

# THEMBELIHLE MUNICIPALITY



# '17-'22

Integrated Development Plan



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## Foreword by the Mayor

We are pleased to present to the people of Thembelihle and our development partners, the Integrated Development Plan for our municipality. This process for the Thembelihle Municipal Council started in 2016, where we developed a vision for the next 5 Years and this vision, is ***“Providing quality services through good relations and sound management”***. A further breakdown of the vision reveals the following:

- ✓ We took special concern of the fact that the municipality needs to provide quality services to its residents and as such its customers
- ✓ We are also cognisant of the fact that we need to maintain good relations with our stakeholders and including our communities and employees
- ✓ We are also particularly interested in sound management and as such a municipality everyone can be proud of.

We went on further to say, this we will achieve by:

- i. Skilling our staff
- ii. Improving our revenue
- iii. Expanding sustainable infrastructure
- iv. Improving stakeholder relations and
- v. Stimulating economic growth

With the above strategic framework, we urge our development partners and communities to internalize this strategic framework as our approach to development over the next five years. It is also important to highlight that this is in line with the promise we made to our communities prior to the local government elections.

In conclusion, we are pleased and satisfied that this document is a product of thorough and sufficient consultation. This document was mobilized with communities maximally. In this regard, we consulted with communities during the development and at the same time gave them feedback on what our priorities in terms of the alignment with the budget will be. We further took the pain to align our strategic objectives with the projects, something that has been rather a challenge for most municipalities. We are particularly aware that the audit process includes the assessment of the alignment of projects with objectives and thus the broader organizational vision.

It is our expectation that the engagement process that started as a result of this process will continue even during implementation. During this process we wish to assure a few things to you, the communities of Thembelihle. These are:

We will create jobs for local communities,

We will provide quality projects with the communities as our implementation partners

We will also be accessible and have reliable up to date information that is aimed at building confidence in our governance system and

Create a mechanism both in law and reality to realign these priorities as your reality changes.

In conclusion, the Thembelihle council as taken it upon itself to champion the process and ensure that the IDP is taken to the people and that the people are in synch with our governance processes.

Dankie

Thank you

Siyabulela

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**Cllr. B. Mpamba**

**Mayor**

# Introduction by the Municipal Manager

This IDP is a legislative imperative as detailed in the Municipal Systems Act of 2000 and later revised. As a comprehensive planning tool, it is hoped that this document will live up to the purposes for which it was meant. As a five-year planning document, the IDP leaves us with considerable hope that the considerable developmental backlogs facing the municipality will be addressed over this period. This tool is not only an excellent learning exercise for the municipality and its staff; but also for the entire community and the other spheres of government.

It is also important to highlight that this document will and is reviewable on an annual basis and for now shall be treated as a clear development tool for the municipality over the next five years and starting with 2017/18. We have taken into account, all 5 Key Performance Areas as highlighted in the local government planning sphere. We have also taken into account issues related to our audit outcomes and the local government back to basics programme.

We have for purposes of being able to realise our vision of ***Providing quality services through good relations and sound management***, looked at normalising our institution as a key service delivery point. In this regard, we are going to get the basics in place and these include:

- a. Improving our policies, especially human resources related policies
- b. Getting our staff placed properly
- c. Getting our staff the right contract and rationalising our staff compliment and
- d. Skilling them in order to get the best out of our human resources

Whilst we are going to transform our institution into an efficient service delivery point, we are also going to put in place specific measures to ensure that we are able to manage and account for municipal finances more accurately and within the law. In this regard, we are going to ensure that we have a functional consequence management mechanism.

We are also going to ensure that we make a very serious attempt and effort at getting our sources of income sturdier and at the same time improve the financial position of the municipality. In this regard, we have identified a few initiatives which we are excited about.

To the Mayor and council, we are pleased and welcome your leadership. We know that your presence can only take us to new heights.

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**A.M Mogale**  
**Municipal Manager**

**Executive Summary**

Thembelihle Municipality has through an extensive and consultative process embarked on the process of the development of its integrated development plan (IDP) for the fifth term of council. This section therefore is a summary account of the elaborate and composite document.

This IDP starts the process by detailing the process to be following before, during and after the development of the IDP document. In this regard, this document details the processes to even be followed during the review process. It goes on to detail the following key roles and responsibilities:

| <b>Mayor/Committee of appointed councilors</b>  | <b>The Municipality</b>   | <b>The IDP Manager/ Manager</b>  |
|---|---|--|
| <ul style="list-style-type: none"> <li>• Manage the drafting of the IDP</li> </ul>                                  | <ul style="list-style-type: none"> <li>• Prepare, decide and adopt a Process Plan.</li> </ul>   | <ul style="list-style-type: none"> <li>• Responsible for the day-to-day management of the planning process in terms of time, resources and people, and ensuring:               <ul style="list-style-type: none"> <li>○ The involvement of all relevant role players, especially officials;</li> <li>○ That the timeframes are being adhered to;</li> <li>○ That the planning process is horizontally and vertically aligned and complies with national and provincial requirements;</li> <li>○ That conditions for participation are provided; and</li> <li>○ That outcomes are being documented</li> </ul> </li> </ul> |
| <ul style="list-style-type: none"> <li>• Assign responsibilities in this regard to the Municipal Manager</li> </ul> | <ul style="list-style-type: none"> <li>• Undertake the overall management and co-ordination of the planning process, which includes ensuring that:               <ul style="list-style-type: none"> <li>○ All relevant stakeholders are appropriately involved;</li> <li>○ Appropriate mechanisms and procedures for public consultation and</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Chairing the various Committee</li> </ul>   |

|   |   |  |
|---|---|--|
|   | <ul style="list-style-type: none"> <li>participation are applied;</li> <li>○ The planning events are undertaken in accordance with the set timeframe;</li> <li>○ The planning process is related to the Key Development Priorities in the Municipality; and</li> <li>○ National and Provincial sector planning requirements are satisfied.</li> </ul> |  |
| <ul style="list-style-type: none"> <li>• Submit the draft plan to the municipal council for adoption</li> </ul> | <ul style="list-style-type: none"> <li>• Adopt and approve the IDP.</li> </ul>  |  |
|   | <ul style="list-style-type: none"> <li>• Amend the IDP in accordance with the requirements of the MEC for Local Government.</li> </ul>  |  |

The above is further consolidated by a general listing of powers and functions as a mechanism of alignment of the IDP will critical legislation governing our service delivery realm.

A diagnostic assessment of the municipality and its wards revealed the following issues:

| Ward       | Resources                  | Challenges                            |
|------------|----------------------------|---------------------------------------|
| <b>One</b> | Combined school            | Sanitation(flush toilets)             |
|            | Clinic                     | Housing(housing list)                 |
|            | Community hall             | Removal of asbestos in bucket toilets |
|            | Drop-In Centre             | Paving of roads                       |
|            | Park                       | Speed humps                           |
|            | Police Station             | Lack of medication in clinic          |
|            | Stadium                    | Renovation of clinic                  |
|            | Churches                   | Shortage of staff in clinic           |
|            | Commonage                  | Skills development centre             |
|            | Olive Farm                 | Development of (erfs)                 |
|            | Taverns                    | 1 extra ambulance                     |
|            | Old school building unused | Traffic services                      |
|            | Old clinic building unused | Treatment of the dam                  |
|            | Municipality               | Closure of furrows                    |
|            | Abattoir                   | OHS Compliance of facilities          |
| Library    |                            |                                       |
| <b>Two</b> | Water outside yard         | Housing                               |
|            | Communal toilets           | Water                                 |

|              |                            |                            |
|--------------|----------------------------|----------------------------|
|              | School(station)            | Electricity                |
|              | Electricity in 7de Laan    | Toilets                    |
|              | Water tank (station)       |                            |
| <b>Three</b> | Park                       | Paving                     |
|              | Welfare Office (DSD)       | More nurses at the clinic  |
|              | Crèche                     | Local swimming pool        |
|              | One Stop Shop Soup Kitchen | Dumping site               |
|              | 2 Primary Schools          |                            |
|              | Clinic                     |                            |
|              | Water in the yard          |                            |
|              | Houses                     |                            |
|              | Electricity                |                            |
|              | Community hall             |                            |
|              | Toilets                    |                            |
| Churches     |                            |                            |
| <b>Four</b>  | Taverns                    | Taxi rank                  |
|              | Churches                   | Park                       |
|              | Toilets                    | Street lights              |
|              | Electricity                | Housing                    |
|              | Grave yard                 | Soccer field               |
|              | Shops                      | Shopping complex           |
|              | Water                      | Speed humps                |
|              |                            | Library                    |
|              |                            | Waiting room for ambulance |
|              |                            | Solar geyser               |
|              |                            | Public lights              |
|              | Land for businesses        |                            |

Further to this and understanding the above, the municipality identified the following as its strategic framework to drive the development agenda of the municipality forward:

### **Vision**

***“Providing quality services through good relations and sound management”***

### **Mission**

***A municipality focused on:***

- i. Skilling its staff***

- ii. Improving its revenue*
- iii. Expanding sustainable infrastructure*
- iv. Improving stakeholder relations and*
- v. Stimulating economic growth*

| <b>3.3 VALUES</b> |   |
|-------------------|---|
| Integrity         | We will communicate realness in our dealings with colleagues and clients and shall be upstanding at all times   |
| Accountability    | We will be accountable for all our actions, good or bad and deal with the consequences thereof  |
| Professionalism   | We are here to serve our stakeholders with the highest standards and beyond their expectations  |
| Excellence        | We are never satisfied with yesterday's way of doing things and are always looking for new ways to do our work better, faster, smarter and we do it best always |
| Empowerment       | We will always seek to create an environment where our community may learn, grow and be fulfilled and reach their full potential                                |
| Honesty           | We shall at all times ensure that we handle all matters like they are, without creating unrealistic expectations and at all times communicating the truth       |
| Commitment        | We shall be devoted with faithfulness to all our stakeholders and in particular the vision for the development of our organisation                              |
| Efficiency        | We shall make the most of our resources within the shortest possible time and shall reach our targets thus converting our plans into action                     |
| Discipline        | We shall at all times focus ourselves on the main goal and be willing to achieve that goal at the expense of our own comfort                                    |

## Strategies for development

1. To ensure 100% service delivery planning within the municipality by developing all (100%) sector plans and thereby ensuring that the residents of the municipality are well serviced
2. To improve the Operations and Maintenance capacity of the municipality and its infrastructure through planning and implementation by ensuring 100% alignment of O & M Budgeting and implementation
3. To ensure a municipality that is stable and has organisational discipline through the review of the organisational structure, staff establishment, PMS and recruitment and selection strategy of the municipality
4. To improve low staff performance and the misalignment of the organisational structure with the strategic objectives through a wholesale organisational redesign process.
5. To improve poor performance and compromised service delivery thereby targeting low skills base within the municipality by developing and implementing a vibrant Workplace Skills Plan.
6. To create an economically conducive environment by implementing the LED Strategy of the municipality
7. To strengthen the service delivery budget by sourcing extra funds
8. To ensure that the municipality is self-sustainable and accountable financially by attaining a clean audit.
9. Improve the communication and liaison with communities and stakeholders in order to improve service delivery and harmony in the municipality

| National Key Performance Area     | Strategic Objective  | Programme 1   | Programme 2  |
|-----------------------------------|--|---|--|
| <b>Basic Service Delivery</b>     | 1. To ensure 100% service delivery planning within the municipality by developing all (100%) sector plans and thereby ensuring that the residents of the municipality are well serviced                              | Provide reliable and sustainable services to all communities in the municipality                            | Develop sector plans to respond to the challenges of ageing infrastructure   |
|                                   | 2. To improve the Operations and Maintenance capacity of the municipality and its infrastructure through planning and implementation by ensuring 100% alignment of O & M Budgeting and implementation                | Develop an operation and maintenance plan for the municipality  | Budget and implement a robust O&M plan   |
| <b>Institutional Development</b>  | 3. To ensure a municipality that is stable and has organisational discipline through the review of the organisational structure, staff establishment, PMS and recruitment and selection strategy of the municipality | Improvement of discipline among staff   | Review the organisational structure, staff establishment, PMS and recruitment and selection strategy of the municipality |
|                                   | 4. To improve low staff performance and the misalignment of the organisational structure with the strategic objectives through a wholesale organisational redesign process.  | Unfilled critical posts to be filled  | Management of the excess contracts within the municipality   |
|                                   | 5. To improve poor performance and compromised service delivery thereby targeting low skills base within the municipality by developing and implementing a vibrant Workplace Skills Plan.                            | Develop a workplace skills plan for the municipality  | Improve the capacity of the staff in order to have highly skilled staff  |
| <b>Local Economic Development</b> | 6. To create an economically conducive environment by implementing the LED Strategy of the municipality  | Avert the decrease in economic growth and explore new economic growth opportunities through an LED Strategy |  |
| <b>Financial Viability</b>        | 7. To ensure that the municipality is self-sustainable and accountable financially by attaining a clean audit.   | Improvement of Consequence Management in the Municipality   |  |

|                 |   |   |   |
|-----------------|---|---|---|
|                 | 8. To strengthen the service delivery budget by sourcing extra funds  | Explore strategies for Revenue Enhancement in order to improve the financial position of the municipality |   |
| Good governance | 9. Improve the communication and liaison with communities and stakeholders in order to improve service delivery and harmony in the municipality | Establish a social cohesion programme to integrate all communities in particular farming communities      | Improve and maintain good communication with key stakeholders |

| Strategic Objective   | Programme  | Funding | Project  | Cost             |
|---|--|---------|--|------------------|
|   |  | Y/N     |  |                  |
| To ensure 100% service delivery planning within the municipality by developing all (100%) sector plans and thereby ensuring that the residents of the municipality are well serviced                              | Provide reliable and sustainable services to all communities in the municipality   | N       | Submit applications for funding of Sector Plans                        | -                |
|   |  |         | Commission the development of sector plans                             | R 1 500 000.00   |
|   |  |         | Implement all sector plans including current infrastructure programmes | R 100 000 000.00 |
| To improve the Operations and Maintenance capacity of the municipality and its infrastructure through planning and implementation by ensuring 100% alignment of O & M Budgeting and implementation                | Develop an operation and maintenance plan for the municipality   | N       | Develop and fund O&M Plan  | -                |
|   |  |         | Implement the O&M Plan   | R 1 300 000.00   |
| To ensure a municipality that is stable and has organisational discipline through the review of the organisational structure, staff establishment, PMS and recruitment and selection strategy of the municipality | Improvement of discipline among staff  | N       | Review policies within the municipality                                | R 60 000.00      |
|   |  |         | Conduct discipline enforcing workshops                                 | R 10 000.00      |
|   |  |         | Develop and implement a code of conduct for employees                  | R 10 000.00      |
|   | Review the organisational structure, staff establishment, PMS and recruitment and selection strategy of the municipality | N       | Procure services to improve the systems                                | R 300 000.00     |
|   |  |         | Review all existing employee contracts                                 | R 200 000.00     |

|  |   |          |  |              |
|--|---|----------|--|--------------|
|  |   | <b>N</b> | Advertise and fill vacant posts                  |              |
|  |   | <b>N</b> | Develop a WSP                                    | -            |
|  |   | <b>N</b> | Hold training workshops for staff                | R 10 000.00  |
|  |   | <b>N</b> | Develop and Implement PMS                        | R 180 000.00 |
| To create an economically conducive environment by implementing the LED Strategy of the municipality   | Avert the decrease in economic growth and explore new economic growth opportunities through an LED Strategy | <b>N</b> | Develop LED Strategy                             | R 350 000.00 |
|  | Implement an aggressive LED Strategy to take the growth of the local municipality to the next level         | <b>N</b> | Source funds for the LED Strategy Implementation | N/A          |
| To ensure that the municipality is self-sustainable and accountable financially by attaining a clean audit and to strengthen the service delivery budget by sourcing extra funds | Improvement of Consequence Management in the Municipality   | <b>N</b> | Set up consequence management systems            | -            |
|  | Explore strategies for Revenue Enhancement in order to improve the financial position of the municipality   | <b>N</b> | Implement prepaid metering system                | N/A          |
| Improve the communication and liaison with communities and stakeholders in order to improve service delivery and harmony in the municipality                                     | Improve and maintain good communication with key stakeholders   | <b>N</b> | Establish Ward Committees                        | R 10 000.00  |
|  |   | <b>N</b> | Have an operational plan for Ward Committees     | R 10 000.00  |
|  |   | <b>N</b> | Appoint Ward committee officer                   | R 240 000.00 |

## Infrastructure Priorities for 2017/18

| <b>Project</b>       | <b>Description</b>                 | <b>Amount</b>   |
|----------------------|------------------------------------|-----------------|
| Roads                | Upgrading of Roads in Steynville   | R8,261,102.86   |
| Roads                | Upgrading of roads in Deetlisville | R224,697.14     |
| Sanitation           | Outfall Sewer: Steynville          | R600 000.00     |
| Sanitation           | VIP Toilets                        | R 4 000 000.00  |
| Education            | Building of a school in Styenville | -               |
| Total Projects 17/18 |                                    | R13 085 800. 00 |

# Chapter 0: The IDP Process

## 1. Integrated Development Planning

### 1.1 Preparation

Drafting an IDP requires a comprehensive planning process and the involvement of a wide range of role-players from inside and outside the Municipality. Such a process should be properly organised and prepared. The purpose of this document is to indicate the institutional preparedness of the Municipality for the Integrated Development Planning process.

## 2. SECTION 1

### 2.1 Process Plan

In order to ensure that the Integrated Development Planning process complies with certain minimum quality standards and that proper co-ordination between and within the spheres of government is established, the preparation of the **Process Plan** is regulated by the Municipal Systems Act, 2000.

The Municipality must notify the local community of the particulars of the process it intends to follow. The **Process Plan** has to be submitted and adopted by the relevant Municipality, and then be submitted to the Provincial MEC responsible for Local Government on or before 31 March.

The **Process Plan** should fulfil the function of a business plan and should stipulate in simple terms what has to happen, when, by whom, with whom, and where.

### 2.2 Introduction

The Integrated Development Planning is about the municipality analysing the existing level of development, identifying the present situation and the strengths and weaknesses of the local authority. This determines the vision, mission and key performance areas, strategies and objectives. The identification of projects and programmes to address the issues follows this process. It is critical to link the planning to the Municipal budget and performance management to ensure that identified projects are directed by the IDP. During this process community participation and Provincial and National legislation will be of the utmost importance.

The Integrated Development Planning process comprises:

Five year IDP Planning:

- Phase 1: Analysis
- Phase 2: Strategies
- Phase 3: Projects
- Phase 4: Integration
- Phase 5: Approval

### 2.3 Institutional Arrangements

The elected Council is the ultimate decision-making forum on IDP's. The role of participatory democracy is to inform, negotiate and comment on those decisions, in the course of the planning process.

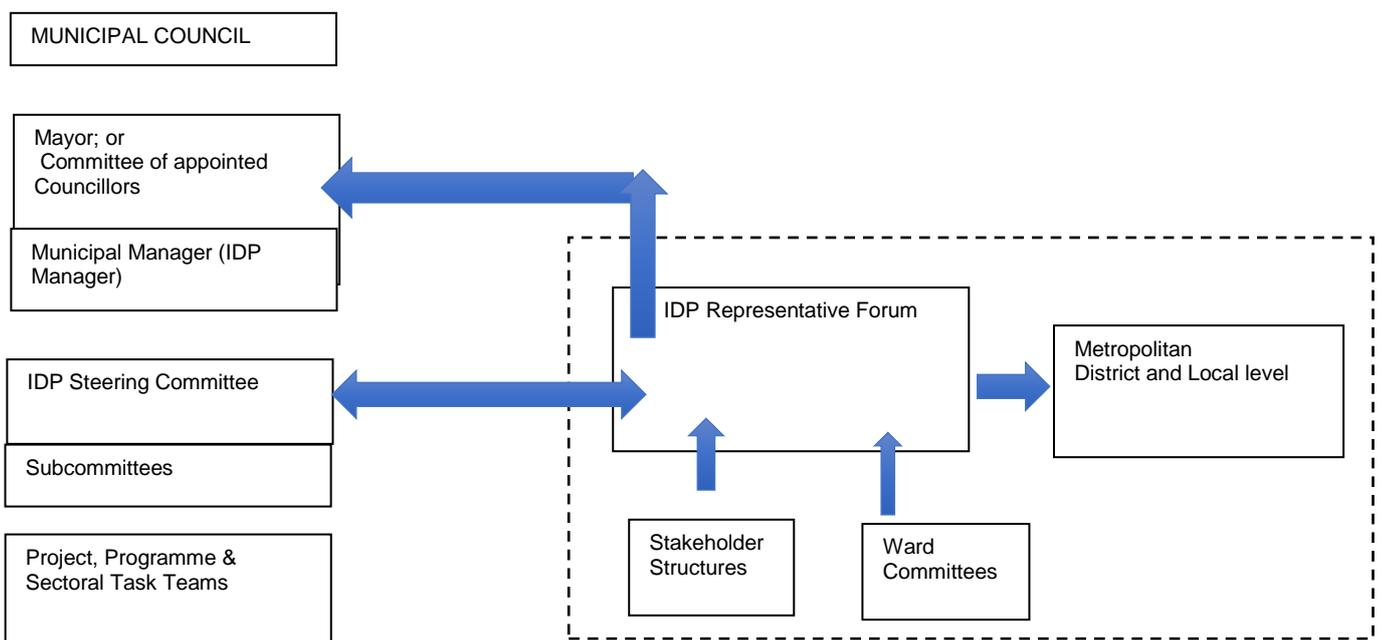
The following positions and structures are recommended and will serve as a guide:

- IDP Representative Forum
- Municipal Manager or IDP Manager
- IDP Steering Committee
- Project, Programme and Sectoral Task Teams

The IDP Manager, IDP Steering Committee and IDP Representative Forum are structures required throughout the Integrated Development Planning process.

The Project, Programme and Sectoral Task Teams will be small operational teams composed of a number of relevant municipal sector departments and technical officials involved in the management of the implementation and, where appropriate, community stakeholders directly affected by the project and programme.

#### ***Proposed Integrated Development Planning Structure***



## 2.4 Establishment Process

- (i) Committee of Appointed Councillors should, in consultation and with support of the Municipal Manager:
  - ✓ Define Terms of Reference for the IDP Manager and Steering Committee
  - ✓ Identify an appropriate IDP Manager, taking into consideration the importance of IDP
  - ✓ Assign responsibilities to the Municipal Manager regarding the drafting of the IDP;
  - ✓ Identify and nominate suitable candidates for the Steering Committee, ensuring that all relevant issues (e.g. LED, spatial, housing, finance etc.) have at least one responsible Senior Official; and
  - ✓ Include Portfolio Councillors where applicable.
  
- (ii) The newly established IDP Steering Committee should be responsible for the establishment of the IDP Representative Forum by:
  - ✓ Defining Terms of Reference and criteria for members of the IDP Representative Forum; and
  - ✓ Informing the public about the establishment of the IDP Representative Forum and request submission of applications from stakeholders/community groups indicating goals, objectives, activities, numbers of members, and constitution.
  
- (iii) IDP Steering Committee to:
  - ✓ Establish subcommittees (if necessary) and decide on relationships/reporting mechanisms;
  - ✓ Appoint the secretariat

## 2.5 Roles and Responsibilities

- (i) Mayor / Committee of Appointed Councillors
- (ii) The Municipality
- (iii) IDP Manager
- (iv) IDP Steering Committee
- (v) IDP Representative Forum
- (vi) Stakeholder and Community Representatives
- (vii) Provincial Government
- (viii) Support Providers and Planning Professionals
- (ix) District Municipality

## 2.6 Public Participation

The structures, composition and positions may vary between different categories and types of Municipalities to suit the available human and institutional resources, but the proposed generic arrangements are recommended as a minimum requirement, and are based on the following principles:

- Public participation has to be institutionalised to ensure that all residents have an equal right to participate; and
- Structured participation must specify who is to participate, on behalf of whom, on which issues, through which organisational mechanisms and to what effect.

Public participation is not equally relevant and appropriate in each stage of planning, and not all participation procedures are equally suitable for each planning step. To limit participation costs, to avoid participation fatigue, and to optimise the impact of participation, the mechanisms of participation will have to differ from stage to stage.

### **PROPOSED PLANNING ACTIVITIES AND PUBLIC PARTICIPATION**

#### **Five Year IDP Planning**

##### **Phase 1: Analysis**

- Community and Ward Committee meetings organised by councillors
- Stakeholders meetings
- Sample surveys (if necessary)
- Opinion polls (on certain issues if necessary)
- IDP Representative Forum

##### **Phase 2: Strategies**

- Strategy workshops, with IDP Representative Forum of all Municipalities, sector provincial and national departments and selected representatives of stakeholder organisations and resource people.
- Stimulation of public debated through public events like public meetings, press conferences, etc.

