THEMBELIHLE MUNICIPALITY

FINAL IDP 2026/2027

TOGETHER WE CAN

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Foreword by the Mayor

We are pleased to present to the people of Thembelihle and our development partners, the Integrated Development Plan for our Municipality. This process for the Thembelihle Municipal Council started in 2021 until 2026, where we developed a vision for the next 5 Years and this vision, is ***"Providing quality services through good relations and sound management".*** A further breakdown of the vision reveals the following:

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

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

i. Enhance stakeholder relations
ii. Improving our revenue
iii. Expanding sustainable infrastructure
iv. Provide quality services
v. Stimulating Local Economic Development

We electrified households through the Integrated National Electrification Programme (INEP). It is also imperative that we work closely with our ratepayers on the challenges of none payment of services and rates so as to be able to continue providing services to our residents.

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

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

We will create jobs for local communities,

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

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

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

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

Dankie

Thank you

Siyabulela

Cllr. M.S Visser

Mayor

Introduction by the Municipal Manager

The impact of the economic downturn had its bearing on the performance of the municipality during the last financial years. This compounded by systems failures in our financial management systems, has made the municipality to be at its lowest performance ever in its history. The economic downturn led to service payment ratio to downscale. Lot of people could not afford the services due to retrenchments and uncertainty about their futures.

On the other hand, we were affected by a failure of our financial management system which was due to change of financial management system as to meet the National Treasury requirements of an integrated management system throughout the country. The system was infested with many teething challenges which led inability to bill correctly. The inability to bill correctly was exacerbated by households that do not have meters due to lack of maintenance budget, and also the existence of stuck meters. The increase of informal settlements, which later required services but due to lack of proper management systems, increased the billing challenges. All these impacted on revenue generation and collection. These is also translated into high water and electricity losses.

Closure of the post office compounded the billing challenges as the distribution of accounts was disrupted. Members of the community who could pay, did not come to pay as expected. E-mail distribution of accounts was used, this could not succeed because only few account holders had email addresses registered with the municipality. This saw the collection rate dropping to 32%.

On the governance side, the municipality did not help the municipality to be better. Since 2021, the municipality has been operating on an ad hoc basis, Council was run from the court. There has been three Acting Municipal Managers and one permanent Municipal Manager, who later resigned. The municipality was affected by dismissal of Senior Manager Corporate Services and the suspension of the CFO, these led to administrative instability. At some stage, for about two months there was no Municipal Manager and the CFO at the same time. This led to workers going on strike because they could not be paid their salaries.

During the third quarter of the financial year, the municipality moved towards stability where major functions of the municipality were restored. There has been build up from there. The collection rate increased steadily, paid most of the debtors, minimised if not dealt with all the litigation matters and fees associated thereto, managed to make payment arrangements with the big debtors to ensure that the municipality is working hard towards financial recovery. The revenue enhancement strategy was approved by Council, as assisted by DBSA. Council also approved the Spatial

Development Framework in December last year, this as a means of streamlining development and improving on generating new streams of revenue.

The municipality employed various mechanisms to distribute the accounts to the residents, which amongst others includes use of ward committees to do house to house distribution of accounts, mass mobilisation for the registration of indigents and ward-based community meetings as Council meet the people. The municipality has revised its Credit Control and Debt Collection Policy, Disposal of Immovable Property

Policy, Cost Containment Policy, and the Indigents Policy to improve on the revenue collection and ultimately improved service delivery.

Comparing to infrastructure investment in the municipality last year, which saw only two projects, i.e. Refurbishment of Hopetown Waste-Water Treatment Plant funded by MIG, and the Refurbishment of Strydenburg Waste-Water Treatment Plant funded by WSIG. In the current development era, the following projects will undertake by the municipality:

1. Refurbishment of the Hopetown Waste-water Treatment Plant at the cost of R9 697million from MIG.
2. Replacement of the ACC pipes steel Water Reservoirs and installation of sectoral bulk water meters in Strydenburg funded by WSIG at R12 059 million.
3. The EEDSM for Hopetown funded at R2 million by DMRE.
4. Cleaning programme and installation of solar panels at the Technical Department funded by EPWP at R1.2 million.
5. Construction of 58 houses in Strydenburg funded by COGHSTA at R13 920 million.
6. Construction of 50 houses in Hopetown funded by COGHSTA at R12 million.

In the process of development, the municipality is busy with the development of the Water Services Master Plan, Water Services Development Plan and Management Plan to reduce non-revenue water losses with the assistance of DBSA. The municipality is working all its infrastructure plan with the MISA deployed personnel. The municipality is in the process to develop a business plan for the development of the Electricity Master Plan and Loss- reduction strategy.

In the pursuit of development,

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 (KPAs) and 9 Pre-determined Objectives (PDOs). From these 9 PDOs, 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 will prepare the Service Delivery and Budget Implementation Plan (SDBIP) based on the priorities as identified for finalisation by June 2026, based on the following Key Issues that are encountered the plights of the TLM communities.

Part of the gaps identified were weaknesses in the enforcement of by-laws and those that are not adequately implemented.

The municipality has big companies that compete worldwide, which includes Big Foot, Wildeklawer, 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.

Ms K.G Gaborone

Municipal Manager

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 (Manager Corporate Services)
*	Technical Services	-	Mr. M. Duba (Manager Technical Services) Mrs. Basile
*	LED/IDP Officer	-	Mr. M. Makenna (IDP Process Facilitator)
*	Financial Services	-	Mr. L. Khapa (Acting Chief Financial Officer)
		-	Mr L. Khapa (Manager: AFS)
*	Strydenburg Office	-	Mr. V. Mpamba (Strydenburg Office Head)
*	Administration	–	Ms. C. Van Wyk (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 S. Wilson

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.

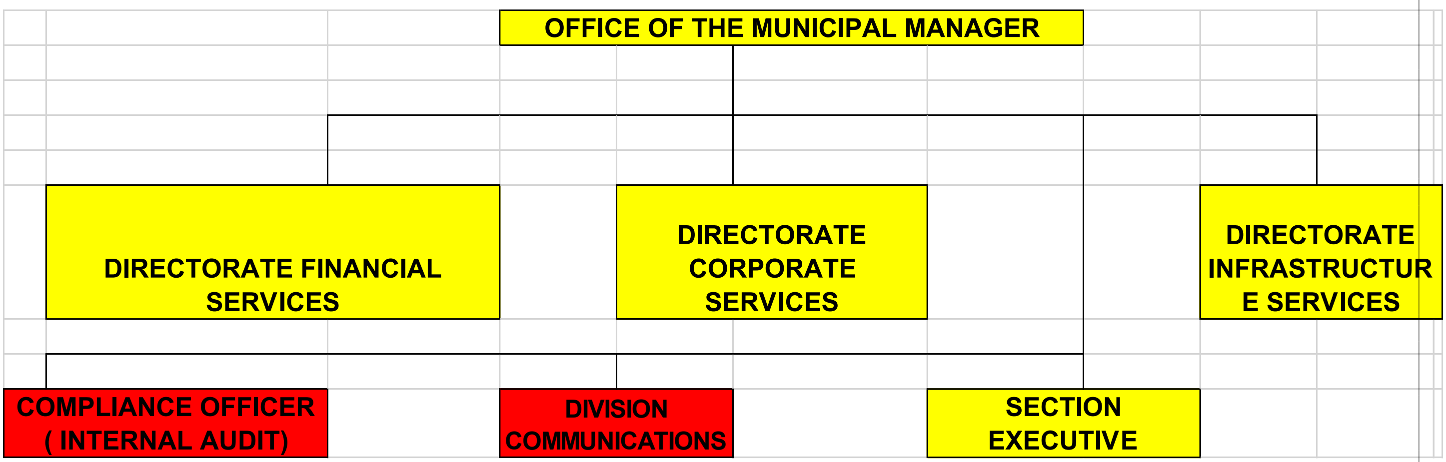


Figure 1

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 baring 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 to 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	**On inclusive and integrated rural economy** **• 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	• **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**	**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.** **Municipality's development strategies which must be aligned with any national, provincial sectoral plans and planning requirements.** **Municipality's development priorities and objectives for the Council elected term.** **(iv) An assessment of the existing level of development which must include an identification of the need for basic municipal service.** (3) **Spatial development framework which must include the provision of basic guidelines for a land use management system.** **(vi) The key performance indicators as determined by COGTA and performing targets.**
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**	**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:** (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** **Local public employment programmes expanded through the Community Works Programme**

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 25tilizati 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.**

		• 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.

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)

	2011	**2022**
Total population	15 701	22 542
Young children (0-14 years)	30,9%	29,2%
Working age population (15-64 years)	62,8%	62,8%
Elderly (65+ years)	6,4%	8,0%
Dependency ratio	59,3	59,3
Sex ratio	103,3	92,1
No schooling (20+ years)	15,1%	9,2%
Higher education (20+ years)	6,5%	7,6%
Number of households	4 138	5 211
Average household size	3,8	4,3
Formal dwellings	77,5%	68,1%
Flush toilets connected to sewerage	65,4%	69,2%
Weekly refuse disposal service	68,4%	49,7%
Access to piped water in the dwelling	33,5%	49,6%
Electricity for lighting	75,2%	86,8%

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

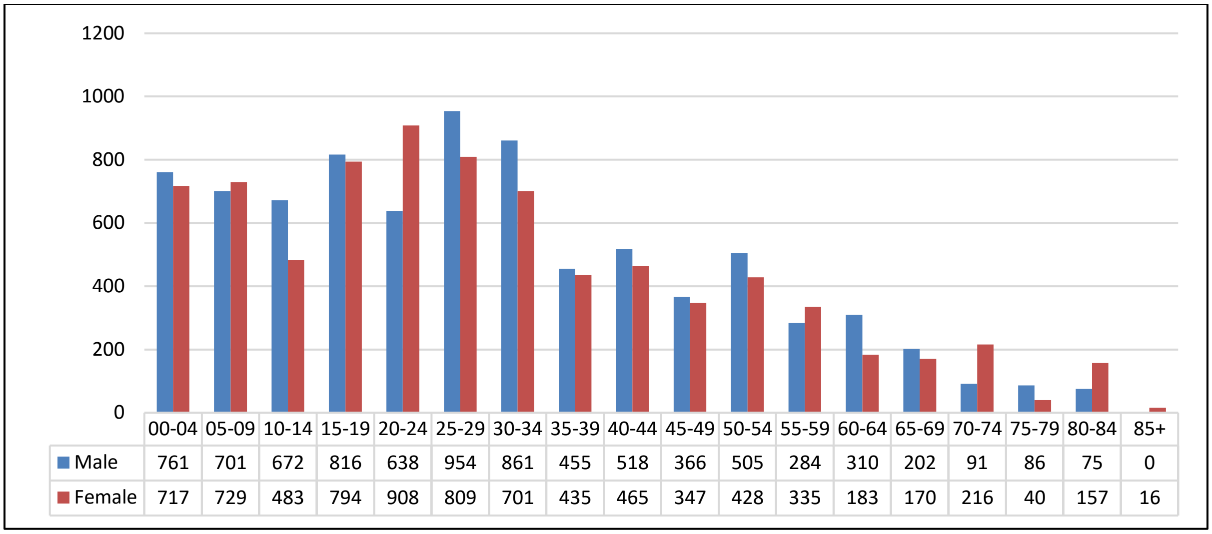


Figure 2 Source: Stats SA: Population by Sex

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.

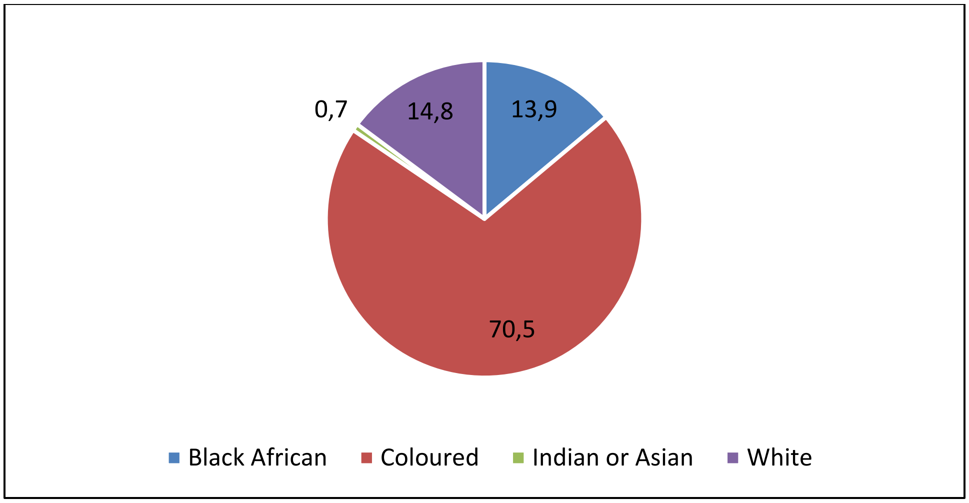


Figure 2 Stats SA: Population Growth

The Grap 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% 32tilization32.

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.

Table 8 Stats SA- CS 2016: Languages

Percentage distribution by language spoken most often in the household, Census 2022	Percentage (%)
Afrikaans	**89,9**
English	**1,3**
IsiXhosa	**2,0**
IsiZulu	**0,1**
Sesotho	**0,4**
Setswana	**0,6**
Shona	**0,1**
Chichewa/Chewa/Nyanja/Chinyanja	**0,1**
Other	**0,3**
Not applicable	**2,9**
Unspecified	**2,3**
Total	**100**

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.

Marital status	Number	Percentage (%)
Legally married (including customary, traditional, religious, etc.)	4780	**21,2**
Living together like husband and wife/partners	2204	**9,8**
Divorced	394	**1,8**
Separated, but still legally married	65	**0,3**
Widowed	894	**4,0**
Never married	8719	**38,7**
Do not know	60	**0,3**
Not applicable	5403	**24,0**
Unspecified	21	**0,1**
Total	**22542**	**100**

Stats SA 2022

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**
2022	*9,2*	*15,6*	*5,7*	*32,3*	*27,8*	*7,6*	

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 to5.3% 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 2001-2022

	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**
2022	17,3	20,6	17,5	14,3	11,4	7,2	4,6	2,8	1,5	3,0	**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, 2021-2022

	1996	2001	2011	2016	2022
Male	2 257	2 767	2 836	3 203	2981
Female	671	885	1 348	1 533	2230
Total	2 928	3 652	4 184	4 736	5211

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, 2001-2022

	Formal dwelling	Traditional dwelling	Informal dwelling	Other	Total
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**
2022	68,1	0,2	31,5	0,2	**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 2001-2022

	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**
2022	12.3	42.1	43.6	2.0	**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.
  - 49.6%
- 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

Table17 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**
SetlName	*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
Deetlefsville	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

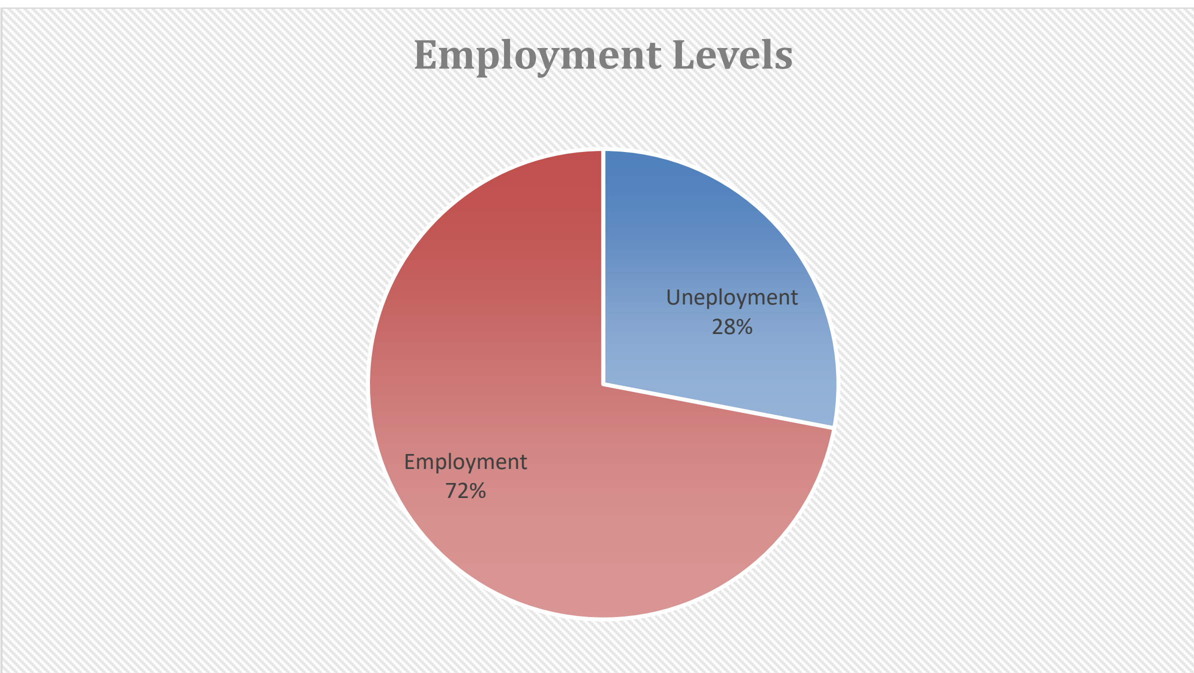


Figure 3 Stats SA: Employment Levels

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.

