

Central Karoo
District Municipality



**INTEGRATED
DEVELOPMENT PLAN (IDP)
2022-2027**



CONTENTS

FOREWORD BY THE EXECUTIVE MAYOR	4
ACKNOWLEDGEMENT FROM THE MUNICIPAL MANAGER.....	5
CHAPTER 1: INTRODUCTION AND CONTEXT	6
1.1 INTRODUCTION.....	6
1.2 BACKGROUND.....	7
1.2.1 BRIEF OVERVIEW OF THE CENTRAL KAROO DISTRICT MUNICIPALITY	7
1.3 GEOGRAPHICAL CONTEXT	9
1.4 STRATEGIC VISION OF THE MUNICIPALITY	10
1.4.1 STRATEGIC DIRECTION OF THE CENTRAL KAROO DISTRICT MUNICIPALITY.....	11
1.4.2 THE LEGISLATIVE CONTEXT	11
1.5 ALIGNMENT OF PLANS	12
1.5.1 SUSTAINABLE DEVELOPMENT GOALS (SDGS)	12
1.5.2 NATIONAL GOVERNMENT'S OUTCOMES - ROLE OF LOCAL GOVERNMENT.....	13
1.6 IDP PROCESS PLAN	13
1.7 MUNICIPAL POWERS AND FUNCTIONS	14
1.8 COUNCIL - COMMUNITY INTERFACE	14
1.8.1 THE INTERFACE APPROACH STRATEGY.....	15
1.9 IDP PLANNING CYCLE	17
1.9.1 PHASES OF THE IDP PROCESS.....	18
CHAPTER 2: SITUATIONAL ANALYSIS	19
2.1 SOCIO ECONOMIC STATUS	19
2.1.1 INSTITUTIONALIZING SOCIAL DEVELOPMENT.....	19
2.2 DEMOGRAPHIC PROFILE.....	22
2.2.1 BUCKET SYSTEMS	26
2.3 DEMOGRAPHICS OF THE DISTRICT	29
2.4 POPULATION.....	30
2.4.1 HOUSEHOLDS SIZING.....	30
2.5 EDUCATION	32
2.6 HEALTH.....	35
2.7 POVERTY.....	37
2.8 BASIC SERVICE DELIVERY	39
2.9 SAFETY AND SECURITY	41
2.9.1 MURDER	41
2.9.2 DRUG RELATED CRIME.....	42
2.9.3 DRIVING UNDER THE INFLUENCE (DUI)	42
2.9.4 RESIDENTIAL BURGLARIES	42
2.9.5 SEXUAL OFFENCES.....	42
2.10 THE ECONOMY AND LABOUR	43
2.10.1 ECONOMIC SECTOR PERFORMANCE	44
2.10.2 AGRICULTURE	44
2.10.3 LABOUR AND UNEMPLOYMENT	45
2.11 ECONOMIC PROFILE	46
2.12 STAKEHOLDER ENGAGEMENTS / COMMUNITY CONSULTATION	48
2.13 THE ORGANISATION.....	51
2.13.1 COUNCIL.....	51
2.13.2 THE EXECUTIVE MAYORAL COMMITTEE	51
2.13.3 PORTFOLIO COMMITTEE CHAIRPERSONS.....	52
2.13.4 EXECUTIVE MANAGEMENT STRUCTURE	52
2.13.5 DEPARTMENTAL STRUCTURE.....	54
2.13.6 MUNICIPAL WORKFORCE.....	55
2.13.7 MUNICIPAL ADMINISTRATIVE AND INSTITUTIONAL CAPACITY	58
CHAPTER 3: ALIGNMENT AND DEVELOPMENT STRATEGIES	58
3.1 NATIONAL AND PROVINCIAL LINKAGES TO STRATEGIC OBJECTIVES	58
3.1.1 SUMMARY OF OBJECTIVES AND ACTIONS.....	62
3.1.2 ALIGNMENT OF MUNICIPAL STRATEGIC OBJECTIVES TO NATIONAL KPAS.....	64
3.1.3 WESTERN CAPE'S PROVINCIAL STRATEGIC PLAN: 2019-2024	66
3.1.4 ALIGNMENT OF PLANS, STRUCTURES, PROCESSES AND PROCEDURES	67
3.2 POSSIBLE ACTIONS AND ACTIVITIES TO ADDRESS SITUATIONAL ANALYSIS REALITIES	69
3.2.1 DISTRICT – WIDE IMPLEMENTABLE STRATEGIC ACTIVITIES AND PROGRAMS	71
3.2.2 INTERGOVERNMENTAL RELATIONS	74
3.3 DEVELOPMENT STRATEGIES	75
3.3.1 INVESTMENT TYPOLOGY	75
3.3.2 EXPANDED PUBLIC WORKS PROGRAMME (EPWP)	76
3.3.3 STRATEGIC SUMMARY.....	77
3.3.4 POSSIBLE OPPORTUNITIES.....	77
3.3.5 DEVELOPMENTAL DIRECTION FOR URBAN AREAS.....	78
3.4 JOINT DISTRICT APPROACH SUPPORT PLAN.....	80
3.5 MEGA PROJECTS FOR THE CENTRAL KAROO DISTRICT MUNICIPALITY	114
3.6 DISTRICT CATALYTIC PROJECTS IN COLLABORATION WITH ALL LOCAL MUNICIPALITIES	124
3.7 MUNICIPAL / ENVIRONMENTAL HEALTH SERVICES	125

3.7.1 LEGISLATIVE FRAMEWORK	125
3.7.2 AIR QUALITY MANAGEMENT	125
3.7.3 INTEGRATED WASTE MANAGEMENT	125
3.8 ROAD INFRASTRUCTURE	133
3.8.1 LEGISLATIVE FRAMEWORK	133
3.8.2 PROJECTS	134
3.9 SECTORAL PLANS	135
3.9.1 LOCAL ECONOMIC DEVELOPMENT (LED) STRATEGY	136
3.9.1.2 ECONOMY SHALE GAS	138
3.9.1.3 ECONOMIC RECOVERY PLAN.....	142
3.9.2 AIR QUALITY	142
3.9.2.1 AIR QUALITY MANAGEMENT PLAN (AQMP).....	143
3.9.3 NATIONAL STATE OF DISASTER (COVID -19)	147
3.9.3.1 DISASTER MANAGEMENT PLAN	148
3.9.4 INTEGRATED WASTE MANAGEMENT PLAN	154
3.9.5 CLIMATE CHANGE RESPONSE STRATEGY	156
3.9.6 ENVIRONMENTAL GOVERNANCE.....	160
3.9.6.1 INTEGRATED ENVIRONMENTAL MANAGEMENT TOOLS AND ENVIRONMENTAL PROGRAMMES	161
3.9.6.2 ENVIRONMENTAL MANAGEMENT INTERVENTION FROM SECTOR DEPARTMENTS	162
3.9.7 INTEGRATED TRANSPORT PLAN	162
3.9.8 COMMUNICATION STRATEGY.....	162
3.9.7 MUNICIPAL INFRASTRUCTURE SUPPORT AGENT (MISA).....	163
3.9.8 CENTRAL KAROO DISTRICT SAFETY PLAN	164
CHAPTER 4 SPATIAL DEVELOPMENT FRAMEWORK	168
4.1 SPATIAL ANALYSIS.....	168
4.2 THE BIO-PHYSICAL AND NATURAL ENVIRONMENT ASSESSMENT	169
4.3 CLIMATE CHANGE	169
5.3.1 WATER RESOURCES AND HYDROLOGY.....	170
4.3.2 DROUGHT	172
4.4 MINERAL RESOURCES.....	173
4.5 CRITICAL BIODIVERSITY AREAS	174
4.6 CENTRAL KAROO SDF	175
CHAPTER 5: LONG-TERM FINANCIAL PLAN.....	186
5.1 INTRODUCTION.....	186
5.2 BUDGET RELATED POLICIES	187
5.3 CAPITAL BUDGET.....	189
5.3.1 CAPITAL BUDGET: PROJECT AND AREA	190
5.3.2 CAPITAL BUDGET: FUNCTION.....	190
5.3.3 CAPITAL BUDGET: PER STRATEGIC OBJECTIVES	191
5.4 OPERATING BUDGET - REVENUE.....	192
5.5 GRANTS AND SUBSIDIES RECEIVED	193
5.6 SECTORAL CONTRIBUTIONS.....	193
5.6.1 PLANNED AND ESTIMATED NATIONAL AND PROVINCIAL ALLOCATIONS FOR THE MTREF PERIOD 2022/23 – 2024/25.....	194
5.6.2 ALLOCATIONS OVER THE MTREF FOR CENTRAL KAROO: 2022/23 – 2024/25.....	195
5.7 EXPENDITURE PER DEPARTMENT AND FUNCTION	198
5.8 ALIGNMENT OF DEPARTMENTS AND DIVISIONS WITH THE MSCOA FUNCTION AND SUB-FUNCTION SEGMENTS	199
5.8.1 MSCOA PROJECT REGISTER.....	200
5.8.2 MUNICIPAL COMPARATIVE SYNOPSIS.....	205
5.9 FINANCIAL RATIOS	208
5.9.1 LEVEL OF RELIANCE ON GRANTS	208
5.9.2 EMPLOYEE RELATED COSTS	208
5.9.3 FINANCE CHARGES TO TOTAL OPERATING EXPENDITURE.....	208
5.9.4 REPAIRS AND MAINTENANCE	208
5.9.5 ACID TEST RATIO	209
5.9.6 DEBTORS TO OTHER REVENUE.....	209
5.9.7 LONG-TERM DEBT TO ANNUAL INCOME	209
5.9.8 DEBT RATIO.....	209
CHAPTER 6 PERFORMANCE MANAGEMENT	210
6.1 ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM	210
6.1.1 PERFORMANCE MANAGEMENT SYSTEM.....	210
6.1.2 LEGISLATIVE REQUIREMENTS	211
6.1.3 PERFORMANCE MANAGEMENT FRAMEWORK	212
6.1.4 ORGANISATIONAL PERFORMANCE MANAGEMENT LINKED TO INDIVIDUAL PERFORMANCE MANAGEMENT	212
6.1.5 INDIVIDUAL PERFORMANCE: SECTION 57 MANAGERS	213
6.2 PERFORMANCE REPORTING	214
6.2.1 PERFORMANCE REPORTING CYCLE	214
6.2.2 QUARTERLY REPORTS.....	214
6.2.3 MID-YEAR ASSESSMENT	215
6.2.4 ANNUAL ASSESSMENT.....	215
6.3 TOP-LAYER SDBIP	216

Foreword by the Executive Mayor

It is an honour and privilege for me to be able to make this statement on the Integrated Development Plan – IDP of the Central Karoo District Municipality. The municipal council is now to adopt its IDP with the soul and main purpose of radically changing the lives of the people of the Central Karoo district. The term of office of this council is set to end in the year 2027. We will be hard at work pursuing to implement this plan that we are adopting now. We have made some changes to the predecessor's IDP document as adopted.

The 2021, local government elections were a watershed moment in the sense that it created a proliferation of coalition governments in some of the thirty municipal councils in the Province. In essence the coalition politics and government simply mean there is no outright winner, and therefore political parties are compelled to work together and make a slight deviation from their original manifestos. We will nonetheless make the community of this district be the winners through the current coalition government.



As leadership of the Central Karoo, we appreciate the fact that our constituencies have made their choices and brought about this combination and brought about this rainbow government created by the People. The political vision as set by our predecessors do indeed confirm the principles of collaboration and cooperation hence, we endorse our Vision as “Working Together in Development and Growth”.

This IDP therefore seeks to ensure that in the midst of these uncertainties we have managed to put together an IDP that is forward looking and visionary. We are nonetheless bringing forward slight changes to our strategic objectives as we are reducing them. This council has furthermore adopted an IDP Representative Forum terms of reference as its formal platform to enhance structured public / stakeholder participation moving forward.

We are developing this plan fully conscious of the need for improved collaborations with the other spheres of government (National and Provincial). This has been further entrenched through the adoption of the District Development Model – DDM and the Joint District and Metro Approach. We acknowledge the importance of the Integrated Development Plan and Spatial Development Framework -SDF. All these noble plans and strategies require proper alignment and allocation of resources (human capital and financial resources).

CKDM has experienced serious political turbulence, which has spill over to the administration, the change of “guards” in the political front has created political instability. As a result of political instability, structures of governance are given clear marching orders by this IDP to ensure deliberate focus and drive from and by the section 79/80 committees to monitor the implementation of the IDP. We are tabling this final IDP knowing that it is not perfect. We would appreciate your positive and constructive role, support and criticism aimed at improving its content and impact on the lives of the people of our district through the review processes over the next couple of years. We are therefore looking forward to future engagements from all key stakeholders and sector departments as we are adopting this final five-year document (IDP) on the 20th of May 2022.

I wish to express my gratitude to everyone involved, the Municipal Manager, Mayoral Committee, Speaker and other politicians and officials, in the development process of coming up with our municipality's 2022-2027 IDP.

I thank you
Executive Mayor
Councillor Gayton McKenzie
Central Karoo District Municipality

Acknowledgement from the Municipal Manager

It is my humble appreciation to present the first integrated development plan for the next five years of the newly elected council of Central Karoo District Municipality. Council has adopted a new integrated development plan with the appreciation that CKDM is not establishing a new municipality, rather it seeks to build on what has been achieved since the adoption of the noble vision of the District.

We are acutely aware that the rescheduling of the local government elections in 2021 have had a negative impact in so far as review of the IDP through public hearings and roadshows. Because public meetings for engagement could not sit before the new councils are established after the 1st of November 2021 local government elections.

CKDM council approved a timetable on 23 March 2022 to conduct public hearings and roadshows for the review of the IDP and Process Plan that was adopted by the previous council. These compliance meetings commenced in April 2022 until the adoption of the final IDP and Budget towards the end of May 2022. We have encouraged all stakeholders to actively participate in the development of the 2022-2027 IDP and budget, as their inputs and comments are paramount in shaping the content of the IDP and direct the budget to community priority areas.

As an Accounting Officer of CKDM, I submit the following mega and or flagship projects to be incorporated into the IDP:

- a) Council approved Joint District and Metro Approach mega projects, which will if implemented change the economic, social and political landscape of Central Karoo Region (From the list, five (5) mega projects should be prioritised for implementation).
- b) Central Karoo Vision 2032 Towards Achieving Sustainable Economic Growth and Social Cohesion (Market Booklet or Manual). This is a proposal for a political discourse and dialogue.
- c) The unfunded IDP projects should be translated into economic projects (Officials should write business plans, risk letters and financial proposals for their respective projects and submit same to relevant financial institutions).
- d) Submission of an application to the Demarcation Board to demarcate Central Karoo Region. This is a proposal for a political discourse and dialogue.
- e) Alienation of land for District Management Areas to expedite and fast track development.
- f) Organisational restructuring, redesign, review and implementation (Organogram of B-municipalities should “plug” into the District’s organogram without any hassle).
- g) Submission of application to the Department of Human Settlements to become an implementing agent for housing development.

The support we received thus far from the political leadership is phenomenal and greatly appreciated. I convey words of gratitude to the Executive Management Team and Middle Management for their support and also embracing my vision and leadership in repositioning Central Karoo Region to occupy its rightful place in the context of provincial and national landscapes.

God bless Central Karoo Region.
Dr. Sitembele Wiseman Vatala
Municipal Manager
Central Karoo District Municipality



Chapter 1: Introduction and Context

1.1 Introduction

Municipalities function within an extensive legislative and policy framework that provides prescripts and guidelines for municipal actions according to constitutional obligations. In this regard, all municipalities must align their budget and programmes with national developmental and institutional policy directives that are mainly being guided by the constitution.

The **Constitution of the Republic of South Africa** outlines the type of local government needed. Sections 152 and 153 of the Constitution describe the following objectives of local government:

- To ensure the sustainable provision of services;
- To provide democratic and accountable government for all communities;
- To promote social and economic development;
- To promote a safe and healthy environment;
- To give priority to the basic needs of communities, and
- To encourage involvement of communities and community organisations in matters of local government.

The Constitution supersedes all legislative frameworks, and the following legislation has been developed to guide municipalities as to its mandate, function and mechanisms to implement its constitutional mandate:

- a) The **Municipal Systems Act, No. 32 of 2000 (MSA)** requires municipalities to develop Integrated Development Plans that will guide the direction and content of potential development within the relevant council's area of jurisdiction and must be reviewed annually. In addition, the Act also stipulates the IDP process and the components of the IDP.
- b) The **Local Government: Municipal Planning and Performance Management Regulations (2001)** sets out the minimum requirements for an Integrated Development Plan. Regulation 2(1) states that the municipality's IDP must at least identify:
 - The institutional framework, which must include an organogram required for the implementation of the Integrated Development Plan;
 - Any investment initiatives in the municipality;
 - Any development initiatives in the municipality, including infrastructure, physical, social and institutional development;
 - All known projects, plans and programmes to be implemented within the municipality by any organ of the state, and
 - The key performance indicators set by the municipality.

Regulation 2(3) **Local Government: Municipal Planning and Performance Management Regulations 2001 (MSA Regulations)** sets out matters/issues that must be reflected in the financial plan that must form part of the Integrated Development Plan.

Section 21(2) of the **Municipal Finance Management Act (Act 56 of 2003) (MFMA)** states that, when preparing the annual budget, the Mayor of a municipality must:

- Take into account the municipality's Integrated Development Plan.
- Take all reasonable steps to ensure that the municipality revises the Integrated Development Plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years.

- Take into account the national budget, the relevant provincial budget, the national government’s fiscal and macroeconomic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum.
- Consult with the relevant authorities.

The drafting, implementation and review of the IDP on an annual basis is mandatory for all municipalities in terms of the relevant legislation, and it is therefore important to briefly outline this legal framework.

The Integrated Development Plan, adopted by the Council of the municipality, is the key strategic planning tool for the municipality. It is described in the Municipal Systems Act (MSA) as:

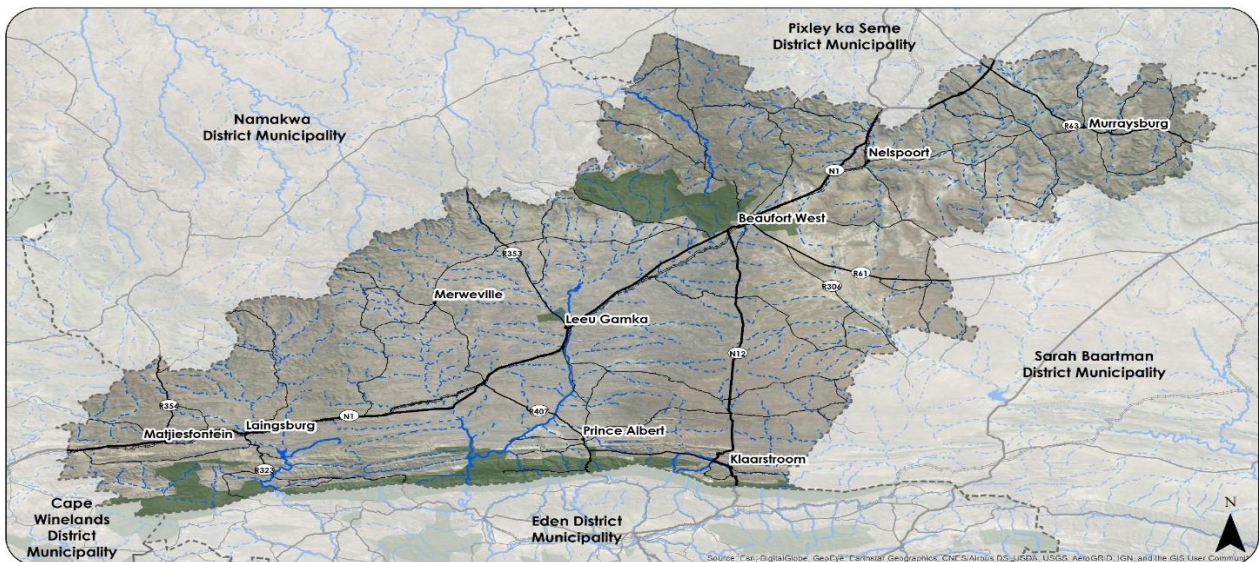
35(1) (a) “...the principal strategic planning instrument which guides and informs all planning, development and all decisions about planning, management and development in the municipality”;

(b) “binds the municipality in the executive authority...”

1.2 Background

1.2.1 Brief overview of the Central Karoo District Municipality

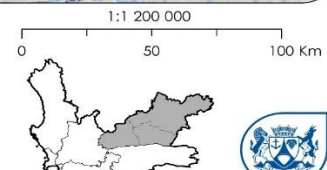
The Central Karoo District Municipality (CKDM) is one of five Category C District municipalities in the Western Cape Province. The N1 (National Road) and main railway cuts through the District in a northeast – southwest direction, connecting it to Cape Town (500km south west of the District) and Johannesburg (1000km north east of the District). Refer to **map 1** which provides a locality map of the District.



Locality Map: Central Karoo District Municipality

Road Type

- | | | |
|------------------|-------------------|-------------------|
| — National Road | --- DM Boundaries | ■ Protected Areas |
| — Arterial Road | ■ Dams | |
| — Secondary Road | — Permanent River | |



LOCALITY OF THE CENTRAL KAROO

The CKDM covers a total area of 38 852km², making it the largest district municipality in the province. It stretches approximately 400km from its furthest south-east point to its furthest north-west point, and includes the towns of Beaufort West, Laingsburg and Prince Albert (also the names of the 3 local municipalities within the District).

The District Municipality is made up of three local municipalities i.e.

A. Beaufort West Municipality



Includes the towns of Beaufort West, Merweville, Nelspoort and Murraysburg. The largest town in the District, Beaufort West, serves as the administrative centre of the District.

The municipal area has a total population of approximately 49 586 residents, most of whom are urbanised.

Beaufort West is strategically situated approximately 415 km northwest from Cape Town along the N1 route, which connects Cape Town with cities like Bloemfontein and Johannesburg. It has all the characteristics of a modern town, including a magistrate's court, internet cafés, hotels, bed and breakfasts, medical facilities, restaurants and all the other amenities and services found in larger towns.