##### **Phase 3: Projects**

- Municipality-wide Projects/Programmes
- Technical subcommittees with few selected representatives of stakeholders organisations/civil society

- IDP Representative Forum
- Localised Community Level Projects/Programmes
- Intensive dialogue between technical subcommittees and affected communities/stakeholders
- IDP Representative Forum

#### **Phase 4: Integration**

- IDP Representative Forum

#### **Phase 5: Approval**

- Broad public discussion/consultation process within community/stakeholder organisations
- Opportunity for comments from community and stakeholder organisations
- IDP Representative Forum

#### **Annual Implementation**

- Operational Business Plans
- Municipal Budget
- Monitoring and Evaluation
- Reporting

#### **Roles and Responsibilities**

##### **Mayor/Committee of Appointed Councillors**

The Executive Committee or Executive Mayor of a Municipality or, if the Municipality does not have an Executive Committee or Executive Mayor, a committee of appointed councillors by the municipal council, must:

- Manage the drafting of the IDP;
- Assign responsibilities in this regard to the Municipal Manager; and
- Submit the draft plan to the municipal council for adoption.

These are structures already established and required by the Municipal Structures Act. The Committee of Councillors appointed by the Municipal Council (the plenary type) in terms of Section 30 of the Systems Act, is a specific structure established for purposes of the IDP. It is recommended that the responsibility for managing of the IDP be assigned to the Municipal Manager or IDP Manager on his behalf.

##### **The Municipality**

- Prepare, decide and adopt a **Process Plan**.

- Undertake the overall management and co-ordination of the planning process, which includes ensuring that:
  - All relevant stakeholders are appropriately involved;
  - Appropriate mechanisms and procedures for public consultation and participation are applied;
  - The planning events are undertaken in accordance with the set timeframe;
  - The planning process is related to the Key Development Priorities in the Municipality; and
  - National and Provincial sector planning requirements are satisfied.
- Adopt and approve the IDP.
- Amend the IDP in accordance with the requirements of the MEC for Local Government.
- Ensure that the annual operational business plans and budget are linked to and based on the IDP.

## **IDP Manager**

The Municipal Manager or IDP Manager, on his behalf, is the responsible person for championing the Integrated Development Planning process. The selection of the appropriate person is crucial for the success of Integrated Development Planning and has to be done as the first step towards preparing the **Process Plan**, since the IDP Manager is also the responsible person for designing the **Process Plan**.

The IDP Manager should be a dedicated person that has the required experience and authority to involve all relevant role players, and would have the following responsibilities:

- Responsible for the preparation of the Process Plan.
- Responsible for the day-to-day management of the planning process in terms of time, resources and people, and ensuring:
  - The involvement of all relevant role players, especially officials;
  - That the timeframes are being adhered to;
  - That the planning process is horizontally and vertically aligned and complies with national and provincial requirements;
  - That conditions for participation are provided; and
  - That outcomes are being documented
- Chairing the Steering Committee
- Management of consultants

## **IDP Steering Committee**

The Steering Committee should be a technical working team of dedicated Heads of Departments and Senior Officials who support the IDP Manager to ensure a smooth planning process. The IDP Manager is responsible for the process, but will often delegate functions to members of the Steering Committee. In Municipalities where relevant portfolio councillors want to be part of the IDP Steering Committee, they should be included.

(1) Composition of IDP Steering Committee:

- Chairperson - Municipal Manager (or IDP Manager)
- Secretariat - Official of Municipality
- Members - Heads of Departments/Sectors and/or
- Senior officials of Municipality and/or Provincial Departments

Note:

*Must also include:*

- *Financial Manager;*
- *Human Resource Manager;*
- *Corporate and Legal Manager;*
- *Marketing and Communications;*

(2) The IDP Steering Committee will be responsible for the following:

- Provide terms of reference for subcommittees and the various planning activities.
- Commission research studies.
- Consider and comment on:
  - Inputs from subcommittee(s), study teams and consultants, and
  - Inputs from provincial sector departments and support providers (Shared Services Centre, etc.)
- Process, summarise and draft outputs.
- Make recommendations.
- Prepare, facilitate and minute meetings. Prepare and submit reports to the IDP Representative Forum.

Note:

- *The IDP Steering Committee may establish subcommittees for specific activities and outputs which may include additional persons outside the Steering Committee.*

- *An official of the Municipality should be appointed to prepare, facilitate and document meetings. The function should be the responsibility of the Municipal Planner or similar official.*
- *For the logistics of workshops, dissemination of information and invitations, the responsible official should be supported by an administrator.*

## **IDP Representative Forum**

The IDP Representative Forum is the structure which institutionalises and guarantees representative participation in the Integrated Development Planning Process. The selection of members to the IDP Representative Forum has to be based on criteria which ensure geographical and social representation.

### (1) The IDP Representative Forum composition:

- **Chairperson** – A member of the Executive Committee or the Executive Mayor or a member of the Committee of Appointed Councillors
- **Secretariat** – IDP Steering Committee
- **Members:**
  - Members of the Executive Committee/Mayoral Committee;
  - Councillors (including Councillors who are members of the District Council and relevant Portfolio Councillors);
  - Traditional leaders;
  - Ward committee chairpersons;
  - Heads of Departments/Senior officials;
  - Stakeholder representatives of organised groups;
  - Stakeholder representatives of unorganised groups;
  - Resource persons; and
  - Community representative (e.g. RDP Forum)

### Note:

- *The preparation, facilitation and documentation of meetings and workshops of the IDP Representative Forum may need to be supported by professional planners, e.g. Shared Services Centre.*

### District Note:

- *Similar structures will be required at District level for the District IDP;*
- *The composition of the District IDP Representative Forum should include Local Municipality representation*
- *IDP Representative Forum Chairpersons*
- *IDP Managers*

(2) The Forum will be responsible to:

- Represent the interests of their constituents in the IDP process;
- Provide an organisational mechanism for discussion, negotiation and decision-making between the stakeholders and the Municipality;
- Ensure communication between all the stakeholder representatives; and
- Monitor the performance of the planning and implementation process.

(3) The IDP Representative Forum Code of Conduct

The Code of Conduct will at least include the following:

- Meeting schedule (frequency and attendance);
- Agenda, facilitation and documentation of meetings;
- Purpose of the Forum;
- Regular feedback to constituents;
- Required majority of approval;
- Quorum requirements; and
- Resolution of disputes (including Provincial assistance)

## **Stakeholder and Community Representatives**

The Stakeholder and Community Representatives have the following roles and responsibilities to fulfil:

- Participating in the IDP Representative Forum to:
  - Inform interest groups, communities and organisations on relevant planning activities and their outcomes;
  - Analyse issues, determine priorities, negotiate and reach consensus;

- Participate in the designing of project proposals and/or the evaluation thereof;
  - Discuss and comment on the draft IDP;
  - Ensure that annual business plans and budgets are based on and linked to the IDP; and
  - Monitor implementation performance of the IDP.
- Conducting meetings or workshops with groups, communities or organisations to prepare and follow-up on relevant planning activities.

Note:

*The specific role of traditional leaders still needs further clarification. The roles of the “civil society” are to be seen as an opportunity rather than a responsibility or duty.*

**(i) Provincial Government**

The Provincial Local Government Department and Sector Departments have the following roles and responsibilities:

- Ensuring horizontal alignment of the Metropolitan and District Municipalities within the province;
- Ensuring vertical/sector alignment between provincial sector departments/provincial strategic plans and the IDP process at Metropolitan/District/Local level;
- Efficient financial management of provincial IDP grants;
- Monitoring the progress of the IDP processes;
- Facilitation of resolution of disputes related to IDP;
- Assist municipalities in the IDP drafting process when required;
- Facilitation of IDP – related training where required;
- Co-ordinate and manage the MEC’s assessment of IDPS;
- Provide relevant information on the provincial sector departments’ plans, programmes, budgets, objectives, strategies and projects in a concise and accessible manner;
- Provide sector expertise and technical knowledge to the formulation of municipal strategies and projects; and

- Engage in a process of alignment with Metropolitan and District Municipalities.

### **Support providers and planning professionals**

Support providers and professionals such as consultants, non-governmental organisations (NGO's), Shared Services Centre and Municipal Planning officials have the following roles and responsibilities:

- Providing methodological/technical guidance to the IDP process;
- Facilitation of planning workshops;
- Documentation of outcomes of planning activities;
- Special studies or other product related contributions;
- Support to organised and unorganised groups and communities to more effectively engage in and contribute to the planning process; and to
- Ensure the IDP is aligned with the budget and planning requirements of provincial and national departments.

### **District Municipality**

The District Municipality has the same roles and responsibilities as municipalities related to the preparation of a District IDP.

- Co-ordination roles regarding Local Municipalities:
  - Ensuring horizontal alignment of the IDP's of the local municipalities in the District Council area;
  - Ensuring vertical alignment between district and local planning;
  - Facilitation of vertical alignment of IDP's with other spheres of government; and
  - Preparation of joint strategy workshops with local municipalities, provincial and national role players.

## NATIONAL LEGISLATION APPLICABLE TO THE FUNCTIONS OF LOCAL GOVERNMENT

| NATIONAL LEGISLATION                                     | SUMMARY/SCOPE OF LEGISLATION   |
|--|--|
| Constitution of the Republic of South Africa 1996        | To introduce a new constitution for the Republic of South Africa and to provide for matters incidental thereto   |
| Local Government: Municipal Systems Act, 2000            | <ul style="list-style-type: none"> <li>• To give effect to “developmental local government”</li> <li>• To set principles, mechanisms and processes to promote social and economic upliftment of communities and to ensure access to affordable services for all</li> <li>• To set a framework for planning, performance management, resource mobilisation and organisational change and community participation</li> </ul> |
| Local Government: Municipal Structures Act, 1998         | <ul style="list-style-type: none"> <li>• To provide for the establishment of municipalities in accordance with the requirements relating to the categories and types of municipality, the division of functions and powers between municipalities and appropriate electoral systems</li> <li>• To regulate internal systems, structures and office-bearers</li> </ul>  |
| Consumer Affairs (Unfair Business Practices) Act, 1996   | <ul style="list-style-type: none"> <li>• To provide for the investigation, prohibition and control of unfair business practices in the interest of consumers</li> </ul>  |
| Local Government Cross-boundary Municipalities Act, 2000 | <ul style="list-style-type: none"> <li>• To authorise the establishment of cross-boundary municipalities, to provide for the re-determination of the boundaries of such municipalities under certain circumstances and to provide for matters connected therewith</li> </ul>   |
| Local Government: Municipal Demarcation Act, 1998        | <ul style="list-style-type: none"> <li>• To provide for the demarcation of boundaries of municipalities for the establishment of new municipalities</li> </ul>   |

| NATIONAL LEGISLATION  | SUMMARY/SCOPE OF LEGISLATION  |
|---|---|
| Municipal Electoral Act, 2000   | <ul style="list-style-type: none"> <li>• To regulate municipal elections</li> <li>• To amend certain laws</li> <li>• To provide for matters connected therewith</li> </ul>  |
| Organised Local Government Act, 1997  | <ul style="list-style-type: none"> <li>• To provide for the recognition of national and provincial organisations representing the different categories of municipalities and the designation of representatives to participate in the National Council of Provinces etc.</li> </ul>   |
| Promotion of Local Government Affairs Act, 1983                               | <ul style="list-style-type: none"> <li>• To provide for the co-ordination of functions of general interest to local authorities and of those functions of local authorities which should in the national interest be co-ordinated</li> </ul>  |
| Local Government Transition Act, 1993<br>REPEALED EXCEPT FINANCIAL PROVISIONS | <ul style="list-style-type: none"> <li>• To provide for matters relating to municipalities in the interim phase, powers and functions of municipalities and actions of officials and councillors</li> </ul>   |
| Occupational Health and Safety Act, 1993                                      | <ul style="list-style-type: none"> <li>• To provide for occupational health and safety in the work place and the protection of persons outside the work place against hazards to health and safety arising from activities of persons at the work place</li> </ul>  |
| Promotion of Access to Information Act, 2000                                  | <ul style="list-style-type: none"> <li>• To control and regulate the right of all persons to access to information</li> </ul>   |
| Promotion of Fair Administrative Justice Act, 2000                            | <ul style="list-style-type: none"> <li>• To give effect to the right to administrative action that is lawful, reasonable and procedurally fair in terms of the Constitution of the Republic of South Africa 1996</li> </ul>   |
| Promotion of Equality & Prevention of Unfair Discrimination Act, 2000         | <ul style="list-style-type: none"> <li>• To give effect to section 9 read with item 23(1) of Schedule 6 to the Constitution of the Republic of South Africa, 1996, to prevent and prohibit unfair discrimination and harassment</li> <li>• To promote equality and to eliminate unfair discrimination &amp; to prevent &amp; prohibit hate speech &amp; to provide for matters connected</li> </ul> |

| NATIONAL LEGISLATION | SUMMARY/SCOPE OF LEGISLATION |
|----------------------|------------------------------|
|                      | therewith                    |

## FINANCE

| NATIONAL LEGISLATION   | SUMMARY/SCOPE OF LEGISLATION  |
|--|---|
| Business Act, 1991   | <ul style="list-style-type: none"> <li>• To repeal certain laws regarding the licensing of businesses</li> <li>• To provide for the licensing and operation of certain businesses, shop hours and related matters</li> </ul>        |
| Debt Collectors Act, 1998  | <ul style="list-style-type: none"> <li>• To provide for controlled debt collecting</li> </ul>   |
| Income Tax Act, 1962   | <ul style="list-style-type: none"> <li>• To provide for the payment of taxes on incomes of persons and taxes on donations</li> </ul>  |
| Insolvency Act, 1936   | <ul style="list-style-type: none"> <li>• To consolidate and amend the law relating to insolvent persons and their estates</li> </ul>  |
| Local Authorities Capital Development Fund Ordinance, 1978<br>READ WITH<br>Local Government Affairs Second Amendment Act, 1993 | <ul style="list-style-type: none"> <li>• To provide for the establishment and management of a Capital Development Fund and for matters incidental thereto</li> </ul>  |
| Municipal Accountants' Act, 1988   | <ul style="list-style-type: none"> <li>• To provide for the establishment of a Board for Municipal Accountants and for the registration of Municipal Accountants and the control of their profession</li> </ul>                     |
| Municipal Consolidated Loans Fund Ordinance, 1952<br>READ WITH<br>Local Government Affairs Second Amendment Act, 1993          | <ul style="list-style-type: none"> <li>• To provide for the establishment and management of a Consolidated Loans Fund as approved by the Premier</li> </ul>   |
| Municipal Finance Management Act, 2003   | <ul style="list-style-type: none"> <li>• To regulate financial management in the local sphere of government to require that all revenue, expenditure assets and liabilities of municipalities and municipal entities are</li> </ul> |

| NATIONAL LEGISLATION  | SUMMARY/SCOPE OF LEGISLATION  |
|---|---|
|   | managed efficiently and effectively, to determine responsibilities of persons entrusted with local sphere financial management and to determine certain conditions and to provide for matters connect therewith |
| Pension Benefits for Councillors of Local Authorities Act, 1987               | <ul style="list-style-type: none"> <li>• To provide the pension benefits for councillors</li> </ul>   |
| Public Financial Management Act, 1999   | <ul style="list-style-type: none"> <li>• To regulate financial management in the national and provincial governments and, inter alia, provincial public entities</li> </ul>                                     |
| Prescribed Rate of Interest Act, 1975   | <ul style="list-style-type: none"> <li>• To prescribe and regulate the levying of interest from debtors</li> </ul>  |
| Reporting by Public Entities Act, 1992  | <ul style="list-style-type: none"> <li>• To provide for the reporting to Parliament by public entities</li> </ul>   |
| Value-added Tax Act, 1991   | <ul style="list-style-type: none"> <li>• To provide for the taxation in respect of the supply of goods and services</li> </ul>  |
| Local Government Transition Act, 1993<br>REPEALED EXCEPT FINANCIAL PROVISIONS | <ul style="list-style-type: none"> <li>• To provide for matters relating to municipalities in the interim phase, powers and functions of municipalities and actions of officials and councillors</li> </ul>     |
| Local Government: Property Rates Act  | <ul style="list-style-type: none"> <li>• To regulate general property valuation</li> </ul>  |

## ADMINISTRATION/CORPORATE AND LEGAL SERVICES

| NATIONAL LEGISLATION    | SUMMARY/SCOPE OF LEGISLATION  |
|-------------------------|---|
| Electoral Act, 1998     | <ul style="list-style-type: none"> <li>To manage and regulate on national, provincial and local government level</li> </ul>   |
| Expropriation Act, 1975 | <ul style="list-style-type: none"> <li>To provide for the expropriation of land and other property for public and certain other purposes and matters connected thereto</li> </ul> |

## HOUSING

| NATIONAL LEGISLATION                      | SUMMARY/SCOPE OF LEGISLATION  |
|---|---|
| Housing Arrangements Act, 1993            | <ul style="list-style-type: none"> <li>To provide for the establishment of a national and regional Housing Board(s) and the abolition of certain existing boards</li> </ul>                 |
| Rental Housing Act, 1999                  | <ul style="list-style-type: none"> <li>To define the responsibility of Government in respect of rental housing</li> </ul>   |
| Residential Landlord and Tenant Act, 1997 | <ul style="list-style-type: none"> <li>To provide for the regulation of landlord-tenant relations in order to promote stability in the residential rental sector in the province</li> </ul> |

## TOWN PLANNING AND SPATIAL DEVELOPMENT

| NATIONAL LEGISLATION                                | SUMMARY/SCOPE OF LEGISLATION  |
|---|---|
| Provision of Certain Land for Settlement, 1993      | <ul style="list-style-type: none"> <li>To provide for the designation of certain land and to regulate the subdivision of such land and settlement of persons thereon</li> </ul> |
| Advertising on Roads & Ribbon Development Act, 1940 | <ul style="list-style-type: none"> <li>To control advertising on national and regional roads</li> </ul>   |
| Black Communities Development Act, 1984             | <ul style="list-style-type: none"> <li>To control the land use rights within the former black areas</li> </ul>  |
| Development Facilitation Act, 1995                  | <ul style="list-style-type: none"> <li>To provide for Integrated Development Plans, reflecting current planning and to institutionalise development tribunals for</li> </ul>    |

| <b>NATIONAL LEGISLATION</b>   | <b>SUMMARY/SCOPE OF LEGISLATION</b>  |
|---|--|
|   | evaluating applications  |
| Physical Planning Act, 1991   | <ul style="list-style-type: none"> <li>To provide guidelines for the drafting of urban development plans</li> </ul>          |
| Regulations on Advertisements on or Visible from National Roads, 1998 | <ul style="list-style-type: none"> <li>To control all advertising on national and regional roads</li> </ul>                  |
| Subdivision of Agricultural Land Act, 1970                            | <ul style="list-style-type: none"> <li>To control the subdivision of farm land and agricultural holdings</li> </ul>          |
| Town and Regional Planners Act, 1984                                  | <ul style="list-style-type: none"> <li>To provide for the training and registration of professional Town Planners</li> </ul> |

## **SAFETY AND SECURITY**

| <b>NATIONAL LEGISLATION</b>                            | <b>SUMMARY/SCOPE OF LEGISLATION</b>  |
|--|--|
| Criminal Procedure Act, 1977                           | <ul style="list-style-type: none"> <li>To consolidate and regulate procedure and evidence in criminal proceedings</li> </ul>   |
| Disaster Management Bill, 2000                         | <ul style="list-style-type: none"> <li>To provide for an integrated, co-ordinated and common approach to disaster management by all spheres of government and related matters</li> </ul> |
| Fire Brigade Services Act, 1987                        | <ul style="list-style-type: none"> <li>To provide for the rendering of fire brigade services and certain conditions to the rendering of the service</li> </ul>                           |
| Gatherings and Demonstration Act, 1993                 | <ul style="list-style-type: none"> <li>To control public gatherings and procession of marches</li> </ul>   |
| Hazardous Substances Act, 1973                         | <ul style="list-style-type: none"> <li>To control matters relating to gas, petrol and liquids</li> </ul>   |
| National Land Transport Bill, 1999                     |  |
| National Land Transport Interim Arrangements Act, 1998 | <ul style="list-style-type: none"> <li>To make arrangements relevant to transport planning and public road transport services</li> </ul>   |
| Urban Transport Act, 1977, as amended 1992             | <ul style="list-style-type: none"> <li>To promote the planning and provision of adequate urban transport facilities</li> </ul>   |

|   |  |
|---|--|
| National Road Traffic Act, 1996   | <ul style="list-style-type: none"> <li>To regulate traffic on public roads, the registration and licensing of motor vehicles and drivers, including fitness requirements and incidental matters</li> </ul>   |
| Road Traffic Management Corporation Act, 1999                                 | <ul style="list-style-type: none"> <li>To provide in the public interest for co-operative and co-ordinated strategic planning, regulation, facilitation and law enforcement in respect of road traffic matters and to provide for matters connected therewith</li> </ul> |
| Prevention of Illegal Eviction from and Unlawful Occupation of Land Act, 1998 | <ul style="list-style-type: none"> <li>To provide for the eviction of unlawful occupants of land and the protection of the rights of such occupants under certain conditions</li> </ul>  |
| South African Police Service Act, 1995  | <ul style="list-style-type: none"> <li>To provide, inter alia, for a municipal (city) police</li> </ul>  |

## HEALTH AND WELFARE

| NATIONAL LEGISLATION                 | SUMMARY/SCOPE OF LEGISLATION  |
|--------------------------------------|---|
| Hazardous Substances Act, 1973       | <ul style="list-style-type: none"> <li>To control matters relating to gas, petrol and liquids</li> </ul>  |
| Health Act, 1977                     | <ul style="list-style-type: none"> <li>To provide for the promotion of the health of the inhabitants of the Republic</li> <li>To render health services</li> <li>To define the duties, powers and responsibilities of certain authorities which render such services</li> <li>To co-ordinate such services</li> </ul> |
| National Policy for Health Act, 1990 | <ul style="list-style-type: none"> <li>To provide for control measures to promote the health of the inhabitants of the Republic and for matters connected thereto</li> </ul>  |

## HUMAN RESOURCES

| NATIONAL LEGISLATION   | SUMMARY/SCOPE OF LEGISLATION  |
|--|---|
| Employment Equity Act, 1998                                  | <ul style="list-style-type: none"> <li>• To promote the constitutional right of equality and the exercise of true democracy</li> <li>• To eliminate unfair discrimination in employment</li> <li>• To redress the effect of unfair discrimination in the work place</li> <li>• To achieve a workforce representative of the population</li> </ul> |
| Basic Conditions of Employment Act, 1997                     | <ul style="list-style-type: none"> <li>• To give effect to the right to fair labour practice</li> <li>• To provide for the regulation of basic conditions of employment</li> </ul>  |
| Compensation of Occupational Injuries and Diseases Act, 1993 | <ul style="list-style-type: none"> <li>• To regulate the categories of persons entitled to compensation for occupational injuries and diseases, and to determine the degree of disabled employees</li> </ul>  |
| Labour Relations Act, 1995                                   | <ul style="list-style-type: none"> <li>• To regulate the organisational rights of trade unions, the right to strike and lock-outs</li> <li>• To promote and facilitate collective bargaining and employee participation in decision-making</li> <li>• To provide simple procedures for labour disputes</li> </ul>                                 |
| Skills Development Act, 1998                                 | <ul style="list-style-type: none"> <li>• To provide for the implementation of strategies to develop and improve the skills of the South African workforce</li> <li>• To provide for learnerships, the regulation of employment services and the financing of skills development</li> </ul>  |
| Skills Development Levies Act, 1999                          | <ul style="list-style-type: none"> <li>• To provide for the imposition of a skills development levy and for matters connected therewith</li> </ul>  |
| South African Qualifications Authority                       | <ul style="list-style-type: none"> <li>• To provide for the establishment of a National Qualifications Framework and the registration of</li> </ul>   |

|                                  |  |
|----------------------------------|--|
| Act, 1995                        | National Standards Bodies and Standards Generating Bodies and the financing thereof  |
| Unemployment Insurance Act, 1966 | <ul style="list-style-type: none"> <li>• To provide for the payment of benefits to certain persons and the dependants of certain deceased persons</li> <li>• To provide for the combating of unemployment</li> </ul> |

## ELECTRICITY

| NATIONAL LEGISLATION  | SUMMARY/SCOPE OF LEGISLATION  |
|-----------------------|---|
| Electricity Act, 1987 | <ul style="list-style-type: none"> <li>• To provide for and regulate the supply of electricity and matters connected thereto</li> </ul> |

## ENVIRONMENT

| NATIONAL LEGISLATION                        | SUMMARY/SCOPE OF LEGISLATION  |
|---|---|
| Environmental Conservation Act, 1982        | <ul style="list-style-type: none"> <li>• To provide for environmental impact assessments and exemptions, noise control areas etc.</li> </ul>  |
| Environmental Conservation Act, 1989        | <ul style="list-style-type: none"> <li>• To provide for the effective protection and controlled utilisation of the environment and for matters incidental thereto</li> </ul>  |
| National Environmental Management Act, 1998 | <ul style="list-style-type: none"> <li>• To provide for co-operative environmental governance by establishing principles for decision-making on matters affecting the environment and to provide for matters connected thereto</li> </ul> |

## ENGINEERING/TECHNICAL SERVICES

| NATIONAL LEGISLATION  | SUMMARY/SCOPE OF LEGISLATION  |
|---|---|
| Advertising on Roads & Ribbon Development Act, 1940                   | <ul style="list-style-type: none"> <li>To control advertising on national and regional roads</li> </ul>   |
| Regulations on Advertisements on or visible from national roads, 1998 | <ul style="list-style-type: none"> <li>To control all advertising on national and regional roads</li> </ul>   |
| National Building Regulations and Building Standards Act, 1977        | <ul style="list-style-type: none"> <li>To provide for the promotion of uniformity in the law relating to the erection of buildings in the areas of jurisdiction of local authorities and for the prescribing of building standards</li> </ul> |
| National Water Act, 1998  | <ul style="list-style-type: none"> <li>To provide for fundamental reform of the laws relating to water resources</li> </ul>   |
| Water Services Act, 1997  | <ul style="list-style-type: none"> <li>To provide for the rights of access to basic water supply and sanitation, national standards and norms for tariffs and services development plans</li> </ul>   |

# Chapter 1: Introducing the Municipality

## 1.1 Background

Thembelihle Local Municipality (formerly known as *Oranje-Karoo Local Municipality*) is a local municipality in the Pixley ka Seme District Municipality district of the Northern Cape province of South Africa. Thembelihle is a Xhosa name meaning "good hope", the new emblem depicts the diversity of Thembelihle inhabitants and its surroundings.

