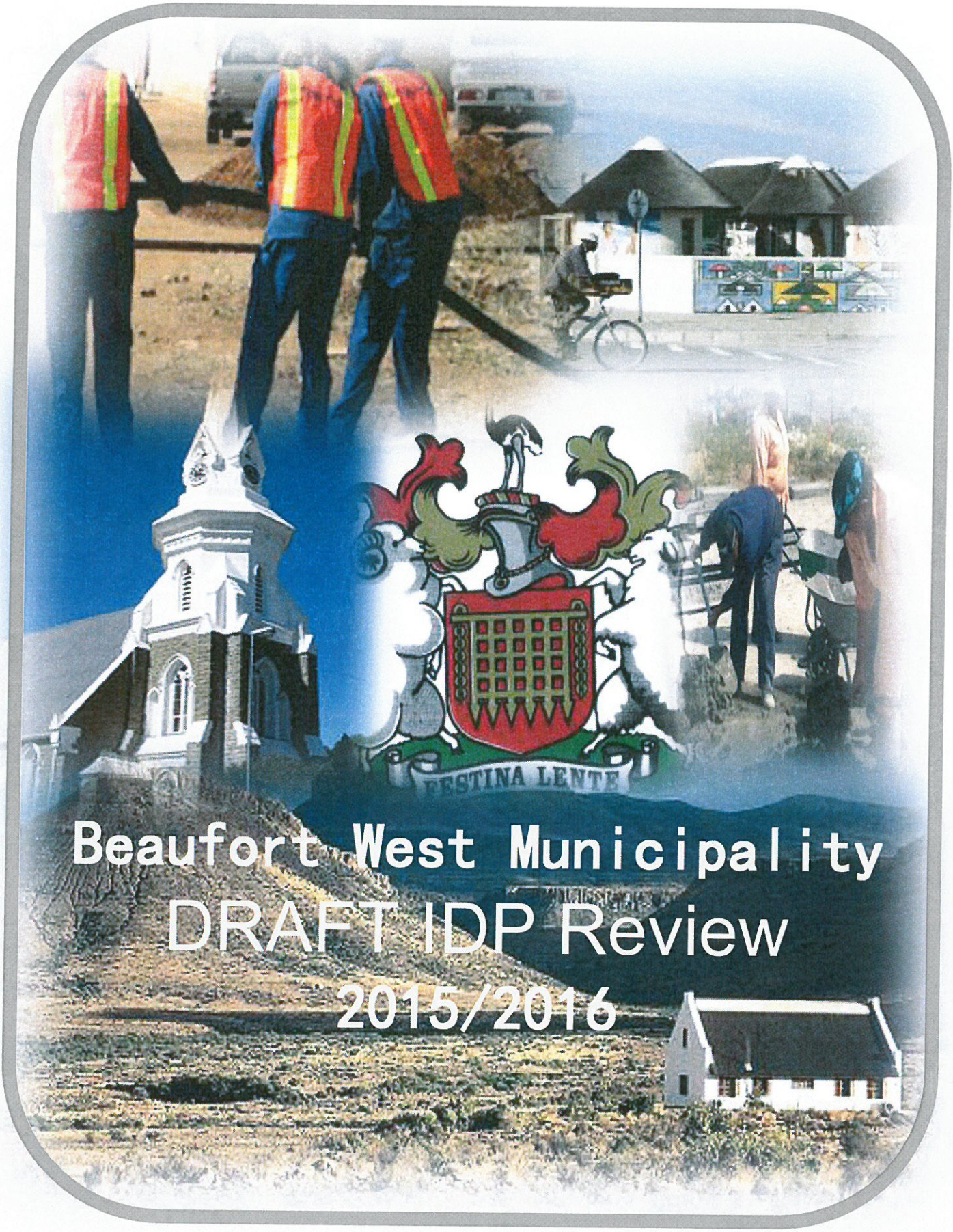

Beaufort West Municipality

DRAFT IDP Review

2015/2016

PROVINCIAL TREASURY
WESTERN CAPE
PRIVATE BAG X9165, CAPE TOWN 8000
01 APR 2015
7 WALE STREET, CAPE TOWN 8001
BUSINESS INFORMATION
AND DATA MANAGEMENT

BEAUFORT WEST MUNICIPALITY

Integrated Development Plan
2012 - 2017
3rd Annual Review (Draft)
2015/2016

DRAFT

PROVINCIAL TREASURY
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FOREWORD BY THE EXECUTIVE MAYOR

Once again it is a privilege for me to introduce this 3rd review (2015/2016) of our Integrated Development Plan. Beaufort West Municipal Council wants to implement and attain the delivery of services in line with constitutional standards.

Besides the developmental role that local government is called to play, we are also expected to maintain existing infrastructure which, in most cases is aged and in a state of ill repair. The Integrated Development Plan therefore needs to reflect a balancing act between providing access to basic services to new recipients and the maintenance of existing infrastructure to avoid power cuts, water leakages, potholes etc. Service delivery and infrastructural development are ongoing processes, thus one will find some of the operations encapsulated in this IDP document are a continuation of activities from the previous Financial Year, whilst some are of a necessity to flow into the next Financial Year.

Underpinning successful service delivery is the availability of funds to do so. Whilst a substantial amount of funding is made available to Beaufort West Municipality through the National and Provincial Fiscus through conditional grants such as the Municipal Infrastructure Grant (MIG) amongst others, the only way that the Municipality will realize service delivery to its fullest potential is by ensuring optimal revenue generation by collecting payment due for services rendered by the Municipality. We therefore have to find ways to increase our reserves to plan and implement capital projects beyond the provision of grant funding.

Much still needs to be done to alleviate poverty, to create an environment that is conducive to economic growth, and to bring meaning and respectability to the lives of our community. The Municipal Council will therefore have to commit itself to fast-track the process of reviewing its Local Economic Strategy which will assist us to strengthen our local economy.

This IDP is informed by the development aspirations of the citizens of Beaufort West Municipal area. The community and all other key stakeholders and partners are therefore encouraged to be part of the development trajectory as encapsulated in this IDP document through submission of comments on how innovatively we can better our plans so as to enhance on implementation and monitoring as we strive towards bettering the lives of our community. Community participation which is a cornerstone of local democracy will be entrenched and the best ways of improving this are underway.

My sincere thanks to the Municipal Manager and staff members for ensuring that the Auditor General issued us once again with an Unqualified Audit opinion for 2013/2014 Financial Year. I have confidence that together we will achieve high levels of success for our municipality and our people.

ALDERMAN TRUMAN PRINCE

Mayor

DRAFT

ACKNOWLEDGEMENT FROM THE MUNICIPAL MANAGER

"The future is bright. The end is glorious. It is peaceful. But the intervening period is dark, bitter and finds its glory in the act of struggle".

Local Government endeavours to play its development role as an autonomous but inter-related sphere of government in a regulatory and legislative environment established by the National Government. The challenge of achieving integration in planning and delivery across the spheres of government is most pronounced at local level and is rendered more complex by the diversity in resources endowments and capacity across all municipalities in South Africa.

At the sphere of government closest to the people, municipalities have a particular responsibility in the achievement of these goals, not only in terms of deepening democracy through community empowerment and involvement, but also as the engine of delivery and development.

After undergoing a diagnostic process to identify and interrogate what is working and not working in the province, Western Cape government has adopted a comprehensive long-term plan, Provincial Development Plan, which charts the direction for a collective journey towards a better future. Beaufort West Municipality is in a process of developing its own long term plan within its IDP to be aligned with National Development Plan (NDP), Western Cape Province Vision 2030, Back to Basics Campaign, other development initiatives. In his State of the Province 2015, Premier Zille reiterated the strategic priorities of the province which are being implemented through Medium Terms Strategic Frameworks begging in the current financial year. Once Beaufort West Municipality has finalized its vision 2030 it will be implemented though the IDP which are the central planning tool for achieving med-term strategic goals of the district.

In framing this IDP, we have been guided by some of the enduring principles of national government:-

- Speed up economic growth and transform the economy to create decent work and sustainable livelihoods
- Massive programmes to build economic and social infrastructure
- Strengthen the skills and human resource base
- Improve the health profile of society
- Intensify the fight against crime and corruption
- Build cohesive, caring and sustainable communities
- Sustainable resource management and use

The IDP document is aligned to meeting the diverse requirements of our society. It is also a process that we are busy with which will be never-ending as needs change and we have to adapt our strategies, technologies and methodologies on a continuous basis so as to ensure excellence in service delivery and the sustainability of our environment and solutions. Therefore, this IDP is by no means comprehensive and is still "work in progress" and will be updated on a continuous basis. The main objective of an IDP is to address the needs of its people, and without a clear understanding of those needs valuable resources will be incorrectly distributed. To gain this clear understanding, personal input is required and for this we would like to thank the People of Beaufort West for your participation and valuable input with regards to this Integrated Plan.

I would like to thank all key stakeholders who took it upon themselves as individuals and organised bodies to contribute to the development of this Integrated Development plan. The political leadership, our local municipality as well as management and staff have all played a crucial role in ensuring the production of this credible and implementable document. This document will serve as a governing tool for councilors and officials for the 14/15 financial year and a 'Road Map towards 2016' in fast tracking service delivery as well as Beaufort West Municipality's achievements. Hope we will all pull together to the right direction towards mission and vision of Beaufort West Municipality as contained in strategic document. Wish you all the best in year of 'Freedom Charter' as declared by State President.

JAFTA BOOYSEN
Municipal Manager

EXECUTIVE SUMMARY

This document represents the third review of Beaufort West Municipality's IDP for the current five-year local government planning and implementation time-frame, i.e. 2012 - 2017 and considers the 2015/2016 budget cycle. The document must be read together with the original IDP, the first two reviews and the municipal-wide sector plans. 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:

The review is in essence structured as follows:

- Chapter 1 - A legal framework
- Chapter 2 - A review of the profile of the municipal area
- Chapter 3 - A review of the status of the municipality as the mechanism to achieve the identified strategic objectives. It sets out the institutional arrangements to operationalize the delivery of its mandates, in terms of the constitution and municipal legislation.
- Chapter 4 - An overview of the 2014/15 progress in terms of completion of the identified projects as a means in reaching the strategic objectives
- Chapter 5 - As Council made a principle decision not to change the current strategic objectives, this section remains the same as with the previous reviews
- Chapter 6 - An Action Plan for the 2015/16 financial year

The remaining chapters serve as supporting documentation to the above core of the review.

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.

The original IDP has been developed through an exhaustive process of engagement with various stakeholders and the review process included consultation with the community in identifying needs, prioritising the needs and aligning it with the resources available to the municipality. 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 2015/2016 municipal budget includes mainly projects regarding maintenance and provision of infrastructure as is also reflected in the 2014/15 approved SDBIP. The SDBIP to be approved for the 2015/16 financial year will reflect this pattern as well.

The needs as identified by the communities are attached to the review as an Annexure C.

It should be emphasised that various 'other' needs are always being identified during the engagement process with communities that are not functional responsibilities of the municipality. In this regard, the role of the municipality is to engage with the relevant stakeholders as 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.

The programmes and projects are intended for all the wards and this document will acknowledge the sources of information used in the process, amongst others are the following contributing sources:

(a) Comments received from the community and various role-players in the IDP Process;
(b) Meetings with members of the IDP Steering Committee;
(c) The implementation of Performance Management System (PMS);
(d) The implementation of Service Delivery Budget Implementation Plan (SDBIP);
(e) The adoption of the Spatial Development Framework (SDF);
(f) The update of the list of projects; and
(g) The preparation and update of the sector plans.
(h) Integration of all programmes and plans in the municipal areas.
(i) IMAP (Implementation Map) for better monitoring of IDP, Budget and SDBIP.

The Municipality adopted the national Key Performance Areas and aligned itself with these KPA's through a set of strategic objectives. The IDP therefore focuses on the following:

1. Basic Service Delivery
2. Municipal Transformation and Institutional Development
3. Good Governance and Public Participation
4. Municipal Financial Viability and Management
5. Local Economic Development

The above strategic objectives are aligned with the needs of the communities as these needs reflected mainly on:

Economic Development	Infrastructure Development	Health Services
Youth Development	Housing Delivery	SMME Development
Availability of Agricultural land	Sport and Recreation	
Skills development		

The Municipality sees this Plan as instrumental in its efforts to becoming more developmental orientated.

As to ensure a proper planned review process, a Process Plan was approved and focuses on the organizational arrangements for the planning process and indicates the time-frames and community participation processes. This was done in line with the guidelines set out in the Municipal Finance Management Act and concrete efforts were made to align the planning and budgeting processes. The process illustrates the important relationship between the IDP and the Performance Management System.

As stated above, the IDP review plan consists out of the following sections:

Section A: IDP Process: Introduction

This section focuses on the purpose of the document and the legal context and framework of the IDP. The section further identifies the basis for the IDP and clarifies the process followed with review. During the planning process each phase poses unique challenges to ensure that the output of one phase adds sufficient value in the next phase.

Section B: Situation Analysis

This section focuses on the existing situation of the communities the municipality serves, focusing on population statistics, geographical descriptions, economic growth potential and other soci-economic aspects in the society of Beaufort West. This section must enable the municipality to

determine its developmental objectives, whether it be service delivery, health, education, job creation, etc.

Section C: Status of the Municipality as the mechanism to implement the strategic objectives

This section focuses on the current status of the municipality as an implementing agent and determine the capacity (or lack thereof) and resources (or lack thereof) to implement the IDP.

Section D: Municipal context of priority issues /objectives and strategies

The section outlines the priorities of the community and the objectives and strategies agreed upon. The key performance areas and strategic objectives have been identified in this section.

Section E: Action Plan 2015/16 and Integrated Sector Plans

The section focuses on the projects identified to be implemented during the new financial year per Key Performance Area and therefore per Strategic Objective. It sets out each project's name, indicator(s), location, target(s) to measure performance, as well as the potential sources of funding. A distinction is made between projects on a statutory/strategic level (as can be viewed in the SDBIP or projects on a policy design/review level), projects with a multi-year budget and new projects.

The section also focuses on the Integrated sector Plans that needs to be aligned with the municipality's strategic objectives and with the resources framework. These sector plans include:

- 5 Year Capital Investment programme
- 5 Year Financial Plan
- 5 Year Infrastructure Plan
- Integrated Transport Plan
- Integrated Waste Management Plan
- Local Economic & Marketing Strategy
- Integrated Institutional Plan
- Tourism Strategy
- Integrated Housing Plan and Housing Allocation Policy etc.

Other principle matters that the IDP also addresses include:

- **PUBLIC PARTICIPATION**

  The Local Government Municipal Systems Act, 32 of 2000 – Chapter 4 requires that all Municipalities develop a culture of participatory governance by putting in place mechanisms and procedures that allow for public participation in the affairs of the Municipality, including the IDP Process. Central to this is the need for community members to be well informed about the affairs of the Municipality at all times and to take part in the decision-making processes of Council. To address this, the Council set up Ward Committees and an IDP Representative Forum. The Process Plan outlines the continuous consultation with the community stakeholders.

In summary, the following meetings were held with the community and/or stakeholders as to identify the current priorities of the community/ies:

No of Ward	Type of Meeting	Date	Venue	Attendance
1.	IDP/Ward Engagement	18 February 2015	Murraysburg Hall	102
2.	IDP/Ward Committee Engagement	18 November 2014	Beaufort West Council Chambers	8
2	IDP/Ward Engagement	17 November 2014	Restvale Primary School Hall, Nelspoort	55
3.	IDP/Ward Engagement	13 November 2014	Rustdene Hall	Due to poor attendance meeting did not proceed
4.	IDP/Ward Engagement	18 November 2014	Kwa Mandlenosi community Hall	28
5.	IDP/ Ward Engagement	26 November 2014	Rustdene Hall	Due to poor attendance meeting did not proceed
6.	IDP/ Ward Engagement	24 November 2014	Pinkster Eenheid Church of SA	33
7.	IDP/ Ward Engagement	25 November 2014	George Fredericks Primary School	45
3	IDP/Ward Committee Engagement	18 March 2015	Daniel Street, Ward Councillor Office	7
5	IDP/Ward Committee Engagement	24 March 2015	Daniel Street, Ward Councillor Office	8
	IDP Representative Forum	25 March 2015	Mimosa Library	
	IDP/Budget Steering Committee Engagement	23 March 2014	Conference Room: Municipal Offices	

Table 1: Public Participation Engagement

- **INSTITUTIONAL ARRANGEMENTS**

The municipality is responsible for the successful implementation of the IDP. For this reason, it is important to ensure the successful allocation of roles and responsibilities within the organisation and the following is a brief overview:

Executive Committee:

- Political oversight over the IDP.

Ward Councillors:

- Link the planning process to the constituencies and / or wards
- Be responsible for organizing public consultation and participation
- Monitor the implementation of the IDP with respect to the particular wards

Municipal Manager:

- Overall responsibility for the IDP

IDP Manager / IDP Officer:

Responsible for managing the IDP Process through:

- Facilitation of the IDP Process,
- Co-ordinating IDP related activities, including capacity building programmes,
- Facilitating reporting and the documentation thereof,
- Liaising with the PIMS Centre and Provincial Sector Departments,
- Providing secretariat functions for the IDP Steering Committee and Forum.

The Chief Financial Officer:

The CFO must ensure that the municipal budget is linked to the IDP and is responsible for:

- Co-ordinating the budget implementation,
- Development of the 5-year municipal integrated financial plan.

IDP Steering Committee:

- The Committee meets monthly.
- It is responsible for IDP processes, resources and output
- It oversees the monthly status reports that are received from departments,
- It makes recommendations to Council,
- It oversees the meetings of the IDP Representative Forum,
- The Committee is responsible for the process of integration and alignment.
- Oversees effective management of the IDP Process
- Contribute to the assessing of needs & prioritising
- Ensure proper organisational linkage with the Budget
- Evaluation of IDP/ Budget / PMS alignment

IDP Representative Forum:

- It forms the interface for community participation in the affairs of Council
- Operates on consensus basis in determination of priority issues for the municipal area
- Participates in the annual IDP Review Process
- Meets on a quarterly basis to discuss progress and shortcomings
- All wards within municipal area must be represented on Forum through the Ward Committee

- **ALIGNMENT**

In terms of the Municipal Systems Act development strategies must be aligned with National and Provincial Sector Plans as well as planning requirements. It also envisages that a single inclusive and strategic plan must be adopted which links, integrates and coordinates plans.

- **SPATIAL DEVELOPMENT FRAMEWORK**

Beaufort West Municipality developed a Spatial Development Framework which was adopted by Council in May 2014. This framework will serve as a guide for spatial development within the Municipality.

- **PERFORMANCE MANAGEMENT SYSTEM (PMS)**

The White Paper on Local Government (1998) nationally introduced Performance Management System (PMS) as a tool to ensure developmental local government. It concluded that Integrated Development Planning, Budgeting and Performance Management were powerful tools, which could assist municipalities to develop an integrated perspective on development in their areas. Performance management will cover both the institutional performance and municipal wide performance.

The Municipal Systems Act (Act 32 of 2000), requires all municipalities to:

- Develop a Performance Management System
- Set targets, monitor and review performance based on indicators linked to the IDP
- Publish an annual report on performance to the Councillors, staff, the public and other spheres of government.
- Incorporate and report on a set of general indicators pre-established nationally by the Minister responsible for Local Government.
- Conduct an internal audit on performance before tabling the report.
- Have the annual performance report audited by the Auditor-General
- Involve the community in setting indicators and targets and reviewing municipal performance.

Beaufort West Municipality has compiled a Draft PMS Framework with clear indicators based on the national key performance areas (and therefore the municipality's strategic objectives.

The KPA's and key indicators are based on the local priorities and IDP objectives. Performance agreements were also concluded between the Council and the Municipal Manager as well as all Directors. These agreements directly supported the implementation of the IDP process. Individual performance agreements are compiled and signed by all individuals.

CHAPTER 1

INTRODUCTION AND PURPOSE OF REVIEW

1.1 Beaufort West Municipality IDP 2012 – 2017

Municipalities function within an extensive legislative and policy framework that provides prescripts and guidelines for municipal actions according to constitutional obligations. 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) set out the following minimum requirements for an Integrated Development Plan:

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

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

Regulation 2 (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

The Integrated Development Plan (IDP) of Beaufort West Municipality, adopted by the Council on 28 August 2012. is therefore the key strategic planning tool for the municipality.

1.2 Purpose of this Document

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

This review is the third review of the 2012/17 IDP, as illustrated by the figure below, and should be read together with the 5-Year IDP.

