

# BEAUFORT WEST MUNICIPALITY

Draft Integrated Development Plan  
2<sup>nd</sup> Annual Review 2014/2015



**Beaufort West Municipality**  
Beaufort West • Merweville • Murraysburg • Nelspoort

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**FOREWORD OF THE EXECUTIVE MAYOR**

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**ALDERMAN TRUMAN PRINCE**

Mayor

**ACKNOWLEDGEMENT FROM THE MUNICIPAL MANAGER**

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**JAFTA BOOYSEN**

Municipal Manager

## EXECUTIVE SUMMARY

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This document is the second revision of the 2012 – 2017 Integrated Development Plan (IDP) for Beaufort West Municipality. The IDP review serves as an addendum to the 5-year IDP (2012-2017) approved by Council during 2012. The review includes various enhancements to the original IDP, which includes:

- Updating the municipal profile based on the census 2011 data as published on the STATSSA website
- Improved and alignment of the municipal strategy
- Updating of information that became available during the 2<sup>nd</sup> annual review of implementing the IDP.

The IDP is the single most important strategic document of the municipality and consolidates the key strategies and strategic documents. This IDP therefore includes the following strategies formulated to serve as the foundation on which the municipality will be able to realise its vision, help to drive National and Provincial Government's agenda, expand and enhance its infrastructure, and make sure that all residents have access to the essential services they require. The establishment of an environment for economic growth in order to sustain and develop communities is lastly extremely important for Council. Council have therefore adopted a spatial development framework that announces a movement system to be used in a proactive way to create a new pattern of accessibility and to create opportunities for investment in those places. Within the overall spatial management concept, areas of intermediate growth were identified. This will promote the establishment of an industrial zone (IDZ) which was also mentioned in the State of the Nation Speech by President Zuma, 2012.

The IDP has been developed through an exhaustive process of engagement with various stakeholders and the development of the projects and programmes in this IDP were guided by input received, as well as key infrastructure, services, and maintenance and development responsibilities. During this process various needs were identified which is not a core function of the municipality and the municipality will continue to engage with the relevant stakeholders in order for these stakeholders to address such needs, i.e. housing, education and health. This also includes the identification of funding for key projects to maintain and enhance municipal infrastructure and service delivery.

In the following years to come during the IDP period, the Beaufort West Municipality will work on aligning the various sector plans with the IDP objectives. The Council and the staff of the municipality are however ready to deal with the challenges to serve the residents to the best of its ability and to continuously improve the quality of our municipal plans with the limited resources available.

## 1. INTRODUCTION

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



Figure 1: IDP Review Process

### Purpose of the 2014/2015 IDP Review

The purpose of the IDP review is amongst others:

1. To ensure that the municipality internal departments planning processes are informed by the IDP.
2. To ensure that the IDP as council 5 year strategic plan remains relevant
3. To ensure that the IDP to on progress see where we going wrong and apply corrective measures
4. To ensure that the IDP is the platform for our structured inter-governmental engagement
5. To ensure better working relations between the different spheres of government

## The 2014/2015 IDP Review Pillars

1. Making sure that budget expenditure speaks to the IDP
2. Making sure that municipality planning process are in line with prescribed legislation – compliance
3. Better alignment between the SBDBIP and performance management system
4. Include comment from MEC and IDP assessment panel
5. Ensuring that our strategic objectives relates to our key performance areas

## MEC Comments

The MEC letter reference 2013/888 responding to the Beaufort West Municipality 2013-2014 IDP as submitted, commended the municipality on various areas of the document. The MEC has expressed broad satisfaction with the IDP and made specific reference to:

- Horizontal alignment in terms of both the Provincial strategic objectives and the National Development Plan (NDP)
- Demonstration of sector plans and their links to the IDP.
- Developmental agenda, current service levels and challenges/backlogs presented according to ward plans

The MEC has also raised areas that need to be improved upon with the 2014/2015 review

- Public participation processes specify dates and table and also encouragement of vulnerable groups.
- Strengthen of situational analysis by comparing census data 2001.
- The IDP lacks a long term development strategy
- The Action Plan to be linked with the Municipal Performance Management System by including Key Performance Indicators and targets of each project.
- Financial plan is outstanding, supporting the core components of section 26 of the Municipal Systems Act.

## Municipal Approach

The municipality took an approach only to compare the 2011 Census Data with the data within the 2012/17 IDP, update it , reflect on the progress made with regards to the implementation of projects and programmes intended for the 2013/14 financial year and then strategically plan for the 2014/15 financial year.

In this regard the draft document (2014/15 IDP Review) which is been approved by council on the 31 March 2014 must be read in conjunction with the 2012/17 Integrated Development Plan.

The municipality used the following engagements for IDP Process:

No	Type of Meeting	Date	Venue	Attendance
1.	IDP/Ward Committee Engagement	19 August 2013	Murraysburg Hall	10
2.	IDP/Ward Committee Engagement	26 September 2013	Council Chambers	24
3.	IDP/Ward Committee Engagement	02 October 2013	Municipal Offices, Merweville	10
4.	IDP/Ward Committee Engagement	03 October 2013	Nelspoort	8
5.	IDP Indaba 2	04 February 2014	Laingsburg	110
6.	Steering Committee	10 February 2014	Council Chambers	10
7.	Mayoral Imbizo	23 February 2014	Rustdene Hall	3000
8.	Unemployed	25 February 2014	Rustdene Hall	450
9.	Youth	05 March 2014	Rustdene Hall	372



10.	Youth	06 March 2014	Murraysburg Community Hall	62
11.	Youth	07 March 2014	Nelspoort	42
12.	Youth	10 March 2014	Merweville	30
13.	IDP/Budget Steering Committee Engagement	19 March 2014	Council Chambers	20

*Table 1: Public Participation Engagement*

## 2. MUNICIPAL PROFILE

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### 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 BWM 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, and is strategically positioned on the N1 national road, which links Cape Town with the interior of South Africa, maintaining a minimal but steady amount of growth due to the high volume of passing road traffic.



## **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.

## **Murraysburg**

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

## **Nelsp oort**

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.

## **Geographical Position**

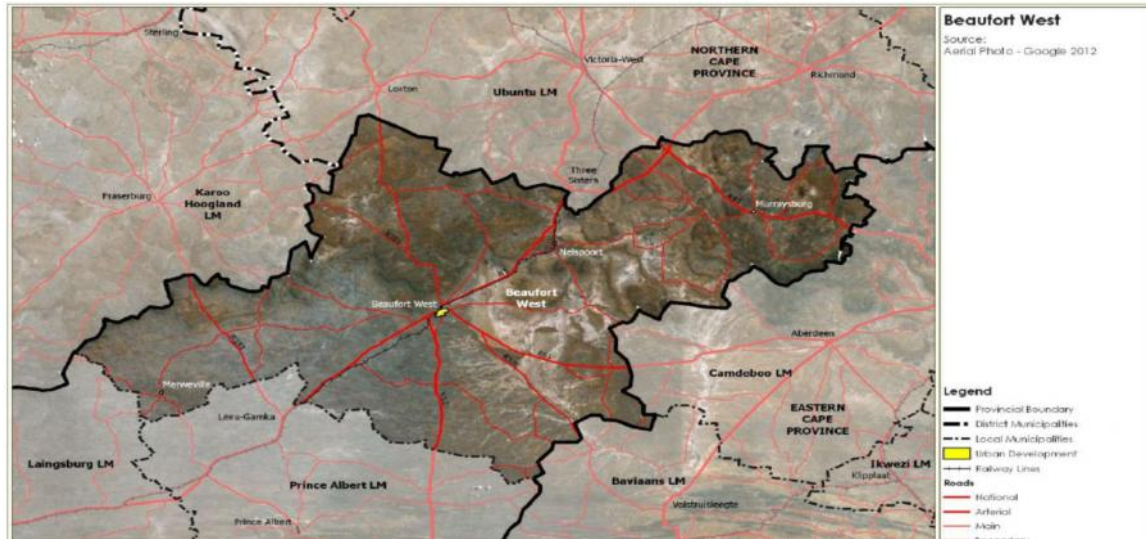


Figure 2: Map of Beaufort West, source GIS

Beaufort West is the economic, political and administrative heart of the Central Karoo. Located  $32^{\circ}21'S$   $22^{\circ}35'E$ , 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.

The municipal area covers 16 330.10 km<sup>2</sup> 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 Hisside, Merweville, Hillside 2, Toekomsrus, Barrake, Surrounding Farms in Area.

*Table 2: Municipal Wards*

### Population & Households

The municipality is estimated to account for 88.01% or 49 586 of the Central Karoo District's population (56 323). The population increased due to the incorporation of the former DMA's and migration from the other provinces. Although it is estimated that the population growth will slow down in the future, it has a direct impact on the demand for services and the level of service delivery.

The table below illustrates the yearly population growth for the municipal area since 2001:

<b>Total Population (2001) :</b>	<b>43 290</b>	<b>Population Density: 2,3km<sup>2</sup></b>
<b>(2011) :</b>	<b>49 586</b>	<b>Households: 13 089</b>

<b>2001 – 2011</b>	<b>Population growth rate (average annual)</b>	<b>1,36%</b>
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Table 3: Beaufort West Population 2001 to 2011, source census 2001 and 2011

### Population by Race

According to Census 2011, Beaufort West Local Municipality has a total population of 49 586, of which 16,3% are black African, 73,5% are coloured people, 9,2% are white people, with the other population groups making up the remaining 0,5%. Of those aged 20 years and older, 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. The population of Beaufort West Municipality has increased rapidly because the DMA's have been included from 2012 onwards. This is the reason for the huge increase in population statistics and has a direct impact on service delivery.

Wards	Black African	Coloured	Indian or Asian	White	Other	Grand Total
10503001: Ward 1	1113	5778	15	527	21	7454
10503002: Ward 2	694	3877	38	1849	61	6519
10503003: Ward 3	153	7081	32	10	3	7280
10503004: Ward 4	2426	1456	38	1382	47	5348
10503005: Ward 5	2492	4525	29	5	52	7103
10503006: Ward 6	135	4730	39	7	9	4921
10503007: Ward 7	1089	8987	51	759	77	10962
Grand Total	8103	36433	241	4539	270	49586

Table 4: Population by Race, Census 2011

### Households :

The total number of households within the municipal area increased from 12 084 households in the 2011/12 financial year to a total of 13 384 households in the 2012/13 financial year. This indicates an increase of 10.75% in the total number of households within the municipal area over the two years.

Households	2008/09	2009/10	2011/12	2012/13
Number of households in municipal area	7 902	8 690	12 084	13 089
Number of indigent households in municipalities	4 261	4 041	5 112	4 857

Table 5: Total number of households

The graph below shows that the total number of indigent households decreased from 53.92% in 2008/09 to 48.08% in the 2011/12 financial year.



Figure 3: Total% indigent households within the municipal area

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 the two years.

## Socio Economic Growth

The socio-economic information for the municipal area is as follows:

Unemployment Rate	Households with No Income	People older than 14 years illiterate	HIV/AIDS Prevalence	Urban/Rural household split
32%	7.1%	39.70%	32%	2.90

*Table 6: Socio Economic Information*

### Housing:

The municipality wishes to stimulate local economy development through the identification of land that would meet the strengths and anticipated future demands of the economy. A strong and vibrant economy is necessary in leader towns such as Beaufort West and in pursuit of this objective a holistic perspective of development is required. Against the background of the holistic perspective of integrated residential development approach it was decided to focus strategically mainly on two components of the land use spectrum namely:

- Gap Housing
- 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:

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

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



<b>Subsidy</b>	5 221 units according to recent estimates of the housing demand data base
<b>Gap</b>	275 potential applications have registered on our data system

*Table 7: Housing Needs*

### Housing Highlights

Highlights	Description
Xhoxha Housing Project	Transfer of property and Rectification
Consolidation Housing Project	Old dilapidated houses upgraded
Housing Consumer Education	Attendance satisfactory

*Table 8: Housing Highlights*

### Housing Challenges:

Description	Action to address
XHOXHA Housing: Acceptance of 40 <sup>2</sup> m houses	Review of the size of the RDP houses
Pre-1994 houses with structural defects	Source funding for Pre-1994 Rectification

*Table 9: Housing Challenges*

### Social Analysis Education

Beaufort West Municipality is host to seventeen schools of which thirteen are no-fee schools. This includes four secondary schools and seven primary schools, representing 65, 4% of schools in the Central Karoo District. There is one FET College, namely South Cape College. 37 217/49 586 ( $\pm 75\%$ ) of the population has received some form of schooling. The following table shows the change in the education levels, considering 2001 Census and 2011 Census.

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
<b>Total</b>	<b>24528</b>	<b>28412</b>

Table 10: Census 2011 Municipal Report, Western Cape

The abovementioned table shows that the municipality's education levels of those aged 20 years and older, 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

Population	2001	%	2011	%
Total number	43 290	1,2	49 586	1,4
<b>Percentage Share</b>	<b>2001</b>		<b>2011</b>	
Black Africans	6 940		8 103	16,34
Coloured	31 821		36 433	73,47
Indian/Asian	46		241	0,49
White	4 484		4 539	9,15

Other			270	0,54
<b>Health</b>	<b>2011/12</b>			
Immunisation rate	87,7%			
Murraysburg	65,3%			
HIV/AIDS Prevalence	32%			
<b>Crime (Change Percentage)</b>	<b>2011/12</b>		<b>2012/13</b>	
Murder	18	1,04	8	0,47
Contact crime(including sexual crime)	16	0,92	12	0,71
Drug related crime	429	24,71	394	23,3
<b>Poverty levels</b>	<b>2001</b>		<b>2011</b>	
Poverty rate (percentage of people living in poverty)	37.5%		29.1%	
<b>Employment</b>	<b>2001</b>		<b>2011</b>	
Unemployment rate	5 644	38,3	3 772	25,5
Gini Coefficient	0,59		0,57	
<p>Community: transport and communication(25.3%), wholesale and retail trade (16.8%), general government services (14.4%), manufacturing (10.9%) and agriculture (7.7%). The ability of the local economy to create jobs is limited and is reflected in the current high unemployment figure of 25,5% compared to the provincial unemployment rate of 15,9%, this situation is further aggravated by the inability of the current</p>				

markets to pay living wages i.e. household income is estimated at R 850 pm – R 1500 pm

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

Table 11: SA Census 2011,CKD Regional SEPLG 2012, MERO 2012

The percentage of people living in poverty followed a similar trend to that of the number, with the percentage declining from 37,5 per cent in 2001 to just fewer than 8,4 per cent by 2011. The poverty rate in the Beaufort West is a cause for concern in general. Beaufort West Municipality has 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, 2 registered anti-retroviral treatment service points has been designated to specifically meet the needs HIV/Aids patients, while ten of the facilities cater for tuberculosis (TB) treatment. Beaufort West also has a newly constructed Forensic Pathology Laboratory completed in June 2012 to service the Central Karoo district. One training facility within the district exist, where aspiring nurses complete a qualification in being a nursing assistant or staff nurses.

### 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 (CI 95%: 13.8 – 20.5%). The weighted Provincial Survey estimate from the larger sub-district survey was 16.8 per cent (95% CI: 16.0 - 17.7%). The highest HIV prevalence estimates remain amongst the age groups of 25 - 29 and 30 - 34 years. Although treatment and care is essential in managing the disease, in the case of HIV/AIDS the need and importance of preventative care must be emphasised, especially since to date, there is still no known cure. In preventative care, the department is planning to distribute 122 million male and 1 million female condoms and deliver on-going campaigns to encourage the practice of safe sex. (Department of Health, Annual Performance Plan 2011/12: 8) At the end of June 2011, the Province highlighted that it provides anti-retroviral treatment (ART) to over 100 000 persons. Although this may appear to be a relatively high number, when compared to the Provinces estimated total population aged 15 years and older, it only represents approximately 2.3 per cent<sup>2</sup>. Comparing this to the estimated Western Cape prevalence rate of 16.9 per cent as indicated above, it is apparent that there is still a lot of work to be done in ensuring that an even greater proportion of the population get tested and receive treatment. The Department has set HIV screening target of 1.2 million for the year (Department of Health, Annual Performance Plan 2011/12: 8).

## **Economic Analysis**

### **Employment, Occupation and Income Levels**

#### **Labour Force**

The following table shows the employment status per gender classification within Beaufort Municipality. In 2007, 8 859 people were employed and 4 178 people were unemployed. The Census 2011 data revealed that the number of persons employed increased, which highlights positive employment growth in the municipal area.

The following table is an illustration of the abovementioned:

<b>Population Group</b>	<b>Unemployment Rate within group</b>	<b>Percentage share of unemployed</b>
African	791	20,96 %
Coloured	2 888	76,57 %

Indian and Asian	11	0,30 %
White	63	1,68 %
Other	18	0,49 %

<b>Age</b>	<b>Unemployment Rate within group</b>	<b>Percentage share of unemployed</b>
15-19	<b>474</b>	<b>12,56 %</b>
20-24	<b>815</b>	<b>21,60 %</b>
25-29	<b>636</b>	<b>16,86 %</b>
30-39	<b>922</b>	<b>24,77 %</b>
40-49	<b>659</b>	<b>17,47 %</b>
50-54	<b>178</b>	<b>4,73 %</b>
55-64	<b>88</b>	<b>2,32 %</b>

There are 14 784 economically active (employed or unemployed but looking for work) people in the municipality, and of these 25,5% are unemployed. Of the 6 969 economically active youth (aged 15 – 34) in the municipality, 34,5% are unemployed.

### **Key Economic Activities**

Agriculture forms the backbone of Beaufort West economy and accounts for the largest labour to date. Despite the harsh climate and poor carrying capacity of the veldt, it still offers opportunities for growth and employment creation. The municipality is dependent upon the following main economic activities:

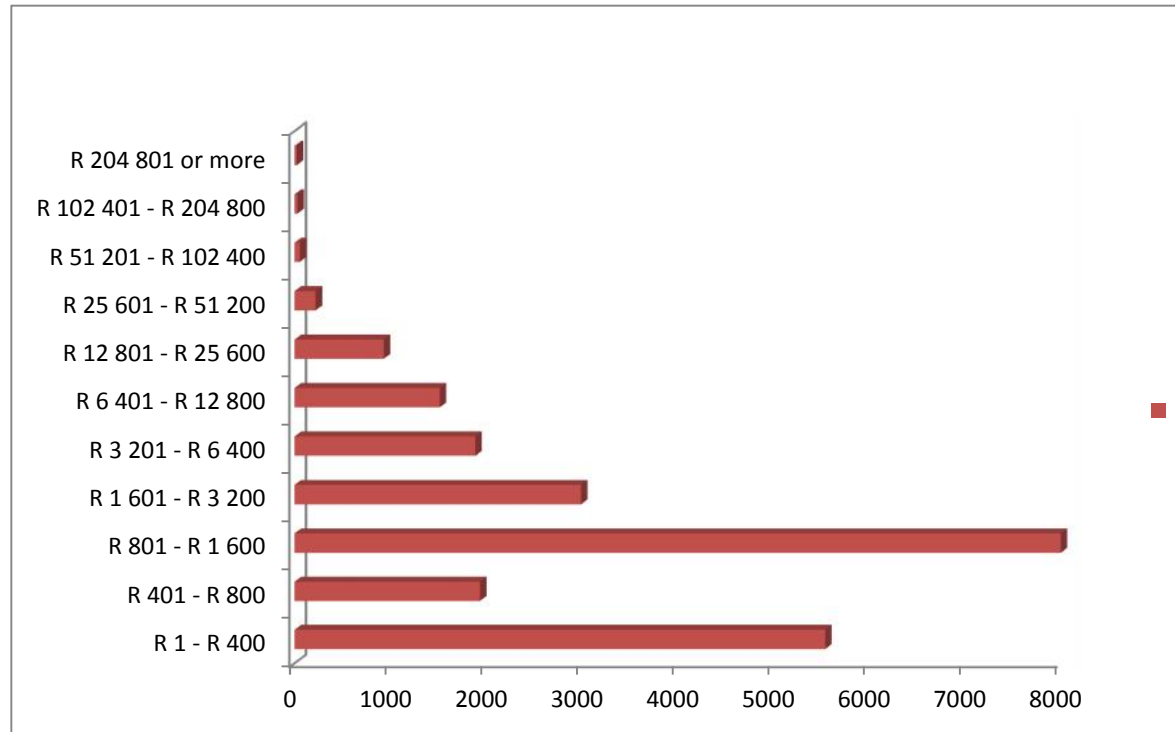
Key Economic Activities	Description
<b>Agriculture and agri-processing</b>	<p>Fresh meat (mutton, game, Karoo lamb, ostrich, goat, beef)</p> <p>Processed meat (biltong, cold meats, "droë wors")</p> <p>Fresh fruit and vegetables (figs, olives, apricots, grapes, herbs)</p> <p>Processed fruit and vegetables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

Table 12: Key economic activities



## Household Income

The graph below shows the household income of the Beaufort West Municipal area



Graph 1: Annual Household Income (Source: Census 2011)

## Institutional Analysis

The municipality has two Section 57 vacancies, Director Corporate Services and CFO. The position of the municipal manager had been filled and by doing so, the municipality built on the improvement of services of Beaufort West Municipality area. The municipality is sufficiently staffed for the implementation of its Integrated Development Plan.

## The Management Structure

The administrative structure of the municipality includes seven departments namely:



### 3. STRATEGIC AGENDA

Strategic Planning is central to the long term sustainable management of a municipality. The Municipality therefore developed a 5-year strategy plan (IDP) for the period 1 July 2012 to 30 June 2017 as part of an integrated system of planning and delivery, which serves as a framework for all development activities within the municipal area and which accordingly informs:

- 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 municipality;
- The business plans of the municipality;
- Land-use management decisions;
- Economic promotion measures;
- The municipality's organisational set-up and management systems; and
- The monitoring and performance management system.

Consequently, the municipality *is the major arena of development planning*. It is at this level of government where people's needs and priorities and local conditions have to be linked, with national guidelines and sectoral considerations, to specific projects and programmes.

