

BEAUFORT WEST MUNICIPALITY

Integrated Development Plan 2012 - 2017

2nd Annual Review

2014/2015



Beaufort West Municipality
Beaufort West ▪ Merweville ▪ Murraysburg ▪ Nelspoort

May 2014

TABLE OF CONTENTS

FOREWORD BY THE EXECUTIVE MAYOR..... 3

ACKNOWLEDGEMENT FROM THE MUNICIPAL MANAGER..... 4

EXECUTIVE SUMMARY 5

1. INTRODUCTION 7

2. MUNICIPAL PROFILE.....13

3. STRATEGIC AGENDA25

4. OVERVIEW OF PREVIOUS FINANCIAL YEARS36

5. MUNICIPAL ACTION PLAN FOR 2014/15 FINANCIAL YEAR40

6. NATIONAL AND PROVINCIAL PROJECTS60

7. PERFORMANCE MANAGEMENT64

8. FINANCIAL VIABILITY AND AUDITOR GENERAL REPORT68

9. IDP SPATIAL MAPPING.....74

10. DISASTER MANAGEMENT.....76

ANNEXURES79

REFERENCES80

FOREWORD BY THE EXECUTIVE MAYOR



ALDERMAN TRUMAN PRINCE

Mayor

ACKNOWLEDGEMENT FROM THE MUNICIPAL MANAGER



JAFTA BOOYSEN

Municipal Manager

EXECUTIVE SUMMARY

This document represents the second review of Beaufort West Municipality's IDP for the current five-year local government planning and implementation time-frame, i.e. 2012 to 2017 and considers the 2014/2015 budget cycle. The document must be read together with the original IDP, the first review and the municipal-wide sector plans, e.g. Spatial Development Framework. This IDP review serves as an addendum to the 5-year IDP (2012-2017) that was approved by Council in 2012 and includes the following improvements:

- An updated municipal profile based on the Census 2011 data as published on the STATS SA website
- Improved alignment of the municipal strategies, and
- Updated information that only became available during this 2nd annual review of the IDP.

The IDP is regarded as the single most important strategic document of the municipality and consolidates all municipal strategies and documents. Hence, this IDP includes the directives to achieve the municipal vision, to promote the national and provincial developmental agenda, to expand and enhance municipal infrastructure, and to ensure that all residents have access to essential (basic) services. In addition, Council regards the establishment of a conducive environment to economic growth, as critical in addressing, *inter alia*, community upliftment. In this regard, Council has adopted a spatial development framework that, amongst others, promotes a transportation system that establishes new accessibility and investment opportunities in previously 'forgotten' places. Furthermore, areas of intermediate growth were identified as part of the overall spatial management concept and the establishment of an industrial zone (IDZ), as mentioned in the 2012 State of the Nation Speech by President Zuma, is promoted.

The IDP has been developed through an exhaustive process of engagement with various stakeholders. The resultant outcomes informed the design and implementation of municipal-wide projects and programmes, as well as the delivery of services, maintenance of infrastructure and responsibilities to stimulate growth and development. In this regard, the 2014/2015 municipal budget includes mainly projects regarding maintenance and provision of infrastructure as well as interventions to ensure ongoing community development. It should be emphasised that various 'other' needs were also identified during the engagement process that are not functional responsibilities assigned to the municipality. In this regard, the municipality will continue to engage with the relevant stakeholders — striving for intergovernmental fit — in order for these stakeholders to

address these (other) needs, e.g. housing, education and health. The engagements would also facilitate the identification of funding for key projects to maintain and enhance municipal infrastructure and service delivery.

In the next three years of the current planning and implementation time-frame, the Beaufort West Municipality will improve the alignment of the various sector plans with the IDP objectives. This notwithstanding, the Council and municipal staff are more than ready to deal with the identified challenges and serve the residents to the best of its ability and to continuously improve the quality of the municipal plans.

CHAPTER 1

INTRODUCTION

In this chapter we introduce the legislative and planning directives that guided the municipality in this 2nd review of the 2012/17 IDP.

The Integrated Development Plan (IDP) is a process through which the Beaufort West Municipality prepares its strategic development plans for a five-year period that must guide all planning, management, investment, development and implementation decisions. This principle is supported by the Municipal Systems Act (2000) and it defines an IDP as the principal planning instrument that guides and informs all municipal planning and development. This is the second review of the 2012/17 IDP, as illustrated by the figure below, and should be read together with the IDP that was adopted by Council on 28 August 2012.

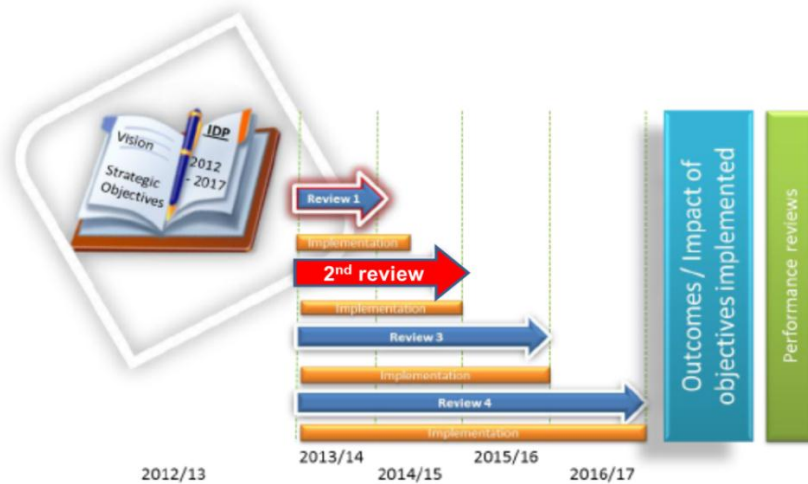


Figure 1: IDP Review Process

1.1 Legislative framework

Municipalities function within an extensive legislative and policy framework that provides prescripts and guidelines for municipal actions according to constitutional obligations. Furthermore, local government must be cognisant of and partake in a system of intergovernmental service delivery. In this regard, the Beaufort West Municipality realises that in order to promote the local agenda, the municipal budget, programmes and projects must be aligned with higher-order regulatory, developmental and institutional policy directives.

The **Constitution of the Republic of South Africa** outlines the type of local government needed. Sections 152 and 153 of the Constitution prescribe local government being in charge of the development process and municipal planning, and describe the following objectives of local government:

- To ensure the 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 matters of local government.

The **Municipal Systems Act (MSA) Act 32 of 2000** requires municipalities to develop Integrated Development Plans that should be single, inclusive and strategic in nature. Once adopted, the IDP of a municipality will guide development within the relevant council's area of jurisdiction, and 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 (2001)** sets 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; or
- 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.

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
 - 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.

1.2 Purpose of the 2014/2015 IDP 2nd Review

This review does not represent a total overhaul of what has been planned and/or implemented since 2012, i.e. during the current 5-year planning and implementation time-frame. The main aims are to identify and consider (significant) change(s) that will impact on resource allocation and to inform communities about government programmes and projects in the municipal area.

The purpose of the IDP review is:

1. To ensure that the planning processes of the municipality's internal departments are informed by the IDP
2. To consider (significant) change(s) that will impact on resource allocation
3. To ensure that the IDP, as key 5 year strategic plan, remains relevant
4. To assess and report on progress and if required, apply corrective measures
5. To ensure that the IDP is the platform for structured inter-governmental engagement, and
6. To ensure better working-relations between the different spheres of government

1.3 The Pillars of the 2014/2015 IDP 2nd Review

The following are regarded as the pillars for review:

1. To ensure that budget allocations and expenditure are in line with the IDP objectives
2. To ensure that the municipality's planning processes and outcomes are in line with prescribed legislation, i.e. compliance
3. To ensure better alignment between the municipality's SDBIP and performance management system
4. To address comment from the MEC and IDP assessment panel, and
5. To ensure that the strategic objectives relates to the key performance areas

1.4 Comment by the Ministry of Local Government, Environmental Affairs and Development Planning

The MEC letter dated 13 June 2013 (reference 2013/888) in response to the 1st review of the Beaufort West Municipality IDP (2012 – 2017), commended the municipality on certain strengths of the submitted document. The MEC has expressed broad satisfaction with the IDP and made specific reference to:

- Alignment with the Provincial Strategic Plan objectives and the National Development Plan (NDP) priorities
- Demonstration of sector plans and links to the IDP
- Localising the developmental agenda and listing the current service levels and challenges/backlogs experienced per ward

The MEC has also raised areas that need to be improved in the 2014/2015 review, i.e. 2nd review

- To specify dates in a table regarding the public participation processes and to mention the involvement of vulnerable groups
- Strengthen of the situational analysis by including Census data for 2011 and comparing this with Census data for 2001.
- The IDP lacks a long-term development strategy
- The Action Plan to be linked with the Municipal Performance Management System by including Key Performance Indicators and targets of each project, and
- The Financial Plan is outstanding.

1.5 Municipal approach for 2014/2015 review

The municipality took an approach whereby the comment received from the Provincial Government Western Cape on previous IDPs, was regarded as the key directive for the 2nd review. In this regard, the data in the document was improved by comparing 2011 Census data with data in the 2012/17 IDP. It was also decided to report on the progress made with regard to the implementation of projects and programmes as per the previous IDP review, and to plan strategically for the 2014/15 financial year. In this regard, the document (2014/15 IDP 2nd Review) which has been approved by Council on 31 March 2014, must be read in conjunction with the 2012/17 Integrated Development Plan.

The municipality performed the following engagements as part of the 2014/2015 IDP:

No	Type of Meeting	Date	Venue	Attendance
1.	IDP/Ward Committee Engagement	19 August 2013	Murraysburg Hall	10
2.	IDP/Ward Committee Engagement	26 September 2013	Council Chambers	24
3.	IDP/Ward Committee Engagement	02 October 2013	Municipal Offices, Merweville	10
4.	IDP/Ward Committee Engagement	03 October 2013	Nelspoort	8
5.	IDP Indaba 2	04 February 2014	Laingsburg	110
6.	Steering Committee	10 February 2014	Council Chambers	10

7.	Mayoral Imbizo	23 February 2014	Rustdene Hall	3000	
8.	Unemployed	25 February 2014	Rustdene Hall	450	
9.	Youth	05 March 2014	Rustdene Hall	372	
10.	Youth	06 March 2014	Murraysburg Community Hall	62	
11.	Youth	07 March 2014	Nelspoort	42	
12.	Youth	10 March 2014	Merweville	30	
13.	IDP/Budget Engagement	Steering Committee	19 March 2014	Council Chambers	20

Table 1: Public Participation Engagement

CHAPTER 2

MUNICIPAL PROFILE¹

This chapter includes a brief description of the historic significance, social, economic and institutional environment, and high-level development 'indicators' as imperatives for municipal planning in order to ensure economic growth, job creation and socio-economic improvement.

2.1 Historical Overview

Towering mountains and rolling plains welcome you to the Beaufort West region. Beaufort West, the oldest and largest town in the Central Karoo, lies in an ancient area once a swamp, now a semi-desert area named "thirst land", making it rich in history. This ancient area of the Karoo is considered one of the world's most interesting arid zones and holds intrigue for the scientist, the historian and the eco-tourist; fondly referred to as place of the pioneers. In February 1837, the Beaufort West Municipality became South Africa's first and therefore, oldest municipality. It is the centre of an agricultural district based mainly on sheep farming and meat production. It is also strategically positioned in that the N1 national road, which links Cape Town with the interior and northern parts of South Africa, bisects the municipal area. This transport related infrastructure contributes somewhat to the area's economic growth due to the high volume and diversity of road users.

2.1.1 Beaufort West

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. Beaufort West was originally established as a service centre for rail- and road transport and to a lesser degree for rural agriculture. The historical reason for the town's existence is, however, the railways. It is reported that during the 1970's and 80's, 90% of the towns economically active people were employed by the railways. Even though both rail transport and agriculture are in decline in terms of economic opportunities, the town has managed to maintain a minimal level of growth due to the high volume of passing road traffic. The

¹ The source of the data used was STATS SA.

National Road from Cape Town to Johannesburg (N1) bisects the town, and is still responsible for generating a significant portion of the town's income. The town has all the features of a modern town: Shopping Centres, Magistrate's Court, Internet Cafés, Hotels, Medical Facilities, Restaurants and all the other amenities and services usually found in modern towns around the world.

2.1.2 Merweville

Merweville is a small town situated 160km south-west of Beaufort West and 40km from Prince Albert Road station. This Central Karoo town lies in a picturesque area of plains often likened to the Nevada Desert region of the United States. It was established around 1897 on the farm of Jacobus van der Bijl, a jack of many trades: farmer, shopkeeper, postmaster, magistrate and justice of the peace. He built a church that was later used as a school. Merweville lies in the Koup, which means "caul fat", and was so named by early indigenous inhabitants who felt that the patches of golden veld grass, interspersed by dark brown soil, resembled the fat and blood vessels surrounding a sheep's liver. The reason for this name is quite apparent at the onset of winter when the veld is less lush and the gold and brown patches become evident. Merweville maintains a great deal of the charm of earlier days and is an ideal spot to rest, relax and unwind from the pressures of modern-day city life.

2.1.3 Murraysburg

Murraysburg, a typical old-world Great Karoo town that lies 160km south-west of Beaufort West, became Ward 1 with the new demarcation and as a result became a DMA of the BWM, after it was previously a DMA of the Central Karoo District Municipality. Murraysburg, located at the foot of the Sneeuberg Mountains in a scenic mix of mountains and plains, offers tranquility for environmentalists and eco-watchers. In the late 18th century a bloody and vicious war of revenge and retaliation raged for many years between the San and the farmers. Farms were attacked, houses set alight, herdsman murdered. Farmers went out on punitive missions and killed many of the San, who hunted the livestock of the farmers. The region was very unsettled by stock theft, murders and reprisal expeditions against the San. At the beginning of the 19th century, the San began to move towards the Kalahari and eventually the farm Eenzaamheid was bought from Mr Kootjie Burger. This farm became the town of Murraysburg. It was a "church town", meaning that the Dutch Reformed Church (DRC) exercised full control over the town and its inhabitants. The new town was named after the Reverend Andrew Murray, minister of the DRC in Graaff-Reinet. The "burg" derives from the Dutch word meaning "place of safety".

