

THEMBELIHLE MUNICIPALITY



REVIEWED IDP 2025/2026



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Foreword by the Mayor

It is with great pleasure that we present the 2025/26 Integrated Development Plan for Thembelihle Municipality, a review product of extensive consultation with our vibrant communities. This plan outlines our collective vision for the last year of the current term of council: "Providing quality services through good relations and sound management".

Our focus is clear. We are committed to:

- Enhancing stakeholder relations to foster a united and collaborative community.
- Improving our revenue and expanding sustainable infrastructure to ensure the long-term prosperity of our municipality.
- Providing quality services and stimulating local economic development to create a thriving environment for all.
- Continuing to electrify households through the Integrated National Electrification Programme (INEP).
- Completing all incomplete infrastructure projects that includes:
 - Hopetown Wastewater Treatment Works
 - Strydenburg Wastewater Treatment Works
 - Steynville Outfall Sewer
 - Strydenburg Drought Relief Project
- Housing project in Hopetown and Strydenburg

We acknowledge the challenges we face, particularly the non-payment for services and rates by our communities which results in the municipality not being able to meet its obligations full. However, we are dedicated to working closely with our ratepayers to find sustainable solutions.

As we move forward, we remain committed to developing and revisiting our strategies to better the livelihood of our communities through skills development, job creations, continuous improvement on the delivery of projects and building business partnerships in order to accelerate economic growth. It is also our aim to improve on consultation with the community in ensuring that our governance is accessible and responsive to their evolving needs. This council is dedicated to a transparent and inclusive process, and we are confident that by working together, we can achieve our shared goals.

In conclusion, on behalf of the council of Thembelihle, we would like to convey our sincere gratitude for their patience and cooperation in trying to find solutions to the challenges that we face as a municipality. To the administration of the municipality, your efforts and the hard work that you continue to display gives us hope that indeed better days will soon be here.

I Thank you.

Cllr. M.S Visser

Mayor

Introduction by the Municipal Manager

The review of the last year of the IDP 2021 – 2026 generation comes at time when Thembelihle Local Municipality finds itself categorised as one of the top ten Distressed municipalities in the country. As depressing as it sounds, it leaves management and leadership with no option but to take advantage of this situation by utilising this status to approach sectors departments and stakeholders for maximum support that will see the municipality coming out of this situation with great strides of improvement.

In striving towards improvement, there is a need to critically assess the existing systems, identify gaps and realistically plan for what will be the last year of the current term of council. This starts with acknowledging the holes of non-compliance within our strategic document. Sewing in those holes and identifying performance gaps and introducing new ways of revenue generation sat at the very top of our strategic planning session agenda that was held in April 2025.

In the financial year 2024/25, the municipality faced resignations from critical positions, particularly in technical services which contributed to low expenditure percentages of conditional grants, resulting in stopping of such grants. The focus for the period of January to June 2025 had to be as follows:

- Filling of senior management positions and identified critical vacant positions
- Secure grant funding for 2025/26 projects
- Revenue enhancement strategies

The municipality has been going through financial difficulties for the past few years as a result of poor generation of revenue. Almost 100% of the water meters are old and dysfunctional, contributing towards the 72% water losses. Losses in electricity amounted to 42% whilst the municipality provides electricity to approximately 30% of the residents.

Despite all the challenges that the municipality faced, the collection rate improved from about 32% to an average of 52%. But due to the high level of debt, this improvement could not provide the necessary comfort to the extent that there were delays in payment of salaries from the month of March 2025.

On the governance side, the municipality registered great improvement in terms functionality of governance structures. Since January 2025, the portfolio committees managed to sit enabling the Executive committee to also sit translating into Ordinary council meeting being held. The Municipal Public Accounts Committee sat to discuss the Irregular, Unauthorised, Fruitless and Wasteful expenditures for a over four (4) year period and made recommendations to council. The Financial Misconduct Board was also established which will see through the implementation consequence management and generally better management of resources.

2025/26 promises to be a better year as it commences with a full component of capable senior managers. This is cemented by the plans and strategies that are put in place through council for implementation and ensuring that the municipality moves to a better state in terms of servicing its communities.

In conclusion, my hat goes out to the council of Thembelihle for the support that they provide to the administration in strives to find workable solutions, the municipal officials for remaining steadfast during the most difficult of times and of course the communities that we have been tasked to serve for believing in our efforts and trusting our vision as well as the stakeholders that continues to hold hands with us in our endeavours to turn the situation of Thembelihle around.

We remain hopeful for a better Thembelihle

Ms. KG. GABORONE

Municipal Manager

Executive Summary

1.3 Thembelihle Vision

The Thembelihle Municipal vision is ***“Providing quality services through good relations and sound management”***. To achieve this vision and to realize the long-term vision of “Vision 2032” as discussed above, the Municipality has identified five (5) Key Performance Areas (KPA's) and 9 Pre-determined Objectives (PDO's). From these 9 PDO's, projects, programmes and key initiatives have been developed. These will be discussed in further detail in Chapters 2 and 3 of the IDP.

Integrated development planning is a process through which municipalities prepare a strategic development plan which extends over a five-year period. The Integrated Development Plan (IDP) is a product of the IDP process. The IDP is the principal strategic planning instrument which guides and informs all planning, budgeting, management and decision-making processes in a municipality. Through Integrated development planning, which necessitates the involvement of all relevant stakeholders, a municipality can:

- Identify its key development priorities;
- Formulate a clear vision, mission and values;
- Formulate appropriate strategies;
- Develop the appropriate organizational structure and systems to realise the vision and mission; and align resources with the development priorities in terms of the Municipal Systems Act (Act 32 of 2000) all municipalities have to undertake an IDP process to produce IDP's.

LEGISLATION BACKGROUND AND POLICY IMPERATIVES

Thembelihle Local Municipality is a Category B Municipality established in terms of the provisions of the Local Government Municipal Structures Act (Act 117 of 1998) which provides for the establishment of municipalities in accordance with the requirements relating to the categories and types of municipalities, the division of functions and powers between municipalities and the appropriate electoral systems.

In terms of the Constitution, local government is in charge of its own development and planning processes. This Constitutional mandate to relate management, budgeting and planning functions to objectives, clearly indicates the intended purpose of the municipal IDP:

- To ensure sustainable provision of services;
- To promote social and economic development;
- To promote a safe and healthy environment;
- To give priority to the basic needs of communities;
- and to encourage community involvement.

An IDP is one of the key tools for Local Government to cope with its new developmental mandate and seeks to arrive at decisions on issues such as Municipal Budgets, Land Management, promotion of Local Economic Development and Institutional Transformation in a consultative, systematic and strategic manner. According to the Local Government: Municipal Systems Act, No. 32 of 2000, all Municipalities must undertake a process to produce IDP's.

The strategy has reviewed and confirmed relevance of the following six Key Performance Areas in line with National and Provincial Government:

- Spatial Planning,
- Basic Service Delivery and Infrastructure Development,
- Financial viability and management,
- Local Economic Development
- Good governance and public participation, and
- Municipal Transformation and Institutional Development.

The budget allocations have been made for each department and financial recovery plan is being prioritised to address financial challenges facing TLM. The municipality has ensured that it prioritises the revenue collection and has identified all the gaps in our revenue collection processes. The services of the debt collector were made to improve the collection rate and reduce the current ages analysis of the municipal debtors.

The municipality has prepared the Service Delivery and Budget Implementation Plan 2025/26 (SDBIP) based on the priorities as identified through community consultations as well as internal assessment and finally approved by council.

Part of the gaps identified through the internal assessment were weaknesses in the enforcement of by-laws and the opportunity that is being lost in a form of revenue therein.

The municipality has big companies that compete worldwide, which includes Big Foot, Wildeklaar, etc, but most notably, the municipality is still faced with high rate of unemployment, poverty and high dependency rate which comprises of most people receiving and relying on government grants and completely depending on them for a living, which is a cause for attention.

The agricultural sector and industrial development will be strengthened to ensure that there is local produce within the local economy, within this process, local small businesses will be given the priority for any opportunities for local beneficiation and small business development.

All the other challenges are to be achieved through the implementation of the District Development Model (DDM).

The municipality will foster a culture of direct accountability for the political and administrative leadership with communities.

Now, Senior Managers are evaluated for their performance in each quarter through the performance agreements concluded with each directorate and the political leadership will also be assessed through political mandate.

CHAPTER 1. The Planning Process

1.1 Institutional Arrangements / Roles and Responsibilities

The following management system has been put in place.

IDP MANAGER

The Council appointed the Municipal Manager as IDP Manager and would be tasked to manage the IDP and make sure that the IDP is implemented.

The IDP Manager would be responsible to ensure the:

- preparation of the Process Plan;
- day to day management of the planning process;
- chairing of the Steering Committee; and
- managing the consultants; and
- implementation of the IDP afterwards.

1.1.1 IDP STEERING COMMITTEE

The Steering Committee is a technical working team consisting of Departmental Heads and senior officials within the municipality. These individuals would be involved in preparing technical reports and info, formulation of recommendations and to prepare certain documents.

This committee would be chaired by the IDP Manager (Municipal Manager) and would also be responsible for the secretariat.

The following officials have been nominated:

*	IDP Manager	: Mrs. K. Gaborone (Municipal Manager)
*	Corporate Service	: Mr. TR Oliphant (Senior Manager Corporate Services)
*	Technical Services	: Mr. M. Duba (Senior Manager Technical Services)
*	LED/IDP Officer	: Mr. M. Makenna (IDP Process Facilitator/Scribe)
*	Financial Services	: Ms. R. Babeotswejang (Chief Finance Officer)
*	Strydenburg Office	: Mr. V. Mpamba (Office Head)
*	Administration	: Ms. C. Mogalie (Chief Admin Officer)

1.1.2 IDP REPRESENTATIVE FORUM

This forum guarantees public participation and a consultative approach during the IDP process. The nomination of role players should be such that all levels and interested groups in the society are representative. Proper participation and communication should be guaranteed.

The Mayor should chair this forum or any individual councillor appointed in writing and the secretariat performed by the IDP Steering Committee. The following councillors have been nominated on the forum:

- Clr M. Visser
- Clr J. Mkosana
- Clr T. Yola
- Clr P. Van Niekerk
- Clr B. Mpamba
- Clr T. Dina
- Clr D. Jansen
- Clr E. Van Niekerk
- Clr F. Mans
- Clr V. Dolopi
- Clr L W. Makenna

1.2 The Administration

The Municipal Manager is the Accounting Officer of the Municipality and also the head of the Administration. His primary function is to serve as chief custodian of service delivery and the implementation of political priorities. He is assisted by the Strategic Management Team (SMT), which comprises of the Executive Directors of four departments. There are also three divisional managers reporting directly to the Municipal Manager as indicated in the structure below. The SMT is responsible for identifying and setting strategic interventions to improve service delivery; developing new initiatives based on feedback from political leadership, departments and the local community; and managing current priorities.

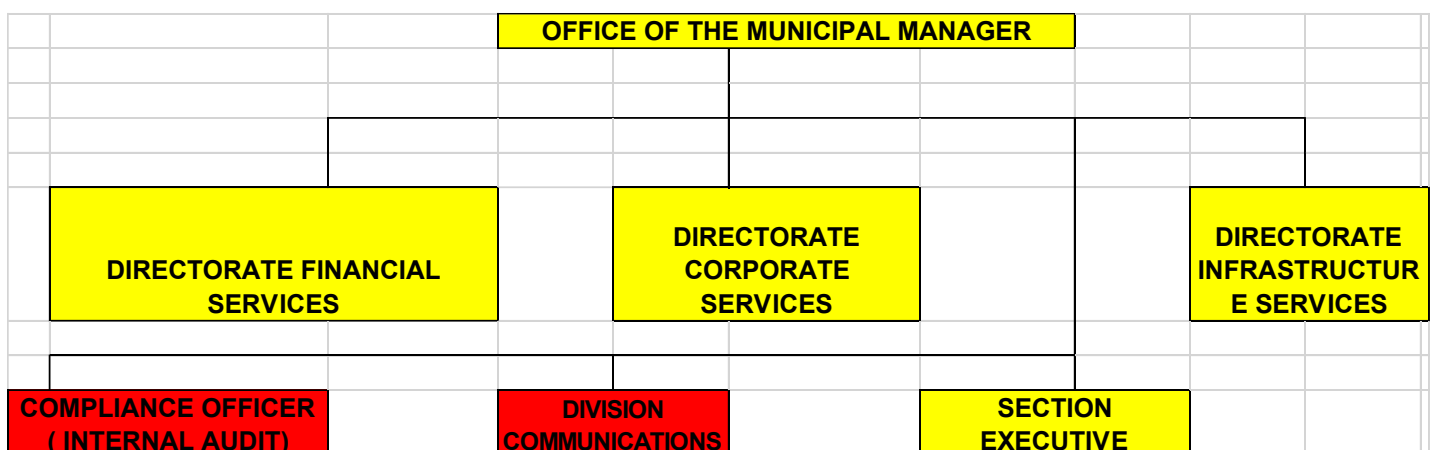


Figure 1

1.7 Process overview : Steps and events

PROCESS PHASES AND PROGRAMME

The following process phase as stipulated was followed

Pre-planning phase (Process Plan)

A Process Plan serves as a guideline (step-by-step manual) for the Development of the IDP. The Process Plan deals with how the process of the development of an IDP should unfold. It further indicates when certain actions are expected and the responsible person attached thereto as well as the expected outcomes.

Analysis phase

During this phase certain information and data has been gathered relevant to the priority issues. The priority issues refer to certain problem areas identified in order to secure a better future. Public participation is the basis of this identification and a proper understanding of the problem areas (priority issues) was necessary. Information on available resources was also necessary.

Strategies phase

During this phase a vision was be formulated for the municipality and certain objectives set to address the abovementioned problems (what should be done). Thereafter strategies should be formulated on how the problems should be addressed.

Project phase

During this phase specific projects should be identified for implementation. These projects must address the goals specified in the previous phase. Indicators, outputs, targets, time schedules and budgets should be identified.

Integration phase

After project identification the authority must ensure that objectives and strategies comply with legal requirements. The necessary 5-year plans should be put in place as well as the spatial development framework.

Approval phase

A table top IDP framework is developed to give guidance to the shape and information content of the final document. The DRAFT document has been submitted and approved by council and it must as well be assessed by the Department of Cooperative Governance for relevance as well compliance.

The final plan (document) is to be approved by council after the public has been given the opportunity to comment on the plan and/or any amendments required by the council. Thereafter the plan should be submitted to the MEC for his assessment to ensure the document complies with the requirements of the Municipal Systems Act.

CHAPTER 2. LEGAL FRAMEWORK

1.4 Legislative context

1.4.1. The Constitution of the Republic of South Africa

The Constitution of the Republic of South Africa outlines the kind of local government needed in the country. According to the Constitution (sections 152 and 153), local government is in charge of the development process in municipalities, and notably is in charge of planning for the municipal area. The constitutional mandate gives a clear indication of the intended purposes of municipal integrated development planning:

- To ensure sustainable provision of services
- To promote social and economic development
- To promote a safe and healthy environment
- To give priority to the basic needs of communities; and
- To encourage involvement of communities

The Constitution also demands local government to improve intergovernmental coordination and cooperation to ensure integrated development across the neighbouring communities

1.4.2. The Municipal Systems Act, No 32 of 2000

Section 25 (1) of the Municipal Systems Act stipulates that Each municipal council must, within a prescribed period after the start of the elected term, adopt a single, inclusive and strategic plan for the development of the municipality". The Act dictates that the plan should: integrate and co-ordinate plans and should take into account proposals for the development of the municipality. In addition, the plan should align the resources and capacity of the municipality with the implementation of the plan. Moreover, the plan must form the policy framework and general basis on which annual budgets must be based. Furthermore, the plan should be compatible with national and provincial development planning requirements binding on the municipality in terms of legislation.

The IDP has a legislative status. Section 35 (1) states that an IDP adopted by the council of a municipality-

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

1.4.3 Municipal Systems Amendment Act No 7 of 2011

The Municipal systems Amendment Act, No 7 of 2011 heralded a new era in the history of local government in South Africa. In principle, it sought to professionalise local governance by ensuring that incumbents holding senior positions (i) have the appropriate qualifications and (ii) there is no conflict of interest between political office and local government administration by barring political officer bearers from holding senior positions in local municipal offices.

Section 56A (1) states that "A municipal manager or manager directly accountable to a municipal manager may not hold political office in a political party, whether in a permanent, temporary or acting capacity. "A political office in relation to a political party or structure thereof, is defined as (a) "the position of chairperson, deputy chairperson, secretary, deputy secretary or treasurer of the party nationally or in any province, region or other area in which the party operates; or (b) any

position in the party equivalent to a position referred to in paragraph (a), irrespective of the title designated to the position”.

Another key amendment relates to the re-hiring of dismissed staff. Section 57A (1) states that “Any staff member dismissed for misconduct may only be re-employed in any municipality after the expiry of a prescribed period”. The Act is much harsher on employees dismissed for financial misconduct. The Act stipulates that a staff member dismissed for financial misconduct, corruption or fraud, may not be re-employed in any municipality for a period of ten years (Section 57A (3)).

This Amendment Act contains proposals that are guaranteed to have profound impact on the governance of Thembelihle Local Municipality. Serious attempts will be made to accommodate these recommendations in the IDP.

1.4.4 The White Paper on Local Government

The White Paper on Local Government gives municipalities responsibility to “work with citizens and groups within the community to find sustainable ways to address their social, economic and material needs improve the quality of their lives”.

1.5 Policy context

The Constitution stipulates that all three spheres of governance are autonomous but interdependent. This therefore calls for closer collaboration between all these spheres of governance. Needless to mention, a number of national, including international, policies have a particular bearing on the provincial and local sphere of government. A few critical ones are highlighted below.

1.5.1 Medium Term Strategic framework

The Medium Term Strategy Framework (MTSF, 2021-2026) is a statement of government intent. It identifies the development challenges facing South Africa and outlines the medium-term strategy for improving living conditions of South Africans. The MTSF base document is meant to guide planning and resource allocation across all spheres of government. National and provincial departments need to develop their five-year strategic plans and budget requirements, taking into account the medium-term imperatives. Municipalities are also expected to adapt their integrated development plans in line with the national medium-term priorities.

The MTSF identifies the following five development objectives:

1. Halve poverty and unemployment by 2026
2. Ensure a more equitable distribution of the benefits of economic growth and reduce inequality
3. Improve the nation’s health profile and skills base and ensure universal access to basic services
4. Build a nation free of all forms of racism, sexism, tribalism and xenophobia
5. Improve the safety of citizens by reducing incidents of crime and corruption

1.5.2 The Government 12 Outcomes

From the development focus of the MTSF the government has derived twelve outcome areas that set the guidelines for more results-driven performance. The **TWELVE KEY OUTCOMES** that have been identified and agreed to by the Cabinet are:

1. Improved quality of basic education
2. A long and healthy life for all South Africans
3. All people in South Africa are and feel safe
4. Decent employment through inclusive economic growth
5. A skilled and capable workforce to support an inclusive growth path
6. An efficient, competitive and responsive economic infrastructure network
7. Vibrant, equitable and sustainable rural communities with food security for all
8. Sustainable human settlements and improved quality of household life
9. A responsive, accountable, effective and efficient local government system
10. Environmental assets and natural resources that are well protected and continually enhanced
11. Create a better South Africa and contribute to a better and safer Africa and world
12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship

Of the 12 outcomes above, Outcome 9 is closest to local government. The champion of the goal is the national Department of Cooperative Governance and Traditional Affairs. In order to achieve the vision of a “Responsive, accountable, effective and efficient local government system”, seven outputs have been identified.

- **Output 1:** Implement a differentiated approach to municipal financing, planning and support
- **Output 2:** Improving Access to Basic Services
- **Output 3:** Implementation of the Community Work Programme
- **Output 4:** Actions supportive of the human settlement outcomes
- **Output 5:** Deepen democracy through a refined Ward Committee model
- **Output 6:** Administrative and financial capability
- **Output 7:** Single Window of Coordination

1.6.1. National Development Plan

The South African Government, through the Ministry of Planning, has published a *National Development Plan*. The Plan aims to eliminate poverty and reduce inequality by 2030. The Plan has the target of developing people's capabilities to be to improve their lives through education and skills development, health care, better access to public transport, jobs, social protection, rising income, housing and basic services, and safety. It proposes the following strategies to address the above goals:

1. Creating jobs and improving livelihoods
2. Expanding infrastructure
3. Transition to a low-carbon economy
4. Transforming urban and rural spaces
5. Improving education and training
6. Providing quality health care
7. Fighting corruption and enhancing accountability
8. Transforming society and uniting the nation

At the core of the Plan is to eliminate poverty and reduce inequality is the special focus on the promotion gender equity and addressing the pressing needs of youth. It is prudent for Thembelihle Municipality to take these issues into account when planning for development for the next five years.

LEGISLATION/ POLICY	PROVISION	
Constitution of the Republic of South Africa, 1996	“A municipality must structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community.”	
National Development Plan; vision 2030	<p>On inclusive and integrated rural economy</p> <ul style="list-style-type: none"> • By 2030, South Africa’s rural communities should have greater opportunities to participate fully in the economic, social and political life of the country On an economy that will create more jobs • By 2030, the economy should be close to full employment; equip people with skills they need, ensure that ownership of production is less concentrated and more diverse and be able to grow rapidly; providing the resources to pay for investment in human and physical capital 	
National Framework for LED 2014- 2019	The vision as set out by the Framework is: “Competitive, sustainable, inclusive local economies world-class and dynamic places to live, invest, and work; maximizing local opportunities, addressing local needs, and contributing to national development objectives”	
1998 Local Government White paper	The paper introduced the concept of developmental local government; i.e. the “Local government 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 lives.”	
Municipal Systems Act (2000)	In this piece of legislation the Integrated Development Plan is seen as the key instrument to achieve organic,	

	sustainable local economic development; as well as regulate municipal expenditure in respect of LED and build municipal partnerships for LED.	
Back to Basics	<ul style="list-style-type: none"> • B2B Approach primary goal is to improve performance of the municipalities in line with the National and Provincial Development Plans. • To facilitate integrated planning and participation by sector departments in the various work streams for implementation of B2B. • To ensure that sector departments strategic plans are aligned with B2B and IDPs. • To enhance integrated service delivery support, monitoring and evaluation of support provided to municipalities 	
Area	Legislation	Linkage/PROMOTION



Integrated planning	a) The Local Government: Municipal System Act, 2000 (Act 32 of 2000) as amended	<p>This act compels municipalities to draw up the IDP's as a singular, inclusive and strategic development plan. In terms of this Act, a municipality produces an IDP every five years comprising of the following components (i) A vision of the long-term development of the area.</p> <p>Municipality's development strategies which must be aligned with any national, provincial sectoral plans and planning requirements.</p> <p>Municipality's development priorities and objectives for the Council elected term.</p> <p>(iv) An assessment of the existing level of development which must include an identification of the need for basic municipal service.</p> <p>(3) Spatial development framework which must include the provision of basic guidelines for a land use management system.</p> <p>(vi) The key performance indicators as determined by COGTA and performing targets.</p>
Community safety	• Criminal procedure Act 51 of 1977	To make provision for procedures and related matters in criminal proceedings

	• National Road Traffic Act 93 of 1996	To provide for road traffic matters
	• South African police Service Act 68 of 1995	Establishment of municipal police and related matters
Waste Management	• National Environmental Management Act 107 of 1998	To provide for co-operative, environmental governance by establishing principles for decision making on matters affecting the environment, institutions that will promote co-operative governance and procedures for coordinating environmental functions exercised by organs of states, and to provide for matters connected therewith.
	• National Environmental Management Waste Act 59 of 2008	To reform the law regulation waste management in order to protect health and environment by providing reasonable measures for the prevention of pollution and ecological degradation and for securing ecological sustainable development and matters connected therewith
Cemeteries, Funeral parlours and Crematoria	Funeral, Burial and Cremation Services Act of 2002	To provide for establishment licenses and operation of funeral parlours, burials and cremations
Animal Pound	National Animal Pounds Bill of 2013	To establish National norms and standards in order to maintain consistency relating to pound and impounding of animals
Libraries	Libraries and information services Act 6 of 2003	To provide for the establishment of the administration and control of library and information services in the province
Roads and Storm Water	• The South African National Roads Agency Limited and National Roads Act 7 of 1998	To ensure compliance on all roads standards
	• Infrastructure Development Act 23 of 2014	To provide for the facilitation and coordination of public infrastructure development
	• National Land Transport Act 5 of 2009	To provide further the process of transformation and restructuring the national land transport system

Electricity	Electricity Act 18 of 2015	To provide for continuity existence of electricity control board and for control of the generation and supply of electricity and for matters connected therewith
Budget Planning	Municipal Finance Management Act, 2003 (Act 56 of 2003)	The MFMA provides for closer alignment between the annual budget and the compilation of the IDP. This can be understood as a response to the critique that IDP's took place in isolation from financial planning and were rarely implemented in full as a result. Specifically, section 21 (1) of the Act requires that a municipality co-ordinate the process of preparing the Annual Budget and the IDP to ensure that both the budget and IDP are mutually consistent. Key to ensuring the co- ordination of the IDP and Annual Budget is the development of the Service Delivery Budget and Implementation Plan (SDBIP). The SDBIP is a detailed plan approved by the Mayor of a municipality for implementation of service delivery and Annual Budget. The SDBIP should include monthly revenue and expenditure projections, quarterly service delivery targets and performance indicators.



Planning and Performance Management

The Municipal Planning and Performance Management Regulations (2001)

This framework set out the following requirements:

- (i) An Institutional Framework for implementation of the IDP and to address the Municipality's internal transformation.**
- (ii) Investment initiatives that should be clarified.**
- (iii) Development initiatives including infrastructure, physical, social and Institutional development.**
- (iv) All known projects, plans and programmes to be implemented within the municipality by any organ of state.**



National Developmental Plan	The National Development Plan (NDP) vision 2030	<p>The NDP outcome 9 which stating the responsive, accountable, effective and efficient developmental local government system. The NDP envisages that by 2030 South Africa will be a state that is capable of playing a developmental and transformative role in broad terms such a state intervenes to support and guide development in such a way that benefits society and particularly the poor. The NDP priorities to achieve the vision are as follows:</p> <ul style="list-style-type: none">(i) Members of society have sustainable and reliable access to basic services(ii) Sound financial and administrative management(iii) Intergovernmental and democratic governance arrangements for a functional system cooperative governance strengthened(iv) Promotion of social and economic development <p>Local public employment programmes expanded through the Community Works Programme</p>
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Special Programmes (SPU)

National Youth Policy 2020 Children's Act 38 of 2005

- White Paper on an Integrated National Disability Older Person's Act 13 2006
- Women Empowerment and Gender Equality Act, 2014

Military Veterans Act 18 of 2011

These policies provide guide for:

- Consolidated and integrated youth development into the mainstream of government policies, programmes and the national budget
- Strengthening of the capacity of key youth development institutions and ensuring integration and coordination in the delivery of youth services.
- Building the capacity of young people to enable them to take charge of their own well-being by building their assets and 21tilizati their potential.
- Strengthening of a culture of patriotic citizenship among young people and to help them become responsible adults who care for their families and communities.
- Fostering a sense of national cohesion, while acknowledging the country's diversity, and inculcate a spirit of patriotism by encouraging visible and active participation in different youth initiatives, projects and nation building-activities.



		<ul style="list-style-type: none">• This prescribes on what can be contributed to the development of disabled people and to the promotion and protection of their rights.• The act aims to establish a society of the older persons who are content, dignified, possessed of a high sense of self-worth and tilizatio their potential as well as to ensure that they enjoy all opportunities besides being given the care and protection as members of a family, society and the nation.
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CHAPTER 3. SITUATION ANALYSIS

2.1 INTRODUCTION

This chapter provides a situational analysis of the existing trends and conditions in the Thembelihle Municipality, in accordance with the requirements of the Municipal Systems Act for developing an IDP.

This chapter sets out to show the following; the status quo of the municipality with key statistics; a summary of the challenges faced; ward demarcation and profile; the public participation processes; as well as an analysis per PDO.

2.2 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.

2.3. GEOGRAPHY, HISTORY AND ECONOMY

The municipality covers a total square area of 8 023km². 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.

2.3.1 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.

2.3.2 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.

2.3.3. Demographics of Thembelihle (Statistics SA)

	2016	2022
Population	16 230	22 542
Age Structure		
Population under 15	25.0%	6 584
Population 15 to 64	68.5%	14 149
Population over 65	6.5%	1 807
Dependency Ratio		
Per 100 (15-64)	46.0	59.3
Sex Ratio		
Males per 100 females	104.6	103.3
Population Growth		
Per annum	0.75%	n/a
Labour Market		
Unemployment rate (official)	n/a	28.4%
Youth unemployment rate (official) 15-34	n/a	35.2%
Education (aged 20 +)		
No schooling	10.8%	1 200
Matric	22.2%	3 646
Higher education	5.0%	991
Household Dynamics		
Households	4 736	5 211
Average household size	3.4	4.3
Female headed households	32.4%	32.3%
Formal dwellings	77.4%	68.1%
Housing owned	51.0%	51.4%

Household Services		
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%

Table 5 Source: Stats SA

Population by sex

2001			2011			2016			2022			
Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
7 193	7 275	14 467	8 297	7 933	16 230	7 976	7 724	15 701	10 807	11 735	22 542	

Table 6 Source: Stats SA

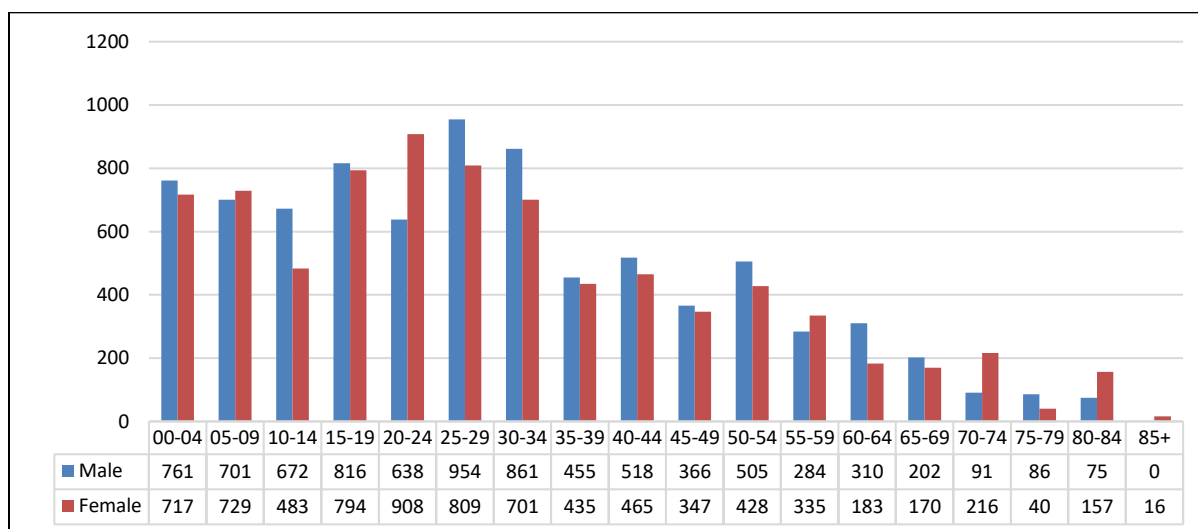


Figure 2 Source: Stats SA: Population by Sex

Figure 2 indicates that the greater proportion of the population in Thembelihle municipality is young, consisting mainly of children and youth. There is however a greater proportion of males compared to females for ages from 25 to 54 years, and the female population shows a slightly greater proportion in numbers compared to males for ages 75 and above. This signifies a greater life-span for females than males.

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.

Population Growth 2001-2022

NC076: Thembelihle	2001	2011	2016	2022
Black African	1 863	2 391	2 258	2 744
Coloured	10 563	11 108	11 450	15 172
Indian or Asian	22	82	117	166
White	2 019	2 055	2 406	4 433
Other	-	65	-	25
Unspecified	-	-	-	-
Total	14 467	15 701	16 231	22 542

Table 7 Stats SA: Population Growth

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 16231 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.

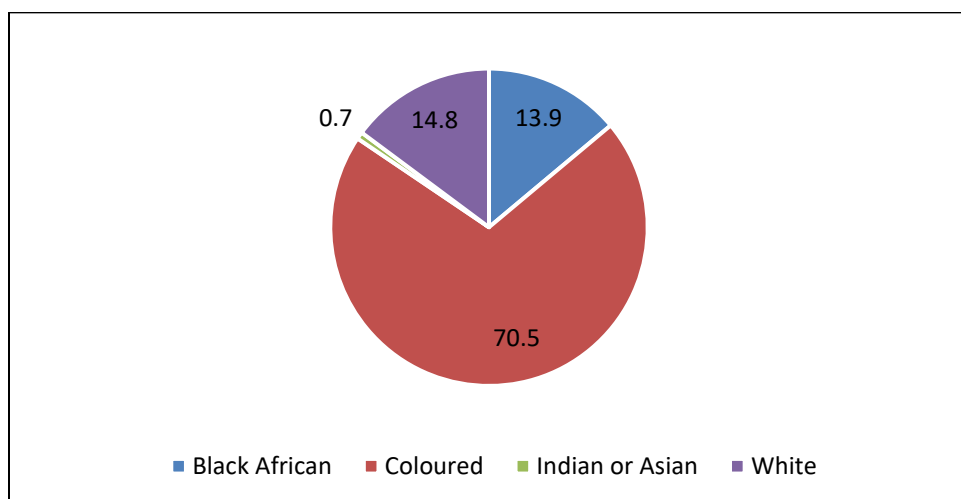


Figure 2 Stats SA: Population Growth

The Graph outlines the percentage distribution of the population of Thembelihle in 2016, where the Coloured population group accounts for 70.5% of the population in the municipality, followed by the White, Black African, and Indian/Asian population groups respectively.

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.

Distribution of persons aged 1 year and older by language spoken most often in the household, 2016

Language spoken in households	Number	Percentage (%)
Afrikaans	15 045	94.2
English	59	0.4
IsiXhosa	513	3.2
Sepedi	186	1.2
Setswana	47	0.3
Khoi; nama and san languages	27	0.2
Other	87	0.5
Total	15 964	100.0

Table 8 Stats SA: Languages

Table 8 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

Table 8 shows that the language spoken mostly by households in Thembelihle is Afrikaans, representing a total of 15 045 (94.2%) of households, followed by those who speak IsiXhosa (3.2%). The least spoken language in Thembelihle is English, Setswana and Khoi; nama and san languages at 0.4%, 0.3% and 0.2% 28tilization28.

Further research that sought to contextualize 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 0,4 percentage of the total population in the municipal area.

Distribution of persons aged 18 years and older by marital status, 2016

Marital status	Number	Percentage (%)
Living together like husband and wife/partners	1 837	14.4
Divorced	221	1.7
Separated; but still legally married	105	0.8
Widowed	509	4.0
Single; but have been living together with someone as husband/wife/partner before	1 027	8.1
Single; and have never lived together as husband/wife/partner	5 495	43.2
Legally married (include customary; traditional; religious etc.)	3 529	27.7
Total	12 722	100.0

Table 9 Stats SA: Marital Status

Table 9 shows that 43.2% of the population of Thembelihle is single; and has never lived together as husband/wife/partner. This is followed by those who are legally married (27.7%) and those that are living

together like husband and wife/partners (14.4%). About 1.7% of the population is divorced, and 0.8% are separated but still legally married.

2.3.4. Education

Highest level of education for persons aged 20 years and above, 2001-2022

	No schooling	Some primary	Complete primary	Some secondary	Grade 12/Std 10	Higher	Total
Number							
2001	2 093	2 216	672	1 808	1 009	507	8 305
2011	1 383	1 965	641	2 727	1 823	602	9 141
2016	1 140	1 700	854	3 522	2 346	533	10 095
2022	1 200	2 037	745	4 224	3 646	991	12 843
Percentage %							
	No schooling	Some primary	Complete primary	Some secondary	Grade 12/Std 10	Higher	Total
1996	35.9	22.9	6.9	19.4	9.3	5.6	100.0
2001	25.2	26.7	8.1	21.8	12.1	6.1	100.0
2011	15.1	21.5	7.0	29.8	19.9	6.6	100.0
2016	11.3	16.8	8.5	34.9	23.2	5.3	100.0

Table 10 Stats SA: Educational Levels

Table 10 It shows the decline in the proportion of persons with higher education, from 5.6% in 1996 to 5.3% in 2016. There is an increase however observed in the number of persons having a matric qualification over the same period.