The Municipality is committed to its strategic agenda and it will inform all decisions for the remainder of the 5 years.

#### **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.

#### **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
- ❖ 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 business to improve the potential for job creation
- ❖ Creation of employment to reduce unemployment to acceptable levels
- ❖ To reduce poverty and promote the empowerment of women
- ❖ To involve HIV/Aids sufferers in economic and household responsibilities

## VALUE SYSTEMS OF BEAUFORT 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. That is why these principles necessarily underlay the values of the Beaufort West Municipality, whose mandate speaks to developmental local government. Batho Pele is based on the following eight principles:

- **Consultation:** citizens should be consulted about their needs
- **Standards:** all citizens should know what service to expect
- **Redress:** all citizens should be offered an apology and solution when standards are not met
- **Access:** all citizens should have equal access to services
- **Courtesy:** all citizens should be treated courteously
- **Information:** all citizens are entitled to full, accurate information
- **Openness and transparency:** all citizens should know how decisions are made and departments are run
- **Value for money:** all services provided should offer value for money

In addition, the Municipality espouses the following:-

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

### **Strategic Objectives and Priorities**

The following objectives, priorities, strategies have been developed to address the challenges identified during the IDP development process. The strategic objectives are linked to service areas and departmental objectives. It informs the IDP implementation plan (iMAP) that finalise the predetermined objectives (PDO) and align it with the municipal budget and performance system.

#### **Strategy 1: Basic service delivery and infrastructure development**

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

<b>Strategic Objective 1</b>	<b>To improve and maintain current basic service delivery and infrastructure development through the provision of basic services and specific infrastructural development projects.</b>
<b>Outcome</b>	<ul style="list-style-type: none"> <li>Improved water provision</li> <li>Enhanced service deliver</li> <li>Improve waste management</li> <li>Improve sanitation service</li> <li>Improve provision for storm water</li> <li>Maintained municipal roads</li> <li>Improve Integrated Transport</li> <li>Improve electricity service</li> </ul>
<b>PDO's</b>	<ul style="list-style-type: none"> <li>Good quality water available to citizens and income generated through provision of this service.</li> <li>Improvement in quality of water.</li> <li>Free basic water provided as per RSA Constitution</li> <li>Fully functional sewerage system</li> <li>Accessibility of citizens to roads that are of a good quality</li> <li>Storm water management improved</li> <li>Houses meet the standard as determined by National Government</li> </ul>

	Community safety improved through adequate lighting
	To provide waste management services
<b>National KPA</b>	Basic service delivery and infrastructure development
<b>District Strategic Objective</b>	To improve and maintain our roads and promote effective and save transport for all

### Strategy 2: Institutional development and municipal transformation

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

<b>Strategic Objective 2</b>	<b>To embark on a radical turnaround strategy to address the administrative and financial challenges facing the municipality.</b>
<b>Outcome</b>	<p>To embark on turnaround strategy</p> <p>To support the turnaround strategy of the municipalities administration</p> <p>Develop a comprehensive skills plan that is congruent with growth needs of the municipality</p> <p>Analysis of current skills levels and skills gap identified and plan developed and submitted to SETAs to fund training plan</p> <p>Performance management system in place with performance contracts for all directors and senior staff in the municipality</p>

<b>PDO's</b>	Improvement in administrative management of the municipality Funding secured from SETAs and training delivered Improved utilization of staff
<b>National KPA</b>	Institutional development and municipal transformation
<b>District Strategic Objective</b>	To deliver sound administration and financial services, to ensure good governance and viability

**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.
- III. Ongoing skills development of staff.

<b>Strategic Objective 3</b>	To address the <b>current</b> financial viability of the municipality through exploring 1 key project
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<b>Outcomes</b>	<p>A strategy is developed to ensure the long term financial viability and health of the municipality</p> <p>Clean Audit Report</p> <p>System is in place to track spending according to budget allocation.</p> <p>System in place that works and is able to deal with non-delivery of staff</p>
<b>PDO's</b>	<p>All grants due are paid</p> <p>The municipality in the next 5 years is able to increase its current revenue base</p> <p>Increase accountability and fiscal discipline</p> <p>Increased accountability and more effective service delivery</p>
<b>National KPA</b>	Municipal Financial Viability and Management
<b>District Strategic Objective</b>	To deliver sound administrative and financial services, to ensure good governance and viability

**4. To develop a local economic development strategy that responds to food security, social infrastructure, health environment, education and skills development and the gender balances in society.**

- 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 work with relevant stakeholders to develop a strategy to harness and expand the current potential for income generation via tourism.

- IV. To develop mechanisms and processes where communities become aware of the pivotal role that they play in their own development.
- V. 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.
- VI. Explore one big project to generate income directly for the municipality.

<b>Strategic Objective 4</b>	<b>To develop a local economic development strategy that responds to food security, social infrastructure, health environment, education and skills development and the gender balances in society.</b>
<b>Outcomes</b>	LED strategy developed with clear plans for job creation.
<b>PDO's</b>	LED strategy implemented leading to economic growth. Enhance Job Creation
<b>National KPA</b>	Local Economic Development
<b>District Strategic Objective</b>	To pursue economic growth opportunities that will create decent work

**5. To promote good governance through ongoing communication between the council and citizens through community participation, effective information dissemination and communication and ward based consultation.**

- I. To educate and train staff to live the principles of 'Batho Pele'.

- II. To develop mechanisms and processes where communities become aware of the pivotal role that they play in their own development.
- III. To development a public relations and marketing and communication strategy to inform and educate citizens.
- IV. To train and develop Ward Committees.
- V. To train counselors on the central role that they play in the effective consultation of ward committees and accountability to citizens.

Strategic Objective 4	<b>To promote good governance through ongoing communication between the council and citizens through community participation, effective information dissemination and communication and ward based consultation.</b>
<b>Outcome</b>	<p>Staff are trained and live the principles of Batho Pele</p> <p>Strategy and plan developed for effective information sharing and communication with the public</p> <p>Ward committee members are trained about their role and responsibility</p> <p>Councilors are trained on their role and responsibly.</p> <p>Councilors set up mechanisms within the ward for ongoing consultation with the community.</p>
<b>PDO's</b>	

<b>National KPA</b>	Good Governance
<b>District Strategic Objective</b>	To ensure good governance and viability

#### 4. OVERVIEW OF 2013/14 FINANCIAL YEAR

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**Projects identified implemented during the IDP period:**

The following are projects that were undertaken by the various departments during the previous financial year. It is quite evident that the bulk of the projects are infrastructure related; in line with one of the national KPA's

#### Electrical Services





IMAP	KPA	PROJECT NAME	INDICATOR	OUTCOMES	STATUS	VALUE
	Basic service delivery and infrastructure development	Electrification erf 6068 (Clinic Hillside)	Community Safety improved through adequate lighting	Lightning installed	In Progress	3 750 000.00
	Basic service delivery and infrastructure development	132kV Substation	Citizens have continued access to electricity services	Substation maintained to enable electricity supply to citizens	On-going	1 400 000
	Basic service delivery and infrastructure development	High Mast Lights Rustdene	Community Safety improved through adequate lighting	Lighting Installed	In Progress	1 381 862
	Basic service delivery and infrastructure development	Flood Lights Beaufort West Rugby Field	Community Safety improved through adequate lighting	Lighting Installed	In progress	500 000

Basic service delivery and infrastructure development	Flood Lights Nelspoort Soccer Field	Community Safety improved through adequate lighting	Lighting Installed	In progress	500 000
Basic service delivery and infrastructure development	Electrification Central Karoo 1.Moordenaars Karoo 2.Grootfontein 3.Stegman Primary	Job creation through infrastructure development	Increase visibility and safety	On-going	4 600 000
Basic service delivery and infrastructure development	Housing Electrification 367 Erven Rustdene	Community Safety improved through adequate lighting	Lighting Installed	Completed	3 000 000
Basic service delivery and infrastructure development	Housing Electrification 367 Houses Rustdene	Community Safety improved through adequate lighting	Lighting Installed	Completed	1 500 000
Basic service delivery and infrastructure development	Housing Electrification 142 Erven Rustdene	Community Safety improved through adequate lighting	Lighting Installed	In Progress	1 166 700.00
Basic service delivery and infrastructure development	Housing Electrification 142 Houses Rustdene	Community Safety	Lighting Installed	In Progress	613 300.00

*Table 13: Project Report*

## Corporate Services



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

Table 14: Project Report

## Community Services





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

*Table 15: Project Report*

## Engineering Services



IMAP	KPA	PROJECT NAME	INDICATOR	STATUS	OUTCOMES	VALUE
	Basic service delivery and infrastructure development	PTIP-Murraysburg	Job creation through infrastructure development	Completed	High School Pick up Terrain	
	Basic service delivery and infrastructure development	PTIP-Merweville	Job creation through infrastructure development	Completed	Pedestrian Walkways	
	Basic service delivery and infrastructure development	Retention Dam	Job creation through infrastructure development	Completed	Stormwater drainage	
	Basic service delivery and infrastructure development	Klipblom Street	Job creation through infrastructure	Completed	Paved Road	

infrastructure development		development		
Basic service delivery and infrastructure development	Upgrading of streets	Job creation through infrastructure development	Completed	Upgrade streets and intersections- Industrial Area

Table 16: Project Report



IMAP	KPA	PROJECT NAME	INDICATOR	STATUS	OUTCOMES	VALUE
	Basic service delivery and infrastructure development	Upgrading gravel roads- Hillside 11	Job creation through infrastructure development	Completed	Paved Road	
	Basic service delivery and infrastructure development	Upgrading Murraysburg Streets	Job creation through infrastructure development	Completed	Paved Road	
	Basic service delivery and infrastructure development		Job creation through infrastructure	Completed	Stormwater drainage	

			development			
Basic service delivery and infrastructure development	PTIP		Job creation through infrastructure development	Completed		Pedestrian Bridge over Railway line
Basic service delivery and infrastructure development	NDPG		Job creation	Completed		Pedestrian Walkways
LED that responds to food security, social infrastructure, health environment, education and skills development	Beaufort West Youth Hub		Job creation and skills development	In Process		Providing new skills and job opportunities for the local people.
						R41 699 887.55

Table 17: Project Report

### Municipal programmes to address strategic objectives to all wards within the municipality

#### Basic service de livery and infrastructure development

Municipal delivery 2014/15				
iMAP Ref no	Predetermined objective	Unit of Measurement	Wards	Annual Target
1	Limit the % electricity unaccounted for to 12%	% of electricity unaccounted for	All	12%

2	Raise public awareness on green energy and energy saving	Number of initiatives per year	All	1
3	Provide consideration/evaluation on building plans within 30 days for buildings less than 1000m2 and 60 days for buildings larger than 1000m2 after all information required is correctly submitted (Actual plans approved/by plans submitted)	% plans evaluated	All	90%
5	Construct new roads Phase II in Beaufort West, Hillside II, Rustdene & Kwa Mandlenkosi	Number of meters of new roads constructed	All	600
6	Report on the implementation of the Water Service Delivery Plan (Audit) to DWAF by end October 2013	Report submitted to DWAF	All	1
7	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
8	Limit unaccounted water to less than 15% between source and sector meters	% of water unaccounted for between source and sector meters	All	15%
9	Maintain water quality as per SANS 241 physical and micro parameters	% water quality level	All	95%
10	Maintain quality of final waste water	% quality level	All	90%

Outflow				
11	Spent the maintenance budget for parks	% of maintenance budget spent	All	90%
12	Spent the maintenance budget for sanitation assets	% of maintenance budget spent	All	90%
13	Spent the maintenance budget for parks and recreation assets	% of maintenance budget spent	All	90%
14	Spent the maintenance budget for water assets	% of maintenance budget spent	All	90%
15	Spent the maintenance budget for electricity assets	% of maintenance budget spent	All	90%
29	Spent the maintenance budget for electricity assets	% of maintenance budget spent	All	90%
37	Install new flood lighting at Nelspoort West sport grounds	% of approved project budget spent	2	100%
38	Install new flood lighting at Beaufort West sport grounds	% of approved project budget spent	2	100%
39	Install new flood lighting at Rustdene Sport grounds	% of approved project budget spent	3,5,6	100%
40	Replace dosing pumps	% of approved project budget spent	All	100%
41	Investigate the development of new Aquifers	% of approved project budget spent	All	100%
42	Install new pre-paid meters	% of approved project budget spent	All	100%

43	Upgrade & extend the water supply in Murraysburg	% of approved project budget spent	1	100%
44	Rehabilitate the sanitation oxidation ponds in Nelspoort	% of approved project budget spent	2	100%
45	Complete the new total pressure reduction of the water network	% of approved project budget spent	All	100%
46	Upgrade the water Supply in Murraysburg	% of approved project budget spent	1	100%
47	Complete the new bulk water supply in Nelspoort	% of approved project budget spent	2	100%
48	Construct the external storm water pipeline in Rustdene (Buitekant St Ph4 Housing)	% of approved project budget spent	3,5,6	100%
49	Construct the external sewerage pipeline in Rustdene (Buitekant St Ph4 Housing)	% of approved project budget spent	3,5,6	100%
<b>50</b>	Upgrade & extend water supply in Murraysburg	% of approved project budget spent	1	100%
<b>51</b>	Install festive lights in Voëltjiekpark	% of approved project budget spent	All	100%

<b>65</b>	Develop an Integrated Human Settlement Plan by the end of June 2014 and submit to council for approval	Plan completed	7	1
<b>66</b>	Transfer units in XHOXHA to beneficiaries by the end of May 2014	Number of units	4	64
<b>67</b>	Conduct law enforcement and joint operations monthly	Number of operations	All	12
<b>68</b>	100% of maintenance budget of refuse removal spent (Actual expenditure divided by the approved budget)	% of approved project budget spent	All	100%
<b>69</b>	Complete the planning for the construction of the recycling facility at Vaalkoppies landfill site by the end of June	Number of activities completed	2	2
<b>73</b>	Erect dumping signs to prevent illegal dumping	Number of signs	All	10
<b>74</b>	Distribute refuse bins for new housing development	Number of bins	3	500
<b>75</b>	Quarterly report to the Department of Social Services on the operation of the Thusong Centre	Number of reports	All	4
<b>76</b>	Service sites for Beaufort West (259) IRDP by the end of June	Number of service sites	4	259
<b>77</b>	Rectify 21 houses in XHOXHA by the end of September	Number of houses	4	21
<b>78</b>	Complete top structure for Beaufort West Infill IRDP by the end of June	Number of top structures	4	274
<b>79</b>	Purchase land for future housing development by the	Land purchase	2,7	1



end of June

### Economic Development

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

### Financial Viability and Management

iMAP	Predetermined objective	Unit of Measurement	Wards	Annual Target
16	Financial viability measured in terms of the municipality's ability to meet it's	Target achieved	All	2

	service debt obligations (Total operating revenue-operating grants received) debt service payments due within the year)			
17	Financial viability measured in terms of the outstanding service debtors (Total outstanding service debtors/revenue received for services)	% achieved	All	32%
18	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
19	Achieve a debtors payment percentage of 92%	Payment %	All	92%
20	Compile and submit the annual financial statements by 31 August to the Auditor General	Financial statements submitted by 31 August	All	1
21	Review the Supply Chain Management policy and submit to council by the end March	Policy reviewed and submitted to council	All	1
22	Review identified required budget implementation policies by the end of	Number of policies	All	3

	March			
31	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
32	Submit the monthly sec 71 of the MFMA reports to the council	Number of reports submitted to council	All	12
53	Submit the draft reviewed IDP to Council by end March	Reviewed IDP submitted	All	1
54	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
55	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
56	Submit quarterly progress reports to council on the implementation of the action plan developed to address all the issues raised in the management letter of the AG	Number of progress reports submitted	All	1
57	Submit the draft main budget to Council for approval by end March	Main budget submitted to council	All	1

58	Submit the adjustments budget for approval to council by end February	Adjustment budget submitted to Council	All	1
59	Submit the Sec 71 of the MFMA reports to the Council	Number of Sec 71 reports submitted to council	All	12

### Good Governance and Community Participation

iMAP Ref no	Predetermined objective	Unit of Measurement	Wards	Annual Target
26	Compile the Risk based audit plan and submit to Audit Committee for approval by end September	Plan approved	All	1
27	Implement the approved RBAP for 2013/14 period (Number of audits completed for the period/audits planned for the period)	% of planned audits completed	All	70%
34	Develop a compliance register by end March	Compliance register developed	All	1

35	Provide training to ward committees	Number of training sessions	All	7
52	Submit the Draft Annual Report to Council by end January	Draft annual report submitted to Council	All	1
61	Complete the annual risk assessment and submit to the audit committee by end March	Completed risk assessment submitted to audit committee by end March	All	1
62	To arrange public participation process of the draft IDP and Budget process to enhance good governance	No of public participation sessions	All	7

#### Institutional Development and Municipal Transformation

iMAP Ref no	Predetermined objective	Unit of Measurement	Wards	Annual Target
23	Develop skills of staff ( Actual total training expenditure/total operational	% of total operational budget spent on training	All	0.50%

	budget)			
<b>24</b>	Implement individual performance management for all managers (Number of signed agreements/Number of managers directly reporting to directors)	% of agreements signed	All	100%
<b>25</b>	Report quarterly to council on the actual performance to the top Layer SDBIP	Number of reports submitted to council	All	4
<b>30</b>	Sign performance agreements with all the directors by end July	Number of agreements signed	All	5
<b>36</b>	Install a fingerprint identity clock system	% of approved project budget spent	All	100%
<b>60</b>	Evaluate the performance of directors in terms of their signed agreements	Number of formal evaluations completed	All	2
<b>70</b>	Limit the vacancy level of the organization according to the approved organogram to less than 15%	% Vacancy level as % of approved organogram	All	15%
<b>71</b>	Compile a policy register by the end of June	Register completed	All	1
<b>72</b>	100% of the grant spent for the maintenance of existing library services	% of budget spent	All	100%

(Actual expenditure divided by the total grant received)

*Table 18: Municipal Programmes addressing Strategic Objectives*

## 5. ACTION PLANNING FOR 2014/15 FINANCIAL YEAR

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### **Consolidated Financial Review**

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

### **Budget Summary 2014/15**

#### **Total Revenue**

Total revenue projected before tariff adjustments amount to R 232,125 million. The major revenue items are as follows:

#### **Property rates**

Total projected property rates amounts to R 24,364 million (10.5%) before any rate increases the different proposed rate increases, ranging from 6% to 8.5%.

#### **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 40.8% of total revenue before any tariff increases. Municipalities are advised to structure their 2014/15 electricity tariffs based on the approved 7.39 per cent NERSA (National Energy Regulator of South Africa) guideline tariff increase.

#### **Revenue by source**

The different proposed tariff increases in water, sanitation and refuse revenue ranging from 6% to 8.5%. Electricity tariff is fixed at 7.39% as per NERSA guideline.

### **Expenditure by type**

Total expenditure excluding capital expenditure amounts to R 245 644 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 48 179 million (2010/11) to R 74 295 million (2014/15). There has been an increase of R 5,933 million, R6,496 million, R6,610 million and now a projected increase of R10,023 million

### **Bulk purchase**

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

### **Eliminating non-priority spending**

- In terms of Budget Circular No.70 Municipalities must pay special attention to cost containing measures and controlling unnecessary spending on nice-to-have items and non-essential activities. The following non-priority expenditure has been observed in municipalities, and municipalities are reminded that they need to be eliminated: public relations projects and activities that are not centred on actual service delivery or are not a municipal function excessive catering for meetings and other events;
- Municipalities are reminded that in terms of section 7(1) of the Remuneration of Public Office-bearers Act, 1998 (Act No.20 of 1998) the Minister for Cooperative Governance and Traditional Affairs must determine the limit of salaries and allowances of the different members of municipal councils and any budget provision may not be outside this framework; all donations to individuals that are not made in terms of the municipality's indigent policy or a



bursary scheme costs associated with long-standing staff suspensions and the legal costs associated with not following due process when suspending or dismissing staff; excessive overtime; travel and subsistence allowances; and acting allowances.

### Capital Budget

The next table indicates the capital budget as per funding source for the financial years 2013/2014 to 2015/2016. As can be seen that the total requests from the departments financed from the CRR amounts to R49,1 million for the three years and the amount proposed is only R4,1million due to financial constraints. The total capital budget for 2013/2014 amounts to R24,1million, 2014/15 is R26,2 and 2015/16 is R15,1million.

Finance Source	Total Project Cost	Project Cost Per Year						Total Proposed (3yrs)
		2013/2014	2013/14	2014/2015	2014/2015	2015/2016	2015/2016	
		Requested	Proposed	Requested	Proposed	Requested	Proposed	
<b>CRR</b>	49 161 835	30 538 435	1 009 860	13 954 400	1 422 400	4 669 000	1 627 000	4 059 260
<b>LOAN</b>	4 164 794	3 964 794	0	100 000	0	100 000	0	0
<b>LEASE</b>	520 000	520 000	0	0	0	0	0	0
<b>GRANTS-Library-PAWC</b>	69 000	69 000	69 000	0	0	0	0	69 000
<b>GRANTS-DME</b>	9 283 000	400 000	0	8 883 000	8 483 000	0	0	8 483 000
<b>GRANTS-MIG</b>	60 810 000	27 102 500	23 003 000	20 200 500	16 345 000	13 507 000	13 507 000	52 855 000

<b>GRANTS-RBIG</b>	3 100 000	3 100 000	0	0	0	0	0	0
	<b>127 108 629</b>	<b>65 694 729</b>	<b>24 081 860</b>	<b>43 137 900</b>	<b>26 250 400</b>	<b>18 276 000</b>	<b>15 134 000</b>	<b>65 466 260</b>

Table 19: Capital Budget for MTREF (3yrs)

## 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.

<b>KPA &amp; INDICATOR</b>	<b>2011/12</b>	<b>2012/13</b>
Debt coverage (Total operating revenue-operating grants received): debt service payments due within the year)	0.98	1.38
Service debtors to revenue- (Total outstanding service debtors: revenue received for services)	69%	56%

Cost coverage (Available cash + investments): Monthly fixed operating expenditure	9.58	21.04
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*Table 20: 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 21: 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 22: Financial Viability Highlights

## 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.

### **Expenditure Management Strategies**

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

**Strategy 1:** To reduce expenditure on non-core functions, by considering Public Private Partnerships.

**Strategy 2:** To limit operating and capital expenditure to essential items.

**Strategy 3:** To investigate and limit water and electricity losses.

**Strategy 4:** To limit employee related expenditure, by introducing a fingerprint time and attendance system.

**Strategy 5:** To introduce a fleet management system to reduce fuel and other operating vehicle related costs.

**Strategy 6:** To reduce interest and redemption expenditure by exploring alternative ways (possible grant funding) to pay off the long-term loans.