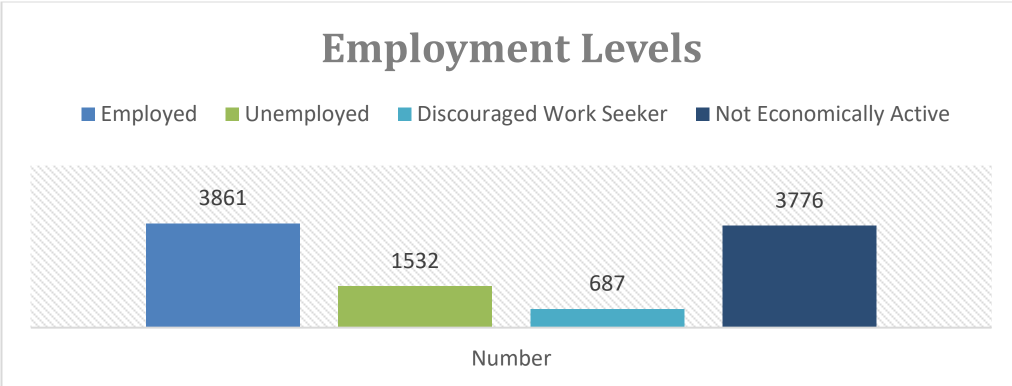


Figure 5 Stats SA: Employment levels

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

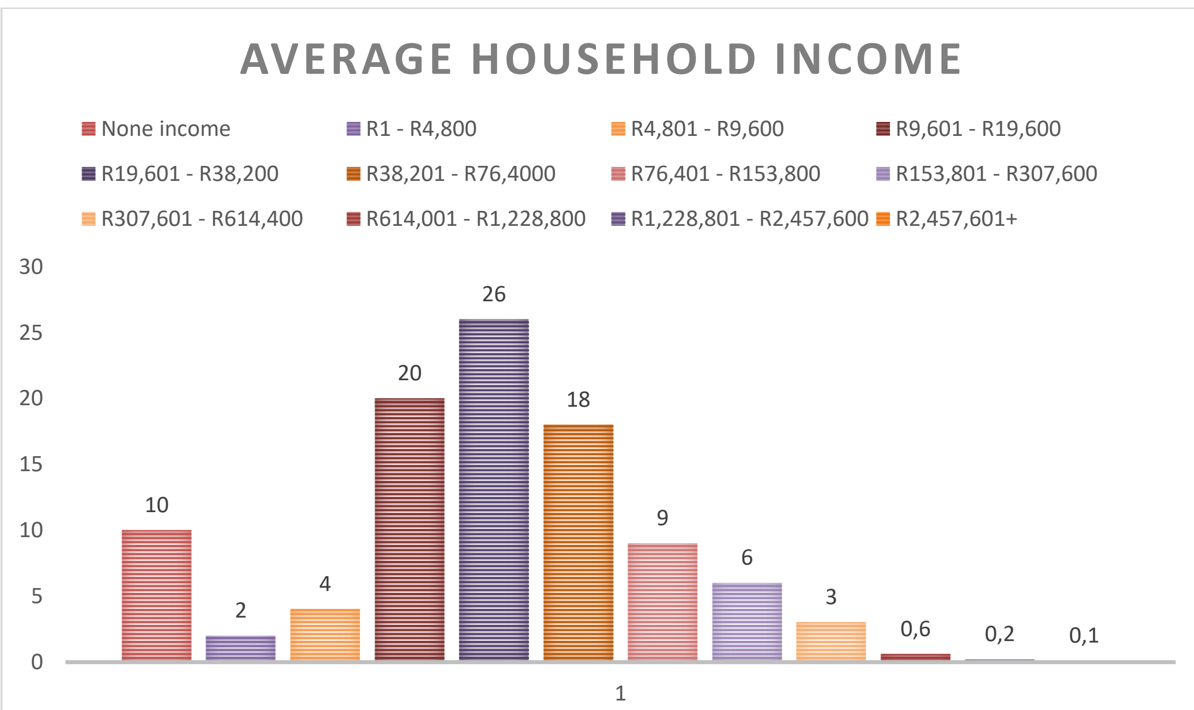


Figure 6 STATS SA: Average Household Income

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

Map 1: The Thembelihle Local Municipality

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

EXECUTIVE SUMMARY

The Thembelihle Local Municipality Local Economic Development Strategy 2025-2030 represents a comprehensive roadmap for transforming the municipality into a thriving, inclusive, and sustainable economic hub within the Northern Cape Province. This strategy is grounded in empirical data and extensive stakeholder consultation, providing a clear framework for addressing the municipality's development challenges while capitalizing on its unique opportunities.

Current Economic Profile

Thembelihle Local Municipality, with a population of 22,600 in 2024, contributes R2.35 billion to the regional economy, representing 9.3% of the Pixley ka Seme District Municipality's GDP. The municipality demonstrates robust population growth at 2.20% annually, significantly outpacing both the district (0.98%) and national (1.39%) growth rates. This demographic dividend presents both opportunities for economic expansion and challenges in service delivery and employment creation.

Key Development Challenges

The municipality confronts significant economic challenges that require urgent attention. High unemployment stands as the most pressing issue, with 34.6% of the economically active population unable to find work. This rate substantially exceeds both provincial (27.7%) and national (32.6%) averages, affecting 2,720 individuals who are actively seeking economic opportunities but remain excluded from formal employment.

Poverty and inequality present another critical challenge. Despite Thembelihle maintaining the lowest Gini coefficient (0.545) in the district, indicating relatively better income distribution, 40.92% of the population (9,250 people) still live in poverty. The poverty gap of 27.7% reveals the depth of economic hardship experienced by these communities.

Economic volatility has emerged as a significant concern, with the municipality experiencing negative GDP growth of -3.28% in 2024. This economic contraction highlights the urgent need for economic diversification and resilience building to protect against future shocks.

Skills development presents ongoing challenges, with the functional literacy rate of 81.97% falling below district and provincial levels. This educational deficit constrains the development of a skilled workforce capable of supporting economic transformation and growth.

Strategic Opportunities

The municipality possesses significant strategic opportunities for economic development. Agricultural potential represents a cornerstone opportunity, with agriculture contributing 23.2% to the local economy and employing 21.9% of the workforce. This substantial foundation offers extensive opportunities for agro-processing development and value chain enhancement that could multiply economic benefits.

Strategic Vision

The strategy envisions Thembelihle as "A prosperous, inclusive, and resilient municipality that leverages its agricultural heritage, natural beauty, and strategic location to create sustainable economic opportunities for all residents by 2030."

Strategic Goals

The strategy pursues six interconnected strategic goals that address the municipality's development imperatives. Economic diversification and growth forms the foundation, focusing on reducing dependency on traditional sectors while strengthening emerging industries to create a more resilient economic base.

Employment creation represents a critical priority, targeting a reduction in unemployment from the current 34.6% to 25% by 2030 through comprehensive job creation initiatives. Poverty alleviation efforts aim to decrease the poverty rate from 40.92% to 30% through inclusive economic programs that directly benefit low-income households.

Skills development initiatives target achieving a 90% functional literacy rate while enhancing technical skills capacity to support economic transformation. Infrastructure development focuses on improving basic service delivery to create an enabling environment for economic growth. Finally, sustainable development ensures that all economic activities are environmentally sustainable and contribute to climate resilience for long-term prosperity.

Priority Development Areas

Five priority development areas have been identified to drive economic transformation. Agri- processing and value addition leverages the substantial 23.2% contribution of agriculture to GDP, focusing on creating downstream processing capabilities that can multiply economic benefits and employment opportunities.

Tourism development aims to expand the current R150 million tourism economy through product diversification and market expansion. SMME development focuses on supporting the 14.11% informal sector while promoting entrepreneurship as a pathway to formal business creation and job generation.

Infrastructure investment addresses service delivery gaps by enhancing electricity access beyond the current 78.89% coverage and improving sanitation services from the present 68.9% coverage.

Human capital development tackles educational and skills gaps through comprehensive training and capacity building programs that align with economic development needs.

Implementation Approach

The strategy adopts a phased implementation approach over the 2025-2030 period, with clear timelines, resource requirements, and accountability mechanisms. Implementation will be coordinated through a dedicated LED Unit, supported by multi-stakeholder partnerships and robust monitoring and evaluation systems.

Resource Requirements

Total investment requirements are estimated at R500 million over the five-year period, leveraging municipal budget allocations, government grants, private sector investment, and international development assistance. The strategy emphasizes sustainable financing mechanisms and value-for- money approaches.

Expected Outcomes

By 2030, the strategy aims to achieve a 4% average annual GDP growth, reduce unemployment to 25%, decrease poverty to 30%, and position Thembelihle as a model municipality for rural economic development in the Northern Cape Province.

INTRODUCTION AND BACKGROUND

Purpose and Scope

Strategy Purpose

The Thembelihle Local Municipality Local Economic Development (LED) Strategy 2025-2030 serves as a comprehensive framework to guide the municipality's efforts in promoting sustainable economic growth, job creation, and poverty alleviation. This strategy is designed to address the unique developmental challenges and opportunities within the municipal area while aligning with national, provincial, and district development priorities.

The primary purpose of this strategy is to provide a roadmap for transforming Thembelihle into a thriving economic hub that leverages its comparative advantages in agriculture, tourism, and strategic location within the Northern Cape Province. The strategy recognizes the municipality's role as a key player in the Pixley ka Seme District Municipality's economic landscape, contributing 9.3% to the district's GDP while housing 10.6% of its population.

Strategic Objectives

The LED Strategy aims to achieve comprehensive strategic objectives that address the municipality's development challenges while capitalizing on its opportunities.

Economic growth and diversification forms the cornerstone objective, promoting sustainable economic growth while reducing dependency on traditional sectors and fostering innovation and entrepreneurship throughout the municipal area. This approach recognizes the need to build resilience against economic shocks while creating new opportunities for growth.

Employment creation addresses the pressing challenge of the current 34.6% unemployment rate through targeted job creation initiatives, comprehensive skills development programs, and strategic support for labour-intensive sectors that can absorb the unemployed workforce effectively.

Poverty reduction encompasses comprehensive poverty alleviation measures designed to reduce the current 40.92% poverty rate while improving living standards for all residents through inclusive economic opportunities and social protection mechanisms.

Infrastructure development focuses on enhancing basic infrastructure and services to create an enabling environment that supports economic activities while improving the quality of life for residents across all areas of the municipality.

Human capital development emphasizes strategic investment in education, skills training, and capacity building to create a skilled workforce capable of supporting sustainable economic growth and innovation in the modern economy.

Sustainable development ensures that all economic development initiatives are environmentally sustainable and contribute to climate resilience, recognizing the need to protect natural resources for future generations while supporting current economic needs.

Key Challenges and Opportunities

Major Development Challenges

High Unemployment

Thembelihle faces a significant unemployment challenge with 34.6% of the economically active population unemployed in 2024. This rate exceeds both the provincial (27.7%) and national (32.6%) averages, indicating the urgent need for job creation initiatives. The unemployment situation affects 2,720 individuals who are actively seeking work but unable to find employment opportunities.

Employment Indicator	Thembelihle	Pixley ka Seme	Northern Cape	South Africa
Unemployment Rate (%)	34.6%	30.2%	27.7%	32.6%
Labour Force Participation Rate (%)	55.3%	58.1%	60.4%	63.2%
Employment Growth Rate (2014- 2024)	1.61%	1.25%	1.18%	1.45%

Source: Statistics South Africa, Community Survey 2024; S&P Global Regional eXplorer v2650

Economic Volatility and Slow Growth

The municipality experienced negative GDP growth of -3.28% in 2024, highlighting the vulnerability of the local economy to external shocks. The average annual GDP growth rate of 0.14% between 2014-2024 is significantly below the population growth rate of 2.20%, resulting in declining per capita economic output.

Persistent Poverty

Despite having the lowest Gini coefficient (0.545) in the district, 40.92% of Thembelihle's population lives in poverty. This translates to 9,250 people struggling to meet their basic needs, with a poverty gap of 27.7% indicating the depth of poverty in the community.

Skills and Education Deficits

The functional literacy rate of 81.97% is below district (83.04%) and provincial (86.19%) averages. Additionally, 918 people have no schooling, and there are limited post-matric qualifications, constraining the development of a skilled workforce.

