



RENOSTERBERG LOCAL MUNICIPALITY

NORTHERN CAPE PROVINCE

STRATEGIC PLANNING WORKSHOP REPORT

Environmental Scanning, Vision & Mission Development

February 2026

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Prepared For:

Mayor
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Council and Management
Renosterberg Local Municipality

"Aligning Strategy with Reality for Sustainable Service Delivery"

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Special appreciation is extended to the Municipal Manager of Pixley ka Seme District Municipality for availing the facilitator of the workshop, Mr. Simon Baas, Town and Regional Planner from District Municipality, who guided the discussions and provided technical support throughout the strategic planning process. The contributions made during the workshop will play a critical role in strengthening the municipality's strategic planning processes and improving alignment between political priorities and administrative implementation.



Strategic Leadership Forewords

Foreword by the Mayor

The strategic planning process represents our collective commitment to respond decisively to the lived realities of the communities of the Renosterberg Local Municipality. Through constructive engagement between Councillors and municipal officials, we have reflected honestly on the key developmental challenges affecting our municipality, including unemployment, service delivery pressures, housing needs, and broader socio-economic conditions faced by our residents. This process has provided an important platform for political leadership and administration to engage openly on the municipality's priorities and to reaffirm our shared responsibility to improve the wellbeing of our communities. Strategic planning enables us to align our aspirations with practical realities and to ensure that our policies and programmes are responsive to the needs of the people we serve. As political leadership, we recognise the responsibility entrusted to us by our communities. We must ensure that expectations are aligned with available resources, that oversight is strengthened, and that public confidence in the municipality continues to be rebuilt through transparent and accountable governance.

This Strategic Plan therefore serves as a practical roadmap for the municipality. It prioritises the stabilisation and improvement of essential services while also identifying opportunities to stimulate local economic development within the municipality. In particular, the plan recognises the importance of unlocking local economic potential, including tourism opportunities associated with the Vanderkloof Dam, which has the potential to contribute meaningfully to economic growth and job creation within the Renosterberg area. I would like to extend my sincere appreciation to all Councillors, municipal officials, and stakeholders who participated in this evidence-based strategic planning process. Their contributions have been invaluable in shaping a shared vision for



the future of our municipality. Together, we remain committed to advancing the dignity, wellbeing, and development of every community within Renosterberg.

Cllr Andrew Samson

Mayor

Foreword by the Municipal Manager

Effective strategy links ambition to institutional capacity. For the Renosterberg Local Municipality, strategic planning provides an important opportunity to reflect on our developmental aspirations while remaining mindful of the operational realities facing the municipality. This Strategic Planning Workshop created a platform for both political leadership and the municipal administration to engage in the municipality's future direction. Through this process, Councillors and Officials were able to deliberate on key socio-economic challenges affecting our communities, as well as the institutional constraints that influence our ability to deliver services effectively.

While our communities continue to grow and our working-age population increases, the municipality faces a number of structural challenges. These include funding limitations, shortages of specialised technical skills, and institutional capacity constraints that place additional pressure on the organisation. These realities require careful planning and responsible management to ensure that the municipality remains financially sustainable while continuing to respond to community needs. This strategic planning process therefore seeks to translate the municipality's Vision and Mission into practical and implementable programmes that are grounded in the technical and financial realities of the institution. In doing so, the municipality aims to strengthen the alignment between strategic priorities, departmental responsibilities, and the resources available to the organisation.

Importantly, this document is not merely a compliance exercise. It is intended to serve as a practical management tool that guides decision-making and organisational performance. By aligning departmental functions with the constitutional objects of local government, the municipality seeks to ensure that every resource invested contributes meaningfully to building a sustainable, responsive, and financially viable municipality. The

outcomes of this strategic planning process will further strengthen the alignment between the Municipality's Strategic Plan and the Integrated Development Plan, thereby ensuring that our development interventions remain coordinated, focused, and responsive to the needs of our communities. I would like to extend my appreciation to all Councillors and municipal officials who participated in the strategic planning engagement and contributed their perspectives to shaping the municipality's future direction. Their contributions will play an important role in strengthening governance, improving institutional performance, and enhancing service delivery across the municipality.

