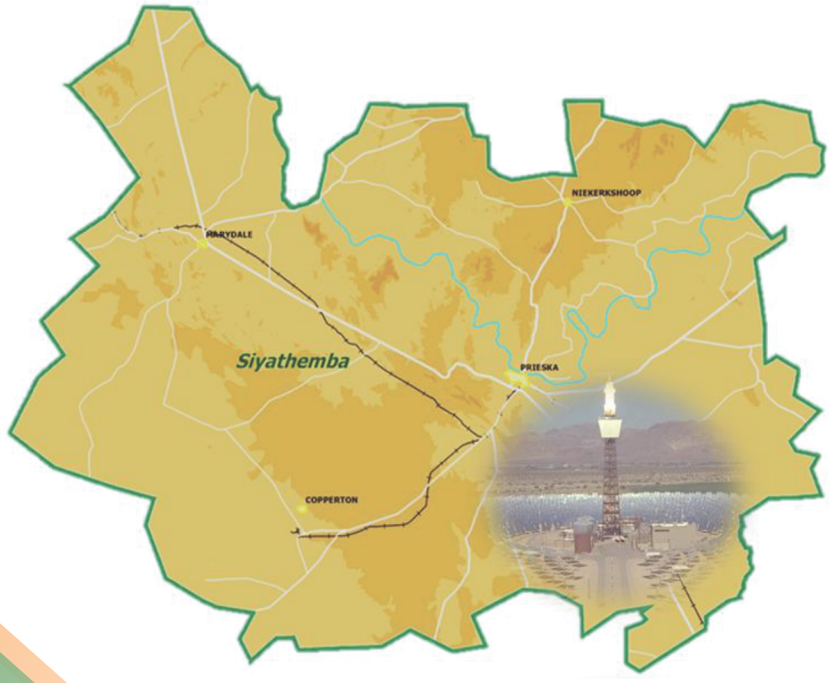
SIYATHEMBA
MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN (IDP)











2024/25 – 2026/27

INTERGRATED DEVELOPMENT PLAN (IDP)

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1. CHAPTER 1 MUNICIPAL BACKGROUND

1.1 Introduction

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

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

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

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

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

After the latest demarcation process, the area was extended to include not only the three towns and surrounding suburbs of Marydale, Niekerkshoop and Prieska but also Copperton. Copperton is an old mining town that was sold to a private owner after the closing of the Mine. The town is currently on a long-term lease by the Request Trust. The Current owners was awarded a mining license and is currently in negotiations with the Municipality for the housing and development land and the Municipality already availed some infrastructure in this regard.

Some of the houses were initially demolished and after the lease agreement was signed with the Request Trust, an agreement was reached that the rest of the houses could be retained. An agreement was reached between the Lessee and Alkantpan (Armscor) for the delivery of water, sanitation, and electricity services. Armscor also maintained one of the main roads

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

CHAPTER 1 MUNICIPAL BACKGROUND

MAYOR'S OVERVIEW



Greetings resilient Residents, Stakeholders and Partners of Siyathemba Local Municipality,

Exciting news! Our Integrated Development Plan (IDP) is here, crafted to propel us towards a prosperous future, in sync with President Cyril Ramaphosa's 'smart city' vision.

At its core, our IDP focuses on economic growth and sustain ability. We're committed to empowering our farmers, fostering a thriving business environment, and ensuring overall well-being.

Through strategic partnerships and embracing innovation, we aim to enhance service delivery and resource management, guided by President Ramaphosa's vision.

But, we can't do it alone. We need your collaboration to make this journey a success. Join us in building a brighter, more inclusive, and sustainable municipality.

Together, let's sow the seeds of prosperity and march towards a brighter tomorrow, guided by integrity, compassion, and progress.

Thank you for your unwavering support. Let's embark on this journey together!

CHAPTER 1 MUNICIPAL BACKGROUND

IDP OVERVIEW



Kealeboga Gaborone
Acting Municipal Manager

The Integrated Development Plan is a management tool used to deliver sustainable development to communities. Its development, as prescribed in the Municipal Systems Act 32 of 2000, makes it a legal requirement. Due to its legal status, the IDP supersedes all other plans that guides development at a local government level.

The annual review process ensures that the municipality remains flexible and responsive to the changes without losing sight of the vision and the long term objectives.

The review of the IDP 2004-5 takes place in the middle of the IDP cycle as well as the term of the current municipal council. It provides an opportunity to realistically assess the progress made in achieving the vision and the strategic objectives set as well as to respond to changing circumstances and demands.

This review process for Siyathemba Local Municipality comes at a time when the Department responsible for Local Government in the province had raised non-compliance issues on the current IDP document. The Auditor General on the other hand, had also raised concerns on planning and performance management within the municipality.

The IDP is a critically important tool that guides transformation, growth and development and further provides a basis for monitoring the implementations. Taking this into consideration, the municipality has accepted the flaws and take steps of bridging the gaps that were identified in order to provide room for improvement towards planning and accountability.

As a result, a lot of effort went into this review process to ensure that the IDP 2024-25 document itself is brought up to acceptable standards and in a way that it provides a basis for ease in alignment to other strategic municipal documents as well as the monitoring thereof.

It is through the support and leadership of the Mayor; Mr. AJ Phillips, the Speaker; Mr Macdonald Giel and the rest of our councillors that the process to reach out and consult with our communities was a success, which gave value to the review process.

It would not be of any justice not to extend word of gratitude to the officials of the Siyathemba Local Municipality that strives through limited resources and sometimes unfavourable conditions to ensure delivery of services to our communities.

Lastly, the appreciation goes to the community of Siyathemba Local Municipality for the cooperation and patience that have and continue to display and exercise. Despite the harsh realities that we face not just as a municipality but as a country, we remain hopeful that with the steps towards the right direction and putting in the efforts and hardwork, the lives of our communities shall be improved.

As we acknowledge the challenges that we face as a municipality, we remain determined to bring sustainable growth and development to our municipality for the betterment of the livelihood of our communities.

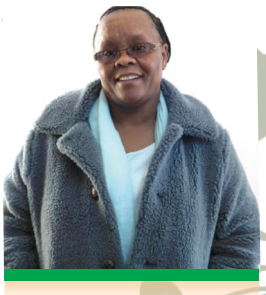
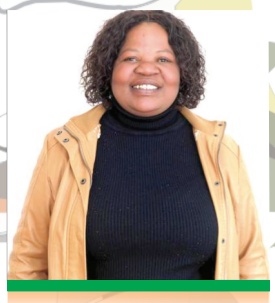
Kealeboga Gaborone
I thank you

CHAPTER 1 MUNICIPAL BACKGROUND

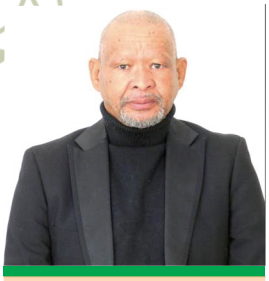
COUNCIL MEMBERS

FACES
COUNCIL MEMBERS



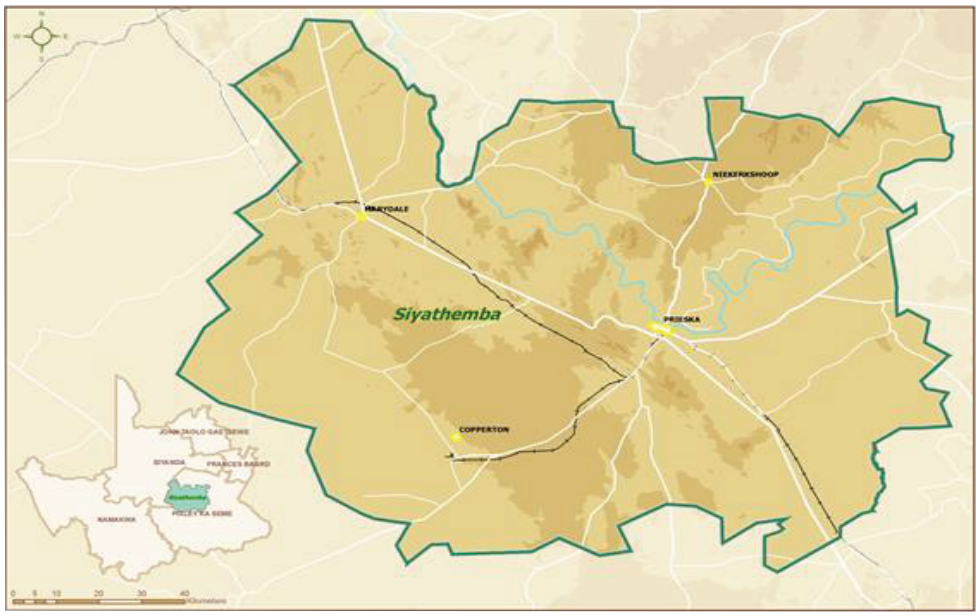




MAJOR DRIVING INDUSTRIAL ACTIVITIES INCLUDE:

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

Figure 1: Locality Map



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

Integrated Development Planning and It's Guiding Principles

The Integrated Development Plan (IDP) is the principal strategic planning instrument which guides and informs all planning, budgeting, management and decision making processes in the municipality. The purpose of the IDP is to ensure the effective use of scarce resources; helps to speed up delivery and attract additional funds from all the spheres of government and the private sector; helps to overcome the legacy of apartheid by lobbying for integrated rural and urban areas and to extend services to the poor and lastly promotes co-ordination between local, provincial and National government.

The formulation of the IDP was guided by various pieces of legislation; amongst others are the following: The Integrated Development Planning process originates in the **Constitution of the Republic of South Africa (Act 108 of 1996)**, which instructs local government to:

- Provide democratic and accountable government to all communities
- Ensure the provision of services to communities in a sustainable manner
- Promote social and economic development
- Promote a safe and healthy environment
- Encourage the involvement of communities and community organizations in matters of local government.

The Municipal Structures Act (Act 117 of 1998) provides for the following:

Chapter 5: Stipulates the general functions and powers of municipalities

- Section 83 (1): Each municipality has powers and functions assigned to it in terms of the provisions of the Constitution
- Section 83 (2): Powers and functions must be divided between the District Municipality and the Local Municipalities

Chapt er 5, Section 26 of the Municipal Systems Act indicates the core components of an IDP and that such an IDP must reflect the following:

- The municipal council's vision for the long-term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs.
- An assessment of the existing level of development in the municipality, which must include an identification of communities, which do not have access to basic municipal services.
- The council's development priorities and objectives for its elected term, including its local economic development and internal transformation needs.
- The council's development strategies, which must be aligned with any national and provincial sectoral plans, and planning requirements that are binding on the municipality in terms of legislation.
- A spatial development framework, which must include the provision of basic guidelines for a land, use management system for the municipality.
- The council's operational strategies.
- Applicable disaster management plans.
- A financial plan, which must include a budget projection for at least the next three years.
- The key performance indicators and performance targets determined in terms of Section 41 of the MSA.

Municipal Finance Management Act no 56 of 2003, which emphasizes secure sound and sustainable management of the financial affairs of the municipalities and other institutions in local government. It provides clarity on municipal budgetary processes and how these budgets should be utilized. This act addresses three critical aspects in the IDP implementation plan, namely:

- Transformation of the procurement approach;
- Alignment of the IDP, budgeting and performance management processes;
- Linkage of IDP timeframes with budget time frames.

The Municipal Planning and Performance Management Regulations (R796 of 2001) set out further requirements for an IDP:

- An institutional framework is required for the implementation of the IDP and to
- address the municipality's internal transformation;Investment initiatives;
- Development initiatives including infrastructure, physical, social and institutional development; and
- All known projects, plans and programmes to be implemented within the municipality by any organ of state.

Intergovernmental relations framework Act no 13 of 2005 which provides clarity on how all the three spheres of government must work together. The Act is a response to the limited successes in the alignment efforts among the three spheres of government. It creates a framework to support intergovernmental cooperation and coordination as required by the Constitution in its definition of "cooperative governance". It provides for the obligation of all spheres to participate in the planning processes of the municipality and in turn allow their own planning processes to be influenced by the municipal IDP's. The Act establishes structures and processes that enhance inter – governmental planning and monitoring processes for local, provincial and national spheres of governance.

1.2 National and Provincial and District Alignment Sustainable Development Goals

In 2015 the Millennium Development Goals (MDGs) came to the end of their term, and the sustainable development goals were introduced as the post 2015 agenda comprising 17 Sustainable Development Goals, 169 targets and 229 indicators took their place. The SDG's are based on the moral principle of the Millennium Development Goals, which aimed to ensure that no one or one country should be left behind and that each country has a common responsibility in delivering on the global vision. The goals sets out a holistic framework to help set the world on a path towards sustainable development, by addressing all three dimensions of economic development, social inclusion, and environmental sustainability. During the development of the 5-year IDP efforts were made to ensure that integration and institutionalization of the SDG in the planning processes of the municipality is achieved.

1.3 National Spatial Development Perspective (NSDP)

It provides for focusing of development on areas of potential as a catalyst towards improvement of lives of communities. Areas of potential or nodal points should be prioritized for infrastructure.

1.4 National Development Plan investment.

The development of the municipal SDF took into consideration proposals of the NSDP.
The NDP serves aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality. Below are the key elements that each sphere if government.
must attain in order to achieve the decent living standards.

- Safety and security
- Recreation and leisure
- Safe and reliable public transport
- Quality education and skills development
- Quality health care
- Social protection
- Adequate nutrition
- Clean environment
- Water, electricity, sanitation and Housing
- Employment

1.5 Provincial Strategic Outlook
2019-2024 Medium Strategic Term Framework (MTSF) Priorities

The seven national MTSF Priorities for the 2019-2024 Administrative Term are derived from the Electoral Mandate which in turn is aligned to the NDP Vision 2030, whereby the Office of the Premier also contributes to the seven (7) priorities of the MTSF 2019-2024.
The 7 priorities are listed as follows:

1) Building a capable, ethical and developmental state
2) Economic transformation and job creation
3) Education, skills and health
4) Consolidating the social wage through reliable and quality basic services
5) Spatial integration, human settlements and local government
6) Social cohesion and safe communities
7) A better Africa and world

Provincial Development Plan 2030
The purpose of the Provincial Development Plan is to enable the provincial government to implement the policies developed in the National Development Plan and to promote a more holistic, economic and social development across the Northern Cape Province. The Executive Council (EXCO) during 2013 has resolved that the focus areas would be education, health, infrastructure, green economy, manufacturing, agriculture, food security, mining and crosscutting issues, such as skills development, job creation and SMME development.
As a long-term plan the Provincial Development Plan (PDP) is required to serve four broad objectives:

- Provide overarching goals for what the province wants to achieve by 2030

The 17 SDGs are as follows:

- SDG 1: End poverty in all its forms everywhere;
- SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- SDG 3: Ensure healthy lives and promote well-being for all at all ages;
- SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all;
- SDG 5: Achieve gender equality and empower all women and girls;
- SDG 6:Ensure availability and sustainable management of water and sanitation for all;
- SDG 7:Ensure access to affordable, reliable, sustainable and modern energy for all;
- SDG 8:Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all;
- SDG 9:Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation;
- SDG 10:Reduce inequality within and among countries;
- SDG 11:Make cities and human settlements inclusive, safe, resilient and sustainable;
- SDG 12:Ensure sustainable consumption and production patterns;
- SDG 13:Take urgent action to combat climate change and its impacts;
- SDG 14:Conserve and sustainably use the oceans, seas and marine resources for sustainable development;
- SDG 15:Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss;
- SDG 16:Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels; and
- SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

1.6 District Development Model - One Plan

The DDM is an all-of-government approach to improve integrated planning and delivery across the three spheres of government with district and metropolitan spaces as focal points of government and private sector investment. The DDM is aimed at facilitating integrated planning, delivery and monitoring of Government's development programmes through the concept of a joint "One Plan" in relation to development spaces/impact zones through the establishment of national technical capacity as well as district hubs that will drive implementation of the programme.

Build consensus on the key obstacles to the province achieving these goals and what needs to be Provide a shared long-term strategic framework within which more detailed planning can take place to advance the long-term goals set out in the PDP – Vision 2030; and It must create a basis for making choices about how best to use limited resource**s.**

Sustainable Development Goals (SDGs):
The SDGs, otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. These seventeen goals include areas such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities. The goals are interconnected and often one success will involve tackling issues more commonly associated with another.

District Development Model:

This approach will not only accelerate local economic development, urbanization, economic activities but also the provision of basic services and other tailor-made solutions such as "Covid-19 interventions" at grass roots level.

Traditionally all spheres of government have had the criticism of operating in silos. This had led to incoherent planning and implementation of transversal programmes, which has made service delivery sub-optimal and diminished the ability of Government to tackle the challenges of poverty, inequality and unemployment. The President's Coordinating Council at a meeting in August 2019 therefore adopted the District Development Model, which envisages "a new integrated district based approach to addressing service delivery challenges and localized procurement and job creation, that promotes and supports local businesses, and which involves communities."
The District Development Model has been piloted in three municipalities in South Africa and PKSDM is one of those municipalities that has taken a major step in setting up structures for the implementation of DDM. In February 2020, the President's Coordinating Council identified that consideration would be given to the further implementation of the District Development Model in South Africa. The Model presents a number of opportunities to ensure coordinated service delivery through all agencies and government spheres, which in turn will lead to efficiencies and better service delivery.

1.7 IDP DEVELOPMENT PROCESS

Drafting of an IDP requires a comprehensive planning process and the involvement of a wide range of internal and external INTEGRATED DEVELOPMENT PLAN (IDP) 2022-2027 15 SIYATHEMBA LOCAL MUNICIPALITY role players. Such a process has to be properly organized and prepared. This preparation is the duty of the Municipal Manager together with Senior Management and is set out in the Process Plan which ensures the institutional readiness of the DM to draft or review the IDP over a five-year period.

This plan was approved by Council on the 5th of October 2023. An inherent part of the IDP process is the annual and medium-term revenue and capital expenditure framework (MTREF) which is based upon the key performance areas set out in the IDP. The annual Service Delivery and Budget Implementation Plan (SDBIP) ensures that the municipality implements programmes and projects based on the IDP targets and associated budgets. The performance of the municipality is reported in Quarterly and mid- yearly Performance Assessment Reports, as well as in the Annual Report.

IDP Annual Planning & Drafting Process:
Annually the IDP Process Plan must be adopted by Council in August, in accordance with the Systems Act and the MFMA. To prepare a credible IDP, several stakeholders have to be engaged to provide inputs and guide the final IDP. The Process plan is an organized activity plan that outlines the process of development of the IDP and Budget. This process plan outlines the manner in which the 2024/2025 IDP development and Budget process will be undertaken.
Section 153 of the Constitution of the Republic of South Africa provides that a Municipality must "structure and manage its administration and planning processes to give priority to the basic needs

of the community and to promote the social and economic development of the community". This constitutional provision illustrates the need for integrating the planning, budgeting, implementation and reporting processes of all public institutions. The IDP of a Municipality is developed for a five year period and is reviewed annually. Section 25 of the Municipal Systems Act, No 32 of 2000 states that "Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality".

The IDP, as a Municipality's strategic plan, informs Municipal decision-making as well as all the business processes of the Municipality. The IDP informs the Municipality's financial and institutional planning and most importantly, the drafting of the annual budget. The 2024/2025 budget will be developed from the SLM Priorities, emanating from the analysis phase of the Integrated Development Plan. Strategies will be developed in the context of the identified policy priorities. Out of these strategies will emerge MTREF Operational Plans that will contain departmental performance indicators over the 3 years, with targets and resource allocation estimates. The IDP and the budget processes are two distinct but integrally linked processes which must be coordinated to ensure that the IDP and budget related policies and the tabled budget are mutually consistent and credible.
Municipal Finance Management Act, 2003; Local Government: Municipal Planning and Performance Management Regulations, 2001 and 2006.

1.7.1 The 2023-2024 IDP Development Process

Five-Year Cycle of the IDP:

Drafting of an IDP requires a comprehensive planning process and the involvement of a wide range of internal and external **INTEGRATED DEVELOPMENT PLAN (IDP) 2024-2027** Siyathemba Local Municipality role players. Such a process has to be properly organized and prepared. This preparation is the duty of the Municipal Manager together with Senior Management and is set out in the Process Plan which ensures the institutional readiness of the DM to draft or review the IDP over a five-year period. This plan is approved by Council. An inherent part of the IDP process is the annual and medium-term revenue and capital expenditure framework (MTREF) which is based upon the key performance areas set out in the IDP. The annual Service Delivery and Budget Implementation Plan (SDBIP) ensures that the municipality implements programmes and projects based on the IDP targets and associated budgets. The performance of the municipality is reported in Quarterly and mid- yearly Performance Assessment Reports, as well as in the Annual Report

IDP Annual Planning & Drafting Process

Annually the IDP Process Plan must be adopted by Council in August, in accordance with the Systems Act and the **MFMA**. To prepare a credible IDP, several stakeholders have to be engaged to provide inputs and guide the final IDP. The Process plan is an organized activity plan that outlines the process of development of the IDP and Budget. This process plan outlines the manner in which the 2024/2027 IDP development and Budget process will be undertaken.

It has been prepared in line with the District Framework Plan. Section 153 of the Constitution of the Republic of South Africa provides that a Municipality must "structure and manage its administration and planning processes to give priority to the basic needs of the community and to promote the social and economic development of the community". This constitutional provision illustrates the need for integrating the planning, budgeting, implementation and reporting processes of all public institutions.

The IDP of a Municipality is developed for a five year period and is reviewed annually. Section 25 of the Municipal Systems Act, No 32 of 2000 states that: "Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality". The IDP, as a Municipality's strategic plan, informs Municipal decision-making as well as all the business processes of the Municipality.

The IDP informs the Municipality's financial and institutional planning and most importantly, the drafting of the annual budget. The 2024/2025 budget will be developed from the Siyathemba Local Municipality priorities, emanating from the analysis phase of the Integrated Development Plan.

Strategies will be developed in the context of the identified policy priorities. Out of these strategies will emerge MTREF Operational Plans that will contain departmental performance indicators over the 3 years, with targets and resource allocation estimates? The IDP and the budget processes are two distinct but integrally linked processes which must be coordinated to ensure that the IDP and budget related policies and the tabled budget are mutually consistent and credible. Municipal Finance Management Act, 2003; Local Government: Municipal Planning and Performance Management Regulations, 2001 and 2006.
This plan includes the following:

- A programme specifying the time frames for the different planning steps;
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process;
- Clear roles and responsibilities for all
- An indication of the organizational arrangements for the IDP process;
- Binding plans and planning requirements, i.e. policy and legislation; and
- Mechanisms and procedures for vertical and horizontal alignment.

Adoption of integrated development plans:

Section 25 of the Municipal Systems Act states that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which covers the following:

- links, integrates and co-ordinates plans and takes into account proposals for the development of the **INTEGRATED DEVELOPMENT PLAN (IDP) 2024-2027** :
- aligns the resources and capacity of the municipality with the implementation of the plan
- Forms the policy framework and general basis on which annual budgets must be based
- Complies with the provisions of Chapter 5 of the Municipal Systems Act
- Compatible with national and provincial Development plans and planning requirements binding on the municipality in terms of legislation

Implementation of the IDP:

The Service Delivery and Budget Implementation Plan (SDBIP) ensures that the DM 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. These 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. The linkage between the IDP and the SDBIP will be elaborated on in Chapter 5 of the IDP.

