2025

ANNUAL REPORT

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TSANTSABANE
Local Municipality

HELO GA MANYORO

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Eskom

1 ORGANISATIONAL OVERVIEW

1.1 About the Municipality

"Tsantsabane" was the original name given to the town by the Batswana because of the presence of many shiny stones - such as hematite. The town's existence is largely attributed to its rich mineral deposits.

The Tsantsabane Local Municipality is a Category B municipality located within the north-eastern part of the Northern Cape Province in the ZF Mgcawu District. It is one of the five municipalities in the district[1].

Three main traffic routes provide access to other cities, namely Johannesburg via Kuruman, and the Kalahari and Cape Town via Kimberley. The rest of the Tsantsabane Municipality area comprises Boichoko, Postdene, New Town, Stasie, Groen Water, Skyfontein, Jean Heaven, Marenane (the newly established settlement - Greenfield, Mountain view and Hope vale, brought about by the land redistribution), and the well-known Lohatlha Army Battle School.

Economically, Tsantsabane is known for being rich in minerals, and for its mining, agriculture, manufacturing and farming sectors.

1.2 Vision

The Council adopted a vision that desire a "Tsantsabane must continually strive to provide quality services for its communities through economic emancipation and empowerment and the promotion of a transparent administration"

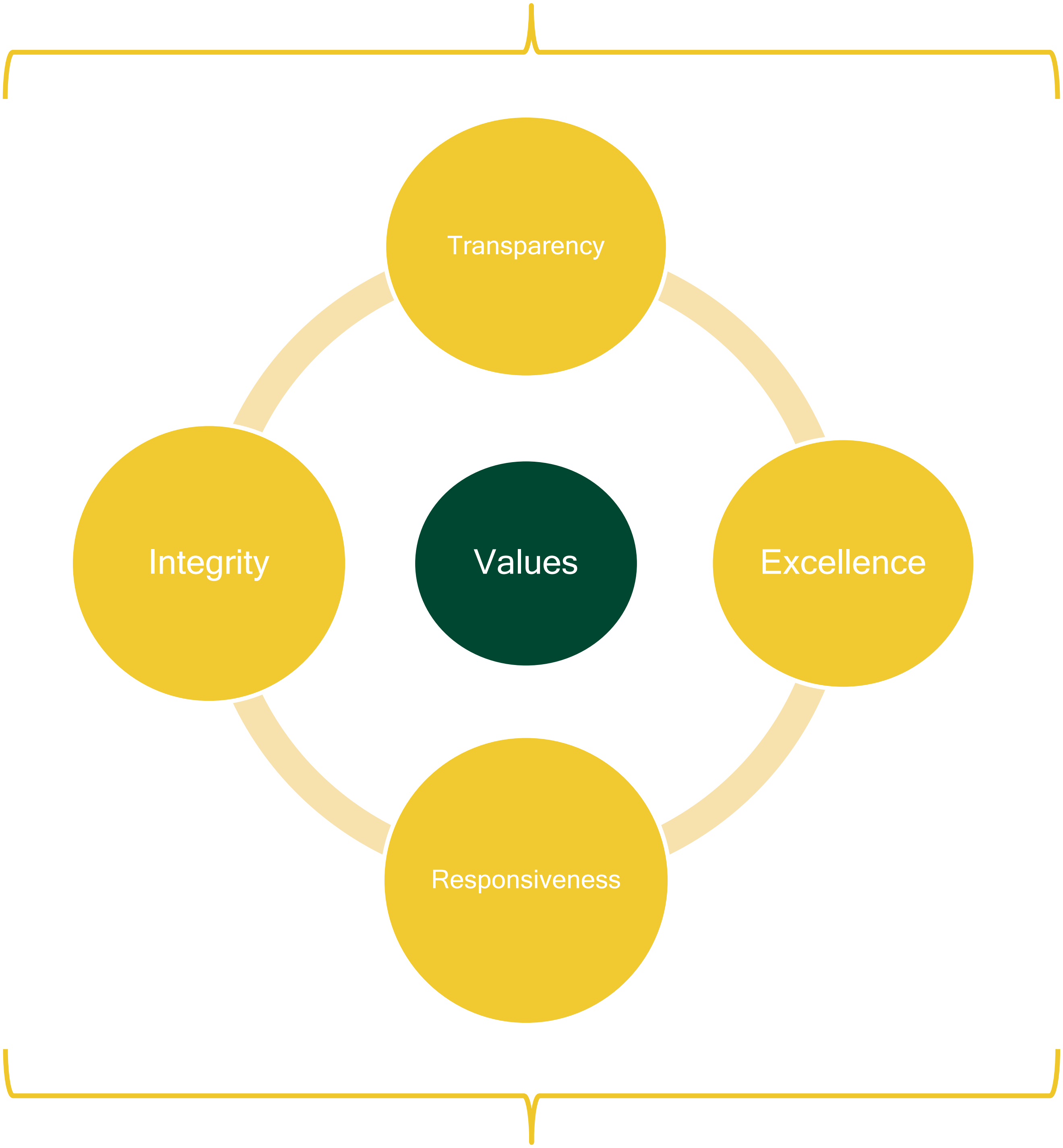
1.3 Mission & Values

Our mission entails to:

- Contribute to the Modern, Growing and Sustainable development within municipal boundaries and the rest of the Northern Cape
- Promotion of a Local Economic Development should promote manufacturing and other mining related sectors and investor interest in the region

[1] Other Local Municipalities within the District includes: Dawid Kruiper, Kai !Garib, Kgatelopele and !Kheis.

We believe that a customer-centric approach should define the character of the leadership, employees and our partners.



1.4 Mayor's Message

Cllr Mrs Helena English

"We build upon the legacy of those who came before us. It is our duty to strengthen the foundation they laid, to lead with courage and compassion, and to shape a Tsantsabane that is more resilient, inclusive, and prosperous for everyone."

The 2024/2025 financial year has been one of significant transition and complexity for Tsantsabane Local Municipality and the nation at large. The formation of the Government of National Unity (GNU), following the National General Elections held on 29 May 2024, represents a clear and urgent call from our people for collaborative leadership, unity in action, and accelerated socio-economic transformation. At local government level, we recognise the likely shifts this new dispensation will bring to intergovernmental relations, policy alignment, and service delivery mechanisms.

Operating as a municipality driven by mining and solar investments, we continue to face the harsh consequences of national economic pressures, logistical constraints in the rail and harbour systems, and global market volatility. These have resulted in increasing levels of unemployment and poverty, placing further pressure on our already stretched municipal services. Despite these limitations, we have remained resolute in delivering services—but are deeply impacted by poor payment levels, particularly in areas such as Boichoko, Postdene, Newtown, Stasie, White City, Carnation, and Maranteng.

In response, the Council rolled out the "Council Meets the People" programme—an initiative aimed at educating residents on their responsibilities in sustaining municipal operations, and reinforcing the importance of paying for services.

Amidst these challenges, there were positive strides in the area of water infrastructure. A notable success was the partnership with Kolomela Mine, which began supplying high-quality groundwater to the Vaal Gamagara Water Supply Scheme. This collaborative intervention has helped improve water availability in Postmasburg and surrounding communities, and is a model for future public-private partnerships.

Service delivery challenges and infrastructure backlogs remain a pressing concern. Issues relating to sewage spillages, poorly maintained landfill sites, unreliable electricity supply, and deteriorating public roads and cemeteries have justifiably raised community frustration. The Council is actively working with provincial departments and other oversight bodies to address these challenges urgently and decisively.

A particularly difficult area this year was public participation. Despite efforts to consult widely, attendance and input from community stakeholders, sectors, and ward committees remain low. This undermines our goal of inclusive, democratic planning. Moving forward, new and creative strategies must be developed to improve participation and bring diverse voices back into the planning space.

As we look ahead, it is critical that we build an institution anchored in sound financial management, integrity, and performance excellence. We must strengthen partnerships with the private sector, recognising their role in job creation and the broader fight against poverty, inequality, and unemployment. Our success must be measured not only in what we deliver—but in how we restore hope, trust, and opportunity

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Cllr Mrs Helena English
Mayor of Tsantsabane Local Municipality

1.5 Forward by the Municipal Manager

 Mr Gaonyadiwe H Mathobela	"I am honoured to present our Annual Report for 2024/25. We have focussed our interventions to address a wide range of challenges in our community. Service delivery remains our No.1 Priority."

The 2024/25 financial year was a period of mixed outcomes for Tsantsabane Local Municipality. While we are proud of certain achievements in sustaining service delivery and fostering development, we must also acknowledge the significant challenges that continue to hinder our progress.

Achievements

During the year under review, the municipality maintained the provision of core services in urban centres, including water, sanitation, and electricity. We strengthened our engagement with communities through ward committees and Integrated Development Plan (IDP) consultations, ensuring that residents' priorities informed our planning. In addition, partnerships with the mining sector and other stakeholders contributed to socio-economic opportunities, particularly in employment and small business support.

Challenges

Despite these efforts, we faced serious constraints that impacted our overall performance. The municipality received a disclaimed audit opinion, mainly due to capacity shortages in financial management and instability in critical posts. Our spending on infrastructure repairs & maintenance was below the recommended benchmark, leading to further deterioration of roads, water, and electricity networks. We still have certain service delivery backlogs, with housing, road upgrades, and electrification projects. Institutional challenges, such as staff turnover and skills gaps, further limited our ability to meet our goals.

Future

We remain committed to turning the tide. Our key priorities moving forward are to:

- Restore financial credibility by strengthening internal controls, filling critical vacancies, and improving compliance.
- Increase investment in infrastructure maintenance and renewal to safeguard service delivery.
- Accelerate project implementation by improving procurement and ensuring effective use of budgets.
- Build institutional capacity through skills development, performance management, and a focus on accountability.

- Expand partnerships with mining companies, the private sector, and community organisations to drive inclusive growth.

On behalf of the administration of Tsantsabane Local Municipality, we extend our sincere appreciation to the Council, the Mayor, and the Executive Committee for their steadfast political leadership. Their guidance, support, and oversight have been instrumental in driving the progress achieved during the period under review.

We also acknowledge the continued commitment and dedication of our staff, who remain central to accelerating service delivery in response to the needs and expectations of our community.

Looking ahead, we remain committed to enhancing service delivery through innovation and continuous improvement, ensuring that we fulfil our mandate with efficiency and urgency.