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

### **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.

### **MIG Funding**

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

			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
MIS FORM ID	PROJECT DESCRIPTION	SERVICE	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	R-	R-	R-	R 55,703
195857	Beaufort West	Investigation for New Aquifers	R-	R-	R 621,674	R 1,100,000
212729	Beaufort West (Budget Maintenance, project 195858)	New Total Pressure Reduction of water Network	R 266,487	R 99,858	R -	R-
207036	Essopville,Rustdene	Upgrade Main Water supply Pipeline	R 141,835	R-	R-	R-
2348	Murraysburg	Upgrade & Extend Water Supply	R 581,131	R-	R-	R-
209611	Murraysburg (Budget	Upgrade Water	R 528,448	R-	R-	R-

	Maintenance,project 0188/BW/0506/LM)	Supply						
209615	Murraysburg (Budget Maintenance,project 0219/BW/0506/LM)	Upgrade &Extend Water Supply	R	526,240	R-	R-	R-	
195518	Nelspoort	New Bulk Water Supply	R	1,704,032	R-	R-	R	555,420
212853	Murraysburg	Rehabilitate Sanitation: Oxidation Ponds	R-		R-	R-	R	7,000,000
215448	Murraysburg	New Investigation: Rehabilitate Oxidation Ponds	R	114,000	R-	R-	R-	
211513	Nelspoort	Rehabilitate Sanitation: Oxidation Ponds	R	450,000	R	2, 276,043	R	56,224
207010	Rustdene:Buitekant St (Ph4 Housing)	External Sewerage Pipeline	R	4,082,244	R	661,296	R-	R-
177474	Murraysburg	Rehabilitate Roads & Stormwater	R-		R	1,985,335	R	1,000,000
191853	Murraysburg	Rehabilitate Roads	R	250,687	R	23,963	R-	R-
207152	Rustdene, Hillside11,	Rehabilitate Gravel	R	387,874	R	1,138,182	R-	R-

	KwaMandlenkosi	Roads Ph2								
195879	Rustdene, Hillside 11, Kwa-Mandlenkosi	Rehabilitate Gravel Roads	R	3,667,835	R	2,282,165	R-	R-		
195859	Hillside	New Stormwater Retention Pond Ph2	R-		R-		R	2,768,272	R	1,300,000
3124	Murraysburg	New Stormwater Drainage	R-		R-		R-		R	1,300,000
2292	Murraysburg South	Upgrade Stormwater Channel	R-		R	555,500	R -		R-	
206986	Rustdene	External Stormwater next to Buitekant St (Ph IV Housing)	R	4,432,032	R-		R-		R	323,329
0	Beaufort West	Refuse Transfer Station Phase II	R-		R-		R-		R	1,500,000
182058	Beaufort West	New Refuse Transfer Station	R-		R-		R	228,259	R-	
205765	Beaufort West, Merweville, Nelspoort, Murraysburg	New High Mast Light	R	1,151,981	R	1,500,000	R	760,485	R-	
157672	Kwa-Mandlenkosi	New Street Lights on Kwa-Mandlenkosi Rd	R-		R	211,778	R-		R-	



213509	Beaufort West Rugby Ground	New Flood Lighting	R	500,000	R-	R-	R-
0	Beaufort West Sports Stadium	Upgrade Sport Facilities	R-		R	1,500,000	R 1,500,000
213933	Merweville Sports Fields	New Flood Lighting	R-		R	500,000	R-
213693	Nelspoort Sports Ground	New Flood Lighting	R				
33368	Rustdene	Sports Stadium	R	718,173	R-	R-	R-
213448	Rustdene B& C Sports Fields	New Flood Lighting	R-		R	1,000,000	R-
161489	Murraysburg	New Fencing of Stormwater Channel Ph1	R-		R	81,750	R-
0	Beaufort West PMU	PMU 2013/2014	R	350,000	R-	R-	R-
0	Beaufort West PMU	PMU 2014/2015	R-		R	360,000	R-
221969	Prince Valley, Area S8	New Bulk Sewer Pump Station & Rising Main	R-			R	3,856,848
217821	Rustdene: Buitekant St(Ph4 Housing) Budget Maintenance, project 207010)	External Sewerage Pipeline	R-		R	1,094,770	R- 36,338
0	Beaufort West	Upgrade Gravel Roads	R-			R	2,774,501

<b>SUBTOTAL: Projects on Green Paper</b>	<b>R 20,352,999</b>	<b>R 16,745,000</b>	<b>R 13,737,000</b>	<b>R14,158,000</b>
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Table 23: MIG WC DPIP 2014-15

**FUNDED PROJECTS 2014/15**

REF NO.	PROJECT NAME	STRATEGIC OBJECTIVE	WARD	RESPONSIBLE PERSON	FINANCIAL RESOURCES	ESTIMATED COSTS
1	11 kV Line Small Holdings	Basic service delivery and infrastructure		Electro Technical Services	Department of Energy	500 000.00
2	Housing electrification 245 Houses	Basic service delivery and infrastructure		Electro Technical Services	Department of Energy	3 072 300.00
3	Auto Recloser 11 kV Small Holdings	Basic service delivery and infrastructure		Electro Technical Services	Department of Energy	275 000.00
<b>Electrification Central Karoo</b>						
4	Grootfontein Phase 3	Basic service delivery and infrastructure		Electro Technical Services	Department	1 094 000.00

						of Energy		
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 infrastructure		Electro Technical Services	Department of Energy		478 800.00	
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		1 225 000.00	
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	
14	Youth jobs in Waste	Create and support mechanism and for	All	Community Services	DEAT	R	500,000	

		the protection of environmental quality						
		Empower 19 unemployed youth						
15	EPIP	Construction of Murraysburg Landfill Site	1	Community Services	DEAT	R	17 000,000	
16	EPWP	Job Creation	All	Community Services	DTPW	R	917,000	
17		Build quality houses	All	Community Services	DHS	R	5,257,000	

Table 24: Funded Projects

### UNFUNDED PROJECTS

REF NO.	MUNICIPAL ACTION	WARD	MUNICIPAL DEPARTMENT	ESTIMATED COSTS
7.2	Upgrading of Nelspoort WWTW	2	Engineering Services	2 000 000
7.2	Bulk water supply-Nelspoort-Adequate water supply to citizens	2	Engineering Services	500 000
7.2	Upgrading existing WWTW-Beaufort West	2	Engineering Services	8 000 000
7.2	Pressure release valves	All	Engineering Services	1 400 000
7.2	New Water Reservoir	All	Engineering Services	1 000 000
7.2	Upgrade a Water Network	All	Engineering Services	2000 000
7.2	Prince Valley Community Hall	6	Engineering Services	100 000
7.2	Hillside 11: Community Hall	7	Engineering Services	100 000

6	Upgrading of mortuary	7	Engineering Services	1000,000
	Karoo Gateway A-irport	2	Engineering Services	

Table 25: Unfunded Projects

## SECTOR PLANS

The alignment of sector plans between the municipality as well as all spheres of government is important in ensuring integration of programmes and maximum utilization of available resources. The following table highlights the status of the internal sector plans as discussed in detail within the 5 year IDP:

Sector Plan	Status	Strategic Objectives	Actions	Resources Requirements	Budget	PMS
Water and Sewerage Master Plan	Approved, in the process to be reviewed	Provision of Infrastructure to deliver improved services to all residents and businesses	<ul style="list-style-type: none"> <li>Sewerage</li> <li>Water Conservation</li> <li>Water Treatment</li> <li>Waste Water Treatment</li> </ul>			Engineering Services

Integrated Waste Management Plan	Draft to be approved	Developing a safe, clean, healthy and sustainable environment for communities.	Capacity Building Waste Water Treatment Infrastructure Maintenance	Funding Technical Support Provincial Support National Support	Community Services
Integrated Transport Management Plan	Draft in process	To deliver improved services to all residents and businesses	Public Transport Capacity Building Infrastructure Non-motorized Transport		Engineering Services
Disaster Management Plan	Approved, process to be reviewed	Developing a safe, clean, healthy and sustainable environment for communities.	Future Planning Risk mitigation Risk Assessment Capacity Building	Funding Technical Support Provincial Support National support	Community Services
Spatial Development Framework	Draft approved in process of being finalised		Strategic Planning, Land use, Integrated HSP	Funding Technical ,Provincial	All Municipal Departments

				& National Support		
Local economic Development Strategy	Approved and needs to be reviewed	Create an environment conducive for Economic Growth	LED initiatives, Programme, SMME's support, Project support, Infrastructure Development	Funding Technical Support Provincial support National Support		
Performance Management Policy Framework	Approved and being implemented	Provide guidance for fair and consistent staff treatment	Managing of staff, Alignment with Legislation, IDP Budget and SDBIP PDO's	Funding Technical support Provincial Support National Support		Performance Management All Departments
Risk Management Plan & Strategy	Approved and being implemented	Effective Maintenance and manage of municipal assets and natural resources.	Risk Identifications Mitigations Measures Response System Risk Assessment	Funding Technical Support Provincial Support National support		Internal Auditor Office of the Municipal Manager
Air Quality Management Plan	DEAT is engaging with the municipality on establishing the	Developing a safe, clean, healthy and sustainable environment for	N/A	N/A	N/A	Community Services

Credit Control and Debt Collection Policy	plan Approved and being implemented	communities To improve Financial Viability and sustainability through financial systems and practices.	Credit Control Debt Control	Own Revenue	Financial Services	
Indigent Policy	Approved and being implemented.	To improve Financial Viability and sustainability through financial systems and practices.	Regular Updating of Indigent Register	National support	Financial Services	
Workplace Skills Plan	Approved and being implemented	To supply employees with the necessary training in order to develop its human resource capacity.	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 in process of being finalised	Developing Integrated and sustainable HSP	GAP Housing Consumer Education		Community Services	



Long Term Financial Plan		To create an institution with skilled employees to provide a professional service its clientele guided by the municipal values.	Backlogs 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 compiled	Provision of Infrastructure to deliver improved services to all residents and businesses	N/A	Funding Provincial Support National support		Electrical Services

*Table 26: Sector Departments within Beaufort West Municipality*

### Financial Plan

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

## 6. EXTERNAL SECTOR PLANS AND PROGRAMMES

**Department of Economic Development and Tourism**

**Strategic Objective: To reduce poverty and to promote the empowerment**

<b>Approved IDP Project Reference Number</b>	<b>Project Description</b>	<b>Municipal Area</b>	<b>Year</b>	<b>Budget</b>
BWM 01	Alternative Energy Plant	All wards	2014/16	R300 000

*Log Frame 1: Project Outline*

**Department of Energy**

**Strategic Objective: To create crime free, safe and healthy environment**

<b>Approved IDP Project Reference Number</b>	<b>Project Description</b>	<b>Municipal Area</b>	<b>Year</b>	<b>Budget</b>
BWM 02	Establishment of a Solar/Photovoltaic Energy and wind Energy Plant	All wards	2014/17	R1000 000

*Log Frame 2 Project Outline*

**Department of Community Safety**

**Strategic Objective: Creating and maintaining an effective financial management system**

Approved IDP Project Reference Number	Project Description	Municipal Area	Year	Budget
BWM 03	Fatigue Management Programme	N1	2014/15	R50 000

*Log Frame 3: Project Outline*

**Department of Economic Development**

**Strategic Objective: To improve job creation potential**

Approved IDP Project Reference Number	Project Description	Municipal Area	Year	Budget
BWM 04	Regional Competitiveness Programme: CRDP Nodes	All wards	2014/16	R50 000

*Log Frame 4: Project Outline*

**Department of Community Safety**

**Strategic Objective: To reduce unemployment to acceptable level**

Approved IDP Project Reference Number	Project Description	Municipal Area	Year	Budget
BWM 05	Assistance for Drivers Licenses: Unemployed Youth	All wards	2014/15	R60 000

*Log Frame 5: Project Outline*

**Department of Economic Development Tourism**

**Strategic Objective: To create affordable and sustainable infrastructure for all residents and tourists**

Approved IDP Project Reference Number	Project Description	Municipal Area	Year	Budget
BWM 06	Consumer Advice Office Project	Ward 1	2014/16	R50 000

*Log Frame 6: Project Outline*

**Department of Economic Development Tourism**

**Strategic Objective: To create crime free, safe and healthy environment.**

Approved IDP Project	Project Description	Municipal Area	Year	Budget
----------------------	---------------------	----------------	------	--------

Reference Number				
BWM 07	Stormwater canals, bridge between Kwa-Mandlenkosi & the Lande	Ward 4	2014/17	R3 000 000

[Log Frame 7: Project Outline](#)

## Department of Health

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

[Log Frame 8: Project Outline](#)

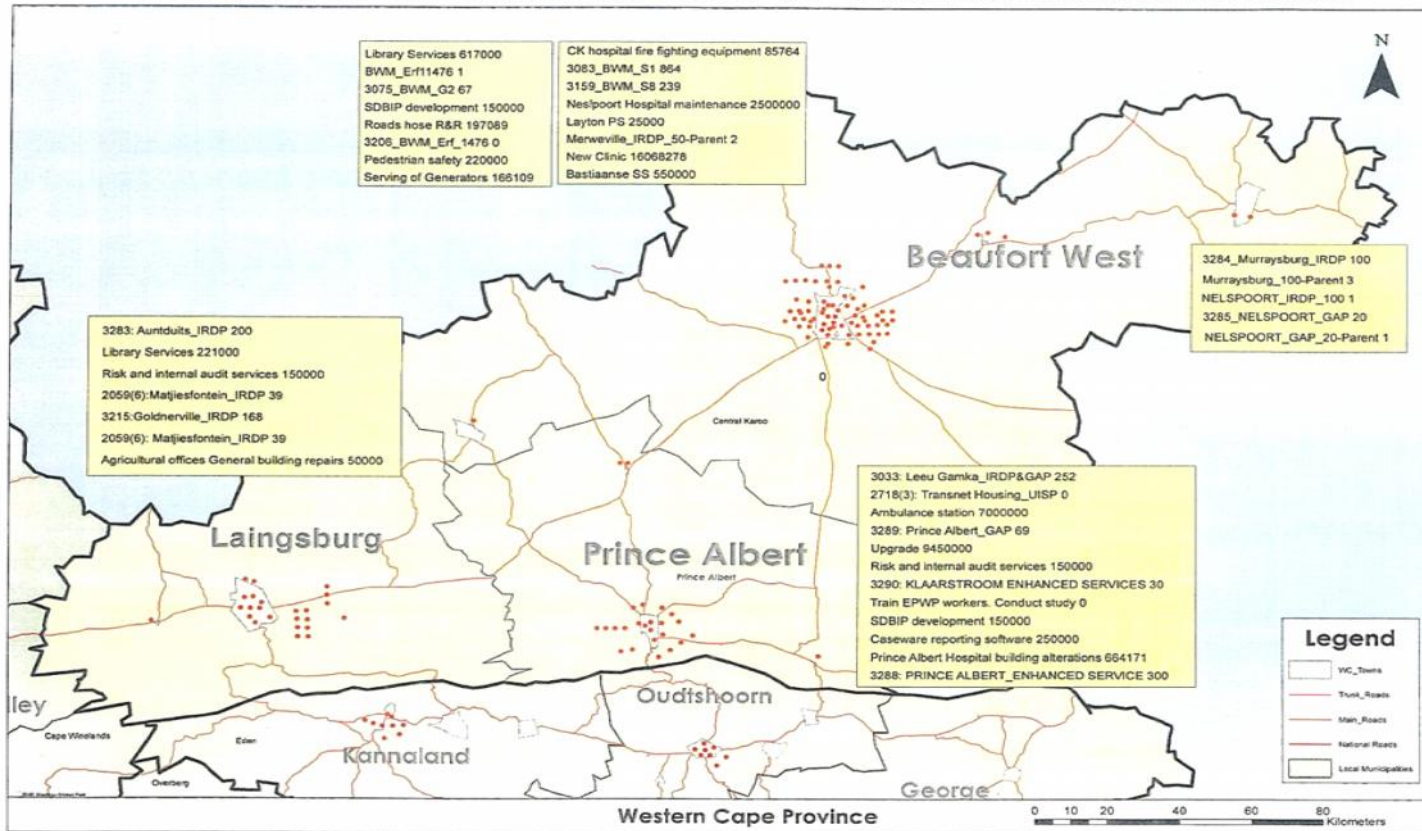
## Department of Economic Development and Tourism

Strategic Objective: To reduce poverty and to promote the empowerment of women				
Approved IDP Project Reference Number	Project Description	Municipal Area	Year	Budget
<i>BWM 09</i>	<i>Work and Skills Programme</i>	<i>All wards</i>	<i>2014/16</i>	<i>R120 000</i>

[Log Frame 9: Project Outline](#)

The following map spatially reflects different Sector Departments Projects and distributions for the next three years (2014-2017). The projects and programmes include new clinic, hospital firefighting equipment, hospital maintenance , housing projects and library programmes.

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



## 7. PERFORMANCE MANAGEMENT

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

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

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

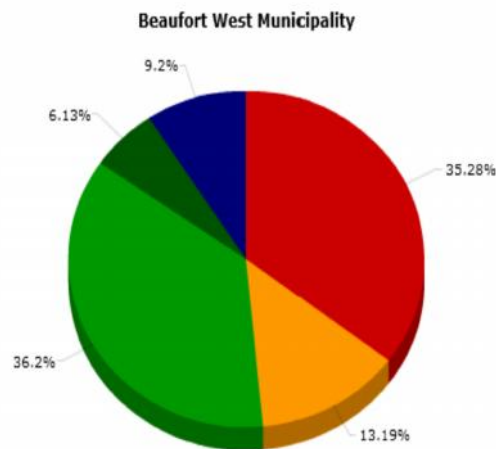
- The measures taken to improve performance were not reported in the Performance report.
- Expenditure was incurred in excess of the limits of the amounts provided for the votes of the approved budget.
- Lack of procedures for the accurate recording of actual achievements and lack of frequent review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

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

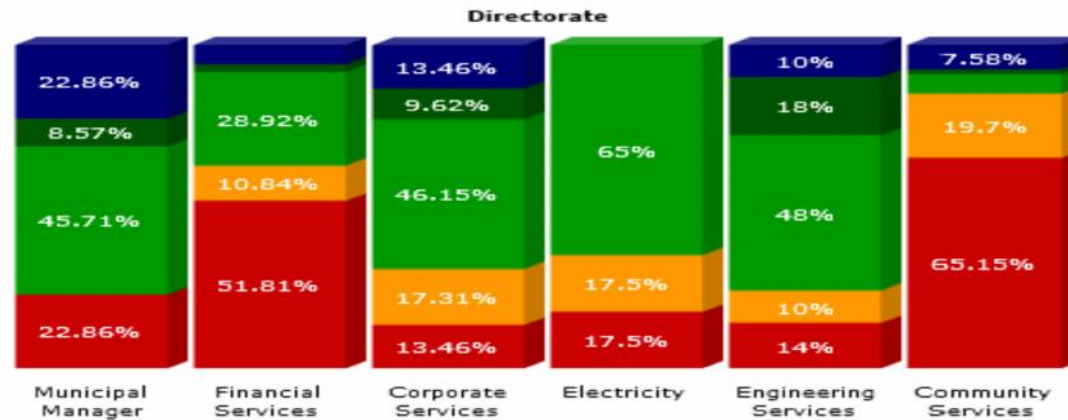


Category	Color	Explanation
KPI's Not Yet Measured	Grey	KPIs with no targets or actuals in the selected period.
KPI's Not Met	Red	0% >= Actual/Target < 75%
KPI's Almost Met	Orange	75% >= Actual/Target < 100%
KPI's Met	Green	Actual/Target = 100%
KPI's Well Met	Dark Green	100% > Actual/Target < 150%
KPI's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

Table 27:KPI Performance



Graph 2: Municipal Performance per KPI



Graph 3: Departmental Performance






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

Table 28: Municipal Performance Outline

## 8. FINANCIAL VIABILITY /AG REPORT

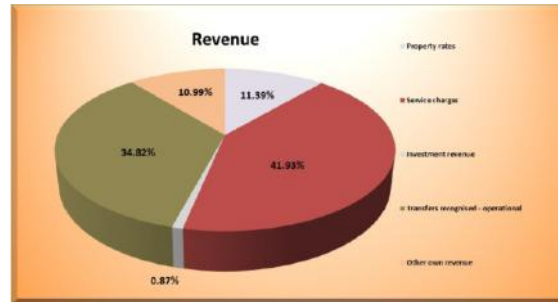
### INCOME & EXPENDITURE

The table below shows a summary of performance against budgets:

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

*Table 29: Performance against budgets*

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



Graph: 4 Revenue

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



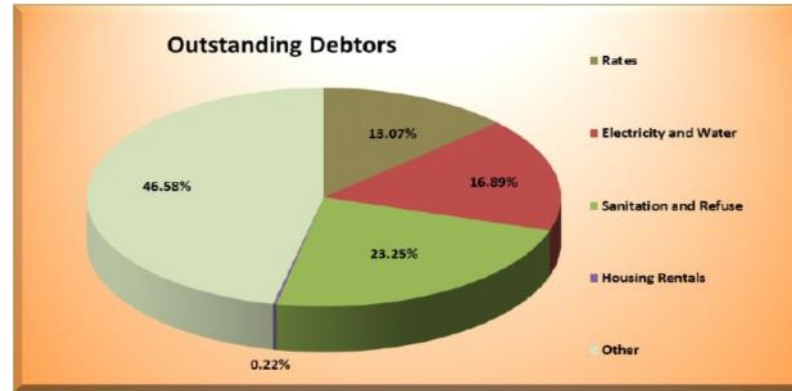
The municipality received 241 288 revenue for the year of which 195 175 was utilized for operating expenditure. Salaries and allowances were 29.93% of the operating expenditure for the year under review and the percentage is well within the national norm of between 35 to 40%:

**Gross Outstanding Debtors per Service**

Financial Year	Rates	Trading Services	Economic Services		Other	Total
		(Electricity And Water)	(Sanitation and Refuse)	Housing Rental		
	R'000	R'000	R'000	R'000		
2011/12	6 688	8 118	9 716	110	24 510	49 142
2012/13	6 419	8 297	11 422	107	22 886	49 131
Difference	(269)	179	1 706	(3)	(1 624)	(11)
<b>% growth year on year</b>	<b>-4</b>	<b>2</b>	<b>18</b>	<b>-3</b>	<b>-7</b>	<b>0</b>

Table 30: Gross outstanding debtors per service

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



Graph 5: Debt per type service

#### 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	38 274	49 131
	631	1 121	(1 951)	187	(11)
% growth year on year	9	84	-68	0	0

*Table 31: Service debtor age analysis*

**Level of Reliance on Grants & Subsidies**

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

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

*Table 32: Reliance on grants*

**Highlights**

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

*Table 33: Financial Services Highlights*

**Challenges**

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

*Table 34: Financial Services Challenges*

## Auditor General Report 2012/13

**Audit report Status: Unqualified**

Main issues raised under emphasis of matter	Corrective steps implemented/ To be implemented
The municipality has materially underspent its capital budget to the amount of R18 639 591.	The procurement plan will be enforced to ensure that all capital projects are spent during the financial year. The heads of department will be tasked to plan for purchases of all capital items in their respective departments within the financial period.
Lack of procedures for the accurate recording of actual achievements and lack of frequent review of validity of reported achievements against source information.	The municipality has a performance system where actual achievements are recorded. The Internal Auditor reviews the validity of the reported achievements against the source information on a quarterly basis.