Infrastructure Deficits

While infrastructure coverage is relatively good, gaps remain that constrain economic development:

- 21.11% of households lack adequate electricity access
- 31.1% do not have flush toilet facilities
- 21.29% lack piped water access
- 34.57% do not receive regular refuse collection services
- 20.2% live in informal housing structures

Strategic Opportunities

Agricultural Sector Potential

Agriculture represents a significant opportunity for economic development, contributing 23.2% to GVA and employing 21.9% of the workforce. The sector offers potential for:

- **Value Addition:** Processing agricultural products to increase value and create jobs
- **Market Linkages:** Connecting local producers to regional and national markets
- **Climate-Smart Agriculture:** Adopting sustainable farming practices suited to the semi-arid climate
- **Cooperative Development:** Strengthening farmer organizations for collective marketing and input purchasing

Tourism Development Potential

The tourism sector already contributes R150 million annually (6.36% of GDP) with 14,000 visitor trips. Growth opportunities include:

Picture 1.2: Tourism Assets

Source: Spatial Development Analysis, Northern Cape Spatial Development Framework, 2024

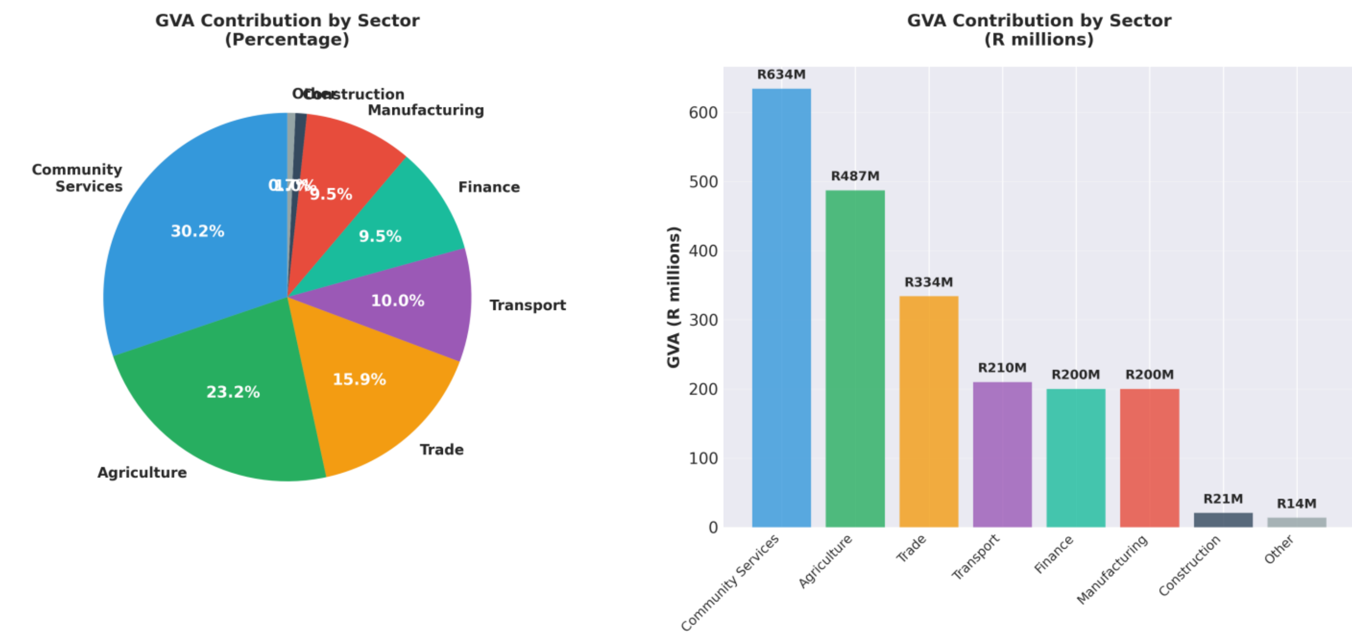
Tourism Indicator	Current Performance	Growth Potential
Total Visitor Trips	14,000	25,000 by 2030
Tourism Spending	R150 million	R300 million by 2030
Domestic Visitors	94.1%	Maintain strong domestic base
International Visitors	5.9%	Increase to 15% by 2030
GDP Contribution	6.36%	10% by 2030

Source: Statistics South Africa, Community Survey 2024; S&P Global Regional eXplorer v2650

Figure 1.5: Economic Sector Contributions to GVA (2024)

Source: Thembelihle LED Strategy Analysis, 2024

Figure 1.5: Economic Sector Contributions to GVA (2024)
Thembelihle Local Municipality - Total GVA: R2.1 Billion



Source: S&P Global Regional eXplorer v2650, 2024

Trade and Export Opportunities

Thembelihle maintains a positive trade balance of R206 million (exports R225 million, imports R19.5 million), indicating competitive advantages that can be leveraged for economic growth. Export opportunities exist in:

- Agricultural products and processed foods
- Handicrafts and cultural products
- Tourism services

Source: Thembelihle LED Strategy Analysis, 2024

Human Capital Assets

Despite education challenges, the municipality has notable human capital assets:

Demographic Dividend: 28.4% of the population is in the productive 25-44 age group
Quality of Life: HDI of 0.688 exceeds district, provincial, and national averages
Social Cohesion: Relatively low inequality (Gini 0.545) supports social stability
Cultural Diversity: Multi-cultural population offers diverse skills and perspectives

Strategic Location Advantages

Thembelihle's location within the Northern Cape Province offers several advantages:

Access to major transport routes
Proximity to mining areas and industrial centers
Gateway to tourism attractions in the province
Potential for renewable energy development

SWOT Analysis Summary

STRENGTHS	WEAKNESSES
Strong agricultural base (23.2% of GVA)	High unemployment rate (34.6%)
Positive trade balance (R206 million)	Negative GDP growth (-3.28% in 2024)
High HDI score (0.688)	High poverty rate (40.92%)
Low inequality (Gini 0.545)	Low functional literacy (81.97%)
Growing population (2.20% annually)	Infrastructure deficits
Established tourism sector (R150 million)	Limited economic diversification

Source: Statistics South Africa, Community Survey 2024; S&P Global Regional eXplorer v2650

OPPORTUNITIES	THREATS
Agro-processing development	Climate change impacts
Tourism expansion potential	Economic downturns
SMME development (14.11% informal sector)	Competition from other regions
Government support programs	Skills migration to urban areas
Regional economic integration	Infrastructure deterioration
Renewable energy potential	Limited access to finance

Source: Statistics South Africa, Community Survey 2024; S&P Global Regional eXplorer v2650

Strategic Principles

Inclusive Development

The LED Strategy is committed to ensuring that economic development benefits all segments of the population, with particular attention to historically disadvantaged groups, women, youth, and people with disabilities. Inclusive development means:

Equal Opportunity: Creating equal access to economic opportunities regardless of race, gender, age, or social status
Pro-Poor Growth: Prioritizing economic activities that directly benefit low-income households
Geographic Equity: Ensuring that development benefits reach all areas of the municipality
Social Protection: Maintaining safety nets for vulnerable populations during economic transitions

Sustainability

Economic development initiatives must be environmentally sustainable and contribute to long- term prosperity without compromising future generations' ability to meet their needs. This principle encompasses:

Environmental Protection: Ensuring that economic activities do not degrade natural resources
Climate Resilience: Building adaptive capacity to deal with climate change impacts
Resource Efficiency: Promoting efficient use of water, energy, and other natural resources
Circular Economy: Minimizing waste and maximizing resource reuse and recycling

Innovation and Competitiveness

The strategy promotes innovation and competitiveness as drivers of economic growth and job creation. This involves:

Technology Adoption: Embracing appropriate technologies to improve productivity
Entrepreneurship Support: Creating an enabling environment for business innovation
Skills Development: Investing in human capital to support innovation
Market Access: Connecting local businesses to broader markets

Partnership and Collaboration

Successful LED requires collaborative approaches involving multiple stakeholders. Key partnership principles include:

Multi-Stakeholder Engagement: Involving government, private sector, civil society, and communities
Inter-Governmental Coordination: Aligning with national, provincial, and district priorities
Public-Private Partnerships: Leveraging private sector expertise and investment
Community Participation: Ensuring meaningful community involvement in development processes

Evidence-Based Decision Making

The strategy emphasizes the use of reliable data and evidence to inform policy decisions and program design. This includes:

Data-Driven Planning: Using comprehensive statistical analysis to identify priorities
Regular Monitoring: Tracking progress against established indicators
Adaptive Management: Adjusting strategies based on performance evidence
Research and Analysis: Conducting ongoing studies to inform decision-making

Good Governance

Effective LED implementation requires strong governance foundations, including:

Transparency: Ensuring open and accountable decision-making processes
Accountability: Taking responsibility for results and resource utilization
Participatory Governance: Creating opportunities for citizen engagement
Institutional Capacity: Building strong systems and capabilities for implementation

Employment by Sector (2024)

Sector	Employment	Percentage of Total Employment	GVA Contribution (R millions)	GVA Percentage
Community Services	2,540	26.7%	634	30.2%
Agriculture	2,070	21.9%	487	23.2%
Trade	1,550	16.4%	334	15.9%
Manufacturing	1,200	12.7%	200	9.5%
Transport	890	9.4%	210	10.0%
Finance	680	7.2%	200	9.5%
Construction	350	3.7%	21	1.0%
Other	200	2.1%	14	0.7%
Total	**9,480**	**100.0%**	**2,100**	**100.0%**

Source: Statistics South Africa, Community Survey 2024; S&P Global Regional eXplorer v2650

Source: S&P Global Regional eXplorer v2650, 2024

Table 1.4: Infrastructure Service Delivery Progress (2014- 2024)

Service	2014 Coverage	2024 Coverage	Improvement	Households Served (2024)
Electricity (full access)	72.5%	78.89%	+6.39%	4,987
Piped Water (in dwelling/yard)	75.2%	78.71%	+3.51%	4,977
Flush Toilets	62.1%	68.9%	+6.8%	4,354
Weekly Refuse Collection	58.9%	65.43%	+6.53%	4,137
Formal Housing (including very formal)	76.2%	78.89%	+2.69%	4,987

Source: Statistics South Africa, Community Survey 2024; S&P Global Regional eXplorer v2650

Priority Programs and Projects

Priority programs and projects represent the core implementation vehicles through which strategic goals are achieved. These programs are designed to deliver maximum impact through integrated approaches that address multiple development objectives simultaneously while leveraging available resources and institutional capacity effectively.

Employment Creation and Skills Development Program

This flagship program addresses the municipality's unemployment rate of 34.6% through comprehensive interventions that create employment opportunities while developing workforce skills. The program targets the creation of 3,500 jobs across multiple sectors while enhancing the functional literacy rate from 81.97% to 90% and developing technical skills aligned with economic development priorities.

Program Component	**Target Beneficiaries**	**Expected Outcomes**	**Budget (R millions)**	**Implementation Period**
Youth Skills Development	800 young people	600 employed	25	2025-2027
Women Economic Empowerment	600 women	450 businesses created	20	2025-2028
Agricultural Skills Training	400 farmers	Increased productivity	15	2025-2030
Tourism Skills Development	300 individuals	250 employed in tourism	12	2026-2029
Digital Literacy Program	1,000 residents	Enhanced employability	8	2025-2027

Source: Statistics South Africa, Community Survey 2024; S&P Global Regional eXplorer v2650

Resource Mobilization Strategy

The resource mobilization strategy identifies funding sources, partnership opportunities, and innovative financing mechanisms that enable implementation of the LED Strategy. With total implementation costs estimated at R850 million over five years, the strategy requires diverse funding sources including municipal resources, government transfers, private investment, and development partner support.

Funding Source	Amount (R millions)	Percentage	Application	Mobilization Approach
Municipal Budget	170	20%	Core programs, operations	Budget allocation, revenue optimization
Government Transfers	255	30%	Infrastructure, social programs	Grant applications, policy alignment
Private Investment	340	40%	Economic projects, job creation	Investment promotion, PPPs
Development Partners	85	10%	Capacity building, innovation	Partnership development, proposals

Source: Statistics South Africa, Community Survey 2024; S&P Global Regional eXplorer v2650

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 MITIGTION

- 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 Pilar (70%)
    - ❑ Economic Pilar (15-20%)
    - ❑ Social and Socio Pilar (10-15%)

2. BASIC SERVICES Pilar (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. **<u>ECONOMIC PILAR</u> (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 corporative,

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. <u>SOCIAL & SOCIO-ECONOMIC PILLAR</u> (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 scales and Feeding scheme)
- School Support (Schooler patrol/ Teacher assistance)

<u>Misa - CWP Support of Municipal Basic Services</u>

<u>Roads and Stormwater repairs</u>

- **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,**

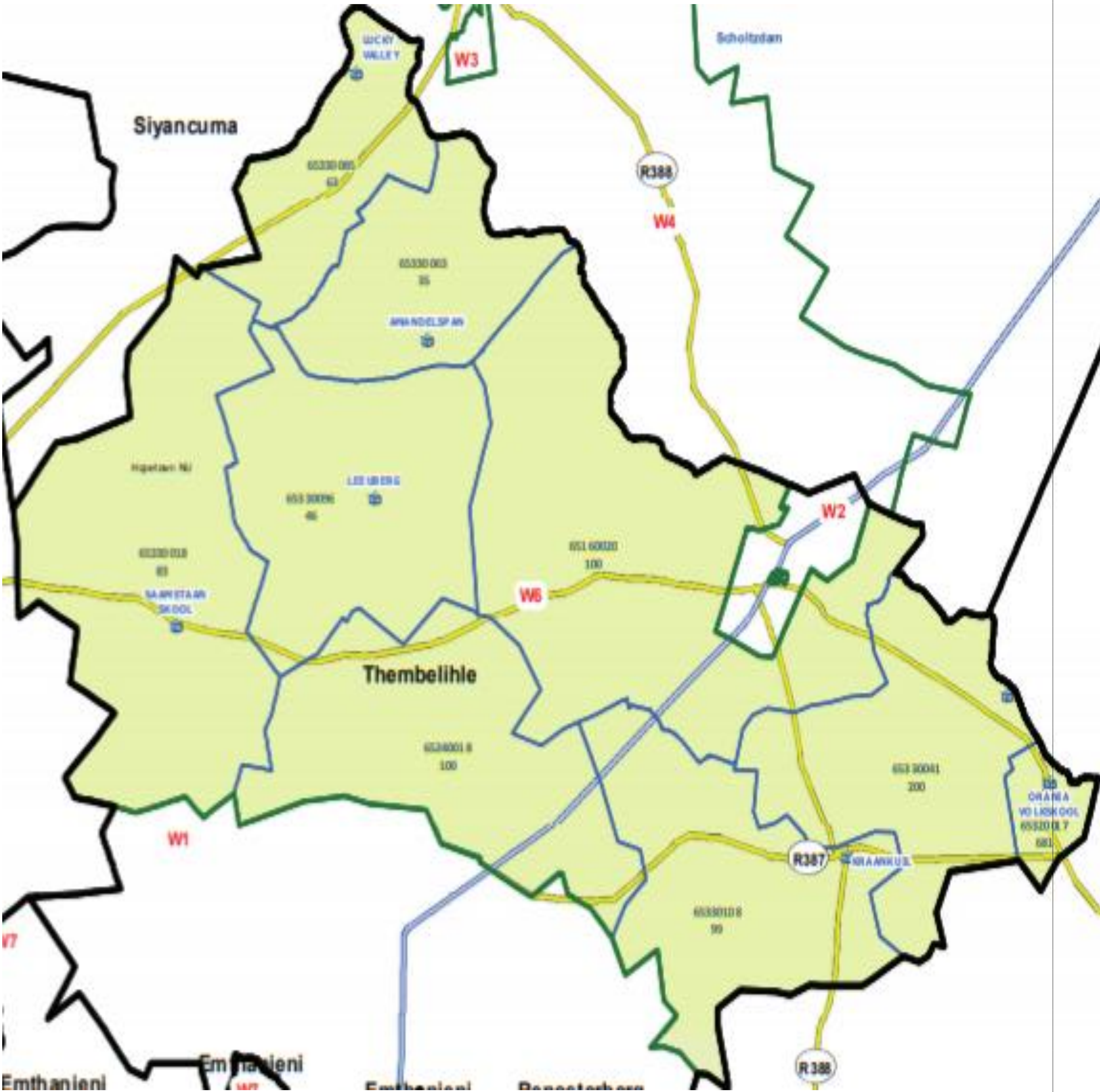
<u>Street and community lighting</u>

- **Street light repairs,**

<u>Sewer pipeline repairs</u>

- **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

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

Ward 2,4 & 5

- Small farmers must pay rates & taxes to the Municipality
- Vergenoeg (dark)
- Gwarie fill with sand
- Indigent process (capture wrong information)
- Electricity problems (project)
- SAPS not visible in Slangpark/Hillside

- Due to the project some houses crack
- Heap at the back of Hou Jou Bek is a huge problem

Ward 3

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

ORGANISATIONAL STRUCTURE AND ESTABLISHMENT PLAN

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 committee

<u>Section 80 committees are as follows</u>:

- Corporate Services
- Finance
- Development & Technical Service

All the above committees are sitting every 2nd month.