1.6 Service Delivery Overview

1.6.1 Population & demographics

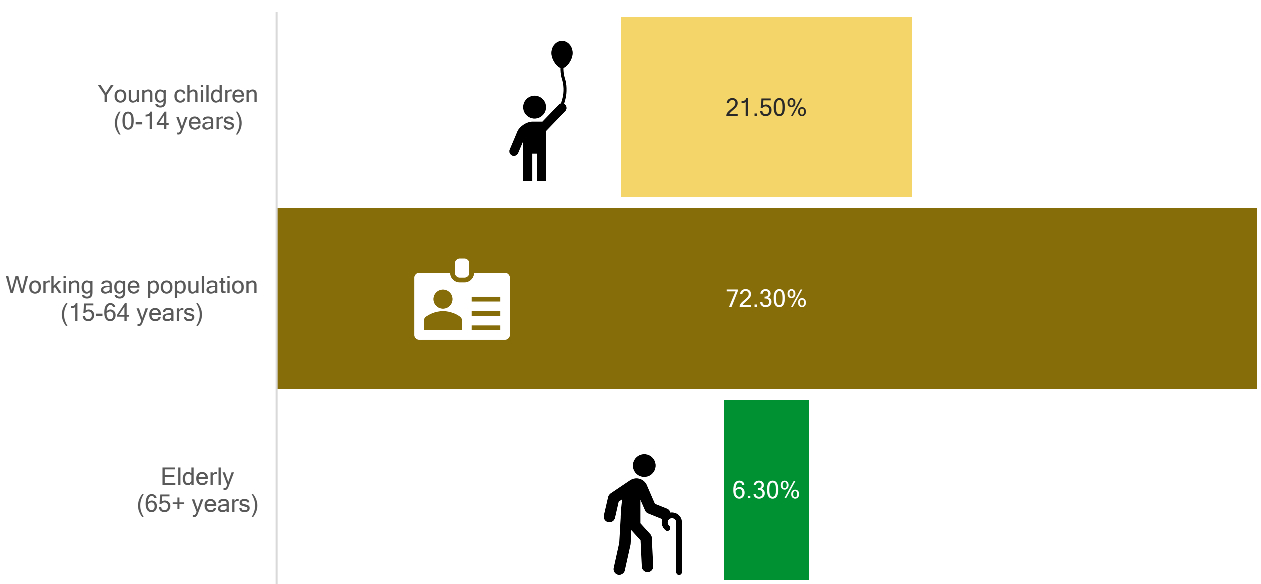
Tsantsabane Local Municipality

POPULATION

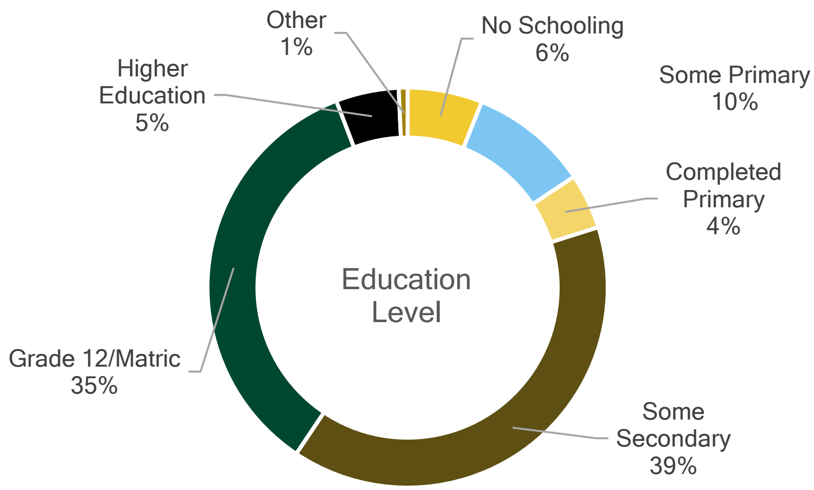
30 969

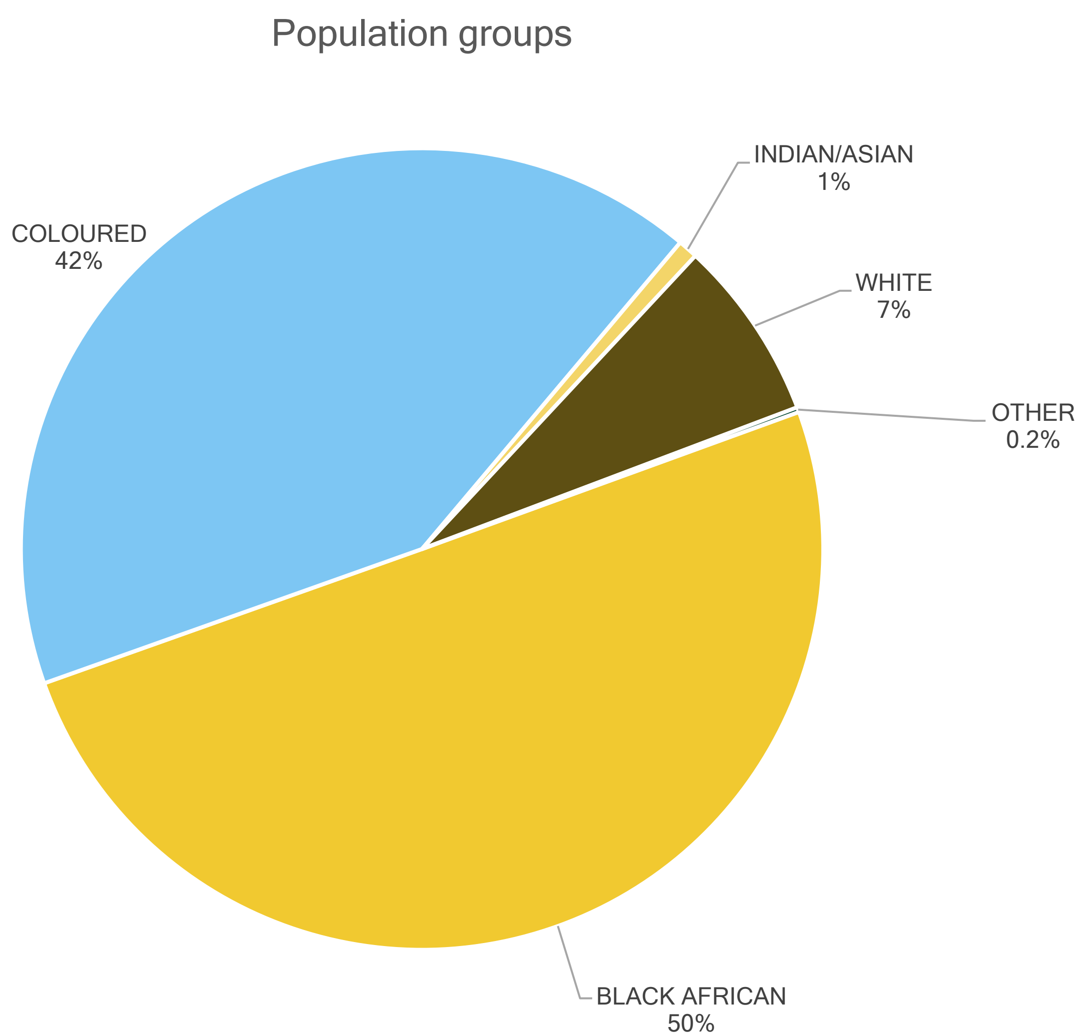
50,5%

49,5%



Matric attainment improvement, however only a small segment holds post-secondary qualifications, pointing to opportunities for enhancing tertiary education access.





1.6.2 Spatial analysis

The municipal spatial vision is "to create a place of opportunities, in cooperation with the private sector, where the basic needs of all residents are met in a safe, healthy and sustainable environment".

The major routes running through Postmasburg include the R385 from Kimberley that runs through Beeshoek, the R309 and the R325 to Kathu. Postmasburg is situated 200 kilometers from Kimberley and 240 kilometers to Upington. Key municipal settlement areas can be categorized as follows:

- Postmasburg – Main Town
- Rural settlements: Jenn-Haven, Maremane. Groenwater and Skeyfontein
- Established Townships: - Boichoko, Newtown, Whitecity, and Potsdene.
- New Settlements Developments: - Mountainview, Greenfields, Postdene Phase 1 & 2.

1.6.3 Socio Economic Well-being

Natural Resources

Natural Resources	
Major Natural Resource	**Relevance to Community**
IRON ORE	Job Creation and Economic Enhancement
MANGANESE	Job Creation and Economic Enhancement
SOLAR ENERGY	Job Creation, Energy and Economic Enhancement
DIAMONDS	Job Creation and Economic Enhancement

1.6.4 Social Labour Plans (SLP) within the municipal area

Social and Labour Plans (SLP) is a legally required document that every mining company in South Africa must prepare and implement as part of their mining rights under the Mineral and Petroleum Resources Development Act (MPRDA).

It's essentially the mine's social contract with government and communities, setting out how it will:

- Develop its employees – e.g. training, bursaries, skills development.
- Contribute to local communities – e.g. building schools, upgrading roads, creating jobs, supporting small businesses.
- Improve living conditions – e.g. decent housing, access to water, sanitation.
- Promote transformation – e.g. employment equity, women and youth empowerment.
- Handle downsizing or closure – plans to help workers and communities when the mine's operations end.

An SLP is important for Tsantsabane Local Municipality for both economic and developmental reasons, as it links mining activities to local governments planning and service delivery goals.

AngloAmerican

Kolomela mine - near Postmasburg

Projects that has been executed by / or in conjunction with the SLP in the Review period (2024)

SLP Projects: Kolomela mine	
Infrastructure projects	Non-Infrastructure project
• Co-fund of Establishment of Disability Centre • Upgrade of the community halls at the rural areas • Co-fund the Construction of New Wastewater Treatment Plant • Upgrade of existing Primary Health Care Facilities & Medical Equipment • Construction of Library in White City • Closure of current Landfill Site and establishment of new Landfill Site	• Training and Development of SMME's • Job creation acceleration Programme • Community Youth Skills Development • Community bursary with Internship programme • Learner Empowerment • Facilitate the co-funding of High Learning Institution Satellite Campus • Development of Township Economies through SMME Hubs

Beeshoek Mine – near Postmasburg

SLP Projects: Kolomela mine	
Infrastructure projects	Non-Infrastructure project
• Establish a Disabled Centre • Upgrade of Boichoko sports field • Upgrade of Postdene Sportsground • Improving Facilities of Local libraries • Improving water infrastructure of Postmasburg hospital (Phase 2) • Tsantsabane Education and Communication initiatives • Improvement of storm water drainage in Postmasburg • Upgrade of internal roads • Upgrade of electricity infrastructure • Installation of prepaid water meters • Improvement of Postdene water supply • Construction of 11ml reservoir in Mountain View • Replace Asbestos pipes in Postmasburg/Storm Water Boichoko • Integrated Waste Management	• Education Improvement Programme • Support local entrepreneurs

1.6.5 Municipal Internal Situational analysis

Strengths	Weaknesses
• Updated organisational structure with job descriptions • Policies and procedures availability • Implementation of Learnerships • VETA system for monitoring assets performance for electrical meters (IOM) • Support from Mines (Via SLPs)	• Lack of effective implementation of the organisational structure • Retaining of skills • Recruitment (delays) • Talent management / Succession Planning • Consequence management / Accountability • Vacancies (within key service departments) • Cash flow • Dilapidated infrastructure • Collaborative strategic planning (lack of)
Opportunities	**Threats**
• Support from Private sector , in particular Mining SLPs • Support from COGTA, COGHSTA and SALGA • Training through continuous reforms within local government	• Periodic Review of Policies & Bylaws • Non-compliance with OHS Legislation and regulations in the workplace • Staff productivity (low) • Instability in PMU due to fixed employment contracts • IT system (constraints) • Enforcement of Bylaws • Inability to attract investment / investors • Risk of losing grants due to the inability to execute, and manage projects

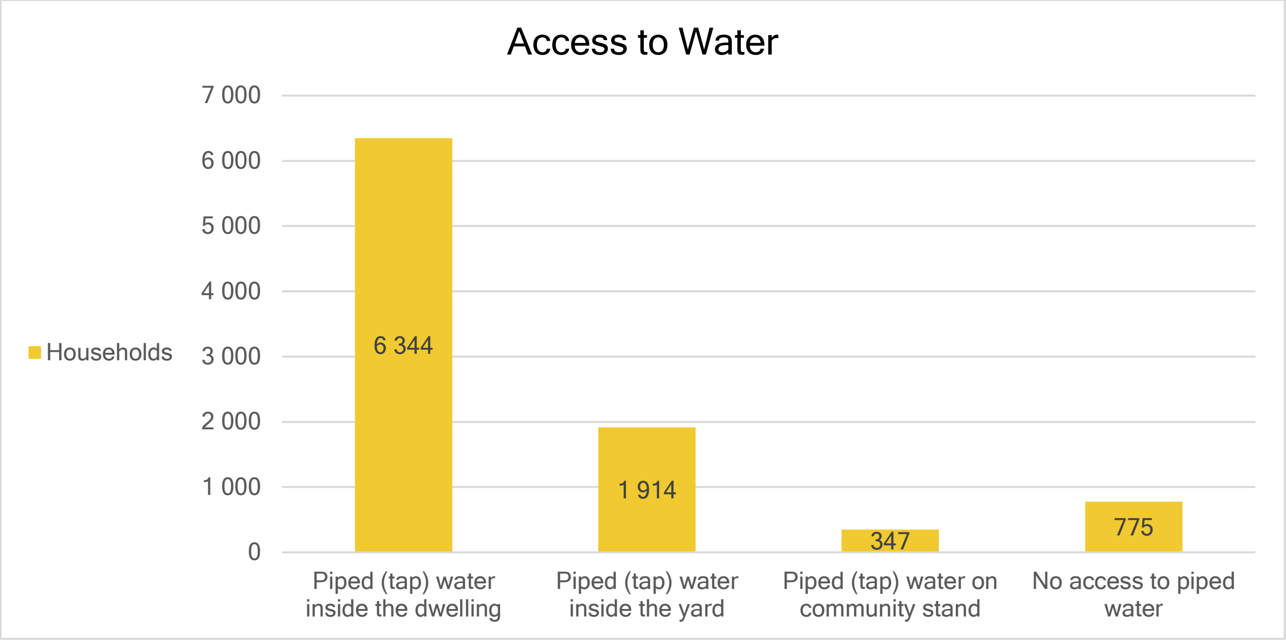
SWOT

1.6.6 Core Municipal Functions

Water & Sanitation

TLM is a Water Services Authority (WSA) and a Water Services Provider (WSP), providing water, sanitation, and scientific services, with their primary duty being the provision of water and sanitation services to the City. The Bloem Water Board is an appointed WSP, providing bulk services to some areas of the town. The municipal Water Division achieved 94% compliance with prescribed national water quality standards in the year under review.

