SIYANCUMA INTEGRATED DEVELOPMENT PLAN (IDP)

DRAFT

2023/24

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LIST OF ABBREVIATIONS

ABET	Adult Basic Education and Training
AIDS	Acquired Immune Deficiency Syndrome
CBD	Central Business District
CMS	Catchment Management Strategies
DBSA	Development Bank of Southern Africa
DEAT	Department of Environmental Affairs and Tourism
DEA	Department of Economic Affairs
DMR	Department of Mineral Resources
DSDF	District Spatial Development Framework
DTI	Department of Trade and Industry
DRPW	Department of Roads and Public Works
DWA	Department of Water Affairs
ECD	Early Childhood Development
EPWP	Extended Public Works Program
EXCO	Executive Committee of Council
FET	Further Education and Training
GDP	Gross Domestic Product
HDI	Human Development Index
HDSA	Historically Disadvantaged South Africans
HIV	Human Immune Virus
HOD	Head of Department
ICT	Information and Communication Technology
IDC	Industrial Development Corporation
IDP	Integrated Development Plan
IDP	Institutional Development Plan
IWMP	Integrated Waste Management Plan
IDMP	Integrated Disaster Management Plan

KPIs	Key Performance Indicators
LED	Local Economic Development
LRAD	Land Redistribution for Agricultural Development
MFMA	Municipal Financial Management Act
MIG	Municipal Infrastructure Grant
MSA	Municipal Systems Act
MTEC	Medium Term Expenditure Committee
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NAFU	National African Farmers Union
NCPGDS	Northern Cape Provincial Growth and Development Strategy
NCPIC	Northern Cape Provincial Intergovernmental Council
NGO	Non-Governmental Organization
NIHE	National Institute of Higher Education
NSDP	National Spatial Development Perspective
PDI	Previously Disadvantaged Individual
PERO	Provincial Economic Review & Outlook
PGDP	Provincial Growth and Development Plan
PGDS	Provincial Growth and Development Strategy
PHC	Primary Health Care
PIG	Provincial Infrastructure Grant
POA	Program of Action
PPP	Public Private Partnership
PSDS	Provincial Spatial Development Strategy
SADC	Southern African Development Community
SALGA	South African Local Government Association
SDF	Spatial Development Framework
SDBIP	Service Delivery and Budget Implementation Plan
SLM	Siyancuma Local Municipality
SMMEs	Small Medium and Micro Enterprises
SoEs	State Owned Enterprises
STATSSA	Statistics South Africa
STI	Sexual Transmitted Infection

WMA	Water Management Area
WSDP	Water Services Development plan
WWTW	Waste Water Treatment Works
WTW	Water Treatment Works

FOREWORD BY THE EXECUTIVE MAYOR, CLLR W. VAN BERGEN

The functions of Siyancuma Local Municipality stem from the constitutional mandate to deliver certain services within its financial and administrative capacity. The objectives of local government as defined in Section 152(1) of the Constitution of South Africa set the stage for a holistic approach of service delivery by providing guidance in this regard.

These objectives are;
To provide democratic and accountable government for local communities;
To ensure the provision of services to communities in a sustainable manner;
To promote social and economic development;
To promote a safe and healthy environment; and
To encourage the involvement of communities and community organisations in the matters of local government.

For the last decade Siyancuma Local Municipality faced unique challenges. Despite these challenges Siyancuma Local Municipality offers an environment with unique resources ideal for development, ensuring equitable access to basic services for all our inhabitants in all areas, job creation and sustainable livelihoods as well as creating integrated human settlements with decent housing for all which will install dignity and pride in our communities.

This Integrated Development Plan set the platform to start afresh with new leadership and institutional stability. To counter the aspects regarding poverty and unemployment. The focus of this IDP is to grow the economy, enhance service delivery, empowerment of women and poor households and to address unemployment through job creation and development programmes.

The Integrated Development Plan focus on a balanced development strategy that recognises the strengths and weaknesses of our resources and will ensure the protection of our institutional integrity, the fundamental challenges regarding our human and social development and the ability to support a robust economy.

Public participation is fundamental to the success of the execution of this plan and can be seen as the heart of the process. Our focus is people centred development and a serious regeneration of the economy.

Limited resources are not seen as a stumbling block but rather as a challenge to improvise and think outside the box to create new and innovative ideas to regenerate the economy and development.

Our vision is: “Together we commit ourselves to be an excellent Municipality”. The new leadership of the municipality is eager to invite you to share and contribute towards our efforts and goals in realising our vision which will enable us to ensure a sustainable future for all our residents.

_____

Cllr. W. van Bergen

Executive Mayor

EXECUTIVE SUMMARY

The Siyancuma Local Municipality forms part of the Pixley Ka Seme District Municipality which is located in the south-eastern part of the Northern Cape Province. The Municipality is made up of three main entities, namely incorporating three urban settlements (Douglas, Griekwastad and Campbell) two restitution areas (Schmidtsdrift and Bucklands), rural areas (Plooysburg, Salt Lake, Witput, Belmont, Graspan, Heuningskloof, Volop), commercial farming areas, small farming areas, the Ghaap Mountain and small private game parks.

The Siyancuma Local Municipality is characterised by incorporating the confluence of South Africa's largest rivers, the Orange and Vaal Rivers, with rich mineral deposits (diamonds, tiger's eye, zinc, lead and copper). The municipality has relatively high levels of basic services, partially integrated society, medical facilities in Douglas and Griekwastad, one of the biggest correctional services in the province and is the neighbour to Kimberley, the provincial and legislative capital of the province. It still has major inequalities to overcome and in common with the rest of the country, a skew and sluggish economy to transform and speed up. The themes of this IDP are increasing economic growth, improving community self-reliance, achieving service excellence and sustainability led by strengthened leadership and good governance and a common approach between stakeholders.

Vision

"Together we commit ourselves to be an excellent Municipality"

Mission

To enable us to achieve our Vision, we will strive to:

- Administratively deliver a quality service to our customers
- Communicate transparently and adequately
- Work as one Team
- Be effective and efficient in our service delivery
- Have Clean and open service delivery
- Be developmental and creating opportunities for all
- Alleviate poverty in our communities
- By developing our skills to deliver a continuous improved service day by day

Values

- Transparency
- Integrity
- Honesty
- Respectful
- Accountability
- Consistency
- Value for Money Services
- Commitment
- Involvement

Priorities

1. Overhaul the registry section of the municipality
2. Monitor on a weekly basis the sent and received correspondence from registry
3. Development of an Organisational Structure to meet the demands of the new strategy
4. Develop a policy to manage contract workers
5. Implement a value system for the municipality
6. Implement a well-balanced employee wellness programme
7. Develop and implement a strict Overtime Policy
8. Implement a Confidentiality Policy for the municipality
9. Ensure that the targets are SMART
10. Develop a broader Municipal Infrastructure Maintenance Plan/Strategy
11. Implement the Municipal Infrastructure Maintenance Plan/Strategy
12. Develop quarterly service delivery targets for water, electricity, etc.
13. Quarterly monitoring and review of the targets
14. Incentivise delivery on targets: time-off, vouchers etc.
15. Establish a Customer Care Desk
16. Develop a Communication Strategy
17. Develop a Growth and Development chapter in the IDP, which will focus on Infrastructure capacity.
18. Incorporate the targets for the growth and development in the annual IDP review and align with the budget
19. Appoint a Project Management Unit (PMU) within Technical Services
20. Fill the vacancies in the PMU
21. Implement smart metering systems to include electricity vending after hours
22. Automate the payment system to include payments after 15h00
23. As part of the Customer Care Desk develop and implement a Public Education Programme on all services
24. Develop a Revenue Enhancement Strategy
25. Implement a Revenue Enhancement Strategy
26. Monitor the revenue of the municipality monthly
27. Undertake a Service Delivery Equipment Audit
28. Implement the recommendations of the audit
29. Implement smart metering systems to help curb water losses to 0%
30. Fill vacancies in the LED Unit
31. Develop clear targets and job description for the Unit
32. Develop a new LED Strategy for the Municipality
33. Develop an Investment and Incentive Strategy for the municipality
34. Develop an SMME Development Strategy for the municipality
35. Implement a thorough Asset Register including the farms
36. Implementation and signing of Contracts on the Commonages
37. Set targets for Traffic Officers
38. Design a policy for municipal contractors to have Corporate Social Responsibility (CSR) for funerals
39. Establish functional Ward Committees
40. Appoint a Ward Committee Officer
41. Develop plans for the Ward Committees
42. Monitor the operations of Ward Committees

43. Review the Internal Audit relationship with the District Municipality
44. Revise the Internal Audit Function
45. Develop and implement a stakeholder engagement strategy
46. Create systems for accountability, oversight and communication

Purpose of the IDP

The IDP has to ensure that departments within National and Provincial Governments, as well as Municipalities, function in concert in the execution of their tasks and delivery of services to communities. The IDP therefore exists to assist the Municipality to fulfil its developmental goals, as it is the aim of every Municipality to improve the quality of life of its citizens. Through the IDP the Municipality can easily identify the problems, issues and needs affecting its municipal area, so as to develop and implement appropriate strategies and projects towards addressing the public's expectations and problems. The IDP also provides specific benefits for all the stakeholders that are involved in the process.

2023/ 24 DRAFT IDP

This executive summary for Siyancuma Local Municipality 2023/2024 financial year summarizes the final IDP document that consists of seven (7) different but interrelated chapters:

- ❑ Chapter 1: Introduction
- ❑ Chapter 2: Situation Analysis
- ❑ Chapter 3: Priorities, Vision and Mission
- ❑ Chapter 4: Institutional Framework
- ❑ Chapter 5: Projects
- ❑ Chapter 6: Alignment and Integration
- ❑ Chapter 7: Closure

CHAPTER 1: INTRODUCTION

1.1 THE 5TH GENERATION INTEGRATED DEVELOPMENT PLAN

Siyancuma Local Municipality's five-year Integrated Development Plan (IDP) represents the overarching strategic framework within which the municipality aims to realize its vision for the area by building on the strategic objectives as set out by Council. These strategic objectives will inform all of the municipality's plans and policies, and this document is structured to offer a clear view of the objectives, strategies and development priorities of Council. While this IDP is Siyancuma Local Municipality`s main planning document, it draws on, and is informed by a large number of other plans and strategic frameworks developed by the other spheres of government and the various municipal directorates and departments. The 5th Generation IDP serves as a road map for Council to determine its short, medium and long term destination and also incorporates indicators to constantly monitor and evaluate our progress. Siyancuma Local Municipality's IDP provides the strategic framework that guides the municipality's planning and budgeting over the course of each political term. The political regime that drafted and influenced the previous IDP was re-elected. This enables the 6th generation IDP process to achieve continuity in the development agenda.

Local government operates in an ever-changing environment. The dynamic nature of local, national and global environments constantly presents local government with new challenges and demands. Similarly, the needs of the communities of the Siyancuma Local Municipality continuously changing. The five-year IDP of the Siyancuma Local Municipality is reviewed annually, so that the Municipality can always be confident that it addresses the real and relevant needs and concerns of local communities and stakeholders.

1.2 THIS 5 YEAR IDP AIMS TO:

- Build on the long term development strategies of all relevant sector plans and various master plans;
- Include ward based development plans to address the needs of specific wards/areas and seek targeted investment from government and other resources to address inequalities and the needs of local communities;
- Serve as a framework for the municipality to prioritize its actions in order to address service delivery backlogs, whilst ensuring that the existing economic, municipal and social infrastructure are maintained;
- Serve as a mechanism to facilitate joint planning and integration of efforts with other spheres of government; and
- Be owned by the political leadership, municipal administration and the community to ensure effective implementation of the municipal strategy

1.3 INTEGRATED DEVELOPMENT PLANNING IN ACTION

Integrated Development Planning is an elaborate and collaborative planning process which produces a strategic plan designed to guide municipalities to systematically eradicate service delivery backlogs; encourage socio-economic development; preserve and conserve the natural environment; address spatial disparities of development and deliver on the agreed priorities which are translated into projects with clearly defined outputs and targets within a five year planning cycle. The illustration below indicates how the process will evolve over 5 years:

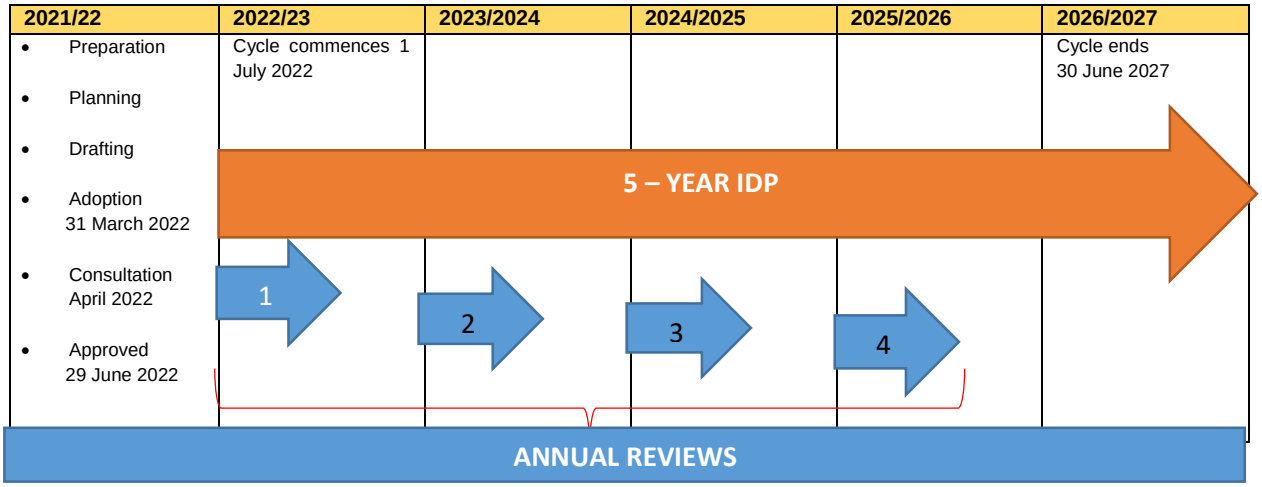


Figure 1 *:* Five year IDP cycle

The IDP has been developed with maximum participation from all relevant internal and external stakeholders which range from Councillors, administration and the broader community. The preparation of the IDP started with the approval of the IDP Process Plan as required in terms of Section 28 of the Local Government: Municipal Systems Act (32 of 2000) on 01 December 2022 with resolution number 2022/12/01 – 10.2.1. It sets out the logistical planning and co-ordination to ensure an effective planning process in accordance with the approved process plan. It is important to bear in mind that the end result of the IDP process is not the drafting of the IDP document, but the actual implementation of projects and programmes which will ultimately create a conducive environment to improve the livelihoods of people in the Siyancuma Municipal Area.

1.4 LEGISLATIVE FRAMEWORK

Section 25(1) of the Local Government: Municipal Systems Act (MSA) (Act 32 of 2000):

Each municipal Council must, within a prescribed period after the start of its elected term, adopt a single, all-inclusive and strategic plan for the development of the municipality which:

a. *Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality*

b. *Aligns the resources and capacity of the municipality with the implementation plan*

   Complies with the provisions of this Chapter; and

c. *Is compatible with national and provincial development plans and planning requirements*

d. *binding on the municipality in terms of legislation*

Section 26 of the MSA regulates the following core components that must be reflected in a municipality's IDP:

a. *The Council's vision for the long term development of the municipality with special emphasis on the most critical development and internal transformation needs*

b. *An assessment of the existing level of development in the municipality, which must include and identification of communities which do not have access to basic municipal services*

c. *The Council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs*

d. *The Council's development strategies which must be aligned with any national and provincial sectoral plans and planning requirements biding on the municipality in terms of legislation*

e. *A Spatial Development Framework(SDF) which must include the provision of basic guidelines for a land use management system for the municipality*

f. *The Council's operational strategies;*

g. *Applicable Disaster Management Plans*

h. *A financial plan, which must include a budget projection for at least the next three years*

i. *and the key performance indicators and performance targets determined in terms of Section 41 of the MSA.*

Section 16 of MSA

1. A municipality must develop a culture of a municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose-

(a) Encourage, and create conditions for, the local community to participate in the affairs of the municipality, including in-

I. the preparation, implementation and review of its integrated development plan in terms of Chapter 5:

II. *the establishment, implementation and review of its performance management system in terms of Chapter 6 iii. the monitoring and review of its performance including the outcomes and impact of such performance:*

III. *the preparation of its budget: and v. strategic decisions relating to the provision of municipal services in terms of Chapter 8;*

(b) contribute to building the capacity of-

I. *the local community to enable it to participate in the affairs of the municipality; and*

II. *councillors and staff to foster community participation; and*

(b) use resources, and annually allocate funds in its budget, as may be appropriate for the purpose of implementing paragraphs (a) and (b).

Section 21 of the Municipal Finance Management Act (MFMA)

Budget preparation process- (1) The Executive Mayor of the municipality must-

a. *co-ordinate the processes for preparing the annual budget and for reviewing the municipality`s*

   integrated development plan and budget-related policies to ensure that the tabled and any revisions of the integrated development plan and budget-related policies are mutually consistent and credible;

b. *at least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for:*

   I. *the preparation, tabling and approval of the annual budget;*

   II. *the annual review of;*

   III. *the integrated development plan in terms of section 34 of the Municipal Systems Act; and*

   IV. *the budget-related policies*

   V. *the tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and any consultative processes forming part of the process referred to in subparagraphs (1), (11) & (3)*

1.5 METHODOLOGY

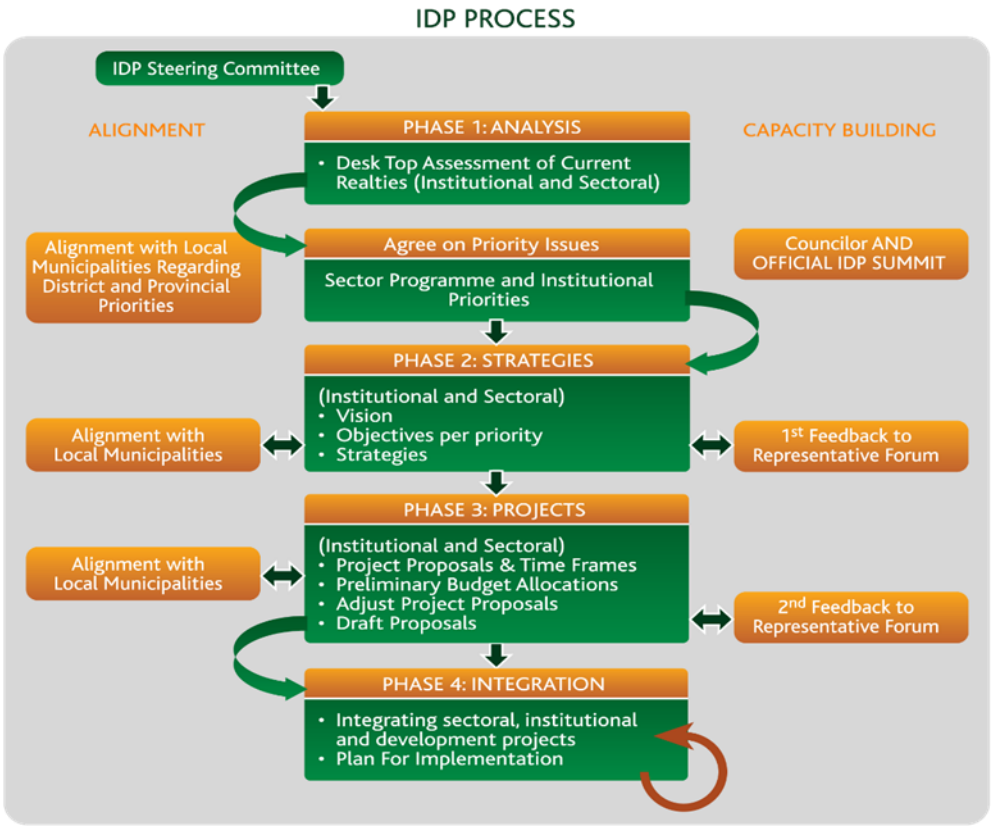


Figure 2 : A Diagrammatic presentation of the IDP Process (2022)

Policies adopted by the National Government, stipulate that the IDP process consists of 5 phases. Each phase can be broken down into the various steps shown below:

Phase 1: Analysis

Session one will entail a desk top assessment of the area's *Current Realities* (institutional and sectoral realities) including a detailed study and research. Problems and issues identified during the assessment of the current realities will be weighed according to their urgency and importance. Consequently, the *Priority Issues* focussing on various sector and institutional programmes, will be analysed and agreed upon.

Phase 2: Strategies

Session two of will entail the formulation of a *Vision* and mission statement indicating the ideal situation the Siyancuma Local Municipality would like to achieve over the long term. Following the vision statement, *Development Objectives* will be formulated for each priority issue. The development objectives will indicate what the Municipality would like to achieve in the medium term to address the priority issues and to contribute to the realisation of the vision.

During session three, *Development Strategies* will be identified for each development objective. The strategies will provide the answers on how the Municipality will reach each of

these objectives. Should it be necessary, the development priorities will also be revised during the session. Subsequent to the third session, general support will be obtained and consensus regarding the priority issues, vision, development objectives and strategies reached via the first feedback session to the IDP Representative Forum.

Phase 3: Projects

Session four will include the identification of projects. The projects will have a direct link to the priority issues, objectives and strategies identified in the previous sessions. At the same time preliminary budget allocations per project will be done to ensure a transparent and rational distribution of available resources between priority projects and the routine expenditure of the Council.

Session five will include the screening, adjusting and agreeing on projects after which the draft project proposals will be finalised. Subsequent to the fourth session, general support will again be obtained and consensus regarding the draft project proposals reached via the second feedback session to the IDP Representative Forum.

Phase 4: Integration

Following the adoption of the draft project proposals, the individual project proposals will be harmonised and integrated in terms of contents, location and timing in order to arrive at consolidated and integrated programmes and plans as required during the sixth and final session. Since institutional and sectoral issues will be addressed throughout the process, the documented programmes and plans will only be finalised and adopted during this session.

Phase 5: IDP Summit & Approval

To give notice of the Draft adopted IDP, an advertisement will be published to provide opportunity for comment by the broad public. The Draft IDP will also be circulated to the Governmental Organisations and service providers for comment. An IDP summit will be held that will ensure inter-Municipal co-ordination of the relevant IDP's. Once all comments received have been evaluated and amendments made accordingly, the Final IDP will be adopted by the Council. The approved IDP will then be submitted to the MEC for Local Government and Housing together with the approved Process Plan for monitoring purposes. A Summary document will be prepared.

Conflict Resolution

If an agreement cannot be reached regarding certain planning issues, conflict will have to be resolved by means of a decision within the formal Council.

In severe conflict situations, irrespective of the structure (Council, Steering Committee or Representative Forum) special mediation measures will have to be implemented, utilising an external person or body as a mediator. The proper legitimisation of the public participation process by professional facilitators, as explained in the above Public Participation Plan, is envisaged to reduce conflict.

Monitoring

The Provincial Government (Spatial Planning Directorate) will monitor compliance with the Process Plan.

1.5 THE PROCESS OF PUBLIC PARTICIPATION

Chapter 4 of the Municipal Systems Act stipulates that all municipalities must develop a culture of participatory governance. This implies that municipalities need to ensure that all their residents are at all times well informed about the affairs of the municipality. Opportunities should therefore be created for the general public to take part in the decision making of the council. Since the IDP is the strategic plan of a municipality, indicating the distribution of limited resources, it makes sense to plan with residents in order to ensure that their needs are addressed with a sole purpose of improving their living conditions. Mechanisms must therefore be created to allow residents within a municipality to participate in the planning process of development projects.

In order to comply with the provisions of chapter 4 of the Municipal Systems Act, public participation meetings are scheduled as follow:

DATE	WARD	PLACE	VENUE	TIME
Tue, 18 April 2023	Ward 2	Breipaal	Church of Christ	17H00
Wed, 19 April 2023	Ward 4	Douglas Town/ Riemvasmaak	Christian Network Church	17H00
Thu, 20 April 2023	Ward 7	Griekwastad	Mathlomola Community Hall	10H00
Thu, 20 April 2023	Ward 1	Griekwastad	Rainbow Community Hall	14H00
Tue, 25 April 2023	Ward 6	Schmidtsdrift	CPA Building	10H00
Tue, 25 April 2023	Ward 7	Campbell	Drop Inn Centre	14H00
Wed, 26 April 2023	Ward 3	Bongani	Bongani Community Hall	17H00
Tue, 02 May 2023	Ward 5	Breipaal	Breipaal Community Hall	17H00

Table 1: Proposed Public Participation meeting dates (2023)

2.1 SPATIAL MAKE-UP OF THE SIYANCUMA LOCAL MUNICIPALITY

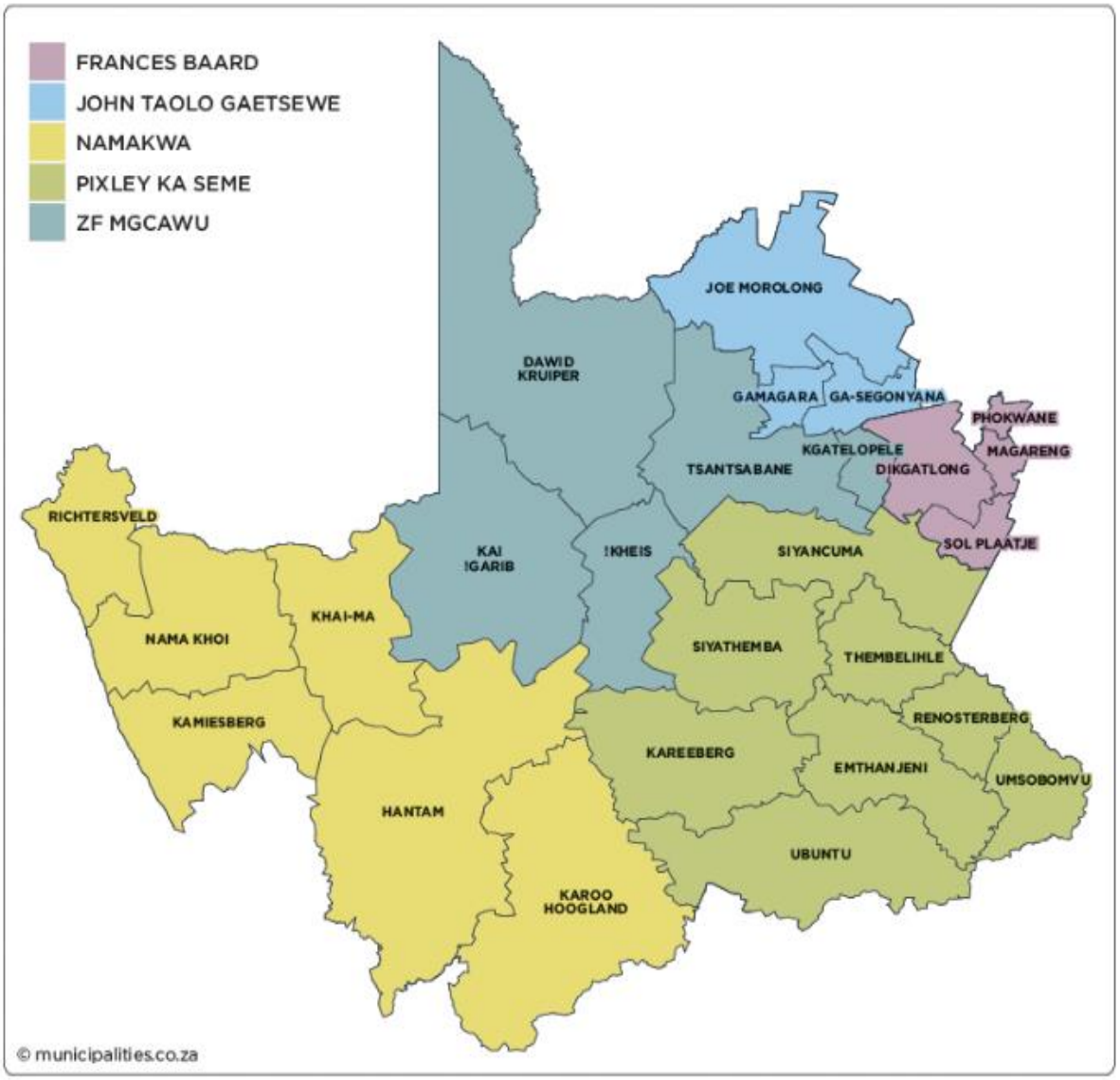
2.1.1 Location

The Northern Cape is geographically the largest province in South Africa having a land mass of 373,239 km² and covers approximately one third of the country's surface area. It is bordered by the Atlantic Ocean on the west, Namibia on the northwest and Botswana on the north, the Western Cape on the southwest and the Free State on the east.

The Northern Cape is the largest and most sparsely populated province of South Africa. It was created in 1994 when the Cape Province was split up. The Orange River flows through the province, forming the borders with the Free State in the southeast and with Namibia to the northwest. The Orange and Vaal Rivers meet in Douglas at the confluence and are used to irrigate the many agricultural farming activities in and around Douglas.

Map 1: Locality Map of Northern Cape. Source: Google Maps (2023)

The demarcation process of 2000 resulted in five district municipalities (ZF Mgcawu DM, John Taolo Gaetsewe DM, Namaqua DM, Francis Baard DM and Pixley ka Seme DM) together comprising twenty-seven Category B municipalities.

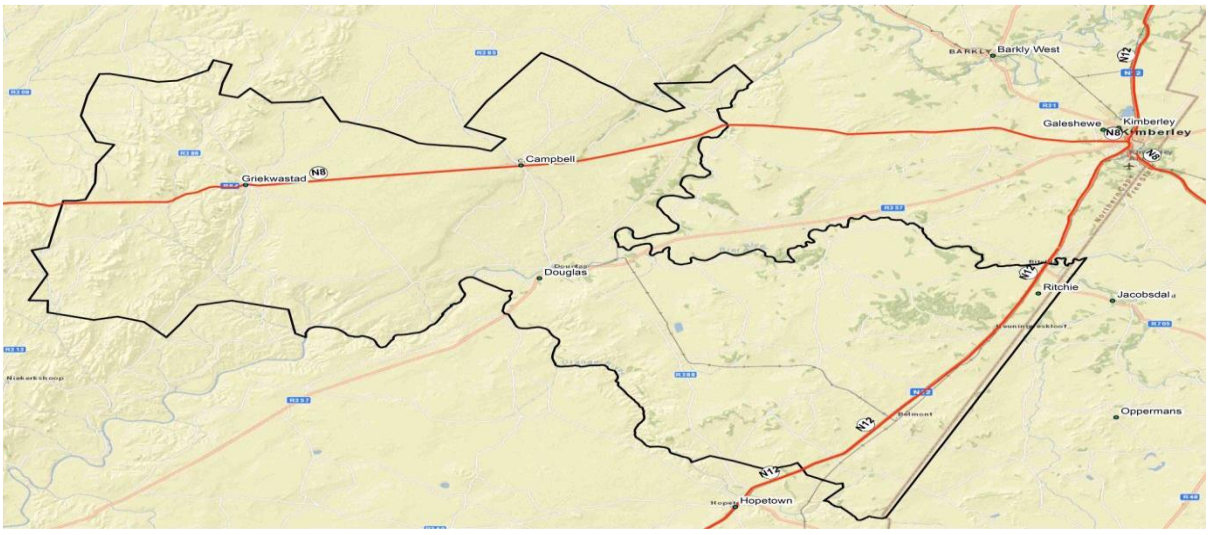


Map 2: Map of District Municipalities in the Northern Cape. Source: Google Maps (2023)

The Siyancuma Local Municipality is situated within the Pixley Ka Seme DM of the Northern Cape Province. It is bordered by the ZF Mgcawu DM in the north and west, Frances Baard DM in the north, Siyathemba LM and Thembelihle LM in the south, and the Free State Province in the east.

Map 3: Local Municipalities within the Pixley ka Seme District. Source: Google Maps (2023)

Siyancuma Local Municipality is incorporating three urban settlements (Douglas, Griekwastad and Campbell), three restitution areas (Schmidtsdrift, Bucklands and Kahlani/Maselsfontein), rural areas (Plooysburg, Salt Lake, Witput, Belmont, Graspan, Heuningskloof, Volop), commercial farming areas as well as small farming areas.



Map 4: The Siyancuma Local Municipality. Source: Municipal Demarcation Board (2020)

The spatial frameworks of all areas were shaped by their very different histories and this framework will continue to impact on the economic and social lives of the residents for a long time to come, including future planning and development.

Douglas (Coordinates: $29^{0}03'S$ $23^{0}46'E$)

This town is situated 100km west of Kimberley on the R375 road that connects Prieska (Siyathemba Local Municipality) and Kimberley (Sol Plaatje Local Municipality). It has three main residential areas and they are Bongani, Breipaal and the Douglas CBD. The town is also known because of the confluence of the Vaal and Orange rivers. It has summer rainfalls with an annual rainfall average of 315mm per annum. The area's temperatures vary between 1, 7 ^{0}Celsius in winter and 34,8 ^{0}Celsius in summer. Douglas is the economic hub of the municipality. The Vaal River and Industrial Areas across Douglas divide the major residential areas, making it difficult to integrate.

Since 1996, the local municipality has spent most of its budget providing basic infrastructure in the poor areas to catch up with service backlogs. However, the influx of unskilled people from farms has and is still continuing. The agriculture sector, community, social and personal service sector is the strongest economic sector and biggest job provider in this town. The major employment agencies in the area include agricultural entities like GWK, the SLM and provincial government departments based in Douglas like Education, Health and Correctional Services.

The town began as a Mission Station in 1848 on the farm Backhouse, by the Reverend Isaac Hughes. In 1867, a group of Europeans from Griekwastad signed an agreement giving them the right to establish a town. The town was named after General Sir Percy Douglas, Lieutenant Governor of the Cape Colony. The town is near the confluence of the Orange River and its main tributary, the Vaal River and surrounded by a wealth of agricultural and stock farming ventures.

The town is located in the centre of the Municipal area, close to the confluence of the Orange and Vaal Rivers. Residential areas include Bongani, Breipaal and the Douglas CBD. Recreational facilities include a golf club, holiday resort, private holiday resort and several other sport facilities. Community services include 2 community halls, a hospital, 2 clinics, 3 primary schools, 1 intermediate school and 3 high schools. Government is also well represented with a post office, police station, correctional centre, magistrate's court, home affairs office, agriculture field office as well as a population development service office. The commercial sector is well represented with 3 banks and businesses like GWK and Sidi Parani. Accommodation is available in a several guest houses.

Griekwastad (Coordinates: $28^{0}51'S$ $23^{0}15'E$)

Griekwastad is situated 150km west of Kimberley on the main route between Kimberley and Upington. It is also ideally situated on the route to Witsand and the Siyanda District, thus making it ideal for the development of the town into a tourist stopover in future. There are

three main residential areas in the town and they are Matlhomola, Rainbow Valley and Griekwastad CBD. The settlements within Griekwastad are the most integrated within the municipality with very low economic activity.