<u>Other Committees</u>:

- Local Labour Forum
- Training Committee
- Employment Equity Committee
- Occupational Health and Safety Committee
- Sport Committee
- Risk Management Committee

<u>Administrative Structure</u> 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

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

CORPORATE SERVICES

- **Human Resource Management**
- **Records Management**
- **Council Support**
- **Local Economic Development**
- **Land Use Management**
- **Human Settlements**
- **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

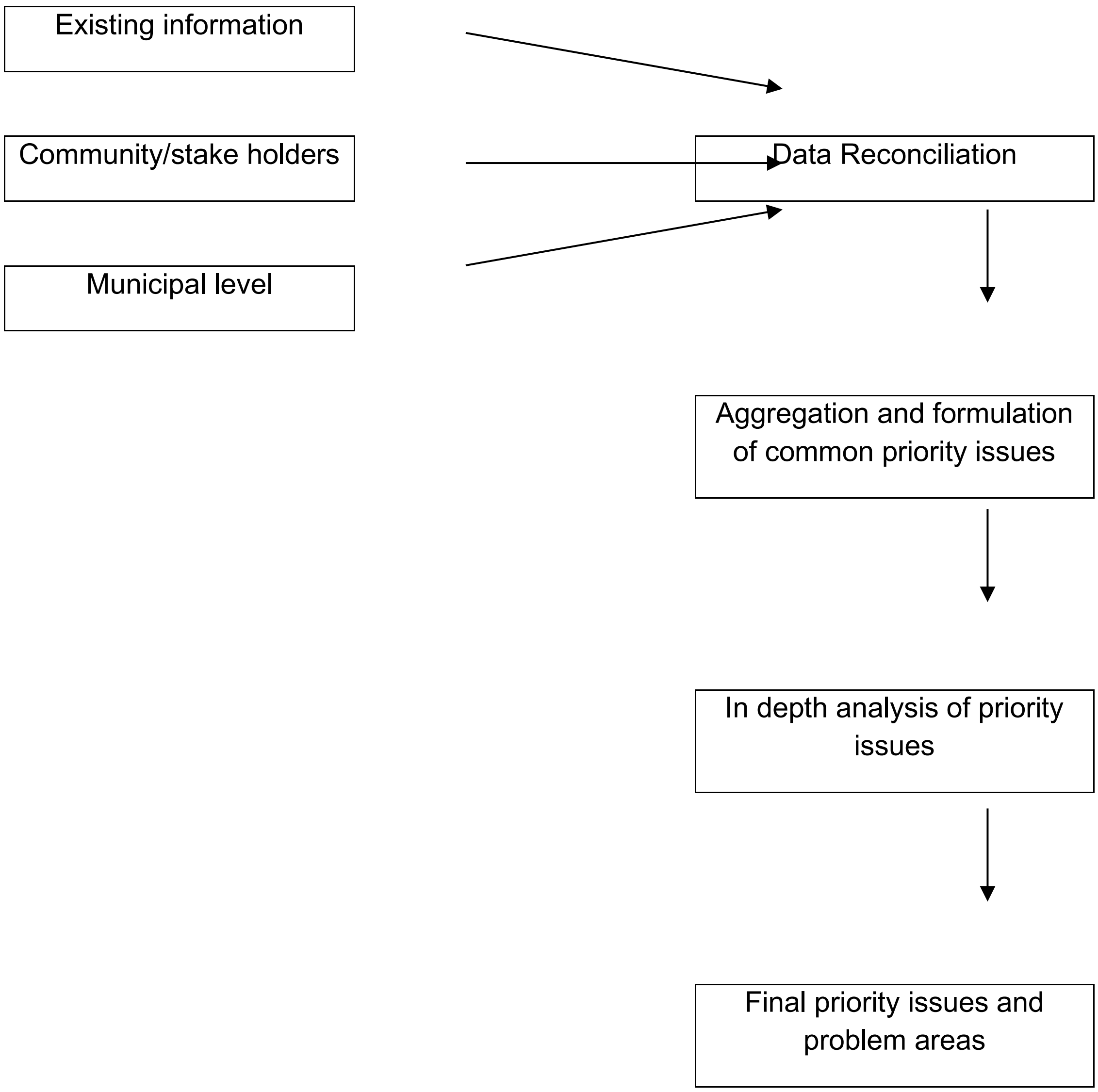
TECHNICAL DEPARTMENT

- 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**



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

STRENGHTS	**WEAKNESSES**
- 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	- Inability to 75 utilize the strategic and economic 75utilization 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

- Basic Public facilities available in the municipality.	- 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 - 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**
- 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	- 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

ENVIRONMENTAL PROFILE

1. Overview Thembelihle Local Municipality is one of the Local municipalities forming part of the Pixley Ka Seme District Municipality (hereafter PKSDM) in the Northern Cape Province (Thembelihle IDP, 2025). This Category B municipality covers an area of ≈8 034 km² and comprises of two (2) main towns i.e., Hopetown and Strydenburg. The settlement of Orania is also with the jurisdiction of this municipality and lies to the Southeast of Hopetown and to the East of Strydenburg. As can be seen in figure 1 below, the municipality is bordered by the Siyancuma LM to the North, the Letsemeng LM of the Free State Province to the East, the Renosterberg LM to the Southeast, the eMthanjeni LM to the Southwest and the Siyathemba LM to the West. Figure 1: The extent and location of the Thembelihle Local Municipality The population of this municipality has been gradually increasing from 13 438 in 1996 to 22 542 in 2022 see figure 2 below for a detailed trajectory of this growth (StatsSA 1996, 2001, 2011 & 2022). Population growth is associated with environmental pressures such as increased water consumption, increased waste water discharge rates, increased waste generation rates, more energy demand, disturbance of natural spaces for housing developments etc. hence it is important to track for better environmental planning. As can be seen in figure 2 below, there was a significant increase in the population of Thembelihle LM between 2011 and 2022. Such an increase prompts the municipality to evaluate the effectiveness of their service delivery responsibilities.

2. Environmental Governance 22 542 2022 In South Africa, environmental management and governance are primarily guided by the prescripts of the National Environmental Management Act, No. 107 of 1998 (NEMA, 1998) as amended. The 2 principles stipulated under section 2(2) and (3) of this Act state that: (2) Environmental management must place people and their needs at the forefront of its concern, and serve their physical, psychological, developmental, cultural and social interests equitably. (3) Development must be socially, environmentally and economically sustainable. To give effect to these principles, a variety of policies, processes, and institutions for appropriate environmental and governance have been established under the NEMA, 1998 and a suit of other Specific Environmental Management Acts (SEMAs). These institutions, processes and policies are either exclusively or jointly the responsibility of one of the three (3) spheres of government i.e., National, Provincial and Local Government. At local government level these environmental governance instruments must further be integrated with other sector policies, processes and institutions. The principal legislation that environmental governance prescripts must be in harmony with at local government level is the Municipal Systems Act, No. 32 of 2000 (MSA, 2000). Firstly, section 51(c) of the MSA, 2000 requires that a “municipality must within its administrative and financial capacity establish and organise its administration in a manner that would enable the municipality to – (c) be performance orientated and focused on the objects of local government set out in section 152 of the Constitution and its developmental duties as required by section 153 of the Constitution;” Section 152(d) of the Constitution of the Republic of South Africa, No. 108 of 1996 (Constitution,

   1996) stipulates that, amongst other objectives, the municipality must “ promote a safe and healthy environment”.

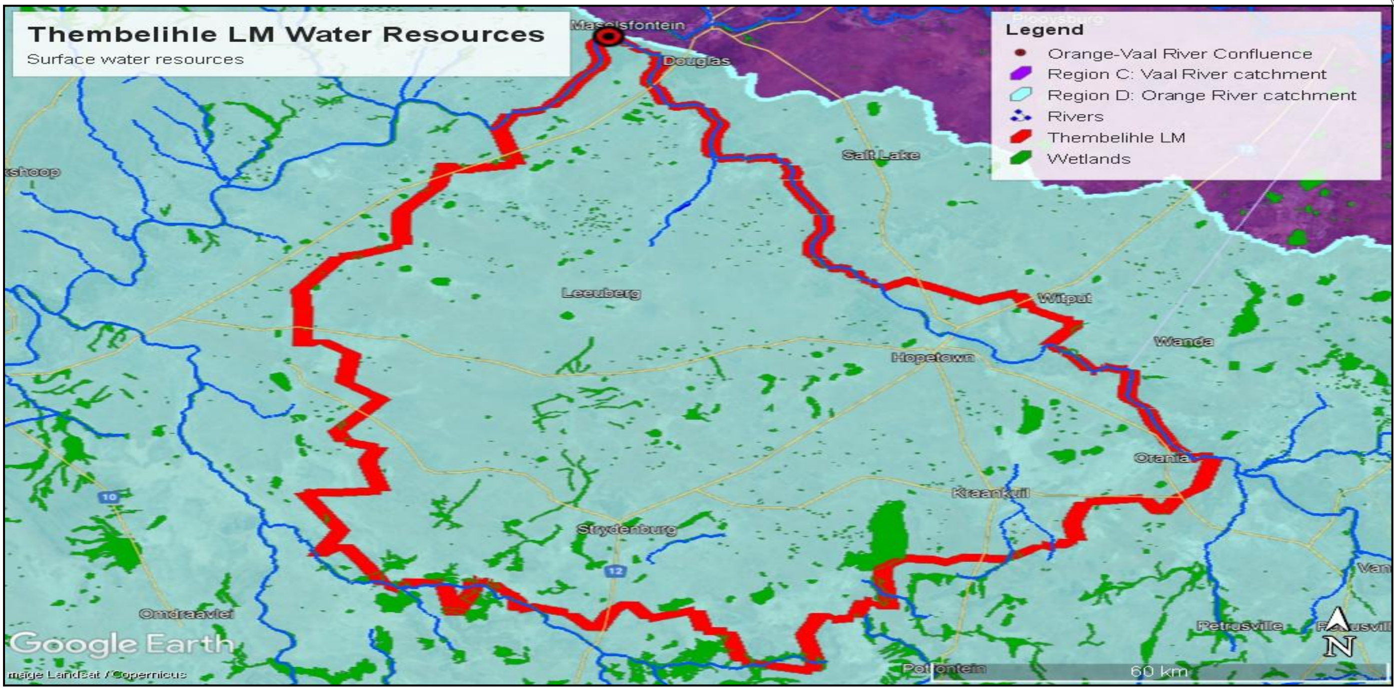


Figure 4: Surface hydrology of the Thembelihle LM

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]

Various bird species have also been identified along the Orange River, most common of which are: African Darter (snakebird); Fish Eagle; Kingfisher; Grey- and Goliath Heron; Red-eyed Bulbul; Hadeda-Ibis; Sacred Reed-, White-breasted- and Bank Cormorant;

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

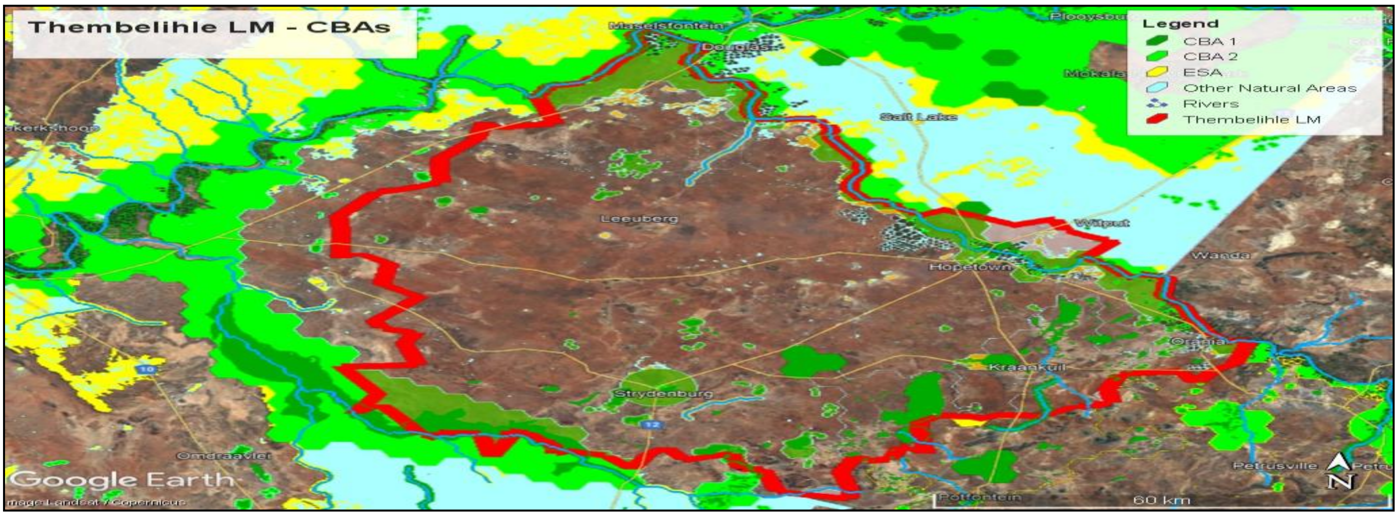


Figure 5: Thembelihle LM Critical Biodiversity Areas

The location of these mining operations can be seen in Figure 10 below.

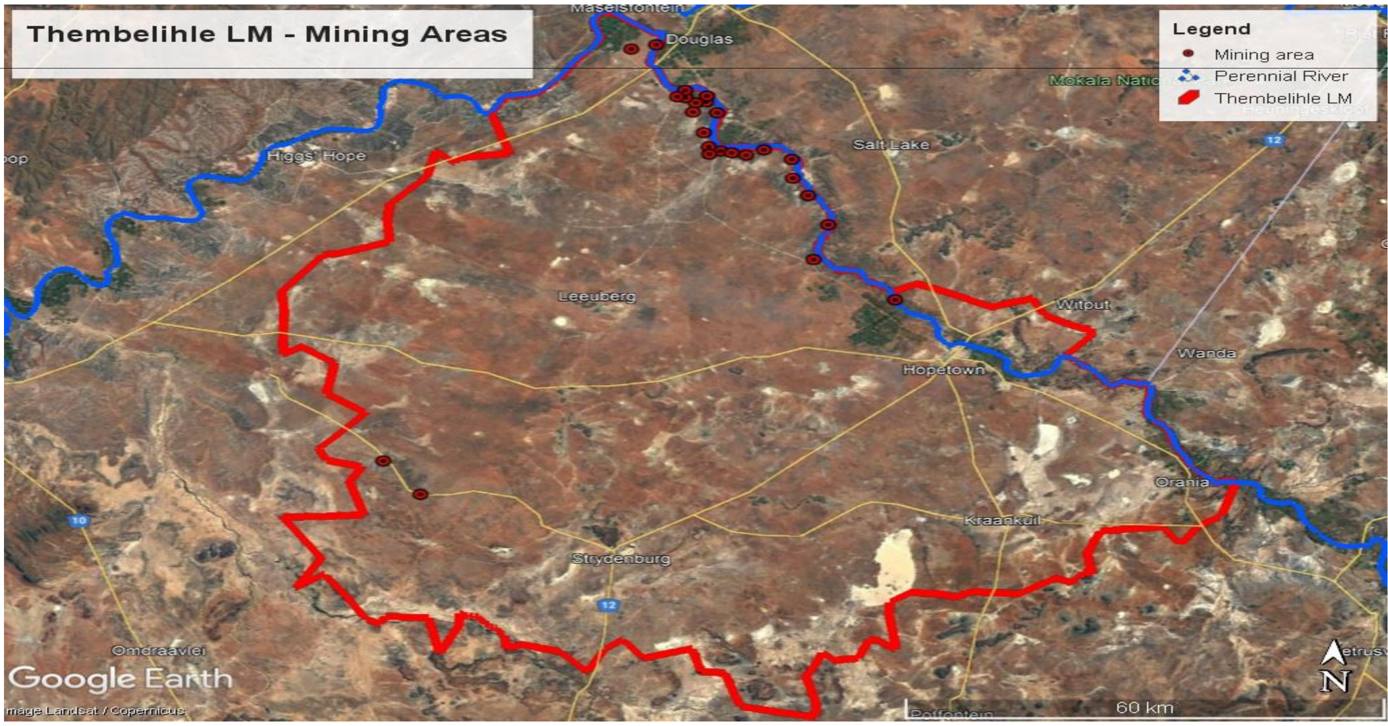


Figure 6: Mining areas within the Thembelihle LM

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.

