



DRAFT REVIEW OF THE INTEGRATED DEVELOPMENT PLAN 2025 – 2026

THIRD REVIEW OF THE 5TH GENERATION IDP (2022 – 2027)



BREED VALLEY
MUNICIPALITY • MUNISIPALITEIT • UMASIPALA



023-348-2600



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30 Baring Street, Worcester

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LIST OF ABBREVIATIONS

The following abbreviations are found in this document and represent processes, institutions of government, programmes and plans of different spheres of government playing an active role or forming an integral part of the operations of local government.

AFS	Annual Financial Statements
AG	Auditor-General
BVM	Breede Valley Municipality
CBO	Community-Based Organisation
CFO	Chief Financial Officer
CoGTA	Department of Cooperative Governance and Traditional Affairs
CRR	Capital Replacement Reserves
CS	Community Services
CWD	Cape Winelands District
CWDM	Cape Winelands District Municipality
CWP	Community Works Programme
DCAS	Department of Cultural Affairs & Sport
DBSA	Development Bank of Southern Africa
DEADP	Department of Environmental Affairs & Development Planning
DEDAT	Department of Economic Development and Tourism
DLG	Department of Local Government
DoBE	Department of Basic Education
DoCS	Department of Community Safety
DSD	Department of Social Development
DTPW	Department of Transport and Public Works
EM	Executive Mayor
ES	Engineering Services
EPWP	Expanded Public Works Programme
FS	Financial Services
FY	Financial Year
HR	Human Resources
HRM	Human Resources Management
IDP	Integrated Development Plan
IGR	Intergovernmental Relations
IWMP	Integrated Waste Management Plan
LED	Local Economic Development

MAYCO	Mayoral Committee
MERO	Municipal Economic Review & Outlook
MFMA	Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003)
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MPAC	Municipal Public Accounts Committee
MPPMR	Municipal Planning and Performance Management Regulations
MSA	Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)
NDHS	National Department of Human Settlements
NGO	Non-Governmental Organisation
NPO	Non-Profit Organisation
NT	National Treasury
NYDA	National Youth Development Agency
OMM	Office of the Municipal Manager
PDIS	Planning, Development & Integrated Services
PHSHDA	Priority Human Settlements and Housing Development Area(s)
PMS	Performance Management System
PT	Provincial Treasury
RSEP	Regional Socio-economic Programme
SALGA	South African Local Government Association
SANRAL	South African National Roads Agency Limited
SAPS	South African Police Services
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SSS	Strategic Support Services
WCG	Western Cape Government
WSDP	Water Services Development Plan

EXECUTIVE MAYOR'S FOREWORD

To be updated in final IDP submission.

MUNICIPAL MANAGER'S FOREWORD

To be updated in final IDP submission.

PART 1: LEGISLATIVE FRAMEWORK

PART 2: SOCIO-ECONOMIC & DEMOGRAPHIC PROFILE

PART 3: MUNICIPAL SITUATIONAL ANALYSIS

PART 4: STRATEGIC FRAMEWORK

PART 5: UNPACKING THE STRATEGIC PILLARS

PART 6: RESOURCING THE PLAN

PART 7: INTERGOVERNMENTAL COOPERATION

PART 8: MEASURING PERFORMANCE



BREED VALLEY

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A caring valley of excellence

CHAPTER 1: LEGISLATIVE FRAMEWORK

1.1 INTRODUCTION

The Breede Valley Municipality is a B2-municipality presiding over the towns of Rawsonville, Worcester, De Doorns and Touwsrivier and covers a square kilometre area of 3 833 km², also known as the Breede Valley region. The municipality is obligated by the Municipal Systems Act, 2000 to compile a comprehensive and integrated development plan for the municipality, outlining and guiding all development and management in its area of jurisdiction. On 1 July 2022, the municipality commenced with its first year of the 5th generation strategic plan earmarked to inform and guide the elected public representative leadership and Council during its term of office.

The 5th Generation IDP was developed after extensive consultative processes and reflection with communities, community organisations & stakeholders, Council and Management, tasked to reflect on development imperatives on an annual basis. This document serves as the third review of the 5th Generation IDP (2022 – 2027), in preparation for Council's fourth financial year within its elected 5-year term. The diagram below depicts the IDP process flow within the reference term:

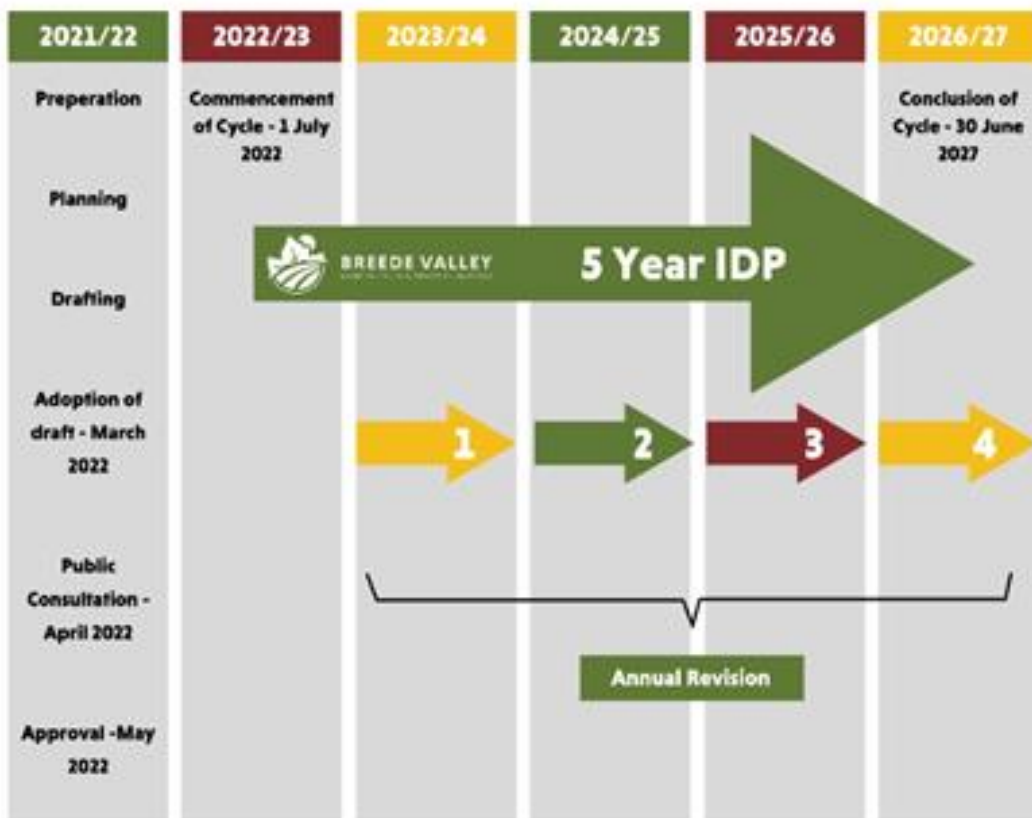


FIGURE 1: FIVE-YEAR IDP CYCLE

This document is compartmentalised into eight sections for ease of referencing the strategic imperatives encapsulated herein, namely:



- PART 1: LEGISLATIVE FRAMEWORK**
- PART 2: SOCIO-ECONOMIC AND DEMOGRAPHIC PROFILE**
- PART 3: MUNICIPAL SITUATIONAL ANALYSIS**
- PART 4: STRATEGIC FRAMEWORK**
- PART 5: UNPACKING STRATEGIC PILLARS**
- PART 6: RESOURCING THE PLAN**
- PART 7: INTERGOVERNMENTAL COOPERATION**
- PART 8: MEASURING PERFORMANCE**

1.2 THE ROLE AND PURPOSE OF THE IDP

The IDP is central to the long-term sustainable management of the municipality and informs key processes, developments and decisions within the municipal service area landscape. The key focus of this document is to deliver on the strategic intent of Council, mobilising all available resources to systematically implement its mission through action plans in support of its objectives.

The priorities and actions identified in this IDP will inform the structure of the municipality, the service delivery standards, all financial planning and budgeting as well as performance monitoring and reporting by the municipality. As the principle strategic plan of the municipality, the IDP must inspire ownership amongst all stakeholders, including the political leadership, management and the public who are served. The IDP aligns all municipal resources and processes to achieve developmental goals and objectives.

The IDP links to a financial plan or budget, which aligns financial resources and investment to stimulate local economic growth and development, focused on redressing economic imbalances and providing opportunities for all. Monitoring and evaluation of the IDP are linked to a performance management system, ensuring that the strategy remains effective and efficient. The Service Delivery Budget Implementation plan (SDBIP) flows from the IDP process, which is signed off by the executive mayor after approval of both the IDP and budget.

Section 26 of the MSA sets out the core components that the IDP must reflect:

- (a) the municipal council's vision for the long-term development of the municipality, with special emphasis on the municipality's most critical development and transformation needs;
- (b) an assessment of the existing level of development in the municipality, which must include an identification of communities that do not have access to basic municipal services;
- (c) the council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;

- (d) the council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- (e) a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- (f) the council's operational strategies;
- (g) applicable disaster management plans;
- (h) a financial plan, which must include a budget projection for at least the next three years; and
- (i) the key performance indicators and performance targets determined in terms of Section 41 of the said Act.

1.3 LEGAL FRAMEWORK FOR THE COMPILATION OF THE FIVE-YEAR IDP

In Section 152 of our Constitution, the objects of local government are outlined as follows:

Municipalities must:

- (a) provide democratic and accountable government for local communities;
- (b) ensure the provision of services to communities in a sustainable manner;
- (c) promote social and economic development;
- (d) promote a safe and healthy environment; and
- (e) encourage the involvement of communities and community organisations in the matters of local government.

Section 25 of the Municipal Systems Act (MSA), 2000 describes the IDP as “a single, inclusive and strategic plan for the development of the municipality”. This single plan is in alignment with the municipality's constitutional mandate and links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality, aligns the resources and capacity of the municipality with the implementation of the plan, forms the policy framework and general basis on which annual budgets must be based and is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation. Breede Valley Municipality cannot plan on its own.

The MSA places an obligation on municipalities to be inclusive and create conditions for the local community to participate in the affairs of the municipality, including the preparation and implementation of its integrated development plan (Section 16, MSA). The municipality must create processes and mechanisms to involve the local communities in developing this plan. The municipality needs to involve all components of the municipality (political component, administration, and community) to jointly and collaboratively plan for development. With regards to citizen involvement, it is imperative that the municipality clearly explain when and where citizens' involvement is required and at what level, for instance merely information sharing, extended participation in ward committees or in municipal governance issues.

The IDP, as a strategic plan, charts the long-term direction for the municipality, outlining the vision or future state that the municipality perceives itself to be over the next five-year period. It also contains short- to medium-term goals and objectives, resource allocation, and how these resources are spent in an effective, efficient and economical way (performance measurement), how land will be used, disasters be mitigated, and how the municipality will work together with other spheres

of government and sectors to implement its strategic plan or IDP. Critical in any strategic plan is an analysis of the current situation in the municipality (see Chapter 3).

1.4 PROCESS PLAN / TIME SCHEDULE FOR THE 5TH GENERATION IDP ADOPTED BY COUNCIL

The IDP is developed and reviewed in accordance with the IDP process plan (compiled once per cycle, prior to commencement thereof) and the IDP time schedule (compiled yearly within the 5-year cycle, 10 months prior to commencement of a new financial year). The process plan and time schedules aid in ensuring that processes comply with certain minimum quality standards, resulting in proper coordination amongst the spheres of government and the engagement of communities during the preparation of the IDP. The Breede Valley Municipal Council approved the 5th Generation IDP Process Plan on 25 January 2022 (Council resolution C16/2022), which set out the methods and approach to be used in the planning, compiling, implementing, monitoring and reviewing the 5th Generation IDP throughout the five-year term. In preparation of the third review/amendment of the 5th Generation IDP, Council approved the time schedule on 20 August 2024 (Council Resolution: C64/2024), which depicts the key planning activities (amongst others) earmarked for implementation within the 2024/25 financial period, in preparation for the 2025/26 IDP and Budget cycle. The detailed 5th Generation IDP Process Plan and applicable Time Schedule can be viewed on the municipal website, via the following links:

- <https://bvm.gov.za/download/integrated-development-plan-idp-2022-2027-idp-process-plan-2022-2027/>
- <https://bvm.gov.za/download/idp-budget-time-schedule/>

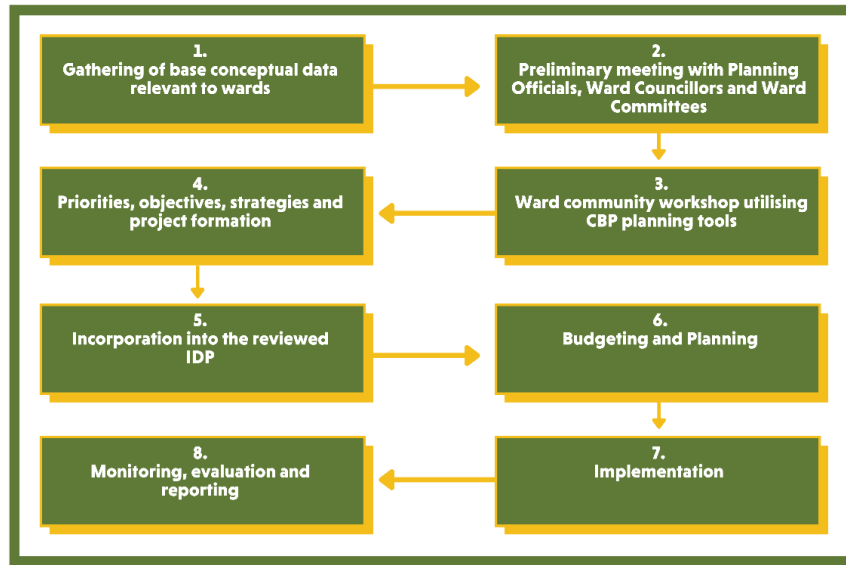


FIGURE 2: GENERIC IDP PROCESS

Upon approval, the Process Plan / time schedule was disseminated to provincial departments, communities, CBOs, ward committees, community development workers and key stakeholders to engage meaningfully with the process and also to allow proper planning for the disbursement of the resources necessary to conduct the process.

PART 1: LEGISLATIVE FRAMEWORK

PART 2: SOCIO-ECONOMIC & DEMOGRAPHIC PROFILE

PART 3: MUNICIPAL SITUATIONAL ANALYSIS

PART 4: STRATEGIC FRAMEWORK

PART 5: UNPACKING THE STRATEGIC PILLARS

PART 6: RESOURCING THE PLAN

PART 7: INTERGOVERNMENTAL COOPERATION

PART 8: MEASURING PERFORMANCE



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CHAPTER 2: DEMOGRAPHIC AND SOCIO-ECONOMIC PROFILE

Chapter 2 provide insights into the socio-economic and demographic profile of the Breede Valley Municipality. Data on the demographic and social make-up of the municipality will (amongst others) enable the municipality to gauge its internal capacity to meet the needs of communities and increase the efficiency and effectiveness of its service delivery programmes. Differently put, this information may inform future planning and development initiatives, which will impact on service delivery targets set by the municipality.

However, it is imperative to note that the data used in these plans often reflects past periods rather than real-time conditions. This is due to a lag-effect, i.e. the natural delay between the collection, analysis, and publication of statistical data.

Often, socio-economic and demographic statistics/data are not depicted in real-time, primarily due to the following reasons:

- **Data Collection and Processing Delays:**

Large-scale data collection, such as national censuses, surveys, and administrative records, takes time to gather. Once collected, data undergoes rigorous verification, cleaning, and analysis to ensure accuracy and reliability before publication. This process introduces an unavoidable delay, meaning that by the time data is released, it already reflects past conditions.

- **Publication Timelines of Statistical Reports:**

Official reports from entities such as Statistics South Africa (Stats SA), National Treasury, and sector-specific research bodies are often released months or years after the reference period. For example, the 2024 Matric Pass Rate was only released in early 2025 because examination results need to be verified, analysed, and reported before public release. Similarly, municipal demographic and socio-economic profiles cited in an IDP may rely on data from earlier financial periods because more recent statistics are not yet available.

- **Alignment with Planning Cycles:**

Municipal planning operates within fixed budget and planning cycles (e.g., five-year IDPs, annual reviews). Given that planning documents must be finalised within specific timeframes, they often rely on the most recently available statistics at the time of drafting, even if they do not reflect the present moment. This ensures that plans are based on authoritative and verified data, rather than speculative or incomplete figures.

Statistical data and information in throughout this document (Chapter 2 particularly) should thus be read and interpreted with the abovementioned context in mind (note: the revision/updating of statistical data under Chapter 2 is in process, and will be concluded in the final IDP submission).

2.1 A CURSORY GLANCE AT BREEDE VALLEY

The BVM covers an area of approximately 3 833 km² stretching from the Du Toitskloof Mountains in the southwest to the Kwadousberg in the southeast. BVM is one of five local municipalities within the Cape Winelands District, and include the

towns of Worcester, Touwsrivier, Rawsonville and De Doorns as well as the rural areas adjacent to and between these towns and the Matroosberg rural area. The most striking feature of the Breede Valley is its scenic beauty. Majestic mountains, fertile valleys, vineyards and vast plains covered with indigenous semi-desert vegetation captivate the soul. Worcester serves as the administrative headquarter of the municipality and is also regarded as the primary economic service node. The municipality is divided into 21 wards. The geographical layout and ward demarcations are encapsulated in table 1 and figure 4 respectively.

Apart from the formal settlement areas, the municipality has a number of informal settlements. Per the 2022 StatsSA Census, the region recorded a counted population of 212 682 comprising 54 284 households; of which 8 713 were classified as indigent households per municipal records (mid-year 2023/24).

Positioned on the N1, coupled with a major railway intersection, the Breede Valley Municipality offers a unique locational advantage, as it provides ease of access to Cape Town (economic hub of the Western Cape) as well as inland markets. This locational advantage serves as catalyst for attracting and retaining businesses across all sectors to the region. In terms of economic contribution, the financial, insurance, real estate and business services sector (25.2%) currently serves as the biggest contributor to GDP within the Breede Valley (as at 2021). In addition to this, the wholesale & retail trade, catering and accommodation (16.6%) and manufacturing (14%) were the three largest sector contributors to GDP within the Breede Valley, over the same reference period. Although the agriculture, forestry and fisheries represent the fifth largest sector in terms of GDPR contribution (10.6%), it remains an important sector within BVM. The region is world-renowned for its wine farms that produce export quality wines and create sustainable livelihoods for many citizens in the Breede Valley (23.3% contribution to employment). In addition, parts of the Breede Valley are integrated into wine routes frequented by overseas tourists, which form the basis of a robust tourism economy. The region has a mixed farming character, with vegetable farming, poultry farming and livestock production dominating the agricultural landscape.

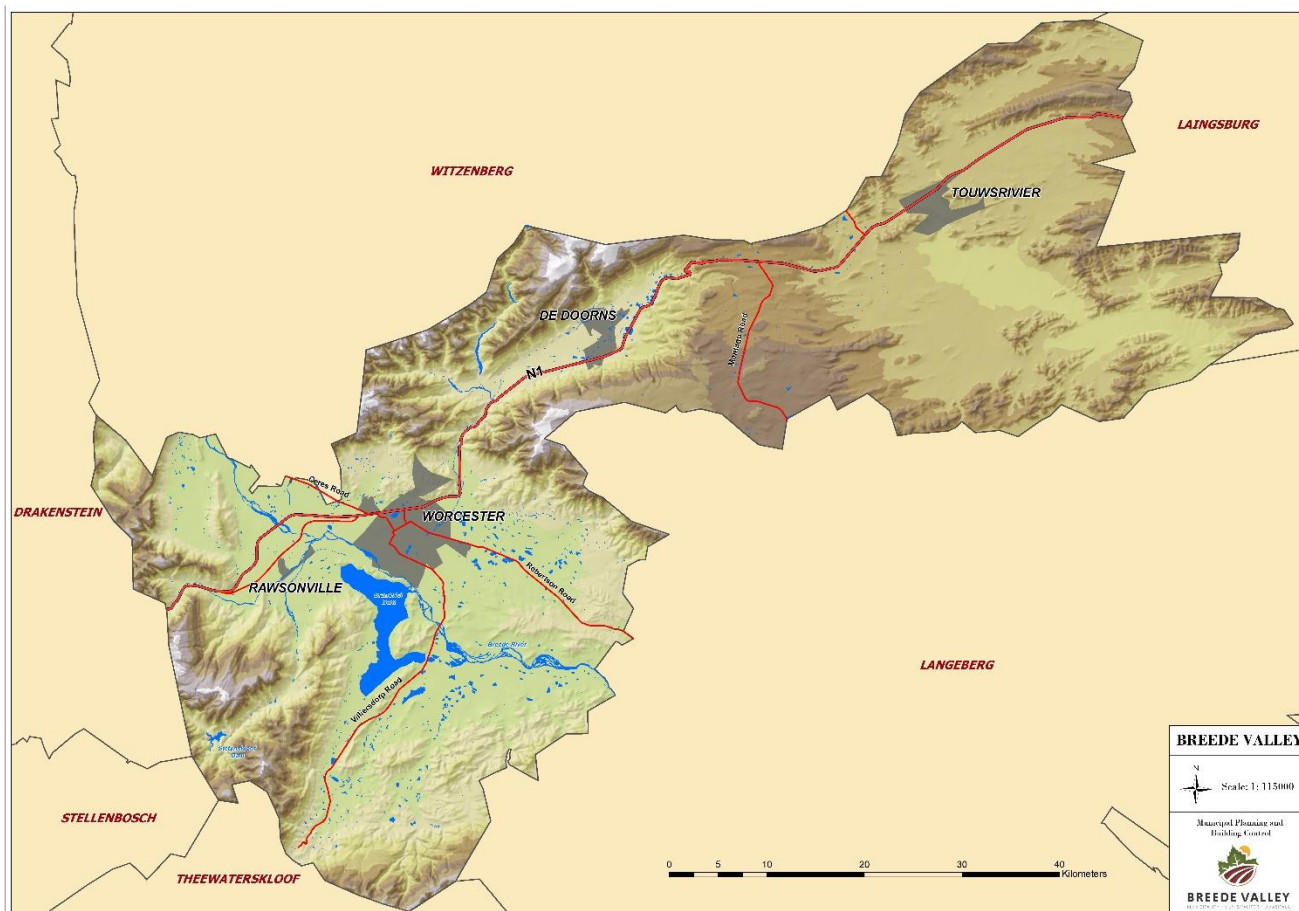


FIGURE 3: BREEDE VALLEY MUNICIPAL AREA

Ward	Areas
1	The entire community of Touwsrivier, including business and residential areas and surrounding farms
2	Stofland and adjacent farms
3	Section of De Doorns town centre, Hasie Square, Ekuphumleni and adjacent farm areas
4	Section of De Doorns town centre, Orchard and adjacent farm areas
5	De Doorns and Worcester farming areas including Brandwag, De Wet and Sandhills, parts of Panorama, Altona and Van Riebeeck Park
6	N1 Worcester entrance, Tuindorp, Bergsig, Van Riebeeck Park, Panorama, Hospital Hill, Hospital Park, Fairway Heights, Bloekombos and part of Altona
7	Paglande, Meiringspark, Roux Park, De La Bat Way, Fairy Glen and part of Industrial Area
8	Part of Industrial Area, Hex Industrial, part of Roodewal and part of Zwelethemba
9	Roodewal area and part of Esselen Park (the Chessies)

10	Part of Hex Park, Part of Transhex and Roodewal flats
11	Parkersdam, Florian Park and parts of Esselen Park (the OVD), Hugosdorp, and Riverview
12	Part of Avian Park, Russell Scheme and CBD
13	Johnsons Park 1, 2 and part of 3, part of Noble Park, Hex Park, part of Avian Park and Riverview houses
14	Riverview flats, Part of Noble Park (Boland Collage and school) and Victoria Park
15	Langerug, Worcester West, Somerset Park, Leighton Park and Goudini Farms
16	Part of Zwelethemba and Mandela Square
17	Part of Zwelethemba
18	Part of Zwelethemba and farms from Overhex, Nonna etc.
19	Part of Rawsonville, Goedeman Park and outlying farming community
20	Part of the centre of Rawsonville and areas towards N1
21	Part of Avian Park and surrounding informal areas

TABLE 1: BREEDE VALLEY WARD DESCRIPTIONS

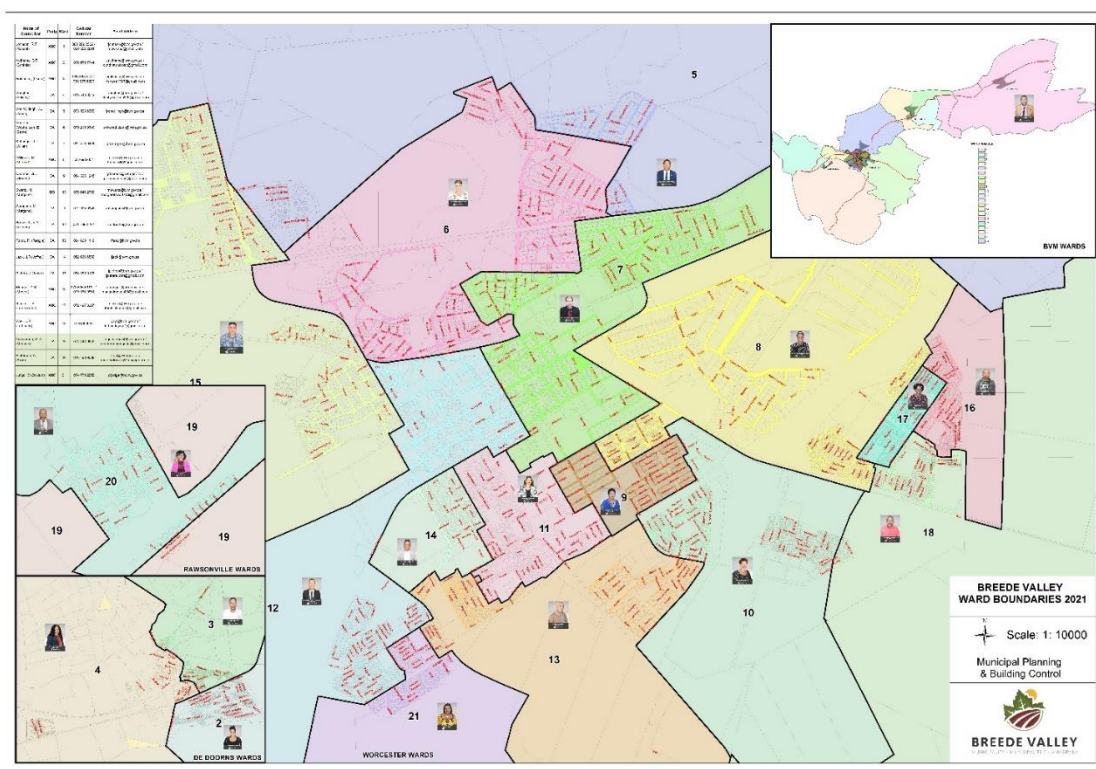
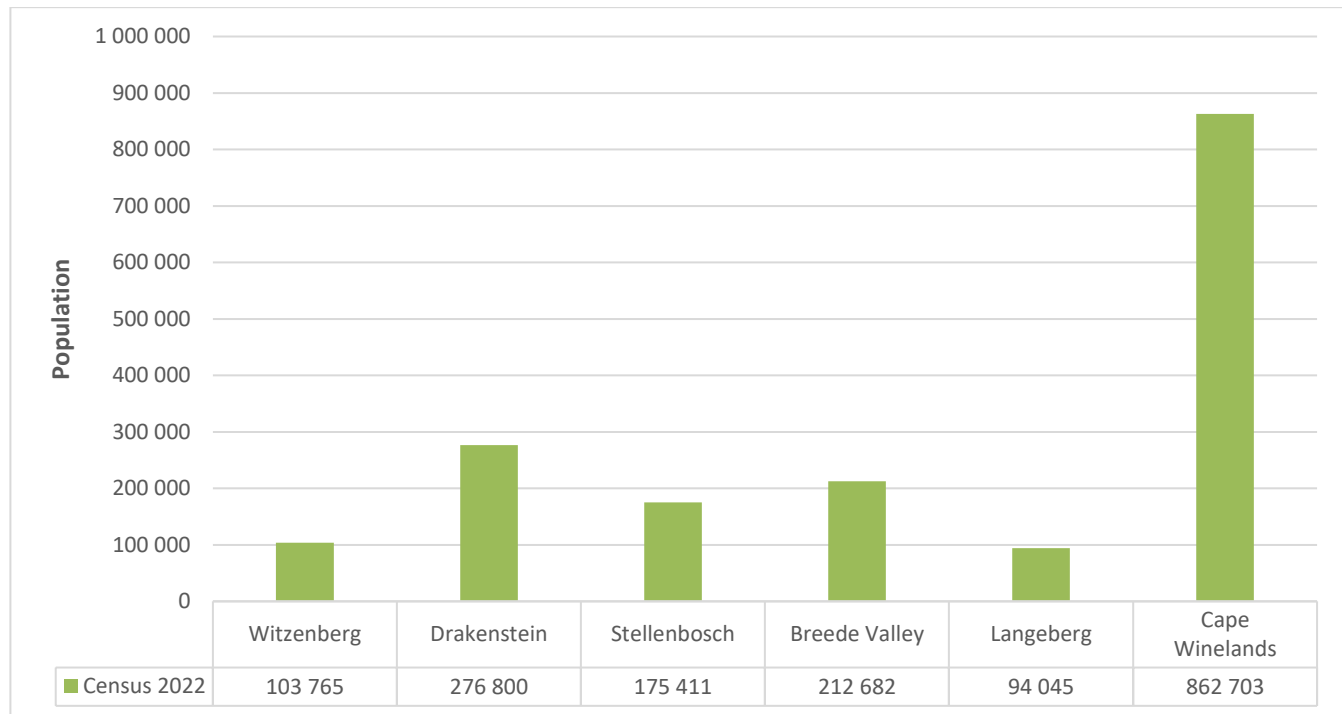


FIGURE 4: MAP OF BREEDE VALLEY MUNICIPALITY WARDS

2.2 DEMOGRAPHIC PROFILE

Population size is a useful measure to forecast the future demand for government services in a particular geographical space. It also serves as a planning tool for budget planners to match available resources with the relative demand for services. As is shown in the table below, Breede Valley recorded the second largest population density in the Cape Winelands District (24.65% of the Cape Winelands District population), which has a population size of 862 703 according to the 2022 Census data.



Source: Stats SA Census 2022

FIGURE 5: POPULATION DISTRIBUTION IN CAPE WINELANDS DISTRICT

The total population in Breede Valley marks a significant increase in comparison to the Census 2011 (166 825) and the Community Survey 2016 (176 578) data. Migration due to employment prospects as well as enhanced access to basic services could be one of the reasons for the population increase experienced in Breede Valley and other municipalities in the region. The number of households in Breede Valley has also increased by 14.12% between 2016 and 2022 as shown in Table 2 below. An increase in the number of households implies an increase in the demand for municipal services, which should be informed by medium- to long-term municipal capital project planning.

Municipality	Census 2011	Community Survey 2016	Census 2022
Breede Valley	42 527	47 569	54 284
Cape Winelands District	198 265	236 006	242 283

Source: Stats SA Census 2011, 2022 & Community Survey 2016

TABLE 2: HOUSEHOLDS IN BREEDE VALLEY

The table below, depicts Breede Valley’s population composition per age cohorts. These groupings are also expressed as a dependency ratio which in turn indicates those who are part of the workforce (Age 15 - 64) and those, who are depending on them (children and seniors). A higher dependency ratio means a higher pressure on social systems and the delivery of basic services.

Between 2022 and 2026, the largest population growth will be recorded in the “aged” cohort, which is anticipated to grow at an annual average rate of 2.2%. The “children” and “working age” cohorts, in turn, are only anticipated to grow by 1.2% each. The notable increase in the “aged” cohort is expected to increase the dependency ratio from 50.5% in 2022 to 50.9% in 2026.

Breede Valley: Age Cohorts, 2022 – 2026				
Year	Children: 0 – 14 Years	Working Age: 16 – 65 Years	Aged: 65+	Dependency Ratio (%)
2022	53 653	130 373	12 168	50.5
2024	54 673	133 491	12 670	50.4
2026	56 172	136 521	13 277	50.9
Growth	1.2%	1.2%	1.9%	-

Source: Western Cape, Breede Valley Socio-Economic Profile, 2022

TABLE 3: BREEDE VALLEY AGE COHORTS (2022 – 2026)

The Farmworker Household Survey Report of 2014/15 reports on general demographic trends of farmworker households within the Cape Winelands area. According to the study, Breede Valley had 1005 households and approximately 4222 people living and working on farms.

The study further indicated that there is approximately an equal split between males and females with an average age of 27.37 years. It was also found that over 66% of individuals were below the age of 35, i.e. classified as youth. The study found that an overall of 62.63% of individuals living in farmworker households have permanent jobs both on and off the farm on which they reside. Approximately 18.1% of individuals living on farms were unemployed, while 19.27% had either temporary or seasonal work. It is imperative to note that the statistics presented above, is derived from a survey conducted during the 2014/15 financial period (Western Cape Department of Agriculture). It is therefore anticipated that this landscape has changed over the past eight years, hence, warranting the need for an updated survey/study to accurately reflect on the current context. It is however important to note that such a survey/study is facilitated by the Western Cape Department of Agriculture, hence, the municipality will rely on future reports (if any) released and published by the department.

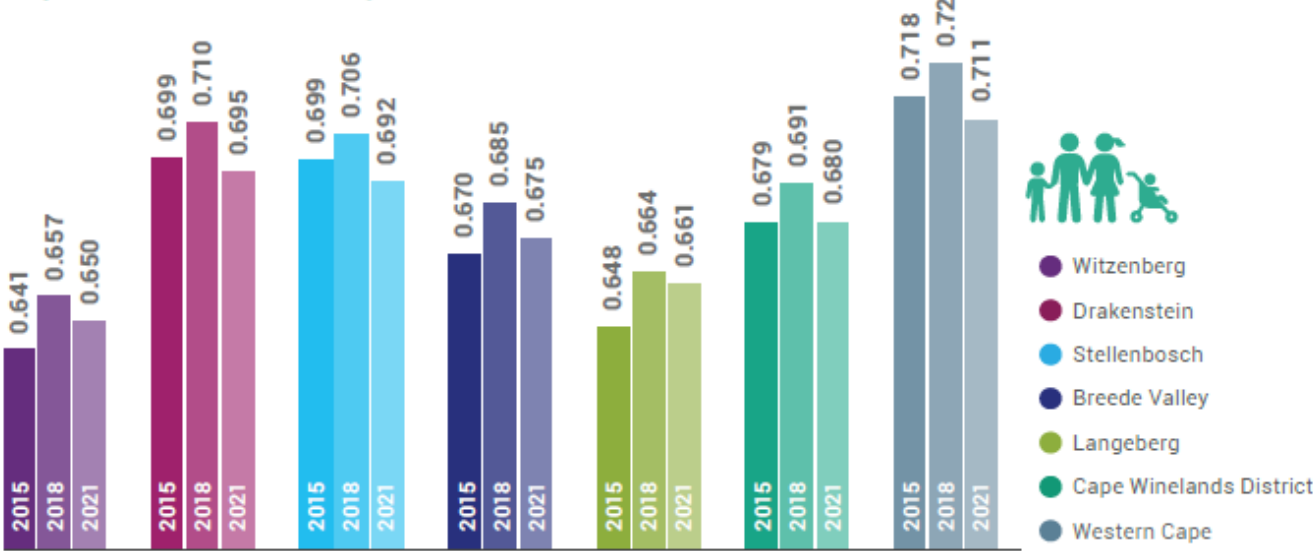
2.3 HUMAN DEVELOPMENT INDEX (HDI)

The level of human development and socio-economic wellbeing since 2015 in Breede Valley can be measured using the Human Development Index (HDI). The HDI is a measure of peoples' ability to live a long and healthy life, to communicate, participate in the community and to have sufficient means to be able to afford a decent living. The HDI is thus a composite index of factors

reflecting schooling, economic prosperity and longevity. It is represented by a number between 0 and 1 where 1 indicates a high level of human development and 0 represents no human development.

The figure below shows that the HDI of Breede Valley Municipality has increased slightly from 0.67 in 2015, to 0.675 in 2021. In 2021, Breede Valley recorded lower levels of human development in comparison to that of the CWD (0.680) and Western Cape Province (0.711) respectively. The level of human development is relatively in line with economic growth rate over the period 2011-2020 (1.4%) and income inequality level (0.615) respectively, which echo’s the national sentiment of slow economic growth, high levels of inequality and low levels of human development that remain prevalent within municipalities, provinces and the country. This is further exacerbated by the devastating impact of Covid-19 on the socio-economic wellbeing of societies across the world, Breede Valley included. In response to this, Breede Valley Municipality should strive to make the local economy more inclusive by driving local economic initiatives encapsulated in its local economic strategy (see Chapter 5).

**HDI PER MUNICIPAL AREA,
Cape Winelands District, 2015 – 2021**



Source: IHS Markit, 2022

FIGURE 6: BREEDE VALLEY HDI

2.4 EDUCATIONAL STATISTICAL INFORMATION

Education and training improve access to employment opportunities and helps to sustain and accelerate overall development. It expands the range of options available from which a person can choose to create opportunities for a fulfilling life. Through indirect positive effects on health and life expectancy, the level of education of a population also influences its welfare.

2.4.1 Educational Facilities

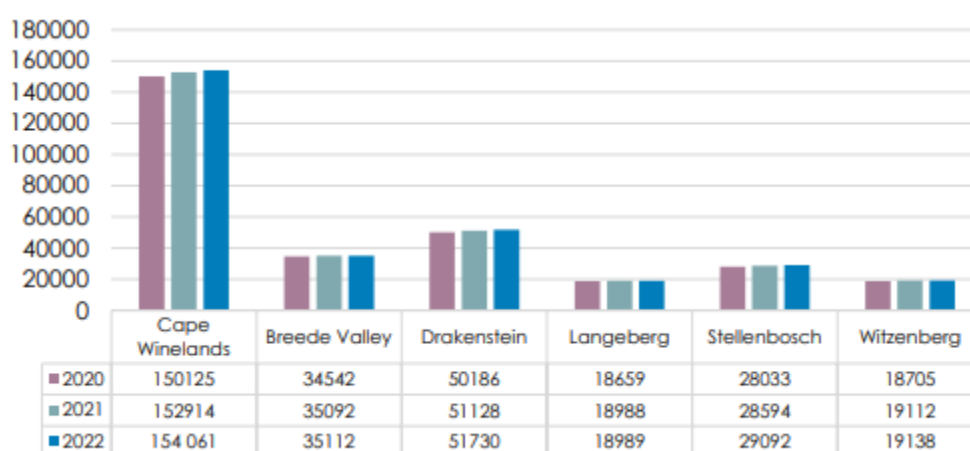
The provision of adequate educational facilities such as schools and FET colleges are imperative in ensuring that favourable educational outcomes are realized which will (in turn) contribute towards enhanced citizen literacy levels and economic prosperity within society.

In 2022, 58 public schools were recorded in Breede Valley, of which 46 (79.31%) of these were classified as no-fee schools. The majority of the schools are characterised as Quintile 1 or Quintile 2 schools, which indicate that they are situated in communities where high poverty indices are recorded by national government, differently put, schools that specifically cater to the poorest 20% of learners (quintile 1) and next poorest 20% of learners (quintile 2). These schools account for 47.87% of learners within public schools throughout the Breede Valley (i.e. 18 794 out of 39 259)

Two new secondary schools were recently constructed in the Breede Valley Municipality, namely Zwelethemba Senior Secondary and Worcester High School, which were completed in September 2015 and February 2017 respectively. This amounted to a total capital injection of R92,5 million by the Department of Transport and Public Works under its Education Infrastructure Grant. In addition, the DoE budgeted R2 million in the 2022/23 financial period linked to the repurposing of the Roodewal Primary School. The department anticipates spending approximately R75 million on this particular project over the MTEF period (i.e. 2023/24 – 2025/26).

2.4.2 Learner Enrolment

Accurate information on learner enrolment numbers enables the WCED to determine the level of current and future demand for education provisioning. In addition, municipalities and local businesses utilise learner data to assess the current and potential skills pool in the region, which is a critical consideration for their long-term investment strategies. Learner enrolment in Breede Valley increased from 34 542 to 35 112 learners between 2020 and 2022. This could be attributed to a number of factors including demographics and socio-economic context.



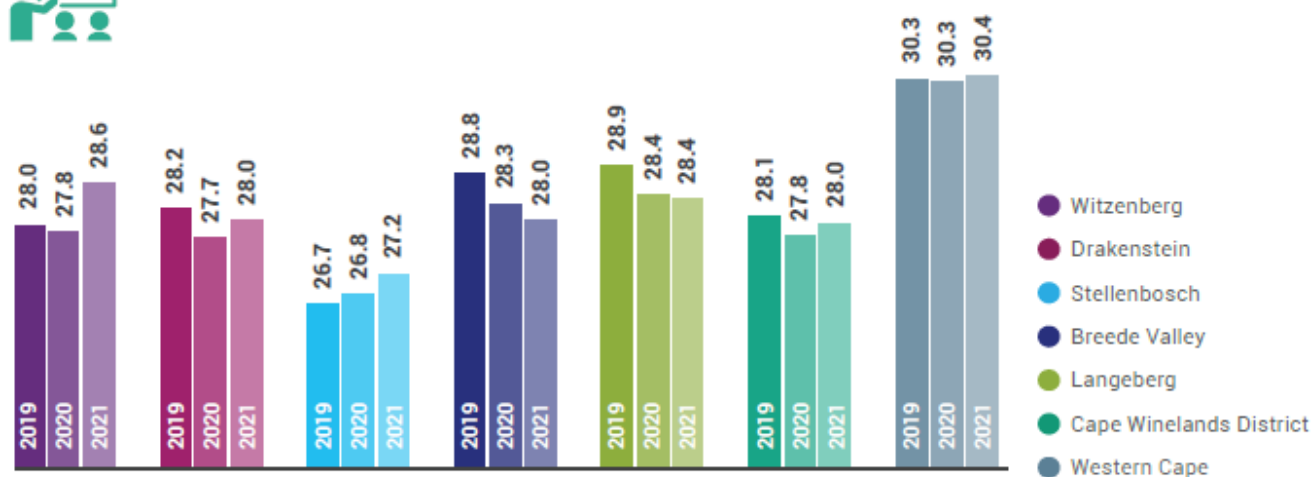
Source: BVM Socio-economic Profile 2023

FIGURE 7: BVM LEARNER ENROLMENT, 2020 - 2022

2.4.3 Learner – Teacher Ratio

The learner-teacher ratio indicates the number of learners per educator. Changes in this ratio can ultimately affect learner performance, as a lower ratio implies that educators can provide more detailed attention to learner needs due to smaller class sizes. The learner-teacher ratio in the Breede Valley Municipal area marginally decreased from 28.8 in 2019 to 28.3 in 2020, and 28 in 2021. Breede Valley is comparing well in comparison with the geographical areas within the district, specifically considering the rate at which the ratio declined over the referenced period. It would however be advantageous if the ratio maintains the downward trend year-over-year, as this would indicate that there is a sufficient number of teaching staff in the area to accommodate the increase in the number of learner enrolments. This creates potential for positively influencing educational outcomes within the area. Factors influencing the learner-teacher ratio include (amongst others) the ability of schools to employ more educators.

LEARNER-TEACHER RATIO, Cape Winelands District, 2019 – 2020



Source: Western Cape Education Department, 2022

Learner-teacher ratios are indicative of the capacity of schools to accommodate more learners. Learner-teacher ratio upper limits of 40:1 in ordinary primary schools and 35:1 in ordinary high schools are set by the Department of Education.⁹ Lower learner-teacher ratios are associated with more interaction between teachers and learners, which could contribute to better-quality education.¹⁰

FIGURE 8: BVM LEARNER-TEACHER RATIO, 2019 - 2021

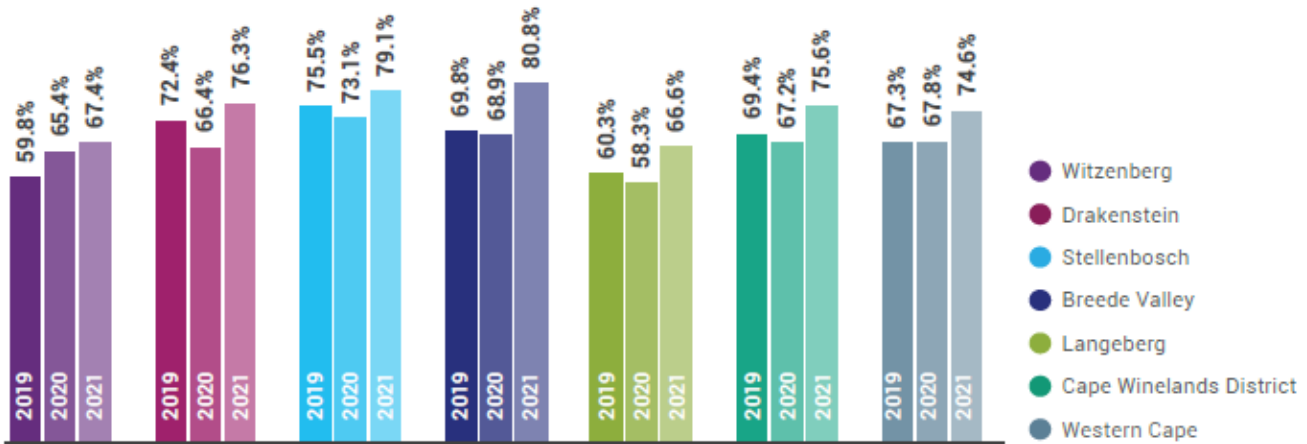
2.4.4 Educational Outcomes & Levels of Education

Policy decisions and choices in the sphere of education play a critical role in determining the extent of future generation's ability to effectively participate and influence the future economic landscape and trajectory, as well as the extent in which poverty reduction plans can be realised. It is therefore a customary trend that a high correlation exists between education

achievement levels and income potential and standard of living of residents in a particular geographic area. Municipalities particularly use the level of education attainment amongst its citizens to drive investment strategies, and to assess how to retain or expand the skills base and diversify businesses that invest in the area.

The figures below indicate the grade 10 - 12 retention rates. The Breede Valley municipal area recorded the highest Grade 10 to 12 retention rate in 2021 (80.8%), which represents a significant improvement in relation to the comparative years. This is indicative that more learners are progressing to Grade 12 and presents a significant competitive advantage for the area, particularly the supply of qualified and skilled labour. A lower retention rate may result in greater socio-economic ills and challenges, particularly if these individuals are unable to become economically active. Therefore, local challenges that result in learners leaving school before Grade 12 need to be continuously assessed, especially considering that most sectors require semi-skilled and skilled labour.

**GRADE 10 TO 12 RETENTION RATE,
Cape Winelands District, 2019 - 2021**



Source: Western Cape Education Department, 2022

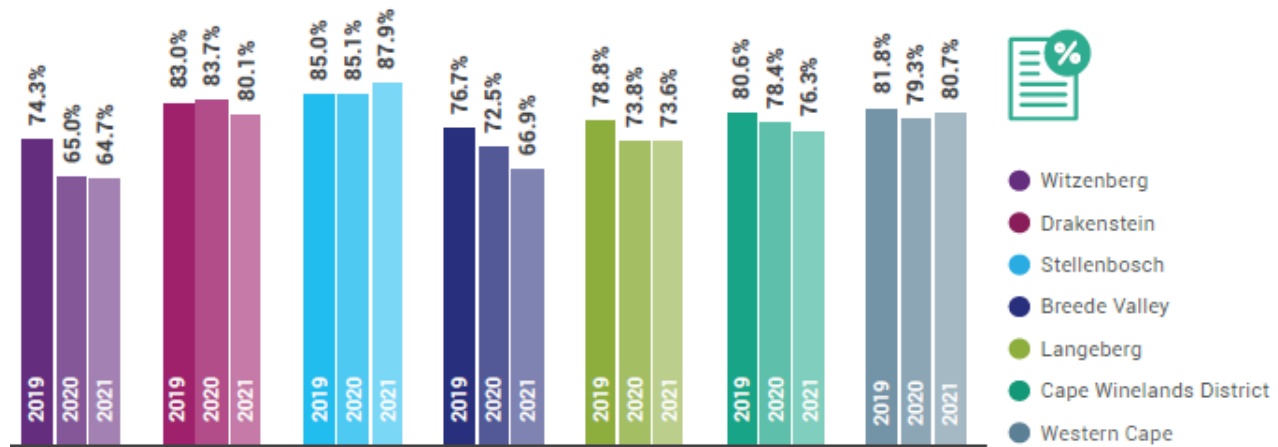
The learner retention rate is determined by obtaining the proportion of Grade 12 learners in a particular year compared with the number of Grade 10 learners two years previously. This shows the proportion of students who progressed to Grade 12, compared with those enrolled in Grade 10 two years before.

FIGURE 9: GRADE 10 TO 12 RETENTION RATE, CAPE WINELANDS DISTRICT, 2019 - 2021

The Breede Valley municipal area experienced a significant decline in the Grade 12 pass rate between 2019 (76.7%) and 2021 (66.9%), declining by 9.8 percentage points. Declining matric pass rates can be ascribed to an array of socio-economic factors which include (amongst others) high levels of poverty, indigent households, households with no/very low income and teenage pregnancies. The declining Grade 12 pass rate should be a cause for concern, as it will adversely affect the future local labour

market and may further exacerbate the triple threat (poverty, unemployment and inequality) already prevalent and rife within the municipal area.

MATRIC PASS RATE, Cape Winelands District, 2019 - 2021



Source: Western Cape Education Department, 2022

FIGURE 10: MATRIC PASS RATE, CAPE WINELANDS DISTRICT, 2019 - 2021

The majority of people in the Breede Valley has had some level of secondary schooling (42,8%), followed by people who completed secondary schooling (26,7%). Only 9,5% of people residing in Breede Valley achieved a tertiary education qualification. This observation has massive implications for education planning, as the majority of initiatives would have to be focused on artisanal training at TVET Colleges, internships and on-the-job skills training. The low tertiary education attainment will impact on the region's ability to grow the knowledge economy in key economic sectors such as finance, business services and ICT.

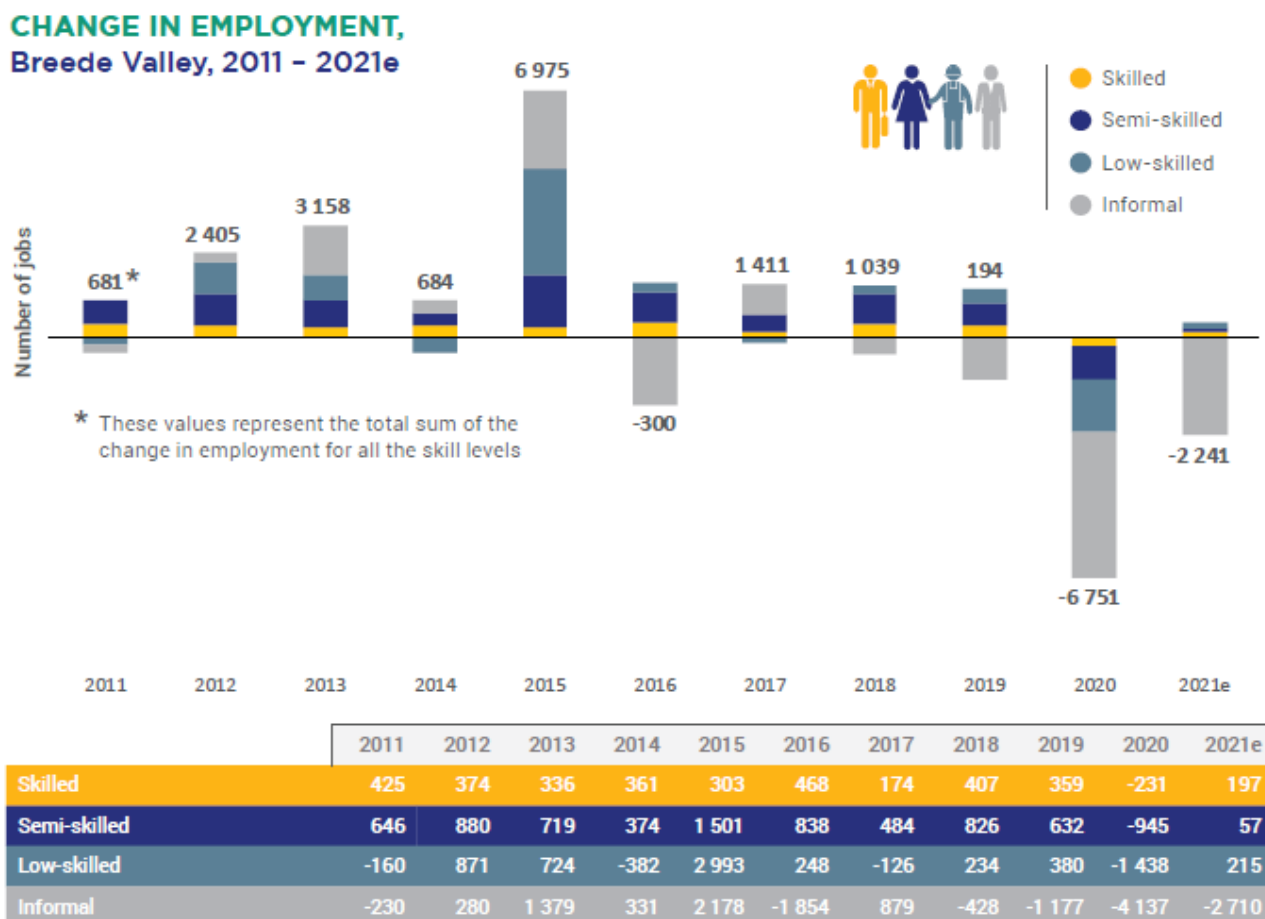
EDUCATION DYNAMICS – BREEDE VALLEY MUNICIPALITY		
Group	Education level (Number)	Percentage of total adult population
No schooling	3918	3,5
Some primary	12 734	11,5
Completed primary	6562	5,9
Some secondary	47374	42,8
Completed secondary	29521	26,7
Tertiary education	10473	9,5
Total	110 582	100

TABLE 4: EDUCATION LEVELS IN BREEDE VALLEY, 2016

There is a marked difference in the level of education between males and females in the tertiary education sphere. This observation can be explained by the historic disparity to educational access that has existed between males and females. Males account for 28,8% and 59,5% of graduates and postgraduates respectively. On the other hand, females comprise 71,2% and 40,5% of graduates and postgraduates, respectively.

2.4.5 Skills Analysis

The figure below depicts changes in employment by skill levels that occurred between 2011 and 2020, as well as estimates for 2021, in the Breede Valley municipal area.



Source: Quantec Research, 2022 (e denotes estimate)

FIGURE 11: EMPLOYMENT GROWTH BY SKILLS LEVELS, BREEDE VALLEY, 2011 - 2021

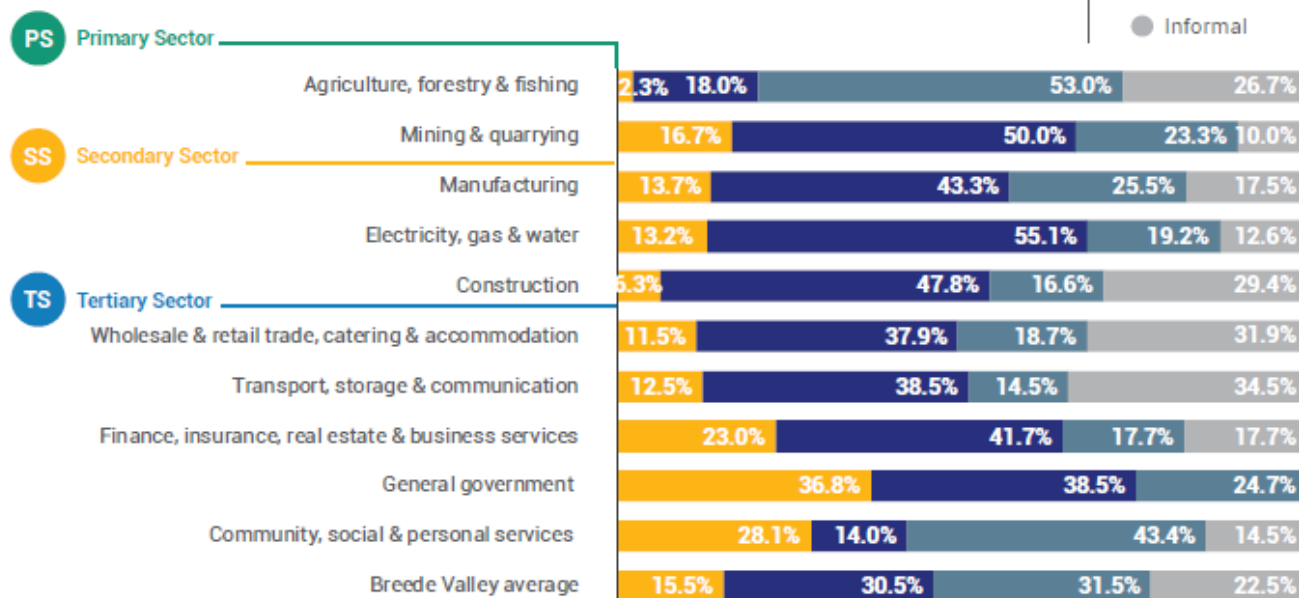
Despite an improvement in employment opportunities for semi-skilled and skilled workers in 2011, low-skilled workers continued to experience job losses during the year. In 2012, job growth realised a positive spike, with 2 405 new jobs added during the year. Employment growth increased to 3 158 jobs in 2013. The loss of 382 jobs for low-skilled labour was the main reason for the considerable drop in the number of new opportunities in 2014. Positively, 2015 saw the biggest employment creation during the period (6 975 jobs), the majority of which were for low-skilled workers.

The estimated number of job losses because of the impact of COVID-19 in 2020 was 6 751 formal and informal jobs. Most jobs were lost in the informal, low-skilled and semi-skilled workforce, while 231 jobs were lost for skilled workers. Given that employment often lags economic growth, it is anticipated that despite the GDP growth forecast for 2021 and 2022, employment will not recover in the short term, which will have a significant impact on poverty in the local municipal area.

EMPLOYMENT AND SKILL LEVEL PER SECTOR, Breede Valley (%)



● Skilled
● Semi-skilled
● Low-skilled
● Informal



Source: Quantec Research, 2022

FIGURE 12: SKILLS LEVEL PER SECTOR, BREEDE VALLEY, 2020 (%)

Employment in the Breede Valley municipal area consisted predominantly of low-skilled (31.5%) and semi-skilled (30.5%) workers in 2020. Only 15.5% of the region's workers were classified as skilled.

A significant proportion of workers in the agriculture sector (53%) and the community services sector (43.4%) were classified as low-skilled. Semi-skilled workers were most prevalent in the mining and quarrying sector (50%), as well as the electricity, gas and water sector (55.1%). Most sectors in the region had a significant number of semi-skilled workers. The general government sector had the highest proportion of skilled workers (36.8%), followed by the community, social & personal services sector (28.1%)

2.5 HEALTH

Health is a major factor contributing to the general quality of life. Good health and well-being is the third Sustainable Development Goal. Monitoring public health facilities as well as a variety of factors as such as diseases like HIV and TB as well as general health issues such as maternal health, affects communities directly. This socio-economic profile provides the basic statistics concerning these issues, focussing on the public health facilities.

All citizens' access to healthcare services are directly affected by the number and spread of facilities within their geographical reach. South Africa's healthcare system is geared in such a way that people have to move from primary, with a referral system, to secondary and tertiary levels.

2.5.1 Public Health Facilities

All citizens' right to access to healthcare services are directly affected by the number and spread of facilities within their geographical reach. South Africa's healthcare system is geared in such a way that people have to move from primary, with a referral system, to secondary and tertiary levels. In 2021 the Breede Valley municipal area had 8 fixed primary healthcare facilities, comprising 7 fixed clinics and 1 community day centre. The municipal area also had 9 mobile/satellite clinics. In addition to these primary healthcare facilities, there is one regional hospital, 11 ART treatment sites and 14 TB clinics. The municipal area has 17 out of the 78 (21.8%) of the primary healthcare facilities within the Cape Winelands district.

Access to emergency medical services is critical for rural citizens due to rural distances between towns and health facilities being much greater than in the urban areas. Combined with the relatively lower population per square kilometre in rural areas, ambulance coverage is greater in rural areas in order to maintain adequate coverage for rural communities. Provision of more operational ambulances can provide greater coverage of emergency medical services. The Breede Valley municipal area had a total of 11 ambulances servicing the region, which translates to 0.6 ambulances per 10 000 people in 2021. It is worth noting that this number only refers to Provincial ambulances and excludes all private service providers.

2.5.2 HIV/Aids Management

HIV/AIDS management is crucial given its implications for the labour force and the demand for healthcare services. The number of clients (patients) that remain committed to their antiretroviral treatment (ART) plan in the Breede Valley municipal area increased substantially by 1 446 patients between 2020/21 and 2021/22. In total, 7 792 registered patients received antiretroviral treatment in the Breede Valley municipal area in 2021/22. In turn, the number of new patients receiving ART also increased sharply from 781 in 2020/21 to 1 866 in 2021/22. There has been an average increase of 6.6% between 2020/21 (1437) and 2021/22 (1 533) in the number of registered patients receiving TB treatment in the Breede Valley municipal area.

Area	Registered patients receiving ART		Number of new ART patients	
	2020/21	2021/22	2020/21	2021/22
Breede Valley	6 346	7 792	781	1 866
Cape Winelands	32 949	32 719	2 825	3 780

Source: Western Cape, Breede Valley Socio-Economic Profile, 2022

TABLE 5: ART PATIENT LOADS IN BVM

2.5.3 Tuberculosis Statistics

The number of TB patients in the Breede Valley municipal area decreased significantly from 1 885 in 2019/20 to 1 437 in 2020/21. The numbers however increased to 1 533 in 2021/22. The TB patients are treated in 19 TB clinics or treatment sites within the municipal area.

Area	Number of TB patients		
	2019/20	2020/21	2021/22
Breede Valley	1 885	1 437	1 533
Cape Winelands	7 285	5 409	

Source: Western Cape, Breede Valley Socio-Economic Profile, 2022

TABLE 6: NUMBER OF TB PATIENTS IN BVM

2.5.4 Child Health

The United Nations Sustainable Development Goals aims by 2030 to end preventable deaths of new-borns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1 000 live births and under-5 mortality to at least as low as 25 per 1 000 live births (Source: UN SDG's).

- Immunisation: protects both adults and children against preventable infectious diseases. Low immunisation rates speak to the need for parents to understand the critical importance of immunisation, as well as the need to encourage parents to have their young children immunised. The immunisation rates in the Breede Valley municipal area has slightly improved from 58.2% in 2020/21 to 65.7% in 2021/22.
- Malnourishment: refers to the condition whereby an individual does not receive adequate amounts or receives excessive amounts of nutrients. The number of malnourished children under five years (per 100 000) in the Breede Valley municipal area showed a notable decline from 1.6 in 2020/21 to 1.1 in 2021/22.
- Neonatal period: the first 28 days of life represent the most vulnerable time for a child's survival. The neonatal mortality rate (NMR) (deaths per 1 000 live births) in the Breede Valley municipal area improved from 20.1 in 2020/21 to 13.9 in 2021/22. An increase in the NMR may indicate deterioration in new-born health outcomes, or it may indicate an improvement in the reporting of neonatal deaths. Low birth weight percentage refers to the % of all babies born in

facility that weighed less than 2 500g. Low birth weight is associated with a range of both short- and long-term consequences. The low-birth-weight indicator for Breede Valley remained relatively constant shifting from 19.7% in 2020/21 to 20.7% in 2021/22.

Area	Immunisation Rate		Malnutrition		Neonatal Mortality Rate		Low birth weight	
	2020	2021	2020	2021	2020	2021	2020	2021
Breede Valley	58.2	65.7	1.6	1.1	20.1	13.9	19.7	20.7
Cape Winelands District	60.6	62.2	1.8	2.2	10.7	8	15.5	16

Source: Western Cape, Breede Valley Socio-Economic Profile, 2022

TABLE 7: CHILD HEALTH WITHIN BVM

2.5.5 Maternal Health

The maternal mortality rate (deaths per 100 000 live births) in the Breede Valley has declined significantly from 184.7 in 2020/21 to 151.5 in 2021/22. The delivery rate to women under 20 years of age slightly increased from 13.1% in 2020/21 to 13.5% in 2021/22. The termination of pregnancy rate in Breede Valley remained unchanged at 1.1% in 2020/21 and 2021/22 respectively.

Area	Maternal Mortality Rate		Delivery Rate to Women under 19 years		Termination of Pregnancy Rate	
	2020/21	2021/22	2020/21	2021/22	2020/21	2021/22
Breede Valley	184.7	151.5	13.1	13.5	1.1	1.1
Cape Winelands District	118.3	120.1	13.6	14	0.7	0.7

Source: Western Cape, Breede Valley Socio-Economic Profile, 2022

TABLE 8: MATERNAL HEALTH IN BVM

2.6 SAFETY AND SECURITY

High crime levels continue to threaten the social stability of societies throughout South Africa. This phenomenon poses a significant dilemma for governments, civil institutions and societies responsible for eradicating and mitigating these social ills. The statistics depicted below, provides insight into the level of criminal activity prevalent within the Breede Valley Municipality during the period under review. Although responding to instances of criminal activity is not the primary mandate of the municipality, it still occupies an important role to facilitate, coordinate and underpin activities that will ultimately contribute towards a positive reduction in these statistics.

Murder: Within the Breede Valley area, the number of murders decreased from 77 in 2019/20 to 73 in 2020/21 before increasing to 80 in 2021/22. Breede Valley municipal area's murder rate (per 100 000 people) increased from 38 in 2020/21 to 41 in 2021/22 while the murder rate (per 100 000 people) for the Cape Winelands District also increased from 42 to 43 for the same period.

Sexual Offences: In 2022 there were 91 sexual offences in the Breede Valley area compared to 806 reported cases in the Cape Winelands District. The incidence of sexual offences (per 100 000 people) in Breede Valley municipal area (47) was considerably lower than that of the District (84) in 2021/22.

Drug-Related Crime: Drug related crime within the Breede Valley area marginally decreased from 1 271 cases in 2020/21 to 1 265 cases in 2021/22. The Cape Winelands District's drug related offences followed a similar trend decreasing from 5 903 in 2020/21 to 5 729 in 2021/22. When considering the rate per 100 000 people, with 651 drug related offences per 100 000 people in 2021/22, the Breede Valley area's rate is notably above that of the District's 600 per 100 000 population.

Driving under the influence: The number of cases of driving under the influence of alcohol or drugs in the Breede Valley area decreased from 86 in 2020/21 to 50 in 2021/22. This translates into a rate of 26 per 100 000 people in 2021/22 which is considerably lower than the District's 86 per 100 000 people.

Residential Burglaries: The number of residential burglaries in the Breede Valley area decreased from 778 in 2020/21 to 718 in 2021/22. Breede Valley municipal area's rate of 370 per 100 000 population is below the District's 448 for 2021/22.

Road User Fatalities: According to a recent study, the majority of road fatalities in Africa fall within the working age cohort - between the ages of 15 – 64 years – whilst three out of four fatalities were found to be male (Peden et al., 2013). The untimely death of these primary breadwinners therefore impacts directly upon the livelihood of family structures. In addition, it deprives society of active economic participants that contribute towards growth and development. The socio-economic impact of such road fatalities has proven to be particularly devastating in South Africa where the majority of road users hail from poor and vulnerable communities. As seen in the table below, the number of road user fatalities in the Breede Valley area increased from 67 in 2020/21 to 75 in 2021/22 while the number of fatal crashes remained constant at 53 in both 2020/21 and 2021/22.

Safety and Security		2019/20		2020/21		2021/22	
		Cape Winelands District	Breede Valley	Cape Winelands District	Breede Valley	Cape Winelands District	Breede Valley
Murder	Actual Number	381	77	394	73	414	80
	Per 100 000	41	40	42	38	43	41
Sexual Offences	Actual Number	1 012	124	790	94	806	91
	Per 100 000	110	65	84	49	84	47
Drug-Related Offences	Actual Number	7 933	1 362	5 903	1 271	5 729	1 265
	Per 100 000	859	717	628	660	600	651
Driving Under the Influence	Actual Number	980	235	495	86	819	50
	Per 100 000	106	124	53	44	86	26
Residential Burglaries	Actual Number	5 529	796	4 884	778	4 273	718
	Per 100 000	599	419	519	404	448	370
Road User Fatalities	Actual Number		79		67		75

Source: Western Cape, Breede Valley Socio-Economic Profile, 2022

TABLE 9: BREEDE VALLEY - SAFETY & SECURITY STATISTICS

2.7 HOUSEHOLD INCOME

Household income is an indicator of current poverty levels amongst citizens in a municipality, which has a direct influence on indigent household policies, poverty relief and tariff policies. It also provides information about the living standards prevalent in a particular community, for example whether it is predominantly poor, middle-income or a rich community.

The majority of households in Breede Valley (53,8 %) fall under the low-income brackets. This could indicate that an increasing number of households find it difficult to survive and will ultimately become dependent on social assistance in the form of social grants in the absence of targeted sustainable employment creation programmes. This observation will also have a significant impact on the Breede Valley Municipality's indigent policies, ultimately impacting on the rates and tariffs structure.

<i>Income level</i>	<i>Cape Winelands District</i>	<i>Breede Valley</i>	<i>Income Classification</i>
No income	13.1	12.0	Low Income
R1 - R6 314	1.9	1.7	
R6 315 - R12 628	3.5	3.1	
R12 629 - R25 257	13.4	15.2	
R25 258 - R50 514	20.1	21.8	
Subtotal	59.1	53.8	
R50 515 - R101 028	18.4	18.6	Middle Income
R101 029 - R202 055	12.3	12.7	
R202 056 - R404 111	8.8	8.5	
Subtotal	39.5	39.8	
R404 112 - R808 221	5.7	4.7	High Income
R808 222- R1 616 442	2.0	1.0	
R1 616 444- R3 232 885	0.5	0.3	
R3 232 886+	0.4	0.3	
Subtotal	8.6	6.4	

Source: Quantec Research, 2018

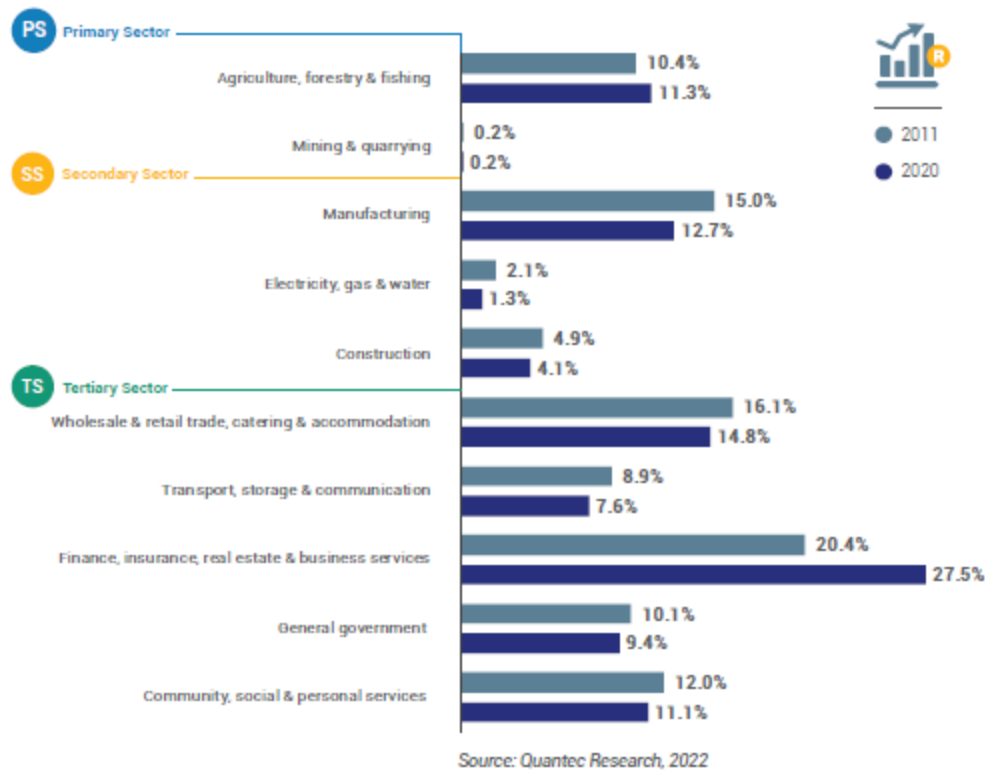
TABLE 10: PERCENTAGE OF HOUSEHOLDS PER INCOME BRACKET IN CWD, 2017

Notably, income inequality intensified in Breede Valley between 2015 and 2021 with an increase in the Gini coefficient from 0.59 in 2015 to 0.62 in 2021. This inequality in income indicates that economic growth (or any form thereof) is not benefiting everyone or equally spread throughout the municipal area, hence, greater efforts (across all sectors and facets of society) must be employed to build a more inclusive local economy.

2.8 Breede Valley GDPR and Employment Performance per Sector

The finance, insurance, real estate and business services sector is the leading contributor to the Breede Valley municipal area's economy. In 2020, the finance, insurance, real estate and business services sector accounted for 27.5% of the region's total GDPR, followed by the wholesale and retail trade, catering and accommodation sector (14.8%). Another significant contributor to GDPR in the region is the manufacturing sector, which contributed 12.7% to GDPR in 2020.

SECTORAL GDP CONTRIBUTION (CONSTANT PRICES), Breede Valley (%)



Source: Western Cape, *Municipal Economic Review & Outlook*, 2022

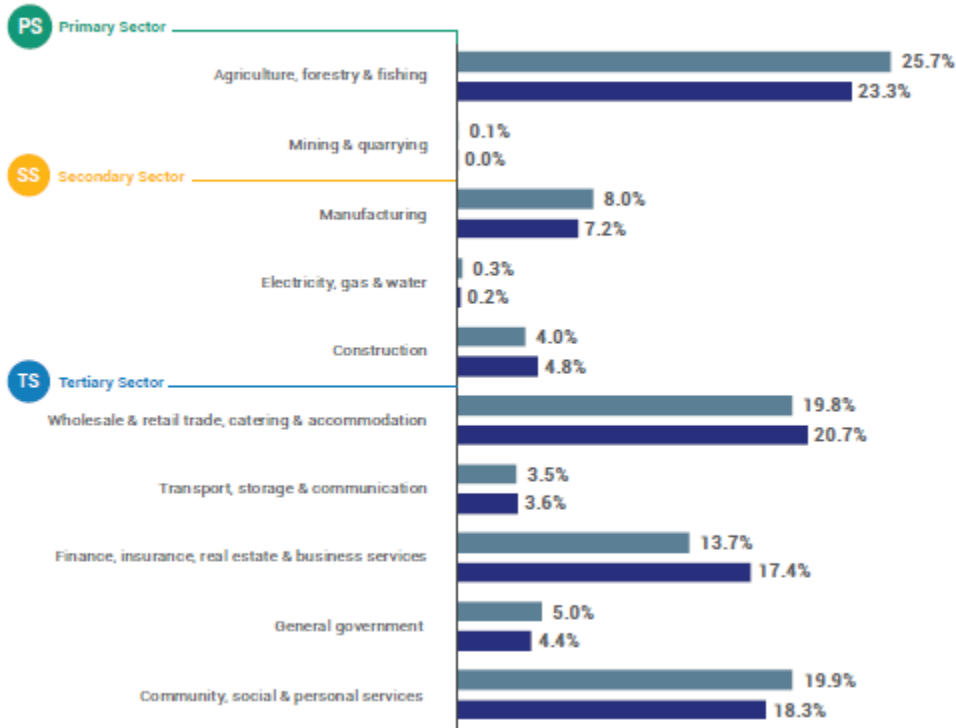
FIGURE 13: SECTORAL GDP CONTRIBUTION, BREEDE VALLEY, 2020 (%)

The agriculture, forestry and fishing sector is the leading contributor to employment in the Breede Valley municipal area. Despite only contributing 11.3% to GDP in the region in 2020, the agriculture, forestry and fishing sector accounted for 23.3% of the region's total employment. This reflects the labour-intensive nature of this sector. Conversely, the manufacturing sector, which is the third largest contributor to GDP, only contributed 7.2% to employment in 2020. This is indicative of the capital-intensive nature of the manufacturing sector. The wholesale and retail trade, catering and accommodation sector is another major contributor to the Breede Valley municipal area's employment. In 2020, 20.7% of all employment in the region was in the wholesale and retail trade, catering and accommodation sector.

SECTORAL EMPLOYMENT CONTRIBUTION, Breede Valley (%)



● 2011
● 2020




Source: Quantec Research, 2022

Source: Western Cape, Municipal Economic Review & Outlook, 2022

FIGURE 14: SECTORAL EMPLOYMENT CONTRIBUTION, BREEDE VALLEY, 2020 (%)

In 2020, the Breede Valley municipal area's tertiary sector was valued at R6.5 billion, which was 59.75% of the region's total GDP during the year. Between 2016 and 2020, the tertiary sector experienced an annual average growth rate of 0.6%, which was largely driven by the significant average growth rate of 4.3% per annum in the finance sector. The primary sector, which is mainly driven by the agriculture sector, experienced an average annual growth of 0.7% between 2016 and 2020. The secondary sector contracted significantly due to negative growth of -2.7% within the reference period, predominantly as a result of negative growth within the electricity, gas and water (-4.6%) and construction (-4.5%) sub-sectors. These growth patterns are expected, as this period (2020) was dominated by the Covid-19 pandemic and in essence, economic shutdown.

GDPR PERFORMANCE PER SECTOR, Breede Valley

 SECTOR	Trend		Annual real GDPR growth		
	2011 – 2020	2016 – 2020	2019	2020	2021e
PS Primary Sector	2.2%	0.7%	-11.3%	13.1%	7.6%
Agriculture, forestry & fishing	2.2%	0.7%	-11.4%	13.2%	7.9%
Mining & quarrying	2.2%	1.5%	-1.2%	6.9%	-14.1%
SS Secondary Sector	-0.6%	-2.7%	-1.2%	-13.4%	5.0%
Manufacturing	-0.4%	-1.8%	-0.4%	-11.6%	7.5%
Electricity, gas & water	-3.8%	-4.6%	-4.6%	-9.4%	1.1%
Construction	0.0%	-4.5%	-2.7%	-19.6%	-1.5%
TS Tertiary Sector	2.0%	0.6%	1.5%	-5.3%	5.1%
Wholesale & retail trade, catering & accommodation	0.9%	-1.8%	0.7%	-14.5%	7.8%
Transport, storage & communication	0.1%	-2.8%	-1.3%	-17.8%	5.0%
Finance, insurance, real estate & business services	4.8%	4.3%	3.9%	2.4%	5.7%
General government	0.6%	-0.3%	-0.1%	-1.1%	-2.5%
Community, social & personal services	0.5%	-0.4%	0.7%	-2.8%	6.6%
Total Breede Valley	1.4%	-0.1%	-0.4%	-5.1%	5.4%

Source: Quantec Research, 2022 (e denotes estimate)


Source: Western Cape, Municipal Economic Review & Outlook, 2022 (e denotes estimate)

FIGURE 15: GDPR AND EMPLOYMENT PERFORMANCE PER SECTOR, BREEDE VALLEY, 2020

The economy in the municipal area lost an average of 881 jobs annually between 2016 and 2020. The tertiary sector (125 jobs) was the leading contributor, with finance, insurance, real estate and business services sub-sector being the biggest creator of jobs (364) within the referenced period. The agriculture sub-sector, which is the largest employer in BVM, lost 961 jobs on average within the referenced period, and was the primary contributor to job losses within the primary sector.

The municipal area had a significant reduction in employment, with 6 751 jobs being shed in 2020, and an estimated 2 241 further losses anticipated in 2021. When considering these two financial periods, majority of jobs were/are estimated to be lost in the agriculture, forestry & fisheries sub-sector within the primary sector (-2 409 jobs lost over the period) and the wholesale & retail trade, catering and accommodation sub-sector within the tertiary sector (-2 941 jobs lost over the period).

**EMPLOYMENT PERFORMANCE PER SECTOR,
Breede Valley**

SECTOR		Number of jobs 2020	Average annual change		Annual change in employment		
			2011 – 2020	2016 – 2020	2019	2020	2021e
PS Primary Sector		18 357 (23.4%)	-59	-963	-362	-1 782	-631
Agriculture, forestry & fishing		18 327 (23.3%)	-58	-961	-360	-1 778	-630
Mining & quarrying		30 (0.0%)	-1	-2	-2	-4	-1
SS Secondary Sector		9 558 (12.2%)	120	-43	-122	-818	-442
Manufacturing		5 621 (7.2%)	-4	-52	53	-440	-231
Electricity, gas & water		167 (0.2%)	-1	-4	-2	-10	-6
Construction		3 770 (4.8%)	125	12	-173	-368	-205
TS Tertiary Sector		50 601 (64.4%)	889	125	678	-4 151	-1 168
Wholesale & retail trade, catering & accommodation		16 265 (20.7%)	288	12	342	-2 102	-839
Transport, storage & communication		2 825 (3.6%)	53	-48	77	-383	-274
Finance, insurance, real estate & business services		13 667 (17.4%)	471	364	372	-317	-122
General government		3 469 (4.4%)	15	-17	-15	-81	13
Community, social & personal services		14 375 (18.3%)	62	-186	-98	-1 268	54
Total Breede Valley		78 516 (100.0%)	950	-881	194	-6 751	-2 241

Source: Quantec Research, 2022 (e denotes estimate)

Source: Western Cape, Municipal Economic Review & Outlook, 2022 (e denotes estimate)

FIGURE 16: EMPLOYMENT PERFORMANCE PER SECTOR, BREEDE VALLEY, 2020

The COVID-19 pandemic had a significant negative impact on most sectors in the Breede Valley municipal area. The decline in tourist activities as a result of travel restrictions had a significant negative impact on many local businesses in the municipal area. The assumed business closures and job losses as a result of the weak economy will influence the revenue-collection ability of the local municipality. Notwithstanding the negative outlook on future economic activity and jobs, the municipality is hopeful that it, along with its constituents, will navigate the path towards economic recovery and stability.

PART 1: LEGISLATIVE FRAMEWORK

PART 2: SOCIO-ECONOMIC & DEMOGRAPHIC PROFILE

PART 3: MUNICIPAL SITUATIONAL ANALYSIS

PART 4: STRATEGIC FRAMEWORK

PART 5: UNPACKING THE STRATEGIC PILLARS

PART 6: RESOURCING THE PLAN

PART 7: INTERGOVERNMENTAL COOPERATION

PART 8: MEASURING PERFORMANCE



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CHAPTER 3: MUNICIPAL SITUATIONAL ANALYSIS

A strategic planning week was held during March 2022 that involved Councillors, the Mayoral Committee, as well as the senior and middle management team of the municipality, to obtain input on:

- The vision and mission statements for the next five years
- Longer term objectives
- The current status of service delivery and operational standards and processes
- A comprehensive SWOT analysis
- Community needs and challenges identified by Councillors
- The service delivery requirements based on sectoral and other longer term strategic plans

The Council and management were introduced to strategy development, strategy integration and monitoring during the planning week. Each municipal department was tasked to complete their own SWOT analysis, to determine their objectives, to identify the actions required to ensure sustainable service delivery and to link the needs to required resources.

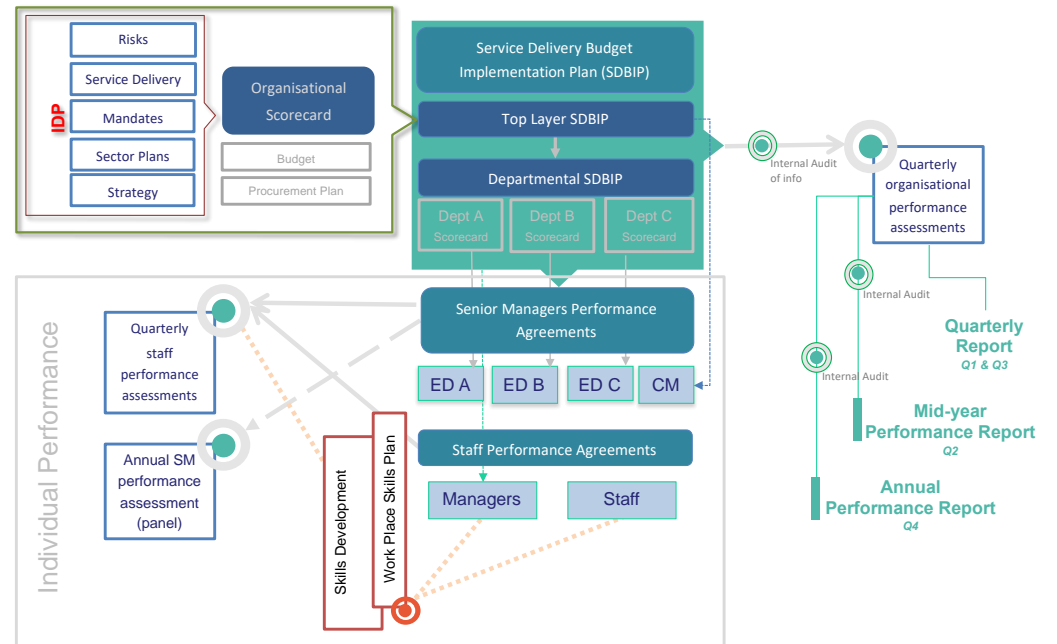
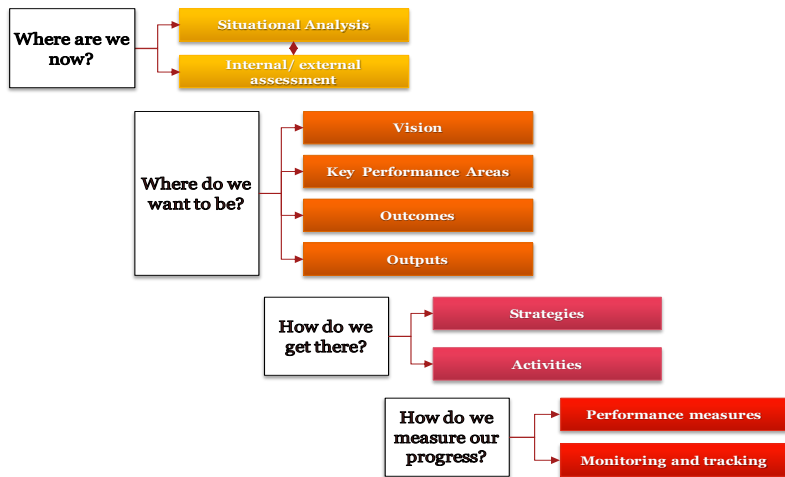
It was clear from the outcomes identified that prioritisation will be key to successful implementation as no municipality have all the resources to maintain and implement all the projects and simultaneously deliver all the services at acceptable standards.

This Chapter will highlight the inputs received during the planning week.

INTEGRATED DEVELOPMENT PLANNING

The Council and management team was introduced to the integrated development planning model and the integration thereof into the operational performance monitoring and measurement model. The diagram illustrates the process where:

- A situational analysis and internal/external assessment are done to determine current needs and service delivery standards. The requirements of the sectoral and other strategic plans to be integrated into the 5-year strategy were included in the situational analysis.
- The strategy for the next five years is formulated.
- The gaps between the outcomes required and the current situation are identified.
- The gaps are translated into activities and key performance indicators.
- Resources and timeframes are linked to the activities to ensure that it can be delivered.
- The activities are prioritised based on resources and available and the importance of the actions.
- The development of 5-year score card linked to budget and other resources such as staff and equipment, ensure that the required impact and outcomes are achieved.



Councillor contribution

The Breede Valley Municipality has during the 2017 – 2022 identified five critical development challenges that formed the core strategic focus of the municipality during the five-year term (2017 – 2022). Since March 2020, the Covid-19 global pandemic has manifested and spread throughout South Africa, with devastating repercussions. As this phenomenon caught governments, industries and societies off guard, it required an immediate and collaborative response to ensure that the equilibrium of all segments of society were stabilised, underpinned and safeguarded. The recent war between Ukraine and Russia has a direct impact on the local economy. The above serves as example of exogenous factors which, although occurring at different spheres of government or globally, may impose significant impact on the local environment. As a result, a sixth developmental challenge was presented from the municipality's perspective. It remains imperative to continuously reflect on the operational efficiency and the developmental challenge emanating from the pandemic and the war.

Council has decided to keep the six development challenges and the contribution from the Councillors was grouped in terms of the developmental challenges as indicated below.

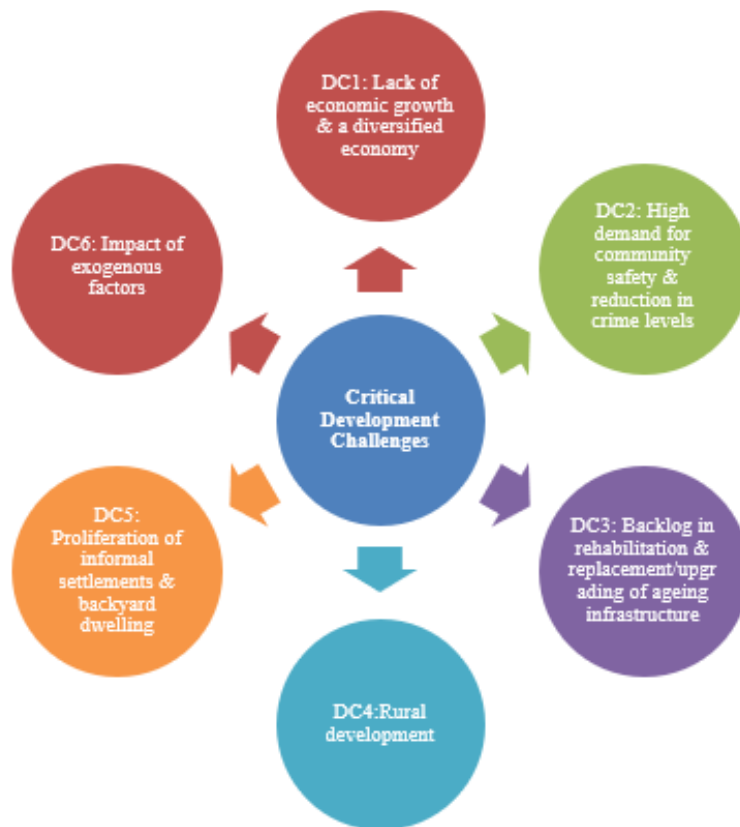


FIGURE 17: DEVELOPMENT CHALLENGES

Developmental Challenge 1: Lack of economic growth and a diversified economy

A particular serious problem in the Breede Valley is that of youth unemployment, with 13 859 youth currently out of work, which represents 20,2% of an economically-active population of 68 607.

Economists suggest that a local economic growth rate in excess of 6% is required in order to address unemployment levels and create sustainable employment opportunities. Breede Valley Municipality achieved an average economic growth rate of 1% during 2015 to 2019, which is on par with the average growth rate of 1% recorded in the Cape Winelands district over the same period. The economy of the BVM is highly dependent on the agricultural industry, supplemented by a number of manufacturing companies integrated in the agricultural value chain. A critical challenge for Breede Valley is to diversify its local economy and create employment opportunities in identified growth sectors, specifically targeting the youth. In order to address this challenge, BVM needs to devise strategies to attract and possibly incentivise investment in the four major towns.

Councillor input:

DC1.1 – Economic development in all areas of the economy.

DC1.2 – Use of EPWP programmes to mitigate unemployment to some extent.

DC1.3 – Land audit of municipal and government owned land / properties to consider the sale or the utilisation thereof for economic development purposes.

DC1.4 – Skills development programmes, including the disabled.

DC1.5 – Youth development programmes, including learner licences and computer training.

DC1.6 – Establish an economic friendly environment for developing agriculture, tourism and manufacturing.

DC1.7 – Management and improvement of parking in the CBD areas

Developmental Challenge 2: High demand for community safety and reduction of crime levels

Breede Valley experienced high crime levels, especially burglaries at residential premises and drug-related crimes during the past few years. The operation of organised crime syndicates and gangsterism are two major contributing factors to high crime levels. High levels of gangsterism can be attributed to the following reasons:

- Close proximity of a large metropole, which presents a major target market for illicit goods trading.
- Criminals perceive Breede Valley (Worcester in particular) as a safe haven, away from the city.
- Breede Valley (Worcester in particular) has a favourable location off the N1 when goods need to be transported to inland markets.
- A high population density in rental flats and backyard dwelling present a favourable breeding ground for criminal activities.
- Broken homes, high levels of domestic violence, abuse, the lure of money and the yearning to belong to a family-like structure attracts vulnerable youth to criminal gangs.

Councillor input:

DC2.1 – High levels of crime should be addressed

- DC2.2 – Safeguarding of municipal assets and improved security mechanisms
- DC2.3 – Theft of municipal infrastructure, such as drain covers, road signs, etc.
- DC2.3 – Cable theft to be addressed
- DC2.4 – Saver communities by means of improved law enforcement
- DC2.5 – Impact of new settlers and linked law enforcement
- DC2.6 - Prevention programmes for example gangsterism, substance abuse and gender violence
- DC2.7 – Focus on security at municipal premises

Developmental Challenge 3: Backlog in rehabilitation and replacement/upgrading of ageing infrastructure

The Breede Valley Municipality experiences a large number of sewer blockages and water pipe bursts per month. The number of breakdowns in the municipality's refuse compactors has a negative impact on consistent and quality service delivery in the area of refuse removal. There is furthermore insufficient bulk capacity for water at De Doorns, wastewater at Rawsonville and electricity at Worcester. A regular overload of the electrical network is experienced in Zwelethemba and Rolihlahla/Avian Park due to sharp increases in the population in these areas. This is just a few challenges that BVM experience with the ageing infrastructure network and the current backlogs which are extremely capital intensive to maintain, replace and or upgrade.

Councillor input:

- DC3.1 – Upgrading of electricity in rural areas to amongst others minimise fire hazards
- DC3.2 – Upgrading of sewerage network
- DC3.3 – Upgrading of the refuse removal network, service delivery standards and prevention of illegal dumping
- DC3.4 – Landfill site development that can also stimulate the economy
- DC3.5 – Upgrading of the water reticulation system
- DC3.6 – Upgrading of gravel roads
- DC3.7 – The management and improvement of bulk services, including the heightening of the dam wall
- DC3.8 – Consider the improvement of the road infrastructure and pavement network
- DC3.9 – Maintenance plans for the maintenance of existing infrastructure
- DC3.10 – Community involvement and responsibility programmes for maintenance of infrastructure

Developmental Challenge 4: Rural development

Breede Valley's rural areas are characterised by a lack of social and economic development. A high population of foreigners is found in rural areas, who often competes for limited resources, business and employment opportunities. A high incidence of unemployment, poverty and social problems are often associated with rural areas in the Breede Valley region. Employment opportunities are mainly seasonal by nature, which impacts on creating sustainable livelihoods in rural communities. The abuse of alcohol and drugs leads to the breakdown of the social fibre in rural communities, which often leads to a breakdown in the family structure and social cohesion.

Councillor input:

- DC4.1 – Establishment of sport & play facilities for community development
- DC4.2 – Identification of areas for ECD and playgrounds
- DC4.3 – Maintenance of sport– and playparks to educate children for a safer environment
- DC4.4 – Utilisation of community halls for after care classes, community meetings and SASSA visits
- DC4.5 – Improved access to libraries for communities, especially children
- DC4.6 – Establishment of infrastructure in rural areas to create dignity of our people

Community specific projects identified by Councillors:

- DC4.7 – Rebuild fire and ambulance station – De Doorns (Ward 4)
- DC4.8 – Develop community hall, clinic or hospital, sport grounds (Ward 4)
- DC4.9 – Tar Road for trucks to remove garbage to dumping site (Ward 4)
- DC4.10 – Consider community hall, recycling project and build outside toilets (Ward 9)
- DC4.11 – Upgrading of toilets and electricity (Ward 16)
- DC4.12 – Improvement of housing, streetlights and tar roads (Ward 16)
- DC4.13 – Consider community hall, playpark and open air gym, sport grounds for social events (Ward 19)
- DC4.14 – Trucks to remove garbage to dumping site (Ward 19)
- DC4.15 – Develop a multipurpose centre (Ward 20)
- DC4.16 – Upgrading of electricity in informal settlement, multi-purpose centre, upgrading of cricket field, outside toilets (ward 21)

Developmental Challenge 5: Proliferation of informal settlements/ backyard dwelling and high demand for housing

Breede Valley Municipality has a current backlog of 19884 households. A lack of suitable and well-located land, ageing bulk infrastructure (stormwater, potable water, electricity, sewerage network), limited capital reserves, close proximity of available land to electricity installations or bulk infrastructure and flood-prone areas are major impediments to housing delivery in BVM.

The housing issue in Breede Valley is further compounded by a limited capacity of bulk supply electricity. Electricity infrastructure is under high strain in some areas due to an increase in the human population. Processes to identify and purchase suitable land for housing and the relocation of informal settlements are a lengthy process.

Councillor input:

- DC5.1 – Consider the long-term impact of the Transhex housing project and develop action plan
- DC5.2 – Long term plans to develop infrastructure for housing and economic development (as per the spatial development framework)
- DC5.3 – Upgrading of existing rental stock
- DC5.4 – Prioritise the transfer of title deeds

Developmental Challenge 6: Impact of Exogenous Factors

Breede Valley Municipality, as an organ of statute, experiences various exogenous factors that exerts direct and/or indirect pressure on its ability to render services and maintain sustainability. In the case of BVM, factors such as the post-Covid-19 socio-economic impact, the recent Ukraine/Russia war and the continuation of further waves, the forthcoming national energy crisis as well as an economic landscape characterised by high levels of consumer inflation, interest rate hikes and a weak currency, exert significant pressure on the vulnerable socio-economic landscape throughout all facets of society.

Businesses have been heavily hit during the Covid-19 pandemic and are now faced with a secondary pandemic being the inconsistent energy supply and turmoil economic climate as mentioned above. Businesses that are not able to absorb and adapt in accordance with this challenging economic environment, may experience significant threats towards their sustainability – operationally and financially. The anticipated outcome in this regard, more often than not, is inability to cover overhead expenses, greater likelihood of employee lay-offs, and a higher cost of basic basket of goods (i.e. living costs).

From a municipal perspective, such environments directly impact the financial sustainability of the municipality, specifically its ability to collect revenue, a growing debtors portfolio (with more clients defaulting on debts owed) as well as a constant growth within the indigent portfolio. It is a common fact that lower than anticipated revenue collection, due to the factors mentioned above, will directly impact the municipality's ability to render quality basic services.

Although there are many more examples of exogenous factors, coupled with associated adverse consequences for municipalities, the municipality regards the aforementioned as the most current and critical within the current developmental context. It is imperative that Council notes these and, through its strategic planning framework, ensure that it remains best positioned to pre-empt, absorb and mitigate exogenous factors as far practically possible in order to uphold its constitutional mandate.

Councillor input:

DC6.1 – Improved internal and external communication

DC6.2 – Community participation model to involve communities with the prioritisation of key community projects and to create a clear understanding of municipal challenges and key activities.

DC6.3 – Implementation of the revenue enhancement programme.

DC6.4 – Upgrading of the municipal fleet to improve service delivery.

DC6.5 – Alignment of the municipal organisation with the strategy and needs identified to address inefficiencies.

DC6.6 – Establishment of accountability, responsibility and improved discipline within the administration.

DC6.7 – Establishment of a change management model to create a can-do attitude, focus on economic growth and development and effective communication.

DC6.8 – Implementation of an effective performance management system on all staff levels.

The above development challenges and needs identified will be addressed during the development of the municipal strategy and 5-year scorecard.

SWOT ANALYSIS

A SWOT analysis of a municipality is an integral part of the strategic planning process because it provides a good all-around view of the municipality's current and forward-looking situation. The strengths (S) and weaknesses (W) sections provide a look at the municipality's current position. The opportunities (O) and threats (T) sections help Council to project possibilities and challenges going forward.

The Councillors and the municipal departments were tasked to prepare a SWOT analysis, of which the consolidated analysis is as follows:

Strengths	Weaknesses
<p><i>Strengths are any competitive advantage, skill, proficiency, experience, talent or other internal factor that improves the municipality's position to deliver services</i></p>	<p><i>These are the factors that reduce the municipality's ability to achieve its objectives</i></p>
<p>Good governance and administration – clean audits</p> <p>Financial stability and sustainability - sound financial status and management</p> <p>Own resources to deliver a sound municipal electricity infrastructure</p> <p>Water security and available resources</p> <p>Good traffic infrastructure</p> <p>Sufficient qualified engineers employed by the municipality</p> <p>Good libraries in municipal area that provide educational services as schools don't have libraries</p> <p>Good project management skills</p> <p>Skilled and experienced staff</p> <p>Well experienced oversight bodies - Diverse skills and knowledge</p> <p>Leadership and investment in human capital</p> <p>Stable political environment</p> <p>Spatial development framework</p> <p>Developing infrastructure</p> <p>Well established sport grounds, resorts, and swimming pools</p> <p>Five-year housing pipeline which should be regularly reviewed</p>	<p>Communication - Lack of proper communication with stakeholders / Reactive and proactive communication strategy / interdepartmental communication</p> <p>Lack of sufficient infrastructure maintenance – poor planning</p> <p>Maintenance and spending of capital budget - inadequate budget for service demands</p> <p>Inadequate safeguarding of municipal infrastructure and assets/ under-served municipal areas</p> <p>Lack of integrated planning and collaboration/ inadequate future planning</p> <p>Misuse of tools of trade</p> <p>Lack of proper fleet management - fleet maintenance and shortage of fleet</p> <p>Lack of firefighting vehicles</p> <p>Lack of manpower to enforce by-laws</p> <p>Administration work in silos</p> <p>Limited written SOP's/ policies and outdated policies that needs revision</p> <p>Supervisors – insufficient level of competency</p> <p>High vacancy rate</p> <p>Low staff morale and poor succession planning</p> <p>Lack of accountability; time management; cooperation; and consequence management</p> <p>Organisation not fit for purpose and staff structure not effectively implemented</p> <p>Complaint framework and policy</p>

Opportunities

Opportunities are external factors that allow the municipality to grow and be more effective in service delivery and addressing the community's needs

Availability of land, water, and other bulk services to attract economic development opportunities

Locality future economic zone and diversified economy (ideal location and key route connectivity)

Economic opportunities in tourism, agriculture and transport can be established

Opportunities in green economy/ investment in green energy

Community involvement and commitment to improve service delivery

EPWP to attract employment opportunities and skills development

EPWP to assist with law enforcement

Opportunity for external grant funding and investment - Engaging environment for investment opportunities

Opportunity for independent electricity generation

Development of infrastructure – water, sewage, roads and building facilities

Crime prevention programs / Law enforcement operations

Talent management opportunities to upskill employees and establish staff welfare

Expand useful life of assets with proper maintenance programmes

Investing in new technologies to improve service delivery – assist remotely

Spare capacity of resources

Improve communication applications to ensure transparency i.o.t uphold public image/ positive media coverage

Shared Services opportunities within CWDM to address gaps that cannot be addressed efficiently internally

Register libraries for toy libraries and get community involved in libraries

8 000 housing opportunities at Transhex

Threats

Threats are external obstacles that the municipality must overcome

Increase in indigent population/ unemployment

COVID-19 – Health and security

Lack of burial space

Crime - theft or vandalism of infrastructure

Corruption at drivers' license testing centres

Substance abuse and gender violence

Diversity barrier

Land invasion/ squatting and illegal land occupation

Growth of informal settlements - Immigration/ influx of immigrants who are non-rate payers

Climate change/ water restrictions

Lack of social investment and development - lack of awareness and education programs

Poverty and increased unemployment/ increase indigent portfolio

Economic instability/ lack of economic development

High fuel prices

Unclear procurement legislation/ implementation of legislation or “red tape”

Lack of intergovernmental relations and political instability

Budgeting constraints

Repairs and maintenance of infrastructure backlog

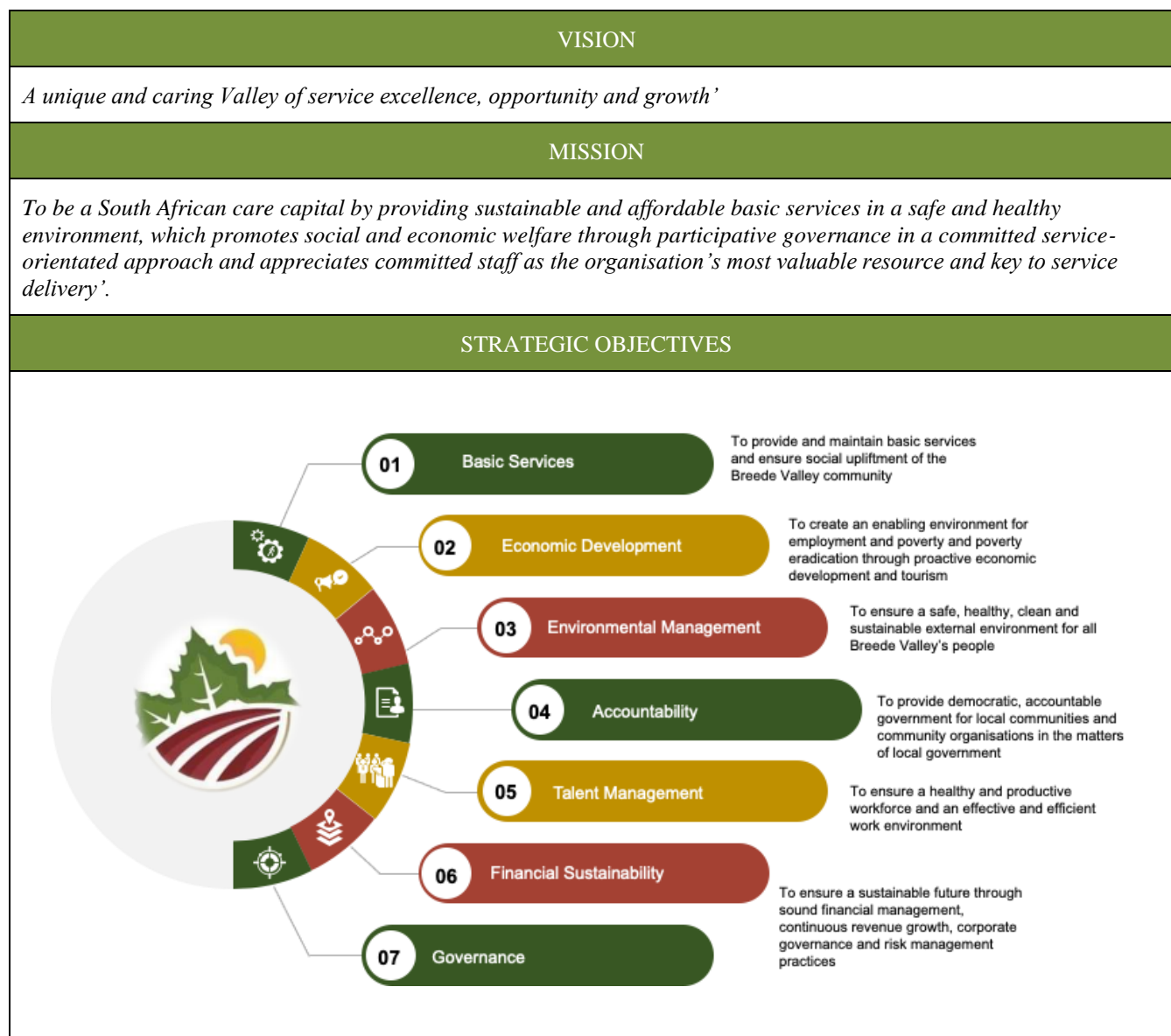
Load shedding - Interrupted electricity supply

Water provision at Touwsrivier and De Doorns

Service strikes

STRATEGY 2022 – 2027

Council has decided not to change their Vision and Mission statements.



STRATEGIC OBJECTIVES	OUTCOMES
To provide and maintain basic services and ensure social upliftment of the Breede Valley community	<ul style="list-style-type: none"> To set and maintain an acceptable standard of building activity in the Breede Valley To ensure the optimal use of land within a political, social, cultural, environmental and economic context To promote tourism and economic development and reduce unemployment and poverty in the municipal area

STRATEGIC OBJECTIVES	OUTCOMES
	<ul style="list-style-type: none"> • To maintain the structural and civil infrastructure (excluding electrical) and mechanical assets of the Breede Valley Municipality • To maintain the roads, sidewalks, kerbs and storm water systems to ensure safe vehicle and pedestrian movement • To remove and dispose all kinds of waste (other than medical and hazardous waste) • To maintain the water and sewer networks within the municipal area to ensure the distribution of water and the collection of sewerage • To maintain the vehicles (± 353) and plant (± 190) of the municipality to ensure an effective fleet of vehicles and plant • To maintain and supply a service to the public in terms of 260 public open spaces and parks, gardens, 9 sports fields, street trees and 11 cemeteries and to eradicate alien vegetation and perform a pest control service • To improve the solid waste service and maintain existing infrastructure • To maintain and clean the municipal commonage grounds • To provide all communities with quality water • To maintain and upgrade resorts and swimming pools • To maintain and improve the sewerage system • To compile, implement and project manage all capital works including the municipal infrastructure grant and regional infrastructure grant within the ambit of civil engineering • To ensure the continuous supply of basic electricity
To create an enabling environment for employment and poverty eradication through proactive economic development and tourism	<ul style="list-style-type: none"> • To promote tourism and economic development and reduce unemployment and poverty in the municipal area
To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley's people	<ul style="list-style-type: none"> • To enhance community safety and risk management • To execute traffic control and law enforcement activities

STRATEGIC OBJECTIVES	OUTCOMES
	<ul style="list-style-type: none"> • To address and manage the housing backlog in the municipal service area • To set and maintain an acceptable standard of building activity • To ensure the optimal use of land within a political, social, cultural, environmental and economic context • To remove and dispose of all kinds of waste (other than medical and hazardous waste)
To provide democratic, accountable government for local communities and community organisations in the matters of local government	<ul style="list-style-type: none"> • A responsive and accountable, effective and efficient local government system
To ensure a healthy and productive workforce and an effective and efficient work environment	<ul style="list-style-type: none"> • To create a functional organisation that enables optimal performance by developing and retaining a skilled representative workforce • To perform independent audits to evaluate whether policies and processes are designed and operating effectively and provide recommendations for improvement • To manage the municipality to deliver services in terms of the legislative requirements • To align performance of the municipality to the strategy of council and continuously assess progress made and corrective action required • To implement and maintain processes to facilitate compliance with legislation and best practices
To ensure a sustainable future through sound financial management, continuous revenue growth, corporate governance and risk management practices	<ul style="list-style-type: none"> • To procure goods and services in time to the end user • Broaden and improve the revenue base • Assure a sustainable future through sound financial management

DEPARTMENTAL RESPONSES

The following responses obtained during the planning week will ensure that the strategic objectives will be achieved during the five-year period (note: these responses/actions are not exclusive and may be revised and/or amended during the term of office, as circumstances dictate):

To provide and maintain basic services and ensure social upliftment of the Breede Valley community

- Deploy technology such as IOT, ERP, Drones, to enable service delivery
- Update the WSDP for next 5 years (2023-2027)
- Update the Water Master Plan for next 5 years (2023-2027)
- Update the Water Conservation & Demand Management Plan
- Complete the Rawsonville Sewer Project
- Complete the Worcester Sewer Project (Zweletemba/Avian Park/Roodewal/Riverview)
- Complete the Rawsonville Sewer Project (Construction ± 2 years)
- Complete the Worcester Sewer Project (Construction ± 5 years)
- Redefine of Pressure Zones and Pressure Management
- Increase pro-active maintenance
- Implement the Maintenance Tender (Pipe Replacement & Cleaning)

Water Reticulation Network

- Ensure master planning and up keeping of infrastructure needs.
- Ensure that departmental key performance areas are well defined, defined met and reported.
- Ensure that risk analysis and mitigation are implemented to identify threats and weaknesses in order to improve service delivery.
- Ensure that all capital Projects of the department (Water Reticulation) are implemented Successfully.
- Ensure proper human resources management for projects.
- Ensure effective service delivery to meet Municipal objectives.
- Ensure optimum use of municipal resources.
- Ensure that planned activities are completed as agreed and according to standard.
- Ensure sound financial management of the section for the capital budget and operational budget implementation and control

To provide and maintain basic services and ensure social upliftment of the Breede Valley community

Sewer Reticulation Network

Ensure master planning and up keeping of infrastructure needs.

Ensure that departmental key performance areas are well defined, defined met and reported.

Ensure that risk analysis and mitigation are implemented to identify threats and weaknesses in order to improve service delivery.

Ensure that all capital Projects of the department (Sewer Reticulation) are implemented Successfully.

Ensure proper human resources management for projects.

Ensure effective service delivery to meet Municipal objectives.

Ensure optimum use of municipal resources.

Ensure that planned activities are completed as agreed and according to standard.

Ensure sound financial management of the section for the capital budget and operational budget implementation and control

Electricity: Improve scheduled maintenance planning up to 80%

Implementing tenders/RFQs for additional contractors.

Spend minimum of 90% of budget allocation for maintenance.

Additional resources for scheduled maintenance planning.

Implement changes on the electrical infrastructure:

Electrification of Transhex phase 1.1 (190 units)

Altona Development project install additional cables and substation.

Refurbishment of substations within the area.

Installation of additional Lighting within informal areas.

Replacement of aging infrastructure within Touwsrivier, De Doorns & Worcester.

Maintenance and services of existing transformers, miniature substations, and ring main units.

Maintenance and replacement of metering equipment.

Electricity: Improve performance within the department (achieving 90% of Customer Service Charter)

Standardize operations by implementing SOP's.

Implement record keeping system in terms of inspection and maintenance sheets.

To provide and maintain basic services and ensure social upliftment of the Breede Valley community

Additional requirement for EPWPs.

Replace aged tools, vehicles, and plant within Electrical Department.

Procurement of the machinery and equipment in support of maintenance activities

To create an enabling environment for employment and poverty eradication through proactive economic development and tourism

Economic Development and growth

Formalization of informal trading areas in PDA's

Confirm information of land audit and compare with community needs

Prioritise alienation / lease of available properties

Construct trading zones

Deploy technology such as IOT, ERP, Drones, to enable service delivery

Dispose of strategically identified land for business and industrial development

Approve Investment Incentive Policy

Provide increased funding and resources to LTO model and measure tourism growth

Establish, register & implement PPP's and other optimal legal entities for maximum economic value of assets.

Implement Customer Service Charter

Establish internal red-tape reduction practical committee to propose red-tape reduction solutions

Develop a Touwsrivier Town Regeneration Strategy in partnership with Provincial and National State departments

Draft and implement a community social compact strategy

Draft and implement by-laws to protect strategic assets

Have dedicated youth programmes inculcating positive value systems

IPP – Self generation / Off the grid Bylaw and Policies / availability charges

Position tourism as a key enabler of economic growth

Housing

Development of the Human Settlement Plan (HSP)

Review of the Housing Administration Policy

To create an enabling environment for employment and poverty eradication through proactive economic development and tourism

Ensure that the waiting list is update on a regular basis

Review the Housing Pipeline on a regular basis

Ensure that owner transfer is done speedily

Monitor the Implementing Agent and ensure that Housing projects are done within the time frame

Improve the Housing service offices in the Towns and taking the housing office to the smaller towns

Community Development

Liaison with all Provincial and National department

Ensure that Early Development centres are getting the necessary support

Make sure that the youth are involve in opportunities

Effective management of the Thusong Centre

Regular update of the Community development plan

Support NGO with programmes

Implement Programme in the communities

Ensure a working relationship with Councillors and Ward committees

Actively being involve in the communities and assist with programme to support the different needs of the community

Draft and implement a community Social compact strategy.

Draft and implement Bylaw to protect Strategic assets.

Have dedicated youth programmes inculcating positive value systems

Libraries

Outreached programmes to the old age homes, schools, pre schools

Promote reading culture within the Breede Valley Municipal Area

Make the libraries a place for the community to come read in place and enjoyment

Opening libraries in all communities and on farms

To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley's people

Community Development

Establishment of youth forums in all towns

To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley's people

Review the Youth Development Policy for BVM

Youth Skills Development = assessment and training programme

Substance Abuse awareness programmes

Design programme for Youth Focal Units/ Youth Cafe

Youth Development Through Sport

Youth Development Summit

Community Safety Forum and implement programmes

Implement CCTV Cameras project

Conduct Community Safety Summit

Early Childhood Development policy and programme implementation

Develop and implement food security strategy

Establish sport forums in all towns

Arrange sport coaching clinics

Host the Mayoral cup sport tournament

Host the Sport Sector summit

Community Development: Design a Community Based Organisation database

Arrange a community development summit

Draft a street children vagrants programme, policy and 5 year strategy

Conduct the community profiling and mapping project

Gender and Disabled Sector Summit

Host the Breede Valley Arts and Culture Festival

Establishment of Satellite Centres in all towns

Sport grounds, swimming pools and resorts

Develop a 5 Year Implementation plan of the Sport Facilities Master Plan

Develop a long-term maintenance plan for all amenities

Develop new sport grounds in communities and upgrade in line with the Master Plan

To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley's people

Develop a marketing strategy for the resorts

Improved the maintenance of the resorts

Ensure that the MIG grant are used to improve the sports facilities

Building good relationships with all sporting bodies and organisations

Disaster management and Fire Services

New Fire Station in De Doorns

Joint Disaster Management Exercise. Various Provincial Disaster Management Agencies

Doing risk analysis and develop plans to mitigate the risk

Identify all informal dwellings in the area and install smoke detectors in all these dwellings to prevent shack fires

Educate the public and children (schools) on prevention of fires

Register EPWP Program on fire fighters and train unemployed youth as fire fighters and improve service in all towns

Establish one call centre for the municipal area

To ensure a healthy and productive workforce and an effective and efficient work environment

Human Capital Management

Understand motivation and what motivates people

Focus on job enrichment

Encourage participation

Provide open communication

Make work itself the motivator

Lead by example and instil desire to win

Reward accomplishments and provide opportunities

Restructure organogram to be aligned with municipal strategy

Development and training of staff on the following (skills development):

Counselling & Disciplinary.

Health and Safety Plan & Measure.

Additional Training to ensure effective workforce

To ensure a healthy and productive workforce and an effective and efficient work environment

Introducing team building and motivational days.

Implementation of performance management system

Improving remote communication systems within substations.

Fleet Management

Procure fleet to improve service delivery.

Improve organisational technical efficiency.

To ensure a sustainable future through sound financial management, continuous revenue growth, corporate governance and risk management practice

Municipal Court

To interpret at court on a daily basis

Periodical court in Touwsriver, De Doorns and Rawsonville

Enabling the court to record and store all proceedings

To keep accused in custody - Constructing cells

All departments to forward transgressions to the Municipal court - Information sessions and training to departments

Develop a 100 day plan

Identify the challenges in all Departments

Develop 2 to 3 possible solutions for each challenge

Identify area for quick wins strategies

Motivate the Departmental Heads to doing things differently with the aim to improve service delivery

Promote innovative thinking

Change the approach on how things were done

Develop short and long-term strategies for each section

Ensure 90 to 100% spending on Capital budget and 90 to 95% spending on Operational budget

Develop SOP's on management of all assets and for key municipal functions

Financial Management

Improved financial management and sound financial position.

Improved budgeting aligned with strategy.

To ensure a sustainable future through sound financial management, continuous revenue growth, corporate governance and risk management practice

Develop a prioritisation model and long-term financial plan to ensure that all needs identified will be addressed.

Strengthening budgetary controls to drive effective use of municipal resources

Improve production, planning and communication to efficiently execute SCM processes.

Spend a minimum of 90% of budget allocation for unplanned and planned maintenance.

Spend a minimum of 90% of budget allocation for Capital projects

Customer and stakeholder relations

Scheduled periodic engagements with ward councillors and with internal and external stakeholders

Publish posters and social media posts as an awareness tool to inform communities.

Public awareness of dangers of electricity and illegal connections.

Involvement of internal & external stakeholders to improvement of service delivery.

Implement Customer Service Charter to inform community and internal customers about how long processes will take

Establish internal red-tape reduction practical committee to propose red-tape reduction solutions

Improved communication and community participation

PART 1: LEGISLATIVE FRAMEWORK

PART 2: SOCIO-ECONOMIC & DEMOGRAPHIC PROFILE

PART 3: MUNICIPAL SITUATIONAL ANALYSIS

PART 4: STRATEGIC FRAMEWORK

PART 5: UNPACKING THE STRATEGIC PILLARS

PART 6: RESOURCING THE PLAN

PART 7: INTERGOVERNMENTAL COOPERATION

PART 8: MEASURING PERFORMANCE



BREED VALLEY

MUNICIPALITY • MUNISIPALITEIT • UMASIPALA

A caring valley of excellence

CHAPTER 4: STRATEGIC FRAMEWORK OF THE IDP

4.1 VISION, MISSION AND VALUES

Taking development challenges into account, Breede Valley Municipality aims to realise its vision of *'A unique and caring Valley of service excellence, opportunity and growth'*. The vision describes where Breede Valley wants to be as a municipality and within the greater Cape Winelands area. We endeavour to leverage our comparative and locational advantage to drive economic development and inclusive growth, creating sustainable employment for all our citizens.

The mission of the municipality offers the people of Breede Valley the following: *'To be a South African care capital by providing sustainable and affordable basic services in a safe and healthy environment, which promotes social and economic welfare through participative governance in a committed service-orientated approach and appreciates committed staff as the organisation's most valuable resource and key to service delivery'*.

Breede Valley Municipality is committed to and embraces the Batho Pele principles and subscribes to the following values:

- B** Beyond service excellence – We exceed the expectation of our communities by delivering innovative and affordable services.
- A** Accountable – We are professional and take ownership of everything we do.
- T** Teamwork – We believe in delivering together.
- H** Honesty – We behave with integrity and truthfulness in all our dealings.
- O** Open and transparent – We hide nothing and keep everyone informed.
- P** People driven – We deliver services for people, through people.
- E** Efficient and effective – We will deliver a rand's worth of service for every rand we receive.
- L** Learning organisation – We believe in continuous learning and create opportunities for personal and communal development and growth.
- E** Equal opportunity – We believe in equal opportunity for all and will use this diversity to the advantage of our communities.

4.2 STRATEGIC PILLARS

Breede Valley Municipality developed five strategic pillars that are underpinned by six strategic objectives. The strategic objectives have been developed to address the challenges identified during the IDP development process and are linked to service areas.

STRATEGIC PILLARS	
OPPORTUNITY	Breede Valley Municipality strives to provide an opportunity for every resident to have access to all basic services and to live in a safe, caring and well-managed municipal environment.
SAFETY	Breede Valley Municipality aims to partner with the community, other government departments and community organisations to provide a safe environment in which communities, especially women and children, can thrive in pursuit of good community values.
CARING	Breede Valley Municipality will provide care to all vulnerable groups and encourage social investment with a focus on youth development and opportunities for the youth to play a meaningful role in developing a better and caring Breede Valley community.
INCLUSIVE	Breede Valley plans, in consultation with all residents and partners, to create and stimulate social cohesion, to restore hope and to break down social divisions.
WELL-RUN MUNICIPALITY	Breede Valley Municipality continues to build on being a well-run municipality, with strong and committed administration upholding the principles of good governance, maintaining a good credit rating, providing basic services to all and improving our solid productivity rating.

TABLE 11: STRATEGIC PILLARS

4.3 STRATEGIC OBJECTIVES

Section 24 of the Municipal Systems Act states:

- (1) The planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of cooperative government contained in Section 41 of the Constitution.*
- (2) Municipalities must participate in national and provincial development programmes as required in Section 153(b) of the Constitution.”*

STRATEGIC OBJECTIVES	
SO 1	To provide and maintain basic services and ensure social upliftment of the Breede Valley community
SO 2	To create an enabling environment for employment and poverty eradication through proactive economic development and tourism
SO 3	To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley’s people
SO 4	To provide democratic, accountable government for local communities and encourage involvement of communities and community organisations in the matters of local government
SO 5	To ensure a healthy and productive workforce and an effective and efficient work environment
SO 6	To assure a sustainable future through sound financial management, continuous revenue growth, corporate governance and risk management practices

TABLE 12: STRATEGIC OBJECTIVES

4.4 ALIGNMENT WITH NATIONAL AND PROVINCIAL DEVELOPMENT PROGRAMMES

Breede Valley Municipality aims to align its strategic objectives with national and provincial development programmes. A detailed discussion of the national and provincial strategic directives is provided in Chapter 11. The following table illustrates the alignment of Breede Valley Municipality's strategic objectives with the key national, provincial and regional strategies. The strategic objectives will enable the municipality to implement its development thrusts identified during the municipal situational analysis, thereby ensuring that the situational reality of communities are duly considered and addressed.

Millennium Development Goals	National Development Plan	Medium- Term Strategic Framework	National Outcomes	Provincial Strategic Framework (Portfolios & Transversal Impact Areas)	CWDM Strategic Objectives	Breede Valley Strategic Objectives
Eradicate extreme poverty and hunger	An economy that will create more jobs	Economic transformation and job creation	Decent employment through inclusive economic growth	Growth and Jobs	SO 1: Creating an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the poor in the Cape Winelands District	SO 2: To create an enabling environment for employment and poverty eradication through proactive economic development and tourism
	Improve and expand infrastructure	Economic transformation and job creation	An effective, competitive and responsive economic	Spatial Transformation, Infrastructure and Mobility	SO 1: Creating an environment and forging partnerships that ensure social and	SO 1: To provide and maintain basic services and ensure social upliftment of the

Millennium Development Goals	National Development Plan	Medium- Term Strategic Framework	National Outcomes	Provincial Strategic Framework (Portfolios & Transversal Impact Areas)	CWDM Strategic Objectives	Breede Valley Strategic Objectives
	Transition to a low-carbon economy		infrastructure network	Growth and Jobs Resource Resilience	economic development of all communities, including the empowerment of the poor in the Cape Winelands District SO2: Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities	Breede Valley community
	Transform urban and rural spaces	Economic transformation and job creation Spatial integration, human settlements and local government	Vibrant, equitable and sustainable rural communities and food security	Growth and Jobs Resource Resilience		
Ensure environmental sustainability	Reverse the spatial effects of apartheid	Social cohesion and safe communities Spatial integration, human settlements and local government	Sustainable human settlements and improved quality of household life Protection and enhancement of environmental	Safety Educated, Healthy & Caring Society Spatial Transformation, Infrastructure and Mobility	SO 1: Creating an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the	SO 3: To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley's people.

Millennium Development Goals	National Development Plan	Medium- Term Strategic Framework	National Outcomes	Provincial Strategic Framework (Portfolios & Transversal Impact Areas)	CWDM Strategic Objectives	Breede Valley Strategic Objectives
			assets and natural resources	Resource Resilience	poor in the Cape Winelands District SO2: Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities	
Achieve universal primary education	Improve education and training	Education, skills and health	Improve the quality of basic education A skilled and capable workforce to support inclusive growth	Educated, Healthy & Caring Society	SO 1: Creating an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the poor in the Cape Winelands District	SO 1: To provide and maintain basic services and ensure social upliftment of the Breede Valley community
Reduce child mortality Improve maternal health	Provide quality healthcare for all	Education, skills and health	Improve health and life expectancy	Educated, Healthy & Caring Society	SO 1: Creating an environment and forging partnerships	SO 1: To provide and maintain basic services and ensure social

Millennium Development Goals	National Development Plan	Medium- Term Strategic Framework	National Outcomes	Provincial Strategic Framework (Portfolios & Transversal Impact Areas)	CWDM Strategic Objectives	Breede Valley Strategic Objectives
Combat HIV/Aids, malaria, and other diseases	Build safer communities	A capable, ethical and developmental state	All people in South Africa must feel protected and safe	Safety	that ensure social and economic development of all communities, including the empowerment of the poor in the Cape Winelands District	upliftment of the Breede Valley community SO3: To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley's people
	Build a capacity state	A capable, ethical and developmental state Consolidating the social wage through reliable and quality basic services	A development-orientated public service and inclusive citizenship A responsive and accountable, effective and efficient local government system	Innovation, Culture & Governance	SO 1: Creating an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the poor in the Cape Winelands District SO3: Providing effective and efficient financial and strategic support services to	SO 4: Provide democratic, accountable government for local communities and encourage involvement of communities and community organisations in the matters of local government SO 5: Ensure a healthy and productive workforce and an
	Fight corruption and enhance accountability					

Millennium Development Goals	National Development Plan	Medium- Term Strategic Framework	National Outcomes	Provincial Strategic Framework (Portfolios & Transversal Impact Areas)	CWDM Strategic Objectives	Breede Valley Strategic Objectives
					the Cape Winelands District Municipality	effective and efficient work environment SO 6: Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices
Promote gender equity and empower women Develop a global partnership for development	Transform society and unite the country	Social cohesion and safe communities A better Africa and world	A better South Africa, a better Africa and a better world	Educated, Healthy & Caring Society Safety Innovation, Culture & Governance	SO 1: Creating an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the poor in the Cape Winelands District	SO6: Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices

Millennium Development Goals	National Development Plan	Medium- Term Strategic Framework	National Outcomes	Provincial Strategic Framework (Portfolios & Transversal Impact Areas)	CWDM Strategic Objectives	Breede Valley Strategic Objectives
					SO3: Providing effective and efficient financial and strategic support services to the Cape Winelands District Municipality	

TABLE 13: ALIGNMENT OF STRATEGIC OBJECTIVES

4.5 OPERATIONAL ALIGNMENT WITH NATIONAL, PROVINCIAL AND DISTRICT STRATEGIC DIRECTION

The National Development Plan (Vision 2030) sets out a plan to move South Africa to a new improved trajectory of economic growth to address poverty and inequality, thereby creating sustainable livelihoods, where active citizens take responsibility for their own development through working with government. The OneCape 2040 provincial strategy charts a way forward towards a society where inequality is addressed and the factors limiting citizens' ability to participate in the economy are minimised. The vision also strives towards a resilient, inclusive and competitive Western Cape with higher rates of employment producing growing incomes, greater equality and an improved quality of life for all the citizens of the Western Cape.

