



IDP 2022-2027 Review 2026-2027

Adopted 29 May 2026

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MAYORS FOREWORD

I am honoured to introduce the IDP review for 2026/27. The IDP contains the programmes and targets that Council wishes to obtain in its 5-year term. Communities have expressed their needs through village ward meetings and the five-year ward plans.

The implementation and success of the IDP relies on strong and constant interactive partnerships with sector departments, private business and traditional leaders. The financial viability of the Municipality is dependent on improving the tax base of the Municipality and improving current collection rates. However, the continuing depressed economic climate has resulted in many households struggling to meet their required financial needs. It is therefore important that municipal services are not only affordable but that they are financially sustainable.

Rising unemployment means that Council's infrastructure and service delivery must be geared towards creating an environment which will assist the economy to grow and flourish. It must also be sustainable and affordable.

Cllr V. Stokwe – Mayor



CHAPTER ONE: ENVIRONMENTAL ANALYSIS

1. Spatial Characteristics of the area

1.1. Introduction

Senqu Municipality is a Category B Municipality under the Joe Gqabi District Municipality in the Eastern Cape. It borders with the Kingdom of Lesotho in the north, Free State and Walter Sisulu Municipality in the west, Emalahleni and Sakhisizwe Municipalities in the south and Elundini Municipality in the east.

It covers an area of 7329km². with 179 villages and 3 major urban centres viz Lady Grey, Barkly East and Sterkspruit (Senqu HSP 2020) and is divided into 17 wards. It contains the 3 minor urban hamlets of Rossouw, Rhodes & Herschel.

The Municipality has a mainly rural population who live in villages. The traditional rural landscape is changing with increased urbanisation and less time and money being spent on a subsistence farming lifestyle. Villages are increasingly growing towards former urban areas such as Sterkspruit and Hershel.

1.2. Soil, land, and vegetation types

1.2.1 Vegetation types

Vegetation can be considered as the group of plants forming part of the plant cover of a geographic area. It is apparent that the area is mostly covered in grassland. The SLM area has the following vegetation types: 1. Basotho Montano Shrubland 2. Bessernkaree Koppies Grassland 3. The Drakensberg Foothill Moist Grassland 4. Senqu Montana Shrubland 5. Southern Drakensberg Highland Grassland 6. Stormberg Plateau Grassland 7. The Tsomo Grassland 8. Zastron Moist Grassland (SDF,2022:128).

The Drakensburg Grassland bioregion dominates the municipality, with specific emphasis in the eastern, southern and central regions. The Mesic Highveld Grassland bioregion is the second most dominant one, being highly exposed in the northern and western sections of the municipality. The biome is also comprised of 10 vegetation types. The municipality is mostly covered with the Southern Drakensberg Highland Grassland with a size of 2363.695 km² (32.25%) (SANBI, 2023) (Draft EMF, 2025:72).

1.2.2. Land cover, usage, and composition

Senqu Municipality has limited land available for intensive agricultural practices due to the poor soils and lack of depth. Total cultivation is 47 319,21 ha with dry land cultivation forming most of the cultivated use in the area. In total the area under cultivation is 47 319.21 ha. This is divided into dry land under commercial production of 18 178. 39 ha with commercial irrigated land of 3 866, 57 ha. semi commercial use i.e., commonages have 25 274,25 ha (Information supplied by the Department of Agriculture). This is why livestock production is the main agricultural activity in the Municipality.

The following can be noted in terms of land coverage and its capability:

- The majority of the municipal area is unimproved grassland (75.6%), with only 6.6% of the area used for cultivation purposes.
- Approximately 13% of the surface area is classified as degraded which essentially means that it has previously been subjected to poor land use and management practices such as overgrazing or inappropriate cultivation methods.
- Only 1.1% of the surface area is developed as built areas, including the urban areas of Sterkspruit, Lady Grey and Barkly East, as well as the rural settlements.

A large portion of the arable land is in the north. The Sterkspruit settlements and other rural settlements in the north have taken advantage of this arable land which is why one can see a notably high population density in these areas. Rossouw also has a notable amount of arable land. (SDF,2022:140).

1.2.3. Soil and geology

The municipality is characterized by mainly mountainous terrain composed of younger deposits of the Karoo Supergroup. These deposits are mainly the 260.4-million-year-old Beaufort Group, the 230-million-year-old Stormberg Group (Molteno, Elliot and Clarens Formations), and the 182-million-year-old Drakensberg Group (Council for Geosciences, 2022; Moyikwa and van Ryneveld, 2023) (Draft EMF, 2025:68).

The presence of dolerite intrusions is also common in the region, They often form ridges and higher ground, which are more resistant to erosion (Department of Agriculture, Land Reform and Rural Development. The area is also comprised of mudstone and sandstone of the Elliot Formation. The mudstone weathers rapidly through disintegration on exposure whilst sandstone is also erodible. The nature of the underlying geology results in many rock falls and mass movements. This requires monitoring and mitigation measures especially along cuttings on the R 58 (EMP, 2026:69).

The municipality exhibits a variety of soil types due to its diverse topography and underlying geology. The region's soils are primarily influenced by geological formations such as sandstone, shale, and basalt (Maponya et al., 2023). These soils types are subdivided into loam mountain, sandy soils, clayey, and

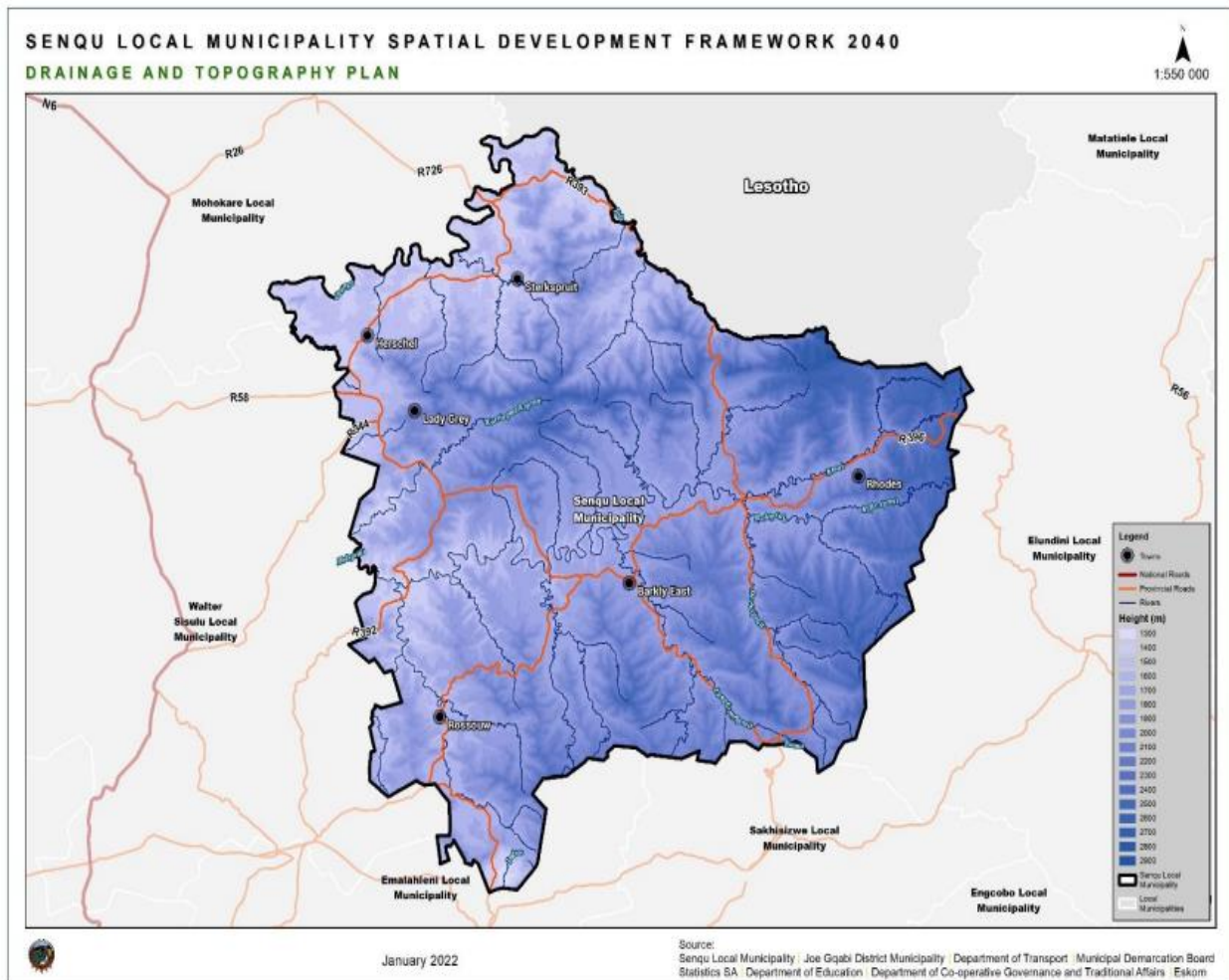
alluvium soils (Eastern Cape Biodiversity Conservation Plan, 2017). Loam mountain soils are found in high-altitude areas. These soils are generally shallow, rocky, and less fertile and are classified as lithosols (Food and Agriculture Organisation). These soils have a thin layer of topsoil over bedrock, with low organic content and are prone to erosion due to the steep slopes and harsh climatic conditions (Nell and van Huyssteen, 2014). This makes them less suitable for agricultural activities and other forms of development.

Sandy soils are often derived from sandstone and are prevalent in parts of the municipality (Maponya et al., 2023). These soils are typically well-drained but have low nutrient content and organic matter, which limits their agricultural productivity without significant soil management (Parwada and Van Tol, 2017). They are mostly found in the lower-lying areas and valley floors, where they support grazing and some crop production. Clayey soils in Senqu are heavier, retaining more nutrients and water and are also prone to compaction and waterlogging, which can hinder agricultural use, especially during the rainy season (Parwada and Van Tol, 2017). These soils are common in river valleys and lower slopes, where they are used for more intensive agriculture.

Alluvial soils are the most fertile in the municipality, formed from river deposits rich in nutrients and organic matter (Eastern Cape Provincial Government, 2021; Maponya et al., 2023). These soils have a loamy texture and are well-drained, supporting a wide range of crops (Miller and Juilleret, 2020). They are primarily found along the banks of the Senqu River and its tributaries, making them valuable for agricultural use (EMP, 2026:70).

1.2.4 Topography

The Municipality is mountainous with the height above sea level increasing from the west to the east. The highest mountain ranges are found in the east and north. The highest point is Ben MacDhui at 3001m (JGDM Environmental Plan, 2011). Slopes are extremely steep – at more than 1:8 which is why erosion caused by rainfall runoff, remains one of the primary environmental concerns in the Municipality (JGDM Environmental Plan, 2011).



Source: SDF 2022

1.3. Climate

The Municipality has different temperatures ranges. The coldest part is in the East, as it is the highest above sea level. The hottest parts are in the plains around Lady Grey. Temperature fluctuations are extreme with variations of between 42°C in summer and - 16°C in winter. In winter, the minimum temperature can vary between 20°C and -7°C. There is an annual average of 150 days of frost (JGDM Environmental Plan,2011), which results in a short and unreliable growing season. Due to the temperature fluctuations, temperature inversions are often seen in winter formed by the smoke of residential fires.

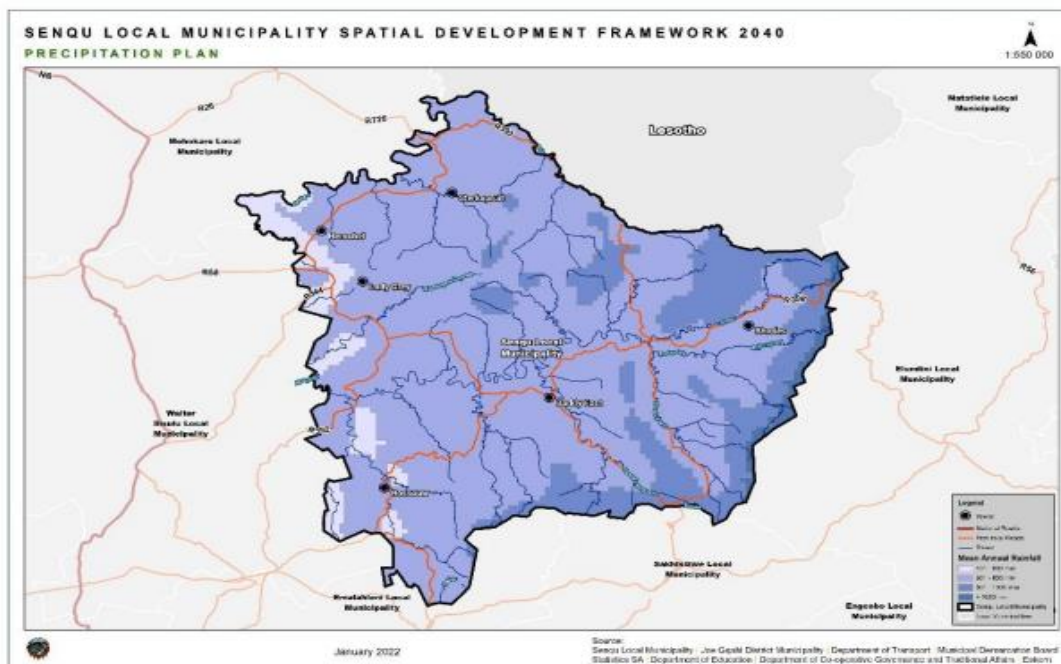
Rainfall varies from between 1000mm to 1400mm of rainfall per annum in the East, to about 600mm in the lower lying Western and Southern areas. Rainfall is highest, where the land elevation is high and decreases as the elevation decreases. 500 mm of rain per annum is regarded as the minimum amount of rain required for sustainable crop production. Rainfall tends to come from thunderstorms and in sudden downpours. This results in flash floods and rock debris which blocks roads and bridges. Softer and all-day rainfall does occur but it is not as common as quick hard downpours.

Hailstorms occur due to the mountainous terrain which creates ideal conditions for the formulation of hail. The area also receives water from the snow that falls in the mountains. If the winter snowfall is insignificant, the Municipality is severely affected by drought in the summer as there are insufficient water storage facilities for towns. This results in the District Municipality having to cart drinking water to communities.

Wind speed is difficult to determine as the area has tended to fall outside traditional measured areas. A study done in 2017 determined that annual wind speeds are decreasing throughout the country and in the Municipality. Mean wind speeds are increasing in winter and autumn and decreasing in summer and spring. In the study, the area with the highest mean inter annual variance is Komani which has a similar climate to some parts of the Municipality. (SAJS, 2017:4-6). Wind speed changes rapidly in the mountainous areas with eddies and swirling winds occurring against slope faces. This makes it difficult to control veld fires.

1.4. Water sources

The Municipality falls in the Orange River catchment area. It has 3 major rivers viz, the Orange River, Kraai River and Bell River. The Orange River is the main river in the water management area and is the largest and longest river in South Africa (DWAF, 2009). The Grysopspruit, Holspruit, and Knoffelspruit River are tributaries that confluence mainstream channels (e.g., Kraai and Orange River) of the municipality at the periphery of the municipal area (EMP, 2026: 88). The Map below indicates the major rivers from the SDF ,2022.



Senqu's main towns are served from dams such as the Barkly East dam and Lady Grey dam. Lady Grey is also served from 14 boreholes. Sterkspruit is served by Jozana dam. Rhodes and Rossouw draw water from

boreholes. The communal areas are serviced with water from perennial rivers such as the Orange and Kraai. Villages and farms also make use of springs. The threat of drought is constant as there is no water source or dam that is large enough to meet the growing demand for treated potable water. Loadshedding exacerbates the problem as pumps can't function to ensure that water reaches the higher lying areas.

The water quality for surface water in the municipality is not in good condition, recent assessments by DWS shows an exceed of recommended limits for parameters such as nitrate, phosphate, dissolved oxygen and E.coli. The state of the rivers and streams in the municipality are largely affected by agricultural runoff and wastewater discharges. Based on the status of the rivers and streams, the municipality requires water management strategies to address the water quality issues in the municipality (EMP, 2026).

Boreholes or springs are a primary source for areas that do not have access to surface water resources and used during droughts in urban areas. Several villages in Sterkspruit use groundwater (EMP, 2026). The district municipality has no data for yields and quality data for boreholes (Joe Gqabi DM Water Services Development Plan, 2022/2023).

1.5 Biodiversity

The municipality is rich in biodiversity with numerous endemic species of flora and fauna, including important bird areas and wetlands (Eastern Cape Biodiversity Conservation Plan (ECBCP), 2017; Eastern Cape Provincial Government, 2021). The Eastern Cape Biodiversity Conservation Plan (ECBCP, 2017) highlights that the region includes grasslands with species such as *Themeda triandra* (red grass), which is common in the high-altitude areas. Additionally, the area supports several medicinal plants used by local communities, including *Pelargonium sidoides* and *Aloe ferox*.

The Drakensberg Mountains serve as a habitat for various bird species, mammals, and amphibians. The region is particularly important for birdlife, with several species of conservation concern present (ECBCP, 2017), including the endangered Bearded Vulture (*Gypaetus barbatus*) and the Cape Vulture (*Gyps coprotheres*). These species rely on the mountainous terrain for nesting and foraging. Mammals in the area include species such as the Mountain Reedbuck (*Redunca fulvorufula*), Grey Rhebok (*Pelea capreolus*), and various small carnivores. The presence of rivers and wetlands in the region also supports amphibian species like the Drakensberg Frog (*Strongylopus hymenopus*), which is endemic to the area. Protected areas include nature reserves and conservation zones that require careful management (EMP, 2026).

2. Environmental Opportunities

2.1. Competitive Advantages

Senqu Municipality has some of the most beautiful scenery in South Africa. It has most of the highest mountain passes in the country. This attracts self-drives by 4 x 4 enthusiasts. It has 7 of the highest gravel road passes in South Africa.

Many paleontological species are being discovered in the area with many dinosaur skeletons, especially around Qhimerha as well as rock art. Qhimerha's potential is being studied as a heritage site. DEDEA are assisting the Municipality to try and have the area declared as a natural heritage site. ECHPRA have funded a draft feasibility study in the area. JGDM has also set aside funding for a container to house some museum specimens. Dinosaur remains have also been found near Lady Grey and Barkly East.

The area has many springs which can be utilised for bottled water. Some bottled water is occurring around Barkly East. Some dams have been stocked with trout which attracts fly fishermen. Rivers were stocked in the past with trout, which allows for the holding of trout fishing competitions and for recreational fishing.

Hunting packages exist for mountain rhebok and blesbuck as well as francolin and partridge. Some tourism enterprises offer other hunting packages.

Lastly the snow which falls annually in the area attracts many visitors to the region as it is not a common phenomena in Africa.

2.2. Comparative advantage

The rugged terrain is utilised for adventure and agricultural tourism such as the K-Way Skyrin in November. Other sports are trail running, extreme motorbike events, hiking, cycling and horse riding. The numerous sandstone outcrops can be utilised for building bricks or paving stones. There is a lot of fine river sand for building purposes, but its usage must be monitored as illegal sand mining. Reed grass can be used for thatching and wild rose briars for making rose hip tea.

The high amount of wind and solar energy can be utilised for greener energy alternatives such as wind and solar energy (JGDM Environmental Management Plan, 2011). However, these alternatives require further study and mapping. Currently the ESKOM Grid in the area is underutilised due to lack of large-scale factory production in the area and therefore it does not make economic sense for ESKOM to purchase spare electricity. However, the changes which allow for Municipalities to purchase electricity from independent producers, means that the feasibility for green energy production is improving.

The area contains many bird species and a vulture restaurant near Lady Grey. There are many species of unique alpine plants such as one species of red-hot poker which does not grow anywhere else.

3. Environmental Challenges and risks

- Alien vegetation. The Municipality struggles with crack willow along its river courses which sucks up litres of water. The District Municipality runs programmes like working with water to eradicate it in the Longkloof.
- Firewood collection. Persons collect firewood and indiscriminately break down trees.
- The location of dipping tanks. Many dipping tanks are located near streams which can poison water supplies.
- Borrow pits which are not adequately rehabilitated and mined without the necessary permits.
- Incorrect placing of drainage culverts which can add to gulley erosion.
- The proximity of wastewater treatment works at both Lady Grey and Barkly East to rivers, poses a risk as they could be susceptible to potential flood damage.
- The registration and management of solid waste disposal sites and limited recycling facilities and programmes. This situation is changing with the building of new solid waste sites (SWS) in most urban areas.
- Illegal dumping of waste.
- Increased sedimentation and entrophication and pollution of water sources.
- Increased invasion by alien and undesirable species like Slangbos and blue bush near Lady Grey.
- Limited protection of environmental sensitive areas, especially vleis, wetlands and springs.
- Poor and crumbling sanitation and water infrastructure (JGDM Environmental Management Plan 2011).
- Flash flooding results in rapid runoff and accelerated donga erosion.
- Limited implementation of environmental education programmes on waste reduction, recycling, water source protection and reduction of water usage.
- Limited capacity of both human and financial resources to undertake and develop climate change and air quality management plans and strategies.
- Overgrazing, poor agricultural practices, and deforestation contribute to the loss of topsoil, which not only reduces agricultural productivity but also leads to siltation of rivers and dams (Nde et al., 2019; Senqu Local Municipality, 2023). This erosion is especially severe in the mountainous areas, where the removal of vegetation cover accelerates the degradation process (Nde et al., 2019; Eastern Cape Provincial Government, 2021; Senqu Local Municipality, 2023).
- The municipality is rich in biodiversity but currently facing habitat degradation. The key pressures that contribute to loss of biodiversity or habitat degradation are overgrazing, agricultural expansion and infrastructure development.
- The water quality for surface water in the municipality is not good. Recent assessments by DWS shows an exceed of recommended limits for parameters such as nitrate, phosphate, dissolved oxygen and E.coli.
- Land invasions due to a demand for land in the municipal area lead to the loss of agricultural land.

- The municipality has five landfill sites with only three that are licensed. The municipality is facing a problem of medical waste being dumped illegally in landfill sites, as there is no facility to drop of hazardous waste.
- Undocumented heritage sites are being vandalised or polluted
- The state of the bulk services infrastructure in the municipality, such as dams, wastewater treatment works, dams, waste disposal sites and major roads, are not good. Most of the major roads in the municipality are in bad condition, and the municipality has a backlog in maintenance. The state of wastewater treatment works is a major challenge and waste disposal sites are not operating optimally and contributes to environmental pollution.
- Overgrazing, poor agricultural practices, and deforestation also contribute to the loss of topsoil, which not only reduces agricultural productivity but also leads to siltation of rivers and dams (Nde et al., 2019; Senqu Local Municipality, 2023). This erosion is especially severe in the mountainous areas, where the removal of vegetation cover accelerates the degradation process (Nde et al., 2019; Eastern Cape Provincial Government, 2021; Senqu Local Municipality, 2023).
- Informal settlements pose environmental pressure, particularly through land degradation, habitat loss, water pollution, and biodiversity threats (Mtsamayi and van Niekerk, 2022).
- Climate change has increasingly impacted the municipality, with erratic in rainfall patterns, increased frequency of extreme weather events, and rising temperatures (Eastern Cape Provincial Government, 2021).
- Land degradation is a hazard in areas where communities are dependent on their natural environment. Activities causing degradation are the greatest threat to grasslands such as overgrazing and inappropriate burning regimes. Land degradation leads to soil erosion and loss in plant cover. Overgrazing results in the depletion of species diversity, which in turn reduces the number of suitable habitats to maintain fauna diversity. Unsuitable agricultural practices, such as increasing irrigation in areas of poor soils and cash crop cultivation in marginal areas is another threat to biodiversity in the Municipality.
- The greatest threat to wetlands is grazing, trampling and inappropriate fire burning regimes. In rivers, poor water catchment area management practices are also significant threats. Water from wetlands is relied upon in areas where no additional irrigation is supplied for cultivation (SDF,2022:133).

4. Protection of Natural Assets and IEP Programmes

Whilst the Municipality is blessed with some of the most beautiful alpine scenery, which is one of the prime attraction factors for its tourism industry, very little is done to protect the environment. It lies in the hands of individual landowners to conserve this fragile environment. ECPTA have started a biodiversity and stewardship programme to address this issue. Many farmers in the New England area have signed up for the programme.

South African National Parks (SANParks), in partnership with World Wide-Fund for Nature South Africa (WWF-SA) and a range of national, provincial and local government (including the Joe Gqabi District Municipality and Senqu and Elundini Local Municipalities) and non-government partners, is undertaking the establishment of a new national park in the Grassland Biome, in the Eastern Cape Province through its declaration in terms of the National Environmental Management: Protected Areas Act, No. 57 of 2003. The model that is being considered for the establishment of the national park is novel, in that it is based on a combination of land purchase, the declaration of state land, the declaration of state-owned communal land and the declaration of private land. A priority footprint for the establishment of the national park has been spatially determined, in Senqu and Elundini Local Municipalities, based on the importance of biodiversity in the region and the presence of a nationally important strategic water source area. This footprint is intended to guide efforts to establish the national park but is not considered definitive, as it will not include the entire area and may include areas outside of it that have valuable biodiversity and other ecological values. The overall project objective is to establish an ecologically, economically and socially sustainable consolidated national park within the region through an innovative combination of conservation inclusion mechanisms and development options. The partners to the establishment of this new national park agree that it is likely to:

- Significantly improve the protection of the Grassland Biome in an area that has been identified as a national conservation priority in the recent National Biodiversity Assessment (2018) as well as the National Protected Area Expansion Strategy (2016).
- Protect ecological infrastructure of national significance for water security in the Eastern Cape Drakensberg Strategic Water Source Area (SWSA).
- Promote the establishment of a regional destination for adventure and cultural tourism.

It is anticipated that much of the land to be included in the national park will be privately owned and state-owned land that is being administered by traditional authorities. Furthermore, the envisaged national park is likely to largely remain a working agricultural landscape.

The Municipality has a huge quantity of sandstone which is being mined and cut into bricks for building. A large quantity of sand is constantly mined for the making of bricks. The Municipality does not fund any projects which utilises these assets without a mining permit.

The District Municipality is running projects in the area to fence off and conserve springs. In general, environmental protection of assets is stressed in the SDF and the Municipality adheres to this in the planning of new developments. The protection of environmental assets is poor due to lack of human and financial resources. Large scale education of the public is required as well as strong political will.

The Municipality is busy addressing the issue of poor management of its waste sites and is in the process of building new sites and closing non-compliant waste management sites.

The Municipality is struggling with the impact of climate change which has resulted in increased severity of events such as increased rainfall in a short amount of time which leads to mass flooding. It is looking to mitigate against climate change as well as adapting its infrastructure provision to cater for these changes. The Municipality is looking at developing partnerships to ensure that they respond adequately to the challenges identified. The Municipality has developed and adopted an environmental management plan (2026) to deal with environmental issues and form the basis for a climate change strategy. It is working with JGDM to develop a district climate change strategy and an air quality management plan.

5. The Impact of Climate Change

In 1990 South Africa was responsible for about 1.2 % of the total warming effect which placed it within the top ten contributing countries in the world. The carbon dioxide equivalent emission rate per person in South Africa is about 10 T of Carbon dioxide and above the global average of 7 T per person per year. A recent study by the Countries Studies Project predicts that climate change will cause mean temperature increases in the range of between 1 to 3 degrees centigrade by the mid-21st century with the highest increases in the most arid parts of the country.

A broad reduction of between 5 to 10 % decrease has been predicted for summer rainfall regions like Senqu. This is likely to be accompanied by an increased incidence of drought and floods with prolonged dry spells followed by intense storms. A marginal increase in early winter rainfall is predicted for the winter rainfall region. A rise in sea level is also predicted of about 0.9 m by 2100 (DEAT website 2000-2005).

Whilst there might be some debate on the effect of climate change, the health sector, maize production, plant and animal biodiversity, water resources and rangelands are areas most vulnerable to climate change.

The main effects for Senqu would be:

An increase in temperature. There will be a steady increase in temperature for both summer and winter months. Crops which start their growth cycle in the spring months will require a lot more water.

An annual increase of 1 degree centigrade will have a positive impact on annual crop net revenues for all farms except dryland (most farms in Senqu). The increase in temperature will affect crop farm net revenues negatively in the summer farming season but positively in the winter season (CEEPA, 2006 Climate change and African agriculture). An increase in temperature will have a greater impact on communal farmers as a recent study done

by CEEPA indicates that farmers with larger areas of ground will be better able to withstand the effects of climate change (CEEPA, 2006 Climate change and African agriculture). The increase in temperature will result in a decrease in snowfalls in the area. This is an important source of precipitation in the winter months.

Prolonged cold spells, often accompanied by severe frost, are becoming more frequent in Senqu Municipality due to shifts in climate patterns. These cold events have serious implications for agriculture, especially in winter months. One of the most severe cold spells occurred in July 2021, when temperatures in the region dropped below freezing for several consecutive nights. The cold snap led to widespread frost damage, particularly in high-altitude areas such as the Drakensberg foothills (South African Weather Service, 2021).

A change in precipitation. Droughts are another major threat. Water scarcity may increase in some areas. It is estimated that even without climate change, South Africa will use up most of its surface water resources within the next few decades. Climate change may also alter the magnitude, timing and distribution of storms that produce flood events. The Eastern Cape Climate Change Response strategy of 2011 shows that there will be a decrease in precipitation in the areas bordering Walter Sisulu Municipality but an increase in precipitation towards the east of the Municipality. Rainfall will also come later in the year. The impact of this on Senqu Municipality will be great. A fall in precipitation of between 2 to 8 % by 2050 and 4 to 8 % by 2100 will affect dryland farms as well as small scale farmers, as it is estimated that crop net revenues will fall by 1.7 % to 5.3 % per hectare for the whole of South Africa. The decrease in precipitation in the areas bordering the Walter Sisulu and Elundini Municipalities will find that their traditional farming practices will no longer be viable. An increase in precipitation will mean that there will be a greater impact on the environment. As has been previously mentioned, the soils in the area are highly erodible and an increase in precipitation and the strength of precipitation events means that there will be an increase in dongas caused by runoff. This decreases the amount of land available for grazing and settlement.

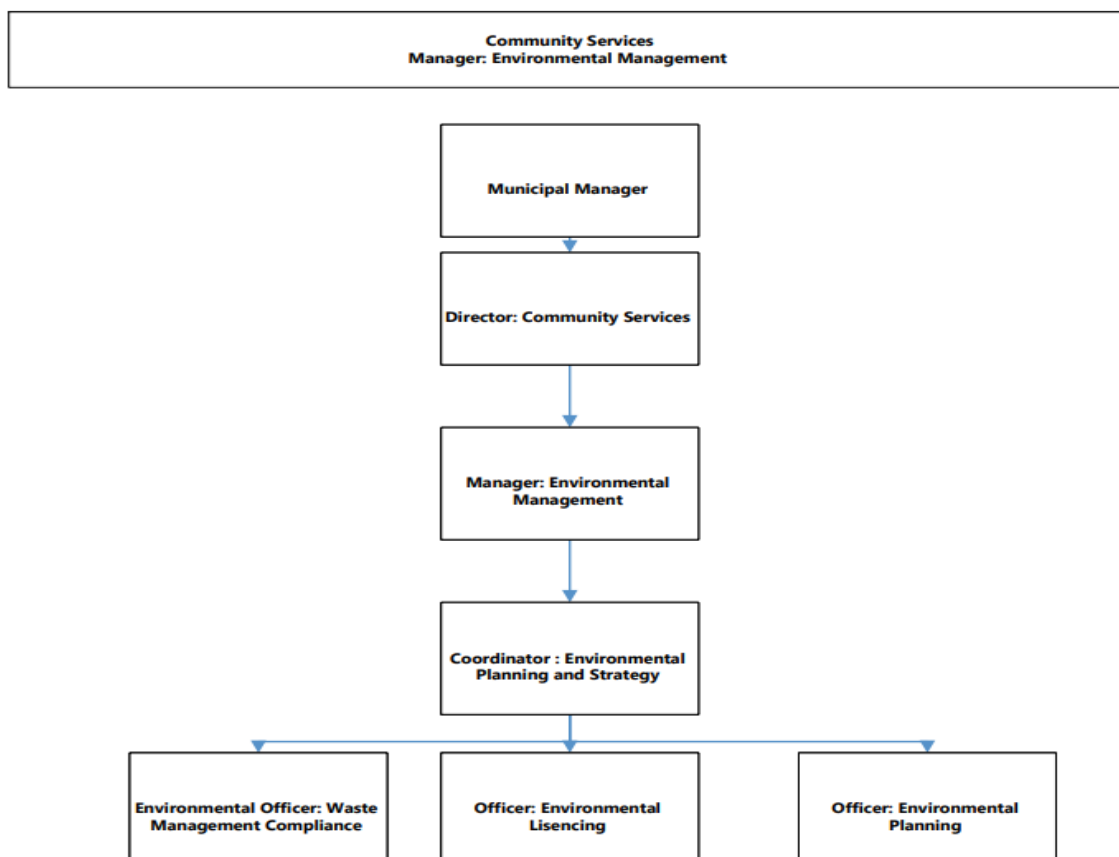
An increase in the **strength of rainfall events** will result in flash floods and storm water runoff that cause destruction to property, the environment and death of livestock and people. An increase in precipitation results in a decreased lifespan of roads and bridges as well as increased maintenance costs. Stormwater channels and bridges will need to be cleaned more regularly. Roads will experience greater runoff which results in the washing away of graveled road surfaces. One of the most significant flood events occurred in January 2020, when heavy rains led to widespread flooding in areas such as Sterkspruit and Lady Grey. The floods were the result of an unusual concentration of rainfall, with some areas receiving over 200 mm of rain in just 48 hours (South African Weather Service, 2020). According to the Department of Environmental Affairs (2023), the Eastern Cape has seen a 10% increase in extreme rainfall events over the past two decades, with Senqu Municipality being one of the most affected areas.

There will also be an **increase in the amount of rock falls** due to the instability of the ground due to wet soil. This can result in road closures, destruction of houses and properties and even death.

A decrease in wind speed. A decrease in wind speed means that there will be a change in temperature and precipitation patterns. Wind is important in precipitation, as it mixes temperature and creates conditions for the formation of thunderstorms and hail.

Veld fires are a recurring environmental hazard in Senqu Municipality, particularly during the dry and windy months of late winter and early spring. These fires are often sparked by a combination of human activity and natural factors, such as lightning strikes. One of the most destructive veld fire events occurred in August 2019, when a series of fires swept through large areas of grassland and agricultural land in the municipality (Department of Environmental Affairs, 2019). The fires burned thousands of hectares of land, destroyed livestock, and threatened rural communities. According to the National Disaster Management Centre (2020), the number of veld fires in the Eastern Cape, including Senqu Municipality, has doubled over the past decade.

An environmental unit has been adopted in the organogram but these positions have not yet been funded as the Municipality is near the Treasury threshold for staff costs.



6. Regulation of Air Quality Emissions

Agricultural activities, road dust and industries, vehicular emissions, industrial activities and particulate matter levels are air quality emissions. Particulate matter levels are slightly above the recommended limits set by the South African National Standards (SANS) and the World Health Organization (WHO). The elevated levels of particulate matter are attributed to several factors, including: • dust from unpaved roads • agricultural activities, and • occasional industrial emissions (SAAQMN, 2024). Nitrogen dioxide (NO₂) levels are relatively low compared to more industrialized regions, it still poses health risks, particularly in areas with higher traffic or near industrial sites (Department of Environmental Affairs, 2023). Sulfur dioxide (SO₂) levels are relatively low due to the limited presence of large-scale industrial activities that produce sulfur dioxide (SAAQMN, 2024). Ozone (O₃) levels in the municipality are within acceptable limits, ozone levels can fluctuate based on temperature variations and atmospheric conditions (Department of Environmental Affairs, 2023).

The regulation of emissions is detailed in the air quality bylaw. Regulation and enforcement of the bylaw is by a declared Peace Officer or a Traffic Officer.

7. Current and Future Environmental issues affecting urban areas

LADY GREY The mountains in the town have been disturbed and need proper veld management and rehabilitation. The issue of soil erosion is a major problem in this town as it also affects the Lady Grey's dam capacity. The eroding soil ends up at the dam causing it to silt up, this affects the capacity of the dam. There is an existing wetland in the town close to a golf course which needs to be protected. In terms of future developments within the town it is proposed that they are built in higher densities and housing developments should be built in areas where there is low density housing. A transport node and a commercial node is also proposed in Lady Grey. The Lady Grey dam was built in the early 90s and is inadequate for current needs. JGDM is looking for funding to increase the amount of water that can be held by the dam. The solid waste site at the area needs to be relocated as the population is increasing, the existing one will need to be rehabilitated first. (Senqu Local Municipality SDF, 2016).

STERKSPRUIT The majority of the environment in Sterkspruit is in disregard and is eroded, this is due to most of the land being used for grazing and farming. Sterkspruit has a high population density, with a large number of poor residents living close to rivers and stream, who pollute the water sources. The town currently has no irrigation scheme. (Senqu Local Municipality SDF, 2016).

BARKLY EAST The town has huge agricultural potential use, it is proposed that 249 hectares is set aside for agricultural use. The key objective of the municipality is to protect rivers and streams in the

area. The development of informal settlements destroys environmentally sensitive areas, therefore a non-developmental buffer needs to be kept around these resources. For future development in the area it is proposed that an industrial precinct be planned. One of the projects which have been identified in Barkly East is the relocation of informal settlements which encroaches on to the 32m buffer from the Langkloof river and its tributaries (Senqu Local Municipality SDF, 2016).

HERSCHEL The land in Herschel has been put under conservation, environmental protection and rehabilitation due to the high levels of soil degradation and erosion. These areas need to be fenced and access be restricted (Senqu Local Municipality SDF, 2016).

RHODES The banks of rivers and streams have been eroded and need to be protected to improve water quality. The area needs to invest in tourist facilities to attract tourists to the area. A wastewater treatment plant needs to be built in Rhodes, this will enhance service delivery in the area (Senqu Local Municipality SDF, 2016).

CHAPTER TWO: DEMOGRAPHIC ANALYSIS

1. Demographic / Population Analysis

1.1. Socio – economic indicators

Senqu Municipality had a population of 134,150 which grew to 140,720 (StatsSa, 2016) and 147 703 in 2022 (StatsSA, 2022). This makes it the most populous municipality in the Joe Gqabi district followed by Elundini (StatsSA,2022). Between 2013 and 2023 the population growth averaged 0.84% per annum which is about half than the growth rate of South Africa as a whole (1.43%) and below JGDM at 1.03 % (S&P Global, Dec 2024:10). Provincially, for the period 2011–2016 it is estimated that approximately 243,118 people will migrate from the Eastern Cape (StatsSA 2016).

Household numbers are increasing from 33,904 (2001) to 38,046 (2011) with a slight drop to 35,597 in 2016 (StatsSa,2016). In 2022, it has an estimated 48,914 households with an average size of 3 per household (StatsSA,2022). Smaller household sizes are due to urbanisation and participation in a world economy which means that the cost of large families and households are prohibitive.

In 2023, the Senqu Local Municipality comprised of 44 300 households. This equates to an average annual growth rate of 1.48% in the number of households from 2013 to 2023. With an average annual growth rate of 0.84% in the total population, the average household size in the Senqu Local Municipality is decreasing. The average household size in 2013 decreased from approximately 3.5 individuals per household to 3.3 persons per household in 2023 (S&P Global, 2024:10).

The dominant home language is isiXhosa, isiHlubi, seSotho, Afrikaans and English. The majority of isiHlubi speakers can be found around the Sterkspruit area. In terms of race, the Black African population are in the majority. Over 90 % of the population are Black African followed by Whites, who are just slightly higher than the coloured population. This has not changed over time and is a dominant trend. The Municipality must ensure that most of its communication to the public is in the relevant African languages apart from English and Afrikaans.

1.2. Rural vs. Urban Population

According to the 2001 Census, 83.5% of households are rural in nature (StatsSa,2001). Whilst it is difficult to determine this figure with any accuracy from the 2011 census, indications are that it is at least around 70 %. This dynamic is shifting with the phenomenon of urban in migration occurring in Senqu Local Municipality. The

majority of which is situated around the town of Sterkspruit (SDF, 2017). This simply means that people are moving to live in villages which are expanding towards the urban centre of Sterkspruit. The concept of a rural countryside with scattered homesteads is disappearing, to be replaced by many villages growing towards each other creating rural urbanisation.

There is also an out migration of people, both out of the rural areas to the urban areas and from JGDM to other districts. Between the period 2011-2016, the number of people living on commercial farms declined from 1,772 households to 1,157 households (StatsSa, 2011).

An inward migration from Lesotho to Tlokeng (Mt Fletcher) and Sterkspruit is also being experienced. (Joe Gqabi, WSDP 2010).

Table 1: Population distribution

SENQU LM	Population size (No of people)	Percentage of Tot Pop	Combined Urban & Rural Population (%)
Sterkspruit (Main urban area – including surrounding settlements within the urban edge (Sterkspruit LSDF 2017	11 399	8.5	23.54 (Urban)
Lady Grey (Including Transwilger & Khwezi Naledi)	7023	5.24	
Barkly East (Including Nkululeko & Fairview	9986	7.44	
Rhodes including Zakhele	696	0,52	
Rossouw	284	0.21	
Hershel	2 189	1.63	
Rural villages 179 (OTP 2015)	96 370	71.84	76.46 (Rural)
Privately owned commercial farms No: 1429	6 203	4.62	
TOTAL	134 150	100	

Source: HSP 2020

Senqu is a predominantly rural area, characterised by small settlements, limited urbanisation and subsistence agriculture. The majority (85.74%, 2001 Census) of households are rural in nature, including rural villages and farm households and the overwhelming majority (93.27%) of the local population live in the Sterkspruit sub- region. This dynamic is shifting with urban in-migration where “people are moving to live in villages which are expanding towards the urban centre of Sterkspruit. The concept of a rural countryside with scattered homesteads is disappearing.” (Senqu IDP 2011).

1.3. Gender and Age

Table 2: Population by gender 2022

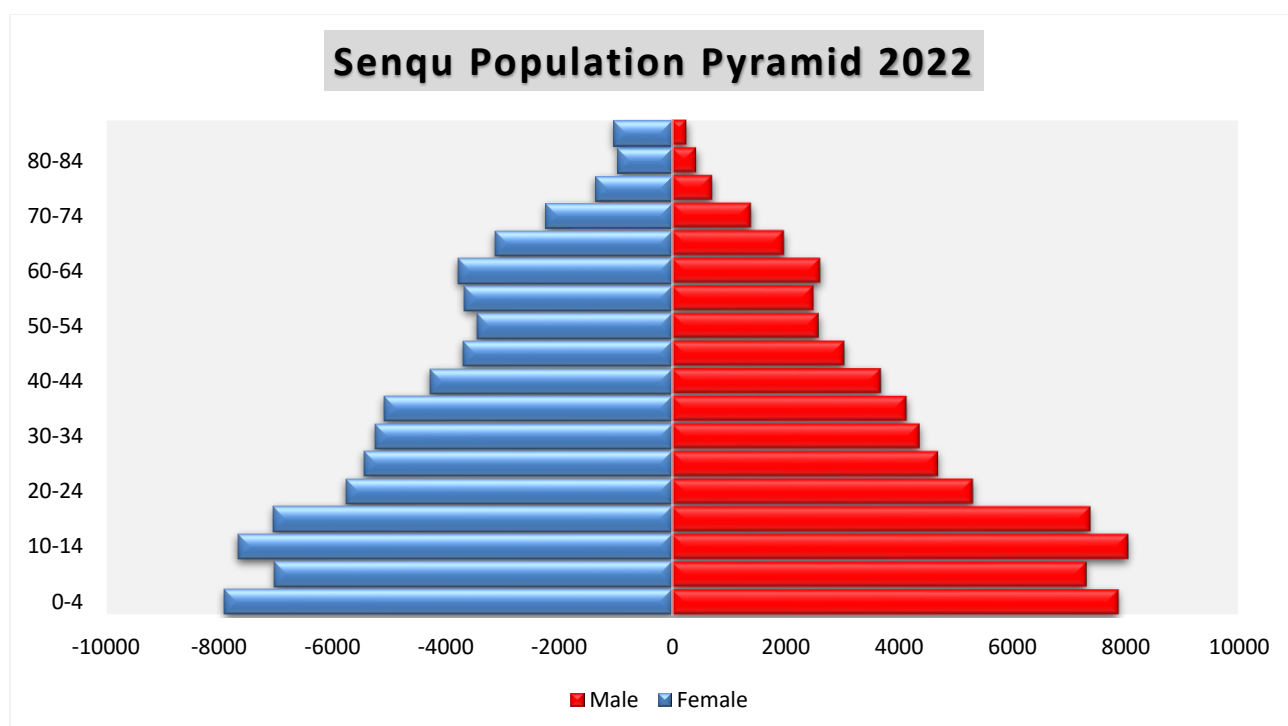
	Male %	Female %	Total
Senqu	45.5	53.5	147 703

Source: StatsSA, 2022

The male/female split in population is 86.8 males per 100 females in 2022 (StatsSA,2022). Senqu Local Municipality's male/female split in population was 82.2 males per 100 females in 2023 (S&P Global, 2024:6). The Municipality has more females than males due to the high out migration of males looking for work due to historical factors.

The population pyramid shows the population of Senqu follows the population trends of South Africa except from age 40 onwards, the older population is much less in size. However at age 60 the population trends indicate Senqu's population is living longer than that of the country as a whole.

Chart 1. Population Pyramid 2022 – StatsSA, 2022



The population pyramid above indicates that Senqu Municipality does have a young population. The anticipated growth in unemployment for the youth aged 15 to 35 is clearly indicated above as the economy has not grown to compensate for the new people entering the job market. This is borne out by new

evidence which shows rural districts having high youth unemployment and limited labour absorption Provincial Spatial Development Framework Situational analysis April 2026).

The fertility rate has decreased and the life expectancy rate has increased. The increase in population at age 0 -4 means that in the next 10 years the population will remain youthful and that the Municipality must increase its efforts to ensure that the new demand for infrastructure and employment is met.

Ward population

Ward 2022	Ward Population rounded off
Ward 1	8295.3
Ward 2	10755
Ward 3	8453.3
Ward 4	6222.3
Ward 5	4914.2
Ward 6	6939.7
Ward 7	10526.7
Ward 8	9915
Ward 9	6394.7
Ward 10	11398.9
Ward 11	9476.1
Ward 12	7187.8
Ward 13	10844
Ward 14	9937.5
Ward 15	5138
Ward 16	9796.8
Ward 17	10878.3

Source StatsSA, Census 2022

1.4. Population by population group, gender, age and households

In 2022, the Senqu Local Municipality comprised of 427 000 households. This equates to an average annual growth rate of 1.18% in the number of households from 2010 to 2022. With an average annual growth rate of 0.84% in the total population, the average household size in the Senqu Local Municipality is decreasing (S&P Global, 2023:7). The composition of the households by population group shows that Africans are the largest group (97.55%), followed by whites (0.93%) and then Coloureds and Asians (S&P Global, 2023:7).

Table 3. Population by population group, gender and age, 2022

Age	African	White	Coloured

	Female	Male	Female	Male	Female	Male
00-04	7,270	7,960	25	22	100	99
05-09	7,700	7,660	35	35	80	68
10-14	7,430	7,650	44	32	95	75
15-19	6,520	7,150	25	26	98	110
20-24	5,630	5,320	21	28	58	97
25-29	6,850	5,710	37	58	76	57
30-34	7,280	7,110	29	29	82	82
35-39	5,700	5,850	68	42	59	59
40-44	3,370	3,760	38	52	70	44
45-49	2,580	2,190	57	72	52	51
50-54	2,600	1,370	67	51	46	55
55-59	3,250	1360	48	74	6	28
60-64	3,980	1,690	26	53	17	0
65-69	2,660	1,180	56	24	13	10
70-74	1,870	986	43	26	24	22
75+	3,080	1,190	100	48	8	26
Total	77,800	68,100	719	672	884	882

Source: SA Regional eXplorer version,2023

The number of female headed households is quite high and can be ascribed to migrant and commuter labour which has resulted in many households having a woman as the head of the household and the chief breadwinner living away from the home. These impact on the type of development that may occur, especially with regards to manual labour-type employment (SDF,2011). The good news is that female headed households have dropped from 52.2 % (2001) to 50.5 % as can be seen in the table below (StatsSa, 2011). It should be noted that the number of child headed households has also dropped. However, this statistic should be treated with caution as these households tend to shy away from officialdom.

In 2023, the Senqu Local Municipality's population consisted of 97.04% African (142 000), 1.28% White (1 860), 1.26% Coloured (1 840) and 0.42% Asian (616) people. The largest share of the population is within the babies and kids (0-14 years) age category with a total number of 47 800 or 32.8% of the total population. The age category with the second largest number of people is the young working age (25-44 years) age category with a total share of 24.9%, followed by the teenagers and youth (15-24 years) age category with 24 700 people. The age category with the least number of people is the retired / old age (65 years and older) age category with only 12 600 people (S& P Global, 2024:7).

Table 4: Female headed households

Municipality	1996		2001		2011		% of female headed h/holds		
	Women headed h/hold	Total h/hold	Women headed h/hold	Total h/hold	Women headed h/hold	Total h/hold	1996	2001	2011
Joe Gqabi	38205	71084	43651	84835	47646	96645	53.7	51.5	49.3
Elundini	17675	29533	18610	33209	19418	37293	59.8	56	52.1
Senqu	15514	28018	17696	33904	19077	37754	55.4	52.2	50.5
Walter Sisulu	5016	13534	7345	17 722	8352	21608	37.06	41.44	38.65
EC Total	646164	1301964	754023	1481640	825846	1664654	49.6	50.9	49.6

Source: StatsSa 2011

Table 5: Child headed households

Municipality	1996			2001			2011		
	Children headed H/H	Total H/H	% child headed H/H	Children headed H/H	Total H/H	% child headed H/H	Children Headed H/H	Total H/H	% child headed H/H
Joe Gqabi	2214	71162	3.1	1759	84835	2.1	1176	97775	1.2
Elundini	1103	29549	3.7	781	33209	2.4	540	37854	1.4
Senqu	915	28056	3.3	804	33904	2.4	503	38046	1.3
Walter Sisulu	196	13577	0.01	173	17722	0.08	133	21875	0.06
EC Total	29900	1303287	2.3	19210	1481640	1.3	16712	1687385	1

Source: StatsSa 2011

1.5. HIV and AIDS Estimates

‘In 2023, 17 400 people in the Senqu Local Municipality were infected with HIV. This reflects an increase at an average annual rate of 1.92% since 2013, and in 2023 represented **11.97%** of the local municipality's total population. The Joe Gqabi District Municipality had an average annual growth rate of 2.19% from 2013 to 2023 in the number of people infected with HIV, which is higher than that of the Senqu Local Municipality. The number of infections in the Eastern Cape Province increased from 664,000 in 2013 to 791,000 in 2023. When looking at the South Africa as a whole it can be seen that the number of people that are infected increased from 2013 to 2023 with an average annual growth rate of 2.42% (S&P Global , Dec 2024:15)’. This increase in HIV and Aids infections is a worrying trend. It has implications for the health section, work ability as well as the type of housing required. HIV & Aids carriers must have access to good ablution and water facilities for hygiene reasons.

Communication on how to avoid contracting the disease must be evaluated and increased to ensure that the message is received and understood. The recent decline in global Aids funding from the USA might lead to increased infections.

The rise in TB infections coupled with HIV & Aids are a worry and the Municipality has developed a draft HIV/Aids & TB Strategy which will be adopted in July 2026.

1.6. Population Density and population growth rate

In 2020, with an average of 20.1 people per square kilometre, Senqu Local Municipality had a higher population density than Joe Gqabi of (15.3 people per square kilometre). Compared to Eastern Cape Province (43.6 per square kilometre) there are less people living per square kilometre in Senqu Local Municipality than in Eastern Cape Province (IHS, 2020:13). In 2023, with an average of 19.9 people per square kilometre, Senqu Local Municipality had a higher population density than Joe Gqabi (15.1 people per square kilometre). Compared to Eastern Cape Province (42.9 per square kilometre), there are less people living per square kilometre in Senqu Local Municipality than in Eastern Cape Province (S&P global, 2024:63).

Between 2012 and 2022, the population growth averaged 0.84% per annum, which is more than half of the growth rate of South Africa at 1.47%. Compared to Joe Gqabi's average annual growth rate, 1.03%, the growth rate in Senqu's population at 0.84% was slightly lower than that of the district municipality (S&P global, 2023:14). The population is projected to grow annually at 0.9% from 150,000 in 2022, to 157,000 in 2027 (S&P global, 2023:15).

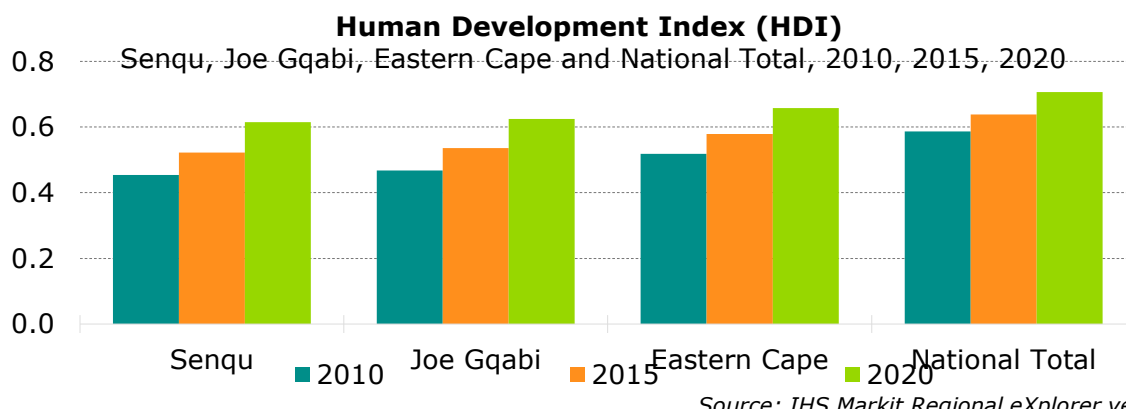
The population projection of Senqu Local Municipality shows an estimated average annual growth rate of 1.2% between 2023 and 2028. The average annual growth rate in the population over the same projection period for Joe Gqabi District Municipality, Eastern Cape Province and South Africa is 1.3%, 1.0% and 1.2% respectively (S&P Global, Dec 2024:5).

2. Development Indicators

2.1. Human Development Index (HDI)

In 2020 Senqu Local Municipality had an HDI of 0.614 compared to the Joe Gqabi with a HDI of 0.625 and 0.658 of Eastern Cape. South Africa's HDI increased at an average annual growth rate of 1.88% and this increase is lower than that of Senqu Local Municipality (3.08%) (IHS Markit, 2020). This indicates that improvements are being made.

Chart 2: HDI



In 2023 Senqu Local Municipality had an HDI of 0.585 compared to the Joe Gqabi with a HDI of 0.592, 0.615 of Eastern Cape and 0.661 of National Total as a whole. Seeing that South Africa recorded a higher HDI in 2023 when compared to Senqu Local Municipality which translates to worse human development for Senqu Local Municipality compared to South Africa. South Africa's HDI increased at an average annual growth rate of 0.60% and this increase is lower than that of Senqu Local Municipality (1.53%).(S&P Global, 2024:51)

2.2. Gini Coefficient

The Gini coefficient indicates income inequality. It varies from 0 to 1. The closer it is to 0, the less income equality there is. In 2020, the Gini coefficient in Senqu Local Municipality was at 0.579, which is an increase from 2010 (IHS, 2020). This means that there is an increase in income inequality which is a worrying development. In 2023, the Gini coefficient in Senqu Local Municipality was at 0.57, which reflects an increase in the number over the ten-year period from 2013 to 2023. The Joe Gqabi District Municipality and the Eastern Cape Province, both had a more unequal spread of income amongst their residents (at 0.58 and 0.606 respectively) when compared to Senqu Local Municipality (S&P Global, 2024:52).

2.3. Poverty Gap

The poverty gap rate in Senqu Local Municipality amounted to 32.1% in 2020. In 2020, the poverty gap rate was 32.1% which increased from 2010 poverty gap rate of 31.8% (IHS Markit 2020). It is estimated that the poverty gap rate in Senqu Local Municipality amounted to 32.0% in 2023 - the rate needed to bring all poor households up to the poverty line and out of poverty (S&P global, 2024:55).

2.4. Education, Literacy and Skills Level

The level of education and skills levels in Senqu Municipality is low but improving. Only 10,7 % of the population has no schooling at all. It is worrying though that only 6.2% of the population has a tertiary education which in ten years, has only grown by 1 % (StatsSA,2022). Within Senqu Local Municipality, the number of people without any schooling decreased from 2013 to 2023 with an average annual rate of -6.52%, while the number of people within the 'matric only' category, increased from 10,500 to 16,200. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 4.98%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 1.37%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.(S&P Global, 2024:58). This lack of skilled workers is an impediment to economic growth as to participate in the world economy, high literacy and skills rates are required. The type of skills available in the Municipality are not linked to the type of skills required in the future economy of the world. The Municipality needs to develop partnerships which will increase the exposure of learners to computer and computer technology. The Department of Higher Education needs to relook at the courses offered at its FETs in the area.

There is only one tertiary education facility (FET College) in the Municipality in Sterkspruit which is insufficient for the requirements of the area. The number of schools have decreased to 101 in total.

No	School name	R & R Category	Location	Ward
1	Mackayskop FS	Rationalisation	Rossouw Farm	16
2	Milner FS	Rationalisation	Rossouw Farm	16
3	Amaqwati JSS	Rationalisation	Joveleni	9
4	Luvumelwano SSS	Re- alignment	Joveleni	9
5	Ntlangano JSS	Rationalisation	Boomplaas	4
6	Monwabisi PS	Rationalisation	Rietfontein	4
7	Jonas Goduka SSS	Rationalisation	Hillside	6
8	Hillside JSS	Re-alignment	Hillside	6
9	Blikana SSS	Re-alignment	Mkunyazo	4
10	Lufefe JSS	Rationalisation	Mkunyazo	4
11	Mzondeki SPS	Rationalisation	Rockcliff	5
12	Luyolo SPS	Rationalisation	Pelandaba	5
13	Masakhane SSS	Re-alignment	Mbobo	1
14	Qhemegha JSS	Re-alignment	Qhemegha	1
15	Nxasana PS	Rationalisation	Mfinci	1
16	Ndingishe JSS	Re-alignment	Ndingishe	2
17	St Michaels JSS	Re-alignment	Dulcies Neck	2
18	St Theresa SSS	Re-alignment	Kwa Gcina	2
19	Kwa Gcina	Re-alignment	Kwa Gcina	2
20	Dangershoek JSS	Re-alignment	Dangershoek	4
21	Mabele JSS	Re-alignment	Mabele	4
22	Makumsha JSS	Re-alignment	Makhumsha	4

No	School name	R & R Category	Location	Ward
23	Kwabo JSS	Re-alignment	Bebeza	4
24	Sivumelene SSS	Re-alignment	Bebeza	4
25	Mahedi JSS	Re-alignment	Palmietfontein	3
26	Sitoromo JSS	Re-alignment	Sitoromo	2
27	Tlokweng SSS	Re-alignment	Palmietfontein	3
28	Hershel Village JSS	Rationalisation	Hershel	13
29	Mehlomakulu SSS	Re-alignment	Hershel	13
30	Hlomendlini JSS	Rationalisation	Hlomendlini	12
31	Diphana SPS	Rationalisation	Diphana	13

Table 6. Highest level of education 15+ ,2022

	2021	2011
No schooling 20 yrs+ %	10.7 %	14.5 %
Higher education 20 yrs+ %	6.2 %	5.3 %
Educational attendance 5-24 yrs	78.7%	

Source: StatSA,2022

The high dropout rate of learners between Grade 1 and 12 is worrying. The latest matric results revealed that a high percentage of learners never reach Grade 12. Overall, the matric pass rate has increased in the Eastern Cape for 2023 to 81.4% (News24,19 Jan,2024).

The Municipality struggles with early childcare facilities as most of the facilities are overcrowded and do not meet legislative requirements in terms of municipal health regulations structures to norms and standards of EH Policies and the Children's Act (infrastructure and programmes implemented). This threatens funding allocation to ECDs of the District. In addition, inaccessibility of services to vulnerable children at 0-5 years due to limited budget allocation as some wards do not have Early Childhood Development Centres. Some ECD's also do not adhere to funding conditions required from them as an NPO. Hopefully now that ECDC's are being taken over by the Department of Education, issues may be resolved. There are 101 ECDC's of which 56 have been funded by the Department of Social Development. The unfunded ECDC are not registered.

The Department of education suffers from the following issues:

- The department / district is facing unavailability of water
- Poor gravel roads (Schools).
- Poor signal and impossible connectivity.
- No maintenance of sport fields to schools.
- During rainy days learners are not going to school due to poor infrastructure of bridges to cross.

- Unfinished water and sanitation and school building projects

2.5.Crime

Crime is high in the municipality especially with stock theft. Cross border stock theft is a big problem as is violent crime and assaults on women. For the period 2010/2011 to 2020/2021 overall crime has increased at an average annual rate of 1.10% within the Senqu Local Municipality. Violent crime increased by 0.80% since 2010/2011, while property crimes increased by 3.65% between the 2010/2011 and 2020/2021 financial years (IHS Markit, 2020). For the period 2013/2014 to 2023/2024 overall crime has increased at an average annual rate of 2.23% within the Senqu Local Municipality. Violent crime increased by 2.39% since 2013/2014, while property crimes increased by 0.83% between the 2013/2014 and 2023/2024 financial years (S&P Global, 2024:66). This statistic does not show the true rates as many rural people live far from police stations and do not always report crime.

In the first quarter of 2026/27 crime decreased except for close contact crimes. Lady Grey and Palmietfontein police stations have seen an increase in GBV cases. Lady Grey has seen an increase in assault, theft, stocktheft and house break ins. To combat stocktheft especially cross border, SAPS hold bi lateral cross border meeting with Lesotho Police.

Substance abuse is becoming a huge issue in all towns with a linkage to increased house break-ins. The Municipality has hosted outreaches with SAPS on substance abuse, gender based violence and LGBTQ + violence. Internally staff do have access to programmes to reduce substance abuse. The Mayor has also hosted meetings with LGBTQ+ activists and done an information campaign with them. However more needs to be done and programmes developed and implemented with sector departments.

The Municipality has developed a draft plan/strategy on gender – based violence and femicide (GBVF) strategy which will be adopted in July 2026.

Deforestation is becoming an increasing petty crime and the Municipality is in the process of developing fines and programmes to combat the cutting down of trees for firewood.

2.6.Unemployment rate

The unemployment rate includes all persons between 15 and 65 who are currently not working, but who are actively looking for work. In 2020, there were a total number of 17,300 people unemployed in Senqu, which is an increase of 9,880 from 7,460 in 2010. The total number of unemployed people within Senqu

constitutes 36.44% of the total number of unemployed people in Joe Gqabi District Municipality. This makes an unemployment rate in Senqu Local Municipality of 40.57%. The unemployment rate in Senqu Local Municipality is higher than that of Joe Gqabi and South Africa at 29,93% but lower than that of the Eastern Cape at 41,36% (IHS Markit, 2020). Unfortunately, census indicates that the unemployment rate has risen nationally especially during COVID. Early indications of the unemployment rate for 2024 is 32,79 % nationally (statista.com).

The table below indicates that Senqu has experienced an average annual increase of 8.81% in unemployed people, which is better than that of JGDM which had an average annual increase in unemployment of 8.84% (IHS Markit,2020). The working age population in Senqu in 2020 was 91,300, increasing at an annual rate of 1.02% since 2010 (IHS Markit 2020). 46.8% are participating in the labour force, meaning 42,700 residents of the local municipality form part of the EAP. The Non-economically active population (NEAP) equals 48 500 people.

Table 7: Unemployment rate 2010-2020

	Senqu	Joe Gqabi	Eastern Cape	National Total
2010	25.5%	24.9%	27.9%	24.9%
2011	25.4%	24.7%	28.2%	25.1%
2012	25.7%	25.2%	28.9%	25.1%
2013	26.0%	25.7%	29.6%	25.2%
2014	25.5%	25.2%	29.4%	25.2%
2015	24.9%	24.7%	29.2%	25.5%
2016	26.5%	26.3%	30.5%	26.4%
2017	29.6%	29.4%	33.0%	27.2%
2018	32.0%	31.7%	34.9%	27.4%
2019	35.4%	35.2%	37.8%	28.4%
2020	40.6%	40.4%	41.4%	29.9%

Source: IHS Markit Regional eXplorer version 2142

The working age population in Senqu in 2023 was 85 400, increasing at an average annual rate of 0.72% since 2013. For the same period the working age population for Joe Gqabi District Municipality increased at 1.17% annually, while that of Eastern Cape Province increased to 1.09% annually. South Africa's working age population has increased annually by 1.62% from 35.5 million in 2013 to 41.8 million in 2023. the number of people that are of working age is about 85 400. As per definition, those that are of age 0 - 19 (youth) or age 65 and up (pensioners) are part of the non-working age population. Out of the working age group, 48.3% are participating in the labour force, meaning 41 300 residents of the local municipality forms currently part of the economically active population (EAP). Comparing this with the non-economically active population (NEAP) of the local municipality: fulltime students at tertiary institutions, disabled people, and those choosing not to work, sum to 44 100 people. Out of the economically active population, there are 16 200 that are unemployed, or when expressed as a percentage, an unemployment rate of 39.1% (S&P Global, 2024:31).

In 2023, the unemployment rate in Senqu Local Municipality (based on the official definition of unemployment) was 39.13%, which is an increase of 13.1 percentage points. The unemployment rate in Senqu Local Municipality is higher than that of Joe Gqabi. Compared to the Eastern Cape Province the unemployment rate for Senqu Local Municipality was lower than that of Eastern Cape which was 41.04%. The unemployment rate for South Africa was 32.70% in 2023, which is a increase of -7.54 percentage points from 25.15% in 2013 (S&P Global, 2024:40).

Youth unemployment remains a crucial issue on a national and provincial level. Youth unemployment in the Eastern Cape continues to rise, reaching 47.3% in 2018Q3. The unemployment rate though, has risen to 35.6 % (Eastern Cape Labour Market Overview Q3). Female youth are the most affected as are females in general and black people in particular (Ecsecc Youth and the labour market 2014-2019 and beyond, 2020).

Most of the formal employment lies in the Tertiary industry, with 8 440 jobs. When including the informal, agricultural and domestic workers, we have a total number of 23 100 jobs in the area. Formal jobs make up 44.9% of all jobs in the Senqu Local Municipality (S&P Global, 2024:31).

2.7 Income and expenditure

In 2020, 22.50% of all the households in the Senqu Local Municipality were living on R 30,000 or less per annum. The R 30,000-42 000 income category has the highest number of households with a total number of 6 720, followed by the R18,000-30,000 income category with 6 270 households. Only 4.4 households fall within the 0-2400 income category (IHS Markit, 2020).

From 2010 to 2020 the number of households earning more than R30,000 per annum has increased from 56.74% to 77.50% whilst households with income equal to or lower than R6,000 per year has decreased (IHS Markit, 2020).

Total Personal Income grew annually by 7,66% from 2010 to 2020, which is more than JGDM (7.48%), Eastern Cape Province's (6.99%) and South Africa (6,65%) average annual growth rates (IHS Markit, 2020). The African population group earned R 4.2 billion, or 90.51% of total personal income, while the White population group earned R 306 million, or 6.60% of the total personal income. The Coloured and the Asian population groups only had a share of 1.77% and 1.12% of total personal income respectively (IHS Markit, 2020).

Within JGDM, Senqu has the second annual total personal income for the regions (IHS Markit, 2020). Per capita income in Senqu Local Municipality is R 31,500 and lower than both the Eastern Cape (R 41,000) and of the Joe Gqabi District Municipality (R 34,400) per capita income. The per capita income for Senqu Local Municipality is lower than that of the South Africa at R 58,700 (IHS Markit, 2020).

It was estimated that in 2023 8.99% of all the households in the Senqu Local Municipality, were living on R30,000 or less per annum. In comparison with 2013's 27.38%, the number is more than half. The 54000-72000 income category has the highest number of households with a total number of 6 110, followed by the 72000-96000 income category with 5 970 households. Only 2.6 households fall within the 0-2400 income category (S&P Global, 2024:43).

Table 8: Per Capita Income by population group, 2020 (R current Prices)

	African	White	Coloured
Senqu	29,200	215,000	47,500
Elundini	25,000	N/A	48,400
Walter Sisulu	37,800	241,000	47,600

Source: IHS Markit Regional eXplorer version 2142

3. Migration Plan

Senqu Municipality has no migration plan in place as funding must still be sourced for this. It will be done as part of ward based planning within the next round of 5 year IDP's.

The Municipality borders on the Kingdom of Lesotho and has many illegal aliens who reside within the municipal area. The Municipality is looking at partnerships with government departments on how to address this issue as it is both a problem in that resources are drained, and no taxes paid but also an opportunity in terms of trade and skills being imported into the region.

Another in-migration which is occurring is that of Bangladeshi and Chinese nationals who run and operate many of the small shops in rural areas. This does create problems when they rent or run shops out of RDP houses. The money generated by them does not return to the economy, as in general they either buy in bulk from Lesotho or in Bloemfontein. The Departments of Trade and Industry, Home Affairs and SARS need to assist the municipality in ensuring that the region benefits from these economic activities. It needs to be

noted that these shopkeepers are a boon to local communities as they provide a service which the community would otherwise be forced to travel long distances to access.

In 2025, 120 foreign nationals were arrested and 73 deported with 13 employers charged in 2 raids by the Immigration Services.

4. Population Concerns

The Municipality has a very high youthful population which indicates a high need for employment. Unfortunately, research by Ecsecc has revealed the high unemployment amongst youth due to structural issues in the economy. This does require addressing.

There is also a greater need for secondary and tertiary education in the region. However, the only tertiary opportunities are offered outside the region. The traditional employment opportunities in agriculture and the commercial sector for low skilled workers do not appeal to the better educated and more global orientated youth of today. This is why the Municipality in its LED strategy is aiming to develop entrepreneurs in various service sectors to cater for this gap. However greater assistance is required from the Department of Education and Higher Education to provide the necessary skills and institutions to build the entrepreneurial mindset.

The other population concern is that of the influx of Lesotho citizens. The border is porous and there has always been traditional movement between the two countries unhindered by border posts. As a result, there is a greater demand for education, health and housing. Thus, all these departments come under pressure to provide services for persons who have been born in South Africa and lived here but without any documentation. In a sense, these people are not foreigners but are in fact South Africans. Their illegal status causes many social problems for them and their families and the Department of Social Development is often faced with abandoned children without papers.

5. Incorporation of Population Issues into Planning

Table 9: Population issues and efforts to mitigate.

Issue	Status Quo	Proposed Sector intervention
Gender and age	Youth constitute more than 51% of the total population. 55% of population are females	The LED Strategy has a youth development initiative especially regarding SMME's and as part of its specific goals. The Senqu Youth Council initiated programmes to address youth issues

HIV and AIDS	High levels of prevalence	HIV and AIDS Strategy HIV and Aids Forum Improve youth education in schools
Migration	Higher out-migration rate which is above provincial Rate	The LED strategy is focussed on SMME development The UDF is focussed on developing Sterkspruit Small town regeneration programmes have been developed for Barkly East Ikhala College has opened their engineering School
Overall population	Stable population growth throughout the District	Increase in housing is reflected in the HSP for each area Plans to formalise villages so that people can access services.

Table 10: Sustainable development goals

Sustainable Development Goal	Back to Basics	DDM	National Development Plan	Outcomes	Municipal Key programmes
Goal 1: No Poverty		Coordinate a government response to challenges of poverty, unemployment and inequality particularly amongst women, youth and people living with disabilities.	Poverty & Inequality: Reduce the number of people living below the poverty line (R419 per month) to zero. Lower the Gini coefficient from 0.69 to 0.60 by 2030.		Poorest ward programme in Ward 5. ICROP
Goal 2: Zero Hunger				2. Rural Development	Implementation of the Agricultural Plan
Goal 3: Good Health and Well-being			Healthcare: Increase life expectancy to 70 years and effectively phase out the HIV/AIDS epidemic	2. A long and healthy life for all South Africans. 3 Safety & security	Employee wellness programmes increase traffic police
Goal 4: Quality Education	Building capabilities		Education: Produce 400,000 university graduates per year and improve foundational literacy and numeracy.		Municipal Bursaries Training Internships
Goal 5: Gender Equality		Ensure inclusivity by gender budgeting based on the needs and aspirations of our people and communities at a local level. Narrow the distance between people and government by strengthening the coordination role and capacities at the District and City levels.		4. Employment	Recruitment according to EEP
Goal 6: Clean Water and Sanitation	DM function				

Goal 7: Affordable and Clean Energy				10. Environment	Solar geyser and electricity programme
					Environmental management Plan
Goal 8: Decent Work and Economic Growth	Sound financial management		Employment: Create 11 million jobs to reduce the unemployment rate to 6% by 2030.	6. Infrastructure 8. Human Settlement	EPWP CWP
Goal 9: Industry, Innovation and Infrastructure			Economic Growth: Achieve average annual GDP growth of 5.4% to more than double the size of the economy.		Regular sittings of the LED Forum
Goal 10: Reduced Inequalities					Utilise social investment programmes of the private sector
Goal 11: Sustainable Cities and Communities	Delivering basic services				Enforcement of town Planning legislation
Goal 12: Responsible Consumption and Production	Good Governance	Exercise oversight over budgets and projects in an accountable and transparent manner		12. Public services 9. A responsive, accountable, effective and efficient local government	Waste recycling programmes and development of the Environmental management framework
Goal 13: Climate Action					Training on climate change reduction strategies
					Partnerships to implement climate change
Goal 14: Life Below Water					
Goal 15: Life on Land					Training on stock management reduction
					Donga filling programmes through DRDAR
					Ecosystems based approach
					Agricultural plan
Goal 16 Peace , Justice and Strong Institutions	Putting people first and engaging with communities	Build government capacity to support to municipalities. Strengthen monitoring and evaluation at district and local levels. Implement a balanced approach towards development between urban and rural areas. Exercise oversight over budgets and projects in an accountable and transparent manner			Regular sitting of Integrated Community Safety Forum

Goal 17: Partnerships for the Goals		Foster a practical intergovernmental relations mechanism to plan, budget and implement jointly in order to provide a coherent government for the people in the Republic; (solve silo's, duplication and fragmentation) maximise impact and align plans and resources at our disposal through the development of "One District, One Plan and One Budget".		11. International Relations	Develop partnerships & MOU's

6. Conclusion

The implications of the population studies of Senqu indicate a youthful population with low skills levels and high unemployment. Most of the population live in rural villages and rely on social grants. There is high migration to the more urban areas inside and outside the municipality for employment and educational opportunities. The high out migration to areas outside the municipality has an annual season with persons returning for Easter and Christmas holidays. Persons also tend to return to the traditional areas when they are faced with illnesses that require high care from relatives.

CHAPTER THREE: SOCIO-ECONOMIC ANALYSIS

1.Economic Overview

The major world economies experienced an economic depression in 2007, from which they were slowly starting to emerge. However, the Covid 19 pandemic created a situation where all economic forecast had to be revived. National Treasury stated that the “global shock prompted by the COVID-19 pandemic... led to a sharp contraction in the domestic economy (National Treasury, The Covid 19 shock and the revised economic outlook, 2020:27)”. The rand has depreciated against the US dollar and is still falling. The Russian invasion of Ukraine has exacerbated the situation with oil and food prices raising. The Iran war with the US on 28 February 2026 (New York Times, February 2026) has led to a global increase in crude oil with a knock on effect on the price of diesel and petrol. The impact of this will be increasingly felt throughout 2026 and beyond with rising food prices.

The situation in the Eastern Cape is that it experienced a real GDP growth of just over 1 % from 2014 to 2018. This mainly comes from the manufacturing sector which is “primarily centered on the automotive industry in the two metros and dominated by the non-tradable sectors (trade, finance, and general government services) (SERO,2017: XV11-XV111)”.