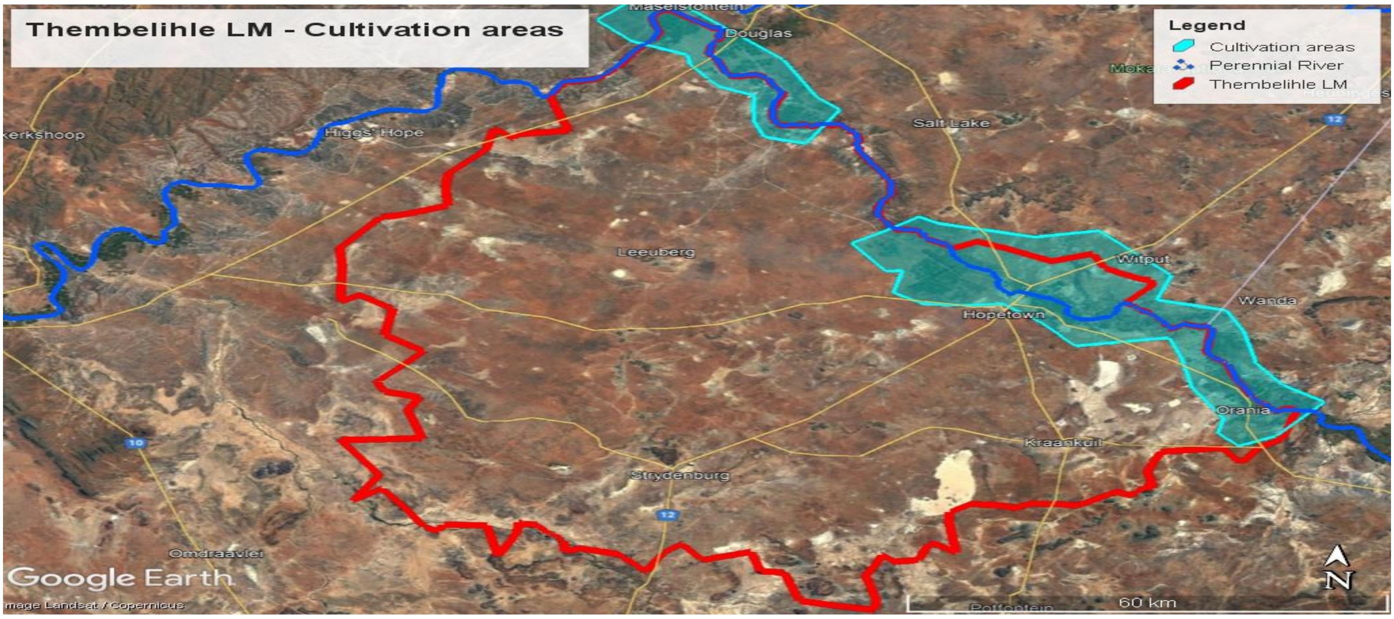


Figure 7: Extensive cultivation areas within the Thembelihle LM

1. 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

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		• **Karoo Supergroup**: - Northern-most and southern-most parts of the LM: **Dwyka and Ecca 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		Presence of following minerals confirmed within the LM area: • **Copper** - Vaal-Orange River confluence vicinity. • **Alluvial diamonds** in some areas along the Orange River • **Salt** - Along the Orange River North of Orania. Pan NW of Potfontein. West of Hopetown. West of Leeuberg. • **Gypsum** - NE of Hopetown. North of Strydenburg. Municipal boundary NW of Potfontein.
1.1.4	Soil type (% Clay content)		• <u>**Sandy Clay Loam (20-35% Clay) soils**</u> present in ≈10% of the LM area North of Hopetown along the Orange River • <u>**Sand - Loamy Sand (10-20% clay) soils**</u> present in ≈1% of the LM area in the vicinity of the Vaal-Orange River confluence • <u>**Loamy Sand - Sandy Loam (10-20% clay) soils**</u> present in ≈89% of the LM area
1.1.5	Land Cover		Land covered by vegetation consistent with the biomes present within the LM and these are: • **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		• 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)		• **Hopetown**: Orange River (Perennial) . Water treatment plant with a design capacity of 5.6 Ml/d for 20-hr operation day (DWS, 2023). • Brak River (non-perennial) • **Orania**: Abstracts 3.75 million m^3/a from the Orange River. • **Blue Drop Risk Rating (BDRR) 2024** - Low risk [<50%] for the LM (DWS, 2026)
1.2.3		Hopetown	Surrounding farms are dependent on ground water for water use needs
		Strydenburg	Solely dependent on ground water for water use needs. Combined yield 0.180 million m^3/a (DWS, 2023).

No	Parameter		Status
	Ground water sources (quantity and quality)	*Orania*	*Uses water from the Orange River for Agricultural and Domestic purposes*
1.2.4	*Wetlands*		• *Some areas along the perennial rivers such as Orange River.* • *A pan in Strydenburg* • *Smaller ephemeral wetlands seen during the rainfall season.*
1.2.5	*Aquifer classification*	*Hopetown*	*Minor Aquifer region. Moderately-yielding aquifer region of variable water quality (DWS, 2012)*
		Strydenburg	*Minor Aquifer region. Moderately-yielding aquifer region of variable water quality (DWS, 2012)*
		Orania	*Minor Aquifer region. Moderately-yielding aquifer region of variable water quality (DWS, 2012)*
1.2.6	*Aquifer Susceptibility*	*Hopetown*	*Low susceptibility*
		Strydenburg	*Low susceptibility*
		Orania	*Low susceptibility*
1.2.7	*Aquifer Vulnerability*	*Hopetown*	*Least vulnerable*
		Strydenburg	*Least vulnerable*
		Orania	*Least vulnerable*
2	**Air Quality Management**		
2.1	**State of Air Quality in the Municipality**		
2.1.1	*State of Air Quality in the Municipality*		• *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	

No	Parameter		Status
3	**Biodiversity and Conservation**		
3.1	**Biodiversity & Conservation**		
3.1.1	*Sensitive ecosystem*		*Critical Biodiversity Areas (CBAs) (see Map) present within the Thembelihle LM are:* *• 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.*
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	*• 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*	*18ºC*
		Strydenburg	*18ºC*
		Orania	*18ºC*
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*

No	Parameter			Status			
4.1.4	Annual average rainfall [mm] (Baseline)		*Hopetown*	*901*			
			Strydenburg	*807*			
			Orania	*930*			
4.1.5	Projected average rainfall fluctuations [mm] (2021-2050)	RCP 4.5		*2.84- 138.70*			
		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*			
4.1.8	*Sunshine [**Long term avg. of Direct Normal Irradiation: 1994-2015**] - Yearly totals (kWh/m^2)*		*Hopetown*	*±2 922*			
			Strydenburg	*±2 922*			
			Orania	*±2 922*			
4.1.9	*Mean Wind speed ([ms^{-1}] @ 100m above ground level)*		*Hopetown*	*±10*			
			Strydenburg	*±7*			
			Orania	*±5*			
4.1.10	*Mean Wind Direction (Percentage no. of hours wind blew from this direction in a year)*			***North Easterlies***	***South Easterlies***	***South Westerlies***	***North Westerlies***
			Hopetown	*20%*	*27%*	*15%*	*39%*
			Strydenburg	*13%*	*30%*	*9%*	*47%*
			Orania	*19%*	*29%*	*13%*	*39%*
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		Allocated					

No	Parameter		Status		
	CC related work budget	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%***
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**				

No	Parameter		Status							
	Location of the waste site	**GPS Coordinates**	**Licensed / Permitted**	**WML No.**	**Class**	**Date of Approval**	**Validity period (Yrs)**	**Years of validity left**	**Review frequency (Yrs.)**	**Compliance to WML or minimum requirements**
5.5.1	*Hopetown*	*29°36'59.72"S; 24° 5'29.61"E*	*Yes*	*NC/PIX/HOPE2/2014*	*G:C:B-*	*30-Oct-14*	*20*	*8*	*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*	*8*	*5*	*Non-compliant*
5.5.3	*Orania*	*29°49'9.04"S; 24°25'22.17"E*	*Yes*	*NC/PIX/SIY/ORA/04/2016*	*Class C*	*31-Jan-17*	*20*	*11*	*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**									
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**									
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		Allocated								

No	Parameter		Status
	Waste management related work budget	Available	
6	**Environmental Governance and Cross Cutting Issues**		
6.1	**Screening projects for EIA applicability**	**Funded via conditional grants**	*MIG and WSIG projects conducted by the municipality include screening for EIA applicability.*
		Municipality funded	
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.*
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	• 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	According to C.J. Vorster Jan, 2005, the following minerals maybe present within the municipal area: - Copper - Vaal-Orange River confluence vicinity. - *Alluvial diamonds found in some areas along the Orange River* - *Salt confirmed* - *Gypsum confirmed*	Confirm the existence of minerals within the Thembelihle LM and explore ways to sustainably exploit these minerals.	Conduct a mineral exploration exercise within the Thembelihle LM to confirm minerals present within the municipal area
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.	Prevent untreated water discharge from waste water treatment infrastructure by complying with the Green and Blue Drop Water Standards
			Audit the Thembelihle LM Landfill sites for compliance with the ***National Norms and Standards for Disposal of Waste to Landfill, 2013***
			Ensure the proper design of landfill sites to comply with the ***National Norms and Standards for Disposal of Waste to Landfill, 2013***
4	A major national road (N12) traverses the Thembelihle LM in both Strydenburg and Hopetown.	Investigate the potential impact of the N12 national road on the Air Quality of the municipality of the Thembelihle LM.	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).
		Request assistance from the NC-DAERL to monitor areas where air quality is a concern, should there be a need.	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.
5	The Thembelihle LM does not comply to some stipulations of the National Environmental Management: Air Quality Act, 2004 (No. 39 of 2004). These are: *(1) No AQMP in place as required under section 15(2)* *(2) No reporting of the AQMP implementation as required under section 17*	Get the Thembelihle LM Council to adopt the relevant sections of the PKSDM AQMP as its AQMP	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)
		Initiate the process to get the AQO designated from the Thembelihle LMs administration as required in s14(3) of the NEMAQA 39 of 2004.	Thembelihle LM to designate, from its administration, an Air Quality Officer as required in s14(3) of the National Environmental Management: Air Quality Act, 2004 (No. 39 of 2004)

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)		
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 • *Environmental Compliance and Enforcement activities* • *Environmental Impact Assessment (EIA) listing notices (including EIA processes followed in CBAs)* • *Ways in which local municipalities can provide comments to EIA applications occurring within the jurisdiction* • *Align the community awareness activities from the National and Provincial departments as well as the PKSDM with the Thembelihle LM awareness needs.*
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. This is one of only two municipalities where there is a mix of the Nama-Karoo, Grassland, and Savanna biomes. This provides an opportunity for unique conservation infrastructure.	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 Kaarnkuil and Orania) can also be targeted for conservation efforts
12	• 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 *Prosopis Glandulosa*, 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	The Blue Drop Risk Rating (BDRR) for the year 2024 is "Medium risk [50% - <70%]"	Assist the LM with the environmental compliance section of the Blue and Green Drop Assessments in order to contribute to an increased score.	Assist the LM to raise its Blue Drop and Green Drop Scores

No	A summary of issues/ insights from the Enviro. Profile	General intervention needed	Specific project(s) and/or Actions to implement
14	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.
15	The Thembelihle LM does not have any Climate Change Mitigation and Adaptation Plan to prepare for the anticipated climate changes within its jurisdiction.	Conceptualise and implement adaptation and mitigation projects/actions to respond to the climate change projections for the Thembelihle LM. These projections are as follows: **- Avg. annual temperatures will increase from a baseline [1961-1990] of ≈18°C** to a projected increase [2021-2050] of ≈20,41°C (RCP4.5) or ≈21,04°C (RCP8.5) i.e. an increase between of 2°C-3°C. **- Avg. annual rainfall will shift from a from a baseline [1961-1990] to the new projected increases as seen below:** • **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] **- Avg. no. of 'Very Hot Days':** • **Hopetown**: 27,8 days • **Strydenburg**: 21,2 days • **Orania**: 16,9 days **- Avg. no. of 'Extreme rainfall Days':** • **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]	**Implement projects to improve the adaptive capacity of the Thembelihle LM to the projected climate change impacts:** Tree Planting projects within the Thembelihle LM for thermoregulation, carbon sequestration, wind attenuation during extreme rainfall events Insulate government buildings for effective thermoregulation Insulate public health facilities for effective thermoregulation Insulate school buildings for effective temperature control Establish/ Revitalise community parks for use during hot days 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 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** Pave gravel roads within communities to prevent soil erosion and flooding during rainfall events Pursue storm water harvesting projects for communities with erratic water supply Protect ground water recharge areas for sustainable ground water supply Install lightning protection systems in houses and municipal infrastructure to avoid strikes associated with extreme rainfall events Separation of storm water infrastructure for waste water infrastructure to avoid water pollution Erect gabions in areas susceptible to water erosion

No	A summary of issues/ insights from the Enviro. Profile	General intervention needed	Specific project(s) and/or Actions to implement
16	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**
17	• The types of waste produced within the Thembelihle LM show that there is potential for an increased implementation of "Diversion from Landfill" programmes. • 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.	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 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.	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.)
			Comparison of current waste management practises with the National Waste Management Resources Strategy, 2020. Including the Waste Management Hierarchy.
		Increase the weekly refuse removal rate from 49,7% to 100%.	Procure refuse removal vehicles for the towns of Strydenburg and Hopetown
			Employ a team to collect refuse and drive the refuse removal vehicles
			Develop a refuse collection schedule and adhere to it
18	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).	• 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
19	• 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.	Confirm the licensing status of the 'Orange River' Landfill Site in Hopetown
			Confirm the status of the 'New' landfill site in Hopetown
		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

No	A summary of issues/ insights from the Enviro. Profile	General intervention needed	Specific project(s) and/or Actions to implement
		Develop and Implement the '***Landfill Site condition improvement plan***' for all municipal landfill sites within the LM.	• Develop a '***WML Compliance Plan***' to address all the non-compliances identified in the WML audit • Implement the '***WML Compliance Plan***' for improved compliance
			Fence the municipal Landfill sites within the Thembelihle LM
20	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.	• 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
21	• 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.	• Provide a report on the percentage implementation of the 2013 IWMP actions as seen on section 11 (page 92 - 104)
22	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.
23	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.
24	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. - • *Air Quality Management By-law* • *Waste Management By-law*	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
25	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
26	It is not clear whether the Thembelihle LM budgeting template reflects all the environmental management matters such as: *(1) Air Quality Management* *(2) Biodiversity Management* *(3) Climate Change Management* *(4) Waste Management* *(5) Environmental Governance*	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*
27	Currently there is no procedure adhered to by the LM to screen internally funded projects for EIA applicability. This may lead to environmental legislative contraventions.	Develop a system for screening municipal initiated projects for EIA applicability to avoid environmental legal contraventions	Develop a system for screening municipal initiated projects for EIA applicability to avoid environmental legal contraventions

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 Vandalized caravan park.	Training of parks and recreation employees / revive sports council dispose	By-law Asset Disposal policy – in place	30/06/2027 30/06/2027

To provide a designated and dignified land for burial.	Poor maintenance of gravesites. Limited space No ablution facilities Non- payment of gravesite Numbering of graves.	Identify land for new gravesite and source funding. Develop a maintenance plan that talks to securing (fencing) of the ablution facilities. Explore revenue generation Employ caretaker	By- law in place Need for a review	30/06/2027
To strengthen municipal governance, improving efficiency and ensuring responsiveness to the needs of the community.	Poor law enforcement No revenue generation from traffic services Low staff moral	Effective program of action / targets to meet Capacity development	Law enforcement policy Skills Development Policy	30/06/2027 30/06/2027
To address spatial imbalances, promoting integrated and sustainable settlements and insuring efficient land use management	Unavailability of land for housing	Land audit Identify available land for housing purposes and dispose.	Housing policy SPLUMA	30/06/2027
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	30/06/2027

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	30/06/2027 Ongoing Ongoing
To promote job creation, investment and economic growth opportunities with the municipal jurisdiction.	No LED strategy in place	Approval of LED strategy		30/09/2026
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. 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	30/09/2026 31/07/2026 Ongoing
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 2. Work Skills Plan	30/07/2026

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 2027

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 2027** **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 2027** **Draft Alignment MSR**
RECRUITMENT AND SELECTION	> Review of recruitment policy > Annual Recruitment Plan	High	> R & S Policy adopted > Alignment with EE Plan > Alignment with budget (norms) > Legislative requirements	> Consultative process > Tabling to LLF for recommendations > Tabling to Council for approval	HR Manager	Municipal Operating Budget	**30 June 2026**

