



EXECUTIVE SUMMARY

SIYANCUMA MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP)

FINAL

2025/26

INDEX

A. Foreword by the EXECUTIVE Mayor, Cllr Patrick mCKlein	4
A.1 Past Performance Assessment	5
B. EXECUTIVE SUMMARY	7
B.1 Vision	7
B.2 Mission	7
B.3 Values	7
B.4 Priorities	8
B.5 Swot Analysis.....	9
B.6 Purpose of the IDP	10
B.7 2025/26 Final IDP	10
CHAPTER 1: INTRODUCTION	11
1.1 THE 5th GENERATION INTEGRATED DEVELOPMENT PLAN	11
1.2 aims OF THIS 5 YEAR IDP	11
1.3 INTEGRATED DEVELOPMENT PLANNING IN ACTION	12
CHAPTER 2: SITUATION ANALYSIS	13
2.1 SPATIAL MAKE-UP OF THE SIYANCUMA LOCAL MUNICIPALITY.....	13
2.1.1 Location	13
2.1.3 Key Statistics	17
2.2 DEMOGRAPHICAL DESCRIPTION	18
2.2.1 District Population Overview	18
2.2.2 Siyancuma Population Overview	18
2.3 EDUCATION OVERVIEW	19
2.3.1 Attendance at an educational institution (5 – 24 years).....	19
2.3.2 Highest Level of Education (20+Years)	19
2.4 HEALTH OVERVIEW.....	19
OVERVIEW OF THE HOUSING SITUATION	20
2.5.1 Household Dynamics	20
2.5.2 Household Services	20
2.5.3 Housing Backlogs	20
2.5 HOUSEHOLD LIVING CONDITIONS AND SOCIAL AMENITIES.....	21
2.6.1 Transport.....	21
2.6.2 Dwelling Type	22
2.6.3 Energy for Cooking	22
1.6.5 Refuse Removal	23

1.6.6 Access to Piped Water	23
1.6.7 Main Toilet Facilities.....	23
1.6.8 Public Facilities	24
2.6.9 Cemeteries.....	24
2.7 Economic Profile	24
2.7.1 Industry Profile	24
2.7.3 Job Growth 2014-2024	26
2.7.4 Wage Distribution	27
2.7.5 Wage Inequality: Gini	28
2.7.6 Industry Potential: Four Quadrants.....	30
CHAPTER 3: VISION, MISSION, VALUES & STRATEGIC ISSUES	31
3.1 Vision.....	31
3.2 Mission.....	31
3.3 Values	31
3.4 Strategic Issues.....	32
3.4.1 KPA: 1 Spatial Rationale	32
3.4.2 KPA 2: Basic Service Delivery and Infrastructure Development	35
3.4.3 KPA 3: Local Economic Development (LED)	39
3.4.4 KPA 4: Financial Viability and Management	43
3.4.5 KPA 5: Good Governance and Public Participation	47
3.4.6 KPA 6: Municipal Transformation and Organizational Development.....	51
3.5 Feedback from the Communities	55
3.5.1 GRIEKWASTAD.....	55
3.5.2 BREIPAAL	56
3.5.3 BONGANI	57
3.5.4 DOUGLAS TOWN	58
3.5.5 RIEMVASMAAK (BONGANI)	59
3.5.6 SCHMIDTSDRIFT	59
3.5.7 CAMPBELL	61
3.5.8 SALT LAKE / OLIE RIVIER AND PLOOYSBURG.....	62
WARD 4 & 6	62
CHAPTER 4: INSTITUTIONAL FRAMEWORK	63
4.1 Institutional Arrangements.....	63
4.2 Committees of Council.....	63
4.2.1 Executive Committee	63

4.2.2 Ward Committees	64
4.3 The Municipal Organisational Structure	65
CHAPTER 5: PROJECTS	80
5.1 Municipality's Development Projects.....	80
5.2 Detailed Project Design	80
3 Funded Project list for 2025/26	81
5.4 Division of Revenue Bill Allocations (2025/26 MTEF)	82
CHAPTER 6: ALIGNMENT AND INTEGRATION	83
CHAPTER 7: CLOSURE	84
7.1 Introduction	84
7.2 Invitation for Comments	84
7.2 Adoption.....	84

A. FOREWORD BY THE EXECUTIVE MAYOR, CLLR PATRICK MCKLEIN

The 3rd review of the 5th Generation Integrated Development Plan (IDP) reflects on the municipalities achievements but also critically evaluates the municipalities' current status.

The IDP is more than a document or report as it expresses the essence of the Siyancuma Local Municipalities' plans, actions and accomplishments, which specify the Councils' endeavours to create a clean, safe, and prosperous environment that attracts investment, create jobs and lift communities out of poverty.

As the elected councillors, we are entrusted with the responsibility of serving the needs of our communities fairly, equitably and in a sustainable manner.

The IDP serves as the foundational framework for the municipality and to fulfil its mandate and execute its budget. It also assists us in continuously planning ahead and in doing so working diligently in delivering the services the councillors and senior management are accountable for.

Among the key priorities for this term are:

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

In order to optimise service improvement, maintenance, upgrades, and development our commitment is to run a clean and transparent local government. We consistently demonstrate our commitment to act decisively to corruption when the need arises. We are also progressing well with our plans to co-generate electricity to protect our communities from load shedding and provide more affordable energy services.

A top priority for us remains housing for all our residents. While housing is not a municipal competency, we continue to maximise our resources to provide housing opportunities, upgrades of informal settlements and mixed used developments.

Our commitment to empower residents to contribute to decision-making is also crucial for fostering transparency, accountability and civic engagement. Such a collaborative approach will lead to more effective governance and improved outcomes for Siyancuma Local Municipality.

Cllr. P. McKlein

Executive Mayor

A.1 Past Performance Assessment

REFLECTION ON PROJECT IMPLEMENTATION (2020/21 – 2023/24)

Siyancoma Municipality has progressively implemented infrastructure and service delivery projects in line with the strategic priorities of its Integrated Development Plan (IDP). This summary outlines key projects delivered per financial year. While projects are grouped annually for clarity, some were multi-year in planning or implementation.

2020/2021

The Municipality prioritised energy access during this period, targeting the electrification of households in previously underserved areas. Upgrading the bulk electricity network enabled future expansions and improved service reliability.

- Electrification of 100 houses in Breipaal
- Electrification of 600 houses in Bongani
- Upgrading of Bongani Bulk Electricity Supply

2021/2022

This year focused on improving household sanitation and extending electrification. The installation of toilet structures addressed hygiene and dignity concerns, while sewer infrastructure received an upgrade to support growing residential needs.

- Electrification of 458 houses in Bongani
- Erection of 186 toilet structures in Campbell
- Erection of 457 toilet structures in Griekwastad
- Upgrading of Bongani Outfall Sewer

2022/2023

Water and sanitation infrastructure received focused attention. Borehole drilling and a packaged water plant improved rural water access, while pump stations and sewer pipelines were upgraded to enhance reliability and efficiency. Limited road upgrades were also undertaken.

- Upgrading of Breipaal Pump Station
- Upgrading of Outfall Sewer Pipeline to WWTW
- Drilling of Boreholes in Bucklands, Witput, Zone 2 & 3
- Installation of Water Package Plant in Plooyburg
- Upgrading of Gravel Roads (1.7km)

2023/2024

The Municipality concentrated on strengthening bulk water and wastewater systems. These interventions were aimed at improving water quality, increasing treatment capacity, and supporting long-term service delivery in Douglas and Campbell.

- Refurbishment of Pump Stations in Douglas and Griekwastad
- Upgrading of Douglas Water Treatment Works
- Bulk Water Augmentation in Campbell
- Construction of Campbell Waste Water Treatment Works (WWTW)

B. 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.

B.1 Vision

"Together we commit ourselves to be an excellent transparent and ethical Municipality"

B.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
- Responsive

B.3 Values

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

- Innovative
- Passion

B.4 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 (In Place)
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 and implement a stakeholder engagement strategy
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 (**Completed**)
31. Develop clear targets and job description for the Unit
32. Develop a new LED Strategy for the Municipality (**Completed**)
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. Set targets for Traffic Officers
37. Design a policy for municipal contractors to have Corporate Social Responsibility (CSR) for funerals
38. Establish functional Ward Committees
39. Develop plans for the Ward Committees
40. Monitor the operations of Ward Committees

41. Review the Internal Audit relationship with the District Municipality
42. Revise the Internal Audit Function
43. Create systems for accountability, oversight and communication

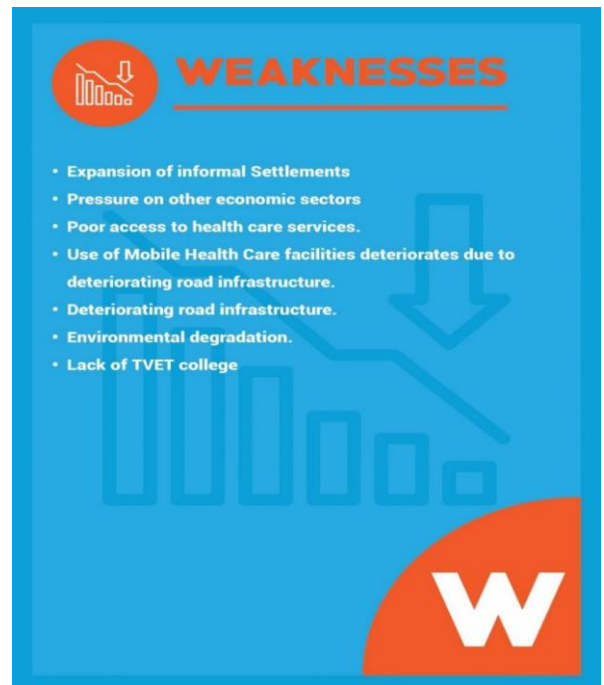
B.5 Swot Analysis



STRENGTHS

- Opportunity for Renewable Energy
- Vast amount of Natural resources
- Tourism along the Orange River
- Agriculture potential
- Mining potential
- Surface water is not polluted.
- Irrigation scheme for the Agricultural sector
- Water availability
- Mining activities in the area (Diamonds, Iron, Manganese).
- The Vaal-Orange River

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WEAKNESSES

- Expansion of informal Settlements
- Pressure on other economic sectors
- Poor access to health care services.
- Use of Mobile Health Care facilities deteriorates due to deteriorating road infrastructure.
- Deteriorating road infrastructure.
- Environmental degradation.
- Lack of TVET college

W



OPPORTUNITIES

- Competitive advantage of Agriculture.
- Fish farming due to the geographical location and Vaal-Orange River.
- Formalisation of a town outside Kimberley in Schmidtsdrift.
- Resort Rehabilitation for those owned by the LM
- Opportunity for Private Public Partnerships.
- Marketing Tourism sites for more traffic into the municipality.
- Upgrading of Resorts in the LM
- Development of tourism-based economy.
- Expansion of Agri-processing industry
- Better spatial integration
- Diversification of economic sectors.

O



THREATS

- Environmental effect of mining in the area.
- Lack of coordination from DMRE on the mining activities in the LM
- Political Instability.
- Community Coalitions (Various separate groups within the LM)
- Electricity supply effects food security.
- Lack of FPSU's
- Fracking
- Out-Migration
- Policies don't support development.
- Corruption and Fraud.

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B.6 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.

B.7 2025/26 Final IDP

This executive summary for Siyancuma Local Municipality 2025/2026 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 AIMS OF THIS 5 YEAR IDP

- 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:

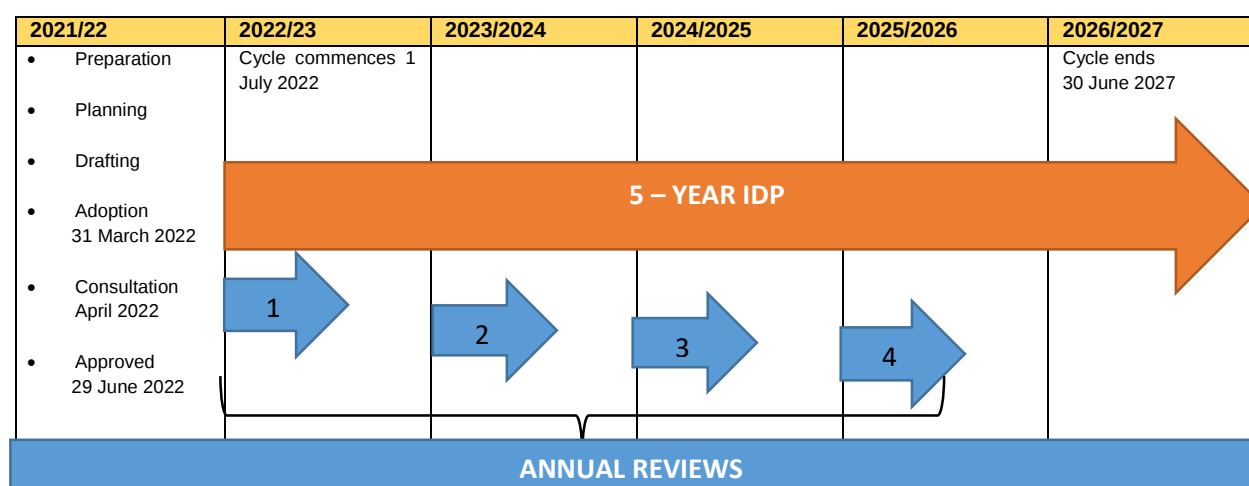


Figure 1: Five year IDP cycle

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 15 October 2024 with resolution number **SCR/15/10/2024/9.1.2**. 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.

CHAPTER 2: SITUATION ANALYSIS

2.1 SPATIAL MAKE-UP OF THE SIYANCUMA LOCAL MUNICIPALITY

2.1.1 Location

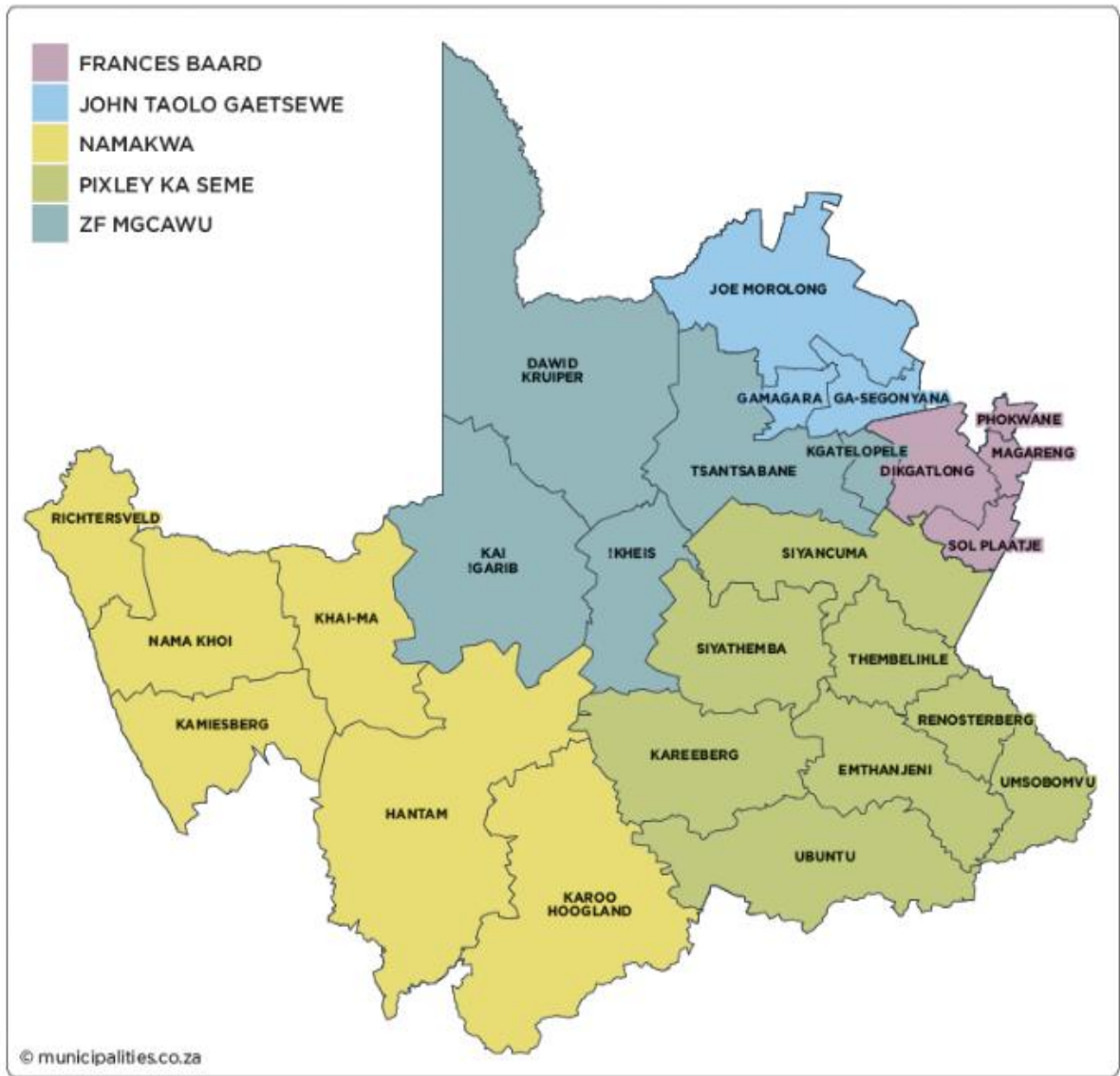
The Northern Cape is geographically the largest province in South Africa having a land mass of 373,239 km² and covers approximately one third of the country's surface area. It is bordered by the Atlantic Ocean on the west, Namibia on the northwest and Botswana on the north, the Western Cape on the southwest 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 (2024)