In addition, the Western Cape Government (WCG) recently reviewed its 2019 - 2024 Provincial Strategic Plan (PSP) and Provincial Transversal Management System (PTMS). Municipalities (amongst others) were granted the opportunity to provide input on the Draft PSP. Emanating from this process, the WCG established, per our definition, a Provincial Strategic Framework as depicted in the figures below:

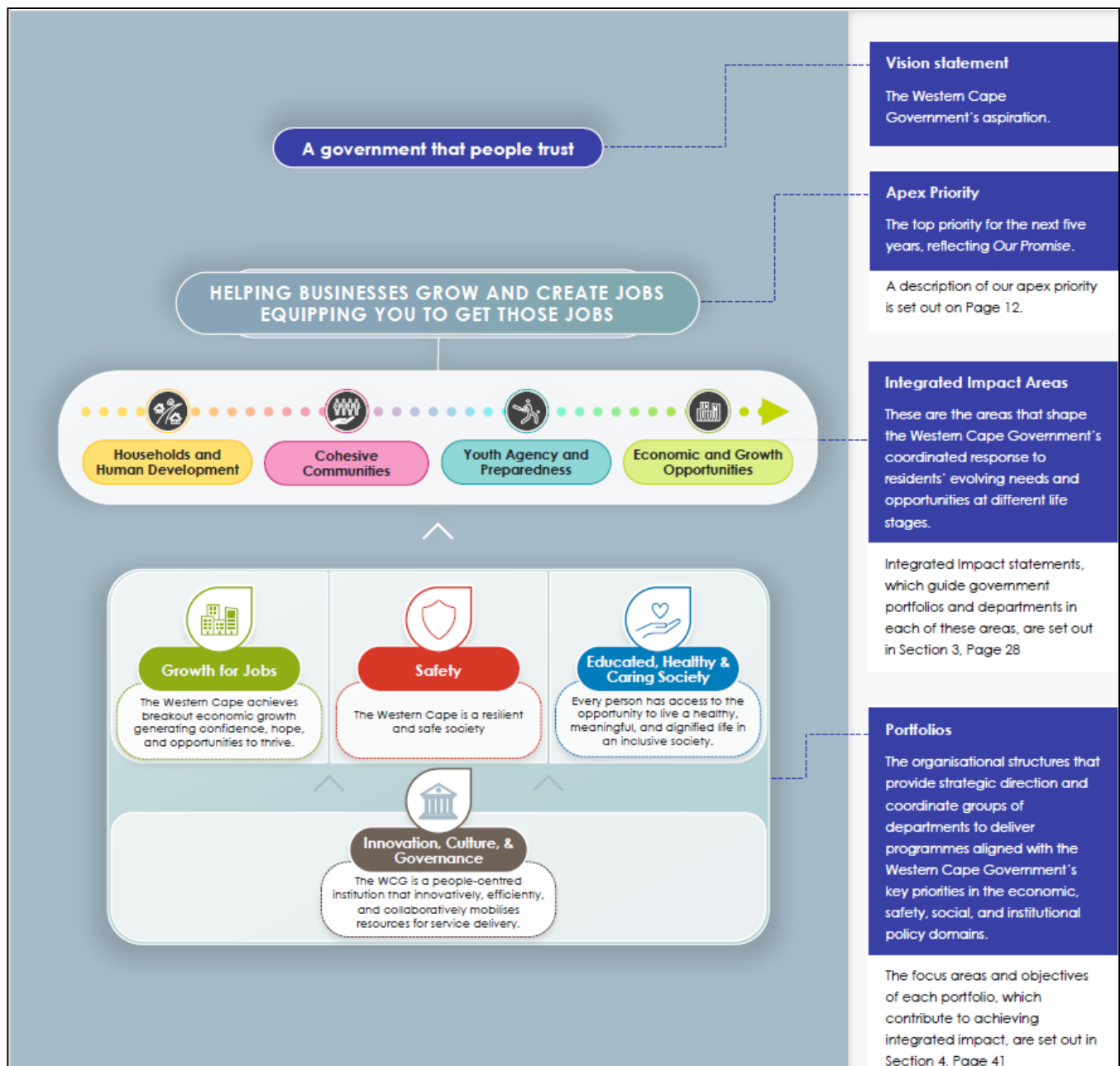


FIGURE 18: OVERVIEW OF THE PROVINCIAL STRATEGIC PLAN 2025-2030

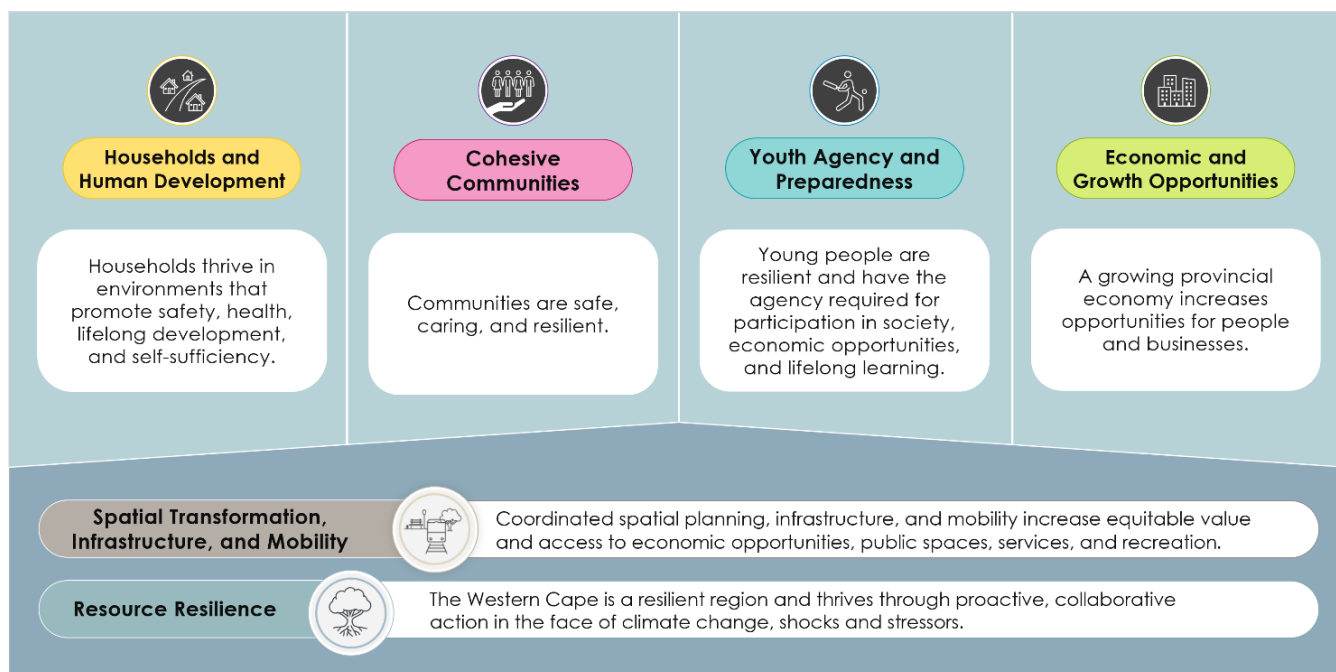


FIGURE 19: WESTERN CAPE GOVERNMENT INTEGRATED & TRANVERSAL IMPACT AREAS 2025-2030

The tables below align Breede Valley Municipality’s strategic objectives with national, provincial and district strategic directives/frameworks. It also links with municipal functions and objectives that will ensure implementation by the organisation. These strategies and objectives will also inform the distribution of resources (financial/human) throughout the municipal structure.

Municipal Strategic Objective	SO1 – To provide and maintain basic services and ensure social upliftment of the Breede Valley community
National Key Performance Area	Basic service delivery Local economic development
National Outcomes	Sustainable human settlements and improved quality of household life A responsive and accountable, effective and efficient local government system Vibrant, equitable and sustainable rural communities and food security
National Development Plan	Improve and expand infrastructure Provide quality healthcare for all Build safer communities Transform urban and rural space An economy that will create jobs
Provincial Strategic Framework	<u>Integrated Impact Areas:</u> Households & Human Development; Cohesive Communities; Youth Agency and Preparedness; Economic and Growth Opportunities <u>Portfolios:</u> Growth for Jobs; Safety; Educated, Healthy & Caring Society; Innovation, Culture & Governance <u>Transversal Impact Areas:</u> Spatial Transformation, Infrastructure and Mobility; Resource Resilience
Municipal Function	Strategic Support Service; Engineering Services; Planning, Development & Integrated Services, Community Services; All municipal departments
Applicable Departmental Objectives	<ul style="list-style-type: none"> ❑ To set and maintain an acceptable standard of building activity in the Breede Valley ❑ To ensure the optimal use of land within a political, social, cultural, environmental and economic context ❑ To promote tourism and economic development and reduce unemployment and poverty in the municipal area ❑ To maintain the structural, civil and electrical infrastructure and mechanical assets of the Breede Valley Municipality ❑ To maintain the roads, sidewalks, kerbs and storm water systems to ensure safe vehicle and pedestrian movement ❑ To remove and dispose all kinds of waste (other than medical and hazardous waste) ❑ To maintain the water and sewer networks within the municipal area to ensure the distribution of water and the collection of sewerage

Municipal Strategic Objective	SO1 – To provide and maintain basic services and ensure social upliftment of the Breede Valley community
	<ul style="list-style-type: none"> <input type="checkbox"/> To maintain the vehicles and plant of the municipality to ensure an effective fleet of vehicles and plant <input type="checkbox"/> To maintain and supply a service to the public in terms of 260 public open spaces and parks, gardens, 9 sports fields, street trees and 11 cemeteries and to eradicate alien vegetation and perform a pest control service <input type="checkbox"/> To improve the solid waste service and maintain existing infrastructure <input type="checkbox"/> To maintain and clean the municipal commonage grounds <input type="checkbox"/> To provide all communities with quality water <input type="checkbox"/> To maintain and upgrade resorts and swimming pools <input type="checkbox"/> To maintain and improve the sewerage system <input type="checkbox"/> To compile, implement and project manage all capital works including the municipal infrastructure grant and regional infrastructure grant within the ambit of civil engineering <input type="checkbox"/> To ensure the continuous supply of basic electricity
Functional priorities	<ul style="list-style-type: none"> <input type="checkbox"/> Upgrading and provision of bulk infrastructure <input type="checkbox"/> Adequate maintenance of infrastructure assets <input type="checkbox"/> Provision of clean and safe water <input type="checkbox"/> Extensions and access to electricity <input type="checkbox"/> Maintenance and upgrading of roads, streets and storm water drainage <input type="checkbox"/> Provision of cleaning services <input type="checkbox"/> Development of a funding and capacity strategy for infrastructure development <input type="checkbox"/> Expand and strengthen the EPWP <input type="checkbox"/> Road maintenance and upgrading <input type="checkbox"/> Construction and implementation of approved capital projects <input type="checkbox"/> Establish partnerships with all role-players in the social development sector to improve cooperation, integration and effective utilisation of resources <input type="checkbox"/> Compile and continuously review the social development plan/study to inform the municipality's response/ involvement in future programmes/initiatives for the youth, women, people with disabilities and the elderly <input type="checkbox"/> To promote social cohesion within the municipal service area

TABLE 14: STRATEGIC OBJECTIVE 1

Municipal Strategic Objective	SO2 – To create an enabling environment for employment and poverty eradication through proactive economic development and tourism
National Key Performance Area	Local economic development
National Outcomes	Decent employment through inclusive economic growth
National Development Plan	An economy that will create jobs
Provincial Strategic Framework	<p><u>Integrated Impact Areas</u>: Households & Human Development; Cohesive Communities; Youth Agency and Preparedness; Economic and Growth Opportunities</p> <p><u>Portfolios</u>: Growth for Jobs; Safety; Educated, Healthy & Caring Society; Innovation, Culture & Governance</p> <p><u>Transversal Impact Areas</u>: Spatial Transformation, Infrastructure and Mobility; Resource Resilience</p>
Municipal Function	Engineering Services, Planning, Development & Integrated Services, Community Services, Strategic Support Services, All municipal departments
Applicable Departmental Objectives	<input type="checkbox"/> To promote tourism and economic development and reduce unemployment and poverty in the municipal area
Functional priorities	<input type="checkbox"/> Expand sustainable infrastructure and bulk services to expand the rate base of the municipality <input type="checkbox"/> Create a healthier investor-friendly environment <input type="checkbox"/> Market Breede Valley as a tourism destination and a preferred area for business investment <input type="checkbox"/> Build partnerships with local economic development initiatives <input type="checkbox"/> Strengthen relations with business chambers, tourism and agricultural sectors <input type="checkbox"/> Implementation of a programme in pursuit of the realisation of a sustainable, unique and iconic tourism industry to create a parallel economy

TABLE 15: STRATEGIC OBJECTIVE 2

Municipal Strategic Objective	SO3 – To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley’s people
National Key Performance Area	Basic service delivery
National Outcomes	All people in South Africa are protected and feel safe Sustainable human settlements and improved quality of household life Protection and enhancement of environmental assets and natural resources
National Development Plan	Building safer communities Reversing the spatial effects of apartheid Transform urban and rural space
Provincial Strategic Framework	<u>Integrated Impact Areas</u> : Households & Human Development; Cohesive Communities; Youth Agency and Preparedness; Economic and Growth Opportunities <u>Portfolios</u> : Growth for Jobs; Safety; Educated, Healthy & Caring Society; Innovation, Culture & Governance <u>Transversal Impact Areas</u> : Spatial Transformation, Infrastructure and Mobility; Resource Resilience
Municipal Function	Community Services Housing Planning
Applicable Departmental Objectives	<input type="checkbox"/> To enhance community safety and risk management <input type="checkbox"/> To execute traffic control and law enforcement activities <input type="checkbox"/> To address and manage the housing backlog in the municipal service area <input type="checkbox"/> To set and maintain an acceptable standard of building activity <input type="checkbox"/> To ensure the optimal use of land within a political, social, cultural, environmental and economic context <input type="checkbox"/> To remove and dispose of all kinds of waste (other than medical and hazardous waste)
Functional priorities	<input type="checkbox"/> Transforming law enforcement as a mechanism to ensure that all communities can work and live in a safe environment <input type="checkbox"/> Develop a strategy for the improvement of law enforcement within the municipal service area <input type="checkbox"/> Continuous support and strategic positioning of the municipal court <input type="checkbox"/> Monitor and improve the control and management of informal settlement within the municipal service area <input type="checkbox"/> Conduct a study on migration patterns within the Breede Valley region

TABLE 16: STRATEGIC OBJECTIVE 3

Municipal Strategic Objective	SO4 – Provide democratic, accountable government for local communities and encourage involvement of communities and community organisations in the matters of local government
National Key Performance Area	Good governance and public participation
National Outcomes	A responsive and accountable, effective and efficient local government system
National Development Plan	Build a capacity state
Provincial Strategic Framework	<p><u>Integrated Impact Areas:</u> Households & Human Development; Cohesive Communities; Youth Agency and Preparedness; Economic and Growth Opportunities</p> <p><u>Portfolios:</u> Growth for Jobs; Safety; Educated, Healthy & Caring Society; Innovation, Culture & Governance</p> <p><u>Transversal Impact Areas:</u> Spatial Transformation, Infrastructure and Mobility; Resource Resilience</p>
Municipal Function	Office of the Municipal Manager, Strategic Support Services, Community Services and All applicable municipal departments
Applicable Departmental Objectives	To provide a support service for meetings of council
Functional priorities	<ul style="list-style-type: none"> <input type="checkbox"/> Strengthening the oversight role and function of council structures <input type="checkbox"/> Improve council and committee monitoring and implementation of council resolutions <input type="checkbox"/> Expand the decentralised service model within Breede Valley <input type="checkbox"/> Review and adopt the communication policy <input type="checkbox"/> Implement specific mechanism to improve communication and public participation in municipal affairs: <ul style="list-style-type: none"> ○ Restructuring and training of the ward committees ○ Establishment of an IDP representative forum ○ Launching a municipal newsletter ○ Hosting community summits and multi-sectorial forums meetings

TABLE 17: STRATEGIC OBJECTIVE 4

Municipal Strategic Objective	SO5 – Ensure a healthy and productive workforce and an effective and efficient work environment
National Key Performance Area	Municipal transformation and institutional development
National Outcomes	A responsive and accountable, effective and efficient local government system A skilled and capable workforce to support inclusive growth
National Development Plan	Build a capacity state Fight corruption and enhance accountability
Provincial Strategic Framework	<u>Integrated Impact Areas:</u> Households & Human Development; Cohesive Communities; Youth Agency and Preparedness; Economic and Growth Opportunities <u>Portfolios:</u> Growth for Jobs; Safety; Educated, Healthy & Caring Society; Innovation, Culture & Governance <u>Transversal Impact Areas:</u> Spatial Transformation, Infrastructure and Mobility; Resource Resilience
Municipal Function	Office of the Municipal Manager, Strategic Support Services
Applicable Departmental Objectives	<ul style="list-style-type: none"> ❑ To create a functional organisation that enables optimal performance by developing and retaining a skilled representative workforce ❑ To perform independent audits to evaluate whether policies and processes are designed and operating effectively and provide recommendations for improvement ❑ To manage the municipality to deliver services in terms of the legislative requirements ❑ To align performance of the municipality to the strategy of council and continuously assess progress made and corrective action required ❑ To implement and maintain processes to facilitate compliance with legislation and best practices
Functional priorities	<ul style="list-style-type: none"> ❑ Organisational review and design of the municipal staff establishment (organogram) ❑ Implement change management processes to realign the municipality human resource capacity to become a more productive workforce ❑ Strengthen performance management processes to improve productivity ❑ Review and approve the Employment Equity Plan ❑ Develop and introduce a professional fleet management programme and strategy

TABLE 18: STRATEGIC OBJECTIVE 5

Municipal Strategic Objective	SO6 – Assure a sustainable future through sound financial management, continuous revenue growth, corporate governance and risk management practices
National Key Performance Area	Municipal financial viability and management
National Outcomes	A responsive and accountable, effective and efficient local government system
National Development Plan	Fight corruption and enhance accountability
Provincial Strategic Framework	<p><u>Integrated Impact Areas</u>: Households & Human Development; Cohesive Communities; Youth Agency and Preparedness; Economic and Growth Opportunities</p> <p><u>Portfolios</u>: Growth for Jobs; Safety; Educated, Healthy & Caring Society; Innovation, Culture & Governance</p> <p><u>Transversal Impact Areas</u>: Spatial Transformation, Infrastructure and Mobility; Resource Resilience</p>
Municipal Function	Financial Services
Applicable Departmental Objectives	<ul style="list-style-type: none"> <input type="checkbox"/> To procure goods and services in time to the end user <input type="checkbox"/> Broaden and improve the revenue base <input type="checkbox"/> Assure a sustainable future through sound financial management
Functional priorities	<ul style="list-style-type: none"> <input type="checkbox"/> Develop and implement a strategy to identify additional sources of revenue for financing major capital projects and maintenance of assets <input type="checkbox"/> Improve the debt collection rate by reviewing and implementing the debt collection policy <input type="checkbox"/> Improve the monitoring of the financial health of the municipality <input type="checkbox"/> Continuously implementing and revising the system to address all audit findings and work towards maintaining an “unqualified audit without findings” status on a yearly basis <input type="checkbox"/> Develop a long-term financial strategy

TABLE 19: STRATEGIC OBJECTIVE 6

PART 1: LEGISLATIVE FRAMEWORK

PART 2: SOCIO-ECONOMIC & DEMOGRAPHIC PROFILE

PART 3: MUNICIPAL SITUATIONAL ANALYSIS

PART 4: STRATEGIC FRAMEWORK

PART 5: UNPACKING THE STRATEGIC PILLARS

PART 6: RESOURCING THE PLAN

PART 7: INTERGOVERNMENTAL COOPERATION

PART 8: MEASURING PERFORMANCE



BREEDDE VALLEY

MUNICIPALITY • MUNISIPALITEIT • UMASIPALA

A caring valley of excellence

CHAPTER 5: THE OPPORTUNITY MUNICIPALITY

OPPORTUNITY

Breede Valley Municipality strives to provide an opportunity for every resident to have access to all basic services and to live in a safe, caring and well-managed municipal environment.

The primary focus of Breede Valley Municipality as an opportunity municipality is to create a municipality where every citizen has access to all basic services and to live in a safe, caring and well-managed environment. We as the municipality are of the view that entrenching human dignity of all its people through basic service delivery is fundamental in laying the foundation of the opportunity municipality. The second thrust of the opportunity municipality is to create an economically enabling environment in which investment in Breede Valley can grow and employment opportunities can be created. This will further enhance and entrench the dignity of our citizens, since through having a job people can realise sustainable livelihoods and that of later generations.

Breede Valley municipality has identified the following two strategic objectives to drive the realisation of the opportunity municipality:

STRATEGIC OBJECTIVE 1: TO PROVIDE AND MAINTAIN BASIC SERVICES AND ENSURE SOCIAL UPLIFTMENT OF THE BREEDE VALLEY COMMUNITY

STRATEGIC OBJECTIVE 2: TO CREATE AN ENABLING ENVIRONMENT FOR EMPLOYMENT AND POVERTY ERADICATION THROUGH PROACTIVE ECONOMIC DEVELOPMENT AND TOURISM

The objectives above will be unpacked in more detail below, and will be pursued through the implementation of the following lead programmes and interventions:

STRATEGIC OBJECTIVE 1: To provide and maintain basic services and ensure social upliftment of the Breede Valley community

PROGRAMME 5.1: ROLL-OUT OF BASIC SERVICES

According to the 2022 Census data provided by Statistics South Africa, there are approximately 54 284 households in the Breede Valley municipal area. This section reflects the services that are available to households of Breede Valley **within the urban edge of the Municipality**. It is important to note that access to basic services is provided according to national norms for 100% of formal housing. Basic services are also provided to the Informal component according to national norms.

It is important to note that for households outside the urban edge (privately owned land e.g. Farms), the Municipality has a by-law relating to Water Supply, Sanitation Services and Industrial Effluent that addresses the matter of services provided in

terms of municipal water and sanitation. As per this by-law, farm owners are responsible for the provision of at least basic water services to the people living on farm.

PROGRAMME 5.1 (A): WATER SUPPLY

The Municipality is an authorised water service authority and as such must adhere to the relevant sections of the Water Services Act (No. 108 of 1997) and the MSA. The Municipality has a duty to all customers or potential customers in its area of jurisdiction to progressively ensure efficient, affordable, economical and sustainable access to water services that promote sustainable livelihoods and economic development.

Access to potable water is the norm in Breede Valley Municipality. According to StatsSA 2022 Census, the number of households with access to piped water inside the dwelling was estimated at 45 974, with 8 138 households using other sources for their water supply. Breede Valley residents have experienced a significant shift from access to potable water from outside the yard to inside the dwelling.

When considering households **within the urban edge** only, 35 930 households had access to the minimum water service level by the end of June 2024, as depicted in the table below:

Description	2022/23 [#]	2023/24 [#]
	Actual	Actual
Household		
Water: (above minimum level)		
Piped water inside dwelling	21 375	22 565
Piped water inside yard (but not in dwelling)	0	0
Using public tap (within 200m from dwelling)	13 365	13 365
Other water supply (within 200m)	0	0
Minimum service level and above subtotal	34 740*	35 930*
Minimum service level and above percentage	100	100
Water: (below minimum level)		
Using public tap (more than 200m from dwelling)	0	0
Other water supply (more than 200m from dwelling)	0	0
No water supply	0	0
Below minimum service level subtotal	0	0
Below minimum service level percentage	0	0
Total number of households (formal and informal)	34 740	35 930
<i>*Total reflects the total number of households including households not separately billed</i>		
<i>#Source: BVM Annual Report 2023/24</i>		

TABLE 20: WATER SERVICE DELIVERY LEVELS

The residential water services delivery adequacy profile as presented below aligns with the service level category of the WSDP Guide Framework and considers the water resources-, operational- and infrastructure needs of the water services provider by the Breede Valley Municipality. In essence, the above, paves the way for the identification of projects to address the relevant needs. When interpreting the adequacy profile, it should be recognised that a specific settlement that are serviced by the municipality, may have more than one need and hence, that provision is made for double counting of households, where such duplication needs have been identified. It should also be emphasized that where areas are serviced privately such as households residing on farms, that the adequacy service level has been identified as Adequate: Informal as per the guidelines for the DWA Reference Framework, meaning that any infrastructure development needs (as may be evident from the access profile) is not assigned for implementation by the Breede Valley Municipality.

It must be noted that the adequacy profile is based on levels of service for the areas within the urban edge and aligned with the Department of Water Affairs, reference framework figures. The adequacy profile represents a WSA perspective and hence, includes all wards located within the Breede Valley municipal boundary.

The Breede Valley Municipality's water services adequacy profile contains the following needs:

- Infrastructure- and services needs to be extended in informal settlements of Rawsonville, Avian Park, Zwelethemba, Sand Hills, Orchards and Touwsrivier.
- There is a high need of refurbishment for both the water- and sewer infrastructure.

The table below indicate the water reliability profile:

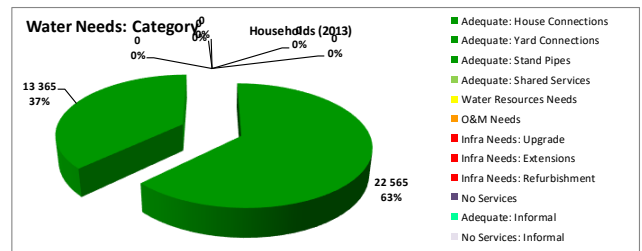
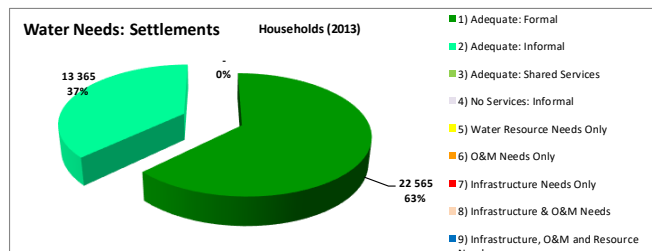
Section: Water Reliability Profile	Totals	Assessment Score
Water Supply System	4	
Total Number of Households having Reliable Service. (Interpret Direct Backlog field above)	35 930	100%
Total Number of Households NOT having Reliable Service due to: Resource - Conservation & Demand Management	-	-
Total Number of Households not having Reliable Service due to: Infrastructure – Extension	-	-
<i>Source: 2022/23 Water Services Development Plan – IDP Sector Input</i>		

TABLE 21: WATER RELIABILITY PROFILE

Residential water services delivery adequacy profile (Water)

Table C2.3 (a): Residential water services delivery adequacy profile (Water)

W	at	Z	E	FORMAL																INFORMAL										
				Adequate								Water Resourc		O & M Needs		Infrastructure Needs						No services		Adequate		No services				
				House Connecti ons		Yard Connecti ons		Stand Pipes		Shared Services						Upgrades		Extensions		Refurbishment										
				HH	%	HH	%	HH	%	HH	%	HH	%	HH	%	HH	%	HH	%	HH	%	HH	%	HH	%					
1	9			22 565	100%	-	0%																							
2	23					13 365																								
3	0																													
4	29																													
5	0																													
6	0																													
7	3																													
8	0																													
9	0																													
10	0																													
Total Househ				22 565		13 365		0		0		0		0		0		0		0		0		0		0		0		



Source: 2022/23 Water Services Development Plan – IDP Sector Input

FIGURE 20: WATER SERVICES DELIVERY ADEQUACY PROFILE

The supply of water in the Breede Valley Municipal Area can be divided into three supply areas, they are:

- Worcester and Rawsonville Supply Area
- De Doorns Supply Area
- Touwsrivier Supply Area

The map below indicates the four supply areas within the Breede Valley Municipality:

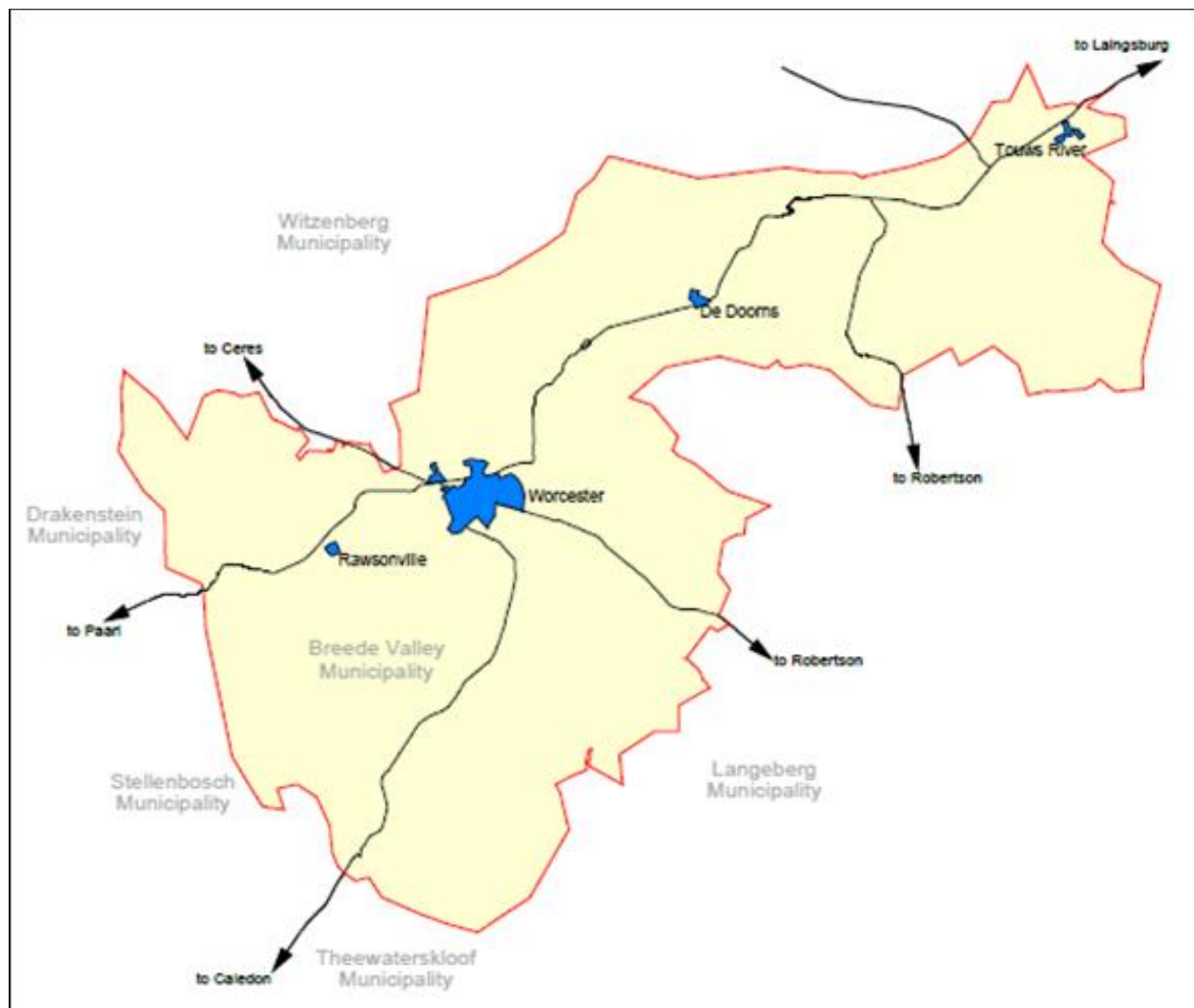


FIGURE 21: WATER SUPPLY AREAS WITHIN BREEDE VALLEY MUNICIPALITY

Worcester and Rawsonville are supplied with water from the Stettynskloof Dam and the Fairy Glen Dam, with a total estimated yield of 26 000 ML/a. The current and future demands do not surpass the available yield. De Doorns is supplied with water from the Hex River Irrigation Board, with a total estimated yield of 850 ML/a. The current and future demand surpass the available yield by 420 ML/a. The current demand in De Doorns exceeds the supply and the quota received from the Water Users Association. Touwsrivier is supplied with water from Waterkloof, Donkerkloof and Witklip boreholes and springs, with a total estimated yield of 1 008 ML/a. The current and future demand surpass the available yield by 192 ML/a. Although the drought and associated conditions experienced over the last 3 years are not as prevalent in BVM as in neighbouring areas, it remains imperative for the municipality to develop and implement water management strategies that would ensure and safeguard water security in future.

The table below indicate the water infrastructure summary per area:

AREA	INFRASTRUCTURE TYPE	EXTENT	CAPACITY
Worcester	Water Treatment Works (Stettynskloof)	1	60MI/d
	Water Treatment Works (Fairy Glen)	1	10MI/d
	Reservoirs (including Towers) Worcester	8	113.24MI
	Pumpstation/s Worcester	6	-
	Pipe Length (Worcester)	345km	-
Rawsonville	Boreholes (Rawsonville – Emergencies only)	4	0.8MI/d
	Reservoirs (including Towers) Rawsonville	3	2.83MI
	Pumpstation/s Rawsonville	1	-
	Pipe Length (Rawsonville)	16.8km	-
De Doorns	Water Treatment Works	1	4.8MI/d
	Reservoirs (including Towers)	7	8.79MI
	Pumpstation/s	2	-
	Pipe Length	57.7km	-
Touwsrivier	Water Treatment Works	1	3.2MI/d
	Reservoirs (including Towers)	3	6.045MI
	Pumpstation/s	0	-
	Pipe Length	89.2km	-
<i>Source: 2022/23 Water Services Development Plan – IDP Sector Input</i>			

TABLE 22: WATER INFRASTRUCTURE SUMMARY PER AREA

Breede Valley Municipality has submitted its annual Water Services Development Plan (WSDP) performance and Water Services Audit Report to the Department of Water and Sanitation for the financial year 2023/24 in line with Section 62 of the Water Services Act 108 of 1997, which requires the Minister to monitor every Water Services Institution in order to ensure compliance with the prescribed national standards.

The Breede Valley Municipality has a detailed Water and Sewer Master Plan that was completed in February 2023. The planning scenario for the master plans is based on the approved Spatial Development Framework. Detailed computer models for the water and sewer system were done and linking the models to the stand and water meter database of the treasury financial system. All networks were evaluated for the current and future models to determine the infrastructure requirements based on the specific planning scenario. Detail infrastructure requirements and timeframes is the main output of the master plans. The master plans also assist with the evaluation of new development applications to ensure that the required infrastructure for the development will be adequate.

An output of the Master Plans is also detailed infrastructure plans of the current infrastructure. This can be used for asset register verification and/or updating of the asset register. All information is available in an electronic system for easy viewing and planning purposes. All water and sewer information is integrated in one system.

The Transhex development was approved and is in implementation stage. This is a huge development consisting of approximately 8 000 new households. The project will be implemented in phases. The first phase consisting of 1 500 households. This will have a major impact on the current infrastructure in the Worcester area as well as capacity to manage the additional infrastructure required for this scale of development. Currently the bulk infrastructure for this development is in place to ensure that sufficient capacity is available for this development. The infrastructure requirements were identified through the master planning process.

The current Master Plan for Water and Sewer is sufficient for the development trends in the Breede Valley Municipality. Should the Spatial Development Framework be updated the Master Plans will be realigned to ensure integration with the planning scenarios as indicated in the Spatial Development Framework.

The table below indicate the WSDP projects for the 5-year programme:

5 Year Programme Projects	Baseline	Action	Indicator	Risk Factor	Total Estimated Budget	Delivery Agenda
						2023 - 2028
Update WSDP for next 5 years (2023-2028)	Current WSDP (5 years ending 2028)	Appoint Consultants to update WSDP	WSDP for Water & Sewer for BVM	No Funding	± R 700 000-00 (OPEX)	Facilitate the completion of WSDP (2028-2033)
Update Water Master Plan for Next 5 Years	Current Water Master Plan (2014)	Appoint Consultants to update WSDP	Updated Water Master Plan	No Funding	± R 1 000 000-00 (OPEX)	Facilitate the completion of Master Plan (2023-2028)
Water Conservation & - Demand Management Plan	No Plan	Appoint Consultants to Develop a Plan	Draft Report	No Funding	± R 500 000-00 (OPEX)	Facilitate the completion of WC/WDMP (2025-2028)
Redefine of Pressure Zones and Pressure Management	GLS Report	Appoint Consultants to Develop a Plan	Analysis Report	No Funding	± R 1 000 000-00 (OPEX)	Facilitate Progress (2025-2028)
Maintenance Tender (Pipe Replacement & Cleaning)	Pipe Burst Stats/ Master Plan	Prepare Tender	Tender Equipment	No Funding	± R 3 000 000-00 (Capital)	Monitor Tender (2023-2026)

TABLE 23: WSDP WATER PROJECTS FOR THE 5-YEAR PROGRAMME

PROGRAMME 5.1 (B): SANITATION

Breede Valley Municipality has a duty to all customers or potential customers in its area of jurisdiction to progressively ensure efficient, affordable, economical and sustainable access to sanitation services that promote sustainable livelihoods and economic development. Good sanitation services exist across the Breede Valley municipal area, with a total of 51 529 households (94.9%) having access to flush toilets connected to the sewerage system. A total of 477 (0.9%) households have access to chemical toilets (predominantly located in informal settlements).

When considering only households **within the urban edge of the municipality**, 23 982 households had access to the minimum sanitation service level by the end of June 2024, as depicted in the table below:

Description	2022/23 [#]	2023/24 [#]
	Actual	Actual
Household		
Sanitation/sewerage: (above minimum level)		
Flush toilet (connected to sewerage)	22 496	22 502
Flush toilet (with septic tank)	411	411
Chemical toilet	1 069	1 069
Pit toilet (ventilated)	0	0
Other toilet provisions (below minimum service level)	0	0
Minimum service level and above sub-total	23 976	23 982
Minimum service level and above percentage	100	100
Bucket toilet	0	0
Other toilet provisions (below minimum service level)	0	0
No toilet provisions	0	0
Below minimum service level sub-total	0	0
Below minimum service level percentage	0	0
Total number of households	23 976	23 982
<i>*Total reflects the total number of households including households not separately billed</i>		
<i>[#]Source: BVM Annual Report 2023/24</i>		

TABLE 24: SANITATION SERVICE DELIVERY LEVELS

Each town within the Breede Valley Municipality has its own Waste Water Treatment Works. These treatment works operate 24 hours per day and discharge the treated effluent into the Breede River, Smalblaar River and Hex River respectively. For Worcester, Touwsrivier and De Doorns a portion of the treated effluent is used by other end users for irrigation. Only Touwsrivier does not discharge any treated effluent back into the river, but all is disposed of for irrigation. Water quality is measured at Worcester on a weekly basis and monthly for the other towns. 100% of the effluent that leaves the treatment works is chlorinated.

The Municipality is responsible for the following systems:

- Worcester WWTW
- Rawsonville WWTW
- De Doorns WWTW
- Touwsrivier WWTW

The physical condition of the treatment works is average and aged. Challenges are experienced with maintenance of infrastructure due to limited funding. The treatment works does experience frequent breakages/failures during operation and a service provider is contracted to assist with emergencies. The Worcester and De Doorns WWTWs must be refurbished and need upgrading of the inlet works, de-gritting and sludge handling. Rawsonville WWTW is currently being upgraded and Touwsrivier will be upgraded in the next 2 financial years.

The majority of erven in the municipal service area are connected to a waterborne sanitation system, while the remaining households make use of septic tanks. The sewer system is in a fair condition. A phased replacement programme has been initiated and is rolled out in accordance with the dictates of the budget. Breede Valley Municipality has wastewater treatment plants in each of the four towns with the following capacity.

Existing Wastewater Treatments Plants (WWTP) Capacity		Existing Pipelines (gravity and rising mains)
Rawsonville	0.25 Ml/d	10.1 km
Worcester	30 Ml/d	276.4 km
De Doorns	2.35 Ml/d	51.2 km
Touwsrivier	0.84 Ml/d	22.5 km
Total	33.44 Ml/d	360.2 km
<i>Source: 2021/22 Water Services Development Plan – IDP Sector Input Plan</i>		

TABLE 25: WWTP CAPACITY AND EXISTING PIPELINES

The Breede Valley Municipality has a detailed Water and Sewer Master Plan that was completed in June 2014. The planning scenario for the master plans is based on the approved Spatial Development Framework. Detailed computer models for the water and sewer system were done and linking the models to the stand and water meter database of the treasury financial system. All networks were evaluated for the current and future models to determine the infrastructure requirements based on the specific planning scenario. Detail infrastructure requirements and timeframes is the main output of the master plans. The master plans also assist with the evaluation of new development applications to ensure that the required infrastructure for the development will be adequate.

An output of the Master Plans is also detailed infrastructure plans of the current infrastructure. This can be used for asset register verification and/or updating of the asset register. All information is available in an electronic system for easy viewing and planning purposes. All water and sewer information is integrated in one system.

The Transhex development was approved and is in implementation stage. This is a huge development consisting of approximately 8 000 new households. The project will be implemented in phases. The first phase consisting of 1 500 households. This will have a major impact on the current infrastructure in the Worcester area as well as capacity to manage the additional infrastructure required for this scale of development. Currently the bulk infrastructure for this development is in place to ensure that sufficient capacity is available for this development. The infrastructure requirements were identified through the master planning process.

The current Master Plan for Water and Sewer is sufficient for the development trends in the Breede Valley Municipality. Should the Spatial Development Framework be updated the Master Plans will be realigned to ensure integration with the planning scenarios as indicated in the Spatial Development Framework.

The table below indicate the WSDP projects for the 5-year programme:

5 Year Programme Projects	Baseline	Action	Indicator	Risk Factor	Total Estimated Budget	Delivery Agenda
						2022 - 2026
Pipe replacement (pipe cracking)	Complete report with priorities pipe bursts	Start of construction	Completion first phase	No Funding	± R 3 000 000-00 (CAPITAL)	Monitor Construction Progress (2024 - 2026)
Upgrading of Touwsrivier WWTW	Complete report with priorities pipe bursts	Start of Construction	Tender Phase	No Funding	±R 80 000 000-00 (CAPEX/GRANTS)	Monitor Construction Progress (2024- 2026)
Upgrading of WTW De Doorns	Complete report with priorities pipe bursts	Start of Construction	Planning Phase	No Funding	Unknown (CAPEX/GRANTS)	Monitor Construction Progress (2024- 2029)
Refurbishment of Pumpstations	Completed report with Priorities	Start of Construction	Completion of First Phase	No Funding	± R 3 000 000-00 (CAPEX)	Monitor Construction Progress (2023-2026)

TABLE 26: WSDP SEWER PROJECTS FOR THE 5-YEAR PROGRAMME

PROGRAMME 5.1 (C): ELECTRICITY

Electricity and street lighting are provided to all formal settlements; whilst electricity, street or high-mast lights are provided to most informal areas in the Breede Valley region. As per the StatsSA 2022 Census, 36 176 (66.6%) households utilise electricity from mains as the primary source of energy for cooking purposes, whilst 16 791 (30.9%) households utilise gas as an alternative source of energy for cooking purposes. Furthermore, 52 739 (97.2%) households utilise electricity from mains as a primary source of energy for lighting, whilst 1 4545 (2.6%) households utilise alternative sources of energy for lighting.

A total of 23 271 households **within the urban edge** of the municipality have access to the minimum service level and above for electricity. The table below indicates the different service delivery level standards for electricity within the urban edge area of the municipality as at June 2024.

Description	2022/23 [#]	2023/24 [#]
	Actual	Actual
Household		
<i>Energy: (above minimum level)</i>		
Electricity (at least minimum service level)	1 227	580
Electricity - prepaid (minimum service level)	22 203	22 691
<i>Minimum service level and above subtotal</i>	23 430	23 271
<i>Minimum service level and above percentage</i>	100	100
<i>Energy: (below minimum level)</i>		
Electricity (< minimum service level)	0	0
Electricity - prepaid (< minimum service level)	0	0
Other energy sources	0	0
<i>Below minimum service level subtotal</i>	0	0
<i>Below minimum service level percentage</i>	0	0
Total number of households	23 430	23 271
*Electricity service delivery include Eskom provision		
[#] Source: BVM Annual Report 2023/24		

TABLE 27: ELECTRICITY SERVICE DELIVERY LEVELS

Breede Valley Municipality is responsible for electricity distribution and reticulation in the following areas: Worcester, De Doorns and Touwsrivier, while Rawsonville and all the surrounding farms within the municipal area supplied directly from Eskom. Electricity and public lighting are provided to all formal areas or high-mast lights in municipal informal areas.

The municipality has four (4) 66 kV intake substations in Worcester and two (2) 11 kV intake substations in De Doorns and Touwsrivier respectively. The network is adequate and stable in most areas except Zwelethemba and Rolihlahla/Avian Park areas where there is limited capacity of bulk supply. There are frequent overload trips of the network due to a sharp increase

in electricity usage in line with population growth. These areas / zones are rated high-risk in terms of electricity theft, meter tempering and illegal connections.

This capacity is still adequate to cover the current demand for BVM's electricity jurisdiction. Majority of informal settlements where township development has taken place have access to electricity. However, it remains a challenge to provide electricity where informal settlements have settled outside of the urban edge, with a high expectation of formal human settlement opportunities and/or basic services.

Slight concerns were raised in the delivery of future bulk capacity from Eskom to supply the newly required demand to Worcester with regard to the rapid expansion required to accommodate the Transhex (housing) development within the next 15 years, however, these are being mitigated withing the design phase for the construction of a new Eskom (Merlot) substation required to accommodate the complete Transhex (housing) development.

In line with Province's energy game changer initiatives, Breede Valley Municipality is in the process of exploring alternative energy sources to ensure continuity of electricity supply to Worcester, taking the economic and population growth into consideration. Small scale embedded generation are gradually being introduced into the Municipal Distribution Area as an alternative source for electrical capacity. The Municipality permits network connections of various forms of small-scale sustainable embedded generation such as photovoltaic systems and renewable energy cogeneration that comply to national legislation and municipal policy. The 2025/26 tariff policy provides for a small-scale embedded generation feedback tariff as an incentive to allow network grid – tied embedded generation connections.

Furthermore, developers have expressed their concern about the affordability of electricity, which might compromise the economic viability of intended development or extension of their businesses. The sale of electricity to end users makes up a significant portion of the income budget of the municipality and largely secures the financial viability of the institution.

Breede Valley Municipality envisage to initiate the following strategic revenue protection milestones during 2025/26 to enhance the revenue base for electrical services:

- To relay the critical importance of revenue protection and energy loss identification: The South African municipal energy losses amount to billions of Rands annually. All relevant stakeholders must take ownership of the legal mandate to enforce revenue protection within municipal jurisdiction. The various causes of energy loss need to be filtered, exposed and strategically managed. Network consumption analysis, critical remedial action, continuous condition assessment and the application of the latest innovative technology should form the core of the strategic approach.
- All relevant municipal stakeholders must consolidate efforts: To ensure compliance to all related legislation to identify and minimize the phenomenon off “acceptable” revenue losses. Departmental policies should be continuously interrogated and enhanced to streamline processes, policies and standard operational procedures to drastically reduce the above-mentioned risk.

- Identification of technology constraints in the field through proactive maintenance planning: damaged or tampered network equipment, limited communications infrastructure Automated Remote Metering & “Smart Grid”, outdated or inaccurate meter types, incorrect meter configurations, etc.
- Increase of network efficiency: Implementation of sector monitoring of quality of supply and ring-fenced consumption. A strategic approach must be formulated to define the modification of network infrastructure and reticulation design. The ideal outcome must reflect measures to scrutinize energy loss to clearly differentiate between technical - and “unknown” losses. Installed quality of supply logger which is monitored monthly by a specialised team.
- The implementation of a stringent consumer awareness campaign: The electrical risks must be unambiguously communicated in reference to meter – and installation tampering, illegal electrical distribution and sub-standard private installations. The message must be clearly emphasized that the municipality applies a zero-tolerance policy regarding illegal energy consumption. Communities must be rallied and motivated to cultivate a culture of safe and responsible energy consumption.
- Standardisation of electrical tariffs: Strategic analysis of existing tariff categories to ensure its compliancy to the technical specifications of each associated service installation.
- The municipality will strengthen the electrical distribution network to replace overhead open bare conductors with aluminium conductors reducing low voltage capacity constraints, theft and lower maintenance.
- Standardise on increase lighting capacity by replacing the old lighting technology with new LED fittings to lower power consumption with better lighting parameters, as per network designs. Majority of the streetlighting within Breede Valley Municipality region has been upgraded with LED fittings.
- Replacement of aging infrastructure and refurbishment of electrical distribution networks to sustain the reliability, availability and quality of electricity supply. Refurbishment projects completed already Merindol, McAllister, Raymond Pollet and Traub substations.
- Maintenance and improvement of all protection’s schemes on the electrical distribution network. Improve network sustainability and performance.
- Form part of Eskom’s demand management strategy in line with NRS 048 in improving availability of electricity and reducing the utilized demand during peak periods. Initiated procurement process in introducing the upgrading of the hot water demand management system.
- Investigating alternative energy sources or independent power producers (IPPs). In addition, applied to form part of the energy initiative program of Western Cape Government.
- Alternative energy plan and implementation of small scaled embedded generation for municipal office buildings including Traffic, Revenue & Billing services are maintained in normal working hours during loadshedding.

BVM established a Revenue Loss Management Forum (RLMF) in terms of NRS 055 to effectively address the strategic approach and management of municipal resources to effectively eliminate non-technical energy losses. All processes and procedures that are directly linked to revenue protection should be analysed and updated by the RLMF. User department experts or external specialists should be called in as necessary to evaluate these processes and procedures and recommend

improvements that should be considered by the forum. The cost-effectiveness of revenue protection actions should be considered and analysed on a regular basis. BVM needs to relay the critical importance of revenue protection and energy loss identification; all relevant municipal stakeholders must consolidate efforts; identification of technology constraints in the field; increase of network efficiency; the implementation of a stringent consumer awareness campaign.

The following maps are indicative of the electrical distribution areas and sources within the municipal boundaries, the status quo pertaining to the current supply capacity, and challenges experienced within the electrical distribution network.

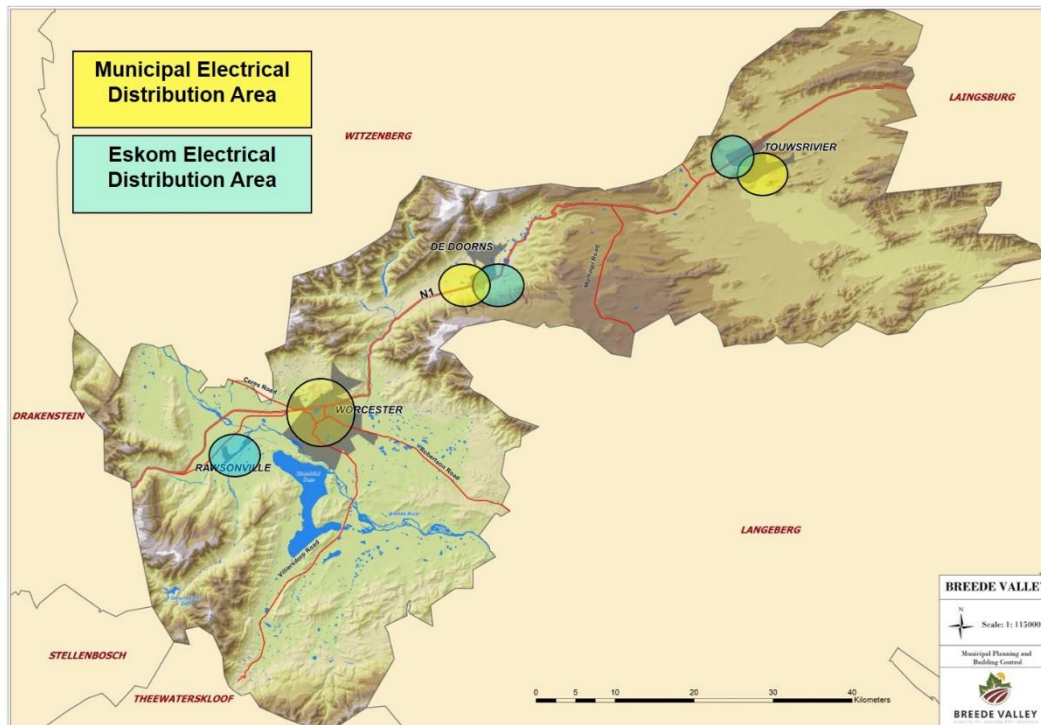


FIGURE 22: ELECTRICAL DISTRIBUTION AREAS

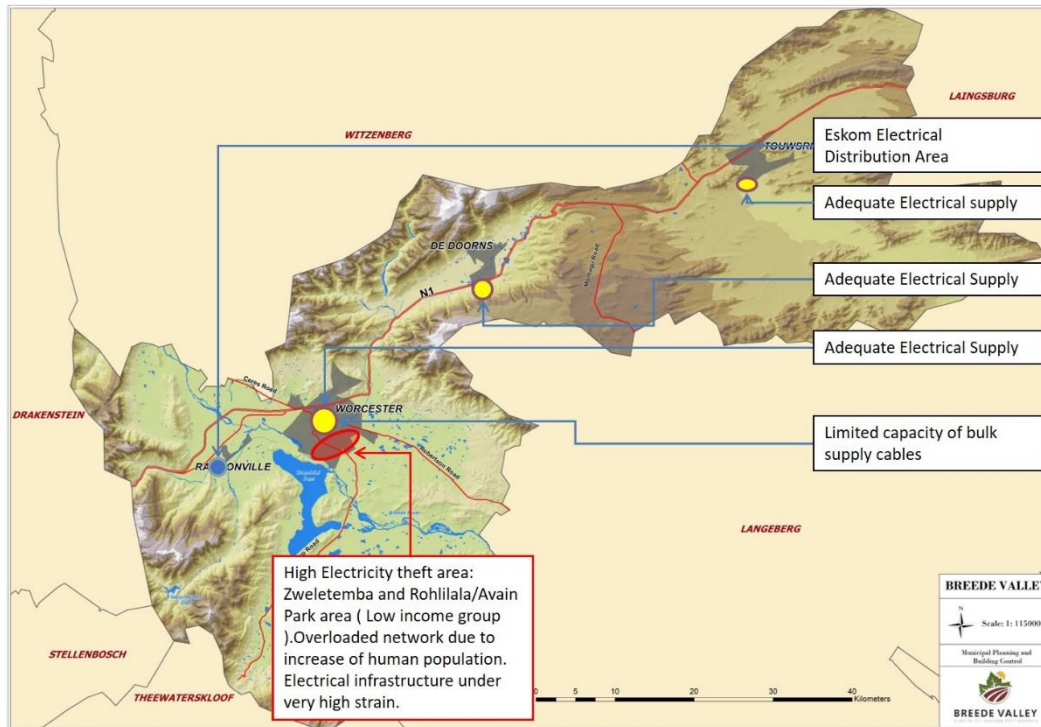


FIGURE 23: ELECTRICAL CURRENT SUPPLY

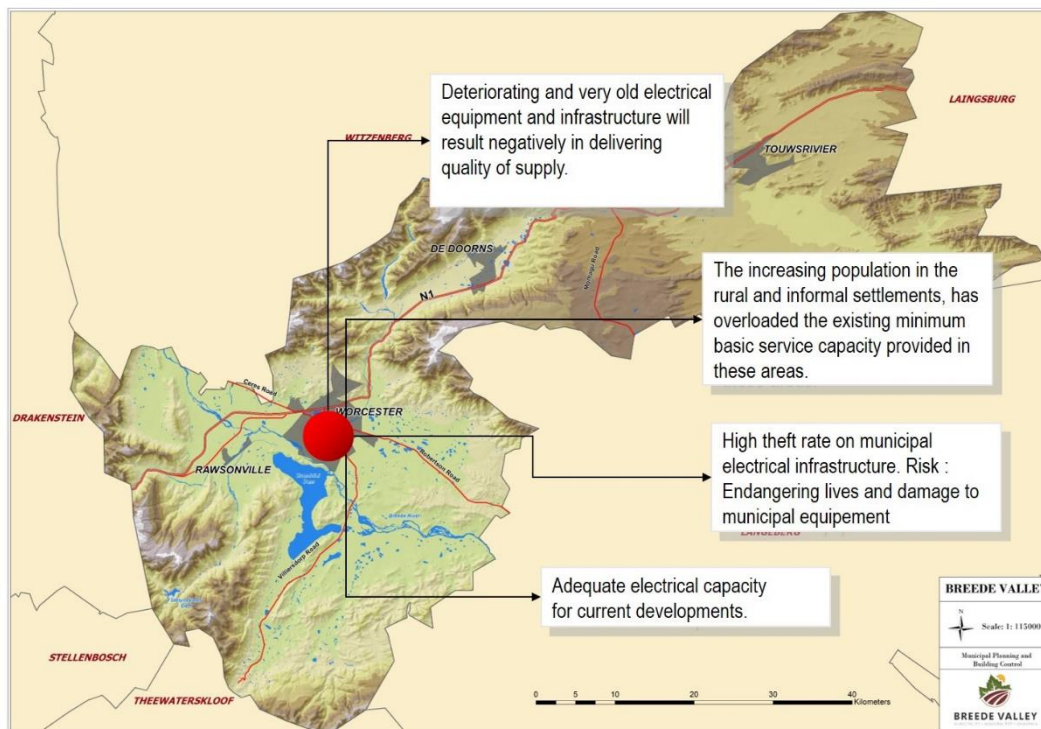


FIGURE 24: ELECTRICITY - CURRENT PROBLEMS

The table below depicts the multi-year capital budget wish list for the Electrical Services Department within the Directorate: Engineering Services:

Description	Estimated Budget (Revised Base Date Dec 2024)	Project Status	2025/2026 (Year 1)	2026/2027 (Year 2)	2027/2028 (Year 3)
<u>Avian Park Housing</u>					
Rehabilitation of electrical infrastructure	R 10 301 605	Unfunded	R 2 060 321	R 2 060 321	R 2 060 321
<u>Touwsrivier Housing Development (900 Housing Development)</u>					
Electrical	R1 513 895	Unfunded	0	R 1 513 895	
<u>Leipoldt Avenue: Rehabilitation</u>					
New Street lighting and relocation of overhead electrical services	R 12 018 539	Unfunded	R 6 009 269	R 6 009 269	
<u>Uitvlug Development (Industrial)</u>					
Industrial Development (Add 2 x 11kV CB panel at Industrial Substation, add 3.5km to 11kV cable) - Developers cost	R 34 338 684	Unfunded			
<u>Worcester Industrial Park Development (Avian Park)</u>					
New 66kV Substation and Electrical Bulk Supply	R 135 981 186	Unfunded			
<u>TRANSHEX Residential Development (13 000 erven)</u>					R 103 016 050
<u>Fairway Heights Access Road (Trim Park)</u>					
Street lighting	R 5 518 170	Unfunded		R 2 518 170	R 3 000 000
<u>Ward 1</u>					
Steenvliet - Skool Street 11kV feeder (Tie in ring main.)	R 1 373 548	Unfunded			R 1 373 548
Touwsrivier - Upgrade Main Incoming supply substation – replace switchgear of all six build substations.	R 5 000 000	Partially Funded	R 2 518 170	R 2 518 170	
Crescent - Industrial feeder - (Tie in two improve quality of supply) - Overheads	R 1 007 268	Unfunded	R 1 007 268		
Crescent - Industrial 11kV Feeder - Add 2,0km 35ABC OH 11kV AI Line and 2 315 kVA M/S	R 5 036 340	Unfunded			R 5 036 340
Steenvliet - Skool street 11kV Feeder - Add 0.43km 35ABC OH 11kV AI Line	R 324 844	Unfunded	R 324 844	R 1 850 500	
11kV Network N1 - Upgrade network to accommodate development and load growth	R 5 259 085	Unfunded	R 1 259 085	R 2 500 000	R 1 500 000
Touwsrivier Development (Increase in Electrical Supply)	R 5 000 000	Unfunded	R 1 250 000	R 2 250 000	R 1 500 000

Description	Estimated Budget (Revised Base Date Dec 2024)	Project Status	2025/2026 (Year 1)	2026/2027 (Year 2)	2027/2028 (Year 3)
Main substation switchgear replacements	R 3 000 000	Partially funded	R 3 000 000		
Switchgear replacements within Touwsrivier		Unfunded	R 10 000 000	R 10 000 000	R 10 000 000
Replacement of ring main units and miniature substations		Partially funded	R 3 000 000	R 3 000 000	R 3 000 000
Replacement of pole-mounted transformers		Unfunded	R 2 200 000	R 2 200 000	
Ward 2					
De Doorns (La Rochel) - 11 kV Feeder - Add 1 x 11 kV CB panel at De Doorns Substation, add 1 x 1,6 km 95mm square Cu XLPE 11 kV Cable and 3 x 315 kV M/S's	R 5 302 500	Unfunded	R 3 850 500	R 1 452 000	
Eskom - Rumosa 11 kV Feeder - Add 6 x 11 kV CB panel at Eskom and Rumosa Substation, add 2 x 2,5 km 95mm square Cu XLPE 11 kV Cables	R 8 079 196	Unfunded	R 8 079 196		
Upgrade of Eskom - New intake (5MVA @ 11kV)	R 2 000 000	Partially Funded	R 2 000 000		
Main Sub Switchgear Replacements De Doorns	R 3 000 000	Unfunded	R 3 000 000		
11kV/400V Pole Mounted Transformers	R 2 940 000	Unfunded	R 1 470 000	R 1 470 000	
11kV/400V Miniature Substations	R 3 500 000	Unfunded	R 2 250 000		R 1 250 000
11kV Circuit Breakers	R 5 000 000	Unfunded	R 5 000 000		
11kV Ring Main Units	R 3 000 000	Unfunded		R 1 500 000	R 1 500 000
Network Upgrades New Developments	R 2 100 000	Unfunded	R 600 000	R 1 500 000	
Upgrades O/H lines Phase 1	R 1 850 000	Unfunded	R 1 850 000		
Upgrades O/H lines Phase 2	R 1 850 000	Unfunded		R 1 850 000	
Metering upgrade Bulk Points	R 1 000 000	Unfunded	R 1 000 000		
Informal Housing Upgrades	R 3 000 000	Unfunded	R 2 500 000		R 500 000
New Commercial Developments	R 6 000 000	Unfunded	R 3 000 000	R 3 000 000	
Ward 3					
De Doorns – LED Lighting – General Upgrades.	R 550 000	Funded	R 550 000		R 830 996
11kV/400V Pole Mounted Transformers	R 2 940 000	Unfunded	R 1 470 000	R 1 470 000	
11kV/400V Miniature Substations	R 3 500 000	Unfunded	R 2 250 000	R 1 250 000	

Description	Estimated Budget (Revised Base Date Dec 2024)	Project Status	2025/2026 (Year 1)	2026/2027 (Year 2)	2027/2028 (Year 3)
11kV Circuit Breakers	R 5 000 000	Unfunded			R 5 000 000
11kV Ring Main Units	R 2 800 000	Unfunded	R 1 300 000	R 1 500 000	
Network Upgrades	R 1 900 000	Unfunded	R 1 200 000	R 700 000	
Upgrades O/H lines Phase 1	R 1 950 000	Unfunded	R 1 950 000		
Upgrades O/H lines Phase 2	R 1 950 000	Unfunded			R 1 950 000
Metering upgrade Bulk Points	R 1 500 000	Unfunded			R 1 500 000
Informal Housing Upgrades	R 2 950 000	Unfunded	R 2 000 000	R 950 000	
New Developments Residential	R 5 000 000	Unfunded		R 2 500 000	R 2 500 000
<u>Ward 4</u>					
11kV/400V Pole Mounted Transformers	R 2 940 000	Unfunded	R 1 470 000	R 1 470 000	
11kV/400V Miniature Substations	R 2 500 000	Unfunded	R 1 250 000		R 1 250 000
11kV Circuit Breakers	R 5 000 000	Unfunded		R 5 000 000	
11kV Ring Main Units	R 4 100 000	Unfunded	R 2 250 000	R 1 850 000	
Network Upgrades	R 3 100 000	Unfunded	R 1 650 000		R 1 450 000
Upgrades O/H lines Phase 1	R 1 850 000	Unfunded	R 1 850 000		
Upgrades O/H lines Phase 2	R 1 950 000	Unfunded		R 1 950 000	
Metering upgrade Bulk Points	R 1 500 000	Unfunded		R 1 500 000	
New Developments Residential	R 3 452 856	Unfunded	R 2 000 000		R 1 452 856
<u>Ward 5</u>					
SAR Houses De Wet electrification (Eskom distribution Area)					
General Streetlight Upgrading	R 350 000	Unfunded	R 350 000		
<u>Ward 6</u>					
Hospital Park Substation - Upgrade low voltage overhead lines (Voltage regulation problems)	R 3 501 005	Unfunded	R 1 750 450		R 1 750 555
Worcester Dam - Springbok T 11kV Feeder (Add 0.78km to 11kV cable) (Interconnection of Mill SS) Network extension developers cost	R 7 500 000	Unfunded	R 3 750 000	R 3 750 000	
Upgrade Electrical Network to Booster Pump: Panorama Pumpstation	R 717 678	Unfunded	R 717 678		

Description	Estimated Budget (Revised Base Date Dec 2024)	Project Status	2025/2026 (Year 1)	2026/2027 (Year 2)	2027/2028 (Year 3)
Brewelskloof Substation Upgrading of 4 X OCBs	R 4 364 693	Unfunded	R 1 964 173	R 1 850 520	R 550 000
Klue - Roux 11kV Feeder - Add 0.69km 240mm ² Cu XLPE 11kV Cable (Interconnecting of Mill SS)	R 2 518 170	Unfunded			
Worcester Dam - Klue 11kV Feeder - Add 2.05km 240mm ² Cu XLPE 11kV Cable.	R 16 368 106	Unfunded	R 5 456 035	R 5 456 035	R 5 456 035
VC - Arum, 11kV distribution, 1,2km 185mm ² , AL XLPE cable and 3 x 315 kVA M/S (Development)	R 6 452 900	Unfunded	R 1 452 450	R 2 500 450	R 2 500 000
Mall - Altona Development - (New Development) 2 x 2 km 185mm ² AL PILC cable to be installed	R 8 201 500	Unfunded	R 2 850 500	R 2 850 500	R 2 500 500
Mall - N1 Sub 2 x 11kV Feeder - 1km 120mm ² AL PILC, and 2x 11kV CB 1 at N1 Sub	R 5 036 340	Unfunded		R 5 036 340	
N1 - Old Age Home Estate (New Development) 2,2km 185mm ² AL ALPE cable to provide a firm supply	R 5 995 645	Unfunded		R 3 450 850	R 2 544 795
Fairway Heights Streetlighting (Trim Park)	R 1 000 000	Unfunded		R 500 000	R 500 000
Electrical Upgrades	R 1 250 000	Unfunded		R 1 250 000	
Ward 7					
Worcester CBD - Ohm to UGM and ABC upgrades	R 2 802 709	Partially Funded	R 1 452 254		R 1 350 455
Hartwich between Fairbairn & Fischer - Upgrade OHM to ABC.	R 2 881 410	Unfunded	R 881 360		R 2 000 050
Mc Allister - Protea via RMU 11kV Feeder (Upgrade 1.85km to 11kV cable)	R 15 109 021	Unfunded			R 15 109 021
Protea Substation (Replace 5 x 11kV CB panels at Protea Sub Add 2 panels)	R 5 539 974	Partially Funded	R 5 539 974		
Replace 6 x 66kV OCBS at Robertson Rd SS.	R 12 754 672	Unfunded	R 5 000 000	R 4 500 450	R 3 254 222
Russell to Santam (Upgrade 1050m of 11kV cable between networks)	R 6 295 425	Unfunded	R 6 295 425		
Telemetry Control - Robertson, Merindol & Somerset SS	R 629 543	Unfunded	R 629 543		
Van Zyl between Fairbairn & Fischer - Upgrade OHM to ABC.	R 893 950	Unfunded	R 893 950	R 450 000	
Fairy Glen- Ohm to UGM and ABC upgrades Fairy Glen	R 1 657 268	Unfunded		R 1 007 268	R 650 000
Switchgear extensions Roux substation (refurbishment Municipal)	R 2 518 170	Unfunded	R 2 518 170		
Worcester CBD - Ohm to UGM and ABC upgrades - Phase 2	R 950 000	Unfunded	R 950 000		

Description	Estimated Budget (Revised Base Date Dec 2024)	Project Status	2025/2026 (Year 1)	2026/2027 (Year 2)	2027/2028 (Year 3)
Worcester CBD - Ohm to UGM and ABC upgrades - Phase 3	R 1 740 701	Unfunded	R 755 451	R 985 250	
General streetlighting upgrading	R 750 000	Funded	R 250 000	R 250 000	R 250 000
Electrical Overhead Upgrades	R 950 000	Unfunded			R 950 000
Protea to Klue via Panorama 11 kV feeder - 1,84km 185mm ² Cu PILC 11 kV cable	R 4 750 500	Unfunded	R 3 500 000	R 1 250 500	
Ward 8					
Mc Allister - Field via North Yard (Upgrade 2635m of 70mm Cu with 185mm AL 11kV cable between SS.)	R 12 371 858	Unfunded	R 6 185 929	R 6 185 929	
Eskom - Mc Allister 11kV Feeder (Upgrade of 0.67km of 70mm Cu to 185 Al PILC 11kV cable)	R 12 005 010	Unfunded	R 7 554 510	R 4 450 500	
Industrial Development (Add 2 x 11kV CB panel at Industrial Substation, add 3.5km to 11kV cable) - Developers cost (See item 16.5)	R 34 338 684	Unfunded		R 17 169 342	R 17 169 342
Raymond Pollet Substation - rerouting of Eskom lines & upgrading substation.	R 2 518 170	Unfunded		R 2 518 170	
Replace 6 x 66kV OCBS at INDUSTRIAL SS.	R 12 751 510	Unfunded	R 6 375 755	R 6 375 755	
Smith - Eskom 11kV feeder (Upgrade 70mm cable to 185mmAL 2620m of 11kV cable)	R 7 554 510	Unfunded	R 7 554 510		
Field 11kV Substation -Add 1 x 11kV CB panel, move Cable.	R 469 236	Unfunded	R 469 236		
Mc Allister - APLC New 2nd 11kV Feeder - Add 1 x 11kV CB panel at Mc Allister and 0.54km 240mm ² Cu XLPE 11kV Cable.	R 3 777 255	Unfunded		R 3 777 255	
Roodewal to Field 11kV Interconnector Feeder - 1.8km 240mm ² Cu XLPE 11kV & 1x 11kV CB at Field SS	R 6 815 025	Unfunded		R 6 815 025	
Network Upgrades	R 1 650 000	Unfunded			R 1 650 000
Industrial - Samuel Walters 11kV feeder - 1.35km 185mm ² AL XLPE 11kV cable	R 4 759 342	Unfunded		R 4 759 342	
Industrial Sub - Upgrading and replacement of redundant protection relays and equipment	R 4 605 355	Unfunded	R 1 254 555	R 850 800	R 2 500 000
Ward 9					
Esselen Park - Sport field Lighting (A-field lights, B-field all + mini sub)	R 4 000 000	Unfunded		R 4 000 000	
Roodewal Substation- Upgrade overhead lines network Phase 2 - (low voltage problems)	R 2 245 225	Unfunded	R 720 000	R 1 525 225	

Description	Estimated Budget (Revised Base Date Dec 2024)	Project Status	2025/2026 (Year 1)	2026/2027 (Year 2)	2027/2028 (Year 3)
Roodewal Substation- Upgrade overhead lines network Phase 3 - (low voltage problems)	R 1 259 085	Unfunded		R 1 259 085	
Roodewal Substation- Upgrade overhead lines network Phase 4 - (low voltage problems)	R 1 259 085	Unfunded		R 1 259 085	
Russell - Roodewal (Add 1800m of 11kV cable to network)	R 12 000 000	Unfunded	R 6 000 000	R 6 000 000	
Ward 10					
66kV interconnections between existing municipal substations and the new proposed 132/66kV Substation to be constructed and commissioned by ESKOM commencing 2012	R 300 000 000	Partially Funded	R 100 000 000	R 100 000 000	R 100 000 000
Rehabilitation of electrical infrastructure	R 15 475 862	Unfunded	R 4 525 500	R 7 150 112	R 3 800 250
Transhex- Zwelethemba 11kV Interconnector - 2 x 1.5km 240mm2 AL XLPE cable, and add 2x 11kV CB @ Zwelethemba		Completed			
Ward 11					
Rehabilitation of Leipoldt Avenue from Grey to Le Seuer Street	R 12 602 176	Unfunded		R 6 240 251	R 6 361 925
New Street lighting and relocation of overhead electrical services	R 4 550 500	Unfunded	R 3 050 500	R 1 500 000	
Rehabilitation of Low voltage overhead lines	R 2 635 985	Unfunded	R 1 000 000	R 850 000	R 785 985
Ward 12					
Parker Substation - Upgrade of low voltage overhead lines (Voltage regulation problems)	R 1 225 850	Unfunded	R 595 850		R 630 000
Stockenstrom Str O/H to underground	R 755 451	Unfunded	R 755 451		
Stockenstrom Str O/H to underground Phase 3	R 755 451	Unfunded		R 755 451	
Stockenstrom Street - OHM to UGM between Church & Tulbagh Streets.	R 1 007 268	Unfunded			R 1 007 268
Van Zyl between Fairbairn & Fischer - Upgrade OHM to ABC.	R 893 950	Unfunded		R 893 950	
New Somerset 11kV Distribution SS - Boland College 11kV Feeder (Add 1.5km 11kV cable)	R 5 740 798	Unfunded	R 1 785 131	R 1 455 225	R 2 500 442
New Somerset 11kV Distribution SS - Pole J5025 11kV Feeder (Add 0.76km to 11kV cable)	R 7 600 000	Unfunded	R 7 600 000		
New Somerset 11kV Distribution SS (New Distribution Network Development - Somerset)	R 7 021 620	Unfunded	R 7 021 620		
Russel St O/H to underground (Adderley – Porter Street)	R 2 012 518	Unfunded	R 1 007 268		R 1 005 250
Somerset - de Wet Substations (Add 1500m 240mm 11kV cable to network)	R 9 977 191	Unfunded	R 7 627 191	R 2 350 000	

Description	Estimated Budget (Revised Base Date Dec 2024)	Project Status	2025/2026 (Year 1)	2026/2027 (Year 2)	2027/2028 (Year 3)
Somerset Substation (Add 2x11kV CB panels at Somerset Substations and 0.4km to 11kV cable)	R 5 036 340	Unfunded	R 5 036 340		
Stockenstrom St O/H to underground Phase 2	R 755 451	Unfunded	R 755 451		
Church Street - Complete upgrade of existing street lighting 150W R 90,000	R 478 452	Unfunded	R 478 452		
Street Lighting - General Improvements	R 450 223	Unfunded		R 450 223	
Street Lighting - General Improvements	R 629 543	Unfunded	R 629 543		
Street Lighting - General Improvements	R 629 543	Unfunded	R 629 543		
Street Lighting - General Improvements	R 629 543	Unfunded		R 629 543	
Street Lighting - General Improvements	R 629 543	Unfunded			R 629 543
Worcester CBD - Ohm to UGM and ABC upgrades	R 3 100 000	Unfunded		R 1 450 000	R 1 650 000
New Somerset Industrial Park Internal Distribution - 6.5km 185mm ² Cu XLPE, 6x 11kV 315MVA M/Sub, and 2x T3 switches	R 19 555 450	Unfunded	R 15 000 000	R 4 555 450	
New Somerset Industrial Park Internal Distribution - 6.5km 185mm ² Cu XLPE, 6x 11kV 315MVA M/Sub, and 2x T3 switches -Developers Cost	R 16 000 000	Unfunded	R 6 000 000	R 10 000 000	R 10 000 000
Ward 13					
Somerset -New Somerset Distribution SS - 11kV Feeder (Add 1.25km to 11kV cable)	R 2 485 665	Unfunded	R 2 485 665		
New Somerset Distribution SS - Albatross 11kV Feeder (Add 0.74km to 11kV cable)	R 5 036 340	Unfunded	R 5 036 340		
New Somerset Industrial Park SS (66kV Feeder - Add 2 x 1.5km, 300mm ² 1C Cu XLPE 66kV Cables. And 11kV switchgear AUX equipment)	R 47 845 232	Unfunded	R 15 948 411	R 15 948 411	R 15 948 411
New Somerset Industrial Park 66/11 kV - Somerset Developments - 0.7km 300mm ² AL XLPE 11kV cable	R 7 268 295	Unfunded	R 7 268 295		
New Somerset Distribution SS - J 5025 11kV Feeder - Add 0.76km 185mm ² Cu XLPE 11kV Cable.	R 1 006 664	Unfunded	R 1 006 664		
Goal to Avian Park Split an existing line into New Somerset Industrial Park SS - Split existing cable into New 66/11kV SS	R 3 259 368	Unfunded	R 3 259 368		
New Somerset Industrial Park SS - Somerset Developments (PH 2) via TP Club - 1.5km 185mm ² AL XLPE 11kV cable	R 9 359 546	Unfunded	R 4 555 250	R 3 554 296	R 1 250 000
Fisant - Avion Park split into New Somerset Distribution SS - (1 x OCB & 2 x 0.5 km 185mm ² AL XLPE 11 kV cable)	R 5 000 000	Unfunded			

Description	Estimated Budget (Revised Base Date Dec 2024)	Project Status	2025/2026 (Year 1)	2026/2027 (Year 2)	2027/2028 (Year 3)
Ward 14					
Network upgrade	R 3 257 011	Unfunded	R 1 455 256	R 950 855	R 850 900
Streetlights upgrade	R 1 700 000	Unfunded	R 850 000	R 850 000	
Ward 15					
Langerug - De Vos, Malan, Cilliers, De Villiers, Bosman Streets. PH-2 (Replace OHM with ABC.)	R 2 006 301	Unfunded	R 755 451	R 1 250 850	
Langerug - Upgrade bare OHM to ABC	R 1 705 951	Unfunded	R 755 451		R 950 500
WOOD House - Hoogelegen 11kV Feeder - Add 1.6km 185mm ² Cu XLPE 11kV Cable and 3 x 315kVA M/S	R 6 547 242	Unfunded	R 6 547 242		
Worcester West - Replace bare OHM with ABC - Low Voltage problems.	R 2 657 001	Unfunded	R 755 451	R 1 450 555	R 450 995
Worcester West - Upgrading and replacing of Street lighting networks.	R 1 008 271	Unfunded	R 453 271	R 555 000	
Van Rensburg Cres. - Cut in additional MSS. NRS 047 - Low Voltage)	R 1 762 719	Unfunded	R 1 762 719		
Worcester West - New Street lighting networks. (Brandwacht Str.) Developers	R 859 750	Unfunded	R 859 750		
Streetlights: Governor, N1,Roux & Heyns Street	R 2 159 448	Unfunded	R 1 309 448	R 850 000	
Ward 16					
Zwelethemba - Installation of additional lighting and upgrading of supply point		Unfunded			
Zwelethemba - Upgrade T37 and infrastructure (1 x OCB & 1 x MSS)	R 6 343 380	Unfunded	R 2 442 625	R 2 450 000	R 1 450 755
Zwelethemba: Upgrades O/H lines Phase 3	R 2 014 536	Unfunded		R 2 014 536	
Zwelethemba: Upgrades O/H lines Phase 4	R 2 014 536	Unfunded			R 2 014 536
Zwelethemba: Upgrades O/H lines Phase 1	R 1 550 550	Unfunded	R 1 550 550		
Zwelethemba: Upgrades O/H lines Phase 2	R 2 014 536	Unfunded	R 2 014 536		
High mast (flood) lighting (2 x Zweletemba) Phases 2 A	R 1 605 333	Unfunded	R 1 605 333		
Providing of second substation building, 11kV supply cable and switchgear.	R 18 000 487	Unfunded	R 6 450 000	R 7 000 000	R 4 550 487
Ward 17					

Description	Estimated Budget (Revised Base Date Dec 2024)	Project Status	2025/2026 (Year 1)	2026/2027 (Year 2)	2027/2028 (Year 3)
Telemetry Control of 66kV SS - Robertson, Merindol & Somerset SS	R 979 795	Unfunded	R 629 543	R 350 252	
Zwelethemba - Upgrade pole transformers and infrastructure	R 4 950 950	Unfunded	R 2 500 450		R 2 450 500
Ward 18					
Zwelethemba: Upgrades O/H lines Phase 1	R 2 014 536	Unfunded	R 2 014 536		
Zwelethemba: Upgrades O/H lines Phase 2	R 2 014 536	Unfunded	R 2 104 536		
Zwelethemba: Upgrades O/H lines Phase 3	R 2 014 536	Unfunded		R 2 014 536	
Zwelethemba: Upgrades O/H lines Phase 4	R 2 014 536	Unfunded			R 2 014 536
Zwelethemba - Upgrade pole transformers and infrastructure	R 4 901 000	Unfunded	R 2 450 500	R 2 450 500	
Transhex Electrical infrastructure Council contribution.	R 2 501 000	Unfunded	R 1 250 500		R 1 250 500
Ward 19					
Rawsonville - Residential area fill in Street Lights(Community Safety and SAPS requests)	R 1 201 000	Unfunded		R 450 500	R 750 500
Ward 20					
Rawsonville - Residential area fill in Street Lights(Community Safety and SAPS requests)	R 1 201 000	Unfunded		R 450 500	R 750 500
Ward 21					
Rehabilitation of electrical infrastructure	R 10 301 605	Unfunded	R 4 060 321	R 4 060 321	R 2 060 321
Not Allocated to Wards					
Loss control Bulk meters at 183 of 366 SS (New license criteria by NERSA)	R 6 000 000	Unfunded	R 2 000 000	R 2 000 000	R 2 000 000
Loss control Bulk meters at 183 of 366 SS (New license criteria by NERSA)	R 6 000 000	Unfunded	R 2 000 000	R 2 000 000	R 2 000 000
Upgrade of Commercial Metering Points to comply with NRS057	R 755 451	Unfunded	R 755 451		
Upgrade of Commercial Metering Points to comply with NRS057	R 755 451	Unfunded		R 755 451	
Upgrade of Commercial Metering Points to comply with NRS057	R 503 634	Unfunded			R 503 634
Upgrade of Commercial Metering Points to comply with NRS057	R 1 133 177	Unfunded			R 1 133 177
Elect: 5 Ton truck with hydraulic lift & clamshell bucket(Replacement WM 513)	R 1 133 177	Unfunded	R 1 133 177		
Office furniture - building extensions	R 125 909	Unfunded	R 125 909		
Electrical Department Offices/store space upgrade	R 2 500 000	Unfunded	R 2 500 000		

Description	Estimated Budget (Revised Base Date Dec 2024)	Project Status	2025/2026 (Year 1)	2026/2027 (Year 2)	2027/2028 (Year 3)
66 kV Ripple Control	R 6 900 000	Funded	R 6 900 000		
11kV/400V Ground Mounted Transformers	R12 300 000,00	Unfunded	R2 460 000	R2 460 000	R2 460 000
11kV/400V Pole Mounted Transformers	R13 300 000,00	Unfunded	R2 660 000	R2 660 000	R2 660 000
11kV/400V Miniature Substations	R77 000 000,00	Unfunded	R15 400 000	R15 400 000	R15 400 000
11kV Circuit Breakers	R56 700 000,00	Unfunded	R11 340 000	R11 340 000	R11 340 000
11kV Ring Main Units	R42 500 000,00	Unfunded	R8 500 000	R8 500 000	R8 500 000
Electricity Machinery and Equipment	R 2 250 000,00	Unfunded	R 750 000	R 750 000	R 750 000
Electrical Vehicles	R 3 000 000,00	Unfunded	R 1 000 000	R 1 000 000	R 1 000 000

TABLE 28: MULTI-YEAR ELECTRICITY CAPITAL BUDGET 2025 - 2028 FINANCIAL YEAR

The table below, depicts the draft budget allocated to the department over the 2025/26 MTREF:

THREE-YEAR CAPITAL BUDGET 2024/25 FINANCIAL YEAR					
Description	Finance Source & Description		Draft Budget (2025/26)	Draft Budget (2026/27)	Draft Budget (2027/28)
NOT ALLOCATED TO WARDS					
<u>Klipvlakte/ Transhex Residential Development (13 000 erven)</u>					
Electrical Reticulation	8,2	INEP	19 431 000	17 518 000	0
Electricity (8112)					
RMU/ Main Sub Switchgear Replacements De Doorns	1,1	Loans	3 000 000	0	0
RMU/Main Sub Switchgear replacements Touwsrivier	1,1	Loans	3 000 000	0	0
Zwelethemba removal of mid-blocks	3,0	CRR / Own Funding	0	4 500 000	4 500 000
66KV Ripple Control	1,1	Loans	6 400 000	0	0
Supply and Installation of Load Shedding Solution and Solar PV	3,0	CRR / Own Funding	5 000 000	0	0
Upgrade of Rental Units (Roux Park)	3,0		3 400 000	0	0
Refurbishment of electrical system (NERSA)					
Altona new Electrical Substation	3,0	CRR / Own Funding	0	1 000 000	0
Electricity - Machinery and Equipment	3,0	CRR / Own Funding	100 000	0	0
WARD SPECIFIC					
Fencing of Substations	3,0	CRR / Own Funding	1 000 000	0	0
<u>Ward 5</u>					
High Mast Light GG Camp - Ward 5	3,0	CRR / Own Funding	801 430	0	0
<u>Ward 16</u>					
High Mast Light – New Mandela - Ward 16	3,0	CRR / Own Funding	801 430	0	0

THREE-YEAR CAPITAL BUDGET 2024/25 FINANCIAL YEAR					
Description	Finance Source & Description		Draft Budget (2025/26)	Draft Budget (2026/27)	Draft Budget (2027/28)
<u>SERVICE CONNECTIONS</u> <u>(Depending on Public Contr)</u>					
Electricity Connections	3,3	CRR / Own Funding	1 000 000	1 000 000	1 000 000
<u>Land Infill Developments</u>					
Uitvlug Industrial Zone – Electricity (Phase 1)	3,0	CRR / Own Funding	8 500 000	0	5 578 144
Total Budget			52 433 860	24 018 000	11 078 144

TABLE 29: THREE-YEAR CAPITAL BUDGET 2025/26 MTREF

PROGRAMME 5.1 (D): WASTE MANAGEMENT

The majority of households in Breede Valley has access to refuse removal services from the municipality or external service providers/private companies. Refuse disposal takes place weekly in terms of a collection schedule compiled by the municipality. When considering households **within the urban edge** only, 29 113 households had their refuse removed at least once per week, as at 30 June 2024 (see table below).

Description	2022/23 [#]	2023/24 [#]
	Outcome	Actual
Household		
<i>Refuse removal: (Minimum level)</i>		
Removed at least once a week	25 420	29 113
<i>Minimum service level and above subtotal</i>	25 420	29 113
<i>Minimum service level and above percentage</i>	0	0
<i>Refuse removal: (Below minimum level)</i>		
Removed less frequently than once a week	0	0
Using communal refuse dump	0	0
Using own refuse dump	0	0
Other rubbish disposal	0	0
No rubbish disposal	0	0
<i>Below minimum service level subtotal</i>	0	0
<i>Below minimum service level percentage</i>	0	0
Total number of households	25 420	29 113
*Total reflects the total number of households including households not separately billed Source: BVM Annual Report 2023/24		

TABLE 30: REFUSE REMOVAL SERVICE DELIVERY LEVELS

1. CHALLENGES IN WASTE MANAGEMENT AT BREEDE VALLEY MUNICIPALITY (BVM)

The following overarching challenges are often experienced within BVM's waste management operations:

- **Illegal Dumping:** Continues to be a costly and persistent issue, anticipated to increase with the closure of the landfill and the end of free disposal services at the regional landfill.
- **Recycling Participation:** Informal settlements show low engagement and lack education about recycling programs.
- **MRF Repairs:** Delayed repairs and tendering for the MRF hinder progress in recycling initiatives.
- **Landfill Transition:** Public awareness and financial planning must be prioritised to transition to the CWDM Regional Landfill Facility.
- **Ageing Fleet:** The compactor fleet, maintenance vehicles, and recycling collection vehicles are dilapidated and urgently need replacing.
- **Foreign Object Disposal:** Residents frequently dispose of inappropriate materials in wheelie bins, damaging compactors.
- **Lack of Facilities:** A dedicated facility for organic waste and building rubble is necessary, as the regional landfill will accept only general waste.
- **By-law Enforcement:** Limited enforcement of fines for littering and illegal dumping.
- **Funding Shortages:** Insufficient funding for:
 - Skips, despite increased requests.
 - Addressing illegal dumping and related operational challenges.
 - Vehicle fleet rentals and upgrades.
 - Fleet replacement.
 - Facility repair and improvements.
- **Operational Challenges:**
 - Cleanup requests for private property.
 - Extended service delays caused by mechanical breakdowns and ageing vehicles.
 - High costs associated with illegal dumping cleanup.
- **Dilapidated Infrastructure:**
 - Public toilets, staff ablution facilities, and Fairbairn offices.
- **Safety Concerns:** EPWP workers face risks in areas like Rolihlahla.
- **Non-compliance:**
 - Airspace determination and external/internal audits have not been conducted in recent years.
 - IWMP implementation was lacking and mis-aligned with operational needs and allocated funding. The 2025 review must be correlated and aligned with the IDP.
 - Tariff structures are not aligned with the Solid Waste By-law.
- **Education and outreach programmes:** Insufficient engagement and awareness campaigns.
- **Organic Waste diversion:** Organic waste diversion plan must be updated and realistic targets determined. Establishment of organic waste solutions must be prioritised.

2. STATUS QUO PERTAINING TO WASTE MANAGEMENT WITHIN BVM

The Breede Valley Municipality (BVM) is committed to ensuring the effective and sustainable management of waste across its jurisdiction. Currently managing three landfills in Worcester, De Doorns, and Touwsrivier, only the Worcester

and De Doorns sites remain operational. These sites handle the disposal of general waste, organic refuse, and builder's rubble, as part of BVM's dedication to environmental sustainability and efficient service delivery.

Touwsrivier

- Current Operations:
 - A 4-ton compactor truck collects solid waste daily from businesses and households.
 - Waste is transported to the Material Recovery Facility (MRF)/Transfer Station and then hauled in 35 m³ skips to the De Doorns landfill site.
 - Black refuse bags are provided for weekly refuse collection.
- Challenges:
 - Mini drop-off facilities have been vandalized and subsequently demolished due to safety concerns.
 - The Touwsrivier landfill site is currently non-operational and requires costly rehabilitation to comply with regulations.
 - The MRF/Transfer Station requires significant repairs and maintenance for full functionality.

De Doorns

- Current Operations:
 - Informal households receive black refuse bags twice a year, while formal dwellings are serviced with wheelie bins. Weekly collections are performed.
 - Recyclables are transported weekly to the Worcester Material Recovery Facility.
 - A 5 m³ skip system is in place for addressing illegal dumping hotspots.
 - The licensed landfill site accepts general waste, builder's rubble, and organic waste.
- Challenges:
 - Infrastructure deficiencies, including the absence of fencing, access control, gatekeeper offices, and ablution facilities.
 - Limited infrastructure restricts disposal records from being submitted to the Provincial Integrated Waste and Pollution System (IPWIS).
 - Persistent issues with illegal dumping due to a lack of nearby disposal facilities.
 - Damage to compactors caused by foreign objects disposed of in wheelie bins, coupled with problems like arson, littering, and lack of site compaction.

Rawsonville

- Current Operations:
 - Weekly waste collection services are provided for businesses and residential properties, with waste transported to the Worcester landfill.
 - Informal residential areas receive black refuse bags for weekly collections.
 - Contractors manage 3 m³ skips in hotspot areas to address illegal dumping.
 - Recycling initiatives have been extended to formal residential areas, with recyclables sent to contractors in Worcester.
- Challenges:

- Illegal dumping persists due to insufficient nearby disposal facilities.
- Damage to compactors caused by the disposal of inappropriate objects in wheelie bins.

Worcester

- Current Operations:
 - Waste Collection:
Residential and business areas are equipped with 240ℓ and 770ℓ wheelie bins. Weekly collections occur in suburbs, with businesses in the CBD serviced more frequently based on demand. Informal settlements are serviced using 3 m³ skips placed in hotspots and managed by private contractors. EPWP workers assist with area cleaning, street sweeping, and litter removal.
 - Recycling Initiatives:
Clear recycling bags are distributed and collected alongside regular refuse pickups. Social media is used to raise awareness. A Waste Warrior initiative encourages residents to maintain their surroundings by providing incentives such as compost drums and free removal of organic waste. The Breede Valley MRF is undergoing repairs and will serve as a pilot site for manual sorting, starting in July 2025.
 - Landfill Management:
The Worcester landfill site is projected to close in January 2026 upon the opening of the CWDM Regional Landfill Facility. Enhanced security, including armed guards, access control, and fence maintenance, has reduced vandalism, theft, and other site-related issues. Cover material is sourced responsibly from the old oval stock car racing track, with care taken to preserve indigenous vegetation.
 - Street Cleaning and Public Toilets:
A contractor provides daily cleaning services for streets and public toilets. The contract runs through mid-2027. Tasks include cleaning bins, litter collection, clearing stormwater canals, and maintaining sidewalks and public facilities.
 - Illegal Dumping and Area Cleaning:
Dedicated contractors and equipment (e.g., tipper trucks and digger loaders) address illegal dumping across key areas. A three-year contract for skip placement, removal and area cleaning service commenced in September 2024.
 - Expanded Public Works Programme (EPWP):
EPWP workers cover areas like Zwelethemba, Roodewal, Riverview, Avian Park, and others, focusing on sidewalk sweeping, litter collection, and weed removal from sidewalks. Workers are occasionally utilized on compactors to gain hands-on experience.

Informal Settlements

The municipality recently implemented and services 3 m³ skips. The skips have been placed at strategic locations within informal settlements for the provision of waste management services. These are serviced daily or as soon as the skips are full. The service is provided by a private company, that deploy and empty the skips when they are full. There are also 5 m³ skips which are serviced by the municipal trucks and a skip loader.

Breede Valley MRF (Materials Recovery Facility)

The need has been identified to establish a recycling center where recyclable materials can be extracted from the waste stream before the waste is transported to the licensed Breede Valley municipal landfill site. The MRF, a material recovery facility, is a specialized plant that receives aggregated recyclable waste, and through a combination of mechanical sorting and manual labour, separates and prepares recyclable materials into dedicated streams for resale to manufacturers and end users who use recyclable products in their manufacturing or industrial processes. The Breede Valley MRF opened its doors on 2 November 2020, with the purpose of sorting and baling all recyclable products emanating from households in the neighbourhoods of Paglande, Fair Way Heights, Van Riebeeck Park, Panorama, Meirings Park, Bergsig, Roux Park, Johnston Park I and II, and Victoria Park. The recyclables are placed in the transparent recycling bags. These recycling bags are picked up in residential areas on the day that scheduled garbage removal takes place in the area. A separate truck comes to load the bags. Communities are encouraged to, in instances where municipal clear bags are out of stock and/or not available, continue recycling practices by utilising any alternative clear bag(s) at their disposal. Unfortunately, the MRF is not operational due to frequent vandalism of equipment and infrastructure. The municipality is assessing repair option as well as the future use of the facility and its ability to unlock maximum public value.

Landfill Sites

The current landfill site has a remaining lifespan of approximately two years. After completion of a survey during November 2016 by Jan Palm Consulting Engineering, it was found that the Worcester landfill site receives approximately 37 000 tons of solid waste per annum. The report found that a continuation of current disposal trends, without implementing waste minimization practices, would result in the landfill site reaching its capacity by May 2018.

Jan Palm Consulting Engineers Pty (Ltd). (JPCE) appointed Legacy Environmental Management Consulting (Pty) Ltd. (Legacy EMC), on behalf of the Breede Valley Municipality (BVM) as the independent environmental practitioners to undertake an Application for the Variation of the existing Waste Management Permit (WMP) for the Worcester Waste Disposal Facility (WWDF). The variations (amendments) to the Waste Management Permit (WMP) applied for as part of the Variation Application at the time, included the following:

- A request to increase the maximum height of the WDF since the WDF has already reached its maximum height in some places and there is currently no alternative waste disposal facility within the municipal boundaries. The adjacent regional landfill site will only be operational in ± 2 years; and
- Correcting the property description according to the latest cadastral information.

In accordance with Condition 4.15 of the current WMP for the WWDF, the maximum height of the facility above ground level shall not exceed 10 (ten) meters. However, in certain areas of the landfill site, the height exceeded the 10-meter restriction. The variation request to increase the maximum height of the facility to 25 (twenty-five) meters above ground level, is anticipated to extend the lifespan of the WWDF to 2030.

As per the DEADP endorsed PPP Plan, the pre-application Variation Report was made available for a comment period of 30 days on the Legacy EMC website, from the 14 July to 17 August 2020.

Integrated Waste Management Planning for BVM

An Integrated Waste Management Plan (IWMP) is a statutory requirement of the National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008) which came into effect on 1 July 2009. Its goal is the transformation of the historic methodology of waste management, i.e. collection and disposal, to a sustainable practice focusing on waste avoidance and environmental sustainability. The development of an IWMP is necessary as it is an integral tool to identify current needs related to a municipality's waste management service and acts as a guide towards sustainable management of waste in a municipality.

The municipality recently compiled its 4th Generation Integrated Waste Management Plan (IWMP). The previous generation served as point of departure to the new IWMP in order to promote continuity in waste management practices. In addition, the 4th Generation IWMP has been compiled in compliance with the National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008). Implementation of the IWMP will be facilitated through municipal by-laws and in accordance with an implementation schedule.

The Integrated Waste Management Implementation Plan for the BVM was reviewed in September 2019 by Gibb (Pty) Ltd. A total of 37 projects were identified under seven priority areas:

1. Promote, educate and raise awareness with regard to integrated waste management:
 - Education and awareness raising is an ongoing activity to sensitize the community with regard to waste management and its best practices.
2. Improve waste information management:
 - With the completion of the material recovery facility, we have implemented the weigh bridge during July 2020 to provide us with more accurate information.
3. Ensure the effective and efficient delivery of integrated waste management services:
 - The provision of waste management services is provided to all residential areas in an effective and efficient manner that is affordable. We strive to provide other alternative methods to the informal areas as conditions are not always favourable in the communities. Accessibility to these areas are often challenging (e.g. areas with low hanging electricity cables and/or inaccessible road networks), which exacerbates the ability to adequately service these areas. Informal areas are provided skips as well black bags that are distributed on a quarterly basis to the households.
4. Promote waste minimisation through the re-use, recycling and recovery of waste:
 - Education and awareness campaigns are ongoing, and communities are encouraged to participate in the waste minimisation programmes that are implemented by the Municipality. Some areas within the BVM support the waste minimisation initiative very well, whilst participation and buy-in remains low in others. The municipality continues to strive towards reaching parity in this regard.
5. Improve regulatory compliance:
 - The Breede Valley Municipality must review and align the Integrated Waste Management By-Laws with current legislation.
 - There is also a great need for by-law enforcement with regards to the illegal dumping within the residential areas.
6. Ensure the safe and integrated management of hazardous waste:

- More education and awareness campaigns are needed to inform the public about household hazardous waste and the avoidance, reduction and safe disposal options available.
7. Ensure the sound budgeting and financial management for integrated waste management service:
- Sufficient provision in the budget for upcoming projects and action items must be made available.

Regular monitoring of the implementation plan is required to ensure that the goals, objectives and targets of the IWMP are accomplished within the allocated timeframes. According to Section 13(2) of The National Environmental Management Waste Act (59 of 2008), performance reports on the implementation of the integrated waste management plan must be prepared in terms of Section 46 of the Municipal Systems Act and must contain information such as the extent to which the plan has been implemented during the period, the level of compliance with the plan and the measures that have been taken to make any necessary amendments to the plan. The designated Waste Management Officer (WMO) is responsible for preparing the performance reports on the implementation of the IWMP on an annual basis. As the IWMP forms part of the Integrated Development Plan, required in terms of Chapter 5 of the Municipal Systems Act, this IWMP will comprehensively be reviewed after five years.

BVM IWMP - Implementation Plan

The following table provides the implementation plan to assist the BVM in meeting its objectives and targets. The implementation plan contains a number of projects and respective actions which, if properly executed, should enable the BVM to achieve its objectives and targets. The identified projects have been prioritised and span over a period of five years. The table below outlines the implementation plan:

Objective	Target	Project description	Timeframe					Estimated budget required
			2021	2022	2023	2024	2025	
GOAL 1: PROMOTE WASTE MINIMISATION AND PUBLIC AWARENESS	The separation at source programme needs to be rolled out across the rest of the BVM to ensure enough source separated materials to be delivered to new MRF for that to be run as a clean MRF.	<p>BVM needs to provide recycling bags to the identified areas that are not yet participating in the waste separation at source programme. More bags need to be issued, or residents should be encouraged to purchase their own bags. Continuous awareness and education should assist in ensuring they continue to recycle and make a plan to obtain bags to do so.</p> <p>The BVM needs to procure two additional cage trucks and each will require a team of three staff. The additional trucks will allow the BVM to roll out the programme to additional areas.</p>						R500 000.00 per cage truck. The salary of the six employees (two drivers/supervisors and four general workers) will be dependent on the BVM recruitment policy.
	Draft an Organic Waste Diversion Plan.	Draft a plan documenting the initiatives to reduce organic waste sent to landfills.						Nil, inhouse.
	Implement waste awareness campaign to promote home composting.	Conduct waste awareness campaigns on home composting to ensure for waste avoidance initiatives.						R15 000.00 per annum for awareness materials.
	Implement reuse initiatives and awareness campaigns.	<p>BVM have to run a completion in schools where the learners have to produce the best reusable item made from recyclables. The BVM can reward the learner with the best idea. In this manner awareness will be raised among the learners on recycling and re-using of materials.</p> <p>BVM have to encourage suppliers to make use of reusable materials for packaging.</p>						R15 000.00 for educational material and price for winner

Objective	Target	Project description	Timeframe					Estimated budget required
			2021	2022	2023	2024	2025	
	Install recycling awareness signage boards in De Doorns, Rawsonville and Touwsrivier to boost public awareness. Continue distribution of the recycling newsletter along with the monthly municipal bill.	<p>Use a service provider to supply and install notice boards. Use the Municipality marketing team to design public awareness advertisements for the board.</p> <p>Ensure that the newsletter is distributed on a monthly basis with the monthly municipal bill.</p> <p>Conduct waste awareness campaigns (presentations during assembly) in all BVM schools. Conduct waste awareness campaigns using competitions to encourage community to recycle. Conduct waste awareness through BVM social media by posting recycling tips.</p>						R20 000.00 per noticeboard.
	Implement waste awareness programmes at rural areas and farms to separate general waste for recycling and composting at source. The BVM can provide drop-off areas for the recyclables and collect from these areas. BVM should promote home composting at these areas.	<p>Conduct waste awareness campaigns on a regular basis to keep residents informed. Waste awareness campaigns will cover the following topics:</p> <ul style="list-style-type: none"> • Waste minimisation; • Source separation; • Recycling; • Composting; • Disposal of small amounts of residual waste; and • Prevention of illegal dumping and littering. <p>For the Municipality to strengthen and extend its current awareness initiatives, it is recommended that the Municipality liaises with DEA&DP's Policy and Minimisation Unit for more initiatives to raise awareness in communities. Some of those initiatives include the sharing of generic illegal dumping posters that the Municipality can adapt for awareness training for its staff (EPWP, YCOBB). The training will capacitate the staff to be able to conduct awareness campaigns at schools, assist communities with separation at</p>						R15 000.00 per annum for awareness materials. The superintendents of Solid Waste's salaries will be dependent on the BVM recruitment policy.

Objective	Target	Project description	Timeframe					Estimated budget required
			2021	2022	2023	2024	2025	
		source and educate the public on looking after their environment.						
	Implement Youth Jobs in Waste Programme (Department of Environmental Affairs) with part of the programme to be focused on waste education and training.	Developing hands-on skills development programmes to educate and fill vacancies in landfill operations, waste collection planning and administration, separation at source and refuse collection.						Nil, funded through DEFF.
	The BVM to provide stock for the Zwelethemba swop shop where recyclables can be traded.	The Municipality obtains partnerships with retail shops to support the swop shops in the community. The Municipality have to obtain additional stakeholders to contribute to the sustainable management of this project. BVM should seek the buy-in of retailers (Shoprite, Woolworths, Checkers, Farmers, etc.) to contribute to these swop shops. BVM has to appoint a marshal to ensure that the area is not vandalised. It can be integrated with a church/school or similar, where security is in any event to be provided.						R15 000.00 for stock per annum. The superintendents of Solid Waste's salaries will be dependent on the BVM recruitment policy.
	Establish swop shops in in Avian Park, De Doorns and Touwsrivier.	Secure a partner to support the swop shop going forward. It can be integrated with a church/school or similar, where security is in any event to be provided.						R28 000.00 per swop shop establishment.

Objective	Target	Project description	Timeframe					Estimated budget required
			2021	2022	2023	2024	2025	
	Initiate community-based waste management training and awareness programmes for rural councillors and communities in low-income areas.	Initiating hands-on community clean-up projects on a quarterly basis. The purpose and the social and environmental benefits of the clean-up projects must be conveyed.						R1 000.00 per quarter for bags and cleaning equipment.
	Initiate collaboration with SMMEs for informal recycling on landfills.	Work with SMMEs and informal recyclers to offer opportunity to further divert recyclables while stimulating job creation. Community-based organisations can also be approached.						Nil, investigation inhouse.
GOAL 2: EFFECTIVE SOLID WASTE SERVICE DELIVERY	Determine the exact number of households not receiving a collection service.	Appoint a service provider to conduct a community survey to identify the number of households not receiving waste collection services.						R1 500 000.00.
	Communal collection points or mini drop-off facilities be put in place in communities and at illegal hotspot areas to collect waste from currently unserved households and reduce illegal dumping.	Construct mini drop-off facilities in rural and informal household areas. Waste marshal to be appointed to provide awareness of what materials can go into skips.						R200 000.00 per drop-off location. The superintendents of Solid Waste's salaries will be dependent on the BVM recruitment policy.
	The Municipality currently (2020) keeps no records of complaints. The complaints registry must be reviewed to ensure that all	Buy software which enables the community to make online complaints and ensure that the complaints are stored on a server for future use. Keep a complaint register book at the landfills and municipality offices to ensure easy access by the residents.						R100 000.00 for software and nil for inhouse bookkeeping.

Objective	Target	Project description	Timeframe					Estimated budget required
			2021	2022	2023	2024	2025	
	complaints are being recorded for future use.							
	Provide receptacles for Touwsrivier area.	Provide 240ℓ wheelie bins.						R800.00 per wheelie bin.
	Develop a waste infrastructure masterplan and then investigate funding applications.	Appoint a service provider to develop a waste infrastructure masterplan and then investigate funding applications.						R250 000.00.
	Determine available airspace at all landfill sites.	Appoint external consultant to conduct remaining airspace calculations.						R75 000.00 per landfill for survey and calculations of remaining airspace.
	Construction of a composting facility in Worcester.	Construct a composting facility to divert organic waste from landfills.						R31 747 000.00 (Assessment of the Municipal Integrated Waste Management Structure report (2016)).
	Construction of public drop-off in De Doorns.	Construction of drop-off point to minimise illegal dumping in the areas and service the low-income area.						R11 758 000.00 (Assessment of the Municipal Integrated Waste Management Structure report (2016)).
GOAL 3: REDUCE ILLEGAL DUMPING	Promote awareness concerning waste management, recycling and prevention of illegal dumping and littering in rural areas.	Community should be educated on the adverse environmental and social impacts of illegal dumping. WMO to visit schools and engage community on other community platforms.						R15 000.00 per annum for awareness materials.

Objective	Target	Project description	Timeframe					Estimated budget required
			2021	2022	2023	2024	2025	
	Implementation of anti-littering by-laws.	Review the by-laws and include anti-littering by-laws by the end of 2022.						Nil, if undertaken inhouse or consultant fees of R100 000.00.
	Identify the underlying causes of illegal dumping (site-specific reasons).	<p>The waste management officer should assess potential reasons causing the prevalence of illegal dumping by way of:</p> <ul style="list-style-type: none"> Identify illegal dumping hotspot; Making key observations; Conducting brief community surveys and interviews; and Identifying the stream of waste that is predominant at the illegal dumping sites. 						Nil, to be undertaken inhouse.
	Identify illegal dumping hotspots.	Conduct an investigation to identify the illegal dumping hotspot.						Nil, to be undertaken inhouse.
	Rehabilitate illegal dumping sites which have been identified and mapped thus far. The Municipality must ensure that it compiles a contaminated land register as per the requirements of NEMWA.	Clear illegal dumping sites of all waste using EPWP workers.						Nil, use EPWP programme.

Objective	Target	Project description	Timeframe					Estimated budget required
			2021	2022	2023	2024	2025	
GOAL 4: IMPROVE WASTE INFORMATION MANAGEMENT	Registering of waste generators, transporters and recyclers and enforcing reporting to the Municipality.	Implement effective communication system: <ul style="list-style-type: none"> Place an advert in the local paper instructing organisations to register; Make registration forms available on the website; and Develop a database of companies operating in the BVM and track the registration and reporting status. Issue written notifications to the organisations which are not registered or reporting. 						R15 000.00 per annum for advertising materials. WMO to manage database, salary will be dependent on the BVM recruitment policy.
	Improve waste information record keeping at landfills.	Ensure that gate controllers are stationed at all landfill sites and that records are uploaded onto the Integrated Pollution and Waste Information System (IPWIS).						Nil, use inhouse staff.
	Conduct audits to ensure by-laws are in place and implemented correctly.	Utilise EPWP employees to conduct audits within its municipal jurisdiction to ensure compliance with the provisions of the by-law and will thus have a clear indication what waste types and quantities are being generated, recycled and disposed.						Nil, use EPWP's programme.
	Installation of weighbridges at the waste management facilities.	Install and maintain weighbridges at the De Doorns landfill, Touwsrivier landfill and transfer stations.						R1 200 000.00 per weighbridge.
	Conduct a waste characterisation study which takes seasonal variation into account.	The waste management officers should ensure that a WCS is conducted in each season of the year to account for seasonal variations. This should be done every five years.						Nil, to be undertaken inhouse.

Objective	Target	Project description	Timeframe					Estimated budget required
			2021	2022	2023	2024	2025	
GOAL 5: ENSURE SOUND BUDGETING FOR INTEGRATED WASTE MANAGEMENT	The Municipality must ensure that there is sufficient provision in the budget for upcoming projects and action items.	Develop an asset budget replacement plan and ensure its inclusion in the annual IDP budgeting process. This can be done with the annual IWMP implementation programme review and project evaluation.						Nil, review budget inhouse.
	Develop a detailed financial planning model.	Ensure that upcoming implementation actions are in the budget. Explore sources of funding. BVM to undertake a full cost accounting exercise to determine the true cost of waste management services.						Nil, review budget inhouse.
	Review vacancies in the organogram and fill as required.	The funded vacancies must be reviewed. The BVM has to appoint personnel to fill the funded vacancies. The funded vacant positions should be revised in line with the BVM budget for 2021/2022.						The cost to fill the vacancies will be dependant of the BVM remuneration policy.
GOAL 6: IMPROVE REGULATORY COMPLIANCE	Conduct annual internal and external audits for waste management facilities.	Appoint an external consultant to conduct external audits at all waste management facilities annually. The waste management officer should conduct internal audits on a quarterly basis.						R75 000.00 per landfill for external audit per annum.
	Calculate the landfill airspace of all landfill sites.	Appoint an external consultant to conduct an external landfill airspace investigation for all landfills.						R20 000.00 for landfill airspace calculations.
	Revise the by-laws in general to include national and provincial policies, and norms and standards where applicable.	By-laws should be revised to include the national and provincial policies, targets and norms and standards. Included the prohibitions of the Waste Act to ensure compliance with the NEM: Waste Act: National Norms and Standards for Disposal of Waste to Landfill (R.635 August 2013).						Nil, to be undertaken inhouse.

Objective	Target	Project description	Timeframe					Estimated budget required
			2021	2022	2023	2024	2025	
	Improve security and fencing at the landfill sites to ensure that waste is 'safe disposed'.	Improve security and enforce regular monitoring of activities undertaken at the landfills. Provide fencing at the Touwsrivier landfill site.						R400.00 per meter to repair and replace the fence.
	Prevent tyres from being disposed of at the landfills.	Improve security and enforce regular monitoring of activities undertaken at the landfills. Stockpile tyres as per the regulations.						Nil, to be undertaken inhouse.
	Provide stormwater infrastructure as per landfill licence at all landfills.	Provide stormwater drains at all landfill sites to channel, collect and store contaminated run-off.						R1 300 000.00 for Worcester landfill, R400 000.00 for De Doorns landfill, R200 000.00 for Touwsrivier landfill.
	Ensure compliance of the landfill containment barriers with R.634, R.635 and R.636 (National norm and standards for disposal of waste at a landfill).	Ensure compliance with R.635 in terms of the type of waste for landfill disposal. Appoint consultant to assist with closure and rehabilitation of existing unlined cells and development of new lined cells.						To be determined by consultants.
GOAL 7: ENSURE SAFE INTEGRATED MANAGEMENT OF HAZARDOUS WASTE	Educate the public about household hazardous waste and the avoidance, reduction and disposal options available to them regarding these wastes.	Educational awareness campaigns to educate the public on hazardous waste should be driven through: <ul style="list-style-type: none"> Local radio stations; Community open days/fairs; The establishment of environmental youth clubs; and Information sessions at community meetings and parent evenings. 						R15 000.00 per annum for advertising material.

Objective	Target	Project description	Timeframe					Estimated budget required
			2021	2022	2023	2024	2025	
	Ensure legal compliance by hazardous waste generators and transporters.	Registration and reporting of hazardous waste generators at the Municipality will allow the Municipality, as the service authority, to ensure that the waste is stored, transported, treated or disposed as is legally required. The by-laws should be reviewed to include that all hazardous waste generators (generating more than 20 kg per day) should register at the Municipality and record the data and store it safely for five years to be in compliance with the National Waste Information Regulations, 2013. These generators must report to the BVM the waste types, quantities generated, etc.						Nil, if by-laws are reviewed and enforced.
	Educate the waste management employees of BVM on the latest legislation regarding hazardous waste, the identification thereof and the disposal options that are legal.	Send waste management officer to training programme regarding hazardous waste. Waste management officer to train waste management employees at landfill sites to identify hazardous waste.						R7 500.00 per course.
	Ensure compliance of waste acceptance at municipal landfills with R.636 (National Norms and Standards for Disposal of Waste to Landfill).	Gate controllers to be trained to identify Type 2 waste which may be disposed at Class B/GLB+ landfill sites and to identify other waste types that may not be disposed of at municipal landfills. Gate controllers to allow entry and disposal of acceptable waste types only.						R 10 000.00 per annum

TABLE 31: IWMP IMPLEMENTATION PLAN

2. FUTURE PLANNING AND RECOMMENDATIONS

Touwsrivier Transfer Station/MRF

The municipality handles collection services at all properties and the haulage of 35 m³ containers. The haulage of these containers from Touwsrivier and De Doorns is done internally. In addition, the management of the MRF and Transfer Station at Touwsrivier will also be conducted internally. Staff members will be trained to assist with the management and operation of the MRF.

Refuse Collection in De Doorns

The status quo of municipal vehicles currently collecting all business and residential solid waste should be maintained. Collected waste gets disposed of at the De Doorns landfill site. The landfill site is closed for mixed waste and only accepts builder's rubble and garden waste. Mixed waste will be disposed within 3x35m³ skips that will be transported to Worcester landfill site.

Solid Waste Collection Services in Worcester

The status quo of municipal vehicles currently collecting all business and residential solid waste should be maintained. The BVM have procured 6 compactors since 2016 and have improved the collection of refuse within the municipality. Five of the recently procured vehicles are deployed and utilized within Worcester, while the remaining one is deployed and utilized in De Doorns respectively.

Recycling at Source in Breede Valley

Since April 2015, BVM collects and distributes clear recycling bags to residents in Worcester, De Doorns and Rawsonville. New clear recycling bags are issued for each full bag of recyclable material to participating wards. Full bags with recyclable material are placed on pavements on the day of collection next to the black refuse bags or wheelie bins and are collected by a dedicated municipal truck.

Recycling bags obtained from households are delivered free of charge to local recycling businesses in Worcester. Local companies receiving these bags have been requested to provide the municipality with monthly statistics on quantities recycled and additional jobs created by the project.

During the awareness campaigns, every resident received a clear bag, a pen, fridge magnet and an information pamphlet about recyclable items. A "Recycling Hotline" number and the name of Breede Valley Municipality were printed on the bags. On collection day, new bags are tied around the entrance gates or mailbox in exchange for a full bag of recyclable material. Should a resident not place a full bag of recyclable material for collection, no new clear bag is provided. Bags are however available at the department's offices.

Recycling information notice boards have been installed at entrances to participating neighbourhoods to constantly remind residents to take part in the project. Information regarding what is recyclable and what is not recyclable was also printed on the sides of the two new refuse compactors.

Education in Disadvantaged Areas

With the cooperation of NGOs, government departments and local businesses, Breede Valley Municipality has established educational programs on waste management in schools. BVM has developed a waste/recycling awareness mascot, Bin-Bin, who is currently operating at schools and ceremonies within towns. Bin-Bin has become a hero to young and old in BVM with her “war on waste” and to convince people to start with waste minimization practices.

Swap Shops Project within Disadvantaged Areas

The solid waste and area cleaning department partnered with the Worcester Christian Congregation regarding the establishment and management of a swap shop in Avian Park. The department donated R16 000 to the swap shop for educational purposes. Material is bought with the money that is exchanged for bags of recyclable material. The Municipality envisages to expand this model to other areas within the BVM. It is however imperative that a sustainable business model be developed that will ensure the longevity of this initiative.

Expanded Public Works Programme (EPWP) - Area Cleaning

Although certain cleaning initiatives have been rolled out in the municipality, proper area cleaning (street sweeping and litter collection) in all neighbourhoods throughout BVM remains a prominent shortcoming. To address this, the department (in collaboration with the EPWP section) launched an internal EPWP Area Cleaning project through which they have appointed individuals from the municipal unemployment database to sweep streets and pavements, do litter picking and remove alien vegetation. The department envisages to continue implementing this initiative in subsequent financial periods, subject to the availability of funding.

Rapid Response Truck

A Rapid Response Unit has been established in the department, consisting of a driver supervisor and six EPWP beneficiaries. The purpose of the unit is to react timeously to any complaints and/or requests for the removal of litter and refuse. Provision has been made on the departmental organogram to fill the vacancies with permanent employees.

Worcester landfill site

The Worcester landfill site is currently managed and used exclusively by the Breede Valley Municipality. Although the facility is managed well, drastic changes were implemented to ensure compliance with the permit requirements, as well as the new legislation regarding solid waste management. The following changes have been implemented:

- Revised operational hours at the site in order to reduce overtime costs.
- Rented a bulldozer and backhoe loader and a 10 m³ tipper on site
- Diverted waste into separate areas on the site for:
 - Garden / green waste
 - Building rubble
 - Mixed waste
 - Recyclable material

Transfer stations and MRFs and Regional Landfill Site

After a survey by Jan Palm Consulting Engineering on behalf of the CWDM for possible future regional disposal sites, Worcester was identified as the preferred location for the construction of a regional landfill site for the eastern part of the Cape Winelands district area. Following the authorisation of establishment, the establishment of the Regional Landfill Site (spearheaded by the) has commenced next to the existing Worcester landfill site. The Regional Landfill Site will serve multiple municipalities, including BVM, Witzenberg, and Langeberg. This aligns with global trends aimed at centralising waste disposal for improved efficiency.

The facility is anticipated to be operational in January 2026, starting with Cell 1, which will provide an estimated lifespan of 8 years. The entire facility is designed for a 25-year lifespan, contingent on waste minimization efforts. The following key features and tariffs will apply at the facility:

- Only general waste and sand/soil for coverage will be accepted.
- Separate tariffs for building rubble disposal.
- Hazardous and organic waste will not be permitted.
- BVM will contribute through fixed capital costs, per-ton disposal tariffs, and rehabilitation contributions, adjusted annually by CWDM.

The site will be managed by an experienced service provider, ensuring high standards of waste management.

Haulage of 30 m³ containers from transfer stations to Worcester landfill site

The truck consists of a “horse and trailer” and is used to haul waste from Touwsrivier and De Doorns to the Worcester landfill site. The same process can be followed in Rawsonville with the construction and operation of a transfer station and MRF with the 35m³ containers to the landfill site. Depending on the quantities of waste disposed, it might become necessary in future to purchase a second “horse and trailer”.

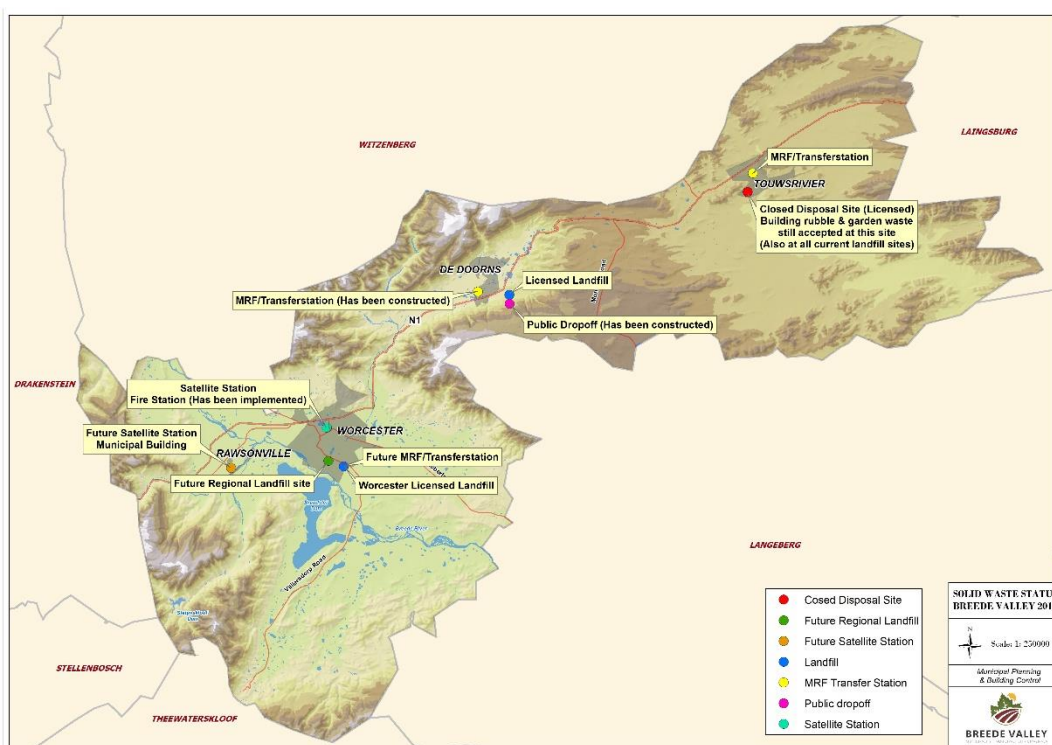


FIGURE 25: STATUS OF LANDFILL SITES AND EXISTING AND NEWLY PLANNED DISPOSAL FACILITIES

Policy & Compliance

- The by-law for solid waste and area cleaning was updated during 2008/09 and is due for an update. A concept by-law was compiled and was distributed to the various Municipalities for comments and inputs. The new by-law seeks to (amongst others) enhance alignment with the NEWMA: Waste Act. All BVM waste facilities are registered on the Provincial Integrated Waste and Pollution System and reported monthly on the IPWIS system of DEA&DP.
- Monitoring & reporting must be expanded. Only Worcester's landfill site currently reports through the Provincial Integrated Waste and Pollution System (IPWIS). De Doorns and Touwsrivier must adopt similar practices to ensure compliance. IPWIS provides detailed reporting on waste volumes and recycling performance, submitted monthly to the Department of Forestry, Fisheries, and the Environment (DFFE).
- Rehabilitation of the Touwsrivier Landfill must be prioritised. The non-operational landfill must be closed and rehabilitated, a costly process requiring compliance with license conditions. Challenges include gas and water monitoring, leachate management, and proper waste covering and compaction.

PROGRAMME 5.1 (E): CREATING INTEGRATED HUMAN SETTLEMENTS

The planning of projects marked a shift in policy at all levels of government with regard to housing provision. This policy shift entails a move from housing construction to the creation of “sustainable human settlements”; a shift to sustainable resource use; and a shift to housing resulting in real empowerment. The new policies are conceptualised in the National Housing Policy (Breaking New Ground) and in the Western Cape Integrated Human Settlements Policy (Isidima) as well as the new strategies formulated by the Western Cape Department of Human Settlements Strategic Plan 2020 - 2025 and includes the importance of human settlements in the promotion of social inclusion, economic growth and spatial restructuring.

Policy Landscape

There are a number of important policy documents which guide the development of provincial plans and strategies for Sustainable Human Settlements in the Western Cape. The National Development Plan (2030) and the Breaking New Ground policy document are important national policies, both of which stress the need for more integrated, dense, and ‘demand’- orientated human settlement approaches. The NDP is a plan to eliminate poverty and reduce inequality by 2030 by growing an inclusive economy, building capabilities, enhancing the capacity of the state and the country’s people. The Integrated Urban Development Framework (IUDF - 2016) is the government’s policy position to guide the future growth and management of urban areas. The Western Cape Provincial Spatial Development Framework (PSDF - 2014), is a requirement in terms of Section 15 of SPLUMA 2013 and Section 4 of the Land Use Planning Act. The PSDF sets out to develop a coherent framework that:

- i. gives spatial expression to the national and Provincial development agendas;
- ii. serves as basis for coordinating, integrating and aligning ‘on the ground’ delivery of national and Provincial departmental programmes;
- iii. supports municipalities to fulfil their municipal planning mandate in line with the national and Provincial agendas; and
- iv. communicates government’s spatial development intentions to the private sector and civil society.

National Policy Context

National Development Plan 2030 (NDP) The national strategic context is shaped by the National Development Plan (NDP): Vision 2030, which is the country’s key long-term national strategic framework. The NDP aims to address and eliminate the triple challenges of poverty, inequality, and unemployment in South Africa by 2030 and identifies the roles different sectors of society should play to enable that goal to be reached. Chapter 8 sets out the plan for transforming human settlements, setting out five spatial principles for human settlement development: spatial justice; spatial sustainability; spatial resilience; spatial quality and spatial efficiency. The Medium-Term Strategic Framework (MTSF): 2019–2024 is the implementation mechanism for the NDP 2030 for this specific five-year strategic planning period. The MTSF notes that there are seven priorities in the strategic framework which are embedded in the three pillars of the NDP. These are as follows:

- i. Priority 1: A capable, ethical and developmental state;
- ii. Priority 2: Economic transformation and job creation;
- iii. Priority 3: Education, skills and health;

- iv. Priority 4: Consolidating the social wage through reliable and quality basic services;
- v. Priority 5: Spatial integration, human settlements and local government;
- vi. Priority 6: Social cohesion and safe communities; and
- vii. Priority 7: A better Africa and world.

Provincial Policy Context

The Department of Infrastructure's five-year Strategic Plan 2023/24 – 2028/29. A document that assumes the role of a navigation system of the Department of Infrastructure as the envisioned enabler of integrated public and private collaboration. Being a newly created department, combining the previous department of Human Settlements with certain components of the previous department of Transport and Public Works, and splitting of the branch transport to create a new department of Mobility, the process has by its very nature required a recrafting of the strategic plan 2019-2024. In the execution of its mandate, the new Department of Infrastructure will pull through the commitments made, where relevant, by the previous departments of Transport and Public Works and Human Settlements in their previous strategic plans while, at the same time, crafting a unique and purposeful agenda for itself for the future.

Over the next five-year strategic planning period, the Department will align its programmes and strategies and institutionalise the principles of the One Cape 2040 Vision and Provincial Strategic Plan 2019–2024, the Western Cape Recovery Plan, the Provincial Spatial Development Framework (PSDF), the Growth4Jobs strategic imperative and the Western Cape Infrastructure Framework 2050,(WCIF). This suite of policies and frameworks seek to radically transform the development paradigms of the past, target investment sustainably across the province, and foster partnerships with the private sector to help achieve government objectives.

One Cape 2040

OneCape 2040 is an attempt to stimulate a transition towards a more inclusive and resilient economic future for the Western Cape through a long-term economic transition agenda involving a range of stakeholders. Six specific focus areas to drive the transition are spelled out in Table 2. OneCape2040 transitions Transition Knowledge transition (Educating Cape) From Unequal variable quality education plus limited innovation capacity. Economic access transition (Working Cape) Factor and efficiency-driven economy with high barriers to entry and low productivity and entrepreneurship rates. To High-quality education for all plus high innovation capacity. Innovation-driven economy with low barriers to entry with high productivity and entrepreneurship rates. Cultural transition (Connecting Cape) High level of local connectivity and global market fluency. Barriers to local and global connectivity (language, identity, distance, parochial attitudes). Settlement transition (Living Cape) Healthy, accessible, liveable multi opportunity communities. Unhealthy, low access, often alienated, low-opportunity neighbourhoods. Strategic Plan 2023/24–2027/28 Vote 10: Infrastructure Western Cape Government Transition From To Institutional transition (Leading Cape) Ecological transition (Green Cape) Defensive, adversarial structures Unsustainable carbon-intensive resource use Open collaborative systems Sustainable low-carbon resource use

As mentioned in subsection 4.5, The Western Cape Government recently reviewed its 2014 – 2019 Provincial Strategic Plan and adopted a new 5-year plan (2019 – 2024). As with the previous plan, the new plan provides an action plan for all provincial departments and the way the departments need to work transversally to achieve the overarching goal of an open

opportunity society for all. The Provincial Strategic Plan states the challenges that need to be addressed and details the measurable actions that need to be undertaken. The Western Cape Provincial Government, in its attempt to build a safe Province where everyone prospers, identified five Vision-inspired Priorities (VIPs) that seeks to measure their commitment towards finding ways of improving the lives, livelihoods and experiences of residents throughout the Province. These five VIP's, as illustrated below, are contained in this Plan and guide the manner in which resources are allocated and policies developed.



Source: Western Cape Government, Provincial Strategic Plan: 2019 - 2024

FIGURE 26: WESTERN CAPE GOVERNMENT'S VISION-INSPIRED PRIORITIES

While all departments have a role to play in each of these priorities, the Department of Human Settlements will specifically respond to 'Mobility and Spatial Transformation'. The Department will also respond to 'Safe and Cohesive Communities' by ensuring that planning for human settlement developments considers the safety of its beneficiaries within communities.

Strategic Focus over the Five-Year Planning Period

For the period 2020-2025, the Department will focus on providing *more opportunities for people to live in better locations* and to *improve the places where people live*. In this regard, the Department will target Priority Housing Development Areas (PHDA), which will be used for high density, mixed-use, mixed-income, and mixed-tenure developments. Furthermore, the Department acknowledges that many people will continue to live in low-income formal and informal settlements, due to a range of reasons. With this in mind, the Department will continue to upgrade informal settlements, so that citizens can wait for a housing opportunity with dignity.

To achieve the Department's vision, emphasis will be placed on increasing housing opportunities and improving settlement functionality, efficiencies and resilience. Four strategic priorities have been developed to deliver on this mandate:

- Radical acceleration of housing opportunities;

- Radical implementation of innovative solutions;
- Radical integration approach to human settlements; and
- Radical empowerment and job creation.

The Western Cape Human Settlement Framework

The Western Cape Government is committed to improving the living conditions of the Province's citizens. To achieve this, the Department of Human Settlements has developed the Western Cape Human Settlement Framework, which is one of the suites of Provincial Strategic Frameworks being developed as key decision-making documents, and serves as a roadmap to guide sustainable, integrated and resilient human settlement development in the Province.

Furthermore, this Framework focusses on instituting improvements within the current policy regime, explore innovative human settlement solutions as "test beds" to influence future policy, and identify possible levers to encourage partnerships with communities and the private sector. It will have a specific focus on the changing role of the state in the delivery of human settlements in the future and will include, amongst others, a response to backyard dwellers.

The Informal Settlement Support Plan

The Department has developed an Informal Settlement Support Plan (ISSP). The ISSP forms part of the Western Cape Human Settlement Framework that advocates for a move towards improving the living conditions of people at the places where they stay. It is the intention of the ISSP to enhance and accelerate the upgrading of informal settlements. It also focusses on the role of the state.

The Human Settlement Plan (HSP) for the Breede Valley aims to translate these policies into plans for implementation. The main purpose of the Breede Valley Housing Pipeline is to provide a road map and guidance to the municipality to not only plan for housing in terms of the number of structures built, but to plan for integrated human settlements that restore the dignity of the people of the Breede Valley. In particular, the aim of the document is to guide the identification and implementation of human settlement projects. In this regard it should be noted that it also includes housing projects with approved funding.

Western Cape Provincial Inclusionary Housing Policy Framework

The goal of this provincial Inclusionary Housing Policy Framework is to better enable inclusionary housing as a mechanism to contribute towards spatial transformation in the cities and towns of the Western Cape. The Western Cape Government's (WCG) Provincial Strategic Plan 2019 - 2024 identifies the development of an inclusionary housing policy framework as an intervention supporting its focus area of generating more opportunities for people to live in better locations. It does this in terms of one of the Strategic Plan's five priorities: to promote Mobility and Spatial Transformation. There are four focus areas within this Priority, steering a range of programmes aimed at tackling spatial transformation and improved mobility, of which this Policy Framework. The aim of the policy framework is to further the obligation of the state to pursue a just society and transformed settlements underpinned by the Constitution and SPLUM's principles of spatial justice, sustainability, efficiency and good governance.