As in the case of Douglas, the local municipality, since 1996, spent most of its budget to provide basic infrastructure in the poor areas to catch up with service backlogs, with excellent and visible results. However, the influx of unskilled people from farms has, and is still continuing. The agriculture sector, community, social and personal service sector is the strongest economic sector and biggest job provider in this town. Key service sector employers include agricultural entities, provincial and local government, education and health facilities as well as services to the agricultural sector.

In 1803, the London Missionary Society extended its mission north of the Orange River and the place called Klaarwater became Griekwastad. The town had to accommodate a mixed community consisting of members of a Chaguriqua tribe and a mixed group from Piketberg, and local tribes like the Koranna and BaTswana.

Because of disputes between the two leaders, the Kok faction left Griquatown for Philippolis and Kokstad. When diamonds were discovered the Griqua were one of the parties claiming that the Diamond Fields lay within their territory. The area was awarded to Waterboer by the Keate arbitration who immediately sought Crown protection. This led to the establishment of the colony of Griqualand West, which was later annexed to the Cape Colony. Griekwastad is known for its semiprecious stones, tiger's eye and jasper and is also a centre for stockbreeding.

Griekwastad is located in the northern corner of the Siyancuma Local Municipality on the main route between Kimberley and Upington. The town is classified as a Rural Service Centre and serves the surrounding rural area.

Griekwastad is lacking recreational facilities and community services in the town include 2 libraries, a day hospital, 2 primary school, 1 intermediate school and 1 high school. Government is presented by a post office, police station, magistrate court and social development office. The commercial sector is represented by guest houses, a restaurant and several shops. The historic Marry Moffat Museum is located in the CBD area of Griekwastad.

Campbell (Coordinates: $28^0$48′S $23^0$42′E)

Campbell is situated 104km west of Kimberley between Kimberley and Griekwastad on the route to Upington. The surface area is about 900ha and the majority of the people in the area are the Griekwas. As in the case of Douglas and Griekwastad, the local municipality, since

1996, spent most of its budget to provide basic infrastructure in the poor areas to catch up with service backlogs.

The agricultural sector, community, social and personal service sector are the strongest economic sector and biggest job provider in this town. Key service sector employers include agricultural entities, provincial and local government, education facilities. Douglas which is 30 km from Campbell, is the business centre for the people of Campbell. Children attend secondary school in Douglas. People have to travel to Douglas for doctors and other personal services at great costs.

According to a study done (Socio-economic profile) by the Pixley Ka Seme District Municipality, Campbell is the poorest community in the Municipality and one of the poorest in the country. Campbell has a strong rural character and is mainly a dormitory town for workers in Douglas and elsewhere. Campbell (a village, on the edge of the Ghaap Plateau), was one of the earliest centres of Christianity north of the Orange River. Original names were Grootfontein or Knoffelvallei, but the town was renamed to honour the Reverend John Campbell, a traveller and missionary who visited the Cape stations of the London Missionary Society in 1813. The town is known for its spectacular dolomite rock formations, many springs and Karee and Wild Olive trees. Campbell has been home to San, Koranna and, later Griqua settlers drawn by the springs.

Smaller Settlements on Privately-owned Land (Rural Villages)

The smaller settlements in the municipal area are: Plooysburg, Belmont, Witput, Volop and Salt Lake. The total population in these towns is estimated to be below 1,000 people. The settlements have poor linkages with the rest of the towns in the municipal area and the province. Plooysburg is situated on privately owned land which belongs to the Dutch Reformed Church. Water services in Plooysburg have been and are still administered and provided by the church council.

Witput, Belmont and Graspan are small railway towns where most of the land and water services infrastructure are owned by Spoornet, the rail parastatal. Spoornet stopped the provision of water services since alienation of the smaller railway stations some years ago. The remaining households in Belmont, Witput, Graspan and a portion in Salt Lake presently depend on private landowners in the area to obtain water supplies.

The municipality, however as the water services authority (WSA) engaged on this matter and started negotiations with Transnet Housing on the transfer of ownership of houses and infrastructure. Although these negotiations are still ongoing the municipality is proving basic service like water service to the area.

Salt Lake is a privately owned farm with a salt manufacturing plant. The community resides on two farms, Saratoga and Sunnydale. Both owners of the farms presently provide water services and housing to residents that have been living in the area for years.

Farm Settlements (Other Privately-Held Farmland)

Farm settlements are comprised of very small settlements scattered over the Hay and Herbert Magisterial districts and Vaal River areas. Households are made up of mostly farmers, farm workers and their families. Landowners are providing water services to the households. It is also believed that some farm worker families get water from the river.

Restitution Settlements (Rural Villages)

There are three restitution settlements in Siyancuma, namely Schmidtsdrift, Bucklands and Kathlani/ Maselsfontein. Households in Schmidtsdrift occupy formalised sites in the area. The Municipality presently provides water services to more than 800 households in Schmidtsdrift.

The process of town establishment in Schmidtsdrift is finalized and was driven and funded by the Department of Land Affairs through the Land Claims Commission. The community participated successfully through workshops and influenced the whole process positively to their satisfaction.

The Bucklands restitution consists of 21 farms of which 9 belonged to the state. The majority of the claimants relocated themselves on an informal area on part of the land. Water services are currently provided partly by the municipality and landowners. However, there are no basic sanitation services in the area.

The claimants through their Communal Property Association (CPA) excluded the municipality from development and planning in this restitution and very little progress, if any, has been made.

2.1.2 Clusters

The Siyancuma Municipality has been grouped into 5 clusters for the purpose of development. These are shown in table below:

Cluster	No of wards	Wards covered	Area	Settlement type
A	4	2,3,4,5	Breipaal, Bongani Douglas CBD, Erwe, Bucklands	**High density** **High Density** **Low density**
B	2	1 & 7	Griekwastad CBD Matlhomola, Rainbow Valley, Vaal Block	**High density** **High density** **High density**
C	2	6 & 7	Schmidtsdrift, Campbell	**Medium Density** **Medium density**
D	1	6	Salt Lake, Witput, Belmont, Graspan, Heuningneskloof, Plooysburg, Olierivier, Vaallus, Rietrivier Research Station	**Rural** **Rural** **Rural** **Rural**
E	4	1,3,4,5	Farms	**Low density**

Table 2: Development Clusters and their Characteristics. Source: Siyancuma Local Municipality (2023)

2.2 DEMOGRAPHICAL DESCRIPTION

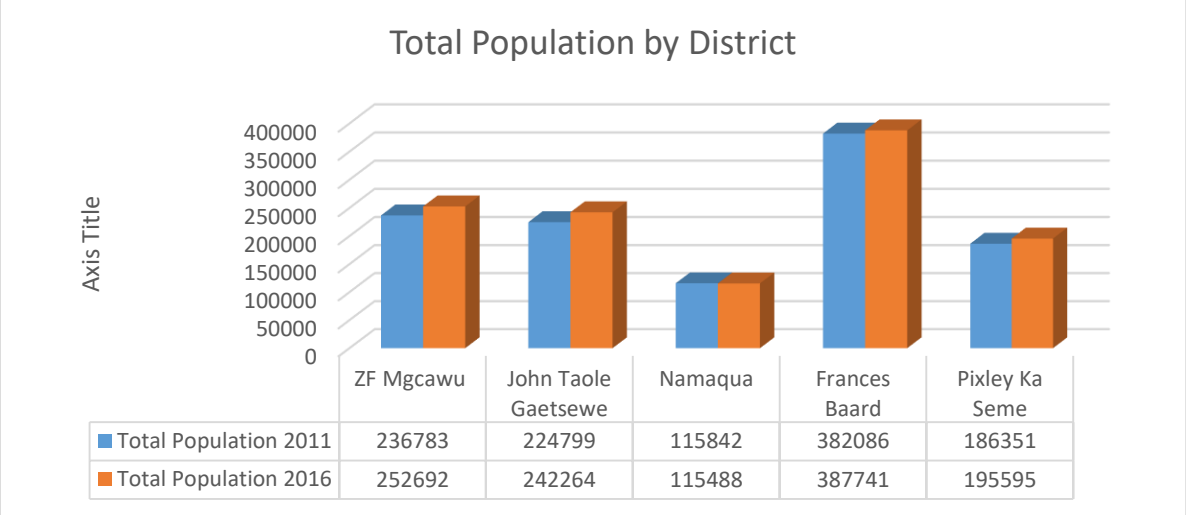
2.2.1 Population Overview

Pixley ka Seme District Municipality has the third largest population in the Northern Cape and shows a slight increase of 9244 from 2011 to 2016. It represents 28,41 % of the Northern Cape population.

The table and graph below depicts the population figures of the five District Municipalities as in 2011 and 2016:

District	2011	2016
ZF Mgcawu DM	236 783	252 692
John Taole Gaetsewe DM	224 799	242 264
Namaqua DM	115 842	115 488
Francis Baard DM	382 086	387 741
Pixley ka Seme DM	186 351	195 595
TOTAL	**1 145 861**	**1 193 780**

Table 3: Total Population by District . Source:StatsSa (2011) StatsSa Community Survey (2016)



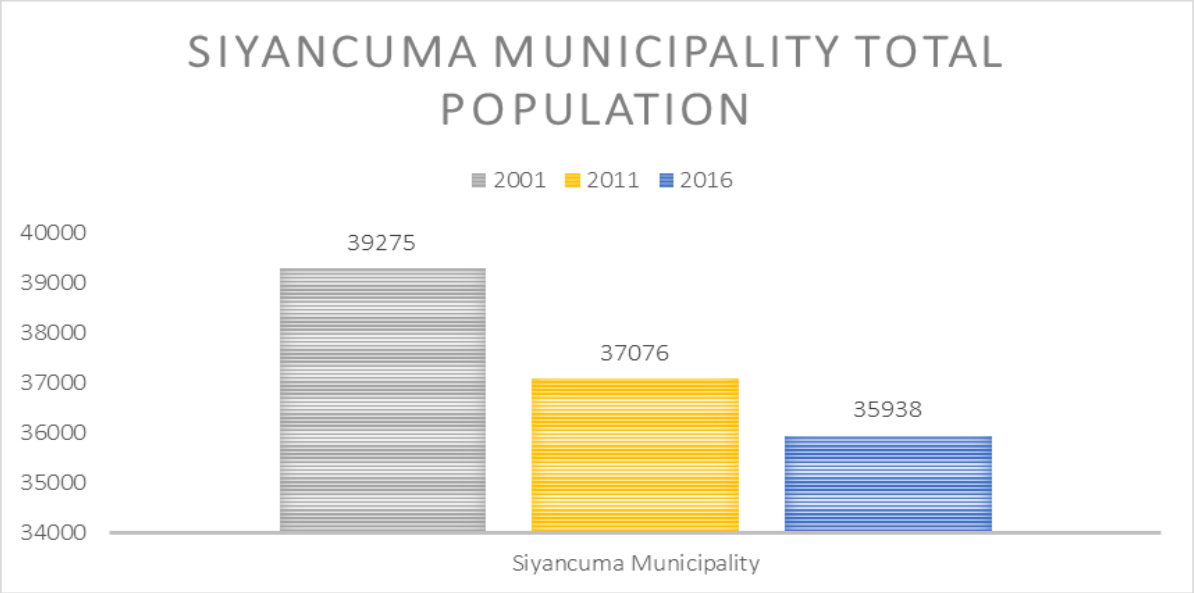
Graph 1: Total population by District . Source: StatsSA (2011) & StatsSA Community Survey (2016)

From 2001 to 2011, the total population for Siyancuma Local Municipality showed a negative growth rate of -5.6% with the population decreasing from 39 275 to 37 076 (StatsSA 2011). A further negative growth rate of -3.1% was experienced from 2011 to 2016 when the population decreased from 37 076 to 35 938 (Community Survey 2016).

Possible reasons for the decline in population might be:

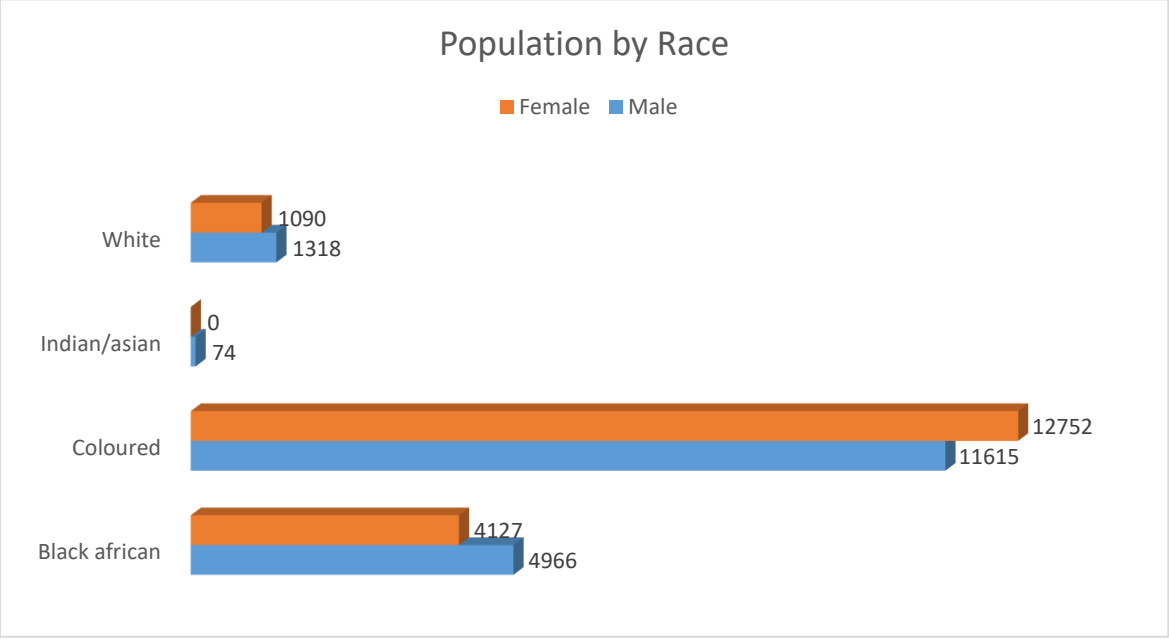
- Mortality (deaths that occur within a population).
  While death is inevitable, the probability of dying is linked to many factors, such as age, sex, race, occupation, social class and deceases like HIV an TB. The incidence of death can reveal much about a population ‘s standard of living and health care.

- Migration (the movement of people)
  The movement of a people across a specified boundary, for the purpose of establishing a new residence or to seek new job opportunities.



Graph 2: Total population comparison of Siyancuma Local Municipality. Source: StatsSA (2001), StatsSA (2011) & StatsSA Community Survey (2016)

2.2.2 Population by Race



Graph 3: Population by Race. Source: StatsSA Community Survey (2016)

The Siyancuma Municipality's total population of 35 938 (2016) can be broken down as follows:

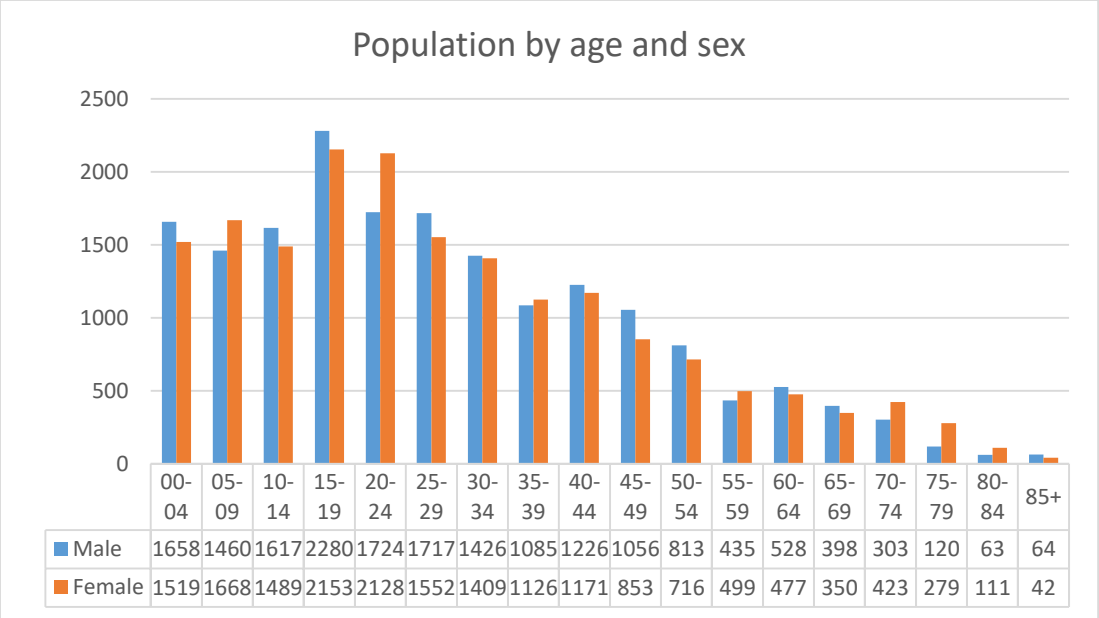
- Coloured – 67,80 %
- African – 25,30 %
- White – 6,69 %
- Asian – 0,21 %

The overall sex ratio (male : female) is more or less 50:50, although it is 48:52 for Coloureds meaning that there are slightly more Coloured females than males.

2.2.3 Population by age and sex

Demographic information from the 2016 Community Survey structured the Siyancuma total population as follow:

Population under 15:	26,2 %
Population 15 to 64:	67,8 %
Population over 64:	6,0 %



	00-04	05-09	10-14	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70-74	75-79	80-84	85+
Male	1658	1460	1617	2280	1724	1717	1426	1085	1226	1056	813	435	528	398	303	120	63	64
Female	1519	1668	1489	2153	2128	1552	1409	1126	1171	853	716	499	477	350	423	279	111	42

Graph 4: Population by age and sex. Source: StatsSA Community Survey (2016)

It is further evident from the information in the graph that:

- age group 15 – 19 is the highest. This group represents education grades 9 – 12, and forms 12,4 % of the total population.
- age group 20 – 34 represents the youth component and forms 27,7 % of the total population. This group characterises the economically active group and will have an impact on the employment and income levels within the municipality.
- from age 70, the mortality rate is higher for males than for females.

2.3 EDUCATION OVERVIEW

2.3.1 Level of Education (age 20+)

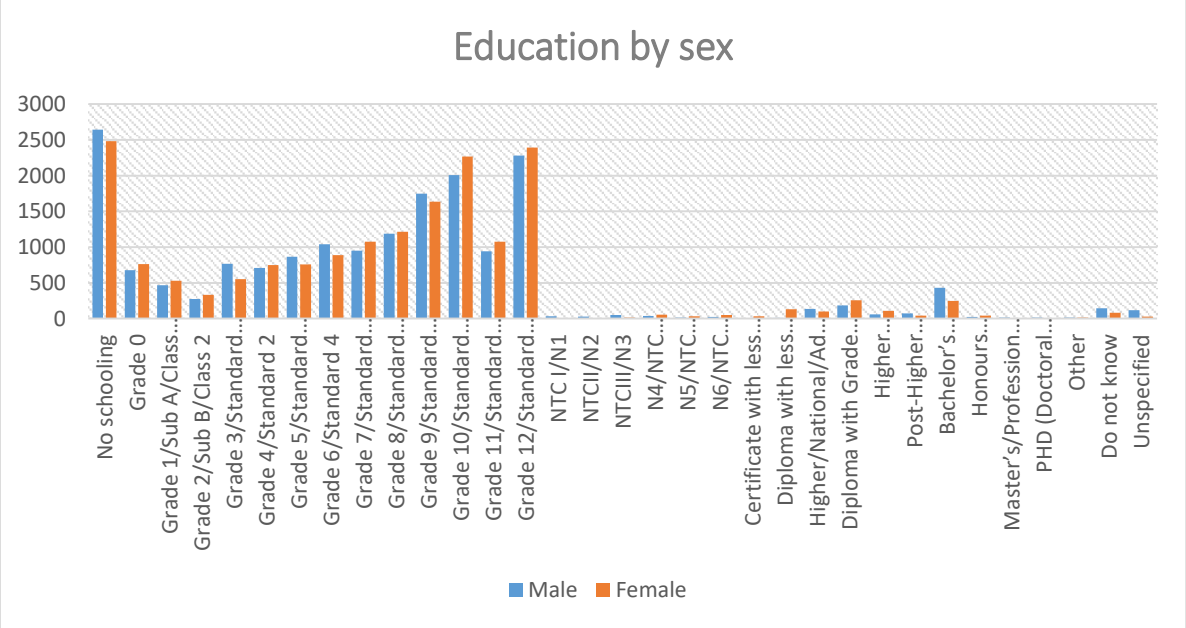
	2016	2011
No schooling	9,7 %	16,7 %
Matric	20,4 %	16,8 %
Higher education	8,9 %	5,4 %

Table 4: Level of education (age 20+). StatSA Community Survey (2016) StatsSA (2011)

The statistics above represent the level of education of the population above the age of 20. It is of significance, because it shows an increase in matric and higher education qualifications of 3,6% and 3,5% respectively from 2011 to 2016, while the figure for people with no schooling decreases with 7,0%. This represents a positive improvement in terms of increasing the levels of literacy within the municipality.

2.3.2 Education by sex

The graph below illustrates that more females (7369) than males (6979) completed grades 9 to 12, while slightly more males (1134) than females (1123) have a post matric qualification. People with no schooling stood at 2483 females and 2642 males in 2016, which is 14,2 % of the total population.



Graph 5: Education by sex. Source: StatsSA Community Survey (2016)

2.4 HEALTH OVERVIEW

The sectoral approach that was adopted to analyse the present health facilities of the Pixley Ka Seme district revealed that the National Government has adopted a primary health care strategy that includes making such services available within walking distance of communities. The strategy also includes improvement in sanitation and drinking water supply, etc. Thus the health care systems that presently exist in the District consist of:

- District Hospitals
- Community Healthcare Centres

TOWNS	HOSPITALS/ CHC's	CLINICS
Schmidsdrift	-	1
Campbell	-	1
Griekwastad	1	1
Douglas	1	2
TOTAL	**2**	**5**

Table 5: Municipal Health Centres. Source: Siyancuma Municipality (2023)

2.5 OVERVIEW OF THE HOUSING SITUATION

2.5.1 Household Dynamics

	2016	2011
Number of Households	10 191	9578
Average household size	3,5	3,8
Female headed households	36,4 %	35,7 %
Formal dwellings	82,0 %	73,0 %
Housing owned	50,3 %	39,6 %

Table 6: Household Dynamics. StatsSA Community Survey (2016) StatsSA (2011)

2.5.2 Household Services

	2016	2011
Flush toilet connected to sewerage	59,7 %	53,4 %
Weekly refuse removal	71,9 %	62,3 %
Piped water inside dwelling	41,5 %	41,4 %
Electricity for lighting	89,1 %	82,2 %

Table 7: Household Services. StatsSA Community Survey (2016) StatsSA (2011)

2.5.3 Housing Backlogs

Formalised, serviced sites (ready for top structures)

TOWN	WARD	TOWNSHIP	DESCRIPTION	UNITS	TOT
DOUGLAS	5	Breipaal	Old Dalton Plakkers	177	1051
	5	Breipaal	Akkerlaan Plakkers	86	
	5	Breipaal	New Dalton Plakkers	282	
	2	Breipaal	Midblock Plakkers	326	
	2	Breipaal	Madibas Plakkers	46	
	5	Breipaal	Weslaan Plakkers	50	
	5	Breipaal	Poppiestreet Plakkers	19	
	5	Breipaal	Atherthon Plakkers	65	
	4	Bongani	Riemvasmaak	405	686
	3	Bongani	Phomolong Plakkers	31	
	3	Bongani	Area next to reservoirs	50	
	3	Bongani	Infills	200	
GRIEKWASTAD	1	Rainbow		34	504
	1	Rainbow		13	
	7	Vaalblok	Area between Vaalblok and Mathlomola	457	
CAMPBELL	7	Campbell	Area next to the landfill site	190	190
SCHMIDTSDRIFT	6	Zone 4	Zone 4	539	700
	6	Zone 5	Zone 5	161	
			TOTAL		**3131**

Table 8: Formalised, serviced sites (1). Source: Siyancuma Local Municipality (2023)

Formalised, serviced sites (ready for engineering services)

TOWN	WARD	TOWNSHIP	DESCRIPTION	UNITS	TOT
DOUGLAS	4	Bongani	Area next to Bosman Canal	150	1350
	3 & 4	Bongani	Selfbou	1200	
GRIEKWASTAD	7	Mathlomola		22	64
	7	Mathlomola		42	
			TOTAL		**1414**

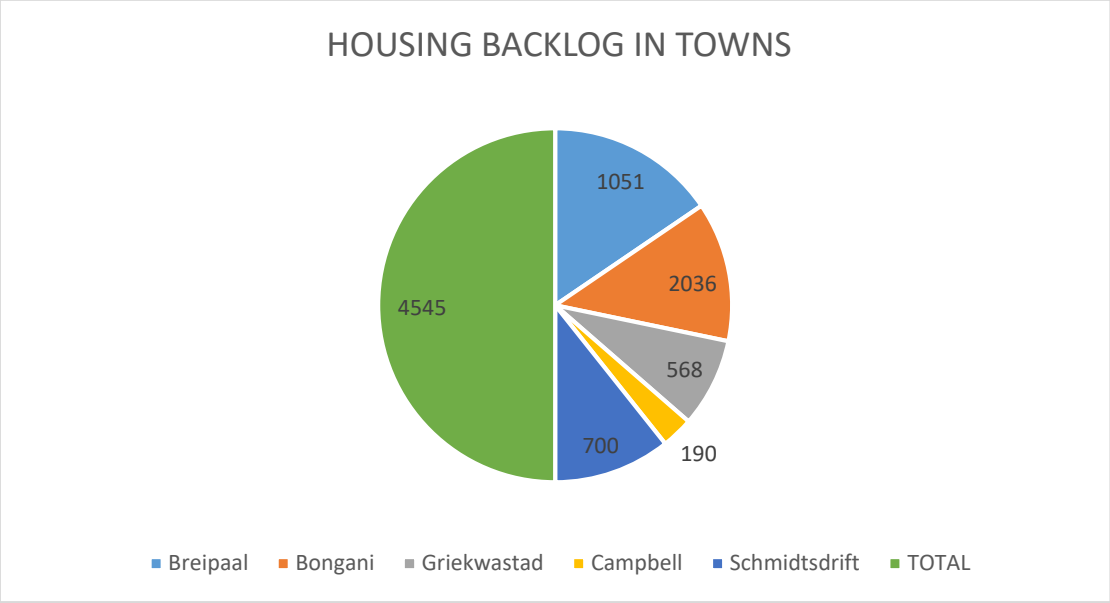
Table 9: Formalised, serviced sites (2). Source: Siyancuma Local Municipality (2023)

Total Housing Backlog

(Top Structures + Engineering Services)

TOWN	TOP STRUCTURES	ENGINEERING SERVICES	TOTAL
Breipaal	1051	-	1051
Bongani	686	1350	2036
Griekwastad	504	64	568
Campbell	190	-	190
Schmidtsdrift	700	-	700
TOTAL	**3131**	**1414**	**4545**

Table 10: Total Housing Backlog. Source: Siyancuma Local Municipality (2023)



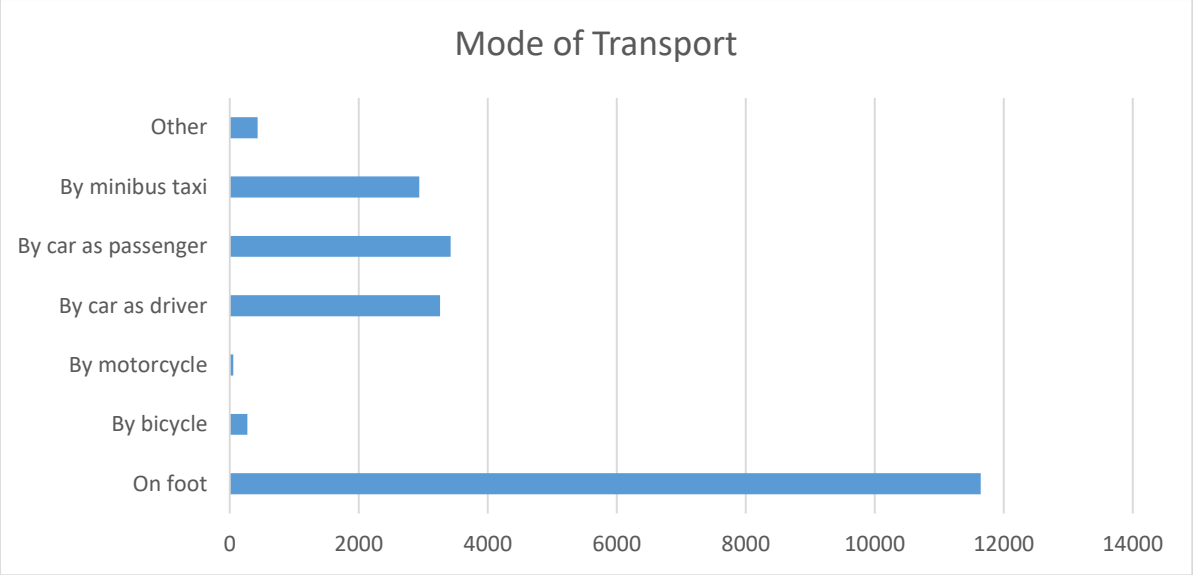
Graph 6: Total Housing Backlog. Source: Siyancuma Local Municipality (2023)

2.6 INFRASTRUCTURE AND SOCIAL AMENITIES

2.6.1 Transport

Transport includes activities such as providing passenger or freight transport by rail, road, water or air, auxiliary activities such as terminal parking facilities, cargo handling and activities, and postal activities and telecommunication.

The majority of people in Siyancuma do not have own transport and walk on foot to their places of employment or businesses in town. A small percentage are dependent on other modes of transport like minibus taxis and bicycles.

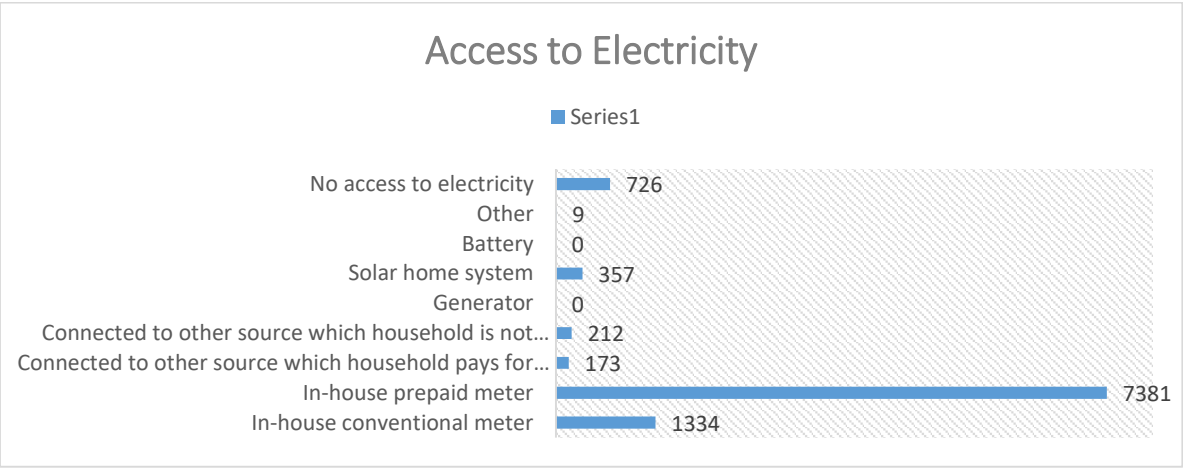


Graph 7: Mode of Transport. Source: StatsSA Community Census (2016)

2.6.2 Energy Supply

Siyancuma Local Municipality is currently facing a big challenge in terms of electricity bulk supply due to the expansion of informal areas. Another challenge is the fact that electrical infrastructure, eg. transformers, are dilapidated and need to be repaired or replaced at very high costs.

According to the Community Survey of 2016, most households (7381) are using in-house prepaid meters, followed by in-house conventional meters (1334). A new trend is taking root where people are installing solar home systems, and 357 such systems were already installed in 2016.