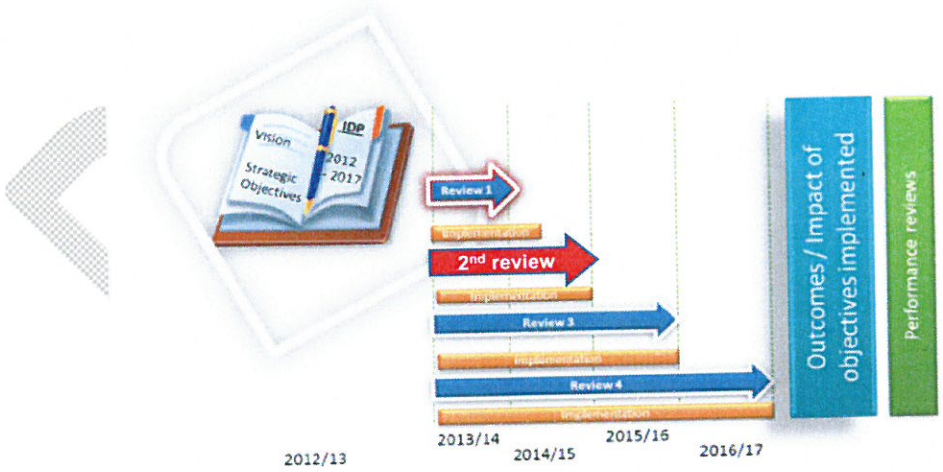

Figure 1: IDP Review Process

The review sets out the results of the municipality's 2015/2016 IDP Review Process, and describes the following:-

- The process followed to review the Beaufort West Municipality's IDP, including the feedback from the community on the priorities for the new financial year;

- The key informants that have provided the basis for amending certain elements, if necessary, of the IDP;
- An assessment of implementation performance and achievement of IDP targets and strategic objectives;
- Review of sector strategies and plans, and cluster analysis reports inform the input of communities;
- An action plan for 2015/16 Financial Year.

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 major purpose can therefore summarized as:

- To ensure that the planning processes of the municipality's internal departments are informed by the IDP and that there is sufficient capacity to implement the projects;
- To assess and report on progress and if required, apply corrective measures;
- To ensure that the IDP is the platform for structured inter-governmental engagement;
- To ensure that budget allocations and expenditure are in line with the IDP objectives;
- To ensure that the municipality's planning processes and outcomes are compliant;
- To ensure better alignment between the municipality's SDBIP and performance management system; and
- To ensure that the strategic objectives relates to the key performance areas.

1.3 Basis for the Integrated Development Plan 2012-2017

The IDP Review for 2012 - 2017 was undertaken within the framework of National, Provincial and District plans and policies, with particular consideration being given to the following:

- **New Growth Path, 2009 (NGP)**

  The NGP aims to find job opportunities in both the traditional economic sectors as well as cross-cutting sectors. It further aims to develop strategies that would create the needed jobs in the economy of South Africa over the medium term. This strategy will combine micro and macro-economics in achieving its goal.

  The main indicators for success will be:

  - Jobs (number and quality)
  - Growth (the rate, labour intensity & composition of economic growth)
  - Equity (lower income and inequality)
  - Environmental outcomes

  The Five pillars on which the NGP stands are:

  i. Infrastructure:

Public Sector - energy, transport, water, communications infrastructure and housing until 2015.	250 000 jobs annually

ii. Main Economic Sectors

Agricultural value chain	300 000 households in agricultural smallholder schemes
	145 000 in agro processing by 2020
	Upgrade conditions for 660 000 farmer workers
Mining value chain	Additional 140 000 jobs by 2020 & 200 000 by 2030
Manufacturing sectors with IPAP2 targets	350 000 jobs by 2020 in industries not covered elsewhere
Tourism & certain high level services	250 000 jobs

iii. Seizing the potential of New Economies

The Green economy	300 000 additional direct jobs by 2020 of which 80 000 is in manufacturing and up to 400 000 in construction, operations and management by 2030
Growing the knowledge capital	100 000 by 2020 based on current employment and taking out overlaps with niche tourism, IPAP2 and government services

iv. Investing in Social Capital and Public Services

Social Economy – such as co-ops	260 000 by 2020
	100 000

v. Spatial Development

Measurable improvements in livelihoods	500 000 households in rural development areas
African regional development	60 000 direct jobs by 2015 and around 150 000 by 2020 from exports to SADC

- **National Development Plan 2030, 2011.**

If the National Growth Plan is the strategy then the National Development Plan is the tactic to be used in achieving the aims moving towards 2030. The NDP focus on nine distinct areas for development in South Africa and it is the following:

- Create 11mil jobs by 2030
- Expand infrastructure
- Transition to low carbon economy

- An inclusive integrated rural economy
- Reversing the spatial effects of apartheid
- Education and Training
- Social protection
- Build a capable state
- Reforming the public service
- Provide quality Health Care
- Fight Corruption
- Transformation and Unity (National Development Plan 2030, 2011)

- **National Spatial Development Perspective (NSDP)**

The main purpose of the NSDP is to reconfigure apartheid spatial relations and to implement spatial priorities that meet the constitutional imperative of providing basic services to all and alleviating poverty and inequality. The NSDP is based on government's objectives of growing the economy, creating jobs, addressing poverty and promoting social cohesion.

NSDP principles are aimed at focusing government action and investment to enable the developmental state to achieve maximum social and economic impact within the context of limited resources. While the focus on government spending in areas of some economic potential is on economic infrastructure, in areas of low or no economic potential government spending should focus on human capital development.

Spatial marginalization from economic opportunities and social amenities continue to be a significant feature of the space economy and must be addressed to reduce poverty and inequality and to ensure shared growth (National Spatial Development Perspective, 2003).

- **Western Cape Provincial Growth and Development Strategy**

The WCPGDS is defined as a framework against which provincial government departments define the parameters in which they formulate their strategic plans & budgets. It is a yardstick to measure departmental performance and is aligned to the electoral and budgeting process.

It is based on the social and economic analysis prevailing in the Province with sector specific programmes, strategies and project level opportunities and interventions and it seeks alignment with IDP's, Sector Development Plans and NSDP. The WGDS reflects opportunities for growth in the following sectors namely:

- Agriculture and Agro-Processing
- Fishing and Mari-culture
- Mining and Mineral Resources
- Construction
- Transport
- Manufacturing
- Tourism

The development targets identified are:

Maintain average annual growth rate	3 - 4.5%
Address unemployment	Create more than 16 000 jobs

	annually
Reduce households living in absolute poverty	5% per annum
Improve literacy rate	50% by 2014
Reduce maternal mortality	Two-thirds by 2014
Reduce child mortality	Two-thirds by 2014
Shelter for all	2014
Clean drinking water for all	2014
Eliminate sanitation backlog	2014
Reduce contact crime	10% by 2014
New transmission of HIV/STI	50% by 2014
TB cure rate	85% by 2014
Redistribute productive agricultural land to PDI's	30% by 2014
Conserve and protect valuable biodiversity	6.5% by 2014
Reduce infrastructure backlog	10% by 2014

- **Central Karoo District Growth and Development Strategy**

The CKDGDS seeks to achieve a shared vision, amongst all sectors of its society, for the achievement of its goal of reducing poverty and improving the quality of life all its citizens. The DGDS reinforces the following principles:

- Integrated, sustainable, holistic and participatory growth and development.
- Providing for the needs of all the people.
- Ensuring community and/or beneficiary involvement and ownership.
- Long term sustainability on all levels.
- Equitable socio-economic development with equitable benefits for all

- **Medium Term Strategic Framework**

The strategic priorities, deriving from the popular mandate, can be summarized as follows:

- speed up economic growth and transform the economy to create decent work and sustainable livelihoods
- massive programme to build economic and social infrastructure
- comprehensive rural development strategy linked to land and agrarian reform and food security
- strengthen the skills and human resource base
- improve the health profile of society
- intensify the fight against crime and corruption
- build cohesive, caring and sustainable communities
- pursue regional development, African advancement and enhanced international co-operation
- sustainable resource management and use
- build a developmental state including improvement of public services and strengthening democratic institutions

1.4 Process Followed

In September 2014, the Beaufort West Municipal Council approved the IDP Process Plan and Budget Schedule, detailing the process for the IDP and Budget development for 2015/2016 review. The purpose of the process plan adopted is to indicate and manage the planned activities and strategies which the Municipality intends to follow.

In accordance with the provisions of the Process Plan the IDP was reviewed and further developed through the processes detailed below:

- An IDP Representative Forum meeting was held on 25 March 2015.
- The Draft IDP and Budget for 2015/2016 must be presented for adoption by Council at the end of March 2015.
- Submission of the IDP to the MEC of Local Government for comments.
- The adopted IDP advertised for public comments.
- In addition to the IDP Rep Forum that was established, Council have established the IDP Steering Committee.
- The Provincial IDP Evaluation Session (LG MTec) was held in 29 April 2014.

The municipality performed the following engagements as part of drafting the 2015/2016 IDP:

No of Ward	Type of Meeting	Date	Venue	Attendance
1.	IDP/Ward Engagement	18 February 2015	Murraysburg Hall	102
2.	IDP/Ward Committee Engagement	18 November 2014	Beaufort West Council Chambers	8
2	IDP/Ward Engagement	17 November 2014	Restvale Primary School Hall, Nelspoort	55
3.	IDP/Ward Engagement	13 November 2014	Rustdene Hall	Due to poor attendance meeting did not proceed
4.	IDP/Ward Engagement	18 November 2014	Kwa Mandlenosi community Hall	28
5.	IDP/ Ward Engagement	26 November 2014	Rustdene Hall	Due to poor attendance meeting did not proceed
6.	IDP/ Ward Engagement	24 November 2014	Pinkster Eenheid Church of SA	33
7.	IDP/ Ward Engagement	25 November 2014	George Fredericks Primary School	45
3	IDP/Ward Committee Engagement	18 March 2015	Daniel Street, Ward Councillor Office	7
5	IDP/Ward Committee Engagement	24 March 2015	Daniel Street, Ward Councillor Office	8
	IDP Representative Forum	25 March 2015	Mimosa Library	
	IDP/Budget Steering Committee Engagement	23 March 2014	Conference Room: Municipal Offices	

Table 2: Public Participation Engagement

CHAPTER 2

PROFILE and SITUATIONAL ANALYSIS OF THE MUNICIPAL AREA

This chapter provides 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.

The situational analysis provides baseline information for future planning as it describes the profile of the community the Municipality serves.

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 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 tranquillity 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, herdsmen 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.

2.2 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 3: Municipal Wards

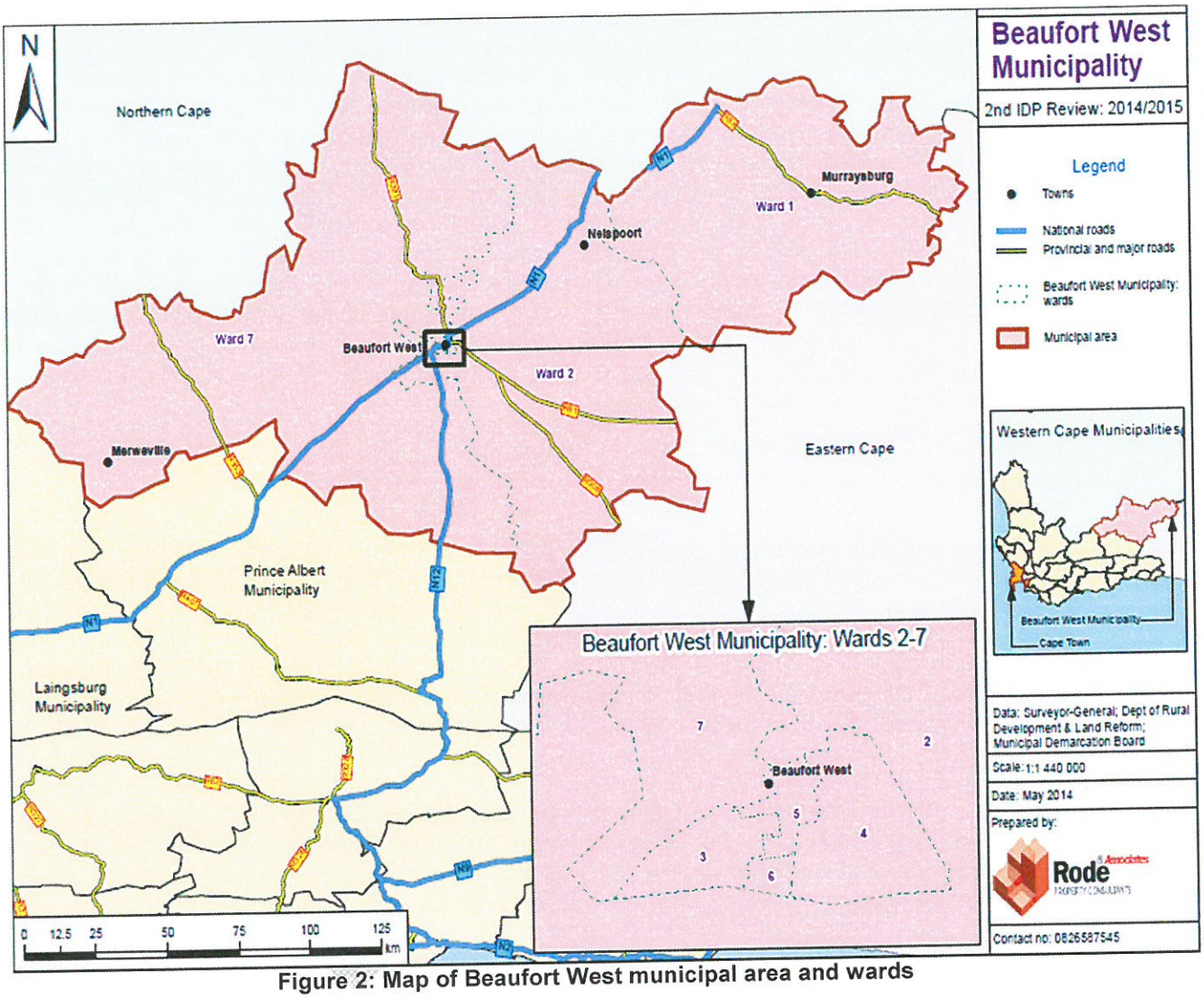

Figure 2: Map of Beaufort West municipal area and wards

2.3 Social Analysis

2.3.1 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 6 183 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	2011
Number of people residing in the Beaufort West municipal area	43 284	49 586

Table 4: Population of Beaufort West Municipality

2.3.2 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 or Asian	White	Other	Grand Total
2001	6923	31 792	42	4528	-	43284
2011	8103	36433	241	4539	270	49586

Table 5: Population by race

The 2011 population figures per ward are indicated in the table below.

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)

2.3.3 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 'employable') 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

2.3.4 Households

The number of households within the municipal area increased from 12 084 households in the 2011/12 financial year to 13 384 households in the 2012/13 financial year. This indicates an increase of about 10,75 % 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	13 384

Table 7: Total number of households

2.3.5 Income levels

The following table includes statistics regarding individual monthly income.

DRAFT

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	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

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, there is a very high unemployment rate, viz. 32% in the municipal area. This is particularly disturbing because of the low number of 'employable' 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 two-year time-line.

Households	2008/09	2009/10	2011/12	2012/13	2013/14	2014/15
Number of indigent households	4 261	4 041	5 112	4 847	4969	5346

Table 10: Total number of indigent households

DRAFT

2.3.6 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.

2.4 Local Economic Development Environment

Beaufort West not only plays an important role in the Central Karoo context, but also from a Provincial perspective. The draft PSDF (2014) identifies Beaufort West as a "Primary Regional Service Centre". The economic activity of Central Karoo District is highly concentrated around Beaufort West and economic activity is sparsely dispersed in the surrounding areas where agriculture is under pressure, unemployment levels and poverty are high and human capital capacity is low. Beaufort West is seen as a "Gateway to the Western Cape" and some opportunities exist linked to tourism and logistics (as already identified in the Central Karoo Mobility Strategy, MERO, 2013 report and GPS of Towns, 2014). However, currently Beaufort West is evaluated as an area with low growth potential, whilst Murraysburg and Merweville are considered to have very low growth potential.

In reviewing and analysing the economic environment in Beaufort West Municipality, it is apparent that the Municipality lacks comprehensive and accurate economic data.

Although the Beaufort West Municipality developed a Local Economic Development Strategy, an urgent need to review the strategy has been expressed.

Overview of Economy

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:

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 6: Key Economic Activities

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. 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). 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 addressing of all the identified needs through (one) municipal head office in Beaufort West,

distances between towns, below 50 000 inhabitants (impacting on the allocation of equitable shares) and strong seasonal patterns of earnings.

The review of the Local Economic Development Strategy shall address the issues as raised during the mini PACA process in 2014 and the PACA process in 2012 and shall align the economic strategies with the Provincial Growth strategy and the economic strategy of Central Karoo District.

Whereas the Municipality currently does not have a dedicated LED official and needs to review the LED strategy, the municipality has been involved in some intersectoral job creation opportunities including the EPWP programme, the Community Work Programme, Youth in Waste programme and Food for Waste. Some of these programmes will not be continued due to a lack of funding whereas others will proceed. The Community Work Programme will create an estimated 1 000 temporary jobs in the 2015/16 financial year.

2.5 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.

Housing delivery value-chain is experiencing 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 501 - 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 12: Housing Needs

2.6 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 7: Education

2.7 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 distributed 122 million male and 1 million female condoms and deliver on-going campaigns to encourage the practice of safe sex. At the end of June 2011, the Province highlighted that it provided 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%, 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 year.

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.

2.8 Youth Development

Although this domain has been central to the priorities of the municipality through the development of the completed Youth Hub, the municipality experienced financial constraints to appoint a dedicated person to lead youth development in the municipality. The priority remains the development of Youth Units to facilitate and enhance youth development.

A number of programmes have been implemented, including the Youth Hub, driver's licenses, learnerships, internships, computer training, general job creation and advocacy work.

2.9 Safety and Security

Important Trends, Problems and Characteristics

Problems

- Crime (especially house breaking)
- HIV/Aids, especially along N1 route
- Alcohol abuse

Challenges

- To get more communities involved in social / community affairs
- To obtain funds to address problems
- To involve business
- To alleviate poverty through job creation and other empowerment programmes
- To encourage greater integration between various departments, municipalities and organisations
- To create a data base for needs strategies and timeframes

Crime Statistics

The provincial crime statistics for 2003/2004 – 2013/2014 is available. The police stations are experiencing problems of crime, especially contact crime (crimes against a person) and property related crimes. Most of the contact crimes are prevalent in and around taverns.

The National Crime Situation indicates that the 20 serious crime tendencies can be broken down into the following:

- Contact crime(crimes against the person)
- Contact related crime
- Property related crime
- Other serious crime
- Crime detected as a result of police action.

Crimes heavily dependent on police action for detection include:

- Illegal possession of firearms and ammunition
- Drug-related crime
- Driving under the influence of alcohol or drugs
- All theft not mentioned elsewhere
- Commercial crime
- Shoplifting

Property crimes remain scattered and there are no particular hotspots for these types of crimes. Key action includes amongst others regular meetings with relevant role players to identify "hot spots" and crime tendencies / priorities within the sector.

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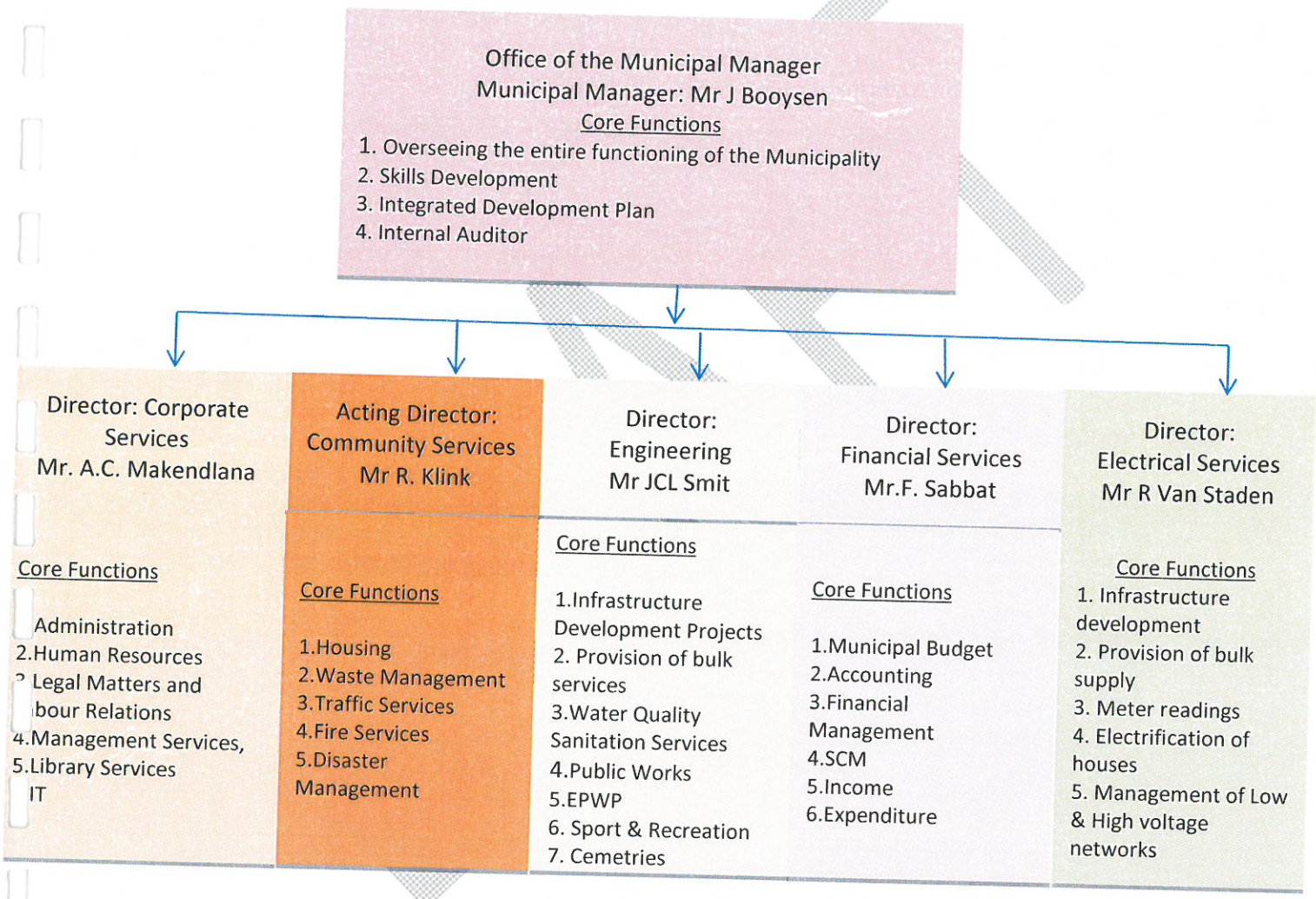
CHAPTER 3

PROFILE and SITUATIONAL ANALYSIS OF THE MUNICIPALITY

This chapter provides a synopsis of the profile of the municipality as the institution responsible for service delivery and related matters. It does not serve to be a complete analysis or impact assessment, but an overview to provide baseline information for the review process.

