

REVIEW OF THE INTEGRATED DEVELOPMENT PLAN (2023 - 2024)



BREED VALLEY

MUNICIPALITY • MUNISIPALITEIT • UMASIPALA

FIRST REVIEW OF THE 5TH GENERATION IDP (2022-2027)

**Compiled in terms of the Local Government: Municipal
Systems Act, Act 32 of 2000**

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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
CFO	Chief Financial Officer
CoGTA	Department of Cooperative Governance and Traditional Affairs
CRR	Capital Replacement Reserves
CWDM	Cape Winelands District Municipality
CWP	Community Works Programme
DBSA	Development Bank of Southern Africa
DEDAT	Department of Economic Development and Tourism
DLG	Department of Local Government
DTPW	Department of Transport and Public Works
EM	Executive Mayor
EPWP	Expanded Public Works Programme
FY	Financial Year
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)
NGO	Non-Governmental Organisation
NPO	Non-Profit Organisation
NT	National Treasury
PMS	Performance Management System

PT	Provincial Treasury
RSEP	Regional Socio-economic Programme
SALGA	South African Local Government Association
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
WCG	Western Cape Government
WSDP	Water Services Development Plan

EXECUTIVE MAYOR'S FOREWORD

For inclusion in the final version

MUNICIPAL MANAGER'S FOREWORD

For inclusion in the final version

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 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 first review of the 5th Generation IDP (2022 – 2027), in preparation for Council's second financial year within its elected 5-year term. The diagram below depicts the IDP process flow within the reference term:

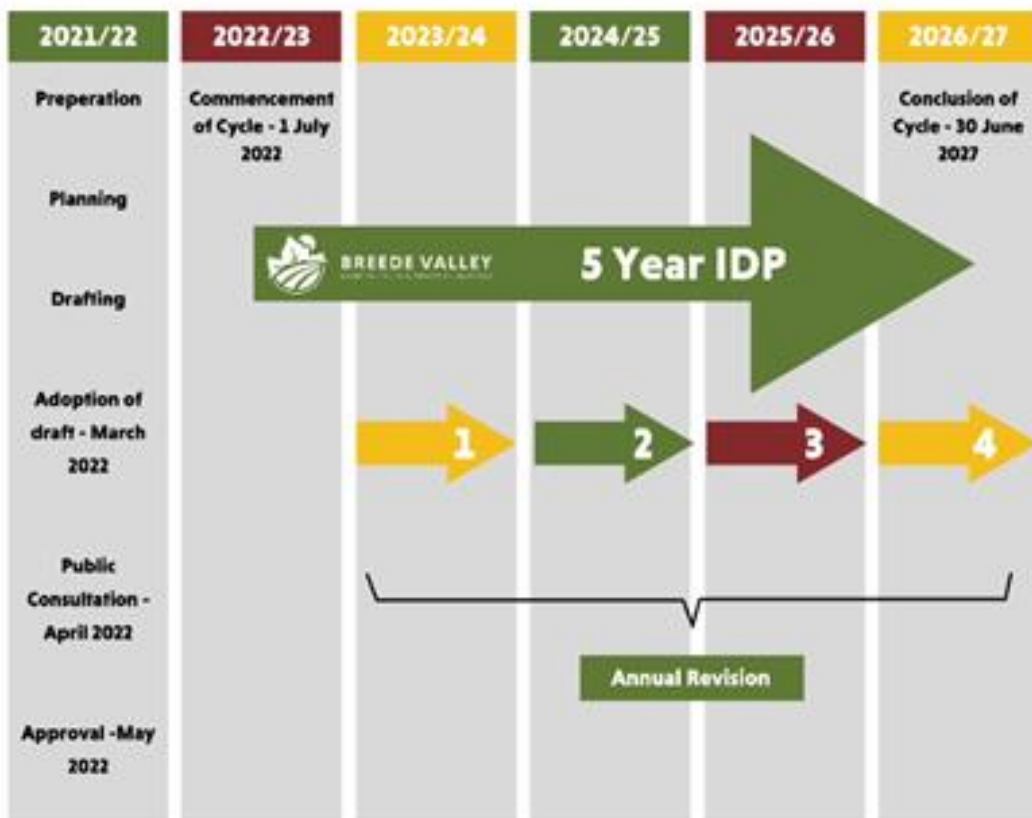


FIGURE 1: FIVE-YEAR IDP CYCLE

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, 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 first review/amendment of the 5th Generation IDP, Council approved the time schedule on 23 August 2022 (Council Resolution: C91/2022), which depicts the key planning activities (amongst others) earmarked for implementation within the 2022/23 financial period, in preparation for the 2023/24 IDP and Budget cycle. The detailed 5th Generation IDP Process Plan can be viewed on the municipal website: www.bvm.gov.za.

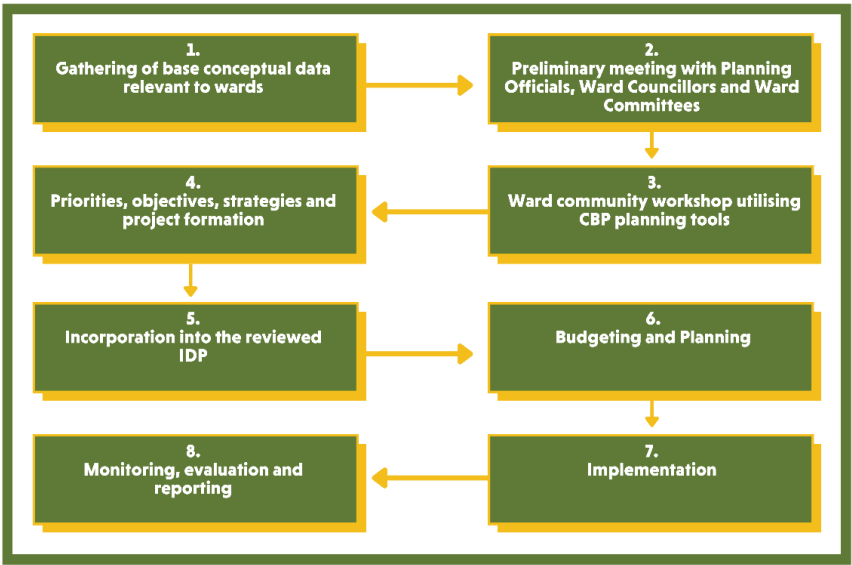


FIGURE 2: GENERIC IDP PROCESS

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.

The table below provides a summary of the key activities that will take place in terms of the IDP, Budget and PMS process during the 2022/23 financial year in preparation for the 2023/24 IDP & Budget cycle:

MONTH	ACTIVITIES	DUE DATE	LEGISLATION	RESPONSIBLE PERSON/STRUCTURE
ANALYSIS PHASE				
JULY 2022	Preparation of the draft 2023/24 IDP/Budget/Performance Management Time Schedule (hereafter referred to as the Time Schedule) for implementation in the 2022/23 financial period		MFMA S21(1)(b)	Executive Management/BVM Management//IDP & PMS Unit
	Executive/Senior Management to discuss & provide input on the draft Time Schedule & to ensure internal alignment			Executive Management/BVM Management//IDP & PMS Unit
	Engagement with the Provincial Department of Local Government & Cape Winelands District Municipality to ensure alignment, coupled with the submission of the draft Time Schedule to them for input			PGWC/CWDM/IDP & PMS Unit
	Address provincial IDP Assessment findings (subject to the receipt of correspondence from the Provincial DLG)		MSA S31	DLG/Executive Management/BVM Management/IDP & PMS Unit
	Executive Mayor initiates planning for next three-year budget cycle in accordance with co-ordination role of budget process and review of previous year's budgeting process		MFMA S53	Executive Mayor/Executive Management
	Accounting Officer, Executive Management and Senior Management of municipality review options and contracts for service delivery		MSA S76-81	Executive Management/BVM Management
	Approve and announce new budget schedule and set up committees and forums after consultation on performance and changing needs			Executive Management

MONTH	ACTIVITIES	DUE DATE	LEGISLATION	RESPONSIBLE PERSON/STRUCTURE
	Submission of 2021/22 Q4 performance inputs by BVM Management			Executive Management/BVM Management/IDP & PMS Unit
	Tabling & submission of the unaudited Q4 SDBIP Performance Report (for last quarter of 2021/22) to Council & stakeholders		MSA S41 (1)(e); MFMA S52 (d); MPPR Reg. 14	Director Strategic Support Services/IDP & PMS Unit
	Finalisation of S57 Performance Agreements & submission to the Executive Mayor & Municipal Manager for approval by no later than 31 July 2022 (subject to not being concluded during June)		MFMA S69 MSA S57	Executive Mayor/Executive Management/IDP & PMS Unit
	Tabling the approved SDBIP & S57 Performance Agreements in Council for notification purposes			Council/Executive Management/IDP & PMS Unit
	Commence with the preparation/review of Sector Plans for consideration/incorporation in the 2023/24 IDP & Budget			Executive Management/BVM Management
	Preparation of the 2021/22 draft Annual Financial Statements & collation of user input into the 2021/22 draft Annual Report & Annual Performance Report		MFMA S126(1)(a); MSA S46	Executive Management/BVM Management/IDP & PMS Unit
AUGUST 2022	Roll-Over Budget tabled to Council	Aug 2022	MFMA S28(2)(e), MBRR 23(5)	CFO/Budget & Costing Unit
	Executive Mayor tables the Time Schedule in Council	Aug 2022	MFMA S21,22, 23 MSA S34	Council/IDP & PMS Unit
	Submit approved Time Schedule to National Treasury, Provincial Treasury, Department of Local Government and the Cape Winelands District Municipality	Aug 2022		IDP & PMS Unit
	Publication of the approved Time Schedule in order to meet AG audit requirements			IDP & PMS Unit

MONTH	ACTIVITIES	DUE DATE	LEGISLATION	RESPONSIBLE PERSON/STRUCTURE
	Review comments received from DLG (where applicable) on the 2022/23 IDP document (5 th Generation IDP 2022 - 2027)			IDP Steering Committee/Executive Management/IDP/PMS unit
	Self-assessment to identify gaps in the IDP process			IDP Steering Committee / Executive Management / BVM Management / IDP/PMS unit
	Review situational analysis to identify changing community needs and challenges			IDP Steering Committee / IDP/PMS unit
	Review of Municipal Strategies, Objectives, KPA's, KPI's and targets			IDP Steering Committee / Executive Management / BVM Management / IDP/PMS unit
	Accounting Officer submits final draft Annual Financial Statements and Annual Performance Report (pertaining to the 2021/22 financial period respectively) to the Auditor-General by 31 August 2022	Aug 2022	MFMA S126(1)(a); MSA S46	Accounting Officer/CFO/Director Strategic Support Services
SEPTEMBER 2022	Continue with the compilation of new- or the review of existing Sector Plans for consideration and incorporation into the 1 st review/amendment of the 5 th Generation IDP			Executive Management/BVM Management/IDP & PMS Unit
	Commence with the compilation/review of ward-based plans to identify ward priorities			Community Development Unit/ IDP & PMS Unit
	Review and prepare the Vision, Mission and Objectives linked to the 1 st review/amendment of the 5 th Generation IDP			Executive Management/IDP & PMS Unit
	Review of provincial and national government sector and strategic plans		MFMA S35, 36, MTBPS	IDP & PMS Unit
	Consider provincial and national sector specific programmes (schools, libraries, clinics, water, electricity, roads, etc.) for preliminary alignment/inclusion in the 1 st review/amendment of the 5 th Generation IDP		MFMA S35, 36, MTBPS	IDP & PMS Unit
	Audit of performance measures			AG

MONTH	ACTIVITIES	DUE DATE	LEGISLATION	RESPONSIBLE PERSON/STRUCTURE
	Assess municipal performance and identify where changes are needed for next 3 years [incorporate community inputs]			Executive Management/IDP & PMS Unit
	Review the municipality's performance management system (PMS)		MPPR Reg. 14	Internal Audit/IDP & PMS Unit
	Review the measures and annual performance targets (as and when recommended by the AG)			IDP & PMS Unit
	Send reminder to BVM Management to submit their performance inputs for consideration in the 2022/2023 Q1 SDBIP Performance Report			IDP & PMS Unit
STRATEGIES PHASE				
OCTOBER 2022	Integration of information from reviewed provincial and national sector plans into the 1 st review/amendment of the 5 th Generation IDP			IDP & PMS Unit
	Review and update the strategic elements of the IDP			IDP & PMS Unit
	IDP Steering Committee Meeting			IDP & PMS Unit
	Discuss potential price increases of bulk resources with sector departments		MFMA S35, 36, 42; MTBPS	Accounting Officer/CFO
	Determine revenue projections and proposed rates and service charges	Oct 2022		CFO/Budget Steering Committee/Budget & Costing Unit
	Drafts initial allocations to functions and departments for the next financial year based on strategic objectives	Oct 2022		CFO/Budget & Costing Unit
	Engagement with sector departments, share and evaluate plans, national policies, MTBPS			CFO/Financial Planning Unit
	Incorporate initial changes into IDP			IDP & PMS Unit
	Submission of 2022/23 Q1 performance inputs by BVM Management			Executive Management/BVM Management/IDP & PMS Unit
	Tabling & submission of the unaudited Q1 SDBIP Performance Report (for first quarter of 2022/23) to Council & stakeholders		MSA S41 (1)(e); MFMA S52 (d); MPPR Reg. 14	Director Strategic Support Services/IDP & PMS Unit

MONTH	ACTIVITIES	DUE DATE	LEGISLATION	RESPONSIBLE PERSON/STRUCTURE
	S57 Managers' informal quarterly performance assessments (for first quarter of 2022/23)			Executive Management/BVM Management/IDP & PMS Unit
	Commence with 1st round public participation sessions throughout all wards			Executive Management/BVM Management/IDP & PMS Unit
PROJECTS PHASE				
NOVEMBER 2022	Review of Municipal Strategies, Objectives, KPA's, KPI's and targets			Executive Management/IDP & PMS Unit
	Identification of priority IDP projects based on stakeholder inputs			Executive Management/IDP & PMS Unit
	Reviews and initial changes are drafted into IDP		MSA S34	IDP & PMS Unit
	Accounting officer and senior officials consolidate and prepare proposed budget and plans for next financial year taking into account previous year's performance as per audited financial statements	Nov 2022		Executive Management/Budget Steering Committee
	Identify new CAPEX/OPEX projects and programmes emanating from IDP & Budget engagements	Nov 2022		Executive Management/IDP Steering Committee/Budget & Costing Unit/IDP & PMS Unit
	Auditor-General provides audit report by 30 November 2022		MFMA S126(4)	AG/Accounting Officer
	Review performance of service providers as per the approved policy			Executive Management/BVM Management
	S57 Managers' formal quarterly performance assessments (for fourth quarter and as at year-end of 2021/22)			Executive Mayor/Portfolio Councillors/Executive Management/IDP & PMS Unit
	Continuation of 1st round public participation sessions throughout all wards			Executive Management/BVM Management/IDP & PMS Unit
DECEMBER 2022	Mayor tables the draft 2021/22 Annual Report in Council (last week of November or first week of December)		MFMA S127(2)	Executive Mayor/Accounting Officer/IDP & PMS Unit
	The draft 2021/22 Annual Report is referred to MPAC for commencement of the oversight process		MFMA S129	Enterprise Risk Management Unit/ IDP & PMS Unit
	Submit the draft 2021/22 Annual Report to National Government, Provincial Government & the AG) and publish it		MFMA S127 & MSA S21a	IDP & PMS Unit

MONTH	ACTIVITIES	DUE DATE	LEGISLATION	RESPONSIBLE PERSON/STRUCTURE
	on local media platforms, calling for community inputs/representations thereon			
	Departments to comment on the reviewed Municipal Strategies, Objectives, KPA's, KPI's and targets			Executive Management/BVM Management
	Project alignment between CWDM and BVM			IDP & PMS Unit
	Review & refinement of priority IDP projects			IDP & PMS Unit
	Council finalises tariff policies for next financial year		MSA S74, 75	Executive Mayor/CFO
	Inputs from Departments for Adjustments Budget	Dec 2022		Executive Management/Budget Steering Committee/Budget & Costing Unit
	Commence with preparations pertaining to the 2022/23 mid-year performance review and S57 Managers' performance assessment			IDP & PMS Unit
	Review and respond to recommendations contained in LG-MTEC reports and IDP (2022/23) Analysis Reports	Dec 2022		IDP & PMS Unit
	Send reminder to BVM Management to submit their performance inputs for consideration in the 2022/23 Q2 SDBIP Performance Report		MSA S41 (1)(e); MFMA S52 (d)	IDP & PMS Unit
JANUARY 2023	Review of Municipal Strategies, Objectives, KPA's, KPI's and targets in strategic planning session with senior management			IDP & PMS Unit
	Review & refinement of priority IDP projects			IDP & PMS Unit
	IDP Steering Committee Meeting			IDP & PMS Unit
	Submission of 2022/23 Q2 performance inputs by BVM Management			Executive Management/BVM Management/IDP & PMS Unit
	Tabling & submission of the unaudited Q2 SDBIP & Financial Performance Report – Section 72 (for second quarter of 2022/23) to Council & stakeholders		MSA S41 (1)(e); MFMA S52 (d); MPPR Reg. 14	Accounting Officer/CFO/Director Strategic Support Services/Financial Planning Unit/IDP & PMS Unit

MONTH	ACTIVITIES	DUE DATE	LEGISLATION	RESPONSIBLE PERSON/STRUCTURE
	Table the final 2021/22 Annual Report & Oversight Report in Council, for Council's consideration & adoption/approval (subject to this activity not been completed in December 2022)		MFMA S121, S127 & S129	IDP & PMS Unit
	Council considers the 2021/22 Oversight Report and adopts/approves the 2021/22 Annual Report (subject to this activity not been completed in December 2022)			Council/IDP & PMS Unit
	Publicise the final 2021/22 Annual & Oversight Report and submit it to the National (NT) and Provincial (PT & DLG) Government as well as the AG (subject to this activity not been completed in December 2022)		MFMA S127, 129 & 132; MSA S21A	IDP & PMS Unit
FEBRUARY 2023	Continuous Review of Municipal Strategies, Objectives, KPA's, KPI's and targets			IDP & PMS Unit
	Continuous identification/review of priority IDP projects			Executive Management / BVM Management / IDP & PMS Unit
	Assess the municipality's service delivery performance and the service delivery targets and performance indicators set in the 2022/23 TL SDBIP, amend if necessary, and submit to Council for consideration and approval			Executive Management/BVM Management/ IDP & PMS Unit
	Subject to Council's approval, submit the amended 2022/23 TL SDBIP to NT, PT and DLG			IDP & PMS Unit
	Assess the past year's annual report, and progress on resolving issues identified in the annual report			Executive Management/BVM Management/ IDP & PMS Unit
	Accounting Officer finalises and submits to Mayor proposed budgets and plans for next three-years, taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous years audited financial statements and annual report			Accounting Officer/CFO/Budget & Costing Unit
	Prepare Adjustments Budget	Feb 2023		CFO/Budget & Costing Unit

MONTH	ACTIVITIES	DUE DATE	LEGISLATION	RESPONSIBLE PERSON/STRUCTURE
	Table Adjustments Budget before Council	Feb 2023	MFMA S28(2) b,d,f	Executive Mayor
	S57 Managers' formal quarterly performance assessments (for second quarter and as at mid-year of 2022/23)			Executive Mayor/Portfolio Councillors/Executive Management/IDP & PMS Unit
	Accounting officer reviews proposed national and provincial allocations to municipality for incorporation into the draft budget for tabling	Feb 2023	MFMA S36	CFO/Manager Budget & Costing
INTEGRATION/REFINEMENT PHASE				
MARCH 2023	Submit approved Adjustments Budget to NT, PT and Public	10 Working days after approval		Budget & Costing Unit
	Commence with the compilation of the 2023/24 SDBIP (coupled with consideration/review/amendment of 5-year performance scorecards) & S57 Performance Agreements			Executive Management/BVM Management/IDP & PMS Unit
	Conclusion of the draft Municipal Strategies/Sector Plans, Objectives, KPA's, and KPI's and targets for inclusion in the draft IDP & Budget			IDP & PMS Unit
	IDP Steering Committee Meeting			IDP & PMS Unit
	Mayor tables the draft 1 st review/amendment of the 5 th Generation IDP & 2023/24 Budget, at least 90 days before start of budget year, to Council for consideration (<u>note</u> : should an amendment of the IDP be needed, the process as stipulated in regulation 3 of the MPPMR will be followed from this point forward until conclusion of the process)	Mar 2023	MFMA S16, 22, 23, 87; MSA S 34	Executive Mayor/Executive Management/
	Submit 1 st draft 2023/24 SDBIP to Council			IDP & PMS Unit
	Send reminder to BVM Management to submit their performance inputs for consideration in the 2022/23 Q3 SDBIP Performance Report		MSA S41 (1)(e); MFMA S52 (d)	IDP & PMS Unit
	Set performance objectives for revenue for each budget vote		MFMA S 17	CFO/Revenue Unit
	Commence with 2nd round public participation sessions throughout all wards on the draft 1 st			Council/Executive Management/BVM Management/IDP & PMS Unit

MONTH	ACTIVITIES	DUE DATE	LEGISLATION	RESPONSIBLE PERSON/STRUCTURE
	review/amendment of the 5th Generation IDP and Budget			
APRIL 2023	Publicise draft 1 st review/amendment of the 5 th Generation IDP and 2023/24 Budget and invite local community to make written comments in respect of the IDP and Budget	Immediately after Tabling before Council	MFMA S22 & MSA S21A	Accounting Officer/CFO/Director Strategic Support Services/Budget & Costing Unit/IDP & PMS Unit
	Accounting officer publishes tabled budget, plans, and proposed revisions to IDP and submits to NT, PT and others as prescribed	Immediately after Tabling before Council	MFMA S22 & MSA S21A	Accounting Officer/CFO/Director Strategic Support Services/Budget & Costing Unit/IDP & PMS Unit
	Review written comments/input received in respect of the Budget and IDP	Apr 2023	Best Practice	Executive Management/Budget & Costing Unit/IDP & PMS Unit
	Finalisation of the Municipal Strategies/Sector Plans, Objectives, KPA's, and KPI's and targets for inclusion in the final IDP & Budget			IDP & PMS Unit
	IDP Steering Committee Meeting			IDP & PMS Unit
	Continue with the 2nd round public participation sessions throughout all wards on the draft 1 st review/amendment of the 5 th Generation IDP and Budget			Council/Executive Management/BVM Management/IDP & PMS Unit
	Review/finalisation of community inputs on the draft IDP & Budget			IDP Steering Committee/Executive Management/BVM Management/IDP & PMS Unit
	District/Local Municipalities' Alignment of Strategies			IDP & PMS Unit
	Prepare departmental business plans linked to the IDP strategies, objectives, KPI's and targets			IDP & PMS Unit
	Accounting officer assists the Mayor in revising budget documentation in accordance with consultative processes and taking into account the results from the third quarterly review of the current year	30 April 2023	MFMA S21	MM/CFO
	Submission of 2022/23 Q3 performance inputs by BVM Management			Executive Management/BVM Management/IDP & PMS Unit

MONTH	ACTIVITIES	DUE DATE	LEGISLATION	RESPONSIBLE PERSON/STRUCTURE
	Tabling & submission of the unaudited Q3 SDBIP Performance Report (for third quarter of 2022/23) to Council & stakeholders		MSA S41 (1)(e); MFMA S52 (d); MPPR Reg. 14	Director Strategic Support Services/IDP & PMS Unit
	Refinement & finalisation of Municipal Strategies/Plans, Objectives, KPA's, KPI's and targets and inclusion into the draft 1 st review/amendment of the 5 th Generation IDP			IDP & PMS Unit
	S57 Managers' informal quarterly performance assessments (for third quarter of 2022/23)			Executive Management/BVM Management/IDP & PMS Unit
	Review annual organisational performance targets		MPPR Reg. 11	MM/IDP & PMS Unit
APPROVAL PHASE				
MAY 2023	Accounting Officer assists the Mayor in preparing the final IDP & Budget documentation for Council's consideration & approval at least 30 days before the start of the new fiscal year taking into account consultative processes and any other new information	May 2023	MFMA S23	Executive Management/Executive Mayor/Council
	Convene IDP Representative Forum			IDP & PMS Unit
	EXCO recommends adoption of the IDP to Council			Council/Executive Management/IDP & PMS Unit
	Council to consider approval/adoption of the IDP, Budget and all other associated documentation as legislatively prescribed (e.g. sectoral plans, taxes and tariffs, budget related policies, etc.) at least 30 days before start of budget year	31 May 2023	MFMA S23, 24; MSA Ch 4	Council
	Publish the IDP, Budget and all other associated documentation as legislatively prescribed on the municipal website	Within 5 days of adoption	MFMA S75; MSA S21A	Budget & Costing Unit/IDP & PMS Unit
	Consider community input into the municipality's SDBIP (KPIs and targets)			IDP & PMS Unit
JUNE 2023	Submission of the approved Budget, IDP & other associated documentation (as legislatively prescribed) to National	Within 10 working days after Council approval	MBRR 20	Accounting Officer/CFO/Director SSS/Budget & Costing Unit/IDP & PMS Unit

MONTH	ACTIVITIES	DUE DATE	LEGISLATION	RESPONSIBLE PERSON/STRUCTURE
	(NT) & Provincial Government (PT, DLG & DEADP)			
	Give notice to the public of the adoption of the IDP, Budget and other associated documentation as legislatively prescribed	Within 10 working days after Council approval	MSA S21A; MSA S25 (4)(a); MBRR 18	Accounting Officer/CFO/Director SSS/Budget & Costing Unit/IDP & PMS Unit
	Submission of 2 nd (final) draft SDBIP & S57 Performance Agreements to the Executive Mayor, no later than 14 days after the approval of the Budget		MFMA S69(3)	Executive Mayor/Executive Management/IDP PMS Unit
	Conclusion & submission of the final TL SDBIP to the Executive Mayor for approval within 28 days after approval of the budget; coupled with the finalisation and conclusion of the annual S57 Performance Agreements by no later than 30 days after commencement of the new financial year (note: the S57 Performance Agreements will be concluded & published in July should it not be finalised within June)		MFMA S53; MSA S 38-45, 57(2)	Executive Mayor/Executive Management/IDP & PMS Unit
	Publication of approved SDBIP & S57 Performance Agreements on the municipal website/social media/local media & circulation thereof to National Government (NT) and Provincial Government (PT & DLG – MEC for Local Government)		MFMA S53(3); MBRR 19	IDP & PMS Unit
	Send reminder to BVM Management to submit their performance inputs for consideration in the 2022/23 Q4 SDBIP Performance Report		MSA S41 (1)(e); MFMA S52 (d)	IDP & PMS Unit

TABLE 1: IDP TIME SCHEDULE – 2023-2024

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 2: DEMOGRAPHIC AND SOCIO-ECONOMIC PROFILE

Chapter 2 deals with the socio-economic and demographic profile of the Breede Valley Municipality. Data on the demographic and social make-up of the municipality will inform future planning and development initiatives, which will impact on service delivery targets set by the municipality. Accurate socio-economic and demographic statistics will enable the municipality to accurately gauge its internal capacity to meet the needs of communities and increase the efficiency and effectiveness of its service delivery programmes.

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 2 and figure 4 respectively.

Apart from the formal settlement areas, the municipality has a number of informal settlements. The region recorded a counted population of 176 578 (inclusive of the informal settlements) comprising 47 569 households, based on the Community Survey 2016 Stats SA data, of which approximately 14,7% (7 000) were classified as indigent at the time (9 848 as at mid-year of 2022/23). As per the Municipal Economic Review & Outlook (hereafter referred to as the MERO), as compiled by the Western Cape Government, the region's estimated population figure for 2023 amounts to 198 610 residents.

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 (27.5%) currently serves as the biggest contributor to GDP within the Breede Valley (as at 2020). In addition to this, the wholesale & retail trade, catering and accommodation (14.8%) and manufacturing (12.7%) were the five largest sector contributors to GDP within the Breede Valley, over the same reference period. Although the agriculture, forestry and fisheries represent the fourth largest sector in terms of GDP contribution (11.3%), 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.

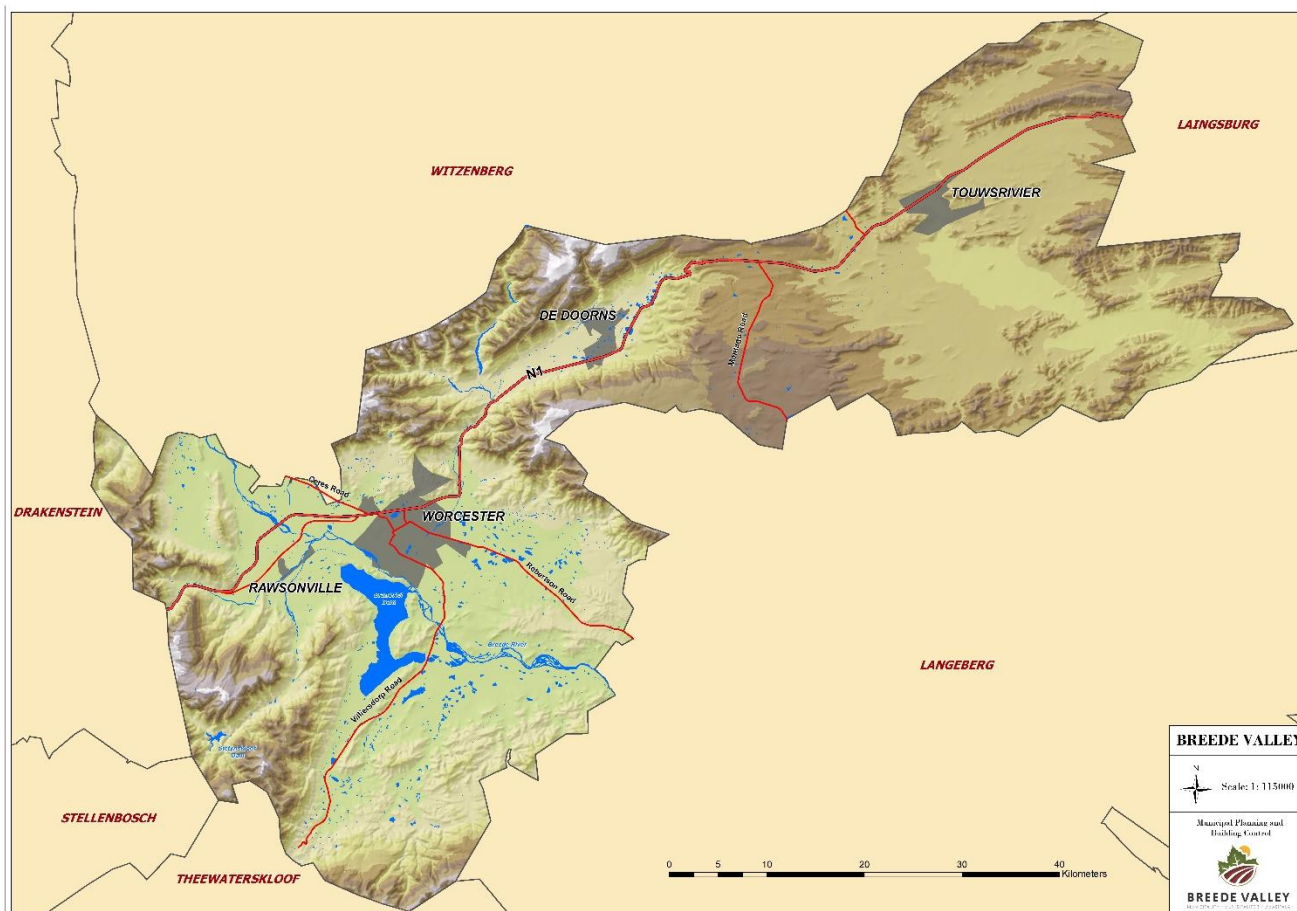


FIGURE 3: BREEDE VALLEY MUNICIPAL AREA

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 2: BREEDE VALLEY WARD DESCRIPTIONS

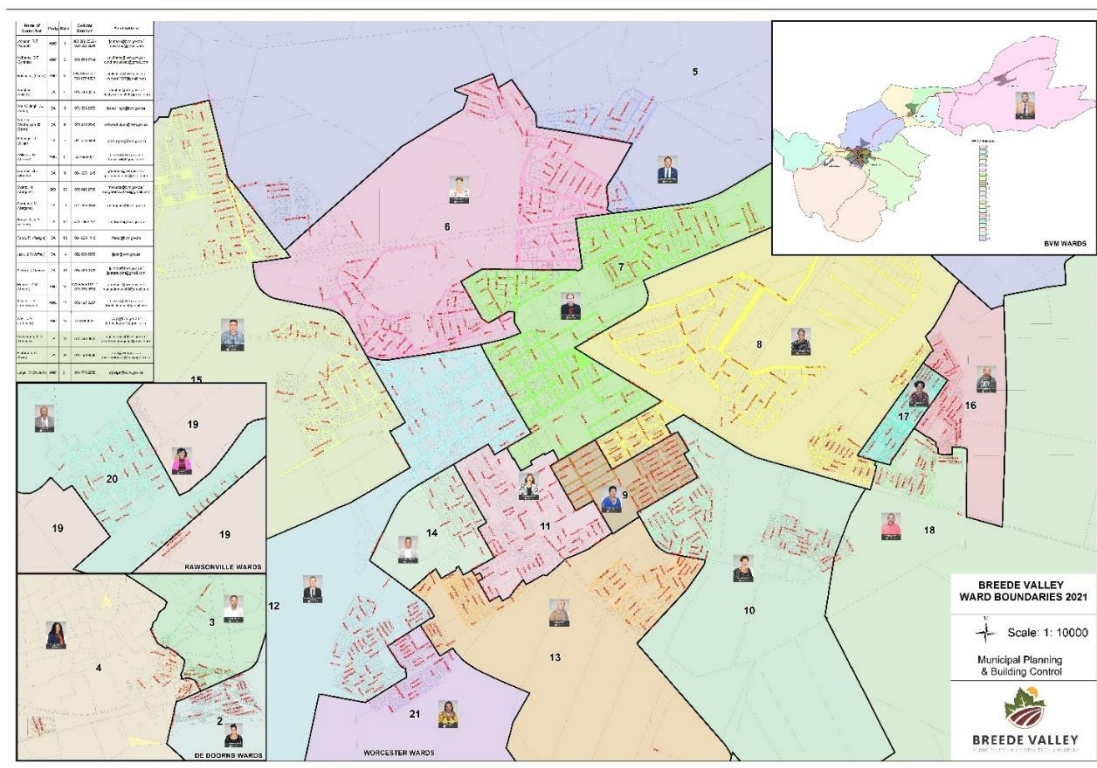
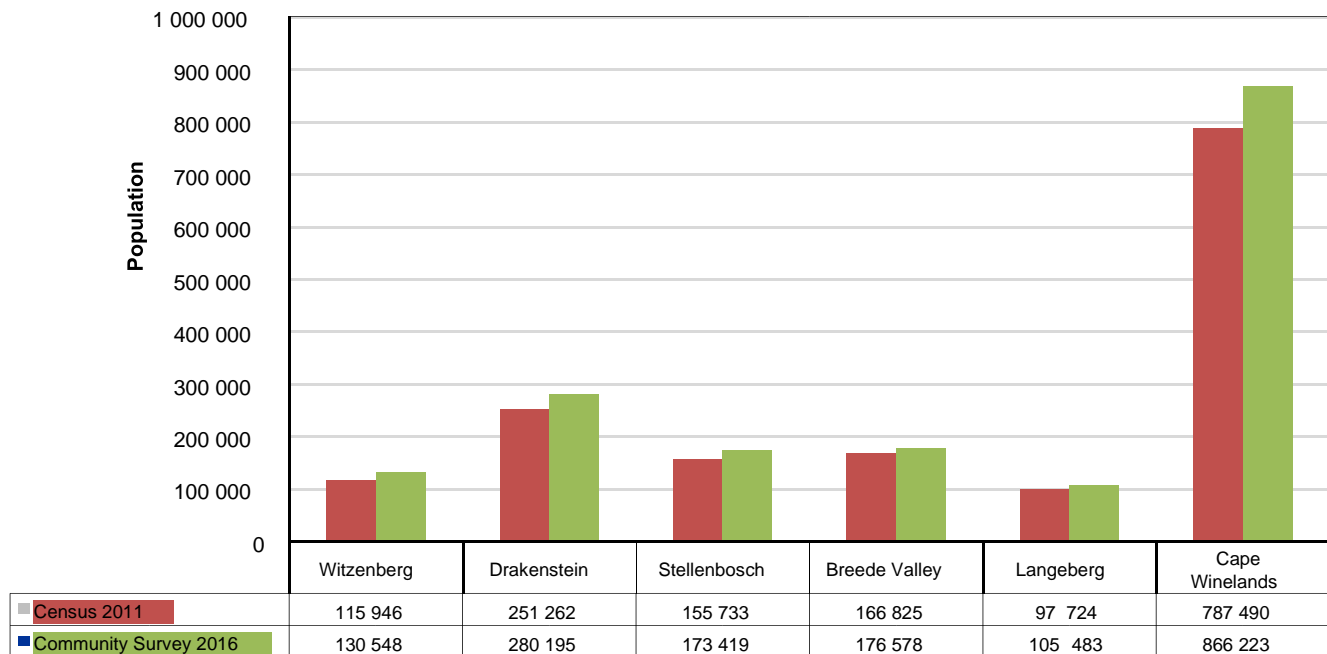


FIGURE 4: MAP OF BREEDE VALLEY MUNICIPALITY WARDS

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 Figure 5, Breede Valley recorded the second largest population density in the Cape Winelands District (20,4% of the Cape Winelands District population), which has a population size of 866 223 according to Community Survey 2016 data.



Source: Stats SA Census 2011; Community Survey 2016

FIGURE 5: POPULATION DISTRIBUTION IN CAPE WINELANDS DISTRICT

The total population in Breede Valley increased significantly between the Census 2011 and the Community Survey 2016. 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 11,9 % between 2011 and 2016 as shown in Table 3 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. It is imperative to note that Stats SA is due to release the latest Census data which commenced in February 2022. The anticipated release date is July 2023. On this premise, the requisite statistical information depicted in figures 5 and 6 and table 3, will be updated upon conclusion and publication of the 2022 Census information.

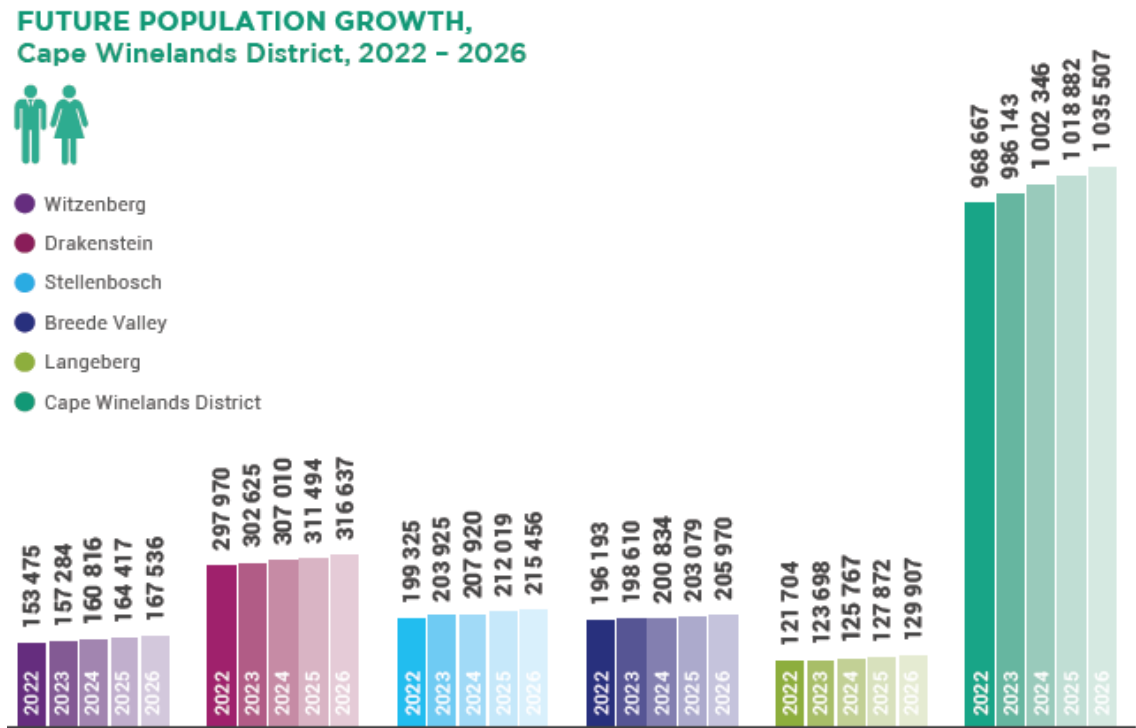
Municipality	Census 2011	Community Survey 2016
Breede Valley	42 527	47 569
Cape Winelands District	198 265	236 006

Source: Stats SA Community Survey 2016

TABLE 3: HOUSEHOLDS IN BREEDE VALLEY

The figure below, depicts future population growth projections (2022 – 2026) for each local municipality within the Cape Winelands District. Such projections can assist municipalities to better anticipate and identify current and future basic service delivery priorities, coupled with adequate budgetary allocations to respond to such priorities.

Breede Valley’s population figure for 2023 is estimated at 198 610, rendering it the third most populated municipal area in the Cape Winelands District (CWD), behind Drakenstein and Stellenbosch with estimated population figures of 302 625 and 203 925 people respectively. Breede Valley’s total population is estimated to increase to 205 970 by 2026 which equates to a 1.2% annual average growth rate.



Source: Western Cape Government PPU, 2022. Provincial, district and local municipal area population estimates by sex and age (2002 to 2037) based on Stats SA MYPE series 2021 and 2022

FIGURE 6: FUTURE POPULATION GROWTH: CAPE WINELANDS DISTRICT 2022 - 2026

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 4: 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 7: 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 2020, 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 at an annual average growth rate of 1.5% from 34 062 to 35 092 learners between 2019 and 2021. This could be attributed to a number of factors including demographics and socio-economic context.

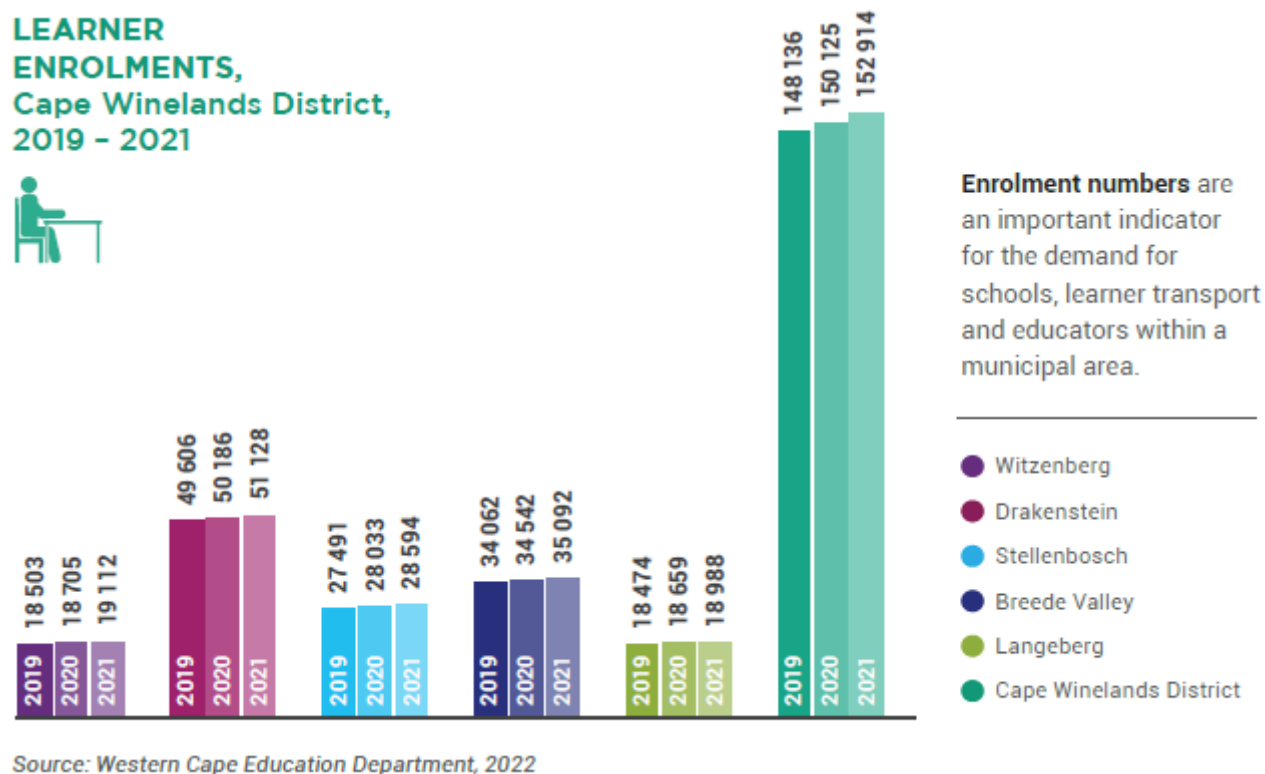


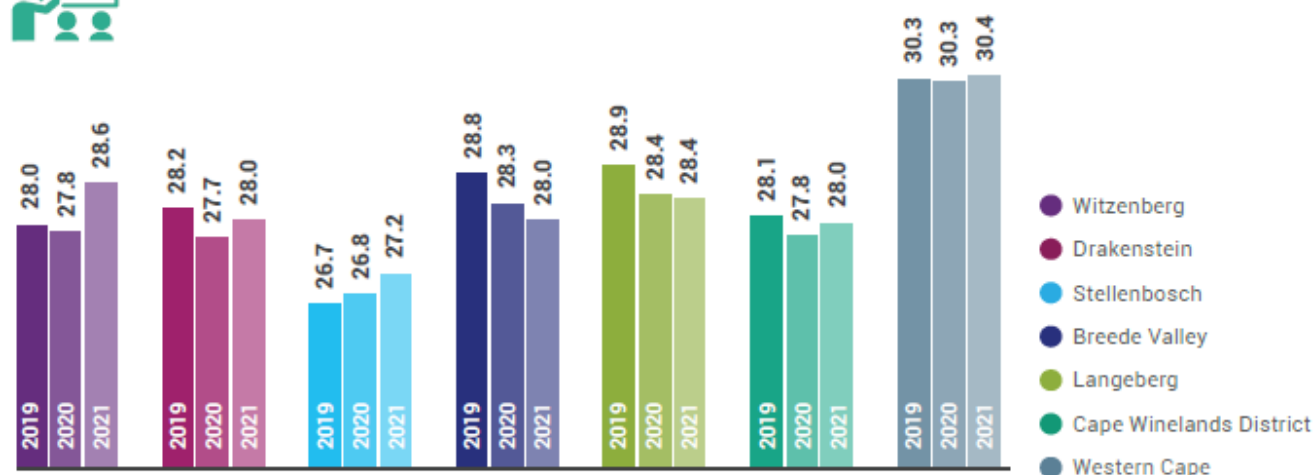
FIGURE 8: BVM LEARNER ENROLMENT, 2019 - 2021

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

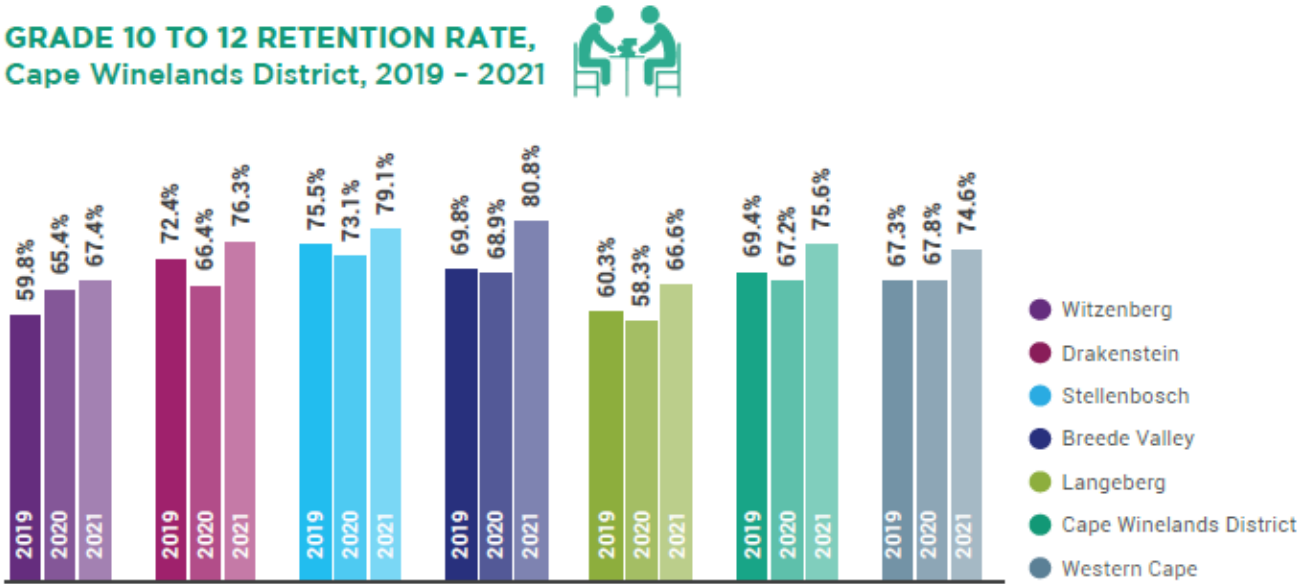
Learner-teacher ratios are indicative of the capacity of schools to accommodate more learners. Learner-teacher ratio upper limits of 40:1 in ordinary primary schools and 35:1 in ordinary high schools are set by the Department of Education.⁹ Lower learner-teacher ratios are associated with more interaction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

FIGURE 9: 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.



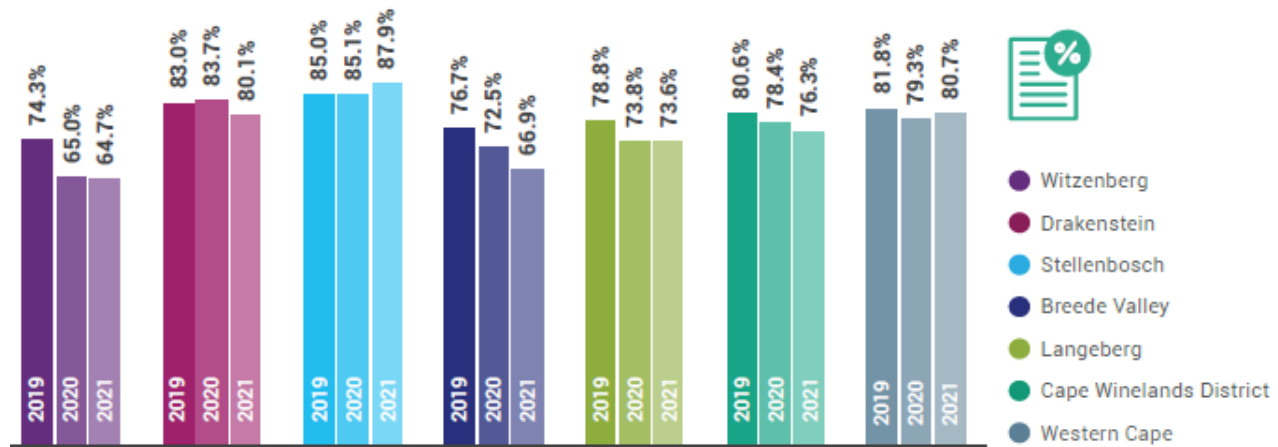
Source: Western Cape Education Department, 2022

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 10: 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 11: 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.

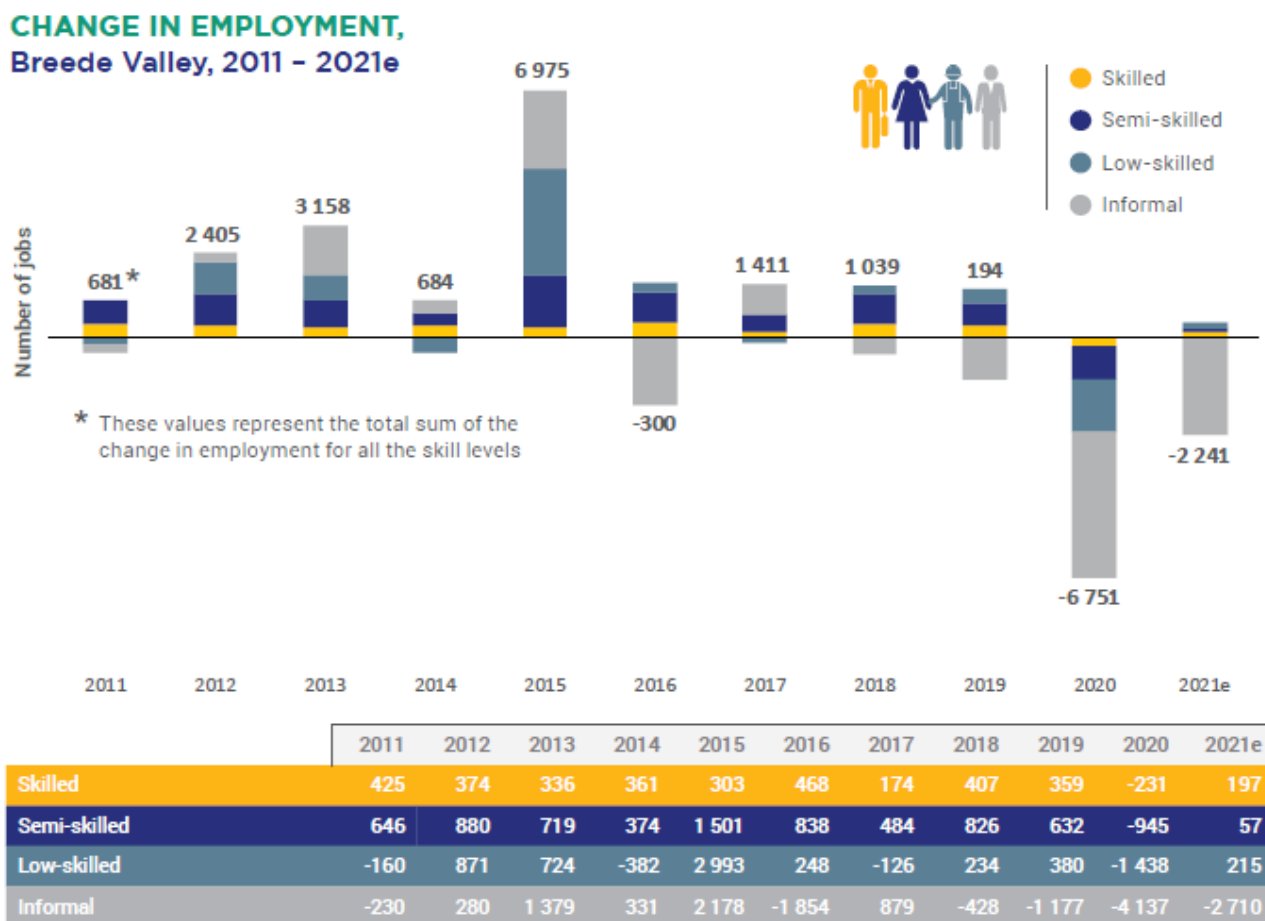
EDUCATION DYNAMICS – BREEDE VALLEY MUNICIPALITY		
Group	Education level (Number)	Percentage of total adult population
No schooling	3918	3,5
Some primary	12 734	11,5
Completed primary	6562	5,9
Some secondary	47374	42,8
Completed secondary	29521	26,7
Tertiary education	10473	9,5
Total	110 582	100

TABLE 5: 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 12: EMPLOYMENT GROWTH BY SKILLS LEVELS, BREEDE VALLEY, 2011 - 2021

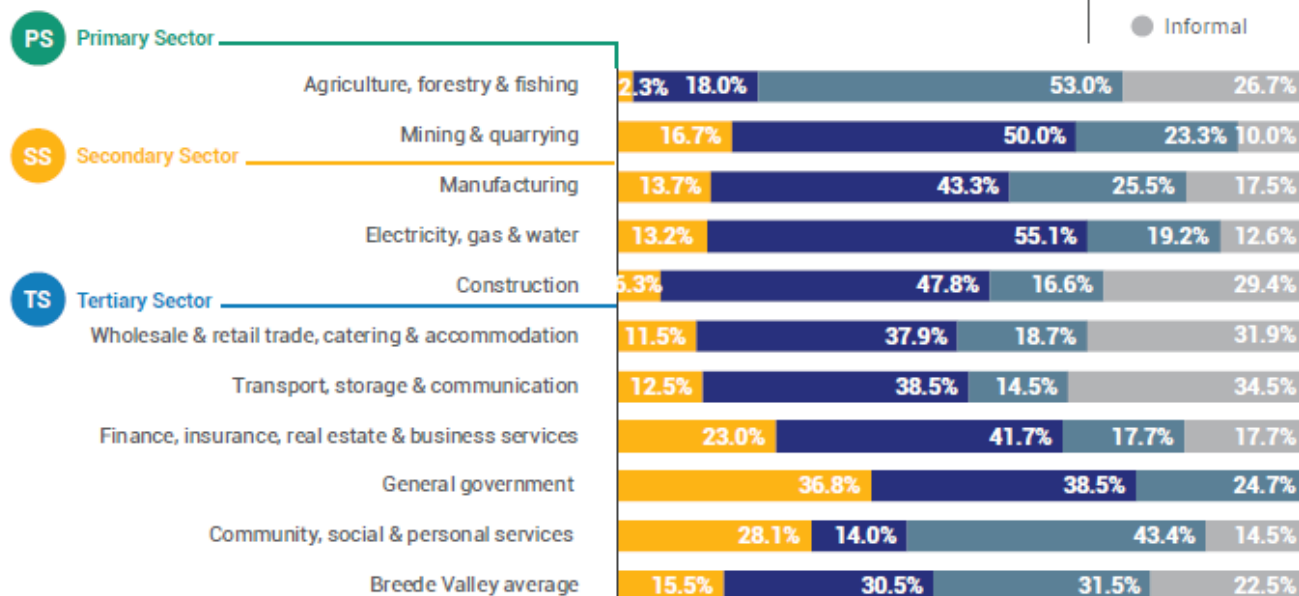
Despite an improvement in employment opportunities for semi-skilled and skilled workers in 2011, low-skilled workers continued to experience job losses during the year. In 2012, job growth realised a positive spike, with 2 405 new jobs added during the year. Employment growth increased to 3 158 jobs 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 13: 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
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Source: Western Cape, Breede Valley Socio-Economic Profile, 2022

TABLE 6: 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 7: 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 8: 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.

In 2020 21 the Breede Valley municipal area recorded the second highest number of maternal deaths 184 7 The municipal area also recorded the second lowest proportion of teenage pregnancies in the CWD at 13 1 per cent The maternal mortality ratio tapered off somewhat in 2021 22 recording a figure of 151 5 which remains relatively high in relation to surrounding municipalities and is above the 120 1 figure recorded for the District The teenage pregnancy figure marginally increased to 13 5 per cent in 2021 22 which was still below the District figure of 14 0 per cent The termination of pregnancy rate 1 1 per cent) remained unchanged across this period

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 9: 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 10: 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

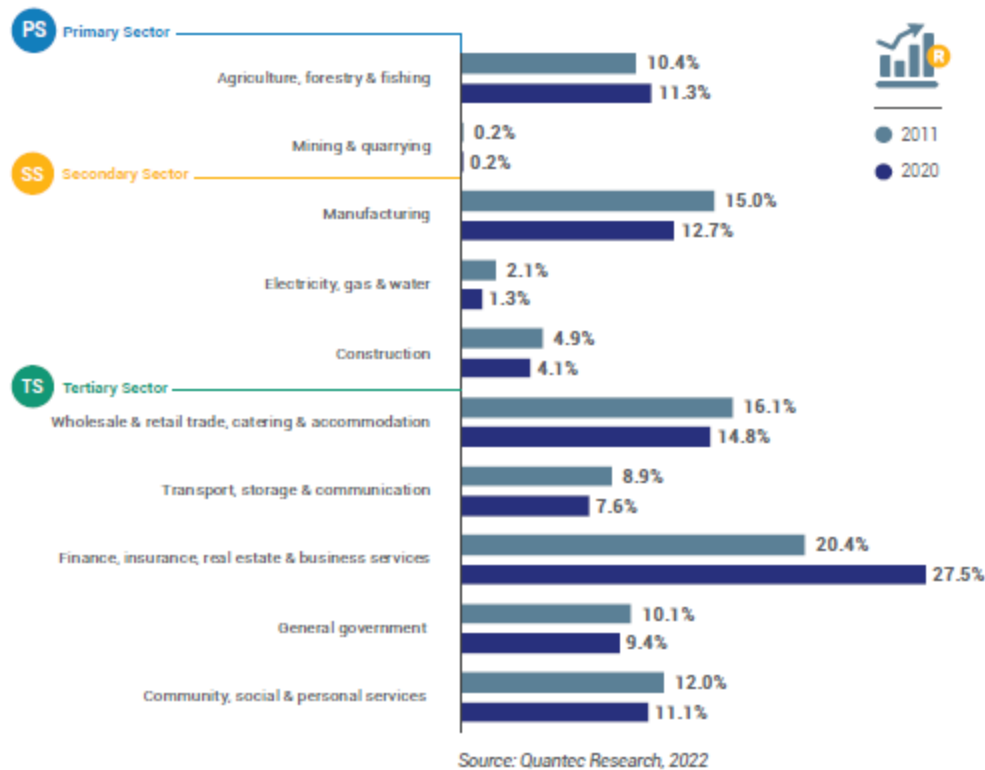
TABLE 11: PERCENTAGE OF HOUSEHOLDS PER INCOME BRACKET IN CWD, 2017

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 GDP 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 GDP, followed by the wholesale and retail trade, catering and accommodation sector (14.8%). Another significant contributor to GDP in the region is the manufacturing sector, which contributed 12.7% to GDP in 2020.

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



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

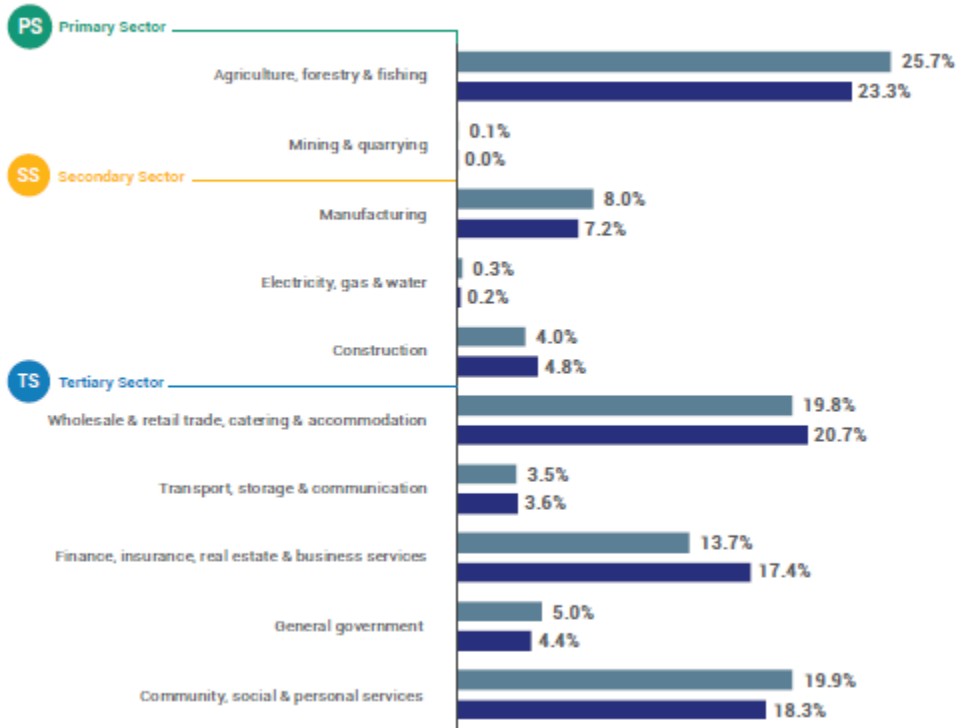
FIGURE 14: SECTORAL GDP CONTRIBUTION, BREEDE VALLEY, 2020 (%)

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 15: 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 GDPR 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 16: 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 17: 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 linked the needs to required resources.