<p>46% of total planned targets were not achieved.</p>	<p>Reasons for non-achievement will be investigated and managed</p>
<p>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.</p>	<p>The Audit Committee will be required to submit at least two reports on the review of the performance management system to council.</p>
<p>The measures taken to improve performance were not reported in the Performance report.</p>	<p>Measures taken to improve performance will be included in the next performance report.</p>
<p>Expenditure was incurred in excess of the limits of the amounts provided for the votes of the approved budget.</p>	<p>All heads of departments will be tasked to view the budgeted amounts available on the financial system before approving the expenditure.</p>
<p>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.</p>	<p>Management will develop a list of all unauthorized expenditure, identify the risks as well as controls in order to mitigate the risk in future.</p>
<p>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.</p>	<p>Standing Operating Procedures (SOP's) will be drafted in order to guide the operations of the municipality. A system called "Compliance assist" was also implemented - which serves as a reminder to comply. In order to comply with various laws and regulations, this system will assist each department to comply, monitor compliance and report on compliance.</p>
<p>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.</p>	<p>Progress on implementation of Internal Audit findings will be a standing item on the agenda of the regular</p>

	meetings with the Directors.
Management did not identify and mitigate the risk of unauthorized expenditure.	Management will develop a list of all unauthorized expenditure, identify the risks as well as controls in order to mitigate the risk in future.
Management have not implemented sufficient documented policies and procedures to guide the operations of the municipality resulting in noncompliance with various laws and regulations	Standing Operating Procedures (SOP's) will be drafted in order to guide the operations of the municipality. A system called "Compliance assist" was also implemented - which serves as a reminder to comply. In order to comply with various laws and regulations, this system will assist each department to comply, monitor compliance and report on compliance.
Audit findings detected by the internal audit function are not followed-up by management and recommendations are not implemented accordingly.	Progress on implementation of Internal Audit findings will be a standing item on the agenda of the regular meetings with the Directors.

*Table 35: AG Report 2012/13*

## 9. IDP SPATIAL MAPPING

## 10. DISASTER MANAGEMENT

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### CHAPTER ON DISASTER MANAGEMENT IN THE IDP FOR THE YEAR 2013/14

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

	YES	NO

6.1 For the Municipal Area 6.2 For projects identified in the IDP	YES	
	YES	
<b>Comments: NONE</b>		

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

2.1 For the Municipal Area 2.2 For projects identified in the IDP	YES	NO
	YES	
	YES	
<b>Comments: NONE</b>		

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

3.1 For the Municipal Area 3.2 For projects identified in the IDP	YES	NO
	YES	
	YES	
<b>Comments: NONE</b>		

d. The Municipality has instituted the following disaster management requirements:

	YES	NO
4.1 Established a functional Disaster Management Centre	YES	
4.2 Appoint a Head of Centre	YES for District	
4.3 A functional Disaster Management Advisory Forum	YES	
4.4 A Disaster Management (DM) Plan has been developed	YES	
4.5 This DM Plan does include Sectoral Plans	YES	
<b>Comments: NONE</b>		

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

	YES	NO
5.1 GIS data for disaster management	YES	
5.2 Risk reduction planning	YES	
5.3 Early warning system	YES	
5.4 Preparedness, response and recovery planning (Generic Plan)	YES	
<b>Comments: NONE</b>		

f. These systems are linked to:

	YES	NO
6.1 Other line functions in the Municipality	YES	
6.2 Other Municipalities	YES	
6.3 Security Forces (SAPS and SANDF)	YES	
6.4 Provincial EMS	YES	
6.5 Provincial Departments	YES	
6.6 The National Disaster Management Centre	YES	
<b>Comments: NONE</b>		

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

	YES	NO
7.1 Other Municipalities in District Municipal Area		NO
7.2 For projects identified in the IDP	YES	
7.3 Provincial Disaster Management Centre	YES	
<b>Comments: NONE</b>		

**h. Assessment of Disaster Risks of high risk IDP Projects**

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

*Table 36: Disaster Risk Assessment of IDP Project Register*

## ANNEXURES

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The following documents are included in the Electronic version of the document

- A iMAP
- B BUDGET

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

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

## REFERENCES

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The following documents and resources were used to inform the Document,

1. Stats SA Census 2011
2. IDP Indaba and Documents
3. Spatial Development Framework
4. National Development Plan 2030
5. Sector Plans



6. Final 5 Year IDP Review
7. LED Strategy

#### LIST OF ACRONYMS

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<b>AG</b>	Auditor General
<b>DBSA</b>	Development Bank of South Africa
<b>DEAT</b>	Department of Environment Affairs and Tourism
<b>DHSS</b>	Department of Health and Social Services
<b>DLA</b>	Department of Land Affairs
<b>DLG&amp;H</b>	Department of Local Government and Housing
<b>DM</b>	District Municipality

<b>DMA</b>	District Management Area
<b>DME</b>	Department of Mineral and Energy
<b>DoL</b>	Department of Labour
<b>DoRT</b>	Department of Roads and Transport
<b>DPLG</b>	Department of Provincial and Local Government
<b>DPW</b>	Department of Public Works
<b>DTI</b>	Department of Trade and Industry
<b>DWAF</b>	Department of Water Affairs and Forestry
<b>ECA</b>	Environmental Conservation Act
<b>EDU</b>	Department of Education
<b>EFF</b>	External Financing Fund (Ad Hoc)
<b>EHS</b>	Environmental Health Services
<b>EIA</b>	Environmental Impact Assessment
<b>EIP</b>	Environmental Implementation Plan
<b>EMP</b>	Environmental Management Plan
<b>EPIP</b>	Environmental Protection and Infrastructure Programme
<b>EPWP</b>	Expanded Public Work Programme
<b>FBS</b>	Free Basic Services
<b>FMG</b>	Finance Management Grant
<b>GIS</b>	Geographic Information System
<b>HIV/AIDS</b>	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
<b>HOD</b>	Head of Department
<b>ICT</b>	Information and Communication Technology

<b>IDP</b>	Integrated Development Planning
<b>IEM</b>	Integrated Environmental Management
<b>IGR</b>	Intergovernmental Relations
<b>INEP</b>	Integrated National Electricity Program
<b>IT</b>	Information Technology
<b>SCM</b>	Supply Chain Management

**BEAUFORT WEST MUNICIPALITY: IWMP DRAFT IMPLEMENTATION PLAN**

IWMP GOAL 1: PROMOTE, EDUCATE, AND RAISE AWARENESS WRT INTEGRATED WASTE MANAGEMENT							
OBJECTIVES	TARGETS	ACTIVITIES	TIME FRAMES			RESPONSIBLE ENTITY	SOURCE OF FUNDING
			2014 to 2019	2019 to 2024	2024 Onward		
1.1 <b>OBJECTIVE:</b>	1.1.1 Achieve education and awareness wrt	1.1.1.1 Implement waste education and awareness through the WAME	X			DEADP/BWM	DEADP/BWM

**IWMP GOAL 1: PROMOTE, EDUCATE, AND RAISE AWARENESS WRT INTEGRATED WASTE MANAGEMENT**

OBJECTIVES	TARGETS	ACTIVITIES	TIME FRAMES			RESPONSIBLE ENTITY	SOURCE OF FUNDING
			2014 to 2019	2019 to 2024	2024 Onward		
<b>Promote integrated waste management within communities, schools, businesses and other institutions within the municipality</b>	Integrated Waste Management within schools	programme (Waste Management Education and Schools)					
		1.1.1.2 Establish and support waste recycling within schools through the provision of receptacles and collection services through the youth jobs in waste	X	X	X	Community services	DEA (youth jobs in waste programme)
		1.1.1.3 Conduct awareness sessions in collaboration with different stakeholders through public private partnerships (e.g. Nestle, Tiger brands, Woolworths) for the establishment of swap shops for primary school children	X	X	X	Community services	R55 000 (SAN PARKS)
	1.1.2 Achieve education and awareness wrt Integrated Waste Management within communities	1.1.2.1 Progressively establish and implement the blue bag system within all communities	X	X	X	Community services	BWM
		1.1.2.2 Develop awareness raising materials e.g. pamphlets, rates accounts, community newspapers for dissemination within	X	X	X	Community services	BWM

**IWMP GOAL 1: PROMOTE, EDUCATE, AND RAISE AWARENESS WRT INTEGRATED WASTE MANAGEMENT**

OBJECTIVES	TARGETS	ACTIVITIES	TIME FRAMES			RESPONSIBLE ENTITY	SOURCE OF FUNDING
			2014 to 2019	2019 to 2024	2024 Onward		
		communities and civic associations					
	1.1.3 Achieve education and awareness wrt Integrated Waste Management within businesses	1.1.3.1 Develop awareness raising materials around integrated waste management for businesses 1.1.3.2 Conduct workshops with businesses around the creation of awareness and education in integrated waste management	X	X		Community services/Industry	BWM / Industry
	1.1.4 Achieve education and awareness wrt Integrated Waste Management within other institutions e.g. health care facilities	1.1.4.1 Develop awareness raising materials around integrated waste management for hospitals and other institutions 1.1.4.2 Conduct workshops with all institutions around the creation of awareness and education in integrated waste management	X	X		Community services/institutions/sector departments (DOH, Correctional Services)	BWM / institutions/sector departments (DOH, Correctional Services)

IWMP GOAL 2: IMPROVE WASTE INFORMATION MANAGEMENT							
OBJECTIVES	TARGETS	ACTIVITIES	TIME FRAMES			RESPONSIBLE ENTITY	SOURCE OF FUNDING
			2014 to 2019	2019 to 2024	2024 Onward		
<b>2.1 OBJECTIVE:</b>  <b>Establish and Implement an accurate waste quantification system</b>	2.1.1 All waste management facilities to have a waste quantification system in place	2.1.1.1 Train officials on the waste quantification system	X	X	X	DEA/BWM	n/a
		2.1.1.2 Implement the waste calculator at their integrated waste management facilities	X			BWM	n/a

**IWMP GOAL 2: IMPROVE WASTE INFORMATION MANAGEMENT**

OBJECTIVES	TARGETS	ACTIVITIES	TIME FRAMES			RESPONSIBLE ENTITY	SOURCE OF FUNDING
			2014 to 2019	2019 to 2024	2024 Onward		
		2.1.1.3 Obtain funding to install weighbridges at all waste management	X	X	X	Community services	MIG/International donors/DEA/BWM
		2.1.1.4 Obtain funding to calibrate weigh pads/weighbridges at all waste management	X	X	X	Community services	BWM
		2.1.1.5 Obtain weigh pads for their waste management facilities		X		Community services	DEA

**IWMP GOAL 2: IMPROVE WASTE INFORMATION MANAGEMENT**

OBJECTIVES	TARGETS	ACTIVITIES	TIME FRAMES			RESPONSIBLE ENTITY	SOURCE OF FUNDING
			2014 to 2019	2019 to 2024	2024 Onward		
	2.1.2 Monitor the movement of Hazardous Waste	2.1.2.3 Introduce a hazardous waste manifest system by targeting the priority hazardous waste streams	X	X	X	BWM/DEAD P/ DEA	BWM/ DEA



OBJECTIVES	TARGETS	ACTIVITIES	TIME FRAMES			RESPONSIBLE ENTITY	SOURCE OF FUNDING
			2014 to 2019	2019 to 2024	2024 Onward		
<b>3.1 OBJECTIVE:</b> Capacitate waste managers in the public and private sectors with regard to the basic principles of sound waste management	3.1.1 All vacant posts in waste management are filled with properly qualified staff	3.1.1.1 Source and secure funding for the filling of posts	X	X	X	BWM	BWM
		3.1.1.2 Recruit properly qualified staff	X	X	X	BWM	BWM
	3.1.2 Ensure proper training of municipal officials in integrated waste management principles	3.1.2.1 Municipal officials to attend integrated waste management training sessions/courses	x	X		DEADP/ BWM	DEADP/ BWM
<b>3.2 OBJECTIVE:</b> Ensure that Integrated WM functions are executed in an environmentally and socially acceptable manner	3.2.1 Establish the current basic service levels within Beaufort West Municipality	3.2.1.2 Conduct an analysis of current waste management services and compare with best practices	X	X	X	BWM	BWM
	3.2.2 Upgrade and improve service levels in those municipal areas identified as sub standard	3.2.2.1 Implement integrated waste management services aligned to best practices	X	X	X	BWM	BWM
	3.2.2 Ensure the provision of adequate and reliable vehicles, equipment and machinery	4.2.2.1 Source, upgrade and maintain all necessary vehicles, equipment and machinery	X	X	X	BWM	BWM

**IWMP GOAL 4: PROMOTE WASTE MINIMISATION THROUGH THE RE-USE, RECYCLING AND RECOVERY OF WASTE**

OBJECTIVES	TARGETS	ACTIVITIES	TIME FRAMES			RESPONSIBLE ENTITY	SOURCE OF FUNDING
			2014 to 2019	2019 to 2024	2024 Onward		
<b>4.1 OBJECTIVE:</b>  Mainstream source separation of waste within all areas in the municipality	4.1.1 Promote and improve the blue bag system within the higher income areas	4.1.1.1 Identify willing households to participate in source separation	X	X	X	BWM	BWM
	4.1.2 Establish the blue bag system within the other income areas	4.1.2.1 Pilot source separation in lower to middle income areas	X	X	X	BWM	BWM
<b>4.2 OBJECTIVE:</b> Formalise the recovery of recyclables, organics and builder's rubble	4.2.1 The establishment of a formalised program for the recovery of recyclables from waste disposal facilities	4.2.1.1 Create job opportunities in recovery and recycling for salvagers, away from the landfill, e.g. Expanded Public Works Programme (EPWP)	X	X	X	BWM	BWM
		4.2.1.2 Provide training and PPE to the EPWP workers for the recovery of recyclables once a material recovery facility is		X		BWM/DE ADP	BWM/DE ADP

**IWMP GOAL 4: PROMOTE WASTE MINIMISATION THROUGH THE RE-USE, RECYCLING AND RECOVERY OF WASTE**

OBJECTIVES	TARGETS	ACTIVITIES	TIME FRAMES			RESPONSIBLE ENTITY	SOURCE OF FUNDING
			2014 to 2019	2019 to 2024	2024 Onward		
		established					
	4.2.2 Recover and recycle/reuse organics and builders rubble	4.2.2.1 Conduct a feasibility study to explore different options for the recycling and/or reuse of organics and builders rubble.	X	X	X	BWM/Industry	BWM/Industry
		4.2.2.2 Implement appropriate technologies for the recycling and/or reuse of organics and builders rubble.	X	X	X	BWM	BWM/Industry

**IWMP GOAL 5: IMPROVE REGULATORY COMPLIANCE**

OBJECTIVES	TARGETS	ACTIVITIES	TIME FRAMES			RESPONSIBLE ENTITY	SOURCE OF FUNDING
			2014 to 2019	2019 to 2020	2021 Onward		
<b>5.1 OBJECTIVE:</b> License all unlicensed operational or closed waste disposal facilities	5.1.1 All unlicensed Waste Disposal Facilities to be licensed	5.1.1.1 Appoint a EAP to assist with the authorization process to license unlicensed waste disposal facilities	X			DEADP/D EA/BWM	BWM
		5.1.1.2 Conducting BAR process for unlicensed Waste Disposal Facilities	X			EAP/ BWM	EAP/ BWM
		5.1.1.3 Issuing of the license	X			DEADP	DEADP
	5.1.2 License and rehabilitate all closed waste disposal facilities	5.1.2.1 Appoint an EAP for the rehabilitation and closure of a waste disposal facility	X			BWM	BWM/DEA
		5.1.2.2 Issuing of the license	X			BWM	BWM/DEA
		5.1.2.3 Monitoring of rehabilitated waste disposal facility				BWM	BWM
<b>2 OBJECTIVE:</b> Ensure	5.2.1 improve compliance monitoring, auditing and	5.2.1.1 Conduct compliance audits	X	X	X	DEADP	DEADP/ Licence Holders

**IWMP GOAL 5: IMPROVE REGULATORY COMPLIANCE**

OBJECTIVES	TARGETS	ACTIVITIES	TIME FRAMES			RESPONSIBLE ENTITY	SOURCE OF FUNDING
			2014 to 2019	2019 to 2020	2021 Onward		
<b>compliance of all waste disposal facilities with license conditions</b>	enforcement of waste disposal facilities	5.2.1.2 Conduct internal and external audits as determined by licence conditions	X	X	X	DEADP/ BWM /Consultants	DEADP/ BWM
		5.2.1.3 Communicate compliance audit results	X	X	X	DEADP/ BWM /Consultants	DEADP/ BWM
		5.2.1.4 Monitor progress of audit actions implemented	X	X	X	DEADP/ BWM	DEADP/ BWM
		5.2.1.5 Monitor contraventions of the Waste Act and Municipal By-Laws	X	X	X	DEADP/ BWM	DEADP/M un
		5.2.1.6 Develop Environmental Management Inspection (EMI) capacity in the municipalities	X			BWM	BWM/DEA
<b>5.3 OBJECTIVE: Establish</b>	5.3.1 Develop integrated waste	5.3.1.1 Identify the integrated waste management facilities that will be established in the municipality	X	X		DEADP	DEADP

**IWMP GOAL 5: IMPROVE REGULATORY COMPLIANCE**

OBJECTIVES	TARGETS	ACTIVITIES	TIME FRAMES			RESPONSIBLE ENTITY	SOURCE OF FUNDING
			2014 to 2019	2019 to 2020	2021 Onward		
integrated waste management facilities (drop off sites, MRFs, Transfer stations, composting, buy-back centres, swop shops etc.)	management facilities	5.3.1.2 Determine licensing requirements for facilities	X	X	X	DEADP	Owners of Contaminated Land
		5.3.1.3 Appoint EAP for waste management facilities requiring licenses		X	X	DEADP/DEA	DEADP/DEA
		5.3.1.4 License waste management facilities		X		DEADP	BWM
<b>5.4 OBJECTIVE:</b>  Develop an integrated waste management By-law	5.4.1 An integrated waste management by-law.	5.4.1.1 Revoke the existing municipal by-law	X	X		DEADP	DEADP

**IWMP GOAL 6: ENSURE THE SAFE AND INTEGRATED MANAGEMENT OF HAZARDOUS WASTE**

OBJECTIVES	TARGETS	ACTIVITIES	TIME FRAMES			RESPONSIBLE ENTITY	SOURCE OF FUNDING
			2014 to 2019	2019 to 2024	2024 Onward		
<b>6.1 OBJECTIVE:</b>  <b>Promote safe handling, storage, transportation and disposal of hazardous waste</b>	6.1.1 Facilitate awareness and training on the safe management of chemical and hazardous waste	6.1.1.1 Promote compliance with emergency incident management and reporting (section 30 of NEMA)	X	X	X	BWM	BWM
		6.1.1.2 Facilitate training on emergency spill response to municipalities	X	X	X	BWM	BWM
		6.1.1.3 Ensure municipal officials are trained on the Waste Classification and Management Regulations, the Standard for assessment of waste for landfill disposal, the Standard for disposal of waste to landfill and other relevant legislation	X	X	X	BWM	BWM
	6.1.2 Remove household hazardous waste from the general waste stream	6.1.2.1 Promote source separation and diversion of household hazardous waste from the general waste stream	X	X	X	BWM	BWM

**IWMP GOAL 6: ENSURE THE SAFE AND INTEGRATED MANAGEMENT OF HAZARDOUS WASTE**

OBJECTIVES	TARGETS	ACTIVITIES	TIME FRAMES			RESPONSIBLE ENTITY	SOURCE OF FUNDING
			2014 to 2019	2019 to 2024	2024 Onward		
	6.1.3 Manage Health Care Risk Waste in accordance with provincial legislation	6.1.3.1 Implement Health Care Risk Waste management legislation	X	X	X	BWM	BWM
		6.1.3.2 Facilitate health care risk waste awareness amongst home-based care givers (safe disposal of HCRW generated at home) as well as other health-care facilities	X			BWM	BWM
	6.1.4 Improve hazardous waste management	6.1.4.1 Conduct a risk profile of industrial hazardous waste	X	X		BWM	BWM
		6.1.4.2 Engage the Departments of Agriculture and Education regarding the management of hazardous waste at their respective experimental farms and schools, respectively	X	X		BWM	BWM



