

INTEGRATED DEVELOPMENT PLAN

2017 - 2022



Final IDP

4th Annual Review

2021/2022

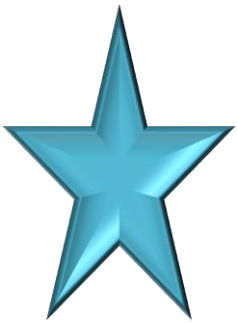


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Cllr Q. Louw

MAYOR'S FOREWORD

The Honorable President of the Republic of South Africa likened the strike of the global pandemic in South Africa to a wild fire that sweeps across mountains where the fynbos grows. He added that like the hardy fynbos of our native land, South Africans have displayed admirable resilience in many ways.

The President proceeded, highlighting that South Africa has been hit hard by the second wave of the virus which was driven by a new variant, hence the severity thereof.

We ought to admire and acknowledge the courage of our health practitioners, police force, community services, law enforcement as well as all essential workers who have dedicated their lives on a daily basis for our people during these trying times. The Honorable President articulated the overriding priorities of 2021 which are, (1) to defeat the corona virus pandemic, (2) accelerate our economy, (3) implement economic reforms to create sustainable jobs and drive inclusive growth. Finally, we must fight corruption and strengthen the state.

As Beaufort West Municipality we are fully committed to playing our role in the realization of the aforementioned 2021 priorities. Consequently, we are in full support of the vaccination sites still to be identified in Beaufort West. This will ensure the vigorous vaccination of our people to reach herd immunity.

In addition, we are very much aware of the current outcry and demonstration by our fellow residents pertaining to slow and inefficient service delivery in certain areas. It is worth noting that some of the service delivery inefficiencies are, among other things, owed to the challenge of revenue collection and the absence of a call Centre system.

The President further articulated that this is indeed a local government election year in which we need to adjust the conditions forced upon us by COVID-19, to ensure our people get the opportunity to determine who represents them at this crucial sphere of government. Beaufort West Municipality is in no way exempted from the above. We are responsible for creating an enabling environment where our people can cast their votes and choose a candidate of their choice to achieve their mandate through government for the people, by the people.

In our efforts to eradicate poverty and decrease the rate of unemployment, Beaufort West Municipality has engaged in the recruitment and employment of Extended Public Works Programme (EPWP) employees. We have employed over 68 people under the EPWP across Beaufort West Municipality.

This IDP is the fourth review of the 4th Generation IDP (2017/2018 to 2021/2022) of local government's 5-year term which is aligned to the 5 year IDP to be approved by the Council. It is my pleasure to report on the progress in respect of what we pledged to deliver for the community of Beaufort West Municipality in this current cycle (4 of the 5-year period). Our progress and pledge can be marked in accordance with the five (5) key performance areas namely:

1. INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

KEY PROGRAMMES/PROJECTS

Development and Implementation of Policies, Plans, by-laws and standard operating procedures for the municipality. Several policies, plans, by-laws and standard operating procedures has been identified, developed and implemented in order to ensure successful achievement of the municipality's vision.

Filling of critical positions

All critical positions was filled until September 2019 except for the Director: Community Services in this 5-year term, in order to ensure successful implementation of the municipality's vision. However, the position of Director: Electro technical Services, became vacant from 1 October 2019 and was the organogram amended and the position of Directors: Engineering, Electro technical and Community Services amalgamated to Director: Infrastructure Services. The



positions of the Directors: Infrastructure and Financial Services were vacant for more than a year and has been filled from 01 May 2021. The Municipal Manager's position became vacant from March 2021 and has Council appointed an Acting Municipal Manager. The vacancy has been advertised and it is envisaged that the position of Municipal Manager will be filled within a period of three to four months from date of advertising. An Acting Director Community Services has also been appointed during May 2021.

Capacity building

The municipality through the Skills Development Unit completed the skills audit in order to identify skills gaps to ensure provision of training in order to bridge the skills gaps within the Beaufort West Municipality. Several municipal officials as well as people from the public have been up-skilled with computer training during the 2019/2020 and 2020/2021 financial year.

Performance Management

The municipality has developed an Organisational Performance Management Framework which still have to be adopted by Council. Performance Management System is a strategic approach to management, which equips councillors, managers, employees and other stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the Beaufort West Municipality in terms of indicators and targets for efficiency, effectiveness and impact. This system will therefore in turn ensure that all the councillors, managers and individuals in the municipality are held accountable for their actions which should bring about improved service delivery and value for money.

Performance management is aimed at ensuring that the municipality monitors its IDP and continuously improve its operations. The system is designed to improve strategic focus and organizational effectiveness through continuously seeking to improve the performance of the municipality as a whole.

2. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

KEY PROGRAMMES/PROJECTS

- 🏠 Construction of new and upgrading of roads
- 🏠 Construction of new and refurbishment of community facilities (halls, library, sport fields, etc)
- 🏠 Electrification Programme
- 🏠 Development/Review of the Integrated Waste Management Plan
- 🏠 Management, Operation and maintenance of landfill sites
- 🏠 Installation of boreholes

Special Social Programmes

- 🏠 Establishment of Youth Council to deal with all youth related issues under Beaufort West Municipality. The Draft Youth Policy was tabled before Council during the 2020/2021 financial year and it was decided by Council that the Draft be workshopped with Council, but due to the COVID 19 restrictions/levels the workshop was postponed. It is envisaged that the Youth Policy will be adopted by Council during the 2021/2022 financial year.

Indigent Register

The municipality has developed an indigent policy which seeks to provide financial relief to the households of the community who are unable to afford basic services. An indigent register has been developed as a result and is updated on an annual basis to re-assess the existing beneficiaries' affordability and extend to those that are needy.

Arts and Culture

- 🏠 The municipality entered into discussions with interested residents during the 2020/2021 regarding the establishment of an Arts and Culture Forum, because the Central Karoo Arts and Culture Forum has been already established.
- 🏠 A group who forms part of the Sport Arts and Culture fraternity is currently in the process to establish a structure/forum to re-address Arts and Culture in Beaufort and the Central

Karoo. An Arts and Culture Summit is scheduled for the 25 -27 June 2021 in Beaufort West.

- 🏰 This will provide this municipality with the opportunity to hosts Arts Competitions as a platform for the display/showcase of young talent within the Municipal area. I believe that this will have the potential to attract tourists which will have economic spin-offs for the town.

Traffic

Traffic Services is a sub directorate of the Department of Community Services. The office performs the following functions:

- 🏰 Traffic Law Enforcement
- 🏰 Vehicle Registration
- 🏰 Vehicle Testing
- 🏰 Driving Licenses
- 🏰 Court functions of which we have our own court staff and prosecutor
- 🏰 Service is rendered in the towns of Beaufort West, Nelspoort, Merweville and Murraysburg.

3. SOCIAL AND ECONOMIC DEVELOPMENT

KEY PROGRAMMES/PROJECTS

- 🏰 **Tourism Development and Promotion:** The municipality provides a variety of hospitality services to the influx of the tourists and therefore welcomed training programmes from the National Department Tourism to train the community members, specifically the youth over the last two financial years;
- 🏰 **SMME Support:** SMME's including informal traders benefitted through the training workshops offered by SEDA and the Department: Economic Development and Tourism, DSBD and SEFA, during the 2020/2021 financial year.
- 🏰 Expanded Public Works Programme (EPWP) and Community Works Programme(CWP);
- 🏰 Job opportunities has been and will continuously be created through the Expanded Public Works Programme.
- 🏰 The Municipality assisted SMMES/individuals with a number of projects/program applications to assist with COVID 19 Relief Funding, which was made available by Provincial and National






Government.

4. GOOD GOVERNANCE AND COMMUNITY PARTICIPATION

KEY PROGRAMMES/PROJECTS

Council Oversight Structures

The municipality has established the following committees to ensure efficient oversight over the municipality's administration:

-  Council
-  Executive Mayoral Committee
-  Standing Committee Committees
-  MPAC
-  Audit Committee

The abovementioned structures are in place, capacitated and operational.

Ward Committees

Elected ward committees in all 7 wards. Each ward has 10 members which have received training. All Ward Committees have monthly meetings and submitted minutes to the office of the Speaker.

Internal Audit

The municipality established an Internal Audit Unit. However, due to lack of capacity within the institution, at least 50% of the unit's function has been outsourced. This has not in any way compromised the Council's Internal Audit's objectives in terms of governance requirements.

Risk Management



The municipality still does not have a risk management unit; through which strategic risk management documents can be developed in order to ensure a systematic process of risk management within the municipality. This function is currently part of the duties of the Internal Auditor, but a process is under way to shift this responsibility to form part of a new position that has been adopted by Council with the amendment of the organogram, during the 2020/2021 financial year. An assessment of the municipality's risk is done on an annual basis in order to ensure optimum achievement of the municipality's objectives. This process allows for prioritization and monitoring of the identified risks.

Communications

Beaufort West Municipality has a Draft Communication strategy as well as a Draft Social Media Policy that was envisaged to be adopted by Council during the 2020/2021 financial year. Council will still strive to adopt these documents in the 2020/2021 financial year and if not possible, during the start of the 2021/2022 financial year. This documents outlines the municipality's strategies and processes of communication with all municipal stakeholders.

5. FINANCIAL VIABILITY AND MANAGEMENT

KEY PROGRAMMES/PROJECTS

Municipal Property Rates Act

The municipality developed the General Valuation Roll in 2014 financial year which is valid for four years, wherein the municipality developed Supplementary Valuation Rolls which is performed annually to accommodate new developments which have occurred after the adoption of the General Valuation Roll by the municipal council.

Revenue Enhancement Programme

It is vital to indicate that our municipality is to large extent dependent on grants. However the



municipality is trying its level best to enhance its own revenue generation within its area of jurisdiction. The municipality started to strengthen the implementation of Revenue enhancement programmes such as credit control and debt collection as well as meter audits during the 2020/2021 financial year to reduce water and electricity losses. The process of the establishment of a traffic court commenced during the 2020/2021 financial year, to increase collection of outstanding traffic fines.

Asset Management

The municipality has recently (2019/2020 financial year) commenced to create a module on the SEBATA Financial system, which will be utilized to record municipal assets. The municipal asset management is performed in the manner that we ensure that it complies with the GRAP standards as well as MSCOA. Asset verification was performed and council will be advised accordingly to take necessary resolutions to write off assets that are eligible to be written - off from the asset register.

Supply Chain Management

The supply chain management unit was expanded by the municipal council after identifying the shortage of staff complements within the finance department wherein the following employees were appointed, Chief SCM Clerk during the 2019/2020 financial year and two more officials were appointed in the positions of Principal SCM Clerks, during the 2020/2021 financial year, in an effort to further enhance the capacity and effectiveness of the unit. The post for Manager: Supply Chain has been advertised but not filled yet.

Auditor General's –Audit Outcome 2019/20

The Audit Opinion for the 2019/2020 financial year is disclaimer.

6. CROSS CUTTING INTERVENTIONS

KEY PROGRAMMES/PROJECTS



Land Use Management Scheme

- 🏰 To provide for a Legal Framework in which land use management operate, appropriate land use and general definitions, Standard Zones which will apply throughout the municipality, Statements of intent to guide decisions for each zone, appropriate controls for each zone, district and management area, where applicable, procedures for considering the use, development and subdivision of land and furthermore enable the efficient and coordinated use of land.

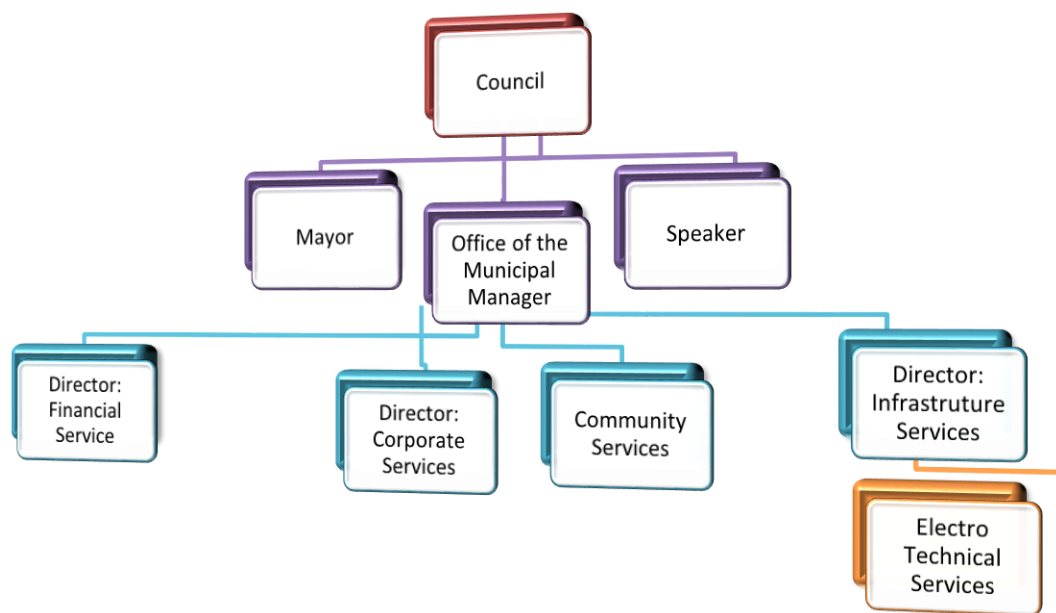
SPLUMA By-Laws

The municipality has adopted and gazetted planning by-laws.

7. MUNICIPAL POLITICAL GOVERNANCE STRUCTURE

Beaufort West Municipality's political governance structure consists of Portfolio Committees, Mayco, MPAC and Council.

Figure 1 Governance Structure



Council is constituted by 3 political parties, which are as follows:

Political Party	Number of Representatives / Councilors
African National Congress	6
Democratic Alliance	6
Karoo Democratic Force	1
TOTAL	13

Table 1 Representation of Political Parties

8. MAYORAL EXECUTIVE COMMITTEE



CLLR Q LOUW
EXECUTIVE MAYOR



CLLR ZJD LAMBERT
FULLTIME COUNCILOR



CLLR L DEYCE
DEPUTY MAYOR



CLLR AM KILANI
FULLTIME COUNCILOR

9. WARD COUNCILLORS



WARD 1 –
CLLR O HAARVOOR



WARD 2
CLLR D WELGEMOED



WARD 3
CLLR L BASSON



WARD 4 –
CLLR C DE BRUIN



WARD 5 –
CLLR MC KILANI



WARD 6 –
CLLR E WENTZEL

WARD 7
CLLR J VAN DER LINDE

10. PR COUNCILLORS



CLLR ZJD LAMBERT



CLLR L DYECE



CLLR E LAWRENCE



CLLR Q LOUW



CLLR D SLABBERT



CLLR N CONSTABLE
SPEAKER

11. ADMINISTRATIVE GOVERNANCE STRUCTURE



MR. J. PENXA
ACTING MUNICIPAL MANAGER



MR. A.C. MAKENDLANA –
DIRECTOR – CORPORATE SERVICES



MS N NSTANGANI
Director: Financial Services



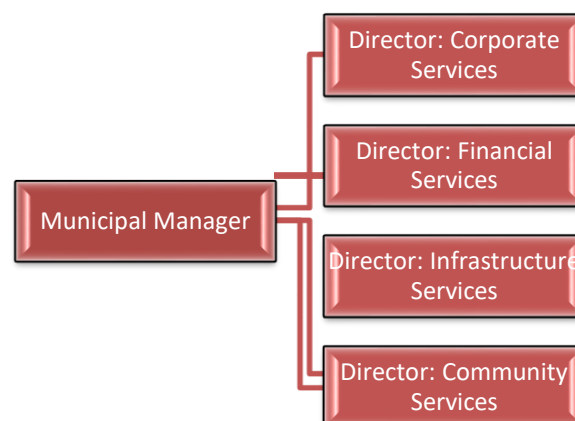
MR. D VAN TURHA
DIRECTOR: INFRASTRUCTURE



Services: Ms. M Phosokho
ACTING DIRECTOR: COMMUNITY

Administrative governance of Beaufort West Municipality during the 2020/2021 financial year comprised the Municipal Manager and four (4) HODs as well as a staff complement of 422 employees.

Figure 2 Administrative Governance Structure



I would like to take this opportunity to thank the Councilors, Acting Municipal Manager, Section 56 managers and all municipal staff, without them, we as Beaufort West Municipality will not be able to conduct a review of this 5-year strategic plan.

Finally, I would like to thank the members of the public once more who actively and continuously participated during the formulation of this Draft IDP, its programmes and projects and their support and understanding of all aspects with one intention, to have a better future for all in Beaufort West Municipality.

Councilor Q LOUW
EXECUTIVE MAYOR



MUNICIPAL MANAGER'S OVERVIEW



Jackson Penxa

Having followed a rigorous programme of consultation, both internally and externally, the 2021/2022 IDP review is one which the community, politicians and staff of the Municipality can take ownership of and work together in ensuring that the vision, objectives, strategies and plans are implemented to the best of our ability, as we move forward. Our Municipality exists within a global context and is not immune to the social, economic and political pressures that are being experienced at a global, national and provincial level.

As Beaufort West Municipality, we are currently grappling with numerous challenges, our expenditure is still high, revenue collections have declined and poor commitment to meet strategic objectives. The municipality has developed interventions to deal with the immediate challenges it is facing. As a newly appointed Acting Municipal Manager, I have been assigned the duty to bring about the much needed change in the municipality, this includes service delivery and the improvement of the Auditor General's audit opinion. We do acknowledge that we are faced with the challenge of aging infrastructure and poor waste management landfill facilities/sites in the municipality. However, we are dedicated to address this and ensuring that we live up to our vision of creating a Beaufort West, economic gateway in the Central Karoo, where people are developed and live in harmony together.

We have a newly appointed Director: Infrastructure Services and we have high hopes that this will ensure enormous improvement in our infrastructure.

The Covid 19 pandemic has had a huge negative impact on South Africa's economy, this has caused major distress in many South African families, leaving them impoverished, and Beaufort West is no exception. The Expanded Public Works Programme (EPWP) is a short-term intervention that seeks to address the socio economic challenges of the country. It is aimed at creating work opportunities, by contributing to the reduction of unemployment and poverty. In trying to eradicate poverty the Beaufort West Municipality has created over 68 job opportunities for young people through the EPWP programme.

Of course, for all our plans to materialize, we need to strengthen our governance systems and although our focus is to grow the municipality and create jobs for our people, we will ensure that governance within the Beaufort West Municipal Council is improved. Our turn-around strategy will be based on three pillars;

1. Finance and Governance,

- ❖ Strengthen internal controls
- ❖ Strengthen records management
- ❖ Review financial & administration delegations
- ❖ Budget adjustment
- ❖ Implementation of cost containment plan
- ❖ Review & implement revenue enhancement plan
- ❖ Alignment & implementation of audit plan
- ❖ Investment management

2. Service Delivery Model and Performance Management.

- ❖ Cascade performance management to lower levels
- ❖ Hold managers accountable and responsible for performance of their directorates
- ❖ Improve monitoring and evaluation capacity to assist in detecting challenges early
- ❖ Establish a plan to address service delivery failures

3. Organizational Reconfiguration and Capacity Building

- ❖ Instill a culture of good working ethics within the organization
- ❖ Internalize and institutionalize the Batho Pele Principles and ensure they form the cornerstone of service delivery
- ❖ Review policies and standard operating procedures



- ❖ Implement capacity building programmes to improve capacity and competency of municipal officials

Finally, I would like to thank all key stakeholders who took it upon themselves as individuals and organized bodies to contribute to the development of this Reviewed Integrated Development plan. The political leadership, our local municipality as well as management and staff who have all played a crucial role in ensuring the production of this credible and implementable document. This document will serve as a governing tool for councillors and officials for the 2021/2022 financial year and a 'Road Map towards 2023' in fast tracking service delivery as well as Beaufort West Municipality's achievements. I Hope we will all pull together to the right direction towards the mission and vision of Beaufort West Municipality as contained in this strategic document.

I thank you.

Jackson Penxa
Acting Municipal Manager

THE STRUCTURE OF BEAUFORT WEST MUNICIPAL IDP

The structure of Beaufort West Municipality's IDP is based on the WC IDP Assessment Criteria and guidelines.






The *Executive Summary indicates* issues facing the municipality, development opportunities, municipal plans to address opportunities and constraints, institutional development programmes, and five-year service delivery programmes.

A shared and *detailed analysis* of the current situation forms the basis for the identification of key development issues, development opportunities and a review of the strategic framework.

Appropriate mechanisms, processes and procedures for *consultation and participation of local communities*, organs of state, and other role players in the IDP drafting process have been used. However, the normal contact meetings with the communities during September/October 2020, was negatively affected/influenced by the COVID-19 Virus, meaning that attendance was poor and some meetings did not proceed due to poor attendance.

The *development strategy* clearly indicates the long, medium and short term development vision. These are expressed in the form of a long term vision, medium term development strategies and short term interventions/projects.

An indication of the organizational arrangements for the IDP processes have been expressed in the Time Schedule plan, which includes the following:

-  Binding plans and planning requirements, i.e. policies, legislation, mechanisms and procedures for vertical and horizontal alignment.
-  Alignment of the budget and the IDP expressed in the form of a medium term (3 years) capital programme corresponding with the medium term expenditure framework, one-year capital programme indicating the projects to be implemented in this financial year, etc.
-  The following IDP-Sector Plans have been submitted and some attached in the reviewed IDP (2021/2022):
-  Financial Plan, Housing Sector Plan, Spatial Development Framework and Disaster Management Plan/Strategy.
-  The IDP has incorporated the MSCOA segments so as to comply with the MSCOA requirements.

The MSCOA Compliance

The Minister of Finance has, in terms of section 168 of the Local Government: Municipal Finance Management Act, 2003 (Act No.56 of 2003), and acting with the concurrence of the Minister of Cooperative Governance and Traditional Affairs gazetted the Municipal Regulations on Standard Chart of Accounts (MSCOA) into effect on 22 April 2014. Municipal SCOA provides a uniform and standardized financial transaction classification framework. Essentially this means that MSCOA prescribes the method (the how) and format (the look) that municipalities and their entities should use to record and classify all expenditure (capital and operating), revenue, assets and liabilities, policy outcomes and legislative reporting. This is done at transactional level and ensures that a municipality and its entities have minimum business processes in place. This will result in an improved understanding of the role of local government in the broader national policy framework and linkage to other government functions.

The Regulations apply to all municipalities and municipal entities and indicate its applicability and relevance to each specific municipal environment while accommodating organizational uniqueness and structural differences. The Regulation provides for a three-year preparation and readiness window and all 278 municipalities were expected to be compliant to the MSCOA classification framework by 1 July 2017.

Chapter 6 of the MFMA tasks the Municipal Manager of the municipality with managing the



financial administration of the municipality. Since MSCOA is a municipal business reform, the Municipal Manager has the overall responsibility to manage the successful implementation of the MSCOA project within the municipality, to ensure the municipality is able to capture all transactions (at posting level) in accordance with MSCOA within its respective financial applications (systems) by 1 July 2017 going forward.

Implementation of MSCOA by Beaufort West Municipality

The municipality was not able to implement the MSCOA as per the National Treasury requirements by the 1st of July 2017. The financial system being used by the municipality could not implement the debtors' module, payroll and stores as well as assets.

Remedial Actions taken to resolve the challenges:

- Action plans were developed with timeframes to fully implement the new financial system. The new financial system was implemented on 1 July 2020. All modules were implemented except for Assets, Payroll and Performance Management. Assets and Payroll will be implemented from 1 July 2021.

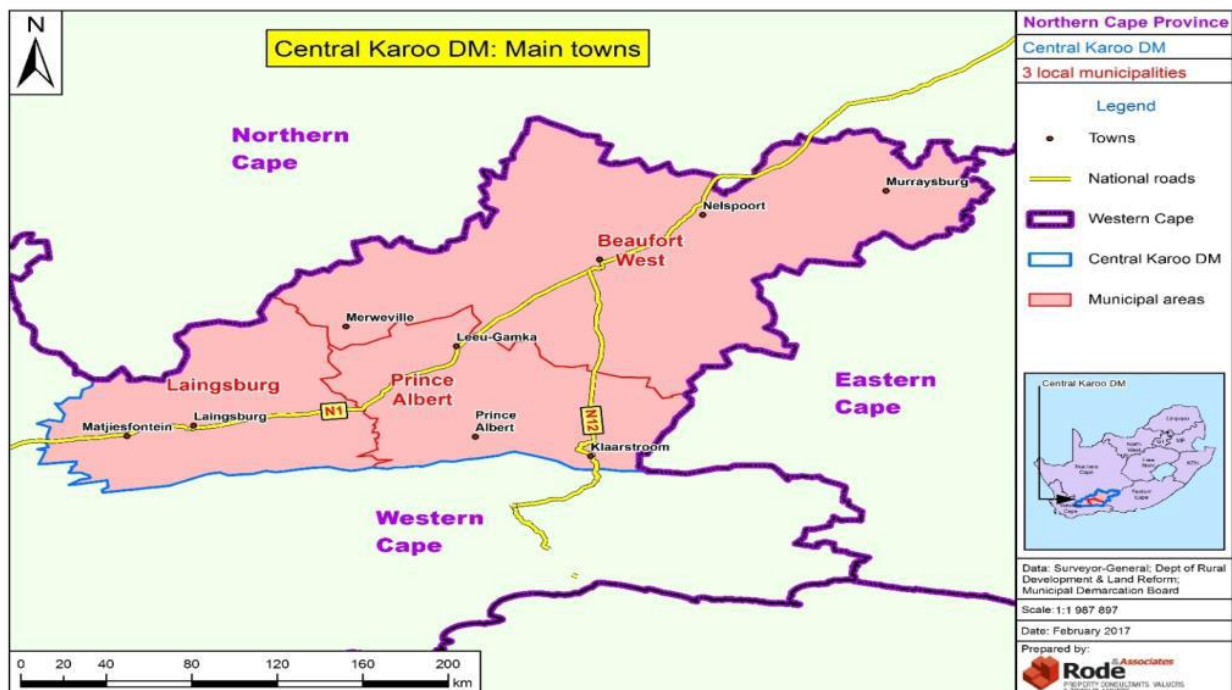


SECTION A:

EXECUTIVE SUMMARY



SECTION A: EXECUTIVE SUMMARY



Map: 1 Beaufort West Local Municipality in relation to Central Karoo DM

1. WHO ARE WE?

1.1. SPATIAL LOCATION WITHIN WESTERN CAPE

Beaufort West Municipality is one of the three (3) local municipalities that comprise Central Karoo District. Beaufort West is the economic, political and administrative heart of the Central Karoo. Located 32°21'S 22°35'E, about 460 km North East of Cape Town, the town was founded on the farm Hooyvlakte in 1818. The municipal area covers 16 330.10 km² and is structured into 7 Wards.

1.2. DEMOGRAPHIC PROFILE

1.2.1 Population Size

The table below illustrates the population in the municipal area since 2001:

Table 2 Population Size

Population	2001	2011	2016
Number of people residing in the Beaufort West municipal area	43 284	49 586	51080

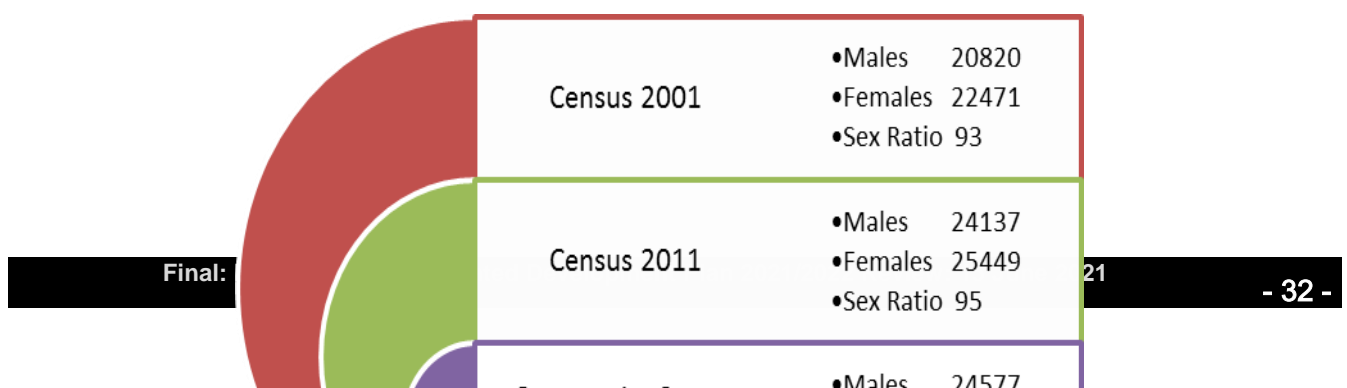
Data Source: Stats SA Census 2011 & CS 2016

According to the Community Survey (2016), the municipality is home to an estimated population of 51 080 people.

According to Census 2011, the Afrikaans language is spoken by more than 40 000 people, i.e. 80% plus, of the people residing in the municipal area, with IsiXhosa spoken by about 5000 residents. In 2001, the number of Afrikaans speaking residents were 37 000 which is about 85% of the total population. The languages most spoken in the household are; Afrikaans (83.0%), IsiXhosa (13.1%) and English (1.9%). Afrikaans has remained the predominant language spoken by households since census 2001.

Population by Gender

Figure 3 Gender Distribution



Source: Statistics South Africa: Community Survey, 2016

The female population over time has consistently been greater than that of the male population. The sex ratio indicates the number of males to every 100 females within the municipality has only increased in 2011 but declined back to its 2001 figure in 2016. Within 2001, 2011 and 2016, those aged 0-4, 5-9 and 15-19 have consistently had a higher male to female ratio. In 2016 however there was also subsequently and increase in the male to female ratio of persons aged 20-24 and 45-49.

1.3. MUNICIPAL WARDS

The municipal area covers 16 330.10 km² and is structured into the following 7 Wards:

Table 3 Municipal Wards

WARD	AREAS
1	Murraysburg
2	Nelspoort, Central Town, section of Hospital Hill, Part of Hillside
3	Part of Rustdene, Essopville, Nieuveld Park
4	Part of Mandlenkosi, Die Lande, Part of Hospital Hill and a portion of Prince Valley.
5	Paddavlei, Paradise Valley, Section of Mandlenkosi, Part of Rustdene, Newlands, Hooyvlakte
6	Part of Rustdene, Prince Valley
7	Part of Hillside, Merweville, Hillside 2, Toekomsrus, Barrake, Surrounding Farms in Area and Graceland.

1.4. ECONOMIC PROFILE

Beaufort West Municipality, like any other municipality in the country, has a huge service backlog. The municipality does try to deliver relevant services to the communities through



effective utilization of funds and human resources, but there is still much work to be done. The largest economic sector in the Beaufort West municipal area is community services (29.1 per cent contribution to GVA), mostly due to a large concentration of general government activities associated with the Beaufort West and Central Karoo District municipalities. The transport (17.0 per cent), trade (14.0 per cent), and finance (13.5 per cent) sectors also contribute notably to overall GVA.

1.5. HOW WAS THIS PLAN (IDP) DEVELOPED?

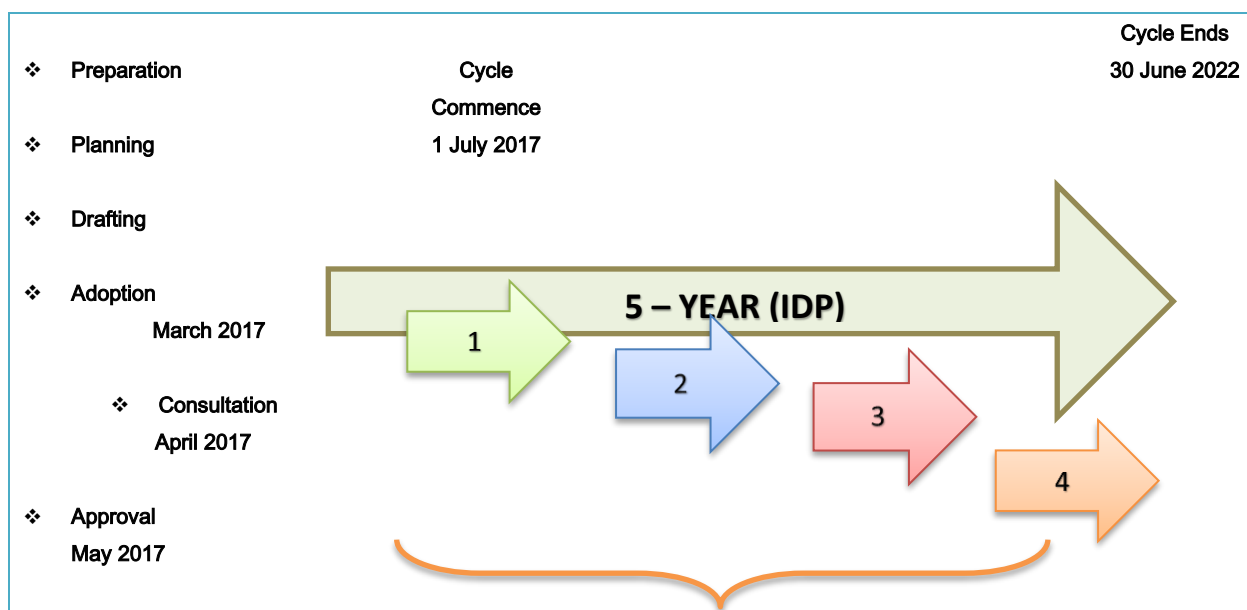
This document represents the Fourth Review of Beaufort West Municipality's IDP for the current five-year local government planning and implementation time-frame, i.e. 2017 - 2022 and considers the 2021/2022 budget cycle. The document must be read together with the original IDP and the municipal-wide sector plans. This IDP review serves as an addendum to the 5-year IDP (2017-2022) that was approved by Council on the 30 June 2017.

In terms of the MSA Section 34, a municipality is required to review its IDP annually. Annual reviews allow the municipality to expand upon or refine plans and strategies to include additional issues and to ensure that these plans and strategies inform institutional and financial planning.

This review as mentioned above, is the Fourth Review of the 2017-2022 IDP, as illustrated by the figure below, and should be read together with the 5-Year IDP.

2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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The Municipal Systems Act (Act, No. 32 of 2000) requires Municipalities to annually prepare, review and adopt its Integrated Development Plan. An IDP is one of the key mechanisms for Local Government to cope with its new developmental role. Furthermore, it seeks to facilitate strategic decisions on issues of Municipal importance, such as Land Use Management Systems, Local Economic Development and Institutional transformation in a consultative and systematic manner. The Municipal Systems Act, which provides a framework for the preparation of IDP's recommends that once in place, each IDP must be reviewed annually to re-assess and re-evaluate the Municipality's development priorities and challenges and to accommodate new developments in local government processes.

The Municipal Systems Act (MSA) also prescribes that an extensive consultation process must be undertaken as part of the IDP process to obtain the inputs from communities in respect of their needs. Apart from specifying the needs of communities, the IDP should also specify a vision for the area, i.e. the desired future state of the community and its surrounds and a plan to achieve it.

In line with the systems Act the municipality prepared a Time Shedule and this schedule included the following:

- A programme specifying the time frames for the different planning steps;
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, and other role players in the

- IDP drafting process;
- 🏰 An organisational arrangement for the IDP process;
- 🏰 The Time Schedule was adopted by council during August 2019.

1.5.1 Approach

The IDP adopts an outcome based approach in line with the national government priorities and the associated 14 outcomes. The strategic objective of the outcome based approach is to improve service delivery across all spheres of government and to introduce a systematic planning, monitoring and evaluation process.

The Government outcome 9 commits the Minister of Cooperative Governance and Traditional Affairs to develop a local government system which is efficient, effective, responsive and accountable. In line with Outcome 9, Beaufort West Municipality responds directly to issues facing the area and its communities, and rendering local government services efficiently and effectively.

However, the municipality will also contribute directly and indirectly to the attainment of other outcomes, particularly those dealing with economic development, infrastructure development, rural development and environmental management. Therefore, alignment with the relevant sector frameworks and programmes across the spheres of government is critical.

1.5.2 IDP Time Schedule

The preparation of this IDP is based on a Time Schedule, which Beaufort West Municipality adopted in terms of the Municipal Systems Act, 32 of 2000 at the beginning of the review process. The Time Schedule establishes a firm foundation for the alignment of the IDP, Budget and SDBIP. As such, one all-encompassing Time Schedule was prepared for these three processes and adopted by Council to ensure proper management of the IDP planning process.



1.5.4 Public Participation

Public participation is important to determine the exact needs that exist in the communities in relation to the developmental priorities during the public meetings and information gathering. Beaufort West Municipality is utilizing the following mechanisms for public participation when developing its IDP;

Media: Local newspaper is used to inform the public about the process of the IDP and to invite comments on the draft IDP and final adoption of the IDP.

Radio Slots: The community radio station is used to make public announcements when necessary.

Beaufort West Municipal Website: Beaufort West Municipal website is also utilized to communicate and inform the community. Copies of the IDP and Budget is placed on the website for people and service providers to download.

Ward Committees: Beaufort West Municipality has adopted a Ward Committee policy which has resulted to the establishment of ward committees. The municipality considers ward committees as one of the institutional structures to fast-track service delivery. They are also being used to disseminate the information about the agenda of the municipality.

The municipality performed the following engagements as part of drafting the 2021/2022 IDP:

Table 4 Public Participation Meetings

Ward	Type of Meeting	Date	Venue	Attendance
1	IDP Ward Engagement	05 October 2020	Murraysburg Town Hall	Community requested that meeting must not continue.
2	IDP Ward Engagement	07 October 2020	Restvale Primary School hall	17 People attended. Meeting continued due to the fact that the first meeting was also poorly attended.
3	IDP Ward Committee	03 October 2020	Full Gospel Church, Alfonso Avenue,	18 People attended. Meeting

	Engagement		Nieuveld Park	continued due to the fact that the first meeting was also poorly attended.
4	IDP Ward Committee Engagement	17 November 2020	Kwa Mandlenkosi Community Hall, Kwa Mandlenkosi	33 People attended.
5	IDP Ward Committee Engagement	13 October 2020	Rustdene Hall, Long Street	Cancelled
6	IDP Ward Engagement	18 November 2020	Pinkster Eenheid Church	18 people present.Meeting continued due to the fact that the first meeting was also poorly attended.
7	IDP Ward Engagement	26 October 2020	Merweville Sportsgrounds	36 People attended.
7	IDP Ward Engagement	October 2020	Beaufort West Primary School hall	Cancelled due to unavailability of venue
2	IDP Ward Engagement	October 2020	Beaufort West Primary School hall	Cancelled due to unavailability of venue

It should be noted that most of the public and ward committee meetings did not take place during October and November 2020 due to the fact that most of the scheduled IDP meetings with the public and ward committees was postponed or cancelled due to COVID 19. In some of the wards meetings were scheduled for more than once and still could not take place due to poor attendance.

The Draft 2021/22 IDP and Budget was tabled for adoption on the 16 April 2021 and was advertised on the Municipal Website as well as on the Municipal Facebook page and has been submitted to Department Local Government and Provincial Treasury for comments/assessment. The LGMtech engagement was held on the 18 May 2021 to discuss the assessed 2021/22 IDP and Budget with all relevant Government Departments. Comments/inputs from the public closed on the 11 June 2021.

1.6. WHAT ARE OUR KEY CHALLENGES AND INTERVENTIONAL MEASURES?

Table 5 KPA INTERVENTION

Basic Service Delivery And Infrastructure Development (KPA 1)		
No	Challenges	Intervention
1.	Electricity capacity constraints	Department of Energy to release funding to improve Electricity capacity of the Municipality

2.	Water shortage due to scarcity of rainfall in the catchment area as well as a lack of sufficient funding to install boreholes.	Availability of more sufficient funds from government and higher MIG allocation.
3.	Huge backlog on road infrastructure eg. Paved/tarred, resurfacing and repair and maintenance due to limited budget.	Availability of more sufficient funds from government and higher MIG allocation.
4.	Poor maintenance of existing public facilities	Maintenance Plan should be developed and more funds secured.

Local Economic Development (KPA2)

1	High rate of the economically active population receives either no income, or less;	Introduction of more responsive training opportunities to capacitate the business population.
2	Household income levels in the municipality are extremely low;	Identification and implementation of more labour intensive catalytic projects
3	Reduced tourist length of stay	Development of an inclusive LED strategy monitoring plan with clear institutional arrangements that will focus on unlocking tourist attractions.

Institutional Development and Municipal Transformation (KPA 3)

1	Implementation of PMS and adoption of PMS Policy-	The Municipality is implementing the Performance Management system. The municipality is implementing the system only for Directors reporting to the Municipal Manager. Engagements with Province Treasury were arranged to assist with the cascading of PMS to lower levels in the Municipality which is ongoing.
2	ICT responsibilities entrusted to the Senior Manager: Corporate Services because there is No dedicated/appointed ICT official in the organisation.	The post of IT Manager has been approved by Council in the Organogram and recruitment process is underway. Enhancing capacity will assist in resolving challenges identified in the IT unit.
3	Limited funding towards structured trainings and capacity building programmes which will assist the employees to enhance capacity.	There is an on- going consultation with relevant stakeholders like LGSETA and other Setas to apply for grant funding where possible and to cease opportunities where stakeholders like SALGA and COGTA can provide such assistance. The funding set aside from municipal budget is inadequate to cover all training needs.

Financial Viability And Management (KPA 4)

1	Low revenue base and highly dependent on Grant Funding owing to financial constraints.	Adoption and implementation of revenue enhancement strategy/ programme.
2	Poor implementation of the Credit Control Policy	Strict implementation of the Credit Control Policy



3	Non-cooperative business community	Establishment of business forum/Revival of the Business Chamber
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Good Governance And Public Participation (KPA 5)

1	Poor functioning of IGR structures	Promote participative, facilitative and accountable governance. Policy and strategy co-ordination IGR
2	Lack of comprehensive understanding of the role and responsibilities of the MPAC	Provide training to all MPAC members
3	Functionality of ward committees is not consistent across all wards	Improve the administration of ward committees through strengthening the institutionalization of public participation



1.7. LONG TERM VISION

1.7.1 Vision Statement









Beaufort West, economic gateway in the Central Karoo, where people are developed and live in harmony together

1.7.2 Mission Statement

Table 6: Mission Statement

To reflect the will of the South African people as reflected in the Constitution and by Parliament:	
Service Delivery:	To provide excellent services to the residents of Beaufort West Municipality
Growing the economy:	To implement infrastructure to grow the economy and create jobs;
Staff:	To have an equipped, skilled and motivated staff establishment;
Well-run administration:	establish a sound, efficient and effective administration for the Municipality;
Financial Sustainability:	Collecting all debtors and paying creditors in time;
Sport centre:	To become the sport and recreational mecca of the Karoo, creating harmony and unity
Safe place:	To create a crime-free, safe and healthy environment
Reduce Poverty:	To reduce poverty and promote the empowerment of women, youth and people living with disabilities

1.7.3 Core Values

-  Integrity which includes honesty, fairness and respect
-  Trust
-  Responsibility and accountability
-  Harnessing diversity
-  Participative decision-making
-  Transparency
-  Professionalism including friendliness, and
-  Efficient service delivery.