Highest level of education by population group type for persons aged 20 years and above, 2016

	No schooling	Some Primary	Complete Primary	Some Secondary	Grade 12/Std 10	Higher	Total
Number							
Black African	218	260	163	337	292	11	1 283
Coloured	921	1 440	691	2 621	1 146	112	6 932
Indian/Asian	-	-	-	27	27	-	53
White	-	-	-	537	881	410	1 829
Percentage (%)							
Black African	17.0	20.3	12.7	26.3	22.8	0.9	100.0
Coloured	13.3	20.8	10.0	37.8	16.5	1.6	100.0
Indian/Asian	-	-	-	50.9	50.9	-	100.0
White	-	-	-	29.4	48.2	22.4	100.0

Table 11 Stat SA Education Levels by population

Table 11 shows that a higher proportion of the Black African population in Thembelihle have no schooling when compared to other population groups (17.0%), followed by the Coloured population (13.3%). The Indian/Asian population group has a higher percentage of individuals who have a matric qualification

2.3.5. Household Information

Number of households by household size, 2001-2022

	1	2	3	4	5	6	7	8	9	10+	Total
2001	526	749	634	587	428	274	174	118	57	126	3 673
2011	873	883	677	628	389	296	170	103	67	108	4 194
2016	832	1 192	532	789	654	333	192	49	83	81	4 737
2022											5 211

Table 12 Stats SA Household size

Table 12 shows that the number of households in Thembelihle increased by 474 households over the period from 2016 to 2022.

Percentage distribution of households by household size 1996-2016

	1	2	3	4	5	6	7	8	9	10+	Total
1996	12.5	18.8	17.8	16.3	13.8	7.8	5.8	4.2	2.9	4.9	100.0
2001	14.3	20.4	17.3	16.0	11.7	7.5	4.7	3.2	1.6	3.4	100.0
2011	20.8	21.1	16.1	15.0	9.3	7.1	4.1	2.5	1.6	2.6	100.0
2016	17.6	25.2	11.2	16.7	13.8	7.0	4.1	1.0	1.8	1.7	100.0

Table 13 Stats SA Household distribution

Table 13 shows that in 2016, there was a higher percentage for two-person households when compared to other household sizes at 25.2%. This is followed by single-person households at 17.6% of the total number of households in Thembelihle.

Household head by sex, 1996-2016

	1996	2001	2011	2016
Male	2 257	2 767	2 836	3 203
Female	671	885	1 348	1 533
Total	2 928	3 652	4 184	4 736

Table 14 Stats SA: Household by sex

Table 14 shows a more significant increase in the number of female-headed households when compared to male-headed households in Thembelihle over the period from 1996 to 2016. Female-headed households increased from 671 households in 1996 to 1 533 households in 2016, whilst those headed by males increased marginally from 2 257 in 1996 to 2 836 in 2016.

Type of dwelling occupied by households, 1996-2016

	Formal dwelling	Traditional dwelling	Informal dwelling	Other	Total
1996	86.0	0.9	12.9	0.2	100.0
2001	76.7	4.1	17.9	1.4	100.0
2011	77.5	0.3	21.1	1.1	100.0
2016	77.8	1.3	15.4	5.6	100.0

Table 15 Stats SA: Households by dwelling type

Table 15 shows a decrease in the proportion of households staying in formal dwellings in Thembelihle. Households occupying formal dwellings decreased by 8.2% from 86.0% in 1996 to 77.8% in 2016. There is an increase in the proportion in informal dwellings, from 12.9% in 1996 to 15.4% in 2016. The proportion of traditional dwellings has increased over the same period.

Tenure household 2001-2016

	Owned	Rented	Occupied rent-free	Other	Total
2001	42.4	16.6	41.0	-	100.0
2011	51.4	16.3	29.9	2.5	100.0
2016	52.4	13.4	25.0	9.2	100.0

Table 15 Stats SA: Household by tenure

Table 15 shows an increase of 10.0% in the proportion of dwellings owned by households in Thembelihle, from 42.4% in 2001 to 52.4% in 2016. It shows a decrease in the proportion of households that are occupied rent-free, 41.0% in 2001 to 25.0% in 2016.

2.3.5. Household Services

Household perceptions on difficulties facing the municipality, 2016

Difficulty facing the municipality	Number	Percent (%)
Lack of safe and reliable water supply	266	5.6
Cost of water	152	3.2
Lack of reliable electricity supply	215	4.5
Cost of electricity	125	2.6
Inadequate sanitation/sewerage/toilet services	324	6.8
Inadequate refuse/waste removal	268	5.7
Inadequate housing	303	6.4
Inadequate roads	628	13.3
Inadequate street lights	42	0.9
Lack of/inadequate employment opportunities	392	8.3
Drug abuse	41	0.9
Alcohol abuse	68	1.4
Lack of/inadequate healthcare services	25	0.5
Corruption	292	6.2
Other	376	7.9
None	1 220	25.8
Total	4 737	100.0

Table 16 Stats SA: Household perceptions

Table 16 shows that 13.3% of the households in Thembelihle are complaining about inadequate roads. This is followed by those who perceived that a lack of or inadequate employment opportunities was the major challenge facing the municipality (8.3%). About 2.6% feel that the cost of electricity charged by the municipality is too high, whilst 6.2% said corruption is a major problem in their municipality.

Service Delivery and Infrastructure Development

Strategic Objectives: Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance

Intended outcome: Sustainable delivery of improved services to all households

Provide an assessment of all critical services identified for the municipality. The information should indicate the existing level of development in the community. It should, also, clearly indicate the names of settlements and their level of service in respect of water; roads; electricity and energy; roads and storm-water; sanitation; etc.

The section below provides the minimum information required as part of the status quo assessment:
Water:

- Indicate the status of the Water Services Development Plan.
 - In progress, currently undergoing the process of public participation.
- Indicate the national target for this service.
 - Number / percentage of households without access at all, with below standard access and with access.
- Indicate all areas or settlements without access in terms of the basic service standards and provide reasons for lack of service (e.g. no reticulation infrastructure, no bulk infrastructure, etc).
 - Hillside & Goutrou – currently getting services from a project implemented by Coghsta
 - Plaakerskamp – new informal settlement with no bulk services
- Indicate all areas or settlements with an unreliable service and provide reasons for this (e.g. aging infrastructure, capacity to operate and maintain the service, etc).
 - Plaakerskaamp – settlement built too far out to be supported by existing infrastructure
 - Indicate the approved service level for the municipality as informed by the Spatial Development Framework (SDF).
 - Indicate whether the municipality is a service authority or not (and if not indicate the arrangements for the delivery of water).
 - Municipality is a water service authority
 - Status of the provision of basic services (availability of policy, number of households benefiting from the policy, etc).
 - Policy available
 - Indicate other challenges that are not highlighted above.
 - Low water revenue collection due to unmetered households and high percentage of indigents
 - Availability and status of an operations and maintenance plan.
 - O&M not in place but the maintenance teams attend to all issues regarding maintenance issues

- Status of bulk supply and storage.
- 85% functional – 1 old steel tank leaks above 70% capacity and 2 tanks in Hopetown leak from the bottom, all three tanks need replacement
- Availability of water to other associated facilities such school, clinics, police stations, etc.
- All facilities have water access

Type of refuse removal used by households, 2001-2022

	Removed by local authority at least once a week	Removed by local authority less often than once a week	Communal refuse dump	Own refuse dump	No rubbish disposal	Other	Total
2001	57.3	0.4	3.4	29.5	9.3	0.0	100.0
2011	68.3	0.8	4.6	13.6	11.7	1.0	100.0
2016	59.4	2.5	13.0	19.3	5.0	0.7	100.0
2022	2 592	57	358	938	1 096	37	5 211

Table 17 Stats SA : Refuse removal services

Table 17 It shows an increase in the proportion of households using a communal refuse dump

Type of sanitation facilities used by households, 2001-2022

	Flush or chemical toilet	Pit latrine	Bucket latrine	None of the above	Total
2001	53.0	9.0	8.2	29.8	100.0
2011	65.9	22.6	0.3	11.2	100.0
2016	70.6	12.6	3.9	12.9	100.0
2022	3 606	1 105	71	352	5 134

Table 18 Stats SA: Sanitation Services

Sanitation:

- Indicate the status of the Water Services Development Plan.
 - In progress, currently undergoing the process of public participation.
- Indicate the national target for this service.
- Number or percentage of households without access at all, with below standard access and with full access.
 - 69.2%
- Indicate the type of sanitation systems that are available in the municipality and areas where they are.

Sanitation Status					UPGRADING NEEDS (Households)	REFURBISHMENT NEEDS (HH)		
Settlement Name	Direct Backlog HH	Waterborne HH	Flush Toilet HH	Buckets HH	Buckets to none-sewered or on-site	Buckets to waterborne	None to none-sewered or on-site	VIP to waterborne
SettName	DirBLSHH	SWBH	SFlushTH	SBucketh	SBVIP	SBWatB	SNVIP	SVIPWB
Orania	0	674	0	0	0	0	0	0
Gou Trou	63	0	86	0	0	0	0	0
7De Laan	47	126	0	0	0	0	0	0
Deetlerville	0	0	0	0	0	0	0	0
Plakkerskamp	0	0	131	0	0	0	0	0
Strydenburg	0	143	0	0	0	0	0	0
Steynville	550	550	0	0	0	0	0	0
Vergenoeg	0	0	7	0	0	0	0	0
Gou Trou	43	0	57	0	0	0	0	0
Thamboville	100	168	0	0	0	0	0	0
Steynville	259	865	0	0	0	0	0	0
Vergenoeg	194	0	194	0	0	0	0	0
Hopetown	340	1135	0	0	0	0	0	0

- Indicate all areas or settlements without access in terms of the basic service standards and provide reasons for lack of service (e.g. no reticulation infrastructure, no bulk infrastructure, etc).
 - All backlogs were attended to with the phase 1&2 pour flush toilets project from 2022/23/24 FY
- Indicate areas or settlements with an unreliable service and provide reasons for this (e.g. aging infrastructure, capacity to operate and maintain the service, etc).
 - All Strydedenburg areas and Hopetown areas still using VIP toilets due to the aged honeysucker that breaks down frequently due to aging.
- Indicate areas or settlements with good levels of service.
 - Hopetown town area, Hillside, Mandela square; and parts of Vergenoeg, Steynville, Goutrou & Thamboville that are connected to the waterbourne network
- Indicate areas with intermediate levels of service.
 - Vergenoeg, Steynville, Goutrou & Thamboville
- Indicate the approved service level for the municipality as informed by the Spatial Development Framework.
- Resources available for rendering the service.
 - Human resources, wastewater treatment works, bulk networks, and household connections.
- Status of sewer treatment plants and related bulk infrastructure.
 - Both plants in Strydeburg and Hopetown currently being refurbished due to vandalism and capacity upgrades
 - Strydenburg has about 20% bulk infrastructure network
 - Whilst Hopetown has 100% bulk network lines due to the recent Coghsta project upgrades but residents need to do house connections
- Status of the operations and maintenance.
 - O&M not in place but the maintenance teams attend to all issues regarding maintenance issues
- Indicate the general challenges that are not highlighted above.
 - Low revenue collection is affecting infrastructure upgrades and proper maintenance in terms of planning and repairs

Energy sources

Main source of energy used for lighting, 2001-2022

	Electricity	Gas	Paraffin	Candles	Solar	Other	Total
2001	67.2	0.2	9.0	22.1	0.8	0.7	100.0
2011	75.5	0.2	2.4	20.7	1.1	0.0	100.0
2016	85.6	0.3	0.9	10.3	2.2	0.6	100.0
2022	4 526	30	47	445	142	5	5 195

Table 29 Stats SA: Energy Services

2.3.6. Employment and Statistical Services

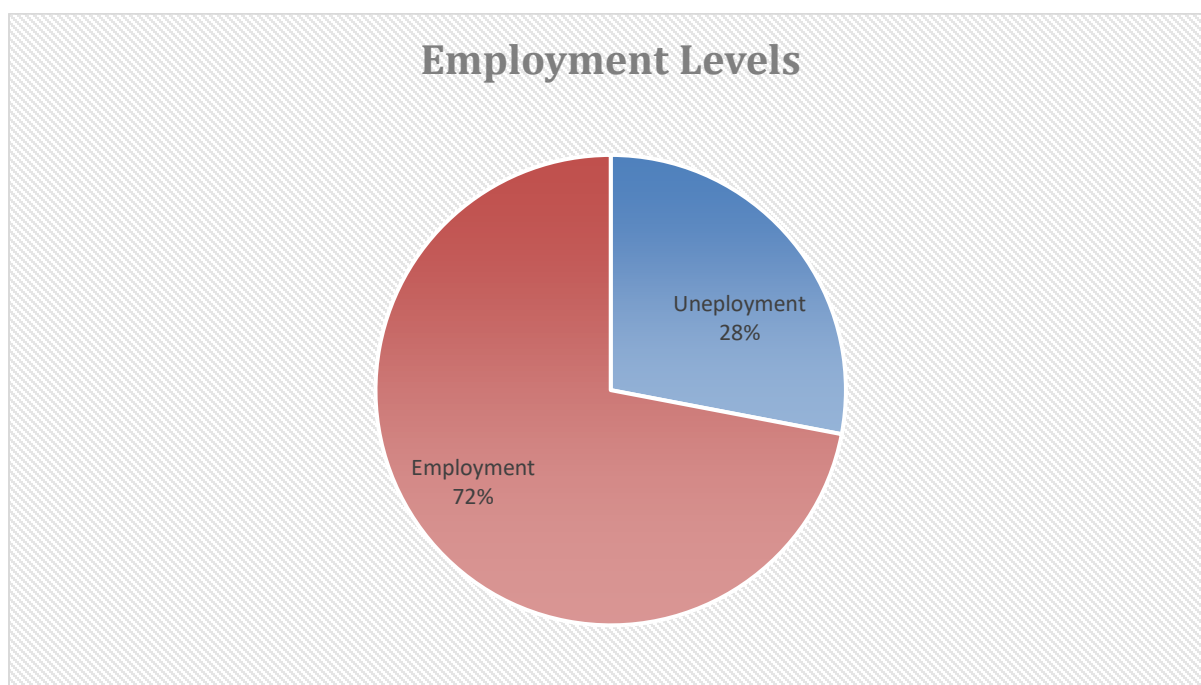


Figure 3 Stats SA: Employment Levels

Figure 4 depicts that of the economically active population, 72% of that section is employed and 28% unemployed. This was a very good variable in light of a 43% provincial unemployment figure. During the Covid Pandemic this situation could have decreased and will be reported on in due course once the census figures have been updated by STATS SA. Whilst this is a good reflection, more can be done and the efforts can be directed towards the ensuring sustainable jobs and skills development to reduce the effect that the Pandemic had on the employment within the Municipality.

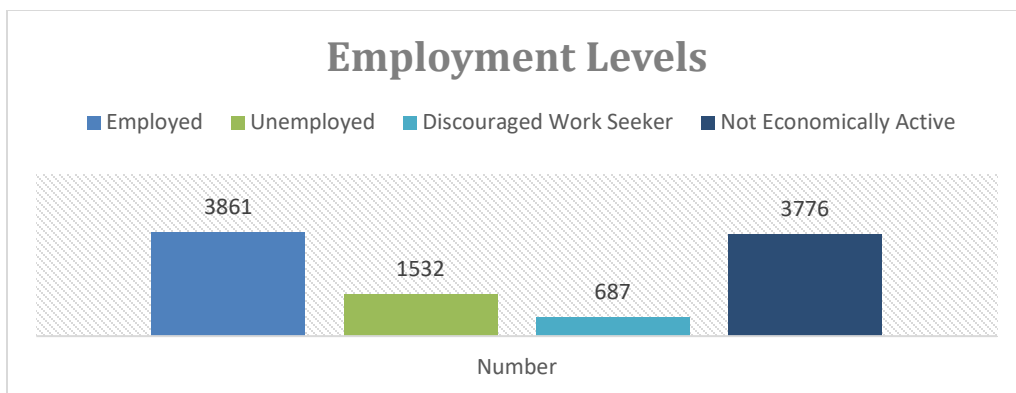


Figure 5 Stats SA: Employment levels

Figure 5 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.

2.3.7. Household Income and food security

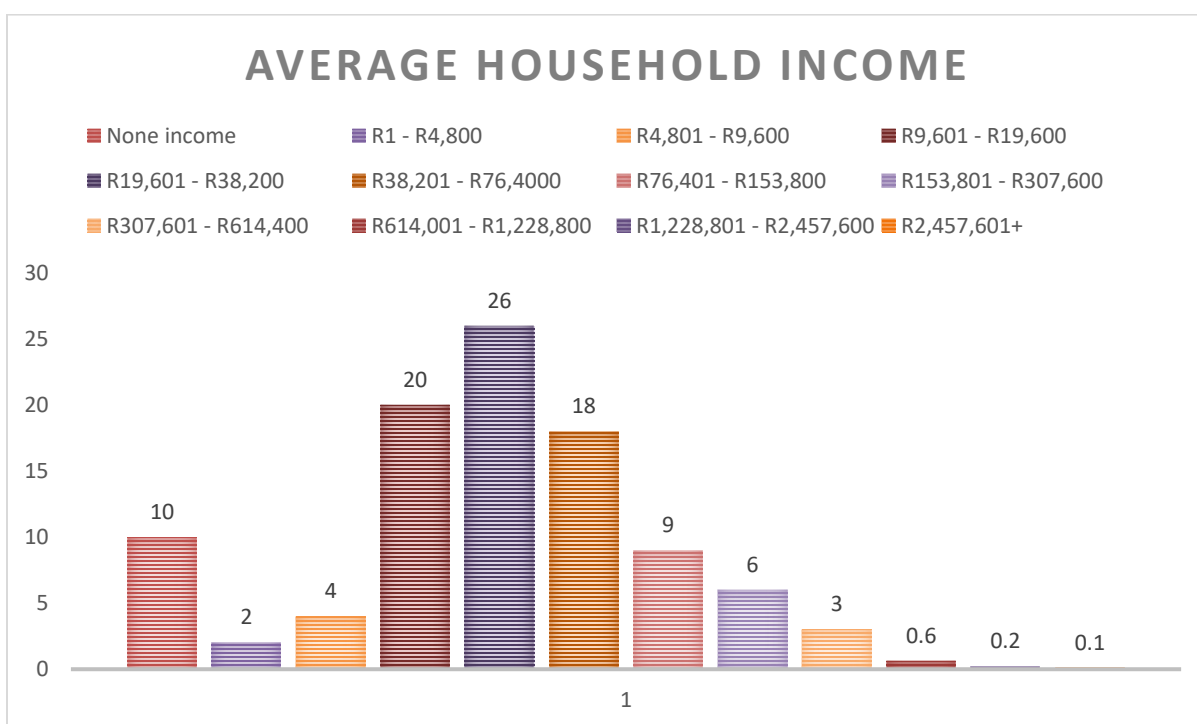


Figure 6 STATS SA: Average Household Income

Figure 5 above shows that the average income is within the range of R9 601,00 and R76 400,00 per annum, 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.

Ran out money to buy food in the 12 months preceding the survey	Number	Percent (%)
Yes	1 139	24.0
No	3 597	76.0
Total	4 736	100.0

Table 30 Stats SA 2016: Ability to buy food

Table 30 shows that 76.0% (3 597) of the households in Thembelihle have ran out of money to buy food in the 12 months preceding the survey in 2016. This is slightly higher than people who are living below the poverty line based on an income of R9 600,00 per annum.

Ran out of money to buy food for 5 or more days in the past 30 days	Number	Percent (%)
Yes	549	48.2
No	590	51.8
Total	1 139	100.0

Table 31 Stats SA 2016: Ability to budget

Table 31 shows that from the total households that reported having run out of money to buy food in Thembelihle, 51.8% (590) have ran out of money to buy food for 5 or more days in the past 30 days preceding the survey in 2016. This shows that the community should be encouraged to create a culture of budgeting according to their need as almost 50% lives from hand to month.

Pixley ka Seme District Municipality	Indigent households registered with municipalities	Benefitting			
		Water	Electricity	Sewerage and sanitation	Solid waste management
Emthanjeni Local Municipality	3 422	3 422	3 422	3 422	3 422
Kareeberg Local Municipality	1 502	1 454	1 502	1 454	1 454
Renosterberg Local Municipality	1 208	1 208	1 208	1 208	1 208
Siyancuma Local Municipality	2 955	2 787	2 745	2 787	2 787
Siyathemba Local Municipality	2 752	2 752	1 988	2 752	2 752
Thembelihle Local Municipality	1 287	1 287	1 287	1 287	0
Ubuntu Local Municipality	1 823	1 823	1 823	1 823	1 823
Umsobomvu Local Municipality	2 613	2 613	2 613	2 446	2 613
Total	11 839	11 623	10 865	11 623	11 623

Table 32 Stats SA: Indigent Households

Table 32 shows that the number of indigent households registered in the Pixley ka Seme district for the year 2016 is 11 839 units, with the Emthanjeni municipality having the highest number of such households at 3 422 units, followed by Siyancuma, Siyathemba, and Umsobomvu municipalities with 2 955, 2 752, and 2 613 indigent households respectively. The municipalities with the least number of indigent households are Renosterberg, Thembelihle, Kareeberg, and Ubuntu local municipalities, with each having 1 208, 1 287, 1 502, and 1 823 indigent households respectively.

It is noted that not all indigent households across the respective municipalities are benefiting from free basic services from the municipality however, with the exception of households in Emthanjeni, Renosterberg, and Ubuntu municipalities, where all indigent households are receiving free basic services from the municipality.

2.3.8. Economic Activity

Households by type of agricultural activity, 2016

Type of agriculture activity	Number	Percentage (%)
Poultry production	456	9.6
Vegetable production	11	0.2
Fruit production	23	0.5
Livestock production	360	7.6
Other	10	0.2

Table 32 Stats SA: Agricultural Activity

Table 32 shows that from the total households in Thembelihle, 9.6% (456) of households are into poultry production, followed by those who partake in livestock production (7.6%) and fruit production (0.5%) respectively.

GVA-R Sectoral composition
NC076 Thembelihle, 2015

Figure 7 : Stats SA GVA Sectoral Composition

In 2015, the community services sector was 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 contributed the second most to the GVA of the Thembelihle Local Municipality was 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 had 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.

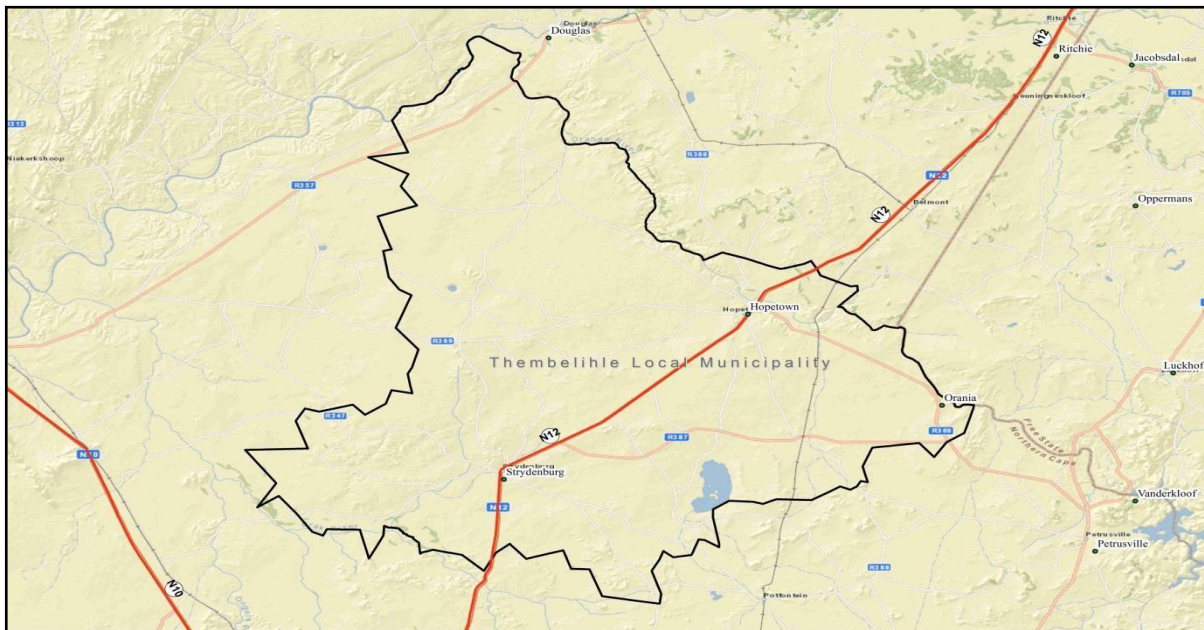
LOCAL ECONOMIC DEVELOPMENT ANALYSIS

Geographic Context

Map 1.1 depicts the Thembelihle local municipal boundary. From this map, it is evident that the municipal area includes the following main towns:

- Hopetown (the seat of the Local Municipality)
- Strydenburg
- Orania

Map 1: The Thembelihle Local Municipality



Source: Boundary data provided by the Municipal Demarcation Board, 2012

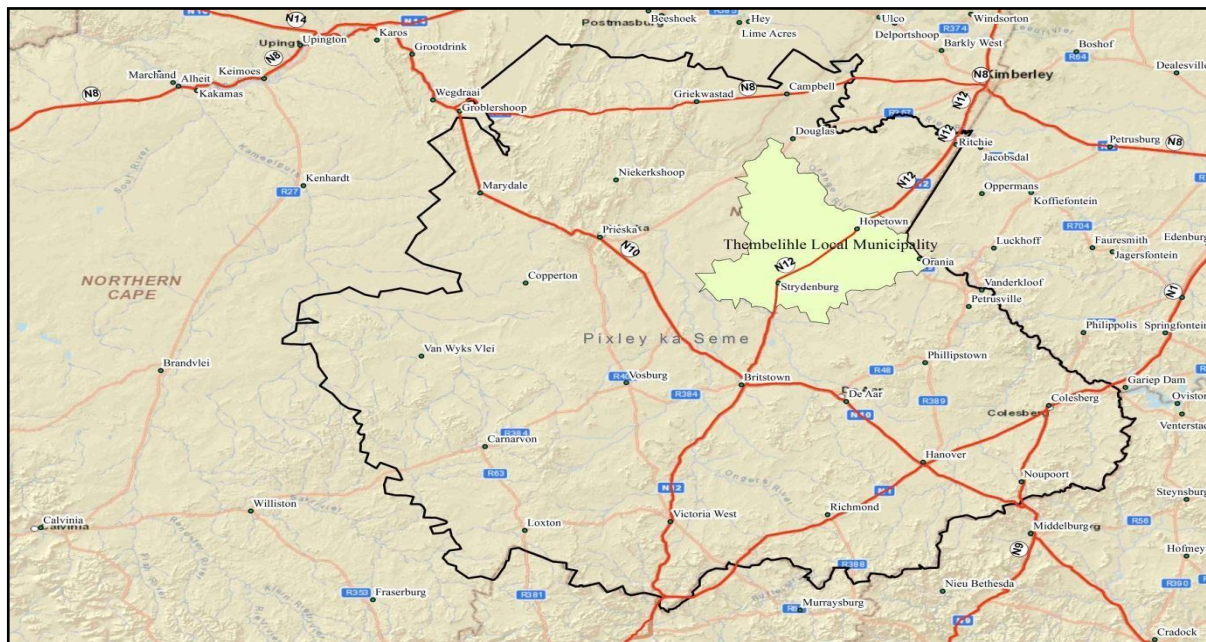
The municipal area encompasses a geographic area of some 6,986 km² which implies that Thembelihle accounts for some 6.8% of the total District surface area. The local economy is mainly agriculture-based and highly dependent on the Orange River, which runs through the area. Although the area is well known for sheep farming, crops are also produced on the banks of the river. Hopetown and Strydenburg are located next to the N12 highway, which link the area to Kimberley and Cape Town (via its southbound connection to the N1).

Thembelihle in Regional Context

Thembelihle is one of eight Local Municipalities in the Pixley Ka Seme District. The other seven Municipalities are:

1. Siyancuma Local Municipality
2. Emthanjeni Local Municipality
3. Siyathemba Local Municipality
4. Umsobomvu Local Municipality
5. Ubuntu Local Municipality
6. Kareeberg Local Municipality
7. Renosterberg Local Municipality

Map 2: The Pixley Ka Seme District Municipality, 2012



Source: Boundary data provided by the Municipal Demarcation Board, 2012

De Aar is the seat of the Pixley Ka Seme District Municipality (located in the Emthanjeni LM). Hopetown is located some 181 km from De Aar and 123 km from Kimberley. Spatially, Thembelihle is very distant from South Africa's largest consumer markets.

Figure 5: Local Economic Development (LED) Core Pillars

LED Core Policy Pillars



Building Diverse and Innovation-driven Local Economies

- Local sector development
- Metro economic development programmes
- Link to regional economic cooperation
- Link to regional industrial development
- Advancing primary, secondary, tertiary and quinary sectors
- Exploiting STI to advance sustainability, competitiveness and productivity
- Linking LED to corridor development and sub-national cross border programme



Developing Inclusive Local Economies

- Development of informal economies
- Inner city economic revitalisation
- Urban and rural linkages
- Township economic development
- Inclusive and integrated rural economies
- Economic empowerment of women, youth and people living with disabilities
- Expanded public and community works programmes
- Small towns economic development programme
- Promote business growth through partnerships and joint ventures



Developing Learning and Skilful Economies

- Enhancing innovation, skills and productive capacities
- Enterprise and entrepreneurship programmes
- Developing leadership and management skills
- Skills development
- Strengthening linkages between knowledge organisations and LED actors



Enterprise Development and Support

- Support businesses of women, youth and people with disabilities
- SMME support
- Business development services and collaboration
- Techno-entrepreneurship
- Cooperatives support
- Business incubation
- Business linkages



Economic Governance and Infrastructure

- Improving LED planning capacity
- Improving economic and management capacity
- Enhance administrative economic development capacity
- Improve access to development funding/finance
- Strengthening LED agencies
- Improve the ease of doing business, i.e. red tape reduction
- Improve business attraction, retention and expansion
- Image enhancement, beautification and marketing of local spaces
- Support for economic infrastructure development
- Facilitate land use development



Strengthen Local Innovation Systems

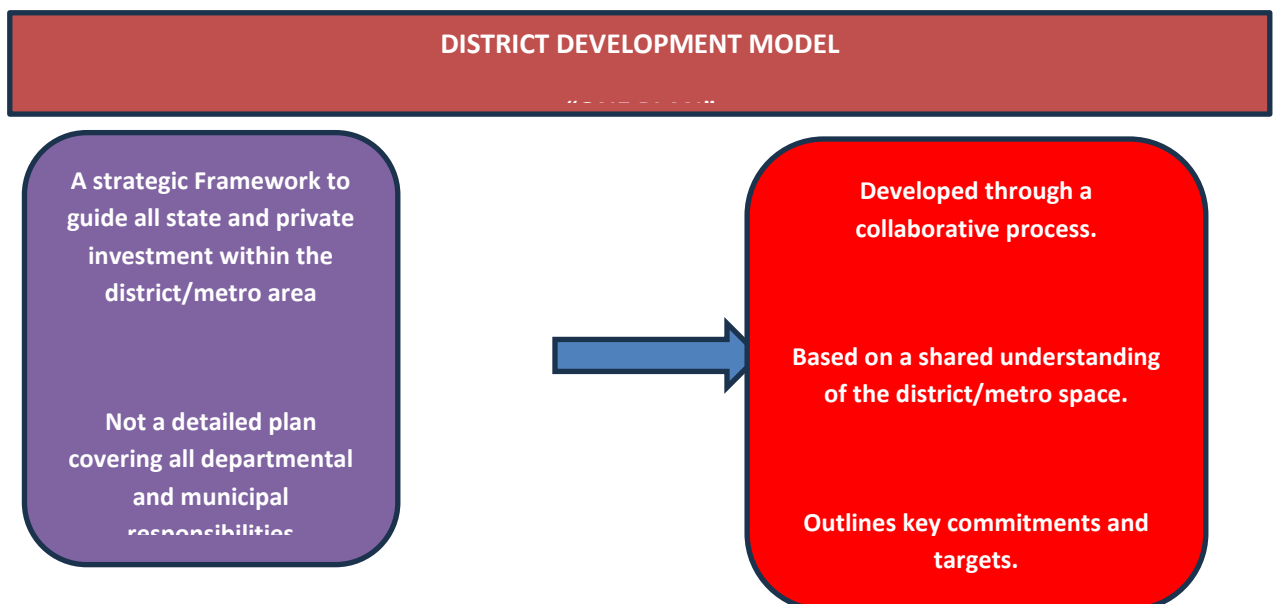
- Strengthen municipality-university and municipality-science council linkages
- Strengthen collaborations among various local actors and agents
- Strengthen capacities of relevant local actors and agents to undertake innovation mapping of local innovation systems
- Strengthen capacities of local actors and agents to promote innovation and techno-entrepreneurship
- Provide innovation infrastructure and innovation support programmes
- Enable municipalities to foster innovation driven LED

Source: National Framework for Local Economic Development (2018 – 2028)

District Development Model

The District Development Model (DDM) is a District/Metro impact-oriented planning, budgeting and implementation approach which was developed to address the silo's mentality across all spheres of government and to further ensure alignment of budgets and plans. The DDM will focus on developing a "One Plan" "One Budget" for all (44) district municipalities and all (8) metropolitan municipalities where profiles of those 52 municipalities will be developed. The Primary objectives of the District Development Model are as follows:

1. Solve the Silos at a horizontal and vertical level.
2. Maximise impact and align plans and resources at our disposal through the development of "One District, One Plan and One Budget".
3. Narrow the distance between people and government by strengthening the coordination role and capacities at the District and City levels.
4. Ensure inclusivity by gender budgeting based on the needs and aspirations of our people and communities at a local level.
5. Build government capacity to support to municipalities.
6. Strengthen monitoring and evaluation at district and local levels.
7. Implement a balanced approach towards development between urban and rural areas.
8. Ensure sustainable development whilst accelerating initiatives to promote poverty eradication, employment, and equality.
9. Exercise oversight over budgets and projects in an accountable and transparent manner.



Provincial Legislation

a) The Northern Cape Provincial Growth and Development Strategy (NCPGDS)

The following sectorial documents have been developed in line with the PGDS:

- a. Provincial LED
- b. Provincial Tourism Strategy
- c. Provincial Draft Enterprise Development strategy
- d. Provincial Trade and Investment Strategy
- e. Provincial Incubation Strategy
- f. Provincial Agriculture Strategy
- g. Provincial Transport Strategy
- h. Provincial Spatial Development Framework

Municipal legislation

- a. The White Paper on Local Government
- b. The Municipal Structures (1998) & Municipal Systems Act (2000)
- c. Back to Basics (B2B)
- d. Integrated Development Plan (IDP)

a. Gross domestic product by region (GDP-R)

The gross domestic product (GDP), an important indicator of economic performance, is used to compare economies and economic states.

Gross domestic product by region (GDP-R) represents the value of all goods and services produced within a region, over a period of one year, plus taxes and minus subsidies.

GDP-R can be measured using either current or constant prices, where the current prices measure the economy in actual Rand, and constant prices measures the economy by removing the effect of inflation, and therefore captures the real growth in volumes, as if prices were fixed in a given base year.

Table 6: Gross domestic product (GDP) - Thembelihle, Pixley ka Seme, Northern Cape and National Total, 2012-2022 [R billions, Current prices]

	Thembelihle	Pixley ka Seme	Northern Cape	National Total	Thembelihle as % of district municipality	Thembelihle as % of province	Thembelihle as % of national
2012	1.0	8.7	70.3	3,566.4	10.9%	1.35%	0.03%
2013	1.0	9.3	74.2	3,868.6	10.7%	1.34%	0.03%
2014	1.2	11.0	86.4	4,133.9	10.6%	1.34%	0.03%
2015	1.2	11.7	90.3	4,420.8	10.5%	1.36%	0.03%
2016	1.3	12.5	94.5	4,759.6	10.3%	1.37%	0.03%
2017	1.4	13.3	100.2	5,078.2	10.2%	1.35%	0.03%
2018	1.4	14.0	105.0	5,363.2	10.0%	1.33%	0.03%
2019	1.4	14.5	109.1	5,625.2	9.7%	1.30%	0.03%
2020	1.4	14.9	110.9	5,568.0	9.6%	1.29%	0.03%
2021	1.6	17.0	129.2	6,208.8	9.4%	1.24%	0.03%
2022	1.7	18.4	135.3	6,628.6	9.3%	1.26%	0.03%

Source: South Africa Regional eXplorer v2404.

With a GDP of R 1.7 billion in 2022 (up from R 951 million in 2012), the Thembelihle Local Municipality contributed 9.26% to the Pixley ka Seme District Municipality GDP of R 18.4 billion in 2022 increasing in the share of the Pixley ka Seme from 10.89% in 2012. The Thembelihle Local Municipality contributes 1.26% to the GDP of Northern Cape Province and 0.03% the GDP of South Africa which had a total GDP of R 6.63 trillion in 2022 (as measured in nominal or current prices). Its contribution to the national economy stayed similar in importance from 2012 when it contributed 0.03% to South Africa, but it is lower than the peak of 0.03% in 2014.