2.1.4 Nelspoort

Nelspoort, situated 56km north of Beaufort West, is a small community in the depths of the Central Karoo. The Bushmen and Khoi visited the surrounding koppies and left their mark in rock engravings. A long time after the Bushmen, the area became a

haven for those with chest ailments. As early as 1836, Beaufort West's dour but well loved Dr John Christie appealed to people to "breathe" the air of the Nuweveld Mountains. White farmers later established their homes here and for a while the sanatorium brought peace and healing to many TB sufferers. Established in 1924 through the efforts of Dr Alfred Jasper Anderson and John Garlick, a philanthropist, the Nelspoort area was identified as an ideal location for "the first chest hospital on the African continent." By 1969, the first psychiatric patients were admitted. The disastrous socio-economic effects of tuberculosis had decreased by then and the disease could be treated with drugs at home. The old magic mountain method of healing with good food and fresh air was a thing of the past and thus Nelspoort devoted itself to psychiatric patients, maintaining only one TB ward. Today, both roles have declined.

2.1.5 Municipal wards

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

Table 2: Municipal Wards

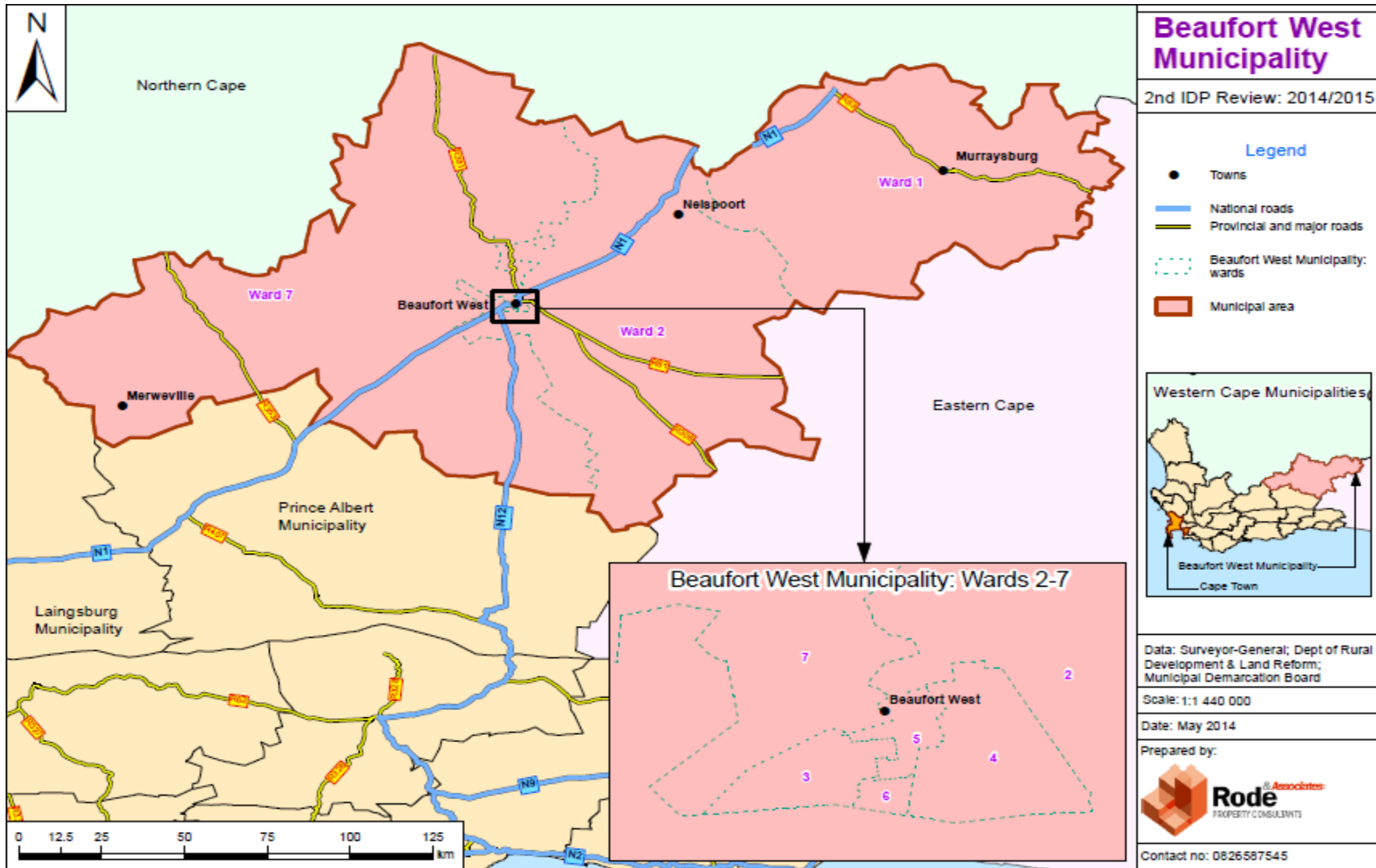


Figure 2: Map of Beaufort West municipal area and wards

2.2 Social Analysis

2.2.1 Population

It is estimated that about 88% or 49 586 of the people living in the Central Karoo District — with a total population of 56 323 — resides within 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 total population in 2001, was 43 284 people of which 6183 resided in the then DMA. Hence, the population increased at a relatively high rate over the 10 years from 2001 to 2011, viz. from 43 284 to 49 586 (or about 12%). In the context of a remotely located semi-arid rural area, this represents a significant growth of more than 6 000 people over a ten-year period.

It is estimated that the annual population growth since 2001 has been 1.36%. 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). The population density is a very low 0.3 people per square kilometer and the urban segment of the municipal population is expected to rise.

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

Population	2001 ²	2011
Number of people residing in the Beaufort West municipal area	43 284	49 586

Table 3: Population of Beaufort West Municipality

2.2.2 Population by Race

The total population in the Beaufort West municipal area in 2011, was 49 586, of which 16,3% were black African, 73,5% were Coloured, 9,2% were White, with 'other' groupings making up the remaining 0,5%. It is interesting to note that the apportionment of the population by race, more or less stayed the same since 2001.

Year	Black African	Coloured	Indian Asian or	White	Other	Grand Total
2001	6923	31 792	42	4528	-	43284

² Includes the population residing in the DMA before the area became part of the Beaufort West Municipality.

2011	8103	36433	241	4539	270	49586
-------------	------	-------	-----	------	-----	-------

Table 4: Population by race

The 2011 population figures per ward are indicated in the table below. It is common knowledge that the majority of the residents resides in the town of Beaufort West.

Wards		Black African	Coloured	Indian or Asian	White	Other	Grand Total
Ward 1	Murraysburg	1113	5778	15	527	21	7454
Ward 2	Nelspoort, Central Town, section of Hospital Hill, Part of Hillside	694	3877	38	1849	61	6519
Ward 3	Part of Rustdene, Essopville, Nieuveld Park	153	7081	32	10	3	7280
Ward 4	Part of Mandlenkosi, Die Lande, Part of Hospital Hill	2426	1456	38	1382	47	5348
Ward 5	Paddavlei, Paradise Valley, Section of Mandlenkosi, Part of Rustdene, Newlands, Hooyvlakte	2492	4525	29	5	52	7103
Ward 6	Part of Rustdene, Prince Valley	135	4730	39	7	9	4921
Ward 7	Merweville, Part of Hillside, Hillside 2, Toekomsrus, Barrake, Surrounding Farms in Area	1089	8987	51	759	77	10962
Grand Total		8103	36433	241	4539	270	49586

Table 5: Population by race (per ward)

2.2.3 Population by age

The table below includes data about the composition of the population per age category. In this regard, the population pyramid shows that a significant portion of the population is younger than 20 years, which is not uncommon for a rural community. It is, however, a concern that so few people (the 'employables') between the ages of 20 and 40, resides in the area.

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

Table 6: Population by age

2.2.4 Households

The number of households within the municipal area increased from 12 084 households in the 2011/12 financial year to 13 089 households in the 2012/13 financial year. This indicates an increase of about 10% in the total number of households within the municipal area over the two year period and represents a household size of about 3.7 people per household (if Census 2011 is used). This sudden rise in the number of households from 2009/10 to 2011/12, can be ascribed to the inclusion of the DMA population in the data for the Beaufort West municipal area.

Households	2008/09	2009/10	2011/12	2012/13
Number of households	7 902	8 690	12 084	13 089

Table 7: Total number of households

2.2.5 Income levels

The following table includes statistics regarding individual monthly income.

Year	No income	R 1 - R 400	R 401 - R 800	R 801 - R 1 600	R 1 601 - R 3 200	R 3 201 - R 6 400	R 6 401 - R 12 800	R 12 801 - R 25 600	R 25 601 - R 51 200	R 51 201 - R 102 400	R 102 401 - R 204 800	R 204 801 or more	Unspecified	Not applicable	Grand Total
2001 ³	11965	3053	6278	2091	1607	1213	454	105	36	42	21	6			26871
2011	18082	5534	1934	7990	2987	1885	1514	930	220	55	31	24	6872	1527	49586

Table 8: Individual monthly income

The following table includes statistics regarding annual household income.

Year	No income	R1 - R4 800	R4 801 - R 9 600	R9 601 - R 19 200	R19 201 - R 38 400	R38 401 - R 76 800	R76 801 - R153 600	R153 601 - R307 200	R307 201 - R614 400	R614 401 - R1 228 800	R1 228 801 - R2 457 600	R2 457 601 and more	Grand Total
2001	846	712	2179	2828	1962	1055	683	242	48	36	21	21	10631
2011	1240	430	761	2844	3113	2008	1238	898	415	87	29	25	13 089

³ The 2001 data does not include any listed data under the headings of 'unspecified' and 'not applicable'.

Table 9: Annual household income

It is stated that in 2001, 7.9% of all households did not have a monthly income which increased to 9.4% in 2011. In addition to this, there is a very high unemployment rate, viz. 32% in the municipal area. This is particularly disturbing because of the low number of 'employables' in the area. However, the percentage of people living in poverty has declined from 37,5% cent in 2001 to just under 8,4% in 2011. This poverty rate in the Beaufort West is a cause for general concern. Furthermore, the total number of indigent households decreased from 5 112 households in 2011/12 to 4 847 households in the 2012/13 financial year. This indicates a decrease of 5,2% in the total number of indigent households within the municipal area over a the two-year time-line.

Households	2008/09	2009/10	2011/12	2012/13
Number of indigent households	4 261	4 041	5 112	4 857

Table 10: Total number of households

2.2.6 Language

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.

2.2.7 Housing

The Beaufort West Municipality wants to stimulate local economic development and social upliftment through, *inter alia*, the provision of housing. In this regard, the municipality prioritised the identification, acquisition (if required), release and development of well-located land to ensure availability of land for housing and the spatial integration of towns. Furthermore, a strong and vibrant economy is required in the leader town, viz. Beaufort West. This requires a strategic approach to address the disjuncture between where people live and where economic opportunities exist.

We acknowledge that the housing delivery value-chain is beset with problems and bottlenecks that persistently hamper housing development. Two such problems, in the context of this municipality, are insufficient funds for land acquisition, top structures and housing infrastructure and community acceptance of a RDP-sized house. In contrast, the municipality has achieved the following successes with regard to housing:

- Transfer of property (securing tenure)
- Upgrading of dilapidated houses, and

- Housing consumer education.

The need for an integrated residential development approach that addresses specific housing needs is acknowledged, with the following main income categories identified:

- Subsidy housing: >R3 500 per month
- Gap housing: R3 500 - R15 000 per month

The demand for housing can be summarized as follows:

Housing typology	Quantity of demand
Subsidy housing	5 221 units: according to recent estimates of the housing demand data base
Gap housing	275 units: the number of potential applications that have registered on our data base

Table 11: Housing Needs

2.2.8 Education

In the Beaufort West municipal area there are seventeen schools of which thirteen are no-fee schools. This number includes four secondary schools and seven primary schools, representing 65,4% of the schools in the Central Karoo District. There is also one FET College, viz. South Cape College. Almost 75% of the population has received some form of schooling. The following table shows the change in the education levels, considering the 2001 Census and the 2011 Census.

The table below shows the education levels of those people aged 20 years and older, and residing in the municipal area. According the Census 2011, 7,5% have completed primary school, 34,6% have some secondary education, 23,7% have completed matric and 6,5% have some form of higher education. Of those aged 20 years and older 10,2% have no form of schooling. It is clear that people have achieved higher educational standards in the past 10 years.

Education	2001	2011
No schooling	4114	2887
Some Primary	5244	4998
Completed Primary	2122	2125
Some Secondary	7706	9838
Grade 12 / Std 10	3922	6724
Higher	1420	1840

Total	24528	28412
--------------	--------------	--------------

Table 12: Education

2.2.9 HIV/AIDS Treatment and Care

According to the 2009 National HIV Survey the estimated HIV prevalence for the Western Cape was 16.9 per cent. The highest HIV prevalence estimates remain amongst the age groups of 25-29 and 30-34 years. Although treatment and care is essential in controlling the disease, the critical need of preventative care must be emphasised, because no cure has as yet been found. In preventative care, the provincial department is planning to distribute 122 million male and 1 million female condoms and deliver on-going campaigns to encourage the practice of safe sex.⁴ At the end of June 2011, the Province highlighted that it provides anti-retroviral treatment (ART) to over 100 000 persons. Although this may appear to be a relatively high number, when compared to the province's estimated total population aged 15 years and older, it only represents 2.3%. Comparing this to the Western Cape's prevalence rate of 16.9 per cent, it is apparent that there is still a lot of work to be done in ensuring that an even greater proportion of the population are tested and receive treatment. The provincial department has set a HIV screening target of 1.2 million for the year⁵.

In the Beaufort West municipal area, there are a total of 14 primary health facilities including five permanent clinics, one satellite clinic, five mobile clinics, one community health centre and two district hospitals. Furthermore, two registered anti-retroviral treatment service points have been designated to meet the needs of HIV/Aids patients. Ten primary health facilities also cater for tuberculosis (TB) treatment. Beaufort West also has a newly constructed Forensic Pathology Laboratory that was completed in June 2012. There is a training facility within the district, where aspiring nurses could complete a qualification in becoming a nursing assistant or a staff nurse.