B. Laingsburg Municipality



Includes the historic settlement of Matjiesfontein. It is the smallest municipality (in terms of population) in the District and indeed in the whole of South Africa.

The municipal area has a total population of approximately 8 289 residents.

Laingsburg is situated halfway between Cape Town and Beaufort West on the N1 national road. Passing transport is one of the most important markets for Laingsburg.

Laingsburg is characterized by rural agriculture, consisting mainly of sheep farming and the production of soft fruits, especially in the southern part of the municipal area. The potential for the latter is adversely affected by poor roads and long distances to major centres.

C. Prince Albert Municipality



Prince Albert is situated 400 km north of Cape Town and 170 km South-West of Beaufort West.

The municipality has a total population of approximately 13 136 residents.

Prince Albert borders Beaufort West Municipality, Laingsburg and the Eden District. Prince Albert Municipal area covers a total of 8 800 km² with vast parts of these being in the rural areas where vast hectares are under agricultural production, mainly fruit and sheep farming. District roads radiate out of Prince Albert connecting it to its satellite towns of Prince Albert Road on the N1, Klaarstroom on the R329 and Leeu-Gamka on the N1.

In recent years Prince Albert, has seen the biggest economic growth in the region due to the demand in high-income property being bought especially by Europeans. It is known as a little town with Victorian and Karoo style

architecture, art and décor shops, side-walk coffee shops, the breathtakingly beautiful Swartberg Valley, Meiringspoort and the annual Olive Festival which attracts hundreds of tourists each year.

1.3 Geographical context

The table below lists some key points as summary of the geographic context within which integrated development planning for the municipality is performed:

Geographic summary	
Province name	Western Cape Province
District name	Central Karoo District Municipality
Local municipal names	Beaufort West, Laingsburg and Prince Albert
Main towns	Beaufort West, Laingsburg and Prince Albert
Location of main towns	Evenly spread throughout the District as service centres
Population size of main towns (as a % of total population)	51 080 (68%)
Major transport routes	N1 national road; railway line connecting Gauteng with Cape Town
Extent of the municipal area (km ²)	38 854 km ²
Nearest major city and distance between major town/city in the municipality	The closest major city to Laingsburg and Prince Albert is Cape Town (264 km and 393 km, respectively) and the closest one to Beaufort West is Gqeberha (Port Elizabeth) (423 km)
Closest harbour and main airports to the Municipality	Cape Town, George and Gqeberha (Port Elizabeth)
Region specific agglomeration advantages	Unique landscape, natural resources, transport corridors
Municipal boundary: Most northerly point:	31°34'29.29" S 22°18'18.14" E
Municipal boundary: Most easterly point:	31°57'38.16" S 24°12'59.06" E
Municipal boundary: Most southerly point:	33°30'58.03" S 20°30'3.23" E
Municipal boundary: Most westerly point:	33°22'35.13" S 20°12'23.67" E

GEOGRAPHIC SUMMARY

The municipal area is located in the middle section of the N1 national road linking Gauteng and Cape Town, hence the relative closeness of Gqeberha (Port Elizabeth) to the town of Beaufort West. This strategic location allows the area, especially the Beaufort West region, to be developed as a halfway stop-over for travellers.

Local Municipalities

The table below includes detailed descriptions of each of the 3 category B municipalities within the category C municipality.

Local Municipality	Number	Description
Beaufort West	WC053	The Beaufort West Municipality lies furthest to the east of the three category B municipalities and borders on the Northern and Eastern Cape provinces, to the north and to the east respectively. Beaufort West is the main town. The District Management Area, including the town of Murraysburg, was recently added to the Beaufort West Municipality. The area does have a

Local Municipality	Number	Description
		major link road to the southerly located municipalities in the Garden route district. The land size of the municipal area is about 22 000km ² (about 56% of the total area)
Laingsburg	WC051	This municipal area lies furthest to the west of the three category B municipalities and borders on the Northern Cape province to the north. Laingsburg is the main town and home to the head office of the municipality. The area does have a minor link road to the southerly located municipalities in the Garden route district. The land size of the municipal area is about 8 700km ²
Prince Albert	WC052	This municipal area lies between the other two category B municipalities. Prince Albert is the main town and home to the head office of the municipality. The area does have a major link road to the southerly located municipalities in the Garden route district. The land size of the municipal area is about 8 200km ²

LOCAL MUNICIPALITIES

The Laingsburg and Prince Albert Municipalities differ significantly from the Beaufort West Municipality in terms of population and land size but are to a large extent homogeneous in other aspects such as environmental, economic, socio-economic, infrastructure and service delivery.

MUNICIPALITY	EXECUTIVE MAYOR	SPEAKER	DEP.EXECUTIVE MAYOR
Beaufort West	Cllr Gideon Pietersen 073 478 9893	Cllr Constable 078 047 9619	Cllr Piti 071 574 4185
Prince Albert	Cllr Magrieta Jaftha 072 548 5358	Cllr Stoffels Botha 083 823 5015	
Laingsburg	Cllr Johanna Botha 082 523 1336	Cllr Mike Gouws 083 561 7707	Cllr Samuel Laban 063 359 1731 078 674 1334
Central Karoo	Cllr Gayton McKenzie 082 227 4423	Cllr Paulse 078 960 7740	Cllr Prince 076 572 4873

MAYORS AND SPEAKERS

The above politicians are to be at the forefront of governance in these municipal councils and municipalities.

1.4 Strategic vision of the Municipality

The strategic vision of the Municipality is set to have influenced the strategic objectives. A clear linkage between the IDP in general its strategic objectives, the budget, all budgetary documentation, as well as performance tools are maintained throughout:

1.4.1 Strategic direction of the Central Karoo District Municipality

VISION

“Working together in development and growth”

MISSION

Central Karoo a place where we envisage and ensure economic growth and social development and sustainability, whilst maintaining its rural character, seek to ensure urbanisation, embracing and developing the diversity of its people.

STRATEGIC OBJECTIVES

1. Facilitate good governance principles and effective stakeholder participation.
2. Build a capable workforce, skilled youth and communities.
3. Promote socially stable communities, ensure safe roads, minimise the impact of disasters and improve public safety.
4. Promote inclusive economic growth and transformation.
5. Deliver a sound and effective administration, financial viability and sustainability.
6. Ensure infrastructure growth and development

VALUES

- Transparent: *to be open and accountable
- Integrity: *to conduct business with integrity and be accountable to stakeholders
- Ethical: *in how we do things
- Respect: *We treat colleagues, public and stakeholders with consideration
- Loyalty: *To be honest and trustworthy

1.4.2 The Legislative context

The drafting of an IDP is guided by several pieces of legislation. These include:

The South African Constitution, 1996

Chapter 7 of the Constitution of South Africa is focused on Local Government including the establishment thereof, the executive and legislative authority, as well as the right of local government to govern on its own initiative, which should be in line with national and provincial legislation. The right of the municipality to exercise its own powers in order to perform its functions is the basis on which this IDP 2020/2021 is drawn up. It is meant to give strategic guidance to Central Karoo District Municipality at large, by giving structure to the administrative, budgeting and planning processes. A municipality must strive, within its financial and administrative capacity, to achieve its key objectives and developmental duties.

Section 152 of the Constitution sets out the following as key objectives for the municipality

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

(e) to encourage the involvement of communities and community organisations in the matters of local government.

Section 153 of the Constitution sets out the following as the key developmental duties of the municipality

- (a) structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and
- (b) participate in national and provincial development programs.

Municipal Systems Act, No 32 of 2000 (MSA)

Sections 28 and 29 of the MSA specifies that (i) each municipal council must adopt a process set out in writing to guide the planning, drafting, adoption and review of its IDP; and (ii) that the process must be in accordance with a predetermined programme specifying timeframes for the different steps.

Municipal Finance Management Act, No 56 of 2003 (MFMA)

Chapter 4 and Section 21(1) of the Municipal Finance Management Act, No. 56 of 2003 (MFMA) stipulates that the Mayor of a municipality must at least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget and the annual review of the integrated development plan in terms of section 34 of the Municipal Systems Act. The elected Council is the ultimate IDP decision-making authority.

1.5 Alignment of plans

Introduction

In order to maximise the benefit of investments, strategic interventions and actions of all spheres of government, it is critical that there is Policy alignment between national, provincial, district and local government in order to collaboratively achieve development goals. Whilst the IDP is developed by local government it must represent an integrated inter-governmental plan based upon the involvement of all three spheres of government.

This IDP was drafted, taking the various plans listed below into consideration, in order to ensure alignment, inclusivity and involvement by all spheres of government. These plans include:

- Sustainable Development Goals (SDGs);
- National Key Performance Areas (NKPAs);
- National Outcomes (NOs);
- Provincial Strategic Plan; and
- IDPs of all Local Municipalities in the Central Karoo District.

1.5.1 Sustainable Development Goals (SDGs)

The SDGs, otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. These seventeen goals include areas such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities. The goals are interconnected and often one success will involve tackling issues more commonly associated with another. The 17 SDGs are as follows:

- End poverty in all its forms everywhere;
- End hunger, achieve food security and improved nutrition and promote sustainable agriculture;

- Ensure healthy lives and promote well-being for all at all ages;
- Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all;
- Achieve gender equality and empower all women and girls;
- Ensure availability and sustainable management of water and sanitation for all;
- Ensure access to affordable, reliable, sustainable and modern energy for all;
- Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all;
- Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation;
- Reduce inequality within and among countries;
- Make cities and human settlements inclusive, safe, resilient and sustainable;
- Ensure sustainable consumption and production patterns;
- Take urgent action to combat climate change and its impacts;
- Conserve and sustainably use the oceans, seas and marine resources for sustainable development;
- Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss;
- Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels; and
- Strengthen the means of implementation and revitalize the global partnership for sustainable development.

1.5.2 National Government's Outcomes - Role of Local Government

National Government has agreed on 12 outcomes as a key focus of work and published these as annexures to the Medium-Term Strategic Framework.

The outcomes are as follows:

- Outcome 1: Improved quality of basic education.
- Outcome 2: A long and healthy life for all South Africans.
- Outcome 3: All people in South Africa are and feel safe.
- Outcome 4: Decent employment through inclusive economic growth.
- Outcome 5: A skilled and capable workforce to support an inclusive growth path.
- Outcome 6: An efficient, competitive and responsive economic infrastructure network.
- Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all.
- Outcome 8: Sustainable human settlements and improved quality of household life.
- Outcome 9: A responsive, accountable, effective and efficient local government system.
- Outcome 10: Environmental assets and natural resources that are well protected and continually enhanced.
- Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World.
- Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

1.6 IDP Process Plan

Five-Year Cycle of the IDP

Drafting of an IDP requires a comprehensive planning process and the involvement of a wide range of internal and external role players. Such a process has to be properly organised and prepared. This preparation is the duty of the Municipal Manager together with Senior Management and is set out in the Process Plan which ensures the institutional readiness of the CKD Municipality to draft or review the IDP over a five-year period.

An inherent part of the IDP process is the annual and medium-term revenue and capital expenditure framework (MTREF) which is based upon the key performance areas set out in the IDP. The annual Service Delivery and Budget Implementation Plan (SDBIP) ensures that the Municipality implements programmes and projects based on the IDP targets and associated budgets. The performance of the Municipality is reported in Quarterly and Mid-yearly Performance Assessment Reports, as well as in the Annual Report.

1.7 Municipal powers and functions

The main functions of a District Municipality as prescribed in the Constitution include:

- To plan for the development of the District Municipality as a whole;
- Supply of bulk water, sewer and electricity provision for a large portion of the local municipalities within the District;
- Provide for waste disposal sites for the District;
- Regulate passenger transport services for the District;
- Municipal Health Services provision for the District;
- Firefighting Services for the District;
- Control of cemeteries within the District;
- Control of the fresh produce markets and abattoirs in the District;
- Promoting local tourism for the District; and
- Municipal Public Works services for the District area

1.8 Council - Community Interface

The inter-action between communities and council / government is very critical. At this stage our constitution requires the whole of government at all levels to interface with communities. Municipalities are expected to:

1. Put people and their concerns first and ensure constant contact with communities through effective public participation platforms. The basic measures to be monitored include:
 - Regular ward report backs by councillors
 - Clear engagement platforms with civil society
 - Transparent, responsive and accountable
 - Regular feedback on petitions and complaints
 - The regularity of community satisfaction surveys carried out.
2. Create conditions for decent living by consistently delivering municipal services to the right quality and standard. This includes planning for and delivery of infrastructure and amenities, maintenance and upkeep, including the budgeting to do this. Ensure no failures in services and where there are, restore with urgency. Municipalities are expected to perform the following basic activities, and the performance indicators will measure the ability of our municipalities to do so:
 - Develop fundable consolidated infrastructure plans.
 - Ensure Infrastructure development maintenance (7% OPEX) and reduce losses.
 - Ensure the provision of free basic services and the maintenance of indigent register
 - National and Provincial Rapid Response and technical teams will be established and strengthened and service delivery interruptions will be monitored at a national level.

- 3 Be well governed and demonstrating **good governance** and administration cutting wastage, spending public funds prudently, hiring competent staff, ensuring transparency and accountability. Municipalities will be constantly monitored and evaluated on the following basics:
 - Clear delineation of roles and responsibilities
 - Functional structures.
 - Transparency, accountability and community engagement
 - Proper system of delegation to ensure functional administration
 - The existence and efficiency of anti-corruption measures.
 - The extent to which there is compliance with legislation and the enforcement of by laws.
 - The rate of service delivery protests and approaches to address them.

- 4 Ensure **sound financial management** and accounting, and prudently manage resources to sustainably deliver services and bring development to communities. Performance against the following basic indicators will be constantly assessed:
 - Proper record keeping and production of annual financial statements.
 - Credit control, internal controls and increased revenue base.
 - Wasteful expenditure including monitoring overtime kept to a minimum.
 - Functional Supply Chain Management structures with appropriate oversight.
 - The number disclaimers in the last three – five years.
 - Whether the budgets are cash backed.

- 5 Build and maintain **sound institutional and administrative capabilities**, administered and managed by dedicated and skilled personnel at all levels. The basic requirements to be monitored include:
 - Competent and capable people and performance management.
 - Functional delegations.
 - Regular interactions between management and organised labour.
 - Shared scarce skills services at district level.
 - Realistic organograms aligned to municipal development strategy.
 - Implementable human resources development and management programmes.

1.8.1 The Interface Approach Strategy

Changing strategic orientation is not easy and it requires bold leadership and political will. At the same time, we need a collective effort and unity of purpose and partnership with Civil society, leaders in Local Government, Provinces and National Government. We need to improve the political management in municipalities and to be responsive to the needs and aspirations of local communities.

To achieve this, we urgently require:

- Mayors and Municipal Mayoral Committees with a vision to change and the calibre of leadership to drive the change process.
- Speakers of Councils who will effectively manage the business of Council and lead it in its engagement and outreach programmes.
- Councillors that will inspire and organize for our common purpose of serving our people, and creating a dynamic link with their constituencies.
- Municipal Managers and senior managers that understand the core mandate and orientation, understand their specific role in delivering the local government vision as envisaged in the White Paper and act in a manner that ensures that local government.

The following are five pillars of the interface approach that will be underpinned by the following programmes that will be executed throughout the term of the current political administration:

Activity	When	Responsible Person / Unit
PUTTING PEOPLE FIRST: LISTENING AND COMMUNICATE		
Mayor's Listening Campaign (IDP)	Ongoing	Mayor / Municipal Manager
Celebrate Commemorative Days		
Listening to The Elderly and frail		
Youth outreach programme		
IDP / Budget Meetings		
People Living with Disabilities		
GOOD GOVERNANCE AND SOUND ADMINISTRATION		
Establish and hold District Speakers Forum meetings	Ongoing	Speaker
Develop / review relevant policies		Mayor / Municipal Manager
Training of Councillors , officials and community		
SOUND FINANCIAL MANAGEMENT AND ACCOUNTING		
Conform to MFMA Regulations	Ongoing	CFO
Put measures in place for Clean Audit		Municipal Manager / CFO
District Finance and SCM Managers Forum		CFO
ADEQUATE AND COMMUNITY ORIENTED SERVICE PROVISION		
Workshop and apply the Batho Pele principles across the municipality	Ongoing	Corporate and Strategic Support Services
Develop a Code of Ethics		Corporate and Strategic Support Services
Develop Individual Specific Training Needs		Corporate and Strategic Support Services
ROBUST INSTITUTION WITH SKILLED AND CAPABLE STAFF		
Develop Individuals Development Plans	On going	Corporate and Strategic Support Services
FIVE PILLARS OF BACK TO BASICS		

Public Participation

1.	<ul style="list-style-type: none"> • Business Chamber
2.	<ul style="list-style-type: none"> • Non – Governmental Organisation • Community Based Organisations
3.	<ul style="list-style-type: none"> • Provincial based sector departments • District based Sector Departments • Organised formations eg Agriculture, Sports and Youth

A detailed and approved list of all organisations falling within the groupings as mentioned above shall be approved by council and these shall form the District municipality stakeholders and partners. The following mediums are utilised to enhance public participation of the IDP development and Review Process:

IDP representative forum

This forum is the District municipality’s communicating platform and represent all stakeholders and is as inclusive as possible. District wide organised sectors and organisations are represented on this structure.

Road shows and public hearings

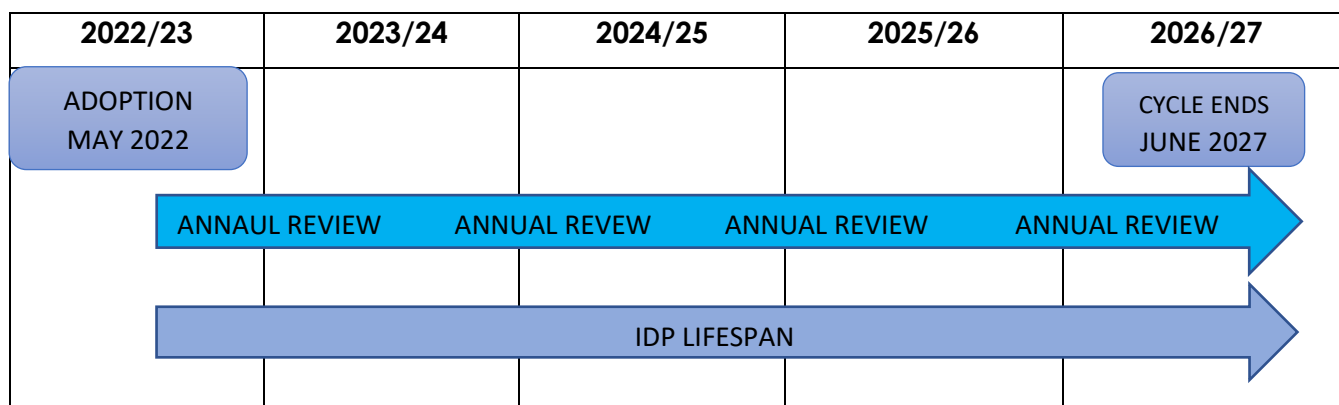
The venues of these meetings are publicized through the media. There are three IDP Road Show sessions scheduled during a year. To ensure the maximum community participation the Municipality holds road shows in a cluster of wards which are determined by the municipality. The District municipality collaborates with local municipalities in organising these road shows.

Media

Community radio stations are utilised to make public announcements where necessary depending on financial availability. Flyers-are distributed in Public Facilities. Local newspapers are commonly used to advertise dates and venues of meetings and other notices and rely on word-of-mouth advertising through ward committees. Persons that cannot read or write may come to the Municipality to have their comments/representations transcribed for them as contemplated in Section 17 of the MSA.

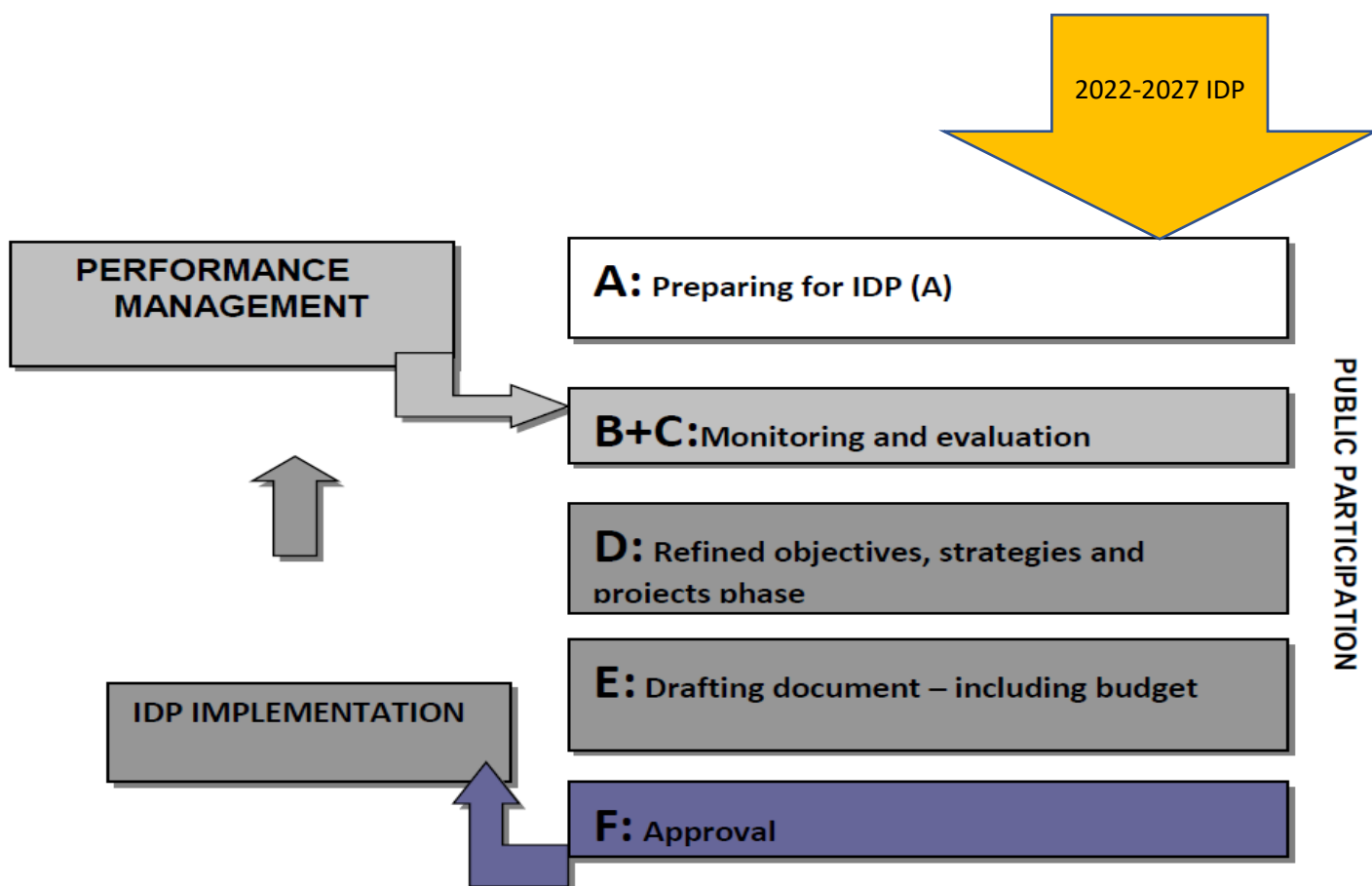
1.9 IDP Planning Cycle

This illustration represents the continuous cycle of planning, implementation and review throughout the five-year lifespan of the IDP.



