

THEMBELIHLE MUNICIPALITY



'20-'21

'Daft Integrated Development Plan'



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Foreword by the Mayor

We are pleased to present to the people of Thembelihle and our development partners, the Integrated Development Plan for our Municipality. This process for the Thembelihle Municipal Council started in **2016 until 2021**, where we developed a vision for the next 5 Years and this vision, is ***“Providing quality services through good relations and sound management”***. A further breakdown of the vision reveals the following:

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

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

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

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

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

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

We will create jobs for local communities,

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

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

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

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

Dankie

Thank you

Siyabulela

Cllr. B. Mpamba

Mayor



Introduction by the Municipal Manager

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

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

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

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

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

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

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

M.R. Jack
Municipal Manager
Executive Summary

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

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

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

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

The following officials have been nominated:

- IDP Champion - Mr. M. Jack (Municipal Manager)
- Corporate Service - Mr. T R Oliphant
- Technical Services - Mr. S. Marufu
- Technical Staff - Ms. N. Mgununde
Mr. F. Human
- Tourism Officer - Mr. M. Makenna (IDP Process Facilitator)
- Financial Services - Mr. R Shuping (Chief Financial Officer)
- Budget & Treasury Office Manager - Mrs. N. Jaxa
- Office Manager - Mr. J. Mpamba Strydenburg

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

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

Ward	Resources	Challenges
One	Combined school	Sanitation(flush toilets)
	Clinic	Housing(housing list)
	Community hall	Removal of asbestos in bucket toilets
	Drop-In Centre	Paving of roads
	Park	Speed humps
	Police Station	Lack of medication in clinic
	Stadium	Renovation of clinic
	Churches	Shortage of staff in clinic
	Commonage	Skills development centre
	Olive Farm	Development of (erfs)
	Taverns	1 extra ambulance
	Old school building unused	Traffic services
	Old clinic building unused	Treatment of the dam
	Municipality	Closure of furrows
	Abattoir	OHS Compliance of facilities
Library		
Two	Water outside yard	Housing
	Communal toilets	Water
	School(station)	Electricity
	Electricity in 7de Laan	Toilets
	Water tank (station)	
Three	Park	Paving
	Welfare Office (DSD)	More nurses at the clinic
	Crèche	Local swimming pool
	One Stop Shop Soup Kitchen	Dumping site
	2 Primary Schools	
	Clinic	
	Water in the yard	
	Houses	
	Electricity	
	Community hall	
	Toilets	
Churches		
Four	Taverns	Taxi rank
	Churches	Park
	Toilets	Street lights
	Electricity	Housing
	Grave yard	Soccer field
	Shops	Shopping complex
	Water	Speed humps

	Library
	Waiting room for ambulance
	Solar geyser
	Public lights
	Land for businesses

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

Vision

“Providing quality services through good relations and sound management”

Mission

A municipality focused on:

- i. Skilling its staff***
- ii. Improving its revenue***
- iii. Expanding sustainable infrastructure***
- iv. Improving stakeholder relations and***
- v. Stimulating Local Economic Development***

3.3 VALUES	
Integrity	We will communicate realness in our dealings with colleagues and clients and shall be upstanding at all times
Accountability	We will be accountable for all our actions, good or bad and deal with the consequences thereof
Professionalism	We are here to serve our stakeholders with the highest standards and beyond their expectations
Excellence	We are never satisfied with yesterday’s way of doing things and are always looking for new ways to do our work better, faster, smarter and we do it best always

Empowerment	We will always seek to create an environment where our community may learn, grow and be fulfilled and reach their full potential
Honesty	We shall at all times ensure that we handle all matters like they are, without creating unrealistic expectations and at all times communicating the truth
Commitment	We shall be devoted with faithfulness to all our stakeholders and in particular the vision for the development of our organisation
Efficiency	We shall make the most of our resources within the shortest possible time and shall reach our targets thus converting our plans into action
Discipline	We shall at all times focus ourselves on the main goal and be willing to achieve that goal at the expense of our own comfort

Strategies for development

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

2020 STATE OF THE NATION ADDRESS

- ✓ Our country is facing a stark reality.
- ✓ The recovery of our economy has stalled as persistent energy shortages have disrupted businesses and people's lives.
- ✓ Several state-owned enterprises (SOEs) are in distress, and our public finances are under severe pressure.
- ✓ Through the Jobs Summit, we brought labour, business, government and communities together to find solutions to the unemployment crisis, and we continue to meet at the beginning of every month, the Deputy President and myself, to remove blockages and drive interventions that will save and create jobs.
- ✓ We have brought business, labour and government together to craft master plans for those industries that have the greatest potential for growth.
- ✓ We have come together as different spheres of government, as different state entities, as business associations and community groups under a new District Development Model (DDM) that is fundamentally changing our approach to local development.
- ✓ We have steadily improved the reach of education, improved the quality of health care and tended to the basic needs of the poor.
- ✓ This year, we fix the fundamentals.
- ✓ We will finalise the Climate Change Bill, which provides a regulatory framework for the effective management of inevitable climate change impacts by enhancing adaptive capacity, strengthening resilience and reducing vulnerability to climate change – and identifying new industrial opportunities in the green economy.
- ✓ Efforts to reduce government spending, prioritise resources more effectively, and improve the efficiency of our tax system are important – but insufficient – contributions towards stabilising our public finances.
- ✓ We will be undertaking far-reaching economic reform measures that we will include those contained in the paper produced by The National Treasury, entitled Economic Transformation, Inclusive Growth and Competitiveness.
- ✓ The investments we make now in ECD and early school learning will yield great economic benefits in the next two decades – and beyond.
- ✓ We have seen the impact this can have with the Nelson Mandela Fidel Castro Medical Training Programme in Cuba, which has produced over 1.200 medical doctors and a further 640 students are expected to graduate in December 2020.
- ✓ Following the graduation of 5.000 police trainees last year, 7.000 new police trainees have been enlisted this year to strengthen local policing.
- ✓ The social housing programme to build rental housing for low-income families is at implementation stage, which could leverage as much as R9 billions of private investment in the construction of 37 000 rental apartments.
- ✓ projects with an investment value of R9 billion have been completed and 27 projects worth just over R250 billion are in implementation phases, with more coming on-stream this year.
- ✓ We have made important progress in finalising and implementing master plans in vital parts of our economy.
- ✓ We completed the Poultry Master Plan to support chicken farmers and processors and save 54.000 jobs while creating new jobs.
- ✓ We have developed a plan with farmers and industrial users to save jobs in the sugar industry and will finalise a Sugar Master Plan within the next six weeks; and expect a new Steel Master Plan to be finalised in the coming six months.

BUDGET SPEECH HIGHLIGHTS 2020

- The 2020 Budget Speech focused on economic growth, education, health, social development, small businesses and job creation. Minister Mboweni appears to have gone out of his way to implement measures to avoid the slowdown of economic growth.

Corporate Income Tax

- **Tax base and rate:** The corporate income tax rate remains unchanged at 28% for now. However, Government intends to restructure the Corporate Income Tax structure over the medium term by broadening the tax base, through minimizing tax incentives and introducing limitations to interest deductions and assessed losses carried forward, and reducing the rate to encourage investment and expansion as well as South Africa's competitiveness as an investment destination.
- **Limitation of interest deductions:** It has been proposed to limit interest expense deductions to 30% of earnings for years of assessment commencing on or after 1 January 2021. Consultation for the design of the limitation will commence shortly and a discussion document is expected to be made available on National Treasury's website on 17 April 2020.
- **Corporate tax incentives:** The section 12I (industrial policy projects) will not be renewed beyond 31 March 2020. The urban development zone incentive will be extended for a year while being reassessed. A sunset date of 28 February 2022 is proposed for incentives relating to airport and port assets, rolling stock and loans for residential units. Government intends to review all other incentives to determine whether they should be extended.
- **Limitations of assessable losses:** It is proposed that assessable losses carried forward be limited to 80% of taxable income for years of assessment commencing on or after 1 January 2021. Companies would therefore have to pay tax on at least 20% of its taxable income.

National Key Performance Area	Strategic Objective	Programme 1	Programme 2
Basic Service Delivery	1. To ensure 100% service delivery planning within the municipality by developing all (100%) sector plans and thereby ensuring that the residents of the municipality are well serviced	Provide reliable and sustainable services to all communities in the municipality	Develop sector plans to respond to the challenges of ageing infrastructure
	2. To improve the Operations and Maintenance capacity of the municipality and its infrastructure through planning and implementation by ensuring 100% alignment of O & M Budgeting and implementation	Develop an operation and maintenance plan for the municipality	Budget and implement a robust O&M plan
Institutional Development	3. To ensure a municipality that is stable and has organisational discipline through the review of the organisational structure, staff establishment, PMS and recruitment and selection strategy of the municipality	Improvement of discipline among staff	Review the organisational structure, staff establishment, PMS and recruitment and selection strategy of the municipality
	4. To improve low staff performance and the misalignment of the organisational structure with the strategic objectives through a wholesale organisational redesign process.	Unfilled critical posts to be filled	Management of the excess contracts within the municipality
	5. To improve poor performance and compromised service delivery thereby targeting low skills base within the municipality by developing and implementing a vibrant Workplace Skills Plan.	Develop a workplace skills plan for the municipality	Improve the capacity of the staff in order to have highly skilled staff
Local Economic Development	<ul style="list-style-type: none"> - To support local SMME's - Under take the Tourism Development Plan - Seek support from Department for human capital 	Avert the decrease in economic growth and explore new economic growth opportunities through an LED Strategy	
Financial Viability	7. To ensure that the municipality is self-sustainable and accountable financially by attaining a clean audit.	Improvement of Consequence Management in the Municipality	Improve Audit opinion
	8. To strengthen the service delivery budget by sourcing extra funds	Explore strategies for Revenue Enhancement in order to improve the financial position of the municipality	
Good governance	9. Improve the communication and liaison with communities and stakeholders in order to improve service delivery and harmony in the municipality	Establish a social cohesion programme to integrate all communities in particular farming communities	Improve and maintain good communication with key stakeholders

Strategic Objective	Programme	Funding	Project	Cost
		Y/N		
To ensure 100% service delivery planning within the municipality by developing all (100%) sector plans and thereby ensuring that the residents of the municipality are well serviced	Provide reliable and sustainable services to all communities in the municipality	N	Submit applications for funding of Sector Plans	-
			Commission the development of sector plans	R 2 000 000.00
			Implement all sector plans including current infrastructure programmes	R 200 000 000.00
To improve the Operations and Maintenance capacity of the municipality and its infrastructure through planning and implementation by ensuring 100% alignment of O & M Budgeting and implementation	Develop an operation and maintenance plan for the municipality	N	Develop and fund O&M Plan	-
			Implement the O&M Plan	R 1 700 000.00
To ensure a municipality that is stable and has organisational discipline through the review of the organisational structure, staff establishment, PMS and recruitment and selection strategy of the municipality	Improvement of discipline among staff	N	Review policies within the municipality	R 100 000.00
		N	Conduct discipline enforcing workshops	R 20 000.00
		N	Develop and implement a code of conduct for employees	R 15 000.00
	Review the organisational structure, staff establishment, PMS and recruitment and selection strategy of the municipality	N	Procure services to improve the systems	R 300 000.00
		N	Review all existing employee contracts	R 200 000.00
		N	Advertise and fill vacant posts	
		Y	Develop a WSP	-
		N	Hold training workshops for staff	R 10 000.00
		N	Develop and Implement PMS	R 200 000.00
To create an economically conducive environment by implementing the LED Strategy of the municipality	Avert the decrease in economic growth and explore new economic growth opportunities through an LED Strategy	Y	Develop LED Strategy	R 350 000.00

	Implement an aggressive LED Strategy to take the growth of the local municipality to the next level	N	Source funds for the LED Strategy Implementation	R 2 000 000.00
To ensure that the municipality is self-sustainable and accountable financially by attaining a clean audit and to strengthen the service delivery budget by sourcing extra funds	Improvement of Consequence Management in the Municipality	N	Set up consequence management systems	R 50 000.00
	Explore strategies for Revenue Enhancement in order to improve the financial position of the municipality	N	Implement prepaid metering system	R 18 000 000.00
Improve the communication and liaison with communities and stakeholders in order to improve service delivery and harmony in the municipality	Improve and maintain good communication with key stakeholders	Y	Establish Ward Committees	R 10 000.00
		Y	Have an operational plan for Ward Committees	R 10 000.00
		N	Appoint Ward committee officer	R 300 000.00

Infrastructure Priorities for 2019/20

Project Type	Project Name	Amount
Sanitation	Outfall Sewer Phase 2 (MIG 1367)	R 7 600 000 (actual project cost)
PMU	PMU Office Running	R 490 700.00 (actual project cost)
Environmental	Fencing of Hopetown Landfill Site	R 200 000 (actual budget)
Community Services	Fencing of Strydenburg Cemetery	R 250 000 (estimated project cost)
Roads	Rehabilitation of Church Street	R 450 000 (actual budget)
Community Services	Cleaning of towns	R 90 000 (actual budget)
Electricity	Electrification of Hillside (235 Houses)	R 5 280 000 (actual project cost)
Roads	Upgrading of roads and Stormwater in Dettlesville	R 6 500 000 (estimated project cost)
Sanitation	WSIG Phase 2: Upgrading of Hopetown Waste Water Treatment Plant	R 10 500 000.00 (estimated project cost)
Sanitation	Installation of 654kL Water Tank in Strydenburg	R 6 700 000 (actual project cost)

Infrastructure Priorities for 2020/21

Project Type	Project Name	Amount
Sanitation	Outfall Sewer Phase 2 (MIG 1367)	R 6,646,863.82
PMU	PMU Office Running	R 485 900.00
Electricity	Electrification of Goutrou and Hillside	R 18 000 000.00
Roads	Upgrading of roads and Stormwater in Dettlesville: Phase 2	R 11,615,292.06
Sanitation	WSIG Phase 2: Upgrading of Hopetown Waste Water Treatment Plant	R 20 538 096.65
Roads	Upgrading of roads and Stormwater in Steynville:	R 41,582,205.52
Capital Projects	Drought Relief Projects	R 12, 500,000.00
Sport Stadium	Upgrading of Municipal Stadium	R 11, 500,000.00

Chapter 0: The IDP Process

1. Integrated Development Planning

1.1 Preparation

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

2. SECTION 1

2.1 Process Plan

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

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

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

2.2 Introduction

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

The Integrated Development Planning process comprises:

Five year IDP Planning:

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

2.3 Institutional Arrangements

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

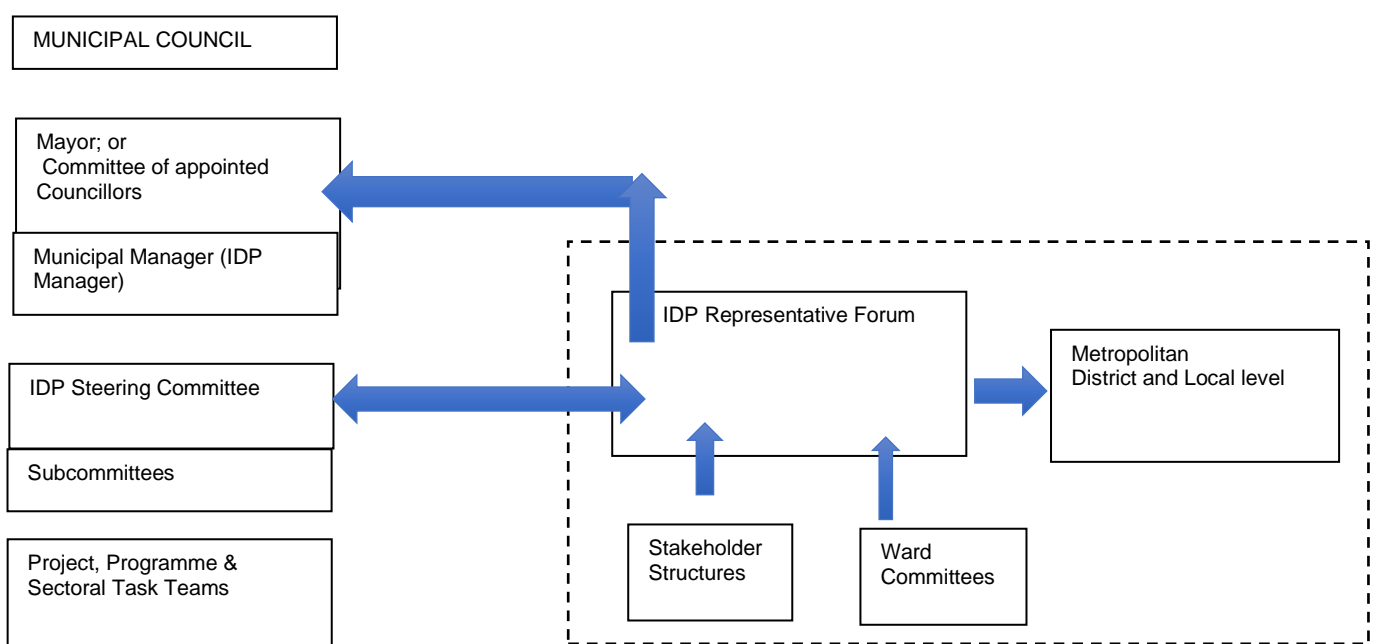
The following positions and structures are recommended and will serve as a guide:

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

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

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

Proposed Integrated Development Planning Structure



2.4 Establishment Process

- (i) Committee of Appointed Councillors should, in consultation and with support of the Municipal Manager:
 - ✓ Define Terms of Reference for the IDP Manager and Steering Committee
 - ✓ Identify an appropriate IDP Manager, taking into consideration the importance of IDP
 - ✓ Assign responsibilities to the Municipal Manager regarding the drafting of the IDP;
 - ✓ Identify and nominate suitable candidates for the Steering Committee, ensuring that all relevant issues (e.g. LED, spatial, housing, finance etc.) have at least one responsible Senior Official; and
 - ✓ Include Portfolio Councillors where applicable.