**IWMP GOAL 6: ENSURE THE SAFE AND INTEGRATED MANAGEMENT OF HAZARDOUS WASTE**

OBJECTIVES	TARGETS	ACTIVITIES	TIME FRAMES			RESPONSIBLE ENTITY	SOURCE OF FUNDING
			2014 to 2019	2019 to 2024	2024 Onward		
<b>6.2</b> <b>OBJECTIVE:</b>  <b>Promote compliance monitoring and enforcement</b>	6.2.1 Coordinate compliance monitoring and enforcement	6.2.1.1 Conduct joint compliance monitoring inspections	X	X	X	DEADP/ BWM/  Other  Authorities	Various Competent Authorities
		6.2.1.1 Facilitate co-ordinate and effective enforcement between various spheres of government	X	X	X	DEADP/ BWM/  Other  Authorities	DEADP/ BWM/  Other  Authorities

**IWMP GOAL 6: ENSURE THE SAFE AND INTEGRATED MANAGEMENT OF HAZARDOUS WASTE**

OBJECTIVES	TARGETS	ACTIVITIES	TIME FRAMES			RESPONSIBLE ENTITY	SOURCE OF FUNDING
			2014 to 2019	2019 to 2024	2024 Onward		

**IWMP GOAL 7: ENSURE THE SOUND BUDGETING AND FINANCIAL MANAGEMENT FOR IWM SERVICE**

OBJECTIVES	TARGETS	ACTIVITIES	TIME FRAMES			RESPONSIBLE ENTITY	SOURCE OF FUNDING
			2014 to 2019	2019 to 2024	2024 Onward		
<b>7.1 OBJECTIVE:</b> Address funding constraints of waste management authorities	7.1.1 Identify different sources of funding	7.1.1.1 Explore and facilitate access to alternative funding sources	X	X	X	BWM	BWM
<b>7.2 OBJECTIVE:</b> Capacitate waste authorities on financial aspects with regard to improving waste management service	7.2.1 Train officials within the waste management department within the municipality on financial management	7.2.1.1 Identify financial management courses or other training opportunities for inclusion in the performance agreements of municipal officials	X	X	X	BWM	BWM
<b>7.3 OBJECTIVE:</b> Improve funding for waste management services	7.3.1 Secure a sustainable funding stream for IWM	7.3.1.1 Municipalities to implement a revised tariff system based on full-cost accounting	X			BWM	BWM
		7.3.1.2 Engage financial institutions to finance waste infrastructure and technologies	X	X	X	BWM	BWM

**IWMP GOAL 7: ENSURE THE SOUND BUDGETING AND FINANCIAL MANAGEMENT FOR IWM SERVICE**

OBJECTIVES	TARGETS	ACTIVITIES	TIME FRAMES			RESPONSIBLE ENTITY	SOURCE OF FUNDING
			2014 to 2019	2019 to 2024	2024 Onward		
		7.3.1.3 Engage the departments of Cooperative Governance and Traditional Affairs (COGTA) and Local Government on reviewing and increasing the allocation of Municipal Infrastructure Grant (MIG) for waste management infrastructure	X	X	X	BWM	BWM



**PHASE 2: STRATEGIES PHASE**

ACTIVITY	DELIVERABLES	TIME FRAME												
		July 2013	Aug. 2013	Sept 2013	Oct. 2013	Nov. 2013	Dec. 2013	Jan. 2014	Feb 2014	Mar. 2014	Apr. 2014	May 2014	June 2014	July 2014
<b>District IDP Managers Forum</b>	Reflect on our Strategic Agendas				9-10									
<b>BWM IDP Steering Committee</b>	Alignment of sector plans				22									
<b>Review objectives and projects</b>	Reviewed objectives and projects					4								
<b>Public Participation Process IDP Representative Forum</b>	Feedback on Progress Report					27								
<b>IDP/PMS Workshop</b>	Monitoring IDP Implementation				4									
<b>Budget Office Engagement</b>	Budgeting and costing					7								
<b>Ward Committee Engagements</b>	Feedback on Process					11-25								
<b>District PPCOM</b>	Progress Report and Strategic Agenda					20								
<b>IDP Representative Forum</b>	Progress Report and Strategic Agenda					27								
<b>District IDP Representative Forum</b>	Alignment of Local and Provincial Strategies					28								
<b>PHASE 3: PROJECT PHASE</b>														
<b>IDP Man Forum</b>	Alignment with LM's													
<b>IDP Steering Committee</b>	Internal alignment					19								
<b>IDP Road Shows</b>	Community Participation					18-28								
<b>District IDP Representative Forum</b>	Alignment with District Municipality and sector					28								

	depts													
<b>Development of Log frames for Prioritised Projects</b>	Integrated and aligned projects							<b>2-14</b>						
<b>Indaba 2</b>	Implementation of projects							<b>4</b>						
<b>IDP Managers Forum</b>	Alignment with LMs									<b>28</b>				
<b>Provincial IDP Managers Forum</b>	Report on progress										<b>6-7</b>			

<b>PHASE 4: INTEGRATION</b>														
<b>ACTIVITY</b>	<b>DELIVERABLES</b>	<b>TIME FRAME</b>												
		<b>July 2013</b>	<b>Aug. 2013</b>	<b>Sept 2013</b>	<b>Oct. 2013</b>	<b>Nov. 2013</b>	<b>Dec. 2013</b>	<b>Jan. 2014</b>	<b>Feb 2014</b>	<b>Mar. 2014</b>	<b>Apr. 2014</b>	<b>May 2014</b>	<b>June 2014</b>	<b>July 2014</b>
<b>Finalise Departmental Plans and link to IDP</b>	Aligned with the IDP Process										<b>18</b>			
<b>District IDP Managers Forum</b>	Confirm alignment										<b>19</b>			
<b>STAKEHOLDERS ENGAGEMENT* DISTRICT IDPRF</b>	Stakeholder Ownership													
<b>BWM IDP Representative Forum</b>	Feedback and confirmation of alignment										<b>31</b>			
<b>PHASE 5: APPROVAL</b>														
<b>District IDP Managers Forum Finalisation of IDP Review</b>	Approved Draft IDP										<b>19</b>			
<b>Draft approval to Council</b>	Approved Draft IDP										<b>27</b>			
<b>Advertising for public comments &amp; incorporation thereof</b>	Public Comments										<b>31- 29</b>			
<b>IDP Steering Committee</b>	Incorporate inputs											<b>18</b>		
<b>IDP &amp; Budget Road Show</b>	Community Awareness Final Comments Municipality to confirm projects proposed for 2014/15											<b>7-11</b>		

<b>Finalising IDP's</b>	Final Draft Completed											<b>30</b>				
<b>District IDP Managers Forum</b>	Finalise presentations to Councils& Summary of IDP's												<b>8</b>			
<b>Adoption of the IDP and Budget</b>	Aligned Strategic Plans												<b>21</b>			
<b>Submit adopted IDP's To Minister</b>	Compliance												<b>21</b>			
<b>Notice of Adopted IDP's to Public</b>	Compliance												<b>26</b>			
<b>Summary IDP's available at Public Areas</b>	Compliance												<b>26</b>			



**TEMPLATE – REGISTER IDP PRIORITIZED COMMUNITY / MUNICIPAL /  
REGIONAL PRIORITIES FOR SUPPORT FROM SECTOR DEPARTMENTS DURING  
2014/17 FINANCIAL YEARS**

WHERE		WHAT			INTERVENTION/ PROJECT OR FUNDING REQUIRED (include amount if applicable)	IDP Priority (High, Med, Low)	TIMING/ PHASING OF PROJECT ALLOCATION				SECTOR DEPARTMENT/S	Responsible Municipal Department
Town/ Settlement / Suburb / Area	Ward	IDP Strategic Objective	Approved IDP-Project Reference Number	Project description			2014/ 15	2015/16	2016/17	Outer years		Name and Contact details of responsible official
Beaufort West	All	To reduce poverty and to promote empowerment	BWM01	Alternative Energy Plant, Physical Education & Sport Development, Young Girls Leadership and Free Range Egg Farming	Feasibility Study/Capacity (R300 000)	High					EDA DBSA AFD CSIR	Municipal Manager: 023 414 8020
Beaufort West	All	To create a crime free, safe and healthy environment	BWM02	Establishment of a Solar/Photovoltaic Energy and Wind Energy Plant	Alternative Energy Plant (R1 000 000)	High					Department of Energy Eskom	Electro Technical Services 023 414 8174
Beaufort West	N1	Creating and maintaining an effective financial management system	BWM03	Fatigue Management Programme	Funding Required (R50 000)	High					DOCS	Municipal Manager: 023 414 8020
Beaufort West	All	To improve job creation potential	BWM04	Regional Competitiveness Programme: CRDP Nodes	Funding required Strategy development (R50 000)	Medium					Economic Development	Municipal Manager: 023 414 8020
Beaufort West	All	To reduce unemployment to acceptable level	BWM05	Assistance for Drivers Licenses: Unemployment Youth with Matric	Funding Require (R60 000)	Medium					DOCS	Community Services 023 414 8141
Beaufort West	1	To create affordable	BWM06	Consumer Advice	Funding required	Medium					DEDAT	Municipal Manager:

WHERE		WHAT			INTERVENTION/ PROJECT OR FUNDING REQUIRED (include amount if applicable)	IDP Priority (High, Med, Low)	TIMING/ PHASING OF PROJECT ALLOCATION				SECTOR DEPARTMENT/S	Responsible Municipal Department
Town/ Settlement / Suburb / Area	Ward	IDP Strategic Objective	Approved IDP-Project Reference Number	Project description			2014/ 15	2015/16	2016/17	Outer years		Name and Contact details of responsible official
		and sustainable infrastructure for all residents and tourists.		Office Project	(50 000)						023 414 8020	
Beaufort West	4	To create a crime free, safe and healthy environment	BWM07	Stormwater canals, bridge between Kwa- Mandlenkosi & the Lande,	Funding required (R3 000 000)	High				DEDAT	Engineering Services: 023 414 8102	
Beaufort West/Hillside	7	Improve the job creation potential.	BWM08	Building of new clinic(replacement of Constitution Street Clinic)	Ffeasibility Study (1 000 000)	High				DTPW & Dept of Health	Municipal Manager: 023 414 8020	
Beaufort West	All	To reduce poverty and to promote the empowerment of women	BWM09	Work and Skills Programme	Funding Required (R120 000)	Medium				DEDAT	Municipal Manager: 023 414 8020	

SIGNED: MUNICIPAL MANAGER

DATE: \_\_\_\_ OCTOBER 2013

\_\_\_\_\_  
NAME:

## 1. WHY PERFORMANCE MANAGEMENT?

Performance information indicates how well a municipality is meeting its aims and objectives, and which policies and processes are working. Making the best use of available data and knowledge is crucial for improving the execution of its mandate. Performance information is key to effective management, including planning, budgeting, implementation, monitoring and reporting. Performance information also facilitates effective accountability, enabling councilors, members of the public and other interested parties to track progress, identify the scope for improvement and better understand the issues involved.

The municipality delivers services essential to the well-being and development of the communities. To ensure that service delivery is as efficient and economical as possible, municipalities are required to formulate strategic plans, allocate resources to the implementation of those plans, and monitor and report the results. Performance information is essential to focus the attention of the public and oversight bodies on whether municipalities are delivering value for money, by comparing their performance against their budgets and service delivery plans, and to alert managers to areas where corrective action is required.

Performance information also plays a growing role in budget allocations and will increasingly be used to monitor service delivery. This means the information must be accurate, appropriate and timely.

The most valuable reason for measuring performance is that what gets measured gets done. If an institution knows that its performance is being monitored, it is more likely to perform the required tasks - and to perform them well. In addition, the availability of performance information allows managers to pursue results-based management approaches, such as performance contracts, risk management, benchmarking and market testing.

## **2. PURPOSE OF THE POLICY FRAMEWORK**

The Municipal Systems Act of 2000 and the Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers of 2006, provide for the establishment and implementation of a performance management system for each and every municipality in South Africa. In order to comply with legislation and to improve on good governance and service delivery it is essential for the municipality to adopt a policy on performance management.

The performance policy framework will provide guidance in terms of the municipality's cycle and processes of performance planning, monitoring, measuring, reviewing, reporting, auditing and quality control. The Performance Management Policy as informed by the Municipal Systems Act (2000) and the Municipal Performance Regulations (2006).

This Framework aims to:

- Clarify definitions and standards for performance information in support of regular audits of such information where appropriate
- Improve integrated structures, systems and processes required to manage performance information
- Define roles and responsibilities for managing performance information
- Promote accountability and transparency by providing Parliament, provincial legislatures, municipal councils and the public with timely, accessible and accurate performance information.

### 3. LEGAL FRAMEWORK

The following Policy and Legislative provisions governs performance management in the local government sphere:

#### ***White Paper on Local Government (1998)***

The White Paper on Local Government (1998), introduced the practice of performance management for local government as a tool to facilitate their developmental role. Such practice further serves to increase the accountability of the municipality and the trust of the community in such municipality.

#### ***Constitution of the RSA, 1996***

The Constitution of the RSA, 1996, Section 152, which deals with the objects of local government, paves the way for performance management with the requirements for an “accountable government”. Many of the democratic values and principles in terms of Section 195(1) of the Constitution can also be linked with the concept of performance management, with reference to the principles of, inter alia, the promotion of the efficient, economic and effective use of resources, accountable public administration, displaying transparency by making available information, being responsive to the needs of the community, and by facilitating a culture of public service and accountability amongst staff.

#### ***Municipal Systems Act, 2000 (Act 32 of 2000)***

The Municipal Systems Act, 2000 (Act 32 of 2000) also picks up on these concepts and principles of accountability in Sections 4, 6, and 8. Section 11(3) specifically states that a municipality exercises its executive or legislative authority by, inter alia, “the setting of targets for delivery; monitoring and regulating municipal services provided by service providers; monitoring the impact and effectiveness of any services, policies, programmes or plans; and establishing and implementing performance management systems.”

Chapter 6 of the Systems Act deals specifically with performance management in local government.

In terms of Section 38, a municipality must establish a Performance Management System (PMS); promote a culture of performance management among political structures, office bearers & councilors and its administration, and administer its affairs in an economical, effective, efficient and accountable manner.

Section 39 stipulates that the Executive Committee (Exco) is responsible for the development of a PMS, for which purpose they may assign responsibilities to the Municipal Manager. The Exco is also responsible for submitting the PMS to Council for approval. Section 40 stipulates that a Municipality must establish mechanisms with which to monitor and review the PMS.

In terms of Section 41, the core components of a PMS are to (i) set Key Performance Indicators (KPIs), (ii) set measurable performance targets (PTs), (iii) monitor performance & measure and review annually, (iv) take steps to improve performance, and (v) establish a process of regular reporting.

Section 42 requires that the community, in terms of the provisions of Chapter 4 of the Act, which deals with Public Participation, should be involved in the development, implementation and review of the PMS, and also that the community be involved with the setting of KPIs & PTs for the municipality. In terms of section 43 the general key performance indicators to be applied by all municipalities may be prescribed by regulation.

Section 44 stipulates that the KPIs and PTs in the PMS of the municipality must be made known both internally and externally in a manner described by the Council.

In terms of section 45, the results of the performance measurement must be audited as part of the internal auditing processes and annually by the Auditor General. Section 46 also requires that the municipality prepare an annual report consisting of a (i) performance report, (ii) financial statements; (iii) audit report on financial statements; and (iv) any other reports in terms of legislative requirements. This report must be tabled within one month of receiving the audit report. In terms of section 46(3) the Municipal Manager must give proper notice of meetings

at which the annual report will be tabled and submit information on same to the Auditor General & the MEC for Local Government. Section 46(4) stipulates that a Municipality must adopt the annual report and make copies available within 14 days, to the Auditor General, the MEC for Local Government and any others as may be prescribed by regulation.

***The Municipal Planning and Performance Management Regulations (No 796, 24 August 2001)***

The regulations deal with provisions for the following aspects of the PMS:

- The framework that describes and represents the municipality's cycle and processes for the PMS and other criteria and stipulations [S7], and the adoption of the PMS [S8];
- The setting and review of Key Performance Indicators (KPIs) [S9 & 11];
- The General KPIs which municipalities have to report on [S10], and which include:
  - (i) Households with access to basic services
  - (ii) Low income households with access to free basic services
  - (iii) Capital budget spent in terms of the IDP
  - (iv) Job creation in terms of the LED programme
  - (v) Employment equity with target groups in the three highest levels of management
  - (vi) The implementation of work skills plan
  - (vii) The financial viability of the municipality.
- The setting of performance targets, and the monitoring, measurement and review of performance [S 12, 13];
- Internal Auditing of performance measurements [S14];
- Community participation in respect of performance management [S15]

***Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006 (No R. 805, 1 August 2006)***

These regulations seek to set out how the performance of Municipal Managers and Managers directly accountable to Municipal Managers will be uniformly directed, monitored and improved. The regulations include the following:

- Chapter 2 deals with the requirements and provisions of the employment contracts;
- Chapter 3 deals with the performance agreements, which must include prescribed Key Performance Areas and Core Competency Requirements.
- Chapter 4 deals with the content of a Job Description for Municipal Managers.

A list of legislation applicable to municipalities is attached as Annexure B.

#### **4. APPLICABILITY OF FRAMEWORK**

This policy framework is applicable to The Municipality.

The Municipal Systems Act (2000) places the responsibility on the Council to adopt a PMS, while holding the Executive Mayor responsible for the development and management of the system.

The Executive Mayor delegates the responsibility for the development and management of the PMS to the Municipal Manager of The Municipality. The Heads of Department will be responsible for executing the PMS in their respective departments according to the approved framework.



## 5. INTRODUCTION TO PERFORMANCE MANAGEMENT

In today's highly dynamic municipal environment strategy has never been more important. To succeed municipalities need to continuously reshape themselves. This requires tremendous strategic agility as well as superior execution of the chosen strategy. Municipalities that fail to engage their people to strategy execution fail to achieve their full potential. Success requires that employees are truly engaged and committed to their work and share the values and goals of the municipality.

### ***Commit People to Objectives***

Municipal employees need to be motivated to work for reaching mutual goals by allowing them to examine the municipality's vision, strategy, and operational targets. It enables personnel at all levels of the municipality to identify their individual responsibilities and targets so that strategy becomes understandable in an everyday operational sense.

### ***Monitor, Analyse and Benchmark Performance***

In terms of section 19 of the Structures Act, sections 39 – 41 of the Municipal Systems Act and section 7 (2) of the Municipal planning and performance management regulations the municipality must develop a performance management system (PMS) to monitor, analyse and benchmark its performance. Other legislative requirements include section 152 of the Constitution, Chapter 6 of the Municipal Systems Act, White Paper on Service Delivery and Chapter 6 of the MFMA. *Please refer Annexure B for the Legal Framework as well as a complete list of legislation that municipalities need to comply with.*

### ***Execute Strategy***

The PMS should be designed to drive organizational change, achieve continuous improvement and exceed performance targets. It should furthermore act as an excellent steering system for business management that commits people to objectives and processes. It should also focus on management processes and behaviors and it should not be considered an annual form filling in exercise.

### ***Integrate Performance Management to the Municipality***

The PMS should ultimately allow for automatically updated performance data in order to provide the Council and its people with the current status of the municipal performance. Firstly should the IDP and municipal budget be integrated into the SDBIP where after it should be linked to individual performance contracts.

### ***Get Results Fast***

The PMS should be implemented in such a way to enable the Council and its people to start enjoying the benefits of performance management from the first day of implementation.

### ***Engage Employees and Communities***

Intuition tells us that when **employees** are truly engaged in their work and in the values and goals of the municipality, their behavior will generally be supporting municipal success. It seems equally self-evident that disengaged employees are unlikely to give their best. In order to confirm this intuition several studies have been conducted. Research indeed indicates that engaged employees are more loyal—and the greater the number of more loyal employees, the lower the costs of recruiting, hiring, training, and developing, not to mention the positive effects on productivity.

Engaged employees are also more willing to give extra effort when the municipality needs it. Engaged employees in customer-facing roles are more likely to treat customers in ways that positively influence customer satisfaction.

The same goes for communities. The **local communities** are required to be involved in the development, implementation and review of the municipality's PMS, specifically in relation to setting of appropriate key performance indicators and performance targets for the municipality.

### ***Collaborative Management***

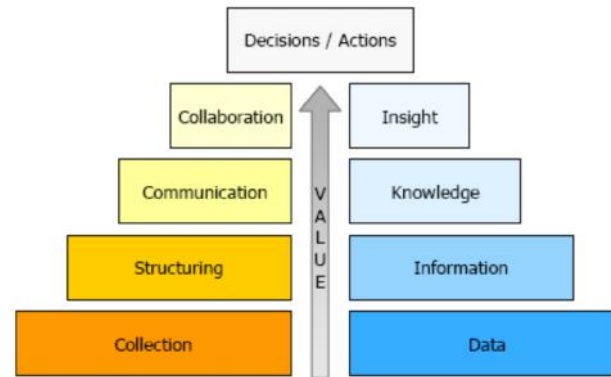
Implementing Collaborative management significantly improves the quality of leadership by the means of performance and process management. It gives the municipality an understandable direction, definite priorities and clear goals.

Collaborative management also brings transparency and accountability to the leadership as well as introduces consistent and efficient management practices. Leadership is often thought of as an individual skill. This kind of thinking leads many municipalities to miss the bigger picture: what is their collective capacity to lead? This is the municipality's leadership capability. It includes both the effective behaviors and the effective processes of leadership.