3.1 The Management Structure

The administrative structure of the municipality includes the following departments:



A comprehensive Organizational Study will be undertaken in 2015/16 to redesign a new organisational structure as to inter alia address the ability and capacity of the municipality to implement the IDP. A matter such as LED as a function shall then also be addressed.

3.2 Political Structure

The council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles, and have delegated its executive function to the Executive Mayor and the Mayoral Committee. Their primary role is to debate issues publicly and to

facilitate political debate and discussion. Councillors are also actively involved in community work and the various social programmes in the municipal area

The Council comprises of 13 elected Councillors before the Local Government elections in May 2011, made up from 7 Ward Councillors and 6 Proportional Representation (PR) Councillors. The portfolio committees are made up of councillors drawn from all political parties. The administrative seat of Beaufort West Municipality is in Beaufort West.

3.2.1 Ward Committees

Ward Committee members serve on the Ward Committee essentially to serve as a resource to the Councillor. A Terms of Reference was established for Ward Committees to understand the mission and vision of the Municipality. Ward committees are consultative community structures whose purpose is to broaden participation in the democratic processes of Council and to assist the Ward Councillor with organizing consultation, disseminating information and encouraging participation from residents in the wards.

Ward Number	Committee Established Yes/NO	No of reports submitted to Speakers Office	No of meetings held during the year	Committee functioning effectively Yes/No
1	Yes	6	6	Yes
2	Yes	7	7	Yes
3	Yes	12	12	Yes
4	Yes	7	7	Yes
5	Yes	8	8	Yes
6	Yes	10	10	Yes
7	Yes	9	9	Yes

Table 14: Ward Committees (Source: Annual Report 2013/14)

3.2.2 Standing Committees

In terms of Section 79 & 80 of the Municipal Structures Act 1998 and Section 160 of the Constitution, standing committees have been established to assist the Council. After 2006 elections, standing committees were realigned to ensure a more effective manner in addressing the mandate of Council. The following Standing committees are functional:

- Financial Services and Development Committee
- Corporate Services and Social Development committee
- Human Resource Development Committee
- Municipal service and Infrastructure Committee

Other Committees

- Audit Committee
- Performance Audit Committee
- Municipal Public Accounts Committee (MPAC)
- Local Labour Forum (LLF)
- Oversight Committee

3.2.3 Integration and Coordination: Political and Administrative Structure

The political and administrative structures work together to achieve the objectives of the municipality as set out in the IDP. The standing committees are linked to directorates as a strategy to ensure alignment. Some of the formal structures include the standing committees, Municipal Manager and Directors meetings and project working groups.

3.3 Powers and Functions

The powers and functions performed by Local Authorities in South Africa are defined primarily in Section 156 and 229 of the Constitution (Act 108 of 1996). The Local Government Municipal Structures Act (117 of 1998), read together with the Local Government Municipal Structures Amendment Act (33 of 2000), divides the powers and functions, as set out in the Constitution between District and local municipalities (Section 84). The Act together with the Amendment Act, Section 85(1), allows the MEC for COGHSTA to further adjust the division of certain of these functions between District and Local Municipalities, whilst Section 84(3) (a) allows only the Minister for Provincial and Local Government to authorize a category B municipality to perform the following functions

Municipal Function	Municipal Function Yes / No
Constitution Schedule 4, Part B functions:	
Air pollution	No
Building regulations	Yes
Child care facilities	Yes
Electricity and gas reticulation	Yes
Firefighting services	Yes
Local tourism	Yes
Municipal airports	No
Municipal planning	Yes
Municipal health services	No
Municipal public transport	Yes
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	No
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No
Storm water management systems in built-up areas	Yes
Trading regulations	Yes
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes
Constitution Schedule 5, Part B functions:	
Beaches and amusement facilities	Yes
Billboards and the display of advertisements in public places	Yes
Cemeteries, funeral parlours and crematoria	Yes
Cleansing	Yes
Control of public nuisances	Yes
Control of undertakings that sell liquor to the public	Yes
Facilities for the accommodation, care and burial of animals	Yes
Fencing and fences	Yes
Licensing of dogs	Yes
Licensing and control of undertakings that sell food to the public	No
Local amenities	Yes
Local sport facilities	Yes
Markets	No
Municipal abattoirs	No
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes
Pounds	No
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

Table 15: Powers and Functions

3.4 By-Laws

The following by-laws were developed and/or reviewed during the financial year:

By-Law Developed/Revised	Date Adopted	Public Participation
Fireworks By-Law	Council Meeting: 26 November 2013	Yes
By-Law relating to the Holding of Events	Council Meeting: 26 November 2013	Yes
By-Law relating to Prevention of Public Nuisances and Nuisances arising from Keeping of Animals	Council Meeting: 26 November 2013	Yes

Table 16:By-Laws (Source: Annual Report 2013/14)

The Liquor Trading Hours was also approved by Council in November 2014.

3.5 Intergovernmental Forums

The municipality partakes in the following forums:

- MIG Manager/Municipality Coordination Meetings – Western Cape Department of Local Government
- Central Karoo Bilateral Meeting – Department of Water Affairs
- The Provincial Transport Technical Committee (ProvCom) – Western Cape Department of Transport and Public Works
- Integrated Waste Management Forum – Western Cape Department of Environmental Affairs and Development Planning
- Western Cape Recycling Action Group – Western Cape Department of Environmental Affairs and Development Planning
- Municipal Infrastructure and Related Services Working Group – SALGA
- Working for Water: Implementing Agent Managers Forum – National Department of Environmental Affairs

3.6 Human Resource Development

Skills Development – Training provided

The Skills Development Act (1998) and the Municipal Systems Act, (2000), require employers to supply employees with the necessary training in order to develop its human resource capacity. Section 55(1) (f) states that as head of administration the Municipal Manager is responsible for the management, utilization and training of staff.

Occupational categories	Gender	Training provided within the reporting period(2013/14)						
		Learnerships		Skills programmes & other short courses		Total		
		Actual	Target	Actual	Target	Actual	Target	% Variance
MM and S57	Female	1	1	0	0	**1**	**1**	**0**
	Male	2	2	0	0	**2**	**2**	**0**
Legislators, senior officials and managers	Female	2	2	0	0	**2**	**2**	**0**
	Male	11	11	0	0	**11**	**11**	**0**
Professionals	Female	5	5	0	0	**5**	**5**	**0**
	Male	10	10	0	0	**10**	**10**	**0**
Technicians and associate professionals	Female	0	0	0	0	**0**	**0**	**0**
	Male	4	4	0	0	**4**	**4**	**0**
Clerks	Female	14	14	0	0	**14**	**14**	**0**
	Male	6	6	0	0	**6**	**6**	**0**
Service and sales workers	Female	0	0	8	8	**8**	**8**	**0**
	Male	0	0	14	14	**14**	**14**	**0**

Occupational categories	Gender	Training provided within the reporting period(2013/14)						
		Learnerships		Skills programmes & other short courses		Total		
		Actual	Target	Actual	Target	Actual	Target	% Variance
Craft and related trade workers	Female	3	3	0	0	3	3	0
	Male	4	4	0	0	4	4	0
Plant and machine operators and assemblers	Female	3	3	0	0	3	3	0
	Male	17	17	0	0	17	17	0
Elementary occupations	Female	61	61	0	0	61	61	0
	Male	55	55	0	0	55	55	0
Sub total	**Female**	**86**	**86**	**8**	**8**	**94**	**94**	**0**
	Male	**96**	**96**	**14**	**14**	**110**	**110**	**0**
Total		**218**	**218**	**22**	**22**	**204**	**204**	**0**

Table 17: Training Provided (Source: Annual Report 2013/14)

Skills Development - Budget allocation

The table below indicates that a total amount of **R330 040** was allocated to the workplace skills plan and that **42.4%** of the total amount was spent in the 2013/14 financial year:

Year	Total personnel budget	Total Allocated	Total Spend	% Spent
	R			
2012/13	58 658 893	224 480	83 771	37.3
2013/14	67 216 728	330 040	139 986	42.4

Table 18: Skills Development – Budget allocation (Source: Annual Report 2013/14)

MFMA Competencies

In terms of Section 83 (1) of the MFMA, the accounting officer, senior managers, the chief financial officer, non-financial managers and other financial officials of a municipality must meet the prescribed financial management competency levels that are key to the successful implementation of the Municipal Finance Management Act. To assist the above-mentioned officials to acquire the prescribed financial competencies, National Treasury developed an outcomes-based NQF Level 6 qualification in municipal finance management. In terms of the Government Notice 493 of 15 June 2007, "(1) No municipality or municipal entity may, with effect 1 January 2013 (exempted until 30 September 2015 in terms of Government Notice 179 of 14 March 2014), employ a person as a financial official if that person does not meet the competency levels prescribed for the relevant position in terms of these Regulations."

3.7 Corporate Services

This component includes: Administration, Councilor Support, Thusong Service Centers, Municipal Management, IDP, Libraries and Internal Audit.

- **Highlights: Corporate Services**

Highlights	Description
Implementation of Compliance Assist	Implementation of a web based compliance monitoring system that will assist in future to remind employees of key deliverables in terms of the legislation monitored via the system
Distribution of Council resolutions	All Council resolutions were distributed within an average of 8 days

Table 19: Corporate Services Highlights (Source: Annual Report 2013/14)

- **Challenges: Corporate Services**

Description	Actions to address
Resignation of Director: Corporate Services	Position was vacant since 1 November 2013 and a final decision regarding the appointment of a new director was taken on 30 June 2014. The responsibilities of the Director: Corporate Services were carried out by the Senior Manager: Corporate Services

Table 20: Corporate Services Challenges (Source: Annual Report 2013/14)

- **Employees: Corporate Services**

Employees: Administration					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	2	3	2	1	33.33
4 – 6	2	2	2	0	0
7 – 9	3	3	3	0	0
10 – 12	0	0	0	0	0
13 – 15	0	0	0	0	0
16 – 18	1	1	1	0	0
19 – 20	0	0	0	0	0
Total	**8**	**9**	**8**	**1**	**11.11**
Employees and Posts numbers are as at 30 June.					

Table 21: Employees: Administration

Employees: Councillor Support and Thusong Service Centres					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	0	0	0	0	0
4 – 6	1	1	1	0	0
7 – 9	2	2	1	1	50
10 – 12	0	1	0	1	100
13 – 15	0	0	0	0	0
16 – 18	0	0	0	0	0
19 – 20	0	0	0	0	0
Total	**3**	**4**	**2**	**2**	**50**
Employees and Posts numbers are as at 30 June.					

Table 22: Employees: Councillor Support and Thusong Service Centres

Employees: Municipal Management (Directors, Administration, IDP, Internal Audit, etc.)					
Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)

	No.	No.	No.	No.	%
0 – 3	0	0	0	0	0
4 – 6	0	0	0	0	0
7 – 9	1	1	1	0	0
10 – 12	2	3	2	1	33.33
13 – 15	1	1	1	0	0
16 – 18	0	0	0	0	0
19 – 20 +	4	6	4	2	33.33
Total	**8**	**11**	**8**	**3**	**27.27**
Employees and Posts numbers are as at 30 June.					

Table 23: Employees: Municipal Management (Source: Annual Report 2013/14)

3.8 Financial Services

3.8.1 Financial Viability: A Synopsis

The following section provides a synopsis of some of the major findings and/or tendencies regarding the municipal budget and the financial position of the municipality.

According to the LG MTEC 3 Assessment Report of the Budget & IDP Analysis, the extent to which the municipality aligns the IDP with the annual operating and capital budget is being questioned as projections for the 2014/15 MTREF do not make provision for long term planning. (LG MTEC)

The criteria used to measure the Budget - IDP linkage are the following:

METACOG for Local Government	Key Elements	
Economic Growth	Infrastructure Development	Procurement
	Local Economic Development	
Employment	EPWP	Training & Internships
	Skills Development	
Environmental & Spatial Engagement	IDP	Green Economy
	SDF	Disaster Management
	IT planning	
Quality of Life	Sanitation	Housing
	Refuse removal	Parks
	Water	Roads
	Electricity	

Based on the above criteria, the following are some of the findings in the assessment for Beaufort Municipality providing baseline information for the review process:

Criteria: Economic Growth

- The profile of Beaufort West indicates low economic growth rate, high unemployment, low living standards and low human development and the municipal budget needs to respond to this profile. This is being supported by the following statistics: (LG MTEC)
    - GDP per capita in 2011 R 21 184 (South Africa R 37 268)
    - Gini-Coefficient of 0.57% shows high level of inequality (South Africa 0.58%)
    - Unemployment rate of 25.5% in 2011 (South Africa 30%)
    - Literacy rate 74.9% (South Africa 91.9%)
    - 12 084 households of which 5 112 are indigent (2012/13 Annual Report)
- The top growth sectors for Central Karoo and Beaufort West for the 2012-17 will be

Sector	Central Karoo	Beaufort West
Manufacturing	6.1%	9.5%
Mining and Quarrying	5.7%	15.8%
Finance and Business Services	5.2%	6.5%
Construction	8%	8%
Community, personal & social services	2.6%	
Wholesale, retail trade, catering & accommodation		3.7%

Table 24: Top Growth Sectors (Source LG MTEC)

- The above implicates that the municipality must enhance agriculture, electricity, gas and water sector as it was most seriously been effected by the recession. The biggest net loss of jobs was in the agricultural sector. (LG MTEC)

- The municipality was rated "medium" according to the MERO 2013 index (with a growth rate of 4.1% per annum from 2000 – 2011) being the second highest growth rate in the region. (LG MTEC)

- The Labour force in 2011 was 14 784 of which 11 012 were employed and 3 772 unemployed – thus unemployment rate of 32% (LG MTEC)

- Local Economic Development Strategies need to address unemployment and employment losses as the effect currently on the budget include *inter alia*: (LG MTEC)

    - 5 112 indigent households
    - 6 293 households receiving free basic water
    - 5 385 households receiving free basic electricity

- The municipality allocates 100% of its capital budget to new assets and no provision is being made for renewal of existing assets. (National MTBPS determines balance between reducing backlogs, investment in new infrastructure and renewing current infrastructure) (LG MTEC)

- Limited mention of LED initiatives, skills development initiatives and SMME development initiatives are made. The theme of Economic Growth is not necessarily addressed in the municipal budget. (LG MTEC). The municipality addressed this matter in March 2015 in negotiations with Services SETA, Construction SETA and LG SETA during which funds have been committed to Beaufort West for skills development.

Criteria: Quality of Life

- The following is an overview of the service delivery performance of Beaufort West Municipality in relation to the Western Cape statistics as a whole:

Minimum Basic services	Beaufort West (2011) %	Western Cape (2011) %
Water – piped water on community stand less than 200 m from dwelling	99	88
Sanitation – flush toilet with septic tank	93	91
Electricity	99	87
Refuse Removal – at least once/week	84	91
Housing – formal dwelling	98	80

Table 25: Minimum Basic Services (Source: LG MTEC

- The cost to provide free basic water, sanitation, electricity and refuse removal is R 9.2 million (2014/15) (LG MTEC)

- The budget allocation to improve the quality of living is:

Services	2014/15	2015/16	2016/17
Community & Social Services	9 720 000.00	8 880 000.00	9 490 000.00
Housing	6 430 000.00	6 330 000.00	6 470 000.00
Water provision	28 600 000.00		43 800 000.00
Waste water management	11 280 000.00		14 160 000.00
Electricity	102 400 000.00		120 900 000.00
Waste management	11 750 000.00		13 660 000.00

Table 26: Budget allocation to improve quality of life (Source: LG MTEC)

- The bulk of the spend is on provision of basic services (LG MTEC)
- The budget of the municipality is sufficiently responsive to the improvement of the quality of lives of the communities (LG MTEC)

CREDIBILITY AND SUSTAINABILITY OF THE BUDGET

The following are some of the key findings of the LG MTEC assessment regarding the responsiveness of the BUDGET/IDP linkage by analysis the operating and capital budget per se

- The following are the major contributors to the ***total operating revenue budget***: (LG MTEC)

Service	Percentage	Outstanding debts	Comments
Property rates	10.5%	Outstanding debt end February 2014 decreased by R 4 million or 41.7% on an annual basis	
Electricity	28.9%	End February 2014 increased by R 198 000 or 4.1%	8 859 households (79.5%) out of 11 143 households make use of pre-paid electricity
			Municipality provides 50 kW free to all indigent households
			The municipality managed to decrease electricity losses to 11.44% in 2012/13 and 11.48% 2013/14. Root causes for loss technical losses, unmetered services and theft
Water	5.5%	Debtors decreased by 17.7% year-on-year	Municipality provides 6 kilolitres of water free to indigent households
			Municipality is implementing a sliding scale on actual kilolitres consumed & is applicable to all domestic consumers. A sliding scale is also applicable in cases where consumers are using pre-paid water meters
			Water distribution losses are 11.4%
			Water losses are currently on 48.85% (2012/13) and are caused mainly by technical losses and distribution processes.
Sanitation	5%	Consumer debtors showing year-on-year increase of R 2.12 million or 34.9% as at end February 2014	Monthly levy calculated by multiplying tariff per kilolitre with predetermined percentage of water consumption as sanitation is basically using water as its main cost driver

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Refuse removal	2.6%	Outstanding debtors increased by R 1.1 million on an annual basis	Municipality charges house-holds per unit, but could not accurately indicate measures to monitor no of units removed per household to levy accordingly
Fines	6.5%	As at End Febr 2014 55.7% collected	
Transfers	36.1% of which 45.5% is equitable share grant.		

- The following are some of the major findings regarding financial affordability and sustainability:
  - Out of the four trading services, two (electricity and waste water management) generate a surplus. (Indirect cost and other overheads is not allocated to the cost centre and may distort results) (LG MTEC)
  - The sliding scale for water tariffs may contribute to the low revenue generated having a deficit projection for water (LG MTEC)
  - The municipality is finding it difficult to fund CAPEX from internal sources and is mainly dependant on government transfers
  - The municipality acquired new assets to the value of R 54.17 million in 2012/13 but there is insufficient revenue on repairs and maintenance. (LG MTEC)
  - The municipality is experiencing challenges in collection of outstanding debt due and increase the risk of cash flow (LG MTEC). The following is a summary of the Debt Recovery statistics:

Details of types of account raised and recovered	2012/13			2013/14			2014/15		
	Billed In Year	Actual for accounts billed in year	Proportion of accounts value billed collected in the year	Billed in Year	Actual for accounts billed in year	Pro-portion of accounts value billed collected	To be billed in Year	Estimated turnout for accounts to be billed in year	Estimated Proportion of accounts to be billed that will be collected
	R'000		%	R'000		%	R'000		%
Property Rates	21 645	20 242	93	21 275	20 813	97	24 364	23 633	97
Electricity	60 677	60 475	99	40 623	40 065	99	41 950	41 830	99
Water	11 785	10 952	93	11 399	10 243	89	14 487	12 893	89
Sanitation	10 053	9 449	94	10 465	8 978	86	13 396	11 520	86
Refuse	5 126	3 894	76	5 350	3 824	71	6 649	5 718	86

Table 26: Debt recovery (Source: Annual Report 2013/14)

- The following is a brief summary of some of the ***total operating expenditure budget***: (LG MTEC)
  - The average employee related costs constitute 30.25%
  - Councillor remuneration constitute 1.8%
  - Bulk purchases constitute 22.2% of which provision for payment of bulk electricity is 89.4% of the 22.2%
- The following is a brief summary of some of the ***Capital Expenditure budget***: (LG MTEC)

- The bulk of the capital budget is spent on trading services (56.7%) which is basically infrastructure related.
- The 2013/14 budget focusses largely on electricity and road transport and the 2014/15 budget focus on road transport, water and waste water management
- Significant increase in sport and recreation with an increase of 194.1% is noticeable
- The 2014/15 budget shows a decrease of 15.3% in comparison to 2013/14 adjustment budget. The 2015/16 MTREF period also shows a decrease with an increase again in the 2016/17 financial year.
- Borrowing constitute 8.4% of the capital funding over the MTREF period
- Internally generated funding constitutes 2.9% of the total capital budget.