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 (2024)

15 | Page



Map 4: The Siyancuma Locality Map. Source: Siyancuma Municipality SDF (2023)

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	2 & 6	Salt Lake, Witput, Belmont, Graspan, Heuningneskloof, Plooyburg, 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 (2024)

2.1.3 Key Statistics

Description	2022	2011
Total population	53 165	37 076

Young children (0-14 years)	29,3%	31,8%
Working age population (15-64 years)	64,8%	62,2%
Elderly (65+ years)	6,0%	6,0%
Dependency ratio	54,4	60,8
Sex ratio	96,4	100,4
No schooling (20+ years)	8,6%	16,7%
Higher education (20+ years)	5,6%	5,3%
Number of households	13 422	9 578
Average household size	4,0	3,9
Formal dwellings	74,4%	73,0%
Flush toilets connected to sewerage	73,9%	60,2%
Weekly refuse disposal service	69,1%	62,3%
Access to piped water in the dwelling	50,8%	41,4%
Electricity for lighting	90,1%	82,2%

Table 3: Key Statistics Source: StatsSa (Census 2022)

Significant changes between 2011 and 2022 includes the following:

- Overall population increased from 37 076 to 53 265;
- People with no schooling decreases from 16,7% to 8,6%;
- Number of households increased from 9 578 to 13 422;
- Households connected to flush toilets increased from 60,2% to 73,0%;
- Access to piped water inside yard increased from 41,4% to 50,8%;
- Access to electricity increased from 82,2% to 90,1%.

2.2 DEMOGRAPHICAL DESCRIPTION

2.2.1 District Population Overview

Pixley ka Seme District Municipality has the fourth largest district population in the Northern Cape and shows an increase of 30 238 (13,96%) from 2011 to 2022. It represents 15,97% of the Northern Cape population.

Name	Population size	Rank
Frances Baard	434 343	1
Z F Mgcawu	283 624	2
John Taolo Gaetsewe	272 454	3
Pixley ka Seme	216 589	4
Namakwa	148 935	5
TOTAL	1 355 945	

Table 4: District Population Ranking. Source: StatsSa (Census 2022)

2.2.2 Siyancuma Population Overview

The Siyancuma Municipality is ranked no 1 with the biggest population in the Pixley ka Seme District, which is 25% of the District's population.

Name	Population size	Rank
Siyancuma	53 165	1
Emthanjeni	46 587	2
Umsobomvu	29 555	3
Siyathemba	27 102	4
Thembelihle	22 542	5
Ubuntu	15 836	6
Kareeberg	10 961	7
Renosterberg	10 843	8
TOTAL	216 591	

Table 6: Local Municipalities' rankings within District. Source: StatsSa (Census 2022)

2.3 EDUCATION OVERVIEW

2.3.1 Attendance at an educational institution (5 – 24 years)

Name	Frequency	%
Yes	13 159	67,3%
No	6 396	32,7%

Table 11: Attendance at an educational institution (5-24 years). Source: StatsSa (Census 2022)

2.3.2 Highest Level of Education (20+Years)

Name	Frequency	%
No Schooling	2 591	8,6%
Some Primary	4 629	15,4%
Completed Primary	1 843	6,1%
Some Secondary	11 255	37,4%
Grade 12/Std10	7 907	26,3%
Higher Education	1 697	5,6%
Other	138	0,5%

Table 12: Highest Level of Education (20+Years). Source: StatsSa (Census 2022)

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 13: Municipal Health Centres. Source: Siyancuma Municipality (2024)

OVERVIEW OF THE HOUSING SITUATION

2.5.1 Household Dynamics

	2011	2022
Number of Households	9578	13 422
Average household size	3,8	4,0
Formal dwellings	73,0 %	74,4%

Table 14: Household Dynamics.

StatsSa (Census 2011)

StatsSA (Census 2022)

2.5.2 Household Services

	2011	2022
Flush toilet connected to sewerage	60,2 %	73,9 %
Weekly refuse removal	62,3 %	69,1 %
Piped water inside dwelling	41,4 %	50,8 %
Electricity for lighting	82,2 %	90,1 %

Table 15: Household Services.

StatsSA (Census 2011)

StatsSA (Census 2022)

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	686
	4	Bongani	Riemvasmaak	405	
	3	Bongani	Phomolong Plakkers	31	
	3	Bongani	Area next to reservoirs	50	
GRIEKWASTAD	3	Bongani	Infills	200	504
	1	Rainbow		34	
	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 16: Formalised, serviced sites (1). Source: Siyancuma Local Municipality (2025)

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	New Park	1200	
GRIEKWASTAD	7	Mathlomola		22	64
	7	Mathlomola		42	
TOTAL					1414

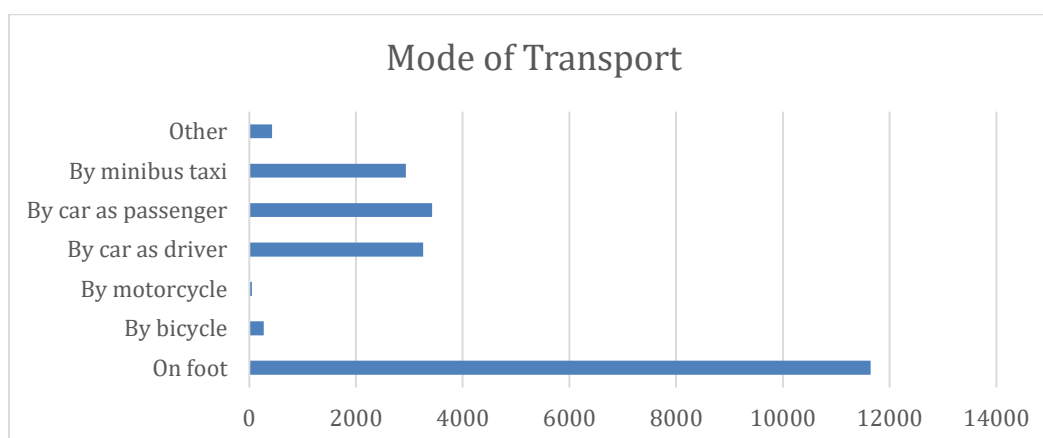
Table 17: Formalised, serviced sites (2). Source: Siyancuma Local Municipality (2025)

2.5 HOUSEHOLD LIVING CONDITIONS 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.

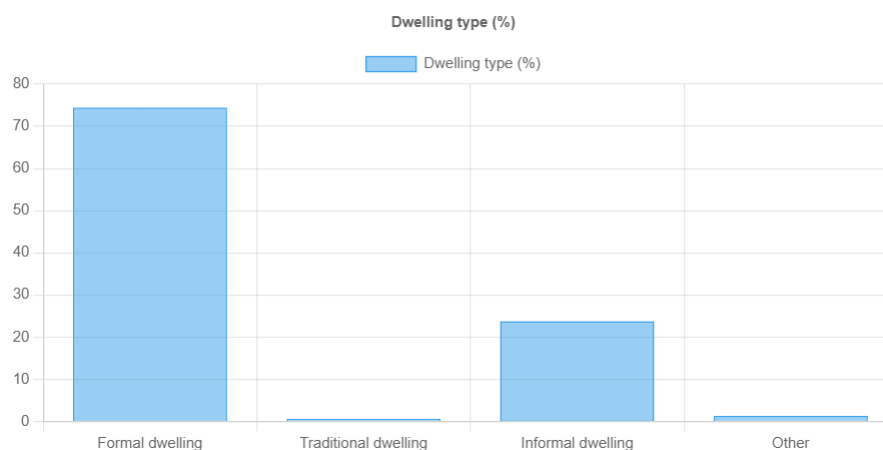


Graph 11: Mode of Transport. Source: StatsSA Community Census (2016)

2.6.2 Dwelling Type

Name	Frequency	%
Formal dwelling	9 988	74,4%
Traditional dwelling	86	0,6%
Informal dwelling	3 180	23,7%
Other	169	1,3%

Table 19: Dwelling Type. Source: StatsSa (Census 2022)

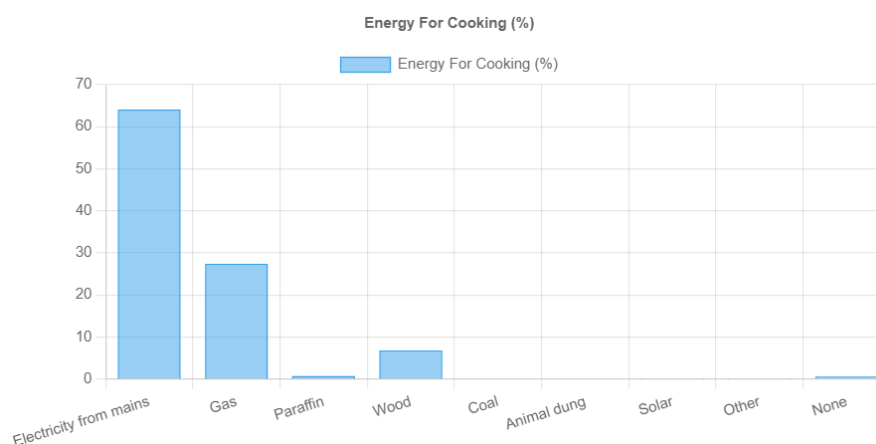


Graph 12: Dwelling Type. Source: StatsSa (Census 2022)

2.6.3 Energy for Cooking

Name	Frequency	%
Electricity from mains	8 605	64,1%
Gas	3 682	27,4%
Paraffin	88	0,7%
Wood	917	6,8%
Coal	6	0,0%
Animal dung	1	0,0%
Solar	23	0,2%
Other	20	0,2%
None	78	0,6%

Table 20: Energy for Cooking. Source: StatsSa (Census 2022)



Graph 13: Energy for Cooking. Source: StatsSa (Census 2022)

1.6.5 Refuse Removal

The following tables depicts the days and frequency 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 22: Refuse removal in towns. Source: Siyancuma Local Municipality (2024)

1.6.6 Access to Piped Water

Most households in the Siyancuma Local Municipality area have access to water inside the house/dwelling followed by taps inside the yard. However, many households are still dependant on communal taps. Only a small percentage (2,8 %) does not have any access to piped water.

Name	Frequency	%
Piped (tap) water inside the dwelling	6 820	50,8%
Piped (tap) water inside the yard	4 829	36,0%
Piped (tap) water on community stand	1 392	10,4%
No access to piped water	381	2,8%

Table 24: Access to Piped Water. Source: StatsSa (Census 2022)

1.6.7 Main Toilet Facilities

The majority of households (73,9 %) has access to flush toilets but it is still a great concern that some people are still dependant on pit toilets (UDS) and buckets.

Name	Frequency	%
Flush toilet	9 916	73,9%
Chemical toilet	24	0,2%
Pit toilet	1 307	9,7%
Bucket toilet	1 283	9,6%
Other	35	0,3%
None	857	6,4%

Table 25: Main Toilet Facilities. Source: StatsSa (Census 2022)

1.6.8 Public Facilities

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

Table 26: Community Halls. Source: Siyancuma Local Municipality (2024)

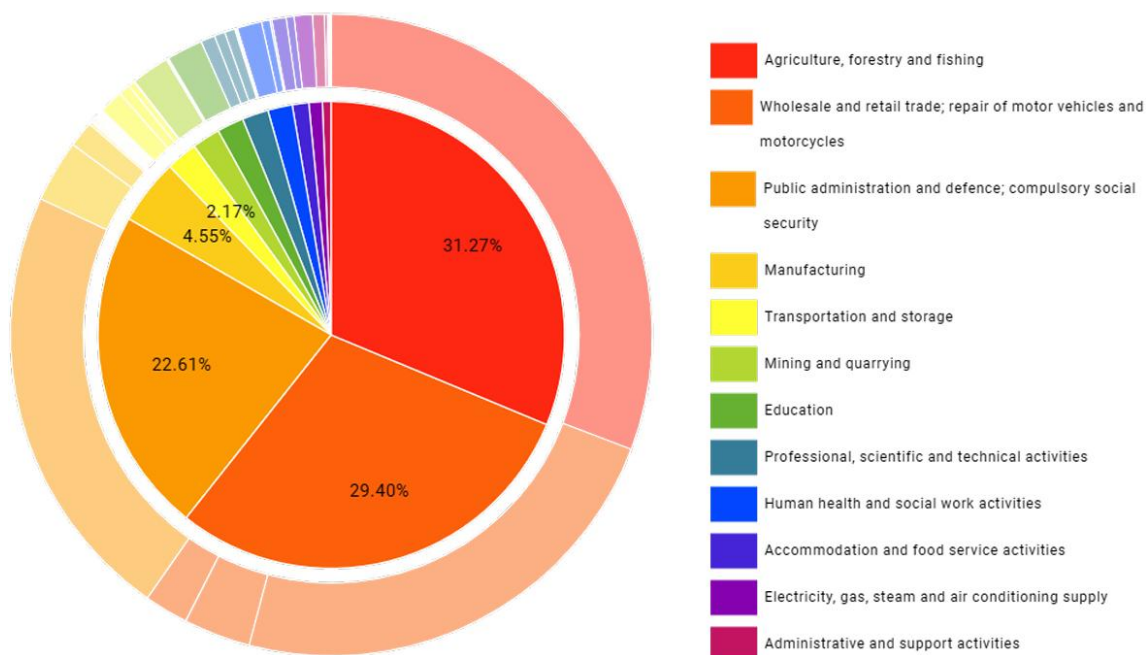
2.6.9 Cemeteries

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

Table 27: Cemeteries. Source: Siyancuma Local Municipality (2024)

2.7 Economic Profile

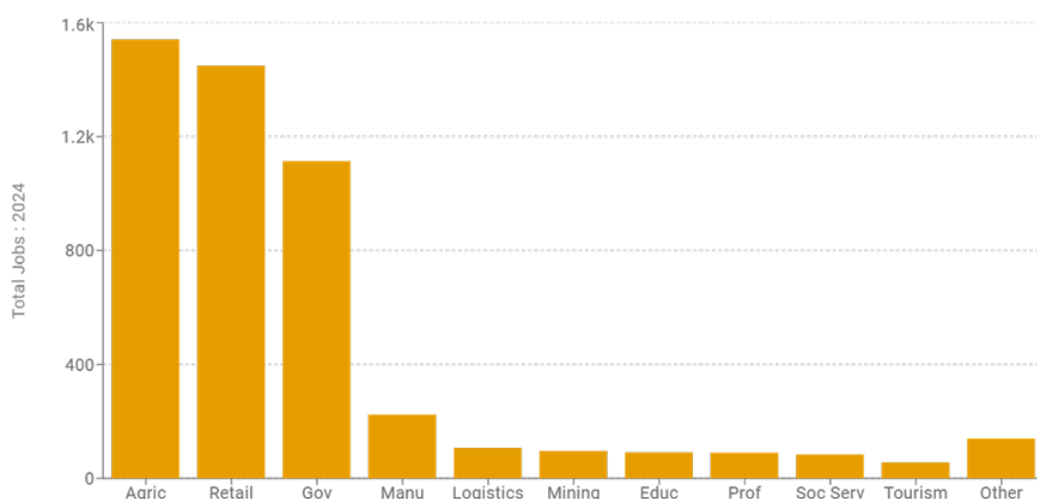
2.7.1 Industry Profile



Graph 18: Industry Profile Source: spatialtaxdata.org.za

The employment structure of Siyancuma Municipality is predominantly concentrated in a few key sectors, reflecting the municipality's rural and service-oriented economy. According to the Standard Industrial Classification framework, the largest contributor to local employment is the agriculture, forestry, and fishing sector, accounting for 31.27% of total jobs. This is followed by the wholesale and retail trade sector—including motor vehicle repair—which contributes 29.40%, and public administration and defence, including compulsory social security, which comprises 22.61% of employment. Collectively, these three sectors constitute over 83% of the municipality's workforce, indicating a high dependence on primary production, trade, and government services. Other sectors such as manufacturing (4.55%) and transportation and storage (2.17%) make modest contributions, while industries such as mining and quarrying, education, health, and professional services reflect minimal participation in the local economy. The limited diversification evident in the outer pie chart, which represents sub-sectoral activities, further emphasizes the municipality's reliance on a narrow economic base, posing potential challenges for long-term economic resilience and inclusive growth.