SKILLS DEVELOPMENT AND CAPACITY BUILDING	> Skills Audit exercise > Skills Profile > Well costed annual Training Plan > Training Committee (capacity and M & E role)	High	> Alignment with budget and legislation > M & E mechanism > WSP compliance	> Identification of skills for specialized areas > Implementation plan by committee	HR Manager	Operating Budget LGSETA 30 June 2027	
COMMUNICATION AND PUBLIC PARTICIPATION	> Finalization of the Communication Strategy > Implementation of the Comm Strategy > Development of the PP strategy > Conduct annual customer satisfaction survey	Medium	> Draft Communication Strategy in place > Finalize the draft and adopt > Alignment with	> Benchmark with other municipalities PP Strategy	Municipal Manager / Communication Officer	Municipal Operating Budget 30 June 2027 Draft	
PERFORMANCE MANAGEMENT SYSTEM	> PMS Policy	High	> PMS Policy in place	> Benchmarking with other municipalities > Consultative process > Tabling to Council > M & E	Municipal Manager	Municipal Operating Budget	**31 July 2026**

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 2027
	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 Draft
	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 Electrical water and sanitation masterplans drafted and adopted.
	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	DRDAR is assisting financially In place Land Use Scheme Gazetted
	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	DRDAR is assisting financially Achieved Land Use Scheme Gazetted
	Water Services Development Plan	Low	> Outstanding	> Compile WSDP	Manager: Technical Services	Municipal Operating Budget Draft stage.
FINANCIAL VIABILITY	**Annual Operating Budget**	High	- The municipality has a limited operating budget resulting into dilapidating infrastructure - The challenge is to maintain the new proliferated infrastructure	- The municipality must increase the operating budget on an incremental basis to eventually subsidize the full	All managers	O&M Plan 30 June 2026 O &M Plan in Draft stage

				cost of rendering the operation 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 Ongoing
	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 2026
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	Municipal Operating Budget 53 installed need more 1206 more meters outstanding
	Renewable Energy	Low	- mitigate the effect of load shedding	- Source investors to invest in the programme	Manager: Technical Services Manager: PMU	appropriate land identified Investor sourcing in progress
	Solar Home System (500 units)	Low	- Improved Standards of living	- Compile a Business Plan	Manager: Technical Services Manager: PMU DMR	Not achieved
WATER	**Water Conservation and Demand Management**	High	- Municipality loses income due to water losses and unaccounted water and incorrect billing 450 meters	- 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 Smart metering in progress

	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 Procurement ongoing
	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 Completed
	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 Smart metering in progress
	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	In process but approve for implementation	DWA 2026/27 In process
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 Ongoing

Infrastructure Projects over the next five years

The following projects have been ear marked for implementation during the term of office of the existing council.

Programme	Project
Sanitation(flush toilets)	✓ Removal of bucket system across the municipality ✓ Removal of pit latrine system across the municipality
Housing(housing list)	✓ Development of (erven) ✓ Building of houses in the area (all wards)
Roads and storm-water	✓ Upgrading of roads across all wards (Strydenburg and Steynville priority for 23/26) ✓ Paving of roads ✓ Erection of speed humps ✓ Improvement of traffic services ✓ Development of taxi rank ✓ Closure of furrows
Water	✓ Treatment of Dam ✓ Groundwater provision (Strydenburg Priority for 26/27)
Health care	✓ Improvement of medication in clinic ✓ Shortage of staff in clinic ✓ Provision of extra ambulances ✓ Building of a decent waiting area for ambulance
Public Facilities	✓ Development of a skills development centre ✓ Development of ECD Centres across all wards ✓ Building of a school in Strydenburg

Infrastructure Priorities for 2025/2026

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 9, 697,000.00**
EPWP	Upgrading of Wiid Road: Cleaning of Towns: Solar	**R 1, 200, 000.00**

Future Planned Projects for 2026/2027/28

Project Type	Project Description	Estimated Amount	Planned Implementation Year	Funded By
Electrical Projects	Installation of Solar PV on municipal buildings	R 4 000 000	**2026/27**	INEP (EEDSM)
	Electrification of 143 HH in Hillside	R 5,000,000	**2026/27**	**INEP**
	Upgrading of Hopetown Sub-station	R16 863 510,16	**2026/27**	**INEP**
	Upgrading of Strydenburg Sub-station	**R3 234 734,38**	**2027/28**	**INEP**
	New High mast lights in Hopetown & Strydenburg	**R35 906 165,46**	**2027/28**	**MIG**
Sanitation Projects				
	Upgrading of Strydenburg WWTW	R18 198 922,50	**2025/26**	**WSIG**
	Sewer Reticulation for Strydenburg	R9 705 631,78	**2026/27**	**MIG**
	Steynville Outfall Sewer Line & Upgrading of the existing Pump Station: Phase 2	**Unknown**	**2027/28**	**MIG**
Water Projects	Refurbishment of Steel Water Storage Tanks, installation of Zonal Water Meters & replacement of AC Pipes in Hopetown & Strydenburg	R17 654 517,09	**2026/27**	**WSIG**
Other Projects	Upgrading of the Strydenburg Sport Facility Stadium Phase 1	R9 318 000	**2026/27**	**DSAC/MIG**
	Establishment of Landfill site in Hopetown	**R35 176 779.60**	**2027/28**	**MIG**
	Establishment of Landfill site in Strydenburg	**R37 607 592.10**	**2027/28**	**MIG**

FUNDED PROJECTS FOR THE FINANCIAL YEAR 2026/2027

Sanitation	Sewer Reticulation for Strydenburg	R 9 705 631.26
	Upgrading of Strydenburg WWTW	R 7 000 000.00
Electrical	Installation of PV Solar on Municipal Buildings	R 4 000 000.00
	Electrification of 143 HH in Hillside	R 5 000 000.00
	Upgrading of Hopetown Sub-station	R 4 840 000.00
OTHER PROJECTS		
Sport	Upgrading of the Strydenburg Sport Facility Stadium	R 9 318 000.00
COGHSTA	Thembelihle Strydenburg 58 Housing	
COGHSTA	Thembelihle Hopetown 48 Housing	
Waste Management	Establishment of a new landfill site Hopetown	R 840 368.74
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**

UNFUNDED PROJECTS FOR THE FINANCIAL YEAR 2026/2027		
Roads	Upgrading of roads and Stormwater in Thembelihle	
Water	WSIG: Replacement of AC Pipes Steel Water Reservoirs & installation of sectional bulk water meters of Strydenburg	
EPWP	Upgrading of roads: Cleaning of Towns: Refurbishment of Hopetown Water Treatment Works Building	
Sanitation	Outfall Sewer Phase 2 (MIG 1367)	
Water	WSIG: Replacement of AC Pipes Steel Water Reservoirs & installation of sectional bulk water meters of Strydenburg	
Plots	Residential & Business	
Landfill Site	Construction of new Landfill site in Strydenburg	
Safety	Construction of new High mast lights in Hopetown & Strydenburg	
Municipal Buildings	Construction of new Council Chambers in Hopetown	
	Refurbishment of Municipal Buildings	

CHAPTER 5: SCORE CARD

Quarterly projections of Service Delivery Targets and Performance Indicators

Projections of Service Delivery Targets and Performance Indicators

MUNICIPAL MANAGER'S OFFICE

INT REF.	Key Performance Area (KPA)	Strategic Objective	IDP Programme	Key Performance Indicator (KPI)	Baseline as at 30 June 2026	Annual Target	Total Budget	Wards	Q1	Q2	Q3	Q4	Portfolio of Evidence
TL 1	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To enhance Good Governance and Accountability	Good Governance & Accountability	Number of section 52(d) Quarterly Performance Reports submitted to Council by 30 June 2027	New Indicator	4	N/A	N/A	1	1	1	1	Quarterly section 52(d) Reports
TL 2	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	To enhance Good Governance and Adherence to Municipal Performance Planning Legislation	Municipal Performance Planning, Monitoring & Evaluation	Strategic Sessions convened by 28 February 2027	Strategic Session convened by 30 June 2026	Strategic Sessions convened by 28 February 2027	N/A	N/A	N/A	N/A	Strategic Sessions convened by 28 February 2027	N/A	Strategic Session Notice Attendance register, Minutes Resolutions.
TL 3	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	To monitor and evaluate Performance of Senior Managers	Municipal Performance Planning, Monitoring & Evaluation	Number of Performance Agreements signed by Senior Managers by 31 July 2026	New Indicator	4	N/A	N/A	4	N/A	N/A	N/A	Signed Performance Agreements
TL 4	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	To monitor and evaluate Performance of Senior Managers	Municipal Performance Planning, Monitoring & Evaluation	Number of Senior Management Quarterly Performance Reviews	3	16	N/A	N/A	4	4	4	4	Performance Agreements Performance Evaluation Meeting Minutes Performance Ratings (Q2 & Q4)

				conducted by 30 June 2027									
TL 5	GOOD GOVERNANCE & PUBLIC PARTICIPATION	To comply with the Municipal Finance Management Act on Municipal Performance Planning Processes	Municipal Performance Planning, Monitoring & Evaluation	Top layer and Departmental SDBIP for 2027/28 Financial Year developed and submitted to the Mayor for signature 28 days after the approval of IDP	New Indicator	Top layer and Departmental SDBIP for 2027/28 Financial Year developed and submitted to the Mayor for signature 28 days after the approval of IDP	N/A		N/A	N/A	N/A	Top layer and Departmental SDBIP for 2027/28 Financial Year developed and submitted to the Mayor for signature 28 days after the approval of IDP	Signed Top layer SDBIP for 2027/28 Financial Year
TL 6	LOCAL ECONOMIC DEVELOPMENT	To promote job creation, investment and economic growth opportunities within the municipal jurisdiction	Local Economic Development, Investment and Job Creation	Bi-Annual Report on Operationalisation of the LED Strategy submitted to Council by 30 June 2027	New Indicator	Bi-Annual Report on Operationalisation of the LED Strategy submitted to Council by 30 June 2027	N/A		N/A	Report on Operationalisation of the LED Strategy submitted to Council	N/A	Report on Operationalisation of the LED Strategy submitted to Council	Report on Operationalisation of the LED Strategy
TL 7	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To enhance Good Governance and Accountability	Good Governance & Accountability	Annual Financial Statements and Annual Performance Report submitted to the Auditor-General by 31 August 2026	New Indicator	Annual Financial Statements and Annual Performance Report submitted to the Auditor-General by 31 August 2026	N/A	N/A	Annual Financial Statements submitted to the Auditor-General	N/A	N/A	N/A	Final AFS & proof of submission.
TL 8	GOOD GOVERNANCE & PUBLIC PARTICIPATION	To enhance Good Governance and ensure adherence to legislation on Public Participation	Municipal Planning & Public Participation	IDP Process Plan developed and submitted to council for approval by 31 August 2026	IDP Process Plan developed and submitted to council for approval by 31 August 2025	IDP Process Plan developed and submitted to council for approval by 31 August 2026	N/A	N/A	IDP Process Plan developed and submitted to council	N/A	N/A	N/A	IDP/Budget Process Plan Council resolution

									for approval				
TL 9	GOOD GOVERNANCE & PUBLIC PARTICIPATION	To enhance Good Governance and ensure adherence to legislation on Public Participation	Municipal Planning & Public Participation	Draft Integrated Development Plan developed and submitted to council for adoption by 31 March 2027	Draft Integrated Development Plan developed and submitted to council for adoption by 31 March 2026	Draft Integrated Development Plan developed and submitted to council for adoption by 31 March 2027	N/A	N/A	N/A	N/A	Draft Integrated Development Plan developed and submitted to council for approval	N/A	Draft IDP Council resolution
TL 10	GOOD GOVERNANCE & PUBLIC PARTICIPATION	To enhance Good Governance and ensure adherence to legislation on Public Participation	Municipal Planning & Public Participation	Final Integrated Development Plan developed and submitted to council for approval by 31 May 2027	Final Integrated Development Plan developed and submitted to council for approval by 31 May 2026	Final Integrated Development Plan developed and submitted to council for approval by 31 May 2027	N/A		N/A	N/A	N/A	Final Integrated Development Plan developed and submitted to council for approval	Council resolution and final IDP document
TL 11	GOOD GOVERNANCE & PUBLIC PARTICIPATION	To enhance Good Governance and Public Participation	Good Governance & Accountability	Number of Ordinary Council meeting held by 30 June 2027	4	4	N/A		4	4	4	4	Council Meeting Notices Agendas, Minutes Attendance Registers Council Resolution Tracker
TL 12	GOOD GOVERNANCE & PUBLIC PARTICIPATION	To enhance Good Governance and Public Participation	Good Governance & Accountability	Number of Section 79 Committee Meetings held by 30 June 2027	16	16	N/A		4	4	4	4	Committee Meeting Notices Agendas, Minutes Attendance Registers Committee Recommendations Tracker
TL 13	GOOD GOVERNANCE & PUBLIC PARTICIPATION	To comply with the Municipal Systems Act and ensure Accountability	Good Governance & Accountability	Section (46) Annual Report compiled and submitted to council by 31 January 2027	New Indicator	Section (46) Annual Report compiled and submitted to council by 31 January 2027	N/A		N/A	N/A	Section (46) Annual Report compiled and submitted to council	N/A	Annual Report Council Resolution

TL14	GOOD GOVERNANCE & PUBLIC PARTICIPATION	To enhance Good Governance and Accountability	Good Governance & Accountability	Number of Strategic and Operational Risk Management Reports submitted to the Audit and Performance Committee by 30 June 2027	New Indicator	4	N/A	N/A	1	1	1	1	Strategic and Operational Risk Management Reports Acknowledgement Letter from the Audit and Performance Committee

CORPORATE SERVICES

INT REF	National KPA	Strategic Objective	IDP Programme	Key Performance Indicator (KPI)	Baseline as at 30 June 2026	Annual Target	Total Budget	Wards	Q1	Q2	Q3	Q4	Portfolio of Evidence
TL15	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	To strengthen internal capacity within the Financial Management Programme of the municipality	Capacity Building	Number of Finance interns trained on MFMP by 30 November 2026	New Indicator	5	**R135 000.00**	N/A	5	5	N/A	N/A	Attendance Registers Training Report
TL16	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	To apprise the MEC of Local Government on the Service Delivery complaints lodged by communities and addressed by the municipality	Service Delivery	Number of Monthly Service Delivery Complaints Reports submitted to COGHSTA within 10 days after the end of each month	New Indicator	12	N/A	All	3	3	3	3	Monthly Complaint Reports Monthly Complaint Register
TL17	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	To address Employment Equity in the municipality	Employment Equity	Employment Equity Plan developed and submitted to the Department of Employment and Labour by 30 June 2027	No plan submitted to the Department of Employment and Labour	Employment Equity Plan developed and submitted to the Department of Employment and Labour by 30 June 2027	N/A	N/A	N/A	N/A	N/A	Employment Equity Plan developed and submitted to the Department of Employment and Labour	Employment Equity Plan Acknowledgement Letter from

INT REF	National KPA	Strategic Objective	IDP Programme	Key Performance Indicator (KPI)	Baseline as at 30 June 2026	Annual Target	Total Budget	Wards	Q1	Q2	Q3	Q4	Portfolio of Evidence
TL18	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	To address Employment Equity in the municipality	Employment Equity	Employment Equity Report submitted to Department of Employment and Labour by 15 January 2027	New Indicator	Employment Equity Report submitted to Department of Employment and Labour by 15 January 2027	N/A	N/A	N/A	N/A	Employment Equity Report submitted to Department of Employment and Labour	N/A	Acknowledgement of Receipt from the Department of Employment and Labour
TL 19	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	To implement effective Litigation and Discipline Management	Litigation and Discipline Management	Number of Quarterly Reports on Legal & Labour Related Cases submitted the to Section 79A Committee by 30 June 2027	4	4	N/A	N/A	1	1	1	1	Legal and Labour Relations Case Report
TL 20	GOOD GOVERNANCE & PUBLIC PARTICIPATION	To enhance Good Governance and Accountability	Good Governance & Accountability	Percentage turnaround time achieved to respond to Internal Audit Findings within 7 day days after issuance of findings by 30 June 2027	New Indicator	100%	N/A	N/A	100%	100%	100%	100%	Report on Internal Audit Findings Acknowledgement of receipts from Internal Auditors