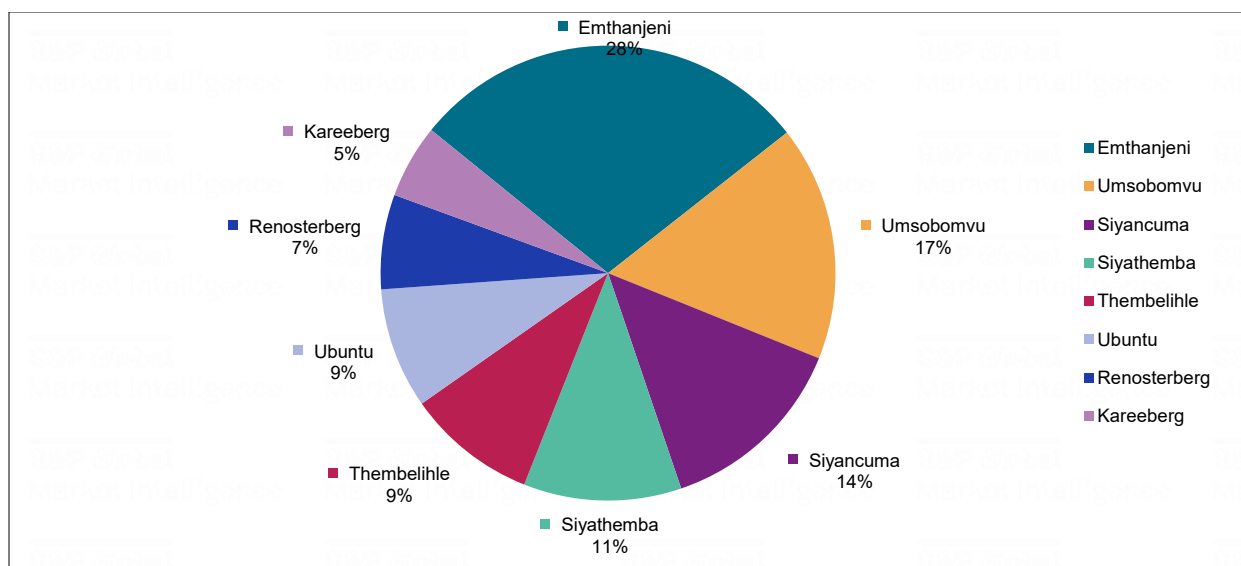
Table 7: Gross domestic product (GDP) - Thembelihle, Pixley ka Seme, Northern Cape and National Total, 2012-2022 [Annual percentage change, Constant 2010 prices]

	Thembelihle	Pixley ka Seme	Northern Cape	National Total
2012	2.7%	3.4%	3.2%	2.4%
2013	-0.3%	2.7%	2.2%	2.5%
2014	0.6%	1.1%	2.4%	1.4%
2015	-0.3%	1.1%	1.8%	1.3%
2016	0.3%	1.9%	-0.5%	0.7%
2017	1.6%	2.8%	1.9%	1.2%
2018	2.9%	3.5%	1.4%	1.6%
2019	-0.8%	1.0%	-0.3%	0.3%
2020	-3.0%	-1.7%	-6.7%	-6.0%
2021	6.4%	8.5%	6.3%	4.7%
2022	-1.1%	1.7%	0.5%	1.9%
Average Annual growth 2012-2022	0.62%	2.23%	0.85%	0.92%

Source: South Africa Regional eXplorer v2404.

In 2022, the Thembelihle Local Municipality achieved an annual growth rate of -1.11% which is a significantly lower GDP growth than the Northern Cape Province's 0.52%, but is lower than that of South Africa, where the 2022 GDP growth rate was 1.91%. Contrary to the short-term growth rate of 2022, the longer-term average growth rate for Thembelihle (0.62%) is slightly lower than that of South Africa (0.92%). The economic growth in Thembelihle peaked in 2021 at 6.42%.

Chart 1: Gross domestic product (GDP) - Thembelihle Local Municipality and the rest of Pixley ka Seme, 2022 [Percentage]



Source: South Africa Regional eXplorer v2404.

The Thembelihle Local Municipality had a total GDP of R 1.7 billion and in terms of total contribution towards Pixley ka Seme District Municipality the Thembelihle Local Municipality ranked fifth relative to all the regional economies to total Pixley ka Seme District Municipality GDP. This ranking in terms of size compared to other regions of Thembelihle remained the same since 2012. In terms of its share, it was in 2022 (9.3%) significantly smaller compared to what it was in 2012 (10.9%). For the period 2012 to 2022, the average annual growth rate of 0.6% of Thembelihle was the lowest relative to its peers in terms of growth in constant 2010 prices.

Table 5: Gross domestic product (GDP) - Regions within Pixley ka Seme District Municipality, 2012 to 2022, share and growth

	2022 (Current prices)	Share of district municipality	2012 (Constant prices)	2022 (Constant prices)	Average Annual growth
Thembelihle	1.70	9.26%	1.15	1.22	0.62%
Ubuntu	1.58	8.58%	0.99	1.16	1.58%
Umsobomvu	3.07	16.71%	1.40	2.17	4.49%
Emthanjeni	5.25	28.57%	2.91	3.77	2.65%
Kareeberg	0.97	5.25%	0.61	0.72	1.60%
Renosterberg	1.24	6.72%	0.65	0.93	3.54%
Siyathemba	2.06	11.22%	1.31	1.50	1.36%
Siyancuma	2.52	13.68%	1.65	1.84	1.06%

Source: South Africa Regional eXplorer v2404.

Umsobomvu had the highest average annual economic growth, averaging 4.49% between 2012 and 2022, when compared to the rest of the regions within Pixley ka Seme District Municipality. The Renosterberg Local Municipality had the second highest average annual growth rate of 3.54%.

Thembelihle Local Municipality had the lowest average annual growth rate of 0.62% between 2012 and 2022.

b. Gross value added by region (GVA-R)

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 Local Municipality.

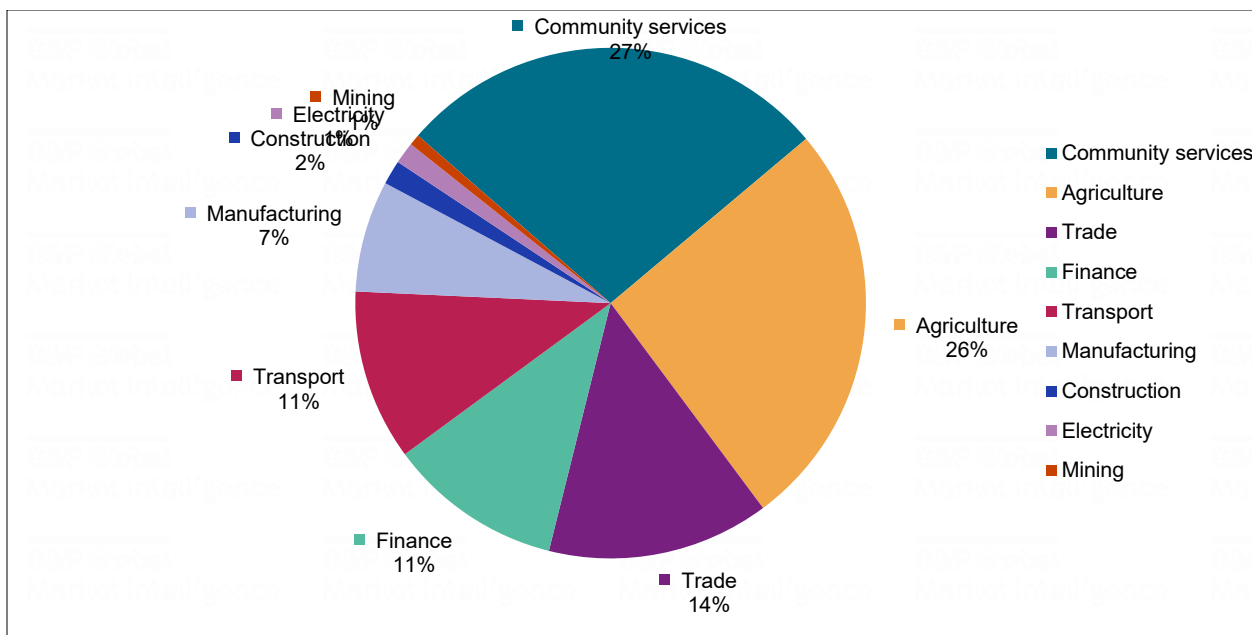
Table 6: Gross value added (GVA) by broad economic sector - Thembelihle Local Municipality, 2022 [R billions, current prices]

	Thembelihle	Pixley ka Seme	Northern Cape	National Total	Thembelihle as % of district municipality	Thembelihle as % of province	Thembelihle as % of national
Agriculture	0.4	2.8	10.4	187.6	14.0%	3.8%	0.21%
Mining	0.0	0.5	28.5	483.3	2.2%	0.0%	0.00%
Manufacturing	0.1	0.5	4.4	813.1	21.3%	2.5%	0.01%
Electricity	0.0	0.9	4.1	192.8	2.4%	0.5%	0.01%
Construction	0.0	0.3	2.1	146.6	7.1%	1.1%	0.02%
Trade	0.2	1.6	12.1	807.5	13.2%	1.8%	0.03%
Transport	0.2	2.0	11.2	451.4	8.4%	1.5%	0.04%
Finance	0.2	2.5	20.0	1,386.9	6.7%	0.8%	0.01%
Community services	0.4	5.4	31.0	1,483.6	7.8%	1.4%	0.03%
Total Industries	1.5	16.6	123.8	5,952.7	9.2%	1.2%	0.03%

Source: South Africa Regional eXplorer v2404..

In 2022, the community services sector is the largest within Thembelihle Local Municipality accounting for R 421 million or 27.5% 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 25.9%, followed by the trade sector with 14.1%. The sector that contributes the least to the economy of Thembelihle Local Municipality is the mining sector with a contribution of R 10.7 million or 0.69% of the total GVA.

Chart 2: Gross value added (GVA) by broad economic sector - Thembelihle Local Municipality, 2022 [percentage composition]



Source: South Africa Regional eXplorer v2404.

The community sector, which includes the government services, is generally a large contributor towards GVA. When looking at all the regions within the Pixley ka Seme District Municipality, it is clear that the Emthanjeni contributes the most community services towards its own GVA, with 32.71%, relative to the other regions within Pixley ka Seme District Municipality. The Emthanjeni contributed R 4.74 billion or 28.57% to the GVA of Pixley ka Seme District Municipality. The Emthanjeni also contributes the most the overall GVA of Pixley ka Seme District Municipality.

Labour

The labour force of a country consists of everyone of working age (above a certain age and below retirement) that are participating as workers, i.e. people who are actively employed or seeking employment. This is also called the economically active population (EAP). People not included are students, retired people, stay-at-home parents, people in prisons or similar institutions, people employed in jobs or professions with unreported income, as well as discouraged workers who cannot find work.

Table 7: Working age population in Thembelihle, Pixley ka Seme, Northern Cape and National Total, 2012 and 2022 [Number]

	Thembelihle		Pixley ka Seme		Northern Cape		National Total	
	2012	2022	2012	2022	2012	2022	2012	2022
15-19	1,590	1,480	18,300	17,600	110,000	113,000	5,010,000	5,100,000
20-24	1,660	1,590	17,500	16,600	110,000	103,000	5,410,000	4,580,000

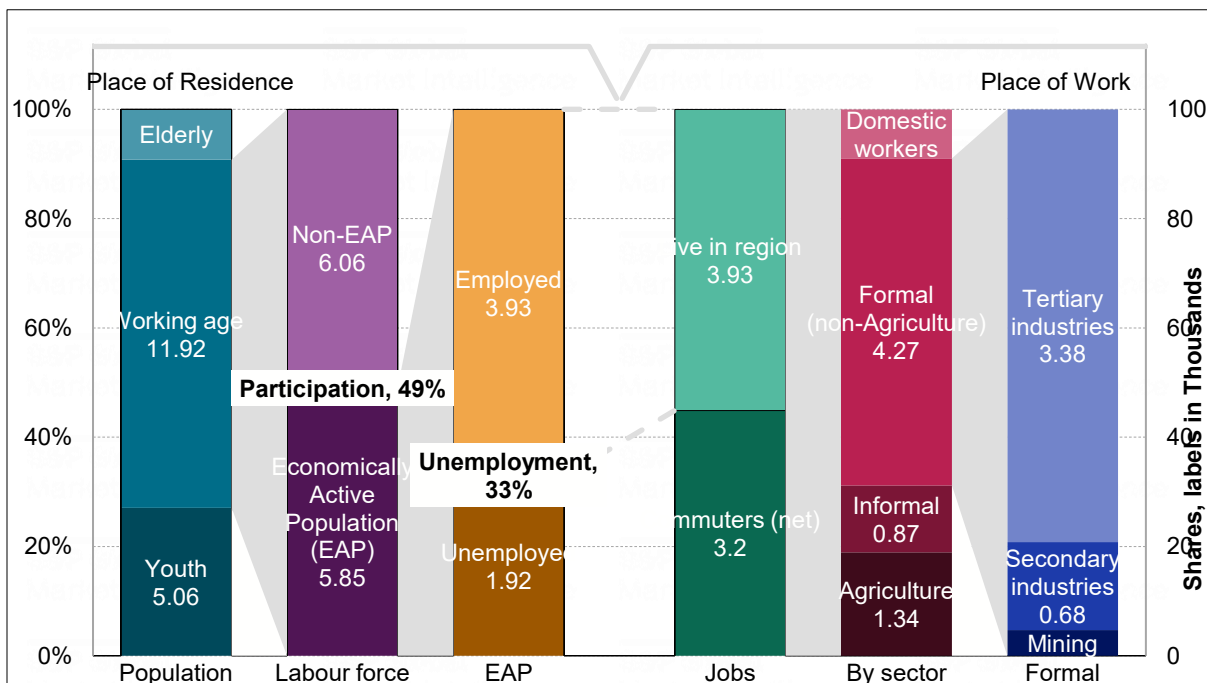
	Thembelihle		Pixley ka Seme		Northern Cape		National Total	
	2012	2022	2012	2022	2012	2022	2012	2022
25-29	1,470	1,540	16,700	18,100	105,000	111,000	5,220,000	5,210,000
30-34	1,200	1,400	13,700	16,600	87,400	110,000	4,220,000	5,600,000
35-39	997	1,230	11,600	15,500	72,000	105,000	3,470,000	5,220,000
40-44	987	1,160	10,900	14,200	63,600	86,500	2,950,000	4,060,000
45-49	903	994	10,300	11,700	58,400	70,000	2,590,000	3,240,000
50-54	880	1,030	9,210	10,300	52,500	60,500	2,240,000	2,710,000
55-59	658	773	8,180	10,100	44,700	54,500	1,850,000	2,340,000
60-64	581	726	6,790	8,900	36,200	47,800	1,490,000	1,970,000
Total	10,900	11,900	123,000	140,000	740,000	862,000	34,500,000	40,000,000

Source: South Africa Regional eXplorer v2404.

The working age population in Thembelihle in 2022 was 11 900, increasing at an average annual rate of 0.88% since 2012. For the same period the working age population for Pixley ka Seme District Municipality increased at 1.26% annually, while that of Northern Cape Province increased at 1.55% annually. South Africa's working age population has increased annually by 1.51% from 34.5 million in 2012 to 40 million in 2022.

The graph below combines all the facets of the labour force in the Thembelihle Local Municipality into one compact view. The chart is divided into "place of residence" on the left, which is measured from the population side, and "place of work" on the right, which is measured from the business side.

Chart 3: Labour glimpse - Thembelihle Local Municipality, 2022



Source: South Africa Regional eXplorer v2404.

Reading the chart from the left-most bar, breaking down the total population of the Thembelihle Local Municipality (18 700) into working age and non-working age, the number of people that are of working age is about 11 900. As per definition, those that are of age 0 - 19 (youth) or age 65 and up (pensioners) are part of the non-working age population. Out of the working age group, 49.1% are participating in the labour force, meaning 5 860 residents of the local municipality forms currently part of the economically active population (EAP). Comparing this with the non-economically active population (NEAP) of the local municipality: fulltime students at tertiary institutions, disabled people, and those choosing not to work, sum to 6 060 people. Out of the economically active population, there are 1 920 that are unemployed, or when expressed as a percentage, an unemployment rate of 32.8%. Up to here all the statistics are measured at the place of residence.

On the far right we have the formal non-Agriculture jobs in Thembelihle, broken down by the primary (mining), secondary and tertiary industries. Most of the formal employment lies in the Tertiary industry, with 3 390 jobs. When including the informal, agricultural, and domestic workers, we have a total number of 7 140 jobs in the area. Formal jobs make up 59.9% of all jobs in the Thembelihle Local Municipality. The difference between the employment measured at the place of work, and the people employed living in the area can be explained by the net commuters that commute every day into the local municipality.

Total employment

Employment data is a key element in the estimation of unemployment. In addition, trends in employment within different sectors and industries normally indicate significant structural changes in the economy. Employment data is also used in the calculation of productivity, earnings per worker, and other economic indicators.

Total employment consists of two parts: employment in the formal sector, and employment in the informal sector.

Table 8: Total employment - Thembelihle, Pixley ka Seme, Northern Cape and National Total, 2012-2022 [numbers]

	Thembelihle	Pixley ka Seme	Northern Cape	National Total
2012	7,210	44,400	285,000	14,000,000
2013	7,500	47,000	297,000	14,400,000
2014	7,480	48,000	308,000	15,000,000
2015	7,270	47,800	312,000	15,500,000
2016	7,360	48,900	313,000	15,800,000
2017	7,330	49,300	318,000	16,000,000
2018	7,540	51,100	326,000	16,200,000
2019	7,520	52,000	331,000	16,200,000
2020	7,010	49,900	317,000	15,400,000
2021	6,880	49,800	307,000	14,800,000

	Thembelihle	Pixley ka Seme	Northern Cape	National Total
2022	7,140	52,400	324,000	15,300,000
Average Annual growth				
2012-2022	-0.09%	1.67%	1.28%	0.88%

Source: South Africa Regional eXplorer v2404.

In 2022, Thembelihle employed 7 140 people which is 13.62% of the total employment in Pixley ka Seme District Municipality (52 400), 2.21% of total employment in Northern Cape Province (324 000), and 0.05% of the total employment of 15.3 million in South Africa. Employment within Thembelihle decreased annually at an average rate of -0.09% from 2012 to 2022. The Thembelihle Local Municipality average annual employment growth rate of -0.09% exceeds the average annual labour force growth rate of -0.30% resulting in unemployment decreasing from 32.65% in 2012 to 32.83% in 2022 in the local municipality.

Table 9: Total employment per broad economic sector - Thembelihle and the rest of Pixley ka Seme, 2022 [Numbers]

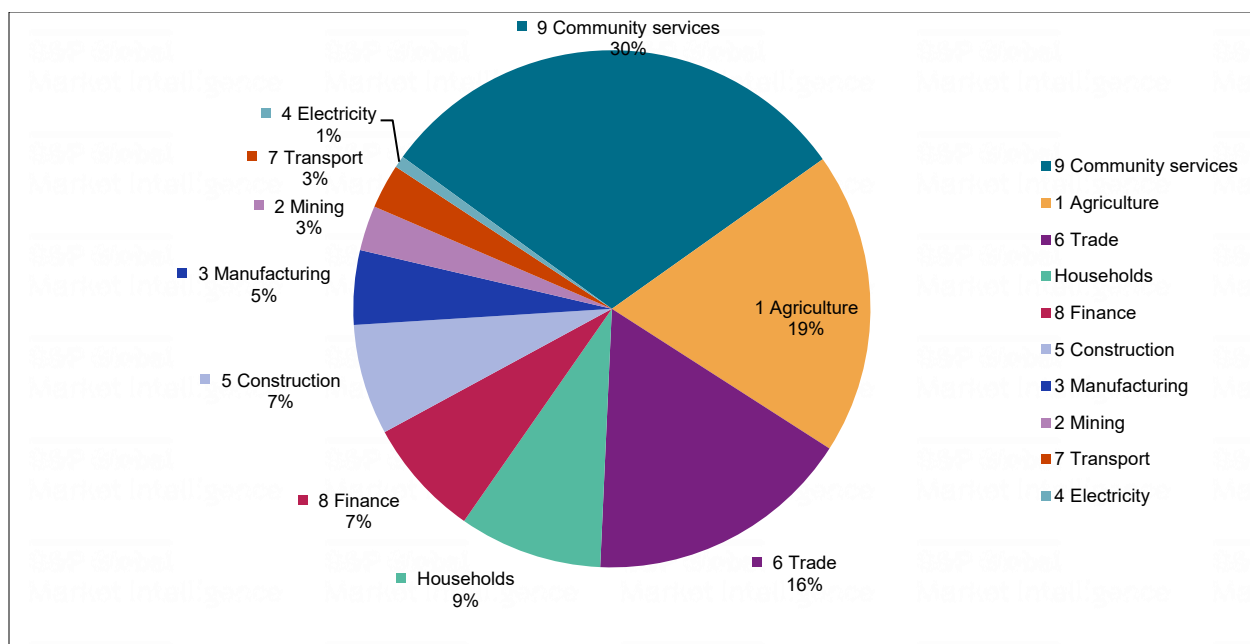
	Thembelihle	Ubuntu	Umsobomvu	Emthanjeni	Kareeberg	Renosterberg	Siyathemba	Siyancuma	Total Pixley ka Seme
Agriculture	1,350	1,000	942	968	662	783	1,100	1,090	7,898
Mining	201	15	257	495	8	2	455	338	1,772
Manufacturing	332	132	99	430	74	93	166	161	1,488
Electricity	53	15	31	34	2	25	17	29	207
Construction	494	261	1,040	1,050	291	364	314	239	4,044
Trade	1,190	1,170	1,930	1,940	685	413	934	862	9,115
Transport	199	158	154	375	53	101	120	184	1,343
Finance	529	436	853	1,410	190	400	646	373	4,835
Community services	2,150	1,570	3,020	5,340	1,040	831	1,900	1,430	17,280
Households	640	471	587	965	386	259	524	608	4,441
Total	7,140	5,230	8,910	13,000	3,390	3,270	6,180	5,310	52,422

Source: South Africa Regional eXplorer v2404.

Thembelihle Local Municipality employs a total number of 7 140 people within its local municipality. The local municipality that employs the highest number of people relative to the other regions within Pixley ka Seme District Municipality is Emthanjeni local municipality with a total number of 13 000. The local municipality that employs the lowest number of people relative to the other regions within Pixley ka Seme District Municipality is Renosterberg local municipality with a total number of 3 270 employed people.

In Thembelihle Local Municipality the economic sectors that recorded the largest number of employment in 2022 were the community services sector with a total of 2 150 employed people or 30.2% of total employment in the local municipality. The agriculture sector with a total of 1 350 (18.9%) employs the second highest number of people relative to the rest of the sectors. The electricity sector with 53.2 (0.7%) is the sector that employs the least number of people in Thembelihle Local Municipality, followed by the transport sector with 199 (2.8%) people employed.

Chart 4: Total employment per broad economic sector - Thembelihle Local Municipality, 2022 [percentage]



Source: South Africa

Regional eXplorer v2404.

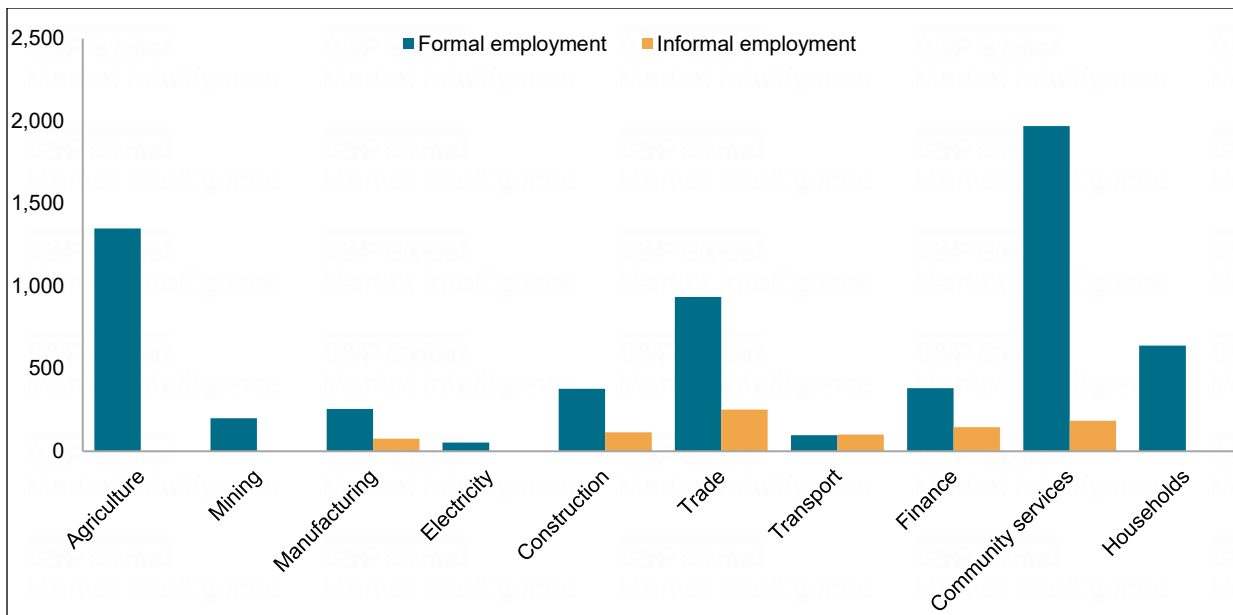
Formal and Informal employment

Total employment can be broken down into formal and informal sector employment. Formal sector employment is measured from the formal business side, and the informal employment is measured from the household side where formal businesses have not been established.

Formal employment is much more stable than informal employment. Informal employment is much harder to measure and manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in South Africa and cannot be ignored.

The number of formally employed people in Thembelihle Local Municipality counted 6 260 in 2022, which is about 87.76% of total employment, while the number of people employed in the informal sector counted 874 or 12.24% of the total employment. Informal employment in Thembelihle decreased from 922 in 2012 to an estimated 874 in 2022.

Chart 5: Formal and informal employment by broad economic sector - Thembelihle Local Municipality, 2022 [numbers]



Source: South Africa

Regional eXplorer v2404.

In 2022 the Trade sector recorded the highest number of informally employed, with a total of 252 employees or 28.79% of the total informal employment. This can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most of the other sectors. The Manufacturing sector has the lowest informal employment with 75.9 and only contributes 8.68% to total informal employment.

Table 10: Formal and informal employment by broad economic sector - Thembelihle Local Municipality, 2022 [numbers]

	Formal employment	Informal employment
Agriculture	1,350	N/A
Mining	201	N/A
Manufacturing	256	76
Electricity	53	N/A
Construction	379	115
Trade	936	252
Transport	98	101
Finance	382	146
Community services	1,970	185
Households	640	N/A

Source: South Africa Regional eXplorer v2404.

Unemployment

The unemployed includes all persons between 15 and 65 who are currently not working, but who are actively looking for work. It therefore excludes people who are not actively seeking work (referred to as discouraged work seekers).

Table 11: Unemployment (official definition) - Thembelihle, Pixley ka Seme, Northern Cape and National Total, 2012-2022 [Number percentage]

	Thembelihle	Pixley ka Seme	Northern Cape	National Total	Thembelihle as % of district municipality	Thembelihle as % of province	Thembelihle as % of national
2012	1,970	20,200	113,000	4,700,000	9.8%	1.74%	0.04%
2013	2,080	21,200	122,000	4,850,000	9.8%	1.71%	0.04%
2014	2,290	22,800	130,000	5,060,000	10.0%	1.76%	0.05%
2015	2,440	23,900	134,000	5,300,000	10.2%	1.83%	0.05%
2016	2,380	23,200	134,000	5,670,000	10.3%	1.78%	0.04%
2017	2,370	23,000	132,000	5,990,000	10.3%	1.80%	0.04%
2018	2,240	21,600	127,000	6,100,000	10.4%	1.77%	0.04%
2019	2,220	21,000	124,000	6,450,000	10.6%	1.80%	0.03%
2020	2,090	19,100	114,000	6,710,000	10.9%	1.84%	0.03%
2021	1,950	17,700	112,000	7,470,000	11.0%	1.74%	0.03%
2022	1,920	17,500	110,000	7,810,000	11.0%	1.74%	0.02%
Average Annual growth							
2012-2022	-0.25%	-1.42%	-0.26%	5.21%			

Source: South Africa Regional eXplorer v2404.

In 2022, there were a total number of 1 920 people unemployed in Thembelihle, which is an decrease of -47.8 from 1 970 in 2012. The total number of unemployed people within Thembelihle constitutes 11.01% of the total number of unemployed people in Pixley ka Seme District Municipality. The Thembelihle Local Municipality experienced an average annual decrease of -0.25% in the number of unemployed people, which is worse than that of the Pixley ka Seme District Municipality which had an average annual decrease in unemployment of -1.42%.

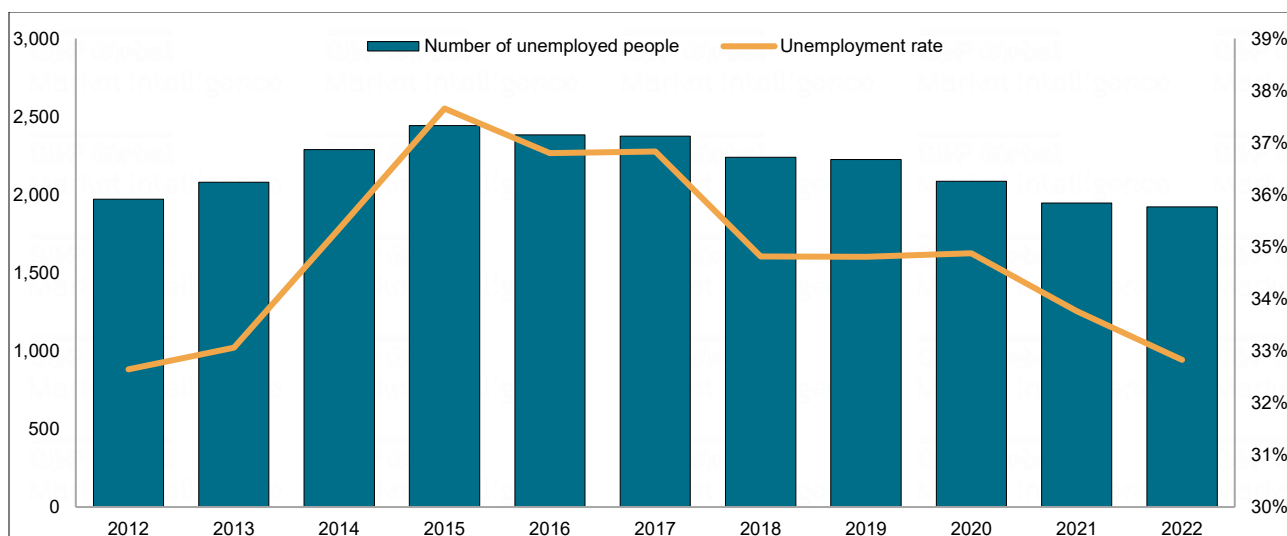
Table 12: Unemployment rate (official definition) - Thembelihle, Pixley ka Seme, Northern Cape and National Total, 2012-2022 [Percentage]

	Thembelihle	Pixley ka Seme	Northern Cape	National Total
2012	32.6%	31.0%	28.5%	25.1%
2013	33.1%	30.8%	29.1%	25.2%
2014	35.4%	32.0%	29.7%	25.2%
2015	37.7%	33.1%	30.1%	25.5%
2016	36.8%	32.0%	30.0%	26.4%
2017	36.8%	31.5%	29.5%	27.2%
2018	34.8%	29.5%	28.1%	27.4%
2019	34.8%	28.5%	27.3%	28.4%
2020	34.9%	27.4%	26.5%	30.3%
2021	33.8%	26.0%	26.8%	33.6%
2022	32.8%	24.7%	25.5%	33.8%

Source: South Africa Regional eXplorer v2404.

In 2022, the unemployment rate in Thembelihle Local Municipality (based on the official definition of unemployment) was 32.83%, which is an increase of 0.185 percentage points. The unemployment rate in Thembelihle Local Municipality is higher than that of Pixley ka Seme. Comparing to the Northern Cape Province the unemployment rate for Thembelihle Local Municipality was higher than that of Northern Cape which was 25.50%. The unemployment rate for South Africa was 33.84% in 2022, which is a increase of -8.69 percentage points from 25.15% in 2012.

Chart 6: Unemployment and unemployment rate (official definition) - Thembelihle Local Municipality, 2012-2022 [number percentage]



Source: South Africa Regional eXplorer v2404.

OPPORTUNITY ANALYSIS

The purpose of this section is to evaluate some key economic activities and look at the opportunities for further development in those sectors that are already dominant or have a potential to grow in Thembelihle local municipality. Brief analysis of each of the sectors will be discussed according to its local context and then the Development opportunities and potential constraints will be discussed.

The potential of these economic sectors will be analysed based on the following factors:

- **Availability of raw materials/resources**

This refers to the local resources that are needed for production of commodities. If the resources are found locally that makes the whole process more economically viable as some of the potential costs and logistical considerations are already eliminated.

- **Economic linkages (backward and forward linkages)**

This element refers to the interaction of various economic activities with one another throughout the value chain. These could either be backward or forward linkages along the same value chain towards the production and delivery of the same product. In some cases, it is not possible for one economy to provide everything and there might be a need to interact with other neighbouring economies to have a viable local economy.

- **Market inclination**

This refers to the demand of the product or service in the market. There can either be an indication of a general decline in the demand for the product or a potential for an increase or just a stable demand.

- **Gap analysis/Agglomeration advantages**

In this case a gap is identified in the regional/local economy where there is an opportunity for a group of companies to collaborate with the purpose of addressing a particular shortcoming and increase their efficiency for the benefit of the whole economy.

- **Regional service delivery function**

In the case where the local economy is not strongly linked with the regional economy, an analysis is thus required to determine the economic comparative advantages. If these advantages can be exploited successfully, the area may become a regional service provider in terms of its competitive advantages.

- **Availability of labour**

Labour is a key factor of production and the economy cannot grow without the availability of this key factor. In addition to the availability of labour, the skills factor is also crucial depending on the economic activity in that region/locality. Therefore, both the quantity and quality of labour is a crucial factor in assessing the potential for a particular economic sector.

- **Technology change**

Technology is crucial in all the economic sectors as it continuously improve the production processes and assist increasing productivity. This might lead at the end to the stakeholders believing that there is a need to set up an incubator for example to assist existing and potential new entrants to become more efficient and sustainable in their economic activities.

- **Government policy and support instruments**

This refers to the policy position of government of the day towards a particular sector. For example, there is a strong push for beneficiation and processing of resources rather than extraction and exports of raw products.

HOPETOWN FOOTPRINT

We are living in a community affected by severe levels of poverty, unemployment, substance abuse are factors contributory to violence which include GBVF and serious crime. The high prevalence of HIV/AIDS & TB and recently **Covid-19** exacerbate the situation. Overcrowding and poor living conditions in most parts of the Thembelihle sub- district are contributing factors.