2.3 Economic Analysis

Agriculture forms the backbone of the economy in the municipal area and this sector has the most employment opportunities. Despite the harsh climate and poor carrying capacity of the veldt, it still offers opportunities for growth and employment creation. The municipal area is dependent upon the following main economic activities:

⁴ Department of Health, Annual Performance Plan 2011/12:8.

⁵ Department of Health, Annual Performance Plan 2011/12:8.

Key Economic Activities	Description
Agriculture and agri-processing	Fresh meat (mutton, game, Karoo lamb, ostrich, goat, beef)
	Processed meat (biltong, cold meats, "droë wors")
	Fresh fruit and vegetables (figs, olives, apricots, grapes, herbs)
	Processed fruit and vegetables (chutney, dried figs, olives, jams)
	Animal by-products (skins, hides, wool, mohair, milk)
	Processed animal by-products (leather products, dairy products, wool and mohair product)
	Other (traps for problem animals – manufacturing and servicing)
Transportation	The transportation sector in the Central Karoo is one of the strongest contributors to the regional economy and revolves around the activities in Beaufort West, which contributes 86.4% of the total GGP in this sector.
Tourism	Wide-open spaces, magnificent landscapes, panoramas and the sense of solitude attractions
	Historic and cultural attractions

Table 13 Key economic activities

2.4 Summary

Population	2001	2011
Total number	43 284	49 586
Percentage Share	2001	2011
Black Africans	6 923	8 103
Coloured	31 792	36 433
Indian/Asian	42	241
White	4 528	4 539
Other		270
Health	2011/12	
Immunisation rate	87,7%	
Murraysburg	65,3%	
HIV/AIDS Prevalence	32%	
Crime (Change Percentage)	2011/12	2012/13
Murder	18	8
Contact crime(including sexual crime)	16	12
Drug related crime	429	394
Poverty levels	2001	2011
Poverty rate (percentage of people living in poverty)	37.5%	29.1%

Employment	2001	2011
Unemployment rate	5 644	3 772
Gini Coefficient	0,59	0,57
Access to Housing & Municipal Services (percentage share of households with access)	2001	2011
Formal Dwellings	10 100	12 811
Electricity for lighting	9 143	12 045
Cooking	6 510	11 081
Heating	5 554	8 780
Flush toilets	9 395	12 137
Piped water inside dwellings/yard	9 868	13 016
Refuse removal(at least once a week)	8 726	10 996
Economy	2000-2010	
GDP-R	69,8%	
Real GDP Growth Rate	4,1%	

Table 14: Summary

2.5. Development context

The Central Karoo district is likely to remain under pressure over the short term given the consumer sector slowdown nationally and the weak private investment prospects.⁶ The only major development projects in the area, viz. Renewable Energy Facilities – constructed through private and public investments – are still in the planning stage and would not necessarily be catalysts for major growth. These projects will, however, in addition to the electricity-related benefits, contribute to employment creation and income generation through leasehold agreements and direct and indirect job opportunities.

At present, economic development in the Beaufort West municipal area is based on the following four main growth factors:

- The location of the area along the N 1 transport corridor connecting Cape Town with the northern parts of South Africa and serving as northern gateway to the Cape,
- Existing agriculture produce, practices and infrastructure
- Tourism related opportunities, centered mainly on the Karoo National Park and game farming, and
- Local climatic conditions conducive to renewable energy generation.

In this regard, it is proposed that decision making must support the strengthening of the economic sectors of agriculture, tourism and renewable energy (and the associated infrastructure on which role players rely in order to maximize output).

⁶ Western Cape Government, Municipal economic review and outlook, 2013

Aspects that need to be considered in decision-making are: forward and backward linkages; direct contribution to turnover and employment; foreign markets and networks; potential for expansion in the domestic market; generation of foreign currency; lateral linkages to services sector; and the existing built and natural capital within the region.

However, there is a number of limiting (structural) issues that could impact on the extent of growth in the area, i.e.

- The different towns in the area are small and lack the potential for strong local development momentum
- The tourism attractions do not draw large numbers of visitors
- The transit traffic to Gauteng and the Cape, mostly just passes through the area without much stopover activity
- There are no significant (new) development projects in the area attracting (new) investors or supply-chain additions – apart from renewable energy facilities
- Sustainable land use changes and land reform opportunities
- Water supply limitations (accelerated by longer run climate change) and new energy sources on evolving local economic activities
- Existing structural deficiencies within all urban and rural configurations
- Climate change - that will affect South(west)ern Africa quite significantly, implying lower rainfall and some dampening of the current pattern of agricultural production. At the same time efforts to better utilise local *water resources*, dams and other storage facilities should be intensified. The same is to be expected in the sphere of *power generation* and the utilisation of alternative energy sources.

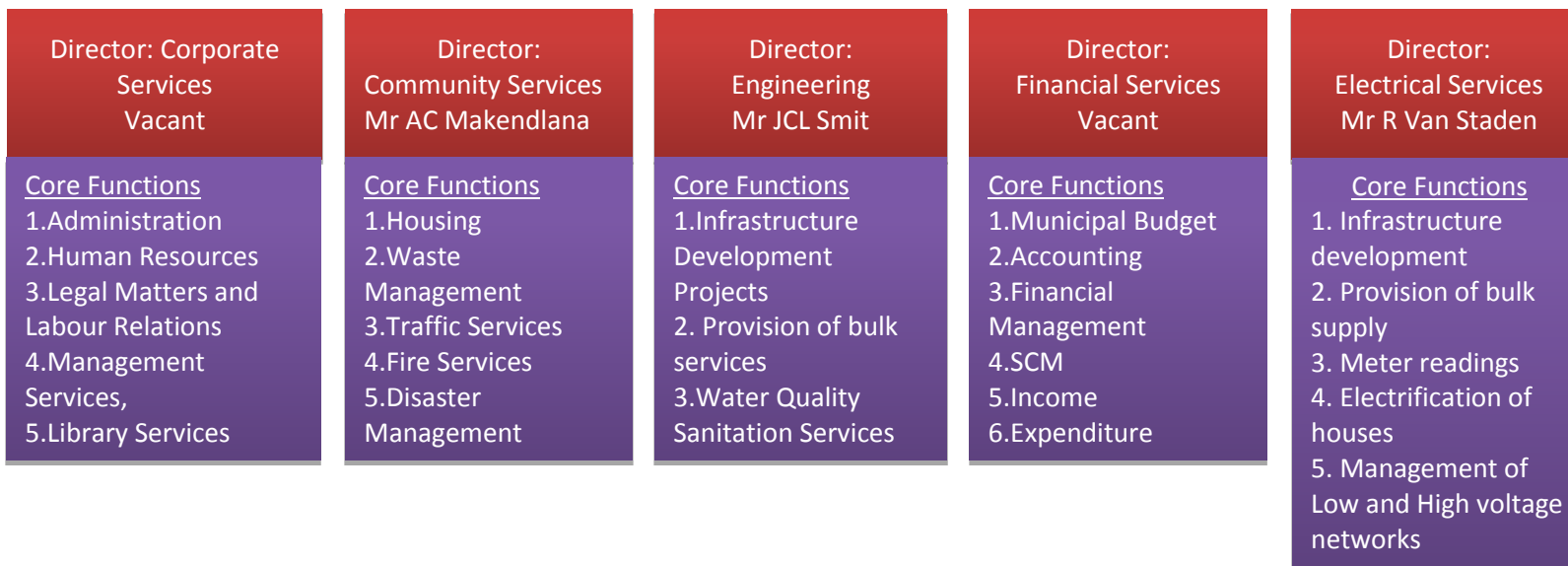
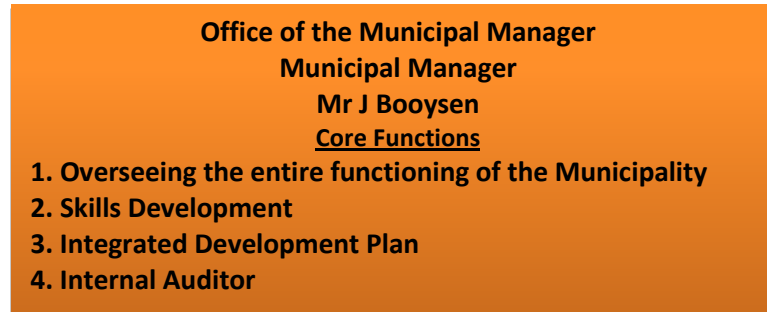
Studies undertaken by the provincial government of the Western Cape with regard to the “development potential” of Western Cape towns in 2004 and 2010 have rated the towns as “low potential category” in both years. It categorized Beaufort West as a ‘Medium’ rated settlement at a strategic location. Thus, viewed in broader perspective, the Beaufort West municipal area has a very limited economic growth potential, but has experienced population growth over the past decade, which creates significant social needs. This creates serious challenges, since local business income is stagnant and municipal revenue (from rates, tariffs, etc.) also hardly increases. Other remaining challenges are the tackling of the needs through (one) municipal head office in Beaufort West, distances between towns, below 50 000 inhabitants and strong seasonal patterns of earnings.

2.4 Institutional Analysis

The municipality has two Section 57 vacancies, viz. Director: Corporate Services and Chief Financial Officer. The position of the municipal manager has been filled and this contributed to improved service delivery in the Beaufort West municipal area. The municipality is sufficiently staffed for the implementation of the Integrated Development Plan.

2.4.1 The Management Structure

The administrative structure of the municipality includes the following seven departments:



CHAPTER 3

STRATEGIC AGENDA

Strategic Planning is central to the long-term sustainable management of any municipality. Hence, the municipality developed a 5-year strategic plan, i.e. for the period 1 July 2012 to 30 June 2017 as part of an integrated governance system of planning and delivery. In this regard, the plan includes directives to achieve the municipal vision, to promote the national and provincial developmental agenda, to expand and enhance municipal infrastructure, and to ensure that all residents have access to essential (basic) services. This plan (and process) serves as a framework for service delivery and must inform (and eventually incorporate) the following:

- The annual budget of the municipality
- The budgets and investment programmes of all sector departments (national and provincial) which implement projects or provide services within the municipal area
- The business plan(s) of the municipality
- Land-use management guidelines
- Economic promotion measures
- The municipality's organisational set-up and management systems; and
- The municipality's monitoring and performance management system.

It is at the local level of governance, where people's needs are generated and must be addressed. Any response, e.g. implementation of projects and/or programmes, must consider local preferences, conditions and traditions / culture. In this regard, the municipality is committed to continue working according to the agreed upon strategic agenda that will inform all decisions for the remainder of the five-year local government planning and implementation time-frame.

The following high-level strategic directives were developed as part of the current five-year local government planning and implementation time-frame, i.e. 2012 to 2017. In this chapter we also refer to the relevant sector plans.

3.1. Vision

Beaufort West, land of space in the Great Karoo, strives to improve the lives of all its residents by being a sustainable, expanding and safe town.

3.2. Mission

To reflect the will of the South African people as reflected in the Constitution and by Parliament:

- An effective municipal system, maintained at the highest standard possible
- To create affordable and sustainable infrastructure for all residents (and tourists)
- Business initiatives and the optimisation of tourism (local and foreign)
- Empowerment of personnel, management and council members for effective service delivery
- Creating and maintaining an effective financial management system
- To develop the region as the sport and recreational mecca of the Karoo
- To create a crime-free, safe and healthy environment
- Agricultural businesses to improve the potential for job creation
- Creation of employment opportunities to reduce unemployment to acceptable levels
- To reduce poverty and promote the empowerment of women, and
- To involve HIV/Aids sufferers in economic and household responsibilities.

3.3 Value system of Beaufort West Municipality

The municipality's values are underpinned by the principles of Batho Pele. Batho Pele, a Sesotho word, which means "People First", is an initiative that was launched in 1997 to transform the Public Service at all levels. Batho Pele was launched because post 1994 South Africa inherited a public service that was not people-friendly and lacked the skills and attitudes to meet the developmental challenges facing the country. This is why these principles underlie the values of the Beaufort West Municipality, whose responsibility it is to promote developmental local government. Batho Pele is based on the following eight principles:

- **Consultation:** citizens should be consulted about their needs
- **Standards:** all citizens should know what service to expect
- **Redress:** all citizens should be offered an apology and solution when standards are not met
- **Access:** all citizens should have equal access to services
- **Courtesy:** all citizens should be treated courteously

- **Information:** all citizens are entitled to full, accurate information
- **Openness and transparency:** all citizens should know how decisions are made and departments are run
- **Value for money:** all services provided should offer value for money

In addition, the municipality also embraces the following 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.

3.4. Strategic Objectives

The following objectives and strategies (with sub-strategies) to address identified challenges, have been articulated by the municipality as an outcome of the community engagement process. These (high-level) strategies are similar to the National Key Performance Areas. The IDP strategic objectives are listed under each strategy, which are also linked to service area outcomes, departmental and district objectives. It informs the IDP implementation plan (iMAP) that finalise the predetermined objectives (PDO) and align it with the municipal budget and performance system.

3.4.1 Strategy 1: Basic service delivery and infrastructure development

- I. To improve and maintain current basic service delivery and infrastructure development through the provision of basic services and specific infrastructural development projects, and
- II. To collaborate with other provincial and national government departments to respond to the current needs in the community around water, sanitation, housing, roads and sport and recreation.

IDP Strategic Objective 1	To improve and maintain current basic service delivery and infrastructure development through the provision
----------------------------------	--

	of basic services and specific infrastructural development projects
Outcome	Delivery of basic services at an exceptional standard Enhanced service delivery
National KPA	Basic service delivery and infrastructure development
District Strategic Objective	To improve and maintain the quality of roads and promote effective and save transport for all

Table 15: Strategy 1

3.4.2 Strategy 2: Institutional development and municipal transformation

- I. To embark on a radical turnaround strategy to address the administrative and financial challenges facing the municipality
- II. To implement structures, mechanisms and systems
- III. Fill budgeted vacant posts
- IV. Monitoring and evaluation by implementing an effective organisational performance management and compliance systems
- V. Ongoing skills development of staff, and
- VI. The development of performance management contracts for all key managers.