## 1.2 Geography, History and Economy

The municipality covers a total square area of 8 023km<sup>2</sup>. Thembelihle Local Municipality is a Category B municipality situated in the heart of the Karoo in the Pixley Ka Seme District of the Northern Cape Province. It is one of the smaller municipalities of the eight that make up the district, accounting for only 8% of its geographical area.

This mostly agricultural landscape is rich in natural resources. The first diamond was discovered in Hopetown and a great part of the Anglo-Boer War was fought in these parts. It is primarily made up of Hopetown and Strydenburg.

## 1.3 Hopetown

Hopetown was founded in 1850 when Sir Harry Smith extended the northern frontier of the Cape Colony to the Orange River. A handful of settlers claimed ground where there was a natural ford over the Orange River, and by 1854 a frontier town had developed. Hopetown was named after William Hope, Auditor-General and Secretary of the Cape Colony Government at the time, and is often mistaken for a town in the Freestate, South Africa, called Hoopstad. Hoopstad is a different town and should not be confused with Hopetown in the Northern Cape, South Africa.

Hopetown was a quiet farming area until several large diamonds, most notable the Eureka Diamond and the Star of South Africa, were discovered there between 1867 and 1869. The Cape Government Railways were founded in 1872, and the Cape government decided to run the main western line, between the Kimberley diamond fields and Cape Town on the coast, directly through Hopetown. The ford was upgraded to a railway bridge in 1884.

## 1.4 Strydenburg

Strydenburg is seventy-seven km north of Britstown, it was laid out by the Dutch

Reformed Church on the farm *Roodepan* in 1892. It also lies on the N12, which separates the actual town from its township. Strydenburg is 55km south-west of Hopetown and 75km north-north-west of Britstown. It was laid out in 1892 on the farm Roodepan and attained municipal status in 1914. Dutch for ‘town of argument’, the name refers to disagreement as to on which farm it should be situated.

Strydenburg is a typical semi-desert suburb which is quiet, peaceful and full of character. It is the ideal stop over for travelers as it is halfway between Cape Town and Johannesburg. Strydenburg offers tourists a complete relaxation time away from the city life. There are hiking trails nearby and the visitors enjoy canoeing and river rafting on the Orange River not far from Strydenburg.

Strydenburg is in the Northern Cape and enjoys a semi-desert climate with hot to very hot and dry summer months and warm winter days with cool winter evenings. Most rainfall is during the winter months.



## 1.5 Governance of the municipality

The following table shows the results of the May 2011 election.

| Party                     | Votes        |              |               |              | Seats    |          |          |
|---------------------------|--------------|--------------|---------------|--------------|----------|----------|----------|
|                           | Ward         | List         | Total         | %            | Ward     | List     | Total    |
| African National Congress | 3,255        | 3,300        | 6,555         | 55.8         | 4        | 0        | 4        |
| Congress of the People    | 1,799        | 1,744        | 3,543         | 30.2         | 0        | 2        | 2        |
| Democratic Alliance       | 681          | 726          | 1,407         | 12.0         | 0        | 1        | 1        |
| Freedom Front Plus        | 131          | 104          | 235           | 2.0          | 0        | 0        | 0        |
| <b>Total</b>              | <b>5,866</b> | <b>5,874</b> | <b>11,740</b> | <b>100.0</b> | <b>4</b> | <b>3</b> | <b>7</b> |
| <b>Spoilt votes</b>       | <b>62</b>    | <b>54</b>    | <b>116</b>    |              |          |          |          |

The following table shows the results of the August 2016 municipal election.

| Party                     | Votes        |              |               |              | Total    |  |
|---------------------------|--------------|--------------|---------------|--------------|----------|--|
|                           | Ward         | List         | Total         | %            |          |  |
| African National Congress | 3,111        | 3,120        | 6,231         | 54.92        | 4        |  |
| Democratic Alliance       | 1,265        | 1,328        | 2,593         | 22.85        | 2        |  |
| Economic Freedom Fighters | 641          | 660          | 1,301         | 11.47        | 1        |  |
| Congress of the People    | 267          | 311          | 578           | 5.09         | 0        |  |
| Freedom Front Plus        | 215          | 216          | 431           | 3.8          | 0        |  |
| Independent               | 177          | 35           | 212           | 1.87         | 0        |  |
| <b>Total</b>              | <b>5,676</b> | <b>5,670</b> | <b>11,360</b> | <b>100.0</b> | <b>7</b> |  |
| <b>Spoilt votes</b>       | <b>96</b>    | <b>138</b>   | <b>234</b>    |              |          |  |

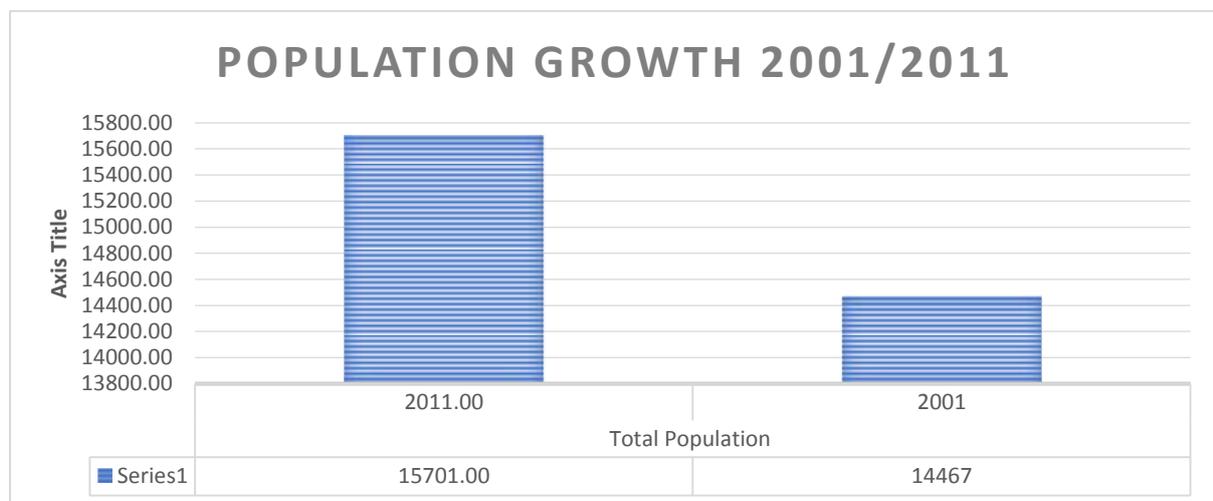
## 1.6 The demographics in Thembelihle

|  | 2016   | 2011   |
|--|--------|--------|
| <b>Population</b>                        | 16 230 | 15 701 |
| <b>Age Structure</b>                     |        |        |
| Population under 15                      | 25.0%  | 30.9%  |
| Population 15 to 64                      | 68.5%  | 62.8%  |
| Population over 65                       | 6.5%   | 6.4%   |
| <b>Dependency Ratio</b>                  |        |        |
| Per 100 (15-64)                          | 46.0   | 59.3   |
| <b>Sex Ratio</b>                         |        |        |
| Males per 100 females                    | 104.6  | 103.3  |
| <b>Population Growth</b>                 |        |        |
| Per annum                                | 0.75%  | n/a    |
| <b>Labour Market</b>                     |        |        |
| Unemployment rate (official)             | n/a    | 28.4%  |
| Youth unemployment rate (official) 15-34 | n/a    | 35.2%  |

| <b>Education (aged 20 +)</b>       |       |       |
|------------------------------------|-------|-------|
| No schooling                       | 10.8% | 15.1% |
| Matric                             | 22.2% | 19.9% |
| Higher education                   | 5.0%  | 6.6%  |
| <b>Household Dynamics</b>          |       |       |
| Households                         | 4 736 | 4 140 |
| Average household size             | 3.4   | 3.7   |
| Female headed households           | 32.4% | 32.3% |
| Formal dwellings                   | 77.4% | 77.5% |
| Housing owned                      | 51.0% | 51.4% |
| <b>Household Services</b>          |       |       |
| Flush toilet connected to sewerage | 66.4% | 60.0% |
| Weekly refuse removal              | 59.4% | 68.4% |
| Piped water inside dwelling        | 39.9% | 33.5% |
| Electricity for lighting           | 84.2% | 75.2% |

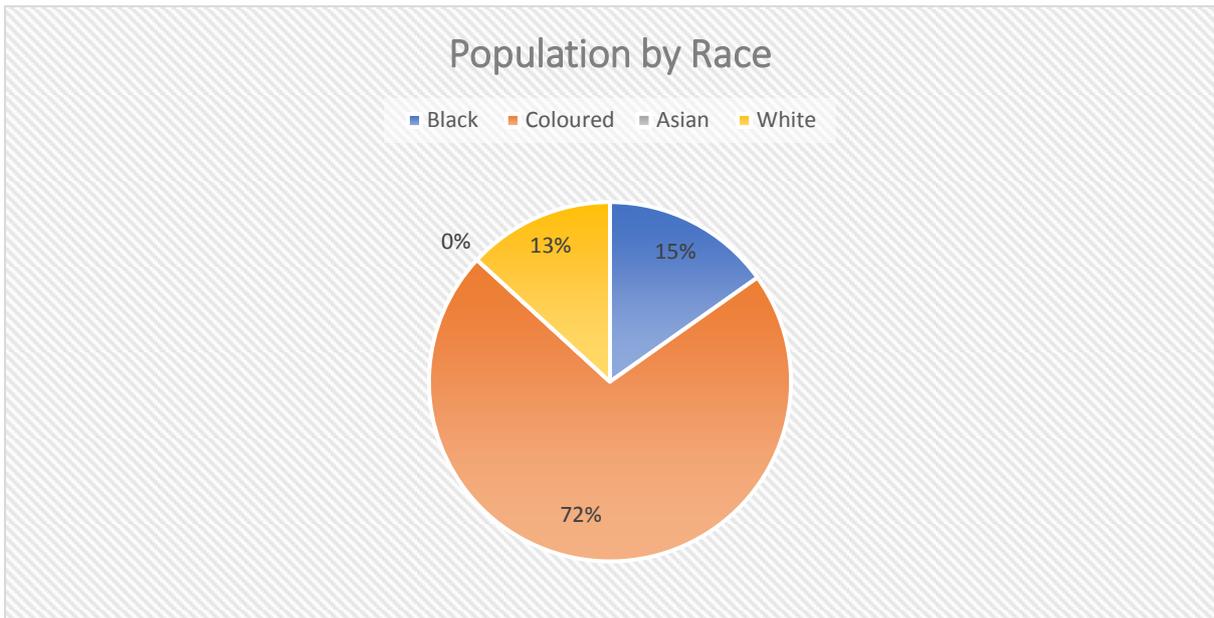
## 2. Demographics in context

### 2.1 Demographics and key statistics



**Graph 1: Population Growth 2001-2011**

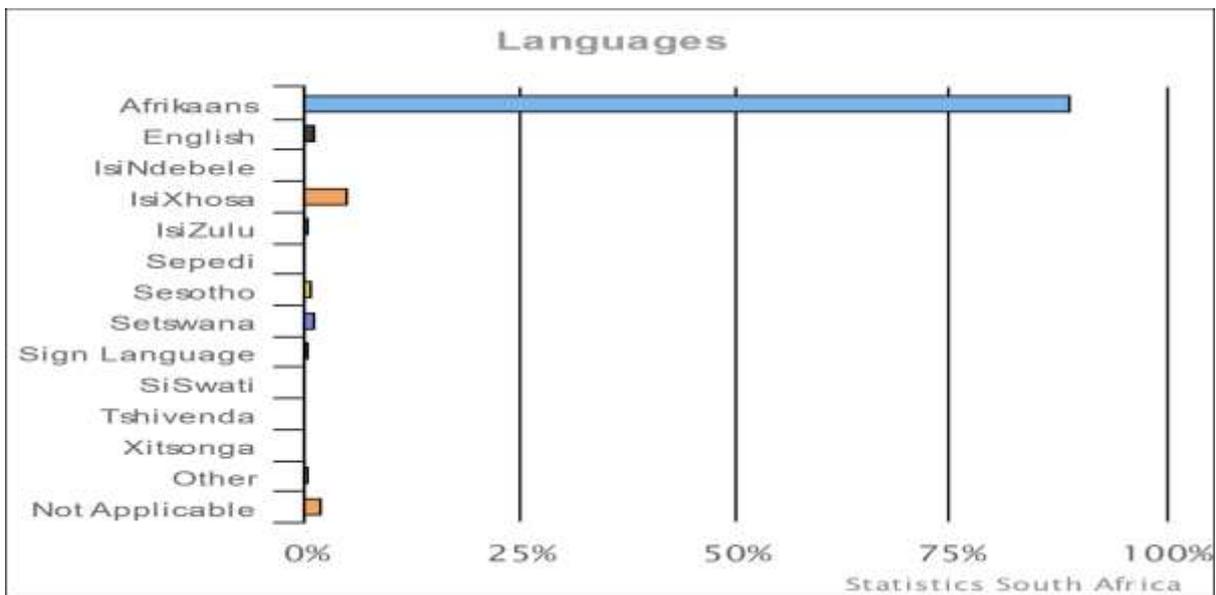
The population in Thembelihle has been on the rise. From the graph above, the population of Thembelihle has increased from 14467 in 2001, 15701 in 2011 and 16230 in 2016. There is an ever-increasing trend in the population growth and therefore this means there is pressure on the infrastructure- the water, electricity and sewerage networks of the municipality. The municipality will be further, burdened if no proper planning is done . There is a possibility for the increase in the equitable share of the municipality and with proper planning even the grading for the municipality



**Graph 2: The Thembelihle Municipality by race**

From the graph above, it is evident that the largest section of the population is coloured population, with the white and black sections of the population being 2% apart from each other and with Hopetown being the most densely populated community and having the largest section of the White and African populations.

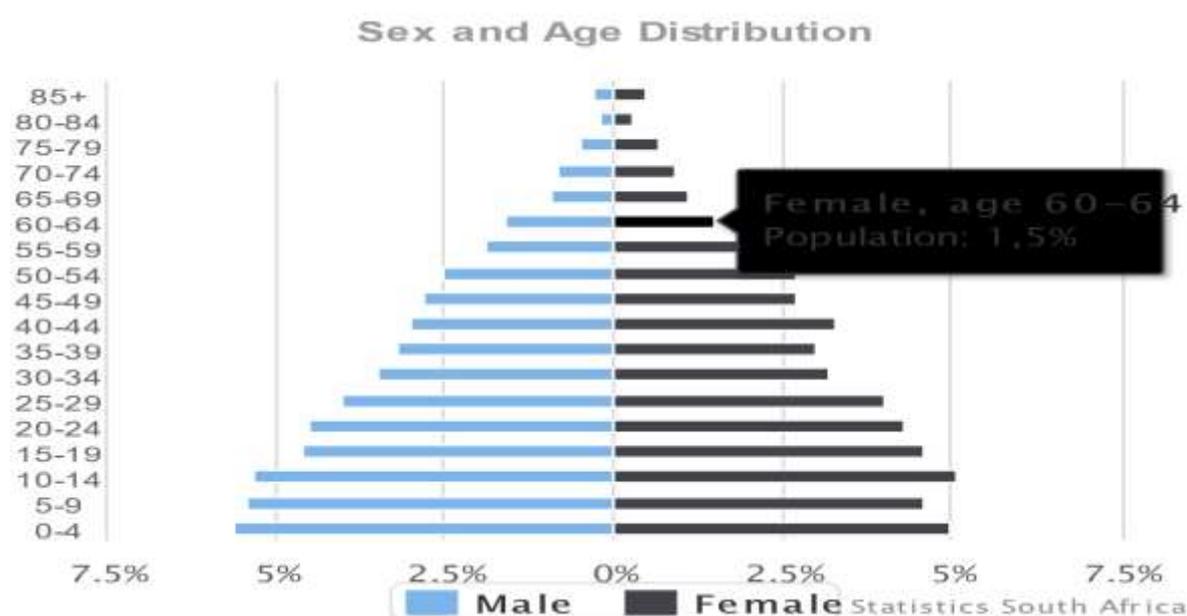
It is also important to appreciate that there is a need to understand the population dynamics from the perspective of the coloured population being the majority and as such programmes aimed at social cohesion should move from that appreciation. There is a slowly rising Asian population which is undocumented and needs to be included in the proper channels for registering populations.



**Graph 3: Languages spoken in the municipal area**

Graph 3, represents the languages spoken in the area. This is key in understanding the community and assist in planning any community engagement. From the graph above, it can be noted that the most commonly spoken language in the area is Afrikaans and Xhosa a distant second and then English.

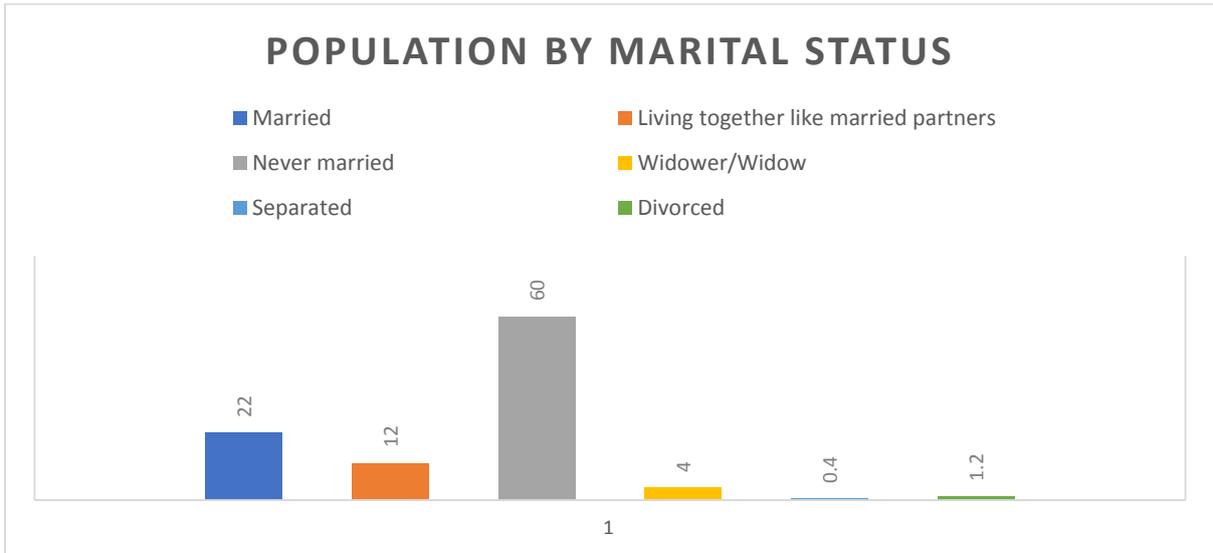
Further research that sought to contextualise the findings above, has revealed that the majority of people who speak IsiXhosa do not speak English as a second language but rather, Afrikaans as a second language. English is spoken by 0,5 percentage of the total population in the municipal area.



**Graph 4: Population Age Sex Distribution**

Graph 4, represents the population distribution of the municipality in terms of age and in terms of sex. From the graph above, there is evidence that there are more males than females in the Thembelihle Municipality. This is slightly different from the provincial and national norm in terms of male: female distribution. Very specifically, the male: female ratio increased from 103,3 males per 100 females in 2011 to 104,6 per 100 females.

The Thembelihle Municipality has a largely youth population with the greatest age ranges in the population being ages 0-34. This is further differentiated by the majority age being in the ages 0-14. It is also worth noting that there is a great pensioner age, 65 and greater.

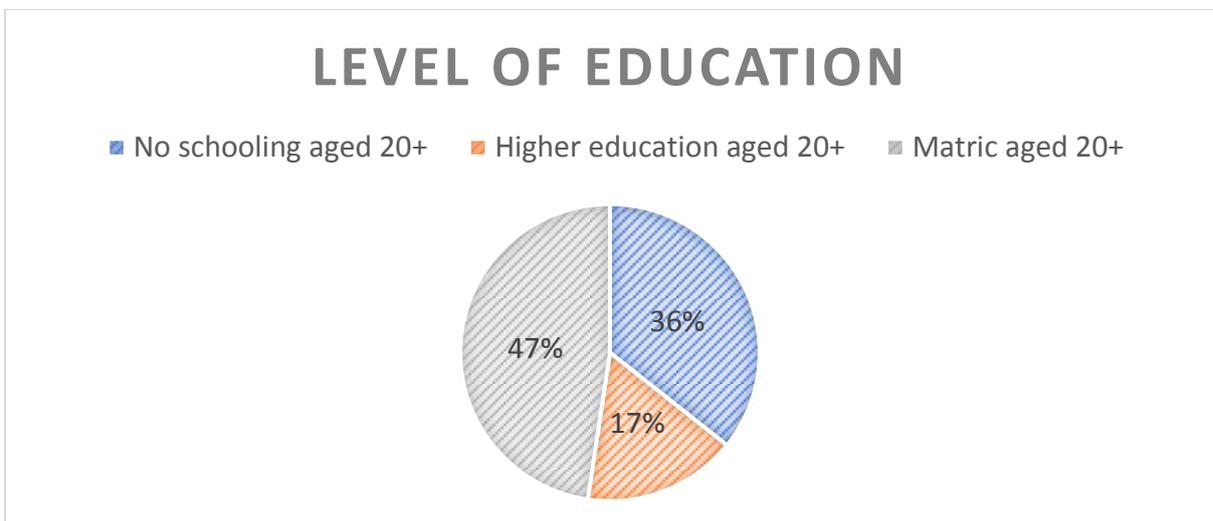


**Graph 5: Population by Marital Status**

The largest section of the population is the population that has never been married or leaving like married partners, this implies:

- There is a need to understand the population dynamics in the area, will tend to be like those of broken families
- There will be common problems like drug abuse, women abuse and crime and in particular unorganized (petty) crimes
- There is a likelihood of domestic violence too

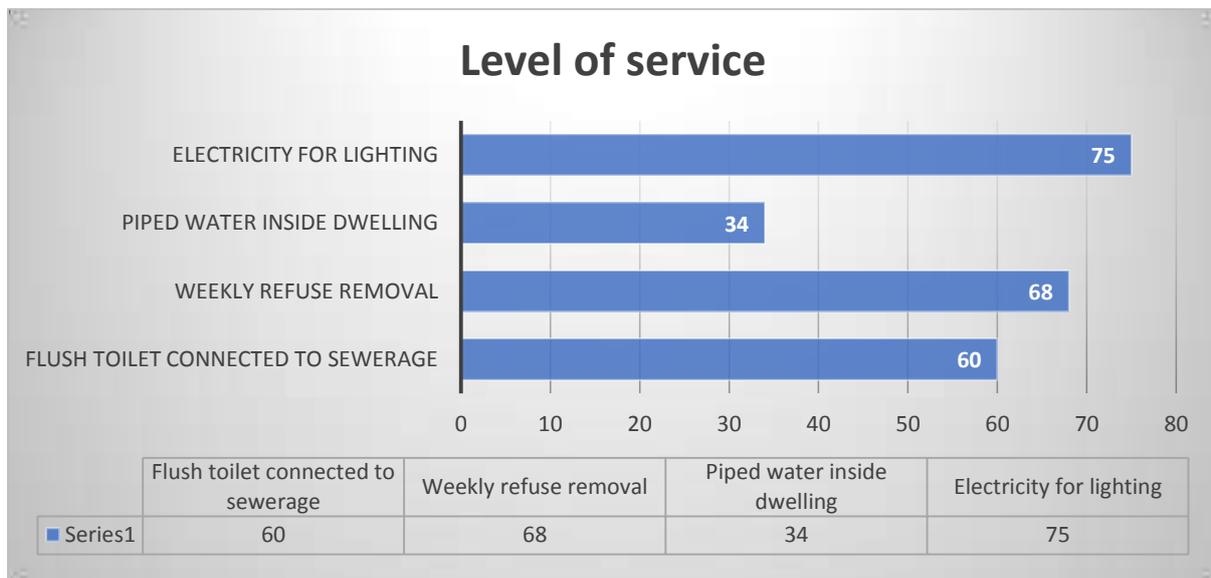
## 2.2 Development and Service Delivery Statistics



**Graph 6: Education Levels in the Population over 20**

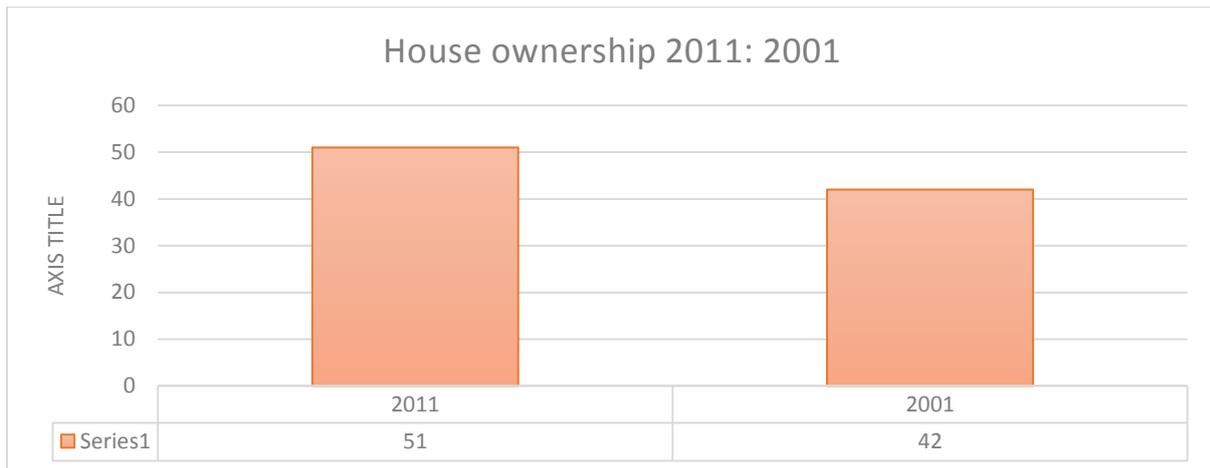
From the graph above, about 83% of the population aged 20 and above have no more than matric. Furthermore, 36% of this 83% never attended school. This means that:

- There is a need to design basic and further education and training interventions aimed at upskilling these sections of the population
- There is also a need to design low to semi-skilled jobs in order to accommodate these sections of the population.