In pursuit of the Mission and **Vision**, the **Objectives** of the organisation are:

- Advocacy for the eradication and prevention of Gender-Based Violence
- Counselling and assisting victims of GBV to access VEP programs
- To provide a service that offers people spiritual, emotional and psychosocial support
- To restore dignity, pride and self-esteem of the affected through education, support program.
- To assist government in its combat of the scourge

METHODS AND MITIGATION

- Community Awareness Campaigns to be held periodically
- Advocacy programs regularly
- Training and Education for Counselors. This will be done in the form of workshops and Virtual
- Accredited Training Sessions and
- Accredited Counselling Training to be held for relevant groups and individuals

COMMUNITY WORK PROGRAMME (CWP) TRANSITIONAL PLAN

- As part of intervention and providing support the intention is to utilize CWP participants to continue providing basic services to citizens in identified priority municipalities
- It is very important the Useful work to be aligned to IDP, DDM Plans and One Plans of various municipalities in which the CWP is implemented.
- Implementation of CWP will focus on Anchor Activities categorised on the following **Three Key Pillars** for more relevance and impact:
 - ☐ Basic Service Pillar (70%)
 - ☐ Economic Pillar (15-20%)
 - ☐ Social and Socio Pillar (10-15%)

2. **BASIC SERVICES** Pillar (70% of CWP Budget and Focus)

No.	Work Packages/ Anchor Projects	Useful Work
1.	Road Maintenance	- pothole patching, verge grass cutting, stormwater drainage cleaning, culverts cleaning
2.	Road Signage and Road Naming Audit	- check presence and integrity of signage (if possible, prepare signage),
3.	Water/Waste - Water Facilities	- grass cutting at the reservoirs and treatment plants, painting and marking of facilities, Fencing
4.	Sewers	identify missing manholes and replacement with concrete rather than steel
5.	Plumbing (Not in the reticulation systems)	- Leak repairs to Indigent Households and Council facilities; Leak detections and repair leaking taps
6.	Water and Electricity Servitude Management	- cutting trees on the servitudes; inspect on servitude encroachments; marking repairs where technical and professional expertise is not mandatory.
7.	Water/Electricity Meter audits	Open covered meters, check meters that are not functional or damaged
8.	Solid Waste Management	- waste picking and separation at source and landfill sites, rehabilitation of the illegal dumps (e.g. parks),

3. **ECONOMIC PILAR** (15-20%)

- The aim is to focus on the exit strategies for participants.
- Enhancement to Partnerships and Stakeholder Management for greater impact by bringing in public and private sectors, to add capacity, technical support and relevant training which will ensure:

3.1 Increase exit opportunities for participants with much skills,

3.2 Participants are capacitated to start their own businesses and corporate,

No.	Work Packages/ Anchor Projects	Useful Work
1.	Community Based Economic Projects	- Sewing, - Brick making, - Bakeries, - Other Related
2.	Agriculture projects.	- Food Gardens (Fresh Produce) - Poultry farming, - Goats/Sheep farming, - Piggery
3.	Other	- Other innovative income generating activates

4. SOCIAL & SOCIO-ECONOMIC PILLAR (10-15%)

To continue with the current CWP activities focusing on social and socio-economic activities:

- Home and community-based care work;
- Caring for orphans and vulnerable children;
- Supporting Early Childhood Development;
- Food Security (Food gardens at a small scale and Feeding scheme)
- School Support (Schooler patrol/ Teacher assistance)

Misa - CWP Support of Municipal Basic Services

Roads and Stormwater repairs

- Pothole repairs and crack sealing, Cleaning and unblocking of existing stormwater drains, Replacement of Manhole covers, Replacement of stormwater catch pits covers, Replacement of roadside kerbs, Re-Marking Road markings, Replacement of road signs and Traffic Signage, Repair of road edges, Repair of gravel road shoulders,

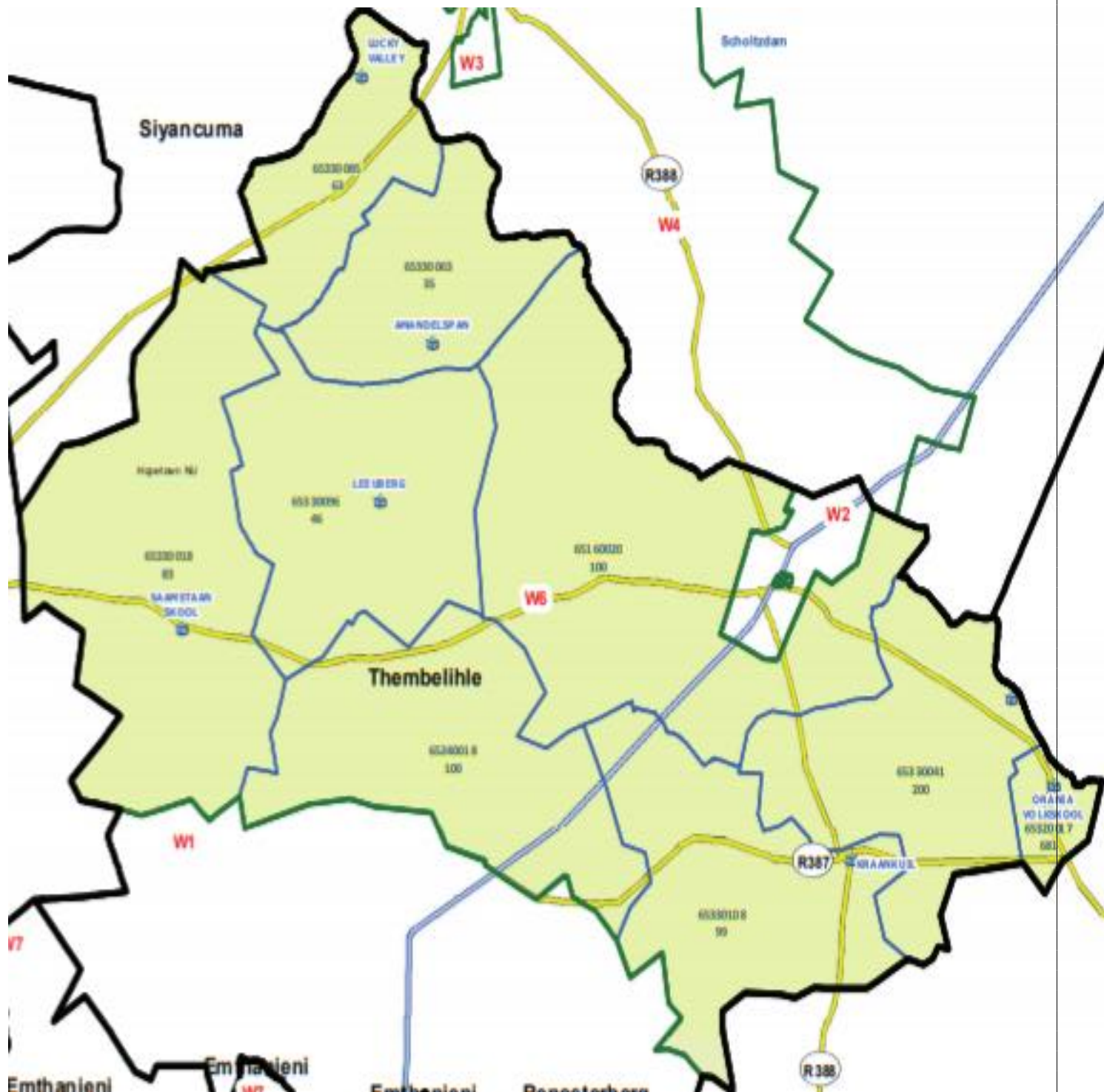
Street and community lighting

- Street light repairs,

Sewer pipeline repairs

- Repair of VIP Top Structure Toilets and disinfection,

2.3.10. Ward Demarcation



Maps 1 Demarcation Board: Wards of Thembelihle

Ward Profile:

In terms of section 18(3) of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998), the MEC responsible for local government has determined that the municipal council consists of 11 councillors. After having consulted the Independent Electoral Commission, The Municipal Demarcation Board has delimited the municipality into wards in terms of Schedule 1 of the Act.

The number of registered voters in each ward does not vary by more than fifteen percent from the norm. The norm was determined by dividing the total number of voters on the municipal segment of the national common voters roll, namely voters on 5 March 2019, by the number of wards in the municipality.

The ward numbers, the voting districts and voting stations in each ward, and the number of voters are as follows:

Ward Number	Voting District Number	Voting Station Name	Registered Voters
Ward 1	65240018	DR ESSOP COMMUNITY HALL	1711
Ward 2	65160053	FULL ARMOUR CHURCH OF GOD	404
Ward 2	65160020	MSC NUWE BIBLIOTEEKSAAL	1071
Ward 3	65160042	VUKASIZWE PRIMARY SCHOOL	342
Ward 3	65160019	STEYNVILLE COMMUNITY HALL	1310
Ward 4	65160020	MSC NUWE BIBLIOTEEKSAAL	200
Ward 4	65160031	STEYNVILLE HIGH SCHOOL	1215
Ward 4	65160053	FULL ARMOUR CHURCH OF GOD	200
Ward 5	65160019	STEYNVILLE COMMUNITY HALL	300
Ward 5	65160031	STEYNVILLE HIGH SCHOOL	1000
Ward 6	65330063	AMANDELSPAN	35
Ward 6	65330041	BOLAND FARM	200
Ward 6	65330108	KRAANKUIL	99
Ward 6	65330096	LEEUBERG	46
Ward 6	65330085	LUCKY VALLEY	63
Ward 6	65330018	SAAMSTAAN SKOOL	83
Ward 6	65240018	DR ESSOP COMMUNITY HALL	100
Ward 6	65320017	ORANIA VOLKSKOOL	681
Ward 6	65160020	MSC NUWE BIBLIOTEEKSAAL	100

Table 33 Municipal Demarcation Board 2020: ward profile

2.4 Public Participation

The IDP is about determining stakeholder and community needs and priorities which need to be addressed in order to contribute to the improvement of the quality of life of residents within the Municipal Area. IDP public meetings are conducted to ensure that people from all 6 wards are included in the planning of the Municipality as well as to assist the Municipality in achieving its long-term development objectives. It will also guide the ward in what it will do to take forward its own development programme with support from all role players. Ward Committees were elected and are in place to address the wards' priorities and needs.

2.4.1 Public Participation Process

The Municipality has various public participation processes and platforms to ensure integrated consultation on a continuous basis. These include:

- Ward committee meetings which take place quarterly and is deemed functional;
- IDP Roadshows in all wards
- IDP Representative Forum;

Mayor meets the people meetings – The purpose thereof to engage relevant municipal interest groups as part of ongoing public participation; and Open Days with communities relating to the Spatial Development Framework

Ward 1

- o Illegal Dumping Sites (Signages)
- o Trucks (Illegal activities)
- o Health (Absent of Doctors/Ambulances)
- o House was allocated but never received it
- o New housing project where electrical boxes is outside the houses and others struggle with shelter.
- o SANRAL (Date of the Launch of the project)
- o When is phase 2 of WWTW starts
- o What services does the Mayor & Speaker provide so far for the community?
- o Liebengerg Street (illegal dump)
- o Indigent Issues
- o Paving streets (clean)
- o Water problem (Pipeline from Hpt to Stb)
- o Request for Water Tank in the Area.
- o Criteria for employment (unfair recruitment)

Ward 2,4 & 5

- o Small farmers must pay rates & taxes to the Municipality
- o Vergenoeg (dark)
- o Quarry fill with sand
- o Indigent process (capture wrong information)
- o Electricity problems (project)
- o SAPS not visible in Slangpark/Hillside
- o Due to the project some houses crack
- o Heap at the back of Hou Jou Bek is a huge problem

Ward 3

- o There is a plot problem in 7de Laan.
- o Unfair employment (others did not get opportunities)
- o Ward Committees must be activated and do house visits
- o Other Department officials must also be part of the meetings
- o Regular community meetings must take place.
- o Communication challenges amongst Councilors and community.
- o Family providers does not get the opportunities for employment only the youth(mismanage funds)
- o Disappointed in the Indigent Statistics
- o High Mass lights (dark)
- o Worried over the indigent system
- o Housing system is not effective
- o Investigation of foreigner tuck shops
- o Health Department problems (Ethics)

Section 66 of the Municipal Systems Act (act No.32 of 2000) requires a Municipal Manager to develop a policy framework determined by the municipal council and subject to any applicable legislation, establish a mechanism, to regularly evaluate the staff establishment of a municipality and if the staff establishment requires amendment the approval of the Council shall be obtained. Thembelihle Local Municipality is divided into two levels namely; Political and Administrative structure. The administration is accountable to Political Structure.

Political Structure

- ❖ The municipality is governed by its council led by the Executive Mayor and chaired by the Speaker. The political seat is at Hopetown. There are section 79 committees established to assist council in governing the work of line functional administration and section 80 committees which assist the executive committee to function. The councillors signed a code of conduct on their first induction meeting in 2021 and the declaration is being signed annually in the beginning of each financial year. The Council also established the rules committee chaired by the Speaker which developed the rules of order for the council and its function which also enforces the implementation of rules in the council and adherence to the code of conduct by councillors. The municipality had established the following committees that assist the council in carrying out its responsibilities:

- ❖ MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

- ❖ AUDIT AND PERFORMANCE COMMITTEE

- ❖ FINANCIAL MISCONDUCT AND DISCIPLINARY BOARD

Section 80 committees are as follows:

- ❖ Corporate Services/Community Services
- ❖ Finance
- ❖ Technical Services/Development & Planning

All the above committees sit once a quarter (4 x Annually).

Other Committees:

- ❖ Local Labour Forum
- ❖ Training Committee
- ❖ Employment Equity Committee
- ❖ Occupational Health and Safety Committee
- ❖ Information and Technology Committee
- ❖ Risk Management Committee

Administrative Structure The Political and administrative seat of Thembelihle Local Municipality is situated in Hopetown Main Offices. The municipality extends its services by having a functional staffed unit in Strydenburg except Orania. Thembelihle Local Municipality has a signed and an approved Organizational structure by the Council, which reflects 136 staff compliment. The total staff compliment is currently 97 and 39 vacancies. The recruitment processes for some of the vacant positions will commenced and all positions for senior managers are filled. The Municipal Manager of the institution is employed in terms of section 54, whilst the senior management is employed in terms of section 56.

The municipality has three levels of management and are as follows;

- Top Management (constituted by Senior Managers)
- Middle Management (constituted by Managers reporting to Senior Managers)
- Operational Management (constituted by Officers Supervisors Team leaders)

Top Management is responsible for Strategic Planning of the institution, in doing that Middle Management forms part of the processes for Strategy Development. This is done to build capacity and to promote participation and innovation.

Administratively, the municipality consists of the following departments:

□ MUNICIPAL MANAGER OFFICE

- Communications & Customer Care
- Strategic Planning & Performance Management
- Council Support
- Public Participation
- Legal & Risk Services

□ CORPORATE SERVICES

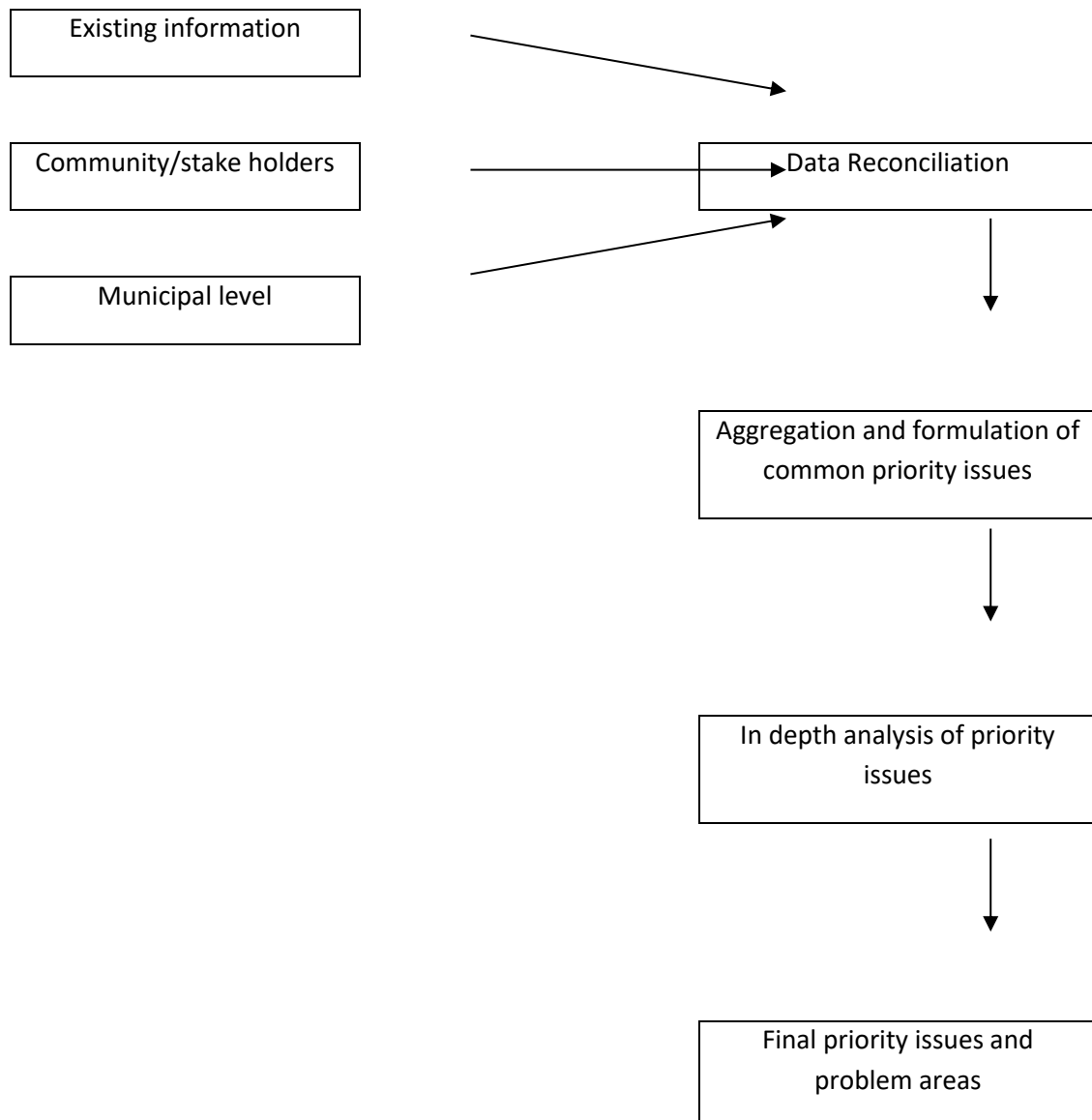
- Human Resource Management
- Records Management
- Council Support
- Local Economic Development
- Land Use Management
- Property Management
- Building Controls
- Facilities
- Traffic Management & Law Enforcement
- Public Participation
- Payroll

□ FINANCE

- Budget Planning
- Expenditure Management
- Revenue Management
- Supply Chain Management
- Financial Reporting
- Asset Management
- Free Basic Services

□ TECHNICAL DEPARTMENT

- Roads & Storm water
- Electricity
- Civil & Building Works
- Mechanical Works
- Parks & Recreation
- Water & Sanitation
- Waste Management
- Expanded Public Works Programme
- Environmental Management
- Project Management Unit
- Disaster Co-ordination
- Spatial Planning
- Human Settlements



KEY STRATEGIC ISSUES

The Council has identified the following strategic issues that would be addressed during the term of office.

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 Organogram (in process)
		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 councillors 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 (done)
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 (done)
	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

STRATEGIC ANALYSIS

An analysis has been conducted and the following strengths and weakness were identified that would need to be addressed during the current term of office:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Provide basic services delivery to the community - Good quality of drink water (Blue drop & Green drop) - Commitment of senior management - Expanded Public Works Programme - Implementation of MIG Funds - Agricultural Sector - Basic Municipal By-Laws exist - Availability of Land - Basic Public facilities available in the municipality. 	<ul style="list-style-type: none"> - Inability to 72 utilize the strategic and economic 72utilization of municipal owned land and property - Ageing infrastructure and limited resources available for effective maintenance programmes - High level of inequality (wide gap between rich and poor) - High cost of water purchases - Loadshedding - Seasonality of the economy and employment - Limited progress with BBBEE at a local level - Limited support to SMME's - Scarce skills shortages in planning and development - Skills gap in basic business techniques - High cost of land and property - High rate of unemployment - High rate of poverty

	<ul style="list-style-type: none"> - Inconsistent understanding of economic development objectives - Increasing levels of drug related crime - Increasing levels of poverty induced crime - Increasing levels of violence against women and children - Increasing incidence of TB and HIV/Aids - High level of alcohol and substance abuse - Increase in substance and alcohol abuse amongst youth - Relatively high wage bill inside the municipality

The following opportunities and threats have also been identified.

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - Growth in both domestic and international tourism markets - Improved coherence amongst established and emerging businesses - Development oriented political and administrative leadership - Sound financial management and leadership - Optimal utilisation of municipal owned land properties - Commitment to strengthening local government sphere - Established effective intergovernmental relations - Effective communication platforms with the community - Good work ethics amongst staff and councillors 	<ul style="list-style-type: none"> - Dilapidated infrastructure - Decaying of council's assets i.e. public facilities, buildings - High level of inequality - Steep increase in land value - Fluctuations in the tourism, construction and fishing industry - High property and - Limited access to adequate resources to achieve strategic objectives - High levels of poverty and unemployment - Increase in alcohol and substance abuse

6. Biodiversity

I. Water Resources

Thembelihle LM Water Resources
Surface water resources

Legend

- Orange-Vaal River Confluence
- Region C: Vaal River catchment
- Region D: Orange River catchment
- Rivers
- Thembelihle LM
- Wetlands

Google Earth

0 60 km

The Orange River is home to 16 species of fish and 8 of these are reported to be endemic to this river. These are: Rock-catfish (*Austroglanis sclateri*), Maloti Minnow (*Pseudobarbus quathlambae*), Namaqua Barb (*Barbus hospes*), River Sardine (*Mesobola brevianalis*), Smallmouth Yellowfish (*Labeobarbus aeneus*), Largemouth Yellowfish (*Labeobarbus kimberlyensis*), Orange River Mudfish (*Labeo capensis*), Smallmouth Yellowfish (*Labeobarbus aeneus*).²

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Yellow Finch (Geelvink); Great White- and Cattle Egret; Cape Robin; Pied- and Cape

Wagtail; Blacksmith Plover (Kiewiet); Cape White-eye; Mousebird; Hamerkop; Olive Thrush; Karoo Thrush; Spoonbill; White-tipped starling; Diederick Cuckoo; Cardinal Woodpecker; Barn Owl; Acacia Pied Barbet; Freckled Nightjar; African Hoopoe; Orange River White-eye; Lanner- and Peregrine Falcon; Black-breasted Snake Eagle; Rock Kestrel; Booted and Verreaux's (Black) Eagle; Ludwig's Bustard; Dusky Sunbird; Ground Woodpecker; Southern Grey Tit.²

It is reported that Hippopotamuses once lived in this river but were hunted to extinction in the 1800s.²

b. Biodiversity Terrestrial

I. Protected areas

There are currently no declared protected areas within the Thembelihle LM jurisdiction. There is an opportunity to establish a protected area that will guarantee the conservation of certain ecosystems.

II. Critical Biodiversity Areas

According to SANParks, CBAs are those areas that must be safeguarded in their natural or near-natural state because they are critical for conserving biodiversity and maintaining ecosystem functioning.³ Closely associated with the CBAs are the Ecological Support Areas (ESAs), these areas act as supporting zones or areas which must be safeguarded as they are needed to prevent the degradation of CBAs.³ The main purpose of a CBA map is to guide decision-making about where best to locate development within a municipality.⁴ The South African National Biodiversity Institute (SANBI) has categorised areas into varying degrees of ecological importance as can be seen in table 2 below.

Table 2: South African CBA categories.⁴

CBA Map category	Description	Desired state	Examples of compatible land uses
Protected area	Areas that are formally protected in terms of the Protected Areas Act. Each protected area has a management plan.	As per each protected area's management plan.	<ul style="list-style-type: none"> • Conservation-related land uses
Critical Biodiversity Area 1 (CBA 1)	Areas that are irreplaceable for meeting biodiversity targets. There are no other options for conserving the ecosystems, species or ecological processes in these areas.	Maintain in natural or near natural ecological condition.	<ul style="list-style-type: none"> • Open space • Low impact ecotourism or recreation
Critical Biodiversity Area 2 (CBA 2)	Areas that are the best option for meeting biodiversity targets, in the smallest area, while avoiding conflict with other land uses.		
Ecological Support Area 1 (ESA 1)	Areas that support the ecological functioning of protected areas or CBAs or provide important ecological infrastructure.	Maintain in at least semi-natural ecological condition.	<ul style="list-style-type: none"> • Low impact ecotourism or recreation • Sustainably managed rangelands • Certain forms of low density housing
Ecological Support Area 2 (ESA 2)		No further intensification of land use.	<ul style="list-style-type: none"> • Intensive agriculture
Other natural area (ONA)	Natural or semi-natural areas that are not required to meet biodiversity targets or support natural ecological processes.	Best determined through multi sectoral planning processes.	From a biodiversity perspective, these areas can be used for a range of intensive land uses
No natural remaining (NNR)	Areas in which no natural habitat remains		

Figure 5 below shows the location and categories of CBAs found within the Thembelihle LM boundary.

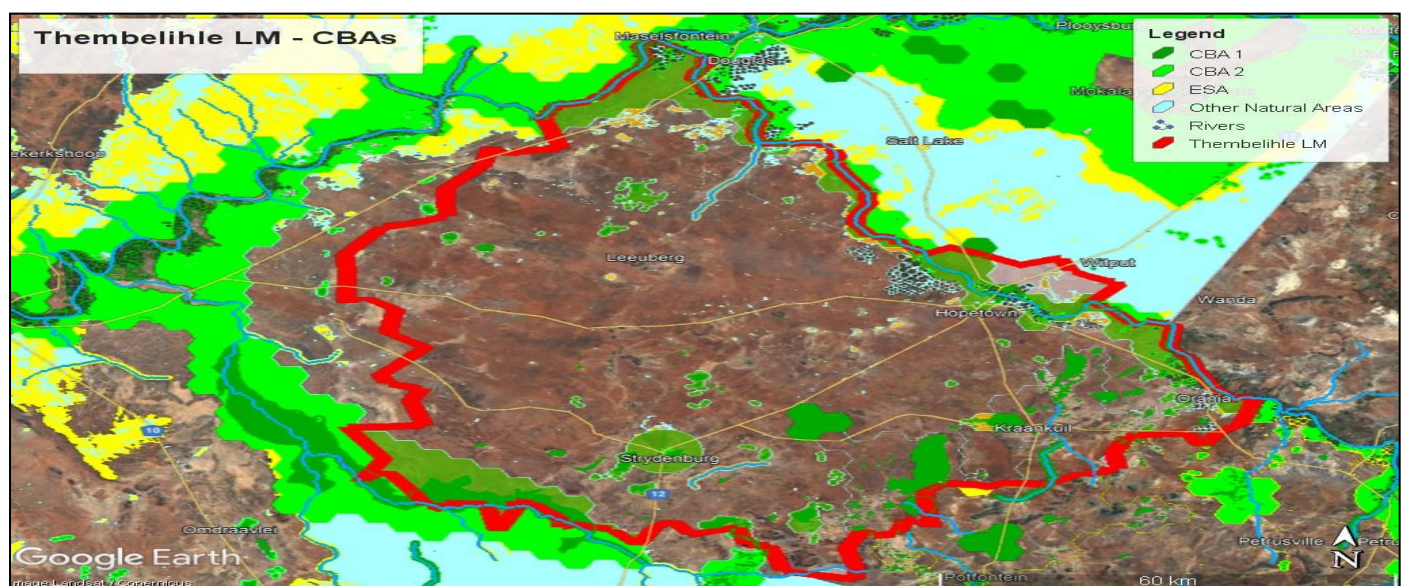


Figure 5: Thembelihle LM Critical Biodiversity Areas

As can be seen in figure 5 above, the Thembelihle LM has a significant number of CBAs of various categories which have implications on the types of activities that can take place within these areas. As can be expected, all the water resources have been classified as CBAs.

1.1.1. Terrestrial Vegetation

Thembelihle has 3 Biomes within its boundary and these are: the Nama-Karoo Biome which covers an area of 7 508 km² (\approx 93.4% of the municipal area); buffering the majority of the length of the Orange River the Savanna Biome covers a 513 km² area (\approx 6.4% of the municipal area); and the Grassland Biome which covers an insignificant area of 16,5 km² (\approx 0.2% of the municipal area) is located on the Southeast of Orania. The map shown in figure 6 below shows the spatial distribution of these biomes within the municipality.

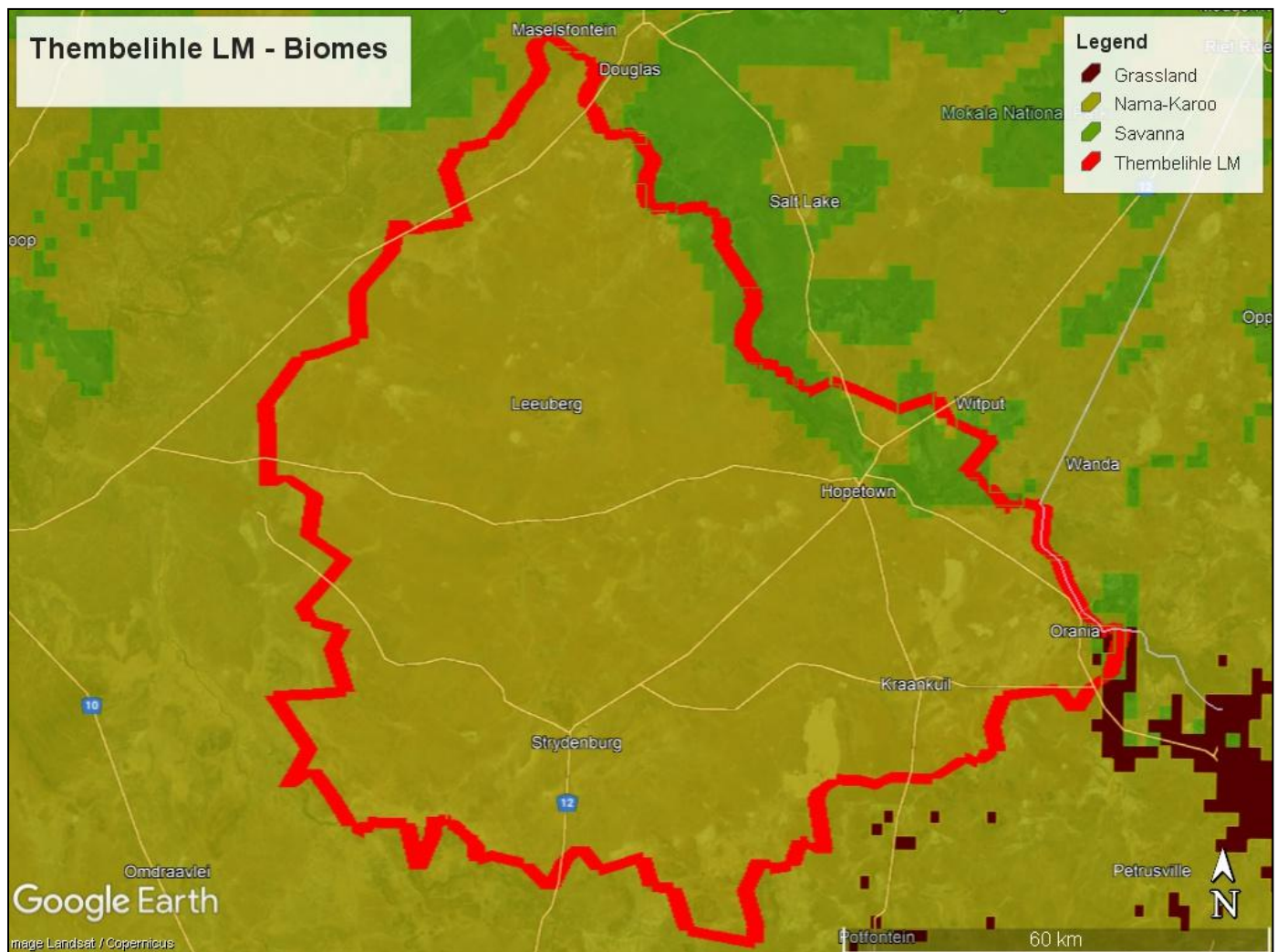


Figure 6: Biome distribution within the Thembelihle LM

Farming within the municipality is adapted to suit the prevailing biome hence it is mainly centred around small livestock farming.

2. Waste Management

From the review of the IDP it is not clear whether the municipality has an adopted Integrated Waste Management Plan (IWMP) or a designated Waste Management Officer (WMO). Notwithstanding, refuse removal is being conducted by the municipality. The information (figure 7) from Statssa, 2011 show the refuse collection rates within the municipal area.

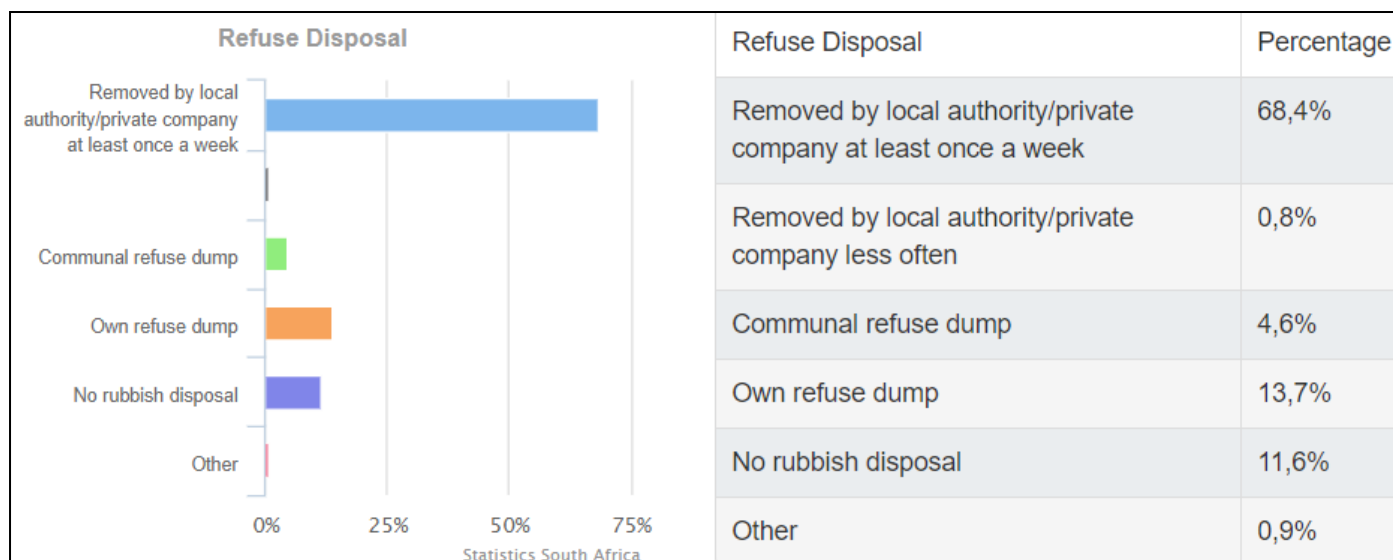


Figure 7: Refuse removal rate at Thembelihle households.⁵

The Constitution of the Republic (see figure 2) mandates local government to provide refuse removal services to its citizens. The process of Waste Management at local municipality level entails activities as shown in figure 8 below.



Figure 8: General waste management process at local municipality level

The status of waste management at Thembelihle LM will be briefly described according to the general waste management process shown in figure 8 above.

2.1. Waste Generation

Knowing the locations where waste is generated within a municipality as well as the waste types and quantities is the first step in waste management. Typically, points of waste generation are residential areas, commercial areas, retail areas, administrative areas, as well as industrial areas.

The waste types and quantities generated in these different areas give rise to the generation of varying types and quantities of waste. In the Thembelihle LM, the most likely places to generate waste will be the main areas of human settlement i.e., Hopetown (with a population of 10 259) and Strydenburg (with a population of 2 987).⁵

From the data above it can be deduced that a significant amount of waste is generated in Hopetown when compared to Strydenburg. The following places of significant waste generation will be based on economic activities of the municipality. Figure 9 below shows the contributions to the Gross Value Added proportions per economic sector within the Thembelihle LM.

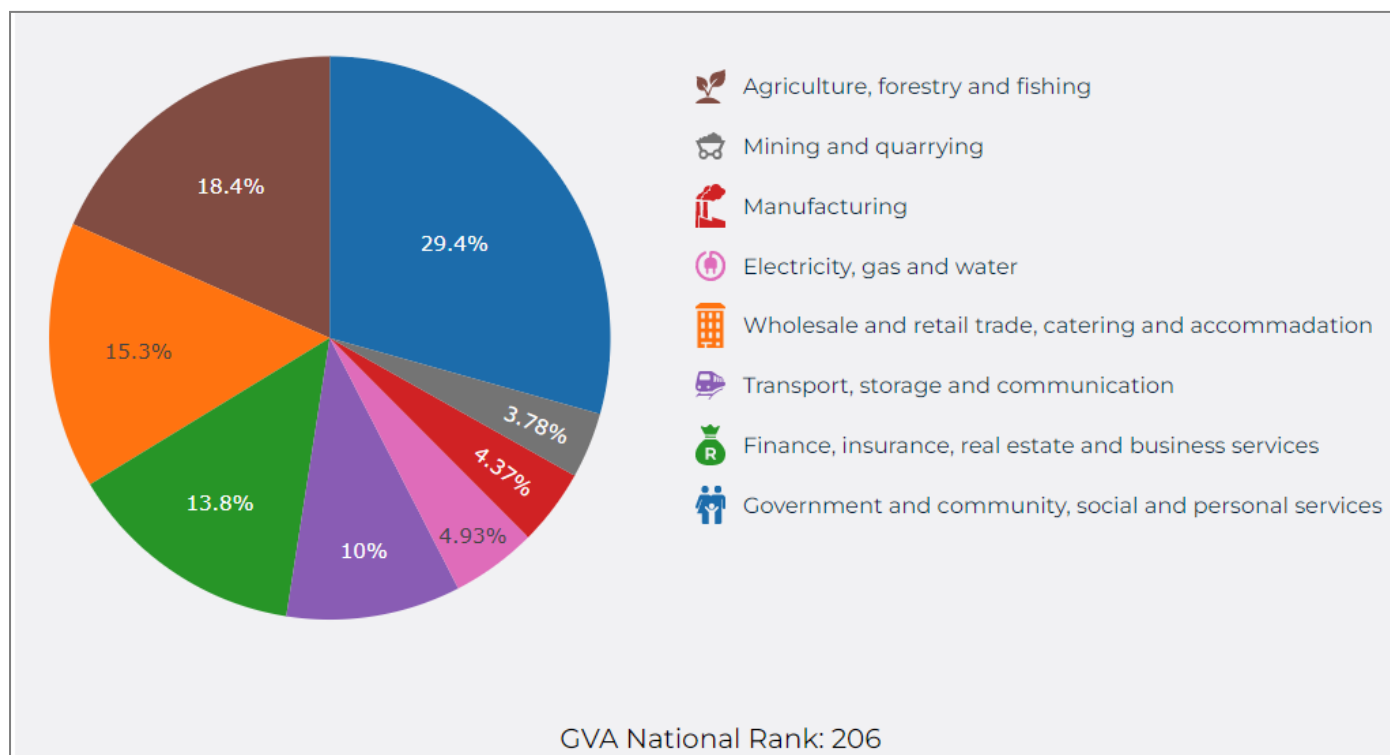


Figure 9: Thembelihle LM GVA per economic sector.⁶

Deducing from the information shown in figure 9 above, the Government and Community services, Agriculture, Retail and Accommodation and Business services section will be the significant generators of waste. It can be predicted that most of this waste will be general waste as well.