The Sanitation Division set a target of 75% compliance with effluent quality from its wastewater treatment works. This target was established to recognise required improvements to wastewater treatment due to ageing infrastructure, less robust treatment technology used in some treatment works and overloading in some systems. As a result, the overall average compliance of the 15 wastewater treatment works is 76% in the year under review, against the prescribed minimum target of 90% in the Green Drop Certification system.



Access to piped water has remained at 99% in the year under review. Similarly, access to adequate sanitation (Flush Toilets and VIPs) increased from 85% in the last financial year to 87% in the year under review. The Constitution entrusts the national Department of Water and Sanitation to manage national resources to meet the basic human needs of present and future generations, promote equitable access to water, and reduce and prevent water pollution, amongst other responsibilities.

However, climate change and severe droughts impose major challenges to water supply and ground water pollution.

Waste

Refuse Disposal	Total
Removed by local authority at least once a week	76,1%
Removed by local authority less often	0,4%
Communal refuse dump	1,0%
Communal container/central collection point	2,9%
Own refuse dump	14,4%
No Rubbish Disposal	4,0%

Electricity

In terms of the NERSA (National Energy Regulator of South Africa) license issued to the Tsantsabane Local Municipality (TLM) Electricity and Energy department, the department can only provide electrical services to TLM areas defined in the license. These areas are mainly within the so-called urban edge.

NERSA (National Energy Regulator of South Africa) license was issued to Eskom to provide electrical service outside the urban edge.

The two licensed supply areas have led to a few issues being dealt with at the National level. However, most municipalities have the same issues caused by the two licensed areas, as the two entities have different standards.

STREET LIGHTING - Street lighting is provided in the urban edge of the Eskom-licensed electricity supply area.
TLM provide street lighting in these areas as they receive no income from Eskom's electricity sales. Eskom's tariff does not cater for street lighting, unlike the TLM tariff, which is higher than Eskom's, allowing for the provision of streetlights.

SUPPLY: Eskom provides the minimum size of connection to RDP consumers (20 amps), while TLM do not provide electricity supply to RDP consumer. Greenfields is a mixed typology where TLM supply 20 amps electricity.

CREDIT CONTROL: Only applicable on the TLM electrical network, not at ESKOM Supply areas
TLM Electricity Departments mandate is to provide a safe, reliable and effective service to all legal consumers within the licensed area; while TLM endeavours to meet this mandate, some challenges are not within the control of the Department, which hampers service delivery:
The proliferation of informal dwellings due to the migration of people from rural areas in search of employment. This has led to illegal connections which overload the electrical network causing interruption of service to the communities that are legally entitled to it.

Vandalism and theft have substantially increased, with over 200 incidents that impact the electrical service. The funding set aside to carry out essential maintenance and capital works is used to repair and replace vandalized equipment and leads to deferred maintenance

Roads

The roads branch's core mandate is to provide a safe all-weather road network for all road users within the metropolitan area. A road network in good, efficient road network is the key to the growth and development of a city. Most investors look for access to local and international markets through seamless integration between road, rail, sea and air transportation.

All major towns with high growth and economic development levels have excellent roads and logistics infrastructure.

The TLM roads network consists of ± 100 km of surfaced and gravel roads network. With an estimated replacement cost of Rxx mil. The surfaced roads network, which includes Asphalt, Concrete and Block Paved Roads and a Gravel roads network of ± 1,637 km. The Roads Branch had an annual capital budget allocation of R 16,9 million of which R14,2 million was spent. This includes rehabilitation, upgrading, resurfacing and re-gravelling of road infrastructure in town (Roads provision) for the 2024/2025 financial year

2 GOVERNANCE AND PUBLIC ACCOUNTABILITY

The municipality operates under a collective executive governance system comprising the Mayor, the Executive Committee (EXCO), and the Speaker / Chairperson of the Council. Council conducts its business through a portfolio committee system.

A formal system of delegated powers, adopted by Council, separates powers and functions while allocating specific responsibilities between the various components of Council and the municipal administration.

Portfolio committees, each chaired by the relevant Chairperson and supported by the Director of the respective department, consider reports submitted by the administration. These committees deliberate on the matters presented and make recommendations to Council for approval. During a full sitting of Council, the Speaker presides over proceedings, inviting the Chairpersons of the respective committees to present their recommendations for consideration and adoption.

2.1 Political structures

2.1.1 Council & Executive Committee

Composition of Council

Political Party	No. of Seats
*ANC	7
DA	2
EFF	2
STC	2

*Controlling Party: ANC

Mayor	Mrs Helena English
Speaker	Ms Lindiwe Teise
Chief Whip:	Vacant
Executive Committee	Cllr Henry Beets Cllr Hermanus Deyoung Miennies

Office of the Mayor

To provide democratic and accountable governance.

- The promotion of inter-governmental and inter-institutional relations
- The building, enhancement and maintenance of sound relationship between the Council, Councillors and administration in consultation with the Municipal Manager
- Provide administrative support to the Mayor and Councillors
- Provide driver and messenger services to the Mayor
- Coordination of proper political representation on various portfolio committees.
- Maintenance of sound relations between the various political parties.
- Manage special programmes relating to community development on human rights, gender, disability, elderly, youth, early Childhood development

Office of the Speaker

To provide political leadership & strategic direction to Council.

- Provide administrative support to the Speaker and Councillors.
- Facilitation of public participation in legislative matters.
- Responsible for establishment and functioning of ward committees
- Responsible for the co-ordination of the ward committee system.
- Provide administrative support to ward committees

Councillors

Tsantsabane Municipality (NC 085) comprises of seven (7) Ward Councillors and six (6) proportional representatives which makes a total of thirteen (13) Councillors.

- Cllr Gail Sibiya
- Cllr Dirk Esau
- Cllr Kealeboga Tonyane
- Cllr Rochelle Devaarjee
- Cllr Marko Lottering
- Cllr George Keorometswe
- Cllr James Boucher
- Cllr Joan Ruiters
- Cllr Michael Mabilo

Ward	SETTLEMENT	Name of Ward Councillor and elected Ward committee members
Ward 1	Groenwater; Portion of Postdene; and Carnation	Cllr M.J. Lottering
Ward 2	Newtown	Cllr H. English
Ward 3	Jenn Haven; Portion of Postdene; and Kolomela houses	Cllr S.LR. Devajee
Ward 4	Boichoko	Cllr G. Kerometswe
Ward 5	Maranteng; Kanonbult	Cllr K.G. Tonyane
Ward 6	White City; Glossom; Maremane; Beeshoek; Stasie	Cllr H. Minnies
Ward 7	Skeifontein; Soetfontein; Strathmore; Part of Boichoko, and Postmasburg Town	Cllr L.M. Teise

Committees

The following Council Committees has been established in the municipality

Good Governance & Corporate Services

- To ensure that the municipal services are administered to attain the objective of Chapter 7 of the RSA Constitution.
- To provide corporate services to the institution in support of efficient organisational and administrative processes

Technical and Community Services

- Render integrated community services to enhance community development in general and promote clean and safe environment.
- To manage infrastructure service provisioning and project management.

Municipal Financial Viability & Economic and Development

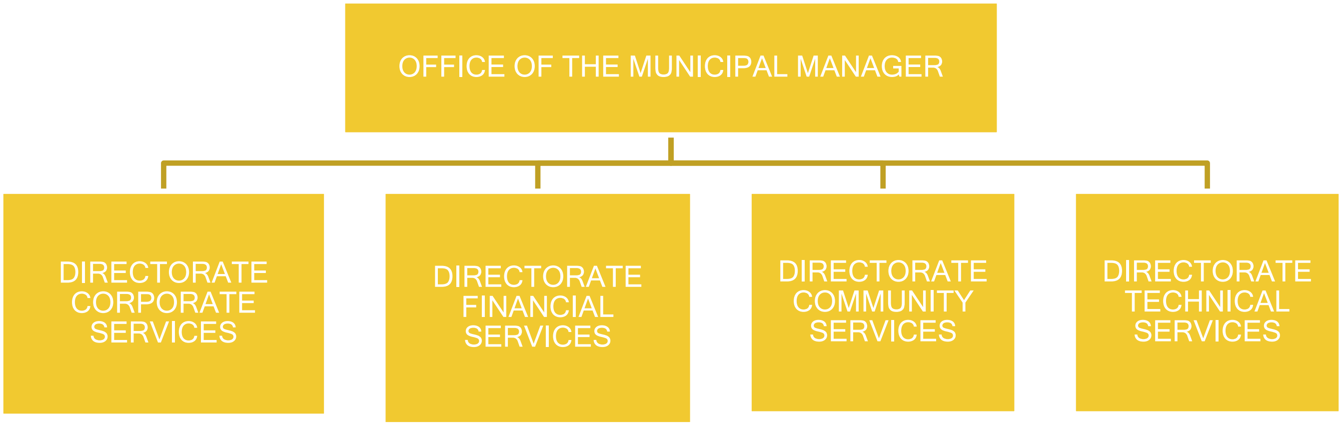
- Oversee management and provision financial service in order to ensure financial service viability , compliance and reporting
- Oversee management strategic planning and development for economic development and tourism within the municipal area.

Councillors, Committees Allocated and Council Attendance					
Council Members	**Full Time / Part Time**	**Committees Allocated**	***Ward and/ or Party Represented**	**Percentage Council Meetings Attendance**	**Percentage Apologies for non-attendance**
				%	**%**
Marco Lottering	Part Time	Finance	Ward	70%	10%
Helena English	Full Time	Finance, Exco	Ward	100%	0%
Rochelle Devajee	Part Time	MPAC, Good Governance	Ward	100%	0%
George Keoromestwe	Part Time	Good Governance, MPAC	Ward	90%	10%
Deyoungs Miennies	Part Time	Exco, Community and Technical Services	Ward	100%	0%
Kealeboga Tonyane	Part Time	Good Governance, Community and Technical Services	Ward	90%	10%
Henry Beets	Part Time	Good Governance, Exco	PR	90%	10%
Michael Mabilo	Part Time	Community and Technical Services	PR	100%	0%
James Boucher	Part Time	Community and Technical Services, MPAC	PR	100%	0%
Joan Ruiters	Part Time	Finance,	PR	90%	10%
Dirk Esau	Part Time	MPAC, Finance	PR	90%	10%
Gail Sibiya	Part Time	MPAC, Good Governance, Community and Technical Services	PR	80%	20%
Lindiwe Teise	Full Time		Ward	100%	0%

2.2 Administration

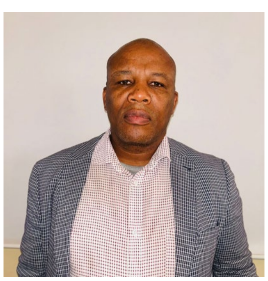
The municipality's administration is governed by the democratic values and principles embodied in section 195(1) of the Constitution.