Key performance areas and organizational objectives

THE MUNICIPAL STRATEGIC PROGRAMME IS ALIGNED TO THE 5 KPA'S

Table 7 Municipal Strategic Programme

KEY PERFORMANCE AREA	ISSUES ADDRESSED / TO BE ADDRESSED
KPA 1: Basic Service Delivery and Infrastructure Development	Service to the people (programme to build economic and social infrastructure)
KPA 2: Economic Development	Sustainable Economic Growth (Speed up economic growth and transform the economy to create decent work and sustainable livelihoods. Strategy for economic growth and inclusion)
KPA 3: Institutional Development and Municipal Transformation	Well-Run Administration (Strengthen the skills and human resource base)
KPA 4: Financial Viability and Management	Ensure Financial Sustainability (Revenue enhancement Programme)
KPA 5: Good Governance and community participation	Ensure Transparent organisation (Establishment of Ward Committees in all wards)

1.8. WHAT ARE WE GOING TO DO TO UNLOCK AND ADDRESS OUR KEY CHALLENGES

Table 8 Basic services Delivery and Infrastructure Development

Basic Services Delivery and Infrastructure Development	
Objective	Strategies
Provision of basic services to all the people in the municipal area	To manage and enhance the performance of the municipality
	to provide the optimal institutional structure to render effective and efficient services
	to facilitate the delivery of Basic Services
	To facilitate bulk infrastructure development in support of economic development initiative



Table 9 Local Economic Development

Local Economic Development	
Objective	Strategies
To facilitate investment and maintenance of economic and social infrastructure to ensure infrastructure-led economic growth and development. Create an investment friendly environment to attract investment to enable growth and job creation	To use municipal and government funded projects as means to create jobs and reduce poverty
	To facilitate development and growth of SMME's
	To establish and strengthen LED Structures
	To facilitate Education and Skills Development for Cooperatives & SMME's
	To provide SMME Support and Capacity building
	To manage and enhance the performance of the municipality

Table 10 Institutional Development and Municipal Transformation

Institutional Development and Municipal Transformation	
Objective	Strategies
Establishment of a well governed and accountable administration	To create and retain sufficient capacity for effective administration
	To render employee assistance support
	To manage and enhance the performance of the municipality
	To proactively identify and address potential risks that may affect functioning of the organization
	To administer the affairs of the municipality in accordance to relevant legislations and policies
	To develop and introduce an integrated information management system in compliance with section 75 of the MFMA
	To keep records and create institutional memory
	To safeguard against costly legal fees

Table 11 Financial Viability and Management

Financial Viability and Management	
Objective	Strategies
Ensure liquidity of the administration	To manage and enhance the performance of the municipality
	to comply with financial reporting requirements as outlined in the MFMA
	Enhance effective internal controls and standard operating procedures
	Comply with financial reporting requirements as outlined in the MFMA
	Enhance effective internal controls and standard operating procedures
	Ensure collection of funds due to the municipality and specify optimal procedures in respect of non-collection
	Comply with MFMA, SCM regulations and Related regulations



Table 12 Good Governance and Community Participation

Good Governance and Community Participation	
Objective	Strategies
Transparency and participation	To deliver services efficiently and effectively
	Improve access to free basic services among the indigent
	educate and create awareness on road safety and traffic matters
	To provide for an effective involvement of the public in municipal affairs in a structured manner
	To develop efficient and effective public structures

Further to this there are capital projects which the municipality is currently implementing and others will be implemented in the coming financial years. These projects include municipal roads projects, upgrading of sports facilities and electrification projects.

1.9.2 How Will Our Progress Be Measured?

The implementation of the IDP and the measurement of performance of the IDP strategies and projects should align with the performance management system of the organization. The MSA envisages that the IDP will equip the organization, its leaders, managers and workers, as well as all other local stakeholders, in decision-making, monitoring and reviewing the achievements of the municipality in integrated development planning.

The IDP was compiled based on the inputs received from municipal stakeholders, national and provincial policy directives, the current status of service delivery, various strategic plans completed and resources available. The municipal budget was prepared based on the municipal strategic objectives, the requirements applicable to the municipality in the IDP. These strategies, actions and financial resources are linked with each other hereby ensuring alignment of the municipal budget with the IDP.

These strategies are used to annually formulate the Service Delivery Budget Implementation Plan (SDBIP), Organisational Scorecard and performance indicators for the Beaufort West Municipality, which are used to monitor the implementation of the municipal strategies (IDP) and budget. The performance of the municipality is then assessed and reported on quarterly as well as annually in the municipality's annual report.



SECTION B:

PLANNING AND DEVELOPMENT PRINCIPLES, GOVERNMENT POLICIES & IMPERATIVES



SECTION B: PLANNING AND DEVELOPMENT PRINCIPLES, GOVERNMENT POLICIES & IMPERATIVES

2. PLANNING AND DEVELOPMENT PRINCIPLES

Integrated Development Planning (IDP) is a process by which Beaufort West Municipality prepares its strategic development plan for the 2021/22 review. Integrated development planning as an instrument lies at the centre of the new system of developmental local government in South Africa and represents the driving force for making municipalities more strategic, inclusive, and responsive and performance driven in character.

The IDP seeks to integrate and balance the economic, ecological and social pillars of sustainability within the Beaufort West municipal area without compromising the institutional capacity required to implement and coordinate the efforts needed across sectors and relevant spheres of government. The IDP is therefore the principal strategic planning instrument which guides and informs all planning, budgeting and all development in the Beaufort West Municipal area.

The IDP is also the strategic planning tool of the municipality and is prepared within the first year after the newly elected Council has been appointed and is reviewed annually during the Council's term of office. The priorities and actions identified in this IDP will inform the structure of the municipality, the service delivery standards, all financial planning and budgeting as well as performance reporting by the municipality.

2.1. LEGISLATIVE FRAMEWORK TOWARDS ACHIEVING IDP OBJECTIVES

Municipalities function within the realm of an extensive legislative and policy framework that provides prescripts and guidelines for municipal objectives, strategies and programmes to be implemented and aligned with municipal functions. Beaufort West Municipality realises that in order to achieve growth and development the budget, programmes and projects must be aligned to development and institutional policy directives.

The Constitution of the Republic of South Africa outlines the type of local government needed. Section 152 and 153 of the constitution prescribes local government being in charge of the development process and municipal planning and describes the following objectives of local government:



- To ensure a sustainable provision of services;
- To provide democratic and accountable government for all communities;
- To promote social and economic development;
- To promote a safe and healthy environment;
- To give priority to the basic needs of communities; and
- To encourage involvement of communities and community organisations in the matters of local government.

The Municipal Systems Act (MSA) Act 32 Of 2000 requires municipalities to develop Integrated Development Plans which should be single, inclusive and strategic in nature. The IDP of a municipality will guide development within the council's area of jurisdiction once adopted and IDP should also be reviewed annually. In addition the Act also stipulates the IDP process and the components to be included.

The Local Government: Municipal Planning and Performance Management Regulations of 2001 set out the following minimum requirements for an Integrated Development Plan:

Regulation 2 (1) states that the municipality's IDP must at least identify:

- the institutional framework, which must include an organogram required for the implementation of the Integrated Development Plan and addressing the internal transformation;
- any investment initiatives in the municipality;
- any development initiatives in the municipality, including infrastructure, physical, social and institutional development;
- all known projects, plans and programmes to be implemented within the municipality by any organ of the state; and

The key performance indicators set by the municipality.

Regulation 2 (2) states that an IDP may:

- Have attached to it maps, statistics and other appropriate documents;
- Refer to maps, statistics and other appropriate documents that are not attached, provided they



are open for public inspection at the offices of the municipality.

Regulation 2 (3) sets out matters/issues that must be reflected in the financial plan that must form part of the integrated development plan.

Regulation 2 (4) states that a spatial development framework reflected in the municipality's integrated development plan must:

- Give effect to the principles contained in chapter 1 of the Development Facilitation Act, 1995 (Act 67 of 1995);
- Set out objectives that reflect the desired spatial form of the municipality;
- Contain strategies and policies regarding the manner in which to achieve the above, which strategies and policies must:
 - Indicate desired pattern of land use within the municipality;
 - Address the spatial reconstruction of the municipality; and
 - Provide strategic guidance in respect of the location and nature of development within the municipality.
- Set out basic guidelines for a land use management system;
- Set out a capital investment framework for the development program within a municipality;
- Contain a strategic assessment of the environmental impact of the spatial development framework;
- Identify programs and projects for the development of land within the municipality;
- Be aligned to the spatial development frameworks reflected in the integrated development plans of the neighbouring municipalities;
- Must indicate where public and private land development and infrastructure investment should take place;
- May delineate the urban edge; and
- Must identify areas where strategic intervention is required, and must indicate areas where priority spending is required.

Section 21(2) of the Municipal Finance Management Act (Act 56 of 2003) (MFMA) states that, when preparing the annual budget, the mayor of a municipality must:

- Take into account the municipality 's Integrated Development Plan;
- Take all reasonable steps to ensure that the municipality revises the integrated development



plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years;

- Take into account the national budget, the relevant provincial budget, the national government's fiscal and macroeconomic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum;
- Consult the relevant district municipality and all other local municipalities within the area of the district municipality, if the municipality is a local municipality;
- The relevant provincial treasury, and when requested, the National Treasury; and
- Any national or provincial organs of state, as may be prescribed; and
- Provide, on request, any information relating to the budget to the National Treasury; and
- Subject to any limitations that may be prescribed, to the national departments responsible for water, sanitation, electricity and any other service as may be prescribed;
- Any other national and provincial organ of states, as may be prescribed; and
- Another municipality affected by the budget.

2.2. INTERNATIONAL POLICY DIRECTIVES: SUSTAINABLE DEVELOPMENT GOALS

- This section will identify the relationship between the Beaufort West Municipal Integrated Development Plan and the other key planning and policy instruments from the national, provincial and the district government levels. The instruments aligned to the IDP are those perceived to be key, they also have a cross cutting effect at the other levels of government.

The proposed Sustainable Development Goals (SDGs) offer major improvements on the Millennium Development Goals (MDGs). Not only do they address some of the systemic barriers to sustainable development but they also offer better coverage of, and balance between, the three dimensions of sustainable development – social, economic and environmental – and the institutional/governance aspects. The overall balance is illustrated by four of the goals discussing global environmental issues (climate, water, ecosystems, and oceans).

The MDGs dealt only with developing countries and only to a limited degree captured all three dimensions of sustainability. In contrast, the SDGs deal with all countries and all dimensions, although the relevance of each goal will vary from country to country. The SDG process has been a huge step forward through the effort to create universal goals that articulate the need and opportunity for the global community to come together to create a sustainable future in an interconnected world.

The Sustainable Development Goals (SDG) initiative is aimed at attaining the following goals.



Each goal has specific target/s:

- Goal 1:** End poverty in all its forms everywhere
- Goal 2:** End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.
- Goal 3:** Ensure healthy lives and promote well-being for all at all ages
- Goal 4:** Ensure inclusive and equitable quality education and promote life-long learning opportunities for all.
- Goal 5:** Achieve gender equality and empower all women and girls
- Goal 6:** Ensure availability and sustainable management of water and sanitation for all
- Goal 7:** Ensure access to affordable, reliable, sustainable and modern energy for all
- Goal 8:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
- Goal 9:** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- Goal 10:** Reduce inequality within and among countries
- Goal 11:** Make cities and human settlements inclusive, safe, resilient and sustainable
- Goal 12:** Ensure sustainable consumption and production patterns
- Goal 13:** Take urgent action to combat climate change and its impacts
- Goal 14:** Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Goal 15:** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- Goal 16:** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- Goal 17:** Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

National Outcome Delivery Agreements

The MTSF base document is meant to guide planning and resource allocation across all the spheres of government.



National and provincial departments have to develop their five-year strategic plans and budget requirements taking into account the medium term imperatives. Municipalities are expected to adapt their Integrated Development Plans in line with the national medium-term priorities. Each of the priorities contained in the MTSF should be attended to. Critically, account has to be taken of the strategic focus of the framework as a whole.

This relates in particular to the understanding that economic growth and development, including the creation of decent work on a large scale, investment in quality education and skills development are at the centre of the government's approach. The MTSF is structured around 14 priority outcomes.


Government has agreed on 14 outcomes as a key focus, each outcome has a limited number of measurable outputs with targets. Each output is linked to a set of activities that will help achieve the targets and contribute to the outcome.

Each of the 14 outcomes has a delivery agreement which in most cases involves all spheres of government and a range of partners outside government. Combined, these agreements reflect government's delivery and implementation plans for its foremost priorities.

2.3 PARIS AGREEMENT

On 12 December 2015, 196 Parties to the UN Framework Convention on Climate Change (UNFCCC) adopted the Paris Agreement, a new legally-binding framework for an internationally coordinated effort to tackle climate change. The Agreement represents the culmination of six years of international climate change negotiations under the auspices of the UNFCCC, and was reached under intense international pressure to avoid a repeat failure of the Copenhagen conference in 2009.

The Paris Agreement contains:

-  An ambitious collective goal to hold warming well below 2 degrees with efforts to limit warming



to 1.5 degrees;

- 🏰 An aim for greenhouse gas emissions to peak as soon as possible, and to achieve net-zero emissions in the second half of this century;
- 🏰 A requirement for mitigation measures of individual countries to be expressed in nationally determined contributions (NDCs);
- 🏰 A process that demands a revision of NDCs at least every 5 years representing progression beyond the last NDCs;
- 🏰 A mechanism for countries to achieve NDCs jointly, sharing mitigation targets, and a mechanism for countries to cooperate in achieving NDCs. Countries can meet their NDC targets by transferring 'mitigation outcomes' internationally – either in the context of emission trading, or to allow results-based payments;
- 🏰 A mechanism for private and public entities to support sustainable development projects that generate transferrable emission reductions;
- 🏰 A framework for enhanced transparency and an expert review of NDCs;
- 🏰 A Global Stock take from 2023 and every 5 years thereafter to review progress;
- 🏰 Encouragement for Parties to implement existing frameworks for REDD+ including through the provision of results-based payments;
- 🏰 A global goal of enhancing adaptive capacity, strengthening resilience and reducing vulnerability to climate change, and commitment to providing enhanced support for adaptation;
- 🏰 A decision to adopt the Warsaw International Mechanism for Loss and Damage, noting that the agreement does not involve or provide a basis for any liability or compensation;
- 🏰 A commitment to a collective goal of providing USD 100 billion per year to 2025, and beyond 2025 with USD 100 billion as a floor. Developing countries are encouraged to provide voluntary support. Public funds will play a 'significant role' in finance, and developed countries must report twice a year on levels of support provided;
- 🏰 An enhanced transparency framework for action and support with built-in flexibility which takes into account Parties' different capacities with the goal to understand climate change action in the light of the objective of the UNFCCC and the Paris Agreements;
- 🏰 A non-punitive compliance mechanism that is expert based and facilitative in nature.



2.4. NATIONAL AND PROVINCIAL DEVELOPMENT PLANNING AND POLICY DIRECTIVES

Chapter 5 of the MSA, in particular, provides instruction on co-operative governance, encouraging municipalities to develop their strategies in line with other organs of state so as to give effect to the five-year strategic plan.

It goes further to inform that the IDP must link, integrate and co-ordinate development plans for the municipality. Resources and capacity must align with the implementation of the plan, forming the foundation on which the annual budget must be based.

The plan must be compatible with national development plans and planning requirements binding on the municipality in terms of legislation.

The state has introduced a three-tiered system of integrated planning aimed at ensuring intergovernmental priority setting, resource allocation, implementation, and monitoring and evaluation to achieve sustainable development and service delivery.

The key instruments which constitute this system include at national level the National Development Plan (*Vision for 2030*), the Medium-Term Strategic Framework (MTSF) and the National Spatial Development Perspective (NSDP) as indicative and normative planning instruments; at provincial level the Provincial Growth and Development Strategy reviewed, supported by Provincial Spatial Economic Development Strategy (PSEDS); the District Growth & Development Plan and at local level the municipal Integrated Development Plan (IDP), which include the Spatial Development Framework (SDF).

2.5. THE NATIONAL DEVELOPMENT PLAN

The National Development Plan is a step in the process of charting a new path for the country. The broad goal is to eliminate poverty and reduce inequality by 2030. The National Planning Commission (NPC) has been established and tasked *inter alia* with the formulation of a long-term strategic plan for the South Africa. The plan articulates a long-term vision and a plan for its implementation. It shapes government's service delivery and development programmes, and guide spatial transformation.



In the interim, the national government has adopted various sector based policy frameworks. The majority of these have serious implications for strategic planning at a local level.

2.6. THE NEW GROWTH PATH

The New Growth Path identifies unemployment as one of the biggest challenges facing South Africa. In response, it identified areas and sectors where employment creation is possible both vertically and in cross cutting activities.

Fostering rural development and ensuring regional integration' is identified as one of the key job drivers. Other job creation areas which have been identified include the following:

- 🏠 Investment in public infrastructure;
- 🏠 Labour absorbing activities in targeted sectors of the economy;
- 🏠 Development strategies targeting opportunities within emerging sectors including knowledge and green economies;
- 🏠 Leverage social capital in the social economic and the public services.

A critical component of the New Growth Path is to ensure that the drivers leverage and re-enforce each other based on their inter-linkages.

It further notes that, while the urbanization process will continue, a significant share of the population will remain in rural areas and will be engaged in the rural economy.

2.7. OUTCOME EIGHT: SUSTAINABLE HUMAN SETTLEMENTS AND IMPROVED QUALITY OF HOUSEHOLD LIFE

The NDP says "Settlement patterns should meet the needs and preferences of citizens, taking into account broader social, environmental and economic interests. Travel distances need to be shorter. This means ensuring that a larger proportion of workers live closer to their places of work, and that public transport is safe, reliable, affordable and energy efficient. It means building denser and more liveable cities and towns" (National Planning Commission, 2011).

This poses a challenge to Beaufort West Municipality in that housing should be located

closer to other opportunities or provide housing with other opportunities such as employment, services, transport networks etc. If successful it would mean that outcome eight (8) would have been achieved and people's lives improved tremendously.

The outcome is of critical importance for various reasons. Firstly, it is a requirement of the Constitution and Bill of Rights. Secondly, it is core to human dignity and social stability and is a key enabler of health, education and social cohesion outcomes. Lastly, with good planning, it can also serve as a catalyst for economic development and job creation.

Ultimately, the outcomes of the national effort around human settlements must be seen in the context of social development and transformation as well as meeting the objectives of rolling back under-development.

2.8. NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (2003) NSDP

The vision of the NSDP is that South Africa will become a nation in which investment in infrastructure and development programmes support government's growth and development objectives.

The guidelines put forward by the NSDP are:

- (1) Prioritises investment and development spending in line with governments objectives, invest and spend should maximise and achieve a sustainable outcomes.
- (2) Spatial forms and arrangements must be conducive to achievement social and economic inclusion and strengthen nation building.

2.9. SPATIAL DEVELOPMENT FRAMEWORKS (PROVINCIAL AND MUNICIPAL)

Through the Provincial Spatial Economic Development Strategy (PSEDS), the Provincial Government hopes to strike a sound balance between progressive community growth and the environmental preservation of the communities. The Beaufort West Municipal Spatial Development Framework (MSDF) which is an overarching document in the municipal IDP must be a mirrored expression of the development intentions of the municipality as expressed in the IDP. The SDF must be aligned with the PSEDS.



2.10. SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (SPLUMA), 2013

The purpose of the Act is to provide for a framework for spatial planning and land use management in the republic; to specify the relationship between the spatial planning and the land use management system and other kinds of planning; to provide for inclusive developmental, equitable and efficient spatial planning at the different spheres of government; to provide a framework of monitoring, co-ordination and review of spatial planning and land use management system.

To provide a framework for policies, principles, norms and standards for spatial planning and land use management; To address past spatial and regulatory imbalances; To promote greater consistencies and imbalances in the uniformity application procedures and decision making by authorities responsible for land use decisions and development applications. To provide for the establishment, functions and operations of municipal planning tribunals, to provide for the facilitation and enforcement of land use and development measures and to provide for matters connected therewith the area.

2.11 SPLUMA Principles

The following principles are relevant to Beaufort West Municipality as contained in the SPLUMA (Spatial Planning and Land Use Management Act):

(a) The principle of **spatial justice**, whereby –

- 🏡 Past spatial and other development imbalances must be redressed through improved access to and use of land;
- 🏡 spatial development frameworks and policies at all spheres of government must address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterized by widespread poverty and deprivation;
- 🏡 spatial planning mechanisms, including land use schemes, must incorporate provisions that enable redress in access to land by disadvantaged communities and persons;
- 🏡 land use management systems must include all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged

- areas, informal settlements and former homeland areas;
 - 🏰 land development procedures must include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and
 - 🏰 a Municipal Planning Tribunal considering an application before it, may not be impeded or restricted in the exercise of its discretion solely on the ground that the value of land or property is affected by the outcome of the application.
- The principle of **spatial sustainability** whereby spatial planning and land use management systems must –
 - 🏰 Promote land development that is within the fiscal, institutional and administrative means of the Republic;
 - 🏰 that special consideration is given to the protection of prime and unique agricultural land;
 - 🏰 Uphold consistency of land use measures in accordance with environmental management instruments;
 - 🏰 Promote and stimulate the effective and equitable functioning of land markets;
 - 🏰 Consider all current and future costs to all parties for the provision of infrastructure and social services in land developments;
 - 🏰 Promote land development in locations that are sustainable and limit urban sprawl; and
 - 🏰 Result in communities that are viable.

(b) The principle of **efficiency**, whereby –

- 🏰 Land development optimizes the use of existing resources and infrastructure;
- 🏰 Decision-making procedures are designed to minimize negative financial, social, economic or environmental impacts; and
- 🏰 Development application procedures are efficient and streamlined and timeframes are adhered to by all parties.

(c) The principle of spatial resilience, whereby flexibility in spatial plans, policies and land use management systems are accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks.

(d) The principle of **good administration**, whereby –



- All spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act;
- All government departments must provide their sector inputs and comply with any other prescribed requirements during the preparation or amendment of spatial development frameworks;
- The requirements of any law relating to land development and land use are met timeously;
- The preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, include transparent processes of public participation that afford all parties the opportunity to provide inputs on matters affecting them; and
- Policies, legislation, and procedures must be clearly set in order to inform and empower members of the public.

IMPLEMENTATION OF SPLUMA IN BEAUFORT WEST MUNICIPALITY

The municipality has established a Municipal Planning Tribunal. Beaufort West Municipality has complied with SPLUMA Regulation 14 and a Municipal Planning Authorised Officer has been appointed.

Beaufort West Municipality has resolved on the Appeal Authority as well. The SPLUMA Bylaws have been adopted, gazetted and are implemented.

2.12. INTEGRATED DEVELOPMENT PLANNING IN BEAUFORT WEST MUNICIPALITY

Chapter 5 and Section 25 of Local Government Municipal Systems Act (32 of 2000), requires that the municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality, and that the plan be reviewed annually. Accordingly, Beaufort West Municipality has initiated a process towards the preparation of a credible Integrated and Development Plan (IDP) as a five-year strategic plan to guide service delivery and investment (both private and public sector) within the area.

The Beaufort West Municipality's IDP serve as a strategic guide during the term of office of the current council. It is based on the issues articulated by the stakeholders and is aligned with the national and provincial development imperatives such as the National Development Plan. Its objectives are as follows:



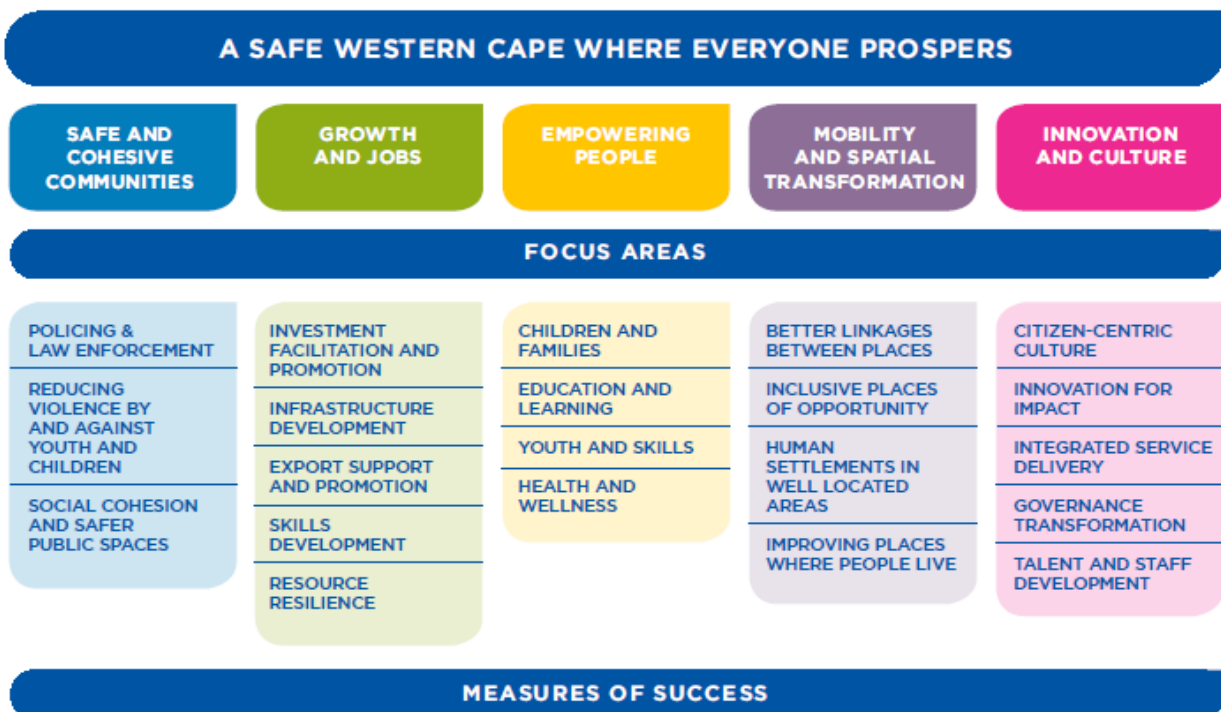
- 🏠 To guide decision making in respect of service delivery and public sector investment.
- 🏠 To inform budgets and service delivery programs of various government departments and service agencies.
- 🏠 To engage communities and other key interested and affected parties in municipal affairs, particularly continuous integrated development process.

2.13. STRATEGIC ALIGNMENT WITH GOVERNMENT PRIORITIES

Beaufort West Municipality's strategic focus is influenced by the Sustainable Development Goals, National Development Plan, Provincial Strategic Plan and municipal vision which is aimed at optimum utilisation of available resources and potentials to create an enabling environment and sustainable development, which promote quality of life for all while capitalizing on our competitive advantages.

Figure 6 WCG PSP IMPLEMENTATION FRAMEWORK 2019-

2024



2.14. HORIZONTAL ALIGNMENT OF KEY STRATEGIES

Horizontal alignment is pursued through inter-governmental planning and consultation, co-ordination and ensured through aligning the respective vision, mission and strategic objectives of the respective municipalities in the region. The alignment of key national, provincial and regional strategies is illustrated in the table below:

Table 13: Horizontal Alignment of Key Strategies

Back to Basics Revised Chapter 9 Outcomes (Responsive, accountable, effective and efficient developmental local government system	Millennium Development Goals 2015	2016 Sustainable Development Goals	NDP 2030	National Outcomes (2010)	WC Government (2019-2024) PSP Implementation Framework	2017 -2022 Central Karoo Strategic Objectives	Beaufort West Municipality Objectives 2017-2022
B2B 1: Members of society have sustainable and reliable access to basic services	MDG 1: Eradicate extreme poverty and hunger MDG 4: Reduce child mortality MDG 5: Improve maternal health MDG 6: combat HIV/AIDS, malaria and other diseases	SDG 1: No Poverty SDG 2: No Hunger SDG 3: Good Health SDG 6: Clean Water and Sanitation	Chapter 10: Health Care for all Chapter 11: Social Protection	Outcome 2: A long and healthy life for all South Africans Outcome 7: Vibrant, equitable and sustainable rural communities and food security for all	PSP 1: Safe and Cohesive Communities	SG 1: Promote Safe, Healthy and Socially stable communities through the provision of a sustainable environmental health service	Objective 1.2 - Provision of basic services to all the people in the municipal area.



Back to Basics Revised Chapter 9 Outcomes (Responsive, accountable, effective and efficient developmental local government system	Millennium Development Goals 2015	2016 Sustainable Development Goals	NDP 2030	National Outcomes (2010)	WC Government (2019-2024) PSP Implementation Framework	2017 -2022 Central Karoo Strategic Objectives	Beaufort West Municipality Objectives 2017-2022
B2B 3: Democratic, well governed and effective municipal institutions capable of carrying out their developmental mandate as per the constitution.	MDG 3: Promote gender equality and empower women	SDG 4: Quality Education SDG 5: Gender Equality SDG 8: Good Jobs and Economic Growth SDG 10: Reduced Inequalities	Chapter 9: Improving Education, training and innovation Chapter 15: Nation building and Social Cohesion	Outcome 1: Improve the quality of basic education Outcome 5: A skilled a capable workforce to support inclusive growth	PSP 3: Empowering people	SG 2: Build a well capacitated workforce, skilled youth and communities	Objective 3.1 Establishment of a well governed and accountable administration
B2B 3: Democratic, well governed and effective municipal institutions capable of carrying out their developmental mandate as per the constitution.		SDG 7: Clean Energy SDG 9: Innovation and Infrastructure SDG 11:	Chapter 4: Economic Infrastructure Chapter 5: Inclusive rural Economy	Outcome 6: An efficient, competitive and responsive economic infrastructure network	PSP 2: Growth and jobs PSG 3: Empowering people	SG 3: Improve and maintain district roads and promote safe road transport	Objective 1.1 - To improve and maintain current basic service delivery through specific infrastructural development projects



Back to Basics Revised Chapter 9 Outcomes (Responsive, accountable, effective and efficient developmental local government system	Millennium Development Goals 2015	2016 Sustainable Development Goals	NDP 2030	National Outcomes (2010)	WC Government (2019-2024) PSP Implementation Framework	2017 -2022 Central Karoo Strategic Objectives	Beaufort West Municipality Objectives 2017-2022
B2B 3: Democratic, well governed and effective municipal institutions capable of carrying out their developmental mandate as per the constitution.	MDG 7: Ensure environmental sustainability	Sustainable Cities and Communities SDG 7: Clean Energy SDG 12: Responsible Consumption SDG 13: Protect the Planet SDG 14: Life below water SDG 15: Life on Land	Chapter 5: Environmental Sustainability and resilience Chapter 12: Building safer communities	Outcome 3: All people in South Africa protected and feel safe Outcome 10: Protection and enhancement of environmental assets and natural resources Outcome 11: A better South Africa, a better and safer Africa and world	PSP 4: Mobility and Spatial transformation	SG 4: Prevent and minimise the impact of possible disasters and improve public safety in the region	Objective 2.3 – Sustainability of the environment and Agriculture



<p>Back to Basics Revised Chapter 9 Outcomes (Responsive, accountable, effective and efficient developmental local government system</p>	<p>Millennium Development Goals 2015</p>	<p>2016 Sustainable Development Goals</p>	<p>NDP 2030</p>	<p>National Outcomes (2010)</p>	<p>WC Government (2019-2024) PSP Implementation Framework</p>	<p>2017 -2022 Central Karoo Strategic Objectives</p>	<p>Beaufort West Municipality Objectives 2017-2022</p>
<p>B2B : 4 Sound Financial Management</p>			<p>Chapter 13: Building a capable and developmental state</p> <p>Chapter 14: Fighting corruption</p>	<p>Outcome 9: A responsive and accountable, effective and efficient local government system</p>	<p>PSP 5: Innovation and Culture</p>	<p>SG 5: Deliver a sound and effective administrative and financial to achieve sustainability and viability in the region.</p>	<p>Objective 3.1 Establishment of a well governed and accountable administration Objective 4.1 Ensure liquidity of the administration Objective 5.1 Transparency and participation</p>
<p>B2B 2: Strengthened inter-governmental arrangements for a functional system of cooperative governance for local government</p>	<p>MDG 8: Develop a global partnership for development</p>	<p>SDG 17: Partnerships for the Goals SDG 16: Peace</p>	<p>Chapter 13 Building a capable and developmental state</p>	<p>Outcome 9: A responsive, accountable, effective and efficient local</p>	<p>PSP 3: Empowering people PSP 4: Mobility and Spatial</p>	<p>G6: Facilitate Good Governance principles and effective stakeholder</p>	<p>Objective 1.2 - Provision of basic services to all the people in the municipal area.</p>



Back to Basics Revised Chapter 9 Outcomes (Responsive, accountable, effective and efficient developmental local government system	Millennium Development Goals 2015	2016 Sustainable Development Goals	NDP 2030	National Outcomes (2010)	WC Government (2019-2024) PSP Implementation Framework	2017 -2022 Central Karoo Strategic Objectives	Beaufort West Municipality Objectives 2017-2022
		and Justice SDG 10: Reduced Inequalities SDG 12: Responsible Consumption	Chapter 14: Fighting corruption Chapter 15: Nation building and social cohesion	government system Outcome 12: An efficient, effective and development -orientated public service and an empowered, fair and inclusive citizenship.	Transformation	participation	Objective 1.3 - Provide for the needs of indigent households through improved services.
B2B: 5 Local public employment programmes expanded through the Community Work Programme (EPWP)	MDG 1: Eradicate extreme poverty and hunger	SDG 8: Good jobs and economic growth	Chapter 3: Economy and Employment Chapter 6: Inclusive rural economy	Outcome 4: Decent employment through inclusive economic growth Outcome 6: An efficient,	PSP 2: Growth an jobs	G7: Promote regional economic development, tourism and growth opportunities	Objective 2.1 - To facilitate investment and maintenance of economic and social infrastructure to ensure infrastructure- led economic growth





Back to Basics Revised Chapter 9 Outcomes (Responsive, accountable, effective and efficient developmental local government system	Millennium Development Goals 2015	2016 Sustainable Development Goals	NDP 2030	National Outcomes (2010)	WC Government (2019-2024) PSP Implementation Framework	2017 -2022 Central Karoo Strategic Objectives	Beaufort West Municipality Objectives 2017-2022
				competitive and responsive economic infrastructure network		and development. Objective 2.2 - Create an investment friendly environment to attract investment to enable economic growth and job creation.	

2.15. ALIGNMENT WITH BACK TO BASICS

The core service that the local government provides – clean drinking water, sanitation, electricity, shelter, waste removal and roads – are basic human rights, essential components of the rights to dignity enshrined in our Constitution and Bill of Rights. The vision of the developmental local government was that it would be the building block on which the reconstruction and development of our country and society was built, a place in which the citizens of our country could engage in a meaningful and direct way with the institutions of the state. Local government is where most citizens interface with government, and its foundational ethos must be about serving people.

The National Development Plan makes it clear that meeting our transformation agenda requires functional municipalities and capable machinery at a local level that can create safe and healthy and economically sustainable areas where citizens and people can work, live and socialise. Our goal is to improve the functioning of municipalities to better serve communities by getting the basics right.

During the 2014 State of Nation address the President put emphasis on the issue that the people's experience at the Local Government level must be a Positive one and local government must be at the forefront of improving people's lives and creating conditions for inclusive economic growth. That was followed by the introduction of The back to basics programme which was launched with the theme "Serving our Communities Better" on the 18th of September 2014, in which The President outlined the government plan of action for the next five years which is to ensure a focused and strengthened Local Government by getting the basics right working with all other spheres of government.

2.15.1. Forums which support the existence and functionality of the programme:

- Back to Basics Provincial Task Team (held quarterly) and Quarterly assessment within Municipalities.



SECTION C: SITUATION

ANALYSIS



SITUATION ANALYSIS

3. SITUATIONAL ANALYSIS

The purpose of the situational analysis is to provide an overview of the existing situation by focusing on the relevant aspects of the situation which will enable the management of the municipality to make appropriate management decisions. The Municipal Systems Act requires an assessment of the existing level of development in the municipal area, including an identification of communities which do not have access to the basic municipal services.

This prescription should however be seen in the broader context of what information should be at the disposal of the municipality to enable its management to make decisions which are both strategic and practical in terms of their implementation.

The situational analysis should provide decision makers with sufficient knowledge of the nature of the priority issues and problems, existing and accessible assets and resources as well as resource limitations within their municipal area to enable them to make efficient and effective strategic decisions. This chapter provides descriptive data across a range of socio economic indicators in Beaufort West Local Municipality. In some cases, trends in the municipality have also been compared with trends at district level in order to understand these in their regional context. This is crucial as it provides the municipality and its social partners with deep insight into local socio- economic trends patterns and development challenges.

The IDP gives the municipality an opportunity not only to measure its progress in terms of the five-year IDP (Council term), but also serves to educate the communities when it comes to identifying individual needs on a ward-based level, whilst still aligning with the goals of the broad policy environment, specifically with the focus on long-term sustainability.

The IDP sets out what the municipality aims to accomplish over a five-year period and how it will do this. It is a management tool that provides municipalities with a framework for strategic decision making.



3.1. DEMOGRAPHIC CHARACTERISTICS

To reflect how the municipality relates to other municipalities within the District, tables and analysis in some instances may reflect information relating to the other municipalities in the District, this was done to present Beaufort West Local Municipality and also compare with other municipalities within the district.

Population numbers and distribution

It is estimated that about 70% of the District population resides in Beaufort West, Beaufort West population in 2011 being 49 586. In 2011 of the people living in the Central Karoo District — the total population was 71 011. The Community Survey (CS) 2016, conducted by Stats SA, indicates that 69% of the population within the Central Karoo district resides in the Beaufort West municipal area. The increase in the number of people residing in the municipal area is because of the merging of administrative areas, i.e. the Beaufort West municipal area and the former District Management Area (DMA) and in-migration from other provinces. The population increased at an annual growth rate of 1.4% in the ten year period between census 2001 and 2011. The municipality experienced a growth rate of 0.59% per annum between census 2011 and 2016.

Although population growth is expected to slow down somewhat, it will still have a significant impact on the demand and the level of service delivery (especially in Beaufort West). Population density of the area in 2011 was 2.07 persons per km² and in 2016 marginally increased to 2.13 persons per km².

The table below illustrates the population in the municipal area since 2001:

Table 14 Population Distribution

Population	2001	2011	2016
Number of people residing in the Beaufort West municipal area	43 284	49 586	51080

Data Source: Stats SA Census 2011 & CS 2016

According to Census 2011, the Afrikaans language is spoken by more than 40 000 people, i.e. 80% plus, of the people residing in the municipal area, with IsiXhosa spoken by about 5000 residents. In 2001, the number of Afrikaans speaking residents were 37 000 which is about 85% of the total population. The Community Survey 2016 found that the languages most spoken in the household are; Afrikaans (83.0%),



IsiXhosa (13.1%) and English (1.9%). Afrikaans has remained the predominant language spoken by households since census 2001.

According to the SEPLG the Beaufort West municipal area had a population of 51 074 in 2020. This total is expected to decrease to 50 904 by 2024, equating to an average annual growth rate of -0.1 per cent. In comparison, the Prince Albert and Laingsburg municipal areas will both grow at 0.7 per cent across the same period.

The number of households¹ in the municipality has increased by 4395 from census 2001 until CS 2016.

Table 15 Number of Households

Households	2001	2011	2016
Number of households	10540	13088	14935

Data Source; Stats SA Census 2001 – 2011 & CS 2016

Table 16 Average Households

Municipality	Total Population			Number of Households			Average Household Size		
	2001	2011	2016	2001	2011	2016	2001	2011	2016
Beaufort West	43 284	49586	51080	10 540	13 088	14935	3.9	3.8	3.4

Source: Statistics South Africa, 2001, 2011 & 2016

The municipality's average household size has decreased by 0.5 in 2016 from 3.9 in 2001. This may have been caused by people moving out of the municipality for work and study opportunities or mortality.

Table 17 Distribution of female headed households by municipality- 2001, 2011 and 2016

Municipality	No. of households headed by women			% of female headed households		
	2001	2011	2016	2001	2011	2016
Central Karoo DM	5 261	7 284	8 965	35.1%	38,2%	40.8
Beaufort West	3 946	4 933	5 949	37.4%	37.7%	39.8

Source: Statistics South Africa, 2001, 2011 & 2016

¹ The definition of a household is 'A group of persons who live together and provide themselves jointly with food and/or other essentials for living, or a single person who lives alone' (Stats SA, Multilingual Statistical Terminology', 2013, 237)

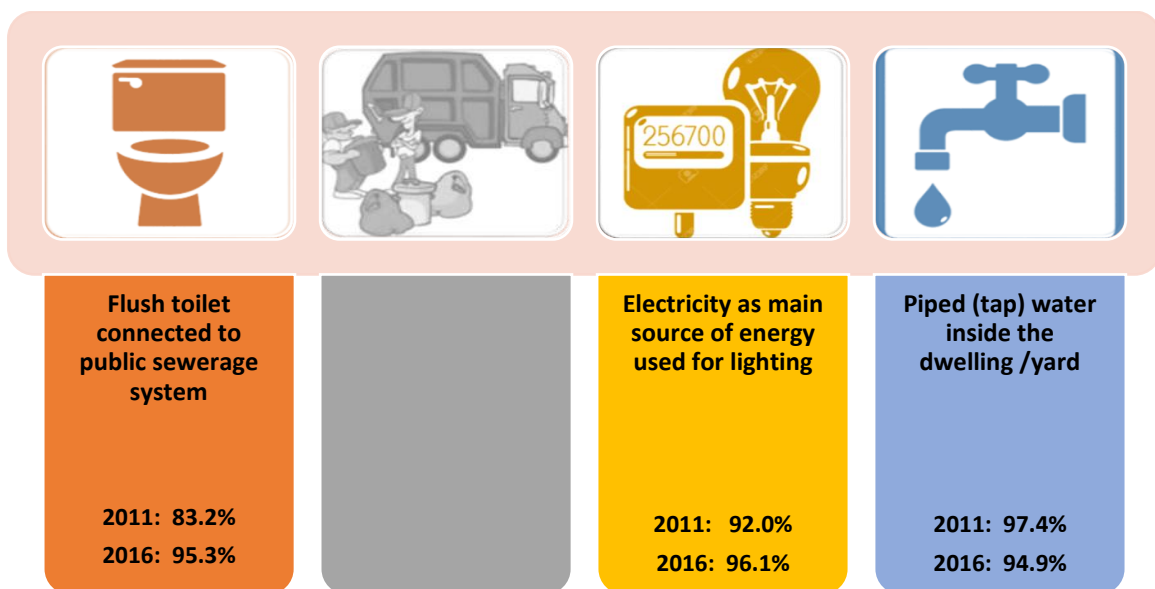


Table 18 Distribution of child headed households by municipality- 2001, 2011 and 2016

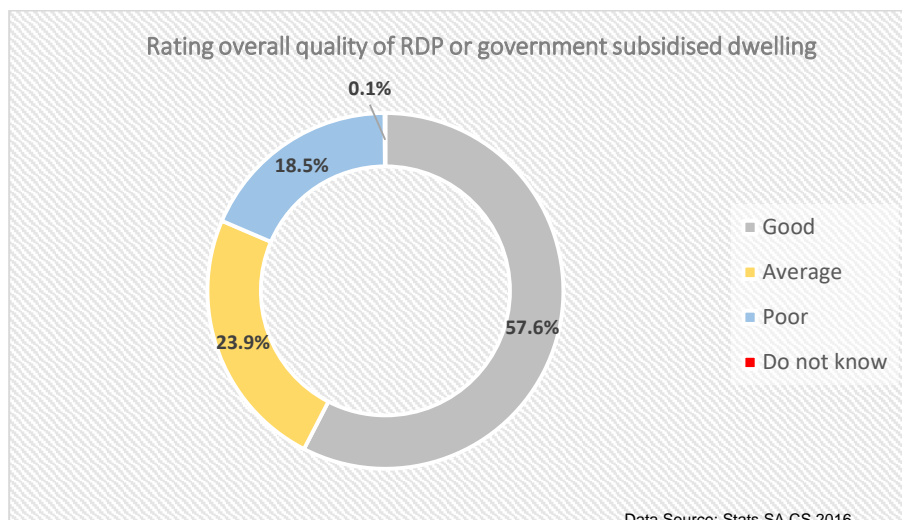
Municipality	No. of households headed by children (0-14 years)			% of child headed households		
	2001	2011	2016	2001	2011	2016
Central Karoo District	11	26	0	0.07%	0.14%	0%
Beaufort West	6	21	0	0.06%	0.16%	0%

Source: Statistics South Africa, 2001, 2011 & 2016

Beaufort West Municipality recorded higher child headed households in 2011 compared to 2001 Census and has reduced this figure to zero as indicated in the Community Survey 2016.