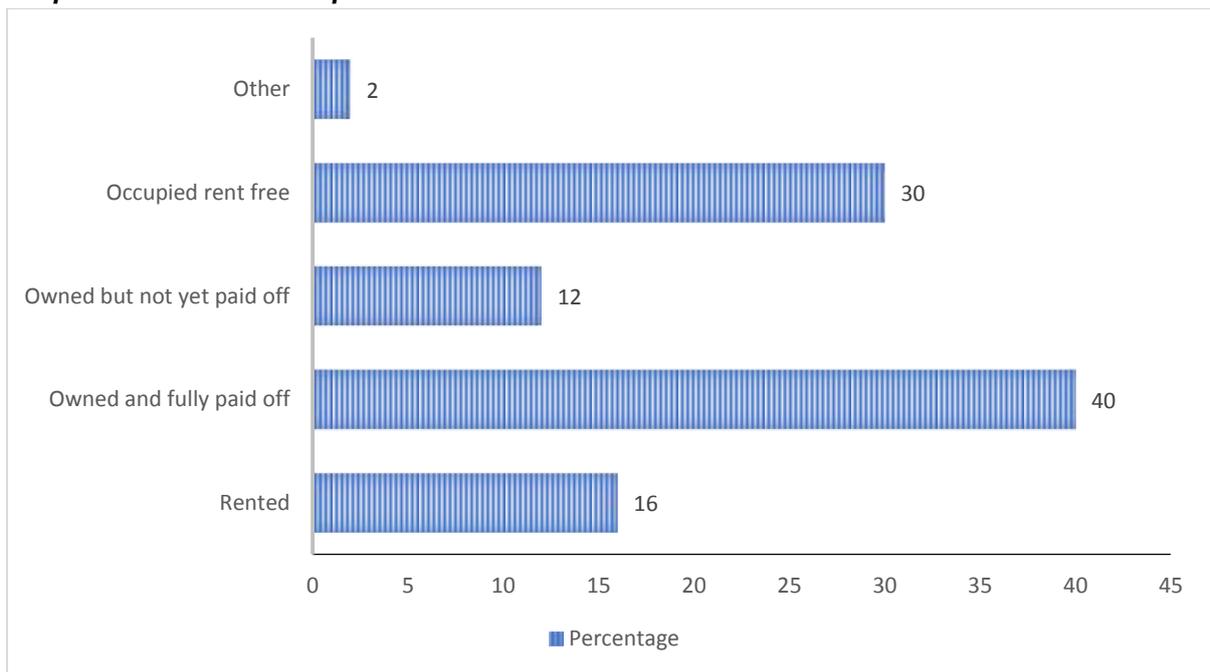


**Graph 7: Level of service in the Thembelihle Municipality**

Graph 7 above depicts the level of service in the municipality. From the graph above, the key basic service delivery commodities are accounted for. Electricity is supplied in the most effective manner in the municipality and water in the yard the least. Some encouragement is provided by the fact that there is weekly servicing of households related to refuse removal.



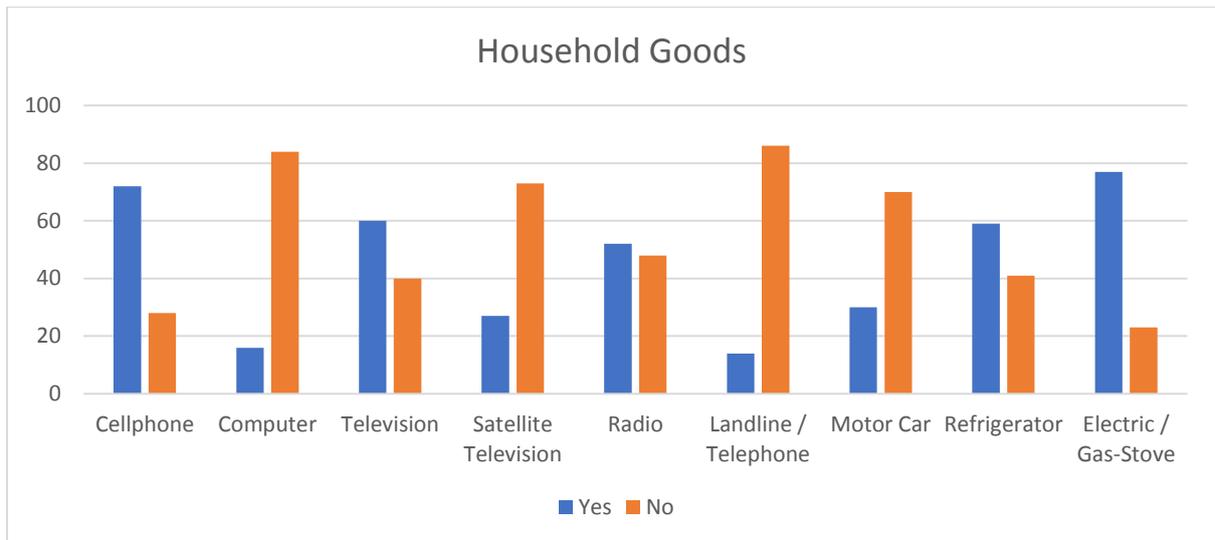
**Graph 8: House ownership in Thembelihle**



**Graph 9: Household Tenure Status**

From the two graphs above, it can be understood that the number of people owning houses in the municipality is on the increase. This points to a level of success in the government’s housing programme. Linked to this is the level of and or the household tenure status.

The largest section of the houses owned in the Thembelihle Municipality owns the property and it is fully paid. This in particular bodes well for the programme that is aimed at ensuring that the community’s human dignity is restored. There is a sizeable number of tenants that are occupying property rent free, this speaks to outstanding process of transferring the title deed to the rightful owners of the properties.

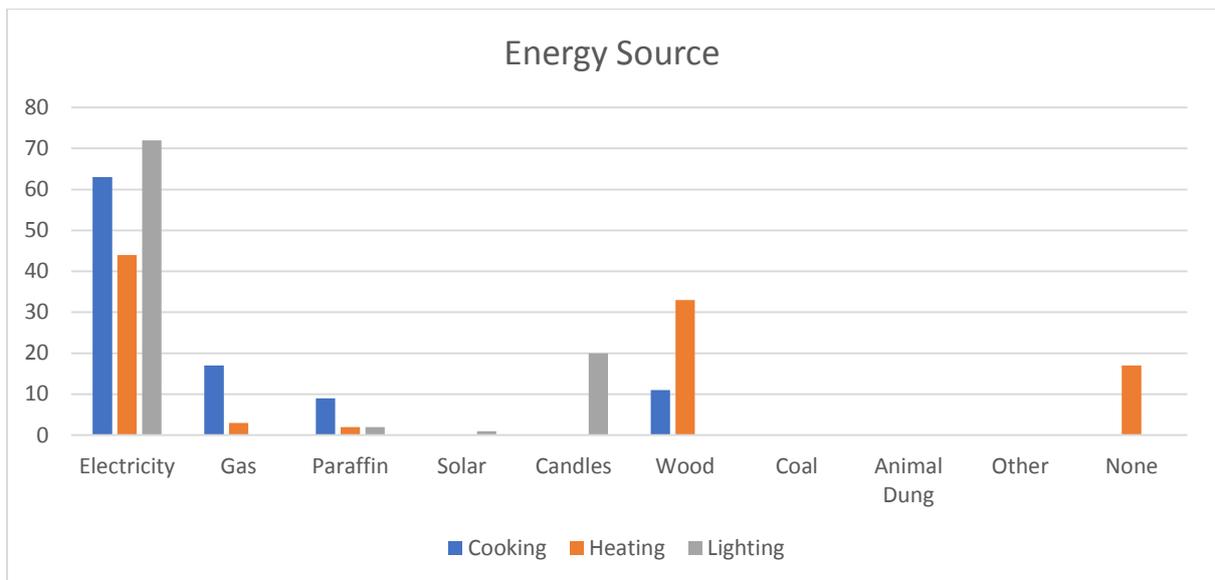


**Graph 10: Household goods utilized**

The goods utilized index seeks to get a sense of the day to day life of the ordinary residents in an area. To this extent, the household goods index in the municipality is as follows in order of the greatest utility and descending order.

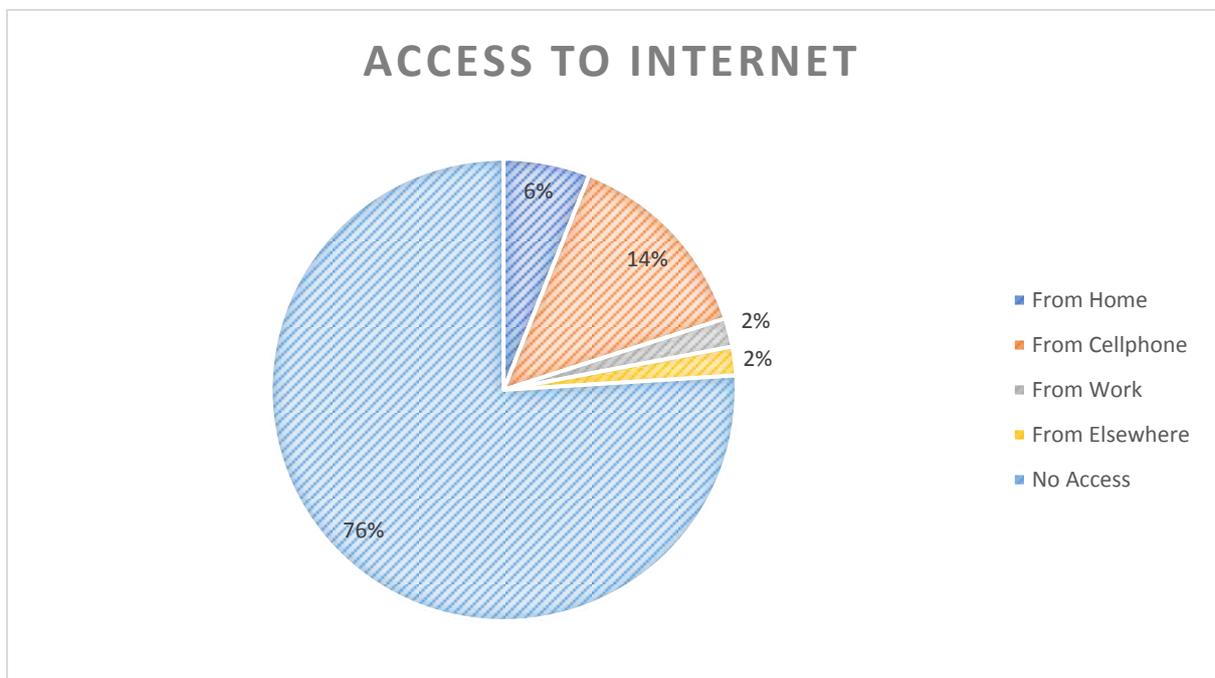
1. Electric/ gas stove
2. Cellphones
3. TV
4. Fridge
5. Radio
6. Car/Motor vehicle
7. Satellite Television
8. Landline telephone

The analysis above, is a clear indication that the electric stove is popularly used for cooking and sustenance purpose by the community at large. The use of cellphones in the South African market in general and in Thembelihle in particular, is telling of the impact of technology in our lives and the communities at large. It is worth noting that the landline has lost its significance in terms of the goods used in the municipality.



**Graph 11: Energy Sources in the municipality**

A great number of households in the area are using electricity to cook, light and heat up their houses. It is also important to note that there are some houses that don't have means of heating during winter. The second most of popular means of cooking, heating and lighting is paraffin second to electricity.



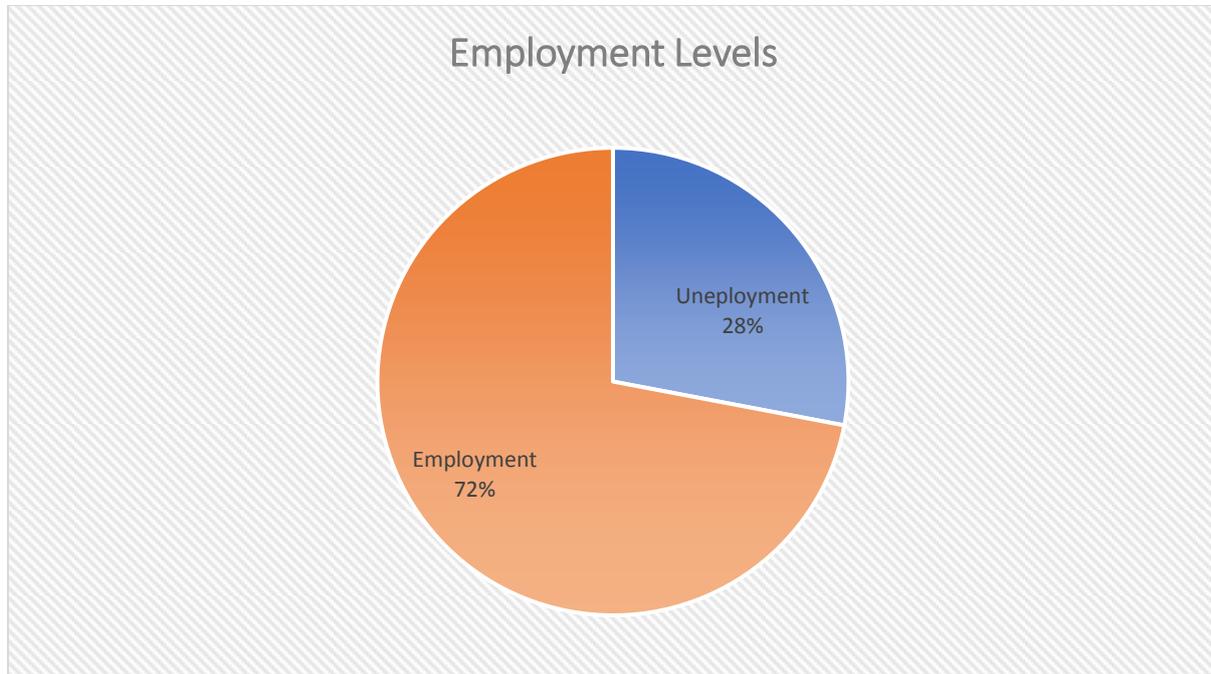
**Graph 12: Access to internet in the municipality**

The emergence of the digital of the digital platform has seen the increase in the demand for internet services. This not as a “nice to have” but an absolute necessity.

According to this graph above, the Thembelihle Municipality has the great majority of its population without access to the internet. This majority is 76% of the population and next to that is 14% that accesses the internet from their cellphones. Next in line is that section of the population that accesses the internet from home. This accounts for 6% of the total Thembelihle population.

### 3. Employment and Economic Statistics

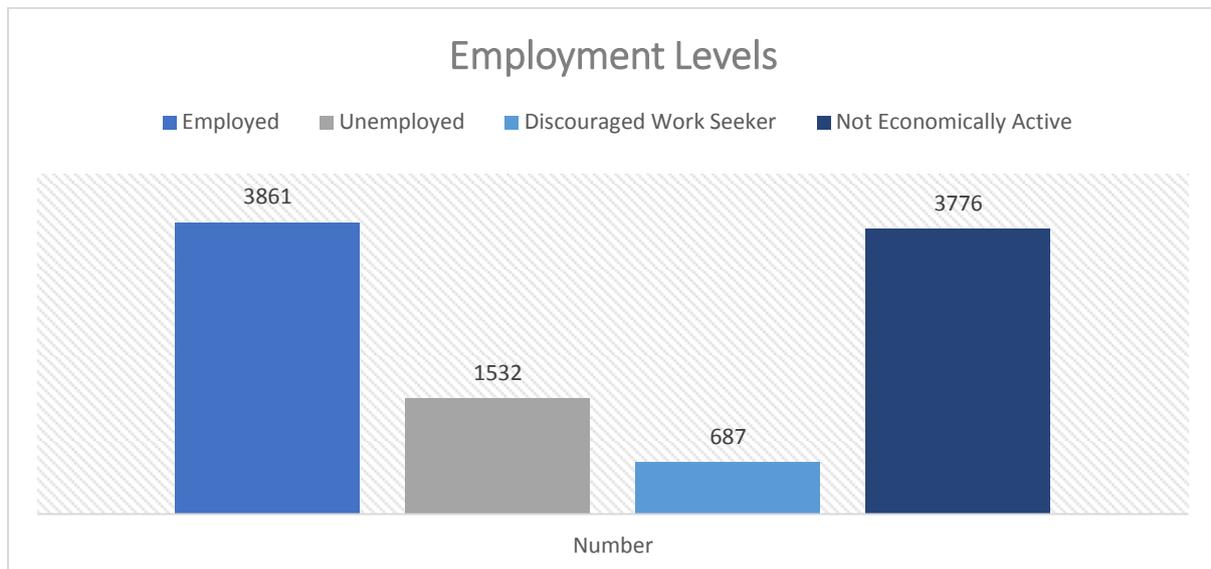
It is important to start this section, by defining employment. Employment can be defined as an economic situation where there is no cyclical or deficient-demand unemployment.



**Graph 13: Employment situation in Thembelihle**

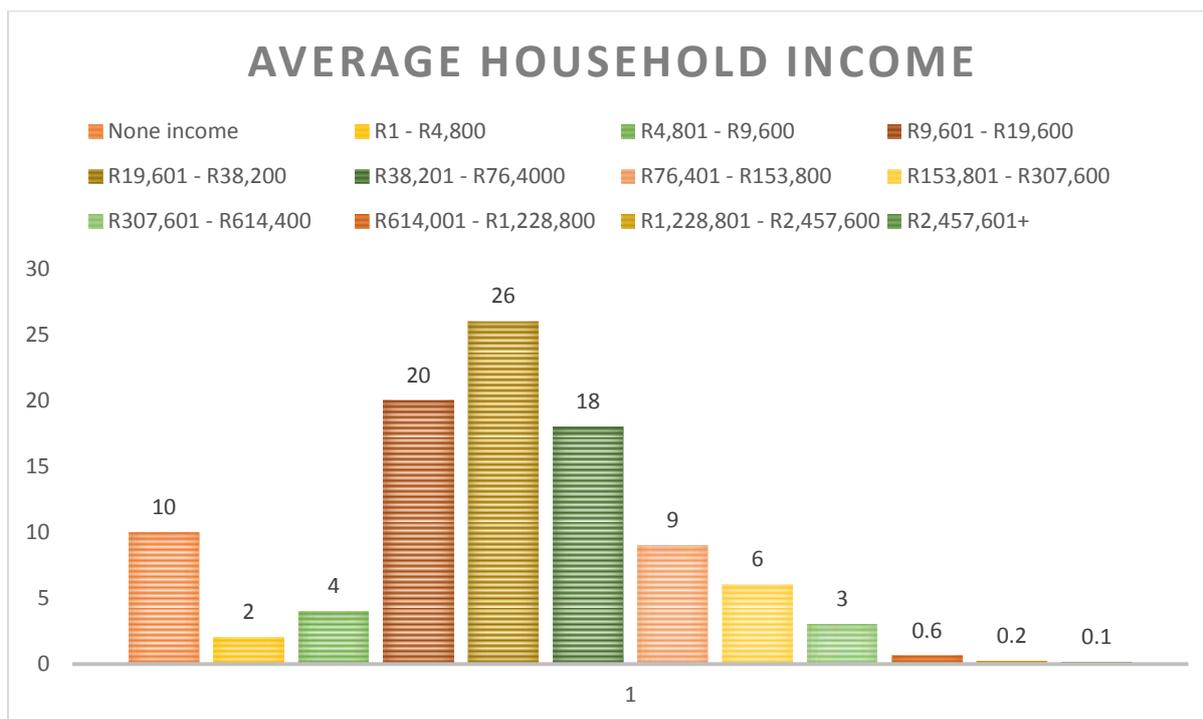
Graph 13 depicts that of the economically active population, 72% of that section is employed and 28% unemployed. This is a very good variable in light of a 43%

provincial unemployment figure. Whilst this is a good reflection, more can be done and the efforts can be directed towards the ensuring sustainable jobs.



**Graph 14: Employment levels**

Graph 14, further supplements the employment situation above and further qualifies the definition of employment. From this graph, the total number of employed people is 3861 and the total number of unemployed people is 1532. The number of discouraged work seekers is 687. The combination of discouraged work seekers and the unemployed population is close to 2 200 workers.



**Graph 15: Average household income in Thembelihle**

From graph 15 above, the highest number of households are in the middle to higher income strata. In this regard, they earn in the ranges of R307 614 400 to R 2 452 601. This means that there is a thriving middle class in the Thembelihle Municipal area. There is a 0,6% of earners in the above R 2 452 601 bracket.

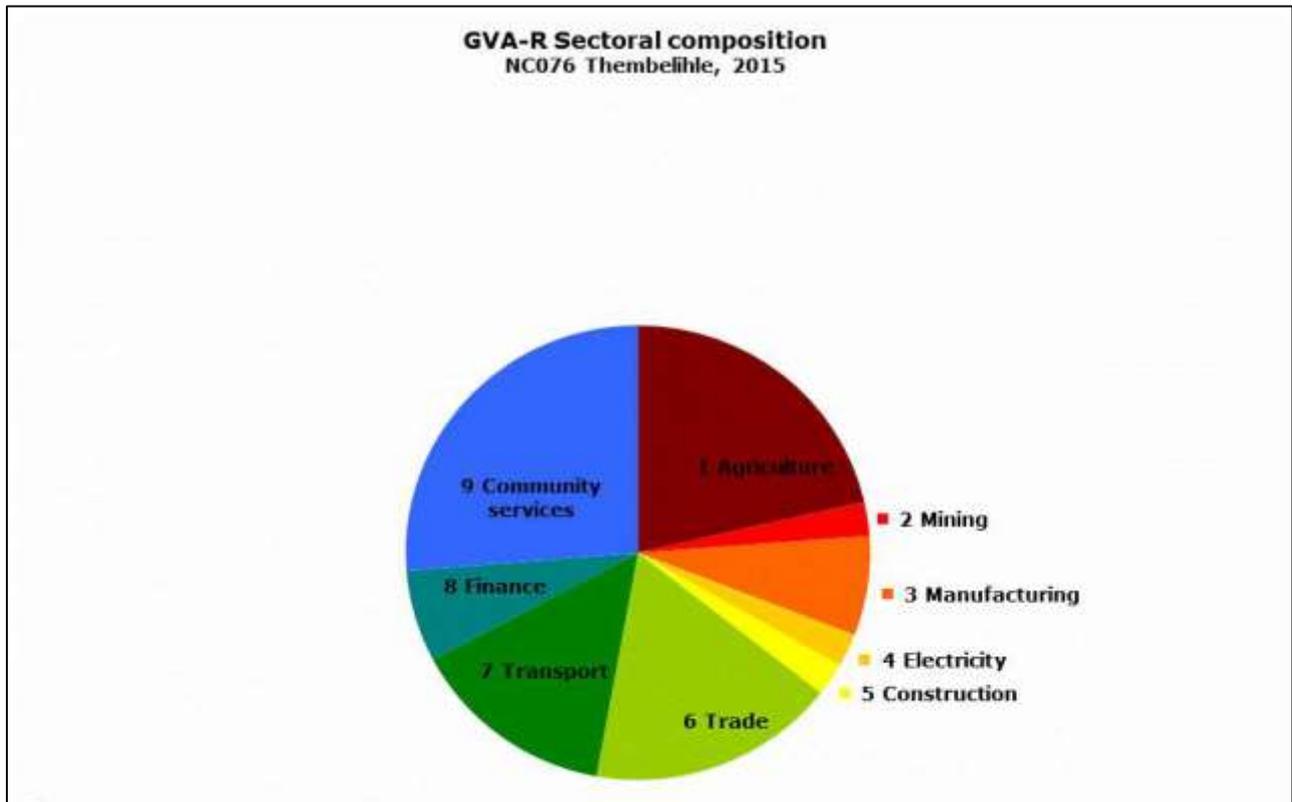
## 4. ECONOMIC STATUS QUO

With a GDP of R 1.17 billion in 2015 (up from R 529 million in 2005), the Thembelihle Municipality contributed 10.74% to the Pixley ka Seme District Municipality GDP of R 10.9 billion in 2015. Although most of the arid towns have grown in size since 2000, due to immigration, and because of the South African social grant system (which encourages people to stay where they are). But the urban economy of the arid areas is very fragile.