INT REF	National KPA	Strategic Objective	IDP Programme	Key Performance Indicator (KPI)	Baseline as at 30 June 2026	Annual Target	Total Budget	Wards	Q1	Q2	Q3	Q4	Portfolio of Evidence
TL 21	GOOD GOVERNANCE & PUBLIC PARTICIPATION	To enhance Good Governance and Accountability	Good Governance & Accountability	Number of 2025/26 External Audit Action Plan Progress Reports on Corporate and Community Services Findings submitted to the Chief Financial Officer by 30 June 2027	New Indicator	2	N/A	N/A	N/A	N/A	1	1	Quarterly Audit Action Plan Progress Reports
TL 22	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	To create an environment for sound relations between the Employer & Organised Labour	Employer/ Employee Relations	Number of Local Labour Forum meetings held by 30 June 2027	4	4	N/A	N/A	1	1	1	1	LLF Notice Agenda Attendance Register Resolution Tracker
TL 23	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	To improve poor performance and compromise service delivery thereby targeting low skills base within the municipality by developing and implementing a vibrant Workplace Skills Plan	Capacity Building	2026/27 Workplace Skill Plan (WSP) and Annual Training Report submitted to LGSETA by 30 April 2027	2025/26 Workplace Skill Plan (WSP) and Annual Training Report submitted to LGSETA by 30 April 2026	2026/27 Workplace Skill Plan (WSP) and Annual Training Report submitted to LGSETA by 30 April 2027	N/A	N/A	N/A	N/A	N/A	2026/27 Workplace Skill Plan (WSP) and Annual Training Report submitted to LGSETA	Proof of submission of the Workplace Skill Plan from LGSETA

INT REF	National KPA	Strategic Objective	IDP Programme	Key Performance Indicator (KPI)	Baseline as at 30 June 2026	Annual Target	Total Budget	Wards	Q1	Q2	Q3	Q4	Portfolio of Evidence
TL24	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	To improve poor performance and compromise service delivery thereby targeting low skills base within the municipality by developing and implementing a vibrant Workplace Skills Plan	Capacity Building	% budget spent on implementation of the Workplace Skills Plan by 30 June 2027	New Indicator	70%	R472 622.61	N/A	5%	10%	50%	5%	Budget Expenditure Report
TL25	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	To implement effective Information, Communication and Technology in the municipality	Records & Achieve Management	Records Management Plan compiled and implemented by 30 June 2027	New Indicator	Records Management Plan compiled and implemented by 30 June 2027	N/A	N/A	Records Management Plan compiled and submitted to council for approval	Records Management Plan compiled and implemented	Records Management Plan compiled and implemented	Records Management Plan compiled and implemented	Records Management Plan (Q1) Council Resolution (Q1) Records Management Implementation Report (Q2-Q4)
TL26	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	To implement effective Information, Communication and Technology in the municipality	Information, Communication and Technology	Number of ICT Steering Committee meetings held by 30 June 2027	New Indicator	4	N/A	All	1	1	1	1	ICT Steering Committee Notice Agenda Attendance Register Resolution Tracker
TL27	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	To implement effective Information, Communication and Technology in the municipality	Information, Communication and Technology	ICT Governance Policy reviewed and submitted to Council for approval by 30 June 2027	New Indicator	ICT Governance Policy reviewed and submitted to Council for approval by 30 June 2027	N/A	N/A	N/A	N/A	N/A	ICT Governance Policy reviewed and submitted to Council for approval	ICT Governance Policy Council Resolution

COMMUNITY SERVICES

INT REF	National KPA	Strategic Objective	IDP Programme	Key Performance Indicator (KPI)	Baseline as at 30 June 2026	Annual Target	Total Budget	Wards	Q1 Measurable Target	Q2 Measurable Target	Q3 Measurable Target	Q4 Measurable Target	Portfolio of Evidence
TL 28	LOCAL ECONOMIC DEVELOPMENT	To manage the municipal commonage land through the Land Use Management Scheme	Land Use Management	Number of Quarterly Commonage Land Use Reports submitted to Council by 30 June 2027	4	4	N/A	N/A	1	1	1	1	Quarterly Commonage Land Use Reports
TL 29	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	To implement and manage the Library Business Plan/ To create a conducive learning environment for communities within the municipal jurisdiction	Library Services	Number of Quarterly Library Grant Expenditure Report submitted to the Department of Sports, Arts and Culture within 14 days after the end of each quarter	New Indicator	4	**R 1 150 000**	N/A	1	1	1	1	Quarterly Reports Library Grant Expenditure
TL 30	LOCAL ECONOMIC DEVELOPMENT	To promote job creation, investment and economic growth opportunities within the municipal jurisdiction	Local Economic Development, Investment and Job Creation	LED Strategy reviewed and submitted to Council for approval by 31 March 2027	New Indicator	LED Strategy reviewed and submitted to Council for approval by 31 March 2027	N/A	N/A	N/A	N/A	LED Strategy reviewed and submitted to Council for approval	N/A	LED Strategy Council Resolution

TL31	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	To ensure adherence to Road Safety Legislation within the municipal jurisdiction	Public Safety	Number of Stop and Check conducted by 30 June 2027	New Indicator	24	N/A	ALL	6	6	6	6	Stop and Check Reports Stop and Check Schedule Stop and approaches registers
TL32	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	To promote Road Safety	Public Safety	Number of quarterly Road safety awareness programmes conducted by 30 June 2027	New Indicator	4	N/A	ALL	1	1	1	1	Road Safety Awareness Programmes Report Attendance Register
TL 33	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	To ensure adherence to Road Safety Legislation and By-Laws within the municipal jurisdiction	Public Safety	Number of Quarterly Traffic and Law Enforcement Reports submitted to section 79A Committee by 30 June 2027	4	4	N/A	N/A	1	1	1	1	Quarterly Traffic and Law Enforcement Reports Acknowledgement of receipt from Council Administration

FINANCE

INT REF	National KPA	Strategic Objective	IDP Programme	Key Performance Indicator (KPI)	Baseline as at 30 June 2026	Annual Target	Total Budget	Wards	Q1 Measurable Targe	Q2 Measurable Target	Q3 Measurable Target	Q4 Measurable Target	Portfolio of Evidence
TL34	GOOD GOVERNANCE & PUBLIC PARTICIPATION	To enhance Good Governance and Accountability	Good Governance & Accountability	Percentage turnaround time achieved to respond to Internal Audit Findings within 7 day days after issuance of findings by 30 June 2027	New Indicator	100%	N/A	N/A	100%	100%	100%	100%	Report on Internal Audit Findings Acknowledgement of receipts from Internal Auditors
TL35	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To ensure compliance with Section 71 of the MFMA	Budget Management & Financial Reporting	Number of Section 71 reports submitted to the Mayor and Provincial Treasury within 10 days after the end of each month	New Indicator	12	N/A	N/A	3	3	3	3	Proof of Submission from National Treasury and Office of the Mayor
TL 36	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To ensure compliance with Section 71 of the MFMA	Budget Management & Financial Reporting	Number of data string reports submitted to the National Treasury Portal by 30 June 2027	4	12	N/A	N/A	3	3	3	3	Proof of Submission from National Treasury
TL 37	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To enhance Good Governance and Accountability	Good Governance & Accountability	2025/26 Audit Action Plan compiled and submitted to Council for approval by 31 January 2027	2024/25 Audit Action Plan	2025/26 Audit Action Plan compiled and submitted to Council for approval by	N/A	N/A	N/A	N/A	2025/26 Audit Action Plan compiled and submitted to Council for approval	N/A	Audit Action Plan Council Resolution

						31 January 2027							
TL 38	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To manage the FMG Grant Expenditure	Good Governance & Accountability	Number of Quarterly FMG Grant Expenditure Report submitted to Provincial and National Treasury within 14 days after the end of each month	New Indicator	4	N/A	N/A	1	1	1	1	Report on Conditional Grant Expenditure Proof of submission to Provincial and National Treasury
TL 39	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To ensure compliance with Section 72 of the MFMA	Good Governance & Accountability	2026/27 Mid-Year Budget and Performance review Report submitted to the Mayor by 31 January 2027	2025/26 Mid-year Budget and Performance review Report submitted to the Mayor by 29 January 2026	2026/27 Mid-year Budget and Performance review Report submitted to the Mayor by 31 January 2027	N/A	N/A	N/A	N/A	2026/27 Mid-year Budget and Performance review Report submitted to the Mayor by 31 January 2026	N/A	2026/27 Mid-year budget and performance report tabled to council.
TL 40	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To ensure compliance with Section 23 of the MFMA	Budget Management & Financial Reporting	2027/28 Draft Budget submitted to council for adoption by 31 March 2027	2026/27 Draft Budget submitted to council for Adoption by 26 March 2026	2027/28 Draft Budget submitted to council for Adoption by 31 March 2027	N/A	N/A	N/A	N/A	2027/28 Draft Budget submitted to council for Adoption by 31 March 2027	N/A	2027/28 Draft Budget Council Resolution
TL 41	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To ensure compliance with Section 24 of the MFMA	Budget Management & Financial Reporting	2027/28 Final Budget submitted to council for approved by 31 May 2027	2026/27 Final Budget submitted to council for approved by 29 May 2026	2027/28 Final Budget submitted to council for approved by 31 May 2027	N/A	N/A	N/A	N/A	2027/28 Final Budget submitted to council for approved by 31 March 2027	N/A	2027/28 Final Budget Council Resolution

TL 42	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To align the municipal electricity tariffs with NERSA	Revenue Management	Application for Electricity Tarriff submitted to NERSA for approval by 31 March 2027	Application for Electricity Tarriff submitted to NERSA for approval by 30 June 2026	Application for Electricity Tarriff submitted to NERSA for approval by 31 March 2027	N/A	N/A	N/A	N/A	Application for Electricity Tarriff submitted to NERSA for approval by 31 March 2027	N/A	Application to NERSA Acknowledgement of Receipt from NERSA
TL 43	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To enhance Good Governance and Accountability	Good Governance & Accountability	2025/26 Annual Financial Statements compiled and submitted to the Accounting Officer by 31 August 2026	2024/25 Annual Financial Statements compiled and submitted to the Accounting Officer by 31 August 2025	2025/26 Annual Financial Statements compiled and submitted to the Accounting Officer by 31 August 2026	N/A	N/A	2025/26 Annual Financial Statements compiled and submitted to the Accounting Officer by 31 August 2026	N/A	N/A	N/A	Proof of submission of AFS from Accounting Officer
TL 44	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To enhance Good Governance and Accountability	Good Governance & Accountability	2025/26 Draft Annual Financial Statements compiled and submitted to the Audit Committee by 15 August 2026	2024/25 Draft Annual Financial Statements compiled and submitted to the Audit Committee by 15 August 2025	2025/26 Draft Annual Financial Statements compiled and submitted to the Audit Committee by 15 August 2026	N/A	N/A	2025/26 Draft Annual Financial Statements compiled and submitted to the Audit Committee	N/A	-	-	Draft AFS Audit Committee Report
TL45	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To manage, secure and account for Municipal Assets	Asset Management	Number of Quarterly physical verification on movable assets conducted by 30 June 2027	New Indicator	4	N/A	N/A	1	1	1	1	Quarterly Movable Asset Verification Report

TL46	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To manage, secure and account for Municipal Assets	Asset Management	Annual immovable and movable assets verification report submitted to the Chief Financial Officer by 15 August 2026	New Indicator	Annual immovable and movable assets verification report submitted to the Chief Financial Officer by 15 August 2026	**R1 226 523.67**	N/A	Annual immovable and movable assets verification report submitted to the Chief Financial Officer by 15 August 2026	N/A	N/A	N/A	Annual Immovable and Movable Asset Verification Report
TL 47	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To enhance Good Governance and Accountability	Good Governance & Accountability	Number of UIF & W and SCM Reports submitted to MPAC by 30 June 2027	New Indicator	(4) UIF & W and SCM Reports submitted to MPAC by 30 June 2027	N/A	N/A	1	1	1	1	UIF & W and SCM Reports Proof of submission from Council Administration
TL48	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To improve municipal revenue collection	Revenue Management	Number of domestic customers billed for **(Electricity, Water, Rates & Taxes, Sanitation)** monthly by 30 June 2027	New Indicator	2999	N/A	All	2999	2999	2999	2999	Monthly Billing Report
TL49	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To improve municipal revenue collection	Revenue Management	Number of commercial customers **(Farms, Businesses, Mines & State Organs)** billed monthly by 30 June 2027	New Indicator	3314	N/A	All	3314	3314	3314	3314	Monthly Billing Report

TL50	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To provide Free Basic Services to Qualifying Indigent Households	Indigent Programme	Number of households provided with free sanitation monthly by 30 June 2027	New Indicator	1471	N/A	All	1171	1271	1371	1471	Free Basic Services Report
TL51	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To provide Free Basic Services to Qualifying Indigent Households	Indigent Programme	Number of households provided with free 6KL of water monthly by 30 June 2027	New Indicator	1471	N/A	All	1171	1271	1371	1471	Free Basic Services Report
TL52	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To provide Free Basic Services to Qualifying Indigent Households	Indigent Programme	Number of households provided with free 50KW of electricity monthly by 30 June 2027	New Indicator	1471	N/A	All	1171	1271	1371	1471	Free Basic Services Report
TL53	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To provide Free Basic Services to Qualifying Indigent Households	Indigent Programme	Number of households provided with free refuse collection monthly by 30 June 2027	New Indicator	1471	N/A	All	1171	1271	1371	1471	Free Basic Services Report
TL 54	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To improve municipal revenue collection	Revenue Management	Percentage annual revenue collected on billed services by 30 June 2027	54%	70%	N/A	All	70%	70%	70%	70%	Monthly Revenue Report

TECHNICAL SERVICES

INT REF	National KPA	Strategic Objective	IDP Programme	Key Performance Indicator (KPI)	Baseline as at 30 June 2026	Annual Target	Total Budget	Wards	Q1 Measurable Target	Q2 Measurable Target	Q3 Measurable Target	Q4 Measurable Target	Portfolio of Evidence
TL55	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To enhance Good Governance and Accountability	Good Governance & Accountability	Percentage allocated budget spent on Water Infrastructure Maintenance by 30 June 2027	New Indicator	100%	**R668 367.00**	All	25%	50%	75%	100%	**Quarterly Expenditure Report Quarterly Maintenance Report**
TL56	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To enhance Good Governance and Accountability	Good Governance & Accountability	Percentage allocated budget spent on Sanitation Infrastructure Maintenance by 30 June 2027	New Indicator	100%	**R699 192.00**	All	25%	50%	75%	100%	**Quarterly Expenditure Report Quarterly Maintenance Report**
TL57	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To enhance Good Governance and Accountability	Good Governance & Accountability	Percentage allocated budget spent on Electrical Infrastructure Maintenance by 30 June 2027	New Indicator	100%	**R1 931 719.00**	All	25%	50%	75%	100%	**Quarterly Expenditure Report Quarterly Maintenance Report**

TL58	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To enhance Good Governance and Accountability	Good Governance & Accountability	Percentage allocated budget spent on Roads and Stormwater Infrastructure Maintenance by 30 June 2027	New Indicator	100%	**R2 000 000.00**	All	25%	50%	75%	100%	**Quarterly Expenditure Report Quarterly Maintenance Report**
TL59	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	To provide households with access to basic services	Service Delivery	Number of households provided with access to Water by 30 June 2027	New Indicator	3399	N/A	All	3399	3399	3399	3399	**Quarterly billing report**
TL60	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	To provide households with access to basic services	Service Delivery	Number of households provided with access to Sanitation by 30 June 2027	New Indicator	3399	N/A	All	3399	3399	3399	3399	**Quarterly billing report**
TL61	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	To provide households with access to basic services	Service Delivery	Number of households provided with access to electricity by 30 June 2027	New Indicator	1524	N/A	All	1381	1381	1381	1524	**Quarterly billing report**