Organizational and individual development is in the heart of every modern leadership philosophy. Collaborative Management takes the development effort to a new level by engaging everyone in the municipality to develop themselves as well as take the initiative into municipal improvement. It prioritizes the improvement activities and links them to targets. In addition, Collaborative Management also makes realization and follow-up of development initiatives systematic. Municipalities should provide employees with opportunities to develop their abilities, learn new skills, acquire new knowledge, and realise their creative potential. The people should be regarded as assets to be invested in, not as costs to be cut.

Empowered employees become committed employees. They are respected for their talents, and trusted to discharge their responsibilities in the way they see fit.

Municipalities collect and register an enormous amount of business and operational data and make this information available to people. However, the usage of this data is often limited by the fact that only very few people know what information is available and where to find it. Collaborative Management sets out to actively transform the information into knowledge communicating the information to all the relevant people and by creating insight by involving people to review, comment and analyze the information. The most crucial element of Collaborative Management is that it challenges the leadership to make decisions and take action based on this insight.



Traditional Corporate Performance Management (CPM) relies heavily on creating organizational success by providing decision-makers with detailed data about the activities and performance of the municipality as well as strict top-down target setting. Collaborative management builds on the same data, but sets out to cultivate that data into knowledge by letting people collaboratively process the information and by letting people participate in the measure definition and target setting process, thus also participate in giving strategic direction to the municipality. Replacing traditional top-down management with transparent and empowering leadership will create exceptional employee commitment. High levels of commitment are achieved not by telling employees what to think, but by listening to what they have to say.

Leadership	Development	Empowerment
<p>Translate the strategy into staff's "everyday speak"</p> <p>Making strategy everyone's job</p> <p>Understand the cause and effect of linkages between strategy/process capability</p> <p>Creating transparency</p> <p>Creating consistent management and review processes</p>	<p>Emphasize development by setting clear measurable targets.</p> <p>Systemize gathering of initiatives and action plans.</p> <p>Plan and improve processes</p> <p>Understand the cause and effect of linkages between strategy/process capability</p> <p>An on-going feedback mechanism to make real-time, mid-course adjustments to priorities</p>	<p>Two-way communication and feedback</p> <p>Delegate responsibility to the operative level.</p> <p>Engage people in Organizational Development</p> <p>Execute accountability with performance contracts</p> <p>"Now I understand how I contribute to the business strategy — and the bottom line!"</p>

## 6. KEY CONCEPTS

The terminology behind the key concepts used in this policy framework is described in Annexure A attached to this document.

## 7. ORGANISATIONAL PERFORMANCE MANAGEMENT LINKED TO INDIVIDUAL PERFORMANCE MANAGEMENT

The Municipal Systems Act requires the municipality to establish a PMS that is commensurate with its resources; best suited to its circumstances and in line with the IDP. It is required to create a culture of performance throughout the municipality.

The PMS should obtain the following core elements:

- Setting of appropriate performance indicators;
- Setting of measurable performance targets;
- Agree on performance measurement;
- Performance monitoring, reviewing and evaluation;
- Continuous performance improvement;
- Regular performance reporting; and
- Intervention where required.

In order to ensure that the municipality meets its organizational performance indicators, it must introduce a PMS that measures performance on organizational and individual level. Each individual is given performance objectives and targets that are linked to his/her team, department and the municipality.

Once the municipal objectives and targets have been set it is possible to cascade these down to departments, teams and employees.

## **8. OBJECTIVES OF THE PERFORMANCE MANAGEMENT SYSTEM**

The objectives of implementing a performance management system include:

- Facilitates strategy (IDP) deployment throughout the municipality and align the organization in executing its strategic objectives;
- Facilitate increased accountability;
- Continues and sustainable service delivery improvement;
- Create an organizational performance culture;

- Provide early warning signals;
- Develop open and constructive relationship between customers, leadership and employees;
- Encourage reward for good performance;
- Manage and improve poor performance;
- Link performance to skills development and career planning, therefore encourage learning and growth; and
- Comply with legislative framework.

## 9. PRINCIPLES GOVERNING PERFORMANCE MANAGEMENT

The process of developing a performance management system for the The Municipality was guided by a detailed process plan whereby the following principles informed the municipality's performance management system:

### ***Simplicity***

The system is developed to operate accurately and effectively, but still in a simple and user-friendly manner which will enable the municipality to develop, implement, manage and review the system without placing an unnecessary great burden on the existing capacity of the municipality.

### ***Politically acceptable and administratively manageable***

The system is developed to be acceptable to political role players on all levels and flexible enough to be accepted by the municipal council and to enjoy the buy-in across political differences. The process will involve both councilors and officials, but the day-to-day management of the process will be done administratively with regular progress reporting to the political level.

### ***Implementable***

Considering the resource framework of the municipality, the PMS should be implementable within the resources of the municipality, which will include time, institutional, financial, and technical resources.

### ***Transparency and accountability***

The development and implementation of a PMS should be inclusive, transparent and open. The general public should, through the system be made aware of how the operations of the municipality are being administered, how public resources are being spent and who is responsible for what. The implementation framework, captured as part of this policy, will outline the implementation of this principle.

### ***Efficient and sustainable***

The PMS should, like other services within the municipality, be cost effective and should be professionally developed, managed and operated in a sustainable manner.

### ***Public participation***

The constituency of the municipality should be granted their legal rights, in terms of the Constitution and the MSA, through encouragement of public participation by the municipality during the development and implementation of a PMS. The implementation framework indicates the time, kind of involvement and responsibilities in terms of public participation.

### ***Integration***

The PMS should be developed and implemented in such a manner that it will be integrated within the integrated development process of the municipality and its individual employee performance management.



### ***Objectivity***

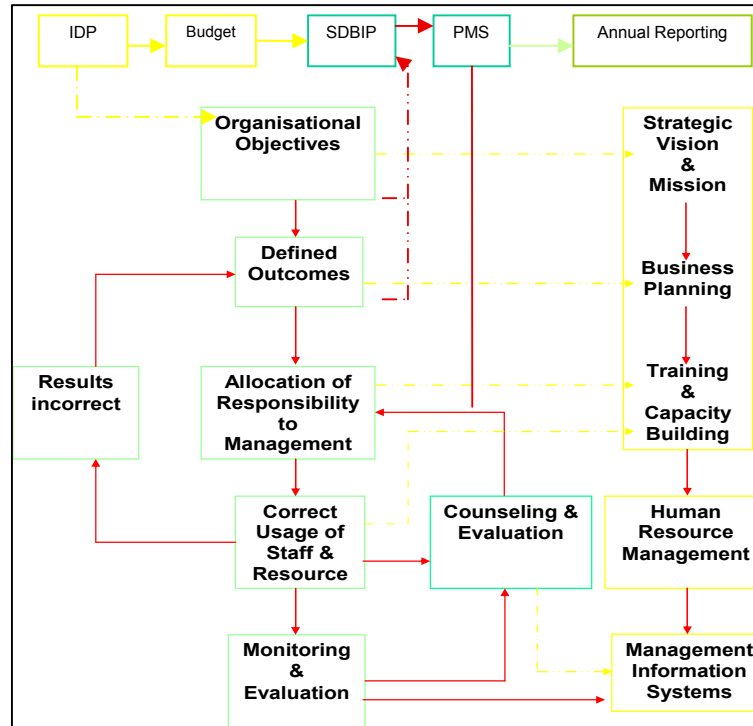
The PM-System must be developed on a sound value system where the management of the system and the information is based upon being objective and credible. The adopted performance assessments ensure objectivity and credibility in the management of performance.

### ***Reliability***

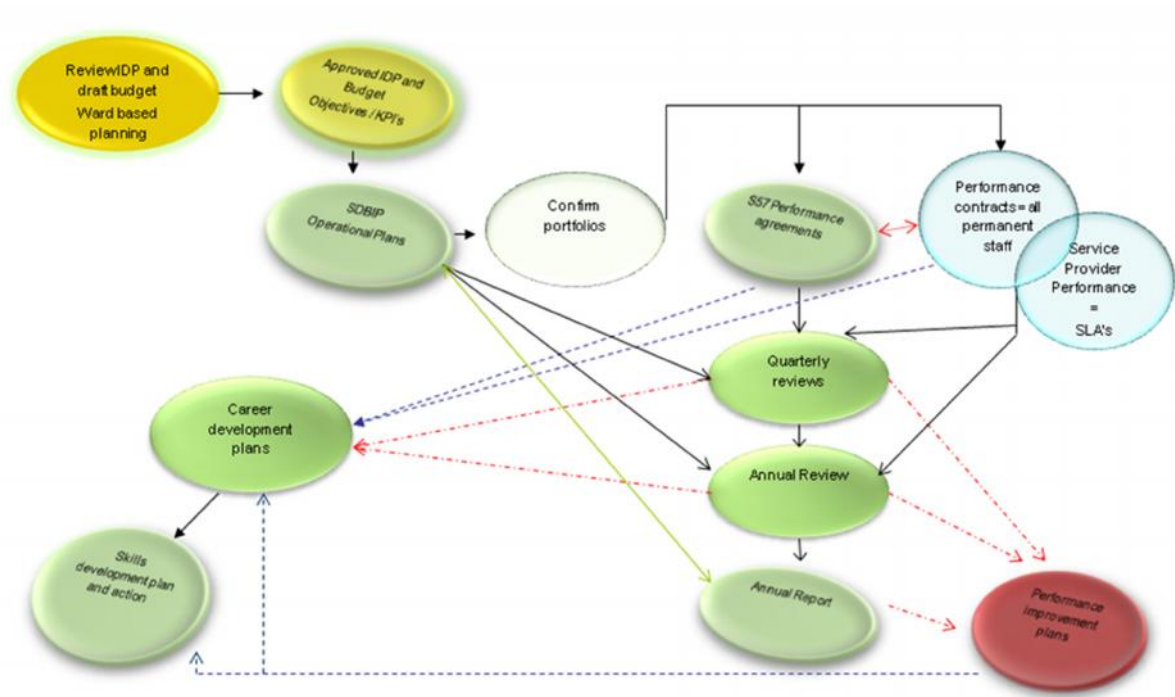
The PMS should provide reliable information on the progress made by the municipality in achieving the objectives as set out in its IDP. The system provides for the use of source documents to verify the information put into the system.

## **10. PERFORMANCE MANAGEMENT CYCLE**

The municipality needs to adopt a performance management and reporting cycle which include timeframes to complete the process. The cycle should start with the strategic session of Council and include the IDP and budget processes. The IDP and budget should be converted to a Service Delivery Budget Implementation Plan (SDBIP) as corporate performance management tool and cascaded down to the PMS of the municipality. The interaction of the performance management and reporting framework and other business processes is summarized in the diagram below.



The Key Milestones are depicted in the following diagram:



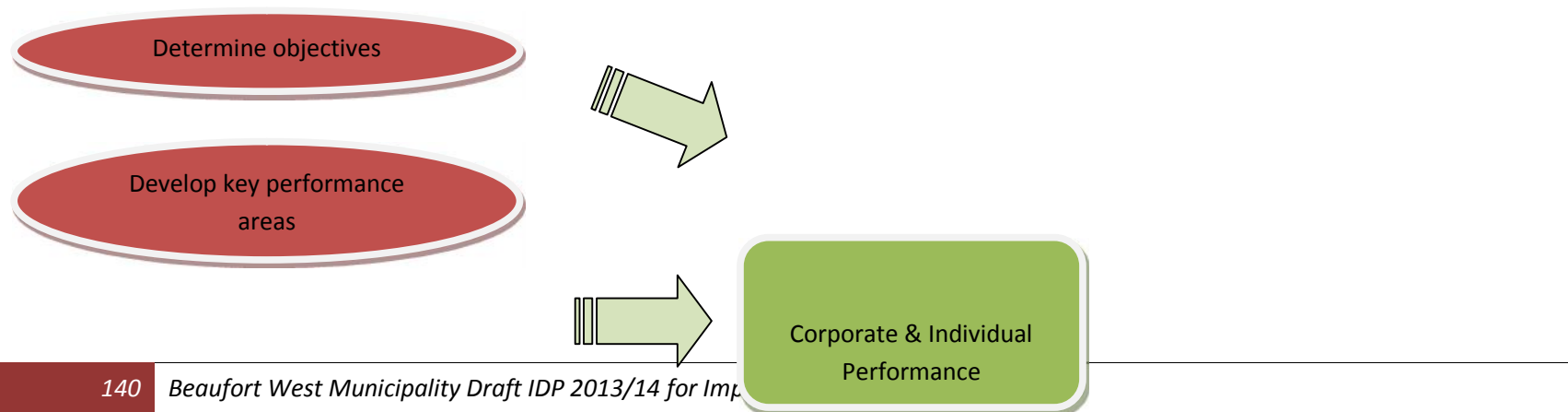
## 11. CORPORATE PERFORMANCE

The IDP process and the performance management process must be seamlessly integrated. The IDP fulfils the planning stage of performance management. Performance management in turn, fulfils the implementation management, monitoring and evaluation of the IDP.

Corporate performance is the first step to seamlessly integrate the IDP and performance management. Corporate performance is measured through the SDBIP.

The SDBIP is a plan where the IDP and budget is converted into measurable criteria on how, where and when the strategies, objectives and normal business processes of the municipality will be implemented. It also allocates responsibility to departments to deliver the services in the IDP and budget. The SDBIP needs to be approved by Council within 28 days after the budget has been approved.

The performance areas and indicators are defined in Annexure A and the responsibilities of individuals are assigned as per paragraph 12 below. The process in determining the performance measures can be summarized as follows:

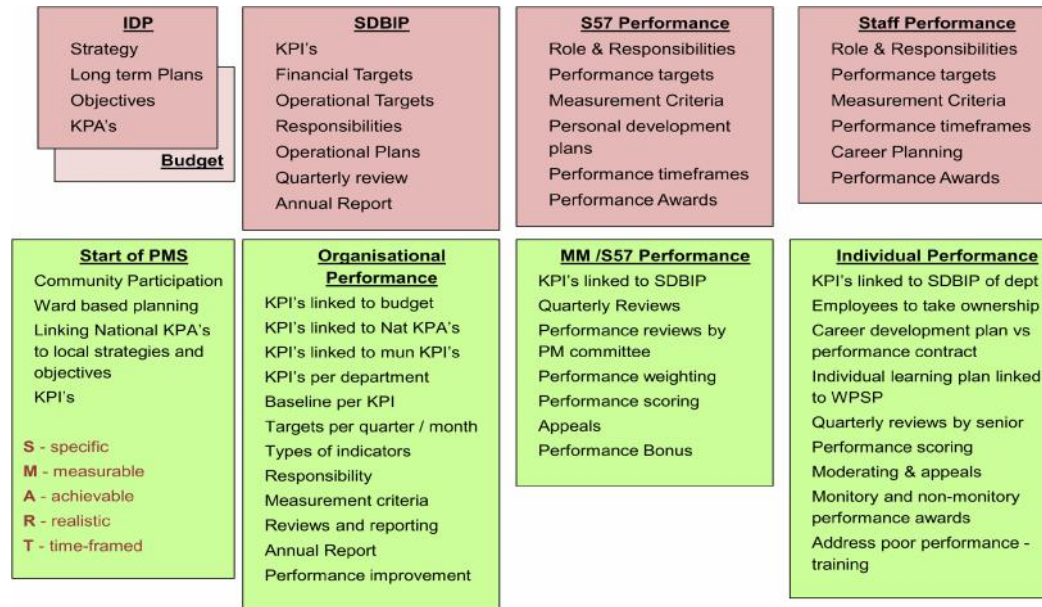




Performance against the SDBIP needs to be reviewed on at least a quarterly basis and the performance against the set criteria needs to be entered on the SDBIP.

The leadership team should use the web-based SDBIP system to manage corporate performance and as an early warning system to identify areas of poor / slow performance and take performance improvement actions. It will be tabled quarterly at Council meetings.

The following diagram illustrates the integration of performance management and sets the scene for managing performance on individual level:



## 12. INDIVIDUAL PERFORMANCE

Once the SDBIP has been approved, the portfolios of the council, departments and S57 appointees need to be confirmed.

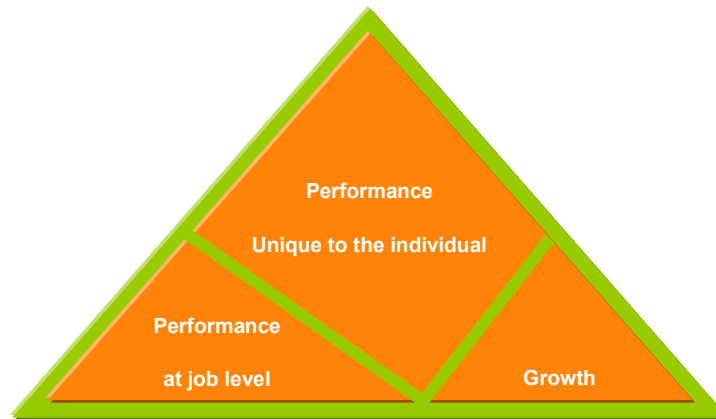
### **SECTION 57 MANAGERS:**

The Local Government Municipal Systems Act 2000 requires the Municipal Manager and the Managers reporting directly to the Municipal Manager to enter into annual Performance Agreements. The employment contract of the Municipal Manager and other Section 57 Managers should be directly linked to their Performance Agreements. These Performance Agreements therefore consist of two distinct parts:

- **Performance Agreement:** This is an agreement between the Section 57 Manager and the Municipality, which regulates the performance required for a particular position and the consequences of the performance. The Agreement deals with only one aspect of the employment relationship, namely performance. This agreement is normally for a period of 5-years but must be reviewed and renewed annually, subject to the individual's annual performance.
- **Performance Plan:** The Performance Plan is an Annexure to the Performance Agreement and stipulates in detail the performance requirements for a single financial year. The Departmental Business Plan or scorecard (sorted per Department) transcends into the Performance Plan/s of the respective Section 57 Managers according to their areas of responsibility

### **OTHER EMPLOYEES:**

The data obtained from sorting the information in the SDBIP according to Individuals, will provide the user with the respective Individual performance contracts.



**Individual performance contracts** are agreed with each employee as part of his / her career development plan. Performance contracts will include the following:

- Performance agreed for all employees on a specific job level. A metrics to be developed.
- Performance agreed with the individual employee unique to the employees daily tasks
- Growth performance – activities agreed that will allow the employee to grow to higher levels

A **career development plan** should be agreed for all employees and include the following:

- Performance contract – including core competencies;
- Career path for the respective employee, including long term and intermediate goals; and
- Training or other skills development needs of the employee.



The **skills development plan** needs to be compiled / updated with the information obtained from the career development plans. The human resources manager together with the respective line manager is responsible to facilitate

**Formal performance reviews** need to be done at least bi-annually to determine the required skills development interventions.

**Please note** that performance and growth is the responsibility of each individual employee and employees should ensure that his / her career development plan is executed. Performance measurement is an ongoing process and should not only be addressed during the formal reviewing sessions.

### ***WEIGHTINGS / RATINGS***

Weightings show the relative importance of input or output against another input or output. Every input or output in the performance agreement must be assigned to a weighting. The weightings / ratings and the distribution of the ratings per level need to be determined by leadership in the beginning of each financial year and agreed with the employee or group of employees.

### ***REPORTING***

Reports need to be prepared for management to act timorously and tabled as required by the respective legislation and this policy framework. The municipal manager should delegate the responsibility of preparing reports on SDBIP progress and employee performance to one or a group of employees.

### ***PERFORMANCE IMPROVEMENT***

The Municipal Systems Act requires the Municipality to annually evaluate its Performance Management System. It is proposed that after the full cycle of the annual review is complete, the performance management team will initiate an evaluation report annually, taking into account the input provided by Departments. This report will then be discussed by the Management Team and finally submitted to the Council for discussion and approval.

While good and excellent performance must also be constantly improved to meet the needs of communities and improve their quality of life, it is poor performance in particular that needs to be improved as a priority. In order to do this, it is important that the casual and contributory reasons for poor performance are analyzed. Poor performance may arise out of one or more of the following:

- Poor systems and processes
- Inappropriate organizational structure
- Lack of skills and capacity
- Absence of appropriate strategy
- Inappropriate organizational culture

It is suggested that the municipality implement a **customer care** system, not only to improve service delivery but to obtain and capture feedback on municipal performance from our customers.

The table below provides a clear timeframe for the key milestones for performance management:

<b>PHASE</b>	<b>ORGANISATIONAL ACTIVITY</b>	<b>INDIVIDUAL ACTIVITY</b>	<b>TIME-FRAME</b>
<b>STRATEGY</b>	Approve IDP and Budget		June
<b>PLANNING</b>	Development of Service Delivery Implementation Plan (SDBIP)		July
	Confirm portfolio's of Council and Departments	Confirm Portfolio's of managers	July
		Performance Agreements of Section 57 Managers	July
		Performance Contracts/Plans with rest of staff	August
	Update Skills Development Plan (SDP)	Finalise Career Development Plans	August
	Agree performance weighting and rewards for year		August
	<b>MONITOR, MEASURE &amp; REVIEW</b>	Monthly Monitoring SDBIP and SDP	
Quarterly Review/s SDBIP and SDP		Bi-annual or quarterly reviews	September December March
		Annual Performance Appraisal	June

	Reward and Recognition		December June
<b>REPORTING</b>	Quarterly Report/s		September December March
	Mid-year assessment to Council	Mid-year Assessment Report	Jan
	Annual Report	Annual Staff Performance Report	July
<b>PERFORMANCE IMPROVEMENT</b>	Performance Improvement Plans		January July

### 13. REWARD AND RECOGNITION

The Council needs to finalize its reward and recognition structure before the approval of the budget.

#### ***Remuneration Committee – Section 57 of the Systems Act (2002)***

The Act requires that every municipality must have a remuneration policy that sets out the link between performance and reward for the Municipal Manager and Managers reporting directly to the Municipal Manager. The employment of the first two levels of Management is regulated by the Local Government: Municipal System Act (2002) and guidelines for the remuneration of Municipal Managers to be issued by the Department of Provincial and Local Government as contemplated by the legislation. It is essential that the remuneration policy is clear, i.e. there must be no confusion in the minds of the Municipal Manager and the Managers reporting to the Municipal Manager what the remuneration policy is in relation to linking the results of their performance to reward. The remuneration policy must clearly indicate the rewards in relation to the performance outcomes of the Municipal Manager and the managers reporting to the Municipal Manager.