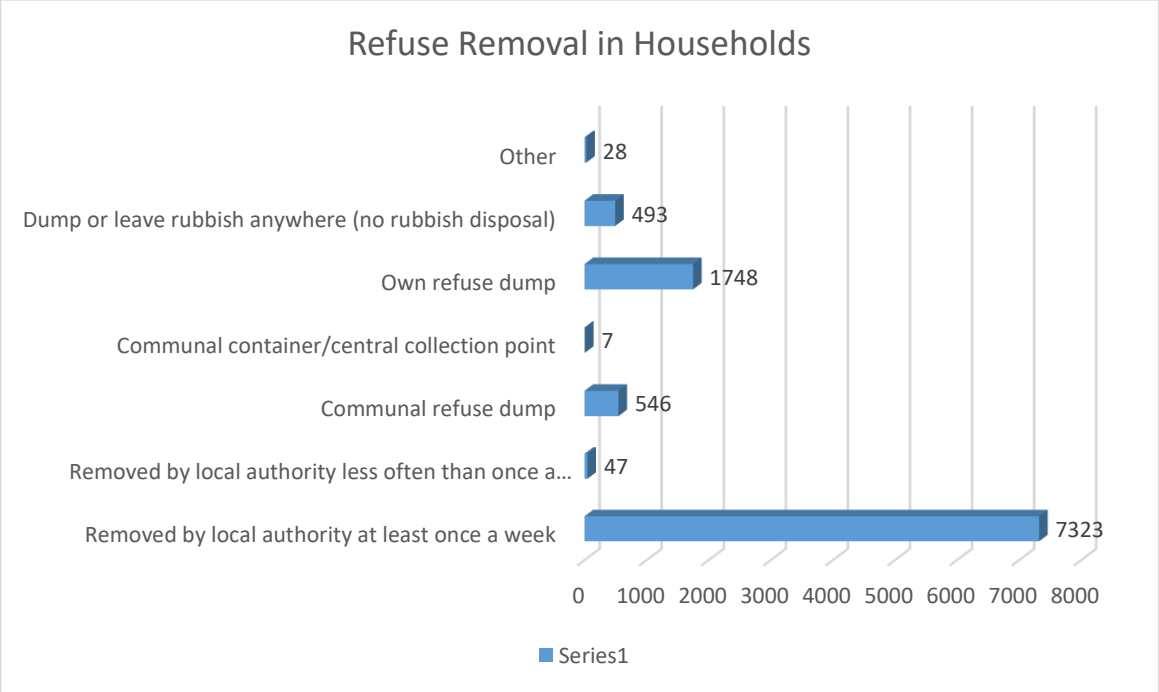
Graph 8: Access to Electricity. Source: StatsSA Community Survey (2016)

2.6.3 Refuse Removal

The following table depicts the days on which refuse are being removed in the different towns of the Siyancuma Local Municipality:

TOWN	TOWNSHIP	MON	TUE	WED	THU	FRI
DOUGLAS	Town			⁎		
	Bongani				⁎	
	Breipaal		⁎			
	Businesses	⁎				⁎
GRIEKWASTAD	Town			⁎		
	Rainbow Valley			⁎		
	Mathlomola		⁎			
	Vaalblok		⁎			
	Riemvasmaak		⁎			
	Businesses		⁎			
CAMPBELL	Town		⁎			
	Boven Campbell		⁎			
	Township			⁎		
	Informal area				⁎	

Table 11: Refuse removal in towns. Source: Siyancuma Local Municipality (2023)



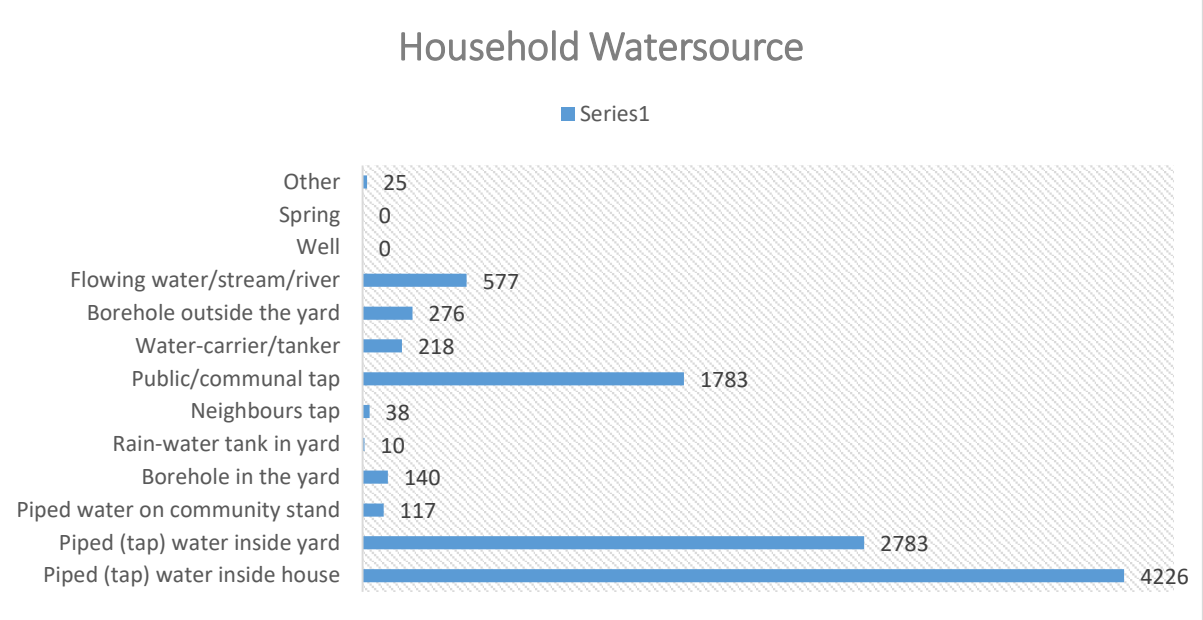
Graph 9: Refuse Removal in Households. Source: StatsSA Community Survey (2016)

The graph above illustrates that refuse is being removed at least once a week, to the tune of 7323 households. However a substantial number of people are still dumping domestic and garden waste on illegal dumping sites. This poses a serious environmental and health risk/

hazard. Communal dumping sites are not registered and licensed at the moment and efforts are underway to get them licensed.

2.6.4 Water

Most households in the Siyancuma Local Municipality area have access to water inside the house followed by taps inside the yard. However, many households are still dependant on communal taps.



Graph 10: Household Watersource. Source: StatsSA Community Survey (2016)

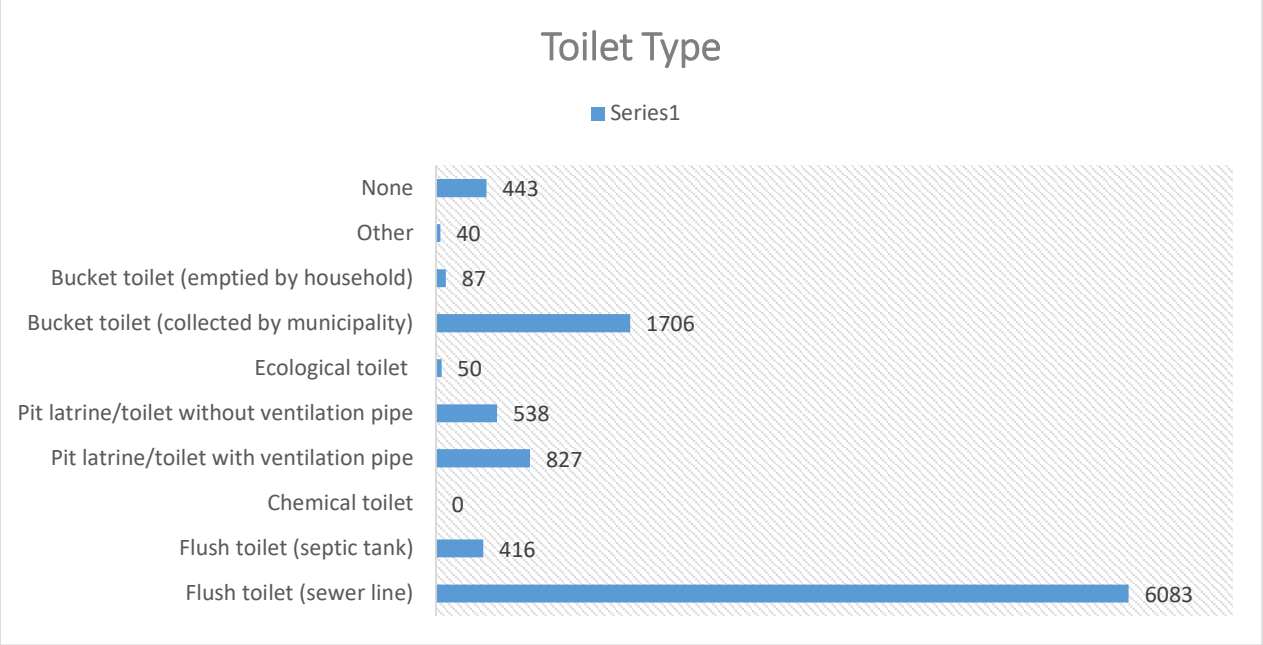
2.6.5 Sanitation

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:

(a) Appropriate health and hygiene awareness and behaviour;

(b) A system for disposing of human excreta, household waste water ad 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

(c) A toilet facility for each household"



Graph 11: Toilet Type. Source: StatsSA Community Survey (2016)

From the graph above the majority of toilets (6083) are flush toilets, followed by bucket toilets (1706) which are still being collected by the municipality.

2.6.6 Public Facilities

Towns	Multipurpose Centres	Town Halls
Schimidsdrift	0	0
Campbell	0	1
Griekwastad	0	2
Douglas	0	2
Total	**0**	**5**

Table 12: Community Halls. Source: Siyancuma Local Municipality (2023)

2.6.7 Cemeteries

Towns	Cemeteries
Schimidsdrift	1
Campbell	1
Griekwastad	3
Douglas	3
Saltlake	1
Total	**6**

Table 13: Cemeteries. Source: Siyancuma Local Municipality (2023)

2.6.8 Opportunities for Growth and Development

According to municipality's LED Strategy, an analyses of the economic indicators indicate opportunities for economic growth in the following sectors:

- Agriculture and agro-processing.
- Manufacturing.
- Tourism.
- Transport and infrastructure.
- Wholesale and retail, and
- Mining and value adding – beneficiation.

CHAPTER 3: VISION, MISSION, VALUES & STRATEGIC ISSUES

The Siyancuma Local Municipality adopted the following strategic framework which was held on 09 May 2022:

3.1 Vision

“Together we commit ourselves to be an excellent Municipality”

3.2 Mission

To enable us to achieve our Vision, we will strive to:

- Administratively deliver a quality service to our customers
- Communicate transparently and adequately
- Work as one Team
- Be effective and efficient in our service delivery
- Have Clean and open service delivery
- Be developmental and creating opportunities for all
- Alleviate poverty in our communities
- By developing our skills to deliver a continuous improved service day by day

3.3 Values

- Transparency
- Integrity
- Honesty
- Respectful
- Accountability
- Consistency
- Value for Money Services
- Commitment
- Involvement

3.4 Strategic Issues

3.4.1 Spatial Rationale

Key Performance Area 1:	SPATIAL RATIONALE
Strategic Objective:	TO ESTABLISH ECONOMICAL, SOCIALLY, ENVIRONMENTALLY INTEGRATED SUSTAINABLE HUMAN SETTLEMENTS

Focus Area	Baseline	Key Performance Indicator (KPI)	Target/ Timeline
Town Planning and Landuse Management	• No Spatial Development Framework (SDF) in place. • Very expensive to compile a SDF. • No in-house funds available. • Requests for assistance were submitted to COGHSTA and MISA. • Negative impact on Town Planning and Land-use applications.	• To compile a Spatial Development Framework.	• May 2024
Integrated Human Settlements	• Increasing demand for houses. • Housing delivery is dependent on funding from other spheres of government. • Uncontrolled informal settling in areas where township establishment was not yet done (Bongani, Breipaal & Griekwastad), makes the provision of basic services and infrastructure virtually impossible. • Township Establishment is a costly exercise and dependant on funding from COGHSTA. • High demand for engineering services in informal housing settlements and the upgrading thereof place excessive pressure on the existing services and infrastructure capacity. • Limited resources for emergency housing initiatives as a result of disaster situations.	• Avail or acquire more land for housing purposes. • Get COGHSTA's commitment to avail human resources and funding. • COGHSTA to assist with Township Establishment, EIA's and Geotechnical Investigations.	• Ongoing interactions with COGHSTA. Requests for a meeting with MEC as well as HOD were made but no response received.

	• Penalties from DENC if land is disturbed without EIA and ROD. • Dolomitic study to be undertaken in Griekwastad 457.	• COGHSTA to provide funding for dolomitic study in Griekwastad.	
Housing Backlogs	• 177 Units at Old Dalton Plakkers in Breipaal. • 282 Units at New Dalton Plakkers in Breipaal. • 86 Units at Akkerlaan Plakkers in Breipaal. • 405 Units at Riemvasmaak Plakkers in Bongani. • 31 Units at Phomolong Plakkers in Bogani. • 50 Units Damme Plakkers in Bongani. • 34 Units at Rainbow Valley in Griekwastad. • 13 Units at Rainbow Valley in Griekwastad. • 457 Units at Riemvasmaak Plakkers in Griekwastad. • 539 Units at Zone 4 in Schmidtsdrift. • 161 Units at Zone 5 in Schmidtsdrift.	• COGHSTA to provide funding for building of houses. • Sort out stumbling blocks with assistance from COGHSTA. (Eg. Environmental Authorization, Geotechnical Investigation2, etc.). • Compile Housing Business Plans for every pipeline project.	Ongoing.

3.4.2 Basic Service Delivery and Infrastructure Development

Key Performance Area 2:	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT
Strategic Objective:	TO IMPROVE AND MAINTAIN CURRENT BASIC SERVICE DELIVERY THROUGH SPECIFIC INFRASTRUCTURAL DEVELOPMENT PROJECTS

Focus Area	Baseline	Key Performance Indicator (KPI)	Target/ Timeline
Sanitation	• The Urine Drainage System (UDS) in Campbell is perceived as a lower standard of service and unhygienic. • Sub-standard quality of effluent from WWTW's. • Dependency on conventional sanitation technologies. • Buckets are still used in some areas.	• Implement measures to obtain Green Drop Status. • To develop a Master Plan • To provide buckets to all areas that don't have buckets • Explore the alternative sanitation system for Campbell • To provide internal services at formalised areas • Maintenance of Pump Stations & WWTW	• June 2024 • December 2023 • Provide 200 buckets by December 2023 • June 2024 • Ongoing • Ongoing
Water Supply	• Water security has been severely compromised due to limited storage capacity at reservoirs. • Vandalism of water infrastructure eg. tampering of valves at reservoirs, removing of standpipes, etc. • None of the water treatment systems has Blue Drop Status.	• Implement measures to obtain Blue Drop Status. • To investigate possible water storage capacity solution. • Compile Business Plan and register projects through Grants. • To provide basic level of water to all informal Household within 200m. • Protect and secure water sources and storages. • Maintenance of Pump Stations & WTW • To develop a Water Master Plan.	• Ongoing • Ongoing • June 2024 • Ongoing • Ongoing • Ongoing • June 2024

Focus Area	Baseline	Key Performance Indicator (KPI)	Target/ Timeline
Electricity	• Electrification is dependent on funding from other spheres of government. • Proper township establishment is a pre-requisite for electrification of informal settlements. • Electrical infrastructure outdated and capacity is under pressure due to increasing demand.	• Accelerate programme for the electrification of informal settlements with INEP funding from the Department of Energy. • Electrification must be incorporated in the establishment of new residential developments. • To maintain all municipal electrical assets in order to extend their lifespan. • Compile an Electrical Maintenance Plan and review it annually maintain assets within available budget. • To consider alternative energy supply opportunities. • To install Energy Efficiency lighting • To protect & secure electrical infrastructure like sub-stations • To reduce Distribution looses • To provide electrification of Grid & Non-Grid in formal & informal stands	• May 2024 • Ongoing • Ongoing • May 2024 • Ongoing • Ongoing • May 2024 • May 2024 • Ongoing
Street & Stormwater Management	• Relatively poor condition of roads infrastructure especially in township areas. • Irregular maintenance of roads Infrastructure. • Roads infrastructure backlog (estimated at R) is much higher than available financial resources. • Absence of proper storm water infrastructure in certain areas. • Reducing water looses	• To compile a Roads and Stormwater Master Plan. • To improve the conditions of all roads, streets and storm-water drainage systems by maintenance of the roads e.g patching potholes & cleaning of stormwater drainage. • Implement and monitoring of EPWP & MIG projects. • Compile and register MIG projects • Compile a Roads & Stormwater Maintenance Plan	• May 2024 • Continuously • Continuously • Continuously • May 2024

Focus Area	Baseline	Key Performance Indicator (KPI)	Target/ Timeline
Waste Management	• Landfill sites not registered. • Landfill sites not fenced off. • Waste dumps in residential areas. • Illegal dumping of waste, especially garden waste.	• To secure funding for Landfill sites registration. • To compile business plan for landfill sites upgrade. • To secure funding for landfill site fencing • To put measures in place to remove waste dumps in all areas. • To put measures in place to curb and restrict illegal dumping.	• May 2024 • May 2024 • May 2024 • Ongoing • May 2024
Parks & Cemeteries	• Cemeteries not registered. • Need for new cemeteries and parks. • No regular maintenance of cemeteries and parks.	• To secure funding for registration of cemeteries. • To compile business plan for establishment of new cemeteries & parks. • To put measures in place to maintain the parks & cemeteries.	• May 2024 • May 2024 • Ongoing

3.4.3 Local Economic Development (LED)

Key Performance Area 3:	LOCAL ECONOMIC DEVELOPMENT AND TOURISM (LED & TOURISM)
Strategic Objective:	TO CREATE AN ENABLING ENVIRONMENT FOR SOCIAL DEVELOPMENT AND ECONOMIC GROWTH

Focus Area	Baseline	Key Performance Indicator (KPI)	Target/ Timeline
LED Unit & Structure	• No LED Unit in place. • LED Framework and strategy outdated (March 2012). • LED Policy outdated. (October 2012). • Local economic initiatives not prioritized. • No LED Forum. • Lack of incentives to attract meaningful Investments. • No meaningful tourist attractions.	• Appoint a LED/ Tourism Officer. • Review LED Framework & Strategy. • Review LED Policy. • Establish a LED Forum. • Compile and implement an Investment Attraction Policy. • Revitalise Douglas Holiday Resort and Confluence through PPP initiatives.	• June 2024 • June 2024 • June 2024 • June 2024 • June 2024 • June 2024
Decent employment opportunities and job creation	• The slow growth in the local economy has resulted in increased unemployment and a decrease in job creation, as well as a decline in revenue. • No assistance to SMME's. • No proper monitoring and recording of job creation projects.	• Reduce poverty and unemployment through optimal implementation of EPWP/ CWP job creation initiatives. • Update database of SMME's and provide support. • Set targets for BEE programmes, SMME & cooperative support, EPWP and CWP. • Effective monitoring of job creation projects (EPWP, CWP, etc). • Record and update job creation statistics and submit to Province and National.	• Ongoing • Ongoing • December 2024 • Ongoing • Ongoing
Youth development	• Increasing youth unemployment rate. • Limited opportunities for youth Entrepreneurs. • Low skill level of local youth. • Increasing involvement of youngsters in criminal activity. • High rate of early school leavers. • Alcohol and substance abuse especially amongst the youth.	• Collaboration with sector departments, NGO's and the private sector to enhance the impact of youth development programmes. • Facilitate skills development and economic opportunities for youth entrepreneurs through learnerships and NYS/ YES programme. • Establish a Youth Desk.	• December 2024 • Ongoing • June 2024

3.4.4 Financial Viability and Management

Key Performance Area 4: FINANCIAL VIABILITY AND MANAGEMENT	
Strategic Objective 1:	**TO GROW THE REVENUE BASE OF THE MUNICIPALITY**

Focus Area	Baseline	Key Performance Indicator (KPI)	Target/ Timeline
Sound Financial Planning	• Limited financial resources to fund basic services, address backlogs and to maintain existing infrastructure. • Unwillingness of some households, especially in informal areas, to pay for services. • Increased costs due to physical damage (vandalism) to capital assets, including buildings and infrastructure. • High costs for overtime and standby.	• Develop of a long term Financial Strategy for Siyancuma Municipality. • Develop and implement a Revenue Enhancement Strategy. • Identify additional sources of revenue for financing major capital projects and maintenance of assets. • Reviewing and effectively implementing the Debt Collection Policy. • Conversion to pre-paid systems for all municipal services. • Improve financial efficiencies by introducing and monitoring cost saving measures. • Put systems and procedures in place to obtain a Clean Audit.	• November 2024 • November 2024 • November 2024 • November 2024 • December 2024 • December 2024 • December 2024
Financial Systems and Alignment	• Non alignment of IDP, Budget and SDBIP. • Suppliers not registered on Central Supplier Database (CSD). • SCM Policies and regulations to be reviewed.	• Implement measures to align IDP, Budget and SDBIP. • Initiate a process where suppliers are invited to register on the CSD. • Review all SCM Policies and implement supply chain regulations.	• September 2023 • Ongoing • December 2023

Key Performance Area 4: FINANCIAL VIABILITY AND MANAGEMENT			
STRATEGIC OBJECTIVE 2: MAINTAINING A FINANCIALLY SUSTAINABLE AND VIABLE MUNICIPALITY			
Focus Area	**Baseline**	**Key Performance Indicator (KPI)**	**Target/ Timeline**
Financial Viability	Debt coverage as at 30 June.	Financial viability measured in terms of the Municipality's ability to meet its service debt obligations as at 30 June [(Total operating revenue minus operating grants received) divided by debt service payments due within the financial year].	30 June every year.
	Percentage outstanding service debtors.	Financial viability measured in terms of the outstanding service debtors as at 30 June [(total outstanding service debtors divided by revenue received for services rendered) x100].	30 June every year.
	Number of months it takes to cover operating expenditure with available cash.	Financial viability measured in terms of available cash to cover fixed operating expenditure as at 30 June [(Available cash + Investments) divided by monthly fixed operating expenditure].	30 June every year.
	Submitted AFS to AGSA by 31 August.	Submission of the Annual Financial Statements (AFS)to the Auditor-General (AGSA) by 31 August.	31 August every year.
	Payment percentage achieved.	Achievement of a payment percentage of above 70% quarterly on all services rendered.	
	Adjustment Budget by 28 February.	Prepare and submit an Adjustment Budget to Council by 28 February.	28 February every year.
	Draft Budget by 31 March.	Prepare and submit a Draft Budget to Council by 31 March.	31 March every year.
	Final Budget 31 May.	Prepare and submit a Final Budget to Council by 31 May.	30 May every year.

Key Performance Area 4: FINANCIAL VIABILITY AND MANAGEMENT
STRATEGIC OBJECTIVE 3: DEVELOPMENT AND TRANSFORMATION OF THE INSTITUTION WITH THE AIM OF CAPACITATING THE MUNICIPALITY IN MEETING ITS OBJECTIVES

Focus Area	Baseline	Key Performance Indicator (KPI)	Target/ Timeline
Development and Transformation of Organisational Systems	Percentage of Approved Budget spent of mSCOA implementation.	80% of the Approved Budget spent by 30 June for the Municipal Standard Chart of Accounts (mSCOA) compliance processes and implementation.	30 June every year.

Key Performance Area 4: FINANCIAL VIABILITY AND MANAGEMENT
STRATEGIC OBJECTIVE 4: PROVIDING ACCESS TO ALL BASIC SERVICES RENDERED TO RESIDENTS WITHIN THE AVAILABLE BUDGET

Focus Area	Baseline	Key Performance Indicator (KPI)	Target/ Timeline
Access to Basic Services	Percentage of Capital Budget spent by 30 June.	The percentage of the Municipal Capital Budget actually spent on capital projects by 30 June [(Actual amount spent on projects divided by the total amount budgeted for capital projects) x100].	30 June every year.

3.4.5 Good Governance and Public Participation

Key Performance Area 5:	GOOD GOVERNANCE AND PUBLIC PARTICIPATION
Strategic Objective:	TO ENCOURAGE THE INVOLVEMENT OF COMMUNITIES IN THE MATTERS OF LOCAL GOVERNMENT, THROUGH THE PROMOTION OF OPEN CHANNELS OF COMMUNICATION

Focus Area	Baseline	Key Performance Indicator (KPI)	Target/ Timeline
Ward Committee System	• Ward Committees are not functioning optimally. • More capacity building and training programmes for ward committees needed. • Ward Committee Policy outdated.	• To enhance the effectiveness of ward committees by providing them with the required resources to function optimally. • Provide capacity building & training of ward committees in municipal systems, IDP, Community Based Planning (CBP) and performance management processes. • Review Ward Committee Policy as well as Stipend.	• December 2023 • December 2023 • December 2023
Communication	• No proper communication between Ward Committees and their constituencies. • Ineffective communication strategy between the municipality and stakeholders.	• Develop and implement a Communication Policy/ Strategy.	• December 2023
Responsive and accountable system of Local Government	• Councillors to have more frequent feedback and consultation sessions with communities. • Response to complaints and suggestions by citizens not effective. • Allocation of resources in the budget must reflect the real needs of communities.	• Implementation of a satisfactory client service system at all municipal offices. • Establishment of a centralized complaints management system/ customer care system. • Effective oversight role of Council through MPAC and other platforms. • Ensure that Budget address needs of communities during Budget consultation meetings.	• December 2023 • December 2023 • Ongoing • Ongoing

3.4.6 Municipal Transformation and Organizational Development

Key Performance Area 6:	MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT
Strategic Objective:	TO STRUCTURE AND MANAGE THE MUNICIPAL ADMINISTRATION TO ENSURE EFFICIENT SERVICE DELIVERY

Focus Area	Baseline	Key Performance Indicator (KPI)	Target/ Timeline
Organisational Structure & Job Evaluations	• No proper consultation when Organisational Structure (Organogram) is reviewed. • Job Descriptions not finalised and signed. • Job Evaluation cannot commence unless Organisational Structure and Job Descriptions are finalised.	• Develop a Draft Job Evaluation Policy. • Discuss Draft at LLF and get inputs. • Finalise Draft. • Submit Final Policy to LLF and ultimately to Council for adoption. • Review Organisation Structure and consult properly. • Submit reviewed Organisational Structure to LLF and ultimately to Council for approval. • Finalise JD's: get inputs from incumbents, supervisors and unions and let incumbents, supervisors and Union representatives sign. • Write letter to District and SALGA regarding Job Evaluations. • Laisse with Delloite i.r.t. coding of jobs and getting a password for the web-based system. • Start process of Job Evaluations in accordance with Job Evaluation Policy. • JERC to prepare and submit a report to the Municipal Manager.	• November 2023 • December 2023 • December 2023 • January 2024 • November 2023 • January 2024 • December 2023 • January 2024 • January 2024 • March 2024 • April 2024
Institutional Capacity Building	• Incomplete personnel files. (eg. no appointment letter, employment contract, job description, etc.) • No Personal Development Plans, thus no opportunities for Career Pathing. • Skills Audit not done every 5 years.	• Get personnel files in order and ensure that all relevant information and documentation are included. • Develop a PDP for each employee and start with a process of Career Pathing. • Establish Training Committee.	• November 2023 • November 2023 • November 2023

	• Training needs are not adequately addressed. • Inadequate leave management. (eg. abuse of sick leave, leave forms not completed and submitted timeously for processing).	• Complete Skills Audit. • Compile Workplace Skills Plan (WSP). timeously, consult properly and sign off as prescribed. • Submit WSP in time. • Install proper leave management procedures and measures in order for Supervisors and Managers to monitor leave more effectively.	• November 2023 • By end of May every year • By end of May every year • December 2023
Compensation and Benefits	• Salary increases might not be calculated correctly. • Overtime payments might be in contravention of BCOEA guidelines. • Acting allowances might not be calculated correctly and in line with Collective Agreement.	• Adhere to relevant regulations and guidelines when salary increases are calculated. • Overtime to be authorised first, monitored, correctly captured and processed in line with BCOEA guidelines. • Adhere to SALGABC Collective Agreement when acting allowances are approved and to be compensated for.	• Ongoing • Ongoing • Ongoing
Recruitment and Selection	• Inability to attract scarce skills which can lead to non-achievement of performance objectives. • No vetting/ screening of applicants when posts are advertised. • Insufficient implementation of Employment Equity Policy.	• Review Recruitment and Selection Policy and get Council's approval (Adopt). • Establish a Selection and Interviewing Panel and implement policy when posts are advertised. • Develop, adopt and implement a Fraud Prevention Plan. • Review, adopt and implement an Employment Equity Policy.	• November 2023 • November 2023 • November 2023 • November 2023
Registry and Archives	• Loss/ leaking of information. • Ineffective keeping of correspondence. • Lack of prompt reaction to correspondence by managers.	• Centralise the Registry Unit. • Get assistance from SALGA and DSAC.	• November 2023 • November 2023

Table 14: Strategic Issues. Source: Siyancuma Local Municipality (2023)

3.6 Feedback from the Communities

The examination and analysis of the socio-economic conditions within the municipality indicate without any doubt that the most critical challenge facing the Municipality is the reduction of poverty. Other challenges that the Municipality must confront, but which in themselves will also address poverty, includes the following:

- ❑ Ensuring that all citizens have access to basic services such as water, sanitation, electricity and housing.
- ❑ Increasing access to services in education, health and social services.
- ❑ Stabilizing and decreasing the rate of HIV and AIDS infection, tuberculosis, FAS etc.
- ❑ Reduction in the crime rate.
- ❑ Economic empowerment.
- ❑ The shortage of critical skills, development of an attraction and retention strategy, improving skills of the labour force, etc.
- ❑ Targeting special groups e.g. women, disabled and youth, and
- ❑ Sustainable job creation.

During the Community Consultation meetings in 2022, residents identified the following needs:

GRIEKWASTAD

RAINBOW VALLEY, VAALBLOK & MATHLOMOLA

WARDS 1 & 7 *(To be reviewed on 20 April 2023)*

1	Building of houses.
3	Establishment of a Water Purification Plant.
4	Creation of more employment opportunities, especially for the youth.
5	Upgrading & maintenance of street lights.
6	Installation of new street lights/ high mast lights.
7	Paving of streets.
8	Upgrading of a storm-water drainage system, especially from town to wetland (vleiland).
9	Erection of road signs in residential areas.
11	Upgrading of water network.
12	Upgrading of landfill site.
13	Removal of asbestos roofs.
14	Creation of cleaning projects.
15	Upgrading of sports facilities and playgrounds, as well as providing security.
16	Establishment of a new library.
17	Erection of speed bumps.
18	Provisioning of water tanks for rain harvesting.
19	Naming/ re-naming of streets.
20	Erection of refuse drums for dumping of garden waste.
21	Establishment of a new cemetery.
22	Establishment of a new clinic.
23	Upgrading of swimming pool.
24	Establishment of a wellness and fitness centre for the elderly.

25	Development of industrial sites for recycling purposes.
26	Establishment of a pound for stray animal.
27	Establishment of a FET centre for artisans.
28	Building of a crèche.
29	Establishing of an entertainment centre for the youth.
30	Re-opening of Youth Agency Centre.
31	Establishment of permanent banking facilities.
32	Issuing of contracts to Emerging Farmers.
33	Establishment of a Permanent Home Affairs Office.
34	Construction of a City Hall

Source: Siyancuma Local Municipality (2022)

BREIPAAL

WARDS 2 & 5 *(To be reviewed on 18 April & 02 May 2023)*

1	Building of houses
3	Provisioning of new land for housing purposes
3	Planning and land surveying of low and middle income and church sites.
4	Creation of more employment opportunities, especially for the youth.
5	Upgrading of street lighting / high mass lighting.
6	Installation of a storm-water drainage system.
7	Rectification of the rest of the 515 houses (Ward 2).
8	Creation of cleaning projects.
9	Erection of more speed bumps.
10	Greening and planting of trees.
11	Provisioning of Dustbins (wheely bins) to curb illegal dumping.
12	Provisioning of solar panels and geysers.
13	Provisioning of land for a new graveyard.
14	Building of a new Clinic in Ward 2.
15	Building of a new Community Hall in Ward 2.
16	Naming/ renaming of streets.
17	Establishment of a taxi route.
18	Establishment of a mobile police station.
19	Enforcement of all bylaws.
20	Developing of sites for recycling purposes.
21	Establishment of a FET centre for artisans.
22	Prioritizing SMME's development and capacity building.
23	Establishment of a centre for children/ people with disabilities.
24	Establishment of a centre for destitute/ street children.
25	Writing off of bad debt.
26	Establishment of a Multi-Purpose Centre.

Source: Siyancuma Local Municipality (2022)

BONGANI

WARD 3 *(To be reviewed on 26 April 2023)*

1	Building of houses
2	Developing/ availing of business sites.
3	Construction of internal services in formalized areas.
4	Creation of more employment opportunities, especially for the youth.
5	Upgrading of sewer network.
6	Installation of a storm-water drainage system.
7	Planning and land surveying of low and middle income and church sites.
8	Accelerate economic development.
9	Upgrading of sports facilities and parks.
10	Curbing of illegal electricity connections.
11	Procurement and availing of solar panels and geysers.
12	Erection of more speed bumps.
13	Writing off of bad debt.
14	Creation of cleaning projects.
15	Prioritizing SMME's development and capacity building.
16	Optimizing local Tourism opportunities.
17	Establishment of a new library.
18	Establishment of a FET centre for artisans.
19	Construction of a swimming pool at sports facilities.
20	Provisioning of swimming, lifesaving and diving lessons.
21	Building of a mortuary.
22	Establishment of a centre for children/ people with disabilities.
23	Upgrading of RDP houses.
24	Establishment of a community radio station.
25	Replacing of asbestos roofs with corrugated iron roofs.
26	Assistance to NGO's with regards to soup kitchens.
27	Establishment of a taxi route.

Source: Siyancuma Local Municipality (2022)

DOUGLAS TOWN

WARD 4 *(To be reviewed on 19 April 2023)*

1	Upgrading of electrical network.
2	Upgrading of storm-water drainage system.
3	Upgrading of sewer network.
4	Upgrading and registration of dumping site.
5	Establishment of a new Drivers Test and Licence Centre.
6	Maintenance and repair/ resealing of all tarred roads.
7	Replacement of vandalized road-signs and painting of road marks.
8	Upgrading of hospital.
9	Assisting/ capacitating businesses with affordable tariffs and rates.
10	Enhancing Tourism opportunities.

Source: Siyancuma Local Municipality (2022)

RIEMVASMAAK

WARD 4 *(To be reviewed on 19 April 2023)*

1	Building of houses.
2	Construction of internal services (water & sewerage).
3	Creation of more employment opportunities, especially for the youth.
4	Establishment of a taxi route.
5	Erection of street lighting / high mass lighting.
6	Installation of a storm-water drainage system.
7	Creation of cleaning projects.
8	Erection of speed bumps.
9	Greening and planting of trees.
10	Provisioning of solar panels and geysers.
11	Naming/ renaming of streets.
12	Enforcement of all bylaws.

Source: Siyancuma Local Municipality (2022)

SCHMIDTSDRIFT

WARD 6 *(To be reviewed on 25 April 2023)*

1	Building of houses.
2	Electrification of all sites (also for Zones 1, 2 and 3).
3	Erection of a full water-borne toilet system (VIP's to be phased out).
4	Provisioning of clean, potable water.
5	Creation of more employment opportunities, especially for the youth.
6	Erection of street lighting / high mass lighting (also in Zone 1, 2 and 3).
7	Establishment of a landfill site.
8	Installation of a storm-water drainage system where needed.
9	Removal of alien species, eg. swarthaak and prosopis trees.
10	Upgrading of existing sports field/ Establishment of new sports grounds.
11	Tarring of road to Douglas.
12	Naming of streets.
13	Establishment of a Recycling Centre, eg. recycling of tyres.
14	Paving of internal roads as well as entrance road to Zone 3 and 5.
15	Upgrading of all gravel roads.
16	Building of a clinic/ day hospital.
17	Instituting a permanent ambulance service.
18	Upgrading the library (permanent).
19	Building of a crèche in Zone 5.
20	Building of a new high school/ Systematic phasing in of a new grade each year.
21	Establishment of a bursary fund for students.
22	Establishment of a pound for stray animals.
23	Establishment op Oxidation Ponds in Zone 5.
24	Erection of a filling station.
25	Developing a shopping centre.
26	Building of a One Stop Centre.
27	Establishment of a Mortuary.
28	Assistance with Irrigation Farming.
29	Instituting a Disaster Management facility.
30	SMME development and empowerment.
31	Building of a Community Hall.

Source: Siyancuma Local Municipality (2022)

CAMPBELL

WARD 7 *(To be reviewed on 25 April 2023)*

1	Building of houses in formalized area (190).
2	Installation of street lighting / high mass lighting.
3	Relocation of landfill site.
4	Establishment of a new oxidation pond.
5	Creation of more employment opportunities, especially for the youth.
6	Extension/ upgrading of clinic with permanent nurse/s.
7	Instituting a permanent ambulance service.
8	Planning and land surveying of residential and church sites.
9	Upgrading of UDS toilet system to a full water-borne system.
10	Creation of projects such as cleaning, clearing of shrubs and trees, greening, etc.
11	Naming of streets in formalized area (190).
12	Upgrading/ Establishment of sports facilities.
13	Erection of speed bumps.
14	Paving of all internal roads, including Bo-Campbell.
15	Establishment of parks/ playing grounds for children.
16	Building of a new High School.
17	Tarring of road to Douglas.
18	Construction of a mortuary
19	Availing of land for Old Age Centre, Creche, etc.
20	Construction of a Bakery.
21	Establishment of a Social Service Centre with own officials (local).
22	Procurement and availing of solar panels and geysers.
23	Establishment of a stock-theft and organized crime prevention unit.
24	Deforestation of areas between residential areas.
25	Erection of devils fork fencing at Municipal Offices.
26	Appointment of a Commonage Manager.
27	Construction of a swimming pool.
28	Replacement of non-functioning water meters.
29	Provisioning of Jo-Jo tanks for rain harvesting.
30	Provisioning of water at graveyard.
31	Establishment of a satellite Drivers' License Testing Centre (DLTC).