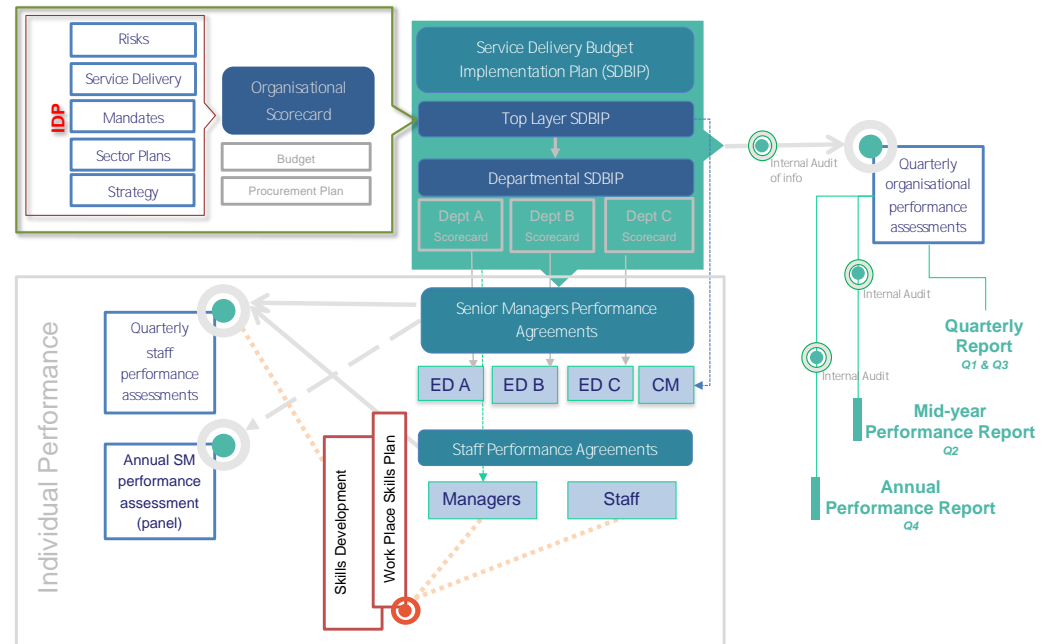
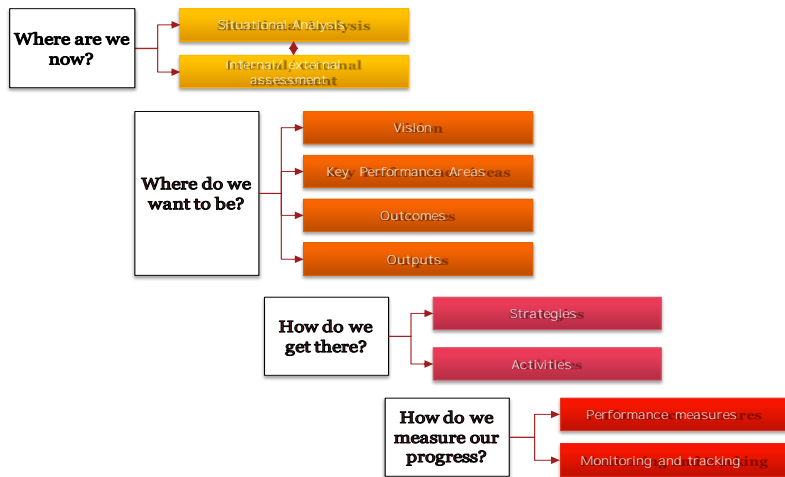
It was clear from the outcomes identified that prioritisation will be key to successful implementation as no municipality have all the resources to maintain and implement all the projects and simultaneously deliver all the services at acceptable standards.

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 thrusts 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. 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.

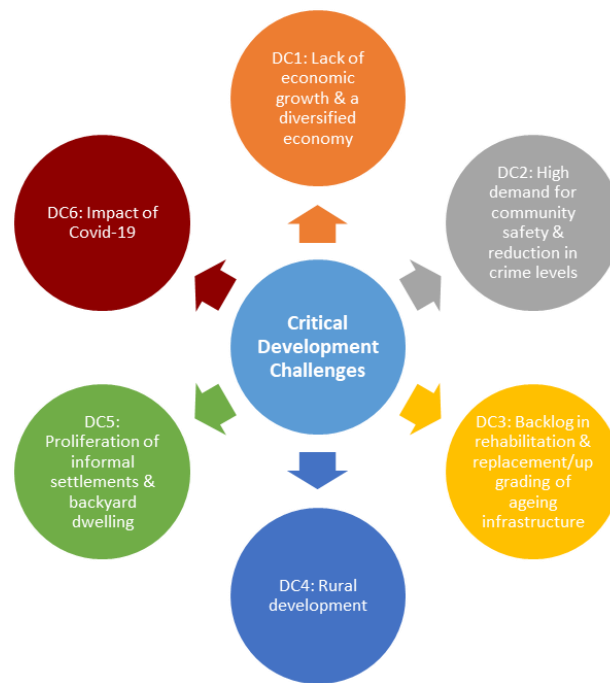


FIGURE 18: DEVELOPMENT CHALLENGES

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: COVID-19, Ukraine war and operational efficiency

Breede Valley Municipality has successfully implemented various measures during the past few years to mitigate the impact of COVID-19 on the operations and communities as far as possible. The recent Ukraine/Russia war and the continuation of further waves exert significant pressure on the vulnerable socio-economic landscape throughout all facets of society. In addition, it poses significant threats to the financial sustainability of municipalities. BVM is not immune to these pressures, and have noted the following direct and indirect developmental challenges:

- Health Perspective:
 - Continuous threat of reinfections and more waves of new infections throughout the locality.
 - Significant risks posed towards the mental health and well-being of society, that can have devastating consequences on the social as well as economic perspective of society.
 - Increased occurrences of complacency towards the pandemic and subsequent regulations, which significantly threatens the ability to control infection rates and keep it at a minimum.
- Socio-Economic Perspective:
 - Stagnant and slow economic recovery as many businesses continues to navigate towards post-Covid recovery. The business landscape has significantly changed many businesses did not survive the pandemic, resulting in permanent closure and subsequent retrenchments.
 - Impact of the war on the export of agricultural products and consequent job losses.
 - Impact of the rising fuel prices and the economy and the cost of household products.
 - Continuous threat to household sustainability (particularly the most vulnerable) due to potential retrenchments and/or loss of income.
- Municipal Sustainability Perspective:
 - Drop in demand for- and usage of trading services (i.e. water & electricity usage), particularly from bigger industrial and corporate clients due to challenging economic conditions.
 - Stagnant and or limited economic activity with limited revenue generation capabilities by the private sector, that will adversely impact municipal revenue generation and collection.
 - Significant pressure to collect revenue, thus threatening revenue projections imperative to promoting sustainability in service delivery aspects.
 - Service-delivery expectations will continue to rise which requires meticulous expenditure planning and resource allocation.
 - The requirements to adjust the municipal operational model to address the challenges and to enhance cost-efficiency and effectivity of municipal service delivery.

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.

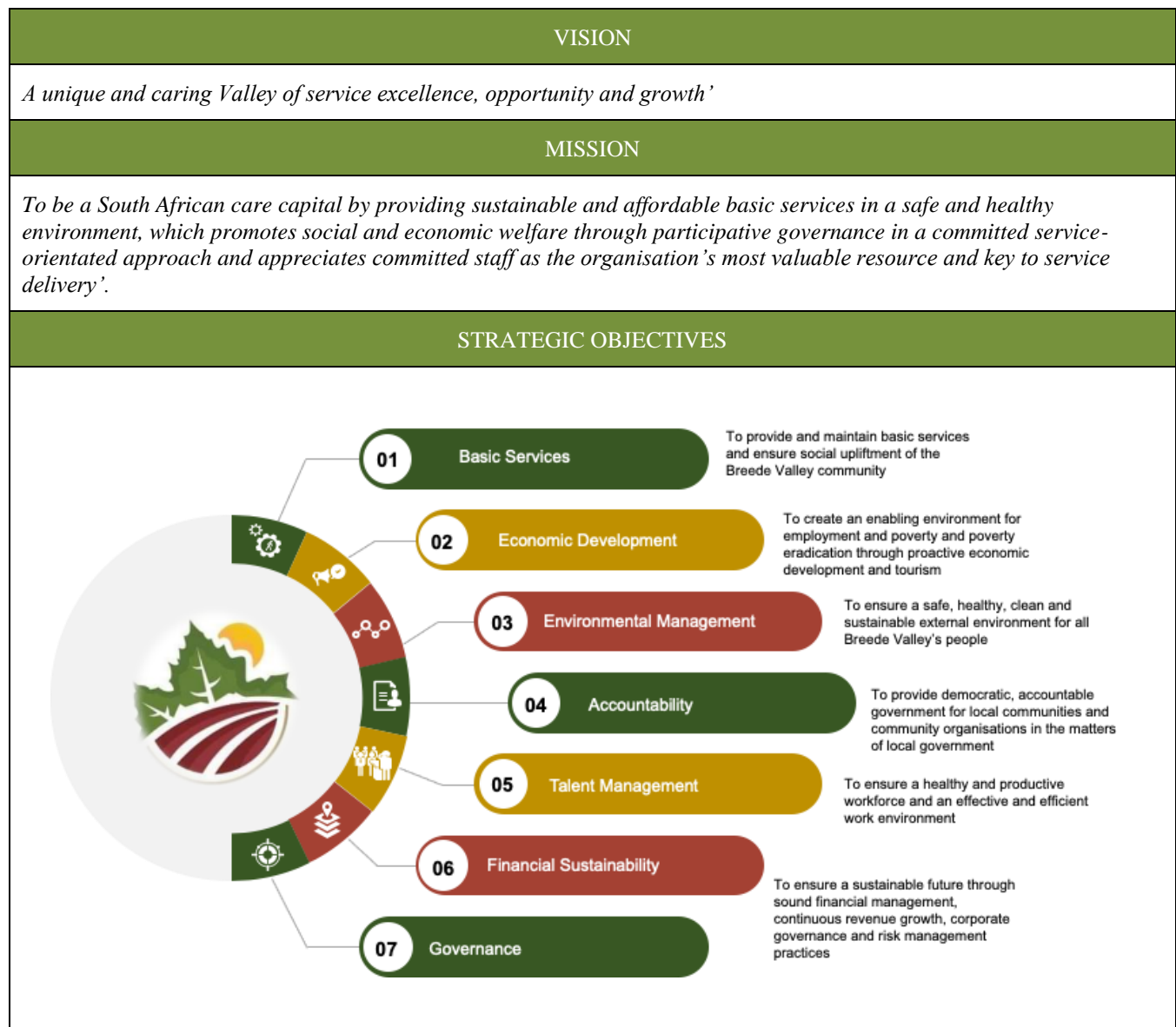
The Councillors and the municipal departments were tasked to prepare a SWOT analysis, of which the consolidated analysis is as follows:

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; consequence management and consequence management</p> <p>Organisation not fit for purpose and staff structure not effectively implemented</p> <p>Complaint framework and policy</p>

Opportunities	Threats
<i>Opportunities are external factors that allow the municipality to grow and be more effective in service delivery and addressing the community's needs</i>	<i>Threats are external obstacles that the municipality must overcome</i>
<p>Availability of land, water, and other bulk services to attract economic development opportunities</p> <p>Locality future economic zone and diversified economy (ideal location and key route connectivity)</p> <p>Economic opportunities in tourism, agriculture and transport can be established</p> <p>Opportunities in green economy/ investment in green energy</p> <p>Community involvement and commitment to improve service delivery</p> <p>EPWP to attract employment opportunities and skills development</p> <p>EPWP to assist with law enforcement</p> <p>Opportunity for external grant funding and investment - Engaging environment for investment opportunities</p> <p>Opportunity for independent electricity generation</p> <p>Development of infrastructure – water, sewage, roads and building facilities</p> <p>Crime prevention programs / Law enforcement operations</p> <p>Talent management opportunities to upskill employees and establish staff welfare</p> <p>Expand useful life of assets with proper maintenance programmes</p> <p>Investing in new technologies to improve service delivery – assist remotely</p> <p>Spare capacity of resources</p> <p>Improve communication applications to ensure transparency i.o.t uphold public image/ positive media coverage</p> <p>Shared Services opportunities within CWDM to address gaps that cannot be addressed efficiently internally</p> <p>Register libraries for toy libraries and get community involved in libraries</p> <p>8 000 housing opportunities at Transhex</p>	<p>Increase in indigent population/ unemployment</p> <p>COVID-19 – Health and security</p> <p>Lack of burial space</p> <p>Crime - theft or vandalism of infrastructure</p> <p>Corruption at drivers' license testing centres</p> <p>Substance abuse and gender violence</p> <p>Diversity barrier</p> <p>Land invasion/ squatting and illegal land occupation</p> <p>Growth of informal settlements - Immigration/ influx of immigrants who are non-rate payers</p> <p>Climate change/ water restrictions</p> <p>Lack of social investment and development - lack of awareness and education programs</p> <p>Poverty and increased unemployment/ increase indigent portfolio</p> <p>Economic instability/ lack of economic development</p> <p>High fuel prices</p> <p>Unclear procurement legislation/ implementation of legislation or “red tape”</p> <p>Lack of intergovernmental relations and political instability</p> <p>Budgeting constraints</p> <p>Repairs and maintenance of infrastructure backlog</p> <p>Load shedding - Interrupted electricity supply</p> <p>Water provision at Touwsrivier and De Doorns</p> <p>Service strikes</p>

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 (refer to Table 18).

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 12: 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 13: 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 in its communities are addressed.

Millennium Development Goals	National Development Plan	Medium- Term Strategic Framework	National Outcomes	Vision-Inspired Priorities	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 infrastructure network	Mobility & Spatial Transformation	SO 1: Creating an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the	SO 1: To provide and maintain basic services and ensure social upliftment of the Breede Valley community
	Transition to a low-carbon economy			Growth and Jobs		
	Transform urban and rural spaces	Economic transformation and job creation	Vibrant, equitable and sustainable rural	Growth and Jobs		

Millennium Development Goals	National Development Plan	Medium- Term Strategic Framework	National Outcomes	Vision-Inspired Priorities	CWDM Strategic Objectives	Breede Valley Strategic Objectives
		Spatial integration, human settlements and local government	communities and food security		poor in the Cape Winelands District SO2: Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities	
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 assets and natural resources	Safe & Cohesive Communities Mobility & Spatial Transformation	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 SO2: Promoting sustainable infrastructure services and a transport system which fosters	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	Vision-Inspired Priorities	CWDM Strategic Objectives	Breede Valley Strategic Objectives
					social and economic opportunities	
Achieve universal primary education	Improve education and training	Education, skills and health	<p>Improve the quality of basic education</p> <p>A skilled and capable workforce to support inclusive growth</p>	Empowering People	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
<p>Reduce child mortality</p> <p>Improve maternal health</p> <p>Combat HIV/Aids, malaria, and other diseases</p>	<p>Provide quality healthcare for all</p> <p>Build safer communities</p>	<p>Education, skills and health</p> <p>A capable, ethical and developmental state</p>	<p>Improve health and life expectancy</p> <p>All people in South Africa must feel protected and safe</p>	<p>Empowering People</p> <p>Safe & Cohesive Communities</p>	<p>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</p>	<p>SO 1: To provide and maintain basic services and ensure social upliftment of the Breede Valley community</p> <p>SO3: To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley's people</p>

Millennium Development Goals	National Development Plan	Medium- Term Strategic Framework	National Outcomes	Vision-Inspired Priorities	CWDM Strategic Objectives	Breede Valley Strategic Objectives
	Build a capacity state	<p>A capable, ethical and developmental state</p> <p>Consolidating the social wage through reliable and quality basic services</p>	<p>A development-orientated public service and inclusive citizenship</p> <p>A responsive and accountable, effective and efficient local government system</p>	Innovation & Culture	<p>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</p> <p>SO3: Providing effective and efficient financial and strategic support services to the Cape Winelands District Municipality</p>	<p>SO 4: Provide democratic, accountable government for local communities and encourage involvement of communities and community organisations in the matters of local government</p>
	Fight corruption and enhance accountability					<p>SO 5: Ensure a healthy and productive workforce and an effective and efficient work environment</p> <p>SO 6: Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices</p>

Millennium Development Goals	National Development Plan	Medium- Term Strategic Framework	National Outcomes	Vision-Inspired Priorities	CWDM Strategic Objectives	Breede Valley Strategic Objectives
<p>Promote gender equity and empower women</p> <p>Develop a global partnership for development</p>	<p>Transform society and unite the country</p>	<p>Social cohesion and safe communities</p> <p>A better Africa and world</p>	<p>A better South Africa, a better Africa and a better world</p>	<p>Empowering People</p> <p>Safe & Cohesive Communities</p> <p>Innovation & Culture</p>	<p>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</p> <p>SO3: Providing effective and efficient financial and strategic support services to the Cape Winelands District Municipality</p>	<p>SO6: Assure a sustainable future through sound financial management, continuous revenue growth corporate governance and risk management practices</p>

TABLE 14: 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 Provincial Government recently reviewed its 2014 – 2019 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 five strategic goals (SG), developed for the 2014 – 2019 period, has been reviewed and reconfigured into five Vision-Inspired Priorities (VIP's) as alluded to in tables 19 – 25. These VIP's serve as the Provincial roadmap to build a safer Western Cape where everyone can prosper, and include:

- Safe and Cohesive Communities
- Growth and Jobs
- Empowering People
- Mobility and Spatial Transformation
- Innovation and Culture

The table below aligns Breede Valley Municipality's strategic objectives with national, provincial and district strategic directives. 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 VIP	Growth & Jobs Mobility & Spatial Transformation Empowering People
Municipal Function	Strategic Support Service; Engineering Services; Public 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 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

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"> ¢ To maintain the vehicles and plant 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
Functional priorities	<ul style="list-style-type: none"> ¢ Upgrading and provision of bulk infrastructure ¢ Adequate maintenance of infrastructure assets ¢ Provision of clean and safe water ¢ Extensions and access to electricity ¢ Maintenance and upgrading of roads, streets and storm water drainage ¢ Provision of cleaning services ¢ Development of a funding and capacity strategy for infrastructure development ¢ Expand and strengthen the EPWP ¢ Roads maintenance and upgrading ¢ Construction and implementation of approved capital projects ¢ Establish partnerships with all role-players in the social development sector to improve cooperation, integration and effective utilisation of resources ¢ Conduct a 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. ¢ To promote social cohesion within the municipal service area

TABLE 15: 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 VIP	Growth & Jobs Empowering People
Municipal Function	Engineering Services, Public Services, Community Services, Strategic Support Services, All municipal departments
Applicable Departmental Objectives	¢ To promote tourism and economic development and reduce unemployment and poverty in the municipal area
Functional priorities	¢ Expand sustainable infrastructure and bulk services to expand the rate base of the municipality ¢ Create a healthier investor-friendly environment ¢ Market Breede Valley as a tourism destination and a preferred area for business investment ¢ Build partnerships with local economic development initiatives ¢ Strengthen relations with business chambers, tourism and agricultural sectors ¢ Implementation of a programme in pursuit of the realisation of a sustainable, unique and iconic tourism industry to create a parallel economy

TABLE 16: 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 VIP	Safe & Cohesive Communities Mobility & Spatial Transformation
Municipal Function	Community Services Housing Planning
Applicable Departmental Objectives	<ul style="list-style-type: none"> ⌘ To enhance community safety and risk management ⌘ To execute traffic control and law enforcement activities ⌘ 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)
Functional priorities	<ul style="list-style-type: none"> ⌘ Transforming law enforcement as a mechanism to ensure that all communities can work and live in a safe environment ⌘ Develop a strategy for the improvement of law enforcement within the municipal service area ⌘ Investigate and establish a municipal court ⌘ Monitor and improve the control and management of informal settlement within the municipal service area ⌘ Conduct a study on migration patterns within the Breede Valley region

TABLE 17: 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 VIP	Empowering People Innovation & Culture
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"> ⌘ Strengthening the oversight role and function of council structures ⌘ Improve council and committee monitoring and implementation of council resolutions ⌘ Expand the decentralised service model within Breede Valley ⌘ Review and adopt the communication policy ⌘ 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 18: 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 VIP	Innovation & Culture
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 19: 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 VIP	Innovation & Culture
Municipal Function	Financial Services
Applicable Departmental Objectives	<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
Functional priorities	<ul style="list-style-type: none"> ⌘ Develop and implement a strategy to identify additional sources of revenue for financing major capital projects and maintenance of assets ⌘ Improve the debt collection rate by reviewing and implementing the debt collection policy ⌘ Improve the monitoring of the financial health of the municipality ⌘ 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 ⌘ Develop a long-term financial strategy

TABLE 20: 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

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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 Community Survey 2016 data provided by Statistics South Africa, there are approximately 47 569 households in the Breede Valley municipal area (50 683 estimated in 2022 as per the MERO compiled by Province). 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 Community Survey 2016, the number of households with access to piped water inside the dwelling was estimated at 46 077, with 1 492 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, 30 327 households had access to the minimum water service level by the end of June 2021, as depicted in the table below:

Description	2020/21 [#]	2021/22 [#]
	Actual	Actual
Household		
Water: (above minimum level)		
Piped water inside dwelling	20 860	21 325
Piped water inside yard (but not in dwelling)	0	0
Using public tap (within 200m from dwelling)	9 467	9 467
Other water supply (within 200m)	0	0
Minimum service level and above subtotal	30 327*	30 792*
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)	30 327	30 792
<i>*Total reflects the total number of households including households not separately billed</i>		
<i>#Source: BVM Annual Report 2021/22</i>		

TABLE 21: 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	3	
Total Number of Households having Reliable Service. (Interpret Direct Backlog field above)	22 298	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 22: WATER RELIABILITY PROFILE

Residential water services delivery adequacy profile (Water)



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

FIGURE 19: 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

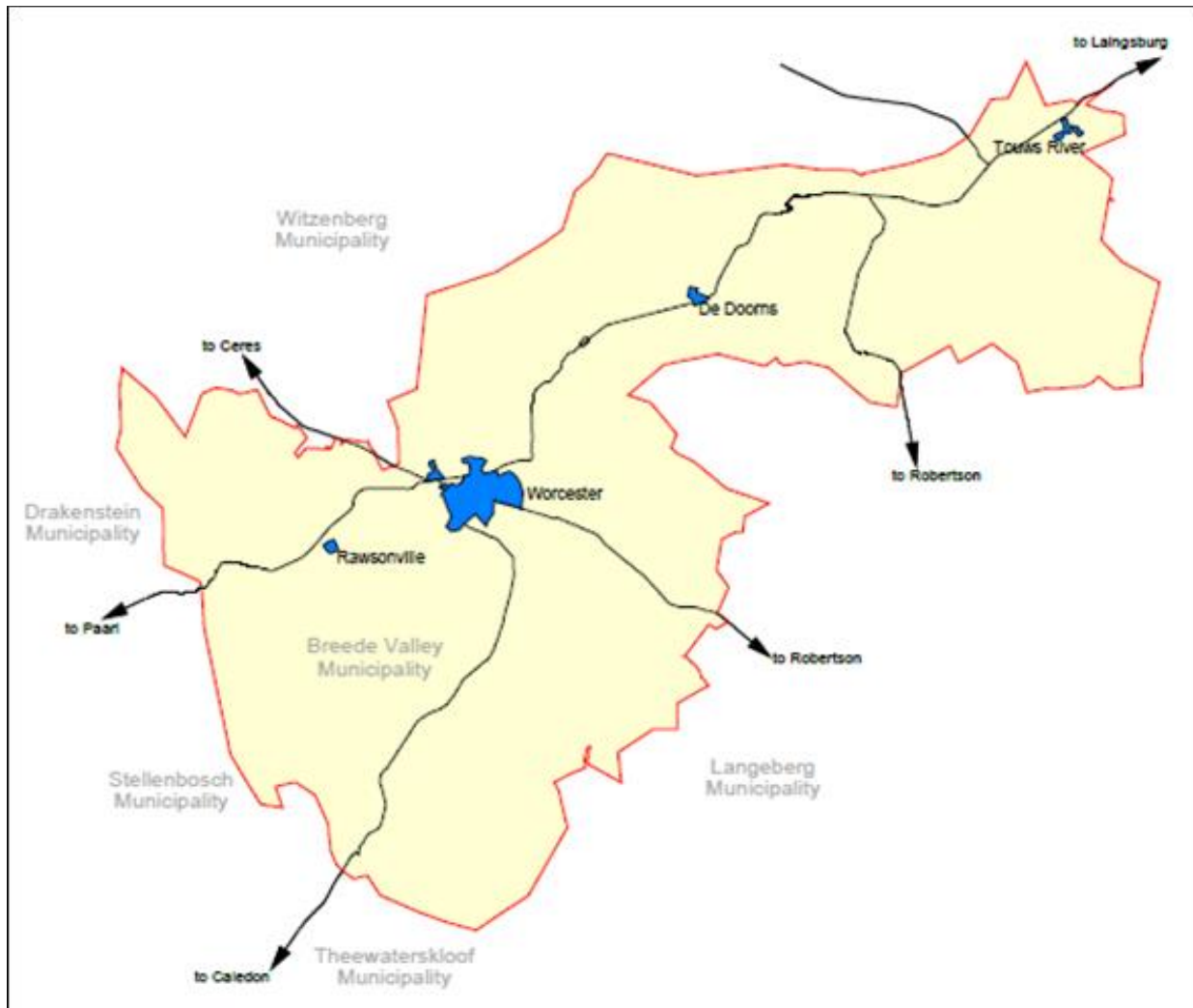


FIGURE 20: WATER SUPPLY AREAS WITHIN BREEDE VALLEY MUNICIPALITY

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	93.24MI
	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 23: 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 2020/21 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 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
Update WSDP for next 5 years (2023-2027)	Current WSDP (5 years ending 2023)	Appoint Consultants to update WSDP	WSDP for Water & Sewer for BVM	No Funding	± R 500 000-00 (OPEX)	Facilitate the completion of WSDP (2022-2023)
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 900 000-00 (OPEX)	Facilitate the completion of Master Plan (2022-2023)
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 Master Plan (2022-2023)
Redefine of Pressure Zones and Pressure Management	GLS Report	Appoint Consultants to Develop a Plan	Analysis Report	No Funding	Unknown (CAPEX/GRANTS)	Facilitate Progress (2023-2024)
Maintenance Tender (Pipe Replacement & Cleaning)	Pipe Burst Stats/ Master Plan	Prepare Tender	Tender Equipment	No Funding	Unknown OPEX	Monitor Tender (2022-2023)

TABLE 24: 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 21 608 households (94%) having access to flush toilets connected to the sewerage system and 411 (2%) to a flush toilet with septic tank. A total of 847 (4%) households have access to chemical toilets (predominantly located in informal settlements).

When considering only households **within the urban edge of the municipality**, 21 503 households had access to the minimum sanitation service level by the end of June 2022, as depicted in the table below:

Description	2020/21 [#]	2021/22 [#]
	Actual	Actual
Household		
Sanitation/sewerage: (above minimum level)		
Flush toilet (connected to sewerage)	21 608	20 028
Flush toilet (with septic tank)	411	411
Chemical toilet	847	1 064
Pit toilet (ventilated)	0	0
Other toilet provisions (below minimum service level)	0	0
Minimum service level and above sub-total	22 866	21 503
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	22 866	21 503
<i>*Total reflects the total number of households including households not separately billed</i>		
<i>[#]Source: BVM Annual Report 2021/22</i>		

TABLE 25: SANITATION SERVICE DELIVERY LEVELS

Each town within the Breede Valley Municipality has their 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 26: 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
Update WSDP for next 5 years (2023-2027)	Current WSDP (5 yrs ending 2023)	Appoint Consultants to update WSDP	WSDP for Water & Sewer for BVM	No Funding	± R 500 000-00 (OPEX)	Facilitate the completion of WSDP (2022-2023)
Rawsonville Sewer Project	Old & dilapidated sewer lines	Completed Report	Table Completed Report presented to Council	Report can be delayed	±R 652 000-00 (OPEX)	Facilitate the completion of Investigation Report (2022-2023)
Worcester Sewer Project (Zweletemba/Avian Park/Roodewal/Riverview)	Current dilapidated sewers, sewer spillages, blockages (±8 160/annum) & over capacity	Completed Report	Table Completed Report presented to Council	Report can be delayed	±R 980 000-00 (OPEX)	Facilitate the completion of Investigation Report (2022-2023)
Rawsonville Sewer Project (Construction ±2 yrs)	Completed report with Priorities	Start of Construction	Completion of First Phase	No Funding	Unknown (CAPEX/GRANTS)	Monitor Construction Progress (2022-2023)
Worcester Sewer Project (Construction ±5 yrs)	Completed report with Priorities	Start of Construction	Completion of First Phase	No Funding	Unknown (CAPEX/GRANTS)	Monitor Construction Progress (2022-2026)

TABLE 27: WSDP SEWER PROJECTS FOR THE 5-YEAR PROGRAMME

PROGRAMME 5.1 (C): ELECTRICITY

Electricity and street lighting are provided to all formal settlements and electricity and street or high-mast lights are provided to most informal areas in the Breede Valley region. As per the 2016 StatsSA Community Survey, electricity served as the main source of energy and lighting for 42 848 households (90,1%) in the Breede Valley, 1 375 households used alternative energy sources, whilst 3 346 households had no access to electricity. Electricity usage has increased from 88,3% of households in 2011 to 90,1% of households having access to electricity in 2016. However, the high number of households without electricity is a concern but could be attributed to the high in-migration figures especially to Worcester resulting in an increase in the informal settlement population. It should be noted that these statistics are aligned to the latest available StatsSA data. An update will

A total of 23 076 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 2022.

Description	2020/21 [#]	2021/22 [#]
	Actual	Actual
Household		
<i>Energy: (above minimum level)</i>		
Electricity (at least minimum service level)	1 647	1 610
Electricity - prepaid (minimum service level)	21 320	21 466
<i>Minimum service level and above subtotal</i>	22 967	23 076
<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	22 967	23 076
*Electricity service delivery include Eskom provision		
[#] Source: BVM Annual Report 2021/22		

TABLE 28: 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 66 kV substations in Worcester and two 11 kV electrical substations in De Doorns and Touwsrivier each. The network is adequate and stable in all towns except Worcester, specifically Zwelethemba and Rolihlahla/Avian Park areas where there is limited capacity of bulk supply cables. There are regular overload trips of the network due to a steady increase in electricity usage in line with population growth. These areas / zones are rated high with regard to electricity theft and the electrical infrastructure is under very high strain.

This capacity is still adequate to cover the current demand for BVM's electricity jurisdiction. All informal settlements where township development has taken place have access to electricity. It is however a challenge to provide electricity where informal settlements outside the urban edge have settled and are awaiting RDP housing.

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. 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 2023/24 tariff policy will, as customary practice, provide for a small-scale embedded generation feedback tariff as an incentive to allow network grid - tie connections and make provision for compliance to existing NERSA tariff guidelines.

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 2023/24 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 in order to identify and minimize the phenomenon off "acceptable" revenue losses. Departmental policies should be continuously interrogated and enhanced in order to streamline processes, policies and standard operational procedures to drastically reduce the above-mentioned risk.

- Identification of technology constraints in the field: 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 in order to clearly differentiate between technical - and “unknown” losses.
- 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 with regard to 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.

BVM endeavour to establish 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.

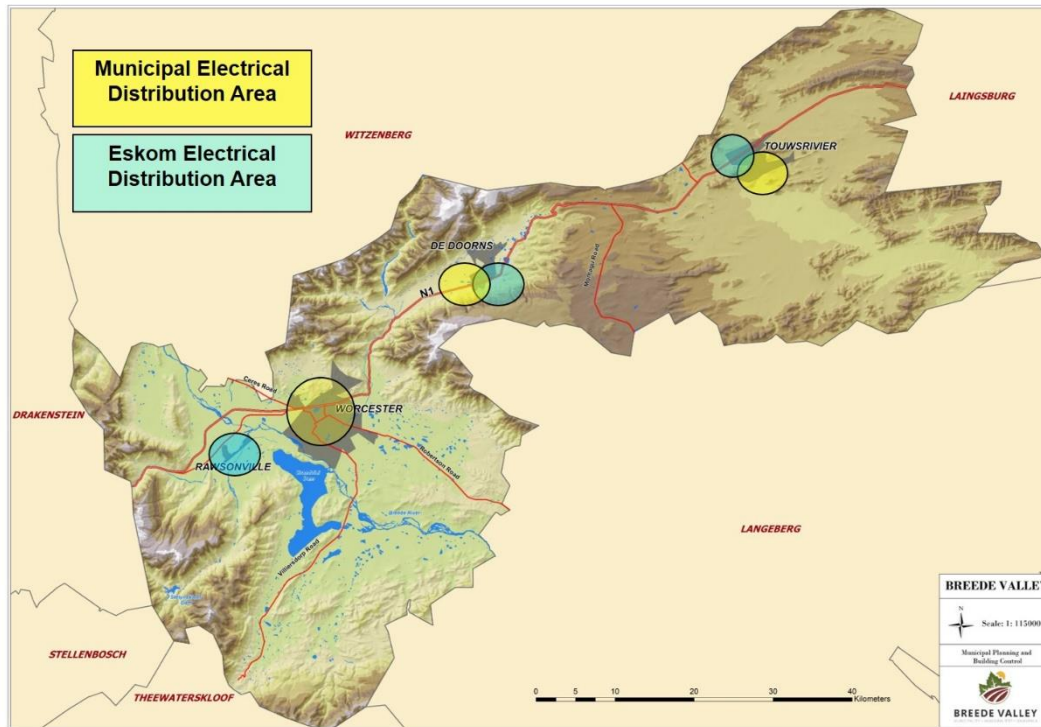


FIGURE 21: ELECTRICAL DISTRIBUTION AREAS

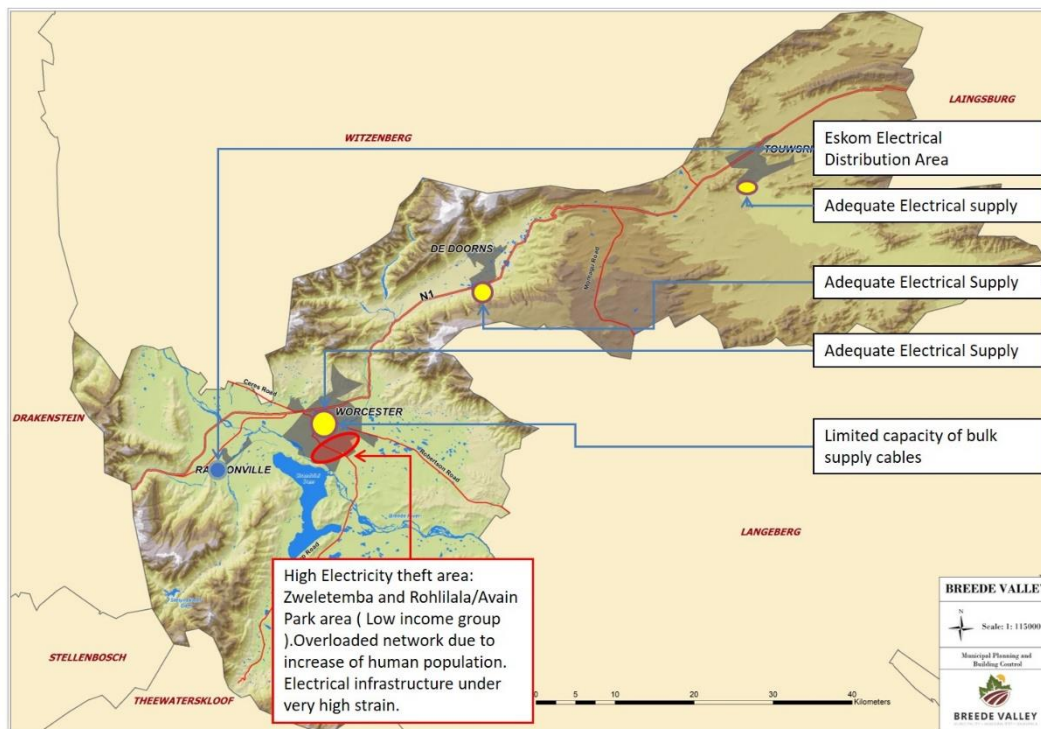


FIGURE 22: ELECTRICAL CURRENT SUPPLY

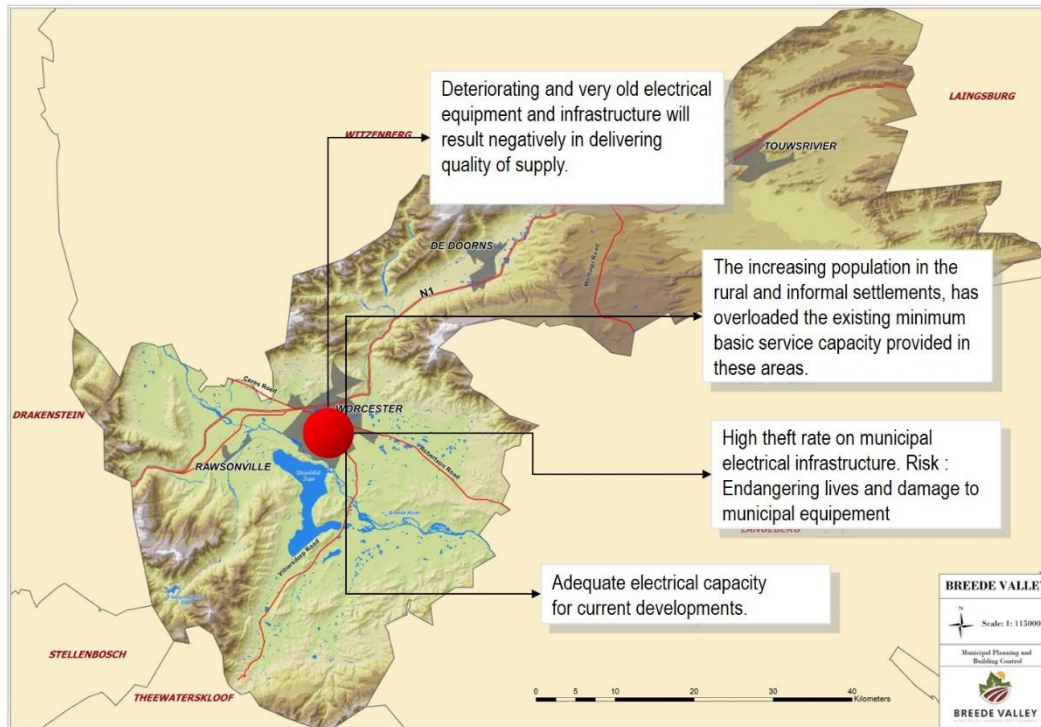


FIGURE 23: ELECTRICITY - CURRENT PROBLEMS

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

Description	Sector's Estimated Budget (Revised Base Date 2022)	Project Status	2022/2023 (Year 1)	2023/2024 (Year 2)	2024/2025 (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	R 0	R 0	R 378 474
<u>Leighpold 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			R 36 000 000
<u>TRANSHEX Residential Development (13 000 erven)</u>					R 103 016 050
<u>Fairway Heights Access Road (Trim Park)</u>					
Street lighting	R 2 518 170	Unfunded		R 2 518 170	
<u>Ward 1</u>					
Steenvlied - Skool Straat 11kV feeder (Tie in ring main.)	R 1 373 548	Unfunded	R 1 373 548		
Touwsrivier - Upgrade Main Incoming supply substation - Increase to 3 MVA in Feb 2012.	R 2 518 170	Unfunded		R 2 518 170	
Development - Proposed network extension to river between BP and Total Garages.(Developer cost) - See item 25.7	R 0	Unfunded			
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		
11kV Network N1 - Upgrade network to accommodate development and load growth	R 1 259 085	Unfunded		R 1 259 085	
<u>Ward 2</u>					

Description	Sector's Estimated Budget (Revised Base Date 2022)	Project Status	2022/2023 (Year 1)	2023/2024 (Year 2)	2024/2025 (Year 3)
Hasie Square: Electrification 500 lots within the 50- and 100-year flood line no development.					
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 sqr Cu XLPE 11 kV Cable and 3 x 315 kV M/S's	R 3 738 072	Unfunded	R 3 738 072		
Eskom - Rumosa 11 kV Feeder - Add 6 x 11 kV CB panel at Eskom and Rumosa Substation, add 2 x 2,5 km 95mm sqr Cu XLPE 11 kV Cables	R 8 079 196	Unfunded	R 8 079 196		
New intake point from Eskom - New intake (5MVA @ 11kV)	R 16 368 106	Unfunded	R 16 368 106		
Ward 3					
De Doorns - Bowmast lighting - Voortrekkerweg.	R 830 996	Unfunded			R 830 996
Ward 4					
Ward 5					
SAR Houses De Wet electrification (Eskom distribution Area)					
Ward 6					
Hospital Park Substation - Upgrade low voltage overhead lines (Voltage regulation problems)	R 755 451	Unfunded	R 755 451		
Worcester Dam - Springbok T 11kV Feeder (Add 0.78km to 11kV cable) (Interconnection of Mmill SS) Network extension developers cost	R 7 500 000	Unfunded			R 3 750 000
Upgrade Electrical Network to Booster Pump : Panorama Pumpstation	R 717 678	Unfunded		R 717 678	
Brewelskloof Substation Upgrading of 4 X OCBs	R 1 964 173	Unfunded			R 1 964 173
New Casino Substation and 11kV Incomers - New 11kV Substation and 9 x 11kV CB panels	R 6 893 491	Unfunded			
Klue - Roux 11kV Feeder - Add 0.69km 240mm ² Cu XLPE 11kV Cable (Interconnecting of Mmill SS)	R 2 518 170	Unfunded	R 2 518 170		
Worcester Dam - Klue 11kV Feeder - Add 2.05km 240mm ² Cu XLPE 11kV Cable.	R 16 368 106	Unfunded			R 5 456 035
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			
Ward 7					
Worcester CBD - Ohm to UGM and ABC upgrades	R 755 451	Unfunded	R 755 451		

Description	Sector's Estimated Budget (Revised Base Date 2022)	Project Status	2022/2023 (Year 1)	2023/2024 (Year 2)	2024/2025 (Year 3)
Electricity:Building Alterations & Additions	R 7 554 510	Unfunded	R 2 518 170	R 2 518 170	R 2 518 170
Hartwich between Fairbairn & Fischer - Upgrade OHM to ABC.	R 881 360	Unfunded			R 881 360
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	Unfunded	R 5 539 974		
Replace 6 x 66kV OCBS at Robertson Rd SS.	R 5 539 974	Unfunded	R 5 539 974		
Rose Garden Sub (New Building and 10 x 11kV CB panels)	R 7 554 510	Unfunded		R 7 554 510	
Roux - Rose Garden 11kV Feeder (Add 0.58km to 11kV cable)	R 7 637 409	Unfunded		R 7 637 409	
Russell to Santam (Upgrade 1050m of 11kV cable between networks)	R 6 295 425	Unfunded			R 6 295 425
Telemetry Control - Robertson, Merrindol & 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
Fairy Glen- Ohm to UGM and ABC upgrades Fairy Glen	R 1 007 268	Unfunded			
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 755 451	Unfunded	R 755 451		
Worcester CBD - Ohm to UGM and ABC upgrades - Phase 3	R 755 451	Unfunded		R 755 451	
Ward 8					
Mc Allister - Field via North Yard (Upgrade 2635m of 70mm Cu with 185mm AL 11kV cable between SS.)	R 24 371 858	Unfunded			R 12 185 929
Eskom - Mc Allister 11kV Feeder (Upgrade of 0.67km of 70mm Cu to 185 Al PILC 11kV cable)	R 7 554 510	Unfunded		R 7 554 510	
Industrial Development (Add 2 x 11kV CB panel at Industrial Substation, add 3.5km to 11kV cable) - Developers cost (See item 16.5)	See item 16.5	Unfunded			
Raymond Pollet Substation - rerouting of Eskom lines & upgrading substation.	R 2 518 170	Unfunded			
Replace 6 x 66kV OCBS at INDUSTRIAL SS.	R 6 375 755	Unfunded			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			
Roodewal to Field 11kV Interconnector Feeder - 1.8km 240mm ² Cu XLPE 11kV & 1x 11kV CB at Field SS	R 6 815 025	Unfunded			
Industrial - Samuel Walters 11kV feeder - 1.35km 185mm ² AL XLPE 11kV cable	R 4 759 342	Unfunded			

Description	Sector's Estimated Budget (Revised Base Date 2022)	Project Status	2022/2023 (Year 1)	2023/2024 (Year 2)	2024/2025 (Year 3)
Industrial Sub - Upgrading and replacement of redundant protection relays and equipment	R 3 777 255	Unfunded	R 3 777 255		
Ward 9					
Esselen Park - Sportfield 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 1 259 085	Unfunded	R 1 259 085		
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 12 000 000
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	Unfunded			R 100 000 000
Rehabilitation of electrical infrastructure	R 15 109 021	Unfunded			
TRANSHEX- Zwelethemba 11kV Interconnector - 2 x 1.5km 240mm2 AL XLPE cable, and add 2x 11kV CB @ Zwelatemba	R 11 514 786	Unfunded		R 11 514 786	
Ward 12					
Parker Substation - Upgrade of low voltage overhead lines (Voltage regulation problems)	R 1 259 085	Unfunded	R 1 259 085		
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			
Stockenstrom Street - OHM to UGM between Church & Tulbach Streets.	R 1 007 268	Unfunded		R 1 007 268	
Van Zyl between Fairbairn & Fischer - Upgrade OHM to ABC.	R 893 950	Unfunded			
New Somerset 11kV Distribution SS - Boland College 11kV Feeder (Add 1.5km 11kV cable)	R 1 785 131	Unfunded		R 1 785 131	
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	

Description	Sector's Estimated Budget (Revised Base Date 2022)	Project Status	2022/2023 (Year 1)	2023/2024 (Year 2)	2024/2025 (Year 3)
Russel St O/H to underground (Adderley – Porter street)	R 1 007 268	Unfunded		R 1 007 268	
Somerset - de Wet Substations (Add 1500m 240mm 11kV cable to network)	R 17 627 191	Unfunded		R 17 627 191	
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
<u>Incorporated in ward 7 & 12 as per IDP</u>					
Church Street - Complete upgrade of existing street lighting 150W R 90,000	R 478 452	Unfunded		R 478 452	
Street Lighting - General Improvements	R 0	Unfunded			
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			
Worcester CBD - Ohm to UGM and ABC upgrades	R 1 007 268	Unfunded		R 1 007 268	
New Somerset Industrial Park Internal Distribution - 6.5km 185mm ² Cu XLPE, 6x 11kV 315MVA M/Sub, and 2x T3 switches -Developers Cost	R 15 000 000	Unfunded			R 15 000 000
<u>Ward 13</u>					
Somerset - New Somerset Distribution SS - 11kV Feeder (Add 1.25km to 11kV cable)	R 12 590 851	Unfunded		R 12 590 851	
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			
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 Avion 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 TPClub - 1.5km 185mm ² AL XLPE 11kV cable	R 11 331 766	Unfunded			

Description	Sector's Estimated Budget (Revised Base Date 2022)	Project Status	2022/2023 (Year 1)	2023/2024 (Year 2)	2024/2025 (Year 3)
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			
Avian Park Housing					
New Somerset Distribution SS (Add 2x11kV CB panels at Somerset Substations and 0.4km to 11kV cable)	R 1 813 082	Unfunded		R 1 813 082	
Ward 15					
Langerug - De Vos, Malan, Cilliers, De Villiers, Bosman Streets. PH-2 (Replace OHM with ABC.)	R 755 451	Unfunded		R 755 451	
Langerug - Upgrade bare OHM to ABC	R 755 451	Unfunded		R 755 451	
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			
Worcester West - Replace bare OHM with ABC - Low Voltage problems.	R 755 451	Unfunded	R 755 451		
Worcester West - Upgrading and replacing of Street lighting networks.	R 453 271	Unfunded	R 453 271		
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 project cost (R 150 000-00)		Unfunded			
Worcester West - Replace bare OHM with ABC - Low Voltage problems.	R 629 543	Unfunded	R 629 543		
Street lights: Governor, N1, Roux & Heyns street	R 1 309 448	Unfunded		R 1 309 448	
Ward 16					
Zwelethemba - Installation of additional lighting and upgrading of supply point	R 742 860	Unfunded	R 742 860		
Zwelethemba - Upgrade T37 and infrastructure (1 x OCB & 1 x MSS)	R 2 442 625	Unfunded			R 2 442 625
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			
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 2 014 536	
High mast (flood) lighting (2 x Zwelethemba) Phases 2 A	R 1 605 333	Unfunded			
Ward 17					
Telemetry Control of 66kV SS - Robertson, Merrindol & Somerset SS	R 629 543	Unfunded		R 629 543	
Ward 18					
Zwelethemba: Upgrades O/H lines Phase 1	R 2 014 536	Unfunded	R 2 014 536		

Description	Sector's Estimated Budget (Revised Base Date 2022)	Project Status	2022/2023 (Year 1)	2023/2024 (Year 2)	2024/2025 (Year 3)
Zwelethemba: Upgrades O/H lines Phase 2	R 2 014 536	Unfunded		R 2 014 536	
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			
Ward 19					
Ward 20					
Rawsonville - Residential area fill in Street Lights(Community Safety and SAPS requests)	R 118 354	Unfunded			
Not Allocated to Wards					
Scope	R 251 817	Unfunded	R 251 817		
Replacement of IT equipment Worcester Electrical Services offices	R 755 451	Unfunded	R 755 451		
Upgrading of department server	R 881 360	Unfunded	R 881 360		
Electricity network upgrades: Worcester	R 5 036 340	Unfunded		R 5 036 340	
Electricity upgrades: Worcester	R 6 295 425	Unfunded			R 6 295 425
Electricity upgrades: Worcester	R 7 554 510	Unfunded			
Loss control Bulk meters at 183 of 366 SS (New license criteria by NERSA)	R 10 000 000	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 10 000 000	Unfunded	R 2 000 000	R 2 000 000	R 2 000 000
Sludge Pump x 2	R 163 681	Unfunded	R 163 681		
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			
Elect: 1 x 8 Ton truck and hydraulic lifting equipment (replace WM 817)	R 3 500 000	Unfunded	R 3 500 000		
Elect: Cable fault locator trailer (Elect)	R 302 180	Unfunded		R 302 180	
Elect: 2 x Compactor (Wacker)	R 125 909	Unfunded	R 125 909		
Elect: 1 x 1 Ton LDV complete with canopy and ladder rack New Metering Technician	R 448 234	Unfunded	R 448 234		
Elect: 5 Ton truck with hydraulic lift & clamshell bucket(Repl WM 513)	R 1 133 177	Unfunded	R 1 133 177		
Office furniture - building extensions	R 125 909	Unfunded	R 125 909		
Safe (Cable gun ammunition - fire arms act requirement)	R 6 000	Unfunded	R 6 000		
Hydraulic crimper (De Doorns) - 16mm - 240mm	R 50 363	Unfunded	R 50 363		

Description	Sector's Estimated Budget (Revised Base Date 2022)	Project Status	2022/2023 (Year 1)	2023/2024 (Year 2)	2024/2025 (Year 3)
Zwelethemba additional supply point via Transhex	R 10 000 000	Unfunded	R10 000 000		
New additional 10 Ton lorry with crane for HV Section	R 4 000 000	Unfunded	R 4 000 000		
Refurbishment of Electrical Equipment	R 15 000 000	Unfunded	R 5 000 000	R 5 000 000	R 5 000 000
Traub Sub 11 Kva switchgear to be replaced	R 7 500 000	Unfunded	R 7 500 000		
Additional Network for Zwelethemba	R 15 000 000	Unfunded	R 5 000 000	R 5 000 000	R 5 000 000
RMU/ Main Sub Switchgear Replacements De Doorns	R 3 000 000	Unfunded		R 3 000 000	
RMU/Main Sub Switchgear replacements Touwsrivier	R 3 000 000	Unfunded		R 3 000 000	
Roux Park capacity/equipment upgrade	R 5 000 000	Unfunded	R 2 000 000	R 1 500 000	R 1 500 000
Zwelethemba removal of mid-blocks	R 8 000 000	Unfunded	R 4 000 000	R 4 000 000	
Electrical Department Offices/store space upgrade	R 2 500 000	Unfunded	R 2 500 000		
66 kv Ripple Control	R 7 000 000	Unfunded	R 7 000 000		
11/400V Ground Mounted Transformers	R12 300 000,00	Unfunded	R2 460 000	R2 460 000	R2 460 000
11/400V Pole Mounted Transformers	R13 300 000,00	Unfunded	R2 660 000	R2 660 000	R2 660 000
11/400V Miniture 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
TRANSHEx Electrical Reticulation	R75 000 000,00	Grant	R15 000 000	R30 000 000	R30 000 000
Electricity Machinery and Equipment	R 2 250 000,00	Unfunded	R 750 000	R 750 000	R 750 000
Electrical Vehicles	R 2 250 000,00	Unfunded	R 750 000	R 750 000	R 750 000

TABLE 29: MULTI-YEAR ELECTRICITY CAPITAL BUDGET 2022 - 2025 FINANCIAL YEAR

The table below, depicts the funded budget allocated to the department over the 2023/24 MTREF:

PROVISIONAL THREE-YEAR CAPITAL BUDGET 2023/24 FINANCIAL YEAR					
Description	Finance Source & Description		Draft Budget (2023/24)	Draft Budget (2024/25)	Draft Budget (2025/26)
NOT ALLOCATED TO WARDS					
<u>Klipvlakte/ Transhex Residential Development (13 000 erven)</u>					
Electrical Reticulation	8,2	INEP	20 238 000	21 000 000	30 000 000
<u>Electricity (8112)</u>					
Refurbishment of electrical system	3,0	CRR / Own Funding	1 500 000	0	0
Refurbishment of Touwsriver Substation and Safegaurding	1,1	Loans	4 000 000	4 000 000	0
Robertson Road Substation	1,1	Loans	1 300 000	0	0
RMU/ Main Sub Switchgear Replacements De Doorns	1,1	Loans	0	3 000 000	0
RMU/Main Sub Switchgear replacements Touwsrivier	1,1	Loans	0	3 000 000	0
Zwelethemba removal of mid-blocks	3,0	CRR / Own Funding	6 000 000	0	0
66KV Ripple Control	1,1	Loans	0	0	6 900 000
Upgrading of High Mast Lights	8,7	EEDMG	1 400 000	0	0
Upgrading of Street Lights	8,7	EEDMG	2 600 000	0	0
<u>Refurbishment of electrical system (NERSA)</u>					
Electricity - Machinery and Equipment	3,0	CRR / Own Funding	600 000	600 000	600 000
WARD SPECIFIC					
Fencing of Substations	3,0	CRR / Own Funding	600 000	600 000	600 000
<u>Ward 20</u>					
High Mast Light - Ward 20	3,0	CRR / Own Funding	0	700 000	0
<u>SERVICE CONNECTIONS (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>					

PROVISIONAL THREE-YEAR CAPITAL BUDGET 2023/24 FINANCIAL YEAR					
Description	Finance Source & Description		Draft Budget (2023/24)	Draft Budget (2024/25)	Draft Budget (2025/26)
Avian Park Industrial - Electricity	3,1	CRR / Own Funding	990 000	0	0
Avian Park Industrial - Electricity	1,1	Loans	990 000	0	0
Somerset Park - Electricity	1,2	Loans	100 000	0	0
Somerset Park - Electricity	1,1	Loans	0	0	0
Uitvlug Industrial Zone - Electricity	3,0	CRR / Own Funding	100 000	100 000	10 000 000

TABLE 30: PROVISIONAL THREE-YEAR CAPITAL BUDGET 2023/24 FINANCIAL YEAR

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, 25 064 households had their refuse removed at least once per week, as at 30 June 2022 (see table below).

Description	2020/21 [#]	2021/22 [#]
	Outcome	Actual
Household		
<i>Refuse removal: (Minimum level)</i>		
Removed at least once a week	25 030	25 064
<i>Minimum service level and above subtotal</i>	25 030	25 064
<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	25 212*	25 064
*Total reflects the total number of households including households not separately billed Source: BVM Annual Report 2021/22		

TABLE 31: REFUSE REMOVAL SERVICE DELIVERY LEVELS

1. STATUS QUO PERTAINING TO WASTE MANAGEMENT WITHIN BVM

Touwsrivier

Touwsrivier is serviced by a 4-ton compactor truck, collecting solid waste daily from businesses and households. Collected waste is disposed at the material recovery facility (MRF). From there the waste is trucked in 35 m³ skips to the Worcester landfill site. Black refuse bags are distributed amongst residents and refuse is placed on pavements for weekly collection. Communities do not have any disposal facilities close to home and inevitably dispose waste on pavements and public open spaces. Provision was made for the construction of mini drop-off facilities within different communities.

Two mini drop-off facilities, with an approximate value of R120 000, were constructed and placed in informal and hotspot areas for illegal dumping within the different communities. These drop-off facilities have been vandalized over the past years and proves difficult to clean and maintain due to the small entrance. The vandalised drop-off facilities have been demolished due to the structures being unsafe for the public. The existing drop-off facilities are being cleaned and maintained as part of the daily operations.

A total of 10 double-bin street refuse bins were placed in town for the disposal of litter on streets. More bins are required on pavements. The double-bin system serves a dual purpose as one side is used for recyclable materials, while the other for non-recyclable materials.

Material Recovery Facility (MRF)/Transfer station

The MRF/transfer station was managed by a private local company, Beirowplas, appointed in accordance with a tender process. The contract expired in 2017, after which the municipality opted to manage the Transfer Station internally. However, the MRF has not been in operation since concluding the contract. The equipment has since been refurbished and brought to a working condition. BVM intends to capacitate and recruit internal staff members (from the applicable general workers pool and/or EPWP beneficiaries) to assist with operations at the facility. Ensuring that the operational capacity of the Touwsrivier MRF is restored, and managed internally, serves as a key strategic objective of the department. The estimated monthly saving of R29 000 emanating from this envisaged approach, could aid in directing resources to other operational initiatives planned within the department. In addition, recycling at source, by means of a two-bag system will be implemented in Touwsrivier in order to improve recycling initiatives within the town and BVM in general.

De Doorns

Wheelie bins have been distributed to about 250 households in De Doorns in 2018. We have also introduced the two-bag recycling system in certain areas of the town. More needs to be done in terms of awareness creation and education campaigns on recycling and how it could benefit the communities.

Black refuse bags are still distributed amongst all informal households and gets delivered to households by BVM twice per annum. Refuse is collected from residential homes and businesses once a week and disposed of at the Worcester landfill site. Household refuse are trucked on a daily basis to Worcester and disposed of at the landfill site. All formal dwellings have received wheelie bins in De Doorns. The recyclables are transported weekly to the Worcester MRF for separation.

Licensed landfill site

The landfill site near De Doorns has a license and for all practical reasons is operating legally. The municipality has constructed a satellite station opposite the site, accepting all household refuse in 2x 30m³ skips. These skips are transported to Worcester landfill site daily. The landfill site is only used for disposal of builder's rubble and garden waste.

Rawsonville

Vehicles from the Solid Waste Depot in Worcester collect waste daily from businesses and residents, which is transported and disposed of at the Worcester landfill site. Black refuse bags are distributed to all informal residential properties and placed on pavements for a weekly collection.

Recycling at Source

The department has extended the recycling at source programme to all residents in Rawsonville, except in the informal areas. Participation is good and bags with recyclable waste is transported and delivered to APD in Worcester.

Worcester

Businesses and all suburbs in Worcester have been supplied with 240ℓ and 770ℓ wheelie bins, which are serviced regularly. Refuse collection is done on a weekly basis, as per the collection schedule formulated for each suburb, while refuse generated by businesses within the CBD are collected on a daily basis.

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. BVM built a few mini waste drop-off facilities in Zwelethemba and Avian Park (Rolihlahla) during 2015/16. The drop-offs at Rolihlahla informal settlement were destroyed by community members but the drop-offs at Zwelethemba are working very well. Some have been vandalized but there is still 1 that is operating and serviced on a regular basis. The vandalised drop-offs have since been demolished due to safety concerns for the community.

The Municipality have also employed EPWP monitors at all the illegal dumping hotspot areas. The hotspot areas include Municipal Flats in Roodewal, Riverview, Hexpark and Russel Scheme. Certain monitors have been placed in streets where skips are in the area and at the drop off facilities in Zwelethemba. Their primary purpose is to clean and maintain the area, report water leaks, electrical faults and sewer blockages. They do street sweeping and distribute black bags in the informal areas. They communicate directly with the public in their areas of deployment and relay the communication to the municipality. They report illegal dumping for follow-up by the law-enforcement department. The Municipality envisages to place more skips in areas such as Roodewal and Riverview close to the flats for the monitors to collect and maintain refuse collection in the areas. Black bags are also distributed to the residence in the flats and are collected by the monitors.

Breede Valley MRF (Materials Recovery Facility)

The need has been identified to establish a recycling center where the community can extract valuable materials from the waste stream before the waste is transported to the licensed Breede Valley municipal landfill site. The MRF, a materials

recycling 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 and sorts and bales 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. The MRF currently employs 24 (EPWP employees) who have received the necessary training to enable them to do the job effectively.

Landfill site

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.

The Company G4S was appointed to provide security services on the landfill site as from January 2017. Since then, no major unrest incidents were reported on site. The Municipality will implement controlled access in the near future whereby the security guards of the said security company will provide control and registration of all vehicles entering the facility at the front entrance by means of a boom barrier, thereby restricting free access into the facility. Access control is needed to safeguard the landfill site by preventing unauthorised entry and enhance security. The recording of persons entering the premises on a daily basis by the security company can then be reconciled with the information provided by the employees of the landfill site. Spotlights placed in designated areas on the site will also be procured to enhance the safety and security

of the site. Lastly, the fence is regularly maintained to mitigate unauthorised access to the site.

Street cleaning

Street cleaning in the CBD is performed on a regular basis, by a private company (EGS Engineering and Maintenance) whom has been awarded a three-year tender which will conclude on 30 June 2024. Currently, workers with street trolleys are deployed daily to sweep, clean and empty street refuse bins on the pavements within the CBD. The contractor is currently maintaining satisfactory performance levels, which aids in promoting and maintaining a clean environment within the CBD.

Illegal dumping

The department makes use of tipper trucks and a digger loader to collect and remove illegally dumped material as and when required. Mini drop-off facilities were built in different suburbs (Zwelethemba and Avian Park). EPWP workers are appointed on a 6-month period to assist BVM in sweeping the streets and removal of litter. This particular project is dual funded by the CWDM.

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. Therefore, the next comprehensive revision of the IWMP should occur in 2025.

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 Avianpark, 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 32: 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 Worcester landfill site, the public is granted access to dispose their refuse at the transfer station next to the existing 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.

Swop 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 swop shop in Avian Park. The department donated R16 000 to the swop 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. According to the engineers, the license application process has commenced and was submitted to DEA&DP (2014). A new regional landfill site should thus be constructed next to the existing Worcester landfill site. Due to the fact that the regional site will be financed and managed by CWDM, Breede Valley Municipality will have to make use of the regional site for disposal purposes. An appeal was lodged against the application for a license. The appeal has not been granted and the construction of the site will proceed as soon as possible. Disposal tariffs will be implemented at the new site, which means that the municipality will have to pay to dispose of waste.

Providing transfer stations and MRFs

Global trends are to move towards regional landfill sites, which are used by several municipalities from surrounding areas, instead of individual sites. Due to the fact that Breede Valley Municipality will soon have to deliver all waste to the regional landfill site, it will become essential to provide appropriate drop-off and recycling facilities in the different towns.

It is therefore recommended to provide transfer stations and MRFs at the following locations:

- De Doorns – A satellite station was constructed in 2017 (project completed)
- Next to the Worcester landfill site (cost ± R33m). (project completed)
- Drop-off facility in Rawsonville (cost ± R2m)
- Drop-off facility next to the Worcester Fire Station (currently managed by Green Valley Recyclers)

Worcester landfill site should also have a transfer station and MRF where the public can safely dispose of waste into 30 m³ containers. The public should be allowed to drive with their sedan vehicle into a building, offload their waste and recyclable material and drive off. The public should not be allowed onto the landfill site at all. Only the contractors managing the landfill site should be allowed to empty the 30 m³ containers.

Managing the landfill site and transfer stations/MRFs

It is the view of the department that the Worcester landfill site should be managed by a specialist service provider instead of the municipality itself. However, the municipality should manage the MRF with existing staff members. It is the view of the department that the proposed new transfer station in De Doorns as well as the existing MRF and transfer station in Touwsrivier should be managed by municipal staff.

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”.

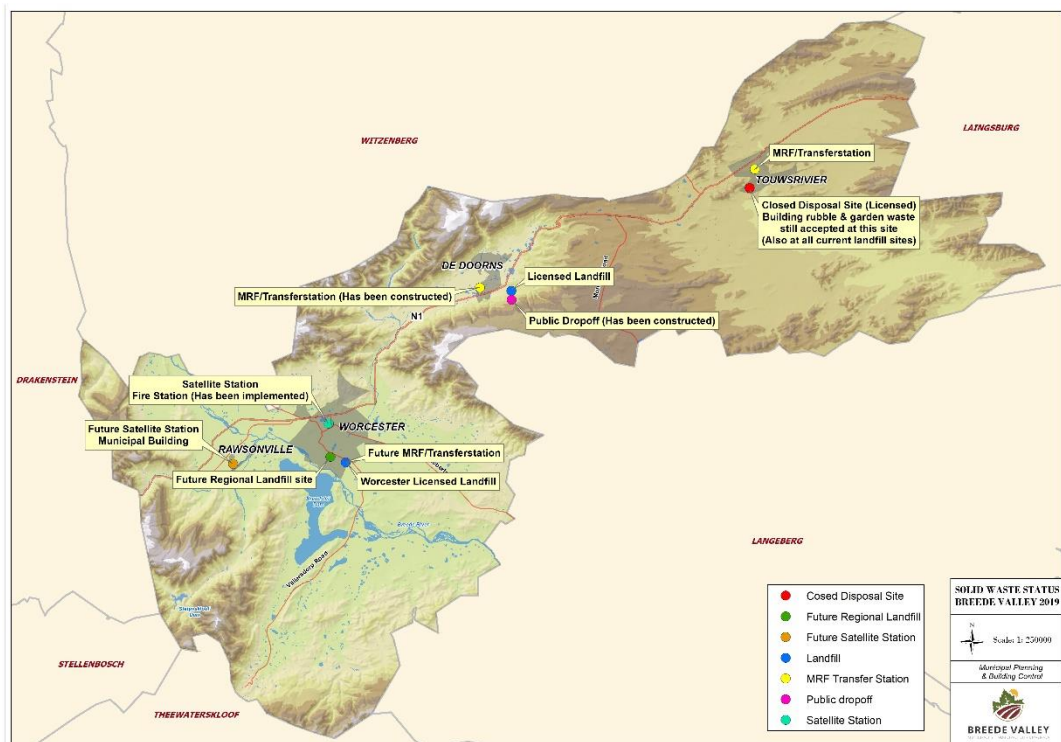


FIGURE 24: STATUS OF LANDFILL SITES AND EXISTING AND NEWLY PLANNED DISPOSAL FACILITIES

BVM Solid Waste & Area Cleaning By-law

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.