2.7.2 Industry Structure

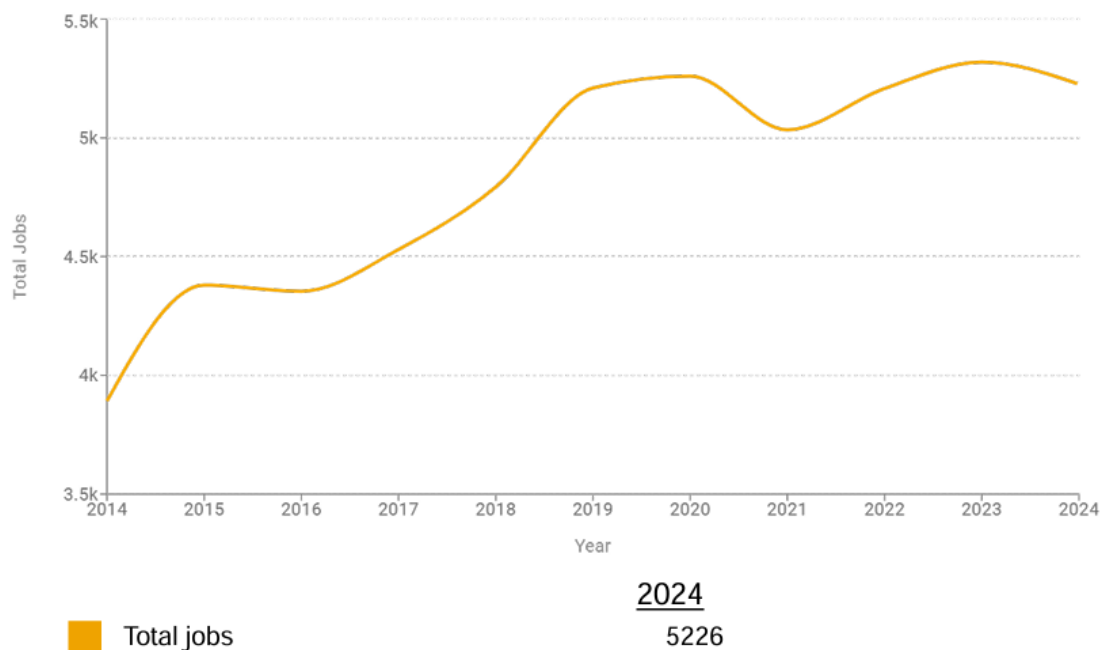


Graph 19: Industry Structure Source: spatialtaxdata.org.za

The bar chart illustrates the top 10 sectors in Siyancuma Municipality based on total jobs in 2024, highlighting their critical role in sustaining livelihoods and shaping local economic resilience. The agriculture sector leads with the highest employment levels, followed closely by the retail and government sectors. These three alone form the backbone of the local labour market, consistent with the municipality's rural and service-based economy.

Manufacturing, although present, contributes significantly less, and sectors such as logistics, mining, education, professional services, and social services occupy even smaller shares. Tourism, while offering potential for growth, remains one of the least developed employment sectors. The accompanying commentary emphasizes the strategic distinction between non-tradable sectors like government services—which provide stability but are constrained by local demand—and tradable sectors such as agriculture and retail, which hold greater potential for expansion into broader markets. However, the continued growth and competitiveness of these tradable sectors depend on their capacity for innovation, market access, and sustainable productivity. This employment profile underscores the need for targeted economic development strategies that enhance sectoral diversification and job creation.

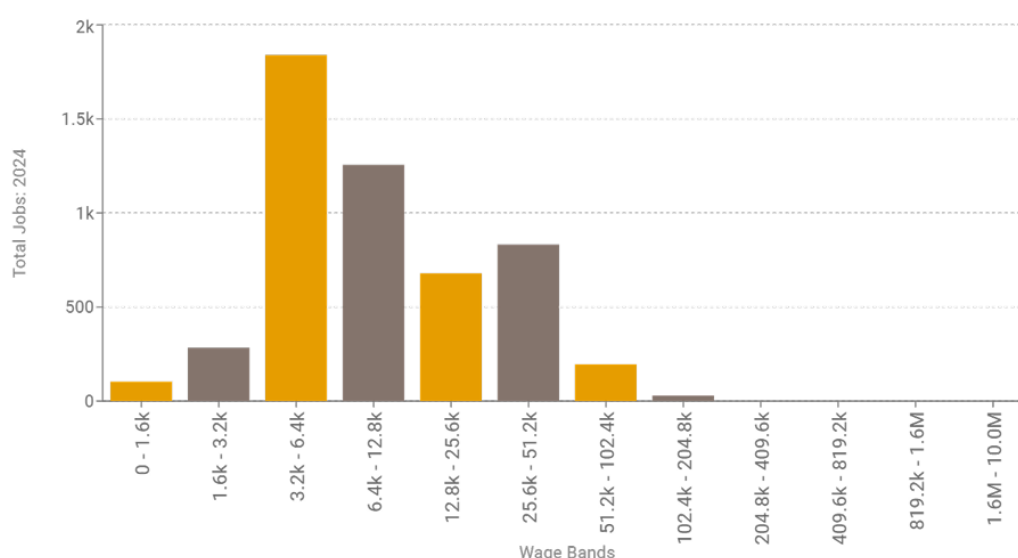
2.7.3 Job Growth 2014-2024



Graph 20: Jobs Growth Source: spatialtaxdata.org.za

In 2024, a total of **5,226 formal full-time equivalent (FTE)** jobs were recorded in Siyancuma Municipality, based on IRP5 tax certificate data submitted by compliant firms. This figure reflects employment within the formal, tax-paying segment of the economy and excludes informal or non-compliant employment. The long-term trend from 2014 to 2024 shows a steady increase in formal employment, rising from below 4,000 jobs in 2014 to above 5,200 in 2024, with a notable dip around 2021 likely linked to economic disruptions such as the COVID-19 pandemic. The observed growth in formal employment suggests gradual economic strengthening, albeit with some volatility in recent years. The total number of FTE jobs is a key indicator of the size and inclusivity of the local economy, pointing to the level of 'decent work' available within Siyancuma's mainstream economic sectors.

2.7.4 Wage Distribution

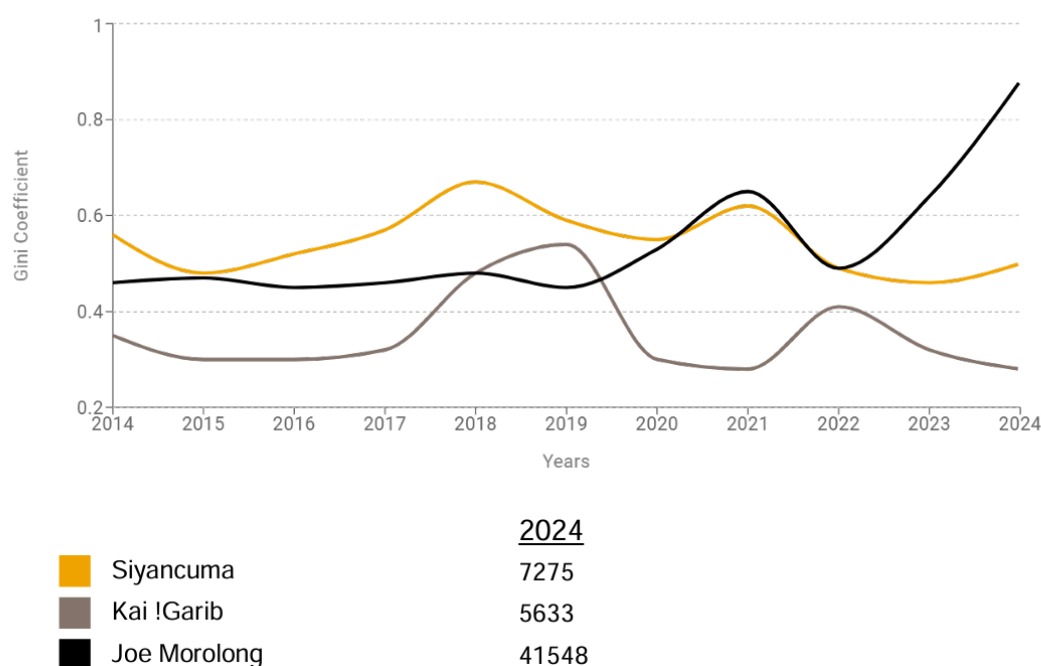


Graph 21: Wage Distribution Source: spatialtaxdata.org.za

The 2024 wage distribution in Siyancuma reveals a highly skewed income structure, concentrated in the lower wage bands. The majority of formal sector jobs fall within the **R3,200–R6,400** per month bracket, indicating that most workers earn relatively low wages. A

significant portion of jobs also exists in the **R6,400–R12,800** and **R12,800–R25,600** ranges, suggesting a clustering of employment around the national minimum to lower-middle income levels. In contrast, very few jobs are associated with higher earnings—particularly beyond the **R51,200** monthly mark—highlighting limited access to high-paying employment opportunities. This pattern aligns with the municipality’s economic profile, which is dominated by agriculture and low-skill service sectors. The lack of high-wage employment opportunities further reinforces wage inequality and signals structural constraints in upward income mobility. To improve wage outcomes and support inclusive growth, there is a need for strategies that promote higher value-added sectors, invest in skills development, and expand access to more diversified economic opportunities.

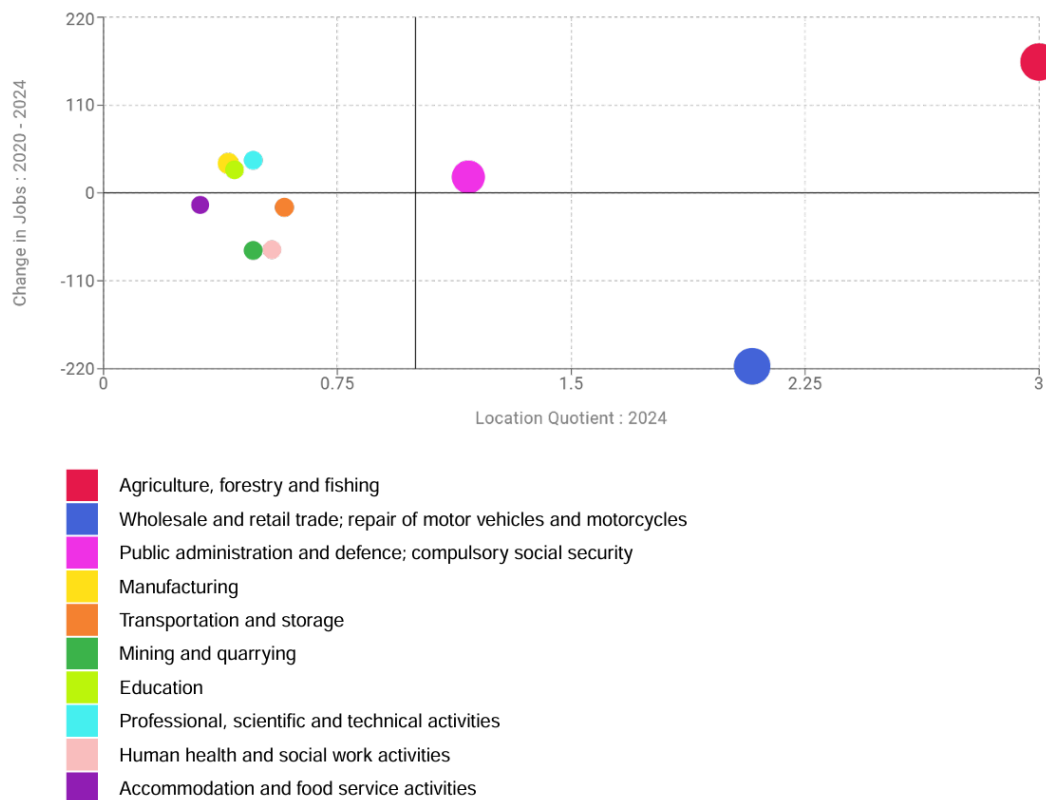
2.7.5 Wage Inequality: Gini



Graph 22: Wage Inequality: Gini Source: spatialtaxdata.org.za

In 2024, the Gini coefficient for wage inequality in Siyancuma Municipality was 0.50, indicating a moderate level of inequality among formal sector wage earners. This means that while there is a noticeable disparity in earnings, it is significantly lower than that of Ga-Segonyana (0.88) and higher than Kai !Garib (0.28). The Gini coefficient, which ranges from 0 (perfect equality) to 1 (perfect inequality), is derived from tax data and reflects disparities only among formal sector employees, excluding the unemployed and informal sector workers. Over the period from 2014 to 2024, Siyancuma has maintained a relatively stable Gini trend, with minor fluctuations, suggesting a persistent though not extreme gap between high- and low-income earners. This measure remains crucial as wage inequality continues to be a central driver of broader economic inequality in South Africa, influencing social mobility and economic inclusion.

2.7.6 Industry Potential: Four Quadrants



Graph 23: Industry Potential: Four Quadrants Source: spatialtaxdata.org.za

The quadrant analysis of Siyancuma's local economy reveals distinct patterns of industry performance across three key dimensions: employment growth, sectoral specialisation (measured by Location Quotient), and industry size. The agriculture, forestry, and fishing sector emerges as the municipality's strongest economic asset, exhibiting both high specialisation—nearly three times more concentrated than the national average—and significant job growth between 2020 and 2024. Its large size further underscores its central role in the local economy, making it a solid foundation for targeted investment and long-term growth. In contrast, the wholesale and retail trade sector, while also highly specialised, experienced a notable decline in employment, suggesting vulnerability due to possible market saturation or external competition, and highlighting the need for revitalisation through innovation and regional trade expansion. Several smaller sectors, such as public administration, education, manufacturing, and professional services, show positive employment growth but remain under-specialised, positioning them as emerging opportunities that could support economic diversification if supported through skills development and local procurement strategies. Meanwhile, sectors such as health, social services, accommodation, and food services are characterised by both low specialisation and job decline, indicating structural weaknesses and limited current potential.