2.2. Collection and Transportation

At an average waste removal rate of 68,4% on a weekly basis, the Thembelihle LM is relatively doing well with waste collection and transportation. The collection rates per settlement can be seen in table 3 below.

Table 3: Refuse collection per settlement within the Thembelihle LM.⁵

Refuse collection	Hopetown	Strydenburg	Orania	Thembelihle NU	Thembelihle LM
Removed by local authority/private company at least once a week	78,7%	67%	92,7%	3,6%	68,4%
Removed by local authority/private company less often	0,3%	1%	0%	3,6%	0,8%
Communal refuse dump	4,4%	9,6%	0%	1,5%	4,6%
Own refuse dump	1,4%	8,3%	4,4%	86,7%	13,7%
No rubbish disposal	14%	14%	0,6%	4,2%	11,6%
Other	1,1%	0,1%	2,3%	0,4%	0,9%

2.3. Final Waste Management

After the refuse has been collected from communities it must be delivered to a certain place for final management which can either be sent for disposal at a landfill site or collected for recycling. Recently, there has been initiatives aimed at diverting waste away from landfill sites to comply with the prescripts of the National Waste Management Strategy, 2020. Even though there is recycling within the municipality, it is not conducted at an optimum level. Most waste generated within this municipality is still disposed of in landfill sites and illegal dumps.

3. Air Quality Management

According to the National Environmental Management: Air Quality Act (NEMAQA), Act 39 of 2004, local municipalities have the following obligations listed in Table 4 below:

Table 4: Local Municipality obligations as per the NEMAQA 39 of 2004

No	Municipal Power/ Responsibility
1	Designate a Municipal Air Quality Officer (AQO) from its administration.
2	Develop an Air Quality Management Plan (AQMP) and include it in the IDP.
3	Prepare an annual progress and compliance report regarding the implementation of the AQMP.
4	Enforce and ensure compliance with the requirements of the relevant NEMAQA regulations.
5	Establishment of Air Quality Stations

According to the 2017 National Framework for Air Quality Management, the responsibilities and/or powers listed above are exclusive to municipalities. The District Municipalities also have responsibilities and/or powers exclusive to them according to NEMAQA, these are listed in Table 5 below:

Table 5: District Municipality obligations as per NEMAQA 39 of 2004

No	Municipal Power/ Responsibility
1	Implement the atmospheric emission licensing (AEL) system
2	Perform the functions of the licensing authority as set out in Chapter 5 of the NEMAQA.

According to section 36(2) of the NEMAQA the District Municipality may, however, delegate its power to license to the Provincial Department of Agriculture, Environmental Affairs, Rural Development and Land Reform (DAERL). There are currently no active Air Quality Monitoring Stations within the whole Pixley ka Seme District Municipality.

3.1. Potential Sources of Air Pollution

The potential Air Pollutants can, to some extent, be determined by establishing the types of economic activities within the municipality. Figure 9 above can also help shed light on this issue. Some of the potential sources of air pollution at the Thembelihle LM are discussed below.

3.1.1. Vehicle emissions

Vehicle emissions contribute significant amounts of Carbon Monoxide (CO) and Nitrogen Oxides (NO_x) into the atmosphere.⁸ Emissions from vehicles also contribute to photochemical smog, especially in areas that experience high traffic density.⁸ The national road N12 which connects the southern parts of the Pixley ka Seme as well as Western Cape and Eastern Cape provinces to Kimberley passes through the major settlements of the Thembelihle municipality (i.e. Strydenburg and Hopetown. This route carries large amounts of traffic daily and with the demise of rail transport, these routes have begun carrying a lot of 34 ton side tipper trucks which transport minerals such as Iron Ore and Manganese from the Postmasburg-Kathu-Kuruman region to the Gqeberha harbour for export. This increase in heavy vehicle movement in this region has a potential of contributing greatly to vehicle emissions pollution.

3.1.2. Domestic fuel burning

The domestic burning of fuels such as paraffin, wood, coal etc. leads to an emission of air pollutants such as Sulphur Dioxide (SO₂), Carbon Monoxide (CO), Volatile Organic Compounds (VOCs) and particulates.⁸ Low-income households and informal settlements that are dependent on these domestic fuels are the potential sources for these types of pollutants.⁸ As can be seen in Table 6 below, after Electricity, Gas, Paraffin, Coal, Wood, and Candles are some of the considerable energy sources used for cooking, heating and lighting purposes in the Thembelihle LM households.

Table 6: Energy sources for household activities at the Thembelihle LM (StatsSA, 2011)

Energy Source	Cooking	Heating	Lighting
Electricity	63,2%	43,9%	75,2%
Gas	16,5%	2,9%	0,2%
Paraffin	9,1%	2,3%	2,4%
Solar	0,2%	0,6%	1,1%
Candles	0%	0%	20,8%
Wood	10,5%	32,9%	0%
Coal	0,1%	0,2%	0%
Animal Dung	0%	0%	0%
Other	0%	0%	0%
None	0,5%	17,1%	0,3%

From this data it can be deduced that there exists a potential problem of indoor air pollution within the Thembelihle LM households.

3.1.3. Industrial and Mining emissions

There are no significant industrial areas within the Thembelihle LM hence this cannot be a significant source of air pollution in this municipality. Within the municipal jurisdiction, there is, however, a significant number of mining operations that have a potential of emitting vehicle emissions as well as particulate matter (specifically dust). From the analysis of satellite images these mining operations are mainly located along the Orange River, are small-scale diamond digging operations (with associated tailings dams) and construction material mining areas (Sand, Gravel etc.). The location of these mining operations can be seen in Figure 10 below.

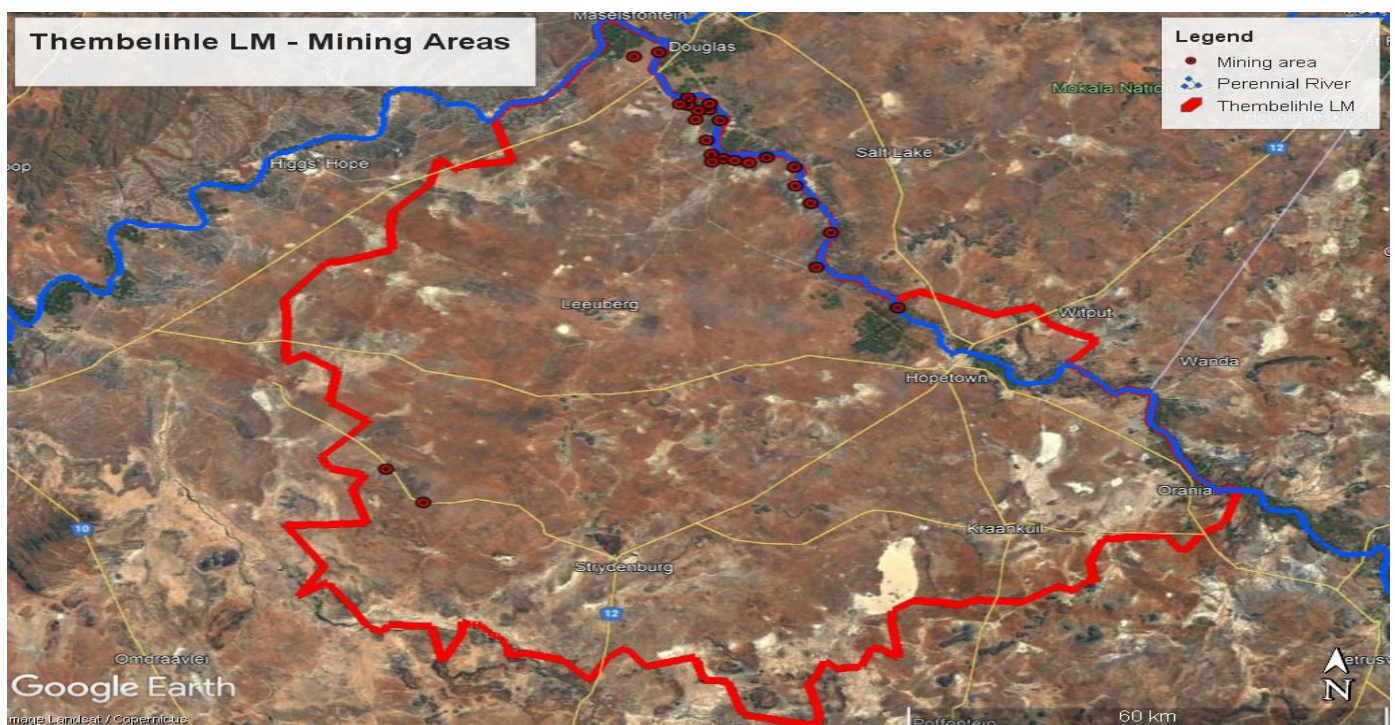


Figure 10: Mining areas within the Thembelihle LM

These mining areas relatively far from the densely populated residential areas of Strydenburg and Hopetown and are therefore the less likely to have their air quality polluted by the emissions from these operations. This, however, does not mean that there is no potential risk to the residents and the general environment hence mitigation measures must still be taken to reduce fugitive emissions from these operations. Atmospheric Dispersion modelling coupled with Ambient air quality monitoring would help confirm the major sources of air pollution within this municipality.

3.1.4. Biomass and Waste burning

Burning living and/or dead vegetation as well as domestic waste found in illegal dumps and uncontrolled landfill sites all contributes to this type of air pollution and includes human-initiated burning and natural lightning-induced burning.⁹ The following air pollutants are emitted when biomass and domestic waste are burnt: Carbon Dioxide (CO₂), Methane (CH₄) and Nitrous Oxide (N₂O), Carbon Monoxide (CO), and Volatile Organic Compounds (VOCs).⁹ Any areas within the Thembelihle LM that undertake burning of Biomass such as farms and areas where the burning of illegal dumps is widely practiced will have a significant number of the above-mentioned air pollutants than the areas that do not practice such activities.

3.1.5. Landfill site gas emissions

Landfill site gases are generated during the decomposition of the landfilled waste and are related to the composition of the wastes undergoing decomposition.⁹ Typical gases emitted during this process of decomposition are: Methane (CH₄), Carbon Dioxide (CO₂), Hydrogen Sulphide (H₂S) and mercaptans (CH₄S), Phenols (C₆H₆O), Chlorobenzene (C₆H₅Cl), Benzene (C₆H₆), and Methylene chloride (CH₂Cl₂).⁹ The Major settlements within the Thembelihle LM i.e. Strydenburg, Hopetown and Orania have landfill sites that will emit an array of the above mentioned gases at various rates. If these sites are poorly managed and nearby households, the air pollution may pose a danger to the health of the communities.

3.1.6. Agricultural emissions

Air pollutants in agricultural areas are mostly generated through the following activities: tilling of the soil, fertiliser, and pesticide application as well as harvesting activities.⁹ Particulate is a significant pollutant from agricultural activities. The other pollutants are related to the types of fertilisers and pesticides used in certain farms. Figure 11 below shows the areas where extensive crop cultivation takes place within the Thembelihle LM. This crop cultivation is supported mostly by pivot irrigation and is centred mostly along the Orange River.

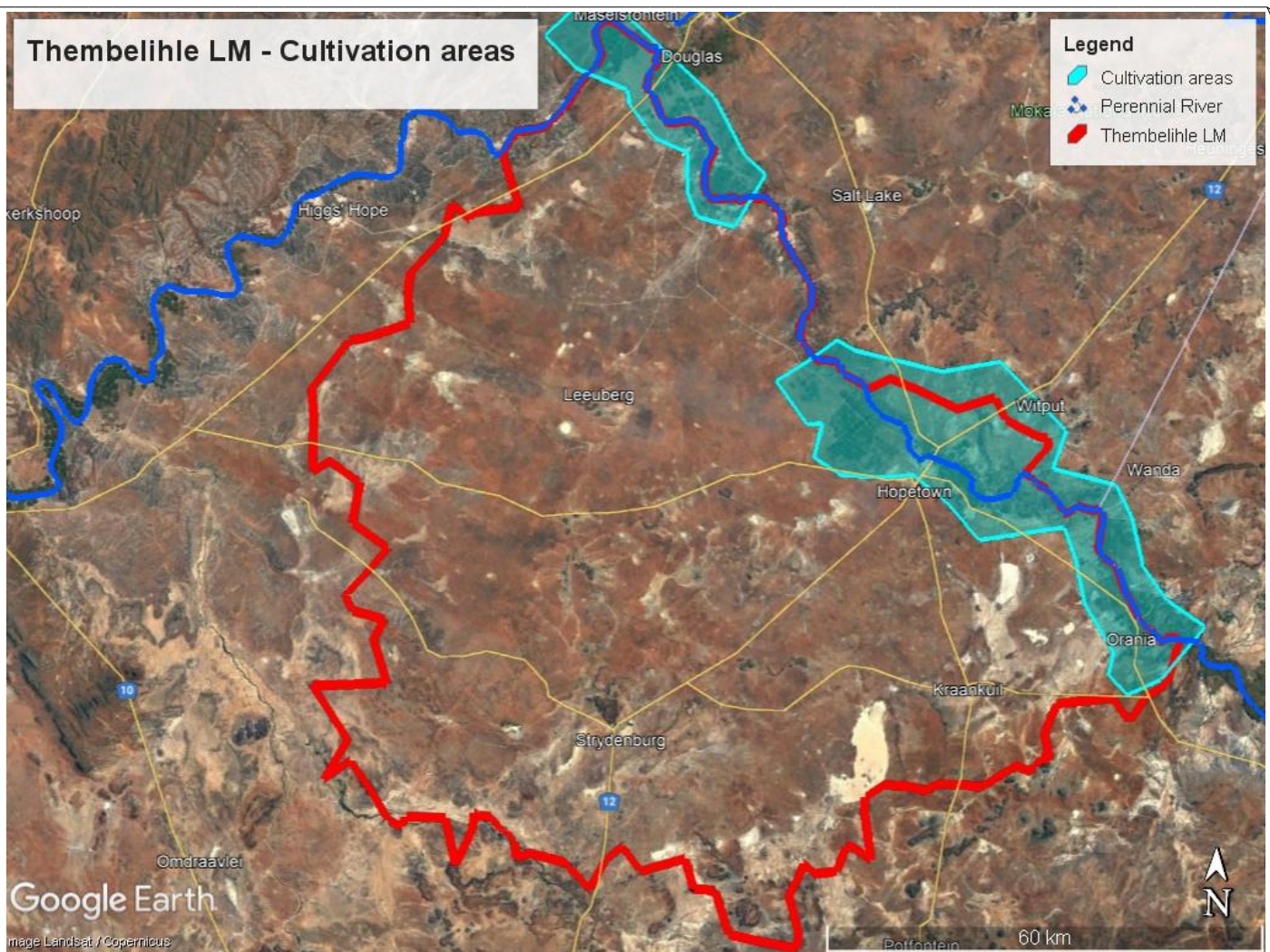


Figure 11: Extensive cultivation areas within the Thembelihle LM

4. Environmental Impact Assessment

In developmental matters local municipalities have the potential of playing two roles i.e., a regulator or a proponent/ applicant. As a regulator, a local municipality assesses developmental applications within its jurisdiction and provides comments during the consultation phase of the EIA process. The role of a local municipality at this stage is to ensure that all the key local spatial and environmental tools/ guides are considered during the period of assessment. Tools such as Spatial Development Frameworks (SDF), Critical Biodiversity Areas (CBAs), Environmental Management Framework (EMF), Waste Management By-laws etc., are used to ensure that the proposed development will be compliant with local environmental statutes.

When acting as a Proponent/ Applicant, a local municipality seeks to implement its service delivery obligations and thus acts in favour of the proposed development. When acting on this role, the municipality then is required to appoint an Environmental Assessment Practitioner (EAP) which facilitates the environmental authorisation process on behalf of the local municipality.

A local municipality is not legally empowered to authorise environmental authorisation applications the organs of state empowered to approve or reject environmental authorisation applications is either the Provincial or National departments of Environmental Affairs. In cases of mines, the Competent Authority is the Department of Mineral Resources and Energy and in cases of Water related projects the Department of Water and Sanitation would authorise Water Uses. The NEMA EIA listing notices 1, 2, and 3 of 2014 (Amended 2017) specify which authority is competent to handle applications for which listed activities. The commencement of a listed activity by any person would result in legal prosecution or a section 24G application which would delay projects and add to project costs as there are fines attached to these contraventions.

The Northern Cape's Department of Agriculture, Environmental Affairs, Rural Development and Land Reform (DAERL) is the provincial competent authority in the province. There is a DAERL official stationed in De Aar to handle all EIA applications within the Pixley ka Seme District Municipality. Municipalities are advised to consult with this official to help them assess the potential of their service delivery projects triggering the listed activities. This would assist in ensuring that service delivery projects are not properly planned, and environmental protection is guaranteed.

5. Environmental Compliance and Enforcement

Various organs of state have Environmental Management Inspectors (EMIs) that audit compliance with relevant environmental legislation and authorisations. If the EMIs are of the opinion that a certain entity did not comply with the provisions of environmental legislation or an environmental authorisation they can then litigate against the offending entity. Sanctions range from halting of the illegal activities, payment of fines and the imprisonment of the responsible individuals. Non-compliance with environmental licenses such as Waste Management Licenses (WML), Atmospheric Emissions Licenses (AEL), Environmental Authorisation (EA) etc., is a serious offense that should be avoided by the holders of the licenses. The Thembelihle LM can help ensure environmental compliance to various legislation by reporting non-compliance to the DAERL's Environmental Compliance and Enforcement section for further investigations.

6. Climate Vulnerability, Mitigation and Adaptation

Climate is important because it determines both how and where we live and how we organise our societies and economic activities. Climate change refers to alterations to prevailing climatic conditions, which persist for long periods (decades to millennia). Increasingly, the phrase "climate change" is used to refer to changes in global and regional climate in response to human influences. Human activities result in emissions of four principal greenhouse gases (GHG): Carbon Dioxide (CO₂), Methane (CH₄), Nitrous Oxides (NO_x) and the Fluorinated Gases. These gases accumulate in the atmosphere, causing concentrations to increase overtime. Significant increases in all these gases have occurred and intensified throughout the various stages and globalisation of the industrial revolution.

A Climate Change Vulnerability Assessment and Response Plan (2016) was drafted for the Pixley Ka Seme District Municipality through the Local Government Climate Change Support Programme (LGCCS), a DFFE initiative. According to this study, climate change impacts will result in increased summer temperatures and reduced rainfall during the traditional rainy

seasons resulting in extreme dry years becoming more frequent. This implies that the PKSDM will experience frequent and severe droughts whilst at the same also experiencing significant amounts of precipitation falling in shorter periods of time thus leading to flooding and soil erosion.

7. Conclusion

This environmental profile is a result of an analysis conducted in the 2022/2023 financial year by the Department of Agriculture, Environmental Affairs, Rural Development and Land Reform (DAERL) on the Thembelihle LM's IDP. The purpose of this analysis was to assess the IDP for environmental issues which are at most legal obligations. During this period of assessment, the Thembelihle LM scored 56.5% in environmental performance. As a support to the municipality the DAERL has developed this environmental profile to assist the municipality by availing environmental information to be included into the IDP thus help improve its environmental performance. This environmental profile contains the information on the status of the municipality's Environmental governance, Environmental Programmes, as well as the status on Biodiversity Management, Waste Management, and Air Quality Management. The municipality's vulnerability to climate change was also highlighted and actions to respond to these vulnerabilities were briefly mentioned. Throughout the document, proposed interventions to the identified gaps and are further listed in section 9 below. The municipality will utilise this document as a road map to giving effect to section 24 of the Constitution which guarantees every South African a right *"to an environment that is not harmful to their health or well-being"*.

8. Proposed Interventions

The actions below are proposed with an aim of improving environmental management within the Thembelihle LM. Implementing these actions will help ensure that service delivery within this municipality is considerate of environmental issues some of which are legal requirements whilst others are best practices that help institutions achieve their goals in cost effective and efficient ways.

- 8.1. Incorporate the provision of a safe and healthy environment in the Vision and Mission statements of the municipality as stipulated in section 152(d) of the Constitution.
- 8.2. Update the organisational structure in the IDP to comprehensively show which posts are vacant and which ones have been filled.
- 8.3. Review the REFUSE REMOVAL BY-LAW (By-law No. 12), 2008 by-laws at the municipality and establish potential areas of improvement.
- 8.4. Map all the waste management infrastructure within the municipality and show the status of licensing of these waste management structures.
- 8.5. Develop an "Economic activities inventory" for the Thembelihle LM. This will help ascertain potential and actual threats to the municipality's air quality which would then, in turn, enable proper management.
- 8.6. Develop a local Climate Change Mitigation and Adaptation strategy for the municipality to be capable of addressing the negative impacts of climate change whilst exploiting the positive impacts of climate change.

Synoptic Environmental Chapter – Thembelihle LM

No	Parameter		Status
1	Environmental Situation Analysis		
1.1	Geomorphology		
1.1.1	Topography [Avg. elevation (m)]	Hopetown	1 089
		Strydenburg	1 097
		Orania	1 105
1.1.2	Geology	<ul style="list-style-type: none">• Karoo Supergroup:<ul style="list-style-type: none">- Northern-most and southern-most parts of the LM: Dwyka and Ecga groups• Dolerite rock unevenly scattered in between the Karoo Supergroup rock formations• Middle of LM from East to Western edge: Kalahari group• West of Strydenburg to the western LM border: Ventersdorp Supergroup	
1.1.3	Mineral deposits	<ul style="list-style-type: none">• Alluvial diamonds found in some areas along the Orange River• Salt deposits confirmed• Gypsum deposits confirmed	
1.1.4	Soils	Limited soils within the municipal area	
1.1.5	Land Cover	<p>Land covered by vegetation consistent with the biomes present within the LM and these are:</p> <ul style="list-style-type: none">• Nama-Karoo - Dominant in the whole LM area• Grassland - Present in small patches near Orania• Savanna - A column along the Orange River from the Hopetown region down to the Douglas region	
1.1.6	Land Use	According to the 2024/2025 IDP these are: Agriculture, Mining, Manufacturing, Electricity, Construction, Trade, Transport, Finance and Community Services.	
1.2	Water Sources		
1.2.1	Catchment characteristics	<ul style="list-style-type: none">• Orange River Catchment (100% of municipal area)• Vaal River Catchment nearby but not found within the LM• Nama-Karoo, Savanna, and Grassland Biomes• Elevation mentioned on point 1.1.1. and Land uses mentioned on point 1.1.6	
1.2.2	Surface water resources (quantity and quality)	<ul style="list-style-type: none">• Orange River (Perennial)• Brak River (non-perennial)	
1.2.3	Ground water sources (quantity and quality)	Hopetown	Surrounding farms are dependent on ground water for water use needs
		Strydenburg	Solely dependent on ground water for water use needs
		Orania	Solely dependent on ground water for water use needs
1.2.4	Wetlands	<ul style="list-style-type: none">• Some areas along the perennial rivers such as Orange River.• A pan in Strydenburg• Smaller ephemeral wetlands seen during the rainfall season.	



No	Parameter	Status
1.2.5	Aquifer classification	Hopetown <i>Minor Aquifer region. Moderately-yielding aquifer region of variable water quality (DWS, 2012)</i>
		Strydenburg <i>Minor Aquifer region. Moderately-yielding aquifer region of variable water quality (DWS, 2012)</i>
		Orania <i>Minor Aquifer region. Moderately-yielding aquifer region of variable water quality (DWS, 2012)</i>
1.2.6	Aquifer Susceptibility	Hopetown <i>Low susceptibility</i>
		Strydenburg <i>Low susceptibility</i>
		Orania <i>Low susceptibility</i>
1.2.7	Aquifer Vulnerability	Hopetown <i>Least vulnerable</i>
		Strydenburg <i>Least vulnerable</i>
		Orania <i>Least vulnerable</i>
2	Air Quality Management	
2.1	State of Air Quality in the Municipality	
2.1.1	State of Air Quality in the Municipality	<ul style="list-style-type: none"> • No major industries within the LM, thus the state of air quality can be deemed to be good. • N12 national road traverses the municipal area, potential for vehicle emissions. • Nama-Karoo is semi-arid may be prone to dust generation when disturbed and during windy days.
2.1.2	Air Quality Index	Acceptable (National Framework for Air Quality Management, 2017)
2.2	Air Quality Management Plan (AQMP)	
2.2.1	AQMP developed?	There is no AQMP developed in the LM. The LMs are covered under the PKSDM AQMP.
2.2.2	Adopted/ Approved by the municipal council?	The AQMP has not been adopted by the Thembelihle LM municipal council.
2.2.3	Is the AQMP up-to-date?	There is no AQMP in the LM.
2.3	Air Quality Officer designated?	There is no designated AQO in the LM.
2.4	Air Quality By-Laws in place?	Not in place.
2.5	Annual AQMP Progress and Compliance report submitted?	There is no AQMP at the LM hence there is no progress reporting
2.6	Air quality monitoring stations?	There are no Air Quality Monitoring stations within the LM. Vandalism and theft make it costly to install permanent monitoring equipment hence the NC-DAERL can be requested for monitoring if there are areas that are posing health implications to communities or economic activities.
2.7	Compliance, Monitoring and Enforcement by EMIs	The NC-DAERL: Compliance section conducts EMI activities within the province. Any identified non-compliances should be reported to the DAERL for follow-up.
2.8	Air Quality Management related work budget	Allocated
		Available
3	Biodiversity and Conservation	
3.1	Biodiversity & Conservation	
3.1.1	Sensitive ecosystem	<p>Critical Biodiversity Areas (CBAs) (see Map) present within the Thembelihle LM are:</p> <ul style="list-style-type: none"> • CBA 1 [Small patches around the LM. Along the Brak and Orange Rivers] • CBA 2 [Small patches around the LM] • Ecological Support Area (ESA) [Insignificant patches within the LM]
3.1.2	Red data species	CBAs include sensitive habitats and threatened species that need to be protected so the CBA data is sufficient.



No	Parameter		Status
3.1.3	Protected areas		Thembelihle LM has no municipally owned protected areas.
3.2	Availability of Alien Invasive Species Eradication Plan?		Not in place.
3.3	Alien clearing initiatives and projects implemented by the LM?		
3.4	Protection and conservation of sensitive ecosystems	Wetlands	<ul style="list-style-type: none"> • Some areas along the Orange River. • A pan in Strydenburg • Smaller ephemeral wetlands seen during the rainfall season • Wetlands are protected by environmental legislation such as NEMA EIA Listing notices and NWA Water Uses.
		Rehab. of degraded areas	No work done on degraded land in the 2024/2025 financial year.
3.5	Availability of Open Space management plan?		Open Spaces are management as per the Spatial Planning Category guideline as seen in the Thembelihle LM SDF 2023 and the Municipality's Land Use Management Scheme (LUMS).
3.6	Availability of Biodiversity By-Laws?		
3.7	Biodiversity related work budget	Allocated	
		Available	
4	Climate Change (CC)		
4.1	Climate and Climate Change projections		
4.1.1	Climate regions	Cold Desert climate (BWk)	Around Strydenburg, Kraankuil, Hopetown, and Leeuberg.
		Hot Desert climate (BWh)	Eastern region of the municipality, region near Prieska & region south of Douglas. Region between Hopetown and Orania.
		Cold Semi-arid climate (BSk)	Areas between Strydenburg and Hopetown. Areas around the settlement of Orania.
		Hot Semi-arid climate (BSh)	Small patches south of Douglas. Small patches in the Orania region.
4.1.2	Annual average temperature [°C] (Baseline)	Hopetown	18°C
		Strydenburg	18°C
		Orania	18°C
4.1.3	Projected Temperature increases [°C] (2021-2050)	RCP 4.5	1.81°C - 3.01°C
		RCP 8.5	2.65°C - 3.42°C
4.1.4	Annual average rainfall [mm] (Baseline)	Hopetown	901
		Strydenburg	807
		Orania	930
4.1.5		RCP 4.5	2.84- 138.70



No	Parameter		Status			
	Projected average rainfall fluctuations [mm] (2021-2050)	RCP 8.5		-17.41 - 139.64		
4.1.6	Precipitation vs Potential Evapo-transpiration rate (POTET) [%]	Hot Desert climate (BWh)		Precipitation is less than 50% of POTET.		
		Hot Semi-arid climate (BSh)		Precipitation is more than, but not equal to, 50% of the POTET.		
		Cold Semi-arid climate (BSk)		Precipitation is more than, but not equal to, 50% of the POTET.		
		Cold Desert climate (BWk)		Precipitation is less than 50% of POTET.		
4.1.7	Very Hot Days [Days hotter than 35°C] (N)	RCP 4.5	Hopetown	27,8		
			Strydenburg	21,2		
			Orania	16,9		
4.2	CC Response Plans/Strategies		PKSDM Climate Change Vulnerability Assessment and Response Plan (2016). A 2025 Climate Change Action Plan is currently under development.			
4.3	Does the DMP include CC Response?		The PKSDM Disaster Management Plan includes the adaptive capacity rating as seen in the 2016 PKSDM Climate Change Vulnerability Assessment and Response Plan.			
4.3	Are there CC Response related initiatives and projects?					
4.4	Is CC mainstreamed into municipal strategic plans	LED Strategy				
		Municipal Infrastructure Plan				
		WC/DM				
4.5	CC related work budget	Allocated				
		Available				
5	Waste Management		Type of waste		Mass (kg)	Percent (%)
5.1	Type of waste produced in the municipality (Low, Middle and High Income areas) (Extracted from waste characterisation results obtained during the municipal IWMP development in 2013)		Paper		7,56	17%
			Plastics		12,77	28%
			Glass		6,04	13%
			Card Boxes		3,8	8%
			Metal (tins)		1,32	3%
			Green Waste		0	0%
			Non-recyclables		13,47	30%
			Total		44,96	100%



No	Parameter	Status								
5.2	Households serviced (StatsSA 2022 Census)									
5.2.1	Removed by local authority at least once a week	49,70%								
5.2.2	Removed by local authority less often	1,10%								
5.2.3	Communal refuse dump	6,90%								
5.2.4	Communal container/central collection point	2,60%								
5.2.5	Own refuse dump	18,00%								
5.2.6	No Rubbish Disposal	21,00%								
5.2.7	Other	0,70%								
5.2.8	Total	100%								
5.3	Designation of Waste Management Officer (WMO)	Not designated								
5.4	Status of waste management fleet	Hopetown					Strydenburg			
5.4.1	Type of transport collecting waste from settlements to Landfill site (including condition)									
5.4.2	Type of machinery for compacting waste at the landfill site (including condition)									
5.4.3	Type of machinery for opening cells and digging/loading cover soil (including condition)									
5.4.4	Type of machinery to transport the cover material to the cells (including condition)									
5.5	Waste facilities and licensing status									Compliance to WML or minimum requirements
	Location of the waste site	GPS Coordinates	Licensed / Permitted	WML No.	Class	Date of Approval	Validity period (Yrs.)	Yrs. of validity left	Review frequency (Yrs.)	
5.5.1	Hopetown (Old)	29°36'59.72"S; 24° 5'29.61"E	Yes	NC/PIX/HOPE2/2014	G:C:B-	30-Oct-14	20	9	5	Non-compliant
5.5.2	Strydenburg	29°56'54.29"S; 23°39'57.55"E	Yes	NC/PIX/STRY3/2014	G:C:B-	15-Dec-14	20	9	5	Non-compliant
5.5.3	Hopetown (New)	29°38'26.37"S; 24° 5'13.80"E	No							Unknown
5.5.4	Orania	29°49'9.04"S; 24°25'22.17"E	Yes	NC/PIX/SIY/ORA/04/2016	Class C	31-Jan-17	20	12	5	Unknown
5.6	Integrated Waste Management Plan (IWMP)									
5.6.1	Is the IWMP available	Yes. The municipality does have an IWMP in place.								
5.6.2	Is the IWMP up-to-date?	No. The IWMP was developed in 2013								
5.6.3	Adopted by municipal council									
5.6.4	IWMP submitted to the MEC for endorsement									
5.7	Waste or Refuse By-Law									



No	Parameter		Status
5.7.1	Availability and status of waste bylaw		In place. Refuse Removal By-law (By-law No. 12)
5.7.2	Is the by-law aligned to the NEM: WA?		No, according to the 2013 IWMP the existing by laws do not address all relevant matters.
5.8	No. of indigents receiving free basic waste removal services		The information on indigent households benefitting from the free collection of refuse removal services is not clear in the Final IDP as seen on page 30 of the 2024/2025 Final IDP.
5.9	Waste collection in business and urban areas (%)		Census 2022 data has not given this level of detail yet. As soon as it is released it will be incorporated into the IDP.
5.10	Waste collection in informal settlement areas (%)		
5.11	Waste collection in rural areas (%)		
5.12	Availability and status of other waste facilities		
5.12.1	Drop-off		There are no drop-off stations within the LM
5.12.2	Transfer station		There are no transfer stations within the LM
5.12.3	Buy-back centres		
5.12.4	Storage		There are no waste storage areas within the LM
5.13	Availability and status of alternative waste disposal initiatives		
5.13.1	Separation at source		Currently, this option is not practiced within the LM according to the IWMP.
5.13.2	Recycling		
5.13.3	Composting		There is no composting activities mentioned in the IWMP.
5.13.4	Waste to energy		There are no waste to energy facilities mentioned in the IWMP.
5.14	Does the municipality report waste disposal quantities on SAWIS?		Not registered with the SAWIS
5.15	Waste management related work budget	Allocated	
		Available	
6	Environmental Governance and Cross Cutting Issues		
6.1	Are municipal projects screened for EIA applicability?		MIG and WSIG projects conducted by the municipality include screening for EIA applicability.
6.2	Municipal comments on EIAs as an Interested and Affected Party?		
6.3	Status of Environmental Education and awareness activities		The DFFE:LGS; NC-DAERL:Awareness; PKSDM:MEH officials provide environmental awareness support to the LM. The following matters are addressed during these awareness activities - Eco-schools programme, Environmental Education and Awareness in communities, Environmental Health Awareness.
6.4	Does the organizational structure reflect environmental functions?		
6.4.1	Air Quality Management (including designated AQO)		There is no AQM post in the municipal organisational structure.
6.4.2	Biodiversity and Conservation		There is no B&C post in the municipal organisational structure.