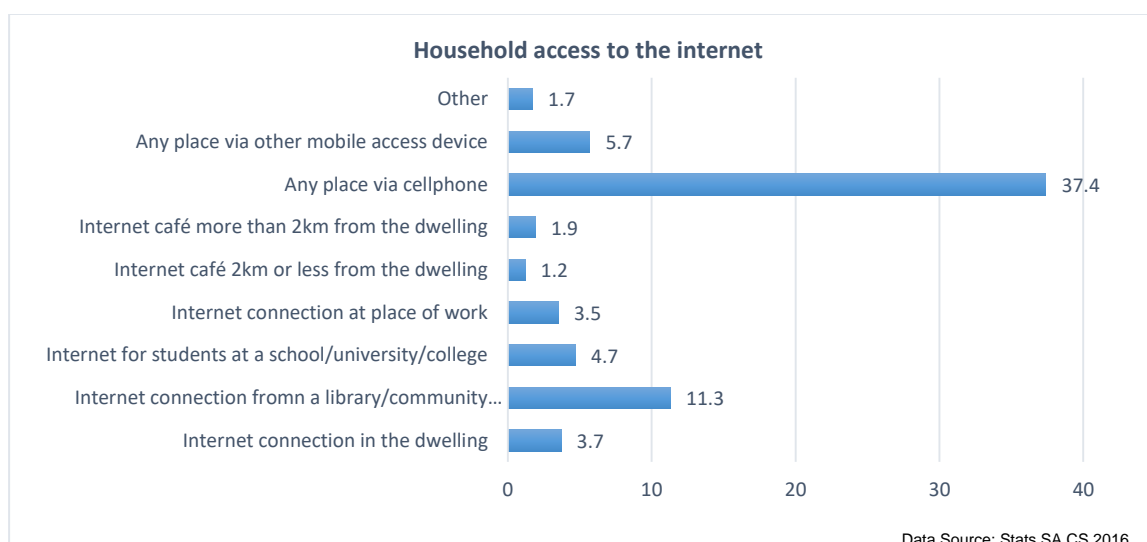


The Community Survey 2016 has shown that there has been an increase in household access to basic services service within the Beaufort West municipal area as compared to household access as determined by Census 2011.



A high percentage of households (46.3%) indicated that their main dwelling is either an RDP or government subsidized dwelling. The rating of the quality of these dwellings are: 57.6% of the 6917 households have rated these dwellings as “Good”, 23.9% of households rated the quality of the dwelling as “average”, while 18.5% rated the quality as “poor”.

The arrival of Covid-19 in South Africa and the resulting impact on the various levels of lockdown has greatly impacted upon our “normal” working and learning environment. The most impact has been the ability to connect remotely and has brought into focus the necessity for household access to the internet. The below chart indicates how households in the Beaufort West municipality access this essential tool.



Most households (37.4%) access the internet via their cellphones, with only 1.2% accessing the internet from an internet café 2km or less from their dwelling.

Table 19 Unemployment Rate/Status

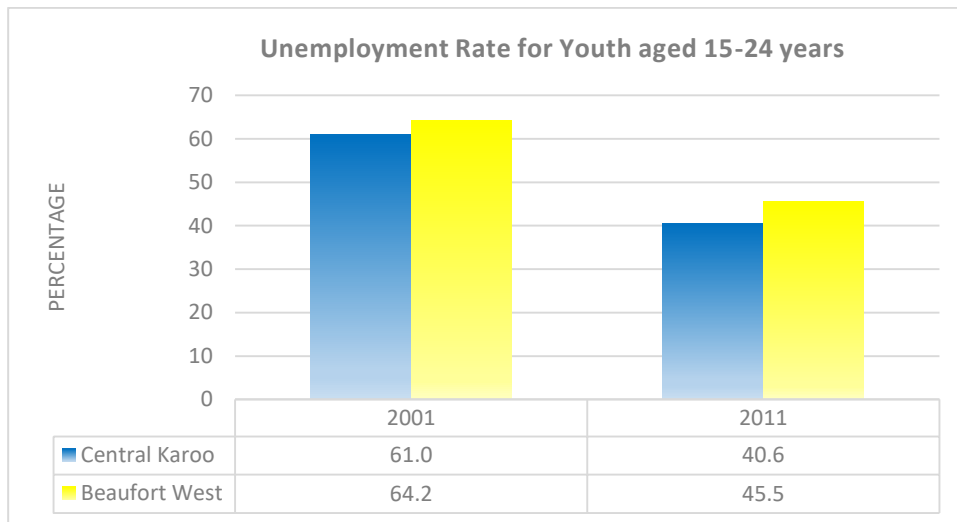
Municipality	Employed			Unemployed			Unemployment Rate		
	2001	2011	2016	2001	2011	2016	2001	2011	2016
Central Karoo	13 520	17 332	No data	7 684	5 210	No data	36,2	23,1	No data
Beaufort West	9 106	10 932	No data	5 644	3 731	No data	38,3%	25,4	No data

Source: Statistics South Africa, 2001 & 2011

[Please note that the CS 2016 labour force and economic data has not been released.]

The unemployment rate in Beaufort West municipality has decreased by 12.9% in the 10 years between censuses. Although there has been a significant drop in the unemployment rate and the number of persons employed has increased, the municipality’s 2011 unemployment rate is still higher than the district and provincial unemployment rates of 23, 1% and 21, 4% respectively.

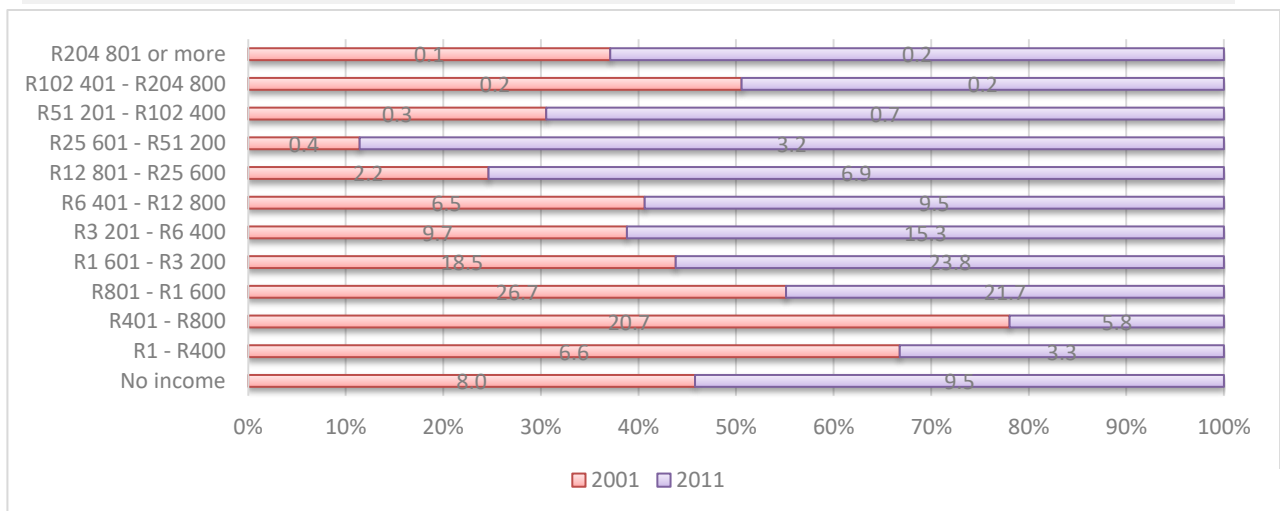




Data Source: Stats SA Census 2001 & 2011

Youth unemployment remains a concern for the municipality with data indicating that the unemployment rate for persons aged 15-24 in Census 2011 stood at 45,5%; 4.9% higher than the district rate. Unemployment among females within the Beaufort West municipality in 2011 in this age group remains higher than their male counterparts with 53.2% of those unemployed being female. The percentage of males employed in 2011 is 59.3% while females constituted 41.3% of youth employed.

Figure Income Levels

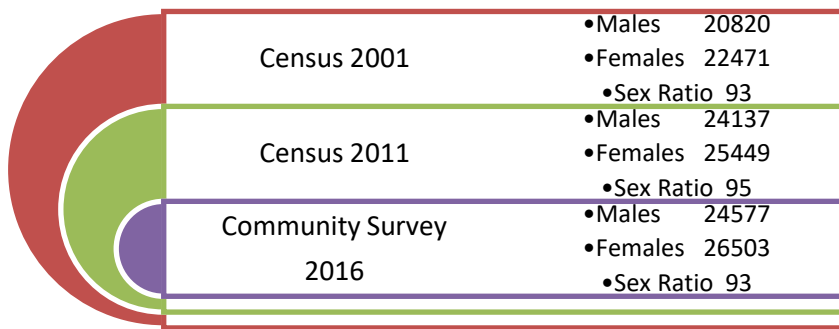


Source: Statistics South Africa: Census 2001 - 2011

The above graph demonstrates an increase in monthly household income in the census 2011. While those earning a monthly income of R1600 and below has shown a decline since 2001, we see an increase in those households earning R1601 to R102400 per month. This indicates that more households have members who are employed thus not solely dependent on social grants as compared to households in 2001.



Figure : Gender and Age Distribution and Dependency Profile



Data Source: STATS SA
Census 2011 & Com Survey 2016

Population by Gender

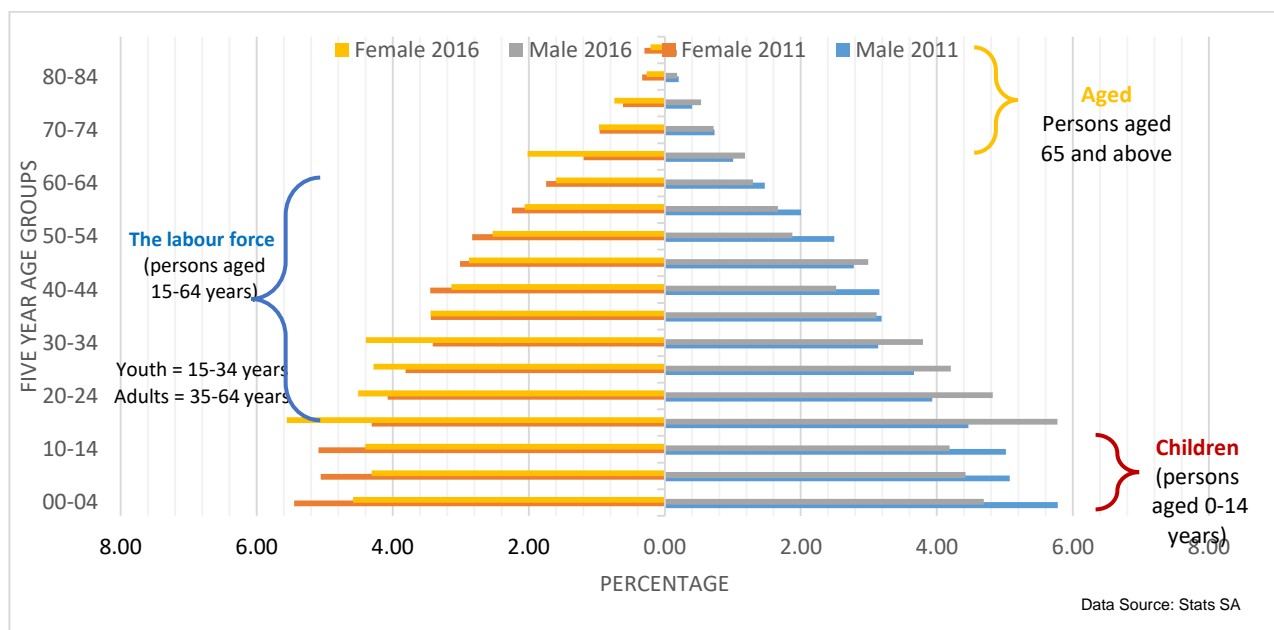
The female population over time has consistently been greater than that of the male population. The sex ratio indicates the number of males to every 100 females within the municipality has only increased in 2011 but declined back to its 2001 figure in 2016. Within 2001, 2011 and 2016, those aged 0-4, 5-9 and 15-19 have consistently had a higher male to female ratio. In 2016 however there was also subsequently and increase in the male to female ratio of persons aged 20-24 and 45-49.

Table 20 Age Composition

Year	0 - 18	19 - 30	31 - 40	41 - 50	51 - 65	66 - 120	Total
2001	17938	7848	6048	4896	4321	2233	43284
2011	19132	9162	6508	6030	6091	2663	49586
2016	18589	10955	7121	5751	5597	3067	51080

Source: Statistics South Africa: Census 2001, 2011 & 2016

Figure: Population by age Pyramid



Data Source: Stats SA

The above pyramid indicates that there has been significant change to the structure of the population of Beaufort West Municipality between 2011 and 2016. There has been a significant decline in the percentage of persons in the age group 0-14 years which could be attributed to a decline in fertility rates within the municipality. In 2011 the children comprised 31.5% of the total population as compared to 26.6% in 2016. Furthermore, the distribution of males and females within this age group in 2016 was evenly distributed while in 2011 the male population aged 0-14 totalled more than their female counterparts.

The adverse is true with regards to the aged population, who in 2011 formed 5.9% of the population but has increased to 6.9% in 2016. This indicates that life expectancy has increased over the 5-year period since 2011. This is particularly the case among women aged 65-69 and 75-79. However, women in the age groups 80-84 and 85+ have declined since 2016 as compared to 2011 figures.

The labour force group comprises of the majority of the population with 2011 figures being 62.6% and 2016 figures being 66.5%. As the population has grown so has the population of those eligible for employment. This group can further be divided into what is statistically referred to as the youth and adult population. While in 2011 the adult population made up a slightly higher percentage of the labour force (50.8%), in 2016 the opposite is true with adults comprising 43.8% of the labour force group. The youth in 2016 make up 56.2% of the total population of the labour force. What has remained consistent in the five years since census 2011 is that there are more women in the labour force.



Data Source: Stats SA
Census 2011 & CS 2016

The dependency ratios indicate that there has been a steady decline in Child Dependency on the labour force Group (those aged 15-64 years) since 2001, with the greatest decrease being in 2016. This is due to two factors, namely; a decline in population those aged 0-14 years and an increase in the labour force population in 2016. However as life expectancy has increased, we see an increased dependence of the aged on the labour force. Between 2001 and 2016, there has been a 12 percent (or 12 to every 100



persons) decrease in the total dependency ratio on the labour force. The lower ratio also indicates better persons and health care for persons, while higher ratios indicated financial stress between working people and dependents. The fewer people of working age, the fewer people who can support school goers, grant dependents, and the most vulnerable in society.

Table 21: Total number of indigent households

Households	2015/16	2016/17	2017/18	2018/2019
Number of indigent households	5744/7390	7390	6837	8084

Learner enrolment, the learner-teacher ratio and learner retention rate

Learner enrolment in the Beaufort West municipal area increased by 1.8 per cent annually from 2017 to 2019, the highest in the District when compared to the other municipal areas. This could be attributed to a number of factors including demographics and socio-economic context.

The learner-teacher ratio in Beaufort West has gradually been on the rise since 2017, settling at 33.2 in 2019. The Provincial and National average in 2019 was 30.5 and 29.3 respectively. It is commonly assumed that children receive less personalised attention in larger class environments and that high learner-teacher ratios are detrimental to improved educational outcomes. The learner-retention rate in Beaufort West improved from 59.3 per cent in 2018 to 64,6 per cent in 2019. Although this total was above the District average (61.2 per cent), it was below the Provincial average of 66.0 per cent.

Number of schools

In 2017, the Beaufort West municipal area had a total of 20 public ordinary schools. This number has decreased to 19 in 2018 and to 18 in 2019. The closure of schools in Beaufort West can impact negatively on education outcomes given the gradual increase in learner enrolment.

Number of no-fee schools

In an effort to alleviate some of the funding challenges the Western Cape Department of Education (WCED) offered certain fee-paying schools to become no-fee schools. The proportion of no-fee schools in the Beaufort West municipal area decreased every so slightly from 78.9 per cent in 2018 to 77.8 per cent in 2019. Given the extent of poor households in Beaufort West, this decrease is expected to have a negative impact on education outcomes in the municipal area.

Schools with libraries and media centres



Schools with libraries and media centres in the Beaufort West municipal area decreased from 17 in 2018 to 15 in 2019. The availability of library facilities within schools contribute towards narrowing the academic attainment gap by allowing students access to information which is in turn directly linked to improved education outcomes.

Education Outcomes (Matric Pass Rates)

Education remains one of the key avenues through which the state is involved in the economy. In preparing individuals for future engagement in the labour market, policy choices and decisions in the sphere of education play a critical role in determining the extent to which future economic and poverty reduction plans can be realised. Beaufort West's matric outcomes increased from 78.6 per cent in 2017 to 79.2 per cent in 2018, before regressing to 77.8 per cent in 2019.

Healthcare Facilities

According to the 2019 Inequality Trend report by Statistics South Africa, 75.1 per cent of households in South Africa usually use public healthcare facilities when a household member gets ill compared to 24.9 per cent who use some private healthcare facilities in 2017. This is associated with the low proportion of households with access to Medical Aid which is low at 16.9 per cent for South Africa and 25 per cent for the Western Cape in 2017. The Beaufort West municipal area had 6 primary healthcare clinics (PHC) in 2019, which comprises of 5 fixed and 1 Community Day Centre (CDC).

Emergency Medical Services

Provision of more operational ambulances can provide greater coverage of emergency medical services. The Beaufort West municipal areas has 1 ambulances per 10 000 inhabitants in 2019. It is worth noting that this number only refers to Provincial ambulances and excludes all private service providers.

HIV/AIDS/TB

The number of clients (patients) that remain committed to their antiretroviral treatment (ART) plan in the Beaufort West municipal area increased by 25 patients between 2018/19 and 2019/20. In total, 1 524 registered patients received antiretroviral treatment in the Beaufort West municipal area in 2019/20. The number of new patients receiving ART however decline by 24 to 142 patients in 2019/20. There has been an average annual decline of 3.0 per cent between 2017/18 (404) and 2019/20 (380) in the number of registered patients receiving TB treatment in Beaufort West municipal area. The District as a whole experienced a 2.1 per cent decline across the same period.



Child Health

Child health outcomes have improved notably in Beaufort West in 2019/20. Immunisation rates has gradually been on the increase in recent years, amounting to 76.7 per cent in 2019/20. The number of malnourished children under five years (per 100 000) has also improved from 3.9 in 2018/19 to 3.7 in 2019/20. In turn, the neonatal mortality rate (NMR) (per 1 000 live births) improved from 13.4 in 2018/19 to 8.4 in 2019. The low birth weight indicator was recorded at 19.3 in 2019/20, an improvement on the 22.4 in 2018/19.

Maternal Health

There were no maternal deaths in facility in the Beaufort West municipal area in 2019/20.

The delivery rate to women between the ages 10 – 19 improved from 18,6 per cent in 2018/19 to 15.7 in 2019/20.

The termination of pregnancy rate in the Beaufort West municipal area and the broader CKD remains zero. A low termination rate is strongly associated with a decrease in unwanted pregnancies which in turn attests of improved family planning and access to health care services (for example, access to contraception, sexual education programmes, counselling etc.).

Murder

The number of actual murders in the Beaufort West municipal area increased from 14 reported cases in 2018/19 to 19 in 2019/20. This amounted to a decrease in the murder rate from 27 occurrences per 100 000 people to 37 (35.8 per cent). The municipal area's murder rate was in 2019/20 slightly higher than the Districts average (33). In comparison, the murder rate for the Province was notably higher at 57 in 2019/20.

Sexual Offences

The rate of sexual offences in South Africa is amongst the highest in the world. Sexual offences in the municipal areas decreased by 21.9 per cent from 141 occurrences per 100 000 people in 2018/19 to 110 in 2019/20. This is approximately on par with that of the District at 111, but higher than the Provincial average of 104 occurrences per 100 000 people.

Drug-related Offences

Occurrences of drug related crimes declined significantly across the entire Western Cape - the drug-related crime rate in the Province decrease by 24.3 per cent from 1 182 occurrences per 100 000 people in 2018/19 to 895 in 2019/20. The drug-related crime rate in the Beaufort West municipal area increased by 8.6 per cent to 715 occurrences per 100 000 people across the same period. The rate across the District as a



whole however decreased substantially from 1 147 occurrences in 2018/19 to 732 in 2019/20 (36.1 per cent decline).

Driving under the influence (DUI)

A total number of 108 cases of driving under the influence (DUI) of alcohol or drugs were registered in the Beaufort West municipal area in 2019/20. Expressed per 100 000 people, the DUI rate for the municipal area was 212 occurrences in 2019/20. This amounts to an increase of 77.5 per cent increase from 2018/19. The DUI rate for the municipal area was still notable lower than that of the District (323), but much higher than the Provincial average of 176. The CKD had the highest DUI rate amongst the various districts in 2019/20. Fatal crashes in the municipal area decreased from 31 in 2018/19 to 16 in 2019/20. The number of road-user fatalities in turn also decreased from 38 to 23 across this period.

Residential Burglaries

Residential burglaries in the municipal area increased sharply from 419 reported incidents in 2018/19 to 474 in 2019/20. The burglary rate per 100 000 people subsequently increased by 13.1 per cent to 927 in 2019/20. This was the lowest increase in the District, but the rate remains the highest in the CKD.

4. Beaufort West Mun Disaster Management Plan

Introduction

Disaster Management Sector Plan is a core component of the Integrated Development Plan (IDP). Section 26 (g) of the Municipal Systems Act No. 32 of 2000 requires the municipal IDP to reflect an applicable Disaster Management Sector Plan (DMSP). Furthermore, Section 53 (2) (a) of the Disaster Management Act No. 57 of 2002 stipulates that a disaster management sector plan for a municipal area must form an integral part of the municipality's IDP.

Municipal Disaster Management Institutional Capacity

Introduction

The municipal Integrated Development Plans (IDPs) are reviewed and updated annually to ensure relevance. Each unit, sector or municipal entity is required to give its input to a broader IDP to be implemented during a particular financial year in terms of planned programmes, targets and the budget thereof. The Beaufort West Municipality still does not have programmes and strategies planned for the financial year 2021/2022 in place and are therefore reactive.



Background

Section 53 of the Disaster Management Act No. 57 of 2002 “DM Act” requires each municipality to prepare a Disaster Management Plan according to the circumstances prevailing in its area. Besides requirements of the DM Act, Section 26 (g) of the Municipal System Act No. 32 of 2000 also requires Municipal Disaster Management Plans to form an integral part of the municipality’s Integrated Development Plan (IDP).

The Disaster Management Act No. 57 of 2002 requires the Central Karoo District Disaster Risk Management to take the following actions:

- 🏰 To prepare a Municipal Disaster Risk Management Plan for its area according to the circumstances prevailing in the area and incorporating all municipal entities as well as external role-players;
- 🏰 To co-ordinate and align the implementation of its Municipal Disaster Risk Management Plan with those of other organs of state, institutional and any other relevant role-players; and
- 🏰 To regularly review and update it’s Municipal Disaster Risk Management Plan (refer to Disaster Management Act No. 57 of 2002 - Section 48).

The Municipal Disaster Risk Management Sector Plan should:

- 🏰 Form an integral part of the Municipality’s IDP so that disaster risk reduction activities can be incorporated into its developmental initiatives, Anticipate the likely types of disaster that might occur in the Municipality area and their possible effects, Identify the communities at risk, at a ward level.
- 🏰 Provide for appropriate prevention, risk reduction and mitigation strategies, Identify and address weaknesses in capacity to deal with possible disasters, facilitate maximum emergency preparedness, and establish the operational concepts and procedures associated with day-to-day operational response to emergencies by municipal Departments and other entities. These Standard Operation Procedures (SOPs) will also form the basis for a more comprehensive disaster response.
- 🏰 Incorporate all special Hazard / Risk-specific and Departmental DRM Plans and any related emergency procedures that are to be used in the event of a disaster. These will provide for:
 - 🏰 The allocation of responsibilities to the various role players and co-ordination in the

- carrying out of those responsibilities;
- 🏠 Prompt disaster response and relief;
 - 🏠 Disaster recovery and rehabilitation focused on risk elimination or mitigation;
 - 🏠 The procurement of essential goods and services;
 - 🏠 The establishment of strategic communication links;
 - 🏠 The dissemination of information.

Purpose

The Municipal Disaster Risk Management Sector Plan is designed to establish the framework for implementation of the provisions of the Disaster Management Act No. 57 of 2002 and Disaster Risk Management Policy Framework of 2005, as well as the related provisions of the Municipal Systems Act No. 32 of 2000.

Fundamentally, the identified disaster risk reduction activities must be integrated and aligned with the main activities contained in the municipal IDP. Hence the purpose of this Disaster Risk Management Sector Plan is to outline approach and procedures for an integrated and co-ordinated disaster risk management in the district that focuses on:

- 🏠 Preventing or reducing the risk of disasters;
- 🏠 mitigating the severity of disasters;
- 🏠 Emergency preparedness;
- 🏠 Rapid and effective response to disasters; and
- 🏠 Post-disaster recovery.

This Disaster Risk Management Sector Plan is intended to facilitate multi-departmental, multi-agency and multi-jurisdictional co-ordination in both disaster and disaster risk management interventions.

New approach to disaster management

Until recently, the approach to Disaster Management has been reactive and relief centric. A paradigm shift has now taken place from the relief centric syndrome to holistic and integrated approach with emphasis on prevention, mitigation and preparedness.

Since 1994 the South African government's approach to dealing with disasters has changed



significantly (NDMC, 2008). The change in legislation governing disasters prior 1994 was driven by several factors. One of the main reasons was the need to bring the law into the modern era so that it would be in line with international best practice in the field of disaster risk management. In addition, the government intended to systematically mainstream disaster risk reduction into developmental initiatives at national, provincial and municipal levels.

INSTITUTIONAL CAPACITY FOR DISASTER RISK MANAGEMENT

Municipal disaster management unit/centre

The municipality currently does not have a unit/centre or dedicated official or specific projects/programmes in place emanating from the Municipality's Disaster Management Plan/Strategy.

MUNICIPAL DISASTER MANAGEMENT PLAN/STRATEGY

As required by Section 53 of the Disaster Management Act No.57 of 2002, the applicable Municipal Disaster Risk Management Plan/Strategy was developed in 2014/2015. The hazards and disaster risk are dynamic hence various methods have been used to ensure that the accurate risk profile of the district is known.

District Disaster Risk Management Forum

The Municipality is actively involved in the District Disaster Risk Management Forum. The main objective of these meetings that are held when necessary is to share experiences, best practices and to ensure capacity development as well as uniform approach as envisaged by disaster management legislation and policy.

A disaster risk assessment, supported with good monitoring systems, is essential for effective disaster risk management and risk reduction planning.



DISASTER RISK ASSESSMENT

List of Priority Risks (Hazards)

The Beaufort West Municipality just like any other municipality in the Province is prone to a number of natural and man-made hazards. The vulnerability varies, which mainly depends on socio- economic status as well as the exposure of a particular household or community to a specific hazard.

The Beaufort West Municipality's Strategic Disaster Management Plan aims to follow **AN INTEGRATED ALL-HAZARDS APPROACH**, at the strategic (high) level, to the preparedness for, and response to, identified hazards which may have disaster-risk implications.

The Contingency Plans will also be drafted for all the specific hazards that might occur within the area. These Contingency plans will cover the tactical and operational levels and will thus deal with the specific aspects applicable to the area.

Emergency plans must be developed, implemented and coordinated to ensure that an emergency and Disaster management service is rendered to victims in the shortest space of time and in the most cost – effective manner. This emergency and disaster management planning is aimed at the protection of life and property, the continuation of essential service and the continuation of important administrative function.

In doing this, it needs to focus on addressing the following safety related conditions:

- a) **Hazards:** Hazards are threats to life, well-being, material goods and the environment. Extreme natural processes or technology causes them. When a hazard results in great suffering or collapse, it is usually termed a disaster.
- b) **Risk and Risk Assessment:** Risk may be defined as the expected damage or loss caused by any hazard. Risk usually depends on a combination of two factors:
 - 🏠 How often and severe the hazard (e.g. floods and drought)
 - 🏠 Vulnerability of the people exposed to these hazards.

Risk perceptions are very complex as they are rooted in history, politics and economy.



- c) **Vulnerability:** No matter where one is located, whether in an urban or rural environment, one's chances of experiencing a disaster are usually strongly linked to one's vulnerability to the event. The more vulnerable a community, the greater the physical, economic and emotional costs of a disaster. Vulnerability, then is the degree to which an individual, family, community or region is at risk of experiencing misfortune following extreme events.

The Disaster Management Plan for Beaufort West Local Municipality was adopted and approved during 2014/2015 financial year and was it due for review during the 2019-2020 Financial year.

The purpose of the Municipality's Disaster Management Plan is:

- Institutional arrangements for Disaster Risk Management Planning
- To assign primary and secondary responsibilities for priority disaster risks posing a threat in the Municipality.
- To establish operational procedures for disaster risk reduction planning as well as the emergency Procedure in the event of a disaster occurring or threatening in the municipal area
- To facilitate an integrated and coordinated approach to disaster risk management
- To establish risk reduction, resilience building
- Develop adequate capabilities for readiness, and effective and rapid response and recovery.

The table below provides a summary of Disaster Management related hazards identified in the Beaufort West Municipality:









Table 26 Priority Hazards

Hazard	Risk priority order (High; Medium; Low)
• Drought	H
• Extreme Weather (heat waves or extreme cold weather)	H
• Fracking	H
• Uranium Mining	H
• Snowfalls	M
• Windstorms	M
• Dust storms	M
• Disruption of Electricity Supply/ Power Failure (continuous)	H



Hazard	Risk priority order (High; Medium; Low)
<ul style="list-style-type: none"> Road Traffic Incident, incl. Road Transportation Disruption/ Blockades/ Traffic Congestion, hazardous waste spillage, road accidents, and truck looting or vandalism 	M
<ul style="list-style-type: none"> Disruption of Sanitation & Storm water Systems 	M
<ul style="list-style-type: none"> Disruption of Solid Waste Removal Services 	M
<ul style="list-style-type: none"> Bombing/ Explosion/ Terrorism/ Arson 	L
<ul style="list-style-type: none"> Fire – Structural or Effects of Pyrotechnics 	L
<ul style="list-style-type: none"> Aircraft Incident 	L
<ul style="list-style-type: none"> Rail Incident 	L
<ul style="list-style-type: none"> Disruption of Water Supply 	H
<ul style="list-style-type: none"> Epidemic/ Major Infectious Disease Outbreak, incl. Food Safety issues 	L
<ul style="list-style-type: none"> Structural Collapse 	L
<ul style="list-style-type: none"> Bomb Threat/ Hostage-taking 	L
<ul style="list-style-type: none"> Disruption of Commercial or Governmental Activities. 	L
<ul style="list-style-type: none"> Hooliganism/ Civil Unrest/ Rioting/ Public Disorder 	L

Based on the above hazards/risks assessment, the Beaufort West Municipal Disaster Management Plan identified the following generic and risk/hazard specific services (*disaster response actions*) to be provided in the municipal area:

-  road/rail/aviation traffic incident
-  **incident at stadiums and other venues**
-  hooliganism / civil unrest / rioting / public disorder / xenophobia
-  **disruption of electricity supply**
-  disruption of water supply
-  drought
-  **extreme weather/floods/snowfalls/windstorms**
-  waste management incident

Note: A summary of all the disaster response actions can be viewed in the Disaster Risk Management Plan 2014/2015 which is *electronically available*.



(AFTER DISASTER) RELIEF AND REHABILITATION MEASURES

POST DISASTER RECOVERY

- 🏠 Assessment of extent of situation and planning for recovery;
- 🏠 Financial provision (emergency relief funding identified);
- 🏠 Declaration of local state of disaster through the Disaster Management Act, 57 of 2002, as required, for access to additional Provincial and National Funding and other resources needed;
- 🏠 Application of the necessary resources to restore the situation and / or venue as soon as possible.

The objective is to ensure effective and appropriate disaster response and recovery by:

- 🏠 Implementing a uniform approach to the dissemination of early warnings in the district;
- 🏠 Averting or reducing the potential impact in respect of personal injury, health, loss of life, property, infrastructure, environments and government services;
- 🏠 Implementing immediate integrated and appropriate response and relief measures when significant events or disasters occur or are threatening to occur; and
- 🏠 Implementing all rehabilitation and reconstruction strategies following a disaster in an integrated and developmental manner.

The Municipality still does not have and will also not be able to budget for disaster management programmes/interventions for the 2021/2022 financial year.

Budget and planned programmes

As mentioned above, the municipality does not have any allocated funds for disaster management and therefor does not have any programmes at this stage in place for the current financial year or the 2021/2022 financial year.

Climate Change

Climate change already causes and will continue to cause a number of challenges for this municipality, linked to impacts such as increased temperatures, extreme weather events (e.g. drought), severe heat and climate variability.

Climate change impacts may include:



- 🏠 An increase in the frequency and intensity of droughts;
- 🏠 A decrease in water availability due to changed rainfall patterns and increased evaporation.
- 🏠 Decreasing the agricultural value of land.
- 🏠 An increase in heat stress, leading to dehydration, particularly for those that reside in the Municipality, as well as children and the elderly;

Current Situation

The information management and communication system is managed at a district level. The district EMS centre is mainly used to coordinate response activities.

5. INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

The purpose of conducting an institutional analysis is to ensure that the municipal development strategies take existing institutional capacities into consideration and that institutional shortcomings are addressed. The Beaufort West Municipality was established in terms of the Municipal Structures Act, 1998 (Act No. 117 of 1998). The functions under Institutional Development Municipal Transformation are as follows:

- 🏠 Human Resources Management
- 🏠 ICT Management
- 🏠 Council Structure functionality
- 🏠 Records Management
- 🏠 Staff Performance

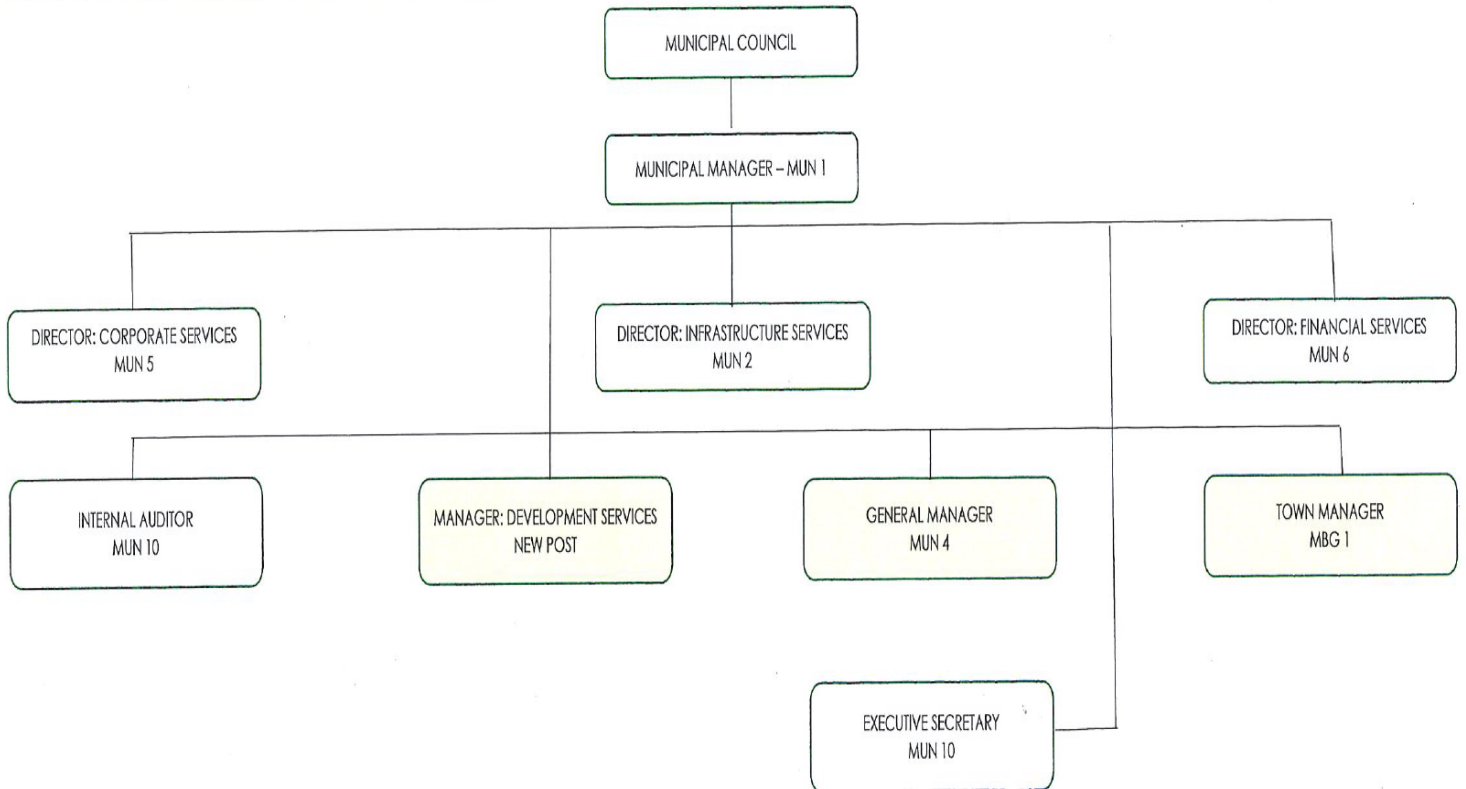
Human Resources function entails sub-functions performed within, these are; recruitment and selection, training and capacity building, benefits administration, employee wellness, occupational health and safety, labour relations, employment equity administration and implementation.



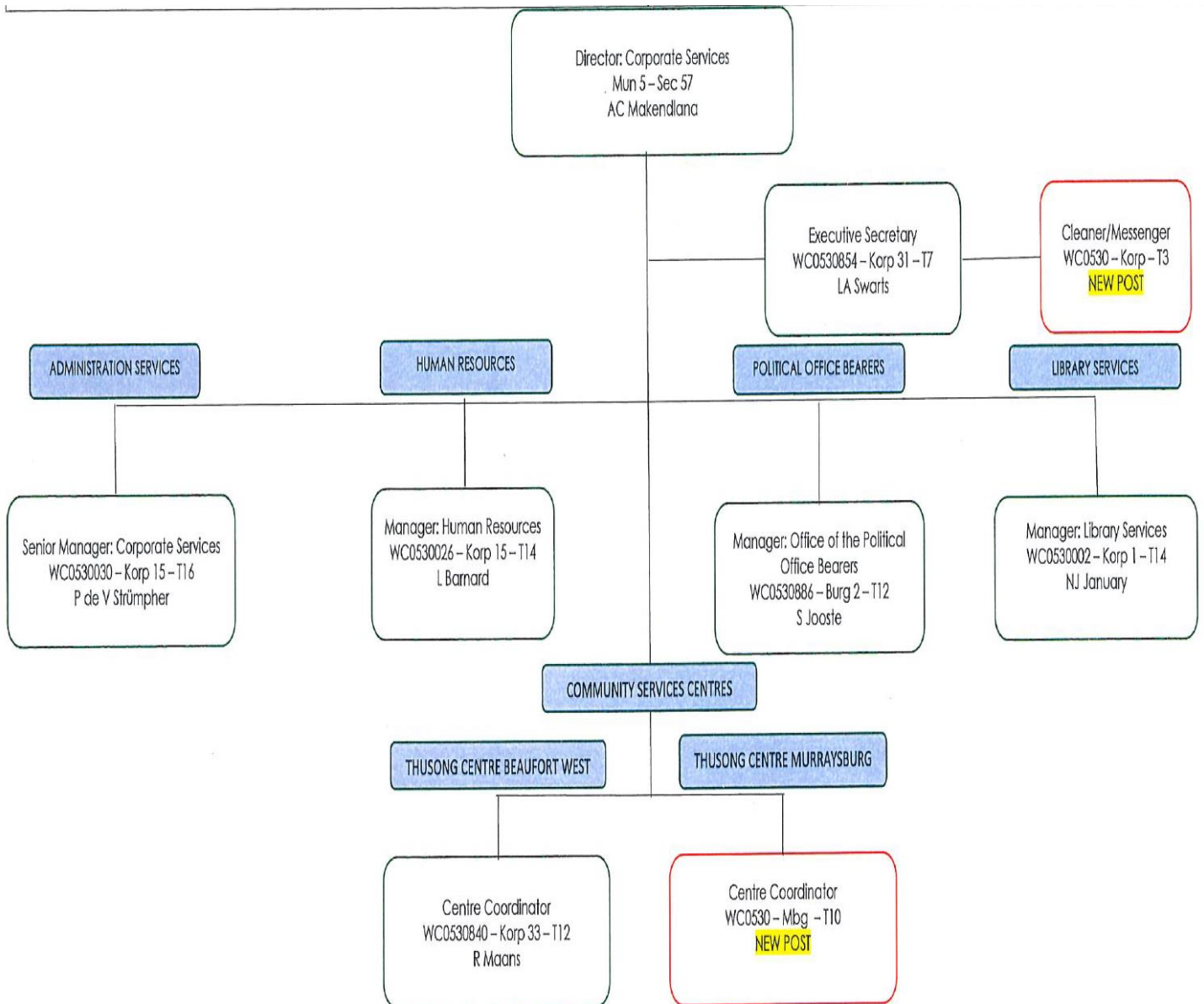
5.1 Council Approved Organizational Structure

The IDP contains a council approved organizational structure / organogram that aligns to the long- term development plans of the municipality as reflected in the IDP, as well as the Powers & Functions of the Municipality. The vacancy rate is indicated as well as the filled positions.