1.7.2 Budgeting

The IDP can be regarded as a tool that enables the municipality to align its financial and institutional resources based on agreed policy objectives and programmes. As a result, the municipal IDP and budget are inevitably linked to one another as stipulated by legislation.

Local Government Municipal Finance Management Act, 56 of 2003, section 21 (1) stipulates that the Mayor of a municipality must co-ordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget-related policies,to ensure that the tabled budget and any revisions of the integrated development plan and budget-related policies are mutually consistent and credible; at least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget; the annual review of: —

(a) The integrated development plan in terms of section 34 of the Municipal Systems Act; and
(b) The budget-related policies; the tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and any consultative processes forming part of the processes

The Local Government Municipal Planning and Performance Management Regulations, 2001 Section 6 stipulates that:

Giving effect to the integrated development plan

A municipality's Integrated Development Plan must inform the municipality's annual budget that must be based on the development priorities and objectives referred to in section 26(c) of the Act, and the performance targets set by the municipality in terms of regulation l2; and be used to prepare action plans for the implementation of strategies identified by the municipality. The draft budget was tabled to Council for adoption on 26th April 2024.

Implementation and Monitoring of Performance

The implementation and monitoring of the IDP is done continuously throughout the year. This phase represents the implementation and monitoring of proposals and projects contained in the IDP. The municipality develops organizational performance management plan, which reflects Key Performance Indicators (KPI's) and targets linked to the Integrated Development Plan. This plan will be used as a monitoring framework towards the implementation of the IDP and the attached budget there of.

This phase comprises meetings/negotiations with provincial departments in order to monitor progress on provincially/nationally funded projects and meetings on funding, powers, duties etc., as contemplated in the IDP document. During this phase, the situation regarding the development and review of sectoral strategic plans will also be monitored.

1.7.3 Outcomes of the IDP Community Consultation Meetings

SLM engaged in an intensive community consultation that was done at a ward level in line with the community based planning approach. The municipality employed the community based planning approach to stimulate participatory governance by awarding community members a fair opportunity to deliberate on issues affecting them in their respective wards. Furthermore, this approach was implemented to inevitably include the local community in decision-making, planning and generally allowing them to play an active part in their own development.

To facilitate this community consultation process, a team consisting of Ward Councilors, Ward Committee Members and administrative officials were deployed to facilitate the process in all the 6 municipal wards. The object of these meetings was to engage bthe communities about the draft IDP & draft budget process, to give progress on performance in relation to municipal matters.

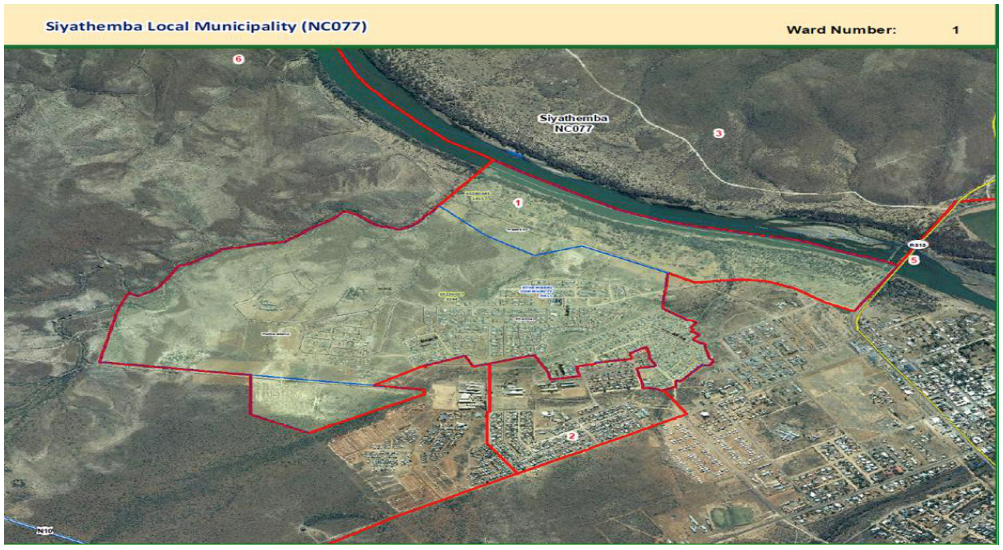
The tables below indicate the detail of the sessions that were held with regard to the Compilation of the Final IDP and the 2024/25 review process:

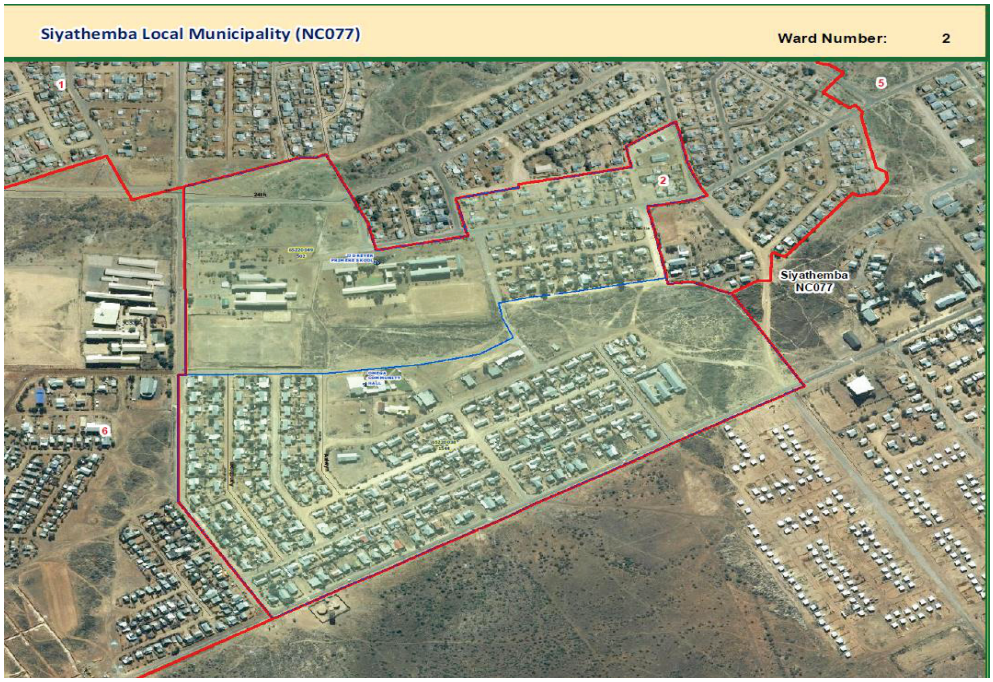
Ward	Description	Date	Attendees
Ward 1:	Council Meets the people	8/11/2023	**Councilors, municipal officials, community members**
Ward 2:	Council Meets the people	31/10/2023	**Councilors, municipal officials, community members**
Ward 3:	Council Meets the people	2/11/2023	**Councilors, municipal officials, community members**
Ward 4:	Council Meets the people	1/11/2023	**Councilors, municipal officials, community members**
Ward 5:	Council Meets the people	31/10/2023	**Councilors, municipal officials, community members**
Ward 6:	**Council Meets the people**	**31/10/2023**	**Councilors, municipal officials, community members**

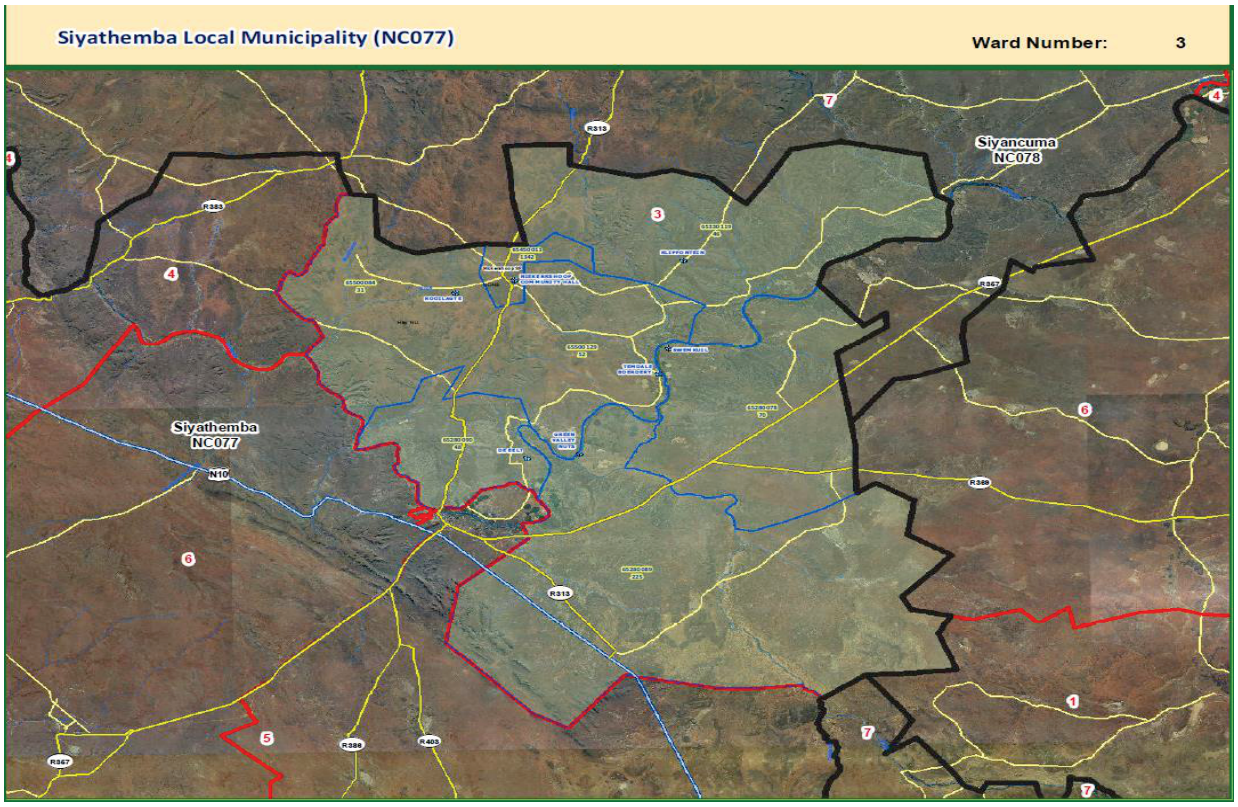
Ward	Description	Date	Attendees
Ward 1:	IDP & Budget Input meeting	8/05/2024	Councilors, municipal officials, community members
Ward 2:	IDP & Budget Input meeting	9/05/2024	Councilors, municipal officials, community members
Ward 3:	IDP & Budget Input meeting	6/05/2024	Councilors, municipal officials, community members
Ward 4:	IDP & Budget Input meeting	7/05/2024	Councilors, municipal officials, community members
Ward 5:	IDP & Budget Input meeting	13/05/2024	Councilors, municipal officials, community members
Ward 6:	IDP & Budget Input meeting	14/05/2024	Councilors, municipal officials, community members

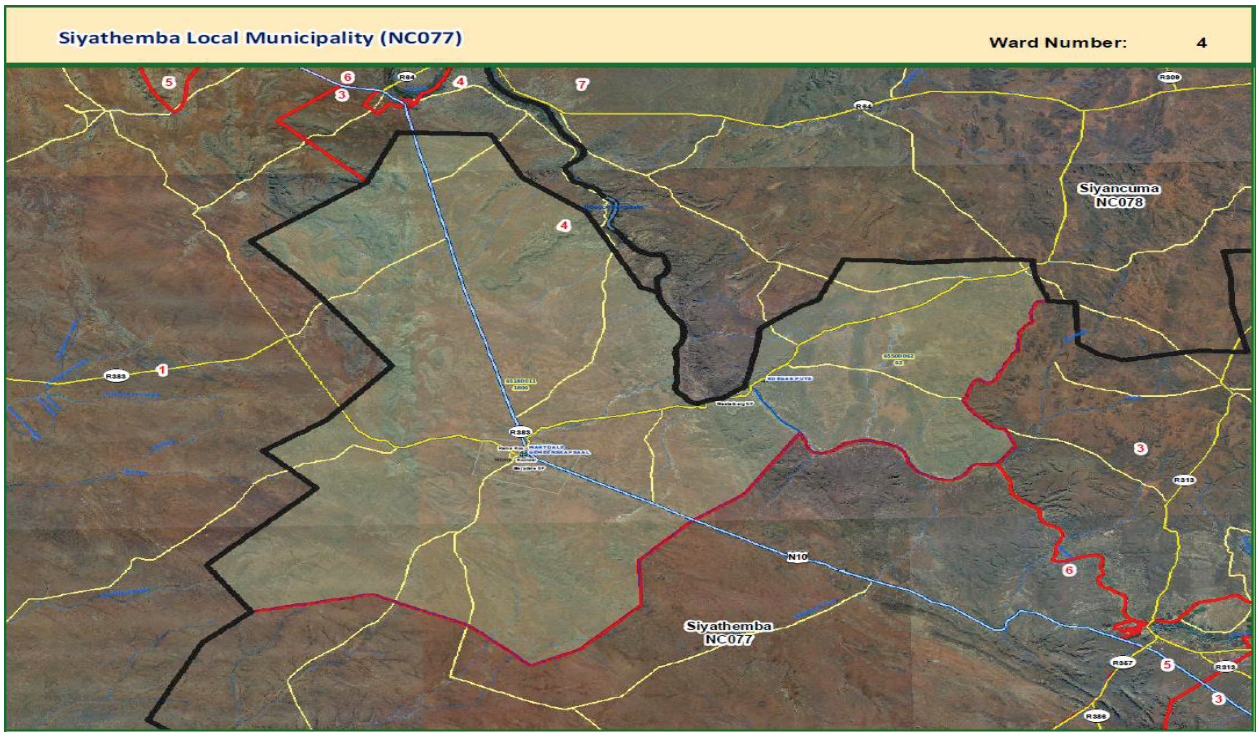
Name	Position	Party
Johan Andrew Phillips	Executive mayor & PR councillor	Siyathemba Community Movement
Giel Macdonald	Speaker & ward 6 councillor	African National Congress
Jacobus Platvoet	Ward 1 councillor	African National Congress
Ronald John Februarie	Ward 2 councillor	Siyathemba Community Movement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

Ward No.	Description
1	E'thembeni, Plakerskamp, Mandela Square
2	Lemnertsville, Rooiblok
3	Niekerkshoop
4	Rainbow, Rama Rou, Rooidal
5	Smartie Town, Prieska Town, Copperton
6	Fairview Ext 15,

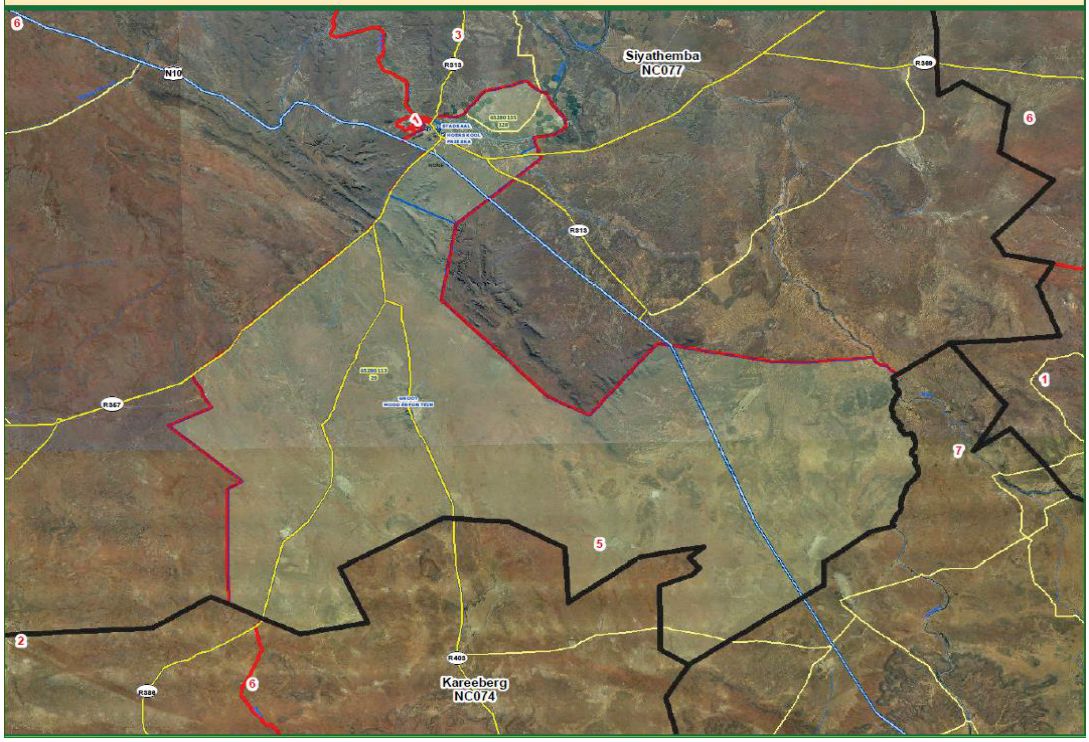




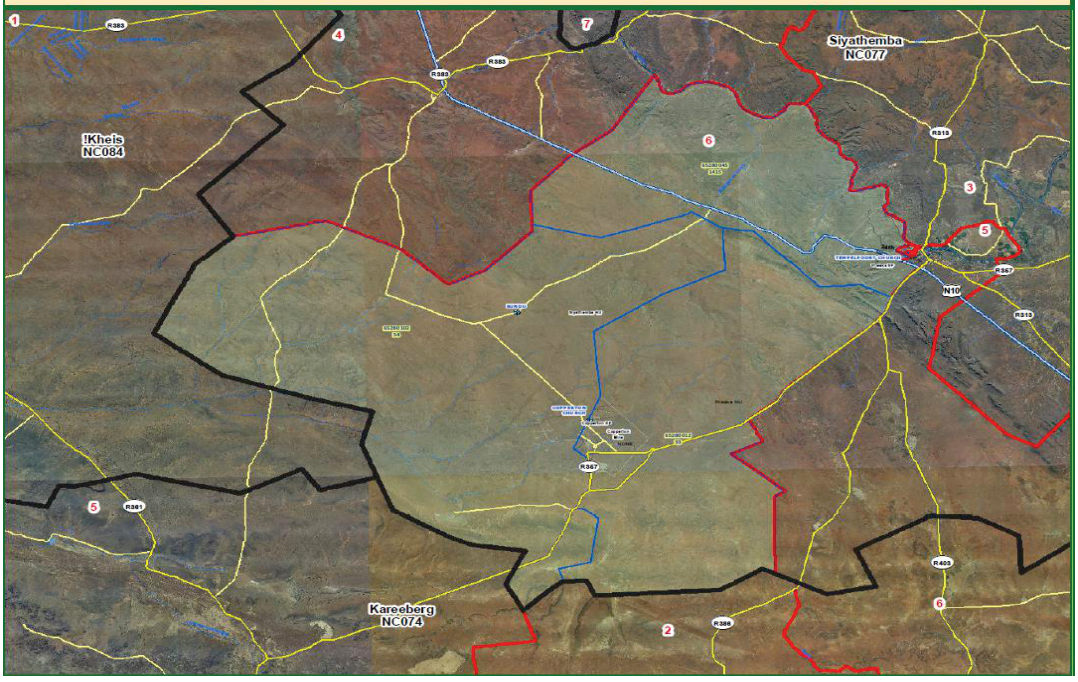

Siyathemba Local Municipality (NC077)
Ward Number: 3
Siyancuma NC078
Siyathemba NC077
N10
R385
R386
R387
R313
R357


Siyathemba Local Municipality (NC077)
Ward Number: 4
Siyancuma NC078
Siyathemba NC077
N10
R385
R313
R357

Siyathemba Local Municipality (NC077) Ward Number: 5



Siyathemba Local Municipality (NC077) Ward Number: 6



1.7.4 IDP Structural Arrangements

The following table portrays the structures/stakeholders, composition, and the roles and responsibilities in respect of the Integrated Development Planning Process within Siyathemba Local Municipality.

Table 2: IDP Structures, Roles and Responsibilities

STRUCTURE/ STAKEHOLDER	COMPOSITION	ROLES AND RESPONSIBILITIES
IDP Stakeholder engagements	Executive Mayor Councilors Departments Representatives of Organized Groups Stakeholder representatives of unorganized Groups Mining Companies NGOs/ CBOs Agricultural Organizations	- **Represent interests of their constituents in the IDP process.** - **Provide organizational mechanism for discussion, negotiation and decision-making between the stakeholders.** - **Ensure communication between Stakeholder representatives including municipal government** - **Monitor the performance of the planning and implementing process**
Municipal Manager	Municipal Manager	- **Oversee the whole IDP process and to take responsibility therefore.**
Director Technical & Development services	Director Technical & Development services	- **Manage the process of developing and revising the IDP.**
Ward Committees	All members of Ward Committees.	- Link the planning process to their wards. Assist in the organizing of public consultation and participation engagements. - Ensure that the annual municipal budget and business plans are linked to and based on the IDP.
Council	All councilors.	- Approve the Process Plan and the IDP.
IDP Technical Committee	Municipal Manager. Directors	- Assess the level of development among others conducting the community and stakeholder issue analysis; - In-depth analysis of priority issues through assessing context, causes, dynamics, resources and potential related to those issues; - Provide technical expertise in the consideration and finalization of strategies and identification of projects; - Make preliminary budget projections for the capital and operational budget allocations, - Design project proposals and set project objectives, targets and indicators; - Contribute to the integration of

		projects and sector programmes; Contribute to the actual consolidation and finalization of the IDP document.
Secretariat	Public Participation	- Record proceedings at IDP meetings Issue invites for all meetings. -- Distribute minutes and reports to all Stakeholders.

1.8 Municipal Powers and Functions

The table below indicates the functions which the Municipality is responsible for in term of the constitution. It also gives an indication if the Municipality has sufficient capacity to fulfil these functions:

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

CHAPTER 2: SITUATIONAL ANALYSIS DEMOGRAPHICS

The jurisdiction of the Siyathemba Local Municipality covers an area of 14 725km², which is also 14% of the total area of 103 410km² that constitutes the Pixley ka Seme District Municipality. The Siyathemba Local Municipality is situated on the west side of the district municipality. The main town is Prieska which is located more or less in the middle of the municipal area. The two other settlements are Marydale, Niekerkshoop and Copperton, located close to the eastern and western boundaries of the municipal area. Prieska is the main town in the municipal area with more than 60% of the total population residing in the town.

The Siyathemba Local Municipality area is bisected by the N10 which is a national route connecting Gqeberha on the Eastern Cape coast with the Namibian border at Nakop, via De Aar and Upington. The most prominent link between Prieska and other towns within the district, i.e. to the north east, would be the link with Douglas along the R357 route to Kimberley, the administrative 'capital' of the Northern Cape, located about 223 km north east of Prieska or the north west link would be via the N10 either from Britstown or Upington.

The table below lists some key points as summary of the geographic context within which integrated development planning for the municipality is performed.