Weak economic growth has continued to decline and continues to see revenue projections lowered, (Investec 2020). GDP grew 0.1% quarter-on-quarter in period through December with the economy that expanded 0.6 % in 2023 from 1.9 % in 2022. High interest rates and load shedding are seen as contributing factors. What this means is that in essence that the economy managed “ to escape a technical recession but growth will remain subdued (Hlakudi et al, 5 March 2024)”. As a result South Africa’s investment status has been downgraded from positive back to stable. In March 2023, S&P downgraded South Africa’s status from positive back to stable (www.trade.gov, 30 Jan 2024) due to the impact of persistent electricity shortages and infrastructure constraints on economic growth.

In summary, South Africa’s economy is expected to show a modest improvement compared to 2025. However, the country is likely to remain in a low-growth trajectory, with no major economic turnaround anticipated in the near term due to persistent structural constraints. Employment growth is forecast to improve only marginally and is unlikely to keep pace with the number of new job seekers, implying a further rise in expanded unemployment (Bureau for market research, 29 Jan 2026).

The outlook for the Senqu economy is dire as it is heavily dependent on government services as the main economic sector and the government is under pressure to decrease its wage bill. Therefore, focus will have to be paid to diversifying the economy and attracting manufacturing investors.

2.Gross Domestic Product by Region (GDP-R)

In 2020, the Municipality achieved an annual growth rate of -5.91% which is a higher than the Eastern Cape Province's -6.71% and that of South Africa of -6.98%. The longer-term average growth rate for Senqu (1.03%) is slightly higher than that of South Africa (0.64%). The economic growth in Senqu peaked in 2011 at 4.69%. Senqu Local Municipality achieved an average annual growth rate of 1,03% from 2010 to 2020 which is a higher GDP growth than the Eastern Cape Province's and South Africa (IHS Markit, 2020). The Municipality had a total GDP of R 4 billion and in terms of total contribution towards Joe Gqabi District Municipality ranked second (IHS Markit 2020). It had the highest average annual economic growth, averaging 1.03% between 2010 and 2020 in Joe Gqabi.

Table 11: GDP – Senqu, JGDM, EC & National 2010-2020 [Constant 2010 Prices]

	Senqu	Joe Gqabi	Eastern Cape	National Total
2010	3.6%	2.7%	2.4%	3.0%
2011	4.7%	5.1%	3.7%	3.3%
2012	3.8%	2.9%	2.0%	2.2%
2013	2.1%	2.1%	1.4%	2.5%
2014	2.6%	2.3%	1.3%	1.8%
2015	1.6%	1.1%	0.8%	1.2%
2016	0.1%	-0.1%	0.7%	0.4%
2017	1.3%	0.9%	0.6%	1.4%
2018	0.2%	0.3%	0.6%	0.8%
2019	0.2%	-0.1%	0.0%	0.2%
2020	-5.9%	-6.3%	-6.7%	-7.0%
Average Annual growth 2010-2020	1.03%	0.79%	0.41%	0.64%

Source: IHS Markit Regional eXplorer version 2142

With a GDP of R 5.44 billion in 2023 (up from R 3.12 billion in 2013), the Senqu Local Municipality contributed 28.10% to the Joe Gqabi District Municipality GDP of R 19.3 billion in 2023 increasing in the share of the Joe Gqabi from 27.86% in 2013. The Senqu Local Municipality contributes 1.01% to the GDP of Eastern Cape Province and 0.08% the GDP of South Africa which had a total GDP of R 7.02 trillion in 2023 (as measured in nominal or current prices).It's contribution to the national economy stayed similar in importance from 2013 when it contributed 0.08% to South Africa, but it is lower than the peak of 0.08% in 2015 (S&P global, 2024:13).

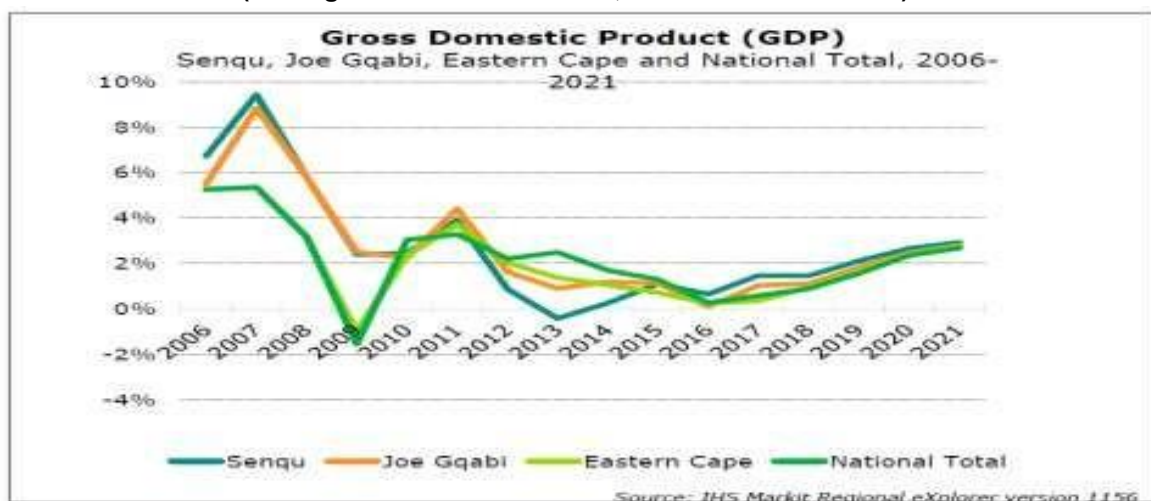
In 2023, the Senqu Local Municipality achieved an annual growth rate of 1.53% which is a significantly higher GDP growth than the Eastern Cape Province's 0.80%, but is higher than that of South Africa, where the 2023 GDP growth rate was 0.70%. Contrary to the short-term growth rate of 2023, the longer-

term average growth rate for Senqu (0.94%) is very similar than that of South Africa (0.74%). The economic growth in Senqu peaked in 2021 at 5.09%. The Senqu Local Municipality had a total GDP of R 5.44 billion and in terms of total contribution to Joe Gqabi District Municipality the Senqu Local Municipality ranked lowest relative to all the regional economies to total Joe Gqabi District Municipality GDP. This ranking in terms of size compared to other regions of Senqu has remained the same since 2013. In terms of its share, it was in 2023 (28.1%) slightly larger compared to what it was in 2013 (27.9%). For the period 2013 to 2023, the average annual growth rate of 0.9% of Senqu was the highest relative to its peers in terms of growth in constant 2010 prices. Senqu had the highest average annual economic growth, averaging 0.94% between 2013 and 2023, when compared to the rest of the regions within Joe Gqabi District Municipality. The Walter Sisulu Local Municipality had the second highest average annual growth rate of 0.87%. Elundini Local Municipality had the lowest average annual growth rate of 0.24% between 2013 and 2023 (S&P global, 2024:16).

3.Economic Growth Forecast

It is expected that the local economy will grow at an average annual rate of 2.37% from 2020 to 2025, which is higher than that of JGDM and EC Province of 1.98% and 2.51% respectively. The SA Economy is forecasted to grow at an average annual growth rate of 2.69 (IHS Markit, 2020). It is expected that Senqu Local Municipality will grow at an average annual rate of 1.23% from 2023 to 2028. The average annual growth rate in the GDP of Joe Gqabi District Municipality and Eastern Cape Province is expected to be 1.34% and 1.89% respectively. South Africa is forecasted to grow at an average annual growth rate of 1.95%, which is higher than that of the Senqu Local Municipality (S&P Global, 2024:17)

Chart 3: GDP 2006-2021 (Average Annual Growth Rate, Constant 2010 Prices)



By 2025, Senqu's forecasted GDP will be an estimated R 2.64 billion (constant 2010 prices) or 33.6% of the total GDP of Joe Gqabi District Municipality with a 2.37% average annual GDP growth rate between 2020 and 2025. This will make it the best performing local economy in JGDM (IHS Markit, 2020). However, this may be optimistic in terms of the impact that the Covid epidemic has had. In 2028, Senqu's forecasted GDP will be an estimated R 4.11 billion (constant 2010 prices) or 28.4% of the total GDP of Joe Gqabi District Municipality. The ranking in terms of size of the Senqu Local Municipality will remain the same between 2023 and 2028, with a contribution to the Joe Gqabi District Municipality GDP of 28.4% in 2028 compared to the 28.6% in 2023. At a 1.23% average annual GDP growth rate between 2023 and 2028, Senqu ranked second compared to the other regional economies 9S&P Global, 2024:17).

4. Gross value added by region (GVA-R)

The Senqu Local Municipality's economy is made up of various industries. The GVA-R variable provides a sector breakdown, where each sector is measured in terms of its *value added* produced in the local economy. Gross Value Added (GVA) is a measure of output (total production) of a region in terms of the value that was created within that region.

Table 12: GVA by Broad economic sector – Senqu 2020 [R Billions, Current Prices]

	Senqu	Joe Gqabi	Eastern Cape	National Total	Senqu as % district municipality	Senqu as % province	Senqu as % national
Agriculture	0.2	0.5	6.3	119.6	29.9%	2.6%	0.14%
Mining	0.0	0.0	0.5	371.9	47.3%	1.5%	0.00%
Manufacturing	0.1	1.0	43.5	573.4	15.3%	0.3%	0.03%
Electricity	0.1	0.1	9.1	167.2	36.5%	0.6%	0.03%
Construction	0.2	0.4	10.9	140.2	41.7%	1.4%	0.11%
Trade	0.6	2.1	65.7	655.2	29.8%	0.9%	0.09%
Transport	0.2	0.8	27.0	396.4	30.9%	0.9%	0.06%
Finance	0.4	1.3	61.8	879.5	30.0%	0.6%	0.05%
Community services	1.9	4.8	111.1	1,125.3	38.5%	1.7%	0.17%
Total Industries	3.6	11.0	335.8	4,428.7	33.0%	1.1%	0.08%

Source: IHS Markit Regional eXplorer version 1156 Ecsecc 2142

The sector which has performed the best in 2020 at 1.9 billion is that of Community Services which reflects the makeup of the economy where Community Services, essentially government, is the major employer and procurer. This section is the largest employer in the Municipality and this makes it vulnerable to changes in government policies whereby departments may decrease the number of their employees.

The next sector is that of trade and then finance. The trade sector employs the second largest amount of people as this sector has many jobs in packing and unpacking of goods and shop assistants. The construction sector is the third highest employer in the Municipality. This sector is heavily dependent on doing projects for government and civil servants so like community services is vulnerable to changes in government policy. Agriculture contributes the same in terms of GVA as construction and transport but is the fourth highest contributor (See table 16). The lowest contributor is mining both in terms of GVA and employment.

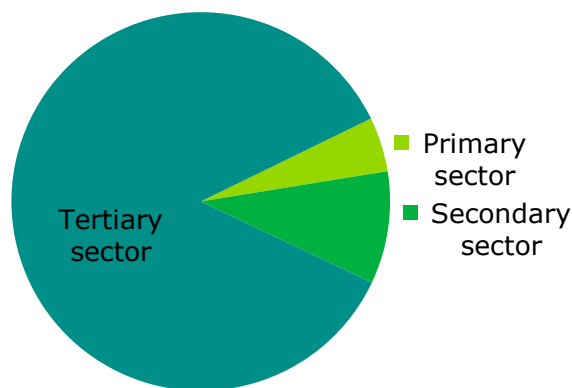
The same pattern of contribution to GVA recurs in 2023, where the community services sector is the largest within Senqu Local Municipality, accounting for R 2.76 billion or 55.2% of the total GVA in the local municipality's economy. The sector that contributes the second most to the GVA of the Senqu Local Municipality is the trade sector at 13.8%, followed by the finance sector with 12.1%. The sector that contributes the least to the economy of Senqu Local Municipality is the mining sector with a contribution of R 13.4 million or 0.27% of the total GVA (S&P Global, 2024:17).

4.1. Historical Economic Growth

From 2010 to 2020, the finance sector had the highest average annual growth rate in Senqu at 2.18%. “The second highest average annual growth rate is the community services sector averaging at 1.25% per year. The construction sector had an average annual growth rate of -1.13%, while the electricity sector had the lowest average annual growth of -2.69%. Overall, negative growth existed for all the industries in 2020 with an annual growth rate of -5.39% since 2019 (IHS Markit,2020).

For the period 2023 and 2013, the GVA in the finance sector had the highest average annual growth rate in Senqu at 3.00%. The industry with the second highest average annual growth rate is the transport sector averaging at 2.31% per year. The construction sector had an average annual growth rate of -3.45%, while the electricity sector had the lowest average annual growth of -3.58%. Overall a growth existed for all the industries in 2023 with an annual growth rate of 1.22% since 2022 (S&P Global, 2024:21).

Chart 5: GVA by aggregate Sector 2020



Source: IHS Markit Regional Explorer version 21.42

IHS Markit 2020

Primary Sector

The agriculture sector experienced the highest growth in 2017 with an average growth rate of 21.1%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period (IHS Markit, 2020). Interestingly, the mining sector is the one sector experiencing growth nationally. Between 2013 and 2023, the agriculture sector experienced the highest growth in 2017 with an average growth rate of 18.1%. It is evident for the mining sector that the highest growth rate also existed in 2017 and it experienced a growth rate of 9.6% which is lower than that of the agricultural sector. The agricultural sector experienced the lowest growth for the period during 2019 at -9.8%, while the mining sector reached its lowest point of growth in 2022 at -24.0%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period.(S&P Global, 2024:23).

Secondary Sector

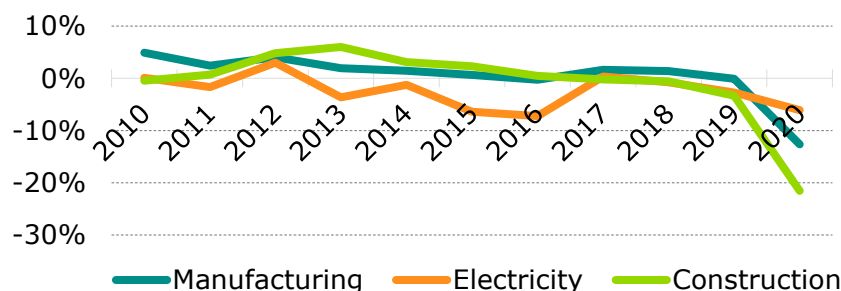
The manufacturing sector experienced the highest growth in 2010 with a growth rate of 4.9% whilst the construction sector reached its highest growth in 2013 at 6.0%. The manufacturing sector experienced its lowest growth in 2020 of -12.6%, while the construction sector also had the lowest growth rate in 2020 and it experiences a negative growth rate of -21.5% which is higher growth rate than that of the manufacturing sector. The electricity sector experienced the highest growth in 2012 at 3.0%, while it recorded the lowest growth of -7.2% in 2016 (IHS Markit, 2020).

Between 2013 and 2023, the manufacturing sector experienced the highest positive growth in 2021 with a growth rate of 10.7%. The construction sector achieved its highest growth in 2013 at 6.3%. The manufacturing sector experienced its lowest growth in 2020 of -15.7%, while construction sector also

had the lowest growth rate in 2020 and it experiences a negative growth rate of -18.2% which is a higher growth rate than that of the manufacturing sector. The electricity sector experienced the highest growth in 2021 at 0.0%, while it recorded the lowest growth of -7.9% in 2016 (S&P Global, 2024:24).

Chart 6: GVA by Secondary sector 2010-2020 Annual percentage change

Source: HIS Markit 2020



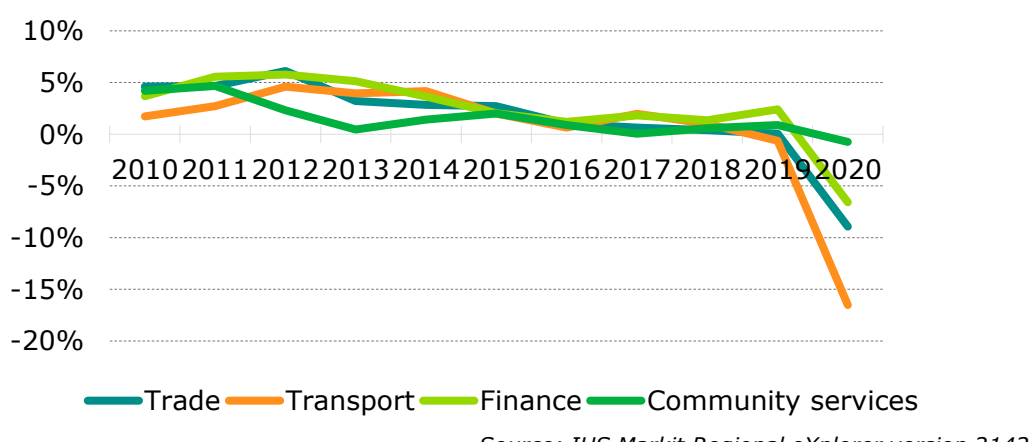
Tertiary Sector

The tertiary sector consists of four broad economic sectors, namely the trade, transport, finance, and the community services sector. The Finance sector has declined in prominence and experienced the highest growth rate in 2012 when it grew by 5.8% which can be seen by the decline in the number of banks in the towns. The trade sector experienced the highest growth in 2012 with a growth rate of 6.1% but also the lowest growth rate in 2020 at -8.9%. The community services sector experienced its highest growth in 2011 with 4.7% and the lowest growth rate in 2020 with -0.7% (IHS Markit, 2020).

Between 2013 and 2023, the manufacturing sector experienced the highest positive growth in 2021 with a growth rate of 10.7%. The construction sector reached its highest growth in 2013 at 6.3%. The manufacturing sector experienced its lowest growth in 2020 of -15.7%, while construction sector also had the lowest growth rate in 2020 and it experiences a negative growth rate of -18.2% which is higher growth rate than that of the manufacturing sector. The electricity sector experienced the highest growth in 2021 at 0.0%, while it recorded the lowest growth of -7.9% (S&P Global, 2024:25).

Chart 7: GVA by tertiary sector 2010-2020

Source: HIS Markit 2020



Sector Growth Forecast

The transport sector is expected to grow fastest at an average of 3.63% annually from R 142 million in Senqu Local Municipality to R 170 million in 2025. The community services sector is estimated to be the largest sector within the Senqu Local Municipality in 2025, with a total share of 49.1% of the total GVA (as measured in current prices), growing at an average annual rate of 1.7%. The sector that is estimated to grow the slowest is the mining sector with an average annual growth rate of -0.38%. (IHS Markit, 2020).

The finance sector is expected to grow fastest at an average of 2.78% annually from R 451 million in Senqu Local Municipality to R 517 million in 2028. The community services sector is estimated to be the largest sector within the Senqu Local Municipality in 2028, with a total share of 56.0% of the total GVA (as measured in current prices), growing at an average annual rate of 0.9%. The sector that is estimated to grow the slowest is the electricity sector with an average annual growth rate of 0.01% (S&P Global, 2024:26).

The Primary sector is expected to grow at an average annual rate of 0.47% between 2023 and 2028, with the Secondary sector growing at 0.77% on average annually. The Tertiary sector is expected to grow at an average annual rate of 1.24% for the same period (S&P Global, 2024:27).

Table 13: GVA Added by broad economic sector 2016-2021 (R Millions, constant 2010 prices)

	2020	2021	2022	2023	2024	2025	Average Annual growth
Agriculture	76.4	79.7	76.4	76.3	77.7	79.5	0.79%
Mining	11.2	12.7	12.2	11.6	11.2	10.9	-0.38%
Manufacturing	80.7	85.2	87.4	89.6	90.5	92.1	2.67%

	2020	2021	2022	2023	2024	2025	Average Annual growth
Electricity	14.2	14.6	15.0	15.4	15.8	16.2	2.78%
Construction	89.9	90.4	92.7	95.3	97.8	100.7	2.30%
Trade	389.7	418.9	433.0	447.5	454.1	463.6	3.53%
Transport	141.9	152.5	157.6	162.1	165.4	169.6	3.63%
Finance	270.8	277.3	286.7	294.4	301.8	310.8	2.80%
Community services	1,101.8	1,156.3	1,154.4	1,168.6	1,179.2	1,199.3	1.71%
Total Industries	2,176.6	2,287.7	2,315.3	2,361.0	2,393.6	2,442.8	2.33%

Source: IHS Markit Regional eXplorer version 21

5.Tress Index

The Tress index shows where the area's economy is centered. In 2020, Senqu's Tress Index was estimated at 66.8 which are higher than the 62.2 of the district municipality and higher than the 62.2 of the province (IHS Markit, 2020). This implies that - on average - Senqu Local Municipality is less diversified in terms of its economic activity spread than the province's economy. What this means is that if the Community Services sector fails, the economy will collapse.

In 2023, Senqu's Tress Index was estimated at 69.2, which are higher than the 66.3 of the district municipality and higher than the 66.3 of the province. This implies that - on average - Senqu Local Municipality is less diversified in terms of its economic activity spread than the province's economy. The Senqu Local Municipality has a concentrated community services sector (S&P Global, 2024:27).

6.Location Quotient

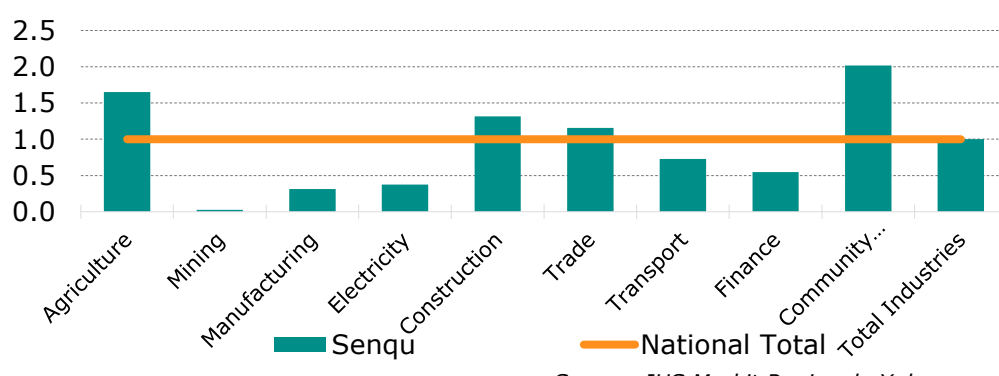
“The location quotient measures comparative advantage of economic sectors. If the location quotient is larger than one for a specified sector within a region, then that region has a comparative advantage in that sector. (Ecsecc,2017:35)”.

For 2020 Senqu Local Municipality has a very large comparative advantage in the Community services sector. The agriculture sector has a very large comparative advantage which is why the NSDF 2050 defined Senqu as an agri-enterprises and small scale farming resource region where the focus should be on the development of a productive functional rural region with a diversified regional rural development slant (NSDF 2050). The construction has a comparative advantage when comparing it to the South Africa economy, although less prominent. Senqu Local Municipality has a comparative

disadvantage when it comes to the mining and manufacturing sector as the Senqu Local Municipality area does not have a lot of mining activity, with an LQ of only 0.0242 (IHS Markit, 2020).

For 2023 Senqu Local Municipality has a very large comparative advantage in the community services sector. The agriculture sector also has a very large comparative advantage. The construction also has a comparative advantage when comparing it to the South Africa economy, although less prominent. The Senqu Local Municipality has a comparative disadvantage when it comes to the mining and manufacturing sector, which has a very large comparative disadvantage. In general mining is a very concentrated economic sector. Unfortunately the Senqu Local Municipality area currently does not have a lot of mining activity, with an LQ of only 0.0382 (S&P Global, 2024:28).

Chart 8: Location quotient Senqu vs National 2020 Source: IHS Markit Regional eXplorer version 21



7.Tourism

Tourism is one of the growth sectors of the economy. It can be defined in many ways. One of these is via trips. Visits to friends and relatives, relative to other tourism, recorded the highest average annual growth rate from 2010 (78 300) to 2020 (18 000) at -13.69%. The type of tourism with the highest volume of tourists was also the Visits to friends and relatives' tourism with a total number of 18 000 annual tourist and had an average annual growth rate of -13.69%. The tourism type that recorded the lowest growth was Business tourism with an average annual growth rate of -18.47% from 2010 (5 580) to 2020 (724) (IHS Markit 2020). Senqu Municipality must concentrate on getting friends and family visitors to explore the area and increase their spend.

7.1.Origin of Tourists and bed nights

International tourists constitute 18.62% of the total number of trips, with domestic tourism representing the balance of 81.38% (IHS Markit, 2020). However both international tourists and those from outside the Eastern Cape have decreased. This shows that Senqu Municipality tourism is not reliant on

international visitors but rather South African tourists and especially the Eastern Cape which is why its marketing efforts should focus internally and on its provincial borders.

From 2010 to 2020, the number of bed nights by domestic tourists decreased at an annual rate of -14.85%, while international tourists had an annual decrease of -6.15%. The total number of bed nights spent by tourists decreased at an average annual growth rate of -12.27% from 554 000 in 2010 to 150 000 in 2020 (IHS Markit 2020). The emphasis should be on increasing the amount of bed nights by domestic tourists by promoting and developing more tourist activities in the area which encourage tourists to stay.

In Senqu Local Municipality, the Leisure / Holiday, relative to the other tourism, recorded the highest average annual growth rate from 2013 (7 550) to 2023 (35 600) at 16.77%. Visits to friends and relatives recorded the highest number of visits in 2023 at 56 800, with an average annual growth rate of 0.19%. The tourism type that recorded the lowest growth was Visits to friends and relatives tourism with an average annual growth rate of 0.19% from 2013 (55 700) to 2023 (56 800) (S&P Global, 2024:79).

7.2. Tourism Spending and tourism spend as a share of the GDP

Senqu Local Municipality had a total tourism spending of R 46.6 million in 2020 with an average annual growth rate of -9.7% since 2010 (R 129 million) with JGDM having a total tourism spending of R 141 million in 2020 and an average annual growth rate of -9.4% over the period. Total spending in Eastern Cape Province decreased from R 12.7 billion in 2010 to R 5.75 billion in 2020 at an average annual rate of -7.6% (IHS Markit, 2020). The COVID epidemic has had an even greater impact on this decrease in expenditure, but it is slowly picking up.

Tourism spending as a percentage of GDP in 2020 was 1.16% in Senqu versus 1.15% in Joe Gqabi District Municipality and 1.52% in Eastern Cape Province.

Senqu Local Municipality had a total tourism spending of R 577 million in 2023 with an average annual growth rate of 14.7% since 2013 (R 146 million). Joe Gqabi District Municipality had a total tourism spending of R 1.47 billion in 2023 and an average annual growth rate of 11.0% over the period. Total spending in Eastern Cape Province increased from R 18 billion in 2013 to R 51.8 billion in 2023 at an average annual rate of 11.2%. South Africa as whole had an average annual rate of 6.6% and increased from R 253 billion in 2013 to R 480 billion in 2023 (S&P Global, 2024:80).

Table 14: Tourism spend as a share of the GDP 2010-2020

	Senqu	Joe Gqabi	Eastern Cape	National Total
2010	6.2%	5.8%	6.0%	6.1%
2011	5.4%	5.1%	5.6%	5.8%
2012	5.0%	5.2%	6.0%	6.1%
2013	4.9%	5.2%	6.0%	6.2%
2014	5.1%	5.3%	6.1%	6.3%
2015	4.4%	4.6%	5.4%	5.7%
2016	4.9%	5.1%	6.0%	6.1%
2017	4.6%	4.8%	5.7%	6.0%
2018	4.2%	4.3%	5.2%	5.6%
2019	4.1%	4.1%	5.1%	5.6%
2020	1.2%	1.1%	1.5%	1.7%

Source: IHS Markit Regional eXplorer version 2142

Senqu's tourism sector was particularly hard hit by Covid 19 as it deals with primarily domestic tourists and is slowly recovering despite rising electricity, food and petrol cost.

8. International Trade

International trade is not a big sector of trade in Senqu. Exports make up 0 % of national exports and the Senqu GDP. Senqu Local Municipality had a negative trade balance in 2020 to the value of R 8.6 million (IHS Markit, 2020). Senqu Municipality has a very low manufacturing sector. This is an area for potential expenditure. The entire district has a very low manufacturing sector.

Table 15: Merchandise exports and imports 2020 (R 1000 Current Prices)

	Senqu	Joe Gqabi	Eastern Cape	National Total
Exports (R 1000)	0	2,448	92,643,509	1,394,345,999
Imports (R 1000)	8,599	122,534	73,918,938	1,109,458,999
Total Trade (R 1000)	8,599	124,982	166,562,447	2,503,804,998
Trade Balance (R 1000)	-8,599	-120,085	18,724,570	284,887,001
Exports as % of GDP	0.0%	0.0%	24.5%	28.0%
Total trade as % of GDP	0.2%	1.0%	44.0%	50.3%
Regional share - Exports	0.0%	0.0%	6.6%	100.0%
Regional share - Imports	0.0%	0.0%	6.7%	100.0%
Regional share - Total Trade	0.0%	0.0%	6.7%	100.0%

Source: IHS Markit Regional eXplorer version 2142

9. Employment

Total employment consists of two parts: employment in the formal sector, and employment in the informal sector (Ecsecc,2017:41). In 2020, Senqu provided 32.63% of the total employment in Joe Gqabi District Municipality, 1.64% of total employment in Eastern Cape Province (1.38 million), and 0.15% of the total employment of 15.6 million in South Africa. It is the second highest employing municipality in JGDM following Walter Sisulu. Employment has increased annually at an average rate of 1.57% from 2010 to 2020 (IHS Markit, 2020).

In 2023, Senqu employed 23 100 people which is 31.59% of the total employment in Joe Gqabi District Municipality (73 200), 1.70% of total employment in Eastern Cape Province (1.36 million), and 0.14% of the total employment of 16.7 million in South Africa. Employment within Senqu increased annually at an average rate of 1.56% from 2013 to 2023. Senqu Local Municipality employs a total number of 23 100 people within its local municipality. The local municipality that employs the highest number of people relative to the other regions within Joe Gqabi District Municipality is Walter Sisulu local municipality with a total number of 29 100. The local municipality that employs the lowest number of people relative to the other regions within Joe Gqabi District Municipality is Elundini local municipality with a total number of 21 000 employed people. In Senqu Local Municipality the economic sectors that recorded the largest number of employment in 2023 were the community services sector with a total of 6 870 employed people or 29.7% of total employment in the local municipality. The trade sector with a total of 5 020 (21.7%) employs the second highest number of people relative to the rest of the sectors. The mining sector with 25.2 (0.1%) is the sector that employs the least number of people in Senqu Local Municipality, followed by the electricity sector with 33.2 (0.1%) people employed (S&P Global, 2024:23).

Table 16: Total employment per broad economic sector, JGDM 2020

	Senqu	Elundini	Walter Sisulu	Total Joe Gqabi
Agriculture	2,410	2,140	3,010	7,552
Mining	32	12	41	86
Manufacturing	871	783	1,200	2,852
Electricity	44	112	99	254
Construction	2,620	3,460	2,540	8,611
Trade	4,990	4,280	4,830	14,094
Transport	744	965	903	2,612
Finance	1,480	1,570	2,340	5,393
Community Services	6,770	6,250	7,170	20,188
Households	2,660	1,510	3,490	7,659
Total	22,600	21,100	25,600	69,302

Source: IHS Markit Regional eXplorer version 2142

The economic sectors that recorded the largest number of employment in 2020 were the Community Services Sector at 29.9% of total employment in the local municipality, followed by the trade sector with 22.1% (IHS Markit, 2020).

Most of the formal employment lies in the Tertiary industry, with 8 060 jobs out of the 22 600 available jobs in the area. Formal jobs make up 43.5% of all jobs in the Senqu Local Municipality. Formally employed people make up 65.86% of total employment, while the informal sector employed make up 34.14% of the total employment. Informal employment has increased from 2010 to 2020 (IHS Markit, 2020). This is a potential growth sector.

In 2020, the Trade sector recorded the highest number of informally employed, with 41.62% of the total informal employment. This is because the barriers entering the Trade sector are less than other sectors. The Manufacturing sector has the lowest informal employment with 5.04% of total informal employment (IHS Markit, 2020).

In 2023 the Trade sector recorded the highest number of informally employed, with a total of 3 230 employees or 41.98% of the total informal employment. This can be expected as the barriers entering the Trade sector in terms of capital and skills required is less than with most of the other sectors. The Manufacturing sector has the lowest informal employment with 428 and only contributes 5.55% to total informal employment (S&P Global, 2024:34).

Table 17: Formal and informal employment by broad economic sector 2020

	Formal employment	Informal employment
Agriculture	2,410	N/A
Mining	32	N/A
Manufacturing	482	389
Electricity	44	N/A
Construction	1,210	1,410
Trade	1,780	3,210
Transport	147	597
Finance	1,040	439
Community services	5,090	1,680
Households	2,660	N/A

Source: IHS Markit Regional eXplorer version 2142

The informal sector is vital for areas with very high unemployment and very low labour participation rates such as Senqu Municipality.

10. Index of Buying Power (IBP)

“The Index of Buying Power (IBP) is a measure of a region's overall capacity to absorb products and/or services. Regions' buying power usually depends on three factors: the size of the population; the ability of the population to spend (measured by total income); and the willingness of the population to spend (measured by total retail sales) (Ecsecc,2017:54)”.

Senqu Local Municipality has a 0.2% share of the national population, 0.1% share of the total national income and a 0.2% share in the total national retail, this all equates to an IBP index value of 0.0016 relative to South Africa as a whole. Joe Gqabi has an IBP of 0.0044, where Eastern Cape Province has an IBP index value of 0.087 and South Africa a value of 1 relative to South Africa as a whole. . The considerable low index of buying power of the Senqu Local Municipality suggests that the local municipality has access to only a small percentage of the goods and services available in all of the Joe Gqabi District Municipality. Its residents are most likely spending some of their income in neighbouring areas (S&P Global, 2024:48).

Between 2010 and 2020, the IBP increased to its highest level in 2018 (0.001489) from its lowest in 2011 (0.001363) with an average annual growth rate of 0.78% (IHS Markit, 2020).

Table 18: Index of buying power

	Senqu	Joe Gqabi	Eastern Cape	National Total
Population	147,419	390,822	7,360,699	59,809,786
Population - share of national total	0.2%	0.7%	12.3%	100.0%
Income	4,643	13,441	302,047	3,508,339
Income - share of national total	0.1%	0.4%	8.6%	100.0%
Retail	1,557,574	4,229,519	86,566,731	1,049,668,438
Retail - share of national total	0.1%	0.4%	8.2%	100.0%
Index	0.00	0.00	0.09	1.00

Source: IHS Markit Regional eXplorer version 2142

11. Comparative and Competitive Advantages

11.1 Competitive Advantages

- **Basic Services and Infrastructure**

The Municipality performs above District average in respect of access to all basic services but refuse removal. The majority of Senqu households enjoy access to the RDP minimum levels of basic services in respect of housing, energy and sanitation.

The road network is extensive, and all villages are accessible by roads. There are 2 major tarred roads which run through the Municipality and link urban areas such as the R 58 and the R 392. They also provide linkage between the N6 and N2. Unfortunately, road maintenance is poor but the tarred network is being upgraded.

The bulk infrastructure of water and sanitation is sufficient in towns and has been upgraded so that it can provide for growth such as the 802 RDP houses built in Barkly East.

- **Technology**

The Municipality is a pilot municipality for SALGA for the rollout of 5 G.

- **Tourism**

Scenic beauty, hiking and wildlife attractions and trout fishing. South Africa's only ski resort at Tiffendell. Tiffendell Ski Resort is the only ski resort in South Africa and is uniquely positioned to capture the local skiing market. Due to the shutdown of the tourism sector during lockdown, the ski resort was forced to shut down. The Senqu Council is committed to assist the ski resort to re-open. The area has a well-developed road network that enters beautiful valleys and mountains. It is favoured by off road enthusiasts, trail runners and mountain bikers. The Municipality is looking to develop a resort around the Jozana dam, improve upon the existing Lady Grey dam site and host an annual tourism festival to increase the number of tourists to the area.

- **Agriculture (wool production)**

Agriculture is one of the major economic drivers of the local economy and is one of the New Growth path's job drivers, in the NSDF 2050.

In 2010/11, 46 099 196 kilograms of greasy wool was produced in South Africa. Out of this the Eastern Cape produced 14 300 585 kilograms. In 2011/12, 44 807 741 kilograms were produced out of which the Eastern Cape produced 13 950 406 kilograms. Barkly East 876 812, Lady Grey 178, 107 and the Transkei 3,357,008 (Cape Wool production figures 2010-2012). This makes Senqu one of the largest producers of wool in the Eastern Cape. Its climate and topography make it well suited to expand this type of farming.

- **Regional Location**

Strategic location and proximity to Lesotho provides development opportunities near the Telle Bridge border post as well as for the revitalisation and upgrade of Sterkspruit. These provide major tourism development opportunities for both Senqu and Lesotho. The proximity of the area to Lesotho, the Free State allows it to tap into these potential markets as well as being only 60 km from the N6 route from East London to Johannesburg allows it to ship goods relatively easier.

- **Excess of electricity production**

The Municipality has an excess of electricity production in its area from the Witkrans station near Lady Grey.

11.2. Comparative advantages

- **Access roads**

All villages have access roads leading to them.

- **Spatial Development Plans**

All towns have an adopted LSDF.

- **Underdeveloped tracts of land**

There are large tracts of agricultural land which are underdeveloped.

- **Niche processing**

JOGEDA is busy implementing a peach growing and processing of peaches with a partnership agreement with the South African deciduous company and various communal farmers. Bottling of fresh spring water is a potential niche. Senqu has pure, clear water that is already being bottled on a small scale. Potential may exist for further expansion.

- **Niche skills**

The Municipality is busy training sheep shearers in conjunction with DRDAR and JOGEDA.

12. Challenges

- **Geographic Challenge**

The majority (86%) of the Senqu population lives in predominantly rural areas consisting of rural villages and farm households. The population density makes it extremely costly and difficult to provide the prerequisite services and conditions to address unemployment and poverty.

- **Dependency and employment Challenge**

The economy is unable to provide the required economic and employment opportunities for those requiring employment. Senqu Municipality has a high unemployment rate. It is higher than that of both the district and the Province.

- **Poverty Challenge**

Senqu Municipality has a high poverty rate, which is higher than that of the Province. Almost two thirds of Senqu households are indigent.

- **Literacy Challenge**

Literacy remains a problem even though illiterate rates are dropping slowly.

- **Skills Challenge**

Most of the adult population are unskilled. There is a major shortage of technical skills. There are only 3 tertiary institutions in the Joe Gqabi District Municipality and only 1 of these at Sterkspruit. However these institutions do not provide the required skills to develop and join the internet economy.

- **Infrastructure and Land Challenge**

While Senqu performs above district average in respect to all basic services except for refuse removal, infrastructure backlogs remain an area of constraint that must be addressed to unlock better growth and new investments into the area. The effect of migration into urban areas such as Sterkspruit is also putting major strain on existing infrastructure in these areas. A more integrated approach addressing social, economic and infrastructural issues is critical. The poor road network and limited linkage between areas hinders the delivery of services.

- **Access to land**

Senqu has many middle-income earners who are unable to buy plots for sale in the townships of Lady Grey, Barkly East and Rhodes. This is because they are in employment of the state and the Municipality is prohibited from selling to them. Others struggle to access land from Traditional Authorities. Land invasions are common and often with the permission of traditional councils claiming municipal owned land.

In addition, access to serviced sites is difficult as main sewerage and water lines are currently laid to existing sites and not to areas which can be developed.

The other challenge is that of owners wanting title deeds which requires formalisation of townships. The Municipality has a large-scale impact project which would require formalisation of the 10 surrounding villages around Sterkspruit.

- **Congestion and business sites**

Sterkspruit is congested with traffic which the Municipality is planning to relieve by installing a new traffic flow system and installing new traffic lights and creating proper parking bays. This requires huge amounts of funding and a traffic management plan.

Access to business sites is difficult, as many in Sterkspruit do not have title deeds as they occur outside the town boundaries, which also makes it difficult to supply services.

- **Growth Challenge**

The growth of the local economy remains low and in the current economic climate, it is likely to remain low.

- **Bulk Infrastructure**

The Municipality suffers from lack of bulk infrastructure, especially water and sanitation infrastructure which is supplied by the District Municipality. More co-operation is required between the District and local municipality to build infrastructure to support development. The lack of a constant water supply to all villages remains a challenge particularly during times of drought and low rainfall periods.

- **Connectivity**

The area has low internet speeds and poor telecommunications system.

13. Economic Infrastructure

- **Roads**

The Municipality is serviced by 2 main tarred roads – the R 58 which leads from the N6 and the R 392. The R 58 has just been recently upgraded but the R 392 requires maintenance, especially of potholes. The road is in the process of being handed over to SANRAL for repair.

- **Agricultural land**

The total cultivated area of arable land is 47,319.21 Ha, dry land under commercial production is 18, 178.39 Ha, commercial irrigated Land of 3,866.57 Ha, semi commercial (Commonages) of 25,274. 25 Ha (Information supplied by the Department of Agriculture). The area has limited land available that can sustain intensive agricultural practices. This is due to its highly erodible soils and poor unchecked veld management which has led to massive loss of topsoil and the growth of extensive dongas and gulleys.

The area is more suited towards stock farming than crop production due to its mountainous profile, short growing season, and shallow erodible soils. However due to this fact and the changing climate, newer crops are being investigated such as grapes. However, where soils are suitable, dryland crops such as beans, maize, sorghum, and cabbage can be produced. Fodder is also grown for winter feed and Lucerne is grown under irrigation on many commercial farms. Stocking rates tend to be low due to the mountainous area, but sheep, cattle and goats are in the majority. Accurate stock rates could not be received from the Department but the table below from StatsSa, Community Survey 2016 indicates stock ownership which gives an idea of stock.

Table 19: Agricultural Statistics

Agriculture	2016	
	Number	Percent
Agricultural households	9921	27.9
Cattle		
1-10	2746	56.4
11-100	948	19.5
100+	1173	24.1
Total	4867	100
Sheep		
1-10	596	20.5
11-100	985	33.9
100+	1321	45.5
Total	2902	100
Goat		
1-10	1657	49.6
11-100	1601	47.9
100+	82	2.5
Total	3340	100
Type of agricultural activity		
Livestock production	7233	75.1
Poultry production	3567	46.8
Vegetable production	3384	54.4
Other	3349	13.1

Source: StatsSA 2016

20 casual worker jobs have been created through the commercialization of smallholder producers. For the 2025-2026 FY the following persons were supported with agricultural inputs, 2457 Household gardens beneficiaries, 814 Ilima Lokulima beneficiaries, 204 piggery beneficiaries and 78 poultry beneficiaries. 59 beneficiaries were supported with 2 Nguni bulls in the red meat commodity. The following facilities were completed: Qhimirha Shearing shed, Skisazana Animal Handling Facility, Senqu Custom Feedlot water testing and Wittebergen Dam Scooping. The following samples were collected for animal disease surveillance; Brucellosis: 1168, Disease surveillance:1193. Foot and mouth disease vaccines are starting to be distributed in the municipal area as the focus is still on vaccinating diseased animals in the Maletswai and Burgersdorp commonages.

A shearing shed was built at Qhimirha and 8 shearing sheds have been supported with 10 rams each for livestock improvement to support communal wool associations. 51 hectares have been aggregated for vegetable production. 6 projects have been supported with industrial sewing machines and overlockers for rural development enterprises.

- **Communal Agricultural infrastructure.**

There is the following infrastructure available:

SENQU SHEARING SHEDS

NAME OF A SHED	AREA
Lady Grey shearing shed	Lady Grey,
Rhodes shearing shed	Rhodes,
Blikana shearing shed	Mkunyazo,
Gqobo shearing shed	Gqobo
Masakhane shearing shed	Masakhane,
Rietfontein shearing shed	Rietfontein,
Bultfontein shearing shed	Bultfontein,
Majuba shearing shed	Majuba,
Mfinci shearing shed	Mfinci,
Masihlangane shearing shed	Nomlengana,
Upper Telle shearing shed	Upper Telle,
Makhumsha shearing shed	Makhumsha,
Wittebergen No.2 shearing shed	Nkopane,
Mbonisweni shearing shed	Naledi,
Tugela shearing shed	Ntsimekweni,
Makalakaleng shearing shed	Makalakaleng(Palmietfontein),
Thaba Lesoba shearing shed	Thaba Lesoba,
Ndofela shearing shed	Ndofela,
Mokhesi shearing shed	Mokhesi,
Mmusong shearing shed	Mmusong,
Zwelitsha shearing shed	Hohobeng,
Esilindini shearing shed	Esilindini,
Skhisazana shearing shed	Skhisazana,
Bebeza shearing shed	Bebeza,
Mei shearing shed	Mei,
Manxeba shearing shed	Manxeba,
Mguli shearing shed	Mguli,
Sunduza shearing shed	Mangweni,
Jozanas Hoek shearing shed	Jozanas Hoek,
Dulciesneck shearing shed	Dulciesneck,
Hlomendlini shearing shed	Hlomendlini,
Rockcliff multi purpose shed	Rockcliff
Khiba shearing shed	Khiba
Spambo multi purpose shed	Spambo
Qhimirha shearing shed	Qhirmirha
Tapoleng shearing shed	To be built 26/27
Hillside shearing shed	To be built 26/27

SENQU CATTLE HANDLING FACILITIES

Cattle handling facilities	Area
Tugela facilities	Entsimekweni
Witterbergen Facilities	Zava
Blikana Facilities	Mkunyazo
Mission facilities	Mission/ Phelandaba ADM
Majuba Facilities	Majuba
Hinana Facilities	Hinana
Kromsprit facilities	Kromsprit ADM(Maqwathini)
Mokhesi facilities	Mokhesi
Ndofela facilities	Ndofela
Thabalesuba facilities	Thabalesuba
Magadla facilities	Magadla
Tapuleng facilities	Tapuleng
Magwiji facilities	Magwiji
Mguli animal handling facility	Bamboespruit
Skisazana Animal handling facility	Skisazana
Senqu Custom Feedlot	Bluegums
Ngquba animal handling facility	To be built 26/27

Infrastructure	Condition
15 Dipping tanks	Various states of disrepair requiring water and dip
2 red meat facilities	Good
1 poultry abattoir	Sterkspruit
11 stock dams	
3 tunnel facilities	Various disrepair at Bluegums, Mlamli and Phelendaba
Qhemegha rural water scheme	

(Source: DRDAR 2026)

In general, agricultural infrastructure has been installed in the former homeland and communal region but farmers still express needs for fencing, tractors, stock dams, shearing sheds and dip for the dipping tanks.

The most common complaint is for roads to be fixed in all commercial and communal areas and especially to the lands. The former homeland is also being invaded by plants which reduce grass from growing and affect animal health like the jointed cactus and Slangbos. DRDAR will be starting programmes to eradicate the cactus and DEDEA have funded projects to eradicate Slangbos but more needs to be done as it is spreading throughout the district. Stock theft remains a constant threat to both commercial and non -commercial farmers. A positive note is the growth of farming co-operatives building relationships with commercial farmers to utilise underutilised communal land such as the Tugela co-operative near Skisazana.

- **Sporting infrastructure**

There are 5 sports stadiums in Lady Grey, Barkly East, Sterkspruit, Kwa Gcina and Zava. These are in various stages of repair with the Sterkspruit stadium constantly being vandalised.

- **Streets**

- Most streets are paved in the CBD of Lady Grey, tarred in Sterkspruit and Barkly East
- **Streetlights**

There are streetlights in the towns of Lady Grey, Barkly East and Sterkspruit.

- **TV, radio, internet and cellphone reception**

Reception is good in the towns of Lady Grey, Barkly East and Sterkspruit but Barkly East is prone to cellphone blackouts. However reception in rural areas and on the main tarred roads is patchy.

- **Electricity**

Electricity is supplied to all urban residents and most rural residents except for newer developed areas.

14. LED Support System and stakeholder involvement

The Senqu Municipality has a dedicated LED Unit located within its planning department. The Unit is responsible for coordination and facilitation of LED processes in Senqu as well as advising the Council on LED matters. The LED unit is not fully staffed. The LED Unit is based in the Directorate: Development & Town Planning Services Directorate. The Unit has 1 Enterprise Development Officer and 1 Tourism Office. It is headed by the IPED Manager. Under the newly adopted organogram another unfunded post of Agricultural Officer exists as well as 2 caretaker posts.

Senqu is one of the key partners of the Joe Gqabi Economic Development Agency (JoGEDA) which is tasked to drive special economic development projects on behalf of the district municipality and the three local municipalities in Joe Gqabi. With respect to Senqu, the Agency has prioritised commercial property development and plastic manufacturing as its immediate flagship projects. Its other partners are the local tourism organization (Senqu Tourism Association) and the Small Enterprise Development Agency (SEDA) which provides support services to tourism enterprises and other small businesses in the area. Other partners include the JGDM, ECDC, DLGTA, DEDEA and the Department of Agriculture.

The Municipality has an Economic Development Forum. The aim of the forum is to:

- Provide LED facilitation and support within the Senqu municipality.
- Advise on development choices by understanding the local context enough to validate claims made about local potential.
- Mobilise local stakeholders.
- Facilitate local partnerships within and between local public and private organisations.
- Develop an annual work plan to implement the LED strategy that is reported on quarterly.
- Assist with and advise on local economic development initiatives.
- Coordinate all local economic development initiatives within the municipality.

- Provide information and create awareness about LED within the municipality.
- Monitoring and evaluation of local economic development projects

The forum should meet quarterly. However, the Municipality has utilised other platforms to meet with its stakeholders and to avoid participation fatigue where possible. Other stakeholder forums include the LTO, small farmer's association and agricultural forum. However, these forums require more capacitation and engagement to keep functioning effectively. The Municipality engages with sector departments through District Support team meetings on a quarterly basis and IDP Representative Forum meetings.

15. Labour intensive programmes

The CWP programme is operated very effectively in the Municipality by the LED Unit. The CWP programme operates in 7 wards in the Municipality but this will be extended. It currently engages over 2000 persons. The programme is implemented through an annual site plan which is adopted by the council. The CWP Local reference Committee is headed by the Portfolio Councilor DTPS, Cllr Mbonjwa and consists of affected Ward Councillors, COGTA, Programme implementor and sector departments.

The EPWP programme undertakes projects such as maintenance of municipal property, cleaning in urban areas, storm water management in townships and data collection. EPWP targets are also set in capital infrastructure projects. Over 196 jobs were created in 2011, 2012, 2013. 252 jobs were created in 2014/15 for mass job and 450 on MIG projects. 216 Jobs on average for 2017/18 through mass job creation as part of the EPWP programme and CWP. 544 jobs were created in 2018/19. In 2019/2020 an average of 165 jobs were created monthly.

The EPWP policy was adopted by Council on the 25th of October 2012, amended and adopted again in 2018 to take cognizance of the changes in legislation. The policy outlines the institutional arrangements for implementing EPWP, roles and responsibilities, the employment opportunities, training and EPWP target, conditions of employment, target groups and reporting process. The Director of Technical Services was responsible for implementing EPWP but this will be changed from 1 July when it falls under the Manager Housing and special projects which is not yet filled. The EPWP framework for Phase 3 was adopted by Council in May 2016 and for Phase 4 in 2020.

Amounts budgeted for EPWP

2022/23	2023/24	2024/25	2025/26	2026/27
7 634 528	5 436 000	8 456 096.63	6 800 000	6 816 575.32

16. Investment Attraction, Small Town Revitalisation and Policy Framework

The Municipality is expending great effort to attract investors to the municipal areas by ensuring that towns are kept clean, and that grass and trees are cut and pruned regularly. Senqu has won several awards in the cleanest town competition. It came first in the 2022 greenest town competition and received funding in 2023/2024 and second in 2024/2025 and first in 2025/26.

The Municipality has spent its neighbourhood development grant on beautifying the entrance to Lady Grey by planting trees and providing pathways linking the township to the CBD. The emphasis in Sterkspruit, is on consolidation of neighbouring settlements into the existing town and resolving land tenure issues.

A small-town regeneration plan has been developed for Sterkspruit and Barkly East. An application will be made in 2024-2025 to join the Office of the Premiers programme for small town development. As part of small town development, walkways have been paved and 18 hawkers' huts handed over in Sterkspruit. Community parks in Lady Grey funded by DEA has been built. The lack of available land is preventing the development of similar parks in Sterkspruit.

Suggestions have also been received by the communities of Rhodes and Lady Grey for street signage to improve security. This has been approved in the budget and a policy developed on naming in the Municipality.

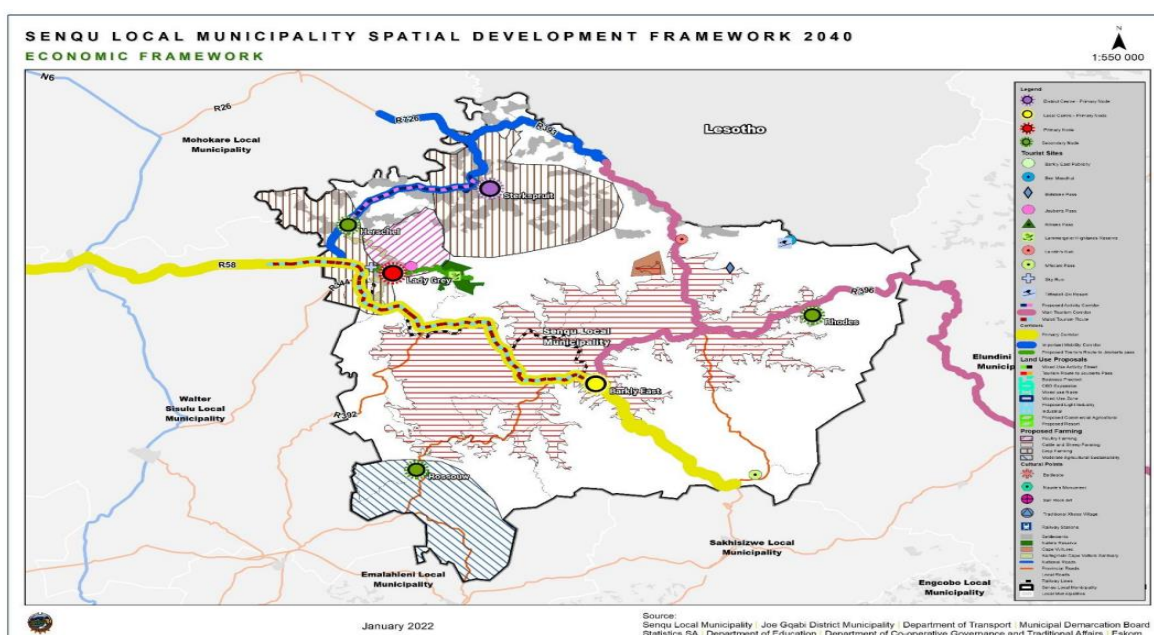
The Municipality has also begun to increase revenue by expanding the rates base through formalisation of adjoining rural areas to existing urban centers as well as implementing the small-town plans. The policy framework regarding businesses has been revisited in order to determine areas of hindrance for business development as part of its red tape reduction strategy. These include the bylaws on building control regulations, business and street trading, liquor trading, preparation of foods at registered private kitchens and taxi ranks and taxi ranking. This is all part of the Municipality's drive to assist the development of business in the area including the ultimate adoption of informal trading regulations and the draft trade and investment policy.

Work is starting on the revitalisation of the Sterkspruit revitalisation plan with funding being sought for the development of a traffic plan which will reroute traffic and avoid congestion of the CBD. This plan has now become part of the Sterkspruit Urban Design Framework (UDF). The construction of a DLTC in the town will assist in increased revenue for the Municipality as learners and drivers licence tests can occur in the town. Plans have been made in the budget for a multiyear project to build an additional bridge in New Rest to alleviate traffic congestion as well as the installation of a traffic light.

The LED strategy has looked at the issue of the township economy. However, it must be realised that not all areas are equal and Senqu Municipality does not have a township economy as exists in the larger metros. The townships in Senqu form part of the town economy and most business still occurs around the CBD including that of informal traders. The only businesses in the townships are shebeens and spaza towns. Support has been given through funding initiatives of R 5000 for emerging businesses and R 50 000 for existing businesses.

The map below from the SDF 2022 indicates the relationship between the LED priorities and the spatial realities.

Map 6: LED Priorities & spatial realities



18. Alignment between the NDP, PDP, NGP & LED Strategy

National Development Plan	Provincial Development Plan 2030	New Growth Path	JGDM LED Strategy	Senqu LED Strategy
Unite all South Africans around a common purpose	A growing, inclusive and equitable economy. Vibrant and equitably enabled communities	Jobs driver 3: Seizing the potential of new economies. Job driver 1 infrastructure	Focus on strategic, priority sectors, most notably agriculture; agri-business; forestry and the related timber industry; and tourism. Reduce by 60-80% the number of households living below the poverty line; Increase the number of jobs created locally through all municipal-run capital projects; Increase the percentage of budget spent on implementing economic development programmes for a particular financial year in terms of the IDP; Increase the economic growth rate;	Objective 1: To capacitate 200 SMME's annually on business development training Objective 2: Increase in local procurement from SMME's to 30% of the operational budget annually Objective 3: Awarding of 30 % of tangible components of implemented capital projects above R 6 million to Senqu SMME's on an annual basis.
An active citizenry		Jobs driver 3: Seizing the potential of new economies	Increase the proportion of development activities that take into account the interests of vulnerable groups (i.e. women, elderly, youth and the disabled)	Objective 4: Development of an agricultural plan by June 2027. Objective 5: To fund 2 tourism events annually to increase tourism in the region Objective 6: To fund 4 visitor information

National Development Plan	Provincial Development Plan 2030	New Growth Path	JGDM LED Strategy	Senqu LED Strategy
				stands in garages by June 2026 Objective 7: To attend 2 trade shows annually to market the region Objective 8: To increase social media marketing presence by posting weekly and updating website quarterly
Growing an inclusive economy	An enabling infrastructure network	Jobs driver 2: main economic sectors Jobs driver 3: Seizing the potential of new economies	Development of key programmes such as the Umzimvubu Basin Development and Timber Industries Development Initiative. • Investment in infrastructure.	Sterkspruit UDF
The need to improve capabilities	Human development		Education and skills training	
The need for a capable and developmental state	Capable democratic institutions	Job driver 4: investing in social, capital and public services		
Responsibilities of leaders throughout society to work together to solve our problems	Environmental sustainability	Job driver 4: investing in social, capital and public services. Jobs driver 5: spatial development	Increase the proportion of development activities that take into account the interests of vulnerable groups (i.e. women, elderly, youth and the disabled)	

19. LED Strategy and alignment with the One plan

The LED strategy was redone in the 2021/2022 Financial year and the final strategy was adopted in June 2022. It has been reviewed and the LED strategy is as follows:

19.1. LED Strategy Objectives

Objective 1: To capacitate 200 SMME's annually on business development training

Strategy 1: Implementation of an SMME development strategy on an annual basis .

The strategy has the following pillars:

Pillar 1: Compliance

- Project 1: bi-annual roadshows with SARS and DEDEA around issues like tax compliance and registration of companies in terms of the Companies Act.
- Project 2: Company and co-operative registration
- Project 3: Issuing of business licences with different categories. Currently the Municipality only provides business licences in accordance with the business act

Pillar 2: Capacity development of SMME's

- Project 1: Annual training programme developed with partners on financial and business management skills. It will also acquaint them with health and hygiene regulations as well as food safety for retail and other compliance regulations particularly in the tourism sector
- Project 2: Financial assistance to SMME's of seed capital capped at R 5000 per applicant. Annual application
- Project 3: Provide financial surety for SMME's who win Senqu tenders so that they procure goods and services

Pillar 3: Infrastructure

- Project 1: Development of SMME's hubs, hawker structures and tourism sites

Objective 2: Increase in local procurement from SMME's to 30% of the operational budget annually

- Project 1: Bi- annual update of SMME database

Objective 3: Awarding of 30 % of tangible components of implemented capital projects above R 6 million to Senqu SMME's on an annual basis.

- Project 1: Bi-annual report on the funding awarded

Objective 4: Development of an agricultural plan by June 2027.

- Project 1: Development of an agricultural plan

Objective 5: To fund 2 tourism events annually to increase tourism in the region

Project 1

- Provide financial assistance to existing events including the festival

Objective 6: To fund 4 visitor information stands in garages by June 2026

Project 1

- Facilitate the development of information areas throughout the Municipality

Objective 7: To attend 2 trade shows annually to market the region

Project 1

- Marketing at trade shows, expos (i.e. Indaba) and outdoor shows

Objective 8: To increase social media marketing presence by posting weekly and updating website quarterly

Project 1

- Annual social media marketing campaign

Programmes and implementation plans form part of the strategy.

Alignment between the LED Strategy and One plan

DDM Pillar	DM Projects	LED Strategy Projects
People development and demographics	Youth development HIV & Aids programmes Support special interest groups	SMME Strategy implementation
Economic positioning	Red tape reduction Support initiatives for small town revitalisation Local procurement and supply chain policies	Objective 2: Increase in local procurement from SMME's to 30% of the operational budget annually Objective 3: Awarding of 30 % of tangible components of implemented capital projects above R 6 million to Senqu SMME's on an annual basis.
Spatial restructuring and environmental sustainability	High altitude conservation and development area Develop SDF's to protect areas	Development of NE grassland park SDF highlights protected areas
Infrastructure engineering	Access to basic service delivery Reduction of infrastructure backlogs Climate change strategies	Pillar 3: Infrastructure Project 1: Development of SMME's hubs, hawker structures and tourism sites Basic service delivery infrastructure projects Development of an draft environmental management plan
Governance and management	Work with Traditional Authorities Implement PMS	Consolidation of 10 villages around Sterkspruit

DDM Pillar	DM Projects	LED Strategy Projects
		Implementation of the Sterkspruit UDF

20. Conclusion

The JGDM LED framework is under review . The status quo report reveals the following:

- Weak innovation ecosystem, with limited incubation, research, and enterprise innovation support
- Low implementation capacity, particularly in project preparation, coordination, and execution
- Significant infrastructure constraints, especially in rural service delivery and bulk infrastructure
- Weak enterprise development environment, including limited access to finance and business support.
- Skills mismatch and low levels of tertiary education and technical skills availability.
- Limited economic diversification, with a strong dependence on primary sectors and public services (JGDM LED Framework, April 2026).

These are all the same issues which plague Senqu Municipality. The LM's lack of annual growth has resulted in an unprecedented high unemployment in the Senqu area with high dependence on government grants. This coupled with access to basic household and community services which is below optimal creates tension amongst communities who compete for relatively scarce resources.

Therefore, it becomes crucial that the municipality creates conducive conditions for job creation and participation in agricultural activities by availing land for development. Businesses are not growing as SMME's as they do not receive strategic support from government institutions. Areas for great concern are centered around food security and land reform. The tourism sector is underdeveloped and needs strategic intervention to revive and contribute to the local economy meaningfully. Agriculture remains central to the development of the area. However, it must be done in conjunction with other programmes. Land administration and town planning seem to have been relegated to the background of the municipal priorities. This approach does impact negatively on the development trajectory of the municipality.

Other issues are regarding lack of compliance by SMME's with CIPC returns,SARS returns, delays in member replacements (Co-operatives) , need for technical trainings (Industry Specific technical trainings eg sewing etc, Brick making, Soap-making, Candle-making, etc), business Management Skills, financial Management Skills, non-financial support budget and non-compliant businesses for LRED Fund

CHAPTER FOUR: BASIC SERVICE DELIVERY

1. SLA's and other Institutional Arrangements

Community Services has an SLA with DSRAC. In terms of the SLA Senqu runs the library service on behalf of DSRAC. This SLA is signed annually. Technical Services has an SLA regarding electricity sales with ESKOM whereby the Municipality procures electricity from ESKOM and then sells it via its internal network to urban customers.

2. Spatial Analysis and Rationale

The SDF was adopted in 2022. The SDF was developed according to SPLUMA regulations. It is aligned with the NSDF 2050, JGDM SDF, Walter Sisulu and Elundini SDF's and the Eastern Cape SDP. The NSDF 2050 classifies Senqu Municipality as a national resource risk area. It directs the SDF to focus on the following sub frames: N1) national Urban network's focus must be on the management of sustainable use of resources to sustain national urban networks. National resource production regions, the focus must be on managing competing land uses e.g. mining, agriculture and eco tourism. The national connecting and movement infrastructure focus must be on strengthening infrastructure networks to facilitate regional, national and cross border flows and under the national ecological infrastructure and national resource base, the focus should be on prioritising resource management.

The Senqu SDF was gazetted in November 2023 under notice 92/2023. The settlements found in the municipality are listed below and their category.

Settlement	Settlement Type
Sterkspruit (Main urban area- including surrounding settlements within urban edge (Sterkspruit LSDF 207)	Urban
Lady Grey including Transwilger and Kwezi Naledi	Urban
Barkly East including Fairview and Nkululeko	Urban
Rhodes including Zakhele	Urban
Rossouw	Urban
Hershel	Urban
Rural villages 178 (OTP 2015)	Rural
Privately owned commercial farms	Rural

There is land that is under the jurisdiction of traditional authorities with communal land tenure. The municipality is busy negotiating with traditional authorities to include all the surrounding villages into Sterkspruit municipal boundaries since it has no services.

The following Guiding Principles have been developed in accordance with the SPLUMA guiding principles and the NSDF 2050. The following Spatial Guiding Principles are outlined for the SLM SDF.

Development of Sustainable Human Settlements This guiding principle seeks to address the critical interventions required that would counter current shortcomings in the way settlements perform. Key areas of concern include dealing with the existing sparsely dispersed settlements and the lack of certain social amenities within some settlements and the wide variety of housing needs applicable to various areas of the district related to tenure challenges, especially those that are poorly catered for by current housing markets. Other areas of concern relate to the need to ensure that housing opportunities are developed in areas that offer better access to social and economic opportunities to the most people (especially the less well-off who are most reliant on public transport); and to the need to ensure that levels of access to critical social facilities and services are progressively improved. Aligned with Eastern Cape PDP 2030 and with the NSDF 2050

Ensuring a Sustainable and Functioning Environment The major area constraining the environment within the context of the SLM is the growing effects of climate change and the crucial role played by the natural environment in providing the essential ecosystem goods and services upon which the environmental sphere thrives upon. Key concerns are that spatial development and human land uses should be planned and managed so as not to disrupt or destroy critical biodiversity areas. The aim of the guiding principle also highlights the need for planning to strengthen the resilience of communities and to allow for contingencies when responding to natural disaster events. This principle is aligned with the NSDF 2050 principle of national ecological infrastructure and national resource base where the focus should be on prioritising resource management.

Managing and Maintaining Safe and Accessible Infrastructure Provision This guiding principle focuses on the importance of ensuring that existing infrastructure networks are adequately maintained and that scarce critical (life-enabling) resources such as water are protected and managed to ensure wise and sustainable use. This guiding principle also emphasises the need to plan for the changing services provision context, especially the impact of changes in how activist citizens have begun to design solutions in order to reduce their absolute dependency on municipal services provision.

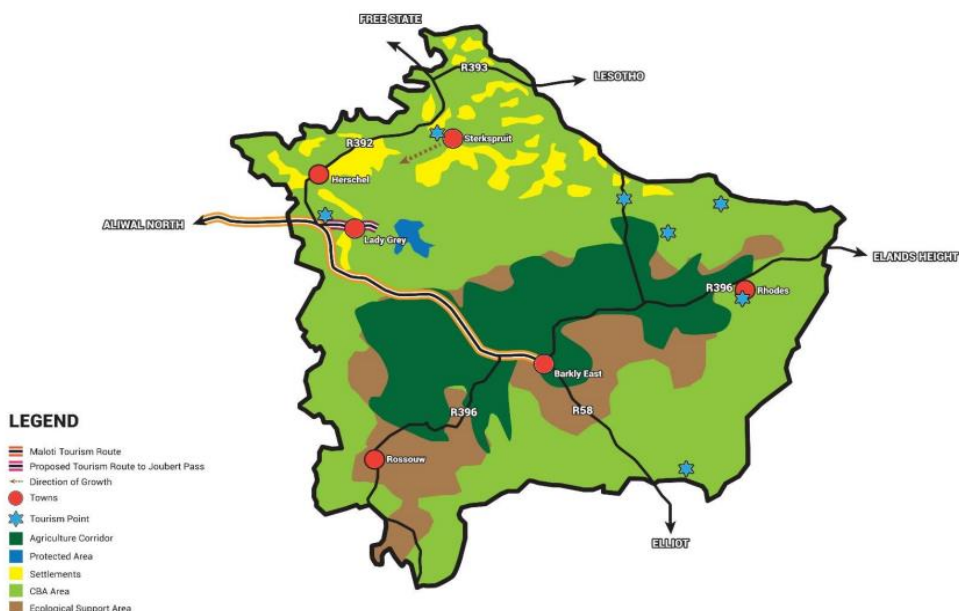
infrastructure which allows for the ease of access to various neighbouring communities (to the extent of the Kingdom of Lesotho) to access social amenities and the job market. The SLM under the goal for the development of a Smart municipality will aim to promote energy conservation and alternative energy production. This guiding principle will also aim to address Infrastructure upgrading and provision within the district. Aligned to the NSDF 20250 principle of strengthening infrastructure networks.

Access to and Affordable Public Transportation and Accessible Linkages Between Settlements. This guiding principle focuses on the interplay of viable public transportation with the appropriate pattern of land use and settlement development within the municipality and beyond. It is clearly recognised that public transport functions best and most sustainably when it services a user population that resides at sufficient density and distances from various land uses within the areas of which the transport services is offered.

Sustainable Rural Development There are many rural settlements located throughout the municipality. This guiding principle seeks to take into account the realities of the interplay between SLM's urban areas and its rural settlements, and especially the linkage between these areas. There will be an improved connection between the rural and urban in such a way that they operate in sync, whatever the other lack the other is able to assist with. There will also be improved access, all of these will promote and supports sustainable initiatives whilst also being able to facilitate food security programmes within the rural areas. "Smart City" and Information Technology Cities and areas in third world countries have been seeing the need for advancing this sector.

Effective Governance This principle highlights the importance of ensuring efficiency, transparency, and inclusiveness in the SLM's approach to fulfilling its Municipal Planning mandate, specifically about spatial planning and land use management. This means that emphasis is to be placed on communication with interested and affected parties to any planning initiative and ensuring transparency between municipal functions and public knowledge to ensure that the public is part of the planning process and that they essentially are satisfied with the projects proposed within the spaces in which they live and utilise. Priority is to be given to ensuring that a sound and technically proficient administration is developed and nurtured, so as to win the trust and support of all stakeholders and community members who share a common interest in seeing sustainable development become a reality for the municipality (SDF 2022:154-160).

CONCEPT PLAN



3. Development Nodes and Settlement proposals

The concept for the future development of the municipality is to strengthen the existing residential nodes, both Urban and Rural areas and define the edges of these areas, to protect the areas of Agricultural potential as well as the areas of environmental sensitivity. The concept looks at the nodes being developed to accommodate residential and alternative economic opportunities to create employment. The concept looks at alternative economic sectors like red meat abattoirs and tourism can be possible sectors, which can support and ensure the sustainability of these nodes.

Node Type	Town Name
District Centre/ Primary node	Sterkspruit
Local Centre/ Primary node	Barkly East
Primary Node	Lady Grey
Secondary Node	Hershel
Secondary Node	Rossouw
Secondary Node	Rhodes

The municipality is identified as a leading product for the Senqu local economy in 2004 (ECO 2006), with scenic beauty, hiking and wildlife attractions, and trout fishing, together with South Africa's only ski resort at Tiffendell. Tiffendell ski resort is the "key pin" with linkages to the Rhodes, Barkly East, Maclear, Ugie and Lady Grey areas. This has closed down unfortunately.

From an environmental perspective, the natural environmental needs to be protected. We need to protect these areas by monitoring land uses near these areas. The environment is an asset which also needs to be marketed and promoted.

The following components are applicable to the Conceptual Spatial Plan for the Senqu SDF:

1. Movement

- The R58 is the main movement route in the municipality
- The R393 is regarded as an important mobility route since it connects the municipality to the Kingdom of Lesotho and the province of the Free State
- The enhancing the agricultural sector would further require prioritisation to be placed on the movement routes between towns in Senqu as well as outside of the LM.

2. Infrastructure

- Infrastructure upgrades are required for towns to expand and to accommodate for the housing need in Senqu LM.
- Upgrades of Roads to allow for the ease of movement of people, goods and services
- Social Facilities to cater for the growing need.

3. Towns

- Towns have the potential to expand, specifically Barkly East, Lady Grey, Sterkspruit and Herschel. The proposal for this is to also aim to impact the provision of Sustainable Human Settlements and transportation movement, as well as the retail and trade sectors.
- Alignment and support to neighbouring towns. Assess their needs and consider the impact it would have on Senqu LM (Great influx from Lesotho to areas of Sterkspruit and going to Herschel)

4. Economic Growth

- The key economic sectors which the concept plan covers are as follows: ➤ Finance ➤ Trade ➤ Agriculture, Forestry and Fishing ➤ Community Services ➤ Transportation
- The concept plan aims to facilitate economic growth in the economic sectors of Senqu LM. This is aimed to be achieved through the prioritisation of the opening of industrial sites, the promotion of logistics and transportation movement, as well as the retail and trade sectors.

5. Agriculture

- The agricultural sector is proposed to be promoted within Senqu LM
- Agro process is a spin off sector which has the potential to thrive should focus be placed on the agricultural sector
- Training / skills development centres are required to allow for the growth of the sector and to provide job opportunities for residents. This can be through the Subsistence farming taking place in the municipality.

6. Tourism

- Tourism opportunities exist within the Senqu Local Municipality which need further promotion and enhancement. The tourism opportunities include but are not limited to the following: ➤ Naude's Neck Pass connecting Maclear to Rhodes ➤ Joubert's Pass in Lady Grey

4. Spatial Proposals

a. Lady Grey: Spatial Logic and proposed land uses

The town of Lady Grey functions primarily as a service centre and the SDF describes it as a primary node. It provides commercial facilities and social infrastructure and services to both the residents and residents from the greater district which consists of mainly commercial farms. The town is located on the R58 provincial road which links the town of Lady Grey to Aliwal North (Maletswai) to the west, Barkly East to the east and Herschel and Sterkspruit (via the R392) to the north. The area is acknowledged as an administrative centre; there is availability of industrial land; there is development potential of the river frontage; there are places of historical interest that exist. (Heritage sites), and there is potential for tourism, mountain biking, hiking, and various other outdoor sports.

Residential

- There is an opportunity for high income housing near the golf course. This will ensure that the area accommodates the people that work in the area but stay in areas like Maletswai.
- There are opportunities for infill development.
- With the mountain acting as a constraint for development, development is confined to the West of the town, this provides an opportunity for densification.

Business

- An activity street is proposed, this is where most of the commercial activities are taking place.
- The SDF proposes a CBD expansion between Schreiner Street and Murray Street.
- It also proposes a Civic precinct between Huet and Murray Streets
- There is a proposed agricultural activity that can take place opposite the Khwezi-Naledi township. This will improve the subsistence commercial farming and can work well since the municipality has a farmer's support forum that can ensure its functionality.