Source: Siyancuma Local Municipality (2022)

CHAPTER 4: INSTITUTIONAL FRAMEWORK

4.1 Institutional Arrangements

COUNCILLOR	PARTY	WARD
W.J. van Bergen [Mayor/ Chairperson: Exco]	INDEP	4
L.C. van Niekerk [Speaker]	DA	PR
P.J. McKlein [Member: Exco]	ANC	PR
I.A. Baardman-Koaho [Member: Exco]	ANC	6
C.Z. Nyangintaka	EFF	PR
J.H. George	ANC	1
M.J Katz	ANC	2
V.B. Makabe	INDEP	3
D.R.N. Ellison	ANC	5
H.T. Kolberg	ANC	7
E.K. Louw	DA	PR
D.V. Smous	DA	PR
S.A. Buitenbag	FF PLUS	PR

Table 16: Councillor Profile. Source: Siyancuma Local Municipality (2023)

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

- Department of Administration & Community Services
- Department of Finance
- Department of Infrastructural Development and Technical Services

4.2 Committees of Council

4.2.1 Executive Committee

The Siyancuma Municipality migrated in August 2017 from a section a section 9(f) municipality, in terms of the Local Government: Municipal Structures Act, 1998, Act 117 of 1998 to a section 9(b) municipality under the same act. The municipality thus as stated, migrated from:

“a Municipality with a plenary executive system combined with a ward participatory system to a Municipality with a collective executive system combined with a ward participatory system”

The Municipality, from August 2017 has a fulltime Speaker, who is the chairperson to the Municipal council and presides as the chairperson of the Municipal council during council meetings.

The Speaker will also deal with the discipline of councillors and with discipline during council meetings.

In terms of the new system under section 9(b) of the Act the Municipality elected an Executive Committee consisting of 3 members and the municipal councillors elected a member of the Executive Committee as the Mayor of the Municipality.

Siyancuma has a fulltime Mayor, who is the chairperson of the Executive Committee and two part-time members. The Executive Committee was established in terms of section 42 of the above-mentioned Act and is representative as descripted in terms of the Constitution of South Africa, as per section 160(8).

The Municipality does not currently have any standing committee as per section 80 of the Local Government Structures Act but has an oversight committee, the Municipal Public Accounts Committee. This committee was established in terms of section 79 of the above-mentioned Act and consists of 3 members, none of the members of MPAC holds any executive position in Council.

4.2.2 Ward Committees

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

The primary objective for the establishment of Ward Committees is to enhance participatory democracy in local government.

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

The functions and powers of Ward Committees are limited to making recommendations to the Ward Councillors, the metro or local council, the Executive Committee and/or the Executive

Mayor. However, a Municipal Council may delegate appropriate powers to maximize administrative and operational efficiency and may instruct committees to perform any of council's functions and powers in terms of Chapter 5 of the MSA as amended.

The Municipal Council may also make administrative arrangements to enable Ward Committees to perform their functions and powers.

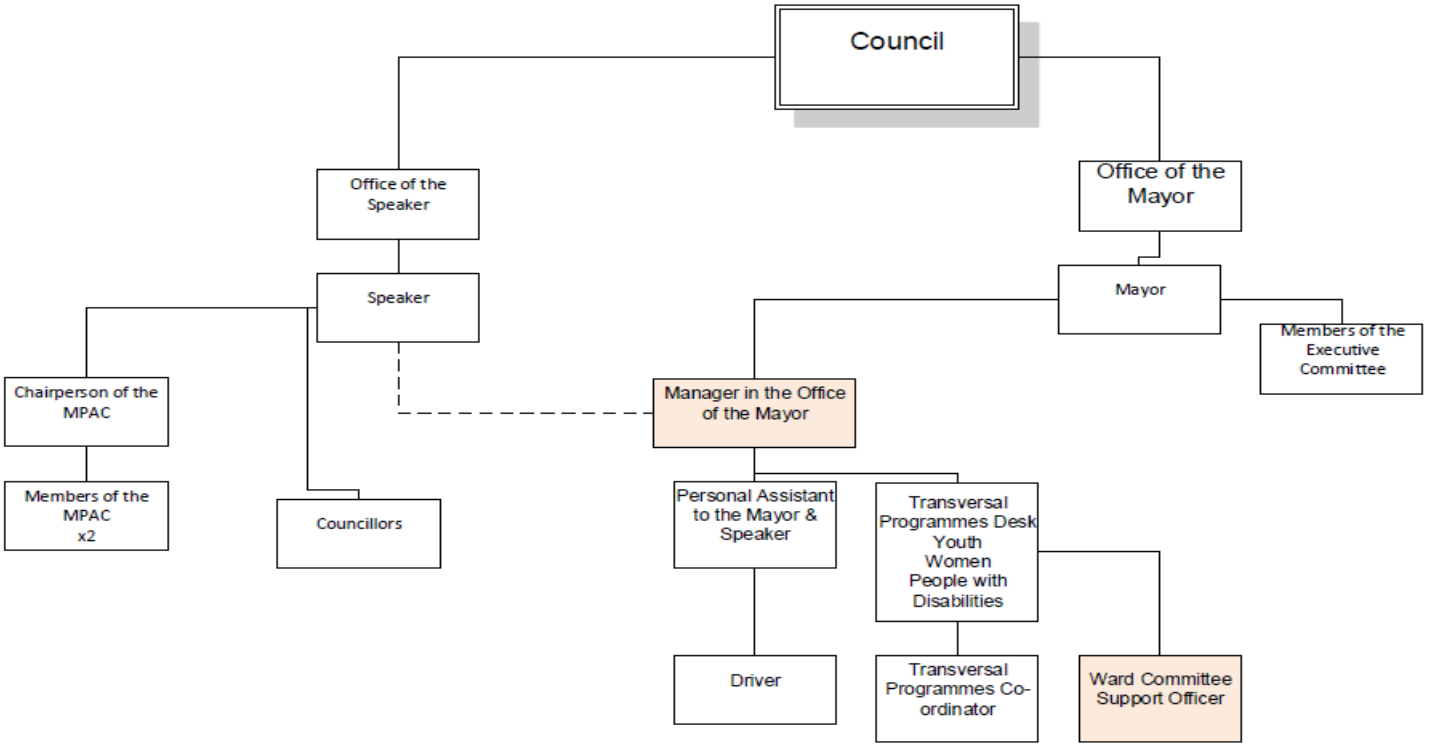
The principles of developmental local government are further expanded upon in the Municipal Systems Act (Act 32 of 2000) and strongly endorse the purpose and functions of Ward Committees, allowing for representative government to be complemented with a system of participatory government. The municipality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

4.3 The Municipal Organisational Structure

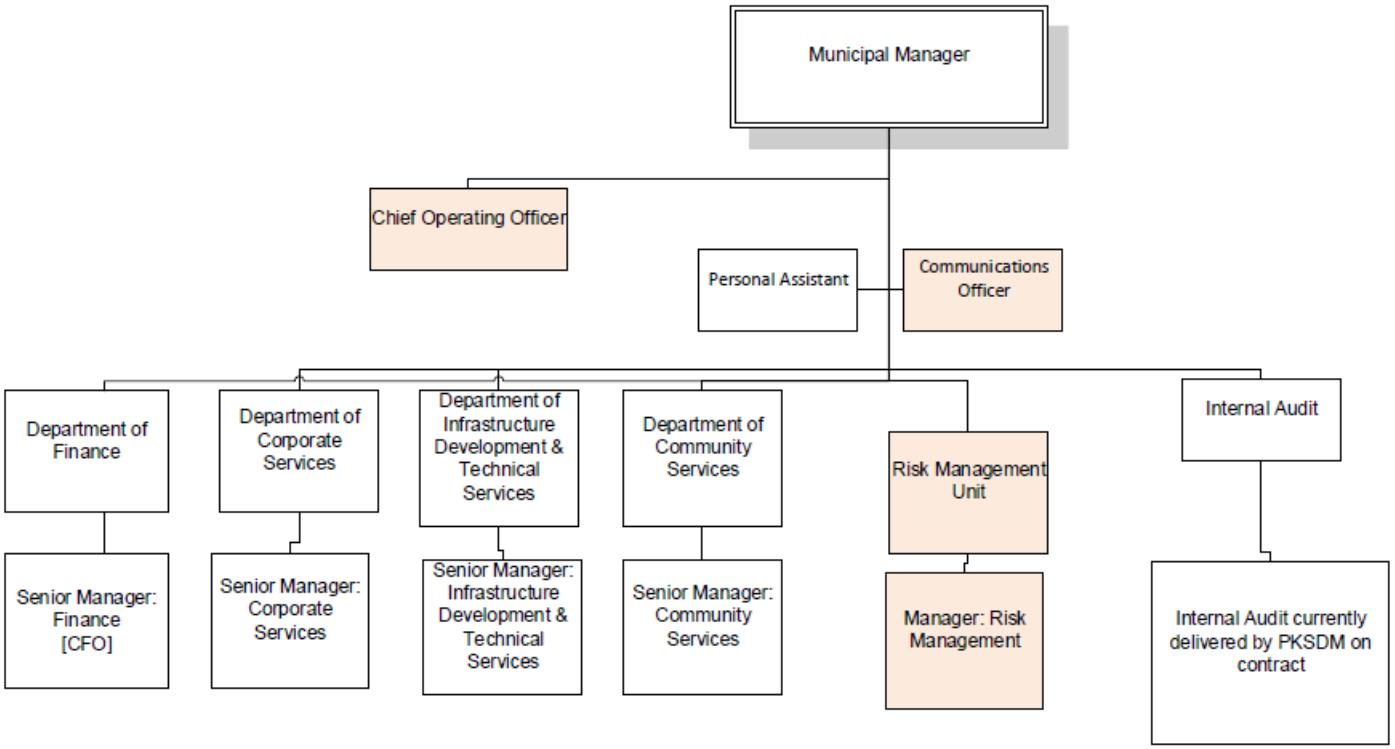
Upon completing its strategic framework, the SLM Council had to develop an organisational structure in order to fulfil its vision and mission. It is important to highlight that a closer analysis of the organisational structure indicates that the SLM has five layers of command, viz:

1. The Political Structure
2. The Senior Management
3. Middle Management
4. Specialists
5. Semi-skilled labourers

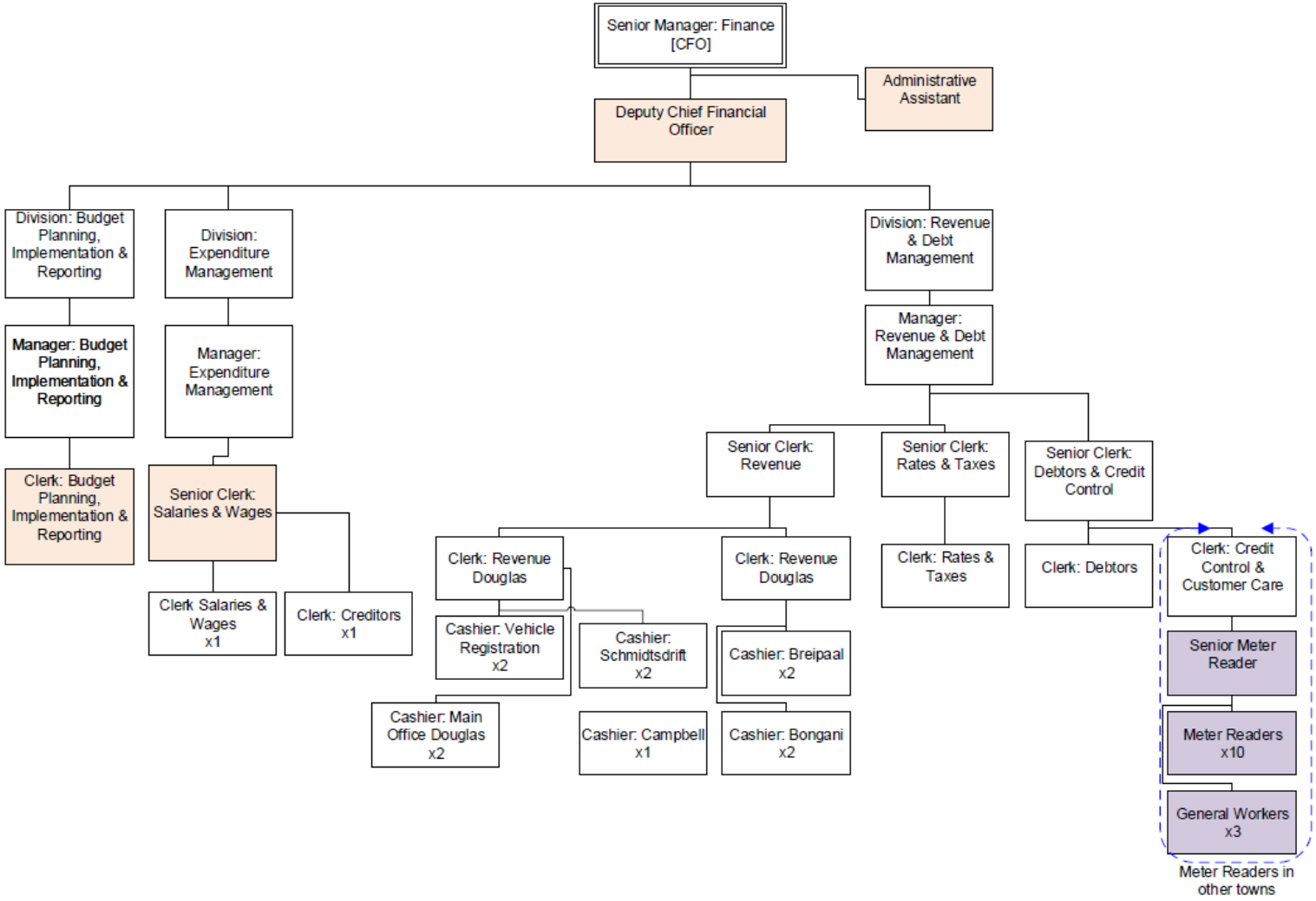
Political Structure



Office of the Municipal Manager



Department of Finance



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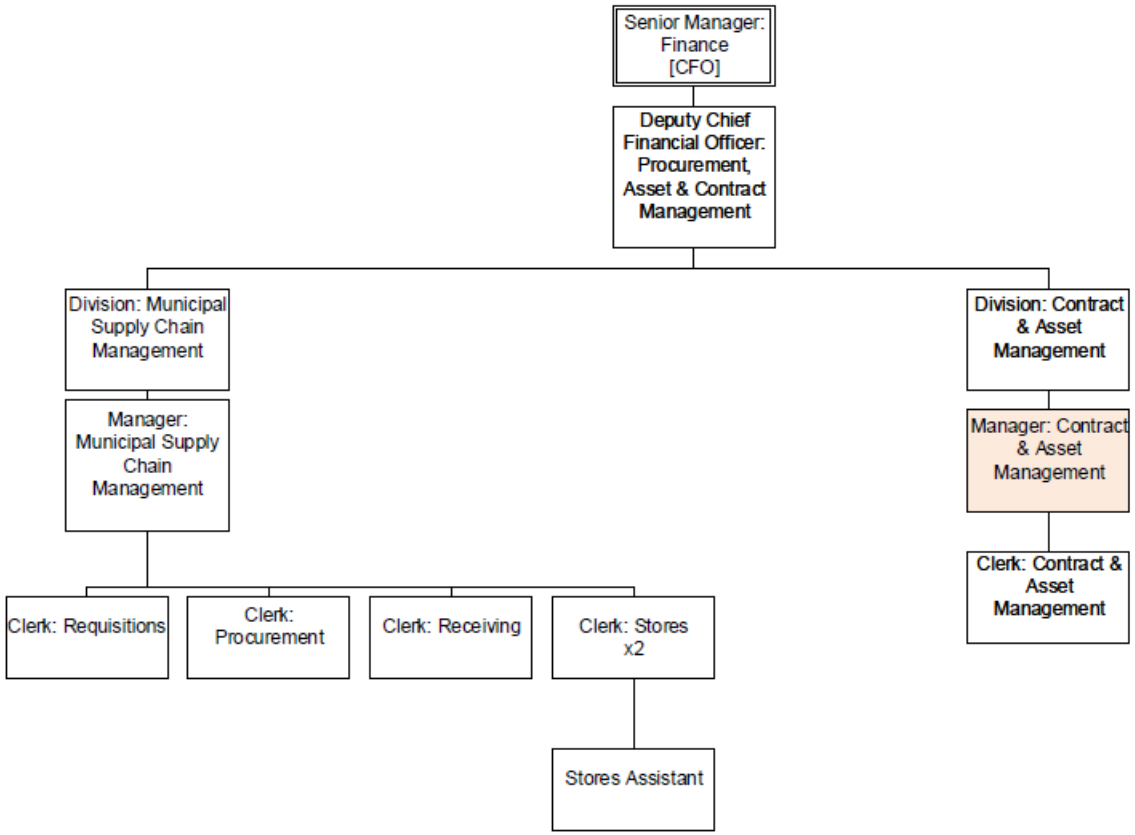
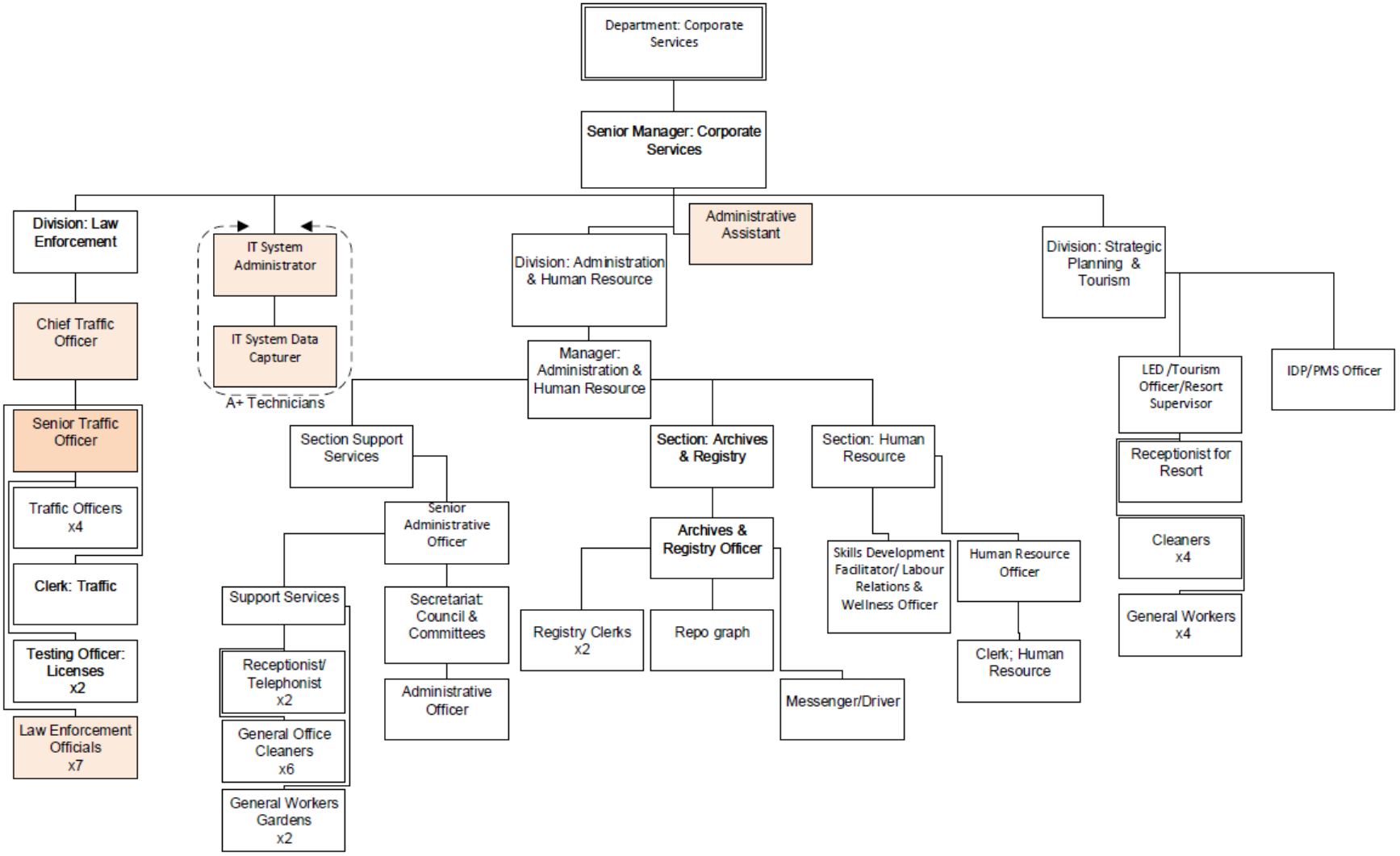
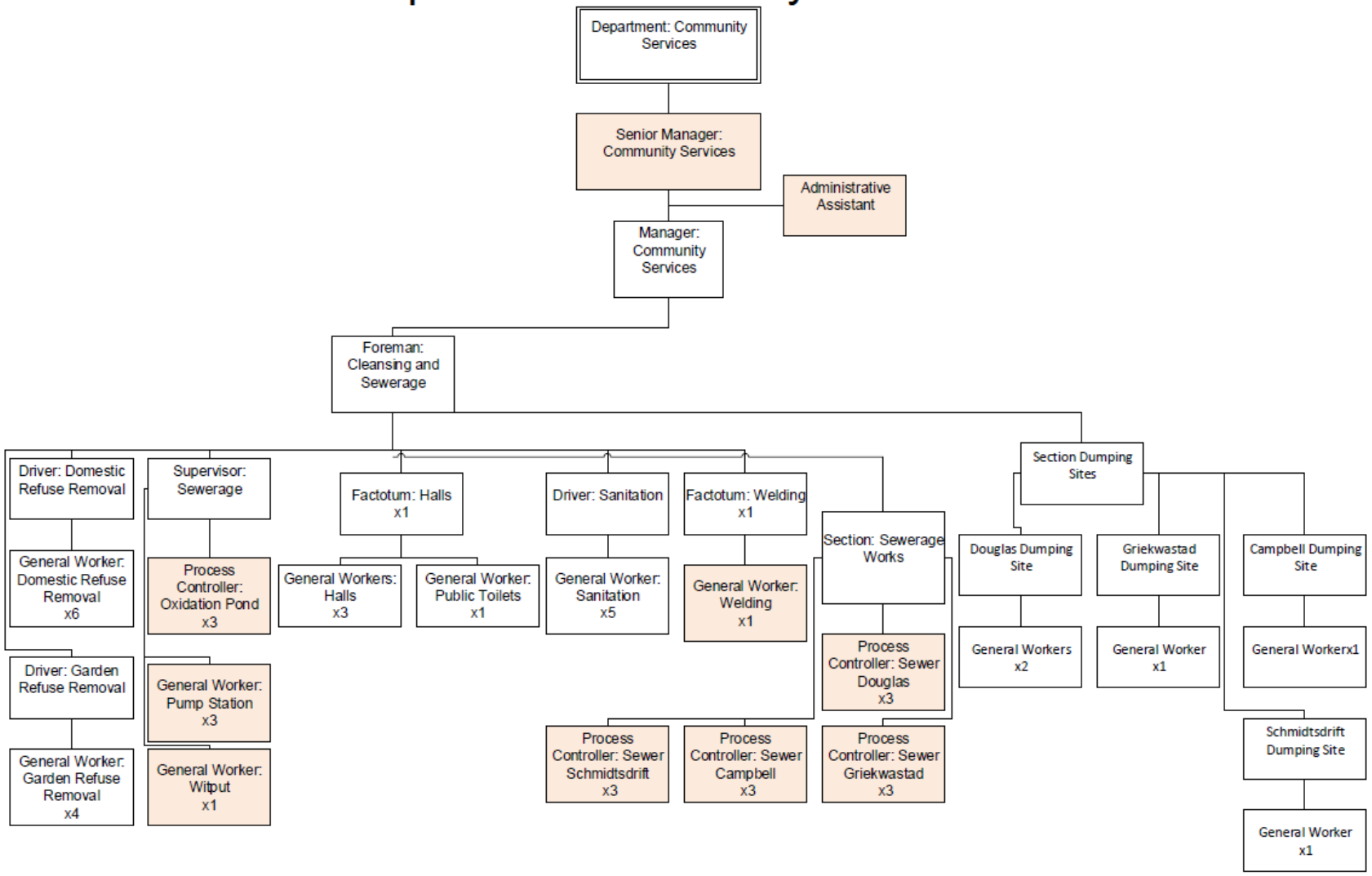


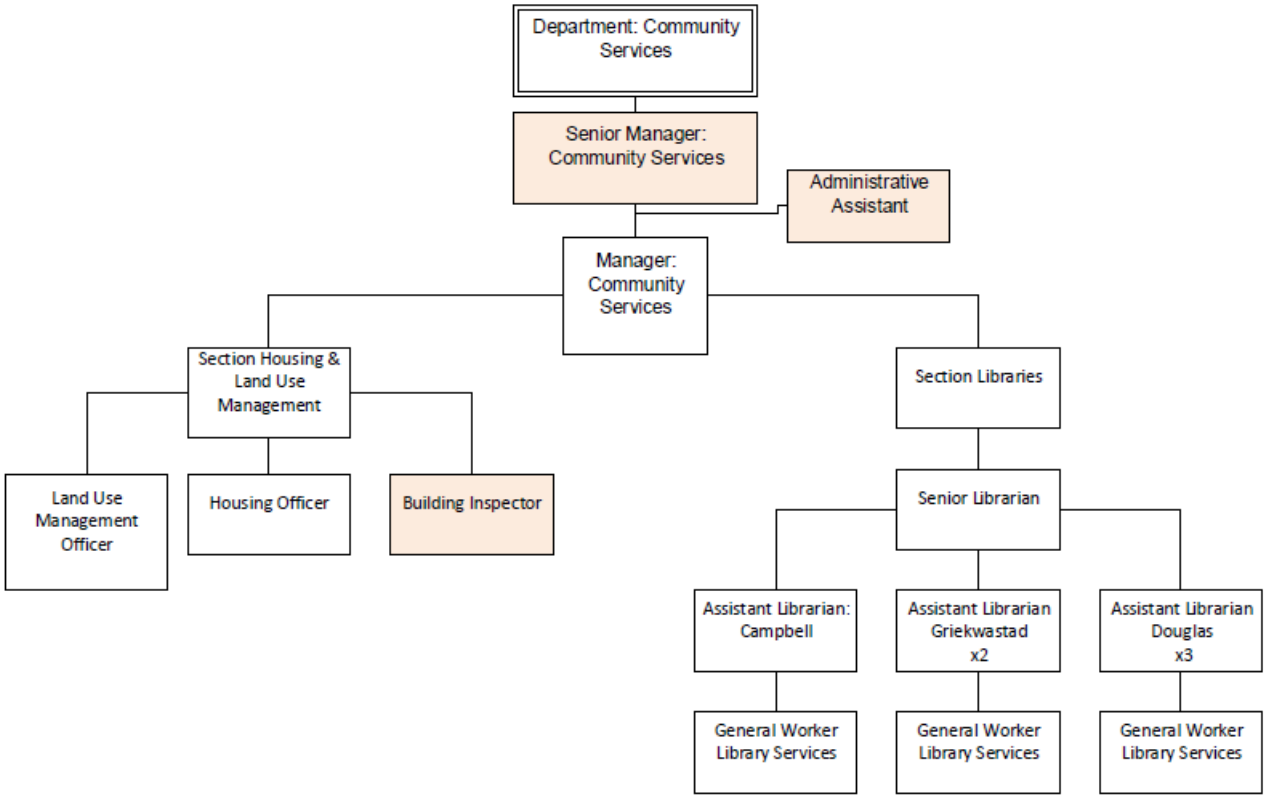
Department Corporate Services



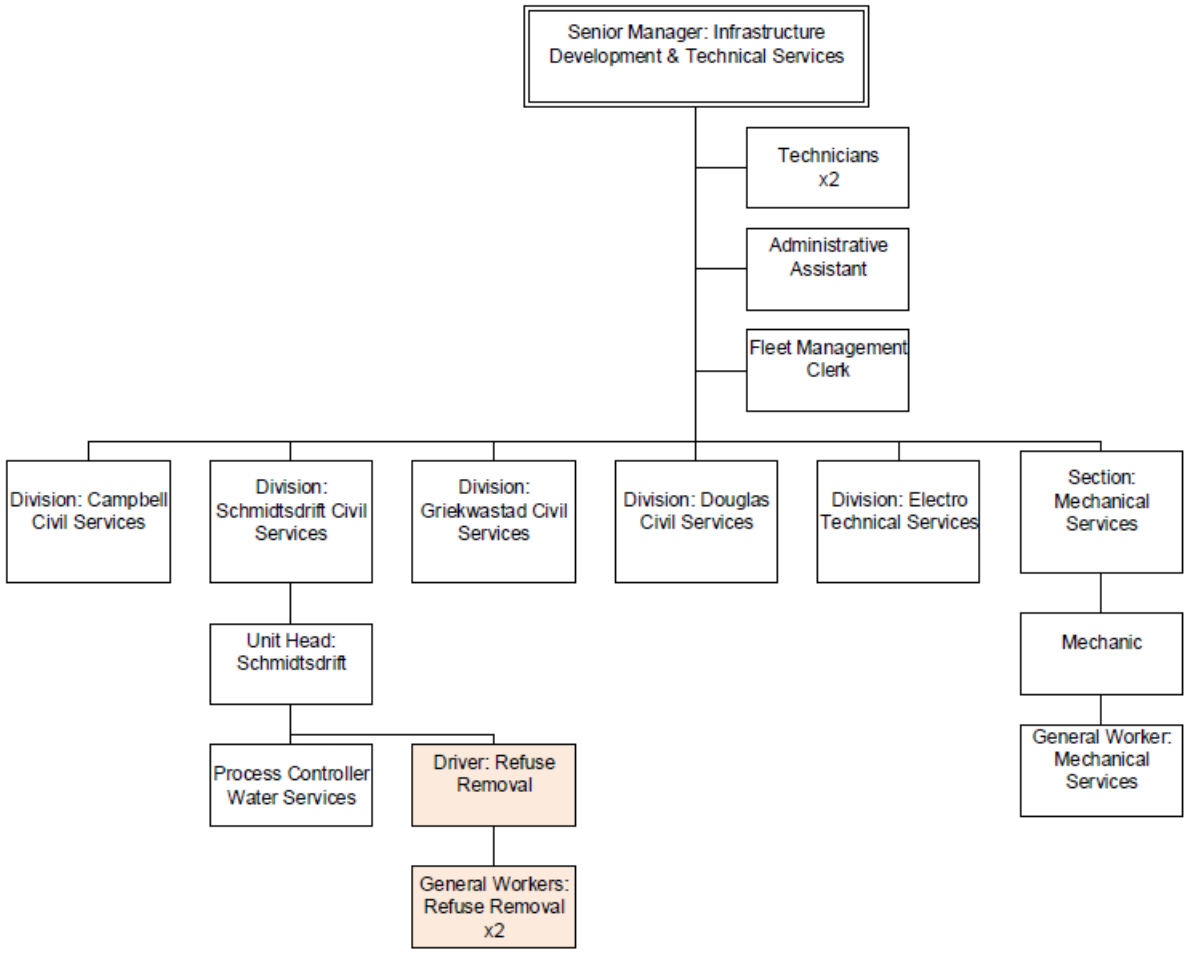
Department Community Services



Department Community Services



Department of Infrastructure Development and Technical Services



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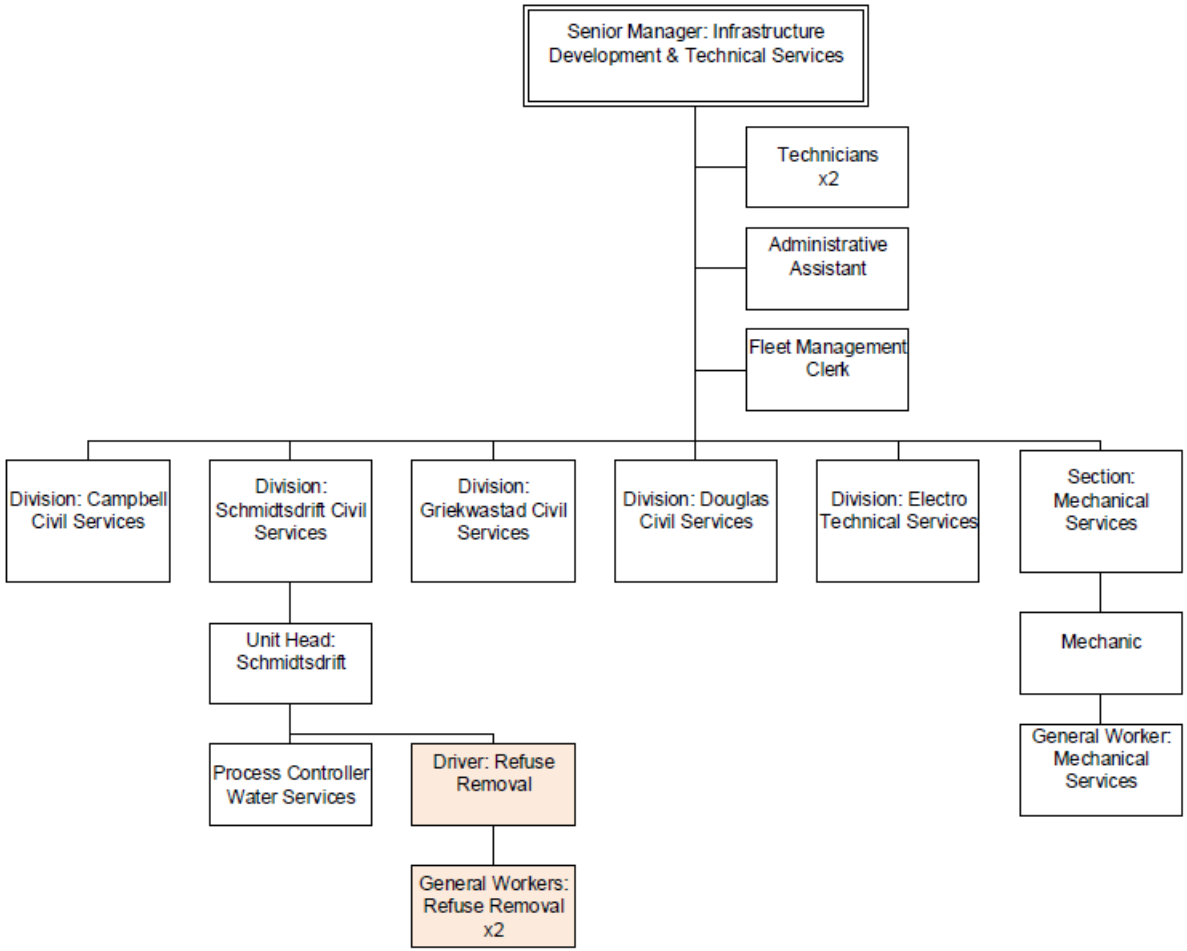