Geographic summary	
Province name	Northern Cape
District name	Pixley Ka Seme
Local municipal name	Siyathemba Municipality
Main town	Prieska
Location of main town	Central to the rest of the municipal area
Population size of main town (as a % of total population)	More than 60%
Major transport routes	N10
Extent of the municipal area (km2)	14 725 km²
Nearest major city and distance between major town/city in the municipality	Kimberley (about 223 km) and Upington (197 km)
Closest harbour and main airport to the municipality	Kimberley (Airport)Port Elizabeth (Harbour)
Region specific agglomeration advantages	Agriculture; Convergence of key national routes; Orange River flowing on the northern side of the municipal area

TABLE: OVERVIEW OF KEY DEMOGRAPHIC INDICATORS		
Key Demographic Indicators for Siyathemba Local Municipality		
Aspect	**2011**	**2022**
Total population	21 591	27 102
Young children (0-14 years)	30.8%	27.0%
Working age population (15-64 years)	63.2%	66.5%
Elderly (65+ years)	6.0%	6.5%
Dependency ratio	58.2%	50.3
Sex ratio	99.3	98.6
No schooling (20+ years)	11.5%	7.1%
Higher education (20+ years)	5.2%	6.3%
Number of households	5 831	6 739
Average household size	3.7	4.0
Formal dwellings	88.6%	87.1%
Flush toilets connected to sewerage	71.3%	85.1%
Weekly refuse disposal service	73.9%	78.2%
Access to piped water in the dwelling	43.1%	50.5%
Electricity for lighting	86.2%	94.6%

Table above illustrates the overall stats of SLM in the 2011 and 2022 census periods.

Indicators	**Black-African**		**Coloured**		**White**		**Other**		**Total**	
	2011	**2022**	**2011**	**2022**	**2011**	**2022**	**2011**	**2022**	**2011**	2022
Population size	4049	5348	15 525	18 762	1827	2689	77	9	21 591	**27 102**
Proportional share of total population	18.8%	19.7%	71.9%	69.2%	8.5%	9.9%	0.9%	1.1%		
Population growth rate (2011-2022)	**-**	**0.9%**	**-2.7%**	**-**	**-**	**1.4 %**	**-**	**0.2**	**-**	

The population of SLM increased from 21 591 in 2011 to 27 102 in 2022 which represents an increase of approximately 2.08.The dominate group in SLM is mainly coloured people, followed by blacks

The Black-African grouping increased in the percentage share of the total population from 2011 to 2022 whereas the Coloured grouping experienced a decline in the percentage share of the total population from 2011 to 2022 by 2.7%. Together, these groupings comprised more than 88% of the population since 2011. There was also an increase from 8.5% in 2011 to 9.9% in 2022

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

The number of formal dwellings in SLM decreased slightly from 88.6% in 2011 to 87.1% in 2022 and an increase in informal dwellings. These figures indicates that there is likely to be a housing backlog in SLM or it's attributed by an influx of people seeking jobs because of the significant increase in informal dwellings. This trend can also be seen with the decrease services. Normally there is a struggle for municipalities to service informal settements

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

The percentage of persons with no schooling in the SLM indicates a significant decrease over the years. This is also showing with the increase in matric pupil and higher education. The introduction of learnerships in SLM is assisting with the increase.

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

Significant progress has been made regarding the provision of water, but backlogs still exist. There are 96.7% households in SLM that has water in both inside the dwelling and in the yard. At informal settlements there are community standpipes (1.4%) which are shared by the community. Areas with no access to water (1.1%) are normally the areas outside the grid or at the commonage land, which is not serviced.

EXISITNG EDUCATIONAL FACILITIES SCHOOL

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

EXISITNG HEALTH FACILITIES

Type of Facility	Facility Name	Town	
Hospital	Hospital	Hospital	Bill Pickard Hospital
Permanent Clinic	Niekerkshoop Clinic	Niekerkshoop	
Permanent Clinic	Ethembeni Clinic	Prieska	
Permanent Clinic	Marydale PHCC	Marydale	
Permanent Clinic	Prieska Clinic	Prieska	

2.2. Municipal PESTEL analysis

POLITICAL	ECONOMICAL	SOCIAL
• Political Unrest • Uncontrollable business forums • Non-functional Council & Oversight • Political uncertainty may affect governance • Separation of powers (Political & Administration)/Clear roles and responsibility • Multi-party, tolerant and disciplined governance • Legislation, policies ,unfunded mandate and clear council procedures, resolutions, political instability unstable political climate, uncertainty	• Closure of WBHO factory • High level of u nemployment • Non-compliance to by- laws • Illegal service connections • Changes in the prescripts/Laws e.g. Inflation rate, • Red Tapes that come from the Laws makes theu nfavorable economic activities e.g. hawkers • Limitation in the local/Town revitalization strategies • Population Growth e.g. Impact on infrastructure/Increase in potential revenue • Impact of covid 19 on the economy • Implementation of economic recovery plan • Budgetary constraints • Increase in revenue • Approved budget, inflation, • interest rate , staff related cost, financial viability • Precinct planning inplace • Low density and scattered urban areas • Inadequate supply of land for development of integrated human settlements (municipal ownership) • Vacant land available within the urban edge for future planning (private	• Loss of community trust • Distortion of information • Disjuncture of information • High crime rate • High scholar drop out • Non-compliance to by-laws • Inadequate recreational facilities • Unemployment • Moral Regeneration (GBV,Drugs) • Community unrest • Rapid urbanization/mi gration • Impact of ageing inf rastructure • Communication breakdown, teamwork ,im pact of chronic diseases, youth empowerment population growth, socialu nrest , unrealistic community demands • Housing Chapter in place • Rapid urbanization (4,4% population growth rate) • Mushrooming of informal settlements (Landinv asion)
TECHNOLOGY	**ENVIRONMENT**	**LEGAL**
• Lack of Wi-Fi point • Lack of e-government resource • No Call Center • Inaccessibility to new technology • Crime prevention t echnology • Improve business process • Online reporting ofc ommunity complaints • System integration and automation, network,	• Climate change • Water pollution • Illegal dumping • Illegal mining • Land invasion • Pollution (Water , Air andLand) • Air quality management • Implement sustainable green economy initiatives • Occupational Health andS afety and Wellness Programme • Climate change/ Global warming, health and safety, pollution, green economy	• Non-compliance to regulations/bylaws • Water services regulation • Illegal services connection • Non-compliance to building regulations • Changes in legislation e.g. Procurement • Cumbersome government processes • Increasing litigation list (land invasion • Illegal strike, litigations, labor relations, code of conduct, criminal records, legislation • Measures for implementation of SPLUMA are in place

2.3 Spatial Planning and Community Development

2.3.1 Spatial Planning

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

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

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

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

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

A Land Use Scheme must give effect to and be consistent with the municipal Spatial Development Framework and determine the use and development of land within the municipal area to which it relates in order to promote economic growth, social inclusion, efficient land development and minimal impact on public health, the environment and natural

resources. As mention earlier, property rights are managed through “zoning” as indicative rights of what land use can be exercised on a property. These property rights are assigned, managed and amended though the controls and mechanisms of a Land Use Scheme.

Schemes may be amended in the following manner:

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

PRINCIPLES TO BE CONSIDERED IN A LAND USE SCHEME

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

THE PRINCIPLES CONTAINED IN PLANNING AND OTHER RELEVANT LAW PRINCIPLE OF SPATIAL JUSTIC

1.

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

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

2. PRINCIPLE OF SPATIAL SUSTAINABILITY

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

3. PRINCIPLE OF EFFICIENCY

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

4. PRINCIPLE OF SPATIAL

- Flexibility in spatial plans, policies and land use management systems are accommodated - ensure
- Livelihoods in communities most likely to suffer the impacts of economic and environmental shocks \ sustainable.
- Environmental shock may take on two forms – firstly there is the accepted natural even such as loods and
- Earthquakes. Secondly – natural shocks that occur incrementally resulting from climate change.
- Often the second type of shock go unnoticed due to the delay in the effects of their impacts.

5. PRINCIPLE OF GOOD ADMINISTRATION

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

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

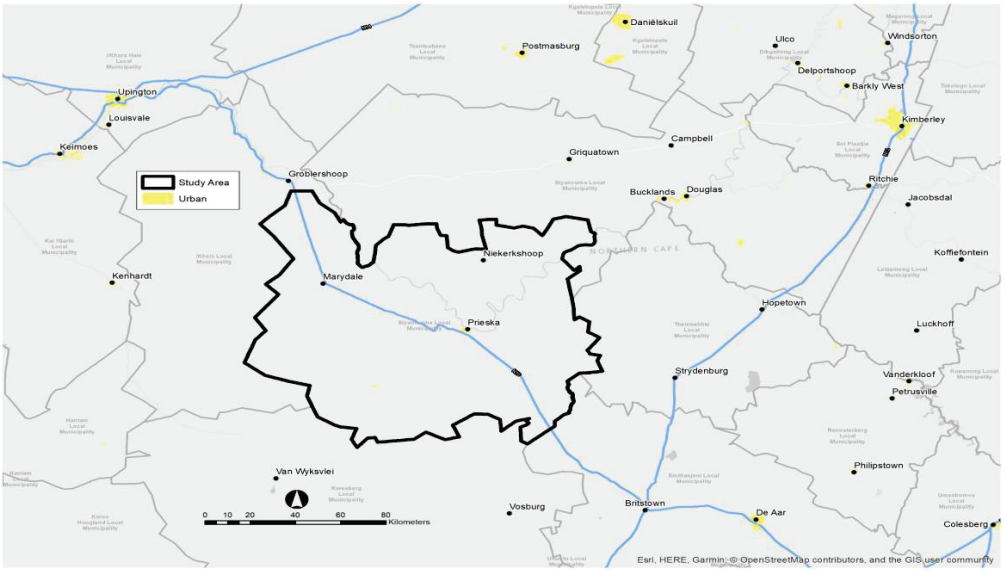
- Spatial Planning and Land Use Management Act No. 16 of 2013;
- Siyathemba Local Municipality Land Use Scheme, 2022;
- Spatial Development Framework (SDF), 2019
- National Building Regulations and Building Standards Act No. 103 of 1977;
- National Environmental Management Act No. 107 of 1998
- Heritage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

As far as integrated and sustainable human settlement planning is concerned, the municipality is faced with some challenges of reoccurring informal settlements that are causing backlogs of housing and services. The municipality is currently facing an increase of new developmental potential projects which may result in an increase in population.

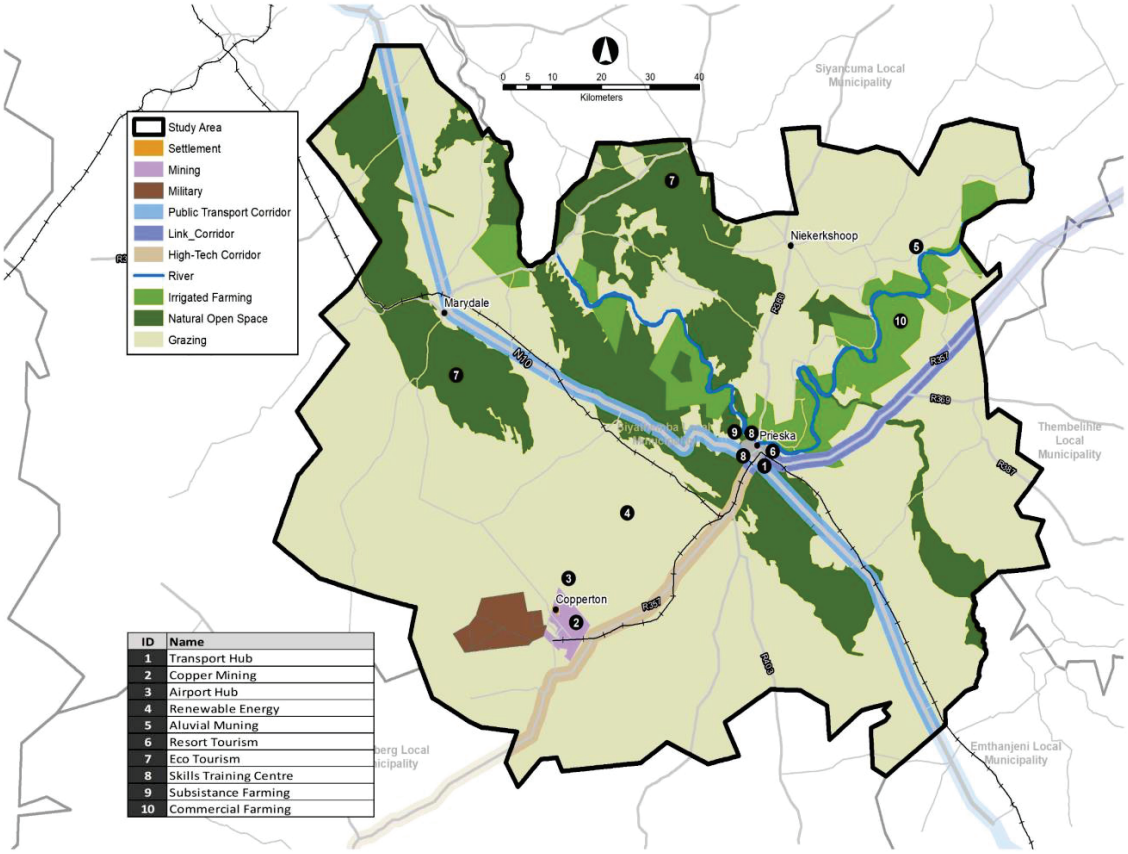
The mushrooming of informal settlements and backyard dwellers is a result of people migrating to Prieska with the knowledge of possible mining opportunities. The census of 2022 clearly indicates a slight increase in population; this might be the job seekers positioning for possible employment. The establishment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

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

Study Area Locality



Municipal Spatial Framework Development:

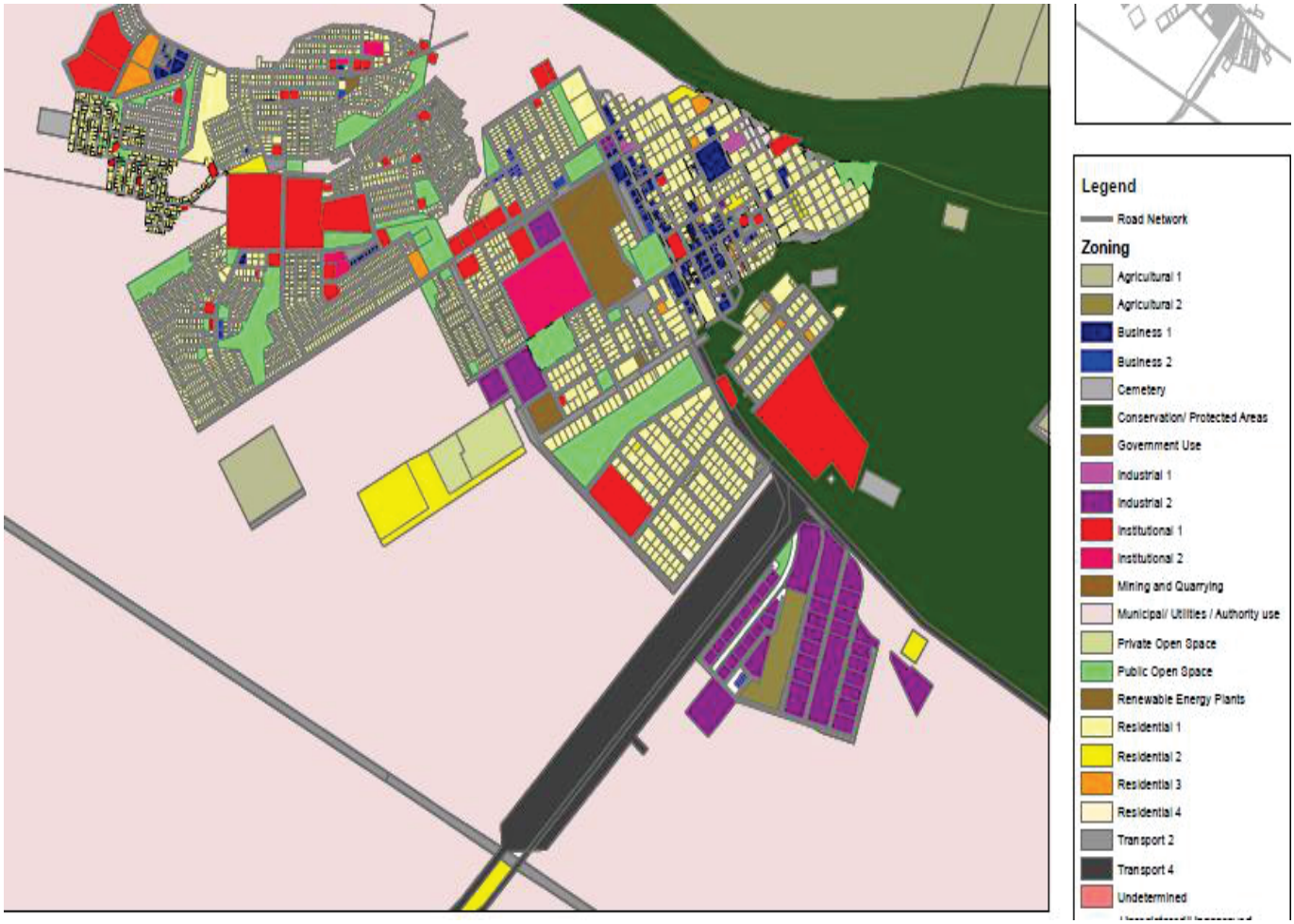


The Figure above indicates the following:

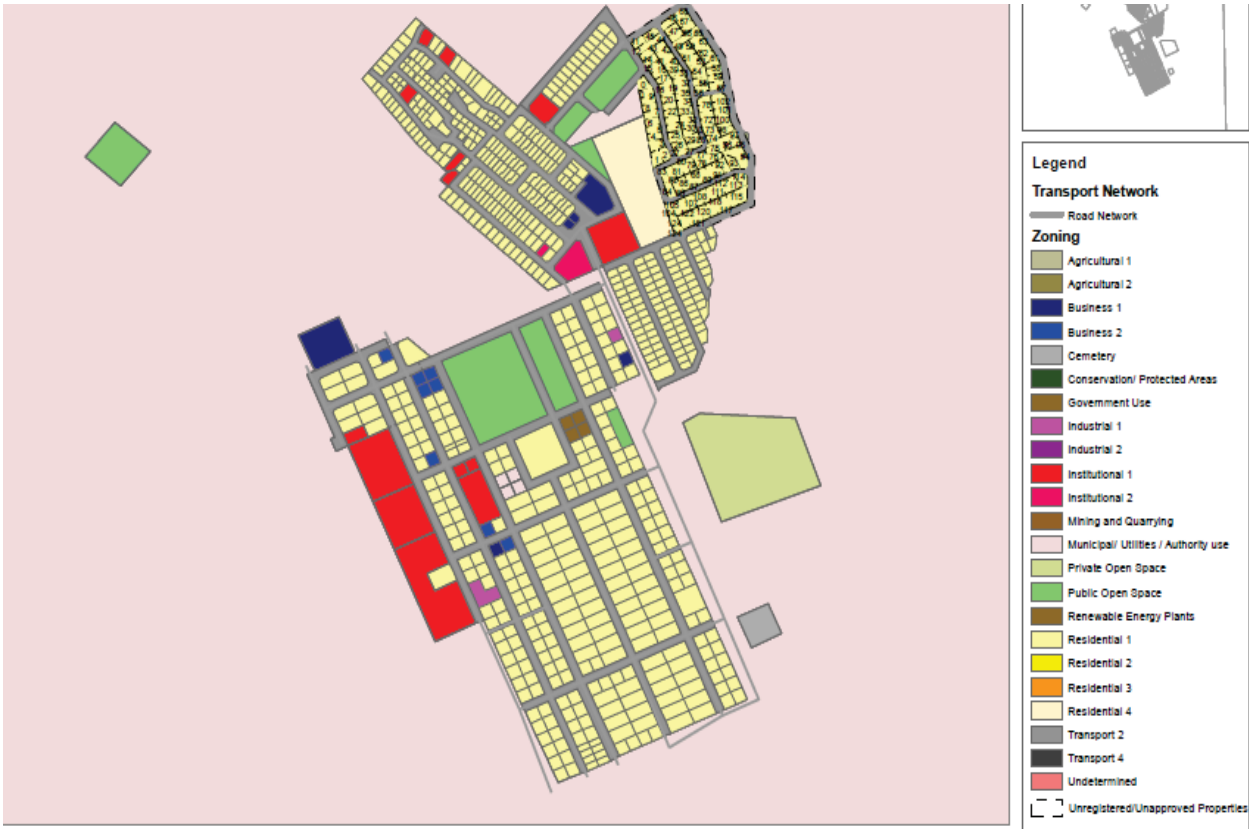
Copperton Mine: Although mining at Copperton has ceased in 1991, it is currently in a process to reopen.

- Airport link: It is proposed that an airport shuttle link be instated between the Copperton airfield and Prieska. Establishing a shuttle link between the Copperton airfield and Prieska will ensure the personnel visiting the Copperton region uses the business tourist facilities located in Prieska, to the benefit of the Prieska economy.
- Renewable energy expansion: A small number of renewable energy projects have already been established and additional projects are in the pipeline. The hydrogen project, Prieska Power Reserve (PPR) is at a bigger scale project which is to be implemented in Prieska and surrounding farms. The development of the Copperton region for renewable energy needs to be supported to intensify the high-tech industry clustering in the Copperton region.
- Alluvial mining: Alluvial diamonds are currently mined on the south bank of the Orange River, between Douglas and Prieska.
- Resort tourism: The Orange River has tourist potential that can be exploited, such as developing a resort and adventure tourism along the Orange River. To fully utilize the potential of the Orange River, it is proposed that Die Bos be redeveloped into a more contemporary tourist facility
- Eco-tourism: Much of the farmland in Siyathemba is regarded as wilderness and will therefore be suitable for the development of game farms and associated safari lodges. In turn, these eco-tourist facilities can link to the business tourism industry in Prieska.
- Skills training centre: The trade centre which is currently under construction will promote technical skills and upskill locals and the serve for the rest of the district.
- Subsistence farming: To enable greater farming equity, it is proposed that small-scale, subsistence farms on smallholdings be developed along the Orange River, north of Prieska. The aim of these smallholdings will be to give the local residents of Prieska an opportunity to establish irrigated farmland, small-scale commercial farming enterprises, and subsistence farming to supplement local food supplies.

