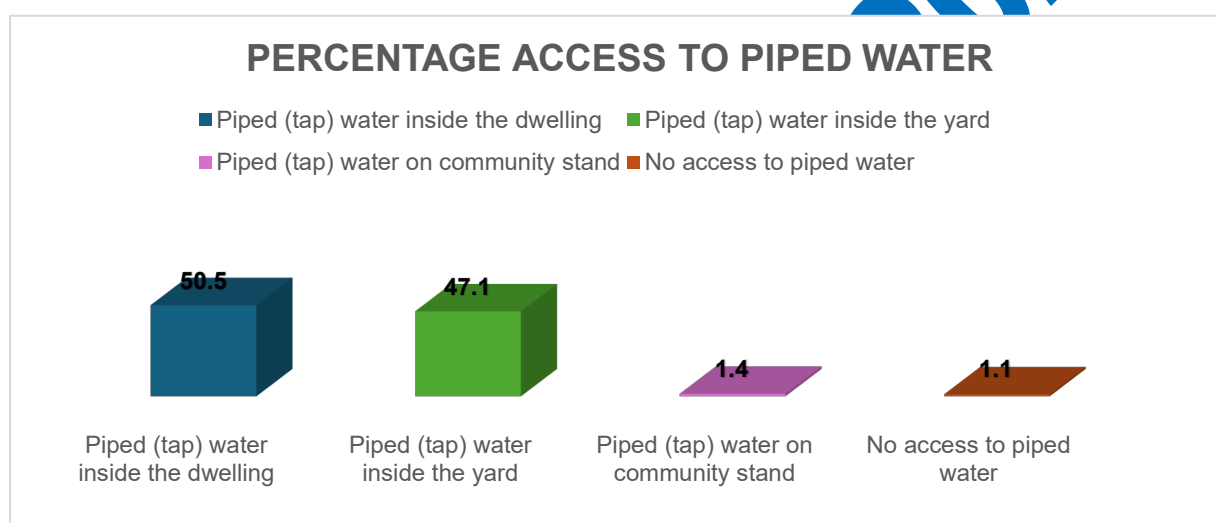


FIGURE 34: PERCENTAGE OF HOUSEHOLDS WITH ACCESS TO PIPED WATER

9.3. SANITATION

Strategic Objective: Plan, develop and maintain infrastructure and facilities

Objective: Release effluent that meets the license conditions/requirements, set standards. Contribute towards the mitigation of climate change impact.

The Municipality is responsible for maintenance on the wastewater treatments and upgrading of wastewater treatment plants and sewer networks. Provide new sewer network connection for the new developments. Regular blockages of main sewer lines is mainly caused by the misuse of the network by the dumping of foreign objects in the system. The Department of Water and Sanitation has set up a standard practice to all Water Services Authorities to comply with the discharge of wastewater and should comply with the permit conditions. The treated wastewater has to be tested on regular basis as per the Green Drop requirements.



FIGURE 35: SIYATHEMBA SANITATION PONDS

Description	Prieska	Niekerkshoop	Marydale
Wastewater treatment works	Anaerobic digesters / Oxidation ponds	Oxidation ponds	Oxidation ponds
Design capacity	3Mℓ	3Mℓ	6.5Mℓ
Operate within design capacity	Yes	Yes	Yes
Collection services	1 pump station and approx. 57.3 km pipework	No pump stations and approx. pipework	No pump stations and approx. km pipework.

TABLE 31: SANITATION PONDS DESCRIPTION

9.3.1. PRIESKA

The Sanitation System in the Prieska community consists of an internal sanitation system with waterborne sanitation network and onsite sanitation facilities. Furthermore, there are some septic tanks in areas not serviced with the sewer network.

The waterborne sewage contents gravitate through a network of underground sewer pipes to various collection sewage pump stations. Electrical driven submersible sewage pumps transfer the sewage to a main sewer pump station. From this pump

station, another set of electrical driven submersible pumps pump the sewage to the Prieska Wastewater Treatment Plant.

The Wastewater Treatment Plant is an Anaerobic Oxidation Pond System. The current capacity of the ponds is 2.2 Ml/day and the capacity used, is 95%. All final water or effluent is pumped to the Prieska Golf Club for irrigation of the lawns and fields. The final effluent is not disinfected with chlorine at this stage.

9.3.2. MARYDALE

The Sanitation System in the Marydale community consists of VIP toilets and some flush toilets with a conservancy tank. The septic tanks are serviced by the Local Municipality staff on a daily basis. The WWTW/Oxidation Pond System in Marydale is utilized for the sewer effluent from the conservancy tanks transported by tankers to the Works. No return flows from the oxidation ponds are available. The tanker loads dumped per day are captured in the Registers to determine the inflow volume.

9.3.3. NIEKERKSHOOP

The Sanitation System in the Niekerkshoop community consists of VIP and UDS toilets and some flush toilets with a conservancy tank. The septic tanks are serviced by the Local Municipality staff daily. The WWTW/Oxidation Pond System in Niekerkshoop is utilized for the sewer effluent from the conservancy tanks transported by tankers to the Works. The WWTW is in a process of being upgraded and the Council has submitted Business Plans to the relevant MIG Offices for possible funding of the project. No return flows from the oxidation ponds are available and no quality tests are done. The tanker loads dumped per day are captured in the Registers to determine the inflow volume.

9.3.4. FREE BASIC SERVICES

Siyathemba Municipality is providing free basic sanitation services to all the indigent households. These households do not pay the monthly rates and taxes on sanitation services. For buckets, VIP and conservancy tanks, the service are 100% subsidised by the Municipality. In the case of full waterborne sanitation, 70% of the rates and taxes are paid by the Municipality as part of Free Basic Services. An Indigent Policy is available which provides the detail with regards to who qualify as an indigent. The Register is updated on an annual basis.

9.3.5. CHALLENGES

Households in the informal area in Prieska do not have access to proper sanitation facilities. There are however vacant erven which do have proper services. These people need to be relocated to these areas.

The municipality is doing maintenance of infrastructure on an ad-hoc basis. An Operation and Maintenance plan has been developed for all the water infrastructure/assets.

Currently the Municipality is providing sanitation services on farm areas by means of a honey sucker.

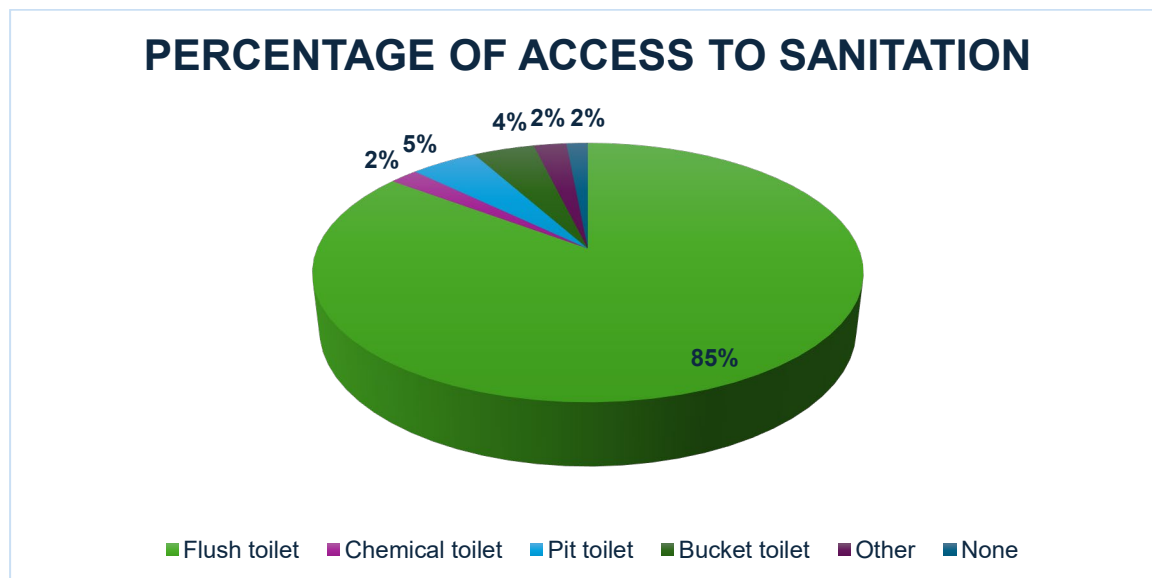


FIGURE 36: ACCESS TO SANITATION

9.4. SOLID WASTE MANAGEMENT

Strategic Objective: Plan, develop and maintain infrastructure and facilities.

Objective: Maintain and provide compliant waste disposal sites and transfer sites according to permit conditions and standards.

To ensure planning for new waste facilities and infrastructure while maintaining the existing ones. The Municipality must ensure that waste is handled and disposed in a proper manner by developing and maintaining facilities and infrastructure. Also ensure planning of new waste facilities for proper waste disposal, treatment and processing purposes. Plan for the upgrading of waste facilities as and when required.

Strategic Objective: - Provide safe and healthy environment for the community.

Objective: To ensure a clean and healthy environment through the provision of regular waste removal services to existing and new developments.

In order to protect the environment and health of the community, the Municipality will continue to render waste collection services as scheduled.

Objective: To contribute towards the growth of the green economy through implementation of waste minimization projects.

Implementation of waste minimization projects will promote sustainable development, economic growth, quality of life and protect the environment by reducing the amount of greenhouse gas emissions to the atmosphere. Promote waste minimization in order to maximize the involvement of community and private sector in waste minimisation.

Objective: To ensure that people are aware of the impact of waste on their health, well-being and the environment.

Awareness strategy will be developed and implemented to create public awareness about health impacts of waste through conducting awareness campaigns throughout the Municipal area.

Create awareness on waste minimization, reuse, recycling in order to reduce the amount of waste generated and disposed at the landfill site

Objective: To ensure compliance with national legislation/ policies by reducing the amount of waste disposed at landfill sites through the implementation of appropriate waste minimization strategies.

The promulgation of the Waste Act (Act No. 59 of 2008) shifts the approach to waste management hence Municipalities must embrace the principles of waste minimization, reuse, recycling and energy recovery as the preferred options to waste management over treatment and disposal to landfill. The Municipality will ensure the introduction of waste minimization projects and encourage separation of waste at source and recycling where possible.

9.4.1. LEGISLATIVE REQUIREMENTS

- ✓ National Environmental Management Act 107 of 1998 National Environmental Management Waste Act 59 of 2008 National Waste Management Strategy of 2020
- ✓ National Environment Management: Air Quality Act 39 of 2004 Occupational Health & Safety Act
- ✓ Constitution of republic of South Africa

The Municipality provides waste management services that include waste collection, street cleaning, clearing of illegal dumping and waste disposal. Waste collection service is provided to business, institutions and households within the jurisdiction of the Municipality in accordance with waste collection standards.

Waste collection from residential premises is carried out on a weekly basis. The Siyathemba Municipality does not have a set of Bylaws which comprehensively address the Council's responsibility for the removal of refuse, management of disposal facilities, waste minimization, illegal activities, payment of fees and penalties.

The Municipality is also currently not offering any recycling incentives to private people or businesses. There is one Provincial Hospital (in Prieska) and smaller Medical Clinics in Niekerkshoop and Marydale. The Municipality is not involved in the removal of any medical waste from these Institutions. The medical waste is collected by SANUMED and incinerated and disposed of in the Free State. The Municipality does not experience any problems with medical waste at the landfill sites.

Industries in the area are mostly confined to light industries. The Municipality is currently not experiencing any problems with regard to the disposal of hazardous waste from industry or mining activities on the existing disposal facilities.

9.4.2. PRIESKA

The landfill in **Prieska** is a Class G: C: B permitted site. The site has approximately enough airspace for the next 20 years. The waste is not covered on a regular basis and is burned once disposed of. No record-keeping takes place at the entrance to the site. Wind-blown litter is a serious problem at the site.