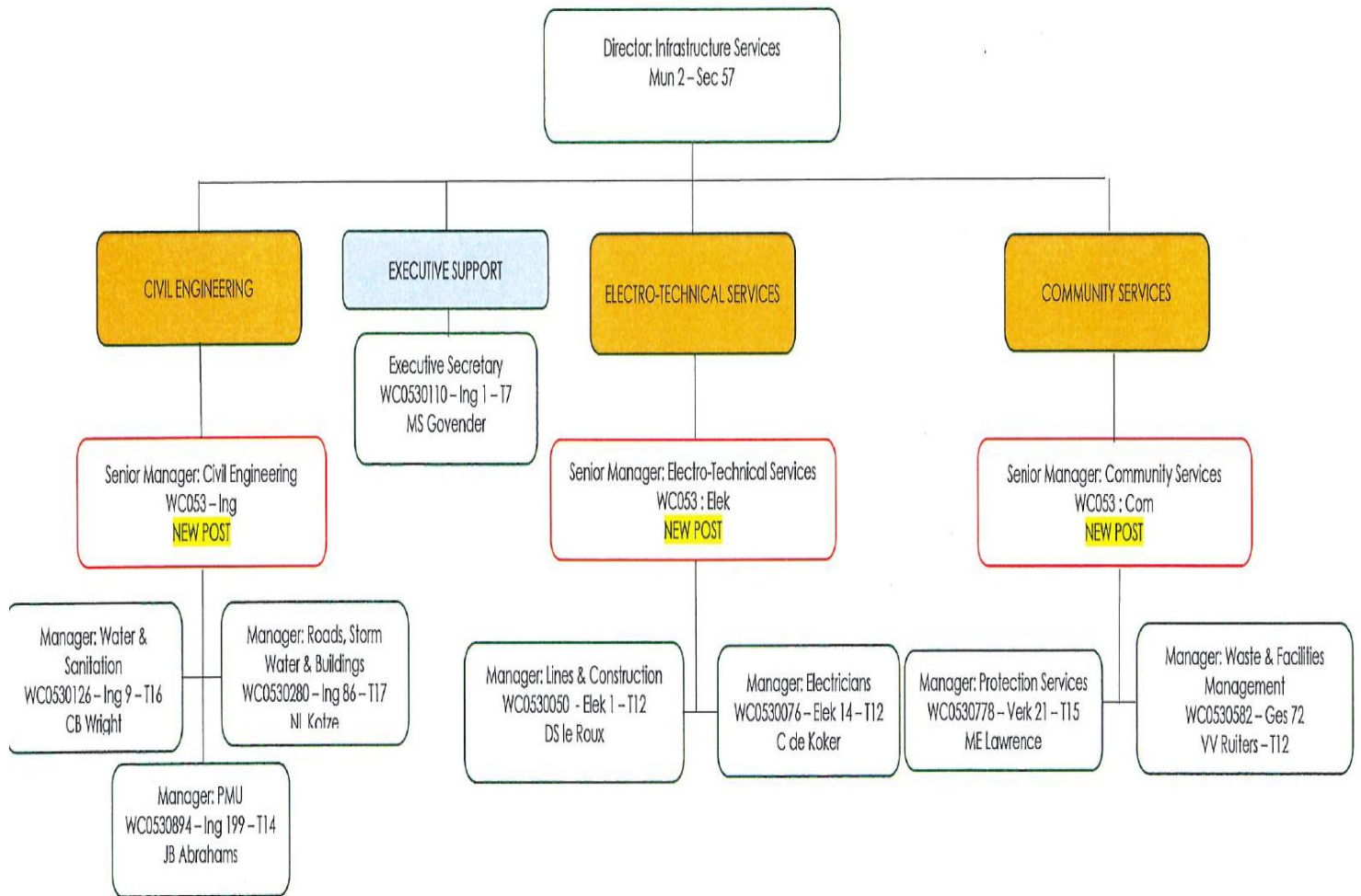
ORGANORGRAM MUNICIPAL MANAGER



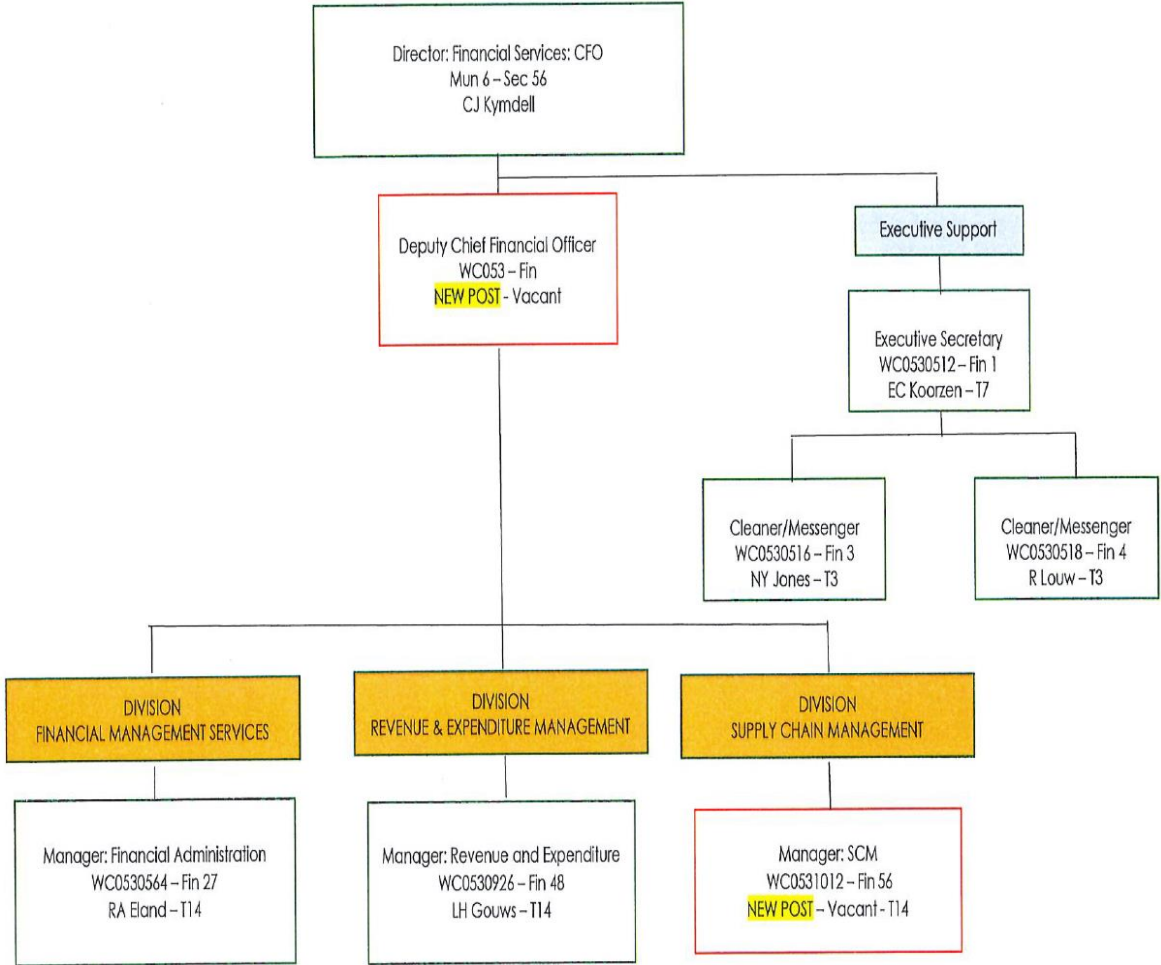
DIRECTORATE: CORPORATE SERVICE



DIRECTORATE INFRASTRUCTURE SERVICES



DIRECTORATE: FINANCIAL SERVICES



5.2 POWERS AND FUNCTIONS (INSTITUTIONAL ARRANGEMENTS)

Governance

In exercising its constitutional powers in terms of Section 161 thereof and as per the Municipal Structures Act, the Council delegates some of its functions to other committees such as the Mayoral Executive Committee in line with Sections 79 and 80 Committees.

Council Committees

The municipality has a Council which consists of council members as elected and sworn in, the Council exercise its powers as legislated in the Constitution. The Council is responsible for passing of by-laws, approval of budget, imposition of rates and taxes and raising of loans.

The Council further established the Executive Mayoral Committee which is entrusted with executive powers to make decisions, however the decisions are to be reported to council. The committee was established in compliance to the Structures Act and it is currently functional as it meets on monthly basis.

Section 79 committees (portfolio committees) have been established in line with National Key Performance Areas. In addition to these portfolio committees, the Municipal Public Accounts Committee (MPAC) was established to exercise oversight functionality and handling of municipal finances. All the reports that are being discussed in the MPAC are reported to Council.

The municipality has a functional Audit Committee which report to Council on a quarterly basis.

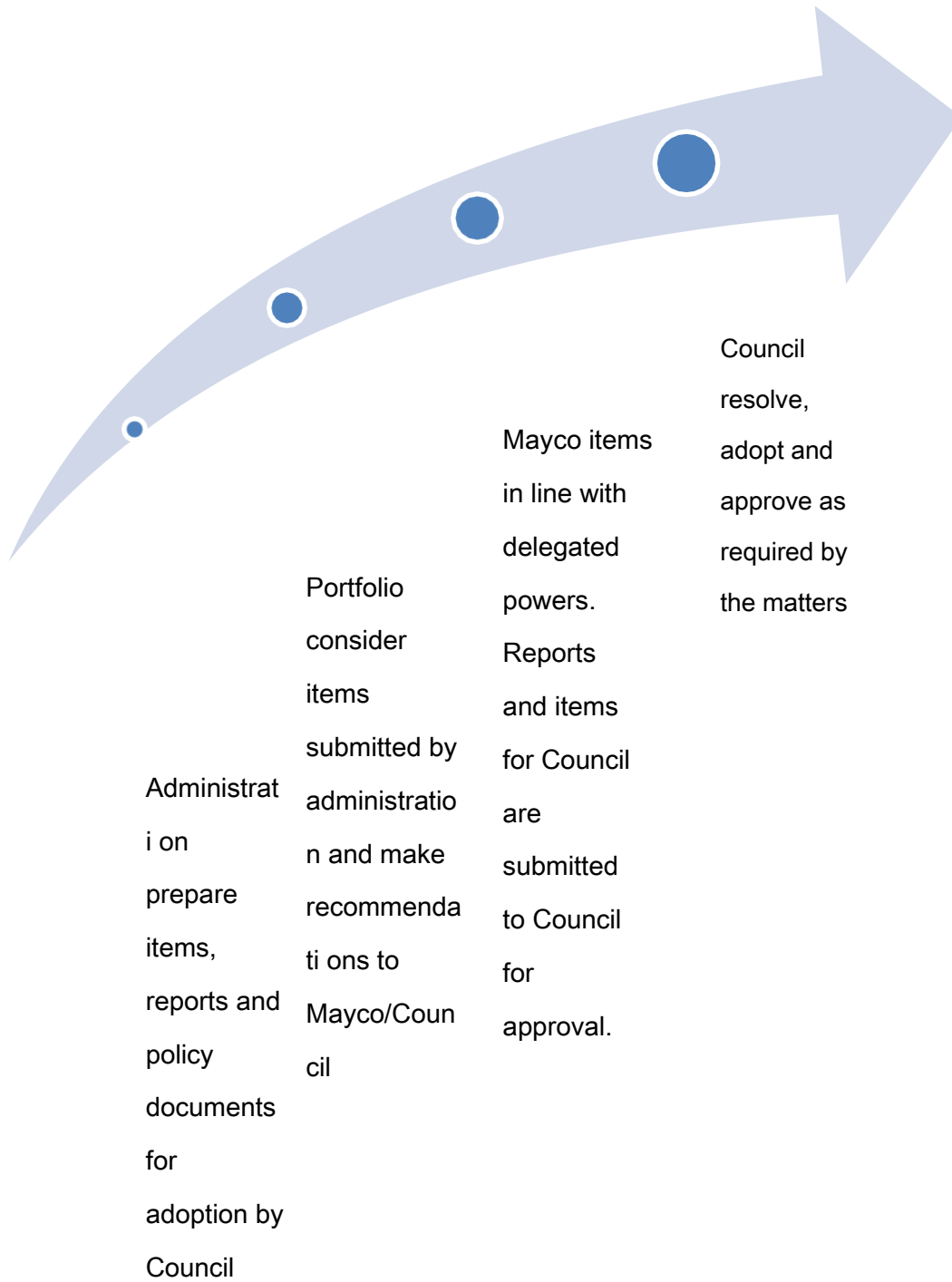
Business Processes / Process Flow

Administration prepares matters for tabling to standing committees as per their functional areas, once tabled to standing committees they follow a process of being tabled to Council for final adoption and approval.

Resolutions taken by the Mayoral Executive Committee and Council are uploaded on the Ignite system which assist in following implementation of the resolutions taken. The municipal Council adopts the municipal calendar which serves as framework for scheduling meetings of council and its council committees during the last meeting before council go in recess at the end of each year.



Figure: Business Processes or Process Flow



MPAC

The Municipal Public Accounts Committee (MPAC) convenes four times per financial year, in terms of Section 79 of the Municipal Structures Act to consider matters pertaining to the exercising of oversight on financial and governance matters.

Table 27 MPAC Members

MEMBERS OF THE MPAC	GENDER	AFFILIATION
Cllr C.De Bruin	Male (Chairperson)	ANC
Cllr D.Welgemoed	Male (Member)	DA
Cllr E.Lawrence	Female (Member)	ANC



Audit/Performance Committee

The Audit / Performance Committee was appointed to assist Council in strengthening its role. This Committee meets on a quarterly basis as-and-when required to attend to matters at hand. The Audit Committee and Performance are chaired by one chairperson who is responsible for all regulated matters to be considered by the committee.




Municipal Powers and Functions

The Constitution of the Republic of South Africa Act 108 of 1996, precisely Schedule 4, Part B, read together with Section 152 thereof, and containing the objects of local government, vests the powers and functions of the municipality. Meanwhile, municipal transformation and institutional development relates to a fundamental and significant change relating to the way the municipalities perform their functions, how resources are deployed and the institutional strategies which are implemented with a view to ensuring optimum results in service delivery to the community. It must be noted however that there are functions which the municipality is not performing due to capacity and also due to its location.

The following comprises of the functions that the municipality is performing;

-  Building regulations
-  Firefighting services



-  Local Tourism
-  Municipal planning
-  Municipal Public works

The municipal functional areas are as indicated below:

Table 28 Municipal Powers and Functions

Municipal function	Municipal function Yes / No
Constitution Schedule 4, Part B functions:	
Air pollution	Yes
Building regulations	Yes
Child care facilities	Yes
Electricity and gas reticulation	Yes
Firefighting services	Yes
Local tourism	Yes
Municipal airports	No
Municipal planning	Yes
Municipal health services	No
Municipal public transport	Yes
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	No
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No
Stormwater management systems in built-up areas	Yes
Trading regulations	Yes
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes
Constitution Schedule 5, Part B functions:	
Beaches and amusement facilities	No
Billboards and the display of advertisements in public places	Yes



Municipal function	Municipal function Yes / No
Cemeteries, funeral parlours and crematoria	Yes
Cleansing	Yes
Control of public nuisances	Yes
Control of undertakings that sell liquor to the public	Yes
Facilities for the accommodation, care and burial of animals	Yes
Fencing and fences	Yes
Licensing of dogs	Yes
Licensing and control of undertakings that sell food to the public	No
Local amenities	Yes
Local sport facilities	Yes
Markets	No
Municipal abattoirs	No
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes
Pounds	No
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

5.3 Filling of Critical Posts (MM and Section 56) and Progress with Appointments Where Critical Posts are Vacant.

The organogram shows an overview of the municipal administrative structure which has been approved by council. The municipality consisted of six main departments namely Corporate, Finance, Community, Infrastructure Services, Electrical Services and the Office of the Municipal Manager.

During 2019 Council amended the Organogram and amalgamated the Department:

Infrastructure, Department: Community Services and the Department: Electrical Services into one department called Department: Infrastructure Services.

Status of Critical Posts (MM & Section 56 Posts)

All critical positions was filled until September 2019 except for the Director: Community Services in this 5-year term, in order to ensure successful implementation of the municipality’s vision. However, the position of Director: Electro technical Services, became vacant from 1 October 2019 and was the organogram amended and the position of Directors: Engineering, Electro technical and Community Services amalgamated to Director: Infrastructure Services. The positions of the Directors: Infrastructure and Financial Services were vacant for more than a year and has been filled from 01 May 2021. The Municipal Manager’s position became vacant from March 2021 and has Council appointed an Acting Municipal Manager. The vacancy has been advertised and it is envisaged that the position of Municipal Manager will be filled within a period of three to four months from date of advertising. An Acting Director Community Services has also been appointed during May 2021.

The Municipality now have four departments which are performing functions as per the table below:

Table 29 Municipal Departments and Their Functions

DEPARTMENT	FUNCTIONS
Office of the Municipal Manager	<ul style="list-style-type: none"> • Overseeing the entire functioning of the Municipality • Skills Development • IDP and PMS • Communication • Internal Audit & Risk Management • Special Programmes • Back to Basics Programme
Corporate Services	<ul style="list-style-type: none"> • Human Resource Management • Administration • Legal matters and labour relations • ICT Management • Council Support & Auxiliary Services • Library Services • Management Services



<p>Infrastructure Services</p>	<ul style="list-style-type: none"> • Housing • Waste Management • Traffic Services • Fire Services • Disaster Management <hr/> <ul style="list-style-type: none"> • Provision of bulk Services • EPWP • Infrastructure Development Projects • Water quality • Sanitation Services • Parks, Sports and Recreation • Cemeteries <hr/> <ul style="list-style-type: none"> • Meter readings • Electrification of houses • Management of low and high voltage networks
<p>Financial Services</p>	<ul style="list-style-type: none"> • Income • Expenditure Management • Supply chain Management • Accounting • Municipal Budget • Financial Reporting

5.4 COUNCIL ADOPTED PLANS

5.4.1. Council Adopted Employment Equity Plan

The employment equity plan covers a period of five (5) years but it is imperative to review the plan on an annual basis to determine whether the municipality is making any progress or regressing in meeting its employment equity targets. The Employment Equity Plan is currently sensitive to a national general key performance indicator that regulates the number of people from employment equity groups employed in the three highest levels of management.



5.4.2 Council Adopted Workplace Skills Plan

Section 68(1) of the MSA states that a municipality must develop its HR capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. For this purpose the HR capacity of a municipality must comply with the Skills Development Act (SDA), 1998 (Act No. 81 of 1998), and the Skills Development Levies Act, 20 1999 (Act No. 28 of 1999).

The plan aligns training programmes and capacity building initiatives to strategic objectives of the municipality, this assist the municipality in achieving its overall objectives.

5.4.3 Skills matrix

The table below indicates the number of employees that received training in the year under review:

Table 30: Skills matrix

Management level	Gender	Number of employees identified for training at start of the year (2019/20)	Number of employees that received training (2019/20)
Municipal Manager and Section 57 employees	Female	0	0
	Male	0	0
Legislators, senior officials and managers	Female	0	0
	Male	0	0
Associate professionals and technicians	Female	0	0
	Male	0	0
Professionals	Female	0	0
	Male	0	0
Clerks	Female	0	17
	Male	0	5
Service and sales workers	Female	0	0
	Male	0	0
Craft and related trade workers	Female	0	0
	Male	0	0
Plant and machine operators and assemblers	Female	0	0
	Male	0	2
Elementary occupations	Female	0	0
	Male	8	0
Sub-total	Female	0	17

Management level	Gender	Number of employees identified for training at start of the year (2019/20)	Number of employees that received training (2019/20)
	Male	0	7
Total		0	24

5.4.4 Skills development - Budget allocation

The table below indicates the budget allocated towards the workplace skills plan:

Table 31: Budget allocation and spent for skills development

Financial year	Total personnel budget	Total allocated	Total spent	% Spent
2018/19	89 437	4 264	0	0
2019/20	121 329	422	938	221.37

5.4.5 MFMA competencies

In terms of Section 83(1) of the MFMA, the accounting officer, senior managers, the chief financial officer, non-financial managers and other financial officials of a municipality must meet the prescribed financial management competency levels that are key to the successful implementation of the MFMA. National Treasury has prescribed such financial management competencies in Government Notice 493 dated 15 June 2007.

To assist the above-mentioned officials to acquire the prescribed financial competencies, National Treasury, with the collaboration of various stakeholders and role players in the local government sphere, developed an outcomes-based NQF Level 6 qualification in municipal finance management. In terms of the Government Notice 493 of 15 June 2007, "(1) No municipality or municipal entity may, with effect 1 January 2013 (exempted until 30 September 2015 in terms of Government Notice 179 of 14 March 2014), employ a person as a financial official if that person does not meet the competency levels prescribed for the relevant position in terms of these Regulations."

The table below provides details of the financial competency development progress as required by the regulation:



Table 32: MFMA: Competencies

Description	Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	Competency assessments completed (Regulation 14(4)(b) and (d))	Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
Financial officials				
Accounting Officer	1	1	1	1
Chief Financial Officer	1	1	0	1
Senior managers	2	2	0	2
Any other financial officials	0	0	0	0
SCM officials				
Heads of SCM Units	1	1	0	1
SCM senior managers	0	0	0	0
Total	5	5	1	5

5.4.6 IMPLEMENTATION OF WSP (TRAINING)

The process of the skills audit has been finalized during the 2020/2021 financial year, to ensure accuracy of information at hand, which must be translated to the WSP.

SKILLS DEVELOPMENT AND TRADE TEST CENTRE

The construction of the Skills Development and Trade Test centre is still not fully completed. The launch of the opening of the Centre was envisaged to be during the 2020/2021 financial year.

5.4.7 Skills development – Training provided

The SDA and the MSA requires employers to supply employees with the necessary training in order to develop its HR capacity. Section 55(1)(f) states that the Municipal Manager is responsible for the management, utilisation and training of staff.

5.4.8 Recruitment and Selection Policy and Retention Policy

The municipality has a recruitment and selection policy in place which has been adopted by council and being implemented.



5.4.9 INFORMATION COMMUNICATION TECHNOLOGY GOVERNANCE

The Beaufort West Municipality has adopted a Corporate Governance Information and Communication Policy. The purpose of this document is to define the guidelines, principles and policy statements for the governance of Information Technology (IT) within the municipality.

Currently there is an IT Steering Committee which assist in ensuring implementation by considering all matters related to IT, (IT Policies, system procedures, acquisition of new technology), the committee also considers the AG's findings and Action Plan thereof, IT Risk Register and Management.

The ICT High-end, desktop/ network support is outsourced to an external service provider. ICT Management and governance are being in-house.

6. BASIC SERVICE DELIVERY SITUATIONAL ANALYSIS

Beaufort West Municipality is primarily responsible for the delivery of basic services and the development and maintenance of infrastructure. One of the aspects that remains a challenge or is still outstanding is the drafting of a Consolidated Infrastructure Plan (CIP) that will integrate all the infrastructure needs and plans and will not only enable the municipality to plan for future developments, but also to cost infrastructure development against financial affordability and sustainability.

The municipality furthermore is still struggling to compile or draw up an Infrastructure Operation and Maintenance Plan (IOMP), indicating how maintenance will be addressed within the municipality. This will ensure that assets and infrastructure is properly maintained.

6.1. Water and Sanitation

6.1.1 Water Services Authority

The Municipality is a Water Service Provider (WSP) according to the Water Services Act.



The Municipal functions as a Water Service Provider are to:

- 🏰 Ensure provision of potable water supply and sanitation services within the municipal jurisdiction, to all consumers and industries.
- 🏰 Abstracting raw water from the Dams or other different sources
- 🏰 Water purification
- 🏰 Storage and distribution of potable water through municipal network
- 🏰 Installation and maintenance of water meters
- 🏰 Collection of sewer effluent through municipal sewer network
- 🏰 Treatment of sewerage effluent

6.1.2 Water Services Development Plan (WSDP)

The Water Services Development Plan (WSDP) for Beaufort West Municipality is approved and reviewed annually. The WSDP was reviewed and updated in 2019. Considering that the lifespan of a WSDP is 5 years, the municipality has a current WSDP in place.

6.1.3. Status of the Infrastructural Backlogs, Needs and Priorities

Beaufort West is dependent on three different water sources:

- 🏰 Surface water (Gamka Dam, Springfontein Dam and Walker Dam)
- 🏰 Boreholes (40 boreholes in 7 aquifers)
- 🏰 Water reclamation plant (WRP)

The water sources mentioned above are used to adhere to the demand of the community. The demand is approximately 6.3 mega litres per day. This figure varies depending on the weather conditions. During summer the water consumption is much higher than during winter. The high summer consumption is balanced by abstracting water from the Gamka Dam, boreholes and water from the WRP. During winter, only boreholes and the WRP are used to adhere to the demand from the community. The water quality of Beaufort West, Nelspoort, Merweville and Murraysburg is of a good standard.



Status quo of water sources

- 🏠 Gamka Dam: - 60%
- 🏠 Boreholes: - 35 boreholes currently supply water and 5 has dried up.
- 🏠 Water Reclamation Plant: - Supply 1.3 MI per day
- 🏠 Vandalism is hampering bulk water supply as cable theft causes down-time for boreholes.

Funding

An investigation was undertaken to augment the bulkwater supply of Beaufort West. The outcome of the investigation was that two possibilities must be explored, namely Ryskuil and Karoo National Park. Challenges were experienced at both identified sites and intervention was requested from provincial departments to liaise with the land owners.

Unfunded Projects

- 🏠 Augmenting of bulkwater supply – R80 million
- 🏠 Prevention of vandalisation of power supply to boreholes – R800 000.00
- 🏠 Refurbishment of 6000 prepaid water meters

Water Network

The municipality has a water network of approximately 75.4 km of pipelines and three (3) bulk reservoirs.

Water service delivery levels

The table below indicates the water service delivery levels:

Table 35 Water Services Level

Description	Households	
	2018/19	2019/20
	Actual No.	Actual No.
<i>Water: (above min level)</i>		
Piped water inside dwelling	12 449	12 499
Piped water inside yard (but not in dwelling)	2 122	2 122
Using public tap (within 200m from dwelling)	49	49
Other water supply (within 200m)	31	31

Minimum service level and above sub-total	14 701	14 701
Minimum service level and above percentage	98	98
<i>Water:</i> (below min level)		
Using public tap (more than 200m from dwelling)	0	0
Other water supply (more than 200m from dwelling)	260	260
No water supply	0	0
Below minimum service level sub-total	260	260
Below minimum service level percentage	2	2
Total number of households	14 961	14 961
Include informal settlements		

Water service delivery levels

Access to water

The table below indicates the number of households that has access to water:

Table 36: Water service delivery levels

Financial year	Number of households with access to water points*	Proportion of households with access to piped water	Number of households receiving 6 kl free#
2018/19	14 961	98.1%	4 776
2019/20	14 961	98.1%	6 529

* Means access to 25 litres of potable water per day supplied within 200m of a household and with a minimum flow of 10 litres per minute
6 000 litres of potable water supplied per formal connection per month

6.1.4. Water Status and Challenges

The table below indicate the challenges faced during the 2020/19 financial year.

Table 37 Challenges Water Services

Description	Actions to address
Drought	Apply for funding/installation of cameras at boreholes
Vandalism of boreholes	

WATER RECLAMATION PLANT

The water reclamation plant works well but can only supply water if raw water flows into the Waste Treatment Works. Sewage blockages causes less water to flow into the Waste Water Treatment Works and that leads to the reclamation plant supplying less potable water.



- 🏠 Design Capacity – 2 100 Kℓ / day
- 🏠 Current Supply – 1 300 Kℓ / day

Other Water Challenges

- 🏠 Dilapidated and failing bulk water and sanitation infrastructure;
- 🏠 Inadequate fleet
- 🏠 Insufficient funding allocation for O&M
- 🏠 High water distribution losses
- 🏠 Vandalism of the infrastructure
- 🏠 Reactive maintenance approach instead of preventative
- 🏠 Illegal connections

6.1.5. Status of Sanitation

The Municipality has four Waste Water Treatment Works (WWTW) that are situated in Beaufort West, Nelspoort, Merweville and Murraysburg. The WWTW of Nelspoort, Murraysburg and Merweville has recently been upgraded and are operating within the design capacity and the final effluent is of good quality.

The WWTW of Nelspoort, Merweville and Murraysburg are evaporation ponds. Studies are being done on the Beaufort West WWTW as the biological trickle filter system has been decommissioned and this increases the load on the activated sludge process. The final effluent of the Beaufort West WWTW is reclaimed by the reclamation plant and treated to drinking water standards. The remaining effluent is used to irrigate the sport grounds.

The table below indicates the service delivery levels for sanitation.

Table 38 Sanitation Service Delivery Levels

Households		
Description	2019/20	2019/20
	Actual	Actual
	No.	No.
<i>Sanitation/sewerage:</i> (above minimum level)		
Flush toilet (connected to sewerage)	12 383	12 383

Households		
Flush toilet (with septic tank)	1 568	1568
Chemical toilet	0	0
Pit toilet (ventilated)	355	355
Other toilet provisions (above min.service level)	31	31
Minimum service level and above sub-total	14 337	14 337
Minimum service level and above percentage	96%	96%
<i>Sanitation/sewerage: (below minimum level)</i>		
Bucket toilet(Note: This refers to Below RDP: Infrastructure Upgrade Standards according to the BWM WSDP and is only applicable to farms in other words no bucket toilets in urban areas)	309	309
Other toilet provisions (below min.service level)	0	0
No toilet provisions	305	305
Below Minimum Service Level sub-total	617	617
Below Minimum Service Level Percentage	4%	4%
Total households	14 951	14 951
Including informal settlements		

Sanitation service delivery levels

6.1.6. Sanitation Challenges

Provision of sanitation facilities within Beaufort West municipal comply with national standards. The municipality also does not have any backlogs in this regard.

The table below indicate the challenges faced during the financial year:

Table 39 Sanitation Service: Challenges

Description	Actions to address
Fencing is being stolen at the Beaufort West WWTW	Increase security measures
Pump stations are vandalized at the Beaufort West WWTW	



Other Sanitation Challenges

- 🏠 Dilapidated and failing bulk water and sanitation infrastructure;
- 🏠 Inadequate fleet
- 🏠 Insufficient funding allocation for O&M
- 🏠 Vandalism of the infrastructure
- 🏠 Reactive maintenance approach instead of preventative

6.1.7. Municipal Co-Ordination of Development Activities with Relevant Sector Departments and Service Providers

The municipality has successfully managed to co-ordinate its developmental activities with relevant sector departments and service providers. The primary role of the municipality is to facilitate the delivery of services to its communities. It is therefore imperative for the municipality to understand the extent to which households in its areas of jurisdiction have access to the various services that are essential for their livelihood.

6.1.8. Solid Waste Management

Waste in South Africa is currently governed by means of a number of pieces of legislation, including:

- 🏠 The South African Constitution (Act 108 of 1996)
- 🏠 Hazardous Substances Act (Act 5 of 1973)
- 🏠 Health Act (Act 63 of 1977)
- 🏠 Environment Conservation Act (Act 73 of 1989)
- 🏠 Occupational Health and Safety Act (Act 85 of 1993)
- 🏠 National Water Act (Act 36 of 1998)
- 🏠 The National Environmental Management Act (Act 107 of 1998)
- 🏠 Municipal Structures Act (Act 117 of 1998)
- 🏠 Municipal Systems Act (Act 32 of 2000)
- 🏠 Mineral and Petroleum Resources Development Act (Act 28 of 2002)
- 🏠 Air Quality Act (Act 39 of 2004)



National Environmental Management: Waste Act, 2008 (Act 59 of 2008)


Beaufort West Local Municipality strive to ensure that all waste related legislation are complied with, but is facing since 2015, serious challenges with regard to outstanding issues relating to Waste By-laws, Landfill Sites permits, Waste Tarrifs as well as operation and maintenance of landfill sites. The major causing effect to the aforementioned challenges emanates from a lack of financial resources, given the municipality's current financial state eversince.

6.1.9. Waste Collection Services

The Beaufort West municipality is responsible for waste collection services. It is a service that is weekly rendered. Waste is being collected from households, businesses and schools on a weekly basis.

6.1.10. The Status Backlogs, Needs and Priorities for Solid Waste Collection, Removal and Disposal

Currently, the municipality is collecting waste in Beaufort West, Nelspoort, Merweville and the town of Murraysburg. The Municipality has two (2) out of four (4) registered landfill sites of which the landfill site in Murraysburg and Merweville are unlicensed. The only waste management project that is planned for implementation during 2021/22 financial year is as follows:

-  The renovation of Vaalkoppies and Murraysburg landfill sites, which will be funded by the Deaprtment of Environment, Fisheries and Forestry.

6.1.11. THE STATUS OF WASTE DISPOSAL SITES

Landfill sites are developed and managed by means of the Landfill Permit System, instituted in terms of the Environment Conservation Act (ECA) (Section 20 of Act No. 73 of 1989), which requires that Minimum Requirements are implemented and enforced. The Act states that no person shall establish provide or operate any disposal site without a permit issued by the Minister of Water and Environmental Affairs and subject to the conditions contained in such a permit. This applies to all new and operating sites. Un-



permitted closed sites may be controlled in terms of Section 31A of ECA.

The permit holder/ land owner in the case of non-permitted sites are ultimately responsible and accountable for the landfill and any effect it may have on the receiving environment. He may appoint a Responsible Person to operate the site in accordance with the Minimum Requirements. The Responsible Person must be qualified to the satisfaction of the Department of Water and Environmental Affairs and must be capable of understanding and correctly applying the Minimum Requirements.







The Minimum Requirements for Waste Disposal by Landfill, second edition published by the Department of Water and Environmental Affairs in 1998, allows for different classes of landfill sites based on size, type and potential threat to the environment. Currently, the Beaufort West municipality has four landfill sites namely: Vaalkoppies, Murraysburg, Merweville and Nelspoort. Vaalkoppies and Nelspoort sites are registered and licenced.

All these sites are being audited and they were last audited in January 2020.

The municipality is planning to establish re-cycling projects within the landfill sites which will also create job opportunities for local people and increase revenue for the municipality. The recycling projects are currently privately owned.

6.1.12. THE STATE OF WASTE DISPOSAL SITES

All four landfill sites are non-compliant in terms of the following reasons: -

-  Poor waste management on site
-  Lack of equipment and machinery on site
-  The presence of Waste reclaimers on site
-  Poor waste record keeping on site
-  No airspace at Vaalkoppies
-  No ablution facilities on site

6.1.13. COUNCIL APPROVED INTEGRATED WASTE MANAGEMENT PLAN

The municipality has a council approved Integrated Waste Management Plan in place. The IWMP was approved in 2015. The Department of Environment, Forestry and Fisheries has



appointed a Service Provider to assist the municipality to review the second generation IWMP. A draft IWMP still to be tabled at Council for approval. The Department of Environment, Forestry and Fisheries has appointed a Service Provider to assist the municipality to review the third generation IWMP

6.1.14. PROGRESS OF IMPLEMENTATION OF THIRD GENERATION INTEGRATED WASTE MANAGEMENT PLAN

There is currently no progress due to the fact that the Plan is still under Review.

6.1.15. WASTE DIVERSION

The municipality does not have a diversion Plan in place yet.

6.1.16. AIR QUALITY MANAGEMENT PLAN

The municipality has already developed a Draft Air Quality Management plan with the support of the Department of Environment, Forestry and Fisheries. This Draft is ready for public participation and thereafter it will be tabled before council for approval.

7. TRANSPORTATION INFRASTRUCTURE

7.1. Roads

The roads hierarchy within the municipal area can be divided in three major categories, including National roads; Provincial roads; and District and local roads. The primary routes include the national routes that exist within the area. The secondary and tertiary routes are mainly the provincial and district roads that exist within the area. The road networks provide an important social and economic infrastructure crucial for the flow of goods and services and therefore to the general development of the municipality.

7.2. Road Networks

At a regional level, Beaufort West has a well-established road connectivity comprising national and provincial roads, which link different areas within the municipality. The



routes that currently play this role include the N1, R63 and the P582. These routes connect the main settlement areas of Beaufort West municipal jurisdiction area.

7.3. Institutional Responsibility for Transport Infrastructure

The institutional responsibility for transport infrastructure are categorized as national, provincial and local. The Review of the Road Maintenance Plans of DoT, DM and Beaufort West Municipality is done in order to ensure a well maintained road network, improved accessibility and full alignment. The Department of Transport also provide the municipality with its 3-year programme of implementation for inclusion in the IDP.

7.4. Provision of New Roads and Related Facilities

The municipality budget on an annual basis per financial year for upgrading/new and maintenance of roads infrastructure mainly from MIG funding, due to the fact that the municipality's current financial position over the last five years does not allow for any allocation towards this purpose.

7.5. Plan for Provision of New Roads and Related Facilities

The Municipality has a Rural Road Asset Management System Plan in place. This Plan classify the priority according to the current state of the identified infrastructure in terms of good to poor.

7.6. Integrated Transport Plan

The Integrated Transport Plan is updated every five (5) years. A new ITP was compiled in 2020 for the municipality by Smack Consulting Engineers as part of the CKDM Integrated Transport Plan. The Draft will be available for comments to different stakeholders and thereafter be tabled to council for final approval and implementation.



7.7. Rail

Beaufort West has an established public and goods rail transport system running through the town. The railway line runs parallel the N1 within the Central Karoo District.

7.8. Air Transport

Beaufort West does not have an established and operational air transport system. The small landing strip (airstrip) that exists within Beaufort West, is currently used to provide training to prospective pilots.

7.9. OPERATIONS AND MAINTENANCE FOR ROADS AND TRANSPORTATION

The municipality does not have a Council Approved Operations and Maintenance Plan. While some of the gravel roads within Beaufort West Municipal Area are in fair condition and in-accessible on occasions, especially after heavy rains due to a lack of storm water infrastructure.

8. ELECTRICITY SERVICES/ENERGY

8.1. ELECTRICITY SERVICES

Local Government plays a very important role in the provision of electricity. Section 153 of the Constitution places the responsibility on municipalities to ensure the provision of services to communities in a sustainable manner for economic and social support.

The distribution of electricity in Beaufort West started in 1919 when the railway supplied the Municipality with electricity. The cost was 4.5 pennies per unit. During 1924, the Municipality started building their own power station. On 1 November 1925 the power station was officially opened and ever since, electricity has grown to be a huge industry, supplying energy to businesses and the community. The department is licensed by the National Electricity Regulator (NER) to supply electricity within its approved area of supply. The department is responsible for the distribution and supply of electricity for Beaufort



West, Nelspoort, Merweville and surrounding rural areas. Eskom is responsible for the distribution of electricity in Merweville and partially in Murraysburg.

The department takes supply from Eskom at 132 000 volt at Katjieskop substation and distribute 22/11 000 volt to the supply areas.

Electricity purchases for the 2019/20 financial year amounted to R68.194 million (Incl. VAT) for 53 991 177 kWh. The electricity is sold to industrial, commercial and domestic customers. Approximately 28.42% of the electricity is sold to industrial and commercial customers, 39.74% to domestic customers, 7.51% to indigents, 2.77% for street lighting and 6.86% for own use. Energy losses during the financial year amounted to 14.70 %.

There are no backlogs in the provision of service connections. Applications for connections are processed as they are received and the necessary connection fees collected. All electricity customers receive a full service but are differentiated in terms of connection size in relation to connection fees paid, excluding Murraysburg which have a limitation in terms of network capacity.

i) Service backlogs

Due to the lack of financial resources over the past number of years, a backlog in repair and maintenance, as well as refurbishment and network expansion has increased. This backlog can only be addressed by sufficient capital investment into the electricity infrastructure.

ii) Infrastructure

Although the Municipality has been able to assist all applicants by providing electricity, the low level of investment in the upgrade, refurbishment and expansion of the electricity infrastructure in the town of Beaufort West has led to a situation that the accommodation of new developments poses a challenge. In the town of Murraysburg the municipality is already exceeding the maximum demand from Eskom and it is not possible to increase the demand on the existing Eskom infrastructure, this means that



no new developments or increase in demand is possible without a new Eskom supply line from Hutchinson 22 kV line. The cost of this project is estimated to be the amount of R25 million including the extension/upgrading of the existing substation, of which the municipality has already applied for funding from the Department of Energy for the last five (5) years without any success. It is therefore absolutely essential that the Municipality direct more of the surplus generated by the sale of electricity to the capital requirements of the electrical department to upgrade and refurbish old electrical infrastructure.

ii) Challenges: Electricity Services

The table below indicates the challenges faced during the financial year:

Description	Actions to address
Financial constraints compromise service delivery	Income must be scrutinized and expenses curbed.
Unmotivated workforce/lack of discipline	Disciplinary process needs to be implemented
Shortage of service vehicles	Fleet needs to be repaired and maintained

iv) Electricity service delivery levels

The table below indicates the service delivery levels for electricity:

Description	Households	
	2018/19	2019/20
	Actual	Actual
	No.	No.
<i>Energy: (above minimum level)</i>		
Electricity (at least min.service level)	2 281	2 281
Electricity - prepaid (min.service level)	10 193	10 442
Minimum service level and above sub-total	12 474	12 723
Minimum service level and above percentage	100	100
<i>below minimum level)</i>		
Electricity (<min.service level)	0	0
Electricity - prepaid (< min. service level)	0	0
Other energy sources	0	0
Below minimum service level sub-total	0	0
Below minimum service level percentage	0	0
Total number of households	12 474	12 723



8.2. ENERGY SECTOR/MASTER PLAN

The municipality developed an Electricity Master Plan during 2017 which was adopted by Council and is being implemented. This Plan is updated annually.

Background of the Master Plan

The Western Cape Government has requested an asset registration and management program in software formant for all Western Cape Municipalities in order to better empower municipalities to function more effectively and satisfactory with regards to service delivery towards the local community. The asset registration process is referred to as a Master Plan.

The Master Plan of a particular municipality is to reflect various degrees of information about the electrical assets belonging to that municipality. The information is to reflect on an electronic database framework from where upgrading and maintenance schedules can be compiled. The database framework must communicate with the financial asset register to not only schedule maintenance schedule but also costs relating to labour and material purchases. The accuracy and completeness of a particular item is therefor of extreme value as incorrect information can lead to either unexpected equipment failure or unnecessary expenditure of funds on “healthy” equipment.







Makukahne Consulting Engineers t/a CVW Electrical has been appointed by the Municipality of Beaufort West to compile and submit this Master Plan on their behalf. The Master Plan main document is designed to be read in correspondence with the Master file which houses the collection of the appendixes. The appendixes contain the A1/A0 drawings which are referred to in the main document. The reader is advised to keep both main document and appendixes together when reading the whole Master Plan.