Industrial

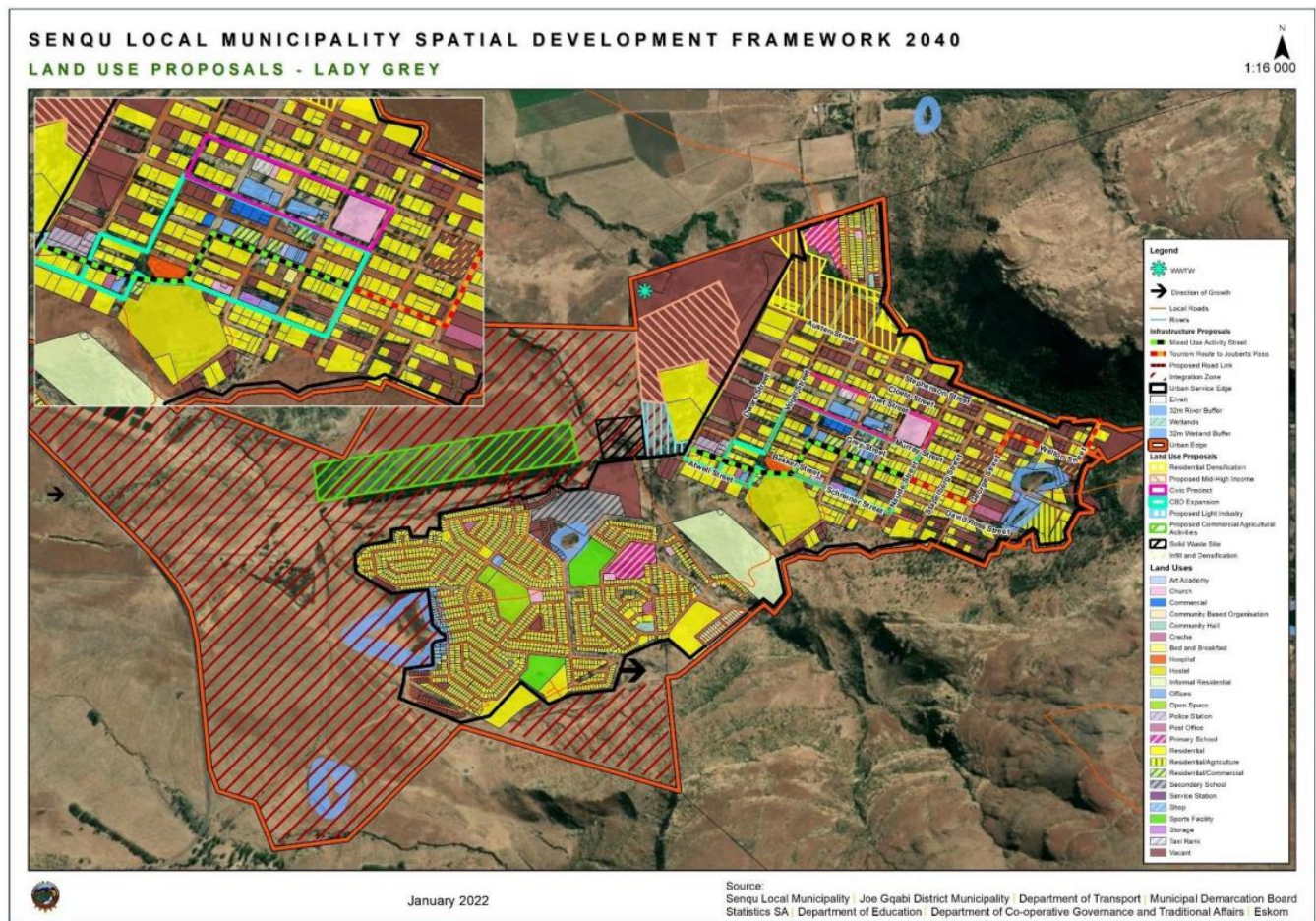
- There is an opportunity for light industry just before the CBD where there are opportunities for retail.

Tourism

- The SDF proposes a tourism route that runs through to the town to Jouberts Pass.
- There is an opportunity for more guesthouses in the CBD, this will increase the economic revenue in the municipality by ensuring that tourists passing to Jouberts Pass should spend in the area.

Infrastructure

- There is a proposal to have a route that links the Lady Grey township to the main route. This will improve the connectivity in the Khwezi Naledi township.
- There is a proposal for a new dam.
- Proposal for maintenance of the priority road (going in and out of Lady Grey). This road can have street designs that give a feeling of the area. (SDF,2022:190)



b. Barkly East: Spatial Logic and proposed land uses

Barkly East is a primary node in the municipality. The development of Barkly East is more spread out and there is a lot of room for infill development to prevent sprawling urban expansion. There are areas of farming activity on the outskirts of town but there is a large amount of land adjacent to the built-up areas that is unproductive. This is an opportunity for future development but due to the small scale of this town and the sparse population there needs to be much more investment in the economy of this town before any sort of large urban expansion can be expected.

Residential

- One of the projects which have been identified is the relocation of informal settlements to the north of Barkly East CBD. Informal housing which encroaches onto the 32m buffer from the Langkloof River, and its tributaries will need to be relocated.
- The SDF proposes a Mid-High-income housing close to the golf course.
- There are areas earmarked for future growth expansion, this can accommodate more housing projects soon.

Business

- There is potential for a CBD expansion, this will amalgamate the businesses in the area and ensure a larger office precinct that can host a number of offices in the area. This is where there is a lot of commercial activities are taking place.

Industrial

- There is a proposed light industrial area along the R58. Movement
- There is a proposed route that joins two sections of Barkly East, this is aimed at assisting the reduction of car concentration in the main road and CBD.

Infrastructure

- Proposal for maintenance of the priority road (R58). This road can have street designs that give a feeling of the area.
- Barkly East's new cemetery is proposed on a Portion of Erf 1618 (SDF,2022:188)

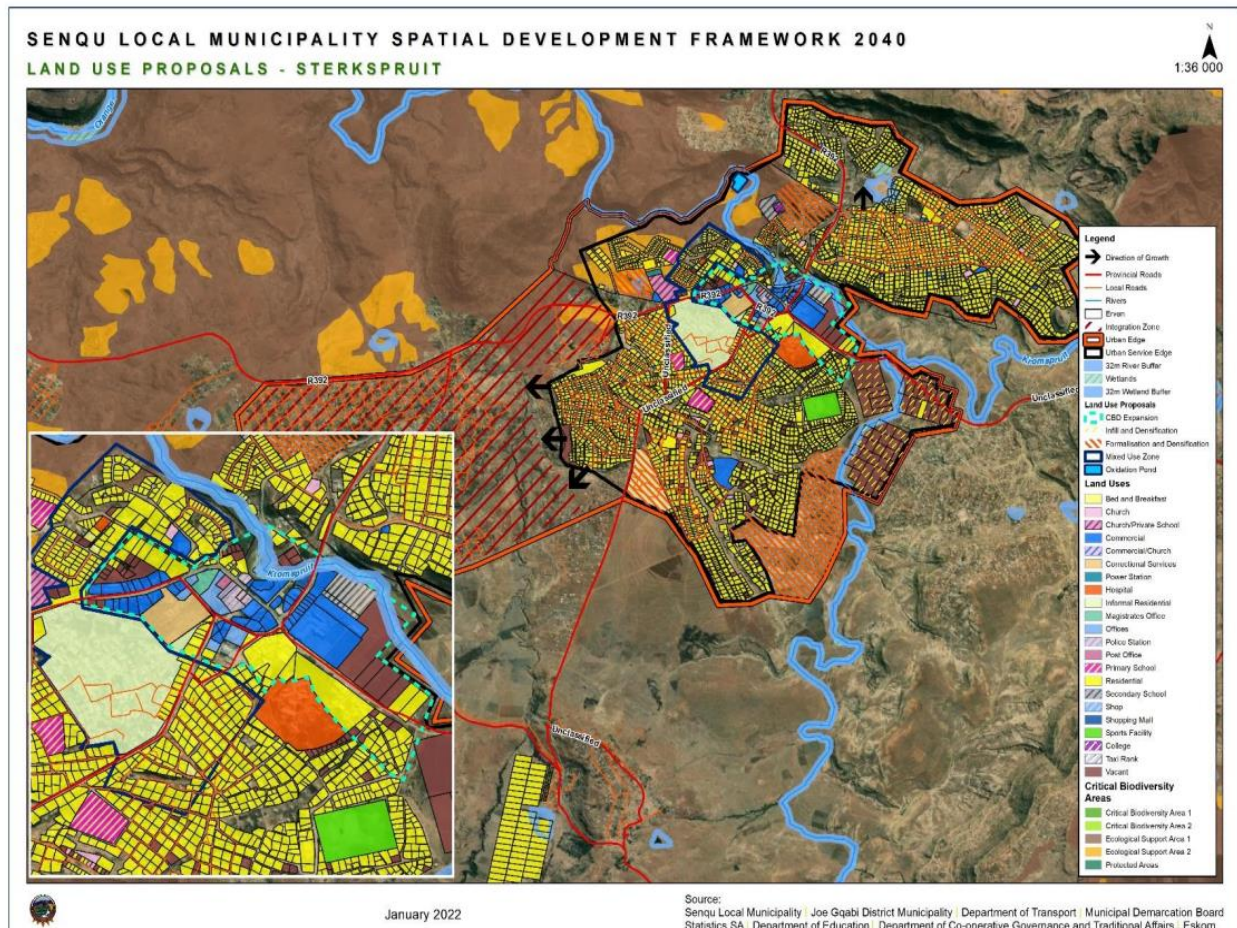
- There is an opportunity for a CBD expansion to accommodate for more business and office space in the area.
- Provision has also been made to the east of Sterkspruit Plaza to accommodate retail, offices, banking services and other related land uses.
- There is a proposal for a mixed zone (including open spaces) Industrial
- There is an opportunity for light industry just before the CBD where there are opportunities for retail.

Mixed Use Corridor

- There is a proposal for a mixed-use corridor between Sterkspruit and Herschel with a focus on reinforcing and supporting the current nodes and the linear development between them. Such linear development should allow for land use and transportation to support each other and improve the efficiency of the public transport system and the infrastructure network.
- This corridor will also allow for many of the settlements along the R392 to have access to retail services without having to travel to the Sterkspruit CBD. The corridor will not only ease the pressure of pedestrian and traffic congestion, but it will also allow for employment opportunities for those who live along this route. This proposed corridor beautifully encompasses the principles of nodes corridors talked about in many spatial planning policies.

Infrastructure

- Proposal for maintenance of the priority road. This road can have street designs that give a feeling of the area. The Sterkspruit CBD road infrastructure requires constant maintenance as it is an important link to Palmietfontein and the Lesotho Corridor. (SDF,2022:195).



The SDF contains future development proposals for Hershel, Rhodes and Rossouw.

5. Land Tribunal and by laws

Senqu Municipality is part of the District Municipal Planning Tribunal. The tribunal is currently not functional. Each Municipality has 1 representative on the Council and the Director DTPS fulfills this role. The Municipal Manager is the authorised Official. The new District Municipal Planning Tribunal is not sitting. The tribunal sits as applications are received from the municipalities. The tribunal is not sitting as the term of members had expired and new members were submitted in February 2025 for adoption by JGDM Council. The new members have been appointed but not yet been gazetted as JGDM is awaiting the government printer to gazette the members.

Senqu SPLUMA bylaws were gazetted in 2016. Senqu has major challenges relating to land invasions of municipal owned or state land. This is due to lack of land being offered for sale and people being unable to afford land but wishing to be closer to prospective employment and urban amenities in the urban areas of Barkly East and Lady Grey.

In the smaller rural hamlets of Rhodes, Rossouw and Herschel people are invading land and building informal settlements to move closer to urban amenities or receive housing with freehold tenure especially farm worker (SDF,2022:126). The Municipality has implemented several measures to counteract this, which is explained later in the document. However, implementation has proved to be difficult especially about land invasions mainly due to lack of political and administrative will. The municipality adopted and gazetted the Senqu Municipality Unlawful land occupation bylaw in 2022 and developed fines for the bylaw.

A registered junior Town planner was appointed in 2021 and now forms part of the Unit. She is acting Manager for the town planning section.

6. Human Settlement Type

Census 2011 indicates that 70 % of households live in a formal dwelling and 68.5 % own their own dwelling. Most residents live in formal dwellings whilst the amount living in traditional dwellings remains constant. There has, however, been a growth in informal dwellings.

Most residents live in traditional rural settlements. This was 80 % in 2011. 23 % live in urban settlements with Sterkspruit representing the highest urban population. This was 14.3 % in 2011. 1080 households live in informal settlements. This was 3.7 % in 2011. 5 % of the population (6 203 people) live on commercial farms (HSP 2020).

Table 20: Formal and Informal dwellings

Municipality	Census 2011				Census 2021				Backlogs	
	Formal dwellings	Traditional	Informal	Other	Formal	traditional	Informal	Other	Formal 21	Formal 11
JGDM	58902	33739	4148	682	107072	13236	3594	393	17222	38569
Elundini	12450	24534	348	218	31529	8850	733	97	9681	25101
Senqu	26717	9067	1919	343	43301	3946	1415	252	5613	11329
Walter Sisulu	19735	138	1880	121	32242	440	144	43	1929	2139

Source: StatsSA, 2021

Table 21: Population distribution according to type of settlement

Senqu Local Municipal area	Population Size	Percentage of Tot Pop (%)	No of h/holds (3.5 per h/hold)	Combined Urban & Rural Population
Sterkspruit (main urban centre) (Sterkspruit LSDF 2016)	11 399	8.50	3 256.86	23 % (urban)
Lady Grey including townships	7023	5.24	2 006.57	
Barkly East including townships	9986	7.44	2 853.14	
Rhodes including township	696	0.52	198.86	
Rossouw	284	0.21	81.14	
Hershel	2 189	1.63	625.43	
Sub Total (Urban)	31 577	23.54	9 022	
Rural villages 178	96 370			72 %
Private commercial farms 1429	6 203			5 %
TOTAL	134 150	100	38 328.57	100

Source: HSP 2020

Table 22: Type of ownership

Municipality	Owned and paid Off		Owned but not paid off		Rented		Tenure status	
	2001	2011	2001	2011	2001	2011	2001	2011
Joe Gqabi	4245	54987	7181	4980	8364	11533	26875	18751
Senqu	19917	24256	3205	1803	1932	2980	8850	6267
EC Total	690880	855042	15560	151103	178540	252216	456614	328732

Source: StatsSa, 2011

Most households own their own houses (fully paid off). 2 980 (8%) rent. This has changed little from 2011 to 2016 (HSP 2020).

The Municipality has developed a land GIS system which is constantly updated by the Town Planner who is a professionally registered Town Planner.

The Municipality is looking at the option of building an integrated GIS system that will meet the needs of all the departments. All services available on land (erven) are held by the Finance department. The GIS system includes land use, zoning, land ownership, SG Diagrams, and valuations.

Unfortunately, the GIS system could not be implemented due to the high cost. The Town Planner therefore uses the opensource software of QGIS and is adding data sets with the assistance of the planning section in COGTA.

The social viability and amenities of settlements is determined by the Department of Human Settlement in conjunction with the Municipality as settlement plans are drawn up per settlement as the municipality only acts as an agent. There is only one stalled project which is the Herschel 700 of which only 505 units were completed. The project stopped due to land invasions and disputes in Hershel. The Municipality did get a court order against the land invaders.

The Municipality is not a housing provider and does not provide bulk sanitation and water. It does, however, maintain a housing needs register which is constantly updated. However, the municipality is in the process of developing a land acquisition strategy for all land uses. This will enable it to set aside land for bulk services and settlement. The SDF does provide areas of potential investment for infrastructure and has a chapter of human settlements which also indicates areas for potentially settling people however the land acquisition strategy will provide more specific area.

Budget has been set aside for developing layout plans in Sterkspruit for the development of 2 existing suburbs viz Zwelitsha and Mountain View.

SDF priorities which have been translated into IDP financed projects are:

- The reviewal of the LUMS (Land Use Scheme and policies).
- Upgrading of Informal settlements

Budget estimates for planned housing projects are included in the implementation plans in the SDF and the draft HSP.

7. Land Tenure, SDF's & Demand for Land

The Senqu Municipality has communal land in the former Transkei homeland situated around Herschel and Sterkspruit, bordering on Lesotho. The land tenure in this area is a mixture of freehold, quit rent and PTO. Land tenure and rights in this area have traditionally been vested in traditional authorities with the Department of Agriculture distributing PTOs. The rest of the area is either freehold tenure in the former RSA towns or commercially owned farmland (Senqu SDF 2009).

The majority of the municipal land is unimproved grassland (75.6%), with only 6.6% of the area used for cultivation purposes. Approximately 13% of the surface area is classified as degraded: that is, it has previously been subjected to poor land use and management practices (e.g., overgrazing, or inappropriate cultivation methods). Only 1.1% of the surface area is developed as built areas, including the urban areas of Sterkspruit, Lady Grey and Barkly East, as well as the rural settlements. Senqu has major challenges relating to land invasions of municipal owned or state land. This is due to lack of land being offered for sale and people being unable to afford land but wishing to be closer to prospective employment and urban amenities in the urban areas of Barkly East and Lady Grey. In the smaller rural hamlets of Rhodes, Rossouw and Herschel people are invading land and building informal settlements to move closer to urban amenities or receive housing with freehold tenure especially farm workers. There is also the land redistribution challenge that Senqu must meet. For example, to be able to meet the 30% redistribution target by 2014, 166 000 ha will need to be redistributed at 33 000 per annum at a total cost of R 83 million if the price remains at around R 2500 per hectare (JGDM ABP 2010).

Senqu Municipality consists of both communal and individually owned tenure land in the former Transkei situated around Herschel and Sterkspruit. The land tenure in the former homeland area is a mixture of freehold, quit rent and PTO. Land tenure and rights in this area have traditionally been vested in traditional authorities with the Department of Agriculture distributing PTO's.

The rest of the area is either freehold tenure in the former RSA towns or commercially owned farmland. 1712ha is under communal tenure and 5000 under commercial farmland (JGDMABP 2010). The major challenges experienced in the area are land invasions of municipal owned or state land. This is due to lack of land being offered for sale and people being unable to afford land but wishing to be closer to prospective employment and urban amenities in the urban areas of Barkly East and Lady Grey. In the smaller rural hamlets of Rhodes, Rossouw and Herschel, people are invading land and building informal settlements in order to move closer to urban amenities or receive RDP housing.

The Municipality is in consultation with Traditional Leaders to try and safeguard agricultural land in particular from land invasion and to formalise villages . Consultations also occur during the implementation of projects and change in policies.

The area-based plan of JGDM 2010 states that the need for land for arable land and grazing has decreased in rural areas and changed to a need for land for residential sites. The main issues in rural

areas are farm workers looking for security of tenure, clarification of land tenure in communal areas, certainty of land rights where they overlap and lastly the firm establishment of women's rights. In urban areas, the need is for residential sites and services, upgrading of informal settlements and tenure security (JGDM ABP, 2010).

The SDF has identified land in all towns for future housing developments. A land audit was undertaken by the Housing Unit which is credible for Sterkspruit in 2017. A land audit is being undertaken for the entire Municipality utilising information from the general evaluation rolls of 2025. An LSDF for Sterkspruit was developed in 2017. The LSDF for Lady Grey was completed in June 2019. The Barkly East LSDF has been developed and adopted.

8. Land Redistribution

Land in South Africa is being redistributed through PLAS (Proactive Land Acquisition Strategy). This means that the state proactively looks for suitable agricultural land, buys it and then leases it to identified beneficiaries for a few years until it is satisfied that they can run the land effectively. To meet the land redistribution target of 30 %; 166 000 ha will need to be redistributed at a total cost of R 83 million if the price remains at around R 2500 per hectare (JGDM ABP 2010). However, the ABP clearly states that an emerging farmer will only succeed if the farm concerned contains both mountain and low-lying ground. This means that the farms to be redistributed should be carefully sourced in Senqu.

In addition, the Department must look at the variety of land needs and tenure and formulate appropriate responses, The ABP advocates redistribution occurring along the R 58 and tenure reform around the R 392 where there are immense struggles created by overlapping land rights. This affects development in the area as much time is spent trying to ascertain who owns the land rights. An example of this is the housing project in Herschel where the project was delayed due to land right disputes.

a. Land Invasions & Administration

Land invasions are becoming increasingly prevalent especially in Sterkspruit and Herschel. The municipality is in the process of updating its current land bylaws and serving notice on all land invaders. Signs warning against land invasion have been erected. In addition, the municipality has taken persons to court over land invasions and fenced off areas of potential invasions. Municipal outreaches and roadshows have constantly outlined the problems created by land invasions and warned residents against it. The Municipality has also held many meetings with traditional leaders around land issues and is utilising the NDPG funding to consolidate settlements around Sterkspruit to ensure that

communities can receive title deeds. A SPLUMA Bylaw and an anti-land Invasion Bylaw which was gazetted in 2022.

9. Migration

About 84 % of people in Senqu had lived in the same dwelling for at least 5 years before the 2007 Survey. Almost 5 % had moved into their dwelling in the previous 5 years (HSP 2011). Most of those who had moved, moved from another location in the Eastern Cape province. About 627 people moved from Gauteng to Senqu and 205 moved from the North-West Province. 175 of the people moving into Senqu came from outside of South Africa. The Municipality has no migration plan in place due to funding constraints. The current housing delivery meets the demand.

10. Informal Settlements

There are 216 informal communities. The Department of Human Settlements has committed to incremental upgrading of 115 Informal Settlements, which has been assessed and categorized. The Head of Department has appointed the Housing Development Agency (HDA) as the Implementing Agent as well as Programme Manager and Fund Manager for the Informal Settlement Upgrading to a value of R14M,

6 informal settlements are currently under Planning and Design, 1 informal settlement in 6 in Senqu LM - Enkanini , Reliweni , Top location ,Polar Park Phantsi Kwezkolo, Zola .

Table 23 below indicates the ones where registration of beneficiaries has begun.

Table 23: Informal settlements Registration

Town	Informal Settlement	No Registered
Barkly East	Zola	490
	Enkanini	262
Lady Grey	Reliweni	308
	Top Location	45
	Phantsi Kwezikolo	188
	Pola Park	93

Source: DTPS Housing March 2026

Barkly East and Lady Grey informal settlements are in the planning phase for the formalisation. Temporal services have been provided to the settlements. Current Progress is indicated in the table below.

PROGRESS	CHALLENGES	INTERVENTION
Top Location • Pour flush toilets 100% complete • Standpipes 100% complete • Bins 100% complete Phantsi-Kwesikolo • Pour flush toilets 100% complete • Standpipes 100% complete • Bins 100% complete Nkanini • Re-gravelling of roads 100% complete • Pour flush toilets 100% complete • Standpipes 100% complete • Bins 100% complete Polar park • Re-gravelling of roads 100% complete • Pour flush toilets 100% complete • Standpipes 100% complete • Bins 100% complete Zola • Re-gravelling of roads 100% complete • Pour flush toilets 100% complete • Standpipes 100% complete • Bins 100% complete Reliweni • Re-gravelling of roads 100% complete • Pour flush toilets 100%	• Premature use of services is resulting in damage. • Pour flush toilets used incorrectly. • No budget for 26/27 FY	• Hand over process to EDCHS and LM to be undertaken • Educating Households through social facilitation process

PROGRESS	CHALLENGES	INTERVENTION
complete • Standpipes 100% complete • Bins 100% complete		

11. Capacity to manage housing delivery

The Municipality does not have an accredited housing department. In terms of the Standard Charter of Accounts (SCOA) the Municipality has absorbed the staff into the directorate Development & Town Planning Services. The Municipality continues to play its role in managing housing beneficiaries as well as identifying and allocating land and prioritising municipal services for identified areas. The Department has assessed the Municipality's capacity and recommended that they apply for accreditation. This process is still underway.

12. Land Potential & Constraints

It is envisaged that preliminary and detailed feasibility assessment of both land and infrastructure potential will in future form part of the project readiness assessment before capital funding is allocated. With further review and refinement of the HSP, information should be acquired to enable yield calculations on strategic land parcels.

The procedures for accessing communal land for future development are guided by the Interim Protection of Informal Land Rights Act. Once a community resolution has been obtained, it is the responsibility of the Department of rural Development and Land Reform to issue formal authorisation for the release/transfer of land. These processes are both time consuming and costly with many examples of the process never reaching a conclusion. The normal willing buyer/willing seller or alternative expropriation procedures (with compensation) apply when accessing privately owned land for settlement development or municipal commonage purposes.

13. Analysis of Housing Need

The Municipality uses housing provision as a way to address past and current social inequalities in localities where there are both high levels of poverty and demonstrated economic potential.

Through the provision of sustainable human settlements which not only include residential sites but sites for social amenities and economic activities, the Municipality hopes to create social cohesion

and ensure a better quality of life for all. The housing backlog is indicated in the HSP 2020 as 14 083. The quantified housing demand is based on information from the 2011 Census, 2016 Household survey and HSP dot count and can be summarised as follows:

Table 24: Housing demand

	Rural Areas	Urban areas	
	Census 2011 No of h/holds	Census 2011 No of h/holds	Urban areas Informal structure "dot count 2020; NUSP; Senqu HSP 2013
Informal structures	541	1242	4 759
Traditional dwellings	8 666	117	
Sub Total	9 207	1 359	4 759
TOTAL HOUSING NEED	10 556		14 083
Rental/ social housing	151	133	
Total Rental/Social Housing need	284		2 981
Child headed households	837 (Census 2011)		728 (2016 household survey)
Senior Citizen headed households	8544 (Census 2011)		

Source: HSP 2020

Description	Subsidies	Status
Herschel- Orangefontein	200	Some transfers made
Barkly East	506	Poor workmanship on engineering services and houses
Hillside Ph 1	603	Rectification complete
Lady Grey – Hillside 1000 Ph 2 - 39	397	382 complete, 15 incomplete
Lady Grey – Steve Tshwete	995	Houses transferred
Lady Grey 50	50	Rectification
Lady Grey Edgar in situ 76. Greenfield 118	194	Contractor on site. No transfers
Lady Grey pilot	30	No transfers made
Barkly East	802	Non transfers – contractor still on site
Rhodes post 1994	30	No transfers made
Rhodes	30	No transfers made

Rossouw pilot	30	No transfers made

Completed projects

There are no military veterans on the Department 's database for Senqu. To deal with the housing challenge, the Department has implemented the following projects:

- Sterkspruit 4000 units which is near completion.
- Barkly East 298 in the process

The current HSP being reviewed. A draft HSP will be going to Council for adoption in 2026. The HSP covers the demand for housing, current projects, blocked projects, future projects, bulk infrastructure availability and social amenities. Settlements for upgrading are captured on HSP. Upgrading project is currently being implemented through the Housing Development Agency To date no breaking new ground projects have been implemented and no FLISP project implemented within the municipal area but it is hoped that these concepts will be utilised and emphasized in the new HSP. The Municipality was a pilot site for CRU but unfortunately this is a blocked project.

The housing section of DTPS maintains a housing Needs Register which has over 20 000 beneficiaries on the register, which is a separate tool from the HSP and the numbers increase monthly as they are being captured on the system. The register is maintained by 2 data capturers. DoHS plan and budget for projects as the implementing agent.

14. Land Requirements for Future Development

Existing rural settlements are not requiring more land. Social and rental housing should ideally be accommodated on underutilised land parcels central to the urban areas with good success to existing social and infrastructure facilities and services. Feasibility assessments will be required to determine the potential for in-situ formalisation of informal settlements. The alternatives for responding to the needs of child headed households needs to be considered before the need can be determined.

Parcels of land for future housing needs have been identified around the towns of Sterkspruit, Barkly East and Lady Grey. The land identified in Sterkspruit is near the ESKOM development and near the area identified for light industry. Unfortunately, the area has been invaded and a court interdict

provides against any future development until the dispute is resolved. The area is not serviced with any infrastructure apart from Zakhele, Rhodes.

In Barkly East, an area of the commonage near the old rehabilitated solid waste site has been identified for future development as well as land near the entrance of town. The land is not serviced. A layout plan has been developed and awaiting approval from the district tribunal. In Lady Grey, the area near Kwezi-Naledi has been identified for development. A layout plan has been developed and is awaiting approval for environmental authorisation, but the JGDM is not confirming bulk service delivery in the area. The areas are at the back of the current township and is not yet serviced.

15. Challenges

- Demand for land. There is a huge demand for middle to lower income houses in Lady Grey, Barkly East and Sterkspruit. The available sites are not serviced.
- Much of the land required for development purposes in the former Transkei areas falls outside municipal boundaries and under the jurisdiction of traditional authorities with communal land tenure. The municipality is busy negotiating with traditional authorities to include all the surrounding villages into Sterkspruit municipal boundaries.
- Land invasions. Land demarcated for future development especially in Sterkspruit is often invaded by persons from villages outside Sterkspruit seeking to be closer to town
- Beneficiaries. On completion of projects many houses can't be handed over due to beneficiaries either relocating or dying. Beneficiaries who die without leaving a will, create problems as the municipality then must decide which family member is entitled to the house.
- Vandalism. Many RDP houses are vandalised before the project is complete
- Shoddy workmanship. Contractors either do not have the skills to undertake the project or under quote which leads to projects taking many years to complete and then houses must be rectified.
- No integration of settlements. Housing developments are planned without future growth in mind like schools, clinics, and churches.
- Errection of illegal shelters. House owners continue to build squatter shacks in their back yards.
- Illegal usage of RDP houses. Many house owners illegally rent their houses out or sell them which results in the growth of many spaza shops.
- No fencing provided for houses. RDP houses do not cater for fencing with the result that commonage and roadside fences are stolen.

- Overlapping land rights create delays in development which is the case in Herschel where a housing project has been delayed from building over 100 houses due to an ongoing land claim dispute.
- Unfiled building plans. Landowners just build according to their wants without consulting the municipality.
- Disaster Houses. The municipality is not responsible for disaster management but finds that many of the reported houses do not get fixed by the Department.

16. Interventions

- By law enforcement. The municipality is in the process of restructuring some bylaws to prevent land invasions and the building of illegal structures without building permission. A new bylaw was developed and gazetted.
- Densification. The municipality is working with service providers to densify Sterkspruit by amalgamating it with the surrounding villages and increasing the current municipal boundaries. This will take some time as the land belongs to traditional authorities.
- Private partnerships whereby developers buy land parcels to survey and develop it for middle income buyers.
- Housing Sector Plan. It is in the process of being reviewed and will be adopted in 2026.

17. Projects

Table 25: Planned Projects Source HSP 2020
Destitute Housing

PROJECT	PROGRESS	CHALLENGES	INTERVENTION
Joe Gqabi 500 (85) various wards	Contractor has been appointed to construct 85 units. Project is progressing well. 35 houses completed and 34 and houses are at various stages and 16 not yet started	Slow progress for an emergency project.	Contractor has been engaged and has increased the capacity to improve performance

Blocked projects

PROJECT	PROGRESS	CHALLENGES	INTERVENTIONS

5. Heschel 700 (195)	Completed – 505 Not yet started -195	195 units not started and the land is invaded.	New alternative land

Source: Department of Housing 2026

Planned Projects

PROJECT	PROGRESS	CHALLENGES	INTERVENTIONS
Sterkspruit 1400 destitute	Funding application	No Funding	• None
Barkly East 212 ASBESTOS rectification	Funding application	No Funding	• None.
LADY GREY 71 ASBESTOS RETIFICATION	Funding application	No Funding	None
Rossouw 30 rectification	Funding application	No Funding	None

FINANCIAL YEAR	UNITS			SERVICES		
	TARGET	ACTUAL	DEVIATION	TARGET	ACTUAL	DEVIATION
2026/27	240	0	0	98	0	0

Department of Human Settlement 2026

Table 26: Future Projects

Project Type	Project Name	No of units	Budget	Implementing Agent
Integrated Residential Development Programme	Sterkspruit	4 000	ECDOHS	ECDOHS
Integrated Residential Development Programme	Sterkspruit Mid-Income	500	ECDOHS	ECDOHS
Integrated Residential Development Programme	Sterkspruit rental stock	500	ECDOHS	ECDOHS
Community Residential Unit	CRU Pilot		ECDOHS	ECDOHS
Integrated Residential Development Programme	Barkly East mid-income	500	ECDOHS	ECDOHS
Integrated Residential Development Programme	Barkly East rental stock	500	ECDOHS	ECDOHS
Integrated Residential Development Programme	Barkly East	298	ECDOHS	ECDOHS

Budget estimates for planned housing projects are included in the implementation plans in the SDF and HSP.

PROJECT	PROGRESS	CHALLENGES	INTERVENTIONS
Train houses 108	Application for funding underway	Lack of information	LM to provide all available information file
FAIRVIEW ASBESTOS HOUSES 29	Application for funding underway	Lack of information	LM to provide all available information file
Transwilger Asbestos Houses	Application for funding underway	Lack of information	LM to provide all available information file

PROJECT	PROGRESS	CHALLENGES	INTERVENTIONS
Sterkspruit 1400 destitute	Funding application	No Funding	• None
Barkly East 212 ASBESTOS rectification	Funding application	No Funding	• None.
LADY GREY 71 ASBESTOS RETIFICATION	Funding application	No Funding	None
Rossouw 30 rectification	Funding application	No Funding	None

INSTRUMENT	CHALLENGES	INTERVENTION

1. HSDG	• Thinning pipeline projects due shrinking budget. • Availability of land and Land disputes and Land invasions. • Bulk infrastructure upgrades. • Sub-contractors without cash flows. • Insufficient supply of material from local suppliers.	• Prioritization of projects. • The intervention by the municipality and local authorities and traditional leadership. • Bylaws and regulations must be enforced through the municipality. • Cogta and district to intervene LED to intervention.
2. Tittle deeds	• MEC will be coming to handover some on Friday.	• Utilize trust account to fastrack the program.

Table 27 Housing Projects delivered and still running. Source DHS 2026

PROJECT	PROGRESS	CHALLENGES	INTERVENTIONS
Sterkspruit 4000 (500) 185 - NLG	FND = 37 WLP = 15 ROOFS = 15 PCs = 10	Delays due to cash flows.	• Notice of default issued and contractor must respond with 14 days • Ceeded 100 units to contractors with capacity.
Sterkspruit 4000 (600) 300 - SC Contractors	FND = 127 WLP = 100 ROOF = 68 PCs = 68	None	None.
Sterkspruit 4000 (600) 300 – docrane 45 houses	FND = 170 WLP = 161 ROOFS = 154 PCs = 154	None	None
Sterkspruit 4000 (500) 200 - METTLE	FND = 161 WLP = 137 ROOF = 127 PCs = 127	• Inclement weather. • Difficult terrain Geotechnical conditions	None

PROJECT	PROGRESS	CHALLENGES	INTERVENTIONS
Sterkspruit 4000 (500) 57 - UHURU	FND = 50 WLP = 45 ROOF = 45 PCs = 30	• Inclement weather • Difficult terrain • Geotechnical conditions. Cash flows	None
Sterkspruit 4000 (500) 58 – SEDUG = 20 houses	FND = 0 WLP = 0 ROOF = 0 PCs = 0	Contractor established on site	Notice of default and termination
LADY GREY 56	Contractor is on site and the project is enrolled. Contractor is ordering material and finalizing establishment.	Delays on finalization enrolment and design.	
BARKLY EAST 298 Services	Under construction for services at 84% completion.	None.	
Barkly East 298 Top Structure	Enrolled 71 sites for completed areas with services.	Services not completed.	
Joe Gqabi Emergency 500(150)	The contractor is on site cutting platform and preparing for foundations.	Cashflows	<i>Issue notice of default.</i>
Joe Gqabi 500 Emergency 85 = 40 houses	Variation order submitted to add remaining scope to the new contractor.	Contractor is terminated	<i>Extend scope to contractors on site with similar scope.</i>

17.1 Housing Programmes

The Department and Municipality have not introduced the types of housing programmes that are available. There are no FLISP (Finance Linked Individual Subsidy) projects implemented within

the municipal area due to poor take up. However, Settlements for upgrading are captured on HSP. The Upgrading project is currently being implemented through the Housing Development Agency and most of the work is complete as can be seen in the Department of Human Settlement projects. The municipality was to pilot CRU; however this is a blocked project.

In conclusion the municipality does believe that the successful implementation of the housing programme in rural villages will assist in decreasing the high levels of poverty and create economic development. This is done through planning of sustainable human settlements which not only include residential sites but sites for social amenities and economic activities.

18. Health Services

18.1 Current Situation

Senqu Health Sub-District consists of 4 hospitals (Cloete Joubert in Barkly East, Lady Grey Hospital, Mlamli and Empilisweni in Sterkspruit), 20 fixed clinics (Masibulele Clinic, Pelandaba Clinic, Musong Clinic, Ndofela Clinic, Macacuma Clinic, Palmietfontein Clinic, St. Michaels Clinic, Sinethemba Clinic, Sterkspruit Town Clinic, Hillside Clinic, Umlamli Gateway Clinic, Esilindini, Bluegums Clinic, Herschel Clinic, Wittebergen Clinic, Robert Mjobo Clinic, Sonwabo Zandile Clinic, Hlomendlini Clinic, Sunduza Clinic and Bensonvale Clinic), 1 Satellite clinic, 8 Mobile clinics, 5 health posts and 2 community-based services in Sterkspruit and 1 in Barkly East serving all the farms at Senqu. Joe Gqabi Health District in the Eastern Cape has a population of just over 372 192 people, with the province's second lowest population density of 13.1 per km². Only five per cent (5%) of the population belong to a medical aid scheme (18 645), the third lowest membership level in the province.

Empilisweni hospital has been repaired and the road to Mlamli hospital is paved from the gravel road. The Lady Grey Hospital is in the process of being upgraded.

A nurses training college Lilitha was opened at the Empilisweni Hospital in Sterkspruit in 2014. There is an issue with the accreditation of the programme, but this is in the process of being addressed. Many people in Senqu remain without access to healthcare, as there are few mobile services in the areas of Sterkspruit due to the dilapidated state of the road infrastructure.

In Ward 2 the application for construction of a new clinic is in the priority list at head office because the clinic is too dilapidated for renovations. Dental services are available at Empilisweni Hospital. Applications

have been submitted for construction of new clinics at Ndofela, Esilindini, Khiba villages and the renovation of clinics: Musong, Pelandaba, Herschel and Esilindini. There are also not enough ambulances to serve the whole municipality. Health Care Risk Waste and effluent discharges from these facilities have significant environmental impacts and needs to be managed stringently

18.1 Challenges

- Poor infrastructure – The road to Mlamli – a major hospital is in a very bad condition. However, work has begun on tarring the road. Poor maintained gravel roads, lack of or limited water, sanitation, electricity and communication systems, poorly maintained health care buildings, health care equipment and nurse accommodation frustrate health delivery.
- Inadequate budget for health, with many health care trainees are not being absorbed. The Ilitha training colleges are also awaiting accreditation, so no training is occurring.
- Inability to attract and retain health professional staff. There are a high number of staff vacancies.
- Inadequate Mobile and emergency services. There are not enough ambulances to serve the whole area.
- No 24-hour PHC facilities
- Poor quality of service delivery – long queues and demotivated, overworked and uncaring staff - drugs and essential clinic supplies not available.
- No Road signs to clinics. Although this is slowly being addressed

18.2. Interventions

- Committed Professional staff.
- Good community participation structures do exist.
- Good policies and procedures around health care
- Introduction of VCT, PMTCT and ART services is occurring across the municipality.

19. Telecommunications

a. Current Situation

Although most communities have access to telecommunication either in the form of land lines or cell phones, there are still those communities that cannot access these facilities because they can't receive

signals behind the mountains. From the table below, it can be seen that the majority of residents utilise cell phones rather than fixed lines which means that they rely on good network coverage. Computer and internet usage are on the increase mainly due to the new smart cell phones which include internet and computer technology. However, data speeds are slow and there are increased network failures of both Vodacom and MTN being experienced in Barkly East and Lady Grey

b. Interventions

The Municipality has written to Sentech, all the cell phone companies and the SABC to ask for more radio, TV and cell phone towers to be built in these areas. The reception in Rhodes has been improved with the installation of a new tower. However, infrastructure for better and faster internet speeds needs to be installed such as fibre especially for the towns such as Sterkspruit.

SALGA have also identified Senqu Municipality for Infrastructure Upgrade for Broadband and Connectivity. Broadband training has been started for the Municipality.

Table 28: H/H with a radio, TV, computer, cell phone, landline and internet

Municipality	Radio		TV		Computer		Cell phone		Landline		Internet
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2011
Joe Gqabi	53004	58123	20735	52161	1472	6060	12525	77949	6034	4132	17594
Senqu	20289	22158	7486	21351	392	1721	4743	31167	1277	931	6822
EC Total	952523	1031168	577346	1066990	60065	200664	317980	138209	232800	165434	406738

Source: StatsSa, 2011

20. Community Facilities

a. Sport and Recreation

The Municipality only has proper sport and recreation facilities located in the main towns. However, some sports fields have been built in rural areas like Kwa Gcina and Zava/Naledi. Lady Grey, Sterkspruit and Barkly East have facilities that have been built and one in Sterkspruit (Patrick Shibane was renovated in 2013 /14 as well as the facility in Barkly East as they suffered from vandalism). With the high percentage of youth in the population make-up it is essential to provide sports and recreation facilities.

These facilities are rented out. The rental tariff is levied for the use of the sport facilities at a rate that is determined by the council in municipal tariffs which are reviewed on an annual basis. Sport facilities are maintained as per the approved maintenance plan.

b. Interventions

The Municipality has put in floodlights in Lady Grey and is also engaged in a programme funded by the German government which promotes sports field development in rural areas. In addition, the allocated 15 % of MIG funds will be utilised for building more rural sports fields. Barkly East and Sterkspruit facilities were renovated and upgraded. The Lady Grey Stadium fence needs renovating.

c. Indoor Community Recreational

An indoor community recreational facility or community hall has been built in each ward. However, the re-demarcation of wards means that some wards have more than 1 hall whilst others have none. The Municipality has prioritised the renovation of all existing facilities so that they all have the same standard. These facilities are important for social cohesion as they are used for community meetings, to house indoor sports like badminton as well as being utilised for arts and cultural events like dancing.

Communities would like more of these facilities and pay points to be built. There is a Thusong Centre, formerly known as MPCC, located in Sterkspruit that houses various government departments. In addition, the facilities will now include a Councillors Office to improve governance.

Table 29: Community Facilities audit

Ward	Indoor community recreational facility	Condition
1	Ndofela	Good
2	Storomo	Good
3	Makalakeng	Good built 2013/14
4	Makumsha	Good needs ceiling
5	Hillside Phelendaba	Good Needs ceiling Good
6	Majuba Musong	Good Good
7	Thaba Lesoba	Good needs ceiling

Ward	Indoor community recreational facility	Condition
8	Mokhesi	Good. Needs painting and cleaning of fire damage
9	Ngquba	Good.
10	Bunga Hall Tienbank	The Bunga Hall was renovated in 2013/14. The current facility is no longer adequate and a new hall is required. Air conditioners have been installed. Tienbank is good but needs chairs
11	Bluegums	Good needs ceiling
12	Magadla Esilindini	Good. Built in 2015/16
13	Molweni Bantwana – Herschel Zava	Burnt down in 2018/19. In Process of being rebuilt
14	Transwilger Lady Grey Kwezi Naledi	Transwilger has been renovated in 2016/17. Lady Grey hall renovated and has air conditioners
15	Nkululeko Rhodes Barkly East Town Hall	Nkululeko is in good condition and the new hall in Rhodes was handed over in June 2013 and has electricity. The Barkly East hall is in the process of renovation which is near completion. Air conditioners have been added.
16	Rossouw	The hall is a converted NG Church
17	Voyizana Sunduza	Good but requires ceiling Needs repairing

Ward	Facility	Condition
SPORTSFIELDS		
14	Lady Grey stadium	Good but needs some problems in the fence resolved
16	Barkly East stadium	Good
10	Patrick Shibane	Just completed renovations but more renovations are required
2	Kwa-Gcina sports fields	Constant vandalism
13	Zava Sportsfields	Constant vandalism
LIBRARIES		
16	Rossouw	
15	Barkly East Rhodes	Need some repair. All libraries have wifi
14	Lady Grey	Good

13	Herschel	Closed due to vandalism
10	Sterkspruit	Good built 2014/15
4	Hillside	Good. No electricity

Source: Senqu Community Services 2026

The total number of halls is 26, 17 in rural areas and 9 in urban areas. Halls in urban areas are booked through finance and are in a good condition as most of them have been recently renovated. The rural community halls are not as well maintained and are controlled and operated through Ward Councillor and Ward Committees. The municipality visits the halls on a regular basis to conduct inspection and implementation thereof as required by the maintenance plan. The implementation of the maintenance plan does not make an impact as only a minor maintenance is carried out due to budget constraints on repairs and maintenance. The halls built through MIG funding, are not in the asset register and therefore are not insured which is a huge risk to the municipality.

There are 2 well fenced recreational parks in Lady Grey with play apparatus for children, braai facilities and ablution facilities that operate between 08H00 and 17H00. Hiring tariffs for public open spaces is detailed in municipal tariffs which are available and reviewed on an annual basis. The main challenges with parks are vandalism, theft and insufficient budget to maintain the parks.

The municipality operates public toilets in Sterkspruit, Lady Grey and Barkly East. All the toilets are locked overnight (and unlocked first thing in the morning) by the employees and are open 8 hours a day and six days a week, except Sterkspruit on Saturday which operates from 08:00 to 13:00. Public toilets are maintained by the municipality as per the approved maintenance plan which has an insufficient budget.

The following cemeteries exist in urban areas:

- Steve Tshwete cemetery, Lady Grey reaching full capacity. Municipality are in the process of starting an EIA process for the new cemetery in Lady Grey and Herschel
- Khwezi Naledi cemetery – old and full cemetery currently closed.
- Nkululeko old cemetery - full cemetery currently closed.
- Zola, Rhodes-Zakhele cemetery
- Barkly East Town cemetery

- Lady Grey Town cemetery
- Sterkspruit Town Cemetery
- Transwilger cemetery
- There were also 22 cemeteries that were developed in the rural areas. Cemeteries are maintained on a quarterly basis.
- Burial plots are purchased in urban areas.

Interventions

The Municipality is busy ascertaining where sports facilities must be built in the newly demarcated wards so as to have centrally located sports fields. 15 % of MIG funding for sports facilities has been set aside to build more indoor recreational facilities and sports fields.

21. Libraries

a. Current Situation

There are libraries in Lady Grey, Barkly East and Sterkspruit and satellite libraries in Rhodes and Rossouw run in municipal buildings. All libraries have wifi. The municipality runs this service as an agency function for the Department of Sports, Arts and Recreation. More funding is however required for this service to fulfil the demand of school and university learners. DSRAC has promised at a MuniMec to improve their funding so that it does not become an unfunded mandate. DSRAC operates 2 libraries in Herschel and Hillside. However the Herschel library has been closed due to vandalism.

22. Safe & Secure Environment

a Current Situation

The Municipality is promoting the use and development of community police forums to solve crime in rural areas. The use of drugs is increasing in these areas according to community forums. The Integrated Community Safety Forum has been revived and a plan is in the process of being developed. However the development of the plan was delayed due to miscommunication between the Municipality and the Department of Safety and Liaison about who should develop the plan. The municipality does participate in the CPF's. The Municipality has appointed peace officers to assist in the implementation of municipal legislation. Gender based violence is unfortunately high in the area.

There are 7 police stations in what is called zone 2 in Joe Gqabi District Municipality. These are Barkly East, Lady Grey, Palmietfontein, Phumalanga, Rhodes, Rossouw and Sterkspruit). Major crimes are

- Murder with 28 % occurring at the Sterkspruit station in the district. Males are the most victims but to some extent females and these incidents are liquor related, domestic violence related and to a lesser extents mob injustice.
- Attempted murder accounts for 56 % of the crime in the district and reported at the Sterkspruit station. These cases occurred during weekends between 18:00 to 23:00
- Rape & Sexual Assault is at 51 % of the district total and occurs at the Sterkspruit station. These incidents are mostly committed inside the house by males against women and children where the perpetrators are mostly known or related to the victims (e.g. uncle, neighbours, friend and ex-partner)
- Theft Out/ From Motor Vehicle accounts for 34 % of the district statistics at Barkly East & Sterk SAPS. These incidents are happening inside the yard and trucks parked next to the garages at night.
- Theft Out/ From Motor Vehicle accounts for 34 % of the district statistics at Barkly East & Sterk SAPS
- Stock theft is at 25 % with Lady Grey SAPS recording most of the cases. In most cases this occurs from farms or deep rural areas such as (Zone 1) Maizefield, Tennerif, Tabakaspoot farm, Skhisazana A/A, (Zone 3) Ngxaxha A/A, Nqayi A/A and Hlankomo A/A either during the day or night.
- Fraud is dominant at 41 % in Sterkspruit and Barkly East SAPS. Most of these incidents happen randomly, no specific times and days were victims are robbed at an ATM by unknown people who appear to assist them and rob them of their money, the bank card will be swallowed and money withdrawn after few minutes.
- House Robbery is high with 47 % at Sterkspruit SAPS. Lady Grey SAPS is currently experiencing an steep increase in house robberies.
- Business Robbery occurs at 57 % at the Sterkspruit SAPS. These incidents are committed by a group of 03 to 05 males unknown Sotho speaking targeting foreign nationals and in few incidents SA residents. Normally during the day between 6 am and 9pm at opening and closing.

Contributing factors are liquor and drug abuse, high unemployment, child neglect, love triangle, jealousy and revenge. Other crime issues which add to high levels of crime are:

- Closing times of liquor outlets.
- Liquor outlets run by Foreign Nationals.
- Control on issuing of liquor license by EC Liquor Board
- Too many undocumented person crossing the Border.
- Crimes committed by our neighbouring country, Lesotho Nationals
- Insufficient personnel at EC Liquor Board.

b. Interventions

The SAPS have been approached regarding the high levels of crime and they are looking into the possibility of increasing the number of satellite stations in the area. There have been joint initiatives with SAPS and community organisation as well as awareness campaigns to stop gender based violence.

23. Waste Management

a. Current Situation

The Municipality adopted its IWMP on 30 May 2025 but it must still be endorsed by the MEC.

Senqu Municipality has the following landfill sites:

Facility Type	Number	Sites	Operational status	Licence status
Landfill engineered	4	Barkly East	Operational	Licensed
		Lady Grey	Operational	Licensed
		Hershel	Completed but not yet commissioned	
		Rossouw	Completed but not yet commissioned	Licensed
Landfill engineered	1	Sterkspruit	Temporarily closed	Not licenced. Was licensed closure up to 2021. Not yet closed
Transfer stations	0			
Drop off centres	0			
MRF	1	Hershel landfill	Completed but not yet commissioned	Licensed
Informal dumping area	1	Rhodes	Operational. Trench	Not licensed

Source: IWMP,2025:59

All operating landfill sites are currently faced with non operational weighbridges, repairs or installing new weighbridges which would assist with the minimization of inaccurate recording of waste volumes reported to the South African Waste Information System (SAWIS)

The newly identified site in Sterkspruit to take over from the one which is in the process of closing has problems in that the Community have signed a petition against the site being erected in their area and have invaded part of the area. The current landfill site is licenced for closure but plans for repurposing it as a transfer station are currently in place.

Refuse removal is only operated in Barkly East, Sterkspruit, Rhodes and Lady Grey on a weekly basis. Senqu Municipality had a total number of 5 330 (12.02%) households which had their refuse removed weekly by the authority, 256 (0.58%) households have their refuse removed less often than weekly by the authority and a total number of 36 500 (82.40%) households have to remove their refuse personally (own dump) (S& P Global, Dec 2024:77). "The majority (50.6%) of households in the SLM do not receive a waste collection service of any kind and hence dispose of waste in a local dumpsite, which would typically be a hole in the ground. Approximately 37% of households receive a kerb-side collection service (see Table 23), and while this is low, it has significantly improved from 2011 census data when only 129% of households had access to a collection service. The SLM does however trail well behind the JGDM and the EC province on this metric, where 53% of households had access to a collection service in 2022. The SLM's collection service is provided by inhouse staff and vehicles (IWMP, 2025:54)".

Table 30: Refuse removal

	H/holds	Percentage
Removed by local authority at least once a week	18289	37.4
Removed by local authority less often	126	0.3
Communal refuse dump	305	0.6
Communal container/central collection point	1100	2.2
Own refuse dump	24755	50.6
No Rubbish Disposal	3754	7.7
Other	585	1.2

Source: Census 2022

Table 31: Theoretical calculation of domestic waste produced in the SLM based on 2022 census population data and 2011 income data.

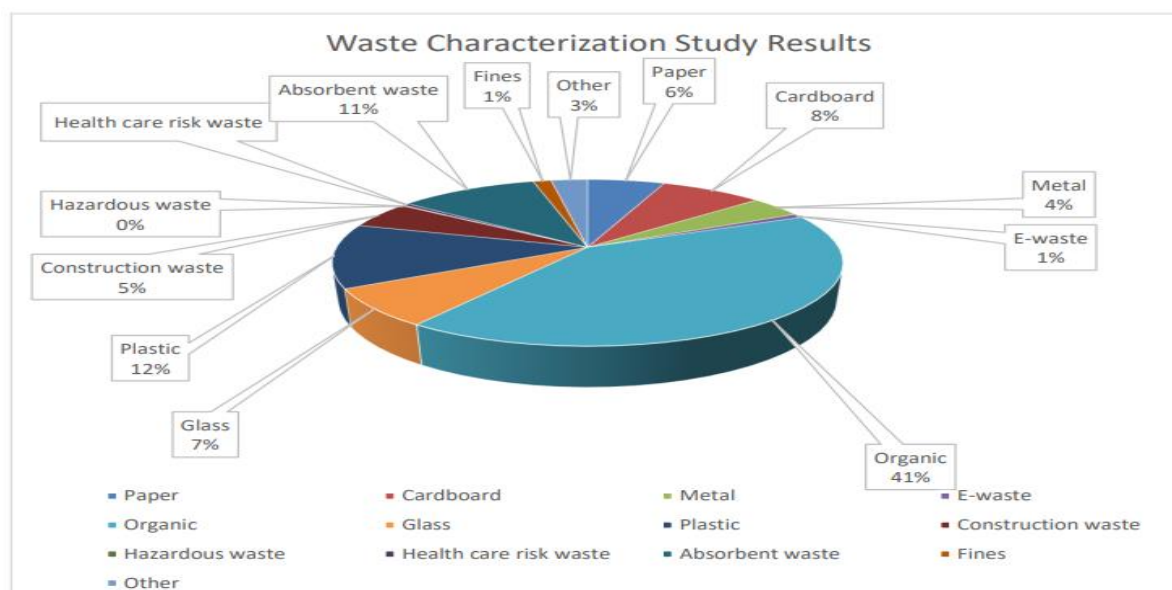
Waste generation/ income group	Income group	% of population	No. of person	Waste generation tonnes/day	Waste generation tonnes/ annum
Low income (kg/person/day) 0.41	No income	16	23 532	9.65	3 522
	R1 - R,4800	7.2	10 589	4.34	1 585
	R 4,801 - R 9,600	12.1	17 796	7.30	2 663
	R9,601 - R19,600	28.1	41 328	16.94	6 185
	R19,601 - R38,200	21.1	31 032	12.72	4 644
	R38,201 - R76,400	7.2	10 589	4.34	1 585
Sub-total		91.7	134 866	55	20 183
Medium income (kg/person/day) 0.74	R76,401 - R153,800	4.2	6 177	4.57	1 668
	R153,801 - R307,600	2.7	3 971	2.94	1 073
	R307,601 - R614,400	1	1 471	1.09	397
	R614,001 - R1,228,800	0.2	294	0.22	79
Sub-total		8.1	11 913	8.82	3 218
High income (kg/person/day) 1.29	R1,228,801 - R2,457,600	0.1	147	0.19	69
	R2,457,601+	0.1	147	0.19	69
Sub-total		0.2	294	0.38	138
Total		100	147 073	64.49	23 539

Source: IWMP, 2025:46

Based on the above estimation, taken from a sample survey -a total of 64 tonnes of waste per day or 23,539 tonnes per year were generated within the SLM in 2022. The municipality's population has increased from 134,150 in 2011 to 140,720 in 2016, to 147,073 in 2022. At this rate of change it is estimated that approximately 23,878 tonnes of general domestic waste would be generated in the SLM in 2024 (IWMP,2025:46).

The waste characterisation found that household hazardous waste made up 0.2% of the domestic waste stream and e-waste made up 0.75%. Based on the estimated amount of 10,231 tonnes waste going to landfill annually, it is estimated that approximately 20 tonnes of domestic hazardous waste and 76 tonnes of e-waste are going to landfill annually (IWMP,2025:46).

The waste is made up of the following:



The Municipality is struggling to meet all the legislation pertaining to the management of waste sites. It does however have a designated Waste Management Officer in terms of legislation. Lady Grey site is licenced and classified as GSB. There is no plant or equipment to properly cover and compact waste. . The Barkly East site is classified as GSB on a new site. The waste is incinerated and disposed in a cell.

Medical waste for the 4 hospitals and 20 clinics is collected by a company organised by the Department of Health. However, problems are being experienced with medical waste being illegally dumped in landfill

sites. Barkly East and Lady Grey landfill sites both have weighbridges installed but are non-functional. Sterkspruit landfill does not have a weighbridge, and weigh pads were used at one stage, but this was discontinued. Hershel landfill has a weighbridge, but the site has not yet been commissioned. (IWMP,2025:48).

Waste Information Systems The SLM does not have any structured system for generating, collating, or storing waste information and record keeping regarding waste information is poor. There is no centralised repository for waste information (IWMP,2025:52).

Waste Recycling. The SLM does not provide a separation at source service such as a two-bag system, in any of its towns. **Local Recyclers** The SLM does not operate any formal recycling programmes itself. It has, however, undertaken various projects with cooperatives to assist them with recycling in the area. Several cooperatives have been established in the SLM area, mostly focusing on retrieving recyclables from the landfill sites. Unfortunately the Municipality has no buy back centres for waste recycling, the establishment of these is in the initiation stage.

To date at least four cooperatives have established themselves, one in Sterkspruit, one in Lady Grey and two in Barkly East. Most have had challenges remaining sustainable. The following recycling projects have been undertaken: a) **Barkly-East Landfill Recycling** The SLM established a caged area (Figure 11) at the Barkly East Landfill for the sorting, bailing and storage of recyclables won from the landfill. A local company (Stomza & Family Enterprises) has been operating at the site since 2021. The group has four workers who collect recyclables from the waste body and store the low value material in the cage. Highvalue material e.g. metal, is stored off-site due to security concerns. There is a bailer in the cage but at the time of this report it was out of order. (IWMP,2025:60).

Sterkspruit Landfill Recycling A caged recycling area was established at the Sterkspruit Landfill site and was operated by a local co-operative that was retrieving recyclables from the waste body. The landfill site however caught fire in July 2024 and the recycling facility burned down. The landfill, together with the recycling facility have been temporarily closed, and all waste is currently being diverted to the Lady Grey landfill. The local cooperative in Lady Grey has been making use of a property (see Figure 14) located approximately 150m east of the Lady Grey landfill. This facility is in extremely poor condition and waste lies strewn throughout the property and beyond. The SLM

reportedly has served the cooperative representative with an instruction to rectify the site but to no avail. (IWMP,2025:62).

Herschel Recycling Centre The newly constructed Herschel Landfill site has yet to be commissioned. The facility includes a Material Recovery Facility including a large warehouse structure, with sorting table and external chute. Once commissioned this will be the largest formal recycling facility in the SLM. The SLM is planning to establish a Buy-Back Centre system at the site. The SLM has not required the cooperatives and private recycling companies that operate at its landfill sites to report on their recycled tonnages, and hence the SLM has no current or historical data regarding recycling tonnages (IWMP,2025:61).

There are no recycling drop-off facilities operated by the SLM, nor are there any privately operated, public-facing drop-off facilities in the SLM area. The SLM does not operate any in-house recycling programmes; there are no programmes for recycling the wastes (such as office paper) that they generate (IWMP,2025:63).

Organic Waste management There are currently no municipal programmes for organic waste diversion or any composting facilities or garden refuse drop-off sites in the SLM. There are no commercial composting facilities operating in the municipal area. Of concern is that the SLM does not hold sufficient waste characterisation and disposal tonnage data that will allow an accurate historical baseline to be determined for organic waste (IWMP,2025:63).

Waste Management Facilities The SLM has a number of formal waste management facilities within its jurisdiction (see Table 26). The SLM has made progress in the last few years with developing formal waste management infrastructure however further interventions are required. All landfill sites are currently operated in-house by the SLM, but options for outsourcing the management thereof are under consideration (IWMP,2025:63).

The SLM does not operate any transfer stations. The SLM does not operate any facilities for the location drop-off of waste of recyclable material, other than the recycling areas at the landfill sites. Residents can drop off recyclables here for the cooperatives. The WMO has requested funding to undertake a feasibility study to inform the development of such dropoff centres. (IWMP,2025:63)

Planned Waste Management Facilities and Interventions The SLM has plans for the following developments and interventions: a) Sterkspruit Landfill Site The existing Sterkspruit Landfill site has been licensed for closure, but the license has since expired in 2021. A new landfill site has been planned for Sterkspruit however the planning process has stalled due to problems with ground water and the local community. The EA has since lapsed, and the site's buffer zone has since been invaded by informal houses. b) Rhodes Transfer Station The SLM plans to develop a transfer station in Rhodes with a target completion date of 30 June 2025. A licensing process has yet to be undertaken (IWMP,2025:63).

The SLM reported that businesses often dump waste because they do not want to incur the cost of building waste storage cages on their premises. Similarly, residences, particularly lower income households, do not have the space or facilities to store waste for a week until collection day, and hence dump it. The SLM regularly clean up hotspots during the awareness campaigns, or as required. Some dumping areas are larger, have been well established over years, and represent a greater environmental risk for the SLM. Two such sites are at Barkly East and Lady Grey. a) Barkly East "Fairview" Dumping Hotspot The "Fairview" dumping area is located on the north edge of Barkly East. The site appears to have been a historic borrow pit site, and excavation of material continues in the northern end. b) Lady Grey Dumping Hotspot The dumping hotspot at Lady Grey is a historical dumping area established in an old quarrying area adjacent to the new Lady Grey Landfill. c) Rossouw Dump Site A new landfill site has been built in Rossouw however the historical dumping area has yet to be formally closed and rehabilitated

Waste Management Fleet The SLM has a varied waste collection varied design around the different areas where it collects waste. The main fleet bay for the Community Services department is located at Lady Grey. The SLM has recently been successful in purchasing new fleet including: • Two new front-end loaders in Sep 2023 • One new Fuso cage truck in November 2023 • Two new tip trucks in December 2023 • One new landfill compactor in Jan 2024 Despite the new purchases, the fleet still suffers from breakdowns and resulting vehicle shortages. There are currently no fleet for servicing the new landfills at Herschel and Rossouw (IWMP, 2025).

Awareness and Community Engagements. The SLM runs a waste management awareness programme focusing on schools and communities, the purpose of which is to make people aware of the need to manage waste appropriately. The campaigns are educational but also include

community clean-ups. Campaigns are run in each town once per quarter and each campaign engages with two schools. Hence each town has 8 school engagements annually (IWMP, 2025).

Waste Management By-Laws The SLM has waste management by-laws (Senqu Municipality, 2019) that were gazetted in 2019. The by-laws define numerous aspects of waste management including: • Requirements to pay tariffs for municipal waste services • Appropriate receptacles for the storage of waste • Requirements for waste transporters to register with the SLM • Duties to prevent litter and illegal dumping • Prohibiting the burning of waste on private or public land • Powers held by the SLM for compliance monitoring and law enforcement regarding waste • A list of waste-related offences, and appeals mechanisms.. Plans and policies. The municipality does not have a leachate management plan as waste is stored on site in a cage on a cement floor until it is incinerated and then burnt. A trade effluent policy has been developed in 2020.

Enforcement of By-Law The enforcement of waste management by-laws is poor. The SLM has 6 peace officers that sit within the Community Services Department and who are tasked with policing the SLM's. None of them have been specifically allocated to waste management issues. The SLM indicated that while warnings have been issued for waste management infringements, the municipality has never issued a fine for such. There are no designated EMIs in the municipality. The SLM has appointed Mr Mxolisi Salmani as WMO, on 16th January 2019 (IWMP, 2025:99).

The SLM has made provision for the future closure of its landfill sites (IWMP,2025:102). Illegal dumping remains an issue. Many shop owners particularly in Sterkspruit dump their waste on the sidewalk on day when waste is not collected. To counteract this municipality has promoted the usage of cages and collects waste more frequently in the centre of town. The municipality has also acted against shop owners who persist in this action. However illegal dumping in open fields and borrow pits continues. In Barkly East and Lady Grey garden refuse and building rubble are the main contents of illegal dumping. Bylaws are being developed to address illegal dumping.

Forums. The Municipality forms part of the District Environmental Management Forum and has its own local environmental management forum.

24. Water and Sanitation

Joe Gqabi DM is the WSA and WSP. Therefore, no SLA has been signed between the Municipality and District. Senqu has the highest unserved population in the JGDM area. This is due to the fact that most of the population is centered in the former Transkei homeland which experienced a very low level of service before 1994. The situation has improved and 22,323 % are not serviced which is 7 209 households (IHS Markit, 2020)

The 2011 census reveals that Senqu has an unserved population of 7 209 households out of 38 046 which is under 20%. In 2021 this rose to 25.5 %. The area is prone to droughts. Water sources are the Jozanashoek dam, Lady Grey dam, Barkly East dam, boreholes and rivers.

Table 31: Access to piped tap water

Type	Percentage
Piped (tap) water inside the dwelling	34.6
Piped (tap) water inside the yard	30.9
Piped (tap) water on community stand	9.1
No access to piped water	25.5

Source: StatsSa census 2022

Whilst most of the population does receive water, sanitation provision is lagging with 1713 households not being serviced (StatsSA Census, 2021). The bucket system is still operating in Rhodes, Lady Grey and Barkly East near the graveyard.

Table 32: Households by type of toilet facilities

Type	Percentage
Flush toilet	40.4
Chemical toilet	2.2
Pit toilet	50.2
Bucket toilet	1.3
Other	2.4
None	3.5

Source: StatsSa Census 2022

	2011 Toilet			2021 Toilet		
	Flush	Other	None	Flush	Other	None
Joe Gqabi	26186	54561	16724	67124	52917	4254
Senqu	5186	26936	5924	19761	27441	1713

Although the LM has more water available than the requirements, it is not spread in such a manner as to satisfy the need everywhere. The towns that have been experiencing water shortages are:

- Herschel
- Lady Grey
- Rossouw

The towns that have just enough water to satisfy the demand and might experience water shortages in the near future are:

- Sterkspruit RWS

The level of services provided is mostly of high quality with connections to the yard and into the house itself. Sterkspruit and Rhodes have the highest standard of water followed by Barkly East and then Lady Grey. Water is available 24 hrs/day in the urban areas but the rural areas experience many lengthy outages. There are issues with water pressure which the District alleges are due to illegal water connections

b. Challenges

- Broken water pipes, non-functioning pipes, water unavailability and poor pressure.
- Backlog eradication is the main challenge facing the JGDM. An estimated R 149,603,738 for water and R 93,901,795 for sanitation is required for Senqu backlog eradication
- Operation and maintenance of existing water services. There is a high need for ongoing refurbishment and maintenance programme which will ensure sustainability of these schemes.
- Lady Grey & Barkly East bulk water supply.
- Water backlogs and illegal connections in the rural area.
- Rehabilitation of the Barkly East & Rhodes reticulation networks.
- Installation of section & bulk metering.
- Insufficient diesel for the water pumps
- Illegal connections

c. Interventions

Borehole standalone schemes. Water backlogs may be eradicated by means of the development of borehole standalone schemes.

VIP's. Sanitation backlogs will be eradicated by means of implementing VIP's. Projects will be prioritised by focusing on villages with the highest sanitation concern first. It is anticipated that a regional construction approach will be followed to maximize the benefit of scale in terms of price, timeframes and quality (JGDM WSDP 2010).

25. Roads, Transport and Stormwater

Table 33: Roads in the Senqu area

Local Municipality	National Roads	Surface Trunk Roads	Surfaced Main Roads	Unsurfaced Main Roads	Surfaced District Roads	Unsurfaced District Roads	Minor Roads	Municipal and Access Roads	LM Total Length (km)
Elundini	138.89	-	51.98	96.46	37.45	593.49	526.49	671.38	2 166.14
Walter Sisulu	398.54	46.40	123.69	349.93	27.63	1 666.13	1 691.82	1398.17	5 702.31
Senqu	116.37	-	9.17	290.93	73.01	931.36	767.16	817.36	3 005.37
District Total	653.80	46.40	184.84	737.32	138.09	3 190.98	2 985.47	2 886.91	10 823.82

Source: Department of Public Works and Roads, 2025

The table above refers to the kilometres of roads in the entire Joe Gqabi District. From this information, Senqu has the longest amount of unsurfaced main roads and access roads. The backlog in access roads must still be determined in the Municipality but this should be addressed by the draft ITP 2026.

Tarred roads

The provincial trunk road, the R58 was moved to SANRAL and resurfaced but potholes have started appearing. A rock fall closed the road for 3 weeks between Lady Grey and Barkly East in February 2020. Rock falls are common on the road after heavy rainfalls. This affects tourism as this is the main entrance into the municipality. As such it needs to be a provincial priority.

The R 393 between Lady Grey and Sterkspruit is dangerous with many potholes and roaming livestock due to stolen or poor fencing remain a hazard for drivers despite the newly introduced road rangers. This has been transferred to SANRAL but work has yet to begin. The road to Tele Bridge has recently been upgraded (JGDM ITP 2010). It is envisaged that the R 392 will revert to SANRAL.

Gravel/ Unsurfaced Roads

Most of provincially maintained gravel roads have deteriorated significantly to the level where they need extensive regravelling and low-level bridges need repair or replacing. The Provincial Spatial Development Framework Situational analysis April 2026 indicates that 80 % of gravel road infrastructure is bad. The end result is people being unable to access goods and services or having to pay high prices for transport of goods and persons due to poor or impassable roads.

Access Roads

Access Roads are maintained by municipalities in terms of the Municipal Structures Act; however, this is not financially viable for Senqu Municipality. The municipality inherited a backlog of maintenance of existing access roads as well as many villages which don't have access roads. Due to the small tax base of the area and high unemployment, the municipality is heavily reliant on the MIG grant to fund repair, maintenance and building of access roads. The Municipality suffers from an aging fleet and insufficient equipment and staff to be able to maintain all the access roads in its area. This is a disadvantage for residents and emerging farmers who struggle to access their lands.

Senqu is responsible for all access and municipal roads in its area. The balance of the roads falls under the powers and functions of the Department of Roads and Transport (DoT). The level of road services in rural areas is low, where most roads are gravel. The Municipality has engaged its municipal wards to identify priority access roads that need tarring. These, however will still require a massive financial injection. Current gravel roads backlog in Senqu is 562km. The Department of Roads and Transport is maintaining the roads around Sterkspruit inhouse whilst the gravel roads of Barkly, Lady Grey and Rhodes district now fall under a framework contract and is undertaken by consultants engaged by the Department.

The Municipality is part of the Rural Roads Asset Management (RRAMS) forum. It is currently busy with a project to map and classify all roads including provincial, district and local municipal access roads. Once this has occurred then a district roads engineer will evaluate the condition of all roads.

The municipality maintains its streets and local access roads according to an approved roads maintenance plan, which is compiled annually. However, it does not include access to agricultural lands which creates issues for farmers.

Streets

Streets within towns are the responsibility of the relevant local authority. Streets within townships in all the urban settlements are in a poor condition leading to localized flooding in bad weather, impassable roads and poor access.

Rail network

The railway line between Aliwal North and Barkly East is unused even though the tracks are still in place (JGDM ITP 2010). Attempts have been made to revive the track for steam train enthusiasts as it contains 2 out of the 3 railway reverses known in the world whereby the train reverses up a zigzag pattern to the top of a mountain.

Airfields

The only airfield which can be recognised as such lies in Barkly East but is not maintained by the Municipality. There has been an investigation into a new airstrip to be located 10km south west of Rhodes near the R 396 funded by ECDORT for tourists to the Tiffindell ski resort but whether this will occur or not remains to be seen (JGDM ITP 2010).

Non-motorised transport

The draft ITP indicates that the predominant mode of transport in the Municipality is walking (Draft Integrated Transport Plan March 2026). A significant number of persons in Senqu rely on either bicycles or walking to reach their destinations. As a result, the municipality has paved most of the pavements in the main towns and some pedestrian walkways leading into the town. Few pedestrian crossings and poorly lit streets and paths are some of the hazards faced by pedestrians.

26. Public Transport

The Herschel United Taxi Association (HUTA) has 164 registered members owning 293 vehicles with 158 operating licenses and runs on 20 local and national routes. It is one of only 7 taxi associations in the District. Public

transport operations in Barkly East and Lady Grey are small and relatively stable. In Sterkspruit no direct travel between villages is allowed and all trips must begin or end in the central rank at Sterkspruit. It is the busiest hub. The Municipality built the rank which is operated on lease agreement basis of a renewal three-year basis. The responsibility of the maintenance of the facility lies with the Lessee. The municipality is responsible for insuring the building. There is one bus association (Sterkspruit Bus Association). The Bus Association struggles to get its annual registration papers.

The most utilised trips are to Thaba Lesoba, Voyizana, Qhoboshane, Jozanashoek and Umlani. National destinations are Maletswai, Johannesburg, Welkom, Bloemfontein, Komani and Secunda.

Road worthiness and licensing

Senqu provides a road worthy and licencing service at the Traffic Testing Station in Barkly East and licencing services at Sterkspruit and Lady Grey. A DLTC in Sterkspruit is near completion and that will eventually allow residents to undertake drivers and learners licence exams in the town.

There are only 4 Provincial traffic offices in the district. One, of which is in Sterkspruit. The Municipality has traffic officers and operates a testing station in Barkly East but the roadworthiness section is not yet fully functional as it requires calibration and cameras which should be procured by July 2026.

27. Storm Water Management & Access Roads

The Municipality on an annual basis targets certain priority area for the construction of storm water as per the maintenance plan. The Technical Services department in conjunction with the Community Services Department implements the regular cleaning and maintenance of the existing stormwater infrastructure. Funding has been requested to undertake a stormwater plan to highlight the requirements for future and existing stormwater needs especially as climate change has resulted in more concentrated and larger rainfall events than previously.

a. Challenges

- Chronic underfunding and the constant deterioration of roads due to high rainfall conditions
- Limited maintenance of access roads due to insufficient human resources and machinery

- Breakdown of old out-dated road machinery
- The stormwater management plan requires updating and flood lines need to be determined to ensure that development occurs outside these area
- Lining and upgrading of storm water channels in urban areas as well as installing new stormwater infrastructure
- Not all villages, schools and clinics have decent access roads and not all streets in townships are tarred or paved
- Limited number of pedestrian bridges
- No cycle lanes
- Limited lighting of pedestrian walks ways although Council is slowly eliminating the backlog in urban areas.
- Poor road markings and potholes
- Limited road signage especially in rural areas. This has improved with the Department of Roads and Transport putting up village signboards.
- Commuter facilities are primitive. Bus shelters were built in 2000 in Barkly East and Lady Grey by DoT. The current taxi rank in Barkly East is informal with no amenities and needs upgrading to an area with shelters for waiting passengers. Lady Grey has no taxi facilities but a public toilet and bus stop has been built through the NDPG. Sterkspruit has a taxi rank.
- Limited machinery and staff to meet the storm water function especially in rural areas.
- Fencing of commonage and communal lands along the main R 58 route and road to Sterkspruit. The fences are constantly being stolen by community members especially RDP housing developments to fence their yards.
- Stormwater is a problematic issue as the infrastructure was not designed for the huge runoff that is required. In addition, there is limited staff and equipment to maintain and keep the drains and furrows open. Huge investment is needed to develop a proper stormwater plan which focuses on what infrastructure is required as well as to how stormwater runoff must be managed to prevent damage to property and possible loss of human life throughout the Municipality.
- Bridges have reached the end of their life cycle and are constantly breaking.
- Stormwater is a big problem in the suburb of Kwezi Naledi in Lady Grey

b. Interventions

- A Roads and Stormwater Master Plan was developed to categorise roads and determine which ones are priorities. However further work is required to develop a workable plan and not just an annual maintenance plan. The policy allows for sustainable roads (interlock paving) and was approved in 2015. In addition, on an annual basis Ward Councillors indicate which roads and bridges require attention in their areas.
- Paving of township streets as part of an EPWP project and paving of sidewalks in all CBD's and the linkages between the townships as part of the pavement management system. This assists pedestrians who do not utilise vehicular transport.
- New road machinery and Operators.
- Installation of street lights in towns such as Herschel
- Building more pedestrian bridges and walk ways. This will also allow for cycling paths. Funding is also set aside for the lighting of pedestrian walkways.
- Draft Integrated Transport Plan, 2026. The LM is in the process of developing an ITP which should be adopted in December 2026.
- Resuscitation of the Roads Forum
- Taxi and Bus ranks are not adequate. In Sterkspruit, there is need for expansion. In addition, they are not properly run and maintained.
- Designated drop off points are required in urban areas to decrease congestion.