- (ii) The newly established IDP Steering Committee should be responsible for the establishment of the IDP Representative Forum by:
 - ✓ Defining Terms of Reference and criteria for members of the IDP Representative Forum; and
 - ✓ Informing the public about the establishment of the IDP Representative Forum and request submission of applications from stakeholders/community groups indicating goals, objectives, activities, numbers of members, and constitution.

- (iii) IDP Steering Committee to:
 - ✓ Establish subcommittees (if necessary) and decide on relationships/reporting mechanisms;
 - ✓ Appoint the secretariat

2.5 Roles and Responsibilities

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

2.6 Public Participation

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

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

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

PROPOSED PLANNING ACTIVITIES AND PUBLIC PARTICIPATION

Five Year IDP Planning

Phase 1: Analysis

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

Phase 2: Strategies

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

Phase 3: Projects

- Municipality-wide Projects/Programmes

- Technical subcommittees with few selected representatives of stakeholders organisations/civil society
- IDP Representative Forum
- Localised Community Level Projects/Programmes
- Intensive dialogue between technical subcommittees and affected communities/stakeholders
- IDP Representative Forum

Phase 4: Integration

- IDP Representative Forum

Phase 5: Approval

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

Annual Implementation

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

Roles and Responsibilities

Mayor/Committee of Appointed Councillors

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

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

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

The Municipality

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

IDP Manager

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

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

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

IDP Steering Committee

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

(1) Composition of IDP Steering Committee:

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

Note:

Also include:

- *Financial Manager;*
- *Human Resource Manager;*
- *Corporate Manager;*

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

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

Note:

- *The IDP Steering Committee may establish subcommittees for specific activities and outputs which may include additional persons outside the Steering Committee.*
- *An official of the Municipality should be appointed to prepare, facilitate and document meetings. The function should be the responsibility of the Municipal Planner or similar official.*
- *For the logistics of workshops, dissemination of information and invitations, the responsible official should be supported by an administrator.*

IDP Representative Forum

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

(1) The IDP Representative Forum composition:

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

Note:

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

District Note:

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

(2) The Forum will be responsible to:

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

(3) The IDP Representative Forum Code of Conduct

The Code of Conduct will at least include the following:

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

Stakeholder and Community Representatives

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

- Participating in the IDP Representative Forum to:
 - Inform interest groups, communities and organisations on relevant planning activities and their outcomes;
 - Analyse issues, determine priorities, negotiate and reach consensus;
 - Participate in the designing of project proposals and/or the evaluation thereof;
 - Discuss and comment on the draft IDP;
 - Ensure that annual business plans and budgets are based on and linked to the IDP; and
 - Monitor implementation performance of the IDP.
- Conducting meetings or workshops with groups, communities or organisations to prepare and follow-up on relevant planning activities.

Note:

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

(i) Provincial Government

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

- Ensuring horizontal alignment of the Metropolitan and District Municipalities within the province;
- Ensuring vertical/sector alignment between provincial sector departments/provincial strategic plans and the IDP process at Metropolitan/District/Local level;
- Efficient financial management of provincial IDP grants;
- Monitoring the progress of the IDP processes;

- Facilitation of resolution of disputes related to IDP;
- Assist municipalities in the IDP drafting process when required;
- Facilitation of IDP – related training where required;
- Co-ordinate and manage the MEC's assessment of IDPS;
- Provide relevant information on the provincial sector departments' plans, programmes, budgets, objectives, strategies and projects in a concise and accessible manner;
- Provide sector expertise and technical knowledge to the formulation of municipal strategies and projects; and
- Engage in a process of alignment with Metropolitan and District Municipalities.

Support providers and planning professionals

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

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

District Municipality

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

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

NATIONAL LEGISLATION APPLICABLE TO THE FUNCTIONS OF LOCAL GOVERNMENT

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

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
Local Government: Municipal Demarcation Act, 1998	<ul style="list-style-type: none"> • To provide for the demarcation of boundaries of municipalities for the establishment of new municipalities
Municipal Electoral Act, 2000	<ul style="list-style-type: none"> • To regulate municipal elections • To amend certain laws • To provide for matters connected therewith
Organised Local Government Act, 1997	<ul style="list-style-type: none"> • To provide for the recognition of national and provincial organisations representing the different categories of municipalities and the designation of representatives to participate in the National Council of Provinces etc.
Promotion of Local Government Affairs Act, 1983	<ul style="list-style-type: none"> • To provide for the co-ordination of functions of general interest to local authorities and of those functions of local authorities which should in the national interest be co-ordinated
Local Government Transition Act, 1993 REPEALED EXCEPT FINANCIAL PROVISIONS	<ul style="list-style-type: none"> • To provide for matters relating to municipalities in the interim phase, powers and functions of municipalities and actions of officials and councillors
Occupational Health and Safety Act, 1993	<ul style="list-style-type: none"> • To provide for occupational health and safety in the work place and the protection of persons outside the work place against hazards to health and safety arising from activities of persons at the work place
Promotion of Access to Information Act, 2000	<ul style="list-style-type: none"> • To control and regulate the right of all persons to access to information
Promotion of Fair Administrative Justice Act, 2000	<ul style="list-style-type: none"> • To give effect to the right to administrative action that is lawful, reasonable and procedurally fair in terms of the Constitution of the Republic of South Africa 1996
Promotion of Equality & Prevention of Unfair Discrimination Act, 2000	<ul style="list-style-type: none"> • To give effect to section 9 read with item 23(1) of Schedule 6 to the Constitution of the Republic of South Africa, 1996, to prevent

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
	<p>and prohibit unfair discrimination and harassment</p> <ul style="list-style-type: none"> • To promote equality and to eliminate unfair discrimination & to prevent & prohibit hate speech & to provide for matters connected therewith

FINANCE

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

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
Local Government Affairs Second Amendment Act, 1993	
Municipal Finance Management Act, 2003	<ul style="list-style-type: none"> • To regulate financial management in the local sphere of government to require that all revenue, expenditure assets and liabilities of municipalities and municipal entities are managed efficiently and effectively, to determine responsibilities of persons entrusted with local sphere financial management and to determine certain conditions and to provide for matters connect therewith
Pension Benefits for Councillors of Local Authorities Act, 1987	<ul style="list-style-type: none"> • To provide the pension benefits for councillors
Public Financial Management Act, 1999	<ul style="list-style-type: none"> • To regulate financial management in the national and provincial governments and, inter alia, provincial public entities
Prescribed Rate of Interest Act, 1975	<ul style="list-style-type: none"> • To prescribe and regulate the levying of interest from debtors
Reporting by Public Entities Act, 1992	<ul style="list-style-type: none"> • To provide for the reporting to Parliament by public entities
Value-added Tax Act, 1991	<ul style="list-style-type: none"> • To provide for the taxation in respect of the supply of goods and services
Local Government Transition Act, 1993 REPEALED EXCEPT FINANCIAL PROVISIONS	<ul style="list-style-type: none"> • To provide for matters relating to municipalities in the interim phase, powers and functions of municipalities and actions of officials and councillors
Local Government: Property Rates Act	<ul style="list-style-type: none"> • To regulate general property valuation

ADMINISTRATION/CORPORATE AND LEGAL SERVICES

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

HOUSING

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

TOWN PLANNING AND SPATIAL DEVELOPMENT

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

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

SAFETY AND SECURITY

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

Urban Transport Act, 1977, as amended 1992	<ul style="list-style-type: none"> To promote the planning and provision of adequate urban transport facilities
National Road Traffic Act, 1996	<ul style="list-style-type: none"> To regulate traffic on public roads, the registration and licensing of motor vehicles and drivers, including fitness requirements and incidental matters
Road Traffic Management Corporation Act, 1999	<ul style="list-style-type: none"> To provide in the public interest for co-operative and co-ordinated strategic planning, regulation, facilitation and law enforcement in respect of road traffic matters and to provide for matters connected therewith
Prevention of Illegal Eviction from and Unlawful Occupation of Land Act, 1998	<ul style="list-style-type: none"> To provide for the eviction of unlawful occupants of land and the protection of the rights of such occupants under certain conditions
South African Police Service Act, 1995	<ul style="list-style-type: none"> To provide, inter alia, for a municipal (city) police

HEALTH AND WELFARE

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

HUMAN RESOURCES

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

South African Qualifications Authority Act, 1995	<ul style="list-style-type: none"> To provide for the establishment of a National Qualifications Framework and the registration of National Standards Bodies and Standards Generating Bodies and the financing thereof
Unemployment Insurance Act, 1966	<ul style="list-style-type: none"> To provide for the payment of benefits to certain persons and the dependants of certain deceased persons To provide for the combating of unemployment

ELECTRICITY

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

ENVIRONMENT

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

ENGINEERING/TECHNICAL SERVICES

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

Chapter 1: Introducing the Municipality

1.1 Background

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

1.2 Geography, History and Economy

The municipality covers a total square area of 8 023km². Thembelihle Local Municipality is a Category B municipality situated in the heart of the Karoo in the Pixley Ka Seme District of the Northern Cape Province. It is one of the smaller municipalities of the eight that make up the district, accounting for only 8% of its geographical area.

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

1.3 Hopetown

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

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

1.4 Strydenburg

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

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

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



1.5 Governance of the municipality

Please take note that this information is provided by Stats Sa and commit to update the information in the next census circle!!!

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

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

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

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

1.6 The demographics in Thembelihle (Statistic South Africa)

	2016	2011
Population	16 230	15 701
Age Structure		
Population under 15	25.0%	30.9%
Population 15 to 64	68.5%	62.8%
Population over 65	6.5%	6.4%
Dependency Ratio		
Per 100 (15-64)	46.0	59.3
Sex Ratio		
Males per 100 females	104.6	103.3
Population Growth		
Per annum	0.75%	n/a
Labour Market		

Unemployment rate (official)	n/a	28.4%
Youth unemployment rate (official) 15-34	n/a	35.2%
Education (aged 20 +)		
No schooling	10.8%	15.1%
Matric	22.2%	19.9%
Higher education	5.0%	6.6%
Household Dynamics		
Households	4 736	4 140
Average household size	3.4	3.7
Female headed households	32.4%	32.3%
Formal dwellings	77.4%	77.5%
Housing owned	51.0%	51.4%
Household Services		
Flush toilet connected to sewerage	66.4%	60.0%
Weekly refuse removal	59.4%	68.4%
Piped water inside dwelling	39.9%	33.5%
Electricity for lighting	84.2%	75.2%

Source: Stats SA

2. Demographics in context

Table : Population by sex, 1996-2016

1996			2001			2011			2016		
Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
6 667	6 909	13 576	7 193	7 275	14 467	7 976	7 724	15 701	8 297	7 933	16 230

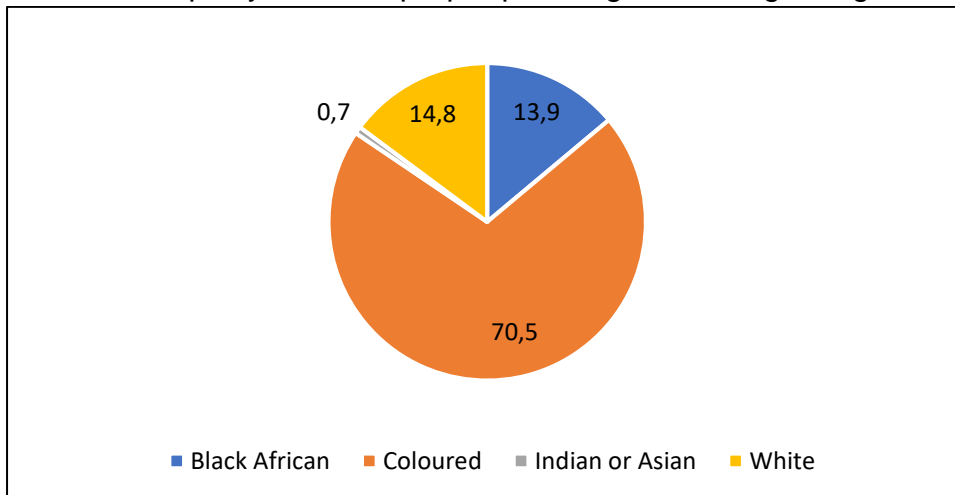
2.1 Demographics and key statistics

NC076: Thembelihle	1996	2001	2011	2016
Black African	1 346	1 863	2 391	2 258
Coloured	10 455	10 563	11 108	11 450
Indian or Asian	9	22	82	117
White	1 671	2 019	2 055	2 406
Other	-	-	65	-
Unspecified	94	-	-	-
Total	13 576	14 467	15 701	16 231

Graph : Population Growth 1996-2016

The population in Thembelihle has been on the rise. From the graph above, the population of Thembelihle has increased from 14467 in 2001, 15701 in 2011 and 16231 in 2016. There is an ever-increasing trend in the population growth and therefore this means there is pressure on the infrastructure- the water, electricity and sewerage networks of the municipality. The municipality will be further, burdened if no

proper planning is done . There is a possibility for the increase in the equitable share of the municipality and with proper planning even the grading for the municipality



Graph : The Thembelihle Municipality by race

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

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

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

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

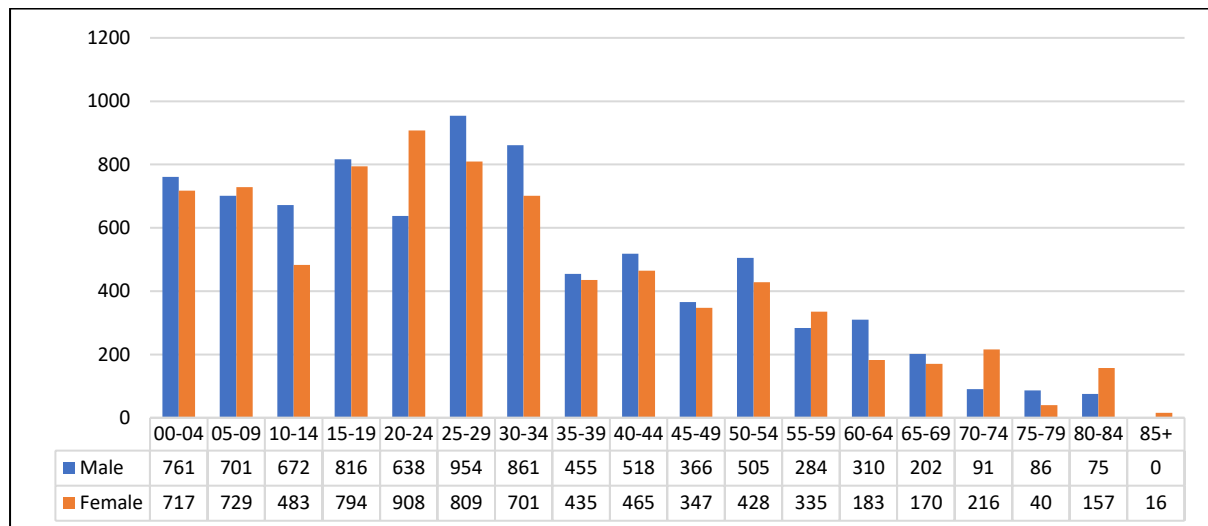
*Statistic SA”

Table : Languages spoken in the municipal area

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

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

Further research that sought to contextualise the findings above, has revealed that the majority of people who speak IsiXhosa do not speak English as a second language but rather, Afrikaans as a second language. English is spoken by 0,4 percentage of the total population in the municipal area.



Graph : Population Age Sex Distribution

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

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

Distribution of persons aged 12 years and older by marital status, 2016

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

(Stats SA)

Table : Population by Marital Status

Table shows that 43.2% of the population of Thembelihle is single; and has never lived together as husband/wife/partner. This is followed by those who are legally married (27.7%) and those that are living together like husband and wife/partners (14.4%). About 1.7% of the population is divorced, and 0.8% are separated but still legally married.

2.2 Education

Highest level of education for persons aged 20 years and above, 1996-2016

	No schooling	Some primary	Complete primary	Some secondary	Grade 12/Std 10	Higher	Total
Percent (%)							
1996	2 451	1 566	470	1 327	633	385	6 832
2001	2 093	2 216	672	1 808	1 009	507	8 305
2011	1 383	1 965	641	2 727	1 823	602	9 141
2016	1 140	1 700	854	3 522	2 346	533	10 095
Number							
	No schooling	Some primary	Complete primary	Some secondary	Grade 12/Std 10	Higher	Total
1996	35.9	22.9	6.9	19.4	9.3	5.6	100.0
2001	25.2	26.7	8.1	21.8	12.1	6.1	100.0
2011	15.1	21.5	7.0	29.8	19.9	6.6	100.0
2016	11.3	16.8	8.5	34.9	23.2	5.3	100.0

(Stats SA)

Table shows an improvement in the level of education in Thembelihle over the period from 1996 to 2016, where there was a decline in the number and proportion of persons aged 20 years and above with no schooling (from 35.9% to 11.3%). It shows the decline in the proportion of persons with higher education, from 5.6% in 1996 to 5.3% in 2016. There is an increase however observed in the number of persons having a matric qualification over the same period.

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

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

(Stats SA)

Table 13 shows that a higher proportion of the Black African population in Thembelihle have no schooling when compared to other population groups (17.0%), followed by the Coloured population (13.3%). The Indian/Asian population group has a higher percentage of individuals who have a matric qualification.