10 Year investment plan

The report compiled by the Service Provider covers a Ten Year Master Plan for Beaufort West. Load flows modelled in **DIG-SILENT** to determine the upgrading that would be required to normalise the electrical network and provide adequate capacity up to 10 years. The following parameters were used in the preparation of the report:-

- 🏠 As-built reticulation as at the time of collecting the information March 2016;
- 🏠 Low cost housing residential areas: initial domestic After Diversity Maximum Demand (ADMD) of 1.8 kVA per domestic consumer as approved by Eskom;



-  Formal, upmarket, residential housing areas: initial domestic After Diversity Maximum Demand (ADMD) of 2 kVA per domestic consumer (load growth was assumed at 0.5% per annum over 20 years), with the ultimate domestic ADMD of 3 kVA per consumer;
-  Consumption pattern of commercial consumers remains constant with natural growth commensurate with similar environments;
-  Proposed future developments; e.g. shopping complex, residential units, industrial developments are included herein;
-  100% nominal medium voltage at Eskom supply substation;
-  5 % voltage drop in the Medium Voltage network as per NRS Regulations;
-  Safety Regulations of the OHS Act;

General

Small-scale embedded generation (SSEG) is defined by NRS 097-2 as “one or more energy generation sources rated at up to 100 kW which includes the energy conversion device/s, the static power converter/s (if applicable) and the control 29 Beaufort West Municipality Master Plan 2017 Final Report (Rev 0) and protection gear within a customer’s network that operates in synchronism with the utility’s low voltage supply”.

For the purpose of the Master Plan document, SSEG refer to power generation systems rated up to 1 MVA, such as PV systems or small wind turbines which are located on residential, commercial or industrial sites where electricity is also consumed.

Most of the electricity generated by an SSEG is consumed directly at the site but times arise when generation exceeds consumption and typically a limited amount of power is allowed to be exported back into the utility grid. A SSEG therefore generates electricity that is “embedded” in the local electricity distribution network in that it is connected to the utility network on the consumer’s side of the utility’s electricity meter.

Municipal By-Laws

Beaufort West Municipality was required to amend its *ELECTRICITY SUPPLYBY-LAW*. The council should implement the SSEG by-law regulations to guide their consumers on how to safely and effectively employ renewable energy technologies on domestic and commercial level.



Purpose of by-Law

- 🏠 To provide for the supply of electricity to the residents within the area of jurisdiction of the municipality;
- 🏠 To provide for procedures, methods and practices to regulate such provision of electricity.

Currently alternative energy is receiving considerable attention in South Africa due to its potential to replace polluting forms of energy. Until now this attention has primarily driven installations of utility scale renewable energy plants, such as large wind farms and solar photovoltaic farms. A large benefit to be realized in using alternative energy in a distributed fashion is the incorporation into buildings or small scale free-field installations.

Beaufort West Municipality with CVW Mechanical and Electrical started to study the possibility of a “Wind Farm” within the Municipal service area. The project would serve as a main supply of electricity drastically reducing the Municipalities Eskom Bills. Roughly 10 years’ worth of data was collected and studied for the best location identification and most effective arrangement of wind turbine towers. The project was brought to a sudden halt when the Beaufort West Airport decide to take part in the AIFA – International Flight training Academy (Pty) Ltd program. Aviation regulations dictate that a 1km on either sides of the run way must be clear of structure exceeding 4-5m in height.

It has since been decided to change the proposed “Wind Farm” to a 75 MW Solar farm which is within accepted aviation regulations. The location of the site remains the same along with the proposed supply line. Funding for this colossal project has proven difficult but the project cannot be stopped by Aviation regulation. Other challenges involve heritage approval, Department of Water and Sanitation (DWS) approval and SANRAL approval (crossing of the N1 Highway).

RECOMMENDATIONS

The following recommendations were suggested to the Municipality of Beaufort West:

- 🏠 Amend Electrical By-Laws and incorporate proposed rules;
- 🏠 Utilize various Eskom Metering points with in Nelspoort and establish a bulk supply metering point. A main switching station will be required to act as the municipal point of control;
- 🏠 Utilize various Eskom Metering points with in Merweville and establish a bulk supply metering point. A main switching station will be required to act as the municipal point of control;
- 🏠 The NMD of Murraysburg is to be increase to a minimum of 1.2MVA prior to 2037;
- 🏠 S1 Substation must be constructed prior to S1 Development (Phase 2);
- 🏠 Beaufort West North Feed ring to be constructed before the completion of S1 Development (Phase 3);

- 🏠 Beaufort West Municipality is recommended to explore and implement SSEG projects;
- 🏠 At 50% network load, the network is recommended the following upgrades/changes to insure cables, lines and transformers operate at less than 80% service capacity:
- 🏠 Both of the 8 MVA 22/11kV transformers at Main Substation must be upgraded to 10MVA 22/11kV transformers.

8.3. OPERATIONS AND MAINTENANCE PLAN

There is no approved Operations and Maintenance Plan for electrical infrastructure.

8.4. PROJECTS (DOE FUNDING)

Electrification projects are partially funded which cause a delay in addressing the municipality's current demand.

8.5. THE STATUS, BACKLOGS, NEEDS AND PRIORITIES FOR ELECTRICITY / ENERGY SERVICES

- 🏠 Extension of the distribution network in support of new housing developments (Murraysburg).
- 🏠 Dramatic increase in the cost of key resources i.e. labour and material including bulk purchases.
- 🏠 Dilapidated and aged electrical infrastructure.
- 🏠 Outdated technology.
- 🏠 Electrical distribution losses.
- 🏠 Illegal connections and unmetered installations.
- 🏠 Vandalism and theft adversely affect the integrity of distribution networks (i.e. overhead networks) to deliver sustainable electricity supply.
- 🏠 A shortage of certified vehicle fleet especially Cherry Pickers.
- 🏠 Experiencing a lack of communication during power outages



Key to addressing this challenges is to:

- 🔧 Reduce the average age of the distribution network where it is in excess of 20 years through refurbishment or/upgrade and replacement of obsolete or/and unreliable equipment for which spares are no longer available.
- 🔧 Undertaking of routine maintenance on critical plant i.e. bulk transformers and switchgears in main distribution substation/s and high mast lights.
- 🔧 Performing condition monitoring of critical equipment and its associated components through both infrared and ultrasonic scanning i.e. cable terminations, medium voltage terminations on overhead lines and transformer terminations

Lastly, addressing and improving safety on the network i.e. replacement of high risk equipment and provision of relevant PPE to personnel is still very critical.

8.6. Municipal Co-Ordination of Development Activities with Relevant Sector Departments and Service Providers

The municipality has managed to co-ordinate its developmental activities with relevant sector departments and service providers (Eskom and the Department of Energy) even though at most instances was unsuccessful with application for funding from DoE. The primary role of the municipality is to facilitate the delivery of services to its communities. It is therefore imperative for the municipality to understand the extent to which households in its area of jurisdiction have access to the various services that are essential for their livelihood.

9. ACCESS TO COMMUNITY FACILITIES

9.1. AUTHORIZED CEMETERY SITES

The need for cemeteries has been raised during the last round of public participation meetings held with the community as well as the upgrading of the existing cemeteries. Such cemeteries will need to be fenced and maintained. Cemeteries also need to be secured in order to ensure preservation of heritage and prevent vandalism of graves and tombstones.



An amount of R1 474 457.00 was budgeted for the expansion of cemeteries in all four towns of the Beaufort West Municipality in the 2020/2021 financial year. To complete the project an amount of R 4 911 322.00 has been allocated in the 2021/2022 financial year.

9.2. THE STATUS, BACKLOGS, NEEDS AND PRIORITIES FOR COMMUNITY

Most of the current community facilities needs upgrade/renovation (Community halls and Sport facilities). During the public participation meetings, it was re-affirmed that the building/construction of new community halls and sport facilities, especially in Ward 1, 3, 6 and 7 must be prioritised.

The planning process with regard to the identification of available land has commenced during the 2020/2021, as well as the exploration of sourcing funding to implement.

9.3. EXISTING COMMUNITY HALLS

Table 41 Community Halls

COMMUNITY HALLS	
WARD	HALL
1	Murraysburg Town Hall
2	Nelport Community Hall
2	Voortrekker Community Hall
3	Geelsaal Community Hall
4	Kwa-Mandlenkosi Community Hall
5	Rustdene Community Hall
7	Merweville Sportground Community Centre

Department Cultural Affairs and Sport

It is clearly indicated in the 2017-2022 Integrated Development Plan that the key needs of our communities include the provision of sport and recreation facilities such as libraries, parks, and community and youth centers. However, all seven (7) wards currently have sport fields in the Beaufort West Municipal area but are still experiencing maintenance challenges due to the limited funds and resources.

The 2017-22 IDP also clearly reflect that the delivery of library services to the community plays an



important part of the life of the community and therefore intends to form partnerships with 'Friends of the library' and other entities to enable libraries to deliver more socially inclusive services like storytelling, reading programmes and HIV/AIDS Awareness programmes.

During the public participation process of the 2021/2022 IDP Review, the communities of ward 6 and 7 re-affirmed the need for library services closer to the areas given the far distances they have to walk to visit the nearest libraries.

9.4. Libraries

Beaufort West municipality consists of six libraries which are based in the following towns: Beaufort West (3 libraries) Merweville (1) Murraysburg (1) and Nelspoort (1).

Beaufort West Libraries provide library and information services which are free, equitable and accessible.

Libraries also promote a culture of reading, library usage and lifelong learning.

Beaufort west libraries also provide free access to the internet, Wifi at (Church Street, Mimosa and Kwamendlenkosi) and Mzantsi Libraries Online and continuing with the Mini Library for the blind project at Church Street Library.

a) Highlights: Libraries

The table below indicates the highlights of the financial year:

Highlight	Description
Information Session: Career Exhibitions: All libraries had programmes for grade 11 and grade 12 regarding the importance of careers for their future.	
Maths Competition	Held with the local school in Nelspoort. This project is on-going.
Installation of Protective glasses at counters in Line with COVID 19 safety protocols:	Libraries install protective glass counters in all six libraries in order to minimize the spread of Corona

Highlight	Description
	Virus between the library user and the library personnel.
Installation of Wifi at Kwa-mandlenkosi library:	Kwa Mandlenkosi library received a WIFI for the public after a long discussion with the premier's office.
Upgrading of Nelspoort library:	Nelspoort library received an upgrade and painting for the whole building.

b) Challenges: Libraries

The table below indicates the challenges faced during the financial year:

Description	Actions to address
Non return of library material resulted in many library material declared lost and as a result other lenders are denied access to use that material	Libraries are on track to educate users so that they can develop a culture of returning library material back to the library. Library staff are also busy collecting all the non-return material from various households.
Training of Library staff:	Professional recognized training should be identified for library staff. Training of library staff will be identified in the next financial year.
COVID 19:	Due to Covid 19 libraries could not be able to deliver what was expected of them. i.e outreach programs, attending of trainings and seminars which resulted in the budget being not fully spent.

Libraries challenges

c) Service statistics for libraries

The table below indicates the service statistics for library services: As mentioned above: Due to COVID 19 libraries had to be closed in March 2020 and this resulted in decrease in our statistics

Type of service	2018/19	2019/2020
Library members	422 311	426 230
Books circulated	105 161	67 200
Exhibitions held	192	84



Internet users	142 000	93000
New library service points or wheelie wagons	0	0
Visits by school groups	123	63

9.5. Sports Facilities

The community loves their sport, but the main challenge is to raise enough funds to develop the different sport fields as only 15% of the Municipal Infrastructure Grant (MIG) funds are available for this purpose.

The MIG) allocation for 2018/19 was earmarked for the upgrade of Kwa-Mandlenkosi Sports Ground and the Beaufort West Rugby Field.

All sport and recreation areas are mowed and irrigated on a regular basis.

Table 42 Sport Facilities

SPORT FACILITIES	
WARD	SPORT FACILITY
1	Murraysburg Sportsground
2	Nelpoort Sportsground
2	Beaufort West Athletic Sportsground
2	Beaufort West Golf Course
5	Amoregreen Sport field/Stadium
4	Kwa Mandlenkosi Sport Stadium
5	Rustdene Sportgrounds
7	Merweville Sportground

9.6. Pounds

The municipality developed a draft pound by-law which will be tabled to council for adoption by 30 June 2021.

9.7 Thusong Centres (Beaufort West and Murraysburg)

There are two Thusong Centres located within the municipality, of which one is in Beaufort West and one in Murraysburg.



Renovation and repairs





Renovation on the building and the repair of the roof and maintenance of office equipment in the 2021/2022 financial year must be done. Costing of the work to be done still have to be done.

The option to expand the Thusong should also be investigated due to the need for more office space at the thusong.

Murraysburg Thusong Centre

The following Service providers and SMMEs are accommodated at the Murraysburg Thusong Service Centre; -

Service Providers

-  SASSA
-  Department of Social Development
-  Department of Home Affairs
-  Department of Labour
-  Cape Access E-Centre
-  Department Local Government (CDWs)
-  Post Office
-  Right to Care
-  CWP

SMME's

-  Archie Gameshop
-  Silla Take Aways
-  Shaun Spaza Shop
-  Zattie Electricals
-  Murraysburg Coffin Project
-  Recycling

An application was submitted to the Department Local Government to fund a LED project at the Murraysburg Thusong Centre.



Challenges at the Thusong

- Security services needed at the Thusong.

Nelspoort Mobile Thusong Centre

The Nelspoort Development Agency Applied to the Provincial Government to do a feasibility study for the provision of a mobile Thusong Centre for Nelspoort. Further engagements between the Agency Provincial Government and the Municipality will be entered into to discuss and considered the way forward regarding the realization of the mobile Centre.

10. HUMAN SETTLEMENTS

10.1. HOUSING DEVELOPER/AGENT FOR HUMAN SETTLEMENTS

Beaufort West Municipality is the developer/agent for human settlements. Beaufort West Municipality coordinates its activities with the Department of Human Settlements. The municipality has internal capacity to deal with human settlements. This task is managed by the Housing Unit which was previously under the Directorate: Community Services which now falls under the Directorate: Infrastructure Services.

10.2. COUNCIL APPROVED SELECTION POLICY

Beaufort West Municipality is still making use of the Selection Policy approved by Council on 11 August 2014. The Selection Policy needs to be reviewed.

10.3. HOUSING NEEDS /WAITING LIST

- Includes Merweville, Nelspoort and Murraysburg demand data
- Officials are well trained to work on the System
- Data is captured and updated on a daily basis and a progress report is received from Province. Pre-screening for future projects is also done at Province.
- Human Settlements demand as on 28 January 2020 was at six thousand and sixty-eight (6068) units.



10.4. CHALLENGES

- 🏠 Water Scarcity
- 🏠 Availability of Suitable land
- 🏠 Overdue Resolutions from Province for Beaufort West KwaMandlenkosi Mud house (18 units) and Beaufort West EHP (65 units).
- 🏠 Possibility exist that future housing developments will not be done in line with the White Paper on developing Integrated Sustainable Human Settlements – because land identified is situated in the "outskirts"
- 🏠 Finance Linked Individual Subsidy Programme (FLISP)/GAP housing applicants not qualifying for Bonds / Home Loans.

10.5. LIST OF HOUSING PROJECTS IMPLEMENTED SINCE 2005 TO DATE

- 🏠 Toekomsrus - 156 Housing Project, handed over 2006
- 🏠 Hillside 1&3 – 512 Housing Project, handed over 2006/2007
- 🏠 Hillside 2&4 – 598 Housing Project, handed over 2008
- 🏠 Mandela Square – 509 Housing Project, handed over 2013/2014
- 🏠 Mandlenkosi – 55/42 Consolidation Housing Project (Infill), handed over 2013
- 🏠 Xhoxho 16 Rectification Housing Project (Infill), handed over 2013/2014
- 🏠 Prince Valley – 235 Housing Project, handed over 2016
- 🏠 Currently S1 883/798 approved subsidies and top structures handed over equals 798 units.

10.6. BEAUFORT WEST PIPELINE (5 YEAR DELIVERY PLAN)

- 🏠 The current Human Settlements Plan (HSP) is for a period of 5 years as follows 2019-2020, 2020-2021, 2021-2022, 2022-2023 and 2023/2024.
- 🏠 New in the Housing Pipeline is the Murraysburg 360 IRDP, for which services funds have been gazetted.
- 🏠



10.7. COMMITTED / PLANNED FUNDING FOR THE SERVICES IN SUPPORT OF HOUSING PROJECTS

STATUS OF EXISTING & PROPOSED HSDG PROJECTS WITHIN BEAUFORT WEST LOCAL MUNICIPALITY (2020/2021 – 2023/24)					
Departmental Project / Programme Description	Municipal Area / Town	Timing / Phasing of Project Allocation per Blue Book			
		2020/21 (R'000)	2021/22 (R'000)	2022/23 (R'000)	2023/24 (R'000)
Beaufort West S1 (814) (798)	Beaufort West	R461			
Beaufort West G2 GAP (67)					R67
Beaufort West S7 (624)IRDP					R624
BEAUFORT WEST G1 GAP (120)					R120
Beaufort West Kwa Mandlenkosi Mud Houses (18)					
Murraysburg Toilets	Murraysburg				
Murraysburg Housing Upgrades					R2,00
Murraysburg (300)		R100	R280	1,00	
	Total	R561	R280	R1,000	R2,811

STATUS OF EXISTING & PROPOSED ISUP PROJECTS WITHIN BEAUFORT WEST LOCAL MUNICIPALITY (2020/2021 – 2023/24)					
Departmental Project / Programme Description	Municipal Area / Town	Timing / Phasing of Project Allocation per Blue Book			
		2020/21 (R'000)	2021/22 (R'000)	2022/23 (R'000)	2023/24 (R'000)
No Projects listed					
	Total		R200	R2 700	

PROJECT FUNDING 2020/21 – 2023/24					
Project	2020/21 (R'000)	2021/22 (R'000)	2022/23 (R'000)	2023/24 (R'000)	TOTAL
HSDG	R561	R280	R1,000	R2,811	R4,652
ISUP	-	R200	R2,700	-	R2,900
TOTAL	R561	R480	R3,700	R2,811	7,552

10.8. EMERGENCY HOUSING PROCESS (EHP)

An application was submitted during 2016/ 2017 financial year for a request for funds for the rectification of houses damaged by fire. Total houses affected equal 65 units. Resolution still awaited from Province.



10.9. HOUSING CONSUMER EDUCATION (HCE)

The most recent HCE workshops were facilitated for the S1 Graceland beneficiaries. HCE funds need to be made available by Finance in order to proceed with the HCE workshops.

11.1. ECONOMIC PROFILE OF BEAUFORT WEST

Sectoral Overview

In 2018, the economy of the Beaufort West municipal area was valued at R2.2 billion (current prices) and employed 12 515 people. Historical trends between 2014 and 2018 indicate that the municipal area realised an average annual growth rate of 0.6 per cent. While growth within the primary sector remained relatively stagnant between 2014 and 2018 (0.1 per cent), the secondary and tertiary sectors grew at 0.4 and 0.8 per cent respectively. The economy is overall expected to contract by 1.1 per cent in 2019 while the municipal area is estimated to shed 16 jobs.

In terms of sectoral contribution, the general government (R475.5 million), transport, storage and communication (R369.8 million) and the wholesale and retail trade, catering and accommodation (R 329.3 million) sectors were the main contributors to growth in the municipal area. The latter two sectors are however both expected to contract in 2019 (0.6 and 0.1 per cent respectively) while the general government sector is expected to grow by 1.3 per cent. The wholesale and retail trade, catering and accommodation sector is the biggest contributor to overall employment in the municipal area and will in 2019 create the second most jobs (35). The general government sector, which is the second largest contributor to overall employment, is expected to create the most new jobs (51).

Although the agriculture, forestry and fishing sector contributed a significant number of additional jobs in the CKD between 2014 and 2018 (47 jobs), it is estimated that this sector suffered the largest GDP contraction (8.7 per cent) in 2019. Consequently, it was anticipated that it would account for only 13 new jobs in the same year.



Formal and Informal Employment

It is estimated that total employment in Beaufort West will in 2019 amount to 12 499 workers of which 9 448 (75.6 per cent) are in the formal sector while 3 051 (24.4 per cent) are informally employed.

Most of total employment in the municipal area consisted of semi-skilled (43.1 per cent) and low-skilled (36.4 per cent) workers. Although the skilled category only contributed 20.5 per cent to total formal employment, it notably outpaced the other two categories in terms of average annual growth – between 2015 and 2019, the skilled cohort grew on average by 1.7 per cent (albeit off a small base) while the low-skilled and semi-skilled categories grew at 1.2 and 0.3 per cent respectively. The growth in the skilled category reflects the market demand for more skilled labour. Evidently, the demand for skilled labour is on the rise which implies the need to capacitate and empower low-skilled and semi-skilled workers. Formal employment on average grew by 0.9 per cent between 2015 – 2019.

Unemployment

Beaufort West (24.2 per cent in 2019) has the highest unemployment rate in the entire CKD. This is higher than the District (22.0 per cent) and Western Cape (19.4 per cent) averages. The high unemployment rate is particularly concerning given that this estimate is based on the narrow definition of unemployment i.e. the percentage of people that are able to work, but unable to find employment. In turn, the broad definition generally refers to people that are able to work, but not actively seeking employment.

11.2. ADOPTION OF LED STRATEGY/PLAN

The municipality still does not have an LED Strategy and Implementation Plan in place. The municipality is currently busy developing a new LED Strategy with the support of SALGA and MISA.

The Beaufort West Municipality's first LED Workshop was held on the 10 December 2018 as a first phase of a process to adoption of the new LED strategy. The second workshop with different stakeholders was held on the 12 December 2019 and the third workshop on the 27 February 2020. Workshops were organized for the outside towns of Murraysburg, Nelspoort and Merweville for April 2020, but due to the nation wide Lockdown emanating



from the COVID-19 pandemic, these sessions could not take place. A subsequent meeting was held on the 06 May 2020 between the Municipality and MISA to discuss the progress made with the development of the draft LED Strategy and to find ways to gather the inputs of the mentioned towns.

Some of the projects that will be included the LED Strategy are the following:-

- ✓ Development of a Business Hub
- ✓ Reserve and Identification of land for Business purposes
- ✓ Subdivision of Agricultural land and provision of Industrial land
- ✓ Rezoning of road infrastructure (Conversion of Streets in CBD to one ways)
- ✓ Conversion of Hansrivier Farm to a Recreational Park (Tender for a prospective Developer has been already advertised during February/March 2021)
- ✓ Utilisation of the Farm Lemoenfontein for Renewable Energy
- ✓ Re-Use Technology (Turning Waste into Energy) – Company commenced with process feasibility study during the 2020/2021 financial year)
- ✓ Development of Skills Development Centre - Completed
- ✓ Establishment of a City Centre – Still in planning phase

The target date to table the LED strategy before council for adoption was initially by 30 June 2020, and is it now envisaged to get the Draft LED Strategy approved by Council by 30 June 2021.

11.3 EPWP-INDICATORS AND CWP PROGRAMME

The main funder of the EPWP is the National Department of Public Works; and the CWP is funded by the National Department of Cooperative Governance which also hires the implementing agent to facilitate the programme within Western Cape.

The IDP has reflected the following:

- 🏠 The consistent reporting with regards to the work opportunities created across all sectors on the EPWP. The EPWP work opportunities are consistently presented on the municipal annual report which forms part of the IDP public participation process.
- 🏠 The integrated grant spending in line with the provisions stipulated in the incentive grant agreement. The IDP does show the total number of job created versus the grant allocation.
- 🏠 The implementation of projects/programmes as per the project list (business plan)



submitted to NDPW. The project implementation status-quo is always reflected on the annual reports.

- 🏰 Systems for compliance in terms of DORA requirements (submission of financial and non- financial reports).

Table 43 EPWP & CWP Projects 2021/22

Programs / Project	Budget Allocated	BusinessPlan Submitted (Y/N)	No. of Permanent Jobs Created	No. of Temporal Jobs Created	Actual Budget Spent
EPWP	Yes	Yes	N/A	62	R 1 285, 000.00
CWP	Yes	Yes	1142		

Participants of the CWP are placed at the following institutions, schools, clinics, crèches, ECD centres, advice offices, Thusong centres, municipalities, churches, play parks, different sector departments, open spaces, police stations, and libraries and at the Association for People with Disabilities.


The areas of participations include inter alia Health, Environment, sport and recreation, crime prevention and people with disabilities.

11.4. MOBILIZATION OF PRIVATE SECTOR RESOURCES

The Municipality has advertised a tender to procure the services of a consultant or consultants that can source funding for the implementation of infrastructure programmes. The tender closed during November 2019. Bids were evaluated and Prospective consultants were invited during the month of February 2020 to make presentations regarding their proposals to the Management Team. Final appointment of successful consultants are still in the process.





The Scope of the tender covers inter alia the following areas:

- 🏰 Upgrade of internal Roads and Storm water:
- 🏰 Refurbishment of existing water and sewer reticulation network
- 🏰 Upgrade of sewer treatment plants:

 Bulk electrical supply and renewable energy

Council also resolved during a meeting held on the 24 March 2020 that provisional permission be granted to R-Use Technologies of SA to solicit the necessary funding in order to conduct a feasibility study at the Landfill site (Vaalkoppies) to determine whether the site generates waste to convert into energy.

Further development proposals were requested through an open Bidding process during the 2020/2021 financial year for the development of the following:

-  A truckstop with overnight accommodation excluding the sale of fuel
-  Tyre recycling project
-  Development of a private hospital
-  Land be made available private developers to develop housing projects (Gap, Flisp and Social housing)

11.5. JOINT PLANNING INITIATIVE (JDA)

The district-based service delivery model will aim to break down the silos between the different spheres of government, in a bid to improve service delivery. This is an important innovation in the implementation of service delivery, which will ensure a coherent planning, budgeting and implementation of service delivery projects in all districts by all three spheres of government — national, provincial and local.

11.6. PARTICIPATION IN THE KAROO SMALL TOWN REGENERATION INITIATIVE

The Growth Potential of Towns Study, undertaken in 2014, was undertaken by the Western Cape Provincial Government as a land use instrument informing the provincial spatial development framework. As this data is used as an investment decision support tool and for detailed spatial targeting, municipalities with low growth potential such as Beaufort West Municipality had to revisit ways in which they can motivate spatial development and future investment.

This led to a SALGA initiative called the Small-Town Regeneration Programme. Beaufort West Municipality is part of this initiative and formally adopted the Karoo Small Town Regeneration and Regional Economic Development Conference Recommendations. The



participants of the Karoo Small Town Regeneration Programme thus recommended that all municipalities in the Karoo Region formally consider their participation in a Inter Municipal Cooperation in terms of the Municipal Systems Act to start discussions on regional spatial planning and economic development framework; that the status of the initial cooperation between municipalities from the Karoo area from the Western Cape, Northern Cape and Eastern Cape be clarified and be revived with the inclusion of Free State Municipalities with the Karoo region; that a process be initiated to discuss with relevant role players at national, provincial and local level to consider Karoo Regional institutional arrangements; that the Karoo Brand initiative be discussed and finalized and that the details from the Commission reports be processed through the relevant forums and organizations.

11.7. SHALE GAS EXPLORATION: A POLICY STATEMENT REGARDING SHALE GAS DEVELOPMENT IN THE KAROO BASIN

The use of hydraulic fracturing (commonly known as “fracking”) to extract shale gas deposits (SGD) in the Karoo Basin is undoubtedly one of South Africa’s more contentious proposals in the last decade. The intense deliberations between various parties on this topic have exposed the public to a wide range of information on the matter. To date, SGD is still only a theoretical proposal within the Karoo Basin. Most notably, there is limited evidence that shale gas reserves can be viably recovered within the Karoo Basin, and estimates of shale gas reserves vary widely.

While much of the debate on SGD to date has focused on the production phase of shale gas (of which hydraulic fracturing is an integral part), it must be emphasized that, at present, only applications for exploration rights in terms of the Mineral and Petroleum Resources Act, 2002 (“MPRDA”) have been lodged.

In light of the aforementioned dearth of evidence for the Karoo Basin, the extent and viability of these gas reserves, as well as the characteristics of their subsurface environment, can only be known with satisfactory levels of certainty by means of exploration, that is, drilling into the target shale deposits and, if hydrocarbons are encountered, undertaking a limited amount of hydraulic fracturing.

Information gathering and evidence-based policy development remain key priorities for providing relevant information upon which decisions can be taken.



At this stage there is inadequate information to support or oppose full or large-scale production of shale gas. DEA&DP does however, acknowledge that the need for information necessitates the commencement of exploration.

12. COMMUNITY PRIORITY NEEDS

Beaufort West Municipality has arranged a number of community participation meetings in order to identify/re-affirm the needs of the community. Below are the needs for each ward as re-affirmed during the 2021/2022 public participation process.

Table 44 WARD PRIORITIES

COMMUNITY NEEDS AS PER WARD	
PRIORITIES	WARD
Housing project, Multi purpose Sport facility (on croplands 11&12), Paving of roads, Provision of Highmast lights, Construction of licence testing facility, Provision of U-Save	1
Housing project for Nelspoort, paving of roads, renovation of hall and sport field, upgra	2
Upgrading/fencing and provision of toilet and water at cemetery, speedhumps, Service ccecentre for pensioners, upgrading of the stadium, Completion of the E-centre, Completion of Freddy max and all the connecting small streets	2
Provision of speed humps, cleaning of river, transport to school for children station	2
Activation of fire service points in ward,	2
Paving of Gouwsblom, Aanblom and Barron Streets, Convert Makoekoebult , Completion of Pieterstreet, Tennis Court into playpark for kids, Implentation of toilet project.	3
Convert dam in Mandela square into crèche or soup kitchen, Expansion of the Yellow ball in alfonso Avenue, Outdoor Gym, Warning signage that prevent illegal	3
High mast light between Crawford's School and Oldage Home, Repair of Highmast light in Wales Street, New Highmast light between Louw Ave and Prince Valley	3
Highmast light in Appiesweg and Matroosweg	3
Upgrading/paving of Jacobs, Phinyana and portion of Lawrence Ave, Repair of roofs in Plakkaerskamp, playpark for children in the lande, upgrading Jooste Street, Uparadina of Desmond Tutu, Alfred Nzo and Joe Modise Ave	4
Completion of toilets where digging of wholes are done,	4
Construction of a bridge between the lande and kwa Mandlenkosi	4
Paving of Janswart Str, Rev Fass, Eybers, and Amon street, Library in Kwa Mand	5
Paving of Sallidon Ave, Sport Facility in ward, Paving of Chrisville, Watsonia, Vygie,	6
Zinnia Street, Community hall, library, Bus transport for learners, Bus route	6



COMMUNITY NEEDS AS PER WARD	
Play parks for kids, building of a primary school, repair of outside toilets. More speedhumps in Ebenezer Ave.	6
Paving of Hugenote Street, housing project, 3 highmast lights in Kamp Street and Buiekant Street, Equipment for hall at sportground (chairs and tables)	7
Provision of swimming pool, Upgrade Bergstan landfill site to transfer station,	7
Speed humps in Plein and Pienaar Streets, Completion of toilet project,	7
Provision of Gabions in River, repair of leakage in Water dam, High mast lights for Graceland, community hall and sport facility for area	7
Alignment of Barrake and paving of streets, provision of play park for Barrakke	

13. YOUTH PROGRAMMES

As part of various efforts/initives, the Municipality also had discussions with the National Youth Development Agency to open a local office at the Beaufort West Youth Hub. The first engagement organised in collaboration with NYDA with the youth was to invite other services offered for example by National Student Financial Aid Scheme, SEFA and other agencies that could assist the youth with the challenges faced by them. Subsequently, a Lease Agreement has been entered into between the Municipality and NYDA for a period of 9 years and eleven (9yrs and 11 months), in order to provide the basket of services offered by NYDA to the youth of this area. This also has the opportunity to employ three people from Beaufort West permanently, (Office Manager and two office staff members).

The official launch of the opening of the local office for NYDA was done during month of March 2020. The recruitment process the Office Manager is also completed.

A draft Youth Policy was tabled before Council during March 2020, for discussion and approval. Due to the Lockdown as a result of the COVID 19 pandemic the Draft Policy is could not be workshopped with Council and made public for the community/youth and other relevant stakeholders to provide their inputs/comments on the draft document, before final adoption thereof by Council. Now that the Lockdown restrictions/level has moved to level 1, the councillor responsible for youth development has requested that the process to arrange the workshop with council must be fastrack in order to table the document after the workshop to council for adoption before 30 June 2021. It is now envisage that the workshop will be held during June 2021 or July



2021 and the Policy be adopted early in the 2021/2022 financial year.

14. ARTS AND CULTURE

The municipality entered into discussions with interested residents during the 2020/2021 regarding the establishment of an Arts and Culture Forum, because the Central Karoo Arts and Culture Forum has been already established. A group who forms part of the Sport Arts and Culture fraternity is currently in the process to establish a structure/forum to re-address Arts and Culture in Beaufort and the Central Karoo. An Arts and Culture Summit is scheduled for the 25 -27 June 2021 in Beaufort West.

This will provide this municipality with the opportunity to hosts Arts Competitions as a platform for the display/showcase of young talent within the Municipal area. I believe that this will have the potential to attract tourists which will have economic spin-offs for the town.

15. SAFETY AND SECURITY, NATION BUILDING AND SOCIAL COHESION ANALYSIS

15.1. MUNICIPAL SAFETY PLAN

The Municipality has not yet developed and adopted a Community Safety Plan. The Municipality has started to engage with stakeholders in Murraysburg and Nelspoort regarding the establishment of ward safety committees, municipal safety forum and ultimately district safety forum, which is championed by the District Municipality. The process to establish this safety forums will continue and will be concluded during the start of the 2021/2022 financial year. A consolidated Community Safety Ward Based Business Plan has been compiled by the municipality and submitted to the Central Karoo District Municipality. Subsequently, a Transfer Payment Agreement has been signed between the Central Karoo District Municipality and Beaufort West Municipality, for the grant funding to the amount of R 400 000.00, received from the Western Cape Government Department: Community Safety.



16. FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS

16.1. SOCIAL AND ECONOMIC REDRESS VIA INDIGENT MANAGEMENT

The Municipality is one of the first municipalities in the country to implement free basic services to its indigent households. A debtor is considered indigent if the total monthly household income equals two times the amount of state funded social pensions or less (currently R3 380 per month). All indigent households receive 6kl water and 50KwH electricity free each month. Furthermore, an indigent debtor also receives a subsidy on refuse removal and sewerage, depending on the household income.

All indigents have to renew their applications annually in order to qualify for the benefits.

The table indicates the percentage of indigent households that have access to free basic municipal services. In accordance with the approved indigent policy of the municipality, all households earning less than R3 380 per month will receive the free basic services as prescribed by the national policy.

a) Households: Free basic services

The tables below indicate the number of households that received free basic services in the 2018/19 and 2019/20 financial years:

Table 45 Indigent Support to households for 2018/2019 and 2019/2020 Financial Year

Financial Year	Total no of HH	Number of households							
		Free basic electricity		Free basic water		Free basic sanitation		Free basic refuse removal	
		No. Access	%	No. Access	%	No. Access	%	No. Access	%
2018/19	14 594	6 433	44	4 776	33	4 638	32	2 236	15
2019/20	14 994	6 549	44	6 529	44	4 800	32	2 539	17



16.3. FINANCIAL MANAGEMENT

16.3.1. SCM FUNCTIONALITY

The supply chain management unit was expanded by the municipal council after identifying the shortage of staff complements within the finance department wherein the following employees were appointed, Chief SCM Clerk during the 2019/2020 financial year and two more officials were appointed in the positions of Principal SCM Clerks, during the 2020/2021 financial year, in an effort to further enhance the capacity and effectiveness of the unit. The post for Manager: Supply Chain has been advertised but not filled yet.

16.3.2. ASSETS AND INFRASTRUCTURE

The municipality has a Fixed Asset Register which detects the life span of the individual asset recorded in the FAR. The acquisition of new assets is determined by the needs and the life span of the existing assets.

16.3.3. REPAIRS AND MAINTENANCE

The repairs and maintenance has been budgeted for against the total non-current assets (ppe & investment property where the norm is 8%).

16.3.4. FINANCIAL RATIOS

The table/s below reflects the municipality's financial ratios, which is an illustration of the municipality's financial status.



Discription	Basis of calculation	2018/2019 Audited Outcome	2019/2020 Pre-audited outcome
Current ratio	Current assets/current liabilities	79%	7 3
Current ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	(32%)	(9%)
Liquidity ratio	Cash and equivalents/Trade creditors and short-term borrowings	1%	2 %

IDP regulation financial viability indicators

Description	Basis of calculation	2018/2019 Audited Outcome	2019/2020 Pre-audited outcome
Cost coverage	(Available cash+ Investments)/monthly fixed operational expenditure	0	1
Total outstanding service debtors to revenue	Total outstanding service debtors/annual revenue received for services	1 4 %	21%
Debt coverage	(Total operating revenue - operating grants)/Debt service payments due within financial year)	5.15	3.60

16.4 LOANS BORROWINGS AND GRANT DEPENDENCE

The municipality does have outstanding longterm loans to the amount of R5, 2 million for the 2021/2022 financial year. 28, 34% of the 2021/2022 budget is funded by grants.

16.5 AUDITOR GENERAL'S AUDIT OPINION

The Beaufort West Municipality received a qualified opinion in 2018/19 Financial year. The Audit Opinion for the 2019/2020 financial year is a disclaimer.



17. GOOD GOVERNANCE AND COMMUNITY PARTICIPATION SITUATIONAL







17.1. THE STATUS AND PROGRESS WITH THE ROLL-OUT OF NATIONAL AND PROVINCIAL PROGRAMMES

Expanded Public Works Programmes

Summary of Extended Public Works Programme (EPWP):

Beaufort West Municipality is one of the municipalities within the Central Karoo District Municipality that has been identified as one of the Presidential poverty nodes. This is due to the fact that it is one of the municipalities that falls within a deprivation trap which is characterized by the triple challenge, namely, poverty; unemployment; and inequality. The Extended Public Works Programme (EPWP) has been therefore identified as one of the main responses to the above challenges.

The positive impacts of the extended public works programme at Beaufort West would be reflected through reduced unemployment rate; increased income rate; reduced poverty level; improved social stability by mobilizing the unemployed in productive activities; and improved quality of life for EPWP beneficiaries. The positive impacts of the EPWP include the following:

-  Poverty Alleviation;
-  Employment;
-  Gender equality;
-  Resource Efficiency
-  Clean business environment; and
-  Reduced indigent register

The municipality has also received EPWP funds to the amount of R 1 859, 000.00 of which 60% was allocated to environmental and social projects (Waste Minimisation and call centre). The budget that is set aside for environmental and social sector projects for the 2020/21 financial year amounts to R 1 154 400.00. The remainder of the funding is allocated to the Department: Engineering Services. (R 769 600.00).The EPWP programme is administered

and reported on by the Director: Engineering Services. An amount of R 1 285 000.00 has been allocated for the 2021/22 Financial year.

17.2 PARTICIPATION IN THE PROVINCIAL FORUMS

The municipality participates in the Provincial Forums (Provincial IDP Managers Forum, MM Forum, CFO Forum, MINMAYtech, DCFtech, Provincial Public Participation Forum, Karoo Small Town Regeneration Initiative etc).

17.3. STATUS OF THE FUNCTIONALITY OF WARD COMMITTEES

Beaufort West Local Municipality has embraced and enrolled the government initiative of ward committees to ensure that service delivery is effective in wards. There is an effective structure of the ward committees. Ward Committees arrange monthly meetings and submit minutes to the office of the Speaker for attention by the Administration. Ward committees can also arrange special meetings depends on the need.

17.4. COMPOSITION OF WARD COMMITTEES

A ward committee consists of the Councillor representing that ward in the council who is also the chairperson of the committee, and not more than ten other persons.








In the process of election of Ward Committee, we also take into account the need for women to be equitably presented in a ward committee and for a diversity of interests in the ward to be represented.

17.5. FUNCTIONS OF WARD COMMITTEE

Following is a summary of the Functions and powers of Beaufort West Local Municipal Ward Committees through the municipal policy in line with the provisions of Section 59 of the Municipal Systems Act.



Functions in terms of the adopted policy are as follows:

-  To serve as an official specialized participatory structure in the municipality;
-  To create formal unbiased communication channels as well as cooperative partnerships between the community and the council. This may be achieved as follows:
 -  Advise and make recommendations to the ward councilor on matters and policy affecting the ward;
 -  Assist the ward Councillor in identifying challenges and needs of residents;
 -  Disseminate information in the ward concerning municipal affairs such as the budget, integrated development planning, performance management system (PMS), service delivery options and municipal properties;
 -  Receive queries and complaints from residents concerning municipal service delivery, communicate it to council and provide feedback to the community on council's response;
 -  Ensure constructive and harmonious interaction between the municipality and community through the use and co-ordination of ward residents meetings and other community development forums; and Interact with other forums and organizations on matters affecting the ward.


17.6. IDP/BUDGET STEERING COMMITTEE

The importance of the IDP/Budget Steering Committee has been re-affirmed by Council during the 2020/2021 financial year.

17.7. FUNCTIONALITY OF MANAGEMENT STRUCTURES

The management structure such as the Heads of Departments is functional.

17.8. COMMUNICATION PLAN/STRATEGY

-  There is a Draft Communication Plan or Strategy in place for public participation. The primary purpose of the strategy is to present mechanisms and guidelines for

communication between internal and external environment of the municipality.

- 🏰 Most importantly the strategy focuses or alludes to the number of intervention of programmes aimed at strengthening the communications between the stakeholders, strengthening the social responsibility of the municipality and further harmonizing the relationship that the municipality has with the community at large.
- 🏰 Currently there is no budget for Communication to implement the strategy and the Communication Unit relies on funding from GCIS.

17.9. FUNCTIONALITY OF THE INTERNAL AUDIT

Section 165 of the MFMA No 56 of 2003, states that each municipality must have an internal audit unit. The internal audit unit must:

Prepare a risk-based audit plan and an internal audit program for each financial year;

Advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to:

- 🏰 Internal audit
- 🏰 Internal controls
- 🏰 Accounting procedures and practices
- 🏰 Risk and risk management
- 🏰 Performance management and
- 🏰 Loss control
- 🏰 Compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation; and

- (a) Perform such other duties as may be assigned to it by the accounting officer.

The municipality appointed Moore Consulting to assist with the Internal Audit function. Each financial year a risk based internal audit plan is prepared and approved by the Audit Committee. The Internal Audit Activity reports to the Performance and Audit Committee on the implementation of the risk based internal audit plan and matters relating to, internal audit, internal controls, accounting procedures and practices, risk and risk management, performance management, loss control and compliance with the relevant legislations.









17.10. Performance of Audit Committee/Performance Audit Committee

Section 166 (1) of the MFMA No. 56 of 2003 require each municipality and each entity to have an audit committee.

The Municipality considered appropriate in terms of economy, efficiency and effectiveness to consolidate the functions of the aforementioned committees and establish a Performance and Audit Committee (PAC). The Beaufort West Municipality's PAC consists of four independent members with appropriate experience in the field of Auditing, Local Government Finance, and Administration, Legal and Performance Management System. In terms of its approved Terms of Reference, Charter, the Performance and Audit Committee is required to meet at least four times a year.

The PAC is an advisory committee appointed by Council to create a channel of communication between Council, management and the auditors both internal and external. It provides a forum for discussing accounting practices, business risk control issues and performance management. This Committee reports directly to Council.