IDP Strategic Objective 2	To embark on a turnaround strategy to address the administrative and financial challenges facing the municipality
Outcome	To embark on turnaround strategy To support the turnaround strategy of the municipality's administration Develop a comprehensive skills plan that is congruent with growing needs of the municipality Analysis of current skills levels and skills gap identified and plan developed and submitted to SETAs to fund training plan Performance management system in place with performance contracts for all directors and senior staff in the municipality
National KPA	Institutional development and municipal transformation
District Strategic Objective	To deliver sound administration and financial services, to ensure good governance and viability

Table 16: Strategy 2

3.4.3 Strategy 3: Financial viability and management

- I. As part of a turnaround strategy
- II. The development of financial policies, a budget management system, asset and liability control mechanisms and strategies to fund priorities projects, and
- III. Ongoing skills development of staff.

IDP Strategic Objective 3	To improve the financial viability of the municipality
Outcomes	A strategy is developed to ensure the long term financial viability and health of the municipality Clean Audit Report System is in place to track spending according to budget allocation System in place that works and is able to deal with non-delivery of staff
National KPA	Municipal Financial Viability and Management
District Strategic Objective	To deliver sound administrative and financial services, to ensure good governance and viability

Table 5: Strategy 3

3.4.4 Strategy 4: Local economic development

- I. To foster intergovernmental relations Nationally and Provincially through the design and delivery of projects of that will make a significant impact in the life of citizens
- II. The development of an LED strategy with a prime focus on job creation – both skilled and sustainable jobs, short term jobs and jobs as part of the extended public works programme.
- III. To develop mechanisms and processes where communities become aware of the pivotal role that they play in their own development.
- IV. To harness the natural resources of the municipal area and collaborate with other organs of state, NGO’s, business and other relevant stakeholders to respond to the environmental challenges and how the environment can be used to contribute to social and economic development.
- V. Explore one big project to generate income directly for the municipality.

IDP Strategic Objective 4	To develop a local economic development strategy that responds to food security, social infrastructure, health environment, education and skills development and the gender balances in society
Outcomes	LED strategy developed with clear plans for job creation.

National KPA	Local Economic Development
District Strategic Objective	To pursue economic growth opportunities that will create decent work

Table 6: Strategy 4

3.4.5 Strategy 5: Good governance and public participation

- I. To educate and train staff to live the principles of 'Batho Pele'.
- II. To develop mechanisms and processes where communities become aware of the pivotal role that they play in their own development.
- III. To development a communication strategy to inform and educate citizens.
- IV. To train and develop Ward Committees.
- V. To train councilors on the central role that they play in the effective consultation of ward committees and accountability to citizens.
- VI. To maintain a system of good governance and adhere to all legislated good governance practices.

IDP Strategic Objective 5	To promote good governance through ongoing communication between the council and citizens through community participation, effective information dissemination and communication and ward based consultation.
Outcome	Staff are trained and live the principles of Batho Pele Strategy and plan developed for effective information sharing and communication with the public Ward committee members are trained about their role and responsibility Councilors are trained on their role and responsibly. Councilors set up mechanisms within the ward for ongoing consultation with the community. Improvement of audit outcome in terms of compliance and governance matters Compliance system implemented and monitored
National KPA	Good Governance and public participation
District Strategic Objective	To ensure good governance and viability

Table 7: Strategy 5

3.6 Sector plans

It is imperative that all sector plans prepared within a multi-level governance system and related to the municipal-wide development-strategising process, must articulate the municipality’s vision, mission and objectives. Although the rationale and (research) subject 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 horizons) 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:

Sector Plan	Status	Strategic Objectives	Actions	Resources Requirements	Budget	Responsible Department
Water and Sewerage Master Plan	Approved; in the process to be reviewed	To improve and maintain current basic service delivery and infrastructure development through the provision of basic services and specific infrastructural development projects	Sewerage; Water Conservation; Water Treatment; Waste Water Treatment			Engineering Services
Integrated Waste Management Plan	To be approved		Capacity Building; Waste Water Treatment; Infrastructure maintenance	Funding; Technical Support; Provincial Support; National Support		Community Services
Integrated Transport Management Plan	In process		Public Transport; Capacity Building; Infrastructure; Non-motorized transport			Engineering Services
Disaster Management Plan	Approved; process to be reviewed		Future Planning; Risk mitigation; Risk Assessment; Capacity Building	Funding; Technical Support; Provincial Support; National support		Community Services
Spatial Development Framework	Approved; in process of being finalised		Strategic Planning; Land use; Integrated human settlement	Funding; Technical, Provincial &		All Municipal Departments

Local Economic Development Strategy	Approved; needs to be reviewed	To develop a local economic development strategy that responds to food security, social infrastructure, health environment, education and skills development and the gender balances in society	LED initiatives; Programme; SMME's support; Project support; Infrastructure development	National Support Funding; Technical Support; Provincial support; National Support		Community Services
Performance Management Policy Framework	Approved; being implemented	To embark on a radical turnaround strategy to address the administrative and financial challenges facing the municipality	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	To improve and maintain current basic service delivery and infrastructure development through the provision of basic services and specific infrastructural development projects	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	DEAT is engaging with the municipality on the plan		N/A	N/A	N/A	Community Services
Credit Control and Debt Collection Policy	Approved; being implemented	To improve the financial viability of the municipality	Credit Control; Debt Control	Own Revenue		Financial Services
Indigent Policy	Approved; being implemented.	To improve the financial viability of the municipality	Regular updating of Indigent Register	National support		Financial Services
Workplace Skills Plan	Approved; being implemented	To embark on a radical turnaround strategy to address the administrative and financial challenges facing the municipality	Skills Demand; Skills Identification; Capacity Building; Skills Gap; Utilization and training of staff.	Funding; Provincial Support; National Support	R811 070	HR
Integrated Human Settlement Plan	Approved; being finalised	To improve and maintain current basic service delivery and infrastructure	GAP Housing; Consumer Education Backlogs			Community Services

		development through the provision of basic services and specific infrastructural development projects				
Long Term Financial Plan		To improve the financial viability of the municipality	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	Still needs to be drafted	To improve and maintain current basic service delivery and infrastructure development through the provision of basic services and specific infrastructural development projects	N/A	Funding; Provincial Support; National support		Electrical Services

Table 20: Sector Plans of the Beaufort West Municipality

3.7 Summary of strategic agenda

The before mentioned outputs of the municipal-wide planning process provide clear guidelines for the municipality and other spheres of government — as well as communities to monitor and measure government’s activities — regarding the desired quality and quantity of service delivery within the context of local preferences, conditions and traditions / culture.

CHAPTER 4

OVERVIEW OF PREVIOUS FINANCIAL YEAR

4.1 Projects identified and implemented during the previous IDP period:

The following are projects that were undertaken by the various departments during the previous financial year. It is quite evident that the bulk of the projects are infrastructure related and in line with one of the national KPA's, i.e. basic service delivery and infrastructure development.



4.1.1 Corporate Services

iMAP	KPA	PROJECT NAME	INDICATOR	OUTCOMES	STATUS	VALUE
	Local Economic Development that responds to food security, social infrastructure, health environment, education and skills development and the gender balances in society	Community Work Programme	Increased food security	Job creation	Ongoing	R 8 000 000.00

Table 21: Corporate Services

4.1.2 Community Services

iMAP	KPA	PROJECT NAME	INDICATOR	OUTCOMES	STATUS	VALUE
	Local Economic Development that responds to food security, social infrastructure, health environment, education and skills development and the gender balances in society	River Cleaning Project	River Cleaned and skill set of participants expanded	Job creation through partnering EPWP	Completed	R 500 000.00
		Food for Waste	Increased level of food security	Job creation	On-going	R 988 000.00
	Basic service delivery and infrastructure development	ASLA Housing Development	Job creation through infrastructure development	Houses delivered	In Progress	

Table 22: Community Services

4.1.3 Electrical Services

iMAP	KPA	PROJECT NAME	INDICATOR	OUTCOMES	STATUS	VALUE
		Electrification erf 6068 (Clinic Hillside)	Community have continued access to medical services	Services connection supplied	In Progress	3 750 000.00
		132kV Substation	Community have continued access to	Substation built	On-going	1 400 000

	Basic service delivery and infrastructure development		electricity			
		High Mast Lights Rustdene	Community safety improved through adequate lighting	Lighting Installed	In Progress	1 381 862
		Flood Lights Beaufort West Rugby Field		Lighting Installed	In progress	600 000
		Flood Lights Nelspoort Soccer Field		Lighting Installed	In progress	600 000
		Electrification Central Karoo 1.Moordenaars Karoo 2.Grootfontein 3.Stegman Primary	Farm workers have access to electrical services	Electricity supplied	On-going	4 6000 000
		Housing Electrification 367 Erven Rustdene	Community have continued access to electricity	Electrical network installed	Completed	3 000 000
		Housing Electrification 367 Houses Rustdene		Electrical network installed	Completed	1 500 000
		Housing Electrification 142 Erven Rustdene		Electrical network installed	In Progress	1 166 700.00
		Housing Electrification 142 Houses Rustdene	Community have continued access to electricity	Electrical network installed	In Progress	613 300.00

Table 23: Electrical Services

4.1.4 Engineering Services (Roads)

iMAP	KPA	PROJECT NAME	INDICATOR	STATUS	OUTCOMES	VALUE
	Basic service delivery and infrastructure development	PTIP-Murraysburg		Completed	High School Pick up Terrain	
	Basic service delivery and infrastructure development	PTIP-Merweville		Completed	Pedestrian Walkways	

	Basic service delivery and infrastructure development	Retention Dam	Job creation through infrastructure development	Completed	Stormwater drainage	
	Basic service delivery and infrastructure development	Klipblom Street		Completed	Paved Road	
	Basic service delivery and infrastructure development	Upgrading of streets		Completed	Upgrade streets and intersections-Industrial Area	
	Basic service delivery and infrastructure development	Upgrading gravel roads-Hillside 11		Completed	Paved Road	
	Basic service delivery and infrastructure development	Upgrading Murraysburg Streets		Completed	Paved Road	
	Basic service delivery and infrastructure development			Completed	Stormwater drainage	
	Basic service delivery and infrastructure development	PTIP		Completed	Pedestrian Bridge over Railway line	
	Basic service delivery and infrastructure development	NDPG	Job creation	Completed	Pedestrian Walkways	
	LED that responds to food security, social infrastructure, health environment, education and skills development	Beaufort West Youth Hub	Job creation and skills development	In Process	Providing new skills and job opportunities for the local people.	R41 699 887.55

Table 24: Engineering Services

CHAPTER 5

MUNICIPAL ACTION PLAN FOR 2014/15 FINANCIAL YEAR

The following tables include those projects that are 'carried over' from the 2013/2014 financial year, i.e. not completed in the previous budget cycle and included in the 2014/2015 budget (also see **Chapter 4**). In the second section of this chapter, the municipal programmes / projects for 2014/2015 are also listed in tables. Please note that the programmes / projects are linked with the municipal Performance Management System by including the reference number of the top layer SDBIP. This excel spreadsheet that includes a number of measurement and targets, will be completed in conjunction with the 2014/2015 budget and is part of the municipal Performance Management System.

5.1 Funded municipal programmes 'carried over' from 2013/2014

Corporate Services

SDBIP Ref no.	KPA	PROJECT NAME	INDICATOR	OUTCOMES	STATUS	VALUE
-	Local Economic Development that responds to food security, social infrastructure, health environment, education and skills development and the gender balances in society	Community Work Programme	Increased food security	Job creation	Ongoing	R 8 000 000.00

Table 25: Corporate Services

Community Services

SDBIP Ref no.	KPA	PROJECT NAME	INDICATOR	OUTCOMES	STATUS	VALUE
-	Local Economic Development that responds to food security, social infrastructure, health environment, education and skills development and	Food for Waste	Increased level of food security	Job creation	On-going	R 988 000.00

	the gender balances in society					
-	Basic service delivery and infrastructure development	ASLA Housing Development	Job creation through infrastructure development	Houses delivered	In Progress	

Table 26: Community Services

Electrical Services

SDBIP Ref no.	KPA	PROJECT NAME	INDICATOR	OUTCOMES	STATUS	VALUE
-	Basic service delivery and infrastructure development	Electrification erf 6068 (Clinic Hillside)	Community has continued access to medical services	Services connection supplied	In Progress	3 750 000.00
-	Basic service delivery and infrastructure development	132kV Substation	Citizens have continued access to electricity services	Substation built	On-going	1 400 000
10	Basic service delivery and infrastructure development	High Mast Lights Rustdene	Community Safety improved through adequate lighting	Lighting Installed	In Progress	1 381 862
22	Basic service delivery and infrastructure development	Flood Lights Beaufort West Rugby Field	Promote sport in the community	Recreational facility upgrade	In progress	500 000
-	Basic service delivery and infrastructure development	Flood Lights Nelspoort Soccer Field	Promote sport in the community	Recreational Facility upgrade	In progress	500 000
-	Basic service delivery and infrastructure development	Electrification Central Karoo 1.Moordenaars Karoo 2.Grootfontein 3.Stegman	Farm workers have access to electrical services	Electricity supplied	On-going	4 600 000

		Primary				
-	Basic service delivery and infrastructure development	Housing Electrification 142 Erven Rustdene	Community Safety improved through adequate lighting	Lighting Installed	In Progress	1 166 700.00
-	Basic service delivery and infrastructure development	Housing Electrification 142 Houses Rustdene	Community Safety	Lighting Installed	In Progress	613 300.00

Table 27: Electrical Services

Engineering Services (Roads)

SDBIP Ref no.	KPA	PROJECT NAME	INDICATOR	STATUS	OUTCOMES	VALUE
-	LED that responds to food security, social infrastructure, health environment, education and skills development	Beaufort West Youth Hub	Job creation and skills development	In Process	Providing new skills and job opportunities for the local people.	R41 699 887.55

Table 28: Engineering Services

5.2 Municipal programmes / projects for 2014/2015

The following tables link all the 2014/2015 municipal programmes / projects to the municipality's strategic objectives.