Typically, the business sector is small, and there is virtually no industrial base. This is true for Thembelihle because the business sector consists mainly of the Co-operative, which is also the biggest employer, with branches in all the towns and general dealers such as food outlets, butcheries, hotels, guest houses and garages.

The Thembelihle Local Municipality's economy is made up of various industries. The GVA-R variable provides a sector breakdown, where each sector is measured in

terms of its *value added* produced in the local economy. The summary table below puts the Gross Value Added (GVA) of all the regions in perspective to that of the Thembelihle Municipality. Thembelihle Municipality's economy is however less diversified in terms of its economic activity spread, than the province's economy as a whole.



**Graph 16: GVA Sectoral Composition**

In 2015, the community services sector is the largest within Thembelihle Municipality accounting for R 269 million or 26.3% of the total GVA in the local municipality's economy. The sector that contributes the second most to the GVA of the Thembelihle Local Municipality is the agriculture sector at 21.4%, followed by the trade sector with 17.3%. The sector that contributes the least to the economy of Thembelihle Municipality is the electricity sector with a contribution of R 24 million or 2.34% of the total GVA.

The comparative advantage (CA) of a region indicates a relative competitive production function for a product or service in that specific economy compared to the aggregate economy. An indication of the CA of an economy is its location quotient. The location quotient is a calculated ratio between two economies. In the case of the Thembelihle Municipality, the location quotient was determined between the LM and the Pixley Ka Seme DM.

For 2015 Thembelihle Local Municipality has a very large comparative advantage in the agriculture sector. The transport sector also has a comparative advantage. The trade also has a comparative advantage when comparing it to the South Africa economy as a whole, although less prominent.

The Thembelihle Local Municipality has a comparative disadvantage when it comes to the mining and finance sector which has a large comparative disadvantage. In general mining is a very concentrated economic sector. The Thembelihle Local Municipality area does have some mining, but this is very limited and fairly unimportant

Most of the agricultural economy consists of extensive farming (sheep and goats), as well as a growing number of game farming operations. However, there is intensive agriculture along the Orange Riet Canal System, along the upper Orange River (Colesberg-Hopetown area), and along the middle Orange River area. Hopetown is a centre of irrigation farming.

## 5. Other institutional matters

|   | 2014/15 | 2013/14 | 2012/13 | 2011/12 |
|---|---------|---------|---------|---------|
| Employment                                    |         |         |         |         |
| Employment Costs (R'000)                      | 22 188  | 15 587  | 15 169  | 12 151  |
| Remuneration of councillors (R'000)           | 2 498   | 1 933   | 1 809   | 1 667   |
| Total Employee Positions                      | 156     | 82      | 85      | 84      |
| Total Vacant Employee Positions               | 69      | 4       | 7       | 6       |
| Total Vacancy Percentage                      | 0.4423  | 0.0488  | 0.0824  | 0.0714  |
| Managerial Positions - S57                    | 6       | 4       | 4       | 4       |
| Vacant Managerial Positions - S57             | 2       | 0       | 0       | 1       |
| Managerial Positions - by organogram          | 4       | 0       | 0       | 0       |
| Vacant Managerial Positions - by organogram   | 2       | 0       | 0       | 0       |
| Community And Social Service Positions        | 16      | 8       | 8       | 8       |
| Vacant Community And Social Service Positions | 8       | 0       | 0       | 0       |
| Finance And Administration Positions          | 38      | 20      | 20      | 21      |
| Vacant Finance And Administration Positions   | 16      | 3       | 3       | 1       |
| Electricity Positions                         | 10      | 4       | 4       | 4       |
| Vacant Electricity Positions                  | 7       | 1       | 1       | 1       |
| Environmental Protection Positions            | 0       | 0       | 0       | 0       |
| Vacant Environmental Protection Positions     | 0       | 0       | 0       | 0       |
| Health Positions                              | 0       | 0       | 0       | 0       |
| Vacant Health Positions                       | 0       | 0       | 0       | 0       |
| Public Safety Positions                       | 14      | 4       | 7       | 7       |
| Vacant Public Safety Positions                | 7       | 0       | 3       | 3       |
| Road Transport Positions                      | 7       | 19      | 19      | 18      |
| Vacant Road Transport Positions               | 3       | 0       | 0       | 0       |
| Sport And Recreation Positions                | 9       | 0       | 0       | 0       |
| Vacant Sport And Recreation Positions         | 2       | 0       | 0       | 0       |
| Waste Management Positions                    | 10      | 9       | 9       | 8       |
| Vacant Waste Management Positions             | 3       | 0       | 0       | 0       |
| Waste Water Management Positions              | 11      | 4       | 4       | 4       |
| Vacant Waste Water Management Positions       | 5       | 0       | 0       | 0       |
| Water Positions                               | 18      | 10      | 10      | 10      |
| Vacant Water Positions                        | 5       | 0       | 0       | 0       |
| Other Positions                               | 13      | 0       | 0       | 0       |
| Vacant Other Positions                        | 9       | 0       | 0       | 0       |

|   | 2015/16         | 2014/15                 | 2013/14                     | 2012/13                     |
|---|-----------------|-------------------------|-----------------------------|-----------------------------|
|  | n/a             | Qualified audit opinion | Disclaimer of audit opinion | Disclaimer of audit opinion |
| <b>FINANCIAL PERFORMANCE</b>  |                 |                         |                             |                             |
| Property rates  | 3 644           | 2 603                   | 2 093                       | 2 333                       |
| Service charges   | 16 743          | 16 226                  | 14 347                      | 15 057                      |
| Investment revenue  | 187             | 391                     | 660                         | -                           |
| Transfers recognised – operational  | 35 253          | 22 424                  | 16 750                      | 15 768                      |
| Other own revenue   | 2 677           | 7 512                   | 3 262                       | 3 714                       |
| <b>Total Revenue (excluding capital transfers and contributions)</b>              | <b>58 504</b>   | <b>49 156</b>           | <b>37 112</b>               | <b>36 871</b>               |
| Employee costs  | 25 121          | 22 188                  | 15 587                      | 15 169                      |
| Remuneration of councillors   | 3 620           | 2 498                   | 1 933                       | 1 809                       |
| Depreciation & asset impairment   | -               | 8 936                   | 10 756                      | 10 167                      |
| Finance charges   | 1 211           | 3 476                   | 878                         | -                           |
| Materials and bulk purchases  | 2 117           | 11 563                  | 11 497                      | 10 856                      |
| Transfers and grants  | 5 044           | 1 421                   | 723                         | -                           |
| Other expenditure   | 32 925          | 19 202                  | 15 855                      | 18 782                      |
| <b>Total Expenditure</b>  | <b>70 039</b>   | <b>69 285</b>           | <b>57 229</b>               | <b>56 783</b>               |
| <b>Surplus/(Deficit)</b>  | <b>(11 535)</b> | <b>(20 128)</b>         | <b>(20 118)</b>             | <b>(19 912)</b>             |
| Transfers recognised – capital  | (4 069)         | 23 168                  | 12 032                      | 31 455                      |
| Contributions recognised - capital & contributed assets                           | -               | -                       | -                           | -                           |
| <b>Surplus/(Deficit) after capital transfers &amp; contributions</b>              | <b>(15 604)</b> | <b>3 040</b>            | <b>(8 086)</b>              | <b>11 543</b>               |
| <b>Surplus/(Deficit) for the year</b>   | <b>(15 604)</b> | <b>3 040</b>            | <b>(8 086)</b>              | <b>11 543</b>               |
| <b>CAPITAL EXPENDITURE &amp; FUNDS SOURCES</b>                                    |                 |                         |                             |                             |
| <b>Capital expenditure</b>  | <b>29 335</b>   | <b>20 614</b>           | <b>11 719</b>               | <b>26 298</b>               |
| Transfers recognised – capital  | 26 592          | 20 614                  | 11 612                      | 25 502                      |
| Public contributions & donations  | 2 743           | -                       | -                           | 797                         |
| Internally generated funds  | -               | -                       | 107                         | -                           |
| <b>Total sources of capital funds</b>   | <b>29 335</b>   | <b>20 614</b>           | <b>11 719</b>               | <b>26 298</b>               |
| <b>FINANCIAL POSITION</b>   |                 |                         |                             |                             |
| Total current assets  | -               | 7 381                   | 12 253                      | 9 441                       |
| Total non current assets  | -               | 229 723                 | 196 746                     | 206 154                     |
| Total current liabilities   | -               | 50 789                  | 40 740                      | 29 874                      |
| Total non current liabilities   | -               | 9 496                   | 10 506                      | 12 612                      |
| <b>Community wealth/Equity</b>  | <b>-</b>        | <b>176 820</b>          | <b>157 753</b>              | <b>173 108</b>              |

## 5. Powers and Functions of the Municipality

Government has the responsibility to make Policies and Laws about the rights and responsibilities of citizens and the delivery of Government Services. Government collects revenue (income) from taxes and uses this money to provide services and infrastructure that improves the lives of all the people in the Country, particularly the poor.

### 5.1 Constitution of the Republic of South Africa, Act 108 of 1996

The Constitution of South Africa sets the rules for how Government works. There are three spheres of Government in South Africa namely National Government, Provincial Government and Local Government.

The spheres of Government are autonomous and should not be seen as hierarchical. The Constitution stipulates: “The spheres of government are distinctive, inter-related and inter-dependent.” At the same time they all operate according to the Constitution and Laws and Policies made by National Parliament.

Section 152 of the Constitution of the Republic of South Africa, 1996 sets out the objectives of Local Government as follows:

- ✎ to provide democratic and accountable government for Local Committees;
- ✎ to ensure the provision of services to communities in a sustainable manner;
- ✎ to promote social and economic development;
- ✎ to encourage the involvement of communities and community organizations in the matters of Local Government.

The responsibilities of Local Government are clearly spelled out within Schedules 4 and 5 of the Constitution.

The sphere of Local Government consists of Municipalities. A Municipality has the right to govern, on its own initiative, the Local Government Affairs of its community, subject to National and Provincial Legislation, as provided for in the Constitution.

The whole of South Africa is divided into Local Municipalities. Each Municipality has a Council where decisions are made and municipal officials and staff who implement the work of the Municipality.

The Council is made up of elected members who approve Policies and By-laws for their area. The Council has to pass a budget for its Municipality each year. They

must also decide on Development Plans and service delivery for their Municipal Area.

There are three different kinds of Municipalities in South Africa:

- ✎ *Metropolitan Municipalities (Category A):* A Municipality that has exclusive Municipal Executive and Legislative Authority in its area. Metropolitan Municipalities exist in the six biggest cities in South Africa. They have more than 500 000 voters and the Metropolitan Municipality co-ordinates the delivery of services to the whole area.
- ✎ *Local Municipalities (Category B):* A Municipality that shares Municipal Executive and Legislative Authority in its area with a Category C Municipality within whose area it falls. Areas that fall outside of the six Metropolitan Municipal Areas are divided into Local Municipalities. There are a total of 231 of these Local Municipalities and each Municipality is broken up into Wards. The residents in each Ward are represented by a Ward Councilor.
- ✎ *District Municipalities (Category C):* A Municipality that has Municipal Executive and Legislative Authority in an area that includes more than one Municipality. District Municipalities are made up of a number of Local Municipalities that fall in one district. There are usually between 3 - 6 Local Municipalities that come together in a District Council and there are 47 District Municipalities within South Africa.

A System of further categorisation of Municipalities was introduced by the Municipality Infrastructure Investment Framework (MIIF) to more accurately understand the differentiated challenges facing the Municipalities. This categorisation focused on the size of Municipalities in terms of population, percentage of urban population, service backlogs, future demands and size of municipal budgets. This categorisation is as follows:

- A: Metros: Large urban complexes with populations over 1 million and accounting for more than 50% of all municipal expenditure in the Country
- B1: Local Municipalities with large budgets and containing secondary cities
- B2: Local Municipalities with large town as a core
- B3: Local Municipalities with small town, with relatively small population and significant proportion of urban population but with no large town as a core
- B4: Local municipalities which are mainly rural with communal tenure and with, at most, or of two small towns in their area
- C1: District Municipalities which are not Water Service Authorities
- C2: District Municipalities which are Water Service Authorities

The Constitution stipulates a Municipality has Executive Authority in respect of, and has the right to administer the following activities:

| Schedule 4  | Schedule 5   |
|---|--|
| <ul style="list-style-type: none"> <li>▪ Air pollution</li> <li>▪ Building Regulations</li> <li>▪ Child care facilities</li> <li>▪ Electricity and gas reticulation</li> <li>▪ Firefighting services</li> <li>▪ Local tourism</li> <li>▪ Municipal Airports</li> <li>▪ Municipal planning</li> <li>▪ Municipal health services</li> <li>▪ Municipal public transport</li> <li>▪ Municipal public works only in respect of the needs of Municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other Law</li> <li>▪ Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto</li> <li>▪ Storm water management systems in built-up areas</li> <li>▪ Trading Regulations</li> <li>▪ Water and sanitation services limited to potable water supply systems and domestic wastewater and sewage disposal systems</li> </ul> | <ul style="list-style-type: none"> <li>▪ Beaches and amusement facilities</li> <li>▪ Billboards and the display of advertisements in public places</li> <li>▪ Cemeteries, funeral parlours and crematoria</li> <li>▪ Cleansing</li> <li>▪ Control of public nuisances</li> <li>▪ Control of undertakings that sell liquor to the public</li> <li>▪ Facilities for the accommodation, care and burial of animals</li> <li>▪ Fencing and fences</li> <li>▪ Licensing of dogs</li> <li>▪ Licensing and control of undertakings that sell food to the public</li> <li>▪ Local amenities</li> <li>▪ Local sport facilities</li> <li>▪ Markets</li> <li>▪ Municipal abattoirs</li> <li>▪ Municipal parks and recreation</li> <li>▪ Municipal roads</li> <li>▪ Noise pollution</li> <li>▪ Pounds</li> <li>▪ Public places</li> <li>▪ Refuse removal, refuse dumps and solid waste disposal</li> <li>▪ Street trading</li> <li>▪ Street lighting</li> <li>▪ Traffic and parking</li> </ul> |

## 5.2 White Paper on Local Government, March 1998

The fact that Municipalities have the Constitutional duty to provide services does not mean that the delivery of services is easy and without problems. In order to facilitate the task of Municipalities, certain “Principles for Service Delivery” are contained in the White Paper on Local Government, 1998. These Principles that have been set to facilitate the delivery options of Municipalities can be summarized as follows:

☞ Accessibility of services

At least a minimum level of services must be made available to all persons residing within the municipal area and imbalances in access to services must be addressed through Development Programmes.

☞ Affordability of services

Municipalities should ensure affordability of services through:

- ⋈ setting tariffs, which balance the economic viability of service provision with the ability of the poor to access services;
- ⋈ determining the appropriate service levels - neither too high nor too low;
- ⋈ cross subsidization within and between services.

☞ Quality of products and services

Quality of services relates to matters such as sustainability for purpose, timeliness, convenience, safety, continuity and responsiveness to service-users.

☞ Accountability for services

The Municipality remains accountable for ensuring the provision of quality services, notwithstanding the service delivery mechanism chosen.

☞ Integrated development and services

The planning and provision of service delivery should be integrated with Municipal Policy Objectives, such as poverty eradication, special integration and job creation through public works.

☞ Sustainability of services

The sustainability of services depends on financial and organizational systems, which support financial viability, as well as environmentally sound and social just use of resources.

☞ Value for money

The best possible use of public resources must be made to ensure access to affordable and sustainable services.

☞ Ensuring and promoting competitiveness of local commerce and industry

The subsidization of domestic users by levying higher rates and service charges on business, industry and commerce must not lead to adversely affecting industry and commerce as this may cause these businesses to move elsewhere.

☞ Promoting democracy

Municipalities must promote the democratic values and principles enshrined in the Constitution.

This Act further introduced the notion of developmental Local Government. Developmental Local Government is defined as Local Government that is committed

to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives

Considering the Constitutional mandate, as well as the provisions of the White Paper, it can be summarised that the main function of Local Government is to provide goods and services that meet the social, economic and material needs of the people. Principles that underpin the manner, in which these goods and services are provided, should be democracy, accountability, sustainability and public participation.

### **5.3 Local Government Municipal Systems Act (Act No. 32 of 2000)**

In order to play the critical role, Municipalities are mandated to undertake a process of Integrated Development Planning. The main objective of Integrated Development Planning is to forge greater and better coordination and integration of development initiatives by the various Development Agencies with each local space.

The principle Legislation which relates to the development of IDPs, is the Municipal Systems Act. Section 25 of the Act Supra mandates each Municipal Council to adopt a single, inclusive and Strategic Plan for the development of the Municipality. As a Strategic Plan of the Municipality, the IDP should therefore provide a clear road map for the Municipality that would take it from current situation to its desired state in five years. To this effect, the IDP must:

- ✍ Link, integrate and coordinate Plans and take into account, Proposals for the development of the Municipality
- ✍ Align the resources and capacity of the Municipality with the implementation of the Plan
- ✍ Form the Policy Framework and general basis on which Annual Budgets must be based
- ✍ Be compatible with National and Provincial Development Plans and planning requirements that are binding on the Municipality in terms of Legislation.

The Act further focuses on the internal systems and administration of a Municipality including:

- ✍ Public accountability and involvement
- ✍ Guidelines for making Bylaws
- ✍ Preparation of Integrated Development Plans (IDPs)
- ✍ Establishing of Performance Management Systems

- ✎ Introducing the differentiation between the Authority (WSA) and Provider (WSP) functions of a Municipality and ensuring its consistency with the Water Services Act
- ✎ Identifying the importance of alternative mechanisms for providing municipal services, and prescribing the requirements for entering into partnerships with others. In this instance, this would apply to a WSA contracting a WSP to fulfill the provider function.

#### **5.4 Municipal Structures Act (Act No. 117 of 1998)**

The Municipal Structures Act provides for the establishment of Municipalities in accordance with the requirements relating to Categories and Types of Municipalities. It sets out the criteria for determining the category of each Municipality Type, as well as defining the type of Municipality that may be established within each category, and the manner in which each of the municipal structures is to function and conduct itself. The Municipal Structures Act was amended by the Municipal Structures Amendment Act, 2000 (Act No. 33 of 2000). The primary purpose of the Municipal Structures Act, and the Structures Amendment Act, is:

- ✎ To provide for the establishment of Municipalities in accordance with the requirements relating to categories and types of Municipalities;
- ✎ To establish criteria for determining the category of Municipality to be established in an area;
- ✎ To define the types of Municipalities that may be established within each category;
- ✎ To provide for an appropriate division of functions and powers between categories of Municipalities;
- ✎ To regulate the internal systems, structures and office-bearers of Municipalities; and
- ✎ To provide for appropriate electoral systems.

#### **5.5 Municipal Finance Management Act (Act No. 56 of 2003)**

This Act applies to all Municipalities and Municipal Entities. The object of the Act is to secure sound and sustainable management of the fiscal and financial affairs of Municipalities by establishing norms and standards for:

- ✎ Ensuring transparency, accountability and appropriate lines of responsibility in the fiscal and financial affairs of Municipalities and Municipal Entities;
- ✎ The management of their revenues, expenditures, assets and liabilities and the handling of their financial resources;

- ✘ Budgetary and financial planning processes and the co-ordination of those processes with the processes of organs of state in other spheres of Government;
- ✘ Borrowing;
- ✘ The handling of financial problems in Municipalities;
- ✘ Supply chain management; and
- ✘ Other financial matters

A large part of the Municipal Finance Management Act deals with the requirements for a consistent and transparent Supply Chain Policy by Municipalities.

## 6. A synopsis of the Wards

| Ward | Resources                  | Challenges                            |
|------|----------------------------|---------------------------------------|
| One  | Combined school            | Sanitation(flush toilets)             |
|      | Clinic                     | Housing(housing list)                 |
|      | Community hall             | Removal of asbestos in bucket toilets |
|      | Drop-In Centre             | Paving of roads                       |
|      | Park                       | Speed humps                           |
|      | Police Station             | Lack of medication in clinic          |
|      | Stadium                    | Renovation of clinic                  |
|      | Churches                   | Shortage of staff in clinic           |
|      | Commonage                  | Skills development centre             |
|      | Olive Farm                 | Development of (erfs)                 |
|      | Taverns                    | 1 extra ambulance                     |
|      | Old school building unused | Traffic services                      |
|      | Old clinic building unused | Treatment of the dam                  |
|      | Municipality               | Closure of furrows                    |
|      | Abattoir                   | OHS Compliance of facilities          |
|      | Library                    |                                       |
|      |                            |                                       |
|      |                            |                                       |

|              |                            |                            |
|--------------|----------------------------|----------------------------|
| <b>Two</b>   | Water outside yard         | Housing                    |
|              | Communal toilets           | Water                      |
|              | School(station)            | Electricity                |
|              | Electricity in 7de Laan    | Toilets                    |
|              | Water tank (station)       |                            |
| <b>Three</b> | Park                       | Paving                     |
|              | Welfare Office (DSD)       | More nurses at the clinic  |
|              | Crèche                     | Local swimming pool        |
|              | One Stop Shop Soup Kitchen | Dumping site               |
|              | 2 Primary Schools          |                            |
|              | Clinic                     |                            |
|              | Water in the yard          |                            |
|              | Houses                     |                            |
|              | Electricity                |                            |
|              | Community hall             |                            |
|              | Toilets                    |                            |
|              | Churches                   |                            |
| <b>Four</b>  | Taverns                    | Taxi rank                  |
|              | Churches                   | Park                       |
|              | Toilets                    | Street lights              |
|              | Electricity                | Housing                    |
|              | Grave yard                 | Soccer field               |
|              | Shops                      | Shopping complex           |
|              | Water                      | Speed humps                |
|              |                            | Library                    |
|              |                            | Waiting room for ambulance |
|              |                            | Solar geyser               |
|              |                            | Public lights              |
|              |                            | Land for businesses        |

## **Some of the key service delivery issues include:**

### **Strydenburg**

- VIP sanitation systems in Steynville (Hopetown) and Deetlefsville (Strydenburg) have not been received well by the residents of those areas because neighbouring suburbs are connected to water-borne sanitation.
- Services to areas like 7de Laan in Steynville and Deetlefsville in Strydenburg are planned through the housing department.
- A sharp increase in water losses over the year which resulted in a loss of over R 6 500 000 to the municipality.
- The non-reading of meters in the municipality and non- implementing of measures to contain electricity losses which are at 43%.
- The main water supply for the town and townships comes from the Witpoort boreholes system. The remaining lifespan of this system is still uncertain. Therefore, the direct extraction of water out of the Orange River remains the only solution for this problem. This issue has been brought to the attention of DWA.
- The old oxidation pond system needs to be rehabilitated since the new ponds were successfully completed and are already in use. The eradication of the bucket system in Deetlefsville and replacement with the VIP system causes unhappiness in the community because new housing development in the area make use of a water-borne system.
- The roads and storm water system in Deetlefsville is in a very bad state and need to be upgraded over a period of time. The main road in Strydenburg needs to be resealed and the gravel streets have to be resurfaced to make them acceptable.
- The main electrical system needs to be attended to. Some areas have been upgraded but the overall system is still dilapidated and old fashioned.
- The overhead electricity connections are not acceptable according to standard anymore and have to be changed to underground connections. Although it is expensive, it will be cost saving in the long run.

- Residents have been dumping their waste illegally across the municipality. As a result, the municipality is struggling to cope with cleaning these illegal dumping sites because of aging earth moving

## **Hopetown**

- The existing internal water pipes in Hopetown burst on a frequent basis and have to be replaced with PVC pipes.
- The capacity of the reservoirs is currently upgrade for approximately 10-year growth in development.
- The present sewer system (oxidation ponds) works at maximum capacity and needs to be replaced with a conventional system or upgraded.
- Provision has to be made for except able sewerage systems to address the needs of the informal residents with no sewerage services. A project is currently running to accommodate the upgrading of the ponds.
- The roads and storm water system is in a bad state with special reference to Steynville with no infrastructure due to the flat gradient.
- A storm water plan has been provided and the implementation thereof is essential. The steepness of the environment in all cases in Hopetown creates tremendous problems. The storm water is not up to standard and causes tarred road maintenance to be very high.
- The electrical system is totally outdated and does not comply with basic professional safety regulations. The facilities at the main receipt sub-station are busy to be upgraded for future development.
- The municipality needs to replace and repair the street lights in the identified areas of Hopetown as well as the Thembelihle NU in order for it to meet service delivery targets
- The present dumping site should be closed as the site is next to the N12 and is a sore eye for any tourist or probable investor. An area for a new dumping

site was identified by DWA. Construction of the new solid waste site has been completed, but the electricity switch is outstanding and need to be licensed.