Reasons for moving to current place of residence, 2016

Reason for moving to current place	Number	Percentage (%)
Divorce/Separation	39	1.7
Education(e.g. Studying; schooling; training)	41	1.8
For better municipal services	17	0.7
Job loss/retrenchment/contract ended	23	1.0
Job transfer/take up new job opportunity	395	16.9
Look for paid work	376	16.1
Moving as a household with a household member (for health)	97	4.2
Moving to live with or be closer to spouse (marriage)	525	22.5
New dwelling for household	116	5.0
Other business reasons(e.g. Expansion of business)	27	1.2
Other	681	29.1
Total	2 338	100.0

(Stats SA)

Table shows that amongst other reasons why people had move to their current place of residence in Thembelihle, it's mainly because of moving to live with or be closer to spouse, followed by those moving because of job transfer or take up new job opportunity at 22.5% and 16.9% respectively. Other reasons include looking for paid work (16.1%) and those moving as a household with a household member (for health) at 4.2%.

The households of Thembelihle

Household information

Number of households by household size, 1996-2016

	1	2	3	4	5	6	7	8	9	10+	Total
1996	350	528	499	457	386	219	162	119	82	137	2 939
2001	526	749	634	587	428	274	174	118	57	126	3 673
2011	873	883	677	628	389	296	170	103	67	108	4 194
2016	832	1 192	532	789	654	333	192	49	83	81	4 737

(Stats SA)

Table shows that the number of households in Thembelihle increased by 1 798 households over the period from 1996 to 2016, from 2 939 to 4 737 households. It shows a significant increase in the number of two-person households, from 528 in 1996 to 1 192 in 2016. There is a reduction in the number of households with 10 persons and above.

Percentage distribution of households by household size 1996-2016

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

(Stats SA)

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

Household head by sex, 1996-2016

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

(Stats SA)

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

Percentage distribution of households by sex of household head, 1996-2016

	1996	2001	2011	2016
Male	77.1	75.8	67.8	53.4
Female	22.9	24.2	32.2	42.6
Total	100.0	100.0	100.0	100.0

(Stats SA)

Table shows a decrease in the proportion of male-headed households in Thembelihle over the period from 1996 to 2016, where the proportion of male-headed households decreased from 77.1% in 1996 to 53.4% in 2016. The proportion of female-headed households has increased over the same period from 22.9% in 1996 to 42.6% in 2016.

Perceptions on municipal services

Household perceptions on difficulties facing the municipality, 2016

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

(Stats SA)

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

Housing and dwelling information

Type of dwelling occupied by households, 1996-2016

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

(Stats SA)

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

Tenure status of households, 2001-2016

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

(Stats SA)

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

Household services

Type of refuse removal used by households, 1996-2016

	Removed by local authority at least once a week	Removed by local authority less often than once a week	Communal refuse dump	Own refuse dump	No rubbish disposal	Other	Total
1996	68.1	0.4	1.2	21.0	9.3	0.0	100.0
2001	57.3	0.4	3.4	29.5	9.3	0.0	100.0
2011	68.3	0.8	4.6	13.6	11.7	1.0	100.0
2016	59.4	2.5	13.0	19.3	5.0	0.7	100.0

(Stats SA)

Table shows a decrease in the proportion of households in Thembelihle municipality whose refuse is removed by the local authority at least once a week, from 68.1% in 1996 to 59.4% in 2016. It shows an increase in the proportion of households using a communal refuse dump.

Type of sanitation facilities used by households, 1996-2016

	Flush or chemical toilet	Pit latrine	Bucket latrine	None of the above	Total
1996	55.0	10.2	10.6	24.2	100.0
2001	53.0	9.0	8.2	29.8	100.0
2011	65.9	22.6	0.3	11.2	100.0
2016	70.6	12.6	3.9	12.9	100.0

(Stats SA)

Table shows an increase in the proportion of households that use a flush or chemical toilet in Thembelihle, from 55.0% in 1996 to 70.6% in 2016. There is an increase in proportion of households using a pit latrine over the same period. There is also a decrease in the proportion of households using bucket latrines between 1996 and 2016.

Energy sources

Main source of energy used for lighting, 1996-2016

	Electricity	Gas	Paraffin	Candles	Solar	Other	Total
1996	64.8	0.3	13.3	21.7	0.0	0.0	100.0
2001	67.2	0.2	9.0	22.1	0.8	0.7	100.0
2011	75.5	0.2	2.4	20.7	1.1	0.0	100.0
2016	85.6	0.3	0.9	10.3	2.2	0.6	100.0

(Stats SA)

Table shows an increase in the proportion of households using electricity connected to the mains for lighting in Thembelihle local municipality, from 64.8% in 1996 to 85.6% in 2016. It also shows a significant decrease in the households that use candles as the main source of energy for lighting, from 21.7% in 1996 to 10.3% in 2016.

Ownership of household goods

Household ownership of goods, 2016

Ownership of good	Number	% of total households
Electric/gas stove	3 982	84.1
Cell phones	3 552	75.0
Television	3 406	71.9
Refrigerator/freezer	3 102	65.5
Radio	2 331	49.2
Microwave	2 176	45.9
Washing machine	2 383	50.3
DVD player/Blu-ray player	2 278	48.1
Satellite decoder	1 912	40.4
Geyser	1 332	28.1
Motor vehicle	1 919	40.5
Home theatre system	599	12.6
Personal computer/ desktop laptop	1 230	26.0
Vacuum cleaner/floor polisher	1 069	22.6
Tablet/ phablet	506	10.7
Landline	365	7.7

Air conditioner	574	12.1
-----------------	-----	------

Table depicts that the majority of households in Thembelihle had ownership of the following goods; Electric or gas stove (84.1%), cellular phone (75.0%), a television (71.9%), refrigerator/freezer (65.5%), and a washing machine (50.3%). Fewer households had ownership of the following goods; a landline (7.7%), a tablet/phablet (10.7%), an air conditioner (12.1%), and a home theatre system (12.6%) amongst others.

Internet and postal services access

Households access to internet by source, 2016

Source for internet access	Number	% of total households
Any place via cell phone	1 379	29.1
Any place via other mobile access service	116	2.4
Connection at place of work	196	4.1
Connection in the dwelling	700	14.8
Connection from a library	408	8.6
At school/university/college	33	0.7
Internet café>2km from dwelling	107	2.3
Internet café>2km or less from dwelling	114	2.4
Other	58	1.2

(Stats SA)

Table shows that 29.1% (1 379) of the households in Thembelihle connect to the internet using a cell phone, followed by those who have a connection in the dwelling (14.8%). About 8.6% have a connection from a library, whilst only about 2.4% make use of internet café.

Crime statistics and perceptions on safety

Households by type of crime experienced, 2016

Type of crime experienced	Number	Percentage (%)
House breaking	98	2.1
Robbery	143	3.0
Home robbery	71	1.5
Other crime	158	3.3
Theft of motor vehicle/motorcycle	23	0.5
Murder	26	0.5
Theft of livestock, poultry and other animals	33	0.7

(Stats SA)

Table shows that 3.0% (143) of the households in Thembelihle experienced robbery, followed by house-breaking (2.1%), and home-robbery (1.5%). About 0.7% of households experienced theft of livestock, poultry and other animals respectively.

Households' feeling of safety when it's dark, 2016

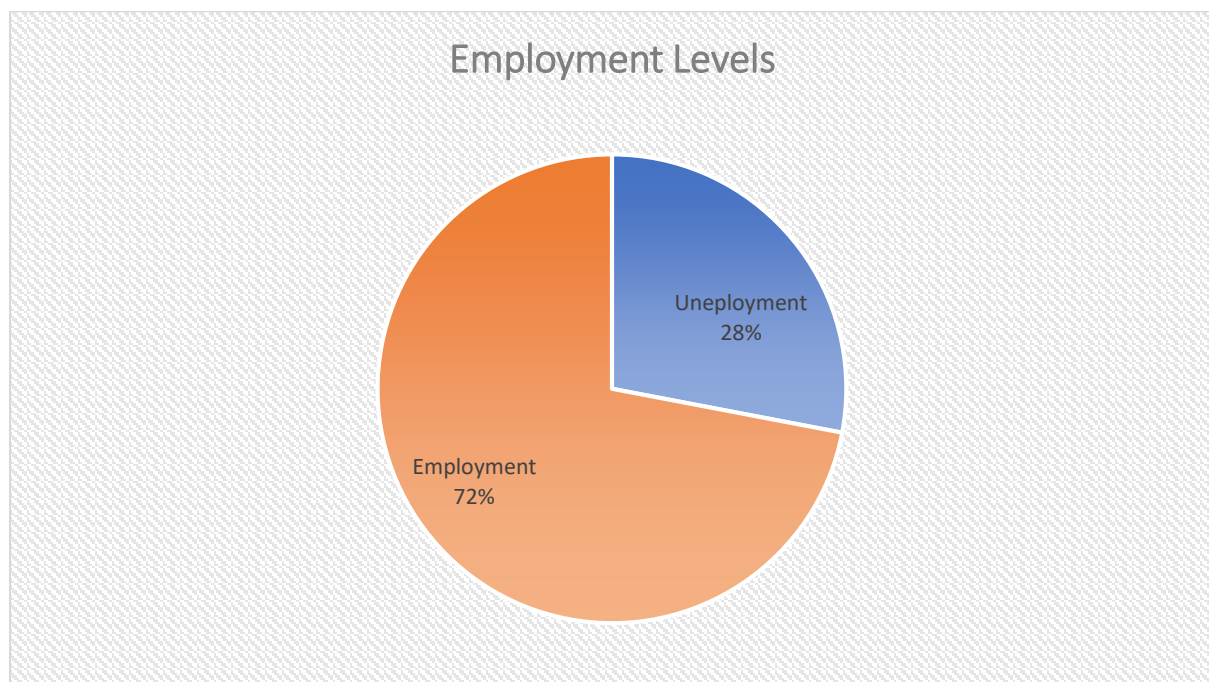
Feeling of safety when its dark						
	Very safe	Fairly safe	A bit unsafe	Very unsafe	Unspecified	Total
Number	2 235	818	932	751	-	4 736
Percent (%)	47.2	17.3	19.7	15.9	-	100.0

(Stats SA)

Table shows that 47.2% (2 235) of households in Thembelihle municipality feel very safe when its dark, compared to 15.9% who feel very unsafe

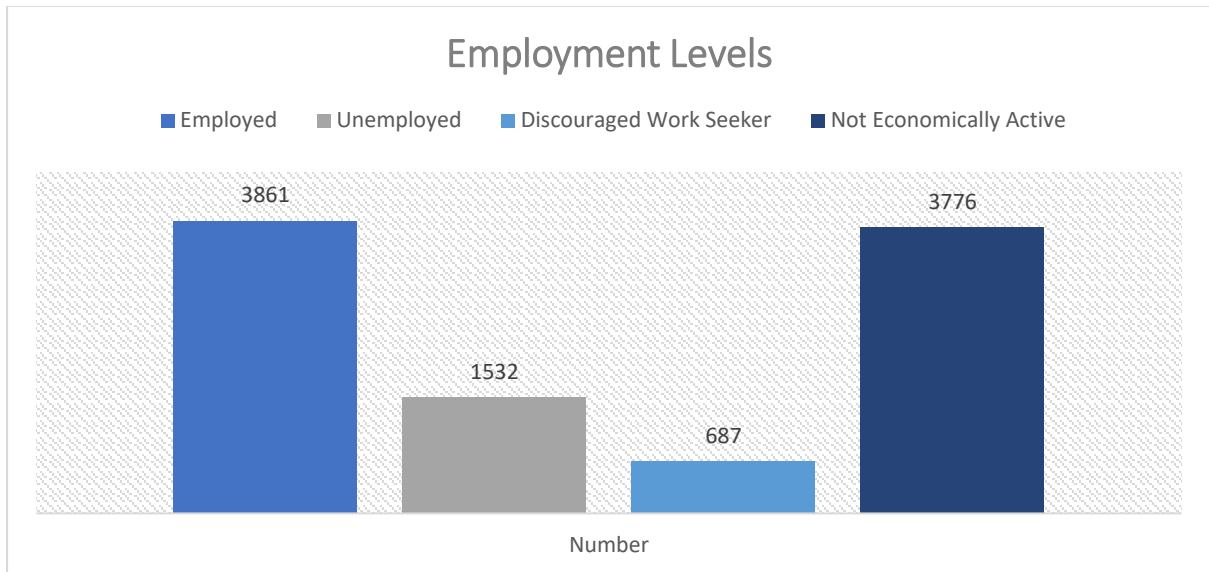
3. Employment and Economic Statistics

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



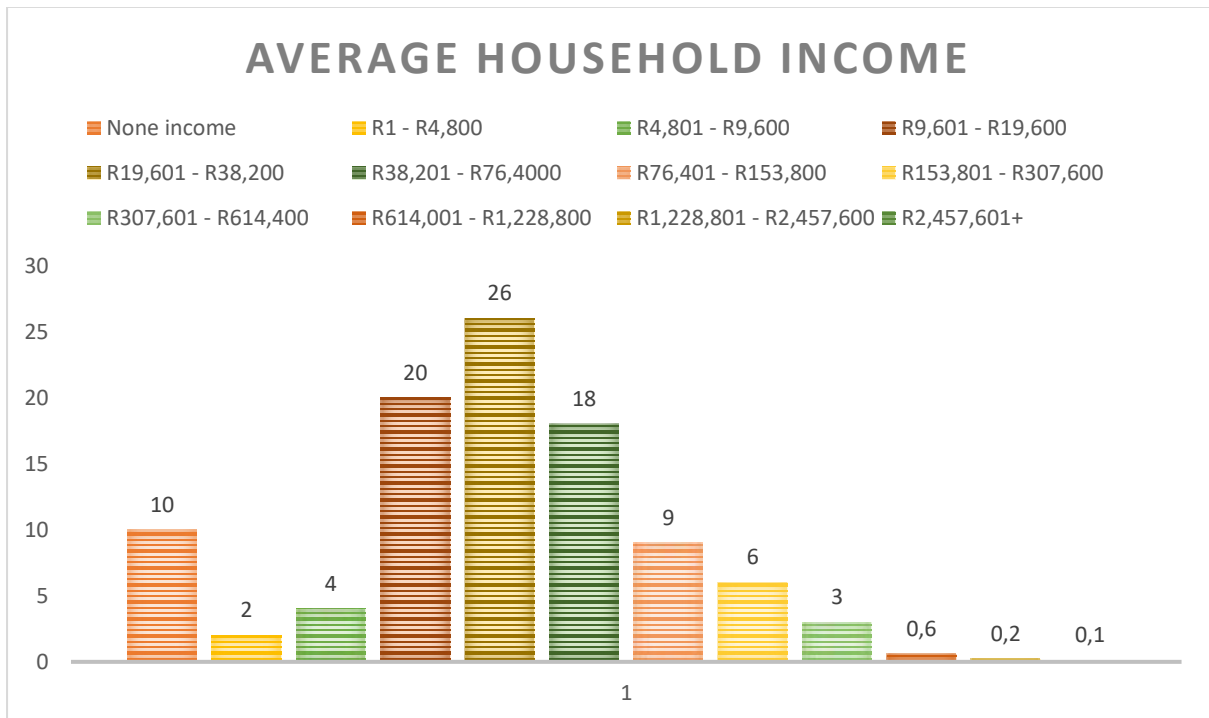
(Stats SA) : Employment situation in Thembelihle

Graph depicts that of the economically active population, 72% of that section is employed and 28% unemployed. This is a very good variable in light of a 43% provincial unemployment figure. Whilst this is a good reflection, more can be done and the efforts can be directed towards the ensuring sustainable jobs.



(Stats SA) : Employment levels

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



(Stats SA) : Average household income in Thembelihle

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

4. ECONOMIC STATUS QUO

Agriculture activities

Households by type of agricultural activity, 2016

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

(Stats SA)

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

Food security

Households that ran out of money to buy food in the 12 months preceding the survey, 2016

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

(Stats SA)

Table shows that 76.0% (3 597) of the households in Thembelihle have ran out of money to buy food in the 12 months preceding the survey in 2016.

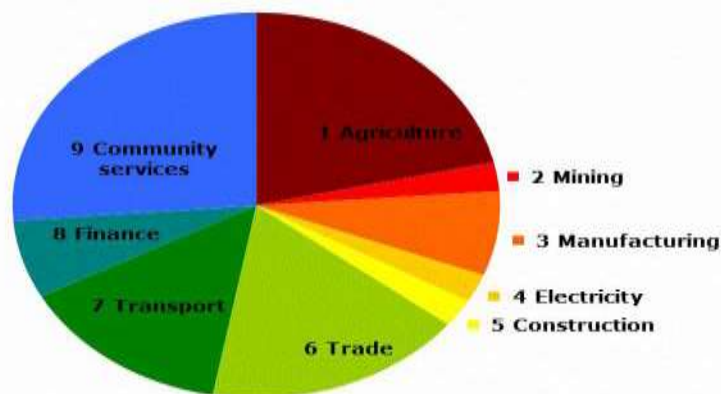
Households that ran out of money to buy food for 5 or more days in the past 30 days, 2016

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

(Stats SA)

Table shows that from the total households that reported having run out of money to buy food in Thembelihle, 51.8% (590) have ran out of money to buy food for 5 or more days in the past 30 days preceding the survey in 2016.