IDP Strategic Objective 1 / National KPA: Basic service delivery and infrastructure development

SDBIP Ref no.	Predetermined objective	Unit of Measurement	Wards	Annual Target
6	Limit the % electricity unaccounted for to 12%	% of electricity unaccounted for	All	12%
Unfunded/operational	Raise public awareness on green energy and energy saving	Number of initiatives per year	All	1

Unfunded/ operational	Provide consideration/evaluation on building plans within 30 days for buildings less than 1000m2 and 60 days for buildings larger than 1000m2 after all information required is correctly submitted (Actual plans approved/by plans submitted)	% plans evaluated	All	90%
13	Construct new roads Phase II in Beaufort West, Hillside II, Rustdene & Kwa Mandlenkosi	Number of meters of new roads constructed	All	600
Unfunded/ operational	Report on the implementation of the Water Service Delivery Plan (Audit) to DWAF by end October 2013	Report submitted to DWAF	All	1
Unfunded/ operational	Revise the Water Services Development Plan and submit to Council for approval by the end of June	Revise the Water Services Development Plan and submit to Council	All	1
14	Limit unaccounted water to less than 15% between source and sector meters	% of water unaccounted for between source and sector meters	All	15%
15	Maintain water quality as per SANS 241 physical and micro parameters	% water quality level	All	95%
16	Maintain quality of final waste water outflow	% quality level	All	90%
19	Spent the maintenance budget for parks	% of maintenance budget spent	All	90%
18	Spent the maintenance budget for sanitation assets	% of maintenance budget spent	All	90%
19	Spent the maintenance budget for parks and recreation assets	% of maintenance budget spent	All	90%
20	Spent the maintenance budget for water assets	% of maintenance budget spent	All	90%
7	Spent the maintenance budget for electricity assets	% of maintenance budget spent	All	90%
Unfunded	Install new flood lighting at Nelspoort West sport grounds	% of approved project budget spent	2	100%
22	Install new flood lighting at Beaufort West sport grounds	% of approved project budget spent	2	100%
11	Install new flood lighting at Rustdene Sport grounds	% of approved project budget spent	3,5,6	100%
Unfunded	Replace dosing pumps	% of approved project budget spent	All	100%
Unfunded	Investigate the development of new aquifers	% of approved project budget spent	All	100%
Unfunded	Install new pre-paid meters	% of approved project budget spent	All	100%
28	Upgrade & extend the water supply in Murraysburg	% of approved project budget spent	1	100%
34	Rehabilitate the sanitation oxidation ponds in Nelspoort	% of approved project budget spent	2	100%
25	Complete the new total pressure	% of approved project budget spent	All	100%

	reduction of the water network			
28	Upgrade the water Supply in Murraysburg	% of approved project budget spent	1	100%
33	Complete the new bulk water supply in Nelspoort	% of approved project budget spent	2	100%
26	Construct the external storm water pipeline in Rustdene (Buitekant St Ph4 Housing)	% of approved project budget spent	3,5,6	100%
27	Construct the external sewerage pipeline in Rustdene (Buitekant St Ph4 Housing)	% of approved project budget spent	3,5,6	100%
28	Upgrade & extend water supply in Murraysburg	% of approved project budget spent	1	100%
Unfunded	Install festive lights in Voëltjiepark	% of approved project budget spent	All	100%
3	Develop an Integrated Human Settlement Plan by the end of June 2014 and submit to council for approval	Plan completed	7	1
2	Transfer units in XHOXHA to beneficiaries by the end of May 2014	Number of units	4	64
Unfunded/operational	Conduct law enforcement and joint operations monthly	Number of operations	All	12
Unfunded/operational	100% of maintenance budget of refuse removal spent (Actual expenditure divided by the approved budget)	% of approved project budget spent	All	100%
Unfunded/operational	Complete the planning for the construction of the recycling facility at Vaalkoppies landfill site by the end of June	Number of activities completed	2	2
1	Erect dumping signs to prevent illegal dumping	Number of signs	All	10
Unfunded	Distribute refuse bins for new housing development	Number of bins	3	500
Unfunded/operational	Quarterly report to the Department of Social Services on the operation of the Thusong Centre	Number of reports	All	4
Unfunded	Service sites for Beaufort West (259) IRDP by the end of June	Number of service sites	4	259
Unfunded	Rectify 21 houses in XHOXHA by the end of September	Number of houses	4	21
Unfunded	Complete top structure for Beaufort West Infill IRDP by the end of June	Number of top structures	4	274
3	Purchase land for future housing development by the end of June	Land purchase	2,7	1

Table 29: IDP Strategic Objective 1

IDP Strategic Objective 2 / National KPA: Institutional Development and Municipal Transformation

SDBIP Ref no.	Predetermined objective	Unit of Measurement	Wards	Annual Target
47	Develop skills of staff (Actual total training expenditure/total operational budget)	% of total operational budget spent on training	All	0.50%
Operational	Implement individual performance management for all managers (Number of signed agreements/Number of managers directly reporting to directors)	% of agreements signed	All	100%
Operational	Report quarterly to council on the actual performance to the top Layer SDBIP	Number of reports submitted to council	All	4
Operational	Sign performance agreements with all the directors by end July	Number of agreements signed	All	5
Unfunded/operational	Install a fingerprint identity clock system	% of approved project budget spent	All	100%
Operational	Evaluate the performance of directors in terms of their signed agreements	Number of formal evaluations completed	All	2
Operational	Limit the vacancy level of the organization according to the approved organogram to less than 15%	% Vacancy level as % of approved organogram	All	15%
Operational	Compile a policy register by the end of June	Register completed	All	1
Operational	100% of the grant spent for the maintenance of existing library services (Actual expenditure divided by the total grant received)	% of budget spent	All	100%

Table 30: IDP Strategic Objective 2

IDP Strategic Objective 3 / National KPA: Financial Viability and Management

SDBIP Ref no.	Predetermined objective	Unit of Measurement	Wards	Annual Target
35	Financial viability measured in terms of the municipality's ability to meet service debt obligations (Total operating revenue-operating grants received) debt service payments due within the year)	Target achieved	All	2
36	Financial viability measured in terms of the outstanding service debtors (Total outstanding service debtors/revenue received for services)	% achieved	All	32%
37	Financial viability measured in terms of the available cash to cover fixed operating expenditure (Available cash + investments) Monthly fixed operating expenditure)	Ratio achieved	All	0.8
38	Achieve a debtors payment percentage of 92%	Payment %	All	92%
Operational	Compile and submit the annual financial statements by 31 August to the Auditor General	Financial statements submitted by 31 August	All	1
Operational	Review the Supply Chain Management policy and submit to council by the end March	Policy reviewed and submitted to council	All	1
Operational	Review identified required budget implementation policies by the end of March	Number of policies	All	3
Operational	Develop and action plan to address the matters as raised in the management letter of the AG and submit to the MM for approval by end December	Approved action plan developed	All	1
Operational	Submit the monthly sec 71 of the MFMA reports to the council	Number of reports submitted to council	All	12
Operational	Submit the reviewed IDP to Council by end March	Reviewed IDP submitted	All	1
Operational	Submit the top layer SDBIP to the Mayor for approval within 14 days after the approval of the budget	Top Layer SDBIP submitted to the Mayor	All	1
Operational	Submit the Mid-Year Performance Report in terms of Sec 72 of the MFMA to the Mayor by 25 January	Mid-year report submitted to council	All	1
Operational	Submit quarterly progress reports to council on the implementation of the action plan developed to address all the issues raised in the management letter of the AG	Number of progress reports submitted	All	1

Operational	Submit the main budget to Council for approval by end March	Main budget submitted to council	All	1
Operational	Submit the adjustments budget for approval to council by end February	Adjustment budget submitted to Council	All	1
Operational	Submit the Sec 71 of the MFMA reports to the Council	Number of Sec 71 reports submitted to council	All	12

Table 31: IDP Strategic Objective 3

IDP Strategic Objective 4 / National KPA: Economic Development

SDBIP Ref no.	Predetermined objective	Unit of Measurement	Wards	Annual Target
12	Create temporary job opportunities in terms of EPWP projects	Number of temporary jobs opportunities created	All	500
Operational	Review the Local economic Development Strategy and submit to council by 30 June 2014	Local economic Development Strategy submitted to council	All	1
Operational	Submit applications for funding to potential donors to fund LED projects	Number of applications submitted	All	2
Operational	Compile and facilitate the signing of a service level agreement with performance indicators with the tourism buro by end September			
Operational	Obtain quarterly reports from the tourism buro on the achievements against the performance indicator set in the signed SLA and submit to Council	No of reports obtained and submitted	All	3

Table 32: IDP Strategic Objective 4

IDP Strategic Objective 5 / National KPA: Good Governance and Community Participation

SDBIP Ref no.	Predetermined objective	Unit of Measurement	Wards	Annual Target
49	Compile the Risk based audit plan and submit to Audit Committee for approval by end September	Plan approved	All	1
50	Implement the approved RBAP for 2013/14 period (Number of audits completed for the period/audits planned for the period)	% of planned audits completed	All	70%

Operational	Develop a compliance register by end March	Compliance register developed	All	1
Operational	Provide training to ward committees	Number of training sessions	All	7
Operational	Submit the Annual Report to Council by end January	Annual report submitted to Council	All	1
49	Complete the annual risk assessment and submit to the audit committee by end March	Completed risk assessment submitted to audit committee by end March	All	1
Operational	To arrange public participation process of the IDP and Budget process to enhance good governance	No of public participation sessions	All	7

Table 33: IDP Strategic Objective 5

5.2 Consolidated Financial Review

This chapter will also provide the Long-Term Financial Plan of the municipality, which is currently being updated. In essence this chapter will also contain multi-year budget with a 3 year commitment and a strategy for municipal revenue generation, external grants over a medium or long term including the final budget. The following is a brief exposition of the related process in the formulation of the budget.

5.3 Budget Summary 2014/15

5.3.1 Total Revenue

Total revenue projected after tariff adjustments, amounts to R 255,163 million. The major revenue items are as follow:

5.3.1.1 Property rates

Total projected property rates amounts to R 24,984 million (9.8% of total revenue).

5.3.1.2 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 38.2% of total revenue after tariff increases. Municipalities are

advised to structure their 2014/15 electricity tariffs based on the approved 7.39 per cent NERSA (National Energy Regulator of South Africa) guideline tariff increase.

5.3.1.3 Revenue by source

Service charges (water, sanitation and refuse) will increase by 7% and other sundry tariffs by 5%. Electricity tariff is fixed at 7.39% as per NERSA guideline.

5.3.1.4 Expenditure by type

Total expenditure excluding capital expenditure amounts to R 245 645 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.

5.3.1.5 Employee related costs

Employee related cost amounts to R 74, 295 million or 30.2% of the major expenditure items.

5.3.1.6 Bulk purchase

Bulk purchases have significantly increased over the 2010/11 to 2014/15 period escalating from R 25,763 million to R 53,844 million. These increases can be attributed to the substantial increase in the cost of bulk electricity from Eskom and water increases (gained from the Water Reclamation Plant). AAs mentioned, municipalities are advised to structure their 2014/15 electricity tariffs based on the approved 7.39 per cent NERSA (National Energy Regulator of South Africa) guideline tariff increase and provide for an 8.06 per cent increase in the cost of bulk purchases for the tabled 2014/15 budgets and MTREF.

5.3.2 Eliminating non-priority spending

- In terms of Budget Circular No.70 municipalities must pay special attention to cost containing measures and controlling unnecessary spending on nice-to-have items and non-essential activities. The following non-priority expenditure has been observed in municipalities, and municipalities are reminded that they need to be eliminated: public relations

projects and activities that are not centred on actual service delivery or are not a municipal function excessive catering for meetings and other events, and

- Municipalities are reminded that in terms of section 7(1) of the Remuneration of Public Office-bearers Act, 1998 (Act No.20 of 1998) the Minister for Cooperative Governance and Traditional Affairs must determine the limit of salaries and allowances of the different members of municipal councils and any budget provision may not be outside this framework; all donations to individuals that are not made in terms of the municipality's indigent policy or a bursary scheme costs associated with long-standing staff suspensions and the legal costs associated with not following due process when suspending or dismissing staff; excessive overtime; travel and subsistence allowances; and acting allowances.

5.3.3 Capital Budget

The next table indicates the capital budget as per funding source for the financial years 2014/2015 to 2016/2017. The total capital budget for 2014/2015 amounts to R 29,286 million, the total for 2015/16 is R 23,454 and R 34,058 million for 2016/17.

Funding Source	Total Project Cost	2014/15 (R'000)	2015/16 (R'000)	2016/17 (R'000)
Transfers (National & Provincial)	73,218	22,868	19,509	30,841
Borrowings	2,460	2,460	-	-
Internally generated funds (CRR)	10,950	3,788	3,945	3,217
Contributions & donations	170	170	-	-
Total	86,798	29,286	23,454	34,058

Table 34: Capital Budget for MTREF (3yrs)

5.4 FINANCIAL VIABILITY

The following table indicates the municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of

the MSA. These key performance indicators are linked to the National Key Performance Area namely Municipal Financial Viability and Management.

KPA & INDICATOR	2011/12	2012/13
Debt coverage (Total operating revenue-operating grants received): debt service payments due within the year)	0.98	1.38
Service debtors to revenue- (Total outstanding service debtors: revenue received for services)	69%	56%
Cost coverage (Available cash + investments): Monthly fixed operating expenditure	9.58	21.04

Table 35: National KPI's for financial viability and management

An important factor considered by investors in relocating to an area, is the ability of the authorities to demonstrate adequate provision of services, financial discipline, affordable tariffs, adherence to statutory requirements, timely preparation and production of financial statements, adherence to generally accepted accounting practices and unqualified audit reports.

The following table shows the financial highlights of Beaufort West Municipality:

Highlights	Description
Effective SCM processes	There was no successful appeals against bids awarded
Improve debt collection	The collection rate for rates, sewerage, refuse, water and electricity has improved
Customer care	Improved turnover rate in resolving customer enquiries

Table 36: Financial Viability Highlights

The following table shows the Financial Viability Challenges and Actions to address them:

Description	Action to address
Financial viability	Tighter budget control and further improve debt collection
Lack of capacity in Budget and Treasury Office	Training and recruitment of skilled staff and capacitating personnel. Amend organogram and budget accordingly
Difficulty with GRAP compliance	Appointment of skilled staff and capacitating of existing staff and interns
Ineffective systems, management and data retrieval for reporting	Investigation options to simplify data retrieval, e.g. migration to new systems or modules
Low revenue base	Grow the economy by attracting investments.