Municipal Manager

Mr Lulamile Jojiyasi

1. Strategic Context of the Municipality

The Renosterberg Local Municipality forms part of the Pixley ka Seme District Municipality in the Northern Cape. The municipality plays an important role in supporting regional development through the provision of basic services, promotion of local economic development, and facilitation of sustainable settlement growth within its jurisdiction. The Municipality serves a number of towns and rural communities, including areas that are strategically located along important transport routes and near key economic assets. The municipality's developmental mandate is guided by the constitutional objectives of local government, which include promoting social and economic development, ensuring sustainable service delivery, and improving the quality of life for residents.

The municipality operates within a largely rural context characterised by dispersed settlements, limited economic diversification, and significant socio-economic challenges. These conditions place additional pressure on municipal resources and require careful planning to ensure that available financial and institutional capacity is directed towards priority development needs. One of the most significant development assets within the municipality is the presence of the Vanderkloof Dam, which provides opportunities for

tourism development, water-based recreational activities, and associated economic opportunities. The area surrounding Vanderkloof has the potential to serve as a catalyst for local economic development through tourism, hospitality services, and small business development.

In addition to tourism potential, the Municipality is influenced by broader regional economic activities including agriculture, energy infrastructure, and transport connectivity within the district. These sectors present opportunities for economic growth but also require coordinated planning and investment to ensure that benefits are realised for local communities. Despite these opportunities, the municipality faces a number of structural challenges. These include high unemployment levels, infrastructure backlogs, limited institutional capacity, and financial constraints that affect the municipality's ability to deliver services at the scale required by communities. The strategic planning process therefore seeks to respond to these realities by aligning the municipality's long-term vision with achievable development priorities. Through this process, the municipality aims to strengthen governance, improve service delivery, and unlock economic opportunities that contribute to sustainable development across the Renosterberg area.

2. Introduction and Legislative Framework

2.1. Purpose of the Strategic Plan Report

The purpose of this report is to document the proceedings and outcomes of the Strategic Planning Workshop conducted for the Renosterberg Local Municipality. The report provides a formal record of the key discussions and inputs received during the engagement, including the situational analysis undertaken by Councillors and officials, the proposed Vision and Mission statements, and the strategic priorities that will guide the municipality's planning and development trajectory.

The report further serves as a strategic reference document that will inform the municipality's planning processes for the 2026/27 financial year and beyond. It captures the municipality's commitment to aligning its development priorities with the needs and

aspirations of communities while ensuring that municipal planning remains responsive to the prevailing socio-economic and institutional realities. Importantly, the report also contributes to strengthening the alignment between the municipality's Strategic Plan and its Integrated Development Plan (IDP), thereby ensuring that development planning, budgeting, and service delivery implementation are coordinated in a coherent and sustainable manner.

2.2. Constitutional Mandate (Section 152)

The strategic direction of the municipality is guided by the constitutional mandate assigned to local government in terms of Section 152 of the Constitution of the Republic of South Africa. The objects of local government provide the foundation upon which municipal development planning and service delivery responsibilities are based. These objects include:

- Providing democratic and accountable government for local communities.
- Ensuring the provision of services to communities in a sustainable manner.
- Promoting social and economic development.
- Promoting a safe and healthy environment.
- Encouraging the involvement of communities and community organisations in matters of local government.

These constitutional principles inform the municipality's strategic planning processes and ensure that municipal programmes and interventions remain focused on improving the quality of life of residents within the Renosterberg municipal area.

2.3. Legislative and Policy Alignment

The strategic planning process of the Renosterberg Local Municipality is undertaken within the framework of national legislation and policy directives that guide planning and governance within the local government sphere. This report therefore ensures alignment with key legislative and policy instruments, including:

Municipal Systems Act (Act 32 of 2000)

The Municipal Systems Act provides the legislative framework for developmentally oriented local government and requires municipalities to adopt Integrated Development Plans (IDPs) that guide municipal planning, budgeting, and service delivery.