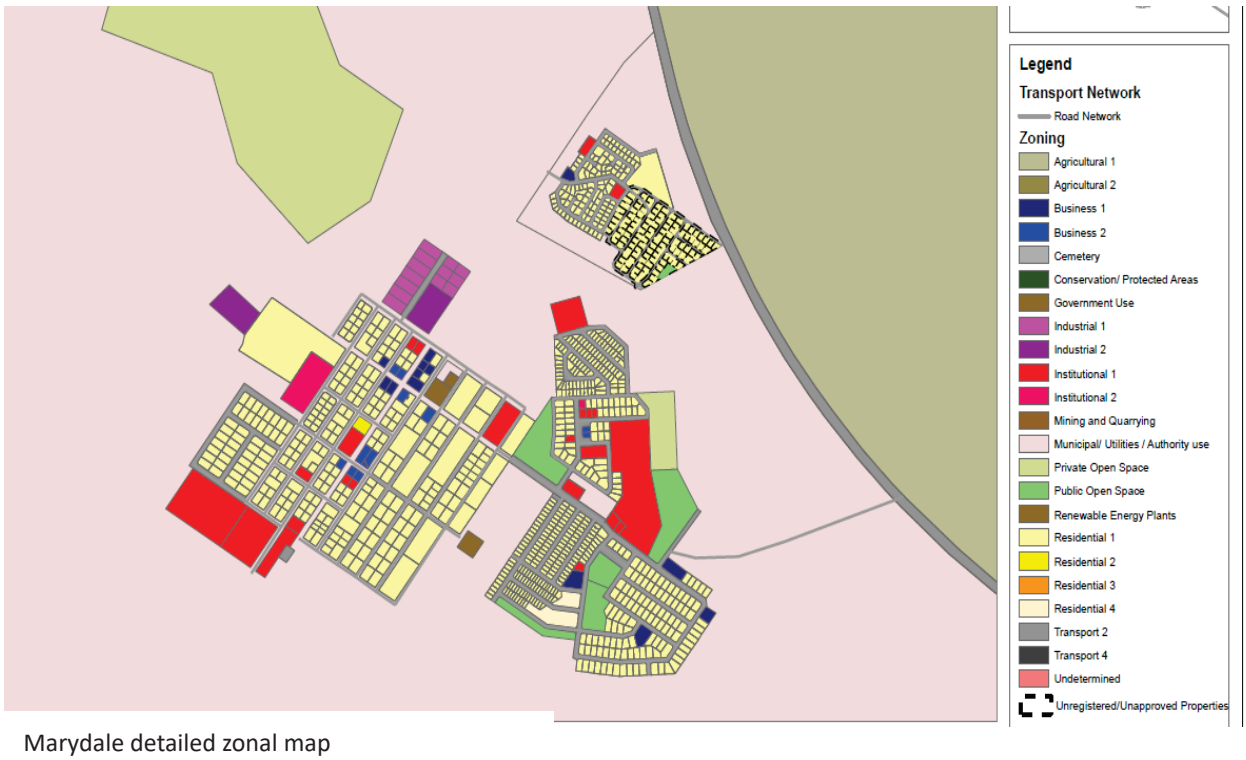
- Commercial farming: It is important to protect and enhance the existing commercial agricultural industry.
  Partially, this can be done by maintaining and strengthen linkages between this agriculture industry and Prieska, which is the Agri-service centre to the local commercial agricultural industry.



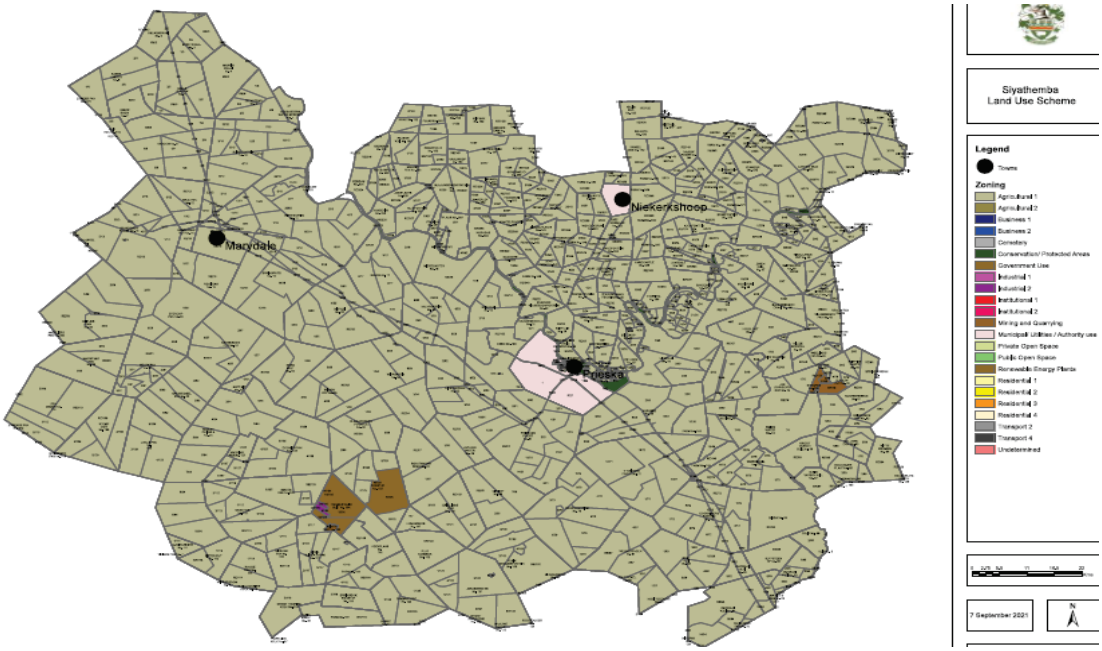
Prieska detailed zonal map



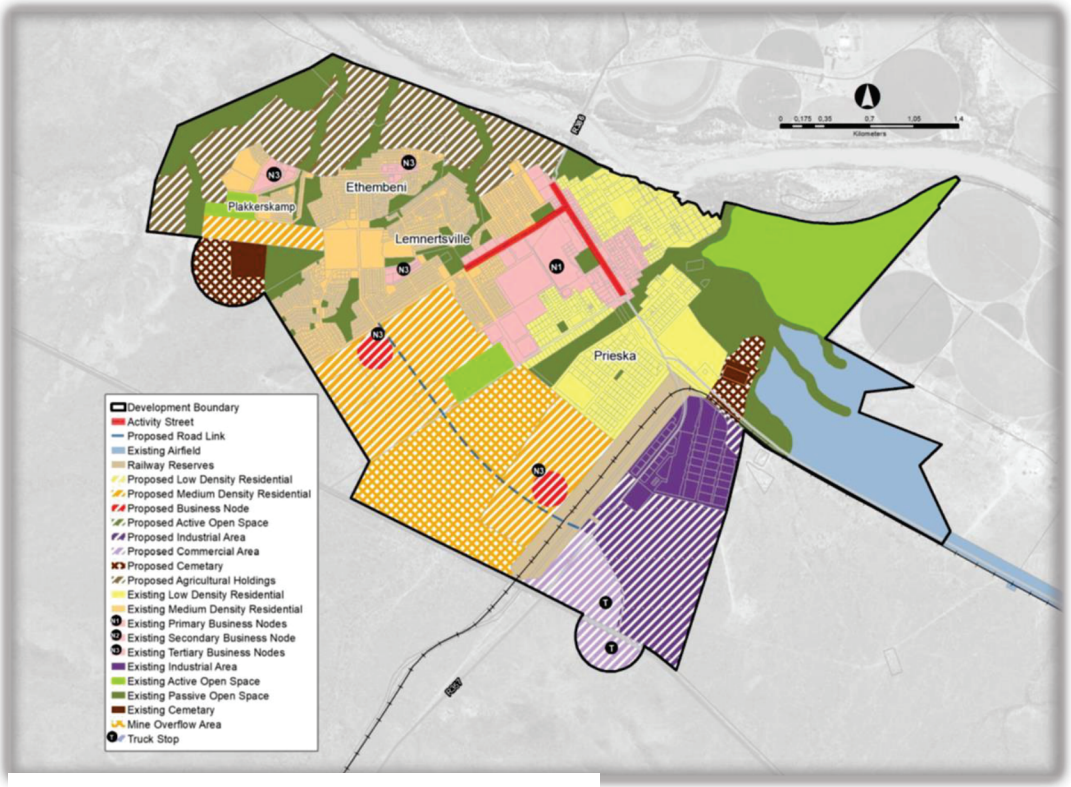
Niekerkshoop detailed zonal map



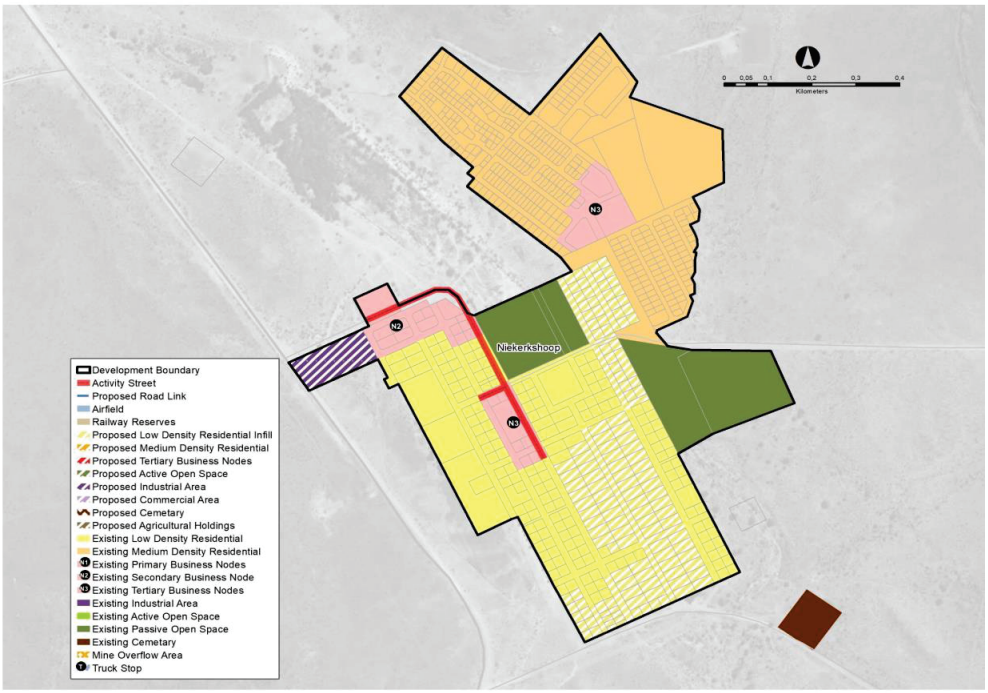
Marydale detailed zonal map



Detail Map showing all Farms in SLM



Development boundaries, zones and nodes for Prieska

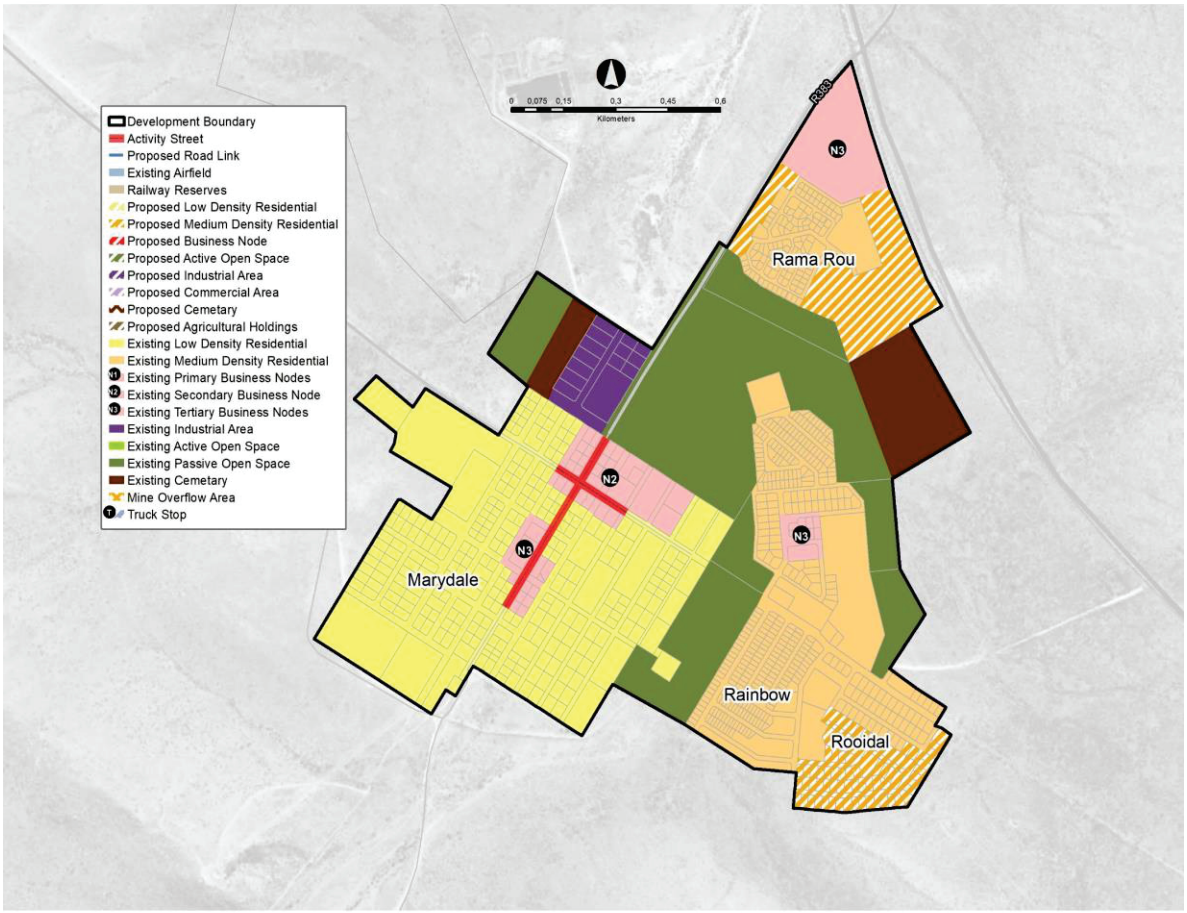


Developmet boundaries, zones and nodes for Niekerkshoop

The graph above illustrates the movement patterns provide an understanding of how an area functions, because it illustrates the spatial relationships between towns and settlements and the linkages that exist between such spatial entities. This depicts the movement of people within Siyathemba and between Siyathemba and the neighbouring municipal areas. Four towns and settlements are located within Siyathemba, namely Prieska, Marydale, Niekerkshoop and Copperton. In addition, a number of towns surround the municipal area of which the 2 largest towns are Kimberley (population 142,000 people) and Upington (population 71,000 people). These towns have a significant impact on the movement within Siyathemba.

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

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



Developmet boundaries, zones and nodes for Marydale



Movement Patterns of SLM

The graph above illustrates the movement patterns provide an understanding of how an area functions, because it illustrates the spatial relationships between towns and settlements and the linkages that exist between such spatial entities. This depicts the movement of people within Siyathemba and between Siyathemba and the neighbouring municipal areas. Four towns and settlements are located within Siyathemba, namely Prieska, Marydale, Niekerkshoop and Copperton. In addition, a number of towns surround the municipal area of which the 2 largest towns are Kimberley (population 142,000 people) and Upington (population 71,000 people). These towns have a significant impact on the movement within Siyathemba.

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I. List of applications that went through the DMPT for the 2023/24:
Rezoning from Residential Zone I to Business Zone I, Departure from Siyathemba Municipal Scheme Regulations and Removal of Title Deed Restrictions of Erf 62. The rezoning of a 230ha the Remainder of the Farm Hoekplaas No. 146, Prieska RD (Hoekplaas PV 2 @ Solar Facility) from Unspecified Zone to Special Zone. The rezoning of a 322ha the Remainder of the Farm Hoekplaas No. 146, Prieska RD (Hoekplaas PV3 Solar Facility) from Unspecified Zone to Special Zone
IV. The rezoning of a 240ha of Portion 4 of the Farm Klipgats Pan No. 117. (Klipgate PV3 Solar Facility) from Unspecified Zone to Special Zone
V. The rezoning of a 240ha of Portion 4 of the Farm Klipgats Pan No. 117. (Klipgate PV7 Solar Facility) from Unspecified Zone to Special Zone

I. The rezoning of a 1200ha portion of Portion 1 of Farm 67, Bosjesmansberg (Bosjesmansberg solar PV facility) of four separate portions of about 300ha areas from Unspecified Zone to Special Zone for the development of 300MW renewable energy facility.
II. Subdivision & Removal of Restrictive Conditions on Erf 780
III. The subdivision of Erf 900 into the following land units:
IV. Remainder of Erf 900: 1624m²
V. Portion A: 1350m²
VI. Application for the removal of restrictive conditions on erf 430, Prieska.
VII. Rezone from residential zone 1 to residential zone iii and permanent departure on erf 206, Prieska.
VIII. Consent use & removal of restrictive conditions on erf 1206, Prieska

2.3.2 Legal Framework

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

Give notice of the proposed municipal spatial development framework in the Gazette and the media;
Invite the public to submit written representations in respect of the proposed municipal spatial development framework to the Municipal Council within 60 days after the publication of the notice referred to in paragraph(a);
Consider all representations received in respect of the proposed municipal spatial development framework.
Previously, some municipalities would take decisions that are inconsistent with the SDF without following procedures or facing legal consequences. However, Section 22 of the SPLUMA gives a MSDFa legal effect in the sense that it states that:

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

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

2.3.3 Objectives

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

realistic set of local goals and objectives which are contextualized within the overall vision for the municipality.

2.3.4 Contents of Municipal Spatial Development Framework

a) In terms of Section 21 of the SPLUMA, the municipal Spatial Development Framework must: Give effect to the development principles and applicable norms and standards set out in Chapter 2;

b) Include a written and spatial representation of a five-year spatial development plan for the spatial form of the municipality;

c) Include a longer-term spatial development vision statement for the municipal area which indicates a desired spatial growth and development pattern for the next 10 to 20 years;

d) Identify current and future significant structuring and restructuring elements of the spatial form of the municipality, including development corridors, activity spines and economic nodes where public and private investment will be prioritized and facilitated;

e) Include population growth estimates for the next five years;

f) Include estimates of the demand for housing units across different socio-economic categories and the planned location and density of future housing developments;

g) include estimates of economic activity and employment trends and locations in the municipal area for the next five years;

h) Identify, quality and provide location requirements of engineering infrastructure and services provision for existing and future development needs for the next five years;

i) Identify the designated areas where a national or provincial inclusionary housing policy may be applicable;

j) Include a strategic assessment of the environmental pressures and opportunities within the municipal area, including the spatial location of environmental sensitivities, high potential agricultural land and coastal access strips, where applicable;

k) Identify the designation of areas in the municipality where incremental upgrading approaches to development and regulation will be applicable;

l) Identify the designation of areas in which-

m) more detailed local plans must be developed; and

n) shortened land use development procedures may be applicable and land-use schemes may be so amended;

o) Provide the spatial expression of the coordination, alignment and integration of sectoral policies of all municipal departments;

p) Determine a capital expenditure framework for the municipality's development programmes, depicted spatially;

q) Determine the purpose, desired impact and structure of the land use management scheme to apply inthatmunicipal area and

r) Include an implementation plan comprising of-

sectoral requirements, including budgets and resources for implementation;

specification of institutional arrangements necessary for implementation

specification of implementation targets, including dates and monitoring indicators

Specification where necessary, of any arrangements for partnerships in the implementation process.

2.3.5 National and Provincial policy context and development guidelines

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

National Development Plan (NDP)

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

In Rural Areas, the NDP advocates the following:

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

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

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

in various parts of the municipal area; and
Ensuring that the urban spatial form is compact, integrated and sustainable.

3. CHAPTER 3: STRATEGIC CONTEXT

3.1 Vision

Siyathemba, a developmental Municipality, creating a better life

3.2 Mission

"Creating a better life for our communities" through: -

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

3.3 Corporate culture and values

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

3.4 SWOT analysis

Strengths	Opportunity
Water resource: Vaal & Orange river	Vaal river
River view tourist attraction	Unemployment especially amongst youth
Game farming	Substance abuse centre
GWK/OVK	Police forums
Renewable energy (solar and wind)	Housing developments
Storage facilities grain/wheat etc.	Recreational facilities and parks
Railway under utilized	Mining: Gemstone /Tiger eye
Irrigation farming	Copper mining
Agriculture – agro processing	Expand irrigation farming
Sheep farming	Youth entrepreneur businesses'
Game reserves	Manufacturing: Steelwork, plumbing and electrical
- Small scale mining	Renewable energy: Wind farms
- Land for farming and starting food gardens	
- Hidden gemstones	
- Copper deposits	
Aspirations	**Results**

Copper deposits	Advancing Prieska as a city
Provide adequate cemetery capacity;	Eradicate poverty and unemployment
Ensure proper maintenance of cemeteries	Localization and beneficiation
Develop sport and cultural facilities	Eradicate poverty and unemployment
Improve the general condition and infrastructure of	
clinics and local hospital	
Fight HIV/AIDS through partnerships	
Improve access to voluntary HIV/AIDS testing and Counselling.	
Provide EMS Vehicle, and improve ambulance services	
Encourage emerging farmers	
Make land available for mining and develop support programmes for emerging miners	
Assist communities with registering businesses	
Partner with funding institutions to support entrepreneurs	
Revive Tiger's Eye Mine	
Align disaster management systems with those of the district municipality	

3.5 Municipal strategic goals

Four (4) strategic goals have been identified to drive the vision and mission of the Municipality:

1. Provision of sustainable and accessible basic services to all.
2. Provide a safe, healthy environment.
3. Promote economic growth and job creation.
4. Promote good governance, organizational development and financial sustainability.

3.6 Key Performance Areas, Strategic Goals, Strategic Objectives and Priority Issues

KPA 1: Infrastructure Development and Service Delivery	**Strategic Goal : Provision of sustainable and accessible basic services to all**
STRATEGIC OBJECTIVE: 1. Plan, develop and maintain infrastructure and facilities. 2. Provide safe and healthy environment for the community. **3.** strategic support on the implementation of municipal programmes and projects	PRIORITY ISSUES/ FUNCTIONS Electricity, Roads and Storm water drainages, Water, Sanitation, Municipal Buildings and Facilities , Fleet Management, Parks, Sport and Recreation Facilities, Cemeteries, Solid Waste Management, environmental management, PMU
KPA 2 : Spatial and Community Development	**Strategic Goal: Provide a safe, healthy environment**

STRATEGIC OBJECTIVE: informed and healthy environment for the community human settlements and rural areas developmental programmes	PRIORITY ISSUES / FUNCTIONS Licensing, Cultural services, Traffic Services, Safety and Security, Human Settlements, Town planning, Social Programmes, Emergency Services ,Youth Development,
KPA 3: Local Economic Development	**Strategic Goal: Promote economic growth and job creation**
STRATEGIC OBJECTIVE: Facilitate investment and development of strategic infrastructure to unlock growth and job creation	PRIORITY ISSUES / FUNCTIONS Local Economic Development and Job Creation, SMME Development , Economic Development (investment)
KPA 4: Municipal Institutional Development and Transformation	**Strategic Goal: Promote good governance, organizational development and financial sustainability**
STRATEGIC OBJECTIVE: maximize service delivery effective and accountable clean administration	PRIORITY ISSUES / FUNCTIONS Human Capital, Labor Relations, EAP, HR Skills Development, Recruitment and Retention
KPA 5: Financial Viability and Management	**Strategic Goal: Promote good governance, Organizational development and financial sustainability**
STRATEGIC OBJECTIVE: ensure financial viability Orientated monetary management to sustain a sound fiduciary position.	PRIORITY ISSUES / FUNCTIONS Sound financial management ,Controls and procedures, Revenue management ,Financial Reporting ,Financial Performance, Payroll Administration, Property Valuation Services
KPA 6: Good governance and public participation	**Strategic Goal : Promote Good Governance**
STRATEGIC OBJECTIVE: effective and accountable clean administration communities planning through the implementation of council resolutions	PRIORITY ISSUES/ FUNCTIONS information technology and Communication, Legal and Administration, Communication, Ward Committees Management ,Council General Public Participation, Risk Management, Internal Audit, IDP, PMS, Events Management, Customer care, Community halls; Office of the Mayor,

3.7 Strategic intent

The Siyathemba Local Municipality (SLM) is a relatively well-run municipality with a good service delivery track record. Access to basic services is much higher compared to other municipalities in the country. The people are more skilled but there are still unacceptably high levels of poverty and inequality despite relatively lower levels of unemployment.