CHAPTER 3: VISION, MISSION, VALUES & STRATEGIC ISSUES

The Siyancuma Local Municipality decided on the following strategic framework which was held on 14 Mar 2025:

3.1 Vision

“Together we commit ourselves to be an excellent transparent and ethical 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
- Responsive

3.3 Values

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

3.4 Strategic Issues

3.4.1 KPA: 1 Spatial Rationale

NPO	KPA	Strategic Objective	KPI	Target	Department	KPI Owner
Responsive Local Government	Spatial Rationale	Develop and adopt a Spatial Development Framework (SDF) that complies 100% with SPLUMA requirements by June 2026		DONE	Anti-Land Invasion & Development	C. Groenewald
Responsive Local Government	Spatial Rationale	Develop and adopt a Spatial Development Framework (SDF) that complies 100% with SPLUMA requirements by June 2026		DONE	Anti-Land Invasion & Development	C. Groenewald
Human Settlements	Spatial Rationale	Formalize and upgrade at least 2 informal settlements annually to improve housing conditions and promote sustainable human settlements	Partner with the Department of Human Settlements to provide housing solutions.	2 Informal settlements by 30 June 2026	Anti-Land Invasion & Development	C. Groenewald
Human Settlements	Spatial Rationale	Formalize and upgrade at least 2 informal settlements annually to improve housing conditions and promote sustainable human settlements	Conduct socio-economic impact assessments for informal settlement upgrades.			
Human Settlements	Spatial Rationale	Identify and allocate 20% of municipal land for mixed-use development to encourage economic integration by December 2026 (Outcome 8).	Rezone 20% of identified municipal land to support commercial and residential use.	31 Dec 2026	Anti-Land Invasion & Development	C. Groenewald

Human Settlements	Spatial Rationale	Identify and allocate 20% of municipal land for mixed-use development to encourage economic integration by December 2026 (Outcome 8).	Collaborate with the private sector for investment in new developments.	31 Dec 2026	Anti-Land Invasion & Development	C. Groenewald
Responsive Local Government	Spatial Rationale	Implement Geographic Information System (GIS) technology to monitor land use and zoning compliance across 100% of municipal jurisdiction by June 2026	Procure and deploy GIS software for zoning, land-use tracking, and reporting.	30 June 2026	Anti-Land Invasion & Development	C. Groenewald
Responsive Local Government	Spatial Rationale	Implement Geographic Information System (GIS) technology to monitor land use and zoning compliance across 100% of municipal jurisdiction by June 2026	Train municipal staff in GIS operation and compliance tracking.	30 June 2026	Anti-Land Invasion & Development	C. Groenewald
Strengthening tenure security and promoting housing rights.	Spatial Rationale	Develop land tenure programs to formalize 10,000 informal housing units by June 2026.	Survey and register informal settlements in municipal records.	30 June 2026	Anti-Land Invasion & Development	C. Groenewald
Strengthening tenure security and promoting housing rights.	Spatial Rationale	Develop land tenure programs to formalize 10,000 informal housing units by June 2026.	Work with the Department of Human Settlements on issuing title deeds.	30 June 2026	Anti-Land Invasion & Development	C. Groenewald
Strengthening tenure security and promoting housing rights.	Spatial Rationale	Develop land tenure programs to formalize 10,000 informal housing units by June 2026.	Conduct public awareness campaigns on land ownership rights.	30 June 2026	Anti-Land Invasion & Development	C. Groenewald

Protecting environmental assets and ensuring sustainable development.	Spatial Rationale	Enhance biodiversity protection by designating 10% of municipal land as conservation areas by June 2026.	Identify ecologically sensitive zones for conservation.	30 June 2026	Anti-Land Invasion & Development	C. Groenewald
Protecting environmental assets and ensuring sustainable development.	Spatial Rationale	Enhance biodiversity protection by designating 10% of municipal land as conservation areas by June 2026.	Partner with environmental organizations for technical expertise.	30 June 2026	Anti-Land Invasion & Development	C. Groenewald
Protecting environmental assets and ensuring sustainable development.	Spatial Rationale	Enhance biodiversity protection by designating 10% of municipal land as conservation areas by June 2026.	Develop municipal bylaws to prevent illegal land use.	30 June 2026	Anti-Land Invasion & Development	C. Groenewald

3.4.2 KPA 2: Basic Service Delivery and Infrastructure Development

NPO	KPA	Strategic Objective	KPI	Target	Department	KPI Owner
Economic Infrastructure	Basic Service Delivery and Infrastructure Development	Increase household access to basic water services from 85% to 95% by June 2026, ensuring compliance with minimum standards for water quality	Conduct baseline studies to identify underserved areas.	Master Plans will be developed over a space of 3 years. As per available budget	Technical Services	HOD: X. Geco
Economic Infrastructure	Basic Service Delivery and Infrastructure Development	Increase household access to basic water services from 85% to 95% by June 2026, ensuring compliance with minimum standards for water quality	Develop a water provision maintenance plan that includes boreholes, pipeline extensions, and water treatment facilities.	5 Year reliability plan from DWS is there and is used	Technical Services	HOD: X. Geco
Economic Infrastructure	Basic Service Delivery and Infrastructure Development	Increase household access to basic water services by installing 25 communal standpipes by June 2026, ensuring compliance with minimum standards for water quality	Ensuring construction of communal standpipes for all informal settlements	30 June 2026	Technical Services	HOD: X. Geco
Rural Development	Basic Service Delivery and Infrastructure Development	Electrify 100 informal households in under-served areas by June 2026, contributing to sustainable rural development	Partner with Eskom and implement the Integrated National Electrification Programme (INEP).	30 June 2026	Technical Services	HOD: X. Geco

Rural Development	Basic Service Delivery and Infrastructure Development	Electrify 100 informal households in under-served areas by June 2026, contributing to sustainable rural development	Engage communities for electrification rollout plans and maintain a database for prioritization.	30 June 2026	Technical Services	HOD: X. Geco
Economic Infrastructure	Basic Service Delivery and Infrastructure Development	Maintain 10 km of gravel roads in urban areas by June 2026 to improve connectivity and economic infrastructure	Apply for funds from the Roads Maintenance and Rehabilitation Grant (RMRG) .	30 June 2026	Technical Services	HOD: X. Geco
Economic Infrastructure	Basic Service Delivery and Infrastructure Development	Maintain 10 km of gravel roads in urban areas by June 2026 to improve connectivity and economic infrastructure	Use in-house team and create EPWP jobs for labour-intensive projects.	30 June 2026	Technical Services	HOD: X. Geco
Economic Infrastructure	Basic Service Delivery and Infrastructure Development	Maintain 10 km of gravel roads in urban areas by June 2026 to improve connectivity and economic infrastructure	Develop annual road maintenance schedules.	30 June 2026	Technical Services	HOD: X. Geco
Rural Development	Basic Service Delivery and Infrastructure Development	Reduce sanitation backlogs in rural areas by 10% annually through targeted infrastructure projects	Implement waterborne toilet system in rural areas	30 June 2026	Technical Services	HOD: X. Geco
Rural Development	Basic Service Delivery and Infrastructure Development	Reduce sanitation backlogs in rural areas by 10% annually through targeted infrastructure projects	Secure funding through Conditional Water Services Infrastructure Grant and COGHSTA .	30 June 2026	Technical Services	HOD: X. Geco

Rural Development	Basic Service Delivery and Infrastructure Development	Reduce sanitation backlogs in rural areas by 10% annually through targeted infrastructure projects	Conduct education campaigns on hygiene and sanitation practices.	30 June 2026	Technical Services	HOD: X. Geco
Basic Education	Basic Service Delivery and Infrastructure Development	Ensure 100% of public facilities such as schools and clinics have access to water, sanitation, and electricity by June 2026	Audit existing facilities for service gaps	30 June 2026	Technical Services	HOD: X. Geco
Basic Education	Basic Service Delivery and Infrastructure Development	Ensure 100% of public facilities such as schools and clinics have access to water, sanitation, and electricity by June 2028	Monitor and ensure compliance with service delivery standards set by the national government.	30 June 2028	Technical Services	HOD: X. Geco
Infrastructure	Basic Service Delivery and Infrastructure Development	maintain the existing storm water drainage systems in urban areas annually by June 2026.	Conduct storm water management studies to identify priority areas.	30 June 2026	Technical Services	HOD: X. Geco
Infrastructure	Basic Service Delivery and Infrastructure Development	Maintain of storm water drainage systems in urban areas width 5 km of drainage annually by June 2028.	Develop master plan by June 2028	30 June 2028	Technical Services	HOD: X. Geco
Infrastructure	Basic Service Delivery and Infrastructure Development	Maintain of storm water drainage systems in urban areas width 5 km of drainage annually by June 2028.	Labour intensive project which include local labour under EPWP.	30 June 2026	Technical Services	HOD: X. Geco

Rural Development	Basic Service Delivery and Infrastructure Development	Expand access to refuse removal services to 100% of households by June 2026.	Ensure refusal removal is conducted as per requirement	30 June 2026	Technical Services	HOD: X. Geco
Rural Development	Basic Service Delivery and Infrastructure Development	Expand access to refuse removal services to 100% of households by June 2026.	Develop refuse removal schedules for all wards.	30 June 2026	Technical Services	HOD: X. Geco
Rural Development	Basic Service Delivery and Infrastructure Development	Expand access to refuse removal services to 100% of households by June 2026.	Conduct consumer education on illegal dumping and littering	30 June 2026	Technical Services	HOD: X. Geco

3.4.3 KPA 3: Local Economic Development (LED)

NPO	KPA	Strategic Objective	KPI	Target	Department	KPI Owner
Inclusive Economic Growth	LED	Create 500 jobs annually through the Expanded Public Works Programme (EPWP) by June 2026	Identify local infrastructure and environmental projects for labour-intensive jobs.	30 June 2026	Anti-Land Invasion & Development	O.Jojo
Inclusive Economic Growth	LED	Create 500 jobs annually through the Expanded Public Works Programme (EPWP) by June 2026	Track job creation targets using quarterly reports to the Department of Public Works.	30 June 2026	Anti-Land Invasion & Development	O.Jojo
Inclusive Economic Growth	LED	Support at least 20 SMMEs annually through training, funding, or incubation programs by December 2025	Host entrepreneurship workshops and provide mentorship programs.	30 June 2026	Anti-Land Invasion & Development	O.Jojo
Inclusive Economic Growth	LED	Support at least 30 SMMEs annually through training, funding, or incubation programs by December 2026	Partner with SEDA and other financial institutions for SMME funding.	30 June 2026	Anti-Land Invasion & Development	O.Jojo
Rural Development	LED	Establish 5 community agricultural cooperatives to enhance food security and economic opportunities by June 2026	Conduct feasibility studies for cooperatives in targeted rural communities.	30 June 2026	Anti-Land Invasion & Development	O.Jojo

Rural Development	LED	Establish 5 community agricultural cooperatives to enhance food security and economic opportunities by June 2026	Facilitate access to agricultural grants like the Comprehensive Agricultural Support Programme (CASP) .	30 June 2026	Anti-Land Invasion & Development	O.Jojo
Inclusive Economic Growth	LED	Facilitate investment worth R50 million in local infrastructure development by June 2026 to attract industries	Develop marketing campaigns to promote municipal areas as investment destinations.	30 June 2026	Anti-Land Invasion & Development	O.Jojo
Inclusive Economic Growth	LED	Facilitate investment worth R50 million in local infrastructure development by June 2026 to attract industries	Offer tax rebates or incentives for businesses setting up in local municipalities.	30 June 2026	Anti-Land Invasion & Development	O.Jojo
Inclusive Economic Growth	LED	Develop a municipal tourism strategy by June 2026 to boost local economic activity and attract visitors	Identify and market heritage sites and local attractions.	30 June 2026	Anti-Land Invasion & Development	O.Jojo
Inclusive Economic Growth	LED	Develop a municipal tourism strategy by June 2026 to boost local economic activity and attract visitors	Identify and market heritage sites and local attractions.	30 June 2026	Anti-Land Invasion & Development	O.Jojo

Supporting economic transformation and job creation.	LED	Establish a youth entrepreneurial program to support 50 youth-owned businesses annually by June 2026.	Partner with SEDA and the NYDA for funding and training.	30 June 2026	Anti-Land Invasion & Development	O.Jojo
Supporting economic transformation and job creation.	LED	Establish a youth entrepreneurial program to support 50 youth-owned businesses annually by June 2026.	Host annual youth entrepreneurship expos.	30 June 2025	Anti-Land Invasion & Development	O.Jojo
Supporting economic transformation and job creation.	LED	Establish a youth entrepreneurial program to support 50 youth-owned businesses annually by June 2026.	Provide business mentorship programs.	30 June 2026	Anti-Land Invasion & Development	O.Jojo
Advancing infrastructure for sustainable energy systems.	LED	Promote renewable energy projects, achieving 10 MW of locally generated power by 2026.	Partner with renewable energy companies for solar and wind projects.	30 June 2026	Anti-Land Invasion & Development	O.Jojo
Advancing infrastructure for sustainable energy systems.	LED	Promote renewable energy projects, achieving 10 MW of locally generated power by 2026.	Identify municipal land for renewable energy development.	30 June 2026	Anti-Land Invasion & Development	O.Jojo
Advancing infrastructure for sustainable energy systems.	LED	Promote renewable energy projects, achieving 10 MW of locally generated power by 2026.	Develop incentive schemes for residents to adopt renewable energy systems.	30 June 2026	Anti-Land Invasion & Development	O.Jojo

Promoting agricultural development and food security in rural areas.	LED	Increase local agricultural production by supporting 5 new commercial farmers annually by June 2026.	Provide access to irrigation equipment through CASP funding.	30 June 2026	Anti-Land Invasion & Development	O.Jojo
Promoting agricultural development and food security in rural areas.	LED	Increase local agricultural production by supporting 5 new commercial farmers annually by June 2026.	Facilitate access to markets via partnerships with retailers.	30 June 2026	Anti-Land Invasion & Development	O.Jojo
Promoting agricultural development and food security in rural areas.	LED	Increase local agricultural production by supporting 5 new commercial farmers annually by June 2026.	Offer training on modern farming techniques.	30 June 2026	Anti-Land Invasion & Development	O.Jojo

3.4.4 KPA 4: Financial Viability and Management

NPO	KPA	Strategic Objective	KPI	Target	Department	KPI Owner
Governance and Compliance	Municipal Financial Viability and Management	Effective Management and functional supervision of the Budget, Assets and Financial Reporting Division	Percentage of the (weighted average) Indicators of the budget, Assets and Financial Reporting Division scorecard achieved	Quarterly	Budget, Assets and Financial	HOD: C. Zealand
Governance and Compliance	Municipal Financial Viability and Management	Effective Management and functional supervision of the Revenue and Expenditure Division	Percentage of the (weighted average) Indicators of the Revenue and Expenditure Division scorecard achieved	Quarterly	Revenue and Expenditure	HOD: C. Zealand
Governance and Compliance	Municipal Financial Viability and Management	Effective Management and functional supervision of the Supply Chain Management Division	Percentage of the (weighted average) Indicators of the Supply Chain Management Division scorecard achieved	Quarterly	Chain Management	HOD: C. Zealand
Governance and Compliance	Municipal Financial Viability and Management	Facilitation of Management Team meetings	Number of Management meetings facilitated	Monthly	All	HOD: C. Zealand
Governance and Compliance	Municipal Financial Viability and Management	Compliance with Monitoring and Evaluation results orientated deadlines	Percentage compliance with monitoring and Evaluation deadlines measured monthly	Monthly	All	HOD: C. Zealand
Governance and Compliance	Municipal Financial Viability and Management	Implement the department Audit Action Plan	Number of action completed on the Department Audit Action Plan	Monthly	All	HOD: C. Zealand
Governance and Compliance	Municipal Financial Viability and Management	Implement the Procurement Plan	Percentage of procurement plan implemented	Quarterly	Supply Chain	HOD: C. Zealand
Revenue	Municipal Financial Viability and Management	Achieve and maintain a 85% revenue collection rate for municipal services by June 2026	Review and update billing systems to improve accuracy.	Quarterly	Revenue	HOD: C. Zealand

			Conduct awareness campaigns on payment incentives and penalties for arrears.	Bi-annually	Revenue	HOD: C. Zealand
			Review the Revenue Enhancement Strategy by 30 November 2025	Reviewed Policy by 30 September 2025	Revenue	HOD: C. Zealand
			Improve the Credit Control Actions to 85% of the Billing	by the 15th of the following month	Revenue	HOD: C. Zealand
Financial Reporting	Municipal Financial Viability and Management	Submit 100% compliant annual financial statements (AFS) to the Auditor-General by 31 August	Train finance staff on the latest Generally Recognized Accounting Practice (GRAP).	31 Aug 2026	Budget	HOD: C. Zealand
			Perform internal audits before submitting to the Auditor-General.	Submitting to APC by 20 August 2025	Budget	HOD: C. Zealand
Budgeting/Funding	Municipal Financial Viability and Management	Submission of the Adjustment budget to Council for approval by 28 February	Council minutes where Adjustment budget was submitted to Council by 28 February	28 Feb 2026	Budget	HOD: C. Zealand
Budgeting/Funding	Municipal Financial Viability and Management	Submission of the Budget to Council for approval by 31 May	Council minutes where Budget was submitted to Council by 31 May	31 May 2026	Budget	HOD: C. Zealand
Responsive Local Government	Municipal Financial Viability and Management	Reduce unauthorised expenditure by 15% annually by implementing stronger financial controls	Implement stricter procurement policies aligned with MFMA Section 62 .	Annually	Supply Chain	HOD: C. Zealand
Responsive Local Government	Municipal Financial Viability and Management	Reduce irregular expenditure by 15% annually by implementing stronger financial controls	Implement stricter procurement policies	Annually	Supply Chain	HOD: C. Zealand

			aligned with MFMA Section 62.			
Responsive Local Government	Municipal Financial Viability and Management	Reduce fruitless and wasteful expenditure by 15% annually by implementing stronger financial controls	Implement stricter procurement policies aligned with MFMA Section 62.	Annually	Supply Chain	HOD: C. Zealand
Effective Public Service	Municipal Financial Viability and Management	Conduct quarterly financial performance reviews to ensure alignment with the Service Delivery and Budget Implementation Plan (SDBIP)	Conduct quarterly revenue and expenditure reviews with Municipal Councils.	Quarterly	Budget	HOD: C. Zealand
			Use reports to track spending against budgets.	Quarterly / Monthly	Budget	HOD: C. Zealand
Strengthening financial viability for responsive local governance.	Municipal Financial Viability and Management	Ratio in respect of Debtor Payment days (Collect billed revenue to ensure that sufficient cash is generated to meet the operating commitments)	Net Debtor Days Ratio (Gross Debtors - Bad debt provision)/Billed Revenue*365. Target number of days	30 June 2026	Budget/Revenue	HOD: C. Zealand
			Roll out incentives for early payments.	30 June 2026	Revenue	HOD: C. Zealand
			Strengthen legal action against defaulters.	30 June 2026	Revenue	HOD: C. Zealand
Strengthening financial viability for responsive local governance.	Municipal Financial Viability and Management	Updating the Indigent register	Percentage of all qualifying indigent applications processed	Annually	Revenue	HOD: C. Zealand
Strengthening financial viability for responsive local governance.	Municipal Financial Viability and Management	Financial viability measured on terms of the available cash to cover fixed operating expenditure	Cash coverage ratio (Available cash + investments)/Monthly fixed operating expenditure	Monthly	Budget	HOD: C. Zealand