- **Water governance and legislative reforms:**

The Water and Sanitation Master Plan is one of the best approaches that the municipality has taken in addressing the long-standing water issues. The plan should outline action plans that needs to be implemented by the entire water sector in the municipality. This could also help to address the issues of equity and access to water and sanitation in marginalised communities.

- **Informal arrangements:**

Informal arrangements to water and sanitation are likely to be with us for a long time to come. While there is a need to try and provide adequate water and sanitation for all citizens, there is a need to recognise informal tenure and find strategies for making these exist and work along with formal tenure systems.

- **Community engagement:**

There is a need to engage the communities through social structures and civil society to create genuine dialogue in water service provision. For example, where communal taps and toilets should be located, coupled with the management and maintenance hereof. There is also the issue of relocations (de-densification) of people from some townships and informal settlements that must be duly considered and adequately communicated.

Breede Valley Municipality: Priority Human Settlement Development Areas (PHDA's)

The National Department of Human Settlements (NDHS) declared and gazetted the Priority Human Settlements and Housing Development Areas (PHSHDA) on 15 May 2020 (Government Gazetted No. 43316) in the Western Cape. The declaration of PHSHDAs is done in terms of Section 3 of the Housing Act, 1997, read in conjunction with Section 7(3) of the Housing Development Agency Act, 2008 (No. 23 of 2008), and the Spatial Planning and Land Use Management Act, 2013 (No. 16 of 2013).

The declaration is one of several interventions identified in the NDHS' Human Settlements Framework for Spatial Transformation and Consolidation (2018). The framework is based on the rationale that housing provides an important opportunity for restructuring and revitalising South African towns and cities, for overcoming apartheid spatial patterns, and for strengthen livelihoods. As a spatial targeting approach, the PHSHDAs are intended to direct public investment and housing finance to areas that will promote spatial transformation objectives and create more inclusive residential markets.

The Breede Valley Municipality contains one of nineteen (19) PHSHDAs declared in the Western Cape (Gazette No: 43316, 15 May 2020). The PHSHDA is situated in Worcester and covers the built-up area to the south of the N1 freeway, including the proposed Transhex housing development area. The PHSHDA boundary itself is not gazetted and is intended as a guideline only.

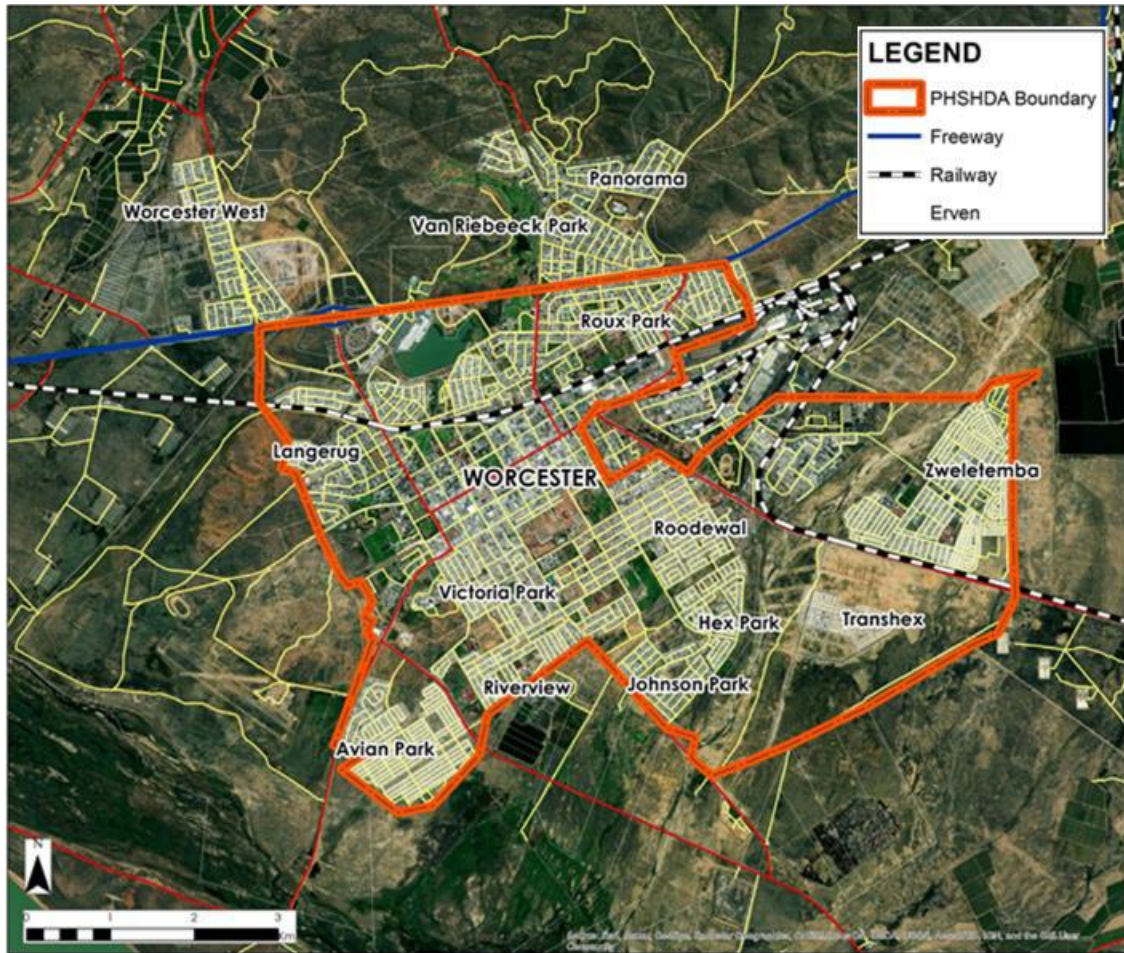
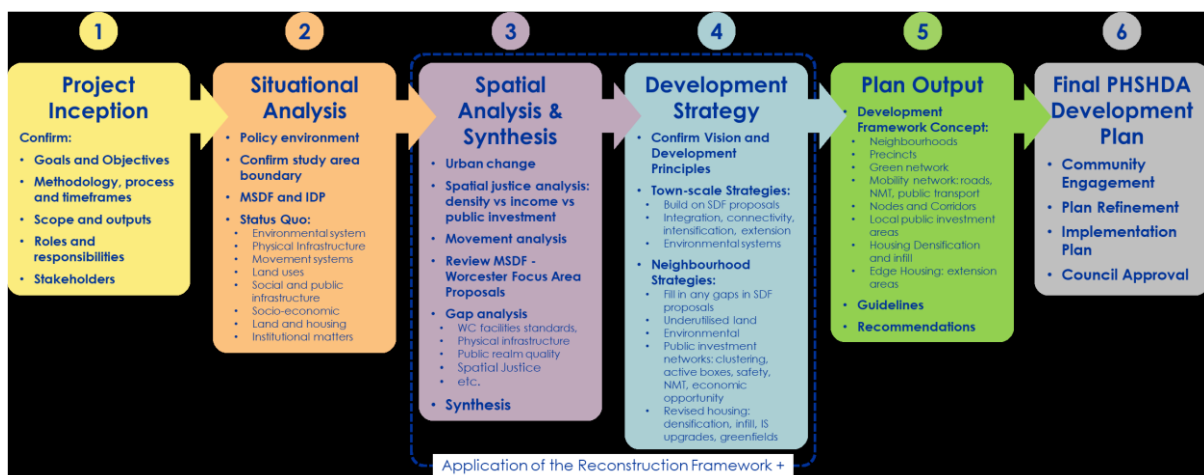
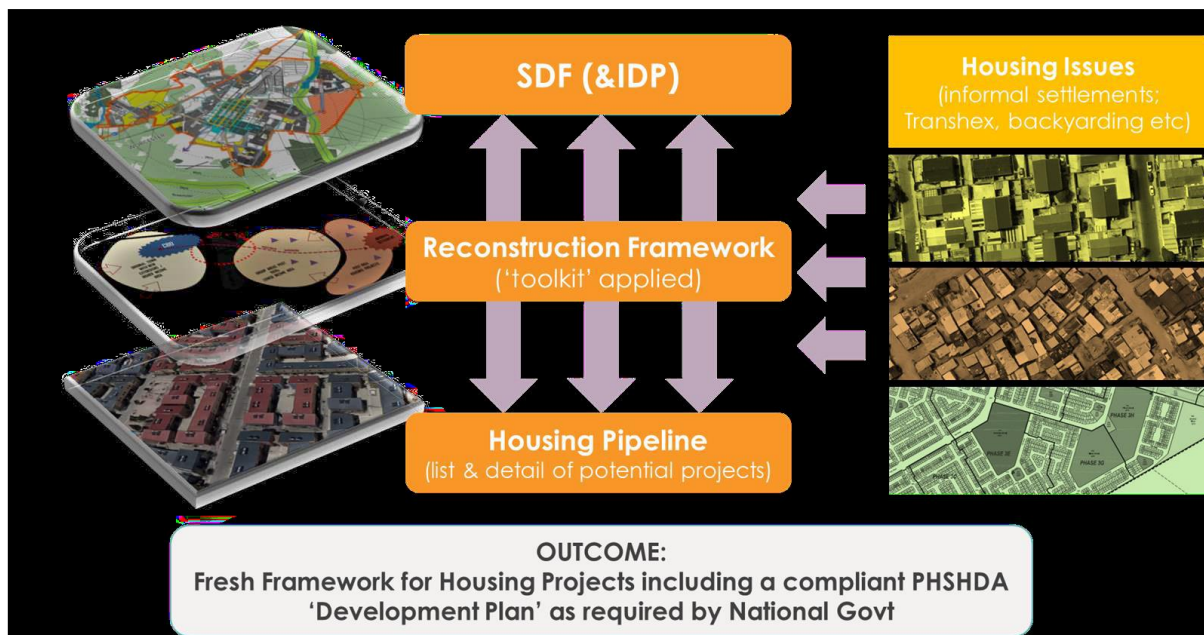


FIGURE 27: BREEDE VALLEY PHSDA BOUNDARY

The Breede Valley Municipality is the primary owner of the plan as the authority responsible for spatial and land use planning, and land use management within Worcester. The role of the Western Cape Department of Human Settlements is assisting the municipality in developing the plan, as part of the implementation of the Human Settlements Framework for Spatial Transformation and Consolidation and the implementation of PHSDAs within the Western Cape. Apart from the stakeholders mentioned above, the DEADP (through its RSEP initiative) and the Housing Development Agency are key role-players/contributors to BVM's PHSDA Development Plan.



The PSHDA Strategy

The plan incorporates the strategy architecture and the four (4) mail goals, each goal has a number of strategies that feeds to the accomplishment of the goals.

- **Goal 1: Effective and Enabling Administration** - Enhanced administrative structures, processes, and policy leading to better direction, collaboration and coordination in the planning, budgeting, and implementation of human settlements projects.
- **Goal 2: Efficient and Just Urban Form** - A more efficient, equitable and just spatial form is a primary desired outcome of the PSHDA programme. The public investment in government led housing must be directed to achieve spatial transformation.
- **Goal 3: Safe and thriving communities and neighborhoods.** - Neighbourhoods should be the primary functional unit for locating social, economic, and cultural life in Worcester. The development of strong, safe and vibrant neighbourhoods containing all the amenities and services to support the daily needs of residents.

- **Goal 4: Integrated Housing Opportunities** - Communities in Worcester have access to a range of housing opportunities enabled through government housing programmes and an effective housing market, which enables households to move up a housing ladder.

The draft Worcester PSHDA Development Plan, comprising a situational assessment leading to a synthesis of key issues, spatial concept, development strategies and implementation framework. The report was submitted as a draft report to the Breede Valley Municipality. Submission was made with the view of obtaining ‘in-principle’ approval from the delegated committee. This opened the way for further stakeholder and public consultation to finalise the plan.

SALGA has initiated a study, through the appointment of City Insight (Pty) Ltd, on the thirty-one (31) PSHDAs within the respective municipalities to establish its alignment with strategic municipal plans such as the IDP and other sectoral plans. In brief, the study aims to scrutinise and assess the degree to which plans are aligned and implemented in an integrated way, to adequately underpin the PSHDA methodology. The methodology of the study comprised of a contextual review of the current PSHDA guidelines and related literature, engagements with relevant stakeholders, examination of budgets and other resources available for the PSHDAs, and engagement with all municipalities that have designated PSHDAs to determine their overall processes followed in dealing with PSHDAs. BVM’s PSHDA will be submitted to the Council after the completion of the review.

Breede Valley Rental Housing and Affordable Strategy and Plan

The Breede Valley Municipality has identified the need for the provision of affordable rental housing for the low to middle income earners within the Municipality. It further identifies the need to restructure the urban fabric of the town to address issues of segregation, inefficiency and distortion, sprawl, access of the poor to town amenities, and ultimately to develop the town to become inclusive of all the inhabitants of the town, both wealthy and poor. Currently the settlement structure is such that the poorest people are living furthest from employment in housing conditions characterized as informal, or as extensions to existing family structures. This phenomenon of poor location, exclusion and segregation means that these households must spend a disproportionate amount of time accessing job opportunities and the other socio- economic resources of the town. This comes at a financial cost and opportunity cost to households in these poorer communities.

The Western Cape Department of Human Settlements (WCDoHS) developed a rental housing strategy, which identified the need for affordable rental housing within the leader towns in the Western Cape. It has committed to support the 10 lead towns (now 12) in their efforts to provide sustainable housing and to develop a rental housing strategy and implementation plan for the coming 10 years. The Breede Valley Municipality is one of the 10 leader towns in the Western Cape (WC), and this is the developed ‘Government Assisted’ Rental Housing Strategy (GARH) for the municipality. It builds on substantial work already done within the municipality’s Spatial Development Plan (SDF), its Integrated Development Plan (IDP), and its Human Settlements Plan (HSP) and in the context of these gives specific focus to ‘the policy and procedures’ of the national Social Housing (SH) and Community Residential Unit (CRU) programmes.

The following statement from the Municipality’s IDP indicates the importance and recognition of the need to restructuring its towns: *“The main purpose of the Breede Valley HSP Strategy and Policy Framework is to provide a road map and*

guidance to the municipality to not only plan for housing in terms of the number of structures built, but to plan for integrated human settlements that restore the dignity of the people of the Breede Valley...”

Rental housing strategic framework, the Municipal Housing Strategy defines the intent of the housing strategy in Breede Valley. The aim of the Breede Valley Human Settlements Programme is to enhance settlement integration and to respond to demand over a wide spectrum of incomes. The purpose is to create opportunities for quality housing and varying housing options, in appropriate locations. This requires a strong linkage with the municipality’s spatial development framework and their transport plans. This strategy builds on the principles of compact urban settlements close to economic and social amenities. A coherent strategy on the government assisted rental housing strategy requires a proper analysis of the constraints and opportunities and the consequences of these related to the 4 key areas of risk in developing this strategy:

- Real demand
- Availability of Suitable Land and Buildings
- Financing
- Organisational Capacity

The strategy deals specifically with the ‘government assisted’ formal rental programmes of CRU and Social Housing. This refers to rental stock where government provides a subsidy to achieve affordable rentals for households on low and moderate incomes in attempt to deal with market failure. Presently the developing policy framework does not include informal rental, especially backyard rentals.

The table below outlines the key elements of the SH and CRU programmes as well as the Institutional Subsidy Mechanism that is used in conjunction with Social Housing programme but in a very limited number of instances has solely funded rental options most often without great sustainability.

ASPECT	SOCIAL HOUSING	INSTITUTIONAL SUBSIDY	CRU
Tenure	<ul style="list-style-type: none"> Rental Co-operative ownership 	<ul style="list-style-type: none"> Rent for minimum 4 years Co-operative ownership 	<ul style="list-style-type: none"> Rent in perpetuity
Target market	<ul style="list-style-type: none"> Primary: R1500-R3500 Secondary: R3501-R7500 	<ul style="list-style-type: none"> Below R3500 	<ul style="list-style-type: none"> R800-R3500
Landowner	<ul style="list-style-type: none"> SHI (also lease) 	<ul style="list-style-type: none"> SHI (also lease) 	<ul style="list-style-type: none"> Municipality or province, preferably municipality (also provincial-owned stock should be devolved to municipality)
Management	<ul style="list-style-type: none"> SHI – can also outsource to private but not preferred 	<ul style="list-style-type: none"> SHI - can also outsource to private, but not preferred 	<ul style="list-style-type: none"> Municipality or province – can outsource to SHI, ME or private
Location	<ul style="list-style-type: none"> RZ (restructure goals) Mega-project 	<ul style="list-style-type: none"> Access and opportunity for the poor 	<ul style="list-style-type: none"> Access and opportunity for poor
Product	<ul style="list-style-type: none"> Minimum 30m² Self contained Minimum spec Medium density New, refurbishment, conversion 	<ul style="list-style-type: none"> Minimum 30m² Self contained Minimum spec Medium density New, refurbishment, conversion 	<ul style="list-style-type: none"> No minimum size, but good living environment should be provided Rooms with shared facilities allowed, but no old-style dormitories
Funding	<ul style="list-style-type: none"> RCG Provincial top-up Loan Donors and Equity? 	<ul style="list-style-type: none"> Institutional subsidy Loan Donors and equity? 	<ul style="list-style-type: none"> 100% Capital grant
Rental income must cover	<ul style="list-style-type: none"> Direct operating cost recovery Overhead cost recovery Loan repayments Surplus for reserves 	<ul style="list-style-type: none"> Direct operating cost recovery Overhead cost recovery Loan repayments Surplus for reserves 	<ul style="list-style-type: none"> Direct operating cost recovery Discounts and premiums Rent relief and indigent support

Rental Maintenance Management Plan

The Breede Valley Maintenance Management Plan in August 2023 and workshopped with Councillors. This plan outlines the procedures of the Breede Valley Municipality should undertake to maintain its rental properties. The responsibility for maintenance lies with the Human Settlements department, which needs to work closely with the internal departments to ensure that Breede Valley Municipality's key stakeholders, its tenants, are satisfied with the quality of the maintenance work done by or on behalf of the municipality, without jeopardizing its financial viability. The objectives of this the programme and plan are to ensure the units are maintained in such a way that they retain their initial value. The other objective is to ensure that the tenants are satisfied with the matter in which maintenance has been done.

This document deals with:

- a) Maintenance standards
- b) Maintenance responsibilities of Breede Valley Municipality and of the tenant
- c) Safety and security
- d) Maintenance of public areas/facility management
- e) Planned maintenance
- f) Unplanned maintenance
- g) Improvements by tenants
- h) Reporting
- i) Outsourcing versus in-house

The long-term sustainability of the Breede Valley Municipality rental stock is dependent on the value of its assets and the satisfaction of its tenants. Therefore, this plan must balance quality, price, and affordability of the tenant. Compromises must be found that do not disproportionally affect one or the other of these. The principle of value for money will be a key guide in both the technical and services.

The profile of the Breede Valley Municipality rental properties:

Name of Stock	Owner	Town	No. of Units
OVD	Breede Valley Municipality	Worcester	106
Worcester Provincial Flats	Breede Valley Municipality	Worcester	33
Zwelethemba	Breede Valley Municipality	Zwelethemba	438
Worcester	Breede Valley Municipality	Worcester	1 733
De Doorns	Breede Valley Municipality	De Doorns	98
Rawsonville	Breede Valley Municipality	Rawsonville	19
Touwsriver	Breede Valley Municipality	Touwsriver	29
Breede Valley Municipality		All areas	2 456

The maintenance plan has been workshopped with all councillors as per Council initial approval. The final maintenance plan will be submitted to the Council with all the implementation plans for both unplanned and planned rental maintenance.

Management of Housing Demand Data Base

Western Cape Housing Demand Database (WCHDDDB) was introduced by the Western Cape Department of Infrastructure (then, Human Settlements) early in 2012. This is a web-based housing demand database as part of municipal housing demand data improvement programme to ensure that accurate, tamper proof data is used to select beneficiaries for all human settlements programmes. The second version of the Western Cape Housing Demand Database (WCHDDDB) was introduced by the same department in 2015. Since its introduction, all 24 non-Metro Western Cape Municipalities have uploaded their data onto the WCHDDDB. Arising from operational experience and from the Allocation Policy Guidelines, it became apparent that the database needed to be upgraded. In addition, several audit reports have identified areas where attention needed to be given to improve data validation and the separation of functions between various levels of users. The look and feel have also changed to make the system more user-friendly. A new version 3 of the WCHDDDB has been developed and is due to be introduced shortly. Users are linked or profiled to their municipalities. This means when they log in, they will only see the dataset relating to their own municipality.

The WCHDDDB is being maintained by the Department, but municipalities can upload, access and update their own data thereon. The municipality signed a memorandum of agreement (MOA) with the Department to cleanse its data on the terms and conditions of the agreement. The cleanliness of data is analysed by the Department on a monthly basis and the Municipality will be informed of the results.

The Housing Database in the municipal allocation of housing opportunities process, sets out principles and processes to be followed, in the following areas:

- The process to be followed in the issue, receipt, capturing and updating of application forms.
- When and how applications are placed into categories of waiting (W), cancelled (C) and assisted (A).
- The dating and/or re-dating of applications in cases of divorce, death, former homeowners, current tenants waiting for a BNG homeownership opportunity and former tenants

Applicants are normally placed into **Waiting (W)** category, when the application is submitted and captured in the system, their status will change to **Assisted (A)** when they are assisted either allocated a subsidy (house) or provided a rental unit by the municipality. Receipt is issued to the applicant with the all the following information: the personal details, financial information and the most important the date the application was captured in the system (Application date).

The housing demand list provides an indication of the demand for housing in the municipal area:

1. Housing Demand Database Profile per Town

Town	Assisted	Cancelled	Dormant	Waiting	Total	Comment
Albertinia				1	1	Outside
Ashton				3	3	Outside
Brandwag						
Bredasdorp		2			2	Outside
Caledon				2	2	Outside
Cape Town		1			1	Outside
Ceres				2	2	Outside
Clanwilliam		3			3	Outside
Darling	2	2			4	Outside
De Doorns	1266	1036	110	5477	7889	
Eerste River		1			1	Outside
Franschhoek				2	2	Outside
George				2	2	Outside
Grabouw		1		1	2	Outside
Hermanus		1		1	2	Outside
Klapmuts				1	1	Outside
Klawer				1	1	Outside
Ladismith				1	1	Outside
Montagu		2			2	Outside
Mossel Bay				1	1	Outside
Napier			1		1	Outside
Oudtshoorn				1	1	Outside
Paarl		2		5	7	Outside
Prince Albert				1	1	Outside
Prince Alfred Hamlet			1		1	Outside

Town	Assisted	Cancelled	Dormant	Waiting	Total	Comment
Rawsonville	86	196	133	828	1243	
Rheenendal				1	1	Outside
Robertson				6	6	Outside
Rocky Hill		1			1	Outside
Saldanha Bay		1		1	2	Outside
Swellendam				1	1	Outside
Tesselaarsdal				1	1	Outside
Touwsrivier	70	423	38	967	1498	
Tulbagh				1	1	Outside
Villiersdorp		2		8	10	Outside
Waenhuiskrans		1			1	Outside
Wellington			1	1	2	Outside
Wolseley	1	2	5	17	25	Outside
Worcester	1073	3509	6624	10461	21631	
Wuppertal				1	1	Outside
Grand Total	2498	5186	6913	17769	25256	63

* The current Breede Valley list consist of 17 733 waiting of which 63 are resident outside the municipal area (and will probably never be considered).

* The demand database is inclusive of all categories (Low cost, FIISP, GAP, Rental & Enhanced Services)

Summary of the Breede Valley residents only:

Town	Assisted	Cancelled	Dormant	Waiting	Total
Brandwag					
De Doorns	1266	1036	110	5477	7889
Rawsonville	86	196	133	828	1243
Touwsrivier	70	423	38	967	1498
Worcester	1073	3509	6624	10461	21631

Informal Settlements Management

National Upgrading Support Programme

The Western Cape Department of Infrastructure appointed a service provider to prepare an informal settlement assessment and categorization report for 10 informal settlements within the Breede Valley Municipal jurisdiction. The project is undertaken in terms of the National Upgrading Support Program (NUSP) to assist Breede Valley Municipality in developing an integrated upgrading strategy for each settlement. As such the informal settlements were assessed, categorized, and ranked in terms of four categories ranging from full upgrading to the relocation of communities where upgrading is not possible. The National Housing Code, Part 3 (2009) also provides guidance as to what characteristics are applicable to “informal settlements” as follows:

- Illegality and Informality – no formal township and or development rights exist;
- Inappropriate locational factors – due to the nature of informal occupation and settlement;
- Normal desirability factors were not considered; and
- Low or no public investment – normal levels of service delivery and investment are absent in the settlements.

Western Cape Informal Settlement Support Programme vision 2023

The 2023 vision of Western Cape Informal Settlement Support Programme is to transform informal settlements in the Western Cape into liveable, integrated, vibrant and resilient neighbourhoods. The goal is to ensure that poor people will have a better and secure place of residence by 2030.

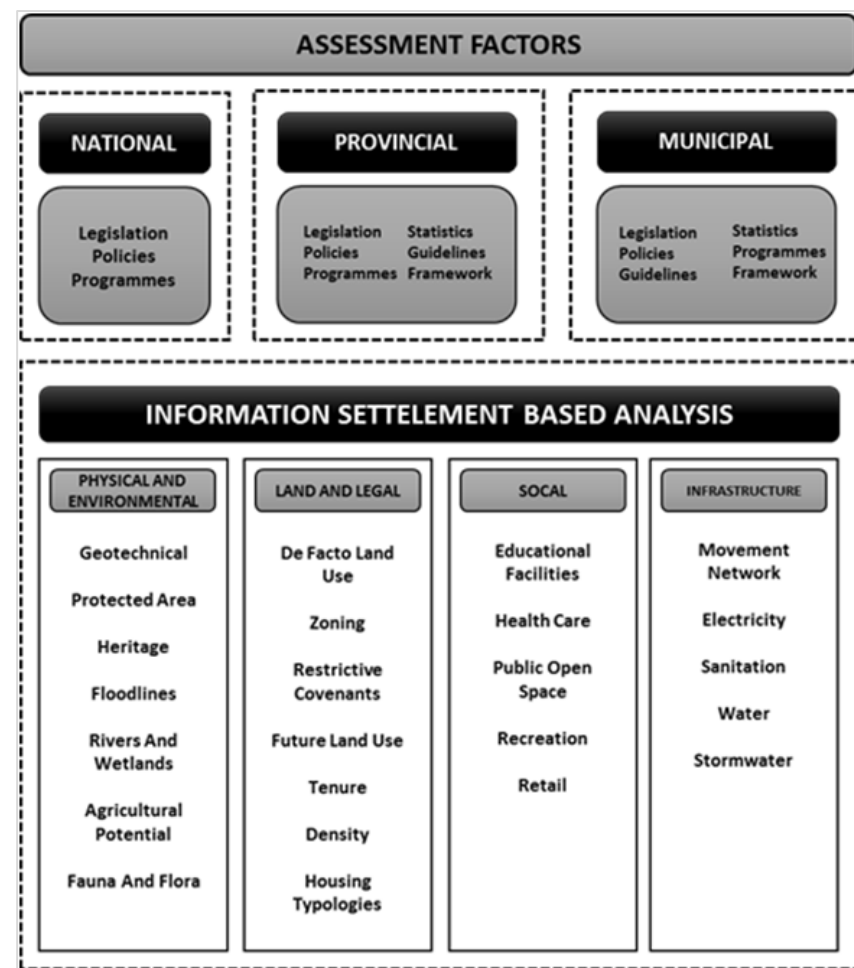
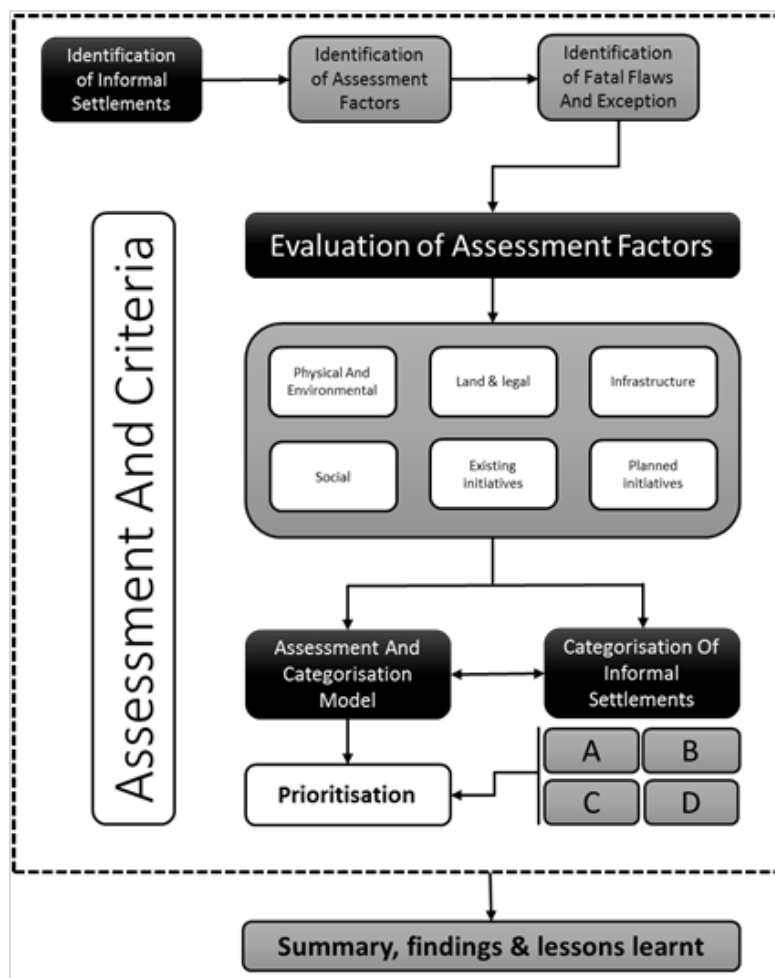
- **Livable neighbourhoods that** offer basic conditions that allow people to inhabit the settlement with dignity and security.
- **Integrated neighbourhoods that** offer a wide variety of public services to people from different social, cultural, and economic backgrounds, who see themselves and their neighbours as part of the same neighbourhood.
- **Vibrant neighbourhoods** that have a thriving socio-economic environment, underpinned by decent quality urban infrastructure, public space and services.
- **Resilient neighbourhoods** that can withstand natural shocks and stresses, such as flooding and climate change.

Informal Settlement Analysis and Categorisation

The categorization of the informal settlements will be done according to the following categories:

Category	Category Definition	Category Description
A	Full Upgrading	Full upgrading in terms of services, top structures and tenure is appropriate, affordable, and viable. This will also include settlements where upgrading can take place in the short term (within the next two years).
B1	Full Upgrading	These are settlements which are viable for full upgrading in the longer term but where this is not imminent.
B2	Full Upgrading	This refers to settlements where long term upgrading is not appropriate or viable, but relocation is not urgent or possible.
C	Relocation	Relocations will be applied as a strategy for certain informal settlements which face significant risks in their current location. These would include among others topography, conflicting land uses or those which are located on land which does not have the correct geotechnical characteristics for human settlement. Relocations may also be proposed where current and planned projects take preference.

Firstly, the physical location of each settlement must be verified and mapped with its contextual surroundings. This was done by liaising with the municipal officials, obtaining GIS information, aerial photography as well as on-site verification. Prior to assessing the individual settlements, a contextual analysis of the municipality as well as the towns within the municipal area were undertaken. Secondly the various assessment factors were identified and documented, including but not limited to the physical, environmental, land & legal, social & civic amenities and engineering. Current and planned initiatives were thereafter sourced from the local authority to determine future projects. The figures below, represents the assessment criteria and factors.

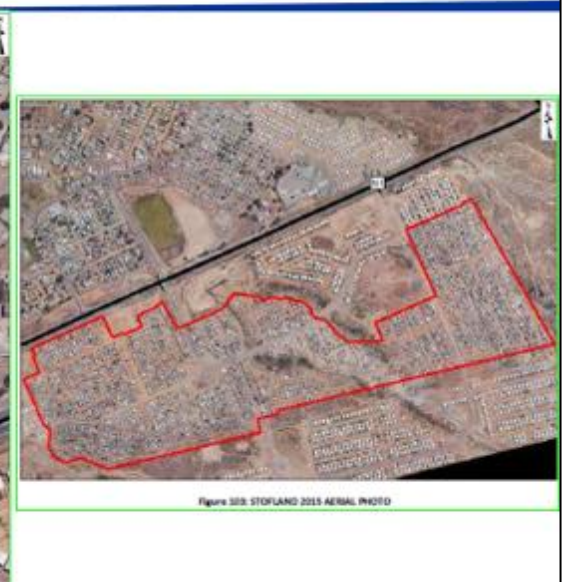


BVM Informal Settlements

Rolihlahla & North of Mandela Square



Ebaleni & Stofland



Sandhills & Zion Park



Figure 115: SANDHILLS ORTHOPHOTO (Data Unknown)



Figure 180: ZION PARK 2015 AERIAL PHOTO

Aspad & Hasie Square



Figure 181: ASPAD 2015 AERIAL PHOTO



Figure 182: HASIE SQUARE 2015 AERIAL PHOTO

The table underneath displays the results of the NUSP Assessment and Categorization applicable to BVM Informal Settlements:

	Informal Settlement Name	Year est.	Town	Category	Recommendation	Current Process
1.	Geelkampie	20	Rawsonville	B2	Relocation	No application
2.	Hamat Pietersen Square	20	Rawsonville	C	Relocation	No application
3.	Spokiesdorp	13	Rawsonville	C	Relocation	No application
4.	Riverbank	4	Rawsonville	C	Relocation	No application
5.	North Mandela Square	25	Worcester (Zwelethemba)	A	Upgrading	Project application submitted to WC DoI
6.	Aspad	25	Worcester (Zwelethemba)	A	Upgrading	Project application submitted to WC DoI
7.	Avian Park (Rolihlahla)	20	Worcester (Avian Park)	B1	Upgrading	No application
8.	Emagweleni	3	Worcester (Zwelethemba)	Not Categorized	New informal Settlements / not part of the NUSP Assessment	Private land (Agreement for the provision of service to be finalised)
9.	Roodewal	4	Worcester (Roodewal)		This area was not part of the NUSP assessment	No application
10.	Langerug	20	Worcester		Relocation	No application
11.	Worcester West	22	Worcester		Relocation	No application
12.	Sandhills	28	De Doorns (Sandhills)		Insitu upgrading	Project application submitted to WC DoI
13.	Stofland	15	De Doorns (South of N1)		Upgrading	No application

Informal Settlements Projects: Service Levels & Application Status

	Informal Settlement Name	Year est.	Structure Count	Water access (Y/N)	Sanitation access (Y/N)	Electricity access (Y/N)	Waste collection (Y/N)	Application Status
1.	Geelkampie	20	130	Y	Y	Y	Y	No application
2.	Hamat Pietersen Square	20	150	Y	Y	Y	Y	No application
3.	Spokiesdorp	13	210	Y	Y	N	Y	No application
4.	Riverbank	4	190	Y	Y	N	Y	No application
5.	North Mandela Square	25	3500	Y	Y	Y	Y	Project application submitted to WC DoI
6.	Aspad	25	1500	Y	Y	Y	Y	Project application submitted to WC DoI
7.	Avian Park (Rolihlahla)	20	1400	Y	Y	Y	Y	No application
8.	Emagweleni	3	1500	Y	Y	Y	Y	No application submitted
9.	Roodewal	4	250	Y	Y	Y	Y	No application
10.	Langerug	20	13	Y	Y	Y	Y	No application
11.	Worcester West	22	4	Y	Y	Y	Y	No application
12.	Sandhills	28	1400	Y	Y	Y	Y	Project application submitted to WC DoI
13.	Stofland	15	3200	Y	Y	Y	Y	No application

Note: The structure count figures are based on the last enumeration (2018), any increase reflected is based on the structures that were identified as part of the control measures.

Zwelethemba Informal Settlements Upgrade

In a meeting held on 01 March 2024 between the National Department (NDHS), Western Cape Department of Infrastructure (WCDoI) and Breede Valley Municipality (BVM) a proposal for the implementation plan for the New Mandela 652 and the development of the surrounding areas in Zwelethemba (Asap, North Mandela and Emagwaleni) was endorsed. It was recommended that the Western Cape Department of Infrastructure (WCDoI) liaise with the Housing Development Agency (HDA) to assist with the development of a master implementation plan for the area. The appointment of the Housing Development Agency (HDA) was confirmed by the Department. The scope of works included the following milestones:

- **Milestone 1: Project Implementation Readiness Report**

The draft PIRR document was submitted to the province for review, but it cannot be formally assessed without the Decanting Strategy and the Engineering Report as required annexures. The final PIRR will thus be submitted on 20 March 2025. The possibility of installing rudimentary services in Aspad has occurred, given that it is owned by the Municipality. The Aspad settlement is very narrow and densely populated. Design and layout options, which includes re-blocking, are being undertaken. The Municipality has also indicated that a potential planned provincial roadway (Eastern By-Pass) may traverse through the site. It is not anticipated that this will impact on the provision of rudimentary services. The impact of the bypass on Emagwaleni must however be unpacked. The HDA has met with the Western Cape Provincial Department of Mobility, but the impact on the road reserve is not clear yet.

- **Milestone 2: Upgrading & Housing Master Plan**

The HDA Town Planner and ISU specialist are currently reviewing the work done by PEP. The HDA will be able to stipulate what the specific actions are to complete this milestone, through consolidating the work done in the above studies. The impact of the Hex River, the non-perennial rivers and the dams will also impact on Emagwaleni.

- **Milestone 3: Aerial Imagery & Structure Count/Verification**

The verification process on site stands at 99% completion. Unfortunately, after many attempts, 2 households have remained unavailable at various times throughout the day and weekend. Double occupation of sites and determining of ownership was a concern prior to the initiation of the verification process.

- **Milestone 4: Decanting & Relocation Strategy**

The Municipality has identified five (5) land parcels which could be used for relocation. Three (3) of the land parcels are municipal owned, however, are situated in a different ward. Only two (2) privately owned sites (Twee Fontein Farm 960 and Remaining Extent of Erf 589) remain on the table. The Municipality has been in discussion with the private landowners, particularly on the Remaining Extent of Erf 589. The Municipality has requested that the HDA continues discussions with the private landowners, to secure the use of 1 hectare of this land for the Temporary Relocation Area (TRA).

- **Milestone 5: Internal Engineering Services Status Report**

The final Engineering Report is on track and will be submitted to the Department by the HDA before 15 March 2025

In terms of the settlement hierarchy, Worcester is the important town in the BVM and regarded as a regional settlement in the Cape Winelands. De Doorns and Rawsonville are denoted as local towns, providing economic opportunities and local

administrative services and Touwsrivier as a rural town, focused on meeting the daily needs of the agricultural sector in particular. The focus of the HSP is on all the areas of the Breede Valley, with Worcester receiving more focus due to opportunities that exist.

Estimated Structure Count of Informal Structures in Informal Settlements

No.	Informal Settlement Name	Number of Informal Structures	Estimated Undercount	Estimated Structures (Including Undercount)
1.	Aspad	428	20	514
2.	Emagwaleni	3 169	5	3 327
3.	North Mandela Square	1 118	10	1 230
Total		4 715	7.5	5 071



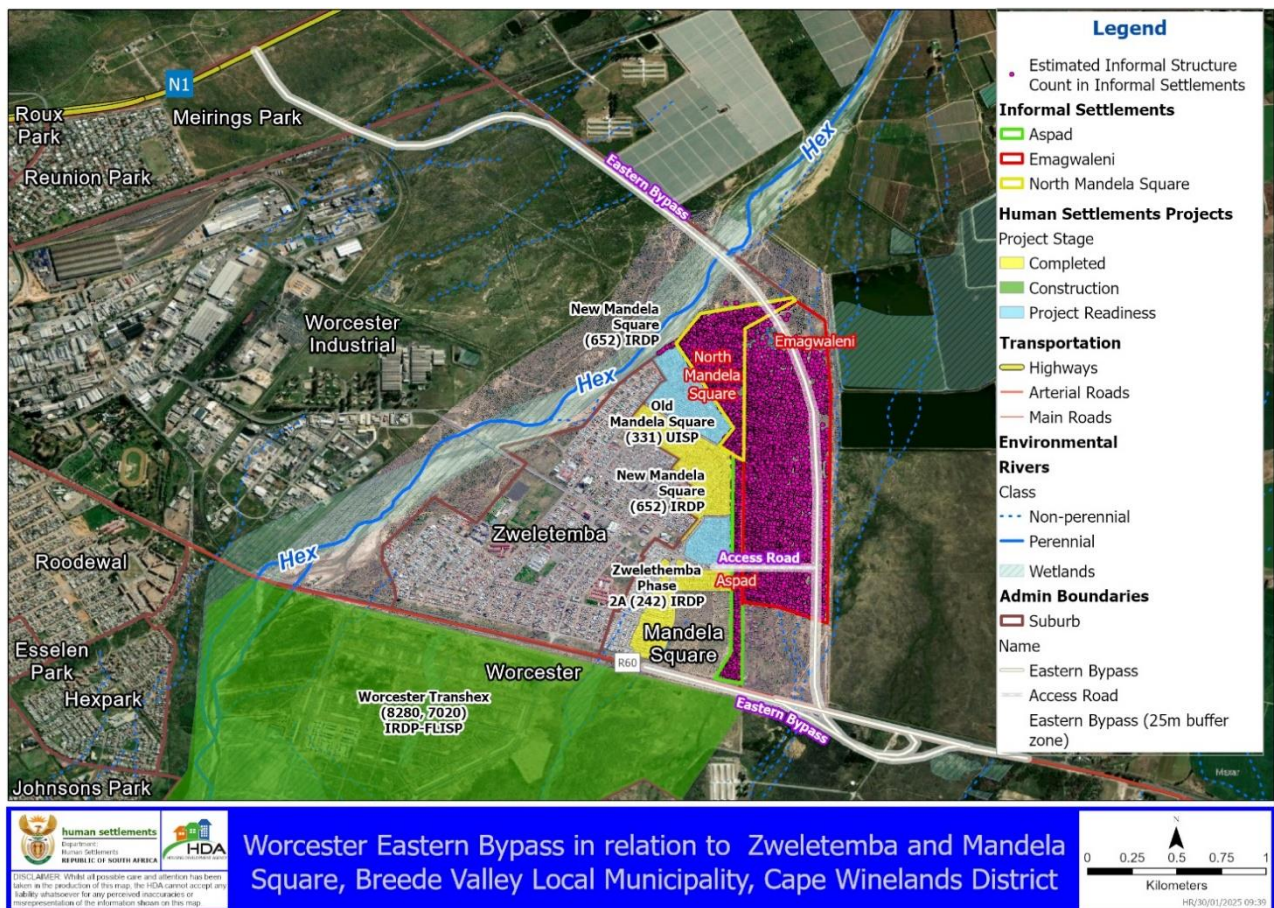


FIGURE 28: ZWELETHEMBA ESTIMATED INFORMAL STRUCTURE COUNT

5 YEAR DELIVERY PLAN 2023/2024 – 2026/2027 HSDG	Programme	2023/2024			2024/2025			2025/2026			2026/2027			Planning Comment
		SITES	TOPS	FUNDING (R ‘000)	SITES	TOPS	FUNDING (R ‘000)	SITES	TOPS	FUNDING (R ‘000)	SITES	TOPS	FUNDING (R ‘000)	
BREEDE VALLEY														
Worcester New Mandela Square (652) + 391 IRDP	IRDP													Project has been put on hold. The assessment of the entire New Mandela and the adjacent informal settlement is now a priority.
Touwsrivier (900 Services – 900 Units) IRDP	IRDP													PIRR Application required. WCDoI has approved funding for the packaging of Bulk infrastructure and completing of all environmental studies
ISSP Zwelethemba North Rem Erf 1 (2000 sites) UISP	UISP													The project is included in the 2024/25 business plan. The project has been incorporated as part of the scope of works for Housing Development Agency (HDA)

5 YEAR DELIVERY PLAN 2023/2024 – 2026/2027 HSDG	Programme	2023/2024			2024/2025			2025/2026			2026/2027			Planning Comment
		SITES	TOPS	FUNDING (R '000)	SITES	TOPS	FUNDING (R '000)	SITES	TOPS	FUNDING (R '000)	SITES	TOPS	FUNDING (R '000)	
ISSP Zwelethemba North Rem Erf 1 NGO	UISP													The project is included in the 2024/25 business plan. The project has been incorporated as part of the scope of works for Housing Development Agency (HDA)
Worcester Fisher St Portion Erf 1 – 10253 (307 services – 307 units) IRDP FLISP	IRDP									826				Project has been included in the 2024/25 business plan. Appointment of the service provider currently underway.
Avian Park Albatross Str- Rem-Erf 1 (500 services – 900 units) IRDP FLISP	IRDP									981				Project has been included in the 2024/25 business plan. Appointment of the service provider currently underway.
De Doorns GG Kamp Sandhills (1000) ISSP	UISP													Project not prioritised. Both NEMA and LUPA process need to be done. PFR Application

5 YEAR DELIVERY PLAN 2023/2024 – 2026/2027 HSDG	Programme	2023/2024			2024/2025			2025/2026			2026/2027			Planning Comment
		SITES	TOPS	FUNDING (R '000)	SITES	TOPS	FUNDING (R '000)	SITES	TOPS	FUNDING (R '000)	SITES	TOPS	FUNDING (R '000)	
														urgently required. The land availability agreement must be concluded with the National Department of Public Works.

TABLE 32: 5-YEAR HOUSING DELIVERY PLAN

Human Settlement Development Grant: Allocated funding and agreement of delivery targets

The allocation and targets per municipality have been amended according to the pipeline information as discussed and outlined above. The department has allocated the following funding to Breede Valley Municipality for the implementation of Human Settlement projects over the MTEF (see subsection 11.4). It is imperative to note that these are indicative allocations, and therefore subject to change.

HSS Number	2024/25 (15 February 2024) Draft HSDG BP		2024/2025			2025/2026			2026/2027		
	WINELANDS DISTRICT	PROGRAMME	SITES	HOUSES	FUNDING (R '000)	SITES	HOUSES	FUNDING (R '000)	SITES	HOUSES	FUNDING (R '000)
	Breede Valley		0	0	9 307	0	150	31 916	0	200	42 000
W17120009/1	Worcester Transhex Phase 1 Tops (800) (190 Transfers @R420)	IRDP			5 000			26 500		200	42 000
W16020002/1	Transhex Professional Fees	IRDP			2 500			3 000			
W16080005/1	Worcester Fisher St Portion Erf 1-10253 (307 services - 307 units) IRDP FLISP	IRDP			826						
W17080003/1	Avian Park Albatross Str-Rem-Erf 1 (544 services - 900 units) IRDP FLISP	IRDP			981			2 416			

In the final analysis, it is evident that there is potential for the settlements in the Breede Valley Municipality to become more integrated and sustainable and thus improving access to opportunities and the quality of life of its residents in the medium term. It is intended that this plan should ultimately be incorporated into the IDP and be approved annually. The following map provides information of informal settlements within the municipal area:

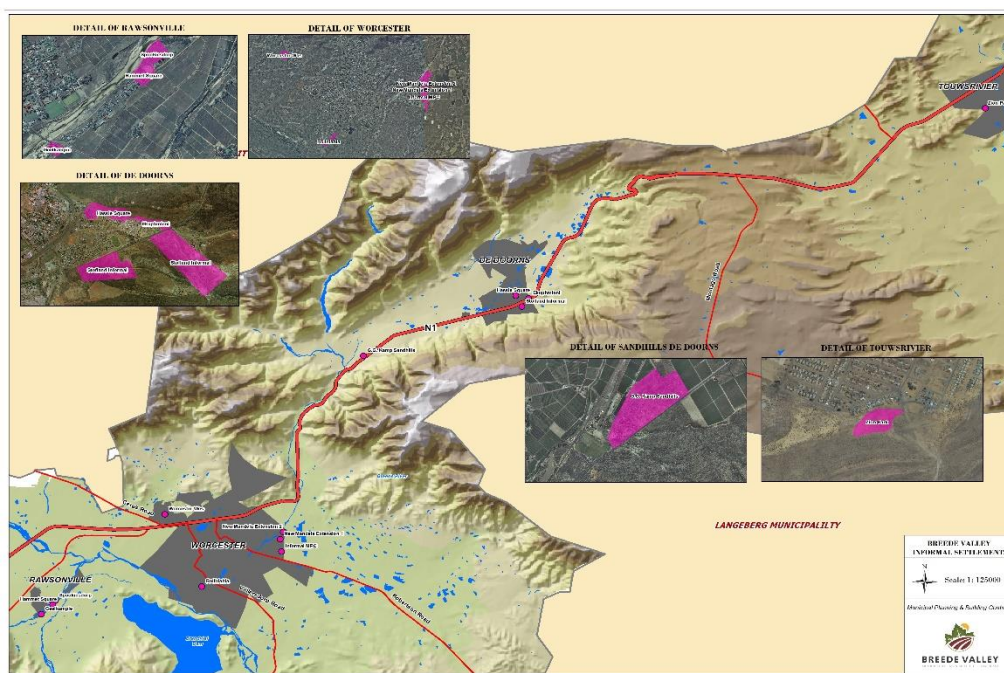


FIGURE 29: INFORMAL SETTLEMENTS IN BREEDE VALLEY

The following maps provide a macro- and micro-analysis of housing developments within Breede Valley municipal service area:

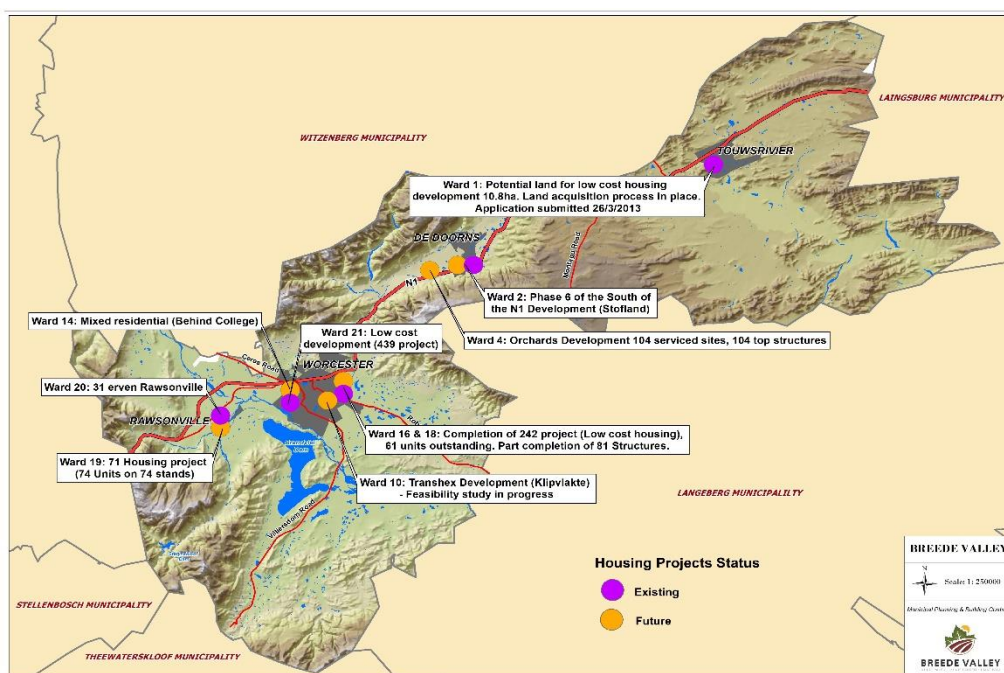


FIGURE 30: HOUSING DEVELOPMENT AREA

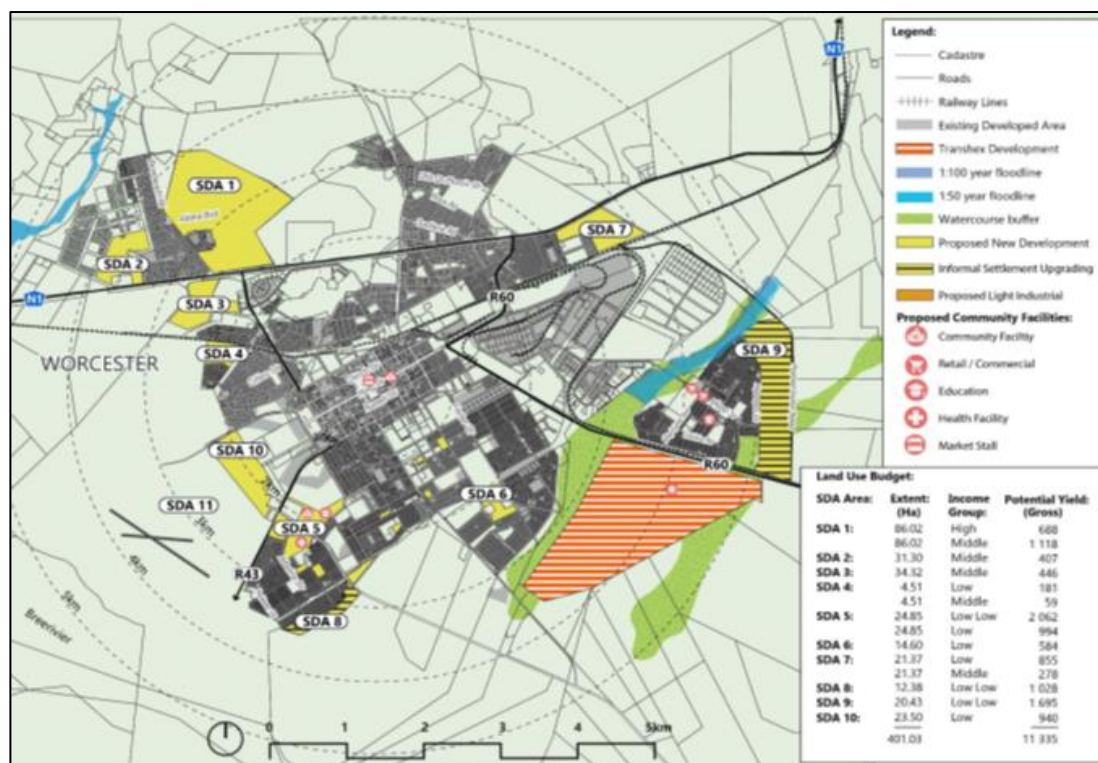


FIGURE 31: PROPOSED AREAS FOR RESIDENTIAL DEVELOPMENT – WORCESTER

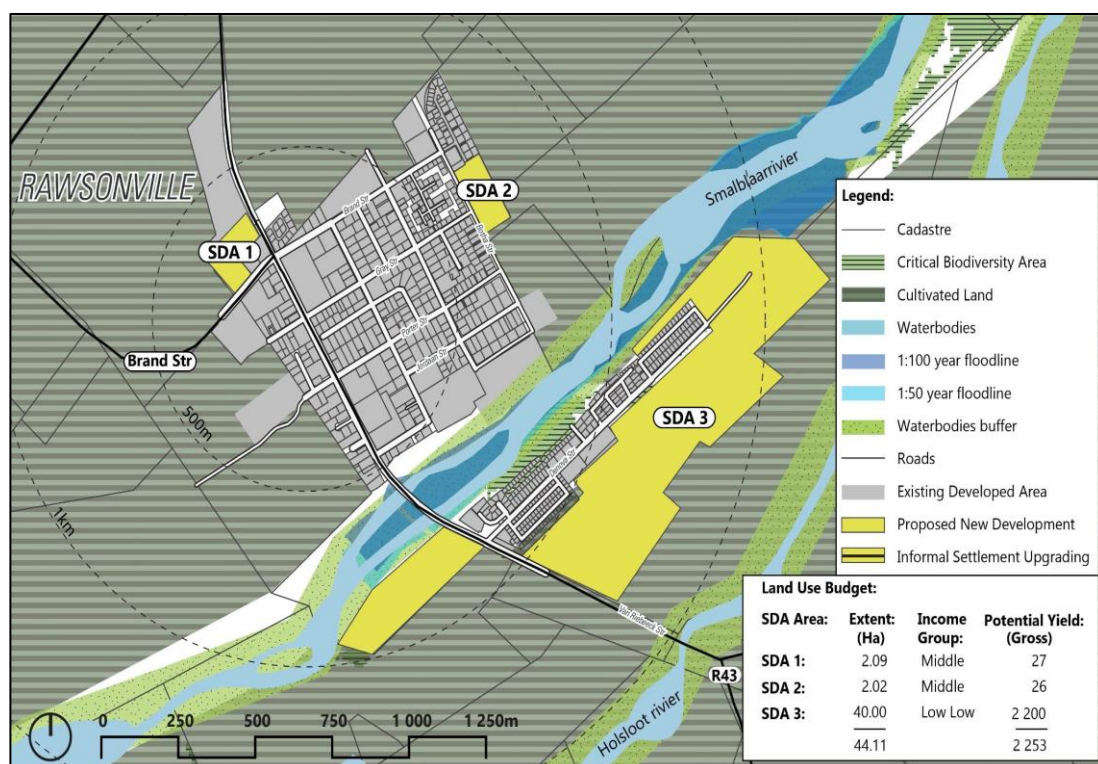


FIGURE 32: PROPOSED AREAS FOR RESIDENTIAL DEVELOPMENT - RAWSONVILLE

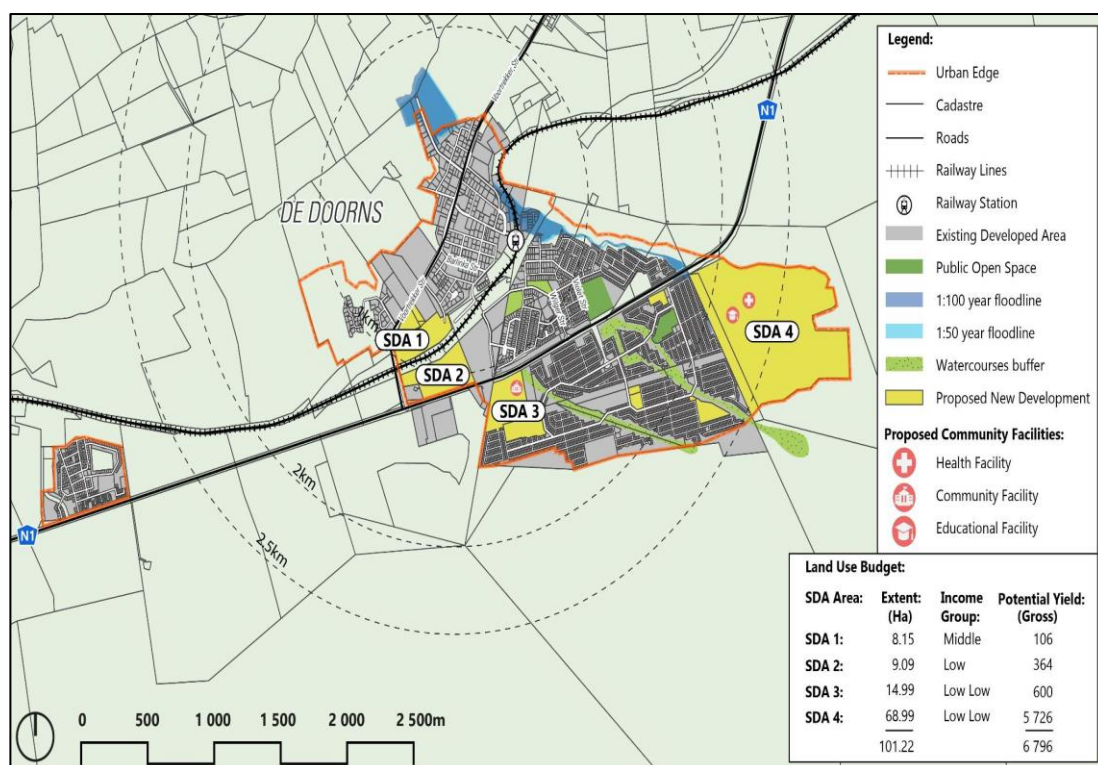


FIGURE 33: PROPOSED AREAS FOR RESIDENTIAL DEVELOPMENT – DE DOORNS

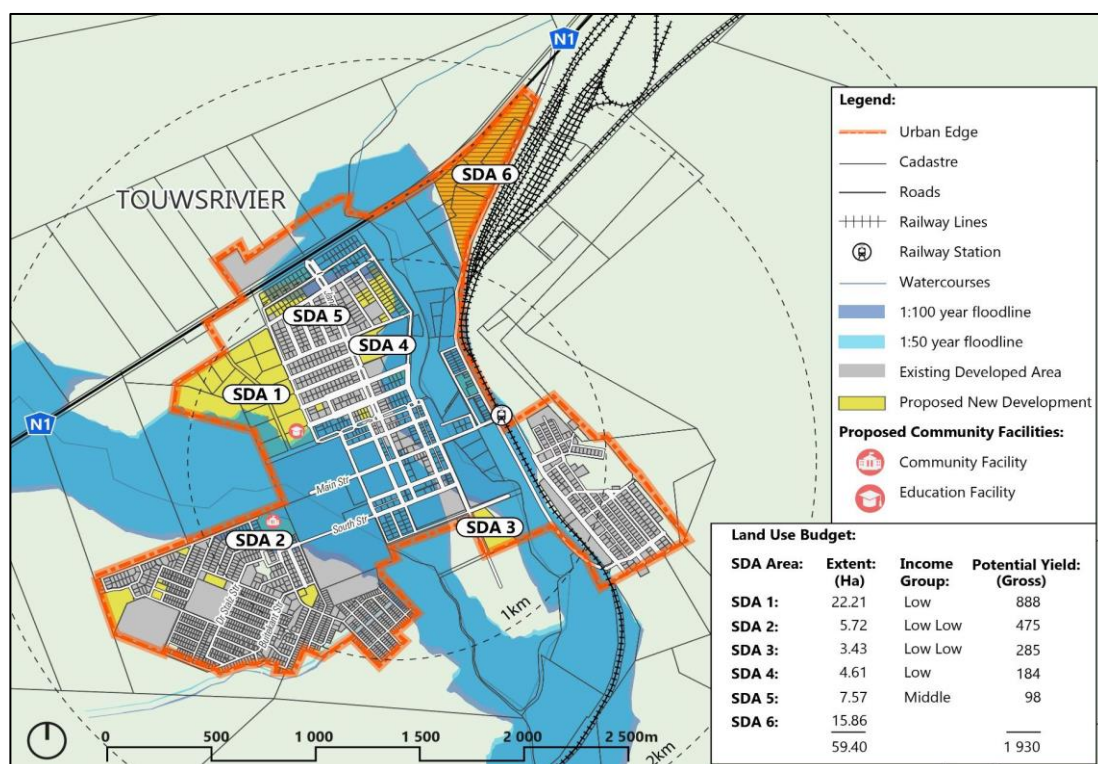


FIGURE 34: PROPOSED AREAS FOR NEW DEVELOPMENT – TOUWSRIVIER

National Catalytic Programme

Transhex Low-Cost Residential Development and Associated Infrastructure on the Remainder of Erf 1 Worcester.

The region of Worcester and Robertson suffers from a shortage of houses for the local community. Developable land in Worcester is scarce due to the sensitive nature of the natural environment in general, the heritage and visual sensitivity of most of the area, as well as the superior quality of most of the agricultural land. Overpopulation is therefore a major concern and this proposed development will provide the needed housing for the local community.

Erf 1, appropriately named “Kipvlakte” and extending a total of 380ha, is situated east of the town of Worcester and is bordered by Zweeklemba township to the north, Hexpark settlement to the west, agri-industrial activities (Rainbow Chicken Farms) to the east and agricultural activities to the south. The R60, which connects Worcester to the rest of the Breede Valley Municipality (Robertson, Ashton and Montagu), delineates the northern border of Erf 1. Prominent on the property is the Hex River flowing in the north-south direction from the Matroosberg mountain catchment area into the Breede River. The site has historically been used for agricultural purposes, but these activities have since ceased. However, there is an indication of possible informal livestock grazing.

The proponent, Breede Valley Municipality, proposes to develop the whole of Erf 1 as local area development framework including residential, business and civil institutions. The site has been identified by both the Planning and Building Development Management Department and the Spatial Planning and Urban Design Department as an area with significant potential for development. Currently the property is zoned as undetermined according to the Breede Valley Zoning Scheme Regulations and is standing vacant.

The proposed development of the site will include the following buildings, institutions and infrastructure:

- Housing:
 - Subsidy housing including single, single-storey semi's, single-storey row housing, double-storey semi's and double-storey row housing (7 452 units approximately 64,5% in total)
 - GAP housing (708 units approximately 8%)
 - Market housing (680 units approximately 7,3%)
- Educational facilities:
 - Early childhood development (ECD) centres (approximately 16)
 - Primary schools (approximately 6)
 - Secondary schools (approximately 3)
- Places of worship (approximately 12)
- Sports fields (approximately 3)
- Three mixed used local nodes to the north of the property
- A civic and business node and an informal business node located close to the center of the development which includes (total covering approximately 9,3ha):
- A community health centre
- Community hall
- Library
- Municipal offices
- Postal office
- Police station

- Fire station
- Market
- Retail and offices
- A taxi rank
- An old age home
- A children's home
- Public open space areas (approximately 11)
- A development buffer zone around the Hex River civil infrastructure:
- Storm water canal south of the R60 (northern border of the property)
- Stormwater retention facilities (approximately 7)
- Bulk electricity infrastructure;
- Bulk water and waste water infrastructure
- Roads (class 2, 3, 4 and 5)

All bulk services will be provided by the Breede Valley Municipality, i.e. the link services to the site and the upgrading of bulk services including:

- Bulk potable water supply which includes bulk piping infrastructure from the reservoir to Erf 1.
- The upgrade of the Langerug Reservoir will also be applied for.
- Bulk sewerage piping from the Worcester Waste Water Treatment Works to Erf 1.
- The construction of a pump station located to the west of the proposed site.
- Access to the site will be taken from the R60 to the north, Fisher Street from the west and from the Aan De Doorns Road in the south.
- In terms of stormwater, it is proposed to divert a portion of the runoff from Zwelethemba to the Hex River in a cut-off channel, located either in a 25m-wide reserve adjacent to the R60, or in the Eskom reserve which traverses the site.



FIGURE 35: SITE LAYOUT PHASED PLAN

Land Use	Phase 1	Phase 2	Phase 3	TOTAL
BNG housing (subsidy)	1 419	2 167	1 842	5 428
Enhanced serviced sites	991		1 032	2 023
GAP housing	134	608		742
High density (GAP/rental)		680		680
Place of worship				1,34ha
Place of instruction				1,52ha
Primary school				16,09ha
Secondary school				9,46ha
Parks				2,49ha
Sport field				9,84ha
Mixed use (next to R60)				14,31ha
Business				12,47ha

TABLE 33: LAND USE

Direct Costs	Amount
Internal civil services (BNG & GAP) (8 872)	R406 500 000
Top structure construction (BNG) (5 428) ***	R711 700 000
*** Excludes high-density residential & GAP	
Bulk services	Amount
Wastewater treatment works	R46 100 000
Bulk water supply	R82 000 000
Bulk sewer	R8 000 000
Bulk electrical	R84 400 000
Bulk traffic – road upgrades	R46 000 000
Bulk traffic – bridges	R100 000 000
Indirect Costs	Amount
Clinics, police stations, library, educare facilities, schools, etc.	To be determined
refuse removal trucks	R11 500 000
Parks (R500 / m2)	R12 500 000
TOTAL	±R 1,5b

TABLE 34: COST SUMMARY

STRATEGIC OBJECTIVE 2:

To create an enabling environment for employment and poverty eradication through proactive economic development and tourism

PROGRAMME 5.2: UNLOCKING DEVELOPMENT THROUGH SPATIAL DEVELOPMENT FRAMEWORK

PROGRAMME 5.2 (A): REVIEW OF SPATIAL DEVELOPMENT FRAMEWORK

The Spatial Development Framework (SDF) is a long-term forward planning document that spatially indicates the long-term growth and development path of a municipality. It coordinates the spatial implications of all strategic sector plans (engineering, transport, economic, housing, community services, etc.) of a municipality. An SDF is also one of the core components of a municipal IDP and gives physical effect to the vision, goals and objectives of the municipal IDP. It is imperative to note that this section does not represent the municipal SDF in its entirety, instead, it merely provides a synopsis thereof. The complete SDF is available on the municipal website for further perusal.

With the enactment of the new planning dispensation, which includes the Breede Valley Municipal Land Use Planning By-law, 2015 (By-law), the Western Cape Land Use Planning Act, No 3 of 2014 (LUPA) and the Spatial Planning and Land Use Planning Act, No 16 of 2013 (SPLUMA), Council must adopt a Municipal Spatial Development Framework (MSDF) within five years of implementation. The Breede Valley Municipality implemented the above new planning dispensation on 1 December 2015 through Provincial Gazette Notice No 7485 by repealing the Land Use Planning Ordinance of 1985 (LUPO). All applications thus submitted since 1 December 2015 had to be submitted in terms of the By-law which was aligned to the new land use and spatial planning requirements as set out in LUPA and SPLUMA.

The 2017 Municipal SDF was taken on review in 2018/2019 in order to align it with the planning and development principles laid down in SPLUMA and LUPA and subsequently submitted to- and approved by Council on the 13th of June 2019 (C36/2019). The spatial planning and land use principles depicted in this version, will remain applicable subject to a comprehensive revision and/or amendment of this particular version.

Section 20(2) of the Spatial Planning and Land Use Management Act (SPLUMA) indicates how a municipal SDF must be prepared as part of a municipal IDP and in accordance with the provisions of the MSA, while Section 21 prescribes the content that must be included in the SDF. In Section 10(1) of the Land Use Planning Act (LUPA) reference is made to a municipality adopting or amending its SDF in terms of the MSA. Section 10(2) gives guidance regarding the minimum content that should at least be included in the SDF. Section 3 of the Breede Valley Municipal Planning Bylaw also refers to the compilation or amendment of the SDF in accordance with the MSA and prescribes the processes to be followed. A comprehensive revision of the SDF is earmarked to be completed in the 2025/26 financial period. All legislatively prescribed process and timelines as prescribed above, will be considered and implemented during this process.

The purpose of the Spatial Development Framework

In addition to guiding land use management, the Breede Valley Spatial Development Framework also has the following important roles:

- Give effect to the principles contained in the Development Facilitation Act, Chapter 1

- Set out objectives that reflect the desired spatial form
- Define strategies and policies to achieve these objectives which must indicate, amongst others, the desired pattern of land use and how spatial reconstruction will be addressed, as well as provide strategic guidance in respect of the location and nature of development
- Set out a capital investment framework for development programmes (this will mainly inform public sector investment priorities)
- Include a Strategic Environmental Assessment (SEA) in the compilation of the SDF
- Identify programmes and projects for development of land
- Ensure alignment with neighbouring municipal SDFs
- Provide a visual representation of the designed spatial form, with the municipality in the form of a map, which must indicate the following:
 - public and private land development and infrastructure investment
 - desired and undesired use of land
 - may delineate the urban edge
 - identify areas for strategic investment
 - where policy intervention is needed
 - indicate where authority spending is required

SPLUMA sets out five (5) development principles applicable to spatial planning that can be translated into a set of collective development objectives in accordance with the national agenda that forms the overarching objectives of the SDF, namely:

- Spatial justice;
- Spatial Sustainability;
- Efficiency (optimising the use of existing resources and infrastructure);
- Spatial resilience (allow for flexibility in spatial plans); and
- Good administration.

The Breede Valley Municipal Spatial Development Framework indicates the spatial development framework for the municipality as a whole and comprises various elements:

A spatial vision statement was developed for the SDF namely: A Breede Valley dedicated to providing efficient **quality services** by working in partnership with its citizens and businesses to enhance the **quality of life** and to create a safe, healthy and vibrant community in which to **live, work, play** and **visit**.

The vision is grouped into six key development principles to provide a framework to address aspects relating to the urban environment.

The development principles are the guiding factors that will endeavour to assist with the spatial structuring of the urban environment, which will further shape Breede Valley Municipality into a place where people can live, work, play and visit. The SDF will further be a tool for decision-making and the identification of priority projects.

- Economic Development
- Vibrant Local Tourism

- Enhanced residential character
- Accessible social and civic facilities
- Outdoor Lifestyle
- Sustainable cities and communities

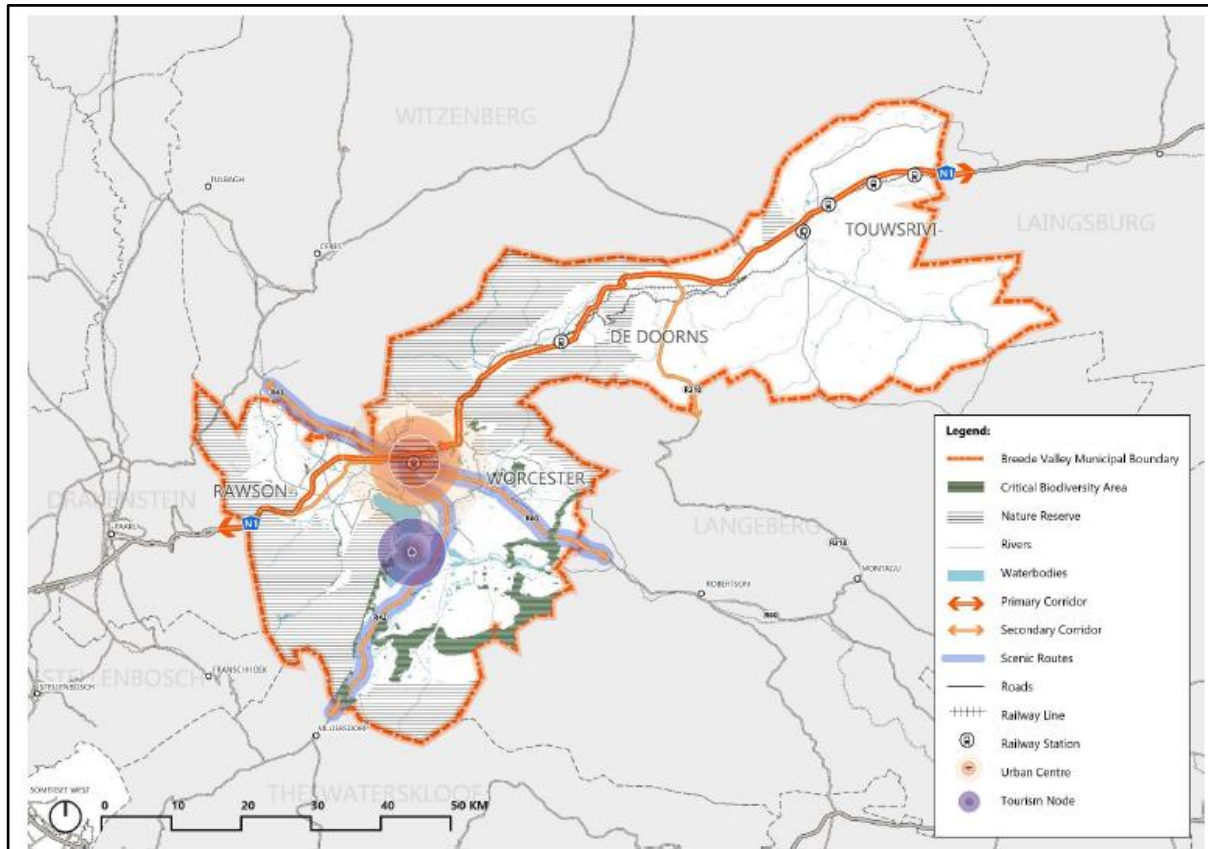


FIGURE 36: BVM REGIONAL SPATIAL DEVELOPMENT CONCEPTUAL FRAMEWORK (2019)

Originating from the Conceptual Framework map and development principles set for the municipal area, three major issues were identified that align with the SPLUMA SDF guidelines. These include:

- **Protective initiatives:** Places and things that are to be protected and maintained to achieve the vision and spatial concept.
- **Change initiatives:** Are things that need to be changed, transformed, or enhanced to achieve the vision and spatial concept.
- **New development initiatives:** New development or initiatives to be undertaken to achieve the vision and spatial concept.

The spatial framework is developed through an interrelated set of nodes, networks and surfaces. The essence of development in this system is the movement of people, goods and services that produces the basic impetus for developing functional relationships between otherwise independent and unrelated elements.

Spatial proposals for the urban settlements

The spatial proposals for each of the four urban settlements are set out in detail in the BVM: SDF and provides strategic guidance in respect of the future spatial development.



FIGURE 37: WORCESTER SPATIAL DEVELOPMENT FRAMEWORK

- Worcester is the administrative centre of the Municipality and as such has been identified as the primary node with the Breede Valley Municipality. Gateways are important in creating a sense of place for towns. These gateways should as such be maintained as significant features and signage in the vicinity of the gateways must be avoided.
- Development within the existing urban form should be promoted to enable optimal use of available infrastructure and thus protecting areas of agricultural, recreational and ecological significance. Expansion of the sense of place of the CBD, coupled with potential links with the heritage and cultural landscape could create new tourism and business opportunities in these areas
- A mixed-use tourism node is created at Brandvlei. This node is created to enhance the comparative and competitive advantage of Worcester and Breede Valley as a region.
- It is proposed to redevelop and intensify before sprawling outward and extending the urban edge.
- In order to promote public transport usage, corridors should be created along key routes, providing public transport facilities and creating a connected network.

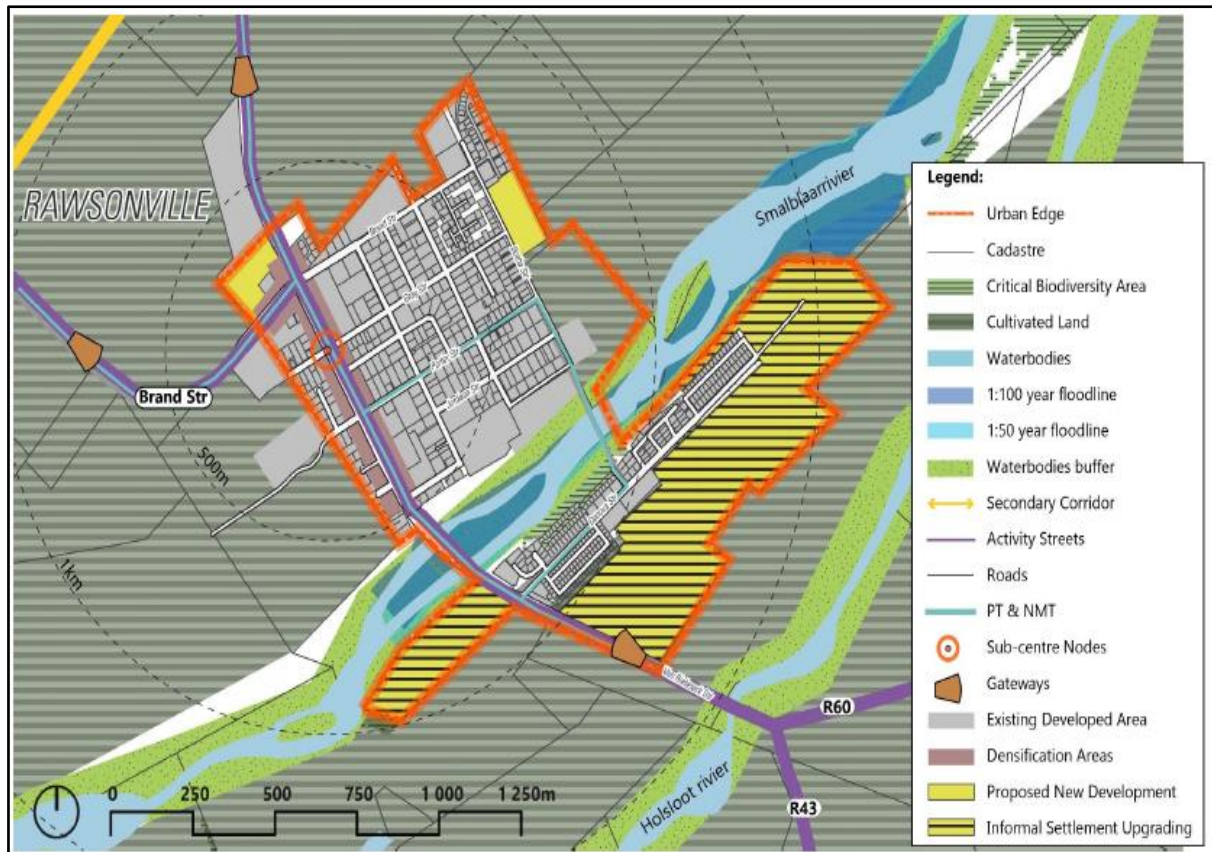


FIGURE 38: RAWSONVILLE SPATIAL DEVELOPMENT FRAMEWORK

- Rawsonville is categorised as a remote village and functions as a low level rural service centre.
- The natural open space system should be protected from intrusive, irresponsible and ad hoc developments, and would mitigate damage and preserve the ecological integrity as well as visual quality of these areas
- New development should occur in a manner which promotes the protection of the bio-physical environment.
- Rawsonville is surrounded by prime agricultural land which makes a significant contribution to the Regional Gross Domestic Product (RGDP). These areas should thus be reserved and protected from any development or land uses that may have a negative impact on the agricultural potential of the area.
- Development within the existing urban form should be promoted to enable optimal use of available infrastructure and thus protecting areas of agricultural, recreational and ecological significance.
- In order to reduce sprawl and protecting the high potential agricultural land, it is proposed that new development should be focused in closer proximity to the CBD with higher densities as well as the development of vacant and underutilised erven.

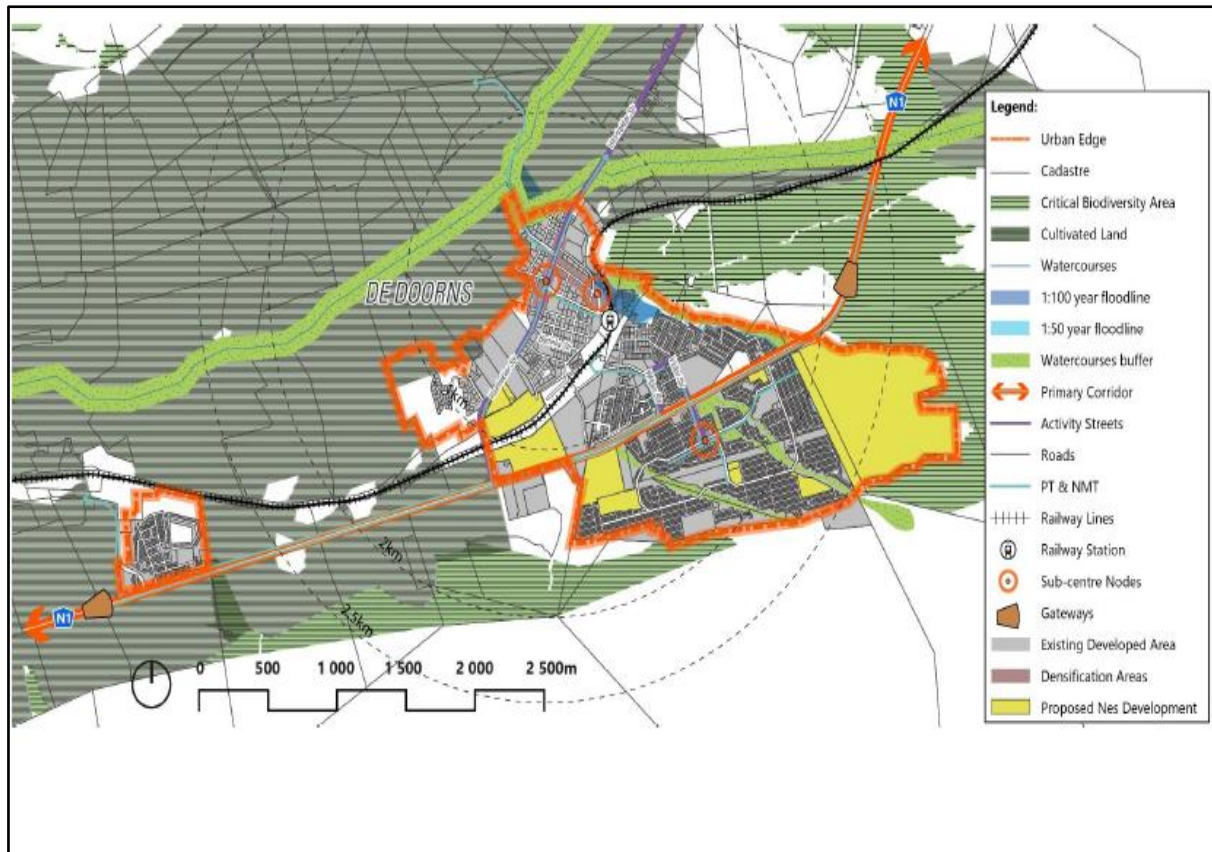


FIGURE 39: DE DOORNS SPATIAL DEVELOPMENT FRAMEWORK

- De Doorns is surrounded by prime agricultural land and as such should thus be reserved and protected from any development or land uses that may have a negative impact on the agricultural potential of the area.
- Revitalise public spaces through public and private investment creates attractive meeting places which fosters closer relationships, learner friendly atmospheres and reduces crime.
- Development within the existing urban form should be promoted to enable optimal use of available infrastructure and thus protecting areas of agricultural, recreational and ecological significance.
- Limited business and commercial opportunities exist within Stofland and should be expanded.
- The Stofland Housing Project south of the N1 has already encroached beyond the existing urban edge and therefore amendments would have to be made.

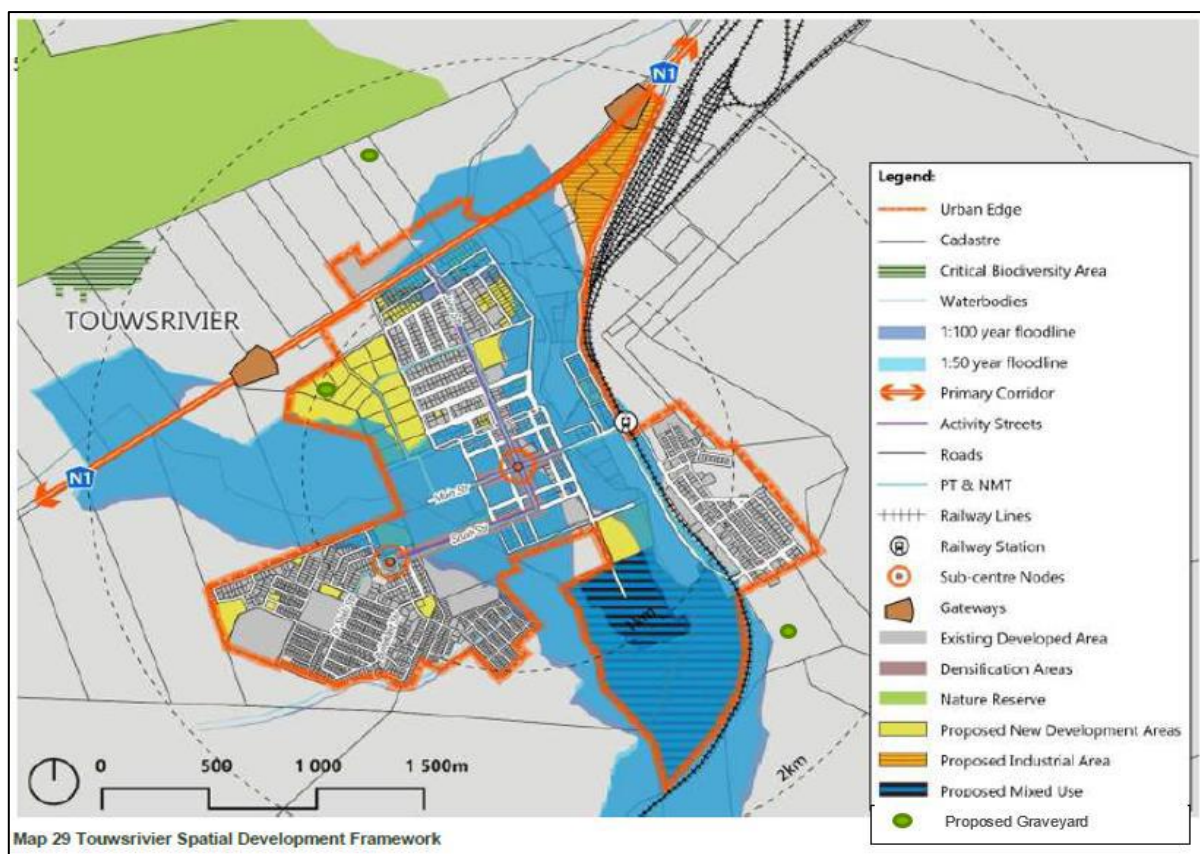


FIGURE 40: TOUWSRIVIER SPATIAL DEVELOPMENT FRAMEWORK

- Touwsrivier has been identified as a secondary node.
- The Steenvliet CBD is dilapidated and redevelopment should be considered to create opportunities for the local community.
- New development should occur in a manner which promotes the protection of the bio-physical environment.
- New development of recreation areas should occur in a manner that encourages urban food gardens especially in poorer communities.
- It is further proposed to create commercial activity opposite the BP Komkyk Motors focusing on the tourism sector. The site identified has good visibility from the N1 and is located in close proximity to the Touwsrivier Hotel.
- In order to reduce sprawl, it is proposed that new development should be focused in closer proximity to the CBD with higher densities as well as the development of vacant and underutilised erven.

Relationship and alignment with other plans

The Breede Valley Municipality SDF is linked to other spatial planning policies and guidelines at different levels of detail and depending on their level of jurisdiction. The National Spatial Development Perspective (NSDP) provides the broad national development goals, objectives and strategies. This informs the Western Cape Provincial SDF (WC-PSDF). The WC-PSDF in turn informs the Cape Winelands District Municipal SDF. The Cape Winelands District Municipal SDF in turn informs the preparation of the Breede Valley Municipal SDF.

The SDF have also take cognisance of the recently approved Integrated Urban/Rural Development Framework (IUDF) and its implications on spatial integration, spatial targeting and transformation within Breede Valley.

Capital Expenditure Framework

In terms of SPLUMA Section 21(n) a Capital Expenditure Framework (CEF) for the municipality's development programmes must be prepared.

A few key capital projects have been extracted from the IDP (2022 - 2027) which would be required to unlock future development. Estimated costs for Precinct Plans, Integrated Zoning Schemes, Land Use Management Plans, Land Acquisition and Engineering- and Transport Plans have been determined based on available information (master plans and professional fee estimates).

Karoo Regional Spatial Development Framework

The Department of Agriculture, Land Reform and Rural Development (DALRRD), in partnership with the South African Local Government Association (SALGA), and with the support of multi-disciplinary service providers headed by Akanya Development Solutions (ADS), embarked on the preparation of the Karoo Regional Spatial Development Framework (KRSDF) in June 2020.

The Karoo RSDF will be the first RSDF that is prepared in terms of Section 18 of the Spatial Planning and Land Use Management Act, Act 16 of 2013 (SPLUMA). In accordance with the preamble and the guiding principles of the Spatial Planning and Land Use Management Act, Act 16 of 2013 (SPLUMA), the objectives of the 2030-National Development Plan (NDP), and the directives of the Draft National Spatial Development Framework (NSDF), the core focus of the KRSDF is to ensure equitable basic service provision and social development, sustainable and inclusive economic growth and job creation, and decisive spatial transformation, in accordance with a shared spatial, social and economic development vision for the region.

The need for the preparation of the KRSDF emerged from the work done by SALGA in terms of its Small-Town Regeneration (STR) programme, which was launched in 2013. At its inception, the STR programme was aimed at the regeneration, restoration and fulfilling the economic potential of underperforming small towns and embracing the significance of small towns and their crucial roles in larger hierarchies of settlements. The STR initiative evolved towards a regional approach and in 2015 the first Karoo STR came about, calling for a regional outlook where there is a shift away from administrative regions to economic and functional regions. The Spatial Planning and Land Use Management Act (2013) allows for the creation of a regional spatial development framework for a circumscribed geographical area characterised by distinctive economic, social and/or natural features which may not necessarily correspond to the administrative boundaries of provinces or municipalities. During the period of 2013 and 2017 the support of Premiers and municipal councils situated in the Western Cape, Free-State, Northern Cape and Eastern Cape were solicited, after which the DALRRD was approached to develop a regional spatial development framework for the area.

The Karoo Region was proclaimed on 19 October 2020 in Government Gazette No 43822. This region occupies just more than 40% of the total national land area. It includes thirty-six Local Municipalities (inclusive of the Breede Valley

Municipality), thirteen District Municipalities, and one Metropolitan Municipality, and is spread across four provinces, i.e. the Eastern, Northern and the Western Cape Provinces and the Free State Province.

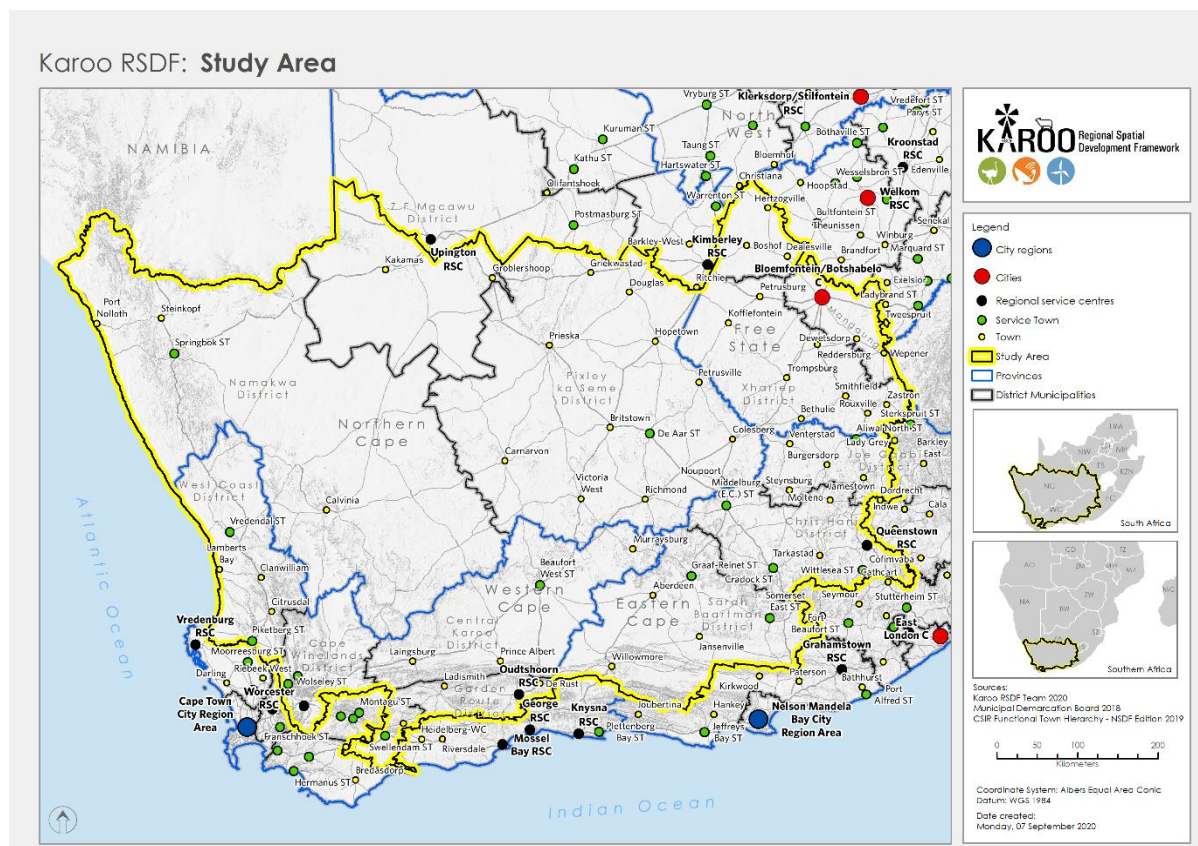


FIGURE 41: KAROO RSDF: STUDY AREA

The KRSDF aims to apply regional-scale thinking, conceptualisation and planning to the region in order to harness the full development potential of the region in a sustainable and transformative way, and address the shared, large-scale regional challenges, such as climate change, poverty, inequality, and unequal access to- and participation in the economy.

An RSDF is regarded as an action-oriented document, designed to align and focus resources to support the development of the unique strengths of the region it is prepared for, and address the unique challenges it faces. Drawing from the legal directives in SPLUMA, the guidance in the NSDF, the Terms of Reference of the KRSDF-project, the intent and content of the STR Programme, and the initiatives by the NGOs in the region, a five-point KRSDF Development Agenda is proposed:

Given this regional development agenda, the KRSDF will:

- Focus on issues of ‘regional significance, importance, concern and interest’, which will be defined during the course of the project; and specifically maintain a strategic focus on the most critical regional development opportunities and development drivers, as well as the key regional challenges that need to be addressed to realise the regional opportunities;
- Not focus on local-scale land use planning, being the function of local government and provided for in SPLUMA through Municipal SDFs, but provide regionally-focused strategic guidance on important considerations for

settlement development and land use planning, to be incorporated in municipal planning in the form of direct guidance for each municipality in the Karoo Region;

- Have a clear implementation, action and resourcing focus, and seek to utilise all other plans, strategies, policies, frameworks, programmes and funding instruments that can assist in this regard;
- Avoid duplication of existing Provincial SDFs, and instead seek to further strengthen and support the establishment of a unique regional identity and wide use of regional development drivers in the Karoo Region; and
- Seek to identify niche opportunities that may be insignificant on their own, but as a collective, may constitute a cluster that becomes a regional-scale asset, which entails that:
 - Links and functional connections between the region and economic nodes surrounding the region will be sought, mapped and optimised as far as possible; and
 - Given the far lower intensity of nodes and functional areas in the Karoo Region vis-à-vis those of surrounding nodes and functional regions, the appropriate regional scale for the identification of (1) regional opportunities, (2) development drivers, and (3) spatial structuring elements in the Karoo Region that can be established and used.

It is imperative that KRSDF is still work in progress, hence, there are no spatial impacts and/or considerations to take into account at this stage.

PROGRAMME 5.2 (B): TRACKING THE NUMBER OF BUILDING PLANS PASSED

The number of building plans passed in a specific period, is an important indicator of economic development and growth in a municipal area. Figure 35 indicates the total square metres of building plans passed between 2014 and 2024 in Breede Valley.

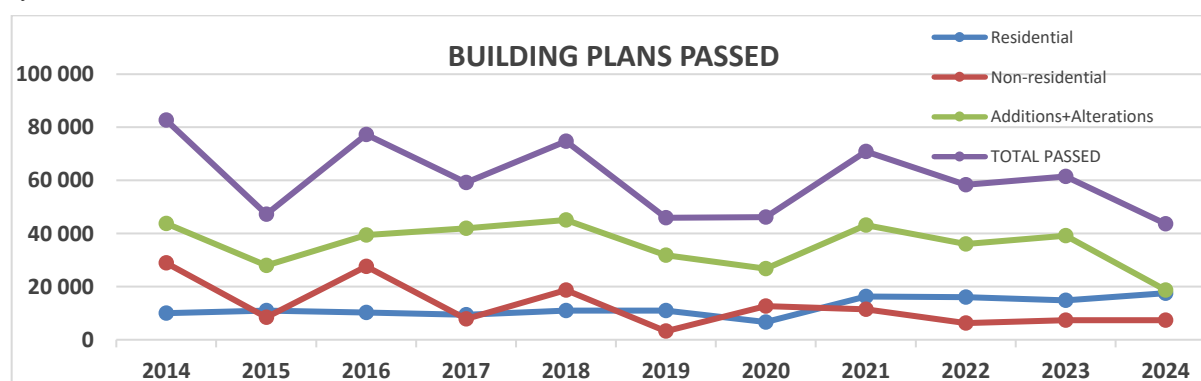


FIGURE 42: BREEDE VALLEY BUILDING PLANS PASSED, 2014 - 2024

In Breede Valley, a total of 134 030 square metres of residential buildings have been passed in the last 11 years (2014 - 2024), 139 756 square metres of non-residential buildings, and 393 915 square metres of additions and alterations. Additions and alterations show higher totals than new buildings. There has been a spike in the total plans passed 2014 and again in 2016, 2018, 2021 and 2023. More residential building plans were passed in 2021 till 2024.

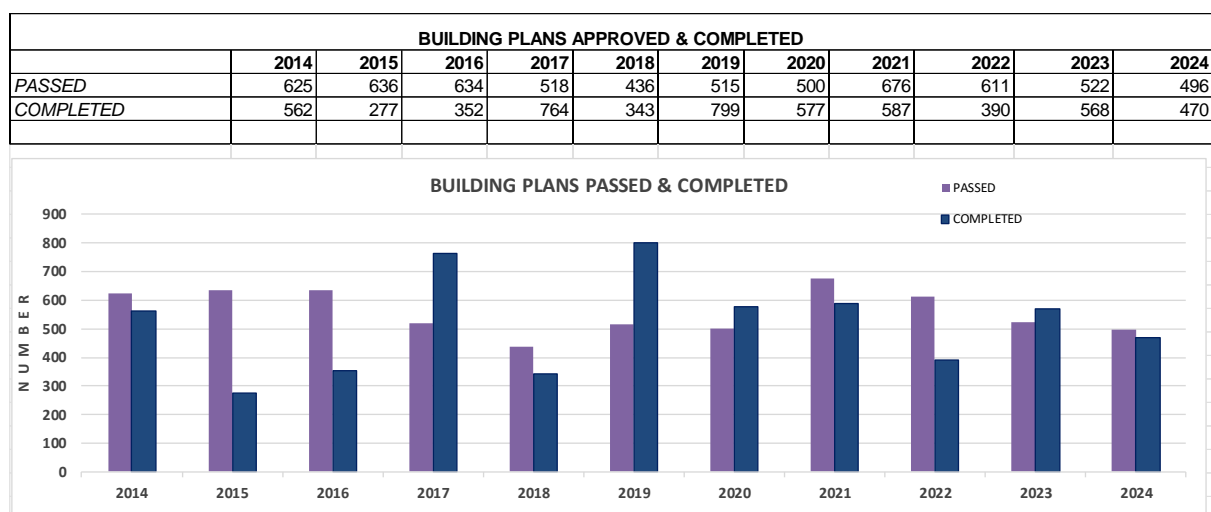


FIGURE 43: BREEDE VALLEY BUILDING PLANS PASSED AND COMPLETED, 2014 – 2024

The figure above indicates the building plans passed and completed in Breede Valley between 2014 and 2024. More building plans were passed in Breede Valley from 2014, 2015, 2016, 2021 and 2022. Building plans completed had its peaks in 2017 and 2019. The number of building plans passed showed a decline in 2018, and the number of building plans completed reached its lowest in 2015, 2016, 2018 and 2022. When more building plans are passed than completed it could indicate a lot of interest in development within the area, but very few building plans were actually completed. This could be due to different factors, such as loadshedding and poor electricity infrastructure, transport and logistics disruptions, unpredictable weather events, slow technology adoption, labour shortages and rising cost of skilled workers or a decline in demand in the market between planning and intended construction commencement. Market conditions significantly impact construction profitability. Economic downturns increase competition, squeezing profit margins. Fluctuating material prices, driven by global factors, directly affect project cost. Interest rate and financing terms play a crucial role, influencing the feasibility of projects. Higher interest rates increase the cost of borrowing, which can deter investment in new construction projects while lower interest rates make it more affordable for homeowners and businesses to finance larger or ambitious projects. This increased affordability can lead to enhanced project scope, higher quality construction, and the potential for greater returns on investment. For 2024, the construction industry is set to undergo transformative changes driven by key construction industry trends such as advanced building materials, connected construction sites, and innovative technologies like 3D printing and AI.

PROGRAMME 5.3: IMPLEMENTING THE LOCAL ECONOMIC STRATEGY

PROGRAMME 5.3 (A): ESTABLISHING A NEW APPROACH TO LOCAL ECONOMIC DEVELOPMENT (LED)

Introduction

This IDP submission describes the alignment of the National, Provincial as well as the linkages with the BVM Local Economic Development strategy. This input provides a synopsis of BVM's LED strategy and informs the IDP review process. Furthermore, the input depicts the activities that will be pursued in the current 5-year IDP planning cycle. The purpose of the review is to influence budget prioritization in the medium-term expenditure framework, in particular

planning cycles of the Provincial and National departments as these departments share the interest pertaining social and economic development matters.

LED is defined by GIZ as an ongoing process by which key stakeholders and institutions from all spheres of society, the public and private sector and civil society, work together to develop a comparative advantage for local firms, tackle market failures, remove bureaucratic obstacles for local businesses. This is done to retain and attract new companies. Local Economic development activities entails the systematic identification, development, and utilisation of economic opportunities, to benefit local businesses and the community

National Framework for LED

In a summarised explanation the 2018-2028 National Framework for Local Economic Development (NFLED) is built upon the achievements and lessons gained in the implementation of the 2006-2011 NFLED. The 2018-2028 NFLED sets out an expanded vision for LED and propose as to what needs to be done to solve the challenges given the new reality in South Africa. The NFLED regards regional development as an important institutional mechanism to ensure proper coordination and resource allocation and therefore provides a vision for the planning and implementation of LED in South Africa. It guides various sectors and clusters on applying innovative mechanisms to achieve Local Economic Development throughout South Africa.

The 2018-2028 NFLED identified the importance of Science, Technology, and Innovation (STI) and will use this field to achieve better development outcomes and identify systemic interventions, which can improve the performance of LED. It emphasizes that LED is a territorial approach to development, an inclusive and innovative process, and should result in stronger local economies.

The framework is anchored on six core policy pillars that will influence the design, development, and implementation of LED by focussing on the below mentioned pillars:

- Building diverse & innovation-driven local economies;
- Developing inclusive economies;
- Developing learning and skilful economies;
- Enterprise development and support;
- Economic governance and infrastructure; and
- Strengthening local systems of innovation.

The NFLED targets townships for certain interventions as South African townships are characterised by the highest levels of unemployment, poverty, and inequality. To respond to the problem of unemployment and low skills, township economies have been identified as a critical vehicle to drive the South African economy to upward trajectory.

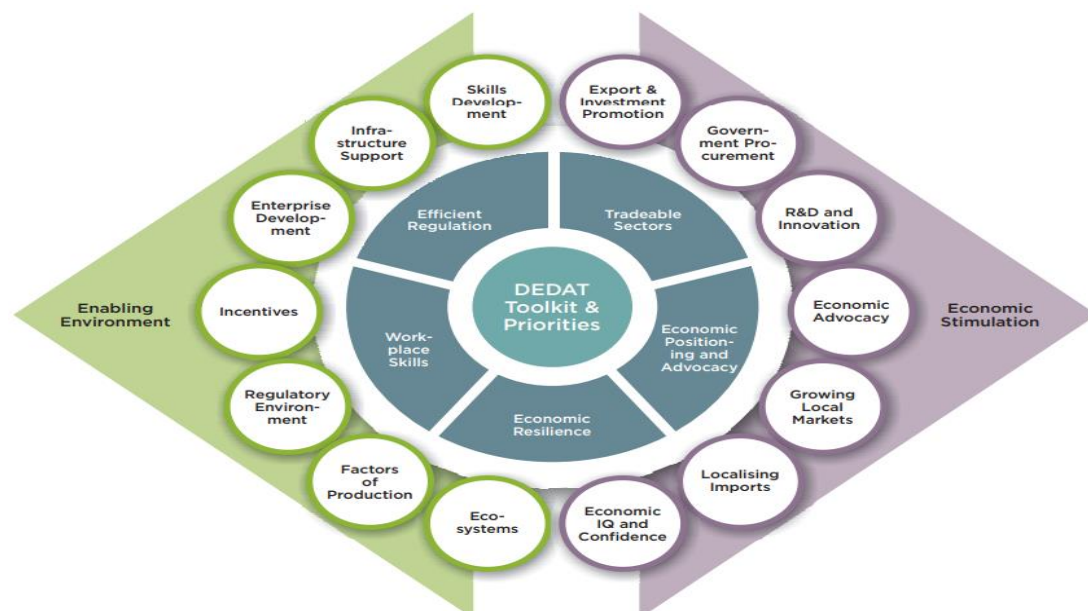
The construction of this programme will be anchored on the following strategic pillars:

- Spatial Transformation of township economies;
- Mapping and profiling of townships;
- Exemption incentives for township economies;

- Image enhancement of township economies;
- Investment strategies of township economies;
- Eco-systems for township economies; and
- Economic Infrastructure and technology development.

The Western Cape Economic Development Framework

The Department of Economic Development and Tourism of the Western Cape Government (DEDAT) have used and applied a system of Problem Driven Iterative Adaptation (PDIA) and Behavioural Economics. The application of PDIA allows the Provincial Government to constantly seek to identify strategies to mitigate new challenges. Through the application of Behavioural Economics, the WCG will ensure systematic and positive impacts on the Provincial economy. The Western Cape Government subscribes to a whole of society approach where possible, support to women, children and individuals with disabilities will be prioritised. The department aims to create an enabling environment and provide economic stimulation, as outlined below. The WCG have also embraced the importance of regional economic development and coordination as key in its strategy of doing things in a new manner.



Department of Economic Development and Tourism – Strategic Plan 2020 – 2025

The WCG values innovation and (according to the WCG strategic plan) are open to innovative ideas and will develop creative solutions to challenges issues in a resource point of view. The WCG seeks to implement new ideas, create dynamic service options, and improve services across the board. According to their strategic documents they wish to strive to be creative thinkers who view challenges and opportunities from all perspectives. The WCG are citizen-centric and could consider all options and find a resourceful solution. The WCG value employees who question existing practices with the aim of renewing, rejuvenating, and improving them, or even doing away with unworkable or outdated practices. The Provincial Government of the Western Cape are open to innovative and such proposal for innovation needs to be encouraged and rewarded. Modern technologies and platform to implement it will improve service delivery.



The vision of the Western Cape Government can be summarised as follow:

- **To ensure safe and coherent communities** - As a result, enabling safe and cohesive communities is the overarching theme which guides interventions across all our strategic priorities, and every provincial department is responsible for the application of it. The Western Cape must be a place where residents and visitors must feel safe. This will be achieved by planning infrastructure and mobility in such a way to enhance safety.
- **Growth and jobs** - An enabling and competitive economy which creates jobs, ensure that economy is demand-led and private sector driven. This will be achieved by increasing the investment promotion and to ensure energy resilience by investing in renewable energy solutions and identify obstacles against investments and implement activities to mitigate it.
- **Empowering People** - Residents of the Western Cape have opportunities to shape their own destiny and the influence the potential of others to ensure a meaningful and dignified life. This Focus Area seeks to identify growth points within existing cities and leader towns. The idea is to build up as centres for economic opportunity and inclusion. This will bridge the distance between historical centres and where people live and bring opportunities closer to people. Education and skills can be enabler to achieve this outcome.
- **Mobility and Spatial Transformation** - Residents live in well-connected, vibrant, and sustainable communities and move around efficiently on safe, affordable, low carbon public transport. Public transport is a large component of spatial transformation, as it is critical for affordable and equitable access to shops, social services, and economic opportunities. There is a need for all forms of public transport to be adaptable, responsive, safe, demand-driven,⁸⁶ and financially sustainable.
- **Innovation and Culture** - the WCG envisage that the people of the Western Cape will experience government services that responds to their needs and adds value to their lives.

BVM LED Conceptual Approach

The BVM acknowledge that Local Economic Development space is complex, but good outcomes can be achieved through collaborations with stakeholders especially local business and civil society. Neither the public sector, nor the private sector will (without due collaboration) ensure well-functioning economic development ecosystem. Collaboration and partnership across clusters can yield results and this is proven in regions with above average economic outcomes. BVM's LED Strategy aims to (amongst others) establish improved economic development, ensure cooperation amongst stakeholders and to identify and utilise more economic opportunities. The conceptual process to which we prescribe is depicted below.

The BVM is aware of its population dynamics, that it attracts people in search for opportunities, that it has a fairly youth full population, and that Government needs to make interventions in the form of education and skills transfers. The Municipality have also prioritised infrastructure spending to improve its capacity to accommodate commercial and industrial activity as key programmes to achieve economic growth, inclusion, and absorption of the unemployed into the labour market. Local business has a need for additional industrial land to expand their business activities. More serviced industrial land and bulk services will put us in a unique advantage position to attract more investment to our local and regional economy.

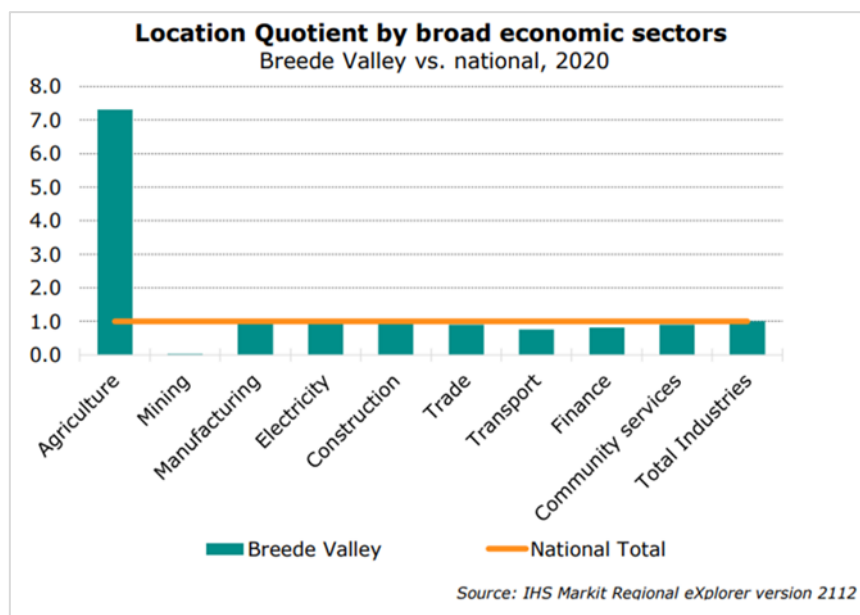


FIGURE 7: THE BVM LOCATION QUOTIENT (COMPARATIVE ADVANTAGE)

In 2020, Breede Valley Local Municipality had a large comparative advantage in the agricultural sector. The construction sector also has a comparative advantage. Manufacturing also has a comparative advantage when comparing it to the South African economy, although less prominent. The Breede Valley Local Municipality has a comparative disadvantage when it comes to the mining and transport sector which has a large comparative disadvantage. The BVM therefore have the potential to attract companies to explore more downstream activities with strong linkages to the agriculture sector, below find a conceptual framework that was done by Lawson to which the BVM subscribe.

- a) Governance groups oversee on behalf of stakeholders, the quality and the integrity of the economic development effort and associated investment.
- b) Facilitation groups establish strong stakeholder networks which cooperate to continuously improve the most important parts of the place economy.
- c) Planning groups mobilise stakeholder insight, ideas, and resources to identify the most promising and pragmatic improvement initiatives.
- d) Implementation groups focus on implementation of specific economic development initiatives to unlock new opportunities.
- e) Evaluation groups determine the actual results achieved to support learning and improvement.

Apart from the normal support in respect of economic growth, the BVM LED must promote inclusive policy provisions to address the economic exclusion and discrimination of the past.

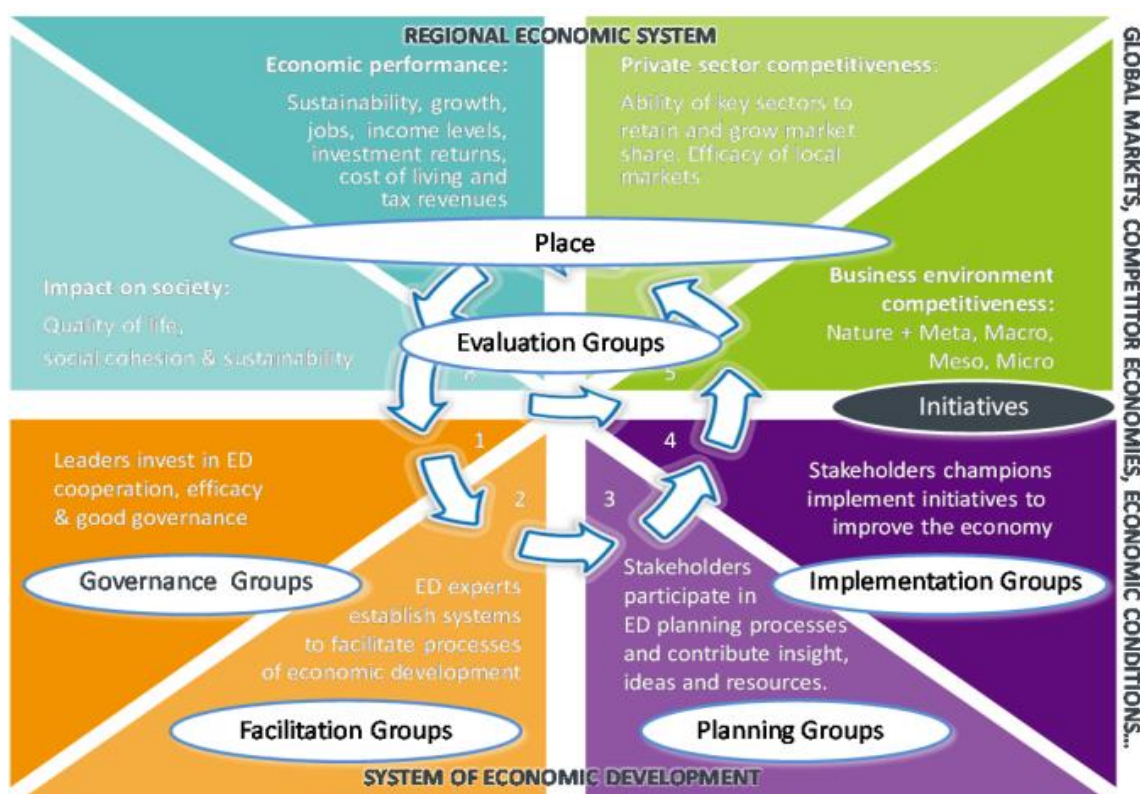


FIGURE 7: CONCEPTUAL FRAMEWORK FOR LED FACILITATION – LAWSON

BVM LED Goals

Preceding the LED strategy workshops, broad goals were developed in the BVM administration on which resource allocation and organisational performance management systems will be developed.

BREED VALLEY FIVE-YEAR MUNICIPAL SCORECARD FOR 2022/23 TO 2026/27									
Performance indicator	Ref No. (sub)	Data element	Strategic Risk	Baseline (Annual Performance of 2021/22 estimated)	Target for 2022/23	Target for 2023/24	Target for 2023/24	Target for 2024/25	Medium term target for 2026/27
OUTCOME INDICATORS FOR ANNUAL MONITORING									
Local Economic Development									
<i>Provision of infrastructure to support Sme's and informal traders</i>									
Create opportunities where the unemployed gain work experience	Training, mentorship and referrals of SMME'S		Economic exclusion can have	Record the	50,00	50,00	50,00	50,00	20000,00
	Informal trade platforms and facilities created		Economic exclusion can have	50 square	50,00	50,00	50,00	50,00	200,00
Marginal groups are integrated in the local tourism industry	Local public employment programme to the unemployed		Public protest and negative	900,00	928,00	967,00	975,00	980,00	3850,00
	Tourism development programmes to created new		Create importunities for rural	Each year	150,00	150,00	150,00	150,00	600,00

The above-mentioned goals have steered us in a direction to frame activities for implementation. Project and initiatives that is on our radar, include:

- Ongoing consultation and visits to local firms to learn about them, show appreciation and communicate directly if there are any challenges that the local authority can assist with;
- Maintenance and new capital work by SANRAL on road network around Worcester will improve the road infrastructure with a view to attract more investment. This work is implemented over multiple budget years and LED is playing a key role in functioning of the Project liaison committees;

- c) Funding was secured for a SME Business Hub in Rawsonville whereas the hub in Zwelethemba is the phase of compiling building plans and obtain approvals;
- d) The Food learning Labs put so much focus on the plight of informal trader and farmers as a consortium of universities are doing research to identify what needs more sustainable and healthy food systems. The BVM has participated in numerous research phases and have high hope that project implementation will flow from these research initiatives
- e) A funding commitment was reach for Touwsrivier, however this year is set assist for planning and implementation
- f) Most of the work pertaining to the envisage industrial park will be with the Engineering for EIA, ands detailed engineering design and project implementation in multiyear budget framework
- g) We are busy with a precinct plan form informal trade that will provide ideas as to how to steer this topic in the future.
- h) Ongoing partnerships on city rejuvenation in Worcester and interventions to manage informal trade and homeless people in the CBD.

Key performance activities over the next 5 years, include:

- a) The construction of an informal trade hub in Rawsonville
- b) The construction of an informal trade hub in Zwelethemba
- c) The development of precinct plans that guide infrastructure and the location for business sand trade facilities
- d) The planning of traffic calming strategies in Touwsriver and the creation of business units closer the N1.
- e) The facilitation of a Business forum in De Doorns
- f) Between them and the CIDB
- g) A greater understanding in food systems and implement activities to ensure increase consumption and benefit sharing in a new food system

In recent workshops facilitated by the Food Learning Lab (in collaboration with various partners including the University of the Western Cape, Food for Cities, the Economic Development Partnership, the Do More Foundation and the Breede Valley Municipality), the following findings based on research conducted on the food system within BVM were presented:

- Breede Valley Municipality accounts for 1% of South Africa farms
- The BVM employs 3% of South Africa farmworkers
- It produces 29% Of South Africa table grapes
- 34% of South Africa wine grapes
- 8% of South Africa Peaches
- 6% of South Africa's soft citrus
- 6% of south African butternut
- 6% of south Africa chicken
- 5% of south Africa onions
- 2% of South Africa Pork

This is in stark contrast with healthy consumption patterns value chain., and opportunities of more people to derive a livelihood lower down in the value chain.

Catalytic projects that will improve the BVM'S economic potential significantly:

- Disposal and the creation of bulk infrastructure to support economic activities
- Upgrade of the N1 and the prioritization of the R60 Eastern and Western Bypass Roads
- Augmentation of the Stettynskloof dam will increase water supply to industries
- The development of infrastructure for the Drostdy Industrial Park adjacent to the Worcester Prison
- The creation of a regional land fill site can provide a comparative advantage for the green economy
- The traffic circle in the Worcester Industrial area which are already in construction
- The construction augmentation of reservoir capacity to the industrial area

All the above project has passed the provisional scoping and are at the planning phases.

Consensus on catalytic projects that will enhance economic development

Identifying and unlocking the development potential offered by catalytic projects is imperative, and a concept that requires universal consensus throughout the entire organisation as well as across all applicable sectors, spheres of government and stakeholders. Catalytic projects are able to promote development of critical mass, which in turn, can underpin and strengthen the locality's economic landscape and address the triple threat of poverty, inequality and unemployment (which currently remains a prevalent occurrence within the locality).

On this premise, the envisaged Uitvlugt Industrial Park is currently being considered for implementation, as it serves as an initiative with significant catalytic potential. A detailed urban vision framework linked to the envisaged development was compiled and is being considered for further action. It should be noted that a project of this magnitude requires detailed planning and budgeting and will consequently be implemented across various financial years subject to the availability of key resources. The key findings emanating from the framework are depicted below:

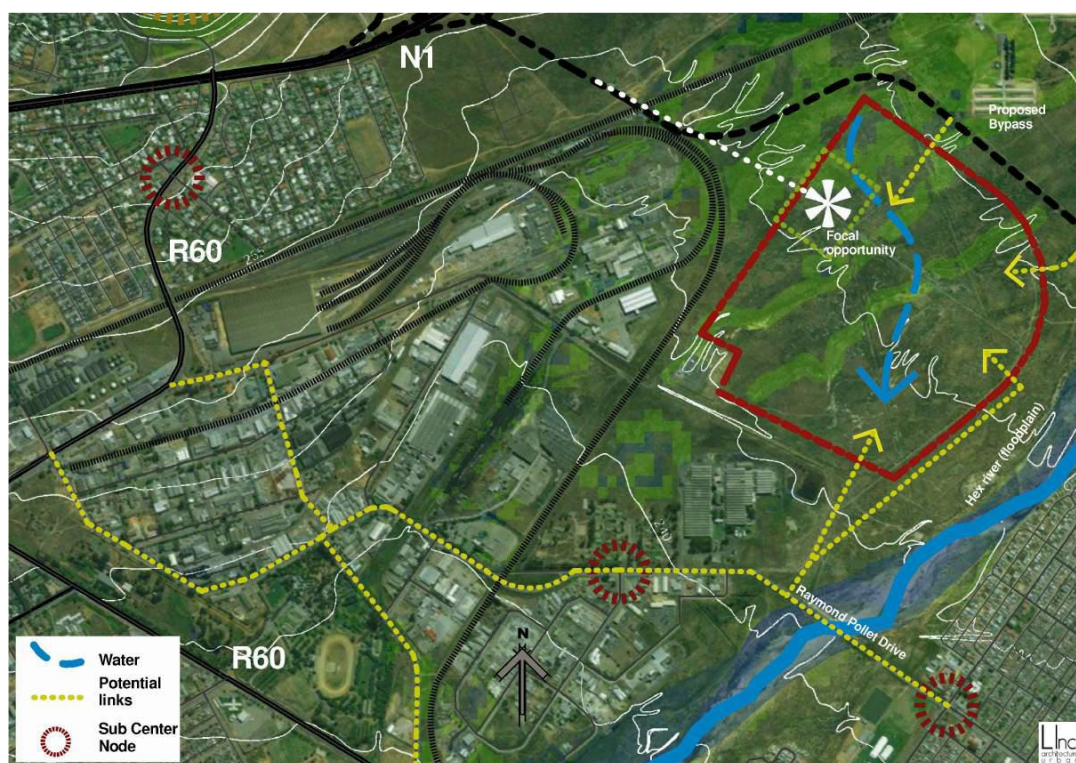


FIGURE 44: UITVLUGT CONCEPT DEVELOPMENT



FIGURE 45: PREFERRED LAYOUT & DETAILED SUBDIVISION

NAME	AREA	PROPOSED FAR	PROPOSED COVERAGE (%)	GLA
Training/ offices/ conference	3 500 m²	0.8	50	2 800 m²
Commercial	1 750 m²	0.8	50	1 400 m²
Management	1 831 m²	0.7	50	1 282 m²
Incubator	78 478 m²	0.6	60	47 087 m²
Service industry	170 152 m²	0.6	60	102 091 m²
Light industrial	209 832 m²	0.5	50	104 916 m²
Large industrial	184 042 m²	0.5	50	92 021 m²
TOTAL	649 585 m²			351 597 m²

FIGURE 46: SUBDIVISION DESCRIPTION

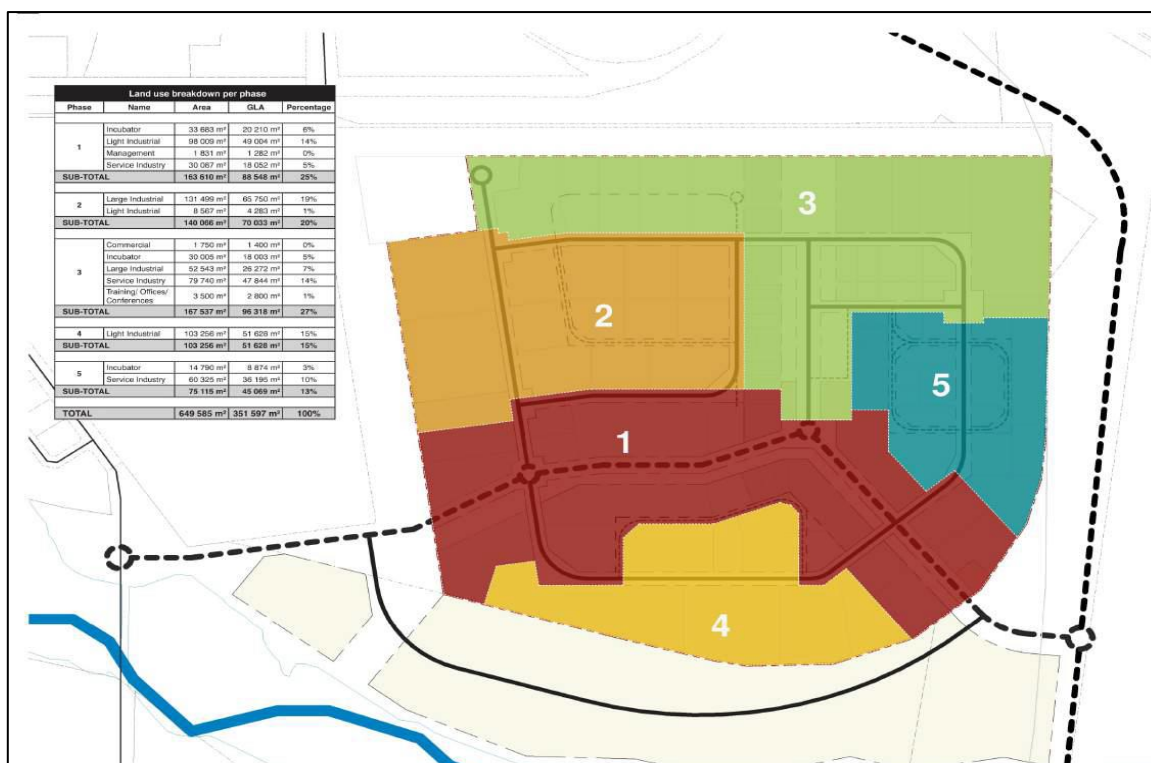


FIGURE 47: PHASING APPROACH

ITEM	DESCRIPTION	AMOUNT (R)	ITEM	DESCRIPTION	AMOUNT (R)
1	BULK EARTHWORKS	R 36,788,121	5	POTABLE WATER	R 8,309,913
1.1	Site Clearing	R 8,813,596	5.1	Internal Water Reticulation	R 8,309,913
1.2	Earthworks	R 18,469,667	6	ELECTRICITY	R 48,499,481
1.3	Imported material	R 9,504,858	6.1	Upgrade at main intake substation 11 kV Switchboard	R 1,812,500
2	ROADS	R 48,762,479	6.2	11 kV switching station A	R 5,137,500
2.1	Internal Roads and Sidewalks	R 43,762,479	6.3	11 kV switching station B	R 5,137,500
2.2	Tie-ins	R 5,000,000	6.4	Internal Reticulation	R 36,411,981
3	STORMWATER DRAINAGE	R 17,745,592	6	DUCTS	R 3,312,295
3.1	Internal Stormwater Network	R 6,175,632	6.1	Internal Dta & Telecommunication Sleeves	R 2,993,391
3.2	Detention Ponds	R 3,027,981	6.2	Service Sleeves (Irrigation & Electrical)	R 318,904
3.3	Manholes / Catchpits / Inlet & Outlet Structures	R 2,695,040	7	SUBTOTAL	R 172,214,845
3.4	Subsurface Drains	R 5,846,939	7.1	Preliminaries and General (10%)	R 17,221,484
4	SEWER	R 8,796,964	8	SUBTOTAL	R 189,436,329
4.1	Internal Sewer network	R 3,162,706	8.1	Contingencies (15%)	R 28,415,449
4.2	Sewer Pump Station	R 5,000,000	8.2	Escalation (5%)	R 9,471,816
4.3	Internal Rising Main	R 634,258		ESTIMATED COST (EXCL. VAT)	R 227,323,595

FIGURE 48: INFRASTRUCUTRE COST ESTIMATES

It is imperative that a collaborative approach across all disciplines, departments and sectors be implemented to ensure that the Uitvlugt Industrial Park is adequately planned for and developed within a reasonable timeframe, as this project will certainly alter the economic trajectory of the locality and potentially unlock further economic opportunities due to the multiplier effect. In the interim, the municipality earmarked the development of a portion of land located adjacent to Boland Beer Distributors, Avian Park and the Worcester Airfield for industrial purposes. This project has been deemed feasible

for implementation over the short- to medium term. R3.8 million capital funding has been budgeted in the two outer years of the 2025/26 MTREF towards bulk service infrastructure needed to service the development.