Position of site:	4 km south of town.
Permit:	Yes
Year issued:	14/4/2003
Classification of site:	Class G: C: B-
Type of Operation (end – tip, trench, cell):	There is only a large area excavated for dumping purposes. Waste is disposed haphazardly and burned.
Estimated size of site:	Approximately 2 ha.
Estimated remaining life of site:	The remaining life of the site is 20 years
Separation of fresh and contaminated water:	None in place.
Groundwater monitoring:	Not required in permit
Volumes per day, week or month:	It is estimated that the site receives approximately 76 tonnes per week.
Is cover material available?	No
Is the drainage sufficient?	No
Is there access control?	No
Is the site fenced?	No.
Does the site have a sufficient buffer zone?	Yes. No houses situated in the proximity of the site.
Type of equipment utilised on site:	None
Operating hours:	7h30 to 16h30
Estimating cost for closure:	No estimate regarding closure exists. Due to the extended life of the site, the Saving Plan is not in place yet.

TABLE 32: PRIESKA LANDFILL SITE

9.4.3. MARYDALE

The **Marydale landfill site** is located 3 km north of town. The site is fenced but access is not controlled. Wind-blown litter is also a serious problem in the vicinity of the site. There is no landfill equipment on the site and therefore covering of the waste does not occur at all.

Position of site:	3 km North of town
Permit:	No

Year issued:	N/A
Classification of site:	Not permitted - no classification.
Type of Operation (end – tip, trench, cell):	Site is an open pit where waste is burned indiscriminately.
Estimated size of site:	Approximately 1.5 ha.
Estimated remaining life of site:	Expected to be 20 years
Separation of fresh and contaminated water:	None in place.
Groundwater monitoring:	No groundwater monitoring takes place.
Volumes per day, week or month:	4.4 tonnes/week
Is cover material available?	No
Is the drainage sufficient?	No
Is there access control?	No
Is the site fenced?	No
Does the site have a sufficient buffer zone?	Yes
Type of equipment utilised on site:	None
Operating hours:	7h30 to 16h30
Estimating cost for closure:	No estimate regarding closure exists. The Municipality must budget for the closure and
Saving Plan for closure:	rehabilitation in the near future.

TABLE 33: MARYDALE LANDFILL SITE

9.4.4. NIEKERKSHOOP

The landfill site at **Niekerkshoop** is located 7 km outside town. The site is fenced, but access is not controlled. The open burning of waste in a pit forms part of the operational procedure for the site.

The waste is not covered daily due to the absence of proper landfill equipment.

Position of site:	7 km east of town
Permit:	No
Year issued:	N/A
Classification of site:	Not permitted - no classification.
Type of Operation (end – tip, trench, cell):	Site is an open pit where waste is burned indiscriminately.
Estimated size of site:	Approximately 2.5 ha.
Estimated remaining life of site:	20 years
Separation of fresh and contaminated water:	None in place.
Groundwater monitoring:	No groundwater monitoring takes place.
Volumes per day, week or month:	It is estimated that the site receives approximately 4 tonnes per week.
Is cover material available?	No

Is the drainage sufficient?	No
Is there access control?	No
Is the site fenced?	Yes, however the existing fence needs some maintenance
Does the site have a sufficient buffer zone?	Yes, the site is situated some distance away from the town.
Type of equipment utilised on site:	None
Operating hours:	None
Estimating cost for closure:	No estimate regarding closure exists. The Municipality
Saving Plan for closure:	must budget for the closure and rehabilitation in the near future.

TABLE 34: NIEKERKSHOOP LANDFILL SITE

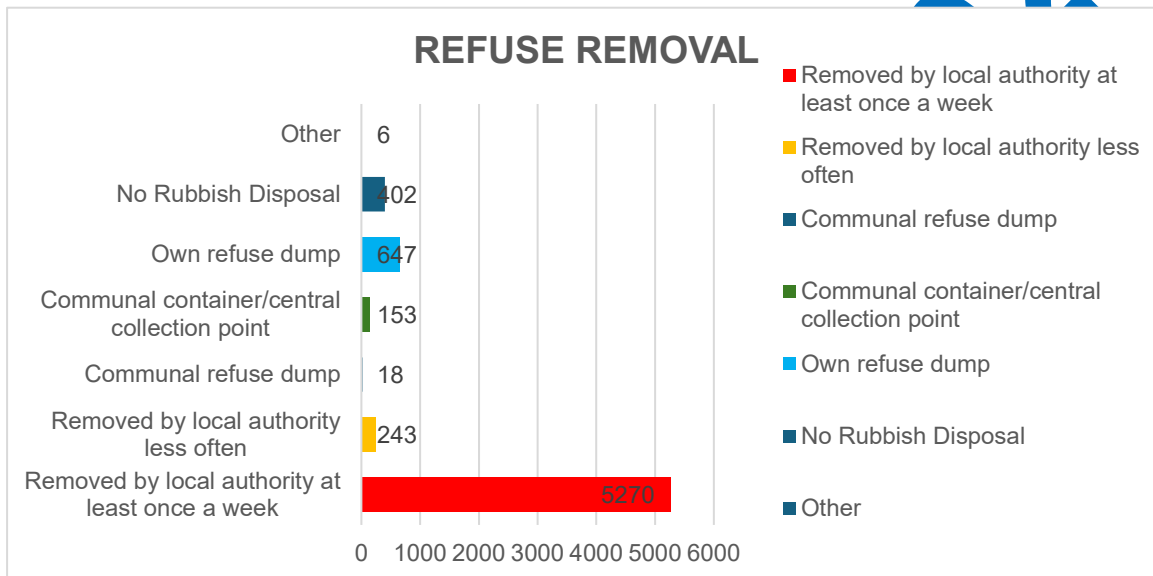


FIGURE 37: REFUSE REMOVAL IN SIYATHEMBA MUNICIPALITY

9.5. ELECTRICITY

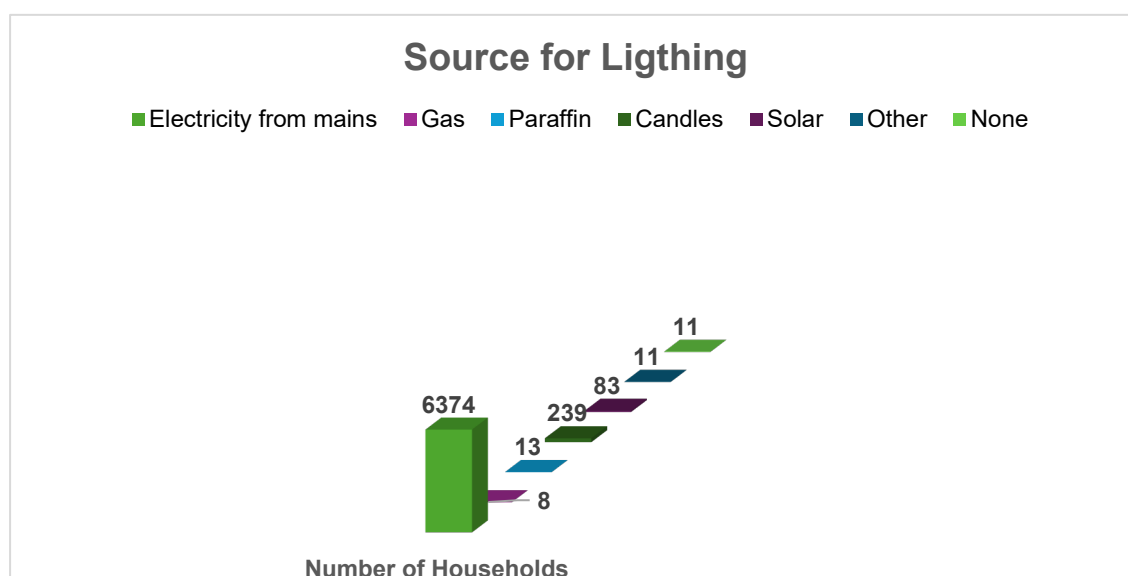


FIGURE 38: HOUSEHOLD SOURCE FOR LIGTHING

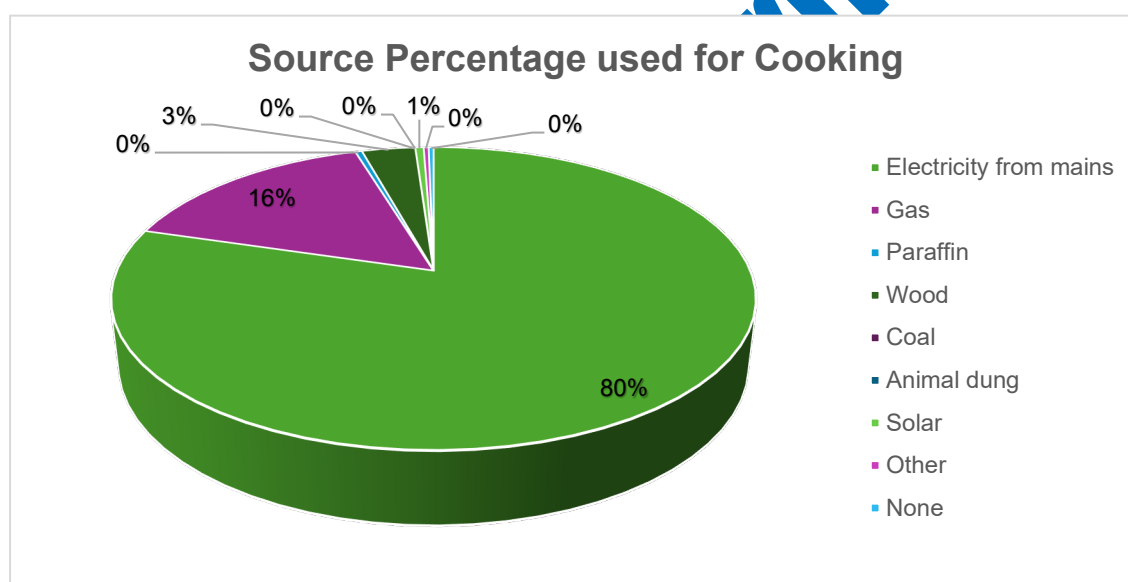


FIGURE 39: PERCENTAGE ELECTRICITY OF HOUSEHOLD USED AS SOURCE FOR COOKING

9.6. SUMMARY OF POTENTIAL PROJECTS TO ENHANCE SERVICE DELIVERY

This IDP Projects list represents the current Infrastructure Priorities as reflected in the 2022/23 and 2023/24 approved IDP's. These are the projects the Municipality intend to implement in this financial year, with consideration and approval from Council.

9.6.1. PROVISION FOR WATER

Provision of water	(WS)
Provision of Bulk and Reticulation Water in Prieska.	WS 01

Provision of water	(WS)
Mechanical upgrade of Water Works in Prieska.	WS 02
Upgrading of Bulk and Internal Water Reticulation in Marydale.	WS 03
Upgrading of Bulk and Internal Water Reticulation in Niekerkshoop.	WS 04
Smart Water Metering in all three towns.	WS 05
Assessment and Refurbishment of the Reservoirs in Prieska	WS 06
Construction of a New 5ML Reservoir with Bulk Line to serve the Copper Mine and Hydrogen Housing Developments	WS 07

TABLE 35: POTENTIAL PROJECTS: WATER

9.6.2. WASTEWATER SERVICES

Wastewater Services	WWS
Waste Water services in all three towns.	WWS 01
Marydale Bulk Sewer Line, Pump Station and Rising Main Phase 2	WWS 02
Niekerkshoop Bulk Sewer Line, Pump station and Rising Main Phase 1	WWS 03
Construction of Full Borne or VIP toilets in all three (3) informal settlements, Prieska (Plakkerskamp), Marydale and Niekerkshoop (continuous).	WS04/WWS 04
Construction of a Waterborne Gravitational Sewer System,	WWS 05
Bulk Outfall Sewer Infrastructure to E'thembeni township with development potential	WWS 06
Upgrade/Refurbishment of Prieska structures & sewerage pump station	WWS 07

TABLE 36: POTENTIAL PROJECTS: WASTEWATER

9.6.3. EXPENDED PUBLIC WORKS PROGRAMME

Expanded Public Works Programme	EPWP
Siyathemba Social Project 2022/2023	EPWP 01
Siyathemba Water Demand Management 2022/2023	EPWP 02
Siyathemba Storm Water & Cleaning 2022/2023	EPWP 03

TABLE 37: POTENTIAL PROJECTS: EPWP

9.6.4. ENERGY PROJECTS

Department of Energy (INEP) Electrification Project	ELEC
Hydrogen Generation Projects	ELEC 01