28. Electricity and Energy

a. Current Situation

Although most of the Senqu communities have access to electricity, there are some communities that still need to be electrified either in the form of electricity installation or in upgrading of their existing lines as most of the lines particularly in Sterkspruit and surrounding villages are low voltage. These are mainly in new housing developments. Council is in the process of compiling an exact backlog list for ESKOM. Dangershoek (65) and Nomlengana(49) did not have electricity but are now being supplied with Mini Solar Grids.

The backlog was 4558 connections in 2024-2025. However due to work undertaken by ESKOM, the backlog has dropped to 4316 with a planned 200 connections in 2026-2027 financial year. The Municipality has a backlog of 447 in total with planned connections of 97 in Sterkspruit and 350 in Lulama in Barkly East in the next 3 years..

Senqu Municipality has a licence agreement with the National Energy Regulator of South Africa. In terms of this agreement, Senqu is responsible for supplying electricity to Sterkspruit, Lady Grey and Barkly East. Rural areas (including Rhodes and Herschel) are supplied by ESKOM. However, the Municipality is seeking a licence to supply rural areas.

Electricity supply challenges include high leakages attributed to aging infrastructure, poor metering and incorrect accounting. A bylaw on electricity has been gazetted to combat theft of electricity as well as the rollout of SMART meters which will be procured through a transverse tender. Other bylaws are the by-law relating to the prevention of tampering with electrical installations and the improper and unauthorised use of such installations gazetted in 2017, the by-law related to street lighting gazetted in 2016 and the bylaw on electricity supply gazetted in 2005 in Provincial Gazette 1405. The bylaw will be reviewed in the new financial year with the new Council.

The municipality does not have a major electricity disruption contingency plan but a tender is being taken out to develop the plan. A Tender has been put in place to assist the Municipality with repair and maintenance of the Electrical infrastructure. This has already started at Sterkspruit Town and will continue for the next three years. There are already tenders appointed for the procurement of material and refurbishment of Transformers. A Tender is also now in place to assist with emergency power failures and to do repair and maintenance to ensure that sustainable power supply is delivered to the customers. The one aspect that is still outstanding is the poor condition of Vehicles that needs to be addressed to ensure that Service Delivery may continue without unnecessary delays.

The speed of rural electrification by ESKOM is far too slow, especially in non-grid areas. A master plan has been developed for electricity but its implementation has been delayed by insufficient resources. However, upgrading of infrastructure has occurred annually since 2012 and should be completed by 2019 if resources are available, Over 81.8 % of the municipality has been served (StatsSa, 2011). In 2021 over 86 percent have been served. A worrying trend is the growing numbers of illegal

connections in Lady Grey. The Municipality is trying to counter this by undertaking regular checks of electrical infrastructure.

The infills are.. and the new connections are...

Table 34: Electricity Usage

Light sources 2021	H/holds	Percentage	Cooking sources 2021	Households	Percentage
Electricity from mains	47016	96.1	Electricity from mains	32669	66.8
Gas	89	0.2	Gas	13995	28.6
Paraffin	683	1.4	Paraffin	1343	2.7
Candles	902	1.8	Wood	710	1.5
Solar	128	0.3	Coal	8	0
Other	39	0.1	Animal dung	27	0.1
None	56	0.1	Solar	45	0.1
			Other	20	0
			None	97	0.2

Source StatsSa Census 2021

	2011 Energy for cooking			2021 energy for cooking		
	Electric	Gas	Other	Electric	Gas	Other
JGDM	55124	5029	37157	74104	40120	9836
Elundini	13191	3025	21262	19822	15431	5882
Senqu	24499	1255	12233	32669	13995	2153
Walter Sisulu	17434	748	3662	21612	10694	1801

For lighting, most residents use electricity whilst for cooking electricity usage is also dominant. The impact of load shedding is therefore quite severe. It is worrying that many residents still result on alternate sources such as firewood. Senqu Local Municipality had a total number of 1 560 (3.53%) households with electricity for lighting only, a total of 41 800 (94.27%) households had electricity for lighting and other purposes and a total number of 974 (2.20%) households did not use electricity.(S&P Global,2024:75)

The Municipality has operational votes dedicated to repair and maintenance. Cater under vote serious 4700 Operational votes is available for street lightning, Material and refurbishment of

transformers. The Municipality records and plans on how to reduce its backlog with Eskom for electrification. New connections are done per request from customer to either ESKOM or the Municipality depending on where they are located. Infills are gathered from Councillors and given to Eskom for electrification.

The electrification plan makes provision for reticulation and bulk infrastructure and the municipal three-year operational plan is inclusive of electricity planning with the appointment of a Service Provider.

b. Challenges

- Insufficient Vehicles and aging Cherry Picker.
- Limited funding for Maintenance and upgrading of infrastructure in areas managed by the Municipality.
- Limited voltage in the rural areas does not support large scale economic growth.
- The implementation of free basic services for electrical supply
- Getting communities to accept non- grid electricity.
- Number of schools, clinics and other social facilities that don't have a regular supply of electricity
- High mast lights and street lights to decrease crime incidents at night.
- Affordability of the service especially in rural areas for 3 phase electricity
- Electricity losses - 3,783,161 Kwh (Down from 5.6Mwh in previous year) due to theft, poor metering, poor networks and incorrect accounts. Total; loss 7.21%. Leakage is currently at 34,67% for the 2025-2026 FY to date.
- Electricity backlogs in the rural areas being addressed too slowly. Eskom is licensed for these areas and has increased the number of households to be electrified per financial year 2026-2027 which is an improvement on the past 5 financial years.
- Electrification of streetlights at Rhodes, Barkly East (new houses) & Rossouw. Eskom has refused permission to use their Infrastructure to fit the streetlights. Therefore, the amount to do the streetlights and construct our own Infrastructure increases.
- Eskom vs Senqu Municipality electrification boundaries.
- Solar geysers. The installation and continuation of the disrupted solar geyser installation programme.

- The changing of the main municipal buildings to solar electricity in Lady Grey.

c. Interventions

- Eskom electrification plan
- Department of Trade and Industry assisting with the promotion of renewable sources of energy
- The Technical Services Departments wishes to install a computerised asset management system which will allow it to accurately gauge the depreciation of electrical and road infrastructure and equipment. This will assist in improving budget planning for the Department.
- The Municipality makes an annual provision for maintenance with tenders for material and KWHMeter replacement
- Solar plant for the Municipal buildings in Lady Grey
- By law on electricity

d. Renewable Energy

In general, the Municipality and ESKOM must increase efforts to make the community more conscious and aware of the benefits of renewable energy. Solar is not popular due to the high theft of solar panels but wind turbines could be used provided that the turbines are designed to withstand the high wind speeds and hail encountered in the area. The Municipality has investigated photovoltaic but is unable to meet the type of demand and supplies only a couple of lights. The expense to the long-term benefit is not worth the cost. In general, due to the low demand for electricity in the area, it is not financially feasible to have green energy sources contributing to the grid.

29. Environmental Legislation and EIA's

The Municipality strives to adhere to all environmental legislation and conducts EIA's where necessary and prescribed by law to ensure sustainable service delivery. EIAs are budgeted for in all project plans where necessary. For the forthcoming year, EIAs are required for the following:

PROJECT NAME	EIA REGULATIONS WHICH MAY BE TRIGGERED	LISTED ACTIVITY

Access roads	LN 1 Activity 24	This project needs Environmental Authorization if it fits the following description. The development of- (ii) a road with a reserve wider than 13,5 meters, or where no reserve exists where the road is wider than 8 metres; but excluding-(b) roads where the entire road falls within an urban area.
Cemeteries	LN 1 Activity 23	This project needs Environmental Authorization if it fits the following description. The development of cemeteries of 2500 square metres or more in size.
Bridge	LN 1 Activity 12	This project needs Environmental Authorization if it fits the following description. The development of-(iii) bridges exceeding 100 square metres in size;(vi) bulk storm water outlet structures exceeding 100 square metres in size;(xii) infrastructure or structures with a physical footprint of 100 square metres or more;
Community halls		It will depend on size and location of hall
Sport fields		The municipality must consult DEA and DEDEAT for advice since the footprint of the activity is less than 5 hectares
Solid waste sites		License needed

30. Disaster Management

The Municipality adopted a corporate disaster management plan in 2005, a draft disaster framework in May 2018 and a draft plan in May 2026. The draft level one plan has been updated and aligned to the current JGDM disaster management plan which is being utilised, with the assistance of the district Municipality. It is attached as an annexure. The draft plan was noted by Council on 29 May 2026 and will go for public comment before it is finally adopted. See Annexures.

The District Municipality is participating in the planning structures for the high-risk development. Emergency procurement procedures are in place guided by MFMA and SCM guidelines. It is contained in the SCM policy which is amended regularly. Plans are in place to address spillages on the roads: Razzmatazz is always available to clean the road, as for veldt fires control burning is done to areas with high risk and response is good.

The District Municipality has a Chief Fire Officer. The District Municipality has 6 personnel.

- Manager
- Admin officer
- Four satellite officers (one in Senqu, one in Elundini and two in Walter Sisulu)

It has entered into Mutual Assistance Agreement with Alfred Nzo, Chris Hani district municipalities in the Province and Pixley Ka Seme District Municipality in the Northern Cape.

The District Municipality provides fire services as per their powers and functions. This is not a local municipal function. However, the DM is awaiting a review of the fire legislation. The Municipality can therefore not acquire firefighting and reserve vehicles including equipment to deal with fire risks as it is not its power and function. The municipality does not have a fire hydrant policy in place as fire hydrants belong to the District Municipality. All hydrants are maintained by the district as they are a WSA and WSP. JGDM has adopted bylaws relating to fire services.

The municipality does not have a formally appointed head of DMC in terms of Section 51 of the Disaster Management Act or disaster management staff as this still falls under JGDM. The disaster risk management forum is active at JGDM and LM's participate. This situation may change once the disaster management plan of Senqu is approved by Council and it may establish a forum to deal with local disaster issues supported by the District.

A disaster risk assessment has been conducted by the district. It has reflected on the disaster risk profile in the draft disaster plan. DRR activities will be reflected in the final disaster plan as well as climate change risks and adaptation strategies. Funding will be reflected in the budget once the plan is adopted in 27/28 financial year. Presently no disaster management by-laws have been gazetted by the Municipality as it relies on the JGDM disaster management bylaws.

31. ISD & Capacity to deliver

The Municipality has an ISD Unit with one Officer. The Unit is located within Technical Services. The work of the Officer is to ensure that project steering committees are functional for all projects undertaken by the municipality and that the Ward Councillor and Community are kept informed of all project progress. In addition, all community complaints are resolved by the Officer.

The Technical Services Unit houses the PMU which consists of a Manager, Technician and Administrator. The section does not have enough personnel but this is being addressed by engaging a panel of experts with the required skills to assist.

The electrical section is run by a superintendent and the roads section by a Manager. The main problems in the electricity department are the sufficient resources to attract the necessary expertise. In order to prevent a loss of skills, the department is training electricians in house. In the roads section, the main problems apart from aging and deteriorating equipment like graders are the budget to maintain access roads as well as attract the necessary skills like grader operators.

32. Free Basic Service Provision

The indigent register is updated annually through CART system. A Free Basic Services Committee is in the process of being resurrected with the help of COGTA. This is a political committee and assists the administration in updating information. It was established in January 2019. Water and sanitation are a district function and they provide all indigent households with 6 kl water free a month and sanitation. For households with no access to electricity they are supplied 10 litres of paraffin and 6 candles per month.

The Municipality budgeted the following for FBS:

	2022/23	2023/2024	2024/2025	2025/2026	2026/2027
Free Basic Services; Electricity	11 538 261	17 450 000	21 395 461	9 069 177.15	1,221,834.80
Free Basic Services; Refuse	13 248 205	5 736 000	6 023 409	2 264 345.36	9,782,824.79

The FBS unit functions are currently performed by the Debtors Officer and one Co-ordinator. It does require more resources.

33. Integration Plans

The One Plan has ensured that there is integration of services between the District Municipality and Senqu Municipality. It has been recently adopted by the JGDM Council and is in the process of being adopted by Senqu Municipality.

The ISDM or integrated Service Delivery Model is the delivery model created by COGTA for the implementation of the ward rooms. Senqu Municipality implements these models and is working on improving the efficiency of the ward rooms so that the public has a direct role in indicating their service delivery priorities and can assist with the monitoring of these services. The model also allows for the interaction and combining of services and resources between the Municipality and sector departments.

CHAPTER FIVE: INSTITUTIONAL

1. Political Structure

Senqu Municipality was established in terms of the Provincial Gazette Extraordinary, 28 February, Notice 22 of 2000 (with a number of subsequent amendments). Senqu Municipality is a Category B Municipality. Senqu Municipality was established to be a Collective Executive System type (MSA 117 of 1998)".

Council currently consists of 34 Councillors of which 17 are Ward Councillors and 17 are Proportional Elective Councillors. 2 Traditional Authorities form part of the Council. They are represented by Chief Bebeza and Chief Thukani.

An annual Council calendar is developed according to the calendar year and adopted either in the preceding November or December. Council is responsible for taking political decisions in relation to service delivery issues and playing an oversight role. Ordinary Council meetings occur once per quarter and sit as per the calendar below. Ordinary Council sat on the 04 August 2025, 28 January 2026 and 31 March 2026.

Special Council meetings are only held whenever there is an urgent issue that needs to be discussed and a decision taken. Special Council sat on the 31 October 2025 and 26 February 2026. Council meetings were and are convened as per the calendars below

Council Calendar 2025

Public Holidays							SENQU LOCAL MUNICIPALITY							Executive Committee (EXCO)						
Audit Committee (AC)							Top Management TM							Council Meetings CM						
Bid Specification Committee (BSC)							Request Committee Meeting							Free Basic Services (FBS)						
Bid Evaluation Committee (BEC)							Risk Management Committee (RCM)							Senior Executive Management (SEM)						
Bid Application Committee (BAC)							Employee Welfare Committee (EWC)							Welfare Day (WD)						
Mandate Committee (S7PC)							Welfare Day (WD)							Welfare Day (WD)						
Remuneration Committee (S7PC)							Welfare Day (WD)							Welfare Day (WD)						
Strategic & Governance Committee (S7PC)							Welfare Day (WD)							Welfare Day (WD)						
Rules & Ethics (S7PC)							Welfare Day (WD)							Welfare Day (WD)						
MPAC							Welfare Day (WD)							Welfare Day (WD)						
Standing Committee (SC)							Welfare Day (WD)							Welfare Day (WD)						
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Council 2026

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A Council and Executive Committee resolution register has been developed and is tracked on a quarterly basis. Council had 6 items in Q 2 and 19 resolutions in Q 3. Out of these only 7 were for action. The Executive Committee had 12 resolutions in Q 2 and 32 in Quarter 3. Only 9 were for action.

Executive Committee

It is constituted by the Mayor of the municipality as the Chairperson, Political Heads of the Standing Committees of various departments in the municipality and the top management of the municipality. The Mayor as the Chairperson convenes the meetings of the Executive Committee every month. These are held a week after the Standing Committees have met and made their recommendations to the Executive Committee. The Committee meets monthly apart from December.

Standing Committees

The purpose of Standing Committees is to discuss and recommend certain actions be implemented by the Executive Committee or Council. Standing Committees are as follows:

- Corporate and Support Services Standing Committee headed by Cllr Mfisa
- Development & Town Planning Services Standing Committee headed by Cllr Mbonjwa
- Technical Services Standing Committee headed by Cllr Ndakisa
- Finance Standing Committee headed by Cllr Ngendane
- Community Services Standing Committee Cllr Ngendane

Council Committees are functional and effective and convene on a quarterly basis apart from Standing Committees which convene monthly.

These Standing Committees are chaired by the Portfolio Councillors who form part of the Executive Committee. The other members of the Standing Committees are Councillors elected by the Council. There are 5 Councillors in each standing committee including the Chairperson except in finance. Standing committees are representatives of all political parties, Traditional Leaders and the administration of the department concerned. Standing Committees meet monthly except in January and December.

Section 79 Council Committees

- MPAC headed by Cllr Mpiti - Gxelesha meets quarterly
- Rules and ethics headed by Cllr January meets quarterly
- Mandate headed by Cllr Nyongwana meets quarterly
- Strategic and Governance headed by Cllr Nonjola meets quarterly

2. Powers and Functions

Power & Function	Senqu's Capacity	Responsible Department
Air Pollution	The Municipality has no financial resources to develop an air quality plan or engage specific staff for the function	Community Services
Building Regulation	The Municipality has engaged a building inspector but currently has limited resources to engage personnel and ensure implementation of by laws	Economic Development & Planning
Childcare facilities	The Municipality is in the process of ensuring that current facilities meet minimum health and safety requirements. However, finances are limited.	Community Services

Power & Function	Senqu's Capacity	Responsible Department
Electricity and gas reticulation	The Municipality only has the licence to supply electricity within its urban areas. The rural areas are supplied by ESKOM. However, the Municipality is negotiating with NERSA to expand its licence to the rural areas.	Public Works
Firefighting Services	JGDM Municipal Function	Not applicable
Local Tourism	The Municipality promotes local tourism in the region and assists the activities of local tourism organization	Economic Development and planning
Municipal Airports	The Municipality has no designated airports.	Not applicable
Municipal Planning	The Municipality has an IDP which is reviewed annually. The SDF is developed for 5 years and amended where necessary. All land management will be enforced as per SPLUMA regulations	Municipal Managers Office & Economic Development and Planning
Municipal Health Services	The Municipality only controls waste management as the District Municipality is responsible for food control, water quality, chemical safety, communicable disease control, vector control, environmental pollution control, disposal of the dead and control premises. This is because the District Municipality has the capacity as these areas form part of the Environmental Health Practitioners scope of work. The Municipality may only license a food premise after the district provides a permit indicating that the premise meets the standards required	Community Services
Municipal Public Transport	The Municipality does not have this function as it does not operate any public transport and the District Municipality has the power to regulate passenger transport services. The Municipality has a roads forum which is currently not functional and makes recommendations on operating licences to the Department of Transport.	Public Works
Pontoons, ferries, jetties, piers and harbours	The Municipality is not on the coast	
Stormwater management systems in built up areas	The Municipality has the power and function but has inadequate funding to develop a stormwater plan and bring all infrastructure up to standards required by climate change.	Public Works
Trading regulations	The Municipality fulfils this function through various by laws	Community Services
Potable water and sanitation services	The Joe Gqabi District Municipality fulfils the role of both WSA and WSP	
Beaches and amusement facilities	The Municipality has no beaches but maintains its public spaces	Community Services
Billboards and display of advertisements in public places	The Municipality has by laws to regulate this activity but due to poor resources struggles to implement	Economic Development & Planning
Cemeteries, funeral parlours and crematoria	The Municipality licences these premises once the District Municipality issues a certificate of compliance	Community Services
Cleansing	The Municipality regularly cleans streets and public spaces within the urban areas as it lacks capacity and resources to do so in rural areas	Community Services
Control of public nuisances	The Municipality has by laws pertaining to this function but lacks the capacity to enforce by laws	Community Services
Control of undertakings that sell liquor to the public	The Municipality has by laws pertaining to this function but lacks capacity to enforce by laws	Community Services

Power & Function	Senqu's Capacity	Responsible Department
Facilities for the accommodation, care and burial of animals	There are no pet cemeteries or kennels in the municipal area	Community Services
Fences and fencing	The Municipality ensures that public areas are fenced and safe and has by laws around fencing of properties	Community Services
Licensing of dogs	The Municipality does not license dogs but has by laws pertaining to the keeping of domestic pets	Community Services
Licensing and control of undertakings that sell food to the public	The District Municipality monitors the premises and issues certificates of compliance after which the Municipality may license the premise	Community Services
Local Amenities	The Municipality ensures that places are kept clean and mown and that community halls are functional but lacks the financial resources to ensure that all areas of scenic, natural, cultural and historical value and interest are well maintained	Community Services & Economic Development & Planning
Local sport facilities	The Municipality maintains municipal owned sport facilities in the urban areas	Community Services
Markets	No markets exist in the municipal area	Not applicable
Municipal abattoir	The Municipality does not own any abattoirs and the District Municipal Health services are responsible for ensuring that abattoirs in the area maintain hygiene standards	
Municipal parks and recreation	The Municipality ensures that places are kept clean and mown.	Community Services
Municipal roads	The Municipality does try to build and maintain municipal roads but due to decades of neglect the financial resources are insufficient to meet the demand.	Public Works
Noise pollution	The Municipality lacks the resources to monitor noise pollution but there are by laws.	Community Services
Pounds	The Municipality has built a pound in Lady Grey to meet licencing standards.	Community Services
Public places	The Municipality does own commonages around the urban areas but struggles to enforce livestock management or prevent land invasion due to limited human and financial resources	Community Services
Refuse removal, refuse dumps and solid waste disposal	The Municipality does do refuse removal in urban areas but due to financial and human resource constraints fails to adhere to all waste management site regulations. However new waste sites are being constructed.	Community Services
Street trading	The Municipality has by laws pertaining to the function but has limited capacity to enforce the by laws	Community Services
Street lighting	The Municipality provides street lighting in urban areas.	Public Works
Traffic and parking	The Municipality has limited capacity to control traffic within its area but does provide a driver's licence testing facility	Community Services

3. Administrative Structure and Location

The Municipality has offices in the following towns with the main office located in Lady Grey. This office houses both the seat of the administrative and political arm of the organisation. Communication between offices is facilitated by an interconnected phone network. External Offices are managed by Supervisors.

Lady Grey	Barkly East	Sterkspruit	Rossouw	Rhodes
<u>Main building</u> Mayors & Speakers Office Council Chamber Corporate Services Finance <u>DTPS Building</u> Economic Development & Planning Community Services Public Works <u>Tourism Office</u> Tourism LED <u>Library</u> Library Services <u>Workshop</u> Public Works	<u>Main building</u> Finance <u>Traffic Building</u> Traffic Department <u>Library</u> Library Services <u>Workshop & Pound</u> Community Services <u>Workshop & Pound</u> Community Services Public Works	<u>Main office building</u> Finance & e-Natis <u>Bunga hall offices</u> Councillors Office <u>Workshop</u> Community Services <u>MPCC</u> Supervisor Office	<u>Community Hall</u> Community services	<u>1 office</u> Community Services

The current office accommodation is sufficient as all staff are housed adequately. Payment facilities for municipal services are rendered at the Main municipal building based in Lady Grey , main municipal building in Barkly East and at the Offices in Sterkspruit.

Senqu Municipality implements its Integrated Development Plan through its administration structures headed by the Municipal Manager with the following Directorates:

- Municipal Manager's Office responsible for strategic support (administration), political executive support, project management, research governance, compliance – risk management, institutional performance, integrated development planning and internal audit
- Directorate: Financial Services is responsible for budget and treasury, revenue services, stores and expenditure management, supply chain management, policies, procedures and by-laws (MFMA and National Treasury), financial support to all Departments and eNatis licencing.
- Directorate: Corporate Services is responsible for administration, document management, HR and labour relations, capacity building, Council support and ward support, IGR, special programmes (HIV Aids youth, disabled, elderly and women), corporate facilities management, stakeholder relations – participation, by-laws facilitation, customer care/presidential hotline, legal services, communication, information communication technology, fleet management and individual performance management.
- Directorate: Community Services is responsible for waste management and refuse, community-based by-laws, public safety services – law enforcement, community based service provision,

cemeteries, environmental management, traffic, cleansing, disaster management assistance, community facilities, library services and amenities, and commonage management

- Directorate: Public Works is responsible for technical service delivery, electricity in urban areas, infrastructure development (maintenance and minor construction, Access Roads (Maintenance and Minor Roads Construction), Stormwater management and PMU Project Management /Administration including ISD.
- Directorate: Economic Development & Planning is responsible for investment property management, GIS, building control, town planning, housing, land use management and local economic development including tourism.

The administration is headed by the Municipal Manager, Mr Thembinkosi Mawonga. The CFO is Mr Kenneth Fourie. Other top management posts, consist of four Section 56 Managers who report directly to the Municipal Manager. The S56 Manager post for Technical Services was vacant since September 2025 but was filled on 1 June 2026. The S 56 post for Corporate Services has been vacant since 1 March 2026 and the S 56 post for Community Services has been vacant since 1 May 2026. Interviews have been held.

All S 56 Managers will sign their annual Performance Agreements aligned to the IDP, budget and SDBIP. This will be done in July 2026 for the new financial year.

4. Organisational Structure

The organogram for the Municipality was reviewed and adopted on 15 May 2024. It was then amended and adopted in 2025. This was in response to September 2021, COGTA's promulgated Municipal Staff Regulations which in Chapter two prescribe how staff establishments should be designed and developed. SALGA conducted a diagnosis of the current structure and found that it was not compliant with the Municipal Staff Regulations on many fronts. The areas of non-compliance range from provision of support to the offices of the political bearers, the core to support rations, number of Directorates, the structural shape, structural layers, and the span of control.

The planned phased in approach be as follows; Phase 1: Diagnostic exercise and addressing noncompliance Phase 2: Establishing Organisational Requirements Phase 3: Design and Pilot

Municipal Staff Establishment Phase 4: Job Evaluation and costing Phase 5: Implementation of Placement .Phase 1 and 2 are complete. Phases three to five will be completed by 30 June 2024.

All posts have been provisionally evaluated according to TASK through a benchmarking exercise. The Municipality has taken this process forward by evaluating all posts through the SALGA structures and results for four Directorates are ready for adoption and publication.

The interim results for Public Works and the Finance Job Descriptions are yet to be undertaken through the same process as mentioned previously.

Table 35: Contract W o r k e r s

DESIGNATION	DEPARTMENT	CONTRACT PERIOD
Municipal Manager	MM'S OFFICE	5 years
Manager Mayors Office	MM'S OFFICE	5 years. Ends November 2026
Manager Speakers Office	MM'S OFFICE	5 years. Ends November 2026
Mayors PA	MM'S OFFICE	5 years. Ends November 2026
Speakers PA	MM'S OFFICE	5 years. Ends November 2026

Source: Corporate Services 2026

Table 36: Organogram posts per directorate

Department	Total	Funded	Unfunded
Municipal Manager	31	25	6
Corporate Services	44	39	5
Finance	54	42	12
Community Services	139	124	15
Economic Development & Planning	17	12	5
Public Works	85	67	18
TOTAL	370	309	61

The true cost of the organogram is still being determined. The Municipality has 292 staff members.

5. Employment Equity

The Employment Equity Plan of the Municipality was approved in 2022 but reviewed in 2025 and amended as it did not meet legislative requirements. It will be adopted in July 2026.

It is implemented through the recruitment and selection process and through training and development. Implementation is monitored by the Employment Equity Committee, Training committee and Labour Forum. The objectives of the plan are to increase the number of people with disabilities, increase training for staff, increase the number of learnerships and internships.

Table 37: Employment Equity staffing levels

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	3	1	0	0	2	0	0	0	0	0	6
Senior management	9	0	0	2	8	0	0	2	0	0	21
Professionally qualified and experienced specialists and mid-management	21	1	0	0	24	1	0	0	0	0	47
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	18	0	0	0	4	0	0	0	0	0	22
Semi-skilled and discretionary decision making	46	1	0	0	28	4	0	0	0	0	79
Unskilled and defined decision making	76	4	0	0	37	4	0	0	0	0	121
TOTAL PERMANENT	173	7	0	2	103	9	0	2	0	0	296
Temporary employees	6	0	0	0	26	0	0	0	0	0	32
GRAND TOTAL	179	7	0	2	129	9	0	2	0	0	328

Employment Equity Goals

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	3	1	0	0	3	0	0	0	0	0	7
Senior management	9	0	0	2	8	1	0	2	0	0	22
Professionally qualified and experienced specialists and mid-management	22	2	0	1	24	1	0	0	0	0	50
Skilled technical and academically qualified workers, junior	18	1	0	0	5	0	0	0	0	0	24

management, supervisors, foremen, and superintendents											
Semi-skilled and discretionary decision making	46	3	0	0	30	5	0	0	0	0	84
Unskilled and defined decision making	76	7	0	0	39	6	0	0	0	0	128
TOTAL PERMANENT	174	14	0	3	109	13	0	2	0	0	315
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	174	14	0	3	109	13	0	2	0	0	315

The Employment Equity Forum consists of Portfolio Head: Corporate Services, Top Management Representative: Director – Corporate Services, the Employment Equity Representative for each employment category being the Senior Management; Professionally Qualified & Experienced Specialist and (Middle Management); Skilled Technical and Academically Qualified Workers (Junior Management); Semi Skilled and Discretionary Decision Making and Unskilled groups; the Designated groups Representative, Peoplewith Disability Technical Support Staff, Manager Human Resources and the Senior HR Practitioner. The Employment Equity Consultative Committee meets once a quarter and its main role is to ensure compliance with the EEA and ensure that there are no barriers within the municipal policies and practices. The last meeting was held in May 2026.

The Local Labour Forum sits monthly. The Local Labour Forum is fully functional. It consists of eight (8) representatives of the labour unions; Director Corporate Services, Portfolio Councillor of Corporate Services, Director Community Services; Director DTPS; the Manager Human Resources and two (2) HR personnel for the secretariat purpose. The last LLF meeting was held in May 2026, other than that, special meetings are being held when a need arises. A draft employment equity and reasonable accommodation for people with disabilities has been developed and will be adopted in July 2026.

The Occupational Health Safety (OHS) Committee meets quarterly. It is led by Corporate Services and includes representatives from each town as well as unions and service departments such as electricity, roads, and waste management. It addresses issues of health and safety. All employees are equipped with the required tools and protective clothing. Monthly inspections are performed on the tools and vehicles to ensure their safety. The PMU Unit guarantees that all applicable OHS procedures are followed on their project sites. Any complaints are escalated to the Corporate Services Standing Committee and Top Management for resolution.

A resolution register is compiled at OHS Committee meetings and the implementation of these are tracked. 90 % of these resolutions have been completed and they are as follows:

1. Provision of PPE for Employees through SCM processes, (3-year tender awarded).
2. Provision of a safe environment for employees, As a result of the committee's work, Employee changing rooms with showers have been built in Lady Grey. In Sterkspruit, the contractor is on site.
3. Training on Occupational Health and safety , and Level 1 First Aid Training

It is also the responsibility of Corporate Services to ensure that OHS issues raised by the Committee are resolved. The last meeting was held in May 2026.

6. Skills Retention and Wellness

The Municipality has an annual budget for EAP (Employee Assistance Programme). For 2022 it is R 511 601,60 . In 2023 it has been allocated R 487 000 and R 488,487.05 in 2024. This focuses on providing individual employees with assistance on mental health issues that they are facing as well as individual health issues such as drug and alcohol abuse.

The municipality has a skills retention and a scarce skills retention policy but experiences difficulties attracting these types of staff and keeping them due to the rural nature of the municipality and the fact that it can't offer competitive salaries. The scarce skills policy was approved by the Council by the end of June 2013. The Scarce Skills Committee identifies scarce and critical skills annually. Skills required for the Municipality are technical skills for engineering, ICT and electricity as well as qualified driver operators.

Wellness day was held on 11 February 2026. There were psychosocial programmes held for employees as well as drug awareness campaigns for drugs.

7. HR Strategy & Workplace Skills Plan (WSP)

The Municipality appointed a service provider to conduct a Work Study; review and develop "a fit for purpose" organizational structure which will meet all requirements as outlined in the Municipal Staff

Regulations and the SALGA's recommendations. Over and above that, this Service Provider was appointed to review the Human Resource Strategy, to develop the HR Plan linked to the strategy. The strategy and the plan are completed and in the process of approval by Council. From the strategy, an annual HR plan is developed and adopted by Top Management. The HR strategy has 8 priority areas which are:

- Workforce planning and personnel administration whereby personnel administration attends to the administration of all employees' contracts, benefits and conditions of service as well as all administration and procedures incidental to employee appointments and terminations. Management and HR have been engaged with a comprehensive process of reviewing and developing employment contracts of all employees.
- Employee wellness. As Senqu Local Municipality, through our employee wellness pillar we aim to promote healthy, resilient and productive workforce and to reduce levels of absenteeism through targeted programmes.
- Occupational health and safety. The Occupational Health and safety function are primarily focused on:
 - Creating and maintaining a safe working environment and
 - Preventing workplace accidents.

A major obstacle in achieving these objectives is the absence of an integrated Occupational Health and Safety Plan that will act as the guiding principle for all OHS interventions. This is in the process of being addressed.

Capacity development. This will ensure that all employees and Councillors receive relevant skills development required in line with their Personal Development Plans for which the requisite funding shall be provided. Appropriate learning organisation, knowledge management and innovation strategies will be applied to facilitate the necessary learning/skills acquisition and application in the workplace; and that employees be equipped with a level of skill and competency necessary to excel in fulfilling the purpose, objectives or requirements of function/job roles, also to address the shortage of skills brought about by the legacy of apartheid, further to unlock the inherent potential of all employees for their good and that of the Municipality, and their customers/broader Communities

The municipality is reviewing the Workplace Skills Plan (WSP) annually. Through the WSP all the desired training interventions for the forthcoming financial year, are included for effective, planning,

budgeting and implementation of capacity building programmes. In the process of preparing for the development of the Workplace Skills Plan (WSP), the municipality conduct skills audit annually, to ensure that a qualitative WSP developed and adopted, presented and adopted by Council, afterwards, submit to the Local Government Sector Education & Training Authority (LGSETA). A Local Training Committee was established and is led by the Portfolio Head of Corporate Services (Councillor Mfisa).

The Committee is functional, seating on quarterly basis and all the directorates within the municipality are represented and its biggest role amongst the others is to assist in planning and prioritisation of training, development and capacity building for municipal staff and Councillors. All training programmes that are being implemented for Staff and Councillors are linked to the IDP objectives and they are aligned with staff functions. Implementation of the WSP means an annual compilation of the organisation's prioritised training needs based on the IDP. This is done by the Skills Development Facilitator (SDF). For training to occur the Training Committee makes recommendations to the necessary structure to approve the following:

- The Committee makes recommendations to the Municipal Manager to approve. For staff training programmes and bursaries, the approval is through the Office of the Director Corporate Services. After the implementation of training programmes, the SDF compiles a report for the training committee members for notification
- Internships are pre-approved by the Director Corporate Services and approved by Municipal Manager
- Trainees get selected through the normal recruitment and selection processes of the Municipality

The table below indicates the training for 2024/25.

Total Planned Training Beneficiaries								
LGSETA Strategic Area	Municipal Key Performance Area	Main IDP Priority Linked to Key Performance Area	Female-Employed	Male-Employed	Total	Female-Unemployed	Male-Unemployed	Total

Enhance Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	Promote a culture of Good Governance	36	32	123	123	69	192
Promoting Sound Financial Management & Financial Viability	Municipal Financial Viability and Management	Implement appropriate Financial Management System to ensure the continued growth and viability	13	11	24	61	21	90
Enhancing infrastructure and service delivery	Basic Service Delivery and infrastructure development	Develop and maintain appropriate and economically run infrastructure.	34	104	137	25	61	86
Enhance Municipal Planning	Municipal Transformation and Institutional Development	Promote a Culture of Performance Excellence	21	13	34	6	6	12
Promoting Spatial Transformation and Inclusion	Sustainable Local Economic Development	Promote a conducive environment to stimulate economic development	2	0	2	128	40	165
TOTALS			106	159	265	343	205	548

Planned training for 2026-2027 has been defined in the WSP which has been approved by Council with a training budget of R 4,333, 844.81

- **Recruitment & selection.**

- Where possible commit to filling vacant non-entry-level positions internally in line with Employment Equity and Organisational Talent Requirement Objectives and Targets. Every endeavour will be made to identify and develop the potential of existing employees to enable them to progress through their respective Career Paths and Organisational Hierarchies.

Recruitment and Selection Processes will be conducted in a fair and transparent manner based on predefined Specifications, Criteria and Competency Requirements for the required Role/Position.

- Goal – To ensure the timely holistic provision and placement of competent and skilled employees within Organisational Functional Units and roles/positions, in terms of predefined and planned for or incidental needs in line with Succession and/or Strategic Manpower Plans and Equity Targets dictated by Employment Equity Plans; and
- Appropriate Talent Management Strategies and Processes (Engagement and Retention Strategies, etc.) will be applied to develop and maintain a sustainable and effective talent pipeline. All recruitment, selection and appointments will follow the Municipality's formal and approved Recruitment and Selection (Talent Acquisition) Policies and Procedures (or equivalents).
- The ability of the municipality to retain competent staff is closely linked to, amongst others, staff morale, motivation, job satisfaction and the organizational culture. Consistent monitoring of these factors will inform interventions to be addressed through employee wellness and employment equity strategies.
- Culture and mindset change. As an employer designated in terms of the Employment Equity Act (Act 55 of 1998), Senqu Municipality is under a legal obligation, in terms of section 20(1) of the Act to develop an Employment Equity Plan for a period not less than a year but not more than five years. Employment Equity Plan 2022/2027 has been adopted by the Council in 2022.
- Labour relations. Constructive Workplace Relationships contribute to the achievement of common goals such as safety, efficiency and productivity, quality customer service, job satisfaction and career opportunities. A constructive approach will help to minimise industrial disputation and promote innovative issue resolution. Participative negotiation can provide a climate for facilitating resolution and delivering balanced results.
- **Organisational design & transformation.**
 - Ensure fair and objective Policies and Procedures based on generally accepted and applicable Organisational Development Principles and Processes. Organisational Restructuring and/or Transformation.
 - The Municipality in the interest of social stability and justice, will make every endeavour to ensure continued employment of employees during Organisational and Functional Reorganisation and

Redesign by accommodating them (displaced employees) in reasonable alternative positions when available and possible. This will be subject to the approved Placement Principles.

- Goal – To adopt a Transformation Management Policy Framework and related Systems and Functions that will institutionalise the necessary Organisational Development Transformation Management Culture and Organisational Capacity; and
- To pro-actively and effectively lead and guide, with the commitment of the Senqu Municipality 's Leadership, Management, Stakeholders and employees, Organised Labour, any Organisational and Technological Transformation required to deliver on the Council's Vision.

HR policies consist of the recruitment and selection policy, the leave policy, bursary policy, remuneration policy, promotions and transfer policy, travel and subsistence policy, standby and overtime policy, and relieving allowance policy.

8. Internal Control Procedures

All Councillors and Administrative Staff were provided with copies of the code of conduct and were also workshopped on the Code. If the Code of Conduct is not adhered to by either staff or Councillors, disciplinary action is being instituted. Cases of a disciplinary nature were dealt with in the past year as per the Labour Relations Act. Most disciplinary cases deal with cases of absenteeism, drunk on duty and late coming.

9. Record Keeping

The Council has approved the Records Management Policy, Central Registry Manual and Access to Information Manual during its Council Meeting held on the 27 March 2013 which regulates the access to information. Furthermore, with the assistance of the Provincial Archivist from Department of Sports, Recreation, Arts and Culture training was conducted on the 12 June 2013 for the municipality's employees on the following aspects:

- ❖ Archival legislation and the role of Provincial Archives and Records Services
- ❖ Roles and responsibilities of users in File Plan implementation
- ❖ Importance of good record keeping practices
- ❖ Identification and care of different categories of records

- ❖ Allocation of reference numbers in correspondences
- ❖ Records maintenance
- ❖ Understanding the logic of the file plan

The Municipality has recently engaged a service provider to keep expired files off site to ensure the safety of municipal records. The Municipality is procuring a digital system of record keeping.

The municipality complies with the Records and Archives Act and has an approved File Plan together with an adopted Records Management Policy. All municipal records are filed in accordance with the approved File Plan to ensure proper classification, storage, and retrieval of information. In addition, municipal storage rooms are monitored and controlled to ensure the safe keeping, protection, and proper management of records and archives.

10. Protest Actions and petition management

No staff protest actions were held in the previous and current financial year. No community protest actions were held in the previous and current financial year. Mitigating measures are as follows:

- There is a Strike Management Committee (which sits only when there is a protest action)- comprised of Corp Services Director/MM, LR & HR Practitioner, 1 Cllr & organised labour representative.
- There is an Essential Services Agreement
- Provisions prescribed in the LRA, Act 66 of 1995 (ss64-77) are/ will be followed

11. Legal Services

Attends to municipal litigations, general provision of legal services support to directorates and maintains a litigation register that is constantly updated. A quarterly report of litigations is sent to our standing committee, audit committee, senior executive and COGTA (Executive Committee and Council as and when required). Upon receipt of proceedings legal services informs and follows up with the affected directorate to assess whether the proceedings should be defended or settled accordingly. A panel of legal services is appointed on a three-year term to further pursue cases that arise on behalf of the municipality, referrals are made to the panel on a case-by-case basis.

The legal services unit has made significant strides in ensuring access to administrative justice and promoting good governance. Herewith some highlights and achievements:

- ✓ Establishment of In-House Legal Personnel: The Municipality has established its own in-house legal unit to manage litigation and provide legal advisory services, ensuring that legal matters are handled efficiently and effectively.
- ✓ Provision of quality Legal Services: Legal services has been working to deliver quality services, by developing a Litigation Management Framework and Standard Operating Procedures.
- ✓ Transformation of Legal Services: Efforts have been made to transform legal services, by ensuring that we provide proactive legal interventions.
- ✓ Mindset of the institution when on legal matters: Raising consciousness within the municipality on matters that may have legal implications and put the municipality under risk of litigation to the municipality.

12. Institutional Cohesion

The Municipality runs wellness days to promote institutional cohesion. A netball and soccer team have been developed to play at the SALGA games as well as play against other sector departments and municipalities. In addition, the induction programme is also tailored to make employees feel part of the institution and promote institutional cohesion. Internal newsletters also help promote institutional cohesion. The Directorate Corporate Services has completed a survey to gauge employee's satisfaction which reflects dissatisfaction with employee working conditions. A plan has been developed to target the areas of dissatisfaction identified.

CHAPTER SIX: GOOD GOVERNANCE & PUBLIC PARTICIPATION

1.IDP Process Plan

Senqu Local Municipality has developed the IDP and Budget in accordance with the requirements as set out in the Local Government: Municipal Systems Act (MSA) 32 of 2000, the Local Government: Municipal Planning and Performance Management Regulations 2001 and the Municipal Finance Management Act 56 of 2003.

2.Adopted Process Plan

The MFMA Act 53 of 2003 (S21 1b) states that the Mayor must at least 10 months before the start of the budget year table in the Municipal Council a time schedule outlining key deadlines for the preparation, tabling and approval of the Budget and the Integrated Development Plan. The process plan was adopted on 4 August 2025. The Process Plan outlines the programme to be followed and provides details on issues specified in the Act.

The Local Government: Municipal Structures Act 117 of 1998, Municipal Systems Act 32 of 2000 and Municipal Finance Management Act 56 of 2003 are specific to municipalities and are the key legislation for the development of the IDP. Other national sector legislations also contain various kinds of requirements for municipalities to undertake planning.

Some important National and Provincial guiding plans and policy documents for the IDP include the Medium-term Strategic Framework, the National Spatial Development Perspective(NSDP), the National Development Plan, the new Growth Path, the Eastern Cape Provincial Spatial Development Plan (ECPSP), the Eastern Cape Provincial Growth and Development Plan (ECPGDP) and the Ukhahlamba (now Joe Gqabi) District Growth and Development Summit (GDS).

3.IDP Process

The IDP Process is a continuous cycle of planning, implementation and evaluation. Institutional arrangements and roles and responsibilities The development of the IDP and Budget involves Municipal Officials, Councillors as well as stakeholders/actors outside the Municipality.

Institution	Role & responsibility
Council	Approves, adopts the IDP and budget Participating in M&E
Executive Committee	Decides on the Process Plan. Manages, co-ordinates and monitors the process and drafts the IDP and budget
IDP Manager	Drafting and co-ordination of the IDP process on a day to daybasis
IDP and Budget Steering Committee	Provides technical expertise for the drafting of the IDP andbudget
IDP Representative Forum	Provide community needs and priorities and indigenous knowledge. Act as a M&E mechanism

Other actors

ACTORS	ROLES AND RESPONSIBILITIES
Ward Councillors/Ward Committee (assisted by CDWs)	• Major link between municipality and residents • Link the planning process to their wards or constituencies • Organize public consultation and participation • Represent the ward at the IDP & Budget Representative Forum • Analyse ward-based issues, determine priorities, negotiate and reach consensus.
Community	• Represents interests, contribute knowledge and ideas to the Representative Forum • Inform interest groups, communities and organizations • Analyse issues, determine priorities, negotiate and reach consensus • Participate in designing project proposals • Discuss and comment on the draft IDP • Monitor performance in implementation • Conduct meetings with groups, communities, etc. to prepare for and follow-up on relevant planning activities.

4. Mechanisms for community and stakeholder participation

One of the main features about IDP and Budget Processes is the involvement of community and stakeholder organizations in the process. This is done though the:

- IDP Representative Forum known to verify and add data
- District Municipality's Rep Forum to ensure that local priorities are adequately reflected on the District's IDP
- Ward Councillors and ward meetings to keep communities informed about the IDP progress(including Ward Committees and CDWs)

- Annual reports on municipal progress
- Mayoral outreaches
- Making the IDP document available to all units and in public places for public comments
- Municipal website.
- Radio broadcasts
- Local newspaper advertorials
- Municipal newsletters

English is used as a language of governance however in community meetings languages that are spoken in that community are used. Officials are responsible for arranging venues and transport for all wards to all meetings. Transport is arranged for Traditional Leaders, Designated Groups and Ward Committees at the cost of the municipality.

5. Mechanisms and procedures for alignment

The IDP Manager (Municipal Manager) and the Manager IPED of Senqu Municipality are responsible for ensuring smooth co-ordination of the IDP process and its alignment with the District's IDP through bilateral discussions with affected sector departments and neighbouring Municipalities as well as IDP representative Forums. Inter-Governmental Forums such as the Joe Gqabi District IDP Representative Forum are also used to ensure that beneficial alignment of programmes and projects do occur.

Table 38: Detailed IDP and budget action plan

	Activity	Purpose	Time Frame	Progress
Stage 0: Preparation July 2025				
1.	IDP and Budget Steering Committee	To ensure that management and political leadership agrees on the draft IDP and budget timeframes	21 July 2025	Met
2.	IDP Rep Forum	To discuss IDP Review process	22 July 2025	Met
3.	Present draft IDP Process Plan to Council for adoption	To guide development of 2026-2027 IDP Review	30 July 2025 moved to 4 August 2025	Met
4.	Adopt Process Plan	To guide the planning, drafting, adoption of the IDP and budget.	30 July 2025 moved to 4 August 2025	Met

5.	Publish and make known Process Plan (i.e. key activities and deadlines)	Inform public of the process to be followed in reviewing the IDP	8 August 2025 moved to 14 August 2025	Met
Stage 1: Situational Analysis September – October 2025				
6.	Public engagement and consultation	Consult local communities on their development needs and priorities. This will be done on a ward by ward basis with the ward committees and Councillors	1 September – 3 October 2025	Met
7.	IDP Rep Forum	Finalise issues raised in the outreach with Communities	15 October 2025	Met
Stage 2: Strategy November – December 2025				
8.	Departmental Strategic sessions	Departments meet and devise priorities, targets and programmes based on NDP and community needs where necessary. They will also look at the development of progress reports and adjustment budgets and SDBIP targets	3 – 7 November 2025	Met
9	Municipal Strategic Session	Municipal Top Management look at progress and adjustment budgets as well as proposed projects for 2026-2027 FY	10-28 November 2025	Moved to 1-3 December 2025
10.	Municipal Strategic Session	Municipal Top Management and Ex-Co meet to discuss municipal objectives, strategies, objectives, targets and budget proposals.	1 - 5 December 2025	Moved to 23-26 February 2026
11.	IDP & Budget Steering Committee	To look at adjustment budget and budget proposals for 2026-2027 FY	12 December 2025	Moved to 24 February 2026
Stage 3: Projects January 2026-March 2026				
12.	Draft Annual Report	Draft Annual Report to be completed.	16 January 2026	Met
13.	Report on mid-year and performance assessment	Evaluate performance of the municipality to guide future decisions as well as for the new financial year	22 January 2026	Met
14.	Council	Council notes the mid year report and draft annual report	30 January 2026	Met
15.	Meeting with Provincial Treasury	Mid year engagement	25 February 2026 but hope to change to 3 February 2026	Moved to 12 February 2026
16.	Advert for comments on draft Annual report	21-day comment period on annual report	1 – 22 February 2026	Met
17.	Alignment meeting	Meeting between sector departments and the Municipality to align projects and strategies	11 - 12 February 2026	Not held
18.	Special Council Meeting	To approve adjustment budget	13 February 2026	Moved to 27 February 2026

19.	IDP & Budget Steering Committee Meeting	To meet and finalise budget proposals, incorporate information from the Strategic session and adjustment budget	20 February 2026	Moved to 24 February 2026
20.	Audit Committee	To finalise oversight report on draft Annual report	25 February 2026	
Stage 4: Integration March – May 2026				
21.	IDP Rep Forum	To meet and discuss draft reviewed IDP and budget	17 March 2026	Met
22.	Alignment Meeting	To meet and discuss high level SDBIP	20 March 2026	Met informally
23.	IDP & Budget Steering Committee	Compile draft high level SDBIP and present the draft budget	23 March 2026	Met 24 February 2026
24.	Council	Mayor presents draft reviewed IDP, Budget and high level SDBIP to Council. Mayor presents final Annual report to Council	31 March 2026	Met
25.	Advert for draft reviewed IDP and Budget. Advert for final Annual report adoption	Advert for 21 day comment period to appear on website, municipal notice boards and in newspapers from 9 April to 9 May 2025. Draft reviewed IDP & Budget loaded on website	10 April 2026	Met
26.	Submission of draft reviewed IDP & Budget	To submit draft reviewed IDP and Budget to DLG&TA, Prov & Nat Treasury	10 April 2026	Met
27.	Public outreach and comments	Meet communities and receive inputs and comments on the draft budget and reviewed IDP	10 April – 8 May 2026	Met. Extended to 15 May 2026
28.	Departmental SDBIP sessions	To draft departmental SDBIP's	13 – 17 April 2026	Met
29.	Meeting with Provincial Treasury	Benchmark engagement	22 April 2026	Postponed to 11 May 2026
Stage 5: Approval May- June 2026				
30.	IDP & Budget Steering Committee	To finalise SDBIP and PMS targets	13 May 2026	Postponed to 28 May 2026
31.	Alignment Meeting	To align strategies and projects and budget with PMS targets	15 May 2026	Met
32.	IDP Rep Forum	To discuss PMS targets	19 May 2026	Met
33.	Table municipal budget and revised IDP to Council	Consolidate plans for delivery of services and attainment of the development trajectory of the Municipality	29 May 2026	Met
34.	Advert of adopted reviewed IDP and budget.		8 June 2026	Met

35.	Final reviewed IDP to MEC and IDP summaries printed. Final Budget submitted	Submit final reviewed IDP and Budget to DLG &TA, Prov & Nat Treasury. Final IDP & Budget to go on website	8 June 2026	Met
36.	SDBIP to Mayor	Mayor receives a draft of the SDBIP and annual performance agreements required by s 57(1)(b) of the MSA	12 June 2026	
37.	Mayor approves SDBIP and ensures annual performances contracts are drafted according to law.	Mayor must approve SDBIP and ensure that annual performance contracts are concluded in accordance with s 57(2) of the MSA	19 June 2026	
38.	SDBIP to Council	SDBIP given to Council for approval	26 June 2026	
39.	SDBIP made public	SDBIP made public. Put on website	10 July 2026	

6.IDP Assessment

The IDP Assessment highlighted some issues for the Municipality as per the MeC's assessment. An action plan will be sent to the MEC around addressing these issues.

KPA 1: Spatial Planning, land, human settlements and environmental management

Issue	Action Plan	Responsible Person	Date
The municipality must reflect on the plans to develop Geo-Spatial Land information system	Complete p.80	Director Economic Development and Planning	N/A
The municipality must make budgetary provision for housing projects			
The municipality must develop a climate change response strategies or activities that respond to climate change	The Municipality has just adopted its Environmental Management Plan which will allow it to develop climate change strategies and projects for donor funding	Director Community Services	May 2026
The Municipality must fill vacancies in the Environmental Management Unit		Director Community Services	

KPA 2: Service delivery and Infrastructure Planning

Issue	Action Plan	Responsible Person	Date

The Municipality must indicate whether it is using RRAMS developed by the district municipality	The Municipality is part of the RRAMS forum with the District and other municipalities.	Director Technical Services	May 2026
The municipality must mobilise resources to implement the community safety plan		Director Community Services	
The municipality must reflect on programmes dealing with psychosocial services.		Director Corporate Services	
The municipality must develop a major electricity disruption contingency plan	The Municipality acknowledges that the plan is required and is in the process of undertaking the plan	Director Technical Services	May 2026
The Municipality must reflect on new electricity connections	Complete		
The Municipality must reflect on in-fills	To be done in the final IDP.		N/A
The Municipality must budget for ongoing disaster risk assessments	The Municipality will do this as part of the development of a disaster management plan which will indicate the required budget needed.	Director Community Services & General Manager	May 2026
The municipality must set aside a budget for disaster reflect its disaster response and recovery in line with gazetted national thresholds	The Municipality will do this as part of the finalisation of a disaster management plan	Director Community Services & General Manager	May 2027
The municipality must develop a capacity to implement its Disaster Management Plan. .	The Municipality will do this as part of the finalisation of a disaster management plan	Director Community Services & General Manager	May 2027
The IDP of the Municipality must reflect a disaster all-hazard contingency plan	The Municipality will do this as part of the finalisation of a disaster management plan	Director Community Services & General Manager	May 2027
The municipality must develop disaster early warning systems, procedures and plans The municipality must develop disaster early warning systems, procedures and plans	The Municipality will do this as part of the finalisation of a disaster management plan	Director Community Services & General Manager	May 2027

The municipality must integrate its disaster risk profile into the IDP	The Municipality has done this as an annexure	Director Community Services & General Manager	May 2027
The Municipality must conduct a disaster risk assessment for its area.	The Municipality will do this as part of the finalisation of a disaster management plan	Director Community Services & General Manager	May 2028
The Municipality must develop and approve an Integrated Transport Plan (ITP)	The Municipality has a draft ITP which will be adopted	Director Community Services	December 2026

KPA 3: Financial planning and budgets

Issue	Action Plan	Responsible Person	Date
The Municipality must develop a repairs and maintenance plan in accordance with Circular 51 of the MFMA No.56 of 2003	The Municipality acknowledges that it is deficient in this regard and will develop the plan	CFO & SEM	May 2027

KPA 4: LED

Issue	Action Plan	Responsible Person	Date
The Municipality must analyse sectors in the GVA and employment	Complete	Manager IPED	May 2026

KPA 5: Good Governance and Public Participation

Issue	Action Plan	Responsible Person	Date
The Municipality must improve on IDP assessment results	The Municipality has scored a basic in service delivery which will only be improved once disaster management has been addressed. This issue is in the process with a draft plan being developed.	Municipal Manager	May 2027
The municipality must reflect on programmes to capacitate ward committees	Complete	Manager Participation	May 2026
The Municipality must develop a policy on reasonable accommodation for persons living with disability.	The policy has been developed and will be adopted in July 2026	Director Corporate Services	July 2026

The Municipality must develop Integrated Gender based violence and Femicide Prevention Programmes	This is an ongoing process and a plan must be developed in conjunction with stakeholders	Mayors Office	May 2027

Table 39: Previous IDP Assessment

KPA	Rating 2022/23	Rating 2023/24	Rating 2024/25	Rating 2025-2026
Spatial Development Framework	High	High	Basic	High
Service delivery	High	High	Medium	Basic
Financial Viability	High	Medium	High	High
Local Economic Development	High	High	High	High
Good governance & public participation	High	High	High	High
Institutional Arrangements	High	High	High	High
Overall Rating	High	High	High	High

7. Public Participation

7.1. Public Participation Framework/Strategy

Senqu municipal has an approved Public Participation Strategy. Having a formal strategy provides clear guidance and sets a structured approach for engaging with the community and stakeholders. With this foundation, the municipality can better ensure that decisions are transparent, inclusive, and reflective of the community's needs. **Public Participation Strategy** is an approach aimed at engaging community members in the decision-making process. It helps ensure that municipal governance reflects the needs, values, and priorities of the people it serves. public participation strategy, municipalities can foster a deeper sense of ownership among citizens, resulting in more responsive and sustainable governance. The approved Public Participation Strategy provides clear mechanisms for community involvement during the Integrated Development Plan (IDP) development processes. These include ward-based consultations, stakeholder engagements, community meetings, and structured feedback sessions to ensure community inputs are incorporated into planning and decision-making. The strategy clearly outlines the framework, processes, roles, and responsibilities for conducting public participation within the municipality in line with legislative requirements.

There is an approved public participation policy. The framework/policy outlines the roles and responsibilities of all stakeholders in public participation as well as the mechanisms for undertaking public participation. These include the guidelines for public events that must be followed as well as the processes that members of the public must follow if they wish to submit grievances or complaints.

7.2. Challenges and intervention for public participation

Senqu Municipality faces significant challenges in public participation due to geographic, infrastructural, educational, and financial constraints. However, the municipality is already implementing several strategies to overcome these barriers:

Geographic Challenges

Senqu Municipality consists of 17 wards spread across a vast rural area. The vastness limits community members' ability and willingness to attend public participation events.

To mitigate these challenges, the municipality is considering adding the use of virtual platforms in their engagements such as online consultations, webinars, and social media to engage residents. This shift to digital platforms can help bridge the geographic gap, allowing people to participate from the comfort of their homes. Different communication tools are used to communicate with stakeholders including radio and social media sites.

Infrastructure and Accessibility

Many wards are vast, and the terrain is difficult, making it hard to find a central location for community meetings. Many residents live in dispersed communities, and accessibility to transportation and gathering points is a challenge.

The lack of a central meeting spot in each ward, coupled with challenging terrain and inadequate transportation infrastructure, makes it difficult to ensure that all residents can participate in public meetings. This limits the municipality's ability to conduct inclusive consultations and can lead to disenfranchisement of those living in remote areas.

The municipality is exploring **decentralized engagement methods**, such as holding **localized meetings** in different sections of each ward to ensure wider reach. By working with community leaders, the

municipality can identify smaller, more accessible venues within each ward (e.g., community halls, local schools, or churches) to facilitate engagement closer to home.

Senqu Municipal residents are reasonably well informed about government responsibilities but there are still gaps in awareness about the municipality's processes and how they can participate effectively in decision-making. Lack of understanding can lead to lower engagement levels and missed opportunities for community input.

Despite being generally aware of governmental responsibilities, the lack of clear understanding of municipal roles, functions, and participatory mechanisms might hinder the community's active involvement in local governance. A more informed citizenry would result in better feedback and improved policy decisions.

To address this, the municipality is working on **capacity-building initiatives**, such as radio shows, and social media campaigns to educate communities on the importance of public participation and how to engage with municipal processes. These educational efforts will be tailored to local needs and levels of literacy, ensuring accessibility for all. Furthermore, **community engagement units** will be established to provide targeted support to residents who may not be familiar with how to participate.

7.3. Stakeholder Communication Strategy

The Municipality has a communication strategy which identifies and outlines which and how to communicate with stakeholders. It was adopted on the 27th March 2013. A new 5 year strategy was developed and adopted on 30 May 2022.

The adopted communication strategy relies on Ward Councillors, CDW's and the Executive Committee to ensure that information reaches the public. Other methods such as posters, loudhailers and the local radio station Ekhephini and newspapers are used to keep the community informed. However due to financial constraints and the poor accessibility and poor network coverage of the region, some communities struggle to access information. Social media is also utilised now such as WhatsApp and Facebook.

The Communications Officer has been trained on website management so that the municipal website will be continually updated and remain relevant. Quarterly newsletters are distributed on social media platforms. Outreaches on specific issues will occur to ensure that the community are informed .

The Municipality has increased the amount of funding that it has given to the communication section. As a result of this funding the municipality has improved its public address system and bought a public loudhailer system for vehicles and Councillors. Public notice boards are located centrally in the wards and a tent.

A stakeholder register has been developed for the Public Participation Forum which is updated annually. This is attached as Annexure 3. The Public Participation Forum assists the municipality in its efforts to increase the effectiveness and efficiency of public participation by mobilising stakeholders.

7.4. Ward Committees

The municipality has established Ward Committees in all wards in accordance with the Municipal Structures Act. The Ward Committees are active and functional, serving as an important link between the community and the municipality. The municipality implements continuous capacity-building programmes for Ward Committees relating to their roles and functions. Ward Committee members receive annual refresher (recap) training on their roles and responsibilities. In addition, the municipality collaborates with relevant Sector Education and Training Authorities (SETAs) to provide accredited training programmes aimed at strengthening governance, community participation, and leadership skills.

Ward Committees actively participate in municipal development programmes by facilitating community consultations, identifying and supporting public participation processes linked to the IDP and municipal projects. Ward Committees submit monthly reports outlining community issues and activities, and they participate in quarterly meetings to review progress and provide structured community feedback to the municipality. Ward committees have been trained on how to develop ward plans.

Structure and Membership:

- **Total number of wards:** 17 wards with ward committees across the municipality created in March 2022. All committees were established as per the Ward Committee Framework.
- **Membership:** Each ward consists of up to 10 elected ward committee. These members are chosen by the community through a transparent election process, in line with the **Ward Committee Framework**.

Roles: Ward committees serve as the official link between the community and the municipality, ensuring that community concerns and feedback are communicated to the municipal leadership. Ward Committees are chaired by the Ward Councillors and consist of up to ten elected members. The purpose of the committees is to broaden participation in the democratic process of Council and to assist the Ward Councillor with organizing consultation, disseminating information and encouraging participation from residents in the ward. The Ward Committees gather information from the communities during the IDP process which are forwarded to the IDP and Budget Steering Committee for consideration in the budget process.

In addition, problems identified by the ward committees are forwarded to the Corporate Standing Committee for resolution by the responsible Department head. These then get elevated in this manner to the Executive Committee and ultimately Council through attachments in the agenda of these meetings. Officials responsible for ward committees then feedback Council resolutions to the Ward committees through IDP meetings. Ward committees and Councillors are also utilised to mobilise ward members for outreaches. In this way both the administration and the political arm of the Municipality are aware of issues raised by Ward committees.

Ward committees play a vital role in local governance, with responsibilities that include, but are not limited to:

- **Facilitating Communication:** Act as a channel for communicating municipal plans, projects, and policies to the community, and vice versa. They relay the community's concerns, needs, and aspirations to the municipality.
- **Advisory Role:** Provide advice and guidance to the municipality on matters affecting the community, such as local infrastructure, services, and development projects.
- **Engagement:** Organize and facilitate public participation in the ward, encouraging active involvement of the community in municipal processes and decision-making.
- **Feedback:** Ensure that the community is kept informed about the outcomes of their input, demonstrating that their concerns are taken seriously and acted upon.

Effectiveness of Ward Committees:

- **Monthly Reports:** Ward committees have been actively submitting monthly reports to the municipality, detailing the issues, projects, and community feedback. These reports are crucial in tracking progress and identifying any challenges that need to be addressed by the municipality.

- **Engagement with the Community:** The committees have been effective in reaching out to residents and engaging them in meaningful dialogue. Through community meetings, and informal discussions, they serve as a valuable touchpoint for the municipality.

Ward Clerks Overview

Role of the Ward Clerk:

Ward Clerks are appointed to assist the ward committees in administrative tasks and ensure that the day-to-day functions of the committee run smoothly. Their roles complement and support the work of the ward committees.

Responsibilities of the Ward Clerk:

- **Administrative Support:** Ward clerks are responsible for the administrative functions of the ward committee, including organizing meetings, preparing agendas, taking minutes, and ensuring that documentation is properly maintained.
- **Coordination:** They assist in coordinating communication between the ward committee and the municipality, ensuring that messages, reports, and updates are transmitted effectively.
- **Logistical Support:** Ward clerks handle logistical tasks such as organizing venues for meetings, coordinating transportation for committee members, and ensuring that all participants are informed about meeting times and locations.
- **Report Preparation:** They assist the ward committees in preparing reports on their activities, including monthly updates on community concerns, municipal projects, and feedback.
- **Record Keeping:** Ward clerks maintain accurate records of all meetings, reports, and correspondence, ensuring that all necessary documentation is filed and easily accessible.

Ward Clerk's Impact on Ward Committees:

Ward clerks play a critical role in enhancing the functionality and efficiency of ward committees by providing administrative and logistical support. They ensure that the ward committees can focus on their primary role of community engagement, while the clerks handle the organizational details. This support has contributed to the smooth operation of the ward committees and has helped them meet their reporting and communication requirements effectively.

To encourage active participation and ensure that ward committee members can carry out their duties effectively, the municipality provides **out-of-pocket expenses** on a monthly basis. These expenses cover costs related to attending meetings, traveling to various community locations, and any other incidental expenses incurred while fulfilling committee duties.

While the ward committees and ward clerks play a vital role in local governance, there are still some challenges that need to be addressed:

- **Geographic and Logistical Challenges:** Due to the vastness of the municipality and challenging terrain, coordinating meetings and outreach efforts can be difficult. Improved transportation and communication channels would further enhance the effectiveness of the ward committees.
- **Capacity Building:** Ward committee members do require further training to better understand municipal processes, governance structures, and their role in the broader decision-making framework. They were trained on roles and responsibility in October 2024. Training programs will help strengthen their ability to represent their communities effectively. The Municipality has applied from LGSETA for capacitation building of ward committees. COGTA also does training on an annual basis on local government and local government processes (IDP and Budget, Complaints management and Petitions). At these sessions, sector departments are included to present their services to Ward Committees so that they may stay abreast on matters relating to acquiring service delivery.

The municipality has an institutionalised complaint management system currently operating through a manual process. The system allows community members to lodge complaints and service delivery concerns, which are recorded and monitored by the municipality. The municipality is in the process of improving this system by developing and implementing an electronic complaint management system to enhance efficiency, tracking, reporting, and response times.

Meetings are held on a quarterly basis per ward and officials from the Public Participation Unit attend and take notes at these meetings. Complaints and issues raised in the meetings are then escalated to Customer Care section where these are then further escalated to relevant Departments within the municipality or relevant sector departments and followed up by Customer Care Officials to ensure that issues are speedily resolved. The District Municipality has not contributed to the functioning of the ward committees as the Municipality has sufficient capacity.

The Municipality created new ward plans in January and February 2022. These were completed and then rechecked by all villages to ensure that they contained the correct information They are updated on an annual basis.

Table 40: Current Wards and villages

Ward	Villages
Ward 1	Walaza, Ndofela, Mbobo, Bikizana, Qhimirha (5)
Ward 2	Gwadana, Kwa-Gcina, Ndingishe, Storomo, St Michaels, Mzimtsha, Lower Nquthu, Upper Nquthu, Nketlana, Rooiwal, Dryhoek area, Storomo, Mdantsane, Sigini, Mzimtsha, Kwalimi and Telle, St Theres Dulciesneck (19)
Ward 3	Mmusong, Ekra, Hohobeng, Makalakaleng, Qoboshane (5)
Ward 4	Mfinci, Penhoek, Boomplaas, Lower Bebeza, Upper Bebeza, Makhumsha, Mabele, Dangershoek, Nomlengana (9)
Ward 5	Ntabamhlope, Sdakeni, Mission, Gaudi, Zingxengele, Kugqobho, Nondungu, Phelandaba, Mkunyazo, Maqolwane, Rockcliff, Sjorha, Gcobho, Qolweni (14)
Ward 6	Majuba, Ndungunya, Hillside, Bultfontein, Rietfontein and Mlamli
Ward 7	Thaba-Lesoba, Masaleng
Ward 8	Vergenoeg, Mokhesi, New Rest, Dontsi, Kromspruit
Ward 9	Lepota, Nquba, Joveleni, Voyizana and Hinana
Ward 10	Sterkspruit Town, Makhetheng, Zwelitsha Mountain view, Extension1, Jordan Green field RDP and Tienbank
Ward 11	Ntsimekweni, Zintatyaneni, Dibinkonzo, Bluegums, Meyi, Skhisazana Bamboespruit
Ward 12	Manxeba, Hlomendlini, Esilindini, Magadla
Ward 13	Khiba, Ndlandla, Orange, Sakhile, Mdweni, Zava, Thaba-koloi, Nkopane, Mndlokovana, Coville, Mbonisweni, Naledi and RDP (Herschel)
Ward 14	Khwezi Naledi, Lady Grey town, Transwilger
Ward 15	Rhodes, Barkly town, Nkululeko
Ward 16	Fairview, Zola, Rossouw, Boyce Nondala
Ward 17	Tapoleng, Jozanasnek, Sunduza, Bensonvale and Jozanashoek. Magwiji, Masekeleni
	Source: Municipal Demarcation Board 2021

7.5. Traditional Leadership

The Municipality is committed to meeting with Traditional leaders to find solutions to the problem of acquiring sufficient land for development outside town boundaries. Traditional leaders are normally represented in Council and at all standing committees. There are 6 traditional Councils in the Senqu municipal area. They are the Basotho, Hlubi, Amaqwati, Batlokoa, Amavundle and Myemane traditional Councils. The Municipality is experiencing some resistance from certain Traditional Leaders but in general the relationship between the Municipality and Traditional Leaders is good. Traditional Leaders have also increased their participation in municipal planning forums such as the IPPF as well as Standing Committees and Council.

8. Social Cohesion

The Municipality has several social cohesion programmes. These involve door to door campaigns whereby the municipality and sector department target certain areas and run campaigns on problems being experienced in that area such as child headed households. A plan is then formulated to resolve these issues and all stakeholders state their commitment to resolving these issues.

The Municipality has resuscitated the Mayoral Cup whereby all sports codes participate in their codes and the winners receive prizes and cups. The Youth festival was also launched in March 2013 whereby the youth are encouraged to showcase their talents in song and art. These had become annual events with the latest Mayoral Cup held in April 2025.

The municipality participates in community policing forums in order to unite stakeholders to fight against crime. The municipality also forms part of the moral regeneration programme of the Presidency.

All of these programmes and public participation forums together assist in providing platforms whereby people can meet and discuss their differences and problems. This dialogue leads to nation building as people begin to realise that there is more that unites them than divides them.

The Municipality has IGR structures such as the IDP Representative Forum whereby sector departments are engaged with in order to find solutions to service delivery issues. In addition, special meetings are arranged for departments to meet outside the IPPF. Sector departments (national and provincial) are also engaged with through Munimec and the District IGR structures such as DIMAFO. Sector departments are also contacted throughout the year to respond on community queries as well as participate in public participation programmes. In addition, engagement with provincial and national departments is facilitated through the Joe Gqabi District IGR structures such as the various committees like governance and administration which are attended by the municipality and the IDP Rep Forum.

The Municipality also participates in all SALGA structures where it can meet and discuss issues with other municipalities. These structures facilitate inter municipal planning. The Municipality is not currently engaged in any project which requires that it forges close linkages with other Municipalities. This has, however, happened in the past whereby the Municipality has assisted the now defunct Gariep municipality financially. In addition, the District DIMAFO structure provides space for all Mayors and Municipal Managers to meet and discuss on issues which affect the District as a whole. Other relevant District forums are also attended by the Municipality such as the

District Support Team, and Communicators Forum. There is no formal inter-municipal planning except for water, sanitation and road infrastructure which is discussed through the Water Forum and District Roads Forum.

9. Other Public Participation Forums and Players

9.1.IDP Representative Forum

This forum meets at least four times a year to discuss progress achieved on implementation as well as to give direction around the needs and requirements of the future as contained in IDP. The forum is chaired by the Mayor and is constituted by various government departments, interested parties, organised groups, CBO's, Ward committees and NGO's.

9.2.Community Development Workers (CDW's) , War rooms & the Integrated service delivery model

CDW's are another resource which the Municipality utilises to improve public participation. They attend Ward Committee Meetings regularly and participate in Public Participation Meetings in LM. They also attend other meetings of the LM they are invited to, e.g., SPU meetings etc. They are an important method of improving municipal engagement with communities. There is 1 CDW per ward.

War rooms are another forum at ward level which will be revived to act as another IGR forum and a way to monitor municipal and sector department projects and programme as part of the implementation of the integrated service delivery model. The war room will be reshaped to incorporate IDP, Ward Aids Forum and ward stakeholder meeting in 1 session. The aim is for each quarter the meeting should take place in different ward to ensure participation is meaningful. Outcomes will be escalated to the IDP Rep Forum and LAC structure for further processing.

The municipality continuously assesses and reflects on the functionality of War Rooms as part of strengthening community participation and coordination of service delivery issues at local level. The status and effectiveness of War Rooms are monitored to improve community engagement and responsiveness. They are only now functional at ward 7.

The municipality demonstrates strong commitment to public participation during the IDP and Budget design and development processes. In addition to Service delivery days, customer Care days , Icrop meetings, the municipality is improving participation methods by introducing inclusive and innovative platforms such as virtual meetings, webinars, and live Facebook sessions. These approaches aim to broaden

participation, particularly to accommodate youth, the working class, and residents who may not be able to attend physical meetings.

9.3. Economic Development Forum

This forum meets on a quarterly basis and consists of all stakeholders involved in LED. They meet to discuss issues and challenges relating to the implementation of LED and the LED Strategy. It is chaired by a Portfolio Councillor. Due to the fact that many of the stakeholders are the same, the forum is often combined with other LED programmes.

9.4 Public Participation Forum and Round Table

This forum meets at least four times a year to discuss issues relating to wards and on public participation. The forum is chaired by the Speaker and is constituted by various government departments, interested parties, organised groups, CBO's, Ward committees and NGO's.

10. Complaints, Fraud Management, Financial disclosures and Petitions

Senqu Municipality has developed and implemented an **approved Customer Care Plan** in 2021 to improve its responsiveness and service delivery to the community. As part of this initiative, the municipality is working towards setting up a system to track and monitor complaints, ensuring that issues raised by community members are addressed promptly and efficiently.

Currently, there are two customer care officials responsible for managing complaints, and the municipality receives an average of **70 complaints per month** through various channels. Complaints are received through direct phone calls, visits to the municipality, and from other formal systems such as the **Presidential Hotline**. Additionally, Ward Clerks, Ward Committees, and Councillors also act as intermediaries for reporting community issues to the municipality.

Complaints Channels:

Senqu Municipality receives complaints through several different channels, including:

- **Direct Complaints:** Community members contact the municipality directly via phone calls or in person, expressing their concerns or complaints.

- **Presidential Hotline:** Complaints can also be logged via the **Presidential Hotline**, a separate system managed at the national level. These complaints are then forwarded to the municipality for resolution.
- **Ward Clerks, Committees, and Councillors:** Ward Clerks, Ward Committees, and Councillors act as intermediaries between the community and the municipality, helping report concerns that have been raised in the community.
- **Walk-ins:** Some residents visit the municipality in person to lodge their complaints directly.

Given the broad range of issues, effective complaint tracking and resolution is essential to ensure that all matters are addressed in a timely and effective manner.

To improve the handling of complaints and ensure better accountability, the municipality is working on implementing a **system for lodging, tracking, and monitoring complaints**. This system would allow for:

- Centralized Logging of Complaints
- Tracking and Follow-up
- Categorization and Prioritization
- Transparency and Reporting

The Municipality adopted its fraud prevention plan in 2018. The plan outlines what is fraud, a code of conduct for employees and Councillors, procedures for reporting fraud and lastly protection of the whistle-blowers. The plan also outlines the policies and procedures that the municipality must implement in order to prevent fraud like supply chain management. The plan is in the process of being reviewed. The Internal and External Audit as well as the Audit Committee are mandated to expose any evidence of fraud.

Most of the recommendations of the plan have been implemented and all employees are inducted about the Code of Conduct. The fact that Senqu has managed to receive an unqualified audit for 10 years indicates that the fraud prevention plan is effective. A few fraud cases have been dealt with in the past but they have been handed over to the SAPS and are now in the legal system.

All Councillors and employees which includes senior officials are required to disclose their financial interest on an annual basis. In addition, the institutional scorecard includes the annual development of Declaration of Interest Register.

A code of ethics has been developed after a code of ethics workshop for senior and middle management including the Municipal Manager.

Petitions are dealt with by the Speakers office with the administrative assistance from the Municipal Managers Office through the Chief of Staff. The Chief of Staff investigates the complaints and reports back to the Speaker, after which formal communication is then sent back to the petitioner. This Office also deals with issues of request for marches.

