



SIYATHEMBA MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN (IDP) – Draft 3

(RESOLUTION NO: 06/06/2022/2.3)

2022/23



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PREAMBLE

In accordance with the requirements as spelled out in the Local Government: Municipal Systems Act (2000), Siyathemba Municipality has embarked on a review of its integrated development plan (IDP), which was originally drafted in April 2002. This document is being reviewed on an annual basis and the following review dates can be reported 01 April 2004, 30 May 2005, 31 October 2005, 17 May 2007, 30 May 2008, 06 November 2008, 30 June 2010, 04 May 2011, 31 May 2012, 29 May 2013, 31 May 2014, 31 March 2015, 31 May 2016, 31 May 2017, 31 May 2018, 31 May 2019, 30th of June 2020, 29th June 2021 and 06 June 2022 as a Draft Document for the 2022/23 financial year. The New Municipal Council was elected in November 2021 and one of the Council's mandates is to draft a new five-year Integrated Development Plan, the plan is the first draft of such a mandate.

The purpose of the review was primarily to see if it is still relevant to the needs of the people of Siyathemba as well as to identify any new opportunities that might have availed themselves. The previous version of the Siyathemba IDP, and the IDP of the Pixley Ka Seme District Municipality were used as the main source documents. The IDP provides a framework that will guide the delivery of services at the Siyathemba Municipality in its efforts to remain a developmental municipality. This is also the second year in which the "Simplified Format" introduced by the Department of Cooperative Governance, Human Settlements and Traditional Affairs.

The preparation of the original IDP entailed extensive consultations with the communities of the municipal area, as well as other stakeholders such as provincial, regional and local government departments, the Shared Services Centre of the Pixley Ka Seme District Municipality, the different business sectors as well as other relevant stakeholders. The IDP Representative Forum played a critical role throughout this process.

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 Siyathemba 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 other spheres of government.

The contributions made by the different sectors in the compilation of this document are highly appreciated and it is hoped that the Municipality's partners will stay the course and remain our partners in the implementation of the IDP.

1 VISION, MISSION AND CORE VALUES

Siyathemba Local Municipality has the ability to overcome its internal challenges and address the national matters like poverty, unemployment, HIV/AIDS, crime, teenage pregnancies and education. These challenges require commitment and discipline and an integrated government approach. Senior Management of the Siyathemba Municipality have no illusions about the challenges and is prepared to work tirelessly in meeting the high expectations of our people¹.

1.1 VISION

Siyathemba, a developmental Municipality, creating a better life

1.2 MISSION

“Creating a better life for our communities” through: -

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

1.3 CORPORATE CULTURE AND VALUES

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

1.4 SWOT ANALYSIS

Strengths

- SKA Development in the Area
 - Mining Development (Orion, Diamonds, and Tiger Eye)
-

- Hydrogen HUB
- Major Economic Developments
- Ability of the Municipality to create development opportunities
- Good Services Delivery within its means
- Quality Potable Water
- Timeous refuse removal
- Good Sanitation and Wastewater Services
- Do have infrastructure
- Strive to maintain the infrastructure
- Cohesion between Council and Administration
- Adequate Land Available
- Orange River
- Good Spending on Grant Funding
- Location of the Municipality
- Ability to convert challenges into safe opportunities

Weaknesses

- Time of Responding
- Lack of Resources
- Low payment culture
- Old Fleet
- Old Infrastructure
- Vacancies in staff component
- Weak communication
- Inadequate participation by and with community
- Lack of Funding for Masterplans
- Incorrect indigent identification
- Incorrect Housing Register
- Metering of services on all sites
- Availability of GAP and Economic Ervin

Opportunities

- Initiation of a Recognition of Prior Learning Programme in the Community
- Drive to upskill local Human Capital
- Indigent Registration
- Major Projects and investment opportunities
- Infrastructure upgrade and Investment on Infrastructure
- Commonage as a source of income
- Fleet Replacement for better service delivery
- Adequate Water (Orange River)
- Potential for a value adding drive
- Development of the Master Plans
- Fish Farming potential
- Development of GAP and Economic Housing Projects
- Correct Policy Formulation and Execution

Threats

- Local Government Overregulation
- Population growth
- Covid and Economic Growth
- Protest Action and Unstable Political Community
- Poverty
- Unemployment
- Lost generation
- Climate change
- Low education level

1.5 STRATEGIC ISSUE IDENTIFIED

1.5.1 BASIC SERVICE DELIVERY

Issue	Implications	Strategy
Service delivery not in a sustainable manner	Unhappy communities; Unequal development in the area; divided community; constant service interruption	Develop Different Sector Plans to ensure equal and sustainable development of the whole area
Old Infrastructure & Assets	Cannot utilise MIG for O&M	Try to develop proper Tariffs to ensure O&M budget.
	Water and other critical resource losses	Ensure that the municipality has an effective maintenance and replacement strategy
	Lack of faith in municipality by investors and service interruptions	Increase municipal revenue through credit control
Lack of effective disaster management systems	Loss of lives;	Improve the capacity of the municipality to respond at a minimalist level to disasters
	Inability to respond to disasters	

1.5.2 MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Issue	Implications	Strategy
Low skills base	Poor performance and compromising service delivery	Create and implement a vibrant WSP
Staff Training, No PMS, Organogram	Staff is employed in wrong positions	Compiling Org & PMS System
	No formal PMS Reporting	Develop a WPS Plan

Issue	Implications	Strategy
Low staff morale	Non-and underperformance-unfriendly environment	Develop and implement a holistic staff development process starting with a consultation process Investigate RPL process to enable staff to advance their careers
	Lack of trust between workers and management	
	Process taking longer to implement	
Staff shortages in key position	Exercise our time quality time at work	Implement recruitment policy
	Overburden on certain staff	Report to council on the recruitment
	Lack of certain services due to the challenges	

1.5.3 LOCAL ECONOMIC DEVELOPMENT

Issue	Implications	Strategy
Potential growth leaves paste of developing infrastructure behind	Not enough land developed will lead to informal settlement drastic increase	Developing of master plans, making land available for developers, manage SPLUMA fast and vigilantly
GAP and high-level Housing	If GAP Housing Market is not addressed the Municipality will not be able to deal with influx	Develop strategies on addressing the GAP and High-End Housing
Major Projects	If major projects and investment Opportunities are not addresses to Municipality will lose control over investment inflow and outflow of wealth	Developed of Strategies in terms of local beneficiation and wealth and youth development, local business developed and procurement strategies to not only create employment but also address local wealth
		Develop Strategies to introduce value adding to current and potential investment opportunities
		Develop Strategies to attract additional opportunities towards the Mining and Green Energy developments
		Develop Strategies to benefit fully from the Hydrogen and Ammonia Belt and protect the localisation of opportunities in this belt

1.5.4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Issue	Implications	Strategy
Financial constraints	Hampering Service Delivery	Implementing revenue enhancing strategies
	No staff development	
	Loss of Potential income	

Issue	Implications	Strategy
Creating different income streams	Not meeting certain financial commitments	Create an enabling an Income generating environment
	Key ratios of the municipality being over the norm	Cost different Service account and budget accordingly
Qualification	Negative perception about the municipality	Compile Audit Action Plan and implement to the latter.
	Negative impact on investment	

1.5.5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

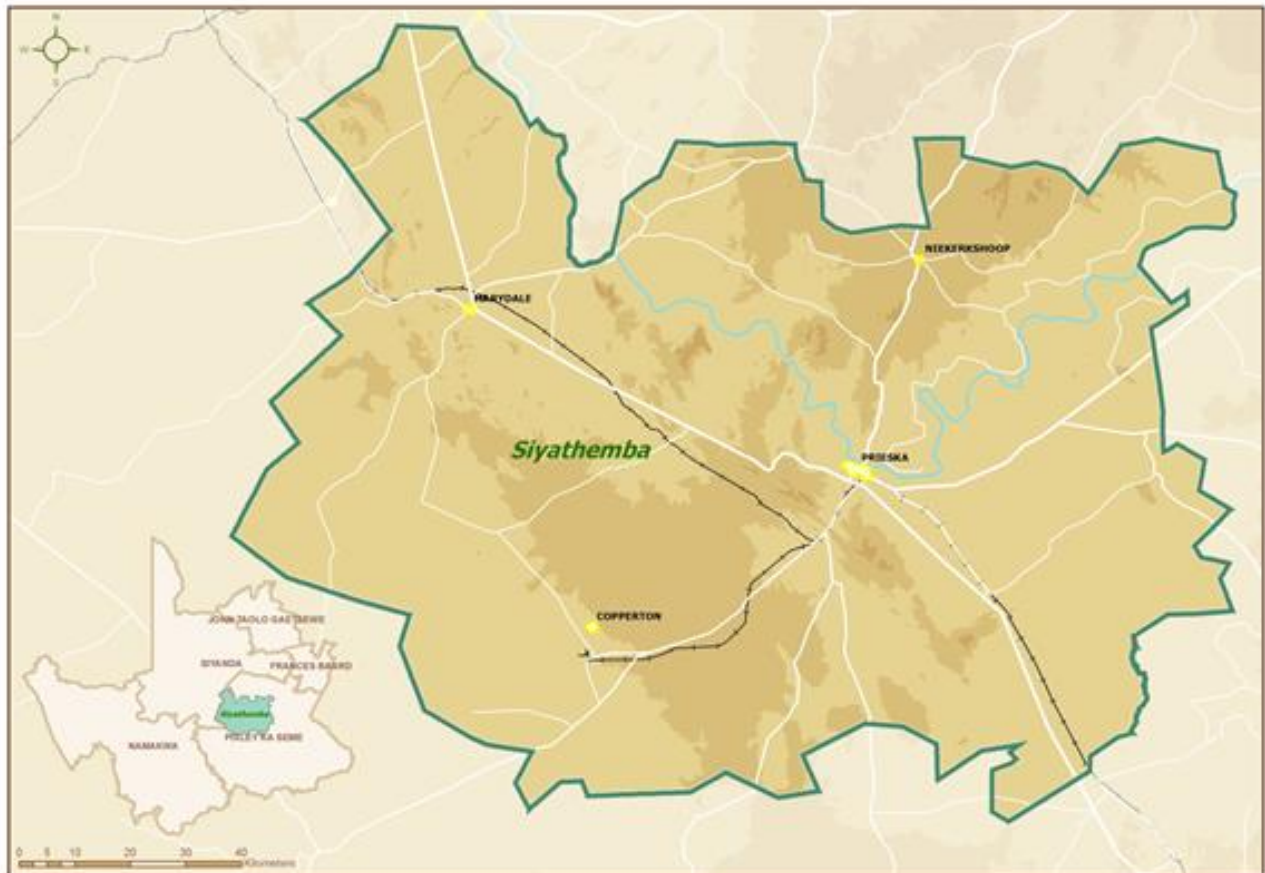
Issue	Implications	Strategy
Improve the functioning of committees	No clear accountability on the part of Senior Management	Speaker to ensure regular Meeting; Internal Discipline; Supply Chain Management; MPAC functionality, development of Clear Communication Strategy and procedure to run a transparent and open administration
	Mistrust between council and Management	
	An uninformed council	
Improve the communication and liaison with communities	No clear understanding of what the municipality and council are doing	Implement a quarterly Council meets the people programme
	Unnecessary community dissatisfaction	Establish ward committees and develop a Strategy to use ward committees as a public participation tool
	Prolonged community protests	Develop a community communication and stakeholder engagement strategy
Improve liaison with sector and other government agencies	No cooperation between the municipality and other departments	Develop and implement an IGR Strategy
	Limited implementation of projects	

2 DEMOGRAPHIC PROFILE OF THE MUNICIPALITY

2.1 LOCALITY OF THE MUNICIPALITY

Siyathemba Municipality is a Category B Municipality (NC077), established in 2001, in accordance with the demarcation process. The Municipality is located within the central eastern parts of the Northern Cape Province on the banks of the Orange River and falls within the boundaries of the Pixley Ka Seme District. The nearest business centre is Kimberley, who is about 220km away.

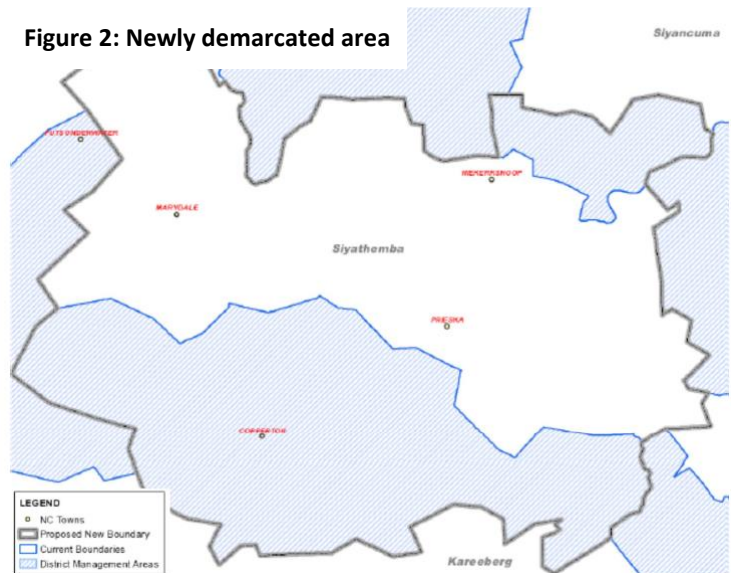
Figure 1: Locality map



Siyathemba Municipality was initially made up of three entities, namely, Prieska, Marydale and Niekerkshoop. After demarcation the area was extended to include not only the towns and surrounding suburbs of Marydale, Niekerkshoop and Prieska but also Copperton.

Copperton is an old mining town that was sold to a private owner after the closing of the Mine. The town is currently on a long-term lease by the Request Trust. The Current owners was awarded a mining license and is currently in negotiations with the Municipality for the housing and development land and the Municipality already availed some infrastructure in this regard.

Figure 2: Newly demarcated area



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

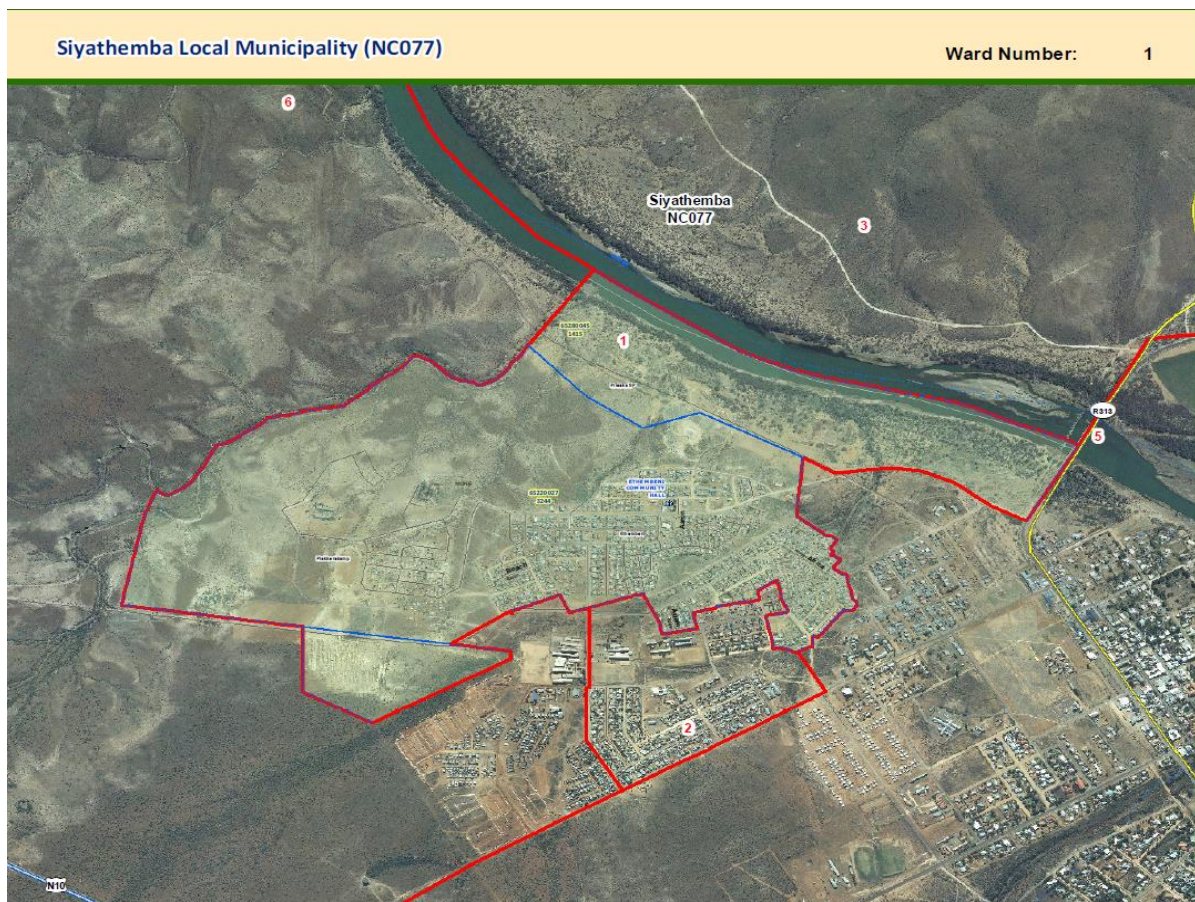
The municipal area encompasses a geographic area of approximately 8,200km², which implies that Siyathemba Municipality accounts for 8% of the total district surface area and approximately 3% of the provincial area. The Municipality is divided into 6 Wards. **The 6 wards demarcation was done in 2021 and is applicable from the 2021 Municipal Elections.**

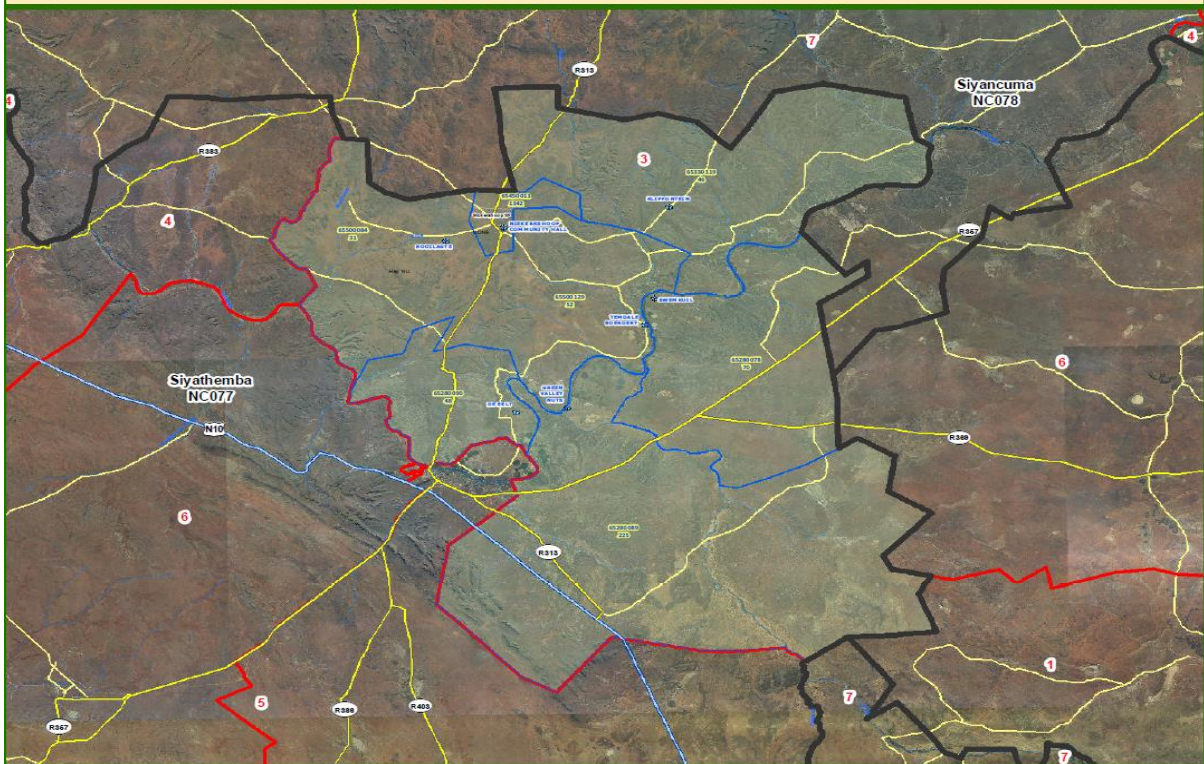
Name	Position	Party
Johan Andrew Phillips	Executive mayor & PR councillor	Siyathemba Community Movement
Giel Macdonald	Speaker & ward 6 councillor	African National Congress
Jacobus Platvoet	Ward 1 councillor	African National Congress
Ronald John Februarie	Ward 2 councillor	Siyathemba Community Movement
Willon Henzel Pieterse	Ward 3 councillor	African National Congress
Shandy Bridget Ivitta Tieties	Ward 4 councillor	African National Congress
Lazarus Mzwandile Zenani	Ward 5 councillor	African National Congress

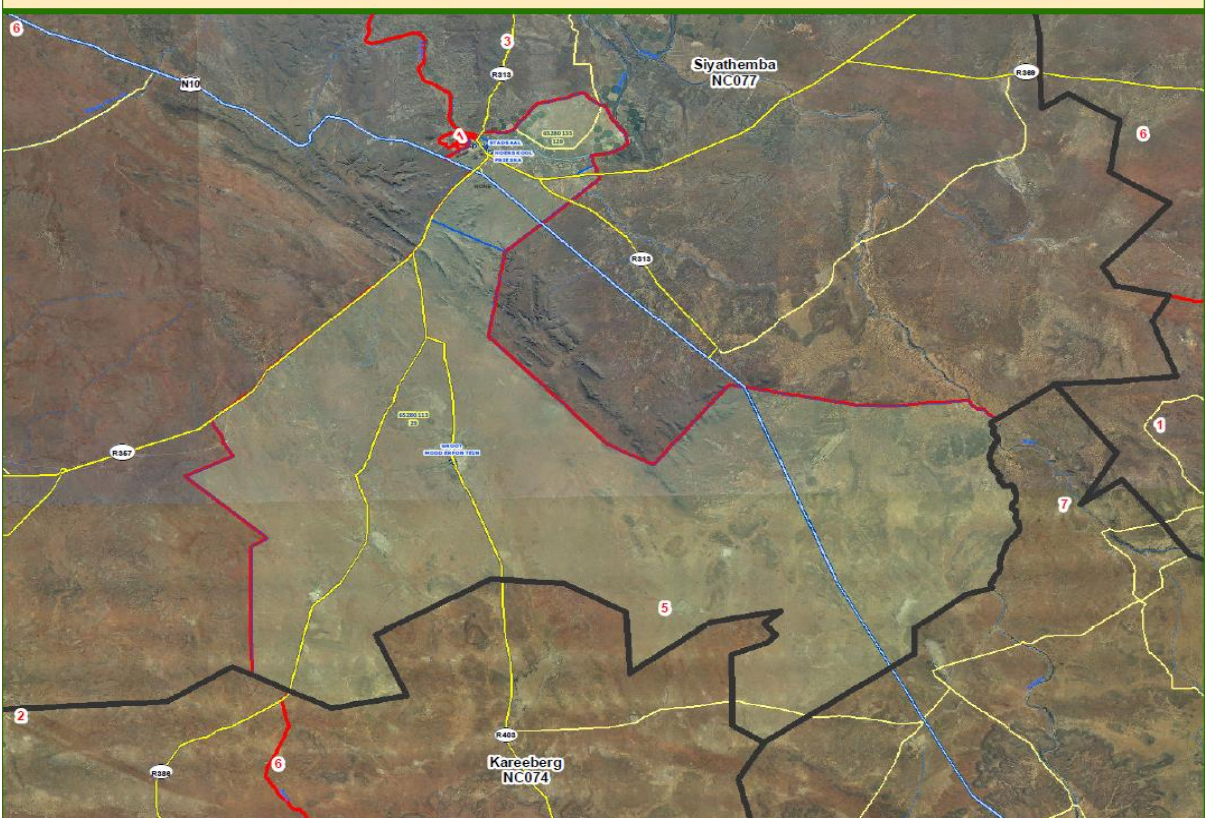
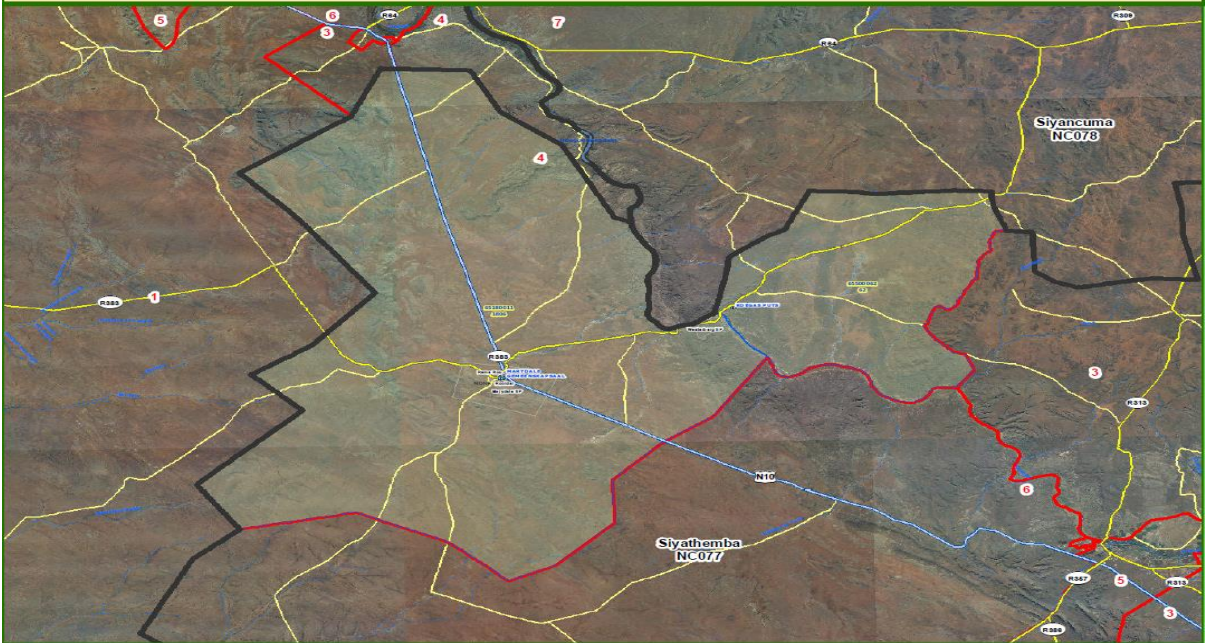
Name	Description	Party
Siziwe Patricia Mooi	PR councillor	Siyathemba Community Movement
Mauricia Estel Niemerhout	PR councillor	Siyathemba Community Movement
Wiida Pelster	PR councillor	Democratic alliance
Sarah Saaiman	PR councillor	Democratic alliance

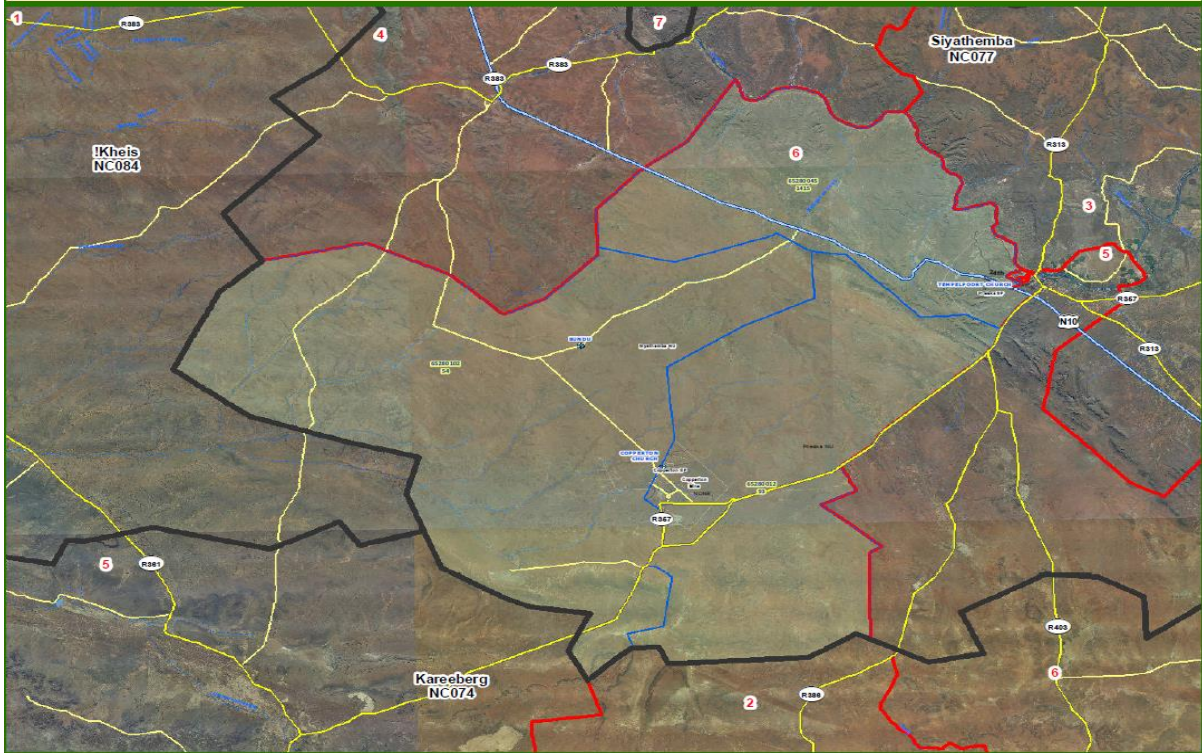
In terms of Statistics SA the Statistical information is reported in 4 wards, this might lead to a bit of confusion in this document, but the Municipality does not have other official data to work from. The Municipality will however strive to always use the latest official statistics.

Table 1: Local Municipality Structure









2.2 SOCIO-ECONOMIC CONDITIONS OF THE MUNICIPAL AREA

2.2.1 MUNICIPAL POPULATION

The local and regional population is illustrated in the table below. From this Table, it is evident that the Siyathemba Municipality had a local population of just more than 21,000 people during 2010².

Table 2: Regional Population by Age

		Population		Age Structure					
				Less than 15		15- 64		65 plus	
		2001	2011	2001	2011	2001	2011	2001	2011
DC 07	Pixley ka Seme DM	166547	186351	32.6	31.6	61.5	62.4	5.9	6.1
NC 071	Ubuntu	16375	18601	33.2	33.3	61.1	61.1	5.7	5.6
NC 072	Umsobomvu	23641	28376	33.7	31.4	61	62.8	5.3	5.8
NC 073	Emthanjeni	35785	42356	31.6	31.7	62.4	62.5	6	5.8
NC 074	Kareeberg	9488	11673	32.6	29.4	59	62.5	8.4	8.1
NC 075	Renosterberg	9070	10978	32.9	32.8	60.6	61	6.5	6.2
NC 076	Thembelihle	14467	15701	32.1	30.9	61.9	62.8	5.9	6.4
NC 077	Siyathemba	18445	21591	33.7	30.8	60.4	63.2	5.9	6
NC 078	Siyancuma	39275	37076	32.3	32.2	62.1	62.2	5.6	6

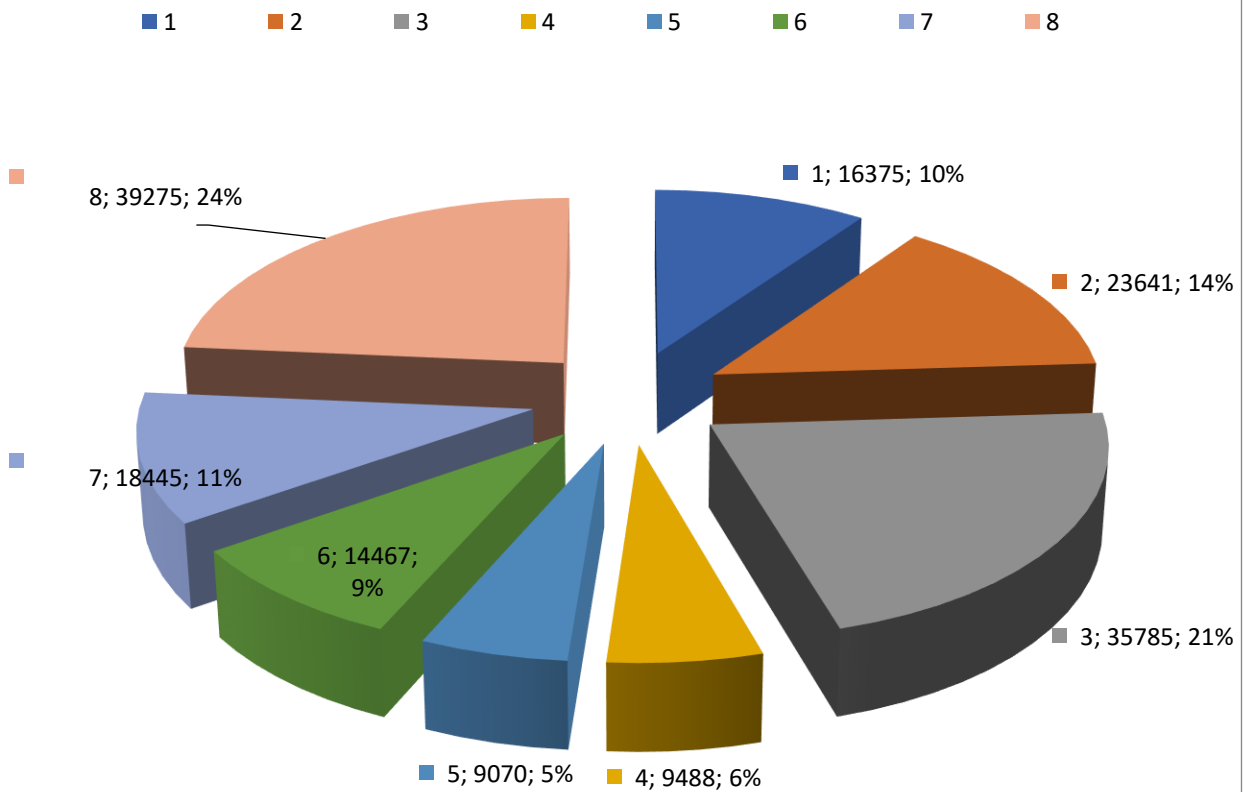
Table 3: National vs Provincial vs Regional vs Local Population Statistics

	2004	2006	2008	2010	2011
South Africa	46,745,940	47,827,370	48,911,245	49,991,472	-
Northern Cape	1,088,672	1,089,227	1,093,823	1,103,918	-
Pixley Ka Seme	190,396	185,334	180,082	179,507	186,351
Siyathemba	21,441	21,312	21,239	21,333	21,591

Source: Statistics South Africa 2011

Figure 3: Population Percentage

Population Percentage per Municipality in Pixley ka Seme District



Source: Statistics South Africa 2011

In regional context, this means that the Siyathemba Municipality contributed 11.9% to the district population (i.e., the second largest Local Municipality in the District by population) and 1.9% to the population of the Northern Cape.