The primary objective of this committee is to advise the municipal Council, the political office – bearers, the accounting officer and the management staff of the municipality on matters relating to:

-  Internal financial control
-  The Safeguarding of assets
-  The maintenance of an adequate control environment and systems of internal control
-  The successful implementation of the council's risk management Strategy and effective operation of risk management processes
-  The preparation of accurate financial reporting in compliance with all legal requirements and accounting policies and standards
-  Effective corporate governance




-  The effectiveness of the municipality's performance management system in ensuring the achievements of objectives set as per the Municipality's IDP.
-  Any other issues referred to it by the municipality.
-  The detailed Internal Audit Charter which clearly defined the roles and responsibilities, composition of the committee as well as meetings has been adopted.

Table 47 Performance and Audit Committee Members

Name of representative	Capacity
SS Ngwevu	Chairperson
A Augustyn	Member
WE Phillips	Member
N Gabada	Member

17.11. ENTERPRISE RISK MANAGEMENT

17.11.1. Risk Management Committee

To maintain an overall positive perception of the Municipality and confidence in the Municipality from the public and other stakeholders, well planned goals and objectives should be coordinated and achieved within the Municipality. Section 62(1) of the MFMA stipulates that the Accounting Officer must take all reasonable steps to ensure that the municipality has and maintains an effective, efficient and transparent system of financial and risk management and internal control as well as the effective, efficient and economical use of the resources of the municipality. BWM has instituted a systematic and formalised process to identify, assess, manage and monitor risks which effectively ensures achievement of those planned goals and objectives. Thus, risk management is essentially a good governance measure instituted to ensure the municipality accomplish its vision, mission and strategic plans.

The Municipality has an approved Risk Management Policy, Framework and Implementation Plan as approved by Council on 23 January 2017 (resolution



number 8.15 5/12/2/1). The policy is reviewed annually by the Risk Committee and submitted to the Municipal Manager for approval.

The risk management function is facilitated internally by the internal audit division and externally by a service provider to ensure the following functions are performed:






-  Assisting management to develop and implement the Risk Management Policy, Strategy and Implementation Plan;
-  Coordinating risk management activities;
-  Facilitating identification and assessment of risks;
-  Recommending risk responses to management; and
-  Developing and disseminating risk reports.

Table 48 Risk Management Members

Name of Committee Member	Capacity	Meeting dates
K Haarhoff	Chairperson	
A Makendlana	Member	
N Gabada	Member	30 August 2019
C Kyndell	Member	23 June 2020
C Wright	Member	
R Naidoo	CRO	

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-  Recommending risk responses to management; and
-  Developing and disseminating risk reports.

Table 48 Risk Management Members

Name of Committee Member	Capacity	Meeting dates
K Haarhoff	Chairperson	4 October 2018 15 March 2019 26 June 2019
A Makendlana	Member	
R van Staden	Member	
C Kymdell	Member	
N Kotze	Member	
Y Duimpies	Member	
R Naidoo	CRO	
V Ruiters	Member	



17.11.2. TOP STRATEGIC RISKS

As part of the risk assessment, management identifies current controls, which mitigates the inherent risks identified. After considering controls, the identified risks will receive a residual risk. After the residual risks have been determined it will be categorized again according to high, medium and low risks, where after management determines which of the risks require further actions to mitigate the impact it may have.

The top ten risks of the Municipality for the financial year were as follow:

Risk level	Risk	Directorate	Impact	Likelihood	Risk rating
Low	Impact of Drought	Strategic	10	10	100
High	Lack of funding (need to expand the landfill site in the near future)	Strategic	10	10	100
High	Misuse and abuse of municipal vehicles	Engineers	10	10	100
High	Impact of loss of fines on short term financial feasibility	Strategic	10	10	100
Medium	Financial feasibility in the long term	Strategic	9.5	9.5	90.3
Medium	Ageing and deteriorating infrastructure	Strategic	9	10	90
Medium	Excessive water losses	Strategic	9	10	90
Medium	Decentralized SCM unit resulting in corruption or bypassing SCM processes	Financial	9	10	90
Medium	Loss of key data (Data management outsources to service provider with no controls vested in the Municipality)	Community Services	9	10	90
Low	No fire safety officer in Central Karoo District/ Lack of an updated and approved disaster management plan for the Municipality	Strategic	8	9	72



17.12. COUNCIL ADOPTED SECTOR PLANS

It is imperative that all sector plans prepared within a multi-level governance system and related to the municipal-wide development process, must articulate the municipality's vision, mission and objectives. Although the rationale of each sector plan would differ, the combined output must provide an objective picture of what is aimed at, viz. goals, achievable (with specific time frames) and what is needed to get specific processes unfolded and/or needs addressed. In this regard, the IDP should be the point of convergence for comprehensive municipal-wide long-term planning.

The following table highlights the status quo of the (institutional) sector plans as also discussed in detail within the original 5-year IDP: (The sector plans are electronically available on the municipal website at (www.beaufortwestmun.co.za))

Table 49 Council Adopted Sector Plans

Sector Plan	Status	Strategic Objectives	Actions	Resources Requirements	Budget	Responsible Department
Water & Sewerage Master Plan	Approved - process to be reviewed	1.1 To improve and maintain current basic service delivery through specific infrastructural development projects	Sewerage; Water Conservation; Water Treatment; Waste Water Treatment			Engineering Services
Integrated Waste Management Plan	Draft approved by Council		Capacity Building; Waste Water Treatment; Infrastructure maintenance	Funding; Technical Support; Provincial & National Support		Community Services
Integrated Transport Management Plan	District Plan – approved		Public Transport; Capacity Building; Infrastructure; Non-motorized transport			Engineering Services
Disaster Management Plan	Approved; Will be reviewed during 2019-20 Fin Year		Future Planning; Risk mitigation; Risk Assessment; Capacity Building	Funding; Technical Support; Provincial & National Support		Community Services
Spatial Development Framework	Approved 20 May 2014. Needs to be reviewed.		Strategic Planning; Land use; Integrated	Funding; Technical, Provincial &		All Municipal Departments



Sector Plan	Status	Strategic Objectives	Actions	Resources Requirements	Budget	Responsible Department
			human settlement	National Support		
Local Economic Development Strategy	Currently busy with process to develop new LED Strategy with the support of SALGA. The National Depart. Economic Dev also confirmed support	2.1 To facilitate investment and maintenance of economic and social infrastructure to ensure infrastructure-led economic growth and development	LED initiatives; Programme; SMME's support; Project support; Infrastructure development	Funding Technical Support; Provincial support; National Support		Community Services
Performance Management Policy Framework	Approved; Implemented	3.1 Establishment of a well-governed and accountable administration	Managing of staff; Alignment with Legislation, IDP, Budget and SDBIP & PDO's	Funding; Technical support; Provincial Support; National Support		All Departments
Risk Management Plan & Strategy	Approved; being implemented	2.3 Sustainability of the environment and agriculture	Risk Identifications, Mitigations, Measures; Response System; Risk Assessment	Funding; Technical Support; Provincial Support; National support		Internal Auditor; Office of the Municipal Manager
Air Quality Management Plan	DEADP is engaging with the municipality on drafting the plan		N/A	N/A	N/A	Community Services
Credit Control and Debt Collection Policy	Approved; being implemented	4.1 Ensure liquidity of the administration	Credit Control; Debt Control	Own Revenue		Financial Services
Indigent Policy	Approved; being implemented.	1.3 Provide for the needs of indigent households through improved services	Regular updating of Indigent Register	National support		Financial Services
Workplace Skills Plan	Approved; being implemented	2.2 To enable education and skills	Skills Demand; Skills Identification;	Funding; Provincial Support; National		HR

Sector Plan	Status	Strategic Objectives	Actions	Resources Requirements	Budget	Responsible Department
		development to equip people with economic skills	Capacity Building; Skills Gap; Utilization and training of staff.	Support		
Integrated Human Settlement Plan	Draft approved; being implemented	1.1 To improve and maintain current basic service delivery through specific infrastructural development projects	GAP Housing; Consumer Education, Backlogs			Community Services
Long Term Financial Plan	Draft finalized	4.1 Ensure liquidity of the administration	Training; Improve system; Compile and review policies; Credit control; Debt Control	Funding; Provincial support; National support	R400 000	Financial Services
Electricity and Energy Master Plan	Completed. Funding still needed to update electricity info on GIS system	1.1 To improve and maintain current basic service delivery through specific infrastructural development projects	N/A	Funding; Provincial Support; National support		Electrical Services

17.13. COUNCIL APPROVED FINANCIAL MANAGEMENT POLICIES

The purpose of financial policies is to provide a sound financial environment to manage the financial affairs of the municipality. The following are the key budget related policies: -



Table 50 Council Approved Financial Management Policies

Indigent Policy – Part of Credit Control Debt Collection Policy	Yes
Funds and Reserves Policy	Yes
Investment and Cash Management Policy	Yes
Rates Policy	Yes
SCM Policy	Yes
Tariff Policy	Yes
Virement Policy	Yes
Petty Cash Policy – Part of SCM Policy	Yes
Travel and Subsistence Policy	Yes
Long Term Financial Policy	Yes
Borrowing Policy	Yes

17.14. Council Adopted and Promulgated Bylaws

The Council has adopted and promulgated all by-laws in terms of schedule 4B and 5B of the Constitution.

Section 11 of the MSA gives a Council the executive and legislative authority to pass and implement by-laws and policies.

Below is a list of the by-laws developed and reviewed during the financial year:




Table 51 Council Adopted By-laws

By-law developed/revised	Date proclaimed	Public participation conducted prior to adoption of by-Law
		Yes/No
Amendment By-Law of thr Property Rates Policy By-Law	19 July 2019	Yes
Amendment By-Law on the Tarrif Policy By-Law	30 April 2020	Yes
Beaufort West Municipal Standard Zoning Scheme By-Law	5 June 2020	Yes



17.15 Municipal Bid Committees

The municipality has established fully functional Bid Committees and are as follows:

-  Bid Specification Committee
-  Bid Evaluation Committee
-  Bid Adjudication Committee

The Bid Committees do not have a standing schedule of meetings and meet as and when tenders/bids need to be advertised, evaluated and awarded.

17.16. Municipal Public Accounts Committee (MPAC)

The MPAC is a committee of the municipal council, appointed in accordance with section 79 of the Structures Act. The main purpose of the MPAC is to exercise oversight over the executive functionaries of council and to ensure good governance in the municipality. This committee is functional.

The MPAC may engage directly with the public and consider public comments when received and will be entitled to request for documents or evidence from the Accounting Officer of a municipality or municipal entity.

The MPAC reports to Council, at least quarterly, on the activities of the Committee which includes a report detailing its activities of the preceding and current financial years, the number of meetings held, the membership of the committee and key resolutions taken in the annual report.





Table 52 MPAC Members

MEMBERS OF THE MPAC	GENDER	AFFILIATION
Cllr Z.Lambert	Male (Chairperson)	ANC
Cllr D.Welgemoed	Male (Committee member)	DA
Cllr E.Lawrence	Female (Committee member)	ANC



17.17. PORTFOLIO COMMITTEES

All the portfolio committees are properly constituted, represented and functional. The municipality has 4 Portfolio Committees that meet on a monthly basis and these are:

-  Financial Services and Development Committee
-  Corporate Services and Social Development Committee
-  Human Resource Development Committee
-  Municipal Resource Development Committee

17.18. WARD BASED PLANS

The municipality could not undertake ward based planning during the start of this five-year period. Ward Committee nominations commenced and was completed very late after the compilation of the 2017-2022 IDP. The inputs of the community are therefore annually tabled on the agenda for Ward Committees during the public participation process, for prioritization thereof, and are catered for in the IDP projects.

17.19. LAND USE MANAGEMENT

The municipality has established a Municipal Planning Tribunal. Beaufort West Municipality has complied with SPLUMA Regulation 14 and a Municipal Planning Authorised Officer has been appointed by the municipality. The municipality has also resolved on the Appeal Authority.

The SPLUMA Bylaws have been adopted and the SPLUMA Bylaws have been gazetted.



SECTION D:

MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK & ENVIRONMENTAL ANALYSIS/ISSUES



SECTION D: SPATIAL DEV FRAMEWORK

18. SPATIAL DEVELOPMENT FRAMEWORK

18.1. SPATIAL DEVELOPMENT FRAMEWORK (SDF) DEVELOPMENT OVERVIEW: BEAUFORT WEST

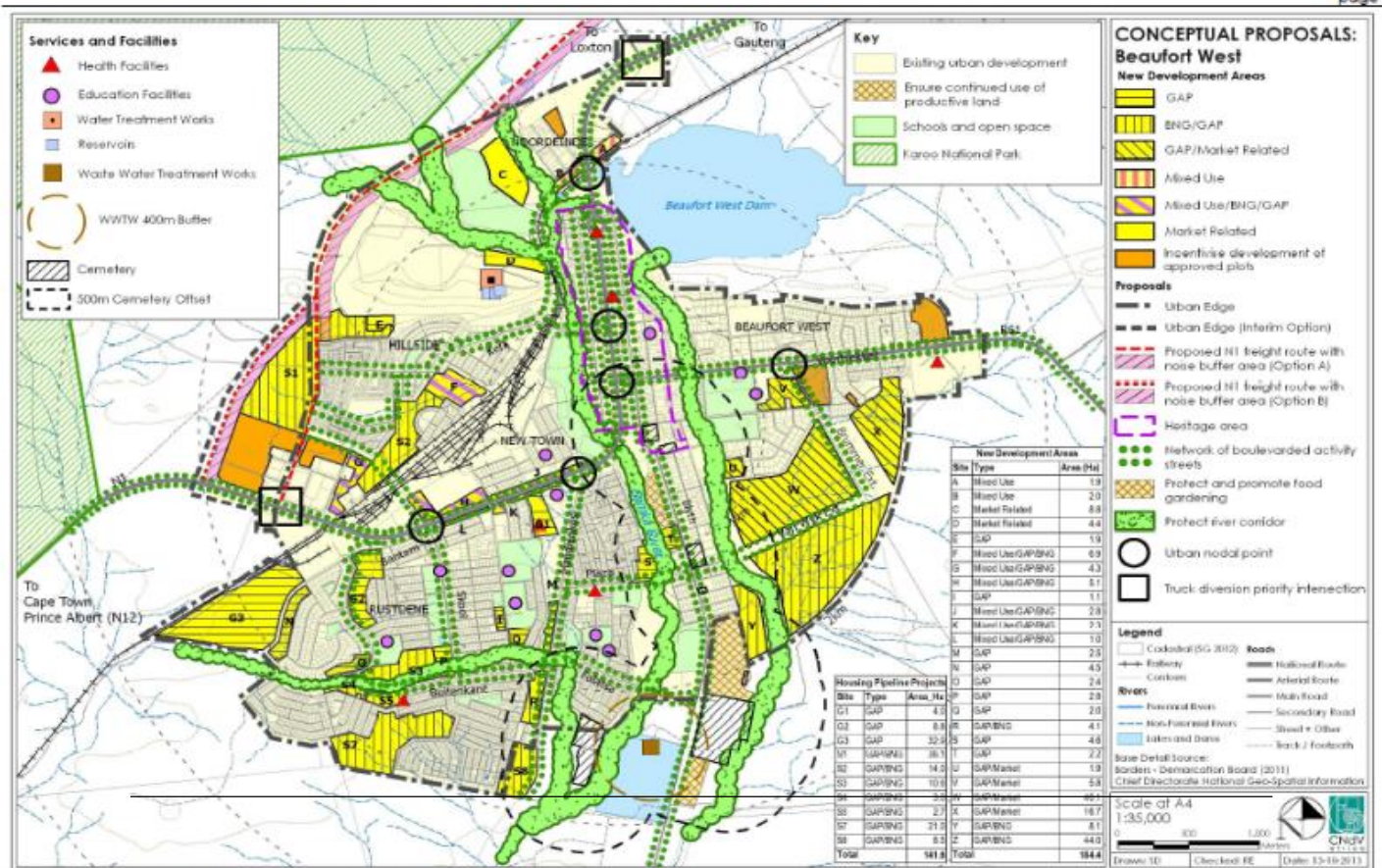


Figure 5.9.2.1 Beaufort West: Spatial Development framework.

- A continuous boulevarded network of activity streets planted with water wise shade trees should integrate the town, see section 5.9.2.4 below;
- Trees are the cheapest way to make the biggest visual improvements on an urban settlement and lend themselves to EPWP programs. These can include in-situ brick paving where necessary a material also suitable for labour based construction;
- River corridors should be protected by setback lines at a standard 32 m from the banks or as determined by a fresh water ecologist must be defined in which there should be no plowing or urban development and the riparian vegetation restored;
- There is little intensive agriculture around the town and production on existing lands to the south must be encouraged and where possible fallow land brought back into production;

- 🏡 The existing golf course should be retained as an important amenity to existing and future residents but water wise fairway and green management techniques should be employed; and,
- 🏡 In view of the prevailing water supply issues no further green areas are proposed and existing ones should be managed according to water wise management principles.
- 🏡 A 100 m noise buffer is strongly recommended along the eastern boundary of the proposed bypass in which only industrial activity, warehousing or tree planting and open space activities should occur. There should be no residential activities within;
- 🏡 As far as possible new development areas should not extend beyond the current urban development periphery and or beyond a 2km radius from the centre of town;
- 🏡 North facing land around the golf course could be suitable for upmarket residents but there are already a number of undeveloped plots here and the reasons for this should be understood;
- 🏡 Large areas of infill are proposed in Hillside and Rusdene; and,
- 🏡 Rather than extending westwards of the proposed N1 bypass a new development area in the eastern quadrant should be investigated bounded approximately by a 2km radius from the town centre.
- 🏡 New development areas should continue the 'grid style' of the historical lay-out. Retrofitting the settlement in the long term to continue this style is recommended.
- 🏡 The historic CBD should be declared a heritage area and land uses and building appearance on old and new buildings managed accordingly.
- 🏡 Rerouting the N1 around the town for road freight traffic only is seen as the most important action to enable development of other sustainable sectors in the town including retail, tourism and accommodation;
- 🏡 Freight route Option A is intended to act as the Urban Edge for the town limiting development to the west of it. If the Department of Human Settlements considers the implementation of area S1, it is proposed that freight route Option B be implemented and no further development be permitted to the west of it;
- 🏡 It is important that as far as possible only freight traffic use this route. Careful signposting of the two intersections as well as significantly upgrading the landscape and urban quality of Donkin Street between the two proposed access points in contrast to the freight bypass route, which should remain "unlandscaped", will help facilitate this priority;
- 🏡 If the freight route goes ahead, the current N1 route in the town itself should be significantly redesigned to accommodate similar retail development that is occurring within the historical core of Beautiful West, abutting it on each side, between each end of the N1 which crosses the railway line. A slightly higher density, mixed use (including residential) component could be accommodated ensuring that heritage streetscapes are preserved and enhanced;
- 🏡 All gateways into town should be enhanced to improve its sense of arrival;



- 🏡 The currently separate sectors of the town should be integrated through a continuous network of activity streets that reinforce the NMT network and link suburbs across buffer strips and vacant ground as well as the large new development area proposed in the south eastern quadrant.
- 🏡 This network should comprise the following routes:
- 🏡 **Hillside:** service road next to proposed N1 bypass along Faktor, Street; Ondermeyer Ext across rail yard to intersect with Oppeld Street (Rustdene) on Donkin Street (former N1 now bypassed), design continuity of Stolzhoeck/7th Ave/Plein/Kerk/ link to Donkin Street;
- 🏡 **Rustdene:** Alfonso; Bantom; Skool; linking to N1 opposite proposed Ondermeyer Ext N1 intersection; Buitenkant linking to Mandlenkosi Street;
- 🏡 **Mandlenkosi:** Plaza Street to link across Gamka river to van Wyk Street (currently informal link to Du Toit Street); Falatsa Street to link across river to Blyth Street (existing);
- 🏡 **South west quadrant:** van Wyk Street Ext to intersect with Brummer Street; and,
- 🏡 **Town north:** extend golf course access road to Kerk Street.

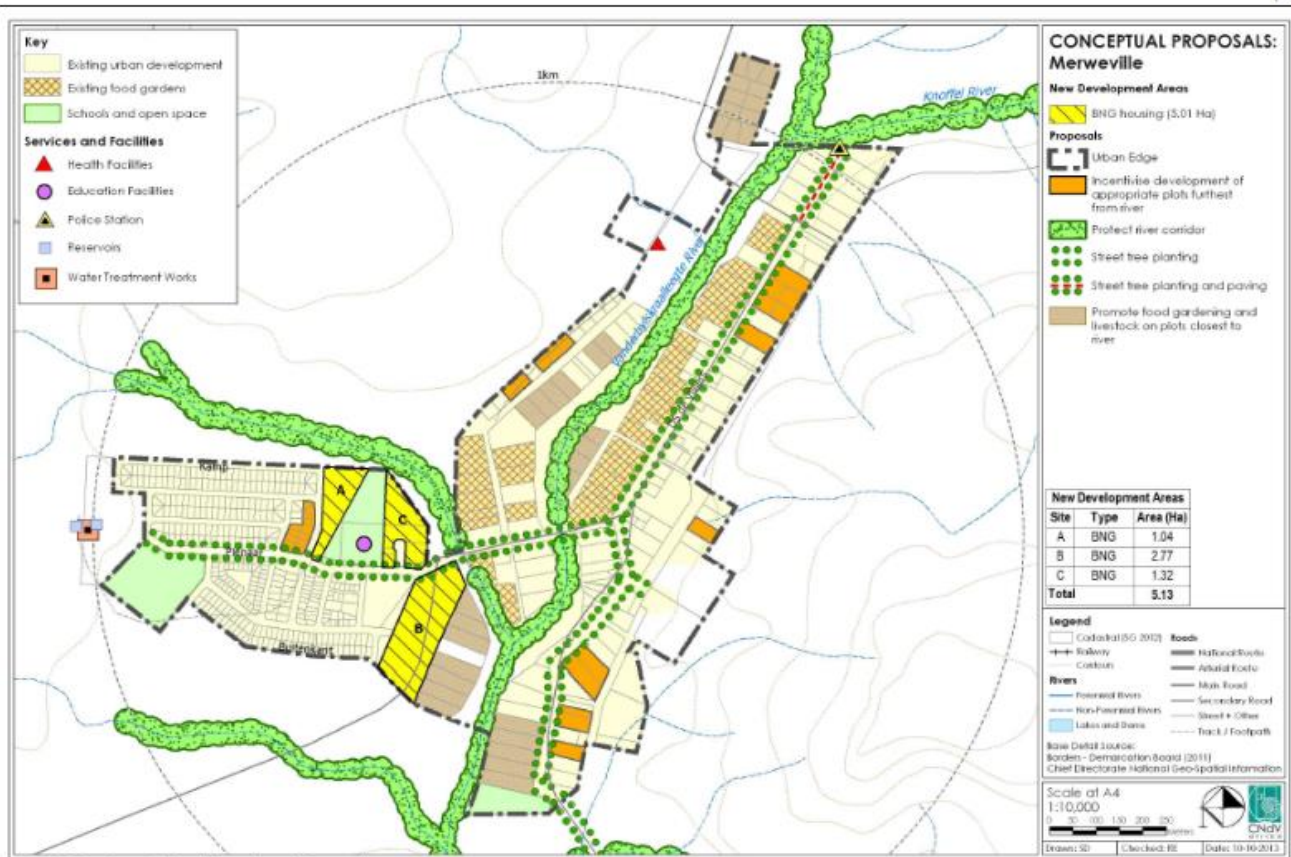


Figure 5.10.2.1 Merweville: Spatial Development framework

- 🏡 Proclaim river corridors, where possible at least 32 m from banks in which no intensive agriculture nor urban development is permitted;
- 🏡 Support and encourage continued use of current market gardening plots;
- 🏡 Investigate use of open land or undeveloped areas closest to river corridors for market gardening and livestock farming, (e.g. pigs); and,



- 🏡 Plant trees along Pienaar and DS de Villiers Streets to create an integrating main street network between all parts of the town, including paving the eastern extremity of these networks.
- 🏡 Incentivise development of existing undeveloped plots furthest from the rivers. Those close to the rivers should be considered for market gardening or stock farming; and,
- 🏡 Land for further BNG housing should consolidate existing settlement (portions (A), (B) and (C)).
- 🏡 One of Merweville’s strongest and few selling points is the historic and original state of many of the buildings;
- 🏡 The eastern side of the settlement should be declared a heritage precinct with guidelines to which renovations to existing and extensions and new buildings should comply so as to strengthen and not erode this important asset; and,
- 🏡 Note: there is a comprehensive history of Merweville produced by the Cape Town Heritage Trust which provides a useful resource.
- 🏡 All gateways into town should be enhanced;
- 🏡 Symbolically integrate the settlement by ensuring a uniform tree planting and road pavement treatment on the main route network linking all the urban areas comprising Pienaar, DS de Villiers west and DS de Villiers east streets; and,
- 🏡 Land for any new urban development, for instance, BNG housing should be located on the land parcels identified that will consolidate rather than disperse the settlement.

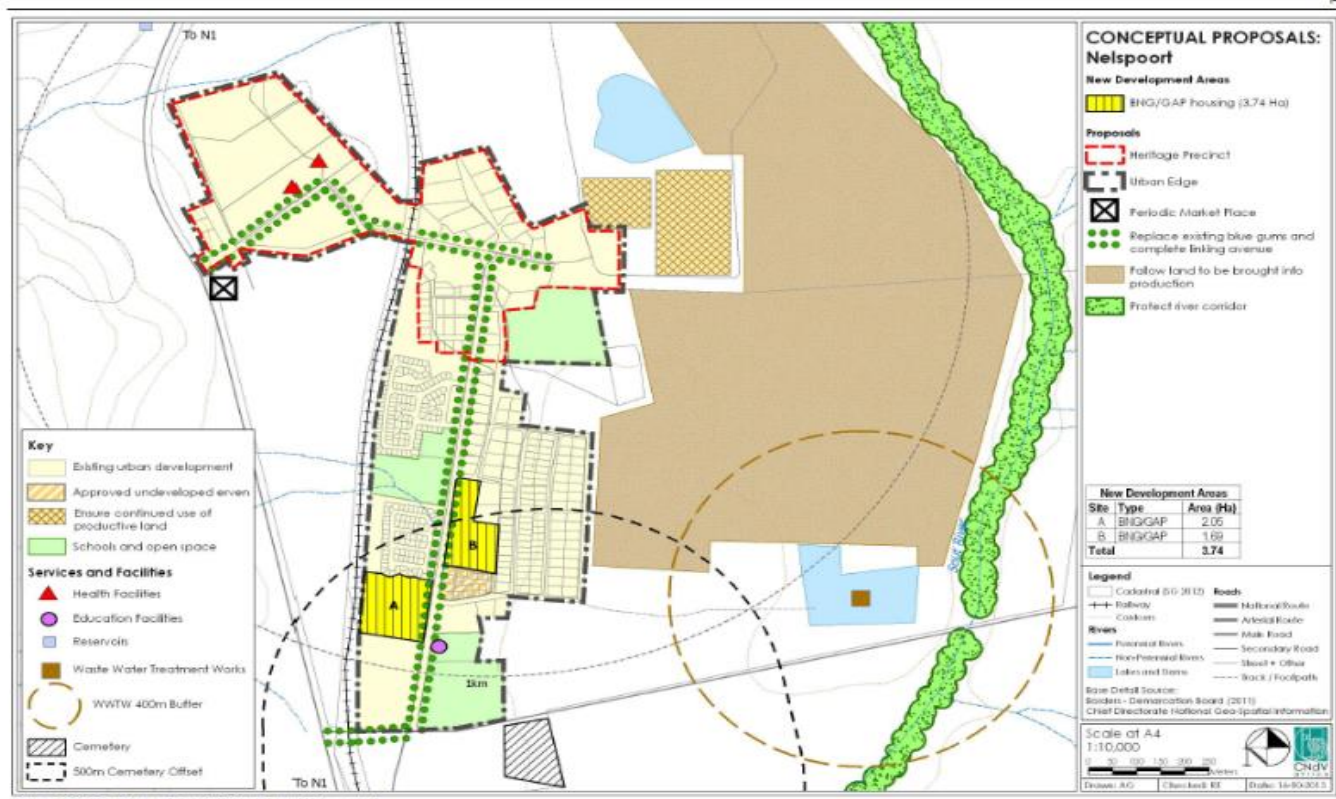


Figure 5.12.2.1 Nelspoort: Spatial Development Framework

RESEARCH WITH DATA: DEVELOPMENT FRAMEWORK (17 9180)



Although the hospital was once a national facility currently it only serves the Central Karoo District for TB patients and psychiatry patients and is managed by a Matron. Nelspoort has four assets to build on:

- 🏰 The health facilities and institutional buildings ,although many are in a poor state of repair and under used, have potential as a large heritage precinct;
- 🏰 Excellent climate;
- 🏰 Relatively good agricultural land which is also currently underutilized; and,
- 🏰 Remote location which nevertheless is served by good road and rail infrastructure not too far from the N1.

This suggests that, in addition to the proposed hospital extension program underway (noted in IDP 2007-2012) it would be a good location for a large leadership academy/rehabilitation centre that could address the various social problems increasingly affecting communities in the large cities as well as the platteland. The sub-regional location makes the settlement suitable for offering tourist opportunities that could include the Khoi and Bushman history of the area (rock bells, paintings and engravings) Anglo Boer War as well as the sanatorium's history. The farming operations should be restored and this could also form the basis of a local value chain via an on-site farmers market and supplying Beaufort West.

Nelspoort should retain its heavily treed character which forms a strong part of its sense of place but begin to replace the current Blue Gum trees with suitable indigenous water wise species; and,

- 🏰 Restore farming to the large area of prepared lands currently lying fallow.
- 🏰 The settlement is exceptionally well endowed with various education and community facilities and all that is generally required is their restoration rather than the construction of new facilities; and,
- 🏰 In general no new housing should be provided for as a large number of units have been recently built, there is suitable land if needed along the main entrance road and the short to medium term focus should be on promoting economic activity and job creation rather than more residential opportunities.
- 🏰 The northern part of the settlement should be restored as a heritage precinct. This could be coupled with history tours through the hospital grounds and farming area and a coffee shop and B&B facilities operating somewhere out of the large stock of currently underused buildings.
- 🏰 Create continuous link avenue between the two main entrances to the settlement including the hospital, facilities and residential areas; and,
- 🏰 All gateways into town should be enhanced to improve its sense of arrival.



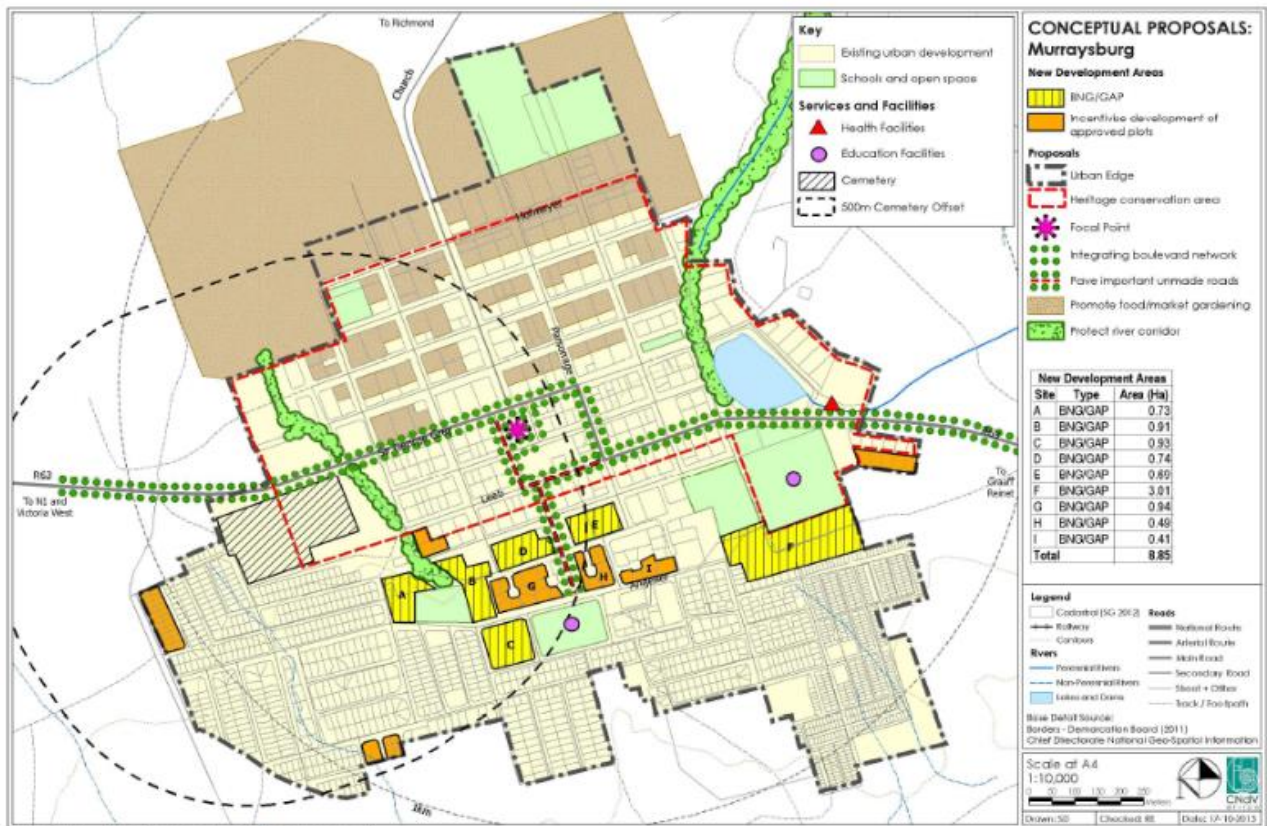













Figure 5.11.2.1 Murraysburg: Spatial Development Framework

-  Encourage market and food gardening on the large blocks to the north of the town generally north of Hoffmeyer Street. Depending on their ownership they should be available to all who wish to use them for food or market gardening;
-  Determine river corridor set back lines from which intensive agriculture (plowing) and urban development are prohibited. In the interim they should be set back 32 m from the banks; and,
-  Plant or infill a tree lined street network linking Sir George Grey and Leeb Street including Parsonage and Church streets to create a pinwheel around the Church that also integrates the southern part of the town along a new road, Church street extension linking to the school on Angelier Street.
-  Incentivise development of approved vacant plots for GAP housing, particularly those closest to Church Street Extension;
-  Encourage all new BNG (to be appropriately designed) and GAP housing to be located on vacant land with the centre of the town first so as to promote integration before using peripherally located land
-  Investigate declaring the centre of the town from midblock between Location and Leeb Streets to the south to midblock above Hoffmeyer Street in the north as a heritage conservation area with guidelines to assist the renovation and restoration of existing buildings and the design of new buildings within this precinct;



-  All gateways into town should be enhanced to improve its sense of arrival;
-  Upgrade the road pavement and plant trees along the street network as described in section 5.11.2.1 above, focusing around the Church as a focal point to integrate and link the northern and southern parts of the town;
-  Extending Church street southwards to the school on Angelier Street is critical to successfully achieving this link;
-  This will entail paving the unmade section of Church street south between Leeb and St Andrew's Streets and then creating a new road, Church Street Extension, through the undeveloped plots between St Andrews and Angelier Streets; and,
-  Concentrating all new housing developments on the vacant or undeveloped land in this vicinity rather than constructing large new townships on the periphery will also assist urban restructuring. However, this implies projects of a much smaller number of units in each phase. Although this may not be as financially viable for housing developers in the short term, it will contribute to a more sustainable and better integrated urban fabric in the long term.

SDF ACTIONS AND ENVIRONMENTAL ANALYSIS / ISSUES

It should be noted that the IDP should recognise the following implementation actions arising out of the SDF, which need to be budgeted for and implemented, which are in addition to the various spatial planning projects mentioned above:

No.	Policy /Projects Name/ Ref	Project / Policy Description	Cost Estimate (Rs)	Implementing Agent
SHORT TERM				
SDF 1	Urban Design and Landscaping Frameworks	Prepare detailed urban design and landscaping frameworks for settlements	R 400 000	Beaufort West Municipality and Consultants
SDF 2	Main Road Interface Guidelines Study	Prepare detailed Main Road Interface Guidelines Study for the Main Roads in the main settlements	R 400 000	Beaufort West Municipality and Consultants
SDF 3	Precinct Plans	Prepare precinct plans for all proposed urban nodes, new development areas larger than 5ha and future rural nodes.	R 300 000	Beaufort West Municipality
SDF 4	Public Transport Network	Implement the Central Karoo Rural Integrated Public Transport Network	To be determined	Central Karoo District Municipality, Beaufort West Municipality and Consultants
MEDIUM TERM				
SDF 5	Tourism Plan	Investigate adventure, eco- and agri- tourism opportunities and the development of existing tourism opportunities/facilities	R 400 000	Beaufort West Municipality, Department of Economic Development and Tourism and Consultants
SDF 6	Land Reform: Development plans for Commonages	Development plans to indicate which commonage land should be conserved and where agriculture can occur.	R 200 000	Beaufort West Municipality Department of Rural Development and Land Reform
SDF 7	Renewable Technologies Strategy	Prepare a municipal renewable technology strategy focusing on implementation options for water management and energy generation in projects and developments	R 250 000	Beaufort West Municipality
SDF 8	Scenic tourism routes policy	Study to be prepared for the management and promotion of Scenic Tourism Routes	R 300 000	Beaufort West Municipality



No.	Policy /Projects Name/ Ref	Project / Policy Description	Cost Estimate (Rs)	Implementing Agent
SDF 9	Signage Policy	Preparation of a Signage Policy	R 500 000	Beaufort West Municipality and Consultants
SDF 10	Feasibility Study Multi Purpose Centre	Prepare a feasibility study for a Multi Purpose Centre (community hall / resource centre) as a social upliftment initiative project in Merweville	R 500 000	Beaufort West Municipality and Consultants
SDF 11	Destination Marketing Plan	Develop a destination a marketing plan	R 350 000	Beaufort West Municipality Department of Economic Development and Tourism
<i>LONG TERM</i>				
SDF 12	Cross Border Tourism Plan	Prepare a cross-boarder tourism plan with the neighbouring Central Karoo District Municipality, i.e. Karoo Hoogland Local Municipality, Laingsburg Local Municipality and Prince Albert Local Municipality	R 500 000	Beaufort West Municipality and Consultants
SDF 13	Fracking & Environmental Information Centre	Establish a fracking & environmental centre to inform public about fracking and environmental issues	R 400 000	Central Karoo District Municipality, Beaufort West Municipality
SDF 14	Aviation School feasibility Study	Prepare Feasibility Study for the establishment of a world class Aviation School	R 400 000	Beaufort West Municipality Department of Economic Development and Tourism
SDF 15	Gariiep Dam	Prepare a Feasibility study for drawings water from the Gariiep Dam	R 350 000	Beaufort West Municipality and Consultants



The Municipality is currently in the process to compile a progress report with regard to the implementation of the abovementioned actions, while a process has commenced in 2020 to consider a Review or the Development of a new MSDF with the support of DEADP.

NOTE: Not having an updated MSDF means old information is used to guide planning and development decision-making in the Municipality, which may result in poor decision making.

An item is therefore tabled on the 15 June 2021 to council to approve the commencement of a process to compile the Beaufort West Municipal Spatial Development Framework (MSDF), as set out in terms of Chapter 2, Sections 3 to 8 of the Municipal Land Use Planning By-law for Beaufort West.

The purpose of the situational analysis is to provide an overview of the existing situation by focusing on the relevant aspects of the situation which will enable the management of the municipality to make appropriate management decisions. The Municipal Systems Act requires an assessment of the existing level of development in the municipal area, including an identification of communities which do not have access to the basic municipal services.

This prescription should however be seen in the broader context of what information should be at the disposal of the municipality to enable its management to make decisions which are both strategic and practical in terms of their implementation.

18.2. Environmental Management

This section provides an overview of the Beaufort West Local Municipality natural environment and environmental management as a continuous process that ensures that environmental Impacts are avoided or mitigated throughout the development cycle of the Beaufort West Local Municipality from planning to design, implementation and operation. A brief description of the natural environment, Environmental Management Programmes, environmental issues & challenges, and Integrated Environmental Management (IEM) tools are discussed as information portal for decision makers to use to meet development and planning agendas for the Beaufort West Municipality.

18.2.1 Analysis of the Natural Environment

The Beaufort West Municipal area falls within the 'Karoo' macro biogeographical region that includes the arid interior and arid coastal plains of the northern West Coast and the plains of the 'Great Karoo'. This area stretches far beyond the boundaries of the Western Cape Province.



The geology of Beaufort West area is generally hilly. The Nuweveld Mountains form an escarpment that divides the Great Karoo from the Succulent Karoo. These two areas have different characteristics both environmentally and in respect to agriculture. The Department of Agriculture divided the area into various farming regions with similar characteristics, namely the Koup, Nuweveld Mountains, Nuweveld Plateau, Nelspoort Ridge and Rietbron Plateau. The boundaries of these farming regions coupled with water management area boundaries would be useful in demarcating environmental management areas.

The Beaufort West Municipality climate generally, has cool to cold, dry winters and warm, moist summers (Koch, 2006). The long-term average annual rainfall is between 400- and 500-mm, however, the areas normally receive an average rainfall of 266 mm per annum. Average temperatures vary between 15°C (daily min) and 33°C (daily max) in summer and between 15°C (daily min) and 18°C (daily max) in winter. The extreme high temperature that has been recorded is 44.2°C and the extreme low temperature - 7.5°C.

The Beaufort West Municipal area, falls within the 'Nama-Karoo' Biome, and is described as grassy dwarf 'shrubland'. Grasses tend to be more common in depressions and on sandy soils. According to 'Low and Rebelo (1996)' there are very few Red Data Book Plant Species in the 'Nama-Karoo'. Little research into the dynamics of the biome has however been undertaken particularly in the west of the region. In spite of its significant scientific importance and sensitivity, less than 1% of the biome has statutory conservation status. The only primary statutory conservation area in Beaufort West area is the Karoo National Park.

18.2.2 Biodiversity and Conservation

Biodiversity richness is one of South Africa's important natural assets as it provides goods and services which are vital for human well-being. The Beaufort West Municipality is mandated by Section 24 of the Constitution of the Republic of South Africa, National Environmental Management: Biodiversity Act 10 of 2004 (NEMBA, Act 10 of 2004) and Municipal System Act 32 of 2000, to ensure the equitable and sustainable use, conservation, management and, where necessary, the restoration of this resource base as well as to mitigate threats to them as a basis for sustainable and inclusive socio-economic development.



Critical Biodiversity Areas

Murraysburg lies on the Southern banks of the Buffels river which is the upper part of the groot river system. This is a priority river reach listed as a CBA in which natural habitat should be protected and degraded lands rehabilitated.

The vegetation of Beaufort West municipal areas in the west and south west (the Koup) consist of mixed karoo bush and grass veld known as “karroid Broken Veld” and is generally not sensitive. The north and north west (Nuweveld Berge) vegetation is described as sour veld and consists primarily of shrubs (*Renosterbos* and *Harpuisbos*).

The Renosterbos is one of South Africa’s rarest vegetation types and area containing Renosterbos should be demarcated as conservation areas. Other vegetation types found in this area are “Danthonia Veld”, Central Upper Karoo and mountain “Renoster Veld” and the area are environmentally sensitive and farming areas should be rehabilitated to ensure sustainable farming practice. In the south and east of Beaufort West municipal areas, there are low lands known as Reitbronvlakte. The topography is hilly and vegetation consists of primarily Karoo bushes and sweet veld known as “Central Lower Karoo veld” and “Karroid Broken Veld”.