In addition, the municipality should identify and capitalise on the catalytic and economic possibilities provided by existing natural and municipal assets within the locality. Viable business cases and synergies should be built around the municipal Aerodrome, Rail Infrastructure, Nekkie and other existing municipal facilities, and potential facilities such as the envisaged Quaggaskloof development to mention a few. Enhanced utilization of such assets could serve as a prominent economic enabler for the locality.

Prioritising infrastructure development as economic enabler

It is imperative that the municipality prioritises infrastructure investment as an economic enabler, and that the planning thereof is conducted in a holistic and calculated manner. However, the methodology applied should take cognizance of the importance of providing economic enabling infrastructure, while remaining sensitive to the context of ever diminishing resources.

Over and above infrastructural investments discussed in subsequent sections of the IDP, infrastructure provision relating to the envisaged Uitvlugt Industrial Park must be incorporated on current and future municipal/provincial/national planning and budget agendas, as this project presents various economic enablers for the locality (as discussed in the preceding section). Investing in critical infrastructure requires universal consensus throughout the entire organisation as well as across all applicable sectors, spheres of government and stakeholders as it not only unlocks economic development, but also contribute towards raised business/investor confidence (which remain relatively low on the backdrop of the perceptions towards the current state of affairs within the country).

Promoting a safe, secure, and aesthetic environment

It is common knowledge that investors and businesses invest in localities with the lowest perceived degree of risk and highest potential for return on investment. A safe, secure, and aesthetically appealing environment (amongst others) significantly contributes to a positive risk profile of a locality. By actively pursuing and providing a safe, secure, and aesthetically appealing environment, it is anticipated that a region's ability to attract and retain investors will be enhanced. Besides creating a conducive environment for greater citizen wellbeing, this is also expected to enhance synergies between citizen wellbeing and positive business confidence, in turn, stimulating a conducive environment for economic growth to realise. It is therefore imperative that the municipality prioritises safety, security and maintaining a visually appealing environment to attract and retain businesses and investors (both locally and globally).

As a means of endorsing the methodology above, BVM has focused on a range of initiatives which seeks enhance the environmental perspective of the locality. These include the following (amongst others):

- the establishment of a Special Ratings Area within the Worcester CBD which, by means of additional levies raised within a demarcated area, seeks to add value to safety and security, urban management, social and economic development as well as communication and marketing of the said area.
- the installation of CCTV security cameras within the Worcester CBD (in conjunction with the Worcester Central Improvement District)

- participating in RSEP planning and implementation initiatives and projects across BVM
- supporting greening and cleaning initiatives by means of EPWP
- promoting a paradigm shift towards the green and sustainable economy

SMME and informal sector development

The municipality recognises the significance of SMME and informal trade sector. These sectors are of the biggest contributors to employment within the BVM and strongly contributes to the GDP of the region. It is on this premise, that the department proactively attempts to create an enabling environment for these sectors to thrive and grow. Unfortunately, internal resource constraints restrict the level of support which local authorities can provide to the sectors. Therefore, SMME and the informal sector development requires a holistic and multi-disciplinary approach from all stakeholders across the governmental, non-governmental and private sectors to ensure the strengthening and integration of value chains and collective growth of the mentioned sectors. The municipality will identify and foster partnerships to develop the entrepreneurial capacity in Touwsrivier and De Doorns, as well as the resource area of Worcester which have a more urban setting. The idea is to have a multi-year implementation plans to unlock the township economy.

In addition, the department continues to be guided by its long-term LED Strategy and associated Implementation Plan which has been adopted for the period 2022-2027.

The department earmarks to contribute to this objective by means of the following initiatives (amongst others):

- a) Do a precinct plan to orderly construct trade facilities that can appeal to new entrants
- b) Construct various facilities and pave various area to promote informal trade zones
- c) Developed an informal trade bylaw
- d) Provide support to various business association as we have identified them a skey partners
- e) Construct facilities in Rawsonville, De Doorns and Zwelethemba.
- f) Arrange contact with contractor with CIDB and our local SCM

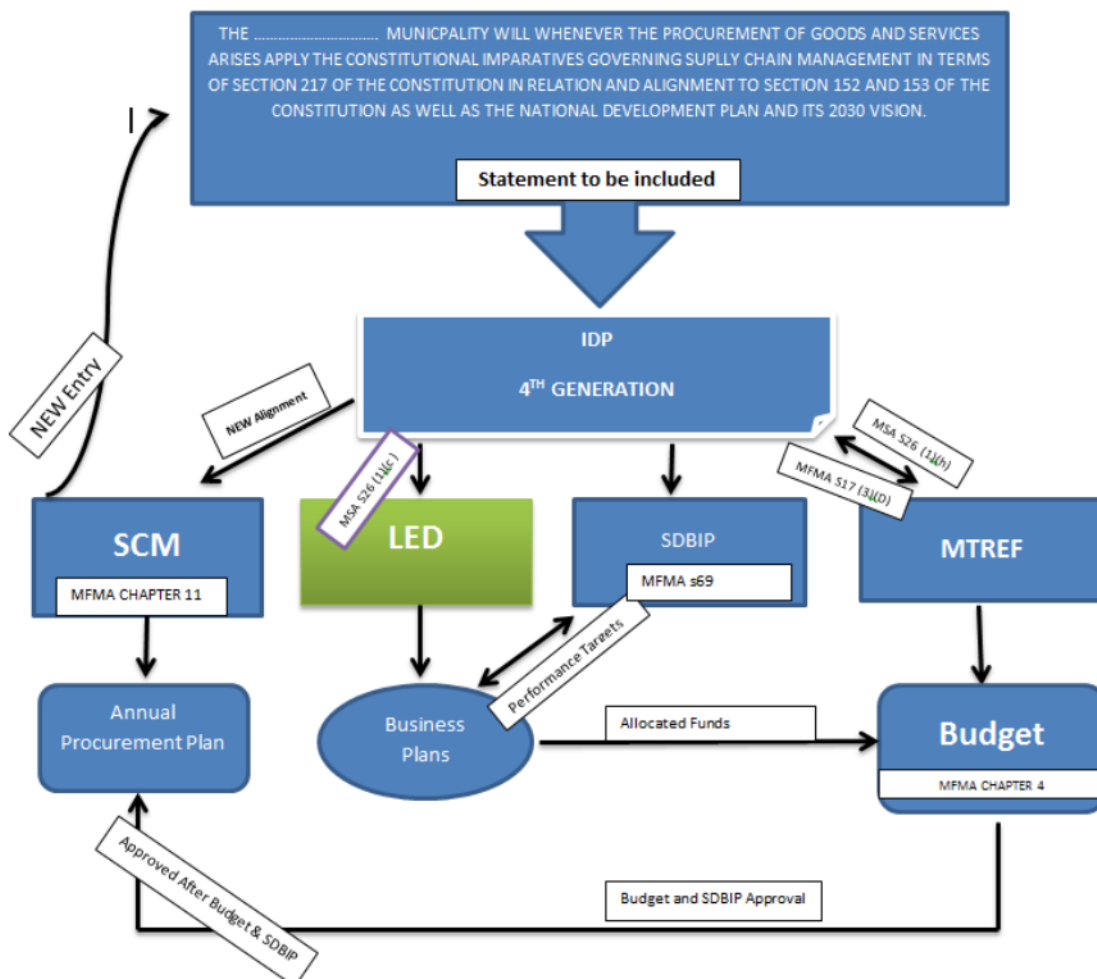
It should be noted that many of these initiatives are project specific, and arranged on an ad hoc basis, subject to the availability of resources and mutual agreements between partnering institutions (i.e., not guaranteed to be implemented annually). The selection of beneficiaries (where applicable) is also subject to qualifying criteria as determined per project. The municipality reiterates that these initiatives seek to contribute towards enhancing economic development within the locality, and will not resolve all socio-economic issues within society (as stated earlier, collaboration with various stakeholders is important to ensure that a tangible impact is made).

In addition, the department continues to be guided by its long-term LED Strategy and associated Implementation Plan which has been adopted for the period 2022 - 2027.

Utilising procurement as a strategic enabler to enhance local economic development

The SCM Indaba 2016 highlighted the fundamental importance of aligning the IDP, LED and SCM for the enhancement of local economic development within the municipal sphere and the economic challenges municipalities are currently facing from working in isolation.

The objective is to establish alignment between the IDP, LED and SCM for enhancing local economic development and utilising the current IDP, LED and SCM tools to establish a sound relationship amongst the stakeholders, and to establish new standards of operations that are more economical, efficient, and effective for municipalities, which will enhance local economic development and performance.



Breede Valley has been selected as a pilot municipality to establish cross-functional committees to identify the demand and establish cost-effective measures to procure goods and still have sustainable local economic development and to align the procurement plan to current strategic objectives such as the IDP.

To summarise and contextualise the content above, the following key initiatives, in pursuit of our long-term five-year IDP cycle for 2022-2027, have been prioritised after our recent LED workshops:

- 1) The administrative and political leadership need to facilitate a high-level commitment to capital budget, to finance the design and construction of the Eastern Bypass that will connect the R60 Road with the N1. This bypass is a major informant in the mobility framework and will facilitate investment from the private sector and help to reduce development costs of bulk services. The Eastern bypass will significantly lower the development cost per hectare for investors in the envisaged Uitvlugt Industrial Park Development, and will make this industrial property development, economically sustainable. The funding framework will require budget prioritisation from all the spheres of government.

- 2) Install bulk Infrastructure for land adjacent to the Worcester Prison at Drostdy Park to accommodate property developers with immediate needs.
- 3) Implement a project aimed at beautifying Zwelethemba Township aimed at building, supporting the development of the township economy.
- 4) Compile a land-audit to facilitate and encourage a series of land-infill developments for residential and commercial purposes.
- 5) Contractor development programmes such as the 15km road-building plan by SANRAL, expanding the current 2-lane to a 3-lane National Road (N1), which runs through Worcester in the BVM.
- 6) Continue with the city improvement and crime prevention activities.
- 7) Negotiate partnerships to offer practical training and apprenticeship for youth in the BVM and prioritise young people from resource-poor towns to make them economically independent.
- 8) Compile a precinct plan to improve retail and small production facilities in the township economy and the small towns.
- 9) Acknowledge the importance of the informal economy by designing an innovative plan, in how to position the informal economy as an option for new, young, and dynamic people.
- 10) Initiate a business incubator that aims to develop entrepreneurs and connect them with large companies. This incubator can also link small and medium companies with training opportunities.
- 11) Initiate a strategy for small-town regeneration and townships, by first designing a precinct plan, and table it before Council for support and potential budget provision.
- 12) Develop market infrastructure for easier and more access to markets, and investments in clothing and furniture shops.
- 13) Replicate a hydroponic project and negotiate access to larger retail stores when sufficient capacity is established. Encourage local buying and value-adding at a small and artisanal scale.
- 14) Support the establishment and maintenance of a multi-stakeholder forum that will coordinate various economic development initiatives, especially those that are driven by the private sector.
- 15) Investigate the potential of accessing grants to expand the economic productive potential of the Touwsriver area as the town is resource poor.
- 16) Ensure BVM facilitates the erection of a recycling plant where waste can be sorted and processed for its value in De Doorns.
- 17) Extend on CCTV camera projects and security response.
- 18) Breede Valley Broadcaster Project – Give extensive training in Social Media Marketing to small businesses, local tourism associations, and members of the tourism associations, to make product offerings more attractive and modernized. Also developing the Tourism part on the BVM website to be more user friendly and attractive.
- 19) Family centred establishments – Host workshops and funding opportunities to members of the local tourism associations, to focus on being more family friendly (inclusive of all ages)
- 20) Tourism Signage – Work with SANRAL, Road authorities and town planning department to address the problem of illegal signage, new signage and beautifying the central district of the towns with new and modern signage and removing old and outdated or illegal signage.
- 21) Structured Tourism Routes - Well-structured and clearly defined tourism routes. A structured route to take tourists off the beaten track and facilitate movement from A – Z, incorporate all aspects, experiences, and role-players, promote, showcase, and diversify local products.

- 22) Green Flag Project – Hosting workshops and establishing a forum for tourism establishments to be more adaptable to people with disabilities. Giving establishments recognition for being “Green”. Partnering with organisations to help develop the Green Flag recognition. Care Capital concept. Allocate “green-flag” status to companies that adhere to Care Capital goals by having facilities that are accommodative to the differently abled.
- 23) Establish a business incubator facility with proper linkage to bigger businesses.
- 24) BVM Business webpage on BVM website to attract big businesses to BVM.
- 25) Develop the business community to create more job opportunities and create a community positive vibe.
- 26) Facilitate learnership and apprenticeships in commensurate with the needs of various businesses.
- 27) Workshops with big and small businesses (to promote sustainable job creation, sustainability issues such as subcontracting, local money circulation, creating interactive platforms for all businesses and agree with incentives with the local government to incentivize big businesses.

EPWP

The Expanded Public Works Programme (EPWP) is a South African government initiative developed in 2003 following the Growth and Development Summit (GDS). The mandate of the programme is to “provide poverty and income relief through temporary work for the unemployed to carry out useful activities”. In doing this, it helps to create and maintain infrastructure and improves services to the public.

The Programme is implemented by all spheres of government, across four (4) defined sectors, namely, the Infrastructure, Social, Non-State and Environment and Culture sectors. The Programme’s overall coordinator is the National Department of Public Works and Infrastructure (NDPW), as mandated by Cabinet. The Programme is not implemented in isolation with other Government strategic initiatives, the New Growth Path (NGP) outlines Key Job drivers, such as targeting more labour-absorbing activities across the main economic sectors; and substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy.

To maximise work opportunities, the initial stages of the programme emphasised labour-intensive methods in the infrastructure sector. Since then, public bodies have since found innovative ways to implement the programme in the Social, Environment and Culture and Non-state sectors.

EPWP Project/Programme Identification

The persistently high unemployment rate in South Africa remains one of the most pressing socio-economic challenges for the government, and the Breede Valley Municipality (BVM) is not exempt from these difficulties. High levels of youth unemployment prevents young people from gaining the skills or experience necessary to drive economic growth.

These challenges prompted the Municipality to review the Expanded Public Works Programme (EPWP) Policy, to provide guidance on its implementation within the Municipality. The phase 4 implementation plan is hereby incorporated into this Integrated Development Plan (IDP) and will aim to promote EPWP principles and restructure municipal activities to create and facilitate increased employment opportunities.

Programmes/Projects that BVM implement should be in the Infrastructure, Social and Environment and Culture sectors. Regardless of the sector, the identification and design of an EPWP project must emphasise its potential to benefit the poor socially and economically. Where a project is not able to benefit the poor directly because of its location, every effort must be made to ensure that they benefit indirectly.

- A project must aim to deliver positive outcomes in one of the focus areas: Infrastructure, Social and Environment and Culture.
- A project must create work for one or more of the EPWP target groups: people who are local, unemployed, and low-skilled or unskilled. This work must comply with the Ministerial Determination.

The table below reflects the planned work opportunities and full-time work equivalents to be achieved until 2029, as agreed between the Department of Public Works and the BVM.

EPWP Work Opportunity (WO) & Full-Time Equivalent (FTE) Targets							
Sector		2024/25	2025/26	2026/27	2027/28	2028/29	Overall Targets
Infrastructure	WO	143	149	155	161	167	777
	FTE	46	47	49	51	53	247
Environment	WO	322	332	342	352	362	1710
	FTE	82	85	87	90	93	437
Social	WO	151	151	151	151	151	755
	FTE	76	76	76	76	76	378
Total	WO	617	632	648	664	681	3242
	FTE	203	208	212	217	221	1061

TABLE 35: EPWP WO & FTE TARGETS

Budget

BVM are expected to use own line function budgets to implement the EPWP projects. In order to assist with additional funding for the implementation of the EPWP, incentive grants were introduced with the aim of providing the programme with additional funding to expand job creation in specific focus areas, where labour intensive delivery methods can be maximised.

The EPWP Incentive Grant is designed to reward performance with respect to the creation of Full Time Equivalents (FTE's). There are several EPWP sector-specific Conditional Grants, each with its own characteristics and focus. The management of all these grants, however, subscribe to the same basic management process.

The grant allocation to each public body for a particular financial year is published in the Division of Revenue Act (DoRA, Act 1 as amended annually). The Act specifies conditions of the different grants that are provided to different public bodies. The allocations are transferred in tranches according to a payment schedule, based on compliance by the public body to

the stipulations of the DoRA as amended annually, and the signed agreement. In the case of noncompliance, disbursements may be withheld. Monthly expenditure reports, quarterly grant performance reports and annual grant evaluation reports are submitted by the receiving public bodies. With reference to these, the NDPWI also compiles quarterly performance reports and an annual evaluation report for each grant.

- BVM to participate in the EPWP Integrated Grant by entering into an Annual Grant agreement with the NDPW.
- Due to the current fiscal challenges faced by Government, the National Treasury has reduced the EPWP Incentive Grant Funding.

PROGRAMME 5.4: INVESTING IN TRANSPORT INFRASTRUCTURE

PROGRAMME 5.4 (A): UPGRADING ROADS INFRASTRUCTURE

Breede Valley Municipality is responsible for the roads and stormwater reticulation within the towns of the established municipal area, namely Worcester, Rawsonville, De Doorns and Touwsrivier. Roads outside the town area are the responsibility of the South African National Roads Agency Limited (SANRAL), the Western Cape Department of Infrastructure and the Cape Winelands District Municipality. Beyond the Huguenot Tunnel, the national route, namely the N1, heads towards Worcester, bypassing Rawsonville, linking the various towns within the Breede Valley Municipal area. This route is maintained by SANRAL.





The budget allocated to the road infrastructure (construction, rehabilitation & maintenance) for the 2025/26 financial year has been captured within the applicable budget documentation and supporting sheets (where applicable), based on various departmental inputs and engagements and the prioritisation of public needs within the context of available resources. The detailed priority list for the rehabilitation and maintenance of roads is available on the pavement management system. The following table provides an overview of the total kilometers of roads maintained and constructed as at the end of June 2024:

Tarred Roads				
Financial year	Total km tarred roads	Km of new tar roads constructed	Km existing tar roads resurfaced	Km tar roads maintained
2021/22	296.2	4	8.4	296.2
2022/23	300.2	0	22.97	300.2
2023/24	300.2	0	16.36	300.2
Gravel Roads				
Financial year	Total km gravel roads	Km new gravel roads constructed	Km gravel roads upgraded to tar	Km gravel roads graded/maintained
2021/22	59.2	0	4	55.2
2022/23	55.2	0	0	55.2
2023/24	55.2	0	2.88	10.14
Source: BVM Annual Report 2023/24 & Circular 88 Reporting				

TABLE 36: TARRED AND GRAVEL ROADS

By the end of December 2024, the upgrading of gravel roads at Touwsrivier (Ward 1), Smith Street (Ward 7), Worcester Hex Industrial (Ward 8) and Avian Park (Ward 21) was under construction and will be completed during the current and outer two (2) financial years. Touwsrivier, Phase 1 (1,4km) and Smith Street (0,24km) were completed during September 2024 and December 2024, respectively.

	
Touwsrivier Phase 1 - Stormwater	Touwsrivier Phase 1 - Upgrading of Gravel Roads

Smith Street was completed during December 2024 and opened to traffic on 10 December 2024 by the Ward Councillor, Councillors, Ward Committee Members, Municipal Officials and Service Providers.



Smith Street - Opening Ceremony

Smith Street

The following new projects were identified and form part of the IDP Ward priorities.

Upgrading of Gravel Roads – Ward Priority Requests			
Ward	Description	Km gravel roads to be upgraded	Anticipated cost (Unfunded)
2	Upgrading Gravel Roads – Stofland, Mpumelelo, Lubisi and Ghost Town	18.1	R197 805 000
3	Upgrading Gravel Roads - Omdraai Street and De Doorns East	1.75	R19 910 000
4	Upgrading Gravel Roads	0.42	R4 820 000
12	Upgrading of Gravel Road (Avian Park)	2.85	R31 500 000
16	Upgrading of Gravel Road	6.25	R40 000 000
17	Upgrading of Gravel Road	0.80	R8 840 000
18	Upgrading of Gravel Road	3.5	R23 675 000
TOTAL		33.64	R326 550 000



Ayesha Dawood

Furthermore, the Roads and Stormwater Department has commenced with an internal roads repair project, in close proximity to Esselen Park Primary School and Worcester Secondary School, Roodewal. This project aims at repairing a critical intersection at the corner of Stynder and Taambay Street, to improve both stormwater accommodation and road quality for our community. This project, set for completion by the end of the 2024/2025 financial year, will address long-standing deterioration caused by water ingress from the immediate area, ensuring safer and more durable road infrastructure for all road users. In collaboration with relevant municipal departments, the cause for water ingress has been resolved which provided for the commencement of the road repair project.



FIGURE 49: DETERIORATED INTERSECTION - STYNDER & TAAMBAY STREET

Once completed, this project will provide the community with a well-maintained, quality road network, safety and overall infrastructure resilience. The improvement to stormwater accommodation will mitigate similar damage in the future, reducing long-term maintenance cost, ensuring sustainability.

We appreciate the patience and cooperation of residents and businesses during this period of construction. While some temporary inconveniences may arise, the long-term benefits of a safer and more accessible road network will far outweigh these short-term disruptions.

The Roads and Stormwater Department has successfully implemented a routine maintenance pothole repair programme, aimed at ensuring safer and more accessible roads for all residents. This proactive initiative has significantly improved road conditions across the municipality by addressing potholes efficiently and preventing further deterioration.

Potholes have long been a major challenge, causing inconvenience to motorists and posing risks to road users. Factors such as aging road surfaces, fluctuating weather conditions, and the impact of heavy vehicles have contributed to pothole formation. Without timely intervention, these potholes worsen over time, leading to costly repairs and increased road safety hazards. Recognizing this, the municipality developed a structured routine maintenance programme to manage and mitigate pothole-related issues effectively.

We encourage residents to report potholes to the Service Support Centre (SSC) so that it can be addressed promptly. The Roads and Stormwater Department remains committed to delivering infrastructure solutions that meet the needs of our growing community.



**FIGURE 50: POTHOLE
PATCHING**

PROGRAMME 5.4 (B): IMPLEMENTING THE LOCAL INTEGRATED TRANSPORT PLAN

The Breede Valley Local Integrated Transport Plan for 2022 – 2027 was prepared as part of the 2021/22 partial update of the District Integrated Transport Plan for the Cape Winelands. The ITP is meant to provide the district and local municipalities with a planning guide to overcome the challenges identified within the transport system. In terms of the Department of Transport guidelines, the Breede Valley local municipality has been categorised as a level 3 planning authority and therefore needs to prepare a Local Integrated Transport Plan.

As with the other local municipalities within the Cape Winelands, Breede Valley has both formal and informal public transport facilities. The most used public transport mode is the minibus taxi. The taxi associations, which are active in the Breede Valley municipality are the Worcester United Taxi Association (WUTA) and the De Doorns Taxi Association. The WUTA primarily serves the Worcester and Rawsonville areas, whereas the De Doorns Taxi Association primarily operates in De Doorns and between Touwsriver, De Doorns and Worcester. The majority of formal public transport facilities are found in Worcester, with limited public transport infrastructure in De Doorns, Touwsriver and Rawsonville. There are a total of 12 ranks identified, these are located in the main towns, i.e., Worcester, Zweeklethemb, Rawsonville, De Doorns and Touwsriver. Only 7 out of the 12 MBT facilities are formal.

Other public transport services in Breede Valley are provided by the Metrorail passenger trains that operate between Worcester and Cape Town. This service is limited as it only operates in the morning from Worcester to Cape Town and the late afternoon from Cape Town to Worcester. Other transport operations, such as the movement of freight and learner transport also take place in the Breede Valley municipality. Challenges with Freight movement on local roads have been experienced.

The transport needs were derived from an online survey completed by the municipality and literature review of existing documents. The crucial transport needs relate to inter alia:

- Road condition and maintenance needs;
- Public Transport Affordability;
- Limited NMT and Universal Access infrastructure;
- Freight movement on local roads;
- Parking constraints in the CBD of Worcester; and
- Budget constraints.

The municipal transport budget (capital component) for Breede Valley indicates that approximately R42 million has been planned for road and transport related improvements, within the 2025/26 financial year. The budget is primarily for road infrastructure improvements.

Purpose of Integrated Transport Plan

The Integrated Development Plan (IDP) is a mandatory document similar to that of the Integrated Transport Plan. The difference between the ITP and IDP is that the ITP is considered a sector plan within the IDP which informs and aims to support it. The Cape Winelands District Municipality is responsible for the transport system and the functioning thereof for all modes of transport. The ITP is meant to provide the district and local municipalities with a planning guide to overcome the challenges identified within the transport system. Part of the ITP process is data collection of the current transport system through surveying, data analysis, recommending strategies and prioritising projects.

Methodology for assessing transport needs (SWOT analysis)

The municipal transport needs have been identified through engagement with the taxi associations, municipal officials and the general public, as well as information obtained during the data collection process.

The strength, weaknesses, opportunities and threats (SWOT) of the municipal transport system were conducted to illustrate the issues/ challenges and opportunity for various elements in the system. The opportunities identified help inform the prioritisation of potential future transport projects.

The SWOT analysis was done for:

- Public Transport
- Public Transport Infrastructure
- Learner Transport
- Freight
- Non-motorised Transport
- Transport for Tourism
- Road Network

The results of the SWOT analysis are illustrated in the subsequent section below.

Transport needs

Overarching transport issues were identified such as:

- A lack of internal integration with parallel processes such as the Integrated Development Plan, Local Economic Development Plan, Spatial Development Framework, etc.
- Inadequate budget for public transport infrastructure, facilities and road maintenance
- Limited capacity at district and local municipal level to fulfil municipal transport planning functions
- Time constraint for implementation of proposed/ planned projects

There are also a number of transport challenges which are common to the other local municipalities within the Cape Winelands District such as road safety, road freight and public transport infrastructure.

In terms of public transport, one of the main challenges is the lack of universal accessibility and shelters for commuters. In terms of learner transport and NMT, safety is considered one of the main challenges due to the motorists and pedestrians often sharing the same roadway for driving and walking. The freight movement between the N1 and N2 has led to a deterioration of regional roads within the Breede Valley road network.

The public participation sessions held as part of the Cape Winelands DITP update identified a number of key issues affecting the Breede Valley. These issues are included in the transport needs assessment, including expensive fares, safety and security concerns especially for learner transport, a lack of signage, high volumes of traffic and truck traffic.

PUBLIC TRANSPORT	
Strength	Weakness
Existing minibus taxi transport within the towns and between neighbouring towns	Limited services during off-peak periods, not universally accessible
Existing rail service at Worcester	No service linking other towns within Breede Valley. Currently only a morning and afternoon/evening service being operated
Opportunity	Threat
Create universally accessible facilities	Commuters' limited purchase power, affordability of public transport
PUBLIC TRANSPORT INFRASTRUCTURE	
Strength	Weakness
Existing road-based public transport infrastructure is in a reasonably good condition	There is a lack of shelter at existing facilities
Rail infrastructure not currently being utilised for passenger movement	Underutilisation of facilities during the off-peak
Opportunity	Threat/ Constraint
Provision of shelter at existing facilities	Obsolescence
Utilising the existing rail infrastructure for passenger movement	Capital infrastructure funding
LEARNER TRANSPORT	

Strength	Weakness
A service is being provided	Little information available about learner transport service
Opportunity	Threat
A formalised transport system for learners	Unaffordable or unavailable services for certain categories of learner
FREIGHT	
Strength	Weakness
Current freight route through Worcester	Road infrastructure is inadequate to accommodate the transport of heavy-haul vehicles
Opportunity	Threat
Create formal overnight facilities for truck traffic passing through Worcester	High maintenance cost associated with truck traffic
Create an alternative route for freight movement	
NON-MOTORISED TRANSPORT	
Strength	Weakness
Some existing NMT infrastructure in CBD	NMT infrastructure is not continuous
Existing NMT link from CBD to Zwelethemba	Spatial divide discourages the use of NMT
Opportunity	Threat
Provision of NMT infrastructure and end of trip facilities	Crime in isolated areas without lighting
Provision of bicycles	Bicycles get stolen
TRANSPORT FOR TOURISM	
Strength	Weakness
Variety of tourist attractions	No scheduled services for transporting tourists between attractions
Opportunity	Threat
Provision of a service to transport tourists between tourist attractions	Seasonality of tourist attractions
ROAD NETWORK	
Strength	Weakness
Existing paved road network is in good condition	Majority of traffic is through-traffic travelling on the R60 between the N1 and N2 and on the N1
	Poses safety concerns where schools are located close to high-order roads
Opportunity	Threat
New roads are not required	Pedestrian and vehicle accidents

TABLE 37: TRANSPORT NEEDS ASSESSMENT OUTPUT

The Breede Valley Public Transport Plan (PTP) was undertaken in August 2021 by Innovative Transport Solutions on behalf of the CWDM. The PTP has been incorporated in this BVM LITP. The PTP is in accordance with the minimum requirements and provides chapter inputs into the broader Integrated Transport Plan (ITP) for BVM. The plan focuses largely on non-contracted services i.e., MBT, because that is the main public transport mode within BVM. Although there are other forms of public transport e.g., commuter rail services (Metrorail) and commuter bus (private/commercial bus operators), BVM has limited influence over the quality and extent of these services.

MBTs are the main forms of public transport services in BVM and according to the NLTA, the municipality is required to provide direction and input to the Provincial Regulatory Entity (PRE) on operating licenses. The surveys undertaken and the analysis contained in the OLP chapter of this report will provide guidance on these MBT routes and OLs. This chapter gives guidance to public transport in BVM. It also identifies the main focus areas and actions that can be undertaken to improve public transport in the municipality.

The PTP component includes the following sections:

- Strategic direction
- Public transport challenges
- Improvement areas
- List of priority actions and projects

Strategic Direction

Policies and legislation at National, Provincial and District levels offer key guidance and direction for BVM on how public transport should be approached. Table sourced from the PLTF, describes the various roles and responsibilities relating to public transport. At the local municipal level BVM is responsible for planning, implementing, and managing their integrated public transport systems.

Spheres of government	Key roles and responsibilities
National Government	Policy, legislation and coordination functions Funding, land transport infrastructure and public transport operations
WCG	Provincial planning and coordination functions Capacity building and support, specifically to local municipalities Regulation, including public transport Provision for joint performance of municipal functions
District Municipality	District transport planning function Regulation of passenger transport services (In practice this role seems to be superfluous)
Local Municipality	Local planning, implementation and management of Integrated public transport networks (IPTNs), including: Land transport planning; contracting; infrastructure; management; systems; fare collection; safety and security; and, marketing and communication.

Focus Area	Key Approach to Public Transport Planning
Social	<ul style="list-style-type: none"> • Increase accessibility for rural and urban population • Universal access for people with disabilities • Transport safety for all users but particularly the vulnerable such as learners
Economic	<ul style="list-style-type: none"> • Preserve the road network to maintain good linkages and offer access to economic opportunities • Improve Rural Transport Infrastructure to support rural access • Shift from private passenger (non-captive market) to public transport and NMT to reduce congestion and travel costs
Environmental	<ul style="list-style-type: none"> • Prioritise more sustainable modes such as public transport and NMT (Walking/Cycling/Animal drawn transport) • Shift from private transport to public transport • Reduce trip lengths to reduce emissions
Spatial	<ul style="list-style-type: none"> • Mixed land use developments to reduce travel costs by increasing access to economic opportunities • Locate social housing closer to centres to reduce travel costs and increase access to work/school and other economic opportunities.

	<ul style="list-style-type: none"> • Reduce public transport delivery costs through densification strategies and focusing around economic activity nodes
Governance	<ul style="list-style-type: none"> • Devolving transport to improve transport planning • Coordination across boundaries for integrated planning
Funding	<ul style="list-style-type: none"> • Integrated and cross funding from various sources of funding • Effective utilisation of funding • Public transport and NMT must be prioritised as sustainable modes of transport for the future

This Public Transport Plan for BVM must therefore reflect the same approach but reflect the area specific priorities and actions.

- Public transport and NMT must be prioritised as sustainable modes of transport for the future
- Proactive and integrated planning of public transport services and infrastructure
- A phased approach with incremental changes
- Plan must respond to the rural context with its unique socio-economic challenges and development objectives
- Integrated public transport planning as part of spatial frameworks and new developments
- Explore ways to maximise economic opportunities particularly local economic development opportunities as part of improving public transport.
- Explore ways to maximise efficiencies in funding source

Key Public Transport Challenges in BVM

Public transport in BVM is largely provided by MBTs, which are focused around towns i.e., mainly Worcester, De Doorns, Touwsrivier and Rawsonville with the majority of services occurring in the more populated towns, because of the higher demand for travel. These areas are more profitable for MBTs to provide services, because of the higher number of passengers. However, more rural areas like the farms around these towns consequently have fewer services, because of lower population and lower demand for travel. This limits the extent of access in these areas. This problem is compounded due to the condition of these rural roads. Normal public transport vehicles struggle to provide access to areas where roads are unpaved and in a poor condition.

There are high unemployment levels but also coupled with very low-income levels for those who are working, which means that there are low levels of disposable income for transport. This further impacts the economic marginalisation since they cannot access economic opportunities. Travel is then concentrated weekly Saturdays and monthly All-Pay days from surrounding rural areas to nearest commercial towns.

There are very few formal public transport facilities in BVM. Most of the MBT ranks are informal i.e., not paved, no lighting, no shelters or ablutions and there are very few vehicle embayments and passenger stops. Facilities for NMT are generally non-existent and/or totally inadequate i.e., foot paths, cycle lanes, pedestrian bridges, signalled crossing or ablutions.

A round of public consultation was just completed as part of the IDP process. A summary of the ward priorities for transport from the IDP process was reviewed to understand the main issues and concerns for people in BVM. Also, as part of this

project, consultation with the MBT operators via the taxi associations and the key stakeholders at BVM, CWDM, Transport and Public Works WCG and PRE were consulted as part of the PMTs. The main public transport needs were identified:

- The condition of the road network is poor particularly to access surrounding farm areas. These roads used by public transport make it difficult for operators because it results in serious damage to their vehicles.
- There is limited PT infrastructure particularly in rural areas. De Doorns, Touwsrivier and Rawsonville do not have formalised ranking facilities, while even areas where there are formal ranks as in Worcester ranks, these do not have toilets for passengers. Passengers utilise toilets in surrounding shops or businesses. There are no formal shelters at MBT stops making boarding and alighting for learners and at high volume stops unsafe. Long distance bus facilities currently utilise existing filling stations or shopping malls as stops. There is also no special infrastructure for them.
- Due to a lack of infrastructure at facilities and stops, lack of lighting and pull-off embayments give rise to unsafe conditions particularly for learners being transported to and from school. Lack of lighting is problematic particularly during winter months when visibility is poor due to late sunrises.
- Illegal operators provide door to door public transport services whereas the legal operators don't provide this because of route descriptions.
- Enforcement of illegal operations.
- Concerns were raised by the taxi operators around being included in the planning of new developments so that their needs are considered around infrastructure (ranks and embayments), as well as route planning and applications.
- No funding is available for public transport improvements.

Areas of Public Transport Intervention

The main interventions for public transport in BVM are as follows:

Road Network Improvements

There are a number of areas where the roads are unsurfaced or in a poor condition. This makes it difficult for public transport vehicles to provide services to these areas. In BVM these areas tend to be the rural farm areas as well as the locations in both De Doorns and Worcester. In De Doorns they community calls the Graveyard Road from/to De Doorns location. In Worcester there are a number of streets in Avian Park and Hex Park some of which are the main roads used by MBT serving those communities that require upgrades. Also, in Zwelethemba i.e., within Areas 1, 2 and 3 of Mandela Roads which are in a very bad condition.

Walking and cycling provide a key feeder mode to access public transport as well as an affordable mode of transport in light of high unemployment and low-income levels. It is important that provision for walking, cycling and other non-motorised modes be accommodated in the road reserve with designated pathways and safe road crossings.

Public Transport Facility Improvements

There are a large number of people that use public transport that are captured riders because they don't have access to private modes of transport. But promoting public transport and other more sustainable modes are considered an important priority emphasized in National, Provincial and District transport policies.

Although MBT services are privately operated, they provide the majority of public transport local, inter- municipal and long-distance services in BVM. Currently the majority of MBT ranks are informal. These informal facilities then typically wouldn't have paved areas or designated loading bays, unless they utilise parking lots of existing shops (U-Save and Spar). Also, there are no shelters, or lighting, or ablutions or access to water or commercial opportunities. It is important for BVM to improve the conditions for public transport users by providing some more formalised facilities.

The list of ranks requiring upgrades or new facilities include:

Town	Rank Name & Description
De Doorns	Smiling
	Ondervallei
	Location (plot 1050)
	Spar, U-Save)
Touwsrivier	Spar
Worcester	Brandwacht,
	Tulbagh Street (load for Bellville);
	Bhaka/KC Fruit
	U-Save/Block Rank – need 2 additional loading zones
	Munnik Rank – main rank has lots of potholes and shelters are damaged. Also need water point
	Transhex – need a new rank for new development
Zwelethemba	Mandela Roads very bad condition
Rawsonville	Crime problem, need gate to be able to lock

There is also the need for public transport embayments and shelters along the routes. Current conditions make it difficult for MBTs to safely load or drop-off passengers at stops along the routes. The identification of shelters and embayments need to be identified at higher passenger boarding and alighting points. The need loading and off-loading have been identified in particular.

Town	Rank Name & Description
De Doorns	GG Camp
	Carvalla
	Smiling
	Ondervallei
Worcester	Zwelethemba
	Avian Park
	Riverview
	Hex Park
	Roodeval

Public Transport Safety

Road safety as well as security is a growing concern within the transport sector as well as within public transport. It is important that public transport users and learners are educated on road safety.

There are also concerns around the lack of public transport embayments, lighting and other items that could improve the safety of public transport users.

Public Transport Communication

Regular communication and consultation with passengers and operators are essential for BVM to be aware of all issues and concerns facing the public transport sector. Public transport users are included in the public consultation process as part of the IDP process. But might be useful to in future include a survey specifically of public transport users to understand their concerns and needs.

A Taxi Liaison Committee was set up a few years ago as a forum which facilitates communication with the MBT operators. During COVID these meetings were limited. It is important to keep this structure in place with regular sessions.

Enforcement of Illegal Public Transport Operations

There are a number of areas with high illegal MBT operations. These include:

- Zwelethemba;
- De Doorns;
- Rawsonville to Worcester;
- Worcester to Bellville; and
- Worcester to Mountain Mill Mall

These areas have also been identified as areas that must be investigated possibly for additional operating licenses (OLs). The high number of illegal vehicles may be due to the need for additional OLs which would need to be looked into prior to enforcing.

Integrated Transport Planning

There are a number of new developments that have been identified particularly to provide low-income housing. It is important that these developments also proactively address the need for public transport services to these areas so that provision is made for public transport embayments and facilities.

Also, that the location and form of public transport facilities be conveniently located so that they are accessible to economic opportunities and incorporate ways of maximising local economic development.

Currently demand for public transport travel uses existing passenger volumes surveyed ranks. It has been flagged that this is a significant undercount because there are many passengers that do not go via the rank particularly during the morning peak. It also does not include the illegal supply or latent demand (if there are people that need to travel but there isn't that service available. It is important that BVM undertake a travel survey to better understand travel demand.

Public Transport Projects

Table below summarises the list of priority public transport projects identified. It is imperative that BVM looks at their budget and try to allocate funding towards these priority projects.

No.	Priority Area	Priority Projects	Responsibility
1.	Roads	<ul style="list-style-type: none"> • Roads used for public transport access particularly to locations and rural areas. <ul style="list-style-type: none"> - De Doorns (Graveyard Rd from De Doorns location) - Worcester (approximately 7 streets at the back of Avian Park school; J Bai Road, Avian Location; Hex Park (main road that the taxi use) - Zwelethemba – Mandela Roads very bad condition Area 1, 2 and 3. 	BVM Engineering
2.	Infrastructure	<ul style="list-style-type: none"> • Embayments and shelters at main boarding and alighting points. Need loading and off-loading along main boarding and alighting points. <ul style="list-style-type: none"> - De Doorns GG Camp - Carvalla - Smiling - Ondervallei - Zwelethemba, Avian Park, Riverview, Hex Park and Roodewal • Ranks: Formalising ranks and no ablution facilities <ul style="list-style-type: none"> - De Doorns (Smiling, Ondervallei; De Doorns location (plot 1050); Spar, U-Save) - Touws River (Spar) - Worcester (Brandwacht, Tulbagh Street (load for Bellville); Bhaka/KC Fruit - Rawsonville – crime problem, need gate to be able to lock - U-Save/Block Rank – need 2 additional loading zones - Munnik Rank – main rank has lots of potholes and shelters are damaged. Also need water point. - Zwelethemba – Mandela Roads very bad condition - New rank at Transhex 	BVM Engineering
3.	Safety	<ul style="list-style-type: none"> • Road safety education programmes particularly for learners • Identify high accident locations and possible infrastructure needs to improve safety 	CWDM; BVM Traffic
4.	Enforcement	<ul style="list-style-type: none"> • Enforce ranks/areas with high illegal activity • Enforcement of amephehas/sedan taxis 	BVM Traffic

No.	Priority Area	Priority Projects	Responsibility
5.	Routes	<ul style="list-style-type: none"> • Transhex – add additional authorities on existing route; 972/992 • De Doorns to Khayelitsha • Any new mixed or housing developments; routes must be proactively explored with TAs 	BVM Traffic; Housing, WCG Human Settlements, CWDM; PRE
6.	Communication	<ul style="list-style-type: none"> • Regular taxi liaison meetings with TAs • Consultation with passengers and BVM citizens to understand key issues 	BVM Traffic and TAs
7.	Integrated Transport Planning	<ul style="list-style-type: none"> • New development to be planned in conjunction with public transport. • Travel demand survey 	BVM Housing, WCG Human Settlements, PRE

Project Prioritisation

The main priorities for Breede Valley municipality can be summarised as follows:

- Fast-tracking the approval and construction of the Worcester Eastern Bypass Road connecting the N1 and R60 (East) corridors as well as Worcester Western Bypass Road connecting the N1 and R60 (West)
- Maintenance of existing road and public transport infrastructure to an acceptable level
- Improving road safety and reduction of non-motorised transport and vehicle conflict. Due to the high volume of pedestrian movement in the rural areas consideration of safety issues needs to be addressed through effective design.
- Provision of embayments and pedestrian facilities at schools to accommodate learner transport
- Obtaining required technical and financial support from provincial and national government for the efficient functioning of the transport system. Capacity within the transport planning function needs to be created in order for the municipality to efficiently execute its function.

Budget constraints

Given the current municipal transport budget, a large portion of the funding is budgeted via the Municipal Infrastructure Grant (MIG). This suggests that the municipality has a budget constraint and is requesting funding to compensate for this. The budget is also focused on providing road maintenance for paved roads.

Sources of funding

Municipalities are faced with budget constraints for many reasons but need to provide the municipal services with the funding allocated to them. The funding for municipal services needs to be distributed amongst the various departments to provide these services and transport infrastructure competes with other essential services such as health and housing.

Transport improvement proposals

The source of funding for municipalities is as follows:

- National and provincial allocation and grants, such as conditional and unconditional allocations
- Municipal Capital Replacement Reserves

- Municipal Infrastructure Grant (Department of Cooperative Governance and Traditional Affairs)
- Value capturing, such as property taxes (which may arise through new investments)
- Public Private Partnerships
- Loans
- Other sources such as user charges, advertising, rental of property, etc.

Municipal transport budget and programme

This section discusses the municipal transport budget for the upcoming MTREF period solely. Priorities are implied in the year(s) for which the budget has been allocated.

The 2025/26 MTREF contains a detailed list of road infrastructure projects that will be prioritised and funded. In addition, section 11.4 (c) encapsulates the Provincial Department of Infrastructure and Mobility's expected investment into road infrastructure that will be of benefit to the Breede Valley Municipality as well (but not exclusively).

Description	Finance Source & Description		Draft Budget (2025/26)	Draft Budget (2026/27)	Draft Budget (2027/28)
Not Allocated to Wards					
<u>Upgrading of Roads</u>					
Breede Valley: Roads	3,0	CRR / Own Funding	0	1 000 000	0
<u>Resealing of Roads</u>					
Resealing of Municipal Roads - Rawsonville	3,2	CRR / Own Funding	0	500 000	0
<u>Resealing of Municipal Roads - Worcester</u>					
MIG	8,0	MIG	0	14 950 616	0
CRR	3,2	CRR / Own Funding	0	3 000 000	0
<u>Resealing of Municipal Roads - De Doorns</u>					
CRR	3,2	CRR / Own Funding	0	1 000 000	0
<u>Resealing of Municipal Roads - Touws River</u>					
Resealing of Municipal Roads - Touws River	3,2	CRR / Own Funding	0	500 000	0
<u>Upgrading of Roads</u>					
Municipal Roads (Ward 1, 2, 3, 4, 16, 17 and 18)	3,0	CRR / Own Funding	3 500 000	0	0

Description	Finance Source & Description		Draft Budget (2025/26)	Draft Budget (2026/27)	Draft Budget (2027/28)
<u>Ward Priorities</u>					
Speed Humps	3,0	CRR / Own Funding	1 000 000	0	0
<u>Ward 1</u>					
Upgrading Gravel Roads	3,2	CRR / Own Funding	6 352 250	0	0
Upgrading Gravel Roads	8,0	MIG	2 506 287	0	0
<u>Ward 15</u>					
Reseal of Municipal Roads - Ward 15	3,0	CRR / Own Funding	1 000 000	0	0
<u>Ward 21</u>					
Upgrading of gravel roads	8,0	MIG	26 931 177	0	0
<u>Roads and Stormwater</u>					
Roads - Machinery and Equipment	3,0	CRR / Own Funding	305 000	0	0
<u>Land Infill Developments</u>					
Uitylug Industrial Zone – Roads (Phase 1)	3,0	CRR / Own Funding	500 000	0	14 463 618
Total Budget			42 094 714	20 950 616	14 163 618

TABLE 38: BREEDE VALLEY MUNICIPAL TRANSPORT BUDGET – 2025/26 – 2027/28

PROGRAMME 5.5: LEVERAGING THE MUNICIPALITY'S ASSETS TO ENHANCE THE OPPORTUNITY MUNICIPALITY

PROGRAMME 5.5 (A): INFRASTRUCTURE INVESTMENT

Infrastructure investment, human capital formation and innovation are essential for the promotion of economic growth within a municipality (OECD, 2009). The infrastructure assets of the Breede Valley Municipality (BVM) are managed in accordance with the asset management policy of BVM. The policy is drawn up in line with the relevant statutory and regulatory frameworks and the relevant GRAP standards as set out by The Accounting Standards Board.

Infrastructure assets represent 84% of the total asset component of the municipality and has a total book value of R2 694 267 507 as at 30 June 2024. Listed below are the five biggest asset types of infrastructure assets:

ASSET 1	
Name	Worcester Waste Water Treatment Works
Asset Type	Infrastructure (Sewer)
Asset Value	R204 309 million
ASSET 2	
Name	Reservoir Stettynskloof
Description	Infrastructure (Water)
Asset Value	R148 626 million
ASSET 3	
Name	Residential Consumers Pre-paid
Asset Type	Waste Water Management
Asset Value	400 522 705.22

TABLE 39: TOP 3 INFRASTRUCTURE ASSETS

Furthermore, basic services constitute a significant share of total capital expenditure in Breede Valley. When analysing the table below, it is notable that the biggest percentage of capital expenditure (in the first two financial periods) was allocated to electrical services. This expenditure has (amongst others) been prioritised to expand the bulk capacity to adequately service future developments such as the Transhex Human Settlements project. The municipality remains committed to ensure an equitable spread of capital expenditure across all service classifications to ensure that adequate service infrastructure is delivered.

Classification	2020/21	2021/22	2022/23	2023/24
Housing	0%	0%	0%	0%
Road Transport	1%	9%	13%	16%
Energy Sources	49%	38%	45%	41%

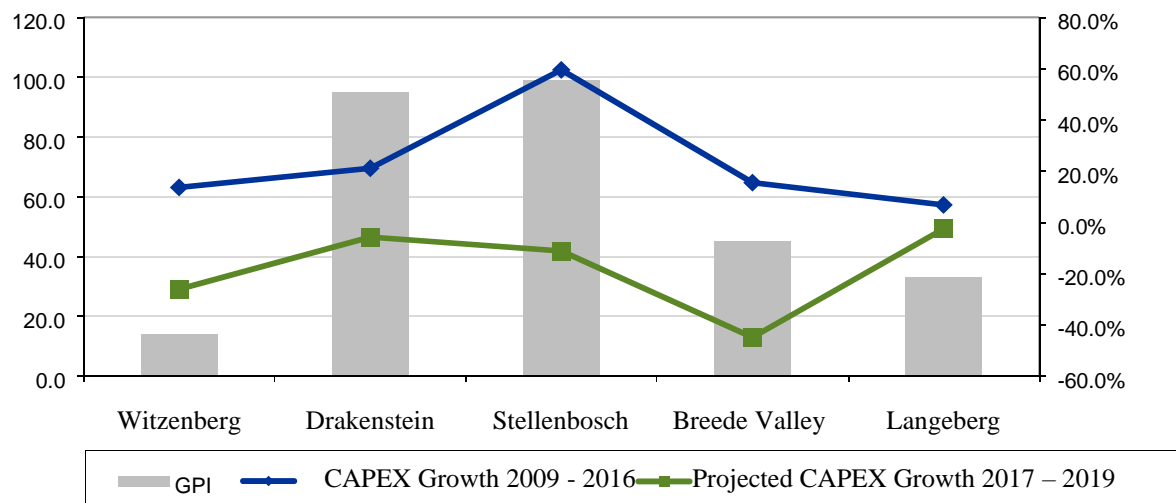
Water Management	8%	6%	27%	6%
Waste Water Management	2%	10%	9%	14%
Waste Management	0%	1%	0%	0%
Other	41%	36%	6%	23%
Total	100%	100%	100%	100%

Source: Breede Valley Municipality Annual Report 2020/21: Capital Expenditure: New Asset Programme

TABLE 40: TOTAL CAPITAL EXPENDITURE FOR BREEDE VALLEY MUNICIPALITY (%) IN TERMS OF THE MTREF

The extent to which infrastructure investment influences economic growth within the municipalities in the Western Cape is evaluated using the Growth Potential Index (GPI) included in the Growth Potential Study of Towns undertaken by the Department of Environmental Affairs and Development Planning. The index provides an analysis of the economic viability of infrastructure investments (as opposed to political, environmental, social and fiscal viability). The potential for economic development that comes about from investment in an infrastructure project is among the most important criteria on which the investment decision should be based.

The GPI in the figure below, provides an indication of the municipalities in which infrastructure investment has the greatest potential for being translated into increased production and employment creation. The GPI is evaluated within the context of municipal capital expenditure (both past and projected).



Source: DEADP, Growth Potential Study 2014; Municipal A-schedules

FIGURE 51: GROWTH POTENTIAL INDEX (2014) AND CAPEX (2009 - 2019)

Breede Valley recorded a GPI of 45 (which is defined as having medium growth potential). Capital expenditure in the municipality has been increasing steadily between 2009 and 2016 at a rate of 15,3 per annum on average. This increased municipal capital investment bodes well for economic growth.

PROGRAMME 5.6: ENHANCING CONNECTIVITY IN BREEDE VALLEY

PROGRAMME 5.6 (A): ICT INFRASTRUCTURE INVESTMENT

Our world has become totally dependent on Information and Communication Technology (ICT) to the extent that a national ICT systems or ICT network outage, for even one day, can be classified as a disaster. The effect hereof cannot realistically and accurately be determined. Hospitals and the banking systems would be the hardest hit considering the extent to which they are dependent on ICT systems. Should such an outage go beyond one day into days or even weeks, the results can be catastrophic. Breede Valley Municipality (BVM) is similarly dependent on ICT and is not exempted from these threats.

The ICT department has therefore endeavoured to provide, within our means, reliable systems, easily accessible data and support to the users. All the essential services a municipality has to render to its clients by law are supported by the ICT department of BVM. This support is mostly for staff members who have offices where they operate from. ICT services available to them consist of telephony, internet and email services, software and data storage services.

A “BVM Digital” mobile application was implemented for the municipality’s citizens. The app’s purpose is to allow citizens to interact more easily and efficiently with the municipality. Part of the strategy is to simplify, modernise and utilise cutting-edge technology where possible.

Information security is critical within any organization. Leaked sensitive information, abuse of information by employees or external access can lead to the destruction of an organization or person/people. There is an acknowledgement that security is a key issue and the IDP recognizes this, especially in the area of records and information. The ICT Department is embarking on a Cyber Security programme to ensure that the municipality is secured. Various layers of software have been procured and installed. However, the gap is a dedicated role that oversees Information and Infrastructure Security across the department.

A cloud migration investigation is underway to reduce the costs of procuring and maintaining hardware and related peripherals, without compromising the safety of data and information. This process will allow the Municipality to replicate systems and data to an external data center. The first phase of the project is to move the Data Recovery center to the cloud.

PROGRAMME 5.7: UNLOCKING THE GREEN ECONOMY

PROGRAMME 5.7 (A): DEVELOPMENT OF ALTERNATIVE ENERGY SOURCES

In order to address the challenges of climate change, Breede Valley Municipality will increasingly have to transition to a Green Economy in the future. The primary policy approach in respect of climate change response is framed within the National Climate Change Response (NCCR) White Paper (2011). This document outlines strategic priorities, provides direction for action and delineates responsibilities for the different spheres of Government. Section 10.2.6 notes the key role of local government as a site of climate change response delivery flowing from its responsibilities as detailed in the objectives and

powers and functions accorded to Local Government in the Constitution of South Africa (108 of 1996) and the Municipal Systems Act (32 of 2000) and Structures Act (117 of 1998).

The current crisis in the electricity sector relates to electricity supply shortages and an increasing carbon footprint. It is imperative that the green economy concept be regarded and pursued as a tool to transform the current state of the local economy to one that is more sustainable from an economic, social and environmental perspective. The transition would include transforming the local electricity sector to one that is more sustainable and aligned with the green economy concept. Strategic green economic investments are expected to impact positively on a number of indicators across a number of sectors such as electricity supply, renewable energy share, employment and greenhouse gas emissions. Pressing policy concerns and rising public awareness on energy and environmental issues are forcing municipalities to assume a more active role in this sector.

Municipalities are now expected to plan and respond to climate change in the midst of facing challenges such as the inability to predict with certainty the future conditions to which adaptation is needed, limited skills and capacity at the local level and pressing short-term needs drawing on limited municipal funds. It is against this backdrop that a need to prepare South African municipalities towards transition in the field of green economy emerges.

South Africa has a fairly long list of green economy related policies and programmes, most of which are recent, including: the Long Term Mitigation Scenario, New Growth Path, South Africa Renewables Initiative, Industrial Policy and Action Plan 2; Medium Term Strategic Framework, National Solar Water Heating Strategic Framework, Draft Carbon Tax Option, Integrated Resources Plan (2010-2030), National Climate Change Response Strategy, National Development Plan - Vision for 2030, Renewable Energy Feed-In Tariff Regulations, National Energy Efficiency Strategy, Green Economy Accord, Atlases (including Wind, Carbon Capture and Storage, Solar, and Risk and Vulnerability), the Carbon Disclosure Project (CDP), CDP Water, Energy Efficiency Accord and King IV.

Contributions to the green economy go further than our choices for energy and transportation; and require active and sustained investment in protecting the natural environment. Water resources, functional ecosystems and biodiversity have emerged as critical inputs to both rural and urban livelihoods and wellbeing. Moreover, programmes such as the Expanded Public Works Programme, which encapsulates initiatives such as Working for Water, Working for Wetlands and Working on Fire continue to create significant numbers of jobs and opportunities for skills development and the growth of small to medium enterprises. Continued investment in ecosystem-based adaptation and conservation practices will set us on a vital path to meeting employment and sustainable development goals.

From a renewable energy / alternative electrical supply perspective, BVM commenced with initial investigations on the implementation of renewable energy technology systems. Council approved the Policy on Small Scale Embedded Generation (SSEG). The purpose of this document is to give guidance regarding Breede Valley Municipality's requirements and application process for connecting all forms of small-scale embedded generation technologies such as photovoltaic systems to the Breede Valley Municipality electricity network, including renewable energy systems. The objectives are to:

- encourage the use of renewable energy in the energy resources mix of Breede Valley Municipality; and
- provide guidelines and regulate small scale embedded generation installations in Breede Valley Municipality licensed electricity distribution area.

PROGRAMME 5.8: UNLOCKING THE TOWNSHIP ECONOMY

PROGRAMME 5.8 (A): ESTABLISHING THE ZWELETHEMBA COMMERCIAL CORRIDOR

Zwelethemba is the former black township in Worcester. Spatially it is separated from the CBD by the industrial area, the Hex River, a railway line and the R60 provincial road. There are very limited formal shopping facilities in the form of a small supermarket of a national chain, but a fairly well-established informal trading sector. The existing road reserve along the main road is very wide and will not be needed for road purposes. It is unpaved at present and has potential to become a much more valuable space in Zwelethemba as most of the people travel by foot. The need for more shopping facilities to avoid having to always travel 5km by taxi to the CBD was identified during RSEP-focused public participation. It was therefore decided to conceptualise a project to address this need as part of RSEP.



After a council resolution, a vacant piece of council owned land next to the Zwelethemba library was alienated through a tender process to unlock it for development. In addition to this development, the upgrading of the Mtwazi Street Road reserve with paving, landscaping, street furniture and facilities for informal traders was identified as a need. In order to ensure that the community's needs are addressed and to garner their support for the project, extensive public participation in the form of surveys, information gathering workshops, the election of a steering committee, a visioning workshop, scenario development and activation of smaller initial interventions was embarked on. All the ward councillors and role-players along the corridor and in Zwelethemba were included in the process, which is driven by the BVM and their consultants the VPUU NPO. The

outcome of this process was a precinct plan and management model which was presented to and accepted by the project steering committee and the BVM mayoral committee and which guided the implementation phase, which commenced in 2018/19.

R3,325 million RSEP funding was originally budgeted in total and an additional R1,9 million RSEP funding was secured after a successful funding application to the Western Cape Department of Environmental Affairs and Development Planning. The tender for the construction of the facilities closed on 30 November 2018 and construction commenced in May 2019. Practical completion of the project was reached in October 2019. The result was a vastly improved pedestrian experience, and the creation of much needed recreation facilities in the public space.

However, during a routine inspection for defects (a year after practical completion), a significant degree of vandalism on the soft landscaping was noted, whilst the hard landscaping was still mostly intact. This significantly jeopardises the longevity of the facility for future use and benefit thereof. The community is encouraged to take ownership of the facility and landscape in order to maximise its useful life and ensure that future generations are bestowed the opportunity to enjoy the benefits thereof. In addition to the above, BVM's PMU and LED Office are in process of investigating the feasibility of constructing informal trading infrastructure within the corridor and surrounds (as reflected in section 5.3). In 2022/23 additional RSEP grant funding was obtained and spent on upgrading an additional section of the sidewalk in Mtwazi Street between the Zwelethemba library and Africa Avenue.

Although the RSEP component has been successfully completed, BVM remains committed to strengthening the Zwelethemba Commercial Corridor by exploring opportunities to (amongst others) formalise and enhance informal trading infrastructure. This ongoing process will ensure that the corridor continues to evolve as a sustainable and accessible economic hub, ultimately fostering local economic growth and improving community livelihoods.

PROGRAMME 5.9: RURAL DEVELOPMENT

PROGRAMME 5.9 (A): EXPANDING RURAL AND AGRICULTURAL DEVELOPMENT

The development of rural nodes in the municipality is inextricably linked to the development of farmworkers and agrarian land and the development of agriculture in the Breede Valley. It is imperative that the municipality drives a process that will facilitate the registration of farm residents on the housing demand database, or what is commonly known to many as the housing waiting list. Farmworkers must also be included in all future plans of the municipality in terms of development and access to all basic services they are entitled to. The municipality might not be in a position to deliver other services on farms, but we certainly

have a responsibility towards the farm residents in providing access to opportunities to help them create a better future for themselves.

Farmworkers, especially the youth and other vulnerable groups such as women and the elderly, must be assisted in all ways possible. We need to facilitate the process that will allow us to have a platform to engage the community of farmworkers and tend to the safety, health and welfare, sport and recreational, educational and economic wellbeing of all farm residents.

This process can be followed by utilising initiatives such as:

- Mass communication (all local media)
- Registration drives and municipal outreaches to all farms in the Breede Valley
- Contacting all farmers/owners, associations and farmworker unions

Since August 2015, the Department of Rural Development and Land Reform has rolled out the Rural Poverty Household profiling in Ward 2-4 in De Doorns to address the extreme poverty experienced by rural communities. It is envisaged that the following programmes will emanate from the household profiling, and will resort under the CRDP umbrella programme:

- Rural poverty reduction
- Establishment and Registration of Primary Cooperatives
- Support of Secondary and Tertiary Cooperatives
- Facilitation and Support of rural industries through various training interventions
- Support rural business

This intervention is particularly significant against the background of huge scale agricultural migration to the De Doorns area between September and March each year, when close to 11 000 workers are attracted to the area. This has huge implications for Breede Valley Municipality in its planning to deliver municipal services, especially refuse removal, proper clean toilets, running water for all, recreational facilities for children, access to housing, health services, crèche facilities and food security. The municipality needs to take cognisance of the agricultural infrastructure in the Breede Valley Municipality when planning rural development initiatives (see maps below). The total dry land available in Breede Valley is 5 33,2 ha and land under irrigation amounts to 26 821,5 ha.

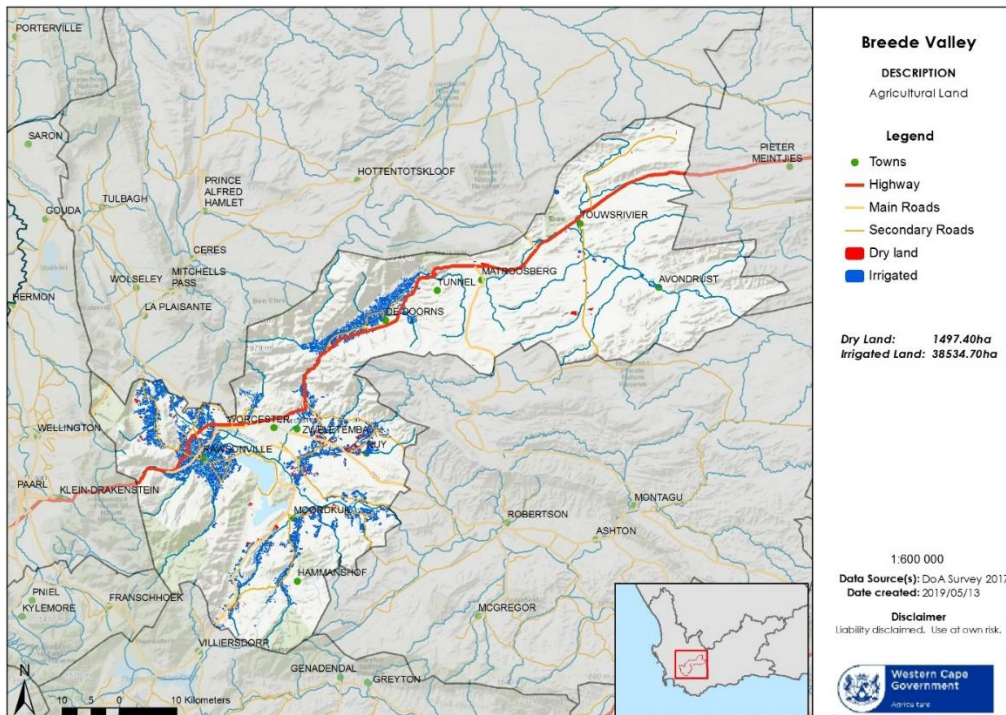


FIGURE 52: AGRICULTURAL LAND

The soil type found in Breede Valley is predominantly calcareous soils in the Touwsrivier area, with eutrophic soils found in the Rawsonville area. The rest of the Breede Valley is characterised by non-calcareous soils (see Diagram).

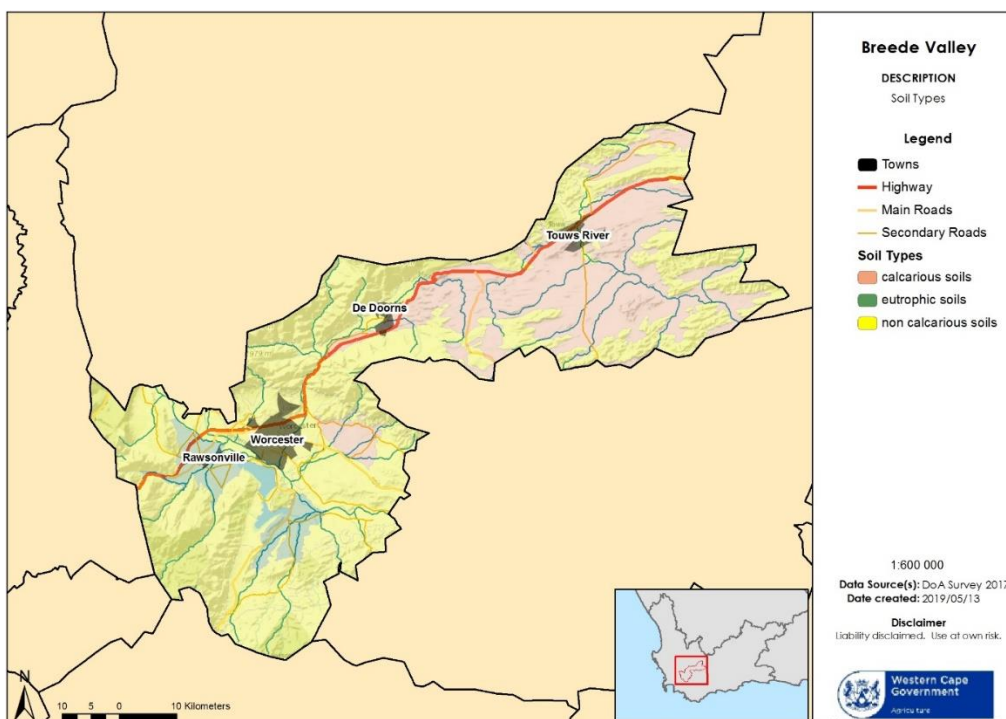


FIGURE 53: SOIL TYPES

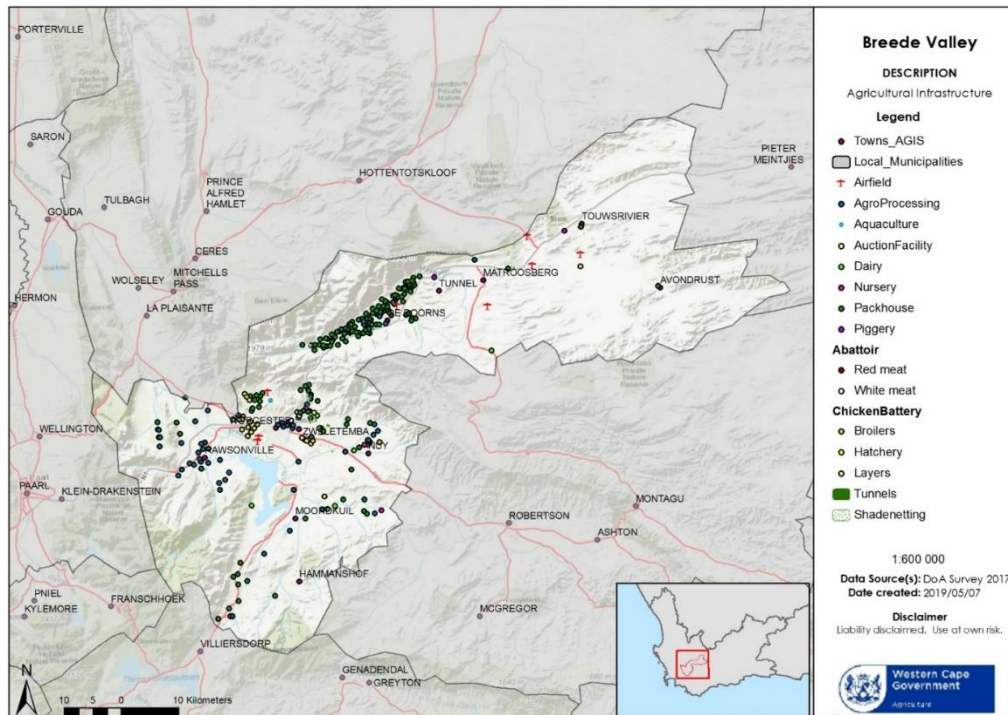


FIGURE 54: AGRICULTURAL INFRASTRUCTURE

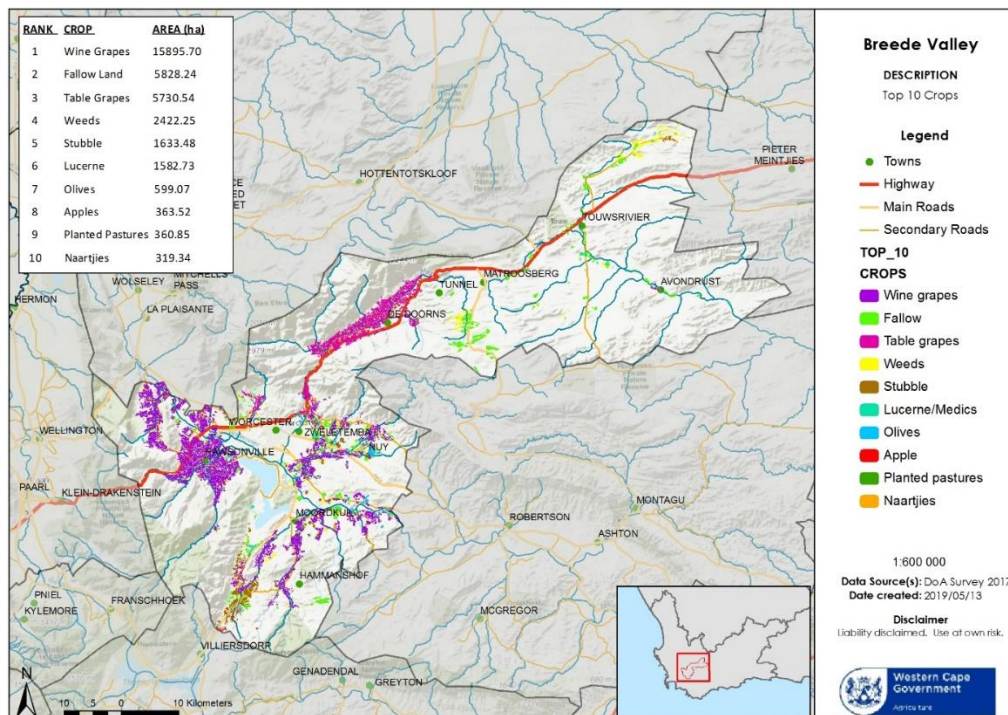


FIGURE 55: TOP 10 CROPS

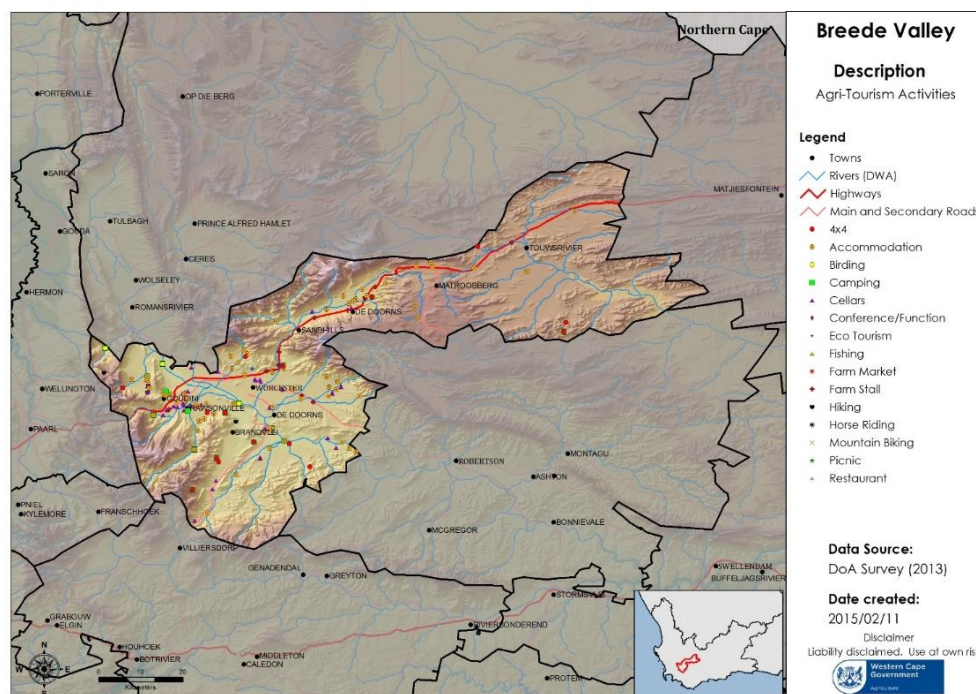


FIGURE 56: AGRI-TOURISM ACTIVITIES

Expanding growth in the wine grape industry

There are a number of opportunities for growth within the Province's wine grape value chain. These include the increase in existing market demand for wine and development of new markets, both locally and internationally (DAFF, 2015). The Western Cape Government has set out, as one of their goals in the Provinces' growth plan, under Project Khulisa, to double local wine exports to Angola and China. This has been identified by the plan as an opportunity to increase the consumer pool for South African wines. The most significant increasing market for the Western Cape has been the development of wine tourism, another output of the Provinces wine value chain (MERO, 2016).

In Breede Valley wine processing within the wine regions has stimulated organised wine routes. These wine routes offer wine cellars open to the public and have resulted in the designation of Cape Town in the Great Capitals Wine Network, (a global network of renowned wine producers). Currently there are approximately forty-four wine farms that also have restaurants for tourism purposes (DAFF, 2015). Furthermore, the actual volume of wine sales through direct cellar door sales is not likely to be very significant in absolute terms – with the exception of some flagship properties such as Vergelegen, Boschendal or Constantia based cellar farms (DAFF, 2015). As its significance, currently, is it creates an opportunity for further marketing of Western Cape wines, both locally and internationally.

As indicated in the 2015 South African wine industry insights survey conducted by PWC, some wine producers are making use of government support (PWC, 2015). However, a large portion of wine producers surveyed indicated that they are unaware of government support currently being offered such as the Enterprise Investment Programme (EIP), Manufacturing Competitiveness enhancement programme, Export support, Jobs fund, Employment Tax Incentive (ETI) and Section 12L

energy efficiency (PWC, 2015). Engaging service providers to assist with this could provide organisations with an opportunity to make use of the available programmes. Additionally, environmental sustainability assurance has been formally marketed through the Sustainable Wines South Africa seal, recognised by all Integrated Production of Wine (IPW) accredited producers. The continued participation by accredited producers in the integrated production of wine schemes indicates the industries commitment to an environmentally sustainable industry and provides an opportunity for further environmentally sustainable practices to be applied in the production of wine.

Expanding growth in the stone fruit industry

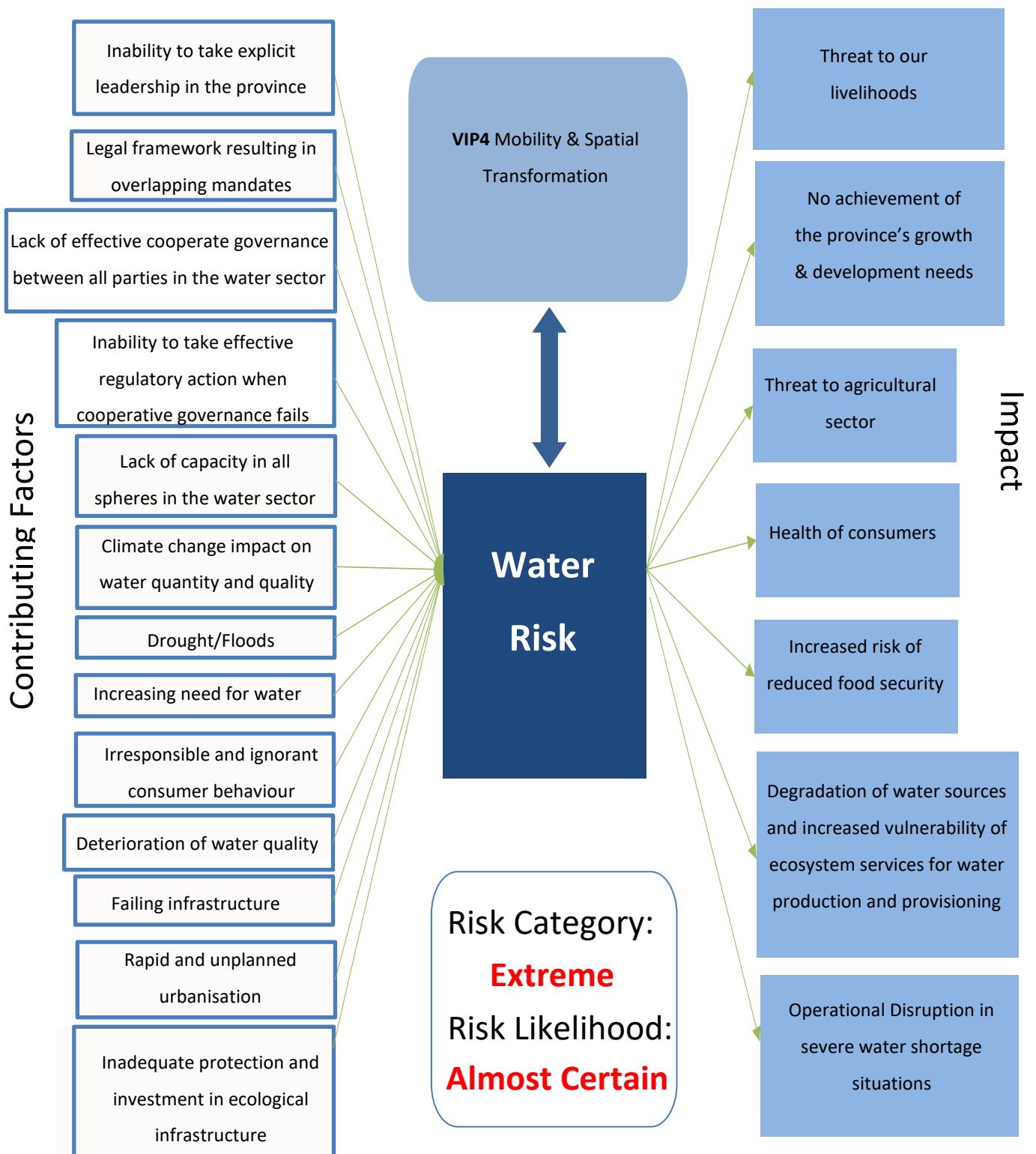
There are two main opportunities in the stone fruit industry. The first is the promotion of sustainable and social responsible agricultural practices due to the legal requirements of the European Union and North American Trade Organisation countries. There is an increasing trend in the international cash crop and agricultural export industry in the demand for fair trade and sustainably (environmentally friendly) produced goods. The second is the opportunity to diversify the export market and increase the local consumption of stone fruits. It is believed that the export market is still fairly underdeveloped as most exports are destined for a small number of countries clustered in either Europe or the Middle East. There is a major opportunity in increasing exports to other African, including Southern African, and Asian countries due to the lack of production of stone fruits in those countries (Department of Agriculture, Forestry and Fisheries, 2015).

The main opportunities for government to get involved is in terms of financing of processors. Finance, especially in terms of access to finance by processing and exporting companies has been cited as a major challenge in the industry in the CWD.

It was also argued that the gap in financing for agri-processors in the stone fruits industry can be filled by government actors such as the Department of Trade and Industry. Government can also assist in the provision of infrastructure, especially cold storage facilities at the main points of export such as the harbour in Cape Town. Another important opportunity lies in the fact that the export demand is said to be increasing, especially in countries such as Britain and Israel. Processors are willing to expand, yet finance challenges constrain expansion in the Cape Winelands District.

Responding to the water scarcity and drought situation

The following summarises contributing factors and impact in the current water situation in Breede Valley and the Western Cape:



Our responses:

- Ensure all necessary **risk reduction measures** in place to manage future droughts effectively
- **Standardisation of water uses, water tariffs and restrictions**, as well as **enforcement measures** where a disaster (drought) risks might be moderate to high
- Protect groundwater resources (geohydrologists required in municipalities)
- Investigating the possible use of **alternative water resources** i.e. reclamation of water (**reuse**), groundwater, increased rainwater harvesting, etc.
- **Model by-law pertaining to water use and water restrictions**
- The implementation of an area-focused finalisation of disaster preparedness and **response plans** by all stakeholders
- Include risk reduction measures and associated funding in all future **Integrated Development Plans**
- S35 Disaster Management Act: All municipalities must take adequate measures to prevent water insecurity due to drought
- Land use and planning: Protect and invest in our natural water source areas
- Ensure good land use management and catchment management
- Promote efficiency of water use:
 - Address water losses (especially non-revenue water)
 - Actively promote the reuse of treated wastewater – target appropriate users
 - Industrial water cascading, foot printing and setting of best practice benchmarks
 - Actively promote conservation agriculture, drip irrigation and accurate water metering, especially in the agricultural sector
 - Undertake water-sensitive urban design
 - Undertake continuous awareness drives to ensure permanent change in public and government behaviour and reduced per capita water utilization
 - Development and implementation of a Drought Contingency Plan
 - Development and implementation of a Water Conservation and Demand Management Plan
 - Implement water restrictions
 - Re-use of Grey water
 - Re-use of Effluent from wastewater treatment plants
 - Installation of Boreholes

CHAPTER 6: THE SAFE MUNICIPALITY

SAFETY

Breede Valley Municipality aims to partner with the community, other government departments and community organisations to provide a safe environment in which communities, especially women and children, can thrive in pursuit of good community values.

The main focus of Breede Valley Municipality as a safe municipality is to create a municipality where every citizen feels safe and where high crime levels are addressed through a whole-of-society approach in partnership with our social partners and the South African Police Service. We as the municipality are of the view that entrenching human dignity of all its people through the building of social capital in our communities will lay the foundation of Breede Valley as a safe municipality. Building safe communities is fundamental in fostering a culture of respect for person and property.

Breede Valley Municipality has identified the following strategic objective to drive the realisation of the safe municipality:

STRATEGIC OBJECTIVE 3: TO ENSURE A SAFE, HEALTHY, CLEAN AND SUSTAINABLE EXTERNAL ENVIRONMENT FOR ALL BREEDE VALLEY'S PEOPLE

The objective above will be unpacked in more detail below, and will be pursued through the implementation of the following lead programmes and interventions:

PROGRAMME 6.1: CREATING SAFE COMMUNITIES

PROGRAMME 6.1 (A): RE-ESTABLISHING THE BREEDE VALLEY COMMUNITY SAFETY FORUM

Community Safety Forums are designed to target the root causes of particular types of crime at local level. It is common knowledge that crime stems from a host of factors such as lack of opportunities and recreation, poor family structures, inadequate by-law enforcement and police visibility, inadequate housing infrastructure and unemployment. This suggests that greater control and coordination is required within and amongst all spheres (government, private sector & civil organisations) in order to collectively strive towards safer and more secure communities.

A safe community is characterised as one in which residents are able to feel safe at home or in public, during the day and at night. In a safe community, no one is assaulted, abused, raped or harmed by family members, friends or strangers. In a safe community, everyone has access to housing that is adequate and affordable. Everyone lives in neighbourhoods where they are able to freely walk around, play outside and interact with one another. A safe community is accessible by all its citizens – regardless of physical and/or intellectual ability. No one experiences barriers to mobility, employment or services. In a safe community, diversity is valued and there is no racism or discrimination.

A safe community contains quality services (e.g. youth programs, day-care, training, etc.) and well-designed infrastructure (safe buildings, public spaces and streets). Safe communities are also synonymous with safe workplaces in which employees are equally free from violence and harassment.

A safe community can be measured by the perceptions and experiences of its most vulnerable citizens. When women, children, senior citizens and other marginalized individuals perceive and experience security and safety, free of fear and prejudice, only then can a community regard itself as having secured a preferred level of safety and security. The table below depicts the key building blocks towards building safer communities:

Building Block	Title	Description
1	Safe and Accessible Design	The physical environment provides the foundation for safe and healthy communities. Our streets, buildings, parks and commercial areas can be designed to promote ease of use (accessibility) and minimize risk, especially for those who are the most vulnerable to crime and victimization.
2	Healthy and Strong Neighbourhoods	Building healthy neighbourhoods goes beyond the scope of solely investing in bricks and mortar. Social support (e.g. adequate housing, recreational facilities, employment and training programs, quality childcare, and community-based prevention initiatives) must be prioritised and implemented to address the root causes of violence and crime and improve the quality of life for residents.
3	Policy and Guidance	Comprehensive community planning and development forms the foundation of healthy communities. Planning influences our quality of life in a wide range of ways: local economic development, housing development and design, parks and recreation program provision, public transportation, and the design and maintenance of public facilities.
4	Coordinated Actions	Everyone has a role to play in creating a safer community. The development of partnerships and coordinated actions across geographical and sectoral boundaries is vital to ensure that crime prevention and community safety strategies are relevant and achievable. Collective efforts can also leverage greater community involvement and accentuate public education efforts.

TABLE 41: KEY BUILDING BLOCKS TOWARDS CREATING SAFER COMMUNITIES

On 7 November 2019, the municipality conducted a safety summit with various stakeholders to primarily develop an all-inclusive safety plan for the municipality (to – amongst others – realise the above). One of the activities emanating from the summit was the reaffirmation of the need for a Community Safety Forum (CSF). This forum will ultimately be responsible for coordinating and streamlining all safety initiatives earmarked for implementation throughout the municipality. It should be noted that the CSF will not replace other existing structures such as the Community Policing Forum (CPF) or the neighbourhood watches. The municipality will be supporting the establishment of ward-based neighbourhood watches and will consult the Department of Community Safety for additional support in this regard. In addition, BVM currently participates on the District Safety Forum where all safety matters, interventions and plans are discussed. As a result, BVM is able to leverage support from the Cape Winelands District Municipality in terms of implementing its safety plan.

It is also imperative that all key stakeholders and partners fulfil their role and assume responsibility for actively participating in safety initiatives. Hence, safety in schools, at hospitals, on farms, at all government departments, in public and in all towns and communities must be better coordinated to ensure that law enforcement agencies are adequately supported in the fight against crime. Safety requires a collaborative approach across all spheres and sectors of society.

The four elements of the safety plan are:

1. Safe and Accessible Design
2. Healthy and Strong Neighbourhoods
3. Policy and Guidance
4. Coordinated Actions

Community Safety Forums

Background

CSF are designed to target the root causes of particular types of crime at local level. It is common knowledge that crime stems from a host of factors such as lack of opportunities and recreation, poor family structures, inadequate by-law enforcement and police visibility, inadequate housing infrastructure and unemployment. This suggest that greater and coordination is required within and amongst all spheres especially relating to matters of safety and security.

Objective of the Breede Valley CSF

The objective of the Breede Valley CSF is to (amongst others):

- provide communities an opportunity to (through organisational structures) participate in the development and local planning and monitoring of safety plans;
- promote closer co-operation and access to basic services at local level in order to improve living conditions and community cohesion; and
- support and enhance crime prevention and public education programmes in partnership with relevant organs of state and communities.

Functions of the Breede Valley CSF

The primary functions of the Breede Valley CSF include:

- a) Develop a local social crime prevention capacity.
- b) Conduct a safety audit and develop a Local Crime Prevention Strategy and Plan.
- c) Facilitate linkages of the Local Crime Prevention Strategy and Plan
- d) Coordinate, oversee, monitor and evaluate the implementation of Local Crime Prevention Strategy and Plan programmes or projects.

Roles and Responsibilities of the Breede Valley CSF

The roles of the structure are organized in the following manner:

Level	Responsibility
Provincial Department of Community Safety	Planning, Co-ordination, Support, Capacity Building, Mentoring, Monitoring, Oversight, Accountability
Local Municipality	Research, Problem Solving, Integrated Planning, Co-ordination, Project Implementation, Oversight

TABLE 42: ROLES AND RESPONSIBILITIES OF THE BREEDE VALLEY CSF

In addition, the Breede Valley CSF will have the following responsibilities:

- assist in the review, facilitation and implementation of the Breede Valley Safety Plan;
- mobilize resources of the National, Provincial and Local Government as well as support through the Community Police Forum (CPF), Non-governmental and community-based organizations in the Breede Valley area;
- review the level of safety throughout Breede Valley and develop appropriate safety interventions;
- receive and consider regular reports on the safety plan;
- hold regular meetings (solely related to safety & security);
- communicate outcomes;
- establish and maintain database of stakeholders;
- seek accreditation as a forum;
- administer the affairs of the forum;
- resolve conflict and build consensus.
- build capacity of the key resources in Breede Valley to Promote safety;
- facilitate teambuilding;
- get update on the progress on key priority issues;
- play an oversight role on the functioning of the forum;
- give input, guidance and direction on appropriate strategic interventions to address safety in Breede Valley; and
- provide (financial and non-financial) support for effective implementation of safety programmes

As per the building blocks identified in the introduction, the following action plan has (based on extensive research, community-based project experience, and feedback obtained from citizens and community experts) been identified for consideration and subsequent implementation:

1. SAFE AND ACCESSIBLE DESIGN		
1.1 SAFETY AUDITS		
ACTION ONE	Progress	Next steps
Review past audits, update community safety plans	No Municipal Safety Audit was done yet. Individuals conducted safety audits with clients and keeps the data for their usage and purposes. All safety plans from the different role players must reviewed and combined into one plan	A municipal community safety audit must be done to help inform and coordinate better planning processes
ACTION TWO	Progress	Next Steps
Conduct site audits in high priority areas identified as experiencing challenges	No Specific site audits were conducted to date and we rely on information as reported to and by SAPS. The budget constrains across all departments prohibits an effective approach for these purposes	Site audits must be conducted in hotspots, high crime communities to absorb the current crime rate and enable service delivery for everyone
ACTION THREE	Progress	Next Steps
Update progress and develop a data base of audit recommendations	The development of a database of audit recommendations must be all inclusive. All partners must ensure that their needs, concerns and views are incorporated into the database	A database must be developed and must contain all the information needed to guide implementation and provide for active participation
1.2 SAFE DESIGN GUIDELINES		
ACTION FOUR	Progress	Next Steps
Incorporate community safety design guidelines into the assessment process for development applications	Current municipal bylaws are in place. But are not being enforced as aggressively to make a bigger impact on illegal activities in the town	To encourage more interaction between all role players to understand the bylaws better and to help ensure more residents become aware of the different bylaws and their roles and responsibilities in the entire process
1.3 DEVELOPMENT INCENTIVES		
ACTION FIVE	Progress	Next Steps
Review relevant by-laws and policies to identify opportunities for creating incentives for developers to use safer design guidelines	Current bylaws and policies must be reviewed and be brought in line with the aim to create a safer community, by means of creating opportunities for the	Conduct public consultation processes better and ensure development across all sectors speak towards a common goal. Developers coming in must be made aware of the current situation and be instructed via

1. SAFE AND ACCESSIBLE DESIGN		
	creation of incentives for developers to use safer design guidelines	bylaws and policies to ensure that they contribute towards a safer community. Rewards and incentives must be developed to encourage this

TABLE 43: BUILDING BLOCK 1 - SAFE AND ACCESSIBLE DESIGN

2. BUILDING STRONG NEIGHBOURHOODS		
2.1 NEIGHBOURHOOD PROGRAMMING		
ACTION SIX	Progress	Next steps
Support affordable / no cost local, neighbourhood-level services, programming and supports	The General feeling is that little to no support programmes exists in the community	Community development programmes for the youth must be developed in conjunction with all other Stakeholders
ACTION SEVEN	Progress	Next steps
Support neighbourhood building and management efforts	Municipality not fulfilling this role and many communities are deteriorating as a result	A neighbourhood revitalization programme must be developed
		Policies must be pro-poor and aligned to ensure that communities benefits from it
2.2 YOUTH DEVELOPMENT		
ACTION EIGHT	Progress	Next Steps
Support youth development through regional collaboration	No support for young people in communities	Support programmes to be developed across all areas in the communities - Recreation - Education & training - Social services - Health services - Capacity building & empowerment - Jobs - Local economic development
		Relevant partners must be identified, and the youth development policy must be reviewed
ACTION NINE	Progress	Next steps
Support drug prevention planning and programming	Local Drug Action Committee established but not enough awareness being done in communities.	Awareness programmes must be done more aggressively in all communities.

2. BUILDING STRONG NEIGHBOURHOODS		
	We do have a rehabilitation facility but not everyone gets access to the programmes Outpatient support groups are running but not reaching enough ex-addicts	Make information more accessible Communities need to work with the police
2.3 SAFE, AFFORDABLE HOUSING		
ACTION TEN	Progress	Next Steps
Develop a strategy for housing safety, provision and access	Transhex housing project on the way but older communities and houses are not considered to be safe	Housing consumer education must be done to all new homeowners and those that receives title deeds
	Access to affordable housing do exist but many conditions don't not allow community members to obtain houses	Communities must be encouraged to safeguard their own homes
2.4 PUBLIC TRANSIT		
ACTION ELEVEN	Progress	Next Steps
Implement the Regional Transit Business Plan to expand services and address affordability, accessibility and safety of the regional transit system	Taxis are the only mode of public transport in the town. Public roads are in poor conditions in the outer communities	A transit business plan must be developed that includes stricter rules for taxis that aren't roadworthy

TABLE 44: BUILDING BLOCK 2 - BUILDING STRONGER NEIGHBOURHOODS

3. POLICY AND GUIDANCE		
3.1 COMMUNITY SAFETY LENS		
ACTION TWELVE	Progress	Next steps
Develop a Community Safety Lens	Current policies not written from a safety perspective	All policies must be developed with a safety lens
3.2 OFFICIAL COMMUNITY PLANS		
ACTION THIRTEEN	Progress	Next Steps
Ensure all Community Plans and related by-laws contain goals, objectives and policies to support community safety	Current plans do not have a specific focus to support community safety and that the By-Law enforcement must be implemented more strategically and in cooperation with all other stakeholders including the Communities	Streamlining of all efforts to contribute to the better implementation of policies. Coordinate engagements between stakeholders to ensure that alignment of efforts takes place

3. POLICY AND GUIDANCE		
	By Laws mostly enforced in Worcester and to lesser extend in the other towns	All towns must benefit from By Laws being developed in Worcester. By Law Enforcement must take place in all towns and not only Worcester
		Plans must be clear, direct and all inclusive
3.3 INTEGRATING SAFETY WITH SOCIAL DEVELOPMENT		
ACTION FOURTEEN	Progress	Next Steps
Increase awareness of linkages between promoting safety and social development	SAPS, FIRE Department and Department of Social Development does have current awareness programmes in all towns at schools and creches but there will always be a need for more education on substance abuse, crime prevention and fire and life safety programmes	Other community structures must come onboard to broaden these programmes. Teachers can be used to do these awareness programmes. First respondents must be trained in all communities Ward-based neighbourhood watches must be established and work with the local CPF and SAPS offices
		Local government must play a bigger role to coordinate all programmes via the operations of the Community Safety Forum. Ward Committees must be used aid in becoming first respondents, first aiders etc.
3.4 EMERGENCY SERVICES AND PLANNING		
ACTION FIFTEEN	Progress	Next Steps
Review emergency policies in consideration of the increased vulnerability of women, seniors and people with disabilities during times of disaster	Current services are not sufficient in all towns Limited staff and resources contribute to the fact that not everybody can be helped as and when required	Provide first aid training to Ward Committees and Ward Councillors, all teachers and every other interested person Create better accessibility for all disabled persons for emergency services Disaster Management plan must become public information to ensure committees knows what to do during disasters

3. POLICY AND GUIDANCE		
	Fire Department can provide first aid training to everyone interested	Planning in this regard must consider all relevant aspects to ensure that emergency vehicles can reach people when called out

TABLE 45: BUILDING BLOCK 3 - POLICY AND GUIDANCE

4. COORDINATED ACTIONS		
4.1 REGIONAL SAFETY ADVISORY COMMITTEE		
ACTION SIXTEEN	Progress	Next Steps
Assess progress and terms of reference of the Community Safety Advisory Committee to determine an appropriate mandate, structure and partnership framework for the current term and beyond	None	Establish such a forum – region safety advisory committee. Co-opt people from all relevant stakeholders (department of education: safe schools, SAPS, Agriculture: upcoming farms how do you safeguard your things) doing part of establishment
4.2 PUBLIC EDUCATION / TRAINING		
ACTION SEVENTEEN	Progress	Next Steps
Establish central information links	Chrysalis academy – quarterly based	Crime prevention programme
		Public Awareness programme for the youth, holiday programmes , Anti-doping programme ,substance abuse, youth sport programmes etc. rugby on Saturdays using schools or children in wards to address school dropouts, FAMSAs for parental skills ,agriculture can provide training to establish vegetable gardens ,cleaning projects in areas to establish employment(Avian Park seen as a risk)
ACTION EIGHTEEN	Progress	Next Steps
Provide regular education and training for staff and elected officials on safer community planning, and as part of orientation	Establish victim support system, safe house for women and children, getting drug testers equipment for parents to test children at home (safe schools), parenting skills	Train more members of the community, to get Department of Justice and Constitutional Development involved
4.3 PARTNERSHIPS AND FUNDING		
ACTION NINETEEN	Progress	Next Steps

4. COORDINATED ACTIONS		
Continue to develop and establish collaboration and partnerships across all sectors	To allocate funding to employ a project lead to keep the program ongoing	To avail funding from the municipality or any other department, to register community safety forum as an organization to generate funding for programmes
	Person should then be involved in organizing programs, register community safety forum as an organization to generate funding for such programmes. Involving churches with youth programme	
ACTION TWENTY	Progress	Next Steps
Develop community grants programme and guidelines	Establishment of youth café in in progress	Liaise with DSD provincial office to finalize the project
		Appoint a service provider to operate the youth café and serve the entire municipal area

TABLE 46: BUILDING BLOCK 4 - COORDINATED ACTIONS

Five-year Strategic Framework

The actions listed in the section above, served as point of departure towards the formulation of the five-year strategic framework, as depicted below:

No	Recommendations/Activities	Goals	Year 1 – 21/22	Year 2 – 22/23	Year 3 – 23/24	Year 4 – 24/25	Year 5 – 25/26
1	Re-establish the CSF in the Breede Valley municipal area	<i>To develop links between the stakeholders, government, non – governmental and civil society institutions and the Breede Valley municipality</i>	Appointment of an Official, to coordinate the CSF in the Breede Valley municipal area. Conduct an Annual Community Safety Summit	Dedicated official allocated to develop and operationalize links with safety partners. Liaise with stakeholders from various areas. Evaluate the programme/safety plan	Strengthen and support the functions of the committees in each local area. Evaluate the impact of the programme and policies that deal with Community Safety.	Evaluation of work completed, and necessary adjustments made. Community Safety representatives take on more responsibility.	Representation on Community Safety Forum re-evaluated and new processes developed.

No	Recommendations/Activities	Goals	Year 1 – 21/22	Year 2 – 22/23	Year 3 – 23/24	Year 4 – 24/25	Year 5 – 25/26
2	Community Safety Forum, policy and strategy development.	<i>To set up effective, well-represented Safety Forum that review and develop policy, a local government strategy, and a consistent approach and facilitate approved actions.</i>	Participants and stakeholders identified, CSF to be setup and policy/strategy to be developed. Budget requests to be submitted	Policy and strategy development. Identify Specific problems and challenges. Initiate Programmes	Strategy for local government finalized, policy in place and accepted. Committee starts addressing real problems.	Committee continues its work on specific problems and strategy development continues.	Evaluation of effectiveness of the CSF and strategy. Decision taken on continuation, dissolving or adaptation of committee, problems taken on and strategy finalized. Plan drawn up for next five years.
3	Introduction of Appropriate by-laws and alternatives:	<i>To identify and promulgate appropriate by-laws that is consistent with local government strategies.</i>	Identify By-laws and proposed by-laws dealing or affecting community safety, to be evaluated by committee and make recommendations.	Proposed amendments and new by-laws drawn up and presented for promulgation. Appropriate alternatives continue to be developed.	Appropriate alternatives continue to be developed, training and new by-laws evaluated for impact.	Evaluation of impact implementation of new by-laws and adjustments made to alternatives and by-laws if necessary.	Process continues.
4	Encourage strategy development	<i>To facilitate the continued research and</i>	Conduct Strategy needs identification,	Research undertaken and referred to	Evaluation of local government strategy impact, further	Evaluation and further	Evaluation and further

No	Recommendations/Activities	Goals	Year 1 – 21/22	Year 2 – 22/23	Year 3 – 23/24	Year 4 – 24/25	Year 5 – 25/26
		<i>development of local government strategy for Community Safety.</i>	research proposed and budget allocation	committee for decision-making and implementation.	development if necessary.	development if necessary.	development if necessary.
5	<i>Awareness and education of public</i>	<i>To co-ordinate and facilitate an awareness campaign and to educate the public on the Community Safety phenomenon.</i>	Identify Issues for awareness campaign and education. Draw up proposal and submit for approval, budget allocated.	Launch of awareness and education campaign. Evaluation of project, further recommendations and development if necessary.	Evaluation, development and continuation of campaign if necessary and successful.	Awareness and education to continues	Review awareness programme for the next 5 years.
6	<i>Lobby Provincial and National Government</i>	<i>To lobby Provincial and National Government to provide funding and support for chosen local government strategy.</i>	No action	Lobby task teams to be established, lobbying criteria to be drawn up	Lobbying begins in earnest, funds received allocated to accredited services, evaluation.	Lobbying continues and evaluation and allocation of funds undertaken.	Lobbying continues and evaluation and allocation of funds undertaken.

No	Recommendations/Activities	Goals	Year 1 – 21/22	Year 2 – 22/23	Year 3 – 23/24	Year 4 – 24/25	Year 5 – 25/26
7	Develop a multi-departmental and disciplined approach	<i>To develop and set up in-house task teams so that a multi-departmental and multi-disciplinary approach to street people is developed.</i>	Relevant departments must be identified and lobbied to join in-house task team. Budget allocations must be made	Task team sets out clear way forward and identifies problems to be dealt with. Actions initiated. Evaluation.	Task team continues. Evaluation.	Task team continues. Evaluation	Task team continues. Evaluation
8	Develop business, NGO and local government links and partnerships	<i>To encourage the establishment of partnerships between service providers, business, other stakeholders and local government.</i>	Core group of active NGO's and business established to identify other possible role-players and possible strategies requiring partnerships.	Launch a pilot project. Partnerships must be promoted through media. Evaluation to take place	Partnership goes independent of local government, new partnerships of programmes developed. Evaluation.	Process continues.	Process continues.
9	Encourage community interaction and ownership	<i>To facilitate community interaction and ownership of the local government strategy.</i>	No action – Action pending on the Summit outcomes	Active committee draws up proposal for encouraging community interaction and ownership. Public	Task team established out of public meeting starts working. Evaluation.	Task team launches pilot project for the community having direct involvement.	Pilot project formalized, publicized and other initiatives encouraged.

No	Recommendations/Activities	Goals	Year 1 – 21/22	Year 2 – 22/23	Year 3 – 23/24	Year 4 – 24/25	Year 5 – 25/26
				launch. Budget allocation made.		Results evaluated.	
10	Promote effective law enforcement	<i>To encourage and train law enforcement departments within local government towards effective and appropriate action and behaviour towards community Safety- Bylaw enforcement</i>	Task team set up, problem areas identified, strategies and training set up. Budget allocations made.	Training and Evaluation.	Workshops held with law enforcement and safety representatives to work out problems and a way forward. Evaluation.	Process continues and monitored. Problems referred to committee for further action or new strategies.	Process continues. Evaluation. Problems referred to committee for further action or new strategies.

TABLE 47: CSF FIVE-YEAR STRATEGIC FRAMEWORK

During the latter part of the 2023/24 financial year, BVM in collaboration with the Department of Police Oversight and Community Safety launched a range of engagements and workshops with key stakeholders linked to the reestablishment of the Breede Valley CSF. The targeted stakeholders included:

- applicable government departments contributing to community safety;
- members of the municipal Council
- applicable municipal departments contributing to community safety; and
- public and private stakeholders (e.g. ward committee members, NGO's and CBO's)

The engagements and workshops culminated in the official establishment and launch on the 12th of December 2023. During the launch, three clusters were established, tasked with the responsibility of coordinating, structuring and compiling cluster-specific plans, programmes and actions to collectively address community safety. The clusters are:

- Law Enforcement (chaired by the MMC for Protection Services, Agriculture, Health, Education);
- Social Cohesion (chaired by the MMC for Community Services); and
- Urban Design (chaired by the MMC for Planning, Development & Integrated Services)

The cluster composition, project scope and terms of reference (amongst others) are currently being revisited to ensure that the forum functions optimally in a manner that will favourably underpin holistic community safety operations throughout the locality.

PROGRAMME 6.1 (B): PROMOTING SOCIAL UPLIFTMENT THROUGH THE USE OF LIBRARIES

The table below indicates the number of libraries and community/mini libraries within the municipal service area. A community/mini library is a project developed to render a library/information service in the more rural areas/communities. Needs for community library projects are identified by rural communities and become a joint venture between the Provincial Library Service, local municipalities and members of the rural community. A community/mini library was opened in Overhex community hall (June 2014), and the library service has since been applying for funding on an annual basis to establish a proper modular library. In 2023/24, R 850 000 was availed by the Provincial Library Service for a modular library to be established on the Overhex community hall grounds. Due to certain challenges within the procurement process, the tender could not be awarded in the 2023/24 financial period. Subsequently, a roll-over application was submitted and approved, resulting in the tender being awarded in December 2024. The project is thus on track for completion before 30 June 2025. The Worcester Library was upgraded and includes a completely new reference section, study room, board room, computer room and extra office space. It was opened in September 2019. The ramp was upgraded, to meet regulations, during the 2022/2023 financial year. The balustrade of the ramp was completed in the 2023/24 financial year.

Libraries are continuously co-operating with other stakeholders to enhance literacy and educational skills of children and young adults. A variety of schools and creches were visited on World Read Aloud Day on 5 February 2025. A special event was organized, in co-operation with De Doorns Reading groups and. Nalibali. Reading aloud fosters connection, sparks creativity and bring the magic of storytelling to life. Libraries are concentrating on highlighting National Days/Weeks via displays and/or

outreach programs.

Town	Libraries	Community/Mini Libraries (Rural Areas)
Rawsonville	1	2
Worcester	4	1 (Under supervision of Esselen Library)
De Doorns	1	2
Touwsrivier	2	0
Total	8	5

TABLE 48: LIBRARY SERVICES

Regular meetings are held with officials from DCAS Library Services to discuss needs and give feedback on requests with regards to conditional grant funding. The final conditional grant allocation for 2024/2025 was received from the Provincial Library Services in December 2023, and the final business plan and was submitted on 31 May 2024. The conditional grant funding amounted to R11 504 000, earmarked for personnel-related expenditure.

PROGRAMME 6.1 (C): PROMOTING SOCIAL UPLIFTMENT THROUGH PARKS AND SPORT

The municipality maintains public parks in all four towns within its service area, with the square metres totalling 633 000 m², the equivalent of 126 rugby fields.

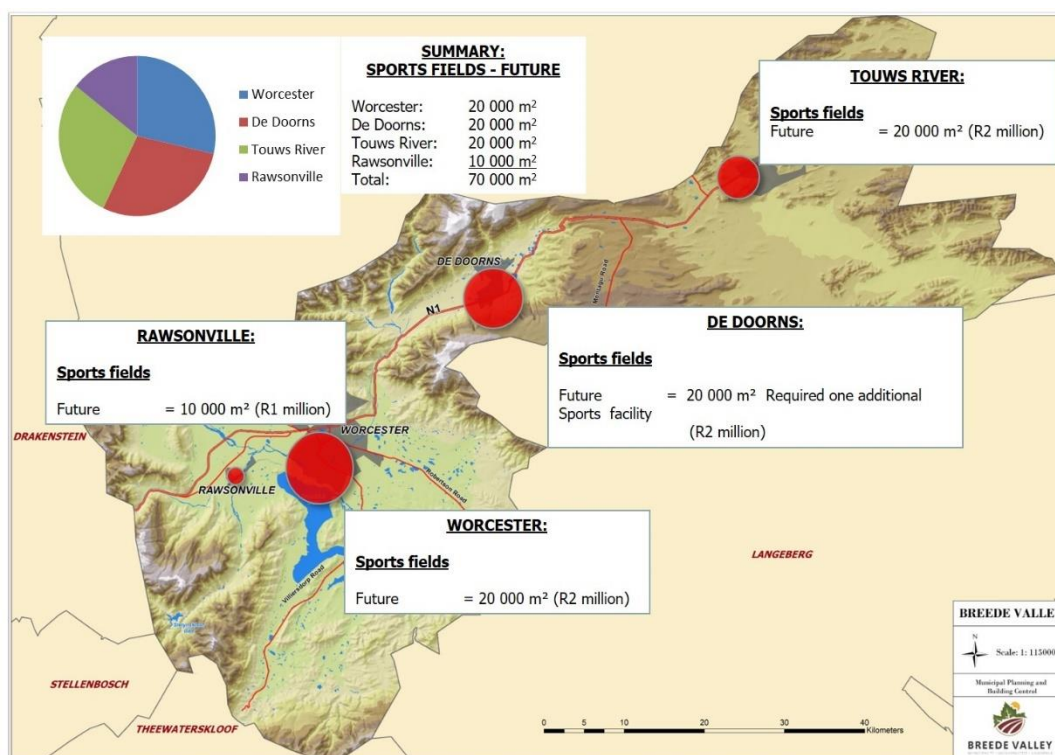
Town	Area to be maintained m ²
Rawsonville	50 000 m ²
Worcester	473 000 m ²
De Doorns	50 000 m ²
Touwsrivier	60 000 m ²
Total	633 000 m²

TABLE 49: SQUARE METRES OF PARKS MAINTAINED

The municipality maintains sport fields in three of the four towns within its service area, with the square metres totalling 469 000 m². The current sport fields in De Doorns are not operational and the infrastructure is depleted.

Town	Area to be maintained m ²	Future developments / extensions	New Estimated costs
Rawsonville	30 000 m ²	10 000 m ²	R 1,000,000
Worcester	369 000 m ²	20 000 m ²	R 2,000,000
De Doorns	0 m ²	20 000 m ²	R 2,000,000
Touwsrivier	70 000 m ²	20 000 m ²	R2,000,000
Total	469 000 m²	70 000 m²	R7,000,000

TABLE 50: SQUARE METRES OF SPORTS FIELDS MAINTAINED, FUTURE DEVELOPMENTS AND COSTS



SPORT FIELDS - FUTURE NEEDS

The table below depicts the 2025/26 Budget allocated to projects relating to sport & recreational facilities that will be funded:

Description	Finance Source & Description		Draft Budget (2025/26)	Draft Budget (2026/27)	Draft Budget (2027/28)
COMMUNITY SERVICES					
<u>SPORT: Boland Park - 5130</u>					
Replacement of fence perimeter	3,0	CRR / Own Funding	300 000	8 000 000	0
Boland Park – Tartan Track	3,0	CRR / Own Funding	0	200 000	3 000 000
<u>RAWSONVILLE</u>					
<u>SPORTGROUND</u>					
Upgrading of Rawsonville Sportground	8,0	MIG	0	4 900 000	0
Total Budget			300 000	13 100 000	3 000 000

TABLE 51: SPORT & RECREATIONAL FACILITIES – GRANT & INTERNALLY FUNDED

PROGRAMME 6.1 (D): MUNICIPAL COURT

Council gave approval for the establishment of a Municipal (Additional) Court for the Breede Valley Magisterial District during 2016. The establishment of the court have great advantages for the municipality which includes:

- More traffic fines can be collected and finalised
- Court dates will be available
- By-laws of the municipality can be enforced and offenders brought before the court
- More law and order and dealing effectively with lawlessness

The principle/goal of the Municipal Court has a direct link with the vision of the Breede Valley Municipality. The Municipal Court, through effective and efficient prosecuting of transgressors of traffic offences, by-laws, national building regulations and others, can fulfil the ultimate goal to empower the Breede Valley community to prosper in a safe and healthy environment.

The Municipal Court commenced with operations during July 2021. The Department of Justice appointed a Magistrate designated for the Municipal Court on 1 October 2021. The Municipal Court is fully operational and is sitting on a full-time basis.

Municipal Court list of activities to be addressed for the next five years include the following:

GAP need identified	Objective	Actions	Timeframe	Budget	Source
Employing of staff (Interpreter)	To interpret at court on a daily basis	Amend organigram and budget for the vacancy	2025	R310 872	Business Plan
Employing of staff (court officer)	To assist the court in court operations and service of documents	Employ court officer	2025	T7	Business Plan
Access to court	Periodical court in Touwsrivier, De Doorns and Rawsonville	All relevant court staff to travel to the towns and perform functions	2026		Business Plan
Holding cells	To keep accused in custody	Budget for and construct cells	2025	R50 000	Business Plan
Appointment of capturing clerk	To capture fines	To capture increasing fines	2026	T6	Business Plan
All departments to interact with Municipal court	All departments to forward transgressions to	Information sessions and training with departments	2025	N/A	Business Plan

GAP need identified	Objective	Actions	Timeframe	Budget	Source
	the Municipal Court				

TABLE 52: MUNICIPAL COURT FIVE YEAR LIST OF ACTIVITIES

PROGRAMME 6.1 (E): TRAFFIC MANAGEMENT

To promote road safety awareness, enhance road safety education and to ensure that members of the public comply with legislation of the National Road Traffic Act 93/1996, National Land Transportation Act 5/2009, as well as the National Road Traffic Regulations 2000.

The municipality handles motor registrations and licensing on an agency basis for the WCG. During the months of September 2022 till October 2022, the Traffic department has extended its services to the towns of Touwsrivier and Rawsonville, where members of the public can renew their motor vehicle licenses, with more services to follow. This is being done to bring the basic services close to the public. We are in the process of opening driving license testing centres in Touwsrivier and Rawsonville, whereafter the public will have access to services such as application for learner licenses, the writing of learner license tests, the renewal of driving licenses, as well as the renewal and application of professional driving permits. Certain logistical challenges are being resolved to expedite the implementation.

The Traffic departments of Worcester and De Doorns have recently launched the Computerised Learner License Testing (CLLT) system. The implementation of the CLLT system marks a significant step towards modernising the learner licensing process. By replacing traditional paper-based tests with digital assessments on electronic tablets, the system enhances efficiency, security, and accessibility. Key benefits include instant test results, reduced risk of cheating through randomised questions, and the elimination of human error in scoring. Additionally, the shift to digital testing reduces operational costs by eliminating the need for paper-based test materials. Multilingual support ensures greater inclusivity, making the process more user-friendly. Overall, the CLLT system will streamline operations, improve service delivery, and enhances the applicant experience whilst reducing operational costs.

The renewal of driver's licence cards has an impact on service delivery as the public has to wait in queues for an eye test. Law enforcement strategies were increased to address all type of offences. We have experienced a decrease in the number of fatalities due to increased law enforcement on moving violations. Speed over distance was also introduced on the N1 between Touwsrivier and Laingsburg.

PROGRAMME 6.1 (F): MUNICIPAL BY-LAW ENFORCEMENT

To promote and create an environment that will enhance the social behaviour of the community i.t.o utilizing public open spaces and to ensure that members of the public comply with the specific By-Laws of a particular municipality.

The municipality established a Law Enforcement section during the 2015/16 financial year. A Superintendent and eight Law Enforcement officers were appointed to enforce the By-law of the municipality. To enhance service delivery and response times, the municipal Council has approved a new staff establishment that will see the deployment of additional traffic and law enforcement officers, along with a permanent supervisor, in the towns of Touwsrivier and De Doorns (pending successful recruitment & selection processes). These officers will operate on a full-time basis, ensuring more frequent enforcement and faster response to complaints. Previously, officers based in Worcester had to travel to these areas, often resulting in delayed interventions. Strengthening law enforcement presence in Touwsrivier and De Doorns will relieve pressure on Worcester-based officers, allowing them to enhance service delivery in Worcester and Rawsonville.

The section is responsible for the following:

- Investigation of complaints
- Issuing warnings
- Compliance notices
- Fines
- Confiscation of items
- Liaison with the community
- Education and awareness of the public

The section is faced with the challenges of illegal land invasion, homeless people, vagrants and gangsters, crimes by children, stray animals and a pound to deal with stray animals. In order for the municipality to do effective by-law enforcement, it needs to build on capacity in this section over the next five years.

PROGRAMME 6.1 (G): DISASTER MANAGEMENT

The Breede Valley Integrated Municipal Disaster Risk Management Framework provides the institutional scope of how the municipality will organise itself to deal with disaster risk preparedness planning, risk reduction and response and relief responsibilities with clearly defined elements and is considered as the ‘parent’ document.

Amendments to the Disaster Management Act as published in the Disaster Management Amendment Act on 15 December 2015 (effective 1 May 2016) and specifically to Section 53 requires municipalities to provide capacity to prepare disaster management plans and perform the required tasks as set out in subsections (a) to (h) for its area according to the circumstances prevailing in the area and within the ambit of its municipal disaster management framework.

Section 53(2) (a) of the Act specifies that the disaster management plan for a municipality must form an integral part of the municipality’s Integrated Development Plan (IDP). Section 26(g) of the Local Government: Municipal Systems Act, 2000 lists “applicable disaster management plans” as core components of an IDP. It is clear that to be compliant with the new amendments and to perform the required tasks, provision needs to be made to fund the current vacant Disaster Management position and support staff.

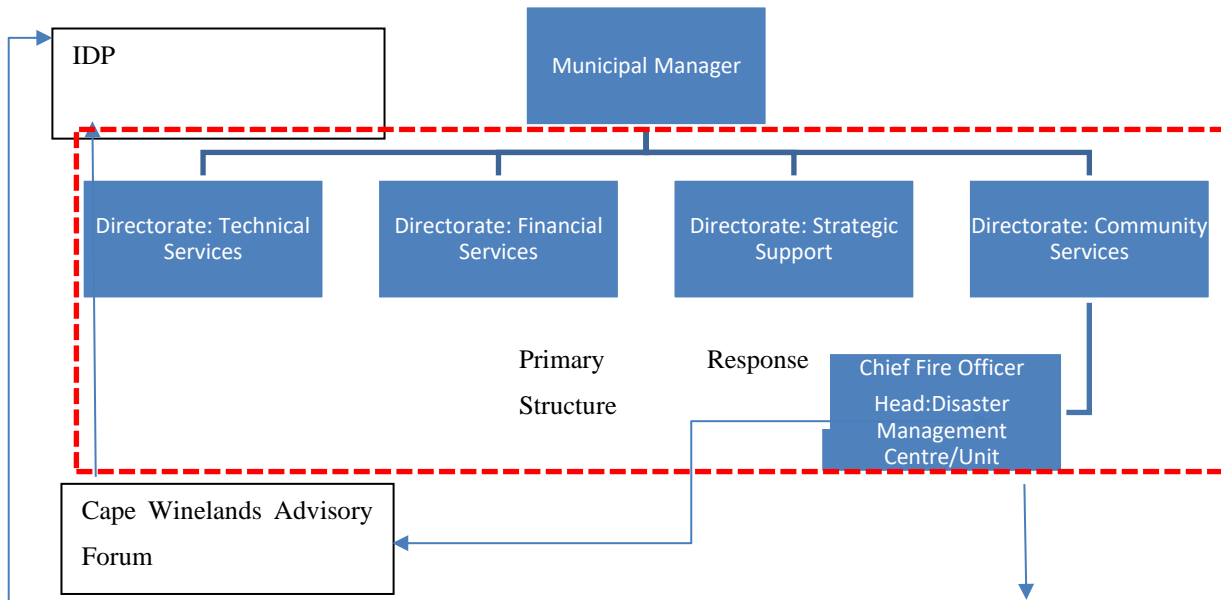
Glossary of terms

- BVM – refers to the Breede Valley Municipality, its Council and includes any municipal entity or contracted external agent acting on behalf of the municipality.
- Damage Assessment – An appraisal or determination of the effects of a disaster on human, physical, economic and natural resources.
- Disaster Management Amendment Act – As published in the Government Gazette on 15 December 2015 No. 39520.
- Emergency – A sudden state of danger affecting the functioning of the municipality and the safety and integrity of its communities that requires immediate action and response.
- Enabling Authority – The Head of the Emergency Operations and Disaster Management Centre.
- EOC – refers to the Emergency Operations Centre which is a standing facility in the Fire Department that is designated for the management and coordination of major incidents and disaster emergencies as well as major events. It provides for the centralised location of the five functional sections of the incident management team: command, operations, planning, logistics and finance.
- ESF – refers to emergency support functions that are allocated in recognition that resources needed to manage an emergency are likely to be complicated and transverse departments or agencies.
- Impact Analysis – A management level analysis that identifies the impacts of losing resources that are integral to the BVM functioning and purpose. The analysis measures the effects of resource loss and escalating losses over time in order to provide the BVM with reliable data upon which informed decisions can be made on hazard mitigation and continuity planning.
- Incident Management System – The combination of facilities, equipment, personnel, procedures, and communications operating within a common organisational structure with the responsibility for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident.
- Integrated Disaster Risk Management Framework – A programme that implements the mission, vision and strategic goals and objectives as well as the management framework for the municipality.
- Mitigation – Activities taken to eliminate or reduce the degree of risk to life, property, or health from hazards, either prior, during or after a defined emergency.
- Mutual Aid Agreement – A pre-arranged agreement developed between other institutions, agencies or organisations that will enable easier facilitation of incidents by ensuring readily accessible assistance and support.
- Statutory functionary – Means a person performing a function assigned to that person by national, provincial or municipal legislation (Act 57 of 2002).
- Calculating Disaster Risk
Avoiding or Reducing “Hazards” vs Reducing “Vulnerability”

Risk = Hazard x Vulnerability

Increasing capacity

The National/Provincial/District Disaster Management Frameworks (KPA 1), requires the establishment of institutional and corporate arrangements for a disaster management structure within the municipality's Disaster Management Plan. The Disaster Management Unit has to effectively coordinate the required collective input of the municipality, external stakeholders and citizens.



Disaster Management Advisory Forum

The BVM has not established a Disaster Management Advisory Forum as it forms part and provide input at the Cape Winelands District Municipalities Advisory Forum. Quarterly meetings are called by the Cape Winelands District Municipality.

Municipal Disaster Management Framework

The Breede Valley Municipal Council resolution EX 8/2012 gives effect to the Breede Valley Integrated Disaster Risk Management Framework and Disaster Management Plan. A complete ward-based risk assessment (WBRA) has been conducted during 2017. The WBRA plan was approved by the CWDM during 2019. This plan is being used as the basis for the Disaster Risk Management Plan for 2020 – 2022 (to be reviewed for the 2022 – 2027 IDP cycle).

Disaster Management Centre

The BVM has established a Disaster Emergency Management Centre and is to maintain a fully staffed and resourced Disaster/Emergency Management Centre. The Chief Fire Officer is appointed as the head of the centre. An alternative facility, serving a similar purpose, has been identified as the Cape Winelands District Disaster Management Centre.

The Disaster Emergency Management Centre of the BVM will circulate forms on an annual basis requesting role-players to indicate their nodal points for disaster management. The forms shall provide space for indicating the department, position and full contact details (also after hours) of the nodal point and at least one alternate contact person.

Requirements for efficient Operations Centre: Integrated digital radio system; Response capacity; Integrated Information Technology Systems.

Risk Assessment

Risk	Directorate: Community Services	Directorate: Strategic Support Services	Directorate: Financial Services	Directorates: Engineering and Planning, Development & Integrated Services
Flooding	X		X	X
Stagnant standing water causing health risk			X	X
Illegal dumping – health risk	X	X		X
Gangsterism and crime	X			
Electricity interruptions – business continuity	X	X	X	X
Transportation of dangerous goods	X	X		
Poor sanitation				X
Illegal land invasion	X	X		
Rubbish removal				X
Illegal electrical connections		X		X
Informal structures increasing fire risk	X	X		
Outbreak of human disease	X	X	X	X

TABLE 53: RISK AND VULNERABILITY PRIORITY

A comprehensive hazard, risk and vulnerability assessment (HRAVA) commenced in January 2017 inclusive of all 21 wards in the Breede Valley municipal area. This was accomplished through an agreement with Cape Winelands Disaster Management Centre who provided a specialist dedicated to completing a ward-based risk assessment. The completed assessment has been received.

Identified Priority risks

Risk	Description
Crime	<p>Crime and crime related activities have been identified as a hazard affecting all wards within the Breede Valley municipal area. Criminal activities as identified by local South African Police Services (SAPS) as well as members of the community includes but is not limited to:</p> <ul style="list-style-type: none"> • Drugs and substance abuse • Assault • Domestic Violence • Murder • Robberies and theft

Risk	Description
	<ul style="list-style-type: none"> • Residential break-ins • Child molestation <p>When comparing the Breede Valley Criminal statistics to that of the other local municipalities within the Cape Winelands District Municipality, the incidence of murders, residential burglaries and drug related crimes are below the district averages. However, sexual offences and driving under the influence of alcohol or drugs are above the district averages.</p>
Drug abuse	<p>A lack of employment opportunities, a shortage of recreational facilities and poverty has been highlighted by the community members to be some of the pushing factors resulting in youth partaking in drug related activities and crimes. An increase in drug abuse amongst the youth has been worrisome for members of the community residing within the Breede Valley Municipal area.</p>
Domestic solid waste pollution	<p>Illegal dumping of household solid waste as well as construction rubble has been highlighted as a major problem across most of the wards. Dumping can take on several forms such as:</p> <ul style="list-style-type: none"> • The overfilling of skips/containers located within the residential areas. A lack of continuous refuse collection causes the surrounding areas to be filled with waste. This is due to dumping taking place outside of the skips as well as the strong winds that are regularly experienced which causes the waste to blow from the skips into gutters/ditches/backyards. • Open areas/fields have become hotspots for dumping household waste and building rubble, especially for households who produces more waste than the capacity of the black refuse removal bins. • Storm water drainage systems are also filled with household waste due to illegal dumping occurring within the system.
Animals	<p>Farm animals are a regular feature in most informal settlements. In most cases, owners either allow them to graze in grassy areas or cut grass to feed for their animals. However, some animals such as cows, goats and pigs often roam freely between residential structures. This situation creates a number of risks for both human and animal health.</p> <p>Breede Valley comprises of several informal settlements all of which are spread across the municipal area. Various concerns have been raised relating to animals and their presence within communities.</p> <p>Livestock can cause severe land degradation and damage if the livestock and grazing areas are not managed or monitored correctly. Residential and urban green spaces were not designed for the holding and grazing of livestock, and the green areas are often not big enough for the number of livestock grazing on them. Overgrazing can thus lead to the disruption and destruction of natural ecosystems.</p> <p>Outbreaks of Avian Flu and Classical Swine fever further highlight the need to have control over livestock in urban areas (Department of Agriculture, No Date). An outbreak of European Swine Fever occurred in the Hex River Valley and Zweeklemba in 2005. This caused a 14-day road block and quarantine period. This also led to the loss of 3500 animals.</p>
Domestic water waste pollution	<p>Domestic waste water consists of black water (excreta, urine and faecal sludge) as well as greywater (kitchen and bathing waste water). The mix and composition of</p>

Risk	Description
	<p>the waste water will depend on the water supply, sanitation facilities available, water use practices and social norms. (UN – Water No date).</p> <p>Domestic waste water pollution affects the environmental health of a community. Environmental health refers to the health of the everyday environment in which people live. This is ultimately affected by how people live, eat, wash and go to the toilet, i.e. produce and dispose of wastewater (Disaster Mitigation for Sustainable Livelihood, 2008).</p> <p>The factors that increase community’s vulnerability to these environmental health risks include:</p> <ul style="list-style-type: none"> • Inadequate sanitation facilities and maintenance of such facilities • Inadequate knowledge amongst communities of how to utilise and maintain the sanitation facilities (Disaster Mitigation for Sustainable Livelihood, 2008) • Individual and/or group behaviour that foster unsanitary practices, littering and neglect of infrastructure (Disaster Mitigation for Sustainable Livelihood, 2008) • Overburdened and blocked sewerage systems (Disaster Mitigation for Sustainable Livelihood, 2008) • Deterioration of sewerage pipes due to aging infrastructure and poor maintenance (Duncan, 2004) • Improper disposal of wastewater by households (Duncan, 2004).
Traffic accidents	<p>Numerous traffic accidents occur within the Breede Valley Municipal area annually. A number of these accidents have led to serious injuries or loss of life. According to the local traffic officials, these accidents largely occur due to:</p> <ul style="list-style-type: none"> • Not adhering to the local speed limits • Reckless driving • Overtaking vehicles on blind corners • Fatigue after long distances have been covered <p>A point of concern raised by both officials and members of the community included the N1 highway. Various heavy vehicle accidents have occurred between Worcester and Touwsrivier and has led to high fatalities and road closures.</p>
Localised flooding	<p>Localised flooding due to blocked storm water drains and canals was identified in several wards. A lack of storm water infrastructure in certain wards has also contributed to localised flooding.</p> <p>Other causes of localised flooding include illegal dumping and littering within the storm water systems.</p>
Pests	<p>A concern raised by the members of the community is the more frequent and greater infestations that have been experienced in previous years. Breede Valley Municipality has moved away from the regular preventative pest controlling operations, towards once-off reactive control measures. This may be as a result of growing economic pressures on government departments and local budgets.</p>
Human disease	<p>Tuberculosis (TB) and HIV/Aids were identified as being the top diseases affecting the general health of the community. The Western Cape Mortality Profile for 2013 has confirmed these assumptions.</p>

Risk	Description
	<p>HIV/Aids ranked number 1 with 13.8% as the leading cause of premature mortality within Breede Valley and TB with 9.2% ranked 2nd.</p> <p>The region has a counted population of 166 825 (inclusive of the informal settlements). With a total of 17 health care facilities, there is one healthcare facility for every 9813 people. This severely affects the effective operations at the healthcare facilities.</p>
Gangsterism	<p>Gangsterism is one of the biggest concerns in the Western Cape as stated by the Provincial Policing needs and Priorities Report (PNP Report) for the Western Cape 2016-2017 (Department of Community Safety, 2017). The frequency of gang related activity within the Breede Valley Municipal area has been highlighted as a major concern by members of the community in certain areas, specifically Avian Park situated adjacent to the R43.</p>
Alcohol Abuse	<p>Alcohol abuse is known as the excessive use of alcohol, either at specific social events or on a daily basis. It implies that individuals have dangerous and unhealthy drinking habits which can be harmful to the individual himself, or to his/her direct family and community.</p> <p>Foetal Alcohol Syndrome, commonly known as FAS, is a consequence of excessive alcohol consumption during a pregnancy term. According to a study done by De Vries and Green (Stellenbosch University, 2013) the highest recorded prevalence rates of FAS in the world have been reported in South Africa. This is alarming, especially in a municipal area where wine production is one of the main economic contributions.</p>
Riverine flooding	<p>Riverine flooding occurs when water levels rise over the top of river banks due to excessive rain. Water then overflows its normal channels such as streams and storm water drains. The Breede Valley Municipality has experienced several flooding events over the past few years, varying in magnitude and damage caused.</p>

Risk Reduction

To date the Breede Valley Municipality has instituted the following disaster management requirements:

- Formulated a 2020 - 2022 Disaster Risk Management Framework and Plan (linked to applicable sectoral plans as far practically possible) respectively, which was referred to Council for approval in April / May 2022;
- Established a Disaster and Emergency Management Centre with the Chief: Fire Rescue and Disaster Management as the Head of Centre both in terms of job function and DRM Framework. The responsibilities of proper cross functional coordination, focused advocacy of disaster management as well as leadership functions is assigned to the Chief: Fire Rescue and Disaster Management;
- Continued active membership with the District Disaster Management Advisory Forum since its inception;
- Initiated Emergency Support Functions as part of its DRM Plan since 2012; and
- Initiated Ward-based Risk Assessments for all wards in the municipal area.
- Facilitated disaster risk management and CICP workshops and capacity building sessions for Technical Services managers.