The most dominant population group is Coloured³. This group represents 80% of the total population in the municipal area. The other groups are black (12%) and white (8%).

³ Community Survey 2007; www.statssa.gov.za

Afrikaans⁴ is the most widely spoken language (78%). There are an insignificant number of people which speaks other languages. A total of 824 people indicated that IsiNdebele is their first language and 91 people speak Setswana.

2.2.2 AGE AND GENDER COMPOSITION

The Age & Gender Profile of the local population is illustrated by Figure 1⁵. With regards to this Profile, the following observations were made:

Figure 4: Age and Gender profile

Municipality	Black African		Coloured		Indian or Asian		White		Other	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Ubuntu	2073	1890	6288	6690	51	45	702	708	114	42
Umsobomvu	8532	9222	4161	4512	96	57	780	825	120	66
Emthanjeni	6879	7179	11865	12573	153	81	1653	1734	171	66
Kareeberg	348	210	4830	5106	27	27	510	555	39	18
Renosterberg	1758	1857	3072	3225	36	21	462	480	42	21
Thembelihle	1245	1143	5508	5601	69	12	1101	954	54	15
Siyathemba	2076	1974	7659	7863	66	45	891	936	69	9
Siyancuma	6147	6075	10581	10719	144	105	1395	1383	303	222

- ✎ There were slightly more females (51.4%) than males (48.6%) among the local population during 2010. It was, however, noted that the population became slightly less female dominant since 2000, when 52.4% of the population were female.
- ✎ The working age group (15 to 64) contributed 64.4% to the local population in 2010. This age group has increased proportionately (from 58.6% to 64.4%) in relation to the other age groups. Since 2000, this group increased by approximately 1,210 people.
- ✎ The working age population is slightly male dominant. Since 2000, male working age population increased by around 928 men in absolute terms while the number of women increased by about 282.
- ✎ The age dependency ratio declined from 0.7 in 2000 to 0.6 dependents (children & the elderly) in 2010 for every working age adult.
- ✎ Since 2000, the proportion of children under the age of 15 declined by 6.7%. This means that the age profile of the local population is becoming older. The number of children in the area also declined from around 14,700 during 2000 to just above 12,000 in 2010.

The population of Siyathemba declined from just over 21,370 people in 2000 to about 21,330 in 2010 (see Figure 2.2). This implies that the population contracted by 0.4% on average per annum. This growth rate is slightly lower in the Pixley Ka Seme District Municipality, which contracted 0.7% p.a. The decline of the Siyathemba population was mainly driven by lower fertility rates.

⁴ Community Survey 2007; www.statssa.gov.za

⁵ LED Strategy, March 2012

2.2.3 HIV/AIDS PREVALENCE⁶

In the Draft LED Strategy for Siyathemba Municipality, reference is made to the HIV/AIDS prevalence in the area. It is indicated that data from the Actuarial Society of South Africa was used. During 2010, the HIV/AIDS prevalence rate of the Siyathemba population was 6.0% compared to the District rate of 6.5%. These rates compared well to the Northern Cape (7.6%) and South African (12.6%) averages in the same year.

2.2.4 WATER

Table 3 below gives a comparative indication of the status of water provisioning in the district as captured during the 2011 census.

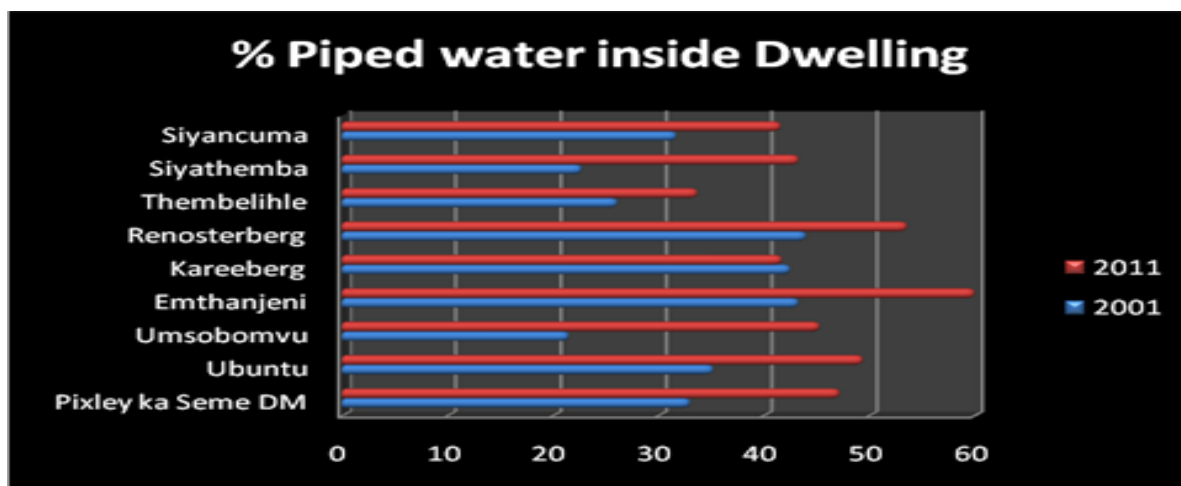
Table 4: Source of Water per Local Municipality

	Regional/local water scheme (operated by municipality or other water services provider)	Borehole	Spring	Rain water tank	Dam/pool /stagnant water	River/ stream	Water vendor	Water tanker	Other	Grand Total
Ubuntu	3477	1215	36	24	210	6	3	117	30	5118
Umsobomvu	6546	831	12	12	147	39	33	153	57	7830
Emthanjeni	9183	1068	15	21	33	3	33	51	36	10443
Kareeberg	2298	774	3	18	24	-	9	81	12	3219
Renosterberg	2394	450	6	3	69	48	-	15	9	2994
Thembelihle	3117	831	3	6	21	114	3	42	3	4140
Siyathemba	4539	762	-	3	66	336	6	75	30	5817
Siyancuma	6348	1677	72	18	135	780	48	408	93	9579
Grand Total	37902	7608	147	105	705	1326	135	942	270	49140

Source: Statistics South Africa 2011

Significant progress has been made regarding the provision of water, but backlogs still exist. 95% of the households in the district are provided with free basic water (FBW) which is above the provincial average of 87, 7%. Only 3% of households had NO access to piped water 46% had piped water inside dwelling by 2011. Piped Water inside Dwelling is about 47.00%. The table below indicates the provisioning of FBW for all municipalities in the district:

Figure 5: Piped Water inside Dwelling

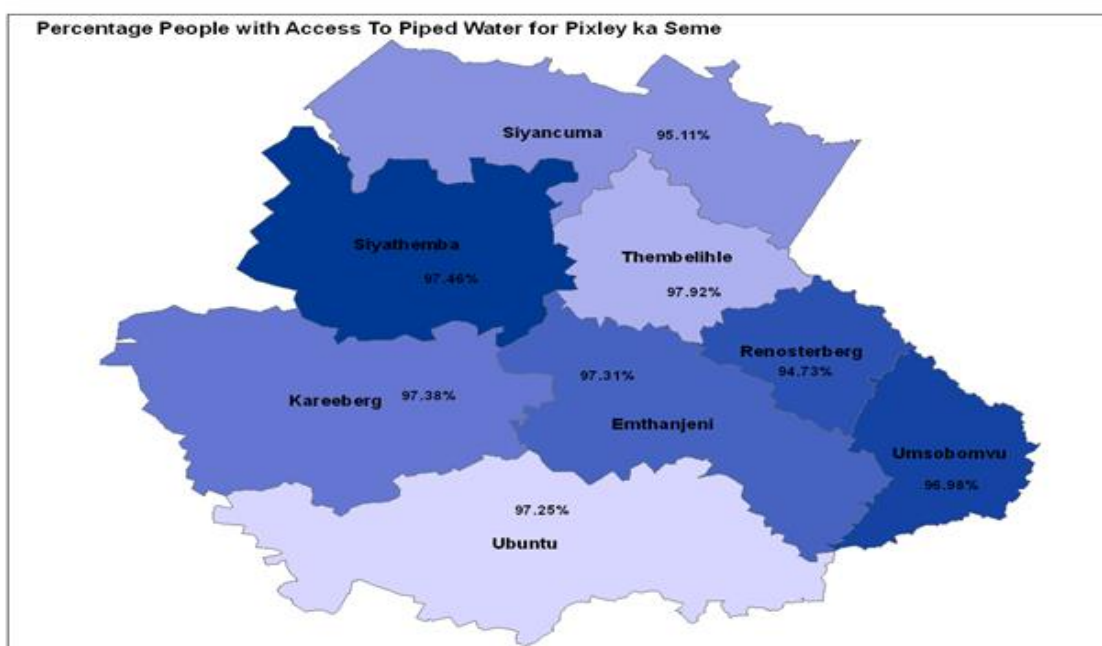


Source: Statistics South Africa 2011 Census

	Piped (tap) water inside dwelling/institution	Piped (tap) water inside yard	Piped (tap) water on community stand: distance less than 200m from dwelling/institution	Piped (tap) water on community stand: distance between 200m and 500m from dwelling/institution	Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling/institution	Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution	No access to piped (tap) water	Grand Total
Ubuntu	2526	2217	282	36	9	3	48	5121
Umsobomvu	3531	3702	381	108	6	6	93	7827
Emthanjeni	6249	3741	243	108	21	6	78	10446
Kareeberg	1338	1521	225	93	9	3	33	3222
Renosterberg	1599	1233	81	51	6	6	21	2997
Thembelihle	1389	1815	471	291	63	99	15	4143
Siyathemba	2508	2958	264	21	3	3	60	5817
Siyancuma	3957	3354	1227	483	213	18	327	9579
Grand Total	23097	20541	3174	1191	330	144	675	49152

Table 5: Access to water by households

Source: Statistics South Africa 2011



Source: Statistics South Africa 2011

Even though many urban residents in the region have access to water and improved sanitation system, some local municipalities are still having water and sanitation backlogs. Siyancuma local municipality has the highest backlog. The table below gives a reflection of the current situation in the region as at March 2011.

Table 6: Backlogs March 2011

Municipality	Water	
	Formal	Informal
Emthanjeni	2	0
Ubuntu	0	0
Umsobomvu	2	0
Renosterberg	3	0
Kareeberg	0	0
Siyathemba	31	0
Siyancuma	66	667
Thembelihle	0	0
Total	104	667

2.2.5 SANITATION

Sewerage and sanitation are basic needs of communities which can pose serious health and hygiene risks for communities and the environment at large if not properly managed and monitored.

According to the White Paper on Basic Household Sanitation, 2001, basic sanitation is defined as:

The minimum acceptable basic level of sanitation is:

- Appropriate health and hygiene awareness and behaviour
- A system for disposing of human excreta, household waste water and refuse, which is acceptable and affordable to the users, safe, hygienic and easily accessible and which does not have an unacceptable impact on the environmental and
- A toilet facility for each household”

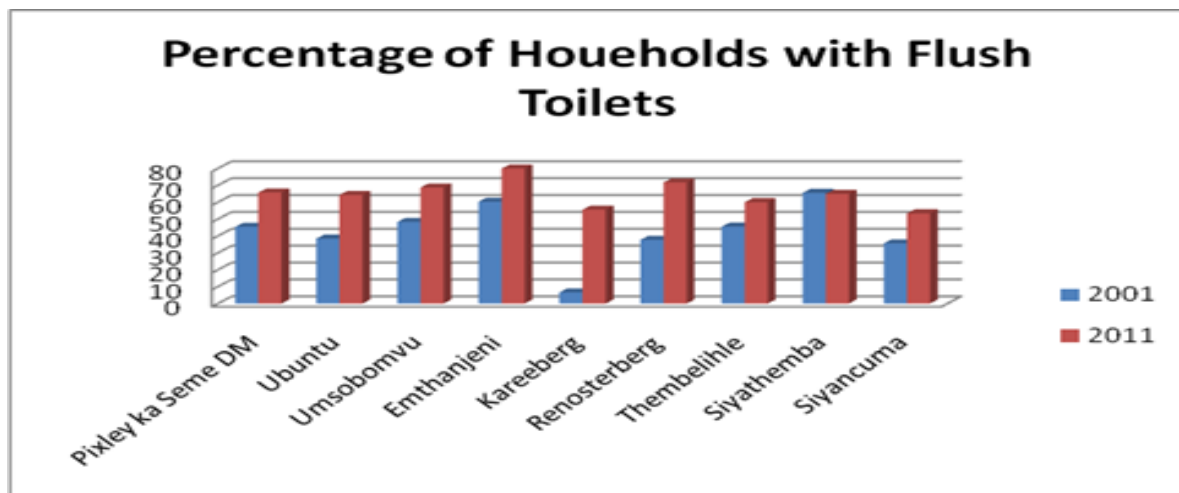
Table 7 below provides an indication of the types as well as those without sanitation in the district:

Table 7: Sanitation per Local Municipality

	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Chemical toilet	Pit toilet with ventilation (VIP)	Pit toilet without ventilation	Bucket toilet
Ubuntu	3300	513	33	180	111	402
Umsobomvu	5388	414	222	852	75	117
Emthanjeni	8319	576	24	336	141	627
Kareeberg	1794	414	6	453	141	96
Renosterberg	2145	342	3	189	51	57
Thembelihle	2484	225	18	456	483	9
Siyathemba	3786	369	6	681	297	213
Siyancuma	5115	651	24	777	618	1152
Total	32331	3504	336	3924	1917	2673

Source: Statistics South Africa 2011

FIGURE 7: Households with Flush Toilets



Source: Statistics South Africa 2011

The table and the Map above show that, Pixley Ka Seme has Flush Toilet Connected to Sewerage at 65.70% households. Emthanjeni being the highest with 85.06% and Thembelihle being the least with 64.41%. However, it must be noted that a project is currently in progress through funds from the Pixley Ka Seme District Municipality to replace buckets with the UDS system. The final 68 toilets have been finalised during this current financial year in Campbell.

Full water borne sanitation is currently being constructed in Schmidtsdrift and the sanitation system will be completed with the completion of the house structures.

Table 8: Sanitation Backlogs 2011

Municipality	Sanitation	
	Formal	Informal
Emthanjeni	67	0
Ubuntu	1	0
Umsobomvu	2	205
Renosterberg	32	330
Kareeberg	0	126
Siyathemba	341	129
Siyancuma	2	872
Thembelihle	0	0
Total	445	1662

2.2.6 REFUSE REMOVAL

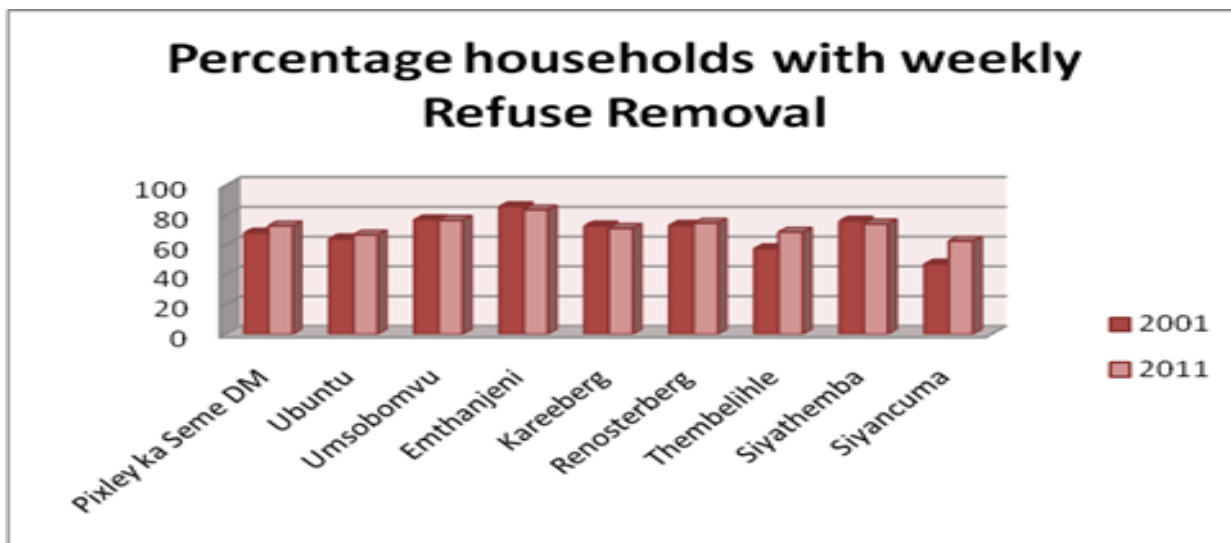
Weekly Refuse Removal in PKSD is about 72.60%. The number of households that are not provided with a refuse removal service in each municipality is indicated in the table below

Table 9: Refuse removal according to Census 2011

	Removed by local authority/private company at least once a week	Removed by local authority/private company less often	Communal refuse dump	Own refuse dump	No rubbish disposal	Other	Grand Total
Ubuntu	3417	39	108	1191	309	60	5124
Umsobomvu	5982	273	174	1245	132	24	7830
Emthanjeni	8709	216	90	1038	141	249	10443
Kareeberg	2283	15	15	762	111	33	3219
Renosterberg	2226	48	48	582	81	9	2994
Thembelihle	2832	33	189	564	483	39	4140
Siyathemba	4305	60	144	1062	234	15	5820
Siyancuma	5964	111	111	2568	741	84	9579
Grand Total	35718	795	879	9012	2232	513	49149

Source: Statistics South Africa 2011

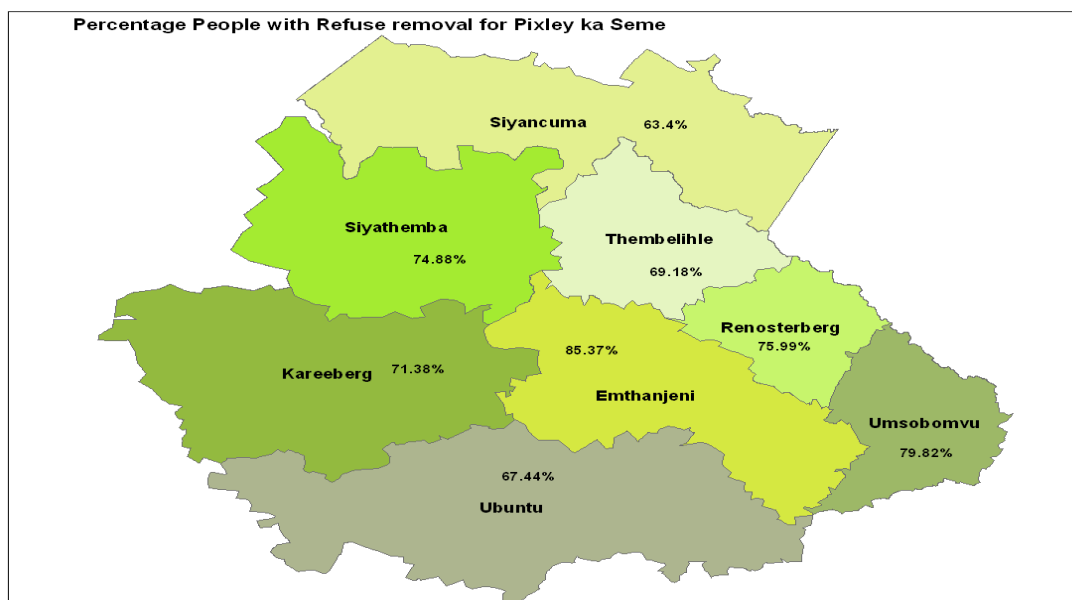
FIGURE 8: Households with Weekly Refuse Removal



Source: Statistics South Africa 2011

On refuse removal, the District has a backlog of 11 279 households. The local municipalities with the most backlogs (households that rely on their own refuse dumps or do no rubbish disposals at all) are Renosterberg, Thembelihle and Kareeberg. In Siyancuma, 3 299 out of 9 506 have refuse removal backlogs (the highest backlogs in all the local municipalities). In Ubuntu, 1 416 out of 4 161 have backlogs and in Thembelihle 1 216 out of 3 592 households have refuse removal backlogs.

FIGURE 9: Pixley ka Seme Refuse Removal



Source: Statistics South Africa 2011

2.2.7 ELECTRICITY

The proportion of households using electricity for lighting has increased from 57% in 1996 to 84% in 2011. South Africa aims to ensure that by 2030 at least 90% of people have access to grid electricity. Increase in both demand and tariffs may slow down this last effort.

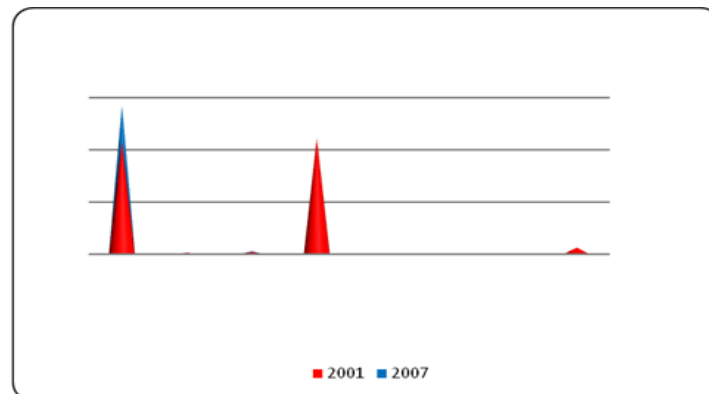
The table below gives a comparative indication of the access to the source of energy in the district as captured during the 2011 censuses. Households using electricity as a source of energy for cooking increased from 47,5% in 1993 to 73,9% in Census 2011.

Table 10: Energy for heating per Local Municipality

	Electricity	Gas	Paraffin	Wood	Coal	Animal dung	Solar
Ubuntu	3180	111	219	1356	81	3	18
Umsobomvu	2709	216	2721	1182	297	12	15
Emthanjeni	6921	258	1026	1131	402	36	42
Kareeberg	1617	141	63	1062	114	3	24
Renosterberg	1998	45	183	531	6	-	9
Thembelihle	1818	120	96	1362	9	-	24
Siyathemba	3057	69	51	2298	18	-	18
Siyancuma	5112	126	57	3480	93	3	21
Total	26412	1086	4416	12402	1020	57	171

Source: Statistics South Africa 2011

Figure 10: Energy for Heating



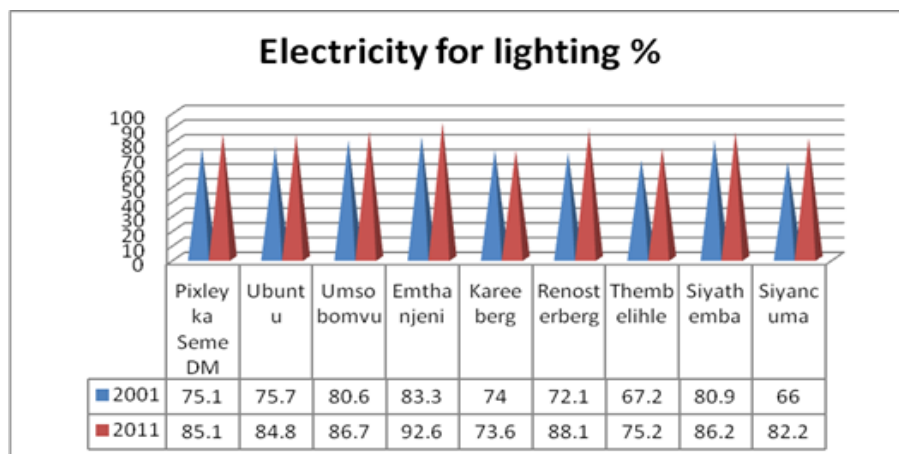
Although relatively expensive, paraffin and gas are used on a limited scale for cooking and heating. Animal dung also features on a limited scale as energy/fuel source for cooking and heating in some rural areas.

Table 11: Energy for lighting per Local Municipality

	Electricity	Gas	Paraffin	Candles (not a valid option)	Solar
Ubuntu	4350	18	33	561	138
Umsobomvu	6801	15	135	855	15
Emthanjeni	9684	18	54	609	63
Kareeberg	2370	9	39	564	231
Renosterberg	2637	6	24	297	24
Thembelihle	3111	9	99	861	45
Siyathemba	5025	9	42	639	102
Siyancuma	7872	6	36	1551	75
Total	41850	90	462	5937	693

Source: Statistics South Africa 2011 Census

Figure 11: Electricity for Lighting



The combination of low rainfall, relatively high population densities and the fact that most of the indigenous vegetation in the area is slow growing, have already resulted in over-utilization of this renewable natural resource in certain places. What is of major concern in this respect is wood harvesting and usage in the rural areas.

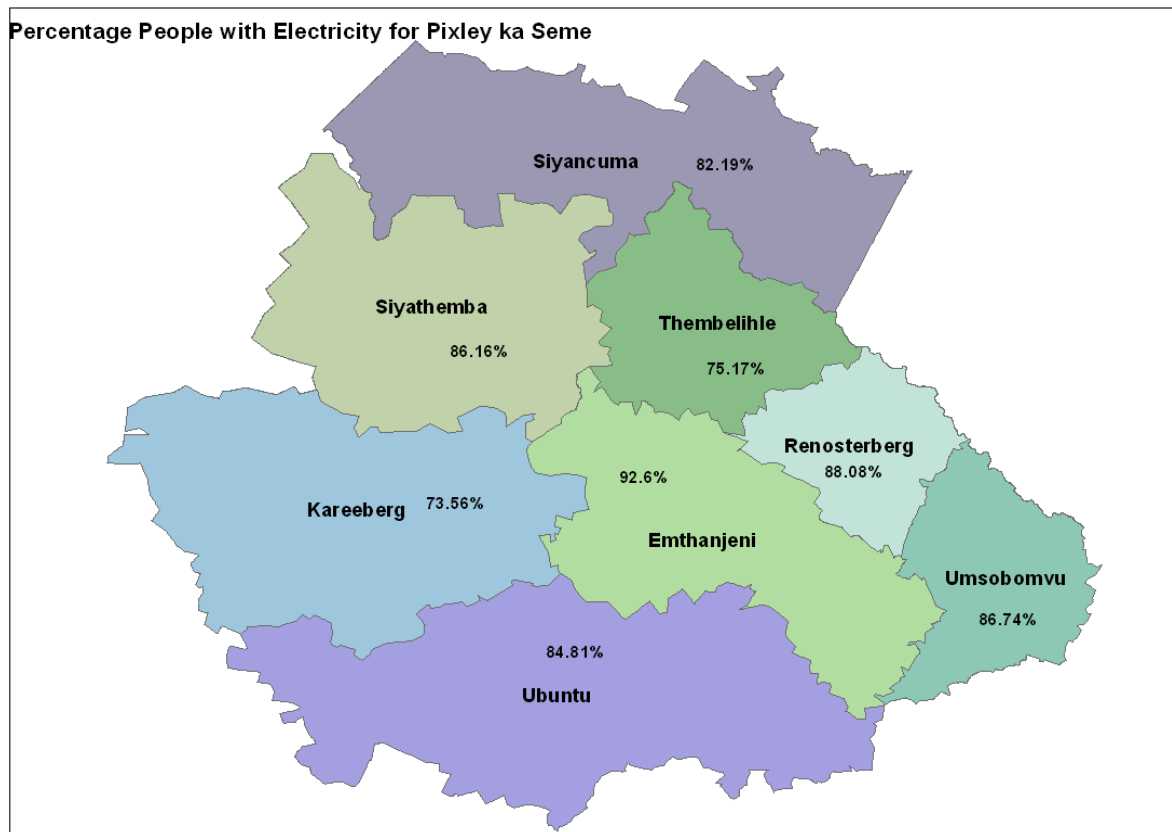
	Electricity	Gas	Paraffin	Wood	Coal	Animal dung	Solar
Ubuntu	3927	228	171	744	24	3	18
Umsobomvu	6174	348	828	393	42	21	12
Emthanjeni	9105	420	240	603	27	18	9
Kareeberg	2103	300	63	696	21	-	24
Renosterberg	2469	102	132	261	6	-	9
Thembelihle	2613	684	375	435	3	-	9
Siyathemba	4788	255	51	699	6	3	15
Siyancuma	7182	471	207	1671	15	-	9
Total	38361	2808	2067	5502	144	45	105

Table 12: Energy for lighting per Local Municipality

Source: Statistics South Africa 2011 Census

There has been an increase in the use of electricity as an energy source and a decrease in the use of paraffin, gas and candles as a source of energy/lighting. Siyancuma, Emthanjeni and Ubuntu have the highest number of backlogs, representing approximately 59,5% of the backlogs in the district.

FIGURE 12: Percentage People with Electricity in PKSDM



Source: Statistics South Africa 2011 Census

All the recent information indicates that much of the district households 83% households have access to electricity for lighting and cooking purposes. As much as the existing situation is encouraging, it is however very important to note that some households (17%) are still using candles and paraffin as alternative power sources for meeting their power needs.

2.2.8 HOUSING

All local municipalities are composed of various residential components varying from formal housing units to informal dwelling units as indicated in the table above. Within the District, 82,8% of people live in formal housing, 10,8% in informal housing and only 2% in traditional houses. Households in the whole PKSD is about 49 193 in respect to the Census 2011, where the average Household Size is about 3.70%, female headed households is about 36.90%, formal dwellings at 86.30% and the housing owned is at 52%

Table 13: Enumeration Area type by Local Municipality

	Formal residential	Informal residential	Traditional residential	Farms	Parks and recreation	Collective living quarters	Industrial	Small holdings	Vacant	Commercial
Ubuntu	13926	339	-	3729	-	-	444	-	54	105
Umsobomvu	23361	1890	-	2451	45	264	222	-	96	45
Emthanjeni	39306	-	-	2499	9	3	6	483	39	9
Kareeberg	9450	-	-	2118	-	-	102	-	3	-
Renosterberg	8934	801	-	1173	-	-	-	57	15	-
Thembelihle	13989	-	-	1626	-	12	-	-	75	-
Siyathemba	18555	-	-	2763	-	-	24	162	90	-
Siyancuma	26061	2697	-	7125	-	-	486	594	114	-

Source: Statistics South Africa 2011 Census

2.2.9 TELEPHONES

According to the table below most households in the district, approximately 66.2% do not have telephones at their homes although many of them have expressed need for the service. The existing situation results in many households still depending on public phones and other means of telecommunication. The public telephones according to Telkom authorities are vandalised frequently. The situation calls for a need to protect these facilities as they will be of help to the residents who depend on them.

It is perhaps interesting to note, as the table indicates, that only in Emthanjeni Municipal Area that a substantial number of the households have telephones at their homes and Cell phones.

Table 14: Household access to Telephone

CELL PHONE ACCESS								
	Ubuntu	Umsobomvu	Emthanjeni	Kareeberg	Renosterberg	Thembelihle	Siyathemba	Siyancuma
Yes	3651	5775	8103	2211	2169	2991	4239	7296
No	1479	2064	2352	1011	825	1152	1593	2280
TELEPHONE ACCESS								
Yes	708	849	1434	504	453	585	708	1026
No	4422	6993	9024	2718	2541	3555	5124	8550

Source: Statistics South Africa 2011 Census

2.2.10 EDUCATION

Obtaining some form of income generating employment has become increasingly difficult in recent years. This is accentuated by the lack of education with the poorly educated being the ones that experience the highest levels of poverty.