The Administration is headed by the Municipal Manager, which are supported by 4 Directorates.



Total Employees					
Job Level	2023/24	2024/25			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	33	61	47	14	23%
4 - 6	65	91	63	28	31%
7 - 9	44	66	43	34	52%
10 - 12	16	31	15	16	52%
13 - 15	9	15	10	7	47%
16 - 18	0	2	0	2	100%
19 - 20	0	0	0	0	0%
Total	167	266	178	101	38%

2.2.1 Office of the Municipal Manager

	Municipal Manager
	To ensure that municipal services are administered in accordance with the objectives of local government as prescribed in Chapter 7 of the Constitution Functions
Mr Gaonyadiwe H Mathobela	

- Manage and provide financial services in order to ensure financial viability, compliance and reporting
- Provide corporate services to the institution in support of efficient organisational and administrative processes
- Render integrated community services to enhance community development in general and promote a clean and safe environment
- Manage infrastructure services provisioning and project management
- Provide an independent appraisal of the adequacy and effectiveness of financial controls
- Manage and provide development services
- Provide comprehensive communication and intergovernmental relations services
- Provide office management services to the Municipal Manager
- Coordinate decentralised service delivery and administration within the designated area

2.2.2 Corporate Services

	**Director Corporate Services**
Mr IC Nkadimang	To provide corporate services to the institution in support of efficient organisational and administrative processes

- Render administrative support services
- Render human resources management and support services to the municipality that will sustain the optimum utilisation of the municipality's human capital
- Provide comprehensive Legal and Administrative services to the municipality to safeguard the municipality's interests in all legally related matters and compliance within the organisation
- Render ICT services to the municipality
- Render CRM Services to the municipality
- Render Councillor Support Services
- Render management and line function executive support services to the directorate

Employees: Human Resource Services					
Job Level	2023/24	2024/25			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0%
4 - 6	0	0	0	0	0%
7 - 9	2	3	2	1	33%
10 - 12	2	4	2	2	50%
13 - 15	0	1	0	0	0%
16 - 18	0	0	0	0	0%
19 - 20	0	0	0	0	0%
Total	**4**	**8**	**4**	**3**	**38%**

Employees: ICT Services					
Job Level	2023/24	2024/25			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0%
4 - 6	0	0	0	0	0%
7 - 9	0	0	0	0	0%
10 - 12	0	2	0	2	100%
13 - 15	1	1	1	0	0%
16 - 18	0	0	0	0	0%
19 - 20	0	0	0	0	0%
Total	**1**	**3**	**1**	**2**	**67%**

Employees: Property; Legal; Risk Management; and Procurement Services					
Job Level	2023/24	2024/25			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0%
4 - 6	3	6	3	3	50%
7 - 9	0	0	0	0	0%
10 - 12	1	3	1	2	67%
13 - 15	0	0	0	0	0%
16 - 18	0	0	0	0	0%
19 - 20	0	0	0	0	0%
Total	**4**	**9**	**4**	**5**	**56%**

2.2.3 Financial Services

Chief Financial Officer (Acting)	Mr Cassius Nkadimang
To manage and provide financial services in order to ensure financial viability, compliance and reporting	

- Manage and control the implementation of budget policies, systems and procedures, statements and reporting processes to ensure legislative compliance and administer the recording, authorisation, executing and reporting of expenditure transactions
- Implement and maintain revenue policies and credit control procedures to ensure sound revenue management practices and compliance
- Manage supply chain management services to ensure proper systems, policies, procedures and control for demand, acquisition, logistics, assets and disposal management
- Render management and staff function executive support services to the directorate

Employees: Financial Services					
Job Level	2023/24	2024/25			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0%
4 - 6	15	24	13	11	46%
7 - 9	4	8	4	4	50%
10 - 12	3	3	3	0	0%
13 - 15	0	0	0	0	0%
16 - 18	0	2	0	2	100%
19 - 20	0	0	0	0	0%
Total	**22**	**37**	**20**	**17**	**46%**

2.2.4 Community Services

	**Director Community Services**
Mr Julius Theys	To render integrated community services to enhance community development in general and promote a clean and safe environment

- Manage traffic law enforcement services
- Administer library services in accordance with provincial and Council policies
- Provide social development services
- Manage the provisioning and maintenance of parks, street cleaning, cemeteries and refuse removal to the community
- Render management and line function executive support services to the directorate

Planning & Development Services

Communications Officer: Mr Joseph Kekgopilwe

To manage Provide planning and development Services which include Housing, Town Planning and Building Control as well as LED and Tourism

2.2.5 Technical Services

	**Director Technical Services**
Mrs Boitumelo Matebele	To manage infrastructure services provisioning and project management

- Manage the provisioning and maintenance of civil engineering services
- Manage the coordination and implementation of project management processes with regard to engineering projects (MIG, EPWP and other grant funded projects)
- Manage the provisioning and maintenance of electrical and fleet management Services
- Render management and line function administrative support services to the directorate

2.3 Public Participation

Public participation is a cornerstone of democratic local governance in South Africa, grounded in the **Constitution**, the **Municipal Systems Act (MSA)**, and the **Municipal Structures Act**, which require municipalities to involve communities in planning and decision-making. It provides a platform for residents and stakeholders to influence priorities, ensuring transparency, accountability, and service delivery that reflects actual community needs.

Effective participation occurs through mechanisms such as Integrated Development Plan (IDP) forums, budget consultation meetings, ward committee engagements, public notices, and outreach programmes like Imbizos.

Tsantsabane still have some challenges such as limited awareness, poor feedback, and accessibility to venues.

The IDP Representative forum (IDP Rep Forum) meeting took place on 20 February 2025 attended by external stakeholders.
The budget steering meeting took place on 3 March 2025 attended by all departmental heads in the municipality

The table below outlines the public participation meetings that took place in respect of the IDP review.

Date	Ward/Area	Venue
3 March 2025	Ward 2, Newtown	Community Hall
10 March 2025	Ward 3, Postdene	Front Community Hall
17 March 2025	Ward 1, Postdene	Community Hall
15 March 2025	Ward 5 Maratheng	Open space
18 March 2025	Ward 6, White City	Public Park
	Ward 1 Postdene	
19 March 2025	Ward 7, Boichoko	Makazol soccer field
20 March 2025	Ward 1, Groenwater	Community Hall
20 March 2025	Ward 5 & 7, Town	Town Hall
26 March 2025	Ward 7, Skeyfontein	Community hall
26 March 2025	Ward, Mountain view	Open space
27 March 2025	Ward 7 Boichoko	Town hall
31 March 2025	Ward 1, Jenn haven	Community Hall

2.3.1 Intergovernmental Relations

District IGR Forum

The Intergovernmental Relations Framework Act (Act 97 of 2005), in line with Chapter 3 of the Constitution, provides for structured relations between the various spheres of government and government departments to facilitate joint planning, coordinated execution, and conflict resolution through formal mechanisms and cooperation forums.

In compliance with this framework, Tsantsabane Municipality participates in the following IGR structures:

ZF Mgcawu District IGR Forum – attended by all local municipalities within the district, as well as provincial and national departments. Municipalities submit reports on agreed focus areas, and progress is discussed and monitored collectively.

In line with the mandatory role of the District Municipality in supporting local municipalities, Tsantsabane Local Municipality has entered into a District Support Memorandum of Agreement with the ZF Mgcawu District Municipality.

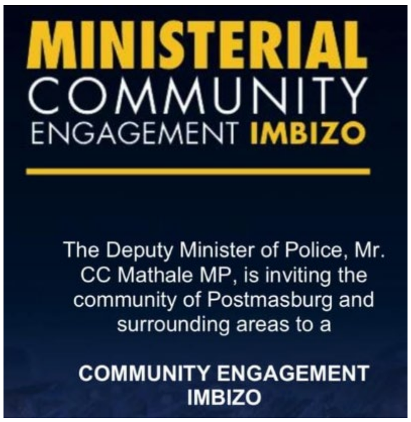
Local IGR Forum

To promote effective intergovernmental cooperation and foster integrated planning, the municipality coordinates the following forums:

- Local AIDS Council
- Stakeholders Forum
- Tsantsabane Labour Desk

IGR Reporting

Municipal Finance: - The Municipality provides reports namely Annual Report, Budget and IDP after completion to National Treasury, Provincial Treasury, Coghsta and the Auditor- General.
Municipal Infrastructure Grant (MIG): - The Municipality provides reports to the provincial Coghsta department.



Through the District IGR structure, the municipality is represented in the **Provincial Premier's IGR Forum (PIGR)**, chaired by the Premier and comprising District Municipalities, as well as Provincial and National government departments. The forum provides a platform for districts to report on their specific challenges and to engage with provincial and national departments on service delivery matters.

Tsantsabane Local Municipality also participates in the **extended PIGR Forum**, which broadens stakeholder engagement on key developmental and governance issues.

2.4 Corporate Governance

2.4.1 Ward Committees

Ward Committees serve as official, specialised participatory structures within the municipality, with the primary purpose of strengthening community involvement in local governance. Their key functions include:

- Establishing formal, unbiased communication channels and cooperative partnerships between the community and the Council.
- Advising and making recommendations to the Ward Councillor on matters and policies affecting the ward.
- Assisting the Ward Councillor in identifying challenges and needs within the community.

- Disseminating information on municipal affairs, such as the budget, Integrated Development Plan (IDP), and service delivery options.
- Receiving and referring queries and complaints from residents regarding municipal service delivery, ensuring these are communicated to Council, and providing feedback to the community on Council's responses.
- Promoting constructive and harmonious interaction between the municipality and the community by coordinating ward meetings and other community development forums.

2.4.2 Audit Committee

In compliance with the *Municipal Finance Management Act No. 56 of 2003*, Tsantsabane Local Municipality is required to establish an Audit Committee ("the Committee") to assist the Municipal Council, Political Office Bearers, the Municipal Manager, and management staff in fulfilling their responsibilities relating to:

- Safeguarding municipal assets;
- Ensuring the operation of adequate systems and control processes; and
- Preparing accurate financial reports and statements in accordance with legal requirements and applicable accounting standards.

The Committee serves as a forum for discussing business risk and control issues, and for developing recommendations for consideration and approval by the Municipal Council, Political Office Bearers, and the Municipal Manager.

The Committee's membership, resources, responsibilities, and authority—covering its composition, functions, and operations—are outlined in these terms of reference, which may be amended by the Municipal Council, Political Office Bearers, or the Municipal Manager as required. The Committee operates within a framework of sound corporate governance practices, with continuous review of current trends and best practices to enhance accountability and service quality.
The establishment of the Audit Committee forms part of the Municipality's commitment to strengthen internal control, enhance governance, and promote transparency. These terms of reference define the specific responsibilities delegated to the Committee and the manner in which it will operate.

2.4.3 Supply Chain Management

The Tsantsabane Local Municipality's SCM system is guided by *Section 217 of the Constitution of the Republic of South Africa*, which requires that procurement processes be fair, equitable, transparent, competitive, and cost-effective. In accordance with *Section 3 of the MFMA*, the SCM Policy is reviewed annually.

The SCM Department consists of five sections aligned to the Municipality's SCM system:

- Demand Management and Supplier Development Section;
- Acquisitions Section (Buying and Contracts);
- Logistics, Warehouse, and Disposal Sections;
- Risk and Compliance Management Section; and
- Contracts Performance Management Section.