Promoting transparent and accountable public financial management.	Municipal Financial Viability and Management	Achieve clean audit outcomes for three consecutive financial years by 2029.	Review financial controls and implement changes.	30 June 2029	All	HOD: C. Zealand
			Establish internal audit committees to oversee compliance.	30 June 2026	All	HOD: C. Zealand
			Conduct regular training for financial staff on GRAP standards changes.	30 June 2029	All	HOD: C. Zealand
Encouraging financial innovation and sustainability.	Municipal Financial Viability and Management	Increase revenue from non-traditional sources by R2 million annually by June 2026.	Develop income-generating projects like PPP partnerships.	30 June 2026	All	HOD: C. Zealand
			Expand municipal property leases to private companies.	30 June 2026	All	HOD: C. Zealand

3.4.5 KPA 5: Good Governance and Public Participation

NPO	KPA	Strategic Objective	KPI	Target	Department	KPI Owner
Enhance Participatory Democracy	Good Governance And Public Participation	Ward Committees are not functioning optimally.	To enhance the effectiveness of ward committees by providing them with the required resources to function optimally	30 June 2026	Officer of the Speaker	HOS: Darren Claassen
Enhance Participatory Democracy	Good Governance And Public Participation	More capacity building and training programmes for ward committees needed.	Provide capacity building & training of ward committees in municipal systems, IDP, Community Based Planning (CBP) and performance management processes.	30 June 2026	Officer of the Speaker	HOS: Darren Claassen
Enhance Participatory Democracy	Good Governance And Public Participation	Ward Committee Policy outdated.	Review Ward Committee Policy as well as Stipend.	30 June 2026	Officer of the Speaker	HOS: Darren Claassen
Enhance Participatory Democracy	Good Governance And Public Participation	No proper communication between Ward Committees and their constituencies	Develop and implement a Communication Policy/ Strategy.	30 June 2026	Officer of the Speaker	HOS: Darren Claassen
Enhance Participatory Democracy	Good Governance And Public Participation	Ineffective communication strategy between the municipality and stakeholders.	Develop a public participation strategy	30 June 2026	Officer of the Speaker	HOS: Darren Claassen

Responsive and accountable system of Local Government	Good Governance And Public Participation	Councillors to have more frequent feedback and consultation sessions with communities.	Implementation of a satisfactory client service system at all municipal offices	30 June 2026	Officer of the Speaker	HOS: Darren Claassen
Responsive and accountable system of Local Government	Good Governance And Public Participation	Response to complaints and suggestions by citizens not effective.	Establishment of a centralized complaints management system/ customer care system.	30 June 2026	Officer of the Speaker	HOS: Darren Claassen
Responsive and accountable system of Local Government	Good Governance And Public Participation	Allocation of resources in the budget must reflect the real needs of communities.	Ensure that Budget address needs of communities during Budget consultation meetings.	30 June 2026	Officer of the Speaker	HOS: Darren Claassen
Responsive and accountable system of Local Government	Good Governance And Public Participation	Develop a municipal tourism strategy by June 2026 to boost local economic activity and attract visitors	Identify and market heritage sites and local attractions.	30 June 2026	Officer of the Speaker	HOS: Darren Claassen

Responsive and accountable system of Local Government	Good Governance And Public Participation	Enhance public access to municipal information by establishing e-communication platforms by December 2026.	Launch a municipal app for service updates and payments.	30 June 2026	Officer of the Speaker	HOS: Darren Claassen
Responsive and accountable system of Local Government	Good Governance And Public Participation	Enhance public access to municipal information by establishing e-communication platforms by December 2026.	Use SMS notifications to share council decisions.	30 June 2026	Officer of the Speaker	HOS: Darren Claassen
Responsive and accountable system of Local Government	Good Governance And Public Participation	Enhance public access to municipal information by establishing e-communication platforms by December 2026.	Integrate platforms with existing municipal websites.	30 June 2026	Officer of the Speaker	HOS: Darren Claassen
				30 June 2026	Officer of the Speaker	
Enhance Participatory Democracy	Good Governance And Public Participation	Increase voter turnout in local elections by 15% by June 2026 through enhanced civic education.	Collaborate with the IEC for voter registration drives.	30 June 2026	Officer of the Speaker	HOS: Darren Claassen

Enhance Participatory Democracy	Good Governance And Public Participation	Increase voter turnout in local elections by 15% by June 2026 through enhanced civic education.	Run awareness campaigns on the importance of voting.	30 June 2026	Officer of the Speaker	HOS: Darren Claassen
Enhance Participatory Democracy	Good Governance And Public Participation	Increase voter turnout in local elections by 15% by June 2026 through enhanced civic education.	Provide transport for remote communities during elections.	30 June 2026	Officer of the Speaker	HOS: Darren Claassen

3.4.6 KPA 6: Municipal Transformation and Organizational Development

NPO	KPA	Strategic Objective	KPI	Target	Department	KPI Owner
Skilled Workforce	Municipal Institutional Development and Organisational Transformation	Achieve 95% compliance with the municipal Workplace Skills Plan (WSP) by training at least 50 employees annually by June 2026	Submit WSPs to LGSETA annually for funding approval.	30 June 2026	Corporate Service	HOD: J. Marwane
Skilled Workforce	Municipal Institutional Development and Organisational Transformation	Achieve 95% compliance with the municipal Workplace Skills Plan (WSP) by training at least 50 employees annually by June 2026	Develop targeted skills development programs, including management and technical training.	30 June 2026	Corporate Service	HOD: J. Marwane
Effective Public Service	Municipal Institutional Development and Organisational Transformation	Reduce the municipal staff vacancy rate to below 10% by December 2026 to ensure efficient service delivery	Conduct a recruitment drive for critical positions.	30 June 2026	Corporate Service	HOD: J. Marwane
Effective Public Service	Municipal Institutional Development and Organisational Transformation	Reduce the municipal staff vacancy rate to below 10% by December 2026 to ensure efficient service delivery	Introduce incentive programs to attract skilled professionals.	30 June 2026	Corporate Service	HOD: J. Marwane
Effective Public Service	Municipal Institutional Development and Organisational Transformation	Implement an e-governance platform by December 2026 to streamline municipal operations and improve citizen engagement	Develop an online citizen portal for service requests and payments.	30 June 2026	Corporate Service	HOD: J. Marwane

Effective Public Service	Municipal Institutional Development and Organisational Transformation	Implement an e-governance platform by December 2026 to streamline municipal operations and improve citizen engagement	Roll out public education campaigns to ensure uptake.	30 June 2026	Corporate Service	HOD: J. Marwane
Effective Public Service	Municipal Institutional Development and Organisational Transformation	Conduct annual performance evaluations for 100% of senior management positions to improve accountability	Implement performance management systems for senior managers.	30 June 2026	Corporate Service	HOD: J. Marwane
Effective Public Service	Municipal Institutional Development and Organisational Transformation	Conduct annual performance evaluations for 100% of senior management positions to improve accountability	Link evaluations to annual performance bonuses.	30 June 2026	Corporate Service	HOD: J. Marwane
Skilled Workforce	Municipal Institutional Development and Organisational Transformation	Establish a mentorship program for junior employees to build internal capacity and promote succession planning by June 2026	Identify high-potential employees for mentoring by senior officials.	30 June 2026	Corporate Service	HOD: J. Marwane
Skilled Workforce	Municipal Institutional Development and Organisational Transformation	Establish a mentorship program for junior employees to build internal capacity and promote succession planning by June 2026	Partner with universities for leadership and development courses.	30 June 2026	Corporate Service	HOD: J. Marwane
Enhancing government efficiency and responsiveness through innovation.	Municipal Institutional Development and Organisational Transformation	Establish a municipal innovation hub by June 2026 to improve service delivery efficiency.	Secure funding through public-private partnerships.	30 June 2026	Corporate Service	HOD: J. Marwane

Enhancing government efficiency and responsiveness through innovation.	Municipal Institutional Development and Organisational Transformation	Establish a municipal innovation hub by June 2026 to improve service delivery efficiency.	Procure technological solutions like smart meters and GIS tools.	30 June 2026	Corporate Service	HOD: J. Marwane
Enhancing government efficiency and responsiveness through innovation.	Municipal Institutional Development and Organisational Transformation	Establish a municipal innovation hub by June 2026 to improve service delivery efficiency.	Host hackathons to engage youth in finding innovative solutions.	30 June 2026	Corporate Service	HOD: J. Marwane
Building an engaged and skilled workforce.	Municipal Institutional Development and Organisational Transformation	Decrease municipal employee absenteeism rates to below 5% by June 2026.	Strengthen workplace wellness programs.	30 June 2026	Corporate Service	HOD: J. Marwane
Building an engaged and skilled workforce.	Municipal Institutional Development and Organisational Transformation	Decrease municipal employee absenteeism rates to below 5% by June 2026.	Conduct regular performance reviews and disciplinary processes.	30 June 2026	Corporate Service	HOD: J. Marwane
Building an engaged and skilled workforce.	Municipal Institutional Development and Organisational Transformation	Decrease municipal employee absenteeism rates to below 5% by June 2026.	Use electronic time-keeping systems to monitor attendance.	30 June 2026	Corporate Service	HOD: J. Marwane
Enhancing government efficiency and responsiveness through innovation.	Municipal Institutional Development and Organisational Transformation	Aim to be 90% compliant with OHS regulations and Health and Safety Act	Establish OHS Committee, Coordinate quarterly OHS meetings, Compile legally compliant safety file to ensure emergency preparedness, Compile implementation plan	30 June 2026	Corporate Service	HOD: J. Marwane

Employee Well-being and Safety	Municipal Institutional Development and Organisational Transformation	EHW Awareness	Arrange information sessions and workshops, Develop a health calendar and focus on specific health	30 June 2026	Corporate Service	HOD: J. Marwane
Employee Well-being and Safety	Municipal Institutional Development and Organisational Transformation	Proper and effective access control contributing to a safe work environment	Manage unauthorised access to boost productivity	30 June 2026	Corporate Service	HOD: J. Marwane
Effective Public Service	Municipal Institutional Development and Organisational Transformation	Compliance with applicable legislation and policy frameworks to reduce litigation and potential fines	Arrange information sessions and workshops with administration and councillors to enhance compliance	30 June 2026	Corporate Service	HOD: J. Marwane
Effective Public Service	Municipal Institutional Development and Organisational Transformation	Achieve a accountable and disciplined administration	Enforcing relevant legislation and policies without undue delays, Conduct compliance assessment based on internal/external audit reports, Rectify noncompliance and implement recommendations	30 June 2026	Corporate Service	HOD: J. Marwane
Effective Public Service	Municipal Institutional Development and Organisational Transformation	Change management	Develop a suitable change management plan, implement change management objectives	30 June 2026	Corporate Service	HOD: J. Marwane

Table 28: Strategic Issues. Source: Siyancuma Local Municipality (2025)

3.5 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 residents identified the following needs:

3.5.1 GRIEKWASTAD

RAINBOW VALLEY, VAALBLOK & MATHLOMOLA

WARDS 1 & 7

1	Building of houses.
2	Provisioning of new erven for residential purposes
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	Removal of alien Prosopis trees.
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 (2025)

3.5.2 BREIPAAL

WARDS 2 & 5

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 (2025)

3.5.3 BONGANI

WARD 3

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 (2025)

3.5.4 DOUGLAS TOWN

WARD 4

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 (2025)

3.5.5 RIEMVASMAAK (BONGANI)

WARD 4

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 (2025)

3.5.6 SCHMIDTSDRIFT

WARD 6

1	Building 600 houses (Sector 4 and 5)
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/ Availability of a full time clinic sister in the meantime.
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 of 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 (2025)

3.5.7 CAMPBELL

WARD 7

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

29	Appointment of a Commonage Manager.
30	Construction of a swimming pool.
31	Replacement of non-functioning water meters.
32	Provisioning of Jo-Jo tanks for rain harvesting.
33	Provisioning of water at graveyard.
34	Establishment of a satellite Drivers' License Testing Centre (DLTC).

Source: Siyancuma Local Municipality (2025)

3.5.8 SALT LAKE / OLIE RIVIER AND PLOOYSBURG

WARD 4 & 6

1	Building of houses
2	Provision of full waterborne sanitation
3	Liaise with the Department of Agriculture, Land Reform and Rural Development (DALRRD) to facilitate the acquisition of land and secure formal tenure rights for the community.
4	Reconnecting of electricity
5	Fencing of cemetery
6	Removal of refuse
7	Upgrading of Plooyburg intermediate school, Olierivier Marianette and Salt lake Primary School,
8	Removal of invasive plant species e.g soetdoring bome
9	Increase frequency of mobile clinic visits to ensure regular and accessible healthcare services for the community.
10	Regular grading of road
11	Employment opportunities for the youth
12	Upgrading of container library

Source: Siyancuma Local Municipality (2025)

CHAPTER 4: INSTITUTIONAL FRAMEWORK

4.1 Institutional Arrangements

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

Table 29: Councillor Profile. Source: Siyancuma Local Municipality (2024)

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

- ☐ Department of Corporate & Community Services
- ☐ Department of Finance
- ☐ Department of Infrastructural Development and Technical Services

4.2 Committees of Council

4.2.1 Executive Committee

In August 2017, Siyancuma Municipality transitioned from a Section 9(f) municipality to a Section 9(b) municipality, in accordance with the provisions of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998). This migration entailed a shift 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."

Following this transition, the Municipality has operated under a governance model wherein the Speaker of Council is appointed on a full-time basis. The Speaker presides over meetings of the Municipal Council and serves as its chairperson. Furthermore, the Speaker is entrusted with maintaining discipline among councillors and ensuring order during Council proceedings.

In terms of the collective executive system established under Section 9(b) of the Act, the Municipality elected an Executive Committee comprising three members. From among these, one member was duly elected by the Municipal Council to serve as Mayor. Siyancuma thus

has a full-time Mayor who serves as chairperson of the Executive Committee, supported by two part-time members.

The Executive Committee was constituted in accordance with Section 42 of the Local Government: Municipal Structures Act and is representative in nature, in alignment with Section 160(8) of the Constitution of the Republic of South Africa.

At present, the Municipality has not established any standing committees in terms of Section 80 of the Act. However, it has constituted an oversight body, the Municipal Public Accounts Committee (MPAC), in terms of Section 79 of the same Act. MPAC consists of three members, none of whom hold executive positions within Council, thereby ensuring independent oversight in line with best governance practices.

4.2.2 Ward Committees

The Constitution of the Republic of South Africa mandates local government to provide democratic and accountable governance, ensure sustainable service delivery, promote social and economic development, and encourage active community involvement in its affairs. In support of this, 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.”

Within this framework, Ward Committees have been established as a mechanism to enhance participatory democracy at the local level. Their primary objective is to provide a structured platform through which communities can contribute to municipal governance and development processes.

Ward Committees are expected to be broadly representative of the diversity within their respective wards and must ensure equitable gender representation. In accordance with national policy, Ward Committee members do not receive remuneration for their services, although municipalities may reimburse reasonable costs incurred during the execution of committee duties.