There has been an 8,3% increase in the number of learners that have accessed education between 1996 and 2001. There has been a 27,1% increase in the number of learners that have matriculated.

Approximately 3% of persons in the Pixley ka Seme district have an educational qualification higher than a matriculation certificate. Of these, approximately one third have a tertiary qualification. The percentage of the population in the formal education system is 66,5% whilst 19,7% of the population received no formal schooling. Table 14 below is a comparison between Census 2001 and 2011 regarding the number of persons between the ages of 5-24 that attend school:

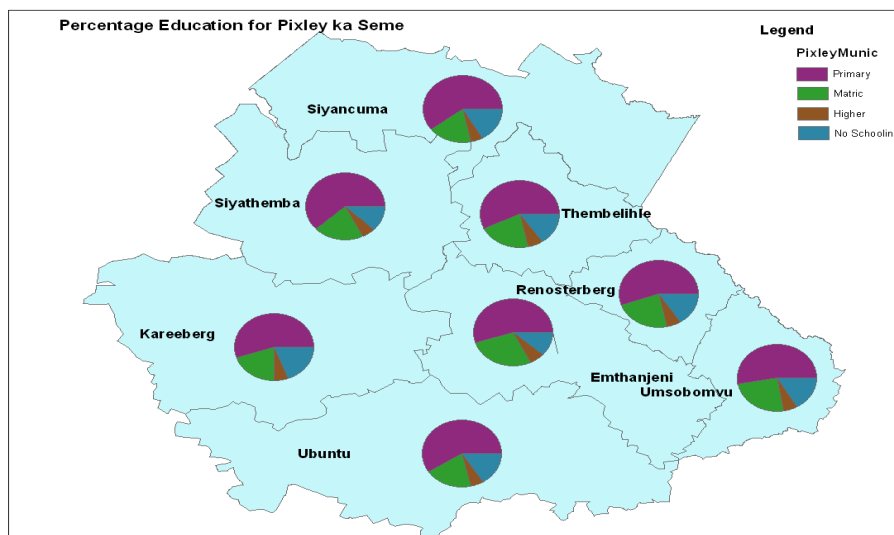
Table 15: Level of Education per Local Municipality

	NC071: Ubuntu	NC072: Umsobomvu	NC073: Emthanjeni	NC074: Kareeberg	NC075: Renosterberg	NC076: Thembelihle	NC077: Siyathemba	NC078: Siyancuma	Grand Total
Grade 12 / Std 10 / Form 5	2100	4050	6396	1314	1506	1926	2433	3861	23586
NTC I / N1/ NIC/ V Level 2	6	18	42	3	6	3	9	18	105
NTC II / N2/ NIC/ V Level 3	6	15	33	6	15	9	12	12	108
NTC III /N3/ NIC/ V Level 4	9	15	54	9	12	9	9	30	147
N4 / NTC 4	6	15	39	9	12	27	18	21	147
N5 / NTC 5	12	12	36	6	6	6	9	36	123
N6 / NTC 6	12	9	51	12	9	21	18	30	162
Certificate with less than Grade 12 / Std 10	3	24	30	6	9	12	6	21	111
Diploma with less than Grade 12 / Std 10	15	24	51	18	15	15	12	24	174
Certificate with Grade 12 / Std 10	66	87	141	36	69	54	84	138	675
Diploma with Grade 12 / Std 10	138	243	381	114	102	90	135	195	1398
Higher Diploma	210	297	363	93	78	153	195	315	1704
Post Higher Diploma Masters; Doctoral Diploma	18	36	30	15	12	27	24	30	192
Bachelors Degree	75	177	261	51	63	114	90	165	996
Bachelors Degree and Post graduate Diploma	42	66	84	18	27	45	27	60	369
Honours degree	30	48	99	15	30	42	48	99	411
Higher Degree Masters / PhD	24	27	69	18	6	18	27	33	222
Grand Total	2772	5163	8160	1743	1977	2571	3156	5088	30630

Source: Stats SA Census 2011

Persons having no schooling never enjoyed formal education, primary education. Implying illiteracy in most cases, these persons are limited to perform manual labour and cannot adequately participate in society.

FIGURE 13: Percentage of People with Education in PKSDM



Source: Stats SA 2001 and 2011

Over the last 15 years the rates of no-schooling have been halved across the country. The percentage of persons 20 years and older who have no schooling decreased from 19,1% in 1996 to 8,7% in 2011. This almost halved since 2001 when 19% aged 20+ had no schooling Northern Cape, went from around 22% to around 11%. Whereas in PKS Education (aged 20 +) No Schooling is 14.60%, Higher Education is 6.10% and Matric 20.50%. The literacy efforts for adults and the increasing influx of 20 years old with proper levels of education are expected to drive these proportions further down in the years to come.

FIGURE 14: Education- Matric and Higher

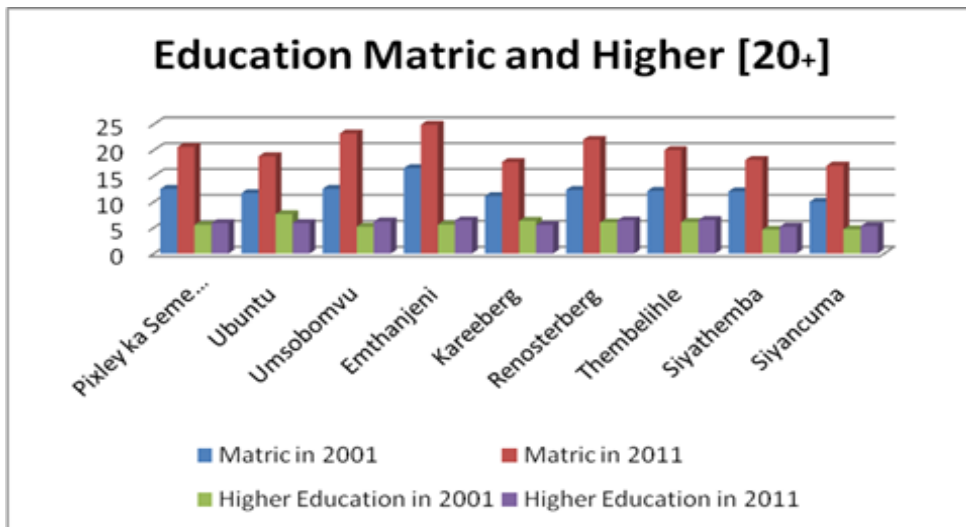
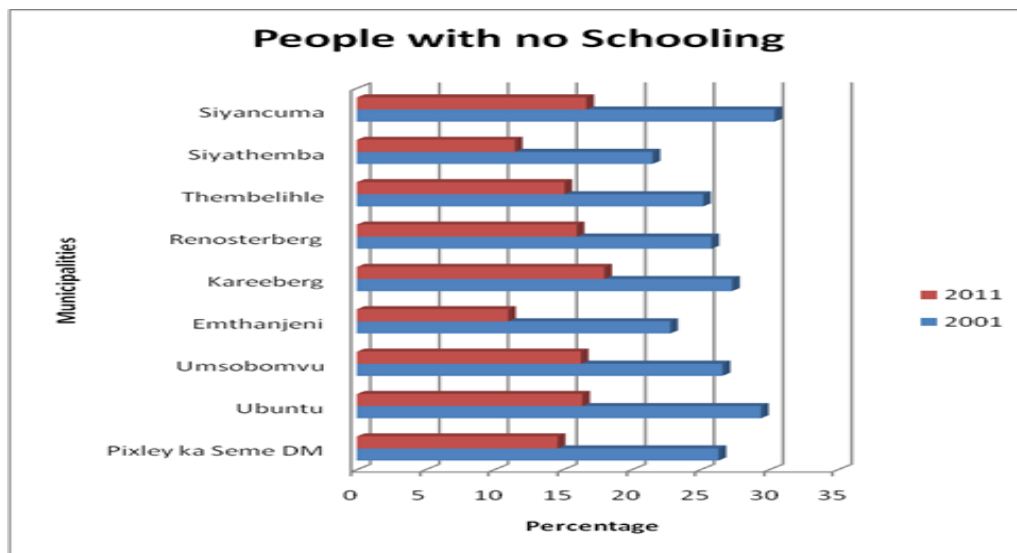


FIGURE 15: No Schooling



Source: Stats SA 2001 and 2011

Table 16: Schooling per Local Municipality

	% NO SCHOOLING	% HIGHER EDUCATION
Ubuntu	10.68	3.72
Umsobomvu	10.68	3.95
Emthanjeni	7.24	3.87
Kareeberg	12.49	3.57
Renosterberg	10.53	3.96
Thembelihle	10.05	3.93
Siyathemba	7.74	3.32
Siyancuma	11.00	3.21

Source: Stats SA Census 2011

The table above presents the level of education of PKS Municipality’s labour force, the statistics for the Northern Cape Province and South Africa are included for comparison. The level of primary schooling is overall higher than the primary level of schooling for South Africa. Secondary education completed is overall lower than both the province and national level of education. The tertiary levels of education are the lowest, with just above 3%.

2.2.11 UNEMPLOYMENT AND LABOUR

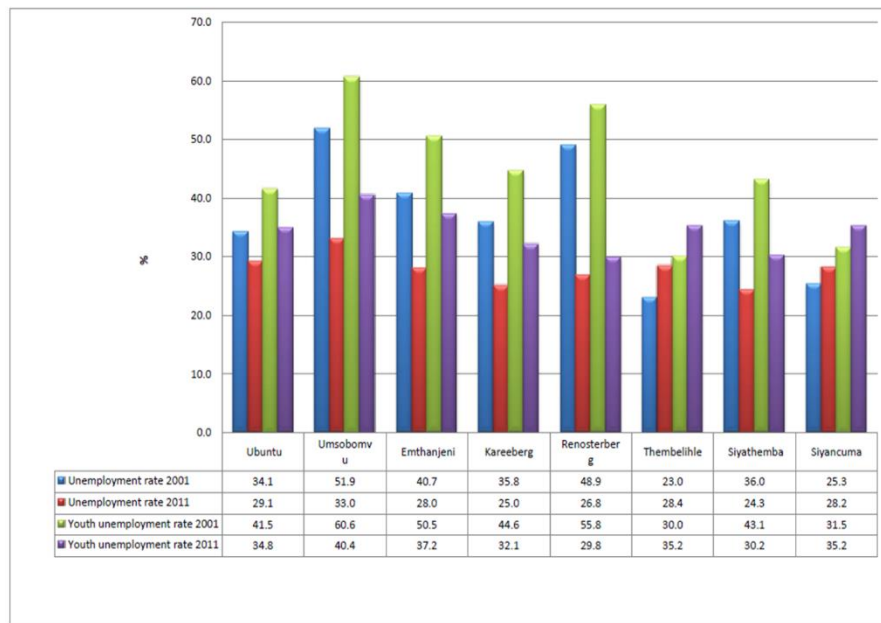
2.2.11.1 UNEMPLOYMENT

There has been a decrease in the number of people employed and a concomitant increase in the number of unemployed in the district between these the 2001 and 2011 censuses. This is directly related to the number of businesses that has closed in the region during the period reflected and indicates the need for a retention or wholesale and retail strategy regarding these businesses. Unemployment reaching approximately 28.3% 2011 and Youth unemployment reaching 35.4% in 2011 as per Stats SA 2011 Census.

Table 17: Employment Status per Local Municipality

	Employed	Total%	Unemployed	Total%	Discouraged work-seeker	Total%	Other not economically active
Ubuntu	5028	27	2064	11	507	3	3774
Umsobomvu	6117	22	3018	11	1188	4	7491
Emthanjeni	9864	23	3831	9	1203	3	11559
Kareeberg	2856	24	951	8	456	4	3030
Renosterberg	2616	24	957	9	324	3	2796
Thembelihle	3861	25	1533	10	687	4	3777
Siyathemba	5370	25	1728	8	765	4	5787
Siyancuma	7947	21	3120	8	1422	4	10575
Total	43659	192	17202	75	6552	30	48789

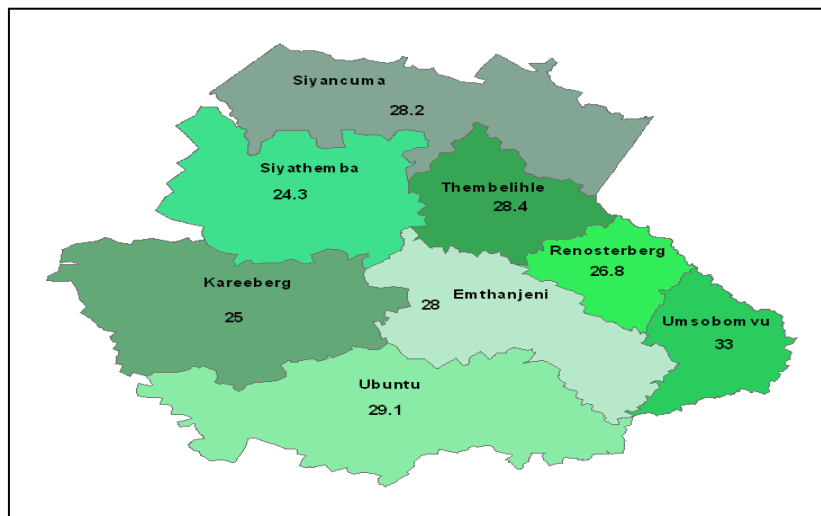
FIGURE 16: Employment



Source: Statistics South Africa 2011 Census

FIGURE 17: Municipalities in PKSDM

0



Source: Statistics South Africa 2011 Census

The municipalities that have the largest percentage of unemployed people are residing in Umsobomvu and Renosterberg with unemployment rates of 30,2% and 31,5% respectively. The municipalities that have the most people in the unemployed trap are Emthanjeni, Siyancuma, Umsobomvu and Siyathemba. These account for 20 153 (70,8%) of the unemployed in the district. Interventions in these municipalities would render the unemployment rate in the district to 7,2% provided the unemployed 20 153 are employed in these areas.

- **LABOUR PARTICIPATION RATE**

The labour participation rate in the district is 50,43%. This indicates the labour force as a percentage of the population in the age group 15-64 years of age.

- **LABOUR DEPENDENCY RATIO**

The total number of persons supported by every person in the labour force, excluding him or herself is indicated by the labour dependency ratio. In the case of the Pixley ka Seme district this ratio is 1, 81 with working individuals in the Siyathemba, Siyancuma and Thembelihle municipalities having to support approximately 2 persons. The lowest ratio in the district is to be found in the DMA area, at 0, 81.

- **LABOUR YOUTH DEPENDENCY RATIO**

Indicates the total number of youths, aged 0-14, supported by every person in the labour force, excluding him or her. The ratio in the Pixley Ka Seme district is 0, 09. This indicates that working individuals support approximately one youth in the age group 0-14.

- **LABOUR AGED DEPENDENCY RATIO**

The labour aged dependency ratio indicates the total number of aged persons, older than 65, supported by every person in the labour force, excluding him or herself. The ratio for the district is 0,85.

- **LABOUR ABSORPTION CAPACITY**

The labour absorption capacity is the ability of the formal sector of the economy to absorb the supply of labour in the region. Approximately 25% of the economically active population of the district is unemployed. The municipalities that have the largest percentage of unemployed in the district is Umsobomvu and Renosterberg with unemployment rates of 30% and 31% respectively. The table 18 below indicates the above ratios in each municipality in the district:

Table 18: Labour Ratio

Local Municipality	Labour Participation Rate	Labour dependency ratio	Labour youth dependency ratio	Labour aged dependency ratio
Emthanjeni	49,70	1,81	12,05	84,53
Kareeberg	54,80	1,65	13,91	79,13
Renosterberg	56,94	1,52	18,66	84,97
Siyancuma	45,81	2,09	-1,83	83,53
Siyathemba	48,19	1,99	0,36	83,92
Thembelihle	46,93	1,95	3,10	83,68
Ubuntu	54,39	1,64	13,09	86,03
Umsobomvu	51,94	1,73	8,19	86,81
	5043	1,81	8,80	84,65

Table 19: Below indicates the population by municipality living below the minimum living levels in the district.

Local Municipality	Population	Population below MLL	% below MLL
Emthanjeni	35 438	18,418	51.97
Kareeberg	9 356	5,433	58.07
Renosterberg	9 091	5,616	61.77
Siyancuma	35 894	22,559	62.85
Siyathemba	17 497	9,374	53.58
Thembelihle	13,716	3,843	28.02
Ubuntu	16,480	10,787	65.46
Umsobomvu	23,747	20,400	85.91
Total	164,412	98,064	59.65

An average of 60% of the population in the district lives below the minimum living level (MLL). The highest percentage is found in the Umsobomvu municipal area, at 85 %, and the lowest at 28% in the Thembelihle municipal area. This represents 17,3% of the provincial population living below the MLL. The average monthly (individual) income for the district is approximately R740 which is less than the stipend received as a grant from social services departments.

2.2.12 ECONOMIC CHARACTERISTICS OF DISTRICT

2.2.12.1 REGIONAL GROSS DOMESTIC PRODUCT

The district contribution to the provincial GDP has consistently been the lowest over recent years with its contribution declining from 10,6% to 9,6% between 2003 and 2004. The economy is predominantly primary sector focused with manufacturing and tourism also contributing to the district economy.

The economic sectors that contribute the most to the GDP of Pixley ka Seme are Agriculture, Mining, Tourism and Manufacturing. Table 20 below represents the percentage contribution per economic sector by the district to the gross domestic product of the province for 2003 and 2004.

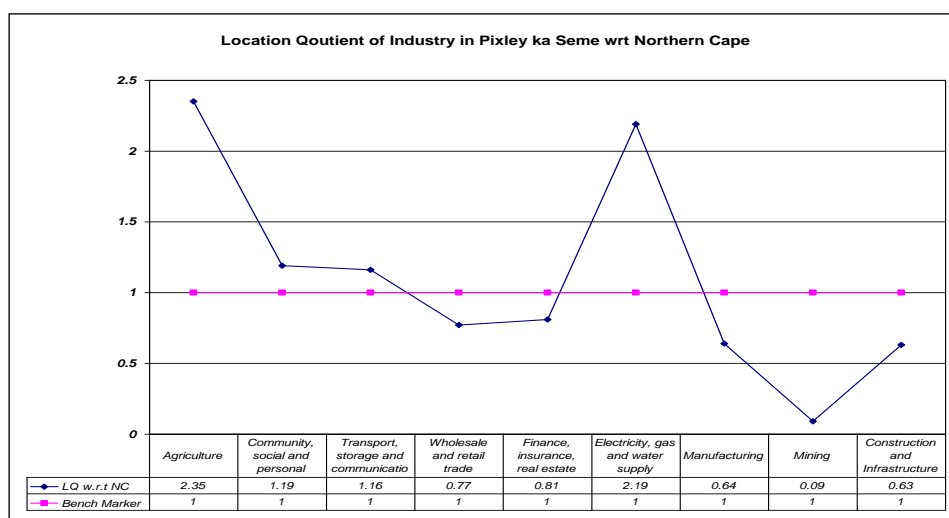
Table 20: Percentage GDP of District Municipalities per economic sector for 2003 and 2004

	% OF GDP									
	Primary		Secondary		Tertiary		Taxes - Subsidies		Total GDP	
	2003	2004	2003	2004	2003	2004	2003	2004	2003	2004
Namakwa	4,3	3,8	0,5	0,4	7,3	7,0	0,7	0,8	12,8	12,1
PKSDM	3,1	2,7	1,0	0,9	5,8	5,2	0,8	0,8	10,6	9,6
Siyanda	3,8	3,3	1,3	1,3	8,0	7,7	1,1	1,2	14,2	13,5
Frances Baard	6,8	6,2	3,2	3,1	26,1	28,6	2,5	2,0	38,6	40,7
Kgalagadi	16,7	16,5	1,4	1,3	4,9	5,5	0,7	0,8	23,8	24,1
NC GDP	34,7	32,6	7,3	7,1	52,1	54,0	5,8	5,6	100,0	100,0

Pixley Ka Seme's total percentage contribution in 2003 was 10,6% and declined to 9,64% in 2004. The district contribution to the GDP has consistently been the lowest over recent years with its contribution declining. It is evident that the tertiary sector contributes the greatest percentage to the GDP of the Northern Cape, followed by the primary sector and then the secondary sector.

The Pixley Ka Seme district displays a similar characteristic as the province with respect to its sectoral contributions to GDP; the economic sectors that contribute the most to the GDP of Pixley Ka Seme are Agriculture, Mining, Tourism and Manufacturing, with its secondary sector contribution being the least. The manufacturing sector is part of the secondary sector which indicates that it has declined over the period of 2003 (0,97%) and in 2004 (0,92%). To transform and diversify the status of the districts economy will require a concerted effort to improve and create development opportunities within this sector.

FIGURE 18: Location Industry



2.2.12.2 LOCATION QUOTIENT

A comparative advantage indicates a relatively more competitive production function for a product or service in specific economy than the aggregate economy. This economy therefore renders this service more efficiently. The location quotient is an indication of the comparative advantage of an economy in terms of its production and employment. A location quotient greater than 1 indicates a comparative advantage regarding the sector in one location with respect to another.

The analysis below indicates the location quotient of the Pixley ka Seme District with respect to the Northern Cape Province. The table and graph below indicates the location quotients of sectors in the district municipality with respect to the Northern Cape.

Table 21: Location Quotients of Economic Sectors

	Kareeberg	Emthanjeni	DMA	Renosterberg	Siyancuma	Siyathemba	Thembelihle	Ubuntu	Umsobomvu
Agriculture	1,18	0,31	1,62	0,54	1,11	1,46	1,47	1,59	0,82
Mining	0,08	0,05	0,45	0,00	4,28	0,09	0,02	0,21	0,00
Manufacturing	0,41	0,71	1,28	0,13	1,92	0,76	1,99	0,91	0,18
Electricity, gas and water supply	0,17	0,60	0,36	11,42	0,08	1,14	0,23	0,00	0,97
Construction	0,52	1,25	0,85	0,58	0,99	1,69	0,48	0,55	1,00
Wholesale and retail trade	1,12	1,05	1,20	0,56	1,02	0,94	1,17	0,79	1,13
Transport, storage and communication	0,52	1,76	0,53	0,33	0,84	0,83	1,33	0,75	0,51
Finance, insurance, real estate	1,06	1,79	0,94	0,46	0,78	0,71	0,61	0,72	0,67
Community, social and personal services	1,18	1,37	0,58	0,54	0,82	0,72	0,56	0,85	1,55

Sectors in the economy of Pixley Ka Seme that have a location quotient larger than 1 are agriculture (2,35); community, social and personal services (1,19); transport, storage and communication (1,16); electricity, gas and water supply (2,19). These indicate sectors that show potential for additional development in this does not imply that sectors, that do not feature here, should not be pursued since there may be latent potential in these sectors that could be exploited.

Other sectors in the district that have a distinct comparative advantage with respect to the Northern Cape and South Africa are:

- Electricity, Gas and Water supply
- Community, social and personal services
- Transport, storage and communication

The municipalities in the district that have comparative advantages with respect to the sector Electricity, Gas and Water supply are Renosterberg and Siyathemba with location quotients of 11,42 and 1,14 respectively. This resounding comparative advantage in the sector for the Renosterberg municipality is due to the presence of the Van Der Kloof Dam in the municipality. It is the only sector in which Renosterberg has a comparative advantage with respect to other municipalities in the district.

Kareeberg, Emthanjeni and Umsobomvu have location quotients, with respect to other municipalities in the district, of 1,18; 1,37 and 1,55 respectively in the Community, social and personal services sector. In the transport, storage and communication sector, Emthanjeni and Thembelihle have location quotients of 1,76 and 1,33 respectively, indicating a comparative advantage in this sector with respect to other municipalities in the district.

The sectors that contribute significantly to the Northern Cape GDP is highlighted in the table above with agriculture having the highest LQ, Electricity, gas and water supply second highest LQ etc. The agricultural sector has the potential for growth with a number of comparative and competitive advantages for the Northern Cape and Pixley Ka Seme in particular.

2.2.12.2 TRESS INDICATORS

The level of diversification or concentration of a region's economy is measured by a tress index. A tress index of zero represents a totally diversified economy whilst the higher the index, the more concentrated or vulnerable the region's economy is to exogenous variables e.g. adverse climatic conditions and commodity price fluctuations.

The economy of the Pixley Ka Seme district has a tress index of 56,18 indicating a reliance of the Pixley Ka Seme economy on the agriculture, transport and services sector. This tress index indicates that the economy is not diversified but is largely dependent on the agriculture and is vulnerable to exogenous variables such as adverse climatic conditions, commodity price fluctuations. We need to look at ways of diversifying the economy.

3 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.

3.1 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 must 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 various 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 is 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 several 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 sizable 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

Siyathemba Municipality is a Category B Municipality and according to the further categorisation in the MIIF, we are a Category B4 Municipality.

The Constitution stipulates a Municipality has Executive Authority in respect of, and has the right to administer the following activities that are demarcated by the Demarcation Board that per the Established Notice of the Municipality:

Schedule 4	Schedule 5
<ul style="list-style-type: none"> ▪ Air pollution ▪ Building Regulations ▪ Childcare facilities ▪ Electricity and gas reticulation ▪ Firefighting services ▪ Local tourism ▪ Municipal Airports ▪ Municipal planning ▪ Municipal health services ▪ Municipal public transport ▪ 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 	<ul style="list-style-type: none"> ▪ Beaches and amusement facilities ▪ Billboards and the display of advertisements in public places ▪ Cemeteries, funeral parlours and crematoria ▪ Cleansing ▪ Control of public nuisances ▪ Control of undertakings that sell liquor to the public ▪ Facilities for the accommodation, care and burial of animals ▪ Fencing and fences ▪ Licensing of dogs ▪ Licensing and control of undertakings that sell food to the public ▪ Local amenities

Schedule 4

- Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto
- Storm water management systems in built-up areas
- Trading Regulations
- Water and sanitation services limited to potable water supply systems and domestic wastewater and sewage disposal systems

Schedule 5

- Local sport facilities
- Markets
- Municipal abattoirs
- 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

3.2 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. 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.

3.3 LOCAL GOVERNMENT MUNICIPAL SYSTEMS ACT (ACT NO. 32 OF 2000)

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 consider, 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 fulfil the provider function.

3.4 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.

3.5 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.

3.6 DISASTER MANAGEMENT ACT, 2002 ACT

In March 2020, South Africa as with the rest of the world found itself during a world pandemic called the Covid-19 Pandemic. On 15 March 2020 the President announced that the National Government will declare a State of Disaster, and on the same day the Minister of Co-operative Governance and Traditional Affairs under which the Disaster Management Act falls promulgated a National State of Disaster in terms of the Disaster management Act, 2002, Act 57 of 2002.

The Country further was placed from 26 March 2020 under lock-down and a new set of rules was introduced, the Disaster Management Act become the principle set of legislation under which the Municipality will operate, subject to the normal Local Government Legislative Framework. New regulations in terms of operations of the whole country and specifically local Government were published to operate within. The Municipality from 26 March 2020 only delivered essential services as determined in the Regulations as published, and were not allowed to do any credit control, this culminated into a major loss of income whilst the Municipality still the services to its clients

The gathering of people was prohibited, no physical meetings, including Council meetings. The Municipality is also prohibited to have any Community meeting and therefore the inputs to the IDP and budget consultation processes could not be done in the normal way and alternative media platforms will have to be and are used. These platforms include the municipal website, Facebook, WhatsApp and twitter. Inputs from the Community and Stakeholder Groups receive via these platforms as well as inputs via e-mail, fax and written submission are and will be considered. The Municipal Covid -19 plan for safety and returns staff back to work as a phased process is attached as an addendum.

4 PROCESS FOLLOWED TO DEVELOP THE IDP

Integrated development planning is a process through which Municipalities prepare a Strategic Development Plan for a period of five years. The IDP is a product of the integrated development process. It is the principal strategic planning instrument, which guides and informs all planning, budgeting, management and decision-making in a Municipality. All Municipalities must, in terms of the Municipal Systems Act of 2000, undertake an integrated development planning process, thus the IDP is a legislative requirement and has a legal status and it supersedes all other Plans that guide development at Local Government level.

In the past, Municipalities followed a specific methodology to develop/compile the IDP. The phases in this process were:

1. Pre-planning Phase
2. Establishment of Structures
3. Compilation Phase
 - a. Analysis Phase
 - b. Strategies
 - c. Projects
 - d. Integration
4. Approval

The 2009 State of the Local Government Report noted that a number of Municipalities were under distress. These Municipalities primarily had difficulties delivering expected services to communities. The Report recommended that urgent and focused interventions had to be provided to enable Municipalities to deliver services effectively and efficiently. One of the critical processes which will assist Municipalities in service delivery is the development of credible IDPs.

The Department of Co-operative Governance, Human Settlements and Traditional Affairs therefore embarked on a process to simplify the current IDP process. The development and implementation of this simplified Framework does not mean a compromise on the quality of the Plan or the provision of inferior services. Instead, it refers to the development of a Planning Framework that is simplified in a way that makes it easy for smaller Municipalities to develop implementable, demand responsive plans that address sustainable development.

Siyathemba Municipality was therefore invited by the Department of Co-operative Governance, Human Settlements and Traditional Affairs to form part of the “Simplified IDP Framework” – Process. The Municipality attended the work session on the 19th of March 2012 during which the process was explained.

Siyathemba Municipality complied with this Process during 2012 and therefore we are having an IDP since 2012 on the new format. The methodology we followed is indicated in the figure below.

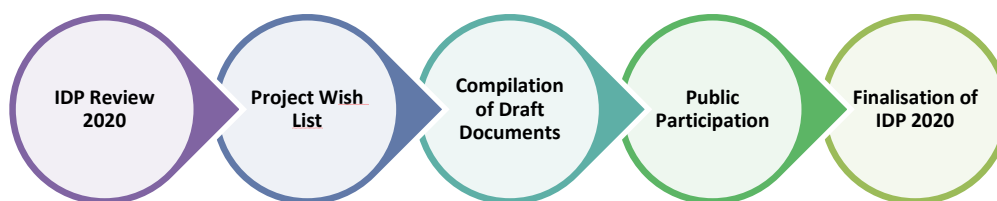


Table 22: Process of the IDP

Activity	Sub Activity	Target Dates
1 IDP 2022/23	IDP 2021/22 is used as the basis document for the 2022/23 IDP.	June 2022
2 Community inputs	The Municipality could not as in previous year embarked on an extensive consultation process, but instead tried to include as many as possible ways to give the community and stakeholders opportunity for input via media platforms	May /June 2022
3 Compilation of Draft Document and Public Participation Programme	The information available in the 2022/23 IDP Document was used to populate the new ‘Simplified Format’. A first draft of the IDP was then related into an input list which was discussed extensively in each ward and the community were given an opportunity to discuss and contribute via their inputs	1st Draft submitted to Council on 31 May 2022
4 Finalisation of Document	All the comments received from the public participation process were worked into the document.	IDP submitted to Council for approval 30 June 2022

5 STATUS QUO ASSESSMENT

In the paragraphs below, the current state of affairs within the Municipality with relation to the key performance indicators, are discussed. In each of the sections, status quo information is provided.

The following aspects should be taken note of:

- ✎ Information used in the IDP is sourced from various other Plans and Strategies previously developed by the Municipality. Reference will be made to the source used and will be indicated as a footnote for that specific section. For example, statistics with regards to water and sanitation delivery is based on the Geo-Database information from the Department of Water Affairs, Local Economic Development information is sourced from the Draft LED Strategy for the Municipality.
- ✎ The Municipality does have a generic Spatial Development Framework (SDF) developed by the District Municipality during 2006. The SDF for Siyathemba indicated potential areas where development is most likely to occur. It did however not stipulate the level of services. In all the subcategories of Point 6.1 Service Delivery and Infrastructure Development, the Municipality will state their vision with regards to the level of service. The generic SDF is attached.
- ✎ The Municipality does not have a Migration Plan in place. The population figures in Siyathemba Municipality is however relatively consistent over the past years.

5.1 SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Objective

- To ensure service delivery planning within the municipality by developing all sector plans and thereby ensuring that the residents of the municipality are happy.
- To improve the Operations and Maintenance planning and implementation by aligning O & M Budgeting and implementation

5.1.1 WATER

Siyathemba Municipality is the Water Services Authority (WSA) and Water Services Provider (WSP) for the 3 towns within their area of jurisdiction. The Municipality strives to fulfil all the WSA and WSP functions, as stipulated in National Legislation.

As WSA, the Municipality needs to ensure access to services, develop a WSDP, compile Policies and Bylaws and put in place institutional arrangements for the delivery of services. As WSP, the Municipality needs to ensure that services are rendered in an effective, efficient and sustainable manner according to the Legislative and Planning Documents developed by the WSA. Operation and maintenance, asset management and customer care are therefore important.

In the paragraphs below, the most critical aspects with regards to water service delivery will be discussed.

Water services are rendered in Prieska, Niekerkshoop and Marydale. The Municipality is also supplying bulk water to Copperton, but Alkantpan (Armscore) is responsible for the delivery of water, sanitation, and electricity services. No services are currently being rendered on farms.