Department of Energy (INEP) Electrification Project	ELEC
Department of Energy (INEP) Off-Grid Electrification Solutions	ELEC 02
Phase Upgrade of Municipal Electrical Grid in Prieska	ELEC 03
High mast Lighting for all three Towns	ELEC 04
Multiple Renewable energy projects	ELEC 05
Upgrading of Prieska Notified Maximum Demand (NMD increase)	ELEC 06

TABLE 38: POTENTIAL PROJECTS: ELECTRICITY

9.6.5. COMMUNITY FACILITY PROJECTS

Community Facilities	CF
Upgrading of sports facilities	CF 01
Development of new graveyard site	CF 02

TABLE 39: POTENTIAL PROJECTS: COMMUNITY FACILITIES

9.6.6. GENERAL PROJECTS

General Projects	GEN
Upgrade of gravel roads in all three towns; Prieska, Marydale and Niekerkshoop	GEN 01
Town planning in all three (3) Towns	GEN 02
Asbestos Remediation Project (Department of Environmental Affairs): Upgrade of 15km gravel roads to block paving roads in Prieska	GEN03
Asbestos Re-integrate rehabilitated plots in Prieska to potential Industrial Sites to manage the asbestos dust pollution	GEN04
Refuse Removal, Street Waste and Upgrade of Landfill Sites	GEN 05
Special Economic Zone (SEZ) project	GEN 06
Land Use Management and Scheme Regulations	GEN 07
Development of Plakkerskamp	GEN 08
Green Deed Campaign Programme	GEN 09
Ambulance Service: Purchasing of Ambulances, Fire Truck and Equipment	GEN 10
Upgrading of Low- Water Bridge in Loots Boulevard by means Source funding from Department of Public Works	GEN11
Prieska Power Reserve Project	GEN 12

TABLE 40: POTENTIAL PROJECTS: GENERAL PROJECTS

10. SPATIAL RATIONAL AND PLANNING

10.1. SPATIAL PLANNING

Spatial planning can be described as largely public-sector-led collection of activities to influence the future spatial distribution of activities, to enhance the integration between different sectors, to create a more rational territorial organization of land uses including the linkages between them, to balance demands for development with the need to protect the environment, and to achieve social and economic objectives. Therefore, spatial planning is regarded a key instrument for establishing long-term sustainable frameworks for social, environmental and economic development and thus relates to the concept of urbanization of SLM.

Integrated development Planning is an approach to planning that involves the entire municipality and its citizens in finding the best solutions to achieve sustainable long-term development. An IDP provides an overall framework for development. It aims to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in an area. It should consider the existing conditions and problems and resources available for development.

The plan should look at economic and social development for the area. It must set a framework for how land should be used, what infrastructure and services are needed and how the environment should be protected.

All municipalities must produce an integrated development Plan (IDP). The municipality is responsible for the co-ordination of the IDP and must draw in other stakeholders in the area who can impact on and/or benefit from development in the area. Once the IDP is drawn up all municipal planning and projects should happen in terms of the IDP. The annual council budget should be based on the IDP. Other government departments working in the area should take the IDP into account when making their own plans. The IDP is reviewed every year and necessary changes can be made. The IDP has a lifespan of 5 years that is linked directly to the term of office for local councillors. After every local government election, the new council has to decide on the future of the IDP. The council can adopt the existing IDP or develop a new IDP that takes into consideration existing plans.

A Municipal Spatial Development Framework must contribute to and form part of the municipal integrated development Plan; and assist in integrating, coordinating, aligning and expressing development policies and plans emanating from the various sectors of the spheres of government as they apply within the municipal area. Spatial Development Frameworks must also outline specific arrangements for prioritizing, mobilizing, sequencing and implementing public and private infrastructural and land development investment in the priority spatial structuring areas identified in Spatial Development Frameworks. A municipal Spatial Development Framework must also determine the purpose, desired impact and structure of the land use management scheme to apply in that municipal area.

A Land Use Scheme must give effect to and be consistent with the municipal Spatial Development Framework and determine the use and development of land within the

municipal area to which it relates in order to promote economic growth, social inclusion, efficient land development and minimal impact on public health, the environment and natural resources. As mentioned earlier, property rights are managed through “zoning” as indicative rights of what land use can be exercised on a property. These property rights are assigned, managed and amended through the controls and mechanisms of a Land Use Scheme.

Schemes may be amended in the following manner:

- ✓ Land development applications which amend the scheme by changing the rights applicable to properties (e.g. a rezoning from residential rights to business rights). These amendments are decided by a municipal planning tribunal or a land development officer. This tribunal CANNOT make a decision on an amendment of a Land Use Scheme (called a development application) that is inconsistent with a municipal Spatial Development Framework (unless site specific circumstances justify such a departure).
- ✓ Changes to the scheme that affects the regulations (which sets out the procedures and conditions relating to the use and development of land) may only be authorized by the Municipal Council.

10.2. SPATIAL RATIONALE & PLANNING KEY PERFORMANCE AREAS, STRATEGIC OBJECTIVES AND PRIORITY ISSUES

Outcome Nr NPO	National Predetermined Objective	KPA	Strategic Objective	KPI
9	Responsive Local Government	Spatial Rationale	Develop and adopt a Spatial Development Framework (SDF) that complies 100% with SPLUMA requirements by June 2025	Align municipal SDFs with the National Spatial Development Framework (NSDF) by June 2026
				Conduct quarterly workshops with community stakeholders for inclusive planning.
8	Human Settlements		Formalize and upgrade at least 2 informal settlements annually to improve housing conditions and promote sustainable human settlements	Partner with the Department of Human Settlements to provide housing solutions and have 2 engagement meetings with the Department

Outcome Nr NPO	National Predetermined Objective	KPA	Strategic Objective	KPI
				Conduct socio-economic impact assessments for informal settlement upgrades by June 2026
8	Human Settlements		Identify and allocate 20% of municipal land for mixed-use development to encourage economic integration by December 2026 (Outcome 8).	Rezone 10% of identified municipal land to support commercial and residential use by June 2026 and the other 10% in the next financial year
				Collaborate with the private sector for investment in new developments by having bi-annual engagement meetings
9	Responsive Local Government		Implement Geographic Information System (GIS) technology to monitor land use and zoning compliance across 100% of municipal jurisdiction by June 2025	Procure and deploy GIS software for zoning, land-use tracking, and reporting by June 2026
				Train 3municipal staffers in GIS operation and compliance tracking
8	Human Settlements		Establish 3 integrated urban development zones by 2026 to promote spatial equity and reduce urban sprawl	Identify priority nodes for urban renewal by December 2025
				Apply for funding through Urban Settlement Development Grant (USDG) by June 2026
8	Promoting integrated and sustainable human settlements.		Create at least one integrated development zone (IDZ) in each urban area by June 2026.	Conduct feasibility studies for IDZ establishment by June 2026

Outcome Nr NPO	National Predetermined Objective	KPA	Strategic Objective	KPI
				Collaborate with investors for mixed-use developments continuously
				Ensure compliance with SPLUMA for zoning approvals with a turnaround of 30 days
8	Strengthening tenure security and promoting housing rights.		Develop land tenure programs to formalize 4,000 informal housing units by June 2026.	Survey and register informal settlements in municipal records by 30 June 2026
				Work with the Department of Human Settlements on issuing title deeds by having quarterly meetings.
				Conduct public awareness campaigns on land ownership rights quarterly
10	Protecting environmental assets and ensuring sustainable development.		Enhance biodiversity protection by designating 10% of municipal land as conservation areas by June 2026.	Identify ecologically sensitive zones for conservation by December 2025
				Partner with environmental organizations for technical expertise by conducting meetings quarterly
				Develop municipal bylaws to prevent illegal land use by December 2025
	Responsive Local Government	Spatial Rationale	Ensure 100% compliance with municipal zoning and land use regulations.	Conduct quarterly zoning compliance audits. Increase enforcement actions against illegal land use by 20%. Develop an online system for zoning applications and approvals by June 2026

Outcome Nr NPO	National Predetermined Objective	KPA	Strategic Objective	KPI
	Sustainable Environment	Spatial Rationale	Develop a greenbelt plan along the Orange River.	Map and protect 30% of municipal riverfront land for conservation. Develop eco-tourism and recreational facilities plan by June 2026 along the river. Secure investment for environmental preservation initiatives by having 4 engagement meetings with potential investors
	Human Settlements	Spatial Rationale	Increase social housing projects within the municipality.	Identify suitable land for 500 new social housing units by December 2025 Partner with national government for housing development grants. Ensure 70% of new housing developments are affordable units.
	Responsive Local Government	Spatial Rationale	Ensure 100% compliance with municipal zoning and land use regulations.	Conduct quarterly zoning compliance audits. Increase enforcement actions against illegal land use by 20%. Develop an online system for zoning applications and approvals by June 2026

TABLE 41: SPATIAL RATIONAL STRATEGIC OBJECTIVES WITH KEY PERFORMANCE INDICATORS

10.3. PRINCIPLES TO BE CONSIDERED IN A LAND USE SCHEME

Society has various needs and expectations such as land for settlement, protection of the environment, economic wellbeing, various social needs, proper management of resources and infrastructure. Planning aims to meet these by addressing aspects of economic, environmental and social well-being affected by land use and development. The following list of general planning principles should inform the formulation of a Land Use Scheme. A planning authority preparing or administering a scheme must consider these principles as they will guide good decision-making in land use and development planning:

10.3.1. THE PRINCIPLES CONTAINED IN PLANNING AND OTHER LAW PRINCIPLES OF SPATIAL JUSTICE

- ✓ Past spatial development imbalances to be redressed – better access and use of land

- ✓ SDF and policies must address inclusion of previously excluded
- ✓ Spatial planning mechanisms and LUS must enable redress in access to land
- ✓ Land use management system (LUM) systems must include provisions that are flexible and appropriate for:
 - Managing disadvantaged areas
 - Land development procedures must include provisions that accommodate access to secure tenure and upgrading of informal areas
 - A Municipal Planning Tribunal (MPT) may not be impeded or restricted solely on ground that value of land or
 - Property is affected by the outcome of the application

10.3.2. PRINCIPLE OF SPATIAL SUSTAINABILITY

- ✓ Promote land development within fiscal, institutional and administrative means of Republic Ensure that special consideration is given to protection of prime agricultural land
- ✓ Uphold consistency of land use measures in accordance with environmental management instruments Promote and stimulate effective functioning of land markets
- ✓ Consider all costs (present and future) to all parties for the provision of Infrastructure and social services in land developments
- ✓ Promote land development in locations that are sustainable and limit urban sprawl.

10.3.3. PRINCIPLE OF EFFICIENCY

- ✓ Land development optimizes use of existing resources and infrastructure.
- ✓ Decision-making procedures designed to minimize negative financial, social, economic or environmental impacts
- ✓ Development application procedures are efficient and timeframes are adhered to by all parties. Note that these
- ✓ Timeframes should be reasonable to ensure that adequate consideration is given to any proposal.

10.3.4. PRINCIPLE OF SPATIAL RESILIENCE

- ✓ Flexibility in spatial plans, policies and land use management systems are accommodated - ensure sustainable Livelihoods in communities most likely to suffer the impacts of economic and environmental shocks.

- ✓ Environmental shock may take on two forms – firstly there is the accepted natural even such as floods and Earthquakes. Secondly – natural shocks that occur incrementally resulting from climate change. Often the
- ✓ second type of shock go unnoticed due to the delay in the effects of their impacts.

10.3.5. PRINCIPLE OF GOOD ADMINISTRATION

- ✓ All spheres of government ensure integrated approach to land use and land development - guided by spatial planning and land use management systems embodied in this Act
- ✓ All government departments provide their sector inputs and comply with any other prescribed requirements during preparation or amendment of SDF's.
- ✓ Requirements of any law relating to land development and land use are met timeously Preparation and amendment of spatial plans, policies, Land Use Schemes and procedures for development
- ✓ Applications, include transparent processes of public participation including all parties the opportunity to provide inputs
- ✓ Policies, legislation and procedures must be clearly set to inform members of public

10.4. SPATIAL PLANNING ENVIRONMENT

The spatial planning and land use management functions are regulated within a framework, which is guided, amongst others, by the following pieces of legislation, policies, and strategic plans:

- ✓ Spatial Planning and Land Use Management Act No. 16 of 2013;
- ✓ Siyathemba Local Municipality Land Use Scheme, 2022;
- ✓ Spatial Development Framework (SDF), 2019
- ✓ National Building Regulations and Building Standards Act No. 103 of 1977;
- ✓ National Environmental Management Act No. 107 of 1998
- ✓ Heritage Resources Act No.25 of 1999
- ✓ Co-operative governance, including alignment of all plans (Municipal Systems Act, Act No. 32 of 2000 Section 24)
- ✓ Participation (Municipal Systems Act, Act No. 32 of 2000 Chapter 4)

As far as integrated and sustainable human settlement planning is concerned, the municipality is faced with some challenges of reoccurring informal settlements that are causing backlogs of housing and services. The municipality is currently facing an increase of new developmental potential projects which may result in an increase in population. The mushrooming of informal settlements and backyard dwellers is a result of people migrating to Prieska with the knowledge of possible mining

opportunities. The census of 2022 clearly indicates a slight increase in population; this might be the job seekers positioning for possible employment. The establishment of new retail shops and opening of new business viz KFC, Mr. Price, Crazy Store and Studio 88 has also a positive influence on the influx of people. This is seen as potential growth.