Recognition and reward should be linked to achieving the overall performance of the municipality (10%), the performance of the department or team (20%) and individual performance (70%).

#### ***Recognition programme for employees***

The municipal manager and the Remuneration Committee must annually prepare a Recognition programme to reward good performance for Council approval. The recognition programme should address:

- Bonus schemes
- Award determination
- Types of rewards
- Merit increase
- Informal awards – for teambuilding purposes

- Administration of bonuses, merit increases and awards

These rewards need to be communicated to all staff appropriately.

#### **14. APPEALS PROCEDURE**

Should employees not agree with the contents of their performance agreement after the performance discussions or with the final scores that are allocated to them, they may elect to follow the municipality's normal grievance procedures.

#### **15. ROLES AND RESPONSIBILITIES**

The responsibility for Performance Management and Integrated Development Planning should be located in one unit or section to ensure close alignment and co-ordination.

The following table sets the **Roles and Responsibilities of Stakeholders** in performance planning, measurements and analysis and performance reporting and reviews:

STAKEHOLDERS	INVOLVEMENT	BENEFITS
	ADMINISTRATIVE OVERSIGHT	
<b>Executive Mayor</b>	<p>Facilitate the development of a long term Vision regarding IDP and PMS.</p> <p>Mayor is responsible for the performance and need to approve the SDBIP and submit the annual performance report to Council</p>	Optimum and equitable service delivery.
<b>Mayoral Committee</b>	Provide strategic awareness and manage the development of the IDP and PMS.	Promotes public awareness and satisfaction.
<b>Portfolio Committee</b>	<ul style="list-style-type: none"> <li>• Manage the implementation of the strategy.</li> <li>• Review and monitor the implementation of the IDP and the PMS.</li> </ul>	Facilitates the process of benchmarking and collaboration with other municipalities.
<b>Council</b>	<ul style="list-style-type: none"> <li>• Adapt the PMS policy and approve the IDP.</li> <li>• Monitor performance.</li> </ul>	Provides a mechanism for the implementation and review of PMS and IDP achievement.

STAKEHOLDERS	INVOLVEMENT	BENEFITS
	OFFICIALS	
<b>Municipal Manager</b>	<ul style="list-style-type: none"> <li>• Ensure the implementation of the IDP and the PMS.</li> <li>• Communicate with the Executive Mayor and Management Team.</li> </ul>	Clarifies goals, targets and work expectations of the executive management team, other senior managers, line managers and individual employees.
<b>Management Team</b>	Manage Departmental Business / Operational Plans and Performance.	Facilitates the identification of training and development needs at different levels in the municipality.
<b>Line Managers</b>	Implement the departmental business / operational plans and monitor the Individual Performance Plans.	Provides an objective basis upon which to reward good performance and correcting under performance.
<b>Individual Employees</b>	Execute individual performance plans.	Mechanism for early warning indicators to check and ensure compliance.
<b>Internal Audit</b>	Assess the functionality, effectiveness and legal compliance with the PMS.	<ul style="list-style-type: none"> <li>• Enhances the credibility of the PMS and the IDP.</li> <li>• Enhances the status and role of Internal Audit.</li> </ul>



STAKEHOLDERS	INVOLVEMENT	BENEFITS
	<b>COMMUNITY / PUBLIC</b>	
<b>Representative Forums / Ward Committees</b>	<ul style="list-style-type: none"> <li>• Inform the identification of community priorities.</li> <li>• Public involvement in service delivery of the municipality.</li> </ul>	Provide a platform for the public / communities to inform and communicate with Council.
<b>OTHER PARTNERS</b>		
<b>Auditor-General</b>	Ensure legal compliance.	Provides warning signals of under-performance which can provide pro-active and timely interventions.
<b>Performance Audit Committee</b>	Independent oversight on legal compliance.	Provides warning signals of under-performance.

***Process of managing performance***

The annual process of managing the performance of the The Municipality will include performance planning, measurement, analysis, reporting, performance reviews and performance auditing.

### ***Council Reviews***

It is obligatory for the Mayoral Committee in terms of the Systems Act to report to Council on municipal performance and the diagram for reporting and reviewing indicates that the Mayoral Committee will report biannually to Council in the required format. The annual performance report will form part of the Municipality's annual report as per section 121 of the Municipal Finance Management Act.

### ***Public Reviews***

The Municipal Systems Act as well as the Municipal Finance Management Act requires the public to be given the opportunity to review municipal performance. Section 127 of the MFMA requires that the accounting officer (Municipal Manager) must immediately after the annual report is submitted to Council, make the report public and invite the local community to submit comments in connection with the annual report.

It is also proposed that a public campaign be embarked upon annually to involve citizens in the review of municipal performance over and above the requirements of the MFMA. Such a campaign could involve the various Ward Committees as well as the media.

## **16. AUDITING AND QUALITY CONTROL**

All auditing should comply with Section 14 of the Municipal Planning and Performance Management Regulations (2001). Auditing of performance reports must be conducted by the Internal Audit structure prior to submission to the Municipality's Audit Committee and Auditor-General.

### ***Continuous quality Control and Co-ordination***

The Municipal Manager will be required on an ongoing basis to co-ordinate and ensure good quality of reporting and reviews. It will be his / her role to ensure conformity to reporting formats and check the reliability of reported information, where possible.

### ***Performance Investigations***

The Mayoral Committee or Audit Committee should be able to commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis. Performance investigations should assess:

- The reliability of reported information;
- The extent of performance gaps from targets;
- The reasons for performance gaps;
- Corrective action and improvement strategies.

### ***Audit and Performance Committee***

The results of performance measurement must be audited as part of the Municipality's internal auditing process, as well as annually by the Auditor-General. Municipalities are therefore expected to establish frameworks and structures, in order to examine the effectiveness of their internal performance measurement control systems and make recommendations as an independent advisory body to the Municipal Council, the Political Office Bearers, the Accounting Officer and the Management staff of the municipality.

### ***Internal Audit***

The Municipality's internal auditors in terms of Section 165 of the MFMA, in auditing the performance reports of services and the corporate PAW's as required by the regulations, will be required to produce an audit report on a quarterly basis, to be submitted to the Municipal Manager and Audit Committee. If required, the capacity of the internal audit unit will need to be improved beyond the auditing of financial information.

The role of the Audit Committee will be to assess:

- The functionality of the municipality's performance management system;
- The adherence of the system to the Municipal Systems Act;
- The extent to which performance measurements are reliable;

Legislation provides municipalities with the option of establishing a separate performance audit committee. However, the policy proposes only one audit committee regarding the financial and performance management matters of the municipality.

The Municipality has already established an Audit Committee as far as performance auditing and management are concerned and the powers and functions of the committee are set out in its terms of reference and encompasses the MFMA and related legislative requirements.

## **17. MEASUREMENT AND ANALYSIS**

Analysis requires that line managers compare current performance with targets, past performance and possibly the performance of other municipalities, where data is available, to determine whether or not performance is poor. They should also analyze the reason for performance levels and suggest corrective action where necessary.

Municipal – wide outcome indicators will be co-ordinate centrally by the PM Unit.

Prior to reviews taking place by the Management Team, the Mayoral Committee and Council, the corporate performance reporting will need to be tracked and co-ordinate by the PMS Manager. Therefore accumulative quarterly reports will be submitted to the Audit Committee and the Mayoral Committee by the PMS Manager.

## **18. EMPLOYEE BROCHURE**

It is suggested that the municipality prepare a small pocket brochure to distribute to all staff to promote the PMS and to create the necessary awareness and excitement. The possibility of a learning passport should also be considered.

## **19. IMPLEMENTATION PLAN**

The municipality cannot implement this framework within one financial year and therefore prepared an implementation plan. The implementation plan is attached as Annexure C and will be strictly adhered to.

## Annexure A – Key Concepts

CONCEPT	DEFINITION
<b>Performance Management</b>	A performance management framework that describes and represents how the municipal cycle and processes of performance planning, monitoring, measurements, review, reporting and improvement will be conducted, organised and managed, including determining roles of the different role players.
<b>Performance Management System (PMS)</b>	<p>A strategic approach which provides a set of tools and techniques to plan regularly, monitor, measure and review performance of the organisation and individuals.</p> <p>Performance management is a system that is used to make sure that all parts of the municipality work together to achieve the goals and targets that are set.</p>
<b>Organisational Performance Management</b>	Concerned with the overall performance of the Municipality/ Organisation in relation to giving effect to the IDP (Macro Dynamics).
<b>Individual Performance Management</b>	Linked to the Organisational Performance Management System are the individuals who contribute to the success or failure of the Municipality/ Organisation. Each individual will have performance objectives, targets and standards that are linked to objectives of his/her Division, Department and Municipality.
<b>Integrated Development Plan (IDP)</b>	<p>Clearly defining 5-year Strategic Plan of a Municipality.</p> <p>IDP should be reviewed annually or as required.</p>
<b>Key Performance Area</b>	Key areas of responsibility and developed to achieve the objectives set

CONCEPT	DEFINITION
(KPA)	
<b>Objective</b>	Statement about what outcomes do we want to achieve.
<b>Core Competencies</b>	Every employee, no matter at what level or within what function, is required to demonstrate a number of behaviours and skills that are considered core to achieve the objectives of the municipality.
<b>Key Performance Indicators</b> (KPI)	Measures (qualitative or quantitative) that tell us whether we are making progress towards achieving our objectives.
<b>Input Indicators</b>	Indicator that measures resources economy and efficiency.
<b>Output Indicators</b>	Indicator that measures whether a set of activities yields the desired results or products/service.
<b>Outcome Indicators</b>	Measures the broader results achieved through the provision of goods and services (impact).
<b>Target</b>	The level of performance (or desired state of progress) of the indicator that is intended to be achieved by a specified time period.
<b>Baseline Indicator</b>	<p>The value (or status quo) of the indicator before the start of the programme or prior to the period over which performance is to be monitored and reviewed.</p> <p>The base from which progress will be measured.</p>
<b>Benchmarking</b>	Refers to a process whereby organisations of a similar nature use each other's performance as a collective standard against which to measure their own performance.

## Annexure B – Legal Framework

CONCEPT	DEFINITION
<p><b>Constitution 1996</b> <b>(Section 152)</b></p>	<p><b>Mandates Local Government to:</b></p> <p>Provide democratic and accountable government for local communities;</p> <p>Ensure the provision of services to communities in sustainable manner;</p> <p>Promote social and economic development;</p> <p>Promote a safe and healthy environment;</p> <p>Encourage the involvement of communities and community organizations in the matters of local government.</p>
<p><b>Municipal System Act</b> <b>Act 32 of 2000 (Chapter 6)</b></p>	<p><b>A Municipality must:</b></p> <p>Establish a Performance Management System.</p> <p>Promote a performance culture.</p> <p>Administer its affairs in an economical, effective, efficient and accountable manner.</p> <p><b>It further outlines the core components of a performance management system as follows:</b></p> <p>Set KPI's as a yardstick for measuring performance.</p> <p>Set measurable performance targets with regard to each of those development priorities</p>



CONCEPT	DEFINITION
	<p>and objectives.</p> <p>Monitor measure and review performance once per year.</p> <p>Take steps to improve performance.</p> <p>Report on performance to relevant stakeholders.</p>
<p><b>White Paper on Service Delivery (Batho Pele)</b> <b>1998</b></p>	<p>PMS is based on the 8-principles of improved service delivery as outlined in the White Paper:</p> <p>Consultation</p> <p>Service Standards</p> <p>Access</p> <p>Courtesy</p> <p>Information</p> <p>Openness/ Transparency</p> <p>Redress</p> <p>Value for Money</p>
<p><b>MFMA – Act 56 of 2003</b></p>	<p>Establish a performance management system.</p> <p>Development of a performance management system.</p> <p>Monitoring and review of performance management system.</p>

CONCEPT	DEFINITION
	<p>Community involvement.</p> <p>General key performance indicators.</p> <p>Audit of performance measurement.</p> <p>Annual performance reports.</p>

OCCUPATION	LEGISLATION
<p><b>Municipal Manager</b></p>	<p>White Paper on Local Government (1998)</p> <p>Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998)</p> <p>Local Government: Municipal Structures Amendment Act (No. 1 of 2003)</p> <p>Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)</p> <p>Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003)</p> <p>Local Government: Municipal Demarcation Act, 1998 (Act No. 27 of 1998)</p> <p>Transfer of Staff to Municipalities Act</p> <p>Local Government Laws Amendment Act (No. 51 of 2002)</p>

OCCUPATION	LEGISLATION
<b>Arts, Culture &amp; Heritage</b>	<p>Traditional Leadership and Governance Framework Act, 2003 (Act No. 41 of 2003)</p> <p>Archive Act</p> <p>Cultural Laws Amendment Act 2001</p> <p>National Heritage Resources Act 1999</p>
<b>Libraries, Social Development and Sport &amp; Recreation</b>	<p>Social Assistance Act No. 13 of 2004</p> <p>National Council for Library and Information Service Act of 2001,</p> <p>Pension Fund Second Amendment Act 2001</p> <p>SA Sport Commission Second Amendment act 1999,</p>

OCCUPATION	LEGISLATION
<p><b>Legal, IT, HR, Administration</b></p>	<p>Skills development Amendment act (No. 31 of 2003)</p> <p>Access to Information Act, 2000 (Act no. 2 of 2000)</p> <p>Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998)</p> <p>Local Government: Municipal Structures Amendment Act (No. 1 of 2003)</p> <p>Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)</p> <p>Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003)</p> <p>Labour Relations Act 66 of 1995</p> <p>Labour Relations Amendment Act (No. 12 of 2002)</p> <p>Basic Conditions of Employment Act 75 of 1997 (BCEA)</p> <p>Basic Conditions of Employment Amendment Act (No. 11 of 2002)</p> <p>Employment Equity Act 1998</p> <p>Skills Development Act 97 of 1998</p> <p>Occupational Health and Safety Act</p> <p>Unemployment Insurance Fund Act</p> <p>Pensions Fund Act</p>

OCCUPATION	LEGISLATION
	<p>Unemployment Insurance Amendment Act (No. 32 of 2003)</p> <p>Promotion of Equality and Prevention of Unfair Discrimination Amendment Act (No. 52 of 2002) Smoking and Other Workplace Legislation</p> <p>Public Holidays Act 35 of 1994, amended by 48 of 1995</p> <p>Promotion of Equality and Prevention of Unfair Discrimination Act</p> <p>Unemployment Insurance Contributions Act (No. 4 of 2002)</p>
<b>Electricity</b>	<p>Eskom Conversion Act No.13 of 2001</p> <p>Blueprint on the Restructuring of The Electricity Distribution (2001)</p>

OCCUPATION	LEGISLATION
<b>Revenue and Expenditure</b>	<p>Local Government: Municipal Finance Management Act (No. 56 of 2003)</p> <p>Local Government: Remuneration of Public Office Bearers Act, 1998 (Act No. 20 of 1998)</p> <p>Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998)</p> <p>Local Government: Municipal Structures Amendment Act (No. 1 of 2003)</p> <p>Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)</p> <p>Procurement Act</p> <p>Division of Revenue (No 7 of 2003), (No 5 of 2004) and (NO 1 of 2005)</p> <p>Local Government Municipal Property Rates Act (No. 6 of 2004)</p>
<b>GIS</b>	<p>Local Government: Municipal Finance Management Act (No. 56 of 2003)</p> <p>Access to information Special framework and SDF</p> <p>Spatial data infrastructure act (No. 54 of 2003)</p>

OCCUPATION	LEGISLATION
<b>IDP / Strategic Planning</b>	<p>Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998)</p> <p>Local Government: Municipal Structures Amendment Act (No. 1 of 2003)</p> <p>Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)</p> <p>Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003)</p> <p>Constitution 1996</p> <p>PMS Regulations 2001</p>
<b>PMS</b>	<p>Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998)</p> <p>Local Government: Municipal Structures Amendment Act (No. 1 of 2003)</p> <p>Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)</p> <p>PMS Regulations 2001</p> <p>Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003)</p> <p>Constitution</p>
<b>Municipal Police &amp; Traffic</b>	<p>National Road Traffic Amendment Act (No. 20 of 2003)</p>

OCCUPATION	LEGISLATION
	SAP Service Amendment Act
<b>Parks &amp; Cemeteries</b>	Cemeteries Act
<b>Planning : Environment, Land, Transport &amp; Town/Urban Planning</b>	Squatter Acts Land Use Management Act Land Restitution Act Town Urban Planning, Communal Land Rights Act No. 11 of 2004 Land Transport Transition Amendment Act 2001 National Environmental Management Amendment Act (No. 8 of 2004) National Environmental Management: Biodiversity Act (No. 10 of 2004) Adjustments Appropriation Act (No. 27 of 2004) Local Government: Municipal Demarcation Act, 1998 (Act No. 27 of 1998)
<b>Roads &amp; Storm Water</b>	Water Service Act, Road Traffic Act No. 29 of 1998
<b>Valuation</b>	Municipal Property Rates Act, 2004 (Act No. 6 of 2004) Property Valuers Profession Act 2000 Local Government Municipal Property Rates Act (No. 6 of 2004)



OCCUPATION	LEGISLATION
	Deeds Registries Amendment Act (No. 9 of 2003)
<b>Water &amp; Sanitation</b>	Sanitation Act, National Water Act 1998 Water Services Amendment Act (No. 30 of 2004)
<b>Waste Management</b>	Environment Management Act Solid Waste Disposal Act National Environmental Management Amendment Act (No. 8 of 2004) National Environmental Management: Biodiversity Act (No. 10 of 2004)
<b>Health</b>	Primary Health Act National Health Act (No. 61 of 2003)
<b>Disaster Management</b>	Disaster Management Act (No. 57 of 2002) Drought Relief Adjustments Appropriation Act (No. 3 of 2004)

## Annexure C – Implementation Plan

Activity	Activity description	Planned Timeframe	Actual date held/ info sent/received	Comments
<b>Phase 1: Analysis and introduction</b>				
Introduction presentation to municipality		4 Feb 2009	4 Feb 2009	Completed
Collection of municipal information				Completed
Current SDBIP				Completed
Current PMS framework / policy if any				Completed
Copies of Sec 57 performance agreements and all annexures				Completed
Copy of staff structure				
Any PMS in use				Completed
Copy of IDP				Completed
Analysis of policies, systems and procedures				Completed
Finalise and agree implementation plan		By 6 March 2009		

Activity	Activity description	Planned Timeframe	Actual date held/ info sent/received	Comments
<b>Phase 2 (a): Policy Framework</b>				
Review, alignment and update of the Performance Policy Framework/ Development of PMS policy framework		27 Feb 2009		
Distribution of draft for comment		27 Feb 2009		
Workshop draft with management		16 March 2009		
Obtain final input and present to management		By 2 April 2009		
Submission to LLF (Municipality)	Municipality to submit	By 15 April 2009		
Submission to Council for approval (Municipality)	Municipality to submit	By 30 April 2009		
Advertising of policy framework for public view	Municipality to advertise	May 2009		
Presentation to Performance Audit Committee		By 30 April 2009		
Workshops with personnel ( as part of PMS development workshop)		During April 2009 – dates to be determined by municipality		

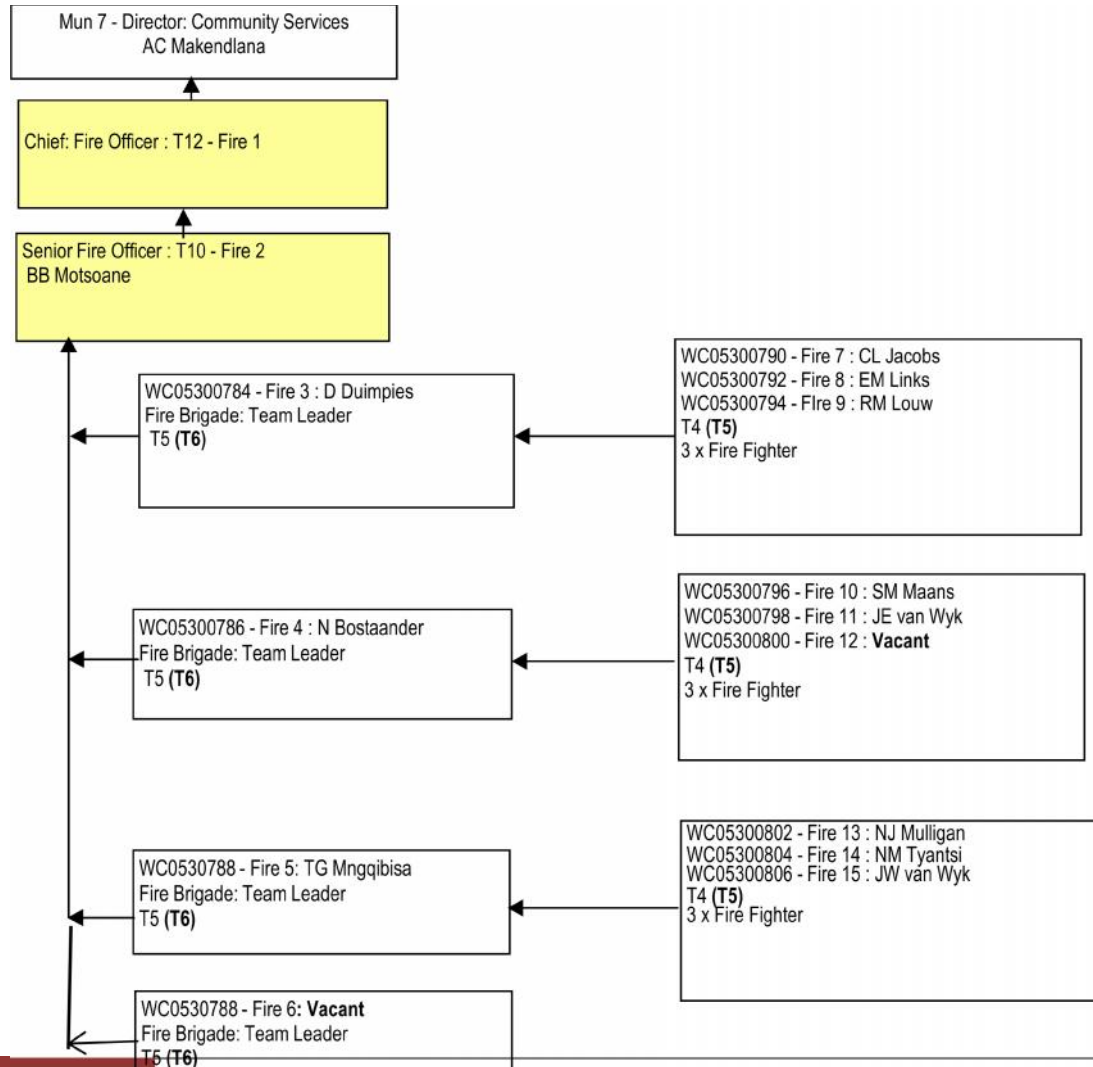
Activity	Activity description	Planned Timeframe	Actual date held/ info sent/received	Comments
<b>Phase 2 (b): SDBIP</b>				
SDBIP alignment with IDP and budget review				Completed
Re- develop op SDBIP if needed (additional)	Municipality to decide			Completed
Approval of final SDBIP				Completed
Advertising of SDBIP for public view				Completed
Loading of SDBIP on Ignite system				Completed
Training on system				Completed
<b>Phase 3: s57 contracts</b>				
Draft Contracts as per the SDBIP	Alignment of Contracts with SDBIP			Completed
Workshop with directors	To review SDBIP & contract agreement			Completed
Presentation and approval				Completed