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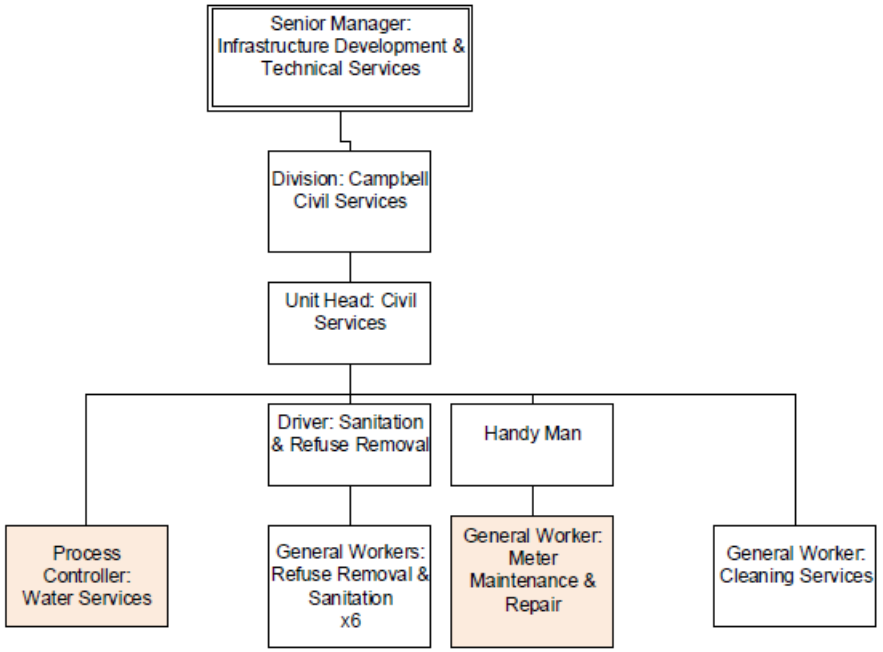

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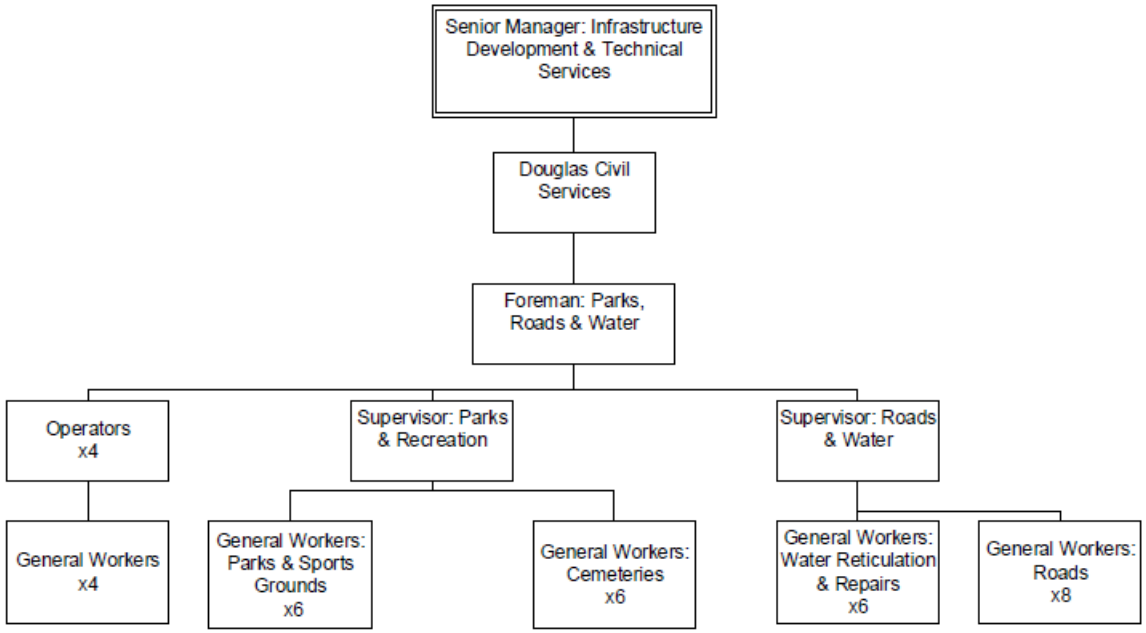
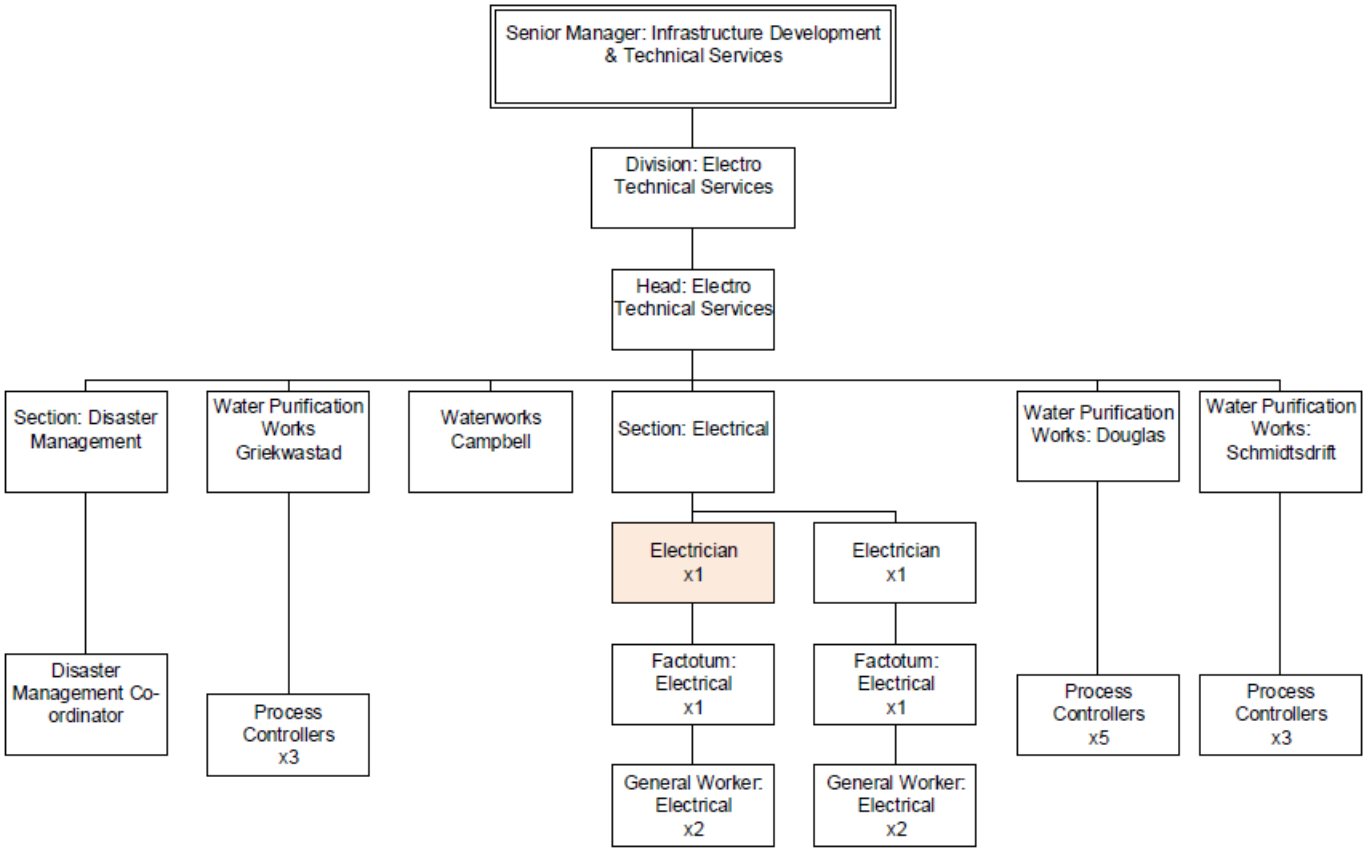
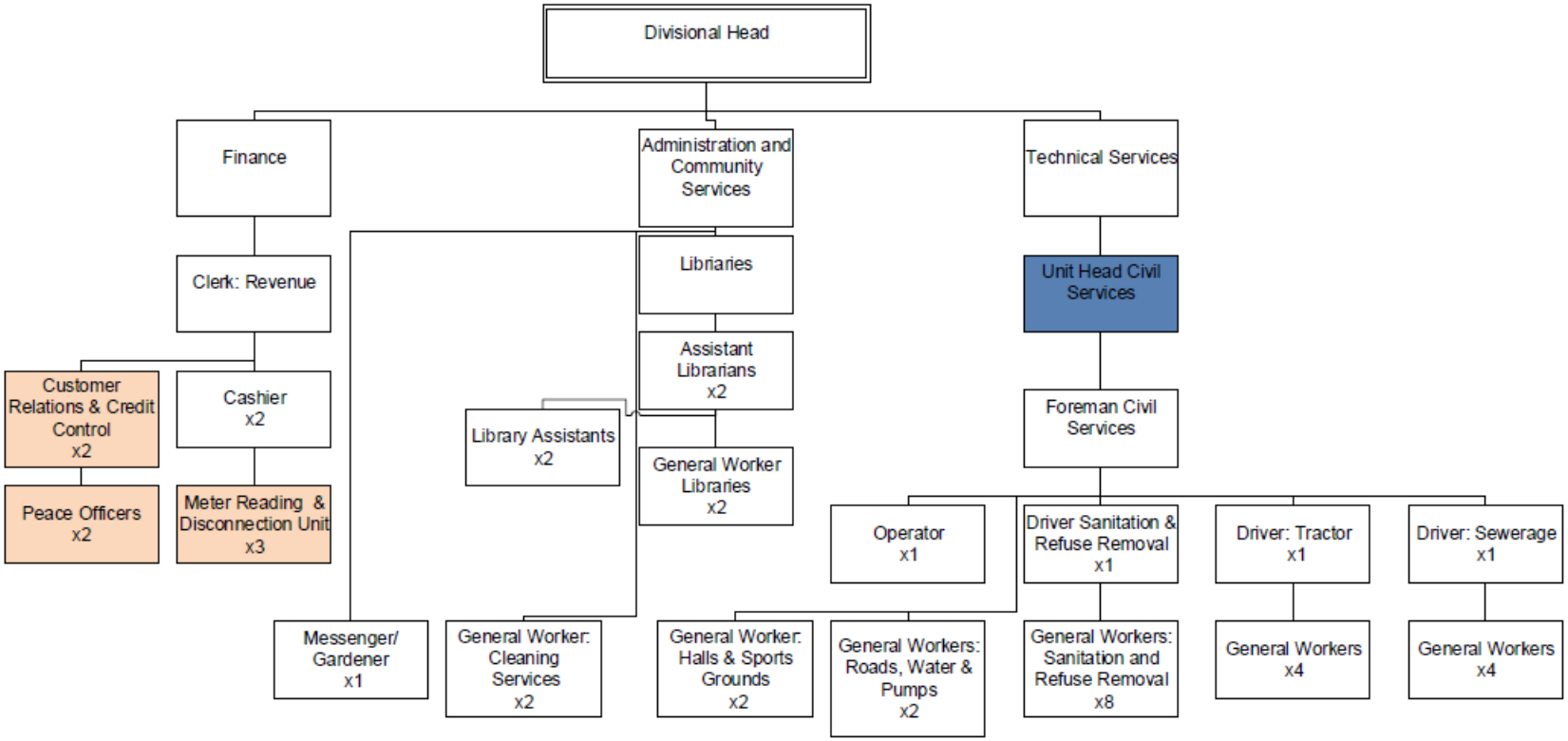


Department of Infrastructure Development and Technical Services



Griekwastad Unit



CHAPTER 5: PROJECTS

5.1 Municipality's Development Projects

Derived from the identified development strategies and projects in the previous chapter, it was necessary to formulate sufficiently detailed project proposals in order to ensure an executive direction for the implementation of the projects.

This phase therefore focused on the technical and financial decisions and formed the detailed project designs needed to ensure the link between planning and physical delivery of projects.

5.2 Detailed Project Design

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

The different projects are therefore listed under the heading of its related development priority and numbered in accordance with the preferred objectives and strategies, as indicated below:

Funded Project list for 2023/24 as well as MTEF projects

REGISTR. NUMBER	PROJECT DESCRIPTION	2023/24	2024/25	2025/26	SOURCE	COMMENTS
SD01	Electrification of Bongani 458	R6,237,000.00			INEP	
SD02	Construction of Campbell Oxidation Ponds	R12,694,000.00	R19,715,000.00	R20,424,000.00	MIG	
SD03	Refurbishment of Griekwastad WWTW	R6,340,000.00			MIG	
SD04	Upgrading of Douglas WTW	*R3,000,000.00	R14,603,000.00		WSIG	*Possible Rollover for 2022/23
SD05	Augmentation of Griekwastad Bulk Water			R15,254,000.00	WSIG	
SD06	Upgrading of Gravel Roads					
SD07	Electrification of Bucklands 200		R7,500,000.00		INEP	
SD08	Electrification of Infills			R8,200,000.00	INEP	

Table 17: Funded Project list for 2023/24. Source: Siyancuma Municipality

5.2.2 Division of Revenue Bill Allocations (2023/ 24 MTEF)

NAME OF GRANT	2023/ 24 R'000	2024/ 25 R'000	2025/ 26 R'000
Local Government Finance Management Grant (FMG)	3 100	3 100	3 100
Expanded Public Works Programme (EPWP) for Municipalities	900	-	-
Municipal Infrastructure Grant (MIG)	19 034	19 715	20 424
Integrated National Electrification Programme (Municipal) Grant (INEP)	6 237	7 500	8 200
Water Services Infrastructure Grant (WSIG)	-	14 603	15 254
Water Services Infrastructure Grant (WSIG) **(Allocation in Kind)**	13 975	-	-
Equitable Share. *(Included in Equitable Share allocation is: Special Support for Councillor Remuneration & Ward Committees)*	62 417 (3 153)	65 988 (3 278)	66 821 (3 408)
Library Transformation & Development Grant			

Table 18: DoRA Allocations & Preparation of the Budget for the 2023/ 2024 MTEF. Source: Northern Cape Provincial Treasury (2023)

5.2.3 Unfunded Project List

Spatial Rationale

IDP NO	PROJECT DESCRIPTION	APPROXIMATE BUDGET	
		AMOUNT	SOURCE
SR1	Compilation of a Spatial Development Framework (SDF)	R750,000.00	CoGHSTA

Municipal Transformation and Organizational Development

IDP NO	PROJECT DESCRIPTION	APPROXIMATE BUDGET	
		AMOUNT	SOURCE
MT1	Organizational redesign	R500,000	Municipality Province
MT2	Skills audit	Included in total funding of R500,000	
MT3	Design and implement HR systems	Included in total funding of R500,000	
MT4	Marketing and branding	Included in total funding of R500,000	
MT5	Information Technology	Included in total funding of R500,000	
MT6	Training and capacity building	Included in total funding of R500,000	
MT7	Review and develop all sector plans including infrastructure plans	R 1,000,000.00	Sector Departments

Governance

IDP NO	PROJECT DESCRIPTION	APPROXIMATE BUDGET	
		AMOUNT	SOURCE
G1	Capacity Building on institutional arrangements		
G2	Enforcement of By-laws		
G3	Naming/ Re-naming of streets in all affected areas within Siyancuma Municipality		
G4	Writing off of bad debts		

Sustainable Human Settlement Development

IDP NO	PROJECT DESCRIPTION	APPROXIMATE BUDGET	
		AMOUNT	SOURCE
SHS1	Compilation of Housing Business Plans and submission to CoGHSTA for approval	Depends on housing allocation from CoGHSTA	CoGHSTA
SHS2	Provision of Civil Services in Siyancuma (Douglas, Griekwastad, Campbell and Schmidtsdrift).	R20,724,000.00	CoGHSTA
SHS3	Construction of Low Cost Housing in Siyancuma (Douglas, Griekwastad, Campbell and Schmidtsdrift).	R34,417,218,00	CoGHSTA
SHS4	Rehabilitation of Low Cost Housing in Siyancuma (Douglas, Griekwastad and Campbell).	R16,908,000.00	CoGHSTA
SHS5	Procurement of new land for township establishment in Breipaal		CoGHSTA
SHS6	Procurement of new land for higher income erven in Griekwastad		CoGHSTA
SHS7	Planning and land surveying of residential and church sites in Breipaal, Bongani, Campbell and Griekwastad		CoGHSTA
SHS8	Township Establishment in all areas of Siyancuma Municipality: ▸ EIA ▸ Closure of Public Open Space ▸ Subdivision ▸ Rezoning ▸ Consolidation		CoGHSTA
SHS9	Transferring of Title Deeds to beneficiaries on formalized sites		CoGHSTA
SHS10	Replacement of asbestos roofs in Douglas		CoGHSTA
SHS11	Replacement of asbestos roofs in Griekwastad		CoGHSTA
SHS12	Establishment of a new Drivers Licence Testing Centre and Testing Station in Douglas		
SHS13	Developing of industrial sites for recycling in Griekwastad		
SHS14	Developing of industrial sites for recycling in Douglas		
SHS15	Establishment of permanent banking facilities in Griekwastad		

IDP NO	PROJECT DESCRIPTION	APPROXIMATE BUDGET	
		AMOUNT	SOURCE
SHS16	Establishment of a pound for stray animals in Griekwastad		
SHS17	Establishment of a pound for stray animals in Campbell		
SHS18	Establishment of a pound for stray animals in Schmidtsdrift		
SHS19	Establishment of a centre for children/ people with disabilities in Breipaal		
SHS20	Establishment of a centre for destitute/ street children in Douglas		
SHS21	Establishment of a wellness and fitness centre for the elderly in Griekwastad		
SHS22	Construction of a mortuary in Bongani		
SHS23	Construction of a Bakery in Campbell		
SHS24	Construction of a Shopping Centre in Campbell		
SHS25	Construction of a satellite police station in Breipaal		

Local Economic Development

IDP NO	PROJECT DESCRIPTION	APPROXIMATE BUDGET	
		AMOUNT	SOURCE
LED1	Creation of projects such as cleaning, clearing of shrubs and trees greening	R3,000,000.00	DPW
LED2	Reviving of Tiger Eye Mining	R2,000,000.00	Community and Municipality, Agricultural Dept, Private Companies (banks, IDC)
LED3	Establishment of a Peanut Butter Plant	R3,500,000.00	District LED, Dept. Agric, GWK
LED4	Chicken Poultry Project: Griekwastad	R840,000.00	Dept. Agric, SEDA,
LED5	Upgrading of Commonage Infrastructure	R3,000,000.00	Dept. of Agric and Land Affairs
LED6	Establishment of Tourism Information Centre	R2,200,000.00	Dept. Tourism, District LED, SEDA
LED7	Establishment of a FET centre for artisans		DPW
LED8	Production of Window and Door Frames	R3,300,000.00	Mac Steel, Economic Affairs, District LED
LED9	Production of Building and Paving Bricks	R3,000,000.00	District LED, Dept. Economic Affairs
LED10	Recycling of Paper, Cans, Bottles and Iron	R1,500,000.00	SEDA, District LED, Economic Affairs
LED 11	Investigate the various uses (feasibility) for the Douglas Resort	R500,000.00	Treasury, Dept. Tourism, NCEDA
LED 12	Establishment of a Stone Crasher	R4,500,000.00	DME, SEDA, Econ Affairs
LED 13	Upgrading and Reparations of glacial pavements	R2,000,000.00	Dept. Tourism , SEDA
LED 14	SMME Trading Centre upgrading and extension	R350,000.00	Dept. Economic Affairs, DBSA
LED 15	Planting of trees (greening)	R2,000,000.00	Community, Municipality, Agricultural Dept and Private Companies (banks, IDC)
LED 16	Establishing of Heritage site in Griekwastad and Campbell	R500,000.00	DEAT
LED 17	Manufacturing of Toilet Rolls and Cleaning & Laundry materials	R1,800,000.00	DEAT, DBSA, SEDA
LED 18	Provisioning of water tanks for rain harvesting	R3,000,000.00	DRDLA

IDP NO	PROJECT DESCRIPTION	APPROXIMATE BUDGET	
		AMOUNT	SOURCE
LED 19	Development of an Incentive and Investment Attraction Policy	R100,000.00	DEAT, DBSA, SEDA
LED 20	Launching of the LED Forum	R300,000.00	DEAT, DBSA, SEDA

Sports and Recreation

IDP NO	PROJECT DESCRIPTION	APPROXIMATE BUDGET	
		AMOUNT	SOURCE
SR1	Rehabilitation of Douglas Sports Grounds and Tennis Court	R5,678,000.00	DSAC Lotto
SR2	Upgrading of Siyancuma Sports Facilities	R37,600,500.00	MIG
SR3	Upgrading of Parks in Siyancuma	R5,000000.00	DSAC
SR4	Establishment of new Multipurpose sports facilities in Siyancuma	R119,000,000.00	DSAC
SR5	Maintenance of existing sports grounds in Siyancuma		DSAC

Health

IDP NO	PROJECT DESCRIPTION	APPROXIMATE BUDGET	
		AMOUNT	SOURCE
H1	Building of a new clinic in Ward 2, Breipaal		DoH DPW
H2	Building of a new clinic in Matlhomola, Griekwastad		DoH DPW
H3	Upgrading of clinic in Ward 5 Breipaal		DoH DPW
H4	Upgrading of clinic in Campbell		DoH DPW
H5	Upgrading of hospital in Douglas		DoH DPW
H6	Upgrading of hospital in Griekwastad		DoH DPW
H7	Appointment of a permanent doctor in Griekwastad		DoH
H8	Establishment of medical services in Schmidtsdrift		DoH DPW
H9	Instituting a permanent ambulance service in Schmidtsdrift		DoH
H10	Establishment of a wellness and fitness centre for the elderly		DoH DPW
H11	Training on emergency services		DoH
H12	Providing transport to out patients		DoH
H13	Home Care based (HIV- and AIDS)		DoH

IDP NO	PROJECT DESCRIPTION	APPROXIMATE BUDGET	
		AMOUNT	SOURCE
H14	Re-engineering of Primary health care (NHI)		DoH (Equitable Share)
H15	HIV Counselling and testing Male medical circumcision(MMC) Outreach activities also to farming areas		DoH (Equitable Share)
H16	Upgrading and Fencing of Breipaal Clinic		DoH DPW
H17	Upgrading of the Griekwastard CHC and Nurses Home		DoH DPW
H18	Upgrading of the Douglas CHC and Nurses Home		DoH DPW

Education and Development

IDP NO	PROJECT DESCRIPTION	APPROXIMATE BUDGET	
		AMOUNT	SOURCE
ED1	Establishment of a new FET College		Education, DBSA, private companies
ED2	Building of a new High School in Schmidtsdrift		Dept. of Education DPW
ED3	Building of a crèche in Schmidtsdrift		Dept. of Education DPW
ED4	Building of a crèche in Griekwastad		Dept. of Education DPW
ED5	Establishment of a centre for children/ people with disabilities in Breipaal		DPW
ED6	Establishment of a centre for destitute/ street children in Douglas		DPW
ED7	Provisioning of transport for learners		Dept. of Education
ED8	Construction of a new library in Bongani		DSAC
ED9	Upgrading of the mobile Library in Schmidtsdrift to a permanent structure	R1,000,000.00	DSAC
ED10	Upgrading of all Public Libraries in Siyancuma	R80,000.00	DSAC
ED11	Maintenance of all Public Libraries in Siyancuma	R60,000.00	DSAC
ED12	Construction of a new ECD Centre in Douglas	R369,000.00	Dept. of Education

Disaster Management

IDP NO	PROJECT DESCRIPTION	APPROXIMATE BUDGET	
		AMOUNT	SOURCE
DM1	Development of a Disaster Management Plan	R1,800,000.00	PkS DM
DM2	Training residents on Firefighting skills		
DM3	Construction of a new Disaster Management Centre in Douglas	R9,741,000.00	MIG
DM4	Provision of swimming, lifesaving and diving skills to residents		

Fleet Management

IDP NO	PROJECT DESCRIPTION	APPROXIMATE BUDGET	
		AMOUNT	SOURCE
FM1	Provision of a Tipper Truck.	R350,000.00	Private Sector Funders
FM2	Provision of a Garbage Collection Truck.	R1,600,000.00	"
FM3	Provision of a Honey Sucker Truck.	R1,600,000.00	
FM4	Provision of a Grader.	R1,800,000.00	"
FM5	Provision of a Loader Backshoe.	R900,000.00	"
FM6	Provision of a Water Tanker Truck.	R500,000.00	"
FM7	Provision of a Crane Truck with basket (electricity)	R1,200,000.00	
FM8	Provision of a Fire Fighter Truck.	R2,000,000.00	"
FM9	Provision of Law Enforcement Vehicles.	R500,000.00	"
FM10	Provision of Municipal Bakkies/ Cars		"

Water and Sanitation

IDP NO	PROJECT DESCRIPTION	APPROXIMATE BUDGET	
		AMOUNT	SOURCE
WS1	Upgrading of Sewer Pumping main to Douglas Oxidation Ponds	R9,935,000.00	MIG
WS2	Construction of new Oxidation Ponds in Campbell	R27,000,000.00	MIG
WS3	Installation of full Water borne Sanitation in Campbell (Out phasing of UDS).	R63,000,000.00	MIG
WS4	Schmidtsdrift Zone 5 Sewer Reticulation and Oxidation Ponds	R17,611,000.00	MIG
WS5	Douglas Bulk Water Supply	R79 828,720.00	WSIG
WS6	Upgrading of Douglas Reservoir Complex	R15,610,546.00	MIG
WS7	Siyancuma Water Conservation and Demand Management (Non revenue)	R65,000,000.00	WSIG
WS8	Installation of internal services in formalized areas of Bongani	R20,000,000.00	MIG
WS9	Griekwastad Bulk Water Supply Augmentation	R20,500,000.00	MIG
WS10	Establishment of a Water Treatment Works in Griekwastad	R23,000,000.00	MIG
WS11	Schmidtsdrift Zone 5. Sewer Reticulation & Oxidation Ponds	R17,611,000.00	MIG
WS12	Water Supply in Salt Lake	R20,000,000.00	MIG
WS13	Bucklands Bulk Water Supply	R16,987,000.00	MIG
WS14	Updating of Siyancuma Water Services Development Plan	R4,990,000.00	DWS
WS15	Developing a WCWDM Plan for Siyancuma	R5,998,554.00	DWS
WS16	Eradication of all buckets in Siyancuma Municipality		DWS

Roads and Storm water

IDP NO	PROJECT DESCRIPTION	APPROXIMATE BUDGET	
		AMOUNT	SOURCE
RS1	Rehabilitation of tarred roads in Siyancuma	R32,781,000.00	MIG
RS2	Establishing of a Taxi Route in Breipaal, Bongani and Griekwastad		Private Sector Funding
RS3	Upgrading of remaining gravel roads in Siyancuma	R83,000,000.00	MIG
RS4	Feasibility Study for Storm Water Drainage in Siyancuma	R2,000,000.00	Municipality
RS5	Development of Roads and Storm Water Master Plan	R4,990,000.00	MIG

Energy

IDP NO	PROJECT DESCRIPTION	APPROXIMATE BUDGET	
		AMOUNT	SOURCE
E1	Provision High Mast lighting in Douglas and Griekwastad	R 5,450,000.0	MIG
E2	Provision of High Mast Lighting in Campbell and Schmidtsdrift.	R5,450,000.00	MIG
E3	Installation of street lighting in affected areas in Siyancuma	R10,000,000.00	DPW
E4	Electrification of outstanding sites in Schmidtsdrift	R 3,500,000.00	Dept of Energy
E5	Electrification of stands in Griekwastad	R 2,499,000.00	INEP
E6	Bucklands Electrification: 200 connections	R 3,400,000.00	Eskom
E7	Upgrading of Bongani Bulk Supply	R2,450,000.00	INEP
E8	Installation of Solar Water Heaters	R63,087,636.00	
E9	Development of Siyancuma Energy/ Electricity Master Plan	R4,990,000.00	Dept of Energy

Transport

IDP NO	PROJECT DESCRIPTION	APPROXIMATE BUDGET	
		AMOUNT	SOURCE
T1	Establishing a taxi rank: Schmidtsdrift	R5,000,000.00	
T2	Upgrading of taxi rank: Griekwastad	R4,000,000.00	
T3	Establishing a taxi rank: Campbell	R5,000,000.00	
T4	Establishing a taxi rank: Douglas	R9,000,000.00	
T5	Coordinating transport permits		
T6	Establishment of a new Drivers License Testing Centre (DLTC) in Douglas		
T7	Establishment of a satellite Drivers License Testing Centre (DLTC) in Campbell		
T8	Establishment of a new Vehicle Testing Station (VTS) in Douglas		
T9	Replacement of stolen and vandalized road signs and painting of road marks		

Waste Management

IDP NO	PROJECT DESCRIPTION	APPROXIMATE BUDGET	
		AMOUNT	SOURCE
WM1	Provision of new Waste Management sites in Douglas, Griekwastad, Campbell and Schmidtsdrift.	R25,750,000.00	MIG
WM2	Provisioning of wheely bins to curb illegal dumping		DENC

Public Facilities

IDP NO	PROJECT DESCRIPTION	APPROXIMATE BUDGET	
		AMOUNT	SOURCE
PF1	Rehabilitation of Community Halls in Campbell, and Griekwastad	R2,500,000.00	District Municipality
PF2	Rehabilitation of Community Halls in Breipaal & Bongani	R2,500,000.00	District Municipality
PF3	Establishment of new Cemeteries in Campbell and Griekwastad	R10,640,000.00	MIG
PF4	Establishment of new Cemeteries in Schmidtsdrift and Douglas	R10,640,000.00	MIG
PF5	Upgrading of Community Halls in all Wards	R6,000,000.00	DPW
PF6	Building of a new Community Hall in Ward 2, Breipaal	R8,000,000.00	DPW

Table 19: Unfunded Project list. Source: Siyancuma Local Municipality (2021)

CHAPTER 6: ALIGNMENT AND INTEGRATION

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

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

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

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

The integration requirements are divided into three broad categories namely:

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

6.1 Integrated Sector Programmes

Sector planning reflects the development and operational strategies of the municipality in response to the strategic objectives set by the Council. The sector plans focus on specific sectors within local government. The alignment of sector plans between all spheres of government is important in ensuring integration of programmes and maximum utilization of available resources.

It is important to note that these programmes do not only make provision for IDP related projects but also other project costs and activities in order to create a comprehensive picture for budgeting purposes. Summary of the sectoral plans and programmes are included at the end of this chapter.

6.2 Internal Planning Programmes

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

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

6.3 External Policy Guideline Requirements

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

6.4 Northern Cape Growth and Development Strategy

The PGDS is a strategic and integrated provincial development plan providing direction and scope for province-wide development programmes and projects within the context of a long term perspective and taking into consideration the resources and constraints. The PGDS provides a spatially referenced framework for both public and private sector investment, indicating areas of opportunities and developmental priorities and enabling intergovernmental alignment. It guides the activities of all agencies and role-players by linking and deepening the application of the NSDP and of the MTSF in areas of shared impact.

The Northern Cape Provincial Growth and Development Strategy (NCPGDS) evolved after an extensive consultative process with all spheres of government, organized labour, all formations of organized business and civil society. This process culminated in a stakeholder summit that was held on the 27 and 28 October 2004. This was, thereafter, followed with the adoption of the strategy in mid-January 2005 by the Executive Council. The PGDS was publicly launched at the end of January 2005.

The strategy realizes the hope of sustainable and integrated development that seeks to promote economic growth and social development, improve the quality of life of all its citizens, improve the institutional efficiency of government, attain regional integration and enhance innovation. The PGDS is a further elaboration of an adopted policy framework that attempts to provide a clear vision for growth and development. The strategy identifies both opportunities and challenges and provides for strategic interventions in dealing with them.

The PGDS identifies the comparative advantages and opportunities that emanate from an analysis of the mining, agriculture, manufacturing, fishing and marine-culture, and tourism sectors that can turn the economy of the province around. The industrial value chain becomes the catalyst towards building local economies in these competitive sectors. This approach forms the basis of ensuring that the resources of the province are geared towards having the greatest impact for meaningful local economic growth and development – bridging the divide between the first and second economies.

The PGDS also focuses on issues around social development and has developed targets and strategies that address the challenges that are faced in health, education, housing, water, sanitation, electricity, crime reduction and social services to name but a few. It further provides for interventions that promote human and capital development.

The PGDS asserts that it is only through the proper institutional arrangements, and, in particular, strong partnerships among all stakeholders in development that the province can realize its vision of effectively reducing poverty. The development targets as espoused in the PGDS and the realisation of the potential of the province will be achieved through the collaboration of all stakeholders.

Finally, the PGDS makes adequate provisions for the incorporation of all the national planning instruments, including the National Spatial Development Perspective and the Medium Term Strategic Framework, inter alia, as well as the District and Local Municipal IDP's with the provincial development imperatives.

6.5 Pixley ka Seme District Growth and Development Strategy

In 2006, the District and Local Municipalities compiled their District Growth and Development Strategy (DGDS). The strategy is a living document that should help the district achieves its development goals which are:

- To stimulate economic development
- To develop and enhance infrastructure for economic growth and social development
- To reduce poverty through human and social development
- To ensure a safe and secure environment for all people of the district and
- To promote effective and efficient governance and administration

The strategy covers 6 sectors that are critical for unlocking the economic potential within the district. These sectors are:

- Agriculture and agro-processing
- Mining and mineral processing
- Tourism
- Manufacturing
- Wholesale and retail; and
- Local economic development

The following basic guiding principles, taken together as a whole structure the philosophy that underpins the District Growth and Development Strategy:

- An Integrated developmental approach that brings together the strategies and programmes of the three spheres government for sustainable growth and development
- The utilization of resources – human, financial and natural – that ensures that the capacity and efficiency are enhanced in order to meet the challenges of growth and development
- Facilitating growth and development through effective partnerships between the state, private sector, organized labour and civil society and to meet the socio-economic challenges confronting the district

- Ensuring transparency and accountability in shaping the future of the Pixley ka Seme District through participatory democracy and good governance
- Contributing to national and international commitments such as the WSSD, the Millennium Development Goals and the objectives of the RDP
- The specific and complementary role that each sphere of government and each sector of society has to play in ensuring socio-economic development and transformation
- The Constitutional obligation to provide for the rights and needs of all citizens of the district
- Striving at all times to advance the needs of the historically disadvantaged, including all vulnerable groups, whilst ensuring at the same time that all persons are treated equitably
- The promotion of spatially coherent district and local economic development and improved service delivery systems

In order to position the entire district, the District Council will be adopting the strategy to make it a legal document that will guide development in the region.