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.

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 25: 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.

The Impact of Covid-19 on Human Settlements

The Impact of Covid-19 virus has had a large impact on the sector. Many of the programmes and projects has been delayed in Human Settlements. The pandemic has put more stress on the already limited Human Settlements Development Grant to municipalities. The National Department of Human Settlements, Water and Sanitation is in a process of reviewing all Business Plans and potential funding related to these projects, due to the uncertainties. A number of projects will be shifting to the outer years due to financial constraints. The national lockdown has caused further delay in the Transhex Housing Project, as it is now anticipated that the project will be delayed for up to eight months. However, this anticipated delay can be mitigated through a number of collaborative interventions from all stakeholders involved in the project.

The biggest impact of this pandemic is on informal settlements, and particularly relating to the provision of basic services. According to Stats SA’s General Household Survey of 2018, the Western Cape had the second-highest proportion of households living in informal dwellings. According to the World Health Organisation (WHO), water, sanitation and hygiene are key elements in fighting against the spread of this coronavirus. Guidelines recommend that people must frequently wash their hands with soap and water, and that they should disinfect surfaces as often as possible. In 2017, Statistics SA reported that 87% of South Africans have access to safely managed drinking water service. They also reported 75% of the urban population was using safely managed sanitation services. However, the coronavirus pandemic is revealing a different situation on the ground. Vulnerable communities in townships, backyards and informal settlements have limited access to water and sanitation services. Reports indicate that the lockdown may have exacerbated existing inequalities in access to water and sanitation services in townships and informal settlements.

The Department of Human Settlements, Water and Sanitation procured 41 000 water tanks for national distribution to ensure water supply during the lockdown. Breede Valley was allocated twenty-five (25) water tanks, of which 20 have been disbursed and allocated. The responsibility linked to the refilling of tanks were given to the municipality, however, the DWS supplied the water tankers. The sustainability of the arrangement is questionable because the municipality will struggle to continue with the service post Covid-19. The number of households sharing communal standpipes and toilets is a huge problem in terms of dealing with Covid-19. Breede Valley supplies approximately seven hundred (700) chemical toilet units to services the 10 informal settlement in the area. The municipality also provide at least one water tap for every 25 families within a 200-metre radius, in order to comply with the minimum norm as stipulated by the Department of Human Settlements, Water and Sanitation. This has proven to be insufficient because of the rapid growth of the areas. The direct cost of providing this service cannot be fully costed, however, the current expenditure on the chemical toilets is estimated at R18 000 000 in the next three financial years. This cost is funded internally through the operating budget.

Households share a toilet that is placed outside the dwelling and is the biggest challenge in combating the spread of the virus through surface contamination. The cost of providing each household with a toilet will be exorbitant and unaffordable. The National Water and Sanitation Master Plan was developed to address most of these problems, however, the biggest challenge is ensuring that this process is fast-tracked in order to aid in dealing with the current pandemic and bring lasting solutions to this matter. The municipal department recommend the following strategies that should be considered post Covid-19, namely:

- **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.

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		2			2	
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	1276	1078	164	5742	8260	
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 Alfreds Hamlet			1		1	Outside
Rawsonville	87	225	206	1495	2013	
Rheenendal				1	1	Outside

Town	Assisted	Cancelled	Dormant	Waiting	Total	Comment
Robertson				6	6	Outside
Rocky Hill		1			1	Outside
Saldanha Bay		1		1	2	Outside
Swellendam				1	1	Outside
Tesselaarsdal				1	1	Outside
Touwsrivier	72	423	41	1068	1604	
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	1078	3522	6467	11516	22583	
Wuppertal				1	1	Outside
Grand Total	2516	5272	6886	19884	34558	63

* The current Breede Valley list consist of 19 884 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			5		5
De Doorns	1276	1078	164	5742	8260
Rawsonville	87	225	206	1495	2013
Touwsrivier	72	423	41	1068	1604
Worcester	1078	3522	6467	11516	22583

2: Access to Basic Services (The service statistics are currently being reviewed, and will be updated in the Final 5th Generation IDP)

SETTLEMENT	NUMBER OF STRUCTURES AS AT JUNE 2021	ACCESS TO BASIC SERVICES			NUMBER OF STRUCTURES AS AT DECEMBER 2021 (Internal Monitoring)	PERCENTAGE (%) INCREASE/DECREASE IN THE NUMBER OF STRUCTURES (JUNE 21 – DECEMBER 21)
		POPULATION*	TOILETS*	TAPS*		
RAWSONVILLE						
Geelkampie	98	405	25	5	130	-33
Hamat Pietersen	269	1060	53	8	150	79
Spokies Dorp			77		210	-100
River Bank					190	-100
	367	1465	155	13	680	-85
WORCESTER						
North Mandela Square	1648	4984	155	65	3500	0.06
Aspad	835	1588	109	66	1500	16.46
Avian Park (Rolihlahla)	1136	4408	135	114	1400	0
Emagwaleni					1500	
Roodewal	179	436	14	5	250	4.68
Langerug	24	12			13	0
Worcester West	4	28	4	2	4	0
	3826	11456	417	252	8167	3.43
DE DOORNS						
Sandhills (GG Camp)	1089	3956	95	15	1400	0.18
Ekuphumleni	2				3	-
Stofland	2634	9628	0	0	3200	1.7
Hasie Square	87	344	19	8	150	0
Mpumelelo	1314	3000			2100	32750
Ebaleni	58	232	36	18	90	0
	5184	17160	150	41	6943	35.49

SETTLEMENT	NUMBER OF STRUCTURES AS AT JUNE 2021	ACCESS TO BASIC SERVICES			NUMBER OF STRUCTURES AS AT DECEMBER 2021 (Internal Monitoring)	PERCENTAGE (%) INCREASE/DECREASE IN THE NUMBER OF STRUCTURES (JUNE 21 – DECEMBER 21)
		POPULATION*	TOILETS*	TAPS*		
TOUWSRIVIER						
Zionpark	78	312	40	5	120	0
	78	312	40	5	120	0
TOTALS	9455	30393	762	311	15 910	15.60

TABLE 33: INFORMAL SETTLEMENTS: ACCESS TO BASIC SERVICES

3: Informal Settlements

Rolihlahla & North of Mandela Square



Figure 46: LOCALITY OF ROLIHHLA



Figure 47: NORTH OF MANDELA SQUARE 2015 AERIAL PHOTO

Ebaleni & Stofland



Figure 48: EBALANI 2015 AERIAL PHOTO



Figure 49: STOFLAND 2015 AERIAL PHOTO

Sandhills & Zion Park



Figure 115: SANDHILLS ORTOGRAPHIC PHOTO (Satellite View)



Figure 120: ZION PARK 2015 AERIAL PHOTO

Aspad & Hasie Square



Figure 116: ASPAD 2015 AERIAL PHOTO



Figure 117: HASIE SQUARE 2015 AERIAL PHOTO

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.

5 YEAR DELIVERY PLAN 2021/22 – 2024/25 HSDG	Programme	2021/2022			2022/2023			2023/2024			2024/2025			Planning Comment
		PLANNED		SITES	TOPS	FUNDING (R ‘000)	SITES	TOPS	FUNDING (R ‘000)	SITES	TOPS	FUNDING (R ‘000)	SITES	
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. Bulk infrastructure issues are delaying the NEMA process and in turn is delaying the submission of the PIRR Application.
ISSP Zwelethemba North Rem Erf 1 (2000 sites) UISP	UISP				100		6 000	100		6 000				Project on hold, the assessment of the area (New Mandela and Aspad) to be completed first. The project to be included in the 2023/24 business plan.
ISSP Zwelethemba North Rem Erf 1 NGO	UISP													The Peoples Environmental Planning (PEP) has been appointed to

5 YEAR DELIVERY PLAN 2021/22 – 2024/25 HSDG	Programme	2021/2022			2022/2023			2023/2024			2024/2025			Planning Comment
		SITES	TOPS	FUNDING (R '000)	SITES	TOPS	FUNDING (R '000)	SITES	TOPS	FUNDING (R '000)	SITES	TOPS	FUNDING (R '000)	
														complete the assessment and planning of the area.
Worcester Transhex Phase 1 (2546 of 3231) Services	IRD P		190	34 719			46 340		100	13 000		200	26 000	Project completed.
Worcester Transhex Phase 1 Tops (800)	IRD P		110	34 719		190	34 719		300	47 400		200	31 600	Project being implemented.
Transhex Professional Fees	IRD P						9 500			1 000			1 000	Project being implemented.
Worcester Fisher St Portion Erf 1 – 10253 (307 services – 307 units) IRDP FLISP	IRD P						830							Project has been included in the 2022/23 business plan.
Avian Park Albatross Str-Rem-Erf 1 (500 services – 900 units) IRDP FLISP	IRD P						2 000							Project has been included in the 2022/23 business plan.

5 YEAR DELIVERY PLAN 2021/22 – 2024/25 HSDG	Programme	2021/2022			2022/2023			2023/2024			2024/2025			Planning Comment
		SITES	TOPS	FUNDING (R '000)	SITES	TOPS	FUNDING (R '000)	SITES	TOPS	FUNDING (R '000)	SITES	TOPS	FUNDING (R '000)	
De Doorns GG Kamp Sandhills (1000) ISSP	UISP									1 000				Project not prioritised. Both NEMA and LUPA process need to be done. PFR Application urgently required. The land availability agreement must be concluded with the National Department of Public Works.

TABLE 34: 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:

2022/23: R 51,124,000 (Indicative amount subject to approval of projects)

The table below lists the proposed projects and provisional funding for the 2022/23 financial year (01 April 2022 – 31 March 2023). Kindly note that the projects and funding must still be confirmed by the National Departments of Human Settlements

BREEDE VALLEY	PLANNED 2022/23		
	Sites	Units	Funding R'000
Worcester New Mandela Square (652) + 391 IRDP	0	0	0.00
ISSP Zwelethemba North Rem Erf 1			R 2 500
ISSP Zwelethemba North Rem Erf 1 (NGO)			R 1 575
Transhex Professional Fees	0	0	R 9 500
Worcester Transhex Phase 1 Tops (800)		190	R 34 719
Planning: Worcester Fisher St Portion Erf 1-10253 (307 services - 307 units) IRDP FLISP	0	0	R 830
Planning: Avian Park Albatross Str-Rem-Erf 1 (500 services - 900 units) IRDP FLISP	0	0	R 2 000
Touwsriver (900)	0	0	0.00
SUB-TOTAL	0	190	R 51 124

TABLE 35: HUMAN SETTLEMENT DEVELOPMENT GRANT: ALLOCATED FUNDING AND AGREEMENT OF DELIVERY TARGETS

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:

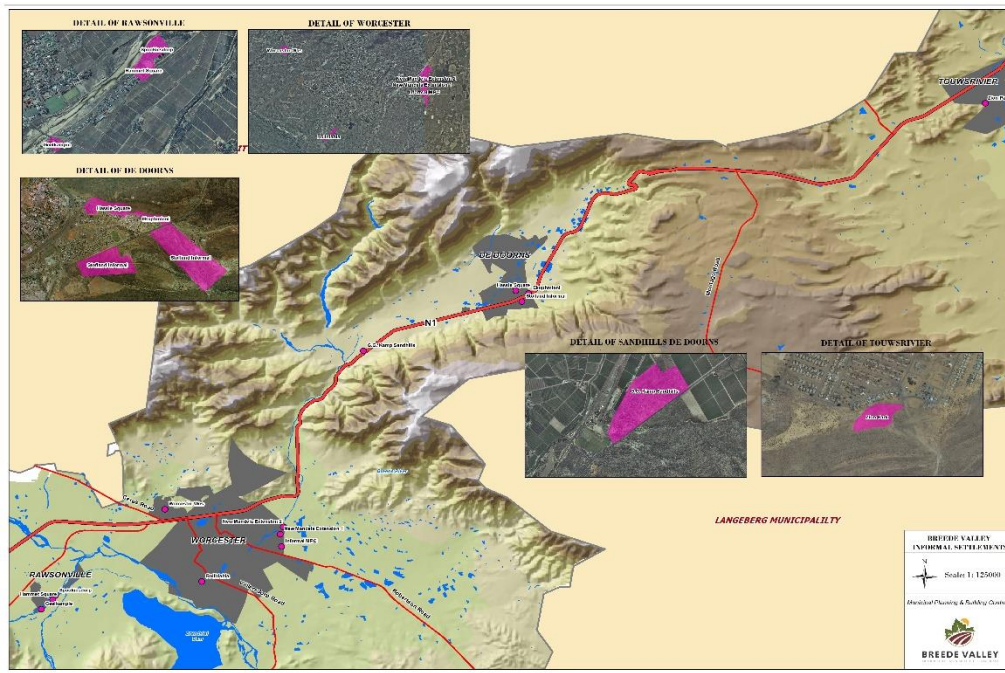


FIGURE 26: INFORMAL SETTLEMENTS IN BREEDE VALLEY

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

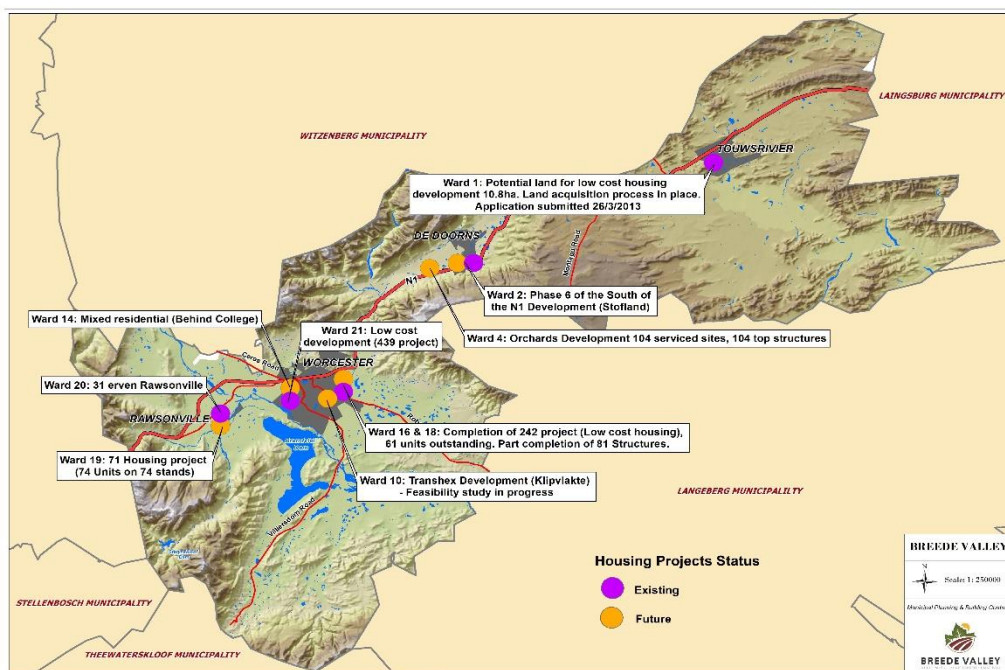


FIGURE 27: HOUSING DEVELOPMENT AREA

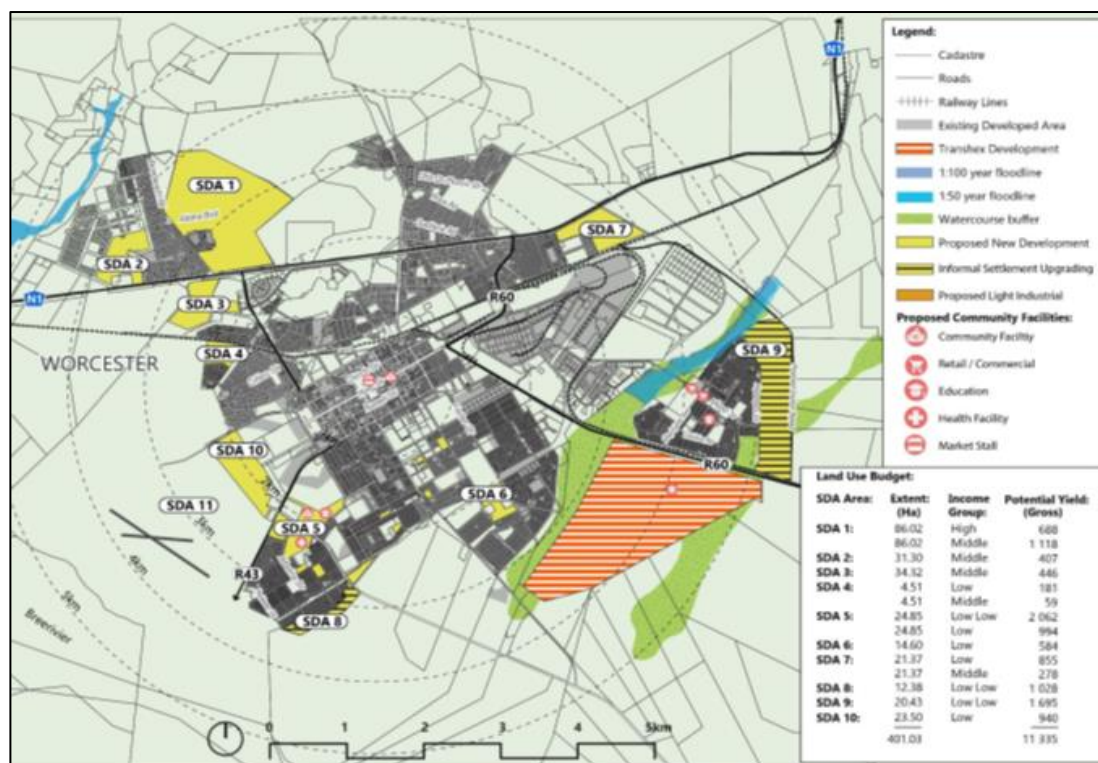


FIGURE 28: PROPOSED AREAS FOR RESIDENTIAL DEVELOPMENT – WORCESTER

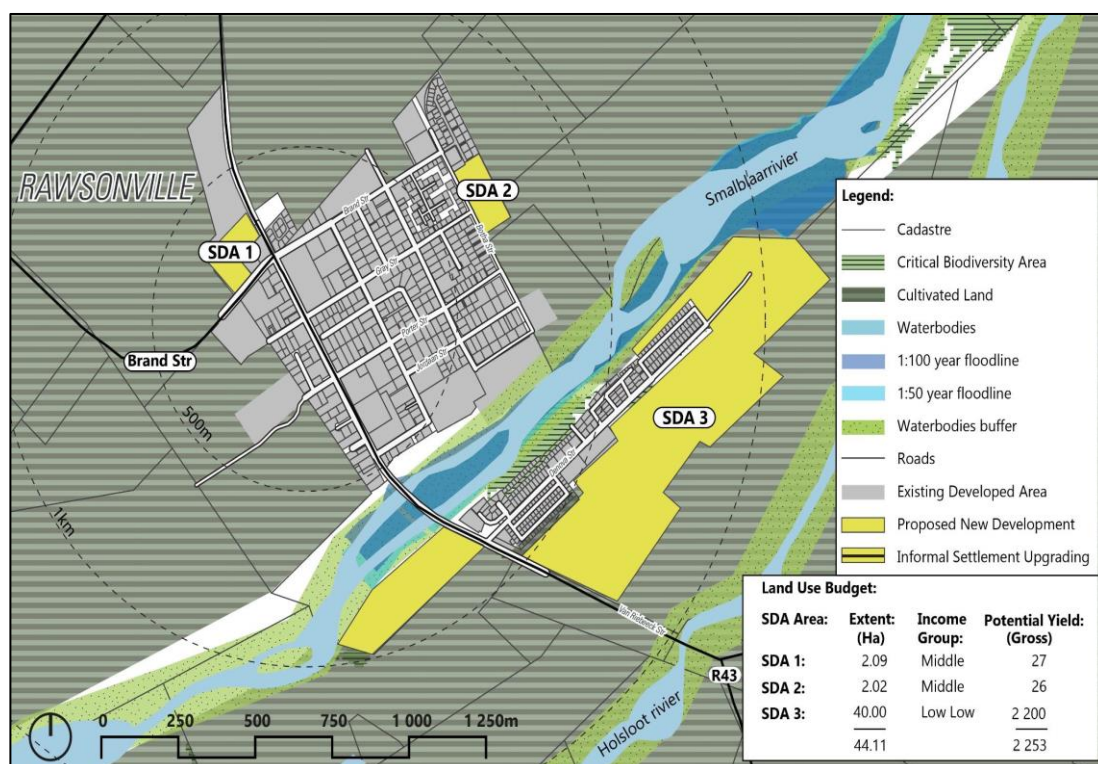


FIGURE 29: PROPOSED AREAS FOR RESIDENTIAL DEVELOPMENT - RAWSONVILLE

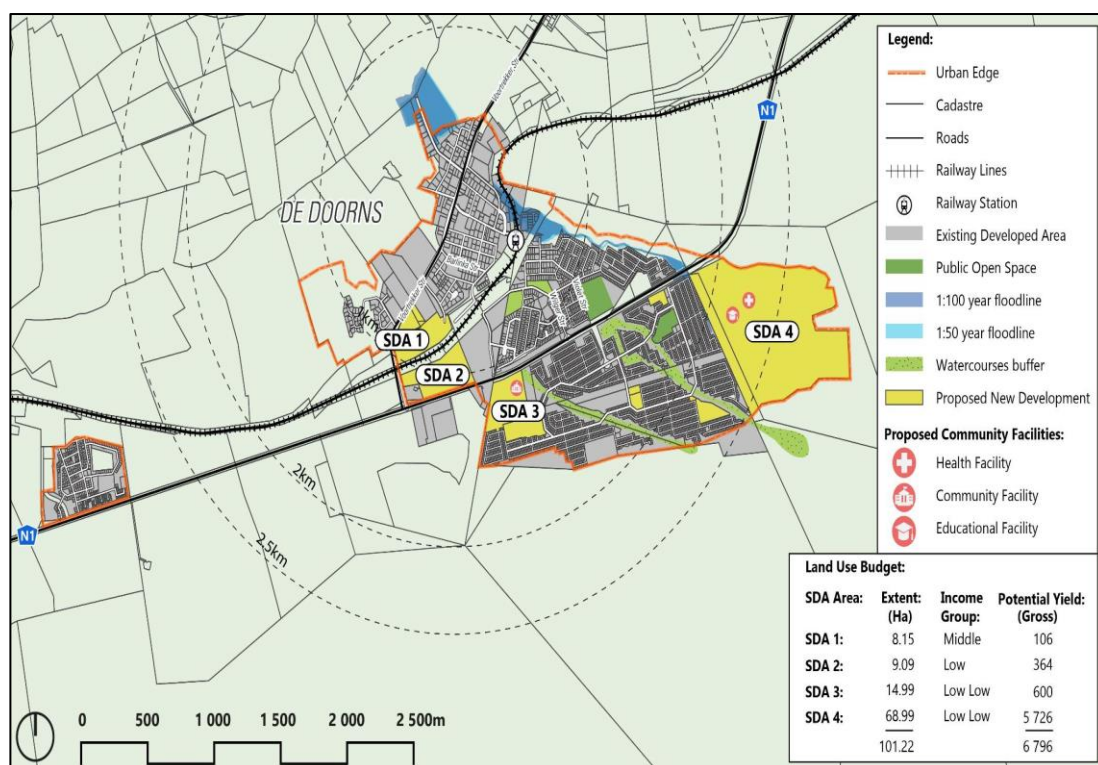


FIGURE 30: PROPOSED AREAS FOR RESIDENTIAL DEVELOPMENT – DE DOORNS

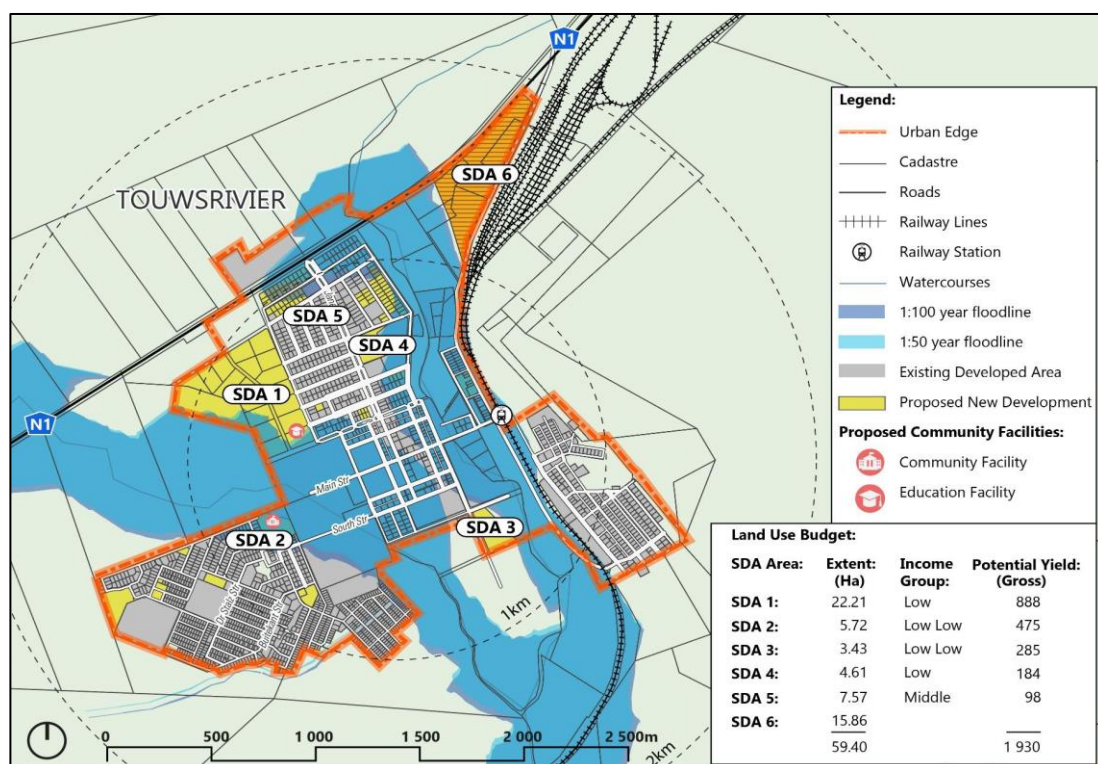


FIGURE 31: PROPOSED AREAS FOR NEW DEVELOPMENT – TOUWSRIVIER

National Catalytic Programme

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

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 good 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 Zwelethemba 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 32: 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 36: 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
Waste water 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 37: 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 2023/24 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

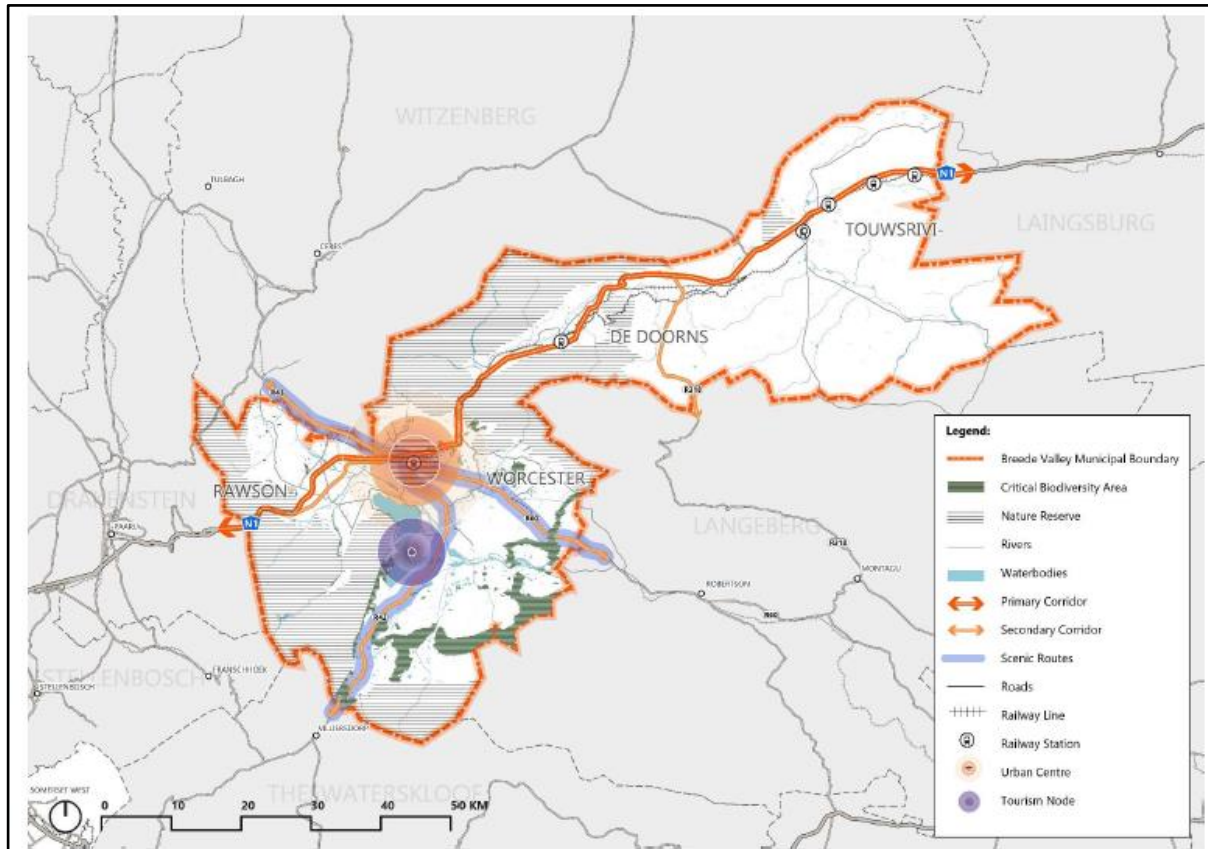


FIGURE 33: BVM REGIONAL SPATIAL DEVELOPMENT CONCEPTUAL FRAMEWORK (2019)

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 34: 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.

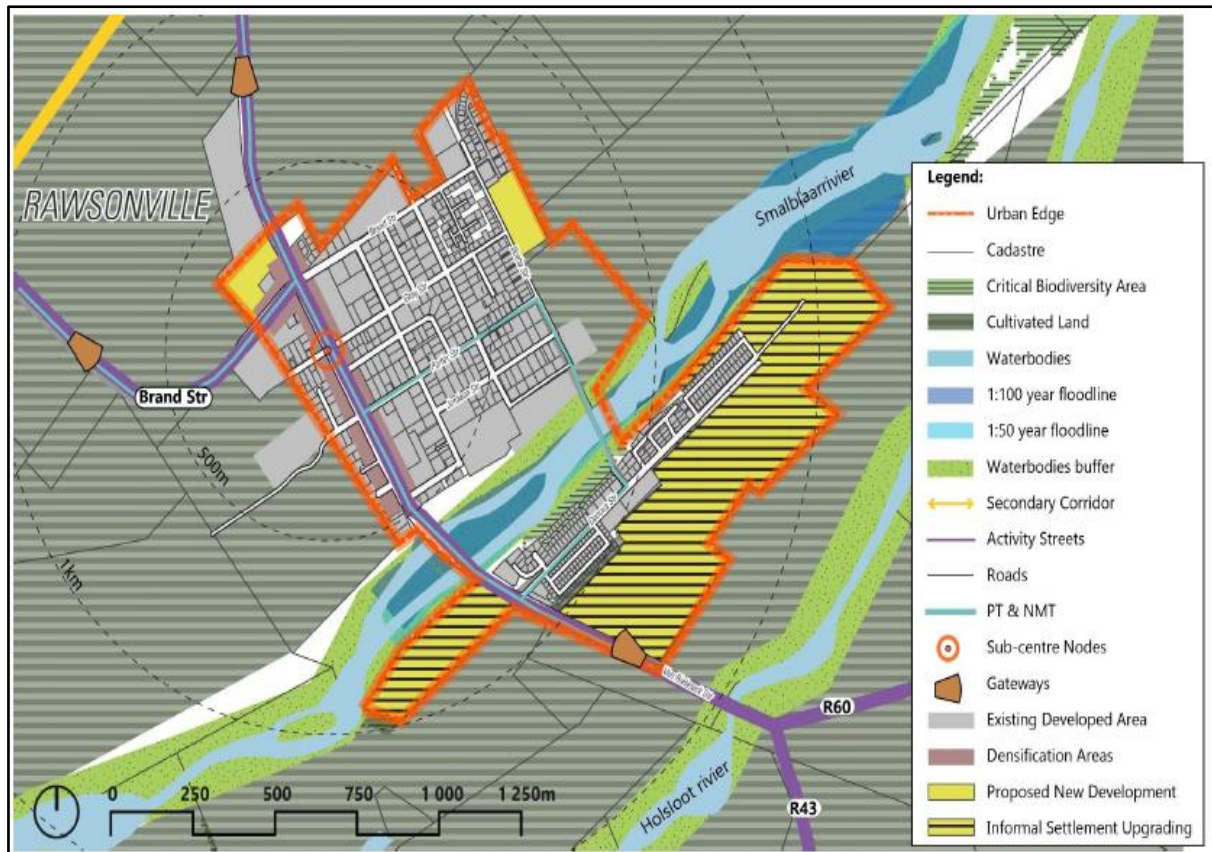


FIGURE 35: RAWSONVILLE SPATIAL DEVELOPMENT FRAMEWORK

- 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 36: 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.

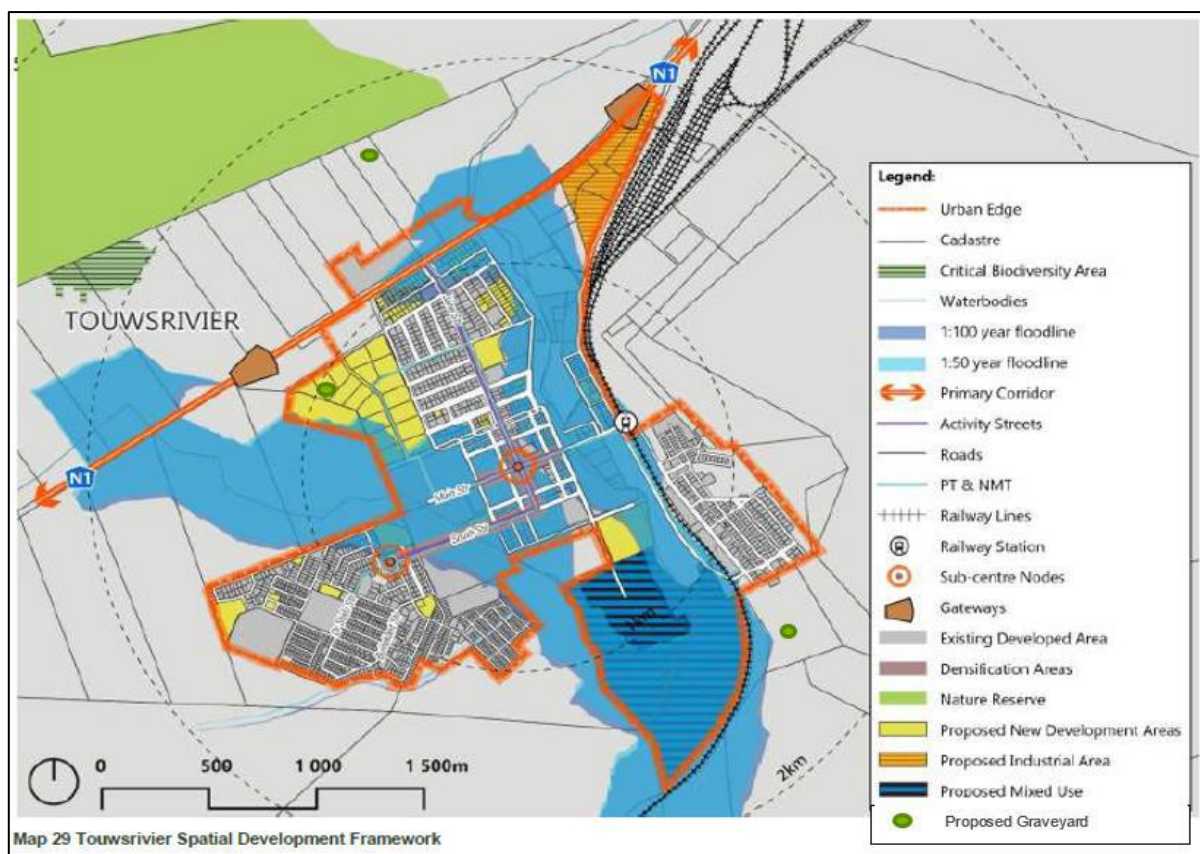


FIGURE 37: TOUWSRIVIER SPATIAL DEVELOPMENT FRAMEWORK

- 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.

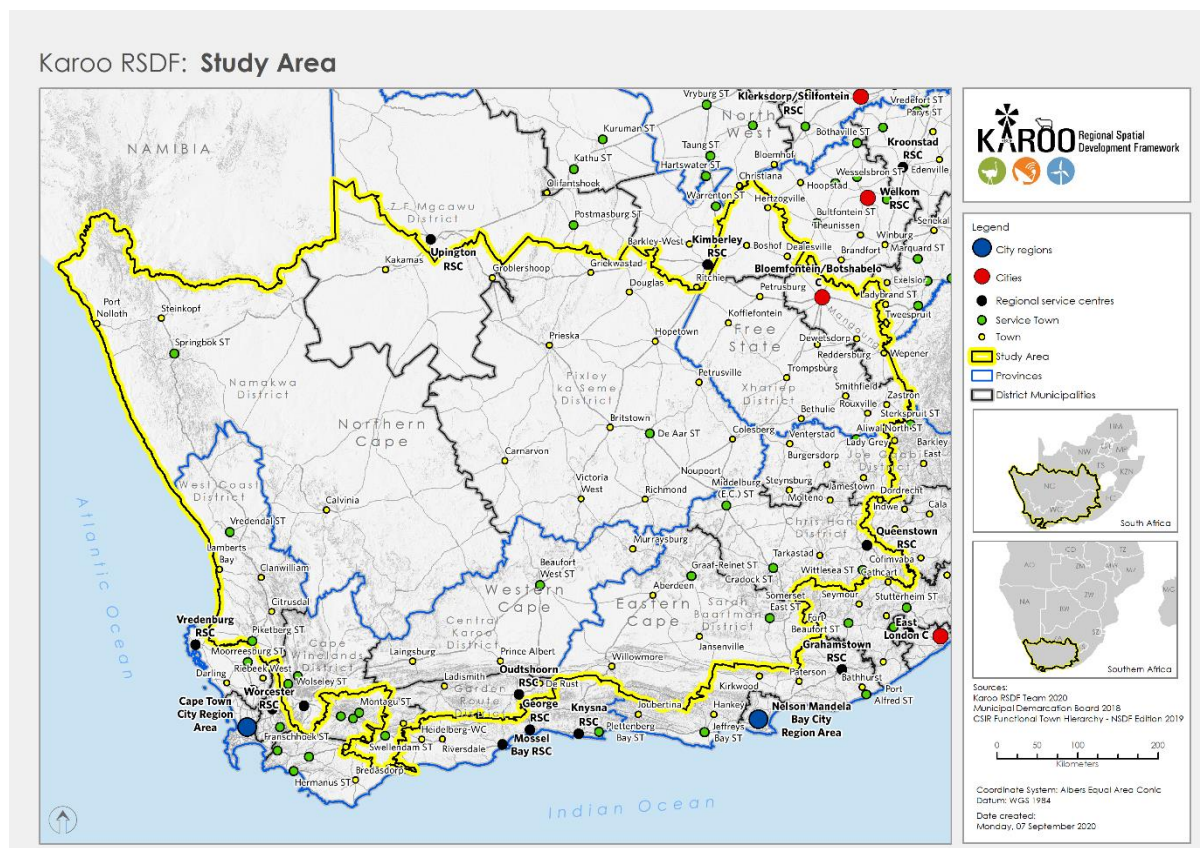


FIGURE 38: KAROO RSDF: STUDY AREA

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 2013 and 2022 in Breede Valley.

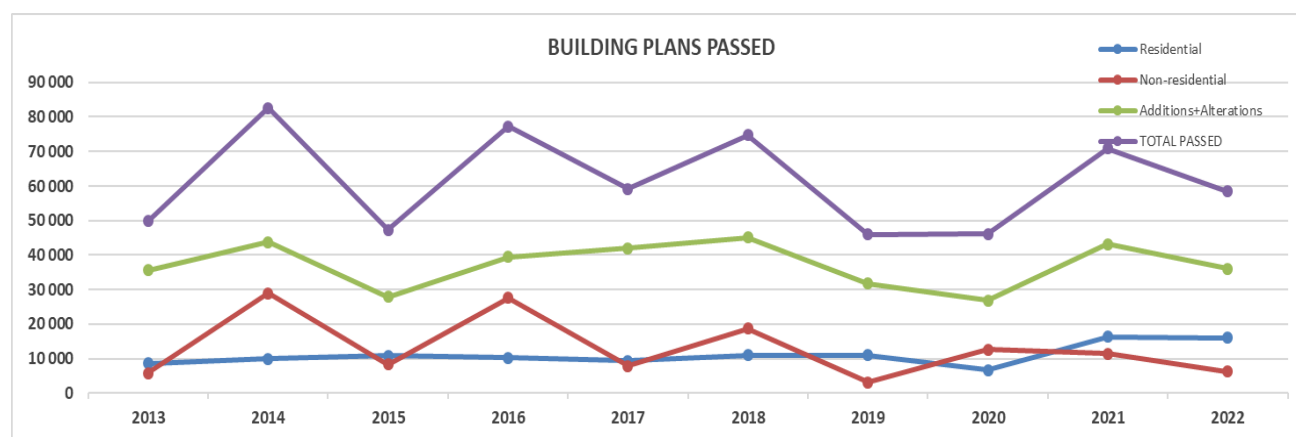


FIGURE 39: BREEDE VALLEY BUILDING PLANS PASSED, 2013 - 2022

In Breede Valley, a total of 110 202 square metres of residential buildings have been passed in the last 10 years (2013 - 2022), 130 754 square metres of non-residential buildings, and 371 525 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 and 2021. More residential building plans were passed in 2010, with a decline in the years thereafter. It is noted that there has been a drop in total building plans passed in 2013, 2015, 2019, 2020 and 2022.

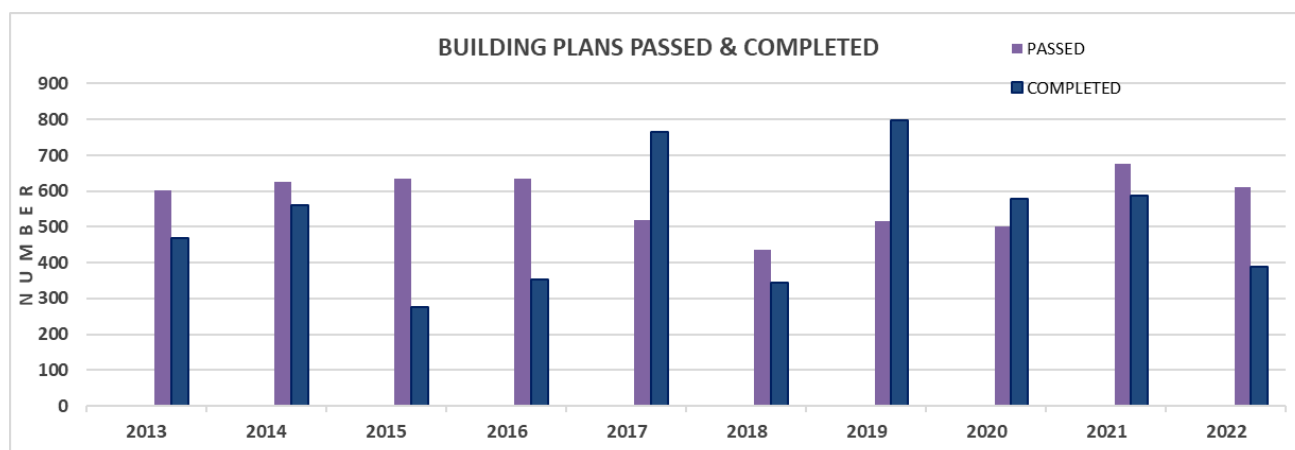


FIGURE 40: BREEDE VALLEY BUILDING PLANS PASSED AND COMPLETED, 2013 – 2022

The figure above indicates the building plans passed and completed in Breede Valley between 2013 and 2022. More building plans were passed in Breede Valley from 2014 to 2016, with a peak in 2021. 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 and 2018. 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 land banking, Covid 19, market conditions due to the recession, or a decline in demand in the market between planning and intended construction commencement.

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.

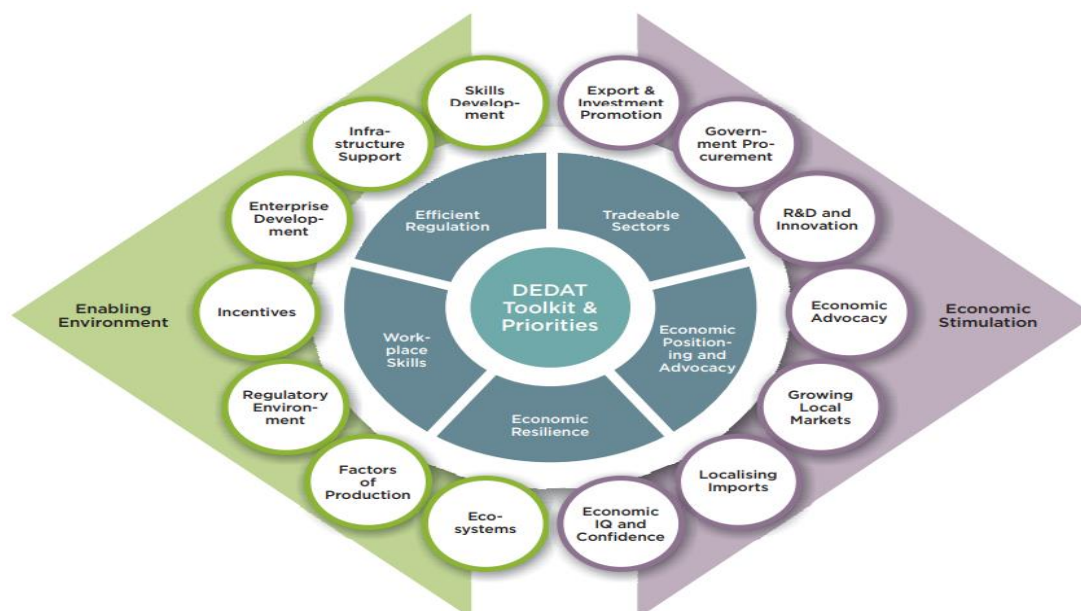
The construction of this programme will be anchored on the following strategic pillars:

- 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 new 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 possible 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. New 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 very 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.

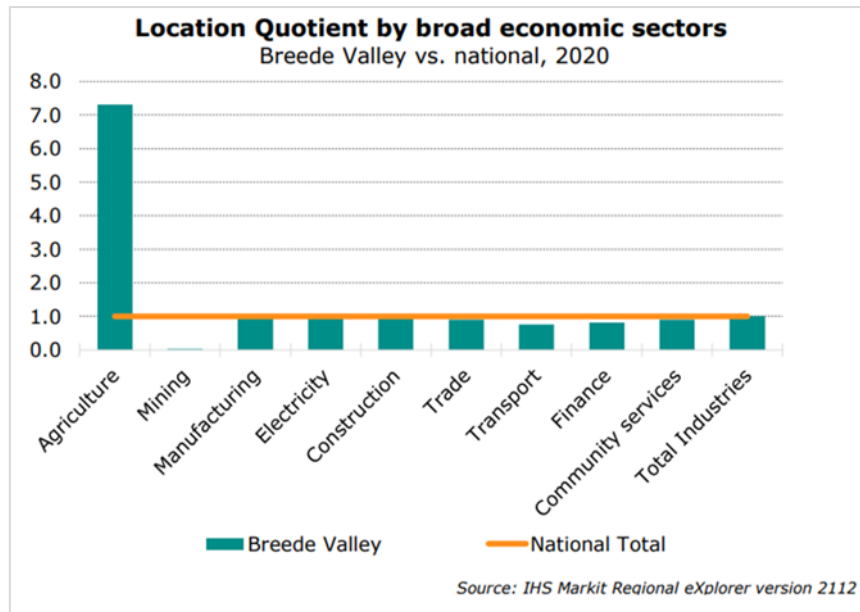


FIGURE 7: THE BVM LOCATION QUOTIENT (COMPARATIVE ADVANTAGE)

In 2020, Breede Valley Local Municipality had a very 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 very 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.

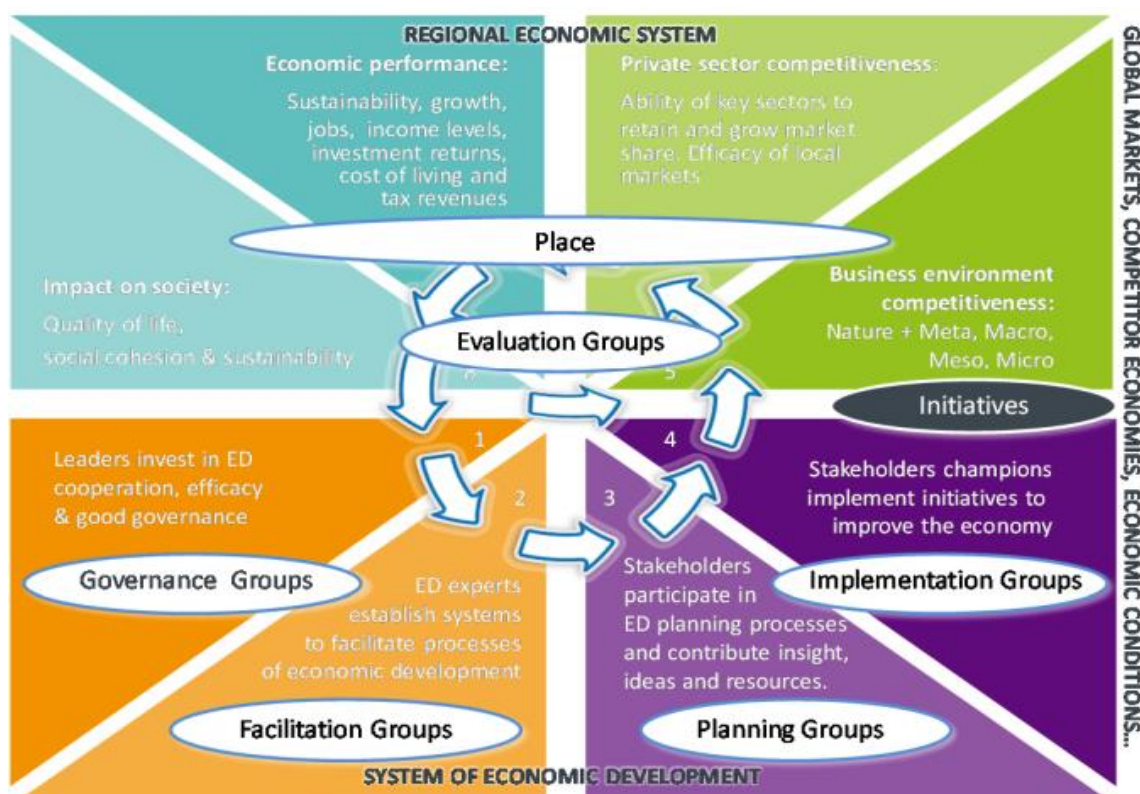


FIGURE 7: CONCEPTUAL FRAMEWORK FOR LED FACILITATION – LAWSON

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
- 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 is involve in also research phase 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 R62 Bypass

- 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:

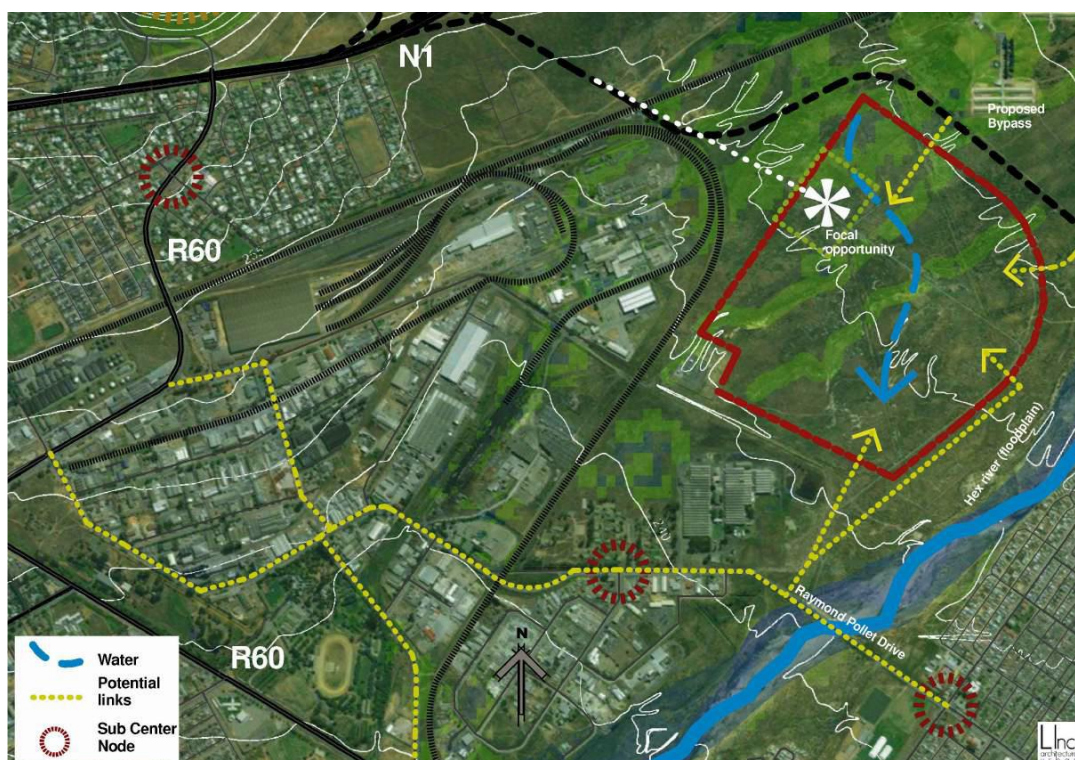


FIGURE 41: UITVLUGT CONCEPT DEVELOPMENT



FIGURE 42: PREFERRED LAYOUT & DETAILED SUBDIVISION

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

FIGURE 43: SUBDIVISION DESCRIPTION

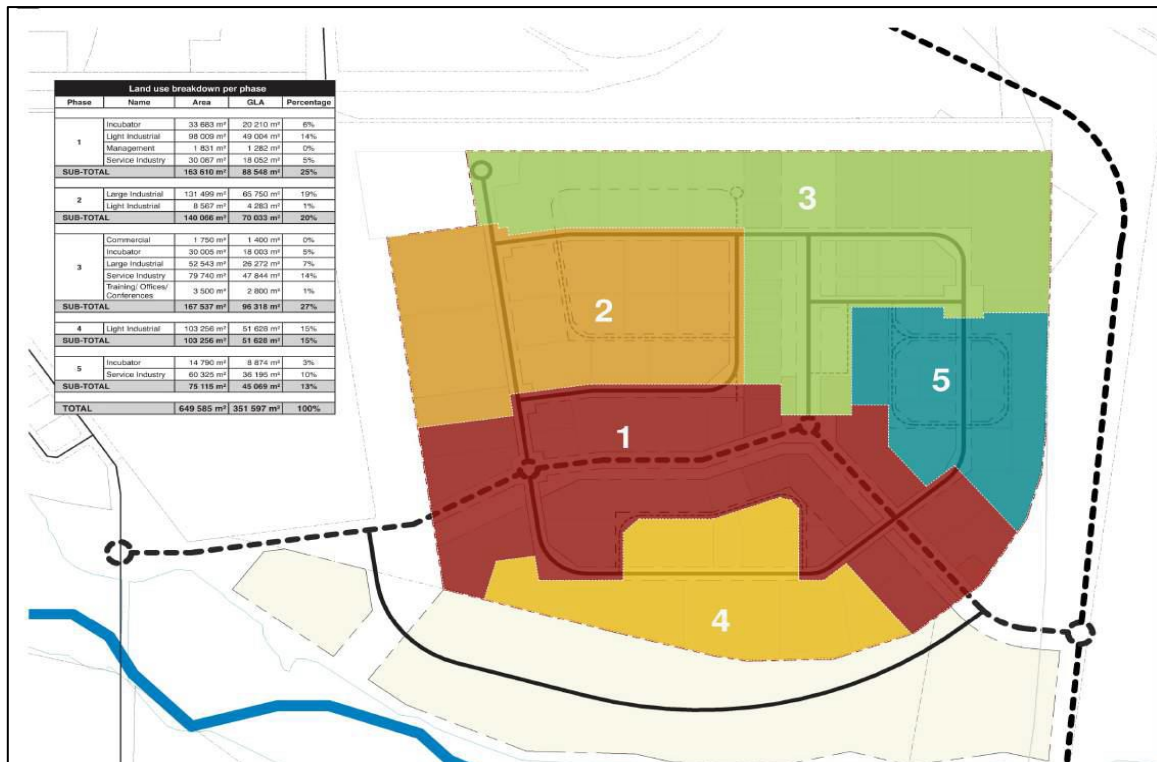


FIGURE 44: PHASING APPROACH

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 45: 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. R6.7 million capital funding has been budgeted towards the installation of bulk services linked to the site.

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 Business 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 ultimately 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

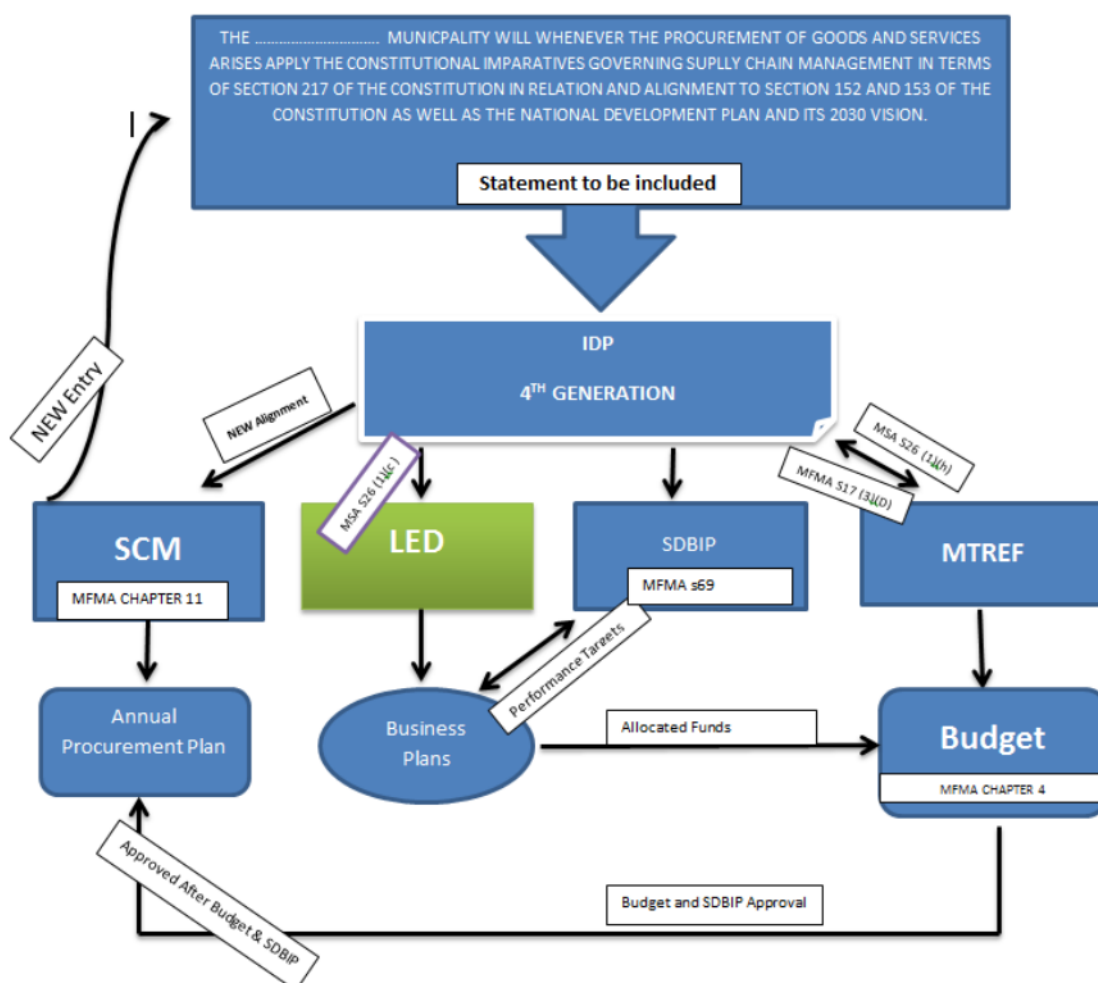
It should be noted that many of these initiatives are project specific, and arranged on an ad hoc basis, subject to the availability of resources and mutual agreements between partnering institutions (i.e., not guaranteed to be implemented annually). The selection of beneficiaries (where applicable) 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 ensure that a tangible impact is made again

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) Develop a tourism hub around table grapes as there is many visitors and buyers from all over the world. The area lacks a proper point of entry for buyers and visitors.
- 19) SMME development: Initiate the “Heart of Worcester” program that will focus on how to create awareness through social media, Printed Media, Video Productions, Trip Advisors, Electronic Newsletters, Google Reviews and Active Networking.
- 20) Marketing of the Care Capital concept.
- 21) Develop a new destination marketing website/portal with different functions to facilitate investment.
- 22) 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.
- 23) Promoting arts and culture, by allocating awards to industry leaders.

- 24) Allocate “green-flag” status to companies that adhere to Care Capital goals by having facilities that are accommodative to the differently abled.
- 25) Establish a business incubator facility with proper linkage to bigger businesses.
- 26) BVM Business webpage on BVM website to attract big businesses to BVM.
- 27) Develop the business community to create more job opportunities and create a community positive vibe.
- 28) Facilitate learnership and apprenticeships in commensurate with the needs of various businesses.
- 29) 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.

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 Transport and Public Works 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 2023/24 financial year has been adequately 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 2022:

Tarred Roads				
Financial year	Total km tarred roads	Km of new tar roads constructed	Km existing tar roads resurfaced	Km tar roads maintained
2020/21	296.5	0	90.30	296.5
2021/22	296.2	4	8.4	296.2
Gravel Roads				
Financial year	Total km gravel roads	Km new gravel roads constructed	Km gravel roads upgraded to tar	Km gravel roads graded/maintained
2020/21	59	0	0	59
2021/22	59	0	4	55
Source: BVM Annual Report 2021/22				

TABLE 38: TARRED AND GRAVEL ROADS 2020/21 AND 2021/22

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, Zweeklemba, 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 for Breede Valley indicates that approximately R49 million has been planned for road and transport related improvements, within the 2023/24 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.

Current public transport record

This chapter draws from the current public transport record prepared for the Cape Winelands District Integrated Transport Plan 2022-2027. This chapter describes the status quo in terms of public transport operations, utilisation of the public transport system and condition of public transport facilities within the Breede Valley Municipality. The information presented in the chapter was obtained through a data collection process that took place during April and May 2021, including engagements with the local municipal officials and respective taxi associations.

Overview of public transport

Public transport is considered to be a transport service rendered to the general public to meet a range of travel needs. The main forms of public transport in the Cape Winelands District are minibus taxis, long-distance busses and rail. Within the Breede Valley area, only minibus taxi and limited rail services are available. There are however long-distance bus services that offer an inter-municipal service. Public transport provides commuters with a service that bridges the spatial gap between their residences and places of employment, shopping and recreation.

Minibus taxi operations: Public transport infrastructure

According to the results of the data collection, the current public transport infrastructure is being used by the public transport operators, with the exception of the formal rank in De Doorns next to the railway pedestrian bridge. The public transport operators are currently making use of the parking facilities at the Sentrale Band tyre store in Stasie Way and the U-save in Voortrekker. What is noticeable is that these facilities do not have shelters or seating for commuters. According to the previous CPTR there are 13 commuter, long-distance and holding rank facilities in Worcester and Rawsonville, of

which nine are formal minibus taxi facilities. In both Worcester and Rawsonville, shelter and seating for commuters are not available at all the ranks.

Public transport routes

There are inter- and intra-town minibus taxi routes in Breede Valley. Worcester is the main business centre in the municipality and therefore the majority of taxi routes are within the town and to neighbouring settlements. A number of taxi operating routes link Rawsonville, De Doorns and Touwsrivier to Worcester.

Rail operations: Commuter rail network

Metrorail, a division of PRASA, provides two single-direction daily return services for commuters in the Breede Valley municipal area i.e. the Cape Town – Malmesbury – Worcester and the Worcester – Malmesbury – Cape Town service.

There are three scheduled train services that offer the Cape Town – Malmesbury – Worcester service i.e. train number 3531 (weekday service), 3523 (Saturdays only) and 3521 (Sundays only) and three train services offering the Worcester – Malmesbury – Cape Town service, i.e. train number 3510 (weekday service), 3508 (Saturdays only) and 3506 (Sundays only) as indicated in the table below.