## Chapter 3: Strategies

The Thembelihle Municipality has redesigned its strategic as follows:

### 3.1 Vision

***“Providing quality services through good relations and sound management”***

### 3.2 Mission

***A municipality focused on:***

- vi. Skilling its staff***
- vii. Improving its revenue***
- viii. Expanding sustainable infrastructure***
- ix. Improving stakeholder relations and***
- x. Stimulating economic growth***

| <b>3.3 VALUES</b> |   |
|-------------------|---|
| Integrity         | We will communicate realness in our dealings with colleagues and clients and shall be upstanding at all times   |
| Accountability    | We will be accountable for all our actions, good or bad and deal with the consequences thereof  |
| Professionalism   | We are here to serve our stakeholders with the highest standards and beyond their expectations  |
| Excellence        | We are never satisfied with yesterday’s way of doing things and are always looking for new ways to do our work better, faster, smarter and we do it best always |
| Empowerment       | We will always seek to create an environment where our community may learn, grow and be fulfilled and reach their full potential                                |
| Honesty           | We shall at all times ensure that we handle all matters like they are, without creating unrealistic expectations and at all times communicating the truth       |

|            |   |
|------------|---|
| Commitment | We shall be devoted with faithfulness to all our stakeholders and in particular the vision for the development of our organisation          |
| Efficiency | We shall make the most of our resources within the shortest possible time and shall reach our targets thus converting our plans into action |
| Discipline | We shall at all times focus ourselves on the main goal and be willing to achieve that goal at the expense of our own comfort                |

### 3.4 SWOT Analysis

#### Strengths

- Agriculture sector
- Critical posts are filled albeit resignations in short spaces of time
- The Environment
- A set of basic municipal by-laws exist
- Availability of land
- Basic public facilities available in the municipality

#### Weaknesses

- Unemployment
- Regular updating of by-laws
- Pending litigation against the municipality
- Under utilisation of staff

#### Opportunities

- Environmental tourism
- Industrial (Manufacturing) /Transport / Trade
- development focusing on the agricultural value chain
- N12 present an opportunity for development

#### Threats

- Environmental Pollution
- Service delivery strikes

### 3.5 Key Strategic Issues

| Issue                            | Implication if not addressed                      | Strategy to address issue  |
|----------------------------------|---|--|
| Lack of discipline among staff   | No work ethic                                     | Develop a policy to address staff discipline                     |
|                                  | Decrease in staff morale                          | Initiate wellness programme for staff                            |
|                                  | Negative image of the municipality                | Monitor policy implementation and wellness programme through LLF |
|                                  | No service delivery                               |  |
| Low Skilled Staff                | Poor quality of reports to government departments | Development of a Workplace Skills Plan (WSP)                     |
|                                  | Poor quality of work                              | Implementing the WSP   |
|                                  | General non-compliance with norms and standards   | Quality Control and Monitoring of WSP                            |
| Unfilled critical posts          | Staff do work not in their job description        | Develop recruitment policy                                       |
|                                  | Overtime and disputes                             | Review Organogramme  |
|                                  |   | Employ staff in the vacant posts                                 |
| High redundant staff             | Increased salary cost                             | Review all employee contracts                                    |
|                                  | Municipality not getting value for money          | Proper Placement of staff  |
|                                  | Employment of unskilled people                    | Initiate job evaluation process                                  |
|                                  | Increase in labour cost                           |  |
| Poor alignment of key programmes | Non-compliance of government grants               | Improving the capacity of officials to develop plans             |
|                                  | No clear plan to develop municipality             | Training of councilors on IDP, PMS etc for better oversight      |
|                                  | Lack of efficiency in municipal operations        | Annual Review of plans   |

|                                     |   |   |
|-------------------------------------|---|---|
| Consequence Management              | Fruitless and irregular expenditure will continue | Establish Financial Misconduct Committee                                      |
|                                     | Impression of a corrupt municipality will persist | Develop procedural manual   |
|                                     | Employees will continue to do as they wish        | Quarterly and regular reporting on the activities of the Misconduct Committee |
| Communication with key stakeholders | Lack of trust                                     | Develop a communications policy/strategy                                      |
|                                     | Wasteful expenditure                              | Appoint a communications officer  |
|                                     | Not addressing the needs of the community         | Establish and train ward committees   |
| Ageing infrastructure               | Increase in overtime                              | Develop an operations and maintenance plan                                    |
|                                     | Slow service delivery                             | Implement the O and M Plan  |
|                                     | Increase in maintenance cost                      |   |
| Decrease in economic growth         | Increase in the number of indigents               | Develop an economic development strategy                                      |
|                                     | Decrease in revenue for the municipality          | Design economic development projects  |
|                                     | Increase in poverty                               |   |
| Supply Chain Non-compliance         | Increase in corruption                            | Training of staff on SCM  |
|                                     | Disadvantage local businesses                     | CSD and registration of SMME on database                                      |
|                                     | Negative audit report                             | Training of councillors on SCM  |
| Revenue Enhancement                 | Cannot pay creditors                              | review and implement Credit Control Policy                                    |
|                                     | Cannot manage projects                            | Create a community awareness on the policy                                    |
|                                     | Create a culture of non-payment                   | Install Smart Metering  |

### **3.6 Strategies for development**

Thembelihle Municipality engaged in the process of the development of its strategic plan. In the strategic plan, it identified critical strategies related to its development over the current term of council and by default the IDP term. In so doing the municipality identified the following strategic objectives which will need to be aligned to projects eventually:

10. To ensure 100% service delivery planning within the municipality by developing all (100%) sector plans and thereby ensuring that the residents of the municipality are well serviced
11. To improve the Operations and Maintenance capacity of the municipality and its infrastructure through planning and implementation by ensuring 100% alignment of O & M Budgeting and implementation
12. To ensure a municipality that is stable and has organisational discipline through the review of the organisational structure, staff establishment, PMS and recruitment and selection strategy of the municipality
13. To improve low staff performance and the misalignment of the organisational structure with the strategic objectives through a wholesale organisational redesign process.
14. To improve poor performance and compromised service delivery thereby targeting low skills base within the municipality by developing and implementing a vibrant Workplace Skills Plan.
15. To create an economically conducive environment by implementing the LED Strategy of the municipality
16. To strengthen the service delivery budget by sourcing extra funds
17. To ensure that the municipality is self-sustainable and accountable financially by attaining a clean audit.
18. Improve the communication and liaison with communities and stakeholders in order to improve service delivery and harmony in the municipality

### **3.7 Programmes for development over the next 5 years**

For the purpose of this IDP, a programme can be defined as: “Planned actions aimed at creating an impetus or a critical mass in the broader municipal and even district development environment that will stimulate economic development and growth performance”. A number of programmes has been identified and evaluated in this regard.

The integrated and strategic approach for stimulating growth and development within Thembelihle is detailed. These programmes have been specifically tailored to the local socio-economic conditions. They are aimed at achieving optimal strategic benefits that include employment creation and economic growth. These programmes are:

- Provide reliable and sustainable services to all communities in the municipality
- Establish a social cohesion programme to integrate all communities in particular farming communities
- Improvement of discipline among staff
- Improve the capacity of the staff in order to have highly skilled staff
- Unfilled critical posts to be filled
- Improvement of Consequence Management in the Municipality
- Improve and maintain good communication with key stakeholders
- Develop sector plans to respond to the challenges of ageing infrastructure
- Avert the decrease in economic growth and explore new economic growth opportunities through an LED Strategy

- Explore strategies for Revenue Enhancement in order to improve the financial position of the municipality

| National Key Performance Area     | Strategic Objective  | Programme 1   | Programme 2  |
|-----------------------------------|--|---|--|
| <b>Basic Service Delivery</b>     | 1. To ensure 100% service delivery planning within the municipality by developing all (100%) sector plans and thereby ensuring that the residents of the municipality are well serviced                              | Provide reliable and sustainable services to all communities in the municipality                            | Develop sector plans to respond to the challenges of ageing infrastructure   |
|                                   | 2. To improve the Operations and Maintenance capacity of the municipality and its infrastructure through planning and implementation by ensuring 100% alignment of O & M Budgeting and implementation                | Develop an operation and maintenance plan for the municipality  | Budget and implement a robust O&M plan   |
| <b>Institutional Development</b>  | 3. To ensure a municipality that is stable and has organisational discipline through the review of the organisational structure, staff establishment, PMS and recruitment and selection strategy of the municipality | Improvement of discipline among staff   | Review the organisational structure, staff establishment, PMS and recruitment and selection strategy of the municipality |
|                                   | 4. To improve low staff performance and the misalignment of the organisational structure with the strategic objectives through a wholesale organisational redesign process.  | Unfilled critical posts to be filled  | Management of the excess contracts within the municipality   |
|                                   | 5. To improve poor performance and compromised service delivery thereby targeting low skills base within the municipality by developing and implementing a vibrant Workplace Skills Plan.                            | Develop a workplace skills plan for the municipality  | Improve the capacity of the staff in order to have highly skilled staff  |
| <b>Local Economic Development</b> | 6. To create an economically conducive environment by implementing the LED Strategy of the municipality  | Avert the decrease in economic growth and explore new economic growth opportunities through an LED Strategy |  |
| <b>Financial Viability</b>        | 7. To ensure that the municipality is self-sustainable and accountable financially by attaining a clean audit.   | Improvement of Consequence Management in the Municipality   |  |

|                 |   |   |   |
|-----------------|---|---|---|
|                 | 8. To strengthen the service delivery budget by sourcing extra funds  | Explore strategies for Revenue Enhancement in order to improve the financial position of the municipality |   |
| Good governance | 9. Improve the communication and liaison with communities and stakeholders in order to improve service delivery and harmony in the municipality | Establish a social cohesion programme to integrate all communities in particular farming communities      | Improve and maintain good communication with key stakeholders |

## Chapter 4: Projects

Following and flowing from the previous chapters, the projects are formulated on the basis of the development vision of the municipality. This part therefore focuses on detailed project designs that will ensure that there is a link between planning and physical delivery of projects.

In order to ensure the smooth implementation of the projects, it is imperative to first check that such a project complies with the principles, objectives and strategies set earlier in the IDP process and are detailed below:

| National Key Performance Area    | Strategic Objective  | Programme 1  | Programme 2  | Projects   |
|----------------------------------|--|--|--|--|
| <b>Basic Service Delivery</b>    | 1. To ensure 100% service delivery planning within the municipality by developing all (100%) sector plans and thereby ensuring that the residents of the municipality are well serviced                              | Provide reliable and sustainable services to all communities in the municipality | Develop sector plans to respond to the challenges of ageing infrastructure   | Source funding for Sector Plans  |
|                                  | 2. To improve the Operations and Maintenance capacity of the municipality and its infrastructure through planning and implementation by ensuring 100% alignment of O & M Budgeting and implementation                | Develop an operation and maintenance plan for the municipality                   | Budget and implement a robust O&M plan   | Budget for O&M<br>Implement O&M<br>Report on O&M                                   |
| <b>Institutional Development</b> | 3. To ensure a municipality that is stable and has organisational discipline through the review of the organisational structure, staff establishment, PMS and recruitment and selection strategy of the municipality | Improvement of discipline among staff  | Review the organisational structure, staff establishment, PMS and recruitment and selection strategy of the municipality | Review organogramme<br>Develop and Implement PMS<br>Review HR and Related Policies |

|                                   |   |   |   |  |
|-----------------------------------|---|---|---|--|
|                                   | 4. To improve low staff performance and the misalignment of the organisational structure with the strategic objectives through a wholesale organisational redesign process.               | Unfilled critical posts to be filled  | Management of the excess contracts within the municipality  | Review contracts of all employees<br>Start negotiations with employees<br>Advertise budgeted vacant posts<br>Fill vacant posts |
|                                   | 5. To improve poor performance and compromised service delivery thereby targeting low skills base within the municipality by developing and implementing a vibrant Workplace Skills Plan. | Develop a workplace skills plan for the municipality  | Improve the capacity of the staff in order to have highly skilled staff                             | Develop and implement a WSP<br>Conduct and create courses for the staff  |
| <b>Local Economic Development</b> | 6. To create an economically conducive environment by implementing the LED Strategy of the municipality   | Avert the decrease in economic growth and explore new economic growth opportunities through an LED Strategy | Implement an aggressive LED Strategy to take the growth of the local municipality to the next level | Develop LED Strategy<br>Source funds for the LED Strategy<br>Implementation  |
| Financial Viability               | 7. To ensure that the municipality is self-sustainable and accountable financially by attaining a clean audit.  | Improvement of Consequence Management in the Municipality   | Setup a consequence management committee and ensure its functionality                               | Implement consequence management   |
|                                   | 8. To strengthen the service delivery budget by sourcing extra funds  | Explore strategies for Revenue Enhancement in order to improve the financial position of the municipality   | Ensure that the current losses are curbed and residents get better value                            | Implement prepaid metering<br>Review and implement credit control policy   |
| Good governance                   | 9. Improve the communication and liaison with communities and stakeholders in order to improve service delivery and harmony in the municipality   | Establish a social cohesion programme to integrate all communities in particular farming communities        | Improve and maintain good communication with key stakeholders                                       | Establish Ward Committees<br>Have an operational plan for Ward Committees<br>Appoint Ward committee officer                    |

| Strategic Objective   | Programme  | Funding | Project  | Cost             |
|---|--|---------|--|------------------|
|   |  | Y/N     |  |                  |
| To ensure 100% service delivery planning within the municipality by developing all (100%) sector plans and thereby ensuring that the residents of the municipality are well serviced                              | Provide reliable and sustainable services to all communities in the municipality   | N       | Submit applications for funding of Sector Plans                        | -                |
|   |  |         | Commission the development of sector plans                             | R 1 500 000.00   |
|   |  |         | Implement all sector plans including current infrastructure programmes | R 100 000 000.00 |
| To improve the Operations and Maintenance capacity of the municipality and its infrastructure through planning and implementation by ensuring 100% alignment of O & M Budgeting and implementation                | Develop an operation and maintenance plan for the municipality   | N       | Develop and fund O&M Plan  | -                |
|   |  |         | Implement the O&M Plan   | R 1 300 000.00   |
| To ensure a municipality that is stable and has organisational discipline through the review of the organisational structure, staff establishment, PMS and recruitment and selection strategy of the municipality | Improvement of discipline among staff  | N       | Review policies within the municipality                                | R 60 000.00      |
|   |  | N       | Conduct discipline enforcing workshops                                 | R 10 000.00      |
|   |  | N       | Develop and implement a code of conduct for employees                  | R 10 000.00      |
|   | Review the organisational structure, staff establishment, PMS and recruitment and selection strategy of the municipality | N       | Procure services to improve the systems                                | R 300 000.00     |
|   |  | N       | Review all existing employee contracts                                 | R 200 000.00     |

|  |   |          |  |              |
|--|---|----------|--|--------------|
|  |   | <b>N</b> | Advertise and fill vacant posts                  |              |
|  |   | <b>N</b> | Develop a WSP                                    | -            |
|  |   | <b>N</b> | Hold training workshops for staff                | R 10 000.00  |
|  |   | <b>N</b> | Develop and Implement PMS                        | R 180 000.00 |
| To create an economically conducive environment by implementing the LED Strategy of the municipality   | Avert the decrease in economic growth and explore new economic growth opportunities through an LED Strategy | <b>N</b> | Develop LED Strategy                             | R 350 000.00 |
|  | Implement an aggressive LED Strategy to take the growth of the local municipality to the next level         | <b>N</b> | Source funds for the LED Strategy Implementation | N/A          |
| To ensure that the municipality is self-sustainable and accountable financially by attaining a clean audit and to strengthen the service delivery budget by sourcing extra funds | Improvement of Consequence Management in the Municipality   | <b>N</b> | Set up consequence management systems            | -            |
|  | Explore strategies for Revenue Enhancement in order to improve the financial position of the municipality   | <b>N</b> | Implement prepaid metering system                | N/A          |
| Improve the communication and liaison with communities and stakeholders in order to improve service delivery and harmony in the municipality                                     | Improve and maintain good communication with key stakeholders   | <b>N</b> | Establish Ward Committees                        | R 10 000.00  |
|  |   | <b>N</b> | Have an operational plan for Ward Committees     | R 10 000.00  |
|  |   | <b>N</b> | Appoint Ward committee officer                   | R 240 000.00 |

#### 4.1 Infrastructure Projects over the next five years

| <b>Programme</b>                 | <b>Project</b>   |
|----------------------------------|--|
| <b>Sanitation(flush toilets)</b> | <ul style="list-style-type: none"> <li>✓ Removal of bucket system across the municipality</li> <li>✓ Removal of pit latrine system across the municipality</li> <li>✓ Removal of asbestos in bucket toilets</li> </ul>   |
| <b>Housing(housing list)</b>     | <ul style="list-style-type: none"> <li>✓ Development of (erven)</li> <li>✓ Building of houses in the area (all wards)</li> </ul>   |
| <b>Roads and storm-water</b>     | <ul style="list-style-type: none"> <li>✓ Upgrading of roads across all wards (Strydenburg and Steynville priority for 17/18)</li> <li>✓ Paving of roads</li> <li>✓ Erection of speed humps</li> <li>✓ Improvement of traffic services</li> <li>✓ Development of taxi rank</li> <li>✓ Closure of furrows</li> </ul> |
| <b>Water</b>                     | <ul style="list-style-type: none"> <li>✓ Treatment of Dam</li> <li>✓ Closure of furrows</li> <li>✓ Groundwater provision (Strydenburg Priority for 17/18)</li> </ul>   |
| <b>Sanitation(flush toilets)</b> | <ul style="list-style-type: none"> <li>✓ Removal of bucket system across the municipality</li> <li>✓ Removal of pit latrine system across the municipality</li> <li>✓ Removal of asbestos in bucket toilets</li> </ul>   |
| <b>Housing(housing list)</b>     | <ul style="list-style-type: none"> <li>✓ Development of (erven)</li> <li>✓ Building of houses in the area (all wards)</li> </ul>   |

|                              |  |
|------------------------------|--|
| <b>Roads and storm-water</b> | <ul style="list-style-type: none"> <li>✓ Upgrading of roads across all wards (Strydenburg and Steynville priority for 17/18)</li> <li>✓ Paving of roads</li> <li>✓ Erection of speed humps</li> <li>✓ Improvement of traffic services</li> <li>✓ Development of taxi rank</li> <li>✓ Closure of furrows</li> </ul> |
| <b>Health care</b>           | <ul style="list-style-type: none"> <li>✓ Improvement of medication in clinic</li> <li>✓ Renovation of clinic</li> <li>✓ Shortage of staff in clinic</li> <li>✓ Provision of extra ambulances</li> <li>✓ Building of a decent waiting area for ambulance</li> </ul>   |
| <b>Public Facilities</b>     | <ul style="list-style-type: none"> <li>✓ Development of a skills development centre</li> <li>✓ Development of ECD Centres across all wards</li> <li>✓ Building of a school in Steynville</li> <li>✓ Building of a school in Strydenburg</li> </ul>   |

## 4.2 Infrastructure Priorities for 2017/18

| <b>Project</b>       | <b>Description</b>                 | <b>Amount</b>   |
|----------------------|------------------------------------|-----------------|
| Roads                | Upgrading of Roads in Steynville   | R8,261,102.86   |
| Roads                | Upgrading of roads in Deetlisville | R224,697.14     |
| Sanitation           | Outfall Sewer: Steynville          | R600 000.00     |
| Sanitation           | VIP Toilets                        | R 4 000 000.00  |
| Education            | Building of a school in Steynville | -               |
| Total Projects 17/18 |                                    | R13 085 800. 00 |

### 4.3 Budget Highlights

The 2017/2018 MTREF budget has been developed with an overall planning framework and includes programmes and projects to achieve the municipality's strategic objectives. Municipal revenues and cash flows are expected to remain under pressure in 2017/18 due to the state of the economy; hence a conservative approach has been adopted when projecting expected revenues and receipts.

The challenge to produce a sustainable, affordable budget necessitated reductions to certain budgetary provisions. National Treasury MFMA Budget related Circulars and related correspondence clearly prescribe that a budget must be realistic, sustainable and relevant; and must be fully funded. To comply with these prescribes, it is a requirement that the municipality must produce a positive cash flow budget for the 2017/2018 financial year. This was no mean feat to achieve which resulted in having to apply a very conservative approach during the budget process.

The MTREF is a financial plan that enables the municipality to achieve its vision and mission through the IDP Strategy which is informed by the development agenda and community/stakeholder inputs.

The budget serves to bring to light the current council developmental priorities as outlined below:

- Poverty reduction, job-creation, rural and economic development
- Financial sustainability
- Spatial development and the built environment
- Human settlements
- Social and community services
- Good governance

National Treasury's MFMA Circular Nos. 79 & 85 was used to guide the compilation of the 2017/18 MTREF. In addition, this budget format and content incorporates the requirements of the Municipal Budget and Reporting Regulations.

The following budgeting PRINCIPLES were applied in formulating the medium-term budget:

- Sustainable, affordable, realistic and balanced budget
- Budget to contribute to achieving strategic objectives of the IDP
- Tariffs to be cost reflective, realistic and affordable
- Income/ Revenue driven budget: affordability i.e. if funds do not materialize review expenditure
- Realistic and achievable collection rates

The main CHALLENGES experienced during the compilation of the 2017/18 MTREF can be summarized as follows:

- The growing debt to Eskom;
- Limited resources and minimal growth in the rates base;
- Major strain on capital budget due to increased demand and eradication of backlogs.
- Unemployment: sustaining existing collection rates.

The MFREF-based revenue and expenditure projections assumed inflation-linked annual adjustments between 6.4% and 5,8% respectively for the 3-year budget period of 2017/2018, 2018/2019 and 2019/2020.

Further key parameters applied to the Municipality's financial framework included the following for the 2017/2018 financial year:

Revenue / tariff increases

- |                                  |                                |
|----------------------------------|--------------------------------|
| • Rates                          | 6.1%                           |
| • Electricity                    | 12.4%                          |
| • Water                          | 6.1%                           |
| • Sanitation                     | 6.1%                           |
| • Refuse                         | 6.1%                           |
| • Salaries and Wages adjustments | 7.1% (Annual CPI 6.1% plus 1%) |
| • General Expenses               | 6.1%                           |

Our major cost drivers reflect as follows:

- |                               |                |
|-------------------------------|----------------|
| • Employee Cost:              | R 26,9 million |
| • Remuneration of councilors: | R5,5 million   |
| • Operating Cost:             | R 68,8 million |
| • Capital Cost:               | R 13 million   |
| • Depreciation:               | R 8,2 million  |

Our Major Revenue Sources that we anticipate:

- |                      |                |
|----------------------|----------------|
| • Grants & Subsidies | R 25,8 million |
| • Income Generated   | R 41,4 million |
| • Capital Funding    | R 13 million   |

## **Budget Process Overview (including consultation process and outcomes)**

In terms of Section 24 of the MFMA, Council must at least 30 days before the start of the financial year consider approval of the annual budget. Section 53, requires the mayor of a municipality to provide general political guidance over the budget process and the priorities that must guide the preparation of the budget. In addition, Chapter 2 of the Municipal Budget and Reporting Regulations, gazetted on 17 April 2009, states that the mayor of the municipality must establish a budget steering committee to provide technical assistance to the mayor in discharging the responsibilities set out in section 53 of the Act.

The Municipal System Act (Act 32 of 2000) and the Municipal Finance Management Act (Act 56 of 2003) require all municipalities to adopt a process plan for the integrated development plan and budget that will harness the development process. It is within this context that this first process plan of the newly constituted council was annualised to particularly enable the municipality to meet the requirements spelled-out in section 27 (2) of the Municipal Systems Act (Act 32 Of 2000). The next sub-sections highlight the legislative frameworks to be complied with.

In Circular 85 Municipal Budget Circular for the 2017/18 MTREF, National Treasury encouraged municipalities to maintain tariff increases at levels that reflect an appropriate balance between the affordability to poorer households and other customers while ensuring the financial sustainability of the municipality. The Consumer Price Index (CPI) inflation has however breached the upper limit of the 3 to 6 per cent target band; therefore, municipalities are now required to justify all increases in excess of the 6.1 per cent projected inflation target in their budget narratives, and pay careful attention to the differential incidence of tariff increases across all consumer groups.

National Treasury has released Version 6.1 of Schedule A1 (the Excel Formats) which is aligned to version 6.1 of the mSCOA classification framework which must be used when compiling the 2017/18 MTREF budget. This version incorporates major changes (see Annexure A). Therefore, Thembelihle made use of this version for the preparation of their 2017/18 MTREF budget.

The process plan focusing on the IDP, PMS and Budget for 2017-2018 was tabled by the Mayor to Council during a Special Council meeting on 31 January 2017.

### **1.1 *Municipal Systems Act***

In terms of the Municipal System Act of 2000, all municipalities have to undertake an IDP process to produce the IDP. The Act further mandates municipalities to have a Performance Management System in place. These planning tools together with other planning instruments i.e. a municipal budget are designed to assist Municipalities to be

developmentally oriented and to contribute meaningfully in improving the lives of their communities. As the aforementioned plans are the legislative requirements they have legal status and supersede all other plans that guide development at local government level.