NB: The Central Karoo District Municipality (CKDM) has adopted a new Integrated Development Plan – IDP, for the next five (5) years. The municipality, in line with section 34 and Regulation 3, intends to follow an amendment process of the current IDP.

The illustration below serves to map the processes involved in the development, implementation and performance management of an IDP.



1.9.1 Phases of the IDP process

Phase	Activities	Timeframe
Analysis	Community issues brought to Municipality's attention through ward committees, public meetings or stakeholder meetings.	March - April 2022
Strategies	Determine Vision, Mission, Strategic Objectives, outcomes, measurable outputs and targets.	Jan - April 2022
Projects, Programmes	Details of the possible solutions are discussed to determine what is needed (budget, timing, how long, when, by who).	March - April 2022
	Screening, revision and integration of programmes, projects, sector plans, operational	April 2022

Integration	and business plans are integrated and budgeted for.	
Approval	<p>Plan to table at Council and discuss at ward committees, public meetings or stakeholder meetings.</p> <p>Finalise and approve the IDP and budget. Publicise the IDP and budget for public comment and submissions, Consultation and final approval.</p> <p>It should be noted that the 2022-2027 IDP may be amended during inner years of the 5year IDP cycle.</p>	<p>March – May 2022</p> <p>Final Approval May 2022</p>

Chapter 2: Situational Analysis

2.1 Socio economic status

The IDP situational analysis reveals shocking information and statistics in so far as social development is concerned. This therefore compels us to come up with interventionist programmes to reduce the impact and reverse the current trend. Municipal councils, officials and communities are compelled to work together if this situation is to be drastically changed.

2.1.1 Institutionalizing Social Development

It has been globally proven that whatever social challenges you wish to tackle and win, that institutional arrangements must be put in place. This must be done both at a government and society level, to ensure cooperation.

a) Portfolio committees

Arrangements must be put in place to ensure that the elected representatives continuously guide and monitor progress in this regard. Policies need to be developed at this level to ensure clear mandate. It is at this level where officials of council will have to report on the progress made and specific mandates given to them by the elected representatives.

b) Society involvement

The inherent and legislative processes of municipalities must be consultative and involve its communities. The CKDM IDP Representative Forum terms of reference spells out the establishment of the social cluster workgroup. Local municipalities are encouraged to establish same workgroups or social development forums. This is to ensure maximum involvement of stakeholders in the fight against these social ills.

c) Social involvement

The inherent and legislative processes of municipalities must be consultative and involve its communities. The CKDM IDP Representative Forum terms of reference spells out the establishment of the social cluster workgroup. Local municipalities are encouraged to establish same workgroups or social development forums. This is to ensure maximum involvement of stakeholders in the fight against these social ills.

Representatives of local social development forums will comprise the Central Karoo Social cluster / development forum. This will ensure that we as a district we are working together to change our social landscape.

d) Social realities and programmes

It becomes very critical as we consider, and want to change, our social landscape that we understand the realities as presented by the statistics pertaining to our social situation.

The above statistics as shocking as they are, they are real. They require conscious interventions, as miracles would not work. Our focus as the Central Karoo will be zoomed at the following program.

e) Focus on Children

The Local Government - Socio-Economic Profile (LG - SEP) clearly highlights that our children constitute a significant portion of our population. It is critical therefore to specifically focus on their (children) development as they are the future. The following will be looked at over the next five years beyond:

Early Childhood Development (ECD)

It is critical and necessary that this area be institutionalized the Central Karoo ECD Forum needs to be strengthened. Each municipality in the District should establish an ECD forum. Representations from local ECD forums will constitute the CK ECD Forum. This forum will be charged, amongst others, to develop a Vision, Mission and Terms of References for the forum. An ECD Summit should be held as a matter necessity to develop a future ECD plan.

Children on the Streets

The Central Karoo is faced with a bleak future when it comes to the issue of children out of school and on the streets. Municipalities in collaboration with stakeholders in this field are called upon to seriously look at this and nip this situation in the bud. Through the District Safety Plan strategies and / or plans will be developed and put in place to reverse this catastrophic situation.

Children in Sports and Arts

The Central Karoo District Cultural Forum and Sports Councils shall put serious focus on the development of our children in the areas of sport and arts. Schools will be at the centre of these interventions. The relevant departments of education and Sport and Recreation will be consulted to ensure maximum involvement and resource allocation respectively. Various sporting codes for competition purposes will be identified. Various forms of Arts and Culture will also have to be introduced at schools.

f) Youth Focus

The Central Karoo District Municipality is putting youth development in the centre of its fight against social ills. Youth have proven to be both our present and future leaders. It is therefore critical as municipalities in the Central

Karoo that we work together to build a better future for our youth. Through the LG SETA Learnership Programmes the municipality is trying to address skills development for the youth in the District.

Youth Policy

The Central Karoo has developed a youth policy to guide its activities in relation to youth development. This policy spells out critical actions for the municipality to undertake. All municipalities are required to develop youth policies as a tool and mandate for youth development.

The implementation of the youth policy will be driven by a youth focal person within the municipalities. Municipalities on their organograms should cater for a youth focal person as a sign of their commitment to youth development.

The SEPLG highlights significant numbers of school drop-outs amongst the youth citing various reasons for this. A multi-dimensional approach is needed to deal with the causes of these drop-out rates. Where youth have dropped out it becomes important that they be re-integrated into the school mainstream.

Unskilled and Unemployed Youth

Working together with the youth as we deal with this matter is very important. It therefore becomes very important that in all our wards in the Central Karoo that we mobilize and organize the various formations that have a vested interest and critical role to play in building a better future for our people and district. Jobs and training opportunities should be discussed with them to ensure proper and structured roll out of these programmes. Special focus should be placed on areas like Murrayburh and Merweville, Leeu Gamka and Klaarstroom in the Beaufort West and Prince Albert local municipalities respectively.

g) HIV and AIDS

HIV/Aids is among the top ten causes of death in the Western Cape Province, accounting for 8.0 per cent of deaths in 2016. HIV/AIDS management is crucial given its implications for the labour force and the demand for healthcare services.

The number of patients that remain committed to their antiretroviral treatment (ART) plan in the CKD municipal area increased by 7.3 per cent from 1 884 patients in 2017/18 to 2022 in 2018/19. Of concern is the notable decrease in the number of new clients starting ART treatment – the number of new patients in the CKD municipal area decreased by 29.1 per cent from 292 in 2017/18 to 207 in 2018/19. It should however be noted that the number of new ART patients decrease across all districts. This could be an indication that the HIV infections are decreasing or an indication that less people are being tested and receiving access to HIV treatment.

The establishment of an AIDS council becomes critical. This must be preceded by local AIDS Councils in all our local municipalities. These councils will focus amongst others on awareness and education programmes. To deal with the stigma and ignorance. The development of an HIV Strategy is very critical in the Central Karoo.

h) Job Creation and Poverty Reduction Strategy

Unemployment and poverty are two very critical and devastating aspects that undermines our democratic gains as a country in general and specifically in the Central Karoo we are all obliged as municipalities to give serious attention to this situation. Job creation initiatives and programmes should be used to strengthen our fight against this epidemic.

There needs to be clear methods of appointing participants in any of our programmes. A system of employment will be put in place developed in collaboration with the youth especially the unemployed. Transferring skills will be at the centre of these initiatives.

Reducing poverty will be at the centre of all our initiative as the Central Karoo. We will be developing various programmes and projects that will contribute to the reduction of poverty amongst our people.

A poverty reduction strategy will be developed that will clearly outline the initiatives and projects to be rolled out. Youth and women cooperatives will be established to ensure they take their future development into their own hands.

Two key structuring elements of the economy are the national road and the railway line that bisects the area in a northern and southern segment of equal proportion. These transport corridors are regarded as the conduit of activity to and from the municipal area.

It is evident from the synthesis of the regional space economy in the WCG PSDF, that the only noticeable and prominent economic feature in the Central Karoo area, apart from the Karoo National Park, is renewable energy generation. However, in a specific rural context, the national government has implemented the Comprehensive Rural Development Programme in all three category B municipalities, as three of 15 rural development nodes across the province. A number of land reform projects to open new opportunities to those previously restricted in accessing land and natural resources, are also being implemented in the municipal area. However, across the provincial boundary, the establishment of the Square Kilometre Array project is the most significant regional investment of any kind in recent years. In this regard, it is important for all stakeholders (including those in the Western Cape) to ensure that the 'other' sources of local or regional livelihoods, i.e. agriculture, are not undermined.

Since the introduction of the project the following elements of the local economy of mostly the Kareeberg Municipality, have benefited significantly: road infrastructure, local job opportunities created (mainly Black Economic Empowerment driven), purchasing of local supplies and services, i.e. in the hospitality industry and the property market through higher demand and the construction of new houses. Another key aspect of beneficiation is the introduction of improved high speed broadband connection for previously unconnected communities. It is critical for stakeholders in the Western Cape to ensure that this benefit extends beyond the provincial boundary.

2.2 Demographic Profile

Demographics are a key important aspect for municipal planning and budgeting process. The delivery of basic services is determined and influenced by population information, fertility, mortality and migration rates influence changes in population figures.

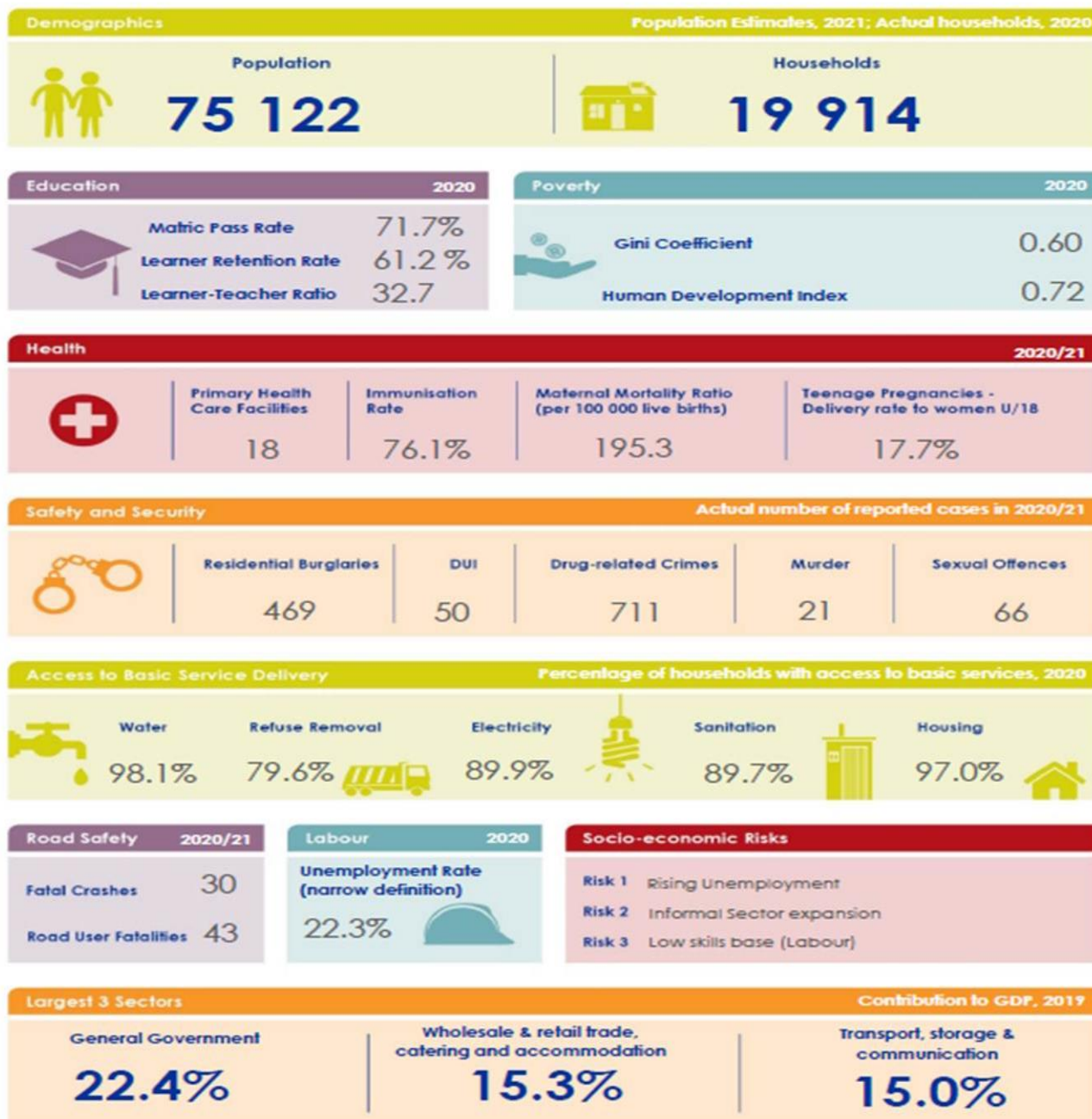
According to the forecasts of the 2021 Socio-Economic Profile for the Central Karoo (WCG, 2021), the Central Karoo's population is said to be declining at 75 122 in 2021 compared to 75 688 in 2018 but grew from 71 011 in 2011. This represents a previous annual average growth rate of approximately 0.91% per annum or 6.59% within this 7-year period, which is lower than the growth rate that the Central Karoo experienced between 2001 and 2011 which was an annual average growth rate of 1.46%. The population of the Central Karoo, nonetheless, is expected to grow to 80 584 by 2025 and 84 335 by 2030, assuming the annual average growth rate of 0.91% persists. This trend of slowing growth rates is both a nationwide phenomenon and indicative of a stabilising population figure (Central Karoo SEP-LG, 2018).

POPULATION PROJECTIONS - UP TO 2030 (MED GROWTH RATE OF 0.9% ON AVERAGE)								
Municipality	Population (2001)	Growth Rate per annum (2001 - 2011)	Population (2011)	Rate per annum (2011 - 2016)	Mid-Year Est 2016	Projected Population 2020	Projected Population 2025	Projected Population 2030
Beaufort West	43291	1.45	49586	0.6	51080	52321	53914	55556
Prince Albert	10512	2.5	13136	1.73	14272	15295	16676	18183
Laingsburg	6681	2.41	8289	1.46	8895	9430	10144	10912
Total	60484	1.74	71011	0.91	74247	76999	80584	84335

POPULATION PROJECTIONS

According to SEP-LG, 2021 the population of the Central Karoo District is estimated at 75 122 people in 2021, the least populated district in the Western Cape. This total is expected to decline to 75 012 people by 2025.

Central Karoo District: At a Glance



The Constitution of the Republic of South Africa (RSA) states that citizens have the right to access to adequate housing. Access to housing is a primary pre-requisite and a catalyst to access to basic services. This in order to ensure that members of households enjoy a decent standard of living.

Total number of households in the Central Karoo is 19 914 with formal main dwellings at 19 313. The province has 1 945 891 households.

The Central Karoo, in 2019, had 97,0% access to formal housing compared to the province's 79,0%

The following table indicates to what extent indigent households in the Central Karoo have access to free basic services.

YEAR	WATER	ELECTRICITY	SANITATION	SOLID WASTE
2016	7 603	7 603	5 298	4 154
2017	8 067	8 117	5 873	3 195
2018	10 078	8 024	5 803	3 214
2019	8 070	8 131	6 264	3 869

The constitution of RSA states that citizens have the right to access to adequate housing. Access to housing also includes access to basic services. To ensure that households enjoy a decent standard of living. The table below indicates the recent information to basic services.

COMMUNITY SURVEY	CKD	W/CAPE
Total number of households	19 914	1 2945 891
Formal main dwellings	19 313 – 97.0%	1 537 538 – 79.0%
Water(piped inside dwelling/200m)	98.1%	96.6%
Electricity primary source of lightning	89.9%	93.6%
Sanitation (flush/ chemical toilet)	89.7%	90.0%
Refuse removal (at least weekly)	79,6%	89.8%

Above table clearly indicates that households across the CKD enjoyed high access levels to basic services, A targeted time frame must be set in conjunctions with local municipalities on when every household will enjoy these basic services.

The following indicates the type of dwellings.

DWELLING TYPE	CKD	%	W/CAPE	%
House / brick structure on a separate stand or yard	16 516			
Traditional dwelling / hurt / structure made of traditional material	81			
Flat in a block of flats	151			
Town / Cluster / semidetached house (simple, duplex or triplex)	1501			
House / flat / room in backyard	368	1.9		
Information dwelling or shack	342	1.8		
Rooms/ flat let not in backyard but on a shared property	81	0.4		
Other / Unspecified / NA	139	0.7		

In 2018 the CKD municipal areas had a total of 8119 indigent households, 537more than in 2017. The following table indicates to what extent indigent households had access to free basic services.

YEAR	WATER	ELECTRICITY	SANITATION	SOLID WASTE
2015	8 499	6 762	4 856	2 641
2016	7 603	7 603	5 298	4 154
2017	8 067	8 117	5 873	3 195
2018	10 078	8 024	5 803	3 214

The economic hardship at national level will have an impact on people households. This burden will in time be passed to local municipalities.

2.2.1 Bucket Systems

The issue of bucket systems is badly reflecting on the dignity and health conditions of our people and needs to be eradicated as a matter of urgency.

There are still pockets of households in some of our local municipalities who still have bucket systems. Some of these areas are privately owned (Transnet). The District municipality in conjunction with the locals is set to eradicate this within the next two financial years.



PROGRESS REPORT NO. 01

Job Title	: BUCKET ERADICATION STRATEGY CENTRAL KAROO DM		
Project No.	: E164		
Report Name & No.	: IP01 Progress Report 01	File Ref.	: Deliverable
Prepared by	: Mr. Cupa Letele	Date of Circulation	: 26/04/2022
Venue	: Beaufort West Municipal Office	Date of Report	: 26/04/2022

1.0 BACKGROUND

The Central Karoo District Municipality (Category C) has appointed ETL Consulting (PTY) Ltd to provide technical support to the three Central Karoo Municipalities.

The district comprises three Local Municipalities (Category B):

- **Beaufort West Municipality** which includes the following towns: Marnewille, Murraysburg, and Nelspoort;
- **Prince Albert Municipality** which includes the following: LeeuGamka and Klarensroos; and
- **Laingsburg Municipality** which covers the following areas Matjiesfontein and Vieiland.

Access to adequate sanitation is a human right that can be inferred from the right to inherent dignity (section 10 of the Constitution), a healthy environment (section 24 of the Constitution), and access to adequate housing (section 26 of the Constitution). Since the inception of the Bucket Eradication Programme, there has been gross over expenditure and under-deliver by the Department of Water and Sanitation.

This progress report highlights the progress achieved after the outcome of the first initial meeting held on 13th April 2022 at the Beaufort West Municipality.

2.0 PROJECT SCOPE

The overall proposed scope of work is as follows:

- Evaluate the integration of sanitation policy principles in the implementation of the bucket eradication program



- Assess the integration of water conservation and water demand management strategies in the implementation of waterborne sanitation systems and the consideration of water availability, wastewater treatment plant capacity, and compliance with groundwater protocol
- To evaluate the planning for C&M sanitation facilities in the context of free basic sanitation services, household affordability, and environmental sustainability
- Evaluate the level of technical approach and implementation strategies in the eradication of the bucket system
- Make recommendations on scaling up good practices and initiatives necessary to eradicate the bucket system

3.0: MAIN MUNICIPAL PROJECT STAKEHOLDERS

The underlisted are the key stakeholders submitted at our first meeting held at Beaufort West Municipality offices on 13th April 2022.

Ms. Grisselle Simpson	SCM	Central Karoo District Municipality
Mr. Moegamat R Abdullah	Chief Financial Officer	Central Karoo District Municipality
Mr. Norwood Kotze	Technical Department	Beaufort West Municipality
Mr. John Komanisi	Technical Department	Laingsburg Municipality
Mr. Ashley America	Technical Department	Prince Albert Municipality

4.0: PROGRESS TO DATE

The following section gives an overview of the achieved to date from the first meeting.

4.1: Beaufort West Municipality

The targeted baseline data for the needs in the municipality were not received from the municipality as of the date of this report. Communication has been sent through email to the relevant stakeholder as a reminder for the submission of the requested baseline data.

4.2: Laingsburg Municipality

Data on the scope was reported to be available at the municipal offices. The municipality gave us data related to the number of households that needs intervention. Based on the data, Laingsburg has 16 homes with pits and water available at the homes. The water is supplied by a farmer to these households. However, 2 homes have no toilets and no water point within 100m, with one home 200m away from a municipal borehole and the other just more than 1km away from the borehole.

Apart from this data, we still must determine the geographic position of the affected area (s). We have since engaged with the municipality for this information.