Municipal Finance Management Act (Act 56 of 2003)

The Municipal Finance Management Act regulates financial management within municipalities and requires that strategic planning processes are supported by realistic and sustainable budgeting practices.

National Development Plan (NDP) 2030

The National Development Plan provides the long-term development vision for South Africa and outlines key national priorities aimed at eliminating poverty and reducing inequality by 2030. Municipal strategic planning processes must therefore align local development priorities with the broader national development agenda. Through alignment with these legislative and policy frameworks, the municipality ensures that its strategic planning processes remain compliant, development-oriented, and responsive to both national and local priorities.

3. Strategic Planning Process and Methodology

3.1. Overview of the Strategic Planning Process

The strategic planning process undertaken by the Renosterberg Local Municipality was designed to provide a structured platform for political leadership and municipal administration to collectively reflect on the municipality's development trajectory and institutional capacity. The process aimed to strengthen strategic alignment between the municipality's long-term development aspirations, the realities faced by communities, and the institutional resources available to the municipality. The strategic planning engagement therefore focused on:

- Reviewing the current developmental challenges facing the municipality.
- Reflecting on the relevance of the municipality's Vision and Mission.

- Identifying key environmental trends affecting the municipality.
- Initiating discussions on strategic priorities for future planning cycles.

The workshop formed part of the municipality's broader governance and planning framework and will inform the continued development of the municipality's Strategic Plan and its alignment with the Integrated Development Plan (IDP).

3.2. Workshop Participation

The Strategic Planning Workshop brought together key stakeholders within the municipality, including political leadership, members of the municipal administration as well as partners from sector departments .

Participants included:

- Councillors of the Renosterberg Local Municipality
- The Municipal Manager
- Senior management and municipal officials
- Strategic planning facilitator
- Sector departments

The engagement provided an opportunity for both Councillors and officials to share perspectives on the municipality's development challenges and to collectively consider the strategic direction of the municipality.



3.3 Facilitation Approach

The workshop was conducted using a participatory facilitation approach aimed at encouraging open discussion and collective reflection among participants. The process was facilitated by Mr. Simon Baas, Town and Regional Planner from the Pixley ka Seme District Municipality.



Participants were divided into working groups and guided through a series of structured discussion questions designed to stimulate reflection on both internal institutional conditions and external socio-economic trends affecting the municipality. Each group deliberated on the discussion questions and presented their responses during plenary sessions. These inputs were subsequently consolidated to inform the

development of the municipality's Vision, Mission, and strategic considerations

3.4 Environmental Scanning

As part of the strategic planning process, participants were encouraged to reflect on the broader environmental factors influencing the municipality's ability to deliver services and promote development.

Discussions focused on identifying key political, socio-economic, institutional, and governance issues affecting the municipality. Participants highlighted several challenges including high unemployment levels, housing pressures, community service delivery expectations, and institutional capacity constraints. These discussions formed the basis for a preliminary environmental scan which will guide future strategy formulation and development planning within the municipality.

3.5 Vision and Mission Development

An important component of the workshop was the review and development of the municipality's Vision and Mission statement.

Participants were guided through a process of reflecting on the municipality's long-term aspirations and the role of the institution in improving the quality of life of residents. Working groups proposed various vision and mission statements based on their understanding of the municipality's developmental priorities and institutional responsibilities. These proposals were subsequently consolidated and refined during plenary discussions to produce a shared understanding of the municipality's future direction.

3.6 Consolidation of Workshop Outcomes

The inputs generated during group discussions and plenary sessions were documented and consolidated to inform the outcomes of the strategic planning workshop.

These outcomes include:

- Key environmental issues affecting the municipality
- Institutional challenges and opportunities
- Proposed Vision and Mission statements
- Emerging strategic priorities for the municipality

The outcomes of the workshop provide an important foundation for the next stages of the municipality's strategic planning process, including the development of strategic objectives and implementation programmes. These proposals were subsequently consolidated and refined during plenary discussions to produce a shared understanding of the municipality's future direction.