11. Audit & Other Committees

Audit Committee and Audit Action Plan

The Municipality does have a functional and effective Audit Committee. The Audit committee is an oversight committee of the council. The Committee fulfils its mandate using the internal audit unit.

As one of its responsibilities, the Audit Committee oversees the internal audit unit and ensure that it approves an annual and / or three-year internal audit plan to guide the operations of the internal audit unit. The Audit Committee submits its quarterly meeting dates to the council for approval and ensures that these meetings do take place. The Senqu Local Municipality (SLM) has a functional audit committee which sits on a quarterly basis.

The Chairperson of the Audit Committee reports on the performance of the internal audit unit and the audit committee at the ordinary council after every quarterly audit committee meeting in accordance with the audit committee charter. The Chairperson of the Audit Committee also prepares an audit committee report on the Auditor General's Audit Report for submission to the MPAC and for inclusion to the Annual Report.

The Committee meets to discuss the annual plan/charter of the internal audit unit. A charter was developed. The quarterly performance reports from the departments are also discussed in this committee. The Audit Committee has an audit committee charter (ACC) which was approved by the council which guides its operations and this charter is reviewed every year.

The following are the audit opinions for Senqu Municipality for the past few years from 2010/21 financial year to date.

Table 41: Audit opinions

2020/2021	2022/23	2023/2024	2024/2025
Clean	Clean	Clean	Clean

The Municipality received a clean audit (unqualified with no findings) for 2024/25. The audit issues raised by the AG in the Management report were irregular expenditure not recovered or written off and material allowance for impairment – receivables. It did acknowledge that some strides had been made in this regard with MPAC investigating the issue and recommending consequence management. The overall recommendation was that the municipality should put a process in place to ensure that the budget utilised is aligned to planned targets and achieved targets should align to budget used. The municipality should develop a routine maintenance plan to mitigate the risk of premature aging of assets.

In addition the IDP and PMS Manager should report back quarterly to the Municipal Manager on verifications of the SDBIP information. Bi-annual Training of finance on wasteful and fruitless expenditure. The CFO must undertake quarterly financial statements. The AG concluded by saying that Management needs to pay more attention to reviews of the annual report and AFS.

The Municipality develops an annual audit action plan based on the audit issued raised in the management letter & audit report. In addition, the municipality monitor and reports on the status of audit action plans on a quarterly basis to IAU for audit committee consideration.

The AG's recommendations on both the audit report and management report are populated in the audit action plan where corrective actions, start implementation date and final implementation date as well as the responsible department or section is indicated. The audit action plan is then used by the responsible individuals to ensure that corrective actions are being implemented immediately. The Director of the responsible department then monitors the implementation of the audit action plan every month.

At the end of every quarter, the coordinating Manager obtains the quarterly progress made on the implementation of corrective actions and submit the status to the Accounting Officer as a monitoring tool. The internal audit unit also requests this quarterly progress on the implementation of the corrective actions from the Manager in the Municipal Manager's office, conduct their reviews in order to validate the credibility of the progress which is being reported to the Accounting Officer and issue an audit report to the management and presents the report to the audit committee in line with the approved annual internal audit plan for oversight.

The internal audit unit comprises of the following individuals:

- The Chief Audit Executive (CAE);
- 1 x Internal Audit Supervisor;
- 1 x Senior Internal Auditor;
- 2 x Internal Audit Interns

The internal audit unit has an internal audit charter which is reviewed every year and approved by the audit committee as well as the risk based annual operational internal audit plan which is approved by the audit committee.

The Chief Audit Executive reports at every quarterly audit committee meeting on the implementation of the annual operational internal audit plan, reviews the plan as and when necessary and resubmits it to the audit committee for approval.

The Municipality continues to implement the OPCAR (operation clear audit report) reporting template that monitors corrective matters undertaken to the prior year audit as well as PAF (preparation audit file) which sets in place the framework for all information to be collected for the 2024/25 financial audit. The municipality prepares an electronic audit file under the direction of the Chief Finance Officer. The order of documentation is placed in the order of financial statements as indicated in GRAP and hyperlinked to relevant line item of the financial statements. Furthermore, the Audit Action team consisting of key role-players in the audit, works to coordinate, resolve problems and share resources to continue with the improved audit results.

The Municipality does have an adopted delegation framework and register which was adopted on the 3 December 2024.

Section 80 Committees

The only section 80 committee in Senqu is the Executive Committee, which sits monthly comprising of the Mayor, Chief Whip and Portfolio Councillors. This is because Senqu has an Executive Committee system. The Executive Committee has 5 sub committees each headed by a Portfolio Councillor. These are Technical Services, Finance, DTPS, Community Services and Corporate Services.

Section 79 Committees

- MPAC Committee

The MPAC Committee was set up to improve the oversight role of Council. It meets to discuss all issues related to oversight as well as develop the oversight report for Council on an annual basis. The Committee has 7 Councillors. The committee meets quarterly.

Other Section 79 committees are the:

- Mandate Committee
- Remuneration Committee
- Strategic and Governance Committee
- Ethics Committee

12. Other Committees

IT Steering Committee

This Committee consists of officials from every department and discusses issues relating to IT. This includes the purchasing of software and hardware as well as problems being experienced with the expansion or current usage of the IT system. It meets quarterly.

Budget & IDP Steering Committee

This committee meets according to the annual IDP and budget process plan. It consists of top management officials from each department, Municipal Manager, Mayor and the Finance Portfolio Councillor. It is headed by the Mayor and discusses issues relating to the budget and IDP.

Senior Executive Meeting

The meeting comprises of all Directors and is chaired by the Municipal Manager. It sits monthly.

Performance Audit Committee

This Committee meets to evaluate the performance of the municipality and S 56 employees on a quarterly basis. It consists of the members of the Audit Committee. This is because the Municipality is small and does not require another committee for the purposes of performance issues only. Quarterly performance reports are submitted to Internal Audit Unit (IAU) for audit committee consideration.

Risk Management Committee (RMC)

There is a Risk Management Committee and the Provincial Treasury forms part of the committee. It has an Interim RMC Chairperson. A risk register is compiled annually and updated quarterly. The risk compliance officer is placed in the MM's Office.

Supply Chain Committees

Senqu has three committees viz the Specification, Evaluation and Adjudication Committee whose roles are outlined in Chapter 9.

HR Committees

HR has several committees.

- Local Labour Forum which consists of selected management, DTPS and Corporate Services Portfolio Councillors and the labour Unions to discuss labour related issues
- Local Training Committee to discuss the training, development and capacity building programmes and the effective implementation and development of the Workplaces Skills Plan.
- The Employment Equity Consultative Forum is a platform where the designated employer consults with its workforce on matters relating to the equality in the workplace, the development of the employment equity plan and in so doing, employment equity annual targets and numerical goals are developed for ensuring compliance with Employment Equity Act and also consult the on recruitment and selection processes based on EE principles.
- The Placement Committee which meets on an adhoc basis to discuss issues relating to the organisational structure
- Occupational Health and Safety Committee which discusses issues relating to the health and safety of officials and the buildings.

13.Special Groups

The Municipality has an SPU Officer. Portfolio Councillors for each area of concern have been allocated from the Executive Committee

HIV and AIDS

An Officer is responsible for HIV and Aids co-ordination in the municipality. An HIV and Aids Council co-ordinates HIV and Aids activities in the region. The Council has developed an HIV & Aids mainstreaming policy which has been adopted by Council 27 March 2013. HIV and AIDS ward Committees headed by Ward Councillors have been launched in every ward. Council has also adopted a HIV and AIDS strategy for the Municipality.

Youth Council

The Youth Council has just been reformed and a youth strategy and plan developed for the coming years. A ward youth committee has been launched for every ward. The municipality is increasing its funding to provide for youth projects and ensure that more youth are assisted in finding employment through the youth database. The municipality is committed to channeling all job advertisements and bursaries funded by various departments through to Ward Councillors for distribution to the youth. An annual Youth festival is held. The Youth Council meets quarterly and part of its agenda is to discuss progress in meeting its annual target plan.

The municipality has Integrated Youth Development Programmes supported through a formal youth structure led by a Youth Chairperson. The municipality implements various youth-focused initiatives aimed at empowerment and skills development, including training programmes, support for entrepreneurship through the provision of materials to assist youth in starting businesses, and participation in Executive Committee (EXCO) outreach and development programmes. These initiatives are intended to promote youth empowerment, economic participation, and sustainable livelihoods within the municipality.

Elderly Forum

The Municipality has a Forum which implements an annual plan based on activities for the elderly and promoting anti elderly abuse. A programme to ensure food security for the elderly was run in February 2025 whereby tools, equipment and seed were given to all elderly service centres in conjunction with the Department of Agriculture.

Women Forum

A women empowerment forum exists led by a Portfolio Councillor from the Executive Committee. A plan is done on an annual basis. The idea behind the forum is to ensure that women are empowered to take advantage of economic opportunities in the region. A ward-based women committee has been launched for every ward.

Persons with Disabilities

Persons with a disability have their own forum, known as the Disabled Forum which like the others develops and implements an annual plan based on programmes to promote awareness and recognition for people with disabilities. A database has been developed to indicate disability types so that sector departments may utilise it to increase the level of employment amongst people with disabilities. Whilst the Municipality does not have a policy on reasonable accommodation for persons with disability, all municipal offices and halls have had ramps installed as well as lifts in some areas to ensure that people with disabilities may access municipal services and buildings. It welcomes people with disabilities to apply for job positions and will supply the tools of trade where necessary such as a braille keyboard and accessibility software.

Other SPU issues

The municipality does not have adopted Integrated Gender Based Violence & Femicide Prevention Programmes but participates and promotes programmes for anti gender violence as it is a big issue in the Municipality. A draft strategy and policy has gone to the Standing Committee in April for approval. Thereafter it will go to Council in May for adoption. Campaigns are run during the 16 days of anti GBV programme in December. Other awareness programmes were run in November utilising activists like persons like Petros Majola (Programmes Director - Khula CDP EC Children's Rights Organisation).

Substance abuse is another issue that has led to increased housebreaking and robberies throughout the Municipal area. Awareness campaigns have been held for youth with the Department of Health in November 2024.

Building a tolerant society is an important component of the policy of Council. The Mayor has been active in the campaign for LGBTQI+ rights and a programme was held in October with a march spearheaded by former Banyana Banyana player Moshe Ndiki in Sterkspruit to demand the rights of LGBTQI+ persons in the Municipality.

Other GBV programmes and LGBTQ+ programmes are the annual Pride walk, bring a parent programmes and awareness on GBVF

14.Mainstreaming and access to economic opportunity

The Municipality's sector plans all acknowledge the fact that the Senqu population is youthful with a high degree of unemployment. In recognition of this the municipality's infrastructural projects sets youth targets in respect of youth, women and disabled. The municipality also tries where possible to implement job intensive projects. It is experiencing difficulty in promoting people with disabilities as the database of disabilities is not updated. In addition, most projects in the municipality tend to involve physical labour which excludes most type of disabilities. The poor educational facilities in the area for the disabled also precluded people from many types of work as they do not have the necessary work skills to engage in any decent work opportunities. Council adopted a mainstreaming strategy on the 27 March 2013 and revised and adopted in 2021.

CHAPTER SEVEN: WARD PLANNING, PRIORITIES AND PROJECTS

1. Summary of Ward Based Plans

Ward based plans were compiled in 2 workshops on the 27th of January and 1 February 2022. These were then taken to the wards and verified and presented at an IPPF of the 24th of March 2022. In between Ward Councillors had village meetings to verify the content.

In general, all wards suffer from poorly maintained road infrastructure. The more mountainous wards suffer poor radio, television, and cellphone reception. More repeaters are required in the Municipality.

Most wards have access to water but the water pressure is low, and supply tends to be erratic. The worst affected wards are the following:

W 3 – 2 villages W4 – 3 villages W 6 – 4 villages W 7 Macacuma

W8 – 4 villages

W 13 suffers from bad water shortages.

W17- 4 villages.

Sanitation provision is good except in new extensions and where projects have yet to be completed. Ward 15 suffers from lack of toilets at Rhodes and some informal settlements in Barkly East and the usage of bucket toilets still occurs in Lady Grey and Barkly East. Electricity is supplied to many except new extensions and a few houses that were built after electrification took place.

There are 20 clinics in the area, but all suffer from limited supply of medication and staff. The ambulance service runs from Maletswai and is often unavailable or takes a long time to attend to cases. There are 4 hospitals, 2 of which service Sterkspruit.

Agricultural infrastructure is poorly maintained with requests for more dipping tanks and stock dams as well as fencing. Fencing of camps remains a huge priority in wards as does access to water for stock and adequate grazing. Donga erosion reduces the amount of land that is available for usage and poses a danger for those who must traverse these dongas especially when they flood.

Stock theft is rife in some wards that border on Lesotho. Crime is high including gender-based violence. There are 7 SAPS Offices, 5 that are situated in urban areas and their response time is hampered by lack of vehicles and poorly maintained roads.

Fire services are supplied by the district municipality and one of the bases is in Lady Grey. This hampers response time for the broader rural area.

There is an increased demand for early childhood care or creches and especially suitable buildings.

2. Ward Priorities as Identified in Ward Plans

Ward: 1

Villages: Walaza, Ndofela, Mbobo, Bikizana, Qhimirha (5)

Ward Councillor: Thuliswa Mbane

Issue	Location	2022	2023	2024	2025	2026
Water	Walaza, Ndofela, Mbobo, Bikizana, Qhimirha	X				
Access roads	Walaza, Ndofela, Mbobo, Bikizana, Qhimirha-eHlathini, access roads to ploughing fields Bikizana, Ndofela	X Ndofela	X Bikizana			
Telecommunications network poles	Qhimirha, Bikizana, Mboleni, Emavundleni, Ndofela	X Qhimirha Bikizana, Ndofela	X			X
Electricity	Walaza, Ndofela, Mbobo, Bikizana, Qhimirha	X				
Sanitation	Walaza, Ndofela, Mbobo, Bikizana, Qhimirha		X			
Bridges	Edwaleni					
Pedestrian bridges	Walaza, Ndofela, Mbobo, Bikizana, Qhimirha	X Bikizana		X		

Issue	Location	2022	2023	2024	2025	2026
Housing	Walaza, Ndofela, Mbobo, Bikizana, Qhimirha		X Mbobo		X	
Local economic development – Livestock support (Rams and feed)	Walaza, Ndofela, Mbobo, Bikizana, Qhimirha, youth employment Mbobo, irrigation Bikizana	X	X	X	X	X
Fencing of cemeteries and ploughing fields	Walaza, Ndofela, Mbobo, Bikizana, Qhimirha	X Qhimirha, ndofela			X	
Renovation of schools and pre-schools	Walaza, Ndofela, Mbobo, Bikizana, Qhimirha		X Qhimirha	X		
Construction of a clinic	Ndofela, Mbobo, Walaza	X Mbobo	X	X Walaza		
Provision of a mobile clinic	Walaza, Ndofela, Mbobo, Bikizana, Qhimirha	X	X	X Walaza	X	X
Stock dam	Mbobo, Bikizana	X Bikizana				
Sportsfield	Mbobo, Ndofela	X Ndofela				
Community Hall	Qhimirha, Walaza			X Walaza		
Sports field (net and poles)	Bikizana, projects, sports ground for youth – Walaza					
Scholar transport from Bikizana to Maskhane						
Cemeteries	Ndofela					
Agriculture	Ndofela	X Ndofela				
Services	Mobile police station – Ndofela	X Ndofela				
Old age home	Ndofela		X Ndofela			

Ward 2

Villages: Gwadana, Kwa-Gcina, Ndingishe, Storomo, St Michaels, Mzimtsha, Lower Nquthu, Upper Nquthu, Nketlana, Rooiwal, Dryhoek area, Storomo, Mdantsane, Sigini, Mzimtsha, Kwalimi and Telle, St Theresa, Dulciesneck (19)

Ward Councillor: Pulane Mmele

ISSUE	LOCATION	2022	2023	2024	2025	2026
Shearing shed	Kwa-Gcina, Ndingishe, Storomo, Mzimtsha	X				
Dipping tank	Ndingishe, St Michaels, Mzimtsha	X				
Pre-schools	Nquthu Village, St Theresa, St Michaels, Mzimtsha, Kwa-Gcina, Storomo	X				
Community Hall	Kwa-Gcina, St Michaels, Mzimtsha (paypoint), paypoint Dulciesneck	X				
Recreation Centre	Storomo, Kwa-Gcina, Mzimtsha, St Michaels, Ndingishe	X				
Housing	St Michaels, Nquthu Village, St Theresa, Kwa-Gcina, Ndingishe, Storomo, Mzimtsha	X				
Access road	St Michaels, Kwa-Gcina, Ndingishe, Sgingini, Culverts (Gcina)	X	X	X	X	
Speed humps	Dulciesneck, Gcina					
Water	St Michaels, Nquthu Village, St Theresa, Kwa-Gcina, Ndingishe, Storomo Mzimtsha, tanks Storomo, renovation of springs Gcina, water tanks Gcina, water tanks Ndingishe	X	X	X	X	X
Sanitation	St Michaels, Nquthu Village, St Theresa, Kwa-Gcina, Ndingishe, Storomo (toilets) Mzimtsha	X	X	X	X	X
Provision of electricity	St Michaels, Nquthu Village, St Theresa, Kwa-Gcina, Ndingishe, Storomo Mzimtsha, FBE paraffin Mzimtsha, electricity for water pumps Gcina	X	X	X	X	X
Cemeteries	Fencing Mzimtsha, fencing Gcina					

ISSUE	LOCATION	2022	2023	2024	2025	2026
Clinic	Mzimtsha, Gcina					
Services	Post office Mzimtsha					
Network pole	Mzimtsha, Gcina (wifi), Ndigishe					
Community care centre	Dulciesneck					
Skills training	Dulciesneck, Storomo, job opportunities (Gcina & Ndingishe), business park hub Ndingishe					
Bridge	Between Ngxingweni and Mission					
Agricultural	Tractors Storomo					
Play ground	Storomo					
Services	Post Office Storomo					
Clinic	Gcina					
Sports	Stadium/ sportsfield renovation Gcina					
Street lights	Gcina					

Ward: 3

Villages: Mmusong, Ekra, Hohobeng, Makalakaleng, Qoboshane (5)

Ward Councillor: Samuel Ntlwatini

ISSUE	LOCATION	2022	2023	2024	2025	2026
Access roads	Mmusong, Ekra, Hohobeng, Makalakaleng, Qhoboshane (Maintenance)	X				
Provincial road	Hohobeng					
Water	Mmusong, Ekra, Hohobeng, Makalakaleng, Qhoboshane,	X				

ISSUE	LOCATION	2022	2023	2024	2025	2026
	spring protection Ekra, water tanks Makalakaleng					
Telecommunication network pole	Mmusong, Ekra, Hohobeng, Makalakaleng, Qhoboshane	X				
Pre-school	Mmusong, Ekra, Hohobeng, Makalakaleng, Qhoboshane	X				
Housing	Mmusong, Ekra, Hohobeng, Makalakaleng, Qhoboshane	X				
Sanitation	Mmusong, Ekra, Hohobeng, Makalakaleng, Qhoboshane	X				
Community Hall	Mmusong, Ekra, Hohobeng, Makalakaleng, Qhoboshane	X				
Abattoir	Mmusong	X				
Dams	Mmusong, Ekra, Hohobeng, Makalakaleng, Qhoboshane	X				
Clinics	Mmusong, Ekra, Hohobeng, Makalakaleng, Qhoboshane	X				
Bridge	Ekra, Hohobeng, Musong, extension of a bridge Qoboshane					
Stormwater	Musong, Qoboshane, Makalakaleng					
Sport	Football poles					
Streets	Qoboshane					
Pedestrian bridge	Qoboshane, Makalakaleng					
Shopping centre	Makalakaleng					

Ward: 4

Villages: Mfinci, Penhoek, Boomplaas, Lower Bebeza, Upper Bebeza, Makhumsha, Mabele, Dangershoek, Nomlengana (9)

Ward Councillor: Mzwandile Mbijekana

ISSUE	LOCATION	2022	2023	2024	2025	2026
Telecommunication s network pole	Upper Telle	X				
Access roads	Mabele Makhumsha, Bebeza, Penhoek and Mkunyazo (Construction),	X				
Water	Mabele Makhumsha, Bebeza, Penhoek and Mkunyazo	X				
Housing	Mabele, Makhumsha, Bebeza, Boomplaas, Penhoek, Mkunyazo		X			
Provision of electricity	Mabele Makhumsha, Bebeza, Penhoek and Mkunyazo	X				
Sportfields	Mabele Makhumsha, Bebeza, Penhoek and Mkunyazo	X				
Local economic development	Mabele Makhumsha, Bebeza, Penhoek and Mkunyazo		X			
Construction of traditional leader and Councillor offices	Makhumsha				X	

Ward: 5

Villages: Ntabamhlope, Sdakeni, Mission, Gaudi, Zingxengele, Kugqobho, Nondungu, Phelandaba, Mkunyazo, Maqolwaneni, Rockcliff, Sjorha, Gcobho, Qolweni (14)

Ward Councillor: Zuziwe Mnisi

ISSUE	LOCATION	2022	2023	2024	2025	2026
Access roads	Ntabamhlophe, Mission, Zingxengele, Kugqobho, Nondungu, Phelandaba, Mkunyazo, Maqolwaneni, Rockcliff, Sjorha	X				
Water	Ntabamhlophe, Mission, Zingxengele, Kugqobho, Nondungu, Phelandaba, Mkunyazo, Maqolwaneni, Rockcliff, Sjorha	X				
Sport fields	Ntabamhlophe, Mission, Zingxengele, Kugqobho, Nondungu, Phelandaba, Mkunyazo, Maqolwaneni, Rockcliff, Sjorha	X				
Housing	Ntabamhlophe, Mission, Zingxengele, Kugqobho, Nondungu, Phelandaba, Mkunyazo, Maqolwaneni, Rockcliff, Sjorha		X Ntabamhlophe, Mission, Zingxengele, Phelandaba, Mkunyazo, Maqolwaneni,	X Kugqobho, Nondungu		X

ISSUE	LOCATION	2022	2023	2024	2025	2026
			Rockcliff, Sjorha			
Shearing shed	Ntabamhlophe, Mission, Zingxengele, Phelandaba, Mkunyazo, Maqolwaneni		X Phelandaba, Mkunyazo, Maqolwaneni	X Ntabamhlophe		
Fencing of new cemeteries and access to cemeteries	Ntabamhlophe, Gaudi, Mission, Zingxengele, Kugqobho, Nondungu, Phelandaba (cemetery behind shop at Thafeni), Emaqolwaneni & Qolweni, Ntubeni & Thaba Bosiu (new cemetery)	X Ntabamhlophe & Sdakeni, Gaudi, Mission, Zingxengele, Kugqobho, Nondungu, Phelandaba, Emaqolwaneni & Qolweni	X			
Provision of scholar transport	Zingxengele, Kugqobho, Nondungu, Phelandaba, Mkunyazo, Maqolwaneni, Rockcliff, Sjorha	X Phelandaba, Rockcliff, Sjorha				
Clinic	Zingxengele (mobile), Mkunyazo, Maqolwaneni (mobile)		X Phelandaba (mobile)	X Zingxengele, Kugqobho, Nondungu, Mkunyazo,		

ISSUE	LOCATION	2022	2023	2024	2025	2026
				Maqolwaneni		
Provision of ambulances	Ntabamhlophe, Mission, Zingengele, Phelandaba, Mkunyazo, Maqolwaneni, Rockcliff, Sjorha	X Zingxengele, Kugqobho, , Nondungu, , Phelandaba, Mkunyazo, , Maqolwaneni		X		
Local economic development – Provision of tractors and seeds	Ntabamhlophe, Zingengele, Mission, Kugqobho, Nondungu, Phelandaba, Mkunyazo, Maqolwaneni, Rockcliff, Sjorha	X Ntabamhlophe, Zingxengele, Kugqobho, , Nondungu, , Phelandaba, Mkunyazo, , Maqolwaneni, Rockcliff, Sjorha	X Mission	X		
Local economic development – job creation agricultural project	Ntabamhlophe (youth projects & CWP), Mission (CWP, replace EPWP workers), Zingengele (youth projects), Kugqobho, Nondungu (youth skills development,	X Ntabamhlophe, Zingxengele, Kugqobho, , Nondungu, ,			X	

ISSUE	LOCATION	2022	2023	2024	2025	2026
	CWP), Phelandaba, Mkunyzazo, Maqolwaneni, Rockcliff, Sforha (youth skills, CWP)	Phelanda ba, Mkunyzazo, Maqolwaneni, Rockcliff, Sforha				
Agriculture	Mission (dipping tank & sales pen with electricity, filling in of dongas), Zingxengele (livestock feed, dipping tanks, donga erosion), Kugqobho, Nondungu (fill in dongas), Phelandaba(sales pen), Mkunyzazo (fill in dongas)					
Local Art Centre	Mission, Kugqobho, Nondungu, Phelandaba, Mkunyzazo, Maqolwaneni, Rockcliff, Sforha		X Phelandaba, Mkunyzazo, Maqolwaneni, Rockcliff, Sforha		X Mission	
Paypoints	Mission					
Electricity	Ntambhlophe (FBE and new houses), Zingxengele (FBE, loose ESKOM lines), Phelandaba (FBE, loose ESKOM lines),Mkunyzazo (FBE)					

ISSUE	LOCATION	2022	2023	2024	2025	2026
Sanitation	Ntabamhlophe (emptying of toilets), Zingxengele (toilets), Mkunyazo (toilets), Maqolwaneni (emptying of toilets)					
Anti drug programmes	Ntabamhlophe (drugs amongst youth)					
Bridge	Kugqobho (bridge has collapsed), Phelendaba (bridge Kuzingqayi and Ncandeni), Mkunyazo, Maqolwaneni (bridge from EsiSchengeni to Ntubeni)					
Community hall	Mkunyazo, Maqolwaneni					
Pre-school	Mkunyazo					
Network pole	Rockcliff, Sgorha					

Ward: 6

Villages: Hillside, Ndungunya, Majuba, Bultfontein, Rietfontein, Mlamli, Hoita (7)

Ward Councillor: Mzuvelile Mbutyu

ISSUE	LOCATION	2022	2023	2024	2025	2026
Pedestrian bridge	Hillside, Ndungunya, Majuba	X	X	X		

ISSUE	LOCATION	2022	2023	2024	2025	2026
Housing	Rietfontein, Majuba, Bultfontein Hillside Mlamli		X			
Water	Majuba, Ndungunya Bultfontein Hillside Rietfontein Mlamli	X				
Paypoint Hall	Rietfontein, Bultfontein, Ndungunya (Community hall)Rietfontein			X		
Access roads	Hoita, Feyane, Majuba, Bultfontein including bridges, Ndungunya, Rietfontein, Mlamli, graveyard access roads (Mlamli)			X		
Sanitation	Emptying of toilets -All villages, toilets - Rietfontein	X				
Tar Road	Ward 6					X
Solar	Hillside					
Forestry	Hillside					
Job creation	CWP, Majuba, working for water, cutting of stones					

ISSUE	LOCATION	2022	2023	2024	2025	2026
Agriculture	Fields -Majuba, fencing (landcare) - Bultfontein, dipping tank and kraal and race for inoculations, shearing shed-Mlamli, agricultural development					
Provincial road	515					
Electricity	Bultfontein					
Clinic	Mobile, Rietfontein					
Pre-school	Vuyulethu funding and caring (Bultfontein), creche renovation Mlamli					
Sportsgrounds	Ndungunya, Mlamli					
Youth centre	Mlamli					

Ward: 7

Villages: Thaba Lesoba, Macacuma (2)

Ward Councillor: Zandisile Mangcipu

ISSUE	LOCATION	2022	2023	2024	2025	2026
Construction of Qoqoyi Bridge	Thaba Lesoba	X				
Access Road	Thaba Lesoba, Macacuma (blading and furrow)		X			
Housing	Thaba Lesoba, Macacuma	X				

ISSUE	LOCATION	2022	2023	2024	2025	2026
Water	Thaba Lesoba, Macacuma	X				
Renovation of Nyathela High School	Macacuma				X	
Youth Development	Thaba Lesoba, Macacuma	X				
Sanitation	Thaba Lesoba, Macacuma		X			
Building of traditional leaders offices	Thaba Lesoba, Macacuma		X			
Provision of electricity	Thaba Lesoba, Macacuma		X			
Centres for the physically challenged and old age homes	Thaba Lesoba, Macacuma			X		
Speedhumps (from junction to Mbihlp)						
Wifi	Macacuma					
Bus shelters along the road	Macacuma					
Fields for the youth and job creation	Macacuma					

Ward: 8

Villages: New Rest, Kromspruit, Mokhesi (3)

Ward Councillor: Kholiwe Mpiti-Xhelesha

ISSUE	LOCATION	2022	2023	2024	2025	2026
Access roads	New Rest – Construction (paving), Kromspruit – paving Mokhesi – extension of tar road Maintenance – all villages	X	X X	X	X	
High mast lights	Mokhesi, New Rest, Kromspruit	X	X			
Sport fields	Construction in Mokhesi, Kromspruit and maintenance of Patrick Shibane Stadium.		X	X		
Housing	Kromspruit, Mokhesi and New Rest	X	X			
Dipping tank	Kromspruit, New Rest	X				
Provision of electricity	Kromspruit, Mokhesi	X				
Shearing shed	Kromspruit, New Rest	X				
Clinic	Kromspruit, New Rest			X	X	
Construction of a high school	New Rest			X		
Construction of a junior primary school	Kromspruit			X		
Construction of a reservoir	Mokhesi	X				
Construction of youth development centres and parks	All villages	X				
Construction & renovation of community halls	New Rest and Kromspruit Mokhesi renovation	X	X			
Pre-schools	All villages	X	X			

Ward: 9

Villages: Lepota, Ngquba, Hinana, Joveleni, Voyizana (5)

Ward Councillor: Dumisani Somsila

ISSUE	LOCATION	2022	2023	2024	2025	2026
Access roads	Kromspruit, Lepota, Ngquba Mlamli	X				
Water	Kromspruit, Lepota, Ngquba Mlamli	X				
Housing	Hinana, Joveleni	X				
Land care	Kromspruit, Lepota, Ngquba Mlamli, Hinana, Joveleni,		X			
Community Halls	Hinana, Joveleni, Lepota		X			
Skills development	Kromspruit, Lepota, Ngquba Mlamli, Hinana, Joveleni		X			
Cemeteries	Voyizana, Lepota, Joveleni Hinana			X		
Construction of a clinic				X		
Dipping tank	Lepota, Ngquba, Hinana Joveleni,				X	
Local Economic Development Machinery for stone cutting	Ngquba		X			
Sanitation	All new extensions			X		

Ward: 10

Villages: Sterkspruit town, Tienbank, Makhetheng , Zwelitsha Mountain View, Extention1, Jordan Green field
RDP (6)

Ward Councillor: Simon Mfisa

ISSUE	LOCATION	2022	2023	2024	2025	2026
Water	Tienbank, Makhetheng, Greenfield, Mountain View, Zwelitsha	X	Priority 2, Makhetheng, Makaliphi, Jordn, Ekzoleni			
Electricity	Tienbank, Makhetheng, Greenfield, Mountain View, Zwelitsha, Sterkspruit CBD	X	Priority 1 Makhetheng, Greenfield, Zwelitsha			
Access roads	Tienbank, Makhetheng, Greenfield, Mountain View, Zwelitsha, Sterkspruit CBD, Paving – Boxer street (Sterkspruit), Between Boxer and HUTA Spares to Metro building, resurface and completion of all paved extension 1 streets, Paved road from AFM church Zwelitsha		X Priority 1			
Community hall	Makhetheng, Greenfield		X priority 2			
Pre-school	Mountain View, Greenfield		X			
Street lights	Tienbank, Makhetheng, Mountain View, Greenfield, refurbish of electrical line and high mast light Extension 1, street lights		X Mountain View, maintain			

ISSUE	LOCATION	2022	2023	2024	2025	2026
	Greenfields, (street lights) Zwelitsha		portion of Ext 2			
Traffic Congestion	Address traffic congestion through access roads e.g access road near Caltex garage					
Storm water	Extension 1 & CBD		X Priority 3			
Sanitation	Connection of houses to main sewer line (Ext 1), waterborne sewerage Ext 1, toilets Greenfields		X Makhet eng & Greenfi elds			
Cemetery	Extension 1, fencing of graveyards (Tienbank)		X Extensi on 1, fencing of graveya rds (Tienba nk)			
Waste Management	Waste site Ext 1					
Animal pound	Tienbank		X Tienban k			

Ward: 11

Villages: Kwa-Meyi, Skisizana, Bluegums, Bamboespruit, Ntsimekweni, Ezintatyaneni, Dibinkonzo (7)

Ward Councillor: Themba Nonjola

ISSUE	LOCATION	2022	2023	2024	2025	2026
Access roads	Kwa-Meyi (registration of gravel road Skisizana), access road to agricultural project Skisizana to be maintained Bluegums Speedhumps	X	X Priority 1 Constru ction Entilini Project			

ISSUE	LOCATION	2022	2023	2024	2025	2026
	Bamboespruit Maintenance Cemetery road Bamboespruit		Skisazana Bamboespruit			
Provision of water and sanitation to village extensions	Blue Gums, Skisazana, Ntsimekweni, Dibinkonzo, Ezintatyaneni, Bamboespruit Fix windmill Bamboespruit Toilets cemetery Bamboespruit	X	X Priority 1			
Provision of electricity	Blue Gums, Skisazana, Ntsimekweni, Dibinkonzo, Ezintatyaneni, Bamboespruit FBE (paraffin for the elderly) Bamboespruit	X	X Dibinkonzo (no electricity), Ezintatyaneni Priority 2			
Provision of Disaster houses and RDP houses	Blue Gums, Skisazana, Ntsimekweni, Dibinkonzo, Ezintatyaneni, Bamboespruit RDP houses Skisazana Bluegums Bamboespruit	X	X Ntsimekweni needs housing Priority 3			
Telecommunications network pole	Bluegums Bamboespruit	X	X			
Provision of free WIFI		X	X			
Bridge	Pedestrian & motor bridge (Skisazana) Pedestrian bridge KwaMei to Bluegums		Priority 2. 1 st one is			

ISSUE	LOCATION	2022	2023	2024	2025	2026
	Entsimikweni reconstruction		vehicle bridge over the Orange			
Clinic	Skisizana, Bamboespruit, Entsimikweni		Priority 4			
Cemeteries	New grave site Skisizana. Maintenance of graves due to soil erosion Skisizana Fence graveyards Bamboespruit		Priority 3			
Sportsfield	Maintenance Skisizana, Bamboespruit, Entsimikweni					
Town Planning	Newtown development for youth skill development and new industrial area Bluegums, Entsimikweni		Priority 5			
Community Hall	Bamboespruit					
Agricultural Infrastructure	Dip (Bamboespruit), stock dams (Bamboespruit) (Entsimikweni, fixing dongas (Entsimikweni)		Priority 5			
LED	Mining for coal, sandstone project, quarry,) tannery for leather projects (DEDEAT		Priority 4			
Services	Post office					
SAPS	Police Station					
Community hall	Entsimikweni					

Ward: 12

Villages: Hlomendlini, Esilindini, Magadla, Manxeba (4)

Ward Councillor: Busaphi Duba

ISSUE	LOCATION	2022	2023	2024	2025	2026
Access roads	Hlomendlini, Esilindini, Magwiji, Magadla (replacement of culverts	X				

ISSUE	LOCATION	2022	2023	2024	2025	2026
	– Hlomendlini), speed humps R 58 Esilindini					
Provision of water	windmill – Hlomendlini, Esilindini< Magwiji, Magadla, windmill Manxeba	X				
Construction of a high school	Magadla, Hlomendlini, Manxeba			X		
Telecommunications network pole	Hlomendlini, Esilindini, Magadla				X	
Construction of a clinic	Esilindini, Magadla, Manxeba					X
Shearing shed	Hlomendlini, Manxeba, Magadla		X			
Provision of water and sanitation	All village extensions	X				
Housing	Hlomendlini, Esilindini, Magadla		X			
Disaster houses	Hlomendlini, Esilindini, Magadla	X				
Local economic development	Hlomendlini, Esilindini, Magadla, project for youth Manxeba	X				
Sportsfield	Soccer -Magadla, Hlomendlini, Esilindini,					

ISSUE	LOCATION	2022	2023	2024	2025	2026
	soccer field for school and youth Manxeba					
Storm water	Mountains – Magadla					
Electricity	Magadla, Manxeba					
Agricultural infrastructure	Dip-Magadla, Hlomendlini (cattle), Esilindini, tractor and bulls Esilindini, dip Manxeba, shearing shed Manxeba					
Cemeteries	Fencing – Magadla, Hlomendlini, Esilindini					
Bridges	Bridge to Frans, bridge and new culvert Manxeba					
Community hall	Manxeba					
Pre school	Manxeba					
Park for children	Manxeba					

Ward: 13

Villages: Khiba, Coville, Nkopane, Mdlokovane, Thaba-koloi, Hershel, Naledi, Zava, Orange, Mbonisweni, Ndlandla, Sakhile, Mdweni (13)

Ward Councillor: Melisizwe Kafilé

ISSUE	LOCATION	2022	2023	2024	2025	2026
Provision of water	Khiba, Coville, Orange, Mbonisweni, Herschel, Naledi, Zava, Thabakoloi, Nkopane, Mdlokovana	X	Priority 1			

ISSUE	LOCATION	2022	2023	2024	2025	2026
RDP houses	Orange, Thabakoloi, Coville, Mdlokovana, Hershel, Naledi					
Access roads	Khiba, Coville (place gravel heaps so can use to fix access roads on their own), Mbonisweni, Herschel, Naledi, Zava, Thabakoloi, Nkopane, Mdlokovana, Orange (gravel road to RDP houses and v drain and to graveyard), Naledi (speedbumps on main road)	X	Priority 1			
Sanitation	Orange (sewerage to be fixed and new toilets), Hershel (sewerage), Naledi (fixing of toilets)					
Electricity	Orange, Coville (preschool oat Dalukhanyo needs electricity), Mbonisweni, Mdlokovana (street lights)		Priority 2			
Cemeteries	Fence (Orange), Thaba Koilo (fence and cleaning), Mbonisweni, Naledi (fencing), Zava, Nkopane		Priority 3			
Construction of a clinic	Khiba, Coville (Nurses to do home visits to elderly and take chronic medication), Mdlokovana(mobile clinic)	X	Priority 3			
Provision / Construction of a police station (satellite)	Herschel, Mdlokovana (mobile police station)	X	Priority 4			
NYDA/SEDA Offices	Required in Lady Grey					
Local economic development	Khiba, Coville (registration of businesses), Mbonisweni(rebuilding of cornichnight & tourism,	X	Priority 5			

ISSUE	LOCATION	2022	2023	2024	2025	2026
	traditional games), Herschel (ATM), Naledi, Zava, Thabakoloi, Nkopane, Mdlokovane, Orange					
Pre-school	Mbonisweni, Naledi (requires a pre-school)					
Community Hall	Mbonisweni, Hershel					
Scholar transport	Coville (Grades R -7)					
Provision of free WIFI to schools	Khiba, Coville, Mbonisweni, Herschel, Naledi, Zava, Thabakoloi, Nkopane, Mdlokovane	X				
Park	Orange, Thaba Koloï					
Agriculture	Thaba Koloï (Fence fields and stock dams), rebuilding of dam (Nongongomani , Mbonisweni, Mdlokovana (fencing of fields and dams)	Priority 5				
Playgrounds and sports field	Orange, Thaba koloï (netball and soccer poles), race course at Mbonisweni, Naledi (Sport field upgrade and netball court)	Priority 4				
Library	Mbonisweni, Thaba koloï (structure of a library)					
Network pole	Mdlokovana, Hershel					
Solid waste site	Hershel					

ISSUE	LOCATION	2022	2023	2024	2025	2026
Post Office	Hershel					
Gender based violence	Naledi					

Ward: 14

Villages: Lady Grey town, Kwezi Naledi, Transwilger, Steve Tshwete (4)

Ward Councillor: Thinjiwe Dumzela

ISSUE	LOCATION	2022	2023	2024	2025	2026
Water / Dam	Lady Grey as a whole especially Top, Railway and Emikukweni		X Priority 1			
Community Hall	Steve Tshwete			X		
Construction of a new bridge	Steve Tshwete		X			
	Transwilger renovated	X				
	Khwezi-Naledi	X Priority				
Provision of a recreation facility	Transwilger					X
Development of municipal-owned land for residential use	Lady Grey Residential and church sites	X Priority 3				
Improvement of sanitation	Railway, Top, Hillbrow, Polar Park, Ezantsi Kwesikolo (Transwilger & Khwezi -water borne sewerage		X (3)			
Access roads	Paving of access roads Steve Tshwete, Railway, Emikhukhwini, Transwilger	X (2)		Paving of roads in Lady		

ISSUE	LOCATION	2022	2023	2024	2025	2026
	Paving of roads in Lady Grey town			Grey town		
Housing	Transwilger, Khwezi-Naledi, Top Location, Edgar 50 RDP, Ezantsi Kwesikolo, Emikhukhwini, Railway, New location		X (2)			
Fencing of graveyards	Transwilger & Khwezi	(4)				
Lighting	High mast lights – Steve Tshwete and Transwilger. Street lights Schreiner and Atwell Streets Electrical connections – Top and Railway	X priority				
Park	Park for children – Transwilger					
Speedbumps	Khwezi, Town and Transwilger	X				
Elderly day recreational centre	Transwilger					
Stormwater	All areas					

Ward: 15

Villages: Barkly East Town, Nkululeko, Rhodes, Percivale barn, Nkululeko and Tantalion Barn

Ward Councillor: Mahlubandile Phuza

ISSUE	LOCATION	2022	2023	2024	2025	2026
Paving of streets	Nkululeko Township	X				
Housing	Nkululeko Township		X			
Provision of land for building houses for the middle class	Nkululeko Township	X				
Eradication of the bucket system	Zola, Zinyoka, Part of Rhodes	X				X

ISSUE	LOCATION	2022	2023	2024	2025	2026
Skills development	Nkululeko and Rhodes	X				
Support for NPOs, NGOs and SMMEs	Nkululeko and Rhodes		X			
Community Development Centre	Nkululeko and Rhodes		X			
Provision of security to all municipal assets	Nkululeko and Rhodes	X	X	X	X	X
Shearing shed	Nkululeko and Rhodes		X			

Ward: 16

Villages: Boyce Nondala, Lulama Hlanjwa, Rossouw, Fairview, Nkanini, Nozicikwana

Ward Councillor: Mlifi Mshasha

ISSUE	LOCATION	2022	2023	2024	2025	2026
Land for purchase for residential sites	Boyce Nondala Location, Lulama Location, Fairview, middle income Nkamimi	X				
Land for agricultural use	Lulama					
Multipurpose Centre	Barkly East Town		X			
Access roads	Boyce Nondala Location, speedhumps Fairview	X				
Provincial roads	Rossouw					
Local economic development	Enterprise development for SMMEs	X				

ISSUE	LOCATION	2022	2023	2024	2025	2026
	Hawkers stalls (fairview, boyce)					
Alignment of all sector service plans	Boyce Nondala and Lulama Locations	X	X	X	X	X
Job creation	Barkly East, Boyce Nondala and Lulama Locations, Rossouw, fairview, support for LED project (car washes)	X	X	X	X	X
Eradication of bucket systems in all informal settlements	Ramaphosa and Nkanini	X	X			
Implementing a system of easy access by sporting clubs to all sports facilities	Barkly East, sportsfield -Fairview, recreational facility for kids – Nkamimi (day care)	X	X	X	X	X
Cellphone network	Rossouw					
School	Rossouw, scholar patrol (Lulama)					
Pre-school	Rossouw Boyce Nondala					
Clinic	Rossouw, Fairview Lulama Boyce Nondala Nkamimi					
Pedestrian bridge	Fairview to Lulama					
Water	Rossouw Nkamimi					

ISSUE	LOCATION	2022	2023	2024	2025	2026
Sanitation	Rossouw Nkamimi					
Recreational facility	Playground for kids (Fairview)					
Community hall	Fairview Boyce Nondala Nkamimi					
Services	Home Affairs					
Old age Home	Lulama					
Signage	Scholar crossing					
Street lights and high mast lights	Boyce Nondala					
Irrigation scheme	Boyce Nondala					
Sports facility	Boyce Nondala					

Ward: 17

Villages: Sunduza, Bensonvale, Tapoleng, Magwiji, Masekeleng, Jozanasnek, Jozanashoek (7)

Ward Councillor: Akhona Mvelase

ISSUE	LOCATION	2022	2023	2024	2025	2026
Provision of electricity	Sunduza, Jozana's Nek, (new houses) Jozana's Hoek, Bensonvale RDP houses), Tapoleng, Magwiji, Masekeleng	X	X	X	X	X

ISSUE	LOCATION	2022	2023	2024	2025	2026
Access road	Fix access road, replace culverts and drains at Sunduza, Jozana's Nek, Jozana's Hoek, Bensonvale, Tapoleng, Magwiji, Masekeleng, new streets Bensonvale, road to Tapoleng JSS needs repair	X	X	X	X	X
Provincial road	Tar road from Sterkspruit to Jozanna dam, Jozanasnek, fix road and culverts and pipes to Sunduza					
Job creation	Provide gravel for EPWP to fix roads and start CWP at Sunduza, Jozana's Nek, Jozana's Hoek, Bensonvale, Tapoleng, Magwiji, Masekeleng	X	X	X	X	X
Sports fields	Netball and soccer fields - Sunduza, Jozana's Nek, Jozana's Hoek, Bensonvale, Tapoleng, Magwiji, Masekeleng	X	X	X	X	X
Water	FBW –(Emagwiji), Tapoleng Down, Masekeleng, Ekonozini, Kwabomvana, Emagogoneni, Estopini, Jozannashoek, Water Magwiji RDP houses, water at Bottom Tapoleng as not any in the area	X	X	X	X	X
Housing	Emagwiji, Tapoleng Down, Masekeleng, Ekonozini, Kwabomvana, Emagogoneni, Estopini, Jozanashoek, Fix cracks	X	X	X	X	X

ISSUE	LOCATION	2022	2023	2024	2025	2026
	and paint RDP houses Bensonvale					
Scholar transport	Bensonvale, Magwiji to Mzomhle SSS	X	X	X	X	X
Sanitation	Jozannashoek					
Services	Old age home Jozannashoek, drug rehab centre Jozannashoek, skills training centre Magwiji					
Education	Fix school, toilets and playground and access road Jozannashoek, Permanent structures at Magwiji JSS, need school Jozanas Nek, Tapoleng JSS needs library, kitchen, toilets and flooding assistance to stop flooding					
Jozanna dam Project	Complete project					
Land rehabilitation	Dongas Jozannashoek, Jozannas neck, Magwiji					
Cemetery	New Jozannashoek, fence old cemetery Jozannashoek					
Agriculture	Fence fields and start agricultural projects like chickens Jozannasnek, commercialise agricultural projects at Sunduza, tractor Bensonvale, shearing shed fenced and equipment and wool improvement programme Tapoleng bottom					
Health	Mobile clinic Jozannasnek, clinic Jozannasnek					
Creche	Improve conditions Jozannasnek					

ISSUE	LOCATION	2022	2023	2024	2025	2026
Stormwater	Trenches at Sunduza, Magwiji to stop water from mountain flooding houses					
Bridge	Jozannas Nek, pedestrian bridge Jozannas Nek, bridge from Sunduza to Jovelani fields, Replace bridges at Magwiji					
Network	Magwiji					

3. IDP Needs for 2026/2027

Ward Councillors held ward meetings between September and October 2025 to capture needs for the 2026/2027 financial year.

Priority	Not Done	Implemented	Priority Number
Ward 1			
Water	Walaza Ndofela, Mbobo, Bikizana, Qhimirha.	Qhemegha borehole to be done by DRDAR Oct 2024. Walaza , Qhimirha and Bikizana water schemes are not complete	
Access roads	Walaza, Ndofela, Mbobo, Bikizana, Qhimirha-eHlathini, access roads to ploughing fields Bikizana, Ndofela	Last done 2022	1
Bridges	Edwaleni 2. Pedestrian bridges at Walaza, Ndofela, Mbobo, Bikizana, Qhimirha	Bridge done at Macityaneni. Culvert done and Magane bridge 2. Request pedestrian bridge at Walaza	2
Telecommunications network	Qhimirha, Bikizana, Mboleni, Emavundleni, Ndofela Walaza would like to be installed in 2026	Qhimirha Installed 2023. Ndofela done	3
Electricity	Walaza, Ndofela, Mbobo, Bikizana, Qhimirha		4
Sanitation	Walaza, Ndofela, Mbobo, Bikizana, Qhimirha	Walaza JSS toilets done. Governors Drift & Masakhane schools done	5
Housing	Walaza, Ndofela, Mbobo, Bikizana, Qhimirha	11 destitute built and 7 disaster houses built	
Employment Creation	Youth employment Mbobo		
Agricultural assistance	Irrigation Bikizana, rams and feed for Walaza, Ndofela, Mbobo, Bikizana, Qhimirha, Ploughing of lands in all villages. Stock dams at Bikizana and Mbobo. Shearing sheds at Ndofela. Shearing shed Walaza and Bikizana for 2025	Rams and feed received in 2023 and 2024	
Cemeteries	Fencing of cemeteries at Walaza, Ndofela, Mbobo, Bikizana, Qhimirha. No land identified at Ndofela for cemetery. Extend cemetery at Mbobo		
Education	1.Renovation of schools and building of pre-schools at Walaza, Ndofela, Mbobo, Bikizana, Qhimirha 2.Scholar transport from Bikizana to Maskhane	New applicants not received transport yet	

Health	Construction of clinics at Ndofela, Mbobo, Walaza. Mobile clinics at Walaza, Ndofela, Mbobo, Bikizana, Qhimirha	Mobile clinic every 2 weeks at Walaza and Mbobo	
Sports	Mbobo, Ndofela, Bikizana projects, sports ground for youth- Walaza – request grading and stadium at Ndofela		
Community Hall	Qhimirha, Walaza. Renovate Ndofela hall - cracks		
Crime Prevention	Mobile police station – Ndofela		
Old age home	Ndofela		

Ward 2			
Agricultural assistance	Shearing sheds at Ndingishe, Storomo, Mzimtsha. Dipping tanks at Ndingishe, St Michaels, Mzimtsha	Kwa-Gcina built but needs dipping tank. Dulciesneck has got shearing shed	5
Education	Pre-schools at Nquthu Village, St Theresa, St Michaels/Mission, Mzimtsha, Kwa-Gcina (operating from caravan), Storomo		3 Education - pre-schools
Community Hall	Kwa-Gcina, St Michaels, Mzimtsha (paypoint), paypoint Dulciesneck.	Mbihli – no hall but they told to use shearing shed by Cllr. Community hall built at St Michaels by Chief Nkopane	
Recreation Centres	Storomo, Kwa-Gcina, Mzimtsha, St Michaels, Ndingishe	Land given by TA at Mzimtsha, St Michaels, Storomo	
Housing	St Michaels, Nquthu Village, St Theresa, Kwa-Gcina, Ndingishe, Storomo, Mzimtsha (no new RDP)	Destitute houses need. 24 in 2022 said but not built.	
Access road (4)	1. St Michaels, Upper Nquthu, Lower Nquthu, Kwa-Gcina, Ndingishe, Sginqini, Culverts (Gcina) 2.Speedbumps at Dulciesneck, Gcina on tar road still needed	Graded but because of rain need more grading. Maintenance is starting	4. speed humps
Bridges	1.Between Ngxingweni and Mission/ St Michaels (not done). No bridge exists. Floods during storms. 2.Between Nquthu and St Theresa bridge collapsed. 3.Between Storomo and Qhemegha bridge (collapsed) R 393		
Water (2)	St Michaels, Nquthu Village, St Theresa, Kwa-Gcina, Ndingishe, Storomo Mzimtsha, tanks Storomo, renovation of springs Gcina, water tanks Gcina, water tanks Ndingishe.	St Michaels project starting – almost done. Lower Nquthu village got no connection. No water Ndingishe – no connections – St Johns got no connections	2. Water Ndingishe, lower Nquthu
Sanitation	St Michaels, Nquthu Village, St Theresa, Kwa-Gcina, Ndingishe, Storomo (toilets) Mzimtsha.	Only St Michaels needs – need toilets for disabled in all villages. Ndingishe starting with 106 toilets	
Electricity	Provision of electricity for new extensions at St Michaels, Nquthu Village, St Theresa, Kwa-Gcina, Ndingishe, Storomo Mzimtsha, FBE paraffin Mzimtsha (got it),	Gcina Electricity all done except for new extensions – pumps still be done. Dulciesneck new extensions have no electricity and infills, Nquthu new extensions did survey but no installation 2024-2025	1. Electricity
Cemeteries	Fencing Mzimtsha, fencing Gcina. Municipality must develop cemeteries at Gcina, Dulciesneck, Nquthu, Ndingishe (got sites but no cemetery)		
Health	Clinic at Mzimtsha, Gcina	No clinic – using Palmietfontein	
Network pole	Mzimtsha upgraded towers at Storomo so can get better reception, Gcina needs (wifi), Ndingishe – got a Vodacom pole 2024-2025		
Community care centre	Dulciesneck		

Job creation			
WARD 3			
Access roads, streets and stormwater	1. Access roads at Mmusong, Ekra, Hohobeng, Makalakaleng, Qhoboshane (Maintenance). 2 streets at Qoboshane. 3. Stormwater at Musong, Qoboshane, Makalakaleng	Not done since 2023	1
Provincial road	Hohobeng	Repaired 2023	
Bridge	Ekra, Hohobeng, Musong, extension of a bridge Qoboshane Palmietfontein to Hohobeng- want bridge raised). Trusting to Mpoki). Qoboshane school		3
Water	Mmusong, Ekra, Hohobeng, Makalakaleng, Qhoboshane, spring protection Ekra, water tanks Makalakaleng.	Spring protection in progress at Ekra. Trusting contractor on site. Makalakaleng need assistance with maintenance. Tshehlala need water. Qhoboshane borehole collapsed.	2
Sanitation	Mmusong, Ekra, Hohobeng, Makalakaleng, Qhoboshane	(only new extensions need Dumzela, Dili Dili Qhoboshane and Ekra)	4
Telecommunication poles	Mmusong, Ekra, Hohobeng, Makalakaleng, Qhoboshane	Only Musong & Qhoboshane received in 2022	
Education	Pre-schools at Mmusong, Ekra, Hohobeng, Makalakaleng (informal), Qhoboshane		5
Housing	Mmusong, Ekra, Hohobeng, Makalakaleng, Qhoboshane		
Agricultural assistance	1. Abattoir at the centre of the ward. 2. Stock dams at Mmusong, Ekra, Hohobeng, Makalakaleng, Qhoboshane		
Health	Clinics at Mmusong, Ekra, Hohobeng, Makalakaleng, Qhoboshane (mobile clinic and waiting area at Musong)		
Sport	Football poles & grading		

WARD 4			
Telecommunication pole	Upper Telle	Came to survey but did not return.	
Access roads	Mabele Makhumsha, Bebeza, Penhoek		
Water	Mabele Makhumsha, Bebeza, Penhoek	Mabele running water except in 1 area (Mjikilweni), Ntunzini has no water in Bebeza Makhumsha (some have but not other – water pump issue – diesel delivery slow), Bebeza (water pipes installed but water closed off – no water), Nomlengana no adequate supply for whole community)	
Sanitation	Bebeza needs toilets, all need. Old toilets are falling down		
Housing	Mabele Makhumsha Bebeza (Boomplaas, Penhoek,		
Electricity	Mabele Makhumsha, Bebeza, Penhoek new extensions. Need paraffin for new extensions FBE		
Sport	Sportsfields at Mabele Makhumsha, Bebeza, Penhoek		
Job creation	Mabele Makhumsha, Bebeza, Penhoek and Mkunyazo		
Construction of traditional leader and Councillor offices	Makhumsha		
Education	Pre-school at Bebeza		

WARD 5			
Access roads	Ntabamhlophe, Mission, Zingxengele, Kugqobho, Nondungu, Phelandaba, Mkunyzazo, Maqolwaneni, Rockcliff, Sforha	3 km for Maqolweni village done and Ntaba Nhlope village. Regravelling done. Ntaba Nhlope and Maqolweni	1
Bridge	Kugqobho (bridge has collapsed), Phelandaba (bridge Kuzingqayi and Ncandeni), Mkunyzazo, Maqolwaneni (bridge from EsiSchengeni to Ntubeni)		
Water	Ntabamhlophe, Mission, Zingxengele, Kugqobho, Nondungu, Phelandaba, Mkunyzazo, Maqolwaneni, Rockcliff, Sforha. No water in Mission village	Maqolweni and Phelandaba started but were not complete. Zingxengele and Phelandaba and Mkunyzazo on site.	
Sanitation	Ntabamhlophe (emptying of toilets), Zingxengele (toilets), Mkunyzazo (toilets) (school not complete, contractor left site), Maqolwaneni (emptying of toilets)		3
Sport	Sports fields at Ntabamhlophe, Mission, Zingxengele, Kugqobho, Nondungu, Phelandaba, Mkunyzazo, Maqolwaneni, Rockcliff, Sforha. Reblading at Zingxengele and Thembisa		2
Housing	Ntabamhlophe, Mission, Zingxengele, Kugqobho, Nondungu, Phelandaba, Mkunyzazo, Maqolwaneni, Rockcliff, Sforha		5 RDP Houses
Agricultural Assistance	1. Shearing sheds at Ntabamhlophe, Mission, Zingxengele, Phelandaba, Mkunyzazo, Maqolwaneni 2.Provision of tractors and seeds at Ntabamhlophe, Zingxengele, Mission, Kugqobho, Nondungu, Phelandaba, Mkunyzazo, Maqolwaneni, Rockcliff, Sforha. 3. Mission (dipping tank & sales pen with electricity, filling in of dongas), Zingxengele (livestock feed, dipping tanks, donga erosion), Kugqobho, Nondungu (fill in dongas), Phelandaba(sales pen), Mkunyzazo (fill in dongas)	Shed built at Phelandaba	
Cemetries	1. Fencing of cemeteries at Ntabamhlophe, Gaudi, Mission, Zingxengele, Kugqobho, Nondungu, Phelandaba (cemetery behind shop at Thafeni), Emaqolwaneni & Qolweni, Ntubeni 2. Thaba Bosiu (new cemetery)		
Education	1. Scholar patrol provision at Zingxengele, Kugqobho, Nondungu, Phelandaba, Mkunyzazo, Maqolwaneni, Rockcliff, Sforha 2. Pre-school at Mkunyzazo		
Health	1. Clinics at Zingxengele (mobile), Mkunyzazo, Maqolwaneni (mobile).2. Provision of ambulances at Ntabamhlophe. Mission, Zingxengele, Phelandaba, Mkunyzazo, Maqolwaneni, Rockcliff, Sforha	Mobile clinic every 2 weeks. Renovation At Zingxengele who built own clinic	
Job creation	Ntabamhlophe (youth projects & CWP), Mission (CWP, replace EPWP workers), Zingxengele (youth projects), Kugqobho, Nondungu (youth skills development, CWP), Phelandaba, Mkunyzazo, Maqolwaneni, Rockcliff, Sforha (youth skills, CWP)		
Local Art Centre	Mission, Kugqobho, Nondungu, Phelandaba, Mkunyzazo, Maqolwaneni, Rockcliff, Sforha		
Paypoints	Mission		

Electricity	Ntambhlophe (FBE and new houses), Zingxengele (FBE, loose ESKOM lines), Phelandaba (FBE, loose ESKOM lines), Mkunyazo (FBE). Challenge with Rockcliff transformer. No electricity present. Electricity for community halls	ESKOM busy with Sgorha connections	4. Transformers and new installations
Crime Prevention	1. Anti drug programmes at Ntabamhlophe (drugs amongst youth)		
Community hall	Mkunyazo, Maqolwaneni		
Telecommunication poles	Rockcliff, Sgorha		

WARD 6			
Access roads	Feyane, Majuba, Bultfontein including bridges, Ndungunya, Rietfontein, Mlamli, graveyard access roads		1
Provincial Road	1.Tar road from Majuba to Hillside. 2.T 515 – need culverts at Ndungunya & Majuba	Road to Mlamli to be tarred. Ward 6 (contractor not on site. Not done).	
Bridges	1. Pedestrian bridges at Hillside, Ndungunya, Majuba		2
Housing	Rietfontein, Majuba (No RDP), Bultfontein. Mlamli (construction to start soon) Fort Hook – no RDP's	Hillside	
Water	Ndungunya ,Bultfontein – stole solar for pumps – no water, Hillside & Fort Hook need water and solar for pumps	Ndungunya (site needs to be handed over). Majuba ,Rietfontein. Mlamli (water under way)	5
Sanitation	Emptying of toilets -All villages, toilets – Rietfontein. New extensions need . Established toilets are damaged. Toilets are full		3
Paypoint Hall	Rietfontein, Bultfontein, Ndungunya		
Job creation	CWP, Majuba, working for water, cutting of stones.	Some hired for water project	
Agriculture assistance	1. Lands -Majuba 2.fencing (landcare -not) - Bultfontein, dipping tank and kraal and race for inoculations, shearing shed	Mlamli, agricultural development (approached international company and will start soon)	
Electricity	Bultfontein (new extensions)		
Health	Clinic -Mobile (it comes), Rietfontein (still needs)		
Education	Preschools needed at Vuyulethu funding and caring (Bultfontein), creche renovation Mlamli		
Sports	Ndungunya, Mlamli		4
Youth centre	Mlamli		

WARD 7			
Bridges	1. Construction of Qoqoyi Bridge at Thaba Lesoba		1
Access Road	Thaba Lesoba, Macacuma (blading and furrow) 2.Speedhumps (from junction to Mbihi (at Macacuma) – tar road. 3.Bus shelters at Macacuma		5 Thabalesoba and Macacuma grading of new extensions
Housing	Thaba Lesoba, Macacuma	(people registered for disaster houses) Only 6	
Water	Thaba Lesoba, Macacuma (on and off in all)	rooisant, mapoliseni, marallaneng and mngcunubeni in Macacuma kwelamakhwenkwe	2
Sanitation	Thaba Lesoba, Macacuma	(New extension list sent to JGDM)	
Education	Renovation of Nyathela High School Macacuma		
Job creation	Youth development -Thaba Lesoba, Macacuma		

Building of traditional leaders offices	Thaba Lesoba, Macacuma		
Electricity	Thaba Lesoba, Macacuma	(New extension list sent	4 Infills need phase 2
Centres for the physically challenged and old age homes	Thaba Lesoba, Macacuma		
Telecommunications	Wifi at Macacuma		
Sports fields	Thabalesoba and Macacuma		3

WARD 8			
Access roads	1.New Rest – Construction (paving), (5 th priority) 2.Kromspruit – paving 3.Mokhesi – (putting in paving) 4.Maintenance – all villages	Mokhesi – extension of tar road (putting in paving)	New Rest – Construction (paving), (5 th priority)
Electricity	1. High mast lights at Mokhesi, New Rest, Kromspruit 2. Electricity at Kromspruit –New Extensions (6 th priority), Mokhesi infills, New Rest infills		High mast lights – first priority
Sport	Sportsfield construction in Mokhesi, Kromspruit and maintenance of Patrick Shibane Stadium.		Electricity at Kromspruit –New Extensions (6 th priority)
Housing	Kromspruit, Mokhesi and New Rest	RDP Houses to be built at Kromspruit – on site	
Agricultural assistance	1.Dipping tanks at Kromspruit, New Rest 2. shearing sheds at Kromspruit (2 nd priority), New Rest		Shearing shed at Kromspruit (2 nd priority)
Health	Clinics to be constructed at Kromspruit, New Rest		
Education	1.Construction of high school at New Rest 2. Junior primary school at Kromspruit 3. Preschools at 1 at New Rest (closed it) – Mokhesi (Under mountains Mokhoabong 4 th priority) and Kromspruit (closed) need	High School on pipeline for Kromspruit – specialise agricultural studies	Pre-school at Mokhesi (Under mountains Mokhoabong 4 th priority)
Water	Construction of a reservoir at Mokhesi		
Construction of youth development centres and parks	All villages		
Construction & renovation of community halls	1.Construction of community hall New Rest – site but no building (3 rd priority) and 2. Construction of community hall Kromspruit – no site. 3.Renovation of Mokhesi Hall	Shearing shed to be built at Kromspruit to be MPC but hall is needed.	Community hall - Kromspruit - 3 rd priority

WARD 9			
Access roads	1. Access roads at Lepota, Ngquba. 2. Pedestrian bridge requested but does not appear on ward needs	Regravelling done at Lepota	1
Water	Lepota, Ngquba, Zwelitsha	Construction on site for Hinana	5
Sanitation	All new extensions. Jovelani & Voyizana	Toilets built but not condition. JGDM notified	3
Housing	Hinana, Jovelani	4 destitute house built. Handover of phase 2 housing complete	
Agricultural assistance	1. Land care at Lepota, Ngquba, Hinana, Jovelani, 2. Dipping tanks at Lepota, Ngquba, Hinana, Jovelani,	Dipping tank done at Voyizana	
Community Halls	Hinana, Jovelani, Lepota	Site identified by community at Lepota	
Skills development	Lepota, Ngqu, Hinana, Jovelani		
Cemeteries	Voyizana, Lepota, Jovelani, Hinana	Land identified and community want to request municipal cemetery	4

Health	Clinics requested	Mobile clinic at Lepota and other villages would like one.	
Electricity	Ngquba, Zwelitsha and Voyizana		2

WARD 10			
Water	Tienbank, Makhetheng, Greenfield, Mountain View, Ou Plaas in Makhetheng don't have water	Zwelitsha (done)	
Sanitation	Connection of houses to main sewer line (Ext 1), waterborne sewerage Ext 1, toilets Greenfields		1
Electricity	Tienbank, Makhetheng, Greenfield, Mountain View, Zwelitsha, Sterkspruit CBD New extensions don't have). Makhetheng (Makhalpine)elec goes off – weak transformer - ESKOM) 2. Streetlights at Tienbank, Makhetheng, Mountain View, Greenfield, refurbish of electrical line and high mast light Extension 1, street lights Greenfields, (street lights) Zwelitsha		2 Electricity Mountain view, Zwelitsha, and Greenfield 3. Streetlight and Extension 1
Access roads	Tienbank, Makhetheng, Greenfield, Mountain View, Zwelitsha, Sterkspruit CBD, Paving – Boxer street (Sterkspruit), Between Boxer and HUTA Spares to Metro building, resurface and completion of all paved extension 1 streets, Paved road from AFM church Zwelitsha (ND)		4. Tienbank, Makhetheng, Mountain view and Green field...5. Paved road from AFM Church Zwelitsha
Storm water	Extension 1 & CBD		
Community hall	Makhetheng, Greenfield (ND)		
Education	Pre-schools at Mountain View, Greenfield		
Traffic Congestion	Address traffic congestion through access roads e.g access road near Caltex garage	UDF	
Cemetry	Extension 1, fencing of graveyards (Tienbank)		
Waste Management	Waste site Ext 1		
Animal control	Animal pound at Tienbank		

WARD 11			
Access roads	1. Kwa-Meyi (registration of gravel road Skisizana) 2. access road to agricultural project Skisizana to be maintained.3.Bluegums Speedhumps 4.Access road at Bamboespruit 5.Maintenance Cemetry road Bamboespruit	Culvert all villages and speed humps Dibinkonzo to Bamboespruit.	Rd to Skisizana graded and road sign done Priority 1
Bridge	1. Pedestrian & motor bridge (Skisizana) 2.Pedestrian bridge KwaMei to Bluegums 3. Entsimikweni bridge reconstruction		
Sanitation	1.Toilets cemetery Bamboespruit.	Site handed over at Dibinkonzo to contractor	2 to also include water all the villages
Electricity	Blue Gums, Skisazana, Ntsimekweni, Dibinkonzo, Ezintatyaneni, Bamboespruit FBE (paraffin for the elderly) Bamboespruit		3
Housing	Blue Gums, Skisazana, Ntsimekweni, Dibinkonzo, Ezintatyaneni, Bamboespruit	Disaster housing required	
Telecommunications pole	1.Bluegums 2.Bamboespruit Pole at Magumbu school not working) 3. provision of free wifi		
Health	Clinics needed at Skisizana, Bamboespruit, Entsimikweni Need Mobile		

Cemeteries	1. New grave site Skisizana. 2. Maintenance of graves due to soil erosion Skisizana 3. Fence graveyards Bamboespruit. 4. Fencing in all villages	Skisazana soil erosion graveyard.	
Sportsfield	Maintenance Skisizana, Bamboespruit, Entsimikweni in progress		4
Town Planning	Newtown development for youth skill development and new industrial area Bluegums, Entsimekweni		
Community Hall	1. Construction of new hall at Bamboespruit and Ntsimekweni 2. Skisizana Hall is prefab and needs fixing		
Agricultural assistance	1.Dip (Bamboespruit) 2.stock dams (Bamboespruit) 3.Shearing shed(Entsimekweni & Dibinkonzo) 4. fixing dongas (Entsimekweni)		5 Dip and shearing shed Implemented at Bamboespruit
Crime Prevention	Police Station -mobile	to service all the western area at Herschel	

WARD 12			
Access roads	1.Hlomendlini, Esilindini, Magwiji, Magadla (replacement of culverts – Hlomendlini) 2.speed humps R 58 Esilindini		
Storm water	Mountains – Magadla. Maintenance for all		
Bridges	1. Pedestrian bridge to change to vehicle Bridge to Frans – not pedestrian. 2.bridge and new culvert Manxeba .3. Bridge needed at Qongo		1 Pedestrian Bridge (Frans)
Water	1. Windmill to replace pumps – Hlomendlini, Esilindini, Magadla, Manxeba. 2. water for new extensions	Contractor on site at Esilindini and doing reservoir. Magadla is still waiting consultant. Manxeba and Hlomendlini illegal connections	2 windmill
Sanitation	All village extensions.	Esilindini 119 toilets built in 2022	3
Education	Construction of a high school at Magadla, Manxeba.2. preschool at Manxeba	Remove Hlomendlini for high school	
Telecommunications pole	Hlomendlini, Esilindini, Magadla	MTN left over rental disagreement with TA	
Health	1.Construction of clinic at Esilindini, Magadla, Manxeba. 2. Change clinic name from Hlomendlini to Manxeba		5 Construction of Clinic Esilindini
Agricultural assistance	1. Shearing shed at Manxeba, Magadla 2.Dip-Magadla, Hlomendlini (cattle), Esilindini, 3. tractor and bulls Esilindini, 4. dip Manxeba, 5. shearing shed Manxeba 6.earth dam at Manxeba		4 Dip Magadla, Hlomendlini, Esilindini
Housing	RDP& disaster houses in Hlomendlini, Esilindini, Magadla in 2026 and disaster houses	12 destitute house built	
Job creation	Hlomendlini, Esilindini, Magadla, project for youth Manxeba.		
Sports	1.Soccer fields-Magadla, Hlomendlini, Esilindini, 2.soccer field for school and youth Manxeba 3.Childrens park at Manxeba		
Electricity	Magadla, Manxeba	(new extensions). 71 connections in Esilindini	
Cemeteries	Fencing – Magadla, Hlomendlini, Esilindini.	Site identified for new cemetery	
Community hall	Hall to be constructed at Manxeba		
WARD 13			

Water	Khiba, Coville Orange, Mbonisweni, Herschel, Naledi, Zava, Thabakoloi, Nkopane, Mdlokovana	Khiba, Coville (challenge but appointed contractor),	1 Khiba and Mdlokovana on pipeline
Sanitation	1.Orange (sewerage to be fixed and new toilets),2. Hershel (sewerage), 3.Naledi (fixing of toilets) 4.Coville -toilets 5. Hershel houses without toilets	will be built for new houses	2 Herschel , Mbonisweni contractor was appointed not finished
Houses	RDP house needed at Orange, Thabakoloi, Coville, Mdlokovana, Hershel, Naledi	(18 houses disaster built) 2. Coville & Khiba won't get RDP houses- remove	
Access roads	1.Khiba, Coville (place gravel heaps so can use to fix access roads on their own), Mbonisweni, Herschel, Naledi, Zava, Thabakoloi, Nkopane,2. Mdlokovana, Orange (gravel road to RDP houses and v drain and to graveyard),3. Naledi (speedbumps on main road)		4 all village
Electricity	Orange, Coville (preschool oat Dalukhanyo needs electricity), Mbonisweni, Mdlokovana (streetlights) (not)		3 New houses and infills
Cemeteries	1.Fence (Orange), 2.Thaba Kolo (fence and cleaning), 3.Mbonisweni, 4.Naledi (fencing), 5.Zava, 6.Nkopane.7. Hershel need land for cemetery	Khiba village fencing on pipeline and Coville.	5 Fencing of cements
Health	1. construction of clinic at Khiba, Coville (Nurses to do home visits to elderly and take chronic medication), Mdlokovana(mobile clinic).	Work at Hershel	
Crime prevention	Herschel, Mdlokovana (mobile police station) 2.Gender based violence at Naledi		
Education	1. Pre-school at Mbonisweni, Naledi (requires a pre-school) 2. scholar transport at Coville (Grades R -7)		
Community Hall	Mbonisweni,	Herschel (being rebuilt)	
Provision of free WIFI to schools			
Park	Orange, Thaba Kolo		
Agriculture assistance	1.Thaba Kolo (Fence fields and stock dams), 2.rebuilding of dam (Nongongomani , Mbonisweni, 3. Mdlokovana (fencing of fields and dams). 4. Need dam at Thaba Kolo but site invaded		
Sports	1.Orange, Thaba kolo (netball and soccer poles), 2.racecourse at Mbonisweni, 3.Naledi (Sport field upgrade and netball court)		
Library	Mbonisweni, Thaba kolo (structure of a library)		
Telecommunication pole	Mdlokovana, Hershel 2. free wifi at schools at Khiba, Coville, Mbonisweni, Herschel, Naledi, Zava, Thabakoloi, Nkopane, Mdlokovane		
Solid waste site	Solid waste site -Herschel (done)	Herschel (done) – can be removed	
Police station	Herschel satellite		

WARD 14			
Water	Lady Grey needs a dam as a whole especially Top, Railway and Emikhukhwini		
Sanitation	Improvement at Railway, Top , Hillbrow, Polar Park Ezantsi Kwesikolo (Transwilger & Khwezi -water borne sewerage	Top (done but poor), Polar Park (done),	
Community Hall	new hall at Steve Tshwete		

Streets	1.Paving of streets Steve Tshwete,2. Railway, Emikhukhwini, Transwilger 3.Paving of streets in Lady Grey town 4.Speedbumps in Khwezi , Town and Transwilger	1.Paving of access roads Steve Tshwete (7 km being done) 2. Speedbumps done in Khwezi and Town	
Bridge	New bridge at Steve Tshwete & Khwezi Naledi	Transwilger renovated (done)	1
Stormwater	All areas. Only for Transwilger		4
Recreation facility	Transwilger		
New residential plots	1. Lady Grey 2. Church sites	Residential and church site	
Housing	Transwilger, Khwezi-Naledi, Top Location, Edgar 50 RDP, Ezantsi Kwesikolo, Emikhukhwini, Railway, New location (approved)		5
Cemetries	Fencing of Transwilger & Khwezi	Khwezi (done)	2
Electricity	1.High mast lights – Steve Tshwete and Transwilger. 2.Streetlights Schreiner and Atwell Streets. 3.Electrical connections – Top and Railway		3
Park	Park for children – Transwilger		
Elderly day recreational centre	Transwilger		
Library	Needed at Kwezi		

WARD 15			
Streets	1. Paving at Nkululeko Township		
Storm water	Maintenance of stormwater		
Housing	Nkululeko Township		
Provision of land for middle class	Nkululeko Township		
Sanitation	1. Eradication of the bucket system at Zola, Zinyoka, Part of Rhodes (not collected) 2.Toilets required at Izinyoka. 3.Sewer system from Mpunga to river at Fairview needs upgrading		
Skills development	Nkululeko and Rhodes		
Community Development Centre	Nkululeko and Rhodes		
Agricultural assistance	Shearing shed at Nkululeko and Rhodes	Shed complete at Rhodes	
Cemetries	New Cemetery needs to be open as digging graves in old. Fencing of old		
LED	Vendor stalls		

WARD 16			
Land	1. purchase of residential land at Boyce Nondala Location, Lulama Location, Fairview, middle income Nkamimi 2. Agricultural use at Lulama		
Multipurpose Centre	Barkly East Town		
Access roads	1.Boyce Nondala Location, 2. speedhumps Fairview		
Provincial roads	Rossouw – maintenance		

Pedestrian bridge	Fairview to Lulama		
Job creation	Barkly East, Boyce Nondala and Lulama Locations, Rossouw, fairview,		
Water	Toilets at Rossouw and Nkamini		
Sanitation	1. Eradication of bucket systems in all informal settlements Ramaphosa and Nkanini 2. Toilets at Rossouw and Nkamini		
Day care	Nkamini (day care)		
Telecommunications pole	Rossouw		
School	Rossouw,		
Education	Pre-school at Rossouw & Boyce Nondala		
Health	Clinic needed at Rossouw, Fairview, Lulama, boyce Nondala and Nkamini	Existing town one too small	
	Lulama		
Sport	Playground for kids (Fairview) 2. sports facility at Boyce Nondala		
Community hall	New hall at Fairview, Boyce Nondala and Nkamini		
Services	Home Affairs – Need an MPC		
Old age Home	Lulama		
Electricity	1. Streetlights and high mast lights Boyce Nondala		
WARD 17			
Electricity	1.Sunduza, Jozana's Nek, (new houses) Jozana's Hoek, Bensonvale RDP houses), 2.Tapoleng, Magwiji new extensions, 3.Masekeleng. Streetlights Tapoleng	Magwiji, Tapoleng, has electricity. Sunduza needs more	5
Access road	1.Fix access road, replace culverts and drains at Sunduza, Jozana's Nek, Jozana's Hoek, Bensonvale, Tapoleng, Magwiji, Masekeleng, 2. new streets Bensonvale, 3.road to Tapoleng JSS needs repair.		1
Bridges	1. Bridge at Jovelani needs replacing 2.Jozannas Nek, 3.pedestrian bridge Jozannas Nek, 4. bridge from Sunduza to Jovelani fields, 5.Replace bridges at Magwiji		
Provincial road	1.Tar road from Sterkspruit to Jozanna dam, 2.Jozannasnek, fix road and culverts and pipes to Sunduza. 3.Road to Tapoleng needs tarring		2
Stormwater	Trenches at Sunduza, Magwiji to stop water from mountain flooding houses		3
Job creation	Provide gravel for EPWP to fix roads and start CWP at Sunduza, Jozana's Nek, Jozana's Hoek, Bensonvale, Tapoleng, Magwiji, Masekeleng		4
Sports	Netball and soccer fields -Sunduza, Jozana's Nek, Jozana's Hoek, Bensonvale, Tapoleng, Magwiji, Masekeleng		
Water	1.FBW –(Emagwiji), Tapoleng Down, Masekeleng, Ekonozeni, Kwabomvana, Emagogoneni, Estopini, Jozannashoek, 2.Water Magwiji RDP houses,	Water at Bottom Tapoleng and not any in the area. Water supply is erratic and not on weekends. Why not put pipe above village so can connect and not have pressure issues	
Sanitation	Jozannashoek. Sunduza needs more toilets and Jovelani		

Housing	1.Emagwiji, Tapoleng Down, Masekeleng, Ekonozini, Kwabomvana, Emagogoneni, Estopini, Jozannashoek, 2. Fix cracks and paint RDP houses Bensonvale. Sunduza, Magwiji		
Service Centres	Old age home Jozannashoek, drug rehab centre Jozannashoek, skills training centre Magwiji		
Education	1.Fix school, toilets and playground and access road Jozannashoek, 2.Permanent structures at Magwiji JSS, 3.need school Jozanas Nek, 4.Tapoleng JSS needs library, kitchen, toilets and flooding assistance to stop flooding		
Agricultural assistance	1. Land rehabilitation of Dongas Jozannashoek, Jozannas neck, Magwiji.2. Fence fields and start agricultural projects like chickens Jozannasnek, 3.comercialise agricultural projects at Sunduza, 4.tractor Bensonvale, 5.shearing shed fence and equipment and wool improvement programme Tapoleng bottom		
Cemetry	New cemetry at Jozannashoek, 2.fence old cemetery Jozannashoek. 3.Magwiji needs more cemeteries and existing cemetery under threat from land erosion		
Health	1.Mobile clinic Jozannasnek, clinic Jozannasnek.2.Clinic at Magwiji & Jozana need as Bensonvale too far		
Creche	1.Improve conditions Jozannasnek. 2. Magwiji needs a creche		
Community Hall	Magwiji		

4. Top 5 Identified Ward and Municipal Priorities 2026-2027

1. Water

2. Housing

3. Electricity

4. Access Roads

5. Sanitation

- Economic development has been added as a 6th priority especially the resuscitation of Tiffendell ski resort.