The Spatial Development Framework of the Municipality does not indicate an approved level of water services. The Municipality however strives to have a basic level of service on erven, before people move into that specific area. House connections are therefore the level of service the Municipality strives to provide. In informal areas, standpipes are provided as an interim level of service.

The Municipality understands, as Water Service Authority, that a proper planning document should be in place to coordinate all water services initiatives. Siyathemba Municipality therefore supports the initiative from the Department of Water Affairs to compile Water Services Development Plans (WSDP). DWA National made a new WSDP Guideline available in January 2010. Since then, the new WSDP Guideline has been revised several times to improve the content of the WSDP.

The Siyathemba LM is authorized in terms of the Municipal Structures Act (Act No. 117 of 1998) and the Municipal Structures Amendment Act (Act No. 33 of 2000) as the Water Services Authority for its area of jurisdiction and therefore has a duty, as assigned to it in terms of the Water Services Act (Act No. 108 of 1997), to all consumers or potential consumers to progressively ensure efficient, affordable, economical and sustainable access to water services.

It is expected by DWS for the WSDP document to be approved by Council on an Annual basis. Council already Approved the previous versions. This submission is for the approval of the 2018 – 2019 financial years. Council is requested to approve the 2020 version of the WSDP to be Included in the IDP and submitted to DWS on an Annually basis.

Currently, the new WSDP Guideline consists of the following WSDP documentation:

Table 23: WSDP Status

WSDP components	Outcome
WSDP Module 1 (Knowledge)	Module 1 indicates all related enabling factors per water services topic listed in a tabular format to present an overall status quo of information on a WSA level. The objective of Module 1 is to identify gaps and shortcomings
WSDP Module 2 (Information)	This module will provide detail information regarding the different topics, as well as house all information regarding certain aspects with a topic. The objective of Module 2 is to obtain detail information to address gaps identified in Module 1 and to incorporate them into Module 2.
WSDP Module 3 (Strategies)	Module 3 relates to Strategic Plans. The objective of Module 3 is to develop Strategies identified as gaps in Module 1 and incorporate them into Module 3.
IDP Input Report	This Report will be an outflow from the existing WSDP Module 1 disseminating the required information in a standardized report to the IDP process for incorporation during development stages. The objective of this

	Report is to assist Local Government and WSAs with inputs regarding the IDP Development and IDP Evaluation Process.
Annual Business Plan	This report will be an outflow from the existing WSDP Module 1. According to the Act of 1997, Section 12, each WSA should annually compile a Business Plan which describes actions dealt with in terms of water and sanitation services. The objective of the task is to assist Local Government and WSAs with inputs regarding the compilation of a WS Business Plan.

Siyathemba Municipality completed WSDP Module 1, 2, 3, the IDP Input Report and Annual Business Plan.

5.1.1.1 Water Provision: Catchment to Consumer

Prieska is abstracting water from the Orange River whilst Marydale and Niekerkshoop are dependent on groundwater. Copperton receives its water from the Orange River via Prieska.

In the paragraphs below, a short description of the current water infrastructure is provided.

Prieska

The total volume of potable water for Prieska is supplied from the Flippie Holtzhausen Water Treatment Plant that extracts all its raw water from the Orange River. Electrically driven pumps (4) which can deliver up to 200ℓ/s to a purification plant, are used. The purification plant has a capacity of 6 Mℓ/day and potable water is stored in two potable water reservoirs. Water is pumped by two pumps (that operate alternately) from the water treatment plant via a 150mm, a 200mm and a 300mm pipeline to three nearby distribution reservoirs, as can be seen on Figure 19. Two of the reservoirs have a volume of 2.27 Mℓ and the third, 0.34 Mℓ. These reservoirs are hereafter referred to as the Koppie Reservoirs. The 300mm pipeline is a dedicated line from the pumps at the water treatment plant to the reservoirs. The 200mm pipeline has a connection to a 300mm line that supplies the other reservoirs in the system from the Koppie Reservoirs. The 150mm pipeline connects the water treatment plant to the smaller 0.34 Mℓ capacity reservoir. This reservoir is located next to, but slightly lower than the two larger reservoirs. The 150mm pipeline has many direct connections with the distribution system and is not a dedicated supply to the reservoir. There is a bulk water meter at the water treatment plant that measures all the fresh water pumped from the water treatment plant. The water treatment works is in a good condition and not used at its full capacity. This capacity will increase subject to the water services agreement entered into with Prieska Copperton and Zinc Mine (Orion) for delivery of bulk water to the mine of an estimated 70 ml per month additional to the current delivery.

Marydale

In Marydale, water supply is obtained from 6 production boreholes. The rated capacity of the boreholes is 8.9 ℓ/s. The safe yield of the 6 boreholes per year is 276,820.80m³ Submersible pumps withdraw the water from 6 production boreholes and pump the water to two high lying water distribution reservoirs. The reservoirs store water for use during periods of peak demand and provide the pressure needed to reticulate water to the town.

There is no water treatment works facility in Marydale. Water is disinfected in the two reservoirs by adding floating chlorinators.

Niekerkshoop

Water delivery to the community for human consumption at Niekerkshoop consists of ground water from five boreholes namely GWK1, GWK2, Municipal Offices, G42098 and GWK 3. The water is abstracted with supply lines to the existing two reservoirs with a combined capacity of 0.4 Mℓ. From these reservoirs water is distributed to the water reticulation system to the consumers of Niekerkshoop. There is no water treatment works facility in Niekerkshoop. Water is disinfected in the two reservoirs by adding floating chlorinators.

Copperton

A 450-mm diameter concrete lined steel pipeline, together with a dedicated water treatment works, was constructed by the Copperton Mine in 1970's for supplying water from Prieska to the Mine. The total pipeline length from the water treatment works at Prieska to Copperton is approximately 52 km. After the Mine was closed down in about 1988, the ownership of the pipeline was transferred to Alkantpan, who is using the pipeline to supply water to their testing facilities close to Copperton. Alkantpan is the Owner of the pipeline and also operates and maintains the pipeline.

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

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

Since the transfer of the pipeline in 1990, there were no pipe bursts or leaks detected on the pipeline. Alkantpan has two staff members responsible for the operations and maintenance of the pipeline.

According to the Kareeberg Bulk Water Supply Implementation Readiness Report, no evidence was found that could indicate that the pipeline is in a poor condition. However, limited maintenance has been done on the pipeline since it was transferred to Alkantpan. The lack of maintenance on air valves, especially a pumping main where pumps are switched on and off regularly, could increase the possibility of cavitation due to insufficient air release points, which may result in damage to the internal lining.

There is a group of steel reservoirs at the end of the pumping main, approximately 40 km from the Prieska WTW. The total capacity is 10,9ML. The reservoir near Copperton has a capacity of 2 ML. The set of reservoirs at the end of the pumping main consist of five reservoirs, two of which are 4 ML each and three of which are 0.5 ML each. According to the Kareeberg Bulk Water Supply Report, little maintenance was done on all the reservoirs and the operational valves. No leaks were detected on the group of five reservoirs that are situated at the end of the pumping main, which are currently in use. No corrosion was spotted.

A recommendation was made in the above-mentioned Report that a CCTV camera investigation should be conducted to determine the condition of the pipeline.

This point is for council to consider or/and embrace the development process and further approve the bulk water feasibility study once the document is finalized. MISA is currently funding and assisting the Municipality to conduct the Siyathemba bulk water feasibility study. This is to assist the Municipality to ensure its readiness and ability to plan and respond to the current and future developments that are forthcoming in Siyathemba.

The tender briefing was held on the 28th of August 2019 in Kimberley at the MISA offices and the closing of the tender was on the 09th of September 2019. The successful bidder was LTE Consulting/Nubridge Capital Joint Venture. The feasibility study will assist the Municipality to better plan and manage the water usage in the future.

Council agreed on the 5th of November of 2019 at the Inception Meeting to serve on the Project Steering Committee to enable the agent to make progress payments.

5.1.1.2 Level of Service

The Municipality progressed very well in reaching the National Target to eradicate water needs in their area of jurisdiction. The DWA Geo-database reflects that most of the backlogs have been addressed.

Table 25: Water Level of Services: Formal

Settlement	Households 2011	House connection	Erf Connection	Communal Standpipe	Communal Standpipe>200m	None	TOTAL WATER FORMAL STANDS
Marydale	785	202	449	0	0	0	651
Niekerkshoop	493	156	294	0	0	40	450
Prieska	3,089	2,650	10	365	0	0	3,025
TOTAL	4,367	3,008	753	365	0	40	4,126

Table 26: Water Level of Services: Informal

Settlement	Households 2011	House connection	Erf Connection	Communal Standpipe	Communal Standpipe>200m	None	TOTAL WATER INFORMAL HH
Marydale	785	0	0	129	0	0	129
Niekerkshoop	493	0	0	0	0	0	0
Prieska	3,089	0	0	0	0	0	0
TOTAL	4,367	0	0	129	0	0	129

The Municipality confirmed that bulk water infrastructure is already available for the 40 households in Niekerkshoop. House connections will be made by technical staff of the Municipality.

5.1.1.3 Water quality

The Municipality participated in the Blue Drop Certification Programme from the Department of Water Affairs.

The Municipalities scored an overall average of 40.95% during the 2011 Assessment. The following scores were obtained in each of the water supply systems:

✂ Prieska: 37.52%

- ✂ Marydale: 50.85%
- ✂ Niekerkshoop: 56.56%

The Blue Drop Certification Programme is measuring the entire Water Quality Management of a Municipality. The Municipality still needs to improve on specific criteria such as Criteria 1 (Water Safety Planning), Criteria 2 (Process Control and O&M) and Criteria 8 (Asset Management).

The water quality provided to the people of Siyathemba; for an example over February 2011-February 2012 can be summarised as follows:

Table 27: Compliance Summaries

Supply System	Microbiological	Chemical	Physical	Operational
Marydale Borehole system	83.80%	86.50%	>99.9%	67.60%
Niekerkshoop Borehole System	88.50%	>99.9%	99.60%	77.60%
Prieska Orange River	98.50%	>99.9%	>99.9%	94.30%
TOTAL	91.60%	97.30%	99.90%	82.20%

The SANS241 requires 97% and 85% compliance for respectively Micro and Chemical. The Municipality must therefore improve on the microbiological compliance. These problems are mainly experienced in the borehole systems of Marydale and Niekerkshoop.

The Municipality has requested funds from DWA to assist in closing the gaps in drinking water quality management. An allocation was made to the Municipality and the Municipality started to develop the Water Safety Plan for the 3 Water Supply Systems. As part of the Water Safety Plan a management approved implementation plan is developed. The Municipality identified the execution of this plan as a priority.

5.1.1.4 Operation and Maintenance

The Municipality does not have an Operation and Maintenance Master plan available for any of their water infrastructure. This activity is listed as a possible project for future years.

The Municipality is however doing regular maintenance on their entire infrastructure.

5.1.1.5 Associated Facilities

There are 9 Schools and 6 Health Facilities in the Municipal Area. All facilities are serviced with water and sanitation services. The Municipality has enough resources in place to properly bill for the services it is providing.

5.1.1.6 Free Basic Services

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

During the 2010/11 financial year, 49% of the households were registered as indigents.

5.1.1.7 Related Projects

✂ The bulk water supply to Prieska is sustainable. It is envisaged that bulk water supply to Marydale and Niekerkshoop could become a problem within the next 15 - 18 years. Bulk Water Supply Studies are therefore conducted for Niekerkshoop.

✂ The Municipality is in the process to upgrade the Water Supply Network from the Boreholes to the 2 Reservoirs in Marydale. One of the Reservoir's capacities will also be increased.

5.1.1.8 Challenges

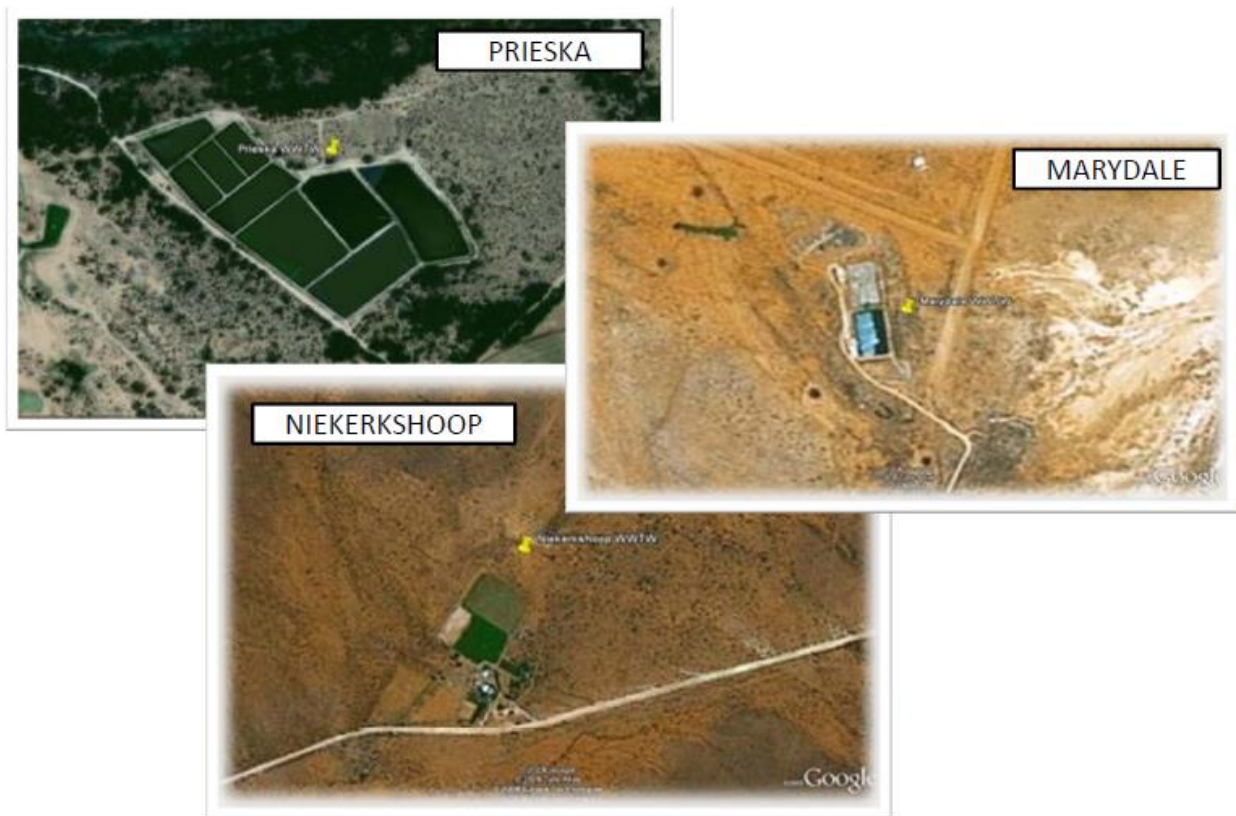
The following key challenges can be identified.

1. Studies indicated that the bulk water supply to Niekerkshoop and Marydale may become a problem in the next few years.
2. Although the municipality progressed very well with regards to the eradication of water needs in their area of jurisdiction, there is still some areas where services needed to be upgraded to a minimum RDP level.
3. No as-build drawings for the internal water reticulation network in Marydale are available.
4. The municipality are doing maintenance of infrastructure on an ad-hoc basis.
5. Currently the Municipality are not providing any services on farm areas.
6. The Blue drop score for the municipality is still very low.

5.1.2 SANITATION

Sanitation services are rendered in Prieska, Niekerkshoop and Marydale. No services are rendered to Copperton, since Alkantpan (Amscor) is responsible for the delivery of water, sanitation, and electricity services. No services are currently being rendered on farms.

5.1.2.1 Wastewater and Collection Infrastructure



The Sanitation Systems in the 3 towns can be summarised as follows:

Table 28: Wastewater Supply Technology

	Prieska ⁷	Niekerkshoop ⁸	Marydale ⁹
Wastewater treatment works	Anaerobic digesters / Oxidation ponds	Oxidation ponds	Oxidation ponds
Design capacity	3Mℓ	3Mℓ	6.5Mℓ
Operate within design capacity	Yes	Yes	Yes
Collection services	1 pump station and approx. 57.3 km pipework	No pump stations and approx. pipework	No pump stations and approx. km pipework.

⁷ First order assessment, DWA

⁸ Calculation made based on size of ponds measured from Google maps

⁹ Calculation made based on size of ponds measured from Google maps

Marydale¹⁰

The Sanitation System in the Marydale community consists of VIP toilets and some flush toilets with a conservancy tank. The septic tanks are serviced by the Local Municipality staff on a daily basis. The WWTW/Oxidation Pond System in Marydale is utilised for the sewer effluent from the conservancy tanks transported by tankers to the Works. The WWTW is in a process of being upgraded and the Council has submitted Business Plans to the relevant MIG Offices for possible funding of the project. No return flows from the oxidation ponds are available. The tanker loads dumped per day are captured in the Registers to determine the inflow volume.

Niekerkshoop¹¹

The Sanitation System in the Niekerkshoop community consists of VIP and UDS toilets and some flush toilets with a conservancy tank. The septic tanks are serviced by the Local Municipality staff on a daily basis. The WWTW/Oxidation Pond System in Niekerkshoop is utilised for the sewer effluent from the conservancy tanks transported by tankers to the Works. The WWTW is in a process of being upgraded and the Council has submitted Business Plans to the relevant MIG Offices for possible funding of the project. No return flows from the oxidation ponds are available and no quality tests are done. The tanker loads dumped per day are captured in the Registers to determine the inflow volume.

Prieska¹²

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

The waterborne sewage contents gravitate through a network of underground sewer pipes to various collection sewage pump stations. Electrical driven submersible sewage pumps transfer the sewage to a main sewer pump station. From this pump station, another set of electrical driven submersible pumps pump the sewage to the Prieska Wastewater Treatment Plant.

The Wastewater Treatment Plant is an Anaerobic Oxidation Pond System. The current capacity of the ponds is 2.2 Mℓ/day and the capacity used, is 95%. All final water or effluent is pumped to the Prieska Golf Club for irrigation of the lawns and fields. The final effluent is not disinfected with chlorine at this stage.

The ponds were upgraded during 2008. No laboratory tests are available on the wastewater quality of the Prieska WWTW. Bucket sewage contents are emptied into a tanker and are transported to the Wastewater Treatment Plant.

¹⁰WRP Consulting Engineers, DMM, Golder, KV3, Zitholele (2009) *Development of a Reconciliation Strategy for All Towns in the Central Region, Frances Baard District Municipality in Northern Cape Province: Reconciliation Strategy for Marydale Town in Siyathemba Local Municipality in the Lower Vaal WMA*, Department of Water Affairs. P.16

¹¹WRP Consulting Engineers, DMM, Golder, KV3, Zitholele (2009) *Development of a Reconciliation Strategy for All Towns in the Central Region, Pixley ka Seme District Municipality in Northern Cape Province: Reconciliation Strategy for Niekerkshoop Town in Siyathemba Local Municipality in the Lower Vaal WMA*, Department of Water Affairs. P.162

¹²WRP Consulting Engineers, DMM, Golder, KV3, Zitholele (2009) *Development of a Reconciliation Strategy for All Towns in the Central Region, Pixley ka Seme District Municipality in Northern Cape Province: Reconciliation Strategy for Prieska Town in Siyathemba Local Municipality in the Lower Vaal WMA*, Department of Water Affairs. P.16

5.1.2.2 Level of Service

The Municipality progressed very well in reaching the National Target to eradicate sanitation needs in their area of jurisdiction. According to the DWA Geo-data base, the following levels of services are provided:

Formal

Settlement	Households 2011	Flush to network	Conservancy tank	VIP	Bucket	None	Unknown	TOTAL SANITATION FORMAL HH
Marydale	785	0	264	213	173	1	0	477
Niekerkshoop	493	0	161	295	0	31	3	456
Prieska	3,089	2,660	0	58	0	307	0	2,718
TOTAL	4,367	2,660	425	566	173	339	3	3,651

Informal

Settlement	Households 2011	Flush to network	Conservancy tank	VIP	Bucket	None	Unknown	TOTAL SANITATION INFORMAL HH
Marydale	785	0	0	0	129	0	0	0
Niekerkshoop	493	0	0	0	0	0	0	0
Prieska	3,089	0	0	0	0	0	0	0
TOTAL	4,367	0	0	0	129	0	0	0

5.1.2.3 Free Basic Services¹³

Siyathemba Municipality is providing free basic sanitation services to all the indigent households. These households do not pay the monthly rates and taxes on sanitation services. For buckets, VIP and conservancy tanks, the service are 100% subsidised by the Municipality. In the case of full waterborne sanitation, 70% of the rates and taxes are paid by the Municipality as part of Free Basic Services.

An Indigent Policy is available which provides the detail with regards to who qualify as an indigent. The Register is updated on an annual basis.

5.1.2.4 Planning

The Municipality does not have any type of Master Plan Document available for sanitation services. Previously, it was addressed as part of the WSDP, but since the responsible Department has changed from DWA to CoGHSTA, this service is no longer discussed in detail in the WSDP.

It should however be noted that most of the critical issues with regards to sanitation service delivery, internal and bulk, have been addressed.

The Municipality is however in the process to compile a Wastewater Risk Abatement Plan to address all the risks with regards to wastewater management. The focus of this Plan is however on

¹³ Interview J Badenhorst, 2012-04-13

management issues and not specifically to improve the level of services and the upgrade of infrastructure.

5.1.2.5 Operation and Maintenance

The Municipality does not have an Operation and Maintenance Master plan available for their entire sanitation infrastructure. This activity is listed as a possible project for future years.

The Municipality is however doing regular maintenance on their entire infrastructure.

5.1.2.6 Quality

The Municipality participated in the Green Drop Certification Programme implemented by the Department of Water Affairs.

An overall score of 18% were obtained. The specific Waste Supply System scored the following:

- ✂ Marydale: 15.2%
- ✂ Prieska: 21.9%
- ✂ Niekerkshoop: 17%

The following regulatory comments were made in the Green Drop Report 2011:

The Siyathemba Local Municipality has digressed markedly from their fairly good 2009 Green Drop scores (65-71%) to very poor ratings of 15-21% currently. These scores are pointing at some significant factors and decision that has been affected within the municipality, to allow such disgraceful digress in performance. The gaps in the current performance are reaching across all spheres of what is considered good practice in wastewater management. Five assessment areas were scored with 0%, whilst the remainder 4 areas did not fare much better to instil confidence. Of interest is that the technical site visit did not concur with the evidence presented by the municipal staff during the assessment. The Prieska Plant, although not excellent, showed a site that is well maintained and properly operated. This would indicate either a low preparedness for the Green Drop Assessment or a focus on technical site work and not so much the administrative and managerial functions of the wastewater services business.

The overall trend for Siyathemba is therefore a strong negative and is further evidenced by the CRR trends which indicate that 2 of the Plants are in now in critical risk space with a 100% CRR. This situation demands the urgent attention of municipal management and provincial Local Government. Regulatory actions will be triggered via these findings.

Green Drop Findings:

Three of the 3 Wastewater Treatment Plants do not have adequate monitoring regimes in place. With this failure, comes the lack of credible scientific testing and reporting.

100% of the plants are not in compliance with the Effluent Quality Discharge Standards employed within the Municipality.

None of the 3 Systems have capacity evidence or plans to rectify the non-compliance scenario, with the exception being Prieska.

Basic systems, procedures, manuals and processes are lacking for all 3 Systems, which is evident of management dis-functionality.

Underlying to the above findings is the evidence that adequately qualified and registered staff is not in place, and that resources are not readily mobilised to address the gaps reported to Management.

5.1.2.7 Related Projects

During the 2011/12 financial year, the Municipality received funds from DWA from the Accelerated Community Infrastructure Programme (ACIP). This grant was utilised to refurbish sanitation infrastructure and equipment. The following were done:

Table 29: Sanitation Related Projects

Town	Activities
PRIESKA	Purchase of Two standby sewer pumps (No.2) Refurbishment of sewer tanker intake (No. 1) Replacement of manhole covers at main sewer pump sets
MARYDALE	Refurbishment of sewer tanker intake Refurbishment/Replacement of night soil suction tanker Fence oxidation pond area
NIEKERKSHOOP	Refurbishment of sewer intake to oxidation ponds Refurbishment/Replacement of sewer tanker

5.1.2.8 Challenges

1. The wastewater treatment facility in Marydale does not function as a proper wastewater treatment works.
2. There are still bucket toilets in the area which needs to be eradicated as a matter of urgency.
3. VIP toilets are collapsing. These households do not have access to a safe and decent sanitation facility.
4. A high percentage of households do have access to a sanitation facility which is in line with minimum standards. The municipality however aims to provide waterborne sanitation to all households. There are dry sanitation facilities which need to be upgraded.
5. Households in the informal area in Prieska do not have access to proper sanitation facilities. There are however vacant erven which do have proper services. These people need to be relocated to these areas.
6. The municipality are doing maintenance of infrastructure on an ad-hoc basis. A proper Operation and Maintenance plan needs to be developed for all the water infrastructure/assets.
7. Currently the Municipality are not providing any services on farm areas. A strategy needs to be developed with regards to the latter.
8. The Green drop score for the municipality is still very low. General wastewater management needs to be improved.

5.1.3 WASTE MANAGEMENT¹⁴

An Integrated Waste Management Plan was compiled for Siyathemba Municipality during 2007 and the document was finalised during October 2007.

The services which the Municipality is delivering are categorised as follows:

- ✂ Refuse removal
- ✂ Street cleansing

¹⁴ Integrated waste management plan for Siyathemba Municipality

✂ Landfill sites, transfer stations and bulk containers

The Municipality is rendering this service internally and it is coordinated from Prieska. The service delivery for the various towns is managed from the Local Service Delivery Centres due to the distance of the towns from each other. There is also no private waste contractors active within the municipal area.

The Siyathemba Municipality does not have a set of Bylaws which comprehensively address the Council's responsibility for the removal of refuse, management of disposal facilities, waste minimisation, illegal activities, payment of fees and penalties.

There are currently no formal Municipal driven waste minimisation activities taking place in the Siyathemba Municipality. However, the Municipality is assisting one individual to recycle glass bottles from the landfills.

The Municipality is also currently not offering any recycling incentives to private people or businesses.

5.1.3.1 Waste Removal

A regular waste removal service is provided to all the urban areas within the Municipality. The farming areas of the Siyathemba Municipality do not receive a waste removal service. The provision of such a service is at the moment not envisaged by the Municipality.

The Siyathemba Municipality utilises a Black Refuse Bag System. Residents have to buy their own refuse bags. The Municipality accepts any number of bags per household, so there is no specific limit. The bags are placed on the curb outside the house and collected from there. In some areas in Prieska, as well as in Marydale and Niekerkshoop, people put out their refuse bins from where it is emptied onto a truck.

Waste removal service, residential and businesses, are done once a week.

In all the towns within the municipal area, small amounts of garden waste are collected together with general household waste.

There is one Provincial Hospital (in Prieska) and smaller Medical Clinics in Niekerkshoop and Marydale. The Municipality is not involved in the removal of any medical waste from these Institutions. The medical waste is collected by SANUMED and incinerated and disposed of in the Free State. The Municipality does not experience any problems with medical waste at the landfill sites.

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

Street sweeping is done in the CBD's of areas of Prieska, Niekerkshoop and Marydale. There is no street sweeping in the residential areas and the residential areas will only be cleaned if it is necessary to do so.

5.1.3.2 Waste Disposal

Each of the towns has its own solid waste disposal site.

Table 30: Waste disposal

Town	Site
Prieska	Existing permitted landfill site
Marydale	Existing unauthorised landfill site
Niekerkshoop	Existing unauthorised landfill site

Prieska

The landfill in **Prieska** is a Class G:C:B⁻ permitted site. The site has approximately enough airspace for the next 20 years. The site is not well managed due to certain financial and personnel constraints. The waste is not covered on a regular basis and is burned once disposed of. The site is not fenced, and access is not controlled. No record-keeping takes place at the entrance to the site. Wind-blown litter is a serious problem at the site. There was one employee stationed at the site.

Table 31: Prieska Landfill Site

Position of site:	4 km south of town.
Permit:	Yes
Year issued:	14/4/2003
Classification of site:	Class G:C:B ⁻
Type of Operation (end – tip, trench, cell):	There is only a large area excavated for dumping purposes. Waste is disposed haphazardly and burned.
Estimated size of site:	Approximately 2 ha.
Estimated remaining life of site:	The remaining life of the site is 20 years
Separation of fresh and contaminated water:	None in place.
Groundwater monitoring:	Not required in permit
Volumes per day, week or month:	It is estimated that the site receives approximately 76 tonnes per week.
Is cover material available?	No
Is the drainage sufficient?	No
Is there access control?	No
Is the site fenced?	No.
Does the site have a sufficient buffer zone?	Yes. No houses situated in the proximity of the site.
Type of equipment utilised on site:	None
Operating hours:	7h30 to 16h30
Estimating cost for closure:	No estimate regarding closure exists. Due to the extended life of the site, the Saving Plan is not in place yet.
Saving Plan for closure:	

In general, the proposed Works can be summarized in the following projects and activities:

- ✂ Clean the area outside the throughput
- ✂ Bulldozed, compact and covered waste with a gravel layer
- ✂ Build a new incinerator with separation cages and dump area
- ✂ Replace the old incinerator with a new incinerator
- ✂ Excavate a new through put

Niekerkshoop

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

Table 32: Niekerkshoop Landfill Site

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

Marydale

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

Table 33: Marydale landfill site

Position of site:	3 km North of town
Permit:	No
Year issued:	N/A
Classification of site:	Not permitted - no classification.
Type of Operation (end – tip, trench, cell):	Site is an open pit where waste is burned indiscriminately.
Estimated size of site:	Approximately 1.5 ha.
Estimated remaining life of site:	Expected to be 20 years
Separation of fresh and contaminated water:	None in place.
Groundwater monitoring:	No groundwater monitoring takes place.

Position of site:	3 km North of town
Volumes per day, week or month:	4.4 tonnes/week
Is cover material available?	No
Is the drainage sufficient?	No
Is there access control?	No
Is the site fenced?	No
Does the site have a sufficient buffer zone?	Yes
Type of equipment utilised on site:	None
Operating hours:	7h30 to 16h30
Estimating cost for closure:	No estimate regarding closure exists. The Municipality must budget for the closure and rehabilitation in the near future.
Saving Plan for closure:	

In general, the proposed Works can be summarized as follows:

- ✘ Opening up of new cells
- ✘ Building of ablution facilities and control / storage room
- ✘ Erection of fence and access gate
- ✘ Clean the area outside the throughput
- ✘ Bulldozed, compacted and covered waste with a gravel layer
- ✘ Re-gravel the access road
- ✘ Construction of a low water bridge.
- ✘ Storm water Control

5.1.3.3 Equipment

The Siyathemba Municipality has a few vehicles that are old and are due for replacement. The tipper truck utilised in Prieska for example, is in need of replacement. The Municipality is responsible for the maintenance of their own vehicles.

The equipment that is utilised by the Siyathemba Municipality is given below in the Table below.

Table 34: Vehicles ?

REG NUMBER	MODEL	VEHICLE DESCRIPTION	CONDITION*	Based
DBR 984 NC	1985	Isuzu Tipper truck (6m ³)	Bad	Prieska
BFN 334 NC	1993	Tractor Trailer	Fair	Niekerkshoop
BFD 423 NC	1977	Tractor Trailer	Bad	Marydale

*Note that the indicated **VEHICLE CONDITION** is a subjective as assessment of the vehicles and no mechanical assessment of the vehicles had been conducted for this Study.

The Siyathemba Municipality has no transfer stations within the municipal area.

5.1.3.4 Related Projects

2 MIG Projects are ongoing in Prieska and Marydale to upgrade the landfill sites in order to comply with legislation. These projects are MIG Projects with a value of R3,9930 million.

5.1.3.5 Challenges

- ✓ Illegal dumping of waste is common in several of the outlying and township areas. The Municipality has to collect this waste at an unnecessary cost. The Siyathemba Municipality has recognized the need for education of the people regarding this practice; however, nothing

has yet been implemented. The Municipality is also experiencing dumping of waste in areas not demarcated for waste disposal.