- Business continuity planning [linked with Action Items 2; 6; 7; 8; 9; and 10 of the Disaster Management Plan]. A comprehensive business continuity planning (BCP) exercise was completed, with the objective of a roll out plan. This comprehensive exercise will involve thorough business impact analyses (BIA) and BCP by departments with the objectives of risk reduction; response and recovery, information management and communication.
- Continued flood zone and river monitoring by BVM Fire Department in Flood prone areas during winter seasons.
- BVM developed a mobile electronic information system a (WhatsApp) JOC (Joint Operation Centre) makeshift to discuss, share and distribute critical information related to the Municipality among different heads of Departments of the BVM for a timeous reaction.
- Fire safety officer under the BVM Fire Department continued risk reduction Fire Drills in the BVM area, the training of Fire wardens, and Fire inspections.
- Touwsrivier and Rawsonville required quick response and in desperate need of satellite Fire Stations and from 2025 this has been achieved.

Capacity shortfalls and funding needs for sustainability will be better understood and planned for, which will eventually result in better harmonisation of collective risk reduction and planning objectives.



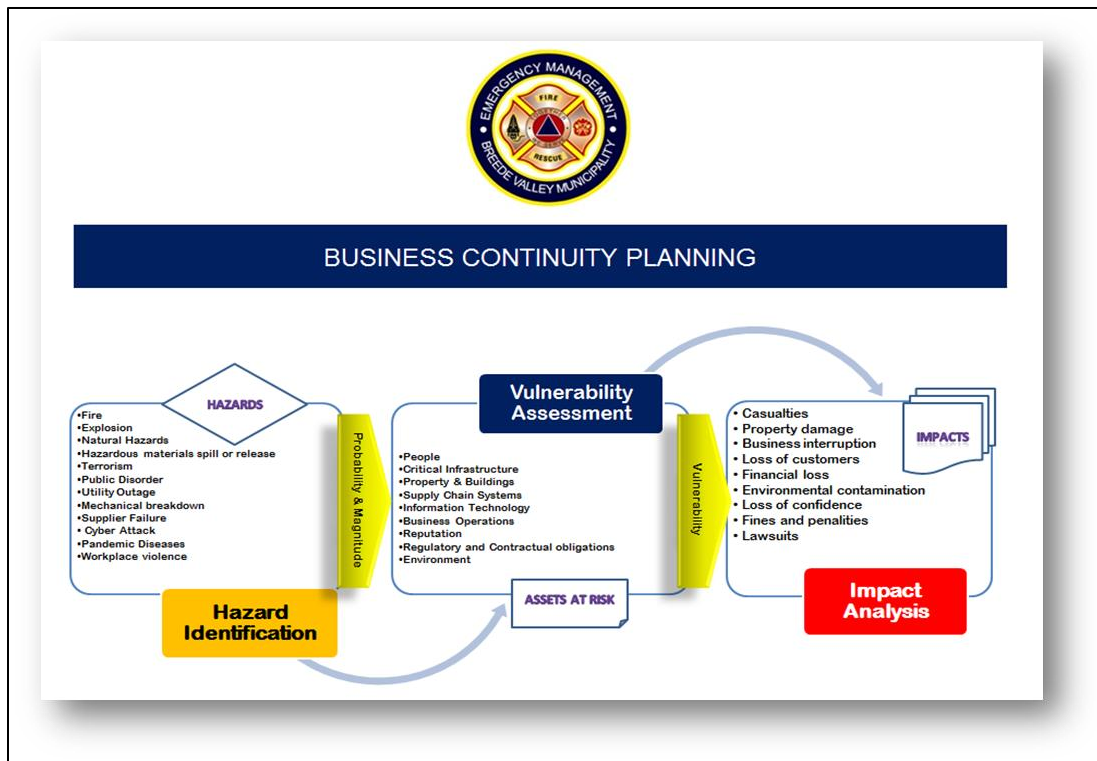




FIGURE 57: FRONT COVER OF BVM BCP WORKBOOK

Critical Infrastructure Contingency Plan



**Municipal Critical Infrastructure
Specific Emergency Plan**

BREED VALLEY EMERGENCY OPERATIONS PLAN



LOSS OF MAIN WATER SUPPLY PIPELINE TO WORCESTER

1. Aim and Scope

The aim of this plan is to allow for a more coordinated response to an emergency arising from the loss of the Stettynskloof Water Supply Pipeline to Worcester as a result of severe weather.

Severe weather for purposes of this plan refers to heavy rains leading to floods that may as a result of abundant, fast on-set or long duration downpour that increases the risk of the water supply pipe line to the Worcester area being washed away at any section of the supply route.

The scope of this plan is to identify lead agencies and detail their responsibilities in the case of an emergency caused by severe weather.

This plan also details resource and emergency information requirements.

2. Authority and Maintenance

This Plan resides under the Breed Valley Disaster Risk Management Plan and is published as **Annex (leave blank)** to the Breed Valley Municipal Emergency Operations Response Plan.

The custodian of this plan shall be the Director: Technical Services; who shall be responsible for the review and update of the plan under the following conditions:-

- i. Annually
- ii. After every significant water supply disruption incident
- iii. After making significant modifications to the water supply system
- iv. According to the adequacy of the plan to cope with proposed developments (i.e. shopping centres, industrial parks, or subdivisions)
- v. After significant developments are completed

3. Description of Hazard and Risk

3.1 Characteristics of Hazard

A severe storm that results in heavy rains may impact the water supply from the Stettynskloof Dam to Worcester; and the ability of the Breed Valley Municipality to provide continuous and even safe water supply to the reservoirs that provide potable water supply to Worcester.

3.2 Characteristics of Risk

Characteristics of HAZARD	
Winter Hazards	Abundant, fast on-set or long duration rain
Summer Hazards	Extreme Heat
Year Round Hazards	Intense upper cut-off low pressure systems Windstorm - severe windstorms contain gusty winds of 90 kilometres per hour or greater.

Characteristics of RISK	
Winter Hazards	Wash away of section/s of water supply pipe line Debris influx into dam as a result of floods resulting Wash away of dam access road
Summer Hazards	Wildland fires along pipeline causing damage to pipe structures
Year Round Hazards	Intense upper cut-off low pressure systems that could lead to heavy falls depending on their structure throughout the atmosphere movement and the availability of moisture in the low levels of the atmosphere Windstorm - severe windstorms that topple trees, electrical pylons onto a section or sections of pipeline causing breakage to pipe or pipe structures.

The chart below shows several possible impacts depending on the time of year.

	At Risk/Impact	Emergency Management Considerations
Winter Hazards	<ul style="list-style-type: none"> Worcester and all its suburbs Health Care facilities Large Plant Industry Stettynskloof Dam personnel and structures Water filtration systems Road infrastructure 	<ul style="list-style-type: none"> Water supply, distribution, and rationing Alternate water supply Evacuation, particularly of people residing/working in known flood-prone areas or damaged housing and vulnerable populations Debris clean up and disposal Need for portable filtrations systems Need for generators and portable lighting Road clearing Search & Rescue
Summer Hazards	<ul style="list-style-type: none"> Worcester and all its suburbs Health Care facilities Large Plant Industry Stettynskloof Dam personnel and structures 	<ul style="list-style-type: none"> Controlled and back-burning Aerial firefighting
Year Round Hazards	<ul style="list-style-type: none"> Partial failure of some lifeline assets, including lost transport connections, water supply and power failure, and failed wastewater systems that requires temporary measures to provide 	<ul style="list-style-type: none"> Water supply, distribution, and rationing Weather Watch/ Weather Warning - Early Warning Systems Timely emergency information and/or direction to the public through the radio and electronic media (twitter, internet,

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FIGURE 58: CICIP – SPECIFIC EMERGENCY PLAN

PROJECT REFERENCE	PROJECT DESCRIPTION	PRIMARY and SECONDARY STAKEHOLDERS	RISK RATING (High/Medium)	RISK REDUCTION [Prevention/Mitigation/ Preparedness Actions identified and/or taken]	DRM Comments
Rawsonville 72	31168: Rawsonville De Nova (72 services and 72 units) IRDP	BVM Dept Human Settlements BVM Civil Engineering Dept. WCG DHS Ward Councillor and Committee	High	Regular updates through Ward Committee Waiting list submitted to Province Regular updating with BVFD on social conflict status in area/ward.	Indicative RR actions deemed to be sufficient for planning phases. Continuous M&E by DRM and Project Owner of RR to be in place during actual project
Touwsrivier	3244: Touwsrivier Hopland (269 units) RP	BVM Dept Human Settlements BVM Civil Engineering Dept. WCG DHS Ward Councillor and Committee	Medium	Regular Updates through Ward Committee Steering committee meetings Regular updating with BVFD on social conflict status in area/ ward	Indicative RR actions deemed to be sufficient for planning phases. Continuous M&E by DRM and Project Owner of RR to be in place during actual project
Touwsrivier	3243: Touwsrivier (Land Acquisition) and (200 services and 200 units) IRDP	BVM Dept Human Settlements BVM Civil Engineering Dept. WCG DHS Ward Councillor and Committee	Medium	Regular updates through ward committee and Housing meetings Regular updating with BVFD on social conflict status in area/ward	Indicative RR actions deemed to be sufficient for planning phases Continuous M&E by DRM and Project Owner of RR to be in place during actual project
Worcester	3255: Worcester New Mandela Park (1800 services and 1800 units) IRDP	BVM Dept Human Settlements BVM Civil Engineering Dept. WCG DHS Ward Councillor and Committee	Medium	Regular updates through Ward Committee Steering committee meetings Regular updating with BVFD on social conflict status in area/ward	Indicative RR actions deemed to be sufficient for planning phases Continuous M&E by DRM and Project Owner of RR to be in place during actual project
Worcester	2104: Worcester Old Mandela	BVM Dept Human Settlements BVM Civil Engineering Dept.	High	Regular Updates through Ward Committee Steering committee meetings	Indicative RR actions deemed to be sufficient for planning phases

PROJECT REFERENCE	PROJECT DESCRIPTION	PRIMARY and SECONDARY STAKEHOLDERS	RISK RATING (High/Medium)	RISK REDUCTION [Prevention/Mitigation/ Preparedness Actions identified and/or taken]	DRM Comments
	Square (331 units) PHP	WCG DHS Ward Councillor and Committee		Regular updating with BVFD on social conflict status in area/ward	Continuous M&E by DRM and Project Owner of RR to be in place during actual project
Worcester	3252: Worcester Avian Park erf 11810 (200 services) IRDP	BVM Dept Human Settlements BVM Civil Engineering Dept. WCG DHS Ward Councillor and Committee	Medium	Regular updates through ward committee Steering committee meetings Regular updating with BVFD on social conflict status in area/ward	Indicative RR actions deemed to be sufficient for planning phases. Continuous M&E by DRM and Project Owner of RR to be in place during actual project
Worcester	3253: Worcester De La Bat Portion erf 1 (200 services) IRDP/FLISP	BVM Dept Human Settlements BVM Civil Engineering Dept. WCG DHS Ward Councillor and Committee	Medium	Regular updates through ward committee Steering committee meetings Regular updating with BVFD on social conflict status in area/ward	Indicative RR actions deemed to be sufficient for planning phases. Continuous M&E by DRM and Project Owner of RR to be in place during actual project
Worcester	3254: Worcester Transhex (400 services and 400 units) IRDP	BVM Dept Human Settlements BVM Civil Engineering Dept. WCG DHS Ward Councillor and Committee	Medium	Regular updates through ward committee Steering committee meetings Regular updating with BVFD on social conflict status in area/ward	Indicative RR actions deemed to be sufficient for planning phases. Continuous M&E by DRM and Project Owner of RR to be in place during actual project
De Doorns	3242: De Doorns Sunnyside Orchards (104 services & 104 units) IRDP	BVM Dept Human Settlements BVM Civil Engineering Dept. WCG DHS Ward Councillor and Committee	Medium	Regular updates through ward committee Steering committee meetings Regular updating with BVFD on social conflict status in area/ward	Indicative RR actions deemed to be sufficient for planning phases. Continuous M&E by DRM and Project Owner of RR to be in place during actual project

PROJECT REFERENCE	PROJECT DESCRIPTION	PRIMARY and SECONDARY STAKEHOLDERS	RISK RATING (High/Medium)	RISK REDUCTION [Prevention/Mitigation/Preparedness Actions identified and/or taken]	DRM Comments
De Doorns	2027: De Doorns (1400 services and 1400 units) IRDP	BVM Dept Human Settlements BVM Civil Engineering Dept. WCG DHS Ward Councillor and Committee	Medium	Regular updates through ward committee Steering committee meetings Regular updating with BVFD on social conflict status in area/ward	Indicative RR actions deemed to be sufficient for planning phases. Continuous M&E by DRM and Project Owner of RR to be in place during actual project
De Doorns	1056: De Doorns (1482 services and 1482 Units) UISP	BVM Dept Human Settlements BVM Civil Engineering Dept. WCG DHS Ward Councillor and Committee	Medium	Regular updates through ward committee Steering committee meetings Regular updating with BVFD on social conflict status in area/ward	Indicative RR actions deemed to be sufficient for planning phases. Continuous M&E by DRM and Project Owner of RR to be in place during actual project

TABLE 54: DEVELOPMENTAL PROJECTS IDENTIFIED IN THE IDP AS MEDIUM- OR HIGH-RISK

Smoke alarms

Breede Valley Municipality Fire Department, in partnership with the Western Cape Provincial Disaster Management Centre is continuing the roll out of the installation of smoke alarms. The installation of smoke alarms in all structures are encouraged. Additional funding will be required to roll out the installation of smoke alarms throughout the entire municipal area.



Firebreaks

A total area of approximately 1 138 456,77m² have been cleared as municipal firebreaks. This ensures the municipality's compliance with the Veld and Forest Act. Firebreaks are maintained annually, and additional firebreaks are made as identified by risk assessments and other risk identifying programs.

Floods

- Clearing/cleaning rivers and river banks (debris, alien invasive plants, excessive reeds, etc.)
- Maintenance of culverts
- Management of estuaries (breaching)
- Storm water systems maintenance
- Determination and updating of flood lines (very important for development planning)
- River and catchment management (flow obstructions, increase run-off and increase river flow peaks, catchment changes (fires), sedimentation, hydrophobic soils)
- Engineering parameters
- SAWS early warning systems distribution for proper planning and evacuation if necessary.

Drought/water scarcity

- BVM contingency plan for water services
- Bulk water capacity and resources to always be considered in development planning
- Awareness campaigns
- Enforcement of water restrictions policies
- Reduction of uncontrolled water losses (e.g. leaking water pipes and burst mains)
- Participation in Drought Water Scarcity communication awareness strategic planning

- Continuous monitoring of resident water meters throughout the municipality.

Recovery and rehabilitation

Post-disaster recovery and rehabilitation operations normally take on the nature of programmes and projects. The Disaster Management Centre will assist with the identification of needs and will facilitate recovery and rehabilitation operations. The function or department with the most direct involvement in the operation will take responsibility for project management and delivery. Project teams convened for these purposes must report to the Disaster Management Advisory Forum on a regular basis as determined.

In this regard the causal factors of disasters must be addressed and disaster prevention through risk elimination should be pursued. This section has reference to Section 16 and 25 of the Public Finance Management Act, 1999, which provides for the release of funds by way of direct charge against the national and provincial Revenue Funds in the case of emergencies for which funds were not budgeted. The likelihood of receiving national funding from the National Disaster Management Centre will depend on whether risk reduction initiatives have been implemented through the IDP. For example, depending on the devastation and loss as well as damage on infrastructure, the National Disaster Management Centre did distribute funding for recovery and reconstruction in 2024 after the June flooding only when the flooding was officially declared as a disaster.

Information management and education

Currently, the Breede Valley Municipality has the following functional systems in place:

- GIS-based disaster management planning
- Risk reduction planning teams for critical infrastructure, events and identified projects
- Early warning systems through Weather SA EWS and FireWeb Bulk SMS system as well through the Municipal Revenue Billing Bulk SMS System and utilises a municipal and department twitter feed (@bvmun and @bvfdco) as well the municipal web and Facebook pages to distribute early warnings. Monitoring of Fire Danger Index (FDI) via the Advanced Fire Information Systems (AFIS) for extreme conditions leading to bush and veld fires.
- Emergency operations preparedness, response and recovery plans for generic risks and emergency management response plans for fires, floods and specialist risks including the Hex tunnel; hospitals and identified designated risks. These plans are linked to other line functions in the municipality as well as to affected sector provincial and state departments.
- Training, education and awareness
- Public education/ awareness campaigns

Ongoing public educational programmes are being conducted on a continuous basis at schools, community organisations, businesses, municipal entities and in the Breede Valley community. These programmes include but are not limited to:

- Learn not to burn – pre-schools
- Remembering when – retirement homes
- Water safety campaigns in affected areas

- Care programme – teachers and caregivers
- Door-to-door campaigns
- Prepare for emergency –where staff of business, hospitals, schools etc. and community is instructed on the correct use of portable fire extinguishers
- Evacuation drills

Ongoing funding will be required to reassess/print and develop educational pamphlets for a wide variety of risks that may include but are not limited to;

- Water safety
- Pedestrian safety
- Road safety
- Bicycle safety
- Motor vehicle safety
- Fire safety
- Extreme weather conditions awareness
- Smoke alarms
- Join the professionals
- Preparing firebreaks
- Promotional items that include License disc stickers and rulers

Community Emergency Response Team

A programme where teams in communities are trained to be resilient to the consequences of a disaster or emergency when the emergency services are not immediately available for various reasons. These teams will be ward based. Training of municipal officials and a reserve force are required in order to comply with all aspects of disaster management.

Funding

Adequate funding required for planning and preparedness, mitigation, response, recovery and review. In order to effectively comply with the Disaster Management Act, additional resources such as fire stations in Touwsrivier and Rawsonville respectively, coupled with additional vehicles, staff and all applicable resources are required. Two vacant municipal buildings (in Touwsrivier and Rawsonville respectively) has been identified as potential sites that can be converted into a satellite fire station / fire house. The department will, in the forthcoming financial period, thoroughly investigate these options to ascertain the feasibility thereof, coupled with the resource requirements.

The table below, depicts the budget allocations linked to the 2025/26 MTREF:

Description	Finance Source		Draft Budget 2025/26	Draft Budget 2026/27	Draft Budget 2027/28
COMMUNITY SERVICES					
FIRE DEPARTMENT: ADMIN - 4203					
Major Fire Engine (Pumper)	3,0	CRR / Own Funding	7 000 000	0	8 764 000
Equipment for Fire Engine	3,0	CRR / Own Funding	1 500 000	0	150 000
Fire Services - Machinery and Equipment	3,0	CRR / Own Funding	200 000	0	0
4x4 veld and bush Fire Engine with tank and pump	3,0	CRR / Own Funding	0	900 000	0
Worcester Fire Station Carport	3,0	CRR / Own Funding	0	265 000	0
Water Tender 6000l	3,0	CRR / Own Funding	1 100 000	0	0

TABLE 55: 2025/26 CAPITAL BUDGET - FIRE DEPARTMENT

Project Description	Primary & Secondary Stakeholders	Risk description/ rating (prevention/mitigation/ preparedness)	Risk Reduction	Additional comments by Disaster Management
Human Disease Outbreak	Planning, Development & Integrated Services; BVFD; Human Settlements; CWDM	Medium	Regular updates via the District and Provincial Disaster Management Advisory Forums. As with the outbreak of the Covid-19 pandemic, the BVFD, through its disaster management component, occupies an integral role in the municipal as well as CWDM Joint Operating Committees.	Continuous
Reducing Veld Fire Risk	BVFD; CWDM Fire	High	Annual budgeted programme of clearing of firebreaks on municipal land. Annual pre-summer written Fire Safety By-law notification served on identified private and state landowners as it applies to the clearing and maintenance of firebreaks. Processing of prescribed burning permits for vegetation. Maintenance of Fire Service Mutual Aid Agreement with the District.	Continuous
Urban Sprawl	Human Settlements; Law Enforcement	Medium	Prevention of illegal occupation of land through monitoring and intervention by municipal anti-land invasion unit. Town planning regulations enforced.	Continuous
Severe Weather Conditions	Engineering Services; Planning, Development	High	Complete Ward-based Risk Assessments on ALL wards and include mitigation and risk reduction recommendations in winter season operational risk planning measures.	Continuous

Project Description	Primary & Secondary Stakeholders	Risk description/ rating (prevention/mitigation/ preparedness)	Risk Reduction	Additional comments by Disaster Management
	& Integrated Services; BVFD; Human Settlements; CWDM Roads Department; BVM Traffic; Provincial Traffic		Annual programme by Planning, Development & Integrated Services Department on clearing of storm water drainage systems prior to the rainy season in partnership with EPWP. Listing previous reported storm water problems and budgeting for storm water improvements in the next financial year. Working for water programme in place. Advance Fire Information Systems used for predetermining severe veld fire conditions.	
Transport of Dangerous Goods	BVFD; BVM Traffic; Transnet; Provincial Traffic	Medium	Strict enforcement of the Fire Safety By-laws as it applies to the transport and storage of dangerous goods in the municipal area. Regular enforcement of traffic safety laws by the local and provincial traffic authorities that prioritise the carriage of dangerous goods. Established partnership between Fire Service Authority and Traffic Services as it relates to the enforcement of the carriage of dangerous goods. Dangerous goods training for various agencies.	Continuous
Critical Infrastructure Contingency	All BVM Directorates	High	Engineering Departments compiling and updating CICPs. ICT have approved DRP in place. Conducted risk assessment of Worcester Water Supply pipeline (2013)	Continuous

Project Description	Primary & Secondary Stakeholders	Risk description/ rating (prevention/mitigation/preparedness)	Risk Reduction	Additional comments by Disaster Management
Planning (CICP)			Comprehensive BCP to be reviewed annually.	
Animal Disease Outbreak	All BVM Directorates; CWDM	Medium	Land use planning regulations being enforced. Regular updates via the District and Provincial Disaster Management Advisory Forums.	Continuous

TABLE 56: DISASTER RISK REGISTER

Conclusion

Many external and internal forces are impacting communities. Load shedding, infrastructure, basic resources (water, food and energy) and livelihoods amongst all sectors and stakeholders are adversely impacted, with the less fortunate and vulnerable citizens within society being at bigger risk. It is clearly in the public interest to reduce these impacts and to encourage the development of communities that are resilient. Climate change phenomena are already evident in the Western Cape and are negatively impacting and undermining economic and social development. Substantial responses are required by all role-players to adapt to the changes that will be experienced. Numerous flood and drought events have occurred in the Western Cape in the past decades, with frequency seemingly increasing. In the Breede Valley, observed increases in fire incidences could be attributable to climate change. The municipality is part of a task team that is embarking on a strategy to alleviate and mitigate the associated risks that climate change presents.

PROGRAMME 6.1 (H): AIR QUALITY MANAGEMENT

The Air Quality Management Plan is a statutory requirement in the National Environmental Management Air Quality Act 39 of 2004, Section 15(1).

The designated Air Quality Officer (AQO) of BVM completed the final draft of the Air Quality Management Plan (AQMP) and submitted it to Department Environmental Affairs and Development Planning (DEA&DP) as well as the AQO of Cape Winelands District Municipality for their comments. The AQMP was submitted to BVM Council in June 2017 for approval and subsequently upon approval by the local authority sent to DEA&DP.

The Air Quality Management Plan (AQMP) of Breede Valley Municipality has been developed to comply with the National Environmental Management: Air Quality Act 39 of 2004 (NEMA: AQA) and requires municipalities to introduce Air Quality Management Plans that describes what will be done to achieve prescribed air quality standards.

The AQO is member of the Provincial Air Quality Forum which meets on quarterly basis with the purpose of increasing knowledge regarding air quality issues as well as sharing experiences and lessons learned. In addition, the AQO attended an Environmental Management Inspectorate training course which deals with the regulatory and enforcement aspects as described in the National Environmental Act (No. 107 of 1998).

Municipalities are required to include an AQMP as part of its Integrated Development Plan (IDP). The AQMP should be a logical and holistic approach for communities, industry and government to manage air quality within the Breede Valley Municipality area.

With reference to NEMA: AQA, Breede Valley Municipality has two primary statutory obligations with which it must comply, and these obligations are:

- Designate an Air Quality Officer (AQO)
- Incorporate the AQMP in the Integrated Development Plan (IDP) of the municipality

Vision, mission and objectives

Vision Statement

The vision statement of Breede Valley Municipality (from an air quality perspective) must not only be in alignment with that of Cape Winelands District Municipality, but also with that of the Western Cape Department of Environmental Affairs and Development Planning. Therefore, the vision for BVM is:

Ensure the constitutional right of all inhabitants to live in a clean and healthy air environment is maintained on a continuous basis.

Mission Statement

The mission statement for BVM (from an air quality perspective) to adhere to the vision statement above reads as follows:

Implementing and progressively achieving the goals as set out in the AQMP, thereby ensuring that all current and future generations and the environment's air quality is safeguarded utilising principles of sustainable methods to ensure a healthy quality of life as well as promoting social and economic development

Status quo - revised

The state of air quality management in Breede Valley Municipality is summarised in the table below and gives an indication of the current status (as at February 2023) of the institution in terms of air quality management.

Currently the Air Quality Management function resides in the Water Services Department, Laboratory Section, with the Chief Laboratory Analyst designated as the Air Quality Officer for Breede Valley Municipality.

Requirement		Status	Comment
Appointed Air Quality Officer		Yes	Date of appointment 31 July 2015.
Air Quality Management Plan Adopted		Yes	The AQMP was adopted by Mayco during June 2017, in terms of Mayco Resolution EX17/2017 .
AQMP incorporated in IDP		Yes	Chapter 6, Section 6.1 (i) in the 5 th Generation IDP (2022 – 2027) refers to air quality with an update in the current document.
Budget allocated for AQMP		No	<p>No funds allocated for this service – cost centre does not exist in Breede Valley Municipality.</p> <p>Currently, the Senior Manager provides funds on an ad hoc basis when needed. Funds are required for:</p> <ul style="list-style-type: none"> • Attending quarterly air quality forums • Accommodation and S&T expenses • Transport costs pertaining to site visits and attending to complaints <p>Requests for budgetary provisions will be made in future</p>
Capacity	Human Resources	Limited	<p>Duties are an additional function allocated to the appointed incumbent;</p> <p>Currently using staff members (from the laboratory) to provide assistance and attend forum meetings/site visits where applicable;</p> <p>Additional administrative support will be required in the near future</p>
	Equipment	Limited	Need to purchase a hand-held meter to measure H ₂ S and another basic meter to monitor SO ₄ , VOCs and CO levels on an ad hoc basis
	Skills	Limited	<ul style="list-style-type: none"> • Attend workshops delivered by DEADP (4 forums per year coupled with ad hoc engagements emanating from forum meetings) • Attend Air Quality Lekgotla (annually, funded by National Department of Environmental Affairs) • Additional emissions training required
Cooperative governance		Yes	<p>Interaction with CWDM and DEADP on matters pertaining to AQM.</p> <p>These engagements currently occur only at forum meetings or when the provincial/district AQT conduct site visits</p>

Requirement	Status	Comment
Possible air pollution sources in Breede Valley Municipality	Yes	<ul style="list-style-type: none"> • Industrial/factory operations • Agricultural activities • Biomass and domestic fuel burning • Vehicle emissions • Waste treatment and disposal <p>To limit pollution, BVM Air Quality Section is currently in process of conducting an emission inventory study in Worcester (which will be rolled-out in other towns as resources becomes available). The following emission producers will be surveyed and registered with BVM based on the following priority:</p> <ul style="list-style-type: none"> • Small boilers • Spray booths/Extractors • Large generators used during load-shedding
Ambient Air Quality Monitoring	Yes	Monitoring station is located in Meirings Park, close to the industrial area in Worcester, which is currently monitored by Western Cape Department of Environmental Affairs' Directorate: Air Quality Management in collaboration with the local AQO. A real-time view of the data is available on the South African Air Quality Information System (SAAQIS) website or mobile application.

TABLE 57: BREEDE VALLEY MUNICIPALITY'S INSTITUTIONAL STATUS IN TERMS OF AIR QUALITY MANAGEMENT

The ambient air quality is generally good. However, a few sources of air pollution (primarily seasonally bound) can be identified, e.g. ambient particulate concentrations are likely to be high in low-income informal settlements (during winter) where wood is used as the primary fuel source and activities such as refuse burning at the waste landfill site.

Gap analysis and needs assessment - revised

The gaps identified for Breede Valley Municipality to perform its statutory functions in terms of air quality are encapsulated in the table below:

Gaps identified	Comment
Limited Human Resource and related issues	<ul style="list-style-type: none"> Incumbent official has other functions to perform Air Quality Officer co-opt other official on <i>ad hoc</i> basis as needed Relevant training needed for officials on continuous basis
Cooperation between local and district municipalities	Since the 2018/19 review, an evident improvement in communication and collaboration has been achieved. Interaction (on matters pertaining to AQ) between officials across all spheres of government occurs on a more frequent basis, which provides opportunity to engage on best practices in the industry
Cooperation between different departments of BVM	<p>AQM requires cooperation from various disciplines within local government, which includes amongst others:</p> <ul style="list-style-type: none"> Traffic Department Fire and Rescue Town Planning and Building Control Water Services Solid Waste & Area Cleaning Financial Planning Department Councillors <p>The AQO identified certain individuals within these disciplines and envisages to engage with them on matters pertaining to AQM in the near future.</p>
No budget specifically allocated for AQMP	<p>Over and above the issues alluded to previously, the lack of a dedicated AQ budget will adversely influence the municipality's ability to:</p> <ul style="list-style-type: none"> compile an AQ By-law ensure that AQO and associated officials remain up to date through applicable training engage with stakeholders on mutual challenges, lessons learnt and best practices in the field of assessing and providing adequate air quality levels
Air Quality By-law	The Air Quality By-law is currently under review

TABLE 58: GAP ANALYSIS AND NEEDS ASSESSMENT

Development and compilation of an Air Quality Implementation Plan - Revised

The purpose of this plan is to maintain, improve and protect air quality throughout BVM by preventing pollution and ecological degradation in order to give effect to the legal responsibility of the Breede Valley Municipality in terms of the National Environmental Management: Air Quality Act, 2004 (Act 39 of 2004) and the National Framework for Air Quality Management in the Republic of South Africa.

Thus, an understanding of the state of air quality in Breede Valley Municipality and the ability to report the aforementioned with confidence require:

- Access to reliable and accurate emissions data
- Ambient air quality data over an extended period to be requested from Provincial Directorate: Air Quality Management for review, interpreting and checking for specific trends

The ambient air quality is currently monitored by Western Cape Department Environmental Affairs and Development Planning (DEA&DP) at Meirings Park in Worcester. It is necessary for Breede Valley Municipality to:

- Participate in these monitoring activities,
- Have access to this information (Data available on SAAQIS - South African Air Quality Information System)
- Extend the scope of monitoring in other areas of Breede Valley Municipality.

Another important aspect that will contribute to the successful implementation of the AQMP is transparent and inclusive communication. Thus, it is imperative that a multi-stakeholder forum should be established which includes:

- Cape Winelands District Municipality
- Department Environmental Affairs and Development Planning
- The broader community of BVM
- BVM's Air Quality Officer and other co-opted officials as needed
- Other departments within BVM, and
- Councillors of BVM

Implementation plan

The goals needed to implement the Air Quality Management Plan needs to be clearly defined into specific objectives. Each objective is linked to specific time frames, the responsible person and a budget as indicated in **the table** below.

Objective	Timeframes	Description	Comment	Budget needed	Responsibility	Status
Appoint Air Quality Officer	August 2015	Appoint AQO to oversee AQ within the BVM	Technical Director/ Municipal Manager to appoint AQO	No	MM	Completed
Capacity Building	Continuous	Attend quarterly regional forum sessions Attend specific courses, e.g. Noise training, emissions standards, EMI training for AQO	-	Yes	Local AQO	On-going
Establish a local AQO forum in CWDM	Short Term	Regular meetings and feedback between BVM and CWDM	Invite DEA&DP, neighbouring municipalities to forum meetings	Yes	CWDM AQO & Local AQO	Currently ongoing (informal basis)
Compile detailed list of Emission producers	Short Term	Emission Inventory List	Visit possible pollution sources in BVM area	Yes	Local AQO + CWDM	Will reconvene as soon as permitted (subject to available resources)
Effectively dealing with complaints	Continuous	Complaints submitted by all stakeholders within a community	Design a complaint register & follow-up on complaints	Yes	Local AQO + CWDM	In Process
Submit AQMP to Council for approval	June 2017	Submit AQMP to council		No	Local AQO, Technical Director	Completed
Submit approved AQMP to DEA&DP	August 2017	Submit approved AQMP & MAYCO resolution to DEA&DP	Include specific Mayco minutes indicating approval	No	Local AQO + DEADP	Completed

Objective	Timeframes	Description	Comment	Budget needed	Responsibility	Status
Education activities	Short to medium term	Engaging with schools to host educational & awareness programmes on AQ & AQM	Environmental education awareness programmes at schools and libraries.	Yes	Local and district AQO + DEADP	Will reconvene as soon as permitted (subject to available resources)

TABLE 59: AIR QUALITY IMPLEMENTATION PLAN

Monitoring, reporting and evaluation of the AQMP

Breede Valley Municipality responsibilities are:

- Report progress with regard to implementation of the plan
- BVM must report to DEA&DP on implementation of their AQMP as required by S17 of National

Environmental Management: Air Quality Act (39 of 2005)

- Provide inputs towards Cape Winelands District Municipality and Western Cape Provincial Air Quality Department's annual reports in terms of air quality within the area.

Review of the AQMP

The AQMP provides a 5-year planning scope on matters pertaining to Air Quality within the BVM and is revised on a 5-year cycle. In contrast, AQM Implementation Plan should function as a living document and review thereof should be done on a continuous basis since it refers to the implementation goals (linked to the 5-year plan). This review however is subject to funding and political cycles, meaning that an element of elasticity is necessary to achieve the implementation goals to be conducted on an annual basis. The Air Quality Management plan is currently under review.

PROGRAMME 6.1 (I): CLIMATE CHANGE

Most of the Western Cape Province (including the Breede Valley Municipality) is especially vulnerable to climate change, being a winter rainfall area, as opposed to the other provinces in the country that are summer rainfall areas. The vegetation and agricultural conditions are therefore largely unique to the Province, resulting in a particular climate vulnerability which in some respect is different to the rest of the country. The climate projections for this region indicate not only a warming trend as with the rest of the country, but also projected drying in many areas, with longer time periods between increasingly intense rainfall events. These broad projections raise the risk profile of the region which is already vulnerable to droughts, floods and fire.

Planning, preparedness and innovation are therefore required to maximise the municipality's adaptive capacity to climate change. Taking action now will limit damage, loss of life, and economic costs over the coming decades and, if strategically and urgently considered, will add to the Breede Valley's competitive edge into the future. Adaptation interventions designed to ensure that the municipality does not compromise its growth and development are therefore critical to ensure reduced vulnerability to the impacts of climate variability and climate change across the municipal area.

In response to an uncertain future and immediate development needs, the Breede Valley Municipality needs to align climate responses with existing climate and development challenges and deepen existing response capacity as well as:

- a) develop links with research institutions, government agencies and community bodies to improve the flow of information, in particular early warning systems, for extreme events
- b) incorporate climate change information into sector planning and plan for a wide range of longer-term changes in average conditions
- c) improve cross-sector integration of management and development planning. As mitigation and adaptation efforts fall under the responsibility of a range of departments, some form of institutional coordination is important.
- d) move hard and faster on core development objectives, which will provide immediate benefits and long-term climate responses benefits.
- e) implement and encourage initiatives linked to the green economy and the promotion of environmental sensitivity amongst residents

Climate change covers all sectors and integrating climate change into existing policies and plans is considered the most effective way to respond to climate change. This approach builds increasing flexibility into planning decisions and helps to avoid “lock-in” systems or infrastructure not suitable to future climate conditions. The strategy *inter alia* priorities the following climate change adaptation outcomes for the Breede Valley Municipality:

- a) Well-managed natural systems that reduce climate vulnerability and improve resilience to climate change impacts.
- b) Significantly increased climate resilience and coping capacity within communities which reduces climate-related vulnerabilities.
- c) An actively adaptive and climate change resilient economy which unlocks new markets and economic growth opportunities arising from climate change.

A number of key focus areas are identified to help with the combatting of climate change in the municipal area:

- a) Renewable Energy
- b) Waste Management
- c) Sustainable Transport
- d) Water Security and Efficiency
- e) Biodiversity Conservation
- f) Agriculture and Food Security
- g) Healthy communities

As per the requirements of Section 30 (Control of Incidents) of the National Environmental Management Act, the Municipality has identified existing officials to carry out function as per the legislated requirement. Fire Services and Disaster Management officials as well as the Air Quality Management official has been identified in this regard.

CHAPTER 7: THE CARING MUNICIPALITY

CARING

Breede Valley Municipality will provide care to all vulnerable groups and encourage social investment with a focus on youth development and opportunities for the youth to play a meaningful role in developing a better and caring Breede Valley community.

Introduction

Breede Valley Municipality has identified the following strategic objective to drive the realisation of the caring municipality:

STRATEGIC OBJECTIVE 1: TO PROVIDE AND MAINTAIN BASIC SERVICES AND ENSURE SOCIAL UPLIFTMENT OF THE BREEDE VALLEY COMMUNITY

The objective above will be unpacked in more detail below, and will be pursued through the implementation of the following lead programmes and interventions:

PROGRAMME 7.1: BUILDING SOCIAL CAPITAL

PROGRAMME 7.1 (A): ROLL-OUT OF SOCIAL DEVELOPMENT PLAN

In terms of Chapter 7, section 153A of the Constitution of South Africa:

A municipality must – “structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, *and to promote the social and economic development of the community*”.

The municipality alone cannot address all the needs in our communities. Having all the plans and programmes in the world won't solve the development challenges in our communities but getting the communities to take ownership of their development processes might be the first step towards sustainable community development. Instilling ownership will create a sense within the community that development earmarked for citizens must involve them from the start. No planning in the community can be done without proper public participation processes being followed. The potential of the communities in the Breede Valley to be developed is unbelievably high. Therefore, as a municipality we must ensure that we do everything possible to create a platform for our communities to be developed as sustainably as we can. Proper and sound financial planning is a key factor with relation to human, natural, physical and financial capital.

The political will must be there, and proper guidance must be given to the development process of the Breede Valley. The Integrated Development Plan and Local Economic Development Strategy will play a pivotal role in this process. A big focus must be placed on all vulnerable groups and individuals if we are to ensure a sustainable effort to develop all communities within the Breede Valley. It is equally important to have proper food, social and financial security programmes within the community development context of the Breede Valley.

This plan will provide a framework as to how best to take an initiative-taking and consistent stance on community development initiatives. The proposal for this Social Development Plan is designed to address the core problem, that is, *the participation of the Breede Valley community in the overall development process is highly constrained and Limited.*

Goal

The goal to which the Social Development Plan will contribute is:

Sustainable improvement in the livelihoods of the Breede Valley community living in the towns of Touwsrivier, De Doorns, Rawsonville, Worcester and the surrounding farms.

Objective

The objective of the Social Development Plan is:

The provision of an overall framework and guidance to Breede Valley Municipality (and other stakeholders) on how best to take a proactive and consistent stance on community development initiatives as well as Poorer communities in Breede Valley municipal area participating fully and effectively in their development process.

Outcomes

In advancing the objective of this plan, it is envisioned that the following outcomes be achieved:

Better, more successful decision-making

- Collaborative approaches as service providers work with communities to map a way forward
- Inputs sought and encouraged from a wider arena
- Action happens with the community and not too the community
- The closing of gaps between decision-making and those they influence of effect, particularly around local government policy and local needs

Stronger and more resilient communities

- Communities feel encouraged, working together for the greater good
- Collective ownership and responsibility is taken
- Processes are inclusive of all people who wish to participate
- Isolation barriers are broken down
- Communities recognise and acknowledge diversity
- There is a stronger feeling of belonging and value by all sectors in the community
- Disparities of socio-economic wellbeing between the different communities of the Breede Valley are reduced

Stronger partnerships

- Service providers working together with the community
- Decisions are made from a more holistic, strength-based approach
- Outcomes are readily supported and more successful
- Stronger relationships due to greater understanding

Greater mutual understanding

- Communities can see and support the bigger picture
- Asking and listening comes before acting
- Communities know where to go when they need information/assistance
- Creation of better learning opportunities

- Greater appreciation and acknowledgement of our diverse communities

Decreasing distances

- Reduced feelings of isolation
- Services are more accessible
- Local government policy recognising local need

Strategic themes:

	FOCUS GROUP		
	People	Community	Infrastructure
FOCUS AREA	Employment	Health	Community facilities
	Elderly	Housing	Transport
	Disabled	Collaboration	Other council services (such as sewerage, refuse, and water provision)
	Youth	Connectedness	
	Alcohol, drugs and gambling	National/Provincial vs Local	
	Family	Valuating and acknowledgement	
	Education (schooling and community)		

SOCIAL DEVELOPMENT: STRATEGIC THEMES

Advocacy

When there is a need for change or for a message to be heard at a regional or national level, advocacy is an area in which Council can support or represent communities. Advocacy efforts will generally be focused on areas in which Council does not deliver services such as health, education of family services.

Advocacy is an area in which Council in its current capacity can be most effective in directly contributing to the improvement of social wellbeing in the Breede Valley. By understanding or knowing the bigger picture Council is in a better position to tell its story and advocate on the community's behalf.

It is also important to note that part of this plan is to provide the framework for developing a clearer picture of what Council can and cannot affect. This will ensure that the community understands Council's role and that Council is able to meet community's expectations.

Advocacy model

The following three-staged model provides the process in which Council will continue to move forward in contributing to social development via advocacy.

a) Understanding the community

Consultation	With the community and key stakeholders on subjects of community importance
Engaging communities	Assisting the development of relationships between community and key decision-makers, to allow key decision-makers to better understand individual communities and for communities to better understand the process leading to decision-making
Research	Investigating local, regional and national social trends, identifying gaps or poor delivery of services and reviewing the implication this could have in the Breede Valley
Local services mapping	A project lead by Department of Social Development that will provide a profile of social service delivery in the Breede Valley

b) Representing local needs

Service provision	Advocacy for change or improvements to services
Linking people	Encouraging accessible and understandable information
Advocacy	On behalf of communities to regional/national decision-makers; look to maximise the intended outcomes of government policy and local activities
Coordinate/ facilitate	Bringing people/groups together who can meet needs of communities
Relationship networking	Building strong relationships to foster understanding and future development

c) Reviewing results

Monitor	Effectiveness of our actions and overall impact of combined activity on issues
Reporting back	Communities are kept informed of progress

Issues for Advocacy

Young people	Increasing aspirations, more youth-friendly facilities
Alcohol, drug and gambling addictions	Better access to information, facilities and support services. Re-establish Local Drug Action Committee (LDAC). First meeting held with Mayor and MEC with stakeholders.
Families/parenting	Life skills training, services for children, mentoring and general support services and education, including health. Partnership with welfare organisation and Department of Social Development to serve the communities with these needs.
Literacy	Addressing issue of the low literacy rates
Employment and training	Appropriate and sustainable tertiary courses, economic growth opportunities and apprenticeships
Transport	To better access services for employment and training, social, health and tourism opportunities

Elements of this Social Development Plan



- A. Grassroots “ownership”
- B. Inclusive community-based activity
- C. Widely shared experience of social belonging
- D. Visible community pride
- E. Well-nurtured motivated families
- F. Accessible, dynamic continuum of care
- G. Life-long learning
- H. Ethical responsive community leadership

Elements defined

- A. Grassroots “ownership”**
- a) Community activity and investment fosters a “pay it forward” attitude
 - b) Increasing numbers of residents informally “boosting” the community; acting as “ambassadors” to visitors
 - c) People offering help on the street
 - d) Well-used public spaces

- e) BVM should consciously invest in the development of youth
- f) Families attend community events together as the norm
- g) People greeting each other on the street
- h) Increased voter turnout
- i) Public expression of social opportunities (advertising)
- j) Diversity and inclusion in workplace (marketplace)

B. Inclusive community-based activity

- a) Children should become involved in many community activities and events
- b) Excellent parental involvement at their children's school, recreational, cultural and sport activities
- c) Multi-generational involvement seen in public places (e.g. seniors as mentors in schools, etc.)
- d) Families frequently using public spaces
- e) Every youth is exposed to a variety of challenging leadership and social development activities sponsored by the community
- f) High attendance at public events and festivals
- g) Schools participating enthusiastically in public events
- h) High level of volunteerism, from a broad cross-section of the community
- i) Diversity and inclusion in leadership (youth, seniors, disabilities, ethnic, leaders, etc.)

Plans and programmes and projects per sector

PROGRAMME	PROJECT	PROJECT ACTIVITIES	TIMEFRAME	PARTNERS	PROGRESS
1. Youth Development	1. Establishment of youth forums in all towns	1. Identify all youth structures 2. Set up meeting with relevant stakeholders 3. Elect youth representatives per town 4. Provide capacity building 5. Conduct workshops to draft TOR 6. Formalise all forums	June 2024	1. BVM 2. DSD 3. CWDM 4. Civil Society 5. DOCS 6. DOH 7. DOE 8. SAPS	The department is engaging youth representatives throughout the Breede Valley and anticipates establishing Youth Forums in all BVM towns by June 2024.

PROGRAMME	PROJECT	PROJECT ACTIVITIES	TIMEFRAME	PARTNERS	PROGRESS
		7. Do strategic planning and develop a plan of action		9. Youth Groups/Organisations	<p>A stakeholders interaction is set for 11 March 2024, with the purpose of supporting the different workshops that are anticipated for each town to form these town forums before the BVM Youth forum.</p> <p>No funding was allocated to establish these forum. We need to secure transport for groups to attend sessions, venues, catering. Individual sessions with youth organizations were held.</p>

PROGRAMME	PROJECT	PROJECT ACTIVITIES	TIMEFRAME	PARTNERS	PROGRESS
	2. Review the Youth Development Policy for BVM	<ol style="list-style-type: none"> 1. Meeting between relevant stakeholders 2. Consultation with all youth development structures 3. Drafting of policy 4. Submission of draft policy to council 5. Public participation process 6. Getting policy approved 7. Linking policy with strategic plan of action 	As time of selection of new forum every 5 year	BVM Departments: 1. Office of the MM 2. CDO 3. DSD	This deliverable is encapsulated in the Sustainable Social Development Plan, which will be reviewed annually.
	3. Youth Skills Development	<ol style="list-style-type: none"> 1. Ward-based youth skills assessment 2. Identify service providers 3. Identify youth participants 4. Design and compile training programmes 	Annually	1. BVM 2. DSD 3. CWDM 4. DOE 5. Training Companies 6. Business Sector	Quarterly engagement with the Department of Social Development, NYDA (National Youth Development Agency), Department of Labour & SEDA to identify training needs and new opportunities. All youth groups or organisations are invited and these engagements also support ward-based programs as requested from our communities.

PROGRAMME	PROJECT	PROJECT ACTIVITIES	TIMEFRAME	PARTNERS	PROGRESS
	4. Substance abuse awareness programmes	<ol style="list-style-type: none"> 1. Identify relevant stakeholders 2. Identify problem areas 3. Conduct community engagements 4. Set up support groups 5. Run awareness campaigns 6. Create links with relevant rehab centres 7. Refer addicted youth to facilities if possible 8. Public education 	December 2023	<ol style="list-style-type: none"> 1. BVM 2. DSD 3. CWDM 4. Civil Society 5. DOCS 6. DOH 7. DOE 8. SAPS 	<p>LDAC awareness programs will be implemented on the International Drug Awareness Day 26 June 2023. A local drug forum will be established (derived from the Provincial Premier's initiative), which should be finalised by December 2023.</p> <p>Planning social cohesion approach with all government stakeholders and community-based organization to involve and conduct sessions and establish a forum to run campaigns and awareness programs</p>
	5. Youth Focal Units/ Youth Café	<ol style="list-style-type: none"> 1. Identify land or municipal buildings 2. Identify relevant stakeholders 3. Obtain funding from relevant departments 	June 2025	<ol style="list-style-type: none"> 1. BVM 2. DSD 3. Cape Access 4. Thusong Programme 	Two Youth Cafés have been established, although there are certain external factors

PROGRAMME	PROJECT	PROJECT ACTIVITIES	TIMEFRAME	PARTNERS	PROGRESS
		4. Design programmes for these cafes and units		5. CWDM 6. Worcester Business Forum	<p>impacting the effective operations of the Worcester facility. The department is investigating amicable solutions to restore full service (Worcester). With the establishment of youth forums, we will identify the needs among these organizations.</p> <p>Additional investigation will be done to determine the feasibility of establishing Youth Cafés in Rawsonville and Touwsrivier respectively, which is earmarked for completion by June 2025.</p>
	6. Youth Development Through Sport	1. Municipal sports days for youth 2. Inter-flat sport tournament 3. Vlakkie cricket sport programme	Annually	1. BVM 2. DSD 3. DCAS	Community sport facilities established; implementation

PROGRAMME	PROJECT	PROJECT ACTIVITIES	TIMEFRAME	PARTNERS	PROGRESS
		4. Community sport programmes		4. WBF 5. CSOs	ongoing. The department does, in accordance with available resources, support inter-flat sport tournaments. A similar programme is planned for September 2023. EPWP caretakers appointed at all RSEP community sport fields and sport organization utilise these spaces. Furthermore, the department regularly supports “Vlakkie” cricket tournaments and community netball teams.
	7. Youth Development Summit	1. Consult with all youth development organisations 2. Identify relevant partners 3. Do logistical arrangements 4. Conduct the summit	September 2025	1. BVM 2. DSD 3. All youth development organisations	The first youth development summit will be conducted after establishment of the Municipal Youth Forum
2. Community Safety Forum	1. CSF Plenary meetings	1. Schedule four meetings with all relevant stakeholders	December 2024	1. BVM 2. CSF	The CSF was re-established with the

PROGRAMME	PROJECT	PROJECT ACTIVITIES	TIMEFRAME	PARTNERS	PROGRESS
		2. Schedule quarterly cluster meetings		3. DOCS 4. Ward Committees 5. Neighbourhood Watches	assistance of the Western Cape Department of Community Safety. Workshops were conducted to (amongst others) discuss the terms reference for the committee, compositions and rules of engagement.
	2. Public Participation	1. Publish safety tips 2. Implement community safety programmes and projects as identified 3. Enhance holiday programmes	Annually	1. BVM 2. CSF 3. DOCS 4. Ward Committees 5. Neighbourhood Watches	Workshops were conducted to (amongst others) discuss the terms reference for the committee, compositions and rules of engagement.
	3. CCTV Cameras	1. Secure budget 2. Advertise the tender 3. Appoint service provider 4. Implement project	June 2025	1. BVM 2. CSF 3. DOCS 4. WBF	Steering committee was established, to identify the sites and specifications for the cameras and installation.
	4. Community Safety Summit	1. Consult with all community safety organisations 2. Identify relevant partners	December 2023	1. BVM 2. DOCS 3. SAPS	The Community Safety Summit took place in the previous

PROGRAMME	PROJECT	PROJECT ACTIVITIES	TIMEFRAME	PARTNERS	PROGRESS
		3. Do logistical arrangements 4. Conduct the summit		4. CPF 5. CSF 6. CSO	financial year and was attended by all stakeholders.
3. Early Childhood Development	1. ECD Summit	1. Set up a meeting with DSD 2. Call a joint planning session with all relevant stakeholders 3. Secure date and venue 4. Public participation process 5. Conduct the summit	June 2025	1. BVM 2. DSD 3. DOE 4. ECD Forums	<p>The last ECD Policy Development Task Team Meeting was on 07 February 2024.</p> <p>DO MORE FOUNDATION interventions with regards to young child support in 2023. We are now in the process with the key support from the Real Reform for ECD (RR4 ECD) campaign to facilitate the development of an ECD policy for Breede Valley Local Municipality.</p> <p>We had consensus with relevant departments such as WCED, DSD, DoH as</p>

PROGRAMME	PROJECT	PROJECT ACTIVITIES	TIMEFRAME	PARTNERS	PROGRESS
					well as CWDM to also partake in this important initiative which can serve as a model for replication in other municipalities.
	2. Identify land for ECDs	<ol style="list-style-type: none"> 1. Convene a meeting with relevant departments 2. Community drive to identify available land in all wards 	As and when required	<ol style="list-style-type: none"> 1. BVM 2. DSD 3. ECD Forums 	Ongoing
	3. ECD Mapping project	<ol style="list-style-type: none"> 1. Setup meeting with Adam Steer 2. Consult with DSD 3. Schedule session per town to do the mapping 4. Create a digital map per ward of all ECDs 	Continuous, as the need dictates	<ol style="list-style-type: none"> 1. BVM 2. DSD 3. ECD Forums 	Collaboration with DO MORE and Lima Foundations to complete the mapping process
	4. Policy Development	<ol style="list-style-type: none"> 1. Develop a draft policy 2. Develop a strategy 	June 2025	<ol style="list-style-type: none"> 1. BVM 2. DSD 3. DOE 4. ECD Forums 	In partnership with the Real Reform Organization, Do More foundations, Departments and other partners we conducted our first task team engagement on 7 February 2024. All internal stakeholders/partners

PROGRAMME	PROJECT	PROJECT ACTIVITIES	TIMEFRAME	PARTNERS	PROGRESS
					from BVM were invited. A MOU has been signed by our MM and Director. ECD's will be visited in this process and a research team will be part of the process. ECD Forums will attend these session.
	5. ECD Capacity Building	<ol style="list-style-type: none"> 1. Need assessment done 2. Logistics and planning sessions NQF Level 4 & 5 3. ECD Forums in all Town to establish 	Annually	<ol style="list-style-type: none"> 1. BVM 2. DSD 3. ECD Forums 	<p>In 2022-2023 we trained 30 ECD's practitioners in De Doorns on NQF Level 4 and 5. This was high priority for the De Doorns for the development and stimulation of children in education development.</p> <p>As ECD oversight and support now resorts under the Department of Education, we have engaged Boland</p>

PROGRAMME	PROJECT	PROJECT ACTIVITIES	TIMEFRAME	PARTNERS	PROGRESS
					<p>College to provide structured training to enhance the skill levels required from ECD practitioners in the work place.</p> <p>The first round of ECD practitioner training (Worcester practitioners) occurred in 2024/25. A second round of ECD practitioner training (De Doorns and Touwsrivier practitioners) is scheduled in April/May 2025. First-aid training is scheduled for Rawsonville ECD practitioners in 2025/26.</p>
4. Food Security Programme	1. Community Food Garden project	1. Food Security summit 2. Identify needs	Ongoing	1. BVM 2. DLARD 3. DOA	In partnership with Departments of Local Government and

PROGRAMME	PROJECT	PROJECT ACTIVITIES	TIMEFRAME	PARTNERS	PROGRESS
		3. Secure funding and support institutional gardens in all five towns			Agriculture, we provided small-scale farmers with seeds, fencing, chickens, and other support as requested. The Hydroponic Garden has been approved for De Doorns; two community gardens will be beneficiaries.
	2. Food Security Strategy	1. Identify relevant stakeholders 2. Draft a strategy	Ongoing	1. BVM 2. DLARD 3. DOA	Programmes are identified annually and implemented in consultation with the relevant departments
	3. Soup Kitchen Database	1. Visit soup kitchen 2. Registration process 3. Setup meeting with Department of Agriculture 4. Draw up plan to link soup kitchens to food gardens	Regularly maintained / updated	1. BVM 2. DLARD 3. DOA	Soup kitchens are motivated to register as NPO. Assistance are provided on request.
5. Community Sport Development Programme	1. Establish Sport forums in all Towns	1. Identify all relevant sport organisations 2. Call meetings per town 3. Conduct workshops per town 4. Establish sport forums per town	June 2025	1. BVM 2. DCAS 3. CWDM	Still to be implemented In process

PROGRAMME	PROJECT	PROJECT ACTIVITIES	TIMEFRAME	PARTNERS	PROGRESS
		5. Establish Breede Valley Sport and Recreation Association			
	2. Youth Development Through Sport	1. Conduct municipal youth sports days 2. Arrange sport coaching clinics at River View and Roodewal flats 3. Sport workshops 4. Inter Town Youth Sports Tournaments 5. Volleyball programme	Annually	1. BVM 2. DCAS 3. DOE 4. CWDM	Ongoing
	3. Mayoral Cup sport tournament	1. Gain buy-in from all high schools 2. Secure sponsorships 3. Call a competition meeting 4. Draw up tournament structure 5. Do logistical arrangements 6. Run tournament	Annually	1. BVM 2. DCAS 3. CWDM	Will be implemented in December 2025 during school holidays.
	4. Informal sport games: Vlakkie Cricket	1. Call meeting with all clubs 2. Identify needs and gaps 3. Draw up a plan of action 4. Strengthen the existing structures	June 2024	1. BVM 2. DCAS 3. CWDM	More support must be given to Vlakkie Cricket
	5. Sport Sector Summit	1. Consult with all sport structures 2. Identify relevant partners 3. Do logistical arrangements 4. Conduct the summit	December 2024	1. BVM 2. CWDM 3. DCAS	Still to be implemented
6. Community Development Programme	1. Civil Society Database	1. Design a community-based organisation database	Ongoing	1. BVM 2. CDWs 3. Ward Committees	In process of updating database. Ongoing

PROGRAMME	PROJECT	PROJECT ACTIVITIES	TIMEFRAME	PARTNERS	PROGRESS
		2. Invite all organisations to register on the BVM CBO database 3. Update and maintain database		4. DSD 5. CBOs	
	2. Community Development Summit	1. Consult with all CBO structures 2. Advertise and extend invitations to the summit 3. Do all logistical arrangements 4. Confirm attendance to the summit 5. Conduct the summit	June 2025	1. BVM 2. DSD 3. MSAT 4. CBO's 5. CWDM 6. Media	Still to be implemented
7. Vagrants Programme	1. Homeless people Survey: ongoing	1. Setup a database 2. Update the database monthly 3. Conduct monthly meetings with relevant stakeholders	December 2024	1. BVM 2. WBF 3. DSD 4. YWAM 5. SAPS 6. CSO 7. Worcester Standard 8. Valley FM	In partnership with the More than Homeless program and ACVV, we have a survey on record. There is more support required to assist the shelter. The current infrastructure is not sufficient to meet the demand
	2. Street Children project	1. Conduct a meeting with stakeholders 2. Setup a steering committee 3. Draw up a project plan 4. Engage with relevant partners 5. Form partnerships 6. Draft a programme 7. Implement said programme	Ongoing	1. BVM 2. Office of the Mayor 3. DSD 4. WBF 5. SAPS 6. DOE 7. CSO 8. Valley FM	Ongoing

PROGRAMME	PROJECT	PROJECT ACTIVITIES	TIMEFRAME	PARTNERS	PROGRESS
				9. Worcester Standard	
	3. Responsible giving campaign	<ol style="list-style-type: none"> Public education Regular adverts over radio Newspaper articles Conduct regular session with all stakeholders 	Ongoing	<ol style="list-style-type: none"> BVM Office of the Mayor DSD WBF DOE SAPS CSO Valley FM Worcester Standard 	Ongoing. Better coordination is needed, and a champion must be appointed to assist the municipality on a daily basis
8. Community Profiling	1. Community Profiling and Mapping Campaign	<ol style="list-style-type: none"> Schedule a joint planning meeting with all relevant partners Draw up a schedule and plan of action Obtain all necessary resources Conduct the community profiling and mapping project 	June 2025	<ol style="list-style-type: none"> BVM DSD MSAT Stellenbosch University 	Still to be implemented
9. Gender and Disabled Sector	1. Gender and Disabled sector Summit	<ol style="list-style-type: none"> Consult all structures Determine the need for such a summit Identify all relevant stakeholders Do all logistical arrangements Conduct the summit 	Ongoing	<ol style="list-style-type: none"> BVM DSD NID NIB MSAT CWDM 	“16-Days of Activism” programme implemented annually, in collaboration with targeted stakeholders and government departments

PROGRAMME	PROJECT	PROJECT ACTIVITIES	TIMEFRAME	PARTNERS	PROGRESS
10. Arts and Culture Sector	1. Breede Valley Arts and Culture Festival	<ol style="list-style-type: none"> 1. Consult all existing programmes 2. Do a joint planning session with all relevant groups and forums 3. Draft a programme for such a festival 4. Do all logistical arrangements 5. Host the Breede Valley Arts and Culture Festival 	December 2024	<ol style="list-style-type: none"> 1. BVM 2. Arts and Culture groups 3. DCAS 4. CWDM 	In process of establishing an Arts and Culture Forum.
	1. Training and capacity building programme	<ol style="list-style-type: none"> 1. Determine the capacity building needs 2. If need be, design and conduct a programme 		<ol style="list-style-type: none"> 1. BVM 2. CWDM 3. DCAS 	In process of establishing an Arts and Culture Forum
11. Thusong Programme	1. Establishment of Satellite Centres in all towns	<ol style="list-style-type: none"> 1. Identify buildings 2. Schedule engagements with provincial government departments 3. Secure funding 4. Convert identified buildings into Satellite Centres 	June 2024	<ol style="list-style-type: none"> 1. BVM 2. CWDM 3. Provincial DLG 4. Private Sector Partners 	De Doorn Satellite Thusong Centre established successfully. Touwsrivier and Rawsonville currently in progress. A building has been identified in Touwsrivier. Negotiations with the owner currently underway

TABLE 60: PLANS AND PROGRAMMES AND PROJECTS PER SECTOR

The developmental challenges highlighted in chapter 3, will continue to exert significant pressure on the social wellbeing of most citizens throughout BVM, particularly the most vulnerable. As a result, the municipality will seek to strengthen its social support services over the next year, on a case-by-case basis. This will be done by engaging with

key stakeholders throughout society, but particularly those operating within the social sector, to ensure that a collaborative and focused approach is formulated that will adequately support the most vulnerable within society during these challenging times. The municipality commends the initiative taken by various business and civic organisations in response to address these and other developmental challenges prevalent throughout our society.

PROGRAMME 7.1 (B): IMPLEMENTING THE YOUTH DEVELOPMENT STRATEGY

Youth are the heart and future of the Western Cape economy. Yet, the life chances of many young people are blighted. Thus, youth development has been high on the transformation agenda of the country's democratic government since 1994, as reflected in the White Paper on Reconstruction and Development (RDP) which states that youth development must generally:

“Focus on education and training, job creation, and enabling young people to realise their full potential and participate fully in the society and their future. It must restore the hope of our youth in the future, and in their capacity to channel their resourcefulness and energy into reconstruction and development. “

Government also established institutions to drive youth development by developing and implementing additional youth focused policies and programmes. The draft National Youth Policy (2014 – 2019) was established. It addressed policy gaps and persistent challenges that hamper young people from enjoying and exercising their full political, human, social and economic rights in a just, free and democratic South Africa.

On provincial level, the Western Cape Department developed a youth development strategy (2013) which guides the municipalities in mainstreaming youth development into their policies, plans, programmes and management practices. The objectives of the strategy are:

- To guide municipalities on designing, implementing and monitoring of youth development.
- To support municipalities and local government role-players to mainstream youth development into their plans and programmes.
- To provide a legislative framework on which youth development programmes can inform local government to plan, implement and monitor youth development processes.

This BVM Youth Policy was developed within this national and provincial context. It draws on existing policy directives to inform and guide the mainstreaming of youth development in all of the policies, programmes and plans of Breede Valley Municipality. It promotes the full participation of youth in mainstream socio-economic activities and acknowledges youth as both – beneficiaries of services, and agents of change.

The policy is structured as follows:

- Context within which the policy was developed.
- Reflects the definition of youth, the vision, goal, principles and expected outcomes of the BVM Policy
- Framework of youth development and the strategy pillars
- Addresses monitoring and evaluating implementation and impact of the BVM Policy

- The **vision** of this policy speaks to identified challenges of youth and the approach that will be applied in facilitating youth development. It also draws on the visions of national and provincial youth development documents.

The Vision

“Promoting an integrated skill full and sustainable platform for Youth development through active participation.”

The Mission

“To develop sustainable opportunities through skills, Economic development and viable growth.”

Principles

The policy endorses all the principles contained in the NYP 2014 – 2019; i.e.:

- **Accessibility** – young women and men of diverse backgrounds must access resources and services crucial to their total development.
- **Responsiveness** – all youth development service providers should respond to the needs and concerns of young people and be guided by the intention to act in their best interest thus maximising their human potential.
- **Holistic** – youth development initiatives must encompass all aspects of a young person’s life and respond to their physical, psychological, social, economic and spiritual needs within the socio-political environment thus ensuring that they gain the necessary knowledge, skills and experience required to ensure a smooth transition into adult life.
- **Integration** – the need for different key role-players such as government, civil society, private and business sectors to coordinate their efforts to ensure greater impact in developing young people.
- **Diversity** – youth development interventions must recognise and acknowledge the diverse backgrounds that young people come from and celebrate the roles played by different agents of socialisation, tradition, culture and spiritually in the development of young women and men.
- **Non-discriminatory** – all youth development initiatives should not discriminate against young people on the basis of age, gender, race, sexual orientation, disability or any other form of discrimination as enshrined in the Constitution of the country. This principle acknowledges the impact of socialisation and promotes respect for human rights.
- **Sustainable development** – young people’s assets, potential, capacity and capability must be maximised so that they can respond effectively and efficiently to life’s challenges without compromising the ability of future generations to meet their own needs.
- **Transparency** – institutions and organisations involved in youth development should operate in a transparent and accountable manner.
- **Participation and inclusion** – service providers must design policies, strategies and programmes for and with young people by sharing information, creating opportunities and involving them in decision-making as active participants in their own development. Young people should own the outcomes of the development process and should view human rights as a fundamental basis for human development.
- **Social Cohesion** – youth development interventions should promote inclusion of young people as a significant part of societal structures by involving them in democratic and nation-building activities.
- **Youth Service** – young people should be involved in meaningful activities which benefit communities whilst developing their sense of patriotism and their abilities through learning and service.
- **Redress** – it is essential to recognise the different ways in which young people have been affected by the injustices of the past and address these injustices through equitable policies, programmes and resource allocation.

Structural poverty and inequality, crime, constrained choices and inadequate life chances, the absence of networks and support often results in a sense of hopelessness, an inadequate sense of self, high tolerance for risk- and risk-taking behaviour. Therefore, one of the primary goals of a youth development policy must be to give young people in this municipality a real and imminent sense of possibilities, increase their access to a pool of life chances and assist them in

developing the immanent personal agency to carry them through life's challenges as they grow into productive adulthood. The BVM youth development policy provides a framework for all stakeholders to work together effectively to increase the rates of transition to successful adulthood. It provides a local goal, six objectives, four pillars of action and a series of programmes to achieve the ongoing, continuous support required to support young people in making the various transitions to adulthood.

The framework focuses on what is needed to support positive youth development at scale and cost-effectively. With this lens it is biased towards supporting and expanding the life chances of those youth who want to make positive responsible choices

7. STRATEGIC PILLARS

No.	Pillar	Rationale	Objective
1	Youth and skills Development	Training impact on young people's ability to find work and also the levels of income they can command. Access to quality education for all the Breede Valley Area's youth is therefore key to levelling the playing fields.	To ensure youth are literate, numerate and prepared for life and work.
2.	Economic Opportunity	Productive adulthood requires participation in the labour market. Youth bear a disproportionate burden of unemployment and require intermediation to assist them enter the labour market.	To provide opportunities for youth to have expanded work and labour market projects.
3.	Youth, Social Development and youth social cohesion	- A positive sense of self is rooted in a sense of identity and belonging. In functioning societies youth are afforded a variety of opportunities to develop this sense of self. In dysfunctional contexts youth often fail to create a sense of belonging. Given the endemic gang culture in the province this pillar focuses on providing alternative positive peer networks. Develop programmes that facilitate tolerance and acceptance of different races, culture and create a united society.	- Building the social capital and networks of youth. - Strengthening their identity, building their self-esteem, developing a sense of belonging.
5.	Youth Excellence and International networking	Reward and acknowledge youth that exceed in live. International exchange programs.	International networking among youth to create a global youth family. Promote future leaders.

For each pillar in the strategic framework an outcome/objective and set of programmes has been developed. As stated in the introduction, these draw on the range of excellent work.

PILLAR 1: YOUTH AND SKILLS DEVELOPMENT PROGRAMMES:

Outcome	Objective	Proposed projects	Proposed activities and tasks	Progress
Every young person has access to opportunities to develop practical and economically valuable skills	Every young person who is not academically inclined is able to develop economically useful and valuable skills.	Partnership with educational institutions.	Career Counselling services, skills development. Training institutions partner with business and government to strengthen connections between skills and work including in-service training opportunities.	Successful career exhibitions conducted for Grade 12 learners. More career exhibitions throughout all towns will be arranged on a regular basis.
Young people with incomplete schooling are supported with bridges into training and work.	Skills intermediation: Bridging programme for out of school youth which feed into skills or internship programmes	FET colleges Learnerships through all SETAs		Still to be implemented
Skills programmes and capacity building		Conduct a study on existing skills amongst youth. Conduct research on skills in demand in the market. Liaise with other local government bodies and private sectors to workshop skills programmes such as: - vocational programmes - ICT training programme - short skills programme targeting out of school and unemployed youth. - entrepreneurial skills - enrichment programmes on parenting skills, conflict resolution and problem solving in wards. Develop and implement exhibitions and workshops about education, skills development and capacity building.		Still to be implemented

Outcome	Objective	Proposed projects	Proposed activities and tasks	Progress
Learners in further education receives academic and social support	Bursaries	Develop and implement a bursary strategy and plan that is responsive to the human resource development needs of BVM. Develop and implement a system for tracking the progress and sustainability of youth that have benefited from bursaries awarded to them. Identify and link youth with opportunities for bursary programmes offered by private sector institutions.		Still to be implemented
Driver's license programme		Liaise with other partners and service providers to bring this opportunity to selected youth.		Rawsonville learners & driving license project currently running

PILLAR 1: YOUTH AND SKILLS DEVELOPMENT PROGRAMMES

PILLAR 2: YOUTH AND ECONOMIC DEVELOPMENT PROGRAMMES:

Outcome	Objective	Proposed projects	Proposed activities and tasks	Progress
To provide opportunities for youth to have expanded work and labour market prospects	To provide opportunities at scale for young people to enter the job market.	First jobs programmes providing new labour market entrants with a job linked using subsidies e.g. youth wage subsidy, skills and work and pay	Opportunities created for youth through EPWP providing access to job opportunities by creating a jobs4u website. The jobs4U website must be more accessible to companies and the private sector	Liaison with EPWP office must be arranged as the JOBS4U programme is no longer operational
Subsidised work opportunities to enable every young person who wants to work to work.		Employment works: A public-private partnership to provide subsidised work opportunities at scale to young people.		Liaison with LED office must take place to assess the practicality and feasibility of this matter in a holistic manner

Outcome	Objective	Proposed projects	Proposed activities and tasks	Progress
To provide services and networks to assist youth access jobs.		Job intermediation: To provide bridges into employment through intermediation services and work readiness training		Partnership with NYDA and other stakeholders must be established
Create partnerships with relevant government departments	Create a platform for direct interaction between the youth of the Breede Valley and government	Financial planning programmes must be offered to the youth in our communities Micro management programmes must be available in the communities Job shadowing programmes must be initiated Access to jobs and business Career counselling		Detailed planning session must be arranged with relevant departments and specific projects and programmes will be developed in line with existing strategies
	Youth business development programme	Funding for young entrepreneurs.	Training programmes: Finance, Marketing and Production SMMEs development programme	Still to be implemented. Liaison with LED Office and external departments
	The promotion of job creation and business opportunities for the physically challenged youth in the Breede Valley	Specials needs programme	Access to employment opportunities Access to business opportunities and mentoring programmes Access to funding	Still to be implemented. Liaison with LED Office and external departments

PILLAR 2: YOUTH AND ECONOMIC DEVELOPMENT PROGRAMMES

PILLAR 3: YOUTH, SOCIAL DEVELOPMENT AND SOCIAL COHESION PROGRAMMES:

Outcome	Objective	Proposed projects	Proposed activities and tasks	Progress
Every youth will have a better self-esteem, building their confidence and sense of belonging.	Create access to social media, participation in decision-making.	Community Police Forum. Establishment of Youth Forums Establishment of BVM Youth Council	Develop and implement a Youth in Governance project that includes interaction with young people through social media and workshops on the importance of the IDP and an annual youth council session. Establish a youth council and programme and provide a platform for ward youth leaders to participate in, and share BVM programmes and projects. Facilitate the active participation of youth as members of, and in activities of Community Police Forums. Participation in Community Safety Forum activities: substance abuse awareness programmes, youth crime prevention programmes Awareness programmes on	Currently busy with the establishment of the youth forums that will ultimately run all the youth development programmes and projects as identified within this policy

Outcome	Objective	Proposed projects	Proposed activities and tasks	Progress
			relevant and current issues in the community Establish and maintain partnerships with rehabilitation facilities Life skills programmes Youth leadership camps Fatherhood + parental guiding programme Arts and culture support programmes Youth ward leaders Youth sports development programmes	
	Youth with disabilities	Skills development for the physically challenged youth Inclusion of physically challenged youth in all municipal programmes	Training and educational programmes Arts and culture support programmes Sports development programmes for the physically challenged youth	Planning sessions with the APD must still be arranged to discuss detailed programmes for person with disabilities

PILLAR 3: YOUTH, SOCIAL DEVELOPMENT AND SOCIAL COHESION PROGRAMMES

PILLAR 4: YOUTH EXCELLENCE AND INTERNATIONAL NETWORKING PROGRAMMES:

Outcome	Objective	Proposed projects	Proposed activities and tasks	Progress
International networking among youth to create a	Reward and acknowledge youth that excel in life.	International exchange programmes.	Approach Aalst City regarding exchange programmes.	Still to be implemented

Outcome	Objective	Proposed projects	Proposed activities and tasks	Progress
global youth family. Promote future leaders.	Partnership with international institutions.	Reward ceremonies for youth that excel in sport and academics. Youth Festivals	Identify exceptional performers in schools/colleges. Celebrating youth achievements on a municipal level	

PILLAR 4: YOUTH EXCELLENCE AND INTERNATIONAL NETWORKING PROGRAMMES

Roles and responsibilities of municipal structure and officials

Municipal structures as well as officials have a big role to play in promoting youth development. They represent political commitment to youth development. It is therefore critical that their roles and responsibilities are clarified.

Table below sets out these roles, which must be implemented and monitored.

Role-players	Roles & Responsibilities
Executive Mayoral Committee / Council	<ul style="list-style-type: none"> • Provide political leadership for youth development • Ensures that the positions to drive youth development are filled and function effectively • Approve municipality programme and youth-focused IDPs • Approve budgets for youth development • Advocate for youth development
Portfolio Councillor: Youth	<ul style="list-style-type: none"> • Ensures that ward councillors champion youth development in their wards. • Champion youth development in the ward with support from ward committees
Ward Youth Forums/ Ward youth representative	<ul style="list-style-type: none"> • Champion youth development at ward level. • Support coordination of youth initiatives at ward level. • Promote participation of youth in planning, decision-making and governance processes
Municipal Manager	<ul style="list-style-type: none"> • Ensures that municipality plans, projects and programmes mainstream youth development. • Provides oversight and capacity development to the youth unit. • Advocate for integration and mainstreaming of youth in all municipality programmes • Support the establishment and functioning of Youth Forums

Role-players	Roles & Responsibilities
Manager: IDP/PMS/IGR/Marketing & Communication	<p>Ensure that:</p> <ul style="list-style-type: none"> • The IDP process allows for the voices of young people to be heard and their opinions considered • Various IDP components mainstream youth development • Youth development is mainstreamed through an implementation and monitoring of the IDP • To ensure that youth development reflects in SDBIP
IDP Representative Forum	Ensure that communities and stakeholders are represented and are able to express their concerns and opinions in respect to youth development.
Manager: Human Settlements & Housing Management & Community Development	Ensure that sector plans, programmes and projects mainstream youth development.
Municipal IGR Forum	<ul style="list-style-type: none"> • Coordinates and monitor implementation • Ensure that sectorial groups, interest groups are represented.
Chief Community Development Officer	<ul style="list-style-type: none"> • Coordinating community-level processes in respect of youth development and service delivery • Ensuring that participation mechanisms are sufficiently accessible and sufficiently proactive to enable the participation of youth in governance, planning, service delivery and monitoring. • Coordinating the youth unit and forums. • Coordinating the jobs4u project. • Creates a platform for interaction among the youth on all levels of society • Prepare and submit budget inputs for youth development • Coordinate the spending of youth budget in consultation with all relevant stakeholders

ROLES AND RESPONSIBILITIES

The purpose of the BVM Youth Policy is to address the status quo by strategically guiding the mainstreaming of youth development in all policies, programmes and plans of the Breede Valley in particular. Effective and consistent implementation of this policy should deliver the expected outcomes of the policy; which; collectively will create a better life for all youth in the Breede Valley Area.

Upon conclusion of the community participation process of the 1st draft of this policy, it was made clear that the youth of the Breede Valley wants to be developed. They want to develop themselves and want to be part of all developmental activities related to their future.

To honour the intent and objectives of this particular policy, committed leadership, strong political will and active participation from the youth and all other relevant stakeholders is fundamentally required. In addition, all implementers must be held accountable for the successful implementation of the policy.

Mainstreaming HIV/Aids and gender equality

Gender mainstreaming in any sector/issue requires developing an understanding of the gender perspectives related to that area of work and identifying the entry points in the methods and procedures of work for paying adequate attention to these gender perspectives.

Gender analysis must be considered as one of the most basic requirements for gender mainstreaming – ensuring that differences and inequalities between women and men are identified before any decisions are taken, including decisions regarding the goals, strategies and activities to be undertaken and the allocation of resources.

One very basic requirement would be that all statistics related to HIV/Aids – infection rates, mortality rates, etc. – should be disaggregated by gender (as far as practically possible). Similarly, any indicators developed should incorporate attention to gender perspectives. The gender perspectives in terms of causes of poverty, impact of poverty and possible coping strategies need to be considered. However, it should be kept in mind that women must not solely be seen as vulnerable but should be regarded as potential actors and change agents within society. Therefore, the active mobilisation of women and support for their efforts can both enhance the social, economic and political empowerment of women and support preventative strategies and strategies to address the consequences of HIV/Aids.

Plan of action:

1. Discussion with all departments must take place
2. Plan of action must be drafted and widely consulted
3. Implementation must be directed from a strategic level to help ensure that we adhere to the abovementioned strategy

PROGRAMME 7.1 (C): CREATING A 1-STOP SERVICE DELIVERY HUB AT UNOBUNTU THUSONG SERVICE CENTRE AND HEX VALLEY THUSONG SATELLITE CENTRE

Background

Many South Africans are faced with the challenge of eradicating poverty. It is not only a poverty of a materialistic nature concerned with daily survival, but a poverty of information to develop them.

The information people need to improve themselves and their lives, irrespective of where they are, is often kept in offices of executives and are written in publications in languages foreign to the people it intends to serve. It is under these circumstances that our people are referred from pillar to post, often at great expense and across long distances, for services they rightly deserve.

Therefore, in 1997, the Unobuntu Thusong Service Centre was launched in the community of Zwelethemba to service the Breede Valley to a certain extent with the objective of: Identifying community information and social needs, facilitating access to government services, providing useful information to communities, providing a platform for two-way dialogue

between government and people, enhancing the decentralisation of services, ensuring proper management of government resources (financial and human) and ensuring a responsive government.

It is with these objectives in mind that our Thusong Centre has endeavoured for almost 28 years to not only give our community members access to information, but to try and address the issue of poverty by empowering our youth, women, disabled and other vulnerable groups in our community.

The Thusong Centre turned over a new leaf in 2014 with new management, new ideas and fresh initiatives and the impact of these changes can already be felt. The building is currently undergoing maintenance for the first time, access control is implemented on a daily basis, an events calendar is drawn up every year and many events have already taken place. To name few, the plumbing learnership, good parenting initiatives, food gardening etc. Unobuntu Thusong Service Centre continues to extend its reach across all areas of Breede Valley Municipality through targeted outreach initiatives. Recently, we successfully hosted two major outreach programs in De Doorns and Rawsonville, as well as the annual Thusong Service Centre Week. The event was officially opened by the Honourable Deputy Minister in the Presidency, Mr. Itiseng Kenneth Morolong. In recognition of their critical role in service delivery, outstanding public servants were honored with Awards of Excellence. These initiatives align with the government's commitment to bringing services closer to the people, ensuring accessibility and efficiency in service delivery.

In addition to ensuring that the centre is well maintained, effective plans and programmes need to be implemented. The events calendar has been drafted to not only draw more visitors, but also to deliver a better and higher standard of service to our people. Our focus is therefore not on the number of visits to the centre, but rather on the number of satisfied customers after their visit to the centre. For this reason, it is critical that all tenants or service providers understand that it is crucially important that the quality of services they provide to the community are above standard in order for us to achieve this objective.

The purpose of the Thusong Service Centre

The Thusong Service Centre is better known as the MPCC (multi-purpose community centre) which in itself indicates that the centre was designed and built to serve more than one purpose. The Thusong Service Centre was built to become the one-stop shop for our community and the Unobuntu Thusong Service Centre is committed to this vision.

How do we contribute to this purpose?

We intend to contribute to this purpose by going back to the basics, which is to ensure that we create an environment where the public can receive the services they need at little or no expense. However, as times are changing, and technology taking the centre stage in our society, demands for upgrading and installation of new technological equipment like Wi-Fi hotspots, ticket coupons, etc. are constantly increasing. It is in this regard that the MPC must not only be featured on 5-year plan within BVM, but also on a yearly basis so that we can overcome the challenge of traffic within the centre. To guide us in this, certain changes had to be made and these small adjustments are currently allowing us to achieve better results in most areas of the Thusong Centre. The newly appointed coordinator ensures that the new systems and procedures are functional and monitored on a daily basis and by doing so, we strive to perform well and achieve good results with a committed workforce.

We can only serve our purpose if we deliver on the centre's objectives and ensure that we maintain good and healthy relationships with the stakeholders involved in our Thusong Centre. Based on the monthly reports submitted, we can see a significant change in the daily operation at the centre. Not only do we have more feet walking in and out of the centre, but we also have more departments becoming interested in setting up an office and become part of this new journey we have embarked on. On this premise, it is imperative that consideration be given to the expansion of the centre by means of constructing new/additional offices. The department argues that the centre should expand in line with population growth, which is a current phenomenon within the hosting and adjacent communities that are utilising this facility.

The services offered at the centre includes –

- Cape Access E-centre
- Department of Local Government (CDW programme)
- Department of Communications (GCIS)
- Department of Social Development
- Physiotherapist
- BVM offices
- Psychologist
- Zwelethemba Arts and Culture
- Sinethemba Support Group
- Community Food Gardening Project
- Community gym
- Aerobics
- Local Churches
- Local Choirs
- On Point Finances

Departments that showed interest in renting space in the centre include:

- Department of Home Affairs
- Department of Cultural Affairs and Sport
- Department of Labour
- Private Businesses

Unobuntu Thusong Service Centre's vision:

The transformation and the expansion of the centre will boost local economic development as it will create work opportunities and also attract more investors to invest in local products and create a sustainable, self-empowered community. Looking at the current development of the business corridor in Zwelethemba, the MPC could also be included in this development as it has a portion of unused land within its premises. This could mean that more facilities can be built, e.g. banking outlets, retail outlets, community art centre, and gaming facility for the kids. This vision is in line with the provincial Department of Local Government's aim of reinventing the Thusong programme.

This is a clear indication that we are moving in the right direction in terms of bringing the services closer to the people. We also host a number of community-based organisations on a daily basis that use the facility for free with the authorisation from the office of the Executive Mayor. This adds to the long list of things we do at the centre to ensure that we give everyone access to our facility, e.g. numerous groups and companies present their training at the centre and this helps us to market and attract more visitors to the centre on a daily basis.

Action Plan

Activity	Action taken	Progress	Comments
Competent, dedicated person in charge	<ul style="list-style-type: none"> Community Development Officer appointed 1 Oct 2014 to head up the Department of Community Development Thusong Centre manager appointed 1 Nov 2014 to manage the TSC 	100%	Appointments made as scheduled
Budget allocation	<ul style="list-style-type: none"> Operational Grant Funding – R222 000 received from Provincial Department 2014-2015 Maintenance grant funding – R100 000 received from provincial Department of Local Government 2016-2017 Maintenance grant received from DLG – R100 000 (2018-19) Thusong Service Centres Grant (Sustainability: Operational Support Grant) – R220 000 (2019/20) Maintenance funding from BVM (R400 000) 2022/23 Economic Development Funding Grant (2023/24) – R500 000 from the Department of Local Government Maintenance Funding from the Department of Local Government (2023/24) – R120 000 	100%	100% spent
Maintenance responsibility	<ul style="list-style-type: none"> TSC Coordinator assigned to oversee and implement maintenance at the centre 	100%	Cleaning schedule in place
Access control / security	<ul style="list-style-type: none"> Daily access control sheets are signed at security Wendy house for security officer at the gate New fence installed around the centre 		Access control sheets ensure that we are aware of the number of clients that visit the centre

Activity	Action taken	Progress	Comments
Vandalism	<ul style="list-style-type: none"> Since new security measures were put in place, no incidents reported 	100%	Security officers were instructed to patrol the entire building
Detailed annual activities programme	<ul style="list-style-type: none"> Annual events calendar and submitted to Director and Province 	100 %	
Management oversight (community)	<ul style="list-style-type: none"> Advisory Board was established in January 2015 Minutes and attendance register submitted 	100%	Advisory board will assist with the marketing and other aspects of the TSC in conjunction with the Coordinator
Improvement of reporting (monitoring and evaluation)	<ul style="list-style-type: none"> Monthly reports submitted to CDO Quarterly report submitted to Province 	100 %	Monthly reports submitted 3 rd Quarterly
Maintenance programme	<ul style="list-style-type: none"> Maintenance programme was drawn up. Scheduled to be concluded by end of February 	100 %	65% progress on implementing
Lease register (expiry dates of contracts)	<ul style="list-style-type: none"> Lease register maintained Current list of all tenants and their status submitted on monthly basis in monthly reports 	100 %	List is up to date Constant communication with Finance and Legal department with regard to the status of all accounts of the tenants

TABLE 61: ACTION PLAN – THUSONG CENTRE

Future programmes to be considered:

The Thusong Centre serves as an adequate platform for initiating and promoting economic development within the local community due to the manner in which the facility is structured and functions. On this premise, the unit proposes the following future economic projects (amongst others) to be considered for implementation and roll-out at the Centre:

Envisaged Project	Required Resources	Anticipated Cost	Duration
Brick Production	Machinery	R80 000	3 Years
Welding for Women	Machinery, Accredited Training Institution, Appropriate Venue	R500 000	1 Year
Sewing	Machinery, Venue for Classes	R200 000	1 Year

TABLE 62: PROPOSED ECONOMIC DEVELOPMENT PROJECTS AT THUSONG CENTRE

It should be noted that these are proposed projects. Further research and engagement (internally as well as with external role-players) will have to be conducted in order to develop feasible project proposals that will underpin the overall objective of stimulating economic growth by means of exploiting the functionality offered by the Thusong Centre.

How do we integrate service delivery?

At the Unobuntu Thusong Service Centre we believe that the service we offer must be of such a nature that any person who enters the facility will walk out fully satisfied with the service they received. Over the years, the Thusong Centre has in most cases become the first reporting office for community members. Some of the complaints and issues include blocked drains, burst water pipes and shack fires. We deal with most government departmental queries as well as municipal issues pertaining to the basic services in the community.

We play a key role in relaying these matters to the relevant departments and also assist community members regarding feedback on issues reported. It is equally important that we continue to provide this point of contact for the community, and also ensure that we continuously educate the public on certain matters, and if we are not in a position to assist, we make sure that the clients get referred to the relevant department or official to assist them.

Assistance from the Department of Local Government, Directorate: Service Delivery Integration

The Thusong Centre received a grant allocation of R120 000, from the DLG, earmarked for the 2023/24 financial year. The municipality is accountable towards the DLG in terms of the spending of this grant and are required to attend all provincial engagements relating to the Thusong programme. Quarterly progress and performance reports are submitted to province and monthly reports to the Director Community Services at the municipality.

Roll-out of Thusong Service Centre programme

At this point the focus and all attention is on getting the facility and the services we offer at the centre to a high standard that will be easy to achieve and maintain. Discussions between the centre and other partners have taken place on a few occasions to explore the possibility of making the centre more mobile. The provincial department currently has a mobile Thusong unit and is rolling out the mobile outreach programme in various other municipalities. After careful planning and collaboration amongst role-players, the Hex Valley People's Satellite Thusong Centre has been successfully established in De Doorns. The successful establishment is ascribed to the joint collaboration of the Provincial Department of Local Government, Cape Winelands District Municipality, SANTAM and the Breede Valley Municipality (initiated as a JDMA project).

As part of our strategic initiative to expand Thusong Service Centres and enhance service accessibility, we have identified the old Transnet Building in Touwsriver and the old Clinic in Rawsonville as suitable locations for establishing new Thusong Service Centres. These towns are geographically remote and lack direct access to critical government services, forcing residents to travel to Worcester at a minimum cost of R250 per person—an expense many cannot afford.

Touwsriver, historically a railway town, has suffered economic decline following the downsizing of Transnet operations, leading to widespread unemployment and limited economic opportunities. The town has a particularly high youth unemployment rate, with minimal access to skills development, business support, and social welfare services. Many residents rely on seasonal work in agriculture, which provides only temporary relief from economic hardship. The lack of permanent government service points further exacerbates social and economic vulnerabilities.

Rawsonville, though situated closer to Worcester, also faces challenges in accessing government services. The town's economy is primarily driven by agriculture, with a significant number of farmworkers who have limited means to travel for essential services such as Home Affairs, Social Development, and SASSA. The absence of a permanent government service hub means that many residents are unable to access crucial services efficiently, leading to delays in applications for IDs, social grants, and other essential benefits.

The establishment of Thusong Service Centres in these towns will play a transformative role in improving service delivery and ensuring equitable access to government programs. By decentralizing services, we will reduce financial barriers for residents, support local economic development, and provide a vital link between the community and government. These centres will serve as multi-functional hubs, offering social, administrative, and developmental services tailored to the needs of each town, ultimately fostering inclusive growth and improved livelihoods.

In conclusion

The Ubuntu Thusong Service Centre and all staff members have adopted a new attitude and a new look and mechanisms that will enable us to perform our duties better, to deliver a service of high quality to the public and make sure that we serve the people of Breede Valley. With proper planning and better financial support, we can take this Thusong Centre to greater heights.

With the formulation of partnerships, IGR and the commitment towards continued empowerment of the service, providers we can achieve a lot more over a shorter period of time. We therefore urge all stakeholders and role-players to come to the table and join hands with us, so that we may take our Thusong Centre from strength to strength.

PROGRAMME 7.1 (D): EXPANDING THE BASKET OF FREE SERVICES

Council will supply an indigent subsidy, in line with national government regulations and guidelines, to assist the poorest households in the community to receive a basket of basic municipal services either free or rebated, to thereby make basic municipal services available to all. Indigent subsidies are available only to domestic households where the total income of owners/tenants (only municipal rental units) and all occupants of the property who are 18 years and older is equal or less than the eligible brackets (threshold), as contained in the tariff schedule, as determined by Council annually. The subsidy will be available to households legally occupying municipal premises and legally consuming municipal services. The beneficiary must be the registered owner of the property or must be a legal tenant in the case of properties owned by the municipality.

Funding

The source of funding for the indigent subsidy is the Equitable Share contribution to the municipality made by the government from the national exchequer. In exceptional circumstances this can be supplemented from other revenues. Council will determine the subsidy amount or percentage, per service category, per household, on a year-to-year basis taking into account the Equitable Share allocation. The subsidy allocation must be contained in the tariff schedule and must be reviewed annually with the annual budget and tariffs. The subsidy will be widely publicised by Council.

Services

Subsidised services, on a rebate (percentage basis), will be the following:

- assessment rates
- refuse removal
- sewerage

Subsidised services, on a free basic service (consumption basis) will be the following:

- electricity
- water

Subsidised services, on a rebate (percentage basis), will be the following:

- rental

Households that qualify for an indigent subsidy:

- i) will be required to consent to a prepayment electricity meter, the cost of which will be covered by Council;
- ii) households that exceed 20 kl of water per month and are in arrears may have a restriction apparatus fitted to their water supply; and
- iii) should there be a water leakage on the side of the indigent client the municipality will assist with the repair of the leakage.

The indigent debtor will be responsible for payment of the difference between the subsidy received and the standard tariff determined by Council annually.

Household eligibility

Households become eligible for the indigent subsidy/rebate by an approved application, annually, on a specific municipal application form, after which screening and ongoing auditing will occur. Pensioners and disabled clients will apply once and only a verification should be done annually. Approval of the indigent subsidy will only occur once the information provided by the applicant has been verified. This form will require at least the following data:

- Information of owner of household;
- Physical and postal address;
- Telephone details (if applicable);
- Listed gross monthly income of all adults (over 18), with proof (pay slip, grant proof, etc);
- Ownership of business or second properties;
- Applicant must sign that he/she has had municipality's indigent subsidy explained to them; that they are aware that the provision of fraudulent information is an offence;
- In the case of claims of unemployment amongst adults, proof attested by the Department of Labour or an affidavit from the SAPS in this regard must be attached;
- Three months' bank statements; and
- Consent to verify information externally.

If the owner is deceased, the following is required to be eligible for a subsidy:

- Owner's death certificate;
- The total income of the heir or those legally occupying the house must be less than the eligible brackets (threshold), as contained in the tariff schedule, as determined by Council annually;

- If the heir is younger than 18 years and has a guardian; and
- Child-headed household (minor or students)

Child-headed households are eligible for a subsidy:

- Where the parents of the household have died;
- The main caregivers are younger than 18 years of age or are registered scholars or students;
- The total income of the main tenants/occupants of the house must be less than the eligible brackets (threshold), as contained in the tariff schedule, as determined by Council annually; and
- In the case where an executor of the estate is appointed and has jurisdiction over minor children, the executor would be required to make provision for payment of the account.

Exclusion

A household will be excluded from the subsidy if:

- the household head owns a business or a second property (except if the second property is a vacant erf) or there is a business operating in the property;
- the application was completed dishonestly;
- applicant reports a change in his/her circumstances which moves his/her household out of the eligibility brackets;
- ongoing audits suggest improvements in the financial circumstances of the household moving it out of the eligibility brackets.

Investigation

The municipality reserves the right to verify the details and may undertake an ongoing inspection of the applicant's household and any changes in that household's circumstances must be reported. Applicant must attest to the above before a Commissioner of Oaths. The municipality may use the service of outside service providers including, but not limited to, the use of reputable credit bureaus.

Auditing

The indigent subsidy will be activated after the indigent application has been received. An initial inspection of the applicant household by the municipality's designated officials may be done within three months of implementation. Follow-up inspections may be performed within nine months to determine changes in household circumstances. Such inspections will be conducted by individuals designated by the Chief Financial Officer, with the authority to make recommendations on whether the subsidy should be continued or discontinued. The Chief Financial Officer or delegated nominee shall decide on the discontinuation of a subsidy.

The access to free basic services, pertaining to the previous financial period (i.e. 2023/24) is summarised according to the different services as specified in the following table:

Free basic services to low-income households									
Year	Number of households								
	Total	Households earning per month: <= R5 000							
		Free basic water		Free basic sanitation		Free basic electricity		Free basic refuse	
		Access	(%)	Access	(%)	Access	(%)	Access	(%)
2022/23	29 859	7 999	100	7 999	100	7 999	100	7 999	100
2023/24	30 085	7 133	100	7 133	100	7 133	100	7 133	100

TABLE 63: FREE BASIC SERVICES TO LOW INCOME HOUSEHOLDS

PROGRAMME 7.1 (E): IDENTIFYING NEW SPACES FOR CEMETERIES

There are 14 cemeteries in the Breede Valley area that resort under the jurisdiction of the municipality. Five cemeteries are operational (one in each of the four towns, as well as Sandhills and Zwelethemba and the pauper cemetery named Hartebees in Worcester), six officially closed and three are full.

Cemetery	Air Space	Status		
		Open	Full	Closed
Hartebees	Sufficient	Yes		
De Wet Street Municipal Cemetery	Insufficient burial space		Yes	
Worcester Prison Cemetery	Insufficient burial space			Yes
Le Seuer Street Cemetery (Old)	Insufficient burial space			Yes
Worcester New Cemetery	Sufficient	Yes		
Touwsrivier (Town Cemetery)	Insufficient burial space		Yes	
Steenvliet	80% (Insufficient burial space)	Yes		
Zwelethemba	Insufficient burial space			Yes
Sandhills	Sufficient	Yes		
Aan De Doorns Cemetery	Insufficient burial space			Yes
Rawsonville Cemetery	Insufficient burial space		Yes	
De Nova Cemetery	Insufficient burial space			Yes
Weltevrede (De Doorns)	Sufficient	Yes		
Old De Doorns Municipal Cemetery	Insufficient burial space			Yes
Total		5	3	6

Note: A fully occupied cemetery signifies that graves have been purchased as double plots, yet there remains no available space for additional burials/plots. The term closed means that the cemetery is no longer accepting new graves, indicating that there are no available burial plots.

Source: BVM Annual Report 2023/24

TABLE 64: STATUS OF CEMETERIES

Breede Valley Municipality identified land for purposes of expanding one (1) of the cemeteries in Touwsrivier. The process is at an advanced stage and once finalised, an environmental impact assessment will be conducted in order to determine the suitability of the earmarked site. In addition, Breede Valley Municipality is investigating the possibility of expanding capacity at the Zwelethemba cemetery in Worcester. Land has also been acquired to expand capacity at the Rawsonville cemetery (expanding the estimated available airspace with an additional 2 years). Meticulous and proactive planning and identification of available land and/or airspace is imperative to ensure that the municipality is able to render this service in a sustainable and dignified manner. This need has been emphasised by the Covid-19 pandemic and uncertainty linked to future occurrences of a similar nature.

CHAPTER 8: THE INCLUSIVE MUNICIPALITY

INCLUSIVE

Breede Valley plans, in consultation with all residents and partners, to create and stimulate social cohesion, to restore hope and to break down social divisions.

This strategic pillar underscores the strategic intent of Breede Valley Municipality to create and stimulate social cohesion and break down mistrust and social divisions that may be a result of our divisive past. Breede Valley strives to encourage public participation and create mechanisms to involve citizens in decision-making, thereby restoring hope for marginalised communities.

Breede Valley Municipality has identified the following strategic objective to drive the realisation of the inclusive municipality:

STRATEGIC OBJECTIVE 4: TO PROVIDE DEMOCRATIC, ACCOUNTABLE, GOVERNMENT FOR LOCAL COMMUNITIES AND ENCOURAGE INVOLVEMENT OF COMMUNITIES AND COMMUNITY ORGANISATIONS IN THE MATTERS OF LOCAL GOVERNMENT

The objective above will be unpacked in more detail below, and will be pursued through the implementation of the following lead programmes and interventions:

PROGRAMME 8.1: CREATING ENGAGED COMMUNITIES

PROGRAMME 8.1 (A): ENCOURAGE PUBLIC PARTICIPATION

Legislation

The Municipal Systems Act, Act 32 of 2000, *Chapter 4, Section 17 (2)* stipulates that municipalities must establish appropriate mechanisms, processes and procedures to enable the local community to participate in the affairs of the municipality. Chapter 5, Section 29, Subsection 1(b) provides for consultation with the community on its development needs and priorities, thereby involving the community to actively participate in the drafting of the integrated development plan.

Background to public participation process

Clear legislative guidelines on the consultation mechanisms and processes with communities and stakeholders are provided that must be followed by municipalities. Breede Valley Municipality incorporated these core principles in the 5th Generation IDP Process Plan that was approved by Council on 25 January 2022 (resolution C16/2022). The process preceding Council's adoption of the 5th Generation IDP was therefore informed by comprehensive strategic planning coupled with thorough consultation with all 21 wards, informed by a comprehensive community developmental needs list. The process of reviewing and amending the 5th Generation IDP throughout the term of Council, was furthermore addressed.

Structured community consultation

The Public Participation Policy approved by Council in 2015 serves as a guideline to ensure structured community consultation:

PREAMBLE

The Breede Valley Municipality acknowledges its commitment to the development of a culture of municipal governance that complements formal representative government with a system of participatory governance (Municipal Systems Act, Section 16). The municipality has an obligation to establish appropriate mechanisms, processes and procedures to enable the local community to participate in the affairs of the municipality in terms of the provisions of the Local Government: Municipal Systems Act (Act 32 of 2000) (Section 17).

PURPOSE

The purpose of the policy is to provide for mechanisms by which citizens may participate in the affairs of the municipality; to communicate available mechanisms, processes and procedures to communities to encourage and facilitate public participation; to fully mainstream public participation in Breede Valley's municipal processes; and to ensure openness, transparency and accountability on the part of the Council, its political structures and its administration by providing for citizens to exercise their right to public participation.

DEVELOPMENT OF A CULTURE OF COMMUNITY PARTICIPATION

In giving effect to Section 16 of the MSA and as set out in the policy, the municipal manager must ensure that for this purpose: The municipality encourages and creates conditions for the local community to participate in the affairs of the municipality, including in –

- The preparation, implementation and review of its integrated development plan;
- The establishment, implementation and review of its performance management plan;
- Consideration of draft by-laws;
- The monitoring and review of its performance, including the outcome and impact of such performance;
- The preparation of its budget; and
- Strategic decisions relating to the provisioning of municipal services.

The municipality employs sufficient staff members, other than councillors, who may help in informing and educating the local community about the affairs of the municipality, particularly in the areas referred to in Section 16(1)(a), taking into account special needs, as defined in Section 17(2) of the Systems Act.

That all staff members, including councillors, are trained in the basic knowledge of the areas referred to in Section 16 of the MSA.

The municipal manager may establish a working group consisting of councillors and previously trained staff members to administer the training of new staff and councillors under Section 16 of the MSA.

MECHANISMS, PROCESSES AND PROCEDURES

The municipal manager must notify the public of all the available methods for public participation (MSA, Section 18). Notification may take the form as provided for in this policy. The municipality must, when implementing methods for public participation, provide –

- For a staff member to help members of the community who cannot read or write;
- Appropriate access to public meetings for people with physical disabilities;
- For the special needs of women and other disadvantaged groups;
- A translator, after having assessed the language preferences and usage and where appropriate.

COMMUNICATION OF INFORMATION CONCERNING COMMUNITY PARTICIPATION

The provisions of Sections 17 to 21 of the Systems Act shall apply.

METHODS FOR PUBLIC PARTICIPATION

The municipal manager must inform the community of any available public comment procedures through which community members can voice their opinions and views on any affairs of the municipality that requires the community's input, which may include, but is not limited to –

- Public meetings by the Council and other political structures and office bearers of the municipality;
- Consultative sessions with locally recognised community organisations; and
- The submission of written public comments.

Invitation for public comments and open sessions

When the municipality considers and deliberates on any of the following issues, it must hold open sessions to which the public and interested organisations must be invited to submit their views on –

- The identification of needs of the community;
- Strategies, programmes and services to address priority needs through the IDP;
- The development, implementation and review of Council's performance management system, the setting of appropriate key performance indicators and performance targets;
- Proposed tariffs, as contemplated in Section 74 of the Systems Act, as well as its Credit and Debt Control Policy
- Decisions on mechanisms for the rendering of services through service delivery agreements, as contemplated by Section 76(b) of the Systems Act

The municipal manager must, after the Council has held an open session on any of the matters contemplated in this policy or other relevant legislation and after the conclusion of the session concerned:

- Formulate a full report thereon together with any advice or recommendations the Council may deem necessary or desirable.
- Make copies of the report available to the community in one or more of the following manners -
 - by publication in the local newspaper;
 - by making a copy available at all the libraries in the municipal area;
 - by posting a copy on the notice boards at the council's offices; and
 - by providing every councillor of each ward with copies for distribution to communities.

The municipal manager must ensure that the report is published according to the council's language policy for the municipality.

Public participation meetings by the Council

- * The municipal manager must on appropriate notice and in a manner provided for in this policy notify the community of any public participation meeting.
- * Any such public participation meeting must take place within 14 (fourteen) days of the municipal manager having notified the community, unless otherwise specified.
- * Public participation meetings for wards 1 to 21 will be held separately.

Notification of the public

Whenever the Council –

- * Holds a meeting as provided for under this policy;
- * Holds a session about any matter contemplated in this policy or any relevant legislation;
- * Holds a public meeting on any other matter decided by the Council that warrants notification of the community in terms of this policy in a reasonable period –

Copies of all notices as contemplated in this policy must be posted:

- * On the notice boards at the Council's offices;
- * At all libraries in the municipal area;
- * In the local newspaper or newspapers of the municipal area; and
- * At ward information centres or other places as may be determined.

Notification of councillors

- Ward Councillors will be notified in writing 14 days in advance of public participation meetings that will be conducted by the municipality in their wards.
 - Councillors will be required to sign a receipt of notification of such meetings, which will be filed by the IDP Office.
 - Promotional material in the form of flyers to be distributed in the wards will be handed to Ward Councillors or anyone designated by the ward councillor.
 - Comments via electronic mail
-
- * The municipal manager, if it is in the confines of the municipality's resources and capacity, must provide the public with a central e-mail address, whereby members of the local community may submit written comment directly to the municipality on any matter referred to in this policy and/or other relevant legislation.
 - * The municipal manager must ensure that the comments are addressed regularly and collated by a member specifically allocated to this task.

VENUE FOR PUBLIC MEETINGS

The municipal manager must ensure that the municipality makes use of an appropriate venue for any public meeting as provided for in this policy in terms of –

- * The size of the venue after gauging and taking into consideration the approximate number of people who might be attending;
- * The location of the venue and access to it via public and private transport;
- * The number of staff members of the Council to be made available to ensure the smooth administration of the meeting;
- * The provision of security, if designated by the ward councillor, for both the members of the municipality as well as members of the local community attending the meeting;
- * The provision of a sound system or public address system to facilitate effective participation by all in attendance;
- * The provision of appropriate audio and visual aids such as microphones, screens, data projector and laptops to ensure effective information sharing;
- * The provision of at least one roving microphone and a minimum of three microphones in the venue to ensure that all inputs are audible;
- * The provision of interpreting services at all venues, when required;
- * The arrangement of appropriate transport arrangements for community members to all venues, in close collaboration with Ward Councillors;
- * A mayoral committee member/ward councillor in attendance at a public meeting will be responsible to open the meeting;
- * Ward Councillors will act as chairperson/co-chairperson and manage public participation meetings in their respective wards;
- * Political office bearers present at a public meeting will be required to take up seating in front of the meeting hall next to administration personnel;
- * A director or municipal representative will be required to be in attendance at public participation meetings;
- * Access to the venue will be carefully controlled at the entrance to deal with unruly individuals;
- * Ward Councillors will be briefed on the agenda prior to ward engagements and IDP public meetings;
- * A community member will be afforded a maximum of three opportunities of no longer than three minutes to give inputs at a particular public participation meeting. However, the chairperson of the meeting has the discretion to deviate from this stipulation;
- * At the request of a councillor, an audio recording can be made of a public participation meeting, which will be filed by the IDP Office within three days of such a recording having been made;
- * Ward Councillors are required to conduct quarterly feedback sessions to inform the ward community of progress made with priority needs identified in the IDP;
- * The IDP Office will be responsible for all logistical arrangements at IDP public meetings.

COMMUNICATION TO LOCAL COMMUNITY

When anything must be notified by the municipality through the media to the local community under this policy or any other applicable legislation, it must be done through one or more of the following –

- * In the local newspaper or newspapers of the municipal area and in the appropriate language for the area;
- * By means of the local radio station;
- * By means of the distribution of flyers and pamphlets at points determined by the ward councillor/ward committee;
- * By using loud hailing as a public address (PA) system;

- * Announcement(s) at public meeting(s);
- * Displaying posters at all ward information centres.

GENERIC COMMUNICATIONS PLAN FOR PUBLIC PARTICIPATION MEETINGS

ACTION	RESPONSIBLE
• Advertisement in the Standard & Breederivier Gazette	IDP / Communication
• Interview – local radio station	Communication
• Ward Councillor/ Ward Committee interaction	Ward Councillors
• Loud hailing	IDP / Traffic Department
• Pamphlets	IDP / Communication
• Website	Communication
• Facebook	Communication
• Municipal notice boards (buildings/ libraries)	Communication
• Community announcements – local radio station	Communication
• Request to main stakeholders such as Worcester Business Forum etc. to inform their members and employees	IDP /Communication
• Internal e-mail system – informing personnel	Communication
• SMS	Communication

COMMUNITY PARTICIPATION IN THE INTEGRATED DEVELOPMENT PLAN

- * Once the Council has formulated a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan, the municipal manager must, through appropriate mechanisms, processes and procedures set out in this policy, consult the local community before adopting the process;
- * The notification to the local community may take place in a suitable manner provided for in this policy;
- * The notification must inform the community about their rights and duties for input required on the integrated development plan as well as how the community may go about commenting on such a process (MSA Section 18);
- * The notice should also include the particulars of the process which the municipality intends to follow;
- * The municipal manager must ensure that the publication which sets out the process specifies a date, time and/or place or where the input from the community may be submitted;
- * Ward priority needs must be identified at a full community meeting and/or ward committee meeting per ward;
- * Once the municipality has finalised its integrated development plan under Section 25 of the Systems Act, it must within 14 (fourteen) days after its adoption give notice to the public in a manner provided for in this policy, as well as make available copies of or extracts for public inspection at specified places and publish a summary of the plan in the local newspaper.

Mechanisms and processes

The senior management team (Executive Mayor and Mayoral Committee, the Municipal Manager and Directors) of the Breede Valley Municipality plays an integral role in the preparation of the IDP. Their main roles and functions are to:

- Engage in strategic discussions regarding the implementation of the five-year plan for the respective functional areas.

- Evaluate progress made in the implementation of the process plan and initiate corrective action where necessary.
- Evaluate the impact of the integrated development plan.
- Review and refine the vision of the Breede Valley Municipality.
- Ensure that the vision is incorporated at the IDP Representative Forum and in the IDP.
- Refine and review IDP objectives, strategies and projects for consideration by the Breede Valley IDP Representative Forum and the incorporation thereof into the IDP.
- Consider the infrastructure investment plan.

The IDP planning process, which included strategic engagements with the political executive, senior management and other departments, was scheduled as follows:

Date	Engagement	Content of Strategic Session/Workshops and Meetings
21 February – 10 March 2022	Strategic Planning: Council, Mayco, Executive- & Middle Management	<ul style="list-style-type: none"> □ Review of the strategic intent □ Scenario Planning with the outcome envisioned for the Municipality □ Situational analysis conducted for four major towns regarding constitutional municipal functions □ Strategic analysis with the respective directorates regarding internal and external issues that impact on key performance areas
16 February 2022	Technical Integrated Municipal Engagement	<ul style="list-style-type: none"> □ Obtain and share information on sector projects □ Share municipal priorities with sector departments to inform and guide future settings □ Foster alignment between municipal, provincial and national government □ Present and share information on financial allocations
10 May 2022	Strategic Integrated Municipal Engagement	<ul style="list-style-type: none"> □ Provincial assessment of the IDP & Budget documentation □ Robust engagement between the Provincial Government & municipality on the findings / recommendations raised by provincial departments. □ Findings / recommendations that the municipality concurs with, will be considered and incorporated in the respective documents

TABLE 65: MUNICIPAL STRATEGIC PLANNING SESSIONS AND MEETINGS

IDP/Budget Steering Committee

The IDP/Budget Steering Committee guides and coordinates the development and implementation of the IDP/Budget process, from conception to preparation of both the IDP and Budget, for Council's consideration. The committee determines the framework and principles to be considered during the preparation/planning process.

The IDP/Budget Steering Committee is established through the prerogative of the Executive Mayor. The political representatives are selected by the mayor and the mayor directs the municipal manager on which administrative officials should form part of the process. The terms of reference are therefore set by the mayor in collaboration with the municipal manager.

The Executive Mayor calls and leads all meetings of the steering committee, whilst the administration takes responsibility for minutes and recording of minutes during meetings. The following table describes the list of active participants and their designations in the IDP / Budget Steering committee.

IDP/BUDGET STEERING COMMITTEE			
	Name	Surname	Portfolio
1.	Antoinette	Steyn	Executive Mayor
2.	Wouter	Meiring	MMC IDP/Budget
3.	Frank	Van Zyl	Speaker
4.	David	McThomas	Municipal Manager
5.	Roddrick	Ontong	Chief Financial Officer
6.	Raymond	Esau	Director Strategic Support Services
7.	Jaco	Steyn	Director Engineering Services
8.	Mandisi	Planga	Director Community Services
9.	Jean	De Villiers	Director Planning, Development & Integrated Services
10.	Andre	Crotz	Manager: Budgets & Costing
11.	Berdine	Volschenk	Senior Manager Financial Planning
12.	Chad	Malgas	Manager: IDP/PMS/SDBIP

TABLE 66: IDP/BUDGET STEERING COMMITTEE

Ward Committees

Ward Committees are established to represent the interests of the ward/community and provide active support to Ward Councillors during the execution of their functions as the elected ward representative in Council. The involvement of ward committees as elected representative structures in the IDP Review process remains imperative, as these structures are instrumental in identifying ward developmental needs in the respective wards. Ward committees in Breede Valley play a significant role in the IDP/Budget process and are capacitated during the planning process to allow better understanding of the IDP and budget process, including how they should articulate their roles after the plans are approved by council.

In the context of the IDP/budget process, ward committees, as official mechanisms of council, are mandated and tasked to identify the most important existing community needs in their wards and prioritise them in order of priority, with the top five priorities (subject to the feasibility thereof) to be considered for budgetary purposes. The table below depicts the status of ward committees per ward.

Ward Number	Committee Established: Yes / No
1	Yes
2	Yes
3	Yes
4	Yes
5	Yes
6	Yes

Ward Number	Committee Established: Yes / No
7	Yes
8	Yes
9	Yes
10	Yes
11	Yes
12	Yes
13	Yes
14	Yes
15	Yes
16	Yes
17	Yes
18	Yes
19	Yes
20	Yes
21	Yes

TABLE 67: WARD COMMITTEE STATUS PER WARD

Public engagements on IDP & Budget related matters

Public engagements throughout BVM (from an IDP & Budget perspective, excluding ward committee engagements and public feedback sessions by Ward Councillors) are conducted in accordance with the approved Public Participation Policy. It provides an opportunity for communities to identify and prioritise their needs in collaboration with their respective ward councillors and committees. In addition, it serves as point of departure towards promoting and stimulating participatory democracy.

In respect of the prioritisation of ward needs, a general rule of thumb is that the municipality will consider the top five priorities per ward for implementation within a particular financial period (subject to the feasibility thereof). However, in instances where any of the top five priorities are deemed to be impractical, the municipality reserves the right to consider the implementation of priorities beyond the top five (again, subject to the feasibility thereof). Irrespective of the ultimate decision taken in this regard, communities will be consulted and informed accordingly through the applicable consultative platforms provided. Communities are however sensitised to ensure that (throughout engagements and deliberations) the top five priorities are feasible, practically implementable, and represents the collective need of the ward. In doing so, municipal resources can be allocated in a more efficient and equitable manner.

From an IDP & Budget perspective, two rounds of engagements are scheduled within a financial period. Delegations of the Mayoral Committee (political sphere) as well as Senior Executive- and Management Teams (administrative sphere) are commissioned to attend engagements (attendance is informed by the specific community priorities that have been identified). The first round of engagements is scheduled in October/November, and primarily seeks to provide:

- feedback to communities on the status of priorities identified for implementation within that current financial period (as at quarter 1); and
- opportunity for communities to identify new- and/or review existing priorities for consideration in the revised IDP and Budget of the ensuing financial period

The second round of engagements is scheduled in March/April, and seeks to provide:

- feedback to communities on the status of priorities identified for implementation within that current financial period (as at quarter 3);
- feedback and information to communities on Council's Draft Budget for the ensuing financial period; and
- feedback to communities on the priorities (identified and/or reviewed during October/November) earmarked for implementation in the ensuing financial period.

The proposed engagement schedule is drafted by administration and consulted with all stakeholders involved in the process (politically & administratively). The proposed schedule and applicable logistical arrangements are specifically consulted and confirmed with each ward councillor and, upon approval, publicised in the local newspaper for public notification. In addition to this, loud hailing and pamphleteering are conducted within wards (upon request) to further sensitise communities of the scheduled engagements and associated logistical arrangements. In its effort to promote maximum community participation in this Council process, BVM provides transport to citizens (upon request and subject to reasonability thereof). Through this, BVM envisages to promote fair and equal opportunity for all citizens to participate in the consultation process.

Notwithstanding the aforementioned initiatives implemented to encourage maximum participation in community engagement sessions, low levels of participation remain a reality and great concern. In fact, this is a general sentiment shared by numerous municipalities throughout the country. Various factors contribute to the low levels of participation in Council's public engagement initiatives. However, BVM remains committed towards reviewing current- and implementing new mechanisms which will enhance public participation during engagement sessions. The use of technology and integrated communication mediums are of particular interest and importance in this regard.

All inputs emanating from public consultation sessions, will be considered for inclusion in the IDP (subject to the feasibility thereof). In addition, the minutes of all public engagements will be availed for public scrutiny upon request. Citizens and stakeholders should however remain cognisant of the complex task relating to the transcription of public engagements. Nonetheless, BVM remains committed to provide adequate and accurate feedback to citizens on ward issues and matters discussed during such engagements. The technological solution proposed above, will also enable more frequent and real-time status reports on priority issues that have been approved for implementation.

On this backdrop, the municipality has formulated the following engagement options that are presented and consulted with each ward Councillor prior to his/her engagement (note that the 2024/25 financial year is used as baseline to articulate an example):

Option	Process Description
Round 1 - Physical engagements with Ward Committees	<ul style="list-style-type: none"> • Ward Councillors and committee members are encouraged to engage their constituencies in order to solicit their (community) inputs on priority need areas for consideration in the forthcoming financial period • Citizens are (in advance) encouraged to submit input on their priority needs (for consideration in the forthcoming financial period) to their respective Ward Councillor, committee member(s) and/or the municipal office. • Citizens are encouraged to utilize the following mechanisms to submit inputs: <ul style="list-style-type: none"> ○ Ward Councillor and/or committee member(s) <ul style="list-style-type: none"> ▪ via ward Whatsapp groups, BVM Citizen Engagement App, e-mail & telephone contact details, verbally, etc. ○ Municipal offices/officials <ul style="list-style-type: none"> ▪ via the official IDP e-mail address (idp@bvm.gov.za) or directly at the municipal office(s) for those unable to read and/or write ▪ via the link: https://bvm.gov.za/page-templates-2/contact-us/ on the municipal website ▪ by commenting on the subject matter that was posted on the municipal Facebook page (comments solely relating to ward priority need areas, directly or indirectly, will be considered) ▪ by completing the municipal questionnaire (populated by means of Google Form) that will be created, enabling residents to capture detailed information pertaining to priority need areas within their respective wards (only if and where circulated) • Engagements will be scheduled with each Ward Councillor and his/her ward committee or opened to the entire ward (informed by the ward Councillor's preference) where (1) the municipality will provide feedback, as at quarter 1, on priorities identified and endorsed for implementation during the 2024/25 financial period; and (2) identification of new-, and/or review of existing priorities for consideration in the 2025/26 financial period. All solicited community inputs will be considered during point 2. In addition, the current priority list (for 2024/25) will serve as point of departure towards adding, removing and/or amending the priority lists earmarked for implementation in 2025/26.

Option	Process Description
	<ul style="list-style-type: none"> Engaging with smaller, yet duly mandated community representative groups, may enable greater emphasis on the prioritization of proposed priorities for consideration in 2025/26. On the contrary, opting for full public engagements may instill a sense of pride and ownership amongst ward members as they are directly involved within and throughout the process. In turn, this may yield more qualitative outcomes on the premise of mutual participation and accountability. Engagements can be conducted physically, however, a hybrid and virtual engagement model via MS Teams will enabled members of the municipal support team (particularly the Executive Management Team) and external stakeholders with access to the link, to sign-in and attend the remotely.
Round 2 - Physical engagements with wards (i.e. full public)	<ul style="list-style-type: none"> Upon Council's notification/approval of the draft IDP & Budget at the end of March, hard copies will be circulated to each municipal head office per town as well as all libraries. In addition, electronic copies will be uploaded on the municipal website for public access & scrutiny; An interactive video will be produced, providing a concise overview of the 2024/25 IDP and Budget. This video will be published on all municipal social media platforms as well as the municipal website; Citizens/stakeholders are encouraged to scrutinise this documentation/publication and submit their inputs/representations via the following mechanisms: <ul style="list-style-type: none"> directly to their respective ward Councillors, ward committee members via the ward Whatsapp groups, BVM Citizen Engagement App, e-mail & telephone contact details, verbally, etc. for internal consideration; via the official municipal e-mail addresses: <ul style="list-style-type: none"> IDP: idp@bvm.gov.za Budget: bvolschenk@bvm.gov.za or acrotz@bvm.gov.za; via the link: https://bvm.gov.za/page-templates-2/contact-us/ on the municipal website by commenting on the subject matter that will be posted on the municipal Facebook page (only comments relating to the subject matter and purpose, will be considered) by visiting designated municipal officials at municipal offices to capture inputs (only applicable for citizens that cannot read and/or write, and unable to access any of the means mentioned above)

Option	Process Description
	<ul style="list-style-type: none"> Engagements will be scheduled with each Ward Councillor and his/her ward committee where (1) the municipality will provide feedback, as at quarter 1, on priorities identified and endorsed for implementation during the 2023/24 financial period; and (2) identification of new-, and/or review of existing priorities for consideration in the 2024/25 financial period. All solicited community inputs will be considered during point 2. In addition, the current priority list (for 2023/24) will serve as point of departure towards adding, removing and/or amending the priority lists earmarked for implementation in 2024/25. Engaging with smaller, yet duly mandated community representative groups, may enable greater emphasis on the prioritization of proposed priorities for consideration in 2024/25. As this option hinges on engaging a smaller constituent, the utilization of a hybrid methodology by means of virtual meeting links will enjoy preference. This option is heavily reliant on quality engagement and consultation work prior to the scheduled engagements, in order to ensure that all public inputs are duly considered.
General Note	<ul style="list-style-type: none"> It should be noted that there is no singular solution and/or preferred approach in this regard. Public engagement is a unique and complex process that will often require a multi-functional/combined approach in terms of methodology to yield the intended outcomes of active citizen participation. BVM will therefore continuously assess and review its engagement framework and apply a methodology that is deemed fit, and informed by all stakeholders involved.

BVM's engagement schedules for October 2024 as well as March/April 2025, are indicated in the corresponding tables below:

Date	Ward	Type	Venue	Attendance (Excl. Support Staff)
02-Oct-2023	1	Ward Committee	Touwsrivier Municipal Office Community Hall	7
08-Oct-2024	2	Ward Committee	De Doorns MPC	10
	3	Ward Committee	De Doorns Municipal Office	11
09-Oct-2024	18	Ward Committee	Zwelethemba MPC	6
10-Oct-2024	14	Ward Committee	BVM Council Chambers	5
	15	Ward Committee	BVM Smart Boardroom	8
14-Oct-2024	11	Ward Committee	BVM Council Chambers	11

Date	Ward	Type	Venue	Attendance (Excl. Support Staff)
15-Oct-2024	9	Ward Committee	BVM Council Chambers	8
	10	Ward Committee	BVM Smart Boardroom	10
16-Oct-2024	6	Ward Committee	BVM Smart Boardroom	8
	7	Ward Committee	BVM Council Chambers	9
17-Oct-2024	12	Ward Committee	BVM Smart Boardroom	7
	21	Ward Committee	BVM Council Chambers	11
21-Oct-2024	4	Ward Committee	BVM Council Chambers	8
	5	Ward Committee	BVM Smart Boardroom	10
22-Oct-2024	13	Ward Committee	BVM Council Chambers	8
	8	Ward Committee	Zwelethemba MPC	8
23-Oct-2024	19	Ward Committee	Rawsonville Municipal Office	11
	20	Ward Committee	VGK Goudini Church	6
24-Oct-2024	16	Ward Committee	Zwelethemba MPC	9
	17	Ward Committee	Zwelethemba MPC	9

TABLE 68: WARD COMMITTEE / PUBLIC MEETINGS HELD IN OCTOBER 2024

Date	Ward	Type	Venue	Attendance (Excl. Support Staff)
To be confirmed in the final IDP				

TABLE 69: IDP/BUDGET CONSULTATION MEETINGS HELD IN MARCH/APRIL 2025

Levels of involvement

To enable the municipality to develop a strategic IDP document, the municipality promotes broader community participation within its municipal services area by utilising a number of mechanisms. These mechanisms strengthen internal and external communication:

Structure/ Publication	Frequency	Stakeholders	Objectives/ functions	Status
IDP Representative Forum	Quarterly	<ul style="list-style-type: none"> <input type="checkbox"/> 1 Nominated ward committee member per ward <input type="checkbox"/> 1 Ward Councillor <input type="checkbox"/> Executive Mayor and Speaker <input type="checkbox"/> IDP/Budget MMC <input type="checkbox"/> Municipal Manager and Executive Management <input type="checkbox"/> IDP Manager <input type="checkbox"/> Manager Performance Management 	<ul style="list-style-type: none"> <input type="checkbox"/> Monitor IDP and budget process <input type="checkbox"/> Monitor IDP implementation process <input type="checkbox"/> Provide final input to IDP after ward/public consultation process <input type="checkbox"/> Establish IDP Representative Forum 	<ul style="list-style-type: none"> <input type="checkbox"/> Currently non-functional <input type="checkbox"/> Structure will be re-evaluated, restructured and re-introduced based on best practices
Public meetings on IDP and Budget	Bi- Annually	<ul style="list-style-type: none"> <input type="checkbox"/> Executive Mayor and Councillors <input type="checkbox"/> Senior management personnel of municipality <input type="checkbox"/> Community 	<ul style="list-style-type: none"> <input type="checkbox"/> To inform the community of council decisions, community rights and duties, municipal affairs etc. <input type="checkbox"/> To enable the community to inform the councillors and officials of their issues. <p><i>Inputs received during these engagements have been dealt with as described above.</i></p>	<ul style="list-style-type: none"> <input type="checkbox"/> Active
Council meetings (open to public)	Bi-Monthly	<ul style="list-style-type: none"> <input type="checkbox"/> Executive Mayor and Councillors <input type="checkbox"/> Senior management personnel of municipality 	<ul style="list-style-type: none"> <input type="checkbox"/> To inform the community of council decisions, community rights and duties, municipal affairs etc. 	<ul style="list-style-type: none"> <input type="checkbox"/> Active

Structure/ Publication	Frequency	Stakeholders	Objectives/ functions	Status
Special IDP and budget engagements	Annually	<input type="checkbox"/> Mayor and Councillors <input type="checkbox"/> Senior management personnel of municipality <input type="checkbox"/> Community	<input type="checkbox"/> To inform the community of IDP and budget related matters <input type="checkbox"/> To obtain community input on content of IDP and proposed	<input type="checkbox"/> Active (links to point 2)
An IDP specific e-mail address	Continuous	<input type="checkbox"/> Community <input type="checkbox"/> IDP Office	<input type="checkbox"/> To allow the community to submit ward needs to the municipality electronically	<input type="checkbox"/> The IDP specific e-mail address is available and in use
Municipal Website	Continuously updated	<input type="checkbox"/> Mayor and Councillors <input type="checkbox"/> Community <input type="checkbox"/> Personnel of municipality	<input type="checkbox"/> To provide comprehensive information of municipal affairs <input type="checkbox"/> Advertise public engagements <input type="checkbox"/> Publish all statutory documentation and information, inclusive of (amongst others) the adopted IDP and budget	<input type="checkbox"/> Active

TABLE 70: PUBLIC PARTICIPATION MECHANISMS

Breede Valley Municipality further endorses the following principles for public participation in the IDP process planning cycle, namely:

- Elected councillors are the ultimate decision-making body
- The processes followed should be structured and ensure an equal right to participate
- The process should allow sufficient room for diversity
- The process should create conditions to promote and encourage participation, especially with regard to disadvantaged and marginalised groups and gender equity

Community engagements and needs

The October 2024 ward committee consultation process was successfully rolled out in all wards throughout the Breede Valley Municipality. The municipality provided all possible logistical support in the arrangement of these meetings, i.e. transporting members of the ward committee (where required) to and from meetings to afford them an open opportunity to

engage with Council on the prevalent needs existing in Breede Valley. These ward committee consultations proved to be very successful and offered an insight to the tremendous challenges which both government and citizens are faced with. The second round of engagements are scheduled to commence on the 26th of March 2025.

The consultation process recorded the following list of needs, all of which do not necessarily constitute or are within the mandate of local government; the needs outside our mandate was communicated to the relevant sphere of government and/or institution responsible for the core service. The list of community needs per ward is indicated in the following table in order of priority and a summary of inputs from public meetings are given.

Ward-Based Plans

The following ward-based plans were developed based on information from Stats SA and information currently at the disposal of the municipality. These ward-based plans are by no means complete plans but should be seen as the basis for further planning and analysis that will take place during ward committee meetings in all 21 wards. The Ward Based Plans contains the particulars of each ward Councillor and depicts the committee composition and occupancy rate for each ward. In addition, it contains demographic information for each ward. Lastly, these plans depict the ward priorities identified by the community and prioritised by the ward committee and Councillor during the October 2024 IDP engagements (limited to 15 per ward with emphasis on the top 5). Preliminary commentary on the feasibility and planned implementation/actioning of the identified priorities will be provided during the March/April 2025 IDP & Budget public engagements in preparation for the 2025/26 financial year.