The Municipality was assisted by both Department of Agriculture, Land Reform and Rural Development (DALRRD) and Municipal Infrastructure Support Agent (MISA) to establish a compliant SDF and LUS. These documents were approved by council in December 2019 and January 2022 respectively and they are used to process all SPLUMA and other related approvals concerning development and building projects.

Area Locality

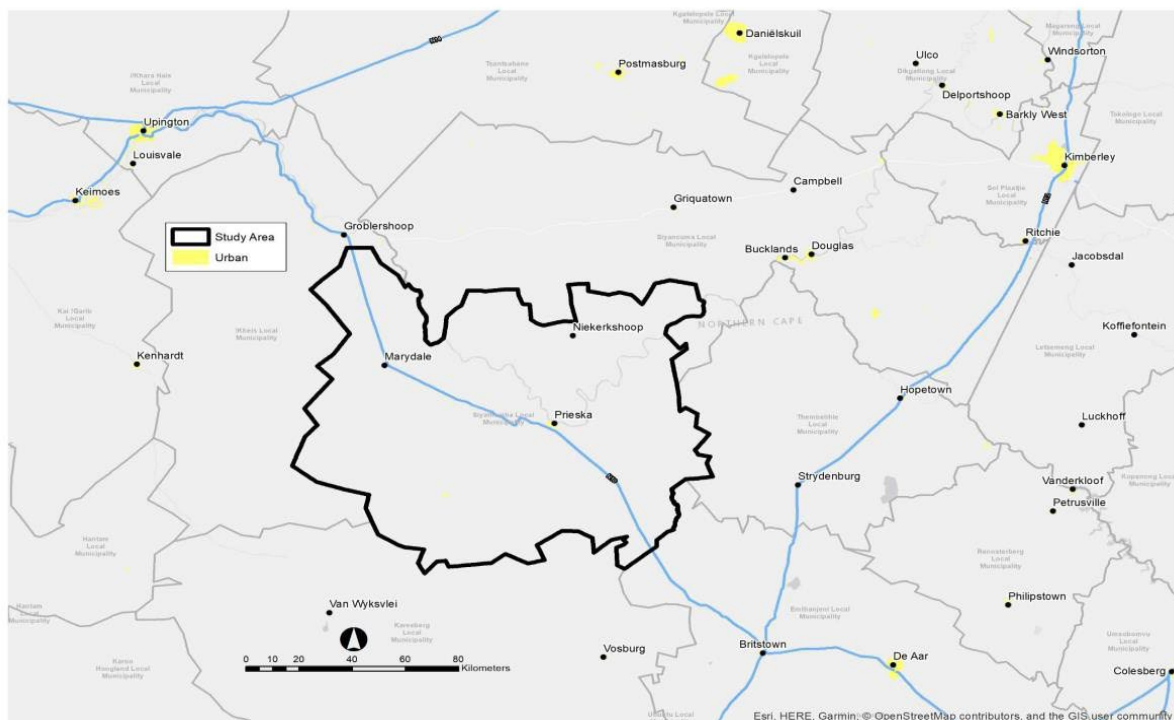


FIGURE 40: AREA LOCALITY MAP

Municipal Spatial Framework Development

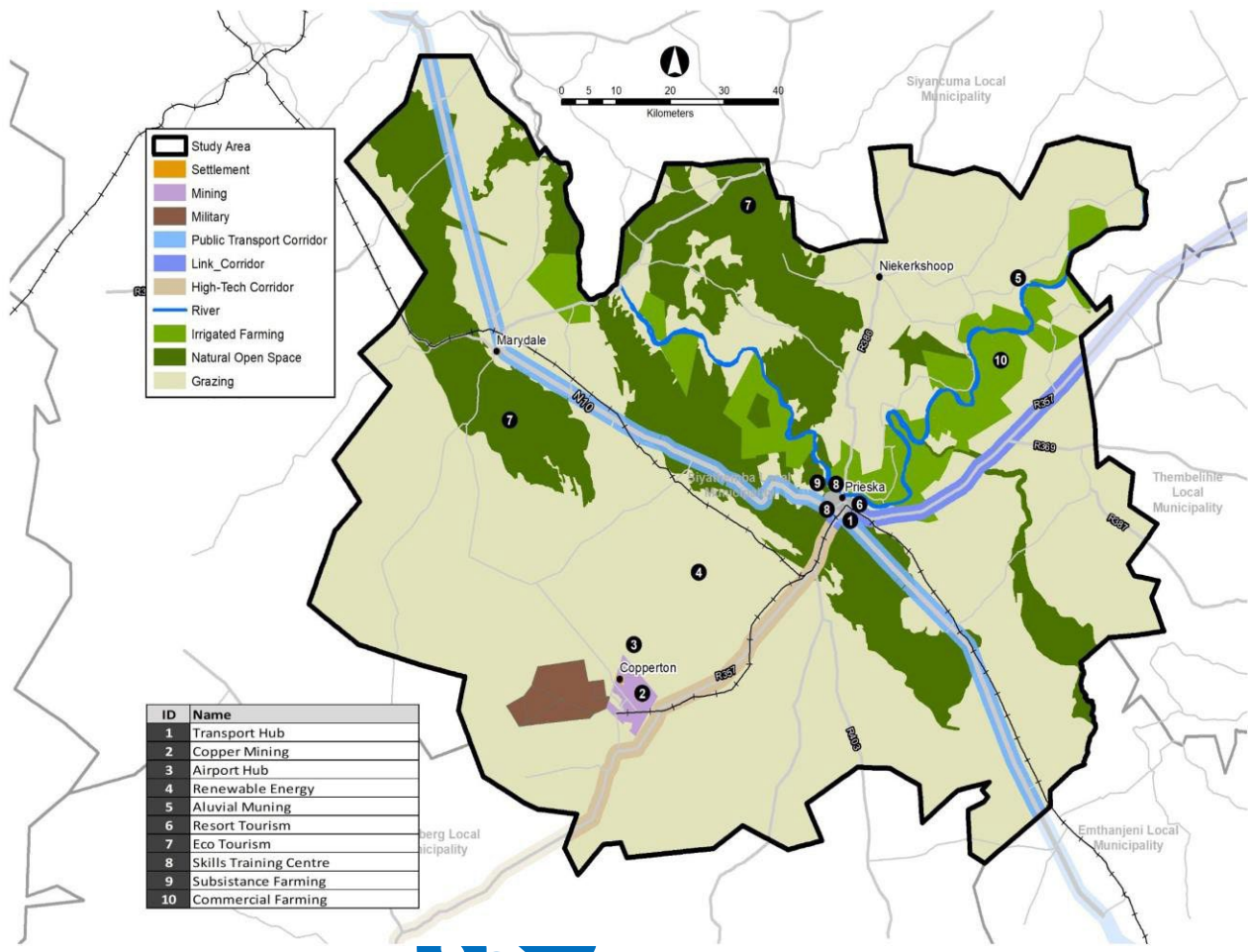


FIGURE 41: SIYATHEMBA SPATIAL FRAMEWORK

The Figure 41 above indicates the following:

- ✓ **Copperton Mine:** Although mining at Copperton has ceased in 1991, it is currently in a process to reopen.
- ✓ **Airport link:** It is proposed that an airport shuttle link be instated between the Copperton airfield and Prieska. Establishing a shuttle link between the Copperton airfield and Prieska will ensure the personnel visiting the Copperton region uses the business tourist facilities located in Prieska, to the benefit of the Prieska economy.
- ✓ **Renewable energy expansion:** A small number of renewable energy projects have already been established, and additional projects are in the pipeline. The hydrogen project, Prieska Power Reserve (PPR) is at a bigger scale project which is to be implemented in Prieska and surrounding farms. The development of the Copperton region for renewable energy needs to be supported to intensify the high-tech industry clustering in the Copperton region.
- ✓ **Alluvial mining:** Alluvial diamonds are currently mined on the south bank of the

Orange River, between Douglas and Prieska.

- ✓ **Resort tourism:** The Orange River has tourist potential that can be exploited, such as developing a resort and adventure tourism along the Orange River. To fully utilise the potential of the Orange River, it is proposed that Die Bos be redeveloped into a more contemporary tourist facility
- ✓ **Eco-tourism:** Much of the farmland in Siyathemba is regarded as wilderness and will therefore be suitable for the development of game farms and associated safari lodges. In turn, these eco-tourist facilities can link to the business tourism industry in Prieska.
- ✓ **Skills training centre:** The trade centre which is currently under construction will promote technical skills and upskill locals and the serve for the rest of the district.
- ✓ **Subsistence farming:** To enable greater farming equity, it is proposed that small-scale, subsistence farms on smallholdings be developed along the Orange River, north of Prieska. The aim of these smallholdings will be to give the local residents of Prieska an opportunity to establish irrigated farmland, small-scale commercial farming enterprises, and subsistence farming to supplement local food supplies.
- ✓ **Commercial farming:** It is important to protect and enhance the existing commercial agricultural industry. Partially, this can be done by maintaining and strengthen linkages between this agriculture industry and Prieska, which is the Agri-service centre to the local commercial agricultural industry.