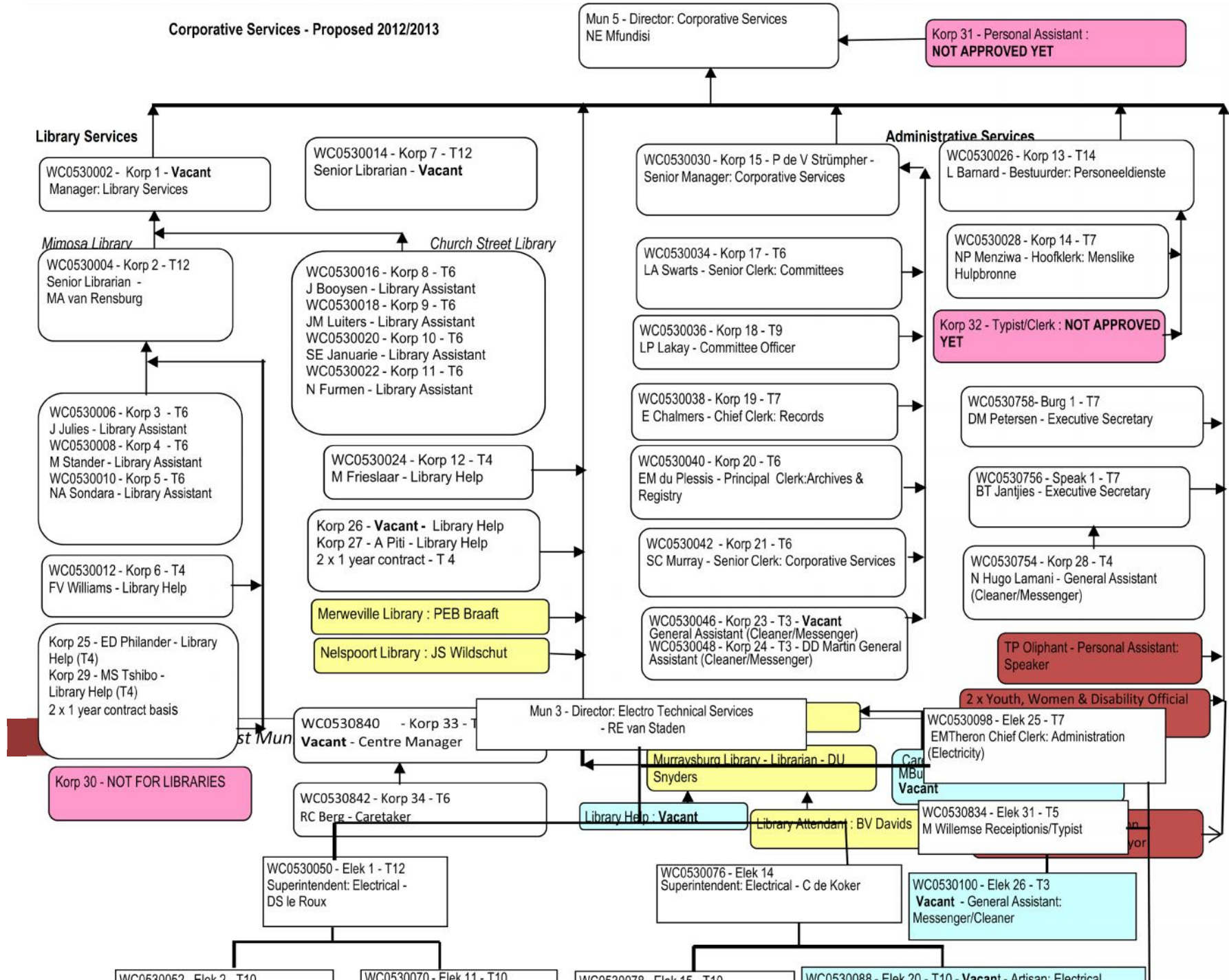
Activity	Activity description	Planned Timeframe	Actual date held/ info sent/received	Comments
<b>Phase 4 : PMS design and PMS manual</b>				
Workshops with Directorates to present best practice	Departmental workshops to determine specific needs:	During May 2009 – dates to be determined by municipality		
Design PMS & draft Manual	Submit for review	June 2009		
Circulate draft manual for input		June 2009		
Submission for Approval	Presentation to Directors and EMC	End June 2009		
Implementation workshops	Workshop per Department	July 2009		
<b>Phase 5: PMS implementation over period of 9 months</b>				
Training: Performance Contracts	Training plan to be Finalised			Completed
Implementation	Implementation with hands-on support	July/ August 2009		
Training: Performance Evaluations	Training plan to be Finalised	July/ August 2009		
Implementation	Implementation with hands-on support	July/ August 2009		

Activity	Activity description	Planned Timeframe	Actual date held/ info sent/received	Comments
Training: Moderation	Training plan to be Finalised	July/ August 2009		
Implementation	Implementation with hands-on support	July/ August 2009		

<b>Additional:</b>				
Re-developing of SDBIP	Municipality to decide			Completed
Performance reviews of s57 employees	Directors to agree on date			Ongoing
Training to Audit / performance committee	Municipality to decide			
Annual report aligned with SDBIP & PMS	Municipality to decide			Completed
Use of electronic systems	Municipality to decide			Completed

**Approved - Fire Brigade Section**







**Electro Technical Services**

2011/2012/2013

Strategic Management / Strategiese  
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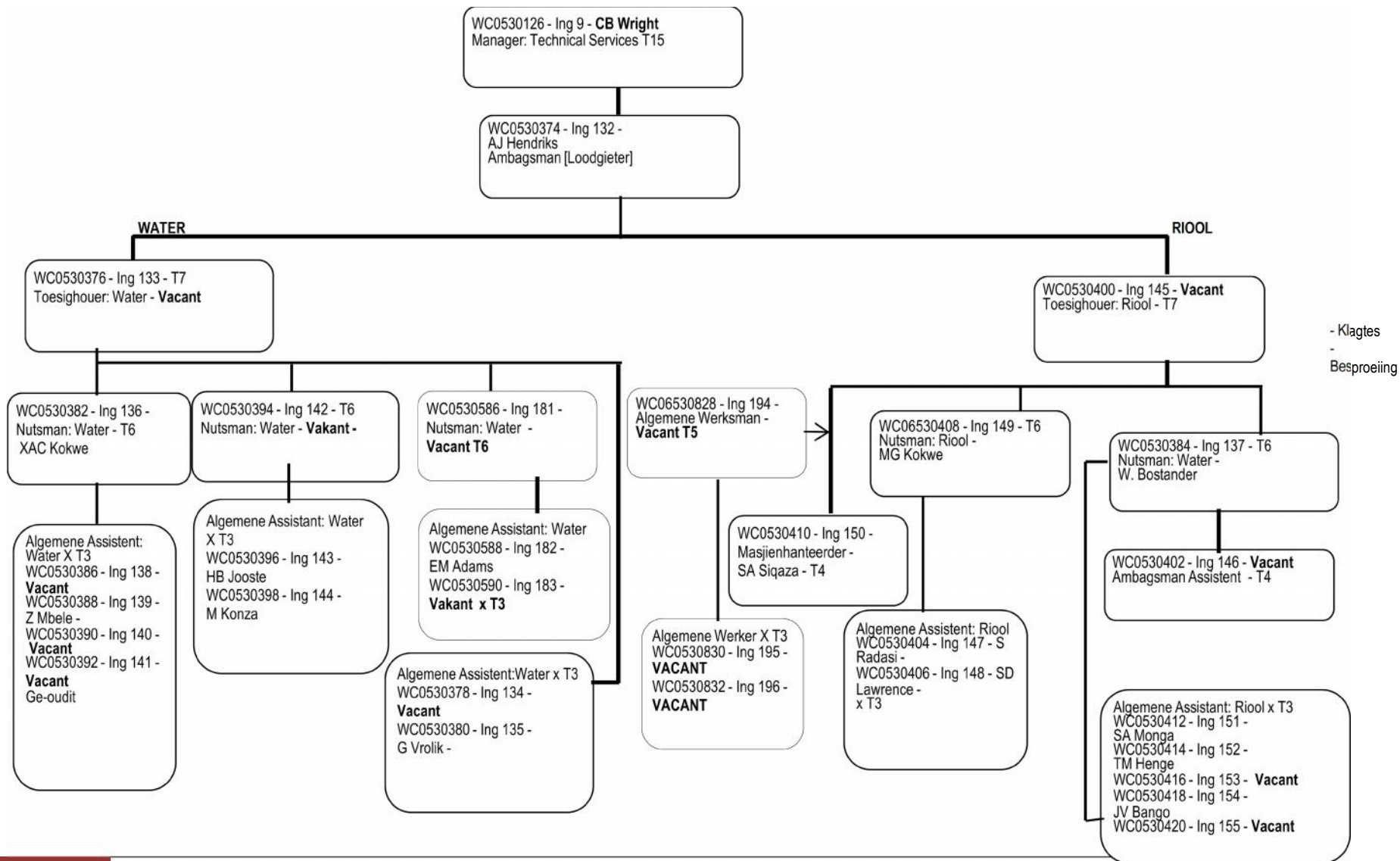
Aanvraagbeheer / Demand Control  
Toepassing van Wetgewing / Law  
Enforcement

Beramings / Estimates

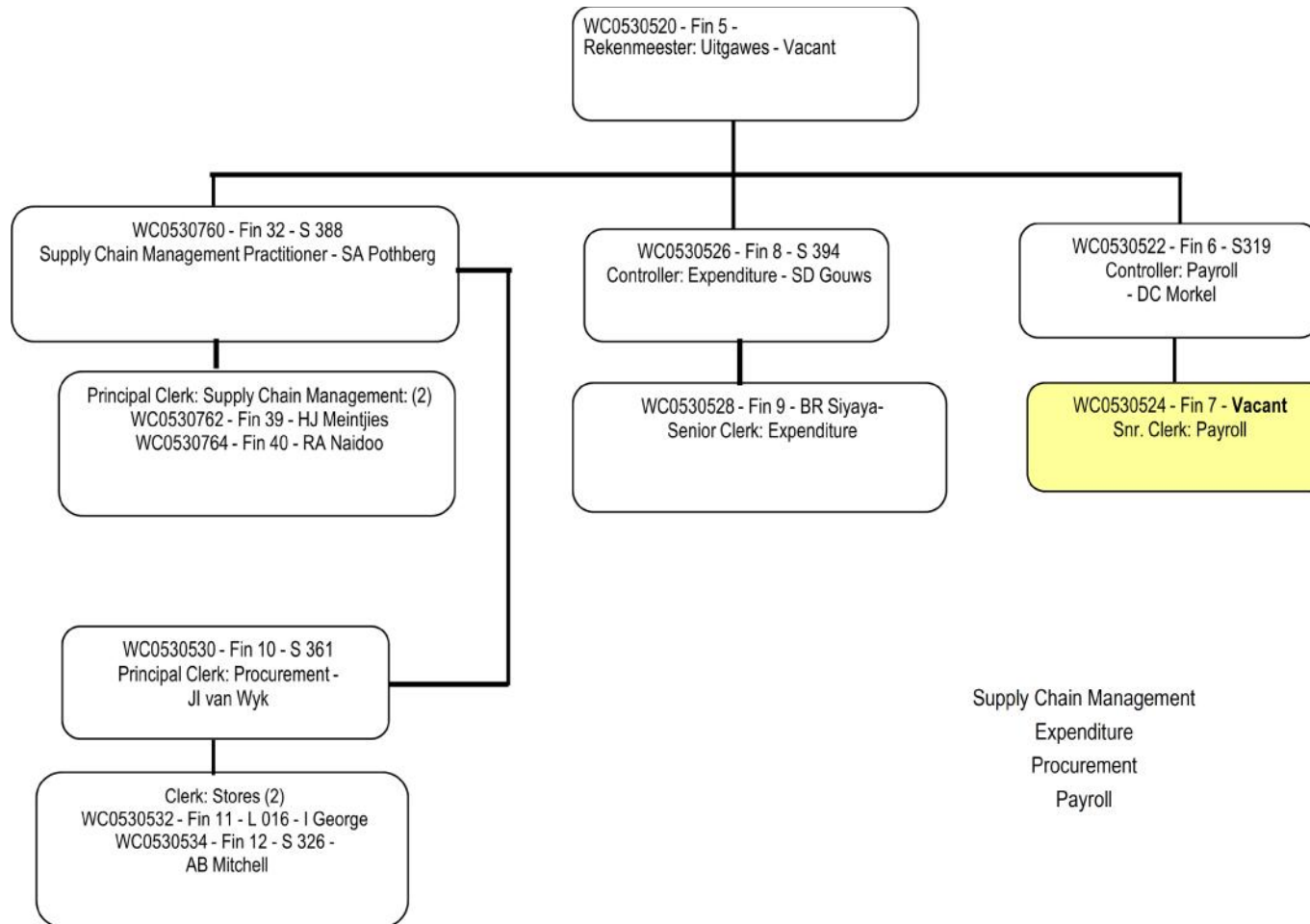
Konsultasie / Consultation

High Voltage

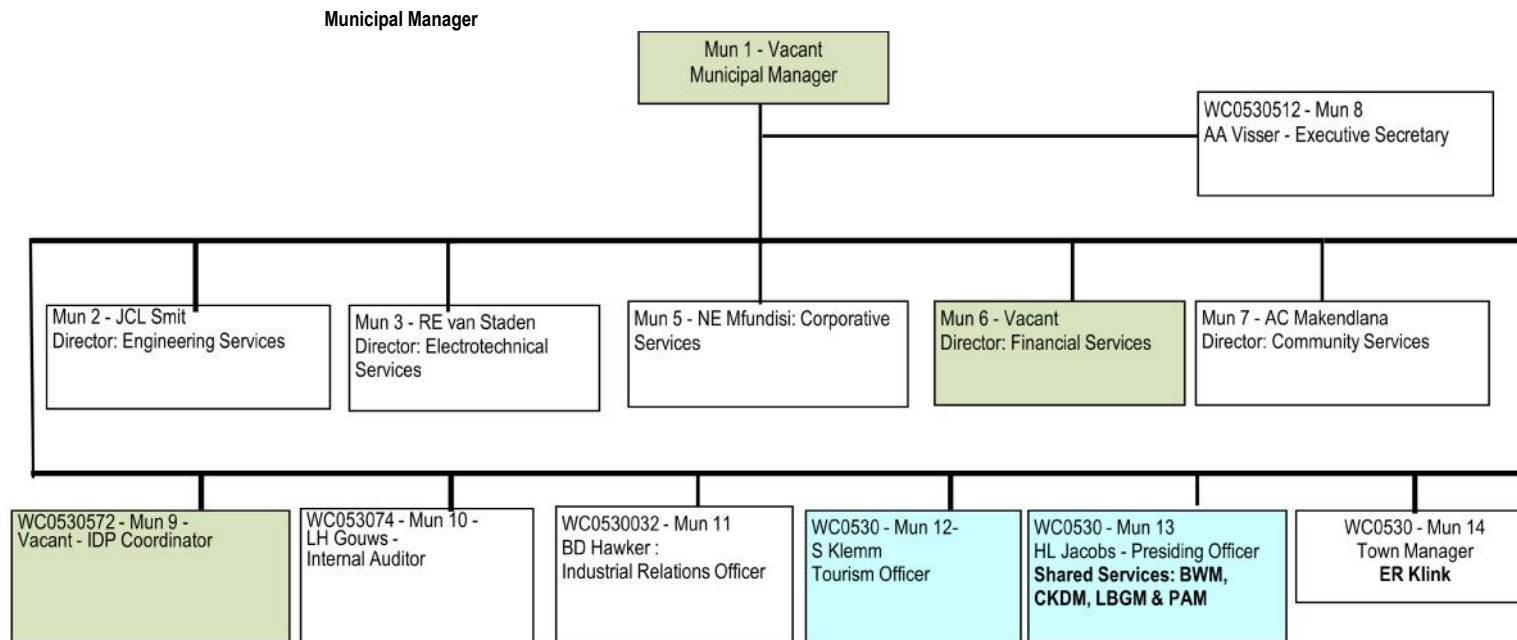
Low Voltage



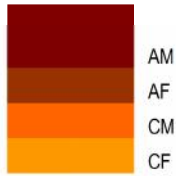
CREDITORS/EXPENDITURE SECTION



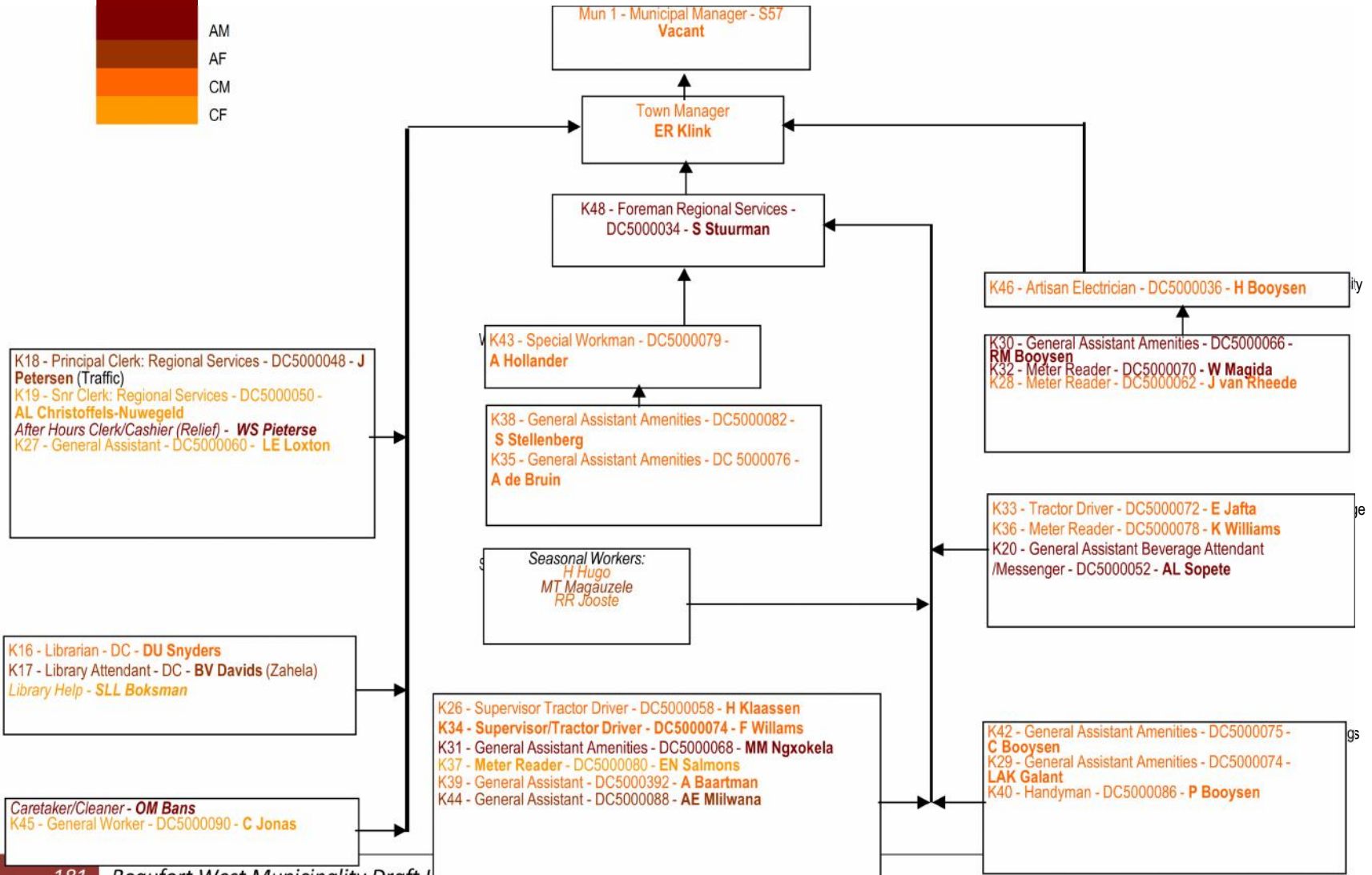
Supply Chain Management  
Expenditure  
Procurement  
Payroll



Contract Staff



CURRENT



Current Organogram