According to the latest Metrorail timetable, the train sets operate in the following towns within Breede Valley:

Worcester - Malmesbury - Cape Town			
	3510	3508	3506
	Mondays - Fridays	Saturday	Sunday
Worcester	04:40	05:00	06:00
Chavonnes	express	express	express
Goudini Road	04:51	05:12	06:10
Botha	04:57	05:18	06:21
Breërivier	05:03	05:24	06:21
Romans River	05:08	05:29	06:26
Wolseley	05:16	05:37	06:34

TABLE 39: METRORAIL SERVICE WITHIN BREEDE VALLEY (WORCESTER - MALMESBURY – CAPE TOWN)

Cape Town - Malmesbury – Worcester			
	3531	3523	3521
	Mondays - Fridays	Saturdays	Sundays
Romans River	19:21	16:56	19:21
Breërivier	19:39	17:01	19:26
Botha	19:46	17:07	19:32
Goudini	19:52	17:13	19:38
Chavonnes	express	express	express
Worcester	20:04	17:25	19:50

TABLE 40: METRORAIL SERVICE WITHIN BREEDE VALLEY (WORCESTER - MALMESBURY - CAPE TOWN)

The tariffs for these services are based on the KM zone pricing for travelling distances between 136 km and 200 km. Therefore, the ticket pricing is R22.5¹ for a single ticket and R567 for a monthly ticket travelling with Metro Plus and R17 for a single ticket and R344 travelling via Metro.

Rail census summary for Breede Valley

The 2012 rail census covered a number of stations in the Breede Valley area. The data was obtained once per train for a typical weekday, a Saturday and a Sunday. A typical weekday was represented by one of the three midweek days, i.e. a Tuesday, a Wednesday or a Thursday. Peak periods were defined as between 06:00 and 09:00 on weekday mornings and between 16:00 and 19:00 on weekday afternoons. The 2007 Rail Census included data collection in the Breede Valley area, but it was only conducted in the AM peak and in one direction (Worcester to Cape Town).

Public transport infrastructure

Town	Facility Name	Facility Type	Location
Touwsrivier	Touwsrivier Rank (Spar)	Informal Rank	Jane and Logan Street
De Doorns	De Doorns Parking-U Save	Informal Rank	Voortrekker/Station Road
De Doorns	Sentrale Bande	Informal Rank	Station Road
De Doorns	Matroos Drankwinkel	Informal Rank	Station Road

TABLE 41: MINIBUS TAXI RANK INFORMATION

Active passenger railway stations operating a commuter service within the Breede Valley area.

Town	Public transport facility type	Location
Goudini	Railway Station	Latitude 33°36'28.00"S Longitude: 19°19'0.07"E
Channoves	Railway Station (not currently being used)	Latitude 33°37'32.08"S Longitude: 19°22'32.19"E
Worcester	Railway Station	Baring St, Worcester

TABLE 42: PASSENGER RAILWAY INFORMATION

Non-motorised transport

As in most rural districts, the existence and condition of NMT facilities in Breede Valley vary considerably. While NMT is important to support public transport, in many cases potential passengers cannot afford minibus taxi fares. The low density and segregated structure of many towns makes it difficult to provide passenger facilities, as there tends to be many small pick-up and drop-off locations that cannot all be provided with shelters or other facilities. Worcester has a fairly extensive NMT network used by cyclists, as distances are relatively long for walking. De Doorns spans a highway and railway, and pedestrian crossing of these barriers creates a safety hazard.

¹ These fares are based on the published Train Fares to Increase external communication dated 30 May 2014.

Learner transport

According to the information received from the PRE, a number of operating licences have been issued for the transport of learners in the Breede Valley area. The learner transport information received from the Department of Education is illustrated in Error! Reference source not found. and **Table 44**. It is evident from these tables that a large number of scholars rely on school transport for their daily commute to and from their educational institutions.

Table 44 also illustrates that some scholars travel excessive distances to their educational institutions.

In Error! Reference source not found. the sum of return distance (km) is the total distance covered by the operators in the municipality. Sum of benefiting schools is the total number of schools serviced by the operators in the municipality.

WCED Administered	Sum of Return Distance (KM)
Breede Valley Local Municipality	1324.8
WCED Administered	Sum of # Benefiting Schools
Breede Valley Local Municipality	78
WCED Devolved	Sum of Return Distance
Breede Valley Local Municipality	403.4
WCED Devolved	Sum of # Benefiting Schools
Breede Valley Local Municipality	16
All Learner Routes	Sum of Return Distance (KM)
Breede Valley Local Municipality	1728.2
All Learner Routes	Sum of # Benefiting Schools
Breede Valley Local Municipality	94
All learners	Sum of Approved Mainstream Learner Numbers
Breede Valley Local Municipality	4908

TABLE 43: LEARNER TRANSPORT INFORMATION

WCED Admin	Min of Return Distance (KM)	Max of Return Distance (KM)
Breede Valley Local Municipality	10.2	121.2

TABLE 44: LEARNER TRANSPORT MIN AND MAX RETURN DISTANCES

Freight transport

According to the Cape Winelands Freight Strategy², Breede Valley has one of the major freight generators located close to the major road network, such as the Hex River Valley farms. Worcester industrial area also serves to generate freight movement. It has been noted that the heavy-haul vehicles often travel through the centre of Worcester. A bypass connecting the R60 to the N1 and connecting the Worcester industrial area has been proposed (i.e. an eastern bypass).

Air transport

² Cape Winelands Freight Strategy was prepared in 2012

There is currently an airfield in Worcester that is used for sports flying and private use. One of the main constraints with this airfield is that a portion of the airstrip is gravel and therefore cannot accommodate a variety of air transport services, such as medical services (although there is a helipad at the hospital in Worcester). Currently the airfield is being used by flying clubs and some charter services.

Item	Description
IATA ³ code	No code
Latitude	S 033 deg 40.0'
Longitude	E 019 deg 25.1'
City	Worcester
Airfield length	1,6 km (of which 600 m is gravel – 300m at each end of the landing strip)
Owner	Breede Valley Municipality

TABLE 45: WORCESTER AIRFIELD

Transport for tourism

As with other parts of the Cape Winelands District, Breede Valley has a number of events and destinations attracting tourists throughout the year. These are mainly agriculture-based and focus on wine products. Tourists currently make use of private vehicles, with few tourist bus service providers operating.

Transport for health

The information pertaining to health services transport was obtained from the previous (2013) update of the CPTR reports for the local municipalities within the Cape Winelands district.

The Emergency Medical Service (EMS) is a subsidiary of the Department of Health and is divided into emergency and Healthnet services. Healthnet is not an emergency service, but it provides transport services for patients going to health facilities for medical treatment or to collect medication.

LMS	Towns (substations)	No of PTVs
Breede Valley	Worcester	3
	Touwsrivier	1

TABLE 46: HEALTHNET SUB-STATIONS AND PTVS

Proposed pick-up points	Area
<ul style="list-style-type: none"> Community Hall (central) SAPS 	Touwsrivier
<ul style="list-style-type: none"> Bo-vallei Winkel: JJ Supermarket De Doorns SAPS Community Hall Orchard Jaydees café stoep Hex Supermarket stoep 	Hex River Valley area including De Doorns, Orchard and Sandhills

³ International Air Transport Association

Proposed pick-up points	Area
<ul style="list-style-type: none"> Sandhills Big Tree Kannetvlei home pick-up 	
<ul style="list-style-type: none"> Zwelethemba SAPS Worcester Hospital Worcester EMS Avian Park Library 	Worcester
<ul style="list-style-type: none"> SAPS 	Rawsonville

TABLE 47: PROPOSED COLLECTION POINTS FOR HEALTHNET SERVICES IN BREEDE VALLEY

Operating licence strategy

This section of the report comprises the Operating Licence Strategy for the Breede Valley municipal area and is informed by the results summarised in the current public transport register chapter. The OLS chapter provides the planning authority with guidance on the issuing of licences. This is done through analysing the information contained in the current public transport record, engagement with the municipal officials and taxi association representatives, and providing recommendations in terms of licensing.

Analysis of current public transport record

It should be noted that the Breede Valley municipal area is subject to seasonal variations in terms of travel demand and transport operations i.e. during the harvesting season there is a greater demand for transport services as opposed to the off- / planting season, even though this may not be significant. The high transport demand season is from November to April. Furthermore, there is a month peak period that is related to end of month salary release days or social grant collection days (South African Social Security Agency – SASSA days). The data collection took place on 7, 8, 9, 15, 16, 20 May 2015 and on a non-social grant day.

Summary of route assessments and interventions

Information on supply and demand from surveys has been used to evaluate the capacity of the current public transport services and the possible need for additional services according to the demand. For more detailed information consult the OLS report, which shows the following information, based on the surveys:

- The number of vehicle trips (departures) per route
- The size (passenger capacity) of the vehicle
- The number of peak-hour passengers per route
- The number of vehicles operating (from the number plate surveys) with operating licences
- The registration number of the vehicles operating has been compared to the list of vehicles having current operating licences and the number of vehicles without operating licences was identified and indicated in the tables.

From the above information, the following has been determined:

- The current service capacity: Number of vehicle trips from number plate survey multiplied by the vehicle capacity (15 for a standard minibus)
- Percentage utilisation: Peak-hour passenger volume from surveys divided by the service capacity

- Vehicles operating with operating licences: Comparison of the vehicle registration numbers from surveys with data from the PRE

To simplify the calculations, all routes serving common destinations have been clustered. The average route distance has been determined in order to calculate the return journey time. The required number of vehicles to serve the demand based on the return journey time and the peak-hour demand from the surveys can be estimated.

The required number of vehicles can be compared to the actual number of vehicles (with operating licences) in operation from the surveys to determine the over- or undersupply of vehicles on the routes. Note that the vehicles without operating licences are excluded. An undersupply indicates that certain of these vehicles could be eligible for new operating licences. A comparison has also been done to determine the over- or undersupply of vehicles by comparing the required vehicles to serve a route to the number of vehicles that have been issued with operating licences on the PRE database, as well as the over- and undersupply including the vehicles without operating licences.

Route Information			Service Capacity	Operating Licence Requirements		
Route Number	Rank	Route Name	Required Vehicles With OLS (Weekday) (Based on Journey Time)	Over / Under Supply (Based on Survey Excluding Veh. w/o OL's)	Over / Under Supply (Based on Actual OL's Issued)	Over / Under Supply (Based on Survey Including Veh. w/o OL's)
764, H77, H78, N33	U Save	De Doorns - Worcester	6	-5	31	1
834	Spar	Touwsriver - Worcester	2	-2	3	-1

TABLE 48: BREEDE VALLEY: OVER AND UNDER SUPPLY OF VEHICLES

Implementation

It is recommended that the Cape Winelands District Municipality convene an “Operating Licence Recommendations Committee” (OLRC) to evaluate and comment on operating licence applications received from the Provincial Regulatory Entity and to coordinate responses to the PRE between the municipalities in its jurisdiction. This committee should convene monthly and should consist of the responsible officials dealing with public transport planning and traffic law enforcement. When a new application for an operating licence is received by the planning authority, a process should be followed to evaluate the application. The proposed operating licence evaluation procedure is described **Table 49**.

Item	Title	Procedure	Responsible Department
1.	NPTR / PRE	Application for an OL is submitted in the required format (form 2B) to the NPTR or PRE. The application is submitted to the planning authority (municipality) (PA) within 30 days.	NPTR or PRE
2.	Receipt of OL application by PA	The OL application is received by the PA and is recorded in the appropriate manner for record purposes.	PA department (Transport Planning and Public Transport)

Item	Title	Procedure	Responsible Department
		The application is sent to the appropriate department within the PA dealing with transport planning and public transport to be checked for completeness.	
3.	Circulate application internally	The OL is circulated to the appropriate persons/ departments internally within the PA for comment on transport planning and public transport traffic services	PA department (Transport Planning and Public Transport)
4.	Demand and supply	The OL application is checked against the available survey data of passenger demand on the applicable routes using the procedure detailed in Section 4.3 of the OLS.	PA Operating Licence Recommendations Committee
5.	Determine rank availability	The OL application is checked against the available survey data of rank, terminal or stops capacity serving the applicable routes using the procedure detailed in Section 4.3: of the OLS.	PA Operating Licence Recommendations Committee
6.	Determine impact on IPTN routes	The OL application is assessed as to its impact on the conceptual IPTN routes that are identified in the ITP, or will operate in parallel to or in conflict with any commuter rail services or bus services.	PA Operating Licence Recommendations Committee
7.	Check for outstanding legal issues	The OL is checked against the record of outstanding warrants or convictions, previous convictions relating to the operation of public transport services and the ability of the applicant to operate the service in a manner satisfactory to the public.	PA Traffic Services – in respect of Traffic Offences; Provincial Regulatory Entity – in respect of criminal offences.
8.	Check record of operations in last 180 days	In terms of section 78 of the NLTA, if a licence has not been in use for more than 180 days, the licence can be cancelled. The licence holder must be asked to furnish, in writing, satisfactory reasons why the service has not been operated, after which the licence can be extended for a further 180 days or cancelled.	PA (Traffic Services)
9.	Letter of approval or rejection	If all the responses to the evaluation support the approval of the application, a letter of approval is then issued to the NPTR or the PRE with any conditions attached. If the responses do not support the application, a letter of rejection is then issued.	PA department (Transport Planning and Public Transport)

Item	Title	Procedure	Responsible Department
10.	Letter of approval or rejection	A letter of approval or rejection is issued to the applicant and a copy is sent to the PA.	Provincial Regulatory Entity

TABLE 49: OPERATING LICENCE EVALUATION PROCEDURE

As part of the holistic approach proposed, the proposals for implementation for the Cape Winelands District Municipality and the DITP contain a framework strategy for planning and phasing the implementation of an Integrated Public Transport Network, starting with the Drakenstein Municipality.

The CWDM is to consider a Chapter 8 investigation as determined by the Municipal Systems Act in order to determine the institutional arrangements for the rendering the public transport function within its area of jurisdiction. A strategy should be developed to rationalise all existing operating licences and manage the approval of new operating licences to reduce the oversupply of services where this may exist. This will assist in reducing congestion at existing ranks and facilities, as well as reducing traffic congestion on routes used by public transport.

Law enforcement is critical to the successful implementation of the OLS and a dedicated team of inspectors and law enforcement officers is necessary to deal with public transport law enforcement. This will assist to improve the quality of the service and safety on public transport services. An electronic database should be established and updated regularly to provide easy access to operating licence information and route descriptions. This will greatly assist the law enforcement function.

A communication forum should be established with existing operators to meet regularly on matters concerning the public transport industry, including issues and concerns, public transport facilities and law enforcement.

Financial implication

The financial implications for the proposals as set out above are for the Cape Winelands district as a whole and not limited to Breede Valley. These proposals have financial implications which are indicated in the table **Table 50** below.

No.	Item	Estimated Annual Cost - R				
		2015/16	2016/17	2017/18	2018/19	2019/20
1	Assessment of Operating Licences impacting on future IPTN routes	0	300 000			
2	Chapter 8 Investigation	0	2 500 000	2 500 000		
3	Investigation of the Improvement of Transport Facilities	0	1 000 000	0	0	0
4	Establish Operating Licence Inspectorate	500 000	2 500 000	3 000 000	3 000 000	3 000 000
5	Establish and maintain electronic database of Operating Licences	100 000	50 000	50 000	50 000	50 000
6	Establish a Public Transport Forum including Public Transport Operators	50 000	50 000	50 000	50 000	50 000
	TOTAL	650 000	6 400 000	5 600 000	3 100 000	3 100 000

TABLE 50: FINANCIAL IMPLICATIONS

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 51: TRANSPORT NEEDS ASSESSMENT OUTPUT

It is imperative to note that the information depicted above, is primarily derived from the Cape Winelands District Municipality's approved Integrated Transport Plan (DITP) which was submitted and approved by the MEC on 10 October 2016.

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 corridors
- 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 through a municipal grant. 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. The municipal transport budget is summarised and linked to the Provincial VIP 4. The Breede Valley municipal transport budget is illustrated in the table below. Priorities are implied in the year(s) for which the budget has been allocated. Breede Valley has budgeted, amongst others, for road network improvements and a bus route.

The 2023/24 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 Transport & Public Works 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 (2023/24)	Draft Budget (2024/25)	Draft Budget (2025/26)
Not Allocated to Wards					
<u>Upgrading of Gravel Roads</u>					
Breede Valley: Roads	3,0	CRR / Own Funding	2 000 000	2 000 000	2 000 000
<u>Resealing of Roads</u>					
Resealing of Municipal Roads - Worcester					
MIG	8,0	MIG	0	15 336 000	39 136 000
CRR	3,0	CRR / Own Funding	3 000 000	3 000 000	0
Resealing of Municipal Roads - De Doorns					
MIG	8,0	MIG	0	0	1 500 000
Resealing of Municipal Roads - Touws River					
Resealing of Municipal Roads - Touws River	8,0	MIG	0	0	500 000
<u>Building of Roads</u>					
Municipal Roads (Ward 1, 2, 3, 4, 16, 17 and 18)	3,0	CRR / Own Funding	3 000 000	3 000 000	3 000 000
<u>Ward Priorities</u>					
<u>Ward 1</u>					
Upgrading Gravel Roads	3,0	CRR / Own Funding	0	2 000 000	3 272 449
Upgrading Gravel Roads	8,0	MIG	4 217 065	0	0
<u>Ward 6</u>					

Description	Finance Source & Description		Draft Budget (2023/24)	Draft Budget (2024/25)	Draft Budget (2025/26)
Reseal of Municipal Roads (Quellerie Rd, Haarlem and others)	3,0	CRR / Own Funding	3 000 000	3 000 000	0
<u>Ward 7</u>					
Reseal of Municipal Roads (De La Bat and others)	3,0	CRR / Own Funding	3 000 000	3 000 000	0
<u>Ward 8</u>					
Upgrading of Gravel Roads	3,0	CRR / Own Funding	3 000 000	0	0
<u>Ward 10</u>					
Reseal of Roads - Ward 10	3,0	CRR / Own Funding	1 000 000	1 000 000	0
<u>Ward 11</u>					
Reseal of Roads - Ward 11	3,0	CRR / Own Funding	1 000 000	1 000 000	0
<u>Ward 12</u>					
Upgrading of Routes (Visually Impaired)	3,0	CRR / Own Funding	1 000 000	0	0
Reseal of Municipal Roads - Ward 12	3,0	CRR / Own Funding	4 000 000	5 000 000	0
<u>Ward 13</u>					
Reseal of Municipal Roads - Ward 13	3,0	CRR / Own Funding	1 000 000	1 000 000	0
<u>Ward 15</u>					
Reseal of Municipal Roads - Ward 15	3,0	CRR / Own Funding	2 000 000	3 000 000	1 000 000
<u>Ward 16</u>					
Speed Hump x 2 - Ward 16	3,0	CRR / Own Funding	50 000	0	0

Description	Finance Source & Description		Draft Budget (2023/24)	Draft Budget (2024/25)	Draft Budget (2025/26)
Sidewalk - Mtwazi Road	3,0	CRR / Own Funding	100 000	0	0
<u>Ward 21</u>					
Upgrading of gravel roads	3,0	CRR / Own Funding	2 000 000	3 000 000	1 000 000
<u>ROADS AND STORMWATER</u>					
Roads - Machinery and Equipment	3,0	CRR / Own Funding	200 000	200 000	300 000
<u>Land Infill Developments</u>					
Uitvlug Industrial Zone - Roads	3,0	CRR / Own Funding	100 000	100 000	500 000

TABLE 52: BREEDE VALLEY MUNICIPAL TRANSPORT BUDGET – 2023/24 – 2025/26

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 77% of the total asset component of the municipality and has a total book value of R1 935 654 844 as at 30 June 2022. Listed below are the five biggest asset types of infrastructure assets:

ASSET 1	
Name	Roads, Pavements, Bridges & Stormwater
Asset Type	Roads
Asset Value	655 489 312.82
ASSET 2	
Name	Water Reservoirs & Reticulation
Description	Water
Asset Value	499 889 876.04
ASSET 3	
Name	Sewerage Purification & Reticulation
Asset Type	Waste Water Management
Asset Value	400 522 705.22
ASSET 4	
Name	Electricity Reticulation
Asset Type	Electricity
Asset Value	335 028 390.37
ASSET 5	
Name	Waste Management
Asset Type	Solid Waste Management
Asset Value	19 396 358.91

TABLE 53: TOP 5 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.

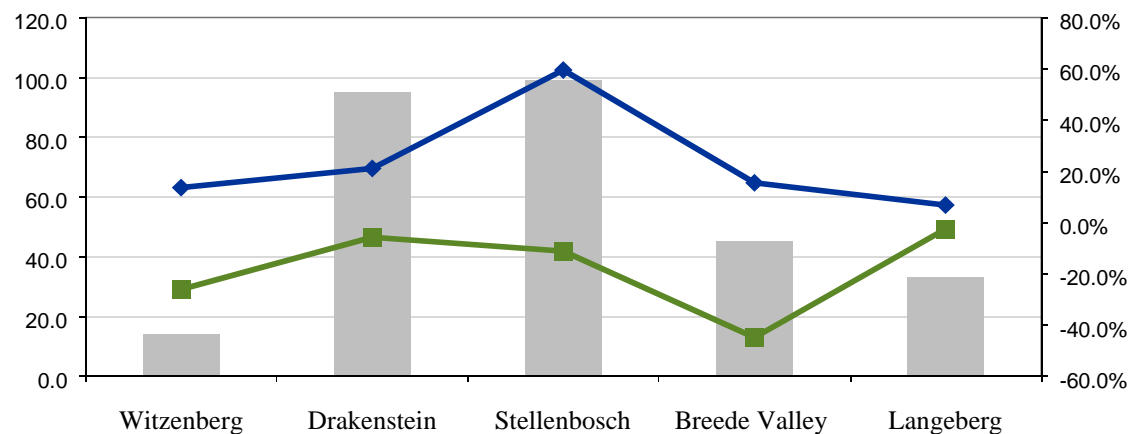
Classification	2020/21	2021/22	2022/23	2023/24
Housing	0%	0%	0%	0%
Road Transport	1%	9%	13%	16%
Energy Sources	49%	38%	45%	41%
Water Management	8%	6%	27%	6%
Waste Water Management	2%	10%	9%	14%
Waste Management	0%	1%	0%	0%
Other	41%	36%	6%	23%
Total	100%	100%	100%	100%

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

TABLE 54: 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 46: 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 not exempted of these threats.

The ICT department has therefore endeavored 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.

For the clients of the municipality a “BVM Digital” application was implemented. The purpose of the portal is for citizens to interact with the municipality. Part of the strategy to be followed 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 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 will be procured and installed. The gap is, however, a dedicated role that oversees Information and Infrastructure Security.

To cut down on costs of procuring and maintenance of hardware and related peripherals, without compromising of safety of data and information, cloud migration is envisaged. This process will allow the Municipality to replicate systems and data to the external data center. First phase of the project is to move the Data Recovery center to 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.

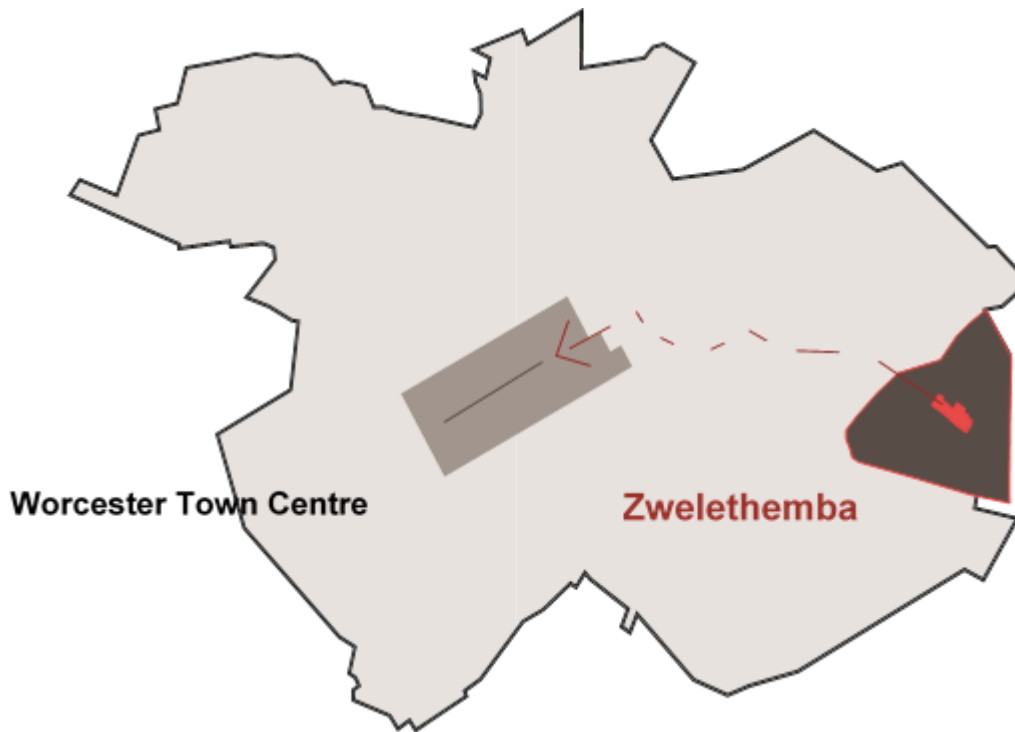
From a renewable energy / alternative electrical supply perspective, BVM commenced with initial investigations on the implementation of renewable energy technology systems. Council approved the Policy on Small Scale Embedded Generation (SSEG). The purpose of this document is to give guidance regarding 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).

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.

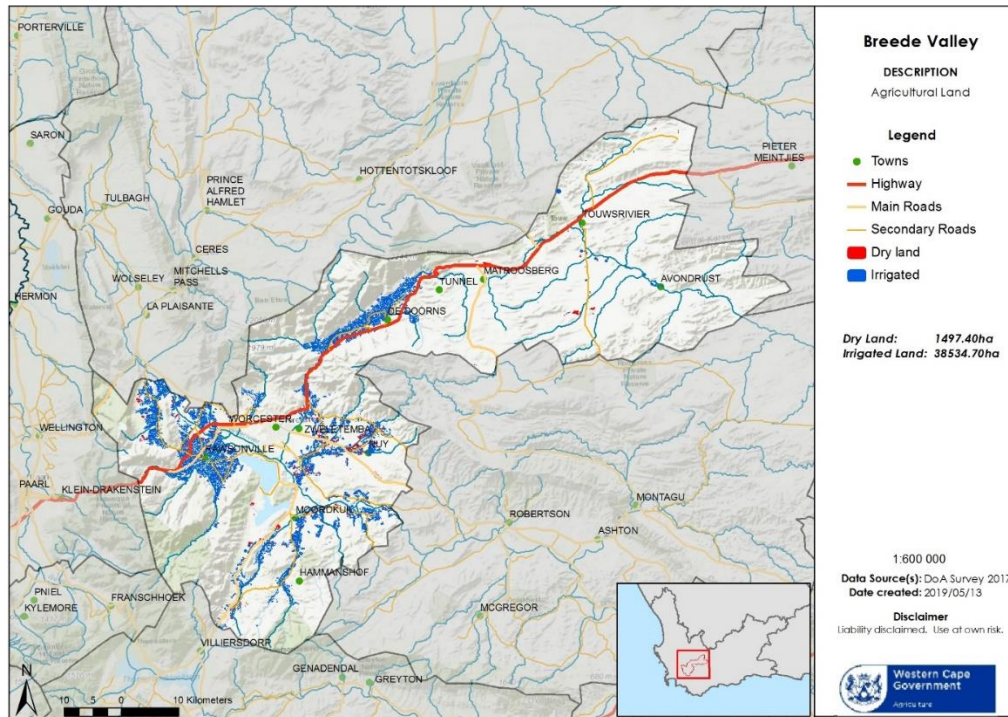


FIGURE 47: AGRICULTURAL LAND

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).

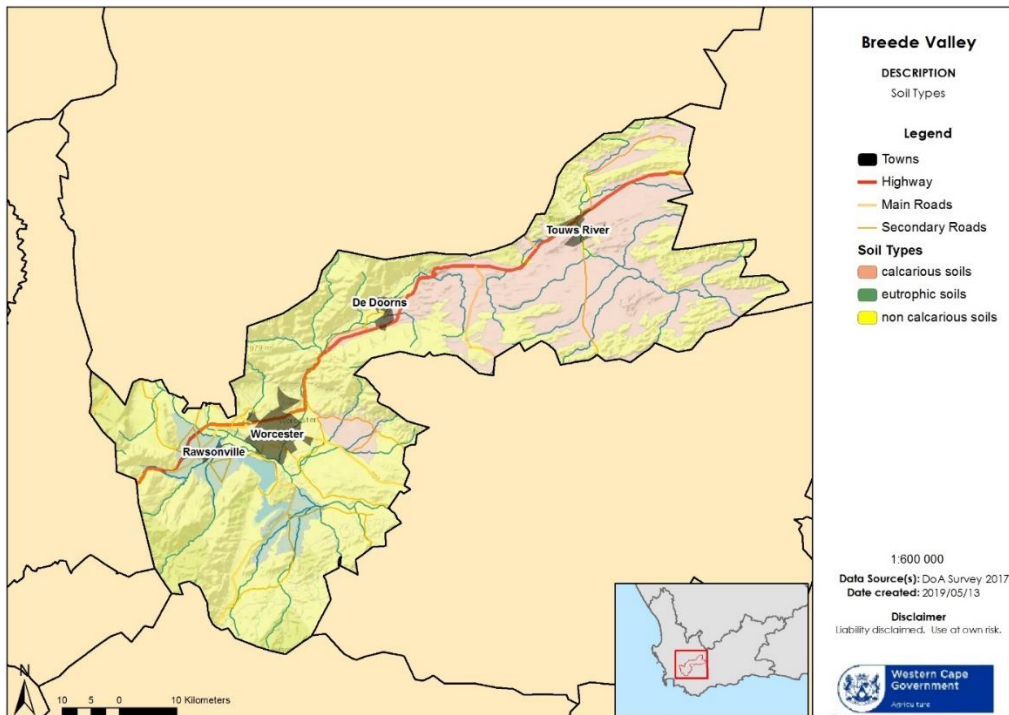


FIGURE 48: SOIL TYPES

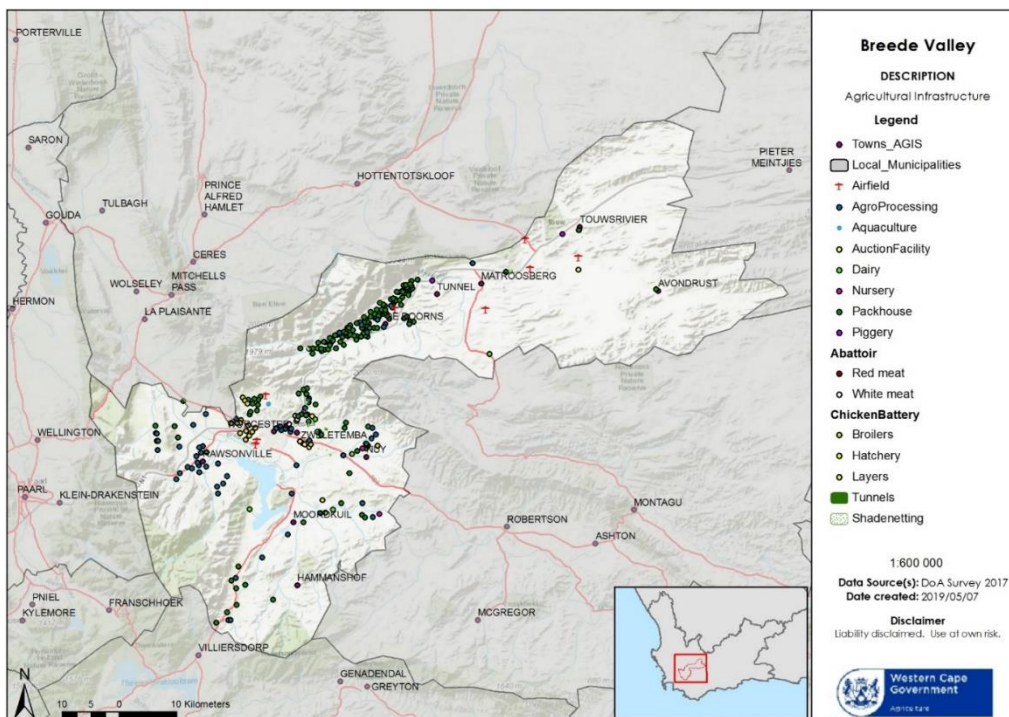


FIGURE 49: AGRICULTURAL INFRASTRUCTURE

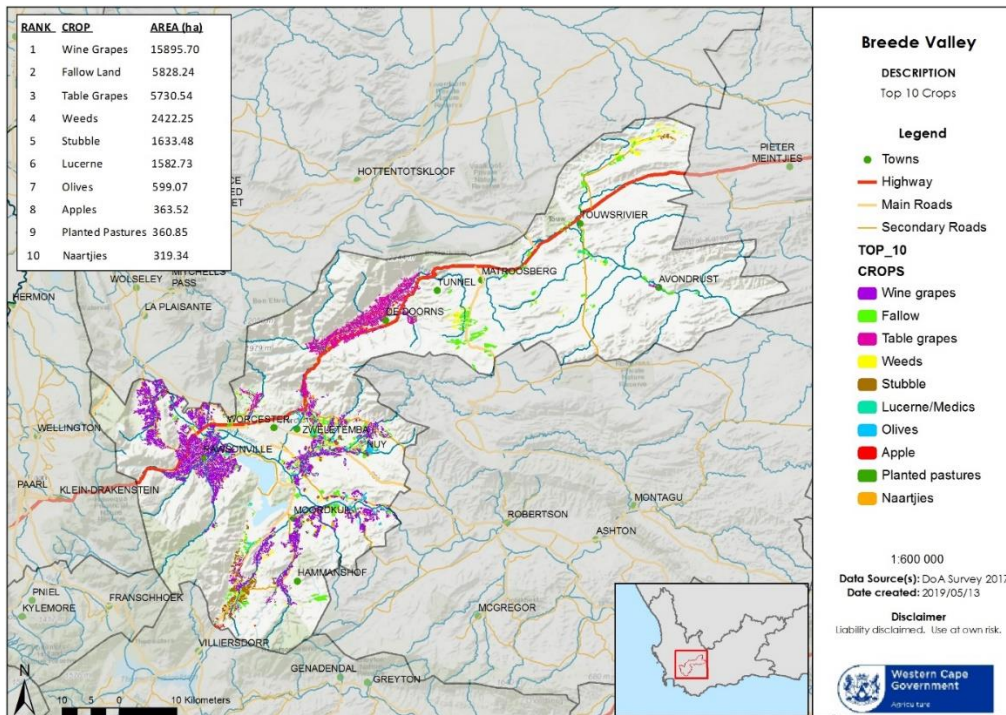


FIGURE 50: TOP 10 CROPS

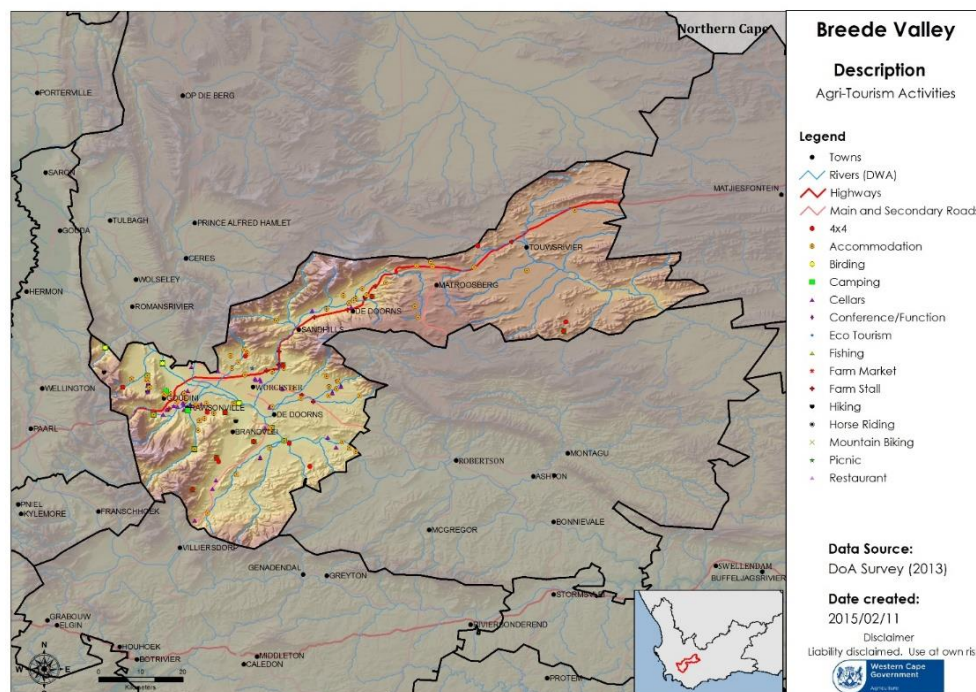


FIGURE 51: AGRI-TOURISM ACTIVITIES

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

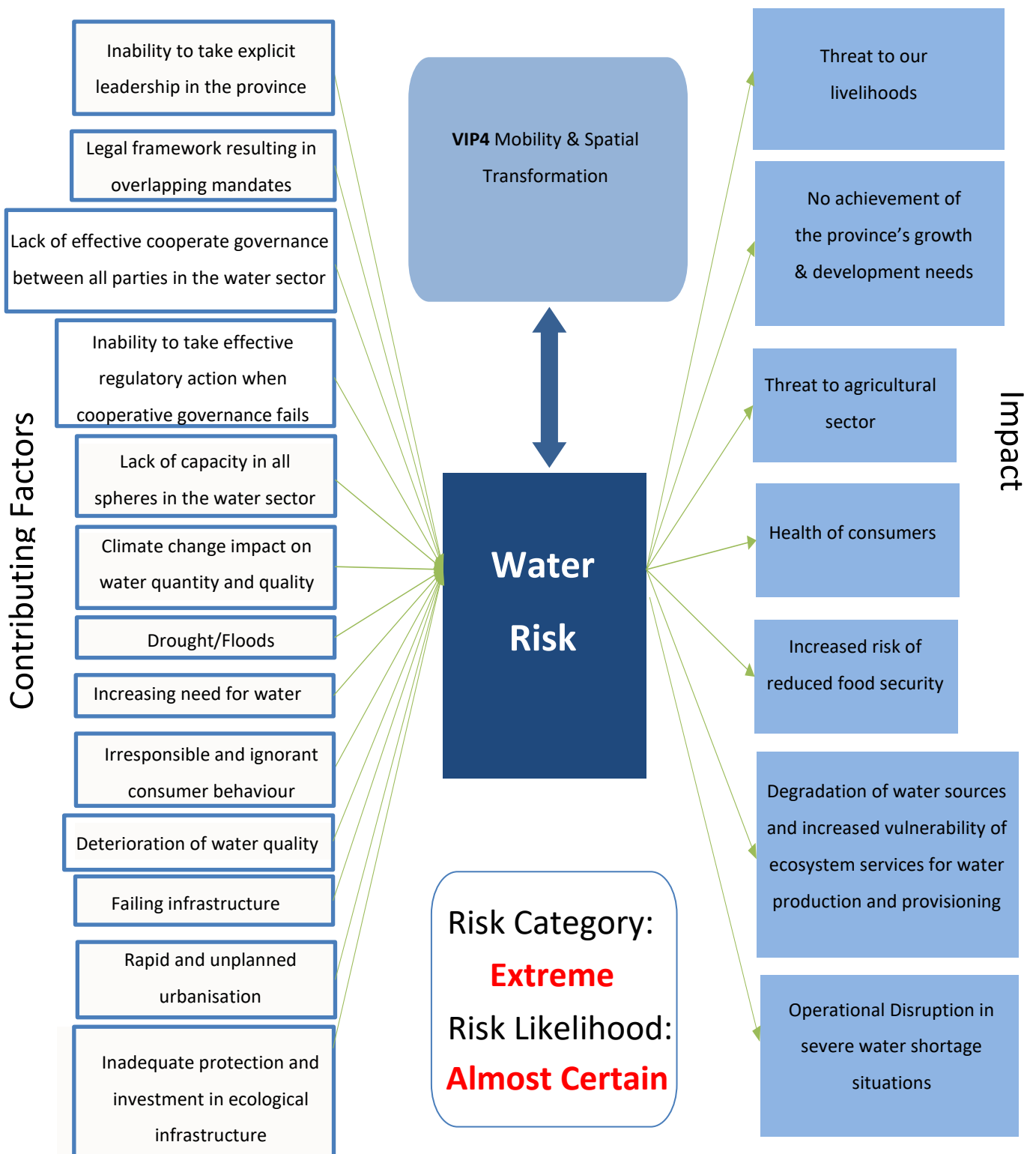
There are two main opportunities in the stone fruit industry. The first is the promotion of sustainable and social responsible agricultural practices due to the legal requirements of the European Union and North American Trade Organisation countries. There is an increasing trend in the international 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): IMPLEMENT THE REGIONAL SOCIO-ECONOMIC PROGRAMME (RSEP)

The Regional Socio-Economic Programme (RSEP) is a project of the Western Cape Government to partner with the citizenry of Breede Valley Municipality to promote neighbourhood upgrading, urban restructuring, social cohesion and inclusion and social clustering. RSEP projects are targeted at addressing public safety concerns through soft and hard infrastructure, upgrading and development of public facilities, support of community-driven projects and creating opportunities in poor communities subjected to high crime levels.

The following Regional Socio-Economic Programme (RSEP) process plan was followed to implement the programme in the Breede Valley:

Background and Objective

The BVM was chosen by the Western Cape Government (WCG) as one of three municipalities to participate in the Regional Socio-Economic Programme. In terms of the *Western Cape RSEP/VPUU Programme Implementation and Governance Framework* BVM is required to set up a Municipal Steering Committee (MSC) and Councils of Stakeholders (CoS). The MSC was established and has representatives from the various line departments. The purpose of the process plan was to guide the process of setting up the CoS for each of the four suburbs (Avian Park, Riverview, Roodewal and Zwelethemba) forming part

of the focus area identified in the RSEP Spatial Analysis. It also guided the process of engaging with the CoSs in order to determine a Portfolio of Interventions (PoI).

Legislative Instruments

The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996)

Municipal Systems Act, 2000 (Act 32 of 2000)

Municipal Finance Management Act, 2003 (Act 56 of 2003)

Breede Valley Municipality Integrated Development Plan

Western Cape RSEP/VPUU Programme Implementation and Governance Framework

Dovetailing with IDP

After the public participation process for the 2014/15 IDP review was concluded in November 2014, the outcomes of this process for the wards included in the focus area (being 8, 9, 10, 11, 12, 13, 14, 16, 17, 18 and 21) were combined per suburb and used as a baseline for the further public participation described below.

Establishment of councils of stakeholders, public participation and portfolios of interventions

The councils are made up of leaders of local neighbourhood scale organisations. It is the representative steering committee within the area of intervention and the community partner around the implementation of the Portfolio of Interventions (POI).

The CoS each met twice. At the first meeting the combined IDP needs of all the wards making up the suburb were filtered to exclude those not related to RSEP and those already being budgeted for. Any RSEP-related needs not included in the list of IDP needs were added to the list. These were then prioritised. Between the first and second meeting the line departments were requested to address needs that could be addressed within the operational feedback. At the second meeting feedback on the latter was given. Projects were then identified and agreed upon to address the remainder of the needs.

The projects identified were given budget estimates and spread out in a logistically sensible fashion over the remainder of the RSEP in a POI. The POI is similar to an IDP on neighbourhood level. This is the ultimate outcome achieved through implementation of the process plan.

Council approval of POIs

The POIs were presented to Council for approval in November 2015 and were approved as submitted. The POIs were then submitted to the Western Cape Department of Environmental Affairs and Development Planning. The POIs are used as the base for budgeting and implementation of RSEP projects in the remainder of the programme.

RSEP Portfolio of Interventions for Avian Park			
Need	Intervention/project proposed	Value estimate (Rand)	Year of implementation
Safe path for pedestrians and cyclists between Boland College and Worcester Prison	Joint project between Cape Winelands District Municipality (funding) and provincial Department of Transport and Public Works (construction)	1 000 000	2016/17
Pavements are insufficient for safe pedestrian movement	Walkways along pedestrian desire lines of approximately 1 000 m	1 500 000	2016/17/18
Areas around standpipes are muddy and messy	Upgrading of four standpipes in Rolihlahla	80 000	2015/16
Improved lighting at Loerie Street community project	Install floodlight	10 000	2016/17
Traffic calming measures required to improve pedestrian safety	Specific needs will be confirmed by a study in terms of the proposed Traffic Calming Policy and will be budgeted for	110 000	2017/18
Play parks for children required	Play park with roll-on lawn, irrigation, fencing and jungle gym next to tar-surfaced netball court behind new library	500 000	2016/17/18
Grassed play area for children in Pigeon Street	Roll-on lawn and irrigation at cnr of Malmok and Pigeon Street	95 000	2017/18
Grassed sports pitch required for rugby and soccer	Roll-on lawn and irrigation at area currently used for soccer	1 500 000	2016/17
Sports facilities are required in Avian Park	Tar-surfaced multipurpose netball courts in Mossie Street and behind new library	530 000	2015/16/17

TABLE 55: RSEP PROGRAMMES – AVIAN PARK

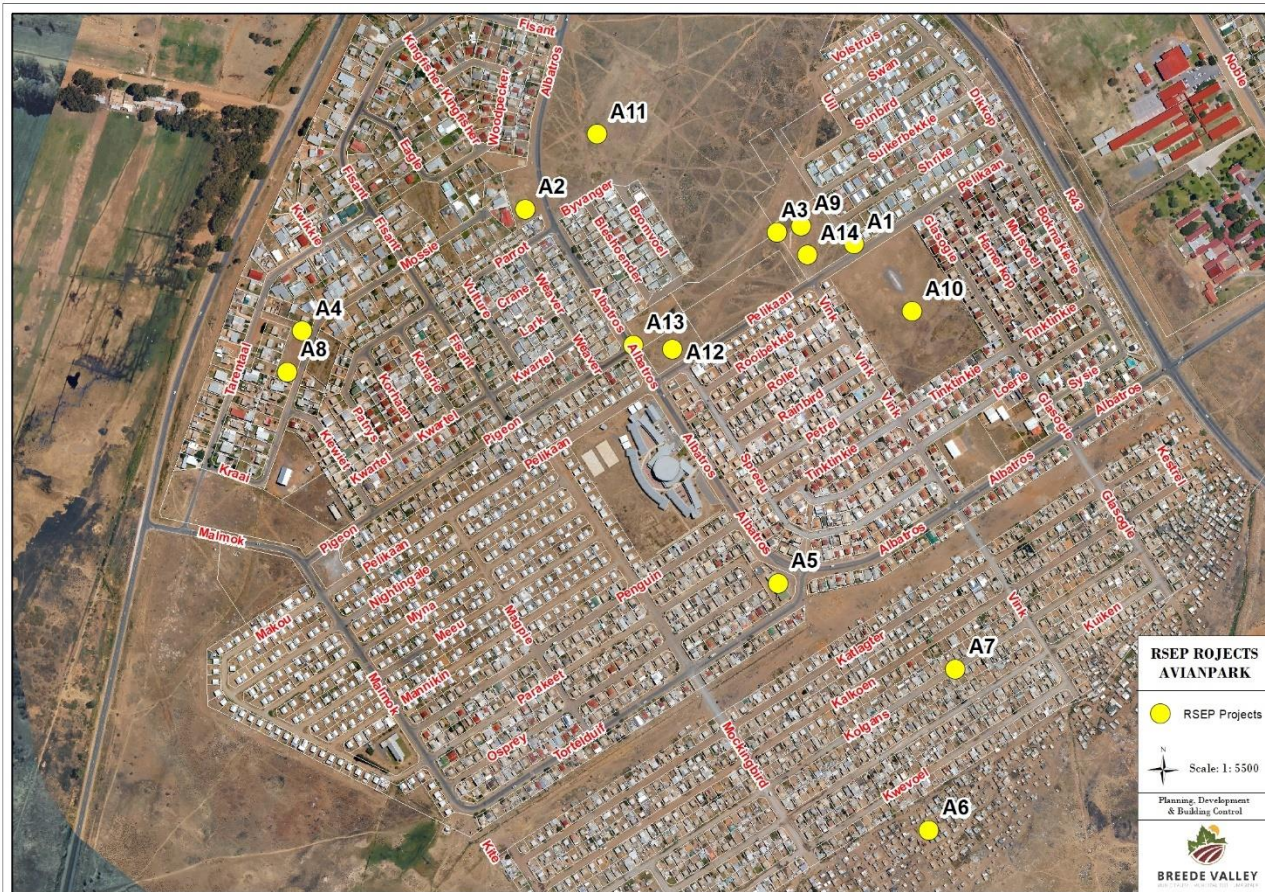


FIGURE 52: RSEP PROGRAMMES – AVIAN PARK

RSEP Portfolio of Interventions for Riverview			
Need	Intervention/project proposed	Value estimate (Rand)	Year of implementation
Pavements required for safe pedestrian movement between Riverview and Parkersdam	Walkways along pedestrian desire lines of approximately 1 000 m	1 500 000	2016/17/18
Complete footpath at Riverview flats	At least part of it can be included in the above project		2016/17/18
Lighting of dark areas in Jason and Shortle Street	Feasibility of flood lights to illuminate the dark area is being investigated	30 000	2016/17
Speed bumps required in Buitenkant Street as well as Pieterse Street	Specific needs will be confirmed by a study in terms of the proposed Traffic Calming Policy and will be budgeted for	110 000	2017/18
A development framework for the large open space at	A plan was drawn up and presented to the community to guide the development of the large open space and the facilities were placed to		

RSEP Portfolio of Interventions for Riverview			
Need	Intervention/project proposed	Value estimate (Rand)	Year of implementation
the Riverview flats is required	correspond to existing locations and to make optimal use of existing lighting. Trees will have to be placed in conjunction with SAPS to prevent them from becoming hideouts for criminals. The various components in the plan will be implemented by means of individual projects to make them more manageable.		
Multipurpose hall/ community facility	A fully-fledged multipurpose hall is beyond the reach of the RSEP budget so a concept was developed and presented to the community for a community facility using modified shipping containers, a concrete slab, brick wall infills and a corrugated iron roof.	300 000	2016/17
Grassed sports pitch required for rugby and soccer	Roll-on lawn and irrigation at area currently used for soccer	1 500 000	2016/17
Sports facilities required at Riverview flats	Tar-surfaced multipurpose netball court to be constructed next to grassed rugby/soccer pitch and existing vlakkie cricket field	280 000	2016/17
Play area for smaller children required at Riverview flats	Grassed play area with play equipment to be developed at site where defunct play equipment is next to Victoria Park Primary. Existing fencing to be upgraded and landscaping and footpaths on large open area between Victoria Park Primary and Riverview flats also to be provided	500 000	2016/17/18

TABLE 56: RSEP PROGRAMMES - RIVERVIEW



FIGURE 53: RSEP PROGRAMMES - RIVERVIEW

RSEP Portfolio of Interventions for Roodewal			
Need	Intervention/project proposed	Value estimate (Rand)	Year of implementation
Pavements required for safe pedestrian movement in Roodewal	Walkways along pedestrian desire lines of approximately 1000m	1 500 000	2016/17/18
Speedhumps are required in particularly Van Zyl Avenue because taxis speed there and drive around existing speedhumps on the sidewalk so bollards are required to prevent them from doing so	Specific needs will be confirmed by a study in terms of the proposed Traffic Calming Policy and will be budgeted for	110 000	2017/18
A development framework for the open corridor between Van Huyssteen and Springveldt Streets and the Eskom at the Riverview flats is required	A plan was drawn up and presented to the community to guide the development of the open spaces and the facilities were placed to correspond to existing locations where applicable. The various		

RSEP Portfolio of Interventions for Roodewal			
Need	Intervention/project proposed	Value estimate (Rand)	Year of implementation
	components in the plan will be implemented by means of individual projects to make them more manageable. Said projects are described below (refer to attached RSEP Proposal Roodewal)		
Sports facilities are needed in Roodewal	Tar-surfaced multipurpose netball court to be constructed next to the new park in Taambay Street	250 000	2015/16
	BMX track to be constructed between Rhode and Wentzel Streets and training assistance provided	150 000	2015/16
There is a need for a community facility in Roodewal	A fully-fledged multipurpose hall is beyond the reach of the RSEP budget so a concept was developed and presented to the community for a community facility using modified shipping containers, a concrete slab, brick wall infills and a corrugated iron roof.	300 000	2016/17
There is a need for safe play areas for children in Roodewal	Roll-on lawn and irrigation can be provided and trees planted to create a new play park/enhance an existing one	500 000	2016/17/18
Grassed sports pitch required for rugby and soccer	Roll-on lawn and irrigation at area currently used for soccer with changing facility	1 500 000	2017/18

TABLE 57: RSEP PROGRAMMES – ROODEWAL



FIGURE 54: RSEP PROGRAMMES - ROODEVAL

RSEP Portfolio of Interventions for Zwelethemba			
Need	Intervention/project proposed	Value estimate (Rand)	Year of implementation
Speedhump in Siwangaza Street to control speed and other traffic calming measures	Specific needs will be confirmed by a study in terms of the proposed Traffic Calming Policy and will be budgeted for	100 000	2017/18
Rehabilitate old pig farming area	Develop a play park and possible community garden	200 000	2017/18
Safe play area for children (off streets)	Multi-purpose tar surfaced sports court to be developed between Thusa and Theoa Streets	280 000	2016/17
Assistance for ECD	Expand toy library at Zwelethemba library and add apparatus for large motor skills outside. Install electrical fencing to prevent theft	35 000	2016/17

RSEP Portfolio of Interventions for Zwelethemba			
Need	Intervention/project proposed	Value estimate (Rand)	Year of implementation
Areas around standpipes are muddy and messy	Upgrading of two more standpipes in New Mandela	60 000	2015/16
Dire need for a crèche in ward 16	Turnkey ECD facility in shipping container	250 000	2016/17
Lack of shopping opportunities in Zwelethemba and poor condition of pavement	Shared economic infrastructure facility for informal traders and landscaping of pedestrian corridor	3 200 000	2016/17/18

TABLE 58: RSEP PROGRAMMES - ZWELETHEMBA



FIGURE 55: RSEP PROGRAMMES – ZWELETHEMBA

2017 Review of POIs

- During August and September of 2017, combined meetings for all the wards per suburb were held for Avian Park, Riverview, Roodewal and Zwelethemba. The ward councillors and ward committees were invited to these meetings. At each meeting the RSEP project manager gave a presentation with background on RSEP (the origin of the programme, its purpose and the main focus of projects). The status of each project on the approved Portfolio of Interventions (POI) for the suburb was also presented.
- There were two categories of projects which required review. The first was projects on the approved POI which weren't practical to implement for whatever reason. If there were any of these, the reasons for it not being practical to implement were explained and alternative projects to address the underlying need with the amount budgeted were agreed upon.
- The second category was projects on the approved POI which had already been successfully implemented but which resulted in savings. Additional projects amounting to the savings realised and falling within the purpose of RSEP were identified.
- The revised POI's were approved by Council in October 2017 and by the Western Cape Government's adjudication committee for RSEP during November 2017 and are included in the tables below:

Portfolio of Interventions			
Need	Intervention/project proposed	Value estimate (Rand)	Year of implementation
AVIAN PARK			
Pavements are insufficient for safe pedestrian movement	Walkways along pedestrian desire lines of approximately 1000m	1400000	2017/18
Traffic calming measures required to improve pedestrian safety	Speed bumps to be constructed using paving bricks supplied by Traffic in Fisant, Tarentaal, Albatros and Suikerbakkie Streets	110000	2017/18
Play parks for children required	Mini-soccer astro turf next to tar-surfaced netball court behind new library	610000	2017/18
RIVERVIEW			
Pavements required for safe pedestrian movement between Riverview and Parkersdam	Walkways along pedestrian desire lines of approximately 1000m	1400000	2017/18
Complete footpath at Riverview flats	Part of it can be included in the above project if the budget allows		2017/18
Speed bumps required in Buitenkant Street as well as Pieterse Street	Speed bumps to be constructed using paving bricks supplied by Traffic in Buitenkant, Jason, Pieterse and Sampson Streets	110000	2017/18

Portfolio of Interventions			
Need	Intervention/project proposed	Value estimate (Rand)	Year of implementation
Sports facilities in ward 13	Grassed mini-soccer pitch with netting and fencing in Sol Damon park	320000	2017/18
Safeguarding of security container	Erection of a 1,8m high PVC coated wire fence	55000	2017/18
Safeguarding of netball court in Sampson Street	Erection of a 1,8m high PVC coated wire fence	145000	2017/18
ROODEWAL			
Pavements required for safe pedestrian movement in Roodewal	Walkways along pedestrian desire lines of approximately 1000m	1400000	2017/18
Speedhumps are required in particularly Van Zyl Avenue because taxis speed there and drive around existing speedhumps on the sidewalk so bollards are required to prevent them from doing so	Speed bumps to be constructed using paving bricks supplied by Traffic in Leipoldt, Springveldt, Stynder and Van Zyl Streets	110000	2017/18
There is a need for a community facility in Roodewal	A fully fledged multipurpose hall is beyond the reach of the RSEP budget. A building plan for a neighbourhood centre was approved and this will be constructed north of Taambay Street	630000	2017/18
Sports facilities are needed in Roodewal	Astro turf mini soccer/hockey	850000	2017/18
The neighbourhood centre will need to be safeguarded	Fencing of neighbourhood centre	130000	2017/18
The netball court needs to be safeguarded	Fencing of Taambay netball court	230000	2017/18
Sports facilities are needed in Roodewal	Cricket pitch at Werda Street	75000	2017/18
The community requested recreation areas	Braai spots, benches and trees at Eden Park	100000	2017/18
The community requested recreation areas	Braai spots, benches and trees at Werda Street	100000	2017/18
Sports equipment for playing netball is required	Netball posts with pedestals	15000	2017/18
ZWELETHEMBA			
Speedhump in Siwangaza Street to control speed and other traffic calming measures	Speed bumps to be constructed using paving bricks supplied by Traffic in Isithintelo, Matsila, Mngcunube and Ngethu Streets	100000	2017/18

Portfolio of Interventions			
Need	Intervention/project proposed	Value estimate (Rand)	Year of implementation
Rehabilitate old pig farming area	Develop a play park (position to be determined)	200000	2019/20
Improvement of safety in dark area	Flood light in Njila Street next to Maku's shebeen	15000	2017/18
Safe play area for children and recreation facilities for adults	A mini play field/park with braai spots in Busa with trees planted around	80000	2017/18
Dire need for a creche in ward 16	Turnkey ECD facility in shipping container. Site needs to be identified with Human Settlements	250000	2018/19
Lack of shopping opportunities in Zwelethemba and poor condition of pavement	Improved facilities for informal traders and landscaping of pedestrian corridor. Mini-soccer astro turf corner of Botsane and Afrika Streets	3750000	2017/18/19

TABLE 59: RSEP: PORTFOLIO OF INTERVENTIONS

Extension of RSEP to include Touwsrivier

Due to the success of RSEP implementation in the first three municipalities (including Breede Valley), the Western Cape Government decided to extend the programme to an additional town in each of these. In Breede Valley it was decided based on statistical evidence of poverty and crime, to extend it to include Touwsrivier.

- The area manager, ward councillor and ward committee members were invited to a meeting on 18 May 2017. At the meeting the RSEP project manager gave a presentation introducing RSEP and its purpose and explaining that the programme will be expanded to include Touwsrivier. The minutes of the meeting and a summary of the suggested projects are attached as Annexure C
- The IDP needs for the ward were filtered to exclude those already being addressed in the budget through the IDP and those that don't fall within the ambit of RSEP. The remaining needs were categorised into needs of pedestrians, needs at open spaces and needs for programs. Any RSEP related needs not contained in the IDP needs were added to the list.
- The RSEP project manager then gathered more detail on each of the identified needs, any progress on addressing it and the need for further planning.
- The expected budget of between R1,5 and R3 million had not been confirmed yet but the range was disclosed to the meeting to ensure realistic expectations. The meeting was then asked to give the issues further thought after consulting with their constituency and revert with a list of suggested projects.
- The area manager sent the list of suggested projects to the RSEP project manager and together they visited all the sites.
- The RSEP project manager made estimates of what it would cost to implement the suggested projects.
- Further investigation in the form of an engineering design was done to determine the budget required for the pedestrian bridge. This proved to be far in excess of an initial high-level estimate made by an engineer.

- Fortunately, the confirmed total funding earmarked for Touwsrivier proved to be more than initially expected (R4 million). This left room for the higher than anticipated budget for the pedestrian bridge as well as for an additional project (artificial grass mini-soccer pitch). These planned projects were discussed on 22 August 2018 at a meeting with the area manager, ward councillor and ward committee and agreed upon. The minutes of the meeting are attached as Annexure D
- The POI was approved by the Western Cape Government's adjudication committee for RSEP during October 2018 and is included in the table below:

Portfolio of Interventions for Touwsrivier			
Need	Intervention/project proposed	Value estimate (Rand)	Year of implementation
Traffic calming measures required to improve pedestrian safety	Speed bumps to be constructed in Berg, Buitekant, Dr Stalz and Single Streets	121000	2019/20
Installation of flood lights to improve pedestrian safety in dark passages/areas	Supply and installation of 15 x flood lights	56434	2017/18
Hard surfaced playing areas for cricket, tennis, netball and baseball	Construction of 3 x tar-surfaced sports courts (unfenced)	793811	2018/19
Repairs to existing play equipment and new play equipment	Supply and installation of 5 x sets of steel playground equipment	166374	2018/19
A recreation area is required on Erf 562 next to the swimming pool	Construction of braai facilities and planting of drought resistant trees near swimming pool	71068	2017/18
The existing pedestrian bridge between Martin Luther and Logan Streets is in a state of disrepair	Design of pedestrian bridge (preliminary estimate)	69200	2017/18
The existing pedestrian bridge between Martin Luther and Logan Streets is in a state of disrepair	Construction of pedestrian bridge (preliminary estimate)	1806302	2018/19
Safe playing surface for street soccer	Mini-soccer artificial grass pitch	850000	

TABLE 60: RSEP: PORTFOLIO OF INTERVENTIONS – TOUWSRIVIER

The Department of Environmental Affairs & Development Planning, via the RSEP programme, approved a budget allocation of R800 000 to Breede Valley Municipality for the 2022/23 financial period. The funds are earmarked to be spent on the establishment of an Economic Infrastructure Facility in Zwelethemba. In addition, the municipality budgeted an amount of R1 000 000 (from CRR) to co-fund this particular project.

PROGRAMME 6.1 (B): 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.

Building Block	Title	Description
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 61: 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 62: 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 63: 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 <ul style="list-style-type: none">- 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 64: 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 65: 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 66: 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 67: CSF FIVE-YEAR STRATEGIC FRAMEWORK

PROGRAMME 6.1 (C): 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 is since applying for funding on an annual basis to establish a proper modular library. A modular library was established on the Slanghoek Primary School grounds by end of June 2015 and was officially opened on 7 December 2015. A new library was officially opened on 22 July 2016 in Avian Park and is the latest addition to our library service. 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.

Funding was applied for and (R 800 000) will be made available by the Provincial Library Service in 2023/2024 to replace the very small library in the Overhex community hall with a modular library. Library Services are continuously co-operating with other stake holders to enhance literacy and educational skills of children and young adults. A variety of local schools and creches were visited on World Read Aloud Day on 1 February 2023. Library Services seeks to participate in- and highlight 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 68: 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. A draft business plan for conditional grant funding, including a wish list for capital projects/computer equipment earmarked for 2022/2023, was submitted to the Provincial Library Service in November 2021. The requests in the business plan were incorporated in the submissions relating to the 2022/2023 municipal budget process. The final conditional grant allocation for 2022/2023 was received from the Provincial Library Services in December 2021, and the final business plan and wish list will be submitted on 31 May 2022. As stipulated in the funding allocation letter pertaining to the 2022/2023 financial year, an amount of R 10 840 000 has been allocated as contribution towards operational expenditure (salaries). In addition, an amount of R 163 000 has been allocated as contribution towards the purchasing of IT equipment enabling SLIMS functionality in libraries and where it is necessary to upgrade outdated equipment. R 30 000 has been allocated towards the procurement of COVID-19 related material. R 81 000 was allocated towards the completion of the ramp at Worcester Library. The complete allocation thus amounts to R 11 114 000.

PROGRAMME 6.1 (D): 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.