CHAPTER EIGHT:VISION & OBJECTIVES

1. Vision

A leading rural Municipality with a viable and modern economy.

2. Mission

Create decent living conditions by providing high quality services, ensuring equal access, developing and maintaining sustainable infrastructure and encouraging innovation to support local economic growth while protecting the environment.

3. Values

To achieve its mission, Senqu Municipality embraces the following values:

- a. People first (Batho pele)
- b. Integrity and honesty
- c. Transparency and fairness
- d. Accountability
- e. Excellence
- f. Humility
- g. Respect and tolerance for cultural diversity
- h. Discipline

4. Key Performance Areas and Municipal Priorities

The following Municipal priorities were re-identified through the municipal strategic sessions held in February 2024.

NO	KPA	MUNICIPAL PRIORITIES
1	Basic Service delivery and infrastructure	Building Economic and Social Infrastructure

2	Local Economic Development	Growth of Tourism and Agricultural Sector
3	Municipal Financial Management and Viability	Revenue Enhancement
4	Municipal transformation and institutional development	Improve Institutional Capability
5	Good Governance and Public Participation	Deepen Democracy
6	Spatial rationale and environmental management	Equity to Land and Sustainable Human Settlement

For the Municipality to effectively deal with underdevelopment and poverty, the following Key Performance Areas were identified for measurable performance within a defined framework.

1. Good governance & public participation
2. Municipal transformation and institutional development
3. Municipal financial management and viability
4. Local economic development
5. Basic Service delivery and infrastructure
6. Spatial rationale and environmental management

5. Alignment with District, Provincial and National Priorities

Medium Term Strategic Framework	New Growth Path	Provincial Priorities Strategic	Senqu LM & Local Gov. KPA	Outcome
2. Strengthen skills and human resource base. 8. Pursuing African advancement and enhanced international cooperation. 10. Building a developmental state including improvement of public services and strengthening democratic institutions.		Strategic Priority 2: Massive programme to build social and economic infrastructure. Strategic Priority 4: Strengthen education skills and human resources base. Strategic Priority 8: Building cohesive, caring and sustainable Communities	Municipal Transformation and Institutional Development	Outcome 1: Quality basic education. Outcome 5: Skilled and capable workforce to support an inclusive growth path. Outcome 3: All people in SA are and feel safe. Outcome 9: Responsive, accountable, effective and efficient Local Government System. Outcome 12: An efficient, effective and development oriented public service and an empowered fair and inclusive citizenship.
5. Intensify the fight Against crime and corruption;		Strategic Priority 6: Intensifying the fight Against crime & corruption;	Municipal Financial Viability and Management	Outcome 9; Responsive, accountable, effective and efficient Local Government System
5. Intensifying the fight against crime and corruption. 7. Build cohesive, caring and sustainable communities. 8. Pursuing African advancement and enhanced international cooperation. 10. Building a developmental state including improvement of public services and strengthening democratic institutions	Job driver 4: investing in social, capital and public services	Strategic Priority 6: Intensify the fight against crime and corruption. Strategic priority 8: Building cohesive and sustainable communities.	Good Governance and Public participation Institutional Transformation	Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all. Outcome 9; Responsive, accountable, effective and efficient Local Government System. and an empowered, fair and inclusive citizenship. Outcome 11: Create a better South Africa, better Africa and a better world. Outcome 12: An efficient, effective and development oriented public service And
1. Speeding up economic growth & transforming economy to create decent work and sustainable livelihoods; 4. Comprehensive rural development strategy linked to	Jobs driver 2: main economic sectors Jobs driver 3: Seizing the potential of new economies	Massive programme to build social & economic infrastructure.	Management	Outcome 4: Decent employment through inclusive economic growth. Outcome 6: An efficient competitive and responsive economic infrastructure network. Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all.

Medium Term Strategic Framework	New Growth Path	Provincial Priorities Strategic	Senqu LM & Local Gov. KPA	Outcome
land and agrarian reform & food security.				Outcome 8: Sustainable human settlements and improve quality of household life. Outcome 10: Protect and enhance our environmental assets and natural resources

6. Alignment with Circular 88

“Municipalities are expected to include a medium-term target for Outcome indicators for the electoral term (5th year). Following the 2021 Local Government Elections, this means that Outcome indicator targets should be set for the medium-term planning horizon: 2026/27. It should be noted that Outcome indicators will still be tracked on an annual basis in Annual Performance Reports for monitoring purposes, but that determinations of outcome ‘performance’ should be linked to medium-term target-setting for the outer year of the local government term of office (Rationalisation of Planning, Budgeting and Reporting Requirements for the 2022/23 MTREF: Addendum 3, 20 December 2021)”.

“Due to the continuing pilot process in the 2022/23 financial year, intermediate cities, district and local municipalities, will not be required to incorporate the indicators in their existing performance indicator tables in the IDP and SDBIP. Instead, these indicators should again find expression in a dedicated Annexure to the IDP and SDBIP which clearly indicates the MFMA Circular No. 88 indicators applicable to the municipality at the Tier 1 and 2 levels of readiness (Rationalisation of Planning, Budgeting and Reporting Requirements for the 2022/23 MTREF: Addendum 3, 20 December 2021)”.

Energy & Electricity

Outcome	Outcome Indicators	Comments
EE1. Improved access to electricity	EE1.1 Percentage of households with access to electricity	
EE2. Improved affordability of electricity		
EE3. Improved reliability of electricity service	EE3.1 System Average interruption duration index	
	EE3.2 Customer average interruption duration index	
	EE 3.3 System average interruption frequency	
	EE3.4 System Average interruption duration index	

EE4. Improved energy sustainability	EE4.1 Renewable energy capacity available within the municipal jurisdiction as a percentage of ESKOM supply capacity to the Municipality	
	EE4.3 Road transport fuel usage per capita	
	EE 4.4 Percentage total electricity losses	

Environment and Waste

Outcome	Outcome Indicators	Comments
ENV1. Improved air quality	ENV1.1 Metropolitan air quality index (MAQI)	
	ENV 1.2 Number of days where PM2.5 levels exceeded guideline levels	
	ENV 1.3. Percentage of households experiencing a problem with noise pollution	
ENV2. Minimised solid waste	ENV 2.1 Tons of municipal solid waste set to landfill per capita	
	ENV 2.2 Tons of municipal solid waste diverted from landfill per capita	
ENV 3. Increased access to refuse removal	ENV 3.1. Percentage of households with basic refuse removal services or better	
ENV 4. Biodiversity is conserved and enhanced		
ENV 5. Coastal resources maintained and amenities improved	ENV 5.1 Recreational water quality	
ENV 6. Climate change mitigated and adapted to	ENV 6.1 GHG emissions per capita	

Housing and Community Facilities

Outcome	Outcome Indicators	Comments
HS1. Improved access to adequate housing (incl security of tenure)	HS1.1. Percentage of households living in adequate housing	
	HS 1.3 Percentage of households in informal settlements targetted for upgrading	
HS 2. Improved functionality of the property market	HS 2.2. Rateable residential properties as a percentage of total households in the municipality	
	HS 2.3. Percentage of households living in formal dwellings who rent	
HS 3. Increased access to and utilisation of social and community facilities	HS 3.1. Square metres of municipally owned or maintained municipal outdoor recreation space per capita	

	HS. 3.2. Number of community halls per 100 000 population	
	HS. 3.3 Number of public libraries per 100 0000 population	
	HS 3.5 Percentage utilisation rate of community halls	
	HS 3.6 Average no of library visits per library	

Transport and Roads

Outcome	Outcome Indicators	Comments
TR1. Modal shift of weekday trips (incl. education trips) from private to public transport and NMT		Senqu Municipality is not a transport authority and these indicators do not relate to its powers and functions
TR 2. Improved affordability of public transport		
TR 3. Reduced travel time	TR 3.1 Average public transport commuting time	
	TR 3.2 Average private transport commuting time	
TR 4.Improved satisfaction with public transport services		
TR 5 Improved access to public transport (incl NMT)		
TR 6. Improved quality of municipal road network	TR6.1 Percentage of fatal crashes attributed to road and environmental factors	
	TR6.11 Percentage of unsurfaced road graded	
	TR6.12 Percentage of surfaced municipal road lanes which has been resurfaced and resealed	
TR 7. Improved road safety	TR7.1 Road traffic fatalities per 100,000 population	
	T7.2 Average number of fatalities per fatal crash	

Water and Sanitation

Outcome	Outcome Indicators	Comments
WS1. Improved access to sanitation	WS1.1 Percentage of households with access to basic sanitation	Senqu Municipality is not a water services authority or water services provider as per its powers and functions. These indicators are not applicable to it
	WS1.11 Number of new sewer connections meeting minimum standards	
WS2. Improved access to water	WS2.1 Percentage of households with access to basic water supply	
WS3. Improved quality of water and sanitation services (revised from continuity of services)	WS3.1 Frequency of sewer blockages	
	WS3.2 Frequency of mains failures	
	WS3.3 Frequency of unplanned water service interruptions	
WS4. Improved quality of water (incl. wastewater)	WS4.1 Percentage of Drinking Water Compliance to SANS241	

	WS4.2 Wastewater quality compliance according to the water use license	
WS5. Improved water sustainability	WS5.1 Percentage of non-revenue water	
	WS5.2 Total water losses	
	WS5.3 Total per capita consumption of water	
	WS5.4 Percentage water reused	

Fire and Emergency Services

Outcome	Outcome Indicators	Comments
FE1. Mitigated effects of emergencies	FE 1.1 Number of fire related deaths per 1000 population	Senqu Municipality is not responsible for fire services as per its powers and functions. These indicators do not therefore apply

Governance

Outcome	Outcome Indicators	Comments
GG1. Improved municipal capability	GG 1.1 Percentage of municipal skills development levy recovered	
	GG 1.2 Top Management Stability (% of days in a year that all S56 positions are filled by full time, appointed staff not in an acting capacity, see TID for detail)	
GG2. Improved municipal responsiveness	GG 2.1 Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)	
	GG 2.2 Attendance rate of municipal council meetings by all identified Traditional Leaders	
GG3. More effective city administration	GG 3.1 Audit Opinion	
GG4. Improved council functionality	GG 4.1 Average percentage of Councillors attending council meetings	
	GG 4.2 Functionality of prescribed municipal structures (as defined in Municipal Structures Act 117 of 1998)	
GG5. Zero tolerance of fraud and corruption	GG 5.1 Number of alleged fraud and corruption cases reported per 100 000 population	
	GG 5.2 Number of dismissals for fraud and corruption per 100 000 population	
	GG 5.3 Number of convictions for bribery and/or corruption by city officials per 100 000 population	
GG6. More effective poverty alleviation	GG 6.1 Percentage of all qualifying households in the municipal area classified as indigent	

7. Overarching Municipal goals and objectives

NO	MUNICIPAL PRIORITIES	MUNICIPAL GOALS	MUNICIPAL OBJECTIVES	KEY INSTITUTIONAL PROGRAMMES	STRATEGIC PROJECTS	SHORT TERM PROJECTS
1	Building Economic and Social Infrastructure	Basic Service Delivery Infrastructure responsive to the socio-economic needs of the Municipality and its transformation agenda	To reduce infrastructure backlogs by 10% by 2027. To maintain 70% of all municipal infrastructure by 2027.	Integrated infrastructure programme aligned to the Spatial Development Framework Public Safety plan	Landfill site management Increase operational and maintenance	Hybrid approach in running landfill sites (Internal & External approach) <i>-in progress</i> MRF for Sterkspruit landfill site in order to relocate the recyclers in town <i>-in progress</i> Upward adjustment of the Technical Services Department's operation and maintenance budget up to 8 % in 2026 - 2027 F.Y <i>-in progress</i>
2	Growth of Tourism and Agricultural Sector	Developed tourism and agricultural sectors contributing to 3% sustainable local economic growth resulting in	- To grow the local economy by 3 % - To increase employment by 2027 - To attract 2 main investments by 2027	LED Strategy	SMME Development	- Skilling construction SMMEs vs the current status quo. - Supplier days <i>-in progress</i> - User friendly procurement process - Supplier Support (SMMEs) and Specific Goals (LED) - complete - Subcontractor Support and upliftment of SMME's through procurement strategies – <i>in progress</i>

NO	MUNICIPAL PRIORITIES	MUNICIPAL GOALS	MUNICIPAL OBJECTIVES	KEY INSTITUTIONAL PROGRAMMES	STRATEGIC PROJECTS	SHORT TERM PROJECTS
		increased employment			Tourism and LED infrastructure	- Improve tourism and LED infrastructure such as signage and hawkers huts, business hubs - Support event development <i>in progress</i> - Resort establishment - Agricultural ward feasibility study- <i>in progress</i> - Agric indaba to promote access to markets
3	Revenue Enhancement	Ethical management of the Municipal financial resources supported by enhanced revenue generation and collection initiatives.	Improve revenue collection to 95% by 2027 Improve MIG expenditure to 85% by 2027 To increase new revenue streams by 5 % by 2027	Sustainable financial management framework (financial management, strategic budgeting, SCM, revenue, expenditure & payroll)	Reduction of the electrical losses and the recuperation of revenue	Auditing of meters Rectification of KVA meters to properties with high volume consumption. Accelerating installation of pre-paid smart meters.
					Implementation of Strategic Procurement Framework (SPF)	Adopt the SPF – May 2023 Communication and workshopping of SPF. Development and Compliance reporting on Procurement Plan emanating from the SPF.

NO	MUNICIPAL PRIORITIES	MUNICIPAL GOALS	MUNICIPAL OBJECTIVES	KEY INSTITUTIONAL PROGRAMMES	STRATEGIC PROJECTS	SHORT TERM PROJECTS
					Development and Implementation of Long-term Financial Management Framework (LTFMF)	Setting Minimum Service Standards at an organisational level Budgeting in accordance with established norms and prioritising municipal strategic projects
					Debt incentives and collection rates	Implementation of Debt Incentive Scheme Expanding Indigent Register for verified individuals Debt Collection through Legal and Disconnection Procedures
					Full expending of Capital Infrastructure programme budget	Procurement Plan • Advertisement of projects - by the end of the 3rd quarter of the preceding year. • Emergency sittings and finalisation of the bids by the relevant committees based on the circumstantial situation.

NO	MUNICIPAL PRIORITIES	MUNICIPAL GOALS	MUNICIPAL OBJECTIVES	KEY INSTITUTIONAL PROGRAMMES	STRATEGIC PROJECTS	SHORT TERM PROJECTS
						Appointment of service providers – by the end of the 4th quarter of the preceding year.
4	Improve Institutional Capability	Agile institutional capability fully responsive to the municipal's mandate supported by functional information, knowledge, and innovation management	To reduce turnover of technical skills by X% by 2027 To create a knowledge and innovation hub by 2024	Talent Management Framework	Review the organisational structure	Development of a business re-engineering plan in progress
				Business reengineering		
				Staff Morale		
5	Deepening of Democracy	Effective public participation contributing to a vibrant civil society thereby strengthening oversight and	To support the development of civil society organisations for effective public participation and oversight	Civil society capacity building programme	Improve Communication and marketing	Develop a new website- <i>complete</i>
				Stakeholder engagement and Social Facilitation Program	Strengthening of stakeholder engagement	Mapping and profiling all stakeholders Integrated planning in terms of stakeholder engagement- <i>in progress</i>

NO	MUNICIPAL PRIORITIES	MUNICIPAL GOALS	MUNICIPAL OBJECTIVES	KEY INSTITUTIONAL PROGRAMMES	STRATEGIC PROJECTS	SHORT TERM PROJECTS
		deepening local democracy	- To maintain the clean audit status - To strengthen the oversight function of Council by 2023			
6	Equity to Land and Sustainable Human Settlement	Equity to Land and Sustainable Human Settlement	To reduce the number of land invasion cases by 80 % by 2025 Unlock land for development for middle to lower income earners To reduce the number of NEMWA contraventions by 30 %	Land acquisition Plan Urban Redesign Plan Land parcels for low- & middle-income earners Environmental management framework Integrated waste management plan	Greening and beautification strategy to support Greenest Municipality Competition	Appoint service provider for development of greening, beautification, landscaping and management of public open spaces strategy
					Environmental Management Framework	Appoint a Service Provider for the development of the framework which will include: Climate Change strategy Energy Efficiency Programmes Disaster management plan in progress
					Land development and disposal	Create medium to high density zone within current residential areas service charges for developers Disposal of land policy and framework for Asset disposal policy
					Sterkspruit Urban Design Framework	Formalisation of surrounding Sterkspruit villages & formalisation of internal informal

NO	MUNICIPAL PRIORITIES	MUNICIPAL GOALS	MUNICIPAL OBJECTIVES	KEY INSTITUTIONAL PROGRAMMES	STRATEGIC PROJECTS	SHORT TERM PROJECTS
						settlements (Mountain view & Zwelitsha

8. Municipal Strategic Development Objectives

The detailed inputs, indicators and outputs will be contained in the SDBIP and score cards.

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
KPA 1: BASIC SERVICE DELIVERY										
TRAFFIC -BSD01	Traffic Services	Building of Drivers Licence Testing Centre (DLTC)	To improve access to testing of drivers and vehicle roadworthiness	To enhance revenue and ensure compliance of drivers and vehicles with traffic legislation	Building of DLTC in Sterkspruit	Phase 1 - Implementation - Construction of a Sterkspruit licensing centre.	Phase 2 – Implementation	Project Completion. <i>Target not met</i>	Operate and Maintain DLTC's <i>DLTC near completion</i>	Operate and Maintain DLTC's
						<i>The contractor was appointed on 01 June 2023.</i>	<i>Site established and cleared.</i>			
		Parking	Improved traffic flow in urban areas	To enhance revenue and ensure compliance of drivers and vehicles with traffic legislation	Increase in number of parking opportunities	Investigate and control of mobile parking meters	Acquire land for the development of parking bays in Sterkspruit	Implementation of parking control measures. <i>Target not part of the SDBIP</i>	Implementation of parking control measures. <i>Target not part of the SDBIP</i>	Implementation of parking control measures
						<i>Target not part of the SDBIP</i>	<i>Target not part of the SDBIP</i>			
ROAD S,STO RMM	Access roads	Build new access roads	Stimulation of the Rural economy	To upgrade roads,	To build 50 km of new access roads.	LG & New Rest Tienbank	LG & New Rest	Barkly East		

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
				stormwater, bridges and transport infrastructure	13 Km paved street and storm water channels – Lady Grey R 29 100 000 Resurface of existing paved roads and upgrading of storm water – Barkly East Town R 15 640 000 New Rest Paving R 17 683 000 Tienbank property access R 188 000	3km done in New Rest. In LG, 0 km done. Tender closed 19 April 2023 and contractor not appointed by 1 July. In Tienbank tender needs to be readvertised.	Barkly East			
							4 new projects were added in the adjustment budget.			
							LG paving 4 km			
							BE Paving 4 km			
							W 8 paving 3.4 km			
							W 10 paving 3.5 km			
		Maintenance of Roads in identified Wards as per the Council Approved Maintenance Schedule		To repair and maintain roads, stormwater, bridges and transport infrastructure	100% completion of Maintenance of roads as per the approved maintenance plan	100% completion of Maintenance of roads as per the approved maintenance plan 267.23% completed against the council approved maintenance plan.	100% completion of Maintenance of roads as per the approved maintenance plan.	100% completion of Maintenance of roads as per the approved maintenance plan. Target met	100% completion of Maintenance of roads as per the approved maintenance plan. Target met	100% completion of Maintenance of roads as per the approved maintenance plan
						Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
					No of potholes repaired	5883 potholes repaired				

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
		Licensing of borrow pits at different Wards.			Licensed borrow pits	Licence borrow pits	Licence borrow pits. <i>Target not met</i>	Finalisation of the application and process completion. <i>Target not met</i>		
						<i>The licencing of borrow pits at various wards has not been done</i>				
	Bridges	Build and maintain bridges	Build and maintain bridges		Construction of a pedestrian bridge between Esilindini and Frans (W12) R 5 101 214,42	Transwilger bridge		Pedestrian bridge. <i>Target changed to vehicle bridge</i>		
				To upgrade roads, stormwater, bridges and transport infrastructure	Renew Transwilger bridge R 1 880 000	<i>The Bridge was renewed and completed by 14 September 2022.</i>				
	Stormwater	Design and construct stormwater system	Prevention of flooding	To upgrade roads, stormwater, bridges and transport infrastructure	Lining, fencing and upgrading of primary storm water channel through Khwezi Naledi and upgrade of two motor bridges. R 11 640 000,00	Stormwater LG	Stormwater LG			
						<i>Target Not Met . The advert and appointment of the contractor was not done as it was discovered that an EIA should have been done</i>				

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	Road furniture	Installation of signage			Installation of different signage at different roads' network R 500 000	Target not met	Target not met	Service Provider appointed but did not deliver	Service Provider appointed but did not deliver	
INDOOR RECREATIONAL COOMUNITY FACILITIES - BSD03	Community Halls	Building and upgrade of halls	Upgrade of municipal facilities	To ensure effective management, construction, and maintenance of indoor recreational community facilities	Construct Hershel community Hall R 893 000	Construction of Herschel Hall			Hershel hall near completion. Barkly East Town hall not yet complete.	
					Renovate Barkly East Town Hall R 8 235 320,26	Renovate Barkly East Town Hall				
						BE Town Hall renovated but still finalising snags and furniture. Hershel Community Hall project had to be readvertised				
CEMETERIES AND BURIAL - BSD04	Cemeteries	Building of cemeteries	Development of Cemeteries	To ensure effective management, construction, and maintenance of cemeteries		BE Cemetry	Lady Grey and Herschel Cemetery Layout Plans. Target not met			
						Completed and operational by the 23 March 2023.				
						Lady Grey and Herschel Cemetery Layout Plans				
						Design only done				

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
SPORT FACILITIES -BSD05	Sport facilities	Building and upgrade of sport facilities	Upgrade and construction of municipal facilities	To ensure effective management and maintenance of sports facilities	Construction of Blue-Gums Sportsfield R 8 000 000	Blue Gums. <i>Target not met</i>	Kwezi Naledi	Upgrading of Rhodes sport field	Blue Gums near completion	
					Upgrading at Khwezi Naledi Stadium and fixing electricity 2 592 720,00	<i>EIA Completion was not achieved and ROD not acquired.</i>	Blue Gums	Kwezi naledi		
							<i>Blue Gums tender has gone out and at evaluation stage for construction. Kwezi Naledi not a target</i>	<i>Blue Gums near completion</i>		
					Upgrading of Rhodes sport field R 2 927 280,00					
LIBRARIES -BSD06	Library Services	Running of library services	Provision of Public Information(Libraries)	Average no of library visits per library quarterly		Quarterly reports on individual libraries regarding visits	Quarterly reports on individual libraries regarding visits. <i>Target met</i>	Quarterly reports on individual libraries regarding visits. <i>Target met</i>	Quarterly reports on individual libraries regarding visits. <i>Target met</i>	Quarterly reports on individual libraries regarding visits. <i>Target met</i>
						<i>4 Quarterly Reports on the Implementation of the SLA were submitted to DSRAC.</i>				

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
PARKS AND PUBLIC OPEN SPACES - BSD 07	Parks & open spaces	Maintain parks & open spaces	Maintenance of existing facilities	To build, manage and maintain Public Facilities and Amenities for the promotion of social cohesion	Maintain parks and public open spaces	Target met	Target met	Target met	Target met	
		Build parks	Upgrade of municipal facilities		Development of new parks			Target not met. No funding	Target not met. No funding	
	Cleansing	Grass cutting and street sweeping	Cleaning of streets, side walks and public open spaces		Sweeping of streets and grass cutting of side walks and public open spaces	Target met	Target met	Target met	Target met	
LICENSING AND CONTROL OF ANIMALS - BSD 08	Animal Control	Control of animals and management of pounds and commonage	Control of animals and management of pounds and commonage	To construct, control, manage and maintain animals in pounds, urban areas and on the commonage	Updating of animal register quarterly	R & M of pounds and commonage. Control of animals	R & M of pounds and commonage. Control of animals Target met	R & M of pounds and commonage. Control of animals Target met	R & M of pounds and commonage. Control of animals Target met	R & M of pounds and commonage. Control of animals Target met
						4 Quarterly reports on the updated stock register submitted to the standing committee.				
WASTE MANAGEMENT BSD09	Waste Management	5-year Integrated Waste Management Plan	Implementation of integrated waste management plan	To effectively manage the removal, processing, reduction and recycling of waste	Refuse removal and implementation of waste minimisation projects	Review of IWMP	Implementation of IWMP Projects	Implementation of IWMP Projects Review of IWMP going out on tender in Feb 2024	Implementation of IWMP Projects. Target met	Implementation of IWMP Projects
						Target not met.	Review of IWMP going out on tender in Feb 2024			

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
		Building of solid waste sites	Development of new infrastructure		Sterkspruit	Construction of Herschel Landfill site	Construction of Sterkspruit Landfill Site Project	Construction of Sterkspruit Landfill Site Project		
					Solid Waste Site	<i>The project was completed. The practical completion certificate was issued on the 5 Aug 2022.</i>	Construction of Rossouw SWS	Construction of Rhodes Transfer station		
					11 301 978,28		Rhodes transfer station			
					Herschel SWS 2 820 000,00	Upgrade LG Solid Waste Site	<i>Rossouw SWS complete.</i>			
						<i>Project not complete – lining of cells and installation of smart coil not done</i>				
					Upgrade LG Solid Waste Site 6 928 030,30					
						Rossouw SWS				

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
					Rhodes	<i>Development of a Solid Waste Site in Ward 5 - Rossouw has not been completed. Project percentage is at 95%</i>				
					Solid Waste Site					
					9 648 796,48	Rhodes SWS changed to transfer station				
						<i>Target Met . The preliminary designs were done.</i>				
					- Rossouw SWS 6 392 000,00					
					Construction of Transfer Station in Rhodes R 1700 000					
		Collection of refuse	To increase the percentage of households with basic refuse removal services or better	Percentage of households with basic refuse removal services or better	% Increase of household refuse collection. Target set at 15.94 % for 2022-2023 FY	Household refuse collection	Household refuse collection	Household refuse collection	Household refuse collection	Household refuse collection
						<i>15.94% target met.</i>				

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
FREE BASIC SERVICES – BSD10		% of households earning less than 2 state pensions per month with access to free basic services.	To increase the access to indigent services	% of households earning less than 2 state pensions per month with access to free basic services	% of households earning less than 2 state pensions per month with access to free basic services	1 annual report on % of households earning less than 2 state pensions per month with access to free basic services	1 annual report on % of households earning less than 2 state pensions per month with access to free basic service. <i>Target Met</i>	1 annual report on % of households earning less than 2 state pensions per month with access to free basic service. <i>Target Met</i>	1 annual report on % of households earning less than 2 state pensions per month with access to free basic service. <i>Target Met</i>	1 annual report on % of households earning less than 2 state pensions per month with access to free basic service. <i>Target Met</i>
						39% of households earning less than 2 state pension fund per month with access to free basic services was achieved.				
ELECTRICITY AND STREET LIGHTING BSD-11	Installation of High Mast and street Lights			To upgrade and maintain the existing electrical infrastructure to reduce losses, improve security and ensure compliance	New installation of High mast lights – in Villages (10) Rossouw, Tienbank, Mountain View, Herschel R 4 500 000	Project Completion				
	Electrical losses	% of electricity losses reduced to national norm of 8 %	Decrease in electrical losses	To maintain the existing electrical infrastructure through	% of electricity losses reduced to national norm of 8 %	Reduce electricity losses by 6%.	Reduce electricity losses by %.	Reduce electricity losses by %.	Reduce electricity losses by %.	Reduce electricity losses by %.

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
				replacement of outdated equipment and installation of new equipment to reduce losses and ensure compliance		<i>The reduction of electricity losses by 6% has not been achieved. Losses reduced by 3,44%.</i>				
	Household connections	Increase in % of households with access to electricity	To increase household access to electricity	To maintain the existing electrical infrastructure through replacement of outdated equipment and installation of new equipment to reduce losses and ensure compliance	1 Annual Report on the percentage of households with access to basic level of electricity.	85% of h/holds connected 84.1% connected	% reduction in electrical backlog <i>Target Met</i>	% reduction in electrical backlog <i>Target Met</i>	% reduction in electrical backlog <i>Target Met</i>	% reduction in electrical backlog
	Green Energy			To upgrade and maintain the existing electrical infrastructure to reduce losses, improve security and ensure compliance	Green energy for municipal offices		Phase 1 of implementation	Project completed <i>Target not met</i>		
KPA 2: LOCAL ECONOMIC DEVELOPMENT										
LED 01	LED	Growth of the economy	Implementing the LED and tourism strategy	To grow the local economy by 3 %	Tourism and Led strategy implementation	Annual implementation	Annual implementation <i>Target Met</i>	Annual implementation <i>Target Met</i>	Annual implementation. <i>Target Met</i>	Annual implementation

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
		Employment	Increase employment	To attract 2 main investments by 2027	To increase employment by X% by 2027	Annual implementation plan adopted				
				Number of jobs created through the LED initiatives including capital projects annually		Annual reports An average of 290 jobs were created during the 2022/2023 financial year	Annual reports. Target Met	Annual reports. Target Met	Annual reports. Target Met	Annual reports
				% of the municipal infrastructure capital projects in excess of R6 million, allocated to SMME's through sub contracting annually		Target Exceeded . 30.7% of the municipal infrastructure capital projects in excess of R6 million, were allocated to SMME's through sub contracting. annually	Annual reports. Target Met	Annual reports. Target Met	Annual reports. Target Met	Annual reports
KPA 3: LOCAL MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY										
SUPPLY CHAIN MANAGEMENT (ADMINISTRATION AND REPORTING) - MEMV01	Supply chain	Procurement	To increase procurement turnaround times	To implement the procurement plan	Percentage of the Implementation of the Municipal Institutional Procurement Plan on monthly basis	Monthly reports	Monthly reports	Monthly reports	Monthly reports	Monthly reports

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
ASSET MANAGEMENT - MFMV02	Asset Management	Asset Management	Monitoring of Municipal Assets	To ensure monitoring of Municipal Assets per Department	Perform the Annual Asset Count by June	Annual Asset Count report	Annual Asset Count report	Annual Asset Count report	Annual Asset Count report	Annual Asset Count report
			through regular asset checks and reporting	through regular asset checks and reporting		1 Annual Asset Count Performed				
FINANCIAL MANAGEMENT - MFMV03	Report on Financial viability as expressed by the ratios in the gazette by June 2022	Financial ratios	To ensure financial viability	Report on financial ratios	Annual Report on Financial viability as expressed by the ratios in the gazette by June	Annual Report on Financial viability as expressed by the ratios in the gazette by June	Annual Report on Financial viability as expressed by the ratios in the gazette by June <i>Target Met</i>	Annual Report on Financial viability as expressed by the ratios in the gazette by June. <i>Target Met</i>	Annual Report on Financial viability as expressed by the ratios in the gazette by June. <i>Target Met</i>	Annual Report on Financial viability as expressed by the ratios in the gazette by June
						<i>Target Met .</i>				
						1 Annual Report on Ratios was prepared and submitted to the Finance Standing Committee and Provincial Treasury.				
FINANCIAL MANAGEMENT - MFMV03	Valuations	Valuation rolls	Enhancing revenue	Expansion of Municipal Rates Base	Development of a 5 year valuation roll with supplementary rolls	1 Annual Supplementary	Development of a 5 year valuation roll	Supplementary rolls	Supplementary rolls	Supplementary rolls
						Valuation Roll compiled				
							<i>Tender advertised</i>			

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
						Target Not Met . The Annual Supplementary Valuation roll was not compiled.				
	Billing	Billing	Enhancing revenue	To expand and protect the municipal revenue base by providing accurate bills for services rendered	100% Correct billing of consumers with a 2% variance factor	100% correct billing of consumers with a 2 % variance factor <i>Target Met , Billing was 100%. The billing processes was performed based on actual readings no estimations were performed, the exception reports were performed and verified to ensure that no interim billing were performed.</i>	100% Correct billing of consumers with a 2% variance factor	100% Correct billing of consumers with a 2% variance factor	100% Correct billing of consumers with a 2% variance factor	100% Correct billing of consumers with a 2% variance factor
FINANCIAL MANAGEMENT - MEMV03	Revenue collection	Revenue collection	Ensuring Long Term Financial Sustainability	To expand and protect the municipal revenue base by providing	4 Quarterly Reports on the actual collected revenue rate	4 Quarterly Reports on the actual collected revenue rate	4 Quarterly Reports on the actual collected revenue rate <i>Target Met</i>	4 Quarterly Reports on the actual collected revenue rate <i>Target Met</i>	4 Quarterly Reports on the actual collected revenue rate. <i>Target Met</i>	4 Quarterly Reports on the actual collected revenue rate

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
FINANCIAL MANAGEMENT - MF/MV03				accurate bills for services rendered and collecting monies due to the municipality through the implementation of credit control mechanisms		Target Met. The quarterly reports on the actual revenue collected were submitted to the standing committee.				
	Unauthorised, irregular, fruitless and wasteful expenditure	Expenditure	To decrease Unauthorised, Irregular, Fruitless and Wasteful expenditure	Increased financial viability	Reporting of Unauthorised, Irregular, Fruitless and Wasteful expenditure and Minor Breaches by June	Reporting of Unauthorised, Irregular, Fruitless and Wasteful expenditure and Minor Breaches by June <i>Target Met. The quarterly reports on the UIFW Expenditure and minor breaches were submitted to the standing committee.</i>	Reporting of Unauthorised, Irregular, Fruitless and Wasteful expenditure and Minor Breaches by June. <i>Target Met</i>	Reporting of Unauthorised, Irregular, Fruitless and Wasteful expenditure and Minor Breaches by June. <i>Target Met</i>	Reporting of Unauthorised, Irregular, Fruitless and Wasteful expenditure and Minor Breaches by June. <i>Target Met</i>	Reporting of Unauthorised, Irregular, Fruitless and Wasteful expenditure and Minor Breaches by June
	AFS		To ensure good governance	Good governance	Compilation and submission of Legislatively Compliant AFS by 31 August	Compilation and submission of Legislatively Compliant AFS by 31 August <i>Target Met</i>	Compilation and submission of Legislatively Compliant AFS by 31 August. <i>Target Met</i>	Compilation and submission of Legislatively Compliant AFS by 31 August. <i>Target Met</i>	Compilation and submission of Legislatively Compliant AFS by 31 August	Compilation and submission of Legislatively Compliant AFS by 31 August

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
						Target Met . Compilation and submission of Legislatively Compliant AFS by 31 August 2022.				
	OPEX		To increase OPEX spending	Report on the % of operational budget actually spent with a variance of 5% by June	Report on 100 % Expenditure of the Operational Budget by the end of the financial year	Report on 100 % Expenditure of the Operational Budget by the end of the financial year	Report on 100 % Expenditure of the Operational Budget by the end of the financial year	Report on 100 % Expenditure of the Operational Budget by the end of the financial year	Report on 100 % Expenditure of the Operational Budget by the end of the financial year	Report on 100 % Expenditure of the Operational Budget by the end of the financial year
						Target Not Met . The municipality managed to spend 87% of its operational budget.				
FINANCIAL MANAGEMENT - MFIMV03	CAPEX Expenditure	Expenditure	To enhance CAPEX expenditure	Report on % Capital budget actually spent with a variance of 5% by June	Report on 100% Expenditure of the Capital Budget	Report on 100% Expenditure of the Capital Budget	Report on 100% Expenditure of the Capital Budget	Report on 100% Expenditure of the Capital Budget	Report on 100% Expenditure of the Capital Budget	Report on 100% Expenditure of the Capital Budget
						Target Not Met . The municipality managed to spend 46% of its capital budget.				
	Conditional grant expenditure		To enhance Grant expenditure	Report on % of Conditional grants received actually spent by June	12 Reports on 100% Expenditure on Conditional grants received	12 Reports on 100% Expenditure on Conditional grants received	12 Reports on 100% Expenditure on Conditional grants received	12 Reports on 100% Expenditure on Conditional grants received	12 Reports on 100% Expenditure on Conditional grants received	12 Reports on 100% Expenditure on Conditional grants received

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
						Target Not Met . The municipality managed to spend 79% of its conditional grant budget.				
BUDGET COMPILATION - MFMV04	Budgeting / Financial Management	Budgeting	To ensure that budgets are developed and reported on as per Treasury timeframes	Compliant, Sustainable and Responsive Budgeting & Financial Management	Compliance with the MFMA and MSA requirements regarding the adjustment budget and annual budget development and submission requirements	Compliance with the MFMA and MSA requirements regarding the adjustment budget and annual budget development and submission requirements Target Met. The budget was approved by Council on 31 May 2023.	Compliance with the MFMA and MSA requirements regarding the adjustment budget and annual budget development and submission requirements Target Met	Compliance with the MFMA and MSA requirements regarding the adjustment budget and annual budget development and submission requirements Target Met	Compliance with the MFMA and MSA requirements regarding the adjustment budget and annual budget development and submission requirements Target Met	Compliance with the MFMA and MSA requirements regarding the adjustment budget and annual budget development and submission requirements
REPORTING - MFMV05	Compliance with Treasury timeframes	Compliance	Compliance	Development and submission of S 71, S 52d and S 72 as per Treasury deadlines	Development and submission of S 71, S 52d and S 72 as per Treasury deadlines	Development and submission of S 71, S 52d and S 72 as per Treasury deadlines. Target Met.	Development and submission of S 71, S 52d and S 72 as per Treasury deadlines. Target Met.	Development and submission of S 71, S 52d and S 72 as per Treasury deadlines. Target Met.	Development and submission of S 71, S 52d and S 72 as per Treasury deadlines. Target Met.	Development and submission of S 71, S 52d and S 72 as per Treasury deadlines. Target Met.

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
						Target Met. 12 Monthly reports on s71 were developed and submitted to Treasury.				
IT - MFMV06	ICT	ICT Network and Systems	Improved and Secured Systems and Network Accessibility	"To ensure a continually secure, effective and efficient ICT service through implementation of ICT policies and plans and upgrading of ICT equipment"	Implementation of the council approved 5-year ICT Strategic Plan	Quarterly reports on the implementation of business processes on the ICT Strategic Plan	Quarterly reports on the implementation of business processes on the ICT Strategic Plan. Target Met.	Quarterly reports on the implementation of business processes on the ICT Strategic Plan. Target Met.	Quarterly reports on the implementation of business processes on the ICT Strategic Plan. Target Met.	Quarterly reports on the implementation of business processes on the ICT Strategic Plan
KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT										
SKILLS DEVELOPMENT - MTID01	Skills development	Skills development		To ensure implementation of the annually developed WSDP	Report on the % of a municipality's budget actually spent on implementing its workplace skills plan by June	Report on the % of a municipality's budget actually spent on implementing its workplace skills plan by June	Report on the % of a municipality's budget actually spent on implementing its workplace skills plan by June. Target Met.	Report on the % of a municipality's budget actually spent on implementing its workplace skills plan by June. Target Met.	Report on the % of a municipality's budget actually spent on implementing its workplace skills plan by June. Target Met.	Report on the % of a municipality's budget actually spent on implementing its workplace skills plan by June
			annual training report as legislated			Target Met . 44,11% spent during the FY under review.				

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
EMPLOYMENT EQUITY - MTID02	Recruitment and selection	Employment equity	To ensure that employment equity goals are met	To ensure that the EE plan is implemented	Report on number of people from employer equity target groups employed in the 3 highest levels of organogram in compliance with a municipal approved employment equity plan by June	Report on number of people from employer equity target groups employed in the 3 highest levels of organogram in compliance with a municipal approved employment equity plan by June <i>Target Met. 12 people were employed from the employment equity target groups employed in the 3 highest levels of organogram in compliance with a municipal approved employment equity plan by June</i>	Report on number of people from employer equity target groups employed in the 3 highest levels of organogram in compliance with a municipal approved employment equity plan by June	Report on number of people from employer equity target groups employed in the 3 highest levels of organogram in compliance with a municipal approved employment equity plan by June	Report on number of people from employer equity target groups employed in the 3 highest levels of organogram in compliance with a municipal approved employment equity plan by June	Report on number of people from employer equity target groups employed in the 3 highest levels of organogram in compliance with a municipal approved employment equity plan by June
RECRUITMENT, SELECTION AND	Organogram	Organogram	To develop and implement an appropriate organisational structure	To ensure that the Municipality has the capacity to	Implementation and reviewal of the Institutional Organogram by June	Implementation and reviewal of the Institutional Organogram by June	Implementation and reviewal of the Institutional Organogram by June	Implementation and reviewal of the Institutional Organogram by June	Implementation and reviewal of the Institutional Organogram by June	Implementation and reviewal of the Institutional Organogram by June

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
				implement its programmes and plans		<i>Target Met . The organogram was reviewed and approved by council on 31 May 2023.</i>				
OCCUPATIONAL HEALTH AND SAFETY - MTID04	OHS	OHS Plan	To ensure a safe working environment	To ensure that all Senqu buildings and staff adhere to and implement OHS legislation	% of OHS resolutions implemented annually	% of OHS resolutions implemented annually	% of OHS resolutions implemented annually. <i>Target Met.</i>	% of OHS resolutions implemented annually. <i>Target Met.</i>	% of OHS resolutions implemented annually. <i>Target Met.</i>	% of OHS resolutions implemented annually
						<i>Target exceeded. 80% of the OHS resolutions were tracked and implemented. The target exceeded by 10%</i>				
LOCAL LABOUR FORUM - MTID 05	Labour relations	LLF functionality	To improve relations between the employer and employee	To ensure implementation of LLF resolutions	Percentage (70%) of tracked LLF resolutions resolved	Percentage (70%) of tracked LLF resolutions resolved	Percentage (70%) of tracked LLF resolutions resolved	Percentage (70%) of tracked LLF resolutions resolved	Percentage (70%) of tracked LLF resolutions resolved	Percentage (70%) of tracked LLF resolutions resolved
						<i>Target Met .Labour achieved 100%</i>				

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
PERFORMANCE MANAGEMENT AND REPORTING - MTID 06	PMS	Performance management	To increase the performance of staff and management	To monitor and evaluate the performance of staff and management on an annual basis	Signing of Performance Agreements by the Municipal Manager and all Section 56 Managers by September					
					Signing of Performance Agreements by the Municipal Manager and all Section 56 Managers by September annually	Target Met . All 6 Performance Agreements were signed and submitted to COGTA on the 5th of Sept 2022	Signing of Performance Agreements by the Municipal Manager and all Section 56 Managers by September. Target Met.	Signing of Performance Agreements by the Municipal Manager and all Section 56 Managers by September. Target Met.	Signing of Performance Agreements by the Municipal Manager and all Section 56 Managers by September.. Target Met.	Signing of Performance Agreements by the Municipal Manager and all Section 56 Managers by September
					Signing of Performance agreements by the Managers with their respective Directors by September annually					
						Signing of Performance agreements by the Managers with their respective Directors by September annually. Target Met . Submissions were made by only 8 managers.	Signing of Performance agreements by the Managers with their respective Directors by September annually. Target Met.	Signing of Performance agreements by the Managers with their respective Directors by September annually. Target Met.	Signing of Performance agreements by the Managers with their respective Directors by September annually. Target Met.	Signing of Performance agreements by the Managers with their respective Directors by September annually

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
PERFORMANCE MANAGEMENT AND REPORTING - MTID 06	PMS	Performance management	To increase the performance of staff and management	To monitor and evaluate the performance of staff and management on an annual basis	Compilation of the Annual Performance Report and annual report (s46) by August	Compilation of the Annual Performance Report and annual report (s46) by August	Compilation of the Annual Performance Report and annual report (s46) by August. <i>Target Met.</i>	Compilation of the Annual Performance Report and annual report (s46) by August. <i>Target Met.</i>	Compilation of the Annual Performance Report and annual report (s46) by August.	Compilation of the Annual Performance Report and annual report (s46) by August
						<i>Target Met. The report was developed and submitted to AG on 31 AUGUST 2022</i>				
					Development and Tabling of the Service Delivery and Budget Implementation Plan by June	Development and Tabling of the Service Delivery and Budget Implementation Plan by June	Development and Tabling of the Service Delivery and Budget Implementation Plan by June. <i>Target Met.</i>	Development and Tabling of the Service Delivery and Budget Implementation Plan by June. <i>Target Met.</i>	Development and Tabling of the Service Delivery and Budget Implementation Plan by June. <i>Target Met.</i>	Development and Tabling of the Service Delivery and Budget Implementation Plan by June. <i>Target Met.</i>
						<i>Target Met. The SDBIP was approved by the Mayor on 28 June 2023</i>				
INTEGRATED DEVELOPMENT PLANNING -	IDP	IDP	To ensure participatory integrated planning and budgeting	To ensure participatory integrated planning and budgeting	Reviewal of the new 5 year IDP for 2022/27 by June	Reviewal of the new 5 year IDP for 2022/27 by June	Reviewal of the new 5 year IDP for 2022/27 by June	Reviewal of the new 5 year IDP for 2022/27 by June	Reviewal of the new 5 year IDP for 2022/27 by June. <i>Target Met. Reviewed and</i>	Reviewal of the new 5 year IDP for 2022/27 by June. <i>Target met , reviewed and</i>

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
						Target Met. The IDP was approved by Council in May 2022.	Target Met. The IDP was reviewed and approved by Council on 31 May 2023.	Target met. The IDP was reviewed and approved by Council in May 2024	adopted in May 2025	adopted by May 2026
KPA 5: PUBLIC PARTICIPATION & GOOD GOVERNANCE										
RISK AND FRAUD PREVENTION GGPP01	Risk and Fraud prevention	Risk and Fraud prevention	To decrease incidents of fraud and risk	Implementation of risk management and fraud prevention plans	Implementation of Risk management Committee Resolution by June	Implementation of Risk management Committee Resolution by June	Implementation of Risk management Committee Resolution by June. Target Met	Implementation of Risk management Committee Resolution by June. Target Met	Implementation of Risk management Committee Resolution by June. Target Met	Implementation of Risk management Committee Resolution by June
						Target not Met. 75% has been implemented, 25% not implemented.				
					Develop a Conflict of Interests Declaration Register for staff and Councillors by June	Develop a Conflict of Interests Declaration Register for staff and Councillors by June	Develop a Conflict of Interests Declaration Register for staff and Councillors by June. Target Met	Develop a Conflict of Interests Declaration Register for staff and Councillors by June. Target Met	Develop a Conflict of Interests Declaration Register for staff and Councillors by June. Target Met	Develop a Conflict of Interests Declaration Register for staff and Councillors by June. Target Met
						Target Met. The Development of the Conflict of				
						Interest Register has been developed.				

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
COMPLIANCE GGPP02	Compliance	Compliance	To decrease non-compliance incidents	Implementatio n of the compliance register	Implementation of the Compliance Register by June	Implementation of the Compliance Register by June	Implementation of the Compliance Register by June. <i>Target Met</i>	Implementation of the Compliance Register by June. <i>Target Met</i>	Implementation of the Compliance Register by June. <i>Target Met</i>	Implementation of the Compliance Register by June
						<i>Target Met. 100% implementation has been achieved.</i>				
OVERSIGHT - GGPP03	Oversight	Audit committee	To increase compliance	Increase in compliance	Implementation of the Audit Committee Resolutions by June	Implementation of the Audit Committee Resolutions by June	Implementation of the Audit Committee Resolutions by June. <i>Target Met</i>	Implementation of the Audit Committee Resolutions by June. <i>Target Met</i>	Implementation of the Audit Committee Resolutions by June. <i>Target Met</i>	Implementation of the Audit Committee Resolutions by June
						<i>Target Met . 100% tracked resolutions implemented.</i>				
		MPAC			Implementation of the Municipal Public Accounts Committee Resolutions by June	Implementation of the Municipal Public Accounts Committee Resolutions by June	Implementation of the Municipal Public Accounts Committee Resolutions by June. <i>Target Met</i>	Implementation of the Municipal Public Accounts Committee Resolutions by June. <i>Target Met</i>	Implementation of the Municipal Public Accounts Committee Resolutions by June. <i>Target Met</i>	Implementation of the Municipal Public Accounts Committee Resolutions by June
						<i>Target Met. 100% of tracked MPAC resolutions implemented was achieved.</i>				

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
		Exco			Number of Council/Exco/ Management resolutions tracked by June	Number of Council/Exco/ Management resolutions tracked by June	Number of Council/Exco/ Management resolutions tracked by June. <i>Target Met</i>	Number of Council/Exco/ Management resolutions tracked by June. <i>Target Met</i>	Number of Council/Exco/ Management resolutions tracked by June. <i>Target Met</i>	Number of Council/Exco/ Management resolutions tracked by June
						<i>Target Met . All Exco Resolutions were tracked and reports developed.</i>				
		SEM			Implementation of the Senior Executive Management Resolutions by June	Implementation of the Senior Executive Management Resolutions by June	Implementation of the Senior Executive Management Resolutions by June <i>100% of the tracked resolutions for 2023-2024 were implemented.</i>	Implementation of the Senior Executive Management Resolutions by June. <i>Target Met</i>	Implementation of the Senior Executive Management Resolutions by June. <i>Target Met</i>	Implementation of the Senior Executive Management Resolutions by June
						<i>57 resolutions taken and 48 implemented. 84% of resolutions implemented</i>				
COMMUNICATIONS, MARKETING, CUSTOMER CARE & PUBLIC PARTICIPATION	Public participation	Wards	To ensure effective functioning of public participation structures	To ensure that the public are involved in municipal planning	Number of Ward Committee engagements/ interactions/suppor t by June	Number of Ward Committee engagements/ interactions/suppor t by June	Number of Ward Committee engagements/ interactions/suppor t by June. <i>Target Met</i>	Number of Ward Committee engagements/ interactions/suppor t by June. <i>Target Met</i>	Number of Ward Committee engagements/ interactions/suppor t by June. <i>Target Met</i>	Number of Ward Committee engagements/ interactions/suppor t by June
						<i>Target Met. 4 Quarterly reports were submitted</i>				

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
		Mayoral engagements			% tracking of municipal war room resolutions	% tracking of municipal war room resolutions	% tracking of municipal war room resolutions	% tracking of municipal war room resolutions	% tracking of municipal war room resolutions	% tracking of municipal war room resolutions
	Customer complaints	Complaint system	To ensure that service delivery issues are attended too	To improve service delivery	Percentage of issues resolved from the Municipal Customer Care Complaints register and Presidential Hotline within 7 days by June	Percentage of issues resolved from the Municipal Customer Care Complaints register and Presidential Hotline within 7 days by June	Percentage of issues resolved from the Municipal Customer Care Complaints register and Presidential Hotline within 7 days by June <i>Target met</i>	Percentage of issues resolved from the Municipal Customer Care Complaints register and Presidential Hotline within 7 days by June <i>Target met</i>	Percentage of issues resolved from the Municipal Customer Care Complaints register and Presidential Hotline within 7 days by June <i>Target met</i>	Percentage of issues resolved from the Municipal Customer Care Complaints register and Presidential Hotline within 7 days by June <i>Target met</i>
						<i>Target Met. 100% of issues disseminated from the Municipal Customer Care Complaints register within 3 days was achieved.</i>				
	Communication	Communication	To deepen democracy	To increase public involvement in municipal affairs	Implementation of the communication strategy	Implementation of the communication strategy	Implementation of the communication strategy. <i>100% of the communication action plan for 2023-2024 were implemented.</i>	Implementation of the communication strategy. <i>Target met</i>	Implementation of the communication strategy <i>Target met</i>	Implementation of the communication strategy
						<i>Target Not Met. No evidence of 62 targets set of which 8 was not implemented. 87% implemented was provided</i>				

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
MAINSTREAMING - GGPP05	HIV/Aids	HIV/Aids	To mainstream HIV/Aids into all municipal programmes	To mainstream HIV/Aids into all municipal programmes	Implementation of the HIV/Aids Strategy and plan by June	Implementation of the HIV/Aids Strategy and plan by June	Implementation of the HIV/Aids Strategy and plan by June. <i>Target Met.</i>	Implementation of the HIV/Aids Strategy and plan by June. <i>Target Met.</i>	Implementation of the HIV/Aids Strategy and plan by June. <i>Target Met.</i>	Implementation of the HIV/Aids Strategy and plan by June.
						<i>Target Met. 100% Approval of the implementation plan and 4 reports on the Implementation of the HIV/Aids Strategy and plan by June 2023 was achieved.</i>				
	SPU	SPU	To mainstream SPU	Mainstream SPU	Implementation of the SPU Activity Plan by June	Implementation of the SPU Activity Plan by June	Implementation of the SPU Activity Plan by June. <i>Target Met.</i>	Implementation of the SPU Activity Plan by June. <i>Target Met.</i>	Implementation of the SPU Activity Plan by June. <i>Target Met.</i>	Implementation of the SPU Activity Plan by June.
						<i>Target Met. The implementation of the SPU Activity Plan was approved by the Council on the 31 May 2023.</i>				
KPA 6: SPATIAL RATIONALE AND ENVIRONMENTAL MANAGEMENT										
E&SM 01 Environment	Environment	Protection of assets	To ensure the protection of natural assets	Protection of natural resources programme	Drafting of environmental management framework		Development of Environmental Management framework	Implementation of the framework <i>Target not met. Tender re-issued and awarded</i>	Implementation of the framework <i>Target not met. Framework adopted and changed to a plan</i>	Implementation of the framework
							<i>Tender issued but not awarded</i>			

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
E&SM 02 Spatial Planning	Settlement Development	Ensure sustainable human settlements	Develop and maintain urban areas to attract investors and residents	To develop and maintain urban centres to attract and keep investors to the municipality	Implementation of a credible and SPLUMA compliant SDF	Develop an SDF	Implement SDF (Rhodes Urban Design Framework) <i>Target not met. Project not funded</i>	Implement SDF (Flood line assessment study for Lady Grey) <i>Target not met. Project not funded</i>	Implement SDF (Development of Neighbourhood nodes) <i>Target not met. Project not funded</i>	
						<i>Target Met. Senqu Spatial Development framework was adopted by Council on the 17th January 2023.</i>				
			Develop and maintain urban areas to attract investors and residents	To develop and maintain urban centres to attract and keep investors to the municipality	Formalised settlements and providing access to land	Township Establishment for Lady Grey settlement	Formalisation of Mountainview and Zwelitsha	Formalisation of Mountainview and Zwelitsha	Formalisation of Mountainview and Zwelitsha	Formalisation of Mountainview and Zwelitsha.
						<i>Target Not Met . Submission of application to the Municipal Planning Tribunal was not done</i>				
			Develop and maintain urban areas to attract investors and residents	To develop and maintain urban centres to attract and keep investors	Expansion of the Sterkspruit town	Consultations with Traditional leaders, DALRRD and community members	Formalisation of villages (Professional studies and Town planning applications)	Formalisation of villages (Professional studies and Town planning applications)	Formalisation of villages (Professional studies and Town planning applications)	Formalisation of villages (Professional studies and Town planning applications)

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
				to the municipality		Target Not Met . The MOU between the Municipality and the Tribal Authorities has not been signed	Target not met. Project not funded	Target not met. Project not funded	Target not met. Project not funded	
			Develop and maintain urban areas to attract investors and residents	To develop and maintain urban centres to attract and keep investors to the municipality	Preservation of agricultural land	Densification of residential areas in Lady Grey and Barkly East through SDF. Target met. SDF reviewed and adopted with densification recommendation				
E& SM 03 Planning Tribunal	Land tribunal	To ensure compliance with legislation	Develop and maintain urban areas to attract investors and residents	To develop and maintain urban centres to attract and keep investors to the municipality	Efficiency in approving land development applications	Call for nominations for tribunal members	Establishment single tribunal Target not met. Project not funded	Operational MPT Target not met. Project not funded	Operational MPT Target not met. Project not funded	Operational MPT
						Target Not Met . Notice of withdrawal from the District was not done				
E&SM 04 Property management	Property management	Property management	Develop and maintain urban areas to attract investors and residents	To develop and maintain urban centres to attract and keep investors to the municipality	Revenue generation through proper management of investment properties	Finalisation of the transfer of public works properties to enhance the Investment properties portfolio	A defined investment properties portfolio with clear properties register.	Draw up lease agreements for all investment properties	Managing lease agreements	

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
						Target Not Met . The facilitation of the transfer of public works and rural Development properties has not taken place.				
E & SM 05 Land use	SPLUMA	SPLUMA	Develop and maintain urban areas to attract investors and residents	To develop and maintain urban centres to attract and keep investors to the municipality	Efficient and enforceable SPLUMA Bylaw	Research and consultations with the JGDM	Develop service charges (tariffs) Target met			
					SPLUMA compliance	Process land use applications through MPT and AO as per SPLUM Bylaw timeframes Target met	Process land use applications through MPT and AO as per SPLUM Bylaw timeframes Target met.	Process land use applications through MPT and AO as per SPLUM Bylaw timeframes Target met	Process land use applications through MPT and AO as per SPLUM Bylaw timeframes. Target not met as new members of the District tribunal are not gazetted	
E & SM 06 GIS	GIS	GIS	Develop and maintain urban areas to attract investors and residents	To develop and maintain urban centres to attract and keep investors to the municipality	Integrated GIS for the effectiveness of the municipality		Development of an integrated system Target not met as insufficient funds	Training on GIS	Maintenance of GIS	Maintenance of GIS

Focus area and IDP No	Power And function	Priority areas	Strategic Goal	Strategic Objective	5 year Target	Annual target				
						2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
EE & SM 07 HOUSING	Housing	Title deed transfer	To improve access to secure land tenure	Improved land tenure	Develop and maintain urban areas to attract investors and residents	To develop and maintain urban centres to attract and keep investors to the municipality	Provide title deeds for areas with outstanding title deeds <i>Target Not Met . Pre-conveyancing applications for Lady Grey and Herchel was not done.</i>		Amendment of general plans	
						<i>Target Met. All 4 quarterly reports were submitted to the standing committee.</i>				
						<i>Target Not Met . Pre-conveyancing applications for Lady Grey and Herchel was not done.</i>				

Capital Municipal projects 2022 - 2026

No	Item	Progress
Traffic		
1	Driving Licence and Testing Centre Sterkspruit	85 % complete. Handover June 2026
Community Halls		
2	Herschel Community Hall	80 % in 25/26. Handover in April 26
3	Renovations (Barkly East Town Hall)	90 % in 25/26. Handover in April 26
Cemeteries		

No	Item	Progress
4	Construction of New Cemetery in Barkly East	Completed in 2023. Handed over to user department
5	Fencing of existing cemeteries at Joveleni, Hinana and Voyizana	Going out for procurement. Tender for construction. June 2026
6	Lady Grey and Herschel Cemetery Layout Plans (EIA) (W13 & 14)	Collapsed due to the stoppage of the panel of consultants due to changes in legislation
Sportsfields		
7	Construction of Blue-Gums Sportsfield	Completion is at 90 %. Handover planned for March 2026
8	Construction of Animal Pound in Lady Grey	Pound completed in 2022. Additional scope in 2024 for DEDEA compliance
9	Barkly East & Lady Grey Boundary Fence	
Solid waste Sites and cleansing		
10	Solid Waste Site – Sterkspruit	Trying to acquire land in agreement with the community
11	Solid Waste Site – Herschel	Complete and handed over to end user
12	Upgrade LG Solid Waste Site	Complete and handed over to end user in 2023.
13	Solid Waste Site – Rhodes. Changed to a transfer station	Delayed by rezoning and then must go to procurement
14	Solid Waste Site – Rossouw	At 95 % completion . Electricity needs to be connected and is scheduled to be undertaken by the panel of consultants to be appointed
15	Upgrade Electric Fencing	
16	Change Rooms - LG	Complete and handed over November 2024
Access Roads		
17	Tienbank-Access to Property (180 Properties)	Done 110 access points. Outstanding 70 due to bankruptcy of the consultant
18	Construction of interlock paved streets in Khewzi Naledi (Steve Tswete) W 14 Phase 1	Phase 1, 6 km at practical completion. Handed over on 17 February 2026
19	New Rest Construction – Paving	PMO in the process of reviewing the design
20	Rehabilitation of Roads & Stormwater in Mokhesi Ward 8 (3.5km)	Completion estimated in June 2026
21	Rehabilitation of Roads & Stormwater in Ward 10 (3.4km)	Completion estimated in September 2026

No	Item	Progress
22	Rehabilitation of Roads & Stormwater in Lady Grey Ward 14 (4.1km)	Site establishment. Work at 10 %. Completion date 27/28 FY
23	Rehabilitation of Roads & Stormwater in Barkly East Ward 15 & 16 (3.8km)	Finish June 2026
24	Reconstruction of 4,5 km gravel roads and stormwater channels in Zava Mdlakovana and Thaba Kolo (Ward 13)	Completed in March 2025
25	Reconstruction of Roads-KwaNtoyi, Zwelitsha - Ward 12 (5km)	Completed in November 2024
26	Reconstruction of Roads-Ntabamhlophe - Ward 05 (6km)	Completed in December 2024
27	Repairing of 4,5 km gravel roads and stormwater channels in Ward 9: Jovelani Hinana and Voyizana	Ongoing , 55 %. Completed March 2026
28	Repairing of 5.2 km gravel roads and stormwater channels in Ward 1: Ndofera Bikizana and Mboho	Ongoing, 65 %. Completed March 2026
29	Repairing of 6 km gravel roads and stormwater channels in Ward 17: Sunduza Bensonvale, Jozana nek	Ongoing, 72 %. Completion March 2026
30	Lepota village 3 km reconstruction W 9	Completed in 23/24
31	(1.3km) new road Lepota	Completed in March 2024
32	Upper Tele, Mabele W3 (3 km)	Completed in February 2024
Bridges		
33	Construction of a pedestrian bridge between Esilindini and Frans (W12)	Going for tender to panel of consultants
34	Renew -Transwiler Bridge	Complete 2022
Electricity		
35	High Mast Lights for Newrest	Set for 26/27 financial year
36	DOE Projects - Pre Engineering Costs - Rural Connections (Sterkspruit)	Complete in Mt View and Zwelitsha
37	Pre-Paid Electricity Meters	Not complete. Busy with RT 29 to procure

No	Item	Progress
38	Backup generator for Barkly East traffic and hall	Deferred to 26/27 for additional budget as a feasibility study indicated that additional resources were required to ensure that 2 generators could be procured to provide backup power supply.
39	Power Backup System for main office, LG	Deferred to 26/27 for additional budget as a feasibility study indicated that additional resources were required to ensure that all municipal buildings would be powered up – Fleet bay, Tourism, Main office and Technical services.
40	Ward 16 Reroute of LV Overhead Line with Street Lights for Lulama Location	Investigation complete but budget required for completion of project
41	Auto reclosers and metering Transformers.	Complete
42	Commissioning and installation of breaker	Description changed and moved to operational for overhead line reticulation. Ongoing
43	DOE Projects - Electrification of Households at Mountain View Ward 10	Not complete. Waiting to procure smart meters
Storm water		
44	Lining, fencing and upgrading of primary storm water channel through Khwez Naledi and upgrade of two motor bridges.	Set for 26/27 financial year
Municipal buildings and plant		
45	Construction of Change rooms - Lady Grey	Completed in November 2023
46	Specialised vehicles plants	Ongoing
47	Construction of Fleet Bay-Sterkspruit	Going to panel of consultants' 26/27
48	Renovation of the Mayoral House	Investigating purchasing new house as the cost of renovation is more than the value of the house.
49	Renovation of the MM's House	Combined with Mayors house to look at purchasing new house
50	Purchase of Grazing Land	Preliminary proposals have been received and being evaluated

9. Municipal Capital projects and capital plan and summary of operational budget

Projects	FY 2026/27	FY +1 2027/28	FY +2 2027/28
Acquisition costs: (W) Head Office	119,162.93	120,306.68	125,969.27
AFS: (W) Head Office	491,912.83	568,458.51	586,649.19
Asset Register: (W) Head Office	117,272.95	115,616.86	122,836.60
Billing: (W) Head Office	659,520.98	481,501.08	496,909.11
Budgets: (W) Head Office	195,364.33	202,592.81	209,075.78
Bursary Assistance	110,877.48	117,645.71	122,690.37
Customer Records: (W) 10	64,066.74	63,763.11	65,803.53
Debt Collection: (W) Head Office	331,248.77	253,291.65	261,396.99
FMG: (W) Head Office	955,068.80	955,150.85	955,220.79
General Valuation: (W) Head Office	717,585.86	649,875.07	556,028.20
IT Comp Cost: (W) Head Office	6,111,271.19	6,054,392.88	6,248,133.45
IT GovFramework: (W) Head Office	3,961.82	3,943.04	4,069.22
mSCOA Implement:(W)Head Office	837,917.79	870,779.19	898,644.12
Preparation of VAT reviews/ returns	845,930.02	870,939.67	902,009.74
Revenue Enhancement Project	187,917.07	187,026.47	193,011.31
Stores: (W) Head Office	52,018.88	53,292.87	54,545.32
Supplier Perf : (W) Head Office	49,430.62	49,196.35	50,770.63
Sustainable FM Framework	824,069.62	852,301.64	882,775.29
Barkly East Weigh Bridge: (W) 16	370,014.66	147,015.40	124,572.23
Calibration and Camera VTS	227,016.18	32,703.66	33,750.18
Fencing Commonage	33,302.19	34,635.85	35,744.20
Grass Cutting Services: (W) ALL	70,000.00	49,000.00	19,600.00
Integrated Waste Management Services	73,672.74	73,672.74	81,040.02
Lady Grey and Herschel Cemeteries	550,000.00	-	-
Lady Grey Weigh Bridge: (W) 14	101,525.27	105,752.77	105,752.77
Library : (W) Head Office	362,943.09	386,346.78	398,709.88
National Clean Up Week: (W) All	-	480.79	504.83
Other_Expenditure_Payroll Project	1,884.53	1,875.60	1,935.62

Projects	FY 2026/27	FY +1 2027/28	FY +2 2027/28
Solid Waste Removal Rural: (W) All	189,001.57	377,950.95	396,452.53
Solid Waste Site SS: (W) 10	171,906.25	178,790.65	187,730.19
Waste Man Awareness: (W) ALL	53,278.70	51,780.95	54,027.23
Waste Removal in BE: (W) 16	842,745.27	865,408.08	893,239.73
Waste Removal in Herschell: (W) 13	50,377.53	48,847.74	50,472.41
Waste Removal in LG: (W) 14	836,549.09	801,269.22	827,107.83
Waste Removal in RH: (W) 15	116,846.87	110,546.42	114,108.38
Waste Removal in Rossouw: (W) 5	2,216.50	2,205.99	2,276.58
Waste Removal in SS: (W) 10	861,044.85	962,188.42	994,018.30
Automation of HR Processes	1,431,280.00	1,685,184.00	1,739,109.89
Bursary Assistance	70,824.30	63,741.87	50,993.50
By-Laws: (W) Head Office	8,180.83	8,142.06	8,402.61
Childrens Programmes: (W)	77,161.04	85,754.44	88,498.58
Council Support: (W)Head Office	423,398.42	438,955.56	453,002.14
Disabled Program: (W) All	143,277.91	186,269.77	192,230.41
EAP: (W) Head Office	236,774.10	479,386.32	494,726.69
Elderly Persons Prog: (W) All	125,598.03	174,785.06	180,378.18
HIV/Aids Programs	195,512.10	225,935.39	233,165.32
HR SUPPORT (W) Head Office	1,032,098.31	1,017,597.85	1,169,552.28
Individual Performance: (W)Head Office	480,922.62	577,107.15	692,528.58
Integrated Fire Services	477,580.60	496,706.47	512,601.07
Legal Services: (W)Head Office	4,251,679.95	3,659,987.82	3,777,107.43
OHS: (W) Head Office	924,379.93	816,722.95	842,858.08
OPEX_Document Storage	268,912.88	322,695.46	412,331.39
Performance Management: (W)Head Office	1,515.55	1,576.25	1,626.69
Public Part: (W)Head Office	643,059.91	611,299.46	630,861.04
Recruitment costs	248,168.54	255,613.60	263,282.00
Secreteriat Support: (W)Head Office	113,186.99	117,719.84	121,486.87

Projects	FY 2026/27	FY +1 2027/28	FY +2 2027/28
Security Serv: (W)Head Office	8,029,292.87	10,367,824.42	10,699,594.80
Social cohesion	10,542.57	10,492.60	10,828.37
Talent Management	259,999.95	272,999.95	286,649.95
Ward Committees: (W) All	3,725,229.95	4,271,251.17	4,407,931.21
Youth Development: (W) All;	140,000.00	147,000.00	151,410.00
Agricultural Indaba: (W) All	171,802.34	149,734.39	154,525.89
Formalisation of internal informal settlements (Mountain view & Zwelitsha)	516,152.77	420,987.11	209,495.96
Formalisation of surrounding Sterkspruit villages	121,830.32	157,870.17	78,560.98
GIS: (W) Head Office	3,230.00	3,553.00	3,553.00
Housing - Human Settlements	1,347,992.49	1,332,382.67	342,873.65
IDP Preparation: (W) All	762,226.37	537,860.91	485,241.43
Land Use Management (W) All	1,046,247.72	773,597.49	625,607.09
LED (Tourism Event and SMME support)	1,649,665.05	1,710,702.66	1,765,445.14
LED Support: (W) All	1,043,839.60	1,189,647.41	1,189,647.41
LED Training: (W) Head Office	53,725.32	53,470.70	55,181.76
Resort maintenance & development	87,567.87	114,267.12	117,923.66
SMME Development: (W) All	191,333.30	397,940.76	410,674.86
SPLUMA: (W) All	-	430,403.37	444,176.28
Sterkspruit Development Business Plan	265,562.04	-	-
Street Signs: All Wards	54,211.93	55,838.29	57,513.43
Tourism Associations Support (W) All	106,769.62	158,636.39	163,712.75
Tourism Indaba:(W)Head Office	125,742.53	62,573.30	64,575.65
Tourism Marketing: (W) All	78,184.73	78,892.67	81,417.24
Tourism Support: (W) All	177,137.08	228,198.50	241,436.62
Bursary Assistance	2,344,624.29	1,875,699.43	1,500,559.55
Communication: (W) All	771,524.82	640,127.67	660,611.75
Fraud Prevention Awareness	26,809.44	27,883.09	28,775.34
Initiation Form(W) All	95,731.42	81,501.63	56,187.62

Projects	FY 2026/27	FY +1 2027/28	FY +2 2027/28
Internal Audit Software (W) Head Office	-	191,471.09	403,998.16
Internal Audit Support: (W) Head Office	618,547.32	639,727.02	660,198.29
Mayors' events	367,818.80	274,556.69	283,342.51
MPAC: (W) Head Office	150,083.24	140,102.84	144,586.13
Oversight Roadshow	10,863.93	11,299.00	11,660.57
Project Management Consultant	694,197.30	711,552.23	734,321.90
Sitting Allowance_ Traditional Leaders	149,437.28	179,324.73	215,189.68
Speakers' events	306,515.67	274,556.69	283,342.51
Strat Session: (W)Head Office	784,947.73	768,604.65	795,073.78
Website Development	68,382.23	71,120.76	73,396.63
Youth Empowerment: (W) All	1,420,635.60	1,377,258.25	1,425,123.98
Fleet Manage: (W) Head Office	3,477,870.57	3,577,102.86	3,691,570.15
PMU Assistance: (W) Head Office	133,777.87	139,135.33	143,587.66
Replace Street lights: (W) 10	255,923.12	305,271.17	318,239.84
Replace Street lights: (W) 14	229,362.94	254,845.56	266,200.61
Replace Street lights: (W) 16	229,008.22	275,805.10	287,830.86
Replacement of MV Overhead Line Tar Poles on infrastructure	304,630.03	316,829.67	326,968.22
Training	6,639,732.00	7,317,146.92	7,475,210.83