WARD PLAN FOR WARD 1 – 2025/26
CONTACT NUMBER: 083 269 2502 / 060 552 2891



DEMOGRAPHIC PROFILE – WARD 1

Description	Statistics
WARD SIZE	1464,68 km ²
WARD POPULATION	8751
EMPLOYED PEOPLE IN THE WARD	1961
HOUSEHOLDS WITH ELECTRICITY	1906
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	992
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	1708
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	1768
FLUSH TOILET FOR HOUSEHOLDS	1843

WARD COMMITTEE STATUS

Number of Positions	Positions Filled	Positions Vacant	Composition	Composition Breakdown
10	10	0	0	Combined (80% Geographical 20% Sectoral (Youth & Religion respectively))

WARD PRIORITIES

Ward	Order	Priority Description	Responsible Directorate
1	1	Plan and prioritise the construction of 900 houses on the open space(s) adjacent to Hugo Street	CS / ES
1	2	Prioritise the upgrading of bulk service infrastructure & service connections: (1) Wastewater Treatment Works and related systems/infrastructure for housing development; (2) Water Reservoir and related systems/infrastructure to augment storage capacity for housing development; (3) connecting households in Schoemansville area to the main sewer system	ES / PDIS
1	3	Investigate and prioritise erosion protection within the Donkies- and Touws Rivers at locations where the flooding risk for infrastructure damage is highest	PDIS / ES / DLG
1	4	Upgrade gravel roads: (1) Section in Logan Street, West Street and Schoemansville area	ES
1	5	Identify suitably zoned and available land to construct a cemetery	PDIS
1	6	Enhance stormwater management: (1) Augment the existing stormwater system/pipelines in Schoemansville/Touwsrivier Central; (2) construct road curbs in Schoemansville, Stofberg, Steenvliet and Hopland to enhance stormwater drainage to rivers/canals	ES
1	7	Construction and maintenance of paved sidewalks throughout Touwsrivier: <u>Construction</u> - (1) Buitekant Street; (2) Dr Stal Street; (3) Martin Luther Street; (4) Skool Street; (5) Hatting Street; (6) Kliprandt Street (Steenvliet & Hopland); <u>Maintenance</u> - all existing sidewalks in Schoemansville and Topkamp	ES
1	8	Development in Touwsrivier: (1) Roll-out Economic, Skills, Sustainable Jobs, Youth Development Programmes & identify vacant plots/buildings that could be utilised/repurposed to underpin such skills transfer; (2) Roll-out small-scale farming support programmes & assist with the identification of vacant land & provision of infrastructure to support small scale farming initiatives	DoA / DRD&LR / SSS / CS / PDIS
1	9	Establish a complete Law enforcement unit in town	CS
1	10	Establish a Satellite Fire station Unit in Touwsrivier	CS
1	11	Development and maintenance of play parks: <u>Development</u> - (1) x1 in Buitekant Street; (2) x1 in Populier Street; <u>Maintenance</u> - (1) fencing all existing play parks throughout Touwsrivier	PDIS

Ward	Order	Priority Description	Responsible Directorate
1	12	Upgrade/maintain Sport Facilities: <u>Touwpark Rugby Field</u> - (1) repair the inner (playing field) and outer perimeter fence/wall; (2) construct a clubhouse; <u>Steenvliet Sport Complex</u> - (1) repair the outer perimeter fence/wall	PDIS
1	13	Investigate the structural integrity of the bridge located in Logan Street and repair/upgrade it accordingly	ES



WARD PLAN FOR WARD 2 – 2025/26
CONTACT NUMBER: 078 659 7744



DEMOGRAPHIC PROFILE – WARD 2

Description	Statistics
WARD SIZE	90,81 km ²
WARD POPULATION	9413
EMPLOYED PEOPLE IN THE WARD	1961
HOUSEHOLDS WITH ELECTRICITY	1906
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	992
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	1708
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	1768
FLUSH TOILET FOR HOUSEHOLDS	1843

WARD COMMITTEE STATUS

Number of Positions	Positions Filled	Positions Vacant	Composition	Composition Breakdown
10	10	0	Geographical	100% Geographical

WARD PRIORITIES

Ward	Order	Priority Description	Responsible Directorate
2	1	Paving and Tarring of Roads throughout ward 2: (1) Completion of paving in 3rd Avenue & Albert Luthuli Street; (2) Tarring of Roads in <u>Block 1 avenues</u> - 1st - 8th Avenue, Brown, Joemat Peterson, Nkwinti, Mkhize, Ntwanambi, Sizane, Majola, Kodwa, Bapela, Godongwana, <u>Block 2 avenues</u> - Tito Mboweni, Philly Mapulane, Senzeni Zokwana, Dikeledi Magadzi, Kebby Maphatsoe, Winfred Mandela, Fikile Xhasa, Sam Mashinini, Dipuo Letsatsi-Duba, Lungi Gcabashe, Beauty Dlulane, Max, Thulas Nxesi, Susan Shabangu, Nathi Mtetwa, Edna Molewa, Joel Ndebele, Jackson, Sefora Ntombela, Pam Tshwete <u>Block 3 avenues</u> - Jenkins, Pandor, Hanekom, Duarte, Ebrahim, Cronin, Mfeketho, Motlanthe, Mbete, Gwede, Modise, Phosa, Bengu, Mbalula, Madikizela, Gigaba, Chabane, Boo. <u>Block 4 avenues</u> - Nzimande, Mabandla, Sisulu, Skweyiya, Yengeni, Sexwale, Radebe, Ramaphosa, Dube. <u>Block 5 avenues</u> - Zizi Kodwa, Angie Motshekga, Joel Netshitenzhe	ES
2	2	Develop playparks in Stofland at: (1) the open space(s) between 3rd Avenue and Pravin Gordhan Street (erven 4795, 4796 or 4687); (2) the open space in Mcebisi Skwatsha Street (erf 5815)	PDIS
2	3	Fencing of graveyard in Ward 2	PDIS
2	4	Construct a multi-purpose sporting facility (e.g. netball, soccer, athletics) at erf 4547	PDIS
2	5	Provide 60 additional chemical toilets for Stofland, Mpumelelo & Lubisi (20 per area)	CS / PDIS
2	6	Investigate the safeguarding of the stormwater retention dams/ponds throughout ward 2 (specifically in the vicinity of erven 5815, 2957 & 4270)	PDIS
2	7	Develop a bus route & taxi rank in 3rd Avenue	ES / CS / CWD
2	8	Identification & possible availing of vacant municipal plots for constructing religious and business facilities in Stofland	PDIS / SSS / CS
2	9	Investigate the feasibility to construct a fire station in Stofland	CS
2	10	Conduct regular law enforcement actions throughout ward 2	CS



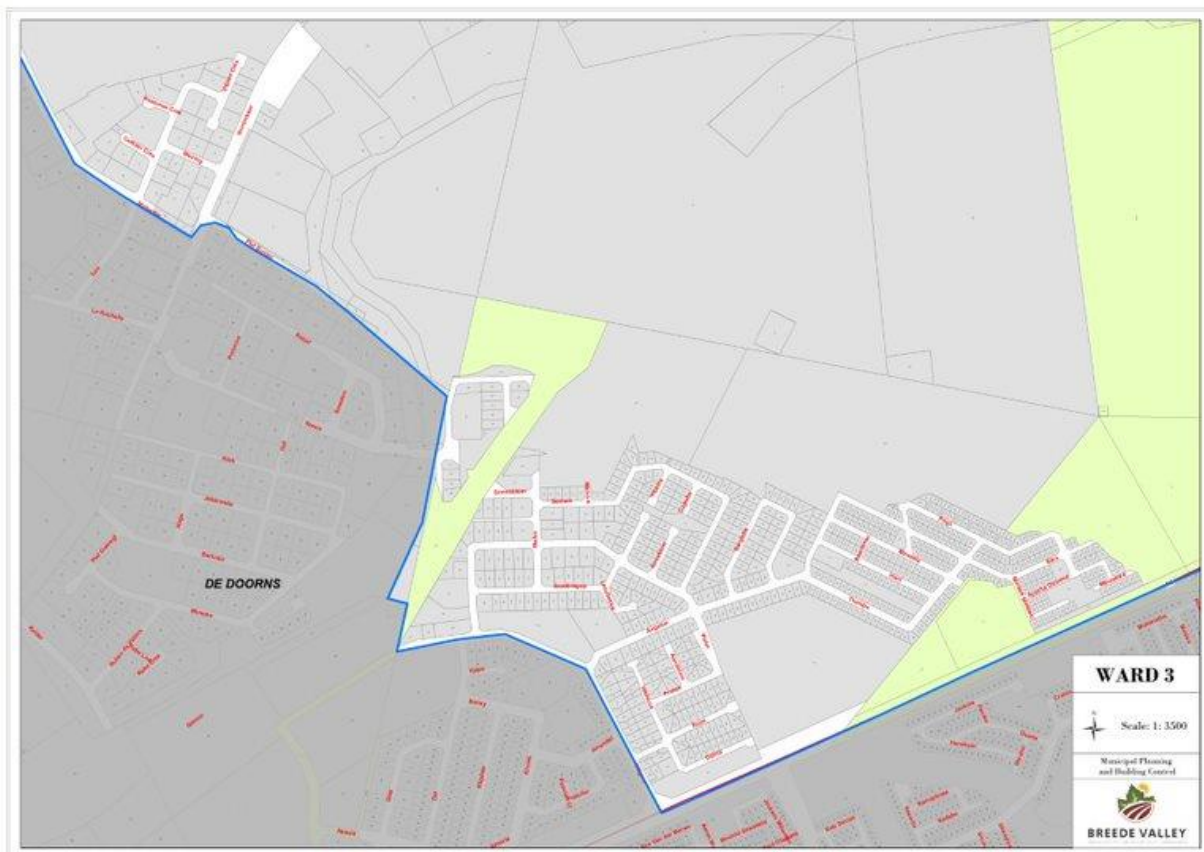
CLLR. OSCAR RALEHOKO
Ward 3 (ANC)



BREEDE VALLEY
MUNICIPALITY • MUNISIPALITEIT • UMASHALA

WARD PLAN FOR WARD 3 – 2025/26

CONTACT NUMBER: 063 365 8747 / 081 075 6920



DEMOGRAPHIC PROFILE – WARD 3

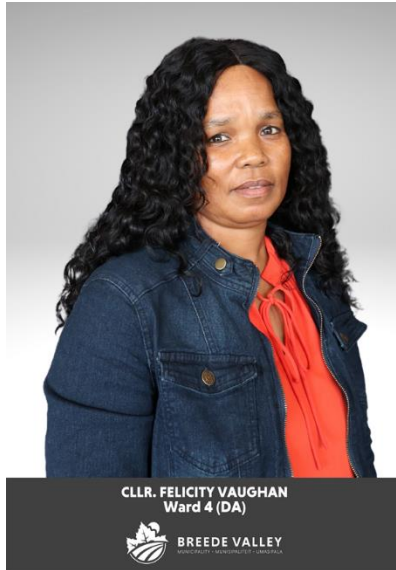
Description	Statistics
WARD SIZE	82,85 km ²
WARD POPULATION	9592
EMPLOYED PEOPLE IN THE WARD	4047
HOUSEHOLDS WITH ELECTRICITY	1766
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	1502
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	1502
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	1438
FLUSH TOILET FOR HOUSEHOLDS	1838

WARD COMMITTEE STATUS

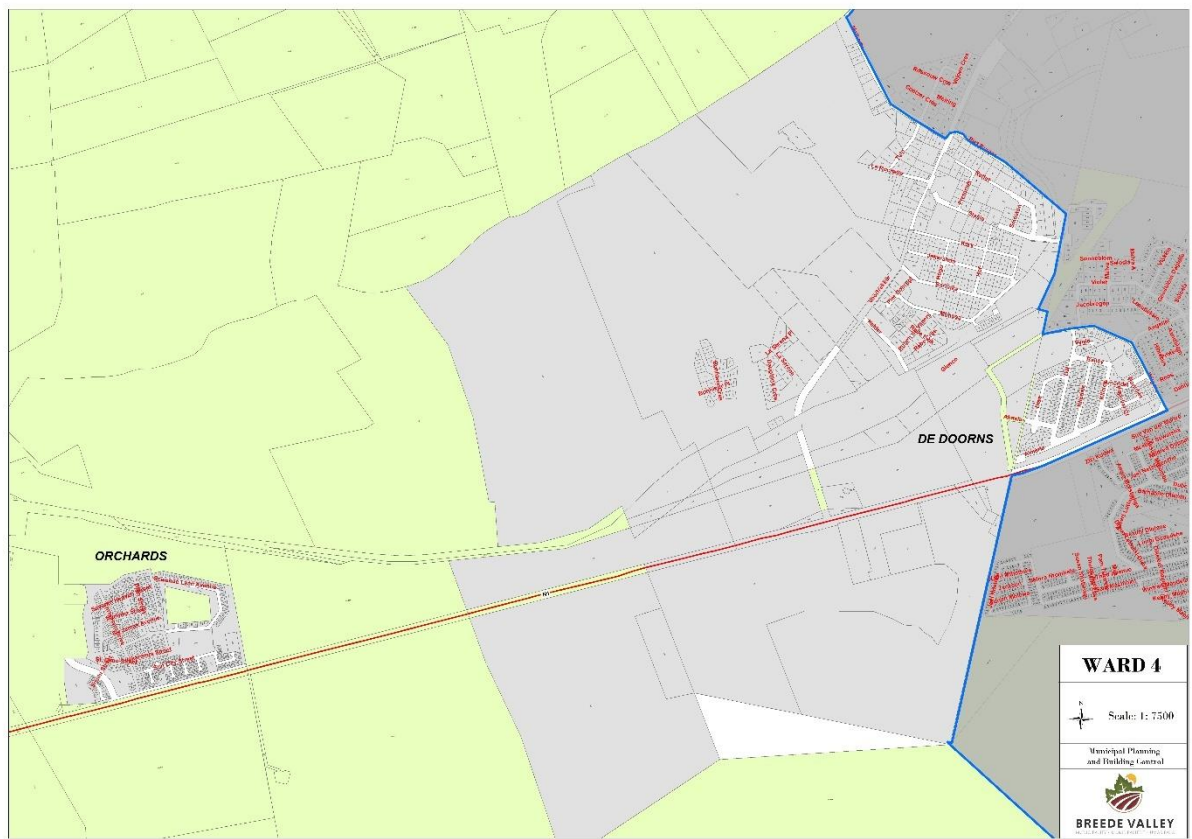
Number of Positions	Positions Filled	Positions Vacant	Composition	Composition Breakdown
10	10	0	Geographical	100% Geographical

WARD PRIORITIES

Ward	Order	Priority Description	Responsible Directorate
3	1	Electrification of informal settlements/structures not located in the flood line: (1) 26 in Hassie Square; (2) 38 in eBaleni	ES / CS
3	2	Upgrading of gravel roads: (1) Selfbou - Leeubekkie Crescent, Vlokkie Crescent, Malva Street, Gousblom Crescent, Daglelie Crescent, Jakob Regop Street; (2) Smartie Town (Ekuphumleni extension 2) - Biko Street, Ayesha Dawood Street, Mbolekwa Street, Poqo Street, Thambo Street, Mandela Street	ES
3	3	Relocate outside toilets into houses (Gatjie area) in accordance with the qualification criteria	CS
3	4	Upgrade the De Doorns East Sports Ground (fencing, grass, repair all vandalised items & consider constructing a multi-purpose indoor sport court that can also be utilised as community hall)	PDIS
3	5	Upgrade playpark in Ekuphumleni with play equipment	PDIS
3	6	Identify and avail land for housing & economic opportunities throughout Ward 3	PDIS / CS / SSS
3	7	Formalisation & transfer of ownership of land occupied in informal settlements	CS
3	8	Construct paved walkways in old Ekuphumleni (extension 1) and Selfbou Scheme	ES
3	9	High mast light in eBaleni: Phase 2 (Informal Settlement)	ES
3	10	Rectification of the 157 RDP houses	CS
3	11	Provide refuse bins in Retief-, Kerk-, Jakaranda-, and Barlinka Streets and implement regular area cleaning/recycling awareness campaigns and initiatives throughout De Doorns	PDIS
3	12	Plan, budget and implement youth-based sport & recreational activities throughout Ward 3 (ward-based budget allocation)	CS
3	13	Construct a bridge over the railway line to integrate De Doorns East and West	ES / National Department of Public Works
3	14	Construct a swimming pool in De Doorns	PDIS / ES



WARD PLAN FOR WARD 4 – 2025/26
CONTACT NUMBER: 076 543 8512



DEMOGRAPHIC PROFILE – WARD 4

Description	Statistics
WARD SIZE	160,27 km²
WARD POPULATION	9981
EMPLOYED PEOPLE IN THE WARD	4122
HOUSEHOLDS WITH ELECTRICITY	2164
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	1645
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	1725
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	1400
FLUSH TOILET FOR HOUSEHOLDS	2087

WARD COMMITTEE STATUS

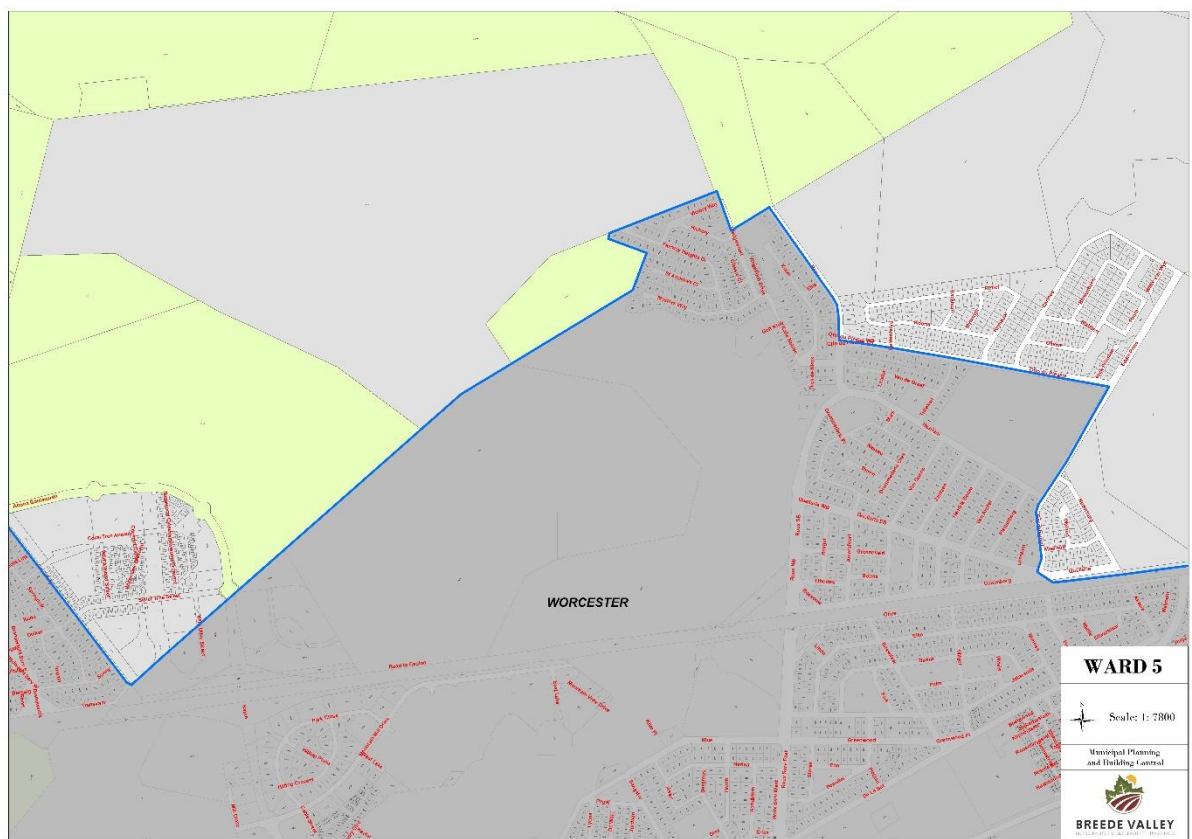
Number of Positions	Positions Filled	Positions Vacant	Composition	Composition Breakdown
10	10	0	Geographical	100% Geographical

WARD PRIORITIES

Ward	Order	Priority Description	Responsible Directorate
4	1	Relocation of outside toilets into the houses in De Doorns East	CS
4	2	Tarring of roads in Orchard: Chris Hani Street, Jakaranda Street, Sir James Street, St Elmo Street, Barlinka Street & Biko Street	ES
4	3	Develop a multi-purpose playing/sport surface in Kleigat	PDIS
4	4	Fencing of Orchard sports field	PDIS
4	5	Investigate constructing a low-water bridge/crossing at the entrance of Orchard, adjacent to Hexkoel	ES
4	6	Investigate the fencing of the open space (erf 642) in Retief Street	PDIS
4	7	Investigate the effectiveness of sewer & stormwater infrastructure in Sir James Street (18 & 20)	PDIS / ES
4	8	Investigate the possibility to erect a formalised trading facility in the vicinity of Shoprite & the open space in Retief Street (erf 642)	SSS / PDIS



WARD PLAN FOR WARD 5 – 2025/26
CONTACT NUMBER: 073 533 6653



DEMOGRAPHIC PROFILE – WARD 5

Description	Statistics
WARD SIZE	352,98 km²
WARD POPULATION	11442
EMPLOYED PEOPLE IN THE WARD	5429
HOUSEHOLDS WITH ELECTRICITY	2152
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	2146
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	1780
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	1186
FLUSH TOILET FOR HOUSEHOLDS	1581

WARD COMMITTEE STATUS

Number of Positions	Positions Filled	Positions Vacant	Composition	Composition Breakdown
10	10	0	Geographical	100% Geographical

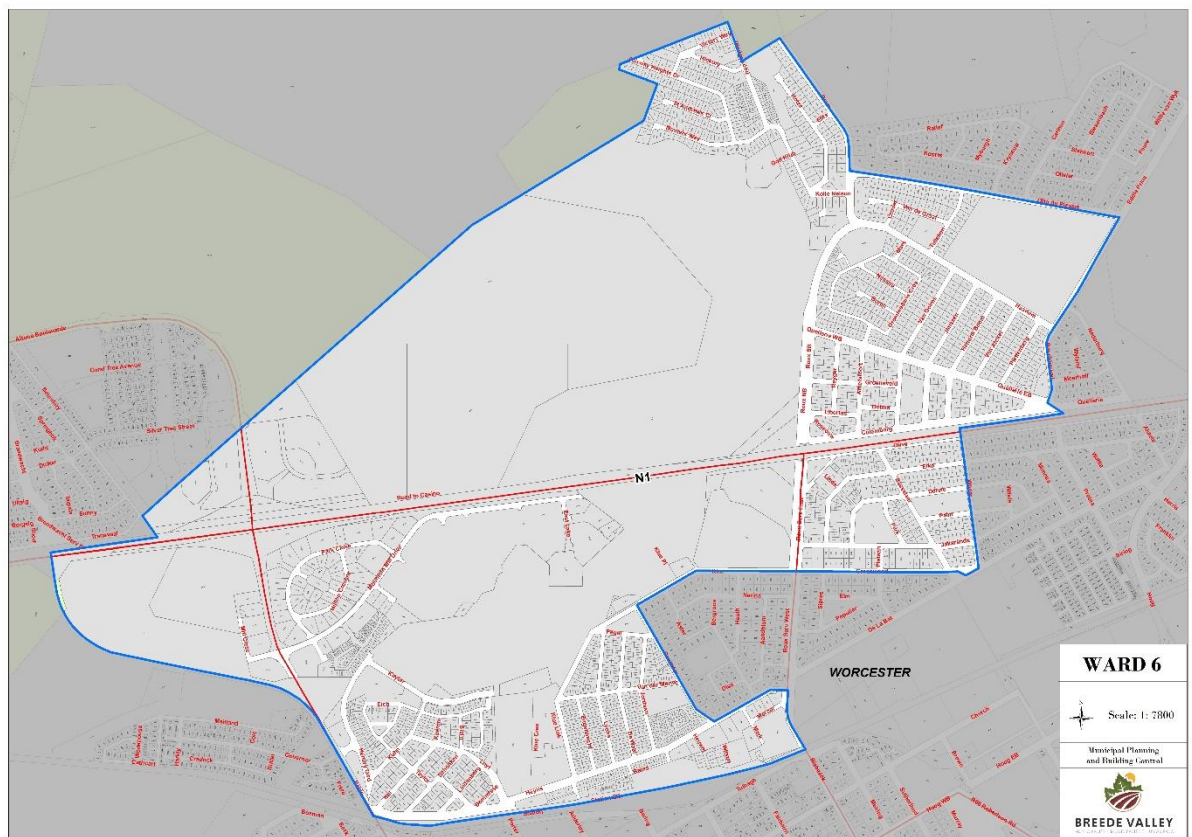
WARD PRIORITIES

Ward	Order	Priority Description	Responsible Directorate
5	1	That GG Camp be transferred to the municipality, included in the SDF & the urban edge be expanded to include it (GG Camp)	CS / PDIS
5	2	Erect 2 high-mast lights at the GG Camp entrance	ES
5	3	Provision of toilets at Silver Camp & GG Camp	CS
5	4	Upgrade (locker rooms, lighting and ablution facilities) & fence the Netball court. Erect shaded cover and spectator seats on cement slabs. Upgrade the cricket nets to accommodate 6 practice nets, improve lighting and erect a spectator's fence around Fanie Otto Sportsgrounds (Priority to be removed subject to completion)	PDIS
5	5	Construct 1 additional play park for children in GG Camp	PDIS
5	6	Construct a paved walkway for scholars towards the Brandwacht Primary School (approximately 1,5km towards the school and 500m after the school)	CWDM / ES
5	7	Bus stop for GG Camp opposite the electricity substation	CS / ES
5	8	Investigate & identify vacant land for the construction of a multi-purpose sportfield (soccer & rugby) in GG Camp	PDIS
5	9	Building of shacks in GG Camp to be regulated and application building land system be introduced, reservation and allocation of building land for farm workers who reside on farms during employment period	CS
5	10	To implement a community waste management system in Stofland, GG Kamp, Sandhills, De Doorns (inclusive of providing waste disposal bins)	PDIS
5	11	Repair the damaged Sandhills/Hexriver Road situated between Naudesia and Villion Farms	CWDM / ES
5	12	Empower and involve several community members who are joining hands to support the project and to help uplift and restore the positive image of the entrances to the town as well as to neaten up their own villages	PDIS / SSS
5	13	To have, as a core focus, the economy kept in a circular motion by employing local stakeholders where possible, and to thereby transfer skills into the local community. To create awareness, attract tourists and thereby help boost the local economy. To create a unique landmark for this town and for the region to boost tourism for the benefit of the current local community and for future generations	SSS

Ward	Order	Priority Description	Responsible Directorate
5	14	Installation of a gabion-wall along the R1348, between the homestead (33°29'56.72"S, 19°34'21.78"E) and cooling rooms of Naudesia estate (33°30'3.46"S, 19°34'4.02"E) - approximately 500m	ES / CWD / Province
5	15	That the municipality engage with the private landowner (Silver Camp) on a potential transfer of this portion of land to the municipality	CS / SSS



WARD PLAN FOR WARD 6 – 2025/26
CONTACT NUMBER: 079 210 9640



DEMOGRAPHIC PROFILE – WARD 6

Description	Statistics
WARD SIZE	5,92 km ²
WARD POPULATION	5349
EMPLOYED PEOPLE IN THE WARD	2059
HOUSEHOLDS WITH ELECTRICITY	1641
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	1015
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	1576
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	1646
FLUSH TOILET FOR HOUSEHOLDS	1626

WARD COMMITTEE STATUS

Number of Positions	Positions Filled	Positions Vacant	Composition	Composition Breakdown
10	10	0	Geographical	100% Geographical

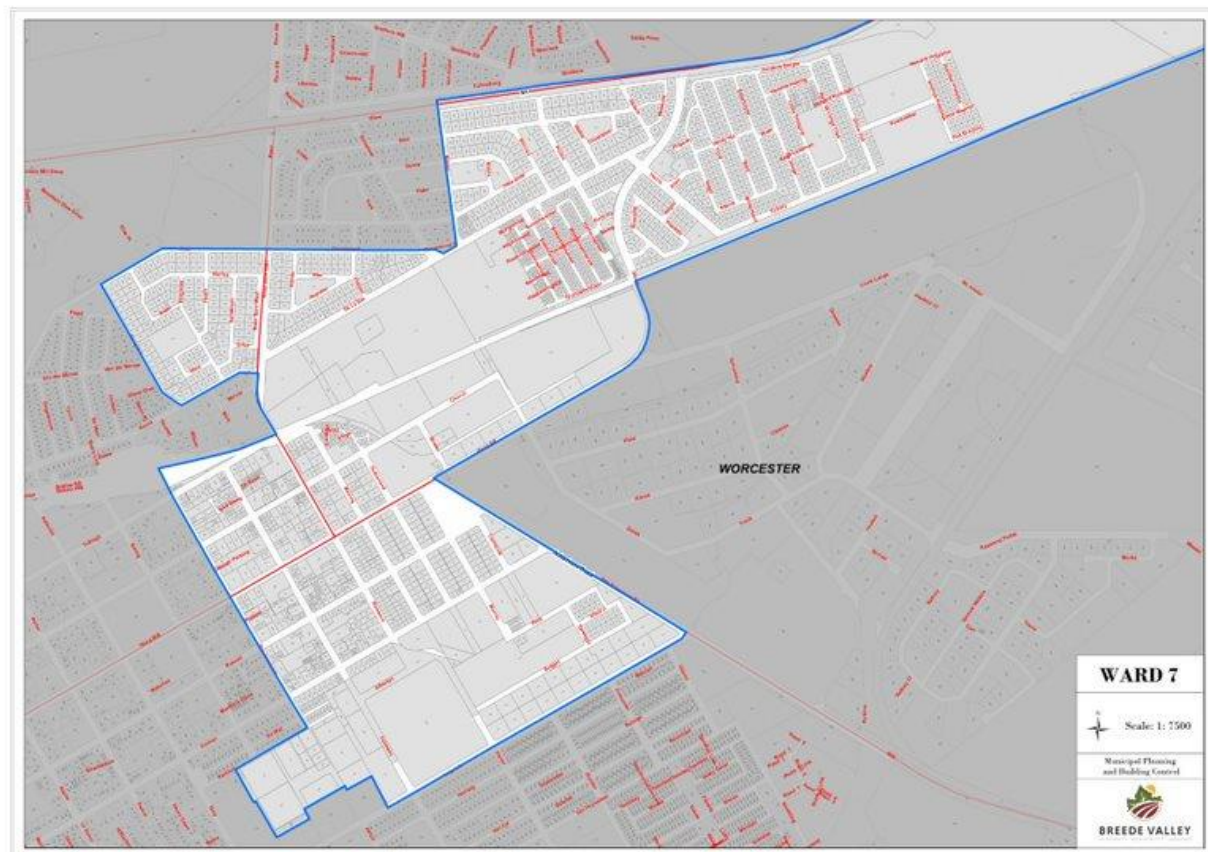
WARD PRIORITIES

Ward	Order	Priority Description	Responsible Directorate
6	1	Transfer houses for ownership to tenants	CS
6	2	Speed calming mechanisms: (1) Investigate the construction of a raised scholar crossing at the Lanner House School's entrance in Pegel Street; (2) 1 speed hump in Roux Road between Kolie Nelson- and Haarlem Streets; (3) Investigate the implementation of a stop street in Roux Road (both directions) and erection of a "children" road sign at the Groeneveld intersection	CS / ES / SANRAL
6	3	Development of Parks throughout ward 6: (1) Investigate the installation of a cricket pitch/field & fencing of Tuindorp open space; (2) Investigate the installation of a mini jungle gym / play park at Janszen Street open space; (3) In Roux Road and Haarlem Street (irrigation & upgrading/replacement of existing play apparatus); (4) Erect a play park, plant trees and grass and consider the installation of irrigation at the open space between Leerdam- and Boschheuvel Street; (5) Investigate the planting of grass and installation of irrigation at the Kolie Nelson Street open space	PDIS
6	4	Erecting Area Lighting: (1) an additional streetlight at the Nel- en Luyt Street intersection; (2) a spotlight/streetlight at the Wilger Street and Eike Avenue intersection; (3) a spotlight/streetlight at the Besselaar Road and Eike Avenue intersection; (4) a streetlight at 6 Jakaranda Avenue; (5) streetlights opposite Neethling's Vleismark; (6) streetlights in Otto Du Plessis Street	ES
6	5	Investigate the establishment of a second entrance/exit in Fairway Heights from Wedgewood Road to Roux Road	ES
6	6	Erect paved sidewalks: (1) in Kolie Nelson Street from the Roux Way intersection to Worcester Golf Club entrance; (2) in Kolie Nelson Street from the Fairview Heights entrance to the Kolie Nelson- and Wedgewood Drive intersection; (3) between the road surface and water channel from the Heyns- and Klue Street intersection till 59 Tuindorp	ES
6	7	Resealing of Roads: (1) Jordaan Street; (2) Klue Street; (3) All three streets in Tuindorp; (4) Culemborg Street (reconstruction required); (5) Leerdam Street	ES

Ward	Order	Priority Description	Responsible Directorate
6	8	Frequent maintenance of the reeds and bushes adjacent to N1 (North & South thereof, between the Worcester Golf Club & Worcester North Sport Grounds) coupled with law enforcement actions and the installation of prohibitory warning boards at the “Oak Trees” adjacent to the Roux Road/N1 intersection to prohibit illegal/unauthorised activity	PDIS / CS
6	9	Erect a 60km/h speed limit sign for heavy trucks and a prohibited use of exhaust/air brakes at the N1/R43 intersection towards Touwsrivier, both directions at the N1/Roux Road intersection, and at the N1/R60 intersection towards Cape Town	CS / SANRAL
6	10	Paint street names on curbs throughout ward 6	CS



WARD PLAN FOR WARD 7 – 2025/26
CONTACT NUMBER: 082 478 0424



DEMOGRAPHIC PROFILE – WARD 7

Description	Statistics
WARD SIZE	4,22 km ²
WARD POPULATION	6187
EMPLOYED PEOPLE IN THE WARD	2693
HOUSEHOLDS WITH ELECTRICITY	2148
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	1470
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	2127
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	2116
FLUSH TOILET FOR HOUSEHOLDS	2142

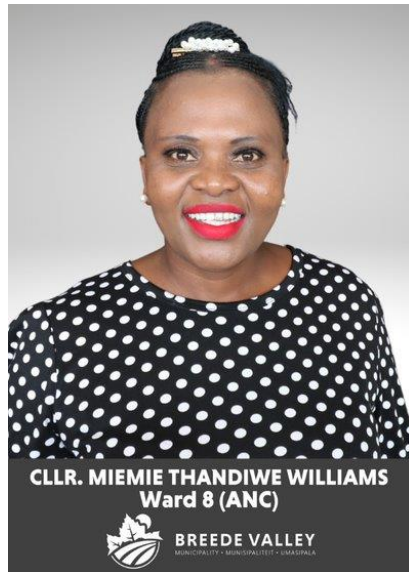
WARD COMMITTEE STATUS

Number of Positions	Positions Filled	Positions Vacant	Composition	Composition Breakdown
10	10	0	Geographical	100% Geographical

WARD PRIORITIES

Ward	Order	Priority Description	Responsible Directorate
7	1	Improvement of refuse removal services: (1) Procuring additional refuse removal fleet; (2) Exploring alternative refuse- and recycling removal methodologies (e.g. privatisation); (3) Conducting refuse removal services within municipal business hours; (4) Tagging/marketing and registering wheeliebins to registered household owners; (5) collaborative law-enforcement efforts to prevent theft and unauthorised use of wheeliebins	PDIS / CS
7	2	Repurposing of municipal properties in ward 7: (1) Rescind and review Council decision to use Old Burgerspark Caravan Park for GAP Housing; (2) Subdivide erf 172 and consolidate half with erven 19937, 13953 and 13594 and advertise for development proposals; (3) Investigate the possibility of a residential infill development at erf 19938 in Heyns Street (between AGS Church and Municipal Workshop)	PDIS / SSS
7	3	Development of open spaces: (1) Phase 1 of the installation of irrigation and the planting of grass at the bottom part of the Hans de Lange Park; (2) Phase 1 of the installation of irrigation and the planting of grass at the top part of the Murray Street Square	PDIS
7	4	Maintenance of sidewalks & speedhumps: (1) Levelling & repairing damaged pavements in Russell- & Durban Streets (between Riebeeck- & Combrinck Street); (2) Levelling & repairing damaged pavements in De la Bat Avenue (from the De la Bat Swimming Pool to Badenhorst Hall); (3) Filling/levelling of the indent at the existing speedhumps in De la Bat Avenue (Neethling's Slaghuis & Oude Meule)	ES
7	5	Fencing of municipal property/public open spaces: (1) Clearvu fence at the street front of the Moslem Cemetery in Fairbairn Street; (2) Clearvu fence at the Rooi-Els Road cul-de-sac between 6 & 11 Rooi-Els Road; (3) Hugo Street electrical substation; (4) electricity box at 6 Russell Street	PDIS / ES
7	6	Resealing of roads: Meirings Park (1) Esterhuyse Street; (2) Hendrik Hattingh Street; (3) Other half of Hugo Street; (4) Klerck Street. Paglande (1) Meiring Street between High- & Durban Street; (2) Murray Street; (3) Sutherland Street. Roux Park (1) Waboom Road; (2) Wattel Road; (3) Olive Avenue between Akasia- & Waboom Road. Heatlievale (1) Church Street between Riebeeck- & Smith Street; (2) Smith Street between High- & Church Street; (3) High Street (Smith- to Harris Street). Worcester Hospital Area (1) Sugget Street; (2) Sprengel Street	ES

Ward	Order	Priority Description	Responsible Directorate
7	7	Speed calming measures: (1) erect a speed hump in Bergroos Street at the Bergroos Street Park; (2) implement a three way stop at the Eybers- & De Jongh Street intersection; (3) implement a three way stop at the Populier- and Sipres Avenue intersection; (4) Install traffic lights at Worcester East Primary School at the High- & Sutherland Street intersection	ES / CS
7	8	Street & Area Lighting: (1) erect a new pole & streetlight at 9 Henry Hill Street; (2) Install streetlights on the existing poles at 118 Pells Street and 117 Sheard Street; (3) Install a new streetlight on the existing lamppost at 31 Nerina Street; (4) Install a floodlight at 1 Dirkie Uys Street, projecting over the road along the railway	ES
7	9	Pipe Cracking in (1) Heath Street; (2) Meiring Street; (3) 32 Sangster Street	PDIS
7	10	Ward 7 Municipal Rental Units: (1) Renovate and paint the De Wet Street rental units; (2) Transfer ownership of the De Wet Street rental units to qualifying beneficiaries	CS
7	11	Erect traffic/road signs: (1) “No Exhaust Brakes” road signs in Roux Avenue and High Street entrance to Worcester from N1 (at the High- & Harris Street intersection); (2) A directional road sign at the High & Harris Street intersection indicating the direction/entrance to Meirings Park and the direction of Worcester Industrial Area	CS
7	12	Establish a Memorandum of Understanding with “Die Skuiling” to enhance support services and provide alternative shelter as part of a comprehensive vagrant support programme	CS
7	13	Planting of trees in De la Bat Avenue (between Oude Meule & Badenhorst Hall, on the Oude Meule roadside)	PDIS



WARD PLAN FOR WARD 8 – 2025/26
CONTACT NUMBER: 082 690 2054



DEMOGRAPHIC PROFILE – WARD 8

Description	Statistics
WARD SIZE	6,90 km ²
WARD POPULATION	8911
EMPLOYED PEOPLE IN THE WARD	2506
HOUSEHOLDS WITH ELECTRICITY	2238
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	1195
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	1492
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	2306
FLUSH TOILET FOR HOUSEHOLDS	2287

WARD COMMITTEE STATUS

Number of Positions	Positions Filled	Positions Vacant	Composition	Composition Breakdown
10	10	0	Geographical	100% Geographical

WARD PRIORITIES

Ward	Order	Priority Description	Responsible Directorate
8	1	Implementation of speed calming mechanisms: (1) x1 raised pedestrian crossing at the Mayinjana & Mkhiwane Street intersection; (2) x1 speed hump at 87 Sohnge Avenue; (3) x1 speed hump at 247 Siwangaza Street; (4) x1 speed hump adjacent to 20 Bentele Street	CS / ES
8	2	Plan and implement phase 3 of the Hex River erosion protection project	ES
8	3	Investigate and replace aging water and sewer infrastructure/pipelines ("pipe-cracking")	PDIS
8	4	Investigate & identify vacant land for business purposes: (1) open space between Mkhiwane-, Siqwela- and Bodla Avenues	PDIS / SSS
8	5	Development & maintenance of open spaces: (1) fencing, landscaping (grass & flowers) & irrigation, braai stands and park furniture at the Ndamoyi Park; (2) fencing, landscaping (grass & flowers) & irrigation, braai stands and park furniture at the Bentele Park; (3) landscaping (flowers) and park furniture at the Baartman Park; (4) fencing of the Makoala Park	PDIS
8	6	Upgrade of Zwelethemba Sports Ground: (1) fencing of the outer perimeter of the facility; (2) upgrade entrance ticket booth; (3) upgrade stadium seats; (4) replacement of flood lights; (5) taring of gravel road; (6) provision of additional taps/water points; (7) repair & maintain the caretaker & SAFA houses	PDIS
8	7	Investigate the installation/improvement of stormwater infrastructure at the following hotspots: (1) cnr. of 1 Mayinjana Street; (2) in March Street; (3) cnr. of 56 Ndamoyi Street; (4) at PJB Cona School; (5) cnr. of Busa Street; (6) cnr. of Njila Street; (7) cnr. of Hlalele Street	PDIS
8	8	Area & high mast lighting: (1) erect a high mast light at the High Street/Raymond Pollet open space (in the vicinity of Build-it); (2) erect a high mast light at the Makoala Park; (3) erect a high mast light at the open space in the vicinity of the Traffic Office (between Van Huyssteen Street & Leipoldt Avenue); (4) erect a high mast light at the open space opposite 14 Ndamoyi Street; (5) Improve existing/install new area lighting on existing poles throughout the Northern part of Van Zyl Avenue	ES
8	9	Relocation of outside toilets into the houses	CS

Ward	Order	Priority Description	Responsible Directorate
8	10	Investigate the removal of the "overhead transformer" located at 18 Mkhiwane Street	ES
8	11	Upgrading of municipality facilities: (1) Cleaning, landscaping and fencing of the Zwelethemba cemetery; (2) upgrading and fencing of the Zwelethemba Community Hall	PDIS
8	12	Investigate the construction of a BMX bicycle track at Bentele street	PDIS
8	13	Plant 10 trees at the Zwelethemba Swimming Pool	PDIS



WARD PLAN FOR WARD 9 – 2025/26
CONTACT NUMBER: 084 335 1945



DEMOGRAPHIC PROFILE – WARD 9

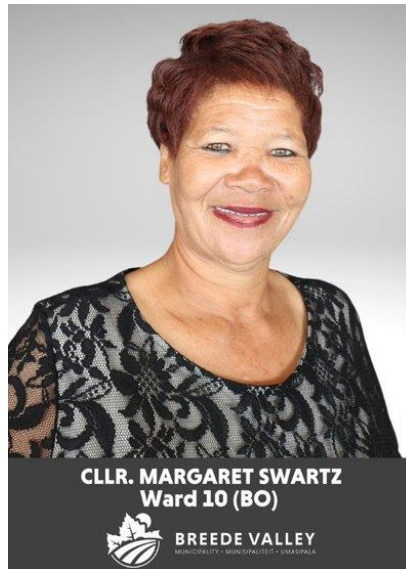
Description	Statistics
WARD SIZE	1,12 km ²
WARD POPULATION	6847
EMPLOYED PEOPLE IN THE WARD	1946
HOUSEHOLDS WITH ELECTRICITY	1496
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	749
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	1222
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	1511
FLUSH TOILET FOR HOUSEHOLDS	1471

WARD COMMITTEE STATUS

Number of Positions	Positions Filled	Positions Vacant	Composition	Composition Breakdown
10	9	1	Geographical	100% Geographical

WARD PRIORITIES

Ward	Order	Priority Description	Responsible Directorate
9	1	Replacement of sewerage system throughout the ward with specific reference to hotspot areas	PDIS
9	2	Investigate the possibility to upgrade the storm water systems in ward 9: (1) from 109 - 119 Leipoldt Avenue; (2) 109 Leipoldt Avenue - 109 Van Zyl Avenue; (3) from Roodewal Primary School, through Neethling-, Rhode- and Paul Street (until 101 Paul Street); (4) form the c/o Van Huyssteen- & Stynder Streets to Rhode Street	ES
9	3	Fencing of electrical boxes/substations: (1) the corner of Fairbairn- & Lyner Street; (2) at 39 Moosa Street; (3) the corner of Benjamin- & Springveldt Street; (4) at Arendse Street	ES
9	4	Development and implementation of a Ward-based Safety Plan	CS
9	5	Construction of speed humps at: (1) Worcester Moslem Primary School in Africa Street; (2) 123 & 149 Leipoldt Avenue; (3) 45 White Street; (4) in Fischer Street between Lyner Street & Eden School; (5) 118 Lyner Street; (6) 78 Springveldt Street; (7) 78 Marais Street; (8) in Fischer Street between Lyner- & Marais Street; (9) in Fairbairn Street between Sohnge- & Van Zyl Avenue	CS / ES
9	6	Stronger area lighting: (1) Arendse Street; (2) the corner of Taambay- & Essop Street; (3) Loff Street; (4) Stynder Street	ES
9	7	Resealing of roads: (1) Fairbairn Street from Leipoldt Avenue to Lyner Street	ES
9	8	Sustainable youth development and support for vulnerable programmes	CS
9	9	Repair and upgrade of Esselen Park Stadium	PDIS
9	10	Tar the sidewalk in Fischer Street, Van Huyssteen Avenue, Rhode Street	ES
9	11	Construction of ablution facilities at cricket pitch located between Hartwig Avenue, Fairbairn Street & Van Zyl Avenue	PDIS
9	12	Paint visible street names throughout the ward	CS



WARD PLAN FOR WARD 10 – 2025/26
CONTACT NUMBER: 065 646 2789



DEMOGRAPHIC PROFILE – WARD 10

Description	Statistics
WARD SIZE	6,33 km ²
WARD POPULATION	7924
EMPLOYED PEOPLE IN THE WARD	2394
HOUSEHOLDS WITH ELECTRICITY	1606
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	823
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	1483
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	1624
FLUSH TOILET FOR HOUSEHOLDS	1515

WARD COMMITTEE STATUS

Number of Positions	Positions Filled	Positions Vacant	Composition	Composition Breakdown
10	10	0	Geographical	100% Geographical

WARD PRIORITIES

Ward	Order	Priority Description	Responsible Directorate
10	1	Upgrading, repair and maintenance of Roodewal and Hexpark rental units: (1) Hexpark Apartments - exterior lighting (communal areas between each block, not lit), washing lines need improved access, paint exterior walls and roofs; (2) Roodewal Apartments - upgrade stairs, install gutters; paint exterior walls and roofs; (3) Relocation of approximately 8 outside toilets at the Arendse Street rental units; (4) Implement pest control measures in municipal rental stock (Roodewal and Hexpark) - use chemicals / methods that are environmentally friendly and non-hazardous to citizens; (5) Utilise locally sourced labour from Ward 10, via EPWP and skills training course	CS / SSS
10	2	Sewerage system ward 10: (1) Upgrade the sewerage system in Ward 10 to increase capacity and prevent sewerage spills; (2) Regularly maintain the sewerage system; (3) Prioritise cleaning and unblocking of sewer pipes carrying industrial effluent across the open space between Springveldt Street and Hexpark; (4) Ensure manhole covers are secure, especially those close to Roodewal apartments & Hexpark; (5) Register a Sewerage Spill Cleaning Program through EPWP (10 persons)	PDIS / SSS
10	3	Identify & investigate the development of public open spaces: (1) a multi-purpose sport facility (i.e. cricket, netball and soccer fields) at the open spaces between Springveldt and Hexpark (above and below Robey Street) and beautify the area with trees, erect benches and install concrete bollards; (2) install play equipment at the Heatlie Park and beautify the area with trees, erect benches and install concrete bollards; (3) install playpark equipment at the Multana Park and beautify the area with trees, erect benches and install concrete bollards; (4) install an irrigation system at the Idlewinds Park and develop grassed surface, plant trees, erect benches and install concrete bollards; (5) install playpark equipment at the Orchard Park and beautify the area with trees, erect benches and install concrete bollards; (6) develop a softball field at the Lombardi Park	PDIS
10	4	Prioritise the relocation of families residing in Askamp to formal settlements. In the interim: (1) streamline the access to- and use of chemical toilets throughout the settlement; (2) investigate additional water points; (3) improve waste removal services (e.g. additional skips & regular area cleaning); (4) improve the accessibility of access roads	CS / PDIS / ES
10	5	Investigate improved area/street lighting throughout Transhex	ES

Ward	Order	Priority Description	Responsible Directorate
10	6	Improve community safety by implementing the adopted Community Safety Plan, through targeted interventions:: (1) Support NGOS' to develop art, sport, cultural and spiritual programmes aimed at youth (18-35yr); (2) Assist addicts to access help at rehabilitation facilities like Toevlug, BOWL, Change Makers etc.; (3) Assist youth with skills development and to obtain ID's, CV's, driver's license etc.; (4) Create a "Safe Community" awareness programme in primary and high schools anti-bullying, GBV, cyber-crime, drug abuse, teenage pregnancy, FAS etc (9-17 yr) and support local schools to develop art, sport, cultural and spiritual programmes; (5) Recruit, train and deploy 10 Police Reservists in Ward 10, paid through EPWP stipend; (6) Conduct regular law enforcement to reduce crime (particularly drug and gang related activities, illegal activities in rental units and anti-land invasion initiatives); (7) Establish & support NHW	Community Services / NYDA / SAPS / DoBE / DoCS / SAPS / DSD / DCAS
10	7	Resealing of Roads in Hexpark (+-1976m): (1) Monte Vista Street (+-82m); (2) Heatlie Street (+-324m); (3) Laserena Street (+-234m); (4) Multana Street (+-127m); (5) Barlinka Street (+-186m); (6) Lavalle Street (+-229m); (7) Westminster Street (+-384m); (8) Waltham Street (+-410m) (Remove subject to completion)	ES
10	8	Encourage recycling programmes and prevent illegal dumping throughout Ward 10: (1) regular cleaning of the open fields between Springveldt Street and the entrance of Hexpark; (2) erect warning signs regarding illegal dumping & the issuing of fines	PDIS
10	9	Install floodlight (projecting towards the open space) onto the existing street light pole at the corner of Duncan- and Excelsior Roads	ES
10	10	Speed calming measures throughout ward 10: (1) construction of 1 speed hump in Roxana Street; (2) Reconstruction of speed hump in Robey Street (resurfacing of road "flattened" speed hump); (3) Replace speed bumps Heatlie Street with a speed hump; (4) Implement a three-way stop street at the intersection of Robey- and Eikenhof Streets; (5) Install stone / concrete bollards along the R60 between Roodewal Primary School and the Kibbutz el-Shammah	CS / ES
10	11	Sidewalks: (1) Upgrade the existing gravel sidewalk in Fischer Street, 283m from Springveldt to Excelsior Road with tar and/or crusher dust; (2) Investigate the construction of a sidewalk, adjacent to the channel in Springveldt Street, with tar and/or crusher dust	ES

Ward	Order	Priority Description	Responsible Directorate
10	12	Fencing & relocation of electrical boxes: Fencing - (1) Concordia Street; (2) Lafontein Street; (3) Heatlie Street; Relocation - Investigate mounting the electrical distribution boxes, between A-E apartment blocks (Hexpark) onto the apartment structures	ES
10	13	Investigate the construction of a stormwater system/channel/catchpit at the corner of Orchard- and Millhurst Street	ES
10	14	Finalise the transfer of suitable rental units to qualifying beneficiaries	CS



WARD PLAN FOR WARD 11 – 2025/26
CONTACT NUMBER: 072 905 9846



DEMOGRAPHIC PROFILE – WARD 11

Description	Statistics
WARD SIZE	1,28 km ²
WARD POPULATION	6694
EMPLOYED PEOPLE IN THE WARD	2378
HOUSEHOLDS WITH ELECTRICITY	1694
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	972
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	1524
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	1755
FLUSH TOILET FOR HOUSEHOLDS	1642

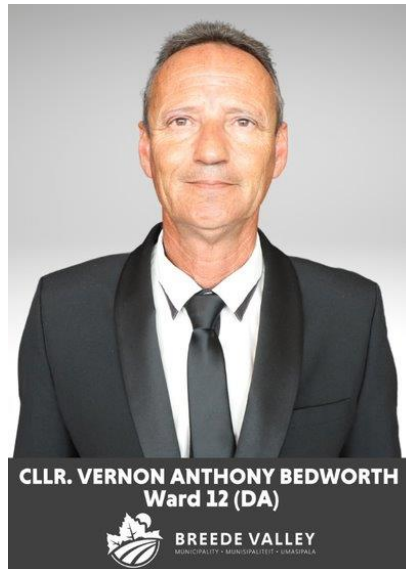
WARD COMMITTEE STATUS

Number of Positions	Positions Filled	Positions Vacant	Composition	Composition Breakdown
10	10	0	Geographical	100% Geographical

WARD PRIORITIES

Ward	Order	Priority Description	Responsible Directorate
11	1	Safeguarding and re-development of Sohng Avenue, Grey Street, Buitenkant Street & Gorden Street	CS / PDIS
11	2	Upgrading of indoor sport centre with air-conditioning, expansion of gym and gym equipment, and the parking facility/bay. The indoor sport centre must preferably be able to accommodate 4 sporting codes & spectators simultaneously	PDIS
11	3	Sidewalks & Walkways: (1) Construct foot bridges in Parker Street (locations TBC by ward Councillor) & fix the sidewalk at 10 Parker Street; (2) Repair/replace sidewalk (EPWP paving project) in Buitenkant Street from Pieterse- to Saunders Street; (3) Construct a sidewalk from the Riverview Cafe to Sampson Street (for scholars)	ES
11	4	Construction of speed humps: (1) x1 in Lyner Street; (2) x2 in Gorden Street; (3) x1 in Van Huyssteen Avenue; (4) Van Zyl Avenue; (5) x1 in Le Sueur Street (National Café); (6) x1 in Mylne Street; (7) x1 in Thomas Street; (8) x1 in Breërvier Crescent	CS / ES
11	5	Area & high mast lightning (Hugosdorp, Riverview & Parkersdam) - (1) Investigate the feasibility of installing stronger lighting on all lamp posts; (2) Investigate the installation of a high mast light at OVD & erf 6603; (3) stronger area lighting at 128 and 28/30 Parker Streets	ES
11	6	Investigate the installation of CCTV Security Cameras in Florian Park & Riverview	CS
11	7	Relocation of outside toilets - Riverview	CS
11	8	Augment the stormwater system in Buitenkant- & Yssel Streets to prevent regular flooding & regularly clean stormwater channels throughout the ward	ES
11	9	Development and safeguarding of public open spaces and municipal facilities: (1) Investigate the installation of additional playpark equipment, planting of grass and/or construction of a tarred playing surface at the open-air gym (erf 17248); (2) install bollards at the netball court in Sampson Street; (3) a playpark at the Grey Street Swimming Pool	PDIS
11	10	Upgrading of gravel road: Arries Street	ES
11	11	Paint/apply street names on all pavement curbs throughout the entire ward	CS

Ward	Order	Priority Description	Responsible Directorate
11	12	Investigate the feasibility of a drop-off zone at De Tuinen Primary School or the possibility of instituting one-way traffic in Solon Street during school peak hours	CS
11	13	Fencing of electrical box at the corner of Parker- and Durban Street	ES
11	14	Identify and host regular community education programmes such as first responding/aid- and fire safety training	CS
11	15	Establish/convert the Maria Pieterse facility into a multi-purpose skill centre	CS



WARD PLAN FOR WARD 12 – 2025/26
CONTACT NUMBER: 071 739 2242



DEMOGRAPHIC PROFILE – WARD 12

Description	Statistics
WARD SIZE	6,34 km ²
WARD POPULATION	7183
EMPLOYED PEOPLE IN THE WARD	2253
HOUSEHOLDS WITH ELECTRICITY	1504
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	1077
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	1294
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	1523
FLUSH TOILET FOR HOUSEHOLDS	1466

WARD COMMITTEE STATUS

Number of Positions	Positions Filled	Positions Vacant	Composition	Composition Breakdown
10	10	0	Geographical	100% Geographical

WARD PRIORITIES

Ward	Order	Priority Description	Responsible Directorate
12	1	Upgrading of sewerage system throughout the ward	PDIS
12	2	Paint the exterior of the apartment blocks in Russell Scheme (T & U apartment blocks and Maisonette's A - F) & reseal parking areas	CS / ES
12	3	Completion of paving in Nightingale, Myna, Meeu, Mannikin, Magpie and Makou Streets in Ward 12	ES
12	4	Resealing of roads: (1) in a section of Church Street; (2) Russel Street from Naroatham Pharmacy to the corner of Porter Street; (3) Napier Street from Durban- to Russel Street	ES
12	5	Lining of stormwater channel (adjacent to the Astro Turf Field at Worcester Gymnasium - upper Napier Street) with stone and cement	ES
12	6	Development of playparks and/or tarred multi-purpose playing surfaces: (1) a playpark at the intersection of Russel Scheme or upgrade the intersection in Russel Scheme; (2) a tarred multi-purpose playing surface inside Russel Scheme; (3) a playpark at erf 17143 (or adjacent/nearest public open space) in Pigeon Street	PDIS
12	7	Investigate the construction of a community hall in Ward 12, next to the Avian Park Sportsgrounds in Albatros Street, with a capacity that can accommodate 250 persons	PDIS
12	8	Inspect the condition of- and investigate the possible upgrade of pavements and parking areas within the Worcester CBD: - pavements : (1) corner of Durban- & Napier Street; (2) in Trappe Street between Cilliers- & Tulbagh Street; - parking areas : (1) in Durban Street from Adderley- to Napier Street; (2) in Porter Street from Church- to Durban Street; (3) in Napier Street from Russell- to Durban Street	ES
12	9	Investigate the installation of spotlights and/or stronger area lighting at the following walkways: (1) Volstruis Street to R43; (2) Volstruis- to Albatros Street	ES
12	10	Construction of a speedhump at 73 Church Street, in front of Worcester United Church	CS / ES
12	11	Construction of concrete suburb entrance walls at the entrances of Avian Park, similar to those in Johnson Park, at the following key locations: (1) the corner of R43 and Albatross Street; (2) the corner of Nekkies Road and Malmok Street	ES / PDIS

Ward	Order	Priority Description	Responsible Directorate
12	12	Painting of street names throughout Ward 12 in the Avian Park area	CS



WARD PLAN FOR WARD 13 – 2025/26
CONTACT NUMBER: 084 660 1116



DEMOGRAPHIC PROFILE – WARD 13

Description	Statistics
WARD SIZE	6,09 km ²
WARD POPULATION	7592
EMPLOYED PEOPLE IN THE WARD	2822
HOUSEHOLDS WITH ELECTRICITY	1716
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	1093
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	1476
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	1747
FLUSH TOILET FOR HOUSEHOLDS	1694

WARD COMMITTEE STATUS

Number of Positions	Positions Filled	Positions Vacant	Composition	Composition Breakdown
10	10	0	Geographical	100% Geographical

WARD PRIORITIES

Ward	Order	Priority Description	Responsible Directorate
13	1	Construct tarred netball playing surfaces: (1) at the open space on Erf 9657 (Hex Park); (2) at the open space opposite 62 and 64 Jason Street	PDIS
13	2	Construct an open-air gym at the open space between Weltevrede- & Amandel Streets (Hexpark)	PDIS
13	3	Closure/fencing of Gerrit Road cul-de-sac (adjacent to the Worcester Islamic Society Masjid)	PDIS / ES
13	4	Implement speed calming measures: (1) x1 speed hump at 16 Magouka Street; (2) x1 raised pedestrian crossing at 301 Buitenkant Street; (3) x1 speed hump or pedestrian crossing at the Santa Weide pumpstation; (4) Erect a T-junction marker board/sign in Buitenkant Street at the Crotz Street intersection	CS / ES
13	5	Street & Area Lighting: (1) Erect a high mast light between Jason Street and outfalls (sewerage plant); (2) erect spotlights at the corner of Saul-Damon- and Swart Streets, Adam- and Brook Streets, Hoosain Crescent, Alister Road, Carl Crescent, Duncan Road and Ismail Road; (3) erect solar-powered lights throughout the ward (areas TBC with Councillor/Ward Committee)	ES
13	6	Relocation of outside toilets in houses at Riverview (addresses to be reconfirmed by ward Councillor/committee)	CS
13	7	Construct tarred sidewalks: (1) in Albartros Street (adjacent to Toevlug) which connects to the R43; (2) in Buitenkant Street between Saunders- and Noble Street; (3) at the Eden School (from entrance gate to road - approximate width 5m; length 3m)	ES
13	8	Construct a directional sign board and safety railing at the entrance of Lilly farm	CS / ES
13	9	Investigate the feasibility to install CCTV cameras in Noble Park, Riverview and Johnsons Park	CS
13	10	In Aan De Doorns Road (Rooipad): (1) construct a commuter "drop-off" zone in the vicinity of the Aan De Doorns Road & Sampson Street intersection; (2) Upgrade & extend the sidewalk	CS / ES
13	11	Upgrade sewerage system in Riverview & Florian Park	PDIS



WARD PLAN FOR WARD 14 – 2025/26
CONTACT NUMBER: 072 956 2047



DEMOGRAPHIC PROFILE – WARD 14

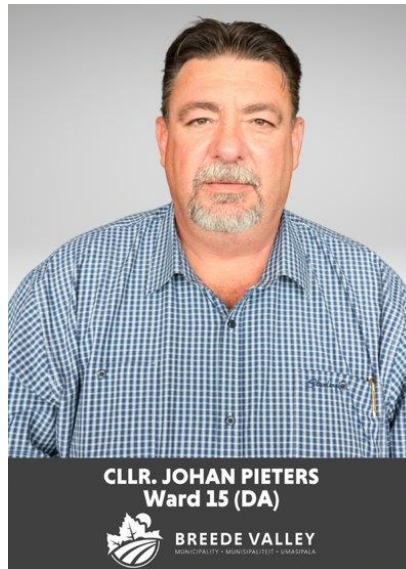
Description	Statistics
WARD SIZE	0,99 km ²
WARD POPULATION	5924
EMPLOYED PEOPLE IN THE WARD	1769
HOUSEHOLDS WITH ELECTRICITY	1314
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	611
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	1298
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	902
FLUSH TOILET FOR HOUSEHOLDS	1302

WARD COMMITTEE STATUS

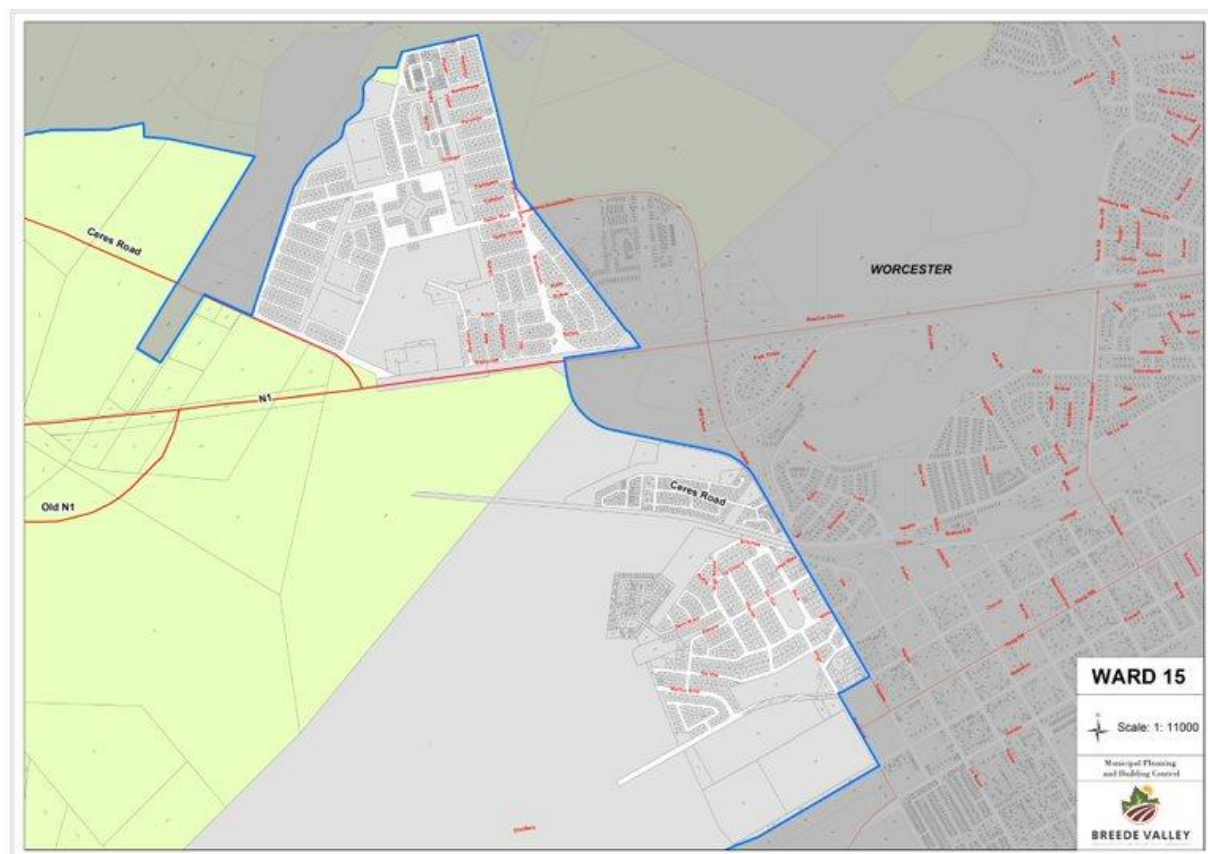
Number of Positions	Positions Filled	Positions Vacant	Composition	Composition Breakdown
10	9	1	Geographical	100% Geographical

WARD PRIORITIES

Ward	Order	Priority Description	Responsible Directorate
14	1	Repair paved walkways between the apartments (for example walk area between A & B block, C & D block, etc.)	CS / ES
14	2	Regular maintenance of park & development of play park (jungle gym) in Riverview apartments	PDIS
14	3	Construction of speed humps: (1) x1 at 6 Davids Street; (2) x1 between 9 & 11 Alice Street	CS / ES
14	4	Regular area cleaning within ward & provide additional skippy bins for Riverview apartments & Victoria Park	PDIS
14	5	Identify & earmark suitable municipal-owned open spaces throughout Ward 14 for recreational and developmental purposes (e.g. community food gardens)	CS / PDIS / SSS
14	6	Demolish illegal structures & proper management of municipal rental units	CS
14	7	Investigate the development of multi-purpose sport surfaces at the following open spaces: (1) erf 4694 between Martin-, Truter- and Edward Street; (2) erf 4958 between Truter-, Dickens- and Davids Street; (3) erf 4612 at the intersection of George- and Martin Street	PDIS
14	8	Budget for commemorative days (e.g. youth days) & community initiatives (e.g. vegetable gardens)	CS
14	9	Avail R2 million for the maintenance & upgrading of rental units in ward 14, specifically the appointment of a structural engineer to fix the condition of the apartments as serious structural damages are observed. There is also a need for: (1) Damp proofing paint; (2) Fixing of gutters & down pipes; (3) Fixing of face shelves; (4) Fixing of cracks in the structures; (5) rebuilding of washing lines and installation/repair/replacement of metal window sliding stays	CS
14	10	More visible and frequent law enforcement operations to control public nuisances specifically late at night and over weekends	CS / SAPS
14	11	Draft and implement initiatives to promote a safe environment in the ward	CS



WARD PLAN FOR WARD 15 – 2025/26
CONTACT NUMBER: 084 369 9178



DEMOGRAPHIC PROFILE – WARD 15

Description	Statistics
WARD SIZE	51,58 km ²
WARD POPULATION	8104
EMPLOYED PEOPLE IN THE WARD	3063
HOUSEHOLDS WITH ELECTRICITY	2029
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	1489
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	1990
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	1738
FLUSH TOILET FOR HOUSEHOLDS	1928

WARD COMMITTEE STATUS

Number of Positions	Positions Filled	Positions Vacant	Composition	Composition Breakdown
10	9	1	Geographical	100% Geographical

WARD PRIORITIES

Ward	Order	Priority Description	Responsible Directorate
15	1	Spotlights/floodlights at the following points: (1) Somerset Park at the train bridge projecting to the open space between Frere Street and railway; (2) Somerset Park at the open space across Governor Street park; (3) Langerug in Bosman Street into the veld between Langerug and Somerset Park/railway; (4) Langerug in Botha Crescent projecting towards open space; (5) Worcester West behind Lavender Road; (6) Worcester West at the intersection of Vicky Street/Orange Road; (7) Worcester West behind Doreen Crescent towards the veld; (8) Worcester West behind Morne Avenue towards the veld	ES
15	2	Fencing of public open spaces: (1) fencing both cul-de-sacs at Frere Street, Somerset Park; (2) closing of Somerset Park border at Rabie Avenue; (3) fencing of Hugenoet Avenue from Brandwacht farms	PDIS
15	3	Implement speed calming and traffic law enforcement actions to promote pedestrian and general road safety: (1) Construction of x1 speed hump at the Governor- & Cole Street intersection; x1 speed hump in Orange Avenue; x2 speed humps in Brandwacht Road; x1 speedhump in Boundary Road and x1 speedhump in Marius Smit Street; (2) Regular law enforcement operations/actions especially in Langerug and Worcester West regarding speed limit enforcement as well as regular traffic rule/ law enforcement	CS / ES
15	4	Replace overhead electrical cables in Langerug and Worcester West with newer cables that are more prone to withstand adverse weather conditions	ES
15	5	Investigate the possibility for a playpark at Wysersdrift Primary School	PDIS
15	6	Investigate the alienation of open spaces between Orange- and Goedehoop Avenue in Worcester West for housing development	SSS / PDIS / CS



WARD PLAN FOR WARD 16 – 2025/26
CONTACT NUMBER: 078 625 6918 / 079 935 9851



DEMOGRAPHIC PROFILE – WARD 16

Description	Statistics
WARD SIZE	0,66 km ²
WARD POPULATION	7938
EMPLOYED PEOPLE IN THE WARD	2448
HOUSEHOLDS WITH ELECTRICITY	2148
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	1623
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	413
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	1973
FLUSH TOILET FOR HOUSEHOLDS	1583

WARD COMMITTEE STATUS

Number of Positions	Positions Filled	Positions Vacant	Composition	Composition Breakdown
10	9	1	Geographical	100% Geographical

WARD PRIORITIES

Ward	Order	Priority Description	Responsible Directorate
16	1	Access to electricity, water and toilets in Mandela North & Aspad & settlement located adjacent to the MPC	CS / PDIS / ES
16	2	Relocate outside toilets in Matsila- & Fulang Avenue into houses	CS
16	3	Provision/completion of 652 & 443 housing projects in New Mandela	CS
16	4	Investigate and prioritise the expansion of the urban edge to include the eMagwaleni informal settlement for future formalisation purposes	PDIS / CS
16	5	Upgrading of Gravel Roads: (1) Moses Mabhida Street; (2) Philemon Tyira Street; (3) Mamali Street; (4) Matsila Avenue; (5) Lizo Street; (6) Londi Street; (7) Umtsha Street; (8) B Mpapa Street; (9) Bushula Street; (10) Mgxaji Street; (11) Kedama Street; (12) Ngxangxosi Street; (13) Albert Luthuli; (14) Mashodi Street; (15) Magawu Street; (16) Yekwani Street; (17) Ndlulamthi Street; (18) Ndzaba Street; (19) Steve Tshwete Street	ES
16	6	Regular maintenance of sewerage & storm water systems in Londi & Philemon Tyira Streets	PDIS / ES
16	7	Identify vacant land for construction of socio-economic facilities such as ECD/Churches/Business	PDIS / SSS / CS
16	8	Construction of speedhumps: (1) x2 in iSithintelo Street; (2) x2 in Nkentsha Street; (3) x2 in Yabo Street; (4) x1 in Mashodi Street; (5) x1 in Mthwazi street; (6) x1 in Madiba Street; (7) x2 in Matsila Avenue; (8) x3 in Ndzitshe Street; (9) x2 between Fulang Avenue, Nkentsha Street & Matsila Avenue	CS / ES
16	9	Assist with housing database/waiting-list applications for individuals residing on open spaces in New Mandela	CS
16	10	Conduct regular area cleaning and refuse removal in Mandela Square and create employment opportunities through EPWP	PDIS / SSS
16	11	Plan and implement crime prevention programmes	CS
16	12	Provide adequate street lighting in the vicinity of the black road near eMagwaleni	ES
16	13	Develop a multi-purpose play- and recreational park in Mandela North (open-air gym equipment, play equipment, braai stand & 5-a-side soccer pitch)	PDIS
16	14	Prioritise the planting of trees in strategic locations throughout the ward to improve air quality	PDIS
16	15	Consider expanding the emergency safety/support kit provided to residents directly affected by disasters such as localised flooding and/or fires	CS



WARD PLAN FOR WARD 17 – 2025/26
CONTACT NUMBER: 072 497 3287



DEMOGRAPHIC PROFILE – WARD 17

Description	Statistics
WARD SIZE	0,33 km ²
WARD POPULATION	3378
EMPLOYED PEOPLE IN THE WARD	615
HOUSEHOLDS WITH ELECTRICITY	920
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	336
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	612
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	893
FLUSH TOILET FOR HOUSEHOLDS	893

WARD COMMITTEE STATUS

Number of Positions	Positions Filled	Positions Vacant	Composition	Composition Breakdown
10	10	0	Geographical	100% Geographical

WARD PRIORITIES

Ward	Order	Priority Description	Responsible Directorate
17	1	Upgrading of sewerage and sanitation system including the hostel houses' sewerage in Nzima Street, Mazula Street, Makade Street, May Street, Kwinana Street, Simanga Street, Dukulu Street, Tseoua Road, Tusha Street and Afrika Avenue	PDIS
17	2	Upgrading of gravel roads: (1) Simanga, (2) Halam, (3) Baxa, (4) Mngxaji, (5) Mbutho, (6) May, (7) Makade, (8) Kwinana, (9) Kutwana, (10) Van Staden, (11) Kedama	ES
17	3	Relocation of outside toilets	CS
17	4	Transfer of title deeds	CS
17	5	Subdivide erven in the old Flats Area	CS
17	6	Installation of separate electrical meter boxes for each house in eRadini/ eNkomponi residential area	ES
17	7	Erect a high mast light near Alfred Stamper Primary School	ES
17	8	Investigate the possibility to install CCTV security cameras in the vicinity of the Shoprite Centre	CS
17	9	Construction of toilets at Heritage Park (2 toilets - male & female)	PDIS
17	10	Fencing of the existing play/recreational park (with braai stands) at the open space next to Compound opposite family flats	PDIS
17	11	Investigate & identify available land for a new graveyard within Zwelethemba	PDIS
17	12	Renovation of the Community Hall (repair of toilets, taps, sewerage blockage, fencing the wall and install built in cupboards in kitchen)	PDIS
17	13	Erect a stone-wall enclosure around the graveyard using riverstones	PDIS



WARD PLAN FOR WARD 18 – 2025/26
CONTACT NUMBER: 078 139 0997



DEMOGRAPHIC PROFILE – WARD 18

Description	Statistics
WARD SIZE	468,90 km²
WARD POPULATION	8111
EMPLOYED PEOPLE IN THE WARD	3116
HOUSEHOLDS WITH ELECTRICITY	1186
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	1278
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	1271
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	1130
FLUSH TOILET FOR HOUSEHOLDS	1465

WARD COMMITTEE STATUS

Number of Positions	Positions Filled	Positions Vacant	Composition	Composition Breakdown
10	8	2	Geographical	100% Geographical

WARD PRIORITIES

Ward	Order	Priority Description	Responsible Directorate
18	1	Paving of roads in Asla phase 1 & 2 (Streets: Busika; Dyabooi; Fadana; Ekwindla; Ikhozi; Tshazimpuzi; Mroxisa; Malangeni; Nqwelo; Maqoma & Hobe) & New Mandela (gravel road maintenance: Ashe Road & Ntlakohlaza Street)	ES
18	2	Water, toilets and electricity for Swartpad residents in Mandela Square	CS / ES / PDIS
18	3	Maintenance of sewerage system in ASLA	PDIS
18	4	Construct a high mast light in Aspad Road	ES
18	5	Play park in Mandela Square, ASLA, corner of Busika Street & Colidiza Road (specifically consider the fencing of playparks and the construction of braai facilities)	PDIS
18	6	Refencing of cemetery & repairing of toilets (appointment of a caretaker at the facility)	PDIS
18	7	Identification of suitable land for small farmers	CS / SSS / PDIS
18	8	Install ablution facilities (toilets & taps) in park situated in Tshazimpuzi Street	PDIS
18	9	Relocation of toilets (old location)	CS
18	10	Second exit for Zwelethemba	ES
18	11	Prefabs for creche in Mandela Square as a temporary structure for children of farm workers	CS
18	12	Construction of speedhumps: (1) x1 speedhump between Tyodi & Skafu; (2) x1 speedhump between Matroos and Mbotshelwa; (3) x1 speedhump between Busika & Dyabooi Street; (4) x3 in Yabo Street; (5) x1 in Colidiza Avenue on the way from the graveyard; (6) x1 in Ndlovu Street	CS / ES
18	13	Install a stormwater tunnel in Skafu Street (opposite Ethiopian Order Church)	PDIS



DEMOGRAPHIC PROFILE – WARD 19

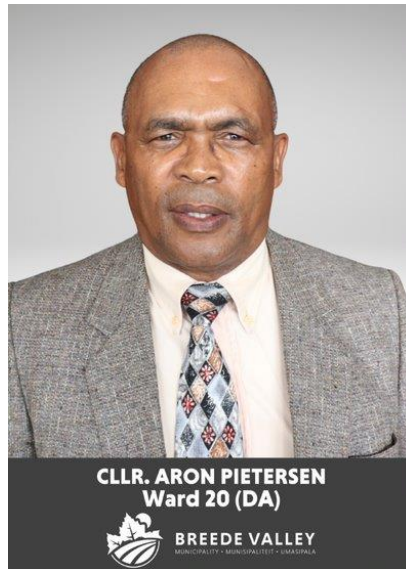
Description	Statistics
WARD SIZE	864,97 km²
WARD POPULATION	6124
EMPLOYED PEOPLE IN THE WARD	2810
HOUSEHOLDS WITH ELECTRICITY	994
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	1219
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	1143
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	227
FLUSH TOILET FOR HOUSEHOLDS	879

WARD COMMITTEE STATUS

Number of Positions	Positions Filled	Positions Vacant	Composition	Composition Breakdown
10	10	0	Geographical	100% Geographical

WARD PRIORITIES

Ward	Order	Priority Description	Responsible Directorate
19	1	Investigate & identify land suitable for housing development and the construction of a community hall (250 - 300 seater with male & female ablution facilities and a side kitchen)	CS / PDIS / SSS
19	2	Assist with hosting 4 sport events within ward	CS
19	3	Development of playparks: (1) at the public open space located in Goedeman Park (1.1 outdoor chess table, tarred roadway playground markings, jungle- and open air gym equipment and a "jukskei" field; 1.2 an appropriate fence enclosing the facility; 1.3 an appropriate access gate to regulate access); (2) at the Bo-Doring Rivier Day Care Centre (e.g. round-about, swings, see-saw, etc.)	PDIS / CWD
19	4	Construct paved sidewalks: (1) in the Louwshoek-Boontjiesrivier Road; (2) the corner of Goedeman Park to Vreede-hof Farm; (3) in Goedeman Street; (4) in Cuttings Street	CWD / Province / PDIS
19	5	Investigate the feasibility to erect a spotlight/high mast light at the intersection of Van Riebeeck Street and Goudyn Road	CWD / Province / ES
19	6	Investigate the feasibility of entering into an agreement with the applicable land owner to lease the Highlands sport field (Doringrivier), as and when needed, on behalf of the sporting community currently utilising the facility	CWD / CS / SSS
19	7	Conduct bi-annual road grading/maintenance at the following rural roads (before- and after winter season): (1) Gevonden Road till Lorraine/Du Toitskloof Cellar; (2) the Skoolplaas / Roeswater Road; (3) Lemoenpoort/Doornrivier to Highlands & the Stettyn gravel road inclusive of the De Hoek gravel road; (4) Houmoed Road; (5) Tierstel Roads; (6) Die Straat/Street	CWD / ES



WARD PLAN FOR WARD 20 – 2025/26
CONTACT NUMBER: 076 198 9088



DEMOGRAPHIC PROFILE – WARD 20

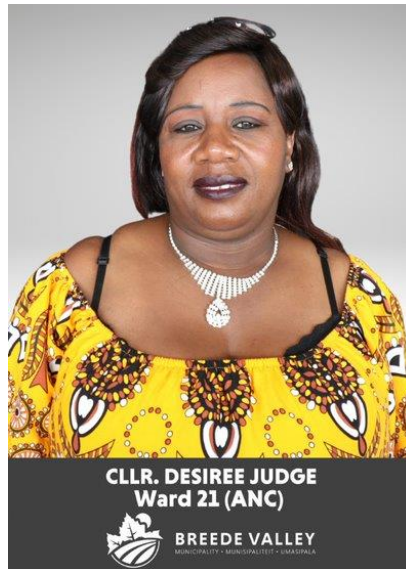
Description	Statistics
WARD SIZE	246,78 km²
WARD POPULATION	7627
EMPLOYED PEOPLE IN THE WARD	3279
HOUSEHOLDS WITH ELECTRICITY	1252
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	1429
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	1300
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	961
FLUSH TOILET FOR HOUSEHOLDS	1123

WARD COMMITTEE STATUS

Number of Positions	Positions Filled	Positions Vacant	Composition	Composition Breakdown
10	9	1	Geographical	100% Geographical

WARD PRIORITIES

Ward	Order	Priority Description	Responsible Directorate
20	1	Investigate the availability of land for housing, a community hall and a graveyard	CS / PDIS
20	2	Formalisation and transfer of ownership to residence of Hammat Square	CS
20	3	Install storm water system in Geelkampie (replace “watergat”)	ES
20	4	Investigate the extension/expansion of water access/services/system in Spokiesdorp & Geelkampie	PDIS / CS
20	5	Investigate the possibility of establishing computer training centres in Rawsonville: (1) at the Old Clinic for De Nova residents; (2) at the Breede Valley School of Skills for Goudini Bad residents	CS
20	6	Develop existing sportsground to accommodate an additional rugby field and investigate the opening the existing swimming pool at Goudini Sportsground	CS
20	7	Rehabilitation of Smalblaar river embankment at Riverbank and Spokiesdorp	CS / ES
20	8	Install high mast light at Riverbank & 2 flood lights in Geelkampie	ES
20	9	Erect steel palisade fence on both sides of the Storm Water Channel in Mossie- & Le Suer Street	ES
20	10	Construction & maintenance of sidewalks: (1) a disabled-friendly sidewalk from the De Nova crossing to the clinic; (2) sidewalks throughout Rawsonville (streets/areas TBC); (3) in Slanghoek from De Eike to Klipdrift Road	ES
20	11	Install streetlights from the Police station to the old N1 and from “Sollie se Hoek” to the old N1	CWD / ES
20	12	Raise all pedestrian crossings in Van Riebeeck Street	CS / ES
20	13	Investigate the installation of refuse removal bins in Van Riebeeck Street	PDIS



WARD PLAN FOR WARD 21 – 2025/26

CONTACT NUMBER: 074 779 2252



DEMOGRAPHIC PROFILE – WARD 21

Description	Statistics
WARD SIZE	10,48 km ²
WARD POPULATION	13752
EMPLOYED PEOPLE IN THE WARD	4336
HOUSEHOLDS WITH ELECTRICITY	2025
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	2088
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	2065
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	2952
FLUSH TOILET FOR HOUSEHOLDS	2137

WARD COMMITTEE STATUS

Number of Positions	Positions Filled	Positions Vacant	Composition	Composition Breakdown
10	10	0	Geographical	100% Geographical

WARD PRIORITIES

Ward	Order	Priority Description	Responsible Directorate
21	1	Replacement of manhole covers/lids throughout ward 21	PDIS
21	2	Area lighting: (1) Provide adequate street lighting throughout ward 21 (camp specifically); (2) Installation of new streetlights in Spreeu & Pelikaan Streets	ES
21	3	Provision of 30 additional chemical toilets and 4 water points within the "camp" in Avian Park	CS / PDIS
21	4	Replace electrical boxes removed by BVM during the 708 housing project	ES
21	5	Construction of speed humps: (1) x2 at Spreeu Street 6 & 22 respectively; (2) x1 at 9 Petrel Street	CS / ES
21	6	Upgrading of gravel roads (paving): (1) Glasogie-, Vink-, Mockingbird-, Kite-, Katlagter-, Kolgans-, Kwêvoël-, Kalkoen- (with 3 speed humps at the Mockingbird-, Vink-, and Glasogie intersections respectively), Kuiken-, Krestel and Kelkiewyn Street; (2) roads in the Avian Park "camp"	ES
21	7	Investigate the construction of a pedestrian foot bridge between Kite- & Tortelduif Streets	ES
21	8	Construction/delivery of a Community Hall (with a seating capacity of 250 people) within ward 21	CS
21	9	Maintenance/grading of sport fields/surfaces: (1) the field adjacent to Toevlug & investigate the installation of ablution facilities; (2) the field behind/adjacent to Kite Street	PDIS
21	10	Housing - (1) Completion of 708 project, (2) development of open spaces for housing and development	CS

During the 1st round of IDP engagements (October/November 2021), the municipality submitted a call for sectoral inputs as part of the formal engagement process. The following sectoral inputs have been received, and will be considered for implementation (subject to a feasibility/practicality assessment):

Sectoral Input		
Institution	Priority Description	Responsible Directorate
Worcester-East Primary School	Erect a raised pedestrian crossing at the intersection of Sutherland- and High Street	ES / PDIS
	Improve/upgrade the road in front of the school & consider the development designs and impact study linked to alternative drop-off/collection/parking solutions	ES / PDIS
Breedekloof Tourism Association	Funding for tourism office required for the development and promotion of tourism in the Rawsonville region	SSS
	Public ablution facilities and safe parking area for farm workers when in town	ES / PDIS
	Funding for tourism organisation needed to create new events in the valley to attract tourists to the region	SSS
	Pavement needed along the road for safe walking area for farm children	ES / PDIS
	Developing tourism facilities and attractions in the valley will assist with expanding the tourism offering	SSS / PDIS
Breede Valley APD	Accessibility of all public space	PDIS
Touwsrivier Tourism Association	Investigate and consider increasing the municipal funding contributions to LTA's from R100 000 to R300 000 to ensure that tourism activities and operations are effectively implemented	SSS
	Replace/repair the Gideon Joubert Park fence to safeguard the memorial park and heritage assets, consider installing park benches and additional trashcans & regularly maintain the park	PDIS
	Paint/mark street names on all roadside curbs throughout Touwsrivier	CS

Sectoral Input		
Institution	Priority Description	Responsible Directorate
	Expedite the building plan procedure (i.e. consideration and feedback) linked to the envisaged construction of “Welcome Entrance Walls” at the entrance of Touwsrivier from the N1 Highway.	PDIS / SSS
	Prioritise area cleaning in and around Touwsrivier, specifically next to the N1; and prioritise the repair of the conveyor belt at the recycling depot to support recycling initiatives	PDIS
Koop en Bou (De Doorns)	Prioritise regular area cleaning, upgrade and maintenance of road pavement and sidewalks, regular maintenance of stormwater channels, development of public open spaces (recreational park) throughout De Doorns	ES / PDIS
	Ensure better and more visible law/by-law enforcement in the De Doorns CBD and surrounds to underpin the creation of a safe and healthy environment – particularly acting against frequent traffic offenders and unauthorised animal grazing	CS
Bluepeers Praxis	Prioritise and support business development	SSS
	Implementation and enforcement of trading regulations	CS / SSS
Worcester Tourism Association	Operational costs for marketing and staff salaries	SSS
	Proactive marketing of our area	SSS
	Prioritise regular engagement and collaboration with multiple stakeholders to ensure that a conducive environment is created to encourage socio-economic development	SSS
	Consider supporting the upgrade of the Tourism-kiosk to promote accessibility and user friendliness	SSS

Sectoral Input		
Institution	Priority Description	Responsible Directorate
	We would like to launch a project to clean the entrances to our town on a regular basis, in support of the community, stakeholders and the BVM	PDIS / SSS
Lima Rural Development Foundation / Do More Foundation	Investigate and identify suitable and available land/municipal owned facilities that could be earmarked for ECD's and associated activities (e.g. food gardens to support ECD's)	CS / SSS / PDIS
	Remove red-tape applicable in the ECD registration process (e.g. consideration of building plans, issuing of zoning certificates and fire clearance certificates amongst others)	CS / SSS
	Prioritise and provide support in training and awareness opportunities for ECD service providers, practitioners and parents respectively	CS / SSS
	Consider extending ECD lease agreements over a medium- to long term to promote sustainable functioning of ECD facilities	SSS
	Improve intergovernmental collaboration to ensure that the ECD sector is holistically supported	CS / SSS
	Facilitate/participate in developing a well-considered ECD policy	CS
Quenvest Worcester	Investigate and implement an effective and well-functioning parking management system in the Worcester CBD	CS

CHAPTER 9: THE WELL-RUN MUNICIPALITY

WELL-RUN MUNICIPALITY

Breede Valley Municipality continues to build on being a well-run municipality, with strong and committed administration upholding the principles of good governance, maintaining a good credit rating, providing basic services to all and improving our solid productivity rating.

Breede Valley Municipality has laid the foundation of a well-run municipality, having achieved five clean audits in the past six financial years (2018/19 status: unqualified with findings), whilst reclaiming a “clean audit” status (i.e. unqualified audit without findings) in the subsequent financial years. This bears testimony to strong and committed political and administrative components upholding the principles of good corporate governance, thus laying the foundation for effective, efficient and economical service delivery to our communities.

To further the promotion of good governance, Breede Valley Municipality remains committed to ensure that its administration is governed by the following constitutional principles:

- Maintaining a high standard of professional ethics;
- Efficient, economic and effective use of resources;
- Public administration must be development-oriented. This duty extends not only to internal personnel, but to our community at large as well. Human Resources extended intake of graduates from the Breede Valley community into the municipality to ensure that we extend our development initiatives to our community at large;
- Services must be provided impartially, fairly, equitably and without bias;
- Public administration must be accountable, where transparency is fostered;
- Good human-resource management and career-development practices, to maximise human potential, must be cultivated;
- To ensure a public administration is broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.

Breede Valley Municipality has identified the following two strategic objectives to drive the realisation of the well-run municipality:

STRATEGIC OBJECTIVE 5: TO ENSURE A HEALTHY AND PRODUCTIVE WORKFORCE AND AN EFFECTIVE AND EFFICIENT WORK ENVIRONMENT

STRATEGIC OBJECTIVE 6: TO ASSURE A SUSTAINABLE FUTURE THROUGH SOUND FINANCIAL MANAGEMENT, CONTINUOUS REVENUE GROWTH, CORPORATE GOVERNANCE AND RISK MANAGEMENT PRACTICES

The objectives above will be unpacked in more detail below, and will be pursued through the implementation of the following lead programmes and interventions:

STRATEGIC OBJECTIVE 5:

To ensure a healthy and productive workforce and an effective and efficient work environment

PROGRAMME 9.1: BUILDING HUMAN RESOURCE (HR) CAPACITY

PROGRAMME 9.1 (A): IMPLEMENTING THE HR STRATEGY AND PLAN

Introduction

The vision and mission of the Human Resources Division at the Breede Municipality has been formulated in line with the municipality's goals to act as a supportive and guiding function. The aim is to properly balance the needs of its human resources component with that of the organisation's needs in order to propel the effectiveness of individual and collective improvement and service delivery. The values of the division will provide a strong foundation and support in the implementation and achievement of the vision and mission.

Human resources are the most important, and the most expensive resource that the municipality has. Hence, it is vital that it makes optimum use of this resource. The Municipality must have the right number, the right competencies, and the most appropriate organisational and functional spread of human resources, including well-functioning systems and structures that allow it to be effective and efficient. The need for these resources will change over time as priorities and budget limitations change. Hence, although this strategy is written for a five-year period, it must be revised annually to keep it relevant.

The Human Resource Management Strategy and Implementation Plan aims to:

- Ensure that the municipality makes the best use of human resources and anticipates and manages surpluses and shortages of staff;
- Ensure that the municipality has the right number and composition of employees with the right competencies, in the right places, to carry out the municipality's mandate and achieve its strategic goals and objectives.
- Ensure that municipal employees have the knowledge and abilities necessary to benefit the municipality by providing sustainable solutions, guidance, and capacity building;
- Ensure that the municipality recruits, keeps, and develops a diverse workforce in accordance with Employment Equity legislation and goals.
- Align the local government's strategic goals with the HRM goals in the municipality and relevant legislation.

Objectives of Strategic Human Resources are to:

- Ensure the HR strategy is derived from and aligned to the organisation's objectives in consultation with key stakeholders;
- Analyse the internal and external socio-economic, political and technological environment and provide proactive people-related business solutions;
- Provide strategic direction and measurements for strategic innovation and sustainable people practices;
- Provide a foundation for the employment value proposition of the organisation;
- Establish a framework for the HR element of the organisation's governance, risk and compliance policies, practices and procedures which balance the needs of all stakeholders;

- Determine an appropriate HR structure, allocate tasks and monitor the development of HR competence to deliver HR strategic objectives.



FIGURE 59: HR STRATEGY & PLAN

Purpose of the HRM Strategy

The purpose of this HRM Strategy and Implementation Plan is to outline key interventions to be undertaken by the municipality in ensuring that it has the right number of staff (staff component), with the right composition and with the right competencies in the right places to enable it to deliver on the mandates and achieve its strategic goals and objectives. HR strategic planning is about determining the demand and supply of staff that are critical to achieving strategic objectives, analysing the gap between the demand and supply, and developing a plan that seeks to close the gap.

In order to ensure that the municipality makes the best possible use of its resources to attain its commitments and programme objectives set out in the IDP, Budget and SDBIPs, the municipality must have in place a well-structured HRM Strategy and Implementation Plan. The HRM Strategy is adequately aligned to the overarching strategic framework of the municipality, as encapsulated in Chapter 4 of the IDP.

SWOT Analysis of HR Management in BVM

The below table indicates the strengths, weaknesses, opportunities and threats identified in the HRM. The analysis is essential in the formulation of the HR Strategy and is used in alignment with the outcomes of other audits conducted.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Focus on established procedures and policies • Attract talent through the use of social media and online platforms • Stability in financial administration • Continuously striving to create a better working environment • Sourcing & Placement process includes good recruitment practices • Willingness and eagerness • Commitment of staff 	<ul style="list-style-type: none"> • Inability to retain talent • Lack of qualified employees at lower level • Inability to effectively implement change management • Lack of responsibility and understanding of by Line Management in relation to HR functions • HRM data not analysed • Lack of development programs • Inconsistency in Policy implementation • Not working as team • Inadequate communication between line managers and employees at lower levels • Staff capacity • Demoralization of staff
Opportunities	Threats
<ul style="list-style-type: none"> • Develop the existing workforce based on the Workplace Skills Plan and Personal Development Plan • Leadership development • Better and improved communication systems • Cross-training for Quality Management • Recruitment of staff with necessary skills to strengthened HR • Millennial mindset (informed, flexi-hours, choice, development, innovation) 	<ul style="list-style-type: none"> • Staff leaving the organisation pre-maturely • Dependency on key staff • Loss of knowledge and experience (due to pre-mature exits) • Low staff productivity levels • Too much time spent on compliance and no innovation • Staff have negative view of the implementation of HR functions • Administrative compliance (time-consuming) • Workplace culture

TABLE 71: BVM HR MANAGEMENT – SWOT ANALYSIS

The points specified below highlight the key concepts for improvement within the HR function at the Breede Valley Municipality as concluded from the HRM assessment conducted:



FIGURE 60: CONCEPTS FOR IMPROVEMENT

Human Resources Metrics

Workforce Profile (EE)

The following table indicates the work profile in terms of level of employment and race of the Breede Valley Municipality employees by the end of 31 December 2024:

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	1	3	0	2	0	0	0	0	6
Senior Management	6	11	1	5	1	4	0	4	32
Middle Management	4	24	0	10	5	9	1	5	58
Junior Management	23	91	1	10	18	37	1	12	193
Semi-skilled	63	144	0	1	64	118	1	7	398
Unskilled	47	94	0	2	19	29	0	0	191
Total	144	367	2	30	107	197	3	28	878

TABLE 72: WORK PROFILE

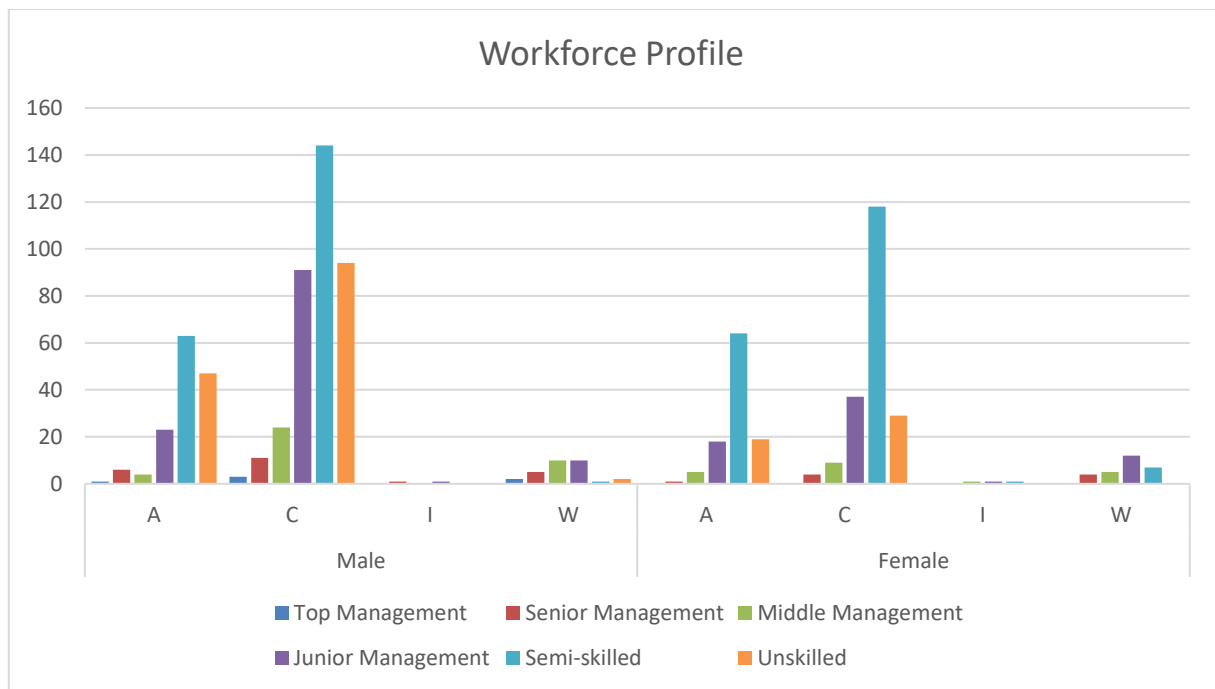


FIGURE 61: WORKFORCE PROFILE

A workforce profile is a snapshot of employee distribution in the various occupational categories and levels. Under-representation refers to the statistical disparity between the representation of designated groups in the workplace compared to their representation in the labour market. This may indicate the likelihood of barriers in recruitment, promotion, training and development. Collection of information for the workforce profile is done through an employee survey. It is preferable for employees to identify themselves to enable the employer to allocate them to a designated group. Only in the absence of an employee's self-identification, can an employer rely on existing or historical data to determine the employee's designated group status.

The workforce profile should indicate the extent to which designated groups are under-represented in that workforce in occupational categories and levels. This should be compared to the Economically Active Population at national, provincial or regional, or metropolitan economically active population or other appropriate benchmarks. Employers should set numerical targets for each occupational category and level informed by under-representation in the workforce profile and national demographics. The extent of under-representation revealed by the workforce profile represents the ideal goal reflected as the percentage for each occupational category and level for that workplace. Employers, employees and trade unions should prioritise the least under-represented groups within the workforce.

For example, an employer in the consultation process should focus more on the areas where the most imbalances appeared during the audit and analysis. Numerical targets will contribute to achieving a critical mass of the excluded group in the workplace. Their increased presence and participation will contribute to the transformation of the workplace culture and to be more affirming of diversity. Employers are required to make reasonable progress towards achieving numerical targets to achieve equitable representation. This means that an employer should track and monitor progress on a regular basis and update its profile continuously to reflect demographic changes.

Workforce Age Profile

The following table indicates the age profile of the Breede Valley Municipality employees for the as at 31 December 2024:

Age Profile	Males				Females				Total
Description	A	C	I	W	A	C	I	W	
Group A: 61 - 65	2	18	0	4	3	3	0	1	31
Group B: 56 - 60	12	35	0	3	4	15	0	9	78
Group C: 51 - 55	34	68	0	14	7	24	0	6	153
Group D: 46 - 50	28	61	0	0	20	42	0	5	156
Group E: 41 - 45	21	53	1	2	21	24	1	1	124
Group F: 36 - 40	19	51	0	4	17	38	0	6	135
Group G: 31 - 35	20	49	1	0	24	34	1	1	130
Group H: <30	8	32	0	2	11	17	1	0	71
Total	144	367	2	29	107	197	3	29	878

TABLE 73: AGE PROFILE

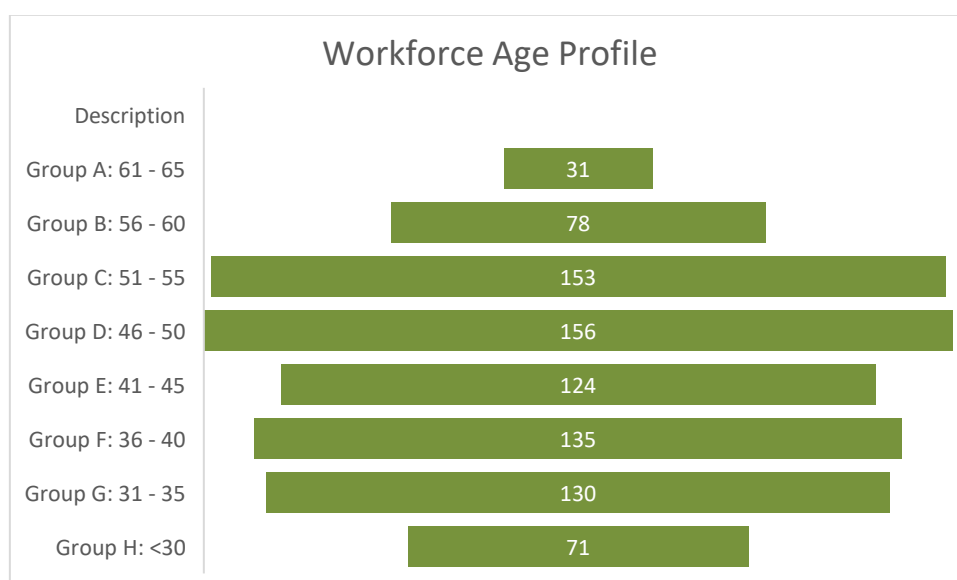


FIGURE 62: AGE PROFILE

Vacancy Rate

The following table indicates the vacancy rate in terms of funded posts of the Breede Valley Municipality employees for the last 4 financial years:

Vacancy Rate (Funded)						
Financial Year	2020/21	2021/22	2022/23	2023/24	Norm	Average
Vacancy rate	16%	14%	10%	18.5%	5%	15%

TABLE 74: VACANCY RATE

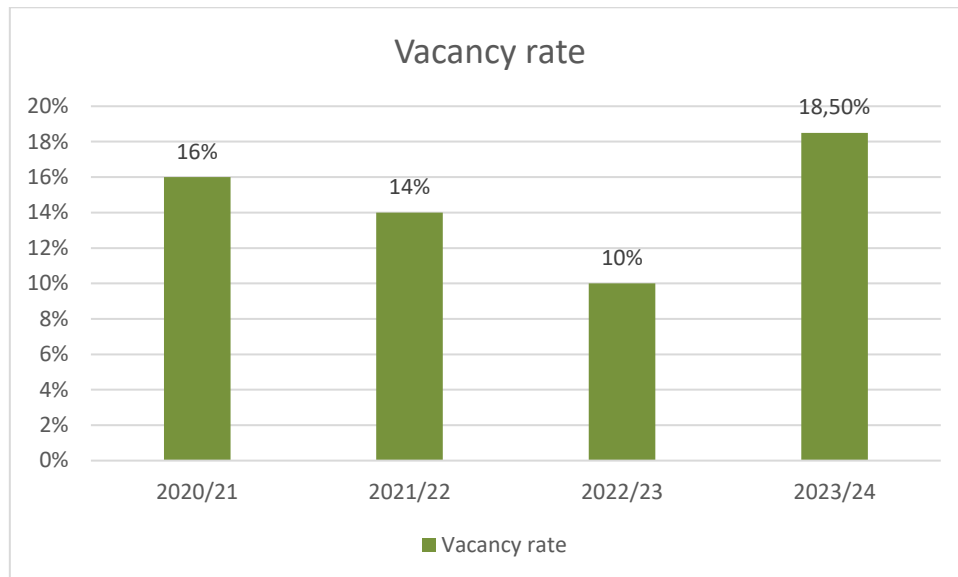


FIGURE 63: VACANCY RATE

It indicates the percentage of unfilled positions compared to the total number of positions in the municipality.

Turnover Rate

The following table indicates the turnover rate of the Breede Valley Municipality employees for the last 4 financial years:

Financial year	Appointments at the end of each financial year	New appointments	Terminations during the year	Turn-over rate	Norm
2020/21	858	47	57	6.64%	10%
2021/22	888	108	45	5.07%	10%
2022/23	853	35	65	7.6%	10%
2023/24	837	40	54	6.44%	10%

TABLE 75: TURNOVER RATE

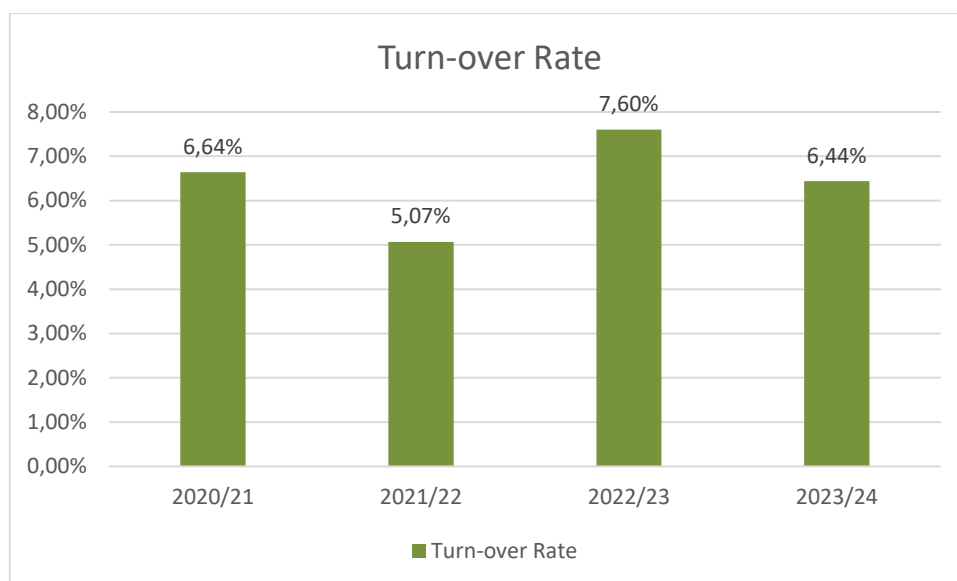


FIGURE 64: TURNOVER RATE

In a human resources context, turnover or labour turnover is the rate at which an employer gains and loses employees. Simply put, the turnover rate describes "how long employees tend to stay" or "the rate of traffic through the revolving door." Turnover is measured for individual companies and for their industry as a whole. If an employer is said to have a high turnover relative to its competitors, it means that employees of that company have a shorter average tenure than those of other companies in the same industry. High turnover may be harmful to a company's productivity if skilled workers are often leaving, and the worker population contains a high percentage of novice workers. Excessive turnover can be a very costly problem, one with a major impact on productivity.

The HRM Strategic Framework

The HR Strategic Framework illustrates an integrated HR Management approach. Integration is critical to enhance performance of the Human Resources Value Chain. Without integrating HR activities with other business processes and objectives or outcomes, the effort invested will tend to degenerate or not be fully realised. To arrive at the ideal state, the Municipality must ensure that the overall Human Resources Strategy is linked to the overall Municipal objectives.

The following figure indicates the Human Resource Management (HRM) Architecture:

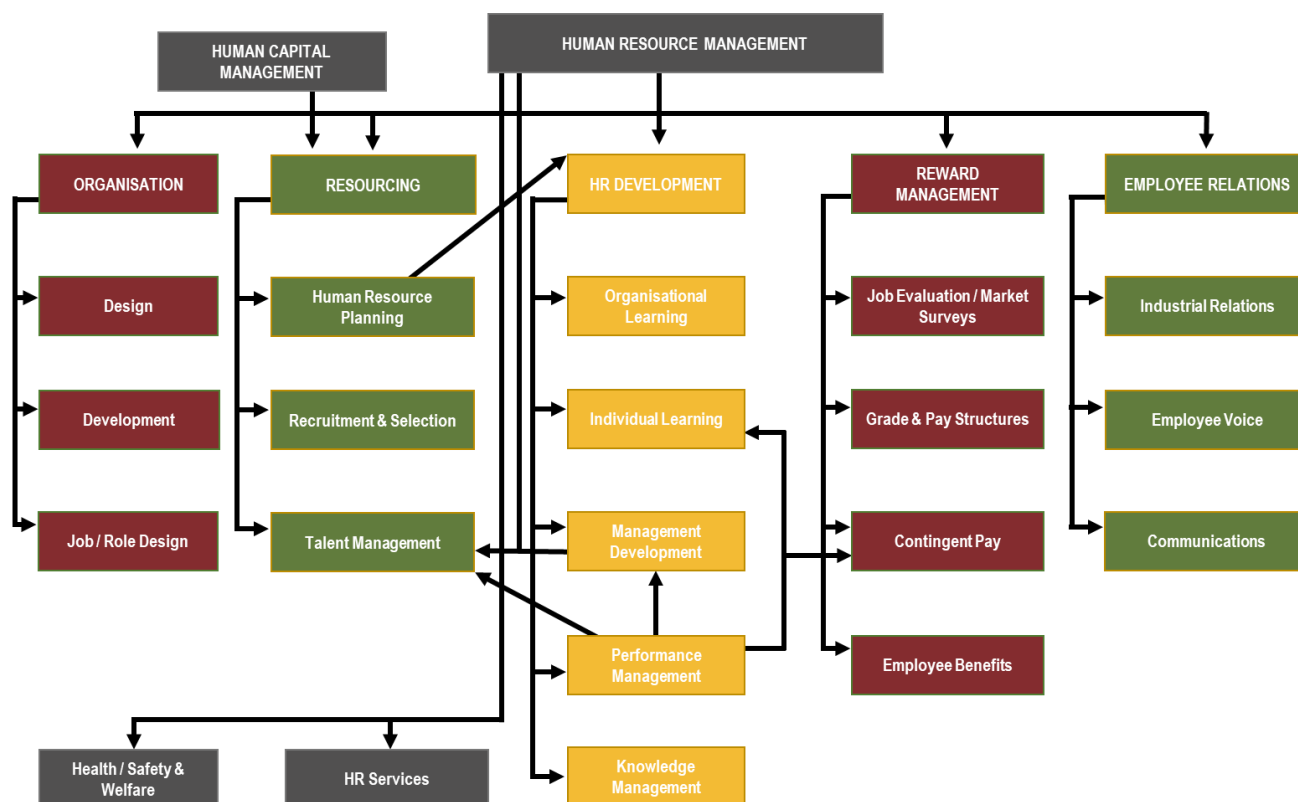


FIGURE 65: HRM ARCHITECTURE

Building Municipal Administrative and Institutional Capacity

Policies, procedures and guidelines provide guidance for fair and consistent staff treatment and an unwavering approach towards the management of staff. Policies are not cast in concrete and are therefore revised regularly. During the revision of policies, Trade Unions are invited to participate in the process to ensure a confluence of valuable ideas and input.

The following table indicates the updated HR policy register:

Policy Name	Date of Approval	Council or Mayo Resolution Reference
Acting Allowance	26/07/2022	C80/2022
Attendance and Punctuality	14/12/2023	C116/2023
Education Training and Development	26/07/2022	C80/2022
Employee Under the Influence of Intoxicating Substances	25/06/2015	C42/2015
Employment Equity	20/06/2023	C52/2023
Exit Management	26/07/2022	C81/2022
HIV and Aids	25/06/2015	C42/2015
Incapacity due to Ill Health/Injury	25/06/2015	C42/2015
Incapacity due to Poor Work Performance	25/06/2015	C42/2015
Induction and Onboarding	26/07/2022	C81/2022
Internship and Work Integrated Learning	22/10/2024	C24/2024

Policy Name	Date of Approval	Council or Mayco Resolution Reference
Legal Representation for Employees and Councillors	31/10/2023	C92/2023
Medical Surveillance Policy	20/06/2023	C52/2023
Membership and Registration of Dependants on Accredited Medical Schemes	20/06/2023	C52/2023
Occupational Health and Safety	24/07/2018	C59/2018
Overtime	20/06/2023	C52/2023
Individual Performance Management and Development System	26/03/2024	C32/2024
Personnel Protective Equipment	24/07/2018	C59/2018
Placement Policy	20/06/2023	C52/2023
Private Work and Declaration of Interests	24/07/2018	C59/2018
Probation	26/07/2022	C81/2022
Recruitment and Selection	26/07/2022	C80/2022
Relocation	24/07/2018	C59/2018
Scarce Skills	28/02/2011	C23/2011
Sexual Harassment	25/06/2015	C42/2015
Smoking	25/06/2015	C42/2015
Standby Allowance	20/06/2023	C52/2023
Study Aid for Employees and Study Leave	26/03/2024	C32/2024
Succession Planning	26/03/2024	C32/2024
Task Job Evaluation	26/03/2024	C34/2024
Telephone and Mobile Communications Devices Policy	20/06/2023	C52/2023
Employee Transfer Policy	26/07/2022	C81/2022
Transport Allowance	20/06/2023	C52/2023

TABLE 76: HR POLICIES

Strategic Objectives of HRM In Breede Valley Municipality

Breede Valley Municipality has aligned its HR practices with the 13 national HR standards that were published in 2013 under the auspices of SABPP (South African Board of People Practices). The table below articulates the HR strategic objectives in support of strategic Human Resources Management within the Municipality. The table further gives a detailed break-down in a manner that covers the entire Human Resources Value Chain. Exit Management, Employment Equity and Occupational Health & Safety has been separately added to the list as it forms part of the Strategic Framework.

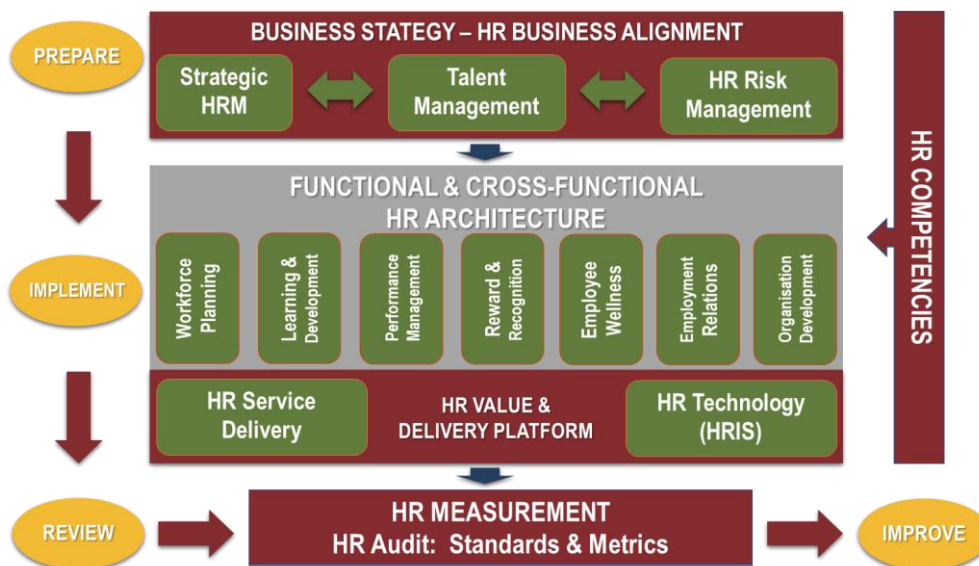


FIGURE 66: SABPP HR SYSTEM STANDARDS MODEL

Strategic Human Resource Management

Strategic HRM is an approach to make decisions on the intentions and plans of the Municipality in the shape of policies, programmes and practices concerning all HR matters. It adds to the key concepts of strategy, namely: strategic intent, resource-based strategies, competitive advantage, strategic capability and strategic fit.

Breede Valley Municipality's SHRM should integrate HR strategies, policies & practices, and align with corporate objectives by:

- Validating an HR strategy aligned to the organisation's objectives.
- Upholding an employment value proposition of the organisation.
- Endorsing a framework for the HR element of the organisation's governance, risk and compliance policies, practices and procedures which balances the needs of all stakeholders.
- Supporting strategies and measurements for strategic innovation and sustainable people practices.
- Internal and external socio-economic environment analysed for proactive people-related business solutions.

Key Action Points

- Translating the overall intent of the Local Government: Municipal Staff Regulations into the HR Strategy
- Translating the overall strategic intent of the organisation into the HR strategy.
- Positioning the strategic HR agenda as an integral part of strategic decision making and operational plans.
- Allocating HR resources and building capability to implement the HR mandate.
- Ensuring the development and revision of HR policies, plans, practices and procedures.
- Ensuring accountability and responsibility for the execution of the HR strategy.
- Driving continuous implementation and improvement of the HR strategy through planned reviews and reporting.
- Expand human resources efforts into a comprehensive programme that includes human resources planning, collaboration with line management and accountability for human resources operations.
- Annual alignment of the organisational structure to the newly reviewed IDP and SDBIP's.

- Implement a workforce planning processes, techniques and tools to proactively identify the human resources required to meet IDP objectives.
- Revamp the HR service delivery model and business processes for the Municipality and introduce the Strategic Partnership Service Model.
- Proactively engage customers in the analysis of their workforce management issues and identify strategies to address concerns.

Talent Management

Talent Management describes an organisation's commitment to employ, manage and retain talented staff. Talent Management gives managers a significant role and responsibility in the recruitment process and in the ongoing development and retention of high-performing staff.

Breede Valley Municipality endeavours to attract, retain, motivate & develop the talented people it needs now, and in the future by:

- Identifying future critical positions and leadership roles from the Workforce Plan.
- Verifying processes and systems which will attract a sustainable pool of talent for current objectives and future organisation needs.
- Managing the retention of talent.
- Linking high potential employees with key future roles in the organisation.
- Pinpointing, through assessment, optimal development opportunities for talent.
- Accomplishing consistently high levels of performance from employees.
- Ensuring relevant roles for all stakeholders in the development and management of talent.
- Monitoring and reporting on Talent Management key result areas and indicators.

Key Action Points

- Analyse the talent needs of the organisation.
- Conduct a workforce and labour market trend analysis based on internal and external requirements and realities.
- Create a Talent Management System focusing on current and future needs.
- Engage line management regarding talent requirements.
- Decide on interventions to support effective talent management in the organisation.
- Conduct a talent review linked to organisational objectives.

HR Risk Management

Managing risk is a process of the Municipality, supported by the Municipal Manager and the SMT, to decide which risks to eliminate, accept, reduce or transfer. An HR risk is any person, culture or governance factor that causes uncertainty in the organisational environment and that could adversely affect the organisation's operations.

Breede Valley Municipality is to ensure HR Risk Management through coordinating activities & methods, and identifying & addressing risks that can affect the achievement of organisational objectives by:

- Increasing the probability and impact of positive events and decrease the probability and impact of negative events caused by human factors on the achievement of organisational objectives.
- Supporting a foundation of alignment for HR and People Management practices within the governance, risk and compliance framework and integrated reporting model of the organisation.
- Validating appropriate risk assessment practices and procedures relating to human factors are embedded within the organisation.
- Endorsing of appropriate risk controls designed and applied to HR activities and interventions.

Key Action Points

- Positioning the role of HR in influencing and communicating HR related organisational risks.
- Assessing potential positive and negative human factor risks to achieving organisational objectives.
- Identifying and evaluating the potential risk impacts regarding strategic and operational HR activities.
- Deciding on appropriate risk appetites for the different components of the HR function.
- Designing and implementing appropriate people-based risk management systems and risk controls.
- Ensuring all HR risk practices conform to the Organizational governance, risk and compliance strategies and policies.
- Analysing the percentage of employee job satisfaction.

Workforce Planning

Workforce planning is the process to ensure the right number of staff, with the right skills, are employed in the right place at the right time to deliver an organisation's short- and long-term objectives.

A Strategic Workforce Plan should meet the needs of the Breede Valley Municipality by:

- Supporting organisational structure meeting the needs of the organisation.
- Approving alignment of workforce planning cycle with the strategic planning cycle of the organisation.
- Evaluating and reviewing of workforce and labour market trends in relation to the local government sector.
- Validating a salary budget to give effect to the organisational structure.
- Confirming HR Management processes for the supply of appropriately qualified and diverse persons in line with legislative requirements.

Key Action Points

- Conducting skills gap analysis in conjunction with the development of organisational objectives.
- Aligning organisational structure with employment value proposition.
- Translating the strategic organisational structure into operational capability.
- Planning and implementing interventions to achieve your organisational structure (e.g. recruitment and selection, succession planning).
- Developing career planning processes and programmes.
- Assessing the impact of workforce strategy and planning on achieving organisational objectives.
- Effectively identify, attract and retain the best talent to help the municipality meet its IDP objectives.

- Develop and deploy an integrated workforce plan which will enable the Municipality to hire and retain the right talent, at the right time, in the right place.
- Identify scarce and critical skills.
- Partner with Institutes of Higher Learning to provide customised learning programmes to develop skills requirements specific and critical to the Municipality.
- Develop standardised job profiles for all positions to be used as a basis for recruitment and career pathing.

Individual Performance Management

Individual Performance Management is a holistic process that ensures staff performance contributes to organisational objectives. It brings together elements of good People Management practice, including training and development, measurement of performance, and organisational development.

Individual goals aligned to the Breede Valley Municipality's goals aiding individual performance plans for review, progress assessment & development of capabilities is to be achieved by:

- Validating processes to establish and maintain an appropriate Performance Management process, methodology and system relevant to the needs, size, scope and complexity of the Organisation.
- Endorsing a framework providing for appropriate performance consequences (recognition and development opportunities) that attract, retain and motivate employees.
- Upholding a framework and policies for fair, ethical and organisational cultural practices focusing on the achievement of performance targets.
- Creating and maintain a high-performance organisation culture driving sustainable performance.

Key Action Points

- Implementing systems and processes to measure progress against agreed individual objectives that enable attainment of organisational objectives.
- Assessing progress and achievements so that action plans can be prepared and agreed on, and performance can be rated.
- Developing and implementing Performance Management and related policies.
- Creating awareness of performance-related processes.
- Consultation with stakeholders regarding changes to processes and policies to ensure effective communication.
- Ensuring a performance-driven organisational culture.
- Ensuring user-friendly systems and processes.
- Enforcing responsibility and accountability for the attainment of individual, team and organizational goals.
- Ensuring alignment between individual performance and organizational performance.

Compensation and Benefits

Compensation and benefits include not only salary, but also the direct and indirect rewards and benefits the employee is provided with in return for his/her contribution to the organisation.

At the Breede Valley Municipality, a consensus should exist in accordance with fair and appropriate levels of reward and recognition by:

- Validating and implementing a remuneration policy and framework, aligned with organisation culture and objectives, and achieving a balance between the needs of an employer and an employee.
- Supporting and implementing a fair and equitable remuneration system and processes that are ethical, cost effective and sustainable.
- Inscribing a structure for compliance with organisational governance principles and practices aligned to national governance codes of practice and relevant legislation.
- Endorsing a remuneration policy and framework that is in line with current industry and sector norms.

Key Action Points

- Formulate a remuneration policy that attracts, motivates and retains staff.
- Ensure the remuneration policy is aligned with appropriate legislative, governance and other directive requirements.
- Identify and implement policies, practices and procedures that enable the remuneration system to operate effectively.
- Ensure understanding and awareness of the remuneration system.
- Review the remuneration policy, process and practices at regular intervals to ensure relevance and impact (e.g. pay scales, benefits incentives).

Staff Wellness

Staff wellness promotes and supports the health and well-being of employees.

Good wellness practices are to exist at the Breede Valley Municipality by:

- Upholding a foundation to promote opportunities and guidance enabling employees to engage in effective management of their own physical, mental, financial and social well-being.
- Enabling the employer to manage all aspects of staff wellness that can have a negative impact on employees' ability to deliver on organisational objectives.
- Promoting a healthy working environment in pursuit of optimum productivity and to preserve human life and health.
- Containing health and wellness costs.
- Enhancing the employment value proposition by means of promoting a culture of individual health and overall organisational wellness.

Key Action Points

- Evaluating the Organisational need and set objectives and boundaries for wellness programmes paying particular attention to high-risk groups.
- Formulating Policies and relevant HR procedures fair to all employees in order to promote and manage wellness programmes and risks.
- Promoting awareness of the Wellness Policy, Strategy and Procedures of the Organisation.

- Maintaining statistical records across the Organisation regarding all aspects of wellness and specific case and incident analysis.
- Reviewing the effectiveness of wellness programmes and interventions in support of operational objectives.

Employee Relationship Management (ERM)

Employee relationship management aims to create a climate in which productive and harmonious relationships can be maintained through effective collaboration between management, employees and their trade unions.

A resulting climate of trust, cooperation and stability should exist at the Breede Valley Municipality by:

- Creating a climate of trust, cooperation and stability within the Organisation.
- Establishing well defined unambiguous workplace rules which are consistently applied.
- Maintaining a framework to ensure appropriate and effective conditions of employment and fairness across all levels.
- Driving a framework to facilitate a harmonious and productive working environment.
- Upholding a framework to meet the employer's duty of care towards its staff and other stakeholders.
- Supporting a structure for conflict resolution and collective bargaining, where relevant.
- Endorsing a framework for capacity building and compliance to relevant labour legislation and codes of good practice (Department of Employment and Labour).
- Effective consultation and negotiation with organised labour.

Key Action Points

- Formulating appropriate employment relations strategies, structures, policies, practices and procedures.
- Implementing appropriate dispute resolution mechanisms (mediation, arbitration, conciliation).
- Creating awareness of the disciplinary procedures contained in the Disciplinary Procedure Collective Agreement as well as the procedures to attend to grievances.
- Ensuring all employment relations procedures, policies and practices conform to appropriate legislation and codes of good practice.
- Creating effective communication channels and build relationships between stakeholders.
- Evaluating the state of employment relations by conducting appropriate employment relations surveys to establish current climate.
- Enhancing the established practices and procedures by innovative interventions that foster sound relationships.
- Leveraging employment relations to promote diversity and prevent unfair discrimination.

Organisational Development (OD)

A system-wide process of data collection, diagnosis, action planning, intervention, and evaluation aimed at (1) enhancing congruence among organisational structure, process, strategy, people and culture; (2) developing new and creative organisational solutions; and (3) developing the organisation's self-renewing capacity.

The Breede Valley Municipality will adopt a planned & coherent approach to improving effectiveness by:

- Establishing links across all levels and functions of the Organisation.

- Organisational design facilitating the purpose of the Organisation.
- Regularly revising the Organisational structure.
- Capabilities of individuals, teams, divisions and functions work co-operatively to meet organisation objectives and optimise engagement at work.
- Outsourcing of certain functions to meet organisation objectives.
- Endorsing a framework for stakeholder engagement in all OD processes to ensure optimum buy-in.
- OD capability to meet organisational needs.
- Endorsing a framework for compliance with relevant continuous improvement principles and practices.

Key Action Points

- Designing, developing and prioritising appropriate responses to systemic OD issues.
- Ensuring the clarity of OD interventions by identifying the anticipated outcomes of the OD process.
- Ensuring OD has a clear implementation roadmap that is applicable to the organisation structure, culture and processes.
- Facilitating relevant change and improvement activities in line with agreed organisational requirements.
- Contributing to creating, building and sustaining the organisational culture needed to optimise the purpose and strategy of the organisation.
- Conduct climate survey to understand current challenges around organisational culture and use results to design the future / ideal organisational culture.
- Prepare and implement transition process that provide for continuity in the Municipality's operations.
- Establish a sound knowledge management and knowledge transfer programme for all key positions.
- Develop a Change Management and Communication Strategy to address culture challenges and ensure effective transition of the Municipality.
- Conduct a formal review of Municipality's orientation process and develop and implement a plan to streamline and improve employee orientation and on-boarding.
- Conduct exit surveys \ interviews to identify reasons for attrition and use the information to enhance or improve employee experience of the Municipality.
- Outsource temporarily required functions, functions of vacant posts or posts which have not yet been developed.

The table below indicates the functions the Breede Valley Municipality currently outsources. These are external factors which affect the organisational structure.

Community Services	Planning, Development & Integrated Services	Municipal Manager/Strategic Services
<ul style="list-style-type: none"> • Waste removal (street cleaning) • Deforestation • Security Services • Pauper burial services • Recycling • Renting of ablution facilities 	<ul style="list-style-type: none"> • Environmental contracts • Town planning contracts (Precinct plans) • Architects • Professional Consulting Services • Maintenance of various Services 	<ul style="list-style-type: none"> • Legal Services • Vetting (qualifications & criminal records) • Translations & interpreting • Installation and maintenance of wireless networks

Community Services	Planning, Development & Integrated Services	Municipal Manager/Strategic Services
<ul style="list-style-type: none"> Traffic Fines(Back Office) Speed Law enforcement Pound Services Provision and servicing of Chemical Toilets 	<ul style="list-style-type: none"> Land surveyors Erection of fences Installation of windows Asbestos removal Installation and maintenance of air conditioners Skips 	<ul style="list-style-type: none"> Installation and maintenance of printers Maintenance of Internet Services Wireless Radio Network Network cabling Website programming Printing Hygiene services Performance Management System Staff support functions (medical) Training Tourism Public functions Integrated Risk, Compliance and Audit Software Monitoring Communication and Event Management
Engineering Services/Planning, Development & Integrated Services	Financial Services	
<ul style="list-style-type: none"> Potholes (jet patching) Storm water cleaning Paving Digging of trenches (for electrical lines) EPWP Workers Water tanks Fix and control of pipelines Drafting of master plans Professional consultation functions Erosion Protection Maintenance of traffic signal equipment Maintenance of Streetlights, high mast and stadium floodlights Maintenance of mechanical and electrical equipment 	<ul style="list-style-type: none"> Debt collection Sale of electricity Valuations Printing of accounts Taxation Tariff structuring High level review and assistance with new Standards Auctioneering Print and distribution of accounts Travel Agency Services Bank function (Cash in Transit) Accounting Services Insurance Services 	

TABLE 77: OUTSOURCED FUNCTIONS

HR Service Delivery

HR service delivery entails strategic guidance and management of the overall provisioning of human resources services, policies, and programs for the entire Organisation.

The HRM function aims to meet the HR strategic & HR support services needs of the Breede Valley Municipality & its employees by:

- Punctuality, consistency and quality in the delivery of HR services.
- Sustainability of HR practices within the Organisation.
- Endorsing a framework to support the effective management of the human element in the Organisation.
- Encouraging a framework to provide effective professional advice and guidance to managers and employees regarding the correct implementation of labour laws, HR policies, practices and procedures.
- Supporting functional standards for HR record-keeping and administration.

- Endorsing a structure to measure employee engagement and satisfaction with the delivery of HR services.
- Endorsing a framework and processes to provide management and the Council with appropriate HR data and statistics.

Key Action Points

- Designing and implementing HR policies, practices and procedures.
- Ensuring adequate understanding of the role of HR within organisation.
- Establishing relevant communication channels with both management and employees to address relevant HR matters.
- Ensuring a user-friendly mechanism for understanding, promoting and ensuring compliance with all appropriate legislation applicable to the Organisation.
- Determining the methodology and process for establishing HR client satisfaction.
- Providing independent professional oversight, guidance and consulting with regard to HR policy, strategy and organisational people practices and ethical values.
- Facilitating appropriate interventions building organisational culture and capacity.

HR Technology (HRIS)

A Human Resource Information System (HRIS) is a software or online solution for the data entry, data tracking, and data information needs of the Human Resources, payroll, management, and accounting functions within an organisation.

The Breede Valley Municipality aims to use effective technological applications providing accurate data & information, enabling performance measurement & decision-making by:

- Punctuality, consistency and quality in the delivery of HR services.
- Sustainability of HR practices within the Organisation.
- Endorsing a framework to support the effective management of the human element in an organisation.
- Endorsing a framework to provide effective professional advice and guidance to managers and employees regarding the correct implementation of labour laws, HR policies, practices and procedures.
- Endorsing functional standards for HR record-keeping and administration.
- Endorsing a framework to measure employee engagement and satisfaction with the delivery of HR services.
- Endorsing a framework and processes providing management and the Council with appropriate HR data and statistics.

Key Action Points

- Analysing and prioritising all the relevant HR categories of data and information.
- Uploading and configuring data to the system.
- Testing the effectiveness of the system.
- Forecasting future system needs.
- Building capacity of relevant staff members to access and use the system.
- Implementing continuous improvement process.

- Ensuring HR-IT requirements, practices and procedures are aligned with organisational IT governance.
- Monitoring and evaluating the effectiveness of the system.