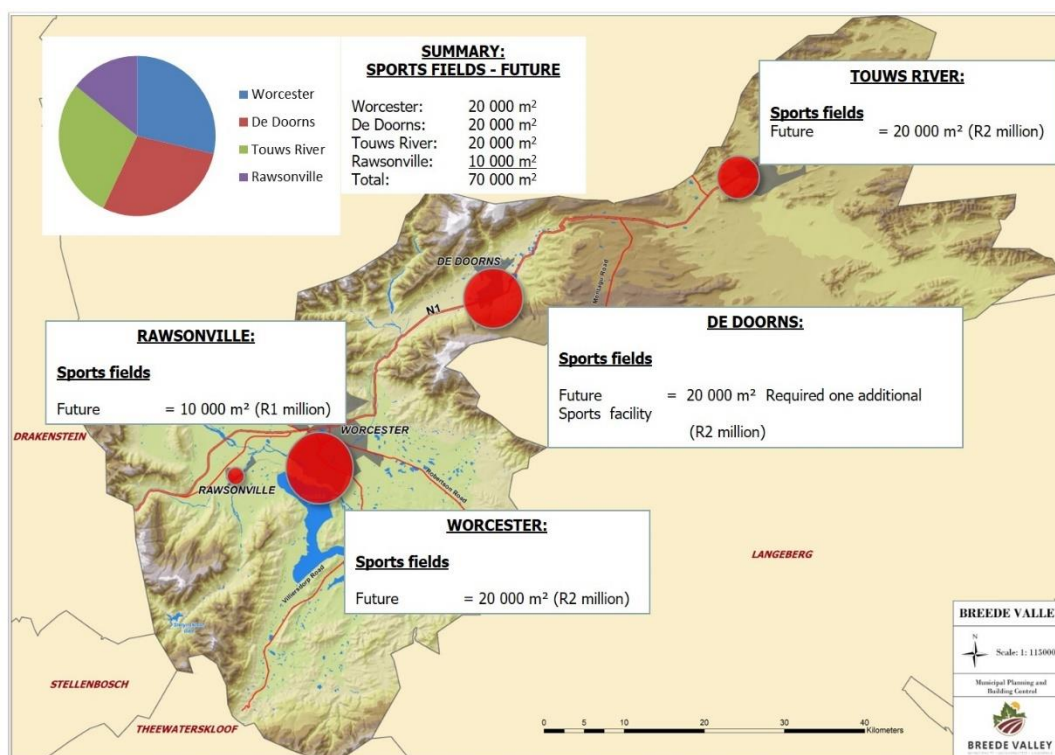
Town	Area to be maintained m ²
Rawsonville	50 000 m ²
Worcester	473 000 m ²
De Doorns	50 000 m ²
Touwsrivier	60 000 m ²
Total	633 000 m²

TABLE 69: 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 70: SQUARE METRES OF SPORTS FIELDS MAINTAINED, FUTURE DEVELOPMENTS AND COSTS



SPORT FIELDS - FUTURE NEEDS

The table below depicts the 2023/24 budget allocated to projects relating to sport & recreational facilities that will be funded.

Description	Finance Source	2023/24 Financial Year	2024/25 Financial Year	2025/26 Financial Year
<u>SPORT: Boland Park - 5130</u>				
Replacement of fence perimeter	3.0 CRR / Own Funding	0	3 000 000	0
<u>DE WET SPORTGROUND</u>				
Upgrading of De Wet Sportground	8.0 MIG	1 100 000	0	0
<u>RAWSONVILLE SPORTGROUND</u>				
Upgrading of Rawsonville Sportground	8.0 MIG	4 900 000	0	0
<u>SPORT: Esselen Park</u>				
Replacement of fence perimeter	3.0 CRR / Own Funding	3 000 000	0	0

TABLE 71: SPORT & RECREATIONAL FACILITIES – GRANT & INTERNALLY FUNDED

PROGRAMME 6.1 (E): 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	2024	R310 872	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	2024		Business Plan
Court sound equipment	Enabling the court to record and store all proceedings	Budget and procure recording device	2024	R250 000	Business Plan
Holding cells	To keep accused in custody	Budget for and construct cells	2024	R50 000	Business Plan
All departments to interact with Municipal court	All departments to forward transgressions to the Municipal Court	Information sessions and training with departments	2024	N/A	Business Plan

TABLE 72: MUNICIPAL COURT FIVE YEAR LIST OF ACTIVITIES

PROGRAMME 6.1 (F): 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. Stringent legislative requirements (time limitations) have to be followed. These time constraints sometimes have a negative impact on service delivery. Driver's licences are also issued on an agency basis and testing consists of a yard test (parking exercises, turn-in -the -road exercise, incline exercise) and a road test (practical driving exercise). Stringent legislative requirements (time limitations) also impede negatively on service delivery. 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 (G): 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. The following values were adopted by the section: Respect the law at all times; Remain within the bounds of the law and never place oneself above it; Treat all members of the community with dignity and respect; Refrain from corruption, nepotism, disloyalty and dishonesty; Be people-oriented (Batho Pele principles).

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 (H): 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.

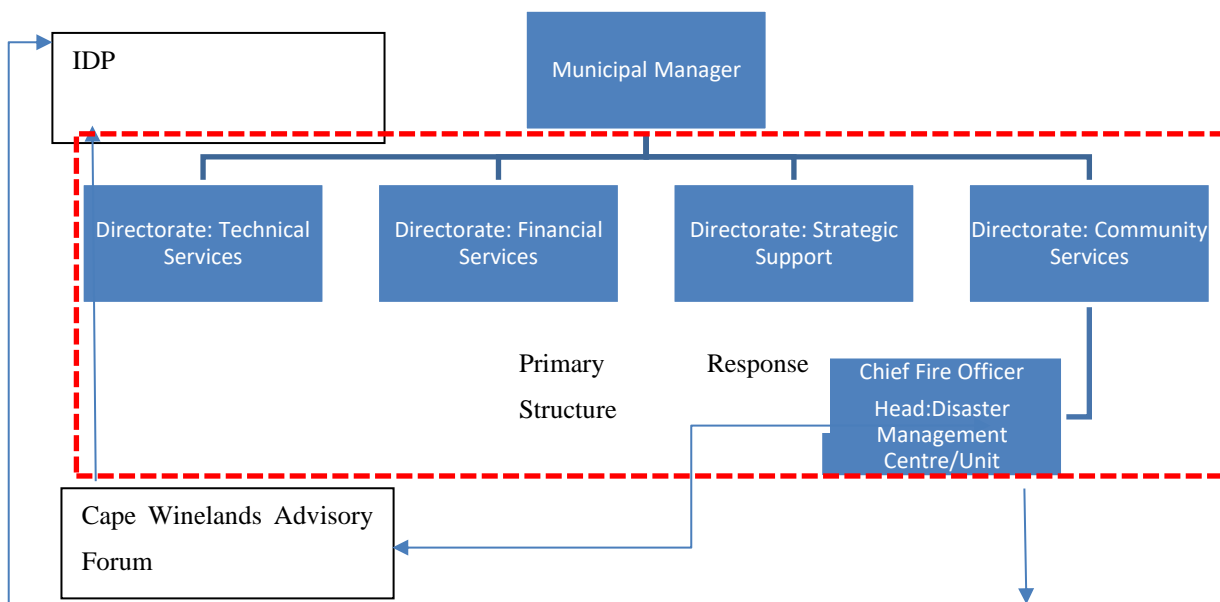
- Incident Management System – The combination of facilities, equipment, personnel, procedures, and communications operating within a common organisational structure with the responsibility for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident.
- 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	Directorate: Engineering and Public 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 73: 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 • 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>

Risk	Description
	<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 Zwelethemba 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 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

Risk	Description
	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.
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	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.
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> <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	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.
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	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.

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.

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.



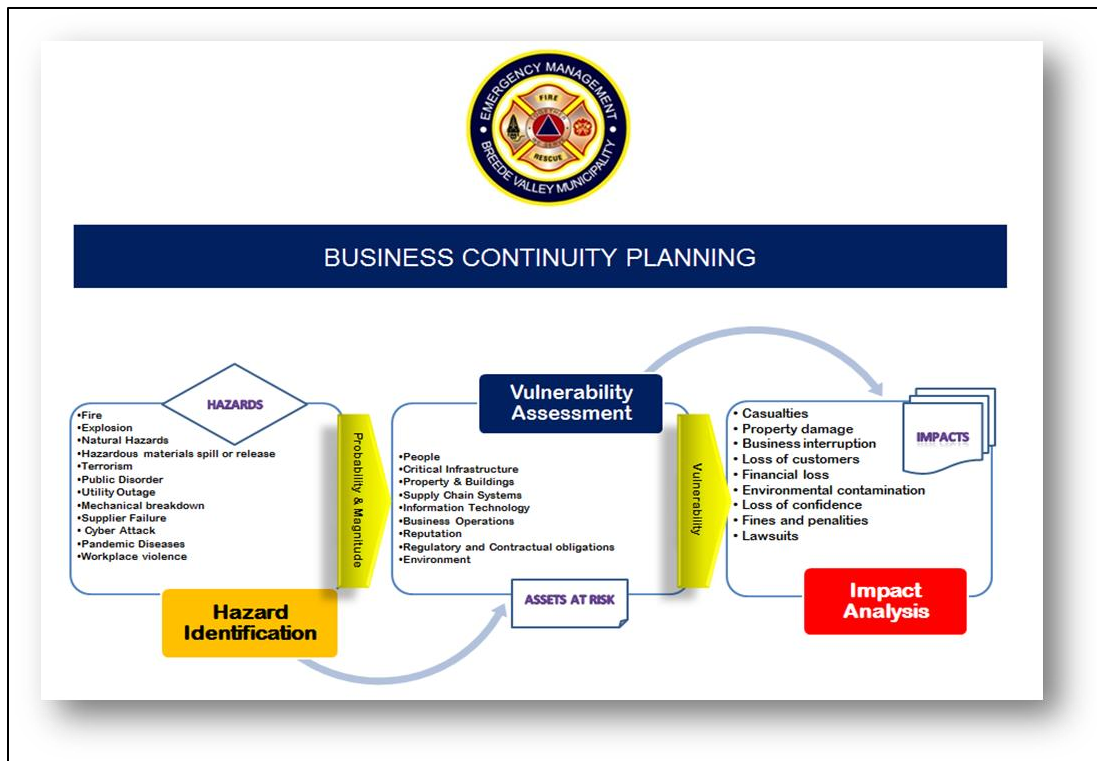


FIGURE 56: FRONT COVER OF BVM BCP WORKBOOK

Critical Infrastructure Contingency Plan

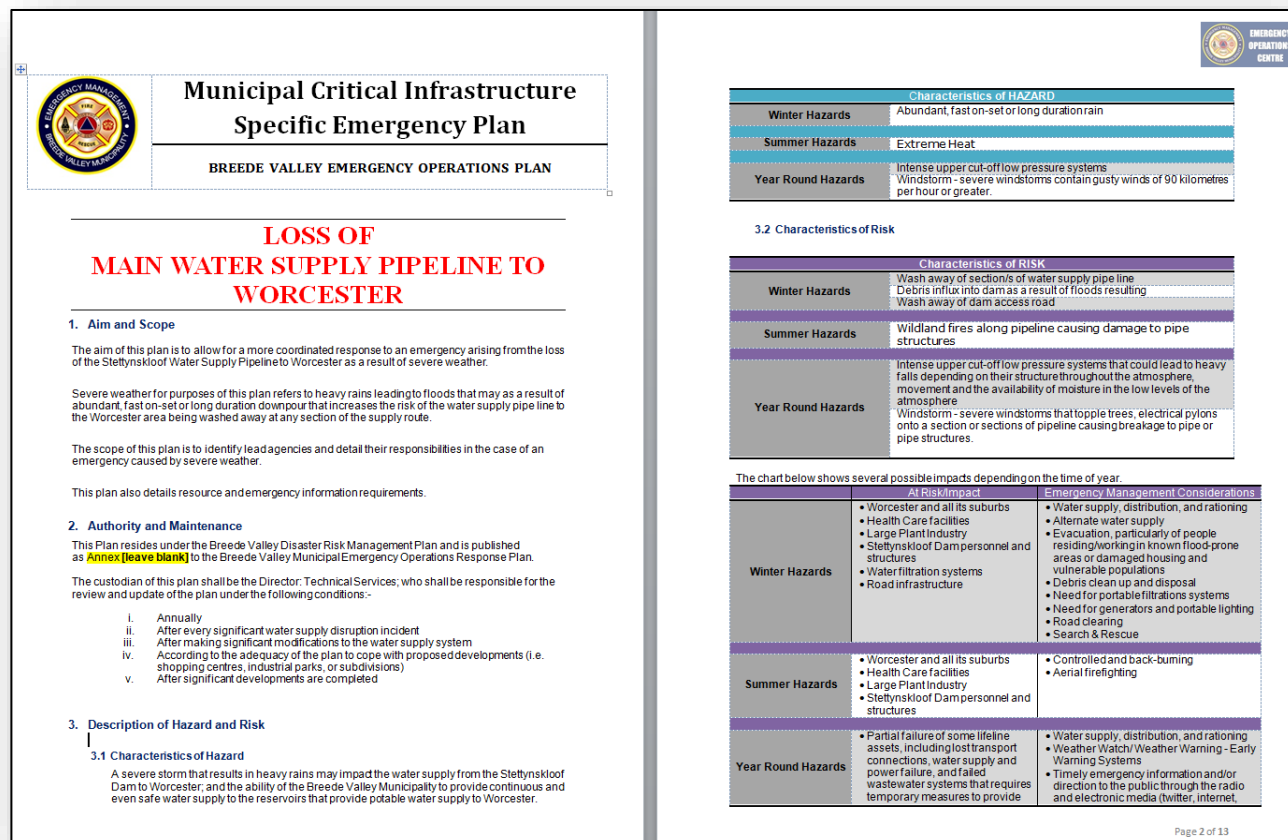

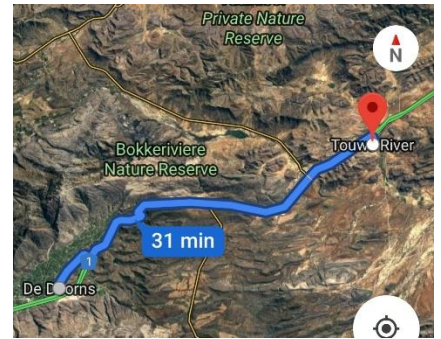


FIGURE 57: CICP – SPECIFIC EMERGENCY PLAN

Partnerships with other government entities and public partnerships BVM, CWDM and SANTAM:

- Fire and Rescue Equipment
- Personal Protective Structural Firefighting Gear
- Smoke Alarms
- Waterflow meter
- Lighting equipment
- Ground firefighting water monitors

Problem / Opportunity Statement	<p>The town of Touwsrivier does not have adequate access to Fire and Rescue Services.</p> <p>The nearest Fire Station is in De Doorns, which is approximately 40 km away. Quick response to emergencies, are further hindered by the Hex Pass that is situated between De Doorns and Touwsrivier.</p> <p>A Community Risk Assessment was conducted by Disaster Risk Studies Honours students (Department of Geography & Environmental Studies - Stellenbosch University), and a report submitted.</p> <p>Preliminary reviews on the disaster history and risk profile of the town, coupled with media and associated reports, established that the Touwsrivier area is prone to several risks such as area flooding, fires, frequent traffic accidents on the national road outside the town, and outbreaks of social unrest.</p>
Objectives	<p>To establish adequate Emergency Response Capability (Fire and Rescue Services) in the town of Touwsrivier and beyond.</p> <p>Comprising of (but not limited to):</p> <ul style="list-style-type: none"> • A fast response to fire and emergencies; • A 24-hour emergency service within the town; and • A fire engine fully equipped to serve the area of the Breede Valley Municipality, particularly Touwsrivier.
Recommended Solutions	<p>Provision of Fire and Rescue related equipment to be used in the execution of the duties of the Fire Department.</p> <div data-bbox="337 1142 1485 1291">  </div>
Municipal Value	<p>Breede Valley Municipality engaged in partnership with the Cape Winelands District Municipality and SANTAM, through which approximately R450 000 has been recieved for firefighting and rescue equipment.</p>
Community Value	<p>A Fire, Rescue and Disaster Management presence and response within the Touwsrivier area. Fire Fighters have been trained, and vehicles and crew will be stationed in Touwsrivier and Rawsonville for response as from March 2023.</p>



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 74: DEVELOPMENTAL PROJECTS IDENTIFIED IN THE IDP AS MEDIUM- OR HIGH-RISK

Smoke alarms

Breede Valley Municipality Fire Department, in partnership with Stellenbosch University and Western Cape Disaster Management and Fire Services, is conducting ongoing research regarding the feasibility of smoke alarms in the prevention of informal settlement fires and for the prevention of fire deaths. As part of the pilot project, 1 800 smoke alarms were installed in the Breede Valley municipal area in high-risk informal settlements, farm worker houses and high-risk institutions. Several alarms installed were activated and widespread destruction of structures and loss of life were prevented. 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.



Research on the smoke alarms has been extended during 2018 to include visits from graduates from Oklahoma State University (USA) and Edinburg University (Scotland UK). Extensive research has followed which included the following:

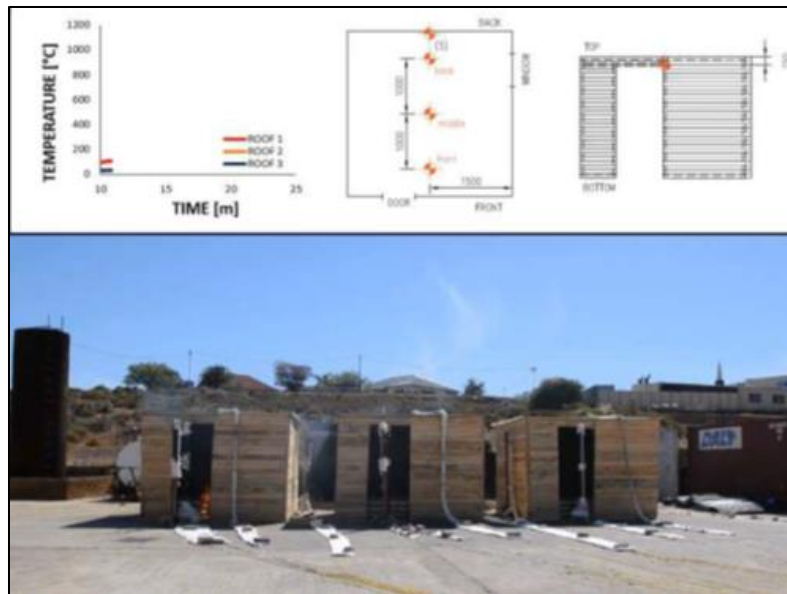
- Smoke alarm type suited for informal settlement dwellings in a smouldering environment – photo-electric smoke alarm with 10-year lithium battery
- Smoke alarm type suited for informal settlement dwellings in a flaming fire environment – photo-electric smoke alarm with 10-year lithium battery
- The feasibility of carbon monoxide detectors/alarms
- The feasibility of “rate of rise” heat detectors/alarms for use in informal settlement dwellings
- Research Paper published on the research done “Informal Settlement Fires in South Africa: Fire engineering overview and full-scale tests on “shacks””
- Improving the Resilience of Informal Settlements to Fire (IRIS) – Which is the first advisory board for informal settlement fire in South Africa
- Full-scale fire tests on wood and iron structures under various conditions and scenarios.

Research in the Reduction of Informal Settlement Fires

BVM has been part of the ongoing research (conducted by the Universities of Stellenbosch and Edinburgh – Scotland) into the reduction of the hazards due to Informal Settlement Fires. The research was conducted by Drs. Richard Walls, David Rush and Antonio Cicione, coupled with various PhD students.

The research included a series of controlled burns at both the Breede Valley Fire Department Training Centre and at the Breede Valley Special Operations Rescue Training Centre

Before test:



During Test:





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

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

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.

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

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 departmental budget allocation linked to the 2022/23 MTREF:

Description	Finance Source		Final Budget 2023/24	Final Budget 2024/25	Final Budget 2025/26
FIRE DEPARTMENT: ADMIN - 4203					
Major Fire Engine (Pumper)	3,0	CRR / Own Funding	5 000 000	5 000 000	5 000 000
Equipment for Fire Engine	3,0	CRR / Own Funding	1 000 000	1 000 000	1 000 000
Total			6 000 000	6 000 000	6 000 000

TABLE 75: 2023/24 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	Public Services; BVFD; Human Settlements; CWDM	High	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. The department will continue to exercise its duties in this regard, until the state of disaster is officially declared over.	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; Public Services; BVFD; Human	High	Complete Ward-based Risk Assessments on ALL wards and include mitigation and risk reduction recommendations in winter season operational risk planning measures. Annual programme by Public Services Department on clearing of storm water drainage systems prior to the rainy season in partnership with EPWP.	Continuous

Project Description	Primary & Secondary Stakeholders	Risk description/ rating (prevention/mitigation/ preparedness)	Risk Reduction	Additional comments by Disaster Management
	Settlements; CWDM Roads Department; BVM Traffic; Provincial Traffic		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 Planning (CICP)	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) Comprehensive BCP to be reviewed annually.	Continuous

Project Description	Primary & Secondary Stakeholders	Risk description/ rating (prevention/mitigation/preparedness)	Risk Reduction	Additional comments by Disaster Management
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 76: DISASTER RISK REGISTER

Conclusion

Climate change phenomena are already evident in the Western Cape and are negatively impacting and undermining economic and social development. In addition, infrastructure, basic resources (water, food and energy) and livelihoods amongst all sectors and stakeholders will all be adversely impacted, with the less fortunate and vulnerable citizens within society being at bigger risk. 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 should embark on a strategy to alleviate and mitigate the associated risks that climate change presents.

Covid-19, and the extended state of disaster in terms of the Disaster Management Act, will continue to exert pressure on all of society, the private sector and public sector. The Fire and Disaster Management department (from a local government context) will continue to occupy an important facilitative role to ensure that coordinated response mechanisms (from a local government / disaster management perspective) are upheld.

PROGRAMME 6.1 (I): 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 enjoy 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	No funds allocated for this service – cost centre does not exist in Breede Valley Municipality. Currently, the Senior Manager provides funds on an ad hoc basis when needed. Funds are required for: <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 Requests for budgetary provisions will be made in future
Capacity	Human Resources	Limited	Duties are an additional function allocated to the appointed incumbent; Currently using staff members (from the laboratory) to provide assistance and attend forum meetings/site visits where applicable; Additional administrative support will be required in the near future

Requirement		Status	Comment
	Equipment	Limited	Hand-held meter purchased to measure H ₂ S at wastewater treatment plants; Another basic meter was purchased 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	Interaction with CWDM and DEADP on matters pertaining to AQM. These engagements currently occur only at forum meetings or when the provincial/district AQT conduct site visits
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. Sourcing data was limited, as the local authority had to apply for the data generated at the station. The release of this data also came with different conditions of use. A real-time view of the data is available on the South African Air Quality Information System (SAAQIS) website or mobile application

TABLE 77: 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 Additional and continuous training required using web-based systems including NAEIS (National Atmospheric Emission Inventory System), SAAELIP (South African Atmospheric Emission Licensing and Inventory Portal) as well as SAAQIS (South African Air Quality Information System)
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 78: 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 (sourcing data was limited, as the local authority had to apply for the data generated at the station. The release of this data also came with different conditions of use; however, the local authority was comfortable with the Provincial Air Quality Division releasing the data), and possibly
- 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	Postponed due to Covid-19 & subsequent regulations. Will reconvene as soon as permitted.
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

Objective	Timeframes	Description	Comment	Budget needed	Responsibility	Status
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
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	Postponed due to Covid-19 & subsequent regulations. Will reconvene as soon as permitted (subject to available resources)

TABLE 79: 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 (J): 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, *c p f " v q " r t q o q v g " v j g " u q e k c n " c p f " g e q p q o k e " f g*

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 a proactive 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
Families/parenting	Life skills training, services for children, mentoring and general support services and education, including health
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.)
- j) Diverse participation in community events
- k) Abundant diverse attendance at all public forums and presentations

C. Widely shared experience of social belonging

- a) Third spaces are developed to attract many different people
- b) Everybody in the Breede Valley can identify at least one “3rd space” where they can commonly go to meet friends
- c) Increase in special public events
- d) Public places should become Breede Valley’s ‘heart’

D. Visible community pride

- a) Heritage properties must be maintained beautifully
- b) Local artists’ work prominently displayed
- c) Residents should create beautiful features in their neighbourhoods
- d) Businesses “own” and care for their spaces (e.g. flowers, paint, litter)
- e) Shops and homes must be maintained to support neighbourhood wellbeing
- f) Mission has its own “DNA” that gives it a distinctive look, and that uses local materials and heritage

E. Well-nurtured motivated families

- a) Positive role models must be seen in public places everywhere in Breede Valley
- b) Breede Valley must encourage the development of extended families and neighbourhood support networks
- c) Mutual respect and caring must become evident between family members in public
- d) Children, youth and adults should publicly express appreciation of one another
- e) All families must recognise their responsibility to encourage and support each family member
- f) No domestic violence
- g) All parents must have access to an extensive, well-coordinated network of parental support and learning services

F. Accessible, dynamic continuum of care

- a) Family and youth at risk must be identified early
- b) Services must be offered (and be put in place) for all recognised substance abuse issues
- c) Systems must be put in place for effective prevention, education, rehabilitation, indicating support for the application
- d) Increase local detox facilities
- e) Increase self-referral to recovery and support services
- f) Increase rehabilitation intake for local residents

- g) Youth at risk must receive multiple, coordinated intervention
- h) Social service interventions must be coordinated
- i) Crisis line routinely refers to wrap-around services
- j) Every child must get formal instruction in resisting drug abuse through recurrent multiple approaches
- k) Lower than average incidence of drug (substance) abuse and demand should be reduced by prevention, education, intervention, rehabilitation and supportive resources
- l) Decrease prostitution in the Breede Valley
- m) Decrease in panhandling and obvious “high” behaviour

G. Life-long learning

- a) A higher rate of high school completion must be achieved
- b) Higher than average local levels of early childhood development
- c) High degree of family literacy (library attendance, educational performance, children being read to)
- d) Breede Valley has many varied opportunities for adult learning and development
- e) Breede Valley must invest in a lifetime of learning

H. Ethical responsive community leadership

- a) Breede Valley Municipality should show higher level of commitment to social policy
- b) Public recognition for Breede Valley’s environmental awareness
- c) Sharing “best practices” with other municipalities
- d) Municipal planning must be coordinated between staff/departments and public input
- e) Public acceptance as “the Jewel of the Breede Valley”
- f) Acknowledge leaders of the Breede Valley communities in integrating its social, environmental and economic development
- g) Long-term social advisory committee should be established
- h) Socially minded/development/zoning criteria must be considered
- i) Diverse representation on community committees

Proposed actions for the municipality

- a) Income poverty must be addressed
- b) Focus on special needs must take place
- c) Sustainable livelihoods must be created
- d) Provision of basic services must be given to all
- e) Ownership must be installed in all communities
- f) Community participation must be enhanced

Social challenges in the Breede Valley based on this analysis

- a) Household income: Poverty
- b) Housing: Available housing
- c) Unemployment

- d) High crime rates
- e) A lack of community/social development

Possible interventions for challenges identified

- a) LED initiatives must be extended to all communities
- b) Extending the RSEP (Regional Socio-Economic Programme) to all communities
- c) Local entrepreneurship skills development
- d) A family employment programme
- e) Household capacity building
- f) Employable skills training
- g) Partnerships between all role-players in the economy in Breede Valley
- h) Equal distribution of resources and opportunities to all communities
- i) Access to grant in aid funding for all qualifying organisations

Focus on special/real needs in poor communities

- a) Community needs analysis
- b) Community skills survey
- c) Access to basic services
- d) Public participation
- e) Food security programmes
- f) Community ownership

Sustainable livelihoods

- a) Long-term job creation
- b) Address child headed households
- c) Focus on tertiary education inclusion
- d) Alignment of opportunities
- e) Decrease dependence on social grants
- f) Ensure school dropout rate decreases

Sectors within the Breede Valley municipal boundary

- a) Community safety sector
- b) Community development sector (civil society)
- c) Education sector
- d) Early childhood development sector
- e) Sport and recreation sector
- f) Arts and culture sector
- g) Health and welfare sector
- h) Food security sector
- i) Gender, aged and disabled sector

- j) Youth development sector

Sectors linking into the community development

- a) Tourism sector
- b) Transport sector
- c) Agriculture sector
- d) Local economic development/business sector

Community Safety Forum

The purpose of the 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 especially relating to matters of safety and security.

Objective of the Breede Valley Community Safety Forum

- a) Provide for communities (through organisation structures) to participate in the development and local planning and monitoring of safety plans
- b) Promote closer cooperation and access to basic services at local level in order to improve living conditions and community cohesion
- c) Support and enhance crime prevention and public education programmes in partnership with relevant organs of state and communities

Functions of the Breede Valley Community Safety Forum

- 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

Community development sector

- a) Update and maintain the Civil Society Database
- b) Initiate a CSO establishment programme to help strengthen all sectors in the Breede Valley
- c) Do a community needs assessment in all towns, wards and communities within the Breede Valley municipal area apart from the IDP of the municipality
- d) Draft and design plans and programmes to address the needs and challenges as identified in all wards
- e) Bring all community organisations to one platform to discuss matters pertaining to community development and all related aspects

Education sector

- a) 32 860 enrolled pupils in all schools within the Breede Valley
- b) Programmes must be designed to help convert the enrolment to tertiary institutions over next few years
- c) Promotion of the JPI must take place between the municipality, Department of Education and tertiary institutions.
- d) Learner support programmes must be introduced at a lower level across the board at all schools
- e) More matric learners must get access to bursaries
- f) More career expos must be conducted throughout the year to assist learners to decide earlier on their career fields

Early childhood development sector

- a) Currently there are 172 ECD and aftercare facilities registered on the database at Department of Social Development
- b) The municipality is responsible to create or make available space or facilities for ECD
- c) A process to identify land/plots for ECD facilities must be initiated throughout all the wards and communities in the Breede Valley. This must be done in conjunction with Department of Social Development and all ECD forums in the Breede Valley
- d) Application form must be designed to help speed up the application process
- e) An education drive or awareness drive must be conducted in all communities to help educate communities on starting an ECD
- f) An Annual ECD Summit must be conducted

Sport and recreation sector

- a) Establishment of the Breede Valley Sport Forum must be prioritised
- b) Sports development programmes must be rolled out in all communities and wards
- c) The MOD Centre programme must be extended to more schools in the Breede Valley
- d) Department of Cultural Affairs and Sports must be approached for additional assistance with sports development in all communities within the Breede Valley, including all farms

Arts and culture sector

- a) This is a very wide-spread sector and in some instances somewhat underdeveloped
- b) Not all communities form part of this sector and a lot more promotion for this sector must still be done
- c) The few arts and cultural activities in the Breede Valley must be supported more and the sector must get access to every available funding opportunity possible
- d) The Department of Cultural Affairs and Sport must come on board and assist the municipality and all other stakeholders in this sector to help develop the sector
- e) The Thusong Centre can play a leading role in this regard and can be used as the vehicle to drive this programme

Health and welfare sector

- a) The health and welfare sector can be considered equally important as the food security, housing and employment segments in the Breede Valley
- b) This sector gives us an indication of the wellbeing of the communities
- c) It allows us to measure to a certain degree the level of dependency of our communities

- d) It also gives us a guideline in terms of how we as a municipality should go about planning with and for the communities in the Breede Valley
- e) This sector also needs to be brought together and discuss the burning issues on a regular basis
- f) We do have a health and welfare forum but not all stakeholders are involved yet
- g) Annual summits can be a possible suggestion to help get this sector better organized

Gender, aged and disabled sector

- a) This sector is probably the most attended to sector within the Breede Valley
- b) The Association for People with Disabilities is recognised by the BVM
- c) Although this sector is well organised, a lot more still needs to be done in terms of including the disabled in the business of the municipality
- d) Documents must be printed in brail for the blind to read, etc.
- e) Transport for the disabled remains a challenge and the municipality can do a bit more to support the disabled in this regard
- f) The safety of the disabled remains a challenge is not always included in the safety plans developed for the communities
- g) This sector remains open for a lot more development
- h) Physically challenged persons must be awarded the platform and opportunity to be heard and seen and their inputs must be recorded, and their needs be prioritised along with those abled bodies in all communities
- i) It is of utmost importance that we engage the disabled sector with the same amount of energy and effort we put in for all other sectors

Youth development sector

- a) The youth development sector in the Breede Valley is still very unorganised
- b) There is too little youth development taking place in the communities
- c) Not enough youth development organisations in the communities
- d) Little to no recreational facilities or activities in the communities
- e) A Youth Development Policy must be approved and adopted by Council
- f) Partnerships for youth development must be established with all levels of government
- g) Development in the Breede Valley must be the centre point for all planning
- h) Development must be seen through a youth lens
- i) BVM should play a bigger role in the development of the youth in all wards
- j) Ward Committees must include youth members on the committees
- k) The IDP of the Breede Valley Municipality must be open and youth development coordinated
- l) Job creation for the youth must high on the priority list of all wards and efforts must aligned with this to ensure that we eradicate poverty not only among our youth but across all age groups within all wards

Religious sector

- a) This sector must be considered as a top or main priority
- b) The religious sector is very well established and has been around for a very long time in around the community

- c) This sector can be utilised as a game changer and we need to ensure that we allow this sector to take its rightful place within all communities
- d) The youth must be motivated to seek religious refuge when everything else fails
- e) We must encourage the church to help facilitate the process of change we all want to see happen in the community
- f) More exposure must be given to this sector
- g) More support must be given to this sector
- h) This sector must be allowed to help create social cohesion in our communities

Although the sectors listed below do not have a direct impact on the development of our communities, we believe that certain sections and aspects within these sectors do play a significant part in our communities and have an effect in the day-to-day living in the communities.

Local economic development/business sector

- a) The Breede Valley Municipality has a LED Strategy that speaks to our local communities
- b) This strategy aims to assist the SMMEs and big businesses
- c) The business model pertaining to the Worcester Business Forum must be re-assessed in order to ensure that this forum is re-established as it can play an essential role in local business development and support
- d) Small business development must take place on an ongoing basis
- e) The municipality also needs to ensure that more local businesses benefit via our supply chain department, by ensuring that local businesses are equipped in a manner that will enable them to favourably respond to opportunities presented by the municipal spend (strategic procurement)
- f) Youth-owned businesses must get more exposure across all sectors and we need to facilitate this process
- g) Females must be encouraged to also get involved and start their own businesses

Tourism sector

- a) This sector is strongly linked to the LED sector
- b) We have a wide variety of tourism attractions throughout the Breede Valley of which the wine and hospitality industry are considered by many as the leading attraction
- c) The tourism office provides general assistance and information on well-established facilities, but more can be done to bring the B&Bs in the townships and other communities on the map
- d) The exposure level must be enhanced, and more people must be encouraged to get involved in tourism

Transport sector

- a) This sector is certainly one that still needs a lot of development
- b) Our road infrastructure needs a lot of attention in all communities especially in the rural communities like Avian Park and Zwelethemba. These communities have been struggling for a number of years with untarred roads, potholes and no traffic calming measurements
- c) Public transport is considered by many as unsatisfactory and unaffordable
- d) Many community members do not have access to these facilities and in some cases prefer to hitch-hike from point A to B, especially in De Doorns. Other communities closer to Worcester CBD would much rather walk to town

- e) Road safety will always be a constant concern in all communities and arrive alive campaigns must be conducted in all wards and communities in the Breede Valley
- f) We have a very visible traffic department at the municipality to enforce the laws of the road

Agriculture

- a) This sector should become more accessible to the locals
- b) Black farmers must be developed
- c) More support must be given by the local municipality to farm owners
- d) Subsidies and grants must be made available to everyone within this sector
- e) Department of Agriculture must play more pivotal role in ensuring food security within the Breede Valley
- f) Assistance and broader coordination must take place to help create better opportunity with regard to food security in the communities
- g) Food security must be all-inclusive throughout all communities
- h) All soup kitchens in all wards must be linked to community food gardens run by community members
- i) These food gardens must become sustainable and the municipality must play a facilitating role to ensure that food gardens get proper support

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	<ol style="list-style-type: none"> 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 7. Do strategic planning and develop a plan of action 	December 2022	<ol style="list-style-type: none"> 1. BVM 2. DSD 3. CWDM 4. Civil Society 5. DOCS 6. DOH 7. DOE 8. SAPS 	Establishment of Rawsonville, Touwsriver, Zwelethemba and De Doorn started in 2019. First engagements were held and will continue in 2020
	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 	December 2022	BVM Departments: <ol style="list-style-type: none"> 1. Office of the MM 2. CDO 3. DSD 	Completed. Will be reviewed after the establishment of the Municipal Youth Forum
	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 	June 2023	<ol style="list-style-type: none"> 1. BVM 2. DSD 3. CWDM 4. DOE 5. Training Companies 	Implementation to commence after establishment of the Youth Forum

PROGRAMME	PROJECT	PROJECT ACTIVITIES	TIMEFRAME	PARTNERS	PROGRESS
				6. Business Sector	
	4. Substance abuse awareness programmes (Timeframe – December 2022)	<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 2022	<ol style="list-style-type: none"> 1. BVM 2. DSD 3. CWDM 4. Civil Society 5. DOCS 6. DOH 7. DOE 8. SAPS 	Local Drug Action Committee established. Terms of reference to be developed. Will resort under the Community Safety Forum
	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 4. Design programmes for these cafes and units 	May 2022	<ol style="list-style-type: none"> 1. BVM 2. DSD 3. Cape Access 4. Thusong Programme 5. CWDM 6. Worcester Business Forum 	Implementation in process. Building was identified, building plans were drafted. MOU signed and submitted to Department of Social Development
	6. Youth Development Through Sport	<ol style="list-style-type: none"> 1. Municipal sports days for youth 2. Inter-flat sport tournament 3. Vlakkie cricket sport programme 4. Community sport programmes 	June 2023	<ol style="list-style-type: none"> 1. BVM 2. DSD 3. DCAS 4. WBF 5. CSOs 	Community sport facilities established; implementation ongoing. EPWP caretakers appointed at all RSEP community sport fields.

PROGRAMME	PROJECT	PROJECT ACTIVITIES	TIMEFRAME	PARTNERS	PROGRESS
					Inter-ward sport days must still be developed
	7. Youth Development Summit	<ol style="list-style-type: none"> 1. Consult with all youth development organisations 2. Identify relevant partners 3. Do logistical arrangements 4. Conduct the summit 	December 2022	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 1. Schedule four meetings with all relevant stakeholders 2. Schedule 12 monthly Steering Committee meetings 	December 2022	<ol style="list-style-type: none"> 1. BVM 2. CSF 3. DOCS 4. WBF 	<p>Municipal Community Safety Summit was held in November 2019.</p> <p>Safety Plan was drafted and will be submitted to the Department of Community Safety.</p>
	2. Public Participation	<ol style="list-style-type: none"> 1. Publish safety tips 2. Implement community safety programmes and projects as identified 3. Enhance holiday programmes 	December 2022	<ol style="list-style-type: none"> 1. BVM 2. CSF 3. DOCS 4. WBF 	The CSF will draw up a new strategy
	3. CCTV Cameras	<ol style="list-style-type: none"> 1. Secure budget 2. Advertise the tender 3. Appoint service provider 4. Implement project 	June 2024	<ol style="list-style-type: none"> 1. BVM 2. CSF 3. DOCS 4. WBF 	Funds was requested from CWDM, awaiting feedbackCCTV cameras have been installed in CBD

PROGRAMME	PROJECT	PROJECT ACTIVITIES	TIMEFRAME	PARTNERS	PROGRESS
	4. Community Safety Summit	<ol style="list-style-type: none"> 1. Consult with all community safety organisations 2. Identify relevant partners 3. Do logistical arrangements 4. Conduct the summit 	June 2023	<ol style="list-style-type: none"> 1. BVM 2. DOCS 3. SAPS 4. CPF 5. CSF 6. CSO 	Completed, summit was held on 07 November 2019
3. Early Childhood Development	1. ECD Summit	<ol style="list-style-type: none"> 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 2022	<ol style="list-style-type: none"> 1. BVM 2. DSD 3. ECD Forums 	The first summit was held in 2019. Follow up session will be scheduled for 2020
	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 	June 2022	<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 	December 2022	<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 2022	<ol style="list-style-type: none"> 1. BVM 2. DSD 3. ECD Forums 	

PROGRAMME	PROJECT	PROJECT ACTIVITIES	TIMEFRAME	PARTNERS	PROGRESS
	5. ECD Capacity Building	<ol style="list-style-type: none"> 1. Conduct a needs assessment 2. Develop a report 	December 2022	<ol style="list-style-type: none"> 1. BVM 2. DSD 3. ECD Forums 	
4. Food Security Programme	1. Community Food Garden project	<ol style="list-style-type: none"> 1. Food Security summit 2. Identify needs 3. Secure funding and support institutional gardens in all five towns 	December 2022	<ol style="list-style-type: none"> 1. BVM 2. DLARD 3. DOA 	15 Food gardens supported with equipment. New gardens must be identified for support.
	2. Food Security Strategy	<ol style="list-style-type: none"> 1. Identify relevant stakeholders 2. Draft a strategy 	June 2023	<ol style="list-style-type: none"> 1. BVM 2. DLARD 3. DOA 	
	3. Soup Kitchen Database	<ol style="list-style-type: none"> 3. Consult with DSD to obtain a current list 4. Setup meeting with Department of Agriculture 5. Draw up plan to link soup kitchens to food gardens 	June 2022	<ol style="list-style-type: none"> 4. BVM 5. DLARD 6. DOA 	Engagements with external institutions took place in 2019 and will commence in 2020.
5. Community Sport Development Programme	1. Establish Sport forums in all Towns	<ol style="list-style-type: none"> 1. Identify all relevant sport organisations 2. Call meetings per town 3. Conduct workshops per town 4. Establish sport forums per town 5. Establish Breede Valley Sport and Recreation Association 	June 2023	<ol style="list-style-type: none"> 1. BVM 2. DCAS 3. CWDM 	Still to be implemented
	2. Youth Development Through Sport	<ol style="list-style-type: none"> 1. Conduct municipal youth sports days 	December 2022	<ol style="list-style-type: none"> 1. BVM 2. DCAS 	Ongoing

PROGRAMME	PROJECT	PROJECT ACTIVITIES	TIMEFRAME	PARTNERS	PROGRESS
		2. Arrange sport coaching clinics at River View and Roodewal flats 3. Sport workshops 4. Inter Town Youth Sports Tournaments 5. Volleyball programme		3. DOE 4. CWDM	
	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	December 2022	1. BVM 2. DCAS 3. CWDM	Still to be implemented
	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 2022	1. BVM 2. DCAS 3. CWDM	New committee established. 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 2022	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 2. Invite all organisations to register on the BVM CBO database 3. Update and maintain database	June 2022	1. BVM 2. CDWs 3. Ward Committees 4. DSD 5. CBOs	In process of updating database. Ongoing

PROGRAMME	PROJECT	PROJECT ACTIVITIES	TIMEFRAME	PARTNERS	PROGRESS
	2. Community Development Summit	<ol style="list-style-type: none"> 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 	July 2022	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 1. Setup a database 2. Update the database monthly 3. Conduct monthly meetings with relevant stakeholders 	December 2022	<ol style="list-style-type: none"> 1. BVM 2. WBF 3. DSD 4. YWAM 5. SAPS 6. CSO 7. Worcester Standard 8. Valley FM 	Completed
	2. Street Children project	<ol style="list-style-type: none"> 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 	December 2022	<ol style="list-style-type: none"> 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 	December 2022	<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 2023	<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 	June 2023	<ol style="list-style-type: none"> BVM DSD NID NIB MSAT CWDM 	Still to be implemented

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 2022	<ol style="list-style-type: none"> 1. BVM 2. Arts and Culture groups 3. DCAS 4. CWDM 	<p>In process of establishing an Arts and Culture Forum.</p> <p>Two rounds of adverts were placed in local newspaper, inviting individuals and groups to register on a database</p>
	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 	<p>In process of establishing an Arts and Culture Forum</p>
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		

TABLE 80: 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 spirituality 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
IDP Manager	<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	<p>Ensure that communities and stakeholders are represented and are able to express their concerns and opinions in respect to youth development.</p>
Director: Community Services	<p>Ensure that sector plans, programmes and projects mainstream youth development.</p>
Municipal IGR Forum	<ul style="list-style-type: none"> • Coordinates and monitor implementation • Ensure that sectorial groups, interest groups are represented.
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 20 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. The outreaches are being conducted in all four corners of BVM by Unobuntu Thusong Service Centre. We recently hosted two outreaches which were a major success. One in De Doorns and one in Zwelethemba. This is done to put practicality behind government ideology of bringing services closer to the people.

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
- Post Office
- BVM offices
- Hernell Funerals Services
- Zwelethemba Arts and Culture
- Sinethemba Support Group
- Community Food Gardening Project
- Community gym
- Aerobics
- Local Churches
- Local Choirs
- SASSA

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

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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 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) 	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
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

Activity	Action taken	Progress	Comments
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 81: 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 82: 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. Once we have the centre fully functional and ready, we would like to start with our own outreach programme for the Breede Valley. This will include services being extended to as far as Touwsrivier and all the farms surrounding the valley. Due to the vast area of the Breede Valley, it is almost impossible for all communities to access the Thusong service, but we hope that with a mobile outreach programme we might begin to close the gap and also meet the needs of those individuals. In 2020 the Thusong Service Centre submitted a proposal to the DLG in the province to have a Satellite Thusong Service Centre in De Doorns. Feedback / approval from the department is awaited, however, there is a strong possibility that his request will be favourably considered in the 2021/22 financial year. The Breede Valley Council approved the establishment of the Hex Valley Thusong Satellite Centre, earmarked to serve as the new Multi-purpose Resource Centre in De Doorns. Various programmes will be hosted at the facility and the centre will offer a new range programmes to all community members to empower themselves. The department will utilise the lessons learnt, and best practices gained, to inform the establishment of satellite centres in outer towns as per the service need.

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.

Notwithstanding the requirements for annual application as stated above, the 2022/2023 Indigent Register will be carried over to the 2023/2024 financial year and only verification of the information will be conducted.

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 and they will 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 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 less than R4 500 per month							
		Free basic water		Free basic sanitation		Free basic electricity		Free basic refuse	
		Access	(%)	Access	(%)	Access	(%)	Access	(%)
2020/21	28 516	9 556	100	9 556	100	9 556	100	9 556	100
2021/22	28 555	9 820	100	9 820	100	9 820	100	9 820	100

TABLE 83: 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. Seven cemeteries are operational (one in each of the four towns, as well as Sandhills and Zwelethemba and the pauper cemetery named Hartebees in Worcester), five officially closed and two are full.

Cemetery	Air Space	Status		
		Open	Full	Closed
Hartebees	Sufficient	Yes		
De Wet			Yes	
Worcester Prison Cemetery				Yes
Le Seuer Street Cemetery (Old)				Yes
Worcester New Cemetery	Sufficient	Yes		
Touwsrivier (Town Cemetery)				Yes
Steenvliet	Touwsrivier extension in planning stage	Yes		
Zwelethemba	Approximately 1 year airspace available	Yes		
Sandhills	Sufficient	Yes		
Aan De Doorns Cemetery				Yes
Rawsonville Cemetery	Approximately 2 years airspace available	Yes		
De Nova Cemetery				Yes
Weltevrede (De Doorns)	Sufficient	Yes		
Old De Doorns Municipal Cemetery			Yes	
Total		7	2	5
<i>Source: BVM Annual Report 2020/21</i>				

TABLE 84: STATUS OF CEMETERIES

Breede Valley Municipality has started the process of expanding one of the cemeteries in Touwsrivier. A portion of land owned by the municipality has been identified and the rezoning is in the process of completion. In addition, Breede Valley Municipality is investigating the possibility of expanding capacity at the Zwelethemba cemetery in Worcester (1 year estimated airspace available). 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 Worcester Standard	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:

- Š Engage in strategic discussions regarding the implementation of the five-year plan for the respective functional areas.
- Š Evaluate progress made in the implementation of the process plan and initiate corrective action where necessary.
- Š Evaluate the impact of the integrated development plan.
- Š 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 integrated development plan.
- § 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 85: 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.	Seon	Swartz	Director Community Services
9.	Pieter / Jevon	Hartzenberg / Pekeur	Acting Directors: Public Services
10.	Andre	Crotz	Manager: Budgets & Costing
11.	Berdine	Volschenk	Senior Manager Financial Planning
12.	Chad	Malgas	Manager: IDP/PMS/SDBIP

TABLE 86: 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 is regarded as very important, 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 budget preparation. 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
7	Yes
8	Yes
9	Yes

Ward Number	Committee Established: Yes / No
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 87: 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 first 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 lower listed priorities for implementation (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 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 are scheduled between October – November, and primarily seeks to provide:

- feedback to communities on the status of priorities identified for implementation within a 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 are scheduled between March – April, and seeks to provide:

- feedback to communities on the status of priorities identified for implementation within a 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.

Irrespective of the initiatives implemented (as stated above) to ensure 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. The IDP/PMS department is currently investigating the efficacy of a technological solution that can be hosted on the existing Citizen Engagement App to aid in the drafting and prioritising ward priorities (external stakeholders) coupled with the preliminary feedback on the feasibility of priority requests, approval of feasible and realistic priorities for implementation and more frequent and transparent monitoring and reporting after implementation (internal stakeholders). The introduction of a technological solution will not replace traditional engagement mechanisms. It merely seeks to underpin existing engagement methodologies and promote greater transparency and accountability throughout the process whilst encouraging greater public engagement.

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 2022/23 financial year is used as baseline to articulate an example):

Option	Process Description
Physical Engagements with Ward Committees and/or Public	<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. • Citizen 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 2022/23 financial period; and (2) identification of new-, and/or review of existing priorities for consideration in the 2023/24 financial period. All solicited community inputs will be considered during point 2. In addition, the current priority list (for 2022/23) will serve as point of departure towards adding, removing and/or amending the priority lists earmarked for implementation in 2023/24.

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 2023/24. 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.
Hybrid Engagement	<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 2023/24 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 2022/23 financial period; and (2) identification of new-, and/or review of existing priorities for consideration in the 2023/24 financial period. All solicited community inputs will be considered during point 2. In addition, the current priority list (for 2022/23) will serve as point of departure towards adding, removing and/or amending the priority lists earmarked for implementation in 2023/24. Engaging with smaller, yet duly mandated community representative groups, may enable greater emphasis on the prioritization of proposed priorities for consideration in 2023/24. 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 2022 as well as the anticipated engagements scheduled in April 2023, are indicated in the corresponding tables below:

TBC in final IDP

TABLE 88: WARD COMMITTEE / PUBLIC MEETINGS HELD IN OCTOBER 2022

TBC in final IDP

TABLE 89: IDP/BUDGET CONSULTATION MEETINGS HELD IN APRIL 2023

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"> ¢ 1 Nominated ward committee member per ward ¢ 1 Ward Councillor ¢ Executive Mayor and Speaker ¢ IDP/Budget MMC ¢ Municipal Manager and Executive Management ¢ IDP Manager ¢ Manager Performance Management 	<ul style="list-style-type: none"> ¢ Monitor IDP and budget process ¢ Monitor IDP implementation process ¢ Provide final input to IDP after ward/public consultation process ¢ Establish IDP Representative Forum 	<ul style="list-style-type: none"> ¢ Currently non-functional ¢ 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"> ¢ Executive Mayor and Councillors ¢ Senior management personnel of municipality ¢ Community 	<ul style="list-style-type: none"> ¢ To inform the community of council decisions, community rights and duties, municipal affairs etc. ¢ 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"> ¢ Active
Council meetings (open to public)	Bi-Monthly	<ul style="list-style-type: none"> ¢ Executive Mayor and Councillors ¢ Senior management personnel of municipality 	<ul style="list-style-type: none"> ¢ To inform the community of council decisions, community rights and duties, municipal affairs etc. 	<ul style="list-style-type: none"> ¢ Active

Structure/ Publication	Frequency	Stakeholders	Objectives/ functions	Status
Special IDP and budget engagements	Annually	<ul style="list-style-type: none"> ¢ Mayor and Councillors ¢ Senior management personnel of municipality ¢ Community 	<ul style="list-style-type: none"> ¢ To inform the community of IDP and budget related matters ¢ To obtain community input on content of IDP and proposed 	<ul style="list-style-type: none"> ¢ Active (links to point 2)
An IDP specific e-mail address	Continuous	<ul style="list-style-type: none"> ¢ Community ¢ IDP Office 	<ul style="list-style-type: none"> ¢ To allow the community to submit ward needs to the municipality electronically 	<ul style="list-style-type: none"> ¢ The IDP specific e-mail address is available and in use
Municipal Website	Continuously updated	<ul style="list-style-type: none"> ¢ Mayor and Councillors ¢ Community ¢ Personnel of municipality 	<ul style="list-style-type: none"> ¢ To provide comprehensive information of municipal affairs ¢ Advertise public engagements ¢ Publish all statutory documentation and information, inclusive of (amongst others) the adopted IDP and budget 	<ul style="list-style-type: none"> ¢ Active

TABLE 90: PUBLIC PARTICIPATION MECHANISMS

Breede Valley Municipality further endorses the following principles for public participation in the IDP process planning cycle, namely:

- Š Elected councillors are the ultimate decision-making body
- Š The processes followed should be structured and ensure an equal right to participate
- Š The process should allow sufficient room for diversity
- Š 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 2022 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 municipality is preparing for the roll-out of its second round of engagements that are scheduled to be full public engagements. The municipality will continue to evaluate reasonable means to promote public involvement in these engagements and envisages to build on its engagement mechanisms.

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 also lists the ward committee members for each respective ward. In addition, it contains demographic information for each ward. Lastly, these plans contain information in respect of the top 5 ward priorities identified by the community during the November/December 2022 IDP engagements and consulted during the April 2023 IDP & Budget public engagements in preparation for the 2023/2024 financial year.



WARD PLAN FOR WARD 1 – 2023/24
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	Combined	80% Geographical 20% Sectoral (Youth & Religion respectively)

WARD PRIORITIES

Ward	Order	Priority Description	Department
1	1	900 houses urgently needed near Hugo Street	Community Services
1	2	Upgrade of sewerage system for housing projects	Engineering Services
1	3	Reservoirs and upgrading of water system for future developments and housing projects	Engineering Services
1	4	Land for graveyards in Touwsrivier & investigate the appointment of a supervisor at the existing graveyard	Public Services
1	5	Prioritise the construction of a 24/7 medical facility in Touwsrivier	DOH / Community Services



WARD PLAN FOR WARD 2 – 2023/24
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	Department
2	1	Completion of paving or tarring in 3rd Avenue & Albert luthuli street in Stofland	Community Services / Engineering Services
2	2	Tarring of Roads in Stofland Block 1 avenues - 1st to eighth avenue, Brown street, Joemat Peterson, Nkwingi, Mkhize, Ntwanambi Sizana, Majola, Kodwa, Bapela, Godongwane. Block 2 avenues - TitoMboweni, Philly, Senzeni, Dikeledi, Kebby, Winfred Mandela, Fikile Xhasa, Sam Mashinini, Dipuo, Lungi, Beauty Dlulane, Max, Thulas Nxesi, Susan Shabangu, Nathi Mtetwa, Edna Molewa, Joe Ndebele, Jackson Mtembu, Sefona Ntombela, Pam Block 3 avenues - Lubisi, Jenkins, Pandor, Hanekom, Duarte, Ebrahim, Cronlin, Mfeketho, Motlante, Mbete, Gwede, Modise, Phosa, Bengu, Mbalula, Madikizela, Gigaba, Chabane, Booi. Block 4 avenues - Mpumelelo, Nzimande, Mabandla, Sisulu, Skweyiya, Yengeni, Sekrwale, Radebe, Ramaphosa, Dube. Block 5 avenues- Stofland, Zizi Kodwa, Egie Motshekra, Joel Netshitenzhe	Engineering Services
2	3	Develop a sportfield/ Netball court in Stofland in a open space near RDP houses in 3rd Avenue and in Mncebisi street near the dam	Community Services / Public Services
2	4	Fencing of graveyard in Ward 2, dams in Stofland & Lubisi	Public Services / Engineering Services
2	5	Adding of toilets in Stofland, Mpumelelo, Lubisi	Community Services / Public Services



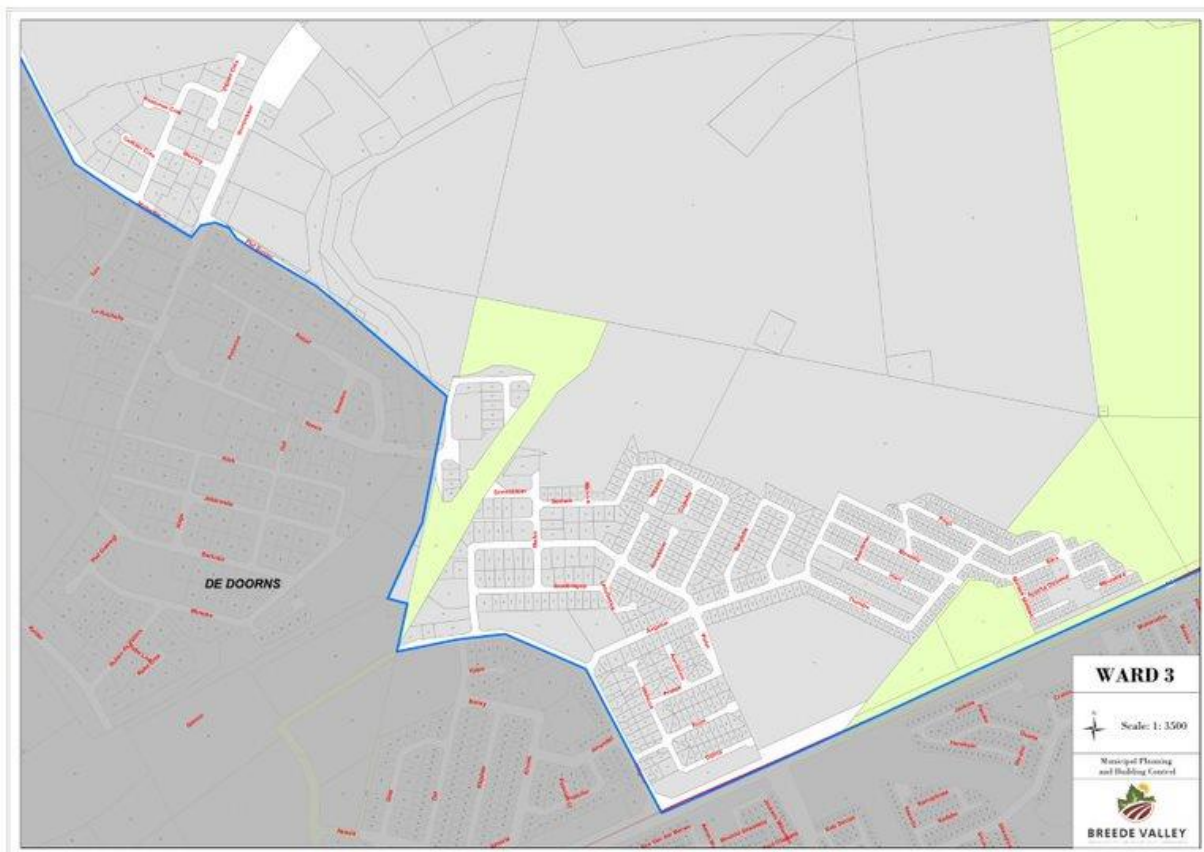
CLLR. OSCAR RALEHOKO
Ward 3 (ANC)



BREEDE VALLEY
MUNICIPALITY • MUNISIPALITEIT • UMADOLALA

WARD PLAN FOR WARD 3 – 2023/24

CONTACT NUMBER: 063 365 8747 / 081 075 6920



DEMOGRAPHIC PROFILE – WARD 3

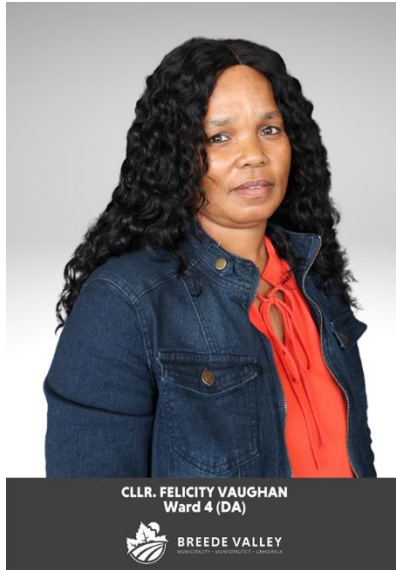
Description	Statistics
WARD SIZE	82,85 km ²
WARD POPULATION	9592
EMPLOYED PEOPLE IN THE WARD	4047
HOUSEHOLDS WITH ELECTRICITY	1766
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	1502
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	1502
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	1438
FLUSH TOILET FOR HOUSEHOLDS	1838

WARD COMMITTEE STATUS

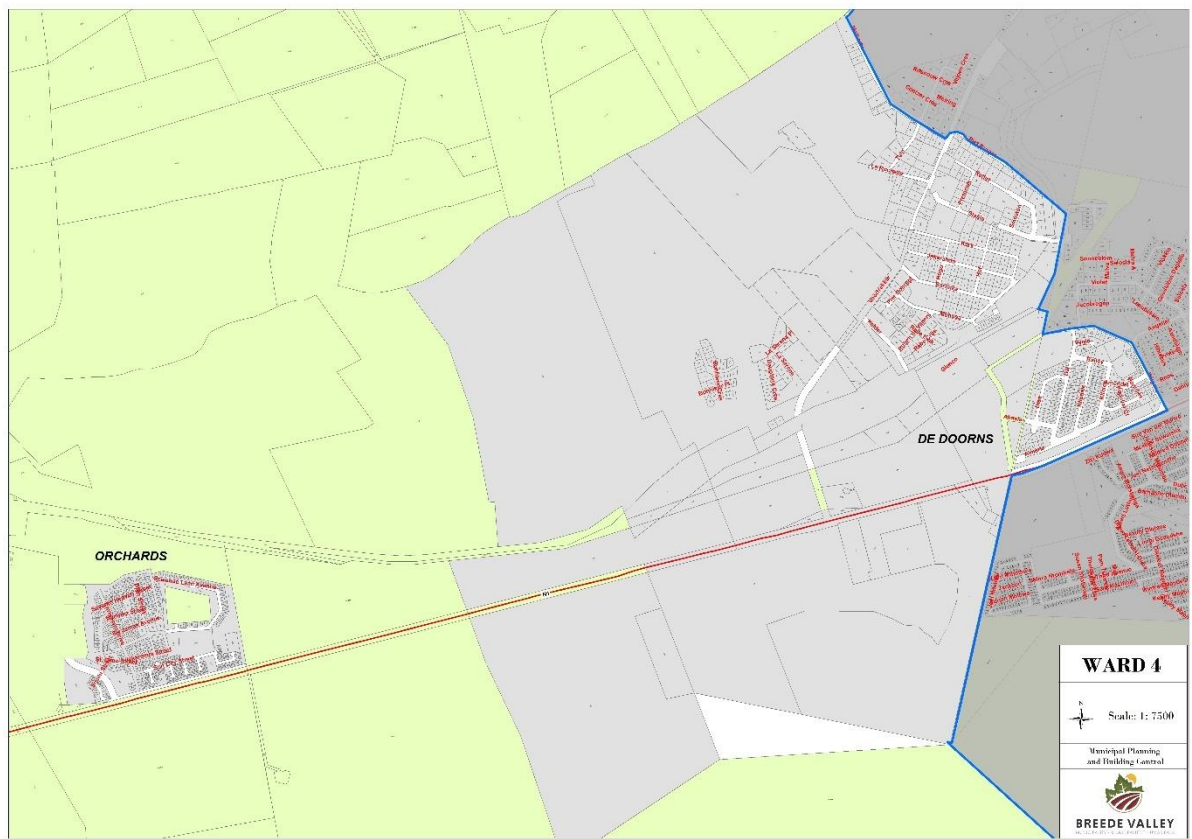
Number of Positions	Positions Filled	Positions Vacant	Composition	Composition Breakdown
10	9	1	Geographical	100% Geographical

WARD PRIORITIES

Ward	Order	Priority Description	Department
3	1	Investigate the possibility to provide services (electrical, water & sanitation services) in Hassie Square (to shacks not located in the flood line - approximately 52 shacks)	Engineering Services / Community Services
3	2	Relocate outside toilets into houses (Gatjie area) in accordance with the qualification criteria	Community Services
3	3	Upgrading of gravel roads - Leeubekkie Crescent, Vloksie Crescent, Malva Street, Gousblom Crescent, Daglelie Crescent, Jakob Regop Street and Ekuphumleni (new extension - Biko Street, Ayesha Dawood Street, Mbolekwa Street, Poqo Street, Thambo Street, Mandela Street)	Public Services / Engineering Services
3	4	Relook at 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)	Community Services
3	5	Identify available land for housing & economic opportunities through a land audit of Ward 3	Community Services / Public Services



WARD PLAN FOR WARD 4 – 2023/24
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