In terms of the National Key Performance Indicators (as required by Local Government: Municipal Planning and Performance Management Regulations of 2001 and Section 43 of MSA), the following table indicates the municipality's performance:

KPA & Indicator	2012/13	2013/14
Debt coverage (Total operating revenue-operating grants received): debt service payments due within the year	19.5 times	18.1 times
Service debtors to revenue – (Total outstanding service debtors: revenue received for services)	27.0%	31.8%
Cost coverage ((Available cash + investments): Monthly fixed operating expenditure	1:1.2	1:0.6

Table 27: Financial performance (Source Annual Report 2013/14)

In summary, although one of the highlights was an unqualified audit opinion of the 2012/13 financial year, the major challenges are:

Description
Filling of critical vacancies
Inability to attract certain skilled officials
Small revenue base
Cash flow problems
Grant dependency
Capacity shortages
Low revenue collection

Table 28:Financial Services Challenges (Source: Annual Report 2013/14)

3.8.2 The staff complement: Financial Services

Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	1	2	2	0	0
4 – 6	22	24	21	3	12.5
7 – 9	3	4	4	0	0
10 – 12	7	8	7	1	12.5

Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
13 – 15	1	1	1	0	0
16 – 18	0	0	0	0	0
19 – 20	0	0	0	0	0
Total	**34**	**39**	**35**	**4**	**10.26**

Table 29: Employees: Financial Services (Source: Annual Report 2013/14)

3.9 Information and Communication Technology (ICT) Services

The ICT services of the municipality are outsourced to an external service provider.

- **Highlights: ICT Services**

Highlights	Description
Backup of data	99% of all data backed up successfully
IT queries/problems	97% of IT queries resolved within 2 working days
Network downtime at after-hour pay points	Downtime at after-hours pay points reduced to less than 1 hour per incident

Table 30: ICT Service Highlights (Source: Annual Report 2013/14)

- **Challenges: ICT Services**

Description
Aging computer equipment
Overall network downtime

Table 31: ICT Service Challenges (Source: Annual Report 2013/14)

- **Capital Expenditure: ICT Services**

Capital Expenditure 2013/14: ICT Services					
Capital Projects	2013/14				
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget	Total Project Value
Other	0	0	24 809	(24 809)	24 809
Total project value represents the estimated cost of the project on approval by Council (including past and future expenditure as appropriate)					

Table 32: Capital Expenditure 2013/14: ICT Services (Source: Annual Report 2013/14)

3.10 BASIC SERVICE DELIVERY

One of the aspect to be undertaken is the drafting of a consolidated infrastructure plan that will integrate all the infrastructure needs and plans and will not only enable the municipality to plan future developments, but also to cost infrastructure development against financial affordability and sustainability.

As can be viewed in the section on Financial Services, one of the needs is also an Infrastructure Operation and Maintenance Plan indicating how maintenance will be addressed on a technical and financial level.

The following is a summary of the current state of service delivery:

Proportion of Households with access to Basic Services

Description	2012/13	2013/14
Electricity service connections	100%	100%
Water - available within 200 m from dwelling	98%	98%
Sanitation - Households with at least VIP service	95%	96%
Waste collection - kerbside collection once a week	100%	100%

Table 33: Proportion of Households with Access to Basic Services (Source: Annual Report 2013/14)

3.10.1 Infrastructure Services: Electricity

The municipality currently does not have an Electricity Master Plan. Beaufort West Municipality provides electricity services mostly to the communities of Beaufort West, Nelspoort and partially Murraysburg, whilst Eskom provides electricity to Merweville and partially to Murraysburg.

Electricity purchases for the 2013/14 financial year amounted to R43.32 million (Incl VAT) for 56 524 586 KwH. The electricity is sold to industrial/commercial and domestic customers with the following approximate distribution:

Usage	Percentage
Industrial/commercial	35,3%
Domestic	45,8%
Street lighting	2,6%
Own use	4,4%
Theft	0,44%
Energy Losses	11,48%

There are no backlogs in the provision of service connections. Application for connections is processed as they are received and the necessary connection fees collected.

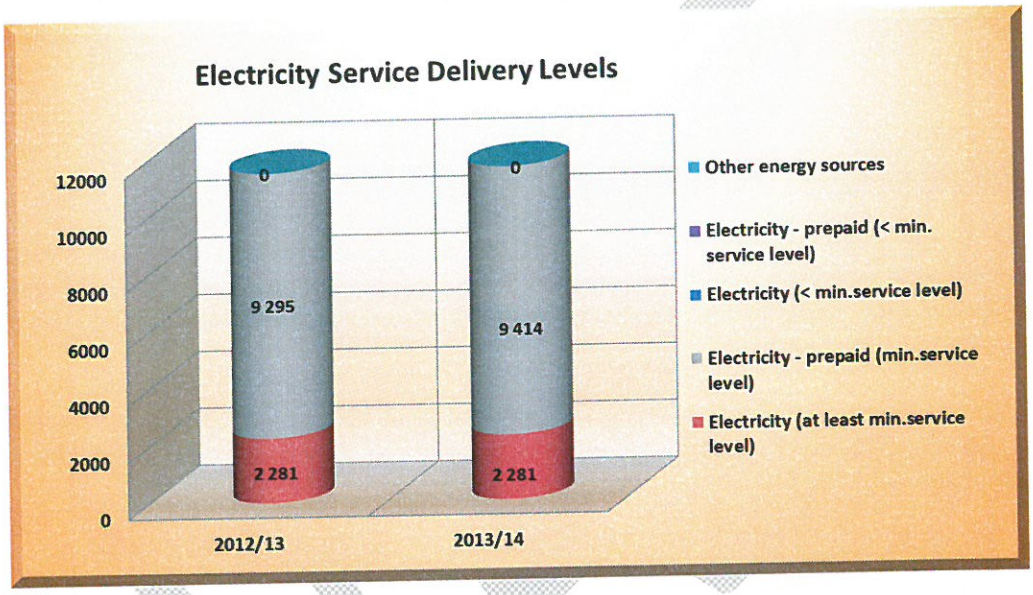
Due to the lack of financial resources over the past number of years, a backlog in repair and maintenance, as well as refurbishment and network expansion, has increased. This backlog can only be addressed by sufficient capital investment into the electricity infrastructure. Although the municipality has been able to assist all by providing electricity, the low level of investment in the upgrade, refurbishment and expansion of the electricity infrastructure has led to a situation that new developments cannot be accommodated without major capital investment.

- **Electricity Service Delivery Levels**

Households		
Description	2013/14 Actual	2013/14 Actual
***Energy:* (above minimum level)**		
Electricity (at least min.service level)	2 281	2 281
Electricity - prepaid (min.service level)	9 295	9 414

Households		
Description	2013/14 Actual	2013/14 Actual
Minimum Service Level and Above sub-total	**11 576**	**11 695**
Minimum Service Level and Above Percentage	**100**	**100**
***Energy:* (below minimum level)**		
Electricity (<min.service level)	0	0
Electricity - prepaid (< min. service level)	0	0
Other energy sources	0	0
Below Minimum Service Level sub-total	0	0
Below Minimum Service Level Percentage	0	0
Total number of households	**11 576**	**11 95**

Table 34: Electricity service delivery levels (Source: Annual Report 2013/14)



Graph 1 - Electricity service delivery levels (Source: Annual Report 2013/14)

- **Employees: Electricity Services**

Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	5	10	9	1	10
4 – 6	5	8	5	3	37.5
7 – 9	6	7	6	1	14.29
10 – 12	5	6	5	1	16.67
13 – 15	0	0	0	0	0
16 – 18	0	0	0	0	0
19 – 20	0	0	0	0	0
Total	**21**	**31**	**25**	**6**	**19.35**
Employees and Posts numbers are as at 30 June.					

Table 35: Employees: Electricity Services (Source: Annual Report 2013/14)

3.10.2 Infrastructure Services: Water

The Water Services Development Plan has been approved by Council and is being reviewed and audited annually. Section 4B of the Constitution lists water and sanitation services limited to potable water supply systems and domestic waste water and sewerage disposal systems as a local government function. Basic water is defined as 25 liters of potable water per day supplied within 200 meters of a household.

Beaufort West is dependent on three different water sources: Surface Water (Gamka Dam, Springfontein Dam and Walker Dam), Boreholes (36 Boreholes in 6 Aquifers) and the Water Reclamation Plant. The demand of the community is approximately 6 mega liters per day. The high summer consumption is balanced by abstracting water from the Gamka Dam, boreholes as well as water from the Reclamation Plant. In the winter months only the boreholes and the Reclamation Plant are used.

The water quality of Beaufort West, Nelspoort, Merweville and Murraysburg is of a good standard.

Town	2012/2013	2013/2014
Beaufort West	No Blue Drop Assessments were done in 2012/13	Awaiting Results of the assessment
Nelspoort		
Merweville		

Table 36: Blue drop scores (Source Annual Report 2013/14)

- **Total Use of water by sector**

Total Use of Water by Sector (cubic meters)				
Year	Agriculture	Forestry	Industrial	Domestic
2012/13	0	0	70 568	2 472 313
2013/14	0	0	33 631	344 446

Table 37: Total use of water by sector (cubic meters) (Source: Annual Report 2013/14)

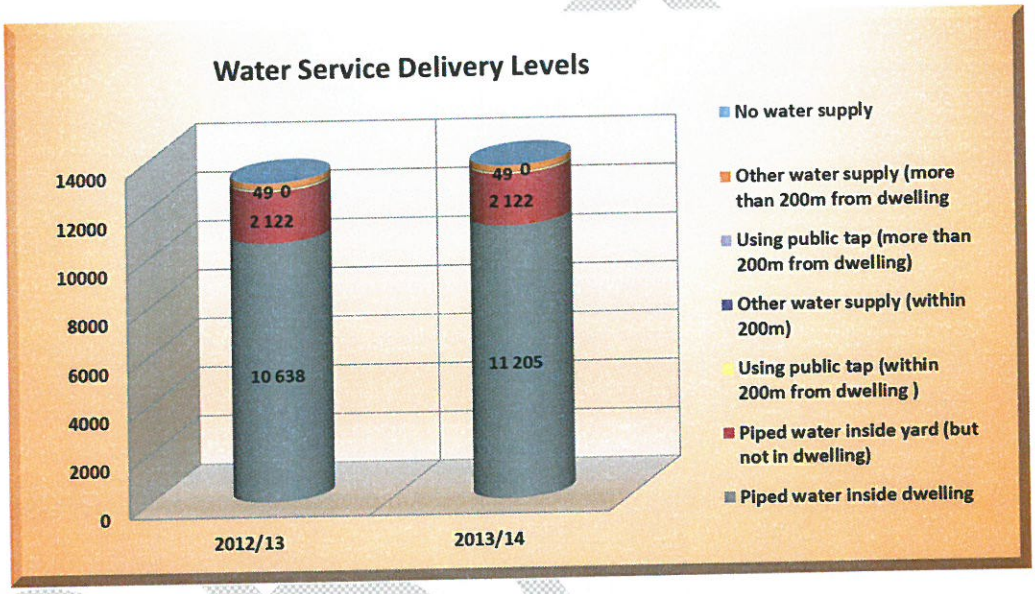
Water losses are reduced to the minimum from the source to sector meters. There is however a loss of approximately 52% from sector meters to billing. A water meter audit was done and it indicated clearly that the challenge is billing and not only water losses by leakages in the network. (Source: Annual Report 2013/14)

- **Water Service Delivery Levels**

Households		
Description	2012/13	2013/14
	Actual	Actual
	No.	No.
***Water:* (above min level)**		
Piped water inside dwelling	10 638	11 205
Piped water inside yard (but not in dwelling)	2 122	2 122
Using public tap (within 200m from dwelling)	49	49
Other water supply (within 200m)	31	31
Minimum Service Level and Above sub-total	**12 840**	**13 407**
Minimum Service Level and Above Percentage	**98**	**98**
***Water:* (below min level)**		
Using public tap (more than 200m from dwelling)	0	0

Households		
Description	2012/13	2013/14
	Actual	Actual
	No.	No.
Other water supply (more than 200m from dwelling	260	260
No water supply	0	0
Below Minimum Service Level sub-total	**260**	**260**
Below Minimum Service Level Percentage	**2**	**2**
Total number of households	**13 090**	**13 667**
Include informal settlements		

Table 38: Water service delivery levels: Households (Source: Annual Report 2013/14)



Graph 2: Water Service Delivery levels (Source: Annual Report 2013/14)

- **Access to Water**

Financial year	Number of households with access to water points*	Proportion of households with access to piped water	Number of households receiving 6 kl free#
2012/13	10 638	98%	6 293
2013/14	11 205	98%	4 307
** Means access to 25 litres of potable water per day supplied within 200m of a household and with a minimum flow of 10 litres per minute*			
# 6 000 litres of potable water supplied per formal connection per month			

Table 39: Access to water (Source: Annual Report 2013/14)

- **Employees: Water Services**

Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%

Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	5	12	12	0	0
4 – 6	5	9	8	1	11.11
7 – 9	0	1	1	0	0
10 – 12	2	2	2	0	0
13 – 15	0	0	0	0	0
16 – 18	0	0	0	0	0
19 – 20	0	0	0	0	0
Total	**12**	**24**	**23**	**1**	**41.67**

Table 40: Employees: Water Services (Source: Annual Report 2013/14)

3.10.3 Infrastructure Services: Waste Water (Sanitation)

Beaufort West Municipality has four Waste Water Treatment Plants that are situated in Beaufort West, Nelspoort, Merweville and Murraysburg. The Waste Water Treatment Plant of Beaufort West and Merweville are operating within the design capacity and the final effluent is of a good quality.

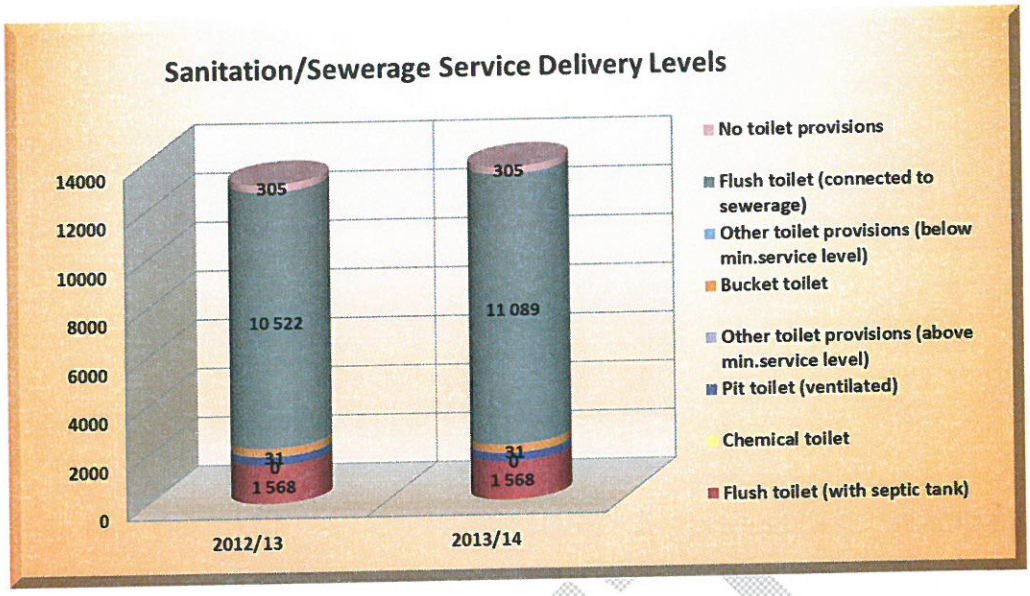
A study has been conducted at the Nelspoort and Murraysburg Waste Water Treatment Plant. The reports indicated that urgent upgrades are necessary at both of the treatment facilities. Both of the projects have been registered on the MIG program to ensure funding for the projects.

The Waste Water Treatment Plant of Beaufort West consists of two processes, an activated sludge process and a biological trickle filter process. The effluent from the activated sludge process is redirected to the Water Reclamation Plant and the effluent from the biological trickle filters are used for irrigation purposes. The Waste Water Treatment Plant of Nelspoort, Merweville and Murraysburg are evaporation ponds. (Source: Annual Report 2013/14)

- **Sanitation Service Delivery Levels**

Households		
Description	2012/13 Outcome	2013/14 Actual
	No.	No.
***Sanitation/sewerage:* (above minimum level)**		
Flush toilet (connected to sewerage)	10 522	11 089
Flush toilet (with septic tank)	1 568	1 568
Chemical toilet	0	0
Pit toilet (ventilated)	355	355
Other toilet provisions (above min.service level)	31	31
Minimum Service Level and Above sub-total	**12 476**	**13 043**
Minimum Service Level and Above Percentage	**95**	**96**
***Sanitation/sewerage:* (below minimum level)**		
Bucket toilet	309	309
Other toilet provisions (below min.service level)	0	0
No toilet provisions	305	305
Below Minimum Service Level sub-total	**614**	**614**
Below Minimum Service Level Percentage	**5**	**4**
Total households	**13 090**	**13 657**
Including informal settlements		

Table 41: Sanitation service delivery levels (Source: Annual Report 2013/14)



Graph 3: Sanitation/Sewerage Service Delivery Levels (Source Annual Report 2013/14)

Green Drop results	Description
Green Drop Results of 2013	Beaufort West – 93.73%
	Merweville – 88.70%
	Nelspoort – 89.08%

Table 42: Waste Water (Sanitation) Provision Highlights (Source Annual Report 2013/14)

- **Employees: Sanitation Services**

Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	10	14	11	3	21.42
4 – 6	5	10	8	2	20
7 – 9	0	1	0	1	100
10 – 12	0	0	0	0	0
13 – 15	0	0	0	0	0
16 – 18	0	0	0	0	0
19 – 20	0	0	0	0	0
Total	**15**	**25**	**19**	**6**	**24**

Table 43: Employees Waste Water (Sanitation) Services (Source: Annual Report 2013/14)

3.10.4 Infrastructure Services: Roads and Storm water

- **Introduction**

The general maintenance of tarred and gravel roads were respectively neglected due to budget constraints and unreliable machinery. The grader was refurbished by Barlows to a standard whereby it can be operational to grade roads. Pothole repair is done by the municipality while the construction of new paved roads is undertaken by contractors. These projects are done according to EPWP standards to create job opportunities.

Major current challenges include (Source: Annual Report 2013/14)

- Reseal of roads
- Maintenance of gravel roads
- Rebuilding of streets other than indigent areas
- Lack of manpower

- **Gravel Roads Infrastructure: Kilometers**

Gravel Roads Infrastructure: Kilometres				
Year	**Total gravel roads**	**New gravel roads constructed**	**Gravel roads upgraded to paved**	**Gravel roads graded/maintained**
2012/13	56 544	0	2.196	56 544
2013/14	56 544	2 963	950	27 94

Table 44: Gravel road infrastructure (Source: Annual Report 2013/14)

- **Tarred Road Infrastructure: Kilometers**

Tarred/Paved Road Infrastructure: Kilometres					
Year	**Total tarred/paved roads**	**New paved roads**	**Existing tar roads re-tarred**	**Existing tar roads re-sheeted**	**Tar/paved roads maintained**
2012/13	97 656	2 196	0	0	97 656
2013/14	99 852	950	0	0	99 52

Table 45: Tarred road infrastructure (Source: Annual Report 2013/14)

- **Employees: Roads and Storm water**

Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	20	36	22	14	38.89
4 – 6	4	8	6	2	25
7 – 9	8	9	6	3	33.33
10 – 12	0	1	0	1	100
13 – 15	0	0	0	0	0
16 – 18	0	1	0	1	100
19 – 20	0	0	0	0	0
Total	**32**	**54**	**34**	**20**	**37.04**

Table 46: Employees: Roads and Storm water (Source: Annual Report 2013/14)

3.10.5 Infrastructure Services: Waste Water (Storm water drainage)

No major new infrastructure can be constructed to prevent flooding of houses due to lack of funding. Only ad hoc additions were completed, such as new storm water catch pits to

cope with severe problems. Storm water structures are also being built along new paved roads.

Clearing of the Kuils- and Gamka River of vegetation takes place on a regular basis. Challenges remain inter alia the updating of a Storm water Master Plan, old storm-water pipes, extension of existing storm water systems and lack of man power.