GVA-R Sectoral composition
NC076 Thembelihle, 2015



(Stats SA) : GVA Sectoral Composition

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

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

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

The Thembelihle Local Municipality has a comparative disadvantage when it comes to the mining and finance sector which has a large comparative disadvantage. In

general mining is a very concentrated economic sector. The Thembelihle Local Municipality area does have some mining, but this is very limited and fairly unimportant

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

Indigent household services provided by municipality

Number of households benefiting from indigent support system, 2016

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

Source: Non-financial census of municipalities, 2017

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

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

5. Other institutional matters

	2017/18	2018/19	2019/20
Employment			
Employment Costs (R'000)	26 241	15 169	12 151
Remuneration of councillors (R'000)	2 557	1 809	1 667
Total Employee Positions	82	85	84
Total Vacant Employee Positions	4	7	6
Total Vacancy Percentage	0.0488	0.0824	0.0714
Managerial Positions - S57	4	4	4
Vacant Managerial Positions - S57	1	1	1
Managerial Positions - by organogram	9	9	9
Vacant Managerial Positions - by organogram	3	1	1
Community And Social Service Positions	0	0	0
Vacant Community And Social Service Positions	0	0	0
Finance And Administration Positions	20	20	21
Vacant Finance And Administration Positions	3	3	2
Electricity Positions	4	4	4
Vacant Electricity Positions	1	1	1
Environmental Protection Positions	0	0	0
Vacant Environmental Protection Positions	0	0	0
Health Positions	0	0	0
Vacant Health Positions	0	0	0
Public Safety Positions	0	0	0
Vacant Public Safety Positions	0	0	0
Road Transport Positions	19	19	18
Vacant Road Transport Positions	0	0	0
Sport And Recreation Positions	0	0	0
Vacant Sport And Recreation Positions	0	0	0
Waste Management Positions	9	9	8
Vacant Waste Management Positions	0	0	0
Waste Water Management Positions	4	4	4
Vacant Waste Water Management Positions	0	0	0
Water Positions	10	10	10
Vacant Water Positions	0	0	0
Other Positions	0	0	0
Vacant Other Positions	0	0	0

	2017/18	2016/17	2015/16	2014/15
	Qualified audit opinion	Qualified audit opinion	Qualified audit opinion	Qualified audit opinion
FINANCIAL PERFORMANCE				
Property rates	4 068	3 881	3 644	2 603
Service charges	19 904	20 729	16 743	16 226
Investment revenue	595	559	187	391
Transfers recognised – operational	42 455	34 601	35 253	22 424
Other own revenue	3 698	6107	2 677	7 512
Total Revenue (excluding capital transfers and contributions)	72 472	65 877	58 504	49 156
Employee costs	26 784	26 241	25 121	22 188
Remuneration of councillors	2 557	2 258	3 620	2 498
Depreciation & asset impairment	9 030	10 393	-	8 936
Finance charges	8 303	8 342	1 211	3 476
Materials and bulk purchases	12 507	12 838	2 117	11 563
Transfers and grants	-	-	-	-
Other expenditure	24 412	18 225	32 925	19 202
Total Expenditure	91 210	85 222	70 039	69 285
Surplus/(Deficit)	18 737		(11 535)	(20 128)
Transfers recognised – capital	16 255	(4 069)	23 168	12 032
Contributions recognised - capital & contributed assets	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	(2 481)	(19 696)	3 040	(8 086)
Surplus/(Deficit) for the year	(2 481)	(19 696)	3 040	(8 086)
CAPITAL EXPENDITURE & FUNDS SOURCES				
Capital expenditure	16 255	29 335	20 614	11 719
Transfers recognised – capital	16 255	26 592	20 614	11 612
Public contributions & donations	-	2 743	-	-
Internally generated funds	-	-	-	107
Total sources of capital funds	16 255	29 335	20 614	11 719
FINANCIAL POSITION				
Total current assets	13 195	10 061	7 381	12 253
Total non current assets	240 965	234 391	229 723	196 746
Total current liabilities	88 587	78 969	50 789	40 740
Total non current liabilities	12 183	9 408	9 496	10 506
Community wealth/Equity	153 390	156 074	176 820	157 753

5. Powers and Functions of the Municipality

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

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

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

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

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

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

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

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

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

The Council is made up of elected members who approve Policies and By-laws for their area. The Council has to pass a budget for its Municipality each year. They must also decide on Development Plans and service delivery for their Municipal Area.

There are three different kinds of Municipalities in South Africa:

Metropolitan Municipalities (Category A): A Municipality that has exclusive Municipal Executive and Legislative Authority in its area. Metropolitan Municipalities exist in the six biggest cities in South Africa. They have more than 500 000 voters and the Metropolitan Municipality co-ordinates the delivery of services to the whole area.

Local Municipalities (Category B): A Municipality that shares Municipal Executive and Legislative Authority in its area with a Category C Municipality within whose area it falls. Areas that fall outside of the six Metropolitan Municipal Areas are divided into Local Municipalities. There are a total of 231 of these Local Municipalities and each Municipality is broken up into Wards. The residents in each Ward are represented by a Ward Councillor.

District Municipalities (Category C): A Municipality that has Municipal Executive and Legislative Authority in an area that includes more than one Municipality. District Municipalities are made up of a number of Local Municipalities that fall in one district. There are usually between 3 - 6 Local Municipalities that come together in a District Council and there are 47 District Municipalities within South Africa.

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

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

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

Schedule 4	Schedule 5
Air pollution	Beaches and amusement facilities

Schedule 4	Schedule 5
Building Regulations	Billboards and the display of advertisements in public places
Child care facilities	Cemeteries, funeral parlours and crematoria
Electricity and gas reticulation	Cleansing
Firefighting services	Control of public nuisances
Local tourism	Control of undertakings that sell liquor to the public
Municipal Airports	Facilities for the accommodation, care and burial of animals
Municipal planning	Fencing and fences
Municipal health services	Licensing of dogs
Municipal public transport	Licensing and control of undertakings that sell food to the public
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	Local amenities
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	Local sport facilities
Storm water management systems in built-up areas	Markets
Trading Regulations	Municipal abattoirs
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Municipal parks and recreation
	Municipal roads
	Noise pollution
	Pounds
	Public places
	Refuse removal, refuse dumps and solid waste disposal
	Street trading
	Street lighting
	Traffic and parking

5.2 White Paper on Local Government, March 1998

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

Accessibility of services

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

Affordability of services

Municipalities should ensure affordability of services through:

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

Quality of products and services

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

Accountability for services

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

Integrated development and services

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

Sustainability of services

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

Value for money

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

Ensuring and promoting competitiveness of local commerce and industry

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

Promoting democracy

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

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

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

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

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

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

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

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

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

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

Introducing the differentiation between the Authority (WSA) and Provider (WSP) functions of a Municipality and ensuring its consistency with the Water Services Act

Identifying the importance of alternative mechanisms for providing municipal services, and prescribing the requirements for entering into partnerships with others. In this instance, this would apply to a WSA contracting a WSP to fulfill the provider function.

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

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

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

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

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

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

Budgetary and financial planning processes and the co-ordination of those processes with the processes of organs of state in other spheres of Government;

Borrowing;

The handling of financial problems in Municipalities;

Supply chain management; and

Other financial matters

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

6. A synopsis of the Wards

Ward	Resources
One	Combined school
	Clinic
	Community hall
	Drop-In Centre
	Park
	Police Station
	Stadium
	Churches
	Commonage
	Olive Farm
	Taverns
	Old school building unused
	Old clinic building unused
	Municipality
	Abattoir
	Library
Two	Water outside yard
	Communal toilets
	School(station)
	Electricity in 7de Laan
	Water tank (station)
	Park

Three	Welfare Office (DSD)
	Crèche
	One Stop Shop Soup Kitchen
	2 Primary Schools
	Clinic
	Water in the yard
	Houses
	Electricity
	Community hall
	Toilets
	Churches
	Four
Churches	
Toilets	
Electricity	
Grave yard	
Shops	
Water	

Some of the key service delivery issues include:

Strydenburg

- VIP sanitation systems in Steynville (Hopetown) and Deetlefsville (Strydenburg) have not been received well by the residents of those areas because neighbouring suburbs are connected to water-borne sanitation.

- Services to areas like 7de Laan in Steynville and Deetlefsville in Strydenburg are planned through the housing department.
- A sharp increase in water loses over the year which resulted in a loss of over R 6 500 000 to the municipality. (2018/19)
- The non-reading of meters in the municipality and non- implementing of measures to contain electricity losses which are at 43%. (2018/19)
- The main water supply for the town and townships comes from the Witpoort boreholes system. The remaining lifespan of this system is still uncertain. Therefore, the direct extraction of water out of the Orange River remains the only solution for this problem. This issue has been brought to the attention of DWA.
- The old oxidation pond system needs to be rehabilitated since the new ponds were successfully completed and are already in use. The eradication of the bucket system in Deetlefsville and replacement with the VIP system causes unhappiness in the community because new housing development in the area make use of a water-borne system.
- The overhead electricity connections are not acceptable according to standard anymore and have to be changed to underground connections. Although it is expensive, it will be cost saving in the long run.
- Residents have been dumping their waste illegally across the municipality. As a result, the municipality is struggling to cope with cleaning these illegal dumping sites because of aging earth moving

Hopetown

The existing internal water pipes in Hopetown burst on a frequent basis and have to be replaced with PVC pipes.

- The capacity of the reservoirs is currently upgrade for approximately 10-year growth in development.
- The present sewer system (oxidation ponds) works at maximum capacity and needs to be replaced with a conventional system or upgraded.

- Provision has to be made for except able sewerage systems to address the needs of the informal residents with no sewerage services. A project is currently running to accommodate the upgrading of the ponds.
- The roads and storm water system is in a bad state with special reference to Steynville with no infrastructure due to the flat gradient.
- A storm water plan has been provided and the implementation thereof is essential. The steepness of the environment in all cases in Hopetown creates tremendous problems. The storm water is not up to standard and causes tarred road maintenance to be very high.
- The municipality needs to replace and repair the street lights in the identified areas of Hopetown as well as the Thembelihle NU in order for it to meet service delivery targets
- The present dumping site should be closed as the site is next to the N12 and is a sore eye for any tourist or probable investor. An area for a new dumping site was identified by DWA. Construction of the new solid waste site has been completed, but the electricity switch is outstanding and need to be licensed.

Chapter 3: Strategies

The Thembelihle Municipality has redesigned its strategic as follows:

3.1 Vision

“Providing quality services through good relations and sound management”

3.2 Mission

A municipality focused on:

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

3.3 VALUES	
Integrity	We will communicate realness in our dealings with colleagues and clients and shall be upstanding at all times
Accountability	We will be accountable for all our actions, good or bad and deal with the consequences thereof
Professionalism	We are here to serve our stakeholders with the highest standards and beyond their expectations
Excellence	We are never satisfied with yesterday’s way of doing things and are always looking for new ways to do our work better, faster, smarter and we do it best always
Empowerment	We will always seek to create an environment where our community may learn, grow and be fulfilled and reach their full potential

Honesty	We shall at all times ensure that we handle all matters like they are, without creating unrealistic expectations and at all times communicating the truth
Commitment	We shall be devoted with faithfulness to all our stakeholders and in particular the vision for the development of our organisation
Efficiency	We shall make the most of our resources within the shortest possible time and shall reach our targets thus converting our plans into action
Discipline	We shall at all times focus ourselves on the main goal and be willing to achieve that goal at the expense of our own comfort

3.4 STRATEGIC ANALYSIS

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

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

3.5 Key Strategic Issues

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

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

	Cannot manage projects	Create a community awareness on the policy
	Create a culture of non-payment	Install Smart Metering

3.6 Strategies for development

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

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

18. Improve the communication and liaison with communities and stakeholders in order to improve service delivery and harmony in the municipality

3.7 Programmes for development over the next 5 years

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

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

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

- Avert the decrease in economic growth and explore new economic growth opportunities through an LED Strategy
- Explore strategies for Revenue Enhancement in order to improve the financial position of the municipality

Other Programmes that also assist in Skills Development & Job Creating.

Nr	Programme	Activity	Place
1.	Learnership	Plumbing	Hopetown
2.	Learnership	Plumbing	Strydenburg
3.	Learnership	Civil Building & Construction	Hopetown
4.	Learnership	Building & Construction (2)	Hopetown
5.	Apprenteship	Civil (Water)	Hopetown
6.	Environmental Youth Corps	Environmental Awareness	Hopetown & Strydenburg
7.	EPWP	Cleaning & Paving	Hopetown
8.	CWP	Cleaning & Greening	Hopetwon & Strydenburg

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

Financial Viability	7. To ensure that the municipality is self-sustainable and accountable financially by attaining a clean audit.	Improvement of Consequence Management in the Municipality	
	8. To strengthen the service delivery budget by sourcing extra funds	Explore strategies for Revenue Enhancement in order to improve the financial position of the municipality	
Good governance	9. Improve the communication and liaison with communities and stakeholders in order to improve service delivery and harmony in the municipality	Establish a social cohesion programme to integrate all communities in particular farming communities	Improve and maintain good communication with key stakeholders

Chapter 4: Projects

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

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

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

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

Strategic Objective	Programme	Funding	Project	Cost
		Y/N		
To ensure 100% service delivery planning within the municipality by developing all (100%) sector plans and thereby ensuring that the residents of the municipality are well serviced	Provide reliable and sustainable services to all communities in the municipality	N	Submit applications for funding of Sector Plans	-
			Commission the development of sector plans	R 2 000 000.00
			Implement all sector plans including current infrastructure programmes	R 100 000 000.00
To improve the Operations and Maintenance capacity of the municipality and its infrastructure through planning and implementation by ensuring 100% alignment of O & M Budgeting and implementation	Develop an operation and maintenance plan for the municipality	N	Develop and fund O&M Plan	-
			Implement the O&M Plan	R 1 700 000.00
To ensure a municipality that is stable and has organisational discipline through the review of the organisational structure, staff establishment, PMS and recruitment and selection strategy of the municipality	Improvement of discipline among staff	N	Review policies within the municipality	R 60 000.00
			Conduct discipline enforcing workshops	R 20 000.00
			Develop and implement a code of conduct for employees	R 15 000.00
	Review the organisational structure, staff establishment, PMS and recruitment and selection strategy of the municipality	N	Procure services to improve the systems	R 300 000.00
			Review all existing employee contracts	R 200 000.00

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

4.1 Infrastructure Projects over the next five years

Programme	Project
Sanitation(flush toilets)	<ul style="list-style-type: none"> ✓ Removal of bucket system across the municipality ✓ Removal of pit latrine system across the municipality ✓ Removal of asbestos in bucket toilets
Housing(housing list)	<ul style="list-style-type: none"> ✓ Development of (erven) ✓ Building of houses in the area (all wards)
Roads and storm-water	<ul style="list-style-type: none"> ✓ Upgrading of roads across all wards (Strydenburg and Steynville priority for 17/18) ✓ Paving of roads ✓ Erection of speed humps ✓ Improvement of traffic services ✓ Development of taxi rank ✓ Closure of furrows
Water	<ul style="list-style-type: none"> ✓ Treatment of Dam ✓ Closure of furrows ✓ Groundwater provision (Strydenburg Priority for 19/20)
Sanitation(flush toilets)	<ul style="list-style-type: none"> ✓ Removal of bucket system across the municipality ✓ Removal of pit latrine system across the municipality ✓ Removal of asbestos in bucket toilets
Health care	<ul style="list-style-type: none"> ✓ Improvement of medication in clinic ✓ Renovation of clinic in Strydenburg ✓ Shortage of staff in clinic

	<ul style="list-style-type: none">✓ Provision of extra ambulances✓ Building of a decent waiting area for ambulance
Public Facilities	<ul style="list-style-type: none">✓ Development of a skills development centre✓ Development of ECD Centres across all wards✓ Building of a school in Steynville✓ Building of a school in Strydenburg

Infrastructure Priorities for 2019/20

Project Type	Project Name	Amount
Sanitation	Outfall Sewer Phase 2 (MIG 1367)	R 7 600 000 (actual project cost)
PMU	PMU Office Running	R 490 700.00 (actual project cost)
Environmental	Fencing of Hopetown Landfill Site	R 200 000 (actual budget)
Community Services	Fencing of Strydenburg Cemetery	R 250 000 (estimated project cost)
Roads	Rehabilitation of Church Street	R 450 000 (actual budget)
Community Services	Cleaning of towns	R 90 000 (actual budget)
Electricity	Electrification of Hillside (235 Houses)	R 5 280 000 (actual project cost)
Roads	Upgrading of roads and Stormwater in Dettlesville	R 6 500 000 (estimated project cost)
Sanitation	WSIG Phase 2: Upgrading of Hopetown Waste Water Treatment Plant	R 10 500 000.00 (estimated project cost)
Sanitation	Installation of 654kL Water Tank in Strydenburg	R 6 700 000 (actual project cost)

Infrastructure Priorities for 2020/21

Project Type	Project Name	Amount
Sanitation	Outfall Sewer Phase 2 (MIG 1367)	R 6,646,863.82
PMU	PMU Office Running	R 485 900.00
Electricity	Electrification of Goutrou and Hillside	R 18 000 000.00
Roads	Upgrading of roads and Stormwater in Dettlesville: Phase 2	R 11,615,292.06
Sanitation	WSIG Phase 2: Upgrading of Hopetown Waste Water Treatment Plant	R 20 538 096.65
Roads	Upgrading of roads and Stormwater in Steynville:	R 41,582,205.52
Capital Projects	Drought Relief Projects	R 12, 500,000.00
Sport Stadium	Upgrading of Municipal Stadium	R 11, 500,000.00