Thembelihle Municipality has completed its 5 year IDP cycle. This was done in terms of chapter 5 and 6, of the Municipal System Act and of the Municipal Finance Management Act of 2003. In terms of Section 34 of the Municipal Systems Act:

Thembelihle Municipality is currently embarking on revising the IDP, the first one of the newly elected council, which will reflect the new planning. This plan will address, amongst others, the following:

- (a) Comments received from various role-players in the IDP process, especially the community, the IDP Representative Forum the IDP Hearings and the Engagement sessions.
- (b) Areas requiring additional attention in terms of legislation requirements;
- (c) Areas identified through self-assessment;
- (d) The review of KPI's (PMS) and alignment of budget;
- (e) The update of the 5 years' financial plan as well as the list of projects;
- (f) Identification of new projects,
  
- (g) The continuation of the Sector Plans to be completed
- (h) Implementation of existing projects
- (i) The update of the Spatial Development Framework (SDF); and
- (j) The preparation and update to the Sector Plans.

#### 1.2 *Municipal Finance Management Act*

Chapter 4, section 16 (1) and (2) of the Municipal Finance Management Act states that-

- 1) *The Council of the municipality must of each financial year approve an annual budget for the municipality before the start of the financial year.*
- 2) *In order for the municipality to comply with subsection (1), the Mayor of the municipality must table the annual budget at the council meeting at least 90 days before the start of the budget year.*

The above section must be read in conjunction with section 24 (1) which states that Council must at least 30 days before the start of the new financial year approve the annual budget. It is clear that this Act provides very strict time frames within the budget process must be completed.

Adding to the above the Act states in section 21 (1) (b) that-

The Mayor of a Municipal must-

- (a) At least 10 months before the starts of the budget year, table in the municipal council a time schedule outlining key deadlines for-

- (b) The preparation, tabling and approval of the annual budget;
- (ii) the annual review of-
  - (aa) the integrated development plan in terms of section 34 of the municipal Systems Act and
  - (bb) the budget related policies;
- (iii) the tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and
- (iv) Any consultative processed forming part of the referred to in subparagraphs (i), (ii) and (iii).

Considering this, it implies that the Mayor must table the budget process before Council, 10 months before the start of the new financial year.

## Budget 2017-2020

| Description   | Current Year 2016/17 |                 |                 |                    | 2017/18 Medium Term Revenue & Expenditure Framework |                     |                        |
|---|----------------------|-----------------|-----------------|--------------------|---|---------------------|------------------------|
|   | R thousands          | Original Budget | Adjusted Budget | Full Year Forecast | Pre-audit outcome                                   | Budget Year 2017/18 | Budget Year +1 2018/19 |
| <b>Financial Performance</b>  |                      |                 |                 |                    |   |                     |                        |
| Property rates  | 3,578                | 7,523           | 7,523           | 7,523              | 7,571   | 8,018               | 8,483                  |
| Service charges   | 19,164               | 21,629          | 21,629          | 21,629             | 22,752  | 25,779              | 28,914                 |
| Investment revenue  | 333                  | 570             | 573             | 573                | 590   | 625                 | 661                    |
| Transfers recognised – operational  | 24,032               | 24,032          | 31,443          | 31,443             | 26,023  | 28,451              | 30,322                 |
| Other own revenue   | 10,932               | 5,353           | 3,555           | 3,555              | 10,578  | 7,330               | 6,063                  |
| <b>Total Revenue (excluding capital transfers and contributions)</b>                          | <b>58,039</b>        | <b>59,107</b>   | <b>64,723</b>   | <b>64,723</b>      | <b>67,514</b>                                       | <b>70,204</b>       | <b>74,442</b>          |
| Employee costs  | 25,125               | 27,392          | 30,147          | 30,147             | 26,961  | 28,837              | 30,818                 |
| Remuneration of councillors   | 3,004                | 2,682           | 2,159           | 2,159              | 2,640   | 2,818               | 3,007                  |
| Depreciation & asset impairment   | 7,782                | 8,142           | 8,142           | 8,142              | 8,256   | 8,744               | 9,251                  |
| Finance charges   | 680                  | 859             | 1,274           | 1,274              | 541   | 573                 | 606                    |
| Materials and bulk purchases  | 13,969               | 13,441          | 14,499          | 14,499             | 13,691  | 14,498              | 15,339                 |
| Transfers and grants  | –                    | 162             | 81              | –                  | 895   | 948                 | 1,003                  |
| Other expenditure   | 13,041               | 14,687          | 12,165          | 12,165             | 12,818  | 13,700              | 14,459                 |
| <b>Total Expenditure</b>  | <b>63,600</b>        | <b>67,365</b>   | <b>68,467</b>   | <b>68,386</b>      | <b>65,802</b>                                       | <b>70,118</b>       | <b>74,483</b>          |
| <b>Surplus/(Deficit)</b>  | <b>(5,561)</b>       | <b>(8,258)</b>  | <b>(3,744)</b>  | <b>(3,663)</b>     | <b>1,713</b>  | <b>85</b>           | <b>(41)</b>            |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial and District) | 14,283               | 13,408          | 6,909           | 6,909              | 14,055  | 9,814               | 10,110                 |
| Contributions recognised - capital & contributed assets                                       | –                    | –               | –               | –                  | –   | –                   | –                      |
|   | 8,723                | 5,150           | 3,165           | 3,246              | 15,768  | 9,899               | 10,069                 |
| <b>Surplus/(Deficit) after capital transfers &amp; contributions</b>                          |                      |                 |                 |                    |   |                     |                        |
| Share of surplus/ (deficit) of associate  | –                    | –               | –               | –                  | –   | –                   | –                      |
| <b>Surplus/(Deficit) for the year</b>   | <b>8,723</b>         | <b>5,150</b>    | <b>3,165</b>    | <b>3,246</b>       | <b>15,768</b>                                       | <b>9,899</b>        | <b>10,069</b>          |
| <b>Capital expenditure &amp; funds sources</b>  |                      |                 |                 |                    |   |                     |                        |
| <b>Capital expenditure</b>  | 14,323               | 13,933          | 15,299          | 15,299             | 14,055  | 9,814               | 10,110                 |
| Transfers recognised – capital  | 14,323               | 13,368          | 14,734          | 14,734             | 14,055  | 13,549              | 14,100                 |
| Public contributions & donations  | –                    | –               | –               | –                  | –   | –                   | –                      |
| Borrowing   | –                    | –               | –               | –                  | –   | –                   | –                      |
| Internally generated funds  | –                    | 565             | 565             | 565                | –   | –                   | –                      |
| <b>Total sources of capital funds</b>   | <b>14,323</b>        | <b>13,933</b>   | <b>15,299</b>   | <b>15,299</b>      | <b>14,055</b>                                       | <b>13,549</b>       | <b>14,100</b>          |
| <b>Financial position</b>   |                      |                 |                 |                    |   |                     |                        |
| Total current assets  | 28,741               | 21,954          | 16,484          | 16,484             | 24,493  | 22,882              | 28,421                 |
| Total non current assets  | 244,962              | 244,602         | 244,810         | 244,810            | 252,744   | 253,259             | 254,656                |
| Total current liabilities   | 42,537               | 42,553          | 32,919          | 32,919             | 62,506  | 38,651              | 38,651                 |
| Total non current liabilities   | 12,187               | 11,927          | 11,927          | 11,927             | 12,187  | 9,938               | 10,932                 |
| Community wealth/Equity   | 226,762              | 219,857         | 190,125         | 190,125            | 230,714   | 229,469             | 229,469                |
| <b>Cash flows</b>   |                      |                 |                 |                    |   |                     |                        |
| Net cash from (used) operating  | 12,025               | 7,825           | 8,252           | 8,252              | 12,790  | 13,237              | 14,216                 |
| Net cash from (used) investing  | (9,323)              | (13,448)        | (6,592)         | (6,592)            | (7,751)   | (11,949)            | (14,100)               |
| Net cash from (used) financing  | (270)                | (270)           | (1,051)         | (1,051)            | (270)   | (270)               | (270)                  |
| <b>Cash/cash equivalents at the year end</b>  | <b>12,384</b>        | <b>4,546</b>    | <b>792</b>      | <b>792</b>         | <b>4,769</b>  | <b>5,787</b>        | <b>5,633</b>           |
| <b>Cash backing/surplus reconciliation</b>  |                      |                 |                 |                    |   |                     |                        |

|   |              |                |                |                |                 |                |                |
|---|--------------|----------------|----------------|----------------|-----------------|----------------|----------------|
| Cash and investments available                | 12,424       | 8,520          | 3,457          | 3,457          | 8,176           | 4,135          | 6,120          |
| Application of cash and investments           | 10,511       | 15,878         | 11,986         | 11,986         | 34,134          | 10,101         | 8,241          |
| <b>Balance - surplus (shortfall)</b>          | <b>1,913</b> | <b>(7,358)</b> | <b>(8,529)</b> | <b>(8,529)</b> | <b>(25,958)</b> | <b>(5,966)</b> | <b>(2,121)</b> |
| <b>Asset management</b>                       |              |                |                |                |                 |                |                |
| Asset register summary (WDV)                  | 233,850      | 226,065        | 226,065        | 245,777        | 245,777         | 257,820        | 270,195        |
| Depreciation                                  | 6,782        | 7,782          | 7,782          | 8,291          | 8,291           | 9,111          | 8,829          |
| Renewal of Existing Assets                    | -            | -              | -              | -              | -               | -              | -              |
| Repairs and Maintenance                       | 1,796        | 2,364          | 2,219          | 1,199          | 1,199           | 1,269          | 1,343          |
| <b>Free services</b>                          |              |                |                |                |                 |                |                |
| Cost of Free Basic Services provided          | 1,731        | -              | -              | -              | -               | -              | -              |
| Revenue cost of free services provided        | 1,732        | 3,423          | 3,423          | 3,462          | 3,462           | 3,667          | 3,879          |
| <b>Households below minimum service level</b> |              |                |                |                |                 |                |                |
| Water:  | -            | -              | -              | -              | -               | -              | -              |
| Sanitation/sewerage:                          | 1            | 1              | 1              | 1              | 1               | 1              | 1              |
| Energy:                                       | 2            | 2              | 2              | 2              | 2               | 2              | 2              |
| Refuse:                                       | -            | -              | -              | -              | -               | -              | -              |

### Reconciliation of IDP Strategic Objectives and Budget (Revenue)

| Strategic Objective  | Goal                          | Current Year 2016/17 |                 |                    | 2017/18 Medium Term Revenue & Expenditure Framework |                        |                        |
|--|-------------------------------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
|  |                               | Original Budget      | Adjusted Budget | Full Year Forecast | Budget Year 2017/18                                 | Budget Year +1 2018/19 | Budget Year +2 2019/20 |
| <b>R thousand</b>  |                               |                      |                 |                    |   |                        |                        |
| Sustaining the Natural and Built Environment                         | Services                      | 25,448               | 25,448          | 25,448             | 25,448  | 27,062                 | 28,700                 |
| Economic Development and Job Creation                                | Planning & Development        | 1,482                | 1,482           | 1,482              | 1,482   | 512                    | 527                    |
| Quality Living Environment   | Recreation                    |                      |                 |                    |   |                        |                        |
| Safe, Healthy and Secure Environment                                 | Health & Public Safety        | 2,855                | 2,855           | 2,855              | 2,855   | 3,032                  | 3,211                  |
| Empowering our Citizens  | Library                       | 1,209                | 1,209           | 1,209              | 1,209   | 1,290                  | 1,365                  |
| Embracing our Cultural Diversity                                     | Community                     | 1,410                | 1,410           | 1,410              | 1,410   | 1,497                  | 1,585                  |
| Good Governance  | Public Participation(Council) | 16,490               | 16,490          | 16,490             | 16,490  | 17,621                 | 18,747                 |
| Financial Viability and Sustainability                               | Financial Management          | 6,388                | 6,388           | 6,388              | 6,388   | 6,995                  | 7,542                  |
| Operations and Support Services                                      | Corporate Services            | 5,832                | 5,832           | 5,832              | 5,832   | 885                    | 940                    |
| <b>Allocations to other priorities</b>                               |                               |                      |                 |                    |   |                        |                        |
| <b>Total Revenue (excluding capital transfers and contributions)</b> |                               | <b>61,114</b>        | <b>61,114</b>   | <b>61,114</b>      | <b>61,114</b>                                       | <b>58,894</b>          | <b>62,618</b>          |
| <i>References</i>  |                               |                      |                 |                    |   |                        |                        |
| <i>check op revenue balance</i>                                      |                               | (11,208)             | (11,401)        | (10,518)           | (20,455)  | (21,124)               | (21,934)               |

### Reconciliation of IDP Strategic Objectives and Budget (Expenditure)

| Strategic Objective                          | Goal                          | Goal Code | Current Year 2016/17 |                 |                    | 2017/18 Medium Term Revenue & Expenditure Framework |                        |                        |
|--|-------------------------------|-----------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
|  |                               |           | Original Budget      | Adjusted Budget | Full Year Forecast | Budget Year 2017/18                                 | Budget Year +1 2018/19 | Budget Year +2 2019/20 |
| <b>R thousand</b>                            |                               |           |                      |                 |                    |   |                        |                        |
| Sustaining the Natural and Built Environment | Services                      | A         | 27,817               | 27,817          | 27,817             | 27,817  | 30,184                 | 32,723                 |
| Economic Development and Job Creation        | Planning & Development        | B         | 9,959                | 9,959           | 9,959              | 9,959   | 10,267                 | 10,887                 |
| Quality Living Environment                   | Recreation                    | C         |                      |                 |                    |   |                        |                        |
| Safe, Health and Secure Environment          | Health & Public Safety        | D         | 1,680                | 1,680           | 1,680              | 1,680   | 1,806                  | 1,953                  |
| Empowering our Citizens                      | Library                       | E         | 1,319                | 1,319           | 1,319              | 1,319   | 1,423                  | 1,548                  |
| Embracing our Cultural Diversity             | Community                     | F         | 530                  | 530             | 530                | 530   | 1,400                  | 1,459                  |
| Good Governance                              | Public Participation(Council) | G         | 6,131                | 6,131           | 6,131              | 6,131   | 6,593                  | 6,900                  |
| Financial Viability and Sustainability       | Financial Management          | H         | 13,542               | 13,542          | 13,542             | 13,542  | 11,389                 | 12,159                 |
| Operations and Support Services              | Coporate Services             | I         | 5,696                | 5,696           | 5,696              | 5,696   | 6,186                  | 6,592                  |
| <b>Allocations to other priorities</b>       |                               |           |                      |                 |                    |   |                        |                        |
| <b>Total Expenditure</b>                     |                               |           | <b>66,675</b>        | <b>66,675</b>   | <b>66,675</b>      | <b>66,675</b>                                       | <b>69,248</b>          | <b>74,222</b>          |

References

2. Balance of allocations not directly linked to an IDP strategic objective

|                              |       |       |         |     |       |       |
|------------------------------|-------|-------|---------|-----|-------|-------|
| check op expenditure balance | 3,075 | (690) | (1,792) | 873 | (871) | (261) |
|------------------------------|-------|-------|---------|-----|-------|-------|

| Strategic Objective                          | Goal                           | Goal Code | Current Year 2016/17 |                 |                    | 2017/18 Medium Term Revenue & Expenditure Framework |                        |                        |
|--|--------------------------------|-----------|----------------------|-----------------|--------------------|---|------------------------|------------------------|
|  |                                |           | Original Budget      | Adjusted Budget | Full Year Forecast | Budget Year 2017/18                                 | Budget Year +1 2018/19 | Budget Year +2 2019/20 |
| <b>R thousand</b>                            |                                |           |                      |                 |                    |   |                        |                        |
| Sustaining the Natural and Built Environment | Services                       | A         | 5,716                | 6,281           | 6,281              | 4,000   | 4,240                  | 4,494                  |
| Economic Development and Job Creation        | Planning & Development         | B         | 8,567                | 7,692           | 7,692              | 9,056   | 9,309                  | 9,606                  |
| Quality Living Environment                   | Recreation                     | C         |                      |                 |                    |   |                        |                        |
| Safe, Health and Secure Environment          | Health & Public Safety         | D         |                      |                 |                    |   |                        |                        |
| Empowering our Citizens                      | Library                        | E         |                      |                 |                    |   |                        |                        |
| Embracing our Cultural Diversity             | Community                      | F         |                      |                 |                    |   |                        |                        |
| Good Governance                              | Public Participation (Council) | G         |                      |                 |                    |   |                        |                        |
| Financial Viability and Sustainability       | Financial Management           | H         | 40                   | (40)            |                    |   |                        |                        |
| Operations and Support Services              | Coporate Services              | I         |                      |                 |                    |   |                        |                        |
|  |                                | J         |                      |                 |                    |   |                        |                        |
|  |                                | K         |                      |                 |                    |   |                        |                        |
| <b>Allocations to other priorities</b>       |                                |           |                      |                 |                    |   |                        |                        |
| <b>Total Capital Expenditure</b>             |                                |           | <b>14,323</b>        | <b>13,933</b>   | <b>13,973</b>      | <b>13,056</b>                                       | <b>13,549</b>          | <b>14,100</b>          |

## **ALIGNMENT PROCESS**

The Municipal Systems Act states that development strategies must be aligned with National and Provincial sector plans as well as planning requirements. It also establishes that a single inclusive and strategic plan must be adopted which links, integrates and coordinates plans.

The municipality realized early into the first round of IDPs that good effective alignment would result in successful implementation whilst a failure to align might result in a total collapse of the implementation of the IDP. The municipality tries to ensure alignment with the assistance of the PIMS-Centre, located at the Pixley ka Seme District Municipality and the involvement of the sector departments in the IDP Representative Forum.

Although alignment was not always reached fully in the previous IDP cycle the municipality takes the following documents into account in the IDP process:

- Integrated Sustainable Rural Development Programme (ISRDP)
- Northern Cape Provincial Growth and Development Strategy (PGDS)
- District Growth and Development ( DGDS)
- National Spatial Development Programme (NSDP)
- IDP Hearings Comments

Besides the alignment with National, Provincial and district programmes and policies, internal alignment is also reached in the process plan, aligning the budget, the PMS and the IDP.

## **Chapter 5: Institutional Framework**

### **Management**

Thembelihle Municipality consists of the office of the Municipal Manager and three departments which are accountable to him namely:

- ✓ Department of Administration and Community Services
- ✓ Department of Finance
- ✓ Department of Technical Services

### **5.1 Committees**

#### **Council Committees**

Council Committees provide the opportunity for councillors to be more involved in the active governance of the municipality. The municipality makes use of a plenary system with wards and have 4 ward councillors and 3 proportionally elected councillors. The councillors elected from themselves one of the councillors to be Mayor/ Speaker of the Municipality. The councillors organised themselves into the following portfolio committees [Section 79 of the Municipal Structures Act, 1998, Act 117 of 1998].

### **5.2 Ward Committees**

As noted earlier, the Constitution requires of Local Government to provide democratic and accountable government, to ensure sustainable service provision, to promote social and economic development, and to encourage community involvement in its affairs. Furthermore the White Paper on Local Government (1998) defines Developmental Local Government as “local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs to improve the quality of their lives.”

The primary objective for the establishment of ward committees is to enhance participatory democracy in local government. The Local Government Municipal Structures Act (Act 117 of 1998) makes provision for the establishment of wards determined by the Demarcation Board in metropolitan and Category B municipalities. Ward Councillors are elected in terms of the Municipal Electoral Act to represent

each of the wards within a municipality. A Ward Committee is established consisting of a Ward Councillors as the Chairperson, and not more than 10 other persons.

The Ward Committee members must represent a diversity of interests in the ward with an equitable representation of women. No remuneration is to be paid to Ward Committee members.

The functions and powers of ward Committees are limited to making recommendations to the Ward Councillors, the metro or local council, the Executive Committee and/or the Executive Mayor. However, a Municipal Council may delegate appropriate powers to maximize administrative and operational efficiency and may instruct committees to perform any of council's functions and powers in terms of Chapter 5 of the MSA as amended.

The Municipal Council may also make administrative arrangements to enable Ward committees to perform their functions and powers. The principles of developmental local government are further expanded upon in the Municipal Systems Act (Act 32 of 2000) and strongly endorse the purpose and functions of Ward Committees, allowing for representative government to be complemented with a system of participatory government. The municipality is to encourage and create the conditions and enable the local community to participate in its affairs. Members of the local community have the right to contribute to the decision-making processes of the municipality, and the duty to observe the mechanisms, processes and procedures of the municipality.

Critical to the process of the development of the Thembelihle Municipality's IDP is the process of having a detailed look at the institutional dynamics as highlighted in the institutional assessment of the process. Specific to this is the process of developing creative institutional methods, mechanisms and systems that will ensure that the various institutions supporting and involved in development in the area are able to promote and stimulate the local communities.

This section of the process focuses on ensuring the successful implementation of the IDP through the improvement of institutional matters. Specifically the institutional matters focus on the development of the institutional platform, which is a guide for how the institutions should be structured in order to successfully discharge developmental action and effort within the municipal space.

Furthermore the institutional matters seek to ensure:

- i. The creation of an enabling institutional environment that will ensure successful IDP implementation,

- ii. The development of a clear institutional path for the IDP,
- iii. That the various stakeholders involved in the IDP understand and appreciate their roles and responsibilities with regards to the implementation of the various thrusts and programmes and the flow of information and communication,
- iv. That there is common understanding of how the municipality is to be structured and resourced in order to successfully implement the strategy,

### **Development of an institutional platform**

Having qualified the need for the development of a thorough institutional path, it is important that Thembelihle Municipality, as an institution that provides government services understands that the success of this IDP lies in the ability of the municipality to convert the current process to the benefit of its communities. It is furthermore important to appreciate that the various institutions involved in development are by their nature and legislation different and as such their roles and responsibilities differ. All three spheres of government would need to bring their skills, resources and programmes together in order to maximise the outputs of this IDP.

Legislation loosely defines the role of District municipalities such that they are able to provide hands-on support to local municipalities. Therefore the way on which the institutional arrangements are designed would have to take into cognisance, the capacity of district municipalities to support local municipalities and in particular Thembelihle Municipality.

Equally provincial government should be structured to facilitate, monitor and support local government in its quest to render services to communities. The institutional structure will lend itself to accommodate the roles and responsibilities of provincial – district and local government and such synergise inputs and resources to optimise access to information, opportunities, investment and employment, thus creating economic growth.

### **Roles and responsibilities of the various stakeholders**

It is therefore important to give a few broad roles and responsibilities of the various spheres of government as it relates to this IDP.