- **Storm water Infrastructure: Kilometers**

  The table below shows the total kilometers of storm water maintained and upgraded as well as the kilometers of new storm water pipes installed:

Storm water Infrastructure: Kilometres				
Year	**Total Storm water measures**	**New storm water measures**	**Storm water measures upgraded**	**Storm water measures maintained**
2012/13	Master Plan outdated	1.08	1.445	17.1
2013/14	Master Plan outdated	2.04	0	17.1

Table 47: Storm water infrastructure (Source: Annual Report 2013/14)

3.10.6 Infrastructure Services: Environmental Management: Waste Management

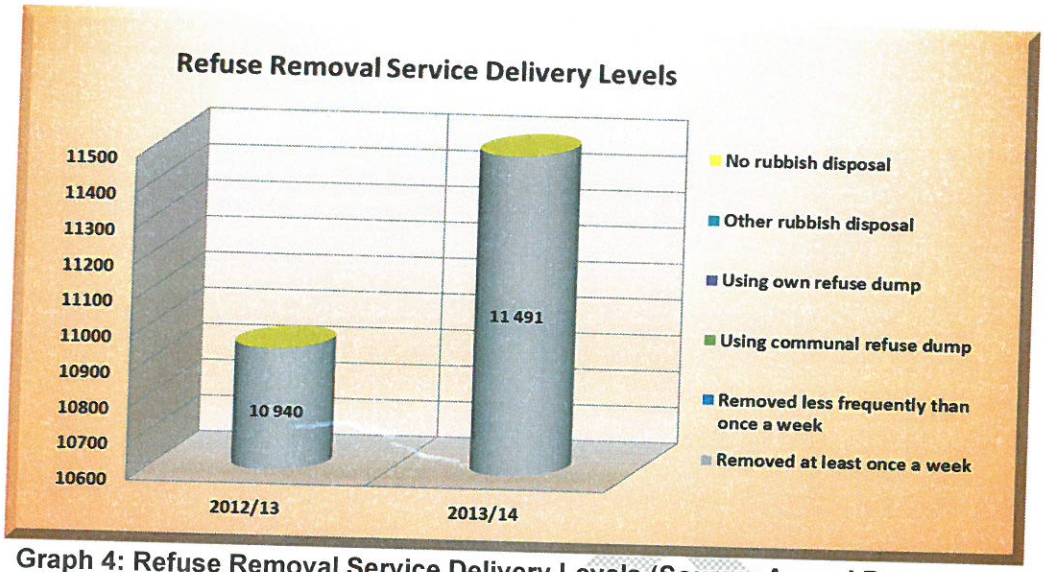
An Integrated Waste Management Plan has been drafted and approved by Council on December 2014.

This service enables the municipality to create additional temporary work to clean streets and pick up litter. The municipality has also received EPWP funds for environmental projects. The challenges remain illegal dumping and lack of maintenance and management of landfill sites.

- Solid Waste Service Delivery Levels

Description	Households	
	2012/13	2013/14
	Actual	Actual
Solid Waste Removal: **(Minimum level)**		
Removed at least once a week	10 940	11 491
Minimum Service Level and Above sub-total	**10 940**	**11 491**
Minimum Service Level and Above percentage	**100**	**100**
Solid Waste Removal: **(Below minimum level)**		
Removed less frequently than once a week	0	0
Using communal refuse dump	0	0
Using own refuse dump	0	0
Other rubbish disposal	0	0
No rubbish disposal	0	0
Below Minimum Service Level sub-total	**0**	**0**
Below Minimum Service Level percentage	**0**	**0**
Total number of households	**10 940**	**11 91**

Table 48: Solid Waste Service Delivery Levels (Source: Annual Report 2013/14)



Graph 4: Refuse Removal Service Delivery Levels (Source: Annual Report 2013/14)

- **Employees: Solid Waste Services**

Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	25	35	35	0	0
4 – 6	3	3	2	1	33.33
7 – 9	7	8	6	2	25
10 – 12	1	1	1	0	0
13 – 15	0	0	0	0	0
16 – 18	0	0	0	0	0
19 – 20	0	0	0	0	0
Total	**36**	**47**	**44**	**3**	**6.38**

Employees: Solid Waste Services (Source: Annual 14)Report 2013/

3.10.7 Infrastructure Services: Air Quality Management

The municipality must comply with the National Environmental Management: Air Quality Act, 2004 (Act No 39 of 2004). An Air Quality Management Plan still needs to be developed and DEADP has been engaging the municipality for such an AQMP.

The process to develop such a plan shall also address air Quality targets and indicators for future IDP's.

3.10.8 Infrastructure Services: Sport and Recreation

- **Service statistics for Sport and Recreation**

Type of service	2012/13	2013/2014
Community parks		

Type of service	2012/13	2013/2014
Number of parks with play park equipment	8	8
Number of wards with community parks	7	7
Swimming pools		
Number of visitors per annum	26 497	12 807
R-value collected from entrance fees	R143 155	R76 844
Sport fields		
Number of wards with sport fields	7	7
R-value collected from utilization of sport fields	R156 773	R93 690
Sport halls		
Number of wards with sport halls	7	7
Number of sport associations utilizing sport halls	5	5
R-value collected from rental of sport halls	R49 573	R21 550

Table 50: Additional performance information for Sport and Recreation (Source: Annual Report 2013/14)

- **Employees: Sport and Recreation**

Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	16	21	18	3	14.29
4 – 6	11	16	11	5	31.25
7 – 9	1	3	1	2	66.67
10 – 12	1	1	1	0	0
13 – 15	1	0	0	0	0
16 – 18	0	0	0	0	0
19 – 20	0	0	0	0	0
Total	**30**	**41**	**31**	**10**	**24.39**

Table 51: Employees: Sport and Recreation (Source: Annual Report 2013/14)

3.10.9 Infrastructure Services: Cemeteries

There is enough burial ground in all the towns under the jurisdiction of Beaufort West for the near future. However, new cemeteries will have to be developed. Challenges remain vandalism of perimeter fencing and the tombstones and animals entering the cemeteries and damaging the graves and perimeter fence flowers

3.11 HOUSING DEVELOPMENT

- **Introduction to Housing**

Against the background of integrated residential development approach it was decided to focus strategically mainly on two components of the land use spectrum namely:

- Finance Linked Individual Subsidy Programme (FLISP) also known as Gap Subsidy Housing

- Integrated Residential Development Programme (IRDP) - Project linked subsidy housing

Housing need:

The need for an integrated residential development approach that addresses the whole spectrum of residential needs has been identified and the following main income categories have been considered:

- IRDP Subsidy housing >R3 500 per
- Gap housing R3 501 - R15 000 per month

Given the strategic decision to focus first on IRDP and Gap housing, those housing needs can be summarized as follows:

Subsidy	**3822** - units according to recent estimates of the housing demand data base
Gap	**339** - potential applicants have registered on our data system

Table 52: Housing needs (Source: Annual Report 2013/14)

- **Prioritised IRDP Housing Sites**

Site	Property	Units
	Subsidy: Priority 1	
S8	Rem Farm 185	225
Total		**225**
	Subsidy Priority 2	
S1	Rem Farm 185 (41.1ha)	1 232
S1	Erf 2848 (4.9ha)	147
S2	Rem Farm 185 (1.2ha)	36
	Subsidy Priority 3	
S7	Rem Farm 185 (20.8ha)	624
Total		**624**
Subsidy Grand Total		**2 264**

Table 53: Prioritised housing sites (Source: Annual Report 2013/14)

- **GAP Housing Sites**

Site	Property	Units
	GAP: Priority 1	
G2	Erf 2851 – P.O.S	67
	GAP: Priority 2	
G1	Erf 1946 – (4.Oha)	120
GAP Total		**187**

Table 54: GAP housing sites (Source: Annual Report 2013/14)

- **Highlights: Housing**

Highlights	Description
99.9% occupation of Project S3 & S4	Top structures completed and handed over
76% Consolidation Housing Project completed	Top structures completed and handed over
100% Xhoxha Housing Project completed	Top structures rectified and handed over

Table 55: Housing Highlights (Source: Annual Report 2013/14)

- **Challenges: Housing**

Description
Pre 1994 houses with structural defects
Gap Housing Funding
Funds received late during the financial term
Xhoxha Housing Project
Consolidation Housing Project
Xhoxha housing: Acceptance of the 40m² houses
Size of the IRDP plots too small
Shortage of staff

Table 56: Housing Challenges (Source: Annual Report 2013/14)

- **Households with access to basic housing**

Number of households with access to basic housing			
Year end	**Total households (including in formal and informal settlements)**	**Households in formal settlements**	**Percentage of HHs in formal settlements**
2012/13	10 940	10 878	99
2013/14	11 456	*29*	99

Table 57: Households with access to basic housing (Source: Annual Report 2013/14)

- **Housing Waiting List**

The following table shows the decrease in the number of people on the housing waiting list. There are currently approximately 4 161 housing units on the waiting list.

Financial year	Number of housing units on waiting list	% Housing waiting list increase/(decrease)
2012/13	5 221	(12)
2013/14	4 161	(20.3)

Table 57: Housing waiting list (Source: Annual Report 2013/14)

- **Housing Allocation**

A total amount of R20 286 960 million was allocated to build houses during the financial year under review. A summary of houses built, includes:

Financial year	Allocation	Amount spent	% spent	Number of houses built	Number of sites serviced
	R'000	R'000			
2012/13	31 100	30 317	96.8	160	573
2013/14	49 685	49 486	98	567	518

Table 57: Houses built in 2013/14 (Source: Annual Report 2013/14)

- **Employees: Housing**

Job Level	2012/13	2013/14

	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	0	0	0	0	0
4 – 6	1	1	1	0	0
7 – 9	3	3	3	0	0
10 – 12	0	0	0	0	0
13 – 15	0	1	0	1	100
16 – 18	0	0	0	0	0
19 – 20	0	0	0	0	0
Total	**4**	**5**	**4**	**1**	**20**

Table 58: Employees: Housing (Source: Annual Report 2013/14)

3.12 Disaster Management

A Disaster Management Plan has been approved and the process needs to be reviewed.

- Service Statistics for Fire Services and Disaster Management

Details	2012/13	2013/14
Operational call-outs	93	118
Reservists and volunteers trained	13	0
Awareness initiatives on fire safety	4	7

Source: Annual Report 2013/14

- Employees

Job Level	2012/13	2013/14			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	0	0	0	0	0
4 – 6	11	13	11	2	15.39
7 – 9	0	0	0	0	0
10 – 12	0	2	1	1	50
13 – 15	0	0	0	0	0
16 – 18	0	0	0	0	0
19 – 20	0	0	0	0	0
Total	**11**	**15**	**12**	**3**	**20**

Table 59: Source: Annual Report 2013/14

CHAPTER 4

OVERVIEW OF 2014/15 FINANCIAL YEAR

4.1 Projects identified and implemented: 2014/15

As can be viewed from the IDP Review process of 2014/15. a number of projects have been identified to enable the fulfilment of the strategic objectives of Council. This section serves to provide a short overview of the progress regarding the completion of these projects as it provides a base on whether the projects are completed, whether it would have to be carried over into the new financial year or whether it is incomplete. The projects are outlined as per the strategic objectives and SD-BIP

This chapter is divided into the following sections:

Section 1 Projects completed and project in progress as per the national Key Performance Area's and municipal strategic objective during the 2014/15 Financial Year

Section 2 Performance of annual statutory and strategic projects and/or policy reviews. Per definition, these projects are typically:

- Projects with statutory requirements on an annual basis
- Projects of a management nature which do not necessarily require a budgetary allocation
- Policy and/or strategic initiatives

Section 3 Sector Plans

Each section is discussed as per Key Performance Area with specific reference to the following:

- KPA 1: Basic Services and Infrastructure Development
- KPA 2: Institutional Development and Municipal Transformation
- KPA 3: Good Governance and Public Participation
- KPA 4: Financial Viability
- KPA 5: Local Economic Development

DRAFT

SECTION 1: OVERVIEW OF PROJECTS PER NATIONAL KPA/STRATEGIC OBJECTIVES COMPLETED & PROJECTS IN PROGRESS

NATIONAL KPA:
BEAUFORT WEST STRATEGIC OBJECTIVE 1
BASIC SERVICE DELIVERY and INFRASTRUCTURE DEVELOPMENT

PROJECTS COMPLETED

Department	Ward	IDP/ SDBIP no.	PROJECT NAME	INDICATOR	Target	Funding source/Value	Status
Community Services			Refuse Transfer station Phase II – Beaufort West (Vaalkoppies)	Complete Refuse Transfer Station – Vaalkoppies	1	1 500 000.00	First phase completed. To be continued in 2015/16
Community Services	4	TL1	Rectify 18 houses in Xhoxha (Original planning 21 houses	Transfer 64 houses in Xhoxha	64		Completed, but needs to be reviewed in 2015/16. Original planning of 64 reduced to 18
Community Services	All	TL2	Purchase land for future housing development – Beaufort West	Purchase land for housing	1		First phase completed. In progress Await funding for purchase of land
Community Services	1		Murraysburg Land fill site	Complete development of land fill site in Murraysburg	1	DEAT 17 000 000.00	3 year project. First phase completed. To be roll over to new financial year
Electro-technical Services	3		Electrification dwellings Mandela Square – 142 houses	Project was in progress in 2013/14 as Phase 1 was electrification of erven & Phase 2 electrification of houses	142 houses	1 780 680.00	Completed
Electro-technical Services	3		Electrification dwellings Rustdene - 245 houses	Electrification of houses Rustdene	245 houses	2 572 300.00	Project will commence on 23 March 2015 and will be completed 30 June 2015
Electro-technical Services			Grootfontein Phase 3	Ongoing project due to annual application of funding from INEP and farmers still applying for funding	1	DOE 1 094 400.00	Project will be completed 30 June 15
Electro-technical			Moordenaars Karoo Phase 4	Ongoing project due to annual application of	1	DOE 3 249 000.00	Will be completed 2014/15

Services				funding from INEP and farmers still applying for funding			
Electro-technical Services			Stegman Primary School (Phase 2)	Ongoing project due to annual application of funding from INEP and farmers still applying for funding	1	DOE 478 800.00	Will be completed 2014/15
Electro-technical Services			Swer line	Ongoing project due to annual application of funding from INEP and farmers still applying for funding	1	DOE 2 280 000	Will be completed 2014/15
Electro-technical Services			Weltevrede	Ongoing project due to annual application of funding from INEP and farmers still applying for funding	1	DOE 1 425 000.00	Will be completed 2014/15
Electro-technical Services			Buffelsvlei phase		1	DOE	Received letter from farm owner withdrawing application. Funds to be divided between other projects
Electro-technical Services			Sleutelfontein Phase 1	Ongoing project due to annual application of funding from INEP and farmers still applying for funding	1	DOE 3 990 000.00	Will be completed June 2015
Electro-technical Services			Keulderfontein	Ongoing project due to annual application of funding from INEP and farmers still applying for funding	1	DOE 1 710 000.00	Will be completed June 2015
Electro-technical Services			Kroonplaas	Ongoing project due to annual application of funding from INEP and farmers still applying for funding	1	DOE 3 420 000.00	Will be completed June 2015
Electro-technical Services			Hillandale Phase 3	Ongoing project due to annual application of funding from INEP and farmers still applying for funding	1	DOE 3 219 820.00	Will be completed 30 June 2015

Electro-technical Services	2		Electrification of Erf 6068 – Clinic Hillside	Project was in progress in 2013/14. Now completed.	1	375 000.00 Budget misstated in 2013/14 IDP Review	Completed
Electro-technical Services	All		132 KV Substation	Develop substation	1	1 400 000.00	Project was ongoing in 2013/14. Completed
Electro-technical Services	3		Electrification of 367 low cost houses	Electrification of 367 houses	367 houses	4 200 000.00	Completed 2013/14
Electro-technical Services	2		Nelspoort sport grounds – new flood lighting	Install new flood lights – Nelspoort sport grounds	1	MIG 500 000.00	Project was ongoing in 2013/14. Now completed
Electro-technical Services	1		TL38 Beaufort West rugby field- new flood lighting	Install new flood lights Beaufort West rugby fields	1	MIG 500 000.00	Project was ongoing in 2013/14. Now completed
Electro-technical Services	All		Install High Mast Lights Greater Beaufort West	Install High Mast lights	1	MIG 661 209	Completed
Electro-technical Services	7		New floodlights Merweville Sport fields	Install new flood lights Merweville sport fields	1	MIG 500 000	Completed
Electro-technical Services	5		New flood lighting Rustdene B & C Sport fields	Install new flood lights Rustdene B & C Sport fields	1	MIG 1 000 000	Completed
Electro-technical Services	1		Install festive lights in Voeltjiespark	Install festive lights in Voeltjiespark	1	Own funds	An on-going project on an annual basis
Engineering services	4		Construct new roads to Phase II in Beaufort West, Hillside II, Rustdene & KwaMandlenkosi	New roads constructed in Beaufort West	Project changed to Dliso Avenue and Mshaka Road	MIG 1 836 755	Will commence April 2015 and be completed August 2015
Engineering services	3		Pieter Street, Beaufort West	Upgrading/Paving of Pieter Street	800 m	MIG 2 888 505	To be completed end April 2015

Engineering services	4		Upgrading of Mandlenkosi Sport Grounds	Upgrade of Mandlenkosi Sport Grounds	1	MIG 1 500 000	Was a 2014/15 project. Rollover to 2015/16 for completion
Engineering services	7		Upgrading of Merweville Sport Grounds	Upgrade of Merweville Sport Grounds	1	MIG 1 500 000	To be completed 2015/16
Engineering services	All		Investigate aquifers/ development of borehole next to N1	Investigate aquifers/ development of borehole next to N1	1	MIG 348 800	Completed December 2014
Engineering services	3,4 & 6		Rustdene, Buitekant str (Ph 4 Housing) – External Sewerage Pump House	Complete external sewerage pump house Rustdene	1	1 094 770.00	Completed in February 2015
Engineering services	1		Upgrade water supply to Murraysburg	Upgrade water supply in Murraysburg	1	MIG 1 324 105	Completed in June 2014
Engineering services	2		Nelspoort Bulk water Supply	Complete bulk water supply to Nelspoort	1	MIG	Civil services completed June 2014 for R 1 550 204 & Mechanical will be completed end December 2015 for R 1 265 394
Engineering services	1		Rehabilitate paved roads – Murraysburg	Rehabilitate paved roads/ Paarden, Perl & Setlaars streets in Murraysburg	1	MIG 2 137 231.	Construction will commence in April 2015 & be completed in August 2015
Engineering services	6		Rustdene, Hillside 11, - Rehabilitate Gravel (Ebenezer Street)	Rehabilitate/pave Ebenezer Avenue	1	MIG 3 568 730	Was roll over from 2013/14 and completed in 2014/15
Engineering services	3,4 & 6		Construct external storm water pipeline in Rustdene – Buitekant street – Ph 4 Housing	Construct external storm water pipeline Rustdene	1	MIG 5 445 780	Completed June 2014
Engineering services	3,4 & 6		Construct external sewerage pipeline and pump station in Rustdene – Buitekant street – Ph4 Housing	Construct external sewerage pipeline – Rustdene	1	MIG 5 665 540	Completed June 2014

PROJECT IN PROGRESS AND/OR"CARRY OVER" PROJECTS

The following projects will have to be "carried over" from the 2014/15 financial year to the 2015/16 financial year for various reasons. The major reasons include that these projects were either not completed in the financial year, and/or that funding was withdrawn for the project/s/ and/or is on-going due to the nature of the project/s:

Department	Ward	IDP/ SDBIP	PROJECT NAME	INDICATOR	Target	Funding source/Value	Status
Community Services	All	-	ASLA Housing Development	Job creation through infrastructure development	Jobs created through construction of houses		Ongoing as new housing development identified
Community Services	2-7		Fire Brigade Garage		1	CRR 350 000.00	Project not implemented due to lack of funding
Community Services			Distribute refuse bins for new housing development	Distribute bins to new housing development		CRR	Ongoing
Community Services			Purchase land for future housing development – Beaufort West	Purchase land for future housing development	1	DoH	First phase completed. In progress. Await funding for purchase of land
Community Services	2-7		Complete planning for construction of recycling facility at landfill site Murraysburg	Recycling facility at Murraysburg landfill site	1	DEAT 17 000 000.00	3 year project. First phase completed. To be roll over to new financial year
Community Services	All		Erect dumping signs to prevent illegal dumping	Erect dumping signs to prevent illegal dumping			Ongoing
Engineering services	6		Prince Valley housing – 235 housing units (S8)	Civil services now/ to roll over for top structures	235 housing units	DoH	Civil Services completed 2014/15. Houses in 2015/16
Engineering services	6		Prince Valley Area S8 Sewerage Pump Station	Complete pump station Prince Valley	1	MIG 3 303 109	To be completed 2015/16
Engineering services	7		Upgrading of library in Merweville/ Replaced by play park in Merweville	Replaced upgrading of library to construction of play park in Merweville	1	Funds donated by KEC 170 000.00	To be completed in 2015/16
Engineering	2		Rehabilitate Oxidation	Rehabilitate oxidation	1	MIG	Project deleted in 2014/15

Services			Ponds in Nelspoort	pons in Nelspoort		3 859 907	due to lack of funds. To be completed 2015/16
Engineering services	2 & 4		Complete new total pressure reduction of water network	New total pressure reduction of water network	1	MIG 99 858.00	Project deleted due to lack of funds
Electrotechnical Services	3 & 6		Testing of LED luminaries for high mast lighting	Test LED luminaries for high mast lighting	1	DoE	Will be completed 30 June 2015
Electrotechnical Services	All		EEDSM Project on Streets & High mast Lighting	Test Energy Efficiency Energy for municipal buildings	1	DoE 8 000 000.00	To be completed 2015/16
Electrotechnical Services			Electrification of Central Karoo	Electrification of farm workers houses		DoE 15 000 000	To be completed 2015/16
Engineering services	1		Upgrading of roads Murraysburg – Setlaars Paarden & Setlaars Roads	Rehabilitate roads in Murraysburg	1	MIG 2 137 231	Construction will commence in April 2015 be completed in August 2015
Engineering services	4		Upgrading of Mandlenkosi Sport Grounds	Upgrade of Mandlenkosi Sport Grounds	1	MIG 1 500 000	Was a 2014/15 project Rollover to 2015/16 for completion
Engineering services	7		Upgrading of Merweville Sport Grounds	Upgrade of Merweville Sport Grounds	1	MIG 1 500 000	To be completed 2015/16
Engineering services	1		Rehabilitate paved roads – Murraysburg	Rehabilitate paved roads/ Paarden, Perl & Setlaars streets in Murraysburg	1	MIG 2 137 231.	Construction will commence in April 2015 & be completed in August 2015