<p><u>OBJECTIVES</u> Roads & Storm Water infrastructure in Steynville</p>	<p><u>INDICATORS FOR ACHIEVEMENT</u></p> <ul style="list-style-type: none"> • Use of local labour; • Avoiding of Floods; 	
<p><u>PROJECT OUTPUT</u></p> <ul style="list-style-type: none"> ➤ Upgrade access roads & storm water drainage ➤ Construction speed bumps ➤ Job creation and skills development 	<p><u>TARGET AND TARGET GROUPS</u></p> <p>All Residents</p>	<p><u>LOCATION</u></p> <p>Steynville</p>
<p><u>MAJOR ACTIVITIES</u></p> <ul style="list-style-type: none"> - Land survey plan - Design civil services - Tender procedure. - Construction 	<p><u>RESPONSIBLE AGENCIES</u></p> <ul style="list-style-type: none"> - Land surveyor; Civil engineer; - Contractor appointed. - Thembelihle Municipality 	<p><u>NOTES</u></p> <ul style="list-style-type: none"> - Primary objective - Project Registration - Identification of Streets
<p><u>COSTING</u></p> <p>Steynville - R41, 582,205.52</p>	<p><u>BUDGET:</u> Budget year (2020/2021)</p>	<p><u>SOURCES OF FUNDING</u> MIG / DORA</p>

<p><u>OBJECTIVES</u> Roads & Storm Water infrastructure in Deetlifsville</p>	<p><u>INDICATORS FOR ACHIEVEMENT</u></p> <ul style="list-style-type: none"> • Use of local labour; • Avoiding of Floods; 	
<p><u>PROJECT OUTPUT</u></p> <ul style="list-style-type: none"> ➤ Upgrade access roads & storm water drainage ➤ Construction speed bumps ➤ Job creation and skills development 	<p><u>TARGET AND TARGET GROUPS</u></p> <p>All Residents</p>	<p><u>LOCATION</u></p> <p>Steynville</p>
<p><u>MAJOR ACTIVITIES</u></p> <ul style="list-style-type: none"> - Land survey plan - Design civil services - Tender procedure. - Construction 	<p><u>RESPONSIBLE AGENCIES</u></p> <ul style="list-style-type: none"> - Land surveyor; Civil engineer; - Contractor appointed. - Thembelihle Municipality 	<p><u>NOTES</u></p> <ul style="list-style-type: none"> - Primary objective - Project Registration - Identification of Streets
<p><u>COSTING</u></p> <p>Deetlifsville - R11,615,292.06</p>	<p><u>BUDGET:</u> Budget year (2020/2021)</p>	<p><u>SOURCES OF FUNDING</u> MIG / DORA</p>

PROJECT LOGICAL FRAMEWORK APPROACH – SANITATION Outfall Sewer- Civil Services: Project S/NC/16740/19/21

<p><u>OBJECTIVES</u> Sanitation Outfall Sewer in Steynville</p>	<p><u>INDICATORS FOR ACHIEVEMENT</u></p> <ul style="list-style-type: none"> • Use of local labour; • Healthier environment; 	
<p><u>PROJECT OUTPUT</u></p> <ul style="list-style-type: none"> ➤ Improve Sanitation Services ➤ Improve the lifestyle of residents ➤ Job creation and skills development 	<p><u>TARGET AND TARGET GROUPS</u></p> <p>All Residents</p>	<p><u>LOCATION</u></p> <p>Steynville</p>
<p><u>MAJOR ACTIVITIES</u></p> <ul style="list-style-type: none"> - Land survey plan - Design civil services - Tender procedure. - Construction 	<p><u>RESPONSIBLE AGENCIES</u></p> <ul style="list-style-type: none"> - Contractor appointed. - Thembelihle Municipality 	<p><u>NOTES</u></p> <p>- Primary objective</p>
<p><u>COSTING</u></p> <p>Steynville - R 6,646,863.82</p>	<p><u>BUDGET:</u></p> <p>Budget year (2020/2021)</p>	<p><u>SOURCES OF FUNDING</u></p> <p>MIG / DORA</p>

PROJECT LOGICAL FRAMEWORK APPROACH – Provision of Pour Flush Toilets: Project: S.1.3

<p><u>OBJECTIVES</u> Upgrading of Waste Water Treatment Plant WSIG Phase 2</p>	<p><u>INDICATORS FOR ACHIEVEMENT</u></p> <ul style="list-style-type: none"> • Healthier environment; • Cut in management cost. 	
<p><u>PROJECT OUTPUT</u> Improve the lifestyle of the residents.</p>	<p><u>TARGET AND TARGET GROUPS</u> Ward 1 & Ward 2</p>	<p><u>LOCATION</u> Thembelihle Area</p>
<p><u>MAJOR ACTIVITIES</u></p> <ul style="list-style-type: none"> • Design and costing; • Tender procedure; • Construction. 	<p><u>RESPONSIBLE AGENCIES</u></p> <ul style="list-style-type: none"> • Civil engineer; • Local authority; • Contractor. • District Municipality 	<p><u>NOTES</u></p> <ul style="list-style-type: none"> • Primary objective
<p><u>COSTING</u> R 20 538 096.65</p>	<p><u>BUDGET</u> Year (2020/2021)</p>	<p><u>SOURCES OF FUNDING</u> WSIG</p>

PROJECT LOGICAL FRAMEWORK APPROACH – Drought Relief Capital Projects: Project D.R 1.1

<p><u>OBJECTIVES</u></p> <p>Drought Relief in the Area</p>	<p><u>INDICATORS FOR ACHIEVEMENT</u></p> <ul style="list-style-type: none"> • Co-ordinated provision and management. 	
<p><u>PROJECT OUTPUT</u></p> <p>Enhance Economical Growth for the Municipal area.</p>	<p><u>TARGET AND TARGET GROUPS</u></p> <p>All effected residents.</p>	<p><u>LOCATION</u></p> <p>Thembelihle</p>
<p><u>MAJOR ACTIVITIES</u></p> <ul style="list-style-type: none"> • Apply for funds; • Prepare plan; 	<p><u>RESPONSIBLE AGENCIES</u></p> <ul style="list-style-type: none"> • Local Municipality; • Department Rural Development 	<p><u>NOTES</u></p> <ul style="list-style-type: none"> • Primary objective;
<p><u>COSTING</u></p> <p>R12, 500 000.00</p>	<p><u>BUDGET</u></p> <p>Year (2020/2021)</p>	<p><u>SOURCES OF FUNDING</u></p> <ul style="list-style-type: none"> • DRDLR

PROJECT LOGICAL FRAMEWORK APPROACH – Development of a Sport Facility: Project Sport 1.1

<p><u>OBJECTIVES</u></p> <p>Development of a Sport Facility</p>	<p><u>INDICATORS FOR ACHIEVEMENT</u></p> <ul style="list-style-type: none"> • Co-ordinated provision and management. 	
<p><u>PROJECT OUTPUT</u></p> <p>Enhance Economic Growth and Sport Development for the Municipal area.</p>	<p><u>TARGET AND TARGET GROUPS</u></p> <p>All effected residents.</p>	<p><u>LOCATION</u></p> <p>Thembelihle</p>
<p><u>MAJOR ACTIVITIES</u></p> <ul style="list-style-type: none"> • Apply for funds; • Prepare plan; 	<p><u>RESPONSIBLE AGENCIES</u></p> <ul style="list-style-type: none"> • Local Municipality; • Department Sport & Recreation 	<p><u>NOTES</u></p> <ul style="list-style-type: none"> • Primary objective;
<p><u>COSTING</u></p> <p>R11, 500 000.00</p>	<p><u>BUDGET</u></p> <p>Year (2020/2021)</p>	<p><u>SOURCES OF FUNDING</u></p> <ul style="list-style-type: none"> • MIG/DORA

PROJECT LOGICAL FRAMEWORK APPROACH – MV Network Backbone Electrification: Project E 1.1

<p><u>OBJECTIVES</u></p> <p>Strengthen & Extension to Electrify 508 stands</p>	<p><u>INDICATORS FOR ACHIEVEMENT</u></p> <ul style="list-style-type: none"> • Co-ordinated provision and management. 	
<p><u>PROJECT OUTPUT</u></p> <p>Electrical supply system for the Municipal area.</p>	<p><u>TARGET AND TARGET GROUPS</u></p> <p>All the erven and residents.</p>	<p><u>LOCATION</u></p> <p>Thembelihle</p>
<p><u>MAJOR ACTIVITIES</u></p> <ul style="list-style-type: none"> • Apply for funds; • Prepare plan; 	<p><u>RESPONSIBLE AGENCIES</u></p> <ul style="list-style-type: none"> • Electrical engineer; 	<p><u>NOTES</u></p> <ul style="list-style-type: none"> • Primary objective;
<p><u>COSTING</u></p> <p>R18, 000 000.00</p>	<p><u>BUDGET</u></p> <p>Year (2018/2019) (2019/2020)</p>	<p><u>SOURCES OF FUNDING</u></p> <ul style="list-style-type: none"> • INEP

PROJECT LOGICAL FRAMEWORK APPROACH – ROADS , EPWP Road Maintenance: Project R1.3.

<p><u>OBJECTIVES</u> Roads infrastructure & Maintenance in Thembelihle.</p>	<p><u>INDICATORS FOR ACHIEVEMENT</u></p> <ul style="list-style-type: none"> • Use of local labour; 	
<p><u>PROJECT OUTPUT</u></p> <ul style="list-style-type: none"> ➤ Reseal of roads ➤ Job creation and skills development 	<p><u>TARGET AND TARGET GROUPS</u></p> <p>All Residents</p>	<p><u>LOCATION</u></p> <p>Thembelihle Area</p>
<p><u>MAJOR ACTIVITIES</u></p> <ul style="list-style-type: none"> - Tender procedure. - Construction 	<p><u>RESPONSIBLE AGENCIES</u></p> <ul style="list-style-type: none"> - District Municipality - Thembelihle Municipality 	<p><u>NOTES</u></p> <ul style="list-style-type: none"> - Primary objective - Project Registration - Identification of Streets
<p><u>COSTING</u></p> <p>R 1 000, 000. 00</p>	<p><u>BUDGET:</u></p> <p>Budget year (2020/2021)</p>	<p><u>SOURCES OF FUNDING</u></p> <p>Thembelihle Municipality (EPWP)</p>

PROJECT LOGICAL FRAMEWORK APPROACH – Cleaning of Towns: Project CL1.1.

<u>OBJECTIVES</u> Cleaning of Towns (Hopetown & Strydenburg)	<u>INDICATORS FOR ACHIEVEMENT</u> <ul style="list-style-type: none"> • Use of local labour; 	
<u>PROJECT OUTPUT</u> <ul style="list-style-type: none"> ➤ Job creation 	<u>TARGET AND TARGET GROUPS</u> All Residents	<u>LOCATION</u> Thembelihle Area
<u>MAJOR ACTIVITIES</u> <ul style="list-style-type: none"> - Cleaning and Greening - Community Services 	<u>RESPONSIBLE AGENCIES</u> <ul style="list-style-type: none"> - Thembelihle Municipality 	<u>NOTES</u> <ul style="list-style-type: none"> - Primary objective
<u>COSTING</u> R90 000.00	<u>BUDGET:</u> Budget year (2020/2021)	<u>SOURCES OF FUNDING</u> Municipality/EPWP

PROJECT LOGICAL FRAMEWORK APPROACH –Extension of Strydenburg Cemetery: Project C1.1.

<p><u>OBJECTIVES</u> Fencing of Strydenburg Cemetery</p>	<p><u>INDICATORS FOR ACHIEVEMENT</u></p> <ul style="list-style-type: none"> • Use of local labour; • Use of CWP 	
<p><u>PROJECT OUTPUT</u></p> <ul style="list-style-type: none"> ➤ Extension of current cemetery ➤ Develop of lay-out plan ➤ Job creation and skills development 	<p><u>TARGET AND TARGET GROUPS</u></p> <p>All Residents</p>	<p><u>LOCATION</u></p> <p>Strydenburg</p>
<p><u>MAJOR ACTIVITIES</u></p> <ul style="list-style-type: none"> - Land survey plan - Construction 	<p><u>RESPONSIBLE AGENCIES</u></p> <ul style="list-style-type: none"> - Land surveyor; Civil engineer; - Thembelihle Municipality 	<p><u>NOTES</u></p> <p>- Primary objective</p>
<p><u>COSTING</u></p> <p>Deetlefsville - R250 000.00</p>	<p><u>BUDGET:</u></p> <p>Budget year (2020/2021)</p>	<p><u>SOURCES OF FUNDING</u></p> <p>Municipality/EPWP</p>

PROJECT LOGICAL FRAMEWORK APPROACH – Upgrading of Hopetown Waste Water Treatment Plant: Project W1.1.

<p><u>OBJECTIVES</u> Upgrading of Hopetown Waste Water Treatment Plant Phase 2</p>	<p><u>INDICATORS FOR ACHIEVEMENT</u></p> <ul style="list-style-type: none"> • Use of local labour; • Skilled workers 	
<p><u>PROJECT OUTPUT</u></p> <ul style="list-style-type: none"> ➤ Upgrade Waste Water Treatment Plant ➤ Construction ➤ Job creation and skills development 	<p><u>TARGET AND TARGET GROUPS</u></p> <p>All Residents</p>	<p><u>LOCATION</u></p> <p>Hopetown</p>
<p><u>MAJOR ACTIVITIES</u></p> <ul style="list-style-type: none"> - Design civil services - Tender procedure. - Construction 	<p><u>RESPONSIBLE AGENCIES</u></p> <ul style="list-style-type: none"> - Contractor appointed. - Thembelihle Municipality 	<p><u>NOTES</u></p> <ul style="list-style-type: none"> - Primary objective - Project Registration
<p><u>COSTING</u></p> <p>Deetlefsville - R10,500 000.00</p>	<p><u>BUDGET:</u></p> <p>Budget year (2019/2020)</p>	<p><u>SOURCES OF FUNDING</u></p> <p>WSIG</p>

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

<p><u>OBJECTIVES</u> Upgrading of offices and implementation of a Drivers License Test Centre & inspection bay for vehicles.</p>	<p><u>INDICATORS FOR ACHIEVEMENT</u></p> <ul style="list-style-type: none"> • Effective service to surrounding towns • Increase in municipal revenue 	
<p><u>PROJECT OUTPUT</u> Survey, costing and planning. Financial income for municipality Traffic control officers appointed</p>	<p><u>TARGET AND TARGET GROUPS</u> All residents within the municipal area.</p>	<p><u>LOCATION</u></p> <ul style="list-style-type: none"> • Hopetown.
<p><u>MAJOR ACTIVITIES</u></p> <ul style="list-style-type: none"> • Negotiate with the necessary authorities; • Relocating of Vehicle Registration Department; • If viable, decide on: <ul style="list-style-type: none"> - locality; - costing; - planning. • Apply for funds; • Construction. 	<p><u>RESPONSIBLE AGENCIES</u></p> <ul style="list-style-type: none"> • Local Authority; • Provincial Department of Transport • Civil Engineers 	<p><u>NOTES</u> Primary objective.</p>
<p><u>COSTING</u> R5,000 000.00</p>	<p><u>BUDGET</u> Year (2020/2021) (2021/2022)</p>	<p><u>SOURCES OF FUNDING</u></p> <ul style="list-style-type: none"> - Department Safety and Liason - Pixley Ka Seme District Municipality - Thembelihle Municipality

PROJECT LOGICAL FRAMEWORK APPROACH – ECONOMIC FACILITIES – Project Ec 1.1

<p><u>OBJECTIVES</u></p>	<p><u>INDICATORS FOR ACHIEVEMENT</u></p> <ul style="list-style-type: none"> • Tourism development plan
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To create an enable environment for tourism initiatives	<ul style="list-style-type: none"> • Increase permanent employment 	
<u>PROJECT OUTPUT</u> <ul style="list-style-type: none"> • Investment opportunities • Backpackers Hostel & Conference Facility • Job creation • Building of skills • Business opportunities for SMME's • Tourist attraction • Heritage protection • Nature reservoir with chalets • Picnic facilities on Orange River • Fishing facilities on Orange River 	<u>TARGET AND TARGET GROUPS</u> Unemployed youth and women. Poorest of the poor SMME's	<u>LOCATION</u> Wider municipal area
<u>MAJOR ACTIVITIES</u> <ul style="list-style-type: none"> • Source funding • Conduct tourism strategy • Local Tourism Indaba 	<u>RESPONSIBLE AGENCIES</u> Department Environmental Affairs & Tourism Thembelihle Municipality SMME's	<u>NOTES</u> Primary objective,
<u>COSTING</u> R2, 000 000.00	<u>BUDGET</u> Year (2018/2019) (2019/2020)	<u>SOURCES OF FUNDING</u> Thembelihle Municipality Dept Economic Development & Tourism

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

<u>OBJECTIVES</u>	<u>INDICATORS FOR ACHIEVEMENT</u>
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To determine the impact of the N12.	<ul style="list-style-type: none"> Economic benefits of N12 to be developed; Lesser accidents. 	
<u>PROJECT OUTPUT</u> N12 development project.	<u>TARGET AND TARGET GROUPS</u> All residents and through traffic.	<u>LOCATION</u> <ul style="list-style-type: none"> Hopetown; Strydenburg.
<u>MAJOR ACTIVITIES</u> <ul style="list-style-type: none"> Address tourism potential; Width of bridges and quality of safety paint on Orange River bridge; Fencing along the reserve; Speed control; Sign posting; Economic/financial potential of through traffic. 	<u>RESPONSIBLE AGENCIES</u> <ul style="list-style-type: none"> Local Authority; Department of Transport; Assistance from civil engineer and town planner. 	<u>NOTES</u> <ul style="list-style-type: none"> Primary objective
<u>COSTING</u> Nil (to be done by officials and relevant Provincial Department.)	<u>BUDGET</u> Year 1 (2020/2021) Year 2 (2021/2022)	<u>SOURCES OF FUNDING</u> <ul style="list-style-type: none"> District municipality; Local authority; Dept. of Transport. Investors