**Municipality:**

- ✓ Shall in conjunction with the district and provincial government implement the various programmes
- ✓ Shall coordinate the involvement of the various sectors in the local municipality
- ✓ Shall report to the various reporting fora on the implementation of the IDP
- ✓ Shall be the custodian of the IDP
- ✓ Shall implement and champion the institutional issues

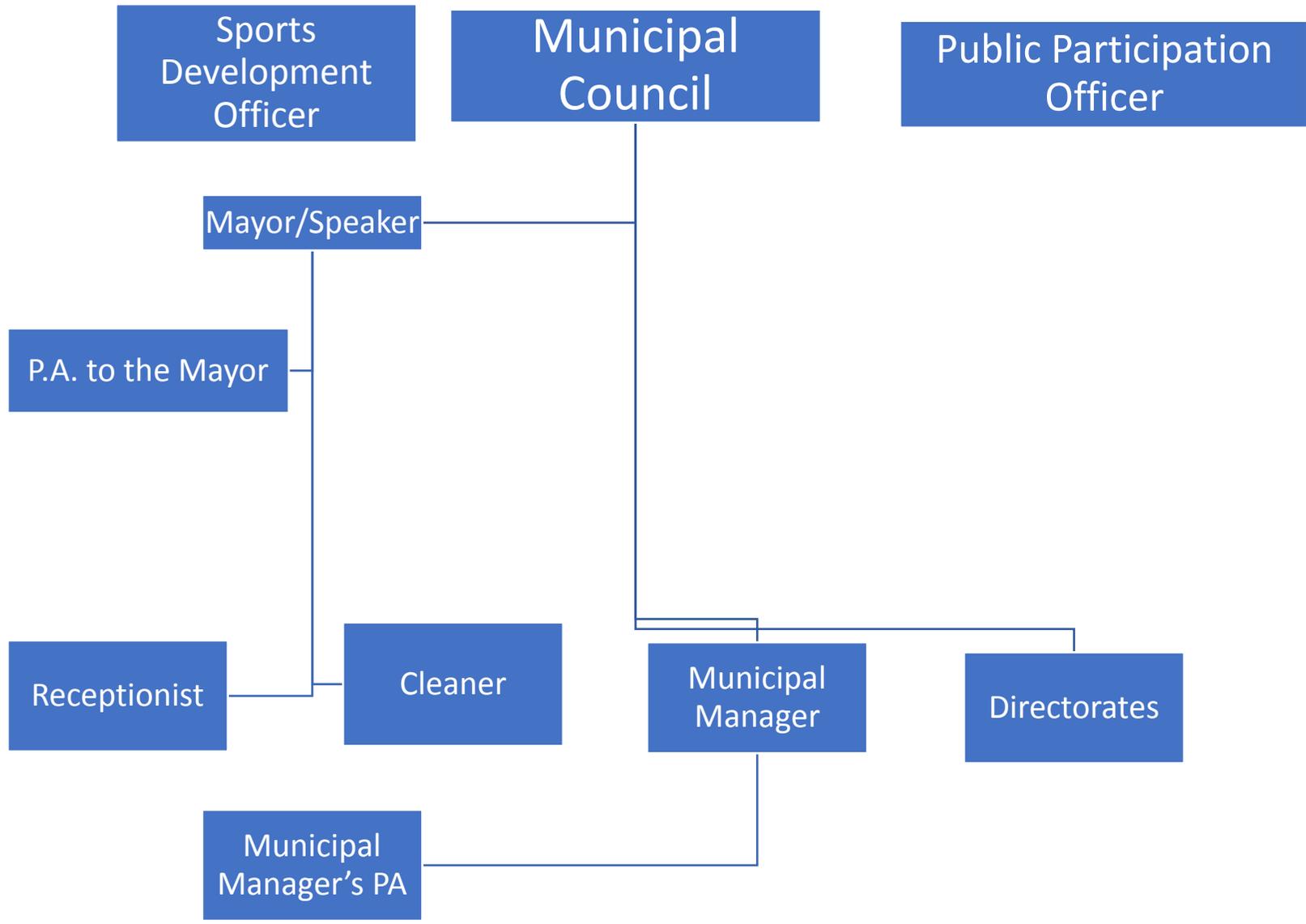
**District Municipality:**

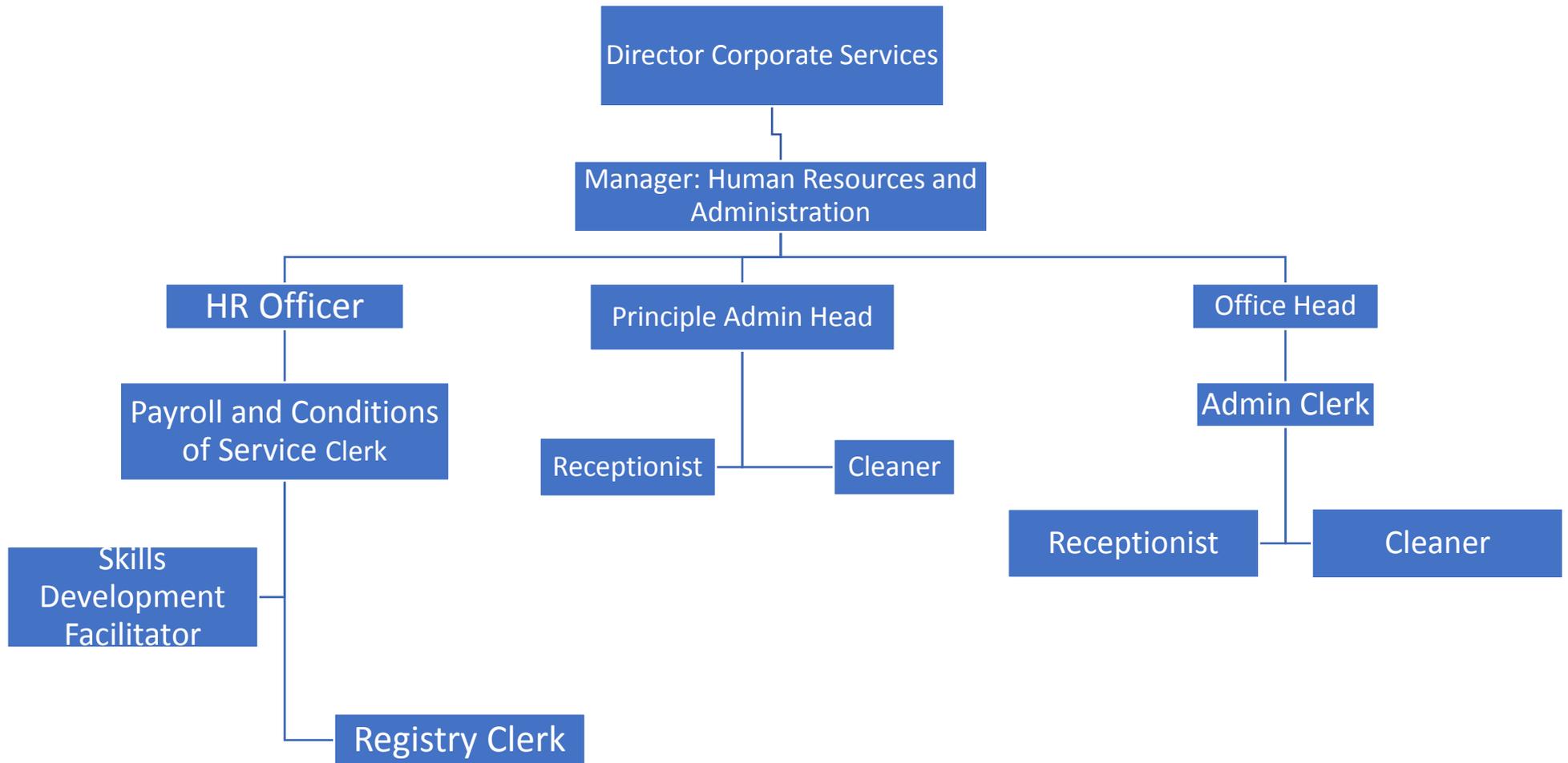
- ✓ Shall support the implementation of the relevant programmes by Thembelihle Municipality
- ✓ Shall monitor and evaluate the implementation of the programmes by Thembelihle Municipality
- ✓ Promote and support regional programmes across district borders

**Provincial Government:**

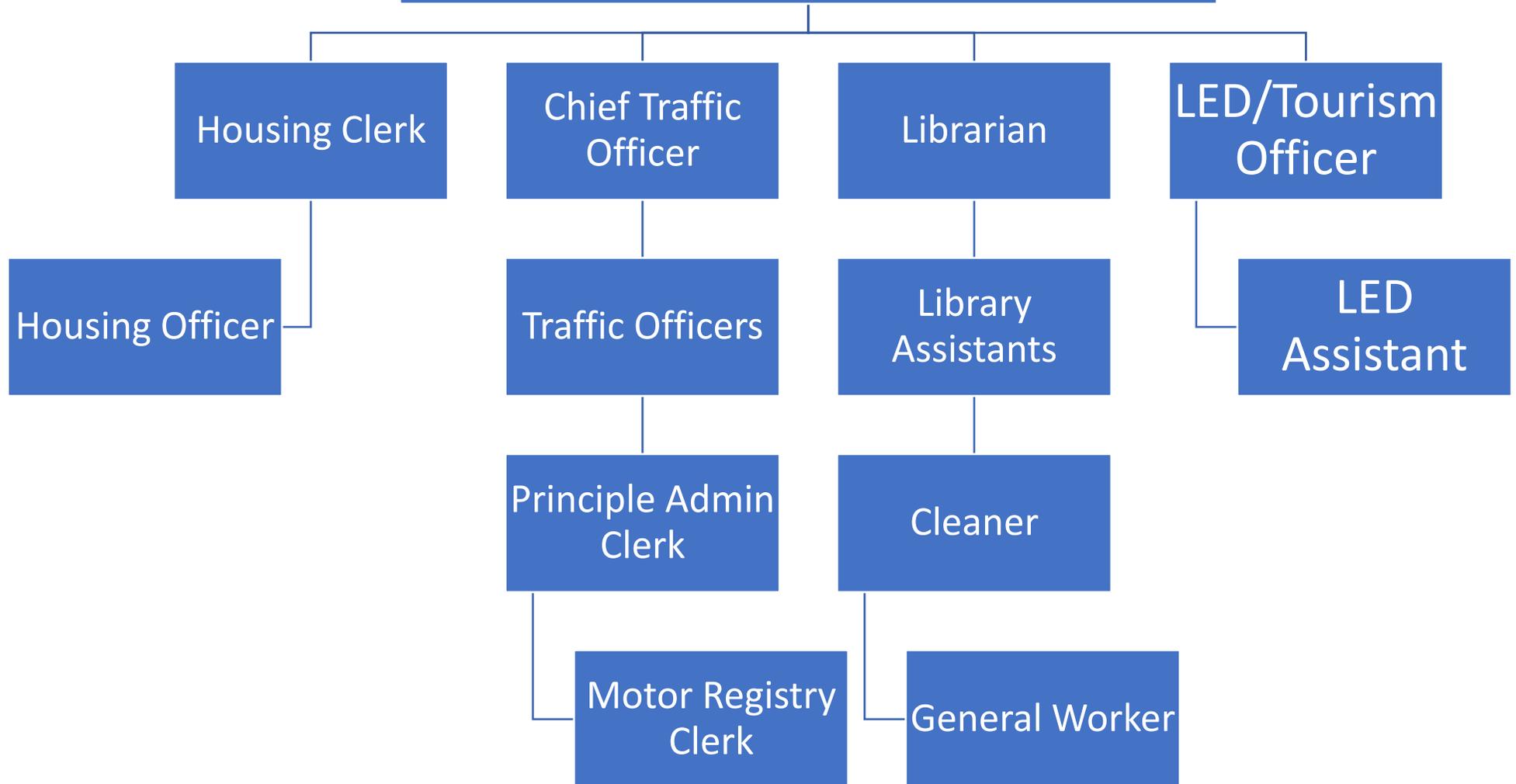
- ✓ Shall give support to the district municipality through its district offices on implementation of the municipal programmes
- ✓ Shall monitor and evaluate the implementation of the IDP
- ✓ Shall engage in normal hands-on support to the municipality
- ✓ Shall ensure compliance with major pieces of legislation

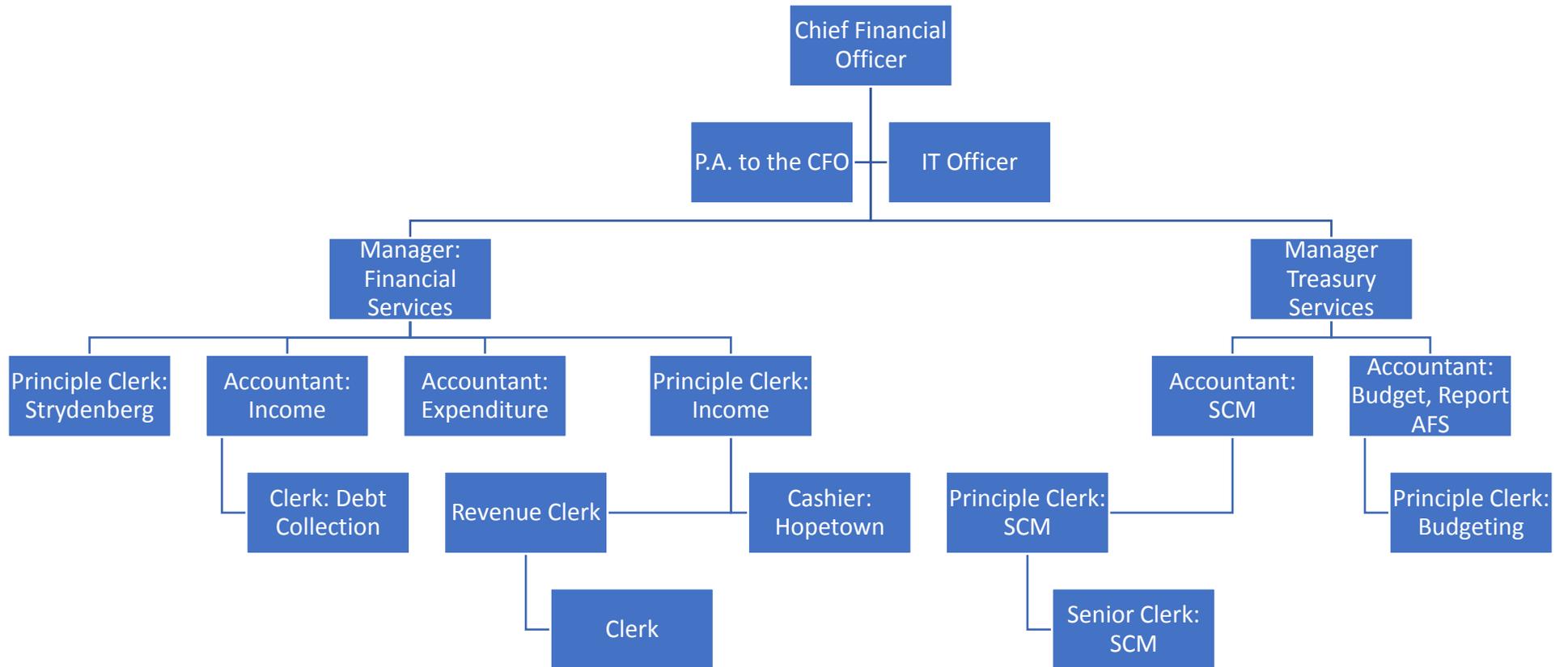


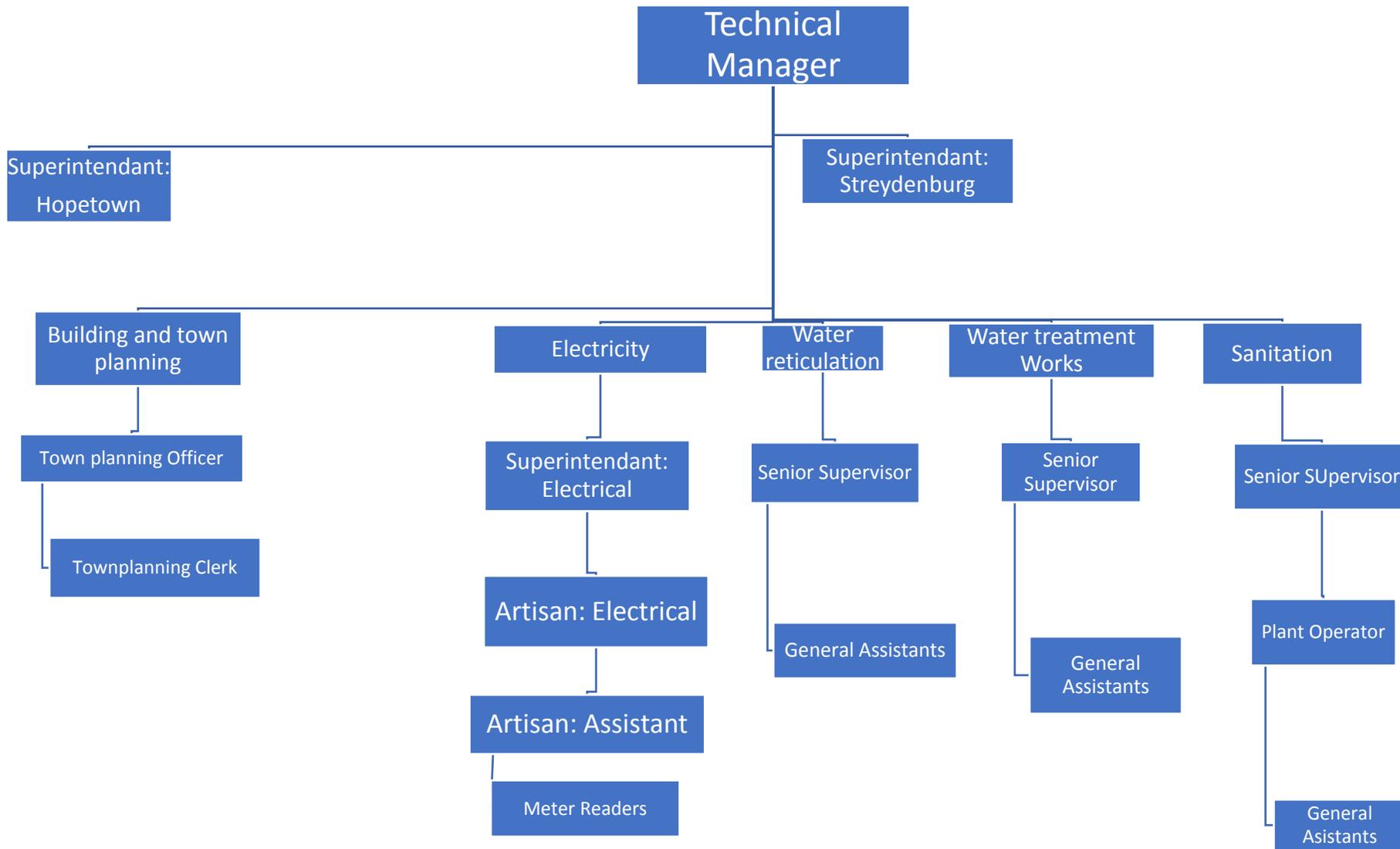


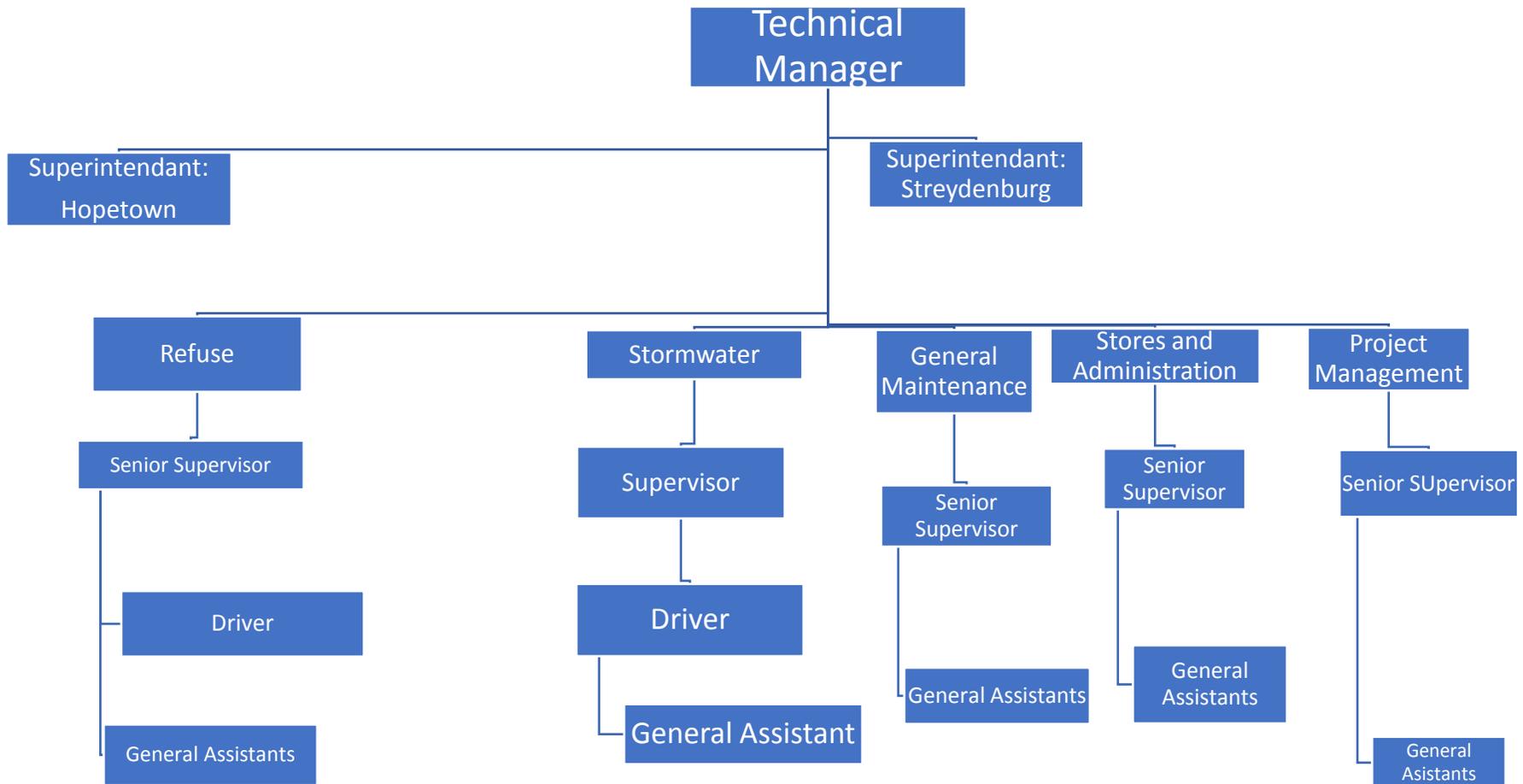


# Director: Corporate Services









## Chapter 6: Alignment and Integration

During this phase of the IDP, true meaning is given to the process of integrated development planning. With the designed projects for implementation in mind, the integration phase aims to align these different project proposals firstly with specific deliverables from the IDP and secondly with certain legal requirements.

More specifically, the projects have to be aligned with the agreed objectives and strategies to ensure transparency as well as with the available financial and institutional resources to ensure implementation.

Furthermore, the projects also need to be aligned with national and provincial legal requirements to ensure uniformity and compatibility with government strategies and programmes.

Instead of arriving at a simplified “to do” list for the next five years, the aim is to formulate a set of consolidated and integrated programmes for implementation, specifically focusing on contents, location, timing and responsibilities of key activities.

The integration requirements are divided into three broad categories namely:

- Integrated sector programmes;
- Internal planning programmes; and
- External policy guideline requirements.

### 6.1 Integrated Sector Programmes

Integrated sector programmes form the basis for preparing budgets and future sectoral business plans. There are currently three sectors that require special sector plans, as indicated below, the outputs of which are not applicable to the Local Municipality at present. Consequently, the following three special sector plans do not form part of the IDP:

- Water Services Development Plan (“WSDP”);
- Integrated Transport Plan (“ITP”); and
- Integrated Waste Management Plan (“IWMP”).



## **6.2 Internal Planning Programmes**

In order to set up close links between planning and budgeting as well as between planning and implementation, a number of internal planning programmes are required. These plans, however, do not only serve as a framework for managing finances, but it also sets the groundwork for regular management information in respect of monitoring progress and performance.

Finally, it also demonstrates compliance of the IDP with spatial principles and strategies and which serves as a basis for spatial co-ordination of activities and for land use management decisions.

## **6.3 External Policy Guideline Requirements**

In order to complete the integration phase of the IDP, it is necessary to check consistency with policy guidelines of certain cross-cutting dimensions. This requires the formulation of several programmes which assess the effect or impact of project proposals in relation to poverty reduction and gender equity, environmental practices, economic development and employment generation as well as the prevention and spreading of HIV / AIDS.

The status of the relevant external policy and guideline programmes cannot be ascertained immediately but the absence of the overall sector plans hamstrings this process in particular.

## **6.4 Medium Term Strategic Framework**

The Medium Term Strategic Framework is a reflection of government's assessment of, and perspective on, key developmental challenges at a particular point in time, as well as a statement of intent - with strategic objectives and targets - as to the way it envisages addressing the challenges over the medium term, that is, five years. It serves as a backdrop to guide planning and budgeting across the three spheres of government.

Government is currently implementing the electoral mandate based on the core objectives of increasing employment and reducing poverty. This mandate is premised on a people's contract that defines the strategic objectives and targets for a five year period.

The MTSF also takes into account the fact that global and domestic conditions may change over time. Although it is recognized that there are many things government does and should continue to do, it should also define a new trajectory of growth and

development, identify the key things to attain it and make strategic choices in expending effort and allocating resources. Arising out of this, the logical path of development can be summarized as follows:

The strategic priorities that have been identified include economic and fiscal policy trade-offs, increasing the rate of investment, both private sector and public sector investment, facilitating economic activity within the second economy (the Expanded Public Works programme, development of small and micro-enterprises, direct facilitation of job creation, skills development and work experience and land reform and agricultural support programmes), preserving and developing human resources for and through economic growth.

The central tenet of the MTSF recognizes that government has to pursue higher economic growth through all its programmes, while using the space that higher growth affords to put the country on a higher development trajectory which ensures all-round improvement in the quality of people's lives.

In localities with low development potential, government spending beyond basic services should focus on social investment, such as human resource development, labour market intelligence and social transfers, so as to give people in these areas better information and opportunities. This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities. The further concentration of people in need in areas of low potential should therefore not be encouraged.

## Chapter 7: Approval

This document contains the final Integrated Development Plan of the Municipality and was formulated over a period of one year, taking into consideration the views and aspirations of the entire community.

The IDP provides the foundation for development for the next five years and will be reviewed regularly to ensure compliance with changing needs and external requirements.

### Invitation for Comments

In order to ensure transparency of the IDP process everybody is given the chance to raise concerns regarding the contents of the IDP.

Selected national and provincial departments are firstly given a chance to assess the viability and feasibility of project proposals from a technical perspective. More specifically, the spheres of government are responsible for checking the compliance of the IDP in relation to legal and policy requirements, as well as to ensure vertical coordination and sector alignment.

Since the operational activities of the Thembelihle Municipality will have a certain effect and possible impact on surrounding areas, adjacent local and district municipalities are also given the opportunity to raise any concerns in respect of possible contradicting types of development and to ensure the alignment of IDPs.

Finally, all residents and stakeholders are also given the opportunity to comment on the contents of the IDP, should they be directly affected.

Some comments were received from government departments and incorporated in the document, but no comments were received from the community.

### Adoption

After all the comments are incorporated in the IDP document, the Council will approve it before **30 June 2017**. The approved document will be submitted to the MEC: Cooperative Governance, as required by the Municipal Systems Act, 2000 (32 of 2000).

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