TL62	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	To provide households with access to basic services	Service Delivery	Number of households provided with Refuse Removal Services by 30 June 2027	New Indicator	3399 households provided with Refuse Removal Services by 30 June 2027	N/A	All	3399	3399	3399	3399	**Quarterly billing report**
TL63	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	To provide households with access to basic services	Service Delivery	Number of new households provided with access to electricity in Hillside by 30 June 2027	New Indicator	143	**R5 000 000.00**	Ward 2	N/A	N/A	N/A	143	**Completion certificate and closeout report.**
TL64	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	To provide drinking water that complies with SANS 241 standards	Service Delivery	Percentage compliance with SANS 241 on Drinking Water Quality	50%	100%	**R287 789.86**	All	100%	100%	100%	100%	**Quarterly Drinking Water Quality Report** **Water Analysis Report** **Test Lab Results**

TL65	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	To reduce the percentage between total bulk water purchased and total bulk water sold	Water Demand & Supply Management	Percentage water losses reduced to by 30 June 2027	75% water losses reduced to by 30 June 2026	Water losses reduced to 55% by 30 June 2027	N/A	All	Water losses reduced to 70% by 30 September 2027	Water losses reduced to 65% by 31 December 2027	Water losses reduced to 60% by 31 March 2027	Water losses reduced to 55% by 30 June 2027	**Report on Calculation of Total water purchased – kilolitres sold/ Total water accounted for** **Summary of kilo litres purified,**
TL66	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	To reduce the percentage between total bulk electricity purchased and total bulk electricity sold	Energy Demand & Supply Management	Percentage Electricity losses reduced to by 30 June 2027	35%	20%	N/A	All	31.25%	27.50%	23.75%	20%	**Report on Calculation of Total electricity purchased – Megawatts sold/ Total electricity accounted for**
TL67	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	To install LED Lights from conventional lights in high mast lights, streets light and in municipal buildings	Energy Demand & Supply Management/ Service Delivery	% implementation progress of the EEDSM project phase 3 by 30 June 2027	New Indicator	100%	**R4 000 000.00**	All	N/A	25%	75%	100%	**Progress report on % implementation of the EEDSM project** **Completion Certificate – Q4**
TL68	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	To provide households in Hillside with access to basic electricity services	Service Delivery	% progress on the implementation of the Hillside Electrification project phase 4 by 30 June 2027	100%	100%	**R5 000 000.00**	02	N/A	25%	75%	100%	**Progress report on the Hillside Electrification project** **Completion Certificate – Q4**
TL69	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	To improve access to basic sanitation services to Strydenburg community	Service Delivery	% progress on the upgrading of the Strydenburg WWTW-Phase 2	10%	52%	**R7 000 000.00**	01	35%	45%	52%	N/A	**Progress report on the upgrading of the Strydenburg Wastewater Treatment works phase 2.**

TL70	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	To improve Sports Facilities in Strydenburg	Service Delivery	% progress on the upgrading of Strydenburg Sports Facility phase 1	New Indicator	100%	**R9 318 000.00**	01	10%	40%	75%	100%	**Progress report on the upgrading of the Strydenburg Sports Facility phase 1.** **Completion Certificate – Q4**
TL71	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	To improve access to basic sanitation services to Strydenburg community	Service Delivery	% progress on the upgrading of the Strydenburg Sewer reticulation phase 1	New Indicator	100%	**R9 705 631.00**	01	10%	40%	75%	100%	**Progress report on the upgrading of the Strydenburg sewer reticulation phase 1.** **Completion Certificate – Q4**
TL72	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	To improve access to basic electricity services to Hopetown community	Service Delivery	% progres Upgrading of the Hopetown electrical substation phase 1	New Indicator	100%	**R4 840 000.00**	02	10%	40%	75%	100%	**Progress report on the upgrading of the Hopetown electrification substation phase 1.** **Completion Certificate – Q4**
TL73	MUNICIPAL TRANSFORMATIO N AND INSTITUTIONAL DEVELOPMENT	To equip municipal employees' knowledge and skills on PV Solar Maintenance	Capacity Building	Number of officials trained on PV Solar maintenance by 30 June 2027	New Indicator	2	**R40 000**	N/A	N/A	N/A	NA	2	**Attendance Register** **Training Report**
TL74	LOCAL ECONOMIC DEVELOPMENT	To promote job creation, investment and economic growth opportunities within the municipal jurisdiction	Local Economic Development, Investment and Job Creation	Number of jobs created in infrastructure projects by 30 June 2027	New Indicator	35	N/A	All	5	10	10	10	**Contract of Employment** **Appointment Letter**
TL75	LOCAL ECONOMIC DEVELOPMENT	To promote job creation, investment and economic growth opportunities within the municipal jurisdiction	Local Economic Development, Investment and Job Creation	Number of SMME's sub-contracted in infrastructure projects by 30 June 2027	New Indicator	8	N/A	All	2	2	2	2	**Appointment Letter from the Main Contractor**

TL76	MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	To enhance Good Governance and Accountability	Good Governance & Accountability	% budget allocated for all Capital Expenditure Projects spent by 30 June 2027	New Indicator	90%	**R40 704 000**	01 & 02	25%	50%	75%	90%	**Capital Projects' Budget Expenditure Report**
TL77	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	To report on Housing Projects (Registration of Beneficiaries, applications for land, progress on housing projects and receiving of building plans) implemented by COGHSTA within the municipal jurisdiction	Housing	Number of Quarterly progress reports on Housing activities within the municipal boundaries by 30 June 2027	New Indicator	4	N/A	01 & 02	1	1	1	1	**Quarterly Housing Reports**
TL78	GOOD GOVERNANCE & PUBLIC PARTICIPATION	To monitor and evaluate Performance of Service Providers	Municipal Performance Planning, Monitoring & Evaluation	Number of Quarterly Service Provider Performance Reports submitted to the Accounting Officer by 30 June 2027	4	4	N/A	N/A	1	1	1	1	**Quarterly Service Provider Performance Reports**
TL79	GOOD GOVERNANCE & PUBLIC PARTICIPATION	To enhance Good Governance and Accountability	Good Governance & Accountability	Number of 2025/26 External Audit Action Plan Progress Reports on Technical Services Findings submitted to the Chief Financial Officer by 30 June 2027	New Indicator	2	N/A	N/A	N/A	N/A	1	1	**Quarterly Audit Action Plan Progress Reports**

TL80	GOOD GOVERNANCE & PUBLIC PARTICIPATION	To enhance Good Governance and Accountability	Good Governance & Accountability	Percentage turnaround time achieved to respond to Internal Audit Findings within 7 day days after issuance of findings by 30 June 2027	New Indicator	100%	N/A	N/A	100%	100%	100%	100%	**Report on Internal Audit Findings Acknowledgement of receipts from Internal Auditors**

CHAPTER 6: SECTORAL CONTRIBUTIONS

Name of District: Pixley Ka Seme			
Name of Local Municipality	**Milestones**	**Total Budget**	**Comments**
COGHSTA	HOUSING PROJECT		On going

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**	

CHAPTER 7. LONG-TERM FINANCIAL PLAN

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 as 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 2025/2026 to 2026/2027 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 deferential 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 is 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 warm 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 us 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 2026/2027 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 indictors 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 2026/2027 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 2026/27 due to the state of the economy; hence a conservative approach has been adopted when projecting expected revenues and receipts.

The challenge to produce a sustainable, affordable budget necessitated reductions to certain budgetary provisions. National Treasury MFMA Budget related Circulars and related correspondence clearly prescribe that a budget must be realistic, sustainable and relevant; and must be fully funded. To comply with these prescribes, it is a requirement that the municipality must produce a positive cash flow budget for the 2026/2027 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. 93 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 2026/27 MTREF can be summarized as follows:

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

The MFREF-based revenue and expenditure projections assumed inflation-linked annual adjustments stands at 3,7%

Macroeconomic performance and projections, 2024 - 2029

Fiscal year	**2024/25**	**2025/26 Actual**	**2026/27 Estimate**	**2027/28 Forecast**	**2028/29 Forecast**
CPI Inflation	**4.4%**	**3.3%**	**3.7%**	**3.3%**	**3.2%**

Further key parameters applied to the Municipality's financial framework included the following for the 2026/2027 financial year:

Revenue / tariff increases

• Rates (Agricultural only)	5%
• Electricity	9.01%
• Water	3.7%
• Sanitation	3.7%
• Refuse	3.7%
• Salaries and Wages adjustments	3.7%
• General Expenses	3.7%

Our major cost drivers reflect as follows:

• Employee Cost:	R 47 million
• Remuneration of councillors:	R 6 million
• Operating Cost:	R 14 million
. Bulk purchases:	R 24 million
• Debt Impairment:	R 8 million
• Depreciation:	R 12 million

- Contracted Services: R 12 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 R39 399 million

Conditional Operational Grants

- Financial Management Grant R 3 million
- Library Provincial Grant R 1 150 million

Conditional Capital Grants

- Municipal Infrastructure Grant (95%) R 19 864 million
- Water Services Infrastructure Grant R 7 million -
- Energy Efficiency & Demand-side Grant R 2 million
- Integrated National Electrification R 13 840 million
- Smart Meter Grant (In-kind Allocation) R 21 million

Transfers and subsidies (Capital) amount to R 40 704 million

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 0f 2000). The next sub-sections highlight the legislative frameworks to be complied with.

In Circular 132 Municipal Budget Circular for the 2026/27 MTREF, National Treasury encouraged municipalities to maintain tariff increases at levels that reflect an appropriate balance between the affordability to poorer households and other customers while ensuring the financial sustainability of the municipality. The Consumer Price Index (CPI) inflation has however breached the upper limit of the 3 to 6 per cent target band; therefore, municipalities are now required to justify all increases in excess of the 6.1 per cent projected inflation target in their budget narratives, and pay careful attention to the differential incidence of tariff increases across all consumer groups.

National Treasury has released Version 6.9 of Schedule A1 (the Excel Formats) which is aligned to version 6.9 of the mSCOA classification framework which must be used when compiling the 2026/2027 MTREF budget. This version incorporates major changes (see Annexure A). Therefore, Thembelihle made use of this version for the preparation of their 2026/27 MTREF budget.

The process plan focusing on the IDP, PMS and Budget for 2026-2027 was tabled by the Mayor to Council during a Special Council meeting on 31 August 2025.

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 2024 – 2028

NC076 Thembelihle - Table A1 Budget Summary

Description	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Financial Performance										
Property rates	(1 589)	(2 119)	7 501	16 033	9 514	9 514	9 514	10 021	10 559	11 039
Service charges	18 962	24 371	24 963	36 318	35 718	35 718	36 519	39 164	40 926	41 949
Investment revenue	47	355	381	2 674	376	376	376	392	410	420
Transfer and subsidies - Operational	33 277	45 454	74 337	43 898	40 188	40 188	40 188	43 772	43 323	43 323
Other own revenue	11 606	8 363	10 627	19 411	18 531	18 531	18 531	23 751	24 820	25 440
Total Revenue (excluding capital transfers and contributions)	62 303	76 424	117 809	118 334	104 327	104 327	105 128	117 100	120 038	122 172
Employee costs	33 127	35 198	38 738	39 999	43 480	43 480	43 480	45 983	48 052	49 254
Remuneration of councillors	4 409	4 737	6 011	5 031	6 579	6 579	6 579	4 326	4 520	4 633
Depreciation and amortisation	15 073	19 442	14 186	10 836	5 000	5 000	5 000	11 220	11 725	12 018
Interest	7 167	10 305	18 095	3 710	10 210	10 210	10 210	10 660	11 139	11 418
Inventory consumed and bulk purchases	16 546	16 552	20 158	27 362	21 929	21 929	21 929	25 686	26 842	27 513
Transfers and subsidies	20	14	96	96	–	–	–	–	–	0
Other expenditure	20 340	149 057	41 922	30 580	26 868	26 868	26 868	35 405	36 998	37 923
Total Expenditure	96 681	235 306	139 206	117 614	114 066	114 066	114 066	133 280	139 277	142 760
Surplus/(Deficit)	(34 378)	(158 882)	(21 397)	720	(9 739)	(9 739)	(8 938)	(16 180)	(19 239)	(20 588)
Transfers and subsidies - capital (monetary allocations)	13 527	18 255	12 706	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	(20 851)	(140 627)	(8 691)	24 484	(299)	(299)	502	(322)	3 816	2 467
Share of Surplus/Deficit attributable to Associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	(20 851)	(140 627)	(8 691)	24 484	(299)	(299)	502	(322)	3 816	2 467
Capital expenditure & funds sources										
Capital expenditure	12 128	(110)	(20 973)	23 764	23 764	23 764	23 764	15 858	16 606	17 039
Transfers recognised - capital	12 058	565	(20 973)	23 764	23 764	23 764	23 764	15 858	16 606	17 039
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	46	(675)	–	–	–	–	–	–	–	0
Total sources of capital funds	12 104	(110)	(20 973)	23 764	23 764	23 764	23 764	15 858	16 606	17 039
Financial position										
Total current assets	29 306	31 185	69 124	12 091	12 091	12 091	12 091	(11 562)	(27 630)	(44 174)
Total non current assets	276 730	273 356	265 657	309 435	309 435	309 435	309 435	301 529	315 132	323 028
Total current liabilities	185 997	190 795	134 349	165 079	165 079	165 079	165 079	165 075	172 503	176 816
Total non current liabilities	8 672	34 691	87 990	2 476	2 476	2 476	2 476	2 476	2 587	2 652
Community wealth/Equity	106 126	62 735	112 672	154 173	154 173	154 173	154 173	121 941	111 969	99 131
Cash flows										
Net cash from (used) operating	(48 338)	(73 886)	(6 982)	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	(4)	–	–	(1 286)	–	–	–	–	–	(0)
Cash/cash equivalents at the year end	(48 046)	(73 253)	(2 704)	76 015	63 882	63 882	63 882	(15 318)	(31 555)	(48 197)
Cash backing/surplus reconciliation										
Cash and investments available	668	4 278	220	8 335	8 335	8 335	8 335	(15 318)	(31 555)	(48 197)
Application of cash and investments	167 178	165 902	92 437	164 581	162 848	162 848	162 859	161 483	168 755	172 985
Balance - surplus (shortfall)	(166 509)	(161 624)	(92 217)	(156 245)	(154 513)	(154 513)	(154 524)	(176 801)	(200 309)	(221 182)
Asset management										
Asset register summary (WDV)	234 572	227 799	181 659	265 946	265 946	265 946		258 040	269 686	276 446
Depreciation	15 073	19 442	11 622	10 836	5 000	5 000		11 220	11 725	12 018
Renewal and Upgrading of Existing Assets	24	–	–	2 000	2 000	2 000		2 000	2 090	2 142
Repairs and Maintenance	1 465	1 765	1 299	13 675	6 830	6 830		9 189	9 603	9 843
Free services										
Cost of Free Basic Services provided	–	–	–	–	–	–		–	–	–
Revenue cost of free services provided	–	–	–	–	–	–		–	–	–
Households below minimum service level										
Water:	–	–	–	–	–	–		–	–	–
Sanitation/sewerage:	–	–	–	–	–	–		–	–	–
Energy:	–	–	–	–	–	–		–	–	–
Refuse:	–	–	–	–	–	–		–	–	–

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

Strategic Objective R thousand	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
- To support local SMME's - Under take the Tourism Development Plan - Seek support from Department for human capital	LED Strategy			2	–	–	–	–	–	–	–	–
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	Public Participation		5,827	6,409	7,830	7,369	8,693	8,693	6,135	6,411	6,571

improve service delivery and harmony in the municipality											
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 recruitment and selection strategy of the municipality	Monitoring and Reporting		19,698	153,110	54,186	18,758	27,038	27,038	28,369	29,645	30,387

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.

CHAPTER 8. PERFORMANCE MANAGEMENT

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 June 2026. The TL SDBIP 2026/27 must be approved by the Mayor within 28 days after the adoption of the Municipal Budget to be tabled in Council in June 2026.