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

<u>OBJECTIVES</u>	<u>INDICATORS FOR ACHIEVEMENT</u>
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<p>Create an enable environment and improve the living conditions of the community.</p>	<ul style="list-style-type: none"> • Increase permanent employment • Stimulate the economy in the area. 	
<p><u>PROJECT OUTPUT</u></p> <p>Generating Power for the area. Energy cost reduction Improve the lifestyle of the residents. Attract Local & Foreign investors</p>	<p><u>TARGET AND TARGET GROUPS</u></p> <p>Hopetown & Strydenburg.</p>	<p><u>LOCATION</u></p> <p>Thembelihle Area</p>
<p><u>MAJOR ACTIVITIES</u></p> <ul style="list-style-type: none"> • Apply for funds; • Tender procedure; • Construction. 	<p><u>RESPONSIBLE AGENCIES</u></p> <ul style="list-style-type: none"> • Local authority; • Contractor. • District Municipality 	<p><u>NOTES</u></p> <ul style="list-style-type: none"> • Primary objective
<p><u>COSTING</u></p> <p>Phase 1 - R2 000 000. 00</p>	<p><u>BUDGET</u></p> <p>Year (2020/2021) (2021/2022)</p>	<p><u>SOURCES OF FUNDING</u></p> <p>Private Sectors</p>

LED/Poverty

		Planning	Integrated energy and environmental off grid/hybrid, manufacturing and service centre to drive PPP clean development and training targeted local SMEs	40 000 000.00	IDT - Black Industrialisation program		This is an opportunity to jointly fund the IDP and private investors
	Feasibility study to determine the potential of mining in the area	On-going	Mining sector developed to its full potential	Unknown	External	Research & Planning to start. Feasibility study to be conducted	Grant opportunity
	Develop SMME to create jobs curb poverty and promote local business	Planning phase	Promote small business ideas and capacitate locals with business skills to be sustainable	30 000 000.00	IDC -DTI – SEDA	Develop Business plan	
	Development of tourism accommodation with a cultural link like a nature reserve with resort camps and picnic facilities	2020/21	Upgraded infrastructure Increase in tourism Decreased & Management unemployment	15 000 000.00	PPP - DEDT	Pre-planning	Grant opportunity
	Water rights for emerging farmers	On-going	Increase service delivery Increased agricultural production	Unknown	DWA	Pre-planning	Grant opportunity
	Training & capacity building of farmers & emerging farmers	On-going	Improved Agricultural production, Improved land care Increase in Local economy	140 000.00		Analyse need for training and capacity building	Grant opportunity

	Establishment of an information office, curio shop, museum etc. linked with routes to other attractions,	2020-2022	Increase In tourism Reduce unemployment Upgraded infrastructure	30 000 000.00	PPP	Pre-planning	Grant opportunity
	Development of Tourism accommodation with a cultural link	2020	Community ownership Increase in tourism Decrease unemployment Upgraded infrastructure	25 000 000.00	PPP - DEDT	Pre-planning	Grant opportunity
	Market the Orange River as a tourist facility	2020-2022	increase in tourism Decreased unemployment Upgraded & Management infrastructure	35 000 000.00	PPP / DWA	Develop of a Business plan	Bridge finance opportunity
	Avail land for emerging farmers	On-going	Improved local economic development Improved production agricultural	200 000 000.00	Rural Development and Land Reform	Need to apply for funding	Bridge finance opportunity
	Recycling project	2020/21	Decrease in Waste Increase in Local Economy	25 000 000.00	DEDT/ Grant	Not funded	Bridge finance opportunity
	Upgrading of infrastructure on farms	2020/21	Improved Agricultural production Improved land Increase in Local economy care	23 400 000.00	Internal MIG / Land Care	On-going maintenance on commonage farms. Business plan need to be developed	Bridge finance opportunity
6. Total LED/Poverty Alleviation				437 400 000.00			Need

Sport & Recreation

Radio station for the Community	2019-2022	Improved accessibility to information Improved social welfare Improved public satisfaction	40 000 000.00	Internal & External	No planning yet	Grant Opportunity
Upgrading of existing sport & recreation facilities in Steynville and Deetleftsville	2019-2020	Decrease in crime Increase in youth participation Improved infrastructure Improved social welfare Improved public satisfaction	14 300 000.00	LOTTO MIG	More funding needed	Grant Opportunity
Upgrading of library services in all the Municipal Townships	2019-2020	Improved accessibility to information Improved literacy levels educational 1	44 250 000.00	Sport, Arts & Culture		Grant Opportunity
New development of Sport & recreational facilities in Thembelihle	2019-2022	Decrease in crime Increase in youth participation Improved infrastructure Improved social welfare Improved public satisfaction	45 700 000.00	LOTTO/MIG		
Total Sports and Recreation			144 250 000.00			

4.3 Budget Highlights

The 2020/2021 MTREF budget has been developed with an overall planning framework and includes programmes and projects to achieve the municipality's strategic objectives. Municipal revenues and cash flows are expected to remain under pressure in 2020/21 due to the state of the economy; hence a conservative approach has been adopted when projecting expected revenues and receipts.

The challenge to produce a sustainable, affordable budget necessitated reductions to certain budgetary provisions. National Treasury MFMA Budget related Circulars and related correspondence clearly prescribe that a budget must be realistic, sustainable and relevant; and must be fully funded. To comply with these prescribes, it is a requirement that the municipality must produce a positive cash flow budget for the 2018/2019 financial year. This was no mean feat to achieve which resulted in having to apply a very conservative approach during the budget process.

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

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

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

National Treasury's MFMA Circular No. 93 was used to guide the compilation of the 2019/20 MTREF. In addition, this budget format and content incorporates the requirements of the Municipal Budget and Reporting Regulations.

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

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

The main CHALLENGES experienced during the compilation of the 2019/20 MTREF can be summarized as follows:

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

The MFREF-based revenue and expenditure projections assumed inflation-linked annual adjustments between 7% and 7,2% respectively for the 3-year budget period of 2019/2020, 2020/2021 and 2021/2022.

Further key parameters applied to the Municipality's financial framework included the following for the 2019/2020 financial year:

Revenue / tariff increases

- | | |
|----------------------------------|------------------------------|
| • Rates | 7% |
| • Electricity | 15% |
| • Water | 7% |
| • Sanitation | 7% |
| • Refuse | 7% |
| • Salaries and Wages adjustments | 7.1% (Annual CPI 6% plus 1%) |
| • General Expenses | 7% |

Our major cost drivers reflect as follows:

- | | |
|-------------------------------|----------------|
| • Employee Cost: | R 29,2 million |
| • Remuneration of councilors: | R 2,9 million |
| • Operating Cost: | R 93,4 million |
| • Capital Cost: | R 21 million |
| • Depreciation: | R 8,2 million |

Our Major Revenue Sources that we anticipate:

- | | |
|----------------------|----------------|
| • Grants & Subsidies | R 54,8 million |
| • Income Generated | R 71 million |
| • Capital Funding | R 13 million |

Budget Process Overview (including consultation process and outcomes)

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

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

In Circular 85 Municipal Budget Circular for the 2019/20 MTREF, National Treasury encouraged municipalities to maintain tariff increases at levels that reflect an appropriate balance between the affordability to poorer households and other customers while ensuring the financial sustainability of the municipality. The Consumer Price Index (CPI) inflation has however breached the upper limit of the 3 to 6 per cent target band; therefore, municipalities are now required to justify all increases in excess of the 6.1 per cent projected inflation target in their budget narratives, and pay careful attention to the differential incidence of tariff increases across all consumer groups.

National Treasury has released Version 6.3 of Schedule A1 (the Excel Formats) which is aligned to version 6.3 of the mSCOA classification framework which must be used when compiling the 2019/2020 MTREF budget. This version incorporates major changes (see Annexure A). Therefore, Thembelihle made use of this version for the preparation of their 2019/20 MTREF budget.

The process plan focusing on the IDP, PMS and Budget for 2019-2020 was tabled by the Mayor to Council during a Special Council meeting on 31 August 2018.

1.1 *Municipal Systems Act*

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

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

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

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

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

1.2 *Municipal Finance Management Act*

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

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

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

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

The Mayor of a Municipal must-

- (a) At least 10 months before the starts of the budget year, table in the municipal council a time schedule outlining key deadlines for-
- (b) The preparation, tabling and approval of the annual budget;
- (ii) the annual review of-
 - (aa) the integrated development plan in terms of section 34 of the municipal Systems Act and
 - (bb) the budget related policies;
- (iii) the tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and
- (iv) Any consultative processed forming part of the referred to in subparagraphs (i), (ii) and (iii).

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

Budget 2019-2022

Description	Current Year 2018/19						
	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousands							
<u>Financial Performance</u>							
Property rates	8 406	5 404	5 404	–	5 813	6 250	6 718
Service charges	24 054	22 584	22 584	–	26 539	28 566	5 246 361
Investment revenue	642	642	642	–	687	735	786
Transfers recognised – operational	27 936	27 936	27 936	–	29 275	30 469	32 677
Other own revenue	6 393	4 802	4 802	6 444	9 158	9 799	10 485
Total Revenue (excluding capital transfers and contributions)	67 431	61 368	61 368	6 444	71 471	75 818	5 297 027
Employee costs	27 897	27 295	27 295	–	29 226	31 270	33 458
Remuneration of councillors	2 779	2 779	2 779	–	2 973	3 181	3 404
Depreciation & asset impairment	8 233	8 233	8 233	–	8 233	8 233	8 233
Finance charges	384	384	384	–	411	440	471
Materials and bulk purchases	8 396	10 376	10 376	–	11 103	11 880	12 712
Transfers and grants	33 367	26 367	26 367	–	29 275	30 469	32 677
Other expenditure	12 111	12 111	12 111	–	12 185	12 905	13 711
Total Expenditure	93 166	87 544	87 544	–	93 406	98 378	104 665
Surplus/(Deficit)	(25 735)	(26 176)	(26 176)	6 444	(21 934)	(22 560)	5 192 362
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	33 209	26 209	26 209	–	28 044	30 007	32 108
Contributions recognised - capital & contributed assets	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	7 474	33	33	6 444	6 110	7 447	5 224 470
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	7 474	33	33	6 444	6 110	7 447	5 224 470
<u>Capital expenditure & funds sources</u>							
Capital expenditure	33 367	26 367	26 367	–	21 729	9 718	10 104
Transfers recognised – capital	33 367	26 367	26 367	–	21 729	9 718	10 104

Public contributions & donations							
Borrowing	–	–	–	–	–	–	–
Internally generated funds	–	–	–	–	–	–	–
Total sources of capital funds	33 367	26 367	26 367	–	21 729	9 718	10 104
<u>Financial position</u>							
Total current assets	15 570	15 570	15 570	–	16 658	17 824	19 072
Total non current assets	225 044	225 044	225 044	–	2 322 813	2 485 410	2 659 388
Total current liabilities	34 080	34 080	34 080	–	84 830	73 003	62 488
Total non current liabilities	13 142	13 142	13 142	–	11 875	11 743	11 786
Community wealth/Equity	193 392	193 392	193 392	–	2 242 767	2 418 488	2 604 186
<u>Cash flows</u>							
Net cash from (used) operating	12 790	5 790	5 790	–	(21 934)	(22 560)	5 192 362
Net cash from (used) investing	(7 751)	(751)	(751)	–	6 180	(43 642)	(45 773)
Net cash from (used) financing	–	–	–	–	984	984	984
Cash/cash equivalents at the year end	5 039	5 039	5 039	–	(14 771)	(79 989)	5 067 584
<u>Cash backing/surplus reconciliation</u>							
Cash and investments available	2 346	2 346	2 346	–	2 510	2 686	2 874
Application of cash and investments	16 739	15 900	15 900	–	62 629	50 354	38 846
Balance - surplus (shortfall)	(14 393)	(13 554)	(13 554)	–	(60 119)	(47 669)	(35 973)
<u>Asset management</u>							
Asset register summary (WDV)	253 384	253 384	253 384	253 384	30 663	19 277	20 332
Depreciation	–	–	–	–	–	–	–
Renewal of Existing Assets	–	–	–	–	–	–	–
Repairs and Maintenance	–	–	–	–	–	–	–
<u>Free services</u>							
Cost of Free Basic Services provided	–	–	–	–	–	–	–
Revenue cost of free services provided	4 129	3 329	3 329	3 329	3 329	3 329	3 329
<u>Households below minimum service level</u>							

Water:	-	-	-	-	-	-	-
Sanitation/sewerage:	1	-	-	1	1	-	-
Energy:	2	-	-	2	2	-	-
Refuse:	-	-	-	-	-	-	-

Reconciliation of IDP Strategic Objectives and Budget (Expenditure)

Strategic Objective	Goal	Goal Code	Current Year 2018/19			2018/19 Medium Term Revenue & Expenditure Framework		
			Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand								
Sustaining the Natural and Built Environment	Services	A	32 912	32 912	32 912	24 851	28 269	29 587
Economic Development and Job Creation	Planning & Development	B	13 769	13 769	13 769	1 472	486	505
Quality Living Environment	Recreation	C						
Safe, Health and Secure Environment	Health & Public Safety	D	566	566	566			
Empowering our Citizens	Library	E	2 091	2 091	2 091	1 964	803	859
Embracing our Cultural Diversity	Community	F	1 971	1 971	1 971	2 242	2 399	2 567
Good Governance	Public Participation(Council)	G	6 882	6 882	6 882	6 574	7 034	7 527
Financial Viability and Sustainability	Financial Management	H	13 724	13 724	13 724	19 736	21 118	22 596
Operations and Support Services	Coporate Services	I	7 203	7 203	7 203	7 291	7 801	8 347
Allocations to other priorities								
Total Expenditure			79 118	79 118	79 118	64 131	67 909	71 988

References

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

check op expenditure balance	(14 048)	(8 427)	(8 427)	(29 275)	(30 469)	(32 677)
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Strategic Objective	Goal	Goal Code	Current Year 2018/19					
			Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand								
Sustaining the Natural and Built Environment	Services	A	32 912	32 912	32 912	24 851	28 269	29 587
Economic Development and Job Creation	Planning & Development	B	13 769	13 769	13 769	1 472	486	505
Quality Living Environment	Recreation	C						
Safe, Health and Secure Environment	Health & Public Safety	D	566	566	566			
Empowering our Citizens	Library	E	2 091	2 091	2 091	1 964	803	859
Embracing our Cultural Diversity	Community	F	1 971	1 971	1 971	2 242	2 399	2 567
Good Governance	Public Participation (Council)	G	6 882	6 882	6 882	6 574	7 034	7 527
Financial Viability and Sustainability	Financial Management	H	13 724	13 724	13 724	19 736	21 118	22 596
Operations and Support Services	Coporate Services	I	7 203	7 203	7 203	7 291	7 801	8 347
		J						
		K						
Allocations to other priorities								
Total Capital Expenditure			79 118	79 118	79 118	64 131	67 909	71 988

ALIGNMENT PROCESS

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

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

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

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

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

Chapter 5: Institutional Framework

Management

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





- ✓ Department of Corporate Services
- ✓ Department of Finance
- ✓ Department of Technical Services & Community Services

5.1 Committees

Council Committees

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

Portfolio Committees

-  Finance Committee
-  Corporate Service Committee
-  Technical & Development Committee
-  MPAC

5.2 Ward Committees

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

The primary objective for the establishment of ward committees is to enhance participatory democracy in local government. The Local Government Municipal Structures Act (Act 117 of 1998) makes provision for the establishment of wards as determined by the Demarcation Board in metropolitan and Category B municipalities. Ward Councillors are elected in terms of the Municipal Electoral Act to represent each of the wards within a municipality. A Ward Committee is established consisting of a Ward Councillors as the Chairperson, and not more than 10 other persons.

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

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

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

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

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

Furthermore the institutional matters seek to ensure:

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

Development of an institutional platform

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

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

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

Roles and responsibilities of the various stakeholders

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

Municipality:

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

District Municipality:

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

Provincial Government:

- ✓ Shall give support to the district municipality through its district offices on implementation of the municipal programmes

- ✓ Shall monitor and evaluate the implementation of the IDP
- ✓ Shall engage in normal hands-on support to the municipality
- ✓ Shall ensure compliance with major pieces of legislation.