6.6 Medium Term Strategic Framework

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

Government is currently implementing the electoral mandate based on the core objectives of increasing employment and reducing poverty. This mandate is premised on a people's contract that defines the strategic objectives and targets for a five-year period.

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

- State intervention in promoting the involvement of the marginalized in economic activity, including sustainable livelihoods
- Welfare grants should be seen as a temporary intervention which should diminish at the same rate that economic interventions succeed
- The performance of the state, the campaign against crime and international relations should improve mainly to promote economic growth and social inclusion.

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

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

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

6.7 Institutional Development Plan (IDP)

6.7.1 Mandate

The constitution assigns the developmental mandate to local government this implies that all municipalities must strive to achieve the goals of local government within its financial and institutional capacity, namely:

- To promote democratic and accountable government for local communities
- To ensure the provision of services to communities in a sustainable manner
- To promote social and economic development
- To promote a safe and healthy environment
- To encourage the involvement of communities and community organizations in the matter of local government.

It further requires municipalities to structure and manage their administration and budgeting and planning process to give priority to the basic needs of the community and to promote the social and economic development of the community whilst participating in national and provincial development programmes.

6.7.2 Powers and Functions

The Local Government Municipal Structures Act (Act 117 of 1998) sets out the basis for the establishment of new municipalities. This legislation divides municipalities into the following categories: Category A is metro council's; Category B is local councils and Category C is District

Municipalities. The Act also defines the institutional and political systems of municipalities and determines the division of powers and functions between the categories.

According to Chapter 5 (Section 83 (1)) of the Act, a local municipality (Category B) has the functions and powers assigned to it in terms of Sections 156 and 229 of the Constitution. Section 156 deals with the powers and functions of municipalities, while Section 229 deals with fiscal powers and functions.

The division of functions and powers between district and local municipalities are described in Section 84 of the Act and the adjustment of division of functions and powers between district and local municipalities by the Provincial MEC for local government is described in Section 85 of the Act.

The passing of by-laws is one of the tasks of municipalities. The Local Government Municipal Structures Act (Act 117 of 1998) directs that after amalgamation, all existing by-laws had to be reviewed and rationalized. An analysis of the status quo of Northern Cape local governance found that in the year after amalgamation, the most common by-law passed was credit control by-law.

In general, the Minister of Provincial and Local Government had authority to assign certain functions to local and district municipalities.

The Water Services Act (Act 108 of 1997) transfers the responsibility for the provision and management of existing water supply and sanitation from national to local government. The two key areas of responsibility in terms of water services provision are the governance functions and the provision functions. Governance functions are legally the responsibility of the Water Services Authority (WSA) and include the planning and regulatory functions, as well as ensuring water services provision, which includes monitoring, finances, governance, contracts, and reporting. According to the Constitution and the Water Services Act, local government is responsible for ensuring water services provision to its constituency.

Local authorities may be constituted as Water Services Authorities, and would have the role of selecting and appointing a Water Services Provider (WSP) for their area. The WSA may however not delegate the authority and responsibility for providing services of adequate standard to all residents within their areas of jurisdiction. In some cases, a WSA can simultaneously be the WSP.

6.8 Water Service Development Plan (WSDP)

IDP Water Sector Input Report

6.8.1 Background and Motivation

The Water Services Act, 1997 (Act No. 108 of 1997) places a duty on Water Services Authorities to prepare a Water Services Development Plan as part of the process of preparing any integrated development plan. Section 15 (5) of the Water Services Act, 1997 states that:

> *A water services development plan must form part of any integrated development plan contemplated in the Local Government Transition Act, 1993 (Act No. 209 of 1993).*

The Department of Water Affairs has developed water sector-specific requirements for local government's integrated development plans as a means to ensure sufficient incorporation of water services delivery matters in local government's strategic planning processes. The incorporation of water sector-specific matters is assessed by the Department during the IDP review and comment cycles. In order to improve local government's compliance with the water sector specific requirements of its IDP's, the Department of Water Affairs has developed a '**Water Sector IDP Report**' template in October 2010. The Water Sector IDP Report template contains outputs from Module 1 of the WSDP Guide Framework towards providing status quo information as well as the WSA's self-assessment of its planning maturity for each of the elements of the water services business.

The need has been expressed for the review of the WSDP: IDP Outflow report to address the following:

- Enable sufficient and appropriate narrative for IDP integration
- Alignment with the latest WSDP Guide Framework as established in the WSDP System
- Incorporation of Water Services-specific Objectives and Strategies
- Distinction between approved MTEF projects and conceptual projects as prompted from the WSA's water services development planning initiatives

6.8.2 ABBREVIATIONS AND DEFINITIONS

DWA	Department of Water Affairs
BDS	Blue Drop Certification System
FY:	Financial Year - means in relation to – • a national or provincial department, the year ending 31 March; or • a municipality, the year ending 30 June.
GDS	Green Drop Certification System
IDP:	Integrated Development Plan - An IDP is a legislative requirement for municipalities which identifies the municipality's key development priorities; formulates a clear vision, mission and values; formulates appropriate strategies; shows the appropriate organisational structure and systems to realise the vision and the mission and aligns resources with the development priorities.
m^3	cubic metres = 1 000 liter = 1 kiloliter
Ml	Megaliter = 1 000 kiloliter = 1 000 000 liter
SDBIP:	Service Delivery Budget Implementation Plan – is a management, implementation and monitoring tool that enable the Municipal Manager to monitor the performance of senior managers, the Mayor to monitor the performance of the Municipal Manager, and for the community to monitor the performance of the municipality.
WSA:	Water Services Authority - means a municipality with the executive authority and the right to administer water services as authorised in terms of the Municipal Structures Act, 1998 (Act No. 117 of 1998)
WSDP:	Water Services Development Plan – means the plan to be developed and adopted by the WSA in terms of the Water Services Act, 1997 (Act No. 108 o f1997)
WSDP Guide Framework	Modular tool which has been developed by the DWA to support Water Services Authorities in complying to the Water Services Act with respect to Water Services Development Planning and which is also used by the DWA to regulate such compliance
WSP:	Water Services Provider - means any person or institution who provides water services to consumers or to another water services institution, but does not include a water services intermediary

1. INTRODUCTION

The Water Services Act, 1997 (Act No. 108 of 1997) places a duty on Water Services Authorities to prepare a Water Services Development Plan as part of the process of preparing any integrated development plan. Section 15 (5) of the Water Services Act, 1997 states that:

> *A water services development plan must form part of any integrated development plan contemplated in the Local Government Transition Act, 1993 (Act No. 209 of 1993).*

The purpose of this report is to provide relevant and summarized water services development planning inputs for incorporation into the Siyancuma Municipality integrated development planning process and is structured as follows:

***Section A: Status Quo Overview**: providing a summarized view of the water services status quo in terms of the water services functional business elements as aligned to the WSDP framework.*

***Section B: State of Water Services Planning:** presents the status of- and references the water services development plan of the Water Services Authority.*

***Section C: Water Services Existing Needs Perspective:** an overview of the WSA's assessment and interpretation of its water services, with specific focus on problem definition statements.*

***Section D: Water Services Objectives and Strategies**: outlines the 5-year water services objectives and strategies as developed through the water services development planning process for incorporation in terms of the integrated development plan and aligned to the water services functional business elements.*

***Section E: Water Services MTEF Projects**: the agreed water services projects for the medium-term expenditure framework and inclusive of funding sources.*

***Section F: WSDP Projects:** presents the projects identified during the water services development planning process in order to meet the water services strategies of the water services authority, as aligned to the outflow from the situation analysis per water services business element.*

2. SECTION A: STATUS QUO OVERVIEW

2.1 BUSINESS ELEMENT 1: DEMOGRAPHICS

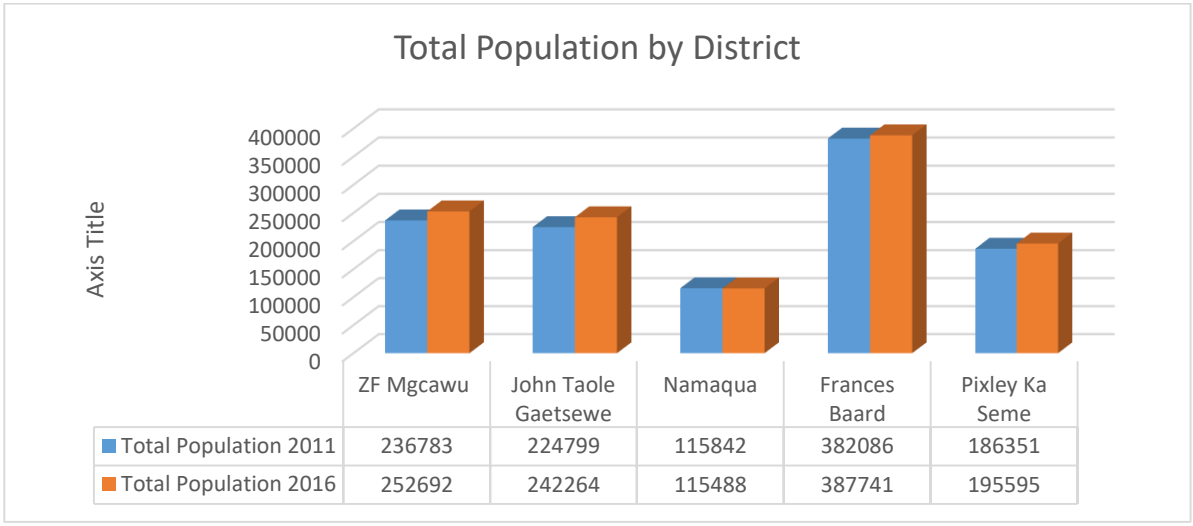
The Siyancuma Local Municipality forms part of the Pixley Ka Seme District Municipality which is located in the south-eastern part of the Northern Cape Province. The Municipality is made up of three main entities, namely incorporating three urban settlements (Douglas, Griekwastad and Campbell) two restitution areas (Schmidtsdrift and Bucklands), rural areas (Plooysburg, Salt Lake, Witput, Belmont, Graspan, Heuningskloof, Volop), commercial farming areas, small farming areas, the Ghaap Mountain and small private game parks.

Pixley ka Seme District Municipality has the third largest population in the Northern Cape and shows a slight increase of 9244 from 2011 to 2016. It represents 28,41 % of the Northern Cape population.

The table and graph below depicts the population figures of the five District Municipalities as in 2011 and 2016:

District	2011	2016
ZF Mgcawu DM	236 783	252 692
John Taole Gaetsewe DM	224 799	242 264
Namaqua DM	115 842	115 488
Francis Baard DM	382 086	387 741
Pixley ka Seme DM	186 351	195 595
TOTAL	**1 145 861**	**1 193 780**

Table 3: Total Population by District. Source: StatsSa (2011) StatsSa Community Survey (2016)



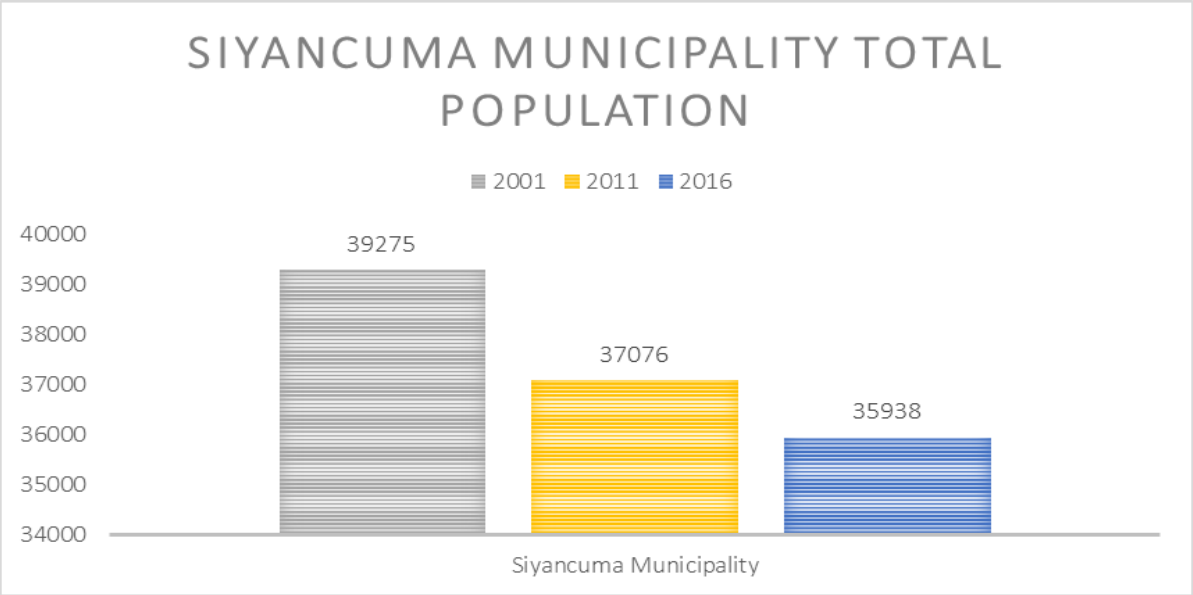
Graph 1: Total population by District . Source: StatsSA (2011) & StatsSA Community Survey (2016)

From 2001 to 2011, the total population for Siyancuma Local Municipality showed a negative growth rate of -5.6% with the population decreasing from 39 275 to 37 076 (StatsSA 2011). A further negative growth rate of -3.1% was experienced from 2011 to 2016 when the population decreased from 37 076 to 35 938 (Community Survey 2016).

Possible reasons for the decline in population might be:

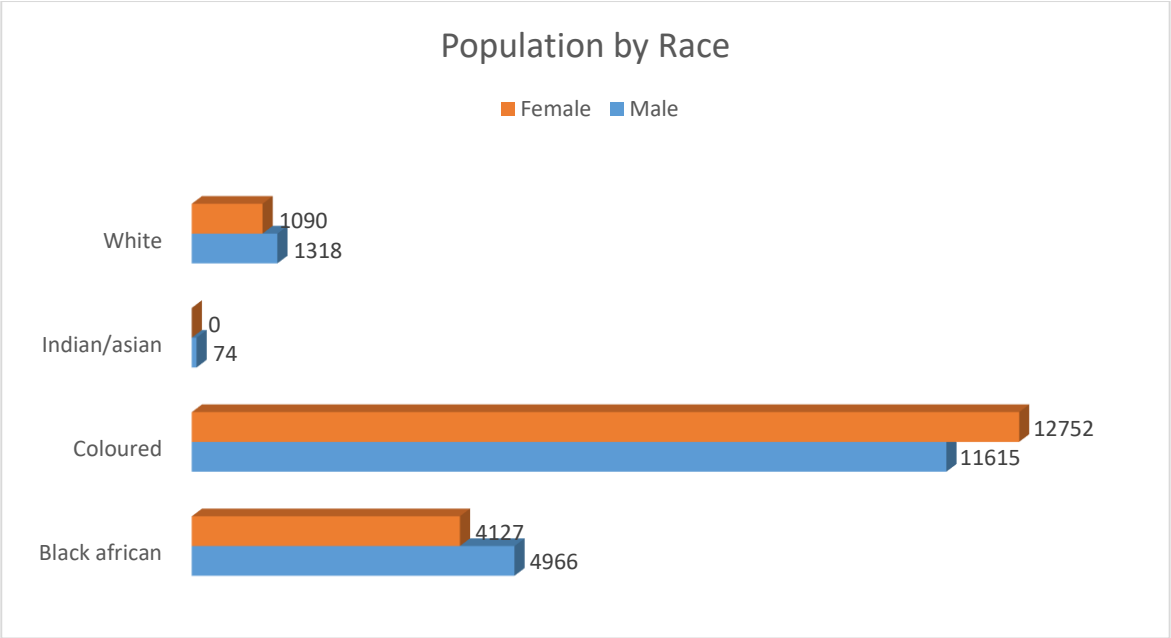
- Mortality (deaths that occur within a population).
  While death is inevitable, the probability of dying is linked to many factors, such as age, sex, race, occupation, social class and deceases like HIV an TB. The incidence of death can reveal much about a population 's standard of living and health care.

- Migration (the movement of people)
  The movement of a people across a specified boundary, for the purpose of establishing a new residence or to seek new job opportunities.



Graph 2: Total population comparison of Siyancuma Local Municipality. Source: StatsSA (2001), StatsSA (2011) & StatsSA Community Survey (2016)

2.1.1. **2.2.2 Population by Race**



Graph 3: Population by Race. Source: StatsSA Community Survey (2016)

The Siyancuma Municipality's total population of 35 938 (2016) can be broken down as follows:

- Coloured – 67,80 %
- African – 25,30 %
- White – 6,69 %
- Asian – 0,21 %

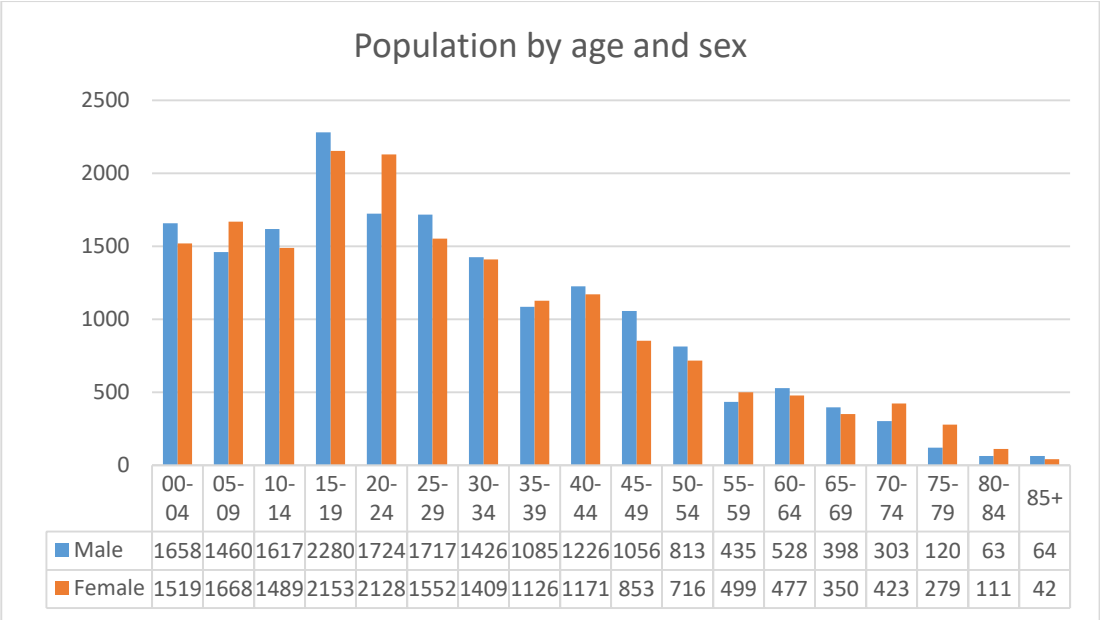
The overall sex ratio (male : female) is more or less 50:50, although it is 48:52 for

Coloureds meaning that there are slightly more Coloured females than males.

2.2.3 Population by age and sex

Demographic information from the 2016 Community Survey structured the Siyancuma total population as follow:

Population under 15:	26,2 %
Population 15 to 64:	67,8 %
Population over 64:	6,0 %



	00-04	05-09	10-14	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70-74	75-79	80-84	85+
Male	1658	1460	1617	2280	1724	1717	1426	1085	1226	1056	813	435	528	398	303	120	63	64
Female	1519	1668	1489	2153	2128	1552	1409	1126	1171	853	716	499	477	350	423	279	111	42

Graph 4: Population by age and sex. Source: StatsSA Community Survey (2016)

It is further evident from the information in the graph that:

- age group 15 – 19 is the highest. This group represents education grades 9 – 12, and forms 12,4 % of the total population.
- age group 20 – 34 represents the youth component and forms 27,7 % of the total population. This group characterises the economically active group and will have an impact on the employment and income levels within the municipality.
- from age 70, the mortality rate is higher for males than for females.

Table A.1 Water services overview (water)

URBAN															
Metropolitan Area					**Adequate**			**Below RDP**					**None**		
Sub-Total			**0**	**0**											
Formal Town					**Adequate**			**Below RDP**					**None**		
Campbell	*546*	*2179*	548	2 187	✓										
Douglas	*4707*	*20083*	3 693	15 757	✓										
Griekwastad	*1508*	*6428*	1 676	7 144	✓										
Schmidtsdrif	*387*	*1163*	263	790	✓										
Sub-Total			**6 180**	**25 878**	**1**										
Townships					**Adequate**			**Below RDP**					**None**		
Sub-Total			**0**	**0**											
Informal Settlements					**Adequate**			**Below RDP**					**None**		
Douglas - Informal			792	3 406							✓				
Griekwastad - Informal			136	580							✓				
Sub-Total			**792**	**3 406**											
Working towns & service centres					**Adequate**			**Below RDP**					**None**		
Sub-Total			**0**	**0**											
Sub-Total: (Urban)			**7 040**	**29 574**	**1**										
RURAL															
Rural Dense Village					**Adequate**			**Below RDP**					**None**		
Sub-Total			**0**	**0**											
Rural Small Village					**Adequate**			**Below RDP**					**None**		
Sub-Total			**0**	**0**											
Rural Scattered					**Adequate**			**Below RDP**					**None**		
Belmont	7	25	7	25							✓				
Riet River	17	69	17	69							✓				
Sub-Total			**7**	**25**											
Informal Settlements					**Adequate**			**Below RDP**					**None**		
Backhouse			10	35							✓				
Belmont			10	35							✓				
Copperton			30	105							✓				
Hayfield			30	105							✓				
Heuningneskloof			20	70							✓				
Plooysburg			23	81							✓				
Salt Lake			9	32							✓				
Volop			18	63							✓				
Witput			18	63	✓										
Witsand			10	35							✓				
Sub-Total			**10**	**35**											
Sub-Total (Rural)			**110**	**389**											
TOTAL			**7 150**	**29 962**	**1**										

Note: ** aligned with Census 2011*

Table A.2 Water services overview (sanitation)

Table A3.1: Sanitation services overview

Settlement Type	2011*		20YY		Sanitation category									
	Households	Population	Households	Population	Adequate: Formal	Adequate: Informal	Adequate: Sahred Services	Water resources needs only	O&M needs only	Infrastructure needs only	Infrastructure & O&M needs	Infrastructure, O&M & Resource need	No Services: Informal	No Services: Formal
URBAN														
Metropolitan Area					Adequate			Below RDP					None	
Sub-Total			**0**	**0**										
Formal Town					Adequate			Below RDP					None	
Campbell	*546*	*2179*	548	2 187	✓									
Douglas	*4707*	*20083*	3 693	15 757	✓									
Griekwastad	*1508*	*6428*	1 676	7 144	✓									
Schmidtsdrif	*387*	*1163*	263	790	✓									
Sub-Total			**6 180**	**25 878**						**1**				
Townships					Adequate			Below RDP					None	
Sub-Total			**0**	**0**										
Informal Settlements					Adequate			Below RDP					None	
Douglas - Informal			792	3 406						✓				
Griekwastad - Informal			136	580						✓				
Sub-Total			**792**	**3 406**										
Working towns & service centres					Adequate			Below RDP					None	
Sub-Total			**0**	**0**										
Sub-Total: (Urban)			**7 040**	**29 574**						**1**				
RURAL														
Rural Dense Village					Adequate			Below RDP					None	
Sub-Total			**0**	**0**										
Rural Small Village					Adequate			Below RDP					None	
Belmont	7	25	7	25						✓				
Riet River	17	69	17	69						✓				
Sub-Total			**24**	**94**										
Rural Scattered					Adequate			Below RDP					None	
Sub-Total			**0**	**0**										

Table A.3: Residential Water Services Delivery Access profile: Water

Census Category	Description	Year 0 FY20XX		Year -1 FY20XX		Year -2 FY20XX	
		Nr	%	Nr	%	Nr	%
	WATER (ABOVE MIN LEVEL)						
Piped (tap) water inside dwelling/institution	House connections	4 226	41%				#####
Piped (tap) water inside yard	Yard connections	2 923	29%				#####
Piped (tap) water on community stand: distance less than 200m from dwelling/institution	Standpipe connection < 200 m	117	1%			0	#####
	Sub-Total: Minimum Serivce Level and Above	**7 266**	**71%**			**0**	#####
	WATER (BELOW MIN LEVEL)						
Piped (tap) water on community stand: distance between 200m and 500m from dwelling/institution	Standpipe connection: > 200 m < 500 m						#####
Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling /institution	Standpipe connection: > 500 m < 1 000 m	1 783	17%				#####
Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution	Standpipe connection: > 1 000 m						#####
No access to piped (tap) water	No services	1 144	11%				#####
	Sub-Total: Below Minimum Service Level	**2 927**	**29%**				#####
	Total number of households	**10 193**	**100%**			**0**	#####

Table A.4: Residential water services delivery access profile: Wastewater

Census Category	Description	Year 0		Year -1		Year -2	
		FY2013		FY2012		FY2011	
		Nr	%	Nr	%	Nr	%
	SANITATION (ABOVE MIN LEVEL)						
Flush toilet (connected to sewerage system)	Waterborne	6 083	60%				#####
	Waterborne: Low Flush	0	0%				#####
Flush toilet (with septic tank)	Septic tanks / Conservancy	416	4%				#####
Chemical toilet	Non-waterborne (above min. service level)	0	0%				#####
Pit toilet with ventilation (VIP)		827	8%				#####
Other		0	0%				#####
	Sub-Total: Minimum Serivce Level and Above	**7 326**	**72%**			**0**	**#####**
	SANITATION (BELOW MIN LEVEL)						
Pit toilet without ventilation	Pit toilet	538	5%				#####
Bucket toilet	Bucket toilet	1 793	18%				#####
Other toilet provision (below min. service level	Other	40	0%				#####
No toilet provisions	No services	443	4%				#####
	Sub-Total: Below Minimum Service Level	**2 814**	**28%**			**0**	**#####**
	Total number of households	**10 140**	**100%**			**0**	**#####**

2.2. BUSINESS ELEMENT 4: WATER SERVICES INFRASTRUCTURE MANAGEMENT (INFRASTRUCTURE)

The Siyancuma municipality owns the water services infrastructure which has been established to service its residents. Three water supply schemes have been established to service the Kareeberg customers:

GRIEKWASTAD

BULK WATER INFRASTRUCTURE

Boreholes are the only source of water supply. Due to elevation differences the water supply system is divided into three pressure zones. The pressure zones are: Griekwastad Properties & Charles Bees Park, Rainbow residential zone and Mathlomola residential zone. Each pressure zones has its own source supply, storage facilities and reticulation network.

Rainbow system

Water for the system is abstracted from the Rainbow borehole station with an electrical driven submersible pump. Water is abstracted at a depth of 40 m below ground surface and is pumped to an elevated tank located near the Rainbow residential zone. The rated capacity of the tank is 55 kl. The reticulation network of Rainbow is fed from the elevated tank.

Griekwastad Properties & Charles Bees Park system

Water for the system is abstracted from the Hospital borehole station with an electrical driven submersible pump. Water is abstracted at a depth of 55 m below ground surface and is pump to an elevated tank located near the Griekwastad residential zone. Water is stored in an elevated tank with a capacity of the tank is 83 kl. The reticulation network of Griekwastad Property and Charles Bees Park is fed from the elevated tank.

Mathlomola system

Water for the system is abstracted from the Mathlomola borehole station with an electrical driven submersible pump. Water is abstracted at a depth of 23 m below ground surface and is pumped to an elevated tank located inside the Mathlomola residential zone. The rated capacity of the tank is 187 kl. The reticulation network of Mathlomola is fed from the elevated tank.

WATER TREATMENT CAPACITY

There is no WTW within the Griekwastad Town.

SERVICE STORAGE

A total storage capacity of 325 kl

DOUGLAS CLUSTER

BULK WATER INFRASTRUCTURE

Douglas Town

Water supply is obtained from the Orange and the Vaal Rivers via the Bosman and Bucklands canals respectively. Currently the Orange River is the main source of supply.

A raw water pump station next to the Bucklands Canal abstracts water from the Bucklands Canal. The pump station is located next to the Bucklands Canal on the corner of Bowker and Rhodes streets and is equipped with two raw water pumps that deliver raw water to the Douglas purification plant. A 250 mm diameter pipeline conveys the raw water to the purification plant over a distance of approximately 1200 m.

A second raw water pump station next to the Bosman Canal abstracts water from the Bosman Canal. The pump station is equipped with two raw water pumps. The raw water pumps pump water to the Douglas water treatment facility. A 300 mm diameter pipeline conveys raw water to the treatment facility over a distance of 110 m.

The rated capacity of the treatment plant is 4.541 Ml per day. The facility was recently upgraded and is in a good condition. The treatment processes consists of mixing of chemicals, flocculation, sedimentation, filtration, and chlorine disinfection.

Three clear water pumps located in the treatment plant facility pump the purified water to the clear water storage reservoirs. The clear water pumping equipment was recently upgraded and is in good condition. The rated capacities of clear water pumps are 45, 58 and 58 l/s respectively.

A 250 mm diameter and 300 mm diameter pipelines convey the purified water to the reservoirs.

Three circular concrete reservoirs store water for use during peak demand periods and provide the pressure needed for reticulation. The combined rated capacity of the reservoirs is 6.810 Ml. The concrete reservoirs are in a good condition. Water for reticulation is delivered through two 250 mm diameter gravity pipelines.

The reticulation system provides water to Breipaal, Bongani, Douglas and the Industrial area.

Smaller settlements on private owned land (rural-villages)

Smaller settlements comprised of Plooysburg, Belmont and Salt Lake. Total population in these towns is below 1,000 people. The settlements have poor linkages with the rest of the towns in the municipality and the province.

Plooysburg

Land on which Plooysburg is situated belongs to the Dutch Reform church. Water services in Plooysburg have been and are still administered and provided by the church council.

Witput, Belmont and Graspan

Witput, Belmont and Graspan are small railway towns where most of the land and water services infrastructure are owned by Spoornet, the rail parastatals. Spoornet stopped the provision of water service since alienation of the smaller railway stations some years ago. The remaining households in Belmont, Witput, Graspan and a portion in Salt Lake presently depend on private landowners in the area to obtain water supplies. The municipality, however as the water services authority (WSA)

engaged on this matter and started negotiations with Transnet Housing on the transfer of ownership of houses and infrastructure. These negotiations are to be concluded in the year 2005.

Salt Lake

Salt Lake is a privately owned farm with a salt manufacturing plant. The community resides on tow farms, Saratoga and Sunnydale. Both owners of the farms presently provide water services and housing to residents that have been living in the area for years. Proposals were also made and negotiations started on the transfer of ownership of the houses to residents. The matter is currently taken up with the provincial Department of Local Government and Housing (DHLG).

Restitution settlement (rural-villages): Bucklands

A few households (farmers) own land in the Bucklands. The majority of households (farm workers and squatters) are landless. The landowners presently provide water services to the households in Bucklands. It is also believed that many of the farm worker families are responsible for their own water services needs.

Restitution settlement (rural-villages): Schmidtsdrift

Households in Schmidtsdrift occupy informal sites in the area. The municipality presently provides water services to about 250 households (claimants) in Schmidtsdrift. Water services are of a temporary nature at present. The municipality is currently busy with bulk water upgrading in Schmidtsdrift. The bulk water service includes:

- River abstraction point
- Raw water storage
- Bulk supply lines
- Reservoirs (775 kl and 310 kl)
- Bulk distribution lines
- Internal reticulation

Farm settlements (other privately held farmland)

Farm settlements are comprised of very small settlements scattered over the Hay and Herbert Magisterial districts and Vaal River areas. Households are made up of mostly farmers, farm workers and their families. The landowners of a particular farm provide water services to the households on the farms. It is also believed that many of the farm workers families are responsible for their own water services needs.

WATER TREATMENT CAPACITY

The water treatment works in Douglas has the overall hydraulic capacity of treating 4.541 mega litres (Ml/d) of potable water per day. This Class D WTW is older than 30 years with an estimated 5% refurbishment needed.

There is no WTW in the other towns within the Douglas Cluster area.

CAMPBELL

BULK WATER INFRASTRUCTURE

Campbell water supply network is divided into two zones namely the Campbell West & Campbell Bowen zone and the Campbell East zone.

Campbell West & Campbell Bowen zone

Water is obtained from two springs in Campbell West. Water provided by the two springs located in Campbell West gravitates to a pump sump. An electrical driven submersible pump in the sump, pumps the water to two storage reservoirs located in Campbell West. The reservoirs store water for use during periods of peak demand and provide the pressure for reticulation. The combined capacity of the reservoirs is 62 kl. The reservoirs supply water to the reticulation networks in Campbell West and Campbell Bowen.

Campbell East Zone

Water is abstracted from the Campbell East borehole with an electrical driven mono pump. The water is abstracted at the depth of 30 m below ground surface and is pumped to a storage reservoir also in Campbell East. The reservoir stores water for use during periods of peak demand and provide the pressure for reticulation. The rated capacity of the reservoir is 290 kl. The reservoir supplies water to the reticulation network in Campbell East.

WATER TREATMENT CAPACITY

There is no WTW within the Campbell Town.

SERVICE STORAGE

A total storage capacity of 351 kl is available

2.3 BUSINESS ELEMENT 5: WATER SERVICES INFRASTRUCTURE MANAGEMENT (O&M)

The Siyancuma municipality is the water services provider for its area of jurisdiction. The operations and maintenance function is rendered by the Infrastructure Directorate. Operations and maintenance challenges faced by the Siyancuma municipality is directly related to resources challenges including human resources- and financial resources.

The Siyancuma LM has implemented a comprehensive drinking water sampling programme for its formal water supply scheme, and which includes schemes supplied by groundwater. In terms of the Blue Drop assessment, the Siyancuma Water Services Authority (WSA) achieved a Blue Drop risk rating score of 22.6% in 2022. The table below indicates the risk rating per system:

Assessment Areas	Campbell Supply System	Douglas	Griekwastad Supply System	Schmidtsdrift Supply System
BULK / WSP				
A: Total Design Capacity (Ml/d)	0.57	5	5.8	1.01
B: % Operational Capacity in terms of design	N/I	90%	100%	100%
C1a: % Microbiological Compliance	35%	87.3%	91.4%	44.4%
C1b: % Microbiological Monitoring Compliance	75%	52.1%	70.8%	37.5%
C2a: % Chemical Compliance	73.1%	84.9%	96.2%	61.3%
C2b: % Chemical Monitoring Compliance	5.9%	5.9%	5.9%	5.9%
D: % Technical Skills	0%	0%	0%	0%
E: % Water Safety Plan Status	0%	0%	0%	0%
%BDRR/BDRR max	72.1%	63.8%	50.8%	81.8%

The summary from the 2022 Blue Drop report states:

Siyancuma LM has four drinking water supply systems. Douglas and Griekwastad systems achieved medium-risk ratings while Campbell and Schmidtsdrift systems achieved high-risk ratings.