HR Measurement

HR measurement identifies and focuses on determining the areas where HR can make a strategic impact in the organisational context. It enables the organisation to identify priority areas for measurement which are aligned with organisational goals and strategies and identify capability opportunities or problem areas from an organisational perspective.

The Breede Valley Municipality is to measure and align the impact of HR practices on Organisational objectives, including facilitating internal & external auditing of HR policies, processes, practices & outcomes by:

- Endorsing measurement frameworks, policies and procedures to assess the effectiveness and efficiency of HR practices.
- Endorsing a framework for relevant measurement areas for the purpose of integrated reporting.
- Endorsing tools and methods to measure the efficiency, effectiveness and consistency of HR practices across the whole Organisation.
- Endorsing a framework for measuring HR impact on the effectiveness of the Organisation.
- Endorsing performance indicators for HR service delivery and business impact.

Key Action Points

- Developing an integrated HR measurement and systems framework for gathering data and organisational intelligence.
- Ensuring data accuracy and integrity.
- Establishing and implementing appropriate frameworks, policies and procedures for the Organisation.
- Developing an HR scorecard and relevant dashboard with key performance targets and objectives for the Organisation.
- Creating awareness and building organisational capability for utilising and optimising HR measurement and audits.
- Conducting an audit of the HR function and people practices of the Organisation.
- Measuring the level of employee engagement and organisation climate and implement appropriate solutions.
- Ensuring HR reporting is infused in overall organisational governance and integrated reporting.
- Monitoring the key indicators of the HR dashboard and address all risk areas

Exit Management

Employee Exit Management aims to create a climate of trust and honest feedback between management and staff in relation to reasons for exiting the company. It enables the Organisation to determine its shortcomings in terms of HR Service delivery and to address key identified gaps in order to retain current and future talent. Exit Management ensure the smooth transition of work handover between the exiting staff member and the new incumbent, so as to ensure an uninterrupted workflow.

The Breede Valley Municipality is to follow a planned & coherent approach to managing and improving the transition process as a result of staff exits by:

- Creating a climate of trust, cooperation and stability within the Organisation.
- Endorsing a framework for relevant measurement areas for the purpose of integrated reporting on Exit Management and transition.
- Endorsing tools and methods to measure the efficiency, effectiveness and consistency of Exit Management practices.
- Endorsing a framework to provide effective professional advice and guidance in terms of the way forward for the employee post-exit.

Key Action Points

- Formulating appropriate Exit Management strategies, structures, policies, practices and procedures.
- Creating awareness of alternatives such as post transfer or development opportunities within the organisation in order to retain talent as far as possible.
- Ensuring a culture of trust and transparency between employee and line manager to ensure the proper planning and implementation of sourcing and placing, and to ensure the most effective and efficient transition process.
- Ensuring the consistent application of Exit Interviews and the confidential treatment thereof.
- Identifying key issues and reasons for exits and reviewing strategies continuously to address and rectify issues. (Provide unions with list of issues identified)
- Providing guidance and counselling sessions to ensure the well-being of the employee post-exit.
- Monitoring and evaluating the effectiveness of the system.

Employment Equity

The purpose of the Employment Equity Act 55 of 1998 is to achieve equity in the workplace by promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination. Employment Equity encourages fair representation of the surrounding community within the organisation, and it encourages a synergy of diverse ideas enabling the Organisation to function optimally.

The Breede Valley Municipality must ensure adherence to legislative requirements and the enablement of a diverse workforce by:

- Endorsing measurement frameworks, policies and procedures to assess the effectiveness and efficiency of Employment Equity practices.
- Endorsing a framework to meet the employer's duty toward adherence to legislative requirements.
- Adopting a framework to facilitate a harmonious and productive working environment.
- Endorsing a framework within sourcing and placement strategies to ensure Employment Equity targets are met.

Key Action Points

- Developing and reviewing the Employment Equity Plan and related strategies.
- Accurately documenting and reporting on staff exits and placements to ensure a representative workforce.
- Developing and implementing a Diversity Policy and related strategies.

- Keeping abreast to changes in the Employment Equity Act 55 of 1998.
- Aligning Employment Equity targets with recruitment strategies.

Occupational Health and Safety (OHS)

Occupational Health and Safety ensures that the Organization complies to legislation as far as reasonably possible, to reduce injuries, remove hazards and make the working environment safe and healthy for employees.

All health and safety legislative requirements and other relevant practices will be present in the Breede Valley Municipality by:

- Endorsing a framework to promote a safe and healthy working environment in pursuit of optimum productivity and to preserve human life and health.
- Endorsing a framework and policies to reduce employee risk emanating from health and safety issues.
- Endorsing a framework to increase staff morale and productivity and thereby reducing absenteeism and staff turnover.
- Enhancing a health and safety culture, whereby employees are encouraged to take an active role in their own occupational health and safety.
- Containing cost of insurance premiums.
- Strengthening leadership commitment to proactively improve OH&S performance and meet legal and regulatory requirements.

Key Action Points

- Coordinate, implement and maintain a comprehensive Occupational Health and Safety Program and strategies designed to prevent injuries in the workplace.
- Provide support associated with the implementation of procedures and measures to divisions/management in order to facilitate a safe working environment.
- Facilitate the development and implementation of a Health and Safety System.
- Identify and co-ordinate safety-training needs in all divisions.
- Conduct inspections and investigations of workplaces, municipal premises and facilities to determine compliance with statutory legislation.
- Implementation and monitoring delivery of awareness and educational programmes on Occupational Health and Safety approaches.

HRM Implementation Plan

The Human Resources-related obligations placed on the Municipality in terms of Section 51 of the Municipal Systems Act are to organise its administration to:

- Be responsive to the needs of the local community.
- Facilitate a culture of public service and accountability amongst staff.
- Be performance-orientated and focused on the objectives of local government.
- Align roles and responsibilities with priorities and objectives reflected in the (IDP).
- Organise structures and administration in a flexible way to respond to changing priorities and circumstances.

- Perform functions through operationally effective and appropriate administrative units.
- Assign clear responsibilities, maximize efficiency of communication and decision-making.
- Delegate responsibility to the most effective level within the administration.
- Involve staff in all decisions as far as is practicable.
- Provide an equitable, fair, open and non-discriminatory working environment.

Purpose of the Human Resources Plan

The Human Resource Implementation Plan outline the intentions of the Municipality in relation to how it should manage its human resources. It deals with:

- Developing a capable and skilled workforce that is striving towards service excellence;
- Setting guidelines to strengthen leadership and develop human resources by attracting and retaining scarce, valued and critically required skills for the Municipality;
- Planning the Municipal workforce in totality in line with legislative and operational requirements.
- In line with the above, the Human Resource Management Strategy and Implementation Plan is aimed at:
- Ensuring that the Municipality has the right number and composition of staff with the right competencies, in the right places, to deliver on the Municipality's mandate and achieve its strategic goals and objectives;
- Ensuring that the Municipality makes optimum use of its human resources, and anticipates and manages surpluses and shortages of staff;
- Ensuring that the Municipality's employees are suitably skilled and competent to add value to the Municipality in delivering sustainable solutions, advice and capacity building to the Municipality.

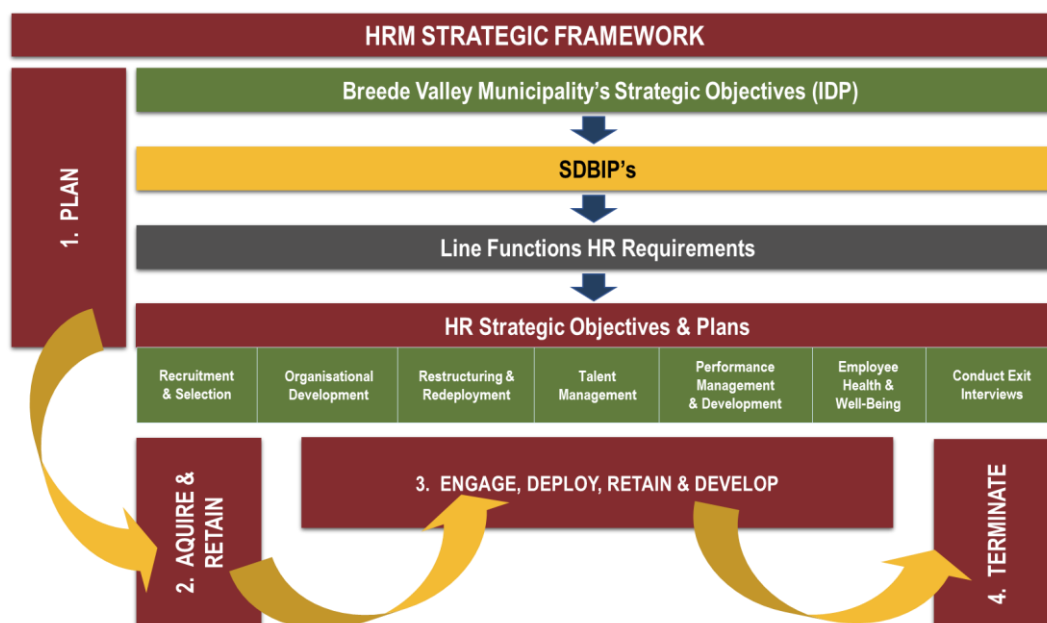


FIGURE 67: HRM STRATEGIC FRAMEWORK

Operational 5-Year Plan

The table below indicate the necessary measures and achievable timeframes in terms of each financial year in order to fulfil the detail in the HR Strategy:

Strategic Human Resources Management	2023/24	2024/25	2025/26	2026/27	2027/28
Formulation of HRM Strategy and Plan and align plan with IDP		x		x	
Review HR Strategy annually (with relevant HR Policies)	x	x	x	x	x
Evaluate & analyse staff establishment annually	x	x	x	x	x
Review Job Descriptions every 5 years, and when changes in functions of organogram. Align to SOPs & Municipal Staff Regulations	x			x	
Update HR Risk Plan and Profile	x	x	x	x	x
Update HR SDBIP for all HR Levels	x	x	x	x	x
Conduct a HR Maturity Assessment on an annual basis and implement findings as soon as possible		x	x	x	x
Implement solutions to the current HR SWOT analysis and report to Section 80 committee on a regular basis	x	x	x	x	
Develop an Action plan to address the challenges outlined in the Employee Satisfaction Survey	x		x	x	
Devise a study program to address the Outsourcing of services		x			
Recruitment, Selection and Workplace Planning	2023/24	2024/25	2025/26	2026/27	2027/28
Align the Recruitment Policy to the HR Strategy / Plan and Municipal Staff Regulations		x		x	
Keep record of the following and note effectiveness thereof (in order to recommend changes annually during revision of the Recruitment Policy):					
	x	x	x	x	

a) Time taken to fill each vacant post, measured from when the HR division is informed of the vacant post until acceptance of appointment by the successful candidate;	x	x	x	x	
b) The relevant success of various recruitment channels utilized in relation to each post level, measured by documenting the channel(s) through which successfully shortlisted candidates applied for a specific post;					
c) The total cost of each recruitment channel used for a specific post and the efficiency thereof in terms of relevant applications received	x	x	x	x	
Develop and implement a digital initial screening process for applicants to a post residing in other provinces by use of digital platforms such as Teams or Zoom.		x			
Link the placement process to onboarding and induction processes	x				
Develop an Induction & Onboarding Policy & process	x				
Develop strategy to fill vacancies, reduce turnaround times, fill funded vacancies within 6 months from becoming vacant		x		x	
Implement Behaviour Assessment for all levels	x	x	x	x	x
Procure a new system or enhance current system to implement all recruitment process via a software program	x				
Implement a Recruitment and Selection Metrics to evaluate all data applicable	x				
Individual Performance Management	2023/24	2024/25	2025/26	2026/27	2027/28
Integration between Performance Management and Training.	x	x			
Align Individual Performance Management and Development Policy and Process with Municipal Staff Regulations	x	x			
Review of Performance Management and Development Policy.	x			x	
Awareness campaign / drive.	x	x	x	x	
Review Reward and Recognition Policy.	x	x		x	
Conduct Regular Training for administrators and Managers	x	x	x	x	

Training and Development (Learning)	2023/24	2024/25	2025/26	2026/27	2027/28
Training Initiatives: <ul style="list-style-type: none"> • Management and Leadership: Emotional Intelligence, Diversity Management • Financial Viability: MFM Programme / MMCL • Community Based Participation & Planning: Integrated Community Development Programme (ICDP) • Adult Education & Training: AET Level 1-4, Grade 12/National Senior Certificate • Infrastructure & Service Delivery: Electrical Plumbing, Bricklayer Apprenticeship • Gender Diversity in the Workplace 	x	x	x	x	
Training Initiatives: <ul style="list-style-type: none"> • Management and Leadership: Middle Management Development Programme, Mentoring & Coaching • Financial Viability: Update on GRAP and Caseware • Community Based Participation & Planning: SMME Development • Adult Education & Training: AET Level 1-4, Grade 12/National Senior Certificate • Infrastructure & Service Delivery: Electrical Plumbing, Bricklayer Apprenticeship 	x	x	x	x	
Training Initiatives: <ul style="list-style-type: none"> • Management and Leadership: Monitoring and Evaluation, Leadership Development • Financial Viability: Risk Management • Community Based Participation & Planning: Local Economic Development • Adult Education & Training: AET Level 1-4, Grade 12/National Senior Certificate • Infrastructure & Service Delivery: Electrical Plumbing, Bricklayer Apprenticeship 		x	x	x	
Training Initiatives: <ul style="list-style-type: none"> • Management and Leadership: Women in Management, Negotiation Skills • Community Based Participation & Planning: HIV/AIDS Management • Adult Education & Training: AET Level 1-4, Grade 12/National Senior Certificate • Infrastructure & Service Delivery: Electrical Plumbing, Bricklayer Apprenticeship 	x		x		
Training Initiatives: <ul style="list-style-type: none"> • Management and Leadership: People Management, Strategic Planning & Change Management • Adult Education & Training: AET Level 1-4, Grade 12/National Senior Certificate • Infrastructure & Service Delivery: Electrical Plumbing, Bricklayer Apprenticeship 	x	x		x	

Monitor and assess the effectiveness of training (measure ROI of training)	x	x	x	x	
Conduct an annual training needs assessment to ensure training is designed to improve organisational and individual performance.	x	x	x	x	
Develop a leadership succession plan, including a leadership gap analysis.	x			x	
Establish a leadership development programme for all supervisors, managers and executives to invest in the continuous development of leadership.	x	x	x	x	
Review T&S Development Policy annually (align with HR Strategy).	x	x			
Develop Recognition of Prior Learning Policy & Process	x	x			
Anger Management Programs / Training	x	x	x	x	
Emotional Intelligence Policy Workshops	x		x		
Develop Student and Internship Policy	x	x			
Training of managers in disciplinary hearings		x		x	
Coordinate Career Exposition to internal staff and the public to create awareness of current requirements of Municipal posts.	x	x	x	x	
Conduct a Skills Audit every 5 years in terms of Municipal Staff Regulations				x	
Develop and maintain PDPs for all employees	x	x	x	x	
Implement a Training and Development Metrics to evaluate all data applicable	x				
Compensation and Benefits	2023/24	2024/25	2025/26	2026/27	2027/28
Roadshow to update officials regarding benefits & explain types of leave and how to capture leave	x	x	x	x	x
Review of Induction Programme.	x	x	x	x	

Explain the role of HR and introduce the HR team/Payroll to all officials so they know who can help them with what.	X	X	X	X	
Employee Relations Management	2023/24	2024/25	2025/26	2026/27	2027/28
Analyse data of ER processes annually and make recommendations of how to improve on effectiveness of function (Review relevant Policy annually). Take into consideration the timeframes of start - end of cases. If process outdrawn, find places to eliminate unnecessary time-consuming factors.	X	X	X	X	
Manage knowledge by creating a database of relevant authorities that is readily accessible to the Employee Relations team.	X		X		
Implement a Labour Relations Metrics to evaluate all data applicable	X	X	X	X	
Organisational Development (Culture)	2023/24	2024/25	2025/26	2026/27	2027/28
Formulate and implement Diversity Policy in line with HR Strategy		X			
Formulate tool to measure implementation and effectiveness of Diversity Policy (including employee behaviour)	X		X	X	
Formulate a Change Management Strategy		X			
Employee Satisfaction Survey		X		X	
Staff Wellness	2023/24	2024/25	2025/26	2026/27	2027/28
Programmes to implement: a) Health Wellness (the well-being of employees is beneficial to the Employer and the employee). b) Financial Wellness (financial issues may have a negative impact on health, productivity and performance). c) Eye Testing (affordable eye-testing for employees which can be paid over a three-month period). d) HIV and TB drive (increase awareness and conduct free HIV and TB tests).	X	X	X	X	
Develop a EAP Policy: • Stop Smoking Programme		X		X	

<ul style="list-style-type: none"> Discount rate at fitness centres Employee Assistance Programme for employees who experience issues that may have a negative impact on their quality of work. 					
Develop a Disability Policy		x	x		
Revision and implementation of HIV / Aids Policy		x		x	
Design and implementation of HR Gender Policy		x		x	
Implement a Staff Wellness Metrics to evaluate all data applicable	x	x	x	x	
Talent Management	2023/24	2024/25	2025/26	2026/27	2027/28
Formulate and implement Talent Management Policy in line with HR Strategy.	x	x	x	x	
Institute a Succession Planning Implementation Plan.	x		x		
Review and align Retention Scarce Skills Policy with Municipal Staff Regulations		x			
Implement a Talent Pool		x			
Implement a Talent Management Metrics to evaluate all data applicable		x	x		
Prioritise Career Development and Succession Planning processes annually	x	x	x	x	
HR Information Systems	2023/24	2024/25	2025/26	2026/27	2027/28
Regular review of Induction Programme to make provision for system changes, new policies and the introduction of specific and important processes and procedures e.g. Functional Structure, different municipal offices occupied by directorates.	x	x	x	x	
Implement HR Policy Register to monitor regular review.					
Exit Management	2023/24	2024/25	2025/26	2026/27	2027/28
Review and implement Exit Management Policy	x	x			

Formulate tools to measure termination notice, exit transition period, exit transition plan and exit governance reporting.		X	X		
Design reporting process to assess and address negative exit interview comments.		X	X	X	
Analyse the data and make improvements	X	X	X	X	
Employment Equity	2023/24	2024/25	2025/26	2026/27	2027/28
Review Employment Equity Plan every 5 years.	X		X		
Formulate and implement tools to monitor and address excessive discrepancies in the placing and exiting of under-represented groups (link with Recruitment and Exit Management strategies).	X		X		
Update the Employment Equity metrics and implement improvements on EE Targets as per plan		X		X	
Health and Safety	2023/24	2024/25	2025/26	2026/27	2027/28
Review OHS Policy annually.	X	X			
Formulation of information sessions and refresher orientation for existing employees.	X		X	X	
Analyse and review H&S SOPs.	X	X		X	
Analyse data on H&S audits and IOD claims, note effectiveness of process and shortcomings, amend Policy accordingly.	X	X	X	X	
Update the Health and Safety metrics and implement to make factual decisions	X	X			

TABLE 78: HRM 5-YEAR OPERATIONAL PLAN

Policies and Standard Operating Procedures are reviewed where and when a need arises. Information sessions and refresher training are ongoing to keep employees informed regarding all human resources matters. Health and Safety audit reports are communicated to Top Management of the relevant directorates/departments and follow ups are being done to track progress on non-compliances identified. IOD claims are being addressed as per legislation and OHS metrics are updated on monthly basis.

Critical Success Factors

The critical success factors in order to implement this HR strategy effectively have been identified as follows:



FIGURE 68: CRITICAL SUCCESS FACTORS

Conclusion

The HR Strategy can be described as a set of principles for managing the Organisation's workforce. If properly adopted and implemented, these principles should assist the Organisation's employees in contributing at the highest possible level. In helping staff improve their skills, attitudes and behaviour, and in retaining a talented workforce, the HR division propels the Organisation in meeting its ultimate goals which is reliant on productivity, quality and outmatched service delivery.

A coherent HR Strategy will add value to the Organisation by ensuring adaptability and resilience to local and global trends. Human Resources Management was previously known as Personnel Management. The function has shifted from the restricted process of hiring staff and conducting associated administration duties to a much broader role. As a result, HR Practitioners are compelled to align their strategies with that of the Organisation's strategies and objectives. In turn, it is essential for the identified critical success factors to align with the implementation of the HR Strategy. When the Municipality involves Strategic Human Resources Management in its Strategic Plan and supports the implementation of its trendsetting yet established practices amongst a multigenerational workforce, the potential to improve organizational performance is proliferated.

STRATEGIC OBJECTIVE 6:

To assure a sustainable future through sound financial management, continuous revenue growth, corporate governance and risk management practices

PROGRAMME 9.2: PROVIDING A STABLE MUNICIPAL ENVIRONMENT

PROGRAMME 9.2 (A): INSTITUTIONAL GOVERNANCE

All municipalities, including Breede Valley Municipality, are responsible for delivering municipal functions as specified in Schedule 4B and 5B of the Constitution. The 5th Generation Integrated Development Plan 2022 – 2027, and its subsequent reviews/amendments within the current term of Council, is the principal strategic plan of the municipality that is fully aligned to these constitutional functions and directs and integrates all municipal planning to ensure sustainable growth and development in the municipal area.

BVM is responsible for delivering the following services in accordance with the Constitution:

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

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

TABLE 79: MUNICIPAL FUNCTIONS

The Breede Valley Municipality is an organ of state within the local sphere of government exercising legislative and executive authority within its area of jurisdiction as determined in terms of the Local Government: Municipal Demarcation Act, 1998. The municipality is categorised as a category B municipality by the Demarcation Board and has an executive mayoral system. The purpose of this chapter is to discuss the governance structure and to put into perspective the institutional structure required to deliver on the objectives in the IDP.

Council

The Council of the Breede Valley Municipality constitutes 41 seats, comprising of 21 ward councillors and 20 proportional representation (PR) councillors elected based on the proportionality of votes cast for the respective parties. The portfolio committees are made up of councillors drawn from all political parties. Below is a table that categorises the councillors within their specific political parties and wards (grouped by the capacity and number of seats held in Council):

COMPOSITION OF COUNCIL			
Name of Councillor	Capacity	Political Party	Ward Representing or Proportional
Alderman A. Steyn	Executive Mayor	DA	Proportional
J.J. von Willingh	Deputy Executive Mayor & Mayco	DA	5
Alderman J.F. Van Zyl	Speaker	DA	Proportional
V. Bedworth	Mayco	DA	12
J.R. Jack	Mayco	DA	14
(Dr) J. Kritzinger	Mayco	DA	7
Alderman W.R. Meiring	Mayco	DA	Proportional
P.C. Moso	Mayco	DA	Proportional
E. Botha	Mayco	DA	6
F. Vaughan	Mayco	DA	4
N. Nel	Mayco	FF+	Proportional
P Marais	Chief Whip	FF+	Proportional
Alderman R. Farao	Councillor & CWDM Councillor	DA	13
W. Blom	Councillor & CWDM Councillor (Whip)	DA	Proportional
G. Daames	Councillor	DA	9
M. Goedeman	Councillor	DA	19
M. Jacobs	Councillor	DA	Proportional
S.J. Mei	Councillor	DA	Proportional
J. Pieters	Councillor	DA	15
A. Pietersen	Councillor	DA	20
Alderman M. Sampson	Councillor & Deputy Executive Mayor CWDM	DA	11
M.N. Bushwana	Councillor & CWDM Councillor	ANC	Proportional
E.N. Isaacs	Councillor	ANC	Proportional
R. Johnson	Councillor	ANC	1
D. Judge	Councillor	ANC	21
Z.M. Mangali	Councillor	ANC	16
C. Nyithana	Councillor	ANC	2
O. Ralehoko	Councillor	ANC	3
T. Sibozo	Councillor	ANC	17
M.T. Williams	Councillor	ANC	8
L. Yayi	Councillor	ANC	18

COMPOSITION OF COUNCIL			
Name of Councillor	Capacity	Political Party	Ward Representing or Proportional
Alderman C. Ismail	Councillor	BO	Proportional
M Swartz	Councillor	BO	10
Alderman C.F. Wilskut	Councillor & CWDM Councillor	BO	Proportional
N.J. Wullschleger	Councillor	BO	Proportional
S. Madlolo	Councillor	EFF	Proportional
C. Snyders	Councillor	EFF	Proportional
H. Titus	Councillor	GOOD	Proportional
I. Joseph	Councillor	GOOD	Proportional
T. Manuel	Councillor	ACDP	Proportional
S. Steenberg	Councillor	PA	Proportional

TABLE 80: COMPOSITION OF COUNCIL

The Executive Mayoral Committee

The Council has an Executive Mayor and Executive Councillors consisting of the Deputy Executive Mayor, the Speaker (Ex Officio) and eight (8) full-time Councillors who each hold a direct portfolio as assigned by the Executive Mayor. The portfolios assigned to the members of the Executive Mayoral Committee are as follows:

COMPOSITION OF EXECUTIVE MAYORAL COMMITTEE	
Name of Member	Capacity
Executive Mayor: Ald. A. Steyn	Chairperson
Deputy Executive Mayor: Cllr J.J. von Willingh	Protection Services, Agriculture, Health, Education
Cllr V. Bedworth	Sport and Recreation
Cllr J.R. Jack	Engineering Services
Cllr (Dr) J. Kritzinger	LED, Tourism, Arts & Culture
Ald. W.R. Meiring	Finance, Enterprise & Risk Management, Performance Management, IDP, Audit, Human Resources
Cllr P.C. Moso	Housing & Human Settlements (Housing Planning & Development)
Cllr E. Botha	Planning, Development & Integrated Services
Cllr F. Vaughan	Strategic Support Services (Administration, Legal Services, Communication, Information Technology)
Cllr N. Nel	Community Services

TABLE 81: COMPOSITION OF EXECUTIVE MAYORAL COMMITTEE

The role of the Mayoral Committee is to assist and advise the Executive Mayor. The Executive Mayor together with the Mayoral Committee performs those powers and functions that have been designated to the Executive Mayor by the municipal Council.

Committees of Council

The Municipal Structures Act, Act 117 of 1998 (in terms of sections 79 and 80) allows for the establishment of additional committees of municipal councils (statutory committees such as the LLF and APAC, are not included in this regard).

Section 79:

Establishment.—

(1) A municipal council may—

- (a) establish one or more committees necessary for the effective and efficient performance of any of its functions or the exercise of any of its powers;
- (b) appoint the members of such a committee from among its members; and
- (c) dissolve a committee at any time.

(2) The municipal council—

- (a) must determine the functions of a committee;
- (b) may delegate duties and powers to it in terms of section 32;
- (c) must appoint the chairperson;
- (d) may authorise a committee to co-opt advisory members who are not members of the council within the limits determined by the council;
- (e) may remove a member of a committee at any time; and
- (f) may determine a committee's procedure."

On this premise, Council resolved that the Municipal Public Accounts Committee be formulated, primarily to exercise oversight over the executive functionaries of council and to ensure good governance in the municipality in an oversight capacity. This committee monitor the delivery and outputs of the executive and may request directorates to account for the outputs of their functions.

Section 80:

Committees to assist executive committee or executive mayor.—

- (1) If a municipal council has an executive committee or executive mayor, it may appoint in terms of section 79, committees of councillors to assist the executive committee or executive mayor.
- (2) Such committees may not in number exceed the number of members of the executive committee or mayoral committee.
- (3) The executive committee or executive mayor—
 - (a) appoints a chairperson for each committee from the executive committee or mayoral committee;
 - (b) may delegate any powers and duties of the executive committee or executive mayor to the committee;

- (c) is not divested of the responsibility concerning the exercise of the power or the performance of the duty; and
- (d) may vary or revoke any decision taken by a committee, subject to any vested rights.

(4) Such a committee must report to the executive committee or executive mayor in accordance with the directions of the executive committee or executive mayor.

On this premise, Council resolved that five (5) committees be established, i.e. Engineering Services, Planning, Development & Integrated Services, Financial Services, Strategic Support Services and Community Services. Portfolio Councillors (as chairpersons) account for executive decisions and operations performed within the general policy framework agreed to by Council and although the portfolio committees play an oversight role, they have limited decision-making powers. The committees are responsible for submitting their reports to the Mayoral Committee.

The Executive Management Structure

Regulation 6 (1) of the Local Government: Municipal Staff Regulations (MSR) stipulates that a municipal manager must review the staff establishment of a municipality having regard to (amongst others):

- (d) the municipality's strategic objectives, including its core and support functions, within 12 months of one of the following:
 - (i) the promulgation of these Regulations;
 - (ii) the election of a new municipal council;
 - (iii) or the adoption of a new integrated development plan of the municipality as contemplated in section 25 of the Municipal Systems Act;
 - (iv) changes to the powers and functions of a municipality; and
 - (v) the determination of new municipal boundaries.

On this premise, Breede Valley Municipality initiated the review of its staff establishment within the 2022/23 financial period, in terms of points (ii) and (iii) above. It should be noted the National Minister of CoGTA granted exemption/extension regarding the implementation of Chapters 2 and 4 of the Staff Regulations (inclusive of the review of staff establishments), to 1 July 2023. The staff establishment was tabled before Council in June 2023 and August 2023 respectively, where Council approved the macro staff establishment. The staff establishment was submitted to the MEC responsible for local government in the province. The MEC responded with concerns on non-compliance to the organisational design metrics as prescribed in the MSR. The staff establishment was reviewed within the Municipality's administrative and financial capacity in an attempt to adhere to the organisational design metrics as prescribed in the MSR. Adhering to the prescribed requirements, especially the span of control at the managers and supervisor level, including the threshold on structural shape, will leave the Municipality in an undesired financial state. Taking into consideration the MEC's comments, Council, on 14 December 2023, resolved to approve the staff establishment in principle subject to the National Minister of CoGTA granting exemption on the organisational design metrics. The amended staff establishment was finally approved by Council on 4 December 2024.

As per the approved macro staff establishment, the administrative arm of Breede Valley Municipality will be headed by the Municipal Manager, coupled with five (5) Section 56 Directors who will report directly to him/her. As head of the

administration, the Municipal Manager will be responsible and accountable for tasks and functions as contemplated in Section 55 of the MSA, other legislated functions/tasks as well as functions delegated to him/her by the Executive Mayor and Council. The Office of the Municipal Manager will comprise of the following departments: Admin Support, Internal Auditing, and Governance, Risk and Compliance.

Departmental functions

The staff establishment (macro structure) consists of five (5) directorates, as summarised in the table and figure below:

DIRECTORATE	PURPOSE & CORE FUNCTION
Strategic Support Services	<p><u>Purpose:</u></p> <ul style="list-style-type: none"> Coordinate key strategic and support services with an enabling focus to underpin the core operational focus <p><u>Functions:</u></p> <ul style="list-style-type: none"> Develop, integrate and monitor the Integrated Development Plan (IDP) and Service Delivery Budget Implementation Plan (SDBIP) Oversee HR operations and programmes across recruitment, performance & talent management, learning & development, rewards & benefits, employee relations and wellness Develop enterprise architecture, deliver and oversee IT operations and programmes across IT services, applications, networks and governance Provide legal services, draft or coordinate legal contracts and oversee litigation cases and legal service providers Coordinate the office operations of the Municipal Mayor, Speaker and Chief Whip, and provide shared support services Manage, operate and maintain municipal assets, records and administrative support requirements Develop sector strategies and Economic Development plans in coordination of national development programmes to ensure viable and sustainable economic activity
Financial Services	<p><u>Purpose:</u></p> <ul style="list-style-type: none"> Support the Accounting Officer to ensure and drive robust, responsible and sustainable municipal financial practices and performance <p><u>Functions:</u></p> <ul style="list-style-type: none"> Administer the budget and treasury office Advise the Accounting Officer on the exercise of powers and duties assigned to the Accounting Officer in terms of the MFMA Administer the municipality's bank accounts and cash management Manage revenue and expenditure to drive financial viability Prepare and implement the municipality's budget Perform management accounting analysis, financial reporting and debt management

DIRECTORATE	PURPOSE & CORE FUNCTION
	<ul style="list-style-type: none"> Deliver on robust procurement practices in support of the municipal functional requirements
Community Services	<p><u>Purpose:</u></p> <ul style="list-style-type: none"> Provide communal services that offer people-focused benefits and interactions to support citizens well-being <p><u>Functions:</u></p> <ul style="list-style-type: none"> Act as a single point of contact for all customer queries, facilitate resolutions and conduct analytics to achieve service improvements and satisfaction Coordinate, deliver and maintain public transport services according to the mandate Oversee the human settlement function, rental stock, housing management and informal settlements
Engineering Services	<p><u>Purpose:</u></p> <ul style="list-style-type: none"> Develop and sustain key infrastructure for the delivery of essential engineering solutions and services <p><u>Functions:</u></p> <ul style="list-style-type: none"> Perform energy demand management, operate and maintain transmission networks and retail operations Control technical losses to protect and deliver on revenue commitments Construct, maintain, and control public accessible municipal road networks and infrastructure Oversee capital projects and external service providers of infrastructure projects to agreed quality, budget and timelines Manage the storm water drainage systems Determination of bulk services contribution
Planning, Development & Integrated Services	<p><u>Purpose:</u></p> <ul style="list-style-type: none"> Drive an integrated municipal plan that prioritises and optimises the effective and efficient provision of services to the community <p><u>Functions:</u></p> <ul style="list-style-type: none"> Develop and maintain spatial planning frameworks Develop and implement a town planning/land use management scheme for the municipality including the administration of development applications Integrate respective municipal services infrastructure and disaster management plans particularly across all technical services to ensure optimal asset infrastructure spend and sequencing Monitor and advise on climate change strategies, integrated environmental management and conservation practices Plan and manage the rendering of water services to provide bulk and potable water and sanitation services to the community

DIRECTORATE	PURPOSE & CORE FUNCTION
	<ul style="list-style-type: none"> • Operate and maintain recreational and park facilities • Coordination of wayleaves applications on behalf of the municipality

TABLE 82: CORE FUNCTIONS PER DIRECTORATE

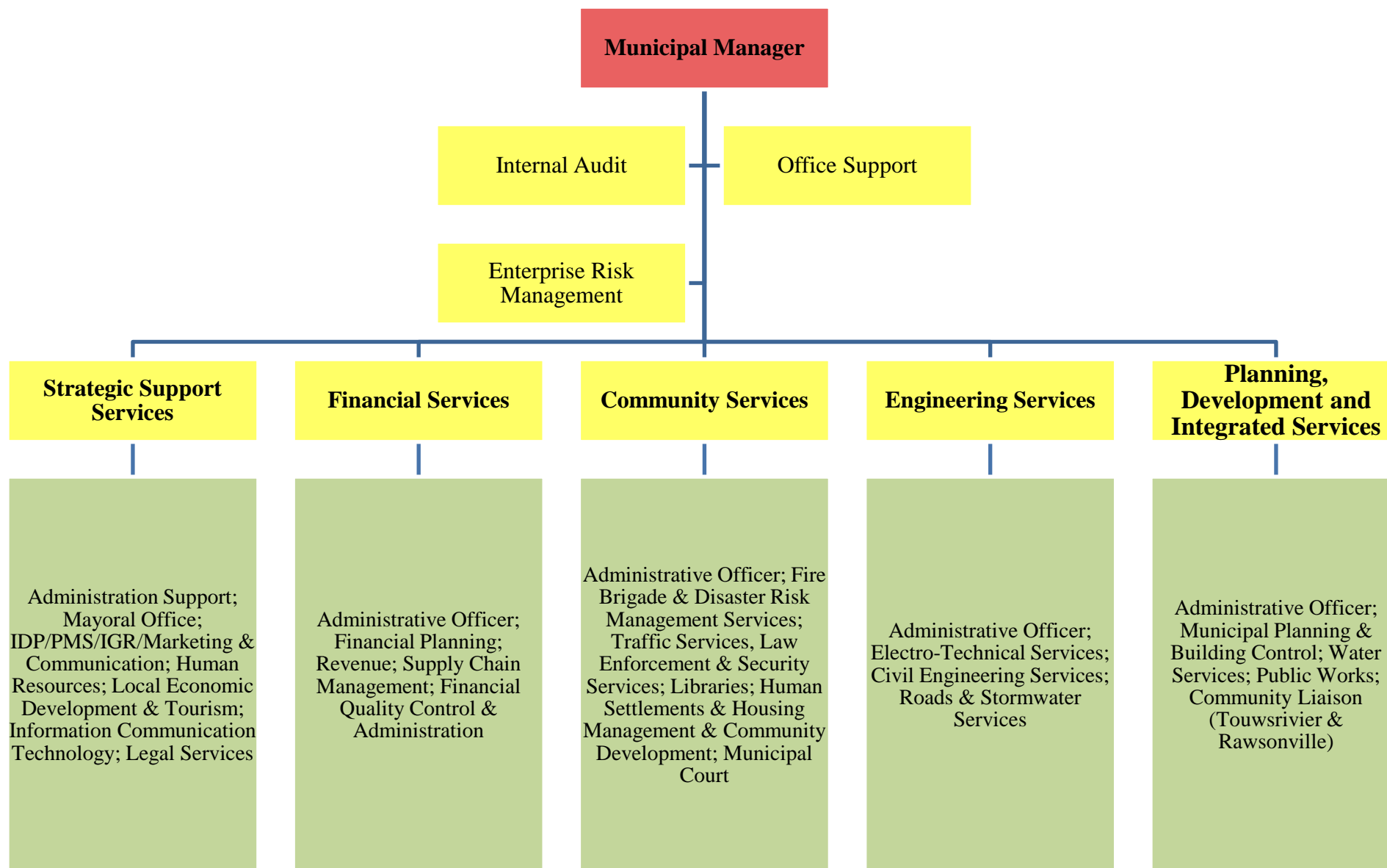


FIGURE 69: BVM STAFF ESTABLISHMENT (MACRO STRUCTURE)

Institutional performance

An institutional performance review provides critical information pertaining to the current status and service needs, highlights and challenges. The information can provide valuable insight for the management team and guidance to engage in a meaningful planning process to improve service delivery within the municipal area.

The highlights of the past IDP period are summarised per directorate in the tables below.

Directorate	Office of the Municipal Manager
Sub-directorates	Internal Audit; Enterprise Risk Management and Office Support
IDP Strategic Objective	<ul style="list-style-type: none"> ❑ To provide and maintain basic services and ensure social upliftment of the Breede Valley community ❑ To create an enabling environment for employment and poverty eradication through proactive economic development and tourism ❑ To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley's people ❑ To provide democratic, accountable government for local communities and encourage involvement of communities and community organisations in the matters of local government ❑ To ensure a healthy and productive workforce and an effective and efficient work environment ❑ To assure a sustainable future through sound financial management, continuous revenue growth, corporate governance and risk management practices
	<ul style="list-style-type: none"> ❑ Effective internal control environment: <ul style="list-style-type: none"> ⇒ Successfully implement a Municipal Governance Review Outlook system ⇒ Functional Audit and Performance Audit Committee ⇒ Functional Performance Management Evaluation system
	<ul style="list-style-type: none"> ❑ Functional Municipal Public Accounts Committee ❑ Implementation of Regional Socio-economic Projects

TABLE 83: INSTITUTIONAL PERFORMANCE – OFFICE OF THE MUNICIPAL MANAGER

Directorate	Planning, Development & Integrated Services
Sub-directorates	Administrative Officer; Municipal Planning & Building Control; Water Services; Public Works; Community Liaison (Touwsrivier & Rawsonville)
IDP Strategic Objective	<ul style="list-style-type: none"> ❑ To provide and maintain basic services and ensure social upliftment of the Breede Valley community ❑ To create an enabling environment for employment and poverty eradication through proactive economic development and tourism ❑ To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley's people ❑ To provide democratic, accountable government for local communities and encourage involvement of communities and community organisations in the matters of local government ❑ To ensure a healthy and productive workforce and an effective and efficient work environment

Directorate	Planning, Development & Integrated Services
Sub-directorates	Administrative Officer; Municipal Planning & Building Control; Water Services; Public Works; Community Liaison (Touwsrivier & Rawsonville)
	<input type="checkbox"/> To assure a sustainable future through sound financial management, continuous revenue growth, corporate governance and risk management practices
Successes <ul style="list-style-type: none"> <input type="checkbox"/> Continuous roll-out of wheelie bin project <input type="checkbox"/> Complete reorganisation and management of waste removal <input type="checkbox"/> Continuation of the pipe replacement programme <input type="checkbox"/> Continuous increase in Blue Drop score <input type="checkbox"/> Implement risk abatement plans that decrease the impact of our risks identified <input type="checkbox"/> We had a major success in the fact that our general valuations are now being made available in GIS format (through our intervention) and this allows us to do spatial analysis on a much more complex level, thereby increasing the revenue base of Council <input type="checkbox"/> Our biggest success in the Planning Section was the fact that the staff had all been placed in order to comply with LUPA and SPLUMA legislation 	
Challenges <ul style="list-style-type: none"> <input type="checkbox"/> Inability to attract senior qualified staff due to tedious TASK processes <input type="checkbox"/> We have a challenge in the follow-up on illegal building work implementation, but this will to a large extent be addressed by the valuation tender which would allow us to monitor illegal building work through bi-annual aerial photos 	

TABLE 84: INSTITUTIONAL PERFORMANCE – PLANNING, DEVELOPMENT & INTEGRATED SERVICES

Directorate	Engineering Services
Sub-directorates	Administrative Officer; Civil Engineering Services; Electro-Technical Engineering Services; Roads & Stormwater Services
IDP Strategic Objective	<ul style="list-style-type: none"> <input type="checkbox"/> To provide and maintain basic services and ensure social upliftment of the Breede Valley community <input type="checkbox"/> To create an enabling environment for employment and poverty eradication through proactive economic development and tourism <input type="checkbox"/> To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley's people <input type="checkbox"/> To provide democratic, accountable government for local communities and encourage involvement of communities and community organisations in the matters of local government <input type="checkbox"/> To ensure a healthy and productive workforce and an effective and efficient work environment <input type="checkbox"/> To assure a sustainable future through sound financial management, continuous revenue growth, corporate governance and risk management practices
Successes <ul style="list-style-type: none"> <input type="checkbox"/> Completion of Worcester Bulk Water and Sewage Treatment Facilities <input type="checkbox"/> Upgrading of Rawsonville Bulk Water and Sewage Treatment Facilities 	

Directorate	Engineering Services
Sub-directorates	Administrative Officer; Civil Engineering Services; Electro-Technical Engineering Services; Roads & Stormwater Services
<input type="checkbox"/> Introduction of the On Key computerised emergency and scheduled maintenance system <input type="checkbox"/> Completion of organogram for staff establishment <input type="checkbox"/> Implement risk abatement plans that decrease the impact of our risks identified <input type="checkbox"/> Completion of resealing programme <input type="checkbox"/> A tarring programme of gravel/dirt roads were introduced, including a departmental road paving construction team.	
Challenges Inability to attract senior qualified staff due to tedious TASK processes	

TABLE 85: INSTITUTIONAL PERFORMANCE – ENGINEERING SERVICES

Directorate	Financial Services
Sub-directorates	Administrative Officer; Financial Planning; Revenue; Supply Chain Management; Financial Quality Control & Administration
IDP Strategic Objective	<input type="checkbox"/> To provide and maintain basic services and ensure social upliftment of the Breede Valley community <input type="checkbox"/> To create an enabling environment for employment and poverty eradication through proactive economic development and tourism <input type="checkbox"/> To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley's people <input type="checkbox"/> To provide democratic, accountable government for local communities and encourage involvement of communities and community organisations in the matters of local government <input type="checkbox"/> To ensure a healthy and productive workforce and an effective and efficient work environment <input type="checkbox"/> To assure a sustainable future through sound financial management, continuous revenue growth, corporate governance and risk management practices
<input type="checkbox"/> Successful implementation of the Municipal Government Review and Outlook (MGRO) process <input type="checkbox"/> Successful drive of Financial Internship Programme <input type="checkbox"/> Successful implementation of a Financial Revenue Enhancement Plan & Long-term Financial Strategy <input type="checkbox"/> Successful implementation of mSCOA <input type="checkbox"/> Successful implementation of new Valuation Roll	

TABLE 86: INSTITUTIONAL PERFORMANCE – FINANCIAL SERVICES

Directorate	Community Services
Sub-directorates	Administrative Officer; Fire Brigade & Disaster Risk Management Services; Libraries; Traffic Services, Law Enforcement & Security Services; Human Settlements & Housing Management & Community Development; Municipal Court
IDP Strategic Objective	<ul style="list-style-type: none"> <input type="checkbox"/> To provide and maintain basic services and ensure social upliftment of the Breede Valley community <input type="checkbox"/> To create an enabling environment for employment and poverty eradication through proactive economic development and tourism <input type="checkbox"/> To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley's people <input type="checkbox"/> To provide democratic, accountable government for local communities and encourage involvement of communities and community organisations in the matters of local government <input type="checkbox"/> To ensure a healthy and productive workforce and an effective and efficient work environment <input type="checkbox"/> To assure a sustainable future through sound financial management, continuous revenue growth, corporate governance and risk management practices
<ul style="list-style-type: none"> <input type="checkbox"/> Disaster Risk Management Plan and Framework reviewed <input type="checkbox"/> IDP review completed <input type="checkbox"/> Fire Services Master Plan reviewed and updated <input type="checkbox"/> Qualified Trench and Confined Space Rescue Technicians trained <input type="checkbox"/> Establish a speed and red-light offence management system <input type="checkbox"/> Upgrading of security with the installation of CCTV cameras <input type="checkbox"/> An Anti-Alcohol and Drugs Centre (SHADOW) was established at the Traffic Department in partnership with the Department of Transport and Public Works <input type="checkbox"/> The establishment of an administrative back office in Rawsonville for the management of speed violations <input type="checkbox"/> Establishment of the Hex Valley Thusong Satellite Service Centre in De Doorns 	

TABLE 87: INSTITUTIONAL PERFORMANCE – COMMUNITY SERVICES

Directorate	Strategic Support Services
Sub-directorates	Administration Support; Mayoral Office; Human Resources; Legal Services; Local Economic Development & Tourism; Information Communication Technology; IDP/PMS/IGR/Marketing & Communication
IDP Strategic Objectives	<ul style="list-style-type: none"> <input type="checkbox"/> To provide and maintain basic services and ensure social upliftment of the Breede Valley community <input type="checkbox"/> To create an enabling environment for employment and poverty eradication through proactive economic development and tourism <input type="checkbox"/> To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley's people

Directorate	Strategic Support Services
Sub-directorates	Administration Support; Mayoral Office; Human Resources; Legal Services; Local Economic Development & Tourism; Information Communication Technology; IDP/PMS/IGR/Marketing & Communication
	<ul style="list-style-type: none"> <input type="checkbox"/> To provide democratic, accountable government for local communities and encourage involvement of communities and community organisations in the matters of local government <input type="checkbox"/> To ensure a healthy and productive workforce and an effective and efficient work environment <input type="checkbox"/> To assure a sustainable future through sound financial management, continuous revenue growth, corporate governance and risk management practices
<input type="checkbox"/> ICT - Disaster Preparedness and Management ⇒ Part of being prepared for disasters is the virtualisation of the servers in our server room. Three HP servers, on which VMWARE has been installed, form the platform of our virtual system. Windows and Linux servers were set up on VMWARE and the data migrated from the physical servers to the “virtual” servers.	
<input type="checkbox"/> Human Resources The macro restructuring process was completed on the 26th of January 2021, aligned with IDP priorities communicated during the IDP process in 2020. We have been successful in implementing a fully-fledged electronic HR system including management and reporting on HR staff benefits, skills development and EE in real time and electronic recruitment and selection. Staff recruitment is prioritised 100% with IDP needs and mass recruitment and selection has been initiated. There is a significant decline in OHS incidents, which is monitored on a monthly basis. OHS training and development are done through internal and external service providers. All LLF meetings and workshops of policies were initiated and implemented on a monthly instead of annual basis. Disciplinary matters are initiated within time frames prescribed which promotes and instils discipline throughout the entire organisation. Shortcomings leading to non-compliance is dealt with in terms of progressive remediation processes including training and development of middle management on a continuous basis. Policy review and legislative alignment of HR practices are complete and will be workshopped with departments. Integrated operational discussions with other departments are prioritised monthly to ensure that HR implementation remains compliant and relevant. A co-ordinated approach to research within the HR field is initiated and will be ongoing to ensure that staff are conversant with their job functions and can address community needs continuously. Research on the HR partners projects have been completed and will be implemented to ensure HR compliance organisation wide.	
<input type="checkbox"/> Economic Development The Uitvlugt Industrial Park remains on the planning agenda of the municipality and has also been discussed at a provincial level. The Special Rating Area for the Central Business District in Worcester remains operational and is yielding positive returns.	

TABLE 88: INSTITUTIONAL PERFORMANCE – STRATEGIC SUPPORT SERVICES

PROGRAMME 9.2 (B): ENTRENCHING MUNICIPAL GOVERNANCE

Governance within the municipal political environment of the Breede Valley Municipality is an ongoing involvement of residents and the accountability of Council members. The leaders of this municipality continuously strive to ensure stable

political and administrative leadership and promote compliance with South African legislation applicable to local government and the implementation of its municipal By-Laws and Policies. The members of Council are elected by the communities of the Breede Valley Municipality and will serve for a five-year period until June 2027.

The Breede Valley Municipality continuously strives to balance the municipal vision and objectives with community inputs through risk management and situational analysis, which enhance the decision-making processes of prioritisation within the limited budget for the projections as anticipated.

Various structures of committees and forums are established within Council and the administration to ensure proper checks and balances and good governance. The Breede Valley also has the ability to manage its finances within the National Treasury norms and standards. Proper delegations are in place in terms of roles and responsibilities. We strive to have a well-oiled, performance-driven organisation with clear and smart key performance indicators for a specified period.

Lastly, the Breede Valley Municipality continuously strives to ensure good governance as required by the Constitution of South Africa through the following:

- Proper functioning of the administration
- Ward committee participation
- Integrated development planning
- Proper financial management
- Promotion of local economic development opportunities
- Effective basic service delivery
- Effective structures of assurance providers
- Sound intergovernmental relations.

PROGRAMME 9.2 (C): RECORDS MANAGEMENT

Good governance depends on government's ability to function efficiently and effectively. All governmental bodies need to have ready access to the information they require to perform their services to the public in an accountable manner. Records that are correctly arranged and stored are easily accessible and facilitate transparency and accountability that are the cornerstones of democracy.

The implementation of an effective disposal programme enables a body to dispose of its records regularly either by transferring the archival records to an archives repository or by disposing of the non-archival records when they are no longer required for administrative, legal or other functional purposes. Records require storage conditions and handling processes that take into account their specific physical and chemical properties. Storage conditions and handling processes should be designed to protect records from unauthorised access, loss, damage, destruction, theft and disaster. The records management programme should be staffed by personnel with appropriate skills and knowledge to ensure that it is effective, efficient, transparent and accountable.

The records management programme should be regularly monitored to ensure that it is effective and that it meets the requirements of the National Archives and Records Service of South Africa Act.

Purpose

Western Cape Archives and Record Service requires Breede Valley Municipality to manage its records in a well-structured record-keeping system, and to put the necessary policies and procedures in place to ensure that its record-keeping and records management practices comply with the requirements of the Provincial Archives and Records Service of the Western Cape Act, 2005 (Act No 3 of 2005). Information is a resource of the same importance to good management as other standard resources such as people, money and facilities. The information resources of Breede Valley Municipality must therefore be managed as a valuable asset. Appropriate records management is a vital aspect of maintaining and enhancing the value of this asset. Breede Valley Municipality considers its records to be a valuable asset to:

- enable the municipality to find the right information easily and comprehensively;
- enable the municipality to perform its functions successfully and efficiently and in an accountable manner;
- support the business, legal and accountability requirements of the municipality;
- ensure the conduct of business in an orderly, efficient and accountable manner;
- ensure the consistent delivery of services;
- support and document policy formation and administrative decision-making;
- provide continuity in the event of a disaster;
- protect the interests of the municipality and the rights of employees, clients and present and future stakeholders;
- support and document the municipality's activities, development and achievements;
- provide evidence of business in the context of cultural activity and contribute to the cultural identity and collective memory.

Records management, through the proper control of the content, storage and volume of records, reduces vulnerability to legal challenge or financial loss and promotes best value in terms of human and space resources through greater coordination of information and storage systems.

Policy statement

All records created and received by Breede Valley Municipality shall be managed in accordance with the records management principles of Western Cape Archives and Record Service.

The following broad principles apply to the record-keeping and records management practices of Breede Valley Municipality:

- The municipality follows sound procedures for the creation, maintenance, retention and disposal of all records, including electronic records.
- The records management procedures of the municipality comply with legal requirements, including those for the provision of evidence.
- The municipality follows sound procedures for the security, privacy and confidentiality of its records.

- Electronic records in the municipality are managed according to the principles promoted by Western Cape Archives and Record Service.
- The municipality must implement performance measures for all records management functions so that compliance with these measures can be reviewed.

Relationship with other policies

The Breede Valley Municipality's Records Management Policy is supported by and supports other policies (e.g. ICT Policy, Supply Chain Policy) that cover the unique nature of the broad spectrum of records generated by the municipality. The policy will be managed by the Records Manager in consultation with other role-players (e.g. the Manager: ICT; the Manager: Supply Chain Unit). Where policies which relate / may relate to records management do not exist, they should be formulated, approved and implemented.

Scope and intended audience

This policy impacts upon Breede Valley Municipality's work practices for all those who:

- create records including electronic records;
- have access to records;
- have any other responsibilities for records, for example storage and maintenance responsibilities;
- have management responsibility for staff engaged in any these activities; or manage, or have design input into, information technology infrastructure.

The policy therefore applies to all office bearers/staff, and councillors of the municipality and covers all records regardless of format, medium or age.

Regulatory framework

By managing its paper-based records effectively and efficiently, the municipality strives to give effect to the accountability, transparency and service delivery values contained in the legal framework established by:

- The Constitution (Act 108 of 1996);
- The National Archives and Records Service of South Africa Act (Act No 43 of 1996);
- The Promotion of Access to Information Act (Act No 2 of 2000);
- The Promotion of Administrative Justice Act (Act No 3 of 2000);
- The Electronic Communications and Transactions Act (Act No 25 of 2002);
- The National Archives and Records Service of South Africa Regulations (R158 of 20 Nov. 2002);
- The Local Government: Municipal Finance Management Act (Act 56 of 2003);
- Provincial Archives and Records Service of the Western Cape Act 2005 (Act No 3 of 2005);
- Regulations Relating to the Provincial Archives and Records Service of Western Cape (P.N. 122/2006);
- The e-Government Framework and the National e-Strategy; and
- Any other current or future legislation pertaining to or referring to Records Management.

Roles and responsibilities

Head of Breede Valley Municipality Administration

The Municipal Manager (a) is ultimately accountable for the record keeping and records management practices of Breede Valley Municipality; (b) is committed to enhancing accountability, transparency and improvement of service delivery by ensuring that sound records management practices are implemented and maintained; (c) supports the implementation of this policy and requires each office bearer/staff, councillor, staff member to support the values underlying this policy (d) shall designate a Senior Manager to be the Records Manager of the municipality and shall mandate the Records Manager to perform such duties as are necessary to enhance the record keeping and records management practices of the municipality to enable compliance with legislative and regulatory requirements.

Section 56 Managers (Directors) and Senior Managers

Directors and Senior Managers: (a) are responsible for the implementation of this policy in their respective directorates / departments; (b) shall lead by example and shall themselves maintain good record-keeping and records management practices; (c) shall ensure that all staff is made aware of their record-keeping and records management responsibilities and obligations; (d) shall ensure that the management of all records is a key responsibility in the performance agreements of all the staff in their units.

Records Manager

The Records Manager is responsible for: (a) the implementation of this policy; (b) staff awareness regarding this policy; (c) the management of all records according to the records management principles of Western Cape Archives and Record Service; (d) the determination of retention periods in consultation with the users and taking into account the functional, legal and historical need of the body to maintain records of transactions.

The specific duties of the Records Manager are contained in the Records Manager's job description.

The Records Manager (a) is mandated to make such training and other interventions as are necessary available to ensure that the municipality record-keeping and records management practices comply with the records management principles of the Western Cape Archives and Record Service; (b) may from time to time issue circulars and instructions regarding the record-keeping and records management practices of Breede Valley Municipality; (c) shall ensure that all records created and received by Breede Valley Municipality are classified according to the approved file plan and that a written disposal authority is obtained for them from the Western Cape Archives and Record Service.

Information Officer

The Information Officer is responsible for approval of requests for information in terms of the Promotion of Access to Information Act.

Senior Manager: ICT

The Senior Manager: ICT (a) is responsible for the day-to-day maintenance of electronic systems that stores records; (b) shall work in conjunction with the Records Manager to ensure that public records are properly managed, protected and appropriately preserved for as long as they are required for business, legal and long-term preservation purposes; (c) shall ensure that appropriate systems, procedures and manuals are designed for each electronic system that manages and stores records; (d) shall ensure that all electronic systems capture appropriate systems generated metadata and audit trail data for all electronic records to ensure that authentic and reliable records are created; (e) shall ensure that electronic records in all electronic systems remain accessible by migrating them to new hardware and software platforms when there is a danger of technology obsolescence including media and format obsolescence; (f) shall ensure that all data, metadata, audit trail data, operating systems and application software are backed up on a daily, weekly and monthly basis to enable the recovery of authentic, reliable and accessible records should a disaster occur; (g) shall ensure that back-ups are stored in a secure off-site environment; (h) shall ensure that systems that manage and store records are virus free.

Comprehensive details regarding specific responsibilities of the Senior Manager: ICT are contained in this policy and the ICT Policy.

Manager: Legal Services

The Manager: Legal Services is responsible for keeping the Records Manager updated about developments in the legal and statutory environment that may impact on the record keeping and records management practices of Breede Valley Municipality.

Registry Staff

The Registry Staff are responsible for the physical management of the records in their care.

Office-bearers/Staff, Councillors

Every office bearer/staff or councillor shall create records of transactions while conducting official business and shall manage those records efficiently and effectively by sending paper-based records to the Registry for filing.

Records classification systems and related storage areas

The Breede Valley Municipality has the following correspondence system to organise and store records:

File plan – The Records Management System for the municipality (Reference X10/3/4/2/14B of 2000-11-23), approved and implemented by the National Archivist on 5 December 2000, shall be used for the classification of correspondence records. The file plan shall be used for the classification of paper-based and electronic (including e-mail) records. Under no circumstances may subjects be added to the file plan if they have not been approved by the Records Manager. Specific procedures regarding the addition and approval of a subject in the system are contained in the Records Management Schedule A of the approved File Plan (X10/3/4/2/14B of 2000-11-23).

Storage areas – Paper-based correspondence files are kept in the custody of the Central Registry. All paper-based correspondence system records and all human resources related records are housed in the Central Registry. Breede Valley Municipality maintains a set of paper-based case files for each staff member. These files are confidential in nature and are housed in a secure storage area in the Central Registry. All these records are under the management of the Records Manager who is mandated to ensure that they are managed properly. The Central Registry is a secure storage area and only Registry Staff are allowed in the records storage area. Office bearers/staff and councillors that need access to files in the Central Registry shall place a request for the files at the counter or telephonically to the Records Manager / Registry Staff. The Registry shall be locked when it is not in operation. Electronic correspondence records are stored in an electronic repository that is maintained by the ICT Department. Access to storage areas where electronic records are stored is limited to ICT staff who have specific duties regarding the maintenance of the hardware, software and media.

Schedule for records other than correspondence systems – The Records Manager maintains a schedule of all records other than the correspondence system. The schedule contains a description of each set of records and indicates the storage location and retention periods of these records regardless of format. Should records be created/received that are not listed in the schedule, the Records Manager should be contacted to add the records to the schedule.

Audio records – The Breede Valley Municipality has the following audio records that are stored in the network file server: Sound files of Committees of Council, Mayoral Committee and Council meetings. These records are under the control of the Municipal Manager, the Directors and authorised Senior Managers / Administrative officials.

Electronic systems other than the correspondence systems – Breede Valley Municipality has a number of electronic records systems in operation which are not part of the correspondence system and that generate and store public records, namely SAMRAS; On Key; Ignite; Lexis Nexis; WinDeed; and any other future electronic record systems that may be introduced. The Senior Manager: ICT is responsible for the day-to-day maintenance of these systems. The records maintained in these systems are managed by the Senior Manager: ICT as authorised by the Municipal Manager and Directors who are mandated to ensure that they are managed properly. Additional guidance regarding the management of these systems is contained in the ICT Policy.

Disposal of records

No public records (including electronic records) shall be destroyed, erased or otherwise disposed of without prior written authorisation of Western Cape Archives and Record Service. The Western Cape Archives and Record Service issues Standing Disposal Authorities for the disposal of records classified against the file plan and on the schedule of records other than correspondence systems. The Records Manager manages the disposal schedule.

Retention periods indicated on the file plan and schedule were determined by taking Breede Valley Municipality's legal obligations and functional needs into account. Should an office bearer/staff or councillor disagree with the allocated retention periods, the Records Manager should be contacted to discuss a more appropriate retention period. Disposal in terms of these

disposal authorities will be executed at least annually. All disposal actions should be authorised by the Records Manager prior to their execution to ensure that archival records are not destroyed inadvertently.

Storage and custody

All records shall be kept in storage areas that are appropriate for the type of medium. The Western Cape Archives and Record Services' guidelines shall be applied.

Access and security

Records shall at all times be protected against unauthorised access and tampering to protect their authenticity and reliability as evidence of the business of Breede Valley Municipality.

No office bearer/staff or councillor shall provide information and records that are not in the public domain to the public without consulting the Information Officer. Specific guidelines regarding requests for information is contained in the Promotion of Access to Information Manual.

No office bearer/staff or councillor shall disclose personal information of any office bearer/staff or councillor or client of Breede Valley Municipality to any member of the public without consulting the Information Officer first. An audit trail shall be logged of all alterations to / editing of electronic records and their metadata.

Legal admissibility and evidential weight

The records of Breede Valley Municipality shall at all times contain reliable evidence of business operations. The following shall apply:

- *Paper-based records* – No records shall be removed from paper-based files without the explicit permission of the Records Manager; Records that were placed on files shall not be altered in any way; No alterations of any kind shall be made to records other than correspondence files without the explicit permission of the Records Manager; Should evidence be obtained of tampering with records, the office bearer/staff, councillor or staff member involved shall be subject to disciplinary action.
- *Electronic records* – The Breede Valley Municipality shall use systems which ensure that its electronic records are authentic; not altered or tampered with; auditable; and produced in systems which utilise security measures to ensure their integrity. The Records Management Policy contains information regarding the metadata and audit trail information that should be captured to ensure that records are authentic.

Training

The Records Manager (a) shall successfully complete the Western Cape Archives and Record Service's Records Management Course, as well as any other records management training that would equip him / her for his / her duties; (b) shall identify such training courses that are relevant to the duties of the Registry Staff and shall ensure that the Registry Staff are trained appropriately; (c) shall ensure that all office bearers/staff, councillors and staff members are aware of the records management

policy and shall conduct or arrange such training as is necessary for office bearers/staff, councillors and staff members to equip them for their records management duties.

Records management is a shared responsibility between users, Records Managers and managers. All creators of records should be equipped with the necessary skills to capture and manage reliable and authentic records. Programmes for training should encompass all members of management, records and Registry staff as well as all users creating and using records while performing their functions. The Municipal Manager should ensure that an ongoing programme of records management training is established.

The training programme should ensure that the benefits of managing records are widely understood in the organisation. Records Managers, trainers, work study officials and Registry heads should attend the Western Cape Archives and Records Service Records Management Course as well as any other training that might be offered from time to time to equip them for their specific responsibilities in terms of the Act.

Monitor and Review

The Records Manager shall review the record keeping and records management practices of Breede Valley Municipality on a regular basis and shall adapt them appropriately to ensure that they meet the business and service delivery requirements of the municipality. This policy shall be reviewed on a regular basis and shall be adapted appropriately to ensure that it meets the business and service delivery requirements of the municipality. The Records Management Programme should be regularly monitored to ensure that it is effective and that it meets the requirements of the Provincial Archives and Records Service of the Western Cape Act, 2005. The Municipal Manager should ensure that compliance monitoring is regularly undertaken to ensure that the records systems, policies, procedures and processes are properly implemented.

PROGRAMME 9.2 (D): EMBARKING ON A LONG-TERM FINANCIAL STRATEGY

1. Introduction and background to the long-term financial plan

The Municipal Finance Management Act (Act 56 of 2003) (hereafter referred to as the MFMA) has identified various financial management practices that are regarded as fundamental to the long-term sustainability of municipalities in South Africa and made these legislative requirements. Although not explicitly mentioned in the MFMA itself, the supporting Municipal Budget and Reporting Regulations of 2009 that support the MFMA refer to a 'long-term financial plan'¹. Breede Valley Local Municipality (BVM) has accordingly prepared a Long-Term Financial Plan (LTFP) for the period 2022 to 2032.

A LTFP has been defined as a high-level plan that determines the overall financial boundaries within which BVM will operate over the next 10 years. The LTFP will be supported by detailed plans and strategies addressing individual elements of financial

¹ In Section 7(1) footnote (1) (g).

management. The LTFP is aligned with and takes consideration of the existing policies of the municipality. The financial plan has been reviewed to ensure that we assess our progress and make necessary changes in our planning phases and financial goals.

Guiding principles

The LTFP is guided by the following principles:

1. Continuous improvement and expansion in the service delivery framework.
2. Future financial sustainability.
3. Optimal collection of revenue, taking into consideration the socio-economic environment.
4. Efficient, effective and economic expenditure.
5. Optimal utilisation of grant funding and other public donations.

Goal

The overarching goal of the LTFP is to achieve the equitable and sustainable provision of services within a constrained financial environment. This is interpreted to mean four things specifically:

- BVM will strive to balance social and economic goals, providing infrastructure and services to meet the needs of poor households, while also ensuring that the economic base of the municipality is protected through the provision of infrastructure and services for non-poor households and non-residential consumers.
- BVM will operate in such a way that revenues exceed operating expenditure on a medium-term basis.
- BVM will raise borrowing to finance the capital expenditure required, but only as long as this is sustainable from a cash flow perspective.
- BVM will strive to function within the financial norms prescribed by National Treasury.

Approach adopted

The approach adopted in preparing the LTFP has focused on establishing a long-term capital funding plan for the municipality. This is in response to the first guiding principle of the review: in order to continuously improve and expand the service delivery framework, the municipality must be able to invest in infrastructure, both new and existing.

This is also in accordance with the National Development Plan, which notes:

“Infrastructure is not just essential for faster economic growth and higher employment. It also promotes inclusive growth, providing citizens with the means to improve their own lives and boost their incomes. Infrastructure is essential to development.” (National Planning Commission (2012), *Our future – make it work. National Development Plan 2013*, p.44)

A capital funding plan addresses two questions:

- How much does the municipality plan to spend on infrastructure over the next 10 years in order to provide services to those that do not currently have access, allow for growth and renew infrastructure that already exists?
- How will the municipality raise the capital funding required for this infrastructure?

The ability to raise finance is dependent on sound cash flow, which in turn is dependent on enhancing revenue and managing expenditure. In other words, while the focus of the LTFP approach is on capital funding, establishing a capital funding framework requires the evaluation of the full operating and cash performance of the municipality.

2. Background and context

This section provides background information on BVM in order to give context to the Long-Term Financial Plan.

Spatial overview

Kindly refer to the corresponding subsection in chapter two above, coupled with subsection 5.1 (e) and 5.2 and read together with the statistics depicted in the LTFS.

Socio-economic context

Population and households

Kindly refer to the corresponding subsection in chapter two above and read together with the statistics depicted in the LTFS.

Economy

Kindly refer to the corresponding subsection in chapter two above and read together with the statistics depicted in the LTFS.

Household and economic growth

Kindly refer to the corresponding subsection in chapter two above and read together with the statistics depicted in the LTFS.

Infrastructure plans and priorities

Key plans and priorities related to infrastructure are summarised below.

Water

The availability of water in Worcester and Rawsonville is secure up until 2030. New pump/booster stations and/or the upgrading of existing assets in these areas is required to accommodate population growth. In particular, the SDF notes that the Stettynskloof pipeline must be doubled in size to accommodate Worcester's water supply over the forecast period. With the recent drought in the area, a solution to ensure sustained water provision to the area was to increase the height of the dam wall that provides most of the municipal area of water. The proposed solution is feasible and would ensure that the provision of water is sustainable even if such a drought were to occur again. In addition, a new arrangement with the Hex River Irrigation Board is needed to address the water source at De Doorns. The WTW needs to be upgraded. Touwsrivier may require larger water storage facilities, depending on population growth in the area. Pre-Loads been identified to be build and funded through an external loan.

Sanitation

The WWTW in Worcester has been upgraded and extended and should handle sewer flow up until 2025. The addition of the Transhex development will have an impact on the infrastructure cost and capacity. Capacity of the WWTW is enough for the

residential unit's flow of Transhex but the non-residential flow needs to be assessed and compared against the current WWTW spare capacity to determine if any further additional capacity is required. Rawsonville WWTW been upgraded and funded through an external loan. This project is included in the capital budget process 2022 – 2025. The Touwsrivier WWTW is overloaded with respect to both volume of flow and organic load and must be expanded and renewed.

Electricity

The electricity network is adequate and stable in all towns except in the Zwelethemba and Rohlilala/Avian Park areas of Worcester, where there is limited capacity of bulk supply cables. The pre-paid metering system needs upgrading, as current meters that are installed are close to 20 years old, and at the end of the intended lifetime. Not only are the meters physically outdated, but the technology and security incorporated in metering system have evolved substantially in the time since the current meters have been installed. Safeguarding one of the primary revenue streams of the municipality should be of paramount importance and assisting the municipality in collecting revenue from residents as well as making illegal connections more difficult could make collecting revenue more efficient and reduce expenses in terminating illegal connections. The provision of streetlights in many areas are considered a service of the municipality for security and safety of the residents. However, the vandalising of the structures is becoming quite a problem and expensive to repair. To curb these expenses, the municipality proposed installing streetlights that reach upward of 30m in the air. This is to demotivate the idea of tampering with the structures, but also comes with the other challenges and needs when maintenance needs to be done. Although the other networks are adequate, the equipment is generally old and needs to be renewed.

Solid waste

BVM has a licensed landfill site of 8 hectares in Worcester. The landfill site has reached capacity, however an extension on the maximum height of the landfill site has been negotiated with the relevant authorities. There is also a district landfill site in the development and is situated right next to the current landfill site, thus there would be no additional expenditure in terms of travelling costs to service residents, and the rehabilitation costs of the new landfill site will fall on the district municipality, thus there would be marginal differences in expenditure once the switch is made from the local refuse service to the district. There is a licensed landfill site at De Doorns and Touwsrivier, Touwsrivier must be closed, if was not in use for a few years. Closure permit for this site still must be applied for. A new transfer station will be required after closure.

Roads and stormwater

A municipal wide roads project (approximately R86 million that include – amongst others – resealing of tarred roads, upgrading of gravel roads and construction of speed humps) have been approved, but only the most critical roads and streets have/will be addressed by this project. The remainder of the roads still need considerable upgrading and maintenance. Certain areas in Worcester and Touwsrivier are prone to flooding and a flood line study is needed to determine the extent and to plan rectification of the problem.

Asset management

BVM does not have a complete asset register indicating the current replacement cost of existing assets and the condition of those assets. This makes estimation of the need for expenditure on asset renewal difficult. An integrated infrastructure asset management plan is required.

Major infrastructure issues requiring attention

The 'Infrastructure Growth Plan' (2014) prepared by Western Cape Government for BVM indicates the following as the major infrastructure issues requiring attention in the municipality.

Water	A study on the augmentation of water supply in De Doorns is required.
Sanitation	An extension to the Rawsonville WWTW is required, portioning in construction, if completed just need to ensure all is as required. An extension to the Touwsrivier WWTW is required and will require an accompanying EIA and Water User Licence application.
Electricity	An Electricity Master Plan is required.
Roads and stormwater	Flood-line studies are required in respect of Avian Park and Transhex housing developments, as well as Touwsrivier. A Stormwater Master Plan is required. A traffic flow study is required.
General	An EIA is required for the Transhex development. Numerous technical studies, reports and plans must be prepared for the Sandhills area.

TABLE 89: INFRASTRUCTURE GROWTH PLAN

3. Financial Performance

A long-term financial model was developed, based on the 2019/20 Annual Financial Statements of the municipality and populated with several assumed variables. A summary of the outcome of the Base Case of the model is presented in the table below.

Outcome	10-Year Outcome	20-Year Outcome
Average annual % increase in Revenue	7.2%	7.2%
Average annual % increase in Expenditure	8.6%	8.0%
Accounting Surplus accumulated during Planning Period (Rm)	R 426	R 823
Operating Surplus accumulated during Planning Period (Rm)	-R 287	-R 570
Cash generated by Operations during Planning Period (Rm)	R 818	R 1,938
Average annual increase in Gross Consumer Debtors	12.6%	22.0%
Capital investment programme during Planning Period (Rm)	R 1,695	R 4,392
External Loan Financing during Planning Period (Rm)	R 823	R 2,533
Cash and Cash Equivalents at the end of the Planning Period (Rm)	R 445	R 232
No of Months Cash Cover at the end of the Planning Period (Rm)	3.0	0.8
Liquidity Ratio at the end of the Planning Period	2.4 : 1	1.8 : 1
Gearing at the end of the Planning Period	28.7%	28.8%
Debt Service to Total Expense Ratio at the end of the Planning Period	6.4%	6.6%

TABLE 90: BASE CASE (OPTIMAL) FINANCIAL OUTCOME

In the Base Case Scenario, the municipality will, over the 10-year planning period from 2020/21 to 2029/30, realise Operating Deficits of R 287 million, generate Cash from Operations of R 818 million and can afford a Capital Investment Programme of R 1.7 billion.

Ratio's

A selection of ratios is summarised in the table below. A complete list of ratios is presented in Annexure 3 of the LTFS. These ratios are the outcome of the financial model.

YEAR		1	3	5	7	9	10
RATIOS	Norm	2020/21	2022/23	2024/25	2026/27	2028/29	2029/30
Cash Generated by Operations / Own Revenue		13.2%	13.4%	14.5%	13.3%	11.7%	11.1%
Liquidity Ratio (Current Assets: Current Liabilities)	1:1.5 - 1:2.0	1.5 : 1	1.4 : 1	1.3 : 1	1.3 : 1	1.5 : 1	1.7 : 1
Cash Surplus / Shortfall on Minimum Liquidity Requirements		R 16.5 m	-R 4.8 m	-R 22.1 m	-R 29.2 m	R 26.3 m	R 74.3 m
Capital Expenditure / Total Expenditure	10% - 20%	10.3%	10.3%	10.2%	9.6%	9.1%	9.0%
Gearing = Total Debt (Borrowings) / Operating Revenue	45%	17.5%	14.1%	11.7%	10.0%	13.0%	15.5%
Debt Service Cover Ratio (Cash Generated by Operations / Debt Service)	Min 1.3:1	1.92:1	1.39:1	1.05:1	0.95:1	1.49:1	1.95:1
Total Grants / Total Revenue		19.0%	15.2%	17.6%	16.1%	15.6%	15.2%

TABLE 91: SELECTION OF RATIO'S

BVM generates a significant portion of its revenue through income from Rates and Electricity services. The Cash Generated by Operations / Own Revenue Ratio decreases to levels below 20% due to the consistent sub optimal collection rates experienced by the municipality. The Liquidity Ratio remains positive period. The average Cash Balance remains above the minimum required liquidity level. The minimum required liquidity level is based on the requirement that at least 1 month's operational expenditure must be held in cash in addition to all other statutory reserves. The future projected cash balances in relation to the Minimum Required Liquidity Level based on a 1-month operational expenditure level is illustrated in the graph below. Capital Expenditure is within the National Treasury Norm for most of the period but at the lower end of the norm.

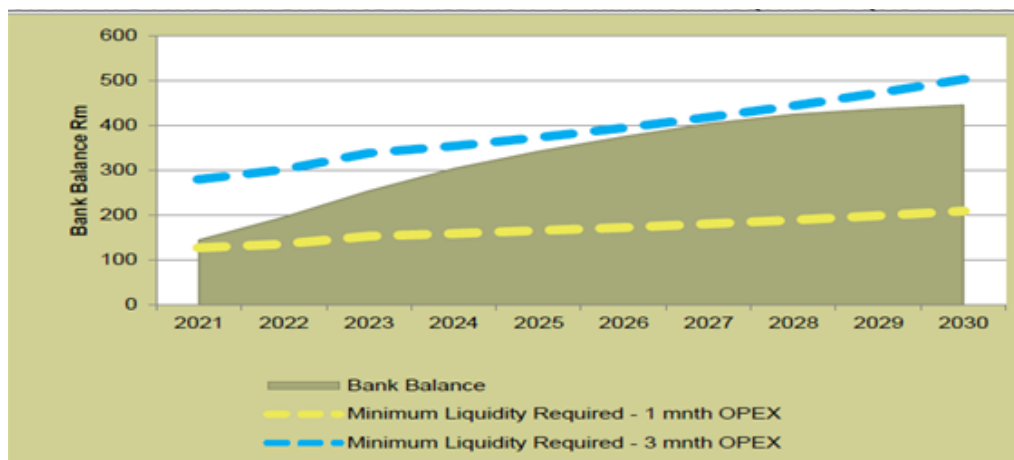


FIGURE 70: BVM BANK BALANCE IN RELATION TO MINIMUM REQUIRED LIQUIDITY LEVEL

Future Municipal Revenue

In constant monetary terms (2010) the municipal revenue per capita in 2030 is estimated to be R 3 527 p.a., higher than the R 2 755 p.a. real per capita revenue generated in 2020. This is a key indicator for the municipality's ability to obtain revenue from residents as pointed out in Section 3 above when presenting the MRRI model

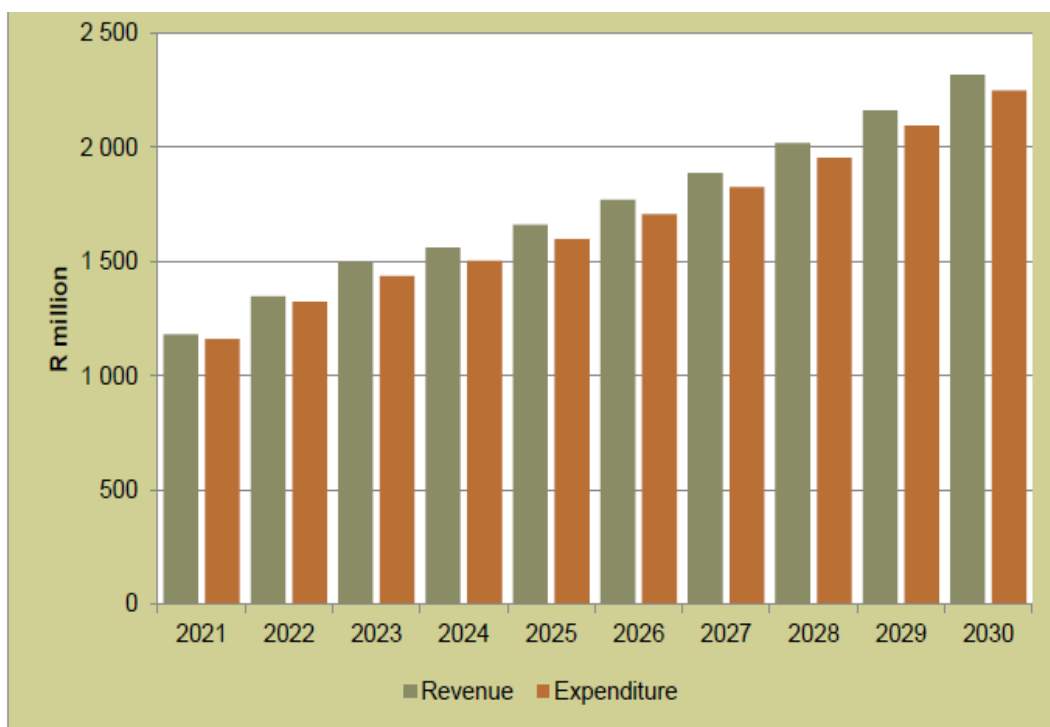
- The estimated future 10-year annual average growth in revenue is 2.57% p.a.

AVERAGE ANNUAL 10-YEAR GROWTH OF MAJOR REVENUE ITEMS

Revenue Item	Average Billings Growth % p.a.
Rates	4.4
Water	3.1
Electricity	9.2
Operating Transfers	6.4
Sanitation	3.7
Refuse	5.4

The forecast of future revenue in the financial model is based in part on historical trends as well as an estimate of future revenue (Revenue = Quantity x Price), where "Quantity" is a function of independent variables (such households, population and GVA) and "Price" a function of policy choices such as tariff increases.

The future Gross Value Add ("GVA") of BVM was estimated based on a view of the future economic growth of the region as well as an estimate of future population in the municipal area. Notwithstanding the contraction of -2.08% in 2021 which is exacerbated by the impact of COVID-19, the average annual economic growth rate for the planning period is positive at 1.37% p.a. Since 2011 the economy in BVM grew at an average of 0.2% p.a.



The estimated future revenue was informed by the municipality's forecast of future revenue in its MTREF. The estimated Total Income and Expenditure during the planning period for BVM is illustrated above

The number of households is expected to grow at an average rate of 1.3% p.a., equal to the assumed population growth rate of 1.3% p.a. The proportion of indigent households will continue to increase to 51.4% as many jobs are lost because of COVID-19. This resulted in an estimated future 10-year annual average growth in revenue of 2.57% p.a.

With regards to fiscal transfers, the national budget indicated the following: "Transfers to the local government equitable share remain the largest spending item, in order to fund municipalities to provide free basic services for low-income households and subsidise poorer municipalities. As a result of once-off allocations to support municipalities in 2020/21 FY and spending reductions, the equitable share will decline by 0.4 per cent over the medium term." As part of government's fiscal consolidation policies over the medium term, transfers to local government are reduced by R 19.4 billion, including R 14.7 billion from the local government equitable share. Therefore, BVM needs to consider the reduction in these transfers.

From the Income and Expenditure graph above, BVM is on the path of continuing to post Operational Deficits that indicate an improving trend (deficits decreasing annually), as observed up to FYE2019/20. The total grants to revenue ratio indicate a decreasing trend in grant dependency, however, the Equitable Share allocations may be further reduced in real terms which will place further pressure on the municipality. Therefore, BVM is strongly urged to ensure own revenue is increased and that revenue collection management become the top priority.

Revenue from the sale of electricity is the single largest revenue item, with 42% of Operating Revenue emanating from this source. Although the price of electricity is highly regulated, the municipality determines the margin over the purchase price. For the forecast period this is on average 7% p.a which is lower than the National Treasury norm of maximum 15%. The increasing rate of indigent households provides limited opportunities for higher tariff increases. The situation is further aggravated by the number of illegal connections, damage to infrastructure and resulting increased repair cost.

IPM's model estimates that the real GVA per capita in 2030 is R 58 017, 1% higher in real terms than the GVA per capita of R 27 739 in 2020 due to the stagnant nature of the local economy. By comparison, the municipal real revenue per capita (excluding grants) in 2030 is estimated to amount to R 3 527 p.a. which exceeds the R 2 749 p.a. real per capita revenue of 2020 by 28%. We are comfortable that the Real Revenue per Capita for 2030 as forecast by IPM's model is reasonable. Considering the current demographic and socio-economic nature within the municipality, these projections raises concerns on the affordability of the municipal bill.

Future operational expenditure

The largest operational expenditure items are Employee Related Expenses, Electricity bulk purchases. To remain sustainable the municipality should maximize its productivity by:

- Optimising the use of employees and contractors
- Organisational review – GTAC project
- Reduce Debt Impairment by improving the collection rate
- Ensure that the full cost of water supply and distribution is covered by tariffs and that
- Water and electricity losses are reduced in meaningful rate.
- Implement an effective strategy to manage Creditors payment period

The ongoing challenge remains to align the expenditure budget not only to anticipated revenue growth, but very specifically to anticipated cash collections to generate both accounting and cash surpluses. Therefore, stringent expenditure management remains as important as ensuring that revenues are collected. There is limited scope to substantially increase any costs without negatively impacting on the overall operational performance of the Municipality, therefore requiring both effective management of increases in current expenses and as importantly, ensure expenditure is efficient, targeted and clearly prioritised.

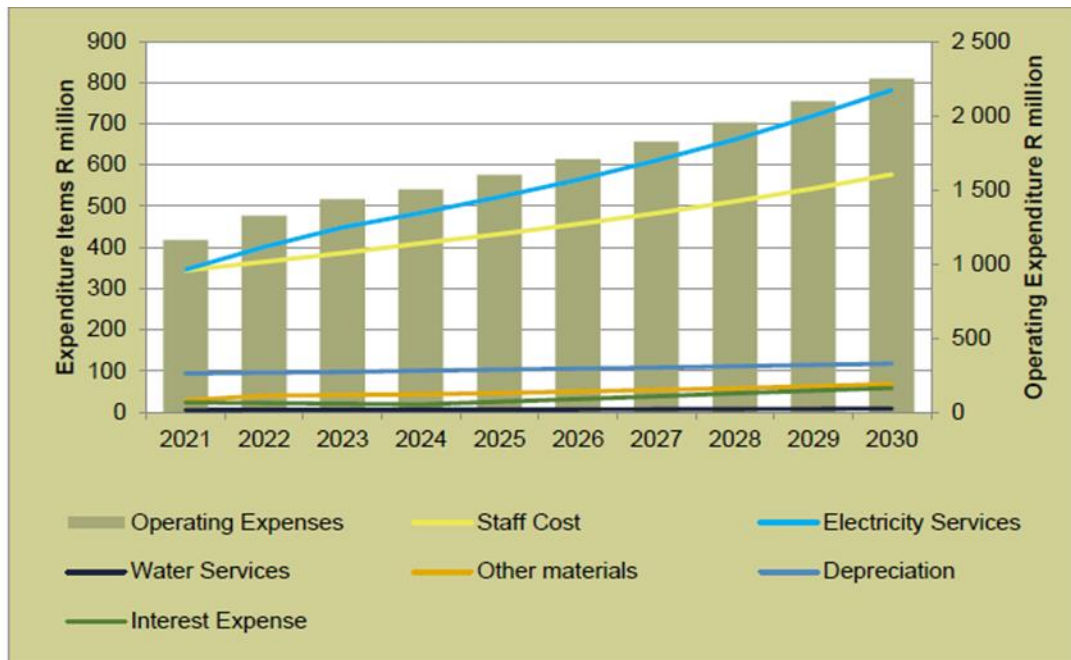


FIGURE 71: BVM EXPENDITURE ITEMS

The regulated expense item, Employee Related Expenses, amounts to an average 27% of Total Expenditure over the forecast period. This ratio is well below the National Treasury benchmark of 25% - 40%. However, Contracted Services, which in many respects is an alternative to Employee Related Expenses amounts to a further 7% of Total Expenditure, exceeding the benchmark figure of 5%. The projected increase in Salaries and Wages for the next financial year is modelled at CPI-2%, however it should be noted that the negotiations with bargaining council are still underway and the outcome will further impact operational expenditure.

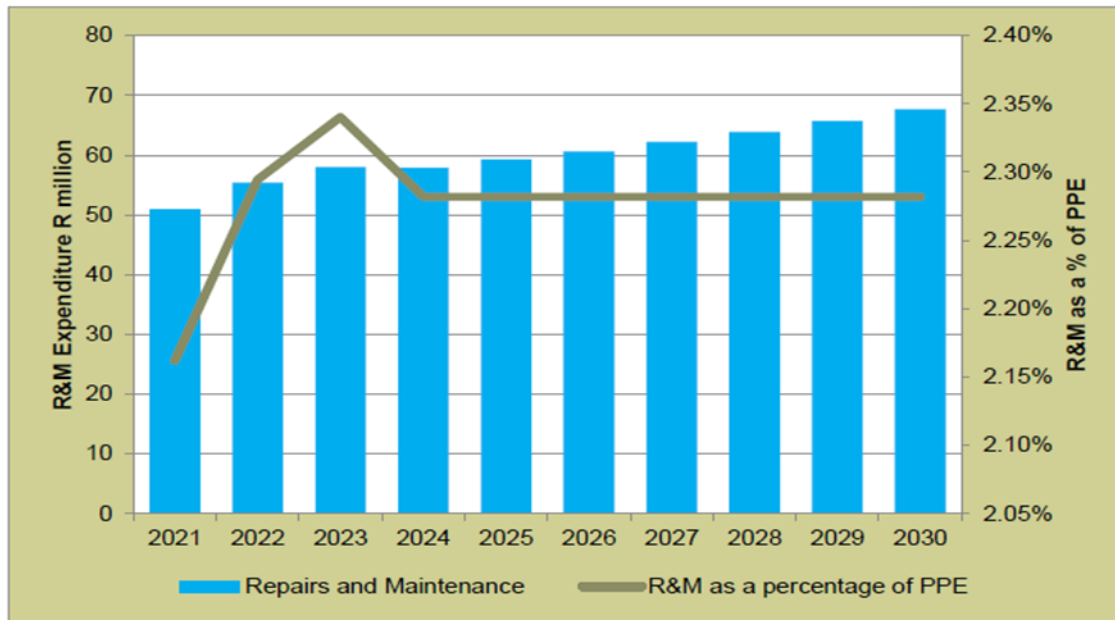


FIGURE 72: BVM REPAIRS & MAINTENANCE EXPENDITURE

Repairs and Maintenance in 2020 constituted only 2% of PPE and Investment Properties – against the 8% norm suggested by National Treasury guidelines. In the light of the weaker liquidity position of the municipality, this is forecast to remain at 2.28% per year for the 10-year period. The future increases should be aligned with the Municipality’s asset renewal strategy and repairs & maintenance plan.

The financial model has assumed cost increases as per the figures contained in the MTREF for the first three years but uses various independent variables to calculate expenses in future and where applicable accounts for losses to calculate bulk purchases and services sold.

Affordability of future capital expenditure

The total affordable capex for the period FY2020/2021 to FY2029/30 amounts to R 1.7 billion. The affordable capex is materially lower than the future capex replacement cost of R 61.1 billion. The historic level of annual capital spending was an annual average of R 150 million. The model builds on this and accelerates capital expenditure over the 10-year period. However, the accelerated capex is largely funded through debt, as set out in Section 10 below.

It was assumed that the capital expenditure budget presented in the MTREF for the period up to 2022/23 FY will be implemented. The long-term financial model calculates the future capex that the municipality can afford for the period up to FY2029/30 and increases the expenditure annually within the affordability limits. Over the 10-year period, average capital expenditure amounts to R 169 million per

year. This is equal to the 5-year historic average of R 169 million. Affordability of these levels depend on BVM having adequate institutional capacity to manage such capital programmes and the ability to secure increased borrowings.

The cash available to service any new debt is calculated by subtracting from the revenue as determined in Future Municipal revenue above, a waterfall of cash needs starting with operational expenses and existing debt service. We are guided by the minimum liquidity reserves that should be held before allocating cash towards investment in capital assets.

The new debt that the municipality can afford plus any remaining cash as well as estimated capital grants and other capital contributions (e.g. developers’ bulk contributions) can then be allocated towards capital expenditure. In contrast with historic patterns, BVM can accelerate its capital expenditure programme by making optimal use of lending whilst preserving its own cash resources and staying within financial prudential limits.

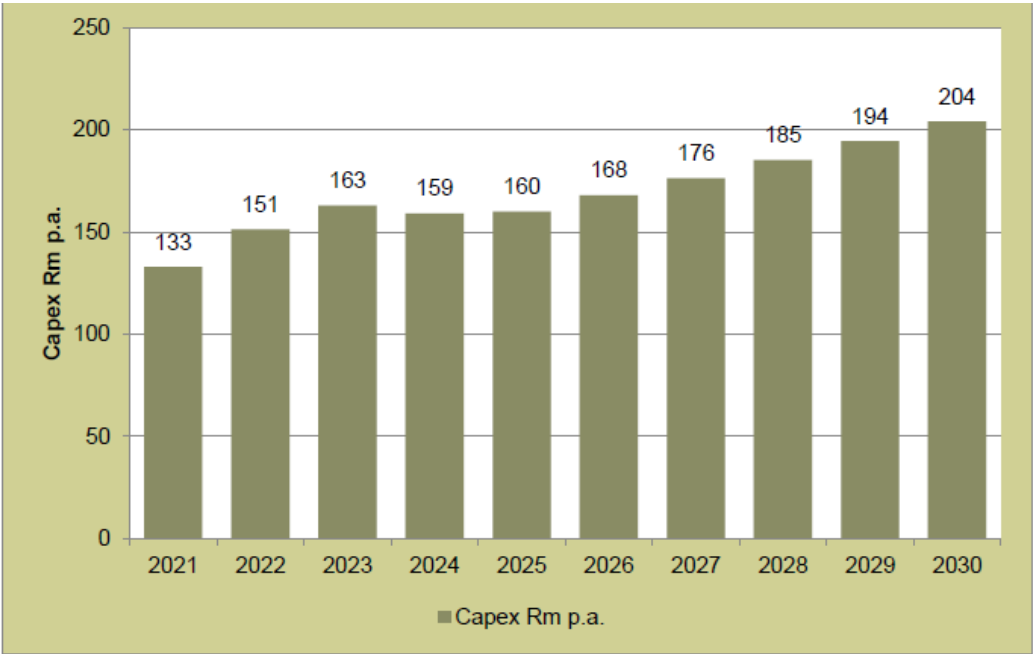


FIGURE 73: BVM CAPITAL AFFORDABILITY

Funding of future capital expenses

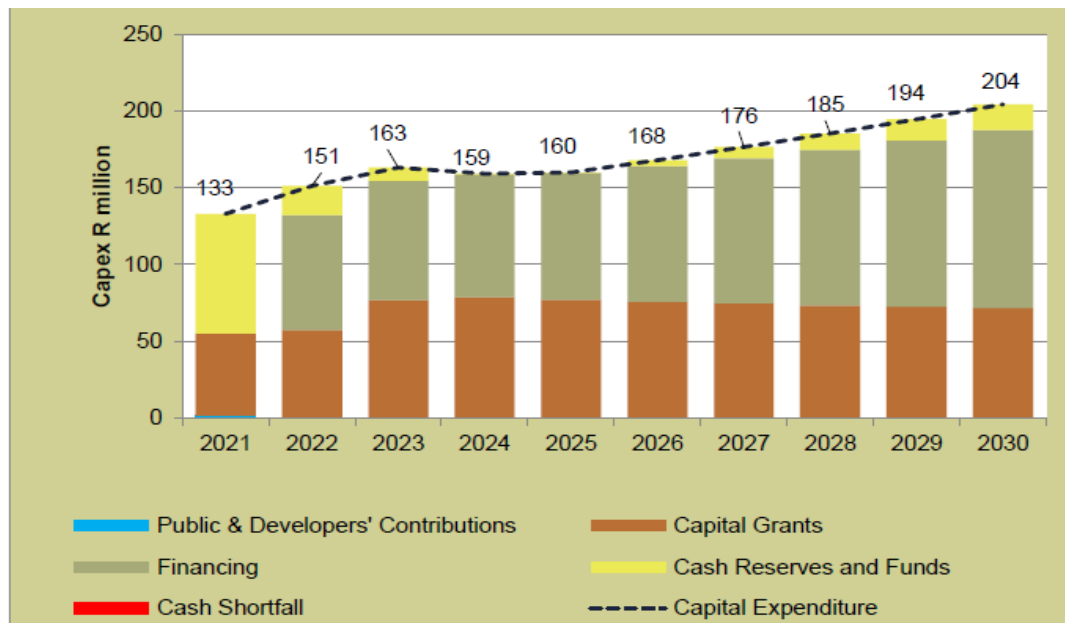
The estimated 10-year capex funding is shown in the table below:

FUNDING FUTURE AFFORDABLE CAPITAL EXPENDITURE

Source of Funds	Amount Rm	%
Public & Developers' Contributions	2	0%
Capital Grants	712	42%
Financing	823	49%
Cash Reserves and Funds	158	9%
Cash Shortfall	0	0%
TOTAL	1,695	100%

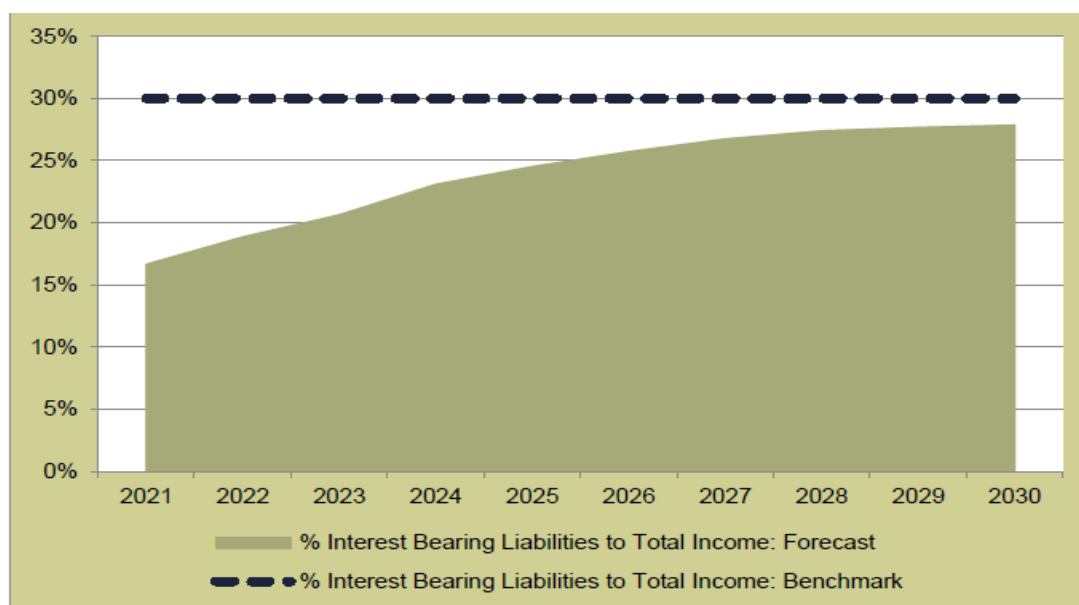
The funding mix to fund the future affordable capex is determined by the model by ensuring that the available cash is either invested to cover the minimum liquidity requirements and fund a capital replacement reserve or invested in capital assets.

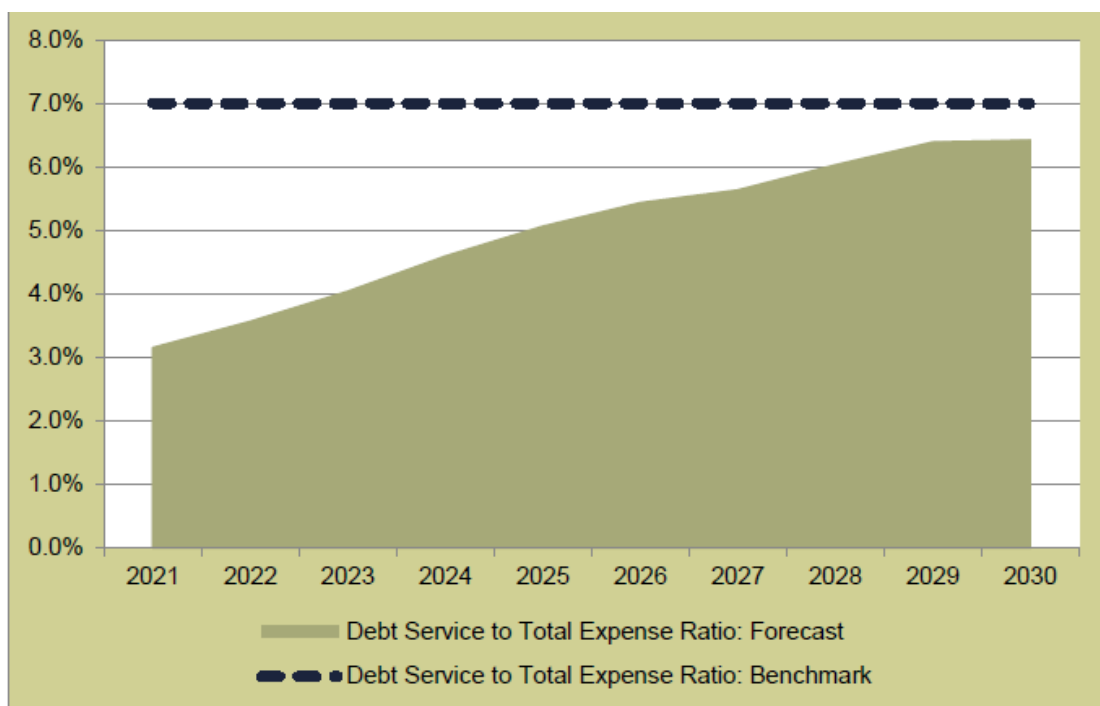
In accordance with the model the capex may be funded as follows:



An important feature of the proposed financing strategy is the regular annual access to the debt market and optimal use of own cash reserves. Over the 10-year period an average of R82 million p.a is raised through debt i.e. about 49% of the total capital funding need. This level of debt is with both the Gearing and Debt Service limits set by the municipality (See GRAPH 12 and GRAPH 13 below).

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Public & Developers' Contributions	2	0	0	0	0	0	0	0	0	0
Capital Grants	53	57	77	79	77	76	75	74	73	72
Financing	0	75	78	80	83	88	94	101	108	116
Cash Reserves and Funds	78	19	9	1	0	4	7	11	14	17
Capital Expenditure	133	151	163	159	160	168	176	185	194	204





The amount of Grants was informed by historical trends (but may differ considerably if the current constraints of the national fiscus proceed indefinitely). Although the future quantum of grants is uncertain the model calculates that with the increased external borrowings, the municipality will be in a position to ease grant reliance for capex funding. The capital grants to Total Expenditure ratio will therefore decrease from 40.2% in 2021 to 39.7% in 2030.

The model proceeds from the premise that the minimum required liquidity must be held in reserve before cash may be spent on capex. The “Liquidity Reserve” is the amount of cash equivalents held to cover the amounts of statutory reserves, unspent conditional grants, short term provisions and at least one month’s operational expenditure.

As indicated, these debt levels are affordable based on the municipality’s liquidity position. It does however require the municipality to access the debt market annually. Regular access to the debt market ensures that the market becomes familiar with the municipality, and if it continues to service the debt obligations as scheduled, the risk view of the municipality will improve and over time reduce the overall cost of funding.

While the municipality can afford increased annual capital investments, it is important to develop a long-term programmatic and prioritised investment programme. Where appropriate, and feasible, the municipality should consider greater private sector participation in the rehabilitation-, operation and maintenance of infrastructure assets, particularly if the municipality does not have adequate in-house skills to manage such projects. To avoid any deterioration in the asset quality, the municipality is advised to prioritise asset renewal and replacement and maintaining the higher levels of expenditure on repairs and maintenance.

4. Alternative Scenarios

Five scenarios were analysed and compared to the Base Case. The rationale for this section is to identify key variables and demonstrate the impact on the long-term financial position of the municipality by changing only one variable. This helps to focus future policy interventions.

- Improve profitability by reducing 2% of operating expenditure
- Improved collection rate: +2% Scenario (sensitivity analysis)
- Deteriorated collection rate: -2% Scenario (sensitivity analysis)
- A combination of profitability scenario, collection rate upside scenario and addressing technical water and electricity losses scenario.

Environmental factors outside the control of the municipality (e.g. economic growth and regulated prices) as well as policy choices by the municipality (e.g. rates and tariff increases) have a significant impact on future financial viability.

Scenario 1: Improve Profitability

In the first scenario we increase profitability by making Operational Expenditure savings of R 20 million (2% of Opex) from FY2021/22 (the improvement in profitability can also be achieved by a combination of a reduction in expenditure and an increase in revenue). The current levels of operating deficits, averaging R 29 million per year, cannot be sustained over a long-term period.

These savings provide an opportunity for BVM to build up its Capital Replacement Reserve (CRR) which will lead to further investment in its CAPEX programme, within an optimal funding mix. The results indicate the significance of the municipality managing its operational expenditure. Should a R 20 million decrease in expenditure not be achievable, revenue should be increased to achieve this improvement in profitability. The affordability of household bill and the increased pressure on households to pay should, however, be considered. The outcomes of this scenario are presented in the table and graphs below and no other changes were made to the model to indicate the positive impact that such a change would have on liquidity levels.

Items	Optimal Case	Improved Profitability Scenario
Average annual % increase in Revenue	7.2%	7.3%
Average annual % increase in Expenditure	8.6%	8.5%
Accounting Surplus accumulated during Planning Period (Rm)	R 426	R 709
Operating Surplus accumulated during Planning Period (Rm)	-R 287	-R 4
Cash generated by Operations during Planning Period (Rm)	R 818	R 1,107
Average annual increase in Gross Consumer Debtors	12.6%	12.6%
Capital investment programme during Planning Period (Rm)	R 1,695	R 1,695
External Loan Financing during Planning Period (Rm)	R 823	R 823
Cash and Cash Equivalents at the end of the Planning Period (Rm)	R 445	R 734
No of Months Cash Cover at the end of the Planning Period	3.0	5.1
Liquidity Ratio at the end of the Planning Period	2.4 : 1	3.5 : 1
Gearing at the end of the Planning Period	28.7%	28.6%
Debt Service to Total Expense Ratio at the end of the Planning Period	6.4%	6.5%

TABLE 92: OUTCOME OF IMPROVED PROFITABILITY SCENARIO



FIGURE 74: IMPROVED PROFITABILITY SCENARIO: ANALYSIS OF SURPLUS

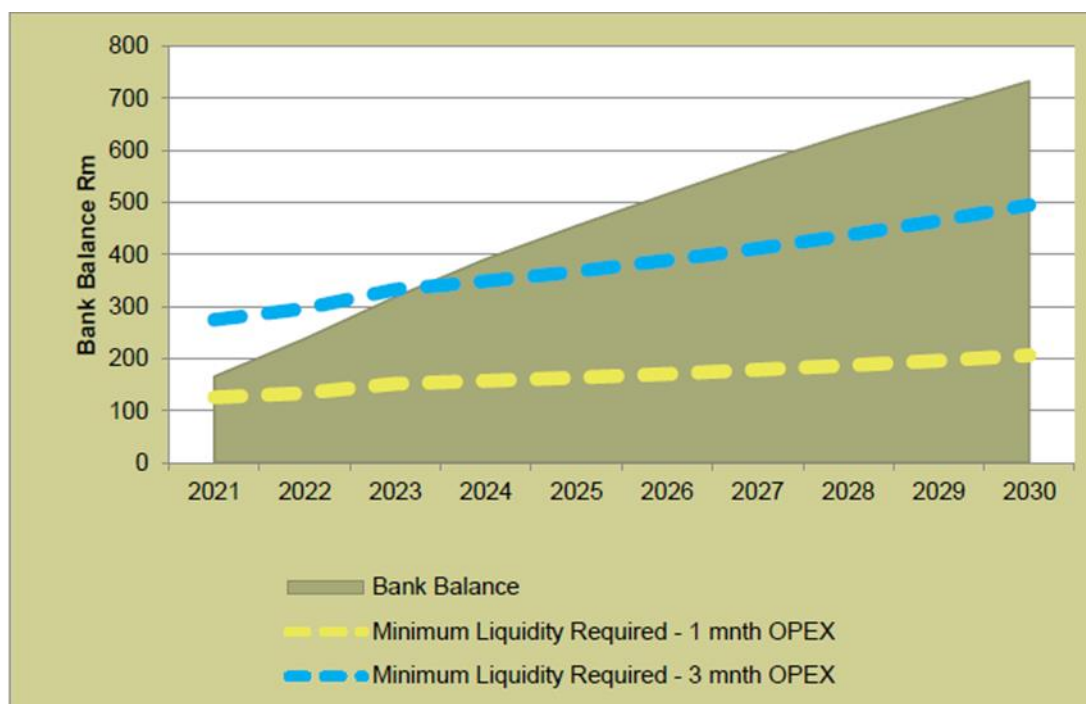


FIGURE 75: IMPROVED PROFITABILITY SCENARIO: BANK BALANCE

Scenario 2: Collection Rate Sensitivity

The unfavourable stagnant environment that BVM operates in, which is reflected by sluggish GVA projections and economic output, makes for a possible likelihood of a decrease in collection rate. Any changes in collection rate will affect BVM's ability to generate cash from operations.

To illustrate this sensitivity and to highlight the importance of credit control, the outcomes of collection scenarios are tabled below

Outcome	Optimal Case	Collection rate -2%	Collection rate +2%
Average annual % increase in Revenue	7.2%	7.1%	7.3%
Average annual % increase in Expenditure	8.6%	8.9%	8.5%
Accounting Surplus accumulated during Planning Period (Rm)	R 426	-R 65	R 715
Operating Surplus accumulated during Planning Period (Rm)	-R 287	-R 779	R 2
Cash generated by Operations during Planning Period (Rm)	R 818	R 327	R 1,107
Average annual increase in Gross Consumer Debtors	12.6%	17.3%	9.0%
Capital investment programme during Planning Period (Rm)	R 1,695	R 1,695	R 1,695
External Loan Financing during Planning Period (Rm)	R 823	R 823	R 823
Cash and Cash Equivalents at the end of the Planning Period (Rm)	R 445	-R 47	R 734
No of Months Cash Cover at the end of the Planning Period (Rm)	3.0	-0.3	5.0
Liquidity Ratio at the end of the Planning Period	2.4 : 1	0.6 : 1	3.5 : 1
Gearing at the end of the Planning Period	28.7%	29.0%	28.6%
Debt Service to Total Expense Ratio at the end of the Planning Period	6.4%	6.3%	6.5%

TABLE 93: COLLECTION RATE SENSITIVITY SCENARIO

The Optimal Case estimates a collection rate of 92% in 2020/21 FY which will then improve to levels previously observed at 94% in 2023/24 FY and onward. The sensitivity analysis scenario assuming a 2% decline and a 2% increase in collection rates, with the outcomes on liquidity and financial performance of BVM presented on the table above and figures below.

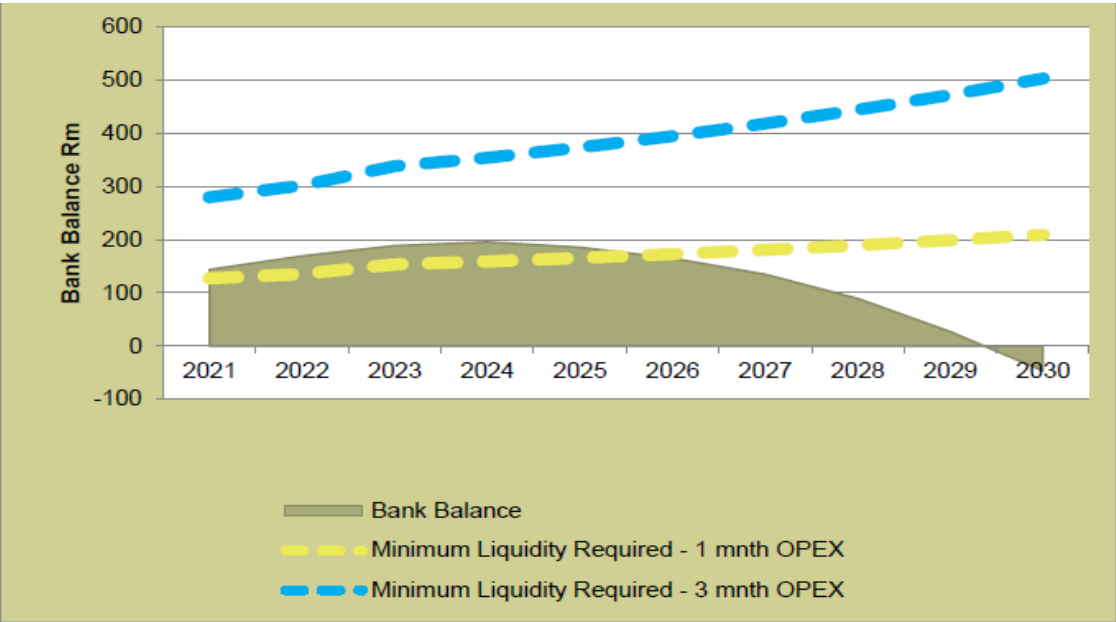


FIGURE 76: SCENARIO: COLLECTION RATE NEGATIVE (-2%)

A decrease in collection rate to 90% in 2021/22 FY and for the remainder of the planning period results in an increased accounting deficit of R 779 million, compared to a deficit of R 287 million on the optimal case. The bank overdraft of R 46.7 million in 2030 will be insufficient to cover the minimum liquidity requirements including 30 days operating expenditure.

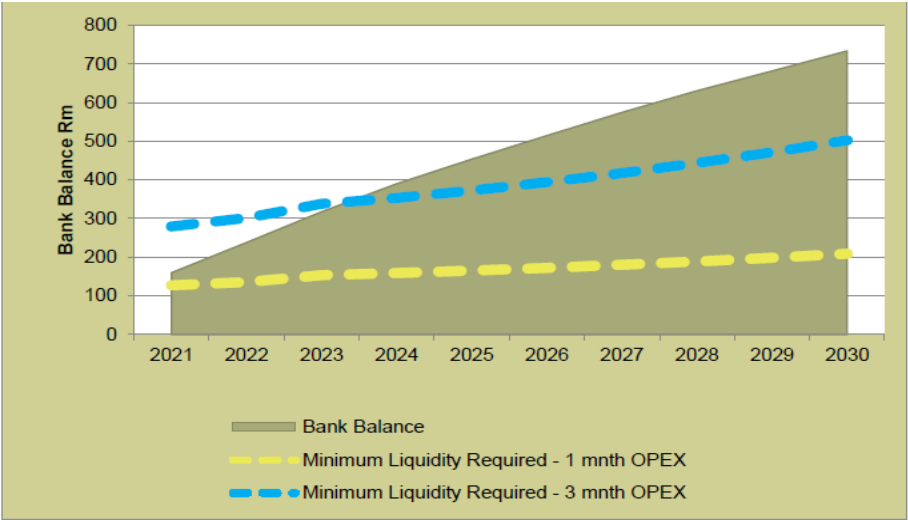


FIGURE 77: SCENARIO: COLLECTION RATE POSITIVE (+2%)

The positive scenario is based on a collection rate of 94% in 2021/22 FY which increases to and remains at 96% from 2022/23 FY onward while all other variables remain the same.

The results indicate a marked improvement in cash generated and liquidity components during the planning period as illustrated in the table above.

Scenario 3: Combination of Improve Profitability and Collection Upside

The combination scenario builds on the positive profitability scenario and collection rate upside scenario. From the Optimal Model the following changes were made to assess the overall impact of these scenario:

- an operational expenditure reduction of R 20 million (2%) is applied; and
- collection rate up 2% from 2021/22 FY to 2029/30 FY.

The comparison of outcomes can be seen on the table below:

Outcome	Optimal Case	Combination Scenario
Average annual % increase in Revenue	7.2%	7.3%
Average annual % increase in Expenditure	8.6%	8.3%
Accounting Surplus accumulated during Planning Period (Rm)	R 426	R 998
Operating Surplus accumulated during Planning Period (Rm)	-R 287	R 285
Cash generated by Operations during Planning Period (Rm)	R 818	R 1,396
Average annual increase in Gross Consumer Debtors	12.6%	9.0%
Capital investment programme during Planning Period (Rm)	R 1,695	R 1,695
External Loan Financing during Planning Period (Rm)	R 823	R 823
Cash and Cash Equivalents at the end of the Planning Period (Rm)	R 445	R 1,023
No of Months Cash Cover at the end of the Planning Period (Rm)	3.0	7.1
Liquidity Ratio at the end of the Planning Period	2.4 : 1	4.6 : 1
Gearing at the end of the Planning Period	28.7%	28.4%
Debt Service to Total Expense Ratio at the end of the Planning Period	6.4%	6.6%

TABLE 94: OPTIMAL CASE VS COMBINATION SCENARIO

Should BVM invest efforts to address current challenges reflected by low collection rates and operational deficits, there is a great deal of benefits in the long term. The noticeable differences include the operating surplus of R 285 million versus an operating deficit of R 287 million. Cash generated from operations improves by R 578 million and a strong liquidity ratio of 4.6:1 is achieved in 2030. The additional cash that is generated could be utilized to accelerate capital expenditure and align the municipality better to the capital needs that may arise and be less reliant on grant funding for future capital expenditure needs.

The graphical representation below shows improved operational performance and stronger liquidity surpluses which can be used to accelerate capital investment to improve the service delivery mandate of the municipality.

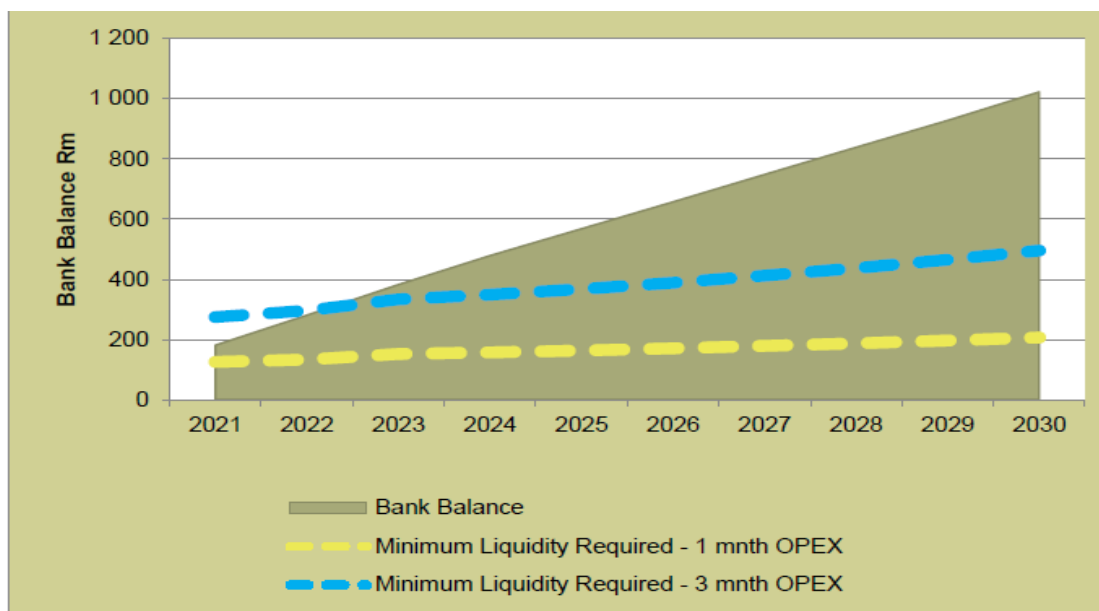


FIGURE 78: SCENARIO: COMBINATION OF OPTIMAL OUTCOMES 1

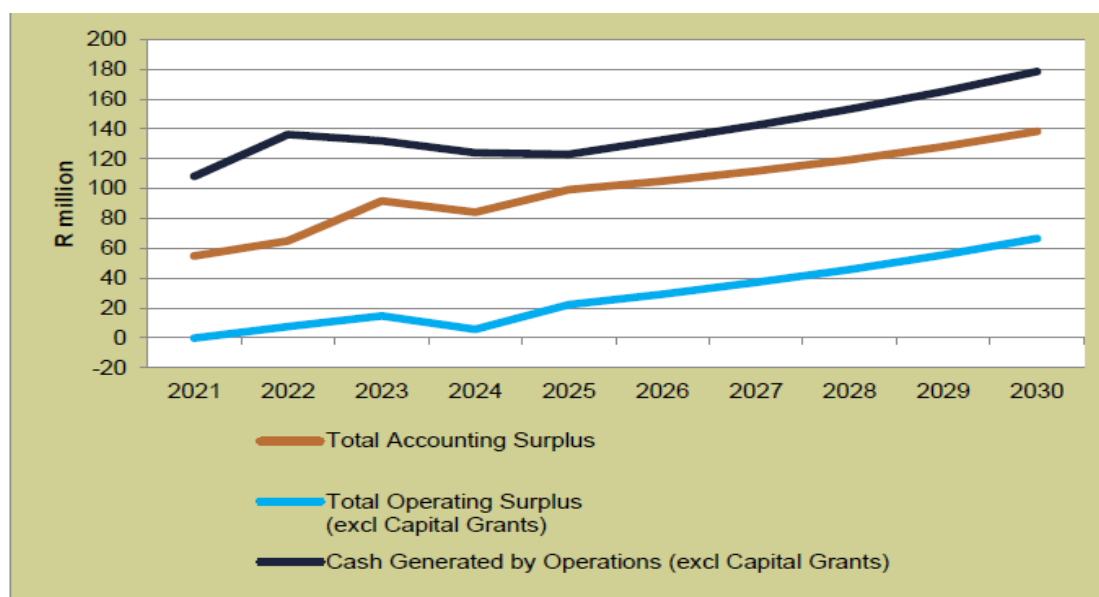


FIGURE 79: SCENARIO: COMBINATION OF OPTIMAL OUTCOMES 2

5. RECOMMENDATIONS

We recommend the following, subject to discussions with Executive Management and Council of the Municipality, to be adopted for inclusion in a long-term financial plan.

The recommendations are based on the finding in the Independent Financial Analysis which concluded that BVM is in a stagnant financial position with a few risk factors such as operational deficits, and as result, diminishing cash position. We

recommend that the municipality implements an integrated plan which preserves cash resources, accelerate the capital investment programme through prudent use of debt funding and improve the low collection rate during the 10-year planning period.

5.1 Operations Framework

Whereas some of the Base Case Outcome does not yet comply with benchmark norms it is essential that the municipality commences with a financial plan that aims to achieve the norms of the following parameters (detail and definitions are provided in Annexure 3: Ratio Analysis and Annexure 6: Viability Framework of the LTFS, read together with Circular 71 of 2014 as issued by National Treasury).

5.2 Planning Strategies

The Municipality will assess the implication of its long-term planning processes on its financial sustainability.

5.3 Organisational Strategies

We recommend that BVM implement a performance management (irrespective of the type of tool / system being used) throughout the organization, with clear consequent management where lapses in outcomes occur.

5.4 Revenue Raising Strategies

The Municipality will continue to work on diversifying and ensuring growth of its revenue base. The following revenue streams need to be maximised:

- Revenue from trading services
- Agency fees and fines
- Grants
- Donor funding
- Public-Private-, Public-Public Partnerships and exploring models, where appropriate for greater private sector participation in the rehabilitation-, operation- and maintenance of infrastructure services.

Debtors Collection Action Plan

Continue with the current collection plan, where cases of non-payment are assessed on a case to case basis and minimal relief funding is provided during the Covid pandemic. The Base Case assumes that the consumer collection rate will remain at 94% after the budgeted projected decreases.

Service Charges Margins

The municipality is advised to safeguard the margins on its service charges from further decline. The steep Eskom tariff increases coupled with NERSA capping of prices that municipalities charge final consumers result in a sharp decline in surpluses. The Base Case assumes that water tariffs will increase at about the same rate as the increase in associated bulk purchases tariffs in future.

Enhance Potential Revenue

We recommend that:

- All consumers are captured, data is verified, billing is correct and monies due are collected.
- Large consumers are billed correctly for all services used and payments made are correct.
- Tariffs reflect cost, including depreciation, and that yields are safeguarded.
- Zero based budgeting is applied.
- Indigent support cases are verified independently.
- Maintain indigent support levels at the minimum levels as funded by fiscal transfers.
- BVM assess the extent of property developments or residential homes being built in rural areas, immediately ensure cost-recovery from such households, and finally develop a plan to either curtail such development or formalise policy to manage it.

5.5 Cost Saving Strategies

The Municipality will align the expenditure budget not only to anticipated revenue growth, but very specifically to anticipated cash collections to generate cash surpluses. Stringent expenditure management remains an important aim.

Productivity

The employee related expenses as a percentage of total expenditure are currently not excessive, at 28% on average. There will, however, be a need to become more efficient in future and work smarter. The municipality must ensure that its employment of staff and contractors is linked to its expected income and very specifically its grant income.

Several measures as discussed with directorates, are in place to manage this expenditure item through, among others:

- Stricter control over overtime expenditure and a review of the discretionary items of salaries
- A wider organisational review to ensure the BVM staff compliment is fit-for-purpose.

It is recommended that the HODs and senior management take full ownership of the organizational Long-Term Financial plan, and that it secures the full buy-in and support from both the current and new Council after the 2021 elections.

5.6 Financial Management Strategies

The sustainability and financial wellbeing of the Municipality is linked directly to sound financial management. In this regard the Municipality will continuously:

- Ensure that it complies with GRAP standards.
- Review and update all policies and procedures annually.
- Automate National Treasury reporting templates to ensure proper reporting.
- Train and develop staff to minimize the use of the consultants.
- Document processes to improve on the institutional memory.
- Maintain an effective system of expenditure control, including procedures for approval authorization, withdrawal and payment of funds.
- Prepare annual financial statements timeously and review performance and achievements.

- Preserve and diversify its investment portfolio to maximize returns.
- Ensure that multi-year forecasts are sustainable.
- Maintain financial procedures and discipline to achieve and maintain unqualified audit history and addressing the audit findings which were raised in the past.

5.7 Asset Management Strategies

The Municipality will ensure that its assets are properly accounted for and safeguarded. Leveraging on the municipal assets will drive the economic growth and sustainable development of the Municipality. In particular:

Integrated Asset Management

Integrated asset management aims to meet a required level of service, in the most cost-effective manner, through the management of assets for present and future customers. This encompasses practices associated with considering management strategies as part of the asset lifecycle by minimizing long term costs. Such practices include management of assets, asset information (such as location and condition), demand forecasts, risk assessment and mitigation, maintenance, replacement, refurbishment and renewal programmes and procedures.

Repairs and Maintenance

Budgeted repairs and maintenance expenditure of infrastructure remains lower than the recommended benchmark of 8% of the carrying value of PPE at 2%. This needs to improve gradually in order to safeguard the effectiveness of infrastructure and prevent environmental degradation because of infrastructure failures.

Water and electricity losses

The non-revenue water and/or water loss of 31% recorded in 2020 is very high. The municipality will benefit financially from continued efforts to reduce this loss.

In the light of the nature of the problem, it is recommended that the BVM, provincial and national law enforcement agencies develop a coordinated approach to deal with the problem. From a municipal perspective, a “softer” intervention could be to develop an information campaign to secure support from communities.

It is recommended that the BVM commit to the proposed revenue protection strategy set out in the budget, ensure the required resources are made available and strengthen the capacity of the relevant units to execute the strategic plan. As part of a comprehensive strategy, BVM proceed to implement new technology solutions and improvements in the securing of vulnerable infrastructure.

Infrastructure planning

It is recommended that this LTFP and a consolidated infrastructure investment plan be used as basis for annual budgeting and updated when required. Furthermore, and to ensure political buy-in, that the LTFP be submitted to Council for approval as part of the normal budget cycle.

It is recommended that the BVM consider options for formalizing project prioritization system which integrates with existing planning systems / platforms and with the LTFP.

Based on the outcomes of the scenarios in the LTFM, it is recommended that a phased prioritized intervention strategy be followed as set out in Section 7.

Infrastructure delivery models

We recommend that BVM undertakes an initial assessment to identify potential projects / services that may be suitable for PSP delivery models. This should be based on clear investment selection criteria and where the greatest benefit may be achieved. Many of the facilities within the municipality present significant opportunities for greater partnerships with communities, businesses, and non-profit organizations. It is recommended that BVM explore opportunities for such partnerships and expand the partnerships where they do exist.

5.8 Capital Financing Strategies

IPM encourages municipalities to make use of loans for infrastructure capital expenditure. Our view is that this is the correct financing method as the tenor of long-term loans approximates the lifespan of infrastructure assets. Furthermore, making use of available cash reserves not only deplete the cash reserves, but diminishes the liquidity position of the municipality.

It is recommended that the BVM consider the financing strategy and limits determined in the LTFM dealt with in the optimal case scenario.

Fund a Capital Replacement Reserve (“CRR”)

We recommend that once liquidity improves, a CRR is cash backed and that tariffs are progressively increased to also include a depreciation charge that can be used to fund a cash backed CRR which in turn can be applied towards the funding of the replacement of ageing infrastructure.

Tariff Model

There is currently no formal tariff model in place. However, tariffs are currently calculated based on an assessment of the full cost of providing the service and the tariff determined accordingly. Public perception about the accuracy and reliability of municipal bills is a contributing factor to the resistance to pay bills as presented. As part of the longer-term process to improve revenue collection and accuracy / credibility of household bills, a tariff will be a useful tool.

It is recommended that BVM consider a more robust and accurate formal tariff modelling be used to determine tariffs and as a basis to guide tariff policy in future.

5.9 Operational Financing Strategies

Operational efficiency will be maintained by ensuring the targeted collection rates are achieved and BVM is managing the underlying items of current assets and current liabilities optimally.

PROGRAMME 9.2 (E): ENHANCING OUR CUSTOMER SERVICE

In terms of Schedule 4 and 5 of the Constitution, specific municipal functions and services must be delivered to communities. In terms of the Municipal Finance Management Act, no. 56 of 2003, a basic service is necessary to ensure an acceptable and reasonable quality of life and which, if not provided, would endanger public health or safety or the environment.

It is incumbent on municipalities to specify service delivery standards to allow for a measure of predictability and consistency in service delivery, thereby setting benchmarks for service delivery to constantly improve service delivery levels and to constantly measure the extent to which citizens are satisfied with the service or products they receive from the municipality. The Batho Pele principles (which form the basis of Council's values), as outlined in the White Paper on Transforming the Public Service, 1997, encapsulate the principles of consultation, setting service standards, increasing access, ensuring courtesy, providing information, redress, value for money and openness and transparency, which municipalities as public organisations must adhere to in dealing with their external customers. The eight Batho Pele principles are aligned with the Constitutional ideals of:

- Promoting and maintaining high standards of professional ethics;
- Providing service impartially, fairly, equitably and without bias;
- Utilising resources efficiently and effectively;
- Responding to people's needs; the citizens are encouraged to participate in policy-making; and
- Rendering an accountable, transparent, and development-oriented public administration

Breede Valley Municipality is in process of reviewing its Customer Services Charter, that will underpin Council's service standards and explain the level of service our constituent may expect. Our customers are any person or any organisation that has any form of dealings with Council. The municipality strives to satisfy all its customers, residents, ratepayers, and businesses (amongst others). Some needs can be attended to immediately, while others have to be referred to an appropriate provincial or national department.

Breede Valley prides itself on the following service ethos:

- We will staff our customer service counters **during office hours**
- We will greet you in **a friendly manner** and identify ourselves
- We **will respect, listen and respond** to your concerns within service standards
- We will take **full particulars of your query**, and communicate this clearly and accurately
- We will **keep you informed** of the progress of your enquiry
- We will respect **your privacy** at all times
- We will **be sensitive to your needs** and will record any complaint received
- We will be **helpful and committed** to solve problems, and refer you to an appropriate organisation if we are unable to meet your request
- We will be **fair, equitable, competitive and transparent** with the procurement of goods or services

We provide services to our customers in a manner that is sustainable and of consistent high quality. As a municipality, we believe in fostering good customer relationships by delivering services in line with your expectations.

PROGRAMME 9.2 (F): REVENUE ENHANCEMENT STRATEGY

Sound revenue management practices remain a critical component in the pursuit of financial sustainability within municipalities. Municipalities are expected to prepare their budgets from realistically anticipated revenues. According to the National Treasury “the economic outlook faces a range of risks, including weaker-than-expected global growth, further disruptions to global supply chains and renewed inflationary pressures from the war in Ukraine, a deterioration in port and rail infrastructure, widespread criminal activity, and any deterioration of the fiscal outlook.” These factors will exert further pressure on household income which, in turn, will have a negative impact on the municipality’s revenue management initiatives. In addition, the forthcoming national energy crises is exerting significant pressure on the municipality’s primary revenue stream – i.e. electricity revenue. As more clients consider the potential of going off the grid, due to the aforementioned challenges, the municipality’s debt collection initiatives will also be adversely impacted. On this premise, the municipality must ensure that its billing and debt collection mechanisms are drafted and implemented in a manner that entice the payment of municipal accounts as a means of underpinning financial sustainability.