The powers and functions of Ward Committees are advisory in nature. They may make recommendations to the ward councillor, municipal council, Executive Committee, or Executive Mayor. Although their decisions are not binding, municipalities are encouraged to give serious consideration to these inputs as part of their commitment to public participation. Furthermore, a municipal council may delegate appropriate powers to Ward Committees to enhance administrative and operational efficiency, as permitted under Chapter 5 of the Municipal Systems Act (Act No. 32 of 2000), as amended.

Administrative arrangements may also be instituted by the municipal council to support Ward Committees in executing their functions. This aligns with the broader principles of developmental local government, which are elaborated in the Municipal Systems Act and emphasize the integration of participatory governance with representative structures. Municipalities are therefore obligated to promote and create conditions conducive to meaningful community participation.

Members of the local community have both the right and the responsibility to engage in municipal decision-making processes. They are expected to do so in accordance with the mechanisms, processes, and procedures adopted by the municipality, thereby contributing to accountable and inclusive governance.

4.3 The Municipal Organisational Structure

Staff Regulations were introduced by Government Notice 890 of September 20, 2021, as per Government Gazette 45181 and guidelines for the implementation of the regulations were promulgated in Government Notice 891 of 20 September 2021 in the same Government Gazette (45181). The promulgation of the regulation was effective from the date it was published, but the implementation date was set for July 1, 2022.

The Municipality was supposed to organise itself to be able to implement the regulations as of July 1, 2022. The Minister of COGTA then issued Circular 12 of 2022 (June 28, 2022) to guide the implementation of the regulations further. The Siyancuma Municipality however did not adhere to the deadlines as per the Regulations and only started with the review process in February 2024.

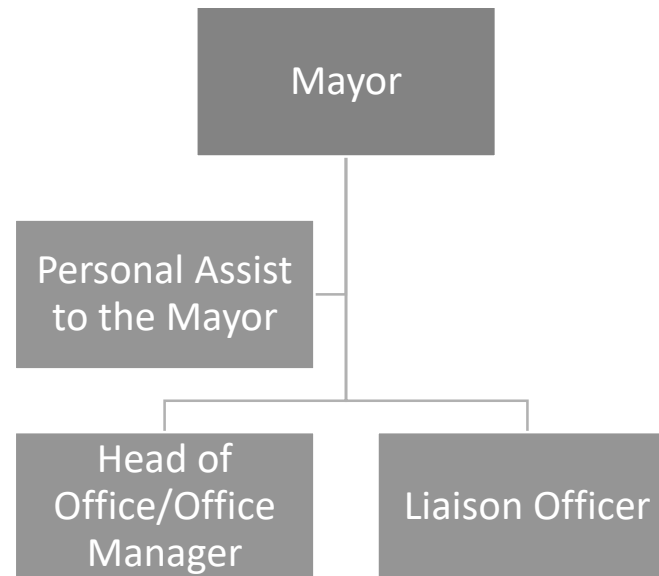
The review process was long and difficult because the staff regulations were very prescriptive regarding position naming and the required competencies. The process was consulted as widely as possible and understandably, there were some resistance and unhappiness initially but unions and staff ultimately gave their support and cooperation.

After consultation, it was agreed the New Organisational Structure will consist of the following layers:

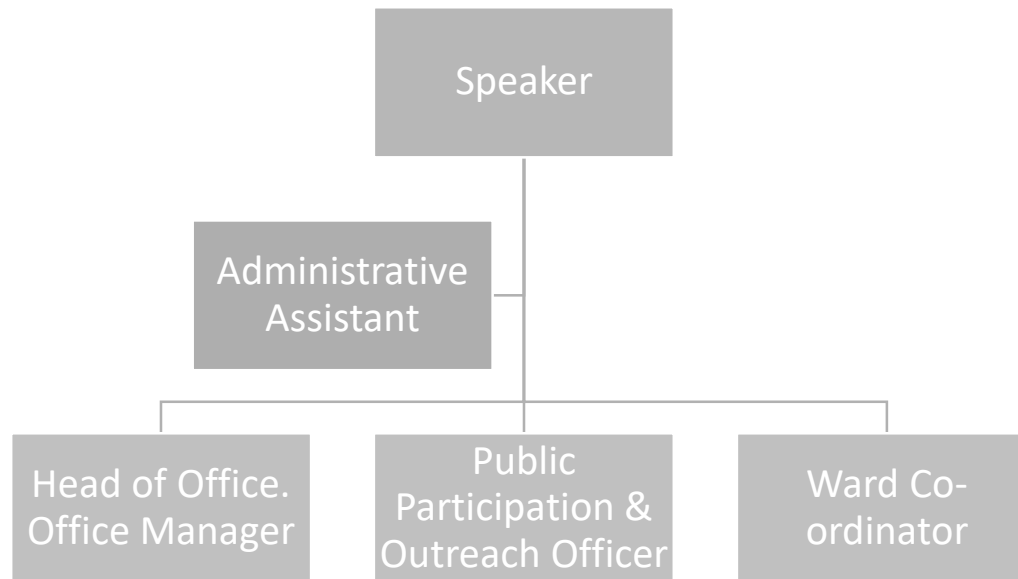
1. Office of the Mayor
2. Office of the Speaker
3. Office of the Municipal Manager
4. Department of Cooperate Services
5. Department of Finance
6. Department of Technical Services

Proposed Organisational Structure for Siyancuma Municipality in terms of the Staff Regulations: 2024

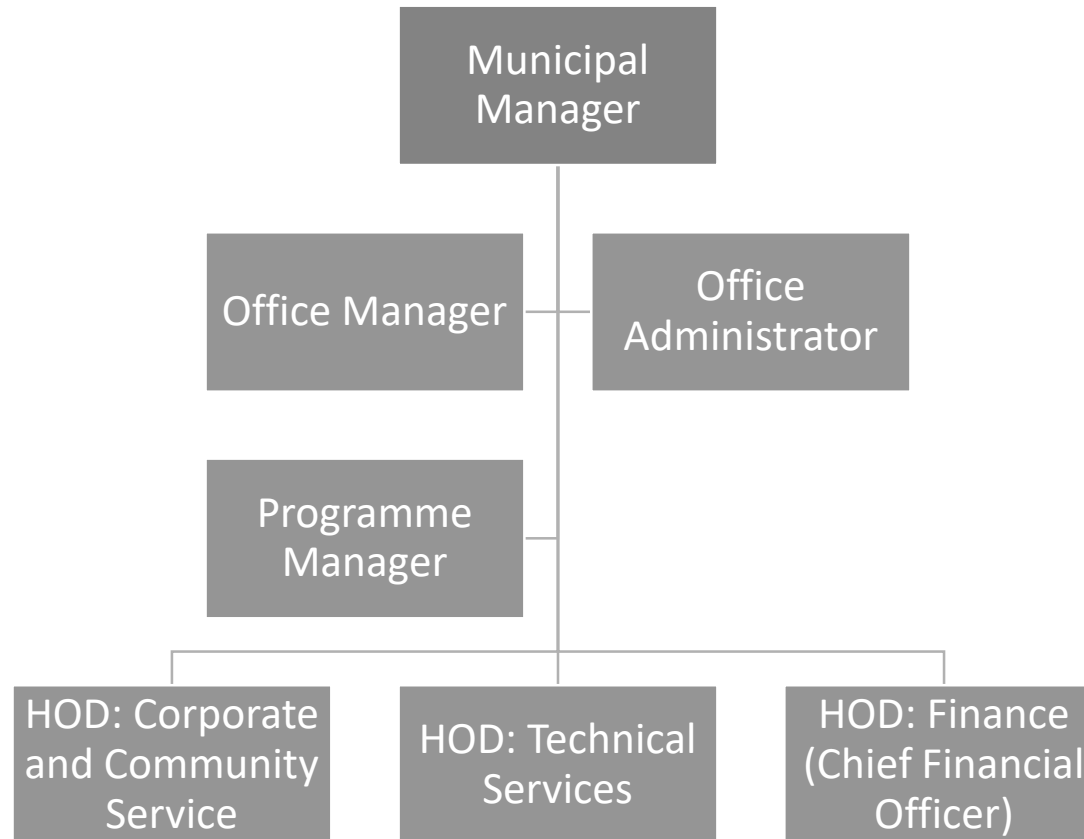
OFFICE OF THE MAYOR



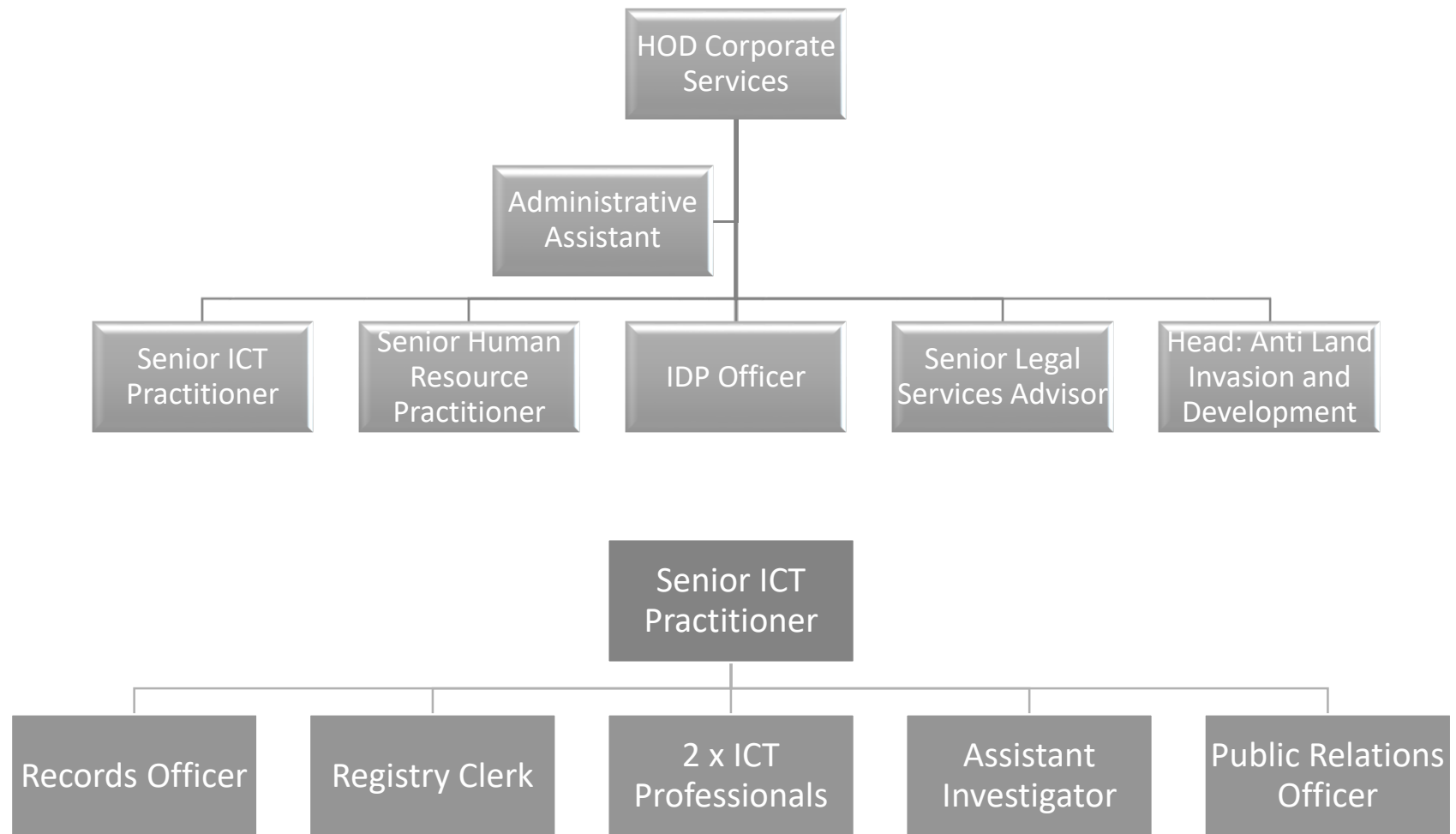
OFFICE OF THE SPEAKER

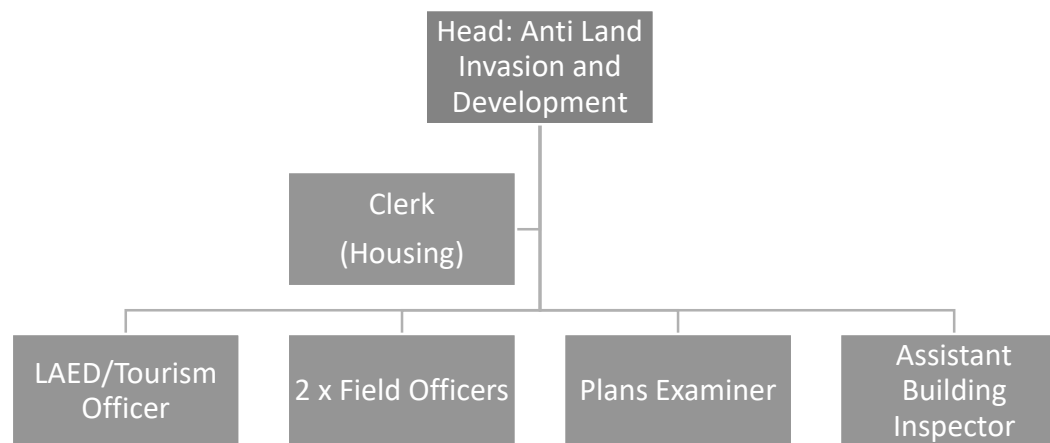
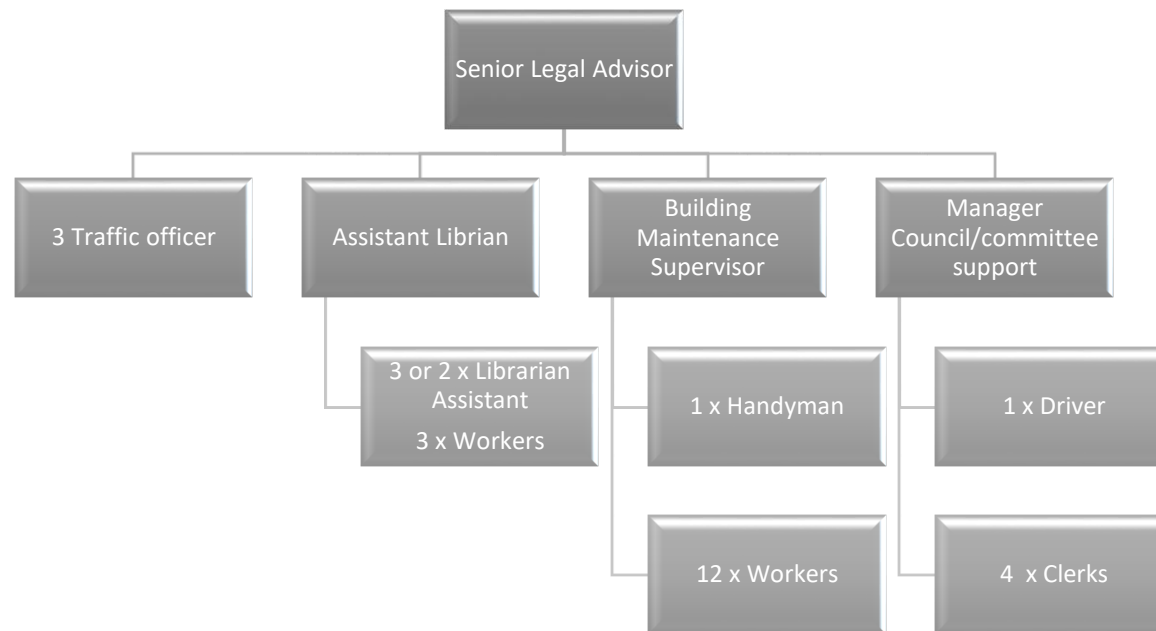