STRATEGIC ACTION PLAN FOR 2019/2020 FINANCIAL YEAR

➤ **ADMINISTRATION, MONITORING AND EVALUATION**

KEY OBJECTIVES	KEY ACTIVITIES	RISK	BASELINE ALIGNMENT	ACTION INTERVENTION	RESPONSIBLE MANAGER	BUDGET REQUIRED	TIME-FRAME
ORGANISATIONAL STRUCTURE REVIEW	<ul style="list-style-type: none"> > Job descriptions > Job evaluation > Norms and standards 	High	<ul style="list-style-type: none"> > Norms and standards > Legislative compliance > Budget alignment > Consultation process 	<ul style="list-style-type: none"> > Signed job descriptions from directorates > Adherence to legislation 	Municipal Manager	Municipal Operating Budget	
INTEGRATED HR PLAN	<ul style="list-style-type: none"> > Succession Plan > Attraction and Retention 	High	<ul style="list-style-type: none"> > Draft HR Plan in place to be reviewed > LG Regulations consideration consultation > Consultation > Aligned with the IDP and Organogram 	<ul style="list-style-type: none"> > Consultative process > Tabling to LLF for recommendations > Tabling to Council for approval 	HR Officer	Municipal Operating Budget	
RECRUITMENT AND SELECTION	<ul style="list-style-type: none"> > Review of recruitment policy > Annual Recruitment Plan 	High	<ul style="list-style-type: none"> > R & S Policy adopted > Alignment with EE Plan > Alignment with budget (norms) > Legislative requirements 	<ul style="list-style-type: none"> > Consultative process > Tabling to LLF for recommendations > Tabling to Council for approval 	HR Officer	Municipal Operating Budget	
EMPLOYMENT EQUITY AND DIVERSITY MANAGEMENT	<ul style="list-style-type: none"> > EE Plan with EE targets (quality) > Submission of EE report > People with disability > EE Structure capacity and M & E > Women empowerment > Employee 	High	<ul style="list-style-type: none"> > EE Plan in draft need review > Legislative compliance > Development of a disability and designated groups strategy > Change management strategy 	<ul style="list-style-type: none"> > Consultative process > Tabling to LLF for recommendations > Tabling to Council for approval 	Municipal Manager	Municipal Operating Budget	

	satisfaction survey						
PERFORMANCE MANAGEMENT SYSTEM	> PMS Policy	High	> PMS Policy not in place	> Benchmarking with other municipalities > Consultative process > Tabling to Council > M & E	Municipal Manager / Shared Service from DM	Municipal Operating Budget	

SKILLS DEVELOPMENT AND CAPACITY BUILDING	> Skills Audit exercise > Competency Assessment i.t.o. regulations > Well costed annual Training Plan > Training Committee (capacity and M & E role)	High	> Alignment with budget and legislation > M & E mechanism > WSP compliance	> Identification of skills for specialized areas > Implementation plan by committee	HR Officer	Operating Budget LGSETA	
MONITORING AND EVALUATION	> Development of the M & E Plan > Formulation / establishment of M & E unit > Establishment of M & E Committee	Medium	> M & E resides with HR > No dedicated M & E Unit > Establish M & E Unit to be located in the MM's Office	> Approved of structure by Council > Appointment of staff > Election of committee members	Municipal Manager	Municipal Operating Budget	
COMMUNICATION AND PUBLIC PARTICIPATION	> Finalization of the Communication Strategy > Implementation of the Comm Strategy > Development of the PP strategy > Conduct annual	Medium	> Draft Communication Strategy in place > Finalize the draft and adopt > Alignment with	> Benchmark with other municipalities PP Strategy	Municipal Manager / Communication Officer	Municipal Operating Budget	

	customer satisfaction survey					
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➤ **INFRASTRUCTURE, DEVELOPMENT AND PLANNING**

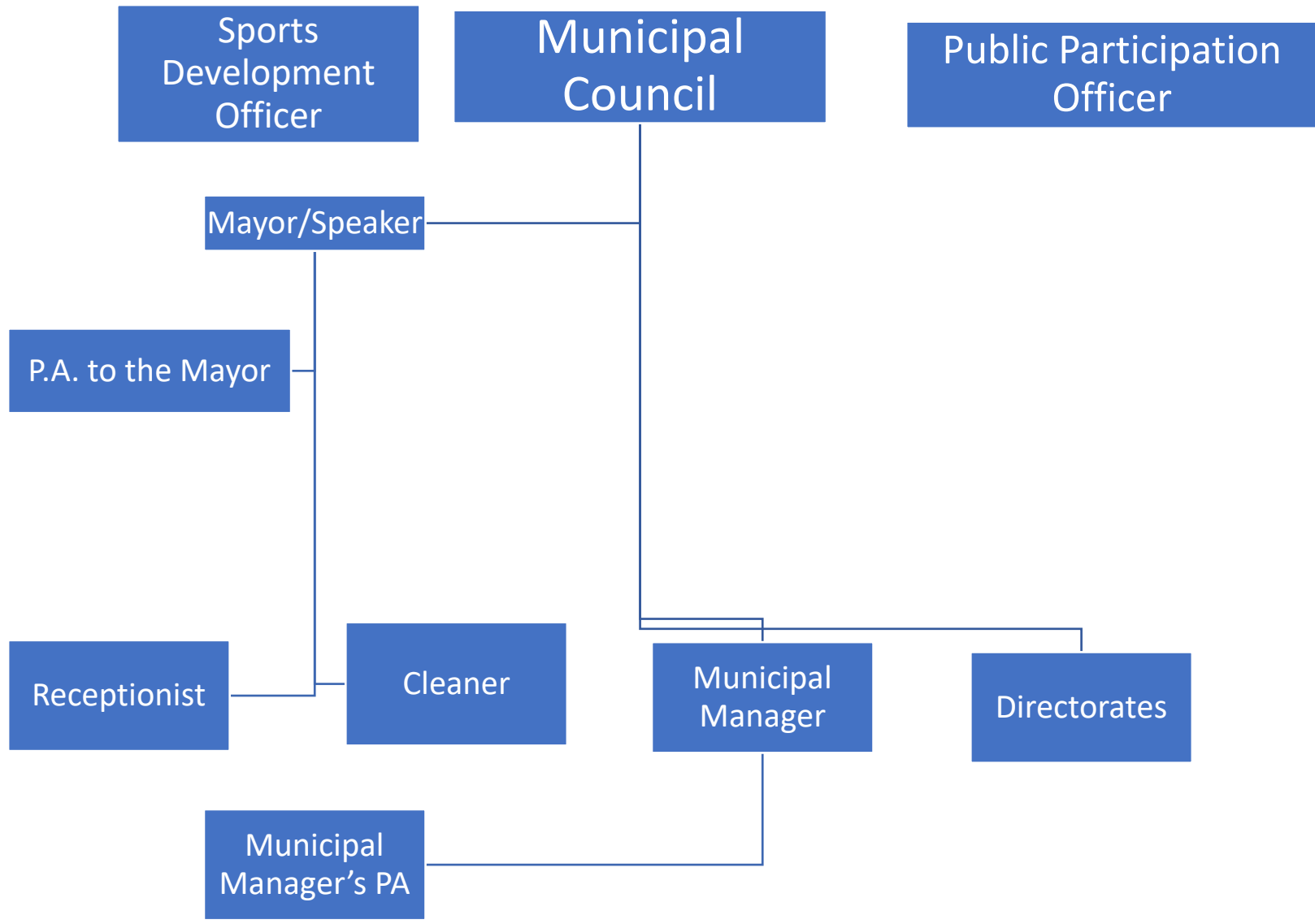
KEY OBJECTIVES	KEY ACTIVITIES	RISK	BASELINE ALIGNMENT	ACTION INTERVENTION	RESPONSIBLE MANAGER	BUDGET REQUIRED	TIME-FRAME
INFRASTRUCTURE, PLANNING AND DEVELOPMENT	Vision 2030 Municipal Development Plan	High	> No Municipal Development Plan (Vision 2030)	> Sector Departments should assist the municipality in the establishment of the plan	Manager Technical Services, Manager Corporate Service	Municipal Operating Budget	
	Storm Water Master Plan	Low	> Draft Storm Water Master Plan for entire Municipality	> Draft Storm Water Master Plan to be tabled for adoption by Council	Manager Technical Services	Municipal Operating Budget	
	CIP	Low	> The municipality should draft a CIP	> The CIP would quantify all infrastructure requirements incorporating the existing infrastructure master plans including capital and operational projects / programmes	Manager Technical Services	Municipal Operating Budget	
	Municipal Infrastructure Investment Plan	High	> Challenge to maintain the new proliferated infrastructure > Inadequate capital funding to cater for current and future infrastructure development	> Create Infrastructure replacement fund	Manager Technical Services	Municipal Operating Budget	
	Spatial Development Framework (SDF)	Low	> Review of SDF	> Outdated SDF in place > Advertise Draft SDF > Public Participation	Manager: Planning Shared Service Pixley Ka Seme	DRDAR is assisting financially Review	

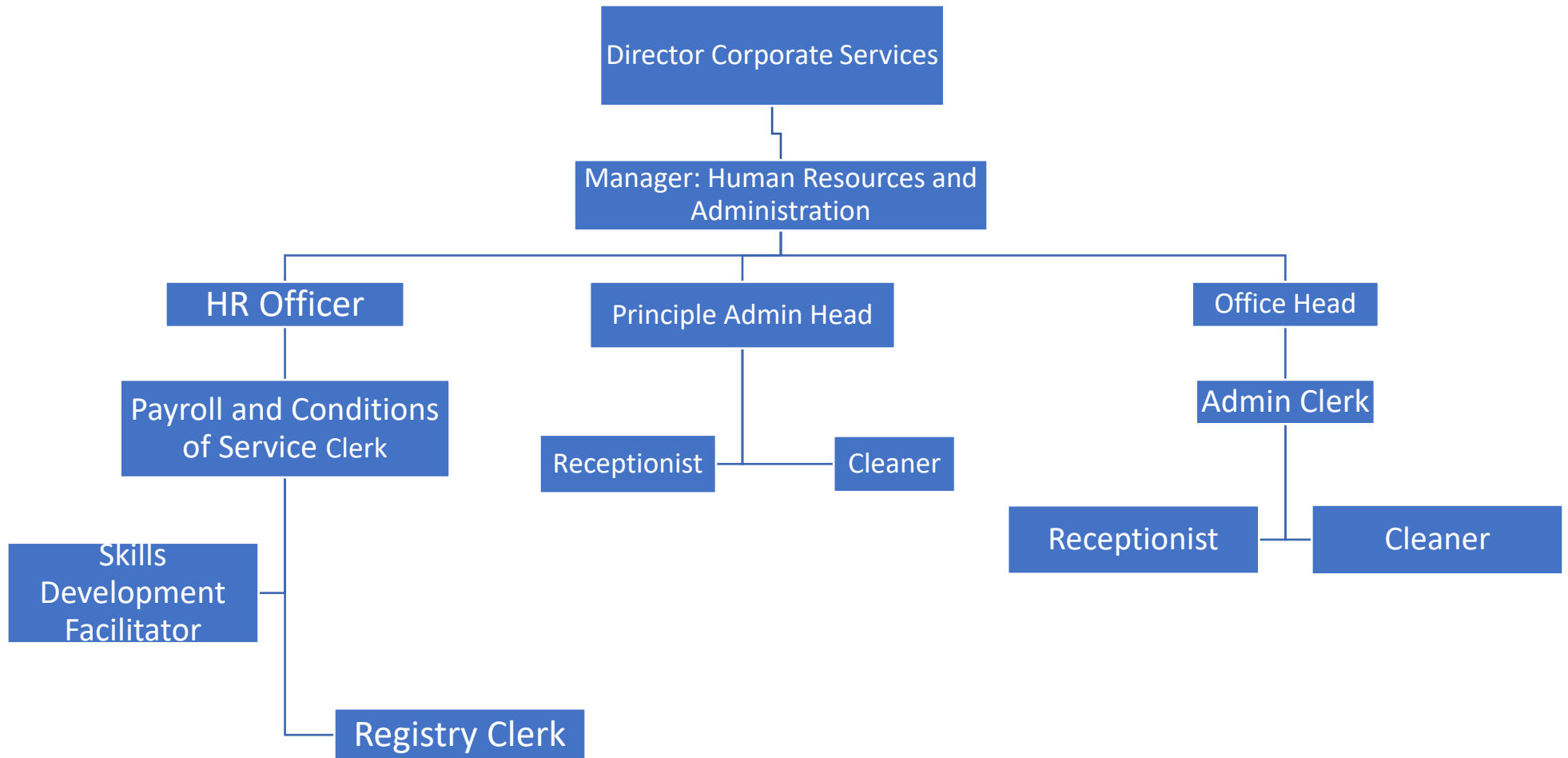
				> Finalization and adoption by Council		
	Spatial Planning and Land Use Management Act (SPLUMA)	High	> Challenge in the implementation model of SPLUMA	> Municipality should consider shared services i.e. a joint tribunal between	Manager: Planning Shared Service Pixley Ka Seme	DRDAR is assisting financially
	Municipal Housing Sector Plan	High	> Reviewed and adopted the MHSP	> Update MHSP	Manager: Housing	Municipal Operating Budget
	Water Services Development Plan	Low	> Outstanding	> Compile WSDP	Manager: Technical Services	Municipal Operating Budget
BASIC SERVICES	Annual Operating Budget	High	<ul style="list-style-type: none"> - The municipality has a limited operating budget resulting into dilapidating infrastructure - The challenge is to maintain the new proliferated infrastructure 	<ul style="list-style-type: none"> - The municipality must increase the operating budget on an incremental basis to eventually subsidize the full cost of rendering the operation and maintenance services 	All managers	
	3 Year Capital Plan	High	<ul style="list-style-type: none"> - Inadequate capital funding to cater for current and future infrastructure development 	<ul style="list-style-type: none"> - Sector departments to be engaged by Thembelihle LM to assist in lobbying of capital funding for future resource and infrastructure development 	All Managers	
	SDBIP Quarterly Progress Report	High	<ul style="list-style-type: none"> - The current SDBIP does not reflect measurable outputs 	<ul style="list-style-type: none"> - Set realistic and measurable KPI and outputs 	All Managers	

Annually

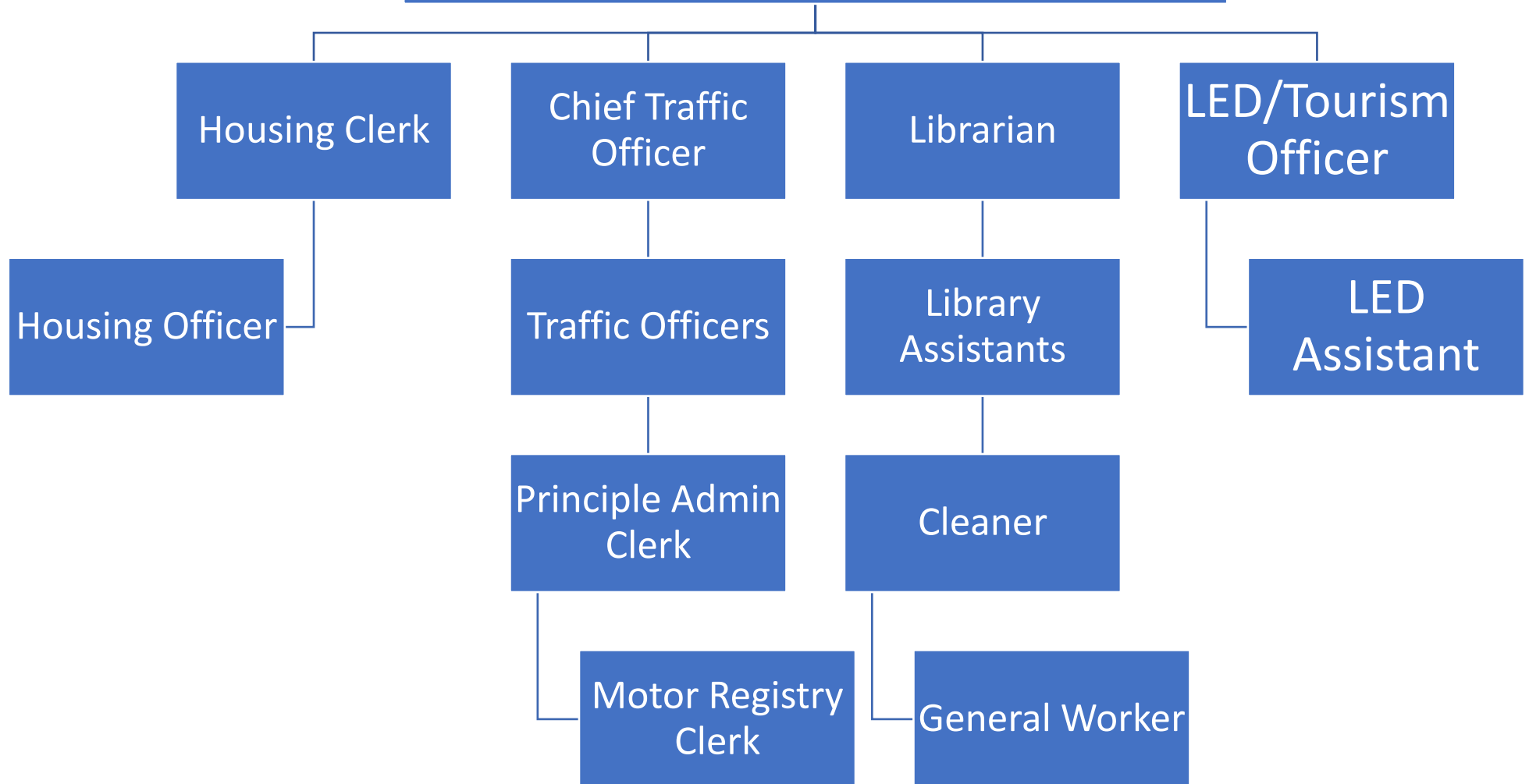
			- The SDBIP is not submitted quarterly to the MM and to the COGTA	- Submit quarterly SDBIP		
ELECTRICITY	Pre-paid meters to be implemented	High	- Inadequate funding for installation of meters	- Upgrading of present facilities in a phased fashion	Manager: Technical Services	Municipal Operating Budget
	Renewable Energy	Low	- mitigate the effect of load shedding	- Source investors to invest in the programme	Manager: Technical Services Manager: PMU	
	Solar Home System (500 units)	Low	- Improved Standards of living	- Compile a Business Plan	Manager: Technical Services Manager: PMU	
WATER	Water Conservation and Demand Management	High	- Municipality loses income due to water losses and unaccounted water and incorrect billing	- Implement water conservation and demand management initiatives. - Inspect and audit of water meter installations to ensure leak detection and correct billing of customers.	Manager: Technical Services	Municipal Operating Budget
	Equipping of two additional boreholes in Strydenburg	High	- Improve redundancy on bulk water infrastructure and water supply provide sustainable water to community.	- In Process	Manager: Technical Services DWA COGHSTA	DWA
	DWS ACIP Programme	High	- Service of 1500 new stands with water connections in Hopetown, Strydenburg, Steynville, Vergenoeg, Deetlefsville en Hillside	- Business plan need to be developed		DWA
	Pre-paid Water Meters	Low	- Purchase and installation of pre-paid water meters in the municipal area	- Improved Service Delivery. Determine proper water balance and generate revenue	MIG Technical Services	Municipal Operating Budget