- ✓ Waste volumes are also not recorded at the entrances to the disposal sites.
- ✓ There are no Waste Minimization Strategies that have been developed. These need to be addressed and implemented.
- ✓ The new developments that are taking place in the Siyathemba Municipality must be included for the provision of a waste disposal service.
- ✓ Illegal dumping of waste is common in several of the outlying and township areas. The illegal disposal should be addressed in order to manage and minimize the illegal activities pertaining to waste disposal.
- ✓ New Municipal Bylaws should be drafted by the District Municipality (for use by the Local Municipalities within the District) that pertain directly to waste and issues surrounding waste management. Issues such as waste minimization and recycling, etc., should be dealt with in the Bylaws.
- ✓ The Siyathemba Municipality has a shortage of personnel, specifically with regard to the management of the disposal sites. Limited or no personnel are present at the disposal sites. Vacant posts should be filled, and posts should be created for the management of the disposal sites.
- ✓ The Siyathemba Municipality has a few vehicles that are old and in poor condition that are due for replacement.
- ✓ The Niekerkshoop and Marydale disposal sites are not authorized. The process to authorize these disposal facilities should be initiated by the Municipality. The operation of these sites is not up to standard. The sites should be upgraded (properly fenced/secured, guard house with ablution) and the operations should be improved in accordance with the Minimum Requirements for Waste Disposal by Landfill document.
- ✓ The Prieska Disposal Site should be upgraded (fenced, guard house and ablution facility) and operated in accordance with the Permit Conditions for the site, as well as the Minimum Requirements for Waste Disposal by Landfill as published by the Department of Water Affairs.
- ✓ Access should be controlled at the disposal facilities and a record should be kept of the types and volumes of waste that is being disposed of at each site.
- ✓ Municipal waste records should be kept and maintained for informed future decision-making purposes and to comply with the Government's Waste Information System requirements.
- ✓ A Mitigation Strategy or some form of succession planning should be developed for the expected increase in HIV-AIDS related deaths amongst personnel.
- ✓ A Public Awareness and Education Programme should be implemented consisting of flyers, newspaper notices and road shows.
- ✓ The Municipality does not have an Air Quality Management Plan. Since Prieska is situated in close vicinity of the SKA development, a decision needs to be taken whether the development of such a plan should be prioritized.

5.1.4 ELECTRICITY/ENERGY

Siyathemba Municipality, together with ESKOM, is responsible for electricity supply in the 3 towns.

Table 35: Responsible Institution

Area	Internal network	Public lighting
Prieska	LM and ESKOM	LM
Niekerkshoop	ESKOM	LM
Marydale	ESKOM	LM

In the LED Strategy of the Municipality, the following Table was included. Reference were made that spatial projections based on Census 2001 and Quantec Research 2012 were used. It is also said that it was estimated that some 85% to 90% of households in the Municipal area had access to electricity during 2010.

Table 36: Access to Electricity

Sub-Place	Number of Households		Level of Access
	2001	2010	
E'Thembeni SP	585	790	75.9%
Marydale SP	412	556	84.2%
Niekerkshoop SP	399	539	90.9%
Prieska SP	520	702	82.1%
Lemnertsville	1165	1 574	96.4%
Hay NU	88	119	58.6%
Prieska NU [Part of P3D03M07M05]	393	531	80.2%
Westerberg SP	1	1	100.0%
Total	3561	4 812	85.2%

The level of household access to electricity has improved slightly from 85.4% in 2001 to over 87% during 2010. Most farms in the area procure their electricity directly from ESKOM.

The Municipality has an Electricity Master Plan available which was developed in the early 2000. The Municipality works according to this Plan to upgrade electricity infrastructure, as well as to develop new infrastructure.

Electricity service is done by the municipality in a part of Prieska. This is the smallest section in the infrastructure department and the staff establishment is currently 5 employees.

Two areas in Prieska still need to be upgraded because the electricity network is old and power failures occur. The Municipality applied for money to upgrade it, but all applications at the Department of Energy have been turned down, because they argue that INEP funds cannot be allocated for the upgrading of existing electricity infrastructure. The biggest part of Prieska, as well as the whole of Marydale and Niekerkshoop, is being supplied by ESKOM directly to customers.

Apart from meter inspections and new installations, maintenance work is done that relate to complaints received or faults which occur. Maintenance work includes:

- ✂ Maintenance of high and low voltage networks
- ✂ Maintenance of street and high mast lights
- ✂ New and maintenance of house connections

- ✎ Maintenance of electrical equipment at municipal installations and buildings such as water treatment works, borehole submersible pumps, sewerage pumps stations, wastewater treatment works, etc.
- ✎ Offices
- ✎ Community halls

The electrical service provides a standby service on a full time (24 hrs) basis in order to react to complaints and limit power failure to a minimum.

Challenges and Areas to Improve Service Delivery

1. The Master plan for the Municipality was developed during 1998. This plan needs to be revisited and updated.
2. The Municipality need to complete the MIG projects registered during the previous financial years.

5.1.4.1 GREENSTONE ENERGY AGREEMENT / NABAVEST CONSORTIUM MANDATE

This point is to advise council on the meeting that was held on the 06th of February 2020 between Greenstone Energy and Management of the Municipality. A lease agreement was signed by both GSE Exco and Municipal representative. This agreement initiates the construction of the 1MW pilot plant as previously discussed in the meeting that was held on the 15th of August 2019. This agreement enable management to pursue the instruction from council to conclude the agreement with Greenstone Energy and to appoint a Transactional Advisor in the form of Nabavest Consortium in order to carry the mandate as per the council instruction.

The purpose of the Mandate is to appoint, authorize and mandate Navavest Consortium to:

- Support the processes to raise the funding for the Siyathemba Municipal Projects;
- Acquire funding structures for multiple infrastructure developments;
- If required, offer escrow account facilities, fund management services and procure insurance related products;
- As required, offer operational and environmental risk related products;
- Assist the Client in complying with requirements for the Transaction;

Through its Project Development Platform, with the relevant Specialist Technical Partners.

The Consortium may be requested to acquire Specialist Technical Partners, in accordance with their agreement, to give tax, legal, regulatory, accounting, actuarial and other specialist and technical advice as and when requested by the Client.

Greenstone Energy is the group that's currently assisting the municipality with the different phases of the municipalities SEZ application to the DTI. The monies that may be generated by this Lease earmarked to accelerate the mentioned application.

A special economic zone is an area in which the business and trade laws are different from the rest of the country. SEZ's are located within a country's national borders, and their aims include increased trade balance, employment, increased investment, job creation and effective administration.

Special Economic Zones (SEZ's) are geographically designated areas set aside for specially targeted economic activities. In relation to Siyathemba the intended anchor initiatives may be renewable energies, mining (Copper), a smelter, agri and others.

5.1.5 STORM WATER

Very little infrastructure exists within the Municipality. There is only a small portion of Prieska where storm water infrastructure exists.

The Municipality does not have a Storm Water Management Plan.

5.1.5.1 Challenges and Areas to Improve Service Delivery

1. Development of a Storm Water Management Plan which will assist the Municipality to phase in this service on a sustainable and cost-effective manner.

5.1.6 SOCIAL SERVICES

5.1.6.1 Housing

The Municipality appointed ASLA Devco (Pty) Ltd on a 3-year contract to act as a Turnkey Implementing Agent for housing and housing related infrastructure. The Team started to develop a Housing Action Plan, with the aim to ensure effective allocation of limited resources, to provide a formal and practical housing priority for implementation and identify the Strategic Implementation Plan for the housing need in Siyathemba Municipal Area. The Municipality therefore does not have an Approved Housing Sector Plan, but a Draft Housing Action Plan is available.

The Municipality does not have updated figures available regarding the housing need in their area of jurisdiction. This is a major challenge for the Municipality and proper planning cannot be done since status quo information is not available. As soon as data is available with regards to the housing need in the area, the Municipality will have a better understanding of the challenges in terms of housing and will be in a better position to identify specific housing subsidy schemes (BNG, rental, etc.) to address these needs.

During 2010, the following information was captured in the Housing Plan: Data Collection and Project Readiness.

Table 37: Housing Needs

MUNICIPALITY	HOUSING NEED	NUMBER OF SITES AVAILABLE FROM 2010/11
SIYATHEMBA TOTAL	5,302	642
<i>Marydale</i>	1,292	115
<i>Niekerkshoop</i>	521	60
<i>Prieska</i>	1,689	467
<i>General to cater for Future Growth</i>	1,800	<i>Town Planning under Construction</i>

The allocations for Siyathemba Municipality are in general relatively small. The Municipality is therefore struggling to address the housing need in the area. With the Housing Allocation to date Siyathemba manage to build 20 and 203 new RDP houses units in Prieska in to the values of R1, 804,000.00 and R20, 354, 233.86 respectively and 55 in Marydale and 54 Niekerkshoop. A new application for 364 houses for Prieska was submitted with COGHSTA and the Municipality still wait for the approval of this funding. The services of the sites have been completed and the Top Structures need to be done. The construction of Conservancy Tanks in both Marydale and Niekerkshoop are also underway.

These Areas earmarked for new housing development and extensions are the indicated in the figures below:

Figure 19: Niekerkshoop Housing Development Area



Figure 3: Prieska Housing Development Area

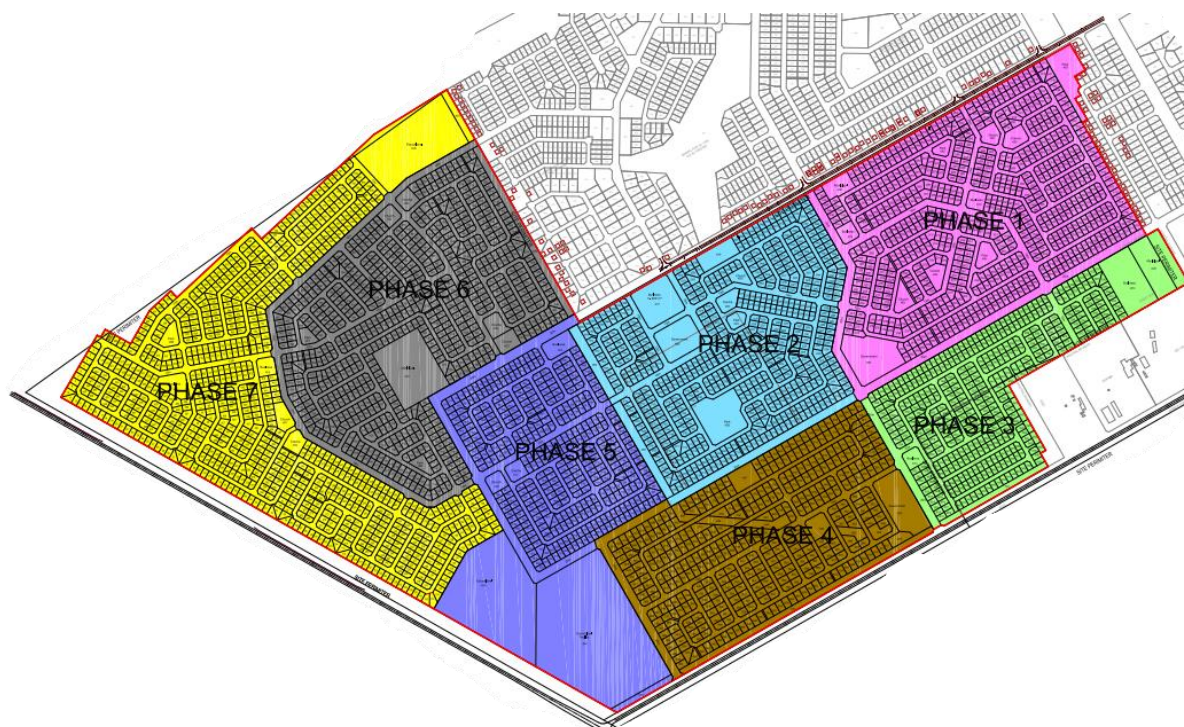


Figure 4: Marydale Housing Development Area

Other housing projects which are currently in the pipeline are the following;

- ✎ Fairview Extension 15, Prieska. The Business Plan was prepared for the erection of 364 Top Structures.
- ✎ The Construction of 55 Top Structures in Marydale and 54 in Niekerkshoop is underway.

Challenges and Areas to Improve Service Delivery:

1. The Municipality does not have proper and realistic information with regards to the housing need in the area.

2. The Implementing agent, together with the municipality started with the development of a Housing Action plan. The aim of this plan needs to be revisited in order to ensure that it can fulfil the role of an Integrated Housing Sector plan. Thereafter the plan needs to be finalised.
3. Progress with regards to the relocation of the Koegas settlement is very slow. The municipality should only play a facilitators role in this regard.

FINAL SPATIAL DEVELOPMENT FRAMEWORK (SDF)

This point is for council to consider or/and approve the final SDF document. MISA is financially assisting the Municipality to establish its own Spatial Development Framework (SDF). The SDF is a

FINAL SPATIAL DEVELOPMENT FRAMEWORK (SDF)

This point is for council to consider or/and approve the final SDF document. MISA is financially assisting the Municipality to establish its own Spatial Development Framework (SDF). The SDF is a strategic document that sets out the objectives that reflect the desired spatial form of the municipality. It will also identify strategies and policies through which to achieve these objectives. The process of preparing the SDF is a core component of the Integrated Development Plan (IDP).

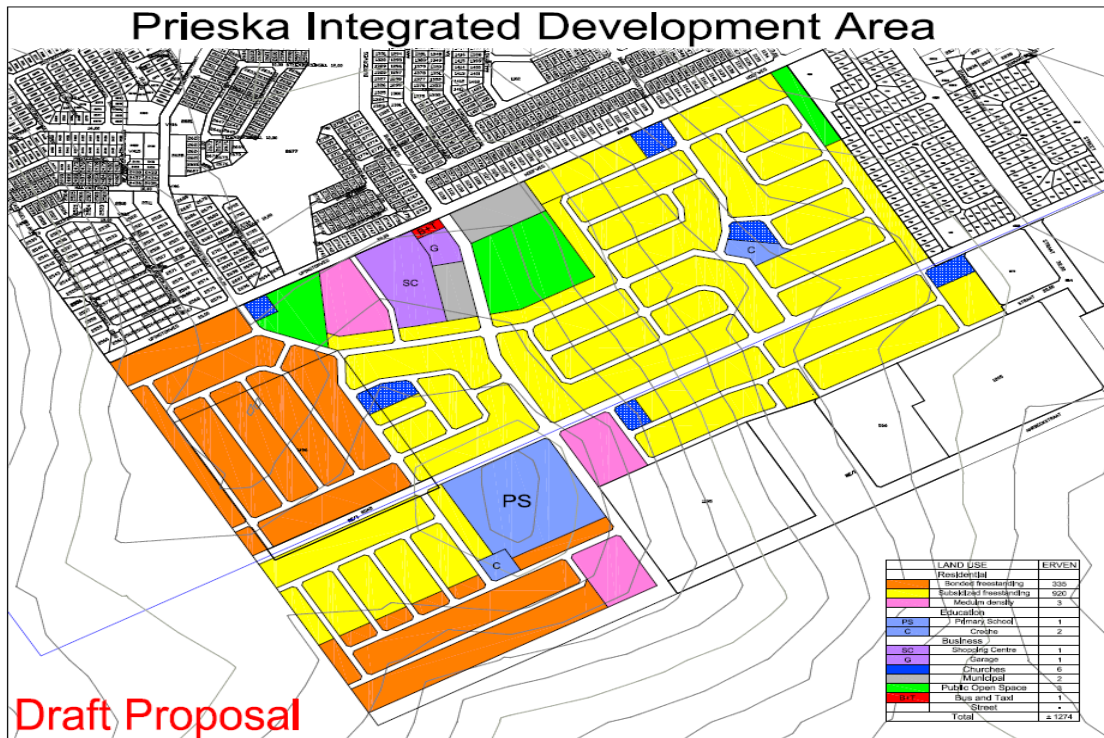
The public participation process was completed, and the document was made available to the public at all three libraries and was also advertised on the newspaper.

LAND USE MANAGEMENT SYSTEM (LUMS) EXEMPTION APPLICATION

This point is for Council to consider and/or approve that the Municipality submit an application to the Minister of Agriculture Land Reform and Rural Development (ALRRD) to request for exemption. This application is to outline the reasons why the Municipality failed to meet the deadline of end of June 2020. This was a date set up Nationally for all Municipality to comply and have a LUMS. However, it should be noted that prior to compile this document the Municipality should have an approved SDF document. Council is aware that the Municipality is at the final stage of approving our SDF, thereafter we are to source funding from sector department for our LUMS.

A Land Use Management System (LUMS) refers to all the tools, systems and procedures a municipality requires in order to manage land and its use effectively. A Spatial Development Framework and a Land Use Scheme are some of the critical components of the LUMS

Propose Town Planning to Advance Housing Development:



5.1.7 HEALTH SERVICES

The following health facilities are available within the jurisdiction area of the Municipality:

Type of Clinic	Clinic name	Town/village name	Sufficient sanitation services	Sufficient water services
Permanent Clinic	Niekerkshoop Clinic	Niekerkshoop	Yes	Yes
Permanent Clinic	E'Thembeni Clinic	Prieska	Yes	Yes
Permanent Clinic	Marydale PHCC	Marydale	Yes	Yes
Permanent Clinic	Prieska Clinic	Prieska	Yes	Yes

The Municipality does not experience much challenges with regards to the availability of Clinics and/or Hospitals. The support services such as roads, electricity, water and sanitation are also sufficient.

The Mayor mentioned the following in the Annual Report:

“We are well covered by a Hospital in Prieska, Clinics in Niekerkshoop and Marydale and at present, we face challenges in the areas of ambulances (Niekerkshoop), and Medical Practitioner shortages. Medicine shortages are in the process to be addressed.”

According to the Service Transformation Plan of the Department of Health, Prieska qualifies for a Community Health Centre. No information is however available on when such a facility will be constructed.

5.1.7.1 Challenges

1. Niekerkshoop does not have any Ambulance services. Negotiations with Dept of health should be initiated to identify possible solutions.
2. It is indicated that Prieska community qualify for a Community Health Facility. The municipality only have limited information with regards to this proposed project. Negotiations with Dept. of health should be initiated to develop a plan of action.

5.1.7.2 Education

The following Schools are within the Municipal area:

School name	Town/village	Learner enrolment total	Educator Total	Admin & support - Total	Type of school
Bloukrans School	Farm	78	3	2	Combined
Modderfontein (Sskv) School	Farm	35	1	0	Primary
Sonskyn School	Marydale	678	19	4	Combined
Môreson School	Niekerkshoop	473	15	4	Primary
Hoërskool Prieska	Prieska	378	20	9	Combined
J.J. Dreyer School	Prieska	830	24	6	Primary
R.D. Williams School	Prieska	980	27	9	Primary
Prieska School	Prieska	330	11	5	Primary
Redlands School	Prieska	42	2	0	Primary
Heuwelsig School	Prieska	990	29	8	Secondary

The Municipality does not experience much challenges with regards to the availability of schools. The support services such as roads, electricity, water and sanitation are also sufficient.

5.1.7.3 Other Services

In the table below, a short description is also given on other services which form part of the Infrastructure and Service Delivery Division within the Municipality:

Table 38: Other Services

Service line	Status quo
Safety and Security	There is a Police Station in each of the 3 towns. There is no fire brigade in the municipal area. The Municipality does not have a Disaster Management Plan. A Community Safety Plan is developed. The Municipality is in the process to obtain a copy of this plan.
Town Planning and Building Centre	The staff involved in Town Planning and Building Centre provides information to other Departments, as well as Consulting Engineers and Consultants regarding proposed developments and land information on a continuous basis.
Cemeteries	The Council has 3 cemeteries in Prieska where burials take place. Currently, we are busy with a MIG Project

Service line	Status quo
	<p>to upgrade one of them because more space becomes essential.</p> <p>In Niekerkshoop and Marydale there are also 2 cemeteries in each town where burials take place. In Niekerkshoop and Marydale, we are currently also busy with a MIG Project in order to upgrade 2 cemeteries because more space is needed for burials.</p>
Airfield	<p>The Airfield in Prieska is suitable for airplanes to land and take off. There are 2 gravelled runways that are gravelled regularly. This airfield is registered with the Civil Aviation Authority and is inspected by them every year after which a license is issued to the Municipality.</p>
Commonage	<p>The Municipality's commonage covers an area of 33 000 ha. The commonage is currently used mainly by emerging farmers. Infrastructure on the commonage is being vandalized by thieves who remove fences, windmills and other infrastructure.</p>

5.1.8 SUMMARY OF POTENTIAL PROJECTS TO ENHANCE SERVICE DELIVERY

This IDP Projects List Represents the current Infrastructure Priorities as reflected in the 2019/20 approved IDP. These are the projects the Municipality intend to implement in this financial year, with consideration and approval from council.

Provision of water	(WS)
Provision of Bulk and Reticulation Water in Prieska.	WS 01
9ool.9\Mechanical upgrade of Water Works in Prieska.	WS 02
Upgrading of Bulk and Internal Water Reticulation in Marydale.	WS 03
Upgrading of Bulk and Internal Water Reticulation in Niekerkshoop.	WS 04
Smart Water Metering in all three towns.	WS 05

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

Expanded Public Works Program	EPWP
Siyathemba Social Security Project 2021/2022	EPWP 01
Siyathemba Water Demand Management 2021/2022	EPWP 02
Siyathemba Storm Water & Cleaning 21/22	EPWP 03

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

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

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

PROJECT SPENDING SINCE 2008

Year 2021/22

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

Year 2020/21

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

Year 2019/20

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

Year 2018/19

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

Year 2017/18

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

Year 2016/17

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

Year 2015/16

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

Year- 2014/15

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

Year – 2013/14

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

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

Year – 2012/13

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

Year – 2011/12

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

Year – 2010/11

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

Year – 2009/10

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

Year – 2008/09

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

5.2 PUBLIC PARTICIPATION AND GOOD GOVERNANCE

Strategy Objective	Key Performance Indicator
Promote representative Governance through the sustainable utilisation of available resources in consultation with the residents of Siyathemba Municipality	<p>Develop a risk base Audit Plan and submit it to the Audit Committee for approval by 30 June 2023</p> <p>Complete a customer survey and submit a report with recommendations to Council by 30 June 2023</p>
Development and transformation of the Institution of the with the aim of capacitating the municipality in meeting their objectives	<p>Preparation of Council and Committee Agendas to be ready and delivered to Councillors at the latest 7 days before each meeting</p> <p>Writing of Minutes of all Council and Committees meetings held within 7 days after meetings</p>
Contribute to the development and protection of the rights and needs of all residents with a focus on the poor	Community engagements by having a council- community engagement programme developed and implemented by 30 November 2021

5.2.1 GOVERNANCE STRUCTURES

The Municipality operates according to a Plenary Executive System where executive powers are exercised by a full meeting of the Municipal Council. The Mayor, Councillor Gloria Speelman (ANC), leads the Council comprising of 9 Councillors – 6 ANC and 3 DA .

The area consists of three towns, of which Prieska serves as the seat of the Municipality. Siyathemba Municipality has eight Councillors elected to the Council indirectly and on a proportional basis. The Municipal Council has a Mayor who serves as the Speaker and eight members.

Table 39: Availability and Status of Structures

Name of Committee	In place
Internal Audit function	The Municipality does not have an Internal Audit Committee in place. The Pixley ka Seme District Municipality is assisting the Municipality with this function.

Name of Committee	In place
Audit Committee	The Municipality did establish such a committee in 2010. It did however not function as prescribed in the MFMA. One of the members also passed away and the Committee was disestablished. The Municipality again re-advertised this position and will appoint a suitable candidate as soon as possible. The aim is to have the Committee functional in the Municipal Financial Year of 2012/13.
Municipal Public Accounts Committee	The Municipality has established a Municipal Public Accounts Committee as stipulated in Section 79 of the Municipal Structures Act. The guidelines, as provided by the Department of Co-Operative Governance and National Treasury were used. The Committee was only established late in the 2011/12 financial year and will therefore only be operational as from the 2012/13 financial year.
Ward Committees	There are 4 Ward Committees, one in each of the 4 Wards. The Ward Councillor is the Chairperson for the specific Ward Committee. In general, the Municipality is satisfied with the operations of the Ward Committees.
Council Committees	The Municipal council, with effect from 1 November 2021 changes from a Plenary Executive Council with participatory wards to a Collective Executive System with a ward participatory system. The Municipality now has an Executive Committee as the principal committee of Council. The Municipality has a fulltime Mayor and 2 part time members of the Executive Committee as well as a speaker how is the Chairperson of the Council
Supply Chain Committees	The Municipality has an Evaluation Committee and an Adjudication Committee in place, but currently not a Specification committee.

Other Public Participation Initiatives:

- ✎ The Municipality strives to have regular “Council meets the People and Imbizo” sessions on a quarterly basis. During these sessions, the community can communicate any grievances which they might have.
- ✎ The Newsletter indicates activities which took place in the municipal area during that specific quarter. Announcements such as meetings which take place, documents ready for public comments, etc., are also made in these Newsletters. The Newsletters are currently only available at the 3 Municipal Offices. The aim is to distribute these Newsletters also with the monthly municipal accounts.
- ✎ The Municipality developed a website. It is already operational, and the Municipality maintained it on a regular basis. The address for the website is www.siyathemba.gov.za
- ✎ The Municipality will also distribute flyers to communities if specific announcements need to be communicated.
- ✎ The Municipality attends the quarterly District Mayoral Forum meetings. The Mayor of Siyathemba Municipality attends the meetings of this Forum.
- ✎ Councilor T Yawa is elected by the Siyathemba Municipal Council to represents the Municipality on the Pixley ka Seme District Municipal Council.
- ✎ The Municipality also attends the District Intergovernmental Forum meetings. The Municipal Manager and Chief Financial Officer attend the Technical and Financial IGR meetings, whilst the Mayor of the Municipality attends the Political IGR Forum meetings.

The Library Services render an important educational service to the Siyathemba Community. The aim of the service is to take the Libraries to the people. The main aim of the Siyathemba Library Service is to render an effective and efficient service to the community of Siyathemba. The Library provides information and recreational services to adults, learners and students. This section creates a culture of reading through Educational Programmes. We are also involved with Provincial Library Services in a Library Development Programme where we address the needs of Libraries through Financial Allocation from Provincial Administration.

5.2.2 MANAGEMENT AND OPERATIONAL SYSTEMS

The availability and status of the various Management and Operational Systems are described in the paragraphs below.

5.2.2.1 Complaints Management System

The Municipality do have a formal Complaints System in place. A Policy was however compiled, and the draft was tabled for Council approval. The Policy still needs to be adopted by Council and thereafter it needs to be implemented.

Currently there are mainly 2 platforms used by the communities to communicate grievances, namely:

- ✂ Complaints Register at the Municipal Office: Community members can complete this Register. The complaints are given to the Municipal Manager and he again delegates it to the specific Line Manager. There is however no formal procedure in place to provide feedback whether the complaint has been addressed or not.
- ✂ Council meets the People: These sessions take place on a Quarterly basis. The Council communicates any new developments with the community members and they again can list their problems, etc.
- ✂ Due to Covid-19 Council-meets-the -People cannot take place and social media plays an important role in communication between the Municipality and its Community.

5.2.2.2 Fraud Prevention Plan

For the 2011/12 financial year, the Municipality did not have any Policy or Plan in place with regards to fraud prevention. The Evaluation and Adjudication Committee's strives to ensure that all tenders are correctly advertised, adjudicated and awarded. A Plan was however drafted late in the 2011/12 financial year and tabled at Council for approval. The Municipality aimed to implement this Plan starting from the 2012/13 financial year onwards.

5.2.2.3 Communication Strategy

The Municipality does not have such a Strategy in place but has a Communication Officer that communicate with the Community via the Social Media Platforms. The Communication Officer also attends a quarterly meeting at the District Municipality.

As can be seen in the above paragraphs (5.2.1, Table 20 and this paragraph), there is several activities within the Municipality to ensure transparency and public participation. These activities are however not documented in a formal Communication strategy which can be adopted by Council as well as implemented and monitored. There is a generic Communication and Public Participation Policy in place but it does not guide these initiatives within Siyathemba Municipality.

5.2.2.4 Stakeholder Mobilization Strategy/Public Participation Strategy

The Municipality does not have such a Strategy in place but is committed to consult and give information to the public in Siyathemba Municipality. In this difficult Covid-19 time the Municipality relies on the Municipal Social Media Platforms to communicate with the community

5.2.2.5 Records Division

The Records Division is entrusted with the core responsibility of managing the Municipality's official records by means of achieving the records, disposing of certain of those records and the transfer of records to the Provincial Archives. In general, this division manages access to records and serves as a centre for the receipt, distribution and dispatch of correspondence to and from the public, as well as to Councillors.

5.2.3 CHALLENGES:

- 5.2.3.1 The municipality succeeded in developing guideline documents and/or establish committees during the 2021/22 financial years. These committees are operational. They are;
 - 5.2.3.1.1 Audit committee
 - 5.2.3.1.2 Municipal Public Accounts Committee
 - 5.2.3.1.3 Supply Chain Committees
- 5.2.3.2 The wards areas in the Siyathemba area are vast and therefore it is difficult for people to attend ward meetings. The idea is to co-opt a specific person who can attend these meetings and disseminate the information afterwards to a specific area.
- 5.2.3.3 The Municipality does not have a desk to assist with and support initiative in terms of special groups such as people living with HIV/Aids, youth, violence against women.
- 5.2.3.4 The Newsletter of the municipality is not yet fulfilling the role as initially anticipated. It can also be distributed much wider.
- 5.2.3.5 The website for the municipality is developed, but it must now be maintained to ensure that it reaches the envisaged benefits.
- 5.2.3.6 The library services play an important educational role in the community. Although the library can benefit from the Library development fund, there is currently not activity plan developed.

5.3 INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Strategy Objective	Key Performance Indicator
Development and transformation of the Institution of the with the aim of capacitating the municipality in meeting their objectives	Review the PMS Framework to include individual performance and submit to council by 30 September 2021
	Number of people from the employment equity target group employed (newly appointed) in the three highest levels of management in compliance with the municipality's Employment Equity Plan by 30 June 2022
	Review the PMS Framework to include individual performance and submit to council by 30 September 2021
	Number of people from the employment equity target group employed (newly appointed) in the three highest levels of management in compliance with the Municipality's Employment Equity Plan by 30 June 2022
	1% of the approved personnel budget spent on training as per the approved Skills Development Plan spent by 30 June 2022
Development and transformation of the Institution of the with the aim of capacitating the municipality in meeting their objectives	Arrange training sessions for supervisors of all department on general management of subordinates including the management of discipline and handling of grievances by 30 June 2022
	Review the Employment Equity Plan (EEP) and submit to the Council by 30 June 2022
	Limit vacancy rate to 10% of the budgeted posts by 30 June 2022
Provision of access to all basic services rendered to residents within the available	90% of the approved budget for the maintenance and management of the commonage spent by 30 June 2022
Contribution to the creation of communities where residents and visitors can work, live and	Develop a Policy and By-law for a Municipal Animal Pound and establish the Municipal Animal Pound with the assistance of other stakeholders and finalise by 30 June 2022

Strategy Objective	Key Performance Indicator
play without threat to themselves or their properties	Develop Disaster Management Plan including contingency plans and the submission of the plans to Council by 30 June 2022
	Develop and implement an electronic Complaint Management System by 30 June 2022

5.3.1 IT

The Municipality has a central server, and all users can access the information on the server. There is however rights allocated to specific drivers which cannot be accessed by all users.

The Municipality is making use of an external Service Provider to do the necessary back-ups of information, as well as to do basic maintenance of the server and the computers. The Service Provider is visiting the Municipality on a regular basis to perform this function.

There is a structured plan for the purchasing of new hard and/or software. If the need arise for more computers or specific programmes, the staff member will report it to his/her Section Manager or Supervisor, from there to the Acting CFO – Mr Howard Meiring which in turn will discuss it with the Municipal Manager and he will evaluate the request. Each year there is a budget for “Furniture and Equipment” and the Municipal Manager makes use of this allocation to authorise and purchase computers and/or programmes.

There are a Nashua, Internet Services and Gestetner Stores in Prieska. These 3 suppliers are used to purchase the day-to-day consumables such as paper, cartridges, etc.

5.3.2 AVAILABILITY OF SKILLED STAFF

In general, the Northern Cape Province is struggling to attract skilled people to the Province, as well as to retain them. This Brain Drain situation is present in this Municipality as well. The recruitment and appointment process attempt to appoint local inhabitants of Siyathemba, first and foremost. However, a process exists to identify scarce skills, i.e. Electricians, Engineers skilled financial experts , etc. and therefore recruitment happen on a wider¹⁵ scale.