10.5. DETAILED ZONAL MAPS

10.5.1. PRIESKA



FIGURE 42: PRIESKA DETAILED ZONAL MAP

10.5.2. MARYDALE

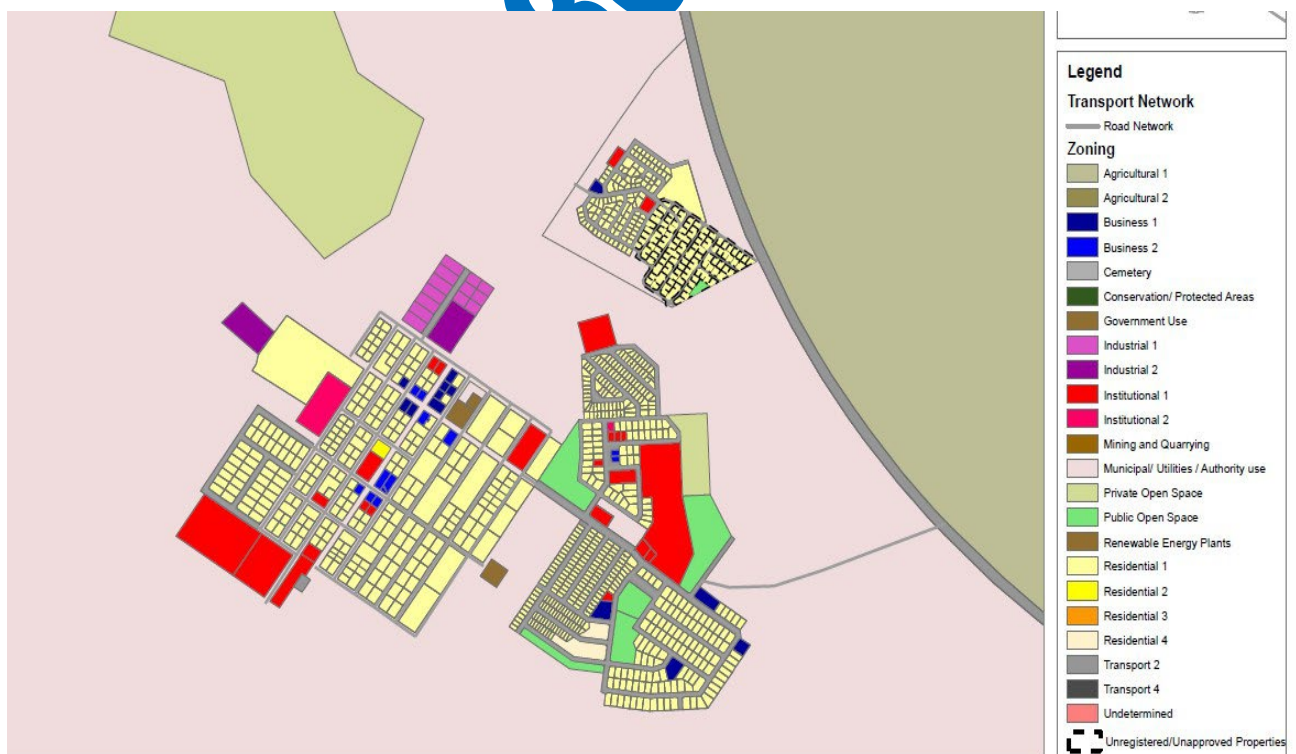


FIGURE 43: MARYDALE DETAILED ZONAL MAP

10.5.3. NIEKERKSHOOP

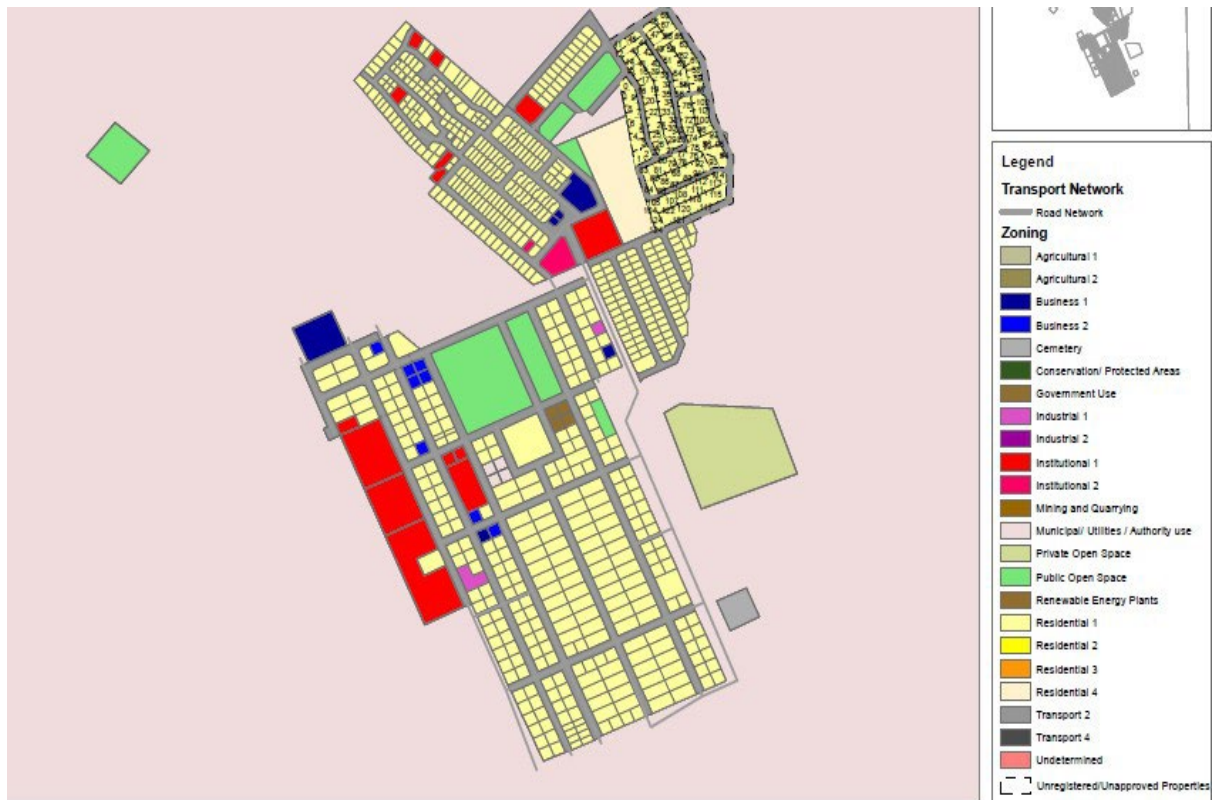


FIGURE 44: NIEKERKSHOOP DETAILED ZONAL MAP

10.5.4. FARMS

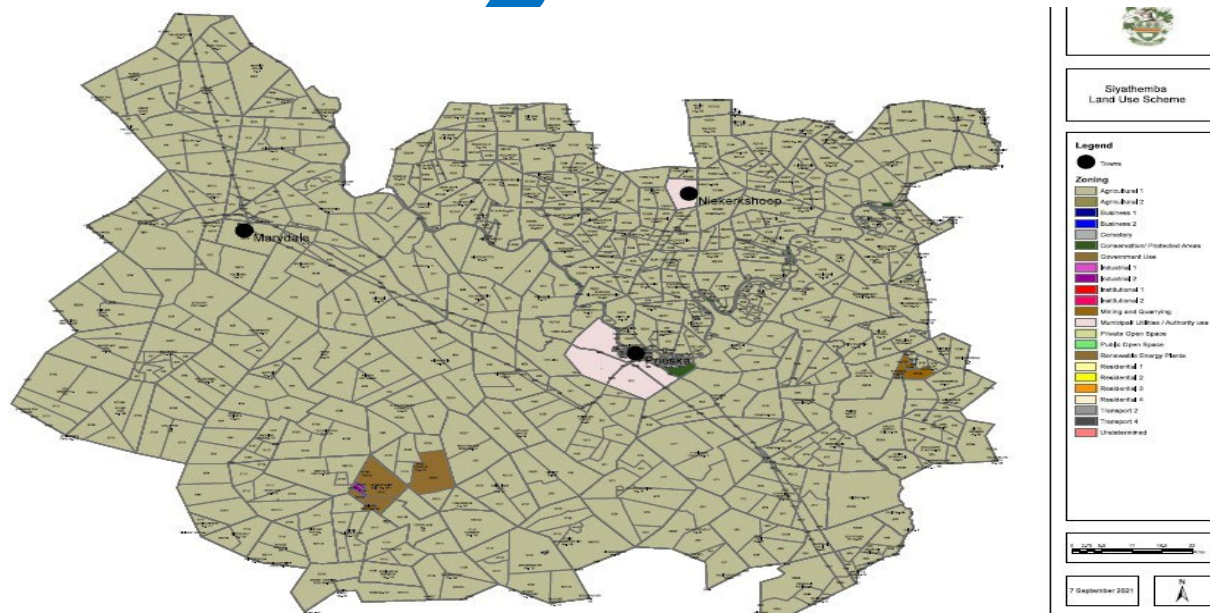


FIGURE 45: FARMS IN SIYATHEMBA LM DETAILED MAP

10.5.5. DEVELOPMENT BOUNDRIES, ZONES AND NODES

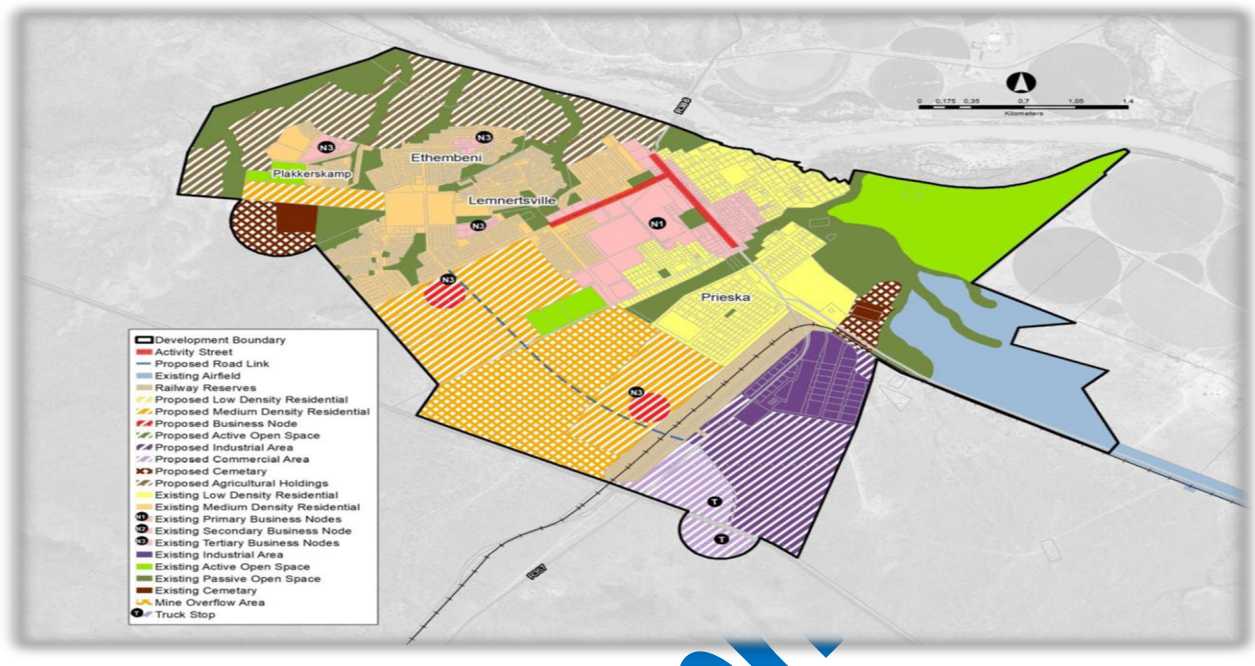


FIGURE 46: DEVELOPMENT BOUNDRIES, ZONES AND NODES FOR PRIESKA

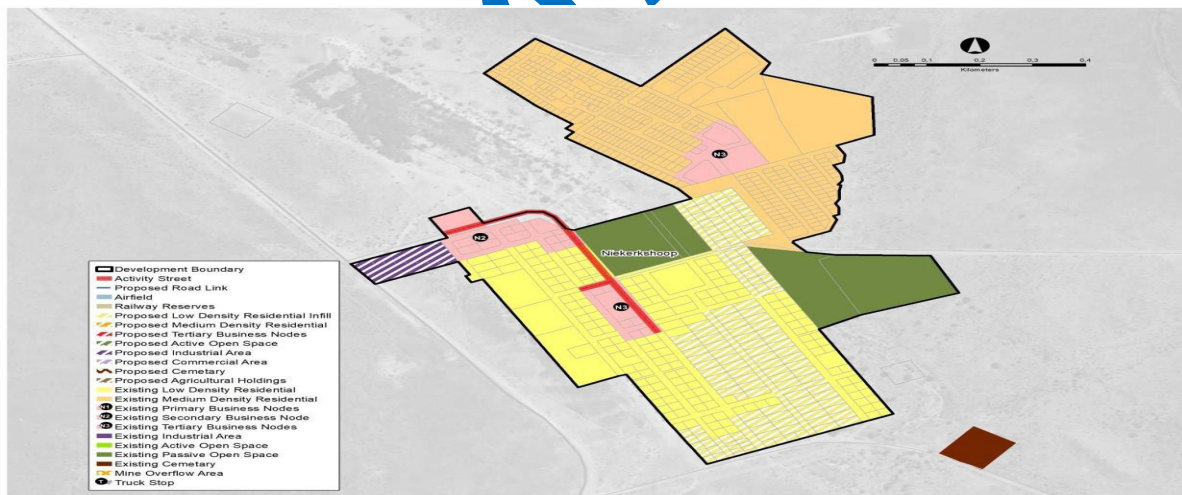


FIGURE 47: DEVELOPMENT BOUNDRIES, ZONES AND NODES IN NIEKERKSHOOP

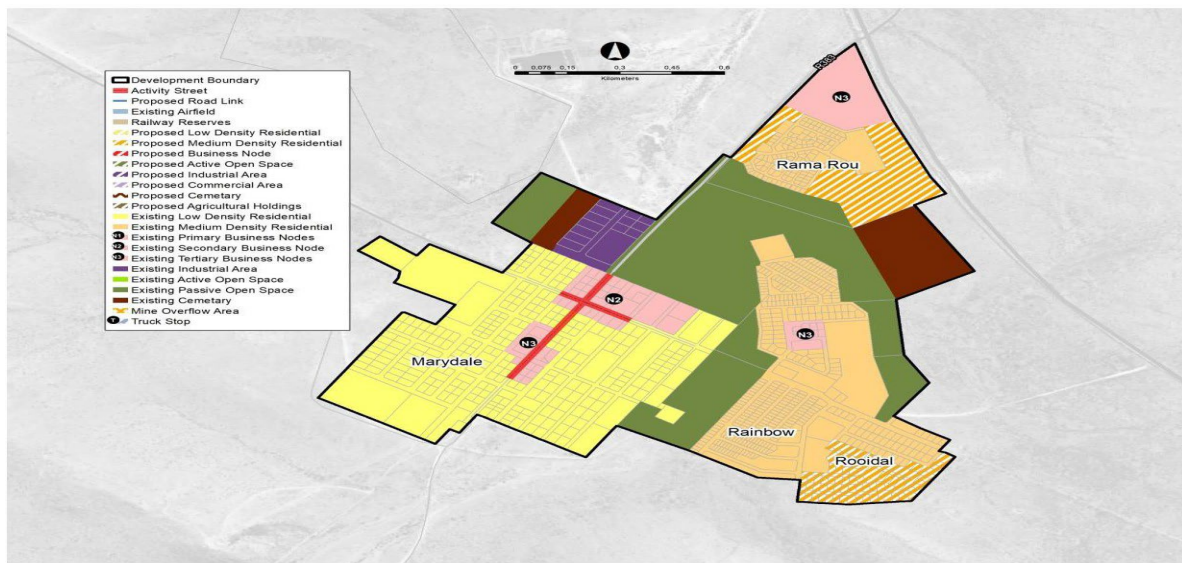


FIGURE 48: DEVELOPMENT BOUNDARIES, ZONES AND NODES FOR MARYDALE

10.6. MOVEMENT PATTERNS IN SIYATHEMBA LOCAL MUNICIPALITY



FIGURE 49: MOVEMENT PATTERNS

Figure 49 illustrates the movement patterns provide an understanding of how an area functions, because it illustrates the spatial relationships between towns and settlements and the linkages that exist between such spatial entities. This depicts the movement of people within Siyathemba and between Siyathemba and the

neighbouring municipal areas. Four towns and settlements are located within Siyathemba, namely Prieska, Marydale, Niekerkshoop and Copperton. In addition, a number of towns surround the municipal area of which the 2 largest towns are Kimberley (population 142,000 people) and Upington (population 71,000 people). These towns have a significant impact on the movement within Siyathemba.

Movement within Siyathemba largely occurs along 2 axis that cross each other at Prieska. The first axis links Prieska to the northeast to Kimberley and southwest to Vanwyksvlei. The southwestern part of the axis also links Prieska to Copperton, located within the municipal area. The second axis links Prieska to the northwest to Upington and to the southeast to De Aar. The northwest section of the axis links Prieska to Marydale. A third, smaller axis, links Prieska to Niekerkshoop located in the northern parts of the municipal

Taking into account the movement pattern set out above, it can be assumed that the strongest movement of people and goods occurs along the N10 freeway because of the road's hierarchy and the fact that this axis connects Namibia and Upington in the northwest to De Aar and Port Elisabeth in the southeast. Movement along the axis is supported and strengthened by an existing freight railway line. A strong movement of people and goods also occurs between Prieska and Kimberley, largely because of the size of Kimberley. This implies strong movement along the R357. Movement along this axis is supported by military and chartered flights to Copperton airfield.

List of applications that went through the DMPT for the 2023/24:

- ✓ Rezoning from Residential Zone I to Business Zone I, Departure from Siyathemba Municipal Scheme Regulations and Removal of Title Deed Restrictions of Erf 62. The rezoning of a 230ha the Remainder of the Farm Hoekplaas No. 146, Prieska RD (Hoekplaas PV 2 @ Solar Facility) from Unspecified Zone to Special Zone. The rezoning of a 322ha the Remainder of the Farm Hoekplaas No. 146, Prieska RD (Hoekplaas PV3 Solar Facility) from Unspecified Zone to Special Zone
- ✓ The rezoning of a 240ha of Portion 4 of the Farm Klipgats Pan No. 117. (Klipgate PV3 Solar Facility) from Unspecified Zone to Special Zone
- ✓ The rezoning of a 240ha of Portion 4 of the Farm Klipgats Pan No. 117. (Klipgate PV7 Solar Facility) from Unspecified Zone to Special Zone
- ✓ The rezoning of a 1200ha portion of Portion 1 of Farm 67, Bosjesmansberg (Bosjesmansberg solar PV facility) of four separate portions of about 300ha areas from Unspecified Zone to Special Zone for the development of 300MW renewable energy facility.
- ✓ Subdivision & Removal of Restrictive Conditions on Erf 780
- ✓ The subdivision of Erf 900 into the following land units:
- ✓ Remainder of Erf 900: 1624m²
- ✓ Portion A: 1350m²
- ✓ Application for the removal of restrictive conditions on erf 430, Prieska.
- ✓ Rezone from residential zone 1 to residential zone iii and permanent departure

on erf 206, Prieska.

- ✓ Consent use & removal of restrictive conditions on erf 1206, Prieska

10.7. SPATIAL LEGAL FRAMEWORK

Section 20 of the Spatial Planning and Land Use Management Act No. 16 of 2013 (SPLUMA) states that the Municipal Council must by notice in the Provincial Gazette adopt a municipal spatial development framework. It also states that the municipal spatial development framework must be prepared as part of a municipality's integrated development plan (IDP) in accordance with the provisions of the Municipal System Act. SPLUMA that before adopting the municipal spatial framework contemplated in subsection (1) and any proposed amendments to the municipal spatial development framework, the Municipal Council must-

- ✓ Give notice of the proposed municipal spatial development framework in the Gazette and the media;
- ✓ Invite the public to submit written representations in respect of the proposed municipal spatial development framework to the Municipal Council within 60 days after the publication of the notice referred to in paragraph (a); and
- ✓ Consider all representations received in respect of the proposed municipal spatial development framework.

Previously, some municipalities would take decisions that are inconsistent with the SDF without following procedures or facing legal consequences. However, Section 22 of the SPLUMA gives a MSDFA legal effect in the sense that it states that:

According to SPLUMA, a Municipal Planning Tribunal or any other authority required or mandated to make a land development decision in terms of this Act or any other law relating to land development, may not decide, which is inconsistent with a municipal spatial development framework. Deviation from the SDF may only be allowed subject to compliance with Section 42 of the SPLUMA and only if site-specific circumstances justify a departure from the provisions of such municipal spatial development framework.

Section 22(3) of the SPLUMA states that where a provincial spatial development framework is inconsistent with a municipal spatial development framework, the Premier must, in accordance with the Intergovernmental Relations Framework Act, take the necessary steps, including the provision of technical assistance, to support the revision of those spatial development frameworks in order to ensure consistency between the two.

10.8. OBJECTIVES