4.3: Prince Albert Municipality

Since there was no representation at the briefing meeting, ETL Consulting contacted the relevant stakeholder, Mr. Ashley America, at 0798681342, ashley@pamun.gov.za. ETL Consulting is still waiting for the baseline data as requested in the email.

6.0 PROGRAM & MILESTONES

The following were the preliminary stage milestone dates proposed:

Deliverable No.	Description	Timeframe
Deliverable 1:	Updated data on each Municipality's requirements	22 nd April 2022
Deliverable 2:	Scope Analysis and Technology Determination	29 th April 2022

6.0 RISK

Based on presentations, the following are highlighted as potential risks in achieving the milestone dates

- **Inadequate Data**
Inadequate data from municipalities might affect the robust analysis and determination of the scope baseline for the works. This will in turn affect the cost and schedule baselines to complete the works
- **Stakeholder engagement issues**
Since Beaufort West municipality has an area under Transnet, a delay in concluding the stakeholder engagement with Transnet management might affect the schedule baseline

I approve the report as described above and authorize the team to circulate it.

Name	Title	Date
Mr. A Pillay	Project Director	26.04.2022
Mr. R. Ndhlovu	Senior Project Manager	26.04.2022

Approved

Date

Approved

Date

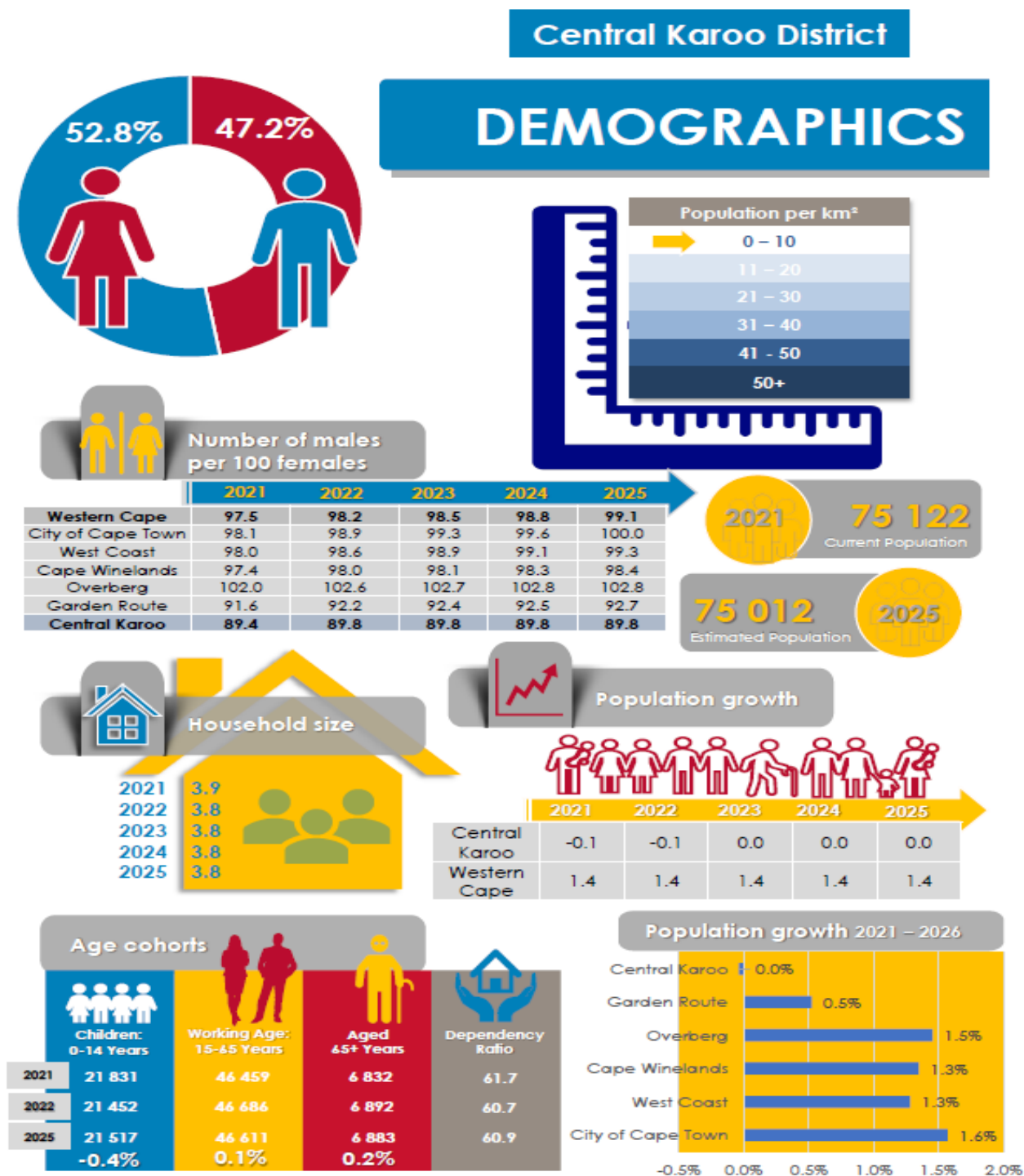
By

By



Reliable and accurate data, particularly on population is an important aspect informing the municipal planning and budgeting process. The demand for basic service delivery is determined and influenced by population information, fertility, mortality and migration rates influence changes in population figures. Demographics section gives us the variables on population-size, sex ratio analysis, the number of households and sizes and more. This will also give us overview of population diversity per local municipal areas.

2.3 Demographics of the district



2.4 Population

The Central Karoo has an estimated population of 73 218 in 2019. This is by far the least populated district in the WC. The expectation is for it to grow to 74 757 by 2023, representing an estimated growth of 0.5% compared to the average annual growth rate of 1.8% of the Western Cape.

The sex ratio shows that there are 97 males per 100 females in the Western Cape. The CK has the lowest figure of males compared to women. There are consistently on average 91 males per 100 women in the Central Karoo. See figures and declining:

Municipality	2019	2020	2021	2022	2023
CKDM	92.4	92.1	91.7	91.6	91.4
WESTERN CAPE	97.3	97.4	97.4	97.5	97.5
OVERBERG	101.7	101.5	101.4	101.3	101.8

The Overberg is the only district with more males per 100 females.

The aged cohort “between” 2019 - 2025 shows the largest population growth as recorded and that it grew at an average rate of 2.3 percent. The increase in the aged cohort and the limited population growth in the child and working age cohorts increase the dependency ratio towards 2025.

The table below provides information on the indicators as per demographic classification:

Indicators	Black-African		Coloured		White		Asian	
	2001	2011	2001	2011	2001	2011	2001	2011
Population size	7 232	9 045	46 439	54 076	6 740	7 197	66	300
Proportional share of total population	12.0%	12.7%	76.8%	76.2%	11.1%	10.1%	0.1%	0.4%
Population growth rate	-	25.1%	-	16.4%	-	6.8%	-	354.5%
Number of households by population group	1 855	2 708	10 724	13 210	2 575	3002	24	56

DEMOGRAPHICS OF THE MUNICIPALITY

Beaufort West Municipality is the largest municipality in the Central Karoo District in terms of numbers (constituting around 70% of the total population) and had a 2011 population of about 49 500 with more than 13 000 households. In contrast, only about 8 300 people (around 2 400 households) lived in Laingsburg Municipality. This municipality thus constituted only approximately 12% of the Central Karoo DM’s total population. The dominance of the Coloured population group in numerical terms is clearly visible in the table below:

Local Municipality	Black African	Coloured	Indian or Asian	White
Beaufort West	8 103	36 433	241	4 539
Laingsburg	578	6 546	20	1 103
Prince Albert	365	11 096	38	1 555
Total	9 046	54 075	299	7 197

POPULATION BY RACE GROUP PER LOCAL MUNICIPALITY

2.4.1 Households Sizing

The number of households in the CKDM is growing resulting to a decrease in the actual size of members of households. The total number of households in the CKD totals 19 914. These are formal houses excluding informal

settlements. The number of people per household obviously is declining. In 2021 it was 3,9 whilst declining to 3,8 in 2022 until 2025.

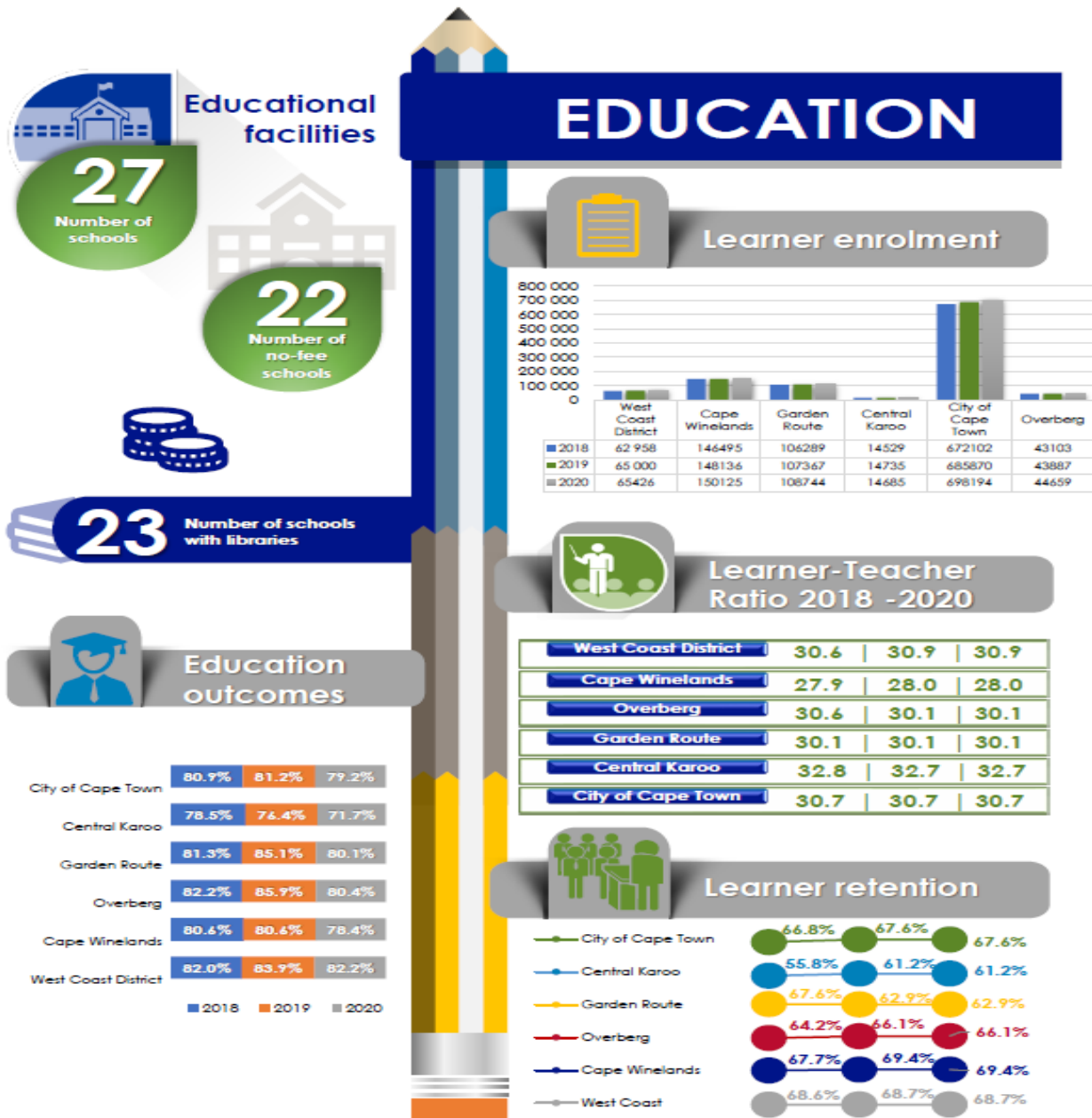
The Central Karoo is geographically the largest district in the province and is mainly rural in nature. Its population density is only 2 person per square kilometres whilst Garden Route is 27 people, the most populated.

This refers to the number of people per household. The number of households in the CKDM growing resulting to a decrease in the actual size of households. This could be as a result of an inflow in young professionals into the District. It could also be because a lower fertility rate, divorce or ageing population.

The Central Karoo is geographically very large and rural in nature. Its population density was only 2 persons per square kilometres in 2019. In the order of highest to lowest the various local municipal areas in the CKD compare as follows:

- PRINCE ALBERT 2 people/km²
- B/WEST 2 people/km²
- LAINGBURG 1 person/km²

2.5 Education



It is important that we strive to improve our level of education in the District. This will go a long way in contributing to our socio - economic improvement and growth rate respectively.

The Central Karoo has a total of 27 schools and 22 being non fee schools. A total of 23 schools has libraries. The average learner enrolment for the Central Karoo in the year 2020 was 14 685 compared to 14 735 in 2019. The learner – teacher ratio is at 32,7 in 2020 The learner retention rate is very low at 61,2% in 2020. This means almost 40% of learners (38,8%) dropped out of school before completing Grade 12.

The Matric Pass rate for 2020 and 2021 in the Central Karoo is as follows:

NAME OF TOWN	NAME OF SCHOOL	YEAR - 2020	YEAR 2021
BEAUFORT - WEST	BASTIAANSE	80,2	85,5%
	CENTRAL	98,2	100%
	MANDLENKOSI	54,2	80,0%
	JUNIOR SECONDARY	64,0	77,6%

	MURRAYSBURG	81,1	97,1
PRINCE ALBERT	ZWARTBERG HIGH	90,0	85,2%
LAINGSBURG	LAINGSBURG HIGH	60,0	82,6%
CENTRAL KAROO	COMBINED SCHOOLS	71,7%	

It is important that we improve our education outcomes to achieve economic growth rate and consequently and poverty and increase inclusion. This will also assist in tackling social ills such as crime and substance abuse.

The average annual growth in learner enrolment for the Western Cape from 2016 – 2018 is to be 2.3 percent. The highest enrolment to be in the Overberg district (2.7 percent) whilst the lowest growth is expected to be in the CKDM (0.7 percent). The most of these learners are concentrated in B/West municipal areas. The learner's enrolment here is 0.9 percent the highest – this period. Laingsburg learner's enrolment increased by 0.5 % whilst it decreased by 0.4% in Prince / Albert.

Highest learner – teacher ratio is detrimental to improved educational outcomes, as less attention is given to learners. Factors contributing to this ratio is the ability of school to employ more educators and the ability to collect fees.:

It will be of great assistance if we could get the ratio per class in every grade in the whole of the District.

The learner retention rate refers to the learners who enrolled in grade 10 and have preferred to start at grade 12. The decreasing number in grade 12 is known as those who dropped out. There are various factors that contribute to the learner retention rate challenges, some being social, economic and psychological factors.

Below is a table showing the retention / dropout rate in all the District in the province in the years reflected below:

YEAR	COCT	CWD	CKD	GRD	ODM	WCD	WC
2016	66.3	69.4	57.8	69.3	65.3	71.6	67.1
2017	68.7	69.2	54.5	65.3	65.3	73.1	68.3
2018	66.8	67.7	55.8	67.6	67.6	68.6	66.8

The literacy rate in the Central Karoo was recorded at 60% in 2011. The learner to teach ratio in the Central Karoo in 2016 is extremely high sitting at about 51 learners per teacher, which has significantly increased from the 2014 value of about 32 learners per teacher. As the learner enrolment numbers only increased from 14 151 in 2014 to 14 333 in 2016, one can only infer that the number of teachers in the Central Karoo decreased significantly during this period from 428 teachers in 2014 to 281 teachers in 2016. Continuing this alarming trend, dropout rates are unacceptably high in the Central Karoo – specifically in Laingsburg where the dropout rate was 72.3% in 2016 (this is the percentage of learners that enrol in grade 10 but do not complete grade 12).

The table below indicates comparative figures for 2001, 2011 and 2016 in terms of the type of education received:

Education levels	Central Karoo		Laingsburg		Prince Albert		Beaufort West	
	Number	% of total adult population	Number	% of total adult population	Number	% of total adult population	Number	% of total adult population
No schooling	8 376	12.5	1 000	14.1	1 509	12.0	5 868	12.4
Some primary	17 564	26.3	1 924	27.1	3 740	29.7	11 906	25.3
Complete primary	5 058	7.6	516	7.3	1 142	9.1	3 404	7.2
Some secondary	21 823	32.6	2 505	35.3	3 920	31.1	15 412	32.7
Grade 12/Std 10	10 844	16.2	784	11.0	1 658	13.2	8 406	17.8
Higher	3 224	4.8	373	5.3	635	5.0	2 142	4.5
Total	66 888	100	7 101	100	12 605	100	47 138	100

Source: Quantec/Irban-Econ calculations

EDUCATION LEVELS

Approximately a quarter of the adult population in the CKD have not completed primary education. Most the adult population without any form of schooling in the CKD resides in Beaufort West. Laingsburg contains the least number of individuals without any form of schooling, but given the municipality's relatively small population, it has the largest proportion of individuals without any form of schooling compared to Prince Albert and Beaufort West.

There is a vast improvement in the number of learners in the municipal area, or conversely, there is a significant decrease in the number of persons with no schooling. The biggest change in the education levels occurred with the increase in the number of pupils with Grade 12 qualification compared to the number in 2001.

The learner retention rate in the CKD has been regressing and therefore has the highest dropout rate in the Western Cape Province.

- The municipality should get the learner retention rate of all the school in the District.
- The number of schools in the CKD remain mostly unchanged in recent years except for the school that closed in Beaufort West.
- What is the actual impact of the closure of that school on education outcomes.

No – fee school in the CKD have proportionally in 2017 to 78.6% decreased from 79.3% in 2018. The CKD has the second highest number of no–fees school in the province after Overberg. A total of 60.0% of all school in the Western Cape are no – fee school. From the total of 28 school in the CKD 23 schools have library facilities.

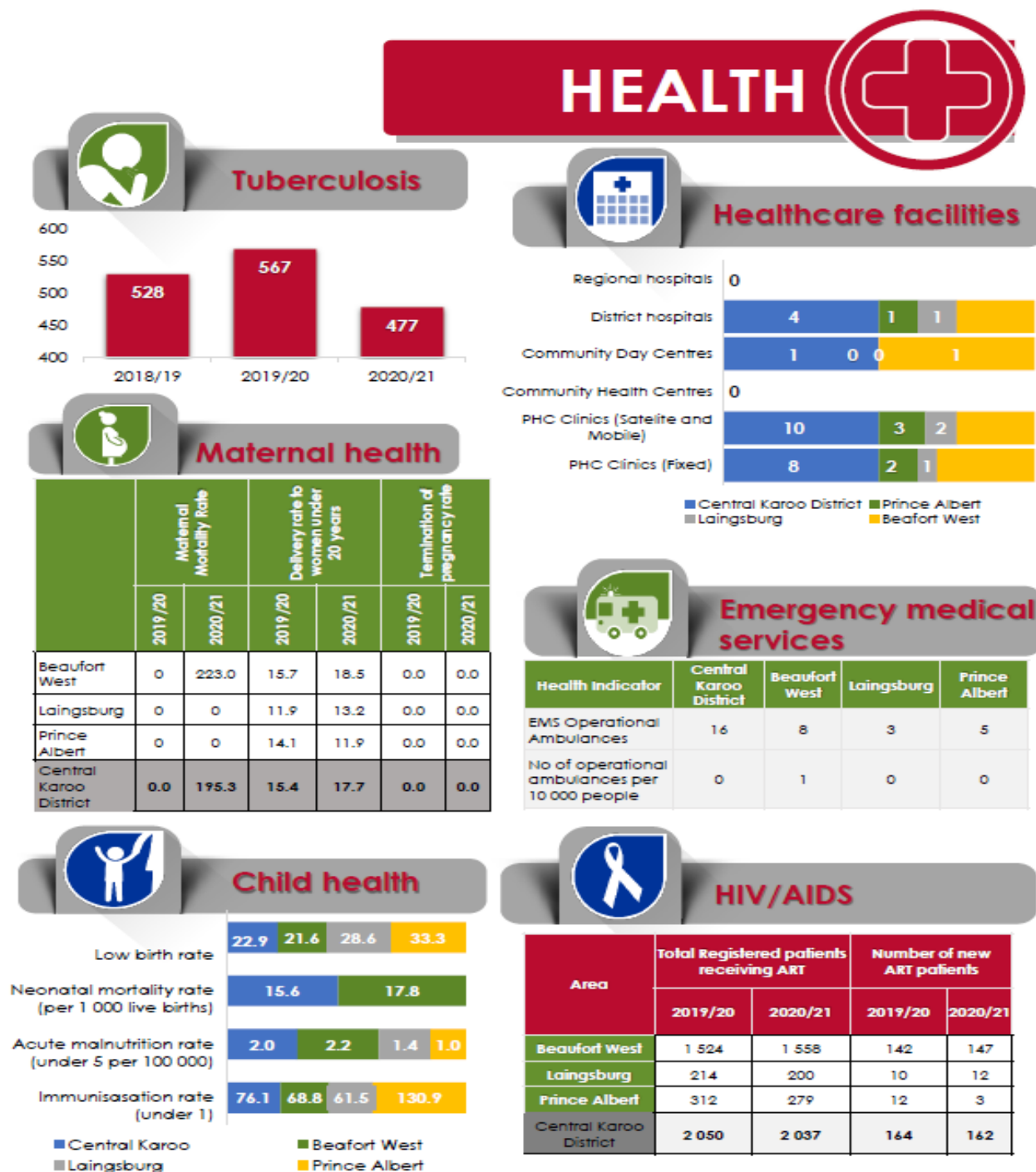
Education is our key leverage through which the process state is involved in the economy. Education plays a critical role in determining the extent to which future economy and poverty reduction plans can be realised.

Below is the matric pass rate amongst various local municipal areas in the CKD.

AREAS	2016	2017	2018
CKD	76.8	79.5	78.5
W/CAPE	85.6	82.1	81.0

In 2018 the pass rate in B/West was 79.2%, Laingsburg was the highest in 2016 (90.3%) fell to 79.2% in 2017 and increased to 80.6% in 2018. Prince /Albert has been fluctuating from 69.2% in 2016 up to 89.7% in 2017 and dropped to 71.2% in 2018.