OFFICE OF THE MUNICIPAL MANAGER

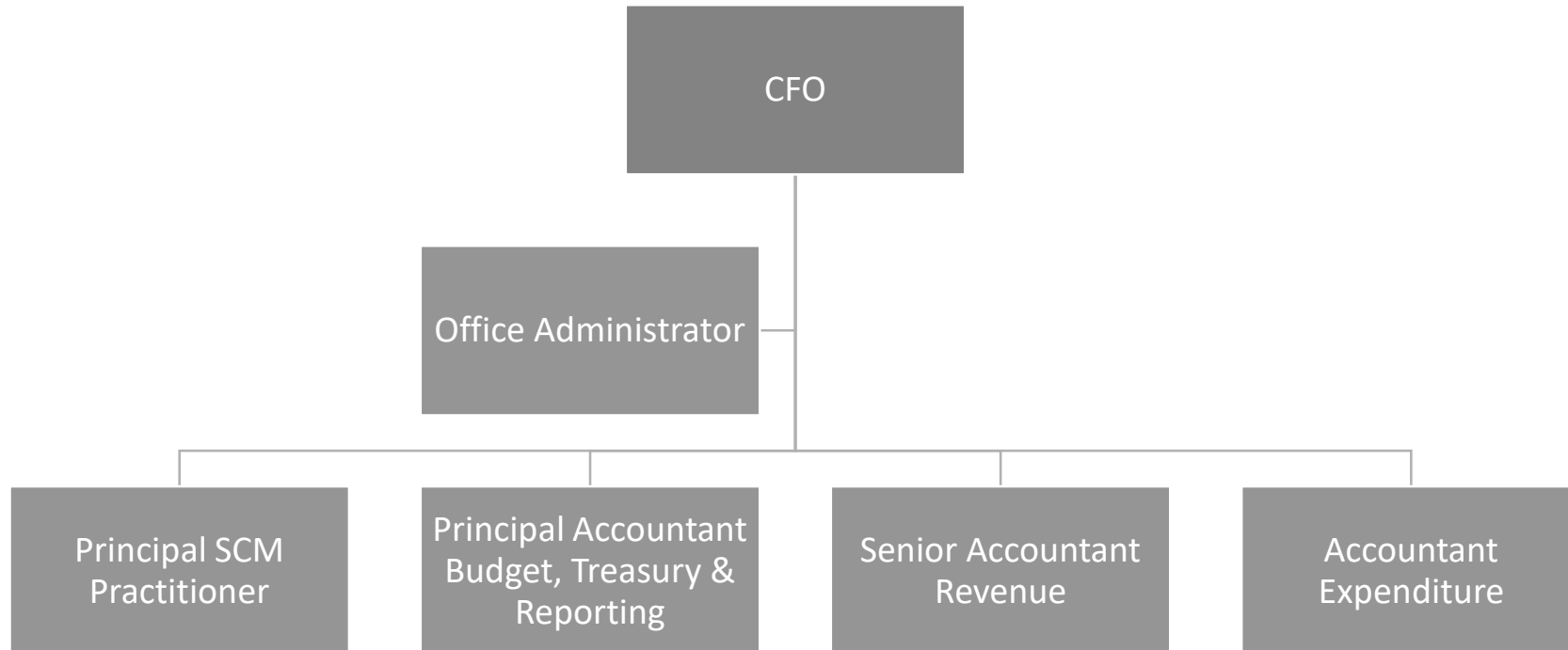


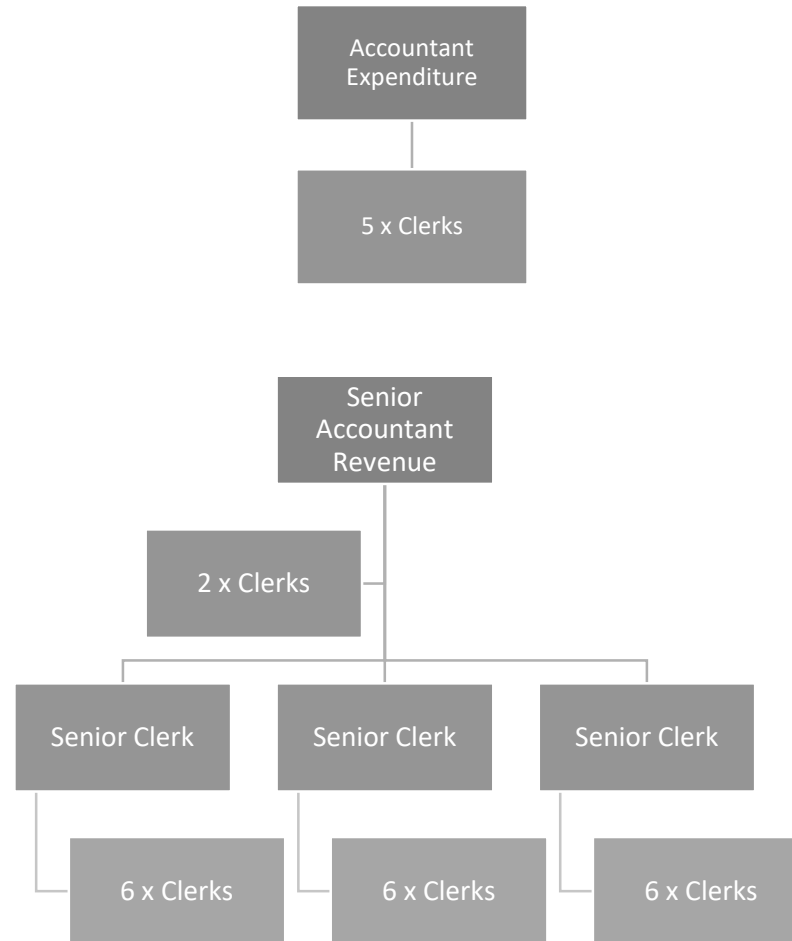
DEPARTMENT OF COOPERATE SERVICES



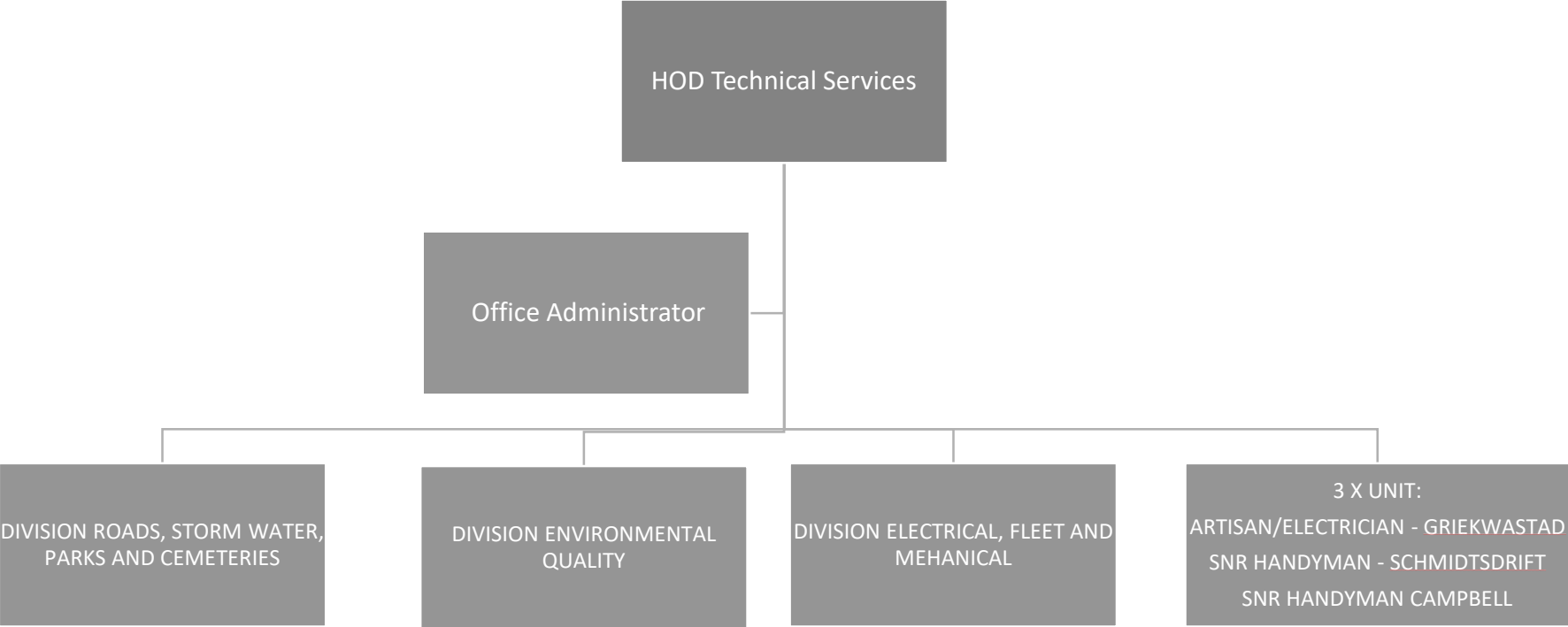


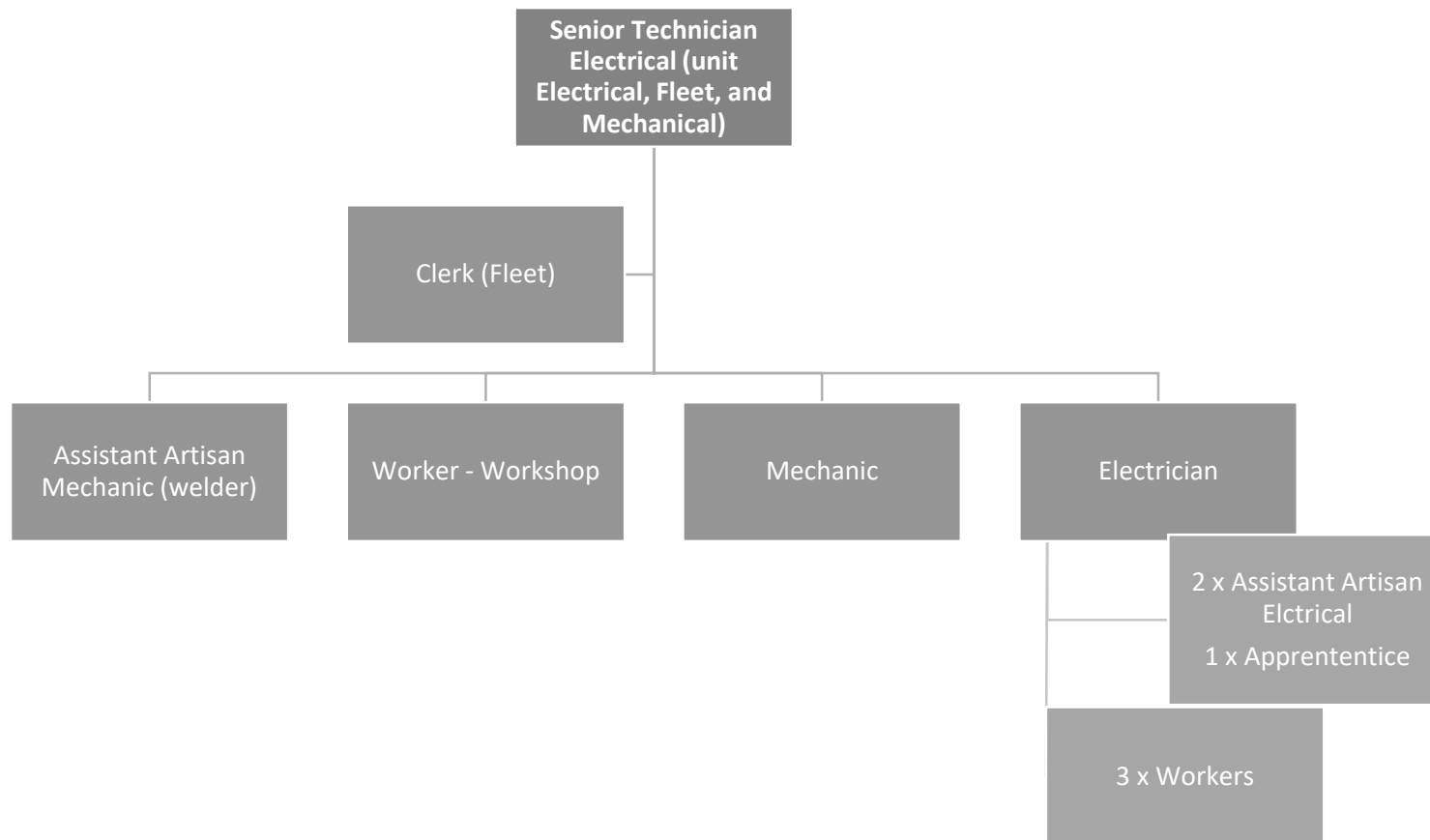
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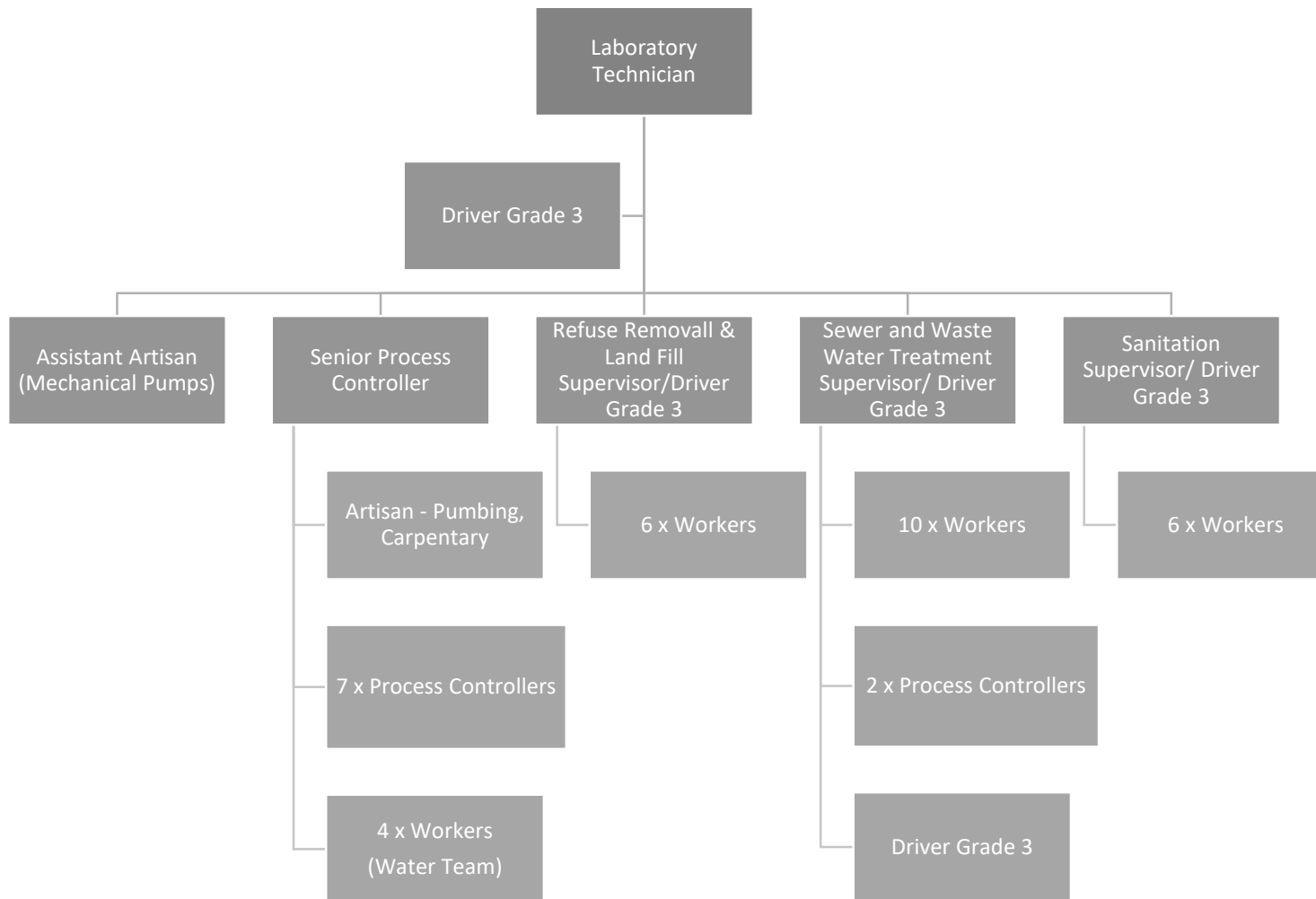