No	Parameter		Status
6.4.3	Climate Change		There is no CC post in the municipal organisational structure.
6.4.4	Waste Management (including designated WMO)		
6.4.5	Integrated Environmental Management		There is no IEM post in the municipal organisational structure.
6.4.6	Environmental Awareness and Communication (EA&C)		There is no EA&C post in the municipal organisational structure.
6.5	Budget for staffing of Enviro. Unit, EA&C, and EIA	Allocated	
		Available	

A list of desired environmental projects within the Thembelihle LM

No	A summary of issues/ insights from the Enviro. Profile	General intervention needed	Specific project(s) and/or Actions to implement
1	<ul style="list-style-type: none"> Areas of highest elevation are within the Leeuberg-Strydenburg-Orania-Hopetown area. Areas along the Orange River are steep and may lead to serious soil erosion especially in areas of unrehabilitated mines and undesirable agricultural practices Orania is located at a higher elevation than the towns of Strydenburg and Hopetown which are both lying at approximately the same elevation. 	Identify areas of soil erosion and flooding and implement mitigation appropriate mitigation measures.	Prioritise storm water management projects in areas susceptible to flooding in Thembelihle LM communities
2	<p>According to C.J. Vorster Jan, 2005, the following minerals maybe present within the municipal area:</p> <ul style="list-style-type: none"> - <i>Alluvial diamonds found in some areas along the Orange River</i> - <i>Salt confirmed</i> - <i>Gypsum confirmed</i> 	Confirm the existence of minerals within the Thembelihle LM and explore ways to sustainably exploit these minerals.	<p>Conduct a mineral exploration exercise within the Thembelihle LM to confirm minerals present within the municipal area.</p> <p>Allow for possible mining activities.</p>
3	The Thembelihle LM is vulnerable to the long-term, continuous discharge/ leaching of conservative pollutants. Such discharges into the environment should be prevented within this LM.	Protect aquifers within the Thembelihle LM from over use, pollution and destruction.	<p>Prevent untreated water discharge from waste water treatment infrastructure by complying with the Green and Blue Drop Water Standards</p> <p>Audit the Thembelihle LM Landfill sites for compliance with the National Norms and Standards for Disposal of Waste to Landfill, 2013</p> <p>Ensure the proper design of landfill sites to comply with the National Norms and Standards for Disposal of Waste to Landfill, 2013</p>
4	A major national road (N12) traverses the Thembelihle LM in both Strydenburg and Hopetown.	<p>Investigate the potential impact of the N12 national road on the Air Quality of the municipality of the Thembelihle LM.</p> <p>Request assistance from the NC-DAERL to monitor areas where air quality is a concern, should there be a need.</p>	<p>Conduct an Air Quality Impact Assessment on the contribution of the N12 national road as well as the municipal landfill sites to the air quality of the Thembelihle LM (especially the towns of Strydenburg and Hopetown).</p> <p>Communicate the availability of the NC-DAERL: Air Quality Management section to monitoring air quality in areas of concern to the municipal officials and community members.</p>
5	<p>The Thembelihle LM does not comply to some stipulations of the National Environmental Management: Air Quality Act, 2004 (No. 39 of 2004). These are:</p> <p>(1) <i>No AQMP in place as required under section 15(2)</i></p> <p>(2) <i>No reporting of the AQMP implementation as required under section 17</i></p>	<p>Get the Thembelihle LM Council to adopt the relevant sections of the PKSDM AQMP as its AQMP</p> <p>Initiate the process to get the AQO designated from the Thembelihle LM's administration as required in s14(3) of the NEMAQA 39 of 2004.</p>	<p>Thembelihle LM to adopt the PKSDM AQMP as their own plan for compliance with section 15(2) of the National Environmental Management: Air Quality Act, 2004 (No. 39 of 2004)</p> <p>Thembelihle LM to designate, from its administration, an Air Quality Officer as required in s14(3) of the National</p>



No	A summary of issues/ insights from the Enviro. Profile	General intervention needed	Specific project(s) and/or Actions to implement
	(3) No AQO designated from the Thembelihle LMs administration as required in s14(3)		Environmental Management: Air Quality Act, 2004 (No. 39 of 2004)
6	The Environment Sector requires that the Thembelihle LM develop an " Open Space Management Plan ". We are of the opinion that this will not be necessary as the municipal SDF and LUMS addresses such matters at a scale sufficient for development planning and regulation.	Review the Thembelihle SDF and LUMS SPCs as well as the LUMS for appropriateness for managing municipal open spaces.	Review the Spatial Planning Categories (SPCs) related with Open Spaces for appropriateness of environmental protection conditions in the Thembelihle SDF (Spatial Development Framework (SDF) and Land-Use Management Scheme (LUMS).
7	Community members within the Thembelihle LM need to be aware of environmental crimes as well as procedures for reporting such.	Conduct EMI awareness activities within the Thembelihle LM area.	Conduct the following environmental training/ awareness in the Thembelihle LM and communities <ul style="list-style-type: none"> • <i>Environmental Compliance and Enforcement activities</i> • <i>Environmental Impact Assessment (EIA) listing notices (including EIA processes followed in CBAs)</i> • <i>Ways in which local municipalities can provide comments to EIA applications occurring within the jurisdiction</i> • <i>Align the community awareness activities from the National and Provincial departments as well as the PKSDM with the Thembelihle LM awareness needs.</i>
8	Officials within the Thembelihle LM need to be aware of EIA listing notices as well as responsibilities and procedures to be considered prior development is implemented.	Provide EIA training to Thembelihle LM officials.	
9	Municipalities are commenting authorities with regards to EIA applications for developments within their jurisdiction.	The municipality should confirm whether it provides comments to EIA applications of developments to occur within its jurisdiction.	
10	There are some CBAs within the Thembelihle LM jurisdiction that need protection from other land uses	Thembelihle LM must protect the CBAs within their area of jurisdiction.	
11	There is no established protected area within the Thembelihle LM.	Establish a protected area within the Thembelihle LM.	Establish protected areas within the Thembelihle LM (especially near the towns of Strydenburg and Hopetown). Areas along the Brak River (NPAES Priority focus area Southwest of Strydenburg), and the Orange River should be prioritised for such protected areas. The pan southeast of the Strydenburg town could also be targeted as a protected area. Areas of contact between the Savanna, Nama-Karoo, and Grassland biomes (between Kaarkuil and Orania) can also be targeted for conservation efforts
12	<ul style="list-style-type: none"> • The Thembelihle LM does not have an "Invasive Species Monitoring, Control and Eradication plan" as required in s76(2)(a) of the MEMBA 10 of 2004. • The Orange River needs to be protected from invasive alien vegetation infestations, pollution and over-exploitation • Brak river is heavily invaded by <i>Prosopis Glandulosa</i>, this must be removed. 	Request the assistance of SANBI to develop the " Invasive Species Monitoring, Control and Eradication plan ". The Orange and Brak Rivers should be prioritised for the removal activities.	With the assistance of SANBI, develop and implement an " Invasive Species Monitoring, Control and Eradication plan ". The Orange and Brak Rivers should be prioritised for the removal activities.
13	Some lands within the Thembelihle LM (bush encroachment, grazing lands and alluvial diamond mining along the Orange River) are degraded and need rehabilitation	Identify and Rehabilitate degraded lands within the Thembelihle LM.	Identify and Rehabilitate degraded lands within the Thembelihle LM. Especially diamond digging and brick manufacturing operations along the Orange River.

No	A summary of issues/ insights from the Enviro. Profile	General intervention needed	Specific project(s) and/or Actions to implement
14	The Thembelihle LM does not have any Climate Change Mitigation and Adaptation Plan to prepare for the anticipated climate changes within its jurisdiction.	<p>Conceptualise and implement adaptation and mitigation projects/actions to respond to the climate change projections for the Thembelihle LM. These projections are as follows:</p> <p>- Avg. annual temperatures will increase from a baseline [1961-1990] of $\approx 18^{\circ}\text{C}$ to a projected increase [2021-2050] of $\approx 20,41^{\circ}\text{C}$ (RCP4.5) or $\approx 21,04^{\circ}\text{C}$ (RCP8.5) i.e. an increase between of 2°C-3°C.</p> <p>- Avg. annual rainfall will shift from a from a baseline [1961-1990] to the new projected increases as seen below:</p> <ul style="list-style-type: none"> • Hopetown: Baseline [901 mm], projection [RCP 4.5, 901-1040 mm] or [RCP8.5, 884-1041 mm] • Strydenburg: Baseline [807 mm], projection [RCP 4.5, 809-945 mm] or [RCP8.5, 789-946 mm] • Orania: Baseline [930 mm], projection [RCP 4.5, 933-1069 mm] or [RCP8.5, 913-1070 mm] <p>- Avg. no. of 'Very Hot Days':</p> <ul style="list-style-type: none"> • Hopetown: 27,8 days • Strydenburg: 21,2 days • Orania: 16,9 days <p>- Avg. no. of 'Extreme rainfall Days':</p> <ul style="list-style-type: none"> • Hopetown: [RCP 4.5, 0,4] or [RCP8.5, 0,2] • Strydenburg: [RCP 4.5, 1,0] or [RCP8.5, 1,5] • Orania: [RCP 4.5, 1,1] or [RCP8.5, 0,6] 	<p>Tree Planting projects within the Thembelihle LM for thermoregulation, carbon sequestration, wind attenuation during extreme rainfall events</p> <p>Insulate government buildings for effective thermoregulation</p> <p>Insulate public health facilities for effective thermoregulation</p> <p>Insulate school buildings for effective temperature control</p> <p>Establish/ Revitalise community parks for use during hot days</p> <p>Assess the suitability of storm water infrastructure (gradient of roads and channels, size of channels, height of culverts and bridges etc.) against the projected rainfall fluctuations</p> <p>Assess the level of compliance of building structures to the National Building Regulations and Building Standards Act 103 of 1977 and its suite of SANS 10400 standards</p> <p>Pave gravel roads within communities to prevent soil erosion and flooding during rainfall events</p> <p>Pursue storm water harvesting projects for communities with erratic water supply</p> <p>Protect ground water recharge areas for sustainable ground water supply</p> <p>Install lightning protection systems in houses and municipal infrastructure to avoid strikes associated with extreme rainfall events</p> <p>Separation of storm water infrastructure for waste water infrastructure to avoid water pollution</p> <p>Erect gabions in areas susceptible to water erosion</p>
15	The Thembelihle LM does not have a Disaster Management Plan that comprehensively incorporates Climate Change matters in place.	Update the Disaster Management Plan to incorporate Climate Change matters.	Incorporate the projected Climate Change impacts in the PKSDM Disaster Management Plan
16	• The types of waste produced within the Thembelihle LM show that there is potential for an increased implementation of "Diversion from Landfill" programmes.	Maximise recycling and other 'diversion from landfill' programmes within the Thembelihle LM.	Assess the State of Recycling (from generation, waste picking, buy-back, transportation and sale to recyclers in bigger cities) within the towns of Thembelihle LM. Identify areas of potential



No	A summary of issues/ insights from the Enviro. Profile	General intervention needed	Specific project(s) and/or Actions to implement
	<ul style="list-style-type: none"> The condition of the Landfill sites within the PKSDM indicates that there is a deeper problem with the current waste disposal that needs to be examined by the PKSDM. According to the StatsSA (2022), the current refuse removal rate within the Thembelihle LM is 49,7%. The current refuse removal rate within the Thembelihle LM is cause for concern. 		improvement and develop projects to increase the rate of recycling
			Create " General waste ", " Garden Waste ", and " Construction waste " compartments in the landfill site in order to conserve landfilling space and for possible composting of biodegradable waste as well as potential reclamation of construction waste.
		The PKSDM to review the district's Waste Disposal Strategy to explore feasible options of final waste disposal as stipulated in s84(1)(e)(i) and (ii) of the Municipal Structures Act 11 of 1998.	<p>The PKSDM to conduct a State of Waste Disposal within the district (sites, WMLs and compliance, availability of machinery, funding of operations, staff availability, air space availability, waste type, disposal method(s), waste picking etc.)</p> <p>Comparison of current waste management practises with the National Waste Management Resources Strategy, 2020. Including the Waste Management Hierarchy.</p>
		Increase the weekly refuse removal rate from 49,7% to 100%.	<p>Procure refuse removal vehicles for the towns of Strydenburg and Hopetown</p> <p>Employ a team to collect refuse and drive the refuse removal vehicles</p> <p>Develop a refuse collection schedule and adhere to it</p>
17	Currently there is no official that is designated as a Waste Management Officer as required by s10(3) of the National Environment Management: Waste Act, 2008 (Act 59 of 2008) in the Thembelihle LM.	Designate a Waste Management Officer as required by s10(3) of the National Environment Management: Waste Act, 2008 (Act 59 of 2008).	<ul style="list-style-type: none"> Visit the Thembelihle LM to brief the municipality on the importance of designating a Waste Management Officer Select and designate an official from the Thembelihle LM administration as a WMO as required by s10(3) of the National Environment Management: Waste Act, 2008 (Act 59 of 2008) Capacitate the WMO to effectively execute his/her duties
18	<ul style="list-style-type: none"> The Thembelihle LM Waste Management License for the old landfill site in Hopetown is a decommissioning license. The WML status of the new Hopetown landfill site is currently unknown. It is not clear whether the Thembelihle LM has been reviewing its WMLs every 5 years as required by the respective WMLs. 	Confirm the WML status for the two landfill sites in Hopetown.	<p>Confirm the licensing status of the 'Orange River' Landfill Site in Hopetown</p> <p>Confirm the status of the 'New' landfill site in Hopetown</p>
		Conduct a WML audit, determine compliance status, thereafter develop and implement a plan to rectify. Confirm whether the 5 yearly reviews have been conducted over the years.	Conduct a Waste Management License (WML) audit for all licensed Thembelihle LM Landfill Sites
		Develop and Implement the ' Landfill Site condition improvement plan ' for all municipal landfill sites within the LM.	<ul style="list-style-type: none"> Develop a 'WML Compliance Plan' to address all the non-compliances identified in the WML audit Implement the 'WML Compliance Plan' for improved compliance



No	A summary of issues/ insights from the Enviro. Profile	General intervention needed	Specific project(s) and/or Actions to implement
			Secure funding and Construct a Landfill site in Hopetown and Rehabilitate the Landfill site in Strydenburg
19	Currently, the Thembelihle LM landfill sites do not report their disposal data on the SAWIS system as required by law.	Register the Thembelihle LM Landfill sites on the SAWIS and facilitate for the LM to report monthly as required by law.	<ul style="list-style-type: none"> • Register all Thembelihle LM Landfill sites on the SAWIS • Facilitate for the Thembelihle LM to report on SAWIS on a monthly basis as required by law
20	<ul style="list-style-type: none"> • Currently it is not clear whether the 2013 Thembelihle IWMP was implemented. This needs to be confirmed with the municipality. • The Thembelihle LM must confirm whether the 2013 IWMP was adopted by the municipal council. • The Thembelihle LM must confirm whether the 2013 IWMP was submitted to the MEC of Environmental Affairs for endorsement. 	Assess the level of implementation of the 2013 IWMP by the Thembelihle LM.	<ul style="list-style-type: none"> • Provide a report on the percentage implementation of the 2013 IWMP actions as seen on section 11 (page 92 - 104)
21	The Thembelihle IWMP was last updated in 2013. This plan needs to be updated.	Update the Thembelihle LM IWMP	Update the Thembelihle LM IWMP as required in s11(4)(a) of the NEM:WA, 59 of 2008.
22	Currently there are no environmental management related posts in the Thembelihle LM organogram.	Explore the possibility of incorporating the environmental posts in the municipal structure via the Municipal Staff Regulations.	Explore the possibility of incorporating the environmental posts in the municipal structure via the Municipal Staff Regulations.
23	It is not clear whether the Thembelihle Lm has by-laws that address the implementation of the environmental management related functions listed part B's of the Schedule 4 and 5 of the Constitution of South Africa viz. - <ul style="list-style-type: none"> • <i>Air Quality Management By-law</i> • <i>Waste Management By-law</i> 	Develop an Air Quality Management By-law for the Thembelihle LM.	Develop an Air Quality Management By-law for the Thembelihle LM.
		Align the municipal waste by-laws with the NEMWA, 2008 stipulations.	Align the municipal waste by-laws with the NEMWA, 2008 legislation stipulations.
		Work towards enforcing the municipal by-law.	Employ officials to enforce the municipal waste by-law
24	It is not clear whether the Thembelihle LM has a by-law to manage Biodiversity matters within its jurisdiction	Develop a Biodiversity Management by-law for the Thembelihle LM	Develop a Biodiversity Management by-law for the Thembelihle LM
25	It is not clear whether the Thembelihle LM budgeting template reflects all the environmental management matters such as: (1) <i>Air Quality Management</i> (2) <i>Biodiversity Management</i> (3) <i>Climate Change Management</i> (4) <i>Waste Management</i> (5) <i>Environmental Governance</i>	Include a line item and sub-line items for "Environmental Management/ Protection" in the Thembelihle LM budget template. This should be done as follows:	Include a line item and sub-line items for "Environmental Management/ Protection" in the Thembelihle LM budget template. This should be done as follows:
		1. Environmental Management	1. Environmental Management
		1.1. Air Quality Management	1.1. Air Quality Management
		1.2. Biodiversity Management	1.2. Biodiversity Management
		1.3. Climate Change Management	1.3. Climate Change Management
		1.4. Waste Management	1.4. Waste Management
		1.5. Enviro. Governance	1.5. Enviro. Governance

CHAPTER 4: DEVELOPMENT STRATEGIES

Thembelihle Municipality Vision

At its strategic planning session comprising of Councillors and Senior Officials the Municipality has set its vision to be

“Providing quality services through good relations and sound management”

From this vision the following mission has been set out in order to conform to the vision.

3.2.2 Thembelihle Municipal Mission

During the term of office of the current council the municipality will focus on the following as their mission statement.

- Develop and build a skilled knowledgeable workforce
- Increase Financial viability
- Optimizing and sustaining infrastructure investment and services
- Increased Investment in the Thembelihle Economy
- Responsive, accountable, effective and efficient local government

Thembelihle Municipal Mission

Stemming from the mission that the municipality will be embarking on the following values have been identified and need to be subscribed to.

VALUES

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



Strategic objectives	Challenges	Strategies	Policy	Timeframes
To promote social cohesion, addressing poverty and equality and improving access to social services	Poor maintenance of parks and sports facilities	Training of parks and recreation employees / revive sports council	By-law	30/12/2025
	Vandalized caravan park.	dispose	Asset Disposal policy – in place	30/12/2025
To provide a designated and dignified land for burial.	Poor maintenance of gravesites.	Identify land for new gravesite and source funding.	By- law in place	30/12/2025
	Limited space	Develop a maintenance plan that talks to securing (fencing) of the ablution facilities.	Need for a review	
To strengthen municipal governance, improving efficiency and ensuring responsiveness to the needs of the community.	No ablution facilities	Explore revenue generation	Law enforcement policy	30/07/2025
	Non- payment of gravesite	Employ caretaker		30/07/2025
To address spatial imbalances, promoting integrated and sustainable settlements and insuring efficient land use management	Numbering of graves.	Effective program of action / targets to meet	Skills Development Policy	30/12/2025
	Unavailability of land for housing	Land audit	Housing policy	
		Identify available land for housing purposes and dispose.		



To create a conducive environment to thrive, promoting job creation and fostering sustainable economic development	Invalid contracts Overpopulation Loss of revenue	Contracts Review Service accounts generation Recoup unpaid lease rentals	Develop a policy/land expropriation	30/12/2025
To foster a healthy environment to communities	Poor refuse removal services rendered. Non- compliant landfill site Illegal dumping	Purchase of removal truck Source funding for refurbishment of Strydenburg landfill site Source funding for construction of Hopetown landfill site	By-Laws	30/06/2026
To promote job creation, investment and economic growth opportunities with the municipal jurisdiction.	No LED strategy in place	Approval of LED strategy		31/10/2025
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.	1. Misalignment of Staff establishment 2. None Implementation of PMS 3. Absenteeism and Late Coming	1. Review of staff establishment to make it fit for purpose 2. Implementation of PMS Framework at management level followed by the lower levels at a later stage 3. To implement the Disciplinary Collective Agreements	1. Municipal Staff Regulations 2. PMS Framework 3. Disciplinary Collective Agreements for Senior Managers and Officials	30 June 2026



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.	1. Low Skills based of employees. 2. Budget for training limited 3. Project approval from LGSETA take to long	1. Conduct a proper Skills Audit 2. Continuous engagement with SETA` s	1. HR Policies (Yes) 2. Communication strategy (no)	30 June 2026
Improve the communication and liaison with communities and stakeholders in order to improve service delivery and harmony in the municipality	1. Lack of Internal and external Stakeholder Engagements. 2. None implementation of quality Management Systems	1. the Establishment of local IGR Structures 2. Implementation of records management system	1. Communication strategy (No) 2. Records Management Plan (Yes)	30 June 2026

STRATEGIC ACTION PLAN FOR 2021-2026 FINANCIAL YEAR

ADMINISTRATION, MONITORING AND EVALUATION

KEY OBJECTIVES	KEY ACTIVITIES	RISK	BASELINE ALIGNMENT	ACTION INTERVENTION	RESPONSIBLE MANAGER	BUDGET REQUIRED	TIME-FRAME
ORGANISATIONAL STRUCTURE REVIEW	> Job descriptions > Job evaluation > Norms and standards	High	> Norms and standards > Legislative compliance > Budget alignment > Consultation process	> Signed job descriptions from directorates > Adherence to legislation	Municipal Manager	Municipal Operating Budget	30 June 2026 E 25%
INTEGRATED HR PLAN	> Succession Plan > Attraction and Retention	High	> Draft HR Plan in place to be reviewed > LG Regulations consideration consultation > Consultation > Aligned with the IDP and Organogram	> Consultative process > Tabling to LLF for recommendations > Tabling to Council for approval	HR Officer	Municipal Operating Budget	30 June 2026



RECRUITMENT AND SELECTION	<ul style="list-style-type: none">> Review of recruitment policy> Annual Recruitment Plan	High	<ul style="list-style-type: none">> R & S Policy adopted> Alignment with EE Plan> Alignment with budget (norms)> Legislative requirements	<ul style="list-style-type: none">> Consultative process> Tabling to LLF for recommendations> Tabling to Council for approval	HR Manager	Municipal Operating Budget	30 June 2026
EMPLOYMENT EQUITY AND DIVERSITY MANAGEMENT	<ul style="list-style-type: none">> EE Plan with EE targets (quality)> Submission of EE report> People with disability> EE Structure capacity and M & E> Women empowerment> Employee satisfaction survey	High	<ul style="list-style-type: none">> EE Plan in draft need review> Legislative compliance> Development of a disability and designated groups strategy> Change management strategy	<ul style="list-style-type: none">> Consultative process> Tabling to LLF for recommendations> Tabling to Council for approval REPORTS January 2026	Municipal Manager	Municipal Operating Budget	30 Sept 2025 E
PERFORMANCE MANAGEMENT SYSTEM	<ul style="list-style-type: none">> PMS Policy	High	<ul style="list-style-type: none">> PMS Policy in place	<ul style="list-style-type: none">> Benchmarking with other municipalities> Consultative process> Tabling to Council> M & E	Municipal Manager / Shared Service from DM	Municipal Operating Budget	30 June 2025



SKILLS DEVELOPMENT AND CAPACITY BUILDING	<ul style="list-style-type: none">> Skills Audit exercise> Skills Profile> Well costed annual Training Plan> Training Committee (capacity and M & E role)	High	<ul style="list-style-type: none">> Alignment with budget and legislation> M & E mechanism> WSP compliance	<ul style="list-style-type: none">> Identification of skills for specialized areas> Implementation plan by committee	HR Manager	Operating Budget LGSETA 30 June 2026 E
COMMUNICATION AND PUBLIC PARTICIPATION	<ul style="list-style-type: none">> Finalization of the Communication Strategy> Implementation of the Comm Strategy> Development of the PP strategy> Conduct annual customer satisfaction survey	Medium	<ul style="list-style-type: none">> Draft Communication Strategy in place> Finalize the draft and adopt> Alignment with	<ul style="list-style-type: none">> Benchmark with other municipalities PP Strategy	Municipal Manager / Communication Officer	Municipal Operating Budget 30 June 2026 Draft

KEY OBJECTIVES	KEY ACTIVITIES	RISK	BASELINE ALIGNMENT	ACTION INTERVENTION	RESPONSIBLE MANAGER	BUDGET REQUIRED
INFRASTRUCTURE, PLANNING AND DEVELOPMENT	Development of Water Master Plan	High	> No Municipal Development Plan (Vision 2030)	> Sector Departments should assist the municipality in the establishment of the plan	Manager Technical Services, Manager Corporate Service	Municipal Operating Budget Public participation 30 June 2024
	Energy Master Plan	Low	> Draft Storm Water Master Plan for entire Municipality	> Draft Storm Water Master Plan to be tabled for adoption by Council	Manager Technical Services	Municipal Operating Budget
	CIP	Low	> The municipality should draft a CIP	> The CIP would quantify all infrastructure requirements incorporating the existing infrastructure master plans including capital and operational projects / programmes	Manager Technical Services	Municipal Operating Budget Excluded
	Spatial Development Framework (SDF)	Low	> SDF in place	> Outdated SDF in place > Advertise Draft SDF > Public Participation > Finalization and adoption by Council	Manager: Planning Shared Service Pixley Ka Seme Land Use Scheme Gazetted	DRDAR is assisting financially In place
	Spatial Planning and Land Use Management Act (SPLUMA)	High	> Challenge in the implementation model of SPLUMA	> Municipality should consider shared services i.e. a joint tribunal between	Manager: Planning Shared Service Pixley Ka Seme Land Use Scheme Gazetted	DRDAR is assisting financially Achieved
	Municipal Housing Sector Plan	High	> Reviewed and adopted the MHSP	> Update MHSP	Manager: Housing	Municipal Operating Budget "D"
	Water Services Development Plan	Low	> Outstanding	> Compile WSDP	Manager: Technical Services	Municipal Operating Budget 2025
FINANCIAL VIABILITY	Annual Operating Budget	High	<ul style="list-style-type: none"> - The municipality has a limited operating budget resulting into dilapidating infrastructure - The challenge is to maintain the new proliferated infrastructure 	<ul style="list-style-type: none"> - The municipality must increase the operating budget on an incremental basis to eventually subsidize the full cost of rendering the operation 	All managers	O&M Plan 30 June 2025

				and maintenance services		
			-	-		
	3 Year Capital Plan	High	- Inadequate capital funding to cater for current and future infrastructure development	- Sector departments to be engaged by Thembelihle LM to assist in lobbying of capital funding for future resource and infrastructure development	All Managers	30 June 2025
	SDBIP Quarterly Progress Report	High	- The current SDBIP does not reflect measurable outputs - The SDBIP is not submitted quarterly to the MM and to the COGTA	- Set realistic and measurable KPI and outputs - Submit quarterly SDBIP	All Managers	30 June 2025
ELECTRICITY	Pre-paid meters to be implemented	High	- Inadequate funding for installation of meters	- Upgrading of present facilities in a phased fashion	Manager: Technical Services 1206 more meters	Municipal Operating Budget 53 installed need more
	Renewable Energy	Low	- mitigate the effect of load shedding Identify appropriate land	- Source investors to invest in the programme	Manager: Technical Services Manager: PMU	
WATER	Water Conservation and Demand Management	High	- Municipality loses income due to water losses and unaccounted water and incorrect billing	- Implement water conservation and demand management initiatives. - Inspect and audit of water meter installations to ensure leak detection and correct billing of customers.	Manager: Technical Services	Municipal Operating Budget 30 June 2026
	Equipping of two additional boreholes in Strydenburg	High	- Improve redundancy on bulk water infrastructure and water supply provide sustainable water to community.	- In Process	Manager: Technical Services DWA COGHSTA	DWA
	DWS ACIP Programme	High	- Service of 1500 new stands with water connections in Hopetown, Strydenburg, Steynville, Vergenoeg, Deetlefsville en Hillside	- Business plan need to be developed	Wait for Master Plan	DWA 30 June 2025

	Pre-paid Water Meters	Low	- Purchase and installation of pre-paid water meters in the municipal area	- Improved Service Delivery. Determine proper water balance and generate revenue	MIG Technical Services	Municipal Operating Budget 30 June 2026
	Water Pipeline	High	- Replacement of the A/C water pipeline from Thornville PS to Strydenburg to a full UPVC line	- Improve infrastructure - Improve Service delivery - Decrease water losses	Technical Services	DWS
ROADS	Municipal Roads	High	- Upgrading of internal roads in Hopetown and Strydenburg	- Repair of potholes and resealing of roads - Improved infrastructure	Technical Services	Municipal Operating Budget & MIG
HOUSING	108 utilization	High	- Residents in need of 108 utilization sites to access funding for basic services and electrical connections	- Formalize informal settlements to better the living conditions of residents. - Pre-planning of informal settlement	Town Planning 1502 service sites	COGTA
	Provision of backlogged subsidy housing in all towns 350 Vergenoeg 200 Hopetown 150 Strydenburg 300 Hillside 350 Steynville 100 Deetlefsville	High	- Residents in need of services sites to build houses	Provide proper housing / shelter	Technical & Housing Service	COGTA

Infrastructure Projects over 2022 - 2027

The following projects have been earmarked for implementation during the current term of office of the existing council.

Programme	Project
Sanitation	<ul style="list-style-type: none">✓ Removal of bucket system across the municipality✓ Removal of pit latrine system across the municipality✓ Refurbishment of Hopetown WWTW – Phase 2 Completion✓ Upgrading of Strydenburg WWTW – Phase 2✓ Construction of Stenynville Outfall Sewer – Hopetown
Housing	<ul style="list-style-type: none">✓ New Township Establishment✓ Construction of BNG Houses in Hopetown and Strydenburg (all wards)
Roads and storm-water	<ul style="list-style-type: none">✓ Upgrading of roads across all wards✓ Paving of roads✓ Construction of speed humps✓ Improvement of traffic services✓ Reconstruction of damaged roads
Fleet	<ul style="list-style-type: none">✓ Procurement of Yellow and White Fleet
Electricity	<ul style="list-style-type: none">✓ Electrification of 912 erven in Hillside – Hopetown✓ Electrification of Informal Settlement in Hopetown & Strydenburg✓ Construction of new Highmast lights in Hopetown & Strydenburg✓ Thembelihle EEDSM for Hopetown✓ Upgrading of Electrical Network in Hopetown and Strydenburg✓ Provision to install new Solar Power Supply at Sewer Pumpstations in Hopetown & Strydenburg✓ Installation of Electrical Smart Meters



Water	<ul style="list-style-type: none">✓ Treatment of Dam✓ Groundwater provision✓ Refurbishment of Steel Water Storage Tanks, Installation of Zonal Water Meters and Replacement of AC Pipes in Hopetown and Strydenburg✓ Installation of Water Smart Meters
Waste Management	<ul style="list-style-type: none">✓ Construction of new Landfill Sites in Hopetown and Strydenburg
Health care	<ul style="list-style-type: none">✓ Improvement of medication in clinic✓ Shortage of staff in clinic✓ Provision of extra ambulances✓ Building of a decent waiting area for ambulance
Public Facilities	<ul style="list-style-type: none">✓ Development of a skills development centre✓ Development of ECD Centres across all wards✓ Building of a school in Strydenburg✓ Upgrading of Sport facility in Strydenburg✓ Construction of new Council Chambers✓ Refurbishment of Municipal Buildings✓ Development of taxi rank
Traffic	<ul style="list-style-type: none">✓ Construction of a new Testing Station

Infrastructure Priorities for 2024/2025

Project Type	Project Name	Amount
PMU	PMU Office Running	R 511 000.00
Electricity	Thembelihle EEDSM for Hopetown	R 2, 000 000.00
Sanitation	MIG Phase 2: Refurbishment of Hopetown Waste Water Treatment Works	R 17,000,000.00
EPWP	Upgrading of Wiid Road: Cleaning of Towns: Solar	R 1, 200, 000.00
Capital Projects	Drought Relief Projects	R 12, 500,000.00 (Unfunded)
Traffic	Vehicle Testing Station	R 35, 000,000.00 (Unfunded)

Infrastructure Priorities for 2025/2026

Project Type	Project Name	Amount
Electricity	Thembelihle EEDSM for Hopetown	R 2, 000 000.00



Electricity	Electrification of Hillside	R3,900,000.00
Electricity	Construction of new Highmast lights in Hopetown & Strydenburg	Unknown
Electricity	Installation of Electrical Smart Meters	Unknown
Sanitation	MIG Phase 2: Refurbishment of Hopetown Waste Water Treatment Works	R 17, 697,000.00
Sanitation	WSIG Phase 2: Refurbishment of Strydenburg WasteWater Treatment Works	R 18, 000, 000.00
Sewerage	Steynville Outfall Sewer	Unknown
Waste Management	Construction of new Landfill Sites in Hopetown and Strydenburg	Unknown
Water	Drought Relief Projects	DWS implementation
Water	Installation of Water Smart Meters	Unknown
Traffic	Vehicle Testing Station	R 35, 000,000.00 (Unfunded)
Public Facilities	Council chamber	Unknown
Roads	Reconstruction of internal roads Paving of gravel roads	Unknown

PROJECT LOGICAL FRAMEWORK APPROACH – Housing and Civil Services: Project H1.1.(b)

<u>OBJECTIVES</u> To provide new houses in 7de Laan	<u>INDICATORS FOR ACHIEVEMENT</u> <ul style="list-style-type: none"> • 50 houses build • Funding for the construction of 200 houses. 	
<u>PROJECT OUTPUT</u> 50 new houses in Sewende Laan, Steynville Town register Job creation and skills development	<u>TARGET AND TARGET GROUPS</u> Homeless individuals within the wider municipal area.	<u>LOCATION</u> As under “costing”.
<u>MAJOR ACTIVITIES</u> Town planning layout. Land survey & S.G. plan Design civil services & houses. Tender procedure. Construction	<u>RESPONSIBLE AGENCIES</u> Town planner; Land surveyor; Civil engineer; Contractor appointed. DH&LG Thembelihle Municipality	<u>NOTES</u> Primary objective
<u>COSTING</u> R 12 000 000.00	<u>BUDGET:</u> Budget year (2024/2025)	<u>SOURCES OF FUNDING</u> COGHSTA (NC)

PROJECT LOGICAL FRAMEWORK APPROACH – Housing and Civil Services: Project H1.1.(c)



<u>OBJECTIVES</u> To provide new houses in Deetlifsville	<u>INDICATORS FOR ACHIEVEMENT</u> <ul style="list-style-type: none">• 58 houses build• Funding for the construction of 63 houses.	
<u>PROJECT OUTPUT</u> 58 new houses in Deetlifsville to be build Town register Job creation and skills development	<u>TARGET AND TARGET GROUPS</u> Homeless individuals within the wider municipal area.	<u>LOCATION</u> As under “costing”.
<u>MAJOR ACTIVITIES</u> Town planning layout. Land survey & S.G. plan Design civil services & houses. Tender procedure. Construction	<u>RESPONSIBLE AGENCIES</u> Town planner; Land surveyor; Civil engineer; Contractor appointed. DH&LG Thembelihle Municipality	<u>NOTES</u> Primary objective
<u>COSTING</u> R 13 920 000.00	<u>BUDGET:</u> Budget year (2024/2025)	<u>SOURCES OF FUNDING</u> COGHSTA (NC)

PROJECT LOGICAL FRAMEWORK APPROACH – ELECTRIFICATION OF HILLSIDE:

<u>OBJECTIVES</u> Provision of electricity to 134 residential sites in Hillside.	<u>INDICATORS FOR ACHIEVEMENT</u> <ul style="list-style-type: none">• Bulk line installed• 134 houses electrified	
<u>PROJECT OUTPUT</u> 134 household with electricity services; Job creation	<u>TARGET AND TARGET GROUPS</u> Previously marginalized homeless people in Thembelihle municipal area.	<u>LOCATION</u> As stipulated under “costing”.
<u>MAJOR ACTIVITIES</u> Design and costing of the project Appointment of a contractor 100% Expenditure of the INEP grant Apply for funding for 2026/27	<u>RESPONSIBLE AGENCIES</u> TLM Eskom Consultant Contractor DEE	<u>NOTES</u> Primary objective.
<u>COSTING</u> Hopetown R3, 900 000,00	<u>BUDGET:</u> Budget year (2025/2026)	<u>SOURCES OF FUNDING</u> INEP

PROJECT LOGICAL FRAMEWORK APPROACH – SANITATION

<u>OBJECTIVES</u> Refurbishment of Waste Water Treatment Plant WWTW Phase 2	<u>INDICATORS FOR ACHIEVEMENT</u> <ul style="list-style-type: none">• Healthier environment;•	
<u>PROJECT OUTPUT</u> Improve the lifestyle of the residents.	<u>TARGET AND TARGET GROUPS</u> Ward 2	<u>LOCATION</u> Hopetown
<u>MAJOR ACTIVITIES</u> <ul style="list-style-type: none">• Design and costing;• Tender procedure;• Construction.	<u>RESPONSIBLE AGENCIES</u> <ul style="list-style-type: none">• Civil engineer;• Local authority;• Contractor.• District Municipality	<u>NOTES</u> <ul style="list-style-type: none">• Primary objective
<u>COSTING</u> R 17, 000, 000.00	<u>BUDGET</u> Year (2025/2026)	<u>SOURCES OF FUNDING</u> MIG



PROJECT LOGICAL FRAMEWORK APPROACH – SANITATION

<u>OBJECTIVES</u> Refurbishment of Waste Water Treatment Plant WWTW Phase 2	<u>INDICATORS FOR ACHIEVEMENT</u> <ul style="list-style-type: none">• Healthier environment;•	
<u>PROJECT OUTPUT</u> Improve the lifestyle of the residents.	<u>TARGET AND TARGET GROUPS</u> Ward 1	<u>LOCATION</u> Strydenburg
<u>MAJOR ACTIVITIES</u> <ul style="list-style-type: none">• Design and costing;• Tender procedure;• Construction.	<u>RESPONSIBLE AGENCIES</u> <ul style="list-style-type: none">• Consultants;• Local authority;• Contractor.	<u>NOTES</u> <ul style="list-style-type: none">• Primary objective
<u>COSTING</u> R 17, 000, 000.00	<u>BUDGET</u> Year (2025/2026)	<u>SOURCES OF FUNDING</u> WSIG

PROJECT LOGICAL FRAMEWORK APPROACH: INSTITUTIONAL FACILITIES: Provision of a Drivers License Test Centre: Project L.1

<u>OBJECTIVES</u> Upgrading of offices and implementation of a Drivers License Test Centre & inspection bay for vehicles.	<u>INDICATORS FOR ACHIEVEMENT</u> <ul style="list-style-type: none"> • Effective service to surrounding towns • Increase in municipal revenue 	
<u>PROJECT OUTPUT</u> Survey, costing and planning. Financial income for municipality Traffic control officers appointed	<u>TARGET AND TARGET GROUPS</u> All residents within the municipal area.	<u>LOCATION</u> <ul style="list-style-type: none"> • Hopetown.
<u>MAJOR ACTIVITIES</u> <ul style="list-style-type: none"> • Secure land • Relocating of Vehicle Registration Department; • If viable, decide on: <ul style="list-style-type: none"> - locality; - costing; - planning. • Apply for funds; • Construction. 	<u>RESPONSIBLE AGENCIES</u> <ul style="list-style-type: none"> • Local Authority; • Provincial Department of Transport • Civil Engineers 	<u>NOTES</u> Primary objective.
<u>COSTING</u> R35,000 000.00	<u>BUDGET</u> Year (2025/2026) (2026/2027)	<u>SOURCES OF FUNDING</u> <ul style="list-style-type: none"> - Department Safety and Liason - Thembelihle Municipality - Private Sector

PROJECT LOGICAL FRAMEWORK APPROACH – STEYNVILLE OUTFALL SEWER

<u>OBJECTIVES</u> Completion of the Steynville Outfall Sewer	<u>INDICATORS FOR ACHIEVEMENT</u> <ul style="list-style-type: none"> • Use of local labour; • 	
<u>PROJECT OUTPUT</u> <ul style="list-style-type: none"> ➤ 100% construction of the Steynville Outfall Sewer ➤ Job creation 	<u>TARGET AND TARGET GROUPS</u> All Residents	<u>LOCATION</u> Hopetown
<u>MAJOR ACTIVITIES</u> <ul style="list-style-type: none"> - Designs and costing - Funding application - Tender procedure. - Construction 	<u>RESPONSIBLE AGENCIES</u> <ul style="list-style-type: none"> - Contractor - Consultant - Thembelihle Municipality 	<u>NOTES</u> <ul style="list-style-type: none"> - Primary objective - Project Registration
<u>COSTING</u> Unknown	<u>BUDGET:</u> Budget year (2023/2024/2025)	<u>SOURCES OF FUNDING</u> MIG

PROJECT LOGICAL FRAMEWORK APPROACH – Replacement of AC Pipes, Steel, Water Reservoirs & Installation in Strydenburg : Project WSIG 1.1.