Table 37: Financial Viability Highlights

5.5 Revenue raising strategies

The municipality will strive to increase its revenue by implementing the following strategies:

- Strategy 1:** The guidance on how to improve the payment ratio of the area can be found in the credit control and debt collection policy. This policy highlights the procedures to be followed in the collection of all moneys owed to the Municipality.
- Strategy 2:** To ensure through Local Economic Development that employment opportunities are generated which will enable families to start paying for services.
- Strategy 3:** To create a climate for investment in the area, this will in turn also generate employment opportunities.
- Strategy 4:** To ensure that the figures in respect of families that qualify in terms of the indigent policy, are correct so as to qualify for an increased amount from national government.
- Strategy 5:** To introduce a system through which services payment by employed people is guaranteed by having such payments deducted by their employers before salaries are paid out.
- Strategy 6:** The installation of prepaid meters is essential in securing future payment for services by residents.
- Strategy 7:** To enlarge the revenue base of the municipality by ensuring that all properties are correctly zoned. (The property rates tariffs are based on the zoning)
- Strategy 8:** To enlarge the revenue base of the municipality, by implementing an alternative energy project where energy can be supplied to citizens and surplus fed into the grid, resulting in an on-going source of revenue for the municipality.

5.6 Expenditure management strategies

The municipality will strive to curb its expenditure by implementing the following strategies:

- Strategy 1:** To reduce expenditure on non-core functions, by considering Public Private Partnerships.
- Strategy 2:** To limit operating and capital expenditure to essential items.
- Strategy 3:** To investigate and limit water and electricity losses.
- Strategy 4:** To limit employee related expenditure, by introducing a fingerprint time and attendance system.
- Strategy 5:** To introduce a fleet management system to reduce fuel and other operating vehicle related costs.
- Strategy 6:** To reduce interest and redemption expenditure by exploring alternative ways (possible grant funding) to pay off the long-term loans.

A credible IDP links the development targets to a practicable budget. The linkage between Budget and IDP is clearly maintained throughout BWM's integrated planning model.

5.7 Asset management strategies

A GRAP compliant asset register forms the back bone to any system of asset management. In addition to an effective maintenance program, it is also critical that adequate, comprehensive insurance coverage is in place at all times.

The municipality will be examining all its inventory and equipment to ensure that redundant and unused items are disposed of according to prescription. This will ensure a more accurate asset register as well as reduce risk and therefore insurance costs.

In order to comply with audit and financial disclosure requirements, often-used items and consumables will be taken onto inventory and managed accordingly. Council has adopted an Asset Management Policy in December 2012.

5.8 MIG funding

The following table shows the MIG Funding & Expenditure Detailed Project Implementation Plan for the 2013/2014 Financial Year. It also shows the planned milestones set out by the Department of Co-operative Governance. Their milestones show where the municipality must be at with their MIG spending at a certain time period:

SDBIP ref. no.	MIS FORM ID	PROJECT DESCRIPTION	SERVICE	2013/14 MIG Allocation R20,353,000	2014/15 MIG Allocation R16,745,000	2015/16 MIG Allocation R13,737,000	2016/17 MIG Allocation R14, 158,000
				ACTUAL/PLANNED MIG EXPENDITURE FOR 2013/14 (Rands)	TOTAL PLANNED MIG EXPENDITURE FOR 2014/15 (Rands)	TOTAL PLANNED MIG EXPENDITURE FOR 2015/16 (Rands)	TOTAL PLANNED MIG EXPENDITURE AFTER 2016 (Rands)
-	123098	Beaufort West	Investigation for New Aquifers	-	-	-	55 703
-	195857	Beaufort West	Investigation for New Aquifers	-	-	621 674	1 100 000
25	212729	Beaufort West (Budget Maintenance, project 195858)	New Total Pressure Reduction of water Network	266 487	99 858	-	-
-	207036	Essopville,Rustdene	Upgrade Main Water supply Pipeline	141 835	-	-	-

28	2348	Murraysburg	Upgrade & Extend Water Supply	581 131	-	-	-
28	209611	Murraysburg (Budget Maintenance,project 0188/BW/0506/LM)	Upgrade Water Supply	528 448	-	-	-
28	209615	Murraysburg (Budget Maintenance,project 0219/BW/0506/LM)	Upgrade &Extend Water Supply	526 240	-	-	-
33	195518	Nelspoort	New Bulk Water Supply	1 704 032	-	-	555,420
-	212853	Murraysburg	Rehabilitate Sanitation: Oxidation Ponds	-	-	-	7 000 000
-	215448	Murraysburg	New Investigation: Rehabilitate Oxidation Ponds	114 000	-	-	-
34	211513	Nelspoort	Rehabilitate Sanitation: Oxidation Ponds	450 000	2 276 043	56 224	-
27	207010	Rustdene:Buitekant St (Ph4 Housing)	External Sewerage Pipeline	4 082 244	661 296	-	-
32	177474	Murraysburg	Rehabilitate Roads & Stormwater	-	1 985 335	1 000 000	987 210
32	191853	Murraysburg	Rehabilitate Roads	250 687	23 963	-	-
13	207152	Rustdene, Hillside11, KwaMandlenkosi	Rehabilitate Gravel Roads Ph2	387 874	1 138 182	-	-
13	195879	Rustdene,Hillside11, Kwa-Mandlenkosi	Rehabilitate Gravel Roads	3 667 835	2 282 165	-	-
-	195859	Hillside	New Stormwater Retention Pond Ph2	-	-	2,768,272	1,300,000
32	3124	Murraysburg	New Stormwater Drainage	-	-	-	1,300,000
29	2292	Murraysburg South	Upgrade Stormwater Channel	-	555 500	-	-
26	206986	Rustdene	External Storwater next to Buitekant St (Ph IV Housing)	4 432 032	-	-	323 329
-	0	Beaufort West	Refuse Transfer Station Phase II	-	-	-	1 500 000

-	182058	Beaufort West	New Refuse Transfer Station	-	-	228 259	-
10	205765	Beaufort West, Merweville, Nelspoort, Murraysburg	New High Mast Light	1 151 981	1 500 000	760 485	-
-	157672	Kwa-Mandlenkosi	New Street Lights on Kwa-Mandlenkosi Rd	-	211 778	-	-
11	213509	Beaufort West Rugby Ground	New Flood Lighting	500 000	-	-	-
22	0	Beaufort West Sports Stadium	Upgrade Sport Facilities	-	1 500 000	1 500 000	-
8	213933	Merweville Sports Fields	New Flood Lighting	-	500 000	-	-
-	213693	Nelspoort Sports Ground	New Flood Lighting				
-	33368	Rustdene	Sports Stadium	718 173	-	-	-
11	213448	Rustdene B& C Sports Fields	New Flood Lighting	-	1 000 000	-	-
30	161489	Murraysburg	New Fencing of Stormwater Channel Ph1	-	81 750	-	-
-	0	Beaufort West PMU	PMU 2013/2014	350 000	-	-	-
-	0	Beaufort West PMU	PMU 2014/2015	-	360 000	-	-
27	221969	Prince Valley, Area S8	New Bulk Sewer Pump Station & Rising Main	-		3 856 848	-
27	217821	Rustdene: Buitekant St(Ph4 Housing) Budget Maintenance, project 207010)	External Sewerage Pipeline	-	1 094 770	-	36 338
17	0	Beaufort West	Upgrade Gravel Roads	-		2 774 501	
SUBTOTAL: Projects on Green Paper				R 20 352 999	R 16 745 000	R 13 737 000	R14 158 000

Table 38: MIG WC DPIP 2014-15

5.9 FUNDED PROJECTS 2014/15

SDBIP ref. no.	REF NO.	PROJECT NAME	STRATEGIC OBJECTIVE	WARD	RESPONSIBLE PERSON	FINANCIAL RESOURCES	ESTIMATED COSTS (Rands)
-	1	11 kV Line Small Holdings	Basic service delivery and infrastructure		Electro Technical Services	Department of Energy	500 000
-	2	Housing electrification 245 Houses	Basic service delivery and infrastructure		Electro Technical Services	Department of Energy	2 572 300
-	3	Auto Recloser 11 kV Small Holdings	Basic service delivery and infrastructure		Electro Technical Services	Department of Energy	275 000
Electrification Central Karoo							
-	4	Grootfontein Phase 3	Basic service delivery and infrastructure		Electro Technical Services	Department of Energy	1 094 400
-	5	Moordenaars Karoo Ph 4	Basic service delivery and infrastructure		Electro Technical Services	Department of Energy	3 249 000
-	6	Stegman Primary Ph 2	Basic service delivery and infrastructure		Electro Technical Services	Department of Energy	478 800
-	7	Swer line J Molteno	Basic service delivery and infrastructure		Electro Technical Services	Department of Energy	2 280 000
-	8	Weltevrede	Basic service delivery and infrastructure		Electro Technical Services	Department of Energy	1 425 000
-	9	Buffelsvlei Ph 1	Basic service delivery and infrastructure		Electro Technical Services	Department of Energy	2 280 000
-	10	Sleutelfontein Ph 1	Basic service delivery and infrastructure		Electro Technical Services	Department of Energy	3 990 000
-	11	Keulderfontein	Basic service delivery and infrastructure		Electro Technical Services	Department of Energy	1 710 000
-	12	Kroonplaas	Basic service delivery and infrastructure		Electro Technical Services	Department of Energy	3 420 000
-	13	Hillandale Ph3	Basic service delivery and infrastructure		Electro Technical Services	Department of Energy	3 219 820
-	14	Youth jobs in Waste	Create and support mechanism and for the protection of environmental quality Empower 19 unemployed youth	All	Community Services	DEAT	500 000
-	15	EPIP	Construction of Murraysburg Landfill Site	1	Community Services	DEAT	17 000 000
-	16	EPWP	Job Creation	All	Community Services	DTPW	917 000
-	17	EPWP	Job Creation	All	Engineering Services	DTPW	917 000
-	18		Build quality houses	All	Community Services	DHS	5 257 000

Table 39: Funded Projects

5.10 UNFUNDED PROJECTS

SDBIP ref. no.	REF NO.	MUNICIPAL ACTION	WARD	MUNICIPAL DEPARTMENT	ESTIMATED COSTS (Rands)
-	7.2	Upgrading of Nelspoort WWTW	2	Engineering Services	2 000 000
33	7.2	Bulk water supply-Nelspoort-Adequate water supply to citizens	2	Engineering Services	500 000
-	7.2	Upgrading existing WWTW-Beaufort West	2	Engineering Services	8 000 000
-	7.2	Pressure release valves	All	Engineering Services	1 400 000
-	7.2	New Water Reservoir	All	Engineering Services	1 000 000
-	7.2	Upgrade a Water Network	All	Engineering Services	2000 000
-	7.2	Prince Valley Community Hall	6	Engineering Services	100 000
-	7.2	Hillside 11: Community Hall	7	Engineering Services	100 000
-	6	Upgrading of mortuary	7	Engineering Services	
-		Karoo Gateway Airport	2	Engineering Services	1000,000
		Sleutelfontein Fase II		Electro Technical Services	5 000 000
		Buffelsvlei Fase II		Electro Technical Services	5 000 000

		Hillandale Fase III		Electro Technical Services	5 000 000
		Le Riche Doringboomsfontein		Electro Technical Services	5 000 000
		Antjieskraal		Electro Technical Services	5 000 000
		<i>Ou Kloof skema</i> (Kellerman)		Electro Technical Services	5 000 000
		Willowmore		Electro Technical Services	15 000 000
		Rietbron		Electro Technical Services	10 000 000
		Becksvlakte		Electro Technical Services	10 000 000
		Jakkalsvlakte		Electro Technical Services	10 000 000
		Roggeveld		Electro Technical Services	10 000 000
		Spitskop		Electro Technical Services	10 000 000
		Sterrewag		Electro Technical Services	10 000 000
		Swartbult		Electro Technical Services	10 000 000
		Weltevrede		Electro Technical Services	10 000 000
		Vondeling Skool		Electro Technical Services	10 000 000

		Main supply Murraysburg		Electro Technical Services	20 000 000
		2 X 2.5 MVA Transformers Murraysburg		Electro Technical Services	12 000 000
		11 kV Network Murraysburg		Electro Technical Services	3 000 000
		Main Substation Beaufort West		Electro Technical Services	8 000 000
		Louw Smit Substation		Electro Technical Services	1 500 000
		Katjieskop Substation(load control)		Electro Technical Services	5 000 000
		245 Sub-economic dwellings		Electro Technical Services	3 100 000

Table 40: Unfunded Projects

5.11 Financial Plan

Beaufort West Municipality, in cooperation with the Provincial Treasury, had a meeting to address the health and financial performance of the municipality. The outcome of the meeting was that the provincial department will assist the municipality to a Long-term Financial Plan.

CHAPTER 6

NATIONAL AND PROVINCIAL PROJECTS

6.1 National and provincial projects

The following tables include municipal-wide projects of national and provincial departments, to be implemented during the next three years, i.e. 2014-2017. These projects and programmes include, *inter alia*, a new clinic, hospital fire-fighting equipment, hospital maintenance, housing projects and library programmes.

Department of Economic Development and Tourism				
Strategic Objective: To reduce poverty and to promote the empowerment				
Approved IDP Project Reference Number	Project Description	Municipal Area	Year	Budget
BWM 01	Alternative Energy Plant	All wards	2014/16	R300 000
BWM 06	Consumer Advice Office Project	Ward 1	2014/16	R50 000
BWM 07	Stormwater canals, bridge between Kwa-Mandlenkosi & the Lande	Ward 4	2014/17	R3 000 000
BWM 09	Work and Skills Programme	All wards	2014/16	R120 000

Table 41

Department of Energy				
Strategic Objective: To create crime free, safe and healthy environment				
Approved IDP Project Reference Number	Project Description	Municipal Area	Year	Budget
BWM 02	Establishment of a Solar/Photovoltaic Energy and wind Energy Plant	All wards	2014/17	R1 000 000

Table 42

Department of Community Safety				
Strategic Objective: Creating and maintaining an effective financial management system				
Approved IDP Project Reference Number	Project Description	Municipal Area	Year	Budget

BWM 03	Fatigue Management Programme	N1	2014/15	R50 000
BWM 05	Assistance for Drivers Licenses: Unemployed Youth	All wards	2014/15	R60 000

Table 43

Department of Economic Development				
Strategic Objective: To improve job creation potential				
Approved IDP Project Reference Number	Project Description	Municipal Area	Year	Budget
BWM 04	Regional Competitiveness Programme: CRDP Nodes	All wards	2014/16	R50 000

Table 44

Department of Health				
Strategic Objective: To improve job creation potential				
Approved IDP Project Reference Number	Project Description	Municipal Area	Year	Budget
BWM 08	Building of new clinic	Ward 7	2014/15	R1 000 000

Table 45

6.2 Provincial allocations

The provincial allocations to the Beaufort West Municipality as gazetted on 5 March 2014, amount to 2014/2015 – R10 916 000; 2015/2016 – R9 873 000 and 2016/2017 – R10 224 000.