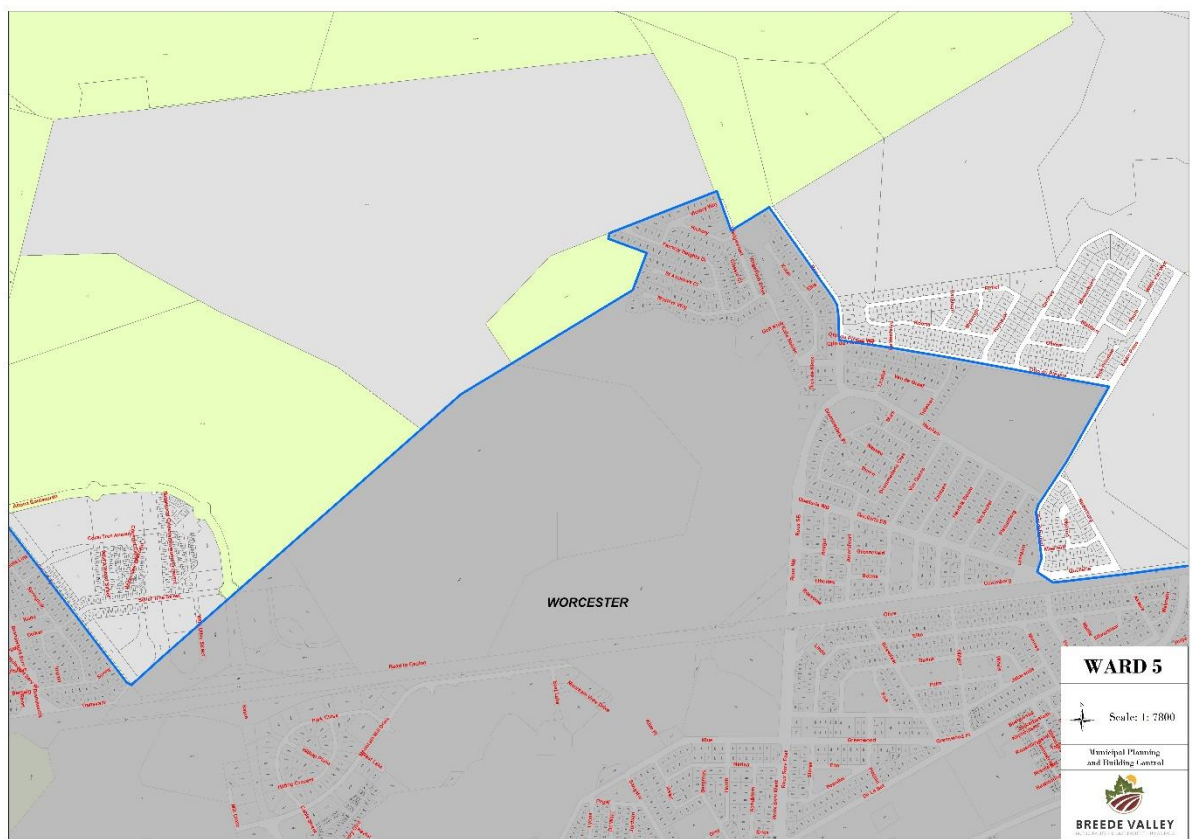
Number of Positions	Positions Filled	Positions Vacant	Composition	Composition Breakdown
10	10	0	Geographical	100% Geographical

WARD PRIORITIES

Ward	Order	Priority Description	Department
4	1	Relocation of outside toilets into the houses in De Doorns East	Community Services
4	2	Tarring of roads: Chris Hani Street, Jakaranda Street, Sir James Street, St Elmo Street, Balinga Street & Biko Street	Public Services / Engineering Services
4	3	(1) Kleigat upgrading in De Doorns for cricket purposes and/or multi-purpose playing surface to encourage active youth development through sport. (2) Construct a sidewalk/ walk pave way from the corner of Dal Street up till the entrance gate of the FJ Conradie High School gate. (3) Construct 3 braai facilities within the Kleigat open space (operational maintenance needed. (4) Play park for children	Community Services / Public Services
4	4	Community Hall in Orchard Sunny Side (Investigate the possibility to expand the existing creche facility in order to serve as a Community Hall) Cllr to provide erf nr to administration	Community Services
4	5	Erect street lighting: (1) from the white bridge until Orchard WPK; (2) in Bo-Vallei (from Police Station to Sibabalwe School)	Engineering Services



WARD PLAN FOR WARD 5 – 2023/24
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

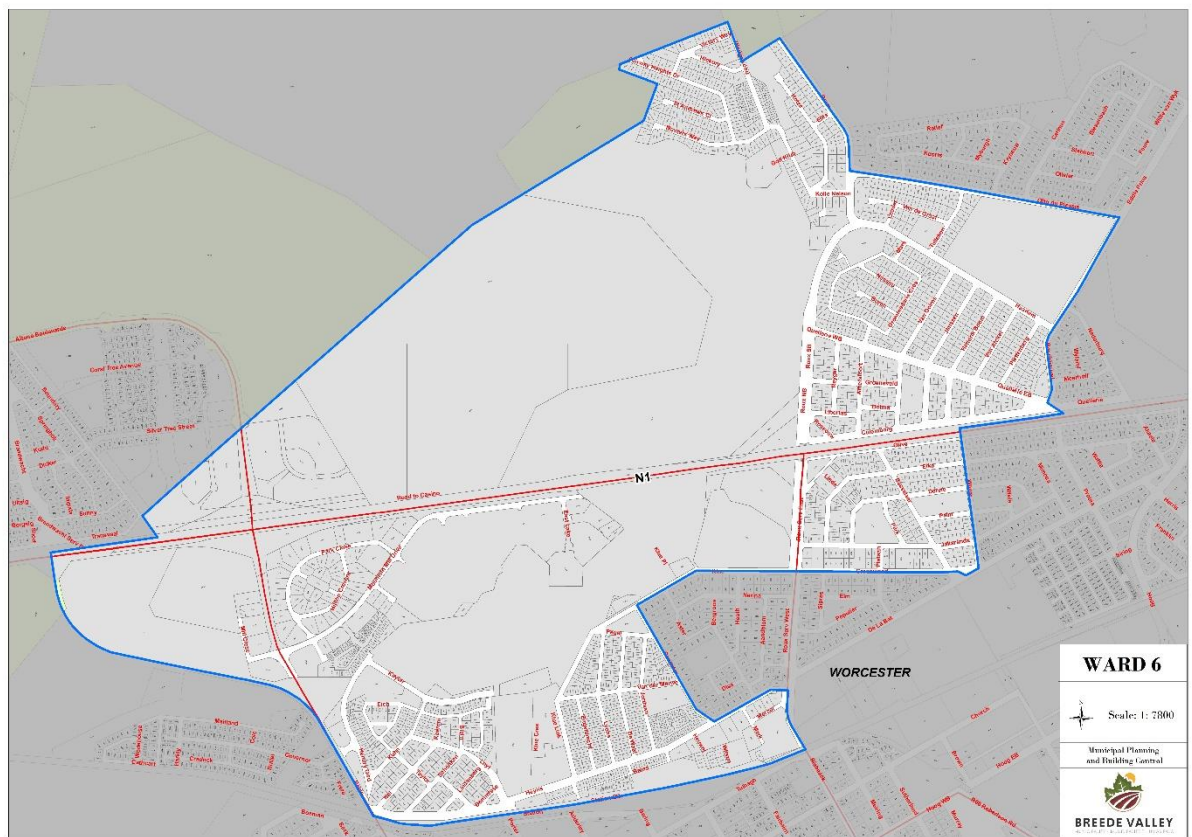
Number of Positions	Positions Filled	Positions Vacant	Composition	Composition Breakdown
10	8	2	Geographical	100% Geographical

WARD PRIORITIES

Ward	Order	Priority Description	Department
5	1	That GG Camp be transferred to the municipality, included in the SDF & the urban edge be expanded to include it (GG Camp)	Community Services / Public Services
5	2	That the municipality engage with the private land owner (Silver Camp) on a potential transfer of this portion of land to the municipality	Community Services
5	3	Provision of toilets at Silver Camp & GG Camp	Community Services
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 De Wet Sportgrounds (Priority to be removed subject to completion)	Community Services
5	5	2 Play parks for children in GG Camp and Panorama (Priority to be removed subject to completion)	Public Services



WARD PLAN FOR WARD 6 – 2023/24
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	8	2	Geographical	100% Geographical

WARD PRIORITIES

Ward	Order	Priority Description	Department
6	1	Transfer houses for ownership to tenants	Community Services
6	2	Resealing of Roads: (1) in Lyons Street between Van Der Merwe- & Pegel Street; (2) at the corner of Pegel-, Jordaan- & Sangster Street; (3) at the corner of Haarlem (to be removed subject to completion) - and Tulleken Streets until the entrance of the Brewelskloof Hospital; (4) Buren Street; (5) Culemborg Street; (6) Janszen Street from the cafe until the Culemborg Street crossing; (7) Bains Street; (8) Plettenberg Road; (9) Drommedaris Crescent; (10) Libertas Street; (11) Reyger Street; (12) Botma Street; (13) Groeneveld Street	Engineering Services / Public Services
6	3	Speed calming mechanisms: (1) 2 in Quellerie Street (Janszen & Quellerie Street intersection towards De Doorns and Van Arckel and Quellerie Street intersection towards Cape Town); (2) - removal of speedbumps (skilpadjies) at the Jordan Street intersection and replace with a speed hump; (3) 1 speedhump between 9 and 15 Eike Avenue; (4) 1 speed hump in Bains Street (location TBC); (5) 1 speedhump at the Masters Way/Kolie Nelson Street (location TBC) (the speed hump priority, or subcomponents thereof, will be removed subject to completion) ; (6) Removal of speedbumps (skilpadjies) and replace with speed hump in Janszen street; (7) 1 at the intersection of Taylor- and Eduard Philcox Street; (8) 1 in Luyt Street between Schonkens- and Lindenberg Streets; (9) 1 at the intersection of Heyns- and Lindenberg Street (subject to feasibility); (10) 2 in	Community Services / Engineering Services

Ward	Order	Priority Description	Department
		Quellerie Street (both directions, between Reyger- and Amersfoort Streets)	
6	4	Development of Parks throughout ward 6: (1) Develop a outdoor gym in Janszen Street; (2) In Roux Road and Haarlem Street (irrigation & upgrading/replacement of existing play apparatus); (3) • Erect a play park, plant trees and grass and consider the installation of irrigation at the open space between Leerdam- and Boschheuvel Street	Public Services
6	5	Erecting Area Lighting: (1) A high mast light or spot light at the intersection of Keyter and Kuhn Street, projecting towards the Mountain Mill Mall/Worcester Dam; (2) a spot light opposite 36 Klue Street, projecting towards the Mountain Mill Mall/Worcester Dam; (3) an additional street light at the Nel- en Luyt Street intersection; (4) a spot light/street light at the Wilger Street and Eike Avenue intersection; (5) a spot light/street light at the Besselaar Road and Eike Avenue intersection; (6) street light at 6 Jakaranda Avenue; (7) street lights opposite Neethling's Vleismark	Engineering Services



WARD PLAN FOR WARD 7 – 2023/24
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	Department
7	1	(1) Rescind and review Council decision to use Old Burgerspark Caravan Park for GAP Housing. (2) Subdivide Erf 172 and (3) consolidate half with Erven 19937, 13953 and 13594 and (4) advertise for development proposals	Strategic Support Services / Community Services / Public Services
7	2	Construction of a traffic circle at De La Bat Road, Roux Road and Heyns Street	Engineering Services / Community Services
7	3	Resealing of roads: (1) De La Bat Road (between Oude Meule and Roux Road), Olm Avenue, Sipres Avenue, and Populier Avenue – Re-Unie Park ; (2) De Jongh Street, Esterhuyse Street, Klerck Street, and other half of Hugo Street – Meirings Park ; (3) Durban Street, Russell Street, Church Street and Meiring Street and Tulbagh Street intersection – Paglande ; (4) Chanel Street, Pascali Street, and Virgo Street – Roostuin ; (5) Jacaranda Avenue (between Willow Avenue and Mimosa Avenue), and Waboom Road – Roux Park ; (6) Tarring of service road behind High Street 2, 4, 6, 8, 10, 12, 14 (TM Centre and Transcape Steel) that leads from Smith Street to the back entrances of these business as well as the new main entrance to Breerivier Bottelering – Industrial Area	Engineering Services
7	4	Install irrigation and plant grass (phase 1) at Murray Street Park and Hans de Lange Park	Public Services
7	5	Repair the “leiwater” dam and system and reinstitute the distribution of ‘leiwater’ in Paglande and CBD	Public Services



WARD PLAN FOR WARD 8 – 2023/24
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	Department
8	1	Speedhumps for all streets in Traffic VD (Leipoldt Avenue, Marone Street, Van Zyl Avenue, November Street, Van Huyssteen Street, October Street, September Street & Viljoen Street)	Community Services / Engineering Services
8	2	Development & maintenance of open spaces: recreational parks at Ndamoyi open space; Makaola open space - fencing hereof; Mpinda & Baartman open space - landscaping & construction of tarred playing surface; braai & recreational facilities at the park in Bentele Street	Community Services / Public Services
8	3	High-mast light in Makoala Park	Engineering Services
8	4	Upgrade of Zwelethemba Sports Ground - taring of gravel road; provision of taps; upgrade entrance ticket booth; upgrade stadium seats & fence; repair & maintain the caretaker's house	Community Services
8	5	Erect a braai facilities and plant trees at the swimming pool	Community Services



WARD PLAN FOR WARD 9 – 2023/24
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	Department
9	1	Replacement of sewerage system	Public Services
9	2	Investigate the possibility to budget for replacement of sewerage systems for the old Municipal units	Public Services
9	3	Construction of speed humps: at Fischer Street (between Eden School & c/o Lyner- & Fischer Street); Africa Street (between the Awenrus old age home & Muslim Primary School); 116 Van Huysteen Avenue; 123 Leipoldt Avenue; 52 Springveldt Street	Community Services / Engineering Services
9	4	Construct toilets and ramps for the elderly and disabled in Ward 9	Community Services
9	5	Investigate the possibility to upgrade the storm water systems from Rhode Street to Fischer Street, Leipoldt Avenue	Community Services



WARD PLAN FOR WARD 10 – 2023/24
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	Department
10	1	Upgrading, repair and maintenance of Roodewal and Hexpark municipal apartment blocks: (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) Implement pest control measures in municipal rental stock (Roodewal and Hexpark) - use chemicals / methods that are environmentally friendly and non-hazardous to citizens; (4) Utilise locally sourced labour from Ward 10, via EPWP and skills training course.	Community Services / Strategic Support Services
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 Fischer Street; (5) Register a Sewerage Spill Cleaning Program through EPWP (10 persons)	Public Services / Strategic Support Services
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	Public Services / Community Services

Ward	Order	Priority Description	Department
		Street) and beautify the area with trees, erect benches and install concrete bollards; (2) install playpark- and open air gym 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	
10	4	Reconstruct and develop Askamp Informal Settlement: (1) 50 additional chemical toilets; (2) 20 additional water standpipes; (3) waste management system; (4) install 250 prepaid meters in units within the settlement	Community Services / Public Services / Engineering Services
10	5	Improve community safety 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, drivers license etc.; (4) Create a "Safe Community" awareness programme in primary and high schools anti-bullying,	Community Services / NYDA / SAPS / DoBE / DoCS / SAPS / DSD / DCAS

Ward	Order	Priority Description	Department
		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)	



WARD PLAN FOR WARD 11 – 2023/24
CONTACT NUMBER: 072 905 9846



DEMOGRAPHIC PROFILE – WARD 11

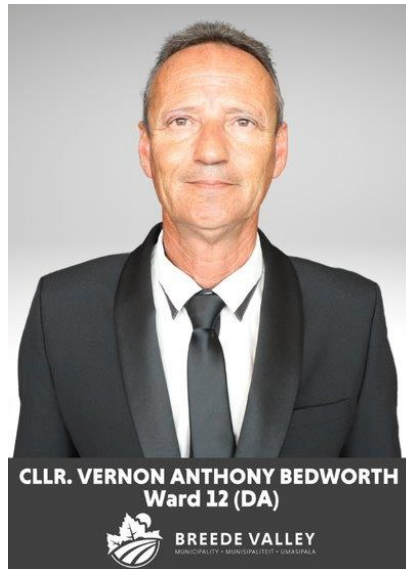
Description	Statistics
WARD SIZE	1,28 km ²
WARD POPULATION	6694
EMPLOYED PEOPLE IN THE WARD	2378
HOUSEHOLDS WITH ELECTRICITY	1694
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	972
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	1524
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	1755
FLUSH TOILET FOR HOUSEHOLDS	1642

WARD COMMITTEE STATUS

Number of Positions	Positions Filled	Positions Vacant	Composition	Composition Breakdown
10	9	1	Geographical	100% Geographical

WARD PRIORITIES

Ward	Order	Priority Description	Department
11	1	Resealing of roads in Parkersdam, Florian Park & Esselen Park: (1) Claude Samuel Street – Parkersdam; (2). Lyner Street (between Africa- and Gorden Street) - Esselen Park; (3) Fairbairn Street - Florian Park; (4) Sohnge Avenue - Esselen Park; (5) Van Zyl Avenue - Esselen Park; (6) Van Huyssteen Street - Esselen Park	Public Services / Engineering Services
11	2	Sidewalks & Walkways: (1) Construct a paved walkway connecting Yssel- and Sampson Street (perpendicular to Tim Street); (2) Construct foot bridges in Parker Street (locations TBC by ward Councillor) & fix the sidewalk at 10 Parker Street; (3) Repair/replace sidewalk (EPWP paving project) in Buitenkant Street from Pieterse- to Saunders Street; (4) Construct a sidewalk from the Riverview Cafe to Sampson Street (for scholars)	Public Services / Engineering Services
11	3	Development of open spaces: (1) Construct an open-air gym on erf 17248 (exact location to be confirmed with ward councillor); (2) Develop the open space located between Yssel- and Sampson Street	Public Services
11	4	Investigate the possibility of providing pedestrian crossings or 3-way stop at the corner of Solon- & Buitenkant Street and the corner of Leipoldt Avenue and Parker Street	Community Services
11	5	Upgrading of gravel road: Arries Street	Engineering Services / Public Services



WARD PLAN FOR WARD 12 – 2023/24
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	Department
12	1	Upgrading of sewerage system throughout the ward	Public Services / Engineering Services
12	2	Paint the exterior of the apartment blocks in Russell Scheme (T & U apartment blocks and Maisonette's A - F) & reseal parking areas	Community Services / Public Services / Engineering Services
12	3	Completion of paving in Nightingale, Myna, Meeu, Mannikin, Magpie and Makou Streets in Ward 12	Engineering Services / Public Services
12	4	Resealing of roads: (1) in the Worcester CBD - particularly those carrying heavy traffic (i.e. all of Church Street, Tulbagh Street, Russell Street and De Wet Street); (2) the road between the T-A apartments (connecting with Trappes Street) in Russell Scheme; (3) Kirschbaum Street; (4) parking area in front of Huis Andries Hamman, Baring Street	Engineering Services / Public Services
12	5	Repair the lights at the Avian Park sports field (to be removed subject to completion)	Engineering Services / Community Services



WARD PLAN FOR WARD 13 – 2023/24
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	Department
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	Public Services
13	2	Resealing of roads: (1) Gerrit Road and part of Duncan Way (Johnsons Park 2), (2) part of Allister Way (Johnson Park 3); (3) Muskadel, Amandel, Kleinberg, Weltevreden and Fairview (Hex Park)	Engineering Services
13	3	Relocation of 7 outside toilets in houses at Riverview (addresses have been confirmed)	Community Services
13	4	Construct a speed hump in: (1) Muisvoel Street; (2) Alister Way; (3) Duncan Road	Community Services / Engineering Services
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 LED street lights in Swarts-, Yssel-, Buitekant-, Crotz-, Noble-, Brook-, Abraham-, Saul-Damon-, Jason-, Helm-, Adam- and all the small streets throughout the ward; (4) erect solar-powered lights throughout the ward (areas TBC with Councillor/Ward Committee)	Engineering Services



WARD PLAN FOR WARD 14 – 2023/24
CONTACT NUMBER: 072 956 2047



DEMOGRAPHIC PROFILE – WARD 14

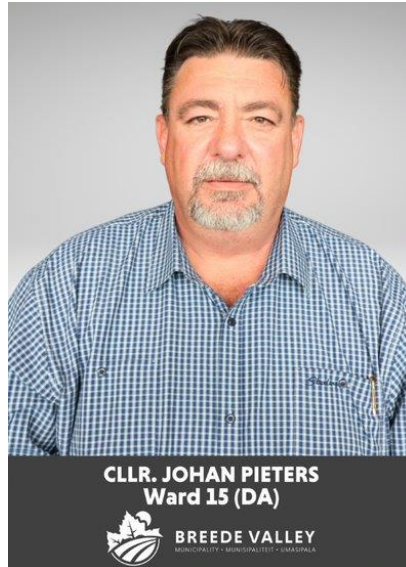
Description	Statistics
WARD SIZE	0,99 km ²
WARD POPULATION	5924
EMPLOYED PEOPLE IN THE WARD	1769
HOUSEHOLDS WITH ELECTRICITY	1314
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	611
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	1298
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	902
FLUSH TOILET FOR HOUSEHOLDS	1302

WARD COMMITTEE STATUS

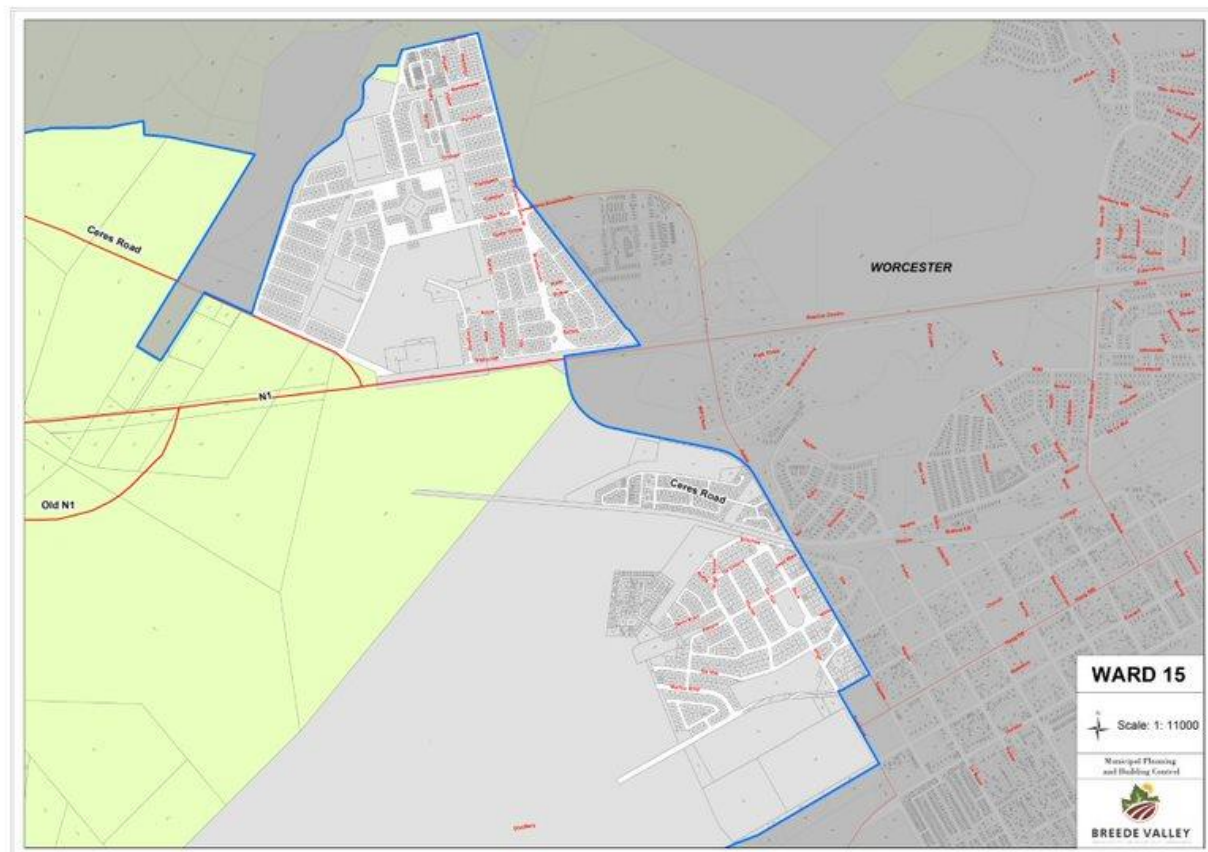
Number of Positions	Positions Filled	Positions Vacant	Composition	Composition Breakdown
10	9	1	Geographical	100% Geographical

WARD PRIORITIES

Ward	Order	Priority Description	Department
14	1	Reseal cul-de-sac in Kroon Street, Victoria Park (to be removed subject to completion)	Public Services / Engineering Services
14	2	Fencing of electrical boxes (1 opposite the K & L apartment blocks, and 1 opposite the S & T apartment blocks) (to be removed subject to completion)	Engineering Services
14	3	Rebuild washing line and installation of metal window sliding stay brass	Community Services
14	4	Construct 1 speedhump in Queen Street; 2 in Le Sueur Street (opposite Victoria Park Butchery and the other side of Le Sueur Street) and 2 in Pieterse Street	Community Services / Engineering Services
14	5	Construct a multipurpose in the open space opposite Kroon Street in Victoria Park	Community Services / Public Services



WARD PLAN FOR WARD 15 – 2023/24
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	10	0	Geographical	100% Geographical

WARD PRIORITIES

Ward	Order	Priority Description	Department
15	1	Sportlights/floodlights at the following points: (a) Somerset Park at the train bridge projecting to the open space between Frere Street and railway, (b) Somerset Park at the open space across Governor Street park, (c) Langerug in Bosman Street into the veld between Langerug and Somerset Park/railway, (d) Langerug in Botha Crescent projecting towards open space, (e) Worcester-West behind Lavender Road, (f) Worcester-West at the intersection of Vicky Street/Orange Road, (g) Worcester-West behind Doreen Crescent into the veld, (h) spotlight/floodlight behind Morne Avenue into the veld	Community Services / Engineering Services
15	2	Maintenance and cleaning: All municipal open spaces in the three neighbourhoods cleaning of sidewalks and general area in Alec Craven crescent in Langerug, Veld behind & alongside Langerug (between railway and Lamgerug), between Somerset park & Langerug, behind Milner street & along Maitland street, Veld on western border of Worcester-West all open spaces in the three neighbourhoods maintenance & cleaning of stormwater drains, furrows & regular cleaning/ clearing of sidewalks, cleaning of reeds in streams in all three neighbourhoods especially Somerset park Maitland street border	Public Services
15	3	Fencing of public open spaces: (1) fencing both cul-de-sacs at Frere Street, Somerset Park; (2) closing off of Somerset Park border at Rabie Avenue	Public Services / Community Services

Ward	Order	Priority Description	Department
15	4	Annual maintenance (during winter/prior to fire season) of firebreaks on the western boundary of Worcester West, Somerset Park & Langerug	Community Services
15	5	Pothole maintenance especially in Langerug in all streets	Public Services/ Engineering Services



WARD PLAN FOR WARD 16 – 2023/24
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	10	0	Geographical	100% Geographical

WARD PRIORITIES

Ward	Order	Priority Description	Department
16	1	Access to electricity, water and toilets in Mandela North & Aspad	Community Services / Engineering Services / Public Services
16	2	Relocate outside toilets into houses – Matsila- & Fulang Avenues	Community Services
16	3	Provision of housing in New Mandela	Community Services
16	4	eMagwaleni to be formalised by the Municipality into the urban edge	Community Services / Public Services
16	5	Tarring of Streets - Moses Mabhida-, Philemon Tyira- & Chris Hani Street	Public Services / Engineering Services



WARD PLAN FOR WARD 17 – 2023/24
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	Department
17	1	Upgrading of sewerage and sanitation system including the hostel houses' sewerage	Public Services
17	2	Speed humps in No 423 Tusha, No 15 Mazula, No 24 & No 32 Nzima, No 252 May, No 104 Dukulu, Tseoua (Next to AME Church), No 254 Vanryn, No 804 & No 84 Kutwana, No 124 Kwinana & No 62 Kolo Streets	Community Services / Engineering Services
17	3	Paving of gravel roads: Simanga, Halam, Baxa, Mngxaji, Mbutho, (2) May, (3) Makade, (2) Kwinana, Kutwana, (2) Van Staden and Kedama	Public Services / Engineering Services
17	4	Relocation of outside toilets	Community Services
17	5	Develop a play/recreational park (with braai stands) at the open space next to Compound opposite family flats	Public Services



WARD PLAN FOR WARD 18 – 2023/24

CONTACT NUMBER: 078 139 0997



DEMOGRAPHIC PROFILE – WARD 18

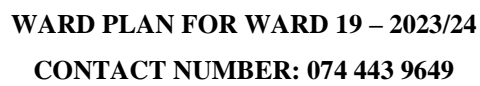
Description	Statistics
WARD SIZE	468,90 km²
WARD POPULATION	8111
EMPLOYED PEOPLE IN THE WARD	3116
HOUSEHOLDS WITH ELECTRICITY	1186
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	1278
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	1271
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	1130
FLUSH TOILET FOR HOUSEHOLDS	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	Department
18	1	Paving of roads in Asla phase 1 & phase 2 (Streets: Busika; Dyabooi; Fadana; Ekwindla; Ikhozi; Tshazimpuzi; Mroxisa; Malangeni & Hobe) & New Mandela (gravel road maintenance: Ashe Road & Ntlakohlaza Street)	Public Services / Engineering Services
18	2	Erect 1 high-mast light at the corner of Njila- & Jack Avenue (adjacent to Mandela Park) and 1 in New Mandela at the corner of Ntlakohlaza Street	Engineering Services
18	3	Water, toilets and electricity for Swartpad residents in Mandela Square	Community Services / Engineering Services
18	4	Maintenance of sewerage system in ASLA	Public Services
18	5	Play park in Njila Avenue, Mandela Square, ASLA, corner of Busika Street & Colidiza Road	Public Services



DEMOGRAPHIC PROFILE – WARD 19

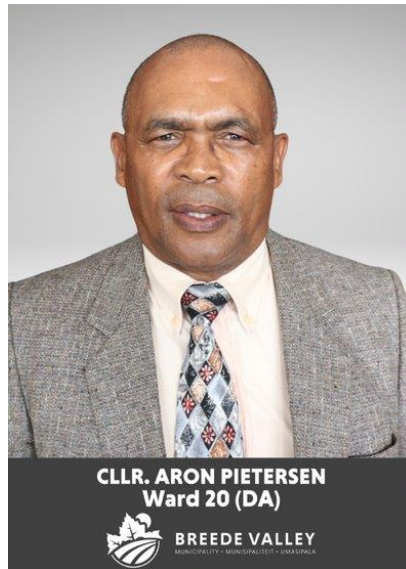
Description	Statistics
WARD SIZE	864,97 km²
WARD POPULATION	6124
EMPLOYED PEOPLE IN THE WARD	2810
HOUSEHOLDS WITH ELECTRICITY	994
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	1219
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	1143
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	227
FLUSH TOILET FOR HOUSEHOLDS	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	Department
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)	Community Services / Public Services / Strategic Support
19	2	Develop a play park at the public open space located in Goedeman Park, with the following specifications: (1) outdoor chess table, tarred roadway playground markings, jungle- and open-air gym equipment and a "jukskei" field; (2) an appropriate fence enclosing the facility; (3) an appropriate access gate to regulate access	Public Services / Community Services
19	3	Assist with hosting 4 sport events within ward	Community Services
19	4	Construct paved sidewalks: (1) in the Louwshoek-Boontjiesrivier Road, Rawsonville; (2) the corner of Goedeman Park to Goudini Winery/Vredehof Farm; (3) in Goedeman Street; (4) in Cuttings Street	CWD / Province / Public Services
19	5	Investigate the feasibility to erect a spotlight/high mast light at the intersection of Van Riebeeck Street and Goudyn Road	CWD / Province / Engineering Services



WARD PLAN FOR WARD 20 – 2023/24
CONTACT NUMBER: 076 198 9088



DEMOGRAPHIC PROFILE – WARD 20

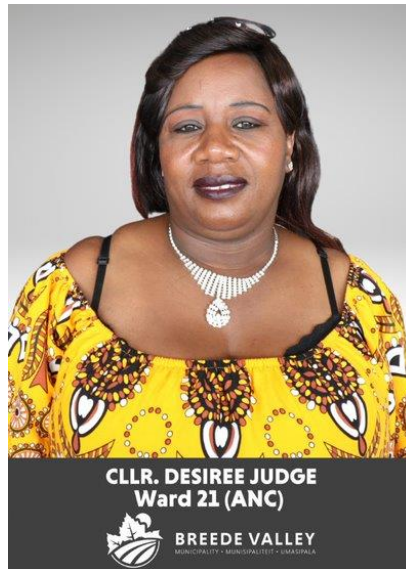
Description	Statistics
WARD SIZE	246,78 km²
WARD POPULATION	7627
EMPLOYED PEOPLE IN THE WARD	3279
HOUSEHOLDS WITH ELECTRICITY	1252
EMPLOYMENT STATUS OF HOUSEHOLD HEAD	1429
PIPED WATER (TAP) INSIDE DWELLING FOR HOUSEHOLDS	1300
REFUSE REMOVAL BY LOCAL AUTHORITY FOR HOUSEHOLDS	961
FLUSH TOILET FOR HOUSEHOLDS	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	Department
20	1	Rehabilitation of Smalblaar river embankment at Riverbank and Spokiesdorp	Community Services / Public Services
20	2	Install high mast light at Riverbank & 2 flood lights in Geelkampie	Engineering Services
20	3	Install storm water system in Geelkampie (replace “watergat”)	Public Services
20	4	Erect steel palisade fence on both sides of the Storm Water Channel in Mossie- & Le Seur Street	Public Services
20	5	Supply 5 000-liter water tank for Riverbank and Geelkampie for the purposes of fire prevention	Community Services



WARD PLAN FOR WARD 21 – 2023/24

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	Department
21	1	Upgrade / replace the sewerage system in Avian Park	Public Services
21	2	Paving of streets (Glasogie-, Vink-, Mockingbird-, Kite-, Katlagter-, Kolgans-, Kwêvoël-, Kalkoen-, Kuiken-, Krestel and Kelkiewyn Street) and roads in the Avian Park "camp" and construct 3 speed humps in Kalkoen Street at the following intersections: Mockingbird, Vink and Glasogie)	Engineering Services / Community Services
21	3	Lighting & security cameras: (1) Erect a spotlight at the corner of Tinktinkie and Spreew Street; (2) Provide 4 light attachments on all high mast lights to ensure that light is projected in all directions; (3) Provide adequate street lighting throughout ward 21 (camp specifically); (4) Investigate the feasibility to install security CCTV cameras on 3 high mast lights	Engineering Services
21	4	Provision of 30 chemical toilets and 3 water points within the "camp" in Avian Park and implement a solution for the blocked stormwater pipe/ditch between Mockingbird- & Kite Street, adjacent to Tortelduif Street	Community Services / Public Services
21	5	Replace electrical boxes in houses & shacks that have burnt down and investigate the feasibility to install additional electrical boxes in the informal settlement	Engineering Services

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):

U g e v q t c n " K p r w v		
Institution	Priority Description	Department
Worcester-East Primary School	Erect a raised pedestrian crossing at the intersection of Sutherland- and High Street	Engineering Services / Public Services
	Improve/upgrade the road in front of the school & consider the development designs and impact study linked to alternative drop-off/collection/parking solutions	Engineering Services / Public Services
Breedekloof Tourism Association	Funding for tourism office required for the development and promotion of tourism in the Rawsonville region	Strategic Support Services
	Public ablution facilities and safe parking area for farm workers when in town	Engineering Services / Public Services
	Funding for tourism organisation needed to create new events in the valley to attract tourists to the region	Strategic Support Services
	Pavement needed along the road for safe walking area for farm children	Engineering Services / Public Services
	Developing tourism facilities and attractions in the valley will assist with expanding the tourism offering	SSS / Public Services
Breede Valley APD	Accessibility of all public space	Public Services
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	Strategic Support Services
	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	Public Services
	Paint/mark street names on all roadside curbs throughout Touwsrivier	Community Services
	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.	Public Services / Strategic Support Services

U g e v q t c n " K p r w v		
Institution	Priority Description	Department
	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	Public Services
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	Engineering Services / Public Services
	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	Community Services
Bluepeers Praxis	Prioritise and support business development	Strategic Support Services
	Implementation and enforcement of trading regulations	Community Services / Strategic Support Services
Worcester Tourism Association	Operational costs for marketing and staff salaries	Strategic Support Services
	Proactive marketing of our area	Strategic Support Services
	Prioritise regular engagement and collaboration with multiple stakeholders to ensure that a conducive environment is created to encourage socio-economic development	Strategic Support Services
	Consider supporting the upgrade of the Tourism-kiosk to promote accessibility and user friendliness	Strategic Support Services
	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	Public Services / Strategic Support Services

U g e v q t c n " K p r w v		
Institution	Priority Description	Department
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)	Community Services / Strategic Support Services / Public Services
	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)	Community Services / Strategic Support Services
	Prioritise and provide support in training and awareness opportunities for ECD service providers, practitioners and parents respectively	Community Services / Strategic Support Services
	Consider extending ECD lease agreements over a medium- to long term to promote sustainable functioning of ECD facilities	Strategic Support Services
	Improve intergovernmental collaboration to ensure that the ECD sector is holistically supported	Community Services / Strategic Support Services
	Facilitate/participate in developing a well-considered ECD policy	Community Services
Quenvest Worcester	Investigate and implement an effective and well-functioning parking management system in the Worcester CBD	Community Services

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 City with 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 58: 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 • 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 recognise, recruit and retain talent • Lack of experience at lower level • Inability to effectively implement change management • Lack of proper communication between HR and stakeholders • 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 • Staff capacity • Demoralization of staff
Opportunities	Threats
<ul style="list-style-type: none"> • Attract talent through use of social media and online platforms • Develop the existing workforce • Leadership development • Better and improved communication systems • Cross-training for Quality Management • Recruitment of staff with necessary skills to strengthened HR 	<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 • Millennial mindset (informed, flexi-hours, choice, development, innovation) • Staff have negative view of the implementation of HR functions • Administrative compliance (time-consuming) • Workplace culture • Poor work performance due to lack of training for different disciplines

TABLE 91: 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 59: CONCEPTS FOR IMPROVEMENT

Human Resources Metrics

Work 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 July 2022:

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	0	4	0	1	0	0	0	0	5
Senior Management	6	20	0	5	0	3	0	4	38
Middle Management	7	20	0	16	10	22	0	4	79
Junior Management	20	75	0	10	23	19	0	4	151
Semi-skilled	36	139	2	5	32	59	0	15	330
Unskilled	71	120	0	2	32	59	0	1	285
Total	140	378	2	39	100	201	0	28	888

TABLE 92: WORK PROFILE

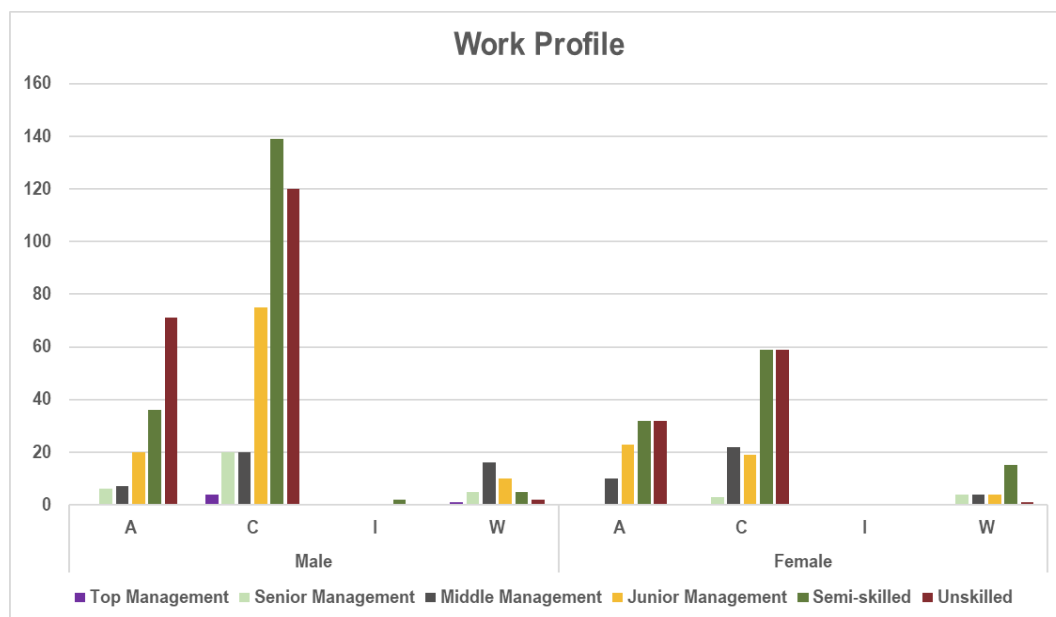


FIGURE 60: WORK PROFILE

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.

Age Profile

The following table indicates the age profile of the Breede Valley Municipality employees for the as at 31 October 2022:

Age Profile	Males				Females			
Description	A	C	I	W	A	C	I	W
Group A - 61 - 65	1	11	0	3	1	1	0	2
Group B - 56 - 60	14	35	0	9	4	11	0	6
Group C - 46 - 50	34	62	0	7	7	25	0	7
Group D - 41 - 45	29	43	0	1	19	29	0	3
Group E - 36 - 40	22	56	1	4	26	33	1	2
Group F - 31 - 35	19	42	0	3	22	42	0	2
Group G - 26 - 30	12	34	1	3	10	27	1	0
Group H - 18 - 25	0	4	0	0	0	1	0	0
Total	131	287	2	30	89	169	2	22

TABLE 93: AGE PROFILE

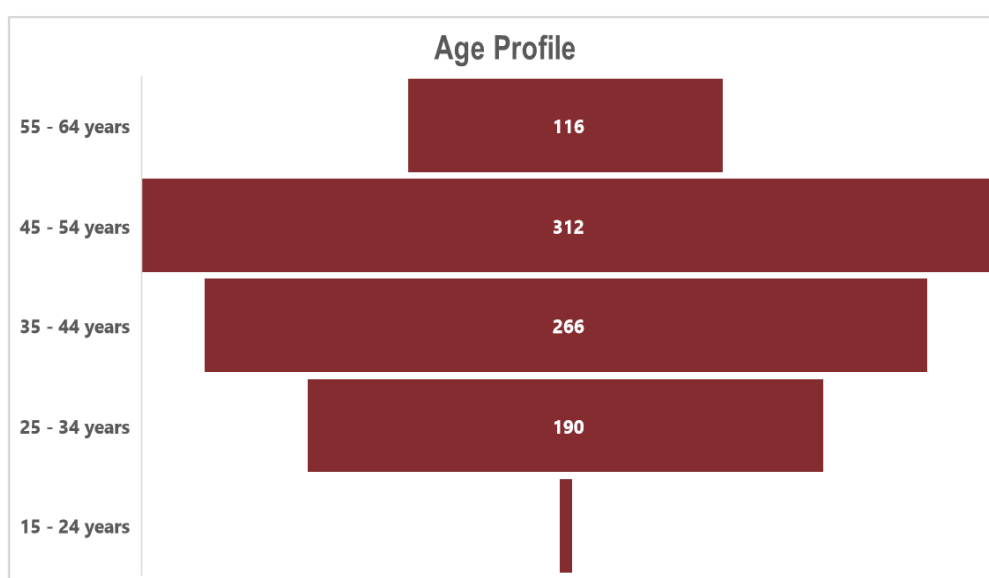


FIGURE 61: AGE PROFILE

Vacancy Rate

The following table indicates the vacancy rate in terms of funded posts of the Breede Valley Municipality employees for the last 3 financial years:

Vacancy Rate (Funded)						
Financial Year	2019/20	2020/21	2021/22	September 2022	Norm	Average
Vacancy rate	21%	16%	14%	9%	5%	15%

TABLE 94: VACANCY RATE

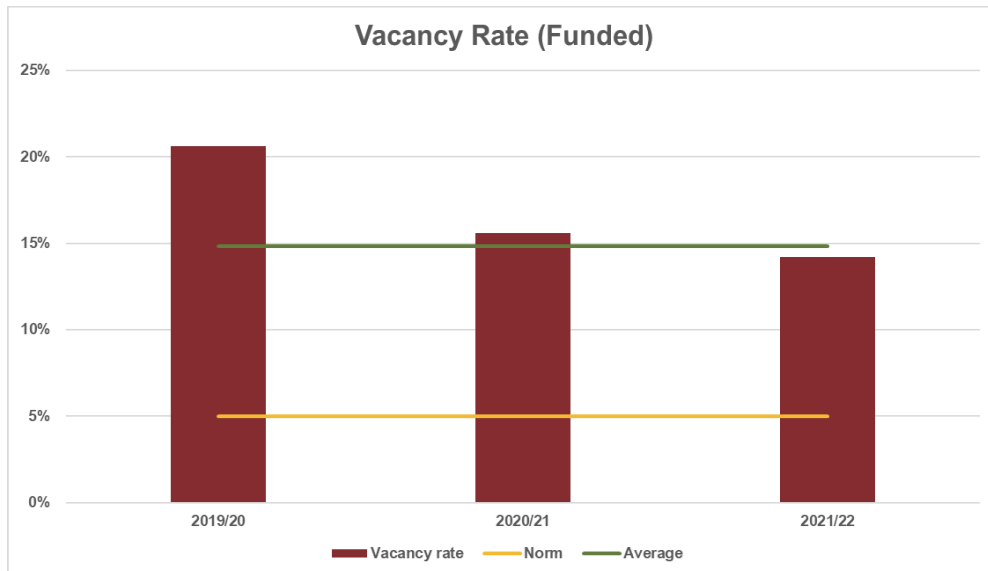


FIGURE 62: VACANCY RATE

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 3 financial years:

Financial year	Appointments at the end of each financial year	New appointments	Terminations during the year	Turn-over rate	Norm
2019/20	870	52	42	4.83%	10%
2020/21	858	47	57	6.64%	10%
2021/22	888	108	45	5.07%	10%

TABLE 95: TURNOVER RATE

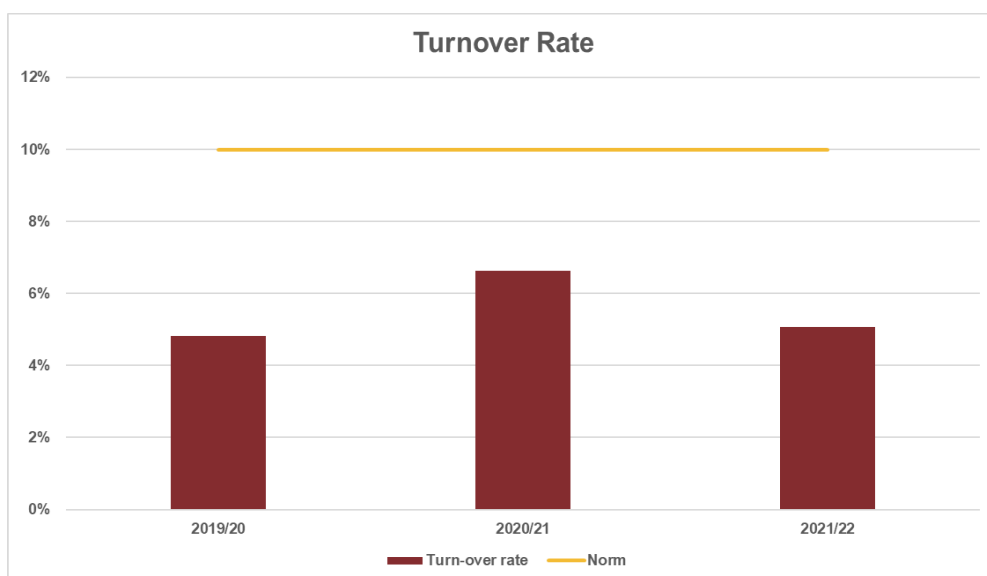


FIGURE 63: TURNOVER RATE

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:

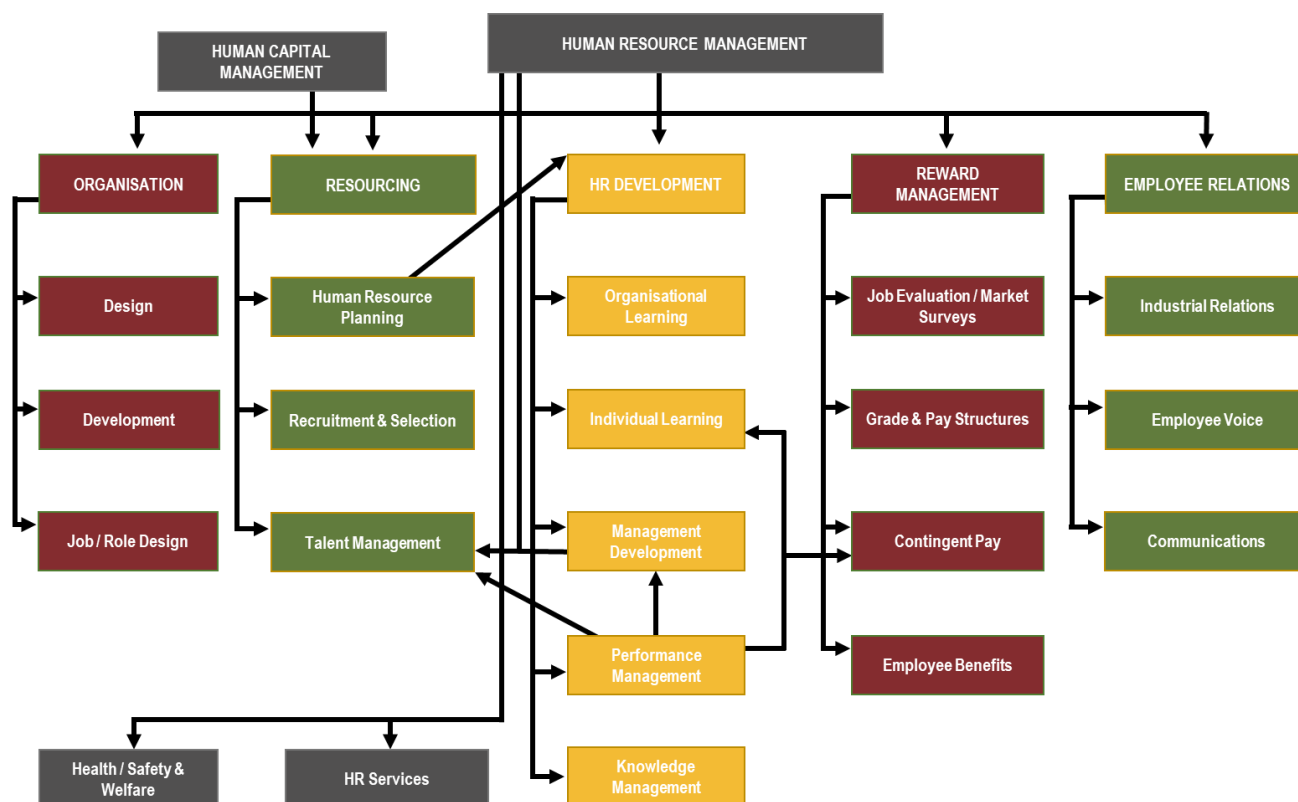


FIGURE 64: HRM ARCHITECTURE

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 Mayco Resolution Reference
Acting Allowance	26/07/2022	C80/2022
Attendance and Punctuality	24/07/2018	C59/2018
Education Training and Development	26/07/2022	C80/2022
Employee Under the Influence of Intoxicating Substances	25/06/2015	C42/2015
Employment Equity	25/06/2015	C42/2015
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
Legal Aid	25/06/2015	C42/2015

Policy Name	Date of Approval	Council or Mayco Resolution Reference
Membership and Registration of Dependants on Accredited Medical Schemes	24/07/2018	C59/2018
Occupational Health and Safety	24/07/2018	C59/2018
Overtime	24/07/2018	C59/2018
Performance Management	28/02/2011	C23/2011
Personnel Protective Equipment	24/07/2018	C59/2018
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	25/06/2015	C42/2015
Study Aid for Employees and Study Leave	25/06/2015	C42/2015
Succession Planning	25/06/2015	C42/2015
Task Job Evaluation	28/04/2021	C49/2021
Telecommunications	24/07/2018	C59/2018
Transfer Policy	26/07/2022	C81/2022
Transport Allowance	13/06/2019	C48/2019

TABLE 96: 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.

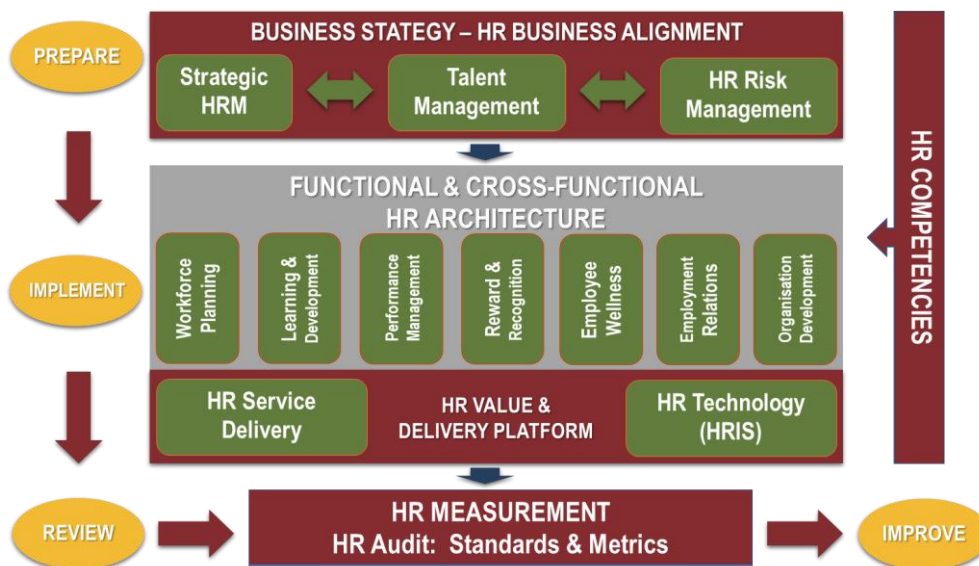


FIGURE 65: SABPP HR SYSTEM STANDARDS MODEL

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.

Knowledge Management (Learning)

Knowledge Management is a process or practice of creating, acquiring, capturing, sharing and using knowledge, wherever it resides, to enhance learning and performance. HRM aims to support the development of organisation-specific knowledge and skills that are the result of organisational learning processes. Knowledge Management promotes the sharing of knowledge by linking people with people, and by linking them to information so that they learn from documented experiences.

Explicit & systematic management of vital knowledge & its associated processes of finding, creating, storing, organising, sharing & applying in the Breede Valley Municipality will be achieved by:

- Supporting a framework to capture the Organisations collective expertise, transform knowledge resources within the organisation by identifying relevant information to be disseminated so that learning can take place.
- Endorsing a framework to transfer knowledge from those who have it to those who need it in order to improve organisational effectiveness.
- Upholding Standard Operation Procedures.

Key Action Points

- KM embedded in technologies, rules and organisational procedures.
- KM encultured as collective understandings, values and beliefs.
- KM embodied into the practical activity-based competencies and skills of key members of the Organisation (practical knowledge or ‘know-how’).
- KM embraced as the conceptual understanding and cognitive skills of key members (conceptual knowledge or ‘know-how’).
- Knowledge is codified and stored in databases where it can be accessed and used easily by anyone in the Organisation.
- Knowledge is closely tied (personalised) to the person who has developed it and is shared mainly through direct person-to-person contacts.

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	Public Services	Municipal Manager/Strategic Services
<ul style="list-style-type: none"> • Waste removal (street cleaning) • Deforestation • Security Services • Sanitation of vehicles • Burial services • Recycling • Renting of ablution facilities • Traffic Fines(Back Office) • Speed Law enforcement • Pound Services • Provision and servicing of Chemical Toilets 	<ul style="list-style-type: none"> • Environmental contracts • Town planning contracts (Precinct plans) • Architects • Entrepreneurs (cleaning & gardening services) • Professional Consulting Services • Maintenance of various Services • Land surveyors • Erection of fences • Installation of windows • Asbestos removal • Installation and maintenance of air conditioners • Skips 	<ul style="list-style-type: none"> • Legal Services • Documenting system (Administration) • Vetting (qualifications & criminal records) • Chairpersons for disciplinary hearings • Translations & interpreting • Installation and maintenance of wireless networks • Installation and maintenance of printers • Maintenance of Internet Services • Wireless Radio Network • GIS (geographic information system) • Network cabling • Website programming
Engineering Services/Public Services	Financial Services	
<ul style="list-style-type: none"> • Potholes (jet patching) 	<ul style="list-style-type: none"> • Debt collection • Sale of electricity 	

Community Services	Public Services	Municipal Manager/Strategic Services
<ul style="list-style-type: none"> • Storm water cleaning • Painting and of roads • 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"> • 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 	<ul style="list-style-type: none"> • 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

TABLE 97: 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.

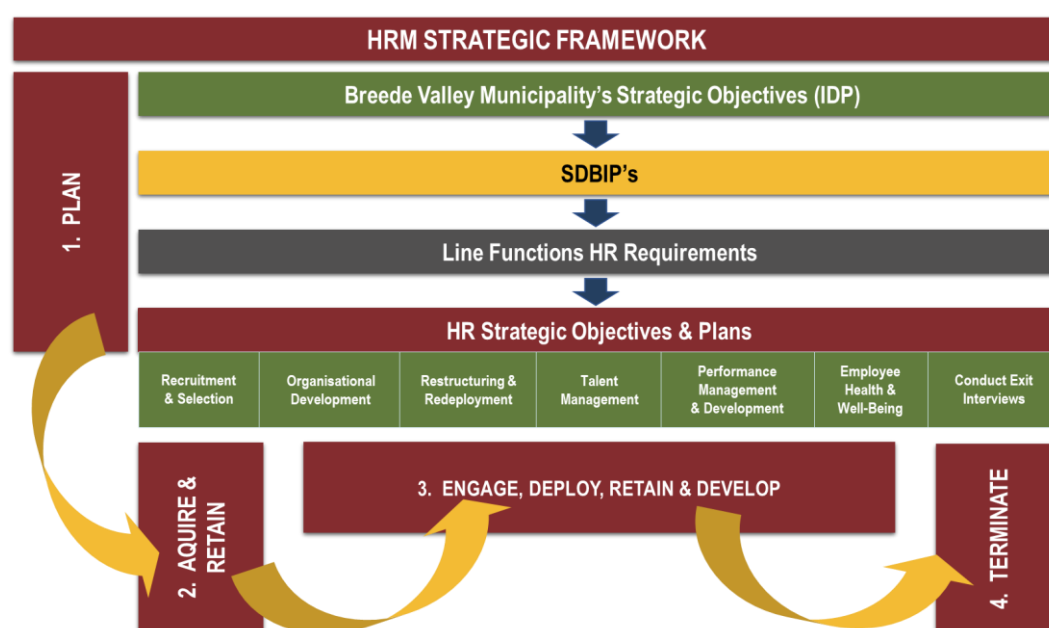


FIGURE 66: HRM STRATEGIC FRAMEWORK

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	2022/23	2023/24	2024/25	2025/26	2026/27
Formulation of HRM Strategy and Plan and align plan with IDP	x				
Review HR Strategy annually (with relevant HR Policies)		x	x	x	x
Evaluate & analyse staff establishment annually in terms of Municipal Staff Regulations	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			x
Update HR Risk Plan and Profile		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	x
Establish a Municipal Staffing Regulations Steering Committee that meets on a regular basis and includes members of all Directorates	x	x			
Develop an Action plan to address the challenges outlined in the Employee Satisfaction Survey	x				
Devise a study program to address the Outsourcing of services			x		
Recruitment, Selection and Workplace Planning	2022/23	2023/24	2024/25	2025/26	2026/27
Align the Recruitment Policy to the HR Strategy / Plan and Municipal Staff Regulations	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	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	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	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				
Develop a Probation Policy	x				
Implement Behaviour Assessment for all levels		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	2022/23	2023/24	2024/25	2025/26	2026/27
Integration between Performance Management and Training.		x	x		
Align Individual Performance Management and Development Policy and Process with Municipal Staff Regulations	x				
Review of Performance Management and Development Policy.		x			x
Awareness campaign / drive.	x	x	x	x	x

Review Reward and Recognition Policy.		x			x
Conduct Regular Training for administrators and Managers		x	x	x	x
Training and Development (Learning)	2022/23	2023/24	2024/25	2025/26	2026/27
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	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	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 		x	x		x

• Infrastructure & Service Delivery: Electrical Plumbing, Bricklayer Apprenticeship					
Monitor and assess the effectiveness of training (measure ROI of training)	x	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	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	x		
Develop Recognition of Prior Learning Policy & Process		x			
Anger Management Programs / Training		x	x	x	x
Emotional Intelligence Policy Workshops		x		x	
Develop Student and Internship Policy	√				
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	x
Implement a Training and Development Metrics to evaluate all data applicable		x			
Compensation and Benefits	2022/23	2023/24	2024/25	2025/26	2026/27
Develop Remuneration Policy.	x	x			
Roadshow to update officials regarding benefits & explain types of leave and how to capture leave	x		x		x

Review of Induction Programme.	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
Employee Relations Management	2022/23	2023/24	2024/25	2025/26	2026/27
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	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)	2022/23	2023/24	2024/25	2025/26	2026/27
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		x
Staff Wellness	2022/23	2023/24	2024/25	2025/26	2026/27
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	x
New suggestions to the EAP Policy: • Stop Smoking Programme • Discount rate at fitness centres		x	x		x

• Employee Assistance Programme for employees who experience issues that may have a negative impact on their quality of work.					
Revision and implementation of Disability Policy		x		x	
Revision and implementation of HIV / Aids Policy	x		x		x
Revision and implementation of EAP 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	2022/23	2023/24	2024/25	2025/26	2026/27
Formulate and implement Talent Management Policy in line with HR Strategy.	x	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	2022/23	2023/24	2024/25	2025/26	2026/27
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	x
Implement HR Policy Register to monitor regular review.	x				
Exit Management	2022/23	2023/24	2024/25	2025/26	2026/27
Formulate and implement Exit Management Policy:-	x				

Formulate tools to measure termination notice, exit transition period, exit transition plan and exit governance reporting.		x			
Design reporting process to assess and address negative exit interview comments.			x		x
Analyse the data and make improvements	x	x	x	x	x
Employment Equity	2022/23	2023/24	2024/25	2025/26	2026/27
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	
Develop a Employment Equity metrics and implement improvements on EE Targets as per plan	x		x		x
Health and Safety	2022/23	2023/24	2024/25	2025/26	2026/27
Review OHS Policy annually.	x	x	x		
Formulation of information sessions and refresher orientation for existing employees.	x	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	x
Develop a Health and Safety metrics and implement data to make factual decisions	x		x		

TABLE 98: HRM 5-YEAR OPERATIONAL PLAN

Critical Success Factors

The critical success factors in order to implement this HR strategy effectively have been identified as follows:



FIGURE 67: 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 99: 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 comprises of 41 elected councillors, made up from 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. Ramokhabi	Mayco	DA	Proportional
E. van der Westhuizen	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
C.F. Wilskut	Councillor & CWDM Councillor	BO	Proportional
N.J. Wullschleger	Councillor	BO	Proportional
S. Madlolo	Councillor	EFF	Proportional
J. Mokgosi	Councillor	EFF	Proportional
H. Titus	Councillor	GOOD	Proportional
I. Joseph	Councillor	GOOD	Proportional
T. Manuel	Councillor	ACDP	Proportional
S. Steenberg	Councillor	PA	Proportional

TABLE 100: 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. Ramokhabi	Housing & Human Settlements (Housing Planning & Development)
Cllr E. van der Westhuizen	Public Services
Cllr F. Vaughan	Strategic Support Services (Administration, Legal Services, Communication, Information Technology)
Cllr N. Nel	Community Services

TABLE 101: 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. These committees 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 committees be established (Engineering, Public, Finance, Strategic and Community). 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 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. The final staff establishment is due to be tabled to Council in May 2023. 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. Notwithstanding the above, the municipality has made steady progress in reviewing of its staff establishment and has formulated a draft which is within the final stage of consultation.

As per the draft staff establishment, the administrative arm of Breede Valley Municipality will be headed by the Municipal Manager, coupled with five 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 draft staff establishment (macro structure) proposes five directorates, as summarised in the table and figure below:

DIRECTORATE	CORE FUNCTION
Strategic Support Services	Strategic Support Services is the secretariat of Council and supports the legislative and executive functions of Council. It is also responsible for cultivating a culture of good governance and administration and to ensure that administrative processes take place in an environment that promotes productivity.
Financial Services	Financial Services manages the financial affairs of Council and ensures the optimum use of all Council assets. It is the protector and custodian of public money as it levies and collects taxes and charges from the public. It further administers the expenditure of those taxes and charges on goods, services and assets on behalf of the public.
Community Services	The directorate is responsible for the implementation of fire, rescue and disaster management services, traffic and law enforcement services, human settlement and housing management, community facilities (resorts, civic halls and swimming pools), the provision of community services, i.e. library and information services and arts and culture activities. The applicable services are provided in an integrated and coordinated effort with other stakeholders within the municipal service area.
Engineering Services	The directorate is responsible for the planning and provision of bulk infrastructure and services that include planning and the safe and efficient distribution of electricity to customers within the municipal service area, in compliance with the Occupational Health and Safety Act and the Electricity Regulation Act and the management of the electricity infrastructure. In addition, the directorate will assume responsibility for the management and maintenance of municipal roads & stormwater networks, as well as the waste management services in accordance with legislative prescripts.
Planning, Development and Integrated Services	The directorate is responsible for all town planning activities, GIS and building control within the municipality and compliance with zoning and other aspects of planning legislation. In addition, the directorate will spearhead water and wastewater treatment services as well as the management and maintenance of water services networks. Finally, the department will assume responsibility for all municipal-owned facilities and open spaces, coupled with environmental management services.