Karoo National Park

The Karoo National Park is a unique national and international tourist attraction. The 75 000-ha park is on the outskirts of Beaufort West was proclaimed a park in 1979. The vision was to preserve a representative portion of the great Karoo as part of South Africa's natural heritage. The upper plateau tower from 2750 m to the 1921 m above sea level at the highest point and the middle plateau rises to 1300 m above sea level whereas the plains rise to about 851 m above sea level.

Two of South Africa’s most highly endangered species, the riverine rabbit and the black rhinoceros, have been successfully resettled. The Quagga, which became extinct on August 12, 1883, is again roaming free in the park. The park is also home to a wide variety of indigenous buck, mountain zebra, wild ostrich and five tortoise species, the most in any conservation area in the world. Bird life is abundant. There are martial, booted and black eagles as well as the somewhat shy Cape Eagle owl.



Alien Invasive Species

Most species of alien vegetation can be found next to rivers and riverines. The Prickly Pear (*Opuntia aurantiaca*) and Mesquite (*Prosopis glandulosa*) are two of the major alien invader species in the area. Overgrazing is probably the primary singular environmental threat, under conditions of which grasses and other palatable species may be listed and less productive indigenous species may proliferate, including Driedoring, (*Rhigozum trichotomum*), Bitterbos (*Chrysocoma ciliata*), and Sweet Thorn (*Acacia karroo*). These occur along rivers and riverines and provide suitable habitat for game species such as Kudu, substantial populations of which occur in areas such as Beaufort West.

Rivers and riverines are sensitive environmental areas and should be protected and rehabilitated to ensure the sustainability of fauna and flora as well as water conservation. Focus should be placed on the removal of invader species in these areas and overgrazed areas should be rehabilitated.

Invader species are: *Solanum elaeagnifolium* (Satansbos); *Argemone subfusiformis* (Bloudissel); *Cirsium vulgare* (Skotsedissel); *Cyperus rotundus* (Uintjie); *Ricinus communis* (Kasterolieboom); *Cuscuta campestris* (Dodder); *Opuntia aurantiaca* (Litjieskaktus and other Kaktus species); *Xanthium spinosum* (Boetebos); *Xanthium stumarium* (Kankerbos); Tamarisk (Soutboom); *Prosopis* species (Muskietboom).

Importance of Environmental Management Areas

The natural characteristics of the farming regions have been summarised and briefly assessed from an environmental sensitivity perspective. Mountainous areas, rivers, riverines, waterbodies, hydrofeatures, protected vegetation (i.e., 'Renosterveld') and vegetation found in mountainous areas are viewed as "sensitive" forming the basis for decisions on the demarcation of SPC.

The Karoo National Park is a major tourist attraction and could be viewed as an anchor for the ecotourism industry. The continuous protection of the park should be maintained as high planning priority. No other formal public or private conservancy is in operation. In view of the substantial ecotourism potential of the area, the establishment and marketing of conservancies should be supported and enhanced.

Except for the Karoo National Park, no public Environmental Management Area has been demarcated / declared. These Environmental Management Forums (which corresponds to



the demarcated areas) should be established to plan, manage, monitor and control sustainable environmental and agricultural practice.

18.2.3. Climate Change

Climate change refers to the long-term changes in the climate that occur over decades, centuries or longer. It is caused by rapidly increasing greenhouse gases in the Earth's atmosphere due primarily to burning fossil fuels (e.g., coal, oil, and natural gas). The Beaufort West municipality area is inherently a resource scarce region and has historically always had harsh climate to which our communities and sectors of the region have been able to adapt. However, the economy of the Beaufort West Municipality relies predominantly on the ecosystems of the region to provide functional ecosystem services such as productive soils, adequate water, pollinators etc. Beaufort west Municipality contribution towards climate change in terms of greenhouse gas emissions has also been relatively low in comparison to other regions.

Beaufort West Municipality Council should adopt the District Climate Change Response Strategy (CCRS/P) with all elements mainstreamed and fully integrate into municipal master plans [Integrated Development Plan (IDP), Spatial Development Framework (SDF)], the Disaster Management Plans (as per DMAA 2015) and sector plans, as well as into cooperative government sector plans and implementation budgets [e.g. Municipal Infrastructure Grants (MIGs), Environmental Protection and Infrastructure Programmes (EIPs) etc.]. The intention is that this framework is the initial phase of much more ongoing work to be undertaken, and should be an enabling launching platform of more comprehensive climate change engagements for the municipality, in collaboration between different tiers of government and by including all stakeholders in the region (farming communities, NGOs, CBOs, etc.) to provide landscape wide climate change responses.

Climate change response is about reducing vulnerability to climate change, developing adaptive capacity to cope with what can't be avoided, and reducing GHG emissions. Climate risk is relatively high in Beaufort west Municipality as it is an arid area that has always been prone to drought situations. Climate related disasters have substantial financial implications, and climate change in general could have far reaching long term economic consequences for the viability of the



region. Climate-related impacts such as drought, flooding, snowfall, wind, fires and extreme heat are not new to the Beaufort West Municipality but they are likely to be exacerbated, as well as increasing in frequency and severity. While the Western Cape climate is classed as Mediterranean (predominated largely by a winter rainfall region), the Beaufort West municipality is a diverse region that spans both this Mediterranean influence, and that of the summer rainfall regions of the Northern part of the country.

Future Climate Changes in Beaufort West Municipality

Summer rainfall processes are likely to change under a warmer climate. It is expected that higher temperatures and humidity will drive more intense summer convective (thunderstorm) rainfall events in the future. However, it is not yet clear whether the large-scale circulation patterns that are also required for thunderstorm activity will become frequent over the Western Cape in the future. Hence there remains some uncertainty around changes in mean annual rainfall in the summer rainfall regions. Both an increase and a decrease in rainfall should be considered in planning and development.

The Beaufort west Municipality with its erratic, low rainfall and low runoff, has only a moderate water storage capacity and there is a high reliance on groundwater. This region is expected to be quite responsive to either drying or wetting and shifting rainfall patterns when compared to many other parts of the province. The low water storage capacity and heat stress (and evaporation) renders it vulnerable to periods of low rainfall.



Table: Projection and example of possible impacts

Higher maximum temperatures, more hot days and more heat waves:	Higher minimum temperatures, fewer cold days and frost days:	Shifts in Seasonality
<ul style="list-style-type: none"> • Heat stress on humans and livestock; • Increased incidence of heat-related illnesses; • Increased incidence of death and serious illness, particularly in older age groups; • Increased heat stress in livestock and wildlife; • Decreased crop yields and rangeland productivity; • Extended range and activity of some pests and disease vectors; • Increased threat to infrastructure exceeding design specifications relating to temperature (e.g., traffic lights, road surfaces, electrical equipment, etc.); • Increased electric cooling demand increasing pressure on already stretched energy supply reliability; • Exacerbation of urban heat island effect. 	<ul style="list-style-type: none"> • Decreased risk of damage to some crops and increased risk to others such as deciduous fruits that rely on cooling period in autumn; • Reduced heating energy demand (although extremes may still occur); • Extended range and activity of some pests and disease vectors; • Reduced risk of cold-related deaths and illnesses. • General drying trend in western part of the country • Decreased average runoff, stream flow; • Decreased water resources and potential increases in cost of water resources; • Decreased water quality; • Decrease in shoulder season length threatening the Western Cape fruit crops; • Increased fire danger (drying factor); • Impacts on rivers and wetland ecosystems. 	<ul style="list-style-type: none"> • Shift in onset of the rainy season, causing planning challenges for agriculture. • Intensification of rainfall events • Increased flooding; • Increased challenge to storm water systems in urban settlements; • Increased soil erosion; • Increased river bank erosion and demands for protection structures; • Increased pressure of disaster relief systems; • Increased risk to human lives and health; • Negative impact on agriculture such as lower productivity levels and loss of harvest.



The District and Municipal officials identified the following sectors as those that are likely to be vulnerable to climate related impacts and require responses:

The following climate related hazards for the Municipality were identified as those that had profound impact on the region in the past, and are likely to be exacerbated in future:

- Economic development
- Social Development
- Political sphere
- Planning
- Public safety
- Disaster management

- Agriculture
- Tourism
- Housing
- Infrastructure
- Transport
- Health

- Waste management
- Energy / electricity
- Biodiversity conservation
- Future mining
- Water management

- Fire
- Drought
- Floods
- Snow

- Shift in Seasons
- Storm events (including lightening and wind)
- Increased number and extent of heat days



18.2.4. Waste Management

The Beaufort West Local Municipality faces the vast challenges of waste management that ranges from ineffective waste collection services, waste treatment, lack of recycling capacity, illegal dumping, poor state of waste disposal facilities and lack of capacity human resource capacity and budget allocation for waste management services in general. Waste disposal facilities in Vaalkoppies (Beaufort West) and Murraysburg landfill site are in a state of disarray and require immediate intervention to improve their effectiveness in handling waste for the respective towns. All waste disposal facilities including Merweville and Nelspoort landfill sites in the municipality should be subjected to waste management strategies that are effective and promote sustainability in the waste sector. It is important for the municipality to consider developing or adopting waste management tools in place in order to improve waste management service in Beaufort West Municipal area.

Beaufort West Municipality required to adopt the Integrated Waste Management Plans developed with the assistance of Department of Environment, Forestry and Fisheries (DEFF) in 2020 and integrate it in the IDP in terms of the Municipal System Act, and the National Environmental Management: Waste Act. The primary objective of the IWMP is to integrate and optimize waste management planning in order to maximize efficiency and minimize the associated environmental impacts and financial costs while improving the quality of life for in Beaufort West municipal area.

All operational waste management facilities need to register on the Integrated Pollutant and Waste Information System (IPWIS) and report their waste types and quantities online in accordance with Annexure 1 of the Waste Information System Regulations. The Vaalkoppies, Merweville, Nelspoort and Murraysburg waste management facilities should be registered on IPWIS. Reporting in this regard is currently only partially compliant. The Murraysburg solid waste service should also be brought in line with that of the other towns in the municipal area. Based on the information contained in the developed IWMP for Beaufort West municipal area, all waste



disposal facilities are said to be licenced, however, they are not complying with license conditions.

The Waste By-law was published in 2005 and it is not aligned to NEMWA. It needs to be updated to include all aspects of Integrated Waste Management. The draft Waste Model By-law is being consulted as a guideline to facilitate the development of waste by-law for Beaufort West municipal area. Providing receptacles for public place recycling is a requirement in terms of section 23(2) of NEMWA. The Municipality needs to provide containers for recycling in order to support current waste minimisation efforts. This service should be provided as a basic need.

Waste Management Awareness and Education

Littering and illegal dumping occur throughout the urban areas in the district with a prominent occurrence of illegal dumping in Beaufort West. The illegal dumping of waste as well as the insufficient and irregular removal of waste within the residential areas are the biggest nuisances in the municipality, and limited resources to ensure that all areas prone to illegal dumping are cleaned is a challenge.

DEFF has deployed Youth Environmental Coordinator to assist the municipality with educating communities on issues of waste management and pollution control. Awareness campaigns aim to encourage communities to adopt more responsible attitudes towards waste and to deal with it in ways that are more sustainable. These campaigns focus on the problem of litter, promoting the avoidance and minimisation of waste and pollution, greening the environment of communities to enhance the aesthetic beauty of local areas and to build a culture of cleanliness in their communities. The campaigns also promote recovery and recycling at source. The Youth Environmental Coordinator (YEC) mostly use environmental calendar Weeks/Days for sharing of environmental information and community education programmes.

Recommendation for effective waste management

The Beaufort West Municipality Council should adopt the IWMP developed in 2020 for implementation to facilitate waste management efficiency and sustainability in the municipality



area. The following aspect must be considered for effective waste management in the municipality:

- Integrated Waste Management Plan must be approved by the council chamber member ASAP
- Review and update of bylaws to align with waste legislation
- Implementing a regional approach to waste management
- Improve levels of compliance, enforcement and performance at waste management facilities
- The municipality should put in place tariffs system for waste disposal at landfill site and promote recycling or waste diversion methods.
- Allocate enough budget for waste management services.
- Apply to use MIG to purchase compactors trucks and landfill site yellow fleet with the current date of submission of the technical assessment report to both Province and National being the 31st May 2021.

18.2.5 Air Quality Management tools

Air Quality Management Legislations

Air Quality Management legislation comprises primary standards which protect human health and secondary standards which protect property, vegetation, climate and aesthetic values. The development of new industries that increase air pollution through the emission of gases in the atmosphere should be managed. Air Quality in Beaufort West municipality is considered good with no measure industries that can cause pollutant constituent in the surrounding of Beaufort West municipal area. However, the proximity of the municipality to the N1 road does cause airborne pollution to the municipal areas as there are lot of vehicles movement that emit exhaust gases, dust from road works and other construction, emission from landfill site and household emission that are complemented by light and business activities in the area. The municipality depend on the District and DEA&DP to administer Atmospheric Emission Licences Authority (AELs).

Air Quality Management Plan (AQMP)



Beaufort West Municipality currently do not have an updated Air Quality Management Plan (AQMP), however, there is a draft AQMP that the municipality was assisted by the Provincial DEA&DP. Section 15 (2) of the National Environmental Management: Air Quality Act requires municipalities to develop Air Quality Management Plans (AQMP) and include it in their IDP in terms of Chapter 5 of the Municipal Systems Act. The plan aims to reduce emissions and pollutions impacts responsible for the loss of ambient air quality, acidification and global warming to improve the quality of life of the citizens.

The AQMP is aimed to achieving the protection of ambient air quality in Beaufort west municipality

Each of the 4 goals of the AQMP addresses different aspects of the vision which includes

- To ensure effective and consistent AQM. This goal aims to address the development and maintenance of the varied requirements for system, skills and capacity for AQM, and the establishment of necessary institutional arrangements;
- To ensure effective and consistent compliance monitoring and enforcement. This goal aims to improve compliance monitoring and enforcement in the District level and to ensure that ambient air quality standards for the protection of health are attained and continually met;
- To support climate change protection programmes, including promoting the reduction of greenhouse gas emission and;
- To raise awareness with respect to air quality. This goal aims to improve awareness of air pollution issues in the Municipality through awareness raising and education.

The roles and responsibilities of the Municipalities are outlined in the National Environmental Management Air Quality Act (Act 39 of 2004) These are:

- Designate a municipal AQO from its administration - the municipality does not have an AQO in the current form with the role being administered at the District level by EHP section.
- Develop an AQMP for inclusion in its IDP in accordance with chapter 5 of the Municipal Systems act
- Prepare an annual report including progress regarding the implementation of the AQMP and compliance with the plan.
- Establish Municipal standards for emissions from point, non-point and mobile sources if a municipality, in terms of its by law, identifies a substance or mixture of substances in ambient air which through ambient concentrations, bioaccumulation deposition or any way, presents a



threat to health or well-being or the environment, or which the municipality reasonably believes presents such a threat.

- Require the appointment of an emission control officer in the municipality, thereby extending the powers of the authority by ensuring that the emission control officer is responsible for the municipality applying the correct measures to minimise emissions.
- Consider purchasing air emission equipment such as air quality monitoring stations.

Potential air pollution sources in the district are:

- Industrial operations
- Agricultural activities
- Vehicle entrainment of dust from paved and unpaved roads
- Waste treatment and disposal (landfills fire burning)
- Vehicle tailpipe emission
- Biomass burning (veld fires)
- Domestic fuel burning (particularly, wood and paraffin)

18.2.6 Environmental Governance and Management

Environmental Governance

Environmental governance is embodied in South Africa's environmental legislation. Hence, the South Africa Constitution, 1996 together with various other pieces of legislation places a responsibility on all municipalities to address environmental issues at local level. The Beaufort West Municipality should embrace environmental governance principle of fairness, accountability, responsibility and transparency as they are important ingredients for sustainable development. If municipalities are to realise the duty and objective of promoting a safe and healthy environment, they should start the process of generating environmental policies as a matter of urgency. Such policies must take into account the provisions of the Constitution, 1996 to ensure that all sphere of government must co-operate with one another by co-ordinating their actions and legislation with one another (RSA 1996:19).

The Beaufort West municipality currently does not have an environmental related forum within its institutional structure; however, the municipality participate in the District Environmental Management Forum (just established at the district) and other district forum like DCF-Tech, provincial waste management forum (WMOF), EPWP Environment & Culture Forum (EAC), WCRAAG).

Beaufort West municipality does not have a dedicated environmental unit/structure responsible for environmental management in general, but it does have a designated waste officer/manager



and also it is being supported by Local Government Support programme from DEFF that deployed a Youth Environmental Coordinator (YEC – YCOP) and supported by Local Government Support (LGS) official (Control Environmental Officer) based in the Central Karoo District. It will be recommendable for the municipality to consider recruiting an environmental officer whom will be responsible for environmental function such as air quality management, biodiversity and conservation, environmental impact assessment (EIA) and address climate change management. The municipality must also build a positive working relationship with the district and other local municipalities within the district so as to coordinate environmental challenges and issues together as a token to share ideas, resources and skills.

Lack of capacity is another challenge that should be address as a matter of urgency. Municipal politicians and officials need training in environmental and sustainable development concepts and issues. Furthermore, environmental education and awareness activities within the municipality are limited in scope, generalised and undertaken with limited resources. An environmental education and awareness strategy is a significant tool to assist in this regard. Public participation in the municipality is conducted in ward committees where communities share ideas on expectations from the municipalities regarding issues pertaining to environmental challenges or issues like illegal dumping, litter and alien invasive species within their households and farming communities. Local newspapers, social media platforms such as Facebook, WhatsApp, and local radio are used to communicate or share important communication from the municipality to the people and vis versa.

Integrated Environmental Management Tools and Environmental Programmes

The Beaufort West municipality does not have a dedicated environmental management unit or official responsible for environmental impact assessment (EIA) and as a result this can be playing a role in delaying project development especially capital projects that might require such impact studies as required by EIA Regulation for compliance and enforcement objectives to management environmental impacts that can be detrimental to the environment and the safety & health of the people in the municipality. Currently the LGS official and YEC are assisting the municipality with environmental advice and analysis of capital projects during the planning and toward implementation process.

The municipality again lack environmental policies or sector plans that are vital instrument for environmental management. Most of the sector plans are outdate or due for review or were never developed. Currently the municipality just developed an IWMP sector plan in 2020 that was funded by DEFF, and is awaiting Council approval for implementation. Other sector plans such as AQMP, Alien Invasive eradicating plan, Open Space Management plans, By-Laws



(under development – Waste By-law) are outdated nor the municipality do not have such sector plans.

Environmental Management Intervention from Sector Departments

Sector department such as DEFF, DEA&DP, Public Works, Rural Development and Agriculture play a vital role in the municipality by providing environmental management programmes that assist the municipality in resolving their environmental issues and challenges. DEFF will be launching Greening and Cleaning in the municipality later this year (2021) with recruitment process of 60 participant underway, waste picker programme for DEFF another waste management programme to benefit waste pickers as a COVID-19 programmes to address challenges faced by waste pickers during the period of Covid-19 pandemic. DEA&DP also has environmental programmes in the municipality, whereby the waste section is assisting the municipality to develop Organic Waste Diversion Plan, Waste By-law and other waste management initiatives.

List of Environmental Programmes or Projects under implementation or to be implemented in the municipality:

18.2.7 Water Resource Management

The Beaufort west Local Municipality falls into 3 Water Management Areas – the Gouritz Water Management Area (WMA), which constitutes the greatest land area of the District; the Fish to Tsitsikamma WMA in the north-eastern portion of the district and extending to the Eastern Cape and the Lower Orange WMA, in a small northern portion of the District, extending into the expanse of the Northern Cape. The main rivers of the region, although mostly non-perennial in nature, are the Dwyka and Gamka River and the South River. Despite this, all aquatic habitats in the Municipality requires protection and suitable buffers to ensure their continued provision of ecosystem services.

Main dams in the Municipality are the Beaufort West Dam situated along the Kuils River and near to the Gamka River; the Gamkapoort Dam situated at the confluence of the Gamka, the Leeu-Gamka Dam situated along the Leeu River between Beaufort West and Laingsburg and serving local agricultural needs. It should be noted, however, that these dams are becoming less reliable as secure water sources, and ground water and key aquifers are playing a greater role in the water security of the region.

Due to the scarce precipitation and subsequent surface run-off, ground water sources are the primary source for the supply of potable water. The region is currently experiencing a deep and



prolonged drought of significantly below average rainfall and very low to empty dams, making ground water even more important in the region.

The prolonged drought being experienced in the Greater Karoo for the past 4 years has had a disastrous effect on agriculture and is also impacting severely on the water supply to towns and other communities. All of the Towns in the area rely, to a greater or lesser extent, on underground water extracted either via springs or some form of boreholes.

The aquifers are showing signs of stress as abstraction is exceeding aquifer recharge rates due to the low rainfall in the area. As a result, many boreholes have “dried up” placing increased demands on the remaining boreholes to ensure that the towns can meet their demand.

The principal Catchment Dam supplying Beaufort West (The Gamka dam) with surface water has been dry for two years, compounding the demand placed on underground water resources. To date none of the towns have run out of water, however several of the towns are water stressed leading to the following situations:

- Towns have very limited capacity to meet increased demand arising from such occurrences as increased tourism and through traffic during the holiday periods as they are unable to fill or keep their treated water dams full due to the lack of sufficient supply.
- Towns have insufficient supply to build up reserves to carry them through normal infrastructure failures and peak demand periods.
- The supply to certain high lying areas is problematic leading to those areas having no water available for protracted periods and the need to supply those residents with bottled water.
- The lack of reserve capacity leads to a fragile situation where any minor reduction of supply, either through natural causes, such as drying boreholes or infrastructure failure (pipe bursts, power outages, mechanical plant failure, planned maintenance etc.) will lead to partial water stoppages and consequent panic by consumers, opening up the opportunity for exploitation by the press and other parties.

18.2.8. Heritage

Environmental heritage is protected for its social, aesthetic, economic, historic and environmental values. Environmental heritage is defined as the places, buildings, works, relics, moveable objects and precincts of State or local heritage significance. It includes natural and built heritage, Aboriginal places and objects, and cultural heritage such as stories, traditions and events inherited from the past.



While the strongest protection for heritage is its value to the community, it is also protected under the Heritage Act 1977, National Parks and Wildlife Act 1974 and local environmental plans. The statutory framework requires identification of the values of environmental heritage, and context specific design and development that conserves heritage significance. This includes the tangible and intangible values that make places special to past, present and future generations.

Heritage Tourism Initiative

The Municipality will develop a plan that will promote local heritage to inform heritage tourism as well as to underpin the Municipality's focus on recreation. This will be done within the first few years of the new term of office.

Management of heritage resources:

- In association with the development of Beaufort west municipality SDF, identify areas with Heritage Significance (including special sense of place, archaeological, paleontological, architectural, socio-cultural or area of visual sensitivity and tourism value i.e., landscapes of natural or cultural importance-the inventory in terms of section 30(5) of the NHRA) to be avoided in the placement of infrastructure associated with large scale development in SDFs



SECTION E:

IMPLEMENTATION PLAN 2021/2022 MTEF AND SECTOR DEPARTMENTS PROJECTS



SECTION E: IMPLEMENTATION PLAN

19. IMPLEMENTATION PLAN

The IDP was compiled based on the inputs received from municipal stakeholders, national and provincial policy directives, the current status of service delivery, various strategic plans completed and resources available. The municipal budget was prepared based on the municipal strategic objectives, the requirements applicable to the municipality in the IDP. These strategies, actions and financial resources are linked with each other hereby ensuring alignment of the municipal budget with the IDP.

These strategies will be used to annually formulate the Service Delivery Budget Implementation Plan (SDBIP), Organisational Scorecard and performance indicators for the Beaufort West Municipality, which will be used to monitor the implementation of the municipal strategies (IDP) and budget. The performance of the municipality will then be assessed and reported on quarterly as well as annually in the municipality's annual report.



Top Layer Service Delivery and Budget Implementation Plan 2021/22

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
TL1	Office of the Municipal Manager	Good Governance and Public Participation	Establishment of a well governed and accountable administration (IDP SO 3.1)	Compile the Risk based audit plan for 2022/23 and submit to Audit committee for consideration by 30 June 2022	Risk based audit plan submitted to Audit committee by 30 June 2022	All	Municipal Manager	0	Number	1	0	0	0	1
TL2	Office of the Municipal Manager	Good Governance and Public Participation	Establishment of a well governed and accountable administration (IDP SO 3.1)	90% of the Risk based audit plan for 2021/22 implemented by 30 June 2022 [(Number of audits and tasks completed for the period identified in the RBAP/ Number of audits and tasks identified in the RBAP) x 100]	% of the Risk Based Audit Plan implemented by 30 June 2022	All	Municipal Manager	157%	Percentage	90%	10%	25%	50%	90%



Top Layer Service Delivery and Budget Implementation Plan 2021/22

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
TL3	Office of the Municipal Manager	Local Economic Development	To facilitate investment and maintenance of economic and social infrastructure to ensure infrastructure-led economic growth and development	Review the LED strategy and submit to Council by 30 June 2022	Revised LED strategy submitted to Council by 30 June 2022	All	Municipal Manager	0	Number	1	0	0	0	1
TL4	Office of the Municipal Manager	Good Governance and Public Participation	Establishment of a well governed and accountable administration (IDP SO 3.1)	Develop the new Integrated Development Plan for the 2022-2027 period and submit to Council by 31 May 2022	Number of IDP's submitted	All	Municipal Manager	New key performance indicator for 2021/22	Number	1	0	0	0	1



Top Layer Service Delivery and Budget Implementation Plan 2021/22

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
TL5	Office of the Municipal Manager	Good Governance and Public Participation	Establishment of a well governed and accountable administration (IDP SO 3.1)	Submit the Annual Performance Report to the Auditor-General by 31 August 2021	Number of reports submitted	All	Municipal Manager	New key performance indicator for 2021/22	Number	1	1	0	0	0
TL6	Financial Services	Basic Service Delivery	Provision of basic services to all the people in the municipal area (IDP SO 1.2)	Number of formal residential properties that receive piped water (credit and prepaid water) that is connected to the municipal water infrastructure network and which are billed for water or have pre-paid	Number of residential properties which are billed for water or have pre paid meters as at 30 June 2022	All	Director: Financial Services	14 210	Number	11 510	0	11 510	0	11 510



Top Layer Service Delivery and Budget Implementation Plan 2021/22

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
				meters as at 30 June 2022										
TL7	Financial Services	Basic Service Delivery	Provision of basic services to all the people in the municipal area (IDP SO 1.2)	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and which are billed for electricity or have pre paid meters (Excluding Eskom areas) as at 30 June 2022	Number of residential properties which are billed for electricity or have pre paid meters (Excluding Eskom areas) as at 30 June 2022	All	Director: Financial Services	13 172	Number	12 462	0	12 462	0	12 462



Top Layer Service Delivery and Budget Implementation Plan 2021/22

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
TL8	Financial Services	Basic Service Delivery	Provision of basic services to all the people in the municipal area (IDP SO 1.2)	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) which are billed for sewerage as at 30 June 2022	Number of residential properties which are billed for sewerage as at 30 June 2022	All	Director: Financial Services	12 559	Number	11 870	0	11 870	0	11 870
TL9	Financial Services	Basic Service Delivery	Provision of basic services to all the people in the municipal	Number of formal residential properties for which refuse is removed once	Number of residential properties which are billed for refuse	All	Director: Financial Services	12 089	Number	11 346	0	11 346	0	11 346



Top Layer Service Delivery and Budget Implementation Plan 2021/22

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
			area (IDP SO 1.2)	per week and which are billed for refuse removal as at 30 June 2022	removal as at 30 June 2022									
TL10	Financial Services	Basic Service Delivery	Provide for the needs of indigent households through improved services (IDP SO 1.3)	Provide free basic water to active indigent households as defined in paragraph 9(1) of the Municipality's Credit Control and Debt Collection Policy as at 30 June 2022	Number of active indigent households receiving free basic water as at 30 June 2022	All	Director: Financial Services	6 529	Number	5 600	0	5 600	0	5 600
TL11	Financial Services	Basic Service Delivery	Provide for the needs of indigent households through improved	Provide free basic electricity to active indigent households as defined in	Number of active indigent households receiving free basic	All	Director: Financial Services	6 990	Number	5 094	0	5 094	0	5 094



Top Layer Service Delivery and Budget Implementation Plan 2021/22

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
			services (IDP SO 1.3)	paragraph 9(1) of the Municipality's Credit Control and Debt Collection Policy as at 30 June 2022	electricity as at 30 June 2022									
TL12	Financial Services	Basic Service Delivery	Provide for the needs of indigent households through improved services (IDP SO 1.3)	Provide free basic sanitation to active indigent households as defined in paragraph 9(1) of the Municipality's Credit Control and Debt Collection Policy as at 30 June 2022	Number of active indigent households receiving free basic sanitation as at 30 June 2022	All	Director: Financial Services	4 600	Number	5 953	0	5 953	0	5 953



Top Layer Service Delivery and Budget Implementation Plan 2021/22

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
TL13	Financial Services	Basic Service Delivery	Provide for the needs of indigent households through improved services (IDP SO 1.3)	Provide free basic refuse removal to active indigent households as defined in paragraph 9(1) of the Municipality's Credit Control and Debt Collection Policy as at 30 June 2022	Number of active indigent households receiving free basic refuse removal as at 30 June 2022	All	Director: Financial Services	2 539	Number	2 225	0	2 225	0	2 225
TL14	Financial Services	Basic Service Delivery	To improve and maintain current basic service delivery through specific infrastructure	The percentage of the municipal capital budget spent by 30 June 2022 [(Actual amount spent /Total amount budgeted for	% of capital budget spent by 30 June 2022	All	Director: Financial Services	73.59%	Percentage	95%	15 %	40 %	60 %	95%



Top Layer Service Delivery and Budget Implementation Plan 2021/22

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
			development projects (IDP SO 1.1)	capital projects)X100]										
TL15	Financial Services	Municipal Financial Viability and Management	Ensure liquidity of the administration (IDP SO 4.1)	Financial viability measured in terms of the municipality's ability to meet it's service debt obligations as at 30 June 2022 [(Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating	Debt to Revenue as at 30 June 2022	All	Director: Financial Services	10.93%	Percentage	45%	0%	0%	0%	45%



Top Layer Service Delivery and Budget Implementation Plan 2021/22

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
				Conditional Grant) x 100]										
TL16	Financial Services	Municipal Financial Viability and Management	Ensure liquidity of the administration (IDP SO 4.1)	Financial viability measured in terms of the outstanding service debtors as at 30 June 2022 [(Total outstanding service debtors/ revenue received for services)x 100]	Service debtors to revenue as at 30 June 2022	All	Director: Financial Services	68.54%	Percentage	35 %	0%	0 %	0 %	35%
TL17	Financial Services	Municipal Financial Viability and Management	Ensure liquidity of the administration (IDP SO 4.1)	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2022	Cost coverage as at 30 June 2022	All	Director: Financial Services	0.6	Number	1	0	0	0	1



Top Layer Service Delivery and Budget Implementation Plan 2021/22

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
				(((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))										
TL18	Financial Services	Municipal Financial Viability and	Ensure liquidity of the	Achieve an payment percentage of	Payment % achieved by 30 June	All	Director: Financial Services	79.68%	Percentage	85%	75 %	80 %	85 %	85%



Top Layer Service Delivery and Budget Implementation Plan 2021/22

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
		Management	administration (IDP SO 4.1)	85% by 30 June 2022 [(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100]	2022									
TL19	Financial Services	Municipal Financial Viability and Management	Sustainability of the environment (IDP SO 2.3)	Limit unaccounted for water quarterly to less than 25% during 2021/22 [(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water	% unaccounted water	All	Director: Financial Services	56%	Percentage	25%	25%	25%	25%	25%



Top Layer Service Delivery and Budget Implementation Plan 2021/22

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
				Sold (incl free basic water) / Number of Kilotres Water Purchased or Purified x 100]										
TL20	Financial Services	Municipal Financial Viability and Management	Sustainability of the environment (IDP SO 2.3)	Limit unaccounted for electricity to less than 10% quarterly during the 2021/22 financial year [(Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased) × 100]	% unaccounted electricity	All	Director: Financial Services	14.70%	Percentage	10%	10%	10%	10%	10%



Top Layer Service Delivery and Budget Implementation Plan 2021/22

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
TL21	Infrastructure Services	Local Economic Development	To facilitate investment and maintenance of economic and social infrastructure to ensure infrastructure-led economic growth and development	Create temporary job opportunities in terms of the Extended Public Works Programme (EPWP) projects by 30 June 2022	Number of temporary jobs opportunities created by 30 June 2022	All	Director: Infrastructure Services	159	Number	100	0	0	0	100
TL22	Infrastructure Services	Basic Service Delivery	Sustainability of the environment (IDP SO 2.3)	95% of water samples in the Beaufort West jurisdiction area comply with SANS241 micro biological indicators	% of water samples compliant to SANS 241	All	Director: Infrastructure Services	100%	Percentage	95%	95%	95%	95%	95%



Top Layer Service Delivery and Budget Implementation Plan 2021/22

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
TL23	Infrastructure Services	Basic Service Delivery	Provision of basic services to all the people in the municipal area (IDP SO 1.2)	95% of the approved project budget spent on the construction of two new reservoirs in Murraysburg by 30 June 2022 [(Actual expenditure divided by the total approved project budget)x100]	% of budget spent by 30 June 2022	1	Director: Infrastructure Services		Percentage	95%	15%	40%	60%	95%
TL24	Infrastructure Services	Basic Service Delivery	Provision of basic services to all the people in the municipal area (IDP SO 1.2)	95% of the approved project budget spent on the upgrade of the 20 MVA 22/11 kV Main Substation - Phase 4 in	% of budget spent by 30 June 2022	2	Director: Infrastructure Services	New key performance indicator for 2021/22	Percentage	95%	15%	40%	60%	95%



Top Layer Service Delivery and Budget Implementation Plan 2021/22

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
				Beaufort West by 30 June 2022 [(Actual expenditure divided by the total approved project budget)x100]										
TL25	Infrastructure Services	Basic Service Delivery	Provision of basic services to all the people in the municipal area (IDP SO 1.2)	Complete the construction of two (2) new reservoirs in Murraysburg by 30 June 2022	Number of reservoirs constructed	1	Director: Infrastructure Services	New key performance indicator for 2021/22	Number	2	0	0	0	2
TL26	Infrastructure Services	Basic Service Delivery	Provision of basic services to all the people in the municipal area (IDP SO 1.2)	95% of the approved project budget spent on New High Mast Lighting in Nelspoort by 30 June 2022	% of budget spent by 30 June 2022	2	Director: Infrastructure Services	New key performance indicator for 2021/22	Percentage	95%	15%	40%	60%	95%



Top Layer Service Delivery and Budget Implementation Plan 2021/22

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
				[(Actual expenditure divided by the total approved project budget)x100]										
TL27	Infrastructure Services	Basic Service Delivery	Provision of basic services to all the people in the municipal area (IDP SO 1.2)	95% of the approved project budget spent on New High Mast Lighting in Rustdene, Prince Valley and Lande by 30 June 2022 [(Actual expenditure divided by the total approved project budget)x100]	% of budget spent by 30 June 2022	4; 5; 6	Director: Infrastructure Services	New key performance indicator for 2021/22	Percentage	95%	15%	40%	60%	95%



Top Layer Service Delivery and Budget Implementation Plan 2021/22

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
TL28	Infrastructure Services	Basic Service Delivery	Provision of basic services to all the people in the municipal area (IDP SO 1.2)	95% of the approved project budget spent on the upgrade of the sport stadium in Kwa Mandlenkosi by 30 June 2022 [(Actual expenditure divided by the total approved project budget)x100]	% of budget spent by 30 June 2022	4	Director: Infrastructure Services	New key performance indicator for 2021/22	Percentage	95%	15%	40%	60%	95%



Top Layer Service Delivery and Budget Implementation Plan 2021/22

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
TL29	Infrastructure Services	Basic Service Delivery	Provision of basic services to all the people in the municipal area (IDP SO 1.2)	95% of the approved project budget spent on the extension of the Goue Akker Cemetery in Beaufort West by 30 June 2022 [(Actual expenditure divided by the total approved project budget) x100]	% of budget spent by 30 June 2022	4	Director: Infrastructure Services	New key performance indicator for 2021/22	Percentage	95%	15%	40%	60%	95%
TL30	Infrastructure Services	Basic Service Delivery	Provision of basic services to all the people in the municipal area (IDP SO 1.2)	95% of the approved project budget spent on the upgrade of existing regional sport stadium: Phase 2 in Rustdene by 30	% of budget spent by 30 June 2022	5; 6	Director: Infrastructure Services	New key performance indicator for 2021/22	Percentage	95%	15%	40%	60%	95%



Top Layer Service Delivery and Budget Implementation Plan 2021/22

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
				June 2022 [(Actual expenditure divided by the total approved project budget) x100]										
TL31	Community Services	Good Governance and Public Participation	Transparency and participation	Hold roadblocks in conjunction with the Provincial Traffic Department quarterly	Number of roadblocks held	All	Director: Community Services	New key performance indicator for 2021/22	Number	4	1	1	1	1
TL32	Community Services	Basic Service Delivery	Provision of basic services to all the people in the municipal area (IDP SO 1.2)	Submit a report on the Illegal Dumping Project (Department of Environmental Affairs) to Council by 30 September 2021	Number of reports submitted	All	Director: Community Services	New key performance indicator for 2021/22	Number	1	1	0	0	0



Top Layer Service Delivery and Budget Implementation Plan 2021/22

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
TL33	Community Services	Good Governance and Public Participation	To improve and maintain current basic service delivery through specific infrastructure development projects (IDP SO 1.1)	Submit a Housing Pipeline Report to Council by 30 June 2022	Number of reports submitted	All	Director: Community Services	New key performance indicator for 2021/22	Number	1	0	0	0	1
TL34	Corporate Services	Municipal Transformation and Institutional Development	Establishment of a well governed and accountable administration (IDP SO 3.1)	Appoint people from the employment equity target groups in the three highest levels of management in compliance with a municipality's approved employment	Number of people appointed in the three highest levels of management	All	Director: Corporate Services	0	Number	1	0	0	0	1



Top Layer Service Delivery and Budget Implementation Plan 2021/22

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
				equity plan										
TL35	Corporate Services	Municipal Transformation and Institutional Development	Establishment of a well governed and accountable administration (IDP SO 3.1)	0.50% of the municipality's personnel budget spent on implementing its workplace skills plan by 30 June 2022 [(Actual amount spent on training/total personnel budget) x100]	% of the municipality's personnel budget spent on implementing its workplace skills plan	All	Director: Corporate Services	0.77%	Percentage	0.50%	0%	0%	0%	0.50%
TL36	Corporate Services	Local Economic Development	To enable education and skills development to equip people with economic skills (IDP SO 2.2)	Spend 100% of the library grant by 30 June 2022 (Actual expenditure divided by the total grant received)	% of grant spent by 30 June 2022	All	Director: Corporate Services	0%	Percentage	100%	0%	0%	0%	100%



Top Layer Service Delivery and Budget Implementation Plan 2021/22

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
TL37	Corporate Services	Municipal Transformation and Institutional Development	Establishment of a well governed and accountable administration (IDP SO 3.1)	95% of the approved project budget spent on the Computer Equipment Project by 30 June 2022	[(Actual expenditure divided by the total approved project budget) x100]	All	Director: Corporate Services	New key performance indicator for 2021/22	Percentage	95%	15%	40%	60%	95%



SECTION F

FINANCIAL PLAN

2021/22 MTREF period



SECTION F: FINANCIAL PLAN

20. FINANCIAL PLAN

Section 26 of chapter 5 of the Local Government Municipal Systems Act, No 32 of 2000 prescribes the core components of the Integrated Development Plan (IDP). Section 26(h) requires the inclusion of a financial plan, which should include a budget projection for at least the next three years. This financial plan aims to determine the financial affordability and sustainability levels of the Municipality over the medium term.

The Municipal Budget and Reporting Regulations (MBRR) (part 2: “Budget-related policies of municipalities”) require the accounting officer to see to it that budget-related policies are prepared and submitted to Council. One of these is the long-term financial plan policy, which aims to ensure that all long-term financial planning is based on a structured and consistent methodology, thereby securing the Municipality’s long-term financial affordability and sustainability.

A municipality’s financial plan integrates the financial relationships of various revenue and expenditure streams to give effect to the IDP. It provides guidance for the development of current budgets and assesses financial impacts on outer years’ budgets by incorporating capital expenditure outcomes, operating expenditure trends, optimal asset management plans and the consequential impact on rates, tariffs and other service charges.

The Municipality has done long term financial planning in order to determine the appropriate mix of financial parameters and assumptions within which the municipality should operate to facilitate budgets that are affordable and sustainable at least ten years into the future. This helps to identify the consequential financial impact of planned capital projects on the municipality’s operating budget.

The planning is reviewed annually to determine the most affordable level at which the municipality can operate optimally, taking into account the fiscal overview, economic climate, national and provincial influences, IDP and other legislative imperatives, internal governance and community consultation.



Financial strategy

The **2021/22** MTREF period represents the **fifth and final** year of the municipality's five-year IDP horizon. It commenced with a technical analysis of previous years' performance outcomes, an assessment of the economic outlook, and consultation with various role players. The process encompassed the following:

- Framework for and strategic direction of the budget;
- Forecast taking above direction into account.
- Departmental budget presentations to execute the Municipality's strategies, business improvement measures and implementation readiness of capital programmes.
- Utility Services presentations on their proposed budgets and tariff increases.

Key Financial Drivers

Ensuring congruence between the Municipality's strategy and budget included alignment with the:

- IDP;
- Development Strategies;
- Core economic, financial and technical data obtained at local and national level; and
- Other issues, policies and strategies stemming deemed important in this regard.

Management and governance frameworks

The outcome of the modelling incorporated the above as well as the assumptions outlined below. The principles applied to the MTREF in determining and maintaining an affordability envelope included:

- higher-than-inflation repairs and maintenance provision to attain nationally benchmarked levels, thereby ensuring and enhancing the preservation of municipal infrastructure;
- higher increases to selected cost elements subjected to higher-than-average inflationary pressure, such as staff costs;
- the assumption of a 100% capital expenditure implementation rate;
- credible collection rates based on previous collection achievements to date, and also incorporating anticipated improvements in selected revenue items; and
- national and provincial allocations as per the **2021** Division of Revenue Act (DORA) and
- Province's **2021/22** MTREF allocations circular to municipalities.



Economic outlook/external factors

During the 2020 year, the COVID-19 pandemic caused a global health crisis and government had to implement the provisions of the disaster management act, one of these were the nationwide lockdown. As a result, the South African economy came to a standstill and the business sector had to scale down or cease operations. Due to inactivity in the economy and businesses being unable to operate optimally, consumers were subject to the loss of jobs, receiving a lower-than-normal income and having to work in abnormal circumstances. The area of Beaufort West and its surroundings were also negatively impacted by the pandemic and the standstill of the worldwide economy was experienced by citizens, businesses and public entities in the Karoo area.