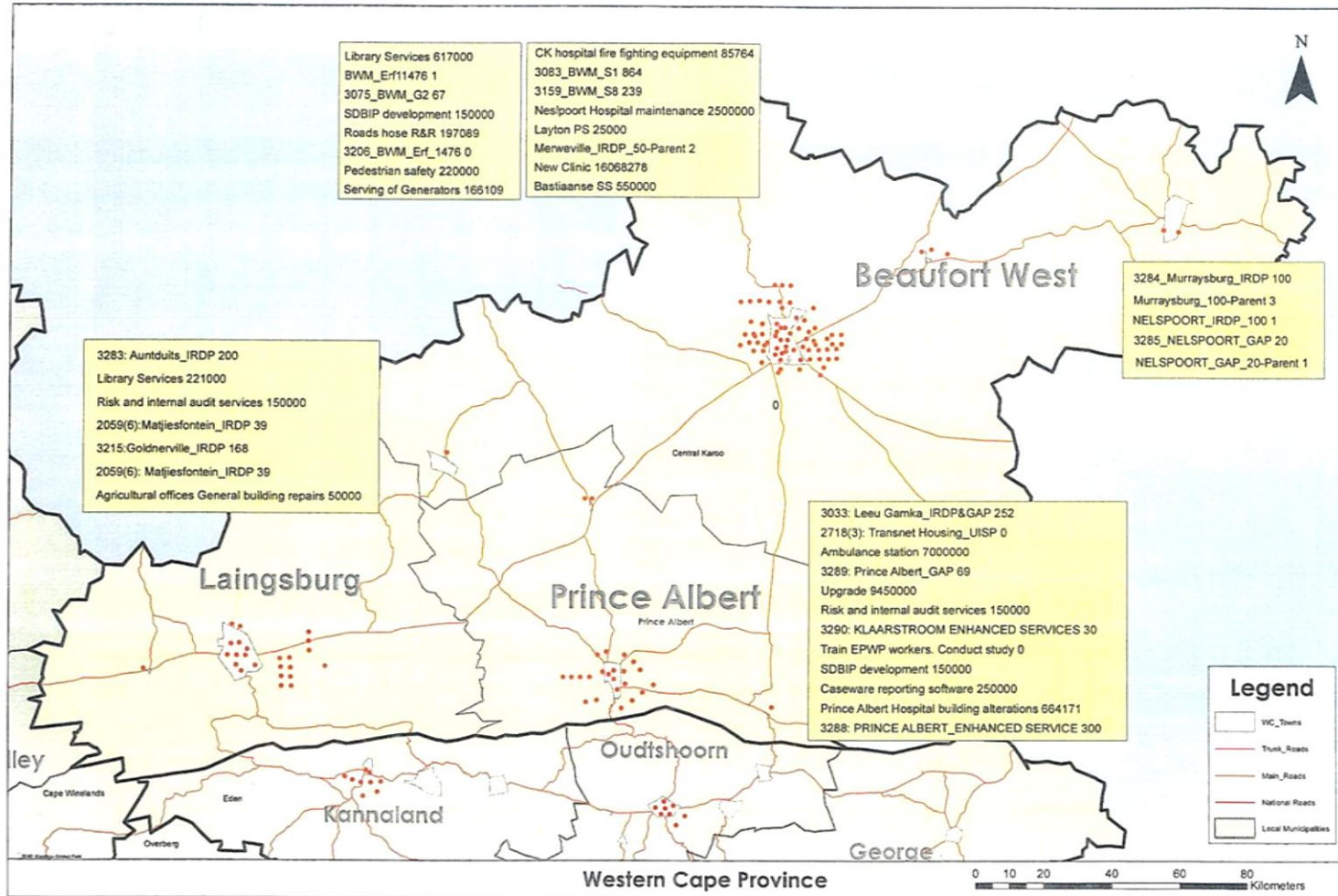
PROVINCIAL GRANT	2014/2015 (R'000)	2015/2016 (R'000)	2016/2017 (R'000)
Library Services: Replacement funding for most vulnerable B3 municipalities	3 269	3 411	3 616
Library Services: Conditional Grant	1 182	935	991
Human Settlements Development Grant	5 257	5 092	5 160

Community Development Workers (Operational Support Grant)	192	202	212
Thusong Service Centres Grant (Sustainability: Operational Support Grant)	222	233	245
Financial assistance to municipalities for maintenance and construction of transport infrastructure	794		
TOTAL	10 916	9 873	10 224

Table 46: Grant allocations - Provincial Government

The following map spatially demarcate district-wide planned projects of provincial departments, to be implemented in the municipal area during the next three years, i.e. 2014-2017.

IDP INDABA 2_2014 - 2017 : CENTRAL KAROO DISTRICT - SECTOR DEPARTMENT INTERVENTIONS



CHAPTER 7

PERFORMANCE MANAGEMENT

Performance Management is prescribed by chapter of the Municipal System Act, Act 32 of 2000 and the Municipal Planning and Performance Management Regulations, 796 of August 2001. Section 7 (1) of the aforementioned regulation states that "A Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance, planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the responsibilities of the different role players". This framework, *inter alia*, reflects the linkage between the IDP, Budget, SDBIP and individual and service provider performance. The municipality adopted a performance management framework that was approved by council in November 2008.

During the 2012/13 audit conducted by the auditor-General various aspects of non-compliance with regards to performance were highlighted in the management report issued at the end of the audit.

The findings included, *inter alia*, the following:

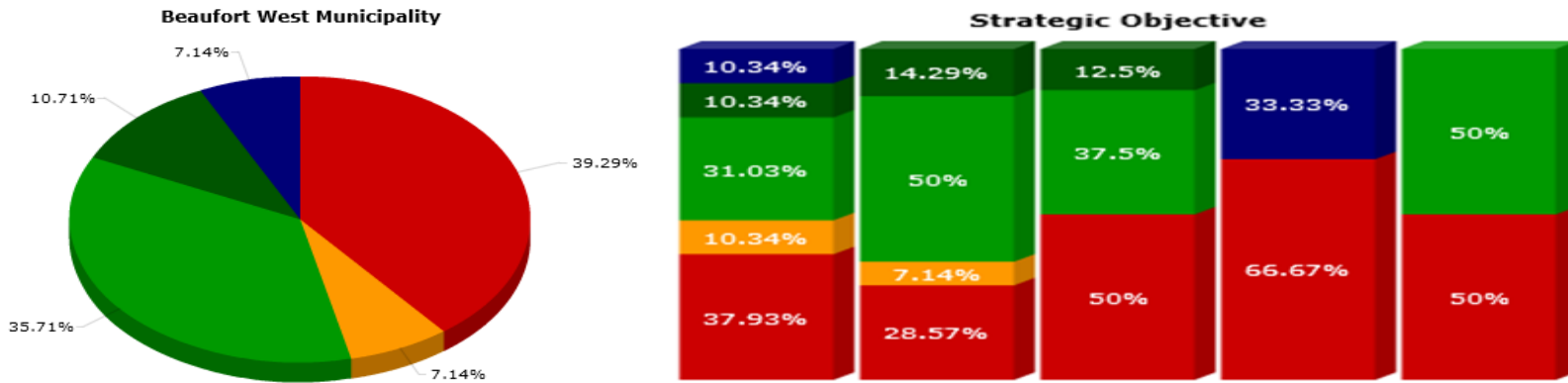
- The measures taken to improve performance were not reported in the Performance report.
- Expenditure was incurred in excess of the limits of the amounts provided for the votes of the approved budget.
- Lack of procedures for the accurate recording of actual achievements and lack of frequent review of validity of reported achievements against source information.

To eliminate the audit findings, the following table explains the method by which the overall assessment of actual performance against targets set for the key performance indicators (KPI's) of the SDBIP is measured:

Category	Color	Explanation
KPI's Not Yet Measured	Grey	KPIs with no targets or actuals in the selected period.
KPI's Not Met	Red	0% \geq Actual/Target < 75%
KPI's Almost Met	Orange	75% \geq Actual/Target < 100%
KPI's Met	Green	Actual/Target = 100%
KPI's Well Met	Dark Green	100% > Actual/Target < 150%
KPI's Extremely Well Met	Dark Blue	Actual/Target \geq 150%

Table 46: KPI Performance

The graphs below display the overall performance in terms of the Top Layer SDBIP per Strategic objectives for 2012/13:



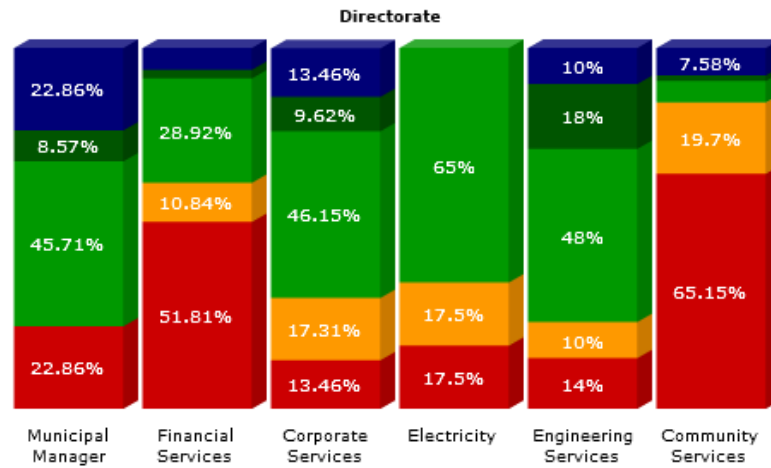
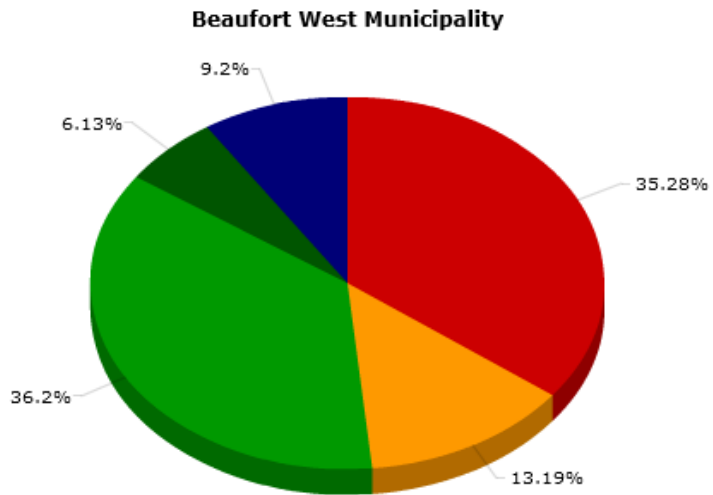
Graph 2: Municipal Performance per KPI

Graph 3: Departmental Performance

	Beaufort West Municipality	Strategic Objective				
		<i>Basic service delivery and infrastructure development</i>	<i>Financial viability and management</i>	<i>Institutional development and municipal transformation</i>	<i>To develop a local economic development strategy that responds to food security, social infrastructure, health environment, education and skills development and the gender balances in society</i>	<i>To promote good governance through ongoing communication between the council and citizens via community participation, effective information dissemination, communication and ward-based consultation</i>
KPI Not Met	22 (39.3%)	11 (37.9%)	4 (28.6%)	4 (50%)	2 (66.7%)	1 (50%)
KPI Almost Met	4 (7.1%)	3 (10.3%)	1 (7.1%)	-	-	-
KPI Met	20 (35.7%)	9 (31%)	7 (50%)	3 (37.5%)	-	1 (50%)
KPI Well Met	6 (10.7%)	3 (10.3%)	2 (14.3%)	1 (12.5%)	-	-
KPI Extremely Well Met	4 (7.1%)	3 (10.3%)	-	-	1 (33.3%)	-
Total:	56	29	14	8	3	2

Table 47: Municipal Performance Outline

The following graphs illustrative an overview of the overall performance results of all the KPI's measured as at 30 June 2013 (using the same method as above).



Graph 3: Overall performance of directorates for 2012/13

CHAPTER 8

FINANCIAL VIABILITY / AUDITOR GENERAL REPORT

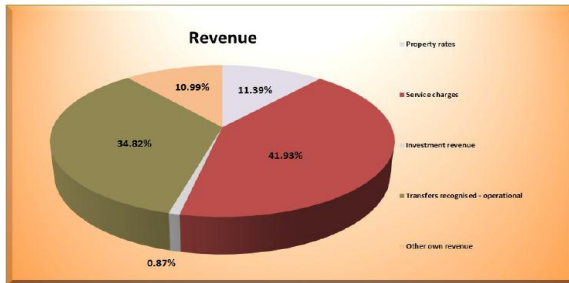
8.1 INCOME & EXPENDITURE

The table below shows a summary of performance against budgets:

Financial Year	Revenue				%	Operating Expenditure			
	Budget	Actual	Diff.	Budget		Actual	Diff.	%	
	R'000	R'000	R'000	R'000		R'000	R'000		
2011/12	212 949	238 761	25 812	12,2	174 517	171 066	(3 451)	1,98	
2012/13	253 752	241 288	(12 463)	-5	193 370	195 175	(1 805)	-1	

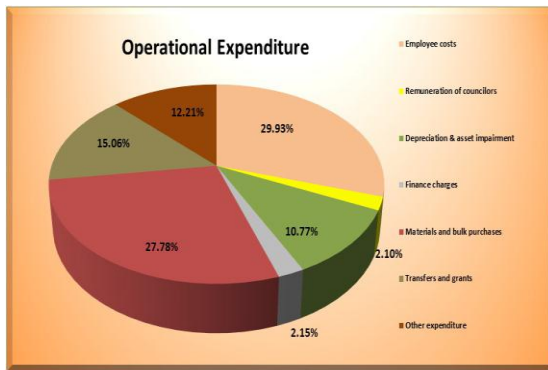
Table 8: Performance against budgets

The following graph indicates the various types of revenue items in the municipal budget for 2012/13.