With regards to operational capacity, no information on operational capacity information was provided for Campbell supply system indicating that flow monitoring may not be taking place. This did not only impact on the score achieved under criteria B but also impacts on the municipality's planning processes and implementation of water conservation and demand management initiatives. The remaining three systems are operating at or above 90% of design capacity indicating insufficient treatment capacity to supply current and future requirements.

Criteria C reports on the actual water quality in the supply systems. All supply systems achieved poor microbiological compliance and the associated monitoring programmes are not adequately aligned to SANS 241:2015 requirements. This coupled with poor chemical compliance (at three of the four systems) and inadequate alignment of monitoring programmes to SANS 241:2015 requirements, means that the water supplies may present serious health risks to the consumers. The Regulator urges the WSA to urgently address these risks to ensure delivery of safe water.

All supply systems also achieved poor scores under criteria D and E. This indicates that the supply systems supervisors, process controller and maintenance teams are not adequately aligned to the set criteria and also that there are no SANS 241:2015 and WHO aligned Water Safety Plans. This should be addressed as it has the potential to impact of the WSAs ability to delivery safe drinking water to the consumers.

The Regulator urges the WSA to urgently implement the following recommendations to ensure delivery of safe drinking water for all consumers:

A and B: Installation and calibration of inflow meters to verify operational capacity for Campbell supply system.

A and B: Planning and budgeting to address capacity exceedance at all WTW operating at or above 90% of design capacity.

Ca: Implementation of corrective measures in the event of microbiological and chemical failures to ensure delivery of safe drinking water at all times.

Cb: Implementation of monitoring programmes with sufficient number of samples and frequency based on population size as outlined in SANS 241:2015.

D: Appointment of suitably qualified staff and/or training of existing staff (supervisors, process controllers and maintenance teams) to ensure adequate alignment to set criteria.

E: Development and implementation of Water Safety Plans as per SANS 241:2015 and WHO guidelines including risk assessment of entire supply system, development of risk-based monitoring programmes and implementation of mitigating measures to address all medium and high risks.

In terms of wastewater services, the Siyancuma LM has achieved a Green Drop score of 26%. The municipality has actioned the necessary infrastructure refurbishment and upgrades as well as improved operational- and compliance monitoring.

Green Drop score 2013	Green Drop score 2021
17%	26 %

The summary from the 2022 report states:

The Siyancuma Local Municipality rendered a valiant and committed effort to engage with the Green Drop audit process and succeeded to improve from 17% in 2013 to a Green Drop score of 26%. Noting the Green Drop History graph below, it is clear that the municipality is slowly but consistently building an increased compliance portfolio, and this is acknowledged by the Department. Unfortunately, the low Green Drop score indicates that the bulk of the regulatory standards and good practice are not being achieved. All WWTWs are in high or critical risk space as is evident from the CRR scores. The Regulator takes note of the destruction of critical documentation and reports during civil unrest and burning of municipal buildings. However, these incidents emphasise the need for a risk-based approach, noting that no W2RAPs have been in place to guide decision making and resource allocation in 2020/21. Coupled with increased trends in vandalism, a risk-averse management approach should be considered.

The most immediate areas for improvement should be aligned with basics wastewater practice, i.e. registration of Process Controllers and Supervisors, address the scientific and engineering gaps, training and skills enhancement, flow monitoring, operational and compliance monitoring, and resolving authorisations with DWS.

Financial information was lacking and drew a zero score. Technical management and design information also presented a weakness in the wastewater business, despite the technical skill that resides in the municipality.

The municipality is encouraged to develop and implement a W2RAP for the sewer network and pumpstations with immediate effect, as risk-based planning forms a foundation from which to plan, prioritise and motivate resources towards improved. The poor state of the wastewater systems places Siyancuma on the priority list for enforcement intervention.

Green Drop findings:

1. Process Controllers and Supervisors are existing; however, no credit could be given as their registration status is incomplete on IRIS, and no soft copies could be provided of these qualifications.

2. Despite the high functionality of the inspected sewers and treatment plant, the maintenance practice on paper could not attract a full score as results of partially completed maintenance schedules and logged activities.

3. No W2RAP or updated Condition Assessment was in place for any of the three (3) systems.

4. Operational monitoring is mostly absent and compliance monitoring is done for microbiological compliance only – the absence of physical and chemical compliance monitoring is a serious regulatory indictment.

5. No financial records, budgets, or asset registers could be viewed, the financial team was not present to present a cohesive municipal team.

6. No design information or flow records could be presented, although limited information could be presented on the number of pumpstations and sewer lines.

7. Effluent quality compliance is poor and need to be addressed as a priority – these aspects along with boost the GD score at the upcoming 2023 audit event.

8. No capital projects have been reported to address the defects observed for any of the three wastewater systems. However, note is taken of the wastewater network pipeline that will be upgraded to accommodate larger volumes. No capital budget has been provided to this effect.

2.4 BUSINESS ELEMENT 6: ASSOCIATED SERVICES

The Siyancuma LM renders water services to schools and clinics as part of its water provision services to its urban- and rural customers. The municipality does not presently monitor or record the level of services rendered within schools and/or clinics. The billing system of the municipality confirms that accounts are rendered directly to schools, and to the Department of Public Works.

2.5 BUSINESS ELEMENT 7: WATER RESOURCES

The water source for the Douglas water supply system is the Orange River via a Canal. The water source for Campbell, Griekwastad, Belmont, Witputs, Plooyburg is groundwater. Schmidtsdrift water resource is the Vaal River.

2.6 BUSINESS ELEMENT 8: CONSERVATION AND DEMAND MANAGEMENT

The Siyancuma municipality has not yet consolidated its Water Conservation- and Demand Management strategy however, the requirements in this respect are further actioned herein. It should however be noted that due to the flat landscape within the municipal area, pressure reduction measures are not required.

Insufficient measuring devices (meters) are currently in place to enable the compilation of a comprehensive and detailed water balance. The municipality meters and bills its urban customers for water reticulation services. When considering the capacity requirements for the Siyancuma bulk water supply infrastructure, it is evident that the full water consumption is not billed and that water conservation- and demand management measures should therefore be prioritized.

2.7 BUSINESS ELEMENT 10: WATER SERVICES INSTITUTIONAL ARRANGEMENTS

The Siyancuma municipality renders the water services provision function including the bulk- and retail functions in their urban areas. Additional resources and capacity requirements for institutional strengthening have been actioned further herein.

2.8 BUSINESS ELEMENT 11: CUSTOMER SERVICE REQUIREMENTS

The municipality renders a customer services function through its Finance Directorate, and which receives customer queries, requests and complaints. These queries, requests and complaints are routed to the Infrastructure Directorate for technical resolution. Improved collaboration and reporting on the customer services function has been further actioned herein.

3 SECTION B: STATE OF WATER SERVICES PLANNING

The Siyancuma Local Municipality as the Water Services Authority for its area of jurisdiction developed its latest Water Services Development Plan in 2017. The LM participated in the DWS support programme of 2017 to 2021, wherein the latest WSDP was used to populate DWS WSDP Guide Framework. The municipality then also participated in the assessment of its water services knowledge and plans and the strategic interpretation of its knowledge as established in Module 1 of the WSDP Guide Framework.

It should also be highlighted that additional to the strategic-level water services development plan of the municipality, water services planning is rendered by the municipality at project level.

4 SECTION C: WATER SERVICES EXISTING NEEDS PERSPECTIVE

The existing needs perspective as presented below was developed through a systematic and comprehensive review of the water services function in terms of the WSDP Guide Framework. The output from this process is presented below and includes compliance assessment in terms of:

- ***quality*** *(assessment of current status against compliancy requirements)*
- ***quantity*** *(an indication of the representation of the total area to address the issue)*
- ***future plan assessment*** *(degree in which future demand has been established)*
- ***strategy assessment*** *(whether a strategy is in place to address the need).*

The water services situation analysis prompted the development of problem statements which formed the input for the development of the water services objectives and strategies which follows in Section D.

Table C.1: Existing Needs Perspective and Problem Statements
Water Services Development Planning

Administration (Topic 1)					
Overview of Topic	**Status Quo and Knowledge Interpretation Statistics**				
This topic provides knowledge on the status of the WSA's 5-year water services development plan as well as with the contact particulars of the key role-players which have contributed to the development of the WSDP.	**Item**	**Quality (%)** assessment of current status against compliancy requirements	**Quantity (%)** an indication of the representation of the total area to address the issue	**Future Plan Assessment**	**Strategy Assessment**
	n/a	n/a	n/a	n/a	n/a
	TOTAL for Topic	**n/a**	**n/a**	**n/a**	**n/a**
Problem Definition Statements					
Nr	**Statements**				
1	The municipality have no capacity in regards to WSDP planning and development				
etc					

Table C.2: Existing Needs Perspective and Problem Statements Demographics

Business Element 1: Demographics (Topic 2)					
Overview of Topic	**Status Quo and Knowledge Interpretation Statistics**				
This topic provides an overview of demographics of the WSA as sourced from the National Geo-Referenced Database, aligned to Census figures as well as the number of public amenities and private facilities within the jurisdictional area of the WSA.	**Item**	**Quality (%)** assessment of current status against compliancy requirements	**Quantity (%)** an indication of the representation of the total area to address the issue	**Future Plan Assessment**	**Strategy Assessment**
	Farming				
	Rural				
	Urban	100,00	100,00		
	Public Amenities Consumer types	100,00	100,00		
	TOTAL for Topic	**100,00**	**100,00**	**#DIV/0!**	**#DIV/0!**
Problem Definition Statements					
Nr	**Statements**				
1					
etc					

Table C.3: Existing Needs Perspective and Problem Statements
Service Levels

Business Element 2: Service Levels (Topic 3)					
Overview of Topic	**Status Quo and Knowledge Interpretation Statistics**				
Topic 3 information is presented in terms of the Department of Water and Sanitation' service level classification which considers the adequacy of services in establishing the service level profile. The profile is presented in terms of settlements, population and households.	**Item**	**Quality (%)** assessment of current status against compliancy requirements	**Quantity (%)** an indication of the representation of the total area to address the issue	**Future Plan Assessment**	**Strategy Assessment**
	Water – Below: Infra Needs	100,00	100,00	100,00	100,00
	Water – Below: Infra, O&M & Resource Needs	100,00	100,00	100,00	100,00
	Water – Below: No Services Formal	100,00	100,00		
	Sanitation – Below No Services Informal	100,00	100,00		
	Sanitation – Below: Infra Needs				
	Sanitation – Below: No Services Formal	100,00	100,00		
	Residential, Public Institutions and Industries Amenities				
	TOTAL for Topic	**100,00**	**100,00**	**100,00**	**100,00**
Problem Definition Statements					

Nr	Statements
1	
etc	

Table C.4: Existing Needs Perspective and Problem Statements
Socio-Economics

Socio-Economic (Topic 4)					
Overview of Topic	**Status Quo and Knowledge Interpretation Statistics**				
The socio-economic information contained in the WSDP provides a broad overview of the socio-economic status of the municipality in terms of population growth rates, age and gender profile, employment profile, migration patterns, household income and economics. The topic also contains a quick reference to water services affordability by expressing the typical monthly water bill in terms of average monthly income in the municipal area.	**Item**	**Quality (%)** assessment of current status against compliancy requirements	**Quantity (%)** an indication of the representation of the total area to address the issue	**Future Plan Assessment**	**Strategy Assessment**
	n/a	n/a	n/a	n/a	n/a
	TOTAL for Topic	**n/a**	**n/a**	**n/a**	**n/a**
Problem Definition Statements					

Nr	Statements
1	
etc	

Table C.5: Existing Needs Perspective and Problem Statements WS Infrastructure Management (1)

Business Element 4: Water Services Infrastructure Management (Topic 5.1)					
Overview of Topic	**Status Quo and Knowledge Interpretation Statistics**				
Topic 5.1 provides an overview of the extent-, functionality- and asset status of the municipality's water services infrastructure. It also provides an overview of the municipality's compliance in terms of legislation- and regulations concerning asset management, disaster management, water quality management, water resource licensing, etc. It should be emphasized that the topic does not provide the detail per infrastructure element, but provides an overview per each main water services infrastructure component	**Item**	**Quality (%)** assessment of current status against compliancy requirements	**Quantity (%)** an indication of the representation of the total area to address the issue	**Future Plan Assessment**	**Strategy Assessment**
	General Information	100,00	100,00		
	Operation	30,00	30,00		
	Monitoring and sample failure	30,00	30,00		
	Functionality	60,00	60,00		
	Institutional status	70,00	70,00		
	Asset assessment spectrum	100,00	100,00		
	Type and capacity	50,00	50,00		
	TOTAL for Topic	**62,86**	**62,86**	**#DIV/0!**	**#DIV/0!**
Problem Definition Statements					

Nr	Statements
1	
etc	

Table C.6: Existing Needs Perspective and Problem Statements
WS Infrastructure Management (2)

Business Element 5: Water Services Infrastructure Management (Topic 5.2)					
Overview of Topic	**Status Quo and Knowledge Interpretation Statistics**				
This topic provides an overview of the sufficiency of resources and processes in place to effectively operate and maintain the water services. It reflects whether the municipality has an Operation and Maintenance Plan in place. The topic also illustrates whether the WSA has implemented good practice as directed in the Blue- and Green Drop certification processes	**Item**	**Quality (%)** assessment of current status against compliancy requirements	**Quantity (%)** an indication of the representation of the total area to address the issue	**Future Plan Assessment**	**Strategy Assessment**
	Operation & Maintenance Plan	0,00	0,00		
	Resources	50,00	50,00		
	Information	80,00	80,00		
	Activity Control & Management	80,00	80,00		
	Water Supply & Quality	50,00	50,00		
	Waste Water Supply & Quality	20,00	20,00		
	TOTAL for Topic	**46,67**	**46,67**	**#DIV/0!**	**#DIV/0!**

Problem Definition Statements	
Nr	**Statements**
1	Municipality have no O&M plan. Resources & Capacity is a huge problem
etc	

Table C.7: Existing Needs Perspective and Problem Statements Associated Services

Business Element 6: Associated Services (Topic 6)					
Overview of Topic	**Status Quo and Knowledge Interpretation Statistics**				
This topic has been established to ensure adequate focus on the water services levels and needs of educational and health facilities. The water services planner will use this information to establish short-term solutions and to prioritize water services infrastructure projects to educational- and health facilities.	**Item**	**Quality (%)** assessment of current status against compliancy requirements	**Quantity (%)** an indication of the representation of the total area to address the issue	**Future Plan Assessment**	**Strategy Assessment**
	Water services – Education	100,00	100,00	100,00	100,00
	Water services - Hospitals	100,00	100,00	100,00	100,00
	Water services – Health Centers				
	Water services - Clinics	100,00	100,00	100,00	100,00
	Sanitation - Education	100,00	100,00	100,00	100,00
	Sanitation - Hospitals	100,00	100,00	100,00	100,00
	Sanitation – Health Centers				
	Sanitation - Clinics	100,00	100,00	100,00	100,00
	TOTAL for Topic	**100,00**	**100,00**	**100,00**	**100,00**

Problem Definition Statements	
Nr	**Statements**
1	
etc	

Table C.8: Existing Needs Perspective and Problem Statements
Water Resources

Business Element 7: Water Resources (Topic 8)					
Overview of Topic	**Status Quo and Knowledge Interpretation Statistics**				
The volumes and sources of raw water supply to the WSA are presented in this topic, which also presents the status of the WSA's abstraction licenses and future needs. An overview of the WSA's monitoring programme for its raw water sources is presented. The topic also outlines the degree of industrial and 'raw' water use and effluent discharge within the WSA.	**Item**	**Quality (%)** assessment of current status against compliancy requirements	**Quantity (%)** an indication of the representation of the total area to address the issue	**Future Plan Assessment**	**Strategy Assessment**
	Monitoring				
	Water Quality				
	Wet Industries				
	Raw Water consumers				
	Industrial Consumer Units				
	Permitted effluent releases				
	TOTAL for Topic	**#DIV/0!**	**#DIV/0!**	**#DIV/0!**	**#DIV/0!**

Problem Definition Statements	
Nr	**Statements**
1	
etc	

Table C.9: Existing Needs Perspective and Problem Statements
WCDM (Water Resources)

Business Element 8: Conservation and Demand Management - Water Resource (Topic 7.1)					
Overview of Topic	**Status Quo and Knowledge Interpretation Statistics**				
The topic provides an overview of the activities pursued by the WSA in the past financial year towards water conservation and demand management. It also contains an overview of the water sources of the WSA.	**Item**	**Quality (%)** assessment of current status against compliancy requirements	**Quantity (%)** an indication of the representation of the total area to address the issue	**Future Plan Assessment**	**Strategy Assessment**
	Reducing unaccounted water and water inefficiencies				
	Reducing high pressures for residential consumers				
	Leak and meter repair programmes				
	Consumer/end-use demand management				
	TOTAL for Topic	**#DIV/0!**	**#DIV/0!**	**#DIV/0!**	**#DIV/0!**

Problem Definition Statements	
Nr	**Statements**
1	
etc	

Table C.10: Existing Needs Perspective and Problem Statements
WCDM (Water Balance)

Business Element 8: Conservation and Demand Management - Water Balance (Topic 7.2)					
Overview of Topic	**Status Quo and Knowledge Interpretation Statistics**				
The topic provides an overview of the activities pursued by the WSA in the past financial year towards water conservation and demand management. It also contains an overview of the water sources of the WSA.	**Item**	**Quality (%)** assessment of current status against compliancy requirements	**Quantity (%)** an indication of the representation of the total area to address the issue	**Future Plan Assessment**	**Strategy Assessment**
	Surface water purchased				
	Surface water abstraction				
	Ground water abstraction				
	Raw water supplied				
	Total Influent				
	Total treated TW				
	Potable water to other Neighbours				
	Purchased Treated water				
	Ground water not treated				
	Authorised consumption				
	Total losses				
	Billed unmetered				
	Apparent losses				
	Waste water treatment works				
	Recycled				
	TOTAL for Topic	**#DIV/0!**	**#DIV/0!**	**#DIV/0!**	**#DIV/0!**

Problem Definition Statements	
Nr	**Statements**
1	
etc	

Table C.11: Existing Needs Perspective and Problem Statements Financials

Financial Profile (Topic 9)					
Overview of Topic	**Status Quo and Knowledge Interpretation Statistics**				
The financial profile is aligned with the Water SErvices Standard Chart of Accounts [SCOA] which addresses the expenditure, revenue & capex for the water services function.	**Item**	**Quality (%)** assessment of current status against compliancy requirements	**Quantity (%)** an indication of the representation of the total area to address the issue	**Future Plan Assessment**	**Strategy Assessment**
	n/a	n/a	n/a	n/a	n/a
	TOTAL for Topic	**n/a**	**n/a**	**n/a**	**n/a**
Problem Definition Statements					

Nr	Statements
1	
etc	

Table C.12: Existing Needs Perspective and Problem Statements WS Institutional Arrangements

Business Element 10: Water Services Institutional Arrangements (Topic 10)					
Overview of Topic	**Status Quo and Knowledge Interpretation Statistics**				
The institutional arrangements profiles presents an overview of the WSA's compliance with respect to water services regulations and policy and as aligned also with the Regulatory Performance Monitoring System. It also provides an overview of the water services provider arrangements which are in place, including the WSA's perception of the sufficiency of WSP staffing levels.	**Item**	**Quality (%)** assessment of current status against compliancy requirements	**Quantity (%)** an indication of the representation of the total area to address the issue	**Future Plan Assessment**	**Strategy Assessment**
	Policy development				
	Regulation and tariffs				
	Infrastructure development (projects)				
	Performance management and monitoring				
	WSDP				
	Bulk and Retail functions				
	TOTAL for Topic	**#DIV/0!**	**#DIV/0!**	**#DIV/0!**	**#DIV/0!**
Problem Definition Statements					

Nr	Statements
1	
etc	

Table C.13: Existing Needs Perspective and Problem Statements
Customer Service Requirements

Business Element 11: Customer Service Requirements (Topic 11)					
Overview of Topic	**Status Quo and Knowledge Interpretation Statistics**				
This topic provides an overview of the quality of the water services provision function when considered from a customer perspective including the summary of the WSA's responsiveness to customer complaints and queries.	**Item**	**Quality (%)** assessment of current status against compliancy requirements	**Quantity (%)** an indication of the representation of the total area to address the issue	**Future Plan Assessment**	**Strategy Assessment**
	Resources available to perform this function				
	Attending to complaints for water				
	Attending to complaints for Sanitation: Discharge to treatment works				
	Attending to complaints for Sanitation: Pit/ tank pumping				
	TOTAL for Topic	**#DIV/0!**	**#DIV/0!**	**#DIV/0!**	**#DIV/0!**

Problem Definition Statements	
Nr	**Statements**
1	
etc	

5 SECTION D: WATER SERVICES OBJECTIVES AND STRATEGIES

The water services objectives and strategies presented below were derived from the water services situational analysis as summarized in Section C: Water Services Existing Needs Perspective and presents the 5-year Water Services objectives and strategies as established in the WSA's WSDP.

Table D1: WSDP FY2022: Water Services Objectives and Strategies **sheet 1 of 2**

Nr	Objective/Strategy	Key Performance Indicator	Baseline (2021 status quo)	Linked Project	WSDP FY2022 TARGET	WSDP FY2023 TARGET	WSDP FY2024 TARGET	WSDP FY2025 TARGET	WSDP FY2026 TARGET
Topic 1 - Settlement Demographics & Public Amenities									
1.1	Annual review of the demographics and service level profile of the municipality	Annual update of WSDP Settlements Database	FY2021 settlements database		Demographics and service level profile as at 2022 recorded	Demographics and service level profile as at 2023 recorded	Demographics and service level profile as at 2024 recorded	Demographics and service level profile as at 2025 recorded	Demographics and service level profile as at 2026 recorded
1.2	Submission of WSDP IDP input report to DWS and to the municipal IDP manager	Annual submission before March each year			Submission before March each year	Submission before March each year	Submission before March each year	Submission before March each year	Submission before March each year

Nr	Objective/Strategy	Key Performance Indicator	Baseline (2021 status quo)	Linked Project	WSDP FY2022 TARGET	WSDP FY2023 TARGET	WSDP FY2024 TARGET	WSDP FY2025 TARGET	WSDP FY2026 TARGET
1.3	Submission of WSDP annual performance report to DWS	Annual submission before October each year			Submission before October each year	Submission before October each year	Submission before October each year	Submission before October each year	Submission before October each year
Topic 2 - Service Levels Profile									
2.1	Develop an integrated housing and water services plan for the provision of higher levels of services	Number of households with consumer connections				Commitments in place	Integrated housing- and water services plan developed and adopted		
2.10	Construction of Bulkwater Pipeline to	Project Status	Development of business Plan and / or			Secure Funding	Implementation 60%	Implementation 100%	

Nr	Objective/Strategy	Key Performance Indicator	Baseline (2021 status quo)	Linked Project	WSDP FY2022 TARGET	WSDP FY2023 TARGET	WSDP FY2024 TARGET	WSDP FY2025 TARGET	WSDP FY2026 TARGET
	Bucklands settlement		Technical Report			Development of technical Report			
2.11	Refurbishment of Griekwastad Oxidation Ponds	Project Status	None			Develop plan identifying critical components to be refurbished	Secure Funding	Implementation 80%	
2.12	Upgrading of Griekwastad water storage	Project Status					Recommended MIG technical report and business plan	Implementation 40%	Implementation 100%
2.13	Refurbishment / Upgrading of Douglas WWTW	Project Status						Recommended MIG application	Implementation 40%

Nr	Objective/Strategy	Key Performance Indicator	Baseline (2021 status quo)	Linked Project	WSDP FY2022 TARGET	WSDP FY2023 TARGET	WSDP FY2024 TARGET	WSDP FY2025 TARGET	WSDP FY2026 TARGET
2.2	Develop- and implement a strategy to provide interim sanitation services to informal settlement	Informal settlement households with access to sanitation				Interim sanitation services strategy developed and adopted			

Nr	Objective/Strategy	Key Performance Indicator	Baseline (2021 status quo)	Linked Project	WSDP FY2022 TARGET	WSDP FY2023 TARGET	WSDP FY2024 TARGET	WSDP FY2025 TARGET	WSDP FY2026 TARGET
2.3	Liaise with responsible authorities to ensure adequate services to educational and health facilities in municipal areas	Water services in schools and clinics reported to WSA			Service level adequacy profile for schools and clinic	Service level adequacy profile for schools and clinic	Service level adequacy profile for schools and clinic	Service level adequacy profile for schools and clinic	Service level adequacy profile for schools and clinic
2.4	Upgrading of Douglas Water Treatment Work	Project Status	Recommended Feasibility Study		Preparing the Designs	Secure co-funding	Implementation 40%	Implementation 70%	Implementation 100%
2.5	Campbell BWS	Project Status	Recommended WSIG business plan		Implementation 100%				

Nr	Objective/Strategy	Key Performance Indicator	Baseline (2021 status quo)	Linked Project	WSDP FY2022 TARGET	WSDP FY2023 TARGET	WSDP FY2024 TARGET	WSDP FY2025 TARGET	WSDP FY2026 TARGET
2.6	Constructing of new Campbell WWTW	Project Status	Development of business Plan and / or Technical Report		Recommendation of Campbell Sewer Feasibility Study through MIG	Develop a Feasibility study Secure Funding for construction	Implementation 30%	Implementation 60%	Implementation 100%
Topic 3 - Water Services Asset Management									
3.1	A responsive and, accountable, effective and efficient local government system Maintain excellent asset management practices	Infrastructure management system up to date	Development of a Asset Management Strategy			Resources as signed and processes and procedures established	Asset management system maintained Water services asset register updated	Asset management system maintained Water services asset register updated	Asset management system maintained Water services asset register updated

Nr	Objective/Strategy	Key Performance Indicator	Baseline (2021 status quo)	Linked Project	WSDP FY2022 TARGET	WSDP FY2023 TARGET	WSDP FY2024 TARGET	WSDP FY2025 TARGET	WSDP FY2026 TARGET
3.2	Secure the Municipality's	Number of				Strategy	50%	100%	
	water and waste water	incidents				developed	implemented	implemented	
	infrastructure against					Funding secured			
	vandalism and theft								
Topic 4 - Water Services O and M									

Nr	Objective/Strategy	Key Performance Indicator	Baseline (2021 status quo)	Linked Project	WSDP FY2022 TARGET	WSDP FY2023 TARGET	WSDP FY2024 TARGET	WSDP FY2025 TARGET	WSDP FY2026 TARGET
4.1	Develop a comprehensive O&M plan to quantify the full resource (tools, equipment, staff, funds) requirements for the operations and maintenance function	Adopted O&M Plan				Commitments in place to develop O&M plan	Implementation	Implementation	Implementation

Nr	Objective/Strategy	Key Performance Indicator	Baseline (2021 status quo)	Linked Project	WSDP FY2022 TARGET	WSDP FY2023 TARGET	WSDP FY2024 TARGET	WSDP FY2025 TARGET	WSDP FY2026 TARGET
4.2	Prioritize improved maintenance and rehabilitation of infrastructure	Water services infrastructure maintenance and rehabilitation programme established				Infrastructure rehabilitation Business Plan Preventative maintenance programme established	Budget allocated to meet 25% of needs	Budget allocated to meet 50% of needs	Budget allocated to meet 100% of needs
4.3	Improve Blue Drop status and obtain Blue Drop certification	Current Blue Drop Score: 54.02%	Blue Drop Certification		Blue Drop Score: 60%	Blue Drop Score: 65%	Blue Drop Score: 70%	Blue Drop Score: 75%	Blue Drop Score: 80%

Nr	Objective/Strategy	Key Performance Indicator	Baseline (2021 status quo)	Linked Project	WSDP FY2022 TARGET	WSDP FY2023 TARGET	WSDP FY2024 TARGET	WSDP FY2025 TARGET	WSDP FY2026 TARGET
4.4	Improve Green Drop status and obtain Green Drop Certification	Green Drop Risk Rating: 68.6%	Green Drop Certification		Green Drop Risk Rating: 68.6%	Green Drop Risk Rating: 60%	Green Drop Risk Rating: 58%	Green Drop Risk Rating: 50%	Green Drop Risk Rating: 45%
Topic 5.1 - Conservation & Demand Management - Water Resource									
5.1.1	Develop and implement a comprehensive WCDM plan	Adopted WCDM Plan / Strategy				Commitments in place to develop a plan / strategy	Adopt WCDM plan / strategy	10% implementation	30% implementation

Nr	Objective/Strategy	Key Performance Indicator	Baseline (2021 status quo)	Linked Project	WSDP FY2022 TARGET	WSDP FY2023 TARGET	WSDP FY2024 TARGET	WSDP FY2025 TARGET	WSDP FY2026 TARGET
5.1.2	Confirm groundwater aquifer capacity and groundwater utilization	Determine groundwater capacity and start monitoring				Commitments in place to develop plan	Implementation and produce a annual report	Implementation and produce a annual report	Implementation and produce a annual report
Topic 5.2 - Conservation & Demand Management - Water Balance									
5.2.1	Introduce and maintain water balance performance monitoring	Monthly water balance reports				Business processes developed and implemented	Complete water balance recorded each month (x12)	Complete water balance recorded each month (x12)	Complete water balance recorded each month (x12)

Nr	Objective/Strategy	Key Performance Indicator	Baseline (2021 status quo)	Linked Project	WSDP FY2022 TARGET	WSDP FY2023 TARGET	WSDP FY2024 TARGET	WSDP FY2025 TARGET	WSDP FY2026 TARGET
5.2.2	Meter all consumer connections for improved cost recovery (including raw water consumers)	Percentage of consumer connections metered	60% of consumer connections metered				70% of consumer connections metered	75% of consumer connections metered	80% of consumer connections metered
Topic 6 - Water Resource									
6.1	Ensure compliance to water quality monitoring programmes	Monthly compliance report to sampling programme			12 x reports	12 x reports	12 x reports	12 x reports	12 x reports

Nr	Objective/Strategy	Key Performance Indicator	Baseline (2021 status quo)	Linked Project	WSDP FY2022 TARGET	WSDP FY2023 TARGET	WSDP FY2024 TARGET	WSDP FY2025 TARGET	WSDP FY2026 TARGET
6.2	Monitor bulk water quality compliance on a monthly basis as per of Blue Drop requirements	Monthly compliance report to sampling programme			12 x reports	12 x reports	12 x reports	12 x reports	12 x reports
6.3	Improve monitoring of effluent releases	Monthly compliance report to sampling programme			12 x reports	12 x reports	12 x reports	12 x reports	12 x reports

6 SECTION E: WATER SERVICES MTEF PROJECTS

The Water Services Medium-Term Expenditure Framework (MTEF) projects are presented below and outlines the water services projects which are funded for implementation within the next three years.

It should be highlighted that the projects included herein, represents only projects for which funding has already been secured, and therefore does not comprise the comprehensive water services project requirements of the WSA.