TABLE 102: CORE FUNCTIONS PER DIRECTORATE

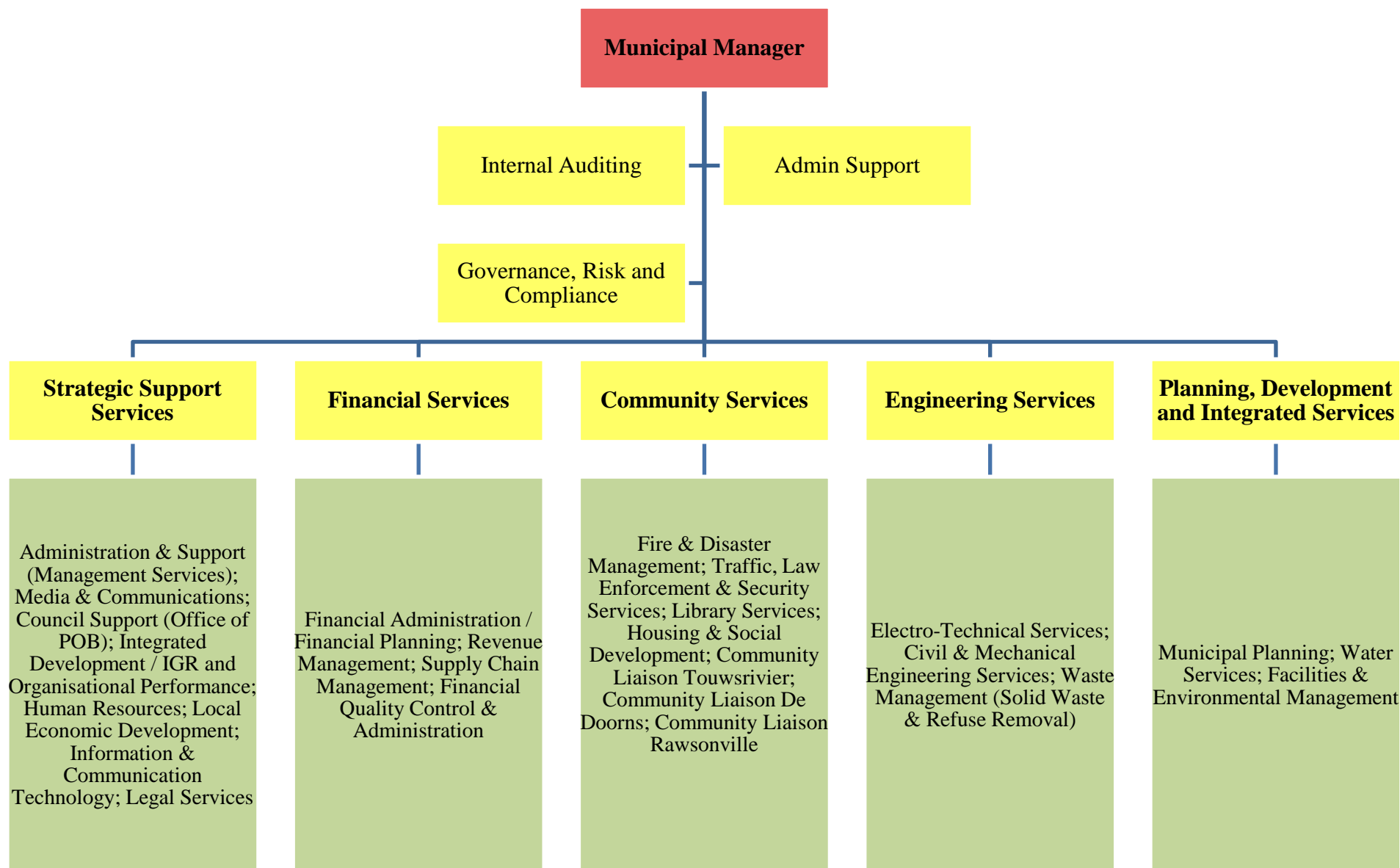


FIGURE 68: DRAFT STAFF ESTABLISHMENT (MACRO STRUCTURE)

Subject to Council's consideration and approval of the staff establishment, the administrative component will commence with recruitment and selection processes to give effect to the approved staff establishment.

Institutional performance

An institutional performance review provides critical information pertaining to the current status and critical 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. It is imperative to note that the institutional performance review is based on the existing staff establishment (macro structure), not the draft version as discussed above.

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
¢ Effective internal control environment:	<ul style="list-style-type: none"> ō Successfully implement a Municipal Governance Review Outlook system ō Functional Audit and Performance Audit Committee ō Functional Performance Management Evaluation system
¢ Filling of critical positions: Director: Public Services, Manager: Roads and Stormwater, Facilities, Electrical Services	
¢ Functional Municipal Public Accounts Committee	
¢ Implementation of Regional Socio-economic Projects	

TABLE 103: INSTITUTIONAL PERFORMANCE – OFFICE OF THE MUNICIPAL MANAGER

Directorate	Public Services
Sub-directorates	Public Works; Municipal Planning & Building Control; Water Services; Project Management; Community Liaison
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
Successes <ul style="list-style-type: none"> ¢ Continuous roll-out of wheelie bin project ¢ Complete reorganisation and management of waste removal ¢ Completion of organogram for staff establishment ¢ Introducing of a pipe replacement programme ¢ Continuous increase in Blue Drop score from 89,02% to 89,16% ¢ Implement risk abatement plans that decrease the impact of our risks identified ¢ 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 ¢ 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"> ¢ Inability to attract senior qualified staff due to tedious TASK processes ¢ 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 ¢ We face a major challenge with the change in planning legislation, with LUPA and SPLUMA soon to become a reality and the processes, by-laws and staff establishment required by this legislation needing to be fast-tracked and addressed timeously 	

TABLE 104: INSTITUTIONAL PERFORMANCE – PUBLIC SERVICES

Directorate	Engineering Services
Sub-directorates	Civil Engineering Services; Electro-Technical Engineering Services
IDP Strategic Objective	<ul style="list-style-type: none"> ¢ To provide and maintain basic services and ensure social upliftment of the Breede Valley community

Directorate	Engineering Services
Sub-directorates	Civil Engineering Services; Electro-Technical Engineering Services
	<ul style="list-style-type: none"> ¢ 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
Successes <ul style="list-style-type: none"> ¢ Completion of Worcester Bulk Water and Sewage Treatment Facilities ¢ Upgrading of Rawsonville Bulk Water and Sewage Treatment Facilities ¢ Introduction of the On Key computerised emergency and scheduled maintenance system ¢ Completion of organogram for staff establishment ¢ Implement risk abatement plans that decrease the impact of our risks identified ¢ Completion of resealing programme ¢ 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 105: INSTITUTIONAL PERFORMANCE – ENGINEERING SERVICES

Directorate	Financial Services
Sub-directorates	Financial Planning – Revenue - SCM (logistics, expenditure and procurement) – Valuations
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
¢ Payment rate of 95% as at 30 June 2021 which, on the backdrop of the Covid-19 pandemic and subsequent socio-economic pressures, is commendable	

Directorate	Financial Services
Sub-directorates	Financial Planning – Revenue - SCM (logistics, expenditure and procurement) – Valuations
<ul style="list-style-type: none"> ¢ Successful implementation of the Municipal Government Review and Outlook (MGRO) process ¢ Successful drive of Financial Internship Programme ¢ Successful implementation of a Financial Revenue Enhancement Plan ¢ Successful implementation of mSCOA ¢ Successful implementation of new Valuation Roll 	

TABLE 106: INSTITUTIONAL PERFORMANCE – FINANCIAL SERVICES

Directorate	Community Services
Sub-directorates	Fire, Rescue and Disaster Management - Library and Information Services - Traffic (Law Enforcement, Admin and Licensing) - Housing – Community Facilities – Community Development (arts, culture, youth, aged, women, sport development)
<p>IDP Strategic Objective</p> <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"> ¢ Disaster Risk Management Plan and Framework reviewed ¢ IDP review completed ¢ Fire Services Master Plan reviewed and updated ¢ Qualified Trench and Confined Space Rescue Technicians trained ¢ Establish a speed and red-light offence management system ¢ Upgrading of security with the installation of CCTV cameras ¢ An Anti-Alcohol and Drugs Centre (SHADOW) was established at the Traffic Department in partnership with the Department of Transport and Public Works ¢ The establishment of an administrative back office in Rawsonville for the management of speed violations ¢ Establishment of the Hex Valley Thusong Satellite Service Centre in De Doorns ¢ Currently constructing the Worcester Youth Café in Ward 11 	

TABLE 107: INSTITUTIONAL PERFORMANCE – COMMUNITY SERVICES

Directorate	Strategic Support Services
Sub-directorates	Human Resources - Legal Services – Economic Development - ICT – IDP and Performance Management – Communication – Administration and Auxiliary Services
IDP Strategic Objectives	<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
¢ ICT - Disaster Preparedness and Management	<ul style="list-style-type: none"> o 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.
¢ Human Resources	<p>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. Re-prioritisation of skills development was aligned with OHS requirements to ensure staff can address COVID and other safety issues in the workplace. There is a significant decline in OHS incidents, which is monitored on monthly basis. OHS training and development are done through internal and external service providers. Labour Relations matters are receiving priority with more than 9 employees leaving our employ based on rights considerations and incapacity. 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. The policy revision regarding incapacity is complete and escalated to the LLF for discussions before implementation. 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 complaint 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.</p>

Directorate	Strategic Support Services
Sub-directorates	Human Resources - Legal Services – Economic Development - ICT – IDP and Performance Management – Communication – Administration and Auxiliary Services
<p>¢ Economic Development</p> <p>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.</p>	

TABLE 108: 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, councillors, staff members 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 Authority: 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. The Administrative Assistant: Registry is the designated Records Manager for the whole Breede Valley Municipality.

Chief Information Officer

The Chief Information Officer (a) is responsible for approval of requests for information in terms of the Promotion of Access to Information Act; (b) shall inform the Records Manager if a request for information necessitates a disposal hold to be placed on records that are due for disposal.

Manager: ICT

The 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 Manager: ICT are contained in this policy and the ICT Policy.

Security Manager

The Security Manager is responsible for the physical security of all records. Details regarding the specific responsibilities of the Security Manager are contained in the information security 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: (a) allocating reference numbers and subjects to paper-based and electronic records according to the file plan; and (b) sending paper-based records to the Registry for filing. Records management responsibilities

shall be written into the performance agreements of all councillors, office bearers and staff to ensure that they are evaluated on their records management responsibilities.

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. Each office bearer/staff, councillor, staff member shall allocate file reference numbers to all correspondence (paper, electronic, e-mail) according to the approved subjects in the file plan. When correspondence is created / received for which no subject exists in the file plan, the Records Manager should be contacted to assist with additions to the file plan. 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, councillors and staff members 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 other than the correspondence system 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.

Storage areas – paper-based records other than the correspondence systems are in the custody of the various officials that use them on a daily basis: Encroachment Agreements; Lease Agreements; Miscellaneous Agreements; Title Deeds; Council Minutes; Old Tender documents. These records are under the control of the Records Manager who is mandated to ensure that they are managed properly.

Micrographic records –The Breede Valley Municipality does not have micrographic records.

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; CapMan; Ignite4U; Lexis Nexis; WinDeed; and any other future electronic record systems that may be introduced. The Manager: ICT is responsible for the day-to-day maintenance of these systems. The records maintained in these systems are managed by the 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, councillor or staff member 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.

Non-archival records that are needed for litigation, Promotion of Access to Information requests or Promotion of Administrative Justice actions may not be destroyed until such time that the Manager: Legal Services has indicated that the destruction hold can be lifted. Paper-based archival records shall be safely kept in the archiving rooms in the basement until they are due for transfer to the Western Cape Archives and Record Service. Transfer procedures shall be as prescribed by Western Cape Archives and Record Service

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. Security classified records shall be managed in terms of the Information Security Policy which is available from the Security Manager. No office bearer/staff, councillor or staff member shall remove records that are not available in the public domain from the premises of the municipality without the explicit permission of the Records Manager in consultation with the Security Manager.

No office bearer/staff, councillor or staff member shall provide information and records that are not in the public domain to the public without consulting the Chief Information Officer. Specific guidelines regarding requests for information will be contained in the Promotion of Access to Information Policy, which is maintained by the Chief Information Officer. Personal information is to be managed in terms of the Promotion of Access to Information Act until such time that specific protection of privacy legislation is enacted.

No office bearer/staff, councillor or staff member shall disclose personal information of any office bearer/staff, councillor or staff member or client of Breede Valley Municipality to any member of the public without consulting the Chief Information Officer first. An audit trail shall be logged of all alterations to / editing of electronic records and their metadata. Records storage areas shall at all times be protected against unauthorised access. The following shall apply: (a) Registry and other records storage areas shall be locked when not in use; (b) Access to server rooms and storage areas for electronic records media shall be managed by ICT Staff in terms of the ICT Policy.

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.

The Records Manager is responsible to implement and manage a suitable training programme for managers, employees, contractors and records management staff. He/she should supervise the training of staff regarding records management matters and regularly evaluate the success of the training programme against the effectiveness of the records management programme. The Records Manager is responsible for ensuring that the Registry Head is trained and has attended the Western Cape Archives and Records Service Records Management Course. He/should also ensure that the Registry head and Registry staff are aware

of and adhere to the standards, procedures and methods of records management promulgated in the Provincial Archives and Records Service of the Western Cape Act, 2005. The Records Manager is responsible to ensure that all staff members are made aware of their joint responsibility in maintaining sound records management practices. He/she should conduct awareness campaigns in this regard.

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'⁴. 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 next 10 years. The LTFP will be supported by detailed plans and strategies addressing individual elements of financial management. The LTFP is aligned with and takes consideration of the existing policies of the municipality.

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.

⁴ In Section 7(1) footnote (1) (g).

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 identify 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 109: 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 110: 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 111: 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.

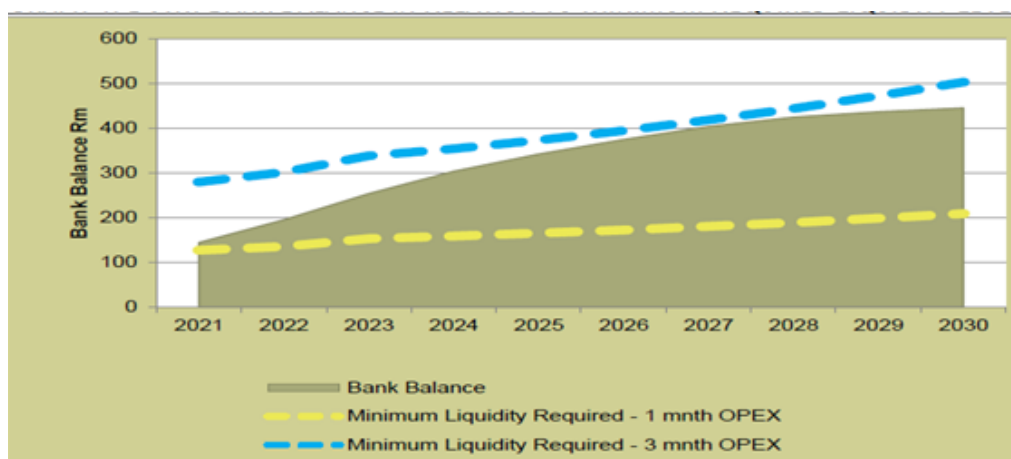


FIGURE 69: BVM BANK BALANCE IN RELATION TO MINIMUM REQUIRED LIQUIDITY LEVEL

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

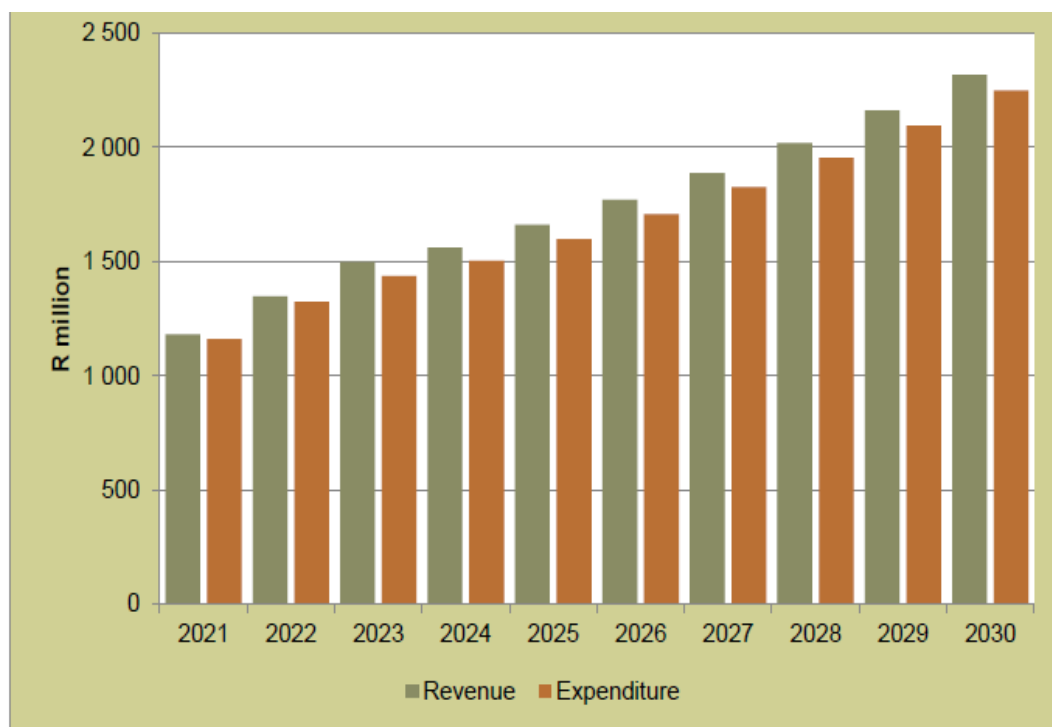
- The estimated future 10-year annual average growth in revenue is 2.57% p.a.

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.

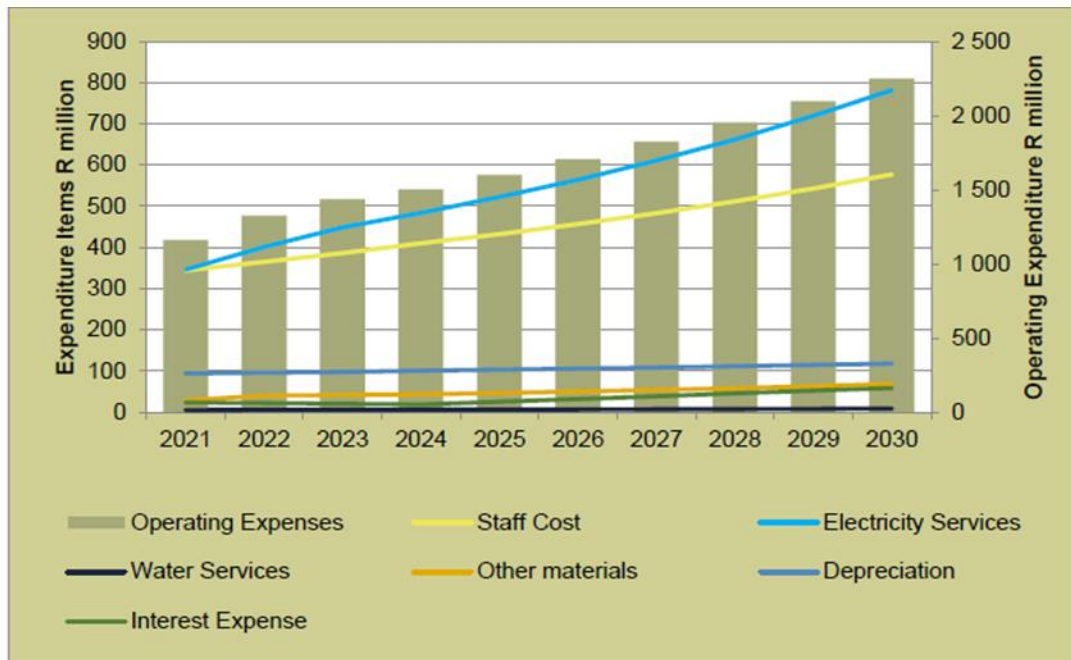


FIGURE 70: BVM EXPENDITURE ITEMS

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.

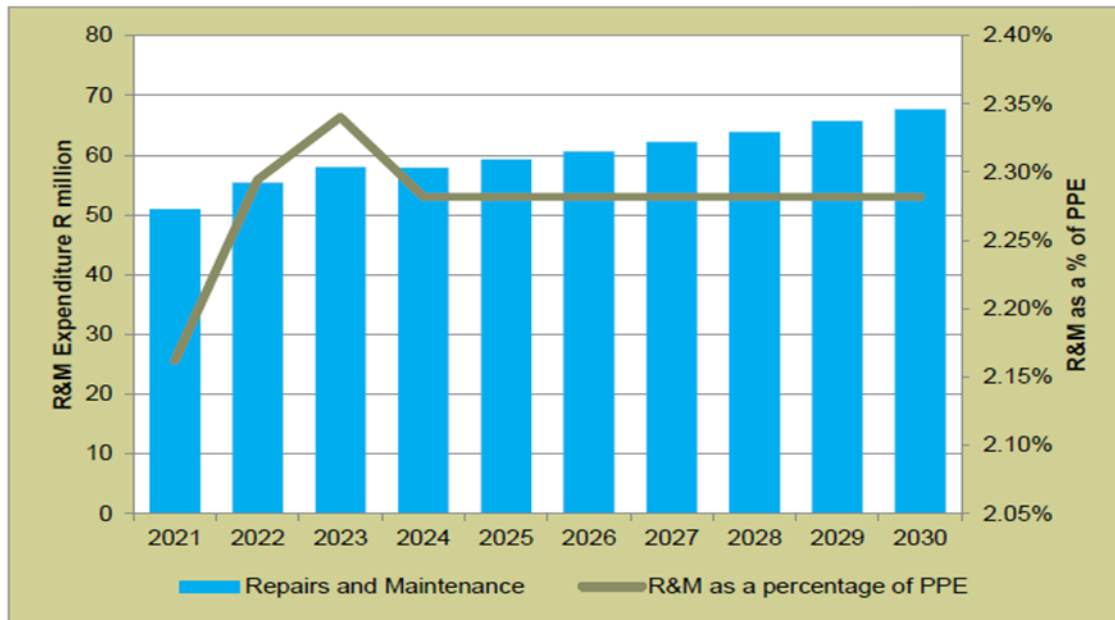


FIGURE 71: BVM REPAIRS & MAINTENANCE EXPENDITURE

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.

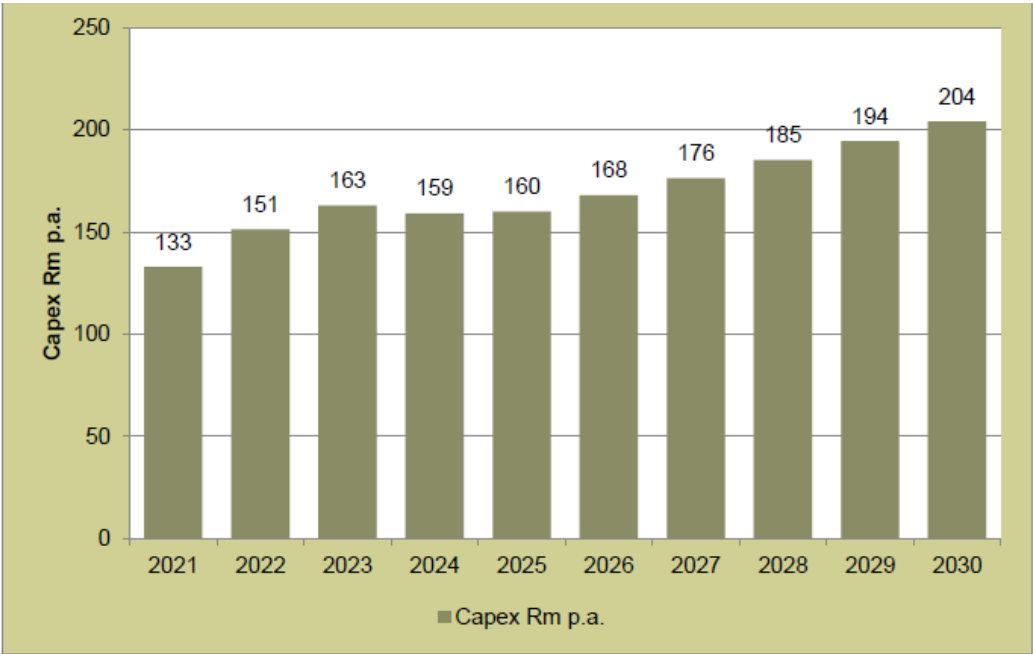


FIGURE 72: BVM CAPITAL AFFORDABILITY

Funding of future capital expenses

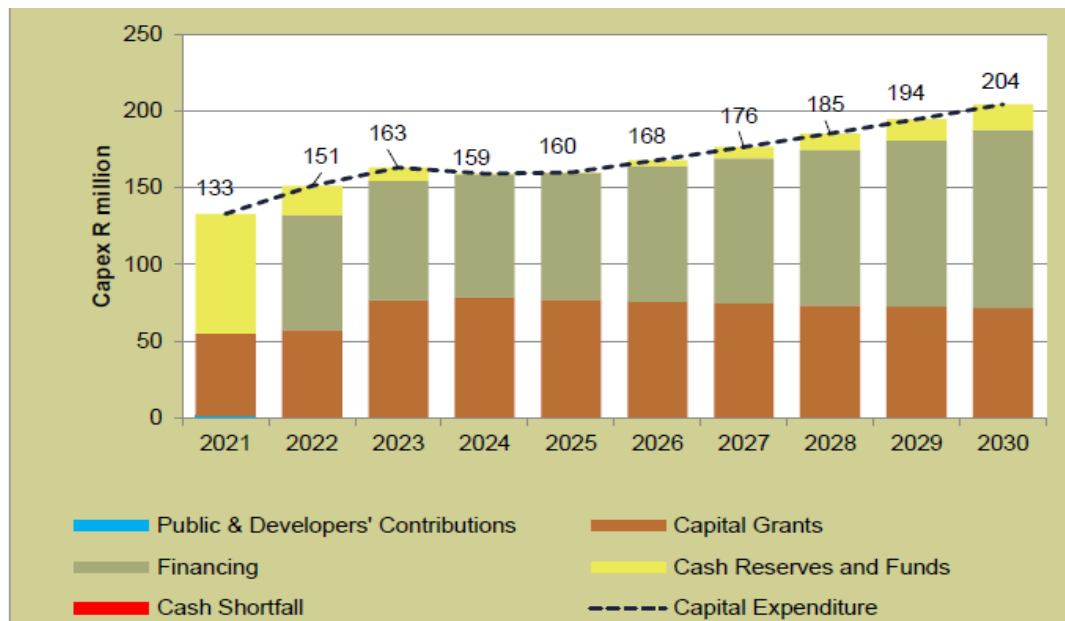
The estimated 10-year capex funding is shown in the table below:

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%

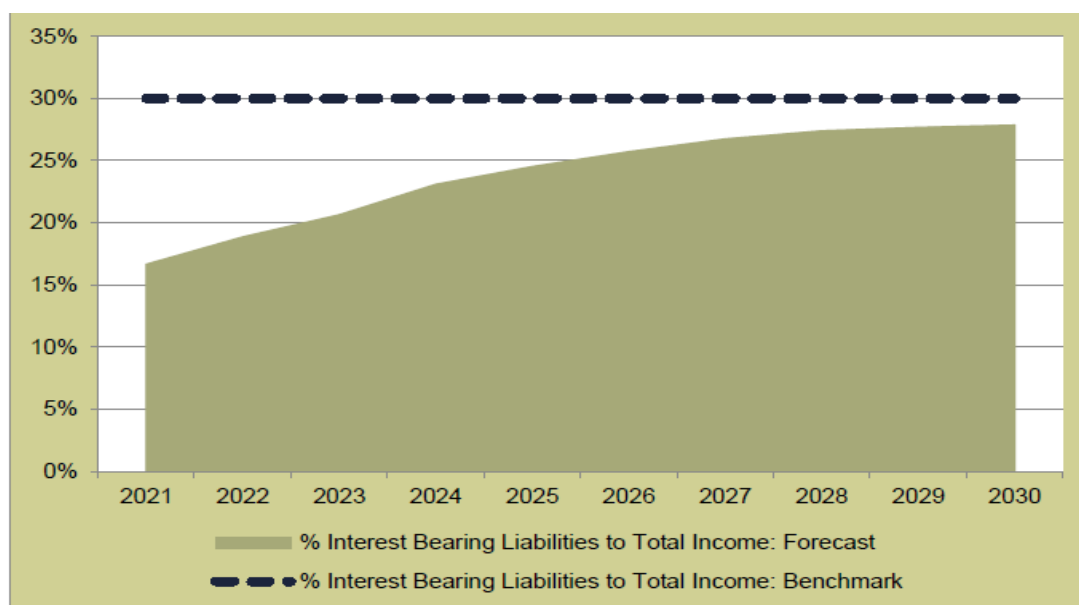
The funding mix to fund the future affordable capex is determined by the model by ensuring that the available cash is either invested to cover the minimum liquidity requirements and fund a capital replacement reserve or invested in capital assets.

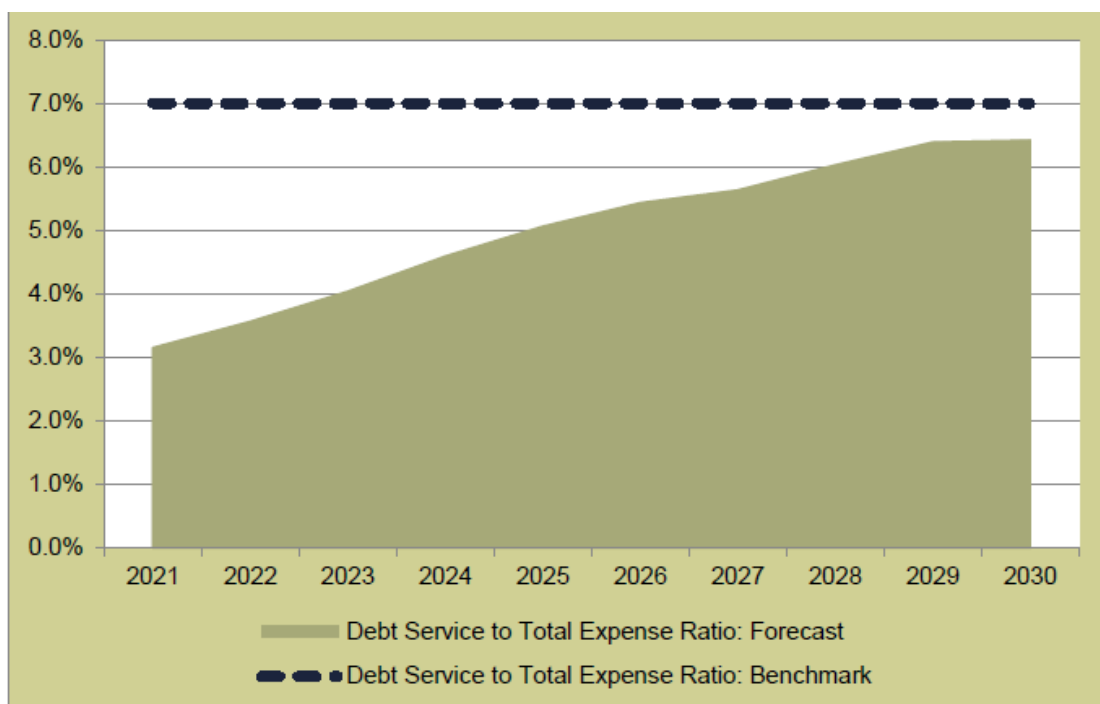
In accordance with the model the capex may be funded as follows:



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 112: OUTCOME OF IMPROVED PROFITABILITY SCENARIO



FIGURE 73: IMPROVED PROFITABILITY SCENARIO: ANALYSIS OF SURPLUS

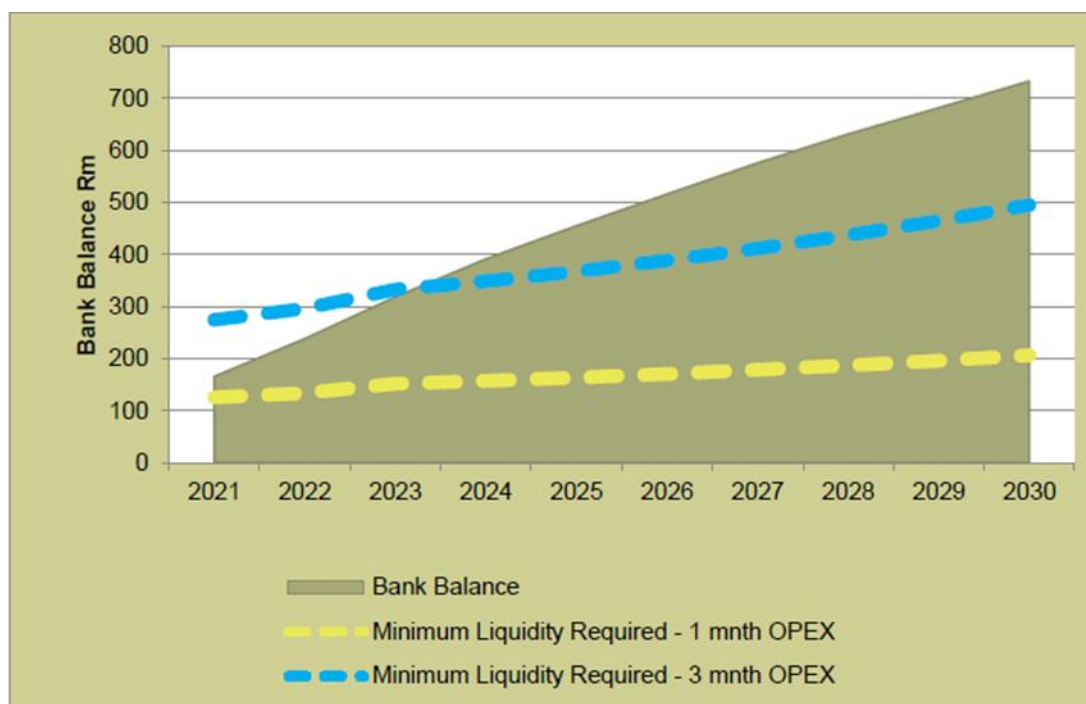


FIGURE 74: IMPROVED PROFITABILITY SCENARIO: BANK BALANCE

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 113: 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.

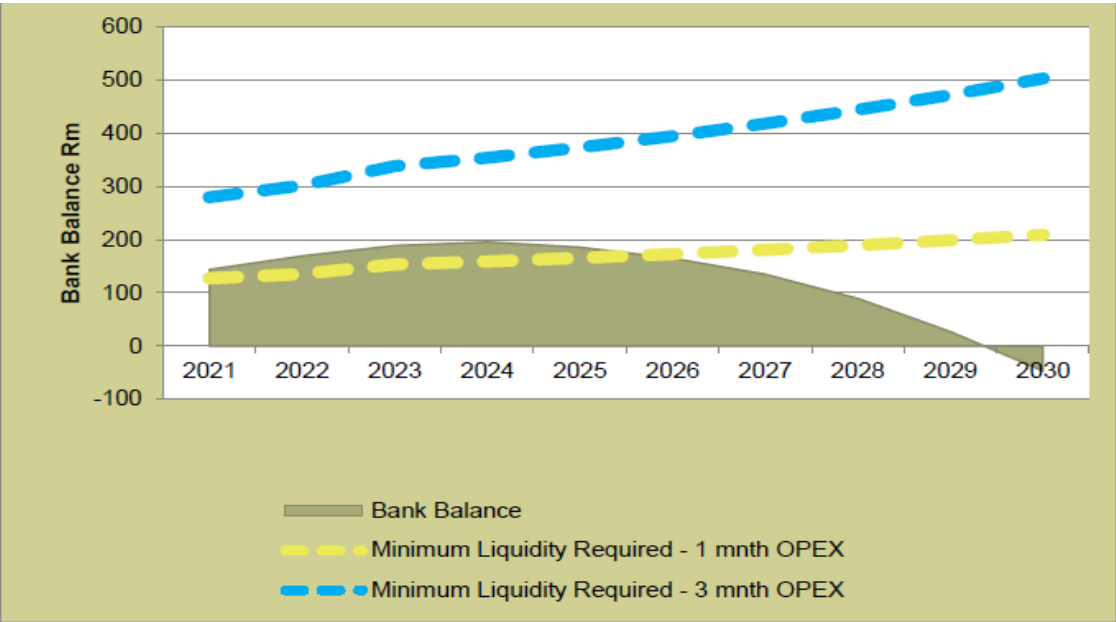


FIGURE 75: SCENARIO: COLLECTION RATE NEGATIVE (-2%)

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.

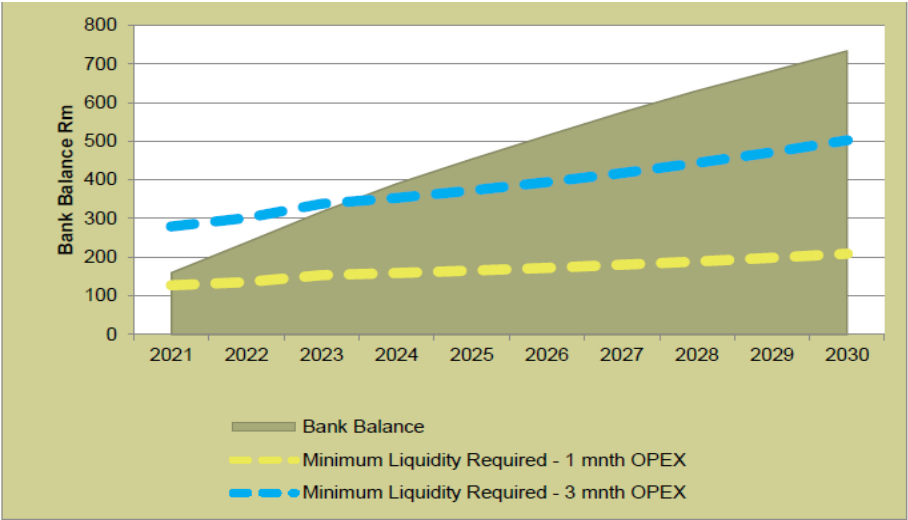


FIGURE 76: SCENARIO: COLLECTION RATE POSITIVE (+2%)

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 114: 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.

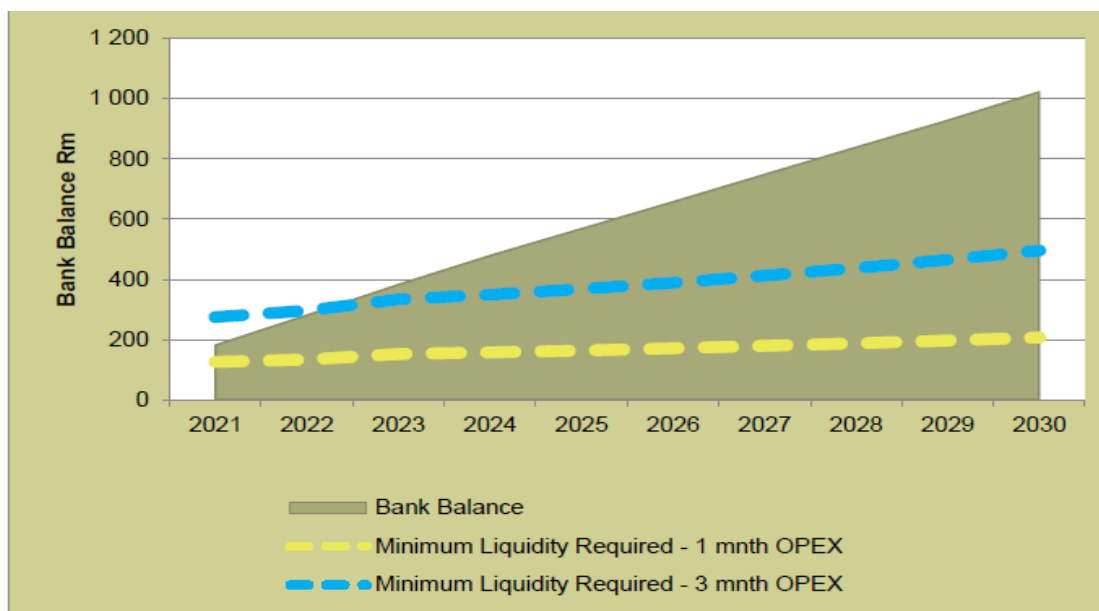


FIGURE 77: SCENARIO: COMBINATION OF OPTIMAL OUTCOMES 1

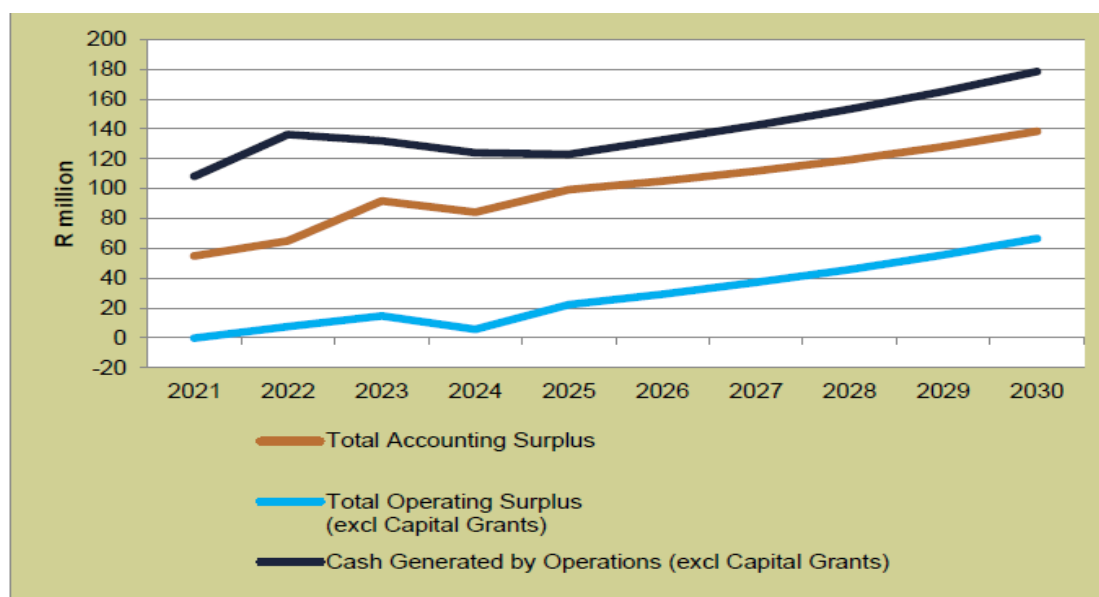


FIGURE 78: SCENARIO: COMBINATION OF OPTIMAL OUTCOMES 2

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 what you - as our customer - can do if we have not delivered a service to that standard. 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 (depicted below).

NO	SECTION	STRATEGY INTERVENTION	ACTION	TIMESCALE	RESPONSIBILITY	BUDGET
1	LEGISLATIVE FRAMEWORK	Policy and strategy review	It is recommended that all relevant legacy and reengineered processes, policies and procedures be documented. The outcome of such an exercise would be a printed policies and procedures manual, approved at the required authorization level and acknowledged by responsible staff.	Annually	CFO, Senior Manager Revenue, Council	
			All Revenue staff needs to receive a printed copy and extensive training on the policies and procedures.			
			Review, amend and repeal published by-laws, and develop new if required.			
2	PROCEDURES AND INTERNAL CONTROLS	Role clarification and documentation	Develop a practical and comprehensive revenue management manual providing councilors, management and officials with a step-by-step guide of duties within the relevant business cycles	30 June 2024	CFO, Senior Manager Revenue	
			Ensure that roles and responsibilities are clearly defined			
		Review of procedures, internal control and business processes	Ensure that accounting control systems are observed, accounting records are kept up to date and maintained in accordance with proper practices	Ongoing		
			Ensure that deviations by officials are reported and that appropriate action is taken in the event of noncompliance			
			Develop and implement applicable forms/templates to support changes in the business process			

NO	SECTION	STRATEGY INTERVENTION	ACTION	TIMESCALE	RESPONSIBILITY	BUDGET
				On-going		
3	COMPLETENESS OF CONSUMER INFORMATION	Data quality improvement	Perform review, matching, reconciliations and correction of property and debtor information on the FMS. This includes [but is not limited to] the following:	On-going to be completed by 31 March 2024	CFO, Senior Manager Revenue, SAMRAS	
			Matching and reconciliation of properties on FMS with Deeds and Property Valuation Roll			
			Matching and reconciliation of FMS with Infrastructure Fixed Asset Register [FAR]			
			Identify and remedy duplicate and invalid records (ID numbers, meter numbers, etc.)			
			Amend properties without addresses/incomplete addresses			

NO	SECTION	STRATEGY INTERVENTION	ACTION	TIMESCALE	RESPONSIBILITY	BUDGET
			Identify properties with meters that do not appear in the meter books and identify properties with incorrect classifications / debtor categories			
			Correct properties with no erf number listed			
			Analysis of debtor types /categories /groups /zoning			
4	INCOMPLETE INFORMATION ON THE BILLING FMS	Billing improvement	Matching and reconciliation of properties on SAMRAS FMS with Deeds and Property Valuation Roll to determine and remedy:	Monthly	Revenue, SAMRAS, CFO, Senior Manager Revenue	
			Properties registered in Deeds but not on FMS			
			Properties in external Valuation and Supplementary Rolls but not in FMS			
			Inconsistencies in property valuations & property classifications			
			Validation of debtor types / categories / groups / zoning			
			Analysis of non-financial data such as consumption, usage, etc.			
			Confirmation that correct tariffs are applied and that they are calculated correctly			
			Analysis and validation of all tariffs linked to consumer accounts [establish gaps]			
5	CUSTOMER QUERY MANAGEMENT	Query management	Implementation of a query tracking system for walk-in queries to log, track and report on consumer queries;	30 June 2024	CFO, Senior Manager	

NO	SECTION	STRATEGY INTERVENTION	ACTION	TIMESCALE	RESPONSIBILITY	BUDGET
			Formal recording and reporting of consumer queries and complaints.		Revenue	
6	CUSTOMER CARE	Improve Customer Care culture	All municipal officials participating in the revenue management function should be taken through a comprehensive awareness and change management exercise; and	Revenue Staff Workshop to be held by 31 March 2024. Will form part of Individual Performance Management	Municipal Manager, CFO, Snr Manager Revenue, Customer Care Officials	
			Performance evaluation criteria to be set and monitored.			
7	COMMUNICATION AND INTERACTION	Interdepartmental communication improvement	Improve interaction between departments that are involved in revenue management, including Planning/Building Inspectorate to establish efficient and effective working relationships between all Municipal departments in order to maximize revenue and improve credit control. This also involves the following:	Immediately, Monthly Revenue Management Meeting to be held with the different stakeholders.	Municipal Manager, CFO, Snr Manager Revenue, Directorate Public Services	
			Determine interaction procedures/protocols for every inter-departmental activity			

NO	SECTION	STRATEGY INTERVENTION	ACTION	TIMESCALE	RESPONSIBILITY	BUDGET
			Procedures/protocols to be approved by all departmental heads			
			Allocate responsibility to staff to manage and maintain procedures			
			Implement agreed procedures and interdepartmental protocols			
8	AGREEMENTS WITH EMPLOYERS FOR PAYMENT OF MUNICIPAL ACCOUNTS	Municipal account payments	The municipality should approach the employers (especially the government departments) regarding the facility available to their employees for the deduction of municipal accounts, and the incentive available to employers. A customer's consent should be obtained before implementing the revenue collection mechanism.	Will Initiate engagements and Report to the Municipal Manager by 30 June 2024	CFO, Snr Manager Revenue	
9	DEBTOR BOOK AND DEBTOR ANALYSIS	Debt book analysis, review and improvement	An in-depth analysis of the debt book including the following:	31 December 2023	CFO, Snr Manager Revenue	
			Top 100 consumers			
			Top 100 consumers per debtor class/category			
			Age analysis – debt at over 180 day			
			Age analysis – old debt attributable to Government, Business, etc.			
			Split debt per town/suburb			
			Split debt per debtor category			
			Split debt per service type			
			Split debt per indigent			
			Split debt per owner/tenant			

NO	SECTION	STRATEGY INTERVENTION	ACTION	TIMESCALE	RESPONSIBILITY	BUDGET
			Split debt per active/non active			
			Conduct an analysis of the outstanding debt to determine realistically recoverable debt versus nonrecoverable debt [debt to be written off].			
			Analyse Indigent debt and establish an approach.			
			Analyse 'quick wins' – the debtor category that should/can pay their accounts and determine and implement sustained credit control actions against them to recover outstanding amounts.			
10	INFORMATION TECHNOLOGY	Data Support Strategy review	Draft, approve and implement a database maintenance and back-up plan	RES to form part of the IT Steering Committee meetings agenda.	IT Manager, CFO, Snr Revenue Manager.	
			Draft appropriate templates to support the plan			
		Integrated IT strategy	IT projects and Investments should be assessed according to municipal objectives.			
			An organizational change communication plan is developed and implemented			
		IT Resourcing & monitoring	Support team is properly staffed to meet business needs.			
			SLA metrics are developed and monitored to measure performance and meet business needs.			
			Duties and responsibilities should be adequately segregated so that no one person can perpetrate and			

NO	SECTION	STRATEGY INTERVENTION	ACTION	TIMESCALE	RESPONSIBILITY	BUDGET
		GIS Information packs	conceal material errors or misstatements			
			Unique identifier across data sets needs to be implemented.			
			Data cleansing to enable monthly management information packs			

NO	SECTION	STRATEGY INTERVENTION	ACTION	TIMESCALE	RESPONSIBILITY	BUDGET
				31 December 2023	Snr Manager Revenue, GIS Manager	
11	ASSESSMENT RATES	Review & improvement of the Implementation of General Valuation Roll	Improve communication with municipal valuator.	On-going	CFO, Snr Manager Revenue	
			Ensure that new valuation roll includes current usage.			
			Reconcile the valuation roll to the FMS with regards to zoning, usage and values.			
12	MUNICIPAL PROPERTIES	Review of all renting / leasing arrangements	Establish and confirm all existing municipal properties currently being leased	Municipal Properties Lease Agreement Committee in process of establishment to ensure implementation and thorough review by all relevant internal departments.	Director Corporate Services, Snr Manager Legal Services; Snr Manager Revenue	
			Review terms of existing leasing contracts			
			Establish existing localized market-related leasing values			
			Renegotiate new lease agreements			

NO	SECTION	STRATEGY INTERVENTION	ACTION	TIMESCALE	RESPONSIBILITY	BUDGET
13	WATER	Water system improvement	Improve interaction between departments involved to establish efficient and effective working relationships and improve the flow of non-financial data	Monthly Revenue Management Meetings to be held.	CFO, Snr Manager Revenue, Directorate Public Services	
			Determine interaction procedures/protocols for reading of zone meters and reconciliation of water distributed to areas			
			Procedures/protocols to be approved by all departmental heads			
			Allocate responsibility to staff to manage and maintain procedures			
			Implement agreed procedures and inter-departmental protocols [monitor distribution losses]			
		Meter assessments	Conduct random meter inspections to determine instances of meter tampering, by-passed meters, illegal connections, condition of meter and water leaks			

NO	SECTION	STRATEGY INTERVENTION	ACTION	TIMESCALE	RESPONSIBILITY	BUDGET
				Quarterly Inspections of low users to be conducted.		
		Meter Audit	Appoint a Service provider to conduct a meter condition assessment/audit.	Part of Budgetary request for implementation before 30 June 2024	J Pekeur/M Magadla	
		Reduce Water Losses to acceptable levels	Consider installing automated Bulk meters at the Dam and Reservoirs to get early warning signs.	30 June 2024	J Pekeur	
			Zonal Meters should be installed at critical points to closely monitor water losses hot spots. Should be read remotely.			
			Implementation of pipe cracking to ensure proactive measures for water protection.			
			Fix leakages at households owned by Indigent Clients.	On-going	J Pekeur	
		Business Bulk Meters upgrading	Develop a business plan in order to propose upgrade of all the Business Bulk meters be remotely monitored (Telemetry)	31 December 2023	J Pekeur	

NO	SECTION	STRATEGY INTERVENTION	ACTION	TIMESCALE	RESPONSIBILITY	BUDGET
		Meter Issues at Stores Reconciled with Meters used.	Monthly reconciliations of all meters issued by stores should be reconciled to meter installations by Public Works.	30 September	J Pekuer	
		Dam and Reservoir Bulk Meter upgrading	Upgrade Bulk Meters at the Dam and Reservoirs by installing Telemetry Bulk Meters.	30 June 2024	J Pekeur	
14	SEWERAGE	Sanitation system improvement	Ensure that best practice is applied in operating and maintaining municipal services infrastructure in a sustainable manner.	18 - 52 months Annually	CFO, Snr Manager Revenue, Directorate Public Services	
			Improve communication regarding non-financial data			
		Tariff framework review	Review and confirm the sewer consumer categories			
		Meter assessments	Conduct random meter inspections to determine instances of meter tampering, by-passed meters, condition of meter and illegal connections			
15	ELECTRICITY	Electricity system improvement	Ensure measures in place to monitor electricity	On-going	Snr Manager Electrical Services,	

NO	SECTION	STRATEGY INTERVENTION	ACTION	TIMESCALE	RESPONSIBILITY	BUDGET
			purchases which may be indicative of tampering [monitor sales variance reports to detect anomalies, such as high/low purchases];		Manager Electrical Services, Snr Manager Revenue.	
			Ensure reporting and monitoring protocols [monitor distribution losses] in place between Finance and Technical Departments to ensure instances reported are addressed in a timely manner.			
			Implement Council Decision to phase out all conventional meters and replace conventional meter with prepaid meters immediately.	31 December 2023	Snr Manager Electrical Services, Manager Electrical Services.	
			Investigate the provision of electricity to informal settlements to ensure that electricity losses are limited.	31 December 2023	Snr Manager Electrical Services, Manager Electrical Services.	
			Conduct a workshop with relevant stakeholders on the current status of the SSEG project and investigate ways to make it a success	30 September 2023	Snr Manager Electrical Services, Manager Electrical Services.	
			Ensure that all the token identifiers (TID) used to identify each credit token on STS meters are updated by the due date of November 2024.	30 June 2024	Snr Manager Electrical Services, Manager Electrical Services.	

NO	SECTION	STRATEGY INTERVENTION	ACTION	TIMESCALE	RESPONSIBILITY	BUDGET
			Perform a cost-of-Service Study as required by NERSA.	31 October 2023	Snr Manager Electrical Services, Manager Electrical Services.	
16	REFUSE	Business Wheelie bin assessment	Verification of bins vs FMS vs FAR	30 September 2023	Manager Solid Waster, Senior Manager Revenue, Snr Manager Public Works	
		Identify and train field workers from the ones sponsored by Department of Environmental Affairs to perform Residential Wheelie bin assessment	Verification of bins vs FMS vs FAR	August 2023 – and audit will be onn-going		
		Refuse system improvement	Develop and document protocols/procedures to issue & replace wheelie bins and reconcile usage	Monthly Meetings between Finance and Solid Waste		
			Improve communication on non-financial data			

NO	SECTION	STRATEGY INTERVENTION	ACTION	TIMESCALE	RESPONSIBILITY	BUDGET
				Monthly Meetings between Finance and Solid Waste		
			Review Tariffs to ensure that they are cost reflective	31 December 2023	Manager Solid Waster, Senior Manager Revenue, Snr Manager Public Works	
17	CEMETERIES	Burial register review	Review manual and electronic registers	2-4 months	CFO, Snr Manager Revenue, Directorate Public Services	
			Develop proper controls and procedures regarding the cemetery service			
18	SWIMMING POOLS, SPORT FIELDS, COMMUNITY HALLS	Tariff review	Investigate framework for revenue charges and introduce new tariffs where practical	Annual Review as part of tariff Determination	Director Community Services; Manager Community Facilities; CFO; Snr Manager Revenue	
		System Improvement	Develop proper controls and procedures for service.			

NO	SECTION	STRATEGY INTERVENTION	ACTION	TIMESCALE	RESPONSIBILITY	BUDGET
				On-going investigations of best solution.		
19	RESORTS	Management review	Review and resolve rental agreements	Annually Renewed with new tariffs.	Director Community Services; Manager Community Facilities; CFO; Snr Manager Revenue.	
			Investigate electronic Booking System.			
20	AIRFIELD	Airfield review	Conclude new agreement with WAFA	31 December	Snr Manager Legal Services.	
21	TRAFFIC AND FIRE SERVICES	Event tariff review	Comparison of event tariffs for law enforcement officers of neighboring municipalities	30 September 2023 Quarterly Review of the SLA with Service Provider	Director Community Services; Chief Fire Services; Chief Traffic; Snr Manager Revenue.	
		Traffic fine collection review	Review collection of traffic fines i.r.o. of resourcing and impact and success of operational procedures & processes			
22	TOWN PLANNING AND DEVELOPMENT	Planning improvement	Improve communication with municipal valuator	2-4 months	CFO, Snr Manager Revenue.	
			Improve the implementation of punitive measures regarding unapproved construction activities			

NO	SECTION	STRATEGY INTERVENTION	ACTION	TIMESCALE	RESPONSIBILITY	BUDGET
					Directorate Public Works, Snr Manager Town Planning, GIS	
			Ensure that new valuation roll include current usage as well as zoning			
23	INDIGENT MANAGEMENT	Vetting of Indigent Applications	Ensure that the policy requirements when it comes to the qualification criteria is implemented.	On-going	Snr Manager Revenue	

TABLE 115: REVENUE ENHANCEMENT PLAN – IMPLEMENTATION PLAN

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 2019/20	Audited Outcome 2020/21	Audited Outcome 2021/22	Original Budget 2022/23
	R'000	R'000	R'000	R0'000
Revenue	1 012 212	1 070 848	1 132 251	1 390 473
Operating expenditure	1 011 192	1 073 724	1 135 989	1 355 751
Capital expenditure	195 481	124 588	143 097	318 550
Funding of Capital Expenditure				
External loans	159	0	0	146 238
Government grants, subsidies and transfers	147 062	53 383	55 635	70 138
Public contributions and donations	0	0	0	0
Own funding	48 260	71 205	87 462	102 174
Other	0	0	0	0

TABLE 116: 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	Ref	2019/20	2020/21	2021/22	Current Year 2022/23			2023/24 Medium Term Revenue & Expenditure Framework				
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26	Budget Year +3 2026/27	
R thousand														
To provide, maintain and assure basic services and social upliftment to the Breede Valley community	Sustainable basic services to communities	1		868 799	839 637	898 546	965 512	994 076	994 076	1 020 913	1 125 120	1 269 120	1 269 120	1 269 120
To create an enabling environment for employment and poverty eradication through proactive economic development and tourism	Poverty eradication through Tourism	2		946	2 614	210	137	150	150	210				
To ensure a safe, healthy, clean and sustainable external environment for residents in the Breede Valley	Safe, healthy and clean environment	3		63 207	47 370	44 848	245 594	245 115	245 115	261 458	270 236	282 236	282 236	282 236
Provide democratic, accountable government for local communities and involve communities and community organisations in the development of the local government	Good governance and public participation	4		18 638	14 156	12 473	13 581	13 836	13 836	15 145	13 258	13 258	13 258	13 258
Ensure a healthy and productive workforce and an effective and efficient environment	Healthy and productive workforce	5		660	544	704	626	626	626	633	639	639	639	639
Assure a sustainable future through sound financial management, growth corporate governance and risk management practices	Sound financial management and risk management	6		207 023	219 909	237 226	235 161	243 185	243 185	258 992	273 084	288 084	288 084	288 084
Allocations to other priorities														
Total Revenue (excluding capital transfers and contributions)				1	1 159 274	1 124 281	1 188 006	1 460 611	1 496 988	1 496 988	1 557 352	1 682 387	1 855 387	1 855 387

10.2.2 Alignment of IDP strategic objectives and budget (operating expenditure)

WCO25 Breede Valley - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

2022 Breede Valley Supporting Infrastructure Development Grant Strategic Objectives and Budget (Expenditure)				2023/24 Medium Term Revenue & Expenditure Framework														
Strategic Objective	Goal	Goal Code	Ref	2019/20	2020/21	2021/22	Current Year 2022/23			2023/24			2024/25			2025/26		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26	Budget Year +3 2026/27	Budget Year +4 2027/28	Budget Year +5 2028/29	Budget Year +6 2029/30		
To provide, maintain and assure basic services and social upliftment for the Breede Valley community	Sustainable basic services to communities	1		696 124	731 359	824 090	855 710	865 463	865 463	938 661	1 017 932	1 139 139						
To create an enabling environment for employment and poverty eradication through proactive economic development and tourism	Poverty eradication through Tourism	2		4 841	6 259	5 152	5 162	5 176	5 176	8 070	8 293							
To ensure a safe, healthy, clean and sustainable external environment for residents in the Breede Valley	Safe, healthy and clean environment	3		126 486	135 680	112 280	268 984	276 496	276 496	293 552	305 830	320 000						
Provide democratic, accountable government for local communities and involve communities and community organisations in the governance of the municipality	Good governance and public participation	4		103 893	107 391	106 167	106 629	122 527	122 527	125 839	130 598	136 000						
Ensure a healthy and productive workforce and an effective and efficient environment	Healthy and productive workforce	5		12 038	13 725	15 231	14 887	15 418	15 418	15 975	16 734	17 000						
Assure a sustainable future through sound financial management, growth corporate governance and risk management practices	Sound financial management, viability and risk management	6		67 811	79 310	73 070	104 380	113 677	113 677	118 477	124 038	129 000						
Allocations to other priorities																		
Total Expenditure				1 011 192	1 073 724	1 135 989	1 355 751	1 398 757	1 398 757	1 500 574	1 603 424	1 752 366						

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)

2023/24 Medium Term Revenue & Expenditure Framework													
Strategic Objective	Goal	Goal Code	Ref	2019/20	2020/21	2021/22	Current Year 2022/23			2023/24 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26	
R thousand													
To provide, maintain and assure basic services and social upliftment to the Breede Valley community	Sustainable basic services to communities	1	1	188 463	115 211	135 626	298 476	368 762	368 762	174 924	158 464	138 464	
To create an enabling environment for employment and poverty eradication through proactive economic development and tourism	Poverty eradication through Tourism	2	2				E 1 820 E	E 1 620 E	E 1 620	5	5		
To ensure a safe, healthy, clean and sustainable external environment for residents in the Breede Valley	Safe, healthy and clean environment	3	3	562	1 848	2 393	1 892	2 400	2 400	7 625	7 625		
Provide democratic, accountable government for local communities and involve communities and community organisations in the development of the local government	Good governance and public participation	4	4	5 280	3 842	3 235	14 357	23 056	23 056	1 725	725		
Ensure a healthy and productive workforce and an effective and efficient environment	Healthy and productive workforce	5	5				E	E	E	E	E	E	
Assure a sustainable future through sound financial management, growth corporate governance and risk management practices	Sound financial management and risk management	6	6	175	3 687	1 843	2 005	3 098	3 098	1 105	805		
Allocations to other priorities													
Total Capital Expenditure				1	195 481	124 588	143 097	318 550	398 936	398 936	185 384	167 624	145 814

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.