Graph 4: Revenue

The following graph indicates the various types of expenditure items in the municipal budget for 2012/13.



Graph 5: Operating Expenditure

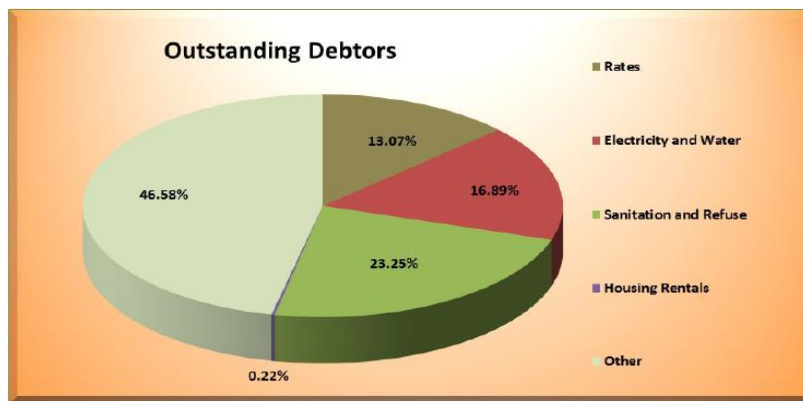
The municipality received 241 288 revenue for the year of which 195 175 was utilized for operating expenditure. Salaries and allowances were 29.93% of the operating expenditure for the year under review and the percentage is well within the national norm of between 35 to 40%:

8.2 Gross Outstanding Debtors per Service

Financial Year	Rates	Trading Services (Electricity And Water)	Economic Services (Sanitation and Refuse)	Housing Rental	Other	Total
	R'000	R'000	R'000	R'000	R'000	R'000
	2011/12	6 688	8 118	9 716	110	24 510
2012/13	6 419	8 297	11 422	107	22 886	49 131
Difference	(269)	179	1 706	(3)	(1 624)	(11)
% growth year on year	-4	2	18	-3	-7	0

Table 49: Gross outstanding debtors per service

The following graph indicates the total outstanding debt per type of service for 2012/13.



Graph 6: Debt per type service

8.3 Total Debtors Age Analysis

Financial year	Less than 30 days	Between 30 - 60 days	Between 60-90 days	More than 90 days	Total
	R'000	R'000	R'000	R'000	R'000
2011/12	6 850	1 340	2 865	38 087	49 142
2012/13	7 482	2 461	915	38 274	49 131
	631	1 121	(1 951)	187	(11)
% growth year on year	9	84	-68	0	0

Table 50: Service debtor age analysis

8.4 Level of Reliance on Grants & Subsidies

The municipality is reliant on grants to finance expenditure due to our limited revenue raising capacity. The following table indicates the municipality's reliance on grants as percentage for the last two financial years:

Financial year	Total grants and subsidies received	Total Operating Revenue	Percentage
	R'000		%
2011/12	80 228	238 761	33.60%
2012/13	117 339	241 288	48.63%

Table 51: Reliance on grants

Highlights

Highlights	Description
Effective SCM processes	There was no successful appeals against bids awarded
Improve debt collection	The collection rate for rates, sewerage, refuse, water and electricity has improved
Customer care	Improved turnover rate in resolving customer enquiries

Table 52: Financial Services Highlights

Challenges

Description	Action to address
-------------	-------------------

Financial viability	Tighter budget control and further improve debt collection
Lack of capacity in Budget and Treasury Office	Training and recruitment of skilled staff and capacitating personnel. Amend organogram and budget accordingly
Difficulty with GRAP compliance	Appointment of skilled staff and capacitating of existing staff and interns
Ineffective systems, management and data retrieval for reporting	Investigation options to simplify data retrieval, e.g. migration to new systems or modules
Low revenue base	Grow the economy by attracting investments.

Table 53: Financial Services Challenges

8.5 Auditor General Report 2012/13

Audited Outcomes

Year	2010/11	2011/12	2012/13
Opinion received	Unqualified	Unqualified	Unqualified

Table 54 : Audit Outcomes

Audit report Status: Unqualified

Main issues raised under emphasis of matter	Corrective steps implemented/ To be implemented
The municipality has materially underspent its capital budget to the amount of R18 639 591.	The procurement plan will be enforced to ensure that all capital projects are spent during the financial year. The heads of department will be tasked to plan for purchases of all capital items in their respective departments within the financial period.
Lack of procedures for the accurate recording of actual achievements and lack of frequent review of validity of reported achievements against source information.	The municipality has a performance system where actual achievements are recorded. The Internal Auditor reviews the validity of the reported achievements against the source information on a quarterly basis.
46% of total planned targets were not achieved.	Reasons for non-achievement will be investigated and managed
The Performance Audit Committee did not submit at least twice during the financial year an audit report to council on the review of the performance management system as required by the Municipal Planning and Performance Regulation.	The Audit Committee will be required to submit at least two reports on the review of the performance management system to council.
The measures taken to improve performance were not reported in the	Measures taken to improve performance will be included in the next

Performance report.	performance report.
Expenditure was incurred in excess of the limits of the amounts provided for the votes of the approved budget.	All heads of departments will be tasked to view the budgeted amounts available on the financial system before approving the expenditure.
The Audit Committee did not advise council on matters relating to financial control and internal audits, risk management, accounting policies, effective governance, performance management or performance evaluation and matters relating to compliance with laws and regulations as required by the MFMA.	Management will develop a list of all unauthorized expenditure, identify the risks as well as controls in order to mitigate the risk in future.
The Audit Committee did not respond to the council on the issues raised in the Audit Report of the Auditor General as required by the MFMA.	Standing Operating Procedures (SOP's) will be in order to guide the operations of the municipality. A system called "Compliance assist" was also implemented - which serves as a reminder to comply. In order to comply with various laws and regulations, this system will assist each department to comply, monitor compliance and report on compliance.
The accounting officer did not exercise oversight over financial reporting end related internal control processes and in addition did not ensure a proper review of the financial statement and performance report.	Progress on implementation of Internal Audit findings will be a standing item on the agenda of the regular meetings with the Directors.
Management did not identify and mitigate the risk of unauthorized expenditure.	Management will develop a list of all unauthorized expenditure, identify the risks as well as controls in order to mitigate the risk in future.
Management have not implemented sufficient documented policies and procedures to guide the operations of the municipality resulting in noncompliance with various laws and regulations	Standing Operating Procedures (SOP's) will be in order to guide the operations of the municipality. A system called "Compliance assist" was also implemented - which serves as a reminder to comply. In order to comply with various laws and regulations, this system will assist each department to comply, monitor compliance and report on compliance.
Audit findings detected by the internal audit function are not followed-up by management and recommendations are not implemented accordingly.	Progress on implementation of Internal Audit findings will be a standing item on the agenda of the regular meetings with the Directors.

Table 55: AG Report 2012/13

CHAPTER 9

IDP SPATIAL MAPPING

The Municipal Spatial Development Framework was approved on 20 February 2014, and will be used as planning directive to develop the Beaufort West municipal area, over the long term. However, further refinement of guidelines is required and will be completed together with the implementation of the proposals as listed in the approved SDF. Hence, the SDF will be a key directive for the municipality to articulate a long-term development strategy for the municipal area, and guide the implementation of projects / programmes. The following map indicates current and future development dynamics in the municipal area.



BEA

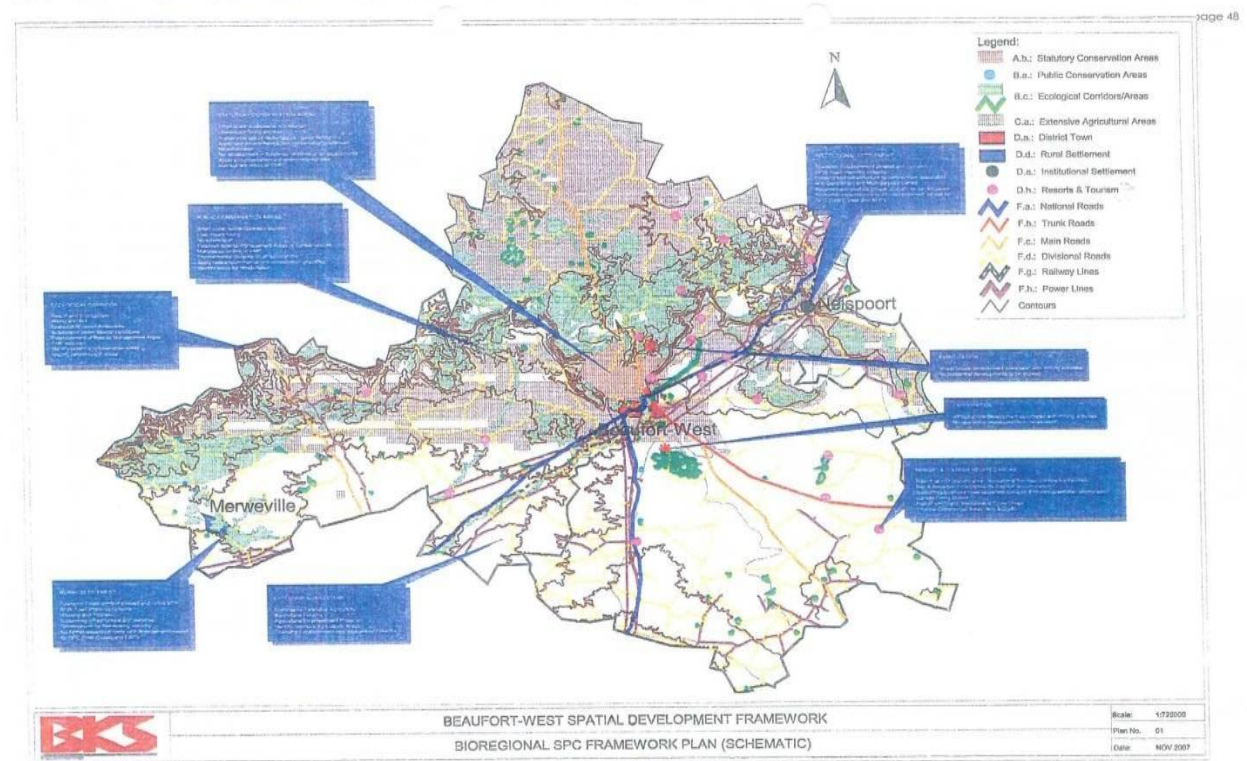


Figure 2.4.2.1 Beaufort West Municipality SDF (BKS Consulting Engineers, August 2008)



BEAUFORT WEST SPATIAL DEVELOPMENT FRAMEWORK (12.2189)
SPATIAL DEVELOPMENT FRAMEWORK REPORT
30 October 2013

059

CHAPTER 10

DISASTER MANAGEMENT

This chapter provides information about achievements regarding disaster management during 2013/2014.

10.1 A Hazard, Risk and Vulnerability Assessment (HRAVA) has been performed:

	YES	NO
For the Municipal Area	YES	
For projects identified in the IDP	YES	
Comments: NONE		

Table 56

10.2 The identified disaster risks have been prevented or mitigated through the implementation of risk reduction programmes:

	YES	NO
For the Municipal Area	YES	
For projects identified in the IDP	YES	
Comments: NONE		

Table 57

10.3 Appropriate disaster preparedness, response and recovery plans have been developed for a risk that cannot be prevented or mitigated:

	YES	NO

For the Municipal Area For projects identified in the IDP	YES	
	YES	
Comments: NONE		

Table 58

10.4 The Municipality has instituted the following disaster management requirements:

	YES	NO
Established a functional Disaster Management Centre	YES	
Appoint a Head of Centre	YES for District	
A functional Disaster Management Advisory Forum	YES	
A Disaster Management (DM) Plan has been developed	YES	
This DM Plan does include Sectoral Plans	YES	
Comments: NONE		

Table 59

10.5 Disaster Management has a functional system that complies with the following:

	YES	NO
GIS data for disaster management	YES	
Risk reduction planning	YES	
Early warning system	YES	
Preparedness, response and recovery planning (Generic Plan)	YES	
Comments: NONE		

Table 60

10.6 These systems are linked to:

	YES	NO
Other line functions in the Municipality	YES	
Other Municipalities	YES	
Security Forces (SAPS and SANDF)	YES	
Provincial EMS	YES	

Provincial Departments	YES	
The National Disaster Management Centre	YES	
Comments: NONE		

Table 61

10.7 The Municipal Disaster Management Plan is completed, submitted and approved by:

Other Municipalities in District Municipal Area	YES	NO
For projects identified in the IDP	YES	NO
Provincial Disaster Management Centre	YES	
Comments: NONE		

Table 62

10.8 Assessment of Disaster Risks of high risk IDP Projects

1. Project Reference	2. Project Description	3. Primary & Secondary Stakeholders	4. Risk Rating (Very High Risk; High Risk)	5. Risk Reduction (Prevention/Mitigation/Preparedness) actions taken	6. Comments by Disaster Management
BWM/SDF3	Upgrading of Murraysburg Water Treatment Works	Beaufort West Municipality Broader Community	High (Pollution)	Upgrade existing plant	Project Endorsed
BWM/SDF 15	Consolidation Project	Beaufort West Municipality Human Settlements Beneficiaries	High	Infrastructure Upgrade	Development is supported. Good Water and Electricity Supply exists
BWM/SDF21	Upgrading Electrical Network – Murraysburg	Beaufort West Municipality Eskom	Very High	Must upgrade. Existing Electricity not up to standard	Must be monitored and attended to

Table 63: Disaster Risk Assessment of IDP Project Register

ANNEXURES

The following documents are available in electronic format as part of this 2nd review.

- A iMAP
- B BUDGET

The following appendices are attached to the Electronic Version of the document:

- 5 Year IDP 2012/17
- 1st IDP Review 2013/14
- IWMP
- SDF and HS Plan
- IDP Time Schedule
- IDP Priority List
- Performance Management Framework, and
- Organograms.

REFERENCES

The following documents and resources were used to inform the writing of this document:

1. Stats SA Census 2011
2. IDP Indaba and Documents
3. Spatial Development Framework
4. National Development Plan 2030
5. Sector Plans
6. Final 5 Year IDP Review, and
7. LED Strategy.

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
DWA	Department of Water Affairs
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