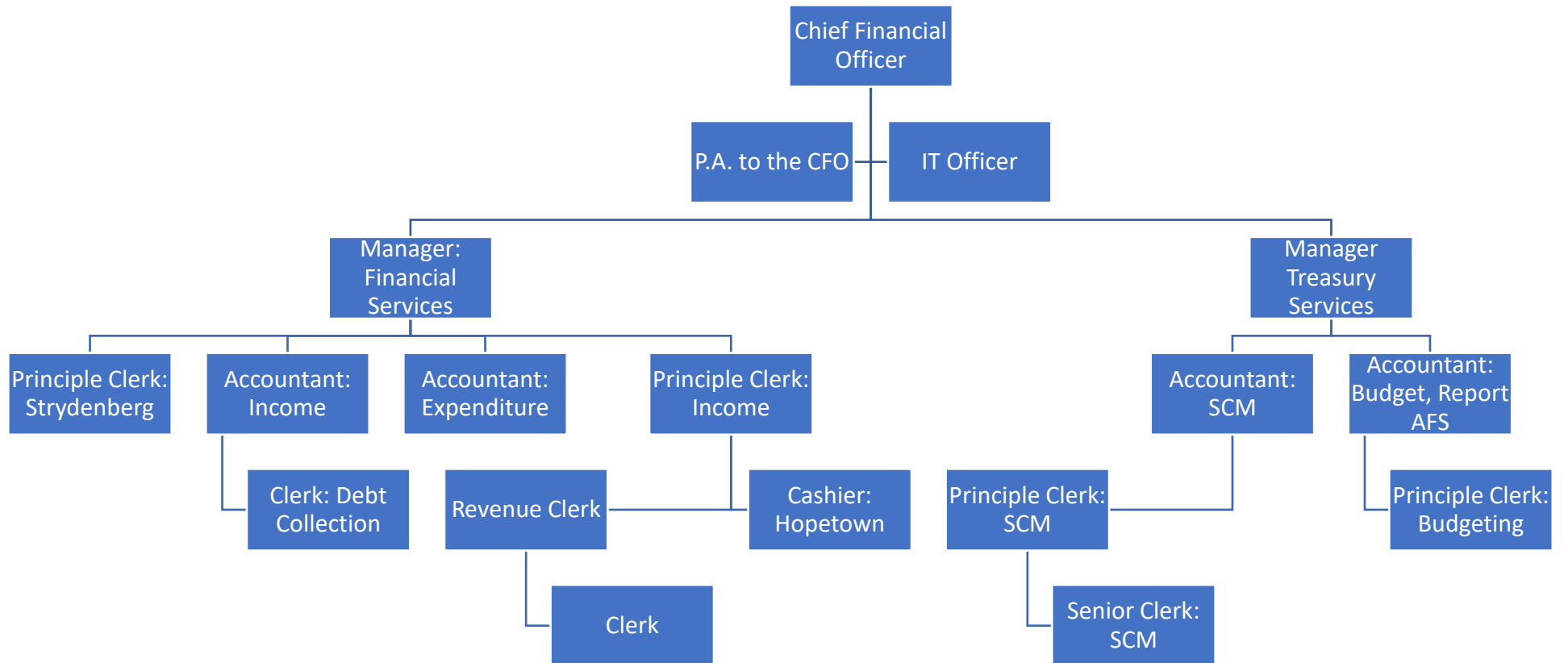
	Water Pipeline	High	<ul style="list-style-type: none"> - Replacement of the A/C water pipeline from Thornville PS to Strydenburg to a full UPVC line 	<ul style="list-style-type: none"> - Improve infrastructure - Improve Service delivery - Decrease water losses 	In process	DWA
ROADS	Municipal Roads	High	<ul style="list-style-type: none"> - Upgrading of internal roads in Hopetown and Strydenburg 	<ul style="list-style-type: none"> - Repair of potholes and resealing of roads - Improved infrastructure 	Technical Services	Municipal Operating Budget & MIG
HOUSING	formalisation	High	<ul style="list-style-type: none"> - Residents in need of formalised sites to access funding for basic services and electrical connections 	<ul style="list-style-type: none"> - Formalise informal settlements to better the living conditions of residents. - Pre-planning of informal settlement 	Town Planning	COGTA
	Provision of backlogged subsidy housing in all towns 350 Vergenoeg 200 Hopetown 150 Strydenburg 300 Hillside 350 Steynville 100 Deetlefsville	High	<ul style="list-style-type: none"> - Residents in need of services sites to build houses 	Provide proper housing / shelter	Technical & Housing Service	COGTA

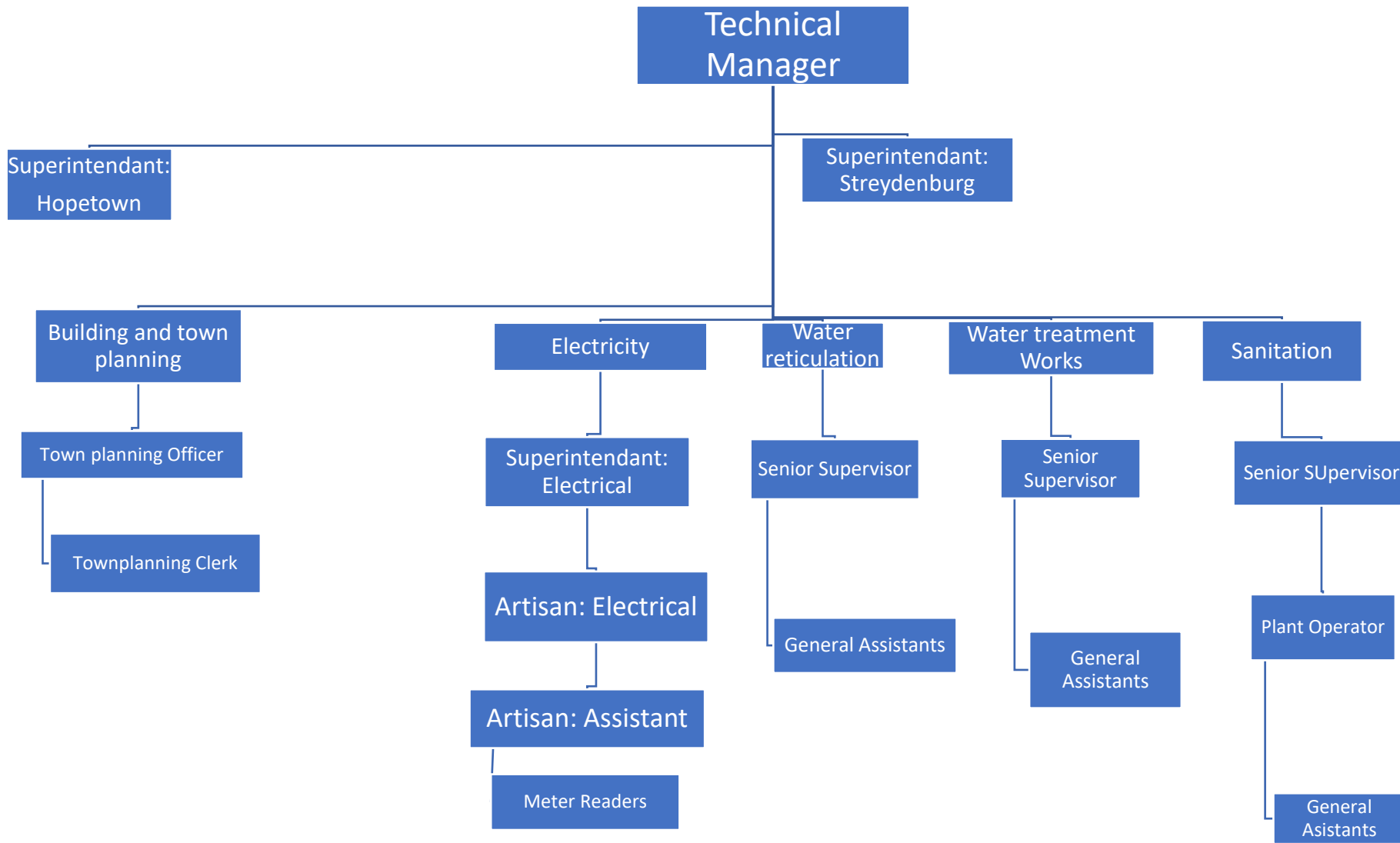


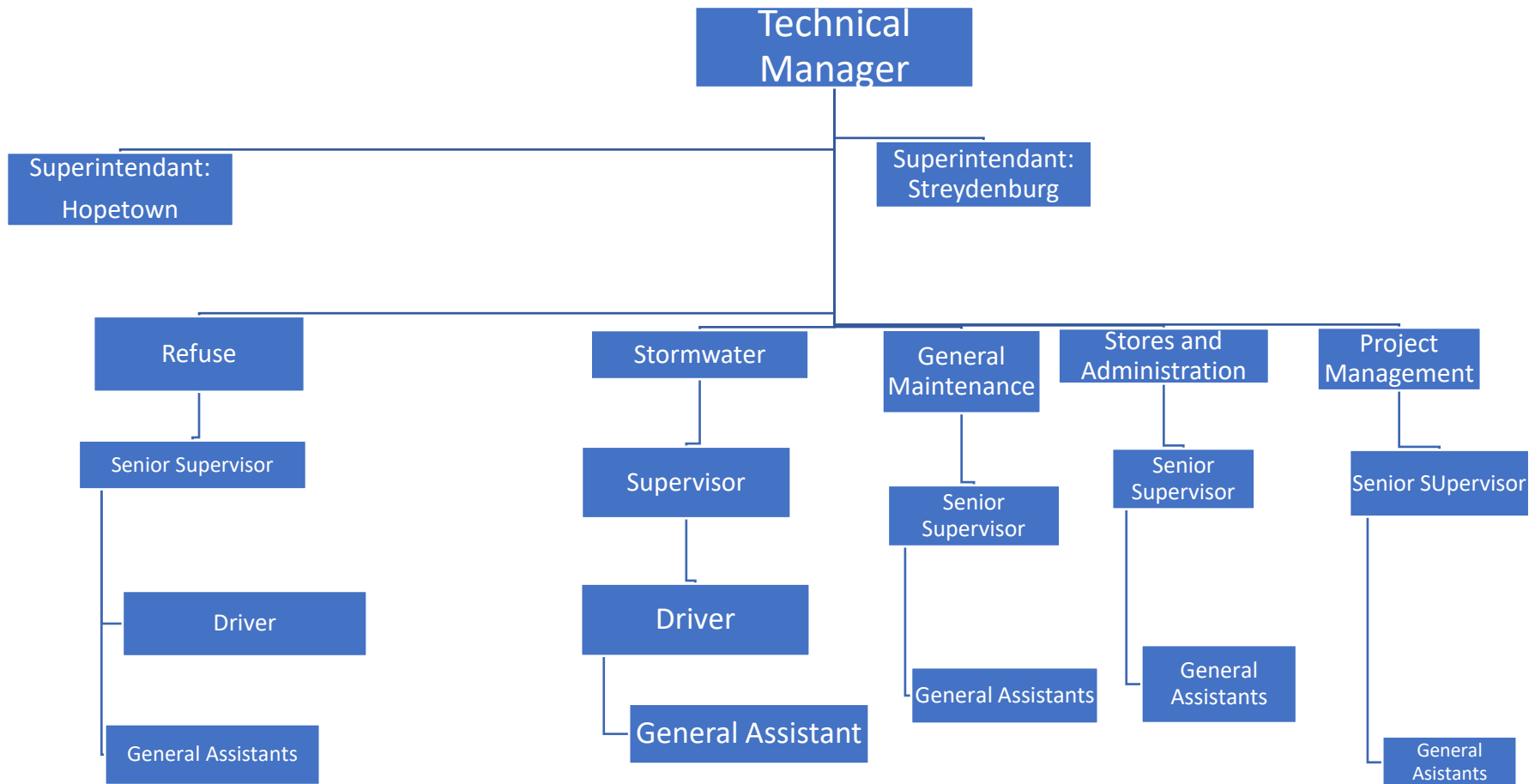


Director: Corporate Services









Chapter 6: Alignment and Integration

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

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

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

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

The integration requirements are divided into three broad categories namely:

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

6.1 Integrated Sector Programmes

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

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

SECTOR PLANNING

The Sector Plans focus on specific sectors within the context of local government. The alignment of sector plans between all spheres of government is important in ensuring integration of programmes and maximum utilization of available resources. The following table highlights the status of the sector plans:

SECTOR PLAN	OBJECTIVE OF PLAN	STATUS OF PLAN	IMPLEMENTING DIRECTORATE
Long Term Financial Plan	A financial plan that will ensure the financial viability of the municipality in order to give effect to the strategic objectives of Council as portrayed in the IDP	Yes	Finance
Asset Management Plan	To record all assets of the municipality and make recommendations for the optimal economic utilisation of such assets	To be developed	Finance
Integrated Infrastructure Maintenance Plan	A 5 year master plan to upgrade and maintain existing infrastructure in the municipality	No plan in place. Plan to be developed.	Infrastructure, Planning and Development
Integrated Infrastructure Investment Plan	A 5 year master plan to invest in new infrastructure in the municipality	No plan in place. Plan to be developed.	Infrastructure, Planning and Development
Water and Sewer Master Plan	Determine the future capacity of adequate sustainable water sources and the capacity of the sewer reticulation system to accommodate future development	No plan in place. Plan to be developed.	Infrastructure, Planning and Development
Water Services Development Plan	To co-ordinate the provision and demand of bulk potable water to different consumers in the municipality	No plan in place. Plan to be developed	Infrastructure, Planning and Development
Integrated Waste Management Plan	To integrate and optimise waste management, in order to maximise efficiency and minimise the associated environmental impacts and financial costs, and to improve the quality of all residents in the municipality	Yes, Needs to be developed.	Infrastructure, Planning and Development

Storm Water Master Plan	To map out a 5 year master plan to implement storm water networks in Thembelihle Municipality and also to maintain the existing storm water infrastructure	No plan in place. Plan to be developed	Infrastructure, Planning and Development
Electricity Master Plan	To map out a 5 year master plan to expand and improve the electrical network for the municipality and also to maintain the existing electrical infrastructure	No plan in place. Plan to be developed.	Infrastructure, Planning and Development
Pavement Management System	To map the condition of roads, calculate backlogs, propose remedial actions, do cost estimates for budgeting and setting of priorities	No plan in place. Plan to be developed	Infrastructure, Planning and Development
Integrated Transport Plan	To co-ordinate the priorities for transport and traffic patterns in the municipality and ensure that provision is made for infrastructure for public transport	Draft Format	Infrastructure, Planning and Development
Disaster Management Plan	A plan to pro-actively identify risks and prevent disasters from happening or minimising the impact of such disasters if it cannot be avoided	Yes. Document was developed. Needs To be reviewed.	Infrastructure, Planning and Development
Spatial Development Framework	To make spatial provision for IDP and other strategic planning objectives of the municipality in line with the principles of sustainable development	Yes. Document was developed. Needs To be reviewed.	Infrastructure, Planning and Development
Rural Development Strategy	Planning for development of rural settlements and facilitate land reform projects	No plan in place. Plan to be developed.	LED, Tourism
Economic Development Strategy	Strategy to create a conducive environment for all stakeholders to stimulate economic growth and create decent job opportunities	Yes document in place. To be reviewed.	LED, Tourism
Human Settlement Plan	To prioritise the housing needs in the municipality and co-ordinate the implementation of different housing options in line with the National and Provincial Housing Policy	No plan in place. Plan to be developed.	Housing Section
Performance Management Policy Framework	Establishing a culture of performance throughout the whole organisation	Yes	Administration, Monitoring and Evaluation

Risk Management Plan	To identify potential risks in all systems and procedures of the municipality and develop proactive risk reduction strategies	Yes, Shared Services	Infrastructure, Planning and Development
Law Enforcement Strategy	To apply all road traffic regulations and by-laws effectively	No plan in place. Plan to be developed.	Traffic Department
Communication Strategy	To develop an approach of continued interaction and communication between the municipality and a wide range of internal and external stakeholders	Still in draft form	Communication Officer
Integrated HIV/Aids Plan	To facilitate awareness and pro-active strategies to combat HIV/Aids and provide support to people infected and affected by HIV/Aids	Yes document in place. To be reviewed.	Office of the Mayor.
Employment Equity Plan	To ensure that targets are being set for transformation of the staff structure of the municipality in order to reflect the demographic composition of the area	Yes document in place. To be reviewed.	HR Officer / Corporate Service Manager.
Workplace Skills Plan	To co-ordinate training and capacity building of municipal staff as per their personal career objectives	Yes document in place.	HR Officer / Corporate Service Manager.

6.2 Internal Planning Programmes

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

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

6.3 External Policy Guideline Requirements

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

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

6.4 Medium Term Strategic Framework

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

Government is currently implementing the electoral mandate based on the core objectives of increasing employment and reducing poverty. This mandate is premised

on a people's contract that defines the strategic objectives and targets for a five year period.

The MTSF also takes into account the fact that global and domestic conditions may change over time. Although it is recognized that there are many things government does and should continue to do, it should also define a new trajectory of growth and development, identify the key things to attain it and make strategic choices in expending effort and allocating resources. Arising out of this, the logical path of development can be summarized as follows:

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

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

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

Chapter 7: Approval

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

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

Invitation for Comments

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

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

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

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

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

Adoption

The Council will approve it before **31 May 2019**. The approved document will be submitted to the MEC: Cooperative Governance, as required by the Municipal Systems Act, 2000 (32 of 2000).

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