Notwithstanding this, the situation is fast changing due to the pressure of population growth coupled with a younger age profile and the need to be continuously adaptive to changing economic circumstances. More importantly, like all other municipalities in the country, the gap between the formal and informal/micro/small economies which is often linked to the gap on more responsive quality space making and integrated spatial development remains massive. Thus, perpetuating fragmentation, poverty and inequality.

Pathway 1: Developmental local government & Good Governance

This pathway aims to ensure that SLM is governed and managed as a leading investment destination with excellence in community and customer service. Pathway covers all of the areas considered necessary conditions for successful implementation.

SLM must lead the development of infrastructure and provision of services, manage the development of land and enhance revenue generation. In addition, the strategic and long-term planning capacity of the municipality must be enhanced. This must span the entire municipality and include all staff and must be led from the governance cluster.

There are six action areas within this pathway. The aims of each action area are listed below:

1) Horizontal and vertical governance

Strengthen links between sectors within SLM, recognizing that many of the problems that SLM faces are multi-sectoral in nature and cannot be adequately dealt with by a single department. Vertical coordination will be strengthened by active participation in the DDM and working with other spheres of government to ensure planning and implementation are integrated.

2) Driving implementation

The 2030 plan proposed the establishment of a long term planning unit to oversee the implementation of the 2030 plan and to focus on effective implementation. In the longer term this must build towards a greater focus on strategic thinking and long term planning embedded in IGR and stakeholder relations. SLM have postponed the establishment of such a unit, but this result can also be achieved with giving the responsibility to an existing unit or a committee of individuals across the municipality.

3) Performance Excellence

This aims to develop human resource capability in SLM and to improve institutional systems and operations. This should include ensuring that SLM staff have an optimal working environment to retain and attract highly talented staff.

4) Financial Sustainability

Expand the rates base and grow revenue collection and in the longer term look to increase the revenue base through the sale of renewable energy, and reduce the municipal operating costs.

5) Measuring and responding to community satisfaction

Establish a monitoring and evaluation system that links organizational performance and community satisfaction. This can also be combined with business confidence index.

6) Spatial Governance

The entire area of SLM must be regulated by a common spatial development vision and single land use management system which will guide the spatial implementation of the 2030 plan. This must include a land supply and demand process to ensure that there is sufficient land to meet long term needs. SLM must also work to ensure that formalization and proclamations are completed

Governance systems should be developed to fast-track land development processes and land release processes in spatially targeted areas. Develop all plans required to manage land development. Ensure that there is sufficient personnel needed to develop and manage land-use management plans.
Developing Appropriate Institutional Mechanisms to Plan, Develop and Manage large housing, commercial and industrial development projects.

Pathway 2: Access to services, spatial transformation improving quality of life and creating a safe and healthy environment

This pathway aims toward the provision of services in a reliable, cost effective, viable and sustainable way and towards greater alignment in the provision of housing and basic services. The objective is to ensure universal coverage can be enabled to connect all existing households and planned new households, and community, social and economic sites by 2030 (water, sanitation, electricity, waste management, and roads and storm water)

This pathway focusses on the planning, installation, maintenance and operation of infrastructure that adequately supports transformed spatial structure, economic positioning, universal access to basic services, and differentiated service requirements of households and human settlements
There must be adequate operational and management capacity for provision of reliable and good-quality services to all residents.

1) Universal Provision of Good Quality Basic Services

Service Delivery Programmes providing all households with basic services and community and social services according to national norms and standards in each focus area:

Prieska,
Niekerkshoop
Marydale
Copperton & surrounding agricultural

In the longer term this will be tracked through a quality-of-life survey.
Development of an infrastructure plan to ensure that supply and demand are matched. This includes establishing systems, proper communication, customer relations and operating standards for the provision of basic, community and social services. Ensure that there are sufficient skills and expertise to manage the delivery of this plan.

Incorporate principles of sustainability and renewability into the provision of basic services.
Focus on providing reliable and consistent services to businesses and industry enabling global competitiveness.

2) Integrated Human Settlements

To plan, invest, and provide adequate infrastructure according to the projected household growth projections and allocations to the four settlement focus areas as a platform for basic, community, and social services. This requires the development of an Integrated Infrastructure Master Plan and Capital Investment Plan to build towards universal coverage of the basic, community, and social services. Ensure the supply of bulk infrastructure, particularly around future water and energy requirements Sustained infrastructure platform for all existing households and planned new households and community, social services (water, sanitation, electricity, waste management, roads, and storm water). Must also build towards increased support for emerging developers and small contractors in the longer term.

3) Spatial Planning

Ensure that spatial plans are developed to address the spatial aspects of the pathways, with targeted spatial areas for human settlements and economic development. Update SDF to include 2040 strategies. Precinct plans to create high quality living environments in the township and rural areas

Pathway 3: Inclusive Economy and Economic transformation

This pathway positions STLM as a competitive investment destination and aims to build the local economy by retaining existing businesses and attracting new ones. The SLM area has a significant advantage and potential in the stainless-steel industry. It represents a unique role within the national economy and a strategic growth asset for the country. This anchoring around the stainless-steel industry is to be supported by a range of other sectors aimed at diversifying the local economy where there is substantial growth potential in agri-processing, logistics, and tourism sectors. Diversification is importantly also driven by climate change mitigation and transitioning to a green economy. All of this is to be undertaken in an inclusive and transformative way by bridging the spatial and economic divide within SLM and addressing the root causes of unemployment, poverty, and inequality.

1) Economic Activation

Engagement with the private sector to activate a green and smart industrial city built form anchored on the stainless-steel cluster and integrate economic diversification activities, consolidate urban- rural linkages, develop township economies, and enhance overall logistics and connectivity. Focus on the provision of reliable and consistent services to businesses and industries. To plan, invest, and provide adequate infrastructure for activation of planned precincts, including the stainless-steel cluster and critical economic nodes and logistic hubs.

Plan and prepare for growth in warehouses, storage areas, distribution centres, offices, trucking, and rail and air freight services.

2) Building the Stainless-Steel Industry

Engage with the stainless-steel industry to develop a detailed understanding of the service requirements of the industry, development of a master plan for the industrial cluster, and well-coordinated urban management. This aims to build a world-class stainless-steel industry that competes on a global scale and stimulates local transformation, inclusion, job creation, and prosperity

3) Bridging Economy

Aim to link rural and urban economies and develop and transform township and rural areas into robust, connected, and productive spaces in SLM. SMME development will play a key role in linking and transforming township and rural economies. Intensive business development support for existing and emerging township entrepreneurs, artisans and businesses

4. CHAPTER 4: GOOD GOVERNANCE & PUBLIC PARTICIPATION

4.1 Introduction

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

4.2 Public Participation

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

4.2.1 Mechanisms and procedures for stakeholder participation

Print and Electronic media

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

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

The Mayoral Committee and the IDP Technical Committee are requested to identify a list of possible stakeholders.

All messages/information are conveyed in a language/s understood by the general community.

The correct venues and times for public meetings are well communicated.

Furthermore, the municipality ensures that meetings are held at such times that all stakeholders can attend.

Adequate time is allowed within limits to representatives of organizations to report back to their relevant organizations.

Adequate time is also allowed for the community and organizations to report back on the draft IDP document.

Stakeholders are invited to the relevant Council meeting and the approved IDP document is made available at all public libraries within the municipal area of jurisdiction. In addition, the IDP is also made available on the website of the municipality.

Community Consultation

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

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

4.2.2 Communication platforms

Print, electronic media and social media

Local newspapers, WhatsApp group and Facebook page are being utilized to disseminate information and ensure widespread and conducive stakeholder participation.

Web page on www.siyathemba.gov.za

The SLM website provide the community with easily accessible online information on service delivery matters, services, programmes, upcoming events and promote the municipality's corporate image.

Notice Board

Official notice boards are a utilized to deliver key messages to staff and members of the public at low cost.

4.2.3 Administration services

For the Council to achieve its goal and objectives, it needs effective and efficient support services in relation to committee service & support services. The Administration Section therefore is committed to render and act as custodian of Council's administrative support service.

This Section will commit to do the following:

To continue compiling good quality reports to Council, Mayoral Committee & Council Committees, implement and facilitate the process of ensuring the passing of resolutions and ensure all Council Resolutions are minuted.

To ensure effective, accountable administration and monitor and report the implementation of Council Resolutions.

4.3 Performance Management System (PMS) and Integrated Development Plan (IDP)

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

4.4 Internal Audit

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

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

SLM utilizes a shared internal audit and legal services provided by the Pixley ka Seme district municipality.

4.5 Customer Care

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

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

Do we deliver the service standard that we promised?

Do all citizens have equal access to services that they are entitled to?

Do we always treat all citizens with courtesy, dignity and respect?

Are we open and transparent about how we work?

Do we ensure value for money?

Are we having a positive impact on our customers?

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

5. CHAPTER 5: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

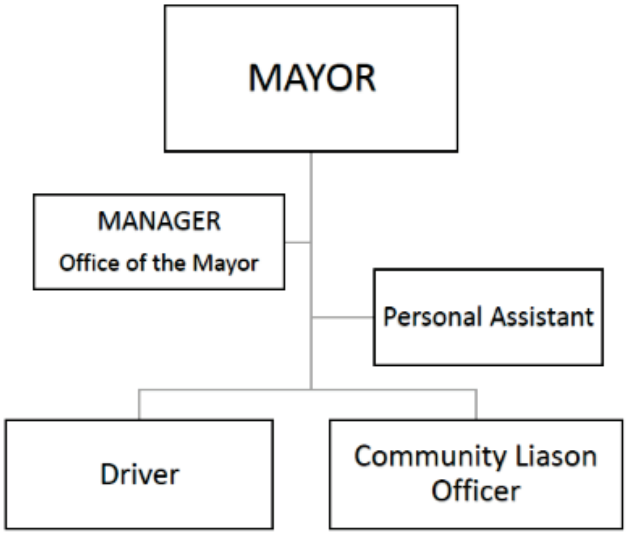
This chapter articulates the broad institutional framework of Siyathemba Local Municipality.

5.1 Political Structure

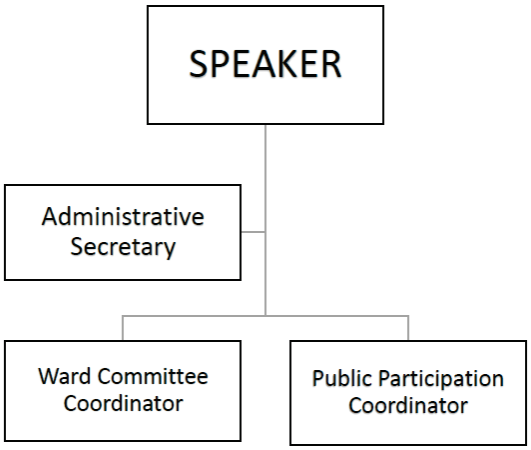
The political structure of Siyathemba Local Municipality is comprised of the Executive Mayoral system that is structured as follows:

Executive Mayor;
Speaker
The municipal council consists of 11 councilors (i.e. 6 ward councilors and 5 proportional councilors).
The municipality has established committees in terms of Section 79 and 80 of the Municipal Structure Act as well as MFMA Section 166.

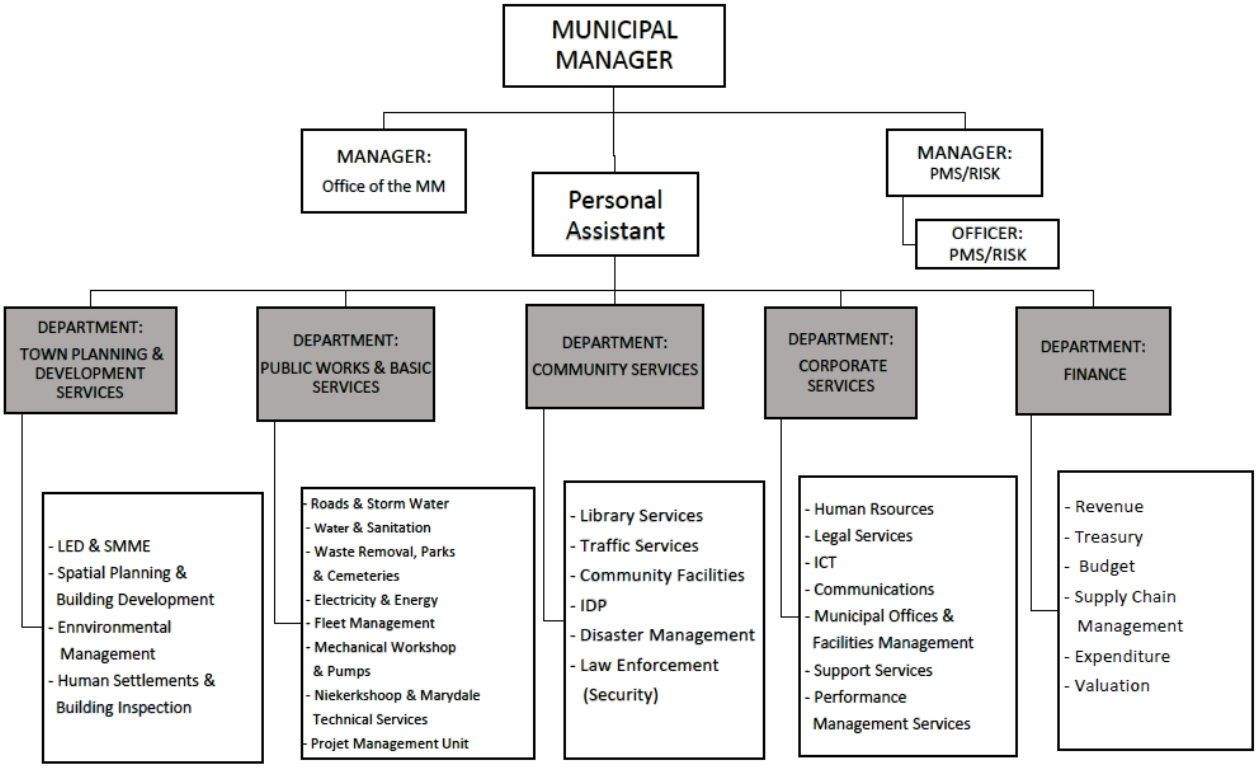
Administrative structure: Office of the Mayor



Administrative structure: Office of the Speaker



Approved organizational structure



5.2 Human Resource and Performance Management

5.2.1 Recruitment, Training and Development

In order to recruit, develop and retain critical and scarce skills, the municipality has developed the following policies: Recruitment Policy, Training and Development Policy, Retention and Succession Planning Policy.

1) Staff establishment

The staff establishment was reviewed and approved by council on …… in line with the staff establishment regulations as per 20 September 2021

2) Skills Development

Siyathemba Local Municipality recognizes the value of investing in its workforce through the implementation of a carefully planned training and development initiatives and activities. A skills audit was conducted to determine the kind of skills that employees regard as important for their own skills development needs and management also consulted to determine organizational skills needs. A Workplace Skills Plan is compiled and implemented annually to provide training on core and soft skills needs which focus on the organization as a whole and submitted to the Local Government Sector Education and Training Authority (LGSETA)

Skills development is aimed at benefitting all employees but, has to at the same time ensure that significant progress is made in advancing the development interests of designated groups in line with Employment Equity targets. The interpersonal and people management skills of senior and middle managers will continue to be improved through training with the assistance of the LGSETA and relevant other technical SETA's.

Strategic objective	Municipal KPA	Responsible Department	Key Performance Indicator	Unit of measurement	Ward	Target 2024/25	Quarterly Targets			
							Q1	Q2	Q3	Q4
Enhance Good Governance processes and accountability	Operational Requirements	Corporate Services	Submit the Annual Performance Report for 2023/24to the AG by 31 August 2024	Annual Performance Report submitted to the AG by 31August 2024	All	1	1	0	0	**0**
Enhance Good Governance processes and accountability	Operational Requirements	Corporate Services	Submit the Draft Annual Report for 2023/24 to Council by 31 January 2025	Draft Annual Report submitted to Council by 31 January 2025	All	1	0	0	1	**0**
Develop a capable and capacitated institution to respond to community needs	People	Corporate Services	Submit the Workplace Skills Plan and ATR (Annual Training Report) to LGSETA by 30 April 2025	Workplace Skills Plan and ART submitted to LGSETA by 30 April 2025	All	1	0	0	1	**0**
Develop a capable and capacitated institution to respond to community needs	People	Corporate Services	The percentage of the Municipality's training budget spent by 30 June 2025 [(Actual amount spent on training/total training budget) x100	% of the Municipality's Training budget spent by 30 June 2025	All	100%	10%	50%	75%	**100%**
Develop a capable and capacitated institution to respond to community needs	Operational Requirements	Corporate Services	Limit the vacancy rate quarterly to less than 15% of budgeted posts ((Number of posts filled/Total number of budgeted posts) x100)	% quarterly vacancy rate of budgeted posts	All	15%	15%	15%	15%	**15%**
Provide appropriate services to all households	Customer Care	Corporate Services	Spend 100% of the library grant by 30 June 2025 ((Actual expenditure divided by the approved budget) x100)	% of the library grant spent by 30 June 2025	All	100%	10%	50%	75%	**100%**
Strengthen community participation	Operational Requirements	Corporate Services	Submit the draft IDP review to Council by 31 March 2025	Draft IDP review submitted to Council by 31 March 2025	All	1	0	0	1	**0**
Enhance Good Governance processes and accountability	People	Corporate Services	Develop the Communication Strategy and submit to council by 30 June 2025	Develop Communication Plan submitted to Council by 30 June 2025	All	1	0	0	0	1

Strategic objective	Municipal KPA	Responsible Department	Key Performance Indicator	Unit of measurement	Ward	Target 2024/25	Quarterly Targets			
							Q1	Q2	Q3	Q4
Enhance municipal financial viability	Operational Requirements	Financial Services	Submit the draft budget for 2025/26 to Council for consideration by 31 March 2025	Draft budget submitted to Council by 31 March 2025	All	1	0	0	1	**0**
Enhance municipal financial viability	Operational Requirements	Financial Services	Submit the Adjustments budget for 2024/25to Council for consideration by 28 February 2025	Submit the Adjustments budget to Council for consideration by 28 February 2025	All	1	0	0	1	**0**
Enhance municipal financial viability	Operational Requirements	Financial Services	Financial viability measured in terms of the Municipality's ability to meet its service debt obligations as at 30June 2025 ((Total operating revenue-operating grants received)/debt service payments due within the year))	% of debt coverage at 30 June 2025	All	20%	20%	20%	20%	**20%**
Enhance municipal financial viability	Operational Requirements	Financial Services	Financial viability measured in terms of the outstanding service debtors as at 30 June 2025 ((Total outstanding service debtors/ revenue received for services) X100)	% of outstanding service debtors at 30 June 2025	All	90%	90%	90%	90%	**90%**
Enhance municipal financial viability	Operational Requirements	Financial Services	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2025 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short-term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortization, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Number of months it takes to cover fix operating expenditure with available cash at 30 June2025	All	0.5	0.5	0.5	0.5	**0.5**
Enhance municipal financial viability	Operational Requirements	Financial Services	Submit the annual financial statements for 2023/24 to AGSA by 31 August 2024	Annual financial statements submitted by 31 August 2024	All	1	1	0	0	**0**

Enhance municipal financial viability	Operational Requirements	Financial Services	Compile Plan to address audit findings in report of the AG for 2023/24 and submit to MM by 31 January 2025	Plan completed and submitted to MM by 31 January 2025	All	1	0	1	0	**0**
Enhance municipal financial viability	Operational Requirements	Financial Services	Achieve a debtor payment percentage of 65% by 30 June 2025 {(Gross Debtors Opening Balance +Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off)/Billed Revenue 100}	% debtor payment achieved at 30 June 2025	All	65%	65%	65%	65%	**65%**
Enhance municipal financial viability	Operational Requirements	Financial Services	Limit unaccounted for electricity to less than 25% by 30 June 2025 {(Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold)/ Number of Electricity Units Purchased and/or Generated) × 100}	% of unaccounted electricity by 30 June 2025	All	25%	n/a	n/a	n/a	**25%**
Enhance municipal financial viability	Operational Requirements	Financial Services	Limit unaccounted-for water to less than 30% by 30 June 2025 {(Number of Kiloliters Water Purchased or Purified - Number of Kiloliters Water Sold) / Number of Kiloliters Water Purchased or Purified × 100}	% of water unaccounted by 30 June 2025	All	30%	n/a	n/a	n/a	**30%**

6. CHAPTER 6. FINANCIAL VIABILITY

6.1 Introduction and background

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

The municipality has obtained a qualified audit opinion for the last 3 financial periods (2022/2023; 2021/22; 2020/21) and is actively putting measures in place to not only address the findings and concerns raised by the Auditor general in the last audit report received but to strengthen internal measures in order to improve outcomes in the future financial period It is important that the financial affairs of the municipality are managed in an efficient and effective manner to sustain a sound financial position towards sustainable service delivery.

The Finance unit is managed by the Executive Director Financial Services, who is also the Chief Financial Officer, with the assistance of two accountants that head units responsible for revenue generation and management of expenditure. The revenue unit is comprised of the following sections - Customer care and property rates and the expenditure unit has the following sections Creditors and expenditure, Payroll, Budget and treasury and Supply chain and Asset Management

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

6.2 Financial Strategy Framework

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

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

6.2.1 Revenue Enhancement Strategy

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

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

The following actions are considered:

To seek alternative sources of own revenue to increase funding for capital projects.
Ensure economic services break-even
Indigent support policy to provide free basic services to poor households to protect them from the worst impacts of the economy
Ensure that water & sanitation tariffs are fully cost reflective
Expand revenue base through implementation of new valuation roll.
The ability of the community to pay for services.
Identification and pursuance of government grants.
Tightening credit control measures and increase debt collection targets.
Improve customer relations and promote a culture of payment.
Realistic revenue estimates. Going back to basics to ensure MTREF are appropriately funded.
The impact of inflation, the municipal cost index and other cost increases.
Create an environment which enhances growth, development and service delivery.