5.3.3 ORGANISATIONAL STRUCTURE

For the delivery of services, the administration of the Municipality is divided into 3 Departments:

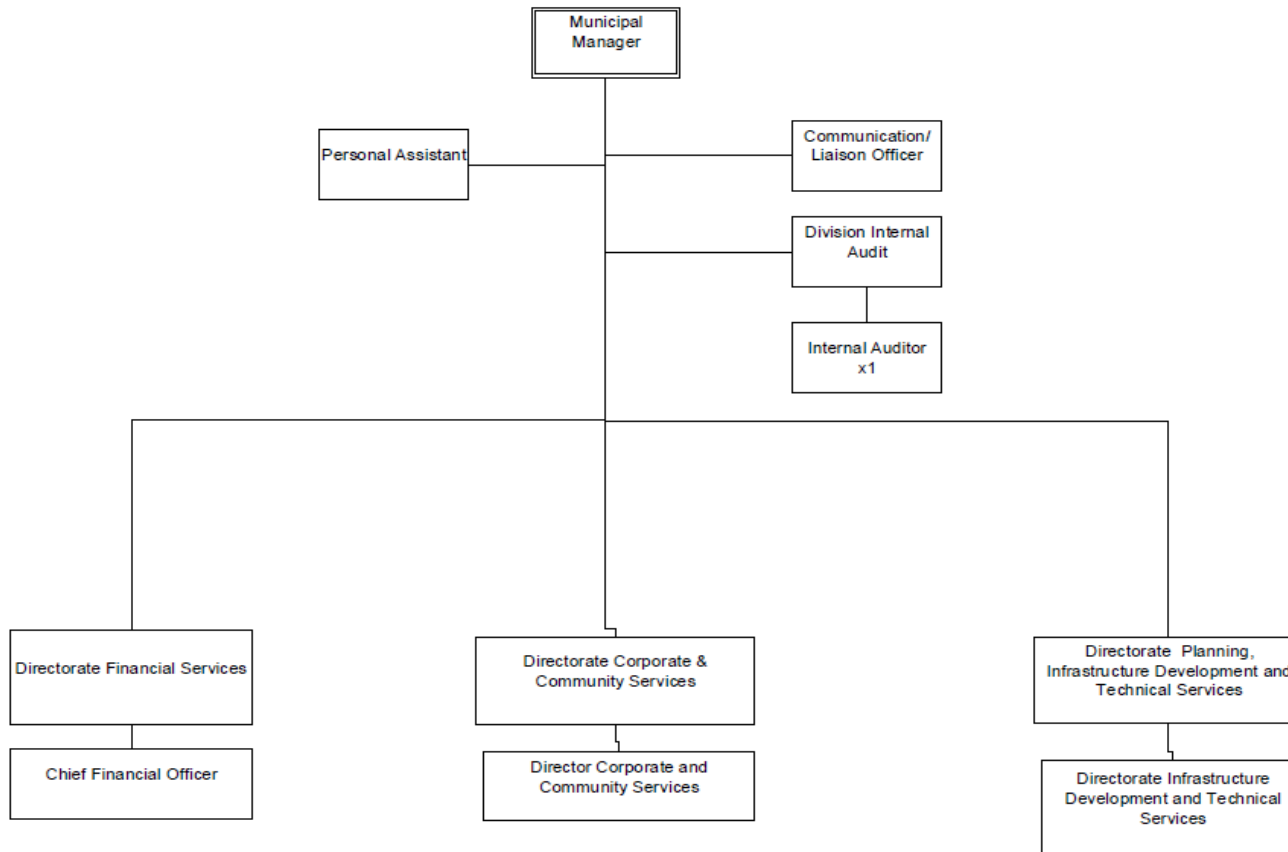
- ✎ Corporate Services and Community Services
- ✎ Finance
- ✎ Infrastructure Development and Technical Services

Figure19: Organogram¹⁶

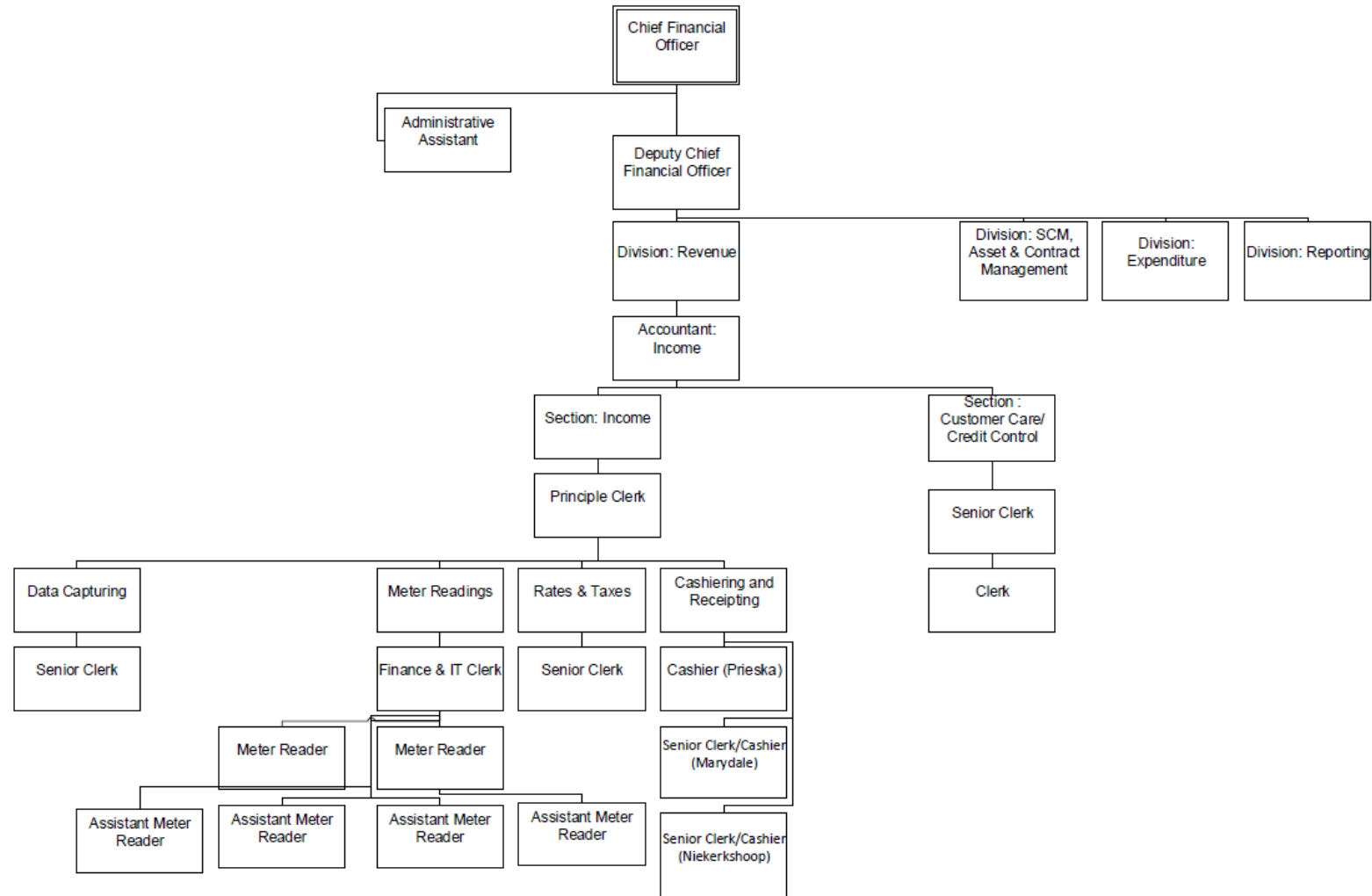
SIYATHEMBA MUNICIPALITY
ORGANISATIONAL STRUCTURE
REVIEW
FINAL APPROVED
AUGUST 2019

Organisational Structure approved in 2019 but reviewed in 2020 to make provision for Covid 19 Compliance Officer

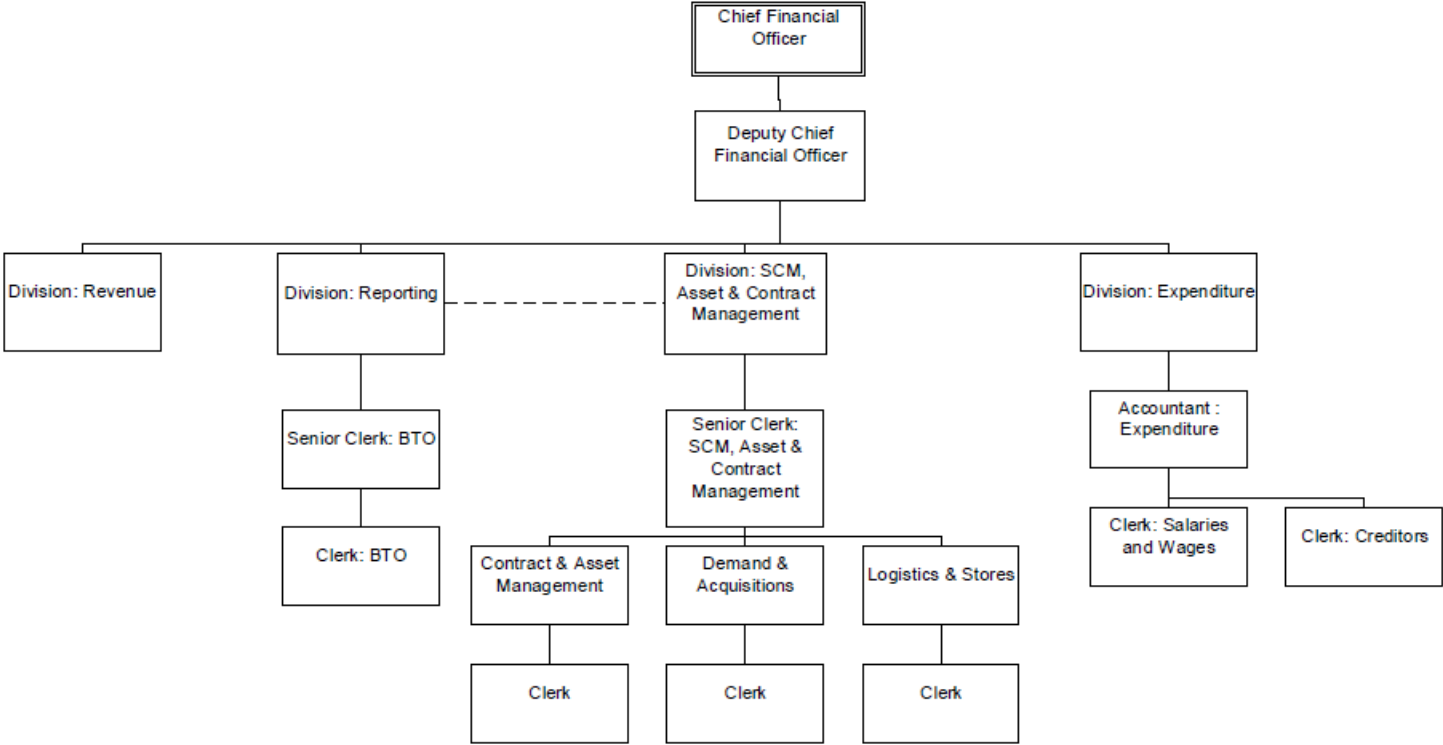
Office of the Municipal Manager



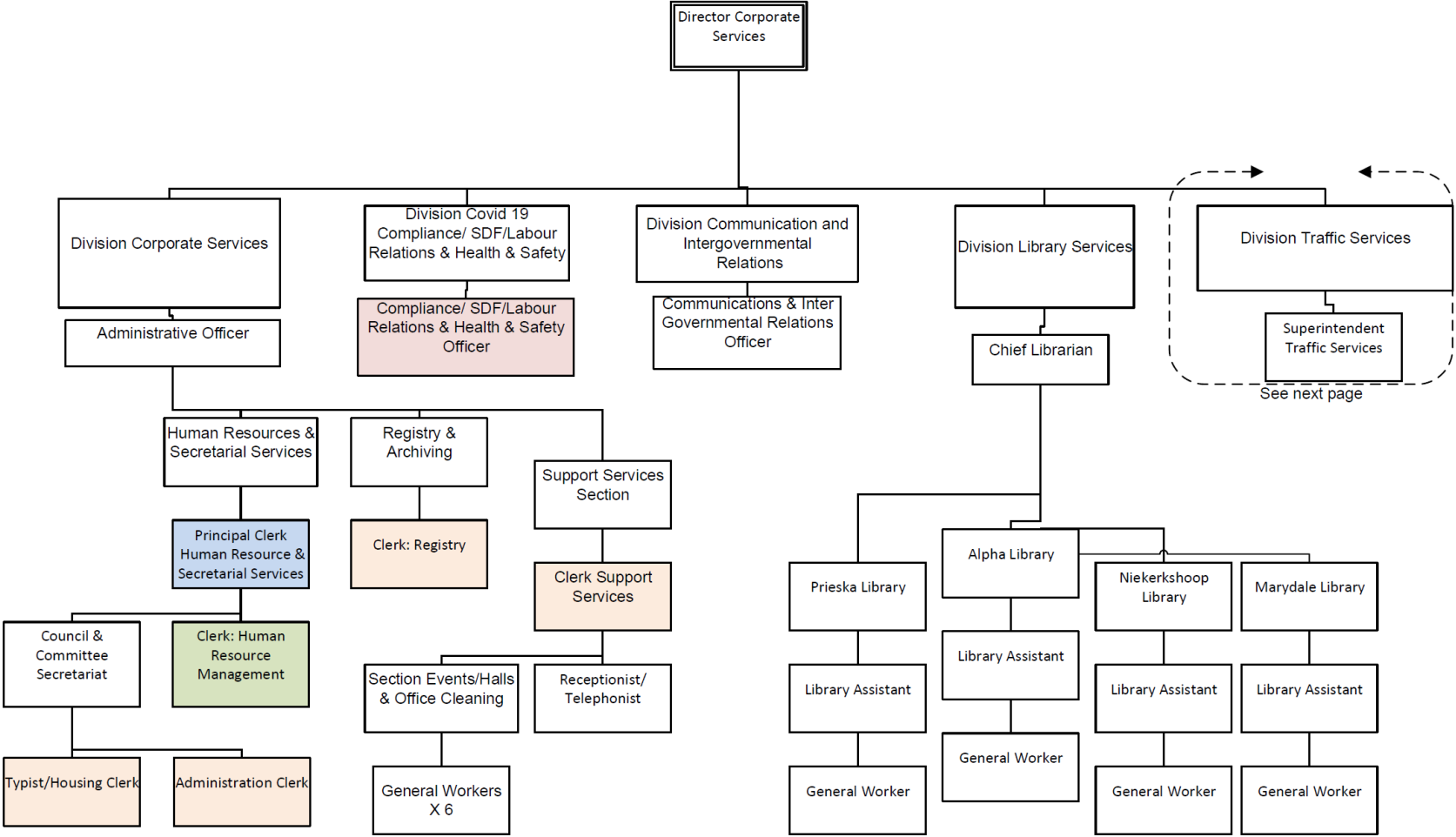
Department of Finance



Department of Finance



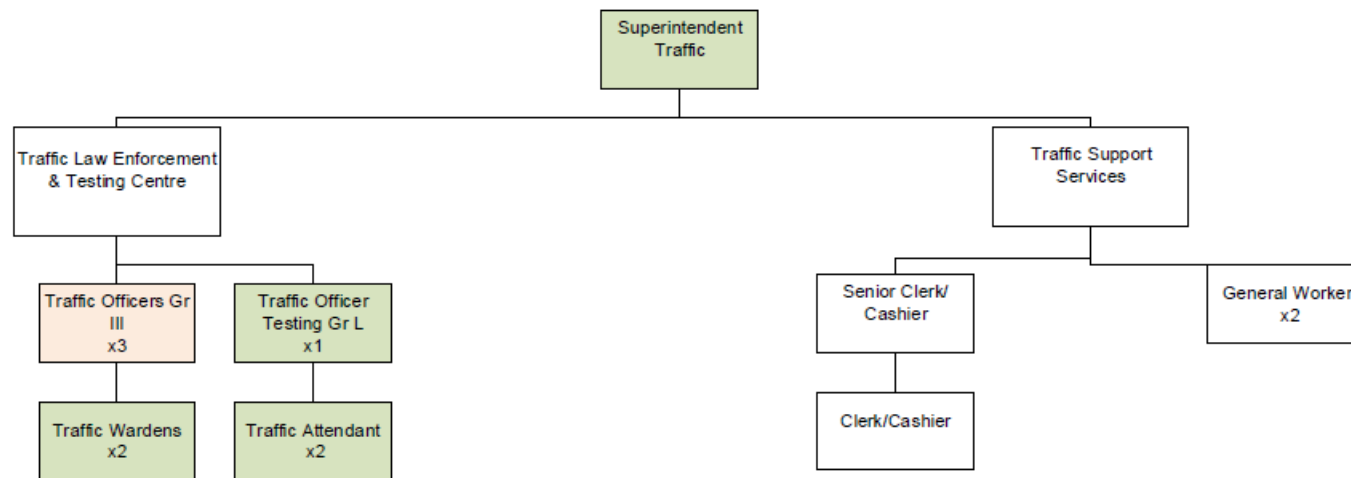
Department Corporate & Community Services



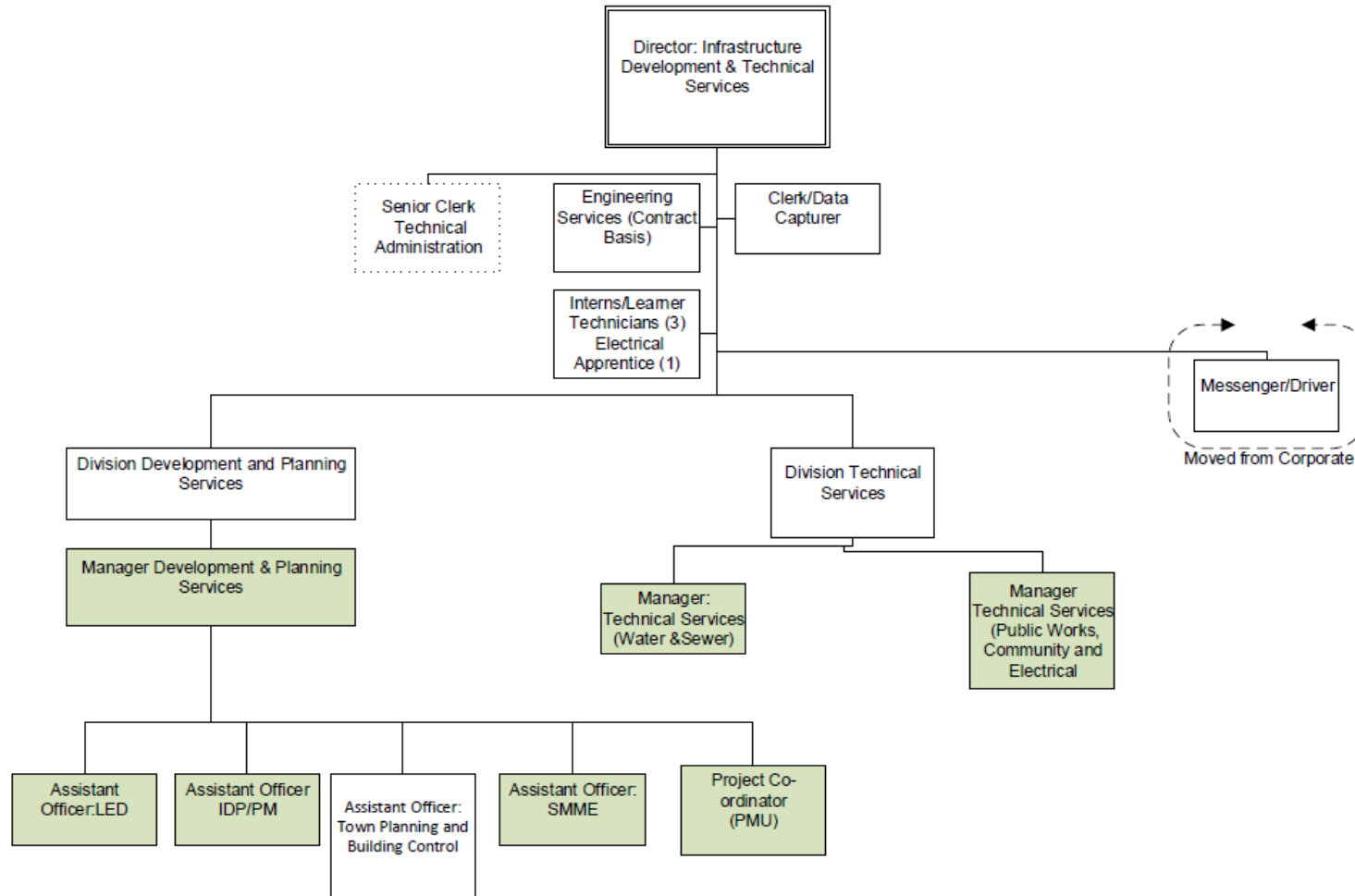
See next page

Department Corporate & Community Services

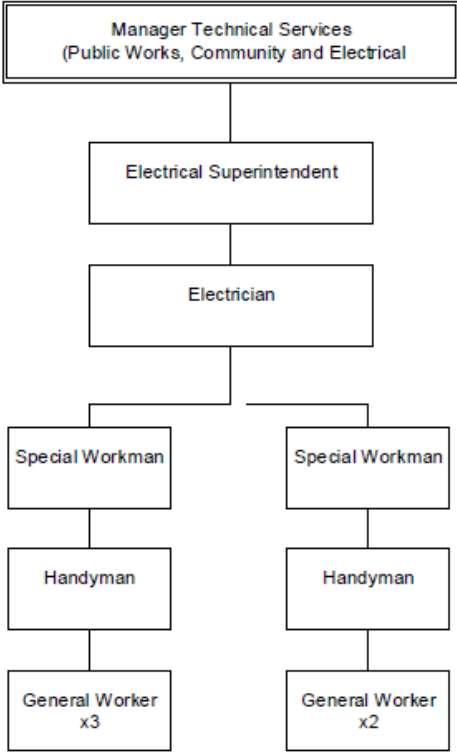
Traffic Services



Department Infrastructure Development and Technical Services

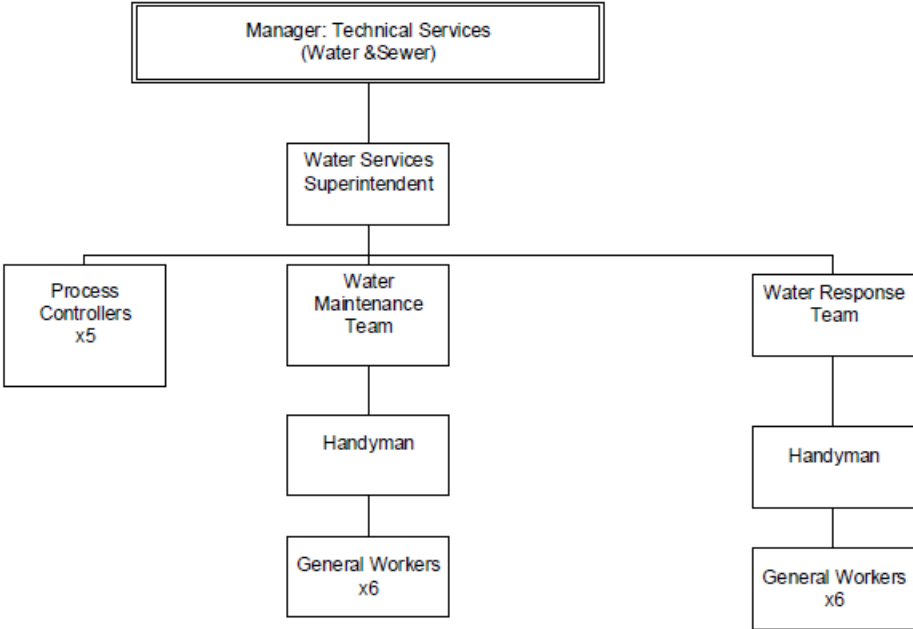


Department Infrastructure Development and Technical Services

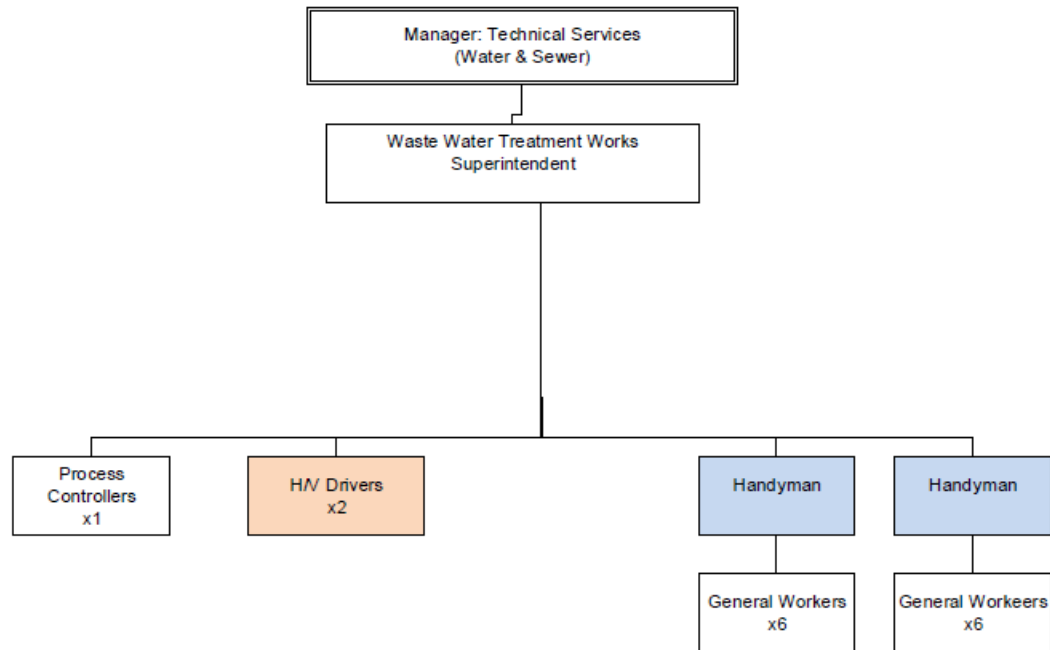


Department Infrastructure Development and Technical Services

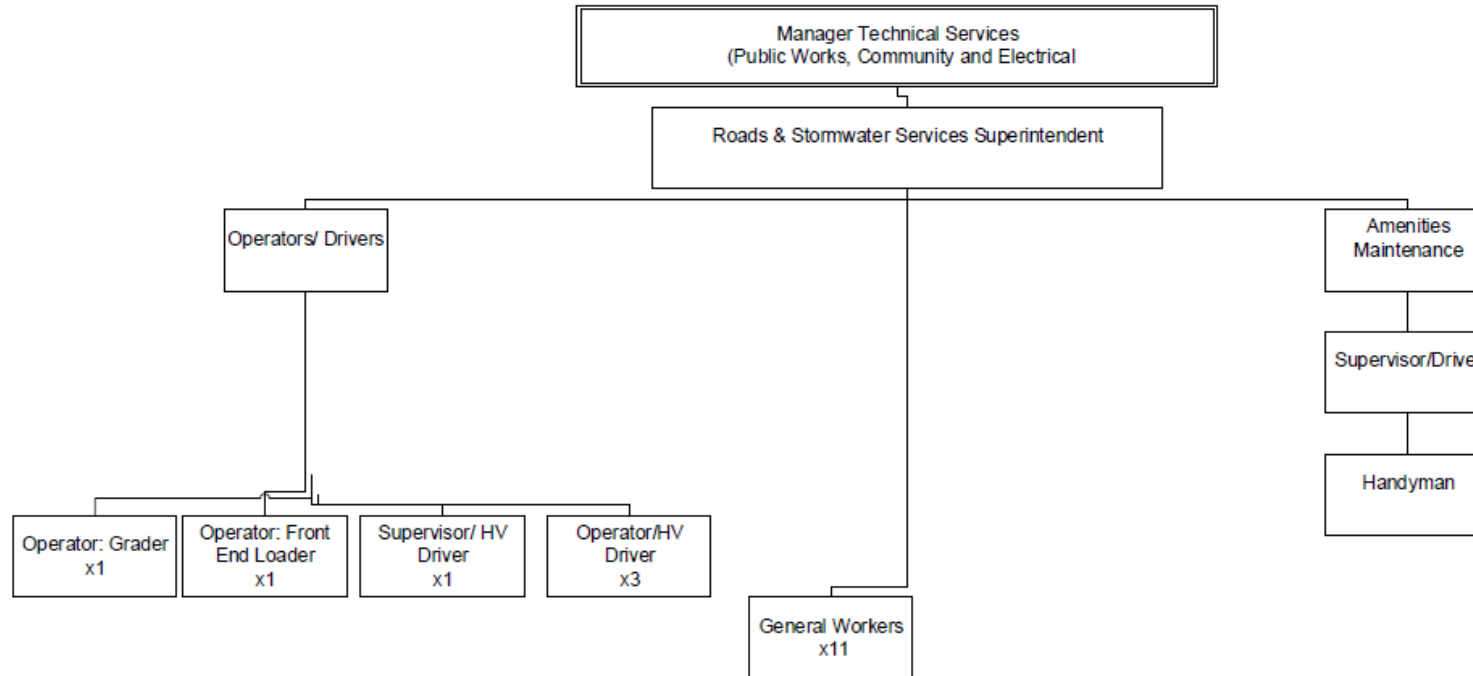
Water Services



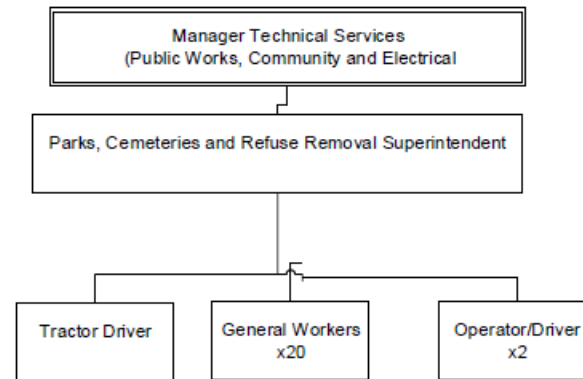
Department Infrastructure Development and Technical Services Waste Water Treatment Works



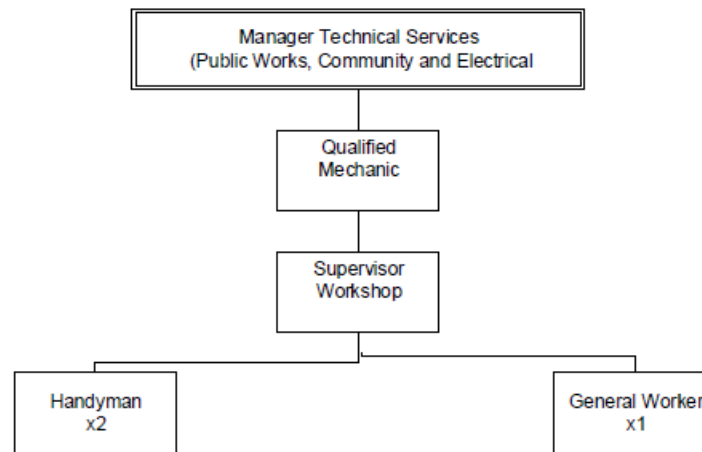
Department Infrastructure Development and Technical Services Roads and Stormwater Services



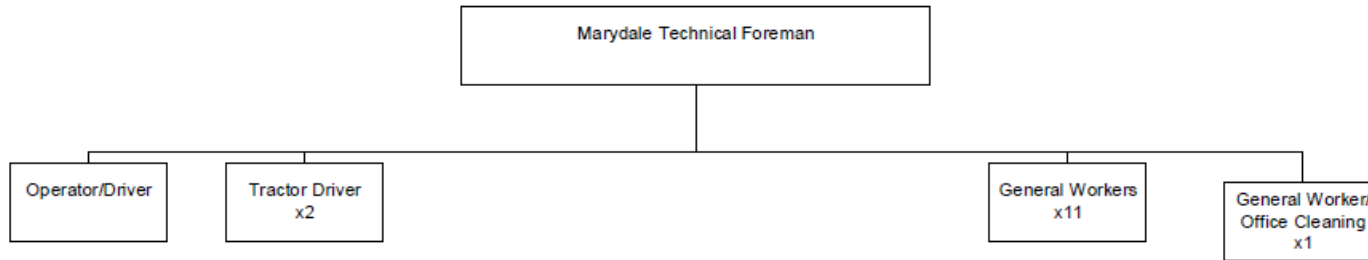
Department Infrastructure Development and Technical Services Parks, Cemeteries and Refuse Removal



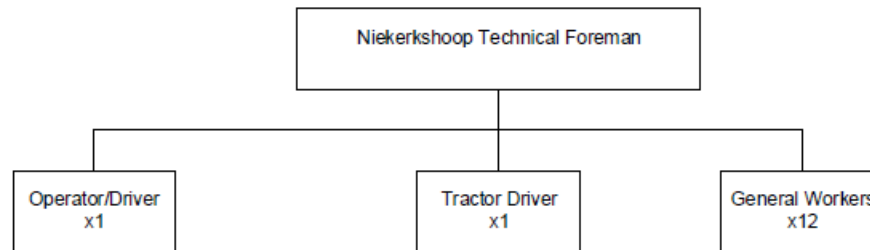
Department Infrastructure Development and Technical Services Workshop



Department Infrastructure Development and Technical Services Marydale Technical



Department Infrastructure Development and Technical Services Niekerkshoop Technical



This Structure and Organogram were approved by the Council. Job descriptions are available for all these positions. The municipality was assisted and guided by UTD Consulting Company. The Municipality currently does have several vacancies of which the majority is in the Technical Department.