3 Yr capital Plan

ITEM	2026/27	2027/28	2028/29
MUNICIPAL			
Computers - software & programming	R 1,750,224.26	R 830,134.56	R 856,698.86
Laptops & IT Equipment	R 30,715.00	R 15,357.50	-
Automation of HR Processes	R 250,000.00		
Communication Equipment	R 100,000.00	R 40,000.00	R 16,000.00
Construction of Fleet Bay-Sterkspruit	2 000 000		

ITEM	2026/27	2027/28	2028/29
Furniture & Office Equipment	R 114,636.71	R 102,814.57	R 79,063.00
Power Backup System	R 257,169.00	-	-
Purchase of Grazing Land	R 3,000,000.00		-
Tools & Equipment	R 239,170.10	-	-
Barkly East & Lady Grey Boundary Fence	R 278,804.00	R 167,282.40	R 83,641.20
SPORTS FIELDS			
Construction of Blue-Gums Sportsfield	R6,000,000.00	R9,000,000.00	-
ROADS			
Driving Licence and Testing Centre Sterkspruit	R4,800,000.00	-	-
Lining, fencing and upgrading of primary storm water channel through Khwezi Naledi and upgrade of two motor bridges. W 14	R1,832,553.04	R8,000,000.00	R10,000,000.00
New Rest Construction – Paving W 8	R21,060,688.70	R10,000,000.00	R2,181,671.40
Rehabilitation of Roads & Stormwater in Barkly East Ward 15 & 16	R7,688,708.60	-	-
Rehabilitation of Roads & Stormwater in Lady Grey Ward 14	R9,500,000.00	R23,072,610.00	-
Rehabilitation of Roads & Stormwater in Mokhesi Ward 8	R3,249,278.46	-	-
Rehabilitation of Roads & Stormwater in Ward 10	R5,500,000.00		-
Construction of 3km Paved Road with Motorway Bridge Esilindini to Frans Ward 12	R800,000.00	R5,581,043.48	R11,926,893.82
CEMETRIES			
Lady Grey and Herschel Cemeteries	R0.00	R0.00	R7,500,000.00
ELECTRICITY			
Electrification of Households at Lulama Village Ward 16	R0.00	R4,526,956.52	R4,732,173.91

ITEM	2026/27	2027/28	2028/29
Installation of 2 High Mast Lights in Ward 10 (Zwelitsha & Mountain View)	R2,215,986.09	R0.00	R0.00
Installation of 2 High Mast Lights in Ward 13 - Herschel	R2,215,986.09	R0.00	R0.00
Installation of 2 High Mast Lights in Ward 15 - Rhodes	R2,215,986.09	R0.00	R0.00
Installation of 3 High Mast Lights in Ward 16 (Boysi Nondala & Rossouw)	R3,313,678.26	R0.00	R0.00
Installation of 3 High Mast Lights in Ward 8 (New Rest & Mokhesi)	R3,313,678.26	R0.00	R0.00
Pre-Paid Electricity Meters	R3,000,000.00	R3,000,000.00	R3,000,000.00
FLEET			
Yellow Fleet	R20,000,000.00		
Specialised Vehicles	R3,234,139.13	R3,300,000.00	R3,300,000.00
COMMUNITY HALLS			
Renovations (Barkly East Town Hall)	R 4,500,000.00	-	-
SOLID WASTE SITES			
Construction of Sterkspruit Solid Waste Site	R800,000.00	R7,700,000.00	R10,000,000.00
Construction of Transfer Station in Rhodes	R1,500,000.00	R2,500,000.00	
Electrification of Rossouw Solid Waste Site	R3,200,000.00		

REPAIRS & MAINTENANCE

Item	2026/27	2027/28	2028/29
R&M_Equipment	69,677.73	55,478.00	57,253.30
R&M_Libraries	320,874.27	319,353.54	329,572.85
R&M Landfill sites : (W) All	169,172.09	200,126.25	208,435.65
R&M Pound : (W) 14	80,175.86	91,612.54	94,544.14
R&M Sportsfield (W) 10;Contr	12,397.02	34,481.51	36,205.59
R&M Sportsfield (W) 10;Inven	125,638.87	12,338.26	12,955.18

R&M Sportsfield (W) 15;Contr	33,524.26	12,338.26	12,955.18
R&M Sportsfield (W) 15;Inven	12,397.02	186,671.97	34,481.51
R&M: Sportsfields (W) 13	44,055.25	10,481.08	93,335.99
R&M: Sportsfields (W) 2	47,258.96	48,750.85	135,174.52
R&M_ Cemeteries: (W) ALL	1,224,882.13	1,264,174.88	1,304,628.48
R&M_Equipment	37,515.76	62,229.94	64,221.29
R&M_Halls: (W) All	627,382.77	792,918.10	818,291.48
R&M_Other assets	208,016.27	408,347.86	421,415.00
R&M_Parks : (W) All	16,484.80	17,144.98	17,693.62
R&M_Sportsfield (W14)	61,521.96	62,441.51	65,057.34
R&M_Tools & Equip_5301 : (W) All	876,185.98	922,808.65	952,338.53
R&M_Vehicles_5502: (W) Head Office	1,531,654.39	1,128,451.87	1,164,562.33
R&M_Buildings: (W) Head Office	1,914,500.57	2,436,484.13	2,514,451.62
R&M_Furn & Equip: (W) Head Office	23,130.08	24,056.38	24,826.19
R&M_Other assets	93,265.09	125,763.95	129,788.39
R&M_Other assets	54,367.24	14,299.15	14,756.72
R&M_Investment Properties	51,879.40	57,067.34	62,774.07
R&M_Other assets	39,945.40	39,756.09	41,028.28
R&M_Other assets	18,908.60	23,523.74	24,276.49
R&M Taxi Rank Ward 10	15,375.50	15,731.62	16,235.03
R&M Public Toilets Ward 10	14,759.81	15,118.85	15,602.65
R&M: Public toilets: LG and BE	14,952.41	15,310.54	15,800.47
R&M_4600: Unplanned Maintenance	25,798.09	26,831.24	27,689.84
R&M_Bridges_ All Wards	3,705.74	3,854.14	3,977.48
R&M_Electricity Store: (W)	156,997.67	163,285.02	168,510.14
R&M_Equipment: (W) Head Office	1,505,700.31	1,565,564.03	1,615,588.57
R&M_Other assets	206,978.15	215,267.08	222,155.63
R&M_Road: (W) 1	45,092.69	33,931.11	35,016.91
R&M_Road: (W) 10	1,740,086.49	2,036,749.94	2,111,525.94

R&M_Road: (W) 11	765,644.08	728,738.31	752,057.93
R&M_Road: (W) 12	36,837.59	40,329.30	41,619.84
R&M_Road: (W) 13	47,969.46	52,516.33	54,196.85
R&M_Road: (W) 14	547,970.81	569,559.56	611,945.47
R&M_Road: (W) 15	70,233.20	76,890.37	79,350.87
R&M_Road: (W) 16	556,498.63	871,037.82	898,911.03
R&M_Road: (W) 16 (potholes)	30,993.35	33,931.11	35,016.91
R&M_Road: (W) 17	42,341.93	43,946.39	55,920.67
R&M_Road: (W) 2	266,331.21	182,097.21	187,924.32
R&M_Road: (W) 3	67,458.40	41,008.96	42,321.25
R&M_Road: (W) 4	26,754.68	29,290.67	30,227.97
R&M_Road: (W) 5	50,436.76	33,321.76	34,388.06
R&M_Road: (W) 6	40,436.76	33,321.76	34,388.06
R&M_Road: (W) 7	200,085.69	153,363.95	158,271.60
R&M_Road: (W) 8 (potholes)	461,626.44	469,202.16	490,616.62
R&M_Road: (W) 9	50,436.76	33,321.76	34,388.06
R&M_Storm Water: (W) 14	430,603.82	497,609.32	513,532.82
R&M_Storm Water: (W) All	9,476.42	9,431.51	9,733.32
R&M_Transformers: (W) 10	185,445.35	192,871.96	199,043.86
R&M_Transformers: (W) 14	273,655.63	288,721.85	297,960.95
R&M_Transformers: (W) 16	52,796.74	65,803.34	67,909.05
R&M_Vehicles	89,410.29	92,990.94	95,966.65
R&M_Vehicles_4600: (W)Head Office	683,942.10	679,222.28	703,357.39
R&M_Vehicles_4701: (W) Head Office	651,115.42	657,827.52	691,678.00

Proposed MDRG Projects

Project Name	Ward	Total amount required
Reconstruction of 7,2 km Gravel Road with Stormwater Channels in Ward 10: 1. Mountain View Entrance Road 2. Matlapaneng Road 3. Depini to Graveyard Road 4. Snawana Road 5. Prison Road	10	R 12 480 000
Reconstruction of 6 km Gravel Road with Stormwater Channels in Ward 11: 1. Ntsimekweni to Ezintatyaneni Road 2. Manxiweni to Mazizini Road 3. Skhisazana Ehlatini Road 4. Bamboespruit Main Road 5. May Main Road 6. Blue Gums Main Road	11	R 13 390 000
Reconstruction of 6 km Gravel Road with Stormwater Channels in Ward 7: 1. Macacuma Main Road 2. KwelaMakhwenkwe Main Road 3. Komkhulu Road 4. Mngcunubeni to Nkampani Road 5. Makibeni - Maralaneng - Enteni Road 6 6. School Road 7. Qoyiqoyi Road	7	R 13 780 000
Reconstruction of 5,2 km Gravel Road with Stormwater Channels in Ward 15: 1. Old Cemetery Road in Zola 2. Powrie Street (Road to the New Cemetery) 3. Maruping Road 4. Clinic Road	15	R 8 840 000
Reconstruction of 6 km Gravel Road with Stormwater Channels in Ward 6: 1 Rockfontein Road 2, Bulfontein Road	6	R 13 780 000
Reconstruction of 6 km Gravel Road with Stormwater Channels in Ward 12: 1. Emnqudeni - 3km 2. Esilindini - 3km	12	R 13 780 000

Project Name	Ward	Total amount required
Repair of Sterkspruit Motorway Bridge in Ward 10	10	R 25 600 000
TOTAL		R 101 650 000

10. Joe Gqabi DM & Sector Departments Projects

Project	Infrastructure type	Budget	Expenditure	Status	Comments
DEPARTMENT OF AGRICULTURE					
Tapoleng	Multi-purpose shed	R 1 700.000	R0	Waiting financial year	Waiting financial year
Hillside	Multi-purpose shed	R1 700.000	R0	Waiting financial year	Waiting financial year
Ngquba	Large animal handling facility	R480.000	R0	Waiting financial year	Waiting financial year
Krommedraai	Fencing	R550.000	R0	Advert out	Advert out
DEPARTMENT OF HEALTH					
Ndofela				Upgrading the clinic to be ideal	Advert to come out March
Sonwabo Zandile				New Guard House, renovation and extending the pharmacy room and the consultation room	
Robert Mjobo				New Guard House, renovation at the pharmacy,	To be submitted to the treasury from 16 March 2026

Project	Infrastructure type	Budget	Expenditure	Status	Comments
				maintain the leaking roof and the cracks inside the clinic.	
Palmietfontein				Upgrading the clinic to be a Community Health Centre	Project for the next fiscal year.
Esilindini				Minor renovations (R1 000 000)	For the next fiscal year
Macacuma				Minor renovations (R1 000 000)	Next batch for advertisement
Masibulele				Minor renovations (R1 000 000)	Next batch for advertisement
DEPARTMENT OF SOCIAL DEVELOPMENT					
Organisation	Location	2024/25 Allocation	2025/26 Allocation	2026/27 Allocation	2024/25 Implementation Progress
Thembelihle Old Age Home	Zava Village - Sterkspruit	168 000,00	168 000,00	168 000,00	Fully implemented
Siyaphambili Old Age Service Centre	Khwezi Naledi,Lady Gery	171 000,00	171 000,00	171 000,00	Fully implemented
Morning Star Old Age Service Centre	Hlanjwa Village, Sterkspruit	129 000,00	129 000,00	129 000,00	Fully implemented
Noncedo Aged Community Service	Mokhesi Village, Sterkspruit	180 000,00	180 000,00	180 000,00	Fully implemented
Masonwabe Old Age Service Centre	Esilindini Village, Sterkspruit	114 000,00	114 000,00	114 000,00	Fully implemented
Phuthanang Old Age Service Centre	Tienbank Village, Sterkspruit	129 000,00	129 000,00	129 000,00	Fully implemented

Project	Infrastructure type	Budget	Expenditure	Status	Comments
Sempete Lena Old Age Service Centre	Tapoleng Village, Sterkspruit	120 000,00	120 000,00	120 000,00	Fully implemented
Masibambisane Service Centre for the Aged	Lulama Hlanjwa, Barkly East	135 000,00	135 000,00	135 000,00	Fully implemented
Leratong Service Centre	Jozana's Hoek, Sterkspruit	120 000,00	120 000,00	120 000,00	Fully implemented
Luvelwano Service Centre	Kromspruit, Sterkspruit	117 000,00	117 000,00	117 000,00	Fully implemented
Ekonwabeni Old Age Centre	Macacuma Village, Sterkspruit	114 000,00	114 000,00	114 000,00	Fully implemented
Sonwabise Old Age Centre	Bluegums Village, Sterkspruit	120 000,00	120 000,00	120 000,00	Fully implemented
Kuyasa Old Age Service Centre	Manxeba Village, Sterkspruit	114 000,00	114 000,00	114 000,00	Fully implemented
Sinako Old Age Service Centre	Ntsimekweni Village, Sterkspruit	114 000,00	114 000,00	114 000,00	Fully implemented
Phakamani Old Age Centre	Ndofela Village, Sterkspruit	114 000,00	114 000,00	114 000,00	Fully implemented
Sonwabise 2 Service Centre	Herschel, Sterkspruit	90 000,00	90 000,00	90 000,00	Fully implemented
Dalintlutha Service Centre	Phelandaba, Sterkspruit	90 000,00	90 000,00	90 000,00	Fully implemented
Barkly East -Home Community Based Care	HIV & Aids programme	R 324 069,00	R 324 069,00	R 324 069,00	Fully implemented

Project	Infrastructure type	Budget	Expenditure	Status	Comments
Tapoleng Village, Sterkspruit -Home Community Based Care	HIV & Aids programme	R 324 068,00	R 324 068,00	R 324 068,00	Fully implemented
Barkly East -Social Behavior Change	Social Behaviour change programme	R 781 071	R 390 535.50	R 390 535.50	Fully implemented
FAMILY PRESERVATIONS -	CARE AND SUPPORT TO CHILDREN AND FAMILIES PROGRAMME	262 400	262 400	262 400	Fully implemented
LUKHANYO CYCC	CARE AND SUPPORT TO CHILDREN AND FAMILIES PROGRAMME	1 953 960	976 980	976 980	Fully implemented
BARKLY CMR	CARE AND SUPPORT TO CHILDREN AND FAMILIES PROGRAMME	248 842	124 421	124 421	Fully implemented
KHAYA LOKUKHANYA	CARE AND SUPPORT TO CHILDREN AND FAMILIES PROGRAMME	170 232	85 116	85 116	Fully implemented
LADY GREY HCBC	CARE AND SUPPORT TO CHILDREN AND FAMILIES PROGRAMME	248 842	124 421	124 421	Fully implemented
BARKLY EASY PEIP	CARE AND SUPPORT TO CHILDREN AND FAMILIES PROGRAMME	551 125	254 956.51	254 956.51	Fully implemented
EMPILWENI HEALTH CARE	CARE AND SUPPORT TO CHILDREN AND FAMILIES PROGRAMME	1 065 186	498 196	498 196	Fully implemented

Project	Infrastructure type	Budget	Expenditure	Status	Comments
UNATHI SPECIAL DAY CARE	CARE AND SUPPORT TO CHILDREN AND FAMILIES PROGRAMME	133 056	133 056	133 056	Fully implemented
Sterkspruit Victim Support – Victim empowerment	Sterkspruit	168 002	168 002	168 002	Fully implemented
Macacuma Victim Support Centre– Victim empowerment	Macacuma Village	162 416	162 416	162 416	Fully implemented
Hershel White Door Centre– Victim empowerment	Herschel	165 820	165 820	165 820	Fully implemented
Palmietfontein Victim Support Centre– Victim empowerment	Palmietfontein	163 628	163 628	163 628	Fully implemented
Lady Grey White Door Centre– Victim empowerment	Lady Grey	165 820	165 820	165 820	Fully implemented
Friends to the abuse– Victim empowerment	Barkly East	163 628	163 628	163 628	Fully implemented
Hillside White Door Centre of Hope– Victim empowerment	Hillside Village	166 253	166 253	166 253	Fully implemented
Senqu TADA	Substance Abuse	R 171 048	R 171 048	R 171 048	Fully implemented
Village of Hope	Substance Abuse	R 137 996	R 137 996	R 137 996	Fully implemented

Project	Infrastructure type	Budget	Expenditure	Status	Comments
Umzamo Group Coop- COMMUNITY DEVELOPMENT AND RESEARCH	New Rest	R100 000			Proposed
Rethoseng Primary Coop- COMMUNITY DEVELOPMENT AND RESEARCH	Lady Grey	R 150 000			Proposed
Agree Sontaba Primary- COMMUNITY DEVELOPMENT AND RESEARCH	Rockliff	R 50 000			Proposed
Aluncuthu Sewing Primary Co-operative	Ndofela (Ward 01) – women development		R330,000.00		
Mohlakeng Primary Co- Operative	Hohobeng (Ward 02)-women development		R25,000.00		
Sondla Isizwe Community Project	Macacuma (Ward 07)-women development		R25,000.00		
DEPARTMENT OF HUMAN SETTLEMENT					
2026/27- 240 houses		R 77 , 7 Million			
Sterkspruit 4000 (500) 200 - METTLE					FND = 161 WLP = 137 ROOF = 127 PCs = 127

Project	Infrastructure type	Budget	Expenditure	Status	Comments
Sterkspruit 4000 (500) 57 - UHURU					FND = 50 WLP = 45 ROOF = 45 PCs = 30
Sterkspruit 4000 (500) 58 – SEDUG 1. = 20 houses					FND = 0 WLP = 0 ROOF = 0 PCs = 0
LADY GREY 56					Contractor is on site and the project is enrolled. Contractor is ordering material and finalizing establishment.
BARKLY EAST 298 Services					Under construction for services at 84% completion.
Barkly East 298 Top Structure					Enrolled 71 sites for completed areas with services.
Joe Gqabi Emergency 500(150)					The contractor is on site cutting platform and preparing for foundations.
Joe Gqabi 500 Emergency 85 = 40 houses					Variation order submitted to add remaining scope to the new contractor.
DEPARTMENT OF PUBLIC WORKS					

Project	Infrastructure type	Budget	Expenditure	Status	Comments
Ndofela Clinic	Upgrading	R 50m			Advertisement is anticipated to take effect in March 2026.
Mpilisweni Hospital	Conversions	R 10m			Concept Designs to be presented to ECDOH.
Lady Grey Hospital	Upgrade and reconfiguring	R 52 m			Project commenced on the 21 st October 2024 and is under construction.
Mlamli Hospital	DOH Eradication Programme:(REPAIRS AND RENOVATIONS)	R 1m			Contractor have since been paid and back on site
CLOETE JOUBERT	DOH Eradication Programme:(REPAIRS AND RENOVATIONS)	R 857 000			
NKOPANE JSS	Refurbishments, Repairs and Additions to Existing structures	R 50 m			Site handed over on 18 Feb 2025
Khiba Jss	Completion Contract of Refurbishments, Repairs and Additions to Existing structures	R 869 000			At bid committees
DEPARTMENT OF TRANSPORT					
Framework (DWR/Galaxy)		R 14 550 000 Surfaced Roads R 6 000 000 Gravel Roads: R 8 550 000		Surfaced Roads: Pothole repairs, Grass Cutting and maintenance on Surface Road R392.	

Project	Infrastructure type	Budget	Expenditure	Status	Comments
				Gravel Roads: Routine Road Maintenance on Provincial Gravel Roads	
Plant Hire		R 5 000 000		Re-gravelling of MR00713 10km (Before Rossouw connecting to R56)	
Disaster Projects		R 5 000 000		DR08606 (Majuba- Feyana) – Re-gravelling and Stormwater Repairs	
Bridge Maintenance		R 2 800 000		Stormwater Structures on DR08548(Mbobo) DR08236(around Rhodes) and MR00723(Barkly towards Rhodes)	
Road Marking		R 1 833 334		Road Marking on R392	
Road Signs		R 2 500 000		Road Signs on R392	
DEPARTMENT OF JUSTICE					
WOMEN'S MONTH					
Crime Prevention	MC Lady Grey				
JOGEDA					

Project	Infrastructure type	Budget	Expenditure	Status	Comments
SMME Development Programme:		25 SMME's to be trained			
District-Wide Wool Project:		Develop and train 18 Sheep Shearers. Recruitment of Sheep Shearers from Shearing Sheds within the			
Senqu MIG Sanitation					8 678 VIP Toilets have been constructed.
Senqu Rural Water Supply					10 villages have been provided with water infrastructure (21 villages are under construction for the 2025/26FY)
DEDEA					
Siyazingisa Women Sewing Coop- Lady Grey		Support with equipment and material worth R200 000.00			

CHAPTER NINE: FINANCIAL PLAN 2023-2027

1. Capital & Operating budget

The five-year financial plan includes an Operating Budget and Capital Investment Programme for the five years ending June 2027.

Budget Assumptions

The initial budget assumptions that went into the drafting of the financial plan in 2022 have changed completely. At that time, it was assumed that South Africa was coming out of a recession and that economic growth would be low but increase.

The following assumptions were used, as suggested in MFMA Circular No. 134:

External factors

GDP growth is expected to average 1.8 per cent from 2026 to 2028. Medium-term growth will be underpinned by household consumption supported by further gains in real purchasing power, moderately stronger wage growth, easing inflation, wealth gains from rising asset prices, improved consumer sentiment and better credit conditions. Continued investments in renewable energy and easing structural constraints are expected to support higher investment. Key factors for achieving faster economic growth and creating much-needed jobs include greater collaboration with the private sector in energy and transport, rapid implementation of structural reforms, easing of regulatory constraints and increased infrastructure investment.

The following macro-economic forecasts must be considered when preparing the 2026/27 MTREF municipal budgets.

Macroeconomic performance and projections, 2025 - 2029 Fiscal year	2024/25	2025/26	2026/27	2027/28	2028/29
Actual	Estimate		Forecast		
CPI Inflation	4.4%	3.2%	3.4%	3.3%	3.2%

Despite these challenges, the municipality is in a healthy financial position, however, it needs to at least stabilize and further strive to continuously better its financial position, coupled with acceptable levels of service delivery at affordable tariffs. The retention of sufficient cash-backed reserves is critical for the long-term sustainability of the municipality, and to this end the municipality is achieving

this objective while also maintaining a balance on the Capital Replacement Reserve to a level where future external funding, excluding grants, be minimized.

Inflation is expected to increase from 3.2 per cent in 2025 to 3.4 per cent in 2026, driven by higher food prices (particularly meat due to supply disruptions linked to foot-and mouth disease). Inflation is forecast to ease to 3.3 per cent in 2027 and 3.2 per cent in 2028, but risks from geopolitical tensions, exchange rate volatility, administered prices and animal disease outbreaks remain elevated. The reduction of the inflation target to 3 per cent with a 1 percentage point tolerance band will structurally reduce inflation, helping to protect real income levels..

Interest rates for borrowing and investment of funds

The SA Reserve Bank's monetary policy committee (MPC) has increased the repo rate to 7.25%. This brings the prime rate to 10.750%.

The Municipality is limiting its borrowing in order to keep finance charges to the absolute minimum. Finance charges consist primarily of the repayment of interest on long-term borrowing (cost of capital). The Municipality is limiting its borrowing in order to keep finance charges to the absolute minimum. Finance charges consist primarily of the repayment of interest on long-term borrowing (cost of capital). Finance charges make up 1,05 per cent (R3,80 million) of operating expenditure excluding annual redemption for 2023/24. This percentage is set to remain constant over the two outer years of the MTREF.

Collection rate for revenue services

The base assumption is that tariff and rating increases will increase at a rate slightly higher than CPI over the long term. It is also assumed that current economic conditions, and relatively controlled inflationary conditions, will continue for the forecasted term.

The rate of revenue collection is currently expressed approximately 80 per cent of annual billings. The performance of any increased collections or arrear collections will however only be considered a source of additional cash in-flow once the performance has been carefully monitored.

Growth or decline in tax base of the municipality

Debtor's revenue is assumed to increase at a rate that is influenced by the consumer debtor's collection rate, tariff/rate pricing, real growth rate of the Municipality, household formation growth rate and the poor household change rate.

Household formation is the key factor in measuring municipal revenue and expenditure growth, as servicing 'households' is a greater municipal service factor than servicing individuals. Household formation rates are assumed to convert to household dwellings. In addition, the change in the number of poor households influences the net revenue benefit derived from household formation growth, as it assumes that the same costs incurred for servicing the household exist, but that no consumer revenue is derived as the 'poor household' limits consumption to the level of free basic services.

Salary increases

The Salary and Wage Collective Agreement for the period 01 July 2021 to 30 June 2024 dated 15 September 2021 through the agreement that was approved by the Bargaining Committee of the Central Council in terms of Clause 17.3 of the Constitution are used for employee related costs for the 2023/24 MTREF. In terms of the agreement, all employees covered by this agreement shall receive with effect from 01 July 2023 and 01 July 2024 an increase based on the projected average CPI percentages for 2023 (5.4 per cent according to the Reserve Bank's Monetary Committee Statement for January 2023) and 2024 (4.8 per cent according to the Reserve Bank's Monetary Committee Statement for January 2023).

Impact of national, provincial and local policies

Integration of service delivery between national, provincial and local government is critical to ensure focussed service delivery and, in this regard, various measures were implemented to align IDPs, provincial and national strategies around priority spatial interventions. In this regard, the following national priorities form the basis of all integration initiatives:

- Creating jobs;
- Enhancing education and skill development;
- Improving Health services;
- Rural development and agriculture; and
- Fighting crime and corruption.

To achieve these priorities integration mechanisms are in place to ensure integrated planning and execution of various development programs. The focus will be to strengthen the link between policy

priorities and expenditure thereby ensuring the achievement of the national, provincial and local objectives.

2. General budget overview 2023-2027 MTREF

In view of the aforementioned, the following table is a consolidated overview of the proposed 2026/27 Medium-term Revenue and Expenditure Framework.

Consolidated Overview of the 2026/2027 MTREF (R '000)

R thousand	Adjustments Budget 2025/26	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Total Operating Revenue	368 467	361 466	365 084	383 147
Total Operating Revenue	427 126	428 487	458 099	483 137
<i>Surplus/(Deficit) for the year</i>	(58 659)	(67 021)	(93 016)	(94 989)
Total Capital Revenue recognised	55 129	39 452	48 147	49 668
<i>Surplus/(deficit) for the year</i>	(3 503)	(27 569)	(44 869)	(45 321)

As can be seen from the table above, the municipality will operate at an operating deficit throughout MTREF. An operating deficit is an indication that the municipality is not generating sufficient revenue to sustain its operating expenditure, let alone the fact that the operating budget is not contributing any revenue at all towards the capital program. It should also be noted that the operating budget also includes items such as depreciation and debt impairment which are not considered to be a “cash” expense. These items will not result in immediate cash outflows.

3. Financial Ratios

	Ratio	Norm Range	Senqu LM
A	Asset Management		
1	Capital expenditure to Total Expenditures	10 % - 20 %	27.5%
2	Impairment of Property, plant & equipment, Investment Property & Tangible Assets (Carrying Value)	0 %	0 %
3	Repairs & Maintenance as a % of property, plant and equipment and Investment Property (Carrying Value)	8 %	2.1 %
B	Debtors Management		
1	Collection Rate	95 %	82%
2	Bad Debts written off as % provision for Bad debt	100 %	27%

	Ratio	Norm Range	Senqu LM
3	Total Debtors Days	30 days	96 days
C	Liquidity Management		
1	Cash/Cost Coverage Ratio (Excl. Unspent conditional Grants)	1-3 months	15 months
2	Current ratio	1.5 -2.1	3.6%
D	Liability Management		
1	Capital Cost (Interest Paid and Redemption as a % of Total Operating Revenue)	6% - 8 %	0 %
2	Debt (Total Borrowings)/Revenue	45 %	2.6 %
E	Sustainability		
1	Level of cash backed reserves (Net assets – Accumulated Surplus)	100 %	100%
F	Liquidity Management		
1	Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants)	1 - 3 Months	15 Months
2	Current Ratio	1.5 - 2.1	3.6

Capital expenditure in local government can be funded by capital grants, own-source revenue and long-term borrowing. The ability of a municipality to raise long term borrowing is largely dependent on its creditworthiness and financial position. As with all other municipalities, Senqu Municipality's borrowing strategy is primarily informed by the affordability of debt repayments.

The structure of the Municipality's debt portfolio is dominated by annuity loans. The following financial performance indicators have formed part of the compilation of the 2026/27 MTREF:

- Capital charges to operating expenditure are a measure of the cost of borrowing in relation to the operating expenditure. The cost of borrowing increased from 1,8 per cent to 2,9 per cent after the inclusion of the R40 million annuity loan in the 2026/27 financial year.
- Borrowing funding of own capital expenditure measures the degree to which own capital expenditure (excluding grants and contributions) has been funded by way of borrowing. The municipality intend to borrow an amount of R40 million in the 2026/27 financial year.

Safety of Capital

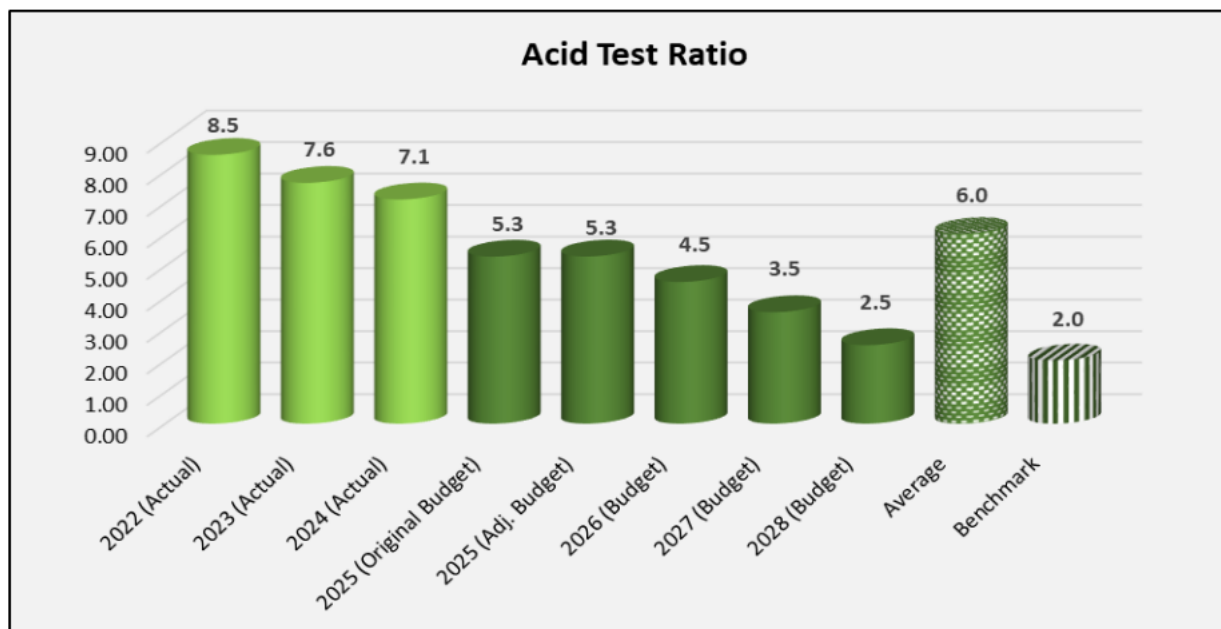
- The gearing ratio is a measure of the total long-term borrowings over funds and reserves.

Liquidity

- Current ratio is a measure of the current assets divided by the current liabilities and as a benchmark the Municipality has set a limit of 2, hence at no point in time should this ratio be less than 2. This

ratio is above this norm set for the entire MTREF as depicted on the graph on the next page. There is however a decline as a result of the declining cash resources over the MTREF at the Senqu Municipality. This could significantly impact on the long term sustainability of the entity, as discussed earlier in this report.

- The liquidity ratio is a measure of the ability of the municipality to utilize cash and cash equivalents to extinguish or retire its current liabilities immediately. Ideally the municipality should have the equivalent cash and cash equivalents on hand to meet at least the current liabilities, which should translate into a liquidity ratio of 1. Anything below 1 indicates a shortage in cash to meet creditor obligations. For the 2026/27 financial year the ratio is 3,6 and this ratio is projected to decline to 1,6 in 2028/29. Although these ratios are still considered to be healthy, the municipality should put in place measures to stem the downward trend in the liquidity ratio.



Revenue Management

- As part of the financial sustainability strategy, an aggressive revenue management framework has been implemented to increase cash inflow, not only from current billings but also from debtors that are in arrears in excess of 90 days. The intention of the strategy is to streamline the revenue value chain by ensuring accurate billing, customer service, credit control and debt collection. Payment levels and credit control is considered to be favorable.

Creditors Management

- The Municipality has managed to ensure that creditors are settled within the legislated 30 days of receiving an invoice. This ratios is currently measured at 28 days as per the 2024/25 audit outcomes. While the liquidity ratio is of concern, by applying daily cash flow management the municipality has managed to ensure a 100 per cent compliance rate for this legislative obligation. This has had a favorable impact on suppliers' perceptions of risk of doing business with the Municipality, which is expected to benefit the Municipality in the form of more competitive pricing of tenders, as suppliers compete for the Municipality's business.

Other Indicators

- Employee costs as a percentage of operating revenue increase from 41,4 per cent to 44,4 per cent over the MTREF. As discussed previously in this report, the employee related costs at the municipality is slightly above the industry norms and the room for any upward adjustments are very restricted.

- Repairs and maintenance as percentage of operating revenue is increasing slightly over the MTREF. The expenditure on repairs and maintenance is well below acceptable levels, but the actual cost will only be determined when a costing system is implemented.

4. Financial Performance

The budgeted allocation for employee related costs for the 2026/27 financial year totals R160,42 million, which equals 37,44 per cent of the total operating expenditure. This percentage is set to decrease to 36,94 per cent over the MTREF. The expenditure on Employee Cost and Remuneration of Councillors is still towards the upper limits of the industry norms (between 25% and 40%) as depicted in the following table.

Summary of Employee and Councillor remuneration R thousand	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
-	1	A	B	C	D	E	F	G	H	I
Councillors (Political Office Bearers plus Other)										
Allowances and Service Related Benefits										
Basic Salary		11 494	12 335	12 901	14 190	14 190	14 190	14 899	15 868	16 375
Cell phone Allowance		1 482	1 575	1 597	1 709	1 709	1 709	1 794	1 911	1 972
Total Allowances and Service Related Benefits		12 976	13 910	14 498	15 899	15 899	15 899	16 693	17 779	18 347
Total Councillors		12 976	13 910	14 498	15 899	15 899	15 899	16 693	17 779	18 347
% increase	4		7.2%	4.2%	9.7%	–	–	5.0%	6.5%	3.2%
Senior Managers of the Municipality	2									
Salaries and Allowances										
Basic Salary		16 697	8 798	9 917	11 437	9 691	9 691	11 894	12 667	13 205
Bonuses		2 182	2 264	2 211	2 496	2 496	2 496	2 596	2 765	2 882
Allowance										
Cellular and Telephone	3	143	281	331	289	307	307	320	332	346
Housing Benefits	3	–	225	225	367	225	225	381	406	423

Summary of Employee and Councillor remuneration	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
Travel or Motor Vehicle	3	–	773	820	1 603	731	731	760	790	824
Total Allowance		143	1 280	1 376	2 259	1 263	1 263	1 461	1 529	1 594
Service Related Benefits										
Acting	3	–	408	343	252	131	131	136	145	151
Bonus	3	–	–	–	700	700	700	728	776	809
Leave Pay	3	253	303	376	411	370	370	427	455	474
Total Service Related Benefits		253	711	719	1 363	1 201	1 201	1 292	1 376	1 434
Total Salaries and Allowances		19 274	13 052	14 222	17 555	14 651	14 651	17 242	18 336	19 115
Social Contributions										
Unemployment Insurance		–	12	12	13	17	17	19	20	21
Total Social Contributions		–	12	12	13	17	17	19	20	21
Sub Total - Senior Managers of Municipality		19 274	13 064	14 235	17 568	14 668	14 668	17 261	18 356	19 136
% increase	4		(32.2%)	9.0%	23.4%	(16.5%)	–	17.7%	6.3%	4.3%
Other Municipal Staff										
Salaries and Allowances										
Basic Salary		71 879	74 569	80 912	87 569	87 750	87 750	91 124	96 247	100 337
Bonuses		1 879	2 091	2 933	2 278	2 278	2 278	2 369	2 523	2 630
Allowance										
Accommodation, Travel and Incidental		–	–	–	3	–	–	–	–	–
Cellular and Telephone	3	1 022	952	1 085	1 143	1 186	1 186	1 188	1 266	1 319
Housing Benefits	3	389	192	645	246	496	496	256	273	284
Travel or Motor Vehicle	3	–	2 926	3 200	3 295	3 332	3 332	3 426	3 649	3 804
Total Allowance		1 411	4 070	4 929	4 686	5 015	5 015	4 871	5 187	5 408
Service Related Benefits										
Acting	3	–	613	406	342	773	773	356	379	395
Bonus	3	6 025	6 822	7 675	6 920	6 920	6 920	7 196	7 664	7 990
Leave Pay	3	2 969	3 558	2 467	3 640	3 276	3 276	3 786	4 032	4 203
Long Service Award		379	389	434	481	459	459	528	575	599
Overtime		–	3 063	2 828	3 133	3 080	3 080	3 258	3 470	3 618
Standby Allowance	3	–	881	985	963	1 127	1 127	1 172	1 219	1 271
Total Service Related Benefits		9 374	15 327	14 795	15 480	15 636	15 636	16 297	17 340	18 076
Total Salaries and Allowances		84 543	96 056	103 570	110 013	110 678	110 678	114 660	121 297	126 452
Social Contributions										
Bargaining Council		36	39	41	43	43	43	45	46	48
Medical		6 568	7 531	8 284	8 301	8 743	8 743	9 092	9 456	9 858
Pension		11 896	13 406	14 529	14 946	15 950	15 950	16 588	17 251	17 984
Unemployment Insurance		550	628	587	729	684	684	712	740	772
Total Social Contributions		19 050	21 603	23 442	24 020	25 419	25 419	26 436	27 494	28 662
Post-retirement Benefit	6									
Medical		1 748	1 670	1 656	1 860	1 952	1 952	2 064	2 268	2 364
Total Post-retirement Benefit		1 748	1 670	1 656	1 860	1 952	1 952	2 064	2 268	2 364
Sub Total - Other Municipal Staff		105 341	119 329	128 668	135 893	138 050	138 050	143 160	151 058	157 478
% increase	4		13.3%	7.8%	5.6%	1.6%	–	3.7%	5.5%	4.3%
Total Parent Municipality		137 592	146 304	157 401	169 359	168 616	168 616	177 115	187 193	194 962
TOTAL SALARY, ALLOWANCES & BENEFITS		137 592	146 304	157 401	169 359	168 616	168 616	177 115	187 193	194 962
% increase	4		6.3%	7.6%	7.6%	(0.4%)	–	5.0%	5.7%	4.2%
TOTAL MANAGERS AND STAFF	5,7	124 616	132 394	142 902	153 460	152 718	152 718	160 422	169 414	176 614

Repairs and maintenance per asset class

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29

Description	R ef	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
Repairs and maintenance expenditure by Asset Class/Sub-class										
-										
Infrastructure		5 431	2 920	4 636	9 306	7 187	7 187	7 860	8 332	8 634
Roads Infrastructure		4 593	2 276	3 189	5 726	4 726	4 726	5 077	5 493	5 720
Roads		4 593	2 276	3 189	5 726	4 726	4 726	5 077	5 493	5 720
Storm water Infrastructure		184	-	-	471	471	471	440	507	523
Storm water Conveyance		184	-	-	471	471	471	440	507	523
Electrical Infrastructure		548	599	1 066	1 622	1 527	1 527	1 531	1 700	1 764
MV Networks		86	222	582	856	856	856	817	864	892
LV Networks		462	377	484	765	671	671	714	836	872
Solid Waste Infrastructure		106	45	380	1 487	463	463	813	632	626
Landfill Sites		106	45	380	1 363	339	339	341	379	396
Waste Transfer Stations		-	-	-	124	124	124	472	253	230
Community Assets		1 851	1 135	1 787	3 013	2 936	2 936	2 685	2 934	3 038
Community Facilities		1 686	1 035	1 741	2 637	2 559	2 559	2 348	2 566	2 648
Halls		768	189	491	736	737	737	627	793	818
Centres		56	28	32	141	141	141	80	92	95
Libraries		-	-	288	380	380	380	321	319	330
Cemeteries/Crematoria		832	818	904	1 288	1 238	1 238	1 225	1 264	1 305
Public Open Space		29	-	25	32	32	32	33	35	36
Public Ablution Facilities		-	-	-	29	10	10	30	30	31
Taxi Ranks/Bus Terminals		-	-	-	15	6	6	15	16	16
Sport and Recreation Facilities		166	100	46	377	377	377	337	368	390
Outdoor Facilities		166	100	46	377	377	377	337	368	390
Investment properties		-	-	-	409	259	259	52	57	63
Revenue Generating		-	-	-	409	259	259	52	57	63
Improved Property		-	-	-	409	259	259	52	57	63
Other assets		613	870	1 926	2 664	3 034	3 034	2 077	2 605	2 689
Operational Buildings		613	870	1 926	2 664	3 034	3 034	2 077	2 605	2 689
Municipal Offices		373	704	1 869	2 513	2 883	2 883	1 920	2 442	2 520
Stores		240	165	57	151	151	151	157	163	169
Furniture and Office Equipment		458	259	740	1 047	847	847	1 066	1 110	1 146
Machinery and Equipment		1 135	1 582	1 291	2 000	2 093	2 093	2 162	2 046	2 111
Transport Assets		2 131	4 141	6 280	4 271	4 639	4 639	3 212	3 014	3 126
Total Repairs and Maintenance Expenditure	1	11 619	10 907	16 660	22 711	20 994	20 994	19 114	20 099	20 807

R&M as a % of PPE & Investment Property		2.2%	1.8%	2.4%	2.7%	2.6%	2.6%	2.1%	2.1%	2.1%

Description	R ef	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
<i>R&M as % Operating Expenditure</i>		3.9%	3.4%	4.4%	5.4%	4.9%	4.9%	4.5%	4.7%	4.5%

It was resolved in the 2022/23 strategic planning session to gradually increase the budget for repairs and maintenance to achieve the minimum 8% required as a benchmark in line with MFMA Circular 55. However, there are other factors involved such as the “costing” or allocation of employee related costs to repairs and maintenance as well as the preparation of a costed Repairs and Maintenance Plan which still need to be attended to by the municipality. The municipality is in the process of developing the repairs and maintenance plan. This plan will assist the municipality to budget adequately for the repairs and maintenance and to ensure that the budget is implemented appropriately. Currently the municipality is not achieving the target of 8% for Repairs and Maintenance as a % of PPE & Investment Property. It should however be noted that the municipality is currently not allocating items such as employee related cost utilised in repairs and maintenance projects to the repairs and maintenance line items. This is mainly due to a lack of a costing system to provide for such allocations. It is anticipated that the full implementation of mSCOA will correct this deficiency.

Budgeted Cashflow statement

Description	R ef	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		13 342	16 011	13 620	15 518	13 422	13 422	13 422	14 048	13 896	14 173
Service charges		48 290	49 801	66 745	61 164	73 616	73 616	73 616	81 777	87 005	94 485
Other revenue		5 606	3 550	6 451	8 623	4 746	4 746	4 746	4 243	4 469	4 612
Transfers and Subsidies - Operational	1	184 102	200 396	223 113	211 689	211 689	211 689	211 689	206 656	204 608	218 961
Transfers and Subsidies - Capital	1	41 916	42 516	54 983	38 719	38 719	38 719	38 719	39 452	48 147	49 668
Interest		32 980	44 088	44 111	36 378	39 659	39 659	39 659	32 414	32 507	28 572
Payments											
Suppliers and employees		(249 596)	(264 025)	(322 459)	(370 207)	(374 784)	(374 784)	(374 784)	(374 268)	(402 797)	(420 380)
Finance charges		(610)	(600)	(513)	(585)	(381)	(381)	(381)	(2 170)	(2 152)	(2 164)
Transfers and Subsidies	1	(42)	(36)	–	(146)	(146)	(146)	(146)	(107)	(159)	(164)
NET CASH FROM/(USED) OPERATING ACTIVITIES		75 988	91 701	86 051	1 152	6 540	6 540	6 540	2 046	(14 476)	(12 237)
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		–	557	–	–	–	–	–	–	–	–
Payments											
Capital assets		(35 317)	(82 519)	(116 024)	(135 434)	(133 742)	(133 742)	(133 742)	(117 100)	(78 090)	(53 445)

Description	R ef	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
NET CASH FROM/(USED) INVESTING ACTIVITIES		(35 317)	(81 962)	(116 024)	(135 434)	(133 742)	(133 742)	(133 742)	(117 100)	(78 090)	(53 445)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Borrowing long term/refinancing		–	–	–	–	–	–	–	40 000	–	–
Increase (decrease) in consumer deposits		64	64	38	71	70	70	70	72	74	77
Payments											
Repayment of borrowing		(917)	(909)	(911)	(964)	(964)	(964)	(964)	(1 178)	(1 423)	(1 491)
NET CASH FROM/(USED) FINANCING ACTIVITIES		(852)	(845)	(873)	(893)	(895)	(895)	(895)	38 894	(1 348)	(1 414)
NET INCREASE/ (DECREASE) IN CASH HELD		39 819	8 895	(30 847)	(135 175)	(128 097)	(128 097)	(128 097)	(76 161)	(93 914)	(67 096)
Cash/cash equivalents at the year begin:	2	458 013	497 832	506 726	359 204	475 880	475 880	475 880	347 783	271 622	177 708
Cash/cash equivalents at the year end:	2	497 832	506 726	475 880	224 029	347 783	347 783	347 783	271 622	177 708	110 612

The cash resource decreased from R497.8 million in 2022/23 to R271.6 million in 2026/27 financial year due to the planned capital infrastructure programs.

Ability of the municipality to spend

It is estimated that a spending rate of at least 82 per cent is achieved on operating expenditure and 76 per cent on the capital programme for the 2026/27 MTREF of which performance has been factored into the cash flow budget.

Table 42: Capital budget expenditure

Vote Description	R ef	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Capital expenditure - Vote Multi-year expenditure to be appropriated	2										
Vote 3 - Corporate Services		–	–	944	1 500	350	350	350	2000	–	–
Vote 5 - Road Transport		10 649	30 309	82 701	94 594	96 276	96 276	96 276	52 599	38 654	14 109
Vote 6 - Waste Water Management		771	1 616	–	8 090	216	216	216	1 833	8 000	10 000
Vote 9 - Community & Social Services		9 032	3 835	4 466	10 145	8 919	8 919	8 919	4 500	–	7 500
Vote 10 - Sport & Recreation		310	6 905	19 373	3 700	9 135	9 135	9 135	6 000	9 000	–
Vote 11 - Public Safety		197	1 026	345	279	279	279	279	279	167	84
Vote 12 - Electricity		–	–	1 103	1 522	1 832	1 832	1 832	–	4 527	4 732
Vote 13 - Waste Management		11 226	4 076	–	–	–	–	–	2 300	10 200	10 000
Capital multi-year expenditure sub-total	7	32 185	47 767	108 933	119 830	117 006	117 006	117 006	69 510	70 548	46 424
Single-year expenditure to be appropriated	2										
Vote 1 - Executive & Council		776	209	199	69	469	469	469	135	75	51
Vote 3 - Corporate Services		1 034	899	1 037	5 743	5 463	5 463	5 463	526	17	293

Vote 4 - Budget & Treasury	1 045	1 775	1 535	1 169	2 272	2 272	2 272	1 781	845	857
Vote 5 - Road Transport	–	13 563	18 152	3 053	2 153	2 153	2 153	20 000	–	–
Vote 9 - Community & Social Services	–	–	170	78	388	388	388	49	39	28
Vote 11 - Public Safety	–	–	–	3 000	3 000	3 000	3 000	3 000	–	–
Vote 12 - Electricity	130	991	1 375	2 769	2 329	2 329	2 329	16 275	3 000	3 000
Vote 13 - Waste Management	147	17 314	368	281	691	691	691	6 685	3 312	3 300
Capital single-year expenditure sub-total	3 132	34 752	22 836	16 161	16 764	16 764	16 764	48 451	7 288	7 252
Total Capital Expenditure – Vote	35 317	82 519	131 769	135 991	133 770	133 770	133 770	117 961	77 836	53 676

Table 43: Total Capital Funding of the 2025/26 MTREF (R'000)

Vote Description	Re f	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand	1										
Capital expenditure - Vote Multi-year expenditure to be appropriated	2										
Vote 3 - Corporate Services		–	–	944	1 500	350	350	350	2 000	–	–
Vote 5 - Road Transport		10 649	30 309	82 701	94 594	96 276	96 276	96 276	52 599	38 654	14 109
Vote 6 - Waste Water Management		771	1 616	–	8 090	216	216	216	1 833	8 000	10 000
Vote 9 - Community & Social Services		9 032	3 835	4 466	10 145	8 919	8 919	8 919	4 500	–	7 500
Vote 10 - Sport & Recreation		310	6 905	19 373	3 700	9 135	9 135	9 135	6 000	9 000	–
Vote 11 - Public Safety		197	1 026	345	279	279	279	279	279	167	84
Vote 12 - Electricity		–	–	1 103	1 522	1 832	1 832	1 832	–	4 527	4 732
Vote 13 - Waste Management		11 226	4 076	–	–	–	–	–	2 300	10 200	10 000
Capital single-year expenditure sub-total	7	32 185	47 767	108 933	119 830	117 006	117 006	117 006	69 510	70 548	46 424
Single-year expenditure to be appropriated	2										
Vote 1 - Executive & Council		776	209	199	69	469	469	469	135	75	51
Vote 3 - Corporate Services		1 034	899	1 037	5 743	5 463	5 463	5 463	526	17	17
Vote 4 - Budget & Treasury		1 045	1 775	1 535	1 169	2 272	2 272	2 272	1 781	845	857
Vote 5 - Road Transport		–	13 563	18 152	3 053	2 153	2 153	2 153	20 000	–	–
Vote 9 - Community & Social Services		–	–	170	78	388	388	388	49	39	28
Vote 11 - Public Safety		–	–	–	3 000	3 000	3 000	3 000	3 000	–	–
Vote 12 - Electricity		130	991	1 375	2 769	2 329	2 329	2 329	16 275	3 000	3 000
Vote 13 - Waste Management		147	17 314	368	281	691	691	691	6 685	3 312	3 300
Capital single-year expenditure sub-total		3 132	34 752	22 836	16 161	16 764	16 764	16 764	48 451	7 288	7 252
Total Capital Expenditure – Vote		35 317	82 519	131 769	135 991	133 770	133 770	133 770	117 961	77 836	53 676
Capital Expenditure - Functional Governance and administration		2 855	2 884	3 715	8 481	8 554	8 554	8 554	4 442	937	924
Executive and council		776	209	199	69	469	469	469	135	75	51
Finance and administration		2 079	2 674	3 516	8 412	8 085	8 085	8 085	4 307	862	874

Community and public safety		9 539	11 766	24 185	21 569	38 556	38 556	38 556	18 628	9 207	7 611
Community and social services		9 032	3 835	4 466	10 145	8 989	8 989	8 989	4 549	39	7 528
Sport and recreation		310	6 905	19 373	3 700	9 135	9 135	9 135	6 000	9 000	–
Public safety		197	1 026	345	7 724	20 432	20 432	20 432	8 079	167	84
Economic and environmental services		10 649	43 873	100 853	93 202	81 275	81 275	81 275	67 799	38 654	14 109
Road transport		10 649	43 873	100 853	93 202	81 275	81 275	81 275	67 799	38 654	14 109
Trading services		12 275	23 997	3 016	12 661	5 068	5 068	5 068	27 093	29 039	31 032
Energy sources		130	991	2 478	4 290	4 160	4 160	4 160	16 275	7 527	7 732
Water management		–	1 616	–	–	–	–	–	–	–	–
Waste water management		771	21 390	368	8 090	216	216	216	1 833	8 000	10 000
Waste management		11 373	–	170	281	691	691	691	8 985	13 512	13 300
Other		–	–	–	78	318	318	318	–	–	–
Total Capital Expenditure - Functional	3	35 317	82 519	131 769	135 991	133 770	133 770	133 770	117 961	77 836	53 676
Funded by:											
National Government		34 366	35 062	46 986	52 345	55 129	55 129	55 129	39 403	48 108	49 641
Provincial Government		–	8 248	9 722	–	–	–	–	49	39	28
Transfers recognised - capital	4	34 366	43 310	56 709	52 345	55 129	55 129	55 129	39 452	48 147	49 668
Borrowing	6	–	–	–	–	–	–	–	40 000	–	–
Internally generated funds		951	39 209	75 061	83 646	78 641	78 641	78 641	38 510	29 689	4 008
Total Capital Funding	7	35 317	82 519	131 769	135 991	133 770	133 770	133 770	117 961	7 836	53 676

The municipality remains committed to a large capital program with a significant portion funded by grants from National Government. The capital budget of R117,96 million for 2026/27 is 11,82 per cent less when compared to the 2025/26 Adjustment Budget. The capital program decrease to R77,84 million in 2027/28 and decrease further to R53,68 million in 2028/29. This movement in the capital budget is directly related to the movement in proposed expenditure to be financed from internally generated funds.

The Municipality is mindful of the fact that the large capital program, especially from internally generated funds, places enormous pressure on the accumulated cash reserves of the Senqu Municipality. This could significantly impact on the long term sustainability of the entity. Currently, although still a funded budget, the proposed budget will have a negative impact on the projected cash position of the municipality.

It is expected that the cash resources of the municipality will decrease by R76,16 million during 2026/2027 and by R93,91 million and R67,01 million during 2027/2028 and 2028/2029 respectively. This significant downward trend can mainly be attributed to the inability of the municipal budget to produce significant revenues to cover main cost drivers such as bulk purchases and employee

related costs. This inability of revenue growth to keep track with operating expenditure will also negatively impact on the contribution that the operating budget will have towards to capital program over the MTREF. A portion of the capital budget will be funded from own revenue of R72.2 million (29%) over the MTREF with borrowings of R40 million (16%). The other funding source being National Government Grants to the value of R137.3 million (55%) over the MTREF.

The following table 44 is a high-level summary of the 2026/27 budget and MTREF (classified per main type of operating expenditure):

Table 44: Expenditure

Description	R ef	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Expenditure											
Employee related costs	2	124 616	132 394	142 902	153 460	152 718	152 718	152 718	160 422	169 414	176 614
Remuneration of councillors	2	12 976	13 910	14 498	15 899	15 899	15 899	15 899	16 693	17 779	18 347
Bulk purchases – electricity	2, 2, 2, 8	45 499	48 679	62 144	67 567	67 867	67 867	67 867	73 975	80 633	87 890
Inventory consumed	2, 3	10 139	10 787	12 851	19 887	17 806	17 806	17 806	20 052	24 589	26 824
Debt impairment	2	14 497	17 464	16 137	18 913	14 113	14 113	14 113	12 613	14 449	13 792
Depreciation, amortisation and impairment	2	17 306	17 689	18 276	20 835	20 299	20 299	20 299	20 705	21 119	21 795
Interest, Dividends and Rent on Land	2	5 397	5 866	6 122	6 627	6 271	6 271	6 271	8 347	8 911	9 873
Contracted services	2	31 251	38 519	48 611	62 898	64 790	64 790	64 790	51 742	54 185	54 607
Transfers and subsidies	2	42	36	-	146	146	146	146	107	159	164
Irrecoverable debts written off	2	2 144	-	-	3 905	6 000	6 000	6 000	5 500	6 000	6 000
Operational costs	2	31 329	29 633	38 803	50 795	58 392	58 392	58 392	55 926	58 656	59 996
Disposal of Fixed and Intangible Assets	2	833	706	373	2 805	2 824	2 824	2 824	2 405	2 205	2 234
Other Losses	2	3	882	16 880	-	-	-	-	-	-	-
Total Expenditure		296 032	316 565	377 599	423 737	427 126	427 126	427 126	428 487	458 099	478 137

The budgeted allocation for employee related costs for the 2026/27 financial year totals R160,42 million, which equals 37,44 per cent of the total operating expenditure. This percentage is set to decrease to 36,94 per cent over the MTREF.

Table 45: Budgeted Financial Performance (Revenue & Expenditure)

Description	R ef	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Revenue											
Exchange Revenue											
Service charges - Electricity	2	44 526	55 766	63 512	72 331	72 331	72 331	72 331	80 591	85 810	93 387
Service charges - Waste Management	2	9 117	9 532	9 493	10 484	10 484	10 484	10 484	10 903	11 394	11 758

Sale of Goods and Rendering of Services	2	110	404	351	452	319	319	319	333	457	472
Agency services	2	1 204	1 047	1 244	966	966	966	966	1 204	1 244	1 284
Interest earned from Receivables	2	4 752	5 815	4 440	5 228	6 728	6 728	6 728	6 159	6 363	6 566
Interest earned from Current and Non Current Assets	2	32 209	43 068	40 744	32 162	34 262	34 262	34 262	27 410	27 338	23 237
Rent on Land	2	0	50	-	34	34	34	34	15	15	16
Rental from Fixed Assets	2	1 475	1 763	1 721	1 989	1 989	1 989	1 989	1 231	1 324	1 366
Licence and permits	2	1 301	1 226	1 419	2 363	1 513	1 513	1 513	1 240	1 281	1 322
Operational Revenue	2	549	551	1 069	498	498	498	498	606	566	584
Non-Exchange Revenue											
Property rates	2	17 331	18 782	17 977	19 969	19 969	19 969	19 969	20 901	20 673	21 087
Fines, penalties and forfeits	2	915	1 047	668	172	592	592	592	325	131	135
Transfer and subsidies - Operational	2	188 852	199 773	213 478	215 414	216 398	216 398	216 398	208 081	205 940	219 304
Interest	2	1 720	2 000	2 287	2 383	2 383	2 383	2 383	2 467	2 548	2 629
Gains on disposal of Fixed and Intangible Assets	2	-	961	96	257	-	-	-	-	-	-
Other Gains	2	5 635	2 698	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		309 696	344 485	358 498	364 702	368 467	368 467	368 467	361 466	365 084	383 147
Expenditure											
Employee related costs	2	124 616	132 394	142 902	153 460	152 718	152 718	152 718	160 422	169 414	176 614
Remuneration of councillors	2	12 976	13 910	14 498	15 899	15 899	15 899	15 899	16 693	17 779	18 347
Bulk purchases - electricity	2	45 499	48 679	62 144	67 567	67 867	67 867	67 867	73 975	80 633	87 890
Inventory consumed	2, 8	10 139	10 787	12 851	19 887	17 806	17 806	17 806	20 052	24 589	26 824
Debt impairment	2, 3	14 497	17 464	16 137	18 913	14 113	14 113	14 113	12 613	14 449	13 792
Depreciation, amortisation and impairment	2	17 306	17 689	18 276	20 835	20 299	20 299	20 299	20 705	21 119	21 795
Interest, Dividends and Rent on Land	2	5 397	5 866	6 122	6 627	6 271	6 271	6 271	8 347	8 911	9 873
Contracted services	2	31 251	38 519	48 611	62 898	64 790	64 790	64 790	51 742	54 185	54 607
Transfers and subsidies	2	42	36	-	146	146	146	146	107	159	164
Irrecoverable debts written off	2	2 144	-	-	3 905	6 000	6 000	6 000	5 500	6 000	6 000
Operational costs	2	31 329	29 633	38 803	50 795	58 392	58 392	58 392	55 926	58 656	59 996
Disposal of Fixed and Intangible Assets	2	833	706	373	2 805	2 824	2 824	2 824	2 405	2 205	2 234
Other Losses	2	3	882	16 880	-	-	-	-	-	-	-
Total Expenditure		296 032	316 565	377 599	423 737	427 126	427 126	427 126	428 487	458 099	478 137
Surplus/(Deficit)		13 664	27 920	(19 100)	(59 035)	(58 659)	(58 659)	(58 659)	(67 021)	(93 016)	(94 989)
Transfers and subsidies - capital (monetary allocations)	6	34 366	43 310	56 709	52 345	55 129	55 129	55 129	39 452	48 147	49 668
Surplus/(Deficit) after capital transfers & contributions		48 030	71 230	37 608	(6 690)	(3 530)	(3 530)	(3 530)	(27 569)	(44 869)	(45 321)
Surplus/(Deficit) after income tax		48 030	71 230	37 608	(6 690)	(3 530)	(3 530)	(3 530)	(27 569)	(44 869)	(45 321)
Surplus/(Deficit) attributable to municipality		48 030	71 230	37 608	(6 690)	(3 530)	(3 530)	(3 530)	(27 569)	(44 869)	(45 321)
Surplus/(Deficit) for the year	1	48 030	71 230	37 608	(6 690)	(3 530)	(3 530)	(3 530)	(27 569)	(44 869)	(45 321)

5. Operating budget

Revenue generated from rates and services charges forms an important percentage of the revenue basket for the Municipality, but measured against other municipalities, the percentage is relatively low.

Rates and service charge revenues comprise between 26 and 31 per cent of the total revenue mix over the MTREF period. Senqu municipality is to a very large degree dependent on grants (Equitable share) to sustain the budget (as illustrated on the graph below). The unconditional Equitable Share Grant is a grant growing annually according to a formula determined nationally and such formula is applicable to all local authorities on an equal basis. Approximately 56% of the revenue basket can be attributed to equitable share. This, together with the lower percentage for rates and service charge revenues, is an indication of the high unemployment rate in the area and the focus on job creation projects were therefore treated as a priority in this budget.

Table 46: Operating Budget

Vote Description R thousand	R ef	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Revenue by Vote	1									
Vote 1 - Executive & Council		264	–	–	7 990	7 990	7 990	8 380	8 671	8 941
Vote 2 - Planning & Development		6 953	8 180	9 776	10 054	9 631	9 631	9 841	10 736	10 033
Vote 3 - Corporate Services		2 663	3 393	2 088	2 192	2 192	2 192	1 494	1 593	1 644
Vote 4 - Budget & Treasury		230 071	252 440	260 093	169 373	171 473	171 473	162 964	161 639	166 379
Vote 5 - Road Transport		39 091	48 340	61 892	58 462	62 363	62 363	44 398	46 185	47 595
Vote 9 - Community & Social Services		1 569	1 599	2 373	5 434	4 084	4 084	2 520	2 613	2 763
Vote 10 - Sport & Recreation		1	0	3	8	8	8	8	8	8
Vote 11 - Public Safety		59	138	81	128	128	128	115	119	123
Vote 12 - Electricity		50 113	58 428	66 474	111 955	112 355	112 355	119 431	129 639	140 162
Vote 13 - Waste Management		13 277	15 277	12 425	51 453	53 372	53 372	51 767	52 029	55 167
Total Revenue by Vote	2	344 062	387 795	415 207	417 047	423 596	423 596	400 918	413 231	432 816
Expenditure by Vote to be appropriated	1									
Vote 1 - Executive & Council		34 988	41 020	48 960	55 006	61 136	61 136	60 659	63 138	65 190
Vote 2 - Planning & Development		20 495	20 770	22 402	31 472	31 145	31 145	29 954	31 274	30 847
Vote 3 - Corporate Services		36 707	43 522	66 355	53 860	53 987	53 987	50 282	57 222	59 522
Vote 4 - Budget & Treasury		41 045	42 968	48 433	51 676	55 806	55 806	56 549	58 322	60 117
Vote 5 - Road Transport		30 999	31 148	34 678	46 281	43 971	43 971	46 276	48 671	50 502
Vote 6 - Waste Water Management		7 354	3 908	3 903	6 199	5 703	5 703	6 051	6 121	6 350
Vote 9 - Community & Social Services		19 144	19 529	21 941	26 438	26 834	26 834	26 109	26 982	28 047
Vote 10 - Sport & Recreation		1 462	2 399	2 451	3 034	3 011	3 011	3 085	3 258	3 398
Vote 11 - Public Safety		207	1 615	1 910	2 117	3 151	3 151	2 353	2 481	2 506
Vote 12 - Electricity		66 636	69 035	83 770	96 095	93 735	93 735	100 250	109 046	119 317

Vote 13 - Waste Management		36 995	40 651	42 794	51 560	48 647	48 647	46 918	51 584	52 342
Total Expenditure by Vote	2	296 032	316 565	377 599	423 737	427 126	427 126	428 487	458 099	478 137
Surplus/(Deficit) for the year	2	48 030	71 230	37 608	(6 690)	(3 530)	(3 530)	(27 569)	(44 869)	(45 321)

6.Capital Budget & borrowing

Table 47 details the estimated Capital Investment Programme for the five years starting. The Capital Investment Programme remains subject to the availability of funding.

Table 47: Capital Investment Programme

Project Description	Ward Location	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Furniture & Office Equipment	Administrative or Head Office	129	67	88	69	469	469	35	35	35
Vehicles, Plant & Equipment	Whole of the Municipality	646	-	-	-	-	-	-	-	-
Communication Equipment	Administrative or Head Office	-	142	112	-	-	-	100	40	16
Furniture & Office Equipment	Administrative or Head Office	133	112	99	-	20	20	19	17	17
Vehicles, Plant & Equipment	Whole of the Municipality	-	788	739	-	-	-	-	-	-
Power Backup System	Administrative or Head Office	438	-	-	514	364	364	257	-	-
Construction of Change rooms - Lady Grey	Ward 14 Administrative or Head Office	-	-	944	-	-	-	-	-	-
Electric Fencing	Administrative or Head Office	462	-	-	-	-	-	-	-	-
Construction of Fleet Bay, Sterkspruit	Ward 10 Administrative or Head Office	-	-	-	1 500	350	350	2 000	-	-
Automation of HR Processes	Administrative or Head Office	-	-	-	-	250	250	250	-	-
Audio Visual System	Administrative or Head Office	-	-	-	1 757	1 757	1 757	-	-	-
Renovation of the Mayoral House	Ward 14	-	-	-	3 071	-	-	-	-	-
Renovation of the MM's House	Ward 14	-	-	199	400	-	-	-	-	-
Purchase of Mayoral House	Ward 14	-	-	-	-	3 071	3 071	-	-	-
Furniture & Office Equipment	Whole of the Municipality	29	117	37	57	57	57	31	15	-
Computers - software & programming	Administrative or Head Office	-	-	-	697	-	-	-	-	-
Computer Equipment	Administrative or Head Office	016	1 658	1 498	415	1 715	1 715	1 750	830	857
Vehicles, Plant & Equipment	Whole of the Municipality	-	-	-	-	500	500	-	-	-
Furniture & Office Equipment	Whole of the Municipality	-	204	-	-	-	-	-	-	-
Fleet - GFS Roads (Plant)	Whole of the Municipality	-	-	18 152	2 808	1 908	1 908	-	-	-
Yellow Fleet	Whole of the Municipality	-	-	-	-	-	-	20 000	-	-

Driving Licence and Testing Centre										
Sterkspruit New Rest	Ward 10	2 862	13 602	15 968	4 445	17 153	17 153	4 800	–	–
Construction - Paving	Ward 8	3 003	–	–	8 357	250	250	21 061	10 000	2 182
Construction of interlock paved streets in Khewzi Naledi (Steve Tswete) W 14	Ward 14	3 450	13 136	19 080	4 998	7 635	7 635	–	–	–
Transwilger Bridge Reconstruction of Roads in Ward 3 - Upper Tele, Mabele and Makhumsha Roads	Ward 14	1 334	–	–	–	–	–	–	–	–
Reconstruction of Roads in Ward 9 - Lepota Village	Ward 3	–	2 957	–	–	–	–	–	–	–
Rehabilitation of Roads & Stormwater in Mokhesi Ward 8	Ward 9	–	4 174	–	–	–	–	–	–	–
Rehabilitation of Roads & Stormwater in Ward 10	Ward 10	–	1 486	18 560	15 280	16 614	16 614	3 249	–	–
Rehabilitation of Roads & Stormwater in Ward 10	Ward 10	–	1 464	3 375	16 304	23 327	23 327	5 500	–	–
Rehabilitation of Roads & Stormwater in Lady Grey Ward 14	Ward 14	–	1 662	95	16 304	3 304	3 304	9 500	23 073	–
Rehabilitation of Roads & Stormwater in Barkly East Ward 15 & 16	Ward 16	–	1 617	14 554	15 280	11 583	11 583	7 689	–	–
Reconstruction of 4,5 km gravel roads and stormwater channels in Zava, Mdlokovana and Thaba Koloi (Ward 13)	Ward 13	–	–	3 683	–	–	–	–	–	–
Reconstruction of Roads_KwaNtoyi, Zwelitsha - Ward 12	Ward 12	–	1 139	3 064	–	–	–	–	–	–
Reconstruction of Roads_Ntabamhlophe - Ward 05	Ward 5	–	1 545	3 700	–	–	–	–	–	–
Repairing of 5.2 km gravel roads and stormwater channels in Ward 1: Ndofela, Bikizana and Mbobo	Ward 1	–	–	209	4 516	5 351	5 351	–	–	–
Repairing of 6 km gravel roads and stormwater channels in Ward 17: Sunduza, Bensonville, Jozananeke	Ward 17	–	–	222	4 901	6 143	6 143	–	–	–
Repairing of 4,5 km gravel roads and stormwater channels in Ward 9: Joveleni, Hinana and Voyizana	Ward 9	–	–	192	4 209	4 917	4 917	–	–	–
Construction of 3km Paved Road with Motorway Bridge Esilindini to Frans Ward 12	Ward 12	–	–	–	–	–	–	800	5 581	11 927
Tienbank_Access to Property (180 Properties)	Ward 10	–	–	–	244	244	244	–	–	–
Lining, fencing and upgrading of primary storm water channel through Khwezi Naledi and upgrade of two motor bridges..	Ward 14	771	2 503	–	8 090	216	216	1 833	8 000	10 000
Traffic Equipment (VTS Cameras)	Whole of the Municipality	–	–	170	78	318	318	–	–	–
Furniture & Office Equipment	Whole of the Municipality	–	–	–	–	70	70	49	39	28
Herschel Community Hall	Ward 13	1 194	–	3 210	4 491	5 863	5 863	–	–	–
Renovations (Barkly East Town Hall)	Ward 16	3 022	3 618	1 256	–	2 256	2 256	4 500	–	–

Construction of New Cemetery in Barkly East	Ward 16	816	4	-	-	-	-	-	-	-	-
Fencing of existing cemeteries at Joveleni, Hinana and Voyizana	Ward 17	-	-	-	-	800	800	800	-	-	-
Lady Grey and Herschel Cemetery Layout Plans (EIA) (W13 & 14)	Whole of the Municipality	-	216	-	-	-	-	-	-	-	-
Lady Grey and Herschel Cemeteries	Whole of the Municipality	-	-	-	-	4 854	-	-	-	-	7 500
Construction of Blue-Gums Sportsfield	Ward 8	310	6 905	19 373	3 700	9 135	9 135	6 000	9 000	-	-
Barkly East & Lady Grey Boundary Fence	Whole of the Municipality	197	1 026	345	279	279	279	279	167	84	-
Purchase of Grazing Land	Ward 16	-	-	-	-	3 000	3 000	3 000	3 000	-	-
Tools & Equipment	Whole of the Municipality	-	34	-	-	-	-	-	-	-	-
Pre-Paid Electricity Meters	Whole of the Municipality	130	957	1 375	2 269	1 974	1 974	3 000	3 000	3 000	-
Ward 16 Reroute of LV Overhead Line with Street Lights for Lulama Location	Ward 16	-	-	-	-	500	300	300	-	-	-
Solar Street Light Installation of 2 High Mast Lights in Ward 10 (Zwelitsha & Mountain View)	Ward 14	-	-	-	-	-	55	55	-	-	-
Installation of 2 High Mast Lights in Ward 13 - Herschel	Ward 10	-	-	-	-	-	-	-	2 216	-	-
Installation of 2 High Mast Lights in Ward 15 - Rhodes	Ward 13	-	-	-	-	-	-	-	2 216	-	-
Installation of 3 High Mast Lights in Ward 16 (Boysi Nondala & Rossouw)	Ward 15	-	-	-	-	-	-	-	2 216	-	-
Installation of 3 High Mast Lights in Ward 8 (New Rest & Mokhesi)	Ward 16	-	-	-	-	-	-	-	3 314	-	-
Electrification of Households at Mountain View Ward 10	Ward 8	-	-	-	-	-	-	-	3 314	-	-
Electrification of Households at Lulama Village Ward 16	Ward 10	-	-	1 103	1 522	1 832	1 832	-	-	-	-
Tools & Equipment	Ward 16	-	-	-	-	-	-	-	-	4 527	4 732
Specialised Vehicles	Whole of the Municipality	147	-	362	259	20	20	239	-	-	-
Receptacles	Whole of the Municipality	-	17 314	-	-	639	639	3 234	3 300	3 300	-
Furniture & Office Equipment	Whole of the Municipality	-	-	-	-	-	-	-	-	-	-
Construction of Sterkspruit Solid Waste Site	Whole of the Municipality	-	-	6	22	32	32	12	12	-	-
Electrification of Rossouw Solid Waste Site	Ward 10	-	-	-	-	-	-	800	7 700	10 000	-
Construction of Transfer Station in Rhodes	Ward 5	-	-	-	-	-	-	3 200	-	-	-
Solid Waste Site – Herschel	Ward 15	-	-	-	-	-	-	1 500	2 500	-	-
Solid Waste Site – Rossouw	Ward 13	1 668	-	-	-	-	-	-	-	-	-
Upgrading of Existing Solid Waste Site in Lady Grey	Ward 5	5 543	-	-	-	-	-	-	-	-	-
	Ward 14	4 015	4 076	-	-	-	-	-	-	-	-
		35 317	82 519	131 769	135 991	133 770	133 770	117 961	77 836	53 676	-

Debt Management Framework

The ability of a municipality to raise long-term borrowing is largely dependent on its creditworthiness and financial position. As with all other municipalities, Senqu Municipality's borrowing strategy is primarily informed by the affordability of debt repayments.

As indicated in the table above no borrowing for capital projects is planned. The municipality is still well within the limits of its borrowing capacity but will raise very limited loans soon in order to curtail possible rising debt servicing costs. Table 48 below details the Debt Management Framework. Loans may only be raised to fund the Capital Investment Programme.

EC142 Senqu - Supporting

Borrowing - Categorised by type R thousand	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Borrowings										
Annuity and Bullet Loans										
Development Bank of South Africa		5,957	4,978	4,014	3,027	3,026	3,026	41,413	39,922	38,672
Total Annuity and Bullet Loans		5,957	4,978	4,014	3,027	3,026	3,026	41,413	39,922	38,672

Table 48: Debt Management Framework

4. Grants receivable

The Municipality has managed to spend most of the grant funding. The Municipality has opened a separate sub account for grants, with each grant having its own sub account of the one primary bank account. Expenditure on conditional grants is made according to DORA requirements and reported on in accordance with legislature. The EPWP grant was spent on EPWP participants cleaning streets, pothole repair, stormwater management and collecting waste supplemented by own funding. The library grant is spent on providing library services in Sterkspruit, Lady Grey and Barkly East and is supplemented by own funding. The MIG grant is utilised for capital infrastructure projects and was spent in its entirety for the last financial year.