6.2.2 Asset Management Strategies

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

The managing of the assets must address the following:

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

Financial management strategies are important to guide the municipality to

maximize the available financial resources to ensure long term financial viability through the following strategies:

Manage revenue, expenditure, assets and liabilities in a responsible manner.
Well thought-out budgetary and financial planning processes in line with budget and reporting regulation.
Effective supply chain management.
Effective cash flow management.
Applying full credit control measures within the borders of legislation and fairness to prevent an escalation in non-recoverable outstanding debt.
Ensure compliance with prescribed accounting standards and adherence to all legislation requirements.
Implement the cost containment measures policy.
Training and development of employees to achieve levels of compliance according to the regulation on minimum competency levels.
Implement internal controls, procedures, policies and by-laws to regulate fair, just and transparent transactions.
Prepare annual financial statements according to accounting framework and review performance and achievements for past financial year.

Operational Financing Strategies

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

The strategies are:

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

Capital Financing Strategies

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

The strategies are:

Ensure capital programme is based on priorities, programmes and projects of

the IDP.
Improve creditworthiness.
Ensure capital replacement reserve is cash-backed.
Expedite spending on capital budget especially projects that are funded from conditional grants.
Explore new ways to find capital expenditure from own revenue contribution.
Analyze feasibility and impact on operating budget before capital projects are approved.
Determine affordable limits for borrowing.
Maximizing of infrastructural development through the utilization of all available resources.

Cost-Effective Strategy

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

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

6.3 Financial Management Policies

The purpose of financial policies is to provide a sound environment to manage the financial affairs of the municipality. The following are key budget relating policies:

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

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

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

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

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

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

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

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

6.4 Medium Term Revenue and Expenditure Framework Forecast (MTREF)

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

(a) Such as Inflation, however moderate, is slightly increasing and projected to increase by an average of over the period ahead.

(b) The cost-of-living increases by mutual agreement between the South African Local Government Bargaining Council and the unions increase with over the five (5) indicative years.

(c) Bulk electricity purchases

(d) Provision has been made for a property rates tariff increases

(e) Water tariffs are projected to increases

(a) Sanitation and refuse tariffs are projected to increases

6.4.1 Operating Revenue

The projected revenue for the municipality is reflected in table 1 below. It is important that anticipated revenue levels are realistic for each revenue source and consistent with expenditure and collection experience. Municipal budgets must be funded and credible. The needs of the communities have to be met within the financial capacity and resource constraints of the municipality to ensure long term sustainability.

The revenue forecast of R29.4 million for the 2023/2024 financial year will be is set to be realized by the end of the financial period. On average, service charges jointly comprise 47.83% of the total revenue, property rates 17.92% other revenues constitute 9.65%, other revenue is comprised of rental of fixed assets, sale of goods etc.

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

Ensure that all households are metered
Review all rental contracts
Seek to implement other revenue enhancement strategies

Biggest impact to improve the quality of life of our communities and striking a balance to provide sustainable services.

Table below indicated the revenue for the past Five (5) periods both the projected and budget figures for the periods as indicated:

Revenue (R'000)						
Descriptions	**2022/23 Audited outcome**	**2023/24 Original budget**	**23/24 Adjusted budget**	**2024/25 Projected budget**	**2025/26 Projected budget**	**2026/27 Projected budget**
Service charges - electricity revenue	21 500	24 904	24 904	26 124	27 326	28 556
Service charges - water revenue	13 547	18 831	18 831	19 753	2 0 662	21 592
Service charges - sanitation revenue	7 088	7 420	7 420	7 784	8 142	8 508
Service charges - refuse revenue	3 234	3 361	3361	3 526	3 688	3 854
Sale of Goods and Rendering of Services	423	466	466	488	511	534
Agency service	(2)	-	-	578	605	632

Interest earned from Receivables	-	-	-	16 958	17 738	18 536
Interest earned from Current and Non-Current Assets	482	368	368	240	251	262
Rent on Land						
Rental from Fixed Assets	1 057	13 634	13634	14 302	14 960	15 633
License and permits						
Operating Revenue	4 612	1 430	1430	1 500	1 569	1 640
Property rates	30 692	27 741	27741	34 128	35 698	37 304
Surcharges and Taxes						
Fines, penalties and forfeits	6	6	6	6	6	7
Licenses or permits						
Transfer and subsidies - Operational	47 847	47 847	50 944	53 779	54 012	55 018
Interest	3 601	2 252	3 601	3 855	4 032	4 214
Other gains	261					
Total	134 348	153 331	153 331	183 023	189 201	196 291

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

BUDGET (R'000)				
Grant	**2024/25**	**2025/26**	**2026/27**	**Purpose**
Equitable Share	48 179	49 592	50 483	Unconditional Grant
Finance Management Grant	3 000	3 000	3 000	Improving compliance, knowledge and skills to implement finance disciplines- to promote and support municipal financial management reforms and assist municipalities
Integrated National Electrification Program	3 630	3 297		Provide capital subsidies to municipalities to address the
Expanded Public Works Programme Integrated Grant For	1 200			Provide poverty and income relief through temporary work for the unemployed to carry out socially
Municipal Infrastructure Grant	10 710			To eradicate municipal infrastructure backlogs in poor communities to ensure the provision of basic services
Water Service Infrastructure Grant	10 000			Supports water service authorities in developing interim and intermediate water supply to reduce water and

Energy Efficiency And Demand-Side Management Grant		4 000	4 000	Supports municipalities in their efforts to reduce electricity consumption by optimizing their use of energy.
Total	66 719	59 889	57 483	

6.4.2 Tariff Setting

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

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

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

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

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

garden refuseremoval etc.

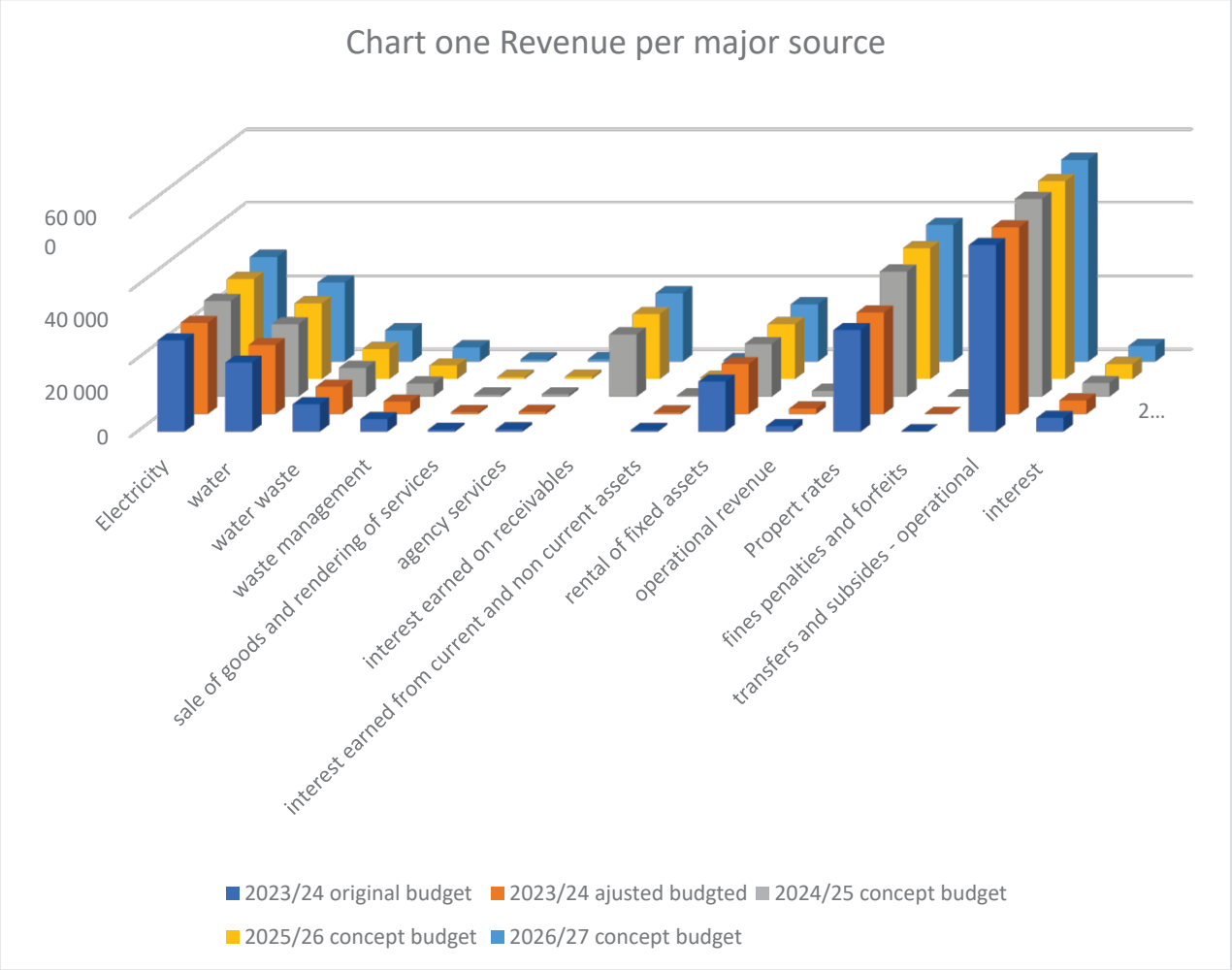
Credit Control and Debt Collection

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

Protecting the Poor

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

	Per Household
Free basic electricity per month	50 kWh
Free basic water per month	6 kl
Free refuse and sewerage per month	Free
Free Sewerage removal	Free



Capital Expenditure

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

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

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

Budget (R'000)							
Funding Source	**Description**	**2024/25**	**%**	**2025/26**	**%**	**2026/27**	**%**
Internally Generated Funds	Own Funding	-	-	-	-	-	-
Grants	Municipal Infrastructure Grant (MIG)	10 710	44	-	-	-	-
Grants	Integrated National Electrification Program (INEP)	3 630	14.9	3 297	45.18	-	-
Grant	Water Service Infrastructure Grant	10 000	41.1	-	-	-	-
Grant	Energy Efficiency And Demand-Side Management Grant	-	-	4 000	54.82	4 000	100
Total		24 340		7 297		4 000	

6.5 Operating Expenditure

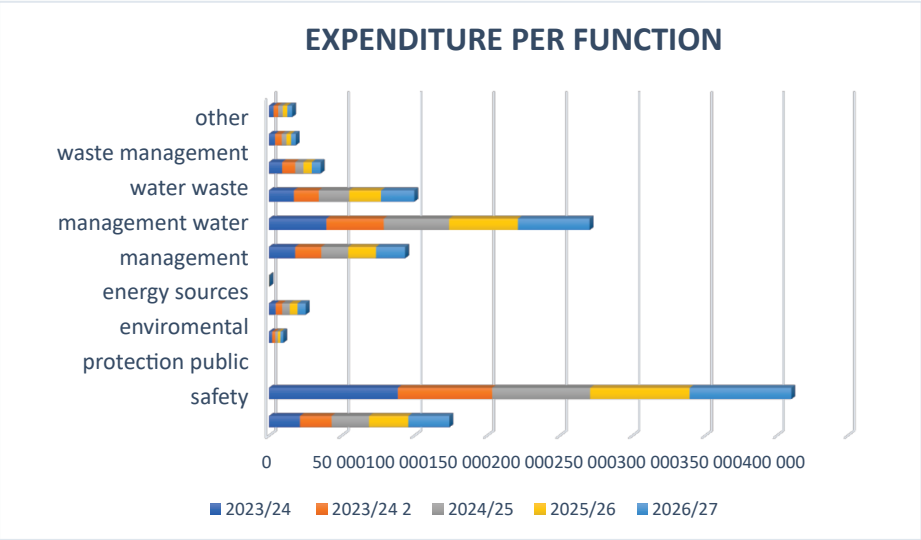
The operating expenditure has increased by 1, 14% against the adjustment budget in the 2023/2024 financial year. The operating expenditure forecast to increase with 11.8-millionin in the projected 2024/25 financial period.

Revenue raising services constitute 38.87% of total operating expenditure. Bulk electricity purchases remain the main increasing factor on operating expenditure totaling R 33.4 million over the next five (5) years with an average rate increase of 8.99%. The other main contributing factor is employee-related costs which constitutes 35.19% of total operating expenditure.
The table below indicates the operating expenditure as per functional area

Operating Expenditure R('000)						
Description	**2022/23 Audited outcome**	**2023/24 Original budget**	**23/24 Adjusted budget**	**2024/25 Projected budget**	**2025/26 Projected budget**	**2026/27 Projected budget**
Executive and Council	21 270	21 317	21 747	25 807	26 994	28 209
Finance and Administration	88 576	64 159	64 909	67 467	68 413	70 847
Community and Social Services	1 821	2 124	2 124	1 761	1 825	1 908
Sport and Recreation	4 221	4 502	4 802	5 227	5 341	5 585
Public Safety	44	52		55	57	60
Housing				-	-	-
Road Transport	18 685	17 971	17 971	18 525	19 120	19 988
Electricity	38 150	39 453	39 453	44 976	47 280	49 360
Water Management	19 984	17 087	17 087	20 946	21 886	22 871
Waste Water Management	6 536	8 982	8 982	5 664	5 775	6 040

Waste Management	8 658	4 122	4 522	3 261	3 168	3 306
Other	3 140	3 134	3 334	3 100	3 173	3 317
Total expenditure	211 087	182 902	184 982	196 789	203 032	211 490

The table below charts the operational expenditure by functional area



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

Capital budget: Sources of funding

BUDGET (R'000)							
FUNDING SOURCE	**DESCRIPTION**	**2024/25**	**%**	**2025/26**	**%**	**2026/27**	**%**
INTERNALLY GENERATED FUNDS	OWN FUNDING	-	-	-	-	-	
GRANTS	MUNICIPAL INFRASTRUCTURE GRANT (MIG)	10 710	44	-	-	-	-
GRANTS	INTEGRATED NATIONAL ELECTRIFICATION PROGRAM (INEP)	3 630	14.9	3 297	45.18	-	-
GRANT	WATER SERVICE INFRASTRUCTURE GRANT	10 000	41.1	-	-	-	-
GRANT	ENERGY EFFICIENCY AND DEMAND-SIDE MANAGEMENT GRANT	-	-	4 000	54.82	4 000	100
TOTAL		24 340		7 297		4 000	

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

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

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

6.6 Conclusion

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

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

A new energized focus on maximizing job creation through labor intensive approaches and participation in the expanded public works programme is essential not only to reduce the unemployment rate but also protecting the poor against the down turn of the economy.

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

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

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

7. CHAPTER 7: LOCAL ECONOMIC DEVELOPMENT

7.1 Local Economic Development Strategy

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

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

7.2 Unemployment rate

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

Labour Indicators	South Africa		Northern Cape		Pixley Ka Seme DM		Siyathemba LM	
	2000	2009	2000	2009	2000	2009	2000	2009
Labour force ('000)	11,502	12,261	245	272	44	41	5	5
Unemployment rate (%)	30.2	25.1	27.0	27.6	27.7	33.0	26.8	34.7
Labour force participation rate (%)	61.1	52.0	52.5	53.3	54.0	53.6	53.2	57.4
Highly Skilled Workers	12.3%	12.7%	10.7%	11.7%	9.4%	10.9%	9.3%	10.4%
Skilled Workers	39.3%	42.7%	35.4%	39.7%	34.3%	38.6%	34.9%	37.8%
Semi- and unskilled workers	48.4%	44.5%	53.8%	48.6%	56.3%	50.6%	55.8%	51.8%

Source: Quantec Research, 2012

From this Table, the following observations were made:

While the number of jobs increased in South Africa, as well as the Northern Cape and Pixley Ka Seme between 2000 and 2009, it declined in Siyathemba.

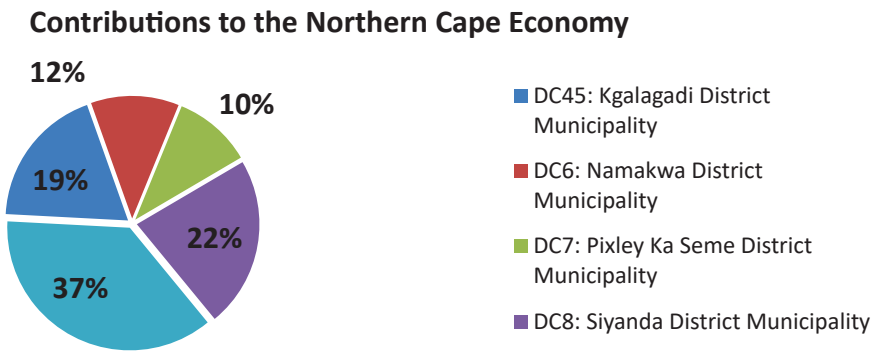
During 2009, the unemployment rate for Siyathemba was estimated at some 34.7%, which was slightly higher than the District Average. The unemployment rate has steadily increased in Siyathemba over the past decade.

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

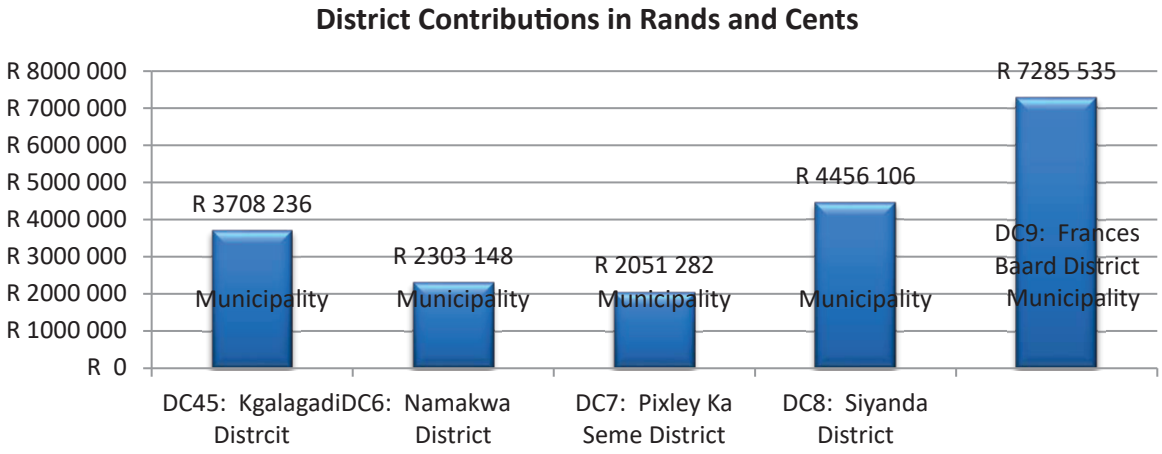
Compared to the other Regions under observation, a small portion of workers (10.3%) in Siyathemba can be classified as highly skilled. In fact, more than 52% of workers can be regarded as semi- or unskilled workers.

7.3 Economic Profile

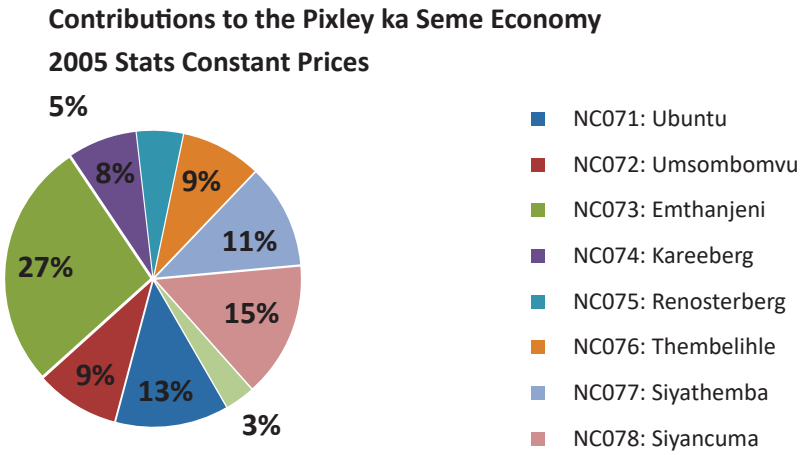
Economy of the Northern Cape Province and Pixley ka Seme district. The Northern Cape Province is divided into five Districts and each District contributes to the economy of the Province. The Pixley ka Seme District is the poorest contributor, contributing 10%. Frances Baard is the biggest contributor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



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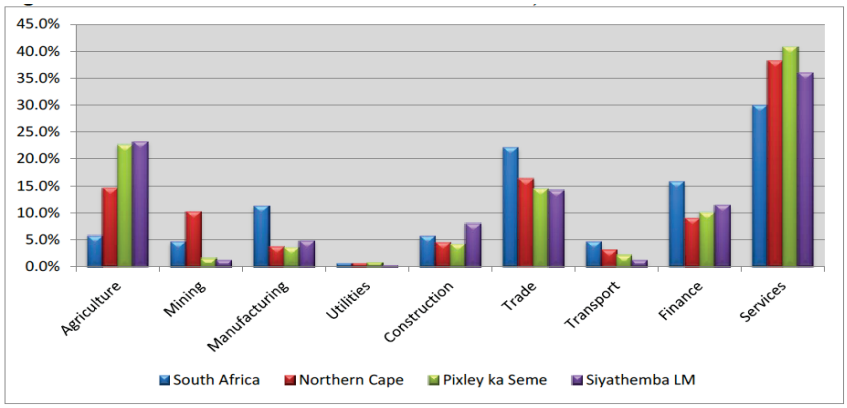
The district economy is also dependent on the contributions of the local economies and in the Pixley ka Seme District, the biggest local contributor is Emthanjeni Local Municipality at 27%, followed by Siyancuma Local Municipality (15%), Ubuntu Local Municipality (13%) and Siyathemba Local Municipality (11%)



7.4 Sector Contributions to the Economy

7.4.1 Labour Profile Overview

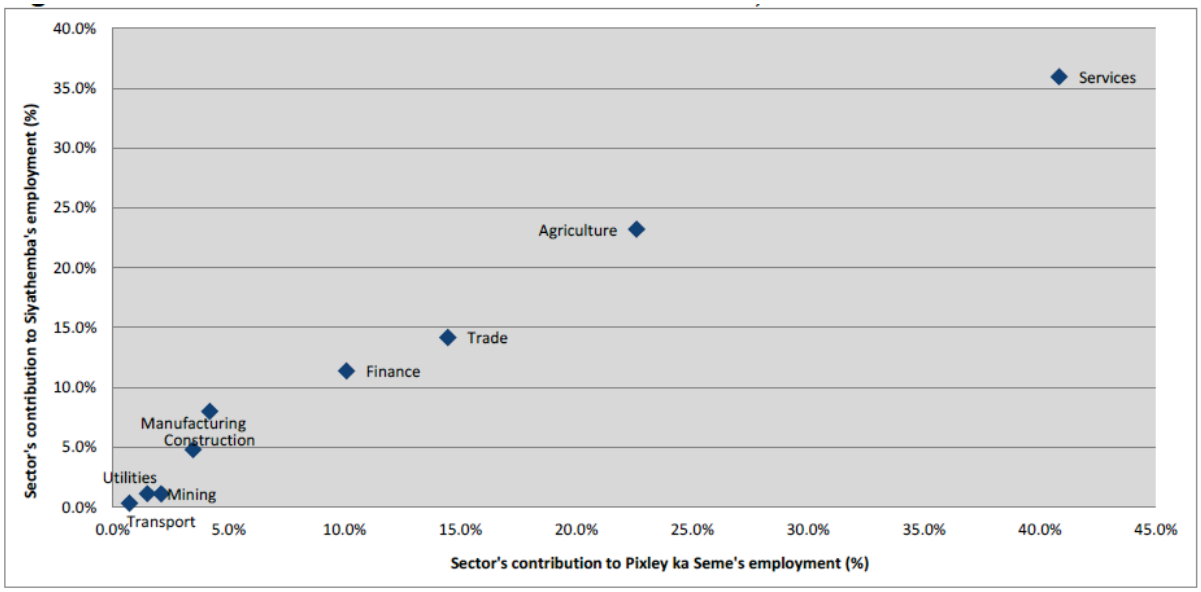
The 2010 sectoral distribution of the labour force in South Africa, the Northern Cape, Pixley ka Seme and Siyathemba is illustrated in the figure below. From this Profile, it is evident that most workers in Siyathemba are employed in the Government Services Sector (around 1,700 workers), followed by Agriculture (about 1,100 workers) and the Trade (about 670 workers) sectors.