The Municipality utilises quotation and open bid procurement processes to source goods and services required for service delivery.

Challenges in the SCM Department

The following challenges were identified in the SCM function:

- Staffing constraints, with job grading and the filling of critical vacancies on a permanent basis still in process;
- Capacity limitations, including a reliance on traditional procurement methods rather than evolving strategic procurement approaches;
- Procurement delays impacting service delivery turnaround times within the SCM environment; and
- Phased implementation of the *Infrastructure Delivery Management System (IDMS)*, which aims to streamline municipal business processes across directorates in line with best practice recommendations to optimise service delivery.

Remedial Actions

To address these challenges, the following interventions are being implemented:

- Continuous monitoring and regular reporting on turnaround times for procurement awards to improve service delivery;
- Implementation of an integrated electronic procurement system to enhance SCM processes across the value chain; and
- Evaluation and review of job profiles within the SCM environment to ensure alignment with operational requirements.

2.4.4 Municipal Website

A municipal website is mandatory and is a transparency tool. It must contain up-to-date budgets, reports, policies, and other prescribed documents so the public, National Treasury, and other oversight bodies can monitor performance and compliance.

Due to certain operational challenges, the Tsantsabane Local Municipality's official website has not been updated regularly during the period under review. We acknowledge the importance of maintaining an up-to-date website as required by legislation to ensure transparency and accessibility of municipal information.

To enhance communication and engagement with our communities, the Municipality maintains an active and regularly updated presence on social media platforms, particularly Facebook. This platform serves as an effective channel for sharing important municipal news, announcements, and service delivery updates, and has been well received and frequently visited by our residents.
Efforts are underway to address the website maintenance issues and ensure full compliance with statutory requirements in the near future.

3 SERVICE DELIVERY PERFORMANCE

3.1 Summary of the Financial Information for 2024/25

3.1.1 Financial Overview

Financial Overview: Year 2024/25			
			R' 000
Details	**Original budget**	**Adjustment Budget**	**Actual**
Income:			
Grants	69 004	71 405	64 025
Taxes, Levies and tariffs	160 378	162 361	161 087
Other	11 108	31 323	4 994
Sub Total	240 490	265 090	230 106
Less: Expenditure	240 392	278 244	280 465
Net Total*	**98**	**-13 154**	**-50 359**

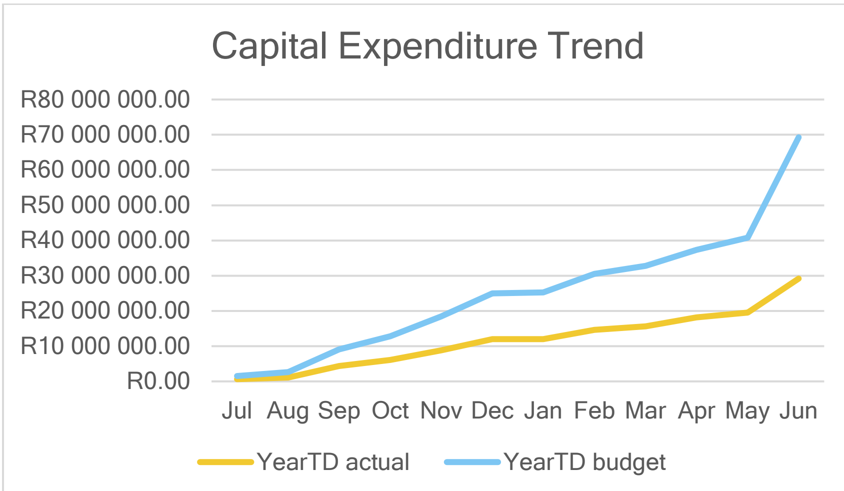
Financial Performance: Revenue and Expenditure

Description	2023/24	Budget Year 2024/25					
	Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	YearTD budget	YTD variance	YTD variance
R thousands							%
Revenue							
Exchange Revenue							
Service charges - Electricity	53 053	66 710	66 710	68 723	66 710	2 014	3%
Service charges - Water	2 961	13 555	13 555	8 440	13 555	-5 115	-38%
Service charges - Waste Water Management	27 741	27 045	27 045	31 049	27 045	4 003	15%
Service charges - Waste management	16 284	16 357	16 357	17 754	16 357	1 397	9%
Sale of Goods and Rendering of Services	527	833	939	520	939	-418	-45%
Agency services	–	–	–	–	–	–	
Interest	–	–	–	–	–	–	
Interest earned from Receivables	–	–	–	–	–	–	
Interest from Current and Non-Current Assets	1 120	625	625	1 268	625	642	103%
Dividends	–	–	–	–	–	–	
Rent on Land	–	–	–	–	–	–	
Rental from Fixed Assets	603	617	617	733	617	115	19%
Licence and permits	925	1 158	1 158	2	1 158	-1 156	-100%
Operational Revenue	506	133	241	218	241	-23	-9%
Non-Exchange Revenue						–	
Property rates	35 416	35 980	35 980	32 585	35 980	-3 395	-9%
Surcharges and Taxes	–	–	–	–	–	–	
Fines, penalties and forfeits	432	113	2 096	1 776	2 096	-321	-15%

Description	2023/24	Budget Year 2024/25					
	Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	YearTD budget	YTD variance	YTD variance
Licence and permits	–	1	1	27	1	26	2696%
Transfers and subsidies - Operational	63 263	69 004	71 405	64 025	73 685	-9 660	-13%
Interest	–	–	–	–	–	–	
Fuel Levy	–	–	–	–	–	–	
Operational Revenue	–	–	–	–	–	–	
Gains on disposal of Assets	-8 653	8 360	28 360	2 986	28 360	-25 374	-89%
Other Gains	–	–	–	–	–	–	
Discontinued Operations	–	–	–	–	–	–	
Total Revenue (excluding capital transfers and contributions)	**194 180**	**240 490**	**265 090**	**230 106**	**267 370**	**-37 264**	**-14%**
Expenditure By Type							
Employee related costs	88 974	92 900	98 352	91 138	100 249	-9 112	-9%
Remuneration of councillors	5 750	6 090	6 207	5 911	6 207	-296	-5%
Bulk purchases - electricity	49 135	50 000	63 563	63 563	63 563	0	0%
Inventory consumed	25 840	28 257	23 282	15 348	23 282	-7 934	-34%
Debt impairment	56 121	1 084	1 084	–	1 084	-1 084	-100%
Depreciation and amortisation	43 045	2 423	16 220	–	16 220	-16 220	-100%
Interest	42 740	3 500	9 000	41 287	9 000	32 287	359%
Contracted services	16 130	19 371	19 410	15 252	19 410	-4 158	-21%
Transfers and subsidies	–	–	–	–	–	–	
Irrecoverable debts written off	–	–	–	–	–	–	
Operational costs	29 696	36 766	41 126	32 007	41 450	-9 443	-23%
Losses on Disposal of Assets	970	–	–	–	–	–	
Other Losses	–	–	–	–	–	–	
Total Expenditure	**358 401**	**240 392**	**278 244**	**264 505**	**280 465**	**-15 960**	**-6%**
Surplus/(Deficit)	**-164 220**	**98**	**-13 154**	**-34 400**	**-13 096**	**-21 304**	**0**
Transfers and subsidies - capital (monetary allocations)	11 069	29 958	35 592	21 948	37 650	-15 701	**0**
Transfers and subsidies - capital (in-kind)	9 274	–	–	–	–	–	
Surplus/(Deficit) after capital transfers & contributions	**-143 877**	**30 057**	**22 438**	**-12 451**	**24 554**	**-37 005**	**0**
Income Tax	–	–	–	–	–	–	
Surplus/(Deficit) after income tax	**-143 877**	**30 057**	**22 438**	**-12 451**	**24 554**	**-37 005**	**0**
Share of Surplus/Deficit attributable to Joint Venture	–	–	–	–	–	–	
Share of Surplus/Deficit attributable to Minorities	–	–	–	–	–	–	
Surplus/(Deficit) attributable to municipality	**-143 877**	**30 057**	**22 438**	**-12 451**	**24 554**	-37 005	0
Share of Surplus/Deficit attributable to Associate	–	–	–	–	–	–	
Intercompany/Parent subsidiary transactions	–	–	–	–	–	–	
Surplus/ (Deficit) for the year	**-143 877**	**30 057**	**22 438**	**-12 451**	**24 554**	**-37 005**	**0**

3.1.2 Capital Expenditure

Total Capital Expenditure: Year 2022/23 to Year 2024/25			
			R'000
Detail	**2022/23**	**2023/24**	**2024/25**
Original Budget	39 029	26 335	33 458
Adjustment Budget	39 029	26 335	40 092
Actual	26 492	20 343	29 176



3.1.3 Financial Performance

Financial Performance Year 2024/25:					
Details	**Year -1**	**Year 0**			
	Actual	**Original Budget**	**Adjustment Budget**	**Actual**	**Variance to Budget**
Total Operational Revenue	194 178 000	240 490 331	265 089 605	230 106 000	-5%
Expenditure:					
Employee Related Cost	88 974 000	92 900 458	98 352 000	100 249 000	7%
Repairs and Maintenance	0	7 640 109	7 776 240	0	
Other	269 427 000	139 851 315	172 115 847	180 216 000	22%
Total Operational Expenditure	358 401 000	240 391 882	278 244 087	280 465 000	14%
Net Operational Expenditure	164 223 000	-98 449	13 154 482	50 359 000	100%

Operating Ratios	
Detail	**%**
Employee Cost	39.6%
Repairs & Maintenance	2.0%
Interest & Depreciation	17.9%

Revenue

Description R thousands	Ref	2023/24 Audited Outcome	Budget Year 2024/25 Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Revenue										
Exchange Revenue										
Service charges - Electricity		53 053	66 710	66 710	7 186	68 723	66 710	2 014	3%	66 710
Service charges - Water		2 961	13 555	13 555	564	8 440	13 555	(5 115)	-38%	13 555
Service charges - Waste Water Management		27 741	27 045	27 045	2 542	31 049	27 045	4 003	15%	27 045
Service charges - Waste management		16 284	16 357	16 357	1 434	17 754	16 357	1 397	9%	16 357
Sale of Goods and Rendering of Services		527	833	939	21	520	939	(418)	-45%	939
Agency services		–	–	–	–	–	–	–		–
Interest		–	–	–	–	–	–	–		–
Interest earned from Receivables		–	–	–	–	–	–	–		–
Interest from Current and Non Current Assets		1 120	625	625	805	1 268	625	642	103%	625
Dividends		–	–	–	–	–	–	–		–
Rent on Land		–	–	–	–	–	–	–		–
Rental from Fixed Assets		603	617	617	67	733	617	115	19%	617
Licence and permits		925	1 158	1 158	–	2	1 158	(1 156)	-100%	1 158
Operational Revenue		506	133	241	19	218	241	(23)	-9%	241
Non-Exchange Revenue								–		
Property rates		35 416	35 980	35 980	1 955	32 585	35 980	(3 395)	-9%	35 980
Surcharges and Taxes		–	–	–	–	–	–	–		–
Fines, penalties and forfeits		432	113	2 096	–	1 776	2 096	(321)	-15%	2 096
Licence and permits		–	1	1	0	27	1	26	2696%	1
Transfers and subsidies - Operational		63 263	69 004	71 405	1 730	64 025	73 685	(9 660)	-13%	71 405
Interest		–	–	–	–	–	–	–		–
Fuel Levy		–	–	–	–	–	–	–		–
Operational Revenue		–	–	–	–	–	–	–		–
Gains on disposal of Assets		(8 653)	8 360	28 360	350	2 986	28 360	(25 374)	-89%	28 360
Other Gains		–	–	–	–	–	–	–		–
Discontinued Operations		–	–	–	–	–	–	–		–
Total Revenue (excluding capital transfers and contributions)		**194 180**	**240 490**	**265 090**	**16 673**	**230 106**	**267 370**	**(37 264)**	**-14%**	**265 090**