The objective of the Spatial Development Framework is to formulate strategic and spatially based policy guidelines and proposals whereby changes, needs and growth in the municipal area can be managed to the benefit of the environment and its

inhabitants. The SDF process is guided by a realistic set of local goals and objectives which are contextualized within the overall vision for the municipality.

10.9. CONTENTS OF THE MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK

In terms of Section 21 of the SPLUMA, the municipal Spatial Development Framework must:

- ✓ Give effect to the development principles and applicable norms and standards set out in Chapter 2;
- ✓ Include a written and spatial representation of a five-year spatial development plan for the spatial form of the municipality;
- ✓ Include a longer-term spatial development vision statement for the municipal area which indicates a desired spatial growth and development pattern for the next 10 to 20 years;
- ✓ Identify current and future significant structuring and restructuring elements of the spatial form of the municipality, including development corridors, activity spines and economic nodes where public and private investment will be prioritized and facilitated;
- ✓ Include population growth estimates for the next five years;
- ✓ Include estimates of the demand for housing units across different socio-economic categories and the planned location and density of future housing developments;
- ✓ include estimates of economic activity and employment trends and locations in the municipal area for the next five years;
- ✓ Identify, quality and provide location requirements of engineering infrastructure and services provision for existing and future development needs for the next five years;
- ✓ Identify the designated areas where a national or provincial inclusionary housing policy may be applicable;
- ✓ Include a strategic assessment of the environmental pressures and opportunities within the municipal area, including the spatial location of environmental sensitivities, high potential agricultural land and coastal access strips, where applicable;
- ✓ Identify the designation of areas in the municipality where incremental upgrading approaches to development and regulation will be applicable;
- ✓ Identify the designation of areas in which-
- ✓ more detailed local plans must be developed; and
- ✓ shortened land use development procedures may be applicable and land-use schemes may be so amended;
- ✓ Provide the spatial expression of the coordination, alignment and integration of sectoral policies of all municipal departments;
- ✓ Determine a capital expenditure framework for the municipality's development

programmes, depicted spatially;

- ✓ Determine the purpose, desired impact and structure of the land use management scheme to apply in that municipal area and
- ✓ Include an implementation plan comprising of-
 - sectoral requirements, including budgets and resources for implementation;
 - specification of institutional arrangements necessary for implementation
 - specification of implementation targets, including dates and monitoring indicators
 - Specification where necessary, of any arrangements for partnerships in the implementation process.

10.10. NATIONAL AND PROVINCIAL POLICY CONTEXT AND DEVELOPMENT GUIDELINES

Municipalities throughout South Africa are finding it increasingly difficult to provide their inhabitants not only with cost-effective and equitable infrastructure, but also with sufficient social infrastructure and economic opportunities. For this reason, development in South Africa is guided and directed by a range of national, provincial and local development policies. The most prominent development directives emerging from the various developments policy documents, which should inform the development of the Siyathemba SDF include the following

National Development Plan (NDP)

- ✓ In Urban Areas, amongst others, the NDP advocates the following: Upgrading of informal settlements;
- ✓ Urban densification within the existing urban fabric and along development corridors; Extensive provision and prioritization of public transport;
- ✓ Job creation and urban renewal in former township areas;
- ✓ The diverse range of subsidized housing typologies and densities, and focusing on filling the housing “gap market” in terms of bonded housing.

In Rural Areas, the NDP advocates the following:

- ✓ Spatial consolidation of rural settlements to increase densities and enhance sustainability; Innovative (green), targeted and coordinated infrastructure delivery;
- ✓ Prioritize rural development along mobility corridors and at strategic intersections;
- ✓ Rural nodal development and revitalization of small towns;
- ✓ Diversification of rural economy towards mining, tourism and local business

The spatial vision statement for the Siyathemba Local Municipality evolves around the following key elements:

- ✓ Consolidating of the spatial structure of existing towns and settlements to achieve physical, social and economic integration of communities and to enhance cost-efficient and sustainable service delivery;
- ✓ Making sufficient provision for upgrading of informal settlements and development of sustainable human settlements on strategically located vacant land areas;
- ✓ Continuing to focus on the sustainable extraction and beneficiation of local minerals with comprehensive mining rehabilitation programmes;
- ✓ Encouraging the beneficiation of local agricultural produce in rural focus areas before exporting to surrounding markets;
- ✓ Promoting the SLM as an eco-tourism destination;
- ✓ Continuously manage and maintain the public space and ensure that engineering services and community facilities are well maintained and upgraded in line with increased demand in various parts of the municipal area;
- ✓ Ensuring that the urban spatial form is compact, integrated and sustainable

Draft 7-30 April 2025

11. PROJECT SPENDING SINCE 2008

11.1. FINANCIAL YEAR 2021/22

Project/Fund Name	Project value	Year Funded	Project area	2021/22 expenditure
Marydale Bulk Sewer Line & Rising Main (MIG 1327)	R11,111,867.11	2020/21	Marydale	R1 909 922.83
Prieska Bulk Water Line (MIG1331)	R40 297 664.64	2020/21	Prieska	R7 471 882.90
Upgrade of Gravel Roads (MIG 1028)	R0.00	2020/21	All	R0.00
Upgrade of Gravel Roads (MIG 1398)	R0.00	2020/21	All	R319 685.77
Disaster Management: Installation of VIP Toilets & Standpipes	pes R0.00	2020/21	All	R.00
Upgrading of Electrical Network & Main Intake Substation	R	2020/21	Prieska	R2
Water Services Infrastructure	R27 500 000.00	2020/21	All	R11 022 209.30
EPWP	R1 087 000.00	2020/21	All	R1 462 258.00