4. Situational Analysis: The “Lived Reality”

The situational analysis provides an evidence-based reflection of the current state of the Renosterberg Local Municipality. It moves beyond general observations to examine the demographic, social, economic, and service delivery conditions that define the municipality's planning environment.

This analysis is informed by comparative data, institutional insights, and inputs gathered during the strategic planning workshop. It provides a foundation for identifying strategic priorities and aligning the municipality's development interventions with the lived realities of its communities.

4.1 Demographic Profile and Population Trends

Renosterberg population reflects a community in transition. While the total population has remained relatively stable, declining slightly from 10,978 in 2011 to 10,843 in 2022, the internal structure of the population has shifted significantly. A key feature of the population profile is the growing working-age population.

The proportion of residents aged between 15 and 64 years increased from 61% in 2011 to 67.6% in 2022. This presents a potential demographic dividend, offering opportunities for labour force participation and economic development. However, without sufficient economic opportunities, this may also translate into increased unemployment and social pressures.

The municipality is also experiencing a gender imbalance, with the sex ratio declining to 89.5. This indicates a higher proportion of females relative to males and suggests significant out-migration of males in search of employment opportunities elsewhere. This trend has implications for the prevalence of female-headed households and the need for targeted social and economic support.

In addition, the proportion of residents aged 65 years and above has increased from 6.2% to 9.2%, indicating a gradually ageing population. This trend will require the municipality to consider the provision of accessible services and facilities that cater to elderly residents.

4.2 Education Profile and the “Skills Paradox”

The education profile of the municipality highlights a significant disconnect between the available labour force and the level of specialised skills within the population.

While a notable number of residents (approximately 2,330) have attained a matric qualification, only 7.5% of the population aged 20 years and above has access to any form of higher education. This indicates a limited pipeline of advanced skills required to support economic growth and institutional capacity.

At an institutional level, the municipality is constrained by the limited availability of highly qualified individuals within its jurisdiction. The presence of only a small number of individuals with postgraduate qualifications (including approximately 10 PhD holders and 21 master’s degree holders) highlights the municipality’s reliance on external expertise for specialised and technical functions.

This skills paradox: a growing working-age population with limited advanced skills — presents a critical challenge for both local economic development and municipal service delivery.

4.3 Household Dynamics and Housing Conditions

Household trends within the municipality indicate changing settlement patterns and increasing pressure on housing delivery.

The number of households has increased to approximately 3,017, while the average household size has decreased to 3.6 persons per household. This suggests a shift towards smaller household units and an increasing demand for individual housing opportunities.

In terms of housing quality, there has been a slight decline in the proportion of formal dwellings, from 94.7% in 2011 to 92.8% in 2022. This trend suggests emerging challenges related to housing maintenance, backlog, and the gradual increase in informal or substandard housing structures.

These dynamics highlight the need for integrated planning approaches that link housing delivery, land use management, and infrastructure provision.

4.4 Health Profile and Mortality Trends

The health profile of the municipality presents a significant concern, particularly in relation to its impact on the economically active population.

For the age group between 15 and 44 years, HIV and tuberculosis (TB) remain the leading natural causes of death. These conditions disproportionately affect the working-age population, which constitutes the largest segment of the municipality's demographic profile.

This creates a direct economic and social risk, as the loss of individuals within this age group affects household stability, labour force participation, and overall community wellbeing.

The health challenges facing the municipality highlight the importance of intergovernmental collaboration, particularly with provincial health authorities, to strengthen preventative and community-based health interventions.

4.5 Basic Service Delivery Performance

An assessment of basic service delivery reveals a mixed performance across key service areas.

There have been notable improvements in access to sanitation services, with households connected to flush toilets linked to sewerage systems increasing from 83.1% in 2011 to 93.1% in 2022. This represents a significant achievement in improving living conditions and public health.