Expenditure

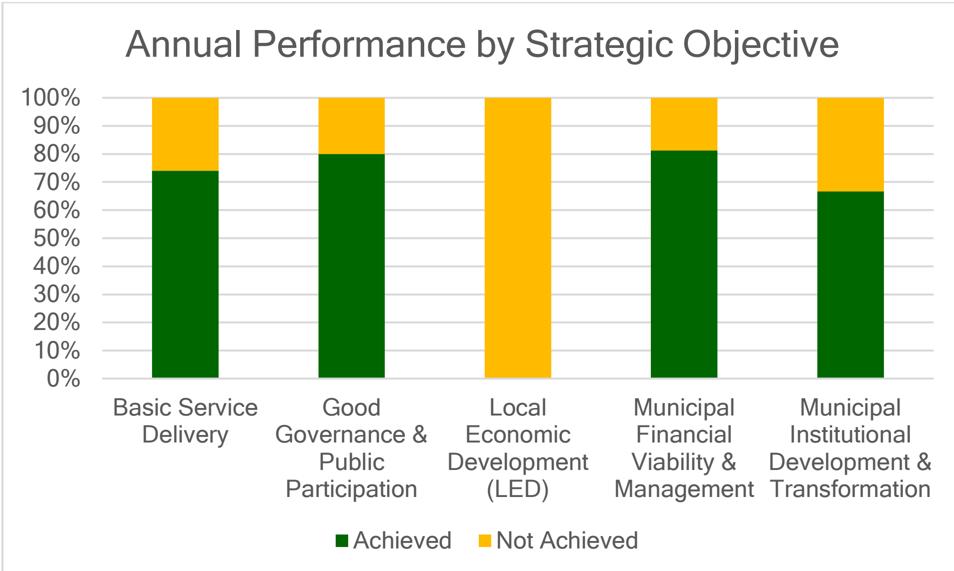
Description R thousands	Ref	2023/24 Audited Outcome	Budget Year 2024/25 Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Expenditure By Type										
Employee related costs		88 974	92 900	98 352	7 496	91 138	100 249	(9 112)	-9%	98 352
Remuneration of councillors		5 750	6 090	6 207	473	5 911	6 207	(296)	-5%	6 207
Bulk purchases - electricity		49 135	50 000	63 563	7 710	63 563	63 563	(0)	0%	63 563
Inventory consumed		25 840	28 257	23 282	1 838	15 348	23 282	(7 934)	-34%	23 282
Debt impairment		56 121	1 084	1 084	–	–	1 084	(1 084)	-100%	1 084
Depreciation and amortisation		43 045	2 423	16 220	–	–	16 220	(16 220)	-100%	16 220
Interest		42 740	3 500	9 000	7 064	41 287	9 000	32 287	359%	9 000
Contracted services		16 130	19 371	19 410	396	15 252	19 410	(4 158)	-21%	19 410
Transfers and subsidies		–	–	–	–	–	–	–		–
Irrecoverable debts written off		–	–	–	–	–	–	–		–
Operational costs		29 696	36 766	41 126	3 798	32 007	41 450	(9 443)	-23%	41 126
Losses on Disposal of Assets		970	–	–	–	–	–	–		–
Other Losses		–	–	–	–	–	–	–		–
Total Expenditure		**358 401**	**240 392**	**278 244**	**28 776**	**264 505**	**280 465**	**(15 960)**	**-6%**	**278 244**

3.2 Summary of Annual Performance Report

Across all strategic objectives, the municipality measured 79 indicators. Of these:

- Achieved: 57 indicators (72.15% achievement rate)

- Not Achieved: 22 indicators (27.85% not achieved rate)



This reflects a generally positive performance, with the majority of targets met, but notable room for improvement in certain strategic areas.

Strategic Objective	**Achieved**	**Not Achieved**	**Total Indicators**	**Achievement Rate**	**Non-Achievement Rate**
Basic Service Delivery	20	7	27	74.07%	25.93%
Good Governance & Public Participation	4	1	5	80.00%	20.00%
Local Economic Development (LED)	0	1	1	0.00%	100.00%
Municipal Financial Viability & Management	13	3	16	81.25%	18.75%
Municipal Institutional Development & Transformation	20	10	30	66.67%	33.33%

3.2.1 Key Observations

Strongest Performance:

Municipal Financial Viability & Management achieved 81.25%, reflecting strong financial governance and compliance. Good Governance & Public Participation also performed well at 80%, indicating good oversight and stakeholder engagement.

Moderate Performance:

Basic Service Delivery achieved 74.07%, showing solid delivery but with 7 targets unmet – indicating potential infrastructure, resource, or operational bottlenecks.

Weakest Performance:

Local Economic Development (LED) underperformed significantly, with 0% achievement – this is a critical concern requiring urgent attention.

Municipal Institutional Development & Transformation scored 66.67%, highlighting challenges in HR development, organisational reform, and capacity building.

3.2.2 High level Root Cause Insights

Basic Service Delivery: Delays in project implementation, procurement challenges, or budget constraints may have caused the missed indicators.

LED: Lack of investment attraction, project readiness, or economic stimulation initiatives might have contributed to the complete non-achievement.

Institutional Development: Possible HR shortages, high staff turnover, or slow internal processes may have impacted performance.

3.2.3 Remedial actions

Basic Service Delivery (Delays in project implementation, procurement challenges, or budget constraints)

- Streamline procurement processes by reviewing and adjusting internal policies to shorten approval timelines while remaining compliant with regulations.
- Introduce project tracking systems with clear milestones, early warning alerts, and escalation protocols for delays.
- Prioritise budget reallocation for critical service delivery projects and explore alternative funding sources.
- Implement contractor performance monitoring to ensure accountability and adherence to deadlines.

- Capacity building for project managers on risk management and proactive problem-solving.

Local Economic Development (LED) (Lack of investment attraction, project readiness, or economic stimulation initiatives)

- Develop an investment attraction strategy highlighting local opportunities, incentives, and competitive advantages.
- Create a project pipeline of "investment-ready" initiatives
- Strengthen partnerships with business, development agencies, and private sector stakeholders, especially the mining community
- Implement quick-win economic stimulation initiatives, such as local supplier fairs, incubation programmes, and small grant schemes for SMMEs.
- Enhance marketing and promotion through targeted campaigns and improved municipal online presence.

Institutional Development (HR shortages, high staff turnover, slow internal processes)

- Conduct a skills and capacity audit to identify critical shortages and succession gaps.
- Implement targeted recruitment and retention strategies, professional development, and mentorship
- Automate internal processes (e.g., document approvals, leave requests, reporting) to reduce delays.
- Create further awareness of performance management interventions with clear KPIs, regular reviews, and consequence management.
- Promote organisational culture and employee well-being and improve morale.

3.3 Economic growth

3.3.1 Local Economic Development

Local government is mandated to create the necessary conditions for economic growth and job creation. The municipality has a LED Strategy, which is due for review. The municipal area places an important role in the economy of the region/province, as it is in the Gamagara Development Corridor.

Employees: Local Economic Development Services					
Job Level	2023/24	2024/25			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0%
4 - 6	0	0	0	0	0%
7 - 9	1	1	1	0	0%
10 - 12	1	1	1	0	0%
13 - 15	0	0	0	0	0%
16 - 18	0	0	0	0	0%
19 - 20	0	0	0	0	0%
Total	**2**	**2**	**2**	**0**	**0%**

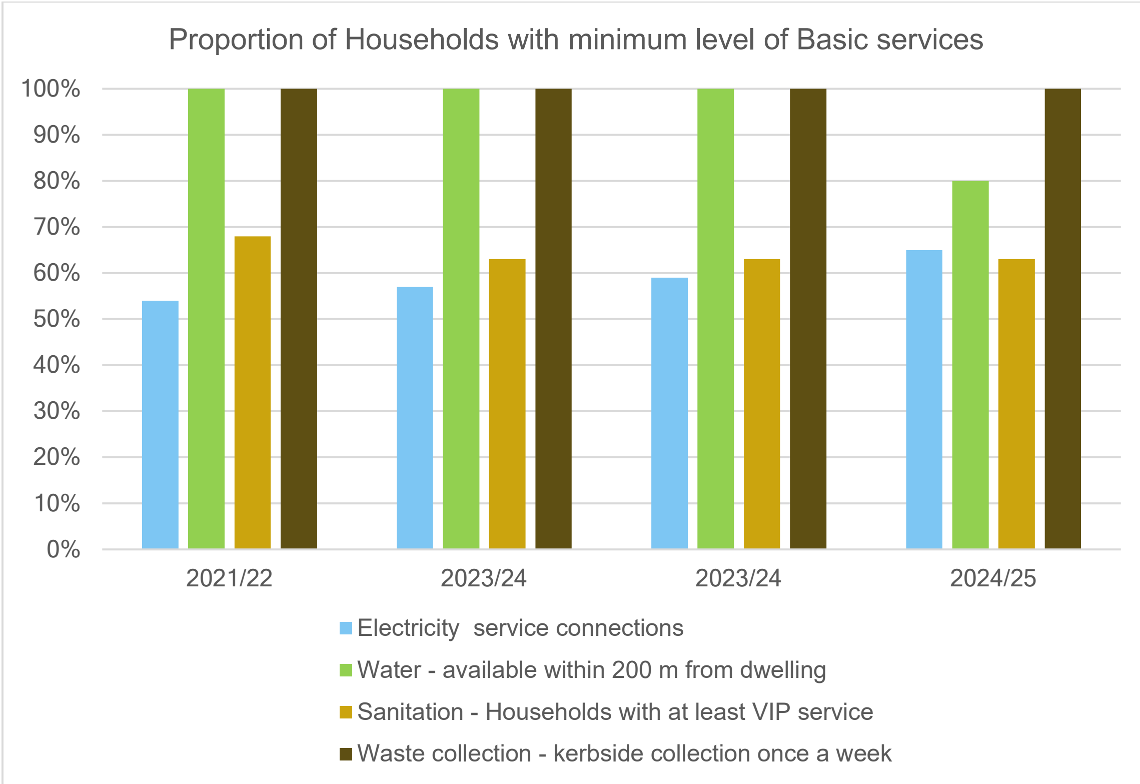
SEDA together with Tsantsabane local municipality with the support of MTN and ABSA, held SMME pop up market.

3.4 Basic services

The constitution of South Africa mandates local government to make sure that people have access to basic services, such as access to proper sanitation, potable water, energy and waste removal.