<u>OBJECTIVES</u> Replacement of AC Pipes, Steel, Water Reservoir & Installation in Strydenburg.	<u>INDICATORS FOR ACHIEVEMENT</u> <ul style="list-style-type: none">• Use of local labour;• Skilled workers	
<u>PROJECT OUTPUT</u> ➤ Replacement of AC Pipes, Steel & installations ➤ Construction ➤ Job creation and skills development	<u>TARGET AND TARGET GROUPS</u> All Residents	<u>LOCATION</u> Strydenburg
<u>MAJOR ACTIVITIES</u> <ul style="list-style-type: none">- Tender procedure.- Construction	<u>RESPONSIBLE AGENCIES</u> <ul style="list-style-type: none">- Contractor appointed.- Thembelihle Municipality	<u>NOTES</u> <ul style="list-style-type: none">- Primary objective- Project Registration
<u>COSTING</u> Strydenburg - R12,059 000.00	<u>BUDGET:</u> Budget year (2024/2025/2026)	<u>SOURCES OF FUNDING</u> WSIG

PROJECT LOGICAL FRAMEWORK APPROACH – Renewable Energy Projects: Projects Ec.1.2

<u>OBJECTIVES</u> Create an enable environment and improve the living conditions of the community.	<u>INDICATORS FOR ACHIEVEMENT</u> <ul style="list-style-type: none"> • Increase permanent employment • Stimulate the economy in the area. 	
<u>PROJECT OUTPUT</u> Generating Power for the area. Energy cost reduction Improve the lifestyle of the residents. Attract Local & Foreign investors	<u>TARGET AND TARGET GROUPS</u> Hopetown & Strydenburg.	<u>LOCATION</u> Thembelihle Area
<u>MAJOR ACTIVITIES</u> <ul style="list-style-type: none"> • Apply for funds; • Tender procedure; • Construction. 	<u>RESPONSIBLE AGENCIES</u> <ul style="list-style-type: none"> • Local authority; • Contractor. • District Municipality 	<u>NOTES</u> <ul style="list-style-type: none"> • Primary objective
<u>COSTING</u> Phase 1 - R25 000 000. 00	<u>BUDGET</u> Year (2025/2026)	<u>SOURCES OF FUNDING</u> Private Sectors

PROJECT LOGICAL FRAMEWORK APPROACH – Green Energy Projects: Projects G.E.1.2

<u>OBJECTIVES</u> Create an enable environment and improve the working conditions of employees.	<u>INDICATORS FOR ACHIEVEMENT</u> <ul style="list-style-type: none"> • Increase permanent employment • Stimulate the economy in the area. 	
<u>PROJECT OUTPUT</u> Generating Power for office use. Energy cost reduction Improve the lifestyle of employees.	<u>TARGET AND TARGET GROUPS</u> Hopetown & Strydenburg.	<u>LOCATION</u> Thembelihle Area
<u>MAJOR ACTIVITIES</u> <ul style="list-style-type: none"> • Apply for funds; • Tender procedure; • Construction. 	<u>RESPONSIBLE AGENCIES</u> <ul style="list-style-type: none"> • Local authority; • Contractor. • District Municipality 	<u>NOTES</u> <ul style="list-style-type: none"> • Primary objective
<u>COSTING</u> Phase 1 - R650 000. 00	<u>BUDGET</u> Year (2025/2026)	<u>SOURCES OF FUNDING</u> Private Sectors Departments

PROJECT LOGICAL FRAMEWORK APPROACH: SOCIAL UPLIFTMENT (HIV/AIDS) Project S.2

<u>OBJECTIVES</u>	<u>INDICATORS FOR ACHIEVEMENT</u>	
Reduce HIV/AIDS infection.	<ul style="list-style-type: none">• To reduce the infection rates of adults with 2% by 2026;• Reduce unborn babies with 5% by 2026;	
<u>PROJECT OUTPUT</u>	<u>TARGET AND TARGET GROUPS</u>	<u>LOCATION</u>
<ul style="list-style-type: none">• Awareness campaign;• Establish support groups on all levels;• Contact Provincial AIDS Council.• Revive Local AIDS Council• Ensure the implementation ARV treatment	<ul style="list-style-type: none">• Holistic approach;• Local community:<ul style="list-style-type: none">- churches, schools, NGO's, parents;• Department of Social Services;• Department of Health;• Private institutions;• District municipality	Wider municipal area (including the rural area).
<u>MAJOR ACTIVITIES</u>	<u>RESPONSIBLE AGENCIES</u>	<u>NOTES</u>
<ul style="list-style-type: none">• Establish co-ordinating committee and councillor to chair;• Prepare an manual based on local experience;• Approach on two levels: - prevention & assistance to AIDS victims;• Monthly monitor of process;• Change mindset of people.• Revive Local AIDS Council• Ensure the implementation ARV treatment	<ul style="list-style-type: none">• Mayor to chair Local AIDS Council ;• AIDS council to monitor implementation of ARV treatment• Nurses welfare people on voluntary base;• Council.	Primary objective.
<u>COSTING</u>	<u>BUDGET</u>	<u>SOURCES OF FUNDING</u>
<ul style="list-style-type: none">• To be prepared by Co-ordination Committee;• Submit to relevant sources.	R100,000.00 2025/2026	<ul style="list-style-type: none">• Government Depts.• District municipality;• Thembelihle municipality

PROJECT LOGICAL FRAMEWORK APPROACH – ECONOMIC FACILITIES – Project Ec 3:

<u>OBJECTIVES</u> To develop 800 hectares of land for irrigation purposes.	<u>INDICATORS FOR ACHIEVEMENT</u> <ul style="list-style-type: none"> • 800 hectares of irrigation land • Job creation for the unemployed • Agriculture development. • Economic growth 	
<u>PROJECT OUTPUT</u> <ul style="list-style-type: none"> • Empowerment of 40 families. • Infrastructure development • Job creation • Building of skills • 4000 hectares of water rights 	<u>TARGET AND TARGET GROUPS</u> Unemployed youth and women. Poorest of the poor	<u>LOCATION</u> Wider municipal area
<u>MAJOR ACTIVITIES</u> <ul style="list-style-type: none"> • Design layout of new infrastructure • Building of new pump station and of pipes for irrigation system • Setting up of pivots • Growing of crops 	<u>RESPONSIBLE AGENCIES</u> BVi Civil Engineers Department Land Affairs Thembelihle Municipality DWAF Local Cooperatives	<u>NOTES</u> Primary objective_
<u>COSTING</u> R164,000,M R200,000,M	<u>BUDGET</u> Budget year (2025/2026).	<u>SOURCES OF FUNDING</u> DWAF Dept Agriculture Land Reform Thembelihle Municipality

PROJECT LOGICAL FRAMEWORK APPROACH – ECONOMIC FACILITIES – Project Ec 4:

<u>OBJECTIVES</u> To create an enable environment for tourism initiatives	<u>INDICATORS FOR ACHIEVEMENT</u> <ul style="list-style-type: none"> • Tourism development plan • Increase permanent employment 	
<u>PROJECT OUTPUT</u> <ul style="list-style-type: none"> • Investment opportunities • Backpackers Hostel & Conference Facility • Job creation • Building of skills • Business opportunities for SMME's • Tourist attraction • Heritage protection • Nature reservoir with chalets • Picnic facilities on Orange River • Fishing facilities on Orange River 	<u>TARGET AND TARGET GROUPS</u> Unemployed youth and women. Poorest of the poor SMME's	<u>LOCATION</u> Wider municipal area
<u>MAJOR ACTIVITIES</u> <ul style="list-style-type: none"> • Source funding • Conduct tourism strategy • Local Tourism Indaba 	<u>RESPONSIBLE AGENCIES</u> Department Environmental Affairs & Tourism Thembelihle Municipality SMME's	<u>NOTES</u> Primary objective_
<u>COSTING</u> R3, 000 000.00	<u>BUDGET</u> Year (2025/2026)	<u>SOURCES OF FUNDING</u> Thembelihle Municipality Dept Economic Development & Tourism

PROJECT LOGICAL FRAMEWORK APPROACH: Study on the impact of the N12 on the municipal area: Other Project 1 (N12)

<u>OBJECTIVES</u> To determine the impact of the N12.	<u>INDICATORS FOR ACHIEVEMENT</u> <ul style="list-style-type: none"> Economic benefits of N12 to be developed; Lesser accidents. 	
<u>PROJECT OUTPUT</u> N12 development project.	<u>TARGET AND TARGET GROUPS</u> All residents and through traffic.	<u>LOCATION</u> <ul style="list-style-type: none"> Hopetown; Strydenburg.
<u>MAJOR ACTIVITIES</u> <ul style="list-style-type: none"> Address tourism potential; Width of bridges and quality of safety paint on Orange River bridge; Fencing along the reserve; Speed control; Sign posting; Economic/financial potential of through traffic. 	<u>RESPONSIBLE AGENCIES</u> <ul style="list-style-type: none"> Local Authority; Department of Transport; Assistance from civil engineer and town planner. 	<u>NOTES</u> <ul style="list-style-type: none"> Primary objective
<u>COSTING</u> Nil (to be done by officials and relevant Provincial Department.)	<u>BUDGET</u> Year 1 (2025/2026)	<u>SOURCES OF FUNDING</u> <ul style="list-style-type: none"> District municipality; Local authority; Dept. of Transport. Investors

FUNDED PROJECTS FOR THE FINANCIAL YEAR 2025/2026

Sanitation	WSIG Phase 2: Strydenburg Waste Water Treatment Works	R 18,000,000.00
Sanitation	MIG Phase 2: Refurbishment of Hopetown Waste Water Treatment Works	R 17,697,000.00
Electrical	Thembelihle EEDSM for Hopetown	R 2,000 000.00
Electrical	Electrification of Hillside	R3,900,000.00
COGHSTA	Thembelihle Strydenburg 48 Housing	R 13, 920 000.00
COGHSTA	Thembelihle Hopetown 58 Housing	R 12, 000 000.00
Thembelihle Livestock Development		
Dept. Agriculture	Swartkop Commonage	R 760, 000.00
Dept. Agriculture	Strydenburg Farms: Kareelagte	R 280, 000.00
Dept. Agriculture	Strydenburg Farms: Commonage	R 380, 000.00
Dept. Agriculture	Hopetown: 1 Brakpan	R 225, 000.00
Dept. Education	Completion of Hall: High School Steynville (EIG)	R 545, 719.00
COGHSTA	ISUPG "wip" Internal Service Sites	R 10, 000 000.00

UNFUNDED PROJECTS FOR THE FINANCIAL YEAR 2025/2026

Roads	Upgrading of roads and Stormwater in Thembelihle	R 0
Water	WSIG: Replacement of AC Pipes Steel Water Reservoirs & installation of sectional bulk water meters of Strydenburg	R 12, 059 000.00
EPWP	Upgrading of roads: Cleaning of Towns	R 1. 07 Mill
	Refurbishment of Hopetown Water Treatment Works Building	R500 000
Water	Drought Relief Projects	R 12, 500,000.00
Building	Council Chamber	Unknown
Traffic	Vehicle Testing Station	R 35, 000,000.00
Solar	Solar System for Municipal Buildings	R 650 000.00
Sanitation	Outfall Sewer Phase 2 (MIG 1367)	Unknown
Water	WSIG: Replacement of AC Pipes Steel Water Reservoirs & installation of sectional bulk water meters of Strydenburg	R 12, 059 000.00
Plots	Residential & Business	R 0

CHAPTER 5: CORPORATE SCORE CARD

Corporate Department

National KPA	Strategic Objective	IDP Programme	IDP Reference Number	Key Performance Indicator (KPI)	Baseline as at 30 June 2024	Annual Target	Portfolio of Evidence	Q1 Measurable Target	Achieved	Q2 Measurable Target	Achieved	Reason for Deviation	Remedial Action
KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	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	MCS 3	Develop the Employment Equity Plan	No Employment Equity Plan was developed.	1	Developed Employment Equity Plan	1	0	0	N/A		To be developed in quarter 3
			CS 06	Quarterly Reports on Legal & Labour Related Cases	A report with all labour related cases was submitted to the Municipal Manager	4	Updated report on Labour Related Cases	1	1	1	1	N/A	N/A
KPA 2: LOCAL ECONOMIC DEVELOPMENT	Contribution to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties	Management of commonage, parks, gardens and open spaces	3.4.8	Biannual Report on Commonage land	2 Commonage report submitted.	2	Report of Commonage Land	0	N/A	1	1	N/A	N/A

National KPA	Strategic Objective	IDP Programme	IDP Reference Number	Key Performance Indicator (KPI)	Baseline as at 30 June 2024	Annual Target	Portfolio of Evidence	Q1 Measurable Target	Achieved	Q2 Measurable Target	Achieved	Reason for Deviation	Remedial Action
KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	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	Employee Wellness	CS 0055	Convene 4 x Local Labour Forum meetings	2 LLF meetings held.	10	Invitation, Agenda and Attendance Register	3	3	2	2	N/A	N/A
		Monitoring and Reporting											
			3.4.9	Submission of Quarterly Report	4 Reports submitted to the office of the MM	4	Report submitted to the Municipal Manager.	1	1	1	1	N/A	N/A
			3.4.3	Submission of monthly reports on law enforcement activities	6 reports were submitted in the previous FY.	12	Monthly Reports	3	3	3	3	N/A	N/A
			CS 04	Submission of the Workplace Skill Plan (WSP) Report by 30 April	Work Skills Plan (WSP) was signed by employer and union reps and submitted.	1	Workplace Skill Plan Report 23/24	0 (No. Of Reports)	N/A	0 (No. Of Reports)	N/A	N/A	N/A
KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	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	Monitoring and Reporting											
			CS 011	Review the IDP by 31 May 2025	Reviewed IDP approved by council on the 21 June 2024	1	Council Resolution and drafted IDP	0	N/A	0	N/A	N/A	N/A

Finance Department

National KPA	Strategic Objective	IDP Programme	IDP Reference Number	Key Performance Indicator (KPI)	Baseline as at 30 June 2024	Annual Target	Portfolio of Evidence	Q1 Measurable Target	Achieved	Q2 Measurable Target	Achieved	Reason for Deviation	Remedial Action
KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To ensure that the municipality is self-sustainable and accountable financially by attaining a clean audit.	Budget and Financial Reporting	CFO 1	Monthly Data String Submission to NT Portal	12	12	NT submission status report	3	3	3	3	N/A	N/A
			CFO 2	Submission of Mid-year report to the Mayor by 25 January 2025 as per MFMA requirement.	1	1	Mid-Year report and Council Resolution Approving the Mid-Year Performance Report	N/A	N/A	N/A	N/A	N/A	N/A
			CFO 3	Report on progress made in implementing the audit action plan	1	2	Progress Report	0	N/A	0	N/A	N/A	N/A
			CFO 08	Monthly reporting on indigent household information	12	12	Monthly reports	3	3	3	3	N/A	N/A
			3.4.7	Submission of FMG Quarterly Expenditure Report		4	Report on spending of conditional grants	1 (No. Of Reports)	1	1 (No. Of Reports)	1	N/A	N/A

National KPA	Strategic Objective	IDP Program me	IDP Reference Number	Key Performance Indicator (KPI)	Baseline as at 30 June 2024	Annual Target	Portfolio of Evidence	Q1 Measurable Target	Achieved	Q2 Measurable Target	Achieved	Reason for Deviation	Remedial Action
				Submission of WSIG Quarterly Expenditure Report		4	Report on spending of conditional grants	1	1	1	1	N/A	N/A
				Submission of MIG Quarterly Expenditure Report		4	Report on spending of conditional grants	1	1	1	1	N/A	N/A
				Submission of EEDMS Quarterly Expenditure Report		4	Report on spending of conditional grants	1	1	1	1	N/A	N/A
				Submission of EPWP Quarterly Expenditure Report		4	Report on spending of conditional grants	1	1	1	1	N/A	N/A
			3.4.7	Draft the Annual Budget and review the Financial Policies by 31 March 2025		1	1 Draft Budget to Council and Financial Policies	0	N/A	0	N/A	N/A	N/A
KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To ensure that the municipality is self-sustainable and accountable financially by attaining a clean audit.	Budget and Financial Reporting	CFO 4	Approval of Annual Budget by 31 st May 2025		1	Final Annual budget and Council Resolution by end of May 2025	0	N/A	0	N/A	N/A	N/A
			CFO 6	Submit an application for approval of electricity tariffs to NERSA in April 2025		1	Application submitted to NERSA and Approval letter	0	N/A	0	N/A	N/A	N/A

National KPA	Strategic Objective	IDP Programme	IDP Reference Number	Key Performance Indicator (KPI)	Baseline as at 30 June 2024	Annual Target	Portfolio of Evidence	Q1 Measurable Target	Achieved	Q2 Measurable Target	Achieved	Reason for Deviation	Remedial Action
			4.3.8	Draft Audit Action plan and submit for approval by 31 January 2025	0	1	1 Audit Action Plan	0	N/A	0	N/A	N/A	N/A
KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	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	Budget Control & monitoring	3.4.9	Develop the schedule of key deadlines as per the MFMA and submit to council		1	Schedule of Key Deadlines	1	1	0	N/A	N/A	N/A
			3.4.4	Provide a monthly reconciliation on all Agency Fees Received		12	Monthly Reconciliations	3	3	3	3	N/A	N/A
			CFO 13	Progress report on Budget Funding Plan		4	Quarterly Reports	0	0	1	0	Budget Funding Plan was only approved by council in November 2024	Progress report to be tabled in quarter 3
			EXP 01	Submit Monthly Recons for Salaries and Wages		12	Salaries & Wages Reconciliations	3	3	3	3	N/A	N/A



National KPA	Strategic Objective	IDP Programme	IDP Reference Number	Key Performance Indicator (KPI)	Baseline as at 30 June 2024	Annual Target	Portfolio of Evidence	Q1 Measurable Target	Achieved	Q2 Measurable Target	Achieved	Reason for Deviation	Remedial Action
			CFO 11	Monthly Reconciliations on the cost of Distribution losses (Water & Electricity)	12	12	Reconciliation on distribution losses (Water & Electricity)	3	3	3	3	N/A	N/A
			CFO 07	Monthly Report on the collection rate	12	12	Report on collection rate	3	3	3	3	N/A	N/A
KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	To ensure a municipality that is stable and has organisational discipline through the review of the	Improvement of discipline among staff Monitoring and Reporting	SCM 01	Quarterly SCM Reports Submitted to Council		4	SCM Quarterly Reports	1	1	1	1	N/A	N/A
			3.4.7	Quarterly Report on the State of the Finance Department	4	4	Quarterly Report to the Municipal Manager	1	0	1			

Office of the Municipal Manager

National KPA	Strategic Objective	IDP Programme	IDP Reference Number	Key Performance Indicator (KPI)	Baseline as at 30 June 2024	Annual Target	Portfolio of Evidence	Q1 Measurable Target	Achieved	Q2 Measurable Target	Achieved	Reason for Deviation	Remedial Action
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Improve the communication and liaison with communities and stakeholders in order to improve service delivery and harmony in the municipality	Public Participation	MM2	Attend quarterly Intergovernmental Forums	4 Meetings	4	Invitation to Intergovernmental Forums, Agenda and Attendance Register	1 (No. Of Meetings)	1	1 (No. Of Meetings)	1	N/A	N/A
			MM 3	Convene Quarterly Council meets the people meetings	1 Council meets the people meetings	4	Attendance Register of All Councillors, Programme, List of findings and Plan of action	1 (No. Of Meetings)	0	1 (No. Of Meetings)	0		
			MM 4	Report quarterly on the functioning of Ward Committee's	0	4	Quarterly Reports	1 (No. Of Reports)	1	1 (No. Of Reports)	1		
			MM 6	Provide an overview Report on the functioning of Council during the current term of council	0	1	Overview Report	0	N/A	0	N/A		
KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	To ensure a municipality that is stable and has organisational	Monitoring and Reporting	MM 7	Quarterly Portfolio Committee meetings	0	4 per quarter	Quarterly Reports and minutes	4	0	4	1	Portfolio committees did not convene due to unavailability of councillors	Quarter 1 and 2 reports to be tabled in quarter 3

National KPA	Strategic Objective	IDP Programme	IDP Reference Number	Key Performance Indicator (KPI)	Baseline as at 30 June 2024	Annual Target	Portfolio of Evidence	Q1 Measurable Target	Achieved	Q2 Measurable Target	Achieved	Reason for Deviation	Remedial Action
KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	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	Monitoring and Reporting	MM 8	Quarterly Audit Committee sittings	3	4	Audit committee meeting minutes	1	1	1	0	Scheduled meeting postponed	Outstanding items to be discussed in quarter 3
			MM 9	Update and maintain the Municipal Website	0	4	Quarterly Reports	1	1	1	1	N/A	N/A
			MM 10	Convene Strategic Session by 31 March 2025	New	1	Agenda and Report	0	N/A	0	N/A		
			MM 14	Establish ICT Steering Committee and sittings	New	1	Names of Committee Members, minutes	Establishment of the committee	0	1 meeting	0		Establishment of the committee and first meeting to be held in quarter 3
			MM 15	IDP Steering committee		3	Minutes of the meeting	1	0	0	N/A		
				Budget Committee Meeting		2	Minutes of the meeting	0	0	0	0	N/A	N/A

Technical Services

National KPA	Strategic Objective	IDP Programme	IDP Reference Number	Key Performance Indicator (KPI)	Baseline as at 30 June 2024	Annual Target	Portfolio of Evidence	Q1 Measurable Target	Achieved	Q2 Measurable Target	Achieved	Reason for Deviation	Remedial Action
KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	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	To improve water quality and continuity of water services to residents	TS 04	Monthly reports on drinking water sampling in line with SANS241	12	12	Test Lab Results	3	3	3	3	N/A	N/A
			TS 07	Develop a water strategy and management plan		1	1 Strategy plan and council resolution of approval	0	0	1	0	Delays with the project implementation	To be finalised in quarter 3
		To improve electrical infrastructure and related services of the municipality	TS 12	Report on Implementation of the Energy Efficiency and Demand Management System		4	Report on the maintenance of streetlights	0	0	1	1	N/A	N/A
			TS 15	100% Completion of Paving road in Wiid Street		1	Report on the paving of Wiid roads	0	N/A	0	N/A	N/A	N/A
		To improve sanitation quality and continuity of services residents	TS 17	Develop a SPLUMA By-law		1	Developed SPLUMA By-laws and council resolution	0 (No. Of Reports)		0 (No. Of Reports)			

National KPA	Strategic Objective	IDP Programme	IDP Reference Number	Key Performance Indicator (KPI)	Baseline as at 30 June 2024	Annual Target	Portfolio of Evidence	Q1 Measurable Target	Achieved	Q2 Measurable Target	Achieved	Reason for Deviation	Remedial Action
			TS 17	Report on the upgrading of the Wastewater Treatment Works- Phase 2		3	3 Progress reports	1	1	1	1	N/A	N/A
			3.4.7	Submission of Quarterly Reports on the State of the Technical Department		4	Quarterly Reports submitted to the Municipal Manager and signed	1	1	1	0	Technical Manager vacancy	Vacancy to be filled
KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	To ensure a municipality that is stable and has organisational discipline through the review of the organisational structure, staff establishment, PMS and recruitment and	Improvement of discipline among staff	TS 013	Review the validity of existing Bylaws by 30 June 2025		1	By-laws reviewed	0	0	0	0	N/A	N/A
			3.4.9	Quarterly Report on implementation on EPWP Program		4	Report on EPWP Program	1	1	1	1	N/A	N/A

CHAPTER 6: SECTORAL CONTRIBUTIONS

Name of District: Pixley Ka Seme

Name of Local Municipality	Milestones	Total Budget	Comments
Thembelihle: Hopetown	Internal service sites	R 10 000 000	ISUPG PROJECT “WIP”
COGHSTA	HOUSING PROJECT		DELAY

Name of District: Pixley Ka Seme

Name of Local Municipality	Milestones	Total Budget	Comments
Thembelihle: Hopetown	GBV: Youth Sexual Abuse Child Prostitution	R 10 000 22 July 2025	Open Street Corner Talk
Transport, Safety & Liaison	GBV: Victim to Survivor	R 10 000 18 November 2025	Empowerment Information



Thembelihle Livestock development	Brakpan No. 204		
	Supply and delivery of one Bonsmara Bull	R	50 000,00
	Supply, delivery, and construction of 5,4km Inner fence.	R	440 668,50
		R	490 668,50
	Swartkop and Brakfontein		
	Supply and delivery of one firefighting equipment & Training	R	40 000,00
		R	40 000,00
	Krankuil (Commonage)		
	Sighting ,drilling and testing of one borehole	R	150 000,00
	Supply and delivery of one Bonsmara Bull	R	50 000,00
		R	200 000.00

4.1 INTRODUCTION

The purpose of this chapter is to outline a comprehensive multi-year financial plan that will ensure long-term financial sustainability for Thembelihle Municipality. The Financial Plan is essential to ensure that the Municipality continues to implement its mandate effectively without eroding its capital base and to move towards self-sufficiency in meeting the growing demands of service delivery.

This plan will also focus on the expansion of Thembelihle's revenue sources in relation to its costs to ensure that the Municipality stays a financially viable and sustainable going concern. Thembelihle must utilize available financial resources in an effective, efficient and economical way to ensure that outputs have the desired outcomes as set out in Chapter 5 of the IDP. The financial strategies detailed in this plan must contribute to the achievement of these objectives.

Budgets in terms of National Treasury's Municipal Budget and Reporting Regulations only need to cover a planning period of the next financial year and the two outer financial years thereafter. However, the MTREF and the multi-year sustainable financial plan will cover key budget focus areas over the next five years and the LTREF (Long term revenue and expenditure framework) even longer. It will also cover the current financial year's information as well as the previous three financial years' audited information.

A discussion will now follow on Pre-Determined Objectives consisting of a financial framework, financial strategies, financial policies, budget assumptions, operating revenue, operating expenditure, capital expenditure, capital expenditure funding, the Prioritization Model for Capital Asset Investment, long-term financial sustainability ratios and a concluding statement.

4.2 KEY INFLUENCES AND RISKS

This Long-Term Financial Plan (LTFP) generates information which is used to guide decisions about Council operations into the future. However, as with any long-term plan, the accuracy of this LTFP is subject to many inherent influences. These variables and risks can be divided into two main categories:

4.2.1 External Influences – items outside of the Municipality’s control:

Unforeseen political and economic changes or circumstances such as:

- **Interest rates fluctuations;**
- **Localized economic growth through residential development and new business;**
- **Consumer Price Index;**
- **Changes in levels of grant funding;**
- **Changes to tariffs and levies and their conditions (e.g. Eskom bulk tariff increases);**
- **Availability of essential resources such as fuel, electricity and water;**
- **Community needs and expectations;**
- **A change in the level of legislative compliance; and**
- **Economic changes due to health disasters.**

Variable climatic conditions such as:

- **Flooding;**
- **Fires; and**
- **Drought.**

4.2.2 Internal Influences – items that the Municipality can control:

Agreed service level review outcomes;

- Infrastructure asset management;
- Rates and other tariff increases;
- Performance management;
- Efficiencies in service delivery and administrative support; and
- Salaries and wages (vacancy rate).

4.3. FINANCIAL FRAMEWORK

It must be noted that not all municipalities are the same and this should be kept in mind when assessing the financial health and financial sustainability benchmarks for a municipality. A municipality can be categorized into a developed or a developing municipality. Thembelihle can be categorized as a developing or growing municipality.

Developing municipalities will require significant additional resources and funding to conduct the growth that is expected of them. With the demands for growth come risks that need to be managed. The priority from a financial risk perspective is the viability and sustainability of the Municipality. This financial plan and related strategies will need to address a number of Pre-Determined Objectives in order to achieve this goal. The areas which have been identified are discussed below.

4.3.1 Revenue adequacy and certainty

It is essential that Thembelihle has access to adequate sources of revenue from its own operations and intergovernmental transfers to enable it to carry out its functions. It is furthermore necessary that there is a reasonable degree of certainty with regard to the source, amount and timing of revenue. The latest DoRA has laid out the level of funding from National Government that will be received for the 2023/2024 to 2024/2025 financial years.

It is important to track the respective sources of revenue received by the Municipality as they can be quite different and can vary substantially depending upon the development phase that the Municipality is in. Knowledge of the sources of funding will illustrate the Municipality's

position more accurately, its ability to secure loans relative to its income and its borrowing capacity.

4.3.2 Sustainability

Thembelihle needs to ensure that its operating budget is balanced and cash-funded through realistically anticipated revenue to be received/collected to cover operating expenditure. As there are limits on revenue, it is necessary to ensure that services are provided at levels that are affordable; and, that the full costs of service delivery are recovered. However, to ensure that households, which are too poor to pay for even a portion of their basic services; there is a need for the subsidization of these households through an indigent support subsidy. The operating budget should also generate reasonable and sustainable cash surpluses to assist with the financing of capital budget expenditure since Thembelihle infinitely cannot continue to finance capital projects with external borrowings. Net financial liabilities (total liabilities less current assets) as a percentage of total operating revenue (capital items excluded) should be below acceptable target levels to ensure long-term financial sustainability. Current assets should be maintained and renewed or replaced in time to ensure that services are rendered at the desired quality levels over the long-term. For this purpose, a Long-Term Financial Sustainability Policy with three critical financial sustainability ratios must be developed.

4.3.3 Effective and efficient use of resources

In an environment of limited resources, it is essential that the Municipality make maximum use of the resources at its disposal by using them in an effective and efficient manner. Efficiency in operations and investment will increase poor people's access to basic services. It is therefore imperative for the operating budget to be compiled on the zero-base budget approach to eliminate any "fat" usually built in a budget with an incremental approach.

4.3.4 Accountability, transparency, and good governance

The Municipality is accountable to the people who provide the resources, for what they do with these resources. The budgeting process and other financial decisions should be open to public scrutiny and public participation. In addition, the accounting and financial reporting procedures

must minimize opportunities for corruption. It is also essential that accurate financial information is produced within acceptable time-frames.

4.3.5 Equity and redistribution

The Municipality must treat people fairly and justly when it comes to the provision of services. In the same way the Municipality should be treated equitably by national and provincial government when it comes to inter-governmental transfers. The “equitable share” from national government will be used primarily for targeted subsidies to poorer households. In addition, the Municipality will continue to cross-subsidize between high- and low-income consumers within a specific service or between services. Unfunded and underfunded mandates remain a financial burden to Thembelihle’s customer base due to national and provincial transfers not following the functions that Thembelihle perform on behalf of national and provincial government.

4.4 FINANCIAL STRATEGIES

With the above framework as a background, strategies and programmes have been identified and form part of this Long-Term Financial Plan to achieve the desired objective and that is the financial viability and sustainability of the Municipality.

The Municipality has introduced a revenue management, expenditure management and cost containment programme under the leadership of the Municipal Manager to raise and collect all revenue due to the municipality. Included in this programme is a focus on expenditure management and cost containment to ensure that available resources are optimized for quality service delivery.

4.4.1 Revenue raising strategies

The following are some of the more significant strategies that should be investigated for implementation during the lifespan of the IDP.

- The implementation of a new Credit Control and Debt Collection Policy and Indigent Support Policy. These policies and the relevant procedures detail all areas of customer care, credit control, indigent support and debt collection of the amounts billed to customers, including procedures for non-payment, etcetera. These policies also define the qualification criteria for an indigent household and the level of free basic services enjoyed by indigent households.
- The implementation of the reviewed Tariff Policy. This policy will ensure that fair tariffs are charged in a uniform manner throughout the municipal area.
- The implementation of the reviewed Property Rates Policy. This policy ensures that fair differential rates and an updated valuation roll are applied to the entire municipal area and will aim to ensure that all properties are included in the Municipality's records. Furthermore, the policy will ensure that valuations are systematically carried out on a regular basis for all properties.
- The implementation of the reviewed Writing-Off of Irrecoverable Debt Policy with special incentives to encourage outstanding debtors to pay a certain percentage of their outstanding debt and the Municipality to write-off a certain percentage of outstanding debt in terms of the approved policy.
- The review and implementation of an improved Payment Strategy. This strategy aims at implementing innovative cost-effective processes to encourage consumers to pay their accounts in full on time each month, including increasing the methods of payment and implementing on-line pre-payment systems. It includes a revenue protection unit that

implement and see to it that credit control actions in terms of Council's policies are enforced vigorously to improve payment percentage levels.

- The implementation of revenue enhancement strategies to ensure that all the properties in Thembelihle Municipality are levied all the required services. These strategies will ensure that revenue gaps are closed and that the municipality bills consumers for all services rendered.

In addition to the above, the revenue management programme under the leadership of the Municipal Manager aims to raise and collect all revenue due to the municipality and has the following as focus areas:

- **Property rates:** Monitoring the compilation of the 2021/2022 - 2024/2025 general and supplementary valuation rolls, by the appointed independent valuer.
- **Electricity revenue:** Investigate the impact of illegal connections and develop ways to curb these losses.
- **Water revenue:** Investigate what measures can be implemented to curb water wastage in informal settlements as well as to reduce the high kilolitres consumed by indigent households.
- **Sanitation revenue:** Investigate the tariff structure, as the base on which the tariff is calculated (i.e. number of toilets/urinals) are open to error due to a lack of credible information (i.e. human error, building plans outdated/non-existent, illegal toilets installed).
- **Refuse removal revenue:** Investigate the tariff structure of multiple removals per week – revenue versus cost of providing service.
- **Housing rental:** Review of the base on which rentals are calculated, as unequal rent is currently levied.
- **Integration of GIS:** Report on the integration of GIS and spatial planning.
- **Traffic fines:** Monthly report on the monetary value of budgeted traffic fines revenue, actual traffic fines issued and actual cash received. Report of municipal officials and councillors with outstanding traffic fines. Report on officials driving municipal vehicles with outstanding traffic fines.
- **Funding options (Grants):** Investigate the possibility to obtain grants/funds from Provincial Government and other sources.
- **Utilization/alienation of land and buildings:** Identify sites not required for basic services to be sold.