2.6 Health



All citizens have a right to access to health care services. The Central Karoo is so vast and this affect this right tremendously. The number of health care services in the CKD are as follows:

AREA	PHC CLINICS (Fixed)	COMMUNITY CENTRES (Satelites & Mobiles)	COMMUNITY DAY CARE	HOSPITALS		TREATMENT SITES	
				District	Regional	ART Clinic	TB Clinics
CKD	8	10	1	1	4	12	22

Emergency medical services access is critical in the rural areas like CKD due to distances between towns. The Central Karoo has 16 operational ambulances, with Beaufort West 8, Prince Albert 5 and Laingsburg 3. This means CKD has 2.3 ambulance for every 10 000 people in 2020/2021. This number refers to provincial ambulances and excludes all private service provides.

HIV / AIDS patients on anti-retroviral treatment have decreased and is currently 2 037 in 2020/21. It is among the top 10 causes of death within the Western Cape. The management of HIV/AIDS is crucial as it affects the labour force and demand for health care services. The number of patients committed to taking their Anti-retroviral (ARV) Treatment in Prince Albert and Laingsburg are 33 and 14 respectively in 2020/211.

Emergency medical services access is critical in the rural areas like CKD due to distances between towns. In 2018 CKD had 1 ambulance for every 10 000 people. This number refer to provincial ambulances and excludes all private services provides.

HIV / AIDS is among the top 10 courses of death within the Western Cape. Therefore, the management of HIV/AIDS is crucial as it affect the labour force and demand for health care services. The number of patients committed to taking their Anti-retroviral Treatment (ARV) increases by 7.3% from 1884 patients in 2017 to 2022 in 2018/19. The concern is the decrease of the number of new clients starting ART treatment. New patients decreased by 29.1% from 292 to 207 same period. This is either new HIV infections decrease or less people get tested and receive treatment.

TB has been on the decrease since 2016, decreasing from 597 to 528 in 2018.They all have been receiving treatment at all 22 TB clinics / treatment.

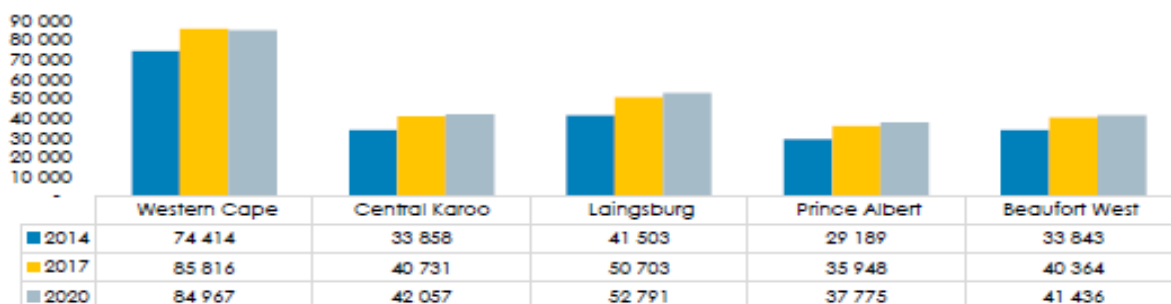
The United Nations SDGs aim by 2030 to end preventable deaths of new-born and children under the Age of 5 years. The immunisation rate for children under the age of 1 in the District decreased from 73.0 percent to 71.3 percent in 2018. The termination of pregnancy rate in the CKD remains zero.

2.7 Poverty

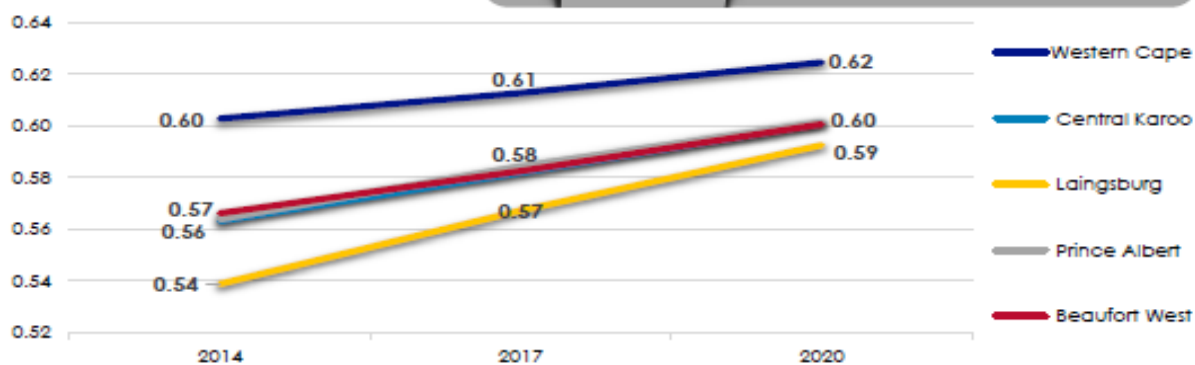
POVERTY



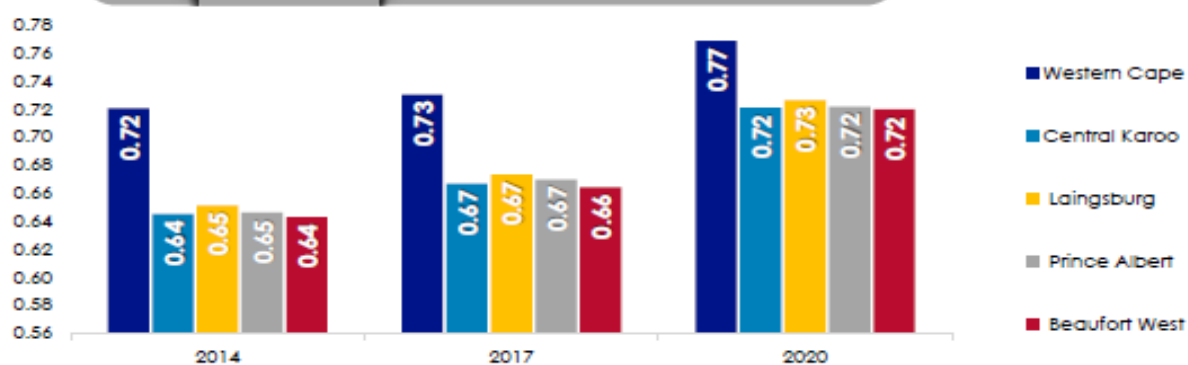
GDP per capita



Income inequality



Human development



GDPR Per Capita

A declining economy has a tendency to or effect of lowering the standards of living of the people. Poverty and inequality are currently on the rise in South Africa. It is only when the real economic growth rate exceeds population growth that real GDPR per capita i.e. GDPR per person can be experienced.

Income Inequality

There is a target set by the NDP of reducing income inequality in South Africa from a Gini-coefficient of 0,7 in 2010 to 0,6 by 2030. The Gini coefficient in the Central karoo is 0,72 as is the rest of the Central Karoo except for Laingsburg at 0,73 in 2020. This means income inequality is the largest in Laingsburg.

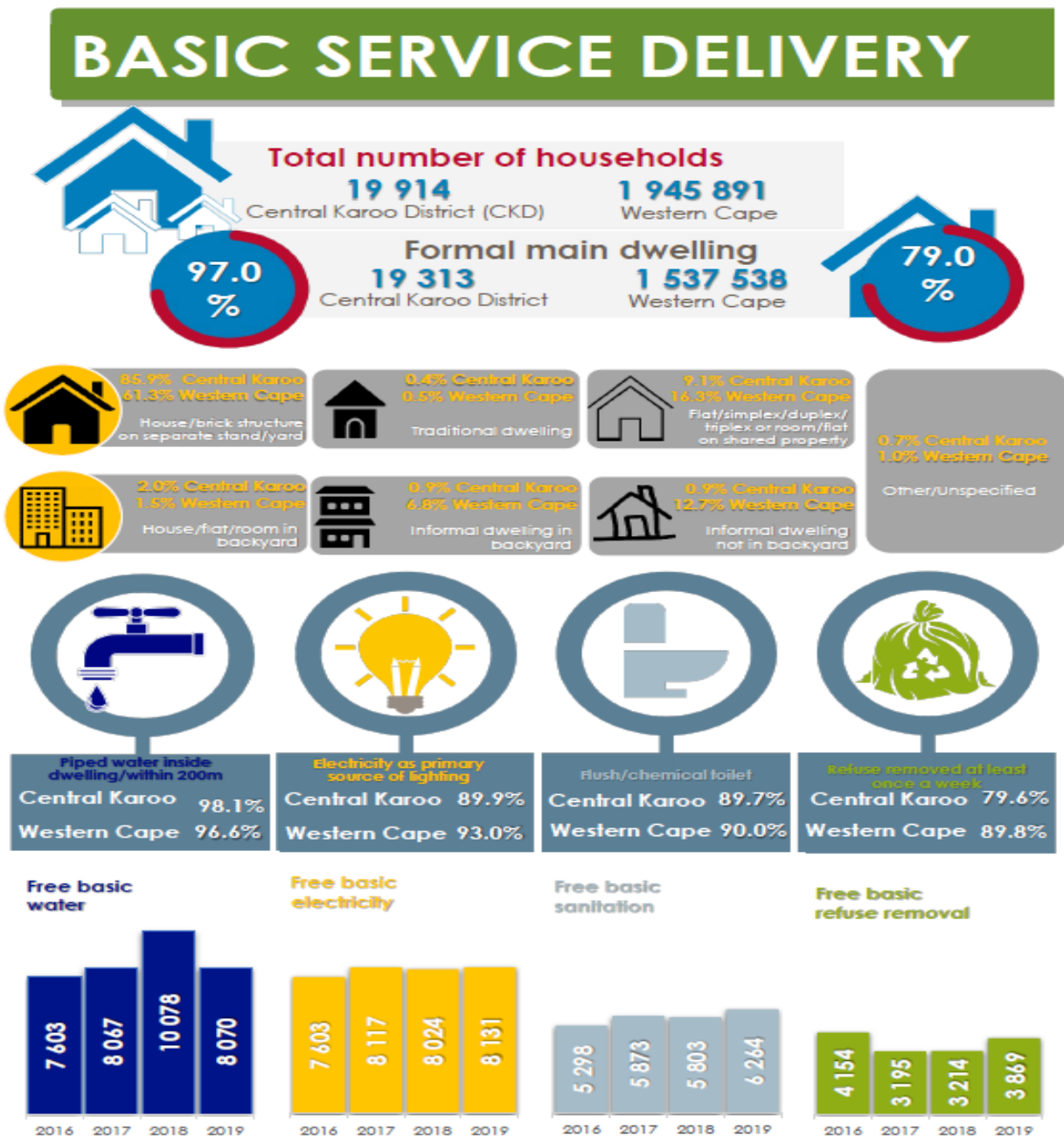
The Human Development Index is an indicator of social and economic development and the overall wellbeing amongst countries and people, as used by the United Nations. Indicators that are used to measure human development are education, housing, access to basic services and health.

The HDI measures people`s ability to live a longer and healthy life and have sufficient means to be able to afford a decent living. HDI 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 HDI of the Central Karoo in 2020 stood at 0.72 compared to 0,67 in 2012. A notable improvement in Human Development. A declining economy tends to lower the standards of living of people.

The inequality currently in South Africa is on the increase, despite the growing inequality social grants have undeniably significant impact on the lives of the lower- and middle-income groups. The categories of people vulnerable to poverty remain to be African female, children 17 years and younger, people from rural areas and those with no education.

Income inequality in the CKD is notably lower than that of the Western Cape and is lower than all districts. In the CKD income inequality is the highest in Prince / Albert and the lowest in Laingsburg. The Human Development Index is on indicator of social and economic development and the overall wellbeing amongst country and people.

2.8 Basic Service Delivery



The constitution of the Republic of South Africa (RSA) states that citizens have the right to access to adequate housing. Access to housing is a primary pre-requisite and a catalyst to access to basic services. This in order to ensure that members of households enjoy a decent standard of living.

Total number of households in the Central Karoo is 19 914 with formal main dwellings at 19 313. The province has 1 945 891 households. The Central Karoo, in 2019, had 97,0% access to formal housing compared to the province's 79,0%.

The following table indicates to what extent indigent households in the Central Karoo have access to free basic services.

YEAR	WATER	ELECTRICITY	SANITATION	SOLID WASTE
2016	7 603	7 603	5 298	4 154
2017	8 067	8 117	5 873	3 195
2018	10 078	8 024	5 803	3 214
2019	8 070	8 131	6 264	3 869

The constitution of RSA states that citizens have the right to access to adequate housing. Access to housing also includes access to basic services. To ensure that households enjoy a decent standard of living.

The table below indicates the recent information to basic services.

COMMUNITY SURVEY	CKD	W/CAPE
Total number of households	19 914	1 2945 891
Formal main dwellings	19 313 – 97.0%	1 537 538 – 79.0%
Water(piped inside dwelling/200m)	98.1%	96.6%
Electricity primary source of lightning	89.9%	93.6%
Sanitation (flush/ chemical toilet)	89.7%	90.0%
Refuse removal (at least weekly)	79,6%	89.8%

Above table clearly indicates that households across the CKD enjoyed high access levels to basic services, A targeted time frame must be set in conjunctions with local municipalities on when every household will enjoy these basic services.

The following indicates the type of dwellings.

DWELLING TYPE	CKD	%	W/CAPE	%
House / brick structure on a separate stand or yard	16 516			
Traditional dwelling / hurt / structure made of traditional material	81			
Flat in a block of flats	151			
Town / Cluster / semidetached house (simple, duplex or triplex)	1501			
House / flat / room in backyard	368	1.9		
Information dwelling or shack	342	1.8		
Rooms/ flat let not in backyard but on a shared property	81	0.4		
Other / Unspecified / NA	139	0.7		

In 2018 the CKD municipal areas had a total of 8119 indigent households, 537more than in 2017.

The following table indicates to what extent indigent households had access to free basic services.

YEAR	WATER	ELECTRICITY	SANITATION	SOLID WASTE
2015	8 499	6 762	4 856	2 641
2016	7 603	7 603	5 298	4 154
2017	8 067	8 117	5 873	3 195
2018	10 078	8 024	5 803	3 214

The economic hardship at national level will have an impact on people households. This burden will in time be passed to local municipalities.

2.9 Safety and Security

Safety and Security



MURDER		2018/19	2019/20	2020/21
Actual Number	Central Karoo District	19	25	21
	Western Cape	3 959	3 962	3 803
Per 100 000	Central Karoo District	25	33	28
	Western Cape	57	56	53

SEXUAL OFFENCES		2018/19	2019/20	2020/21
Actual Number	Central Karoo District	103	83	66
	Western Cape	7 082	7 325	6 430
Per 100 000	Central Karoo District	138	111	89
	Western Cape	103	104	90



DRUG-RELATED OFFENCES		2018/19	2019/20	2020/21
Actual Number	Central Karoo District	853	545	711
	Western Cape	81 015	62 453	44 441
Per 100 000	Central Karoo District	1 138	725	946
	Western Cape	1 176	890	625

DRIVING UNDER THE INFLUENCE		2018/19	2019/20	2020/21
Actual Number	Central Karoo District	186	240	50
	Western Cape	12 510	12 290	3 746
Per 100 000	Central Karoo District	248	319	66
	Western Cape	182	175	53



Fatal Crashes	Central Karoo District	52	32	30
Road User Fatalities	Central Karoo District	89	52	43



RESIDENTIAL BURGLARIES		2018/19	2019/20	2020/21
Actual Number	Central Karoo District	518	597	469
	Western Cape	39 294	35 935	27 172
Per 100 000	Central Karoo District	692	794	625
	Western Cape	571	512	382

The South African Police Services and Stats SA publishes the country's crime statistics on a yearly basis. These statistics show which crime type increased / decreased. The crime statistics for the Central Karoo are herewith outlined.

2.9.1 Murder

Murder in the Central Karoo decreased from 25 in 2019/20 to 21 in 2020/21. The murder rate per 100 000 people decreased from 33 to 28 in the same period. The murder rate per 100 000 in the Western Cape went down from 56 to 53 in the same period.

2.9.2 Drug Related Crime

Drug related offences in the Central Karoo increased from 545 cases in 2019/20 to 711 cases in 2020/21. This is whilst the Western Cape drug-related offences decreased sharply from 62 463 to 44 441 in one year. NB: Drugs and drug abuse remain a big concern for the community of the Central Karoo and must be eradicated.

2.9.3 Driving Under the Influence (DUI)

The number of cases of people driving under the influence of alcohol and drugs have shown a tremendous decline in the Central Karoo. This has decreased from 240 in 2019/20 to 50 in 2020/21.

Fatal crashes in the CKD have declined from 32 in 2019/20 to 30 in 2020/21. Road user fatalities also decreased from 52 to 43 across this period.

2.9.4 Residential Burglaries

Residential burglaries within the Central Karoo decreased from 597 in 2019/20 to 469 in 2020/21.

2.9.5 Sexual Offences

Reported sexual offences in the Central Karoo declined from 83 in 2019/20 to 66 in 2020/21. The sexual offences rate of the CKD is lower than that of the Western Cape province.

2.10 The economy and labour

Economy and Labour Market Performance

SECTOR	GDP			Employment		
	R Million value 2019	Trend 2015 – 2019	Real GDP growth 2020e	Number of jobs 2019	Average annual change 2015 - 2019	Net change 2020e
PS Primary Sector	399.0	-2.9	10.8	4 676	144	-145
Agriculture, forestry & fishing	397.3	-2.9	10.9	4 674	144	-145
Mining & quarrying	1.7	0.2	-17.9	2	0	0
SS Secondary sector	446.5	0.3	-12.7	1 292	-6	-158
Manufacturing	86.7	0.8	-8.9	300	-3	-20
Electricity, gas & water	192.8	0.7	-5.9	112	1	-5
Construction	167.0	-0.3	-21.3	880	-4	-133
TS Tertiary sector	2 327.9	0.8	-5.9	13 408	164	-763
Wholesale & retail trade, catering & accommodation	484.3	-0.1	-11.1	4 438	73	-390
Transport, storage & communication	474.9	-0.8	-16.6	652	3	-44
Finance, insurance, real estate & business services	343.9	2.3	-3.5	1 639	13	-100
General government	712.3	1.4	1.4	3 382	21	46
Community, social & personal services	312.4	1.3	-2.4	3 097	54	-275
Central Karoo	3 173.4	0.1	-4.0	19 376	303	-1 066

Skill Levels Formal employment	Skill Level Contribution 2020 (%)	Average growth (%) 2016 - 2020	Number of jobs	
			2019	2020
Skilled	19.7	1.6	2 856	2 786
Semi-skilled	43.0	-0.5	6 376	6 074
Low-skilled	37.3	-2.1	5 599	5 270
TOTAL	100.0	-0.6	14 831	14 130

Informal Employment	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Number of informal jobs	4 581	4 504	4 528	4 732	4 736	5 105	4 690	4 850	4 706	4 545	4 180
% of Total Employment	27.5	26.8	26.3	26.6	26.5	26.5	24.6	25.2	24.3	23.5	22.8

Unemployment rates	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
West Coast	10.0	10.4	10.1	9.6	10.2	9.1	10.1	10.9	11.1	12.0	11.7
Cape Winelands	10.1	10.3	10.1	9.7	10.0	9.1	10.0	10.4	10.3	11.1	10.8
Overberg	9.1	9.4	9.2	8.9	9.3	8.3	9.4	9.8	9.8	10.8	10.9
Garden Route	15.0	15.0	14.7	14.3	14.3	13.9	14.8	15.2	14.9	15.9	15.4
Central Karoo	23.0	22.7	22.3	21.6	21.7	20.4	21.3	22.0	21.5	22.3	20.3
City of Cape Town	18.2	18.3	18.6	18.7	19.1	19.8	21.1	21.9	21.7	23.2	22.4
Western Cape	15.9	16.1	16.1	16.0	16.4	16.5	17.7	18.4	18.3	19.6	18.9

Economic activity determines the extent of human development and living standards / conditions of communities. Municipalities do not collect taxes but have leverage in contributing to economic development through procurement of goods and services, job creation projects as well as creating an enabling environment for small businesses to thrive.

2.10.1 Economic Sector Performance

The total GDP for the Central Karoo in 2019 amounted to R3, 173,4 billion and employed 19 376 people. The tertiary sector has been the most active at R2,237,9 billion (70,2percent) The overall economy is estimated to have contracted by 4,0 percent in 2020.

The agriculture, forestry and fisheries sector are showing good recovery from the provincial drought. This sector performed above average in 2020 and recorded an increase of 10,9 percent. Some other sectors showed an above average decline.

2.10.2 Agriculture

Three different agricultural practices occurring in the Central Karoo. The most widespread is livestock farming which is dominated by the sheep farmers (cattle and ostrich farming also occur in the District, but on a much smaller scale). The District has good grazing and adequate access to groundwater through the use of wind pumps. However, in order for these livestock farms to remain viable, they need to remain large enough to allow for a sustainable carrying capacity. Laingsburg and Price Albert have the highest grazing capacity.


The second agricultural practice is based on the rain-fed cultivation of wheat which has a very limited occurrence in the southwest of the District.

The final agricultural practice is that of irrigated crops which are prominent in the southern regions of the District. Irrigated crops include apricot, olive, wine grapes, peach, pear, prune, quince, and table grapes. The main constraints to irrigated crop production in this region are attributable to poor road infrastructure for the transport of delicate and fresh produce, distance to the market, availability of water supplies, and the reliability of labour.

The agriculture, forestry and fishing sectors are the main sector by a large margin, with a location quotient of 3.90 for GDP and 2.50 for employment. It is classified as “high”, meaning that this sector reaches beyond However, agriculture’s share of the District’s economy fell from 15.4% to 9% between 1999 and 2009. This may be as a result of both diversifications in the District’s economic activities, as well as deteriorating market conditions for agricultural products.

The main agriculture infrastructure within the District is related to livestock farming, which constitutes over 10 per cent of the WC’s red-meat abattoirs, which is significant considering the Region’s size.