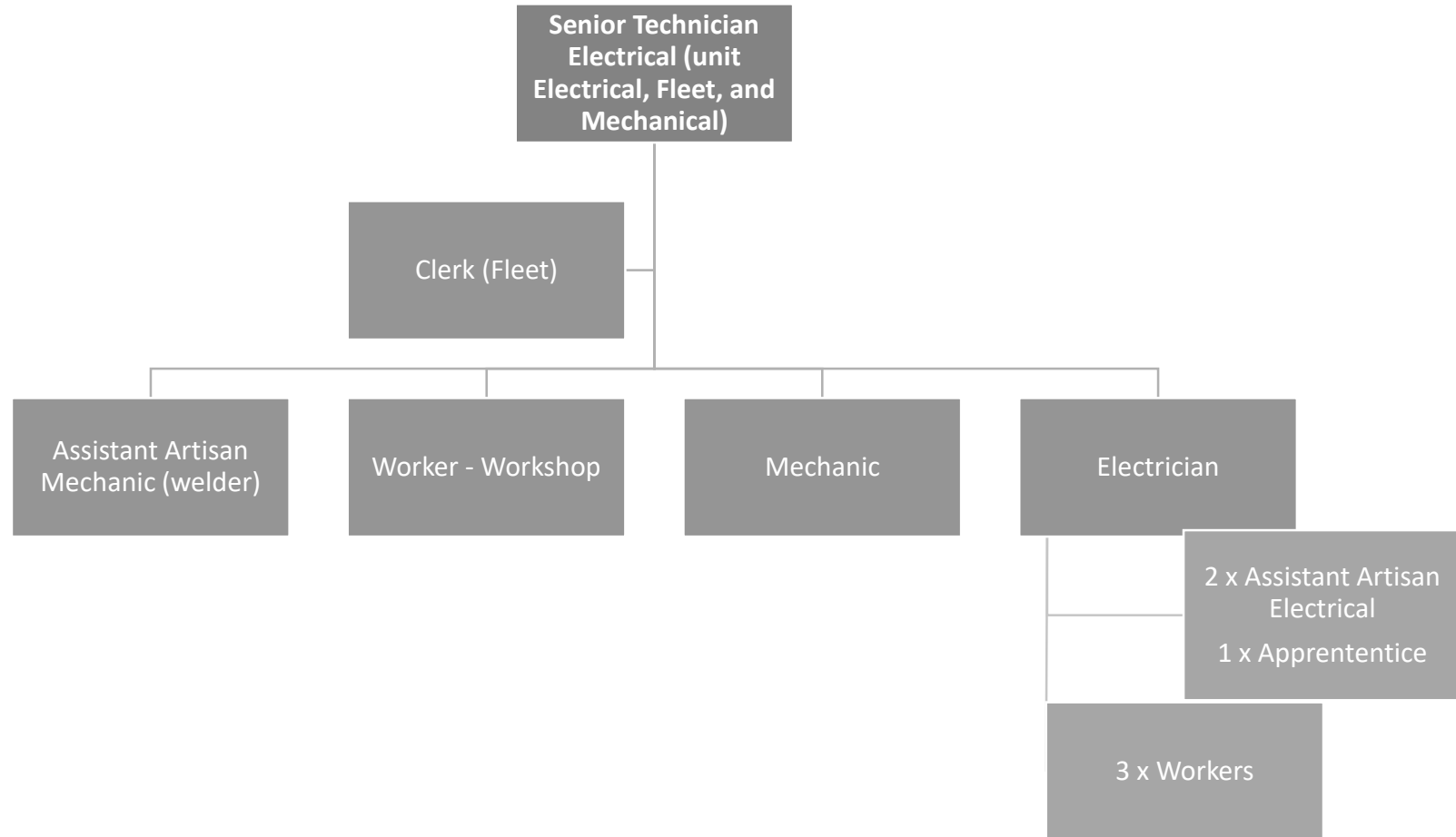


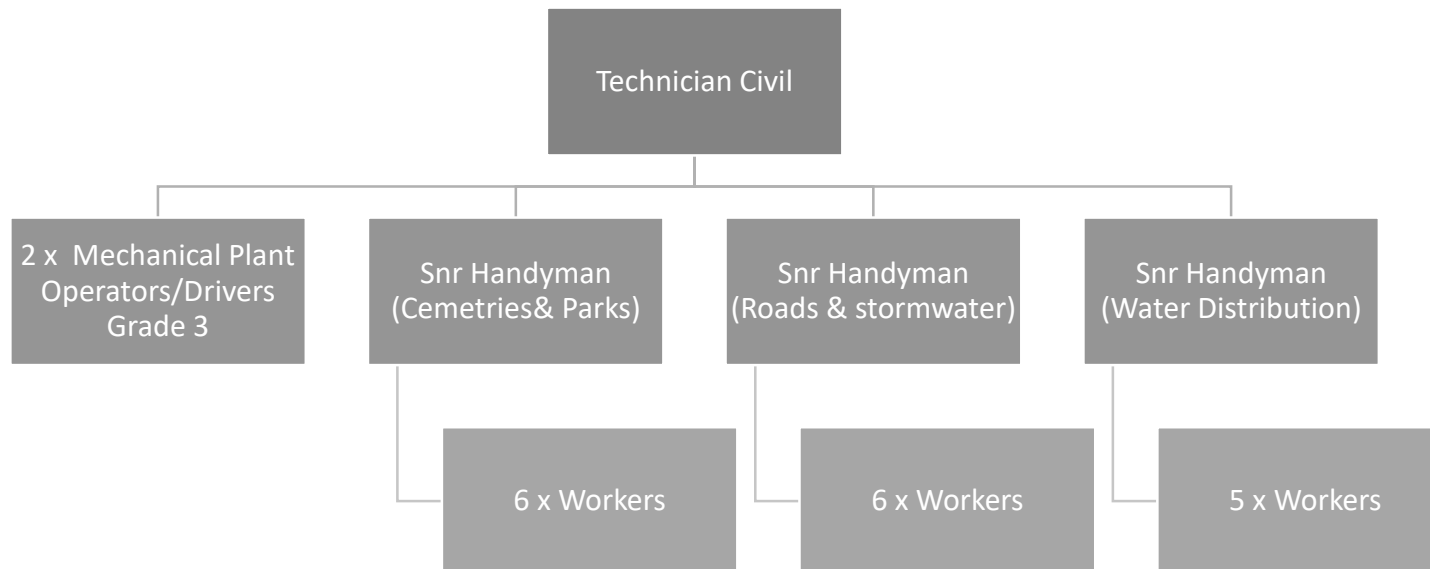
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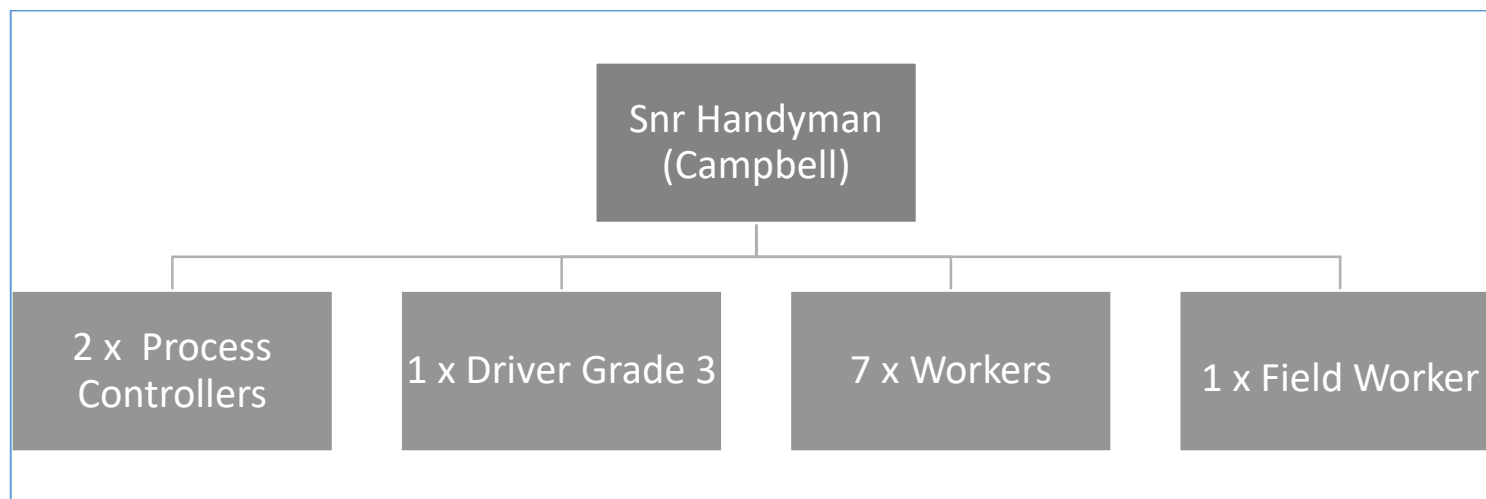
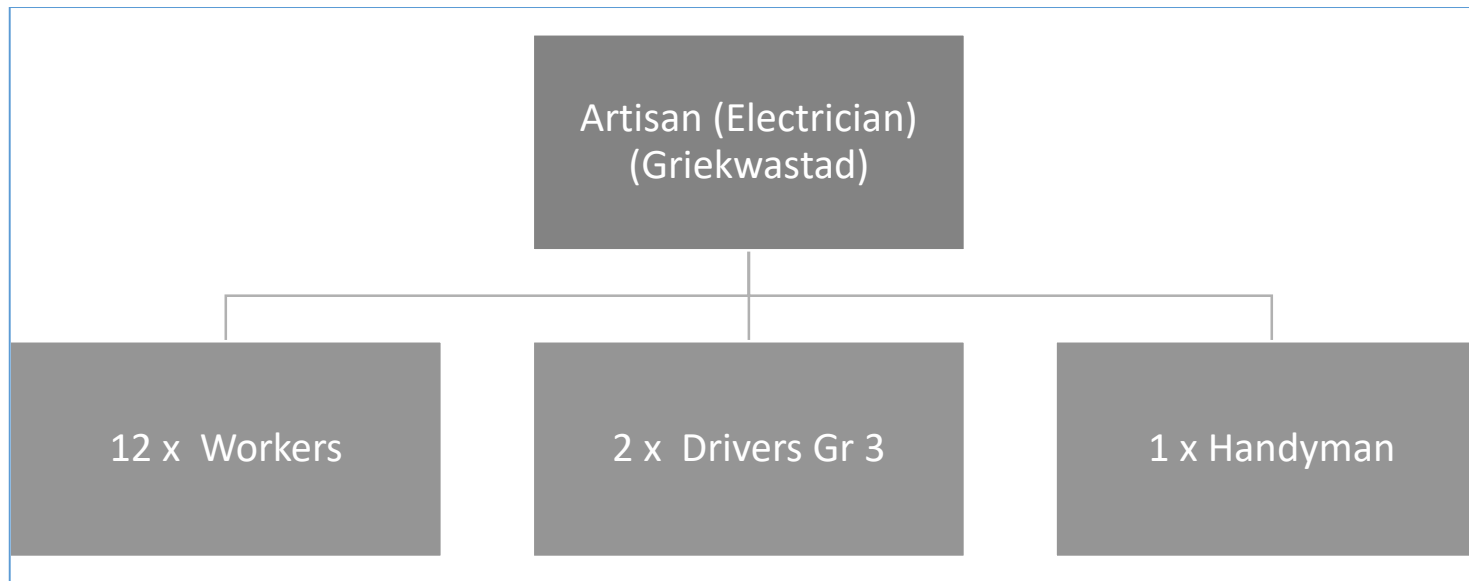


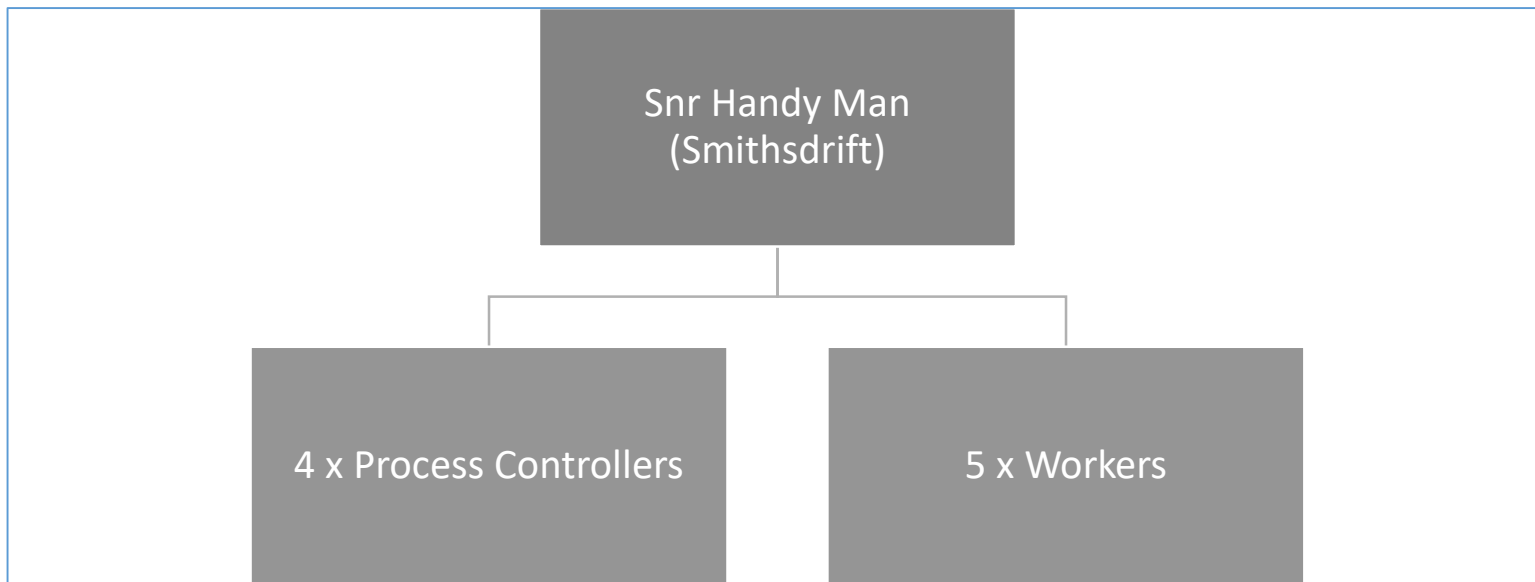












CHAPTER 5: PROJECTS

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.

3 Funded Project list for 2025/26

No.	Project Description	Estimated Project Value	Funding Body	Project Duration	Phase /Stage
1.	Construction of internal services in Campbell	R 75 mil.	WSIG	24onths	Planning
2.	Campbell Bulk Water Supply Scheme: Water Services Planning Studies	R 6 mil.	WSIG	18 months	Planning
3.	Construction of a Clinic (Schmidtsdrift)	R49 mil.	DOH	TBD	Designs
4.	Upgrading of Sport and Recreation facilities (Campbell)	R16 mil.	MIG	12 months	Registered Designs
5.	Breipaal 100 (Houses)	R12 mil.	COGHSTA	TBD	Construction
6.	Breipaal 50 (Houses)		COGHSTA	TBD	Construction
7.	Anderson Primary School (Griekwastad)	R42 mil.	DBSA	TBD	Construction
8.	Refurbishment of Griekwastad WWTW	R16,8mil	MIG	12 months	Planning

Table 30: Funded Project list for 2025/26. Source: Siyancuma Municipality

5.4 Division of Revenue Bill Allocations (2025/26 MTEF)

Grant Discription	Budget Figures 2025/2026	Budget 2026/2027	Budget 2027/2028
Equitable Share	R 68 310 000,00	R 70 453 000,00	R 73 626 000,00
FMG	R 3 000 000,00	R 3 000 000,00	R 3 000 000,00
Library	R 1 536 000,00	R 1 651 000,00	R -
MIG	R 19 287 000,00	R 20 608 000,00	R 21 375 000,00
INEP	R -	R 5 000 000,00	R 5 226 000,00
EPWP	R 1 303 000,00	R -	R -
WSIG	R 45 000 000,00	R 12 000 000,00	R 13 350 000,00
Total	R 138 436 000,00	-R 112 712 000,00	-R 116 577 000,00
Breakdown			
MIG	R 19 287 000,00	R 20 608 000,00	R 21 375 000,00
Campbell sports facilitiy	R 11 000 000,00		
Refurshmentt of Griekwastad WWTW	R 8 287 000,00		
WSIG	R 45 000 000,00	R 12 000 000,00	R 13 350 000,00
Campbell internal services and toilet structures	41 000 000,00		
Campbell Bulk water Supply Scheme: Planning & Studies	4 000 000,00		

Table 31: DoRA Allocations & Preparation of the Budget for the 2025/ 2026 MTEF. Source: Northern Cape Provincial Treasury (2025)

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.

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 2025/26.

7.2 Invitation for Comments

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

Selected national and provincial departments were 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 were 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 were also given the opportunity to comment on the contents of the IDP, should they be directly affected.

7.2 Adoption

After all the comments were incorporated in the IDP document, the Council approved the FINAL IDP document **on 30 May 2025**. 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).