The diagramme below provide a high-level summary of the basic services delivery status at the Tsantsabane Local Municipality:

Proportion of Households with minimum level of Basic services				
	2021/22	2023/24	2023/24	2024/25
Electricity service connections	54%	57%	59%	65%
Water - available within 200 m from dwelling	100%	100%	100%	80%
Sanitation - Households with at least VIP service	68%	63%	63%	63%
Waste collection - kerbside collection once a week	100%	100%	100%	100%



Grant allocations in relation to Capital works for Infrastructure

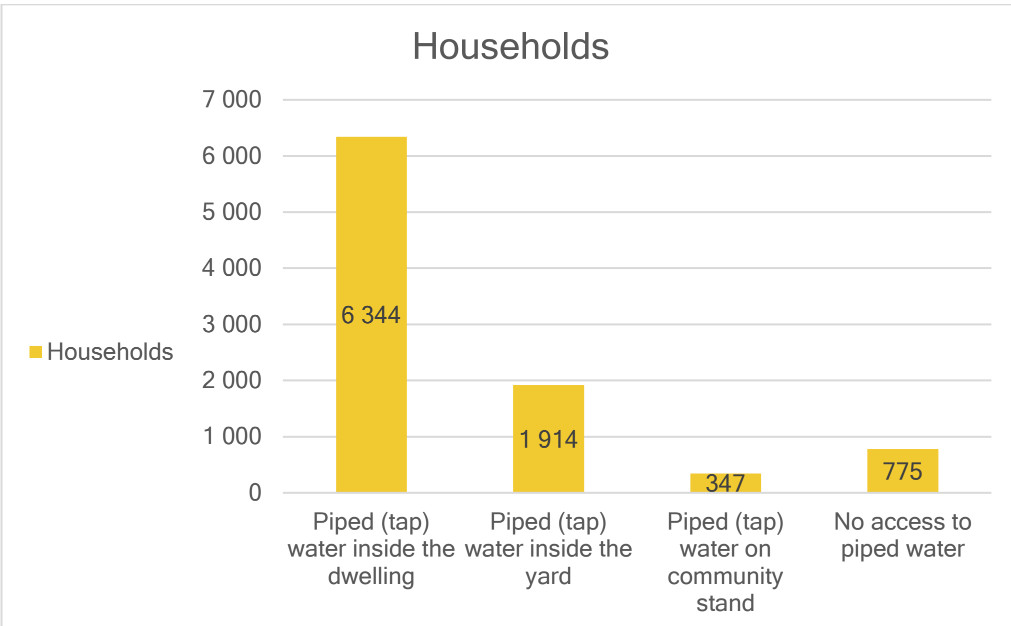
Infrastructure Grant	Original allocation (R') 2024/2025	Additional allocation/ Re-allocation (R') 2024/2025	Final allocation (R') 2024/2025
Municipal Infrastructure Grant	R 17 331 000	(R 61 000)	R 17 270 000
Integrated National Electrification Programme Grant	R 13 494 000	-	R 13 494 000
Water Services Infrastructure Grant	R 0	R 6 174 000	R 6 174 000
			R 36 938 000

3.4.1 Water

TLM is a Water Services Authority (WSA) and a Water Services Provider (WSP), providing water, sanitation, and scientific services, with their primary duty being the provision of water and sanitation services to the City. The Bloem Water Board is an appointed WSP, providing bulk services to some areas of the town. The municipal Water Division achieved 94% compliance with prescribed national water quality standards in the year under review.

13 828

NUMBE OF HOUSEHOLDS WITH ACCESS TO PIPED WATER



The Sanitation Division set a target of 75% compliance with effluent quality from its wastewater treatment works. This target was established to recognise required improvements to wastewater treatment due to ageing infrastructure, less robust treatment technology used in some treatment works and overloading in some systems. As a result, the overall average compliance of the 15 wastewater treatment works is 76% in the year under review, against the prescribed minimum target of 90% in the Green Drop Certification system.

Employees: Water Services					
Job Level	2023/24	2024/25			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	7	11	11	0	0%
4 - 6	1	1	1	0	0%
7 - 9	4	4	4	0	0%
10 - 12	0	0	0	0	0%
13 - 15	1	1	1	0	0%
16 - 18	0	0	0	0	0%
19 - 20	0	0	0	0	0%
Total	13	17	17	0	0%

Employees: Sanitation Services					
Job Level	2023/24	2024/25			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	14	23	23	0	0%
4 - 6	10	10	10	0	0%
7 - 9	1	2	1	1	50%
10 - 12	0	0	0	0	0%
13 - 15	0	1	1	0	0%
16 - 18	0	0	0	0	0%
19 - 20	0	0	0	0	0%
Total	**25**	**36**	**35**	**1**	**3%**

Access to piped water has remained at 99% in the year under review. Similarly, access to adequate sanitation (Flush Toilets and VIPs) increased from 85% in the last financial year to 87% in the year under review. The Constitution entrusts the national Department of Water and Sanitation to manage national resources to meet the basic human needs of present and future generations, promote equitable access to water, and reduce and prevent water pollution, amongst other responsibilities. However, climate change and severe droughts impose major challenges to water supply and ground water pollution

Water service delivery levels

Description	Households			
	2021/22	2022/23	2023/24	2024/25
	Actual No.	Actual No.	Actual No.	Actual No.
Water: **(above min level)**				
Piped water inside dwelling	11 144	11 144	13 823	13 823
Piped water inside yard (but not in dwelling)	4 017	4 017	4 320	4 320
Using public tap (within 200m from dwelling)	339	339	400	400
Other water supply (within 200m)				
Minimum Service Level and Above sub-total	15 500	15 500	18 543	18 543
Minimum Service Level and Above Percentage	100%	100%	100%	107%
Water: **(below min level)**				
Using public tap (more than 200m from dwelling)				3844
Other water supply (more than 200m from dwelling				
No water supply				
Below Minimum Service Level sub-total	–	–	–	–
Below Minimum Service Level Percentage	0%	0%	0%	0%
Total number of households*	**15 500**	**15 500**	**18 543**	**17 311**
** - To include informal settlements*				

Total Use of Water by Sector (cubic meters)					
Year	**Agriculture**	**Forestry**	**Industrial**	**Domestic**	**Unaccountable water losses**
2021/22	-	-			1 057 600
2022/23	-	-			1 884 142
2023/24	-	-	-	1 335 942	1 982 790
2024/25					*Unavailable

Capital Expenditure Year 2024/25: Water Services					
Capital Projects	Year 2024/25				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	R 6 174 000	R 6 174 000	R5 735 244.93	91%	
Jenn Haven upgrade of water supply services (Water Services Infrastructure Grant)	R 6 174 000	R 6 174 000	R5 735 244.93	91%	R 6 174 000

Jenn Haven upgrade of water supply services

Funding: Water Services Infrastructure Grant

Scope of the project:

The construction scope for refurbishment of bulk water supply by:

- Replacing the existing 2,2km, 100mm diameter Asbestos Cement (AC) pipe with a 160mm diameter uPVC pipe, including fault finding and repair.
- Telemetry system, data loggers and flow meters.
- Replacing of broken and stolen valves.
- Supply and install new pressure transducer
- Repair of leaking reservoir.
- Repair fencing for security
- Construction of brick and concrete buildings.

Water use by sector

Total Use of Water by Sector (cubic meters)					
Year	Agriculture	Forestry	Industrial	Domestic	Unaccountable water losses
2021/22	-	-			1 057 605
2022/23	-	-			1 884 142
2023/24	-	-	-	1 335 942	1 982 790
2024/25					*Unavailable

*No Water Balance to determine water losses

Households							
Description	2022/23	2023/24			2024/2025		
	Actual No.	Original Budget No.	Adjusted Budget No.	Actual No.	Original Budget No.	Adjusted Budget No.	Actual No.
Formal Settlements							
Total households	11 360	13 823	13 823	13 823	1 500 000	1 500 000	17 311
Households below minimum service level	0	2 972	2 972	2 972			3 488
Proportion of households below minimum							
service level	0%	22%	22%	22%			20%
Informal Settlements							
Total households	3 561			3 561			3 917
level	3 561			3 561			3 917
Proportion of households below							
minimum service level	100%			100%			100%

3.4.2 Sanitation

Description	2022/23		2024/25		
	Actual	Outcome	Original	Adjusted	Actual
	No.	No.	Budget	Budget	No.
			No.	No.	
Sanitation/sewerage: **(above minimum level)**					
Flush toilet (connected to sewerage)	9 002	13 823	13 823	13 823	13 823
Flush toilet (with septic tank)	1 957	120	120	120	120
Chemical toilet	204	100	100	100	100
Pit toilet (ventilated)	3 200	500	500	500	500
Other toilet provisions (above min service level)	0	0	0	0	0
Minimum Service Level and Above sub-total	14 363				
Minimum Service Level and Above Percentage	98,6%				
Sanitation/sewerage: **(below minimum level)**					
Bucket toilet	200	150	150	150	150

Description	2022/23		2024/25		
	Actual	Outcome	Original	Adjusted	Actual
	No.	No.	Budget	Budget	No.
			No.	No.	
Other toilet provisions (below min service level)	0	0	0	0	0
No toilet provisions					
Below Minimum Service Level sub-total	200				
Below Minimum Service Level Percentage	1,4%				
Total households	**14 563**				

3.4.3 Electricity

Capital Expenditure Year 2024/25: Electricity Services					
Capital Projects	**Year 2024/25**				
	Budget	**Adjustment Budget**	**Actual Expenditure**	**Variance from original budget**	**Total Project Value**
Total All	R 13 494 00	R 6 174 000	R 11 417 966.04	85%	
Electrification of the 519 Households in Greenfield (Integrated National Electrification Programme Grant)	R 13 494 000	R 6 174 000	R 11 417 966.04	85%	R 13 494 000

Electrification of the 519 Households in Greenfield

Funding: Integrated National Electrification Programme Grant

Scope of the Project:

- Excavation & Planting MV Excavation & Planting LV
- Stringing & Terminations MV
- Stringing & Terminations LV
- Transformer Install & Wiring
- 6 5m poles Excavation & Planting Stringing Airdac & Pole Box
- Metering
- House Connections & Commissioning

Solar High Mast Lights in Greenfields and Mountain view

Funding: Municipal infrastructure Grant

Scope of the project:

The construction 16 solar high mast lights

- Installation of Luminaires: 16 x 65W LED Beka Solarflood luminaires per 20m
- Illumination of 0.4 lux, the design indicates 12 x 65W Solarflood lights per 20m mounting height mast with an average illumination diameter of 100m per mast consisting of Luminaire output flux (lm): 9374 Luminaire output flux

Employees: Electricity Services					
Job Level	2023/24	2024/25			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	2	4	3	1	25%
4 - 6	1	4	1	3	75%
7 - 9	0	0	0	0	0%
10 - 12	3	7	3	4	57%
13 - 15	1	1	1	0	0%
16 - 18	0	0	0	0	0%
19 - 20	0	0	0	0	0%
Total	**7**	**16**	**8**	**8**	**50%**

3.4.4 Roads

Employees: Road Services					
Job Level	2023/24	2024/25			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	5	14	5	9	64%
4 - 6	5	6	5	1	17%
7 - 9	1	1	1	0	0%
10 - 12	0	0	0	0	0%
13 - 15	0	1	0	1	100%
16 - 18	0	0	0	0	0%
19 - 20	0	0	0	0	0%
Total	**11**	**22**	**11**	**11**	**50%**

Employees: Stormwater Services					
Job Level	2023/24	2024/25			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	4	4	4	0	0%
4 - 6	0	0	0	0	0%
7 - 9	1	1	1	0	0%
10 - 12	0	0		0	0%
13 - 15	0	1	1	1	100%
16 - 18	0	0	0	0	0%
19 - 20	0	0	0	0	0%
Total	**5**	**6**	**6**	**1**	**17%**

Employees: Transport Services					
Job Level	2023/24	2024/25			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0%
4 - 6	0	0	0	0	0%
7 - 9	0	2	0	2	100%
10 - 12	1	1	1	0	0%
13 - 15	0	0	0	0	0%
16 - 18	0	0	0	0	0%
19 - 20	0	0	0	0	0%
Total	**1**	**3**	**1**	**2**	**67%**

Capital Expenditure Year 2024/25: Roads					
Capital Projects	**Year 2024/25**				
	Budget	**Adjustment Budget**	**Actual Expenditure**	**Variance from original budget**	**Total Project Value**
Total All	R 17 270 000	R 17 270 000	R 11 014 172.64		
Newtown Roads: Phase 1 Pendoring Street and storm-water (Municipal Infrastructure Grant)	R 17 270 000	R 17 270 000	R 11 014 172.64	97%	
Solar High Mast Lights in Greenfields and Mountain view (Municipal infrastructure Grant)				10%	R 13 494 000

Newtown Roads: Phase 1 Pendoring Street and storm-water

Funding: Municipal Infrastructure Grant

Scope of the project: Construction of Pendoring Street (1,422km)

Construction of associated stormwater infrastructure

Construction of End Street stormwater channel

Funding: SLP Project

Scope of the project: Conveyance and disposal of storm water runoff, while ensuring the following:

- Prevent ingress of high volumes of external storm water from catchment areas to the surface of End Street
- Provide adequate storm water drainage to the road surface of End Street.
- Provide adequate drainage paths for the drainage of storm water from catchment areas, across End Street toward Groenwater Spruit.