EMPLOYMENT PER SECTOR, Central Karoo District

SECTOR	 Number of jobs 2019	Average annual change 2015 – 2019	Net change 2020e
PS Primary Sector	4 676 (24.1%)	144	-145
Agriculture, forestry & fishing	4 674 (24.1%)	144	-145
Mining & quarrying	2 (0.0%)	0	0
SS Secondary Sector	1 292 (6.7%)	-6	-158
Manufacturing	300 (1.5%)	-3	-20
Electricity, gas & water	112 (0.6%)	1	-5
Construction	880 (4.5%)	-4	-133
TS Tertiary Sector	13 408 (69.2%)	164	-763
Wholesale & retail trade, catering & accommodation	4 438 (22.9%)	73	-390
Transport, storage & communication	852 (4.4%)	3	-44
Finance, insurance, real estate & business services	1 639 (8.5%)	13	-100
General government	3 382 (17.5%)	21	46
Community, social & personal services	3 097 (16.0%)	54	-275
Total Central Karoo District	19 376 (100.0%)	303	-1 066

Source: Quantec Research, 2021 (e denotes estimate)

2.10.3 Labour and Unemployment

The Central Karoo District contributed 18 310 workers in 2020 of which 14 130 (77,1%) were formal sector jobs and 4 180 (22,8%) informal sector jobs. Most of the worker / labour force consisted of semi-skilled (45 %) and low skilled workers at 37,3%. The skilled category contributed 19,7 percent to formal employment and grew on average by 1,6 percent while the semi-skilled and low skilled categories declined by 2,1 and 0,5 percent respectively.

The Central Karoo unemployment rate of 20,3% is the second highest unemployment rate higher than the Western cape rate of 18,9%. The unemployment rate is based on the narrow definition of unemployment.

Employment status

The table below lists the employment status of the available workforce/economically active group in the Central Karoo municipal area:

Employment status	Number (2001)	%	Number (2011)	%
Employed	13 565	63.8	17 460	76.9
Unemployed	7 699	36.2	5 254	23.1
Not economically active	16 189	43.2	22 239	49.5

Stats SA Census 2011

EMPLOYMENT STATUS

The overall results regarding the employment status of the workforce / potentially economically active group in the municipal area have improved from the 2001 figure of 63.8% employed and 36.2% unemployed. In 2011, the number of unemployed individuals was about 13% below what it was in 2001. However, any unemployment rate, irrespective of how large, has serious implications for the ability of the residents to pay for, *inter alia*, their daily needs and for municipal services. Owing to the still relatively high numbers of unemployed persons, other main sources of income such as pension/welfare payments are critical to ensure livelihoods of households.

The table below illustrates the labour force by district and sex as per Census 2011 results:

District	Employed (%)		Unemployed (%)		Discouraged work-seeker (%)		Other not economically active (%)		Unemployment rate (%)	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
West Coast	30.1	22.5	4.3	4.6	0.9	1.2	14.5	21.9	12.6	17.1
Cape Winelands	29.1	24.2	4.1	4.7	1	1.2	15.2	0.5	12.2	16.1
Overberg	30.6	22.8	5.3	5.8	1.2	1.6	13.8	19.4	14.7	20.2
Eden	25.6	20.4	6.2	7.2	1.7	2.3	15.3	21.4	19.5	26.1
Central Karoo	23.2	16.1	5.4	6.3	2.7	4.5	17.9	25	18.8	28
City of Cape Town	26.6	23.1	7.5	8.1	1.5	1.7	13.4	18.2	22.1	25.9

Information obtained from Stats SA Census 2011

LABOUR FORCE BY DISTRICT AND SEX

It can be seen from the table above, the Central Karoo District had the lowest employed rate for both males and females and the highest discouraged work seekers and female unemployment rate in the Western Cape.

2.11 Economic profile

The economy in the Central Karoo municipal area is characterised by the following:

- High levels of poverty and low levels of education,
- It is a small to medium-town sub-region with a low level of development despite the strategic location in terms of the national transport corridor,
- Sparsely populated towns with a number of larger towns serving as “agricultural service centres”; spread evenly throughout the District as central places,
- High rate of unemployment, poverty and social grant dependence,
- Prone to significant environmental changes owing to long-term structural changes (such as climate change, energy crises and other shifts),
- Geographic similarity in economic sectors, growth factors and settlement patterns,
- Economies of scale not easily achieved owing to the relatively small size of towns,
- A diverse road network with national, trunk, main and divisional roads of varying quality,
- Potential and impact of renewable energy resource generation, and
- Potential and impact of ‘fracking’, i.e. the possible exploration for shale gas and uranium mining.

Two key structuring elements of the economy are the national road and the railway line that bisects the area in a northern and southern segment of equal proportion. These transport corridors are regarded as the conduit of activity to and from the municipal area.

Challenges

The Road Infrastructure Department faces a number of challenges with regards to service delivery and its day-to-day operations in attempting to achieve the safe, effective and efficient maintenance of roads in the CKDM region:

Capacity (training, knowledge retention, etc.)

- Training of staff is a major issue since skilled supervision and quality control over legislation, standards and projects as a whole is lacking. Alternative unsustainable methodology is used whereby an unbalanced workload is placed on some trained individuals and an over-assignment of resources are committed to some areas, whereas it needs to spread more evenly.
- The region furthermore has an impact on skill retention, since professional engineering practitioners historically prefer the bigger cities. It has also been found that training of existing staff members has resulted in personnel exiting the workforce to seek better compensation elsewhere after acquiring these newly acquired skills.

Budget constraints

The budget for the CKDMRD leaves it almost incapable of capacitating and resourcing itself and is at the mercy of what the DTPW allocates to us. CKDMRD is funded to account for salaries and the maintenance of machinery with a percentage left to buy tools and materials to perform its functions. The DTPW, although receiving no increase or minimal increase on their MTEF budget allocations, has consistently increased our annual budget allocations by 5% year-on-year. When one, however considers that salaries increase by an effective 9-10% and operational costs with around 12% annually, it does leave the CKDMRD in a precarious position to balance budget stringently according to priority.

Water – Drought considerations

The re-gravel & construction unit, when in full operation, can require up to around 200,000 litres of water per day which is essential for the currently used construction methodology. It aids in compaction of the road layers, but also in wet blading, which is a more expensive, but also a more effective way of blading in a more comprehensive manner.

Since the status quo of the drought in the Western Cape, more so experienced in the Central Karoo region, we have now found that negotiations with the suppliers of water resources are becoming more and more problematic. Farmers, which are the major road-users on our roads and also the major water suppliers, have generally increased their tariffs to unsustainable heights. We have experienced up to 400% increases in tariffs, resulting in projects possibly being stopped mid-construction because of budget restrictions. The other challenge is that farmers simply cannot afford to supply us with water since they are also dependant on the resource for their own operations.

Mineral resources / Borrow-pits

The CKDMRD's objective together with same from the DTPW for the unpaved gravel road network is to maintain and build high performance and cost-effective gravel roads that will last longer, provide a good average riding quality and a safe riding surface. Only a fraction of the gravel loss experienced because of many factors, including traffic volumes, dry climate, capacity problems, material types, etc per annum has been replaced during the last

decade, resulting in the average gravel thickness decreasing from 75 mm in 1990 to around 13 mm currently. Consequently, there has been a significant increase in very poor roads. The fact that we only have one re-gravel & construction unit, which has a re-gravel cycle of around 30 years and can only deliver some 40km per annum, results in an ever-increasing backlog.

Changes to the law and regulations governing environmental, land use and mining approvals for the legalisation of gravel sources led to a situation where very few sources were legally compliant so that they could be mined. At least one year is needed for the process of legalising a gravel source but can increase to two or more years depending on the expropriation of the land and whether surety funding is in place. This situation led to a diversion of funding to the upgrading of unpaved roads.

Since March 2015, a renewed effort has been made from the DTPW to legalise material resources for periodic maintenance projects as well as for spot gravelling. However, efforts to establish a network of gravel sources have been complex and hindered by the lack of suitable gravel wearing course as a consequence of the underlying geology and predominantly mechanical weathering over the majority of the Western Cape. A lack of cooperation by some landowners the need to avoid restricted areas containing endangered indigenous vegetation, nature reserves and national parks, as well as high value.

2.12 Stakeholder engagements / community consultation

CENTRAL KAROO DISTRICT MUNICIPALITY STAKEHOLDER / PUBLIC PARTICIPATION 2022 -2027 IDP ENGAGEMENT REPORT

The Central Karoo District Municipality held a range of community and stakeholder engagements throughout the District in soliciting inputs into the District 5year IDP. The engagements were in the main held with community-based organisations and government sector departments.

The following table outlines various consultative meetings held with community based and government sectors in the District:

MUNICIPALITY / AREA	DATE OF ENGAGEMENT
Beaufort West	26 April 2022
Laingsburg	28 April 2022
Prince Albert	04 May 2022
Murraysburg	06 May 2022

The Following stakeholders and representatives of communities were invited to these meetings:

MUNICIPALITY	STAKEHOLDERS / SECTORS IN ATTENDANCE	ATTENDED
BEAUFORT WES	<ul style="list-style-type: none"> • Municipal Councillors (NO – APOLOGY) • Municipal Officials (Yes) • Government Departments (Yes) • CDWs (Yes) • GCIS (Yes) • Community Based (Yes) 	18
LAINGSBURG	<ul style="list-style-type: none"> • Municipal Councillors (Yes) • Municipal Officials (Yes – MM and officials) • Government Departments (Yes) 	12

	<ul style="list-style-type: none"> • Thusong Centre (Yes) • Community Based (Yes) 	
PRINCE ALBERT	<ul style="list-style-type: none"> • Municipal Councillors (Decided not to attend) • Municipal officials (Yes – MM and officials) • Government Departments (Yes) • Community Based (Yes) • GCIS 	12
MURRAYSBURG	<ul style="list-style-type: none"> • Municipal Councillor (Yes) • Municipal Officials (Yes) • Community Based • Government Departments (Yes) • Community Based (Yes) • Business (Yes) 	25

Issues raised at the different stakeholder engagement meetings

<p>PURPOSE OF ENGAGEMENTS:</p> <ol style="list-style-type: none"> 1. To solicit inputs from community leaders / stakeholders for inclusion in the IDP 2. To outline changes on predecessor`s IDP included in the new 5year IDP 3. To mobilise communities to be partners in the municipality as per municipality definition 	
MUNICIPALITY	ISSUES RAISED
BEAUFORT WEST Welcoming done by District IDP Co-ordinator – Mr S.A.Piti	<ul style="list-style-type: none"> • Agreed with current / proposed VISION • Accepted the consolidated Strategic Objectives • Included the word “INCLUSIVE” to read – “Promote inclusive Economic Growth • Emphasised the need for better council – community relations (Interface) • IDP should be implemented not Wish List • Agreed and accepted the “new” issues raised in the District presentation
LAINGSBURG Welcoming done by Executive Mayor – Mrs Johanna Botha	<ul style="list-style-type: none"> • Accepted the VISION as presented • Discussion on MISSION – Feeling is that current Mission on maintaining Rural character has not assisted people of the Karoo but got more poorer. • Agreed to include the “Urbanisation” aspect of it to facilitate economic growth. • Accepted the Five (5) consolidated Strategic Objectives • Agreed to include a 6th Strategic Objective – “Ensure Infrastructure Growth and Development” • To partner with institutions of learning for “Research” purposes on project sustainability • Are happy with the proposed interventions in the new five (5) year IDP – as per the District presentation • No new projects proposed but are concerned over Water Resources vs Fracking

<p>PRINCE ALBERT</p> <p>Welcoming done by Municipal Official – Mr Charlton Jafta</p>	<ul style="list-style-type: none"> • Raised concern over absence of politicians especially district and local Executive Mayors and councillors • Raised concern over short notice period given for the meeting • Issue of notices discussed as district has sent out notices timeously for the meeting • District has by e-mail requested for stakeholders list with contact details for district to sent out invitations in the near future • A suggestion that district to address waste management • Financial sustainability and affordability of a Regional Landfill site was raised • Meeting suggested same format of engagement by local municipality as the one held by the District • Local IDP Representative forum to be established for more structured engagements on IDP • IDP to address issue of Land for emerging affairs and broader development • As farmers are not supporting fracking • People see no reason (Waste of time) for these engagements as no development takes place afterwards • No strategy in place for Rural development • MM applauds the methodology and approach the District followed but need much improvement • Municipality will send to district minutes of the local IDP meetings specifying issues for the attention of the District municipality • District committed to communicate directly with stakeholders in the near future
<p>MURRAYSBRG</p> <p>Welcoming done by Ward Councillor – Mr Ralph Skuza</p>	<ul style="list-style-type: none"> • All what community wants is to see development happening in the area • They want equal benefits for all economic opportunities like Jobs etc • They need Socio-Economic challenges be dealt with • Gender Based Violence – GBV • Rising Crime amongst Youth and Teenagers • Unemployment and Poverty • Refuse removal • Do not support conversion of hospital to day care centre • Need for a Neighbourhood Watch (Safety) • The following needs are to be included in document • Need for technical School • Need a U-Save Food Centre • Need a Pep Stores • Household Roof top Solar Panels • Human Settlement Development (Housing)

Conclusion

- The need for establishing community based sectors or organisations to drive / ensure improved relations between councils and communities
- The District will have further engagements with stakeholders after the IDP has been adopted.
- A need for ward- based plans for all wards in the District, to inform local Municipal IDPs and the IDP of the District municipality
- Communities to work together with their ward councillors and the entire councils to improve their conditions and achieve the objects of a National Democratic Society.

2.13 The Organisation

2.13.1 Council

The Council of Central Karoo District Municipality comprises of 15 directly elected and seconded councilors, made up of 7 seconded councillors and 8 proportional representatives (PR) Councillors. The PR Councillors are elected based on the proportion of votes cast for the respective parties within the Local Municipalities in the District. The portfolio committees are made up of Councillors drawn from all political parties. Below are key council portfolios with names of incumbents.

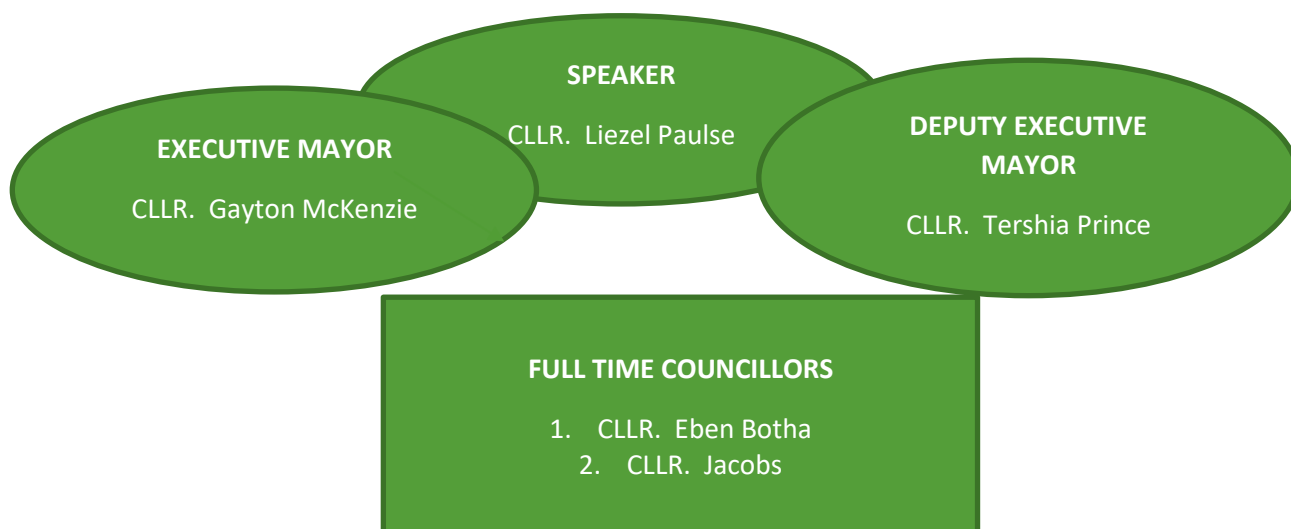


Table 1: COMPOSITION OF COUNCIL

2.13.2 The Executive Mayoral Committee

The Executive Mayor, Deputy Executive Mayor and two full-time Councillors constitute the Executive Mayoral Committee:

Composition of Executive Mayoral Committee	
Name of Member	Capacity
Cllr Gayton McKenzie	Executive Mayor / Chairperson
Cllr. Tershia Prince	Deputy Mayor
Cllr Eben Botha	Full-Time Councillor
Cllr Jacobs	Full time Councillor

Table 2: EXECUTIVE MAYORAL COMMITTEE

The portfolio committees' primary responsibility is to exercise oversight over the executive arm of the Municipality's governance structure. These committees monitor the delivery and outputs of the executive and may request directorates to account for the outputs of their functions.

2.13.3 Portfolio Committee Chairpersons

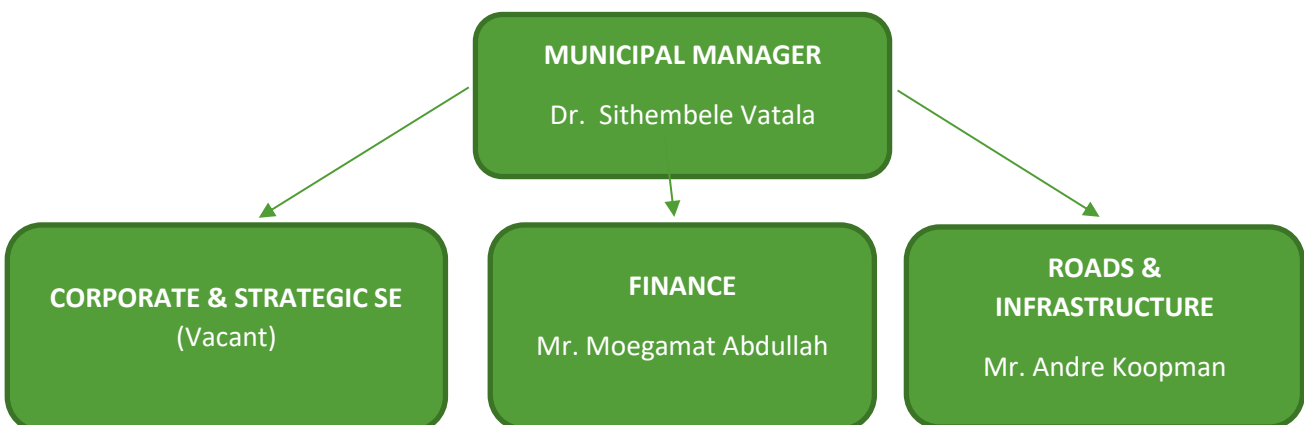
The table below indicates the established committees within the Municipality with their chairpersons:

Portfolio Committees	
Committee	Chairperson
Executive Mayoral Committee	Executive Mayor
Financial and Corporate Services	Executive Mayor
Human Resource Development	Cllr Tershia Prince
Municipal Services and Infrastructure	Cllr Jacobs
Economic and Social Development	Cllr Eben Botha
Training	Cllr Noel Constable
Local Labour Forum	Cllr Jacobs
Municipal Public Accounts	Cllr Ralph Skuza

Table 3: PORTFOLIO COMMITTEE

2.13.4 Executive Management Structure

The administration arm of the Municipality is headed by the Municipal Manager, who has two Section 57 Managers reporting directly to him. The Municipal Manager, as head of the administration, is responsible and accountable for tasks and functions as provided for in Section 55 of the MSA, other functions/tasks as provided for in legislation as well as functions delegated to him by the Executive Mayor and Council.