Access to electricity for lighting has also improved, reaching approximately 91.3% of households.

However, refuse removal services present a critical area of concern. The proportion of households receiving weekly refuse collection has declined from 74.4% to 68.4%. This indicates a regression in waste management capacity and highlights the need for targeted interventions to improve service delivery in this area.

5. Environmental Scanning (PESTLE and SWOT Analysis)

The environmental scanning process was informed by group discussions conducted during the strategic planning workshop. These discussions provided valuable insights into both internal institutional conditions and external factors affecting the municipality.

5.1 SWOT Analysis

Strengths

- Existing tourism assets associated with the Vanderkloof Dam
- Improved access to sanitation services
- Strong constitutional and legislative mandate

Weaknesses

- Financial constraints and limited revenue base
- Fleet management challenges affecting service delivery
- High levels of staff absenteeism
- Limited internal coordination and collaboration

Opportunities

- Potential for renewable energy development within the district
- Opportunities for partnerships with TVET institutions to address youth skills gaps
- Tourism development opportunities linked to national routes such as the N1

Threats

- Vandalism and infrastructure damage linked to substance abuse
- Declining public trust in municipal institutions
- Political expectations that are not aligned with available financial resources

5.2 PESTLE Analysis Highlights

Political Factors

- Governance instability and reactive (“crisis-driven”) decision-making
- Need for improved alignment between political priorities and administrative capacity

Economic Factors

- High unemployment levels
- Dependence on limited economic sectors such as agriculture and the public sector
- Limited economic diversification

Social Factors

- High levels of substance abuse among youth
- Growing mismatch between community expectations and municipal capacity
- Increasing pressure on social services

Technological, Legal and Environmental Considerations

- Need for improved systems and technology to enhance service delivery
- Compliance with legislative frameworks governing municipal operations
- Environmental sustainability considerations in infrastructure and development planning

The situational analysis and environmental scanning highlight a municipality with significant development potential but facing structural socio-economic and institutional challenges. The strategic planning process must therefore focus on translating these realities into practical, implementable strategies that strengthen service delivery, promote economic development, and ensure long-term sustainability.

6. Vision, Mission and Strategic Direction

6.1 Introduction

The development of the Vision and Mission for the Renosterberg Local Municipality was informed by the outcomes of the situational analysis and environmental scanning process. The discussions held during the strategic planning workshop highlighted the need for a strategic direction that is both aspirational and realistic, considering the socio-economic challenges, institutional capacity constraints, and development opportunities within the municipality.

The Vision and Mission therefore reflect a shared understanding between political leadership and the administration of the municipality regarding the future direction of Renosterberg and the role of the institution in achieving that future.

6.2 Vision Statement

Following deliberations during the strategic planning workshop, the municipality agreed on a Vision that is concise, clear, and aligned to the realities identified during the situational analysis.

Adopted Vision

A financially sustainable municipality delivering quality services and improving the lives of all communities.

This Vision emphasises:

- The importance of financial sustainability as a foundation for service delivery
- The centrality of quality services in improving living conditions
- A commitment to inclusive development that benefits all communities

The Vision responds directly to the challenges identified during the situational analysis, particularly those related to financial constraints, service delivery pressures, and socio-economic conditions within the municipality

6.3 Mission Statement

The Mission statement defines the role of the municipality in achieving the Vision and outlines how the municipality intends to operate in delivering services and development outcomes.

Adopted Mission

To deliver sustainable and affordable services through innovation, financial responsibility and a committed workforce, improving the dignity and wellbeing of our communities.

The Mission reflects the following key principles:

- Efficient and sustainable service delivery
- Responsible financial management
- Innovation and continuous improvement
- A people-centred approach to governance
- Commitment to improving community wellbeing

The Mission provides a practical framework for guiding departmental responsibilities and institutional performance.

6.4 Strategic Direction

The strategic direction of the Renosterberg Local Municipality is shaped by the need to respond to the challenges and opportunities identified in the situational analysis while advancing the municipality's long-term Vision.