Source: Quantec Research, 2012

Figure above provides a closer comparison between the sectoral labour profiles of Pixley ka Seme and Siyathemba. When compared to the district, it can be observed that the labour force of Siyathemba is highly concentrated in the Services Sector, while the other Regions under observation have a more balanced labour distribution.

Local and Regional Trends in total employment are depicted by Figure below. From this Figure, total employment in Siyathemba has been in fluctuating over the last ten years. Moreover, employment in the Study Area declined marginally from some 4,800 jobs during 2000 to just below 4,700 in 2010. Over a ten-year period, this could be translated to an average annual decline of 0.2%. Over the same period, employment in Pixley Ka Seme declined by 1.3% on average per annum, while that of the Northern Cape and South Africa increased by 0.9% and 0.5% respectively.

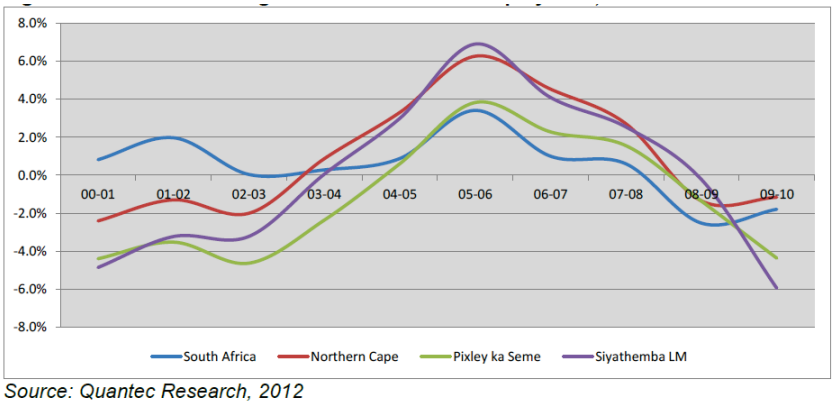


Source: Quantec Research, 2012

It is also observed that local employment trends are not well-integrated with that of the larger Region, which could be attributed to the concentrated nature (in the Agriculture sector) of the local economy

.

In contrast, employment trends in Pixley ka Seme, the Northern Cape and South Africa follow growth profiles that are better correlated due to higher levels of diversity in these economies. The threat presented by employment vulnerability and its socio-economic implications for local communities in Siyathemba cannot be emphasised enough.



Source: Quantec Research, 2012

Employment growth is broken down by sector in Table 24. From this Table, it is evident that employment in the Mining Sector (-7.9% p.a.) has been in steep decline over the past decade, followed by Transport (-5.3%) and Agriculture (-4.9%).

Sector	South Africa	Northern Cape	Pixley Ka Seme DM	Siyathemba LM
Agriculture	-7.3%	-5.5%	-6.2%	-4.9%
Mining	2.8%	3.9%	0.5%	-7.9%
Manufacturing	-1.2%	-3.2%	-2.4%	4.1%
Utilities	1.1%	2.5%	1.8%	-2.0%
Construction	0.1%	-0.3%	-3.4%	1.5%
Trade	1.1%	2.2%	-0.5%	-1.2%
Transport	2.1%	3.1%	-2.1%	-5.3%
Finance	2.6%	5.3%	7.6%	6.6%
Services	1.6%	3.1%	1.4%	3.2%
Total	**0.5%**	**0.9%**	**-1.3%**	**-0.2%**

Source: Quantec Research, 2012

When these employment trends are compared with those observed for GDP, it is noted that total employment declined over the past decade (by 2.5% p.a.) while the economy grew by 2.0% per annum in GDP terms. This phenomenon is referred to as "jobless growth" which implies that local economy is becoming less labour intensive and more capital intensive.

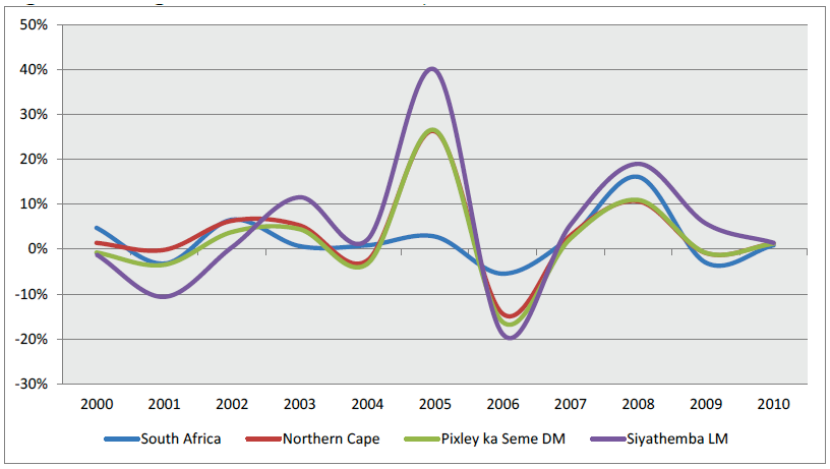
7.4.2 **Potential sectors**

Agriculture Sector

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

The figure below indicates the Agricultural Production Growth of Siyathemba from 2000 to 2010, compared with the District, the Province and South Africa. It is apparent that Siyathemba follows a similar production trend to that of Pixley

ka Seme and Northern Cape Province.
The Region experienced extensive agricultural growth from 2006 to 2008



Development Potential

Crop farming could be significantly expanded if market demand could be improved. This is especially relevant for irrigated production along the Orange River.

Hydroponic production may be well-suited to the area, due to the warm climate (i.e. energy cost saving for hydroponic projects) and available water.

Sheep farming could be expanded and beneficiated locally.

The local beneficiation of crops can provide valuable local revenue.

Electricity shortages could be alleviated through local production. This could justify investment in a local solar power plant.

The agricultural sector should be diversified to include higher value products such as essential oils.

A poultry and broiler project could be implemented as part of an Emerging Farmer Support Programme.

A piggery project could be introduced as part of an Emerging Farmer Support Programme.

Game farming in the area could be expanded to bolster the production of meat. This could then be linked to investment in a local abattoir.

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

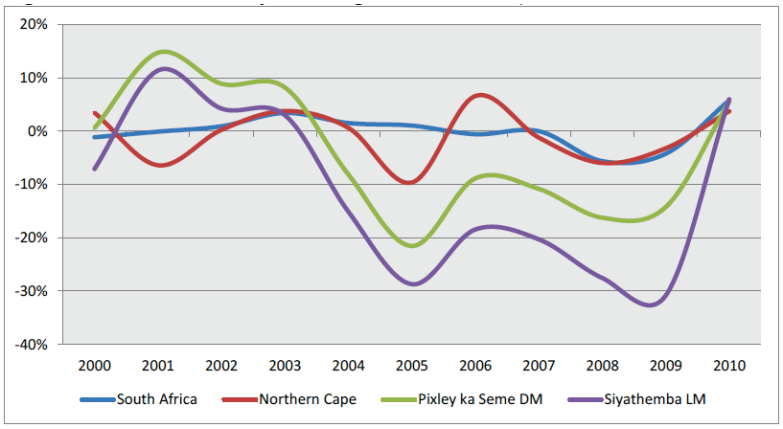
Early Childhood Development Programs should be made available to farm workers (on farms).

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

7.4.3 Mining

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

The Figure below indicates the Mining Production Growth of Siyathemba from 2000 to 2010, compared with the District, the Province and South Africa. It is evident that Siyathemba follows a slightly lower production trend to that of the Pixley ka Seme District's mining sector from 2000 to 2010.

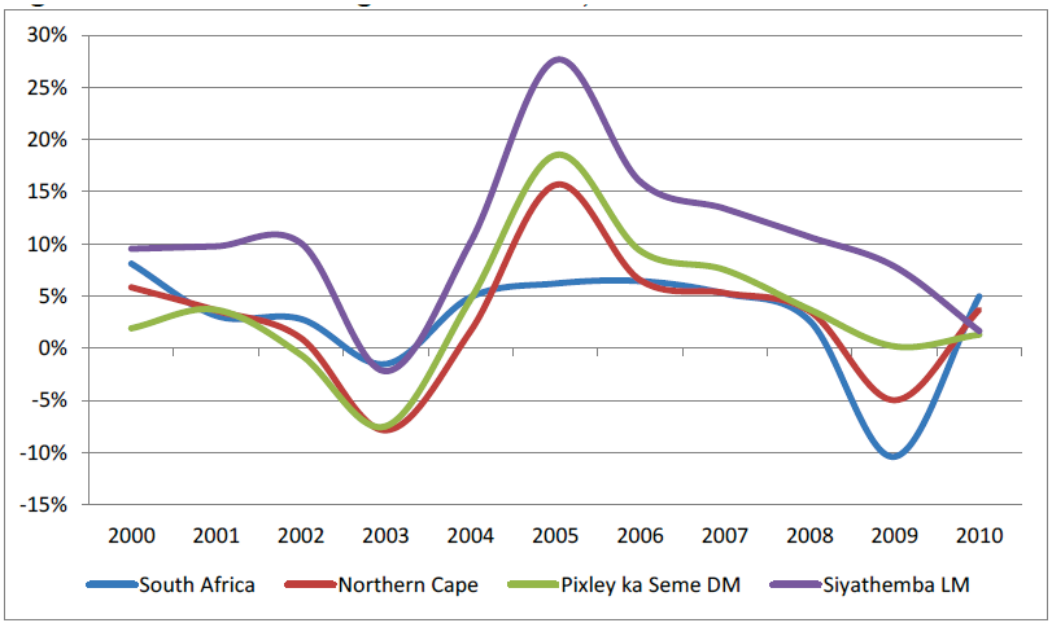


Development Potential

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

7.4.4 Manufacturing

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

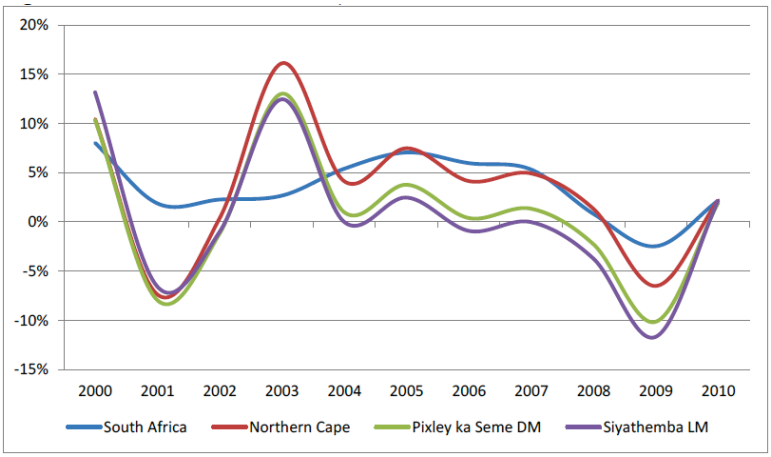


Development Potential

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

7.4.5 Retail and Wholesale

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



Development Potential

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

7.4.6 Tourism

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

The following are the main tourism attractions in the Region:

Die Bos Nature Reserve
British Fort
Green Valley Nuts
The Oranjezicht and the "Keikamspoort Hiking Trails

Khoisan Rock Art
Memorial Garden
Prieska Museum
Ria Huysamen Aloe Garden
Schumann Rock Collection
Wonderdraai Island

Development Potential

Resort and adventure tourism along the Orange River will result in enticing tourists to explore the Region for longer and staying for lengthier periods of time.
The "Die Bos" area could be developed into a tourism resort with associated adventure tourism activities, such as water sports and hiking.
Expanding the game tourism and hunting industry can enhance the eco-tourism profile of the Region.
Mineral processing tourism can become an inviting prospect for visitors. If the old gemstone processing plant can be renovated, it could also become a popular tourist destination.
A local attraction known as "Die Koppie" could facilitate local festivals.
The area should develop a unique tourism brand of its own and marketed on various platforms.
Investment in a new casino near Prieska may attract travellers from all over.
The re-routing of the N10 highway through Prieska will provide tourists the opportunity to appreciate the town and view it as a stop-over or destination on its own.

7.5 Job creation and anchor development initiatives by the LM

7.5.1 Local Economic Development Key projects

The Bos Development

The turn-around and rejuvenation of the "Die Bos" Holiday Resort in Prieska have been identified by the Siyathemba Municipality as a priority project for tourism development in the Northern Cape Province. This is an important development initiative to the Municipality as one of its mandates to utilize our municipal assets as a catalyst for economic development and growth. The focus of this development initiative includes four different properties which border each other. All four properties are situated in the town of Prieska.These entail areas like [1] Die Bos Holiday Resort situated on the bank of the Orange River, [2] Prieska Golf Course, [3] Die Koppie Nature Garden, and the [4] the Municipal Settling Ponds. For the purpose of the feasibility study, the four properties should be viewed as one entity to be considered for further development. All four properties belong to the Siyathemba Municipality.



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

A new Feasibility Study Objective will be to:

Consider the initial feasibility study findings and analysis the original business impressions.

Determine the market demand and advice the Municipality on Innovative and Commercial foci like an integrated golf estate development combined with business that can draw huge numbers; e.g. a casino, etc.

Identify additional and stimulating segments to ensure the commercial success of the project.

Propose creative but sustainable cultural and arcade improvement initiatives to the benefit of both the municipality, the public at large and the business communities.

Develop practical ways to develop and upgrade, refurbish, rehabilitate, and to maintain the existing facilities.

Propose optimal consideration and enhancement of fauna, flora and aquatic features; like constructing a weir in the Orange River to enhance the landscape, suggested commerce and nature preserve.

Propose a vibrant marketing tool as branding medium for both the resort and the municipality.

Propose an integrated development approach taking into consideration the new and upcoming developments.

Consider the provincial and national tourism strategies and trends.

Compilation of locality Maps and Artists Impression.

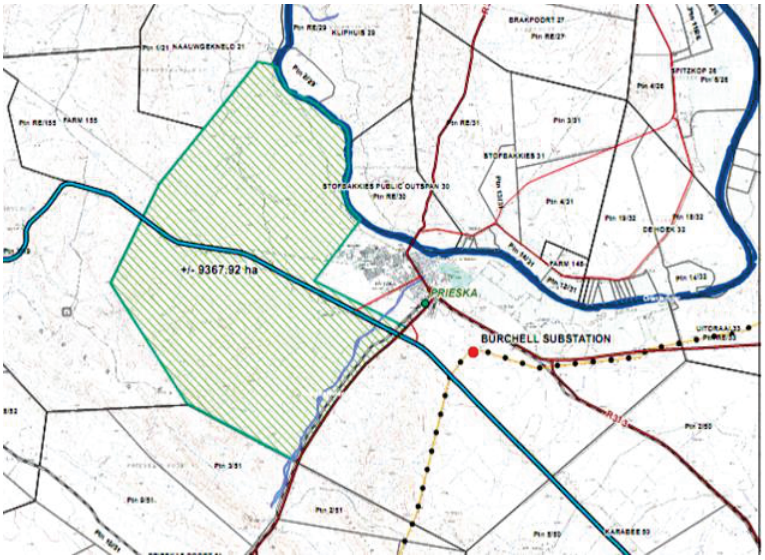
Propose an appropriate management, maintenance and operational model for the resort to ensure sustainability.

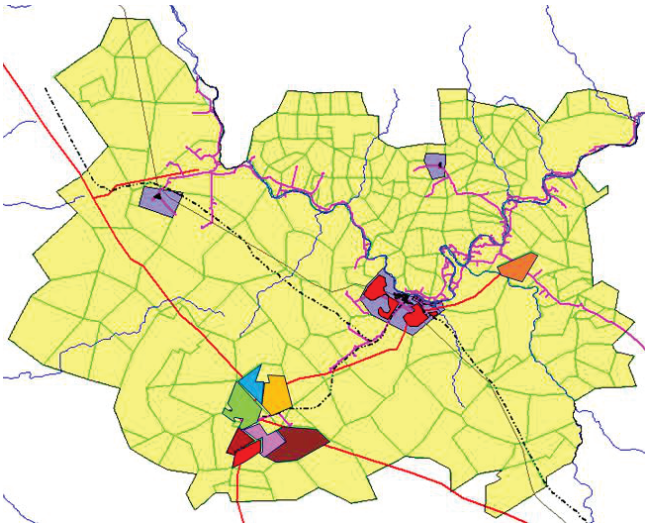
Ensure public buy-in and create jobs and business opportunities for the local community.

Solar Energy Project

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

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





Before Council signed an agreement with the DoE to develop a Prieska Solar Park Council already contracted three Solar Investors. These IPP Contractors are Chameral Property Development, Khweza Powers and Maxwell Moss and Associates for 1095, 60 and 363 ha's consecutively. All four contracts add up to 6 518Ha of Commonage land. MMA is the only company with an optional PPA Contract.

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

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

The rest of the IPP Contractors are preparing themselves for bidding in the third and fourth rounds.

Herewith a list of all interested Companies:

Company	Farm	Technology
Mainstream	Mierdam 1	PV
	Mierdam 2	Wind
	Platsjambok 1	PV
	Platsjambok 2	Wind
Mulilo	Vogelstruisbult	PV
	Hoekplaas	PV
	Klipgats	PV
Juwi	Nelspoortjie	Wind
Jouren	Holsloot	PV
Dept of Energy	Siyathemba Mun	Mix
Chameral Prop Dev	Siyathemba Mun	PV
Maxwell Moss and Associates	Siyathemba Mun	PV
Khweza Power	Siyathemba Mun	PV
Plan 8	ModderPan	PV
	2 180 MW	

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

The Municipal Council are in discussions with a number of Companies because of the latter developments to lease land for manufacturing, agricultural, mining, housing and tourism related developments as part of our Secondary Industry Development plans.
These initiatives propel the Council to urgently look at enhancing our own technical capacity and strategic planning.

- Spatial Development Framework
- Roads, works and storm water master planning
- Water and Sanitation master plan
- Electricity and Energy Infrastructure and Distribution

- Civil Engineering and Design
- IT Hub and Technology Development
- Physical and Cyber Security Planning

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

- Non-disclosure of bidding information by IPP contractors
- Lack of regulations in relation to leases and wages
- Absence of a single coherent approach to the question of community benefit (Community Trusts)
- Slow Eskom Grid development can delay the implementation of national targets
- Historical infrastructural backlog
- Ailing electricity network
- Two thirds of household electricity supply serviced by Eskom in Municipal areas
- Low Skills shortages and Literacy Levels
- Absence of disaster management unit
- Huge housing backlog
- High unemployment
- HIV / AIDS and TB
- Asbestoses
- Sanitation with Water Distribution Challenges
- Limited Municipal resources
- Absence of strategic planning
- Engineering Surveys and Strategic Planning Capacity

Opportunities

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

Prieska Power Reserve Project

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

Renewable energy plants

The electrical energy required for the chemical plant will be obtained from solar PV and wind farms on properties south and southeast of the plant, of which a 60 MW solar PV plant will be developed on municipal land. These plants are between 10 and 15 km from the chemical plant.
The electrical transmission will run via private power lines (33 kV and 132 kV overhead lines), which will be constructed and maintained by the Prieska Power Reserve.
Chemical plant

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

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

The construction of the plant will be relatively quick, since the components will arrive as relatively easy-to-install modules designed by a European specialist manufacturer.
An important phase in the operation is the production of hydrogen employing electrolysis. The hydrogen is then combined with nitrogen, and the plant is designed to produce 80 000 tonnes of green ammonia (NH_3) per year. The ammonia will be kept in storage tanks, from where it will be pumped either into containers for railway trucks or into road tankers. It is expected that either eleven 25t road trucks per day or one rail unit per week will leave the loading zone.

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

In the same 19 ha area, there will also be a waste-to-energy plant that will produce hydrogen-rich gas for generating electricity. It will utilize only organic matter in the form of chipped or mulched plant material. Such feedstock material will be harvested mechanically from invasive and other specifically classified plant species in the district. Vast stretches of such species cover farms in the Prieska area and degrading grazing areas. A total of 30 tons of gross feedstock will be required daily to drive the 2MWac plant. It is calculated that such chipped plant material could be collected cost-efficiently in a 30 km radius around the town. Collection points will be established as per schedule at several points.
Licensing and permitting

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

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

Aqua – Commercial Fish Farming Project by the DTi

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

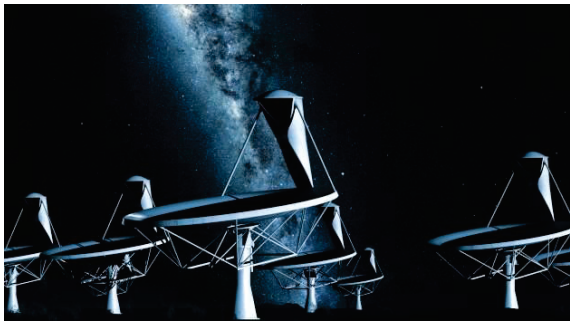
This study included all the municipalities on the banks of the Orange River. The Siyathemba Municipality was identified as ideal for the pilot project provided.

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

The objectives of the assessment were:

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

The SKA will be a revolutionary radio telescope made of thousands of receivers linked together across an area the size of a continent. The total collecting area of all the SKA receivers combined will be approximately one square kilometer, making the SKA the largest and most sensitive radio telescope ever built. South Africa has submitted a bid to host the €1.5-billion Square Kilometer Array (SKA). South Africa, allied with eight other African countries, is competing against Australia (allied with New Zealand) to host the SKA, an instrument 50-100 times more sensitive and 10 000 times faster than any radio imaging telescope yet built.





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



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

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

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

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

- Water from the Orange River with a current 56% underutilized purification works of about 15 000kl/24hr.
- A water pipeline that exist and run for approximately 70km towards the same direction, as
- designed and erected for the water supply to the then Coppertone as a Copper mine.
- Good but underutilized rail and road networks that exist to serve these areas.
- Food security for this anticipated industry.
- Property development.
- Appropriate recycling.
- Contracts with high-volume manufacturers.
- Site services and Installation firms.