Table 49 below details the Grants receivable in the 2025/2026 and outer years

Table 49: Grants Receivable

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26	2026/27 Medium Term Revenue & Expenditure Framework

R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
RECEIPTS	1.2									
Operating										
National Government										
Monetary Allocations										
Local Government Equitable Share		177 125	186 760	196 724	188 084	188 084	188 084	183 678	181 899	195 426
Finance Management		1 650	1 700	1 700	1 800	1 800	1 800	2 000	2 100	2 200
Nat Gov: Councillor Remuneration		–	–	–	7 990	7 990	7 990	8 380	8 671	8 941
Municipal Infrastructure Grant (MIG)		6 502	7 381	9 529	8 151	8 151	8 151	8 295	9 175	9 454
EPWP Incentive		1 658	1 194	1 620	2 058	2 058	2 058	2 218	–	–
Integrated National Electrification Programme		–	–	166	–	–	–	–	679	710
Municipal Disaster Recovery Grant		–	–	555	–	–	–	–	–	–
Total Monetary Allocations		186 935	197 035	212 293	208 083	208 083	208 083	204 571	202 524	216 731
Total Operating/National Government		186 935	197 035	212 293	208 083	208 083	208 083	204 571	202 524	216 731
Provincial Government										
Monetary Allocations										
Libraries		1 500	1 500	2 106	2 106	2 106	2 106	2 085	2 084	2 230
EPWP		–	–	–	1 500	1 500	1 500	–	–	–
Greenest Municipality		300	–	300	–	–	–	–	–	–
Municipal Disaster Relief Grant		835	1 861	–	–	–	–	–	–	–
Total Monetary Allocations		2 635	3 361	2 406	3 606	3 606	3 606	2 085	2 084	2 230
Total Operating/Provincial Government		2 635	3 361	2 406	3 606	3 606	3 606	2 085	2 084	2 230
Total Operating	5	189 570	200 396	214 699	211 689	211 689	211 689	206 656	204 608	218 961
Capital										
National Government										
Monetary Allocations										
Municipal Infrastructure Grant (MIG)		30 883	35 062	45 260	38 719	38 719	38 719	39 403	43 581	44 909
Integrated National Electrification Programme		–	–	1 103	–	–	–	–	4 527	4 732
Total Monetary Allocations		30 883	35 062	46 364	38 719	38 719	38 719	39 403	48 108	49 641
Total Capital/National Government		30 883	35 062	46 364	38 719	38 719	38 719	39 403	48 108	49 641
Provincial Government										
Monetary Allocations										
Municipal Disaster Relief Grant		5 565	12 405	17 033	–	–	–	–	–	–
Libraries		–	–	–	–	–	–	49	39	28
Total Monetary Allocations		5 565	12 405	17 033	-	-	-	49	39	28
Allocations In-kind										
Total Capital/Provincial Government		5 565	12 405	17 033	-	-	-	49	39	28
Total Capital	5	36 448	47 467	63 397	38 719	38 719	38 719	39 452	48 147	49 668
TOTAL RECEIPTS OF TRANSFERS AND GRANTS		226 018	247 863	278 096	250 408	250 408	250 408	246 108	252 755	268 630

Table 50: Grants Expenditure

Description	R ef	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
EXPENDITURE	1									
Operating										
National Government										
Monetary Allocations										

Local Government Equitable Share		177 125	186 760	196 724	188 084	188 084	188 084	183 678	181 899	195 426
Finance Management		1 650	1 700	1 700	1 800	1 800	1 800	2 000	2 100	2 200
Nat Gov: Councillor Remuneration		-	-	-	7 990	7 990	7 990	8 380	8 671	8 941
Municipal Infrastructure Grant (MIG)		6 352	7 381	9 529	8 151	8 151	8 151	8 295	9 175	9 454
EPWP Incentive		1 658	1 194	1 620	2 058	2 058	2 058	2 218	-	-
Municipal Disaster Relief Grant		-	1 237	1 458	-	-	-	-	-	-
Neighbourhood Development Grant		-	-	-	700	683	683	683	643	-
Integrated National Electrification Programme		-	-	166	-	-	-	-	679	710
Municipal Disaster Recovery Grant		-	-	93	2 044	2 462	2 462	-	-	-
Total Monetary Allocations		186 785	198 273	211 290	210 827	211 228	211 228	205 255	203 167	216 731
Total National Government Provincial Government		186 785	198 273	211 290	210 827	211 228	211 228	205 255	203 167	216 731
Monetary Allocations										
Libraries		1 500	1 500	2 106	2 106	2 106	2 106	2 085	2 084	2 230
EPWP		567	-	-	1 500	1 500	1 500	-	-	-
Greenest Municipality		-	-	82	300	899	899	77	-	-
Herschel Housing Grant		-	-	-	681	665	665	665	689	343
Municipal Disaster Relief Grant		-	1 237	1 458	-	-	-	-	-	-
Total Monetary Allocations		2 067	2 737	3 646	4 587	5 170	5 170	2 827	2 773	2 573
Total Provincial Government		2 067	2 737	3 646	4 587	5 170	5 170	2 827	2 773	2 573
Total operating expenditure of Transfers and Grants		188 852	201 010	214 936	215 414	216 398	216 398	208 081	205 940	219 304
Capital										
National Government										
Monetary Allocations										
Municipal Infrastructure Grant (MIG)		34 366	35 062	45 260	38 719	38 719	38 719	39 403	43 581	44 909
Integrated National Electrification Programme		-	-	1 103	-	-	-	-	4 527	4 732
Municipal Disaster Recovery Grant		-	-	622	13 626	16 411	16 411	-	-	-
Total Monetary Allocations		34 366	35 062	46 986	52 345	55 129	55 129	39 403	48 108	49 641
Total National Government		34 366	35 062	46 986	52 345	55 129	55 129	39 403	48 108	49 641
Provincial Government										
Monetary Allocations										
Municipal Disaster Relief Grant		-	8 248	9 722	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	49	39	28
Total Monetary Allocations		-	8 248	9 722	-	-	-	49	39	28
Total Provincial Government		-	8 248	9 722	-	-	-	49	39	28
Total Capital/Other Grant Providers		-	-	-	-	-	-	-	-	-
Total capital expenditure of Transfers and Grants		34 366	43 310	56 709	52 345	55 129	55 129	39 452	48 147	49 668
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		223 217	244 320	271 645	267 759	271 527	271 527	247 533	254 088	268 972

7.Financial Strategy

The financial well-being and threats directly affecting the financial sustainability of municipalities have been a very topical issue in recent times. Issues such as unemployment and high energy and other costs negatively impacts on the sustainability of municipalities. These economic challenges will continue to pressurise municipal revenue generation and collection levels. The Municipality will have to improve their efforts to limit non-priority spending and to implement stringent cost-containment measures.

a) Revenue Enhancement Strategy

As part of the financial sustainability strategy, a revenue management framework has been implemented to increase cash inflow, not only from current billings, but also from debtors that are in arrears in excess of 90 days. The intention of the strategy is to streamline the revenue value chain by ensuring accurate billing, customer service, credit control and debt collection.

The following has been done with the implementation of the Revenue enhancement plan:

1. The Municipality is implementing a process of converting residential credit meters to prepaid meters. The Historical Debt in the main is based on residents not paying for electricity already consumed when the Municipality still had a majority of credit meters.
2. The Municipality is implementing exemptions as per the Municipal Property Rates Act and addition exemptions as per municipal policy. The Municipality is also in the process of transferring property to owners that will increase rates base in the future.
3. Refuse billing is based on the occupier of the premises and not subjected to property transfers as per point "1" above. Refuse billed is thus a greater % than Property Rates

Tariff setting plays a major role in ensuring desired levels of revenue. Getting tariffs right assists in the compilation of a credible and funded budget. The Municipality derives most of its operational revenue from the provision of goods and services such as electricity and solid waste removal, property rates, operating and capital grants from organs of state and other minor charges (such as building plan fees, licenses and permits etc).

Investment revenue contributes significantly to the revenue base of the Municipality. The tables below provide detail investment information and investment particulars by maturity.

Table 51: Detail Investment Information

Investments by Maturity R thousand	Current Yr 2025-26	2026/27 MTREF		
		Budget Year 2026-27	Budget Year 2027-28	Budget Year 2028-29
Parent Municipality				
Deposits – bank	347 783	205 362	177 708	110 612
TOTAL	347 783	205 362	177 708	110 612

Table 52: Investment particulars by maturity

Investments by Maturity	Opening balance	Interest to be Realised	Partial/Premature withdrawal (4)	Investment Top up	Closing balance

Parent Municipality					
Standard Bank 38 848 973 1 -005	130 812	6 902	(80 000)	-	57 714
Standard Bank 38 848 606 6 -001	13 512	733	-	-	14 245
Standard Bank 38 848 916 2 -002	158 602	24 528	(230 000)	180 275	133 404
TOTAL INVESTMENTS AND INTEREST	302 926		(310 000)	180 275	205 362

b) Asset Management Strategy

Asset Register

The Municipality has compiled a Fully GRAP Compliant Asset register that was tested during the Audit and no findings pertaining to the Register were raised by the Auditor General. Senqu Municipality has implemented a system of internal control consistent with the transcripts of the Municipal Asset Management and Insurance policy to ensure that all assets are accounted for, and the useful lives of the assets are reassessed on an annual basis. Strict Control is also kept on the safeguarding of assets to ensure that service delivery is not disrupted in any way or form.

Ultimately the objectives of Senqu Local Municipality regarding Asset Management are to ensure that the assets of the Municipality are properly managed and accounted for. The Municipality has developed a comprehensive asset and insurance policy that fully complies with the GRAP standards and regulations placed upon the municipality by the National Treasury. The policy has been implemented and some of the key aspects included in the policy are as follows:

- Ensuring the accurate recording of asset information
- The accurate recording of asset movements
- Exercising strict physical control over all assets (Security, safekeeping, housekeeping)
- Providing correct and meaningful management information in conjunction with other disciplines and functions which, inter alia, includes Insurance
- Compliance with Council's Insurance and Payments Procedure
- Effecting adequate insurance of all assets
- Maintenance of Council's Assets

By clearly clarifying roles and responsibilities within the asset management policy the municipality has ensured that clear reporting lines exists to ensure that proper account can be given regarding the use/misuse of all municipal assets.

Senqu Municipality, like so many other municipalities in South Africa, is faced with ageing Infrastructure as one of the biggest threats to sustainable service delivery. National Treasury has recommended that municipalities should allocate at least 40 per cent of their capital budget to the renewal of existing

assets, and allocations to repairs and maintenance should be 8 per cent of PPE. The Municipality does not meet both these recommendations for the current budget period.

The table below illustrates that on average the municipality should replace its assets every 17 years. Where possible, the municipality should implement strategies that will see this ratio improve over time. This will include an effective maintenance program which will extend the useful life of the assets and reduce the need to replace assets on a more regular basis.

	Average Remaining useful life
Infrastructure	21
Community Assets	23
Other assets	7
Average for all assets	17

c) Capital Financing Strategy

Capital Projects are mainly funded from the Municipal Infrastructure Grant, but the Municipality maintains efficient and effective revenue collection systems and effective cash flow management systems and is thus in an able position to fund shortfalls from grant funding. Through the above practices, Senqu Municipality is also able to fund capital expenditure not covered in the MIG as an example vehicles and office equipment.

8. Financial Management Policies

a) General Financial Philosophy

The financial policies of Senqu Local Municipality has been drafted to provide a sound control environment thus ensuring adherence to all applicable laws regulations and to comply with best practices thereby providing a secure and fraud free management of financial services. The Budget and Finance Office has the following objectives:

- To fully Implement the MFMA and all its underlying reforms
- Implementation of the Legislature relevant to municipal finances and the municipality as a whole
- Effective Management of the Budget Process
- Providing strategic and specialised financial information and guidance through the Budget and Treasury Office in support of all other departments within the municipality
- Efficient and Effective Management of Municipal Revenue

- Establishment of a Supply Chain Management Unit and the full implementation of the municipal supply chain policy
- Establishment of an FBS/Indigent Support Unit
- Maintenance of Internal Financial Control
- Production of Financial Performance Reports
- To Retain the Financial Viability of the Municipality
- To have an Unqualified Audit Report

b) Tariff Policy

A tariff policy must be compiled, adopted and implemented in terms of Section 74 of the Local Government: Municipal Systems Act 2000, such policy to cover, among other things, the levying of fees for municipal services provided by the municipality itself or by way of service delivery agreements. The tariffs policy has been compiled considering, where applicable, the guidelines set out in Section 74 (see part 9 of this policy) of the Municipal Systems Act No. 32 of 2000. In setting its annual tariffs the council shall at all times take due cognisance of the tariffs applicable elsewhere in the economic region, and of the impact which its own tariffs may have on local economic development.

All tariffs are being indicated in a tariff schedule, which is an addendum to the policy and is reviewed and amended by Council annually.

c) Rates Policy

The local Government: Municipal Property Rates Act, No 6 of 2004, requires that the municipality develop and adopt a rates policy in consistent with the Act on the levying of rates on rate able property in the municipality. This has been done. The rates policy of the municipality to which residents / communities will annually be invited to make suggestions / recommendations during its budget process will be based on public submissions, which can include oral presentations and bilateral meetings to obtain clarity on the submitted comments as well as further motivations thereof. The municipal council will not take the final decision before such a consultative process has been concluded.

In developing and adopting this Rates Policy, the Council has sought to give effect to the sentiments expressed in the preamble of the Property Rates Act, namely that:

The Constitution enjoins local government to be developmental in nature, in addressing the service delivery properties of our country and promoting the economic and financial viability of our municipalities. There is a need to provide local government with access to a sufficient and buoyant

source of revenue necessary to fulfil its developmental responsibilities. Revenues derived from property rates represent a critical source of income for municipalities to achieve their constitutional objectives, especially in areas neglected in the past because of discriminatory legislation and practices and it is essential that municipalities exercise their powers to impose rates within a statutory framework which enhances certainty, uniformity and simplicity across the nation, and which take account of historical imbalances and the burden of rates on the poor.

The Municipality needs a reliable source of revenue to provide basic services and perform its functions. Property Rates are the most important source of general revenue for the municipality. Revenue from property rates is used to fund services that benefit the community as a whole as opposed to individual households; these includes installing and maintaining streets, roads, sidewalks, lighting and cemeteries. Property Rates revenue is also used to fund municipal administration and costs of governance, which facilitate community participation on issues of Integrated Development Plans and municipal budgets. Property Rates revenue would under circumstances be used to fund any function of the municipality.

Municipal Property Rates are set, collected and used locally. Revenue from property rates is spent within the municipality, where the citizens and voters have a choice on how the revenue is spent as part of the Integrated Development Plan and budget processes, which the municipality will annually invites the community to input prior the council's adoption of the budget. The following principles will ensure that the municipality treats persons liable for rates equitable:

Equity – the municipality will treat ratepayers with similar properties the same.

Affordability – the ability of a person to pay rates will be considered by the municipality. In dealing with the poor / indigent ratepayers the municipality will provide relief measures through exemptions, reductions or rebates. In applying its Valuations and Rates Policy, the Council adheres to all the requirements, as set out below, of the Property Rates Act no. 6 of 2004 including any regulations promulgated in terms of that Act.

d) Free Basic Services and Indigent Support Policy

The principles of the Free Basic Services and Indigent Support Policy is as follows:

- Ensure that the Equitable Share received annually will be utilised for the benefit of the poor only and not to subsidise rates and service charges of those who can afford to pay.
- To link this policy with the municipality's IDP (Integrated Development Plan), LED (Local Economic Development) initiatives and poverty alleviation programmes.

- To promote an integrated approach to free basic service delivery; and to engage the community in the development and implementation of this policy.

Policy Objectives

In support of the above principles the objective of this policy will be to ensure the following:

- The provision of basic services to the community in a sustainable manner within the financial and administrative capacity of the Council;
- The financial sustainability of free basic services through the determination of appropriate tariffs that contribute to such sustainability through cross subsidisation;
- Establishment of a framework for the identification and management of indigent households including a socio-economic analysis where necessary and an exit strategy.
- The provision of procedures and guidelines for the subsidisation of basic charges and the provision of free basic energy to indigent households; and
- Co-operative governance with other spheres of government.

e) Credit Control & Debt Collection Policy

The purpose is to ensure that credit control forms an integral part of the financial system of the local authority, and to ensure that the same procedure be followed for each individual case. The policy has been changed into a credit control bylaw in line with legislation.

Principles underlined in the policy is as follows.

- The administrative integrity of the municipality must be maintained at all costs. The democratically elected councillors are responsible for policy making, while it is the responsibility of the Municipal Manager to ensure the execution of these policies.
- All customers must complete an official application form, formally requesting the municipality to connect them to service supply lines. Existing customers may be required to complete new application forms from time to time, as determined by the Municipal Manager.
- A copy of the application form including conditions of services must be handed to every new customer on date of application for services. A copy of the council's Credit Control and Debt Collection policy would on request be made available to any customer.
- Billing is to be accurate, timely and understandable.
- The customer is entitled to reasonable access to pay points and to a variety of reliable payment methods.
- The customer is entitled to an efficient, effective and reasonable response to appeals, and should suffer no disadvantage during the processing of a reasonable appeal.
- Enforcement of payment must be prompt, consistent and effective.

- Unauthorised consumption, connection and reconnection, the tampering with or theft of meters, service supply equipment and the reticulation network and any fraudulent activity in connection with the provision of municipal services will lead to disconnections, penalties, loss of rights and criminal prosecutions.
- Incentives and disincentives may be used in collection procedures.
- Results will be regularly and efficiently reported by the Municipal Manager and the Mayor.
- Application forms will be used to, inter alia, categorise customers according to credit risk and to determine relevant levels of services and deposits required.
- Targets for performance in both customer service and debt collection will be set and pursued and remedies implemented for non-performance.
- Debtors may be referred to third party debt collection agencies and may be placed on the National Credit Rating list.

f) Supply Chain Management Policy

The objective of this policy is to provide a policy framework within which the municipal manager and chief financial officer can institute and maintain a supply chain management system which is transparent, efficient, equitable, competitive, which ensures best value for money for the municipality, applies the highest possible ethical standards, and promotes local economic development.

All officials and other role players in the supply chain management system of the municipality must implement this Policy in a way that –

- gives effect to – section 217 of the Constitution; and Part 1 of Chapter 11 and other applicable provisions of the Act.
- is fair, equitable, transparent, competitive and cost effective.
- complies with – the Regulations; and any minimum norms and standards that may be prescribed in terms of section 168 of the Act; is consistent with other applicable legislation and guidelines:
- does not undermine the objective for uniformity in supply chain management systems between organs of state in all spheres; and is consistent with national economic policy concerning the promotion of investments and doing business with the public sector.

Other policies

Policy Name	Date Reviewed	Amendments Made
Asset Management and Insurance Policy	May 2026	No

Policy Name	Date Reviewed	Amendments Made
Borrowing & Funding & Reserves Policy	May 2026	No
Cash Management Banking Investment Policy	May 2026	No
Credit Control & Debt Collection Policy	May 2026	No
Free Basic Services & Indigent Subsidy Support Policy	May 2026	No
Property Rates & Valuation Policy	May 2026	No
Supply Chain Management Policy	May 2026	No
Tariff & Services Policy	May 2026	No
Virement Policy	May 2026	No
Cost Containment Policy	May 2026	No
Liquidity Policy	May 2026	No
Debt Incentive Scheme Policy	May 2026	No
Debt Write-off Policy	May 2026	No
Municipal Corporate ICT Governance Framework Policy	May 2026	No
ICT Strategic Plan	May 2026	No
Vehicle Allowance Policy	May 2026	Yes
Subsistence and Travelling Policy	May 2026	Yes
Fleet Management Policy	May 2026	No
Budget & IDP Policy	May 2026	No
Revenue Enhancement Strategy	May 2026	No
Strategic Procurement Framework	May 2026	No
Long term financial planning policy	May 2026	No

Applicable legislation:

Banks Act, 1990, Act No.94 of 1990
The Constitution of the Republic of South Africa, 1996, Act No 108 of 1996
Public Finance Management Act, 1999, Act No 1 of 1999
Preferential Procurement Policy Framework Act, 2000, Act No 5 of 2000
Local Government: Municipal Systems Act, 2000, Act No 32 of 2000
Construction Industry Development Board Act, 2000, Act 38 of 2000
Preferential Procurement Regulations, 2001, Pertaining to the Preferential Procurement Framework Act – Notice 22549 of 10 August 2001 – Gazette No 7134
Broad-Based Black Economic Empowerment Act, 2003, Act No 53 of 2003
Municipal Finance Management Act, 2003, Act No 56 of 2003
National Treasury: MFMA Circular No. 2 – Supply Chain Management – 20 July 2004
Prevention and Combating of Corruption Activities Act, Act No 12 of 2004.
Local Government: Municipal Finance Management Act, 2003 – Municipal Supply Chain Management Regulations – Notice 868 of 2005
National Treasury: MFMA Circular No. 22 – Model Supply Chain Management Policy – 25 August 2005
Code of Conduct for Supply Chain Management Practitioners and Other Role Players - August 2005.
Municipal Supply Chain Management Model Policy – August 2005.
National Treasury: MFMA Circular No.25 – Supply Chain Management Guide, General Conditions of Contract and Municipal Bidding Documents – 3 October 2005.
A Guide for Accounting Officers of Municipalities and Municipal Entities – October 2005
General Conditions of a Contract – October 2005.
Senqu Municipality: Supply Chain Management Policy Ver. 1 – 1 January 2006.
Government Notice 44 – Exemptions from Supply Chain Management Regulations – 18 January 2006.
National Treasury: MFMA Circular No. 29 – Supply Chain Management Issues – 31 January 2006.
National Treasury: MFMA Circular No.33 – Supply Chain Management Issues – 27 March 2006.
National Treasury: MFMA Circular No.62 – SCM Compliance – 20 August 2012.
National Treasury: MFMA Circular No.68 – Unauthorised Fruitless and Irregular Expenditure – 13 October 2021.
National Treasury: MFMA Circular No.69 – SCM – Local Production and Content 22 May 2013
National Treasury: MFMA Circular No.81 – SCM – Central Supplier Database 18 March 2016
National Treasury: MFMA Circular No.82 – Cost Containment Measures 30 March 2016
National Treasury: MFMA Circular No.82 – Tax Compliance 30 January 2018

The Municipality remains committed to the full implementation of the SCM Regulations, MFMA requirements and the Municipal SCM policy. Control measures were implemented to address the findings raised by the AG and additional controls were also implemented by the municipality to be in a position to ensure compliance with SCM and PPPFA regulations such as the redesign of evaluation forms and the reviewal of the SCM policy. Senqu Municipality also plans to implement demand and procurement management plans for the 2024- 2025 Budget year to ensure enhanced compliance through proper planning.

The SCM unit within the municipality is also being capacitated and this in turn ensures that the SCM Policy is being properly enforced and implemented.

9. Accounting Principles & Policies applied in the Annual Financial Statements.

The budget and treasury section has developed an AFS year-end preparation plan and an audit file that is updated regularly. The Municipality does not miss the deadline of 31 August for the submission of the annual financial statements to the auditor general.

Basis of Preparation

The financial statements are prepared on an accrual basis of accounting and are in accordance with historical cost convention, unless specified otherwise.

The financial statements are prepared in accordance with the Municipal Finance Management Act (MFMA) and effective standards of Generally Recognised Accounting Practices (GRAP), including any interpretations, guidelines and directives issued by the Accounting Standards Board (ASB) in accordance with Section 122(3) of the Municipal Finance Management Act, (Act No 56 of 2003).

Accounting policies for material transactions, events or conditions not covered by the GRAP reporting framework, have been developed in accordance with paragraphs 8, 10 and 11 of GRAP 3 (Revised – November 2013) and the hierarchy approved in Directive 5 issued by the Accounting Standards Board.

Assets, liabilities, revenue and expenses have not been offset, except when offsetting is permitted or required by a Standard of GRAP.

New Standards, Amendments to Standards and Interpretations issued but not yet effective

Where a Standard of GRAP has been issued but is not yet effective, the Municipality may resolve to early adopt such a Standard of GRAP if an effective date has been determined by the Minister of Finance.

The Municipality resolved not to early adopt the following Standard of GRAP which was issued but is not yet effective.

GRAP 104 (Revised 2019) - Financial Instruments (effective 1 April 2025).

The objective of this Standard is to establish principles for recognising, measuring, presenting and disclosing financial instruments. This Standard was revised to align it with IFRS 9 on Financial Instruments. Preliminary investigations indicated that, other than additional disclosure, the impact of the Standards on the financial statements will not be significant:

iGRAP 22 - Foreign Currency Transactions and Advance Consideration (effective 1 April 2025). No significant impact is expected as the Municipality is not exposed to any significant foreign currency transactions.

Improvements to the Standards of GRAP (2023). The improvements will affect the following pronouncements to the Standard of GRAP:

Pronouncement	Description
GRAP 1	Presentation of Financial Statements
GRAP 2	Cash Flow Statements
GRAP 3	Accounting policies, Changes in Accounting Estimates and Errors
GRAP 5	Borrowing Costs
GRAP 13	Leases
GRAP 17	Property, Plant and Equipment
GRAP 19	Provisions, Contingent Liabilities and Contingent Assets
GRAP 20	Related Party Disclosures
GRAP 23	Revenue from Non-exchange Transactions
GRAP 24	Presentation of Budget Information in Financial Statements
GRAP 27	Agriculture
GRAP 31	Intangible Assets
GRAP 104	Financial Instruments
IGRAP 20	Accounting for Adjustments to Revenue
Directive 12	The Selection of an Appropriate Reporting Framework by Public Entities
Guideline	Application of Materiality to Financial Statements

The effect of the above-mentioned pronouncements to the Standards of GRAP which were early adopted is considered insignificant. The early adopted pronouncements mainly relate to the clarification of accounting principles.

Presentation of Budget Information

Budget information is presented on the accrual basis and is based on the same fiscal period as the actual amounts.

The Statement of Comparison of Budget and Actual Amounts includes the comparison between the approved and final budget amounts, as well as a comparison between the actual amounts and final budget amounts.

The disclosure of comparative information in respect of the previous period is not required by the Standards of GRAP.

10. Revenue

At the time of initial recognition, the full amount of revenue is recognised where the Municipality has an enforceable legal obligation to collect, unless the Municipality has no intention of collecting this revenue. Where the Municipality has no intention of collecting the revenue, rebates and discounts are offset against the related revenue. If the Municipality does not successfully enforce its obligation to collect the revenue this would be considered a subsequent event.

Revenue from Non-Exchange Transactions

Revenue from non-exchange transactions refers to transactions where the Municipality received revenue from another entity without directly giving approximately equal value in exchange.

Revenue from non-exchange transactions is generally recognised to the extent that the related receipt or receivable qualifies for recognition as an asset and there is no liability to repay the amount.

Taxation Revenue

Taxation revenue comprises of property rates. Revenue from property rates is recognised when the legal entitlement to this revenue arises. Collection charges are recognised when such amounts are

legally enforceable. Penalty interest on unpaid rates is recognised on a time proportion basis with reference to the principal amount receivable and effective interest rate applicable. A composite rating system charging different rate tariffs is employed. Rebates are granted to certain categories of ratepayers and are deducted from revenue.

Transfer Revenue

Grants, transfers and donations received, or receivable are recognised when the resources that have been transferred, meet the criteria for recognition as an asset. A corresponding liability is recognised to the extent that the grant, transfer or donation is conditional. The liability is transferred to revenue as and when the conditions attached to the grant are met. Grants, transfers and donations without any conditions attached are recognised as revenue when the asset is recognised.

Fines

Fine Revenue constitutes both spot fines and summonses. All fines issued during the year less any cancellations or reductions are recognised as revenue. In cases where fines and summonses are issued by another government departments, revenue will only be recognised when monies are received, as the Municipality does not have any control over fines issued by other government institutes.

Insurance Receipts

Revenue from third parties i.e. insurance payments for assets impaired, are recognised when it can be measured reliably and is not being offset against the related expenses of repairs or renewals of the impaired assets.

Unclaimed deposits

All unclaimed deposits are initially recognised as a liability until 12 months expires, when all unclaimed deposits into the Municipality's bank account will be treated as revenue. Historical patterns have indicated that minimal unidentified deposits are reclaimed after a period of twelve months. Therefore the substance of these transactions indicates that even though the prescription period for unclaimed monies is legally three years, it is reasonable to recognised all unclaimed monies older than twelve months as revenue. Although unclaimed deposits are recognised as revenue after 12 months, the Municipality still keeps a record of these unclaimed deposits for three years in the event that a party should submit a claim after 12 months, in which case it will be expensed.

Revenue from Recovery of Unauthorised, Irregular, Fruitless and Wasteful Expenditure

Income from the recovery of unauthorised, irregular, fruitless and wasteful expenditure is based on legislated procedures, including those set out in the MFMA (Act 56 of 2003), and is recognised upon the recovery thereof from the responsible party.

Revenue from Exchange Transactions

Revenue from exchange transactions refers to revenue that accrued to the Municipality directly in return for services rendered or goods sold, the value of which approximates the consideration received or receivable.

Service Charges

Service Charges are levied in terms of approved tariffs. Service charges relating to electricity and water are based on consumption and a basic charge as per the approved tariffs. Meters are read monthly and are recognised as revenue when invoiced. Where the Municipality was unable to take the actual month's reading of certain consumers, a provisional estimate of consumption for that month will be created, based on consumption history. The provisional estimates of consumption are recognised as revenue when invoiced, except at reporting date when estimates of consumption up to the reporting date are recorded as revenue without being invoiced. Adjustments to provisional estimates of consumption are made in the invoicing period in which meters have been read. These adjustments are recognised as revenue in the invoicing period.

Revenue from the sale of electricity prepaid meter cards is recognised at the point of sale.

Service charges relating to refuse removal are recognised on a monthly basis in arrears by applying the approved tariff to each property that has improvements. Tariffs are determined per category of property usage and are levied monthly based on the recorded number of refuse points per property.

Interest earned.

Interest earned on investments is recognised in the Statement of Financial Performance on the time proportionate basis that considers the effective yield on the investment.

Rental income

Revenue from the rental of fixed assets is recognised on a straight-line basis over the term of the lease agreement.

Income from Agency Services

Revenue arising out of situations where the Municipality acts as an agent on behalf of another entity (the principal) is limited to the amount of any fee or commission payable to the Municipality as compensation for executing the agreed services.

Income from agency services is recognised monthly once the income collected on behalf of agents has been quantified. The income recognised is in terms of the agency agreement.

Other Tariffs

Revenue arising from the application of the approved tariff of charges is recognised when the relevant service is rendered by applying the relevant tariff. This includes the issuing of licences and permits.

Sale of goods

Revenue from the sale of goods is recognised when all the following conditions are satisfied:

- The Municipality has transferred to the purchaser the significant risks and rewards of ownership of the goods.
- The Municipality retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold.
- The amount of revenue can be measured reliably.
- It is probable that the economic benefits or service potential associated with the transaction will flow to the Municipality.
- The costs incurred or to be incurred in respect of the transaction can be measured reliably.

11. Information and Communication Technology

The ICT Manager ensures that the ICT Policy is followed and that all staff members sign the policy acknowledging their role in keeping the municipal ICT system safe from intruders. The disaster recovery plan is being implemented with servers off site and constant upgrading of fire walls and antiviruses. However, the Municipality does suffer with loadshedding and power surges crashing switches and servers. To counteract this, power surge protectors and a solar system backup is in the process of being installed. The biggest challenge and risk to ICT security is the procuring of licences and software which must be done through a third party due to supply chain legislation.

ICT has many policies as are detailed below:

ICT Corporate Governance Framework adopted in 2025 that includes:

- ICT Governance Charter
- ICT Strategic Plan
- ICT Internal Audit Plan
- ICT Disaster recovery Plan
- ICT Management Policy
- Municipal Corporate ICT Governance Framework Policy
- ICT Data Backup and Retention Policy
- ICT Operating Systems Security Policy
- ICT Project and Portfolio Management Policy
- ICT Risk Management Policy
- ICT Security Controls Policy
- ICT SLA Management Policy
- ICT User Access Management Policy – updated MS Office package and antivirus
- ICT Corporate Governance Framework

Other Policies

- ICT Bring your own device (BYOD) Policy (adopted 2018)

ICT Standard Operational Procedures (approved 2021) include the following policies:

- Change Management
 - Patch Management
 - Privacy
 - Network Access
 - Server Hardening
 - Account Management
 - Administrative & Special Access
 - Physical Security
 - Security Training
 - Portable Computing
 - Password
 - Acceptable Use

- Virus Protection
- Vendor Access
- Network Configuration
- Electronic Mail
- Software Licensing

The Disaster Recovery Plan should be implemented on annual basis. The plan provides for the recovery of those systems which support critical business functions and processes. These have been identified during a business impact analysis stage and business impact analysis report. The plan provides a structure and an action plan to be used in the timely recovery of the Municipality's critical applications' processing environment. The objective of the Plan is to recover the critical applications' processing environment within 48 hours following a disaster.

The Offsite Cloud Server has a communication link to the SENQU frame relay network. Cloud-based are created and stored off-site at a secure site specified by the Senqu Municipality. In a disaster scenario, the Disaster Operations Teams relocates to a temporary Command Center to organise the recovery effort, and the other Teams relocate to the recovery site, where a communication link is established from recovery site to the SENQU frame relay network. Links are also established from recovery site to the business partner locations.

The ICT Software used by Senqu Local Municipality is summarized in Table 53 below:

Table 53: ICT software

Company	Programme	Application
Inzalo	Inzalo Enterprise Management Solutions	Inzalo Consolidated Billing Inzalo Ledger Inzalo Payroll Inzalo Assets Inzalo Stores Inzalo Cashbook Inzalo Financial Management Solutions
Microsoft	Microsoft Office 365 Business Standard	MS Word MS Excel MS PowerPoint MS Publisher Adobe MS Outlook Windows Security

Heimdal	Heimdal Protection	Heimdal Antivirus
Standard Bank	Standard Bank Business Online	Standard Bank Business Online Electronic Banking
SITA	eNatis	Motor Vehicle Registration

Source: Senqu Municipality

In order to protect data, there are backup servers located off site and one drive cloud backups. The servers also have alternate energy sources. The Municipality is busy improving its capacity to run its ICT and servers during electrical blackouts through upgrades of Uninterrupted Power Supply (UPS) System. All server rooms are secured.

12. Valuation Roll

In terms of The Municipal Property Rates Act of 2004, Chapters 4, 5, 6 and 7 a municipal valuation process of all properties within a municipal jurisdiction must be completed by a municipality within the ambit of this Act (MPRA) given due consideration to rights of community members and the municipality/municipal valuator which will conduct the valuation process. A GRAP compliant valuation roll was done in 2025 for 2025-2030. It is open to the public for objections for 60 days from the 21st February 2025 to 22 April 2025. It was published in gazette 5371. The general valuation roll was effective from 1 July 2025.

The general valuation roll is performed as per the deeds search records and cadastral data from the chief surveyor general, these are the basic requirements as per MPRA act. Senqu Municipality is currently using the Sebata/Inzalo billing System which is capable of billing monthly, Quarterly, biannually and annually depending on the demand utilising accurate billing information. Currently we do have a challenge with electrical losses. This will hopefully be addressed by the implementation of the newly procured smart electricity meters. Water losses are the responsibility of the District Municipality.

The Vote for valuation reserves is part of the budget and the amount awarded to the winning bidder is also available at SCM as it reflects on the tender document. Currently the municipality has the new general valuation roll of 2025-2029 on the website for public consumption. (www.senqu.gov.za).

13. Internal Controls

The Municipality has an effective internal control system in place as evidenced by eight consecutive year's unqualified audit with no other matters reported (clean audit). All issues relating to the audit are

addressed in Chapter 5. Risk management is conducted on an annual basis by the Office of the Municipal Manager and risk assessment reports generated quarterly per department.

14. Supply Chain and contract Management

Senqu has three committees as per legislation. “Bid Committees” means the committees established in terms of this policy to prepare bid specifications, bid documentation, evaluate responsive bids and, where so authorised, to adjudicate responsive bids and any reference in section 117 of the Municipal Finance Management Act to municipal tender committees shall be construed as a reference to the aforesaid committees.

These Committees are:

The Specification Committee which ensures that the specifications are correct and in line with SCM legislation and approves them for tender advertisements. The Evaluation Committee evaluates bids once tenders have closed and forwards their recommendations to the Adjudication Bid Committee. The third committee is the Adjudication Bid Committee that makes recommendations to the Accounting Officer on all tenders. The Accounting Officer makes the final decision to award or cancel the bid.

The unit consists of 11 staff members, including 2 managers, who handle bids, expenditure, demand management, acquisition management and contract management. The Unit assists the Compliance and Governance Manager to monitor the performance of suppliers and bidders. The turnover rate of procurement is between 45 days if all committees manage to sit. Contract management is performed by the Acquisition Section with the SCM Division. It is done monthly or on a quarterly basis depending on the nature of the contract and is sent to Managers and Directors for comments. No payments are done without the acquisition Managers ensuring that payment occurs according to the contract document.

15. mSCOA Standard chart of accounts and report submission

Senqu Municipality views mSCOA as a long-term commitment and the municipality, together with service providers and provincial planning and treasury, remain committed to the project. The municipality has a mSCOA resolution, mSCOA implementation plan, SCOA champions and SCOA oversight committee. As from 2017/2018 the municipality has been able to table mSCOA compliant budgets for approval by the council in line with the applicable mSCOA chart.

To date, the following modules have been fully implemented, namely Planning, Billing, Ledger, SCM, Payroll (with leave module under implementation) and Performance Management.

#	MSCOA MODULE/PHASE	IMPLEMENTATION STAGE	COMMENTS/REMEDIAL ACTION	DATE
1.	Planning/Budget	Completed	None	N/A
2.	Billing/Revenue	Completed	None	N/A
3.	Ledger	Completed	None	N/A
4.	SCM and Expenditure	Completed	SCM to roll-out automated Quotations and Tenders.	1 July
6.	Performance Management	Completed	None	N/A
5.	HR and Payroll	Completed	None	N/A
5.1	Leave Implementation	Completed	Corporate Services to roll-out automated leave management.	1 July
7.	Assets Management	Not Completed	Municipality to revisit the implementation plan with service provider.	TBC
8.	Inventory Management	Not Completed	Municipality will revisit the implementation plan with service provider.	TBC

Challenges

- The monitoring of tender expenditure is difficult as they are done outside the system.
- Payments of travel and subsistence allowance is difficult to monitor as the reallocation journals are done at a later stage.
- Bulk journals workflow on system is not user friendly (not descriptive enough), furthermore, issue has been raised with service provider on numerous times without feedback.

Way forward

- The municipality has resuscitated regular technical meetings with system vendor to ensure all concerns raised are addressed timeously.
- The municipality to gradually implement sub-modules such as Tender Management and Quotations as soon as possible.

- The municipality has also resolved to revive the mSCOA Steering Committee to form part of the ICT Steering Committee to give adequate attention to the mSCOA related issues.
- The municipality is keeping abreast of the latest developments regarding the regulation of the minimum business processes and system specifications for mSCOA.
- Training sessions are organised with the system vendor to ensure optimal use of the system.

The Municipality compiles Section 71 and Section 72 reports 10 days after the closing of the month and submits to Treasury, Section 71 also goes to the monthly Finance Standing Committee. S52d are compiled quarterly at the end of the month after the quarter and submitted to Treasury and COGTA. Yearly reports are submitted to Treasury and AG by the 31st August on an annual basis.

CHAPTER TEN: PERFORMANCE MANAGEMENT SYSTEM

1. Monitoring & Evaluation System & Unit

The M & E unit consists of the Manager Governance and Compliance with a Risk Management Officer and an intern. The Unit falls under the Municipal Managers Office. The Unit is responsible for the development of the Institutional SDBIP and departmental SDBIP. For administrative efficiency the PMS scorecard is combined with the SDBIP so that only one report is received. The SDBIP, PMS and IDP objectives, strategies, indicators and targets are aligned on an annual basis.

The S56 Managers scorecards and that of the line managers' scorecards are developed by Corporate Services. The unit in Corporate Services is headed by the HR Manager and one PMS Co-ordinator.

The evaluations for the 2021/22, 2022/23 and 2023/24, 2024/25 financial year have been completed in line with the PMS policy which states that Directors will only be formally assessed once the final annual report is approved. All Managers have been evaluated and staff under them up to 12 on the task grade.

Annual assessments are done after the approval of the Annual Report by Council and the quarterly ones are done within 30 days after the end of each quarter.

To verify that targets are met, the responsible individuals submit quarterly reports with their portfolio of evidence to the Head of Department who checks it and submits it to the Manager Governance & Compliance. It is checked and a quarterly assessment is carried out. Formal assessment is only done in the second and fourth quarter. The mid-year assessment for 2025/26 (Q2) was carried out at the end of March 2026.

2. MPAC

The MPAC was trained to ensure that members are fully conversant with their roles and responsibilities. The Committee meets and discusses the departmental quarterly reports submitted by Directors and develops an annual S 46 report on performance assisted by the Manager Compliance and governance. As MPAC has improved its capacity, so has its ability to interrogate the evidence provided by directors to support that target have been met. As a result, the compliance with reporting and submitting of evidence has been much improved. SLM has an established MPAC committee and sits on a quarterly basis.

Cllr Mpiti -Gxelesha was appointed in February 2023 as MPAC Chairperson

3. PMS Implementation and Roll Out

The Municipality has implemented an organisational PMS as per the policy adopted in 2024. Roll out to Managers below S56 occurred in 2014/15.

The further roll out to personnel under Managers occurred in 2020/2021. This process was not completed and was revived in the 2023/2024 financial year. The electronic PMS system was introduced in 2024/2025 FY as part of a SALGA pilot system.

4. Summary of the Performance Management Policy

The policy was adopted by Council in 2018 but this has been reviewed and adopted in 2024. This process is as follows:

Process	Activity	Responsibility	Time frames
Compilation	All Departments are to complete their quarterly performance reports in terms of the SDBIP in a standard prescribed SDBIP Template. Compilation of quarterly performance reports in terms of the SDBIP must be undertaken simultaneously with collection and collation for accuracy and completeness of performance information	Directors and Managers	Within 1 day after the quarter has ended
Collection	Collection and collation of portfolio of evidence must be undertaken simultaneously with completion of quarterly reports to ensure accuracy and completeness of the performance information to support targets	Departmental Coordinators	Within 2 days after the quarter has ended
Verification	Directors are to validate, verify and sign of Confirmation/Sign -off Certificate to ascertain the accuracy, completeness and validity of reported information prior to submission	Directors	Within 3 days after the quarter has ended
Submission	Immediately after signing-off, departments are to submit departmental quarterly performance reports (SDBIP Reports) using the reporting template together with their POEs to the PMS Coordinator for the attention of Manager Performance	Directors	Within 3 days after the quarter has ended

Consolidation	Management to conduct an analysis. PMS Unit to consolidate all departments quarterly reports and prepare the Municipal Qualitative and Quantitative Performance Management Quarterly Report using the reporting template and submit to Internal Audit.	PMS Manager	Within 10 days after the quarter has ended
Auditing Process	Internal Audit to audit all quarterly Reports together with Portfolio of Evidence and give feedback and Report on Performance of Information submitted to Municipal by All Departments	Internal Audit/ CAE	Within 20 days after the quarter has ended
Consideration of comments from Internal Audit	Directors and the PMS Unit to consider comments from Internal Audit	PMS Coordinator/PMS Manager/Directors	Within 2 days after the receipt of comments
Submission to the MM and Audit Committee	CAE submits an Internal Audit Report to the Municipal Manager and the Audit Committee		

The reporting cycle is as follows:

STEP	ACTIVITY	TARGET DATES / FREQUENCY	APPLICABLE SECTION
1	Municipality prepares and adopts the IDP, Organisational SDBIP and Budget to be implemented during the following financial year, and adopted by Council in May / June respectively. Municipality prepares and adopt the Service Delivery and Budget Implementation within 28 days after the adoption of the budget, for implementation during the following financial year, which serves to monitor the implementation of the IDP and Budget. The municipality prepares and submits the draft and final annual performance agreements for the next financial year to the Mayor, informed by the Service Delivery and Budget Implementation Plan for the Municipal Manager and Directors, to monitor and review departmental and organizational performance.	May / June June July	Section 34 of the MSA MFMA 16(2), 17 & 87(3) MFMA 69(3)(a) MFMA 53(1)(c)(ii) MFMA 69(3)(b) MFMA 53(3)(b)
2	Directors and Middle Managers manage and monitor the implementation of the programmes and projects as per the Service Delivery and Budget Implementation Plan targets.	Weekly / Monthly Monthly / Quarterly	Regulations Guidelines MFMA Circular Guidelines

3	The Directors of Departments compile monthly / quarterly reports emanating from the sections of each department, they also scrutinize and verify the reports received from the sections, and also check alignment with the targets as per SDBIP. Once satisfied that the reports are accurate, the reports of the sections are reconciled and culminate into a departmental quarterly performance report	Monthly / Quarterly	Regulations Guidelines MFMA Circular Guidelines System of Delegations Guidelines
4	The Directors prepare monthly / quarterly performance reports containing the projections and actuals in terms of expenditure and performance, and reports are submitted to the Municipal Manager for his consideration. The Directors submit the quarterly performance reports received from the Unit Mangers to the IDP/PMS Unit for verification and assessment purposes, prior to being submitted to the Internal Audit unit for auditing purposes, and then subsequently conducts the quarterly performance assessments with the IDP/PMS Unit to determine whether the targets for the quarter under review have been achieved or not, in cases where they have not been achieved, corrective measures to be are Undertaken are provided to the PMS Unit.	Monthly / Quarterly	2001 Performance Regulations S 49 of the MSA
5	A consolidated annual performance report, inclusive of a report of Service Providers Performance, which serves as a Section 46 annual performance report as required in terms of the MSA, which also forms part of the Annual Report and is submitted to the Audit Committee for consideration with the financial statements. The Annual Performance Report with the financial statements subsequently submitted to the Auditor General for auditing purposes with the portfolio of evidence to serve as proof of meetings the targets.	August	Section 46 of the MSA MFMA 126(1)(
6	Subsequent to the auditing process, the annual performance report which forms part of the annual report and the mid - year performance report are submitted to Council in January of each year for approval. After approval by Council in January, Council gives authority for the Annual Report to be forwarded to the Auditor-General, Provincial Treasury, National Treasury and the Department of Co-operative Government and Traditional Affairs for comments an inputs, and also be advertised for public comments and inputs as required in terms of the provisions of Municipal Finance Management Act, 56 of 2003; and also be made in public for comments and inputs.	January January	Section 72 of the MFMA S 127 of the MFMA MFMA 127(5)
7	The Annual Report which has the annual performance report is submitted to the Municipal Public Accounts Committee to assess the Annual Report and take the report for public consultations and then prepare an Oversight report during February / March, for submission to Council during March for adoption	February / March	S 129 of the MFMA MFMA 129(1)
8	Comments received from the Auditor-General, Provincial and National Treasury and the Department of Co-operative Government and Traditional Affairs and the community are then considered.	March	MFMA 127(5)
9	The Annual Report with the Oversight Report from the Municipal Public Accounts Committee is then submitted to Council during March for adoption, and subsequently submitted to the Provincial Legislature, COGTA, NT and PT for consideration.	March	MFMA 129(1) MFMA 129(2)(b)
10	The Council submit minutes of meetings where annual report is discussed to the Provincial Treasury and Department of C-operative Governance and Traditional Affairs.	March	MFMA 129(2)(b)

When developing scorecards, the following basic principles apply:

- Each scorecard for the Municipal Manager and s56 Directors and middle managers is compiled of Key Performance Areas (that make up 80% of the scorecard weighting) and Core Management Competencies (that make up 20% of the scorecard weighting);

Performance Agreements are concluded annually for the Municipal Manager and s56 Directors and Middle Managers.

- Senqu Municipality has adopted the five National Key Performance Indicators as contained within the 5-year Local Government Strategic Agenda as their Key Performance Area's (KPA's) within the organisational performance scorecard.
- Individual performance scorecards: - population of individual performance scorecards are dependent on the area/level of importance and the amount of emphasis that this National KPA would carry within this particular Directorate. The only prescription is that the total number allocated for the weights of the KPA's is 80% and the remainder of the scorecard will be made up of Core Management Competencies (CMC's) which will represent.
- Each KPA is individually weighted according to the level of importance and the amount of emphasis that this KPA would carry within this Directorate. The only prescription is that, that the total number allocated for the weights of the KPA's is 80%.
- The remainder of their scorecard adding up to 20% and made up of Core Management Competencies (CMC's). Three compulsory CMC's and one additional CMC are required in terms of the Performance Regulations/pms policy and are detailed as follows:
 - Financial Management
 - People Management and Empowerment
 - Client Orientation and Customer Focus

The targets contained within the CMC's must be different to those reflected within the KPA's. If necessary, targets that have already been agreed to may be removed from the KPA's and reflected within the CMC's. Under no circumstances may targets be duplicated between the two.

LEVEL	TERMINOLOGY	DESCRIPTION
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job.
3	Fully effective	Performance fully meets the standards expected in all areas of the job.
2	Performance not fully effective	Performance is below the standard required for the job in key areas.
1	Unacceptable performance	Performance does not meet the standard expected for the job

Employee Performance

The rating of an employee's level of performance, whether in the category of s56 or as a middle manager, requires that ratings occur in terms of the rating calculator reflected below:

Assessment and Rating

- Assessments are based on the degree to which a performance indicator has been met. Failure to produce adequate evidence will result in the lowest rating being awarded i.e., a rating of "1" rating.
- Performance Bonuses applicable to s56 managers

For the Municipal Manager, s56 Directors and Middle Managers to qualify for a performance bonus, the ratings of all panelists' are required to be consolidated and changed into averaged scores (representative of the entire panel). These are consolidated by the Performance Management Facilitator appointed for this purpose.

The panel constitution for the Municipal Manager and s56 Managers (as reflected within the Regulations) is detailed below:

EVALUATION OF THE MM	EVALUATION OF S56 DIRECTORS ACCOUNTABLE TO THE MM
Mayor	MM
Chairperson of the auditcommittee or Audit Committee Member	Chairperson of the audit committee or Audit Committee Member
Mayor from Another municipality	MM from another municipality
Ward committee Member nominated by Mayor	Portfolio Councillor or Exco Member as nominated by the Mayor
Exco Member as nominated by the Mayor	Governance and Compliance Manager
Governance and Compliance Manager	PMS Facilitator
PMS Facilitator	

Bonuses are awarded according to a sliding scale – achieved by doubling the score (a total of 100 as per each scorecard), so as to reflect a total out of 200 – applicable to the rating scale. A score of 130% to 149% is awarded a performance bonus ranging from 5 – 9%, and a score of 150 and above is awarded a performance bonus ranging from 10% - 14%.

Merit awards applicable to the Municipal Manager and s56 Directors (budget permitting)

Merit awards for the Municipal Manager and s56 Directors are determined by assessing performance against required targets. Once performance criteria have been established, performance targets are reviewed regularly. At the end of the financial year, actual performance is compared against the agreed performance targets to determine the magnitude of the merit award. The merit award is calculated as a percentage of the total annual remuneration package of the employee.

- Performance Bonuses applicable to Middle Managers

Middle Managers are required to prepare and present a Portfolio of Evidence – substantiating claims of performance for each Performance Indicator for KPA's and CMC's. Bonuses are awarded according to the following sliding scale – achieved by doubling the score (a total of 100 as per each scorecard), to reflect a total out of 200 – applicable to the rating scale.

For Middle Managers to qualify for a performance bonus, the ratings of all panelists are required to be consolidated and changed into averaged scores (representative of the entire panel). These are consolidated by the Performance Management Facilitator appointed for this purpose.

The panel assessment panel for middle managers is constituted as follows:

ASSESSMENT PANEL FOR MIDDLE MANAGERS
Director (for relevant Directorate)
Manager (Relevant to Division) being reviewed (self-score and motivation /POE).
PMS Facilitator
Manager: Governance and Compliance or nominated other

Bonuses are awarded according to the following sliding scale – (a total of 100 as per each scorecard), so as to reflect a total out of 200 – applicable to the rating scale.

The consolidated scores are doubled, and bonuses are applicable as per the Middle Manager sliding scale

Performance Bonuses applicable to all other staff (below Middle Management level)

All other staff will be eligible to achieve a performance bonus providing they achieve a stipulated rating during the final review that is applicable to the assessment of annual performance and is detailed in the table that follows. Only one formal assessment occurs – after the 4th Quarter. Using the rating scale of 1 to 5 for achievement on targets as specified in terms of a standardized scorecard, the ratings of all panelists' will be averaged and an average rating for each incumbent will be obtained which will translate to an overall rating that ranges from 1 to 5. The employee, their Manager and the Director form a panel which assesses and rates performance for each indicator on the generic scorecard. The rating for each indicator is averaged amongst the panelist's and all final ratings are added together and averaged (rounded up) to achieve an overall final rating that is equivalent to a 1,2,3,4 or 5 overall.

The panel assessment panel for other staff (below Middle Management) is constituted as follows:

PANEL FOR STAFF BELOW MIDDLE MANAGEMENT
Director (for relevant Directorate)
Manager (Relevant to Section) being reviewed
The Employee Being Assessed
PMS Facilitator

Performance rewards for other staff are applicable as follows:

AVERAGE RATING	MERIT AWARD
5	60% of monthly basic package
4	40% of monthly basic package

AVERAGE RATING	MERIT AWARD
3	20% of monthly basic package
2	0%
1	0%

CHAPTER 11: DISTRICT DEVELOPMENT MODEL (DDM) AND ONE PLAN

1. Introduction

“Cabinet approved the DDM as a government approach to improve integrated planning and delivery across the three spheres of government with district and metro spaces as focal points of government and private sector investment. The envisaged integrated planning and delivery in the district and metro spaces will be enabled by joint planning, budgeting and implementation process. The DDM articulates an approach by which all three spheres of government and state entities work cooperatively in an impact oriented way to ensure enhanced performance and accountability for coherent service delivery and development outcomes. The DDM is anchored on the development of the One Plan. This plan is an intergovernmental plan that outlines a common vision and desired future outcomes in each of the 52 district and 8 metro spaces. The One Plan sets out a long-term strategic 4 framework to guide investment and delivery in each district and metro spaces in the country (COGTA , June 2021)”.

The Joe Gqabi District Municipality developed its draft One Plan in 2021 and undertook workshops with various stakeholders in May 2022 to update and finalise the plan. It was reviewed in February 2023 and processes are in place to review the catalytic projects.

2. Purpose of the One Plan

- To give effect to the **District Development Model (DDM)** approved by Cabinet as a practical method to improve service delivery and development impact in the Joe Gqabi District Municipality space through integrated planning, budgeting, and delivery by all three spheres of government working together with stakeholders and communities.
- To localise and synergise the **National Development Plan (NDP)**, the Medium-Term Strategic Framework (MTSF), National Spatial Development Framework (NSDF), Integrated Urban Development Framework (IUDF) and key national and provincial sector policies/strategies/plans with socio-economic and spatial development logic of the Joe Gqabi District Municipality.

- To express a **coherent and predictable government approach in relation to these key priorities** through a **Long-Term Strategic Framework (One Plan)** for growth and development of the Joe Gqabi District Municipality space that is co-produced by all three spheres of government together with stakeholders and communities.
- To enable a programmatic Intergovernmental Relations approach in relation to Joe Gqabi District Municipality through implementation of the One Plan that will serve as an impact performance framework tracking the commitments and spending of national and provincial sector departments and the Joe Gqabi District Municipality according to the **shared vision** and desired future development of Joe Gqabi District Municipality and its people.
- To create an **environment** which is conducive for **investment**.
- To stabilize **governance and financial management practices** in the Joe Gqabi District Municipality.

3. Pillars of the One Plan

These six DDM Transformation Focal Areas are:

- People Development and Demographics** – the process of understanding the current population profile and development dynamics and by which a desired demographic profile and radical improvement in the quality of life of the people is achieved through skills development and the following 5 transformations discussed below (economic positioning, spatial restructuring and environmental sustainability, infrastructure engineering, housing and services provisioning, and governance and management).
- Economic Positioning** – the process by which a competitive edge is created that enables domestic and foreign investment attraction and job creation on the basis of an inclusive and transformed economy. The economic positioning informs the spatial restructuring and has to be sustained through protecting, nurturing and harnessing natural environment and resources.
- Spatial Restructuring and Environmental Sustainability** – the process by which a transformed, efficient and environmentally sustainable spatial development pattern and form is created to support a competitive local economy and integrated sustainable human settlements. Spatial restructuring informs infrastructure investment in terms of quantum as well as location and layout of infrastructure networks.

- iv. **Infrastructure Engineering** – the process by which infrastructure planning and investment especially bulk infrastructure installation occurs in order to support the transforming spatial pattern and form, meet the needs of a competitive and inclusive local economy and integrated human settlements, and ensure demand for housing and services is met in a sustainable way over the long-term.
- v. **Integrated Services Provisioning** – the process by which integrated human settlement, municipal and community services are delivered in partnership with communities so as to transform spatial patterns and development for planned integrated sustainable human settlements with an integrated infrastructure network. This also requires holistic household level service delivery in the context of a social wage and improved jobs and livelihoods.
- vi. **Governance and Management** – the process by which leadership and management is exercised that planning, budgeting, procurement, delivery, financial and performance management takes place in an effective, efficient, accountable and transparent manner. It also includes spatial governance, that is, the process by which the spatial transformation goals are achieved through assessing and directing land development and undertaking effective land use management and release of municipal/public land.

4. Alignment to Senqu Municipality KPA's

	Alignment to Senqu KPA's
People Development and Demographics	Environment and spatial development Municipal transformation and institutional development
Economic Positioning	Local Economic Development
Spatial Restructuring and Environmental Sustainability	Environment and spatial development
Infrastructure Engineering	Basic service delivery and infrastructure Municipal Financial Management and viability
Integrated Services Provisioning	Good Governance and Public Participation Municipal Financial Management and viability
Governance and Management	Good Governance and Public Participation Municipal transformation and institutional development

5. Alignment to key government priorities to be implemented in district

LIST OF GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT				
PILLAR NAME	NATIONAL/ PROVINCIAL MTSF PRIORITIES	EC PDP PRIORITIES	DISTRICT PRIORITIES	SENQU PRIORITIES
PILLAR 1: DEMOGRAPHIC CHANGE AND PEOPLE DEVELOPMENT	Priority 3: Education, Skills and Health Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services Priority 6: Social Cohesion and Safer Communities	Goal (Impact Area) 4: Human Development • Increase access to Early childhood development. • Improved quality of primary and secondary education for improved educational outcomes. • Increase skills for development of the province. • Improved health profile and health outcomes in communities. • Improve the safety of the people in the Eastern Cape. • Promotion of Social Cohesion and moral regeneration. • Social Protection and Viable Communities.	• Improve human capacity • Facilitate develop mental health and inclusive society • Build social fabric	• Programme to look at building and maintaining creches • Poverty alleviation programme in W 5 • Revitalising CPF's and the Integrated Safety Forum
PILLAR 2: ECONOMIC POSITIONING	Priority 2: Economic Transformation and Job Creation	Goal (Impact Area) 1: Innovative and Inclusive Growing Economy • Stronger industry and enterprise support. • Rapid development of high-potential	• Facilitate and Implement job Creation and Poverty Alleviation • Facilitate and support regional economic development initiatives • Build economic and Social Infrastructure • Enhanced Tourism Development to	• Implementation of the LED strategy • Monitor and implement increased procurement from SMME's • Implementation of the Tourism Plan • Property investment unit at the Municipality

LIST OF GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT				
PILLAR NAME	NATIONAL/ PROVINCIAL MTSF PRIORITIES	EC PDP PRIORITIES	DISTRICT PRIORITIES	SENQU PRIORITIES
		economic sectors. - Spatially balanced economic development, urban development and small-town revitalization. - Digital transformation and development of the ICT sector. Goal (Impact Area) 3: Rural Development and an Innovative and High-Value Agriculture Sector - Sustainable community agriculture and diversified livelihoods. - Development of agricultural value chains. - Accelerate land reform and land rehabilitation programmes.	stimulate economic growth - Thriving Agriculture and Agri-processing development in the region - Efficient and effective Investment Promotion and SMME Development - Ensure access to funding by Informal Businesses - Increased Property investment and Infrastructure Development - Thriving Light Manufacturing development - Digitally transformed service delivery platforms	
PILLAR 3: SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY	Priority 5: Spatial Integration, Human Settlements and Local Government	Goal (Impact Area) 2: An Enabling Infrastructure Network Develop sustainable and integrated settlements. Goal (Impact Area) 5: Environmental Sustainability	- Establish dedicated Environmental Management units in the District and Local Municipalities. - Facilitate Environmental management and conservation. - Develop capacity of the District to undertake	- Formalisation of informal settlements - Increasing access to sites in urban areas - Consolidation of villages around Sterkspruit - Finalisation of climate change and air quality plans - Utilisation of more green technologies. Senqu has

LIST OF GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT				
PILLAR NAME	NATIONAL/ PROVINCIAL MTSF PRIORITIES	EC PDP PRIORITIES	DISTRICT PRIORITIES	SENQU PRIORITIES
		- Improvement of environmental governance. - Safeguarding ecosystems and existing natural resources. - Respond to climate change and green technology innovations.	- compliance and enforcement activities in terms of the National Environmental Management Act (NEMA) and the Specific Environmental Management Acts (SEMA's) - Ensure communities are empowered and capacitated on environmental management issues through education and awareness campaigns, implemented through the District.	- already implemented a solar energy system in its main office - Implementation of a waste recycling programme
PILLAR 4: INFRASTRUCTURE ENGINEERING	Priority 2: Economic Transformation and Job Creation Priority 5: Spatial Integration, Human Settlements and Local Government	Goal (Impact Area) 2: An Enabling Infrastructure Network - Build resilient economic infrastructure that promotes economic activity. - Universal access to basic infrastructure. - Sustainable energy and electricity provision. - Develop sustainable and integrated settlements. - Improve infrastructure planning,	Build economic and Social Infrastructure	Build economic and Social Infrastructure

LIST OF GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT				
PILLAR NAME	NATIONAL/ PROVINCIAL MTSF PRIORITIES	EC PDP PRIORITIES	DISTRICT PRIORITIES	SENQU PRIORITIES
		delivery, operations and maintenance.		
PILLAR 5: INTEGRATED SERVICE PROVISIONING	Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services	Goal (Impact Area) 2: An Enabling Infrastructure Network Universal access to basic infrastructure.	Universal Access to Basic Services	- Increase access to municipal services especially refuse removal - Implementation of the Sterkspruit Urban design framework - Implementation of the SDF and precinct plan
PILLAR 6: GOVERNANCE AND FINANCE	Priority 1: A Capable, Ethical and Developmental State Priority 7: A Better Africa and World	Goal (Impact Area) 6: Capable Democratic Institutions - Building the Capability of the State to deliver. - Transformed, Integrated and Innovative Service Delivery. - Instilling a culture of good corporate governance. - Build multi- agency partnerships.	- Ensure effective financial management and reporting - Ensure integrated planning and performance management - Facilitate Intergovernmental Cooperation - Facilitate community participation in the affairs of the municipality	- Increase IGR - Improve public participation programmes and communication channels - Business re-engineering programme - Innovation Hub - Enhance revenue - Promote funding partnerships

6.Alignment to vision, goals, outcomes and targets

OVERALL VISION STATEMENT FOR DISTRICT
A district with an improved quality of life for all of its citizens Fight poverty through stimulating the economy and by meeting basic needs, improving service delivery quality, promoting corporate governance and building the capacity of government and communities within a sustainable environment. This mission is premised on the following key elements: Stimulate the economy and fight poverty Meet basic needs and improve service delivery quality Enabling the building of capacity Fight fraud and corruption and ensure compliance

Grow tourism and related businesses Grow pro-poor and labour intensive programmes Grow agriculture and downstream industries Promote sustainable development The overall vision of the District will be achieved through meeting the following strategic objectives: Provide access to basic services Facilitate and implement job creation and poverty alleviation initiatives Facilitate and support regional economic development initiatives Improve human resource capacity and potential Ensure sound and effective financial management and reporting Facilitate intergovernmental cooperation and coordination Communicate effectively with communities Establish and support municipal oversight systems, mechanisms and processes Facilitate the development of a healthy and inclusive society

PILLAR 1: DEMOGRAPHIC CHANGE AND PEOPLE DEVELOPMENT FOCUS AREA	
Overarching Goal for this Pillar	Enhance the capabilities of individuals, communities and institutions to participate in all spheres of activity; transformation – tackling inequalities and vulnerabilities through changes in policies, laws, budgetary allocations and redistributive measures; and development and generation – increasing consumption patterns of the poor, promoting local economic development and enabling poor people access to economic and social opportunities
Outcomes	Promote equitable gender profile in government and community institutions Prevent and reduce the disease burden and promote health Treatment outcomes to align with the updated targets of the 90-90-90 strategy. Perinatal morbidity and mortality to less than 12.5/1000 live births Maternal mortality reduced from 3/ 5204 to 1/5024 by 2024 Reduce under 5 child morbidity and mortality to less than 13/1000 deliveries by 2021/22
Targets	Reduce perinatal morbidity and mortality to less than 12.5/1000 live births Reduce the number of neonatal deaths to less than 10/1000 by 2021/22 (financial year) Reduce under 5 child morbidity and mortality to less than 13/1000 deliveries by 2021/22 Increase people living with HIV/AIDS with suppressed viral loads to 90% by 2020 to achieve 90-90-90 targets. Increase TB treatment success rate to 90% by 2020 Increase Hypertension screening rate to 250 000 by 2021/22 Increase Diabetes screening rate to 250 000 by 2021/22 Patient Experience of Care survey rate Percentage of patients satisfied with their experience of care in public health facilities Percentage of Health facilities compliant with Occupational health and safety Reduction of Contingent liability of medico-legal cases Number of institutions with quality improvement: Monitoring and response forums formalized and convened quarterly.
Senqu Alignment	Implementation of the HIV & Aids strategy Mainstreaming policy Meetings of the Senqu HIV & Aids Forum Ensuring gender equity in employment through the employment equity committee

PILLAR 2: ECONOMIC POSITIONING FOCUS AREA	
Overarching Goal for this Pillar	Promote economic growth through the initiation, promotion and facilitation of economic development and investment projects throughout Joe Gqabi District. Systematic poverty eradication through a holistic, integrated and multidimensional approach to pro-poor programming. Grow priority sectors namely agriculture (including forestry), agro-processing, trade and tourism Stimulate economic growth through government and private sector investment Promote and administer sustainable economic development and job creation.
Outcomes	Vertical and horizontal integration of policy implementation Enhanced economic development and investment in the region. A focus on developing nodes and areas where economic opportunities and resources exist, or where such opportunities can be stimulated Developed institutional capacity and internal systems enabling strategy implementation Implementation of partnerships in support of (Township Economy Revitalisation Programme) TERP Roll out of the Provincial Business Incubation Framework and implementation model Enterprise Development projects Policy awareness and compliance
Targets	Development of Economic Strategies Number of manufacturing initiatives facilitated Agro-processing Industry Development Number of job opportunities created through mass employment programmes Number of economic development projects successfully implemented Reduce the unemployment rate to 15% by 2050 Reduce poverty from one-third to one-sixth of the population by 2050 Increase the annual GDP growth rate from the then average of 3% to 4,5% per year for the period 2030 to 2060 Create 10 000 job opportunities annually from 2022 Export diversification index Value of exports from the EC Number of trained people participating in the economy Jobs created Number of new tourism routes packaged Tourism product diversification index Tourism Experience Support Index Number of tourism products supported with grading Number of domestic tourists visiting the Eastern Cape Domestic tourism ranking % contribution of domestic tourism to the provincial GDP-r % of trained people who are active in the economy Compliance index of permits % authorizations Number of investments realized Value of investments realized % GDP-r Growth rate of 1.8% Size of the secondary sector in terms of GDP-r Number of domestic tourists visiting the Eastern Cape
Senqu alignment	Implementation of the EPWP programme including CWP Implementation of the LED and Tourism strategy and plans

	Increasing capacity and procurement of SMME's

PILLAR 3: SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY FOCUS AREA	
Overarching Goal for this Pillar	A growing, transformed, diversified and inclusive green economy in a sustainable environment
Outcomes	Identify opportunities and constraints. Through defining spatially sensitive areas and identifying areas that present opportunities for interventions. Identify preferred alternatives by recommending the land uses and sectors to be promoted. Integrate sustainability into the planning process. Guide the formulation of plans and programmes. Use the vision and objectives to guide the identification of appropriate development interventions.
Targets	Ensure that at least 10% of critically endangered and vulnerable vegetation is formally conserved through a system of national or provincial protected areas by 2050. Promote responsible (green) energy management and economic spinoffs Number alternative energy interventions (solar/wind farms) implemented in the District by 2030 Proportion of women, youth and people with disabilities accessing government procurement spend By-laws reviewed Compliance with Provincial Annual Ambient Air Quality Standards Number of government-owned ambient air quality monitoring stations meeting minimum data requirements and reporting to the SAAQIS Percentage of areas of state managed protected areas assessed with a METT score above 67% Number of hectares added to the Provincial Conservation Estate Game farm transformation index Amount of installed renewable energy capacity in the Province % increase in volume of waste recycled % reduction in number of environmental crimes committed % of empowered communities knowledgeable about environmental issues % reduction in number of environmental crimes committed % increase in volume of waste recycled
Senqu Alignment	Implementation of bylaws Increasing waste reduction techniques Increasing waste recycling initiatives in new solid waste sites

PILLAR 4: INFRASTRUCTURE ENGINEERING FOCUS AREA	
Overarching Goal for this Pillar	Provide access to basic services
Outcomes	Develop and maintain water and sanitation infrastructure Provide effective and efficient disaster risk management, fire and rescue services Expand and fast-track the provision of universal access to basic services Expand and fast-track the provision of universal access to basic services
Targets	Number of District Water forum meetings Review WSDP Ratio of fire incidents responded to as a proportion of entries recorded in the Occurrence Book Number of district disaster management advisory forum meetings held

	% of households with access to basic level of water % of households with access to basic level of sanitation Number of new households provided with potable water connection Number of new households provided with sanitation service (toilets) Number of infrastructure status quo reports compiled per LM Develop 3-year Infrastructure Plan Develop MIG Implementation Plan Develop PMU Business Plan Compile MIG annual report Number of reports on implementation of EPWP % of Progress for Water Supply Infrastructure completed for Herschel Pipeline by June 2021 Number of villages that were supplied with portable water by June 2021 Appoint sub-consultants for Survey Services, ISD services, Geohydrological Services, Geotechnical Services, OHS services, by June 2021 % of construction progress completed on development of Barkly East WTW and associated infrastructure by June 2021 % of Construction Progress completed for the Development of Burgersdorp Water Treatment Works (WTW) by June 2021 % of Construction Progress completed for the Development of Oviston Water Treatment Works (WTW) by June 2021 % of Construction Progress completed for the Development of Mt Fletcher Bulk Water Supply Scheme Phase 2 by June 2021 Appoint Professional Service Provider by for Aliwal North Holding Dams June 2021 Appoint service provider for Construction services for Maclear Water Treatment Works by June 2021 Number of new households provided with sanitation service (toilets) in Senqu LM by June 2021 Number of new households provided with sanitation service (toilets) in Elundini LM by June 2021 % compliance with SANS 241 for drinking water quality % reduction on network water losses (unaccounted for water) Number of process audits undertaken to assess water quality and compliance % of construction progress completed on Refurbishment of Barkly East, Aucamp and Ugie WTWs and associated infrastructure by June 2021 % of Construction Progress completed for the Development of Burgersdorp Water Treatment Works (WTW) by June 2021. % of Construction Progress completed for the Development of Oviston Water Treatment Works (WTW) by June 2021 % of Construction Progress completed for the Refurbishment of Aliwal North, Burgersdorp and Steynsburg and Prentjiesburg WWTWs by June 2021
Senqu alignment	Senqu Infrastructure projects for roads and solid waste sites Senqu road maintenance programme Senqu electricity maintenance programme Senqu street lighting project

PILLAR 5: INTEGRATED SERVICE PROVISIONING FOCUS AREA	
Overarching Goal for this Pillar	Reduce the vacancy rate to no more than 12% across all government institutions situated in the Joe Gqabi District Municipality.

Outcomes	Still to be provided by district
Targets	Still to be provided by district
Senqu alignment	Filling vacancies as they occur per the policy

PILLAR 6: GOVERNANCE AND FINANCE FOCUS AREA	
Overarching Goal for this Pillar	Implementing cost containment measures that prioritise expenditure on core service delivery programmes and less on non-core items, whilst ensuring the stabilisation of governance in the province, both at a political and administrative levels
Outcomes	Highly effective government institutions Fiscal Consolidation which entails the implementation of cost containment measures and prioritisation of expenditure on core service delivery programmes. Supply Chain Management Reforms which entail support to SMMEs through preferential procurement and payment of suppliers within 30 days. Infrastructure Support which enhances infrastructure planning and delivery; and Provincial and Municipal Governance and Accountability to improve financial management, audit outcomes and delivery of services in the Province. Prudent use of resources and fiscal consolidation that can be implemented through the following interventions: Controlling expenditure on non-core items, whilst protecting non-negotiable and key service delivery items. Reprioritisation of budgets, enforcing budget cuts and expenditure ceilings; o Controlling personnel budgets and expenditure. Rationalising and streamlining Public Entities; and Provincial Own Revenue Enhancement. o Strengthening financial governance and oversight both at provincial and local government level SCM reforms – that entail support to SMMEs and proportion of youth, women, people with disabilities, military veterans and SMMEs supported through preferential procurements. Payment of suppliers within 30 days and continuing to support suppliers to register on the Central Supplier Database including endeavours to achieve value for money. Infrastructure Support – to ensure that infrastructure planning, delivery, operation and maintenance is improved, whilst also ensuring that infrastructure investments help to unlock economic potential through: infrastructure budgeting and financing. procurement and contract management. localisation of benefits; and Infrastructure investment responds to spatial aspects of future infrastructure demand. Provincial and Municipal Governance and Accountability – through the implementation of the Financial Management Accountability Framework to promote good governance and accountability. To improve audit outcomes in the province, concerted effort will be put on the implementation and monitoring of the Provincial Audit Intervention Plan
Targets	Number of government institutions meeting their performance targets 100% Percentage reduction on financial information audit findings by 2025 Achievement of asset management maturity level 3 by 2023 Achievement of asset management maturity level 3 by 2023 Achievement of infrastructure procurement maturity level 3 by 2023 Number of Institutions that achieve unqualified audits (Provincial departments and public entities) % provincial risk profile mitigation measures implemented by departments

	Number of funded annual budgets adopted by government institutions % expenditure of Municipal Infrastructure Conditional Grants % Percentage reduction of irregular expenditure % Percentage reduction of fruitless and wasteful expenditure
Senqu alignment	Implementation of cost cutting measures Clean audit annual plan Ensuring that MIG is spent Increasing usage of grant funding Implementation of revenue enhancement strategy Review of SCM policy to cater for SMME's

DDM Catalytic Projects

1. Aliwal Spa Holiday Resort
2. Maletswai Private Hospital
3. Sterkspruit re-design
4. Orange River dam
5. Ugie Industrial park
6. Elundini Potato
7. District Wide Peach and Stone Fruit
8. Elundini Middle income housing

SENQU CATALYTIC PROJECTS

1	Orange River dam project
2	Jozana dam project
3	Tiffendell ski resort
4	Adventure racing in rhodes
5	Mountain bike trails in lady grey
6	Small wool washing and knitting wool factory
7	Small holder chilli production
8	Park and ride facilities
9	Mobile parking metres
10	Container malls
11	Consolidation of surrounding villages
12	Reconfiguration of city centre Sterkspruit
13	Market areas
14	Qhemegha fossil park
15	LG & BE trader parks

16	incubator Hubs
17	Mapping and standardization of village names
18	Village wifi systems
19	paving brick factory
20	Recycling buy back facility
21	Innovation hub
22	Strategic Procurement Framework

ANNEXURE 1-10 (In a separate document).

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Copies of the Document or sector plans may be ordered electronically from the IPED Manager via an email request to viedgeb@senqu.gov.za or downloaded from the municipal website <http://www.senqu.gov.za>