The slowdown in emerging markets has led to downward revisions of economic growth forecasts, particularly for developing countries. The sluggish growth experienced in the South African economy is exacerbated by the lower export commodity prices, COVID-19, drought conditions, constraints in electricity supply and a decline in business confidence. According to Price Waterhouse Coopers, real growth is projected to average 2.5% over the next year.

The value of the rand against the US dollar has declined continuously over the past five years, which can be attributed to various factors, including the decline in global commodity prices, poor business confidence, **COVID-19** and the electricity supply crisis. The BER projects that over the medium term, the rand is expected to stabilise at an average of R16, 60 against the dollar.

Oil prices declined over the past year, mainly driven by the supply of the commodity exceeding its demand. The fall in the oil price partly cushioned the impact of the weaker rand exchange rate. The consumer price index (CPI) has fluctuated between 4, 1% and 4, 6% over the past five years, but is expected to surpass the South African Reserve Bank (SARB) inflation target range of between 3% and 6%. CPI forecasts for at least the next two years are expected to remain above the 4% upper inflation target, as per the latest BER forecast.

The Municipality's CPI forecast for the next three financial years is 4, 6% and 4, 6%. The national inflation forecast set out in National Treasury Circular 99 is 4, 6% for the national fiscal years 2022 to 2023.

National and provincial influences



In drafting the MTREF, the following national and provincial influences received special attention:

a) Medium-Term Budget Policy Statement (MTBPS)

The MTBPS highlighted that the South African economy had decreased and that GDP is expected to contract by 7.8%. The effect of COVID-19 in conjunction with other factors like the drought, weaker rand and the increase in the cost of living has made more challenging to bring real change to an already struggling economy. Cognisance should be placed on COVID-19 as this was the biggest contributor to poor economic growth. Government acted decisively by implementing the following;

- 1) Implementing a massive health response through aggressive investment in the health sector
- 2) Bettered the relationship between government, the private sector, civil society and labour, the plan on how improve this relationship was outlined in the economic recovery plan.
- 3) Ensuring stable and sustainable public finances

To maintain healthy public finances and support social and economic transformation, the MTBPS set out the following measures:

- 🏠 Narrow the budget deficit and stabilise the national debt-to-GDP ratio.
- 🏠 Support restructuring of the electricity sector, and reduce the immediate risks Eskom poses to the economy and the public finances.
- 🏠 Renew economic growth by strengthening private-sector investment, improving the planning and implementation of infrastructure projects, and rebuilding state institutions.
- 🏠 Build the energy capacity, water and transport networks and communication systems we need, expanding investments by state-owned companies and the private sector alongside departmental and municipal initiatives.
- 🏠 Ensure that public debt remains affordable and that the public expenditure ceiling is maintained, while flagship social and economic programmes are protected.
- 🏠 Improve living standards and accelerate social development, working with municipalities to strengthen planning and concentrate investment in urban hubs and economic growth zones.



- 🏰 Enhance state capacity and the quality and integrity of governance, reinforce financial management and procurement reforms, and step-up public-sector training and institutional renewal.
- 🏰 Rapidly implement the National Development Plan, working with the business sector, organised labour and social stakeholders to maintain a stable labour relations environment, improve confidence and promote broad-based development.

With regard to the measures above, the Municipality is continuously investing in the Expanded Public Works Programme (EPWP) and to implement cost containment measures, including reducing the cost of national and international travel, catering and entertainment. These measures are revisited and assessed on an annual basis to ensure that maximum efficiencies are attained.

b) National Treasury Municipal Financial Management Act (MFMA) circulars.

The key circulars relating to the MTREF are as follows:

MFMA Circular 99, which mainly focused on the grant allocations per the 2020 Budget Review and the 2020 Division of Revenue Bill. It included and advised on, *inter alia*, the following:

- 🏰 Local government reforms and changes to the fiscal framework, including allocations, grants, MBRR requirements, reporting indicators and the Municipal Standard Chart of Accounts (mSCOA).
- 🏰 The need for a conservative approach in projecting revenue as economic challenges continues to put pressure on municipal revenue generation and collection.
- 🏰 These circumstances make it essential for municipalities to reprioritise expenditure and implement stringent cost-containment measures.
- 🏰 Keeping increases in rates, tariffs and other charges at levels that reflect an appropriate balance between the interests of poor households and other customers, and ensure the financial sustainability of the municipality.
- 🏰 Ensuring that municipalities' tariffs are adequate to at least cover the costs of bulk services, as well as ensuring that all properties are correctly billed for property rates and all services rendered.
- 🏰 Guidelines for the MTREF electricity, water and sanitation tariffs.



- 🏰 Considering improving the effectiveness of revenue management processes and procedures, paying special attention to cost containment measures by, *inter alia*, controlling unnecessary spending on nice to- have items and non-essential activities.

Expenditure analysis –

A three-year preview

a) *General inflation outlook and its impact on municipal activities*

CPI projected for the Municipality is 4, 5% for 2020/21 and 4, 6% for each of the two outer years of the MTREF period. These levels are within the SARB inflation targeting range of between 3% and 6%.

Management and governance framework

The Municipality's projected inflation rate is to remain below 6%. However, various budget elements, including salaries, repairs and maintenance, interest and depreciation cost, will experience higher-than-CPI increases. This creates a fiscal gap, which necessitates higher than- CPI increases.

b) *Interest rates for borrowing and investment of funds*

Borrowing interest rates are factored in at a rate of 11% for 2020/21 and 12% for each of the outer years. An average investment interest rate of between 5% and 6.5% is forecast over the MTREF.

c) *Collection rate for revenue services*

In accordance with relevant legislation and national directives, the Municipality's projected revenue recovery rates are based on realistic and sustainable trends. In calculating the debt impairment, the following collection rates were applied:



Table 7.1: Collection rates

	Rates 90%
	Electricity 95%
	Water 90%
	Sanitation 90%
	Refuse 90%

The collection rates for rates and service charges are expected to remain constant over the MTREF period, except for refuse services. On-going debt management initiatives are being implemented, which are intended to improve the collection rate to targeted levels. The housing collection rate is also expected to increase over the MTREF period.

d) Salary increases

A three-year salary and wage collective agreement with Unions. In the absence of an agreement for the outlying years of this MTREF period, the provisions for 2020/21 were assumed for those years as well. In terms of the agreement, the salary and wage increases are to be annually calculated for all three years using the average CPI for the period 1 February of the previous year to 31 January of the forecast budget year + 1%. This formula was used in determining the staff cost provisions over the MTREF.

e) Ensuring maintenance of existing assets

Repairs and maintenance

National Treasury Circular 94 reminded municipalities to consider the budget management issues discussed in previous circulars. Circulars 54, 55 and 58 stressed the importance of securing the health of a municipality's asset base by increased spending on repairs and maintenance. Circular 55 further stated that "allocations to repairs and maintenance, and the renewal of existing infrastructure must be prioritised. Municipalities must provide detailed motivations in their budget documentation if allocations do not meet the benchmarks".



Circulars 55 and 70 set the ratio of operational repairs and maintenance to asset value (write-down value) of the municipality's property, plant and equipment (PPE) at 8%. The municipality averages 9, 4% over the MTREF period. To give effect to the above directives, but still ensure that rates and tariffs are affordable, repairs and maintenance was budgeted at 1% above CPI over the MTREF period, as opposed to 3% above CPI in previous years.

f) *Operating financing of capital*

Depreciation

Calculation of depreciation on new capital expenditure is based on variables such as asset class and lifespan, depending on the nature of the asset. An annual capital expenditure implementation rate of 100% was assumed. Depreciation of existing assets is calculated based on simulated SAP data that reflect actual values per annum. Assets under construction (AUC) are calculated based on asset class lifespan and projected capitalisation dates.

Borrowing and credit rating outlook

The Municipality's borrowing occurs in terms of chapter 6 of the MFMA, according to which a long-term loan will only be entered into if it is affordable and sustainable. This is also influenced by the capital investment requirement over the MTREF period. The municipality's credit rating demonstrates the administration's ability to meet its short- and long-term financial obligations. Potential lenders also use the rating to assess the municipality's credit risk, which in turn affects the pricing of any subsequent loans taken. Factors used to evaluate the creditworthiness of municipalities include the economy, debt, finances, politics, management and institutional framework.

g) *Capital expenditure*

The total capital budget included for the three-year MTREF period is as follows:

Capital budget over the MTREF

Not determined yet.



Grants received from National Government and from Province remain a significant funding source over the MTREF period.

Revenue analysis – a three-year preview

a) *Growth or decline in municipal tax base*

The current unstable economic climate has restricted material service growth projections. The respective projected growth for the Municipality's services is as follows:

Rates: Service growth for rates is projected at 0, 25% for the 2020/21 to 2022/23 financial years, and is expected to increase to 1% in the years thereafter. The projected growth can be ascribed to economic growth that is not at sustainable levels to encourage new developments and/or home improvements. This position is expected to improve in the third year of the MTREF.

Water and sanitation: Water and sanitation projected zero growth over the next three years there is an expected physical reduction as a result of water restrictions. However, due to the adjusted tariff levels, this is neutral revenue within the MTREF projections. Projections are based on the latest trends flowing from current economic conditions as well as water-saving initiatives.

Electricity: Electricity has projected a 1, 5% annual shrinkage on sales revenue over the MTREF period due to the impact of energy-saving plans and increasing tariffs, which all serve to reduce consumption.

Refuse: A 2% service growth was applied over the MTREF period for refuse. This is as a result of growth in the demand for refuse services and increasing of tariffs.

b) *Major tariffs and charges: Rates and trading services*

The adverse impact of the current economic climate, the demand for new and upgraded infrastructure, savings initiatives and lower demand for services made tariff increases at higher-than-CPI levels inevitable.



National Treasury Circular 94 of March 2019 stated the following: “National Treasury encourages municipalities to maintain tariff increases at levels that reflect an appropriate balance between the affordability to poorer households and other customers while ensuring the financial sustainability of the municipality. The Consumer Price Index (CPI) inflation is forecasted to be within the upper limit of the 3 to 6 per cent target band; therefore, municipalities are required to justify all increases in excess of the projected inflation target for 2020/21 in their budget narratives, and pay careful attention to the differential incidence of tariff increases across all consumer groups. In addition, municipalities should include details of their revenue growth assumptions for the different service charges in the budget narrative.

The Municipality has therefore included the following revenue increases in the MTREF period.

Will be determined with final budget.

Property rates: An average rates tariff increase of 5% is proposed for 2020/2021 and 7% for the two financial years. The higher than- CPI increases will provide for recurring operating costs, new budget realities as well as investments in new infrastructure for rates funded services. Further contributing factors include lower projected rates service growth and higher-than-CPI salary and capital cost increases.

Electricity: The National Energy Regulator of South Africa (NERSA) published their new multi-year price determination for the period from 2020/21 to 2022/23 in March 2019. Municipalities are urged to examine the cost structure of providing electricity services and to apply to NERSA for electricity tariff increases that reflect the total cost of providing the service so that they work towards achieving fully cost-reflective tariffs that will help them achieve financial sustainability. The Municipality will apply a 6.9% revenue increase for 2020/2021, 5.2% and 8.9% for the next two financial years. Business for this service comprises the purchasing and redistribution of electricity, with bulk purchases averaging 63% of the service’s total budget. The higher-than-CPI average electricity tariff increase is therefore mostly attributed to the NERSA-approved Eskom increase on bulk purchases, which is 8.1% for the 2020/21 financial year. In addition, electricity sales are reducing due to energy-saving plans, load-shedding as well as elasticity as a result of increasing tariffs. This increase will also provide for the continual operating costs of the service as well as investments in new infrastructure.



Water and sanitation: According to National Treasury Circular 78, “municipalities should consider the full cost of rendering the water and sanitation services when determining tariffs related to these two services. If the tariffs are low and result in the municipality not recovering their full costs, the municipality should develop a pricing strategy to phase-in the necessary tariff increases in a manner that spreads the impact on consumers over a period of time”.

Mindful of this, the water and sanitation average tariff increase was set at 7, 0% for 2019/20 and 7% for each of the two outer years of the MTREF period. The higher-than-CPI tariff increase is due to various factors, including the financial impact of the capital programme (new infrastructure, expansion and rehabilitation of current infrastructure to address capacity constraints and ensure system efficiency), repair and maintenance programmes, cost of the social package provided, severe drought, and recurring operating costs.

Due to the current climatic conditions, water restrictions were introduced accompanied by a 20% reduction-level tariff. This tariff will be applicable for the next three financial years until further decisions regarding the water restrictions are made.

Solid waste: Circular 78 reminds municipalities that budget management issues dealt with in previous circulars are still applicable. Circular 70 advised that “in many instances waste tariffs do not cover the cost of providing the different components of the service. Where this is the case, municipalities should aim to have appropriately structured, cost reflective solid waste tariffs in place by 2015”. Solid waste charges two tariffs, namely for disposal and for refuse. The average disposal tariff increases for 2019/20 is 9, 0%, while the increase for the two outer years is 9, 0% and 9, 0% respectively. These increases are required for capital investment and related operating expenses.

Housing rental (Council rental properties): The monthly rental charge for the municipality’s housing rental properties is based on a rate per square metre applied to the size of the unit being rented, coupled with a set of premiums/deductions based on the location, maintenance level and facilities of the specific property. Through addressing the economic challenges faced by many poorer residents, particularly those residing in municipal rental stock, the total average increase in rental charges 2019/20 has been retained at an affordable level, namely an annual increase of 6,05% for units with separate water meters, or 8,61% for units where rental charges



include water. Acknowledging the on-going multi-year implications of inflation on the costs associated with the management of rental properties, including the maintenance of the properties as well as administrative costs, the annual increase in rental charges is not directly aligned with the full economic cost of operating the rental units. Instead, the Municipality subsidises the difference between the rental based on economic cost recovery (CPI-linked) and the actual amount charged. Tenants who were occupying the Municipality's rental properties in 2007 receive a subsidy of 20% of the rental charge, being the final portion of the phase-out programme that was not fully implemented to facilitate affordability for longstanding tenants.

2019 Division of Revenue Act

Equitable share

The reviewed equitable share formula includes a subsidy for the provision of free basic water, electricity, sanitation and refuse removal services to the poor. It also provides funds for the institutional costs of municipalities, and a community services component that provides funding towards the provision of core municipal services not included under basic services.

To ensure that the funds for institutional costs and non-trading services are targeted at poorer municipalities, the formula applies a revenue adjustment factor reflecting municipalities' ability to generate their own revenue. The revised formula used statistics from the 2011 Census, which are to be updated annually to reflect estimated population growth and projected increases in the cost of services such as water and electricity. Equitable share provisions included in the budget are based on the 2019 DORA. The following amounts were allocated to the Municipality:

2020/21 – R67, 109 million

2021/22 – R72, 374 million

2022/23 – R77, 322 million

COLLECTION RATES

Rates	90% 90% 90%
Electricity	95% 95% 95%
Water	90% 90% 90%



Sanitation	90% 90% 90%
Refuse	90% 90% 90%

REVENUE PARAMETERS

Rates	5,0% 5,0% 5,0%
Electricity	6,24% 5,2% 8,9%
Water	7,0% 7,0% 7,0%
Sanitation	7,0% 7,0% 7,0%
Refuse	9,0% 9,0% 9,0%

GROWTH PARAMETERS

Rates	0,25% 0,25% 1%
Electricity -	1,5% -1,5% -1,5%
Water	0% 0% 0%
Sanitation	0% 0% 0%
Refuse	2% 2% 2%

EXPENDITURE PARAMETERS

Salary increases

Salary increase (South African Local Government Bargaining Council agreement) 6,25% 6,0% 6,0%

Increment provision	2% 2% 2%
General expenses	5,9% 5,5% 5,5%
Repairs and maintenance	6,9% 6,5% 6,5%

Interest rates

Interest paid	11% 12% 12%
Interest on investment	6,5% 7% 7,5%



OTHER

Capital (CRR component) expenditure R2,286 million, R2,063 million, R1,332 million

Equitable share allocation R67, 109 R72, 37 R77, 322



SECTION G

BUDGET

SUMMARY AND

INCREASE IN

TARIFFS



SECTION G: BUDGET SUMMARY, INCREASE IN TARRIFS

21.1 Budget Summary 2021/22

- *Total Revenue*

Total operating revenue projected amounts to R 338,7 million and R 358,8 million and R 378,7 million for the two other years.

- *Property rates*

Total projected property rates amounts to R 44,7 million (13.2%) of total budgeted revenue.

- *Service charges*

Services charges relating to electricity, water, sanitation and refuse removal constitutes the biggest component of the revenue basket of the Municipality's revenue budget. It constitutes 46.2% of total revenue. Municipalities are advised to structure their 2021/22 electricity tariffs based on the approved 14,59% percent NERSA (National Energy Regulator of South Africa) guideline tariff increase.

- *Expenditure by type*

- Total expenditure excluding capital expenditure amounts to R 338,5 million.
- Employee related costs and bulk purchases are the main cost drivers within the municipality and alternative operational gains and efficiencies will have to be identified to lessen the impact of wage and bulk tariff increases in future years.

- *Employee related costs*

Total employee related cost amount R 125,5 million or 37,1% of total expenditure.



Bulk purchase

Bulk purchases increased from R 70,5 million (2019/20) to R 75,7 million (2020/21). These increases can be attributed to the substantial increase in the cost of bulk electricity from Eskom and water increases from Water Reclamation Plant. Municipalities are advised to structure their 2021/22 electricity tariffs based on the approved 6.90 per cent NERSA (National Energy Regulator of South Africa) guideline tariff increase.

21.2 Capital Budget

A capital budget amounting to R 23,465 million is proposed for 2021/22 (R 27,245 million and R 22,523 million for the outer years). The capital budget will be funded as follows:

	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Total Capital Funding			
National Government : MIG	13,794,950	14,587,250	15,058,450
National Government : INEP	6,100,000	7,000,000	7,000,000
National Government : EEDSMG	-	4,000,000	-
Transfers recognised - capital	19,894,950	25,587,250	22,058,450
Internally generated funds	3,570,111	1,657,343	465,000
Capital Budget Funding	23,465,061	27,244,593	22,523,450

21.3 Annexure A of Budget: Increases in Tariffs for Rates, Service Charges and Other Sundry Tariffs

1. Tariffs for Rates with effect from 1 July 2021:

1.1 The tariffs for property rates – **5% increase**;



Beaufort West, Merweville, Nelspoort and Murraysburg

The Rate in the Rand for Property Rates for 2021/2022 financial year are:

RATING CATEGORY	21/22 RATE IN RAND
Residential Properties	0.020066
Business Properties	0.028092
Industrial Properties	0.028092
Agricultural Properties	0.005017
Public service purposes	0.028092
National Monuments	0.028092
Multiple use Properties	As per allocation
Municipal Properties	0.0
Nature Reserve Properties	0.0
PSI	0.0
Vacant Land	0.024.79

The rates levied per individual property will be calculated based on the value of that property and multiplied by the rate-in-rand set out in the document. Rebates are also taken into consideration.

RATES RATIOS

The residential category is used as the base rate. The rates ratio per rating category are:

RATING CATEGORY	RATIO TO RES (RES:RC)
Residential Properties	1:1
Business Properties	1:1.4
Industrial Properties	1:1.4
Agricultural Properties	1:0.25 plus additional 70% discount
Public service purposes	1:1.4
National Monuments	1:1.4
Municipal Properties	1:0
Nature Reserve Properties	1:0
PSI	1:0
Vacant land	1:1.2

EXEMPTIONS, REDUCTIONS AND REBATES

RESIDENTIAL PROPERTIES



The first R15 000,00 of the market value as per the valuation Roll on Residential Properties as set out in Section 17(1)(h) of the MPRA is exempted from paying property rates; and R4000 reduction determined in the Rates Policy.

Rebates in respect of a category of owners of property are as follows:

Owners of National Monuments qualify for a 10% rebate on the business tariff provided that the rebate will only be granted if –

- The building is in a satisfactory condition, and
- The Director Engineering Services has during the second Month of each financial year submitted a report that the building is in a satisfactory condition in order that the municipality may consider whether or not to grant a rebate.

AGRICULTURAL

As a result of, and taking into account, limited rate-funded services supplied to such properties in general, the contribution of agriculture to the local economy, the extent to which agriculture assists in meeting the service delivery and development obligations of the community, and the contribution of agriculture to the social and economic welfare of farm workers, the council bills a reduced rate (as set out below) in respect of properties subject to agricultural use. This rate rebate is 75% of the rate levied on Residential Properties, which rate on properties subject to agricultural use does not exceed the maximum ratio to the rate on Residential Property prescribed in the MPRA Rate Ratio Regulations.

The council will, when it imposes rates and sets tariffs for the budgeted year, grant a rebate of 70% on the rates payable in respect of agricultural properties where –

- there are no municipal roads next to the property;
- there are no municipal sewerage to the property;
- there are no municipal electricity to the property;
- water is not supplied by the municipality;
- refuse removal is not provided by the municipality.

No other rebates will be granted to properties that qualify for the Agricultural rebate. For the avoidance of doubt properties that qualify for the agricultural rebate will not be entitled to the residential rate rebate.



Pensioners

Registered owners of Residential Properties who are pensioners qualify for special rebates according to gross monthly household income of all Pensioners permanently residing on that property. To qualify for the rebate a property owner must be the registered owner of a property which satisfies the requirements of the definition of residential Property. This property owner must on 1 July of the financial year:

- Occupy the property as his/her Primary Residence, and
 - Be at least 60 years of age, or
 - Has been declared medically unfit even if not yet 60 years of age, and
 - Be in receipt of a gross monthly household income not exceeding the amount determined by Council during the Municipality's budgeted process.
 - Must annually submit proof to the CFO that he or she is registered with the Department of Social Development as a recipient of an old age or disability grant.
 - Market value of the property not exceeding R750 000
- | | |
|------------------|-----|
| R1 890 and under | 30% |
| R1 891 to R3 780 | 20% |
| R3 781 to R7 500 | 10% |

An owner must annually provide credible proof of his or her economic/financial position to the CFO.

SCHOOL

- The municipality will grant a rebate of 20% on the rates payable in respect of property used for a public school.
- The municipality will also grant a rebate of 20% on the rates payable in respect of property used as an independent school.

An owner of the property on which a public school is operated must annually submit proof to the CFO that the school is registered with the Provincial Department of Education as an independent school.

Rebates in respect of residential properties will be granted in accordance with the municipality's rates policy.



2.4 Tariffs and other sundry tariffs increases from 1 July 2021:

- 21.4.1 The tariffs for electricity – **14.59%**. NERSA approved Eskom’s Retail Tariff Structural Adjustment (ERTSA) (Bulk Purchases) on 5 March 2021, which resulted in an increase of **17.8%** to municipalities. This increase is in line with Consultation Paper – Municipal Tariff Guideline, Benchmarks and Proposed Timelines for FY 2021/22 published on 12th of March 2021.
- 21.4.2 the tariffs for water – **6%**;
- 21.4.3 the tariffs for sanitation – **6%**;
- 21.4.4 the tariffs for refuse removal – **9%**;
- 21.4.5 Other sundry tariffs – **6%**;
- 21.4.6 Interest on outstanding debtors be levied monthly at prime plus one percent (1%).

21.5 Indigent Subsidy from 1 July 2021:

Category: A

- Household monthly income is not more than one state old age pension of R 1,890; than such a household will qualify for the following subsidy:

Component	Subsidy
Electricity Consumption	50 kWh electricity usage
Water Consumption	6 kl
Sanitation	100% subsidy
Refuse removal	100% subsidy

Category B

Household monthly income is R 1891 but not more than R 3,780, household income should not be more than two state old age pensions; than such a household will qualify for the following subsidy:

Component	Subsidy
Electricity Consumption	50 kWh electricity usage
Water Consumption	6 kl
Sanitation	70% subsidy
Refuse removal	70% subsidy



WC053 Beaufort West - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	2021/22 Medium Term Revenue & Expenditure Framework		
		Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand				
Financial Sustainability	Ensure liquidity of the administration	45,118	47,186	47,286
Service to the people	Provide for the needs of indigent households through improved services	49,459	52,575	52,745
Service to the people	Provision of basic services to all the people in the municipal area	185,402	198,039	193,239
Sustaibable Economic Growth	Create an investment friendly environment to attract investment to enable economic growth and job creation.	1,608	884	909
Sustaibable Economic Growth	To facilitate investment and maintenance of economic and social infrastructure to ensure infrastructure-led economic growth and development	60,862	69,127	72,007
Transparent Organisation	Transparency and participation	14,143	14,771	14,766
Well-rum Administration	Establishment of a well governed and accountable administration	478	502	501
Allocations to other priorities				
Total Revenue (excluding capital transfers and contributions)		357,070	383,084	381,453
<u>References</u>				
1. Total revenue must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)				
2. Balance of allocations not directly linked to an IDP strategic objective				
check op revenue balance		-	-	-



WC053 Beaufort West - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	2021/22 Medium Term Revenue & Expenditure Framework		
		Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand				
Financial Sustainability	Ensure liquidity of the administration	26,390	27,566	27,666
Service to the people	Provision of basic services to all the people in the municipal area	194,494	207,517	209,587
Sustaibable Economic Growth	Create an investment friendly environment to attract investment to enable economic growth and job creation.	7,965	8,405	8,429
Sustaibable Economic Growth	To facilitate investment and maintenance of economic and social infrastructure to ensure infrastructure-led economic growth and development	86,153	90,049	90,049
Transparent Organisation	Transparency and participation	16,468	17,410	17,410
Well-run Administration	Establishment of a well governed and accountable administration	22,923	24,582	24,582
Allocations to other priorities				
Total Expenditure		354,392	375,528	377,723
<u>References</u>				
1. Total expenditure must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)				
2. Balance of allocations not directly linked to an IDP strategic objective				
check op expenditure balance		-	-	-



WC053 Beaufort West - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	2021/22 Medium Term Revenue & Expenditure Framework		
		Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand				
Service to the people	Provision of basic services to all the people in the municipal area	23,465	22,074	14,473
Sustaibable Economic Growth	To facilitate investment and maintenance of economic and social infrastructure to ensure infrastructure-led economic growth and development	-	5,171	8,050
		-	-	-
		-	-	-
-	-			
Allocations to other priorities				
Total Capital Expenditure		23,465	27,245	22,523
References				
1. Total capital expenditure must reconcile to Budgeted Capital Expenditure				
2. Goal code must be used on Table SA36				
3. Balance of allocations not directly linked to an IDP strategic objective				
check capital balance		-	-	-



WC053 Beaufort West - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	2021/22 Medium Term Revenue & Expenditure Framework		
		Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand				
Service to the people	Provision of basic services to all the people in the municipal area	23,465	22,074	14,473
Sustainable Economic Growth	To facilitate investment and maintenance of economic and social infrastructure to ensure infrastructure-led economic growth and development	-	5,171	8,050
		-	-	-
		-	-	-
Allocations to other priorities				
Total Capital Expenditure		23,465	27,245	22,523

References

1. Total capital expenditure must reconcile to Budgeted Capital Expenditure
2. Goal code must be used on Table SA36
3. Balance of allocations not directly linked to an IDP strategic objective

check capital balance

- - -



21.6 National and Provincial Allocations

WC053 : LOCAL GOVERNMENT MTREF ALLOCATIONS 2021/22 - 2023/24

Source	Type of Allocation	Department	Grant	2021/22	2022/23	2023/24
National	Direct Transfers	National Treasury	Equitable Share	69,625,000	73,655,000	73,387,000
National	Infrastructure	Mineral Resources and Energy	Energy Efficiency and Demand Side Management Grant	-	4,000,000	-
National	Infrastructure	Mineral Resources and Energy	Integrated National Electrification Programme (Municipal) Grant	6,100,000	7,000,000	7,000,000
National	Infrastructure	Infrastructure	Municipal Infrastructure Grant	14,521,000	15,355,000	15,851,000
National	Current Transfers	Public Works and Infrastructure	Expanded Public Works Programme Integrated Grant for Municipalities	1,285,000	-	-
National	Current Transfers	National Treasury	Local Government Financial Management Grant	1,914,000	2,085,000	2,185,000
Total Transfers from National				93,445,000	102,095,000	98,423,000
Source	Vote	Department	Grant	2021/22	2022/23	2023/24
Provincial	Vote 3	Provincial Treasury	Financial Management Capacity Building Grant	250,000	-	-
Provincial	Vote 8	Human Settlements	Human Settlements Development Grant (Beneficiaries)	280,000	1,000,000	2,811,000
Provincial	Vote 8	Human Settlements	Municipal Accreditation & Capacity Building Grant	252,000	264,000	264,000
Provincial	Vote 10	Transport and Public Works	Financial Assistance to Municipalities for Maintenance and Construction of Transport Infrastructure	50,000	50,000	50,000
Provincial	Vote 13	Cultural Affairs and Sport	Library services replacement funding for most vulnerable B3 municipalities	6,548,000	6,659,000	6,772,000
Provincial	Vote 14	Local Government	Community Development Worker Operational Support Grant	226,000	226,000	226,000
Provincial	Vote 14	Local Government	Thusong Services Centres Grant	150,000	-	146,000
Total Transfers from Provincial Departments				7,756,000	8,199,000	10,269,000
Total National and Provincial Allocations				101,201,000	110,294,000	108,692,000



21.7 FUNDED CAPITAL PROJECTS 2021-2022

Project Name	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23	Funding Source	Capital Expenditure Functional
Upgrading of Louw Smit Substation Phase III	-	2,000,000	-	INEP	Energy sources
Pre Engineering Plans Murraysburg Line	-	700,000	1,000,000	INEP	Energy sources
LED Lights for High Mast Lights : Murraysburg	-	2,700,000	-	EEDSMG	Energy sources
LED Lights for High Mast Lights : Merweville	-	1,300,000	-	EEDSMG	Energy sources
Upgrade Sport Stadium - Kwa Mandlenkosi	613,712	-	-	MIG	Community and social services
Extention of Goue Akker Cemetery : Beaufort West	4,846,372	-	-	MIG	Community and social services
Murraysburg: Construction of Two (2) New Reservoirs	1,690,251	-	-	MIG	Water management
Murraysburg (Additonal Fund Application; project 328491): Construction of Two (2) New Reservoirs	960,882	-	-	MIG	Water management
Upgrade Existing Regional Sport Stadium Ph2 : Rustdene	2,059,827	2,059,827	-	MIG	Community and social services
New High Mast Lighting - Nelspoort	1,357,111	-	-	MIG	Energy sources
New High Mast Lighting - Rustdene, Prince Valley, Lande	2,266,795	1,786,823	-	MIG	Energy sources
Rehabilitation Sanitation: Oxidation Ponds : Nelspoort	-	2,134,647	-	MIG	Waste water management
Rehabilitate Roads & Stormwater - Murraysburg	-	1,346,930	-	MIG	Road transport
Upgrade Streets - Murraysburg: Setlaars, Parden & Pot Roads	-	2,549,448	-	MIG	Road transport
Rehabilitate Gravel Roads: Rustdene, Kwa-Mandlenkosi & Hillside 2	-	1,274,292	-	MIG	Road transport
Upgrade Sport Stadium - Nelspoort	-	3,435,283	3,769,467	MIG	Community and social services
Beaufort West: Klein Hans River: New Water Supply Pipelines & Upgrade Boreholes & Pump Station	-	-	1,894,966	MIG	Water management



Project Name	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23	Funding Source	Capital Expenditure Functional
Nelspoort: New Bulk Water Supply	-	-	810,960	MIG	Water management
Kwa-Mandlenkosi: Dliso Ave & Matshaka St: Upgrade Streets	-	-	1,354,192	MIG	Road transport
Nelspoort: Freddie Max Crescent: Upgrade Roads	-	-	436,565	MIG	Road transport
Rustdene: Pieter Street: Upgrade Gravel Roads	-	-	1,073,542	MIG	Road transport
Hillside: New Stormwater Retention Pond Ph2	-	-	3,786,167	MIG	Road transport
Murraysburg: New Stormwater Drainage	-	-	1,399,716	MIG	Road transport
Beaufort West: New Refuse Transfer Station	-	-	532,875	MIG	Waste management
Upgrade Sport Stadium - Kwa Mandlenkosi	357,390	-	-	CRR	Community and social services
Extention of Goue Akker Cemetery : Beaufort West	1,963,335	-	-	CRR	Community and social services



SECTION H:

ORGANISATIONAL AND INDIVIDUAL PMS



22 SECTION H: ORGANISATIONAL AND INDIVIDUAL PMS

Organisational and Individual Performance Management

In terms of Section 46(1)(a) of the MSA a municipality must prepare for each financial year a performance report reflecting the municipality's and any service provider's performance during the financial year, including comparison with targets of and with performance in the previous financial year. The report must, furthermore, indicate the development and service delivery priorities and the performance targets set by the Municipality for the following financial year and measures that were or are to be taken to improve performance.

Strategic performance indicates how well the Municipality meet its objectives and which policies and processes are working. All government institutions must report on strategic performance to ensure that service delivery is efficient, effective and economical. Municipalities must develop strategic plans and allocate resources for the implementation. The implementation must be monitored on an ongoing basis and the results reported on during the financial year to various role-players to enable them to timeously implement corrective measures where required.

Integrated Development Planning enables the achievement of the planning stage of performance management. Performance management fulfills the implementation, management, monitoring and evaluation of the Integrated Development Plan. The performance of an organization is integrally linked to that of its staff. It is therefore vitally important for any municipality to periodically review its own performance as well as that of its employees.

The Municipality's Performance Management Framework and Policy is not fully in place. Key performance indicators have been refined in support of the municipality's development priorities and objectives to ensure consistency in measuring and reporting on long term strategies and projects.

Measurable performance targets about each of these development priorities and objectives were developed and are reflected on the Top Layer Service Delivery and Budget Implementation Plan (SDBIP). A process to ensure regular reporting is in place and gets reported quarterly to the Council through the Performance Audit Committee.



Individual performance agreements and performance plans for the Municipal Manager and Directors are prepared annually in line with provisions prescribed in the Performance Regulations (Notice 805, published on 1 August 2006 in the official gazette). These agreements are fully implemented and aligned with the SDBIP in line with the Municipal Finance Management Act 56 of 2003.

Performance Evaluation Panels have been established for the assessment of performance of the Municipal Manager as well as Managers directly accountable to the Municipal Manager and performance assessment is taking place after each financial year.

The Municipality is also busy to put a process in place to implement Individual Performance Management, to enhance its capability to be able to effectively, efficiently and progressively cascade Performance Management to the lower levels of its Administrative echelons.

The Municipality is also currently busy to address some of the audit findings of the 2019/20 financial year in order to prevent recurring findings for the 2020/2021 financial year on performance management.

Approval of the Top Level SDBIP 2020/21

The SDBIP for 2020/21 were prepared as described in the paragraphs below and the Top Layer SDBIP approved by the Executive Mayor before the end of June 2020.

The organisational performance is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the service delivery budget implementation plan (SDBIP) at departmental levels.

Municipal Public Accounts Committee (MPAC)

This committee has been established and training was provided.

Annual Reporting to Council

The annual report has been submitted to council as per the legislative prescripts and requirements.

The final annual and oversight report was adopted by Council on 31 May 2021.



Overall Service Delivery Performance in terms of the Top Layer SDBIP

It must be noted that the Top Layer SDBIP contains 47 KPI's of which not all fall into the reporting period. The table/s below reflects the top layer SDBIP dashboard of overall performance of the respective Departments from 1 July 2019 to 31 December 2019.

The Municipality met **48.83% (11 of 23)** of the applicable KPI's for the period as at **31 December 2020**. The remainder of the KPI's (7) on the Top Layer SDBIP out of the total number of 34 KPI's do not have targets for this period and will be reported on in future quarters when they are due. **51.17% (12 of 23)** kpi targets were not achieved as at **31 December 2020** of which the details are included in the tables below.



SECTION I:

Spatial distribution of allocations to municipalities over MTEF period 2021/22 - 2023/24



MTEF Allocation Budgets (R'000) & Number of grants

Source	Department	Total number of grants	2021/22	2022/23	2023/24	MTEF Total
WCG	Local Government	5	5802	527	523	6852
WCG	Cultural Affairs and Sport	3	10106	9973	10142	30221
National	Cooperative Governance	2	30958	30211	30918	92087
National	Mineral Resources and Energy	2	6100	17000	15000	38100
National	National Treasury	2	151722	159647	160119	471488
WCG	Human Settlements	2	532	1264	3075	4871
National	Public works and Infrastructure	1	9790	0	0	9790
National	Transport	1	1963	2060	2062	6085
National	Water and Sanitation	1	7496	12000	8721	28217
WCG	Community Safety	1	2323	2435	2347	7105
WCG	Environmental Affairs and Development	1	1000	0	0	1000
WCG	Provincial Treasury	1	1000	0	0	1000
WCG	Transport and Public Works	1	150	150	150	450
Total		23	228942	235267	233057	697266



CENTRAL KAROO DISTRICT:

SPATIAL DISTRIBUTION OF ALLOCATIONS TO MUNICIPALITIES OVER MTEF PERIOD 2021/22 - 2023/24

Central Karoo: Budgeted National and Provincial Allocations (R'000)

National	Cooperative Governance	Central Karoo District	Municipal Systems Improvement Grant	2 000	0	0
National	National Treasury	Central Karoo District	Equitable Share	33 268	34 504	34 891
National	National Treasury	Central Karoo District	Local Government Financial Management Grant	1 000	1 000	1 000
National	Public works and Infrastructure	Central Karoo District	Expanded Public Works Programme Integrated Grant for Municipalities	2 538	0	0
National	Transport	Central Karoo District	Rural Roads Asset Management Systems Grant	1963	2 060	2 062
WCG	Community Safety	Central Karoo District	Safety initiative implementation - whole of society approach (WOSA)	2 323	2 435	2 347
WCG	Local Government	Central Karoo District	Fire Service Capacity Building Grant	1 925	0	0
WCG	Local Government	Central Karoo District	Municipal Drought Relief Grant	2 850	0	0
WCG	Provincial Treasury	Central Karoo District	Western Cape Financial Management Capacity Building Grant	250	0	0
Total				48 117	39 999	40 300



CENTRAL KAROO DISTRICT:

SPATIAL DISTRIBUTION OF ALLOCATIONS TO MUNICIPALITIES OVER MTEF PERIOD 2021/22 – 2023-24

Beaufort West Budgeted National and Provincial Allocation (R'000)

Source	Department	Municipality	Transfer description	2021/22	2022/23	2023/24
WCG	Local Government	Beaufort West	Community Development Workers (CDW) Operational Support Grant	226	226	226
National	Mineral Resources and Energy	Beaufort West	Energy Efficiency and Demand Side Management Grant	0	4 000	0
National	National Treasury	Beaufort West	Equitable Share	69 625	7 3655	73 387
National	Public works and Infrastructure	Beaufort West	Expanded Public Works Programme Integrated Grant for Municipalities	2 570	0	0
WCG	Transport and Public Works	Beaufort West	Financial assistance to Municipalities for maintenance and construction of transport infrastructure	50	50	50
WCG	Human Settlements	Beaufort West	Human Settlements Development Grant (Beneficiaries)	280	1 000	2 811
National	Mineral Resources and Energy	Beaufort West	Integrated National Electrification Programme (Municipal) Grant	6 100	7 000	7 000
WCG	Cultural Affairs and Sport	Beaufort West	Library service: Replacement funding for most vulnerable B3 Municipalities	6 548	6 659	6 772
National	National Treasury	Beaufort West	Local Government Financial Management Grant	1 914	2 085	2 185
WCG	Human Settlements	Beaufort West	Municipal accreditation and capacity building grant	252	264	264
National	Cooperative Governance	Beaufort West	Municipal Infrastructure Grant	14 521	15 355	15 851
WCG	Local Government	Beaufort West	Thusong Service Centres Grant	150	0	146
WCG	Provincial Treasury	Beaufort West	Western Cape Financial Management Capacity Building Grant	250	0	0
Total				102 486	110 294	108 692



CENTRAL KAROO DISTRICT:

SPATIAL DISTRIBUTION OF ALLOCATIONS TO MUNICIPALITIES OVER MTEF PERIOD 2021/22 - 2023/24

Budgeted National and Provincial Allocations (R'000) for 2021/22

DEPARTMENT	TRANSFER DESCRIPTION	2021/22
Community Safety	Safety initiative implementation - whole of society approach (WOSA)	2 323
Cooperative Governance	Municipal Infrastructure Grant	28 958
Cooperative Governance	Municipal Systems Improvement Grant	2 000
Cultural Affairs and Sport	Community library services grant	872
Cultural Affairs and Sport	Development of Sport and Recreation Facilities	300
Cultural Affairs and Sport	Library service: Replacement funding for most vulnerable B3 Municipalities	8 934
Environmental Affairs and Development Planning	Regional Socio-Economic Projects (RSEP) Programme - Municipal Projects	1 000
Human Settlements	Human Settlements Development Grant (Beneficiaries)	280
Human Settlements	Municipal accreditation and capacity building grant	252
Local Government	Community Development Workers (CDW) Operational Support Grant	377
Local Government	Fire Service Capacity Building Grant	1 925
Local Government	Municipal Drought Relief Grant	2 850
Local Government	Thusong Service Centres Grant	150
Local Government	Western Cape Municipal Interventions Grant	500
Mineral Resources and Energy	Energy Efficiency and Demand Side Management Grant	0
Mineral Resources and Energy	Integrated National Electrification Programme (Municipal) Grant	6 100
National Treasury	Equitable Share	145 408
National Treasury	Local Government Financial Management Grant	6 314
Provincial Treasury	Western Cape Financial Management Capacity Building Grant	1 000
Public works and Infrastructure	Expanded Public Works Programme Integrated Grant for Municipalities	9 790
Transport	Rural Roads Asset Management Systems Grant	1 963



Transport and Public Works	Financial assistance to Municipalities for maintenance and construction of transport infrastructure	150
Water and Sanitation	Water Services Infrastructure Grant	7496
Total		228942



LIST OF ACRONYMS

AG	Auditor General
DBSA	Development Bank of South Africa
DEAT	Department of Environment Affairs and Tourism
DHSS	Department of Health and Social Services
DLA	Department of Land Affairs
DLG&H	Department of Local Government and Housing
DM	District Municipality
DMA	District Management Area
DME	Department of Mineral and Energy
DoL	Department of Labour
DoRT	Department of Roads and Transport
DPLG	Department of Provincial and Local Government
DPW	Department of Public Works
DTI	Department of Trade and Industry
DWAF	Department of Water Affairs and Forestry
ECA	Environmental Conservation Act
EDU	Department of Education
EFF	External Financing Fund (Ad Hoc)
EHS	Environmental Health Services
EIA	Environmental Impact Assessment
EIP	Environmental Implementation Plan
EMP	Environmental Management Plan
EPIP	Environmental Protection and Infrastructure Programme
EPWP	Expanded Public Work Programme
FBS	Free Basic Services
FMG	Finance Management Grant
GIS	Geographic Information System
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
HOD	Head of Department
ICT	Information and Communication Technology
IDP	Integrated Development Planning
IEM	Integrated Environmental Management
IGR	Intergovernmental Relations
INEP	Integrated National Electricity Program
IT	Information Technology
SCM	Supply Chain Management