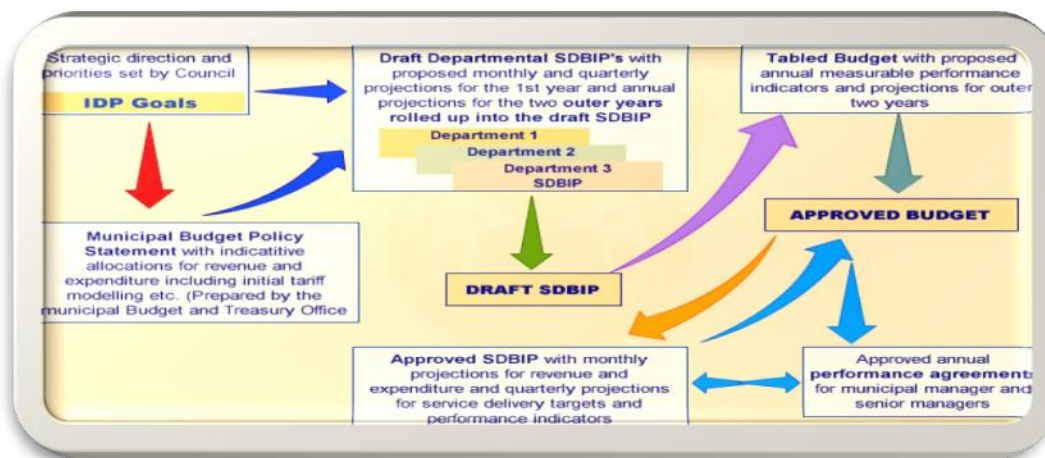


FIGURE 79: FINANCIAL PERSPECTIVE

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, reflected as below:

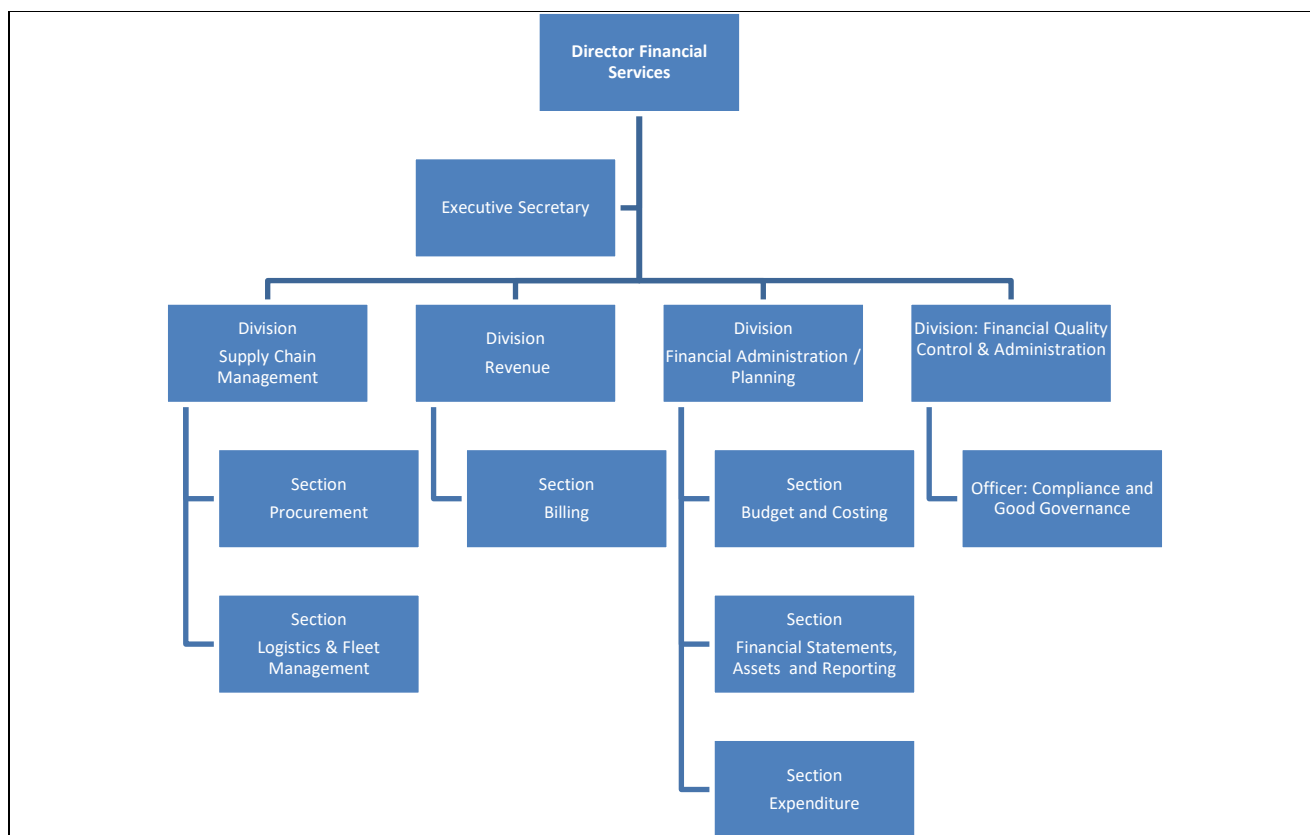


FIGURE 80: STAFF ESTABLISHMENT (MACRO STRUCTURE): DIRECTORATE FINANCE

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:

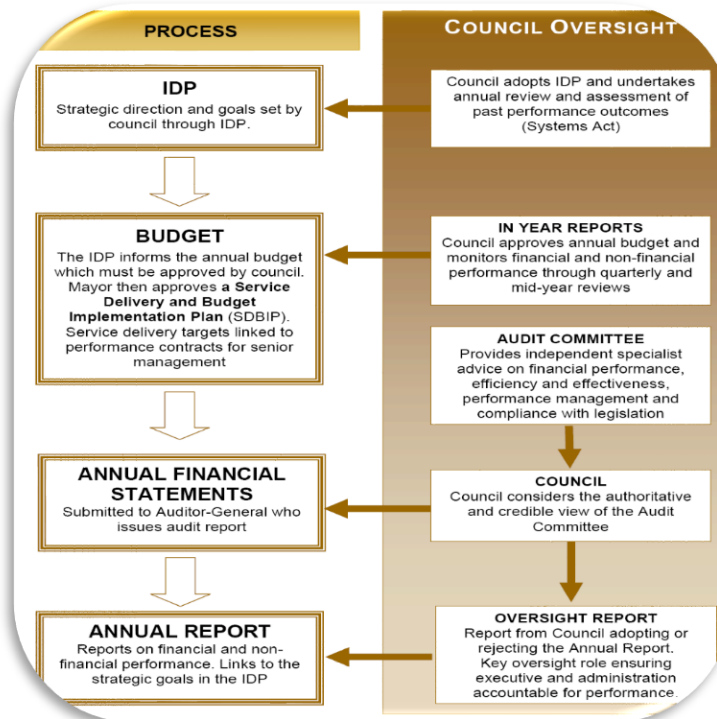


FIGURE 81: ACCOUNTABILITY FRAMEWORK

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 2022/23	%	Draft Budget 2023/24	%	Draft Budget 2024/25	%	Draft Budget 2025/26	%
Capital Budget	398 936 058	22%	185 384 181	11%	167 624 027	9%	145 815 149	8%
Operating Budget	1 398 756 719	78%	1 500 574 149	89%	1 603 423 834	91%	1 752 299 727	92%
Total Budget	1 797 692 777	100%	1 685 958 330	100%	1 771 047 861	100%	1 898 114 876	100%

TABLE 117: 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					
2016-17	2017-18	2018-19	2019-20	2020/21	2021/22
Clean Audit	Clean Audit	Unqualified with findings	Clean Audit	Clean Audit	Clean Audit

TABLE 118: 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 2022/23 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 (38% of Total Operating Revenue). The graph below gives a breakdown of revenue sources for 2023/24:

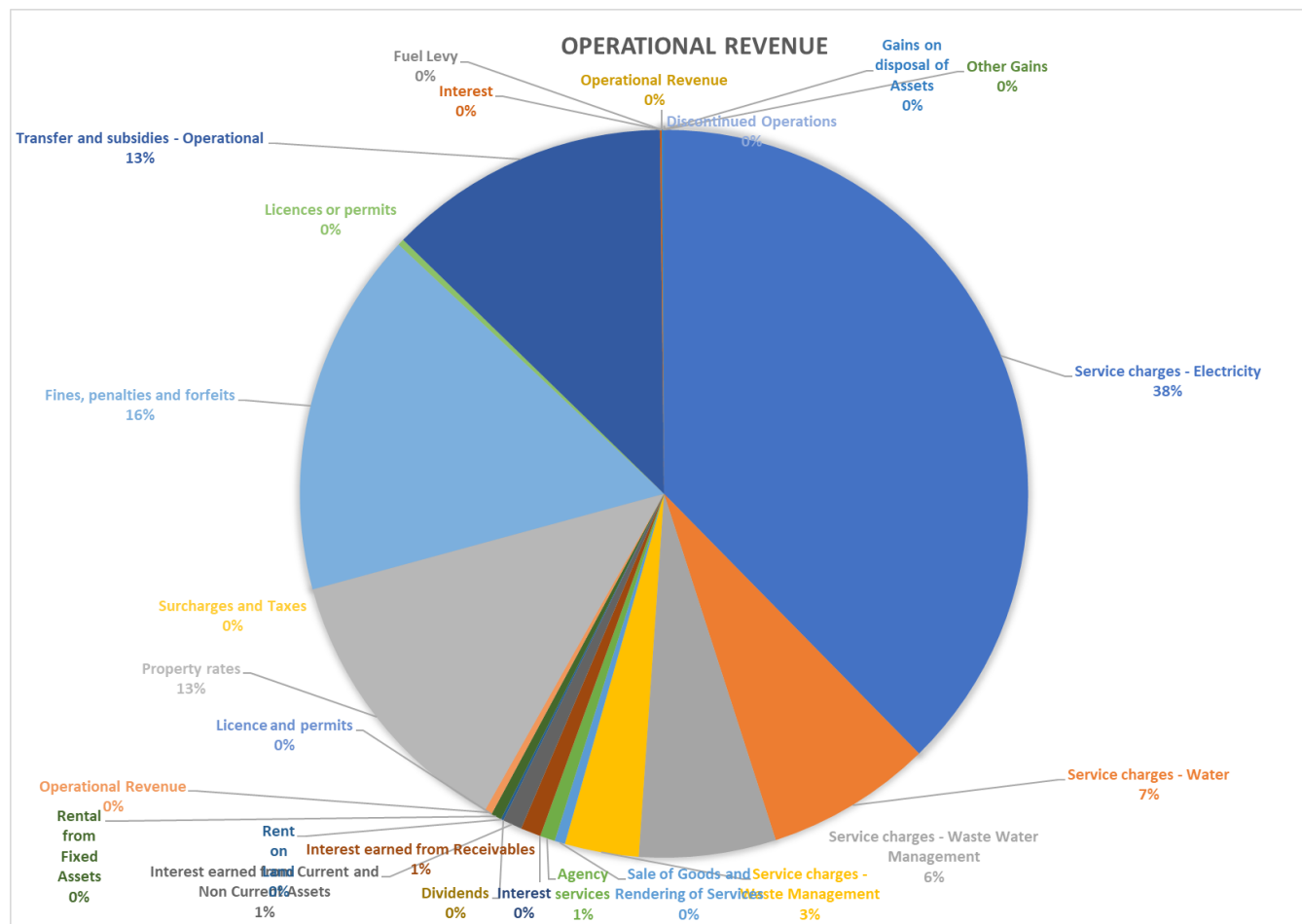


FIGURE 82: REVENUE BY SOURCE

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.

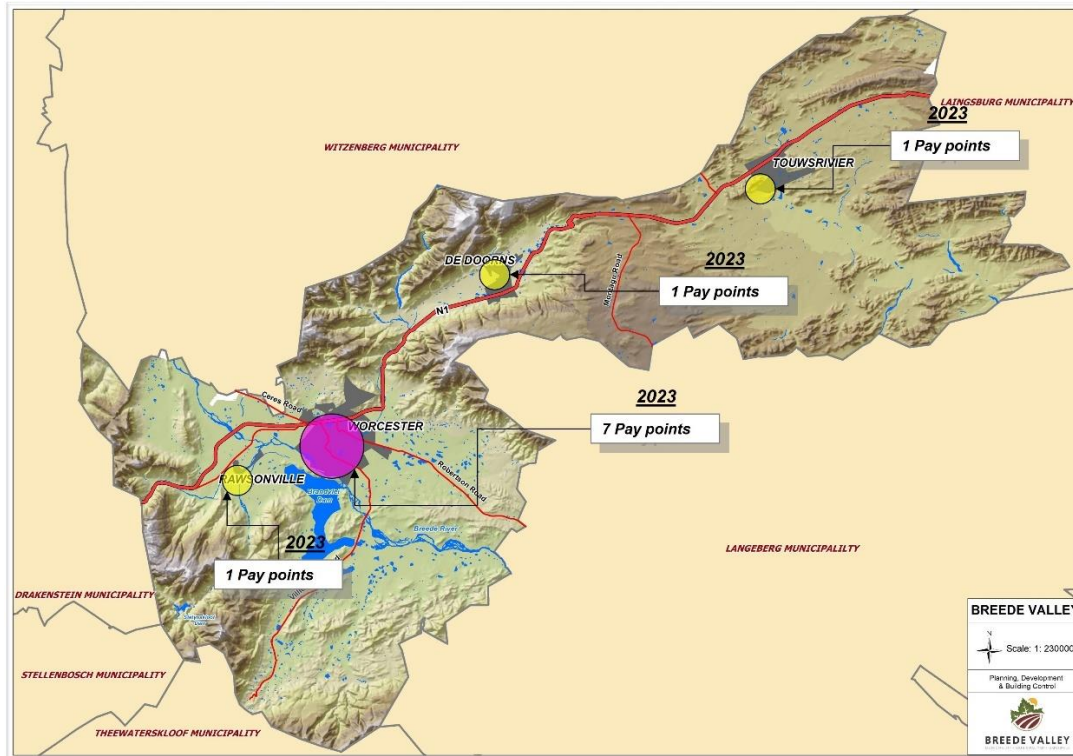


FIGURE 83: MUNICIPAL PAY POINTS

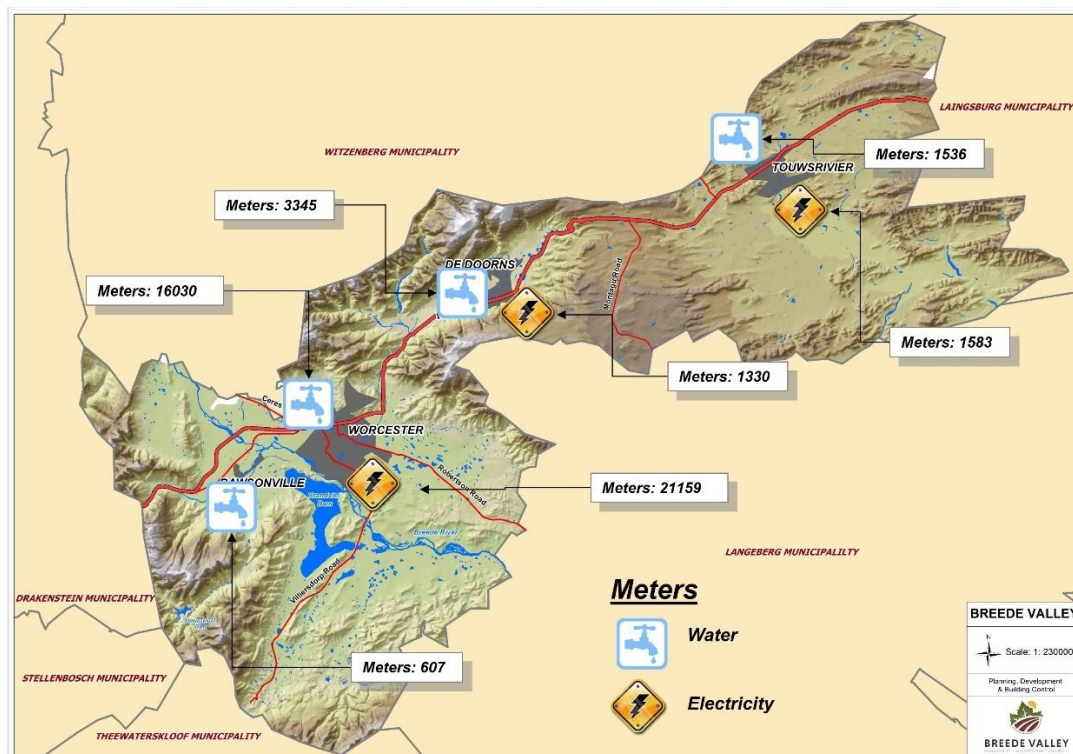


FIGURE 84: WATER AND ELECTRICITY METERS

Expenditure: BVM will spend 27% of the budget on employee related costs and 30% on electricity bulk purchases. The graph below gives a breakdown of expenditure for 2023/2024:

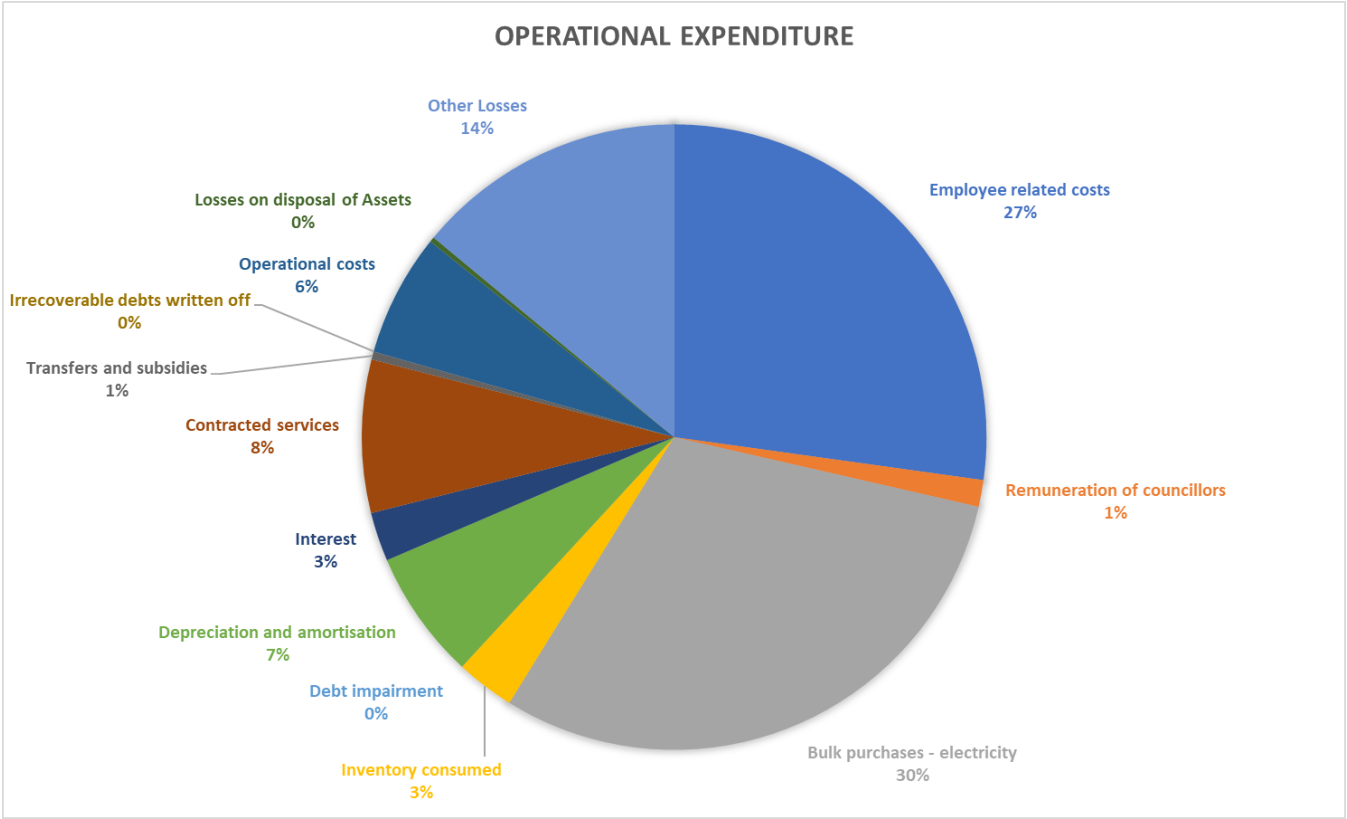


FIGURE 85: EXPENDITURE BY TYPE

Capital Expenditure: Breede Valley has R 185 384 million available for capital projects in the 2023/24 budget. Capital transfers from National and Provincial government, as well as the District Municipality amounts to R 66 797 million, External Loans R 28 069 million and a total of R 90 518 million are internally generated.

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	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 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 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Capital Expenditure - Functional											
Governance and administration		838	5 425	5 399	32 645	24 994	24 994	24 994	16 469	8 342	715
Executive and council		6	37	62	10	245	245	245	10	10	E
Finance and administration		832	5 388	5 338	32 635	24 749	24 749	24 749	16 459	8 332	715
Internal audit		E	E	E	E	E	E	E	E	E	E
Community and public safety		3 874	12 192	17 363	9 297	26 005	26 005	26 005	18 157	9 215	7 448
Community and social services		818	11 252	481	4 832	5 918	5 918	5 918	957	115	1 348
Sport and recreation		2 497	10	16 45	3 820	1 050	1 050	1 050	10 200	3 100	100
Public safety		559	930	432	639	1 688	1 688	1 688	6 000	6 000	6 000
Housing		E	E	E	E	17 350	17 350	17 350	1 000	E	E
Health		E	E	E	E	E	E	E	E	E	E
Economic and environmental services		69 869	72 398	34 954	56 245	63 965	63 965	63 965	35 292	47 261	53 211
Planning and development		5 434	1 222	659	1 820	1 620	1 620	1 620	5	5	5
Road transport		64 435	71 176	34 295	54 425	62 345	62 345	62 345	35 287	47 256	53 200
Environmental protection		E	E	E	E	E	E	E	E	E	E
Trading services		120 901	34 572	85 382	220 368	283 972	283 972	283 972	115 466	102 805	84 431
Energy sources		20 710	23 781	46 229	66 230	75 228	75 228	75 228	41 418	34 000	49 100
Water management		29 044	4 195	15 555	94 688	67 492	67 492	67 492	18 385	16 819	18 719
Waste water management		49 695	5 420	23 251	58 250	139 980	139 980	139 980	54 663	50 987	15 620
Waste management		21 452	1 177	346	1 200	1 272	1 272	1 272	1 000	1 000	1 000
Other		1	1	1	1	1	1	1	1	1	1
Total Capital Expenditure - Functional	3.7	195 481	124 583	143 097	318 550	398 936	398 936	398 936	185 384	167 624	145 811
Funded by:											
National Government		34 373	50 125	55 182	69 094	69 094	69 094	69 094	64 847	63 335	74 136
Provincial Government		112 433	2 458	25	1 044	19 419	19 419	19 419	1 950	E	E
District Municipality		71	300	429	E	549	549	549	E	E	E
Transfers and subsidies - capital (in-kind)		185	500	E	E	19	19	19	E	E	E
Transfers recognised - capital	4	147 062	53 383	55 635	70 138	89 080	89 080	89 080	66 797	63 335	74 136
Public contributions & donations	5	E	E	E	E	E	E	E	E	E	E
Borrowing	6	159	E	E	146 238	180 328	180 328	180 328	28 069	22 000	19 900
Internally generated funds		48 260	71 205	87 462	102 174	129 523	129 523	129 523	90 518	82 288	51 779
Total Capital Funding	7	195 481	124 583	143 097	318 550	398 936	398 936	398 936	185 384	167 624	145 811

TABLE 119: CAPITAL FUNDING AND EXPENDITURE BY SERVICE 2023/24

Major and Special Projects budgeted in 2023/24:

The following capital projects have been identified as critical projects and specified special projects were also prioritised for the 2023/24 MTREF:

- **Engineering & Public Services: Capital & Special Projects**

Description	Finance Source & Description		Draft Budget (2023/24)	Draft Budget (2024/25)	Draft Budget (2025/26)
Not Allocated to Wards					
Stettynskloof Water Supply (Worcester/Rawsonville)					
Increase dam Level (Stetteynskloof Dam)	1,1	Loans	2 000 000	10 000 000	10 000 000
<u>Klipvlakte/ Transhex Residential Development (13 000 erven)</u>					
Electrical Reticulation	8,2	INEP	20 238 000	21 000 000	30 000 000
<u>Upgrading of Sewer Network</u>					
External Loan	1,1	Loans	3 000 000	0	3 000 000
CRR	3,0	CRR / Own Funding	10 000 000	10 000 000	10 000 000
<u>Touws River: Waste Water Treatment Works (WwTW) Augmentation</u>					
MIG	8,0	MIG	15 884 886	26 000 000	0
MIG Counter Funding (CRR)	3,2	CRR / Own Funding	0	8 866 827	0
<u>Touws River: Water Treatment Works (WTW) Augmentation</u>					

Description	Finance Source & Description		Draft Budget (2023/24)	Draft Budget (2024/25)	Draft Budget (2025/26)
MIG	8,0	MIG	0	1 000 000	2 000 000
<u>Touws River: Water Network Upgrades to Affordable Housing Project</u>					
MIG	8,0	MIG	0	0	500 000
<u>Touws River: Sewer Network Upgrades to Affordable Housing Project</u>					
MIG	8,0	MIG	0	0	500 000
<u>Upgrading of Gravel Roads</u>					
Breede Valley: Roads	3,0	CRR / Own Funding	2 000 000	2 000 000	2 000 000
<u>Resealing of Roads</u>					
Resealing of Municipal Roads - Worcester					
MIG	8,0	MIG	0	15 336 000	39 136 000
CRR	3,0	CRR / Own Funding	3 000 000	3 000 000	0
Resealing of Municipal Roads - De Doorns					
MIG	8,0	MIG	0	0	1 500 000
Resealing of Municipal Roads - Touws River					
Resealing of Municipal Roads - Touws River	8,0	MIG	0	0	500 000
<u>Building of Roads</u>					

Description	Finance Source & Description		Draft Budget (2023/24)	Draft Budget (2024/25)	Draft Budget (2025/26)
Municipal Roads (Ward 1, 2, 3, 4, 16, 17 and 18)	3,0	CRR / Own Funding	3 000 000	3 000 000	3 000 000
<u>Networks</u>					
Pipe cracking (all wards)	3,0	CRR / Own Funding	3 000 000	3 000 000	3 000 000
<u>Electricity (8112)</u>					
Refurbishment of electrical system	3,0	CRR / Own Funding	1 500 000	0	0
Refurbishment of Touwsriver Substation and Safeguarding	1,1	Loans	4 000 000	4 000 000	0
Robertson Road Substation	1,1	Loans	1 300 000	0	0
RMU/ Main Sub Switchgear Replacements De Doorns	1,1	Loans	0	3 000 000	0
RMU/Main Sub Switchgear replacements Touwsrivier	1,1	Loans	0	3 000 000	0
Zwelethemba removal of mid-blocks	3,0	CRR / Own Funding	6 000 000	0	0
66KV Ripple Control	1,1	Loans	0	0	6 900 000
Upgrading of High Mast Lights	8,7	EEDMG	1 400 000	0	0
Upgrading of Street Lights	8,7	EEDMG	2 600 000	0	0
Refurbishment of electrical system (NERSA)					
Electricity - Machinery and Equipment	3,0	CRR / Own Funding	600 000	600 000	600 000
SOLID WASTE MANAGEMENT					
WORCESTER					

Description	Finance Source & Description		Draft Budget (2023/24)	Draft Budget (2024/25)	Draft Budget (2025/26)
Wheeliebins	3,0	CRR / Own Funding	1 000 000	1 000 000	1 000 000
<u>Ward Priorities</u>					
Fencing of Substations	3,0	CRR / Own Funding	600 000	600 000	600 000
<u>Ward 1</u>					
Upgrading Gravel Roads	3,0	CRR / Own Funding	0	2 000 000	3 272 449
Upgrading Gravel Roads	8,0	MIG	4 217 065	0	0
<u>Ward 2</u>					
De Doorns Water Purification Works : Augmentation of DAF Unit (MIG funding)	8,0	MIG	10 320 000	0	0
<u>Ward 6</u>					
Reseal of Municipal Roads (Quellerie Rd, Haarlem and others)	3,0	CRR / Own Funding	3 000 000	3 000 000	0
<u>Ward 7</u>					
Reseal of Municipal Roads (De La Bat and others)	3,0	CRR / Own Funding	3 000 000	3 000 000	0
<u>Ward 8</u>					

Description	Finance Source & Description		Draft Budget (2023/24)	Draft Budget (2024/25)	Draft Budget (2025/26)
Upgrading of Gravel Roads	3,0	CRR / Own Funding	3 000 000	0	0
<u>Erosion Protection of Hex River (Zweletemba)</u>					
Erosion Protection of Hex River : Phase 2 (300m @ R13,333.33/m)	8,0	MIG	4 187 049	0	0
<u>Ward 10</u>					
Reseal of Roads - Ward 10	3,0	CRR / Own Funding	1 000 000	1 000 000	0
<u>Ward 11</u>					
Reseal of Roads - Ward 11	3,0	CRR / Own Funding	1 000 000	1 000 000	0
<u>Ward 12</u>					
Upgrading of Routes (Visually Impaired)	3,0	CRR / Own Funding	1 000 000	0	0
Reseal of Municipal Roads - Ward 12	3,0	CRR / Own Funding	4 000 000	5 000 000	0
<u>Ward 13</u>					
Reseal of Municipal Roads - Ward 13	3,0	CRR / Own Funding	1 000 000	1 000 000	0
<u>Ward 15</u>					

Description	Finance Source & Description		Draft Budget (2023/24)	Draft Budget (2024/25)	Draft Budget (2025/26)
Reseal of Municipal Roads - Ward 15	3,0	CRR / Own Funding	2 000 000	3 000 000	1 000 000
<u>Ward 16</u>					
Speed Hump x 2 - Ward 16	3,0	CRR / Own Funding	50 000	0	0
Sidewalk - Mtwazi Road	3,0	CRR / Own Funding	100 000	0	0
<u>Ward 19</u>					
Playpark - Ward 19	6,4	RSEP	1 100 000	0	0
<u>Ward 20</u>					
High Mast Light - Ward 20	3,0	CRR / Own Funding	0	700 000	0
<u>Ward 21</u>					
Upgrading of gravel roads	3,0	CRR / Own Funding	2 000 000	3 000 000	1 000 000
<u>SERVICE CONNECTIONS (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

Description	Finance Source & Description		Draft Budget (2023/24)	Draft Budget (2024/25)	Draft Budget (2025/26)
Water Connections	3,3	CRR / Own Funding	2 719 200	2 719 200	2 719 200
<u>Water and Waste Water Treatment Works</u>					
WWTW and WTW Generators	3,0	CRR / Own Funding	800 000	800 000	0
Fencing and safeguarding of WTW and WWTW pumpstations	3,0	CRR / Own Funding	2 000 000	2 000 000	0
Water Pump station upgrading and refurbishment	3,0	CRR / Own Funding	0	0	0
WWTW Pump station upgrading and refurbishment	1,1	Loans	2 000 000	2 000 000	0
<u>Parks and Cemeteries</u>					
Parks - Machinery and Equipment	3,0	CRR / Own Funding	100 000	100 000	100 000
Fencing of Cemeteries - Aan De Doorns	3,0	CRR / Own Funding	0	0	1 225 000
Fencing of Cemeteries - De Wet Str.	3,0	CRR / Own Funding	107 000	115 000	122 500
<u>Water and Sewerage</u>					
Upgrading of Offices (Fairbairn Street)	3,0	CRR / Own Funding	0	0	0
Water - Furniture and Office Equipment	3,0	CRR / Own Funding	100 000	0	0

Description	Finance Source & Description		Draft Budget (2023/24)	Draft Budget (2024/25)	Draft Budget (2025/26)
Water - Machinery and Equipment	3,0	CRR / Own Funding	500 000	0	0
<u>ROADS AND STORMWATER</u>					
Roads - Machinery and Equipment	3,0	CRR / Own Funding	200 000	200 000	300 000
<u>Land Infill Developments</u>					
Avian Park Industrial - Water	3,0	CRR / Own Funding	0	0	0
Avian Park Industrial - Water	1,1	Loans	146 043	0	0
Avian Park Industrial - Sewer	3,1	CRR / Own Funding	438 005	0	0
Avian Park Industrial - Sewer	1,1	Loans	438 005	0	0
Avian Park Industrial - Stormwater	3,0	CRR / Own Funding	0	0	0
Avian Park Industrial - Stormwater	1,1	Loans	94 928	0	0
Avian Park Industrial - Electricity	3,1	CRR / Own Funding	990 000	0	0
Avian Park Industrial - Electricity	1,1	Loans	990 000	0	0
Avian Park Industrial - Sewer Pumpstation	3,1	CRR / Own Funding	0	0	0
Avian Park Industrial - Sewer Pumpstation	1,1	Loans	14 000 000	0	0
Somerset Park - Water	3,0	CRR / Own Funding	0	0	0

Description	Finance Source & Description		Draft Budget (2023/24)	Draft Budget (2024/25)	Draft Budget (2025/26)
Somerset Park - Water	1,1	Loans	0	0	0
Somerset Park - Sewer	3,0	CRR / Own Funding	0	0	0
Somerset Park - Sewer	1,1	Loans	0	0	0
Somerset Park - Stormwater	3,0	CRR / Own Funding	0	0	0
Somerset Park - Stormwater	1,1	Loans	0	0	0
Somerset Park - Electricity	1,2	Loans	100 000	0	0
Somerset Park - Electricity	1,1	Loans	0	0	0
Uitvlug Industrial Zone - Water	3,0	CRR / Own Funding	100 000	100 000	500 000
Uitvlug Industrial Zone - Sewer	3,0	CRR / Own Funding	100 000	100 000	500 000
Uitvlug Industrial Zone - Electricity	3,0	CRR / Own Funding	100 000	100 000	10 000 000
Uitvlug Industrial Zone - Roads	3,0	CRR / Own Funding	100 000	100 000	500 000
Uitvlug Industrial Zone - Stormwater	3,0	CRR / Own Funding	100 000	100 000	500 000
Total			150 440 181	148 657 027	138 095 149

TABLE 119: ENGINEERING & PUBLIC SERVICES CAPITAL & SPECIAL PROJECTS IDENTIFIED FOR 2023/24

• Other Directorates: Capital & Special Projects

Description	Finance Source & Description		Draft Budget (2023/24)	Draft Budget (2024/25)	Draft Budget (2024/25)
<u>Municipal Manager</u>					
Admin - 0603					
Furniture and Equipment	3,0	CRR / Own Funding	5 000	5 000	0
<u>Community Services</u>					
ADMIN - 0903					
Furniture & Equipment	4,0	CRR / Own Funding	5 000	5 000	0
HUMAN SETTLEMENTS					
Rental Unit Upgrade	3,0	CRR / Own Funding	1 000 000	0	0
SPORT: Boland Park - 5130					
Replacement of fence perimeter	3,0	CRR / Own Funding	0	3 000 000	0
DE WET SPORTGROUND					
Upgrading of De Wet Sportground	8,0	MIG	1 100 000	0	0
RAWSONVILLE SPORTGROUND					
Upgrading of Rawsonville Sportground	8,0	MIG	4 900 000	0	0
SPORT: Esselen Park					

Description	Finance Source & Description		Draft Budget (2023/24)	Draft Budget (2024/25)	Draft Budget (2024/25)
Replacement of fence perimeter	3,0	CRR / Own Funding	3 000 000	0	0
WATERLOO LIBRARY - 4506					
Modular Library (Overhex)	6,1	Libraries Grant	850 000	0	0
TRAFFIC					
Buildings					
Traffic Vehicles	3,0	CRR / Own Funding	1 620 000	1 620 000	1 000 000
FIRE DEPARTMENT: ADMIN - 4203					
Major Fire Engine (Pumper)	3,0	CRR / Own Funding	5 000 000	5 000 000	5 000 000
Equipment for Fire Engine	3,0	CRR / Own Funding	1 000 000	1 000 000	1 000 000
<u>FINANCIAL SERVICES</u>					
Admin					
Furniture and Equipment	4,0	CRR / Own Funding	5 000	5 000	0
Financial Planning					
Safeguarding of Assets	12,0	Insurnce Reserve	400 000	400 000	0
Insurance claims	12,0	Insurnce Reserve	400 000	400 000	0

Description	Finance Source & Description		Draft Budget (2023/24)	Draft Budget (2024/25)	Draft Budget (2024/25)
Financial Planning - Furniture and Equipment	3,0	CRR / Own Funding	50 000	0	0
Revenue					
Revenue - Upgrading of Municipal Building	3,0	CRR / Own Funding	50 000	0	0
Credit Control - Upgrading of Municipal Building -	3,0	CRR / Own Funding	0	0	0
Revenue - Airconditioners	3,0	CRR / Own Funding	50 000	0	0
Revenue - Machinery and Equipment	3,0	CRR / Own Funding	150 000	0	0
Revenue - Furniture and Office Equipment	3,0	CRR / Own Funding	0	0	0
Fleet Management - 8860			0	0	0
Municipal Vehicles - LDV's	3,0	CRR / Own Funding	500 000	0	0
Municipal Vehicles - Sedans	3,0	CRR / Own Funding	500 000	0	0
Municipal Vehicles - Specialized	3,0	CRR / Own Funding	500 000	0	0
<u>COUNCIL & MAYCO</u>					
MAYORAL OFFICE - 0306					

Description	Finance Source & Description		Draft Budget (2023/24)	Draft Budget (2024/25)	Draft Budget (2024/25)
Furniture and Equipment	3,0	CRR / Own Funding	5 000	5 000	0
<u>STRATEGIC SUPPORT SERVICES</u>					
STRATEGIC SUPPORT - ADMIN - 2103					
Furniture and Equipment	4,0	CRR / Own Funding	5 000	5 000	5 000
Local Economic Development					
LED - Furniture and Office Equipment	4,0	CRR / Own Funding	5 000	5 000	5 000
Zwelethemba Economic Facility	3,0	CRR / Own Funding	0	0	0
Zwelethemba Economic Facility	6,4	RSEP	0	0	0
Other Buildings					
Supply and Installation of Load Shedding Solution and Solar PV	3,0	CRR / Own Funding	12 884 000	6 807 000	0
Upgrading of Municipal Buildings	3,0	CRR / Own Funding	100 000	0	0
WORCESTER TOWN HALL					
Airconditioner	3,0	CRR / Own Funding	0	0	0
INFORMATION TECHNOLOGY - 2114					

Description	Finance Source & Description		Draft Budget (2023/24)	Draft Budget (2024/25)	Draft Budget (2024/25)
ICT - Computer Equipment	3,0	CRR / Own Funding	500 000	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
Airconditioner (DR Site)	3,0	CRR / Own Funding	150 000	0	0
Total			34 944 000	18 967 000	7 720 000

TABLE 120: OTHER DIRECTORATES CAPITAL & SPECIAL PROJECTS IDENTIFIED FOR 2023/24

The ratio analysis of Breede Valley for the past five financial years are reflected in the table below:

Financial Year	2016 Audited	2017 Audited	2018 Audited	2019 Audited	2020 Audited	Norm
FINANCIAL POSITION						
ASSET MANAGEMENT						
Capital expenditure to total expenditure	9.70%	17.11%	21.71%	17.26%	11.20%	10% - 20%
Impairment of PPE, investment properties and intangibles (carrying value)	0%	0%	0%	0%	0%	0%
Depreciation /operating revenue	9.45%	8.04%	8.10%	7.56%	8.03%	20%
Repairs and maintenance / PPE and investment property (carrying value)	3.31%	3.02%	2.76%	2.24%	2.23%	8%
DEBTORS MANAGEMENT						
Net debtors days	53 days	51 days	57 days	59 days	49 days	30 days
LIQUIDITY MANAGEMENT						
Cash/ cost coverage ratio (excluding unspent conditional grants)	2months	1month	1 month	2 months	3 months	1 - 3 months
Current ratio	1.85	1.63	1.49	1.65	1.82	1.5 – 2 : 1
LIABILITY MANAGEMENT						
Debt (total borrowings)/ total operating revenue	26.33%	21.82%	20.67%	18.47%	17.91%	45%
Capital Cost (interest paid and redemption) as a % / total operating expenditure	5.29%	4.49%	3.82%	3.37%	3.24%	6% - 8%
FINANCIAL PERFORMANCE						
DISTRIBUTION LOSSES						

Electricity distribution losses (percentage)	6.20%	6.63%	7.18%	5.41%	7.05%	7% - 10%
Water distribution losses (percentage)	17.06%	14.05%	16.39%	31.12%	24.28%	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)	28.77%	30.11%	35.48%	36.48%	37.33%	25% - 40%
Contracted services % of total operating expenditure	10.15%	10.10%	8.02%	6.87%	7.41%	2% - 5%

TABLE 121: 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.

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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 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</p>		

TABLE 122: 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	Plans available for all towns except Rawsonville that is served by Eskom. All plans to be reviewed to include low voltage.
Integrated Infrastructure Maintenance Plan	The plan will be prepared during the NDGS

Sector Plan	Status of Plan
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 123: 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 86: JDMA - PROVINCIAL STRATEGIC PRIORITIES

From a district strategic perspective (CWDM), the following priorities have been identified:



FIGURE 87: 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 will host a Waste Minimisation Summit on 31 March 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. In the interim, the first 190 houses are scheduled for handover by 31 March 2023 (44 handed over as at 17 March 2023)</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 Sattelite 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 ()
	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 124: CWD JDMA PROJECT IMPLEMENTATION PLAN & STATUS UPDATE

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 (2023/24 – 2025/26). 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:

Sector	Nature of Investment	Funding Source	Project Name	IDMS Gate	Delivery Mechanism	2023/24 (R'000)	2024/25 (R'000)	2025/26 (R'000)
Arts & Culture	Infrastructure Transfers - Capital	Community Library Service Grant	Overhex Modular Library	Stage 1: Initiation/ Pre-feasibility	Individual Project	850		
DEA&DP (Cape Nature)	Upgrading and Additions	Equitable Share	Vrolijkheid Upgrades	Stage 1: Initiation/ Pre-feasibility	Individual Project	2 500		
Education	New or Replaced Infrastructure	Education Infrastructure Grant	Roodewal PS	Stage 1: Initiation/ Pre-feasibility	Individual Project	5 000	40 000	30 000
Health	New or Replaced Infrastructure	Health Facility Revitalisation Grant	Worcester - Avian Park Clinic - New	Stage 6: Handover	Individual Project	190		
Health	New or Replaced Infrastructure	Health Facility Revitalisation Grant	De Doorns - De Doorns Ambulance Station - Replacement	Stage 7: Close out	Individual Project	1		
Health	Rehabilitation, Renovations & Refurbishment	Health Facility Revitalisation Grant	Worcester - Worcester Hospital - Relocation of MOU	Stage 4: Design Documentation	Individual Project	5 467	1 623	304
Health	Rehabilitation, Renovations & Refurbishment	Health Facility Revitalisation Grant	Worcester - Cape Winelands District Office - Lift upgrade 1892, 1893	Not Applicable	Individual Project	168	1 560	80
Health	Rehabilitation, Renovations & Refurbishment	Health Facility Revitalisation Grant	Worcester - Worcester Hospital - Fire compliance	Stage 5: Works	Individual Project	2 141	1 995	46

Sector	Nature of Investment	Funding Source	Project Name	IDMS Gate	Delivery Mechanism	2023/24 (R'000)	2024/25 (R'000)	2025/26 (R'000)
Health	Upgrading and Additions	Health Facility Revitalisation Grant	De Doorns - De Doorns CDC - Upgrade and Additions	Stage 4: Design Documentation	Individual Project	2 500	8 977	168
Health	Upgrading and Additions	Health Facility Revitalisation Grant	Worcester - WCCN Boland - Additional Nurses accommodation - Erica Hostel	Stage 7: Close out	Individual Project	1		
Health	Upgrading and Additions	Health Facility Revitalisation Grant	Worcester - Boland Nurse College - Training facility at Keerom	Stage 4: Design Documentation	Individual Project	1 200	3 529	3 618
Health	Non-Infrastructure	Equitable Share	Worcester - Worcester HT Maintenance Hub - Infrastructure Support	Not Applicable	Individual Project	642	642	642
Health	Non-Infrastructure	Equitable Share	Worcester - Winelands & Overberg Maintenance Hub - Infrastructure Support	Not Applicable	Individual Project	1 090	1 090	1 090
Health	Non-Infrastructure	Health Facility Revitalisation Grant	Worcester - Worcester Hospital - HT - Relocation of MOU	Not Applicable	Individual Project	2 375	475	
Health	Non-Infrastructure	Health Facility Revitalisation Grant	De Doorns - De Doorns CDC - HT - Upgrade and Additions	Not Applicable	Individual Project	3 209	950	

Sector	Nature of Investment	Funding Source	Project Name	IDMS Gate	Delivery Mechanism	2023/24 (R'000)	2024/25 (R'000)	2025/26 (R'000)
Health	Non-Infrastructure	Health Facility Revitalisation Grant	Worcester - Worcester CDC - HT - Upgrade of MOU area	Not Applicable	Individual Project		950	950
Health	Non-Infrastructure	Health Facility Revitalisation Grant	De Doorns - Sandhills Clinic (Repl) - HT - Replacement	Not Applicable	Individual Project			950
Health	Non-Infrastructure	Health Facility Revitalisation Grant	Worcester - Worcester Hospital - HT - Refurbishment 2023-24	Not Applicable	Individual Project	1 330		
Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	DHS: Breede Valley: Worcester: Transhex: 1419 T/S - IRDP - Ph 1: 1277 T/S	Stage 5: Works	Individual Project	50 000	50 000	31 000
Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	Worcester Transhex (professional fees) IRDP	Stage 3: Design Development	Individual Project	3 000	4 000	
Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	Avian Park Albatros Str-Rem-Erf 1 (900 sites) IRDP	Stage 3: Design Development	Individual Project	1 250	1 500	1 500
Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	Cape Winelands: Worcester: Fisher Street Erf 10253: 307 Sites - IRDP -Phase 1	Stage 3: Design Development	Individual Project	430	1 051	
Human Settlements	Infrastructure Transfers - Capital	Informal Settlements Upgrading Partnership Grant	ISSP Zwelethemba North Rem Erf 1 (2000 services) UISP	Stage 3: Design Development	Individual Project	1 700	1 700	10 000

Sector	Nature of Investment	Funding Source	Project Name	IDMS Gate	Delivery Mechanism	2023/24 (R'000)	2024/25 (R'000)	2025/26 (R'000)
Transport & Public Works	New or Replaced Infrastructure	Equitable Share	C1234.01 Worcester Eastern Bypass TR33/1	Stage 1: Initiation/ Pre-feasibility	Individual Project		31 000	130 000
Transport & Public Works	Rehabilitation, Renovations & Refurbishment	Equitable Share	C1203 Reseal Trunk & Divisional roads around Worcester	Stage 2: Concept/ Feasibility	Individual Project	20 000	50 000	12 000
Transport & Public Works	Rehabilitation, Renovations & Refurbishment	Provincial Roads Maintenance Grant	C1202 PRMG Rehab/reseal MR264 Swellendam - Bredasdorp (38,5km)	Stage 2: Concept/ Feasibility	Individual Project			32 000
Transport & Public Works	Rehabilitation, Renovations & Refurbishment	Equitable Share	C1158.2 Emergency replacement of Bridge0495 near De Doorns	Stage 4: Design Documentation	Individual Project		9 000	
Transport & Public Works	Rehabilitation, Renovations & Refurbishment	Equitable Share	C1202 Rehab/reseal MR264 Swellendam - Bredasdorp (38,5km)	Stage 2: Concept/ Feasibility	Individual Project		25 086	59 233
Transport & Public Works	Rehabilitation, Renovations & Refurbishment	Provincial Roads Maintenance Grant	C1203 PRMG Reseal Trunk & Divisional roads around Worcester (58km)	Stage 2: Concept/ Feasibility	Individual Project	30 000	50 000	
Transport & Public Works	Upgrading and Additions	Equitable Share	DR 1399 Die Straat	Stage 4: Design Documentation	Individual Project	4 000		
GRAND TOTAL						139 044	285 128	313 581

TABLE 125: PROVINCIAL INFRASTRUCTURE INVESTMENT PROJECTS AND PROGRAMMES IN THE MUNICIPALITY FOR THE MTEF PERIOD 2023/24 – 2025/26

a) Allocations to municipalities as reflected in the 2023 Budget and not Listed in the Division of Revenue Act, 2023

PROVINCIAL GAZETTED			
<u>Provincial Treasury</u> <u>Provincial Notice ref: P.N. 28/2023</u>	2032/24 (R'000)	2024/25 (R'000)	2025/26 (R'000)
Human Settlements Development Grant (Beneficiaries)	R 1 680		
Community Library Services Grant	R 12 073	R 12 544	R 13 107
Thusong Service Centres Grant (Sustainability: Operational Support Grant)	R 120		
Informal Settlements Upgrading Partnership Grant	R 1 680	R 2 551	R 1 500
Regional Socio-Economic Projects (RSEP) Programme - Municipal Projects	R 1 100		
Financial assistance to Municipalities for maintenance and construction of transport infrastructure	R 190	R 200	R 260
Municipal Accreditation and Capacity Building Grant	R 491	R 497	R 497
Title Deeds Restoration Grant	R 1 700	R 1 700	R 10 000
Fire Service Capacity Building Grant	R 1 103	R 118	R 118
Community Development Workers Operational Support Grant	R 94	R 94	R 94
Total Provincial Allocations to BVM	R 20 231	R 17 704	R 25 576

TABLE 126: ALLOCATIONS TO MUNICIPALITIES AS REFLECTED IN THE 2023 BUDGET AND NOT LISTED IN THE DIVISION OF REVENUE ACT, 2023

The table below depicts the draft national allocations to BVM, in terms of the Division of Revenue Bill

NATIONAL GAZETTED				
Division of Revenue Bill: Government Gazette No. 48017		2023/24 (R'000)	2024/25 (R'000)	2025/26 (R'000)
Schedule 5 / 7 (B)	Local Government Financial Management Grant	R 1 550	R 1 550	R 1 650
Schedule 5 / 7 (B)	Expanded Public Works Programme Integrated Grant for Municipalities	R 5 072		
Schedule 4 / 5 (B)	Municipal Infrastructure Grant	R 40 609	R 42 336	R 44 136
Schedule 4 / 5 (B)	Integrated National Electrification Programme (Municipal Grant)	R 20 238	R 21 000	R 30 000
Schedule 4 / 5 (B)	Energy Efficiency and Demand-Side Management Grant	R 4 000		
Schedule 6	Integrated National Electrification Programme (ESKOM) Grant	R 5 796	R 920	
Schedule 3	Equitable Share	R 162 453	R 176 655	R 193 187
Total National Allocations to BVM		R 239 718	R 242 461	R 268 973

TABLE 127: DRAFT 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.

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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. Subsequent reviews will be conducted on a regular basis 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:

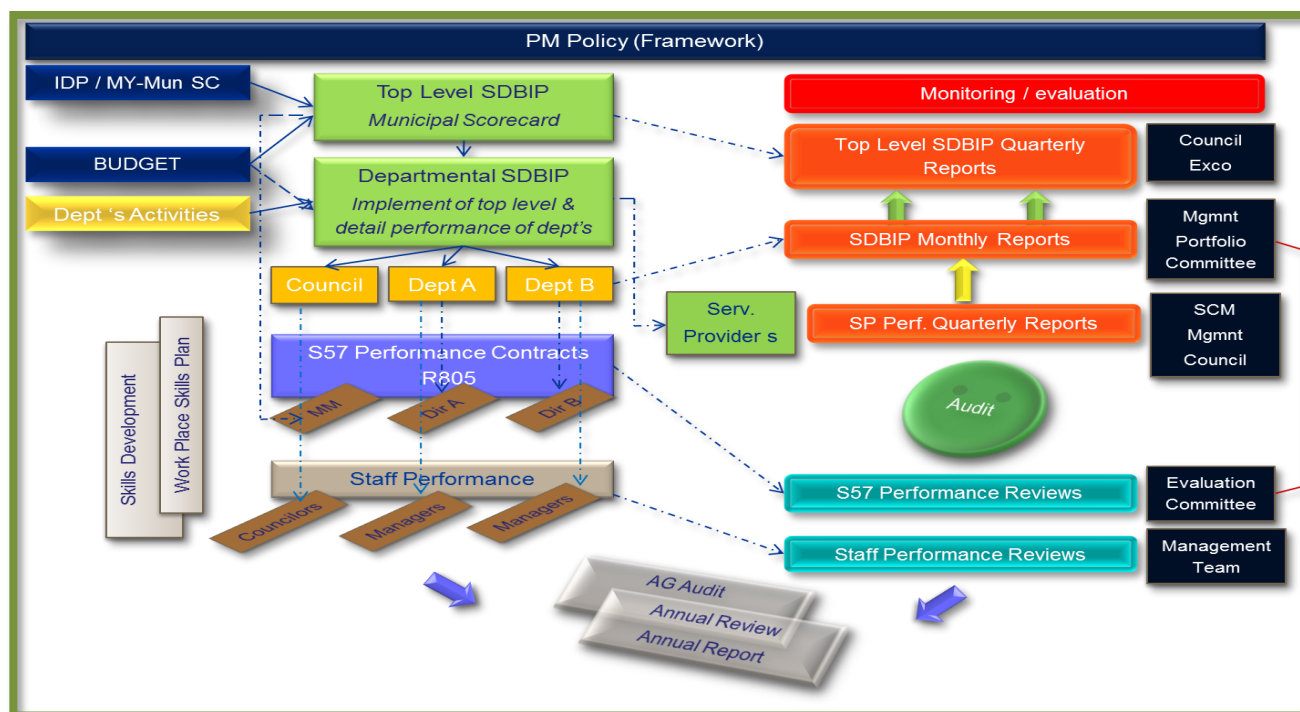


FIGURE 88: PERFORMANCE MANAGEMENT POLICY FRAMEWORK

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.

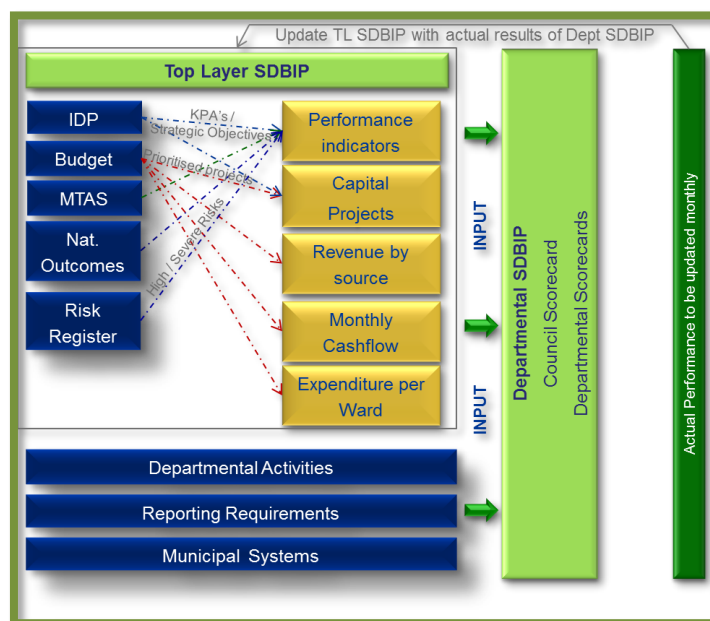


FIGURE 89: ORGANISATIONAL PERFORMANCE

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 2022 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.

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 prescribe that the prescribed technical indicator descriptions (TID's) must be implemented as a pilot process in 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. The deadline for submission of the reporting templates (to the applicable provincial & national authorities) have been set at 31 July 2022. The municipality is in process of finalising the templates and will inform Council thereof upon completion (prior to the submission deadline).

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, remember that final must be submitted within 2 months after draft has been submitted

TABLE 128: REPORTING INTERVALS

12.6 DRAFT TOP LAYER SDBIP 2023/24

§ Please note that the final Top Layer SDBIP for 2023/24, as per legislation, will be approved by the Mayor within 28 Days after the adoption of the final budget. The information depicted below is still draft and is therefore subject to change.

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 2023/24	Quarterly Targets			
							Q1	Q2	Q3	Q4
Review the Sport Facilities Infrastructure Master Plan and submit to Council for approval by 31 May 2024 (Final)	Final reviewed Sport Facilities Infrastructure Master Plan submitted to Council for approval	Director: Community Services	1	All	Number	1.00	0	0	0	1
Implement 4 community development programs at each youth centre by 30 June 2024	Number of community development programs implemented	Director: Community Services	8	All	Number	8.00	2	2	2	2
Spend 95% of the Library Grant in accordance with the transfer payment agreement by 30 June 2024	% of grant funding spent	Director: Community Services	100.00%	All	Percentage	95.00	20.00	50.00	75.00	95.00
Spend 90% of the electricity capital budget by 30 June 2024 {(total actual capital project expenditure/total	% of the budget spent	Director: Engineering Services	89.41%	All	Percentage	90.00	0.00	30.00	60.00	90.00

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 2023/24	Quarterly Targets			
							Q1	Q2	Q3	Q4
capital project budget) x 100}										
Spend 90% of the electricity maintenance budget by 30 June 2024 {(total actual maintenance expenditure/total maintenance budget) x 100}	% of the budget spent	Director: Engineering Services	79.62%	All	Percentage	90.00	10.00	30.00	60.00	90.00
Spend 90% of the capital budget allocated for the resurfacing of roads by 30 June 2024 {(total actual capital project expenditure/total capital project budget) x 100}	% of the budget spent	Director: Engineering Services	99.37%	All	Percentage	90.00	0.00	30.00	60.00	90.00
Spend 90% of the budget allocated for the upgrade of gravel roads by 30 June 2024 {(total actual capital project expenditure/total capital project budget) x 100}	% of the budget spent	Director: Engineering Services	90.00%	All	Percentage	90.00	0.00	30.00	60.00	90.00

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 2023/24	Quarterly Targets			
							Q1	Q2	Q3	Q4
Review the Electrical Infrastructure Master Plan and submit to Council for approval by 31 December 2023	Master Plan reviewed and submitted to Council for approval	Director: Engineering Services	New kpi	All	Number	1.00	0.00	1.00	0.00	0.00
Number of formal residential properties that are billed for water as at 30 June 2024	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	21 380	All	Number	21380.00	21 380	21 380	21 380	21 380
Number of residential properties which are billed for electricity or have pre-paid meters (excluding Eskom Electricity supplied properties) as at 30 June 2024	Number of residential properties that are billed for electricity or have pre-paid meters, charged on the residential tariffs for consumption and residential prepaid tariffs	CFO	23 250	All	Number	23250.00	23 250	23 250	23 250	23 250

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 2023/24	Quarterly Targets			
							Q1	Q2	Q3	Q4
Number of formal residential properties that are billed for sanitation/sewerage services as at 30 June 2024	Number of residential properties that are billed for residential sewerage tariffs using the erf as property	CFO	19 160	All	Number	19160.00	19 160	19 160	19 160	19 160
Number of formal residential properties that are billed for refuse removal as at 30 June 2024	Number of residential properties that are billed for refuse removal residential tariffs using the erf as a property	CFO	19 200	All	Number	19200.00	19 200	19 200	19 200	19 200
Provide free basic water to indigent households earning less than R4500 as at 30 June 2024	Number of indigent households receiving free basic water	CFO	9 660	All	Number	9660.00	9 660	9 660	9 660	9 660
Provide free basic electricity to indigent households earning less than R4500 as at 30 June 2024	Number of indigent households receiving free basic electricity	CFO	9 660	All	Number	9660.00	9 660	9 660	9 660	9 660
Provide free basic sanitation to indigent households earning less than R4500 as at 30 June 2024	Number of indigent households receiving free basic sanitation	CFO	9 660	All	Number	9660.00	9 660	9 660	9 660	9 660

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 2023/24	Quarterly Targets			
							Q1	Q2	Q3	Q4
Provide free basic refuse removal to indigent households earning less than R4500 as at 30 June 2024	Number of indigent households receiving free basic refuse removal	CFO	9 660	All	Number	9660.00	9 660	9 660	9 660	9 660
Limit unaccounted electricity losses to less than 10% by 30 June 2024	% unaccounted for electricity	CFO	7.05%	All	Percentage	10.00	0.00	0.00	0.00	10.00
Limit unaccounted water losses to less than 25% by 30 June 2024	% unaccounted for water	CFO	24.28%	All	Percentage	25.00	0.00	0.00	0.00	25.00
Achieve 95% average water quality level as measured per SANS 241 criteria during the 2023/24 financial year	% water quality level per quarter	Director: Public Services	95.13%	All	Percentage	95.00	95.00	95.00	95.00	95.00
Review the 5 year Water Service Development Plan IDP Water Sector Input Report and submit to Council for consideration by 31 March 2024	Water Service Development Plan IDP Water Sector Input Report submitted to Council for consideration	Director: Public Services	1	All	Number	1.00	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 2023/24	Quarterly Targets			
							Q1	Q2	Q3	Q4
80% of sewage samples comply with effluent standard during the 2023/24 financial year {(Number of sewage samples that comply with General Authorisation/Number of sewage samples tested)x100}	% of sewage samples compliant	Director: Public Services	87.66%	All	Percentage	80.00	80.00	80.00	80.00	80.00
Spend 90% of the budget allocated towards the improvement of the sewerage system by 30 June 2024 {(Actual expenditure divided by the total approved budget) x 100}	% of budget spent	Director: Public Services	New kpi	8; 16; 17; 18; 10; 9; 11; 14; 12; 21; 19; 20; 13	Percentage	90.00	0.00	0.00	30.00	90.00
Spend 90% of the budget allocated for the Regional Socio Economic Programme by 30 June 2024 {(Actual expenditure divided by the total approved capital budget) x 100}	% of budget spent	Director: Public Services	New kpi	All	Percentage	90.00	0.00	30.00	60.00	90.00

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 2023/24	Quarterly Targets			
							Q1	Q2	Q3	Q4
The number of FTE's created through the EPWP programme by 30 June 2024	Number of FTE's created through the EPWP programme	Director: Strategic Support Services	310.11	All	Number	325.00	81.25	81.25	81.25	81.25
Sign service level agreements (SLA's) with 4 Local Tourism Associations (LTA's) for their annual tourism operational expenditure by 30 September 2023	Number of SLA's signed by 30 September 2022	Director: Strategic Support Services	4	All	Number	4.00	4	0	0	0
Review the Local Economic Development Strategy and submit to Council for approval by 31 May 2024 (Final)	Final reviewed LED Strategy submitted to Council for approval	Director: Strategic Support Services	1	All	Number	1.00	0	0	0	1
Develop a Precinct Plan for informal trade and submit to Council for approval by 31 October 2023	Precinct Plan developed and submitted to Council for approval	Director: Strategic Support Services	New kpi	All	Number	1.00	0	1	0	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 2023/24	Quarterly Targets			
							Q1	Q2	Q3	Q4
Develop an Investment Incentive Policy and submit to Council for approval by 31 October 2023	Investment Incentive Policy developed and submitted to Council for approval	Director: Strategic Support Services	New kpi	All	Number	1.00	0	1	0	0

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 2023/24	Quarterly Targets			
							Q1	Q2	Q3	Q4
Spend 90% of the capital budget allocated for the construction of speedhumps in the municipal area by 30 June 2024 {(total actual capital project expenditure/total capital project budget) x 100}	% of the budget spent	Director: Engineering Services	100.00%	All	Percentage	90.00	0.00	30.00	60.00	90.00
Recycle 80 tonnage of waste by 30 June 2024	Tonnage of waste recycle	Director: Public Services	New kpi	All	Number	80.00	20.00	20.00	20.00	20.00

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 2023/24	Quarterly Targets			
							Q1	Q2	Q3	Q4
Compile a Risk Based Audit Plan and submit to the Audit Committee by 30 June 2024	RBAP submitted to the Audit Committee	Municipal Manager	1	All	Number	1.00	0	0	0	1
Compile a strategic risk report and submit to Council by 31 May 2024	Strategic risk report submitted to Council	Municipal Manager	1	All	Number	1.00	0	0	0	1
Review the Communication Strategy including the Language Policy and submit to Council for approval by 31 May 2024 (Final)	Final reviewed Communication Strategy including the Language Policy submitted to Council for approval	Director: Strategic Support Services	1	All	Number	1.00	0	0	0	1
Review the 5th generation Final IDP and submit to Council for approval by 31 May 2024	Final IDP compiled and submitted to Council for approval	Director: Strategic Support Services	1	All	Number	1.00	0	0	0	1
Develop a Service Charter and submit to Council for approval by 31 October 2023	Service Charter developed and submitted to Council for approval	Director: Strategic Support Services	New kpi	All	Number	1.00	0.00	1.00	0.00	0.00

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 2023/24	Quarterly Targets			
							Q1	Q2	Q3	Q4
Review the Performance Management Framework and submit to Council for approval by 31 May 2024	Performance Management Framework reviewed and submitted to Council for approval	Director: Strategic Support Services	New kpi	All	Number	1.00	0.00	0.00	0.00	1.00

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 2023/24	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 2023/24 financial year	Number of people employed in the three highest levels of management	Director: Strategic Support Services	3	All	Number	1.00	0	0	0	1
The percentage of the municipality's personnel budget spent on implementing its workplace skills plan by 30 June 2024	% of the budget spent	Director: Strategic Support Services	0.90%	All	Percentage	1.00	0.00	0.00	0.00	1.00
Limit vacancy rate to 15% of budgeted posts by 30 June 2024 [(Number of funded posts vacant divided by budgeted funded posts)x100)	% vacancy rate	Director: Strategic Support Services	15.63%	All	Percentage	15.00	0.00	15.00	0.00	15.00

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 2023/24	Quarterly Targets			
							Q1	Q2	Q3	Q4
Obtain approval in writing no later than 30 June from Provincial Archives in terms of Archives legislation and regulations for the annual disposal of official documents	Approval obtained in writing by 30 June from Provincial Archives	Director: Strategic Support Services	1	All	Number	1.00	0	0	0	1
Review the HR Strategy and submit to Council for approval by 31 May 2024	HR Strategy developed and submitted to Council for approval	Director: Strategic Support Services	New kpi	All	Number	1.00	0.00	0.00	0.00	1.00

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 2023/24	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 2024 (Short Term Borrowing + Long Term Borrowing) / (Total Operating Revenue - Operating Conditional Grant) x 100	% of debt coverage	CFO	18.28%	All	Percentage	45.00	0.00	0.00	0.00	45.00
Financial viability measured in terms of the outstanding service debtors as at 30 June 2024 ((Total outstanding service debtors/ revenue received for services)X100)	% of outstanding service debtors	CFO	14.48%	All	Percentage	16.50	0.00	0.00	0.00	16.50
Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30	Number of months it takes to cover fix operating expenditure with available cash	CFO	2.58	All	Number	1.50	0	0	0	1.5

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 2023/24	Quarterly Targets			
							Q1	Q2	Q3	Q4
June 2024 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excl Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))										
Submit the approved financial statements for 2022/23 to the Auditor-General by 31 August 2023	Approved financial statements for 2021/22 submitted to the AG	CFO	1	All	Number	1.00	1	0	0	0
Achieve a payment percentage of above 95% as at 30 June 2024 (Gross Debtors Opening Balance + Billed Revenue -Gross Debtors Closing	% Payment achieved	CFO	95.00%	All	Percentage	95.00	75.00	95.00	95.00	95.00

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 2023/24	Quarterly Targets			
							Q1	Q2	Q3	Q4
Balance - Bad Debts Written Off) / Billed Revenue) x 100										
Review the MGRO Clean Audit Plan and submit to the Municipal Manager by 31 January 2024	Letter signed off by the Municipal Manager that MGRO Clean Audit Plan was reviewed and submitted	CFO	1	All	Number	1.00	0	0	1	0
Achieve an unqualified audit for the 2022/23 financial year by 31 January 2024	Audit report signed by the Auditor-General for 2021/22	CFO	1	All	Number	1.00	0	0	1	0
The percentage of the municipal capital budget spent on projects as at 30 June 2024 (Actual amount spent on capital projects/Total amount budgeted for capital projects)X100	% of the municipal capital budget spent	Municipal Manager	92.14%	All	Percentage	90.00	0.00	30.00	60.00	90.00

TABLE 129: DRAFT TOP LAYER SDBIP 2023/24

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 is co-ordinate 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 include 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 give 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.