TABLE 42: PROJECT SPENDING 2021/22

11.2. FINANCIAL YEAR 2020/21

Project/Fund Name	Project value	Year Funded	Project area	Grants & Investment
Marydale Bulk Sewer Line & Rising Main (MIG 1327)	R22 223 734.22	2020/21	Marydale	R22 223 734.22
Prieska Bulk Water Line (MIG1331)	R80 595 329.28	2020/21	Prieska	R80 595 329.28
Upgrade of Gravel Roads (MIG 1028)	R0.00	2020/21	All	R0.00
Upgrade of Gravel Roads (MIG 1398)	R0.00	2020/21	All	R0.00
Disaster Management: Installation of VIP Toilets & Standpipes	R24 400 000.00	2020/21	All	R24 400 000.00
Upgrade of Electrical Feeder Network	R10 600 000.00	2020/21	All	R10 600 000.00
Water Services Infrastructure	R30 371 000.00	2020/21	All	R30 371 000.00

Project/Fund Name	Project value	Year Funded	Project area	Grants & Investment
EPWP	R1 000 000.00	2020/21	All	R1 000 000.00

TABLE 43: PROJECT SPENDING 2020/21

11.3. FINANCIAL YEAR 2019/20

Project name	Project value	Year Funded	Project area	Grants & Investment
Marydale Bulk Sewer Line & Rising Main (MIG 127)		2019/20	Marydale	
Prieska Bulk Water Line (MIG 1331)		2019/20	Prieska	
Upgrading of Gravel Roads (MIG 1028)		2019/20	Prieska, Marydale, Niekerkshoop	
Upgrading of Gravel Roads (MIG 1398)		2019/20	Prieska, Marydale, Niekerkshoop	
Social Sector Community Securities (EPWP)	400000	2019/20	Prieska	400000
Upgrade of Electrical Feeder Network (INEP)	860000	2019/20	Prieska	860000
Upgrade of WWTW in Prieska (WSIG)	3350000	2019/20	Prieska	3350000
Equitable Share	32939000	2019/20	Siyathemba	32939000
Financial Management Grant (FMG)	2830000	2019/20	Siyathemba	2830000
Siyathemba Water Demand Management (EPWP)	431000	2019/20	Prieska	431000
Cleaning and Storm Water Management (EPWP)	300000	2019/20	Prieska & Marydale	300000
	41110000			41110000

TABLE 44: PROJECT SPENDING 2019/20

11.4. FINANCIAL YEAR 2018/19

Project name	Project value	Year Funded	Project area	Grants & Investment
Marydale Bulk Sewer Line & Rising Main (MIG 127)	1504830	2018/19	Marydale	1504830
Prieska Bulk Water Line (MIG 1331)	0	2018/19	Prieska	0
Upgrading of Gravel Roads (MIG 1028)	0	2018/19	Prieska, Marydale, Niekerkshoop	0
Upgrading of Gravel Roads (MIG 1398)	5410180	2018/19	Prieska, Marydale, Niekerkshoop	5410180
Social Sector Community Securities (EPWP)	360000	2018/19	Prieska	360000
Regional Bulk infrastructure Grant (RBiG)	7183713.03	2018/19	Marydale	7183713.03
Kgotso Pula Nala	2000000	2018/19	Prieska, Marydale, Niekerkshoop	2000000
Treasury BASV22NC CO-P	8000000	2018/19	Siyathemba	8000000
Equitable Share	27850000	2018/19	Siyathemba	27850000
Financial Management Grant (FMG)	2415000	2018/19	Siyathemba	2415000
Siyathemba Water Demand Management (EPWP)	352000	2018/19	Prieska	352000
Cleaning and Storm Water Management (EPWP)	288000	2018/19	Prieska	288000
	55363723.03			55363723.03

TABLE 45: PROJECT SPENDING 2018/19

11.5. FINANCIAL YEAR 2017/18

Project name	Project value	Year Funded	Project area	Grants & Investment
Marydale bulk sewer line & Rising Main (MIG 1327)	579183	2017/18	Marydale	579183
Prieska bulk water line (MIG 1331)	768455	2017/18	Prieska	768455
Marydale Upgrading of gravel streets (MIG 1028)	1238464	2017/18	Marydale	1238464

Project name	Project value	Year Funded	Project area	Grants & Investment
Upgrading of gravel streets (MIG 1398)	4336641	2017/18	Prieska & Niekerkshoop	4336641
Marydale bulk ground water supply (MIG 1028)	689236	2017/18	Marydale	689236
Equitable Share	25624000	2017/18	Siyathemba	25624000
Financial Management Grant (FMG)	2345000	2017/18	Siyathemba	2345000
Expanded Public Works Programme (EPWP)	1000000	2017/18	Prieska & Niekerkshoop	1000000
	36580979			36580979

TABLE 46: PROJECT SPENDING 2017/18

11.6. FINANCIAL YEAR 2016/17

Project name	Project value	Year Funded	Project area	Grants & Investment
Marydale bulk sewer line & Rising Main (MIG 1327)	485502	2016/17	Marydale	485502
Prieska bulk water line (MIG 1331)	1628720	2016/17	Prieska	1628720
Marydale Upgrading of gravel streets (MIG 1028)	5727467	2016/17	Marydale	5727467
Upgrading of gravel streets (MIG 1398)	3682338	2016/17	Prieska & Niekerkshoop	3682338
Expanded Public Works Programme (EPWP)	1000000	2016/17	Prieska, Marydale & Niekerkshoop	1000000
Integrated National Electrification Program (INEP)	5000000	2016/17		5000000
Regional Bulk Infrastructure Grant (RBiG)		2016/17		
Equitable Share	23892000	2016/17	Siyathemba	23892000
Financial Management Grant (FMG)	2010000	2016/17	Siyathemba	2010000
	43426027			43426027

TABLE 47: PROJECT SPENDING 2016/17

11.7. FINANCIAL YEAR 2015/16

Project name	Project value	Year Funded	Project area	Grants & Investment
Marydale bulk sewer line & Rising Main (MIG 1327)	1050086	2015/16	Marydale	
Prieska bulk water line (MIG 1331)	928953	2015/16	Prieska	
Marydale Upgrading of gravel streets (MIG 1028)	5746466	2015/16	Marydale	
Marydale Upgrading of internal bulk water supply (MIG 1273)	500225	2015/16	Marydale	
Marydale Upgrading of internal reticulation system (MIG 1274)	2327789	2015/16	Marydale	
Expanded Public Works Program (EPWP)	0	2015/16	Prieska, Marydale, Niekerkshoop	
Refurbishment of electrical works at Prieska WTW (WSIG)	1200000	2015/16	Prieska	
Equitable Share		2015/16	Siyathemba	
Financial Management Grant (FMG)		2015/16	Siyathemba	

TABLE 48: PROJECT SPENDING 2015/16

11.8. FINANCIAL YEAR 2014/15

Project name	Project value	Year Funded	Project area	Grants & Investment
Marydale Upgrading of internal reticulation system (MIG 1274)	2162584	2014/15	Marydale	
Marydale Upgrading of internal bulk water supply (MIG 1273)	867370	2014/15	Marydale	
Marydale Upgrading of gravel streets (MIG 1028)	683930	2014/15	Marydale	
Niekerkshoop Upgrading of gravel streets (MIG 1028)	3466614	2014/15	Niekerkshoop	
Upgrading of Solid Waste (MIG 923)	162326	2014/15		

Project name	Project value	Year Funded	Project area	Grants & Investment
High mast Lighting Prieska & Marydale (MIG 1273)	1543032	2014/15	Prieska&Marydale	
Equitable Share			Siyathemba	
Financial Management Grant (FMG)			Siyathemba	

TABLE 49: PROJECT SPENDING 2014/15

11.9. FINANCIAL YEAR 2013/14

Project name	Project value	Year Funded	Project area	Grants & Investment
Upgrading of Solid waste	270 937	2013/2014	Marydale	270 937
Upgrading of Solid Waste	244 664	2013/2014	Prieska	244 664
Upgrading of water supply infrastructure	296 642	2013/2014	Marydale	296 642
Upgrading of Gravel streets	2 368 829	2013/2014	Siyathemba	2 368 829
Expansion of existing cemetery	0	2013/2014	Marydale	0
Waste water treatment works	2 158 884	2013/2014	Marydale	2 158 884
Prieska Development of New Cemetery	0	2013/2014	Siyathemba	0
High Mast Lights	1 330 935	2013/2014	Siyathemba	1 330 935
MIG – Sundry (Not included in above Projects)	3 292 109	2013/2014	Siyathemba	3 292 109
Integrated National Electrification Grant (INEP)	2 400 000	2013/2014	Siyathemba	2 400 000
Municipal Systems Improvement Grant (MSIG)	890 000	2013/2014	Siyathemba	890 000
Financial Management Grant (FMG)	1 650 000	2013/2014	Siyathemba	1 650 000
Department of Water Affairs (DWA)	2 648 424	2013/2014	Siyathemba	2 648 424
Sports Arts and Culture (Library)	605 500	2013/2014	Siyathemba	605 500

Project name	Project value	Year Funded	Project area	Grants & Investment
Expanded Public Works (EPW)	700 000	2013/2014	Siyathemba	700 000
Public Works – Pula Nala	0	2013/2014	Siyathemba	0
Equitable Share	15 133 000	2013/2014	Siyathemba	15 133 000
	33 989 924			33 989 924

TABLE 50: PROJECT SPENDING 2013/14

11.10. FINANCIAL YEAR 2012/13

Project name	Project value	Year Funded	Project area	Grants & Investment
Access Roads	177 094	2012/2013	Prieska	177 094
Upgrading of Solid waste	815 436	2012/2013	Marydale	815 436
Upgrading of Solid Waste	1 527 621	2012/2013	Prieska	1 527 621
Upgrading of water supply infrastructure	261 979	2012/2013	Marydale	261 979
Upgrading of Gravel streets	3 759 163	2012/2013	Siyathemba	3 759 163
Expansion of existing cemetery	42 929	2012/2013	Marydale	42 929
High mast Lighting	1 096 404	2012/2013	Siyathemba	1 096 404
Wastewater treatment works	797 914	2012/2013	Marydale	797 914
Development of New Cemetery	1 894 251	2012/2013	Prieska	1 894 251
High Mast Lights	2 106 534	2012/2013	Siyathemba	2 106 534
Integrated National Electrification Grant (INEP)	2 400 000	2012/2013	Prieska	2 400 000
Integrated National Electrification Grant (INEP)	1 200 000	2012/2013	Prieska	1 200 000
Municipal Systems Improvement Grant (MSIG)	800 000	2012/2013	Siyathemba	800 000
Financial Management Grant (FMG)	1 500 000	2012/2013	Siyathemba	1 500 000
Department of Water Affairs (DWA)	7 792 465	2012/2013	Siyathemba	7 792 465
Sports Arts and Culture (Library)	344 500	2012/2013	Siyathemba	344 500
Expanded Public Works (EPWP)	1 000 000	2012/2013	Siyathemba	1 000 000

Project name	Project value	Year Funded	Project area	Grants & Investment
Public Works – Pula Nala – Upgrading of Halls	2 500 000	2012/2013	Siyathemba	2 500 000
Equitable Share	20 108 000	2012/2013	Siyathemba	20 108 000
Service of 205 Sites in Prieska	6 700 000	2012/2013	Prieska	6 700 000
Building of 203 Houses	-	2012/2013	Prieska	-
	56 824 290			56 824 290

TABLE 51: PROJECT SPENDING 2012/13

11.11. FINANCIAL YEAR 2011/12

Project name	Project value	Year Funded	Project area	Grants & Investment
924: Upgrading of Solid waste	126 612	2011/2012	Marydale	126 612
923: Upgrading of Solid Waste	91 105	2011/2012	Prieska	91 105
926: Upgrading of water supply infrastructure	2 289 481	2011/2012	Marydale	2 289 481
1028: Upgrading of Gravel streets	1 773 680	2011/2012	Siyathemba	1 773 680
927: New Cemeteries Feasibility study	95 536	2011/2012	Prieska	95 536
929: Development of New Cemetery	1 623 962	2011/2012	Niekerkshoop	1 623 962
928: Expansion of existing cemetery	2 108 422	2011/2012	Marydale	2 108 422
1105: Highmast Lighting	1 641 682	2011/2012	Siyathemba	1 641 682
MIG – Sundry (Not included in above Projects)	495 520	2011/2012	Siyathemba	495 520
Integrated Nat. Electrification Grant (INEP)	0	2011/2012	Siyathemba	0
Mun. Systems Improvement Grant (MSIG)	790 000	2011/2012	Siyathemba	790 000
Financial Management Grant (FMG)	1 450 000	2011/2012	Siyathemba	1 450 000