Boichoko upgrading of stormwater and road infrastructure

Funding: SLP Project

Scope of the project:

- To control and treat the runoff of rainwater to minimize its negative impacts on the environment, human health, and infrastructure. This involves reducing runoff volume and velocity, preventing flooding, and improving water quality by removing pollutants. Essentially, it's about managing water in a way that protects both natural ecosystems and human developments.
- Prevent undue flooding and potential damage to or loss of private and public property, due to ineffective drainage

Paving of Koedoe Street

Funding: SLP Project

Scope of the project:

- To provide a safe, reliable, and efficient transportation network that supports economic and social development. Paving enhances road safety, reduces maintenance costs, and improves the overall riding experience for road users

3.4.5 Waste Management

Employees: Solid Waste Management Services					
Job Level	2023/24	2024/25			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	2	0	2	100%
4 - 6	1	2	1	1	50%
7 - 9	0	0	0	0	0%
10 - 12	0	0	0	0	0%
13 - 15	0	0	0	0	0%
16 - 18	0	0	0	0	0%
19 - 20	0	0	0	0	0%
Total	**1**	**4**	**1**	**3**	**75%**

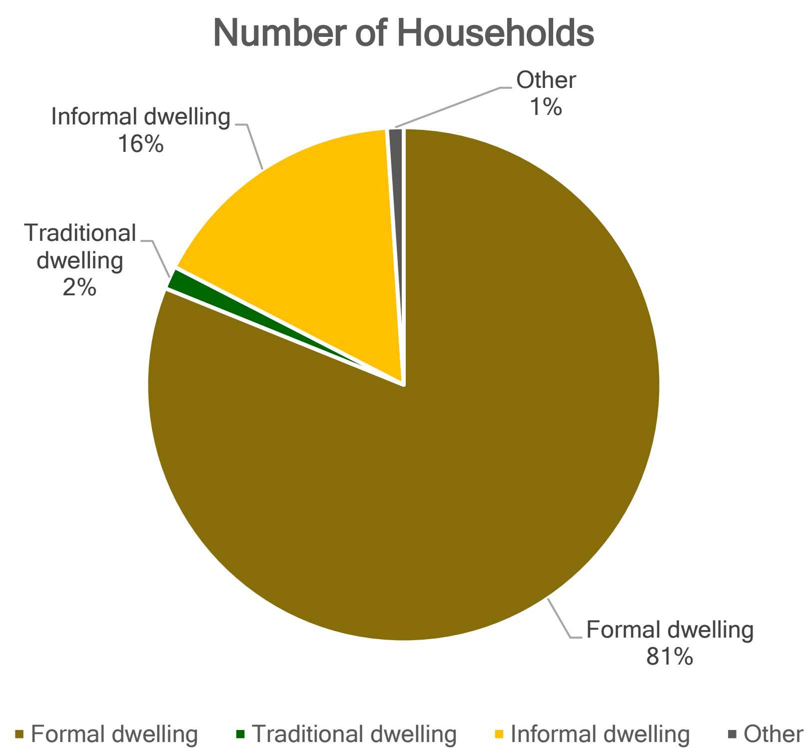
The municipality partnered with Vaal Central Water by hosting a cleanup campaign at the Beeshoek Pump station.

Encourage responsible waste disposal and prevent dumping near water facilities

3.4.6 Housing

Migration into the municipal area, partly due to mining activities, has prompted a growth in need for human settlement based on informal settlement units in the Tsantsabane area.

According to StatsSA, 81.1% of households resides in formal dwellings, with 16.4% of households live in informal dwellings (1 538 households).



Employees: Housing Services					
Job Level	2023/24	2024/25			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0%
4 - 6	1	1	1	0	0%
7 - 9	1	1	1	0	0%
10 - 12	1	1	1	0	0%
13 - 15	0	0	0	0	0%
16 - 18	0	0	0	0	0%
19 - 20	0	0	0	0	0%
Total	**3**	**3**	**3**	**0**	**0%**

3.5 Community & Social Services

3.5.1 Libraries

Employees: Libraries; Archives; Museums; Galleries; Community Facilities; Other					
Job Level	2023/24	2024/25			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0%
4 - 6	22	23	22	1	4%
7 - 9	10	14	9	5	36%
10 - 12	1	2	0	2	100%
13 - 15	0	0	0	0	0%
16 - 18	0	0	0	0	0%
19 - 20	0	0	0	0	0%
Total	**33**	**39**	**31**	**8**	**21%**

A social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the Municipality's Indigent Policy

Community Dialogue GBV, Disability, Substance abuse

As a build up to the opening of Lebelelang Disability Centre, Department of Social Development and Tsantsabane Local Municipality, in partnership with local stakeholders, held a community dialogue at the AFM Newtown Church to discuss disability, gender-based violence, substance abuse, and other pressing issues.

4 STRATEGIC FRAMEWORK

4.1 Key Performance Areas

Our Key Performance Areas (KPAs) align to the National KPAs. Each of the KPA is translated into an overall outcome

KEY PERFORMANCE AREA		OUTCOME
KPA 1: Basic Services and Infrastructure Development		All communities must have access to basic services (Water, Sanitation, Electricity, & Refuse Collection) delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner
KPA 2: Local Economic Development and Growth		A local economic development strategy that responds to food security, job creation, education and skills development, developed
KPA 3: Municipal Financial Viability & Sustainability		The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community. Financial Management standards implemented in such a way that it receive a clean audit.
KPA 4: Municipal Transformation and Institutional Development		The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored
KPA 5: Good Governance and Public Participation		Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit.

4.2 Planning

Employees: Planning Services					
Job Level	2023/24	2024/25			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	2	0	2	100%
4 - 6	0	0	0	0	0%
7 - 9	0	1	0	1	100%
10 - 12	2	3	2	1	33%
13 - 15	1	1	1	0	0%
16 - 18	0	0	0	0	0%
19 - 20	0	0	0	0	0%
Total	**3**	**7**	**3**	**4**	**57%**

5 RISKS AND OPPORTUNITIES

5.1.1 Risk Management

In terms of the *Municipal Finance Management Act*, the Accounting Officer of the Municipality has an explicit duty to ensure that effective, efficient, and transparent systems of risk management are implemented and maintained within the institution. Furthermore, the National Treasury is mandated to assess the quality of implementation to ensure that risk management does not become an end in itself, but a means to enable the Municipality to understand, assess, and prudently manage its risks.

The purpose of risk management is to:

- Identify possible risks;
- Reduce or allocate risks;
- Provide a rational basis for improved decision-making regarding all risks; and
- Enable effective planning.

Top Risks Identified

For the year under review, the following were identified as the top strategic risks facing the Municipality:

1. Inability of the Municipality to achieve and sustain a Clean Audit outcome;
2. Irregular, unauthorised and fruitless expenditure
3. Limited resources to meet service delivery targets;
4. Lack of maintenance of infrastructure;
5. Lack of performance management;
6. Non-filling of critical posts.
7. Lack of performance management;
8. Inability of the municipality to collect revenue due

In response to these risks, Tsantsabane Municipality reviewed its organisational design to create capacity to address these challenges. However, due to financial constraints and institutional placement processes, this capacity has not yet been fully realised.

Finance staff has been enrolled in competency training, in order to improve skills and adherence to policies and procedures.

Maintenance of infrastructures has been prioritised, and partnerships established with mining houses. Credit control policy implementation through the credit control unit.

6 STAKEHOLDER ENGAGEMENT

6.1 Stakeholder Engagement for 2024/25 IDP and Budget

IDP Public Participation

Ward	Area	Date	Venue
Ward 2	Newtown	3 March 2025	Community Hall
Ward 3	Postdene	10 March 2025	Front Community Hall
Ward 1	Postdene	17 March 2025	Community Hall
Ward 5	Maratheng	15 March 2025	Open space
Ward 6	White City	18 March 2025	Public park
Ward 1	Postdene		
Ward 7	Boichoko	19 March 2025	Makazol soccer field
Ward 1	Groenwater	20 March 2025	Community Hall
Ward 5 & 7	Town	20 March 2025	Town Hall
Ward 7	Skeyfontein	26 March 2025	Community hall
Ward	Mountain view	26 March 2025	Open space
Ward 7	Boichoko	27 March 2025	Town hall
Ward 1	Jenn haven	31 March 2025	Community Hall

7 OTHER

7.1 Glossary

Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Accountability documents	Documents used by executive authorities to give *"full and regular"* reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports.
Activities	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe *"what we do"*.
Adequacy indicators	The quantity of input or output relative to the need or demand.
Annual Report	A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.
Approved Budget	The annual financial statements of a municipality as audited by the Auditor General and approved by council or a provincial or national executive.
Baseline	Current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.
Basic municipal service	A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment.
Budget year	The financial year for which an annual budget is to be approved – means a year ending on 30 June.
Cost indicators	The overall cost or expenditure of producing a specified quantity of outputs.
Distribution indicators	The distribution of capacity to deliver services.
Financial Statements	Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.

8 APPENDICES

8.1 Appendix A: Annual Financial Statements

8.2 Appendix B: Auditor General Report

8.3 Appendix C: Annual Performance Report

8.4 Other appendices

8.4.1 Municipal Functions

Tantsabane does not have any Entities.

MUNICIPAL FUNCTIONS **Constitution Schedule 4, Part B functions:**	**Function Applicable to Municipality (Yes / No)**
Air pollution	Yes
Building regulations	Yes
Child care facilities	No
Electricity and gas reticulation	Yes
Firefighting services	Yes
Local tourism	Yes
Municipal airports	No
Municipal planning	Yes
Municipal health services	Yes
Municipal public transport	No
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	Yes
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No
Stormwater management systems in built-up areas	Yes
Trading regulations	Yes
Water and sanitation services limited to potable water supply systems and	Yes

MUNICIPAL FUNCTIONS Constitution Schedule 4, Part B functions:	Function Applicable to Municipality (Yes / No)
domestic waste-water and sewage disposal systems	
Beaches and amusement facilities	No
Billboards and the display of advertisements in public places	Yes
Cemeteries, funeral parlours and crematoria	Yes
Cleansing	No
Control of public nuisances	No
Control of undertakings that sell liquor to the public	No
Facilities for the accommodation, care and burial of animals	No
Fencing and fences	No
Licensing of dogs	No
Licensing and control of undertakings that sell food to the public	No
Local amenities	Yes
Local sport facilities	Yes
Markets	Yes
Municipal abattoirs	No
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	No
Pounds	Yes
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

8.4.2 IDP Participation & Alignment

IDP Participation and Alignment	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the section 57 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	No

8.4.3 Municipal Policies

	Name of Policy	Completed Yes/No	Reviewed Yes/No
1	Affirmative Action		
2	Attraction and Retention		
3	Code of Conduct for employees	Yes	
4	Delegations, Authorisation & Responsibility		
5	Disciplinary Code and Procedures		
6	Essential Services		
7	Employee Assistance / Wellness		
8	Employment Equity		
9	Exit Management		
10	Grievance Procedures		
11	HIV/Aids	Yes	
12	Human Resource and Development		
13	Information Technology	Yes	
14	Job Evaluation		
15	Leave	Yes	
16	Occupational Health and Safety	Yes	
17	Official Housing		
18	Official Journeys		
19	Official transport to attend Funerals		
20	Official Working Hours and Overtime		
21	Organisational Rights		
22	Payroll Deductions		
23	Performance Management and Development	Yes	
24	Recruitment, Selection and Appointments	Yes	
25	Remuneration Scales and Allowances		
26	Resettlement		
27	Sexual Harassment	Yes	
28	Skills Development		
29	Smoking		
30	Special Skills		

	Name of Policy	Completed Yes/No	Reviewed Yes/No
31	Work Organisation		
32	Uniforms and Protective Clothing		
33	Other:		