NATIONAL KPA 2:
BEAUFORT WEST STRATEGIC OBJECTIVE
INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

PROJECTS COMPLETED AND/OR ON-GOING ON ANNUAL BASIS

Department	Ward	SDBIP no.	PROJECT NAME	INDICATOR	Target	Funding Source	Status
Corporate Services	All	TL4	Appoint people from employment equity target groups in 3 highest levels of management in compliance with municipality's approved employment equity plan	No of people appointed in 3 highest levels of management			Ongoing
	All		Sign performance agreement with all the directors	No of agreements signed	5		Completed

PROJECT NOT COMPLETED AND/OR "CARRY OVER" PROJECTS AND/OR DELETED FROM IDP

The following projects will have to be "carried over" from the 2014/15 financial year to the 2015/16 financial year for various reasons. The major reasons include that these projects were either not completed in the financial year, and/or that funding was withdrawn for the project and/or is on-going due to the nature of the project/s:

Department	Ward	SDBIP no.	PROJECT NAME	INDICATOR	Target	Funding source	Status
Corporate Services	All		Install finger identity clock system	% of approved budget spent	100%		Not completed
	All		Implement individual performance management for all managers	% of agreements signed	100%		Not completed
	All		Compile a policy register				Not completed

NATIONAL KPA 3:
BEAUFORT WEST STRATEGIC OBJECTIVE
GOOD GOVERNANCE AND PUBLIC PARTICIPATION

PROJECTS COMPLETED

See Section 2

PROJECT NOT COMPLETED/CARRY OVER PROJECTS

The following projects will have to be "carried over" from the 2014/15 financial year to the 2015/16 financial year for various reasons. The major reasons include that these projects were either not completed in the financial year, and/or that funding was withdrawn for the project(s) and/or is on-going due to the nature of the project/s:

Department	Ward	SDBIP no.	PROJECT NAME	INDICATOR	Target	Financial Source/Value	Status
Corporate services	All		Develop a compliance register	Develop a compliance register	1		Completed

NATIONAL KPA 4:
BEAUFORT WEST STRATEGIC OBJECTIVE
FINANCIAL VIABILITY

PROJECTS COMPLETED

Department	Ward	SDBIP no.	PROJECT NAME	INDICATOR	Target	Funding source/Value	Status
Finance	All		Long term financial plan	Completion of Long Term Financial Plan	1		Completed
Finance	All		Financial Dashboard Tool				Although not included in IDP, it was completed
Finance	All		Supply chain Management Module Acquisition				Although not included in IDP, it was completed
Finance	all		Acquiring bulk sms communication system for billing				Although not included in IDP, it was completed

NATIONAL KPA 5:
BEAUFORT WEST STRATEGIC OBJECTIVE
LOCAL ECONOMIC DEVELOPMENT

PROJECTS COMPLETED

Department	Ward	SDBIP no.	PROJECT NAME	INDICATOR	Target	Funding source/Value	Status
Community Services		-	Food for Waste	Increased level of food security	100 Jobs created	988 000.00	Completed
			EPWP Job creation	Project shared with DTPW: Environmental cleaning, infrastructure & neighbourhood watch	587 Jobs created	1 800 000.00	Completed for 2014/15 except for infrastructure to be completed in May 2015
			Youth Jobs in Waste	No of jobs created	18 Jobs created		1-Year project - will end August 2015. Municipality provides infrastructure
		SDBIP no.	PROJECT NAME	INDICATOR	Target	Funding source/Value	Status
Engineering Services			Beaufort West Youth Hub	Job creation and skills development	Providing new skills and job opportunities for the local people	41 699 887.55	Completed

PROJECT IN PROGRESS/"CARRY OVER" PROJECTS

The following projects will have to be "carried over" from the 2014/15 financial year to the 2015/16 financial year for various reasons. The major reasons include that these projects were either not completed in the financial year, and/or that funding was withdrawn for the project/s/ and/or is on-going due to the nature of the project/s:

Department	Ward	SDBIP no.	PROJECT NAME	INDICATOR	Target	Funding source/Value	Status
Community Services		-	Community Work Programme	Increased food security	Job creation	8 000 000.00	This is an ongoing project funded by Department of Co-operative Government and Traditional Affairs

4.2 SECTION 2: STATUTORY/ STRATEGIC PROJECTS

The following projects are statutory and strategic requirements which are to be undertaken on an annual basis.

Per definition:

- Projects with statutory requirements on an annual basis
- Projects of a management nature which do not necessarily require a budgetary allocation
- Policy and/or strategic initiatives

NATIONAL KPA:
BEAUFORT WEST STRATEGIC OBJECTIVE 1
BASIC SERVICE DELIVERY and INFRASTRUCTURE DEVELOPMENT

Department	Ward	SDBIP no.	Project Name	Indicator	Target	Funding source/Value	Status
Electrotechnical Services			Electricity and Energy Master Plan	Compile Electricity Master Plan	1		Still to be compiled
Electrotechnical Services		6	Limit the % electricity unaccounted for to 12%	% of electricity unaccounted for	11.48%		
Electrotechnical Services		Unfunded	Raise public awareness on green energy and energy saving	Number of initiatives per year			Continuous
Electrotechnical Services		7	Spent the maintenance budget for electricity assets	% of maintenance budget spent			Achieved 98,3 8% in 2013/14
Engineering Services		Unfunded	Revise the Water Services Development Plan and submit to Council for approval by the end of June	Revise Water Services Development Plan and submit to Council	1		
Engineering Services		14	Limit unaccounted water to less than 15% between source and sector meters	% of water unaccounted for between source and sector meters	< than 15%		On going
Engineering Services		15	Maintain water quality as per SANS	% water quality level	95%		On going
Engineering Services		20	Spent the maintenance budget for water assets	% of maintenance budget spent	90%		On going
Engineering Services		16	Maintain quality of final waste water outflow	% quality level	90%		On going
Engineering		18	Spent the maintenance budget for	% of maintenance	90%		On going

Services			sanitation assets	budget spent			
Engineering Services		19	Spent the maintenance budget for parks	% of maintenance budget spent	90%		On going
Engineering Services		19	Spent the maintenance budget for parks and recreation assets	% of maintenance budget spent	90%		On going
Community Services			Review Housing Selection Policy	Housing selection policy reviewed & submitted to Council	1		Completed
Community Services		3	Develop an Integrated Human Settlement Plan by the end of June 2014 and submit to council for approval	Plan completed	1		
Engineering Services		Unfunded	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	% plans evaluated	90%		On going
Community Services		Unfunded	100% of maintenance budget of refuse removal spent (Actual expenditure divided by the approved budget)	% of approved project budget spent	100%		On going
Community Services		Unfunded	Conduct law enforcement and joint operations monthly	Number of operations	12		On going
Community Services			Quarterly report to Dept of Social Services on operations of Thusong Centre	No of reports	4		

NATIONAL KPA 2:
BEAUFORT WEST STRATEGIC OBJECTIVE
INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

Department	Ward	SDBIP no.	PROJECT NAME	INDICATOR	Target	Funding source/Value	Status
	All		Report quarterly to council on actual performance to the top Layer SDBIP	No of reports submitted to Council	4		
	All		Limit vacancy level of organisation according to approved organogram	% vacancy level as % of approved organogram	15%		

	All		100% of the grant spent for the maintenance of existing library services	% of budget spent	100%	R	
	All		Evaluate performance of directors in terms of their signed agreements	No of formal evaluations completed	2		
	All		Develop skills of staff	% of total operational budget spent on training	0.50%		

NATIONAL KPA 3:
BEAUFORT WEST STRATEGIC OBJECTIVE
GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Department	Ward	SDBIP no.	PROJECT NAME	INDICATOR	Target	Funding source/Value	Status
Corporate Services			Compile Risk based audit Plan and submit to Audit Committee for approval	Plan approved	1		Completed
			Implement approved RBAP for 2014/15 period	% of planned audits completed	70%		Completed
			Provide training to ward committee	No of training sessions	7		Completed
			Submit Draft Annual Report to Council	Draft annual report submitted to council	1		Completed
			Complete Annual risk assessment and submit to Audit Committee	Completed risk assessment submitted to Audit committee by end March	1		Completed
			Arrange public participation process of draft IDP and budget process	No of public participation sessions	7		

NATIONAL KPA 4:

BEAUFORT WEST STRATEGIC OBJECTIVE
FINANCIAL VIABILITY

Department	Ward	IDP/ SDBIP	PROJECT NAME	Indicator	Target	Funding source	Status
Finance	All	35	Financial viability measured ito municipality's ability to meet service debt obligations	(Total operating revenue-operating grants received) debt service payments due within the year)	2		In progress
Finance	All	36	Financial viability measured in terms of the outstanding service debtors (Total outstanding service debtors/revenue received for services)	% achieved	32%		In progress
Finance	All	37	Financial viability measured in terms of the available cash to cover fixed operating expenditure (Available cash + investments) Monthly fixed operating expenditure)	Ratio achieved	0.8		In progress
Finance	All	38	Achieve a debtors payment percentage of 92%	Payment %	92%		In progress
Finance	All	Operational	Compile and submit the annual financial statements by 31 August to the Auditor General	Financial statements submitted by 31 August	1		In progress
Finance	All	Operational	Review the Supply Chain Management policy and submit to council by the end March	Policy reviewed and submitted to council	1		In progress
Finance	All	Operational	Review identified required budget implementation policies by end March	Number of policies	3		In progress
Finance	All	Operational	Develop action plan to address matters raised in management letter of AG and submit to MM for approval by end December	Approved action plan developed	1		In progress
Finance	All	Operational	Submit monthly sec 71 of MFMA reports to the council	Number of reports submitted to council	12		In progress
Finance	All	Operational	Submit top layer SDBIP to Mayor for approval within 14 days after approval of budget	Top Layer SDBIP submitted to the Mayor	1		In progress

Finance	All	Operational	Submit Mid-Year Performance Report in terms of Sec 72 of MFMA to Mayor by 25 January	Mid-year report submitted to council	1		In progress
Finance	All	Operational	Submit the draft main budget to Council for approval by end March	Main budget submitted to council	1		In progress
Finance	All	Operational	Submit the adjustments budget for approval to council by end February	Adjustment budget submitted to Council	1		In progress
			Provide free basic electricity to indigent households	No of free basic electricity to indigent household			In progress
			Provide free basic water to indigent households	No of free basic water to indigent household			In progress
			Provide free basic sanitation to indigent households	No of free basic sanitation to indigent household			In progress

NATIONAL KPA 5:
BEAUFORT WEST STRATEGIC OBJECTIVE
LOCAL ECONOMIC DEVELOPMENT

Department	Ward	SDBIP no.	PROJECT NAME	INDICATOR	Target	Funding source/Value	Status
			Review Local Economic Development Strategy	An Approved LED Strategy	1		Incomplete
			Service Level Agreement with Tourism Buro with Performance Indicators	Signed Service Level Agreement with Tourism Bureau	1		SLA was provided to them but signed SLA not yet received
			Quarterly Reports from Tourism Buro again signed SLA	Reports from Tourism Buro	4		Did not receive any reports from them to date.

CHAPTER 5

STRATEGIC AGENDA

Each year the municipality has to review its strategic plan as to inform the new operating and capital budget. The Municipality of Beaufort West decided not to make any changes to the strategic objectives and priorities as identified in the original IDP (2012-2017) and/or the last review of 2013/14. This section is therefore a repeat of the previous review process.

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.

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 - 2017.

5.1 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."

5.2 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.

5.3 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. Batho Pele is based on the following eight principles:

1. **Consultation**: citizens should be consulted about their needs
2. **Standards**: all citizens should know what service to expect
3. **Redress**: all citizens should be offered an apology and solution when standards are not met
4. **Access**: all citizens should have equal access to services
5. **Courtesy**: all citizens should be treated courteously
6. **Information**: all citizens are entitled to full, accurate information
7. **Openness and transparency**: all citizens should know how decisions are made and departments are run
8. **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.

5.4 Strategic Objectives

The following objectives and 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. (See Annexure C: List of Community Needs identified during the 2015/16 Review Process)

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.

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STRATEGY 1:

BASIC SERVICE DELIVERY & 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 & maintain current basic service delivery & infrastructure development through provision of basic services & specific infrastructural development projects
Outcome	Delivery of basic services at an exceptional standard Enhanced service delivery
PDO's	Good quality water available to citizens & income generated through provision of this service Free basic water provided as per RSA Constitution Fully functional sewerage system Assuring good quality roads Storm water management improved Houses meet the standard as determined by National Government Community safety improved through adequate street lighting To provide waste management services
National KPA	Basic service delivery and infrastructure development
Provincial Strategic Goals	Enable a resilient, sustainable, quality and inclusive living environment
District Strategic Objective	To improve and maintain the quality of roads and promote effective and save transport for all

Table 60: Strategic Objective 1

STRATEGY 2:

INSTITUTIONAL DEVELOPMENT & 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	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
PDO's	Improvement in administrative management of the municipality Funding secured from SETAs and training delivered Improved utilization of staff Effective monitoring and evaluation
National KPA	Institutional development and municipal transformation
Provincial Strategic Goals	Embed good governance and integrated service delivery through partnerships and spatial alignment
District Strategic Objective	To deliver sound administration and financial services, to ensure good governance and viability

Table 61: Strategic Objective 2

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	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
PDO's	All grants due are paid The municipality in the next 5 years is able to increase its current revenue base Increase accountability and fiscal discipline Increased accountability and more effective service delivery To work towards achieving an unqualified audit
National KPA	Municipal Financial Viability and Management
Provincial Strategic Goal	Embed good governance and integrated service delivery through partnerships and spatial alignment
District Strategic Objective	To deliver sound administrative and financial services, to ensure good governance and viability

Table 62: Strategic Objective 3

STRATEGY 4:

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 develop 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	To promote good governance through ongoing communication between the Council & 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 responsibility. 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
PDO's	To improve the functioning of the ward committee system To improve communication to all municipal stakeholders To strengthen the public participation processes To manage the municipal risk environment with internal audit processes To improve the management of performance in the municipality To maintain a healthy, safe and secure environment for all citizens in the municipal area To maintain and monitor the compliance management system To ensure compliance with good governance principles as prescribed by legislation and best practice
National KPA	Good Governance and public participation
Provincial Strategic Goals	Embed good governance and integrated service delivery through partnerships and spatial alignment
District Strategic Objective	To ensure good governance and viability

Table 63: Strategic Objective 4

STRATEGY 5:

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	o develop a local economic development strategy that responds to food security, social infrastructure, health environment, education, skills development and gender balances in society
Outcomes	LED strategy developed with clear plans for job creation.
PDO's	LED strategy implemented leading to economic growth Enhance job creation To improve the municipal procurement processes and related programmes to promote local economic development
National KPA	Local Economic Development
Provincial Strategic Goals	Create opportunities for growth and jobs
District Strategic Objective	To pursue economic growth opportunities that will create decent work

Table 64: Strategic Objective 5

5.5 Sector plans

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

The following table highlights the status quo of the (institutional) sector plans as also discussed in detail within the original 5-year IDP:

Sector Plan	Status	Strategic Objectives	Actions	Resources Requirements	Budget	Responsible Department
Water & Sewerage Master Plan	Approved - 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 Treat-ment; Waste Water Treatment			Engineering Services
Integrated Waste Management Plan	Draft approved by Council		Capacity Building; Waste Water Treatment; Infrastructure maintenance	Funding; Technical Support; Provincial & National Support		Community Services
Integrated Transport Management Plan	District Plan – approved		Public Transport; Capacity Building; Infrastructure; Non-motorized transport			Engineering Services
Disaster Management Plan	Approved; process to be reviewed		Future Planning; Risk mitigation; Risk Assess-ment; Capacity Building	Funding; Technical Support; Provincial & National Support		Community Services
Spatial Development Framework	Draft approved.		Strategic Planning; Land use; Integrated human settlement	Funding; Technical, Provincial & National Support		All Municipal Departments
Local Economic Development Strategy	Approved; needs to be reviewed	To develop a local economic develop-ment strategy that responds to food security, social infra-structure health environment, education, skills development & gender balances in society	LED initiatives; Programme; SMME's support; Project support; Infrastructure development	Funding; Technical Support; Provincial support; National Support		Community Services
Performance	Approved;	To embark on a radical	Managing of staff;	Funding; Technical		All Departments

Management Policy Framework	Implemented	turnaround strategy to address the adminis-trative and financial challenges facing the municipality	Alignment with Legislation, IDP,Budget and SDBIP & PDO's	support; Provincial Support; National Support		
Risk Management Plan & Strategy	Approved; being implemented	To improve & maintain current basic service delivery & infrastructure development through 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	DEADP is engaging with the municipality on drafting the plan		N/A	N/A	N/A	Community Services
Credit Control and Debt Collection Policy	Approved; being implemented	To improve the financial viability of the municipality	Credit Control; Debt Control	Own Revenue		Financial Services
Indigent Policy	Approved; being implemented.	To improve financial viability of 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 adminis-trative & financial chal-lenges 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	Draft approved; being implemented	To improve & maintain current basic service delivery and infrastructure development through provision of basic services and specific infrastructural development projects	GAP Housing; Consumer Education, Backlogs			Community Services
Long Term Financial Plan	Draft finalized	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 & maintain basic service delivery & infrastructure develop-ment through provision of basic services and specific infrastructural development projects	N/A	Funding; Provincial Support; National support		Electrical Services

Table 65: Sector Plans of the Beaufort West Municipality

CHAPTER 6

MUNICIPAL ACTION PLAN FOR 2015/16 FINANCIAL YEAR

6.1 **This section consists out of the following three sub-sections:**

Subsection 1: Projects 2015/16 Financial Year

This section describes the various projects that will have to be implemented in the 2015/16 Financial Year and is divided into three sub-sections, namely

i. Projects of a statutory/strategic nature and/or policy design/review
ii. Projects carried over from the previous financial year as some projects are either multi-year projects or could not be completed in the 2014/14 financial year and is carried over into the new financial year
iii. New projects

Subsection 2: Financial Viability of the Municipality

The municipality can only implement projects successfully and therefore achieve its strategic objectives given the extent of the financial viability of the municipality. This section gives a brief overview of the anticipated financial viability in the 2015/16 financial year.

Subsection 3: Intergovernmental sector projects

All the levels of government have a responsibility to deliver services given the respective mandates. As a number of government departments will be implementing their projects in the Beaufort West municipal area of jurisdiction, it is important to give an overview of these projects as to ensure successful alignment.