1) EXECUTIVE MAYORAL COMMITTEE

- Cllr. G. McKenzie [chairperson]
- Cllr. T. Prince
- Cllr. I.A. Jacobs
- Cllr. L.B.J. Mdudumani

CHAMPION: MM Dr. SW Vatala

2) FINANCIAL SERVICES COMMITTEE

- Cllr. G. McKenzie [chairperson]
- Cllr. T. Prince
- Cllr. N. Constable
- Cllr. D. Welgemoed
- Cllr. J. de Bruyn

CHAMPION: CFO Mr Abdullah

3) MUNICIPAL SERVICES & INFRASTRUCTURE COMMITTEE

- Cllr. I.A. Jacobs [chairperson]
- Cllr. J. Mdudumani
- Cllr. A. Mackay
- Cllr. J. Reynolds
- Cllr. J. de Bruyn

CHAMPION: Mr. A. Koopman

4) CORPORATE & HUMAN RESOURCES DEVELOPMENT COMMITTEE

- Cllr. T. Prince [chairperson]
- Cllr. N. Constable
- Cllr. R. Skuza
- Cllr. J. van der Linde
- Cllr. J. de Bruyn

CHAMPION: Mr G Van Zyl [Acting Director: Corp & Strategic Support Services] & Mrs. G. Van Zyl [HR Manager]

5) SOCIO -ECONOMIC & DEV COMMITTEE

- Cllr. E. Botha [chairperson]
- Cllr. J. Mdudumani
- Cllr. Cllr. I.A. Jacobs
- Cllr. A. Swanepoel
- Cllr. J. de Bruyn

CHAMPION: Mrs. B. Koopman

6) TRAINING COMMITTEE

- Cllr. N. Constable
- Cllr. E. Botha
- Cllr. J. van der Linde
- Cllr. J. de Bruyn

CHAMPION: Mr. M. Kennedy

7) LOCAL LABOUR FORUM

- Cllr. J. de Bruyn [chairperson]
- Cllr. J. Mdudumani
- Cllr. S. Koonthea
- Cllr. I.A. Jacobs

CHAMPION: Mr D. Maans

8) MPAC KOMITEE

- Cllr. R. Skuza [chairperson]
- Cllr. A. Mackay
- Cllr. D. Welgemoed

CHAMPION: Mrs H. Jacobs

SALGA WORKING GROUPS	RESPONSIBLE COUNCILLOR	SECONDI
1. Economic Empowerment and Employment Creation	Cllr. E. Botha	Cllr. D. Welgemoed
2. Capacity Building and Institutional Resilience	Cllr. T. Prince	Cllr. A, Swanepoel
3. Public Transport and Roads	Cllr. I.A. Jacobs	Cllr. J. Reynolds
4. Municipal Finance & Fiscal Policy	Cllr. J. Botha	Cllr. D. Welgemoed
5. Governance & Intergovernmental Relations	Cllr. L. Pause	Cllr. J. de Bruyn
6. Community Development & Social Cohesion	Cllr. A. Mackay	Cllr. A. Swanepoel
7. Environmental Planning & Climate Resilience	Cllr. R. Skuza	Cllr. J van der Linde
8. Human Settlements & Municipal Planning	Cllr. N. Constable	Cllr. J. van der Linde
9. Water, Sanitation and Waste Management	Cllr. J. Mdudumani	Cllr. S. Koonthea
10. Municipal Innovations & Information Technology	Cllr. L. Pause	Cllr. J. Reynolds

2.13.5 Departmental structure

The Municipality has 4 departments and the functions of each can be summarised as follows:

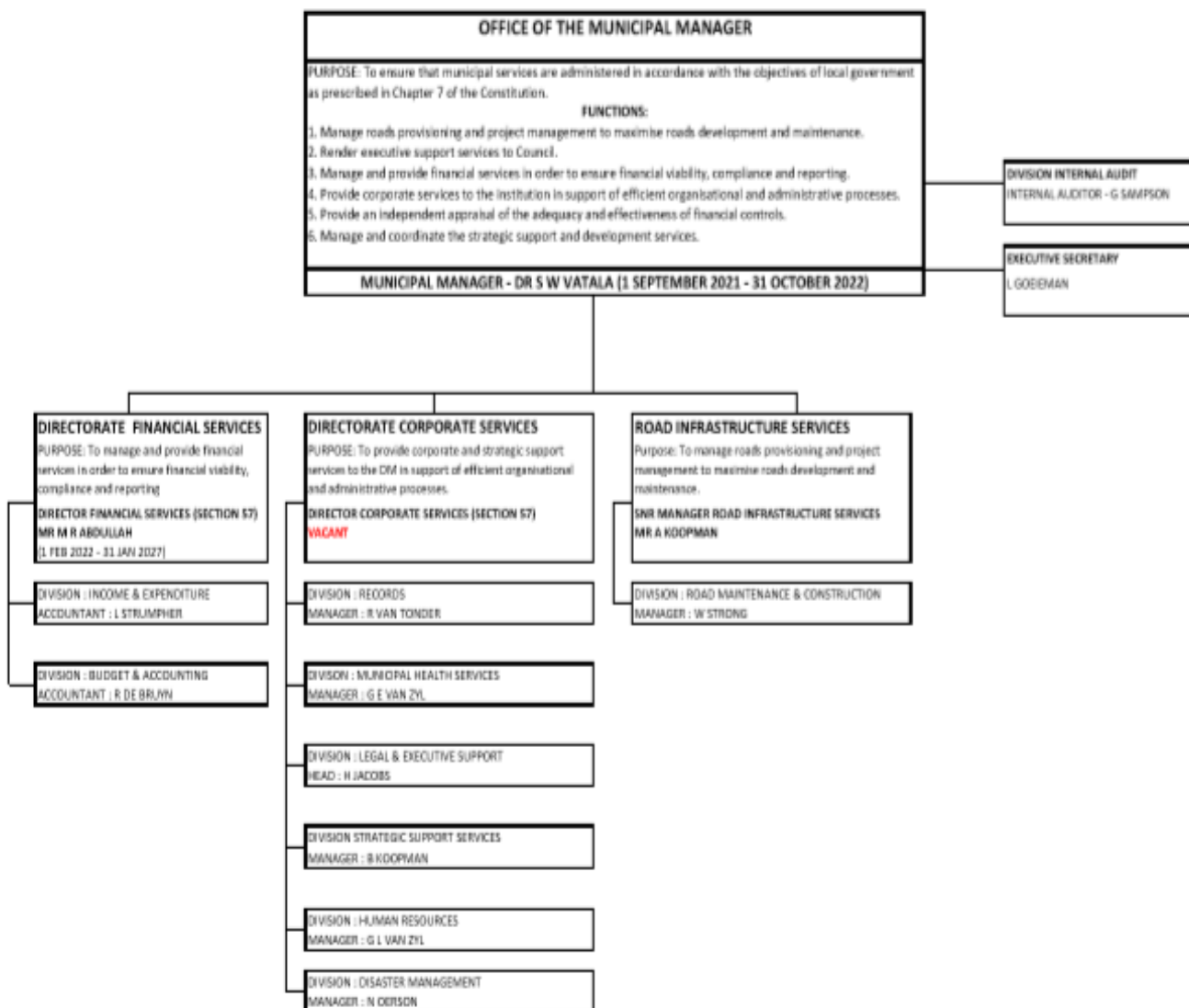
Department	Core functions
Office of the Municipal Manager	Executive and Council, Finance and Administration, Internal Audit.
Road Infrastructure	Municipal Infrastructure development.
Financial Services	Finance and Administration.
Corporate and Strategic Support Services	Community and Social Services, Environmental Protection, Executive and Council, Finance and Administration, Municipal Health, Planning and Development, Public Safety, Waste Management / Human Resources, Planning and Development.

Table 4: DEPARTMENTAL FUNCTIONS

2.13.6 Municipal workforce

Section 68(1) of the MSA states that a municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. The organisational structure should be revisited during the development of the IDP and budget to ensure that the municipality still delivers services in the most productive and sufficient manner. The Municipality has a macro structure and organogram that was approved by Council on 23 September 2021.

The staff establishment was developed in line with normative human resource practices, taking cognisance of the transformation targets and requirements as stated in the Basic Conditions of Employment Act. The recruitment of employees by the Municipality is conducted in terms of the Municipality's Recruitment and Selection Policy. The Approved organogram will be attached as an annexure to the IDP.



Based on the strategic and policy decisions made by Council, the senior management team develops service plans for integration with other sectors within the strategy for the municipality. The senior management team of the Municipality is supported by a municipal workforce of 171 permanent employees, which is structured in the departments to implement the IDP strategic objectives as tabled below:

Posts in the Organisation					
Permanent positions filled	Funded vacancies		Unfunded vacancies		Total
147	24		0		171
Representation of employees					
Employees categorised in terms of gender (permanent and temporary employees)	Male		108		147
	Female		39		
Employees categorised in terms of race (permanent and temporary employees)	Coloured	African	Indian	White	147
	106	31	0	10	
Total (permanent and temporary employees)					

Posts in the Organisation

Table 5: STAFF ESTABLISHMENT

Workforce profile									
Occupational levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management	1	1							2
Senior management	0	1	0	0	0	0	0	0	1
Professionally qualified and experienced specialist and mid-management	0	2	0	1	0	1	0	4	8
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	5	15	0	4	5	14	0	1	44
Semi-skilled and discretionary decision-making	5	26	0	0	1	4	0	0	36
Unskilled and defined decision-making	9	38	0	0	5	4	0	0	56
Total permanent	20	83	0	5	11	23	0	5	147
Non-permanent	37	2	0	0	0	2	0	0	41
Grand total	57	85	0	5	11	25	0	5	188

Table 6: WORKFORCE PROFILE

Below is a table that indicates the budgeted posts reflected as filled and vacant:

Per occupational level		
Post level	Filled	Vacant
Top management	2	1
Senior management	1	0
Professionally qualified and experienced specialists and mid- management	8	2
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	44	2
Semi-skilled and discretionary decision making	36	13
Unskilled and defined decision making	56	6
Total	147	24
Per functional level		
Functional area	Filled	Vacant
Municipal Manager	3	1
Financial Services	13	2
Corporate & Strategic Support Services	32	2
Road Infrastructure	99	19
Total	147	24

Table 7: VACANCY RATE PER POST (SALARY) AND FUNCTIONAL LEVEL

2.13.7 Municipal administrative and institutional capacity

The Municipality has the following policies and service delivery improvement plans to support the workforce in delivering on the strategic objectives:

Approved policies		
Name of Policy	Responsible Department	Date Approved / Revised
Recruitment, Selection and Appointment	Corporate Services - HR	Approved
Leave	Collective Agreement	N/A
Study Bursary	Corporate Services - HR	Approved
Employee Wellness	Corporate Services - HR	Approved
In-Service Training	Corporate Services - HR	N/A
Health and Safety Plan	Technical Services - OHS	Approved
Sexual Harassment	Corporate Services - HR	Approved
Training and skills development	Corporate Services - HR	Approved
Bonus	Collective Agreement	N/A
Family Responsibility Leave	Collective Agreement	N/A
Acting	Collective Agreement / Corporate Services - HR	18 August 2006
Communication Strategy	Corporate Services - Communications	Revised / Requires Council Approval
Budget and Treasury Policies *	Financial Services	Approved

Table 8: APPROVED POLICIES

Chapter 3: Alignment and Development Strategies

3.1 National and Provincial Linkages to Strategic Objectives

This chapter outlines the alignment of both the National and Provincial government strategic objectives to that of the Central Karoo District Municipality. The National government plan, the NDP and the Provincial Strategic goals are strategic documents used to show this alignment.

The table below indicates the alignment of the national development plan and outcomes, provincial strategic goals, and Central Karoo strategic objectives:

NDP 2030	National Outcomes (2010)	WC Strategic Plan (2019-2024)	2022 -2027 Central Karoo Strategic Objectives
Chapter 10: Health Care for all Chapter 11: Social Protection	Outcome 2: A long and healthy life for all South Africans Outcome 7: Vibrant, equitable and sustainable rural	Priority 1 – Safe and Cohesive Communities	SG 3: Promote Socially stable communities, safe roads, minimise the impact of disasters and improve public safety

NDP 2030	National Outcomes (2010)	WC Strategic Plan (2019-2024)	2022 -2027 Central Karoo Strategic Objectives
	communities and food security for all		
Chapter 9: Improving Education, training and innovation Chapter 15: Nation building and Social Cohesion	Outcome 1: Improve the quality of basic education Outcome 5: A skilled a capable workforce to support inclusive growth	Priority 2 – Growth and Jobs Priority 3 – Empowering People	SG 2: Build a capable workforce, skilled youth and communities SG 6: Build resilient Infrastructure
Chapter 4: Economic Infrastructure Chapter 5: Inclusive rural Economy	Outcome 6: An efficient, competitive and responsive economic infrastructure network	Priority 2 – Growth and Jobs Priority 4 – Mobility and Spatial Transformation	SG 3: Promote socially stable communities, safe roads, minimise the impact of disasters and improve public safety
Chapter 5: Environmental Sustainability and resilience Chapter 12: Building safer communities	Outcome 3: All people in South Africa protected and feel safe Outcome 10: Protection and enhancement of environmental assets and natural resources Outcome 11: A better South Africa, a better and safer Africa and world	Priority 1 – Safe and Cohesive Communities	SG 3: Promote socially stable communities, safe roads minimise the impact of disasters and improve public safety
Chapter 13: Building a capable and developmental state Chapter 14: Fighting corruption	Outcome 9: A responsive and accountable, effective and efficient local government system	Priority 4 – Mobility and Spatial Transformation	SG 5: Deliver a sound and effective administration, financial stability and sustainability. SG 6: Build resilient infrastructure

NDP 2030	National Outcomes (2010)	WC Strategic Plan (2019-2024)	2022 -2027 Central Karoo Strategic Objectives
Chapter 13 Building a capable and developmental state Chapter 14: Fighting corruption Chapter 15: Nation building and social cohesion	Outcome 9: A responsive, accountable, effective and efficient local government system Outcome 12: An efficient, effective and development - orientated public service and an empowered, fair and inclusive citizenship.	Priority 2 – Growth and Jobs Priority 5 – Innovation and Culture	SG 6: Facilitate Good Governance principles and effective stakeholder participation
Chapter 3: Economy and Employment Chapter 6: Inclusive rural economy	Outcome 4: Decent employment through inclusive economic growth Outcome 6: An efficient, competitive and responsive economic infrastructure network	Priority 2 – Growth and Jobs Priority 4 – Mobility and Spatial Transformation	SG 4: Promote inclusive economic growth and transformation SG 6: Build resilient infrastructure

ALIGNMENT OF STRATEGIC GOALS

The President of SA appointed a National Planning Commission in May 2010 to draft a vision and plan for the country. On 9 June 2011, the Commission released a diagnostic document and elements of a vision statement. On 11 November 2011, the vision statement and the plan were released for consideration. The Commission consulted widely on the draft plan. The National Development Plan was handed to President Zuma in August 2012 and was adopted by Cabinet in September 2012. The plan focuses on the critical capabilities needed to transform the economy and society. South Africa must find ways to urgently reduce alarming levels of youth unemployment and to provide young people with broader opportunities.

Given the complexity of national development, the plan sets out six interlinked priorities:

- Uniting all South Africans around a common programme to achieve prosperity and equity.
- Promoting active citizenry to strengthen development, democracy and accountability.
- Bringing about faster economic growth, higher investment and greater labour absorption.
- Focusing on key capabilities of people and the state.
- Building a capable and developmental state.
- Encouraging strong leadership throughout society to work together to solve problems.

The plan in brief

By 2030:

- Eliminate income poverty – Reduce the proportion of households with a monthly income below R419 per person (in 2009 prices) from 39% to zero.

- Reduce inequality – The Gini coefficient should fall from 0.69 to 0.6.

Enabling milestones

- Increase employment from 13 million in 2010 to 24 million in 2030.
- Raise per capita income from R50 000 in 2010 to R120 000 by 2030.
- Increase the share of national income of the bottom 40% from 6% to 10%.
- Establish a competitive base of infrastructure, human resources and regulatory frameworks.
- Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup.
- Broaden ownership of assets to historically disadvantaged groups.
- Increase the quality of education so that all children have at least two years of preschool education and all children in grade 3 can read and write.
- Provide affordable access to quality health care while promoting health and wellbeing.
- Establish effective, safe and affordable public transport.
- Produce sufficient energy to support industry at competitive prices, ensuring access for poor households, while reducing carbon emissions per unit of power by about one-third.
- Ensure that all South Africans have access to clean running water in their homes.
- Make high-speed broadband internet universally available at competitive prices.
- Realise a food trade surplus, with one-third produced by small-scale farmers or households.
- Ensure household food and nutrition security.
- Entrench a social security system covering all working people, with social protection for the poor and other groups in need, such as children and people with disabilities.
- Realise a developmental, capable and ethical state that treats citizens with dignity.
- Ensure that all people live safely, with an independent and fair criminal justice system.
- Broaden social cohesion and unity while redressing the inequities of the past.
- Play a leading role in continental development, economic integration and human rights.

Critical actions

- A social compact to reduce poverty and inequality and raise employment and investment.
- A strategy to address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes.
- Steps by the state to professionalise the public service, strengthen accountability, improve coordination and prosecute corruption.
- Boost private investment in labour-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers.
- An education accountability chain, with lines of responsibility from state to classroom.
- Phase in national health insurance, with a focus on upgrading public health facilities, producing more health professionals and reducing the relative cost of private health care.
- Public infrastructure investment at 10% of gross domestic product (GDP), financed through tariffs, public-private partnerships, taxes and loans and focused on transport, energy and water.
- Interventions to ensure environmental sustainability and resilience to future shocks.
- New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps.
- Reduce crime by strengthening criminal justice and improving community environments.

3.1.1 Summary of objectives and actions

The table below indicates the objectives and actions under each chapter that impact on local government and to which the Municipality can contribute where possible:

Chapter	Outcome	Objectives impacting on local government and to which we can contribute	Related actions (the numbering corresponds with that in the NDP)
3	Economy and employment	Public employment programmes should reach 1 million by 2015 and 2 million people by 2030	3 - Remove the most pressing constraints on growth, investment and job creation, including energy generation and distribution, urban planning, etc.
			6 - Broaden expanded public works programme to cover 2 million fulltime equivalent jobs by 2020
4	Economic infrastructure	The proportion of people with access to the electricity grid should rise to at least 90% by 2030, with non-grid options available for the rest.	18 - Move to less carbon-intensive electricity production through procuring at least 20 000MW of renewable energy, increased hydro-imports from the region and increased demand-side measures, including solar water heating
		Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry, recognising the trade-offs in the use of water.	
		Reduce water demand in urban areas to 15% below the business-as-usual scenario by 2030.	
		Competitively priced and widely available broadband	29 - Establishing a national, regional and municipal fibre-optic network to provide the backbone for broadband access; driven by private investment, complemented by public funds required to meet social objectives.
5	Environmental sustainability and resilience	Absolute reductions in the total volume of waste disposed to landfill each year.	33 - Carbon price, building standards, vehicle emission standards and municipal regulations to achieve scale in stimulating renewable energy, waste recycling and in retrofitting buildings.
		At least 20 000MW of renewable energy should be contracted by 2030	
6	Inclusive rural economy	No direct impact	
7	South Africa in the region and the world	No direct impact	
8		Strong and efficient spatial planning system, well integrated	42 - Reforms to the current planning system for improved coordination.

Chapter	Outcome	Objectives impacting on local government and to which we can contribute	Related actions (the numbering corresponds with that in the NDP)
	Transforming human settlements	across the spheres of government	
		Upgrade all informal settlements on suitable, well-located land by 2030	43 - Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements.
		More people living closer to their places of work	45 - Introduce spatial development framework and norms, including improving the balance between location of jobs and people.
		More jobs in or close to dense, urban townships	
9	Improving education, training and innovation	Make early childhood development a top priority among the measures to improve the quality of education and long-term prospects of future generations.	
10	Health care for all	No direct impact	
11	Social protection	Ensure progressively and through multiple avenues that no one lives below a defined minimum social floor.	79 - Pilot mechanisms and incentives to assist the unemployed to access the labour market.
		All children should enjoy services and benefits aimed at facilitating access to nutrition, health care, education, social care and safety.	80 - Expand existing public employment initiatives to create opportunities for the unemployed.
12	Building safer communities	No specific objective	Municipalities contribute through traffic policing, by-law enforcement and disaster management
13	Building a capable and developmental state	Staff at all levels has the authority, experience, competence and support they need to do their jobs.	94 - Formulate long-term skills development strategies for senior managers, technical professionals and local government staff.
		Relations between national, provincial and local government are improved through a more proactive approach to managing the intergovernmental system.	95 - Use assessment mechanisms such as exams, group exercises and competency tests to build confidence in recruitment systems.
			96 - Use placements and soundmen to enable staff to develop experience of working in other spheres of government.
			97 - Use differentiation to ensure a better fit between the capacity and responsibilities of provinces and municipalities. Take a more proactive approach to resolving coordination problems and a more long-term approach to building capacity.

Chapter	Outcome	Objectives impacting on local government and to which we can contribute	Related actions (the numbering corresponds with that in the NDP)
			98 - Develop regional utilities to deliver some local government services on an agency basis, where municipalities or districts lack capacity.
14	Fighting corruption	A corruption-free society, a high adherence to ethics throughout society and a government that is accountable to its people.	No specific action
15	Nation building and social cohesion	Our vision is a society where opportunity is not determined by race or birth right; where citizens accept that they have both rights and responsibilities. Most critically, we seek a united, prosperous, non-racial, non-sexist and democratic South Africa.	<p>115 - Improving public services and spaces as well as building integrated housing and sport facilities in communities to ensure sharing of common spaces across race and class.</p> <p>118 - Promote citizen participation in forums such as IDPs and Ward Committees.</p> <p>119 - Work towards a social compact for growth, employment and equity.</p>

NATIONAL OUTCOMES

3.1.2 Alignment of municipal strategic objectives to national KPAs

National KPA	Municipal Objective	Strategic	Outcome	Function
Basic Service Delivery	Promote socially stable communities, ensure safe roads, minimize disasters and improve public safety		<ul style="list-style-type: none"> • Improve Disaster Management services in the District. • Building good relationship with Social Development • Fire Fighting and Protection • Good governance implemented in the District 	<ul style="list-style-type: none"> • Community and Social Services • Public Safety
	Promote socially stable communities, ensure safe roads, minimize the impact of disasters and improve public safety		<ul style="list-style-type: none"> • Optimal blading maintenance program • To improve road safety conditions • Improved gravel road surfaces • Providing quality and safe roads to improve and maintain safe road transport 	Road Transport
	Ensuring Infrastructure growth and development			
	Promote socially stable communities, ensure safe roads, minimize the impact of disasters and improve public safety		<ul style="list-style-type: none"> • Approved Integrated Regional Waste Management Plan • Approved Air Quality Management Plan • To identify the possible environmental impacts of activities & the 	<ul style="list-style-type: none"> • Executive and Council • Municipal Health Services • Environmental Protection

National KPA	Municipal Objective	Strategic	Outcome	Function
			<p>development of measures to minimize, mitigate and manage these impacts</p> <ul style="list-style-type: none"> To maintain, improve and protect air quality throughout the District by preventing pollution and ecological degradation to give effect to the legal responsibility of the Municipality in terms of National Environmental Management: Air Quality Act, 2004 (Act 39 of 2004) and the National Framework for Air Quality Management Air quality complying with the National Standards to NEMA: Air Quality Act Reduced municipal health related burdens, an improved health status and all citizens living in an environment that is not harmful to their health and wellbeing Prevention of environmental conditions that may constitute a health hazard for protection of public health To fulfil the constitutional and legal obligations mandated to the Central Karoo District Municipality for the provision of Municipal Health Services To administer an effective environmental health management system to achieve all environmental health objectives set 	<ul style="list-style-type: none"> Wastewater Management Waste Management
Good Governance and Public Participation	Facilitate good governance principles and effective stakeholder participation		<ul style="list-style-type: none"> At least fortnightly meetings with staff To Manage the Municipality to effectively deliver services within the legal framework Better communication between local and district municipalities Compliance to legislative requirements Risk profile of the municipality evaluated and monitored 	<ul style="list-style-type: none"> Mayor and Council Finance and Administration Executive and Council Internal Audit
Local Economic Development	<p>Promote economic growth and transformation</p> <p>Ensure infrastructure growth and development</p>		<ul style="list-style-type: none"> To create an enabling environment for the promotion of economic development Updated SDF Temporary job creation 	<ul style="list-style-type: none"> Planning and Development Other

National KPA	Municipal Objective	Strategic	Outcome	Function
			<ul style="list-style-type: none"> Shared vision for District-wide economic growth 	
Municipal Financial Viability and Management	Deliver a sound and effective administration, financial viability and sustainability		<ul style="list-style-type: none"> To ensure the financial viability and sustainability of the municipality To ensure compliance with the Supply Chain Management policy and Regulations 	Finance and Administration
Municipal Transformation and Institutional Development	Build a well capacitated workforce, skilled youth and communities Deliver a sound and effective administration, financial viability and sustainability		<ul style="list-style-type: none"> To attract, build and retain a pool of staff Approved policies to enhance service delivery To provide administrative and corporate support to Council and the employees of the Municipality Sufficient budget allocated to fill critical positions Alignment of Staff structure with IDP To improve, maintain and manage the Municipal IT systems 	<ul style="list-style-type: none"> Finance and Administration Executive and Council

3.1.3 Western Cape's Provincial Strategic Plan: 2019-2024

The Western Cape Government (WCG) developed a new Provincial Strategic Plan 2019-2024 in how it will execute its policy agenda. The plan details how, over the next five years, it will:

- Build safe and cohesive communities,
- Boost the economy and job creation,
- Empower our people,
- Promote mobility and spatial transformation,
- Driving innovation within a culture of a truly competent state.