The staff component is summarized in the table below:

Table 40: Staff component

SUBDIVISION	TOTAL OF STAFF	FILLED POSITIONS	NUMBER OF VACANCIES
WATER	16	16	6
ELECTRICITY	7	7	3
SEWERAGE	24	24	6
REFUSE	11	11	2
PARKS	10	10	3
PUBLIC WORKS	45	45	2
LIBRARY	8	8	1
CO-OPERATE SERVICES	8	8	4
HR OFFICER	1	1	3
TREASURY INCLUDING INTERNS	4	4	0
PA MAYOR	1	1	0
TRAFFIC DEPARTMENT	7	7	6
DATA CLERK	0	0	1

Since several positions are vacant, the Municipality makes use of several contract positions, especially in the Technical Department. These positions are indicated in the table below:

Table 41: Contract Positions

CONTRACT POSITIONS	
PLACE	NUMBER
NIEKERKSHOOP	0
PRIESKA	6
WATER	0
SANITATION	0
PARKS	0
REFUSE	0
ELECTRICITY	1
MARYDALE	2

5.3.4 PLANS AND STRATEGIES

Information with regards to related Plans and Strategies can be summarised as follows:

Plan/Strategy	Status
Skills Development Plan	The Plan is in place.
Human Resource Management Strategy	Strategy not yet developed.
Performance Management System	The Municipality has an approved performance management system; however, it was not fully implemented, the municipal manager and senior managers have performance contracts and performance as well as personal development plans

5.3.5 CHALLENGES

1. The Municipality does not have an Integrated Human Resource Strategy in place to address all issues with regards to people already on the organogram of the Municipality as well as to retain employees and attract skilled people.
2. The current organogram of the municipality is structured in such a way that it promotes and accommodates all the functions of developmental government. Manager is Head of Administration.
3. The Municipality experiences challenges with regards to debt collection.
4. Although the Municipality does have a Skills Development plan in place, the improvement of skills within the Municipality remains a challenge.
5. The Municipality does have a Functional Labour Forum in place.

5.4 FINANCIAL VIABILITY

Strategy Objective	Key Performance Indicator
Provision of access to all basic services rendered to residents within the available	Number of formal residential properties that received piped water, that is connected to the municipal water infrastructure and billed for the service on 30 June 2022
	Number of formal residential properties that received electricity, that is connected to the municipal electrical infrastructure and billed for the service on 30 June 2022
	Number of formal residential properties that received wastewater/sanitation/sewerage, that is connected to the municipal sewerage infrastructure, irrespective of the number of water closets (toilets) and billed for the service at 30 June 2022
	Number of formal residential properties for which refuse is removed once a week and billed for the service on 30 June 2022
	The percentage of the Municipal Capital Budget spent on capital projects by 30 June 2022
Contribute to the development and protection of the rights and needs of all residents with a particular focus on the poor	Provide Free Basic Services (FBS) to Indigent Households at 30 June 2022
Maintaining a financially sustainable and viable Municipality	Financial viability measured in terms of the Municipality's ability to meet its service debt obligations as of 30 June 2022
	Financial viability measured in terms of the outstanding service debtors as of 30 June 2022
	Financial viability measured in terms of available cash to cover fixed operating expenditure as of 30 June 2022
	Submission of the Annual Financial Statements (AFS) to the Auditor-General (AGSA) by 31 August 2022

Strategy Objective	Key Performance Indicator
	Achievement of a payment percentage of above 70% quarterly on all services rendered
	Prepare and submit an Adjustment Budget to Council by 28 February 2022
	Prepare and submit a Draft Budget to Council by 31 March 2022
Maintaining a financially sustainable and viable Municipality	Prepare and submit a Final Budget to Council by 31 May 2022
Development and transformation of the Institution of the with the aim of capacitating the municipality in meeting their objectives	80% of the Approved Budget spent by 30 June 2021 for the Municipal Standard Chart of Accounts (mSCOA) compliance processes and implementation

Financial viability is critical for ensuring the sustainability of municipal services. In Siyathemba, the financial viability of the Municipality needs to be improved. According to the Municipality, their economic situation and cash flow are under pressure, and this is largely due to the low payment culture. Audit opinions tracked over time indicate that the Municipality is NOT improving its Audit Outcomes: From 2006/2007 to 2012/2013 Siyathemba Local Municipality received a Disclaimer and in 2013/2014 the municipality received a Qualified Audit Opinion and in 2014/2015 the municipality regressed again and received a Disclaimer of Opinion. The Municipality received a qualified Audit Opinion from the Auditor General of South Africa for the 2019/20 Financial Year and the current year is not audited as the year only ends 30 June 2020.¹⁷

5.4.1 FINANCIAL VIABILITY STATEMENTS

5.4.1.1 Statement of the Financial Position

5.4.1.1.1 OPERATING REVENUE FRAMEWORK

For Siyathemba Municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced

¹⁷ Online available from <http://www.agsa.co.za/AboutUs/TheAuditorGeneral.aspx>

with huge development backlogs and high levels of poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy.
- Growth in the Municipality and continued economic development.
- Efficient revenue management, which aims to ensure a 70% annual collection rate for property rates and other key service charges.
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services.
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- Increase ability to extend new services and recover costs;
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the Municipality.

5.4.2 OVERALL IMPACT OF TARIFF INCREASES ON HOUSEHOLDS

Table 42: Overall impact of tariff increases on households.

Table 43: 2021/22 Medium-term capital budget per vote

5.5 ANNUAL BUDGET TABLES - PARENT MUNICIPALITY

Table 44: MBRR Table A1 - Budget Summary

Table 45: MBRR Table A2 - Budgeted Financial Performance

Table 46: MBRR Table A3 - Budgeted Financial Performance

Table 47: MBRR Table A4 - Budgeted Financial Performance

Table 48: MBRR Table A5 - Budgeted Capital Expenditure by vote, standard classification and funding source

Table 49: MBRR Table A6 - Budgeted Financial Position

Table 50: MBRR Table A7 - Budgeted Cash Flow Statement

Table 51: MBRR Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

Table 52: MBRR Table A9 - Asset Management

Table 53: MBRR Table A10 - Basic Service Delivery Measurement

5.5.1 POLICIES

The status of Policies is as follows:¹⁸

Table 54: Policies

Policy	Status
Tariff Policy	The Tariff Policy is one of the budget related policies that will be approved with the Annual Budget There is however concept tariff's structure available for the 2014/15 financial year.
Rates Policy	The Municipality has a Rates Policy in place.
Supply Chain Policy	The Municipality has a Supply Chain Policy in place.

Each year, the Municipality revises the tariffs and rates according to the latest legislation. For example, Circular 58 from National Treasury provided guidelines to the Municipalities on the increase of tariffs for the coming financial year. Siyathemba Municipality increased the tariffs with a higher percentage as was referred to in this Circular. The Municipality had to do this in order to better their position with regards to financial viability. The proposed tariffs and rates are communicated to the communities during the IDP, and SDBIP Public Participation Process.

The Municipality is busy with the General Valuation Roll and funds from the Financial Management Grant and the Municipal Systems Improvement Grant will be utilised for this purpose.

5.5.2 FINANCIAL SOURCES

The 3-year MTEF schedule is indicated in the tables above.

5.5.3 STAFFING OF THE FINANCE AND SCM UNITS

Most of the positions in the financial division on the current Organogram of the Municipality are filled. The positions of the Deputy Chief Financial Officer and the Revenue Accountant are vacant as well as another few critical posts.

The current structure of this Division (Organogram) does however support the work which the Division needs to perform and is not in line with latest legislation. The Chief Financial Officer also requested a person responsible for Risk Management and Asset Management. The Municipality did establish an Evaluation and an Adjudication Committee to take responsibility for the tender processes. There is however no Specifications Committee in place.

5.5.4 PAYMENT OF CREDITORS

¹⁸ Interview with Mr Nieuwenhuizen on 25 April 2012

The Municipal Finance Management Act stipulates that a Municipality needs to pay creditors within 30 days. The Municipality is currently not in the position to do this. The status with regards to payment of creditors is as follows:

- ✎ The Municipality succeeds to pay creditors within 30 days on capital projects.
- ✎ With regards to operational costs, the Municipality's cash flow and financial position is not in such a condition that payments can be made within 30 days. They prioritize the payment of local suppliers, as well as key clients/suppliers.
- ✎ On average, the CFO indicates that they pay creditors on an average of 128 days.

During this financial year, the Municipality started to implement a new Creditors System. They generate an Order for any expenses which is envisaged, and payments are then made according to this Order. This System has made a positive contribution towards the management of payment of creditors.

5.5.5 FINANCIAL MANAGEMENT SYSTEMS

The Municipality is making use of the Sebata Financial Management System. This is a fully integrated Municipal Financial Management System. It consists of a minimum of 12 standard Modules, designed to be fully integrated, providing comprehensive and holistic municipal financial management functionality. The System is designed to run in small, medium and large Municipalities and has the built-in flexibility to run diverse methods of financial management. Sebata FMS conforms to various municipal accounting practices and reporting standards such as GAMAP, GRAP, SA National Government Statistics and SALGA.

Siyathemba Municipality is however not in the position to make use of all the functionalities of the System.

5.5.6 AUDIT GENERAL FINDINGS

Siyathemba Municipality submits their Annual report and Annual financial statements to National Treasury on an annual basis. The Municipality received a qualified audit Opinion from the Auditor-General in the 2019/20 financial year

5.5.7 CHALLENGES

1. The municipality is currently not financially viable. This is mainly due to low-cost recovery, the structure of the tariffs for services, revenue collection, etc. The municipality is in need of a proper financial viability study which can describe the status quo and develop recommendations to turn around the financial situation of the municipality.
2. For the past number of years, the municipality is not in the position to obtain a clean audit.
3. The municipality succeeded in compiling asset register on immovable assets. Conditional assessments were also done as part of this exercise. The municipality must also now implement phase 2 of this programme.

5.6 LOCAL ECONOMIC DEVELOPMENT

Strategy Objective	Key Performance Indicator
Provision of access to all basic services rendered to residents within the available	Review of the Human Settlement Plan and the submission thereof to Council by 30 June 2020
	Submit the application for funding for housing projects to the Provincial Department of Housing by 30 November 2019
Promote the equitable creation and distribution of wealth in Siyathemba Municipality	Create temporary jobs-FTE's (Full-time Equivalent) in terms of EPWP by 30 June 2020
	Conduct a study on the options for small town development and submit a report with recommendations to Council by 30 June 2020
	Compile a Youth Development Strategy and submit the strategy to Council by 30 June 2020
Contribution to the creation of communities where residents and visitors can work, live and play without threat to themselves or their properties	Establishment of a sport and recreation forum in the municipal area by 30 June 2020
	Complete an assessment of current parks, municipal buildings and amenities and submit a report to Council by 30 November 2019
	Develop a Business Plan to obtain funding for firefighting equipment and submit the business plan to COGHSTA by 31 December 2019

5.6.1 LOCAL ECONOMIC DEVELOPMENT STRATEGY

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

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

5.6.2 UNEMPLOYMENT RATE

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

Table 55: Regional Employment Indicators

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

Source: Quantec Research, 2012

From this Table, the following observations were made:

- ✎ While the number of jobs increased in South Africa, as well as the Northern Cape and Pixley Ka Seme between 2000 and 2009, it declined in Siyathemba.
- ✎ During 2009, the unemployment rate for Siyathemba was estimated at some 34.7%, which was slightly higher than the District Average. The unemployment rate has steadily increased in Siyathemba over the past decade.
- ✎ The labour force participation rate indicates the portion of working-age adults who are employed and those actively seeking employment. Since 2000, the portion of such adults increased from 53.2% to 57.4%.
- ✎ Compared to the other Regions under observation, a small portion of workers (10.3%) in Siyathemba can be classified as highly skilled. In fact, more than 52% of workers can be regarded as semi- or unskilled workers.

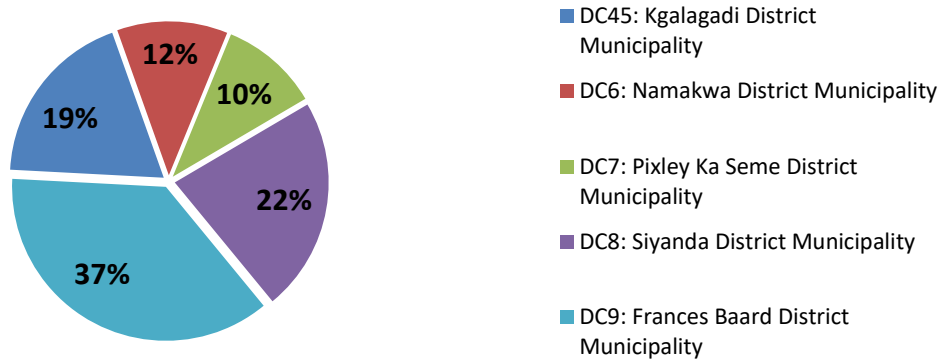
5.6.3 ECONOMIC PROFILE

5.6.3.1 Economy of the Northern Cape Province and Pixley ka Seme district

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

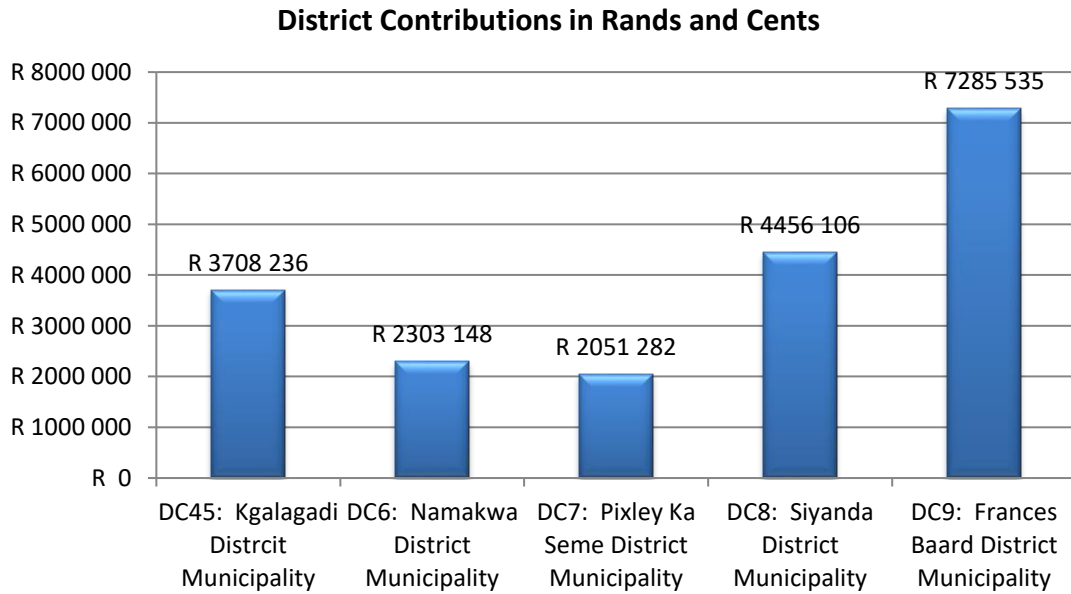
Figure 20: District Contributions to the Province in Percentage

Contributions to the Northern Cape Economy



In Rands and cents, the district contributions to the economy of the Province are as follows.

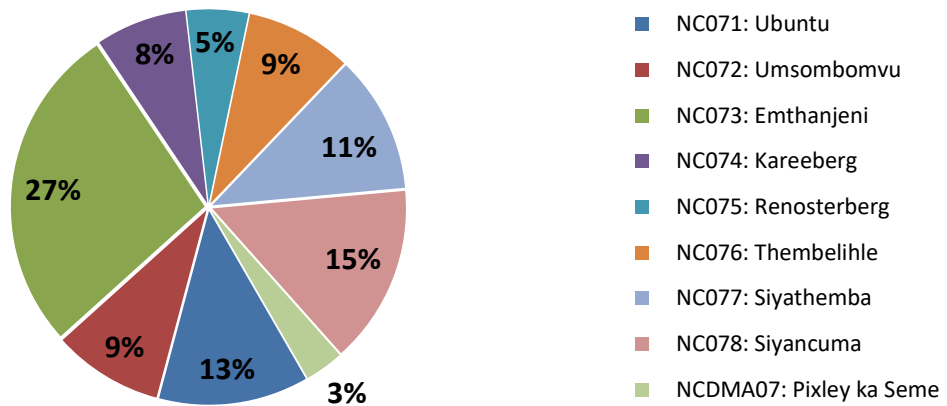
Figure 21: District Contributions in Rands and Cents



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

Figure 22: Local Contributions to the Economy of the District

**Contributions to the Pixley ka Seme Economy
2005 Stats Constant Prices**



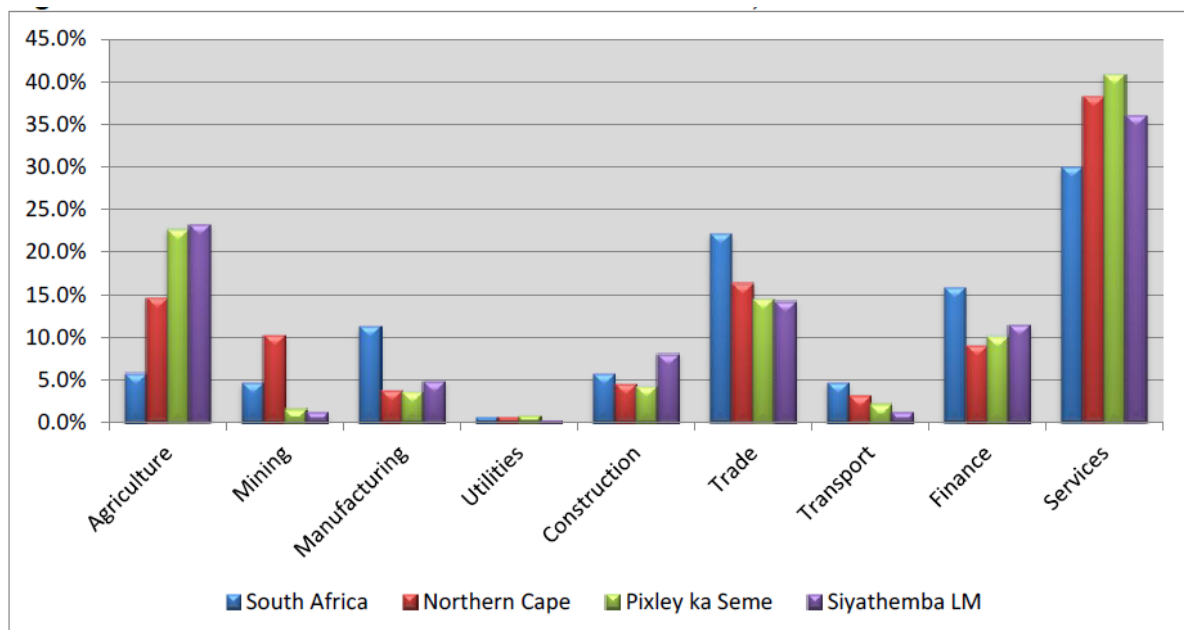
5.6.3.2 Sector Contributions to the Economy

The information in this sub section of the Report was taken directly from the LED Strategy from the Municipality. It provides an analysis of the local economy in the context of the National, Provincial, and District Environment.

Labour Profile Overview

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

Figure 23: Sectoral distribution of the Labour Force

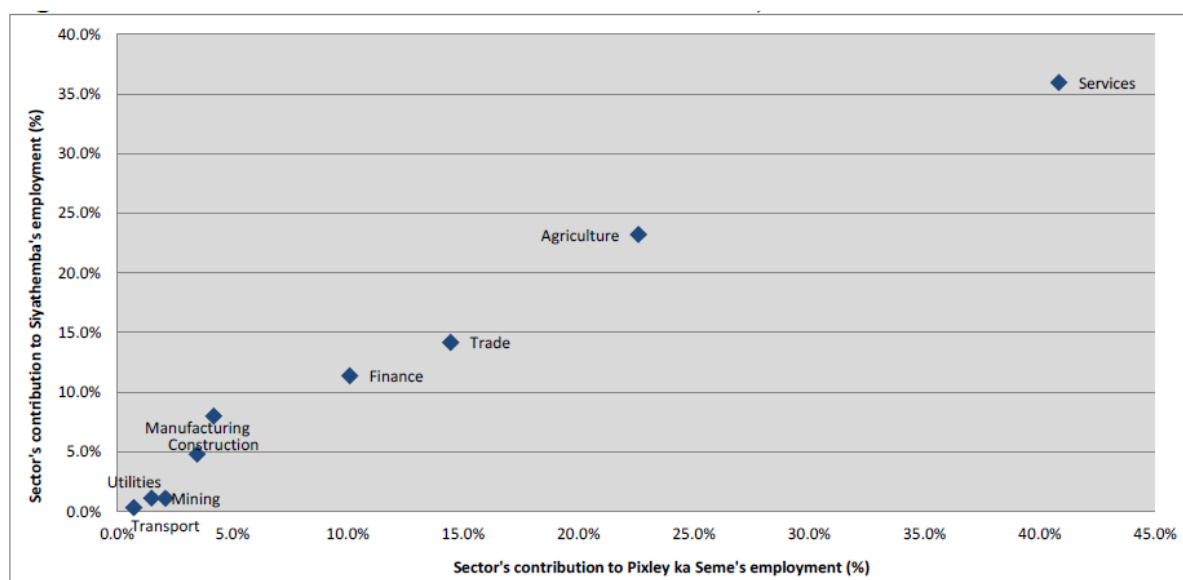


Source: Quantec Research, 2012

Figure 14 provides a closer comparison between the sectoral labour profiles of Pixley ka Seme and Siyathemba. When compared to the District, it can be observed that the labour force of Siyathemba is highly concentrated in the Services Sector, while the other Regions under observation have a more balanced labour distribution.

Local and Regional Trends in total employment are depicted by Figure 15. From this Figure, total employment in Siyathemba has been in fluctuating over the last ten years. Moreover, employment in the Study Area declined marginally from some 4,800 jobs during 2000 to just below 4,700 in 2010. Over a ten-year period, this could be translated to an average annual decline of 0.2%. Over the same period, employment in Pixley Ka Seme declined by 1.3% on average per annum, while that of the Northern Cape and South Africa increased by 0.9% and 0.5% respectively.

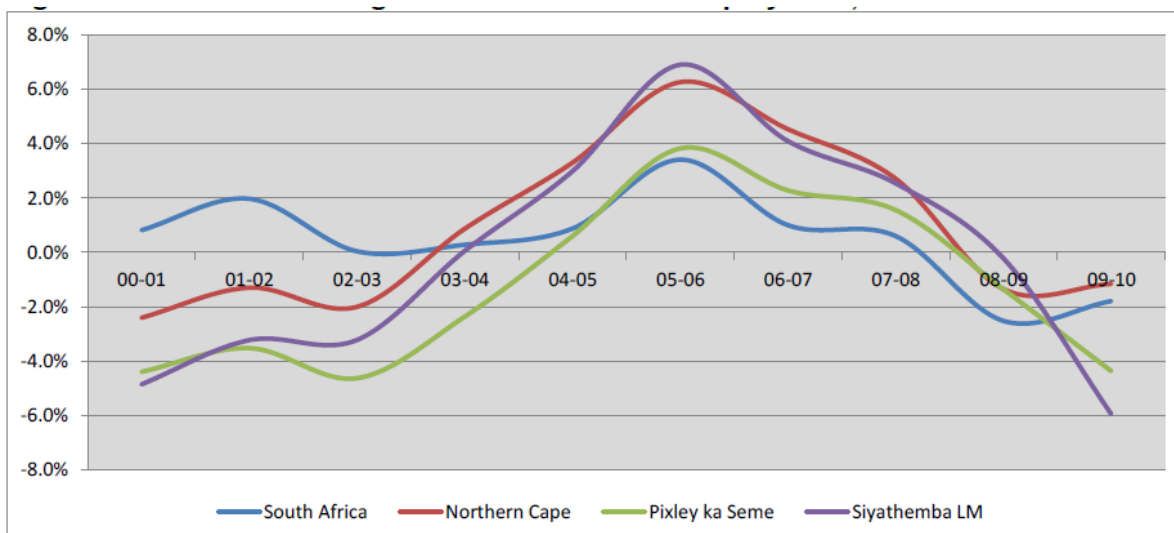
Figure 24: Sectoral distribution of the Labour Force



Source: Quantec Research, 2012

It is also observed that local employment trends are not well-integrated with that of the larger Region, which could be attributed to the concentrated nature (in the Agriculture sector) of the local economy. In contrast, employment trends in Pixley ka Seme, the Northern Cape and South Africa follow growth profiles that are better correlated due to higher levels of diversity in these economies. The threat presented by employment vulnerability and its socio-economic implications for local communities in Siyathemba cannot be emphasised enough.

Figure 25: Local and Regional Trends in Total Employment 2011



Source: Quantec Research, 2012

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

Table 56: Average Annual Employment Growth by Sector, 2000-2010

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

Source: Quantec Research, 2012

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

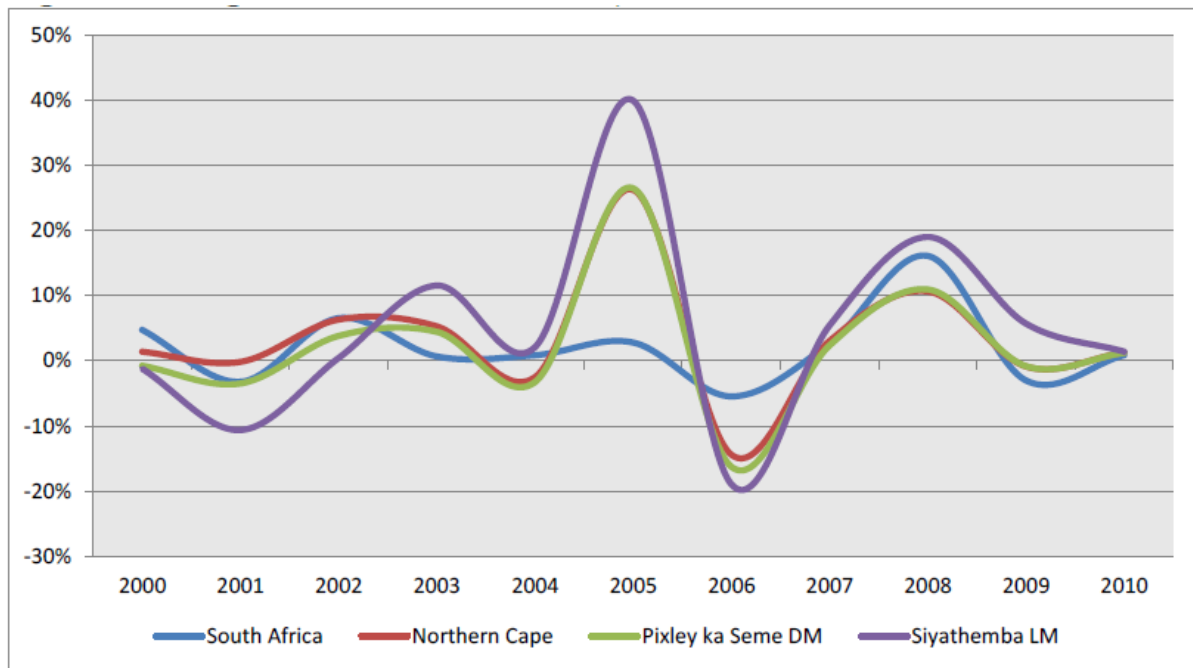
5.6.4 POTENTIAL SECTORS¹⁹

5.6.4.1 Agriculture Sector

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

The figure below indicates the Agricultural Production Growth of Siyathemba from 2000 to 2010, compared with the District, the Province and South Africa. It is apparent that Siyathemba follows a similar production trend to that of Pixley ka Seme and the Northern Cape Province. The Region experienced extensive agricultural growth from 2006 to 2008.

Figure 26: Agriculture Sector Growth



Development Potential

- ✂ Crop farming could be significantly expanded if market demand could be improved. This is especially relevant for irrigated production along the Orange River.
- ✂ Hydroponic production may be well-suited to the area, due to the warm climate (i.e. energy cost saving for hydroponic projects) and available water.
- ✂ Sheep farming could be expanded and beneficiated locally.
- ✂ The local beneficiation of crops can provide valuable local revenue.
- ✂ Electricity shortages could be alleviated through local production. This could justify investment in a local solar power plant.
- ✂ The agricultural sector should be diversified to include higher value products such as essential oils.
- ✂ A poultry and broiler project could be implemented as part of an Emerging Farmer Support Programme.
- ✂ A piggery project could be introduced as part of an Emerging Farmer Support Programme.
- ✂ Game farming in the area could be expanded to bolster the production of meat. This could then be linked to investment in a local abattoir.
- ✂ There should be a greater focus on agriculture in Schools to change the perception of young people that farm work is not “prestigious”. It should be instilled that it is better to work on a farm than being unemployed.
- ✂ Early Childhood Development Programs should be made available to farm workers (on farms).

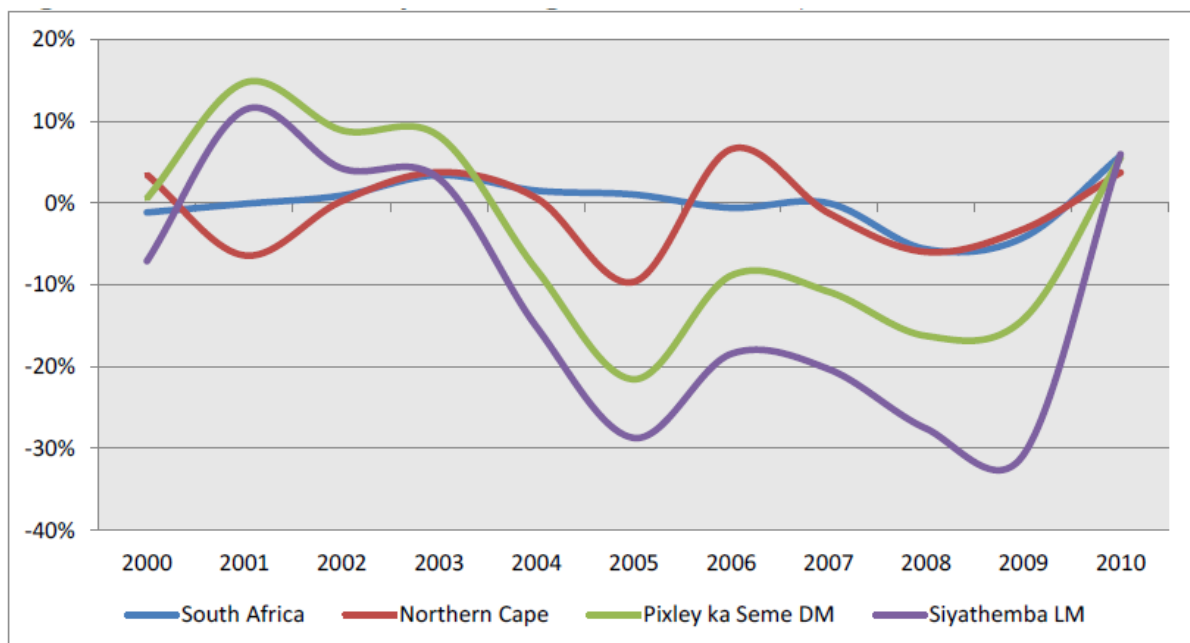
- ✎ An Agricultural School or College should be developed in the municipal area to foster skills development in the agricultural sector and retain these skills within the local economy.

5.6.4.2 Mining

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

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

Figure 27: Mining Sector Growth



Development Potential

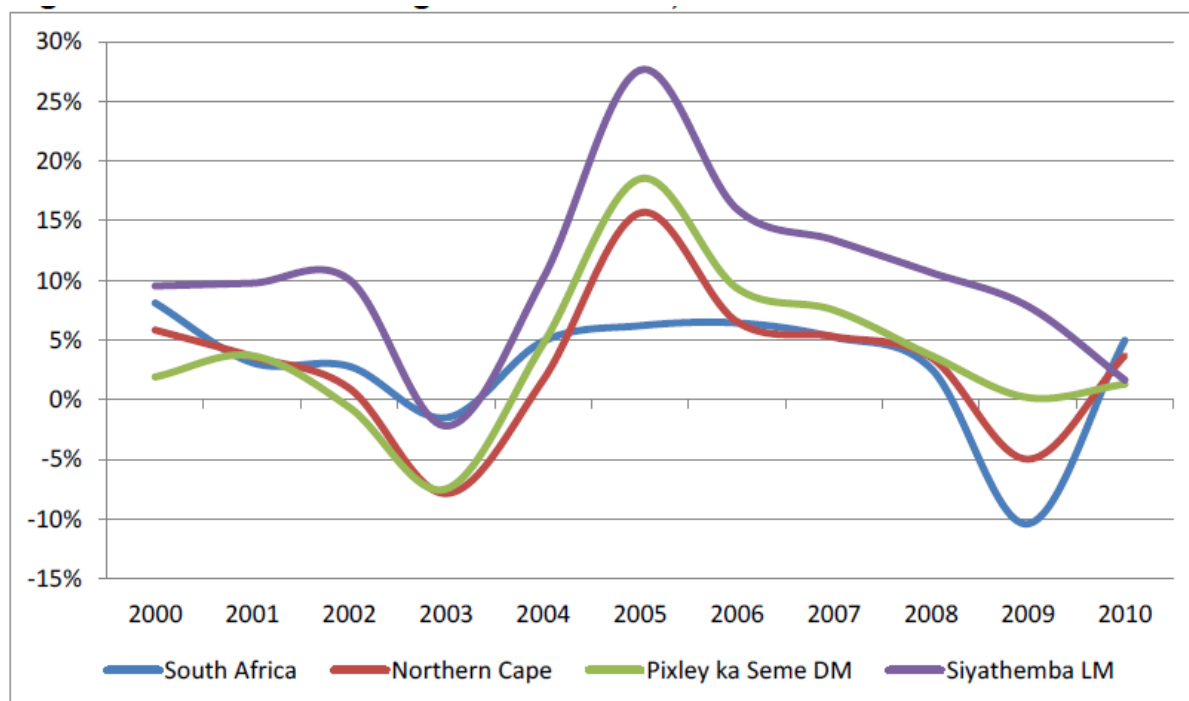
- ✎ Semi-precious stones should be commercially mined and locally beneficiated.
- ✎ Building sand and clay could be mined throughout the area, especially along the Orange River.
- ✎ Locally extracted clay could be used for manufacturing building bricks.
- ✎ A local gemstone beneficiation plant can be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

5.6.4.3 Manufacturing

Agri-processing is the main Manufacturing activity in Siyathemba, which consists of the production of various plant and meat products. Figure 3.5 indicates the Manufacturing Production Growth of Siyathemba from 2000 to 2010 as compared with the District, the Province and South Africa. From the Figure below, it is evident that Siyathemba follows a

relatively higher production trend to that of the Pixley Ka Seme District's manufacturing sector, except for a decline post-2009.