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

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

8. CHAPTER 8: INFRASTRUCTURE DEVELOPMENT & SERVICE DELIVERY

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

8.1 Water Services

Strategic objective: Plan, develop and maintain infrastructure and facilities Objective: Provision of safe and reliable drinking water

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

The water legislative requirements are indicated in the following documents:

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

Within its jurisdiction, Siyathemba Municipality serves as both the Water Services Authority (WSA) and Water Services Provider (WSP). Water services are rendered in Prieska, Niekerkshoop and Marydale. The Municipality is also supplying bulk water to Copperton, but Alkantpan (Armscor) is responsible for the delivery of water & sanitation in Copperton

.

No services are currently being rendered to farms. Prieska is abstracting water from the Orange River whilst Marydale and Niekerkshoop are dependent on groundwater (Boreholes). Copperton receives purified water from the Flippie Holtshauzen Water Treatment Plant in Prieska.

8.1.1 Prieska

The total volume of potable water for Prieska is supplied from the Flippie Holtzhauzen Water Treatment Plant that extracts all its raw water from the Orange River. Electrically driven pumps (4) which can deliver up to 200ℓ/s to a purification plant, are used. The purification plant has a capacity of 6 Mℓ/day and potable water is stored in two potable water reservoirs. Water is pumped by two pumps (that operate alternately) from the water treatment plant via a 150mm, a 200mm and a 300mm pipeline to three nearby distribution

reservoirs, as can be seen on Figure 19. Two of the reservoirs have a volume of 2.27 Mℓ and the third, 0.34 Mℓ. These reservoirs are hereafter referred to as the Koppie Reservoirs.
The 300mm pipeline is a dedicated line from the pumps at the water treatment plant to the reservoir The 200mm pipeline has a connection to a 300mm line that supplies the other reservoirs in the system from the Koppie Reservoirs. The 150mm pipeline connects the water treatment plant to the smaller 0.34 Mℓ capacity reservoir. This reservoir is located next to, but slightly lower than the two larger reservoirs. The 150mm pipeline has many direct connections with the distribution system and is not a dedicated supply to the reservoir.
There is a bulk water meter at the water treatment plant that measures all the purified water pumped from the water treatment plant.

8.1.2 Marydale

In Marydale, water supply is obtained from 6 production boreholes. The rated capacity of the boreholes is 8.9 ℓ/s. The safe yield of the 6 boreholes per year is 276,820.80m^3 Submersible pumps withdraw the water from 6 production boreholes and pump the water to two high lying water distribution reservoirs. The reservoirs store water for use during periods of peak demand and provide the pressure needed to reticulate water to the town. There is no water treatment facility in Marydale. Water is purified with liquid chlorine that is added by means of a dosing pump which is set to a certain frequency dependent on the volume of water pumped.

8.1.3 Niekerkshoop

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

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

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

8.1.4 Copperton

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

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

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

8.1.5 Challenges

Aged infrastructure remains the biggest challenge in the Municipality. The Flippie Holtshauzen water treatment plant is currently undergoing mechanical and electrical upgrades. The aged asbestos water reticulation network results in high number of pipe burst, which leads to high water losses. The department has developed a 5-year water and sanitation reliability plan to address all the water related challenges in each Municipality

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

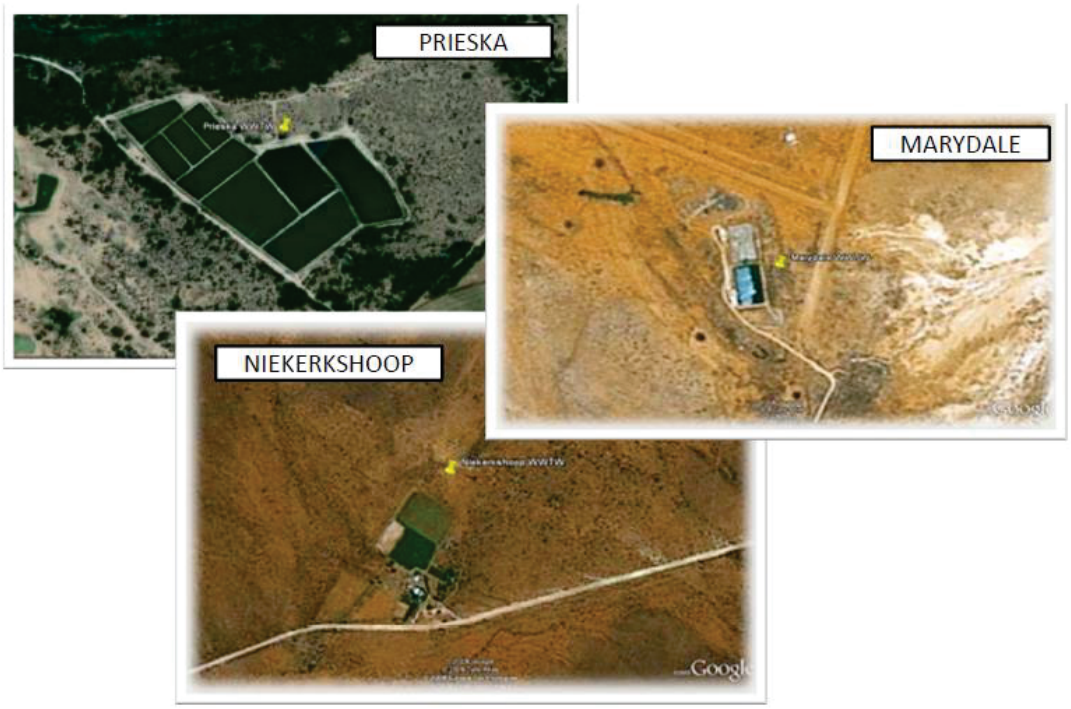
Siyathemba Municipality is providing 6kℓ of free basic water to all the indigent households. An Indigent Policy is available which provides the detail with regards to who qualify as an indigent.
The Register is updated on an annual basis.

8.2 Sanitation

Strategic Objective: Plan, develop and maintain infrastructure and facilities

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

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



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

8.2.1 Marydale

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

8.2.2 Niekerkshoop

The Sanitation System in the Niekerkshoop community consists of VIP and UDS toilets and some flush toilets with a conservancy tank. The septic tanks are serviced by the Local Municipality staff on a daily basis. The WWTW/Oxidation Pond System in Niekerkshoop is

utilized for the sewer effluent from the conservancy tanks transported by tankers to the Works. The WWTW is in a process of being upgraded and the Council has submitted Business Plans to the relevant MIG Offices for possible funding of the project. No return flows from the oxidation ponds are available and no quality tests are done. The tanker loads dumped per day are captured in the Registers to determine the inflow volume.

8.2.3 Prieska

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

The waterborne sewage contents gravitate through a network of underground sewer pipes to various collection sewage pump stations. Electrical driven submersible sewage pumps transfer the sewage to a main sewer pump station. From this pump station, another set of electrical driven submersible pumps pump the sewage to the Prieska Wastewater Treatment Plant. The Wastewater Treatment Plant is an Anaerobic Oxidation Pond System. The current capacity of the ponds is 2.2 Mℓ/day and the capacity used, is 95%. All final water or effluent is pumped to the Prieska Golf Club for irrigation of the lawns and fields. The final effluent is not disinfected with chlorine at this stage.

8.2.4 Free Basic Services

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

8.2.5 Challenges

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

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

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

8.3 Solid Waste Management

Strategic Objective: Plan, develop and maintain infrastructure and facilities.
Objective: Maintain and provide compliant waste disposal sites and transfer sites according to permit conditions and standards

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

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

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

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

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

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

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

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

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

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

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

encourage separation of waste at source and recycling where possible.

8.3.1 Legislative Requirements:

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

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

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

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

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

Prieska

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

Position of site:	**4 km south of town.**
Permit:	Yes
Year issued:	14/4/2003
Classification of site:	Class G:C:B-
Type of Operation (end – tip, trench, cell):	There is only a large area excavated for dumping purposes. Waste is disposed haphazardly and burned.
Estimated size of site:	Approximately 2 ha.

Estimated remaining life of site:	The remaining life of the site is 20 years
Separation of fresh and contaminated water:	None in place.
Groundwater monitoring:	Not required in permit
Volumes per day, week or month:	It is estimated that the site receives approximately 76 tonnes per week.
Is cover material available?	No
Is the drainage sufficient?	No
Is there access control?	No
Is the site fenced?	No.
Does the site have a sufficient buffer zone?	Yes. No houses situated in the proximity of the site.
Type of equipment utilised on site:	None
Operating hours:	7h30 to 16h30
Estimating cost for closure:	No estimate regarding closure exists. Due to the extended life of the site, the Saving Plan is not in place yet.
Saving Plan for closure:	

Niekerkshoop

The landfill site at **Niekerkshoop** is located 7 km outside town. The site is fenced, but access is not controlled. The open burning of waste in a pit forms part of the operational procedure for the site.
The waste is not covered on a daily basis due to the absence of proper landfill equipment.

Position of site:	**7 km east of town**
Permit:	No
Year issued:	N/A
Classification of site:	Not permitted - no classification.
Type of Operation (end – tip, trench, cell):	Site is an open pit where waste is burned indiscriminately.
Estimated size of site:	Approximately 2.5 ha.
Estimated remaining life of site:	20 years
Separation of fresh and contaminated water:	None in place.
Groundwater monitoring:	No groundwater monitoring takes place.
Volumes per day, week or month:	It is estimated that the site receives approximately 4 tonnes per week.
Is cover material available?	No
Is the drainage sufficient?	No
Is there access control?	No
Is the site fenced?	Yes, however the existing fence needs some maintenance
Does the site have a sufficient buffer zone?	Yes, the site is situated some distance away from the town.
Type of equipment utilised on site:	None
Operating hours:	None
Estimating cost for closure:	No estimate regarding closure exists. The Municipality must budget for the closure and rehabilitation in the near future.
Saving Plan for closure:	

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

Position of site:	**3 km North of town**
Permit:	No
Year issued:	N/A
Classification of site:	Not permitted - no classification.
Type of Operation (end – tip, trench, cell):	Site is an open pit where waste is burned indiscriminately.
Estimated size of site:	Approximately 1.5 ha.
Estimated remaining life of site:	Expected to be 20 years
Separation of fresh and contaminated water:	None in place.
Groundwater monitoring:	No groundwater monitoring takes place.
Volumes per day, week or month:	4.4 tonnes/week
Is cover material available?	No
Is the drainage sufficient?	No
Is there access control?	No
Is the site fenced?	No
Does the site have a sufficient buffer zone?	Yes
Type of equipment utilised on site:	None
Operating hours:	7h30 to 16h30
Estimating cost for closure:	No estimate regarding closure exists. The Municipality must budget for the closure and rehabilitation in the near future.
Saving Plan for closure:	

8.4 Summary of Potential Projects to enhance Service Delivery

This IDP Projects List Represents the current Infrastructure Priorities as reflected in the 2022/23 approved IDP. These are the projects the Municipality intend to implement in this financial year, with consideration and approval from council.

Provision of water	(WS)
Provision of Bulk and Reticulation Water in Prieska.	WS 01
Mechanical upgrade of Water Works in Prieska.	WS 02
Upgrading of Bulk and Internal Water Reticulation in Marydale.	WS 03
Upgrading of Bulk and Internal Water Reticulation in Niekerkshoop.	WS 04
Smart Water Metering in all three towns.	WS 05

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

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

Department of Energy (INEP) Electrification Project	ELEC
Hydrogen Generation Projects	ELEC 01
Department of Energy (INEP) Off-Grid Electrification Solutions	ELEC 02
Phase Upgrade of Municipal Electrical Grid in Prieska	ELEC 03
High mast Lighting for all three Towns	ELEC 04
Multiple Renewable energy projects	ELEC 05
Upgrading of Prieska Notified Maximum Demand (NMD increase)	ELEC 06

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

General Projects	GEN
Upgrade of gravel roads in all three towns; Prieska, Marydale and Niekerkshoop	GEN 01
Town planning in all three (3) Towns	GEN 02
Asbestos Remediation Project (Department of Environmental Affairs): Upgrade of 15km gravel roads to block paving roads in Prieska	GEN 02
Asbestos Re-integrate rehabilitated plots in Prieska to potential Industrial Sites to manage the asbestos dust pollution	GEN 04
Refuse Removal, Street Waste and Upgrade of Landfill Sites	GEN 05
Special Economic Zone (SEZ) project	GEN 06
Land Use Management and Scheme Regulations	GEN 07
Development of Plakkerskamp	GEN 08
Green Deed Campaign Programme	GEN 09
Ambulance Service: Purchasing of Ambulances, Fire Truck and Equipment	GEN 10
Upgrading of Low- Water Bridge in Loots Boulevard by means Source funding from Department Public Works	GEN 11
Prieska Power Reserve Project	GEN 12

8.5 PROJECT SPENDING SINCE 2008

Year 2021/22

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

Year 2020/21

Project/Fund Name	Project value	Year Funded	Project area	2020/21
Marydale Bulk Sewer Line & Rising Main (MIG 1327)	R11 111 867.11	2020/21	Marydale	R0.00
Prieska Bulk Water Line (MIG1331)	R40 297 664.64	2020/21	Prieska	R14 636 866.44
Upgrade of Gravel Roads (MIG 1028)	R0.00	2020/21	All	R
Upgrade of Gravel Roads (MIG 1398)	R0.00	2020/21	All	R1 162 459.97
Disaster Management: Installation of VIP Toilets & Standpipes	R12 200 000.00	2020/21	All	R10 494 339.88
Upgrade of Electrical Network & Main Intake Substation	R	2020/21	All	R7 476 313.47
Water Services Infrastructure	R27 500 000.00	2020/21	All	R19 742 503.94
EPWP	R1 000 000.00	2020/21	All	R1 102 956.00

Year 2019/20

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

Year 2018/19

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

Year 2017/18

Project name	Project value	Year Funded	Project area	Grants & Investment
Marydale bulk sewer line & Rising Main (MIG 1327)	579183	2017/18	Marydale	579183
Prieska bulk water line (MIG 1331)	768455	2017/18	Prieska	768455
Marydale Upgrading of gravel streets (MIG 1028)	1238464	2017/18	Marydale	1238464
Upgrading of gravel streets (MIG 1398)	4336641	2017/18	Prieska & Niekerkshoop	4336641
Marydale bulk ground water supply (MIG 1028)	689236	2017/18	Marydale	689236
Equitable Share	25624000	2017/18	Siyathemba	25624000
Financial Management Grant (FMG)	2345000	2017/18	Siyathemba	2345000
Expanded Public Works Programme (EPWP)	1000000	2017/18	Prieska & Niekerkshoop	1000000
	36580979			**36580979**

Year 2016/17

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

Year 2015/16

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

Year-
2014/15

Project name	Project value	Year Funded	Project area	Grants & Investment
Marydale Upgrading of internal reticulation system (MIG 1274)	2162584	2014/15	Marydale	
Marydale Upgrading of internal bulk water supply (MIG 1273)	867370	2014/15	Marydale	
Marydale Upgrading of gravel streets (MIG 1028)	683930	2014/15	Marydale	
Niekerkshoop Upgrading of gravel streets (MIG 1028)	3466614	2014/15	Niekerkshoop	
Upgrading of Solid Waste (MIG 923)	162326	2014/15		
High mast Lighting Prieska & Marydale (MIG 1273)	1543032	2014/15	Prieska&Marydale	
Equitable Share			Siyathemba	
Financial Management Grant (FMG)			Siyathemba	

Year –
2013/14

Project name	Project value	Year Funded	Project area	Grants & Investment
Upgrading of Solid waste	270 937	2013/2014	Marydale	270 937
Upgrading of Solid Waste	244 664	2013/2014	Prieska	244 664
Upgrading of water supply infrastructure	296 642	2013/2014	Marydale	296 642
Upgrading of Gravel streets	2 368 829	2013/2014	Siyathemba	2 368 829
Expansion of existing cemetery	0	2013/2014	Marydale	0
Waste water treatment works	2 158 884	2013/2014	Marydale	2 158 884

Project name	Project value	Year Funded	Project area	Grants & Investment
Prieska Development of New Cemetery	0	2013/2014	Siyathemba	0
High Mast Lights	1 330 935	2013/2014	Siyathemba	1 330 935
MIG – Sundry (Not included in above Projects)	3 292 109	2013/2014	Siyathemba	3 292 109
Integrated National Electrification Grant (INEP)	2 400 000	2013/2014	Siyathemba	2 400 000
Municipal Systems Improvement Grant (MSIG)	890 000	2013/2014	Siyathemba	890 000
Financial Management Grant (FMG)	1 650 000	2013/2014	Siyathemba	1 650 000
Department of Water Affairs (DWA)	2 648 424	2013/2014	Siyathemba	2 648 424
Sports Arts and Culture (Library)	605 500	2013/2014	Siyathemba	605 500
Expanded Public Works (EPW)	700 000	2013/2014	Siyathemba	700 000
Public Works – Pula Nala	0	2013/2014	Siyathemba	0
Equitable Share	15 133 000	2013/2014	Siyathemba	15 133 000
	33 989 924			**33 989 924**

Year – 2012/13

Project name	Project value	Year Funded	Project area	Grants & Investment
Access Roads	177 094	2012/2013	Prieska	177 094
Upgrading of Solid waste	815 436	2012/2013	Marydale	815 436
Upgrading of Solid Waste	1 527 621	2012/2013	Prieska	1 527 621
Upgrading of water supply infrastructure	261 979	2012/2013	Marydale	261 979
Upgrading of Gravel streets	3 759 163	2012/2013	Siyathemba	3 759 163
Expansion of existing cemetery	42 929	2012/2013	Marydale	42 929
High mast Lighting	1 096 404	2012/2013	Siyathemba	1 096 404
Wastewater treatment works	797 914	2012/2013	Marydale	797 914
Development of New Cemetery	1 894 251	2012/2013	Prieska	1 894 251
High Mast Lights	2 106 534	2012/2013	Siyathemba	2 106 534
Integrated National Electrification Grant (INEP)	2 400 000	2012/2013	Prieska	2 400 000
Integrated National Electrification Grant (INEP)	1 200 000	2012/2013	Prieska	1 200 000
Municipal Systems Improvement Grant (MSIG)	800 000	2012/2013	Siyathemba	800 000
Financial Management Grant (FMG)	1 500 000	2012/2013	Siyathemba	1 500 000
Department of Water Affairs (DWA)	7 792 465	2012/2013	Siyathemba	7 792 465
Sports Arts and Culture (Library)	344 500	2012/2013	Siyathemba	344 500
Expanded Public Works (EPWP)	1 000 000	2012/2013	Siyathemba	1 000 000
Public Works – Pula Nala – Upgrading of Halls	2 500 000	2012/2013	Siyathemba	2 500 000
Equitable Share	20 108 000	2012/2013	Siyathemba	20 108 000
Service of 205 Sites in Prieska	6 7000 000	2012/2013	Prieska	6 700 000
Building of 203 Houses	-	2012/2013	Prieska	-
	56 824 290			**56 824 290**

Year – 2011/12

Project name	Project value	Year Funded	Project area	Grants & Investment
924: Upgrading of Solid waste	126 612	2011/2012	Marydale	126 612
923: Upgrading of Solid Waste	91 105	2011/2012	Prieska	91 105
926: Upgrading of water supply infrastructure	2 289 481	2011/2012	Marydale	2 289 481
1028: Upgrading of Gravel streets	1 773 680	2011/2012	Siyathemba	1 773 680
927: New Cemeteries Feasibility study	95 536	2011/2012	Prieska	95 536
929: Development of New Cemetery	1 623 962	2011/2012	Niekerkshoop	1 623 962
928: Expansion of existing cemetery	2 108 422	2011/2012	Marydale	2 108 422
1105: High mast Lighting	1 641 682	2011/2012	Siyathemba	1 641 682
MIG – Sundry (Not included in above Projects)	495 520	2011/2012	Siyathemba	495 520
Integrated Nat. Electrification Grant (INEP)	0	2011/2012	Siyathemba	0
Mun. Systems Improvement Grant (MSIG)	790 000	2011/2012	Siyathemba	790 000
Financial Management Grant (FMG)	1 450 000	2011/2012	Siyathemba	1 450 000
Department of Water Affairs (DWA)	5 544 503	2011/2012	Siyathemba	5 544 503
Sports Arts and Culture (Library)	542 000	2011/2012	Siyathemba	542 000
Expanded Public Works (EPW)	529 000	2011/2012	Siyathemba	529 000
Transport – Roads	1 605 191	2011/2012	Siyathemba	1 605 191
Equitable Share	17 829 000	2011/2012	Siyathemba	17 829 000
	38 535 694			**38 535 694**

Year – 2010/11

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

Year – 2009/10

Project name	Project value	Year Funded	Project area	Grants & Investment
High Mast Lights	2 245 000	2009/10	Prieska, Marydale, Niekerkshoop	2 245 000
Tar of gravel Roads	5 442 000	2009/10	Prieska	5 442 000
Sports Arts and Culture	361 000	2009/10	Siyathemba	361 000
Equitable Share	12 346 000	2009/10	Siyathemba	12 346 000
MSIG	850 000	2009/10	Siyathemba	850 000
Financial Management Grant	750 000	2009/10	Siyathemba	750 000
Tar of Roads 2	9 578 260	2009/10	Prieska, Marydale, Niekerkshoop	9 578 260
	31 572 260			**31 572 260**

Year – 2008/09

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

Strategic objective	Municipal KPA	Responsible Department	Key Performance Indicator	Unit of measurement	Ward	Target 2024/25	Quarterly Targets			
							Q1	Q2	Q3	Q4
Facilitate economic growth in the municipal area	Economic Development	Technical Services	Create temporary jobs - FTE's in terms of EPWP by 30 June2025 (Person days /FTE (230 days))	Number of FTE's created by 30 June 2025	All	40	0	40	40	**40**
Plan, develop and maintain infrastructure and facilities	Infrastructure development & service delivery	Technical Services	Progress on the construction of the Upgrade of the Prieska Water Treatment Works	% completion on the upgrade of Prieska Water Treatment Works	5	100%	75%	100%	-	**-**
Plan, develop and maintain infrastructure and facilities	Infrastructure development & service delivery	Technical Services	Progress on the expenditure of the Upgrade of the Prieska Water Treatment Works	% completion on the upgrade of Prieska Water Treatment Works	5	100%	75%	100%	-	**-**
Plan, develop and maintain infrastructure and facilities	Infrastructure development & service delivery	Technical Services	Progress on the construction of the Construction of the 415kl elevated tower	% completion on the Construction of the 415kl elevated tower	1 & 6	100%	25%	50%	75%	**100%**
Plan, develop and maintain infrastructure and facilities	Infrastructure development & service delivery	Technical Services	Progress on the expenditure of the Construction of the 415kl elevated tower	% completion on the expenditure of the Construction of the 415kl elevated tower	1 & 6	100%	25%	50%	75%	**100%**
Plan, develop and maintain infrastructure and facilities	Infrastructure development	Technical Services	Progress on the construction of the Upgrading of the sports facility in Prieska	%completion on the construction of the Upgrading of the sports facility in Prieska	5	80%	-	30%	50%	**80%**
Plan, develop and maintain infrastructure and facilities	Infrastructure development	Technical Services	Progress on the expenditure of the Upgrading of the sports facility in Prieska	%completion on the expenditure of the Upgrading of the sports facility in Prieska	5	80%	-	30%	50%	**80%**



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