Section 1: Projects 2015/16 Financial Year

The following projects have been identified for the 2015/16 financial year for implementation as per National Key Performance Area/Strategic Objective:

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NATIONAL KPA:
BEAUFORT WEST STRATEGIC OBJECTIVE 1
BASIC SERVICE DELIVERY and INFRASTRUCTURE DEVELOPMENT

Department	SDBIP/IDP	Predetermined objective	Unit of Measurement	Wards	Annual Target	Funding
STATUTORY, HIGH LEVEL STRATEGIC AND POLICY DESIGN/REVIEW PROJECTS						
Electricity	6	Limit the % electricity unaccounted for to 12%	% of electricity unaccounted for	All	12%	Maintenance
	Unfunded/ operational	Raise public awareness on green energy and energy saving	Number of initiatives per year	All	1	N/A
	7	Spent the maintenance budget for electricity assets	% of maintenance budget spent	All	90%	Maintenance
Water	Unfunded/ operational	Report on the implementation of Water Service Delivery Plan (Audit) to DWA by end October 2013	Report submitted to DWAF	All	1	N/A
	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%	Maintenance
	15	Maintain water quality as per SANS 241 physical and micro parameters	% water quality level	All	95%	Maintenance
	16	Maintain quality of final waste water outflow	% quality level	All	90%	Maintenance
	20	Spent the maintenance budget for water assets	% of maintenance budget spent	All	90%	Maintenance
Sanitation	18	Spent the maintenance budget for sanitation assets	% of maintenance budget spent	All	90%	Maintenance
Parks	19	Spent the maintenance budget for parks	% of maintenance budget spent	All	90%	Maintenance
	19	Spent the maintenance budget for parks and recreation assets	% of maintenance budget spent	All	90%	Maintenance
Refuse removal	Unfunded/ operational	100% of maintenance budget of refuse removal spent (Actual expenditure divided by the approved budget)	% of approved project budget spent	All	100%	Maintenance
Community Services – Housing	3	Develop an Integrated Human Settlement Plan by the end of June 2014 and submit to council for approval	Plan completed	7	1	
Community Services – Housing	2	Review transfer units in Xhoxha (Original planning 64 – 18 completed	Number of units	4	64	
Community Services		Conduct law enforcement and joint operations monthly	Number of operations	All	12	Maintenance

Department	SDBIP/IDP no.	Predetermined objective	Unit of Measurement	Wards	Annual Target	Funds
MULTI-YEAR PROJECTS OR PROJECTS INCOMPLETE OR "CARRIED OVER" FROM 2014/15						
Community Services		Refuse Transfer station Phase II – Beaufort West (Vaalkoppies)	Complete Refuse Transfer Station - Vaalkoppies	1	1	1 500 000.00
Community Services	TL1	Rectify 18 houses in Xhoxha (Original planning 21 houses. Review transfer from original planning of 64 houses	Transfer 64 houses in Xhoxha	4	4	
Community Services	TL2	Purchase land for future housing development – Beaufort West	Purchase land for housing	All	1	
Community Services		Murraysburg Land fill site	Complete development of land fill site in Murraysburg	1		17 000 000.00 DEAT
Electro-technical Services		Install festive lights in Voeltjiespark	Install festive lights in Voeltjiespark	1		CRR
Engineering services		Upgrading of Mandlenkosi Sport Grounds	Upgrade of Mandlenkosi Sport Grounds	4	MIG 1 500 000	MIG 1 500 000
Engineering services		Upgrading of Merweville Sport Grounds	Upgrade of Merweville Sport Grounds	7	MIG 1 500 000	MIG 1 500 000
Engineering services		Nelspoort Bulk water Supply	Complete bulk water supply to Nelspoort	2	1	MIG R 1 265 394
Engineering services		Rehabilitate paved roads – Murraysburg	Rehabilitate paved roads/ Paarden, Perl & Setlaars streets in Murraysburg	1	MIG 2 137 231.	MIG R 2 137 231
Department	**SDBIP Ref no.**	**Predetermined objective**	**Unit of Measurement**	**Wards**	**Annual Target**	**Funds**
NEW PROJECT 2015/16						
Electrotechnical Services		11 kV Switchgear Beaufort West	% of approved project budget spent		1	CRR
		Overhead Conductor – Rustdene	% of approved project budget spent		1	CRR

		Overhead Conductor – Hillside	% of approved project budget spent		1	CRR
		Overhead Conductor – Beaufort West	% of approved project budget spent		1	CRR
		Power Monitoring Equipment – Rustdene	% of approved project budget spent		1	CRR
		Power Monitoring Equipment – KwaMandlenkosi	% of approved project budget spent		1	CRR
		Power Monitoring Equipment – Beaufort West	% of approved project budget spent		1	CRR
		Load Control	% of approved project budget spent		1	CRR
		11 kV switchgear – Rustdene	% of approved project budget spent		1	CRR
		11 kV switchgear – KwaMandlenkosi	% of approved project budget spent		1	CRR
		315 kVA Transformer	% of approved project budget spent		1	CRR
		Protection Equipment Sub stations	% of approved project budget spent		1	CRR
		New isolator and switchgear 22kV line	% of approved project budget spent		1	CRR
		Telemetry 11kV substation	% of approved project budget spent		1	CRR
		Computerised meter reader	% of approved project budget spent		1	CRR
		Electrification of Central Karoo	Electrification of farm workers houses		Various	DoE
Engineering Services		Biometric Identification System	% of approved project budget spent		1	CRR
Engineering services		Upgrading of Mandlenkosi Sport Grounds	Upgrade of Mandlenkosi Sport Grounds	1	1	MIG
		New storm water retention pond – Hillside	New storm water retention pond – Hillside		1	MIG
		Upgrade gravel roads – Beaufort West				MIG
		Investigation of new aquifers – Beaufort West	% of approved project budget spent		1	
		New Bulk Sewer Pump Station & rising main – Prince Valley Area 58	New bulk sewer pump station & rising main – Prince Valley		1	MIG

		Investigate the development of new aquifers – Beaufort West	% of approved project budget spent	All	100%	MIG
		New refuse transfer station – Beaufort West	New refuse transfer station – Beaufort West		1	MIG
Engineering services		Upgrading of library in Merweville/ Replaced by play park in Merweville	Replaced by upgrading of library to construction of play park in Merweville	1		Funds donated by KEC 170 000.00

Table 66: IDP Strategic Objective: Projects 2015/16

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NATIONAL KPA:
BEAUFORT WEST STRATEGIC OBJECTIVE 2
INSTITUTIONAL DEVELOPMENT and MUNICIPAL TRANSFORMATION

Department	SDBIP/IDP no.	Predetermined objective	Unit of Measurement	Wards	Annual Target	Funding
STATUTORY AND/OR HIGH LEVEL STRATEGIC AND/OR POLICY DESIGN/REVIEW PROJECTS						
Corporate Services	47	Develop skills of staff (Actual total training expenditure/total operational budget)	% of total operational budget spent on training	All	0.50%	
Corporate Services	Operational	Implement individual performance management for all managers	% of agreements signed	All	100%	
Corporate Services	Operational	Report quarterly to council on the actual performance to the top Layer SDBIP	Number of reports submitted to council	All	4	
Corporate Services	Operational	Sign performance agreements with all the directors by end July	Number of agreements signed	All	5	
Corporate Services	Operational	Limit vacancy level of organization according to approved organogram to less than 15%	% Vacancy level as % of approved organogram	All	15%	
Corporate Services	Operational	Compile a policy register by the end of June	Register completed	All	1	
Community Services	Operational	100% of grant spent for maintenance of existing library services	% of budget spent	All	100%	
Department	**SDBIP/IDP no.**	**Predetermined objective**	**Unit of Measurement**	**Wards**	**Annual Target**	**Funds**
MULTI-YEAR PROJECTS OR PROJECTS INCOMPLETE OR "CARRIED OVER" FROM 2014/15						
	Unfunded/ operational	Install a fingerprint identity clock system	% of approved project budget spent	All	100%	
Department	**SDBIP Ref no.**	**Predetermined objective**	**Unit of Measurement**	**Wards**	**Annual Target**	**Funds**
NEW PROJECTS 2015/16						
Corporate Services		Network expansion – DCW office & Thusong Centre			1	CRR
Corporate Services		New Information technology	Installment of new information technology		1	CRR
Corporate Services		Fire suppression & Environmental Control for server rooms	Installation of fire suppression and environmental control		1	CRR
Corporate Services		One Stop Service Centre	Establishment of a new One Stop Service of Municipal Services to improve access	1	1	30 000 000 unfunded

Table 67: IDP Strategic Objective 2: Projects 2015/16

NATIONAL KPA 3:
BEAUFORT WEST STRATEGIC OBJECTIVE

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Department	SDBIP/IDP no.	Predetermined objective	Unit of Measurement	Wards	Annual Target	Funding
STATUTORY AND/OR HIGH LEVEL STRATEGIC AND/OR POLICY DESIGN/REVIEW PROJECTS						
Corporate Services		Compile Risk based audit Plan and submit to Audit Committee for approval	Plan approved	All	1	
		Implement approved RBAP for 2014/15 period	% of planned audits completed	All	70%	
		Provide training to ward committee	No of training sessions	All	7	
		Submit Draft Annual Report to Council	Draft annual report submitted to council	All	1	
		Complete Annual risk assessment and submit to Audit Committee	Completed risk assessment submitted to Audit committee by end March	All	1	
Department	**SDBIP/IDP no.**	**Predetermined objective**	**Unit of Measurement**	**Wards**	**Annual Target**	**Funds**
MULTI-YEAR PROJECTS OR PROJECTS INCOMPLETE OR "CARRIED OVER" FROM 2014/15						
Department	**SDBIP/IDP no.**	**Predetermined objective**	**Unit of Measurement**	**Wards**	**Annual Target**	**Funds**
NEW PROJECTS 2015/16						

Table 68: IDP Strategic Objective 3: Projects 2015/16

NATIONAL KPA 4:
BEAUFORT WEST STRATEGIC OBJECTIVE
FINANCIAL VIABILITY AND MANAGEMENT

Department	SDBIP/IDP	Predetermined objective	Unit of Measurement	Wards	Annual Target	Funds
STATUTORY AND/OR HIGH LEVEL STRATEGIC AND/OR POLICY DESIGN/REVIEW PROJECTS						
Finance	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	
Finance	36	Financial viability measured in terms of the outstanding service debtors (Total outstanding service debtors/revenue received for services)	% achieved	All	32%	
Finance	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	
Finance	38	Achieve a debtors payment percentage of 92%	Payment %	All	92%	
Finance	Operational	Compile and submit the annual financial statements by 31 August to the Auditor General	Financial statements submitted by 31 August	All	1	
Finance	Operational	Review the Supply Chain Management policy and submit to council by the end March	Policy reviewed and submitted to council	All	1	
Finance	Operational	Review identified required budget implementation policies by the end of March	Number of policies	All	3	
Finance	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	
Finance	Operational	Submit the monthly sec 71 of the MFMA reports to the council	Number of reports submitted to council	All	12	
Finance	Operational	Submit the draft reviewed IDP to Council by end March	Reviewed IDP submitted	All	1	
Finance	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	
Finance	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	
Finance	Operational	Submit quarterly progress reports to council on implementation of the action plan developed to address all issues raised in management letter of the AG	Number of progress reports submitted	All	1	
Finance	Operational	Submit the draft main budget to Council for approval by end March	Main budget submitted to council	All	1	

Finance	Operational	Submit the adjustments budget for approval to council by end February	Adjustment budget submitted to Council	All	1	
Department	**SDBIP/IDP no.**	**Predetermined objective**	**Unit of Measurement**	**Wards**	**Annual Target**	**Funds**
MULTI-YEAR PROJECTS OR PROJECTS INCOMPLETE OR "CARRIED OVER" FROM 2014/15						
NEW PROJECTS 2015/16						

Table 69: IDP Strategic Objective 4: Projects 2015/16

NATIONAL KPA:
BEAUFORT WEST STRATEGIC OBJECTIVE 5
LOCAL ECONOMIC DEVELOPMENT

Department	SDBIP/IDP	Predetermined objective	Unit of Measurement	Wards	Annual Target	Funding
STATUTORY, HIGH LEVEL STRATEGIC AND POLICY DESIGN/REVIEW PROJECTS						
Community services	Operational	Community work programme: Increased food security. Ongoing project funded by DCGTA	No of jobs created			
Corporate services	Operational	Review the Local economic Development Strategy and submit to council by 30 June 2014	Local economic Development Strategy submitted to council	All		
Corporate services	Operational	Submit applications for funding to potential donors to fund LED projects	Number of applications submitted	All		
Corporate services	Operational	Compile and facilitate the signing of a service level agreement with performance indicators with the tourism buro by end September				
Department	**SDBIP/IDP**	**Predetermined objective**	**Unit of Measurement**	**Wards**	**Annual Target**	**Funding**
NEW PROJECTS 2015/16						
		Development of an Integrated Public Passenger Transport and Commercial Node	Completion of an Integrated Public Passenger Transport and Commercial Node	1	1	

Table 70: IDP Strategic Objective 5: Projects 2015/16

6.2 Section 2: Consolidated Financial Review

This section gives an overview of the Financial Viability of the municipality as the implementing agent for the IDP. During the drafting of the IDP, the Long-Term Financial Plan of the Municipality that was compiled during the 2014/15 financial year, has not been available for incorporation into this section.

In essence this section will also contain multi-year budgets 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 related process in the formulation of the draft budget.

Note: Financial Plan

Beaufort West Municipality in cooperation with the Provincial Treasury drafted a Long-Term Financial Plan to address the health and financial performance of the municipality. During the drafting of the IDP review, the Financial Plan was not available yet.

6.2.1 Budget Summary 2015/16

- ***Total Revenue***

  Total revenue projected amounts to R 273,8 million.

  - **Property rates**

    Total projected property rates amounts to R 26,8 million (9.8%) of total budgeted revenue.

  - **Service charges**

    Services charges relating to electricity, water, sanitation and refuse removal constitutes the biggest component of the revenue basket of the Municipality's revenue budget. It constitutes 37.9% of total revenue. Municipalities are advised to structure their 2015/16 electricity tariffs based on the approved 12.20 percent NERSA (National Energy Regulator of South Africa) guideline tariff increase.

- ***Expenditure by type***

  - Total expenditure excluding capital expenditure amounts to R 268,7 million.

  - Employee related costs and bulk purchases are the main cost drivers within the municipality and alternative operational gains and efficiencies will have to be identified to lessen the impact of wage and bulk tariff increases in future years.

  - **Employee related costs**

    Employee related cost increased from R 72,3 million (2014/15) to R 81,5 million (2015/16). Employee related costs constitutes about 30.3% of total expenditure.

  - **Bulk purchase**

    Bulk purchases increased from R 51,4 million (2014/15) to R 57,3 million (2015/16). These increases can be attributed to the substantial increase in the cost of bulk electricity from Eskom and water increases from Water Reclamation Plant. Municipalities are

advised to structure their 2015/16 electricity tariffs based on the approved 14.2 per cent NERSA (National Energy Regulator of South Africa) guideline tariff increase.

6.2.2 Capital Budget

A capital budget amounting to R 20 024 million is proposed for 2015/16 (R 15 648 million and R 15 615 million for the outer years). The capital budget will be funded as follows:

Funded by:	Budget Year 2015/16	Budget Year 2016/17	Budget Year 2017/18
National Government	16 613	13 720	14 579
Provincial Government	30	–	–
Internally generated funds	3 381	1 928	1 036
Total Capital Funding	20 024	15 648	15 615

Table 71: Capital Budget for MTREF (3yrs)

6.2.3 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	2013/14
Debt coverage (Total operating revenue-operating grants received): debt service payments due within the year)	0.98	1.2	0.6
Service debtors to revenue - (Total outstanding service debtors: revenue received for services)		27%	31.80%
Cost coverage (Available cash + investments): Monthly fixed operating expenditure	9.58	19.50	18.10

Table 72: 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 73: 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 74: Financial Viability Challenges

6.2.4 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.

6.2.5 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.

6.2.6 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.

6.2.7 MIG funding

The following table shows the MIG Funding & Expenditure Detailed Project Implementation Plan for the 2013/2014 – 2016/17 Financial Years. It also shows the planned milestones set out by the Department of Co-operative Governance. The milestones show where the municipality must be at with the MIG spending at a certain time period:

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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	TOTAL PLANNED MIG EXPENDITURE FOR 2014/15	TOTAL PLANNED MIG EXPENDITURE FOR 2015/16	TOTAL PLANNED MIG EXPENDITURE AFTER 2016
-	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 & Storm water		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 Storm water Retention Pond Ph2			2,768,272	1,300,000
32	3124	Murraysburg	New Storm water Drainage				1,300,000
29	2292	Murraysburg South	Upgrade Storm water Channel		555,500		
26	206986	Rustdene	External Storm water 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, Nels-poort, 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	New Flood				

		Ground	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 Storm water 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 75: MIG WC DPIP 2014-17

6.2.8 FUNDED PROJECTS 2015/16

SDBIP ref. no.	REF NO.	PROJECT NAME	STRATEGIC OBJECTIVE	WARD	RESPONSIBLE PERSON	FINANCIAL RESOURCES	ESTIMATED COSTS
-	195857	Beaufort West - Investigation for New Aquifers	Basic service delivery and infrastructure		Engineering Services	MIG	621 674
34	211513	Nelspoort - Rehabilitate Sanitation: Oxidation Ponds	Basic service delivery and infrastructure		Engineering Services	MIG	56,224
32	177474	Murraysburg - Rehabilitate Roads & Storm water	Basic service delivery and infrastructure		Engineering Services	MIG	1,000,000
-	195859	Hillside - New Storm water Retention Pond Ph2	Basic service delivery and infrastructure		Engineering Services	MIG	2,768,272
-	182058	Beaufort West - New Refuse Transfer Station	Basic service delivery and infrastructure		Engineering Services	MIG	228,259
10	205765	Beaufort West, Merweville, Nelspoort, Murraysburg - New High Mast Light	Basic service delivery and infrastructure		Electro Technical Services	MIG	760,485

22	0	Beaufort West Sports Stadium - Upgrade Sport Facilities	Basic service delivery and infrastructure		Engineering Services	MIG	1,500,000
27	221969	Prince Valley, Area S8 - New Bulk Sewer Pump Station & Rising Main	Basic service delivery and infrastructure		Engineering Services	MIG	3,856,848
17	0	Beaufort West - Upgrade Gravel Roads	Basic service delivery and infrastructure		Engineering Services	MIG	2,774,501
		11 kV Switchgear Beaufort West			Electrotechnical Services	CRR	
		Overhead Conductor – Rustdene			Electrotechnical Services	CRR	
		Overhead Conductor – Hillside			Electrotechnical Services	CRR	
		Overhead Conductor – Beaufort West			Electrotechnical Services	CRR	
		Power Monitoring Equipment – Rustdene			Electrotechnical Services	CRR	
		Power Monitoring Equipment – KwaMandlenkosi			Electrotechnical Services	CRR	
		Power Monitoring Equipment – Beaufort West			Electrotechnical Services	CRR	
		Load Control			Electrotechnical Services	CRR	
		11 kV switchgear – Rustdene			Electrotechnical Services	CRR	
		11 kV switchgear – KwaMandlenkosi			Electrotechnical Services	CRR	
		315 kVA Transformer			Electrotechnical Services	CRR	
		Protection Equipment Sub stations			Electrotechnical Services	CRR	
		New isolator and switchgear 22kV line			Electrotechnical Services	CRR	
		Telemetry 11kV substation			Electrotechnical Services	CRR	
		Computerised meter reader			Electrotechnical Services	CRR	
		Biometric Identification System			Engineering Services		
-	**16**	EPWP	Job Creation	All	Community Services	DTPW	917,000
		Electrification Central Karoo					
-	**4**	Grootfontein Phase 3	Basic service delivery and infrastructure		Electro Technical Services	Department of Energy	1 094 400.00
-	**5**	Moordenaars Karoo Ph 4	Basic service delivery and infrastructure		Electro Technical Services	Department of Energy	3 249 000.00
-	**6**	Stegman Primary Ph 2	Basic service delivery and		Electro Technical Services	Department	478 800.00

			infrastructure			of Energy	
-	7	Swer line J Molteno	Basic service delivery and infrastructure		Electro Technical Services	Department of Energy	2 280 000.00
-	8	Weltevrede	Basic service delivery and infrastructure		Electro Technical Services	Department of Energy	1 425 000.00
-	9	Buffelsvlei Ph 1	Basic service delivery and infrastructure		Electro Technical Services	Department of Energy	2 280 000.00
-	10	Sleutelfontein Ph 1	Basic service delivery and infrastructure		Electro Technical Services	Department of Energy	3 990 000.00
-	11	Keulderfontein	Basic service delivery and infrastructure		Electro Technical Services	Department of Energy	1 710 000.00
-	12	Kroonplaas	Basic service delivery and infrastructure		Electro Technical Services	Department of Energy	3 420 000.00
-	13	Hillandale Ph3	Basic service delivery and infrastructure		Electro Technical Services	Department of Energy	3 219 820
-	15	EPIP	Construction of Murraysburg Landfill Site	1	Community Services	DEAT	17 000,000
-	17		Build quality houses	All	Community Services	DHS	5,257,000

Table 75: Funded Projects

6.2.9 UNFUNDED PROJECTS

Department	SDBIP/IDP no.	Predetermined objective	Unit of Measurement	Wards	Annual Target	Funds
Housing	TL2	Purchase land for future housing development – Beaufort West. First phase completed. Await funding to purchase land	Land purchased for housing		1	DoH
Housing		ASLA Housing Development - Job creation through infrastructure development	No of jobs created		No of jobs	
Community Services		Murraysburg Land fill site. 3 year project. First phase completed.	Landfill site completed in Murraysburg		1	DEAT
Water	33	Complete the new bulk water supply in Nelspoort	% of approved project budget spent	2	100%	MIG
Water		Regional Bulk water Infrastructure Programme				RBIG
Housing		Prince Valley housing project. Bulk services complete. Top structures to be build	235 houses		235	DoH
Corporate services		Equipment – Traffic signs	Purchase of equipment for new traffic signs			CRR

Engineering services		Upgrading of Merweville Sport Grounds	Upgrade of Merweville Sport Grounds	1		MIG
Engineering services	13	Construct new roads Phase II in Beaufort West, Hillside II, Rustdene & Kwa Mandlenkosi	Number of meters of new roads Constructed	All	600	
Electrotechnical Services	Unfunded	Install new flood lighting at Nelspoort West sport grounds	% of approved project budget spent	2	100%	
Electrotechnical Services	11	Install new flood lighting at Rustdene Sport grounds	% of approved project budget spent	3,5,6	100%	
Engineering services	Unfunded	Replace dosing pumps	% of approved project budget spent	All	100%	
Electrotechnical Services	Unfunded	Install new pre-paid meters	% of approved project budget spent	All	100%	
Engineering services	28	Upgrade & extend the water supply in Murraysburg	% of approved project budget spent	1	100%	
Engineering services	25	Complete the new total pressure reduction of the water network	% of approved project budget spent	All	100%	
Engineering services	26	Construct the external storm water pipeline in Rustdene (Buitekant St Ph4 Housing)	% of approved project budget spent	3,5,6	100%	
Engineering services	27	Construct the external sewerage pipeline in Rustdene (Buitekant St Ph4 Housing)	% of approved project budget spent	3,5,6	100%	
Community Services	1	Erect dumping signs to prevent illegal dumping	Number of signs	All	10	
Community Services	Unfunded	Distribute refuse bins for new housing development	Number of bins	3	500	
Engineering services	Unfunded	Service sites for Beaufort West (259) IRDP by the end of June	Number of service sites	4	259	
Engineering services	Unfunded	Complete top structure for Beaufort West Infill IRDP by the end of June	Number of top structures	4	274	
Engineering services		Upgrading of library in Merweville/ Replaced by play park in Merweville	Replaced by upgrading of library to construction of play park in Merweville	1		Funds donated by KEC 107 000.00
Community Services		Fire Brigade Garage	% of approved project budget spent		350 000.00	CRR. Project not implemented due to lack of funding
Engineering services		Complete new total pressure reduction of water network	New total pressure reduction of water network	1		Project deleted due to lack of funds
Electrotechnical Services -		11 kV Line Small Holdings	Basic service delivery and infrastructure			DoE