The summary of the MTEF water services projects may be presented as follows:

Table E.1: Summary of MTEF Projects

Project Main Category	FY2022		FY2023		FY2024		MTEF Total	
	Nr	Value (R'000)	Nr	Value (R'000)	Nr	Value (R'000)	**Nr**	**Value (R'000)**
Water Projects	1	R6 000						**R6 000**
Sanitation Projects	1	R11 370	1	R9 604	1	R12 809		**R33 783**
Combined Water & Sanitation Projects								**R0**
TOTAL	**2**	**R17 370**	**1**	**R9 604**	**1**	**R12 809**	**0**	**R39 783**

Table E.2a: Water Services MTEF Projects – FY2022 (1st year MTEF period) **sheet 1 of 1**

Nr	Project Reference Number	Project Name	Description	Project Driver	Main Category "W" or "S"	Sub Category	Component type	Project Budget / Funding Sources									MTEF Project Source
								prev spent FY2021	FY2022 Budget	Own	MIG	RBIG	ACIP	DR	WSIG	Other	Total Cost	
1. Infrastructure Projects								**R5 000**	**R17 730**								**R22 730**	
1		Refurbishment of Douglas WTW	Emergency repairs on the WTW	Lack of bulk	W		Water	R5 000	**R6 000**						x		**R11 000**	
2		Construction of Campbell WWTW	Construction of a new Oxidation pond	BEP	S		Sanitation	R0	**R11 730**		**X**						**R11 730**	
2. Source Development Projects								**R0**	**R0**								**R0**	
																	R0	
3. Demand Management projects								**R0**	**R0**								**R0**	
																	R0	
4. O&M Commitments								**R0**	**R0**								**R0**	
Operations																	**R0**	
																	R0	
Maintenance																	**R0**	
																	R0	
5. Institutional								**R0**	**R0**								**R0**	
																	R0	
6. Water Services Programms								**R0**	**R0**								**R0**	
Awareness Programs																	**R0**	
																	R0	
WASH Programs																	**R0**	
																	R0	
		Total						**R5 000**	**R17 730**								**R22 730**	

Table E.2b: Water Services MTEF Projects – FY2023 (2nd year MTEF period) **sheet 1 of 1**

Nr	Project Reference Number	Project Name	Description	Project Driver	Main Category "W" or "S"	Sub Category	Component type	Project Budget / Funding Sources									MTEF Project Source
								prev spent FY2022	FY2023 Budget	Own	MIG	RBIG	ACIP	DR	WSIG	Other	Total Cost
1. Infrastructure Projects								**R6 000**	**R23 579**								**R29 579**	
1		Construction of Breipal Storage / pressure tower	Construction of a new storage / pressure tower	Lack of bulk stoarge	W		Water	R6 000	**R13 975**						x		**R19 975**	
2		Construction of Campbel WWTW	Construction of a new oxidation pond system	BEP	S		Sanitation		**R9 604**		**X**						**R9 604**	
2. Source Development Projects								**R0**	**R0**								**R0**	
																	R0	
3. Demand Management projects								**R0**	**R0**								**R0**	
																	R0	
4. O&M Commitments								**R0**	**R0**								**R0**	
Operations																	**R0**	
																	R0	
Maintenance																	**R0**	
																	R0	
5. Institutional								**R0**	**R0**								**R0**	
																	R0	
6. Water Services Programms								**R0**	**R0**								**R0**	
Awareness Programs																	**R0**	
																	R0	
WASH Programs																	**R0**	
																	R0	
		Total						**R6 000**	**R23 579**								**R29 579**	

Table E.2c: Water Services MTEF Projects – FY2024 (3rd year MTEF period) **sheet 1 of 1**

Nr	Project Reference Number	Project Name	Description	Project Driver	Main Category "W" or "S"	Sub Category	Component type	Project Budget / Funding Sources									MTEF Project Source
								prev spent FY2023	FY2024 Budget	Own	MIG	RBIG	ACIP	DR	WSIG	Other	Total Cost	
1. Infrastructure Projects								**R0**	**R27 412**								**R27 412**	
		Bongani pressure tower / bulk metering	Construction of new stotage / pressure tower	Lack of bulk storage	W				**R14 603**						x		**R14 603**	
		Construction of Campbell WWTW	Construction of new oxidation ponds	BEP	S				**R12 809**		**x**						**R12 809**	
2. Source Development Projects								**R0**	**R0**								**R0**	
																	R0	
3. Demand Management projects								**R0**	**R0**								**R0**	
																	R0	
4. O&M Commitments								**R0**	**R0**								**R0**	
Operations																	**R0**	
																	R0	
Maintenance																	**R0**	
																	R0	
5. Institutional								**R0**	**R0**								**R0**	
																	R0	
6. Water Services Programms								**R0**	**R0**								**R0**	
Awareness Programs																	**R0**	
																	R0	
WASH Programs																	**R0**	
																	R0	
		Total						**R0**	**R27 412**								**R27 412**	

7 SECTION F: WSDP PROJECTS

Table F.1: WSDP project list **sheet 1 of 2**

Topic	Interpret Situation Assessment	Intervention Required?	Solution description as identified by Master Plan	Is there an Existing project/activity addressing this problem?	Project Reference	Does this current listed project/activity address the problem totally?	Project/Activity Approved by Council as part of WSDP Database?	Approved by council, in project/activity database and part of 5 yr IDP cycle projects	Project/Activity listed in 3 yr MTEF cycle
1.1 Settlements Summary	Municipality must update settlement population, household and indigent register.	Yes	Survey team need to do a house to house survey	No		No	No	No	No
1.2 Summary by Settlement Group	Municipality must update settlement population, househ	No		No		No	No	No	No

Topic	Interpret Situation Assessment	Intervention Required?	Solution description as identified by Master Plan	Is there an Existing project/activity addressing this problem?	Project Reference	Does this current listed project/activity address the problem totally?	Project/Activity Approved by Council as part of WSDP Database?	Approved by council, in project/activity database and part of 5 yr IDP cycle projects	Project/Activity listed in 3 yr MTEF cycle
	old and indigent register.								
1.3 Assessment Score by Settlement Type	Municipality must update settlement population, household and indigent register.	No		No		No	No	No	No
1.4 Amenities Summary	Municipality have no database that indicate the total school	Yes	Update stats annually	No		No	No	No	No

Topic	Interpret Situation Assessment	Intervention Required?	Solution description as identified by Master Plan	Is there an Existing project/activity addressing this problem?	Project Reference	Does this current listed project/activity address the problem totally?	Project/Activity Approved by Council as part of WSDP Database?	Approved by council, in project/activity database and part of 5 yr IDP cycle projects	Project/Activity listed in 3 yr MTEF cycle
	learners and hospital patients (avg daily stats).								
Direct Backlog Water	Estimated 2723 HH's have no water	Yes	Provide interim water services or permanent water connection	Yes		No			
Direct Backlog Sanitation	Approximately 2800 households don't have access to basic sanitation and 1739 househ	Yes	Provide basic sanitation infrastructure (flush toilets)	Yes		No			

Topic	Interpret Situation Assessment	Intervention Required?	Solution description as identified by Master Plan	Is there an Existing project/activity addressing this problem?	Project Reference	Does this current listed project/activity address the problem totally?	Project/Activity Approved by Council as part of WSDP Database?	Approved by council, in project/activity database and part of 5 yr IDP cycle projects	Project/Activity listed in 3 yr MTEF cycle
	olds have buckets. Influx of people from the farms and surrounding areas.								
Water Services Infrastructure Supply Level Profile	Currently, their are no water backlogs	No							

Topic	Interpret Situation Assessment	Intervention Required?	Solution description as identified by Master Plan	Is there an Existing project/activity addressing this problem?	Project Reference	Does this current listed project/activity address the problem totally?	Project/Activity Approved by Council as part of WSDP Database?	Approved by council, in project/activity database and part of 5 yr IDP cycle projects	Project/Activity listed in 3 yr MTEF cycle
Water Reliability Profile	Approximately 800 (Schmidsdrift) and 200 (Bucklands) HH's have not reliable services due to infrastructure, O&M, Management and upgrades.	Yes	Construction of Package plant and/or Construction of Bulk water Pipeline	No		No			
Sanitation Service Infrast	Approximately xx HH have a sanitati	Yes	Human Settlement will eradicate the backlog	No					

Topic	Interpret Situation Assessment	Intervention Required?	Solution description as identified by Master Plan	Is there an Existing project/activity addressing this problem?	Project Reference	Does this current listed project/activity address the problem totally?	Project/Activity Approved by Council as part of WSDP Database?	Approved by council, in project/activity database and part of 5 yr IDP cycle projects	Project/Activity listed in 3 yr MTEF cycle
ructure Supply Level Profile	on backlog.								
Sanitation Reliability Profile	Approximately 1000 HH don't have a reliable service due to a scheme must be upgraded; 1700 HH buckets must be changed to a	Yes	Replace existing sewer PS with outfall gravity pipeline; human settlement plan to eradicate housing backlog	Yes		No			

Topic	Interpret Situation Assessment	Intervention Required?	Solution description as identified by Master Plan	Is there an Existing project/activity addressing this problem?	Project Reference	Does this current listed project/activity address the problem totally?	Project/Activity Approved by Council as part of WSDP Database?	Approved by council, in project/activity database and part of 5 yr IDP cycle projects	Project/Activity listed in 3 yr MTEF cycle
	waterborne								
Water Services: Education	Lack of skilled / capacity process controllers preforming duties at WTW's and doing O&M.	Yes	Train existing staff; appoint new staff	No					
Water Services: Health	No Intervention required	No							

Topic	Interpret Situation Assessment	Intervention Required?	Solution description as identified by Master Plan	Is there an Existing project/activity addressing this problem?	Project Reference	Does this current listed project/activity address the problem totally?	Project/Activity Approved by Council as part of WSDP Database?	Approved by council, in project/activity database and part of 5 yr IDP cycle projects	Project/Activity listed in 3 yr MTEF cycle
Sanitation Services: Education	Lack of skilled / capacity process controllers preforming duties at WWTW's and doing O&M.	Yes	Train existing staff; appoint new staff	No					
Sanitation Services: Health	Health and hygiene programme	Yes	Established a door to door campaign	No					
Health and Educational	Installation of JoJo Tanks at	Yes	Convince Dept of Education / Health to install JoJo tanks	No					

Topic	Interpret Situation Assessment	Intervention Required?	Solution description as identified by Master Plan	Is there an Existing project/activity addressing this problem?	Project Reference	Does this current listed project/activity address the problem totally?	Project/Activity Approved by Council as part of WSDP Database?	Approved by council, in project/activity database and part of 5 yr IDP cycle projects	Project/Activity listed in 3 yr MTEF cycle
Facilities	Schools and hospitals.		and cleaning of it every 2 years.						
3.1 General Information	No Asset and Disaster Management plan including no effluent plan	Yes	Develop all needed plans	No		No	No	No	No
3.2 Operation	No safety inspectors at municipal level or any health and safety guidelines /	Yes	Develop a health and safety plan and educate existing staff	No		No	No	No	No

Topic	Interpret Situation Assessment	Intervention Required?	Solution description as identified by Master Plan	Is there an Existing project/activity addressing this problem?	Project Reference	Does this current listed project/activity address the problem totally?	Project/Activity Approved by Council as part of WSDP Database?	Approved by council, in project/activity database and part of 5 yr IDP cycle projects	Project/Activity listed in 3 yr MTEF cycle
	plan exist.								
3.3 Functionality Observation	Outdated asset register.	Yes	Update asset register	No		No	No	No	No
3.4 Asset Assessment Spectrum	No existing database to indicate lifespan of infrastructure.	Yes	Develop database and start replacing old infrastructure	No		No	No	No	No
3.5 Water and Sanitation schemes	Poor GDS / BDS score. No capacity to take sample	Yes	Develop a turnaround strategy with action, timeframes, budget	No		No	No	No	No

Topic	Interpret Situation Assessment	Intervention Required?	Solution description as identified by Master Plan	Is there an Existing project/activity addressing this problem?	Project Reference	Does this current listed project/activity address the problem totally?	Project/Activity Approved by Council as part of WSDP Database?	Approved by council, in project/activity database and part of 5 yr IDP cycle projects	Project/Activity listed in 3 yr MTEF cycle
	s or capturing.								
4.1 Operation & Maintenance Plan	No / Lack of O&M on infrastructure.	Yes	Convince CFO to budget for O&M and development of plan	No		No	No	No	No
4.1.1 Is There an Operation and Maintenance Plan?	No O&M plan in place	Yes	Budget for develop of O&M plan	No		No	No	No	No
4.2 Resources	Lack of skilled O&M staff, lack of tools and budget	Yes	Budget for O&M	No		No	No	No	No

Topic	Interpret Situation Assessment	Intervention Required?	Solution description as identified by Master Plan	Is there an Existing project/activity addressing this problem?	Project Reference	Does this current listed project/activity address the problem totally?	Project/Activity Approved by Council as part of WSDP Database?	Approved by council, in project/activity database and part of 5 yr IDP cycle projects	Project/Activity listed in 3 yr MTEF cycle
	to preform daily operations								
4.3 Information	As-builts / manuals of infrastructure is missing	Yes	Develop a proper registry / archive to safe-keep information	No		No	No	No	No
4.4 Activity Control & Management	No proper record-keeping or Monitor and evaluation	Yes	Improve on costumer care systems	No		No	No	No	No
5.1 Reducing unaccounted	Lack of cost recovery. Non-revenu	Yes	Improve metering programme, improve debt collection	Yes		No	No	No	No

Topic	Interpret Situation Assessment	Intervention Required?	Solution description as identified by Master Plan	Is there an Existing project/activity addressing this problem?	Project Reference	Does this current listed project/activity address the problem totally?	Project/Activity Approved by Council as part of WSDP Database?	Approved by council, in project/activity database and part of 5 yr IDP cycle projects	Project/Activity listed in 3 yr MTEF cycle
water and water inefficiencies	e is estimated at 70% ; 20% real water losses								
5.2 Leak and meter repair programmes.	Lack of O&M budget to decrease broken meters.	Yes	Develop metering programme and budget to purchase meters	Yes		No	No	No	No
5.3 Consumer/end-use demand management: Public Infor	No Intervention required	Yes		No		No	No	No	No

Topic	Interpret Situation Assessment	Intervention Required?	Solution description as identified by Master Plan	Is there an Existing project/activity addressing this problem?	Project Reference	Does this current listed project/activity address the problem totally?	Project/Activity Approved by Council as part of WSDP Database?	Approved by council, in project/activity database and part of 5 yr IDP cycle projects	Project/Activity listed in 3 yr MTEF cycle
mation & Education Programmes									
5.4: Conjunctive use of surface - and groundwater	No Intervention required	No		No		No	No	No	No
5.5 Working for Water	No Intervention required	No		No		No	No	No	No
5.2 Water Balance	Insufficient billing system / meteri	Yes	Improve billing system. Correct billing amounts, trained operators to read meters correctly	No		No	No	No	No

Topic	Interpret Situation Assessment	Intervention Required?	Solution description as identified by Master Plan	Is there an Existing project/activity addressing this problem?	Project Reference	Does this current listed project/activity address the problem totally?	Project/Activity Approved by Council as part of WSDP Database?	Approved by council, in project/activity database and part of 5 yr IDP cycle projects	Project/Activity listed in 3 yr MTEF cycle
	ng. Lack of cost recovery								
6.1.1 Current Water Sources	Broken meters at all boreholes sites.	Yes	Install meters at boreholes to determine water abstraction	No		No	No	No	No
6.1.2 Additional Sources Available	No Intervention Required	No		No		No	No	No	No
6.2 Monitoring	Monitor plan in place, but municipality don't follow /	Yes	Municipality must budget for water monitoring. A proper plan must be developed according to SANS	No		No	No	No	No

Topic	Interpret Situation Assessment	Intervention Required?	Solution description as identified by Master Plan	Is there an Existing project/activity addressing this problem?	Project Reference	Does this current listed project/activity address the problem totally?	Project/Activity Approved by Council as part of WSDP Database?	Approved by council, in project/activity database and part of 5 yr IDP cycle projects	Project/Activity listed in 3 yr MTEF cycle
	implement the plan. Lack of monitoring can result in human health problems								
6.3 Water Quality	A Water Safety Plan is in place, but municipality don't implement the recomenda	Yes	Plan must be reviewed and workshop with staff.	No		No	No	No	No

Topic	Interpret Situation Assessment	Intervention Required?	Solution description as identified by Master Plan	Is there an Existing project/activity addressing this problem?	Project Reference	Does this current listed project/activity address the problem totally?	Project/Activity Approved by Council as part of WSDP Database?	Approved by council, in project/activity database and part of 5 yr IDP cycle projects	Project/Activity listed in 3 yr MTEF cycle
	tions / processes.								
6.4 Operation	No Intervention required	No		No		No	No	No	No

6.9 Spatial Development Framework

The Siyancuma Council have embarked on an Integrated Land-use and Spatial Development Framework to ensure previously disadvantaged communities are well integrated with other communities and also to try and minimise the travelling distance to the Central Business District (CBD).

The Land-use and Spatial Development Plan includes the urban areas as described under the introduction and history of Siyancuma Local Municipality. These include Douglas, Griekwastad and Campbell. The rural settlements and restitutions are excluded because they are mainly private land and or title deeds for restitutions have not been clarified yet.

As for the private land council still negotiate with the owners regarding services. It is also not clear what the responsibilities of the Local Authorities and the District Municipality regarding services on farms are, especially with reference to Water Services Authorities and Water Services Providers.

Vision

To provide and integrate land and space for the different use as needed by all residents of Siyancuma Local Municipality and other stakeholders from the different spheres of society.

Mission

To ensure there is enough and suitable land for use and development by all stakeholders living and operating in the Siyancuma Local Municipality through land and spatial development, ensuring that proper identification, planning and development of land was made for future use.

Development Objectives

The Land-use and Spatial development plan of the Siyancuma Local Municipality was developed taking the following goals and objectives into account:

The goals

- Identification of land through community participation
- Identification of land for the different uses
- Ensuring land identified are sufficient for the specified uses

The objectives

- Reduce housing backlogs of Municipality and land needed
- Determine sufficiency of land for current and future use
- Ensuring identified land is suitably located
- Reduce disordered and illegal squatters

Strategies

As a strategy to minimise disordered and illegal squatting, Council embark on a programme of land identification. The activities include the following:

- Determination of housing backlogs for Douglas, Griekwastad and Campbell.
- Determination of total land and sites needed to address backlog
- Determination of space needed for other land-use
- Identification of suitable land by Ward Councillors and their committees
- Search for funds to do Town planning and Land Surveys
- Town planning and Land Surveying
- Development of identified land for use
- Pricing and advertising of proclaimed and developed sites

The calculations for land-use and spatial development were made for short to medium term (1-5 years) and long term (10-15 years). This gives Council the opportunity to look at the current and future situation. Council will than come up with resolutions for integrated development and decide whether it needs to purchase private land for suitability.

6.9.1 The Mandate

Municipalities are required to compile Spatial Development Frameworks (SDFs) as core components of their IDPs as prescribed by the Local Government: Municipal Systems Act, 200 (Act 32 of 2000). According to the Draft Land Use Management Bill (July 2001) all local municipalities within the area of the district municipality must align their SDF's in accordance with the framework of integrated development planning referred to in Section 27 of the Municipal Systems Act.

6.9.2 The Role and Purpose of an SDF

The role and purpose of a SDF are:

1. To guide spatial planning, land development and land use management in the local municipal area, and
2. To give strategic direction in terms of investment in the local municipal area.

The purpose of this document is:

- To translate the SDF into a more detailed and geographically specific land use management tool.
- To consolidate, update and review existing spatial planning and development management mechanisms.
- To guide the preparation of more detailed local area plans, precinct plans and land use schemes.
- To provide a more concrete spatial and land use guideline policy for use by municipal and other infrastructure service providers in planning and delivering their services.
- To provide direction and guidance to private sector and community investors with respect to the levels, locations, types and forms of investment that need to be made, and that will be supported by the Local Municipality.

6.9.3 Key Spatial Issues in the Municipal Area

From the above spatial overview and identified local spatial issues, the following key regional spatial issues were identified as the basis to be address by the spatial development framework.

6.9.4 Access to land

The issue of access to land relates both to the local authorities as well as individuals and groups. As far as individuals and groups are concerned, the burning issues are access to residential land in urban areas and to agricultural land for emerging farmers.

6.9.5 Land Development

Land Development relates to the availability, preparation and funding of certain key land uses such as sites for housing developments, land for needed social amenities and economic activities. The key issues requiring attention in this regard include: the generation of proper information of projected land development needs, funding, co-operation and local capacity to evaluate development applications.

6.9.6 Spatial Integration

Spatial integration has to focus on both a macro and a micro level. On a macro level there is a need for a more focused development at key nodal points to develop the region strategically within current resource constraints. On a micro level, most town areas are still geographically segregated and direct intervention within former buffer strip areas will be required to integrate communities.

6.9.7 Sustainable Land Management

The long-term sustainability of all land development practices will be the key factor in the environmental and economic future of this predominantly agricultural region. Specific attention

will have to be given to the building of capacity amongst especially emerging land users and the provision of a management framework to all land users within the district.

6.9.8 Proper Distribution Network

The vast distances between the various towns in the district make all communities dependent on the regional distribution roads for social as well as economic functioning. Most of these roads are however in a state of disrepair and especially the routes falling within the corridor areas will have to be upgraded and maintained as a matter of urgency.

6.9.9 Water Resource Challenges

One of the major challenges facing government is to promote economic growth and job creation, while at the same time providing for social development as a means to addressing the needs of the poor. Economic development requires sustainable bulk water supply. In several communities are experiencing water problems. Most of these towns rely on groundwater.

6.10 Integrated Disaster Management Plan (IDMP)

6.10.1 Introduction

A disaster is an event, which disrupts the daily life of the population, a community, or country and can result in substantial loss of life and social upheaval, leading to many persons becoming homeless, helpless and hungry. The situation is further aggravated by the disruption, dislocation or loss of vital economic production and national infrastructure including water and power supplies, communications and transportation.

Disasters occur when hazards affect a community to the extent that available resources cannot cope with the problem effectively. The community itself needs support and assistance, to prevent and cope with disasters and their effects.

Like many Municipalities, the Northern Cape is at risk from a wide range of natural, technological and environmental hazards that can lead to disaster such as droughts, foods, major fires and even earthquakes.

In the past, the District Municipality has pursued various strategies to counter the effects of these disasters. However, it has now been recognized that these strategies were not adequate. There is a need for a clear policy on risk reduction and Disaster Management that is **pro**-active and not **re**-active.

6.10.2 Purpose

The overall purpose of the IDMP is:

- to promote an integrated coordinated approach to Disaster Management

- to identify key role – players and their responsibility
- to identify the population at risk
- to put effective risk reduction, preventative and mitigation strategies in place
- to develop, improve and maintain disaster preparedness and response capabilities
- to provide a foundation the effective utilization of resources
- to promote training and education programmes that are focus at the public, private sectors, volunteers and government
- to encourage community self sufficiency

6.10.3 Planning Assumptions

1. The Municipality will continue to be exposed to hazards.
2. Implementation of this plan will reduce disaster – related losses.
3. Comprehensive Disaster Management includes activities to mitigate, prepare for, respond to and recover from the effects of a disaster.
4. Municipality officials recognize their responsibilities with regard to public safety and accept them in the implementation of this plan.
5. In responding to a disaster, the Municipality is prepared to implement policies regarding utilization of public and private resources.
6. There may be a delay in activating the Disaster Management Plan.
7. Initial response by the Municipality will be to take actions that have the greatest lifesaving potential under the circumstances.
8. Assets and system may be overwhelmed, especially during the few days of a disaster. Accordingly, citizens will most likely be on their own and self-sufficient for 24 hours.
9. In situations not specifically addressed in this plan, the Municipality will improve and carry out their responsibilities to the best of their abilities under the circumstances.

6.10.4 The effects of a disaster

Disasters are resulting in environmental degradation and increased poverty. Several areas near rivers are occupied by informal settlements without any or with only inadequate essential services. This resulted in high level of pollution of the rivers and the immediate environment. On farms, poor farming practices have increased the degradation of the land thus increase the risk of drought.

Development projects in the District Municipality are hampered by recent disasters. Funding are being needed to address the consequences of floods, fires, droughts, and this reduced the funds available for development.

From a developmental perspective, disasters are not seen as isolated random acts of nature. Rather, disasters are increasingly viewed as an expected consequence of poor risk management over the long – term. They are the outcome of interconnected social and physical processes that increase risk and vulnerability to even modest threats.

From this perspective, both reduction and Disaster Management are clearly multi – disciplinary processes, engaging a wide range of stakeholders. In the broadest sense, risk reduction is a developmental imperative for achieving sustainable growth, as well as a strategy that protects the lives and livelihoods for those most vulnerable.

Disasters are managed in a parallel series of activities rather than in a sequence of actions. If the local authority cannot cope with the situation it must request assistance/support from the District. If the District cannot cope, it must likewise request support from the Province.

6.10.5 Response

Response consists of activities designed to address the short – term effects of a disaster. This includes departmental response, resources coordination, organizational structure, warning systems, and communication.

Response Partners: A number of partners may be involved in responding to a disaster. The most common first responders are SAPS, Municipal officials, fire and rescue, emergency medical services, community volunteers and public work personnel. Disaster Management teams must work closely with these partners to determine the type of response required for each hazard identified and the capacities and resources needed by responders.

Resource coordination: During a disaster, most communities and organizations will not have enough resources. A number of gaps in resources will be identified during the planning process. The department should consider how extra resources could be accessed in case of a disaster. Private industry and other nearby Municipalities may be able to provide assistance. Resources based outside your District Municipality may not be immediately available after a disaster, so it may be necessary to have interim plans.

Organizational Structure: The organizational structure during a disaster is usually different from day-to-day management. The joint Operation Centre (JOC) is the structure used in the District Municipality in case of a disaster. To prepare people to successfully fulfil their roles, the structure needs to be practiced through training and exercises.

Warning System: A warning system is needed in case of a disaster. Based on their hazard analyses, the District Municipality has already implemented warning systems, which are linked to the communication system.

The District utilizes the following means of communication:

- ❑ Telephones and Cell phones
- ❑ NEAR
- ❑ Radio and news media

Recovery from a disaster consists of a whole range of activities designed to restore community life and services to normal levels. Recovery also reduces the future vulnerability of the community and improves planning for future events.

Short – term recovery from a disaster returns vital life support systems to minimum operating standards. Long – term recovery may continue for years.

The community should be involved in recovery, including certain levels of government, the business sector, families and individuals. Ideally, disaster recovery processes will improve the community and make it a better, safer place for citizens.

6.10.6 The District Municipal Disaster Management Framework

The aim of the framework is to provide for an integrated and uniformed approach to matters pertaining to the District.

The District Disaster Management Framework comprises six key performance areas (KPA's). Each KPA is informed by specified objectives and, as required by the Act, key performance indicators (KPI's) to guide and monitor its implementation.

The relevant funding and financial arrangements for the implementation of the Act are described in KPA 1 and incorporated into each respective key performance area.

Key performance area 1 focuses on establishing the necessary institutional arrangements for implementing Disaster Management within the District and Municipal spheres of government and describes some of the mechanisms for funding Disaster Management.

It specifically addresses the application of the principles of cooperative governance for the purposes of Disaster Management. It also emphasizes the involvement of all stakeholders in strengthening the capabilities of District and Municipal organs of state to reduce the likelihood and severity of disasters.

KPA 1 describes with inter-district role – players. It also outlines the institutional arrangements for establishing the disaster management information system required by the Act.

Key performance area 2 addresses the need for disaster risk assessment and monitoring to set priorities, guide risk reduction action and monitor the effectiveness of our efforts.

Although the Pixley ka Seme District Municipality faces many different types of risk, disaster risk specifically refers to the likelihood of harm or loss due to the action of hazards or other external threats on vulnerable structures, services, areas, communities and households.

KPA 2 outlines the requirements for implementing disaster risk assessment and monitoring by organs of state within all spheres of government.

Key performance area 3 introduces Disaster Management Planning and implementation to inform developmentally – oriented approaches, plans, programmes and projects that reduce disaster risks.

KPA 3 addresses requirements for the alignment of Disaster Management Framework and planning within all spheres of government.

It also gives particular attention to the planning for and integration of the core risk reduction principles of prevention and mitigation into ongoing programmes and initiatives.

Key performance area 4 presents implementing priorities concerned with disaster response and recovery and rehabilitation.

KPA 4 also addresses requirements in the Act for an integrated and coordinated policy that focuses on rapid and effective response to disasters and post – disaster recovery.

When a significant event or disaster occurs or is threatening to occur, it is imperative that there must be no confusion as to roles and responsibilities and the procedures to be followed.

The KPA further describes measures to ensure effective disaster response, recovery and rehabilitation planning.

Key performance area 5 addresses Disaster Management priorities in public awareness, education, training and research.

It addresses requirements to promote and support a broad – based culture of risk avoidance through strengthened public awareness and responsibility.

KPA 5 describes mechanisms for the development of both non – accredited and accredited education and training for Disaster Management and associated professions and the incorporation of relevant aspects of Disaster Management in primary and secondary school curricula. It also addresses priorities and mechanisms for supporting and developing a coherent and collaborative disaster risk research agenda.

Key performance area 6 presents processes for evaluation, monitoring and improvement of Disaster Management as envisaged in the implementation of the Act. It introduces a range of mechanisms for measuring and evaluating compliance with the National Disaster Management Framework and the Act.

These include performance audits, self – assessments, peer reviews, reviews of significant events and disasters and rehearsals, simulations, exercises and drills.

6.10.7 Disaster Notification

Notification of a disaster might reach key role players via the following modes:

- word of month
- radio
- telephone
- newspaper
- NEAR Communication

The report will be forwarded to the district disaster centre and then to the Provincial disaster centre. The report might also come through the Provincial centre but will be forwarded to the relevant centres and role players.

The following information will be conveyed:

1. Date and time of event
2. Location
3. Number of people affected
4. Organizations / departments who responded
5. Immediate needs
6. Other relevant information

Disaster Centres will reflect receipt of notification of all role-players. A follow up call will be made to parties from the relevant centre to ensure receipt of information.

6.10.8 Declaration of a State Disaster

In terms of section 55 of the Act, the Council of the District Municipality will declare a disaster.

In order to do this the District Council must consult with Local Municipalities. After consultation, a disaster is declared.

The following systems must be considered:

- current legislation
- contingency arrangement
- ability / capacity to deal with the disaster
- special circumstances that warrant declaration

After the declaration of a District Disaster, regulations or direction must be issue with regard to:

- mobilizing of available resources
- evacuation of temporary shelters
- regulation of traffic and movement of goods
- communication systems
- information management
- facilitation of response and post-disaster recovery

The above powers are exercised in order to protect property, lives of people, prevention of destruction, and minimize the effects of the disaster

6.11 Integrated HIV/AIDS Plan

The Siyancuma Council and community realise and face the consequences and impact of HIV/AIDS on both the community and council and therefore, not only because of its legal obligations, but also due to the impact of HIV/AIDS on the economy, labour force, youth and future of the Municipality, designed a strategy in collaboration and partnership with the community and NGO's against HIV/AIDS. Council embark on a strategy that includes execution of the HIV/AIDS Programme by NGO's.

Vision

Our vision is to reduce the spread of HIV/AIDS amongst the youth and our communities as a whole.

Mission

To promote community involvement in the struggle against HIV/AIDS through the promotion of abstinence and safe sex and by improving STD management and control through voluntary testing and counselling and also to create acceptance and a non-discriminatory society against HIV/AIDS patients.

Development objectives

The goals and objectives of the Siyancuma Local Municipality regarding HIV/AIDS include the following:

The goals

- Reduce the Spread of HIV/AIDS amongst the youth and the communities as a whole
- Demote promiscuous sexual behaviour amongst the youth
- Promote community involvement against the struggle against HIV/AIDS

The objectives

- Promote safe and healthy sexual behaviour
- Reduce the spread of mother to child transmission (MTCT)
- Improve access to voluntary HIV testing and counselling

Strategies

The Municipality established a HIV/AIDS task team in partnership with the Swedish government and the Municipal Training institute (MTI) to address the youth and communities in the Siyancuma Local Municipality, regarding the dangers of HIV/AIDS and the impact thereof on South Africa and the rest of the world. Accordingly, they arranged a number of programmes and activities that include workshops and other programmes as set out by themselves in alignment with the National government as well as media and publicity table, talk shows and debate groups.

6.12 Gender Equity Plan

The Gender Equity Plan includes basically the documents that have been integrated with the amalgamation of the Douglas, Griekwastad and Campbell Municipalities. The integrated documents are the Equity Plan for Douglas and Griekwastad. No Plan exists for Campbell.

The purpose of the plan is to reduce inequality from previous dispensations and also to promote empowerment of the previously disadvantaged, both men and women. The Gender Equity Plan can, at this stage, not be fully implemented as the placement of staff is still outstanding. Hence, the first phase for implementation of the Gender equity plan will be during the placement of staff.

Vision

Ensuring equality of the work force serving the communities of the Siyancuma Local Municipality.

Mission

Ensuring that all officials working for the Siyancuma Local Municipality enjoy equality before Council and that no discrimination on the basis of race gender and or (dis) ability are allowed during appointment of staff taking into consideration previously disadvantaged individuals.

Development objectives

The goals and objectives of the Gender Equity Plan is the following:

- Ensuring no discrimination during appointments and or placement of staff
- Ensuring equality of all workers
- Ensuring no discrimination on the basis of race or sex

Strategies

Programmes and activities regarding Gender Equity include the following:

- Amalgamation and Centralisation of top management and some equipment
- All officials into one pool
- Appointment of Senior Management (Municipal Manager and his/her HOD's)
- Drafting and adoption of organogram and placement policy
- Placement of staff from pool
- Advertising and appointment of staff in vacant posts.

6.13 The Financial Management Plan

The Financial Management Plan of the Municipality is also segmented into different parts: The Budget, the Indigent Policy and the Credit and Debt Control Policy. These documents address different aspects of the Financial Plan.

The budget is drawn up annually and guides the total income and expenditure of the institution. It compares the expenditure of the Municipality with its income in order to evaluate and monitor the financial situation.

The budget is breakdown per department and also per division for monitoring and evaluation purposes. Each Head of Department is responsible for his budget evaluation, monitoring and control and will be held accountable. As per Council decision a monthly report on the financial

status must be taken to Council. This will help with the budgetary control. An income and expenditure statement is then to be evaluated by Council who will make recommendations and or resolutions.

The Indigent Policy is adopted by council and discussed with communities. This policy guides the handling of accounts by the indigent. It gives clear guidelines on how much is allowed for consumption by a household and what will happen if a household uses more of any service than its suppose to.

It also mentions that money for payment of services for the indigent is taken from the Equitable Share. This is a grant given by the National Government as subsidy for the poorest of the poor. The Equitable Share is then booked as Income in the Budget.

The Credit and Debt Control Policy is also adopted by Council to ensure there is debt recovery by officials according to guidelines laid down in the policy. It allows officials to act on behalf of Council.

The policy guides officials on the payment of Council's debt. If the policy is disrespected by either an official or councillor steps would be taken against the offender. Refer to Credit and Debt Control Policy.

Vision

Ensuring the Municipality is in good standing financial position.

Mission

The mission of the financial plan is to ensure through proper financial control accounting methods that the municipality become financially sound and independent.

Development objectives

The goals and objectives of the Financial Management plan is to:

- Evaluate, monitor and control expenditure
- Ensure billing and timeous payment of accounts by consumers
- Ensure timeous payment of Municipal accounts
- Ensure consumers are paying for service rendered.
- Control arrears and debts
- Ensure indigents do not exceed their limit

Strategies

Strategies for arranging the Financial Management Plan are summarised below:

- Budget
- Indigent Policy and the
- Credit and Debt Control Policy

6.14 The Integrated Performance Management System

Some work has been done on the performance management for the Senior Management, the Municipal Manager and his direct subordinates, the heads of departments (HODs). Because the PMS are to be linked to the IDP and key performance indicators (KPI's) as well as input, output and outcome indicators are to be linked to both Councillors and officials it was decided to complete this part after completion of the IDP.

Vision

The vision of the integrated PMS is to create a performance based institution.

Mission

To create through specific, measurable, achievable, real, time (SMART) indicators whereby the performance of both Councillor and official can be measured.

Development objectives

The goals and objectives of the PMS would be summarised as follows:

- To create SMART indicators for performance management
- To link the PMS with the IDP
- Monitor the performance of both councillor and official
- Monitor progress and development of IDP
- Monitor institutional performance

Strategies

Strategies for arranging the PMS are listed below:

- Completion of the IDP
- Assigning of councillors to specific portfolio's
- Determination of SMART indicators
- Link PMS to IDP
- Monitoring and evaluation

6.15 Integrated Environmental Management Plan

The Integrated Environmental Programme (IEP) consists of two segments: Integrated Environmental Management (IEM) and the Strategic Tourism Plan (STP). The IEM aims to ensure environmental management and conservation for future whilst the latter (STP) aims to attract tourists to a certain area with the attention to create jobs and stimulate the local economy.

The IEM for the Siyancuma Local Municipality is not in place although progress has been made regarding infrastructure for waste and sewerage treatment. Up to standard sewerage treatment plants have been built for both Douglas and Griekwastad but needs upgrading due to higher demand.

Griekwastad and Campbell are also equipped with incinerators. However, plans are underway to relocate the landfill site in Campbell. The establishment of a new landfill site is underway in Schmidtsdrift.

The Strategic Tourism Plan includes a tour route through the Municipal area starting at Bellmont/ Witput, or Schmidtsdrift when driving to either Douglas or Griekwastad depending on which route you take; the N8 or N12. These are major Provincial routes linking Kimberley with Upington and Namibia.

There are different sites to visit in each of the following towns; Douglas, Griekwastad, Campbell, Schmidtsdrift and Plooysburg. The Municipal area is rich with natural sources, like the confluence of the country's two largest rivers, game, glacial stones and history of both the Griekwas and Anglo Boer War.

Vision

To become one of the largest and most hospitable tourist attractions in the Northern Cape Province.

Mission

Through integrated planning and community development and participation to become one of the largest tourist attractions in the Northern Cape and by so doing create jobs and fight poverty.

Development objectives

The objectives and goals for the Integrated Environmental Management Programme are:

- Integrated environmental management
- Healthy and safe environment
- Utilising of natural tourist attractions

- Job creation
- Capacity building through community involvement

Strategies

Strategies for arranging the Integrated Environmental Management Programme include:

- Integrated environmental management
- Strategic Tourism plan
- Community development and participation.

CHAPTER 7: CLOSURE

7.1 Introduction

This document contains the final Integrated Development Plan of the Municipality and was formulated over a period of one year, taking into consideration the views and aspirations of the entire community. It provides the foundation for development for the next financial year, which is 2023/24.

7.2 Invitation for Comments

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

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

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

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

7.2 Adoption

After all the comments are incorporated in the IDP document, the Council will approve/ adopt the Draft IDP document **before the end *of March 2023.*** The approved document will be submitted to the MEC: Cooperative Governance Human Settlements and Traditional Affairs [COGHSTA], as required by the Municipal Systems Act, 2000 (32 of 2000).