• 4.4.2 Expenditure management and cost containment

The expenditure management and cost containment programme under the leadership of the Municipal Manager focuses on the following expenditure and cost containment aspects to ensure that available resources are optimized for quality service delivery:

- a) **Fleet management/vehicle hire:** Actions include:
 - Monthly monitoring and reporting on the vehicles undergoing repairs per department/division;
 - Monthly monitoring and reporting on driver behaviour offences and discussion of driver behaviour with applicable drivers where required.
 - Monthly reporting on driver accidents per department for the last twelve months;
 - Identification of vehicles that are uneconomical to repair to be auctioned.
- b) **Fuel and tyre management:** Actions include:
 - Monitoring of the monthly expenditure report on petrol/diesel/tyres;
- c) **Office furniture and equipment:** This includes monitoring that no additional furniture will be purchased, but rather that broken furniture should be repaired and re-used.
- d) **Telephone expenditure:** This includes reporting on a detailed level on telephone expenditure per department and per employee.
- e) **Photocopy expenditure:** Actions include:
 - Monthly monitoring and reporting of budgeted and actual photocopy expenditure; and
 - Placing of a moratorium on the leasing of photocopier machines.
- f) **Security services:** Actions include:
 - Monthly monitoring and reporting on budgeted and actual security services expenditure;
 - Implementation of alarm systems versus the reduction of armed bodies (security guards); and
 - Extra security measures includes beams, panic buttons etcetera.
- g) **Overtime:** This includes monthly monitoring and reporting on overtime.
- h) **Standby allowances:** This includes monthly monitoring and reporting on standby allowances.
- i) **Catering/refreshments:** This includes the review of budgeted funds for catering and refreshments.
- j) **Events:** This includes reducing event expenditure and rather providing in-kind support to events.
- k) **Consultants:** This includes monthly monitoring and reporting on budgeted and actual consultants' expenditure.

- l) **Rehabilitation/development of landfill sites:** This includes an investigation into the rehabilitation of landfill sites through development initiatives.

4.5 FINANCIAL POLICIES

4.5.1 General financial philosophy

It is the goal of the Municipality to achieve a strong financial position with the ability to withstand local and regional economic impacts; to adjust efficiently to the community's changing service requirements; to effectively maintain, improve and expand the Municipality's infrastructure; to manage the Municipality's budget and cash flow to the maximum benefit of the community; to prudently plan, coordinate and implement responsible and sustainable community development and growth.

Based on the financial framework, financial strategies and the general financial philosophy statement, the Municipality have to develop financial policies that support the above.

Thembelihle financial policies shall also address the following fiscal goals:

- a) To keep the Municipality in a fiscally sound position in both the long- and short-term;
- b) To maintain sufficient financial liquidity through regular reviews and adjustments to meet normal operating and contingent obligations;
- c) To apply credit control policies which maximize collection while providing relief to the indigent;
- d) To implement credit control policies that recognise the basic policy of customer care and convenience;
- e) To operate utilities in a responsive and fiscally sound manner;
- f) To maintain and protect existing infrastructure and capital assets;
- g) To provide a framework for the prudent use of debt financing; and
- h) To direct the Municipality's financial resources toward meeting the goals of the Municipality's Integrated Development Plan (IDP).

4.5.2 Budget- related policies

The annual budget is the central financial planning document, directed by the IDP that embodies all revenue and expenditure decisions. It establishes the level of services to be provided by each department. The budget will be subject to monthly control and be reported to Council with recommendations of actions to be taken to achieve the budget goals. The budget will be subject to a mid-term review, which will result, if needed, in a Revised Budget.

The **Virement Policy** allows the Municipal Manager and his administration to transfer funds from one program to another program within policy directives to improve effective and efficient service delivery.

Adequate maintenance and replacement of the Municipality's assets (property, plant and equipment) will be provided for in the annual budget as far as funding is available. It will be informed by Council's **Asset Management Policies**.

The budget shall balance recurring operating expenses to recurring operating revenues. The budget will have revenue plans based on realistically anticipated revenue to be collected and expenditure figures. Plans will be included to achieve maximum revenue collection percentages. More about this when the revenue raising policies are discussed below

4.5.3 Capital infrastructure investment policies

The Municipality has established and implemented a comprehensive Capital Expenditure Framework (CEF). The CEF will be updated annually to ensure that bulk infrastructure services and internal infrastructure services together with the foreseen funding sources are planned in an integrated and coordinated manner.

This will include bulk and internal services for human settlement programmes. A comprehensive CEF will be compiled for the 2024/2025 financial year to be approved by Council. An annual capital investment budget will be developed and adopted by the Thembelihle Municipality as part of the annual budget.

The Municipality make all capital improvements in accordance with the CEF and IDP. This is done based on the developed Prioritization Model for Capital Assets Investment Policy.

The Municipality will maintain all assets at a level adequate to protect the Municipality's capital investment and to minimize future maintenance and replacement costs.

4.5.4 Revenue policies

The Municipality will estimate annual revenues through a conservative, objective and analytical process based on realistically anticipated revenue to be collected. The Municipality will consider market rates and charges levied by other public and private organizations for similar services in establishing rates, fees and charges.

Thembelihle will set fees and user charges at a level that fully supports the total direct (primary) and indirect (secondary) costs of operations. Tariffs will be set to reflect the developmental and social policies of Council. These principles are embedded in the reviewed **Tariff Policy**.

Thembelihle will implement and maintain a property valuation system based on market values of all properties within its boundaries as well as periodically review the cost of activities supported by user fees to determine the impact of inflation and other cost increases. Fees will be adjusted where appropriate to reflect these increases. These principles and the raising of property rates are contained in the **Property Rates Policy**.

The Municipality will continue to identify and pursue grants and appropriations from province, central government and other agencies that are consistent with the Municipality's goals and strategic plan and to eradicate unfunded and underfunded mandates.

4.5.5 Credit control policies and procedures

Thembelihle will follow an aggressive policy of collecting revenues from those who can afford to pay for their services. For this purpose, **the Credit Control and Debt Collection Policy** and the Indigent Support Policy was developed and reviewed

The **Writing-off of Irrecoverable Debt Policy** with incentives need to be developed to reduce the outstanding debt with the aim to get households and other consumers out of their spiral of debt over the next three financial years.

4.5.6 Supply Chain Management

The **Supply Chain Management Policy** will ensure that goods and services are procured compliant with legislative requirements in a fair, equitable, transparent, competitive and cost-effective way. It includes the disposal of goods or assets not needed anymore for basic service delivery and it must be read in conjunction with Council's **Assets Transfer Policy**.

Contract management should become a focus area of the municipality and a policy should be developed on how contracts will be managed in future to ensure that contracts awarded to service providers to render services are managed and monitored appropriately.

4.5.7 Investment policies

In terms of Section 13(2) of the Municipal Finance Management Act each Municipality must establish an appropriate and effective Cash Management and Investment Policy. Investments of the Municipality shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The portfolio shall remain sufficiently liquid to enable the Municipality to meet daily cash flow demands and conform to all state and local requirements governing the investment of public funds.

The preservation of principal is the foremost objective of the investment program. Thembelihle Municipality will continue the current cash management and investment practices, which are designed to emphasize safety of first, sufficient liquidity to meet obligations second, and the highest possible yield third. These principles are embedded in the **Cash Management and Investment Policy** of Council.

4.5.8 Debt management policies

Thembelihle shall issue debt only when necessary to meet a public need and when funding for such projects is not available from current revenues or other sources. Long-term borrowing will be used to finance capital improvements as approved in the Municipality's CEF. Capital projects financed through the issuance of debt shall be financed for a period not to exceed the expected useful life of the project. The Municipality will not incur debt to finance current operations. Lease-purchase obligations, capital outlay notes or other debt instruments may be used as a medium-term method of borrowing for the financing of vehicles, computers, other specialized types of equipment, or other capital improvements. All these principles are embedded in the **Borrowing Policy** of Council.

4.5.9 Asset management policies

The objective of the Asset Management Policies is to define the asset management intent of Thembelihle, including the life-cycle management, accounting and administrative policies and procedures relating to physical assets (immoveable and movable assets) and computer software (intangible assets) of Thembelihle Municipality. The principles and policy statements are embedded in the **Asset Management Policy (AMP)**

4.5.10 Long-term financial sustainability policy

The Municipality need to embark on the development of the Long-term financial sustainability policy.

Financial sustainability over the long-term has to do with the maintenance of high priority expenditure programs, both operating and capital, to ensure program sustainability and desired quality of services to be rendered. There must also be rates and service charges stability and predictability in the overall rate burden by ensuring reasonable rates and service charges to fund programs. Fair sharing in the distribution of council resources and the attendant taxation between current and future ratepayers (intergenerational equity) must also be promoted to ensure that the current generation are not over-burdened for the use of infrastructure by future generations – in other words sound long-term financial management. Based on the above three elements financial sustainability by Thembelihle should be defined as follows:

“Thembelihle’s long-term financial performance and financial position is sustainable where long-term planning and budgeting as well as infrastructure levels and standards are met without any substantial unplanned increases in property rates and service charges or inconvenient disruptive cuts to services”

Three key financial indicators or ratios must be developed to influence long-term financial sustainability planning and budgeting. They are:

- An **operating surplus ratio** to influence financial performance planning and budgeting;
- A **net financial liabilities ratio** to influence financial position planning and budgeting; and
- An **asset sustainability ratio** to influence asset management performance planning and budgeting.

The entire above-mentioned should be embedded in the developed Long-Term Financial Sustainability Policy to be approved by Council.

4.5.11 Cost Containment Policy

The object of the Cost Containment Policy, in line with the MFMA and the Cost Containment Regulations, is to ensure that resources of Thembelihle Municipality are used effectively, efficiently and economically by implementing cost containment measures.

The Policy provides for the application of principles, as defined in the Cost Containment Regulations, to Thembelihle Municipality and is applicable to all officials and political office bearers. Included in the **Cost Containment Policy** are guidelines with regards to:

- Use of consultants
- Vehicles used for political office bearers;
- Travel and subsistence; Domestic accommodation;
- Sponsorships, events and catering;
- Communication;
- Conferences, meetings and study tours; and
- Other related expenditure items.

4.5.12 Accounting policies

The principles on which Thembelihle operate with regard to the presentation, treatment and disclosure of financial information forms part of the Accounting Policy adopted in the compiled yearly annual financial statements.

4.6 BUDGET ASSUMPTIONS

4.6.1 Introduction

Thembelihle Municipality has prepared its financial plans and forecast on the basis of sound historical income and expenditure trends, and based upon latest forecasts and knowledge to date. Future years forecasts are neither worst case scenario, or overly optimistic, and as such it is seen as little value to artificially revise these estimates to create a significant negative or positive variance that is not anticipated, as this could simply be misleading to the reader of this LTFP.

Below the LTREF budget projection issues are depicted for the current financial year.

4.6.2 Budget Highlights

The 2025/2026 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 2025/2026 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 reduction 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 2025/2026 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 No. 129 was used to guide the compilation of the 2025/26 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 2025/26 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
- Other long outstanding payables

The MFREF-based revenue and expenditure projections assumed inflation-linked annual adjustments stands at 4.4%.

Macroeconomic performance and projections, 2023 - 2027

Fiscal year	2023/24	2024/25	2025/26	2026/27	2027/28
	Actual	Estimate		Forecast	
CPI Inflation	5.9%	4.6%	4.4%	4.5%	2.5%

Further key parameters applied to the Municipality's financial framework included the following for the 2025/2026 financial year:

Revenue / tariff increases

- Rates (Agricultural) 5%
- Electricity 12.7%
- Water 4.4%
- Sanitation 4.4%
- Refuse 4.4%
- Salaries and Wages adjustments 4.4%
- General Expenses 4.4%

Our major cost drivers reflect as follows:

- Employee Cost R 45.9 million
- Remuneration of Councilor's R 4.3 million
- Operating Cost R 34 million
- Bulk Purchases R 21.1 million
- Capital Cost R 15.8 million
- Depreciation and Debt Impairment: R 11.2 million

Our Major Revenue Sources that we anticipate:

- Grants & Subsidies R 43.6 million
- Income Generated R 73.4 million
- Capital Funding R 15.8 million

Our Major Revenue Sources that we anticipate:

Unconditional Grant

- Equitable Share R38 960 million

Conditional Operational Grants

- Financial Management Grant R 3 000 million
- Library Provincial Grant R 1 230 million
- Municipal Infrastructure Grant (5%) R 524 thousands

Conditional Capital Grants

- Municipal Infrastructure Grant (95%) R 9 948 million
- Water Services Infrastructure Grant -
- Energy Efficiency & Demand-side Grant R 2 000 million
- Integrated National Electrification R 3 910 million

Transfers and subsidies (Capital) amount to R 15 858 million

The budget has been prepared in terms of guidelines as contained in all budget related National Treasury Circulars and Guidelines issued. Budget related policies need to be revised or amended on a regular basis to ensure that the municipality has effective guidelines to ensure performance of their duties.

4.6.3 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, gazette 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 annulled 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.

Prioritise funding the Electricity Revenue Protection Program

Past years' increasing electricity tariffs continue to strain consumers' ability to afford this service. Municipalities as a result are at higher risk of non-technical losses particularly related to theft and illegal by-passing. Many municipalities do not have dedicated Revenue Protection staff in place or have reduced their operational funding for Revenue Protection culminating in an overall reduced collection and related strain on cash flow and the ability to pay creditors. Municipalities are advised to prioritise the following Revenue Protection measures in the 2025/26 and future MTREFs:

- A dedicated Revenue Protection Unit for Electricity administered by the senior manager responsible for the municipal Electricity Infrastructure Directorate taking into consideration the recommendations and standards the recommendations and standards set-out in NRS055 (Code of Practice for Revenue Protection);

- Allocating adequate funds in the budget to fund the municipality's Electricity Revenue Protection Unit's operational needs;
- In allocating funding, the business threat of increasing non-technical losses to the municipality's particular specifics must be considered to achieve a balance, while ensuring the Revenue Protection staff organogram and operational program is adequately funded and able to fulfil its role; and
- The municipality to demonstrate in its MTREF submission that a percentage of the revenue from the Energy function is ring-fenced to fund the municipal Revenue Protection Program operational need(s) towards developing the program to fruition.

Revenue Management Assessment Tool

Every municipality, in anticipation of the annual budget process and the review of critical revenue management related policies should assess and review its revenue management value chain to identify any gaps, duplications and / or inefficiencies for alignment with the approved organogram and related delegations. Refer to MFMA Budget Circular No. 126 (Annexure B: Submission checklist: Revenue Management Documents) and MFMA Budget Circular No. 128 (Item 7.3 contained in Annexure A). The municipality must submit its review to the National Treasury in the format of the Municipal Revenue Management Assessment Tool – to be uploaded to the National Treasury GoMuni upload portal annually as part of the Revenue Management Documents that are required.

The Revenue Assessment Tool was developed through the collaboration of the National Treasury, the Department of Cooperative Governance (DCoG) and SALGA. The initiative created the opportunity for stakeholders to acknowledge the fragmented and diverse nature of support provided to municipalities in this area often resulting in duplicated efforts and little

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systemic change across municipalities and the need for a Single Integrated Revenue Management Framework (SIRMF).

The SIRMF is a national framework for revenue management that guides and outlines the intervention and leadership role both municipalities and oversight bodies should play in addressing challenges relating to the revenue management value chain and ultimately financial sustainability. The SIRMF emphasises the significant role of National and Provincial Government in supporting municipalities in the process of revenue management improvement and how the relevant departments will coordinate their support and their monitoring and evaluation role(s). The SIRMF was designed on the existing statutory framework, with an emphasis on compliance. Within the scope of related tasks and responsibilities, the SIRMF provides direction on how municipalities may enhance revenue management as a major approach for increasing the municipality's viability and sustainability. Completing the Municipal Revenue Assessment Tool

can assist the municipal council, senior management team and oversight bodies to assess, understand and improve critical revenue management practices of the municipality.

The tool provides an indication of gaps, flaws, duplications, inefficiencies and risks in the existing revenue value chain that could compromise or affect whether the revenue component of the budget sufficiently caters for long-term planning and is credible and funded. It further provides a comprehensive overview of current revenue management processes by identifying strengths, weaknesses, and areas that need improvement. The tool focuses on eighteen (18) critical areas within the revenue management value chain and helps pinpoint specific areas for optimising revenue collection processes.

National Treasury is in the process of institutionalising and implementing the tool, this includes conducting training throughout provinces.

The tool is comprehensive and must be completed by all municipalities during the 2025/26 MTREF with a thorough review of the revenue value chain, thereafter this exercise will only be necessary in every alternate year. However, municipalities with revenue collection rates below 85 per cent and all municipalities participating in Debt Relief must annually undertake this exercise until they achieve an average annual collection of 95 per cent as outlined in MFMA Circular No. 71.

The tool was already rolled out during the 2024/25 financial year and the National Treasury provided training. The Municipal Revenue Assessment Tool is attached as Annexure A of this Circular.

Cost Reflective Tariff Tool

As part of the budget process, the municipality must annually undertake an assessment to determine if the intended / implemented tariffs are cost reflective, whether all critical cost components were considered in the tariff calculation(s), whether the Local Government Equitable Share component relating to basic services were allocated to the actual service(s) and to demonstrate that the Revenue Component of the budget is credible and funded; etc. To facilitate this exercise, the municipality must complete and submit this calculation(s) / tariff assessment in the format of the National Treasury Tariff Tool as part of its tabled, adopted and adjustment MTREF submissions to the National Treasury GoMuni portal. The Cost Reflective Tariff Tool outcomes must also be reported to and approved by Council as part of the respective tabled and adopted MTREF submissions.

If the Tariff Tool indicates significant tariff shortfalls, any major tariff increases should be phased-in over two to three years and can be approved for the outer years (2026/27, 2027/28 and 2028/29). Thus, the indicative tariffs can be phased in over a period of three years.

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The latest format of the National Treasury Tariff Tool that must be used and submitted is attached as Annexure B of this circular.

Electricity Tariffs

Cost of Supply Study (COS) for electricity tariff applications

On 20 October 2022, the Nelson Mandela Bay Chamber of Business issued a ruling outlining the requirements that municipalities must comply with when determining tariffs. The ruling found NERSA's Guideline and Benchmark method for approving municipal electricity tariffs unlawful and invalid. The court ordered that all electricity tariff applications from 2024/25 Financial Year, should be supported by a Cost of Supply (COS) study. Municipalities are reminded of the critical importance of complying with the court order, failing which, municipalities would be in breach of the court order and in contempt of court. The need for conducting a COS timeously and adhering to the timelines set by NERSA for the submission of applications is imperative as these cannot be approved by NERSA without the COS.

NERSA has indicated that it will be able to process and decide on municipal tariff applications based on Cost of Supply (COS) studies for the financial year 2025/26 by the end of June 2025 for the implementation in the new Financial Year. However, the Minister of Finance will engage NERSA to conclude this process sooner, to allow municipalities sufficient time to take account of the approved tariffs in the finalisation of their budgets. Tariff applications will not be considered unless they are supported by a Cost of Supply study. NERSA has indicated that the approval of Eskom's Retail Tariff Plan (RTP) and Eskom's Retail Tariff Structural Adjustment (ERTSA) for FY2025/26 is anticipated prior to 15 March 2025. Following the ERTSA decision, municipalities will be informed of the outcome to assist them in formulating their individual tariffs, which will then be approved for implementation in FY2025/26.

From the 2025/26 MTREF, municipalities will be required to submit the following documents pertaining to electricity tariff applications to the GoMuni Upload portal:

- NERSA D Form and COS study submitted to NERSA. For the 2025/26 tariff increase, municipalities with the tabled budget and thereafter 31 October 2025 (i.e. applications pertaining to 2026/27 tariff increases and beyond); and
- NERSA tariff approval with the tabled budget.

Municipal Valuation Roll Reconciliation Tool

Reference is made to MFMA Circulars No. 93 (paragraph 3), No. 98 (paragraph 4.1), No. 123 (paragraph 5.1), and particularly No. 126, (paragraph 3.1). To ensure the municipality's rates base is complete, and aligns to the business process and system requirements articulated in Annexure B of MFMA Circular No. 80 (08 March 2016) and the Municipal Property Rates Act (MPRA) (section 23): Part A: Register of the latest consolidated general valuation roll (GVR), and

the MPRA categories, the municipality need to monthly perform the reconciliation in the format of the National Treasury Municipal Valuation Roll Reconciliation Tool.

Prohibition on vending system(s) / third party vending solutions without consulting the National Treasury

Recently there have been several iterations on private service offerings of vending system(s) / solution(s) offered to municipalities. These include service provider(s) funding metering solutions for municipalities parallel to a pre-paid solution (requiring a vending platform) – these service providers then collect on behalf of the municipality in exchange for a fee. However, in several cases, the service provider does not pay over to the municipality what is collected and / or claim a fee that is out of proportion to what is reasonable. This is worsened by many municipalities not weekly / monthly undertaking the appropriate reconciliation of what they provide / sell (also via pre-paid) against what revenue they receive in return from the service provider(s). As an Example: Most recently a municipality in Eastern Cape was victim to an arrangement where the service provider offered the municipality R60 million funding but will takeaway almost R540 million at the end of the arrangement causing significant harm to the community and official(s) of that municipality and may leave the municipality worse off than initially.

The MFMA, read together with the recently assented Public Procurement Act, provide a clear framework for procurement in local government. The MFMA regulatory framework in terms of section 116 read with MFMA Circular No. 62 furthermore provide clear guidance on how amendments to contracts should be undertaken. Any offerings beyond the initial scope of the contract, in our view, should not be considered as a contract amendment, but rather a change or extension of scope, which warrants a whole new or separate procurement process.

The National Treasury therefore confirms that with immediate effect, no municipality may enter into and / or extend any related vending system(s) / solution(s) without consulting and obtaining the written input of the National Treasury and the relevant Provincial Treasury. Should any municipal official and / or political office bearer fail to honour this prohibition, she/he could render themselves personally liable for any related financial loss over and above potential criminal liability for financial misconduct.

In addition, third party vending solutions used by municipalities must align to the integration requirements set out in Annexure B of MFMA Circular No. 80 (08 March 2016). In terms of the requirements, third party solutions must, without (manual) intervention or manipulation, integrate and constantly balance with the core financial system solution. The rules for integration are determined by vendor of the core system solution. Where the core system solution already provides the necessary functionality offered by the third-party vendor and the municipality has already paid for the functionality and / or are paying annual licencing fees to

access this functionality, such expenditure will constitute wasteful and fruitless expenditure and should be dealt with accordingly.

Tariff Tool

Municipalities must undertake a tariff assessment in the format of the National Treasury Tariff Tool as explained above. The National Treasury will facilitate follow-up training during the first quarter of the financial year 2025 and thereafter upon request only to municipalities, provincial treasuries and technical advisors deployed to municipalities and provincial treasuries. Training must be scheduled for a full day and would be more relevant towards municipal processes if scheduled:

- Before and/ or during the Adjustments Budget preparation (for re-allocations);
- Before and/ or during the Tabled Budget process (to evaluate tariff changes); or
- Before the final MTREF submission to Council for approval.

Municipal Valuation Roll Reconciliation Tool

The National Treasury confirms the guidance already provided in MFMA Circular No. 129 to the effect that municipalities must reconcile valuation rolls monthly and submit such quarterly to the National Treasury together with the related documentation set-out above.

The National Treasury will facilitate follow-up training during the first quarter of the financial year and thereafter upon request only to municipalities, provincial treasuries and technical advisors deployed to municipalities and provincial treasuries on Municipal Valuation Roll Reconciliation Tool. Training must be scheduled for at least two full days and can be facilitated at any time since municipalities perform this task monthly. Municipalities and provincial treasuries can request training via the relevant Provincial Treasury. Any National Treasury deployed technical

MFMA Circular No. 130

Municipal Budget Circular for the 2025/26 MTREF Therefore, Thembelihle made use of this version for the preparation of their 2023/24 MTREF budget.

The process plan focusing on the IDP, PMS and Budget for 2025-2026 was tabled by the Mayor to Council during a Special Council meeting on 31 August 2024.

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.

4.6.4 MTRF Budget 2022 – 2025

NC076 Thembelihle - Table A1 Budget Sum							
Description	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
R thousands							
Financial Performance							
Property rates	16,033	9,514	9,514	9,514	10,021	10,559	11,039
Service charges	36,318	35,718	35,718	36,519	39,164	40,926	41,949
Investment revenue	2,674	376	376	376	392	410	420
Transfer and subsidies - Operational	43,898	40,188	40,188	40,188	43,772	43,323	43,323
Other own revenue	19,411	18,531	18,531	18,531	23,751	24,820	25,440
Total Revenue (excluding capital transfers and contributions)	118,334	104,327	104,327	105,128	117,100	120,038	122,172
Employee costs	39,999	43,480	43,480	43,480	45,983	48,052	49,254
Remuneration of councillors	5,031	6,579	6,579	6,579	4,326	4,520	4,633
Depreciation and amortisation	10,836	5,000	5,000	5,000	11,220	11,725	12,018
Interest	3,710	10,210	10,210	10,210	10,660	11,139	11,418
Inventory consumed and bulk purchases	27,362	21,929	21,929	21,929	25,686	26,842	27,513
Transfers and subsidies	96	—	—	—	—	—	0
Other expenditure	30,580	26,868	26,868	26,868	35,405	36,998	37,923
Total Expenditure	117,614	114,066	114,066	114,066	133,280	139,277	142,760
Surplus/(Deficit)	720	(9,739)	(9,739)	(8,938)	(16,180)	(19,239)	(20,588)
Transfers and subsidies - capital (monetary allocations)	23,764	9,440	9,440	9,440	15,858	23,055	23,055
Transfers and subsidies - capital (in-kind)	—	—	—	—	—	—	0
Surplus/(Deficit) after capital transfers & contributions	24,484	(299)	(299)	502	(322)	3,816	2,467
Share of Surplus/Deficit attributable to Associate	—	—	—	—	—	—	—
Surplus/(Deficit) for the year	24,484	(299)	(299)	502	(322)	3,816	2,467
Capital expenditure & funds sources							
Capital expenditure	23,764	23,764	23,764	23,764	15,858	16,606	17,039
Transfers recognised - capital	23,764	23,764	23,764	23,764	15,858	16,606	17,039
Borrowing	—	—	—	—	—	—	—
Internally generated funds	—	—	—	—	—	—	0
Total sources of capital funds	23,764	23,764	23,764	23,764	15,858	16,606	17,039
Financial position							
Total current assets	12,091	12,091	12,091	12,091	(11,562)	(27,630)	(44,174)
Total non current assets	309,435	309,435	309,435	309,435	301,529	315,132	323,028
Total current liabilities	165,079	165,079	165,079	165,079	165,075	172,503	176,816
Total non current liabilities	2,476	2,476	2,476	2,476	2,476	2,587	2,652
Community wealth/Equity	154,173	154,173	154,173	154,173	121,941	111,969	99,131
Cash flows							
Net cash from (used) operating	70,427	57,007	57,007	57,007	321	336	344
Net cash from (used) investing	—	—	—	—	(15,858)	(16,572)	(16,986)
Net cash from (used) financing	(1,286)	—	—	—	—	—	(0)
Cash/cash equivalents at the year end	76,015	63,882	63,882	63,882	(15,318)	(31,555)	(48,197)
Cash backing/surplus reconciliation							
Cash and investments available	8,335	8,335	8,335	8,335	(15,318)	(31,555)	(48,197)
Application of cash and investments	164,581	162,848	162,848	162,859	161,483	168,755	172,985
Balance - surplus (shortfall)	(156,245)	(154,513)	(154,513)	(154,524)	(176,801)	(200,309)	(221,182)
Asset management							
Asset register summary (WDV)	265,946	265,946	265,946		258,040	269,686	276,446
Depreciation	10,836	5,000	5,000		11,220	11,725	12,018
Renewal and Upgrading of Existing Assets	2,000	2,000	2,000		2,000	2,090	2,142
Repairs and Maintenance	13,675	6,830	6,830		9,189	9,603	9,843

NC076 Thembelihle - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	Goal Code	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
R thousand												
- To support local SMME's	LED Strategy			2	–	–	–	–	–	–	–	–
- Under take the Tourism Development Plan												
- Seek support from Department for human capital												
01. Spatial Integration	To provide spatial framework for future developmental purposes.			840	77	252	207	851	851	726	759	778
01. Spatial integration:	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			1,632	17	69	–	–	–	–	–	–
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	Planning & Development			5,831	6,907	8,026	6,132	7,772	7,772	8,324	8,699	8,917
Contribution to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties	Disaster management			6	–	–	5,000	–	–	10,224	10,684	10,951
Contribution to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties	To improve electrical infrastructure and related services of the municipality			17,566	17,974	32,257	24,374	25,073	25,073	30,985	32,380	33,189

Contribution to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties	To improve road infrastructure and related facilities to support the economic and social requirement of the municipality		(412)	3,370	8,664	3,620	3,779	3,779	3,809	3,980	4,080
Contribution to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties	To improve sanitation quality and continuity of services to residents		6,045	8,511	4,125	7,269	5,098	5,098	5,522	5,771	5,915
Contribution to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties	To improve water quality and continuity of water services to residents		14,251	19,298	11,523	19,820	11,871	11,871	12,301	12,854	13,176
Improve the communication and liaison with communities and stakeholders in order to improve service delivery and harmony in the municipality	Public Participation		5,827	6,409	7,830	7,369	8,693	8,693	6,135	6,411	6,571
Spatial Framework Development	Compilation of a Spatial Development Framework		–	–	–	–	–	–	–	–	0
Spatial Framework Development	To provide Town Planning and Township Development		5,484	3,168	146	4,936	4,045	4,045	7,220	7,545	7,733
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	Asset management		2,676	1,523	425	2,412	975	975	1,223	1,278	1,310
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	Budget Control & monitoring		–	–	–	34	–	–	–	–	0
To ensure a municipality that is stable and has organisational discipline through the review of the organisational structure, staff establishment, PMS and	Monitoring and Reporting		19,698	153,110	54,186	18,758	27,038	27,038	28,369	29,645	30,387

recruitment and selection strategy of the municipality												
To ensure that the municipality is self-sustainable and accountable financially by attaining a clean audit.	Administration and Auxiliary services		16,355	13,254	9,380	13,689	13,161	13,161	12,117	12,663	12,979	
To ensure that the municipality is self-sustainable and accountable financially by attaining a clean audit.	Budget and Financial Reporting		898	12	240	2,181	3,881	3,881	4,206	4,395	4,505	
To ensure that the municipality is self-sustainable and accountable financially by attaining a clean audit.	Fleet management		23	60	40	46	46	46	48	50	52	
To improve and provide basic services of good quality to the residents	Health/Emergency Service		–	0	–	–	–	–	–	–	0	
To provide spatial framework for future developmental purposes.	To provide spatial framework for future developmental purposes.		–	2,058	2,239	1,985	1,984	1,984	2,071	2,164	2,218	
To support local SMME's. Under take the Tourism Development Plan. Seek support from Department for human capital	LED Strategy		–	–	(0)	–	–	–	–	–	0	
Allocations to other priorities												
Total Expenditure			1	96.721	235.748	139.402	117.830	114.267	114.267	133.280	139.277	142.760

4.6.4 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.

5.1 INTRODUCTION

The Thembelihle Municipality's Performance Management System (PMS) is the primary mechanism to monitor, review and improve the implementation of its Integrated Development Plan (IDP) and to measure the progress made in achieving the objectives as set out in the IDP.

Implementation of The Service Delivery and Budget Implementation Plan (SDBIP) in the IDP ensures that the Municipality implements programmes and projects based on the IDP targets and the approved budget. The performance of the Municipality is reported on in the Quarterly and Mid-yearly Performance Assessment Reports as well as in the Annual Report.

Two key internal combined assurance tools are internal performance audit and risk management. This ensure that all activities undertaken adequately address significant risks and put in place control mechanisms to mitigate said risks in order to attain set performance targets.

In addition to performance management legislation and regulations, the Performance Management Policy seeks to promote a culture of performance management within the Municipality. A conducive performance management culture will ensure that the developmental objectives as construed in the IDP gets relevance in the performance agreements of senior managers and consequence implementation thereof.

The Performance Management Policy of the Municipality was reviewed in January 2021 in an effort to streamline performance management processes to ensure that the new five-year IDP (2021-2026) becomes an implementable plan with measurable performance objectives and furthermore is in line with the secondary objective of Monitoring and Evaluation as well as Employee Efficiency.

The Performance Management Policy includes the following objectives that the Municipality's PMS should fulfil:

- ✓ The PMS should provide a mechanism for ensuring increased accountability between the local community, politicians, the Municipal Council and the municipal management team;
- ✓ The PMS should facilitate learning in order to enable the Municipality to improve service delivery;
- ✓ It is important that the PMS ensure decision-makers are timeously informed of performance related risks, so that they can facilitate intervention, if necessary; and
- ✓ The PMS should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

As a result of the preceding, the Performance Management Policy clarifies the roles and responsibilities of each of the stakeholders involved in the PMS of the Municipality. This negates any confusion that might arise in the Municipality's pursuit to speed up delivery and to enhance the quality of services to its local constituents.

The Service Delivery and Budget Implementation Plan (SDBIP) is an implementation plan of the approved Integrated Development Plan (IDP) and Medium-Term Revenue and Expenditure Framework. Therefore, only projects that are budgeted for are implemented. The SDBIP serves to address the development objectives as derived from the approved IDP.

The format of the Service Delivery Budget Implementation Plan (SDBIP) is prescribed by MFMA Circular Number 13 issued by National Treasury. In terms of the said Circular Number 13 the Service Delivery Budget Implementation Plan (SDBIP) must provide a picture of service delivery areas, budget allocations and enable monitoring and evaluation.

MFMA Circular No. 13:

The SDBIP serves as a “contract” between the administration, council and community expressing the goals and objectives set by council as quantifiable outcomes that can be implemented by the administration over the next twelve months. The SDBIP provides the vital link between the mayor, council (executive) and the administration and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community.

5.2 HIGH LEVEL SDBIP TARGETS AND INDICATORS

Quarterly projections of service delivery targets and performance indicators for each vote, is one of the five components of the top-layer SDBIP that must be made public as detailed in MFMA Circular 13. The top level of the SDBIP includes measurable performance objectives in the form of service delivery targets and performance indicators that are provided to the community, that is, what impacts it seeks to achieve. These are drawn from the IDP programmes, services and activities that are relevant to each specific directorate as well as the statutory plans that the Directorate are responsible for. The SDBIPs therefore are the key mechanisms for monitoring the different responsibilities and targets that each Directorate must fulfil in meeting service delivery needs provided to the community.

5.3 REPORTING ON THE SDBIP

Various reporting requirements are outlined in the MFMA, both the mayor and the accounting officer have clear roles to play in preparing and presenting these reports. The SDBIP provides an excellent basis for generating the reports required by the MFMA. The report then allows the Council to monitor the implementation of service delivery programs and initiatives across the Municipality’s boundaries.

5.3.1 Monthly Reporting

Section 71 of the MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. This reporting must be conducted by the accounting officer of a municipality no later than 10 working days, after the end of each month.

5.3.2 Quarterly Reporting

Section 52(d) of the MFMA compels the mayor to submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality within 30 days of the end of each quarter. The quarterly performance projections captured in the SDBIP form the basis for the mayor's quarterly report.

5.3.3 Mid-year Reporting

Section 72 of the Local Government: Municipal Finance Management Act, Act No. 5 of 2003, determines that by 25 January of each year the accounting officer must assess the performance of the municipality and report to the Council on inter alia its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators set in the service delivery and budget implementation plan.

5.4 MONITORING AND THE ADJUSTMENT BUDGET PROCESS

The section 71 and 72 budget monitoring reports required under the MFMA should provide a consolidated analysis of the Municipality's financial position including year-end projections. The Executive Mayor must consider these reports under s54 of the MFMA and then make a decision as to whether the SDBIP should be amended. The Adjustments Budget concept is governed by various provisions in the MFMA and is aimed at instilling and establishing an increased level of discipline, responsibility and accountability in the municipality's finances. In simple terms, funds can be transferred within a vote but any movements between votes can only be agreed by an adjustments budget.

5.5 IMPLEMENTATION MONITORING AND REVIEW – ONE YEAR PLAN

The Municipal Finance Management Act No 56 of 2003 (MFMA) requires that municipalities prepare a Service Delivery and Budget Implementation Plan (SDBIP) as a strategic financial management tool to ensure that budgetary decisions that are adopted by municipalities for the financial year are aligned with their strategic planning tool, the Integrated Development Plan (IDP). The SDBIP is a contract between Council, administration and the community. It gives effect to the IDP and budget of the municipality.

The municipal budget shall give effect to the Strategic Focus Areas as contained in the IDP. The Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) shall contain details on the execution of the budget and information on programmes and projects. Quarterly, half yearly and annual performance reports must also be submitted to Council as a means to monitor the implementation of the predetermined objectives is contained in the IDP.

The SDBIP is a one – year detailed implementation plan which gives effect to the IDP and Budget of the Municipality. It is a contract between the administration, Council and community expressing the goals and objectives set by Council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis of measuring the performance in service delivery against end year targets and implementing budget.

Indicators developed for the Thembelihle Municipality addresses the Strategic Focus Areas of the Municipality. The Municipality utilises the one-year TL SDBIP to ensure that it delivers of its service delivery mandate by indicating clear indicators and targets.

Note: This Chapter, the one-year Municipal Scorecard, will be updated in accordance with the approved Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) 2025/2026 during July 2025. The TL SDBIP 2025/26 must be approved by the Mayor within 28 days after the adoption of the Municipal Budget to be tabled in Council in July 2025.