Key strategic considerations include:

Strengthening Financial Sustainability

Given the limited revenue base and financial constraints identified, the municipality must prioritise prudent financial management, improved revenue collection, and alignment between planning and budgeting processes.

Improving Service Delivery

The municipality must focus on stabilising and improving the delivery of basic services, particularly in areas where performance has declined, such as refuse removal. Maintaining gains in sanitation and electricity access will also be critical.

Promoting Local Economic Development

The municipality must leverage its existing assets, including opportunities associated with the Vanderkloof Dam, to stimulate tourism and local economic development. Partnerships and investment initiatives will be essential to unlock economic potential and create employment opportunities.

Strengthening Institutional Capacity

Addressing capacity constraints will be critical to improving service delivery and governance. This includes investing in skills development, improving organisational systems, and enhancing internal coordination.

Enhancing Governance and Accountability

The municipality must strengthen governance systems, improve oversight mechanisms, and rebuild public trust through transparent and accountable decision-making.

6.5 Linkage to Strategic Objectives

The Vision and Mission provide the foundation upon which the municipality's strategic objectives will be developed.

The strategic objectives will translate the municipality's strategic direction into clear priorities that can be implemented at departmental and operational levels. These objectives will further guide the alignment between the Strategic Plan and the Integrated Development Plan (IDP), ensuring that all municipal activities contribute towards achieving the municipality's long-term Vision.

6.6. Translating Strategy into Implementation

To ensure that the strategic objectives are effectively implemented, each department will be required to:

- Define its role in achieving each strategic objective
- Develop departmental objectives aligned to strategic priorities
- Identify key programmes and projects
- Align activities with the IDP and budget
- Establish performance indicators and targets

This process will ensure that the Strategic Plan is not limited to high-level statements but is translated into practical actions at departmental and operational levels.

The Vision and Mission of the municipality are not merely statements of intent, but commitments to action that must be translated into measurable outcomes through effective planning, resource allocation, and service delivery.

7. Strategic Objectives and Alignment to IDP

7.1 Introduction

The strategic objectives of the Renosterberg Local Municipality are derived from the Vision, Mission, and the key findings of the situational analysis and environmental scanning process. Effective implementation of the strategic objectives requires clear alignment between strategic priorities and departmental responsibilities. Each department within the municipality is expected to interpret the strategic objectives in relation to its functional mandate and translate them into specific programmes and actions

These objectives provide a structured framework through which the municipality will translate its strategic intent into actionable priorities. They also ensure alignment between the Strategic Plan and the Integrated Development Plan (IDP), thereby strengthening the link between planning, budgeting, and service delivery. To ensure Renosterberg Local Municipality fulfills its mandate, we have aligned our departmental activities with the five objects of local government as per Section 152 of the Constitution. Each objective addresses a specific "Lived Reality" identified in the situational analysis.

7.2 Objective 1: Democratic and Accountable Government

Goal: To ensure efficient administration, compliance with legal requirements, and transparent management of human resources.

| Focus Area | Key Challenges | Strategic Intervention |
|-----------------|---|--|
| Human Resources | Shortage of key personnel; high absenteeism; lack of requisite skills; poor performance management. | Develop and implement a Human Resource Management Strategy and review all HR Policies. |

| Focus Area | Key Challenges | Strategic Intervention |
|-------------------------|--|--|
| IT & Systems | Insecure IT infrastructure; misalignment of technology with municipal goals. | Implement a secure IT infrastructure plan and align digital tools with departmental KPIs. |
| Governance | Loss of public trust; political promises made without funding. | Strengthening Ward Committees and IDP forums to ensure responsive and grounded governance. |