Project name	Project value	Year Funded	Project area	Grants & Investment
Department of Water Affairs (DWA)	5 544 503	2011/2012	Siyathemba	5 544 503
Sports Arts and Culture (Library)	542 000	2011/2012	Siyathemba	542 000
Expanded Public Works (EPW)	529 000	2011/2012	Siyathemba	529 000
Transport – Roads	1 605 191	2011/2012	Siyathemba	1 605 191
Equitable Share	17 829 000	2011/2012	Siyathemba	17 829 000
	38 535 694			38 535 694

TABLE 52: PROJECT SPENDING 2011/12

11.12. FINANCIAL YEAR 2010/11

Project name	Project value	Year Funded	Project area	Grants & Investment
MIG	7 026 000	2010/2011	Siyathemba	7 026 000
Municipal Systems Improvement Grant (MSIG)	750 000	2010/2011	Siyathemba	750 000
Financial Management Grant (FMG)	1 200 000	2010/2011	Siyathemba	1 200 000
Sports Arts and Culture (Library)	519 000	2010/2011	Siyathemba	519 000
Equitable Share	15 441 000	2010/2011	Siyathemba	15 441 000
	24 936 000			24 936 000

TABLE 53: PROJECT SPENDING 2010/11

11.13. FINANCIAL YEAR 2009/10

Project name	Project value	Year Funded	Project area	Grants & Investment
High Mast Lights	2 245 000	2009/10	Prieska, Marydale, Niekerkshoop	2 245 000
Tar of gravel Roads	5 442 000	2009/10	Prieska	5 442 000
Sports Arts and Culture	361 000	2009/10	Siyathemba	361 000
Equitable Share	12 346 000	2009/10	Siyathemba	12 346 000

Project name	Project value	Year Funded	Project area	Grants & Investment
MSIG	850 000	2009/10	Siyathemba	850 000
Financial Management Grant	750 000	2009/10	Siyathemba	750 000
Tar of Roads 2	9 578 260	2009/10	Prieska, Marydale, Niekerkshoop	9 578 260
	31 572 260			31 572 260

TABLE 54: PROJECT SPENDING 2009/10

11.14. FINANCIAL YEAR 2008/09

Project name	Project value	Year Funded	Project area	Grants & Investment
Sewerage Plant	1 600 000	2008/9	Prieska	1 600 000
Tar of gravel Roads	1 735 000	2008/9	Prieska	1 735 000
Sports Arts and Culture	335 000	2008/9	Siyathemba	335 000
Equitable Share	9 253 000	2008/9	Siyathemba	9 253 000
MSIG	182 500	2008/9	Siyathemba	182 500
Financial Management Grant	30 000	2008/9	Siyathemba	30 000
Housing x 40 – Thabilitho	-	2008/9	Marydale	-
	13 135 500			13 135 500

TABLE 55: PROJECT SPENDING 2008/09

12. DONOR LIST

Description	Strategies with Objective	Projects	Immediate	Short Term	Medium Term	Long Term
Municipal Capacity	Planning	Compilation of a credible Spatial Development Framework (SDF) to guide all developments within the Municipal area	✓			
		Develop a Masterplan for Water, Sewer, Roads, Electrical, Waste, Energy and Housing in all Three Towns	✓			
		Replace Old Fleet and Buy New Fleet to Improve Services Delivery in all Three Towns.		✓		

Description	Strategies with Objective	Projects	Immediate	Short Term	Medium Term	Long Term
		Develop a Water and Electricity Demand Management System.			✓	
		Align and Approval of the LED strategy		✓		
		Create and access strategy for the LED opportunities in Siyathemba		✓		
		Revisit the IDP Plan	✓			
		Develop a Asset Management System.			✓	
	Safety	Development of Disaster and Fire Brigade Management Plan and establish a Reaction Unit			✓	✓
	Improve Competency Levels	Improve Data Networks and Systems			✓	
		Siyathemba Call Centre with Technologize Systems			✓	✓
		Contributing to the Additional Staff Stipends	✓	✓	✓	✓
		Operation Clean Audit		✓	✓	
		Expand LED / IDP Unit; Recruit or train stuff (local people) to this Regard	✓	✓		
		Improve or Train Staff to Improve Minimum Competency Levels			✓	✓
		Establish a Security System for all Priorities and Assets of the Municipality			✓	
		Improve Traffic Control Systems, Weigh Bridge and Dept Collection			✓	
		Dept Collection	✓			
	Stimulating Municipal Income	Write off of Communities Bad Debts	✓	✓		
		Buyout / Take Over of the Eskom Network to Stimulate Municipal Income			✓	✓
		Install Municipal Prepaid Electricity Meters and Replace all Eskom electricity meters			✓	✓
		Replace all Old Plessey electricity Meters with new Conlog meters		✓	✓	✓
		Install Municipal Prepaid Water Meters to all Households		✓	✓	
Human Capacity of Communities	Rebuild Moral Values	Develop and a School and Training facility to Prepare Workers for the Solar Park - Pay Stipends		✓		
		Erect and Improve Museum in Prieska to promote Tourism in Siyathemba			✓	✓
		Build One - Stop Centres in Siyathemba		✓		
		Develop Decent Sport Fields in all Three Towns and all 8x Schools			✓	✓
		Expansion of existing Cemeteries			✓	
	Health	Improve Hospital in Prieska and Clinics in Prieska, Niekerkshoop and Marydale			✓	
		Health Services to Rural Farms			✓	
		Improve and buy additional ambulances for Niekerkshoop and Marydale		✓		
	Land	Buy New Land to Relocate Upcoming Farmers	✓			

Description	Strategies with Objective	Projects	Immediate	Short Term	Medium Term	Long Term
Service Deliveries Opportunities	Water	Improve Commonage Land in Prieska, Marydale and Niekerkshoop			✓	
		Bulk Pipeline from the Orange River to Marydale			✓	✓
		Bulk Pipeline from the Orange River to Niekerkshoop			✓	✓
		Refurbishment of Prieska, Marydale and Niekershoop Water Reticulation Networks			✓	✓
		Build Bulk Water Supply from Prieska Water works into reticulation network to Townships in Prieska			✓	
		Upgrade of Water Works in Prieska			✓	✓
		Build a New Reservoir for Water Supply in Prieska			✓	
		Upgrade Old Water Bulk Network (Old Asbestos Pipes) - by means of Cracking			✓	
		Upgrade of Bulk Water Pipeline between Prieska and Copperton			✓	✓
		Bulk Water Reticulation Prieska , Marydale and Niekerkshoop Housing Development		✓	✓	
Service Deliveries Opportunities	Sanitation	Eradication of nearly 195 bucket toilets in Marydale	✓			
		Bulk Sewer Reticulation Niekershoop		✓	✓	
		Bulk Sewer Reticulation Marydale		✓	✓	
		Bulk Sewer Reticulation Prieska Industrial Area		✓	✓	
		Bulk Sewer Reticulation Prieska , Marydale and Niekerkshoop Housing Development		✓	✓	
		Upgrading VIP with Bulk and Reticulation Sewer networks in Niekershoop and Marydale	✓			
		Upgrade of Niekerkshoop Sewerage Works		✓	✓	
		Upgrade of Marydale Sewerage Works		✓	✓	
		Sanitation - Upgrading of VIP to full borne systems in Marydale and Niekershoop			✓	✓
	Waste management	Develop Waste Disposal (Diversify) Sites Prieska, Marydale and Niekershoop			✓	
		Upgrade Solid Waste (Diversify) Sites Prieska, Niekerkshoop and Marydale			✓	
		Development of a Air Quality Management plan			✓	
	Energy	Expand and Upgrade Electrical Network in Prieska, Marydale and Niekerkshoop				
		Electrical Supply for 206 Households in Prieska	✓			
		High Mast lights for Prieska, Marydale and Niekerkshoop		✓	✓	
		Development of Light Industrial Area			✓	
	Roads	Resealing of All existing Excess Roads in Prieska, Marydale and Niekerkshoop	✓			

Description	Strategies with Objective	Projects	Immediate	Short Term	Medium Term	Long Term
		Upgrading and Tarring all National (r) Roads to Stimulate Growth		✓	✓	
		Upgrading and Tarring all Local Excess Roads (r) Roads Prieska, Marydale and Niekerkshoop to Stimulate Growth		✓	✓	
		Upgrade and Address all Stormwater problems in Prieska, Marydale and Niekerkshoop		✓	✓	
		Upgrading of Hawkers and Taxi Rank in Prieska			✓	✓
		Upgrade and Betterment of all Municipal and Government Buildings	✓	✓	✓	
		Landscaping and Greening of Streets in Prieska, Marydale and Niekerkshoop	✓	✓	✓	
		Road Signage for all three Towns		✓		
	Housing	Finalisation of the Cader Housing project in Marydale	✓			
		Provision of Service sites in all Three Towns		✓		
		Planning and surveying of Services Sites		✓		
		Build almost 5 000 (Integrated) Low Cost and Houses in Prieska, Marydale and Niekerkshoop		✓		
		Install Solar Water Geysers for all Housholds (12500) and for each new house to be Build	✓	✓	✓	✓
Stimulating Growth Opportunities	LED Projects	Pursue the Developed of "Die Bos" as a Tourist destination with Weir in Orange River		✓	✓	
		Propose to Develop Infrastructure for Solar Projects in Prieska		✓	✓	
		Develop a Solar Manufacturing Development Zone		✓	✓	
		LED / Solar Lights in Municipal Buildings and Streets		✓	✓	
		Airport with Tarring of Runways		✓	✓	
		100Ha Cotton farming under Irrigation Farming		✓	✓	
		Property Development for Solar Companies and Other Types		✓	✓	
		Investigate and Explore SKA related opportunities		✓	✓	
		Erect Information Centre to promote Tourism in Siyathemba		✓	✓	
		Solar Investment (To establish Local BEE Partners) for Local BEE Initiative		✓	✓	
		Develop a Shopping Complex		✓	✓	
	Feasibility Studies	Mineral Water bottling plant in Prieska	✓	✓	✓	
		Explore, Develop and Revitalise the Copper fields	✓	✓	✓	
		Development (Alluvial) Diamond Development	✓	✓	✓	

Description	Strategies with Objective	Projects	Immediate	Short Term	Medium Term	Long Term
		Establish a Paprika Development Plant	✓	✓	✓	
		Essential Oils Development	✓	✓	✓	
		Establishing of Fish Farming projects	✓	✓	✓	
		Tiger Eye Beneficiation Development Plant and Manufacturing	✓	✓	✓	
		Investigate Game Farming, Meat Processing Plant and Tannery	✓	✓	✓	
		Establishment of a Chicken Farm project	✓	✓	✓	
		Establish a Hydroponics Development Plant	✓	✓	✓	
		Investigate and Explore Local HIV Medicinal Developments	✓	✓	✓	
		Project Development for all the Above			✓	✓
Stimulate Cross Sectoral Growth	Cross Sectoral Projects	Bulk Pipeline from Copperton to Vanwyksvlei / Carnavon for SKA			✓	
		Upgrading and Tarring all National (N) Roads to Stimulate Growth		✓	✓	
		Upgrading and Tarring all National (R) Roads to Stimulate Growth		✓	✓	
		Inland Port, Rail Revitalisation, De Aar		✓	✓	✓
		Rail Network around Prieska			✓	
		Smelter Plant, Iron Ore, De Aar			✓	✓
		Upgrade Rail Line between De Aar and Kuruman to secure Iron Ore as Source of Supply for De Aar Smelter Plant				
		Manufacturing Plant; Tankers, Trailers and Containers			✓	✓
		Develop Holiday Resort, Van Der Kloof. Compliment Tourism Route in Northern Cape			✓	✓

TABLE 56: POTENTIAL DONOR LIST