The municipality is constantly striving to find ways to improve financial sustainability by enhancing its revenue streams. Breede Valley has developed a revenue enhancement strategy to ensure its financial sustainability and to identify new prospective revenue streams and simultaneously protecting and enhancing existing ones. The strategy will be reviewed annually to ensure that the municipality remains abreast with revenue enhancement trends and best practices.

Breede Valley has also established a Revenue Management Committee, comprising of municipal representatives within the revenue management value chain. One of the tasks of the committee is to improve communication and collaboration amongst role players in the value chain. The committee will prioritise monitoring the implementation of the Revenue Enhancement Plan (included as part of the budget-related policies). It is imperative to note that the specified timeframes serve as a guideline of the committee’s functionality and implementation timeframes. These are subject to change based on dictating circumstances and the committee’s collective decision hereon.

PART 1: LEGISLATIVE FRAMEWORK

PART 2: SOCIO-ECONOMIC & DEMOGRAPHIC PROFILE

PART 3: MUNICIPAL SITUATIONAL ANALYSIS

PART 4: STRATEGIC FRAMEWORK

PART 5: UNPACKING THE STRATEGIC PILLARS

PART 6: RESOURCING THE PLAN

PART 7: INTERGOVERNMENTAL COOPERATION

PART 8: MEASURING PERFORMANCE



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CHAPTER 10

This chapter seeks to depict the municipal budget proposed for the corresponding Medium-Term Revenue and Expenditure Framework (MTREF) and, in particular, portray the municipality's commitment towards the implementation and realisation of its strategic plan and initiatives through the mobilisation of financial resources. The chapter further depicts key financial and budgeting principles that informs the budgeting process and underpins overall financial sustainability.

10.1. FINANCIAL PERFORMANCE

The financial performance against the budgets of the municipality during the previous IDP period is shown in the table below:

	Audited Outcome 2021/22	Audited Outcome 2022/23	Audited Outcome 2023/24	Original Budget 2024/25
	R'000	R'000	R'000	R'000
Revenue	1 188 003	1 357 686	1 451 520	1 664 099
Operating expenditure	1 122 025	1 236 383	1 396 358	1 617 631
Capital expenditure	143 097	270 819	234 621	187 437
Funding of Capital Expenditure				
External loans	0	104 458	56 598	48 706
Government grants, subsidies and transfers	55 635	85 442	97 746	54 410
Public contributions and donations	0	0	0	0
Own funding	87 462	80 918	80 276	84 321
Other	0	0	0	0

TABLE 95: REVENUE AND EXPENDITURE GROWTH ANALYSIS

10.2 ALIGNMENT OF IDP STRATEGIC OBJECTIVES AND BUDGET

10.2.1 Alignment of IDP strategic objectives and budget (revenue)

WC025 Breede Valley - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)											
Strategic Objective	Goal	Goal Code	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
R thousand											
To provide, maintain and assure basic services and social upliftment for the Breede Valley community	Sustainable basic services to communities	1	898 542	949 642	1 064 959	1 090 036	1 141 970	1 141 970	1 291 890	1 405 489	1 476 476
To create an enabling environment for employment and poverty eradication through proactive economic development and tourism	Poverty eradication through LED and Tourism	2	210	150	210	100	1 100	1 100	150	–	–
To ensure a safe, healthy, clean and sustainable external environment for all the residents in the Breede Valley	Safe, healthy and clean environment	3	44 848	112 577	88 337	268 346	257 774	257 774	257 606	269 131	275 740
Provide democratic, accountable government for local communities and encourage involvement of communities and community organisations in the matters of local government	Good governance and public participation	4	12 473	14 135	13 967	14 735	16 757	16 757	13 297	13 893	1 797
Ensure a healthy and productive workforce and an effective and efficient work environment	Healthy and productive workforce	5	704	763	786	520	520	520	521	522	22
Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices	Sound financial management, viability and risk management	6	231 226	280 419	283 260	290 362	294 998	294 998	326 576	344 851	361 031
Total Revenue			1 188 003	1 357 686	1 451 520	1 664 099	1 713 118	1 713 118	1 890 039	2 033 886	2 115 065

10.2.2 Alignment of IDP strategic objectives and budget (operating expenditure)

WC025 Breede Valley - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)											
Strategic Objective	Goal	Goal Code	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
R thousand											
To provide, maintain and assure basic services and social upliftment for the Breede Valley community	Sustainable basic services to communities	1	810 125	836 444	967 983	1 061 287	1 084 161	1 084 161	1 226 661	1 340 511	1 449 277
To create an enabling environment for employment and poverty eradication through proactive economic development and tourism	Poverty eradication through LED and Tourism	2	5 152	4 959	7 491	8 657	8 170	8 170	9 118	9 408	9 695
To ensure a safe, healthy, clean and sustainable external environment for all the residents in the Breede Valley	Safe, healthy and clean environment	3	112 280	172 069	165 368	271 598	258 167	258 167	268 799	281 423	293 663
Provide democratic, accountable government for local communities and encourage involvement of communities and community organisations in the matters of local government	Good governance and public participation	4	106 167	127 655	142 637	141 695	143 630	143 630	144 933	152 217	157 155
Ensure a healthy and productive workforce and an effective and efficient work environment	Healthy and productive workforce	5	15 231	15 884	17 198	19 972	19 990	19 990	25 011	26 255	26 631
Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices	Sound financial management, viability and risk management	6	73 070	79 372	95 681	114 423	112 012	112 012	116 538	122 368	124 493
Total Expenditure			1 122 025	1 236 383	1 396 358	1 617 631	1 626 131	1 626 131	1 791 059	1 932 181	2 060 914

10.2.3 Alignment of IDP strategic objectives and budget (capital expenditure)

WC025 Breede Valley - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	Goal Code	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
R thousand											
To provide, maintain and assure basic services and social upliftment for the Breede Valley community	Sustainable basic services to communities	1	135 626	246 196	228 989	172 967	209 671	209 671	154 174	109 485	55 090
To create an enabling environment for employment and poverty eradication through proactive economic development and tourism	Poverty eradication through LED and Tourism	2	–	1 357	85	5	5	5	5	–	–
To ensure a safe, healthy, clean and sustainable external environment for all the residents in the Breede Valley	Safe, healthy and clean environment	3	2 393	1 788	1 802	10 035	2 208	2 208	10 960	2 775	8 924
Provide democratic, accountable government for local communities and encourage involvement of communities and community organisations in the matters of local government	Good governance and public participation	4	3 235	19 891	2 733	3 025	3 951	3 951	2 340	735	735
Ensure a healthy and productive workforce and an effective and efficient work environment	Healthy and productive workforce	5	–	–	–	–	–	–	–	–	–
Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices	Sound financial management, viability and risk management	6	1 843	1 587	1 012	1 405	1 625	1 625	1 410	1 410	1 410
Total Capital Expenditure			143 097	270 819	234 621	187 437	217 460	217 460	168 889	114 405	66 159

10.3 FINANCIAL STRATEGY

The overall strategy of the Breede Valley regarding its finances is to stay financially sound and healthy in a sustainable manner. The Breede Valley Municipality conducts and plans its business on the basis of a going concern. The municipality's strategic intention is to broaden its tax base through proper economic development. The municipality also aspires to align its resources in the most effective, efficient and economical way in order to enhance basic service delivery.

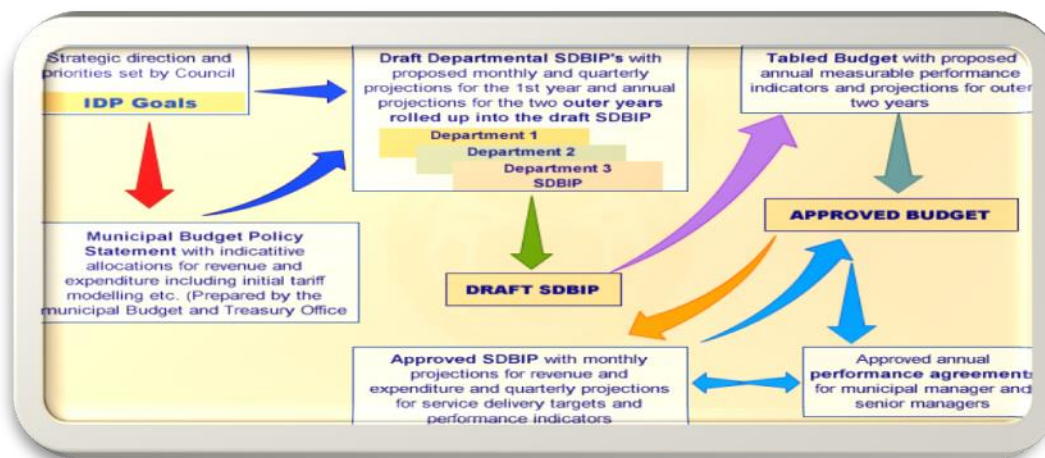


FIGURE 80: FINANCIAL PERSPECTIVE

Through the aforementioned strategic intentions, the Breede Valley intends to accomplish the following budget/ resource criteria:

- Credible budget:

Activities consistent with the IDP and vice versa, ensuring that the IDP is realistically achievable given the financial constraints of the municipality

Financial viability of municipality not jeopardised – ensure that the financial position is maintained/ improved within generally accepted prudential limits and that short-term and long-term obligations can be met

Capacity to spend the budget – institutional capacity (staff; infrastructure; institutional functioning; PMS operational/ PDO/ KPIs) and budget assumptions applied

- Sustainable budget:

Financial sustainability/overall financial health of municipality and to what extent is it sustained?

Revenue budgeted realistic / realisable? (both Operating and Capital)

The intention is to determine whether the municipality has sufficient revenue and adequate financial stability to fund and deliver on its proposed budget.

- Responsive budget:

Meets the needs of the community / public

Alignment of IDP – LED Strategies – Budget, and to what extent does it give effect to provincial and national priorities?

Is the budget appropriately responsive to economic growth objectives and the socio- economic needs of the community?

Process followed to identify strategic priorities/priority interventions in the IDP

- Affordability / tariffs:

Tariffs must not be increased unreasonably, and consumers must be able to afford to pay. There should be a balance between affordability and level of service.

- Funding of budget:

Budget to include cash flow budget to ensure that expenses are funded from realistically anticipated revenue or cash backed accumulated funds from previous years' surpluses not committed for other purposes, or borrowed funds, but only for the capital budget.

Budget Summary

Five-Year Financial Plan

Five-Year Capital Investment Programme

The staff establishment (macro structure) for the Directorate Finance focuses its resources on accomplishing the strategic objective; to assure a sustainable future through sound financial management, continuous revenue growth, corporate governance and risk management practices.

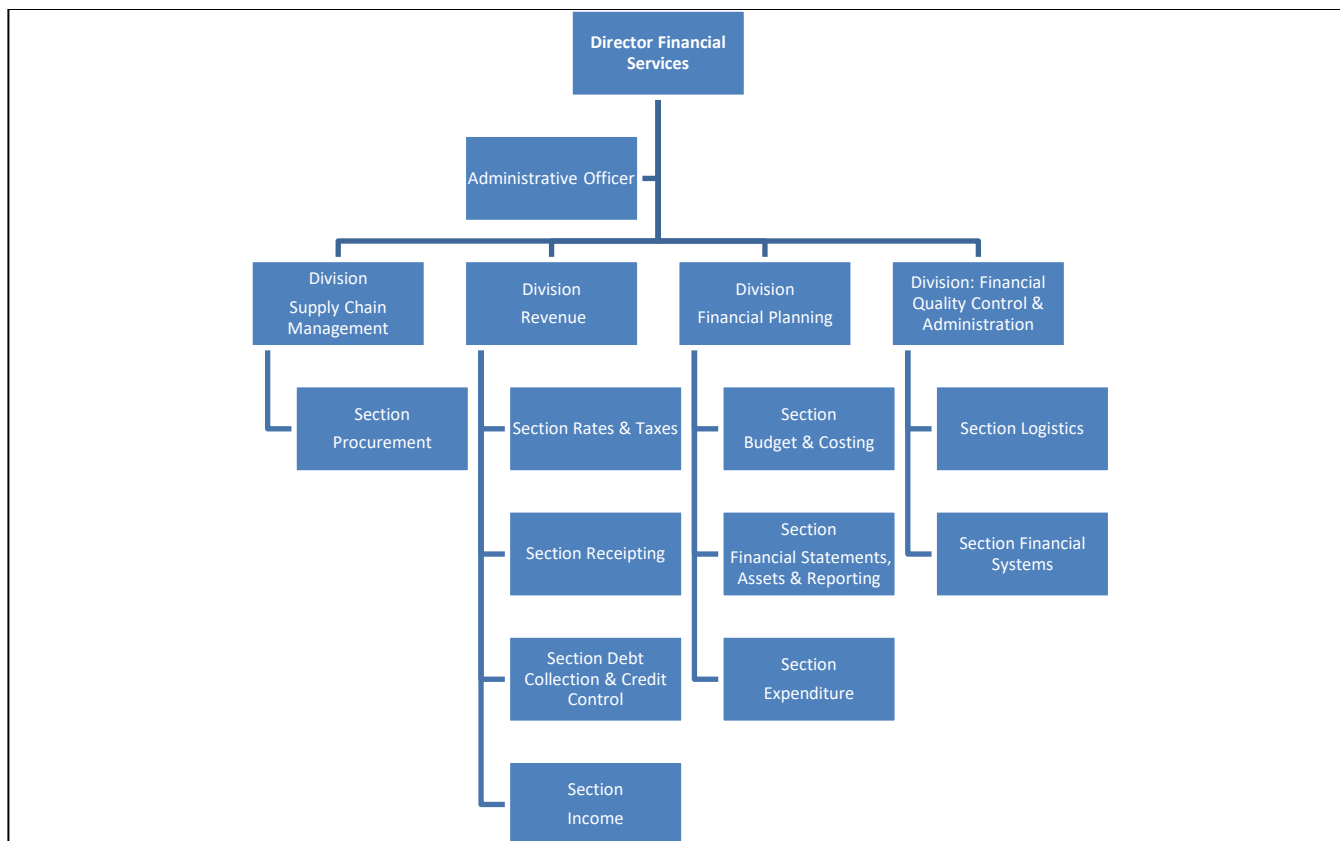


FIGURE 81: STAFF ESTABLISHMENT (MACRO STRUCTURE): DIRECTORATE FINANCE

Important factors investors consider on options to relocate to a different area are the ability of the municipality 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.

10.4 RATING INFORMATION

The Breede Valley Municipality's baseline credit assessment reflects a rating of Baa1.za/P-2za that is strongly influenced by South Africa's sovereign rating. The rating of Breede Valley as done by Moody's reflects the following credit strengths and challenges:

- Credit strengths: Good liquidity position; and strong administrative capacity to maintain high revenue collection levels.
- Credit challenges: High debt exposure; financing requirements for its large capital expenditure budget; and narrow and concentrated economic base.

10.5 ACCOUNTABILITY FRAMEWORK

The financial management and oversight processes of the Breede Valley are subject to the following Accountability Framework prescribed by National Treasury:

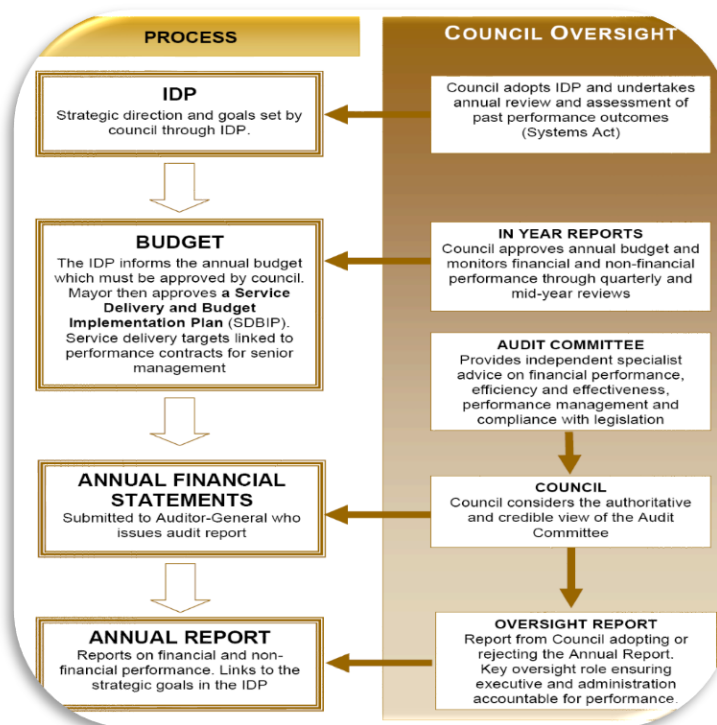


FIGURE 82: ACCOUNTABILITY FRAMEWORK

10.6 STRATEGIC FINANCIAL PLANNING

The Breede Valley Municipality fully subscribes to a process of proper planning and strategy of resources that should be fully considered in the context of effectiveness, efficiency and economy.

The funding and reserves framework of the Breede Valley is aimed at –

- Ensuring that the municipality has sufficient and cost-effective cash funding;
- Ensuring that provisions and reserves are maintained at the required level to avoid future year unfunded liabilities;
- Ensuring the achievement of the municipal objectives through the implementation of its operating and capital budgets.

The main purpose of the framework as aligned with the financial management strategy is as follows:

- This policy sets out the assumptions and methodology for estimating the following: -
 - Projected billings, collections and all direct revenues;
 - The provision for revenue that will not be collected based on past trends and payment rates;
 - The funds the municipality can expect to receive from investments;
 - The proceeds the municipality can expect to receive from the transfer or disposal of assets;
 - The municipality's borrowing requirements; and
 - The funds to be set aside in reserves.

10.7 BUDGET

An annual budget may only be funded from –

- Realistically anticipated revenues to be collected;
- Cash backed accumulated funds from previous years' surpluses and reserves not committed for any other purpose;
- Borrowed funds but only for purposes of the capital budget; and
- Gazetted Grant funding allocations.

The Breede Valley Municipality, through the budget steering committee, set the following priorities as important within its framework of service delivery, bearing in mind the limited resources:

- Budget should focus on essential services
- All attempts should be to implement MFMA budget circulars
- Limit tariff increases
- Focus on cost cutting and reprioritisation of funding
- Do more with less
- Focus and stay within National Treasury and Provincial Treasury norms as far possible
- Consult with all stakeholders
- Prioritise expenditure in accordance with strategic objectives and IDP needs
- Limit debt exposure

- Explain the type of services that BVM (community) will receive
- LED important

It is indeed clear that the Budget Steering Committee priorities are aligned with the long-term financial intentions and strategic objectives of the Breede Valley.

Breede Valley Municipality's total budget for the Medium-term Expenditure Framework will be as follows:

TOTAL CAPITAL AND OPERATING BUDGETS								
	Amended Budget 2024/25	%	Budget 2025/26	%	Budget 2026/27	%	Budget 2027/28	%
Capital Budget	217 459 564	12%	168 889 310	9%	114 404 700	6%	66 159 415	3%
Operating Budget	1 626 130 787	88%	1 791 059 157	91%	1 932 180 500	94%	2 060 913 500	97%
Total Budget	1 843 590 351	100%	1 959 948 467	100%	2 046 585 200	100%	2 127 072 915	100%

TABLE 96: MEDIUM-TERM EXPENDITURE FRAMEWORK

10.7.1 Capital budget

Spending on a capital project may only occur if –

- The money for the project, excluding the cost of feasibility studies, has been appropriated in the budget;
- The project, including the total cost, has been approved by Council;
- The sources of funding have been considered, are available and not committed for other purposes;
- Council has considered –
 - The projected cost covering all financial years until the project is operational; and
 The future operational costs and revenue on the project, including municipal tax and tariff implications

The capital budget provides funding for the municipality's capital programme based on the needs and objectives as identified by the community through the Integrated Development Plan and provides for the eradication of infrastructural backlogs, renewal and upgrading of existing infrastructure, new developments and enlargement of bulk infrastructure.

Provisions on the capital budget will be limited to availability of sources of funding and affordability. The main sources of funding for capital expenditure are –

- Cash backed accumulated surpluses;
- Borrowings (when applicable);
- Government grants and subsidies;
- Public donations and contributions; and
- Operating revenue.

The following guiding principles apply when considering sources of funding for the capital budget:

- Government grants and subsidies –
 - Only gazette allocations or transfers as reflected in the Division of Revenue Act or allocations as per Provincial Gazettes may be used to fund projects;
 - The conditions of the specific grant must be taken into consideration when allocated to a specific project; and
 - Government grants and subsidies allocated to specific capital projects are provided for on the relevant department's operating budget to the extent that the conditions will be met during the financial year.
- In the case of public contributions, donations and/or other grants, such capital projects may only be included in the annual budget if the funding is guaranteed by means of –
 - A signed service level agreement;
 - A contract or written confirmation; and/or
 - Any other legally binding document.
- Public donations, contributions and other grants are provided for on the relevant department's operating budget to the extent that the conditions will be met during the financial year.
- The borrowing requirements are used as a basis to determine the affordability of external loans over the Medium-term Revenue and Expenditure Framework. The ratios to be considered to take up new borrowings include: -
 - Long-term credit rating of at least BBB;
 - Interest cost to total expenditure not to exceed 9%;
 - Long-term debt to revenue (excluding grants) not to exceed 50%;
 - Payment rate of above 95%;
 - Percentage of capital charges to operating expenditure less than 15%.

Allocations to capital projects from Cash Backed Accumulated Surpluses (subject to the provisions of paragraph 9 below) will be based on the available funding for each ring-fenced reserve according to the conditions of each reserve as follows: -

- Capital projects of a smaller nature such as office equipment, furniture, plant and equipment, etc. must be funded from own generated revenue from the operating budget for that specific year;
- Infrastructure projects to service new developments and the revenue received through the sale of erven must be allocated to the Capital Reserve for Services;
- Capital projects to replace and/or upgrade existing assets will be allocated to the Capital Replacement Reserve; and
- Capital projects to upgrade bulk services will be allocated to the Capital Bulk Contributions Reserve for each service.

In accordance with Section 19 of the MFMA, the municipality may spend money on a capital project only if

- The money for the project has been budgeted (excluding feasibility study costs)
- The project, including the total cost, has been approved by Council
- Compliance with Section 33 (contracts with future budgetary implications) to the extent that the section may be applicable to the project.

- The sources of funding have been considered, are available and have not been committed for other purposes.

Before approving a capital project, the Council must consider: -

- The projected cost covering all financial years until the project is operational;
- The future operational costs and revenue on the project, including municipal tax and tariff implications.

All capital projects have an effect on future operating budgets. The following cost factors must therefore be considered before approval: -

- Additional personnel cost to staff new facilities once operational;
- Additional contracted services, such as security, cleaning etc.
- Additional general expenditure, such as service costs, stationery, telephones, material, etc.
- Additional other capital requirements to operate the facility, such as vehicles, plant and equipment, furniture and office equipment, etc.
- Additional costs to maintain the assets;
- Additional interest and redemption in the case of borrowings;
- Additional depreciation charges;
- Additional revenue generation. The impact of expenditure items must be offset by additional revenue generated to determine the real impact on tariffs.

RESERVES

To ensure that funding is readily available for future development and the timeous replacement of infrastructure required for service delivery, it will be prudent for the municipality to create dedicated reserves that are cash backed at all times.

All reserves are “ring-fenced” as internal reserves within the accumulated surplus, except for provisions as allowed by the General Recognised Accounting Practices (GRAP).

The following ring-fenced reserves should be established and cash-backed over a period of time: -

- **Capital Reserve for New Developments**
This reserve will be used to fund capital expenditure to service new developments. Each development is ring-fenced within this reserve. The valuer determines the price for the erven to be sold and the revenue generated through the sale of erven is then allocated to the specific development. This reserve must be cash-backed at all times to ensure the availability of cash to fund the capital expenditure required to service the erven.
- **Capital Replacement Reserve**
Funding for capital budgets of future financial years are generated through contributions from the operating budget. Once the municipality has reached its maximum gearing ability, no further borrowings can be taken up. This necessitates that the municipality also invests in a capital replacement reserve. However, it must be cash-backed. This reserve, once fully established, will enable the municipality to provide internal funding for its capital replacement and renewal programme.

Other contributions to the capital replacement reserve through the operating budget may include interest received on investments.

BULK CAPITAL CONTRIBUTION RESERVES

This reserve is intended to supplement capital expenditure for the necessary expansions and upgrading of bulk infrastructure due to new developments. Revenue generated through bulk services contributions are allocated to this reserve for each applicable service. This reserve must also be cash-backed at all times.

10.7.2 Operating budget

The operating budget provides funding to departments for their medium-term expenditure, as planned. The municipality categorises services rendered to the community according to its revenue generating capabilities as follows –

- Trading services (services that generate predetermined surpluses that can be used to fund other services rendered by the municipality);
- Economic services (services that should at least break even, but do not necessarily generate any surpluses to fund other services rendered by the municipality);
- Rates and general (services that are funded by property rates, government grants or surpluses generated by the trading services).

In accordance with Section 18 of the MFMA, the operating budget can only be funded from realistically anticipated revenue. Amounts for the provision of Bad Debt and Depreciation, although non-cash items are not to be used to “balance” operating shortfalls. The operating budget is funded from the following main sources of revenue:

- Property rates;
- Service charges;
- Government grants and subsidies;
- Other sundry revenue, such as fines, interest received etc. and
- Cash-backed accumulated surpluses from previous years not committed for any other purposes.

The following guiding principles apply when compiling the operating budget:

- The annual budget must be cash-backed. This implicates that apart from expenditure being budgeted, it must always be cash-funded (provision for bad debt must therefore be equal to actual payment levels);
- Growth parameters must be realistic, taking into account the current economic conditions;
- Tariff adjustments must be realistic, taking into consideration affordability, bulk increases and future projected growth according to the approved Integrated Development Plan (IDP);
- Revenue from government grants and subsidies must be in line with allocations gazetted in the Division of Revenue Act and Provincial Gazettes;
- Revenue from public contributions, donations or any other grants may only be included in the budget if there is acceptable documentation that guarantees the funds such as –

- A signed service level agreement;
- A contract or written confirmation; or
- Any other legally binding document.
- Property rates are levied according to the Municipal Property Rates Act and Property Rates Policy based on the market values. The budget is compiled using the latest approved Valuation Roll and any Supplementary Roll, consistent with current and past trends. Property rates tariffs and rebates are determined annually as part of the tariff setting process;
- Property rates rebates, exemptions and reductions are budgeted either as revenue foregone or as a grant as per MFMA Budget Circular 51 depending on the conditions thereof;
- Projected revenue from service charges must be realistic based on current and past trends with expected growth considering the current economic conditions. The following factors must be considered for each service:
 - Metered services comprising of electricity and water:
 - the consumption trends for the previous financial years;
 - envisaged water restrictions or load shedding when applicable; and
 - actual revenue collected in previous financial years.
 - Refuse removal services:
 - the actual number of erven receiving the service per category; and
 - actual revenue collected in previous financial years.
 - Sewerage services:
 - the actual number of erven receiving the service per category and the consumption trends per category; and
 - actual revenue collected in previous financial years.
 - Rebates:
 - exemptions or reductions for service charges are budgeted either as revenue foregone or as a grant as per MFMA Budget Circular 51, depending on the conditions thereof.
- Other projected revenue is charged in terms of the approved sundry tariffs and fines considering the past trends and expected growth for each category.
- Provision for revenue that will not be collected is made against the expenditure item working capital/debt impairment and is based on actual collection levels for the previous financial year and the latest projected annual non-payment rate.
- Transfers from the accumulated surplus to fund only capital expenditure will only be allowed for specific once-off projects and with no recurring operating expenditure resulting thereof.
- Interest received from actual long-term and/or short-term investments are based on the amount reasonably expected to be earned on cash amounts available during the year according to the expected interest rate trends.
- Depreciation charges are fully budgeted for according to the asset register and to limit the impact of the implementation of GRAP 17, a transfer is made from the accumulated surplus. However, this is limited to the deemed fair value of assets previously funded from grants and donations. In addition, the annual cash flow requirement for the repayment of borrowings must be fully taken into consideration with the setting of tariffs.

- A detailed salary budget is compiled on an annual basis. All funded positions are budgeted for in total and new and/or funded vacant positions are budgeted for nine (9) months only of the total package considering the time for the recruitment process. As a guiding principle the salary budget should not constitute more than 35% of annual operating expenditure.

To ensure the health of the municipal asset base, sufficient provision must be made for the maintenance of existing and infrastructure assets based on affordable levels as maintenance budgets are normally lower than the recommended levels. As a guiding principle, repair and maintenance should constitute at least between 5% and 10% of total operating expenditure and should annually be increased incrementally until the required targets are achieved.

Individual expenditure line items are to be revised each year when compiling the budget to ensure proper control over operating expenditure. Increases for these line items must be linked to the average inflation rate and macro-economic indicators unless a signed agreement or contract stipulates otherwise.

PROVISIONS

A provision is recognised when the municipality has a present obligation as a result of a past event and it is probable, more likely than not, that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are revised annually and those estimates to be settled within the next twelve (12) months are treated as current liabilities. The municipality should have the following provisions:

- **Leave Provision**
Liabilities for annual leave are recognised as they accrue to employees. An annual provision is made from the operating budget to the leave provision. Due to the fact that not all leave balances are to be redeemed for cash at once, only 20% of the leave provision is cash-backed.
- **Landfill Rehabilitation Provision**
The landfill site rehabilitation provision is created for the current operational site at the future estimated time of closure. The value of the provision is based on the expected future cost to rehabilitate the landfill site.
- **Long-service Awards**
Municipal employees are awarded leave days according to years in service at year end. Due to the fact that not all long-service leave balances are redeemed for cash at once, only 20% of the long-service leave provision is cash-backed.
- **Post-Employment Medical Care Benefits**
The municipality provides post-retirement medical care benefits by subsidising the medical aid contributions to retired employees and their legitimate spouses. The entitlement to post-retirement medical benefits is based on employees remaining in service up to retirement age and the completion of a minimum service period. The expected cost of these

benefits is accrued over a period of employment. This provision must be cash-backed to ensure the availability of cash for the payment of medical aid payments.

OTHER ITEMS TO BE CASH-BACKED

- **Donations, Public Contributions, Unspent Conditional Grants**
Revenue received from conditional grants, donations and funding is recognised as revenue to the extent that the municipality has complied with any of the criteria, conditions or obligations embodied in the agreement. Unspent amounts in relation to donations, public contributions and unspent grant funding are therefore retained in cash and are not available to fund any other items on the operating or capital budget other than that for which it was intended for.
- **Consumer Deposits**
Consumer deposits are partial security for a future payment of an account. Deposits are considered a liability as the deposit is utilised on the account once the service is terminated. Therefore, the funds are owed to consumers and can therefore not be utilised to fund the operating or capital budget. Consumer deposits should be retained in cash. Due to the fact that it is not likely that all of the consumer deposits will be redeemed at once, only 50% is cash-backed.
- **Operational Financing**
Breede Valley's policy is to fund operating expenses from normal revenue streams with short-term borrowing being used as a last resort. It is expected that strong financial management including accurate cash forecasting will obviate the need to resort to short-term borrowings.
- **Working Capital**
It is Breede Valley's intention to create sufficient cash reserves by way of good financial management including the setting aside of adequate provisions for working capital.

10.8 REVENUE MANAGEMENT STRATEGIES

The Breede Valley Municipality has the following revenue enhancement and improvement strategies in mind:

- Improvement in the payment ratio of the area that can be found in the credit control and debt collection policy. This policy highlights the procedures to be followed in the collection of all money owed to the municipality;
- To ensure employment opportunities through Local Economic Development, that can enable families to start paying for services and also to broaden the tax base;
- To create a climate for investment in the area which will in turn also generate employment opportunities;
- To ensure that the information 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;
- 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;
- The installation of prepaid meters is essential in securing future payment for services by residents;
- 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); and by negotiating with Eskom to take over the electricity supply in areas currently under Eskom's control. This will also improve the credit control capabilities of the municipality.

10.9 EXPENDITURE MANAGEMENT STRATEGIES

The Breede Valley Municipality has the following expenditure management strategies in mind:

- To reduce expenditure on non-core functions, by considering more economical, effective and efficient ways of resource management even to the extent of considering Public Private Partnerships;
- To adopt the principles subscribed by National and Provincial Treasury regarding the cost containment items;
- To limit operating and capital expenditure to essential items through a proper process of prioritisation and reprioritisation;
- To investigate and limit water and electricity losses in order to either eliminate or decrease the losses to the utmost minimum;
- To limit employee related expenditure and improve the effective usage of the human resource capacity by introducing a biometric time and attendance system;
- To introduce a fleet management system to reduce fuel and other operating vehicle related costs and ensure the effective use of available fleet for cost benefit purposes;
- To reduce interest and redemption expenditure, by exploring alternative ways (possible grant funding), to pay off the long-term liabilities regarding infrastructure;
- To conduct cost benefit analysis to explore cost effective avenues; and
- To ensure maximum value for money.

10.10 DEBT MANAGEMENT

Debt is managed in terms of the Council's Credit Control and Debt Collection Policy. The provision for revenue that will not be collected is adequately budgeted as an expense (bad debt provision) and must be based on the projected annual non-payment for services.

10.11 CASH MANAGEMENT

The availability of cash is one of the most important requirements for financial sustainability and must be closely monitored to ensure a minimum cash day on hand of ninety (90) days for daily operations. Changes in the municipal environment that may have an impact on the municipal cash position include:

- Changes in revenue levels as a result of changes in consumption patterns (water restrictions, load shedding, etc.);
- Reduced growth as a result of economic conditions;
- Increase in non-payment rate due to economic conditions or political reasons;
- Implementation of electricity industry pricing policy (inclining block tariffs and time of use tariffs)

Surplus cash not immediately required for operation purposes is invested in terms of the Council's Investment Policy so as to maximise the returns on the investments.

10.12 INTERNAL CONTROL FRAMEWORK

A primary objective of the finance directorate is to ensure that the Breede Valley accomplishes clean audit outcomes, which means that:

- The financial statements are free from material misstatements
- There are no material findings on the annual performance report
- There are no material findings with regards to laws and regulations, such as the MFMA (Municipal Finance Management Act), Municipal Systems Act, Municipal Structures Act, etc.

The outcome of the municipality’s audit performance for the past years reflects the following:

BVM AUDIT OUTCOME STATUS FOR THE PAST SIX FINANCIAL YEARS					
2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Unqualified with findings	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit

TABLE 97: BVM AUDIT OUTCOME STATUS

Breede Valley Municipality Implemented the MGRO (Municipal Governance Review and Outlook) process initiated by Provincial Treasury with the focus to work towards a clean audit process that was accomplished in the mentioned financial periods.

MGRO and the approach towards it are contextualized in the already institutionalized processes that have outcomes in mind, such as:

- Achieving an unqualified audit without findings (“clean audit”) in the 2024/25 and subsequent financial years.
- Improvement on FGRO (Financial Governance Review and Outlook) outcome to a minimum level 3 assessment.
- A 360° approach to improve Financial Management and Internal Control/Governance.

10.13 BREEDE VALLEY MUNICIPALITY INVESTMENT PLAN

The Breede Valley Municipality has a long-term financial plan or a cash and investment plan. The municipality will ensure that the available cash in the bank account are invested in such a way that maximum interest is received without putting the municipality at risk to fulfil its obligated liabilities. The municipality will focus its attention over the next three years on the following five critical financial issues:

- Revenue management
- Collection of outstanding debt
- Cost effectiveness
- Accelerate on repairs and maintenance
- Reduce spending on non-priorities

10.14 FINANCIAL INFORMATION

Revenue: Breede Valley's main source of income is electricity revenue (39% of Total Operating Revenue). The graph below gives a breakdown of revenue sources for 2025/26:

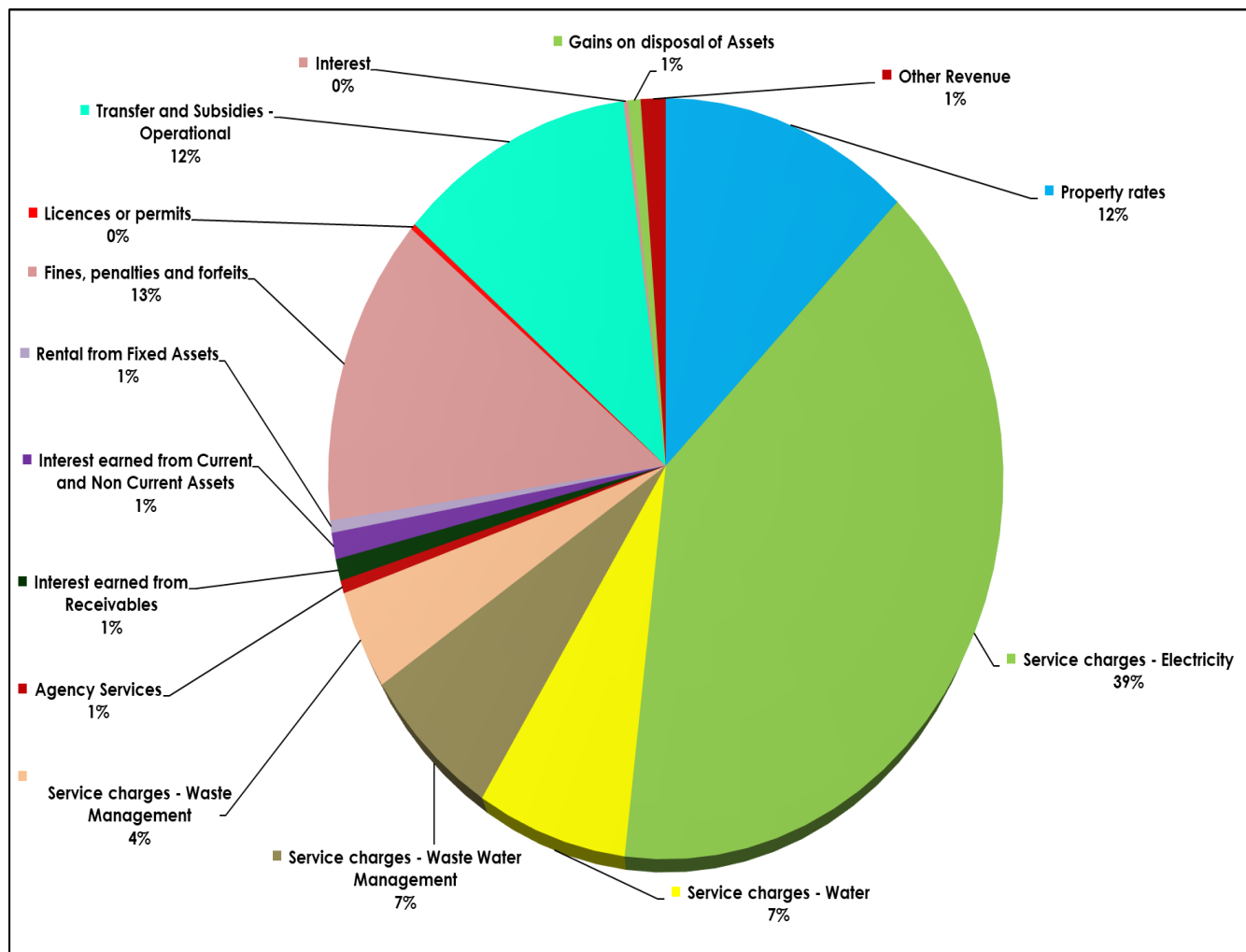


FIGURE 83: REVENUE BY SOURCE

The municipality has ten pay points in total in the four major towns of the municipal area, of which seven are in Worcester; whilst Touwsrivier, De Doorns and Rawsonville each have one pay point. In addition to these pay points clients can make use of various third-party payment facilities which are on the EasyPay network. Clients can also pay their accounts via the Municipality's bank account. In total the municipality has 21 518 water meters and 24 072 electricity meters distributed within its municipal service area as indicated in the maps below.

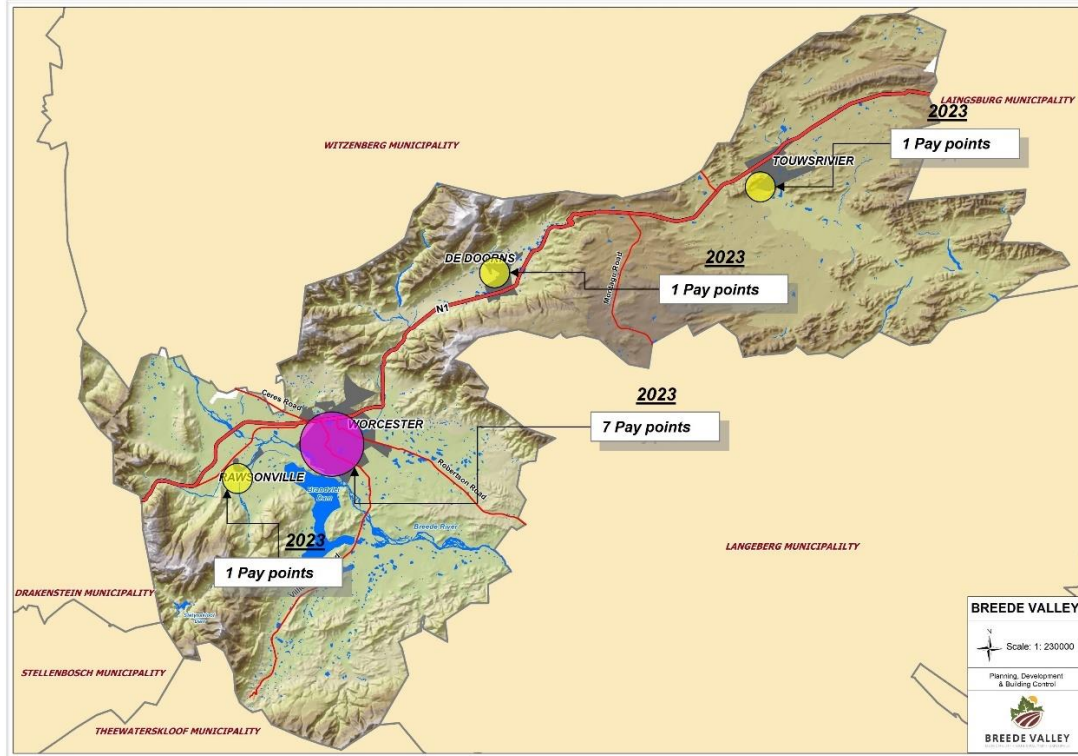


FIGURE 84: MUNICIPAL PAY POINTS

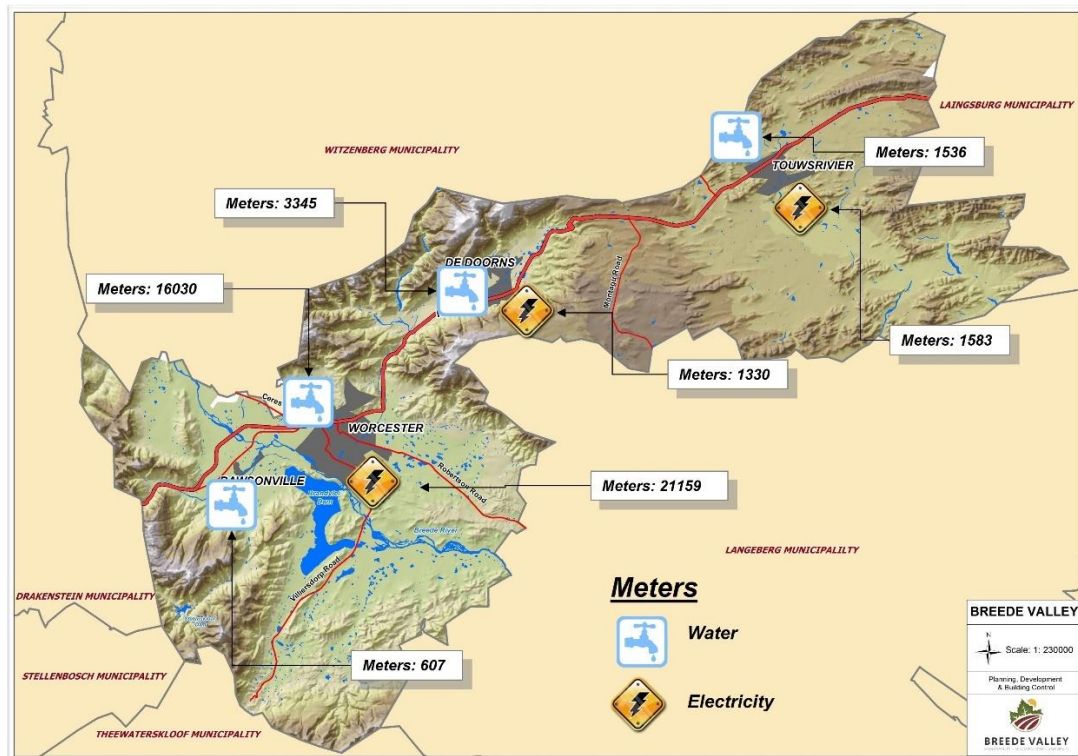


FIGURE 85: WATER AND ELECTRICITY METERS

Expenditure: BVM will spend 26% of the budget on employee related costs and 34% on electricity bulk purchases. The graph below gives a breakdown of expenditure for 2025/26:

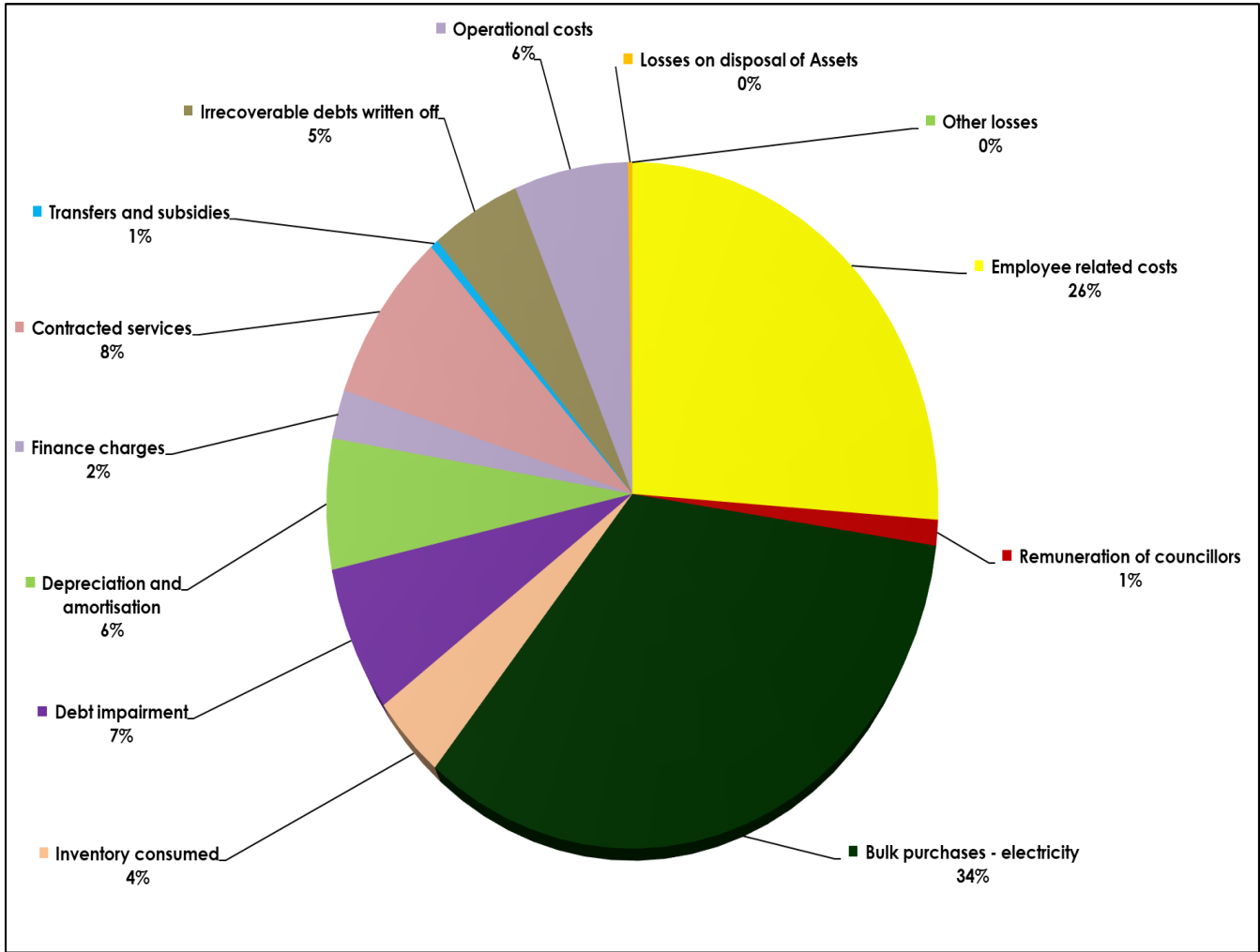


FIGURE 86: EXPENDITURE BY TYPE

Capital Expenditure: Breede Valley has R168 889 million available for capital projects in the 2025/26 budget. Capital transfers from National and Provincial government, as well as the District Municipality amounts to R61 040 million. External Loans amounts to R25 400 million and a total of R82 449 million are internally generated funds.

The table below gives a breakdown of funding sources and expenditure by service:

WC025 Breede Valley - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding											
Vote Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Capital Expenditure - Functional											
<i>Governance and administration</i>		5 399	19 083	4 764	5 785	15 072	15 072	15 072	11 210	6 155	6 155
Executive and council		62	35	180	10	10	10	10	20	15	15
Finance and administration		5 338	19 048	4 584	5 775	15 062	15 062	15 062	11 190	6 140	6 140
Internal audit		–	–	–	–	–	–	–	–	–	–
<i>Community and public safety</i>		17 363	23 194	5 374	31 460	29 004	29 004	29 004	26 385	19 265	11 914
Community and social services		481	3 597	1 903	888	1 775	1 775	1 775	1 825	200	3 000
Sport and recreation		16 451	973	2 311	14 543	21 945	21 945	21 945	1 760	12 900	–
Public safety		432	1 274	157	10 030	2 884	2 884	2 884	9 800	1 165	8 914
Housing		–	17 350	1 003	6 000	2 400	2 400	2 400	13 000	5 000	–
Health		–	–	–	–	–	–	–	–	–	–
<i>Economic and environmental services</i>		34 954	49 489	45 952	41 613	64 442	64 442	64 442	43 750	22 551	18 486
Planning and development		659	1 357	85	5	5	5	5	505	–	4 023
Road transport		34 295	48 133	45 867	41 608	64 437	64 437	64 437	43 245	22 551	14 464
Environmental protection		–	–	–	–	–	–	–	–	–	–
<i>Trading services</i>		85 382	179 052	178 531	108 579	108 941	108 941	108 941	87 545	66 434	29 604
Energy sources		46 229	48 544	78 411	48 245	40 669	40 669	40 669	49 034	24 018	11 078
Water management		15 555	38 497	23 156	14 619	14 806	14 806	14 806	21 408	35 363	8 000
Waste water management		23 251	91 252	75 988	44 715	52 067	52 067	52 067	16 103	6 053	9 826
Waste management		346	760	976	1 000	1 400	1 400	1 400	1 000	1 000	700
<i>Other</i>		–	–	–	–	–	–	–	–	–	–
Total Capital Expenditure - Functional	3,7	143 097	270 819	234 621	187 437	217 460	217 460	217 460	168 889	114 405	66 159
Funded by:											
National Government		55 182	65 458	67 680	54 410	54 323	54 323	54 323	61 040	62 514	–
Provincial Government		25	19 418	30 067	–	29 337	29 337	29 337	–	–	–
District Municipality		429	548	–	–	500	500	500	–	–	–
Transfers and subsidies - capital (monetary allocations) (Nat/ Prov Departm		–	19	–	–	–	–	–	–	–	–
Transfers recognised - capital	4	55 635	85 442	97 746	54 410	84 160	84 160	84 160	61 040	62 514	–
Public contributions & donations	5	–	–	–	–	–	–	–	–	–	–
Borrowing	6	–	104 458	56 598	48 706	45 047	45 047	45 047	25 400	–	–
Internally generated funds		87 462	80 918	80 276	84 321	88 252	88 252	88 252	82 449	51 891	66 159
Total Capital Funding	7	143 097	270 819	234 621	187 437	217 460	217 460	217 460	168 889	114 405	66 159

TABLE 98: CAPITAL FUNDING AND EXPENDITURE BY SERVICE 2025/26

Major and Special Projects budgeted in 2025/26:

The following capital projects have been identified as critical projects and specified special projects were also prioritised for the 2025/26 MTREF:

- Engineering & Planning, Development & Integrated Services: Capital & Special Projects

Description	Finance Source & Description		Draft Budget (2025/26)	Draft Budget (2026/27)	Draft Budget (2027/28)
Not Allocated to Wards					
Stettynskloof Water Supply (Worcester/Rawsonville)					
Increase dam Level (Stetteynskloof Dam)	1,1	Loans	10 000 000	0	0
<u>Klipvlakte/ Transhex Residential Development (13 000 erven)</u>					
Electrical Reticulation	8,2	INEP	19 431 000	17 518 000	0
<u>Upgrading of Sewer Network</u>					
External Loan	1,1	Loans	3 000 000	0	0
CRR	3,0	CRR / Own Funding	0	3 000 000	3 000 000
<u>Touws River: Waste Water Treatment Works (WwTW) Augmentation</u>					
Augmentation Touwsriver WWTW (MIG)	8,0	MIG	10 983 048	0	0
<u>Upgrading of Roads</u>					
Breede Valley: Roads	3,0	CRR / Own Funding	0	1 000 000	0
<u>Resealing of Roads</u>					

Description	Finance Source & Description		Draft Budget (2025/26)	Draft Budget (2026/27)	Draft Budget (2027/28)
Resealing of Municipal Roads - Rawsonville	3,2	CRR / Own Funding	0	500 000	0
<u>Resealing of Municipal Roads - Worcester</u>					
MIG	8,0	MIG	0	14 950 616	0
CRR	3,2	CRR / Own Funding	0	3 000 000	0
<u>Resealing of Municipal Roads - De Doorns</u>					
CRR	3,2	CRR / Own Funding	0	1 000 000	0
<u>Resealing of Municipal Roads - Touws River</u>					
Resealing of Municipal Roads - Touws River	3,2	CRR / Own Funding	0	500 000	0
<u>Upgrading of Roads</u>					
Municipal Roads (Ward 1, 2, 3, 4, 16, 17 and 18)	3,0	CRR / Own Funding	3 500 000	0	0
<u>Networks</u>					
Pipe cracking (all wards)	3,0	CRR / Own Funding	7 000 000	5 000 000	5 000 000
<u>Electricity (8112)</u>					
RMU/ Main Sub Switchgear Replacements De Doorns	1,1	Loans	3 000 000	0	0

Description	Finance Source & Description		Draft Budget (2025/26)	Draft Budget (2026/27)	Draft Budget (2027/28)
RMU/Main Sub Switchgear replacements Touwsrivier	1,1	Loans	3 000 000	0	0
Zwelethemba removal of mid-blocks	3,0	CRR / Own Funding	0	4 500 000	4 500 000
66KV Ripple Control	1,1	Loans	6 400 000	0	0
Supply and Installation of Load Shedding Solution and Solar PV	3,0	CRR / Own Funding	5 000 000	0	0
Upgrade of Rental Units (Roux Park)	3,0	CRR / Own Funding	3 400 000	0	0
Refurbishment of electrical system (NERSA)					
Altona new Electrical Substation	3,0	CRR / Own Funding	0	1 000 000	0
Electricity - Machinery and Equipment	3,0	CRR / Own Funding	100 000	0	0
Solid Waste Management Worcester					
Wheeliebins	3,0	CRR / Own Funding	1 000 000	1 000 000	700 000
<u>Ward Priorities</u>					
Speed Humps	3,0	CRR / Own Funding	1 000 000	0	0
Fencing of Substations	3,0	CRR / Own Funding	1 000 000	0	0
Playparks	3,0	CRR / Own Funding	1 360 000	0	0

Description	Finance Source & Description		Draft Budget (2025/26)	Draft Budget (2026/27)	Draft Budget (2027/28)
<u>Ward 1</u>					
Upgrading Gravel Roads	3,2	CRR / Own Funding	6 352 250	0	0
Upgrading Gravel Roads	8,0	MIG	2 506 287	0	0
<u>Ward 2</u>					
De Doorns Water Purification Works : Augmentation of DAF Unit (MIG funding)	8,0	MIG	1 188 488	25 145 384	0
De Doorns Water Purification Works : Augmentation of DAF Unit (MIG funding)	3,2	CRR / Own Funding	0	2 498 600	0
<u>Ward 5</u>					
High Mast Light GG Camp - Ward 5	3,0	CRR / Own Funding	801 430	0	0
<u>Ward 15</u>					
Reseal of Municipal Roads - Ward 15	3,0	CRR / Own Funding	1 000 000	0	0
<u>Ward 16</u>					
High Mast Light – New Mandela - Ward 16	3,0	CRR / Own Funding	801 403	0	0
<u>Ward 21</u>					
Upgrading of gravel roads	8,0	MIG	26 931 177	0	0

Description	Finance Source & Description		Draft Budget (2025/26)	Draft Budget (2026/27)	Draft Budget (2027/28)
<u>Service Connections</u> <u>(Depending on Public Contr)</u>					
Sewer Connections	3,3	CRR / Own Funding	1 120 000	1 120 000	1 120 000
Electricity Connections	3,3	CRR / Own Funding	1 000 000	1 000 000	1 000 000
Water Connections	3,3	CRR / Own Funding	2 719 200	2 719 200	1 719 200
<u>Parks and Cemeteries</u>					
Parks - Machinery and Equipment	3,0	CRR / Own Funding	100 000	0	0
Fencing of Cemeteries - Aan De Doorns	3,0	CRR / Own Funding	1 225 000	0	0
<u>Roads and Stormwater</u>					
Roads - Machinery and Equipment	3,0	CRR / Own Funding	305 000	0	0
<u>Land Infill Developments</u>					
Avian Park Industrial - Stormwater (Phase 1 Development)	3,0	CRR / Own Funding	0	1 932 900	1 932 900
Uitvlug Industrial Zone – Water (Phase 1)	3,0	CRR / Own Funding	500 000	0	1 281 230

Description	Finance Source & Description		Draft Budget (2025/26)	Draft Budget (2026/27)	Draft Budget (2027/28)
Uitvlug Industrial Zone – Sewer (Phase 1)	3,0	CRR / Own Funding	500 000	0	1 839 715
Uitvlug Industrial Zone – Electricity (Phase 1)	3,0	CRR / Own Funding	8 500 000	0	5 578 144
Uitvlug Industrial Zone – Roads (Phase 1)	3,0	CRR / Own Funding	500 000	0	14 463 618
Uitvlug Industrial Zone – Stormwater (Phase 1)	3,0	CRR / Own Funding	500 000	0	1 932 908
Uitvlug Industrial Zone – Fencing (Phase 1)	3,0	CRR / Own Funding	500 000	0	4 022 700
<u>SPORT: Boland Park - 5130</u>					
Replacement of fence perimeter	3,0	CRR / Own Funding	300 000	8 000 000	0
Boland Park - Tartan Track	3,0	CRR / Own Funding	0	200 000	3 000 000
<u>Rawsonville Sportground</u>					
Upgrading of Rawsonville Sportground	8,0	MIG	0	4 900 000	0
<u>Fleet Management - 8860</u>					
Municipal Vehicles - LDV's	3,0	CRR / Own Funding	1 250 000	1 000 000	1 000 000
Municipal Vehicles - Sedans	3,0	CRR / Own Funding	0	1 000 000	1 000 000

Description	Finance Source & Description		Draft Budget (2025/26)	Draft Budget (2026/27)	Draft Budget (2027/28)
Municipal Vehicles - Specialized	3,0	CRR / Own Funding	6 300 000	2 000 000	2 000 000
Total Budget			144 074 283	104 484 700	55 090 415

TABLE 119: ENGINEERING & PLANNING, DEVELOPMENT & INTEGRATED SERVICES CAPITAL & SPECIAL PROJECTS IDENTIFIED FOR 2025/26

- **Other Directorates: Capital & Special Projects**

Description	Finance Source & Description		Draft Budget (2025/26)	Draft Budget (2026/27)	Draft Budget (2027/28)
<u>MUNICIPAL MANAGER</u>					
Admin - 0603					
Furniture and Equipment	3,0	CRR / Own Funding	10 000	5 000	5 000
<u>COMMUNITY SERVICES</u>					
Admin - 0903					
Furniture & Equipment	4,0	CRR / Own Funding	10 000	10 000	10 000
Human Settlements					
Rental Unit Upgrade	3,0	CRR / Own Funding	9 600 000	5 000 000	0
Community Development					
Upgrading of roof - Thusong Centre	3,0	Unfunded	500 000	0	0
WATERLOO LIBRARY - 4506					

Description	Finance Source & Description		Draft Budget (2025/26)	Draft Budget (2026/27)	Draft Budget (2027/28)
Furniture and Office equipment	3,0	CRR / Own Funding	100 000	0	0
TRAFFIC					
Buildings					
Machinery and Equipment	3,0	CRR / Own Funding	100 000	0	0
Traffic - Furniture and Office Equipment	3,0	CRR / Own Funding	50 000	0	0
Traffic Vehicles	3,0	CRR / Own Funding	1 000 000	1 600 000	0
FIRE DEPARTMENT: ADMIN - 4203					
Major Fire Engine (Pumper)	3,0	CRR / Own Funding	7 000 000	0	8 764 000
Equipment for Fire Engine	3,0	CRR / Own Funding	1 500 000	0	150 000
Fire Services - Machinery and Equipment	3,0	CRR / Own Funding	200 000	0	0
4x4 veld and bush Fire Engine with tank and pump	3,0	CRR / Own Funding	0	900 000	0
Worcester Fire Station Carport	3,0	CRR / Own Funding	0	265 000	0
Water Tender 6000l	3,0		1 100 000	0	0

Description	Finance Source & Description		Draft Budget (2025/26)	Draft Budget (2026/27)	Draft Budget (2027/28)
<u>FINANCIAL SERVICES</u>					
Admin					
Furniture and Equipment	4,0	CRR / Own Funding	10 000	10 000	10 000
Financial Planning					
Safeguarding of Assets	12,0	Insurance Reserve	400 000	400 000	400 000
FS FP - Insurance claims: Other Assets	12,0	Insurance Reserve	400 000	400 000	400 000
FS FP - Insurance claims: Mach & Equipment	12,0	Insurance Reserve	500 000	500 000	500 000
FS FP - Insurance claims: Comp Equipment	12,0	Insurance Reserve	100 000	100 000	100 000
<u>COUNCIL & MAYCO</u>					
MAYORAL OFFICE - 0306					
Furniture and Equipment	3,0	CRR / Own Funding	10 000	10 000	10 000
<u>STRATEGIC SUPPORT SERVICES</u>					
STRATEGIC SUPPORT - ADMIN - 2103					
Furniture and Equipment	4,0	CRR / Own Funding	10 000	10 000	10 000
Local Economic Development					
LED - Furniture and Office Equipment	4,0	CRR / Own Funding	5 000	0	0

Description	Finance Source & Description		Draft Budget (2025/26)	Draft Budget (2026/27)	Draft Budget (2027/28)
INFORMATION TECHNOLOGY					
ICT - Computer Equipment	3,0	CRR / Own Funding	2 000 000	500 000	500 000
Fibre Links	3,0	CRR / Own Funding	10 000	10 000	10 000
Call Center & Telephone (PBX) System	3,0	CRR / Own Funding	50 000	50 000	50 000
Biometric system	3,0	CRR / Own Funding	150 000	150 000	150 000
Total Budget			24 815 000	9 920 000	11 069 000

TABLE 99: OTHER DIRECTORATES CAPITAL & SPECIAL PROJECTS IDENTIFIED FOR 2025/26

The ratio analysis of Breede Valley for the past five financial years are reflected in the table below:

Financial Year	2020 Audited	2021 Audited	2022 Audited	2023 Audited	2024 Audited	Norm
FINANCIAL POSITION						
ASSET MANAGEMENT						
Capital expenditure to total expenditure	17.3%	11.2%	11.6%	19.5%	15.5%	10% - 20%
Impairment of PPE, investment properties and intangibles (carrying value)	0%	0%	0%	0%	0%	0%
Depreciation /operating revenue	7.6%	8.0%	7.5%	7.1%	7.08%	20%
Repairs and maintenance / PPE and investment property (carrying value)	2.2%	2.2%	2.5%	3.01%	3.15%	8%
DEBTORS MANAGEMENT						
Net debtors days	59 days	57 days	51days	37 days	23 days	30 days
LIQUIDITY MANAGEMENT						
Cash/ cost coverage ratio (excluding unspent conditional grants)	2 months	3 months	2 months	2 months	3 months	1 - 3 months
Current ratio	1.6	1.8	1.6	1.7	1.5	1.5 – 2 : 1
LIABILITY MANAGEMENT						
Debt (total borrowings)/ total operating revenue	21.2%	19.2%	16.6%	22.8%	25.3%	45%
Capital Cost (interest paid and redemption) as a % / total operating expenditure	4.5%	3.8%	3.6%	3.0%	4.2%	6% - 8%
FINANCIAL PERFORMANCE						
DISTRIBUTION LOSSES						

Electricity distribution losses (percentage)	5.4%	7.1%	7.5%	6.1%	5.9%	7% - 10%
Water distribution losses (percentage)	31.1%	24.3%	17.1%	14.3%	12.7%	15% - 30%
EXPENDITURE MANAGEMENT						
Irregular, fruitless and wasteful and unauthorised expenditure/ total operating expenditure	0%	0%	0%	0%	0%	0%
Remuneration (employee related costs and councillors' remuneration) as % of total operating expenditure)	36.5%	37.3%	34.8%	34.5%	32.6%	25% - 40%
Contracted services % of total operating expenditure	6.9%	7.4%	8.9%	9.8%	9.8%	2% - 5%

TABLE 100: RATIO ANALYSIS OF BREEDE VALLEY MUNICIPALITY

10.15 ASSET MANAGEMENT POLICY

The municipality has an asset management policy that is fully implemented and reflects the following:

- **OBJECTIVES**
 - Specifying Council's practice regarding accounting for assets.
 - Ensure consistency in accounting treatment.
 - To assist officials in understanding their legal and managerial responsibilities with regard to key asset functions such as:
 - safeguarding of assets
 - maintaining assets
 - establishing and maintaining a management, accounting and information system that accounts for the assets of the municipality
 - asset valuation principles in accordance with GRAP
 - establishing and maintaining systems of internal controls over assets
 - establishing and maintaining asset registers
 - clarifying responsibilities and accountabilities for the asset management process

- **ASSET CATEGORIES**

- Infrastructure Assets –
 - Are any assets that are part of a network or system.
 - They are specialised in nature and do not have alternative uses.
 - They are immovable, and they may be subject to constraints on disposal.
 - Example: Roads, sewerage purification plants, water reticulation schemes and electricity.
- Heritage Assets –
 - Are culturally, environmentally and historically significant resources, i.e. works of art, historical buildings and monuments, archaeological sites, conservation areas and nature reserves and meets the criteria of GRAP 103.
- Investment Properties –
 - Are properties that are acquired for economical and capital gains, i.e. office, parks and underdeveloped land acquired for the purpose of resale in future years.
- Other Assets –
 - Are assets utilised in normal operations, i.e. plant and equipment, motor vehicles and furniture and fittings.
- Intangible assets –
 - Are identifiable non-monetary assets without physical substance and will meet the criteria of GRAP 31.

- **ASSET MANAGERS SHOULD**

- ensure that employees in their departments adhere to the approved Asset Management Policy;
- ensure that all assets are procured in terms of the SCM Policy;
- ensure that council is properly informed about any contributed (donated) assets and that approval from council is obtained timeously;
- ensure that the contributed asset is recorded on the NARC form and communicated with the Asset Management Department;
- ensure that employees with delegated authority have been nominated to implement and maintain physical control over assets in their departments. Although authority has been delegated, responsibility remains with the respective directors of the departments and overall accountability with the executive directors of relevant directorates;
- ensure that the termination of service asset verification form for staff is duly completed and submitted to the Human Resource Management Directorate;
- ensure that assets are properly maintained in accordance with their respective asset maintenance policy;
- ensure that, where applicable, all their movable assets as reflected on the Fixed Asset Register are barcoded to exercise control;

- ensure that the Asset Control Department is notified via the AT form within 10 working days of any changes in the status of assets under the department's control;
 - ensure that transfers between departments within directorates are administered internally;
 - ensure that a complete asset verification of all inventory and asset items is performed annually;
 - ensure that all obsolete, damaged and unused assets, supported by relevant asset and condemnation forms, are handed in at the Asset Management Department without delay;
 - be responsible for maintaining and managing their own DIR;
 - ensure that all assets are safeguarded against loss/theft and that they are adequately insured; and
 - ensure that location changes are made timeously, and location/room information are updated and reported on the relevant form to the Asset Control Department regularly.
- **ASSET CHAMPIONS SHOULD**
 - assist the Asset Manager in performing his/her functions and duties.
 - ensure that all new assets (purchased or donated) are recorded on the New Asset Receipt Capture (NARC) form.
 - ensure that the NARC forms are completed in full and sent with copies of the relevant documentation to the Asset Control Department within 7 working days after receipt of the assets.
 - ensure that all their movable assets, where applicable, are barcoded.
 - ensure that asset listings are verified and kept up to date in collaboration with the Finance Department.
 - assist the Finance Department with the annual verification of movable assets by making sure that the assets, as per asset listing, are at the correct locations, that these locations are accessible when the verification of assets takes place and provide a full report on any missing assets to the Asset Manager.
 - notify the Finance Department when he/she identifies obsolete and redundant assets so that these assets can be moved to the Write-off Store.
 - report all changes affecting asset listing sheets to the Director: Finance and the Finance Department: Asset Management Division within seven days of occurrence.
 - Assist in ensuring that proper systems are in place for the implementation of the asset management policy and as a result the durability of assets and the standard of services are improved.

Proper systems are in place for the implementation of the asset management policy and as a result, the durability of assets and the standard of services are improved.

PART 1: LEGISLATIVE FRAMEWORK

PART 2: SOCIO-ECONOMIC & DEMOGRAPHIC PROFILE

PART 3: MUNICIPAL SITUATIONAL ANALYSIS

PART 4: STRATEGIC FRAMEWORK

PART 5: UNPACKING THE STRATEGIC PILLARS

PART 6: RESOURCING THE PLAN

PART 7: INTERGOVERNMENTAL COOPERATION

PART 8: MEASURING PERFORMANCE



BREEDDE VALLEY

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CHAPTER 11

This chapter deals with the degree and extent of alignment between various planning agendas of the 3 spheres of government. It is imperative that municipalities align their respective developmental agendas with that of their Provincial and National counterparts in order to ensure that development is pursued in a holistic and collaborative manner, that will ultimately give effect to realising public value as well as maximizing citizen wellbeing.

On this premise, this chapter seeks to (amongst others) shed light on the alignment of various sector plans; intergovernmental and joint planning arrangements; as well as the expected Provincial and National investment within the BVM.

11.1 NATIONAL AND PROVINCIAL SECTOR DEPARTMENTS

Municipalities must take cognisance of national and provincial agendas, ensuring that its planning is aligned and relevant to the higher tiers of government. Departments must ensure that community needs that are within the ambit of national and provincial government, are timeously communicated for appropriate response.

Chapter 3, Section 41 *h(ii)* and *(iii)* of the Constitution of the Republic of South Africa determines that different spheres of government must assist and support one another, inform one another of and consult one another on matters of common interest. To give effect hereto, sound government strategy must strive towards effectiveness and efficiency, ensuring that all developmental interventions are well coordinated horizontally and vertically within the realm of good governance. Breede Valley Municipality participates in the coordinated efforts of the Western Cape Provincial Government (WCG) through the Department of Local Government during its bi-annual intergovernmental planning process better known as the provincial IDP Indaba. At the IDP Indaba, all municipalities within a demarcated region congregates with sector departments in coordinated planning to optimise resource efficiency amidst scarce resources at municipal level. This process also enhances opportunity for engagement by municipalities and sector departments to communicate identified community needs with the relevant sector departments, thus allowing municipalities to leverage resource support.

11.2 INTERGOVERNMENTAL RELATIONS

The municipality fosters relations with other spheres of government and participates in various intergovernmental activities to promote a closer working relationship between various spheres of government. Council is of the view that these relationships can assist in enhancing government's services to the communities of the Breede Valley municipal area. The municipality delegated officials and councillors to the following forums:

IGR INVOLVEMENT		
Name of Structure	Members	Outcomes of Engagements/Topics Discussed
National Municipals Managers' Forum	SALGA & MM	To ensure national alignment amongst municipal managers

IGR INVOLVEMENT		
Name of Structure	Members	Outcomes of Engagements/Topics Discussed
MinMay Technical	DG Local Government, Provincial Departments & MM	To formulate joint strategic, policy and agenda items for the MinMay
MinMay	Executive Mayor & MM	Meeting between MEC of Local Government and all Executive Mayors in the province to discuss strategic issues
Premier's Co-ordinating Forum	Executive Mayor & MM	Engagement between the Premier, MEC's and all Executive Mayors in the province – attended by the Executive Mayor and the MM
District Co-ordinating Forum Technical	MM and all other MM's in the district	To co-ordinate efforts and discuss strategic alignment and matters of mutual interest (preparations for DCF)
District Co-ordinating Forum (DCF)	Executive Mayor, MM and all other Executive Mayor's and MM's	To discuss strategic and policy alignment matters at district level ie. IDP alignment, shared service functions, transversal matters impacting on all spheres of government, SALGA matters, district specific issues etc. – ensuring joint planning and co-ordination and resource optimisation
SALGA Working Groups	Councillors & Speaker	Joint discussions on policy and service delivery issues
Provincial and District Managers' IDP Forums	IDP Manager	To ensure provincial and district alignment amongst IDP Managers
Local Economic Development Forum	LED Manager	To ensure provincial and district alignment amongst LED Managers
SCM Forum	SCM Manager	To discuss policy and practical issues amongst SCM Managers
Provincial Public Participation and Communication Forum (PPPCOM)	Head of Communication & Speaker	To ensure provincial alignment and co-operation amongst communication and public participation officials and discuss practical issues
CWD JDMA Platform	IDP Manager, Project Manager, LED & Tourism	The JDMA seeks to facilitate and enhance co-planning, co-budgeting and co-implementation of pre-identified initiatives

IGR INVOLVEMENT		
Name of Structure	Members	Outcomes of Engagements/Topics Discussed
	Manager & Manager: Budgets & Costing	by means of a multi-disciplinary and intergovernmental approach. The CWD JDMA implementation team comprises of the Provincial- as well as Local Government (CWD and all associated local municipalities) representation
Provincial Skills Development Forum	Skills Development Facilitator	Joint discussion on skills development and training facilitation
HR Practitioners Forum	HR Manager	To ensure alignment of HR processes and practices in district and provincial context
Legislative and Constitutional Task Team	Directors & officials in Legal Services in the Province	To discuss the latest developments in the legal field bi-annually
<p>BVM participates on all SALGA working groups, sectoral committees/forums i.e. MM Forum, CFO Forum, IDP Forum, SCM Forum, Internal Auditors Forum, Risk Managers Forum, Communication Forum, Speakers Forum and Provincial Disaster Management Forum.</p> <p>BVM is also active participants on all LG MTEC structures and IDP Indabas. The table above does not represent an exhaustive list of forums but rather those regarded as most strategic.</p>		

TABLE 101: IGR INVOLVEMENT

11.3 ALIGNMENT OF SECTOR PLANS

The sector plans available at the municipality focuses on specific sectors within the context of local government. The alignment of sector plans between all spheres of government is important to ensure the integration of programmes and maximum utilisation of available resources. It should be noted that information provided in this chapter originates from existing sector plans and/or operational plans.

The following table highlights the status of the sector plans:

Sector Plan	Status of Plan
Long-term Financial Plan	Approved
Spatial Development Framework	Approved
Land Use Management Plan	Reviewed with SDF
Urban Revitalisation Plan	Still needs to be drafted
Local Economic Development Strategy	Approved
Disaster Management Plan	Approved and reviewed
Electricity Master Plan	Approved

Sector Plan	Status of Plan
Integrated Infrastructure Maintenance Plan	The plan will be prepared during the NDGS
Integrated Infrastructure Investment Plan	The plan will be prepared during the NDGS
Water and Sanitation Master Plan	Approved
Water Services Development Plan	Approved
Integrated Waste Management Plan	Approved
Pavement Management System	Approved
Integrated Transport Management Plan	Approved
Integrated Human Settlement Plan	Approved
Performance Management Policy Framework	Approved. In process of being reviewed.
Risk Management Plan and Strategy	Approved
Air Quality Management Plan	Approved
Organisational structure and organogram	Approved. In process of being reviewed.

TABLE 102: STATUS OF THE SECTOR PLANS

Participating in the Joint District & Metro Approach (JDMA)

President Cyril Ramaphosa, in his 2019 State of the Nation Address, announced a new district-based development model towards the promotion of a capable and developmental state. This model seeks to accelerate, align and integrate service delivery under a single development plan per district or metro that is jointly developed by national, provincial and local government as well as business, labour and community in each district.

The Western Cape Government subscribed to the essence of this methodology, and consequently instituted the Joint District & Metro Approach (JDMA). The JDMA is a geographical (district) team based, citizen-focused approach, with a single implementation plan to provide developmental initiatives and government services. It seeks to unlock and encourage inter-governmental collaboration through co-planning, co-budgeting, and co-implementation in the pursuit of enhanced service delivery and public value creation.

The JDMA therefore envisages for spheres of government using rationalised IGR engagements, to:

- Develop Western Cape strategic, developmental and planning priorities with aligned budgets;
- Unlock developmental opportunities and address constraints;
- Identify key support activities to strengthen municipal capacity; and
- Accelerate implementation for service delivery.

From a Western Cape strategic perspective, the following priorities have been identified:



FIGURE 87: JDMA - PROVINCIAL STRATEGIC PRIORITIES

From a district strategic perspective (CWDM), the following priorities have been identified:

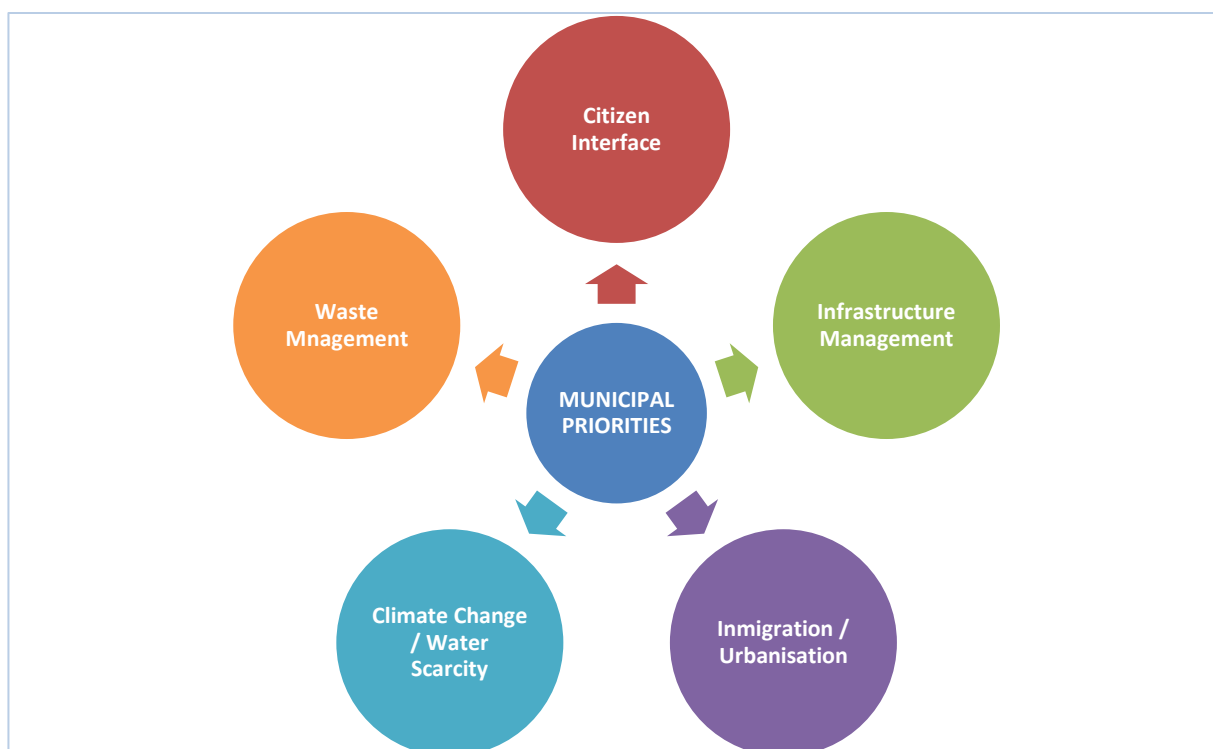


FIGURE 88: JDMA - DISTRICT STRATEGIC PRIORITIES

A CWDM JDMA profile was developed in 2020. The Cape Winelands District Profile - 2020 Perspective is a first-generation knowledge product to provide information and evidence to government stakeholders and also to:

- Provide an information source that, at a glance, highlights what needs to be maintained, the strengths and challenges facing the CWD (i.e. set the context and provide government with an intergovernmental understanding of key development trends and patterns within the District); and
- Assist in informing catalytic or strategic projects for the Joint District and Metro Approach Implementation Plan for the longer-term development of this geographical area that are both focussed and targeted, but also implementation-ready, resilient, coordinated and integrated.

The CWD has followed the following comprehensive consultative approach since 2019 to ensure the systematic institutionalisation of the JDMA:

- One-on-one JDMA introductory discussions between the JDMA team leader and Municipal Managers and / or Senior Management Teams;
- One-on-one discussions were scheduled at political and administrative level between the District Municipality and Local Municipalities' Senior Management teams;
- A Joint District and Metro Approach (JDMA) Interface Team between some national and provincial departments, the district and local municipalities was constituted which meets at least quarterly to discuss matters related thereto and recommend updating of the Implementation Plan to the District Coordination Forum (DCF).
 - Project Leaders engage prior to the JDMA Interface Team meeting, to address challenges and prepare for the meeting.

In view of the above, the following Strategic Priorities have been identified for inclusion in the CWD JDMA Implementation Plan and reviewed following approval by the DCF:

**CAPE WINELANDS DISTRICT MUNICIPALITY: JOINT DISTRICT AND METRO APPROACH:
IMPLEMENTATION PLAN**

VIP	Strategic Priorities and Projects	Status Update
Growth and Jobs	<p>1. Waste minimization and management solutions (priority area) with the following projects</p> <p>1.1 Regional Waste Management Facility</p> <p>1.2 Review of Integrated Waste Management Plan</p> <p>1.3 Develop Acceptable Diversion Strategies</p> <p>1.4 Waste Management Conference</p>	<p>1.1 – Approval by Council to purchase land (facilitated by the CWDM)</p> <p>1.2 – 1.3 – In process, facilitated by the CWDM. BVM will consider and align its policy framework accordingly, where applicable</p> <p>1.4 – Project completed (CWD Waste Summit). BVM hosted a Waste Minimisation Summit in 2023</p>
	<p>2. Improving Resilience (priority area) with the following projects</p> <p>2.1 Climate Change, Water Management and Wildfire Urban Interphase</p> <p>2.2 Municipal Energy Resilience Programme</p>	<p>2.1 - 2.2 – In process and facilitated by the CWDM and Provincial DLG. In terms of 2.1, the strategy framework has been approved by the CWD Council. BVM will consider and align its policy framework accordingly, where applicable</p>
	<p>3. Infrastructure management and development:</p> <p>3.1 N1 Eastern Bypass</p> <p>3.2 ESKOM infrastructure delays (Witzenberg)</p> <p>3.3 Provision of Basic Services for Prioritised Informal Settlements (Drakenstein)</p>	<p>3.1 – The priority has been noted and aligned on the agendas of all significant role-players (BVM, WCG and SANRAL). Discussions are therefore forthcoming to give effect to this long-term project. R 161 million has been budgeted towards the initiation/pre-feasibility phase over the forthcoming MTEF by the Provincial DT&PW</p> <p>3.2 – 3.3 – N/A to BVM</p>
	<p>4. Economic Recovery, long term unemployment and its consequences (priority project)</p>	<p>Collective plan and response driven by the CWD. BVM's LED & Tourism department participates in these engagements</p>
Mobility and Spatial Transformation	<p>5. Urbanisation for CWDM (priority area) with the following projects</p> <p>5.1 Urbanisation Guide</p> <p>5.2 Human Settlement projects:</p> <ul style="list-style-type: none"> • TRANSHEx • Vlakkeland • Vredebes 	<p>5.1 – Compilation in process. Driven by the CWD and Provincial DEA&DP</p> <p>5.2 – Transhex: Discussions between the DoHS and BVM to continue with construction of top structures are forthcoming (190 units constructed and handed over to date)</p> <p>5.3 – N/A to BVM</p>

CAPE WINELANDS DISTRICT MUNICIPALITY: JOINT DISTRICT AND METRO APPROACH: IMPLEMENTATION PLAN		
	5.3 Land invasions – Kluitjieskraal	
Safe and Cohesive Communities	6. Community Safety, Risk Reduction and improved Disaster Response (priority project) 6.1 CWDM Community Safety Plan 6.2 Area-based Safety Plan: Pilot (Witzenberg) 6.3 SANTAM support	6.1 – Implemented in February 2022 6.2 – N/A to BVM 6.3 – BVM benefitted from the SANTAM support initiative through the establishment of the De Doorns Satellite Youth Centre. The CWD is set to engage SANTAM regarding the extension of the partnership
Citizen Centric Culture and Innovation	7. Municipal Business Sustainability (priority project) 7.1 Research on Financial Sustainability 7.2 Shared Service Model development 7.3 ESKOM – Revenue Collection (Witzenberg)	7.1 - Study completed. Recommendations & interventions to be considered 7.2 - Shared services audit completed and subject areas established throughout the CWD (Regional Tourism & Economic Growth; Environmental Management; Employee Assessment Centre & Vetting Services; and Municipal Training Centre) 7.3 – N/A to BVM
	8. CWDM Data Governance and JDMA Profile	Continuously reviewed and updated, facilitated by the CWD and WCG
	9. Communication and IGR	Continuously done via the CWDM (Communications unit)
	10. External Stakeholder involvement (new proposal)	Continuously implemented. External stakeholders are invited to JDMA engagements, informed by the meeting agenda
Operational Support	11. Municipal Operational Support 11.1 Transversal Operational Support across the DM 11.2 Operational Support Plans to be attached for relevant Local Municipalities	11.1 & 11.2 - BVM meets quarterly with the Provincial Department of Local Government to engage on the BVM Municipal Support Plan

TABLE 103: CWD JDMA PROJECT IMPLEMENTATION PLAN & STATUS UPDATE

The implementation plan is currently under review. The revised plan will be updated in the final IDP submission. In order to realise the strategic objectives above, JDMA Interface Teams have been formulated which comprise of delegates from the Western Cape Government, CWDM and the five local municipalities within the district. Engagements are co-facilitated by delegates from the provincial government (selected as team leader) and the district municipality respectively. BVM's IDP Manager currently serves and represents the municipality on the Interface Team, whilst the Project Manager has been nominated as secondi.

11.4 NATIONAL AND PROVINCIAL GOVERNMENT'S FOOTPRINTS IN BREEDE VALLEY MUNICIPAL AREA

Chapter 5 of the Municipal Systems Act (Act 32 of 2000) provides instruction on cooperative governance, encouraging municipalities to develop their strategies in line with other organs of state so as to give effect to the five-year strategic plan. It goes further to inform that the IDP must link, integrate and coordinate development plans for the municipality. Resources and capacity must align with the implementation of the plan, forming the foundation on which the annual budget is based. The plan must also be compatible with national development plans and planning requirements binding on the municipality in terms of legislation.

The IDP should thus serve as a guideline for where sector departments allocate their resources at local government level. The municipality should also take into consideration the sector departments' policies and programmes when developing its own policies and strategies. For this reason, it is in the interest of the sector departments to participate in municipal IDP planning processes to ensure alignment between programmes.

The table below, depicts the planned and estimated provincial expenditure for infrastructure over the MTEF period (2024/25 – 2026/27). It is imperative to note that the infrastructure- and related capital projects are in various stages of implementation (planning; implementation & construction; or finalisation & “close-out”). Furthermore, it should be noted that the applicable funding body (i.e. national- and/or provincial government) reserves the right to amend the envisaged expenditure in accordance with changing fiscal circumstances/conditions/constraints and the availability of resources.

The planned infrastructure/capital projects, as mentioned above, are summarized in the table below:

(Note: the information in the table below is aligned to the 2024/25 provincial MTREF/infrastructure investment earmarked for BVM and will be updated in the final IDP review due in May 2025 as the latest MTREF/infrastructure investment (i.e. 2025/26) is scheduled to be gazetted in March 2025).

Sector	Nature of Investment	Funding Source	Project Name	IDMS Gate	Delivery Mechanism	2024/25 (R'000)	2025/26 (R'000)	2026/27 (R'000)
Health	New or Replaced Infrastructure	Health Facility Revitalisation Grant	De Doorns - De Doorns Ambulance Station - Replacement	Stage 7: Close out	Individual Project	1		
Health	Non-Infrastructure	Health Facility Revitalisation Grant	De Doorns - De Doorns CDC - HT - Upgrade and Additions	Not Applicable	Individual Project	494	4 226	500
Health	Upgrading and Additions	Health Facility Revitalisation Grant	De Doorns - De Doorns CDC - Upgrade and Additions	Stage 4: Design Documentation	Individual Project	6 065	13 311	589
Health	Non-Infrastructure	Health Facility Revitalisation Grant	De Doorns - Orchard Clinic - HT - General maintenance (Alpha)	Not Applicable	Individual Project	200	300	
Health	New or Replaced Infrastructure	Health Facility Revitalisation Grant	De Doorns - Sandhills Clinic - Replacement	Stage 1: Initiation/ Pre-feasibility	Individual Project		115	134
Health	New or Replaced Infrastructure	Health Facility Revitalisation Grant	Worcester - Avian Park Clinic - New	Stage 6a: Design documentation (Production information)	Individual Project	461		
Health	Upgrading and Additions	Health Facility Revitalisation Grant	Worcester - Boland Nurse College - Training facility at Keerom	Stage 4: Design Documentation	Individual Project	152	1	1

Sector	Nature of Investment	Funding Source	Project Name	IDMS Gate	Delivery Mechanism	2024/25 (R'000)	2025/26 (R'000)	2026/27 (R'000)
Health	Rehabilitation, Renovations & Refurbishment	Health Facility Revitalisation Grant	Worcester - Brewelskloof Hospital - Fire compliance (Alpha)	Stage 2: Concept/ Feasibility	Individual Project	367	471	98
Health	Rehabilitation, Renovations & Refurbishment	Health Facility Revitalisation Grant	Worcester - Cape Winelands District Office - Lift upgrade 1892, 1893	Stage 2: Concept/ Feasibility	Individual Project		265	2 653
Health	Non-Infrastructure	Health Facility Revitalisation Grant	Worcester - Worcester CDC - HT - Upgrade of MOU area	Not Applicable	Individual Project			1 000
Health	Rehabilitation, Renovations & Refurbishment	Health Facility Revitalisation Grant	Worcester - Worcester Hospital - Fire compliance	Stage 5: Works	Individual Project	3 042	790	
Health	Non-Infrastructure	Health Facility Revitalisation Grant	Worcester - Worcester Hospital - HT - Refurbishment 2024-25	Not Applicable	Individual Project	2 600		
Health	Non-Infrastructure	Health Facility Revitalisation Grant	Worcester - Worcester Hospital - HT - Refurbishment 2026-27	Not Applicable	Individual Project			1 300
Health	Non-Infrastructure	Health Facility Revitalisation Grant	Worcester - Worcester Hospital - HT - Relocation of MOU	Not Applicable	Individual Project	3 749		
Health	Rehabilitation, Renovations & Refurbishment	Health Facility Revitalisation Grant	Worcester - Worcester Hospital - Relocation of MOU	Stage 5: Works	Individual Project	1 466	161	

Sector	Nature of Investment	Funding Source	Project Name	IDMS Gate	Delivery Mechanism	2024/25 (R'000)	2025/26 (R'000)	2026/27 (R'000)
Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	Avian Park	Stage 3: Design Development	Individual Project	981	2 416	
Human Settlements	Infrastructure Transfers - Capital	Informal Settlements Upgrading Partnership Grant	ISSP Zwelethemba North Rem Erf 1 (2000 sites) UISP	Stage 3: Design Development	Individual Project	2 609	8 000	
Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	Worcester Transhex (professional fees) IRDP	Stage 3: Design Development	Individual Project	2 500	3 000	
Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	Worcester: Fisher Street	Stage 3: Design Development	Individual Project	826		
Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	Worcester: Transhex	Stage 5: Works	Individual Project	5 000	26 500	42 000
Transport	Rehabilitation, Renovations & Refurbishment	Equitable Share	C1158.2 Emergency replacement of Bridge0495 near De Doorns	Stage 5: Works	Individual Project		1 000	
Transport	Rehabilitation, Renovations & Refurbishment	Other	C1158.2 Emergency replacement of Bridge0495 near De Doorns**	Stage 5: Works	Individual Project	27 648		
Transport	Rehabilitation, Renovations & Refurbishment	Provincial Roads Maintenance Grant	C1203 PRMGReseal Trunk & Divisional roads around Worcester	Stage 5: Works	Individual Project	45 000	77 000	

Sector	Nature of Investment	Funding Source	Project Name	IDMS Gate	Delivery Mechanism	2024/25 (R'000)	2025/26 (R'000)	2026/27 (R'000)
Transport	Rehabilitation, Renovations & Refurbishment	Equitable Share	C1203 Reseal Trunk & Divisional roads around Worcester	Stage 5: Works	Individual Project	110 000		
Transport	New or Replaced Infrastructure	Asset Finance Reserve	C1234.1 R60 Worcester Eastern Bypass	Stage 2: Concept/ Feasibility	Individual Project			30 000
Transport	Maintenance and Repairs	Other	C1271.6 Worcester Area	Stage 4: Design Documentation	Individual Project	21 700		
Transport	Rehabilitation, Renovations & Refurbishment	Asset Finance Reserve	CW DM Regravel	Stage 5: Works	Individual Project	31 500		
GRAND TOTAL						266 361	137 556	78 275

TABLE 104: PROVINCIAL INFRASTRUCTURE INVESTMENT PROJECTS AND PROGRAMMES IN THE MUNICIPALITY FOR THE MTEF PERIOD 2024/25 – 2026/27

It should be noted that the table above excludes two “Transport” projects (reference: *C1202 Bredasdorp – Struis Bay* and *C1202 Bredasdorp - Struis Bay PRMG*) that were erroneously recorded under the Breede Valley Municipality’s list of funded Provincial Infrastructure Investment Projects and Programmes as encapsulated by the Provincial Department of Environmental Affairs and Development Planning. The municipality argues that these investments are applicable to the Cape Agulhas Municipality (Bredasdorp), not Breede Valley Municipality. The value of the investments over the 2024/25 MTREF is listed as R8 358 million and R20 000 million respectively, budgeted in the 2026/27 financial period. It should be noted that this perceived error has been raised with the department for revision and correction.

- a) **Allocations to municipalities as reflected in the 2024 Budget and not listed in the Division of Revenue Act, 2024.**
 (Note: the information in the table below is aligned to the 2024 provincial allocations to municipalities and will be updated in the final IDP review due in May 2025 as the latest allocations (i.e. 2025/26) is scheduled to be gazetted in March 2025).

PROVINCIAL GAZETTED			
<u>Provincial Treasury</u> <u>Provincial Notice ref: P.N. 23/2024</u>	2024/25 (R'000)	2025/26 (R'000)	2026/27 (R'000)
Human Settlements Development Grant (Beneficiaries)	R 1 807	R 2 416	
Community Library Services Grant	R 11 504	R 11 530	R 12 047
Informal Settlements Upgrading Partnership Grant	R 2 609	R 8 000	
Regional Socio-Economic Projects (RSEP) Programme - Municipal Projects	R 1 030		
Financial assistance to Municipalities for maintenance and construction of transport infrastructure	R 200	R 260	R 272
Municipal Accreditation and Capacity Building Grant	R 497	R 497	R 520
Title Deeds Restoration Grant	R 1 457	R 786	
Fire Service Capacity Building Grant	R 466	R 118	R 118
Community Development Workers Operational Support Grant	R 94	R 94	R 94
Total Provincial Allocations to BVM	R 19 664	R 23 701	R 13 051

**TABLE 105: ALLOCATIONS TO MUNICIPALITIES AS REFLECTED IN THE 2024 BUDGET AND NOT LISTED IN
THE DIVISION OF REVENUE ACT, 2024**

The table below depicts the national allocations to BVM, in terms of the Division of Revenue Bill.

(Note: the information in the table below is aligned to the 2024 DoRB and will be updated in the final IDP review due in May 2025 as the latest DoRB is scheduled to be gazetted in March 2025).

NATIONAL GAZETTED				
Division of Revenue Bill: Government Gazette No. 50099		2024/25 (R'000)	2025/26 (R'000)	2026/27 (R'000)
Schedule 5 / 7 (B)	Local Government Financial Management Grant	R 1 600	R 1 700	R 1 800
Schedule 5 / 7 (B)	Expanded Public Works Programme Integrated Grant for Municipalities	R 1 895		
Schedule 4 / 5 (B)	Municipal Infrastructure Grant	R 39 790	R 41 609	R 44 996
Schedule 4 / 5 (B)	Integrated National Electrification Programme (Municipal Grant)	R 14 620	R 19 431	R 17 518
Schedule 6	Integrated National Electrification Programme (ESKOM) Grant	R 532	R 2 977	
Schedule 3	Equitable Share	R 174 394	R 188 156	R 203 212
Total National Allocations to BVM		R 232 831	R 253 873	R 267 526

TABLE 106: NATIONAL ALLOCATIONS TO BVM, IN TERMS OF THE DIVISION OF REVENUE BILL

The municipality reiterates that the budgeted projections and planned projects depicted above, may be adjusted by the applicable National- and Provincial departments in accordance with unexpected or changing circumstances and/or events. The municipality will, in collaboration with National- and Provincial departments, ensure that stakeholders are duly informed of any amendments that might be made in this regard.

PART 1: LEGISLATIVE FRAMEWORK

PART 2: SOCIO-ECONOMIC & DEMOGRAPHIC PROFILE

PART 3: MUNICIPAL SITUATIONAL ANALYSIS

PART 4: STRATEGIC FRAMEWORK

PART 5: UNPACKING THE STRATEGIC PILLARS

PART 6: RESOURCING THE PLAN

PART 7: INTERGOVERNMENTAL COOPERATION

PART 8: MEASURING PERFORMANCE



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CHAPTER 12

This chapter deals with the implementation and monitoring of the IDP projects and programmes aimed at achieving the vision and objectives of Breede Valley Municipality as set out in this document. The IDP and budget are implemented through a Service Delivery and Budget Implementation Plan (SDBIP). The Top-layer SDBIP is used as a scorecard to measure, monitor, evaluate and report on institutional performance (monthly, quarterly, bi-annually and annually). The departmental SDBIP measures the performance of the departments and performance agreements and plans are used to measure the performance of employees.

12.1 PERFORMANCE MANAGEMENT

The Performance Management System (PMS) implemented at Breede Valley Municipality is intended to provide a comprehensive, step-by-step planning system that helps the municipality to manage the process of performance planning and measurement effectively. The PMS serves as the primary mechanism to monitor, review and improve the implementation of the municipality's IDP and eventually the budget.

The performance management policy framework was approved by Council and made provision for performance implementation, monitoring and evaluation at organisational as well as individual level. The Municipality has reviewed and adopted its performance management policy framework in 2018. A revised policy framework served before Council in May 2023 and was subsequently adopted. The PMS unit will annually review the policy framework to ensure that performance management remains up to date within the municipality.

The Performance Management Framework of the municipality is reflected in the diagram below:

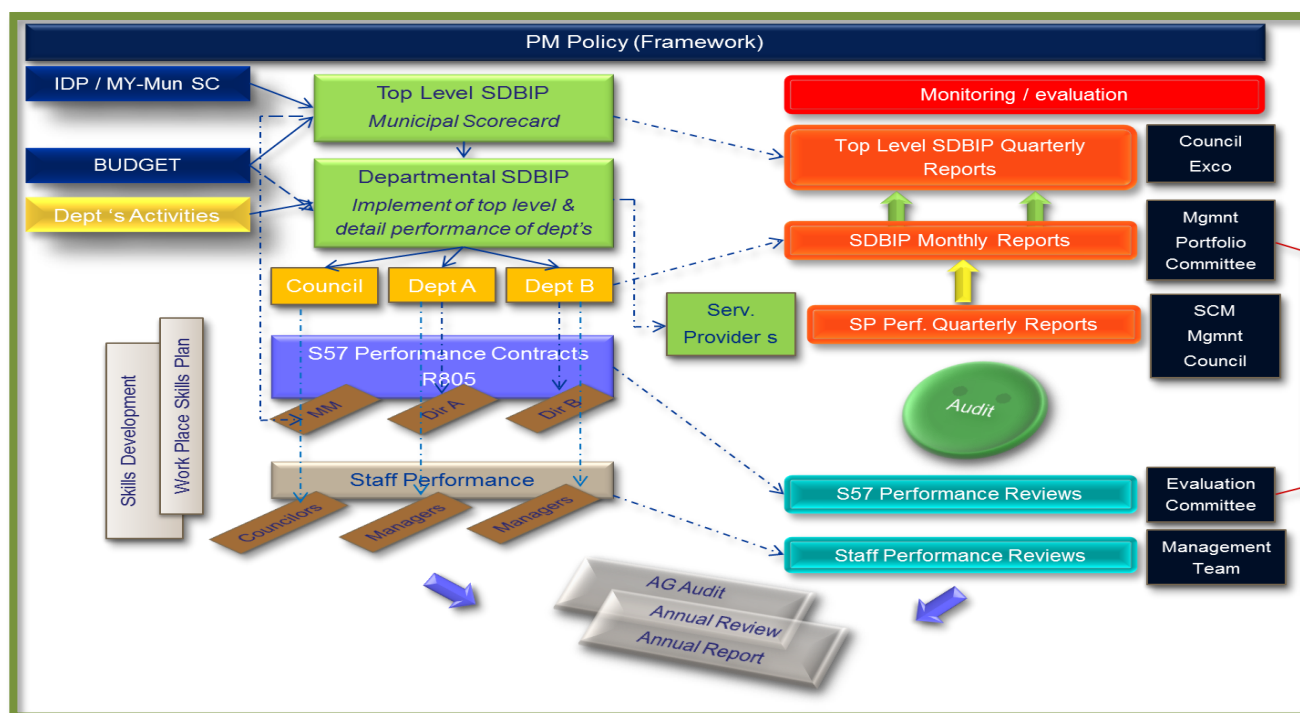


FIGURE 89: PERFORMANCE MANAGEMENT POLICY FRAMEWORK

12.2 ORGANISATIONAL LEVEL

The strategy of the municipality is measured in terms of the:

1. **Five-Year Municipal Scorecard** which will formally be detailed and included in subsequent IDP reviews and/or amendments and includes the expected outcomes of the objectives for the five years. The outcome indicators:
 - a. Indicate what the municipality aim to achieve in terms of its objectives;
 - b. Is included in the IDP with baseline data for the most recent year for which data is available;
 - c. Include a medium-term target for both the end of the electoral term (5th year) and the outer year of the MTREF (3rd year shifting out); and
 - d. Reported on for the latest year for which data is available in the Annual Report
2. **Top Layer Service Delivery Budget Implementation Plan (SDBIP).** The Top Layer SDBIP is a one-year plan and includes the outputs that measure the implementation of the approved budget. The output indicators:
 - a. Is the functional link between the final products, goods or services produced for delivery and provide a useful indication of progress toward the intended outcome included in the IDP;
 - b. Include baseline data for the preceding financial year;
 - c. Include annual targets, split into quarterly projections as appropriate;
 - d. Is reported on quarterly, mid-year and annually; and
 - e. Included in the annual performance agreements of the municipal manager and senior managers
3. **Departmental SDBIP.** The departmental SDBIP is a one-year operational plan which measures performance at a directorate and departmental level. Indicators included in this plan includes the following:
 - a. Budget performance at a departmental level;
 - b. Service standards;
 - c. Activities required towards achievement of the strategy;
 - d. Measurement in the performance of managers at a directorate level; and
 - e. Monitored monthly and reported on.

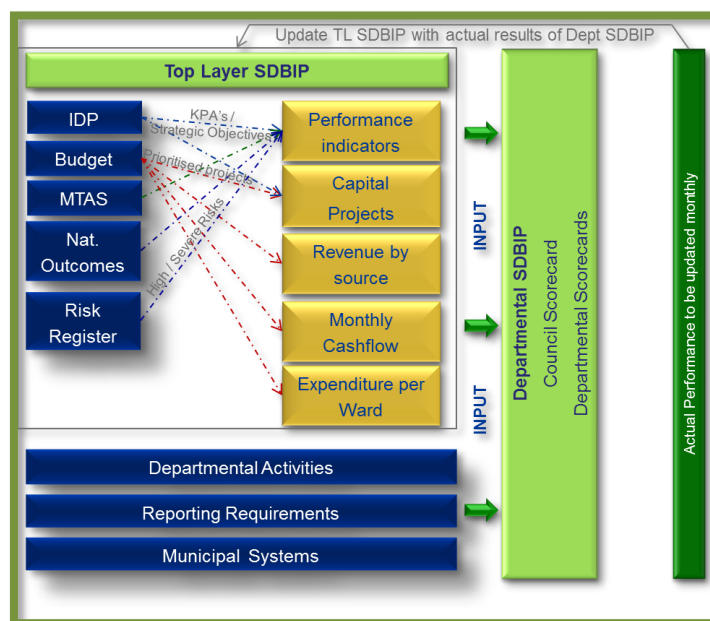


FIGURE 90: ORGANISATIONAL PERFORMANCE

12.3 INDIVIDUAL LEVEL

Individual performance is measured as follows:

1. Municipal Manager and senior managers

The performance of the Municipal Manager and senior managers is regulated in terms of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (Regulation 805, 2006). In terms of the aforementioned regulation:

- Performance agreements are concluded annually which is linked to the Top Layer SDBIP; and
- Performance in terms of the performance plan and core competencies included in the agreement, are formally evaluated at mid-year and annually

2. All staff (excluding senior managers)

On 20 September 2021 the Minister of Cooperative Governance and Traditional Affairs promulgated the Local Government: Municipal Staff Regulations (Regulation 890) and Guidelines (891) which is effective 1 July 2022. In terms of the aforementioned regulations:

- Performance agreements that include an operational plan, core competencies and skills development plans, must be concluded by 30 July 2023 with all staff; and
- Performance in terms of the performance agreements must be evaluated by 30 January (mid-year) and 30 August (annual) respectively.

The municipality is in the process of taking the necessary actions to ensure compliance with Regulation 890 (as reflected in section 9.1).

12.4 KEY PERFORMANCE INDICATORS (KPIs)

Section 38(a) of the Systems Act requires municipalities to set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the community development priorities and objectives set out in its Integrated Development Plan. Section 9(1) of the regulations to this Act stipulates in this regard that a municipality must set key performance indicators, including input indicators, output indicators and outcome indicators in respect of each of the development priorities and objectives.

Cognisance should be given to Addendum 2 and Addendum 3 of Circular 88 (released on 17 December 2020 and 20 December 2021 respectively). The circulars essentially convey that the prescribed technical indicator descriptions (TID's) must be implemented as a pilot process from the 2021/22 financial year and onwards, hence, intermediate cities, district and local municipalities will not be required to incorporate the indicators in their existing performance indicator tables in the IDP and SDBIP. Instead, these indicators should find expression in a dedicated Annexure to the IDP (outcome indicators only) and Top Layer SDBIP (output and compliance indicators only) which clearly indicates the MFMA Circular No. 88 indicators applicable to the municipality at Tier 1 and 2 levels of readiness. For this pilot process, the applicable indicators as included in the Annexures will be monitored and reported on, on a quarterly and annual basis, to the DCoG and the provincial departments of Cooperative Governance and Traditional Affairs (COGTAs). No reporting in the MSA Section 46 statutory annual performance report (APR) will be required. This “parallel” pilot process will allow and encourage municipalities to plan, implement and report on the MFMA Circular No. 88 indicators, without limiting their statutory performance planning and reporting in fear of audit findings before they have not adequately institutionalized the process.

Every year, as required by Section 12(1) of the regulations to the Systems Act, the municipality also sets performance targets for each of the key performance indicators. The IDP process and the performance management process are therefore seamlessly integrated.

12.5 PERFORMANCE REPORTING

Monitoring provides crucial information about how the municipality is performing and this in turn helps decision makers and other stakeholders to measure whether the organisation is on track in meeting its objectives.

Report	Frequency	To whom	Content	Comments
Departmental SDBIP	Quarterly	Municipal Manager, Directors and Portfolio Committees	Actual results achieved against department SDBIP KPI's	NB: Reasons for non-performance and corrective measures
Top Layer SDBIP (Could serve as sec 52 report as well)	Quarterly (Sec 52 within 30 days after end of quarter)	Municipal Manager, Directors and Council	Actual results achieved against Top Layer SDBIP KPI's	NB: Reasons for non-performance and corrective measures
Internal Audit reports on performance results	Quarterly	Council and Performance Audit Committee	Audit outcomes from auditing actual results captured/ indicated/ reported on	Outcomes to be used to rectify KPI's and actuals
MFMA Sec 52 report	Quarterly (within 30 days after end of quarter)	Municipal Manager, Directors and Council (Copy to PT and NT)	Actual results achieved against Top Layer SDBIP KPI's	NB: Reasons for non-performance and corrective measures

Report	Frequency	To whom	Content	Comments
MFMA Sec 72 report	25 January	Executive Mayor (Submit to next Council meeting after 25 January and copy to PT and NT)	Consists of 2 parts PM: Actual results achieved against Top Layer SDBIP KPI' Finance: As prescribed by NT	Use results/outcome to motivate adjustments budget
MSA Sec 46 report	31 August	AGSA, Council	Consist of chapters 3 & 4 of the AR	Must form part of AR
Annual report	Draft: 31 January to Council Final: 31 March to Council with oversight report	AGSA, Council, Audit Committee, Oversight Committee (Copy to PT and NT)	As prescribed	NB: If full draft is submitted earlier to Council, the final version will be submitted within 2 months after the draft has been submitted

TABLE 107: REPORTING INTERVALS

12.6 DRAFT TOP LAYER SDBIP 2025/26

- Please note that the final Top Layer SDBIP for 2025/26, as per legislation, must be considered and approved by the Executive Mayor within 28 Days after the adoption of the final budget. The information depicted below is still draft and is therefore subject to change. The final approved Top Layer SDBIP will be published and uploaded onto the municipal social media platforms and website upon approval. Baseline data marked with an * is indicative of new KPI's with no comparative performance data.

STRATEGIC OBJECTIVE 1: TO PROVIDE AND MAINTAIN BASIC SERVICES AND ENSURE SOCIAL UPLIFTMENT OF THE BREEDE VALLEY COMMUNITY										
KPI	Unit of Measurement	KPI Owner	Baseline	Ward	Target type	Annual Target 2025/26	Quarterly Targets			
							Q1	Q2	Q3	Q4
Spend 95% of the budget allocated for the upgrade of the municipal rental units by 30 June 2026	% of the budget spent	Director: Community Services	0%	All	Percentage	95%	10%	20%	50%	95%
Spend 95% of the budget allocated for the maintenance of the Rouxpark rental units by 30 June 2026	% of the budget spent	Director: Community Services	0% *	All	Percentage	95%	0%	20%	50%	95%
Spend 95% of the budget allocated for the maintenance of the municipal rental units by 30 June 2026	% of the budget spent	Director: Community Services	96.55%	All	Percentage	95%	10%	20%	50%	95%
Spend 95% of the budget allocated for the relocation of outside toilets of all properties that were previously owned by	% of the budget spent	Director: Community Services	0%	All	Percentage	95%	0%	20%	50%	95%

STRATEGIC OBJECTIVE 1: TO PROVIDE AND MAINTAIN BASIC SERVICES AND ENSURE SOCIAL UPLIFTMENT OF THE BREEDE VALLEY COMMUNITY										
KPI	Unit of Measurement	KPI Owner	Baseline	Ward	Target type	Annual Target 2025/26	Quarterly Targets			
							Q1	Q2	Q3	Q4
government by 30 June 2026										
Implement 22 approved community development projects by 30 June 2026	Number of approved projects implemented	Director: Community Services	18	All	Number	20	3	5	6	8
Spend 95% of the Library Grant in accordance with the transfer payment agreement by 30 June 2026	% of grant funding spent	Director: Community Services	92.84%	All	Percentage	95%	20%	50%	75%	95%
Spend 95% of the electricity capital budget by 30 June 2026	% of the budget spent	Director: Engineering Services	91.73%	All	Percentage	95%	0%	20%	60%	95%
Spend 95% of the budget allocated for the provision of alternative energy solutions for municipal buildings and infrastructure by 30 June 2026	% of the budget spent	Director: Engineering Services	0*	All	Percentage	95%	0%	20%	60%	95%
Spend 95% of the budget allocated to upgrade the Rouxpark	% of budget spent	Director: Engineering Services	0%*	All	Percentage	95%	0%	0%	0%	95%

STRATEGIC OBJECTIVE 1: TO PROVIDE AND MAINTAIN BASIC SERVICES AND ENSURE SOCIAL UPLIFTMENT OF THE BREEDE VALLEY COMMUNITY										
KPI	Unit of Measurement	KPI Owner	Baseline	Ward	Target type	Annual Target 2025/26	Quarterly Targets			
							Q1	Q2	Q3	Q4
substation by 30 June 2026										
Spend 95% of the budget allocated to construct a new ESKOM substation at Transhex (Merlot) by 30 June 2026	% of the budget spent	Director: Engineering Services	0%*	All	Percentage	95%	0%	20%	60%	95%
Spend 95% of the electricity maintenance budget by 30 June 2026	% of the budget spent	Director: Engineering Services	96.99%	All	Percentage	95%	0%	20%	60%	95%
Spend 95% of the capital budget allocated for the resurfacing of roads by 30 June 2026	% of the budget spent	Director: Engineering Services	99.17%	All	Percentage	95%	0%	0%	60%	95%
Spend 95% of the budget allocated for the upgrade of gravel roads by 30 June 2026	% of the budget spent	Director: Engineering Services	45.72%	All	Percentage	95%	0%	20%	60%	95%
Complete the upgrade of the Touwsrivier Waste Water Treatment Works by 30 June 2026	Project completed	Director: Engineering Services	0*	1	Number	0	0	0	0	1

STRATEGIC OBJECTIVE 1: TO PROVIDE AND MAINTAIN BASIC SERVICES AND ENSURE SOCIAL UPLIFTMENT OF THE BREEDE VALLEY COMMUNITY										
KPI	Unit of Measurement	KPI Owner	Baseline	Ward	Target type	Annual Target 2025/26	Quarterly Targets			
							Q1	Q2	Q3	Q4
Spend 95% of the budget allocated for the upgrade of the De Doorns Water Treatment Works by 30 June 2026	% of the budget spent	Director: Engineering Services	0% *	All	Percentage	95%	10%	20%	60%	95%
Number of formal residential properties that are billed for water as at 30 June 2026	Number of residential properties that are billed for residential consumption water meters charged residential domestic tariffs or residential flat rate tariffs using an erf as a household except municipal rental flats which will be measured by using the number of rental units.	CFO	21 628	All	Number	21 750	0	0	0	21 750
Number of residential properties which are billed for electricity or have pre-paid meters (excluding	Number of residential properties that are billed for electricity or have	CFO	23 271	All	Number	23 000	0	0	0	23 000

STRATEGIC OBJECTIVE 1: TO PROVIDE AND MAINTAIN BASIC SERVICES AND ENSURE SOCIAL UPLIFTMENT OF THE BREEDE VALLEY COMMUNITY										
KPI	Unit of Measurement	KPI Owner	Baseline	Ward	Target type	Annual Target 2025/26	Quarterly Targets			
							Q1	Q2	Q3	Q4
Eskom Electricity supplied properties) as at 30 June 2026	pre-paid meters, charged on the residential tariffs for consumption and residential prepaid tariffs									
Number of formal residential properties that are billed for sanitation/sewerage services as at 30 June 2026	Number of residential properties that are billed for residential sewerage tariffs using the erf as property	CFO	19 476	All	Number	19 850	0	0	0	19 850
Number of formal residential properties that are billed for refuse removal as at 30 June 2026	Number of residential properties that are billed for refuse removal residential tariffs using the erf as a property	CFO	19 505	All	Number	19 850	0	0	0	19 850
Provide free basic water to indigent households in terms of the approved tariffs earning up to R6000 as at 30 June 2026	Number of indigent households receiving free basic water	CFO	7 133	All	Number	7 500	0	0	0	7 500

STRATEGIC OBJECTIVE 1: TO PROVIDE AND MAINTAIN BASIC SERVICES AND ENSURE SOCIAL UPLIFTMENT OF THE BREEDE VALLEY COMMUNITY										
KPI	Unit of Measurement	KPI Owner	Baseline	Ward	Target type	Annual Target 2025/26	Quarterly Targets			
							Q1	Q2	Q3	Q4
Provide free basic electricity to indigent households in terms of the approved tariffs earning up to R6000 as at 30 June 2026	Number of indigent households receiving free basic electricity	CFO	7 133	All	Number	7 500	0	0	0	7 500
Provide free basic sanitation to indigent households in terms of the approved tariffs earning up to R6000 as at 30 June 2026	Number of indigent households receiving free basic sanitation	CFO	7 133	All	Number	7 500	0	0	0	7 500
Provide free basic refuse removal to indigent households in terms of the approved tariffs earning up to R6000 as at 30 June 2026	Number of indigent households receiving free basic refuse removal	CFO	7 133	All	Number	7 500	0	0	0	7 500
Limit unaccounted electricity losses to less than 10% by 30 June 2026	% unaccounted for electricity	CFO	5.93%	All	Percentage	10%	0%	0%	0%	10%
Limit unaccounted water losses to less	% unaccounted for water	CFO	12.69%	All	Percentage	25%	0%	0%	0%	25%

STRATEGIC OBJECTIVE 1: TO PROVIDE AND MAINTAIN BASIC SERVICES AND ENSURE SOCIAL UPLIFTMENT OF THE BREEDE VALLEY COMMUNITY										
KPI	Unit of Measurement	KPI Owner	Baseline	Ward	Target type	Annual Target 2025/26	Quarterly Targets			
							Q1	Q2	Q3	Q4
than 25% by 30 June 2026										
Achieve 95% of the municipal capital budget spent on capital projects as at 30 June 2026	% of the municipal capital budget spent	Municipal Manager	79.98%	All	Percentage	95%	0%	30%	60%	95%
Complete the specifications and design of a perimeter fence for Boland Park by 30 June 2026	Design and specifications completed	Director: Planning, Development and Integrated Services	0*	7	Number	1	0	0	0	1
Spend 95% of the capital budget linked to the upgrade of the Fanie Otto and Rawsonville Sport Field by 30 June 2026	% of the budget spent	Director: Planning, Development and Integrated Services	0%	5, 19 & 20	Percentage	95%	0%	20%	60%	95%
Achieve 95% average water quality level as measured per SANS 241 criteria during the 2025/26 financial year	% water quality level per quarter	Director: Planning, Development and Integrated Services	95.33%	All	Percentage	95%	95%	95%	95%	95%
Review the 5 year Water Service Development Plan IDP Water Sector	Water Service Development Plan IDP Water Sector Input	Director: Planning, Development	1	All	Number	1	0	0	1	0

STRATEGIC OBJECTIVE 1: TO PROVIDE AND MAINTAIN BASIC SERVICES AND ENSURE SOCIAL UPLIFTMENT OF THE BREEDE VALLEY COMMUNITY										
KPI	Unit of Measurement	KPI Owner	Baseline	Ward	Target type	Annual Target 2025/26	Quarterly Targets			
							Q1	Q2	Q3	Q4
Input Report and submit to Council for consideration by 31 March 2026	Report submitted to Council for consideration	and Integrated Services								
Spend 95% of the budget allocated towards the pipe cracking projects/works by 30 June 2026	% of budget spent	Director: Planning, Development and Integrated Services	100%	All	Percentage	95%	0%	30%	60%	95%
80% of sewage samples comply with effluent standard during the 2025/26 financial year	% of sewage samples compliant	Director: Planning, Development and Integrated Services	80.68%	All	Percentage	80%	80%	80%	80%	80%
Spend 95% of the budget allocated towards the improvement of the sewerage system by 30 June 2026	% of budget spent	Director: Planning, Development and Integrated Services	98.09%	All	Percentage	95%	0%	30%	60%	95%
Develop a maintenance plan for the RSEP facilities and submit to the Mayoral Committee for approval by 31 March 2026	Plan developed and submitted for approval	Director: Planning, Development and Integrated Services	0*	All	Percentage	1	0	0	1	0

STRATEGIC OBJECTIVE 2: TO CREATE AN ENABLING ENVIRONMENT FOR EMPLOYMENT AND POVERTY ERADICATION THROUGH PROACTIVE ECONOMIC DEVELOPMENT AND TOURISM										
KPI	Unit of Measurement	KPI Owner	Baseline	Ward	Target type	Annual Target 2025/26	Quarterly Targets			
							Q1	Q2	Q3	Q4
Review the SDF and submit to Council for approval by 31 March 2026	SDF reviewed and submitted for approval	Director: Planning, Development and Integrated Services	0*	All	Number	1	0	0	1	0
The number of FTE's created through the EPWP programme by 30 June 2026	Number of FTE's created through the EPWP programme	Director: Strategic Support Services	395.2	All	Number	203	0	83	0	120
Sign service level agreements (SLA's) with 4 Local Tourism Associations (LTA's) for their annual tourism operational expenditure by 30 September 2025	Number of SLA's signed	Director: Strategic Support Services	4	All	Number	4	4	0	0	0
Table Council items linked to the future intended use of urban plots by 30 June 2026	Number of items tabled to Council	Director: Strategic Support Services	0*	All	Number	2	0	0	0	2

STRATEGIC OBJECTIVE 3: TO ENSURE A SAFE, HEALTHY, CLEAN AND SUSTAINABLE EXTERNAL ENVIRONMENT FOR ALL BREEDE VALLEY'S PEOPLE										
KPI	Unit of Measurement	KPI Owner	Baseline	Ward	Target type	Annual Target 2025/26	Quarterly Targets			
							Q1	Q2	Q3	Q4
Plan & conduct 48 roadblocks by 30 June 2026	Number of roadblocks conducted	Director: Community Services	42	All	Number	48	12	12	12	12
Conduct 1 225 planned inspections in accordance with the Fire Protection Regulations and Fire Safety Bylaw during the 2025/26 financial year	Number of planned inspections conducted	Director: Community Services	1 224	All	Number	1 225	250	250	350	375
Purchase a complete fire engine with equipment by the end of September 2025	Fire engine with equipment purchased	Director: Community Services	0	All	Number	1	1	0	0	0
Spend 95% of the capital budget allocated for the construction of speedhumps in the municipal area by 30 June 2026	% of the budget spent	Director: Engineering Services	95.28%	All	Percentage	95%	0%	0%	60%	95%

STRATEGIC OBJECTIVE 3: TO ENSURE A SAFE, HEALTHY, CLEAN AND SUSTAINABLE EXTERNAL ENVIRONMENT FOR ALL BREEDE VALLEY'S PEOPLE										
KPI	Unit of Measurement	KPI Owner	Baseline	Ward	Target type	Annual Target 2025/26	Quarterly Targets			
							Q1	Q2	Q3	Q4
Recycle 120 tonnes of waste by 30 June 2026	Tonnage of waste recycled	Director: Planning, Development & Integrated Services	121.91	All	Number	120	30	30	30	30
Develop an Organic Waste Strategy and submit to Council for approval by 31 March 2026	Strategy developed and submitted	Director: Planning, Development & Integrated Services	0*	All	Number	1	0	0	1	0

STRATEGIC OBJECTIVE 4: PROVIDE DEMOCRATIC, ACCOUNTABLE GOVERNMENT FOR LOCAL COMMUNITIES AND ENCOURAGE INVOLVEMENT OF COMMUNITIES AND COMMUNITY ORGANIZATIONS IN THE MATTERS OF LOCAL GOVERNMENT										
KPI	Unit of Measurement	KPI Owner	Baseline	Ward	Target type	Annual Target 2025/26	Quarterly Targets			
							Q1	Q2	Q3	Q4
Submit a request for approval, to dispose official documents, to the Provincial Archive Services by no later than 30 June 2026	Request for approval submitted to the Provincial Archive Services	Director: Strategic Support Services	1	All	Number	1	0	0	0	1
Review the 5th generation Final IDP and submit to Council for approval by 31 May 2026	5th Generation IDP reviewed and submitted to Council for approval	Director: Strategic Support Services	1	All	Number	1	0	0	0	1
Issue quarterly electronic publications on capital projects to the public	Number of issues	Director: Strategic Support Services	0*	All	Number	4	1	1	1	1

STRATEGIC OBJECTIVE 5: ENSURE A HEALTHY AND PRODUCTIVE WORKFORCE AND AN EFFECTIVE AND EFFICIENT WORK ENVIRONMENT										
KPI	Unit of Measurement	KPI Owner	Baseline	Ward	Target type	Annual Target 2025/26	Quarterly Targets			
							Q1	Q2	Q3	Q4
Number of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan and organisational structure during the 2025/26 financial year	Number of people employed in the three highest levels of management	Director: Strategic Support Services	4	All	Number	5	0	0	0	5
Spend 1% of the municipality's personnel budget on implementing its workplace skills plan by 30 June 2026	% of the budget spent	Director: Strategic Support Services	0.91%	All	Percentage	1%	0%	0%	0%	1%
Limit vacancy rate to 15% of budgeted posts by 30 June 2026	% vacancy rate	Director: Strategic Support Services	18.56%	All	Percentage	15%	0%	15%	0%	15%
Spend 95% of the budget allocated for the replacement of	% of the budget spent	Director: Strategic Support Services	98.72%	All	Percentage	95%	0%	0%	0%	95%

STRATEGIC OBJECTIVE 5: ENSURE A HEALTHY AND PRODUCTIVE WORKFORCE AND AN EFFECTIVE AND EFFICIENT WORK ENVIRONMENT										
KPI	Unit of Measurement	KPI Owner	Baseline	Ward	Target type	Annual Target 2025/26	Quarterly Targets			
							Q1	Q2	Q3	Q4
ICT equipment by 30 June 2026										

STRATEGIC OBJECTIVE 6: ASSURE A SUSTAINABLE FUTURE THROUGH SOUND FINANCIAL MANAGEMENT, CONTINUOUS REVENUE GROWTH CORPORATE GOVERNANCE AND RISK MANAGEMENT PRACTICES										
KPI	Unit of Measurement	KPI Owner	Baseline	Ward	Type of Target	Annual Target 2025/26	Quarterly Targets			
							Q1	Q2	Q3	Q4
Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2026	% of debt coverage	CFO	23.59%	All	Percentage	45%	0%	0%	0%	45%
Financial viability measured in terms of the outstanding service debtors as at 30 June 2026	% of outstanding service debtors	CFO	10.19%	All	Percentage	16.50%	0%	0%	0%	16.50%
Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2026	Number of months it takes to cover fix operating expenditure with available cash	CFO	2	All	Number	1.50	0	0	0	1.5
Submit the approved financial statements for 2024/25 to the Auditor-General by 31 August 2025	Approved financial statements for 2024/25 submitted to the AG	CFO	1	All	Number	1	1	0	0	0
Achieve a payment percentage of above 95% as at 30 June 2026	% Payment achieved	CFO	96.48%	All	Percentage	95%	75%	90%	95%	95%

STRATEGIC OBJECTIVE 6: ASSURE A SUSTAINABLE FUTURE THROUGH SOUND FINANCIAL MANAGEMENT, CONTINUOUS REVENUE GROWTH CORPORATE GOVERNANCE AND RISK MANAGEMENT PRACTICES										
KPI	Unit of Measurement	KPI Owner	Baseline	Ward	Type of Target	Annual Target 2025/26	Quarterly Targets			
							Q1	Q2	Q3	Q4
Review the MGRO Clean Audit Plan and submit to the Municipal Manager by 31 January 2026	MGRO Clean Audit Plan submitted	CFO	1	All	Number	1	0	0	1	0
Achieve an unqualified audit for the 2024/25 financial year by 31 January 2026	Audit report signed by the Auditor-General for 2024/25	CFO	1	All	Number	1	0	0	1	0
Review the Revenue Enhancement Plan and submit to Council for approval by 31 May 2026	Reviewed Revenue Enhancement Plan submitted to Council	CFO	1	All	Number	1	0	0	0	1
Achieve 90% of the Revenue Enhancement Plan actions identified for 2025/26 by 30 June 2026	% of actions identified achieved	CFO	0%*	All	Percentage	90%	0%	0%	0%	90%
Compile a Risk Based Audit Plan and submit to the Audit Committee by 30 June 2026	RBAP submitted to the Audit Committee	Municipal Manager	1	All	Number	1	0	0	0	1
Compile a strategic risk report and	Strategic risk report submitted to Council	Municipal Manager	1	All	Number	1	0	0	0	1

STRATEGIC OBJECTIVE 6: ASSURE A SUSTAINABLE FUTURE THROUGH SOUND FINANCIAL MANAGEMENT, CONTINUOUS REVENUE GROWTH CORPORATE GOVERNANCE AND RISK MANAGEMENT PRACTICES										
KPI	Unit of Measurement	KPI Owner	Baseline	Ward	Type of Target	Annual Target 2025/26	Quarterly Targets			
							Q1	Q2	Q3	Q4
submit to Council by 31 May 2026										

TABLE 108: DRAFT TOP LAYER SDBIP 2025/26

12.7 Governance

The audit of performance information and systems comply with Section 166 of the MFMA and Regulation 14 of the Municipal Planning and Performance Management Regulations (2001). These processes provide credibility to the overall performance processes.

1. Quality control and co-ordination

The Performance Management Section co-ordinates and ensure good quality of performance reporting and reviews on an ongoing basis. It is their role to ensure conformity to reporting formats and verify the reliability of reported information, where possible. The Municipal Manager/Directors/Heads/Managers/Supervisors review overall performance and the quality of reported performance monthly along with the applicable portfolio of evidence.

2. Internal Audit

In terms of Section 165 of the MFMA and Section 45 of the MSA, the municipality's Internal Audit continuously assess the performance reports based on the organisational scorecards and submit a quarterly internal audit reports to the Municipal Manager and Audit Committee.

The audit includes an assessment of:

- The usefulness of performance indicators;
- The functionality of the municipality's performance management system;
- Whether the municipality's PMS complies with the MSA; and
- The extent to which the municipality's performance measurements are reliable in measuring the performance of the municipality by making use of indicators.

3. Audit Committee

The MFMA and the Municipal Planning and Performance Management Regulations require that the Council establish an Audit Committee consisting of a minimum of three members, where the majority of members are not employees of the municipality. No councillor may be a member of an Audit Committee. Council shall also appoint a chairperson who is not an employee.

The Regulations provide municipalities the option to establish a separate Performance Audit Committee whereas the MFMA provides only for a single Audit Committee. The Audit Committee of BVM also fulfils the duties of the Performance Audit Committee. The operation of this Performance Audit Committee is governed by Section 14 (2-3) of the regulations.

According to the Regulations, the Performance Audit Committee must:

- Review the quarterly reports submitted to it by the internal audit unit;
- Review the municipality's performance management system and make recommendations in this regard to the council of that municipality;
- Assess whether the performance indicators are sufficient; and
- At least twice during a financial year submit an audit report to the municipal council.

In order to fulfil their function an Audit Committee may, according to the MFMA and the regulations:

- Communicate directly with the Council, Municipal Manager or the internal and external auditors of the municipality concerned;
- Access any municipal records containing information that is needed to perform its duties or exercise its powers;
- Request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and
- Investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.