7.3 Objective 2: Sustainable Service Delivery

Goal: *To stabilise and modernise infrastructure to ensure reliable access to basic services.*

| Focus Area | Key Challenges | Strategic Intervention |
|-------------------------|---|--|
| Waste Management | Decline in refuse removal (from 74% to 68%); fleet management issues. | Develop an Integrated Waste Management Plan (IWMP) update and implement strict maintenance schedules. |
| Infrastructure | Declining formal housing quality; vandalism of municipal facilities. | Roll out a maintenance plan for formal dwellings and secure key infrastructure sites (water/electricity) to prevent vandalism. |

| Focus Area | Key Challenges | Strategic Intervention |
|--------------------------|--|---|
| Water & Roads | Groundwater protection risks: poor road conditions in Philipstown/Vanderkloof. | Finalize Water and Stormwater Master Plans; prioritize "quick-win" repairs on main transit roads. |

7.4 Objective 3: Social and Economic Development

Goal: To foster local economic growth and bridge the "Skills Paradox" within the working-age population.

| Department | Key Challenges | Strategic Intervention | Policy Requirement |
|-----------------------------------|--|--|---|
| Planning & Development | 67.6% of working-age population but only 7.5% with higher education. | Establish TVET partnerships for vocational training in agriculture and renewable energy. | Local Economic Development (LED) Strategy |
| Planning & Development | Under-utilized tourism assets in Vanderkloof and Philipstown. | Position the region as a "Destination of Choice" through the Tourism Activation Package. | Tourism Strategy |
| All Departments | High unemployment and poverty levels. | Maximize job creation through EPWP-funded programs across all municipal projects. | EPWP Policy |

7.5 Objective 4: Safe and Healthy Environment

Goal: *To promote a clean and secure environment, addressing the specific health burdens of the community.*

Action 1: Integrate municipal health awareness programs (specifically HIV/TB prevention) with sanitation infrastructure projects.

Action 2: Address vandalism linked to substance abuse by securing municipal facilities and upgrading street lighting in high-risk areas.

Action 3: Addressing the high mortality rates (HIV/TB) in the 15-44 age group.

8. Departmental Implementation Highlights

The following high-priority actions were identified by the heads of departments to be addressed before the March session:

8.1 Planning & Development (LED & Tourism)

- **Skills Alignment:** Establish partnerships with TVET colleges to bridge the gap between the 67% working-age population and the 7.5% higher education rate.
- **Tourism Activation:** Position Philipstown and Vanderkloof as "destination detours" for N1 travelers.
- **Local Labor:** Enforce the use of local labor on all municipal infrastructure projects.
- **Outcome:** Reduced inequality and diversified local economic participation.

8.2 Finance

- **Revenue Enhancement:** Address the financial constraints by improving the billing system and implementing the Investment Policy.
- **Outcome:** Ensure 100% MFMA compliance and improve payment cycles to local creditors to support the local economy.

8.3 Technical Services

- **Asset Protection:** Implement a fleet management system to reduce downtime and improve response times for service complaints.
- **Renewable Energy:** Provide training programs to equip local residents with skills for the solar projects earmarked for the region
- **Stabilization of water, waste, and road infrastructure.**
- **Outcome:** Improved quality of life and better support for local communities

8.4 Corporate Services

- **Priority:** Update personnel records and finalise the job evaluation process.
- **Outcome:** A committed workforce with clear KPIs aligned to the new Vision.

9. Alignment to Integrated Development Plan (IDP)

The strategic objectives are aligned to the municipality's Integrated Development Plan (IDP), which serves as the principal strategic planning instrument guiding development within the municipality.

This alignment ensures that:

- Strategic priorities are translated into IDP programmes and projects
- Budget allocation supports strategic objectives
- Service delivery initiatives are coordinated and targeted
- Development interventions respond to identified community needs

The IDP therefore serves as the implementation vehicle through which the strategic objectives will be operationalised.

10. Link to Service Delivery and Budget Implementation

The strategic objectives will be further translated into measurable outputs through the Service Delivery and Budget Implementation Plan (SDBIP).

The SDBIP will:

- Break down strategic objectives into annual targets
- Assign responsibilities to departments and officials
- Provide a basis for performance monitoring and reporting
- Ensure accountability for service delivery outcomes

The effectiveness of the Strategic Plan will ultimately be determined by the ability of departments to translate strategic objectives into tangible service delivery outcomes that improve the lives of communities.