Electrotechnical Services		Housing electrification 245 Houses	Basic service delivery and infrastructure			DoE
Electrotechnical Services -		Auto Recloser 11 kV Small Holdings	Basic service delivery and infrastructure			DoE
-	7.2	Upgrading of Nelspoort WWTW	% of approved project budget spent	2		
Engineering services	7.2	Bulk water supply-Nelspoort-Adequate water supply to citizens	% of approved project budget spent	2		
Engineering services	7.2	Upgrading existing WWTW-Beaufort West	% of approved project budget spent	2		
Engineering services	7.2	Pressure release valves	% of approved project budget spent	All		
Engineering services	7.2	New Water Reservoir	% of approved project budget spent	All		
Engineering services	7.2	Upgrade a Water Network	% of approved project budget spent	All		
Engineering services	7.2	Prince Valley Community Hall	% of approved project budget spent	6		
Engineering services	7.2	Hillside 11: Community Hall	% of approved project budget spent	7		
Engineering services	6	Upgrading of mortuary	% of approved project budget spent	7		
Engineering services		Karoo Gateway A-irport	% of approved project budget spent	2		
Electrotechnical Services		Sleutelfontein Fase II	% of approved project budget spent			
Electrotechnical Services		Buffelsvlei Fase II	% of approved project budget spent			
Electrotechnical Services		Hillandale Fase III	% of approved project budget spent			
Electrotechnical Services		Le Riche Doringboomsfontein	% of approved project budget spent			

Electrotechnical Services		Antjieskraal	% of approved project budget spent			
Electrotechnical Services		Ou Kloof skema (Kellerman)	% of approved project budget spent			
Electrotechnical Services		Willowmore	% of approved project budget spent			
Electrotechnical Services		Rietbron	% of approved project budget spent			
Electrotechnical Services		Becksvlakte	% of approved project budget spent			
Electrotechnical Services		Jakkalsvlakte	% of approved project budget spent			
Electrotechnical Services		Roggeveld	% of approved project budget spent			
Electrotechnical Services		Spitskop	% of approved project budget spent			
Electrotechnical Services		Sterrewag	% of approved project budget spent			
Electrotechnical Services		Swartbult	% of approved project budget spent			
Electrotechnical Services		Weltevrede	% of approved project budget spent			
Electrotechnical Services		Vondeling Skool	% of approved project budget spent			
Electrotechnical Services		Main supply Murraysburg	% of approved project budget spent			
Electrotechnical Services		2 X 2.5 MVA Transformers Murraysburg	% of approved project budget spent			
Electrotechnical Services		11 kV Network Murraysburg	% of approved project budget spent			
Electrotechnical Services		Main Substation Beaufort West	% of approved project budget spent			

Electrotechnical Services		Louw Smit Substation	% of approved project budget spent			
Electrotechnical Services		Katjieskop Substation(load control)	% of approved project budget spent			
Electrotechnical Services		245 Sub-economic dwellings	% of approved project budget spent			

Table 75 Unfunded Projects

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6.3 Section 3: National and provincial projects

As stated, a number of national and provincial departments currently either implement projects in relation to their respective mandates or will be implementing projects in the Beaufort West area of jurisdiction. It is important to align these projects with the municipality's planning processes.

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 firefighting equipment, hospital maintenance, housing projects and library programmes.

Department of Economic Development and Tourism				
Strategic Objective: To reduce poverty and to promote empowerment				
Approved IDP Project Reference Number	**Project Description**	**Municipal Area**	**Year**	**Budget**
BWM 01	Alternative Energy Plant	All wards	2014/16	300 000
BWM 06	Consumer Advice Office Project	Ward 1	2014/16	50 000
BWM 07	Storm water canals, bridge between Kwa-Mandlenkosi & the Lande	Ward 4	2014/17	3 000 000
BWM 09	Work and Skills Programme	All wards	2014/16	120 000

Table 76

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	1 000 000

Table 77

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	50 000
BWM 05	Assistance for Drivers Licenses: Unemployed Youth	All wards	2014/15	60 000

Table 78

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	50 000

Table 79

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	1 000 000

Table 80

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
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 81: 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.

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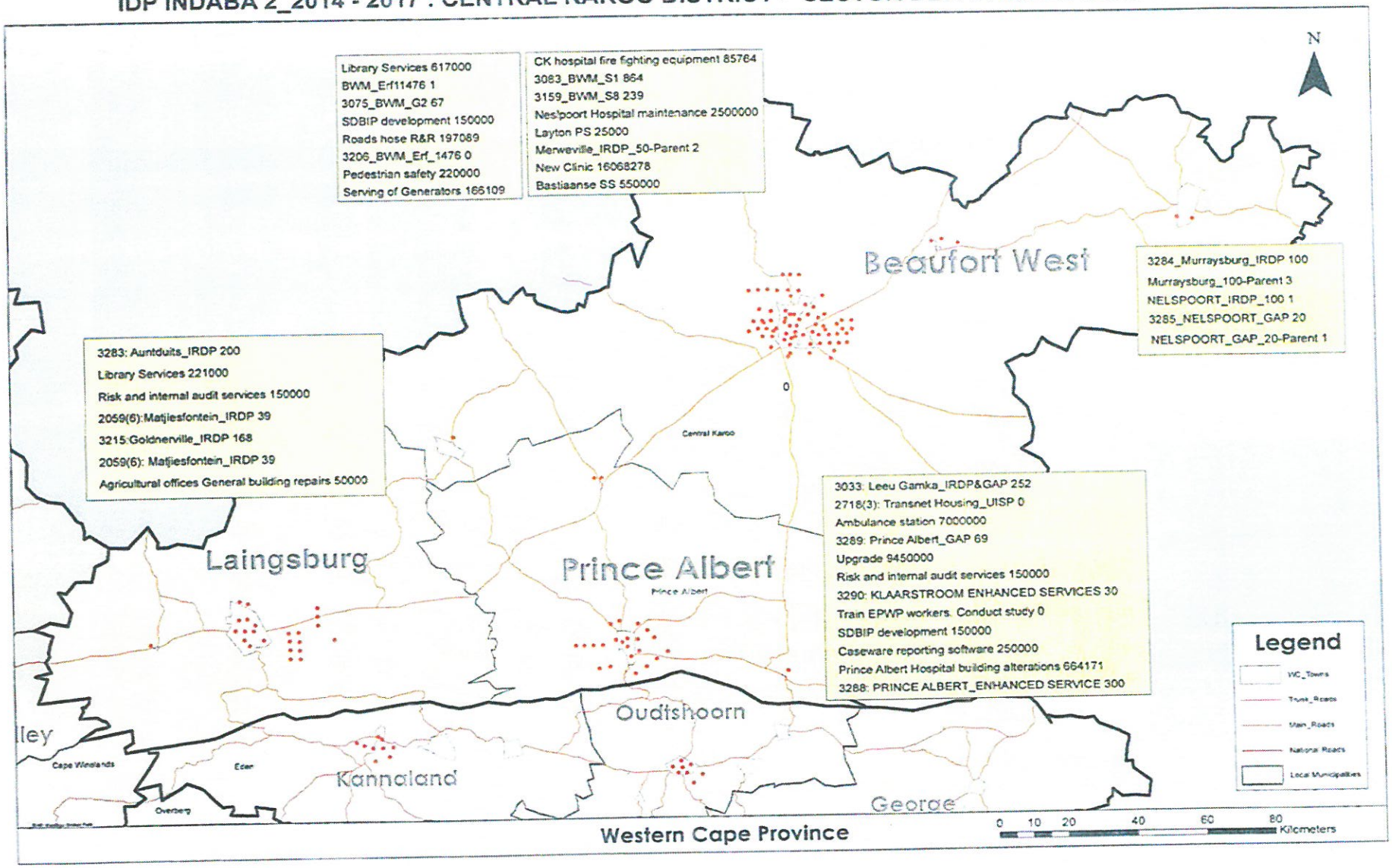
IDP INDABA 2_2014 - 2017 : CENTRAL KAROO DISTRICT - SECTOR DEPARTMENT INTERVENTIONS



CHAPTER 7

PERFORMANCE MANAGEMENT

Performance Management is prescribed by 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 2013/14 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:

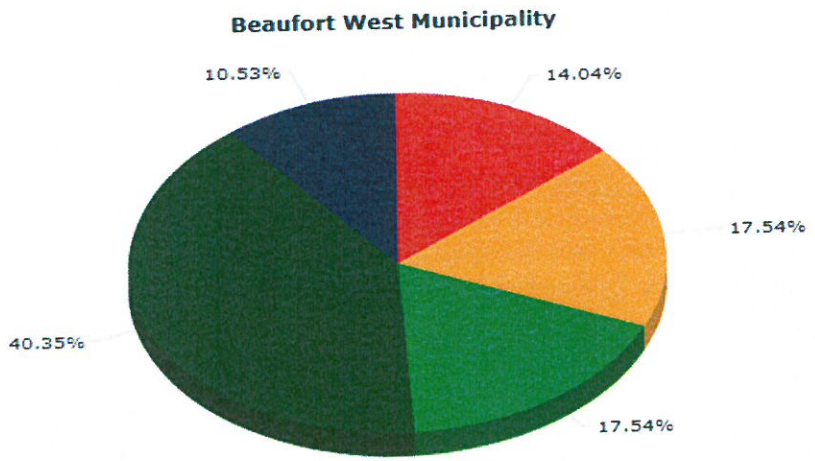
- The measures taken to improve performance were not reported in the Performance report.
- Expenditure was incurred in excess of the limits of the amounts provided for the votes of the approved budget.
- Lack of procedures for the accurate recording of actual achievements and lack of frequent review 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		KPIs with no targets or actuals in the selected period.
KPI's Not Met		0% >= Actual/Target < 75%
KPI's Almost Met		75% >= Actual/Target < 100%
KPI's Met		Actual/Target = 100%
KPI's Well Met		100% > Actual/Target < 150%
KPI's Extremely Well Met		Actual/Target >= 150%

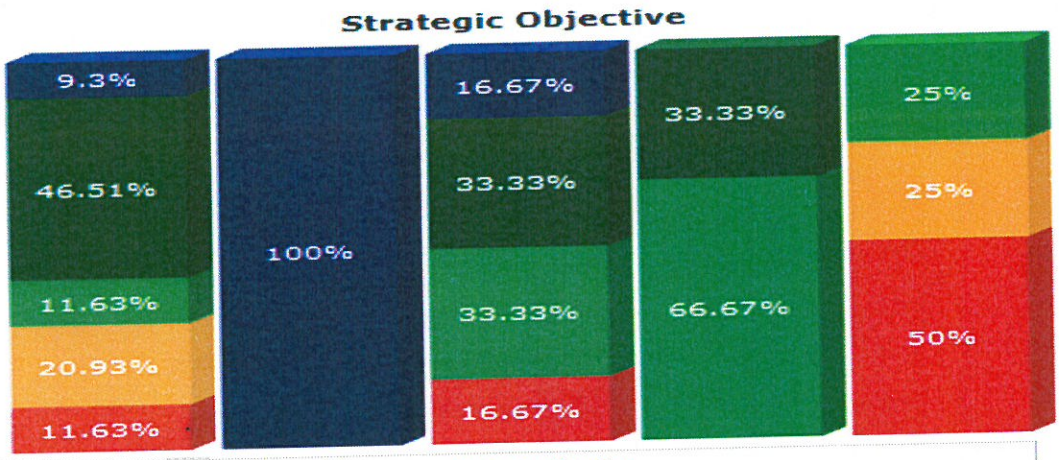
Table 82: KPI Performance

The graphs below display the overall performance in terms of the Top Layer SDBIP per Strategic objectives for 2013/14:



Graph 5: Overall Performance (Source: Annual Report 2013/14)

	Beaufort West Municipality
KPI Not Met	8 (14%)
KPI Almost Met	10 (17.5%)
KPI Met	10 (17.5%)
KPI Well Met	23 (40.4%)
KPI Extremely Well Met	6 (10.5%)
Total:	57



	Strategic Objective				
	Basic service delivery and infrastructure development	*Economic development*	*Financial viability and management*	*Good governance and community participation*	*Institutional Development and Municipal Transformation*
KPI Not Met	5 (11.6%)	-	1 (16.7%)	-	2 (50%)
KPI Almost Met	9 (20.9%)	-	-	-	1 (25%)
KPI Met	5 (11.6%)	-	2 (33.3%)	2 (66.7%)	1 (25%)
KPI Well Met	20 (46.5%)	-	2 (33.3%)	1 (33.3%)	-
KPI Extremely Well Met	4 (9.3%)	1 (100%)	1 (16.7%)	-	-
Total:	43	1	6	3	4

Graph 6: Overall performance per Strategic Objective (Annual Report 2013/14)

7.1 FINANCIAL VIABILITY / AUDITOR GENERAL REPORT

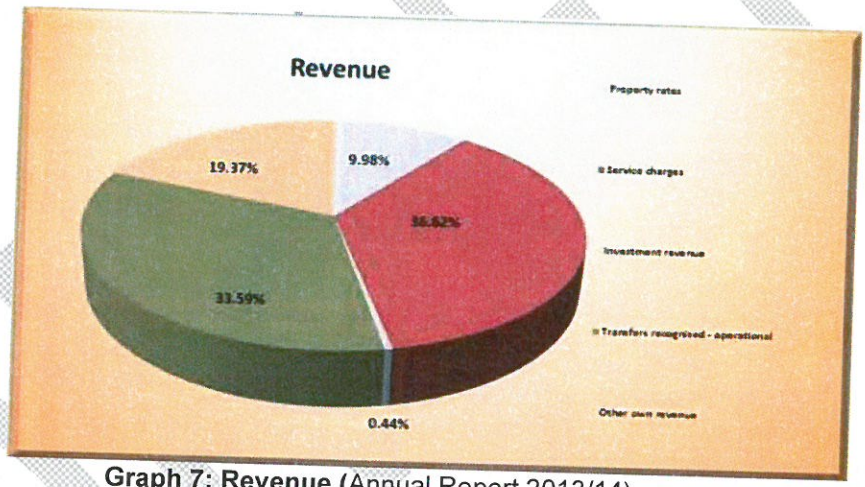
7.1.1 INCOME & EXPENDITURE

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
2013/14	239 252	259 127	19 875	8	223 878	254 234	(30 356)	-14

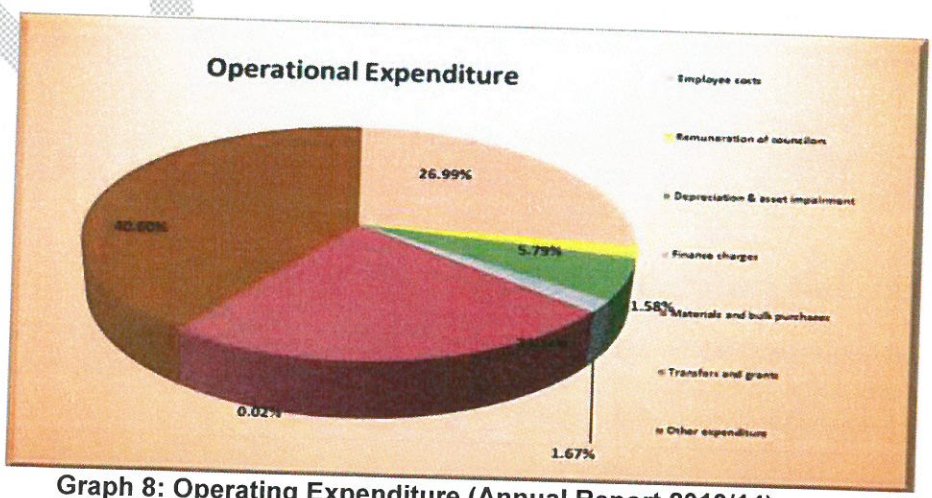
Table 83: Performance against budgets (Annual Report 2013/14)

The following graph indicates the various types of revenue items in the municipal budget for 2013/14.



Graph 7: Revenue (Annual Report 2013/14)

The following graph indicates the various types of expenditure items in the municipal budget for 2013/14.



Graph 8: Operating Expenditure (Annual Report 2013/14)

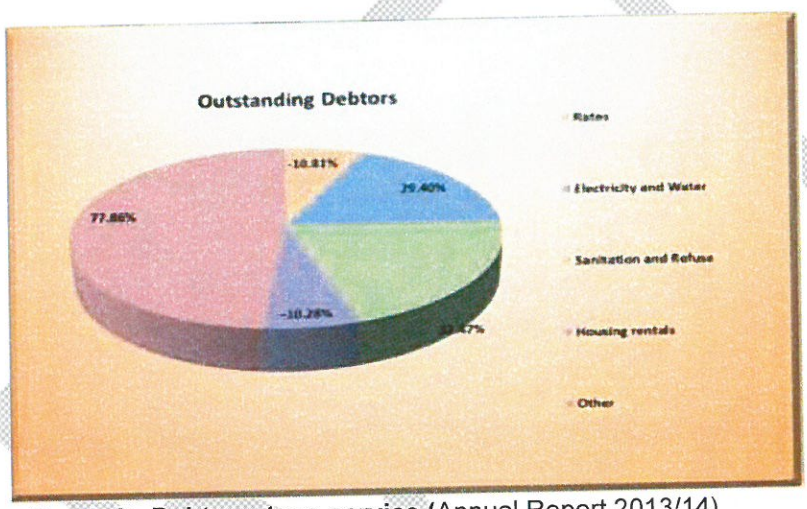
The municipality received R 239 252 000.00 revenue for the year. Salaries and allowances were 26.99% of the operating expenditure for the year under review and the percentage is well within the national norm of between 35 to 40%:

Gross Outstanding Debtors per Service

Financial Year	Rates	Trading Services (Electricity & Water)	Economic Services (Sanitation & Refuse)	Housing Rental	Other	Total
	R'000	R'000	R'000	R'000	R'000	R'000
2012/13	6 419	8 297	11 422	107	29 648	55 892
2013/14	5 725	10 736	15 131	97	57 894	89 583
Difference	-694	2 439	3 709	-11	28 247	33 690
% growth year on year	**-11**	**29**	**32**	**-10**	**95**	**60**

Table 84: Gross outstanding debtors per service (Annual Report 2013/14)

The following graph indicates the total outstanding debt per type of service for 2013/14.



Graph 9: Debt per type service (Annual Report 2013/14)

Total Debtors Age Analysis

Financial year	Less than 30 days	Between 30-60 days	Between 60-90 days	More than 90 days	Total
	R0'000	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	45 035	55 892
2013/14	9 045	2 216	1 698	76 624	89 583
Difference	1 563	-245	783	31 589	33 690
% growth year on year	21	-10	86	70	60

Table 85: Service debtor age analysis (Annual Report 2013/14)

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	122 011	241 757	50.47%
2013/14	102 331	259 127	39.88%

Table 86: Reliance on grants (Annual Report 2013/14)

7.1.2 Auditor General Report 2012/13

Audited Outcomes

Year	2010/11	2011/12	2012/13	2013/14
Opinion received	Unqualified	Unqualified	Unqualified	Unqualified

Table 87: Audit Outcomes (Annual Report 2013/14)

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 R 7 841 844	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.
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 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.	The Accounting Officer will ensure that the Audit committee report to Council on a quarterly basis.
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.	The Accounting Officer will ensure that the Audit Committee include all issue raised in the audit report of the Auditor General to Council
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.	The Accounting Officer will ensure in future that oversight will be exercised over financial reporting and related internal control processes, as well as the review of the performance report.
The Audit Committee did not advise the Council on matters relating to the adequacy, relating and accuracy of financial reporting and information, as required by the MFMA	The Accounting Officer will ensure that the Audit Committee do advice Council on matters relating to the adequacy and accuracy of financial reporting and information
The Audit Committee did not advise the Council on matters relating to compliance with legislation, as required by the MFMA	The Accounting Officer will ensure that the Audit Committee do advice Council on matters relating compliance with legislation as required by the MFMA
The financial statements submitted to audit contained numerous misstatements. This was mainly due to staff members not fully understanding the requirements of the financial reporting framework. The annual performance report was not reviewed for completeness and accuracy by management prior to submission for audit	In future senior staff members will be tasked to review the annual financial statements for completeness and accuracy prior to submission for audit

Table 88: AG Report 2013/14 Annual Report 2013/14

LIST OF ACRONYMS

AG	Auditor General
DBSA	Development Bank of South Africa
DEAT	Department of Environment Affairs and Tourism
DHSS	Department of Health and Social Services
DLA	Department of Land Affairs
DLG&H	Department of Local Government and Housing
DM	District Municipality
DMA	District Management Area
DME	Department of Mineral and Energy
DoL	Department of Labour
DoRT	Department of Roads and Transport
DPLG	Department of Provincial and Local Government
DPW	Department of Public Works
DTI	Department of Trade and Industry
DWAF	Department of Water Affairs and Forestry
ECA	Environmental Conversation 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