Figure 28: Manufacturing Sector Growth



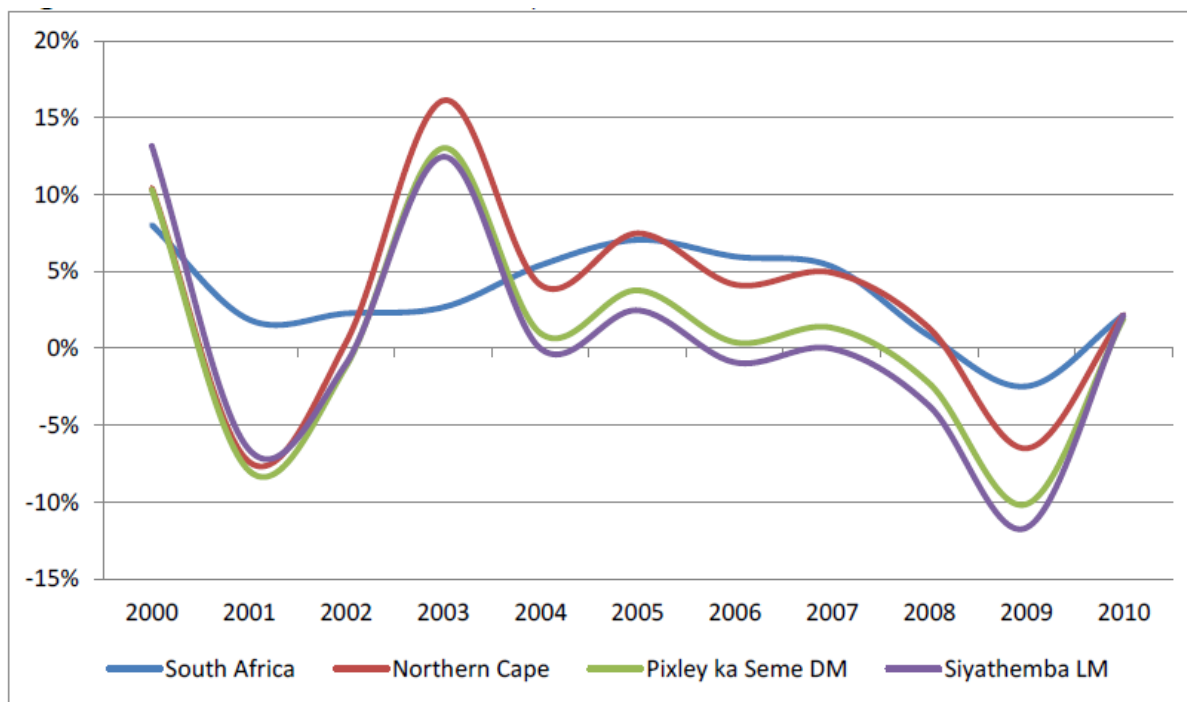
Development Potential

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

5.6.4.4 Retail and Wholesale

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

Figure 29: Trade Sector Growth



Development Potential

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

5.6.4.5 Tourism

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

The following are the main tourism attractions in the Region:

- ✎ 1. Die Bos Nature Reserve
- ✎ 2. British Fort
- ✎ 3. Green Valley Nuts
- ✎ 4. The Oranjezicht and the "Keikamspoort Hiking Trails
- ✎ 5. Khoisan Rock Art
- ✎ 6. Memorial Garden
- ✎ 7. Prieska Museum
- ✎ 8. Ria Huysamen Aloe Garden

9. Schumann Rock Collection

10. Wonderdraai Island

Development Potential

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

5.6.5 JOB CREATION AND ANCHOR DEVELOPMENT INITIATIVES BY THE LM

5.6.5.1 Local Economic Development Key projects

The Bos Development

The turn-around and rejuvenation of the “Die Bos” Holiday Resort in Prieska have been identified by the Siyathemba Municipality as a priority project for tourism development in the Northern Cape Province. This is an important development initiative to the Municipality as one of its mandates to utilise our municipal assets as a catalyst for economic development and growth.

The focus of this development initiative includes four different properties which border each other. All four properties are situated in the town of Prieska. These entail areas like [1] Die Bos Holiday Resort situated on the bank of the Orange River, [2] Prieska Golf Course, [3] Die Koppie Nature Garden, and the [4] the Municipal Settling Ponds. For the purpose of the feasibility study, the four properties should be viewed as one entity to be



considered for further development. All four properties belong to the Siyathemba Municipality.

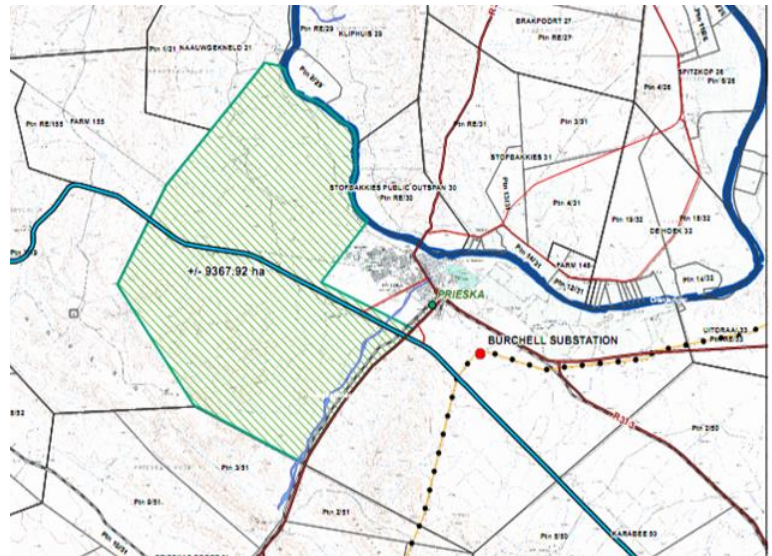
The Siyathemba Municipality believes that additional and large projects like the international SKA, the Renewable Energy boom (Solar Park and IPP's) that's coming; a potential Industrial Zone Development and new Secondary Industry Development projects will have a major boost on the proposed "Die Bos"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

A new Feasibility Study Objective will be to:

- Consider the initial feasibility study findings and analysis the original business impressions.
- Determine the market demand and advice the Municipality on Innovative and Commercial foci like an integrated golf estate development combined with business that can draw huge numbers; e.g. a casino, etc.
- Identify additional and stimulating segments to ensure the commercial success of the project.
- Propose creative but sustainable cultural and arcade improvement initiatives to the benefit of both the municipality, the public at large and the business communities.
- Develop practical ways to develop and upgrade, refurbish, rehabilitate, and to maintain the existing facilities.
- Propose optimal consideration and enhancement of fauna, flora and aquatic features; like constructing a weir in the Orange River to enhance the landscape, suggested commerce and nature preserve.
- Propose a vibrant marketing tool as branding medium for both the resort and the municipality.
- Propose an integrated development approach taking into consideration the new and upcoming developments.
- Consider the provincial and national tourism strategies and trends.
- Compilation of locality Maps and Artists Impression.
- Propose an appropriate management, maintenance and operational model for the resort to ensure sustainability.
- Ensure public buy-in and create jobs and business opportunities for the local community.

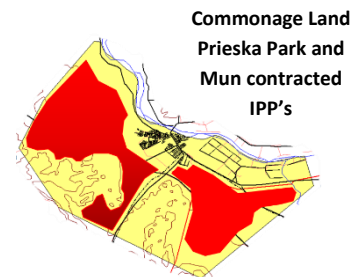
Solar Energy Project

The Siyathemba LM identified Alternative Energy Development as an Anchor economic activity. The Siyathemba Council signed an MOU with the Department of Energy for a 5 000ha of Commonage Land to develop a Prieska Solar Park to initially generate 1 GW of Solar Energy into the Eskom Grid with the possible expansion if the space permits utilising variety of technologies. The “**Proposed Land**” has to be identified from Erf 01 in Prieska and/or alternatively on Erf

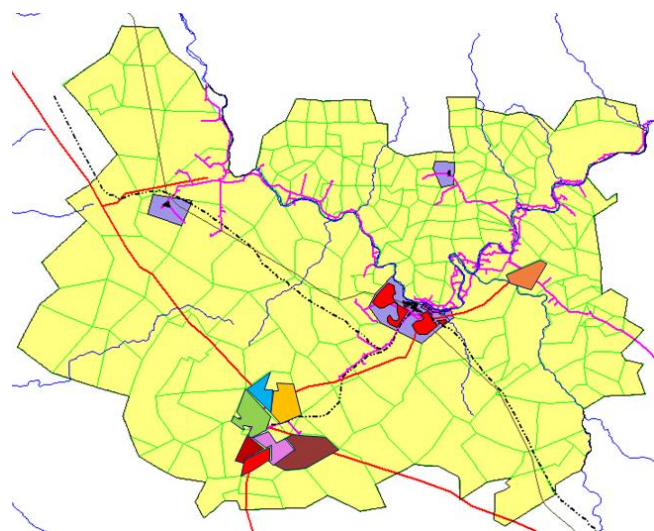


260 in Marydale on the communal Land. Council permitted the Mayor and the then Acting Municipal Manager to **Sign the MOU** and then to conclude with a complementary round of Community Participation with the Minister as it were on the 20th of October 2012. It is also necessary to note that the Council also declared its municipal area as a **Nodal Point** for growth to participate and develop in the proposed Solar Park and Secondary Stream Developments to enhance poverty and unemployment reduction. The studies for this proposed Solar Park have started and should the Steering Committees be ready with a Draft Concept by August 2013.

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



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



Siyathemba Municipal Boundary
Private IPP's

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

Herewith a list of all interested Companies:

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

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

The Municipal Council are in discussions with a number of Companies because of the latter developments to lease land for manufacturing, agricultural, mining, housing and tourism related developments as part of our Secondary Industry Development plans.

These initiatives propel the Council to urgently look at enhancing our own technical capacity and strategic planning like;

- Spatial Development Framework
- Roads, works and storm water master planning
- Water and Sanitation master plan
- Electricity and Energy Infrastructure and Distribution
- Civil Engineering and Design
- IT Hub and Technology Development
- Physical and Cyber Security Planning

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

- Non-disclosure of bidding information by IPP contractors
- Lack of regulations in relation to leases and wages

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

Opportunities

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

Prieska Power Reserve Project

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

Renewable energy plants

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

Chemical plant

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

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

The construction of the plant will be relatively quick, since the components will arrive as relatively easy-to-install modules designed by a European specialist manufacturer.

An important phase in the operation is the production of hydrogen employing electrolysis. The hydrogen is then combined with nitrogen, and the plant is designed to produce 80 000 tonnes of green ammonia (NH₃) per year. The ammonia will be kept in storage tanks, from where it will be pumped either into containers for railway trucks or into road tankers. It is expected that either eleven 25t road trucks per day or one rail unit per week will leave the loading zone.

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

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

Licensing and permitting

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

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

Aqua – Commercial Fish Farming Project by the DTI

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

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

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

The objectives of the assessment were:

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

SKA Strategic position outside the Demarcated Area

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



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

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



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

the most out of it.

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

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

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

- Property development.
- Appropriate recycling.
- Contracts with high-volume manufacturers.
- Site services and Installation firms.

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

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

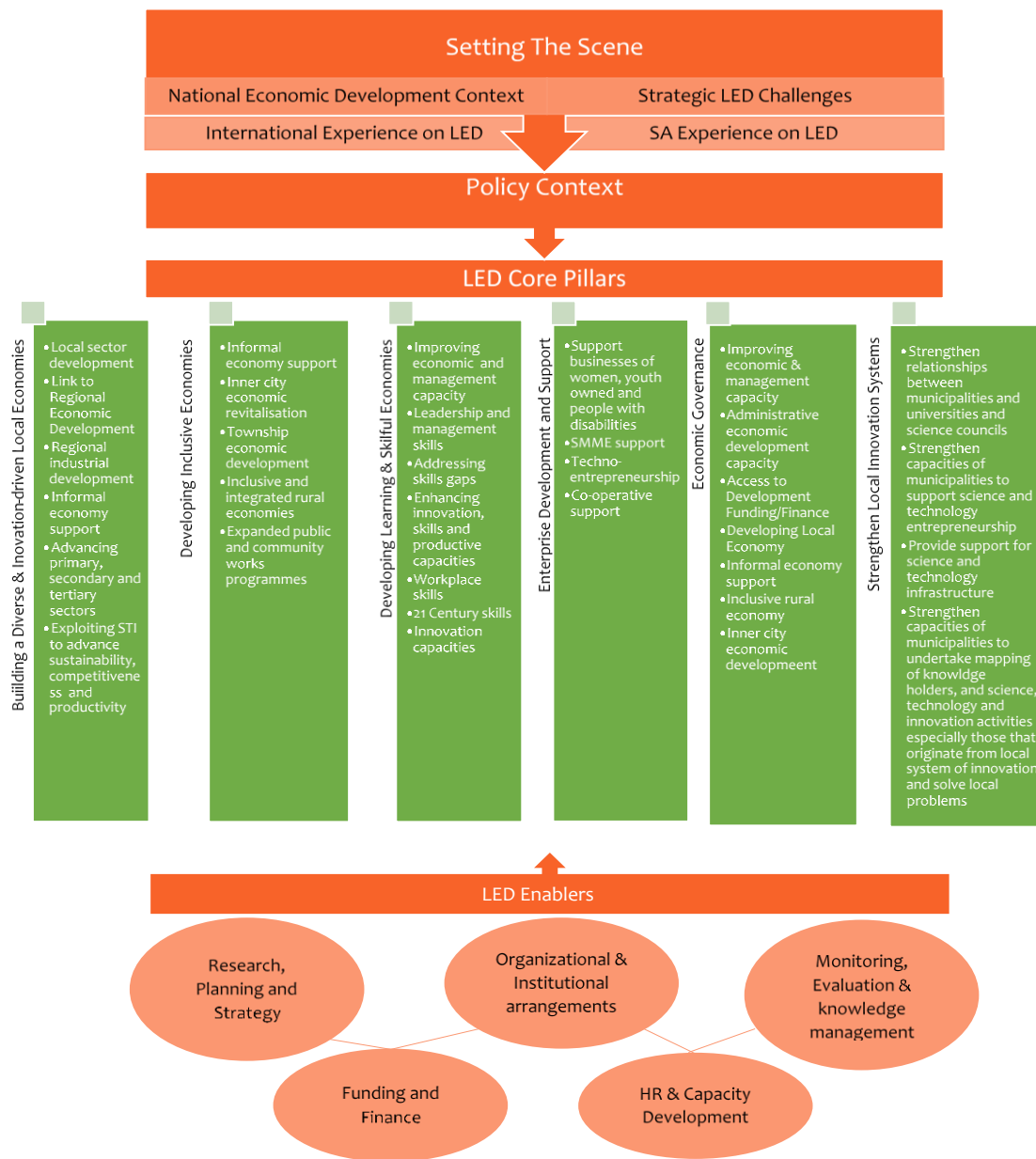
Challenges

1. An LED strategy has been developed and was approved by council during 2012. Activity plans then needs to be developed to implement the recommendations made in this strategy.
2. The municipality have identified 3 Anker projects for economic development, but no project execution plans exist for these initiatives.

5.7 SIYATHEMBA SMME STRATEGY

5.7.1 INTRODUCTION

The Siyathemba Local Municipality through its Local Economic Development mandate is serious in ensuring that local Small Medium and Micro Enterprises (SMMEs) are developed and supported in the municipality, with the objective of ultimately capitalizing on the economic development potential that big industries bring to Siyathemba. This is in line with the National Framework for Local Economic Development: Creating Innovation-driven Local Economies 2017-2022, which is very clear on SMME development as a focus area. The strategic thinking towards SMME development by the Siyathemba Local Municipality is informed and closely aligned to the National Framework for LED because of Pillar 4: “Enterprise development & support”. The diagram below gives a schematic overview of the 2017-2022 National Framework for Local Economic Development.



5.7.2 SMME DEVELOPMENT IN THE CONTEXT OF LED – ADAPTED FROM THE NATIONAL FRAMEWORK FOR LOCAL ECONOMIC DEVELOPMENT 2017-2022

Understanding the Framework

This Framework builds on the achievements and lessons gained in the implementation of the 2006-2011 Framework. It promotes LED as a territorial-led approach to development; as an inclusive and innovative process; and as an outcome that results in stronger local economies. It emphasises the importance of unique characteristics of localities; an innovative approach

to development; a Local Government-led process, multi-stakeholder driven process, and an outcome based on progressive partnerships.

The Vision, Goals, Objectives and Principles of the Framework

The vision of this Framework encourages municipalities to develop: “Innovative, competitive, sustainable, inclusive local economies that maximize local opportunities, address local needs, and contribute to national development objectives.”

One of the bold objectives of this revised Framework is to position municipalities as critical factors in national economic development planning and National Systems of Innovation (NSI) discourse. Another bold objective made in the Framework is that local government must broaden focus to include other economic dimensions and drivers such as the green economy and STI in LED planning and implementation. Indeed, local governments must create conducive environments that can attract private sector investments in order to enhance the development of economic activities including small medium and micro enterprises (SMME) development.

The Framework adopts the principle that local economic development is an inclusive activity that recognizes the varied roles of all actors, i.e. the three spheres of government, the business community, civil society organisations, non-governmental and community-based organisations (NGOs and CBOs), academic institutions, and labour.

Policy Pillar 4: Enterprise development and support

Almost all LED strategies recognize the central role of entrepreneurship and small business support in LED. Indeed, the International Labour Organisation (ILO) recognizes the critical role of SMME development in job creation. The existence of a large informal sector and the large numbers of SMMEs points to a need for a particular focus in this sector.

The programmes contemplated under this pillar include enterprise incubation programmes; provision of enabling infrastructure for SMMEs; decentralisation of small business and cooperative development and support services, capacity building of SMMEs and LED officials, deployment of STI resources especially in value add activities, and in the commercialization of innovations. This pillar is necessarily crosscutting as it complements programmes in other pillars such as Building diverse innovation-driven economies and Developing Inclusive Economies.

i. Small and Medium Enterprises

Here the Framework refers to formalised small businesses, the promotion and strengthening of which remains an important priority of the Government and which is a significant objective of this Framework. The constraints confronting small business have been well articulated in South Africa and relate to:

- The legal and regulatory environment
- Access to markets
- Access to finance and affordable business premises
- The acquisition of skills and managerial expertise
- Access to appropriate technology
- The tax burden
- Access to quality business infrastructure in poor areas or poverty nodes.

Overall, SMEs remain critical foci for local and regional development especially in light of the uneven spatial development that has resulted in marginalized communities in many parts of the country. Indeed, the sustainable development of local and regional economies is partly owed to the development of SMEs.

ii. Co-operative Development

The Framework aligns itself with the dti initiative to increase non-financial and financial support for cooperatives to create greater demand for their goods and services and improve their long-term sustainability. Through their local economic development strategies, the Framework also encourages municipalities to work with the dti's Co-operative Incentive Scheme (CIS). The objective of the CIS is to improve the viability and competitiveness of co-operative enterprises by lowering their cost of doing business through an incentive that supports Broad-Based Black Economic Empowerment.

iii. Broad-Based Economic Empowerment Youth and Women and People with Disabilities

These target groups will be supported through the Framework by facilitating access to funding resources from the Industrial Development Corporation (IDC), National Youth Development Agency (NYDA) and the National Empowerment Fund (NEF). South Africa has a serious problem of limited and poor participation of young people in the economy, which results in youth not gaining work experience, and so not acquiring skills. Youth unemployment constitutes the biggest percentage of the total unemployment figure in South Africa. The dti has adopted the Youth Enterprise Development Strategy (YEDS), and through this strategy, Government intends to foster youth economic participation by deliberately enhancing youth entrepreneurship, accelerating the growth of youth-owned and managed enterprises. The approach of the Framework is to create an enabling environment conducive to the accelerated

development of SMMEs, Cooperatives, Youth and Broad-Based Black Economic Empowerment Enterprises and provide for them a broad range of business support services.

The Framework stresses the importance of working with enterprise support organisations and identifies **Business Development Services (BDS) and collaborations** as key interventions:

- Business Development Services (BDS) and collaboration: Ensuring productive partnerships and collaboration among banks, corporate entities, is the key to the provision of business development service and effective support for small businesses. A key role in SMME support lies in respect of the promotion of new businesses through a variety of interventions such as business skills development and acquisition of technical skills. Existing businesses often require advice and assistance, especially in respect of financial management. These BDS process may involve direct support through the Small Enterprise Development Agency (SEDA), Academic institutions, NGOs and/or private providers on an appropriate and sustainable basis.
- The Framework also encourages government departments to enhance information flows to small businesses, especially those related to trade and investment promotion and national and international marketing opportunities. Assessing the impact of regulation on the small business sector must be supported by the approach outlined by the dti in its Guidelines for Reducing Municipal Red Tape.

In summary, the function of firms and support organisations has three main aims in LED, i.e. to transfer science and technology and commercialise innovations; create jobs; and strengthen the performance of local economies. The Framework encourages municipalities to work with SMME representative bodies to identify the constraints that businesses experience because of national and local business regulations, and proactively support SMMEs. A thriving SMME sector gives a local economy a vibrancy and energy called for in the vision of the Framework. Government at all levels can support this through local procurement wherever possible and ensuring that invoices from small business suppliers are paid promptly and in compliance with their legal obligation to pay invoices within 30 days of receipt.

5.7.3 STRATEGIC ECONOMIC SECTOR FOCUS FOR SMME DEVELOPMENT

According to the Siyathemba Local Economic Development (LED) Strategy (2012), the challenge facing Siyathemba is how to broaden and encourage the significant and inclusive economic participation of local SMMEs in various strategic economic opportunities in Siyathemba, these sectors are:

- Renewable Energy;
- Mining;
- Agriculture;
- Tourism;
- Military;
- Astronomy.

Majority of the business opportunities, stem from investments in the aforementioned strategic sectors, are typically sourced from outside of Siyathemba. However, the Siyathemba (LED) Strategy believes there is nevertheless potential for SMMEs to establish workshops and

facilities in the region, coupled with enterprise development programmes, to serve these strategic sectors and massive strategic economic projects.

Five growth and development strategies have been proposed by the Northern Cape PSDF to assist the province and municipalities in managing future growth. Strategy 1 applicable for Prieska is: Diversification And Maintenance Strategy For Prieska. One specific strategy component relevant to Prieska is: Focus on diversification and identification of new opportunities including:

- Value chain development;
- SMME development; and
- Private Public Partnerships.

By way of example, one strategic economic sector, within the local municipality, that can be leveraged for local SMME economic participation and development is the Renewable Energy sector. The Renewable Energy Independent Power Producer Procurement Programme (REIPPP) has policies that can be leveraged such as the Implementation Agreement (IA) that is signed between the Department of Energy and the individual REIPPs, as part of the Power Purchase Agreements. The IA determines contractual obligations by the IPP in relation to socio-economic and enterprise development commitments over the lifetime of the project. Under the Economic Development (ED) Obligations of the Implementation Agreement (IA), reference is made of the following Seven ED Elements:

- 1) Ownership Obligations;
- 2) Job Creation Obligations;
- 3) Local Content Obligations;
- 4) Skills Development Obligations;
- 5) Management Control Obligations;
- 6) Enterprise and Supplier Development Obligations; and
- 7) Socio-Economic Development Obligations.

The National Development Plan describes social cohesion as ‘the anchor strategy’ without which all efforts to promote growth, create jobs and eradicate inequality would fail. This anchor strategy is centred on building trust within communities and among all sectors of society within a municipal region. Shared objectives for increased enterprise and job-creating economic growth and better outcomes in social development can only be achieved if build on the basis of social cohesion.

As such two very important elements in the ED Obligations matter for the Siyathemba Local Municipality: (1) Enterprise Development Obligations and (2) Socio Economic Development Obligations. These elements refer to the Renewable Energy IPP’s undertaking and commitment that $\pm 0.6\%$ of the Revenue shall be spent on Enterprise Development Contributions and $\pm 1.5\%$ of the Revenue shall be spent on Socio-Economic Development Contributions.

Siyathemba Local Municipality would like to ensure that these ED Obligations are indeed implemented within the Siyathemba Local Municipality for the benefit of local SMMEs in the region. Through the REIPPP Enterprise Development Contributions and Socio-Economic Development Contributions the following, amongst others can be achieved:

- Optimise and increase the active black local participation across your value chain: including participation in both the O&M Phase and the EPC/Construction Phase etc.
- Optimise and increase the social economic development impact at community level through more impactful IPP ED/SED initiatives.
- Improve IPP's support for local content within the Siyathemba Local Municipality region.
- Establishment of a Business Incubator for SMMEs in Prieska, Siyathemba Local Municipality.

5.7.4 BUSINESS INCUBATION IN SIYATHEMBA AS A COMPREHENSIVE SMME DEVELOPMENT APPROACH

The Siyathemba Spatial Development Framework (SDF) (2019) has categorised the development of the region into various Land Use Management (LUMS) zones. Four of these zones, Zone 1 – 4, allows for the establishment of micro enterprises with the aim to support and promote SMMEs within these zones. Aligned to the Northern Cape Provincial Spatial Development Framework (PSDF), the Siyathemba SDF defines this enterprise development as SMME Incubators, which is areas designated for SMMEs and associated infrastructure and services focused on community-based service trade and retail.

It is on this backdrop that the Siyathemba Local Municipality wants to facilitate and support the establishment of both public and privately operated SMME Business Incubators in Prieska that area aligned with the strategic economic sector within the local municipality.

5.7.5 BUSINESS INCUBATION IN THE CONTEXT OF DEPARTMENT OF SMALL BUSINESS DEVELOPMENT

The Siyathemba Local Municipality has identified the importance of business incubation as a key driver of SMME development based on the relevance and focus incubators get in the strategic plans of Department of Small Business Development. This point is highlighted in the Address by the Minister for Small Business Development, on the Debate of Budget Vote on Small Business Development on 25 May 2021.

Minster Khumbudzo Ntshavheni in her Address highlighted the National Development Plan which proposes that as a country we must:

- 1) Increase exports focusing on amongst others construction, mid-skill manufacturing, agriculture and agro-processing, tourism and business services;
- 2) Reduce cost of regulatory compliance;
- 3) Create a larger, more effective innovation system closely aligned with firms that operate in sectors consistent with the growth strategy;
- 4) Support for small businesses through better coordination of relevant agencies, development finance institutions, and public and private incubators;
- 5) Strengthen financial services to bring down their cost and improve access for small-and medium-sized businesses;

- 6) Make a commitment to public and private procurement approaches that stimulate domestic industry and job creation; and
- 7) Have a labour market that is more responsive to economic opportunity that requires amongst others the review of regulations and standards for small and medium enterprises.

The work of the Department of Small Business Development and its Agencies is structured and coordinated under the SMME Support Plan Towards the Attainment of Vision 2030 that was adopted in 2019. This Plan consists of 10 programmes, namely:

- 1) SMME-focused Localisation Programme which is enabled through the Small Enterprise Manufacturing Support Programme (SEMSP)
- 2) Township and Rural Entrepreneurship Programme (TREP)
- 3) Incubation and Digital Hubs Roll-Out
- 4) Start-Up Nation
- 5) Young Entrepreneurs Support
- 6) SheTradesZA
- 7) SMME Business Infrastructure Support
- 8) Cooperatives Support
- 9) SMME Scale-Up (Expansion)
- 10) Informal Businesses Support

To continue implementing the SMME Support Plan, R 157 million of the transfers and subsidies to SEDA is allocated to the SEDA Technology Programme. Through the Technology Programme SEDA is responsible for four (4) programmes of the SMME Support Plan, which are:

- 1) Incubation and Digital Hubs
- 2) Start-Up Nation,
- 3) Product Standard Conformity, and
- 4) Technology Transfer.

Establishment of Incubators & Digital Hubs by Department of Small Business Development:

The Department has set itself a target to establish 250 incubation and digital hubs by 2024. To date, 101 incubators have been established on the set target of 96 which include 22 Centres for Entrepreneurship and Rapid Incubation (CFERIs) in TVET colleges and Universities including an additional four (4) centres at University of Johannesburg (Soweto Campus), Rhodes University (Makhanda Campus), Nelson Mandela University (Gqeberha Campus) and University of Venda (Thohoyandou Campus). Some of the CFERIs at TVET Colleges include those at Northern Cape Rural TVET (De-Aar and KHATHU Campuses), Maluti TVET College Phuthaditjhaba Campus, West Coast TVET College (Vredendal Campus) and the new ESAYIDI TVET College (Umzimkhulu Campus).

Department of Small Business Development through SEDA will also facilitate the establishment of an additional 27 new incubators, mainly in townships and rural areas. The new incubators will assist with the establishment of approximately 1 290 new enterprises that

are expected to create at least 25 000 new jobs. Some of the areas the additional incubators are planned for underserved Provinces and Districts aligned to the Departments SMME Support plan, including the districts of: Sarah Baartman, Joe Gqabi, Fezile Dabi, Xhariep, Sedibeng, West Rand, Amajuba, iLembe, Umgungundlovu, Mopani, Waterburg, Nkangala, Namakwa, Pixley ka Seme, Dr K Kuanda, The Central Karoo and Overburg. The existing incubator footprint covers most Districts in South Africa and is the biggest in Africa. More work will be done in partnership with the Private Sector with regards to establishing new incubators. Furthermore, four Digital Hubs were established, and the remaining 2 hubs will be completed in the 2 and 3rd quarters of the 2021/22 financial year. The completed 4 Hubs are located in Mpumalanga (Mbombela and Gert Sibande), Mafikeng and Botshabelo in the Free State.

In line with the goal of the NDP of supporting small businesses through better coordination of public and private incubators amongst others, the Department has recently established a partnership with NASPERS LAPs and Foundry programme with the purpose of optimising resources for the deployment of digital hubs and support to for Start-ups. The NASPERS partnership is already operational to complete the Alexandra (Johannesburg) hub. In addition, the Department through SEDA has also partnered with other private incubators such as the Black Umbrellas network of 7 incubators, ONE-Bio Life Science Incubator in Cape Town, the Propeller Incubator in Eastern Cape.

5.7.6 YOUTH FOCUSED SMME DEVELOPMENT PROGRAMMES

The Siyathemba Municipality Youth Development Policy stresses the need to design and implement SMME programmes for youth. This is also consistent with the National Development Plan and the National Framework for Local Economic Development 2017-2022.

According to the Siyathemba Municipality Youth Development Policy the municipal local economic development interventions on youth development shall be informed by the following challenges within the Siyathemba Local Municipality:

- Graduates and semi-literate youth are involved in crime because of exclusion and discrimination from the local economy;
- There are no youth economic support centers focusing on such services as tender advice and accessing capital;
- Young people generally lack skills which makes them unemployable;
- Lack of resources for promoting economic development amongst youth;
- The municipal procurement policy is not biased towards the youth;
- Youth are not yet benefiting from current municipal and local business opportunities; and
- There is no biases towards disabled youth and young women in economic development.

The Siyathemba Municipality Youth Development Policy indicates that the above-mentioned challenges are a result of non-integration and lack of targeting of youth in economic development within the municipality.

Amongst others, the Siyathemba Municipality Youth Development Policy makes the following recommendations with regards to Youth Economic Empowerment Programmes to ensure youth participation in the municipal economy is a priority of the Siyathemba Municipality:

- Facilitate participation of young entrepreneurs in business opportunities created by the municipality and within the municipality.
- Avail suitable land for agriculture in the municipality to youth.
- Facilitate the provision of institutional and technical support to young entrepreneurs.
- Facilitate the preparation of youth in and out of school for the exploitation of economic opportunities available through mechanisms such as career guidance and life-skills.

Implementation of the Siyathemba Municipality Youth Development Policy programmes must be simultaneous with the other programmes of this strategy as they are closely related.