11. Implementation Framework and Way Forward

11.1 Introduction

The successful implementation of the Strategic Plan of the Renosterberg Local Municipality depends on the municipality's ability to translate strategic objectives into practical actions, supported by effective governance, sound financial management, and institutional accountability. This section outlines the framework through which the municipality will implement, monitor, and evaluate the Strategic Plan, ensuring that it delivers measurable outcomes aligned with Vision and Mission.

11.2. Implementation Approach

The municipality will adopt a structured implementation approach that ensures alignment between strategy, planning, budgeting, and service delivery.

This approach includes:

- Translating strategic objectives into departmental plans
- Aligning departmental plans with the Integrated Development Plan (IDP)
- Linking planning to budgeting processes
- Assigning clear roles and responsibilities
- Establishing performance indicators and targets

The implementation process will be coordinated across all departments to ensure a unified and integrated approach to service delivery.

11.3 Cascading of the Strategic Plan

A critical component of implementation is the cascading of the Strategic Plan throughout the organisation.

The municipality will ensure that:

- Strategic objectives are translated into departmental objectives
- Departmental objectives are further cascaded to units and individual performance plans
- All employees understand their role in achieving the municipality's Vision

This cascading process will strengthen accountability and ensure that strategy is implemented at all levels of the organisation.

11.4. Roles and Responsibilities

Effective implementation requires clear delineation of roles between political leadership and the administration.

Council

- Provides strategic direction and oversight
- Approves policies, plans, and budgets
- Monitors overall municipal performance

Mayor and Mayoral Committee

- Provide political leadership
- Ensure alignment between policy and implementation
- Monitor progress on strategic priorities

Municipal Manager

- Responsible for overall administration and implementation
- Ensure alignment between strategy, IDP, and operations

- Oversee performance management and service delivery

Senior Management and Departments

- Translate strategic objectives into departmental plans
- Implement programmes and projects
- Monitor performance and report on progress

11.5 Performance Monitoring and Evaluation

The municipality will utilise its Performance Management System (PMS) to monitor the implementation of the Strategic Plan.

Key elements include:

- Development of Key Performance Indicators (KPIs) aligned to strategic objectives
- Regular monitoring and reporting on performance
- Quarterly and annual performance reviews
- Corrective action where performance targets are not met

Performance monitoring will ensure that the municipality remains accountable and responsive to its development commitments.

11.6 Linkage to Budget and SDBIP

The implementation of the Strategic Plan will be supported through alignment with the municipal budget and the Service Delivery and Budget Implementation Plan (SDBIP).

This alignment ensures that:

- Financial resources are allocated to strategic priorities
- Projects and programmes are funded appropriately
- Service delivery targets are clearly defined and monitored

The SDBIP will serve as the operational tool through which strategic objectives are translated into measurable outputs and deliverables.

11.7 Risk Management

The municipality recognises that the implementation of the Strategic Plan may be affected by various risks, including financial constraints, institutional capacity limitations, and external socio-economic factors.

To mitigate these risks, the municipality will:

- Strengthen risk management systems
- Monitor identified strategic risks
- Align risk management with performance management
- Implement corrective measures where necessary

11.8 Way Forward

The following actions will guide the municipality in implementing the Strategic Plan:

- Finalisation and adoption of the Strategic Plan
- Alignment of the Strategic Plan with the IDP
- Development of departmental implementation plans
- Integration of strategic priorities into the budgeting process
- Cascading of the Strategic Plan to all levels of the organisation
- Continuous monitoring and evaluation of performance

The municipality will also continue to engage with stakeholders and communities to ensure that development interventions remain responsive and inclusive

STRATEGIC COMMITMENT STATEMENT

The Strategic Plan of the Renosterberg Local Municipality represents a commitment to improving governance, strengthening service delivery, and advancing socio-economic development within the municipality. Its success will depend on disciplined implementation, effective leadership, and the collective efforts of both political leadership and the administration.