Five Vision-inspired Priorities (VIPs) that measure commitment to finding ways to improve the lives, livelihoods and experiences of the Western Cape residents have been identified and are as follows: -

- **VIP 1** - The Western Cape Safety Plan, which enhances law enforcement capacity in specific areas and introduces violence prevention programmes for those most at risk of offending.
- **VIP 2** - Identifies five priority areas for boosting economic development, including investment facilitation and promotion, infrastructure development, export support and promotion, skills development, and resource resilience.
- **VIP 3** - Empowering People will ensure that residents of the Province are able to access opportunities which contribute towards a meaningful and dignified life. Departments across this government, including the Departments of Social Development, Education, Health, Cultural Affairs and Sport, and Economic Development and Tourism, all have a role to play focussing on children and families, education and learning, youth and skills and health and wellness.
- **VIP 4** - Connects places where people live and work through safe and efficient public transport and develops communities which are both economically vibrant and sustainable.

- **VIP 5** - Focuses on using innovation to build a government which is both open and responsive to the needs of its residents.

The Provincial Strategic Plan 2019-2024 defines the Joint District and Metro Approach (JDMA) as

“A geographical and team-based, citizen-focused approach to provide a basket of government services (whether national, provincial or municipal) that are delivered seamlessly as a single service”

The JDMA is a mechanism that will allow for horizontal and vertical interface using District Coordinating Forums as the governance instruments to realise this priority at a municipal level. It is the main delivery mechanism of integrated service delivery.

In the Western Cape, this approach implements national government’s District Development Model. The JDMA is a geographical and team-based, citizen-focused approach to provide integrated government services through a strengthened WCG and local government interface. It is characterised by a geographical footprint with a single implementation/support plan per municipality/district and appropriate levels of coordination by provincial district interface teams.

The approach makes provision for a series of integrated engagements to improve co-planning, co-budgeting and co-implementation. Each district will have an established district interface team, represented by each local municipality in that district, the District municipality itself, all provincial departments, and relevant national departments. The Joint District Approach will not only unlock development opportunities and accelerate service delivery but also identify key support initiatives to strengthen the capacity of municipalities.

Implemented Integrated Work Plan and annual Integrated Implementation Plan through the JDMA

- An annual Integrated Implementation Plan will be developed to give effect to integrated service delivery through the JDMA, which will take into account the specific context and objectives for the respective year.
- Optimising IGR platforms in the Western Cape and within each District to enhance co-planning, co-budgeting, and co-implementation.

3.1.4 Alignment of Plans, Structures, Processes and Procedures

Alignment of key developmental processes is important for the realisation of a one government at different spheres yet interrelated and inter-dependant. Every sphere of government has a specific responsibility and mandate in achieving the developmental role of government in South Africa.

The District IDP Section 27 Framework Plan further ensures the need and how municipalities should ensure alignment in planning and development of their IDPs.

To give effect to section 25 of the Systems Act i.e. to have a single, inclusive strategic plan, integrated planning cannot commence at the nexus where the plans must align but requires the processes of drafting these plans to be in sync. This has always been challenging given the differing electoral and financial cycles governing the different spheres of government however, some national legislation requires that the planning cycles of various statutory plans are aligned with that of the IDP examples being the Spatial Development Framework (SDF) and Water Services Development Plan (WSDP).

For this to occur the Section 27 Framework for integrated development planning (the District Framework) must be utilised to ensure that the process for alignment should first be aligned. The section 27 District framework for holds a status which is not dissimilar to that of a contract. It is binding on a district municipality and all the local municipalities within the District as becomes clear from a reflection of section 27 of the MSA which states:

- (1) Each district municipality, within a prescribed period after the start of its elected term and after following a consultative process with the local municipalities within its area, must adopt a framework for integrated development planning in the area as a whole.
- (2) A framework referred to in subsection (1) binds both the District municipality and the local municipalities in the area of the District municipality, and must at least—
 - (a) identify the plans and planning requirements binding in terms of national and provincial legislation on the District municipality and the local municipalities or on any specific municipality;
 - (b) identify the matters to be included in the integrated development plans of the District municipality and the local municipalities that require alignment;
 - (c) specify the principles to be applied and co-ordinate the approach to be adopted in respect of those matters; and
 - (d) determine procedures—
 - (i) for consultation between the District municipality and the local municipalities during the process of drafting their respective integrated development plans; and
 - (ii) to effect essential amendments to the framework.”

The legislative prescriptions of Items (b), (c) and (d)(ii) reflect on the alignment and coordination requirements of the District municipality’s IDP and the local municipalities IDPs as well as the alignment and coordination of local municipalities’ IDPs.

Upon the consolidation and subsequent adoption of the District Framework a district municipality and the local municipalities within the District may commence with the process of preparing to develop their respective IDPs. The District Framework is critical to all municipalities within the District as it provides the policy direction that the municipalities’ IDPs are expected to subscribe to and drives integrated development planning within the District area of jurisdiction. The term “framework” provides a denotation for the function of the District Framework which is to create the foundation for the District and local municipality’s IDPs.

The 2022-2027 District Framework of the Central Karoo District Municipality was approved by council on 30 March 2022 and reflects the utilization of the following structures and platforms to ensure continued liaison and coordination throughout the IDP process with national and provincial government.

- Municipal Council meetings and strategic workshops
- MAYCO meetings
- District Co-ordinating Forum (DCF)
- District Co-ordinating Technical Forum (DCF Tech)
- The Central Karoo District Municipality’s IDP and Budget Steering Committee
- District Public Participation and Communication Forum
- District IDP Managers Forum
- District IDP Representative Forum and Work Groups
- Provincial Strategic and Technical Integrated Municipal Engagements
- Provincial IDP Managers Forum
- Provincial Public Participation Forum

When the section 27 District Framework was approved the District municipality and its local municipalities proceeded to the next step which involved planning to compile and adopt their IDPs in line with section 28 of the MSA. To this effect, the Process Plan of the Central Karoo District Municipality was approved by council on 31 March 2022.

3.2 Possible actions and activities to address situational analysis realities

ON EDUCATION

The District situational analysis document highlights a variety of issues that needs to be focused on to improve our education system in the District. We need to propagate and initiate better collaboration and partnership amongst all stakeholders who has a direct interest and role to play. To collaboratively deal with our educational challenges / realities an Education and Skills Development Forum needs to be established in order to stabilise this sector.

The fluctuating matric results and the high dropout rate by learners need to be properly investigated and alternatives created. The South Cape college as a key partner in improving both the higher education outcomes and skills development need to be at the centre of this envisaged change. A close relationship or partnership needs to be developed between the various schools and the municipalities in improving education.

ON HEALTH

The situational analysis outlines and highlights a lot of health challenges to us as a people. We have got to find ways of how we will be able to create a healthy society. Tackling health challenges requires broad and strong partnerships. We must also be open to a multi-faceted approaches as many aspects of our lives impacts on the state of our health.

We need to have public participation from the clinic level to the highest health facility and services in the District, especially hospitals through institutional arrangements like clinic committees and district health forum.

ON POVERTY

The CKD is one of the most poverty - stricken areas within the Western Cape Province. We are known to be a grant dependent district yet with enormous possibilities. We therefore need a serious concerted effort by all stakeholders so as to form a social compact to eradicate poverty. Our classification as a grant dependant municipality cannot be our identity forever. The municipal council (councillors and officials) cannot fight and win the war against poverty alone. We need the whole of the municipality (councillors, officials and community) to defeat this pandemic, hence a social compact is of critical importance.

We need a vibrant drive in organising and mobilising our municipalities especially communities to form and establish the critical formations that will form part of the social compact, like:

- Business
- Labour
- Government Departments
- Civil society, among others :-
 - Youth
 - Women
 - Sports bodies
 - Physically challenged
 - Faith Based Organisations\
 - Non-Governmental Organisations
 - Ward Committees
 - Interested Individuals and Professionals

Fighting poverty goes hand in glove with creating work opportunities and therefore central to this is the need to grow our economy. An economic recovery plan has been developed and require partnership. This plan should entail various projects in order to create work opportunities and fight poverty.

ON BASIC SERVICE DELIVERY

Infrastructure as the main catalyst to economic growth potential needs to be one of our main focus areas as a district.

A basic services and infrastructure district forum of all municipalities will be established to promote collaboration in both planning, implementation and reporting on this area. A range of service delivery matters will be discussed at this platform from indigents, frequencies, quantity and number of service connections per year, to name a few.

The table below indicates the number of informal settlements in the District per municipality

A vigorous Masakhane (Lets build each other) campaign in all municipalities will be launched and rolled out to ensure that the provision of services to communities is rendered sustainably and is closely monitored and meanwhile payment for services rendered is encouraged.

The basic income of municipalities come from the payment of municipal services.

ON SAFETY AND SECURITY

Every human being has a right to a safe and secured environment. The municipality and all its social partners will work endlessly to bring an end to all of the activities that threatens the creation of safety and security. There shall be efforts put in the form of programmes and projects to ultimately the following:

- Murder
- Sexual offences and Gender Based Violence
- Drug related offences
- Misuse of alcohol and drugs
- Residential burglaries

These are very serious crimes to be eradicated in the whole of the Central Karoo.

A social compact will be established with all key stakeholders including the education sector / schools to work towards creating safe societies. The District safety initiative will be revitalised and implemented.

ON ECONOMY AND LABOUR

The Labour sector is a very important and critical component of the different sectors that drive the economy. Our economy is nothing without labour. Labour will be unified and assisted to commit to the key most important objective of their existence – growing the economy. The more the economy grows the better salaries they get and the more work opportunities for the unemployed workforce will be created.

Targets for the creation of yearly work opportunities will be set amongst most job creation workplaces / sectors. The need to create more jobs and reduce unemployment will be key amongst the municipality's focus areas.

A better and functional structured relationship between the employer / private sector and labour will be given attention. Good industrial relations in the private sector and municipalities is our major tool towards building our economy.

Civil society is one key important stakeholder that can either contribute positively or negatively to the agenda at hand. Civil society will be part of the social compact in growing our economy.

A district wide economic development council made up of Government, Labour, Business and Civil society shall be established. This will go a long way in ensuring consensus- based actions of how to transform and grow our economy in the Central Karoo district.

This in essence instructs all stakeholders to go out and ensure the establishment of structures.

3.2.1 District – Wide Implementable Strategic Activities and Programs

Focus Area	Activity / Program Name	Activity / Program Objective	Who	How / Source
Population	Ward based population update /	Get clear figures from all sector departments	Relevant departments and councils	Driven by CKDM
Education	Establish or revive SGB Forum	Ensure partner- ships in improving schools	Education department and all SGBs in the District	Education department main driver
	Establish / revive the principals` forum	Encourage peer learning	Education department and Principals	
	Establish a district education and skills forum	An all stakeholders platform for education	Education department, civil society and business	
	Women and Youth Skills development	Impart various skills on youth and women	Skills facilitator/s	Local Training budgets and SETAs
HEALTH	Revive clinic committees	To promote and ensure public involvement	Department of health and councillors / municipality	Driven by department of health
	Popularise wellness and Healthy Lifestyle	To involve different members of the community	Municipality, department of Sport and sport bodies	Driven by the municipality
	Establish / Revive Hospital Boards	Ensure involvement of community in health system	Department of Health and local Municipality	Driven by Department of Health
	Re-Establish District Health Forum	To collectively address health issues in the District	Department of Health and district municipality	Driven by Health Department
	Develop a Poverty Alleviation Strategy	To holistically deal with the challenge of pverty in the District	Municipalities and relevant government sector departments	Department of Agriculture and Rural Development

Poverty	Agri-Park	Revitalise the agriculture sector to empower the emerging farmers	Dept Agric and Rural Development and Land Reform	Programme funding from department
	Vegetable and fruit gardens / farming	To utilise the current available land on commonages	Municipalities and Dept of Agriculture	Programme support from departments and the municipality
		Starting of home-based food gardens	Ward councillors and department of Agriculture	
	Land reform	Acquiring Land for Socio-Economic development to grow economy	Department of Agriculture and Land Reform	Programme to be supported through the District Development Model - DDM
Job Creation	EPWP and CWP	Create jobs safety net and Transfer skills to exit into the formal job market	Government departments, municipality and non-state sector	Funds from all spheres of government and non-state
	Chrysalis Youth Programme	Empowering Youth in various areas	Department Social Development	Certain costs paid by municipality eg Transport
	Presidential Employment Stimulus	To create job opportunities in all sectors	Government Departments, and Municipality	Municipality and partners
Basic Service Delivery	Masakhane campaign	Encourage payment and rendering of municipal basic services	Municipality and Civil society formations	Pay for Municipal services
	Establish Municipal Basic Service delivery & infrastructure forum	Track and ensure provision of municipal services and infrastructure	Municipal officials in the relevant departments in the municipality	District coordinates the establishment
Safety and Security	Develop / review community safety plans	To ensure uniformity in dealing with crime and creating safe communities	All identified key stakeholders and partners	Municipalities and stakeholders drive process
	Establish / revive ward-based safety committees	Ensure maximum participation by relevant communities	Ward councillor and ward stakeholders	District and Local drive process

	Establish or revive community Police Forums	Encourage better relations between SAPS and community	SAPS and community stakeholders	SAPS drives the process
	Establish neighbour-hood watch in every ward	Safe keeping patrols in the community	SAPS, Ward councillor and ward safety committee	Ward and SAPS drive the process
	Establish community court / Peace committee	To promote restorative justice and peace	Department of Justice and municipality	DoJ drives the Process
	Establish School Sports Programme	Encourage competitive sports and discipline at schools	School SGBs, Department and Municipality	SGBs and municipality
		To keep learners at school to curb drop out		
	Establish district wide ward based / municipal sports games	To realise the “Youth in Sports is a Youth out of court’ slogan	Municipality, Sports body and Ward safety Committees	Municipality and sports stakeholders
		Ensure healthy ageing	Municipality and Golden Games	Golden Games
Economy and Labour	Establish a District Planning and Economic Development Council	To ensure collaboration and consensus in growing our Economy	Municipal councils, Business, Labour and Civil Society	Driven by Central Karoo District Mun
	Mobilise and Unite the Labour sector	Unite workers in growing the economy	All local Unions, Labour Federations and Municipality	Labour
		Unite workers in purpose and in action		
Revive the District Growth & Development Strategy	Have a clear strategy on how to grow our economy	All four Social Sector Partners	CKDM will drive the process	
	Develop a CKDM VISION 2052	To have a long term development plan	Government, Business, Labour and Civil Society Collaboration	CKDM to drive the process

3.2.2 Intergovernmental relations

This table indicates the inter - governmental forums assisting the District to fulfil its mandate:

Name	ToR	Forum active	Frequency of meetings	Purpose of forum	Composition	Chairperson
DCF	Yes	Yes	Quarterly	To deal with intergovernmental issues and challenges	All Mayors in the District, SALGA, Municipal Managers and invited Departments	District Mayor
DCF Technical Forum	Yes	Yes	Quarterly	To advise DCF (Executive Mayors) on issues said to be discussed	Municipal Managers, IDP Officials, SALGA delegate	District MM
IDP Rep Forum	Yes	Yes	Quarterly	To consult local stakeholders on issues of planning, prioritization, budgets and implementation	5 Representatives from local IDP forums and organized formations	District MM
District Health Forum	Yes	Yes	Quarterly	Engage Hospital / Health stakeholders on health services and challenges in the District	As per legislation	District Exec Mayor
MM Forum	Yes	Yes	Bi-annually	MM engaging on issues that are challenging municipalities	Municipal Managers	District Municipal Manager
District Disaster Management Advisory Forum	Yes	Yes	Bi-annually	To deal with disaster and fire related matters.	4 x MM's; Department of Environmental Health; SAPS; EMS; Provincial Disaster Management; Department of Agriculture; Environmental affairs; IDP; Social Development; Health; Traffic; Community Safety	Head of Disaster Management Centre

INTERGOVERNMENTAL FORUMS

3.3 Development Strategies

3.3.1 Investment typology

The Western Cape Government completed a study in 2014 to determine the growth potential and socio-economic needs of settlements in the Western Cape using quantitative data (i.e. factors relating to socio-economic, economic, physical-environmental, infrastructure and institutional aspects). This analysis was done at two functional levels, i.e. settlement and municipal.

Five thematic indices and 85 indicators formed the basis for modelling the growth preconditions and innovation potential within each settlement and municipality. Such findings must, however, be considered within the context of socio-economic needs within these areas which was determined by using four thematic indices. The combined classifications of these findings provided the growth potential index.

The table below includes the findings of the study regarding the growth potential and socio-economic needs for the main towns within three category B municipalities that constitute the Central Karoo District Municipality:

Main towns	Socio-economic needs	Growth potential
Beaufort West	High	Low
Laingsburg	Low	Low
Prince Albert	Low	Very low

COMPOSITE INDICES APPLIED TO THE LOCAL MUNICIPALITIES IN THE DISTRICT

The study also provided some “big ideas” to unlock latent development potential in the respective functional regions. Again, compared to the other regions within the Western Cape province, the availability of resources limited the scope of unlocking development potential. In this regard, the following ‘big ideas’ were listed:

- Swartberg Pass and tourism route;
- Spare water storage capacity for development;
- Israeli agricultural practices;
- Agro-processing and industry;
- Mining the Karoo;
- Integrated marketing effort: Tourism on the next level – from Route to destination;
- Functional regional access point – airport;
- Creation of a Central Karoo marketing vehicle/tool, representative of public, private and NGOs, to attract investors;
- Optimal use of rail infrastructure;
- Appropriate skills development for better employment opportunities;
- Construction of a water transfer scheme from the Orange River to the Central Karoo;
- Correctional Facility; and Coordinated economic development partnership.

3.3.2 Expanded Public Works Programme (EPWP)

The identification of EPWP projects is very critical in the implementation and the achievement of the Protocol Targets and Incentive Grant Agreements. Phase IV of the EPWP programme is very critical in accelerating the fight against poverty through creating work opportunities and Skills for the unemployed.

The table below reflects the EPWP Phase IV targets for the Central Karoo District Municipality over the 5-year period starting 2019 – 2024

Municipality	Project	2019/20	2020/21	2021/22	2022/23	2023/24	5Yr Total
Beaufort-West	FTE	117	120	122	125	127	611
	W/O	434	443	453	463	474	2 267
Laingsburg	FTE	45	45	46	47	47	230
	WO	150	152	154	157	159	772
Prince Albert	FTE	35	35	35	36	36	177
	WO	149	150	153	155	158	765
Central Karoo DM	FTE	52	53	55	56	57	273
	WO	272	279	286	293	300	1 430
EPWP PHASE IV PROJECTS							

The CKDM has requested for the amendment of their protocol targets and is still awaiting feedback from the Department of Public Works and Infrastructure (DPW&I). The reason for the request for amendment of targets is due to the fact that the CKDM does not receive MIG funding and is unable to top up the grant funding and is therefore unable to reach the targets set out by the respective sectors.

The municipality has reached the spending targets associated with the EPWP grants funded by the Division of Revenue Act (DoRA). It is committed to ensuring that future projects are labour intensive to contribute to the creation of work opportunities and full-time equivalents.

The following are projects identified to be implemented in the 2019/20 – 2020/24 financial years. These projects are set to enhance our work as a district in achieving the strategic objectives as set out in the 5th Generation IDP and is subjected to change as the priorities of Council change.

Projects identified for the Medium-Term Expenditure Framework period:

Strategic Objectives	Project/S	W/O	Amount	Sector
Promote socially stable communities, ensure safe roads, minimise the impact of disasters and improve public safety	TBC		R	Social
	TBC		R	Environment & Culture
	TBC		R	Infrastructure
Deliver sound administration financial viability and sustainability	TBC		R	Social
PROJECTS ALIGNED TO STRATEGIC OBJECTIVES				

3.3.3 Strategic summary

The following table includes a summary of the strategic nature of local resources and the use thereof, as a competitive advantage of the Central Karoo District Municipality:

Strategic summary	
Location in terms of major transport nodes (nationally and district wide)	Excellent
Comparative advantage towards economic development potential within the direct boundaries of the Municipality	Transport infrastructure, Central location of municipal area; Favorable conditions for renewable energy generation
Location in terms of the Provincial Growth and Development Strategy	The District is 'sidelined' as a result of focused investment to ensure optimum return on investment
Major tourism and development corridors within the Municipality and how these corridors are being explored for further development	N1 road corridor; land use management to promote tourism related development
Existing contribution to the GDP of the Province	6%
What has been done to create and enabling environment for investors within the Municipality	An approach to the use and development of land and infrastructure that supports development initiatives
What is being done to utilize the existing natural resources within the Municipality to attract investment	An approach to the use and development of land and infrastructure that supports development initiatives

STRATEGIC SUMMARY

The strategic nature of the local resources is described as beneficial to serve as the catalyst for investment

3.3.4 Possible opportunities

Corridor/niche/action	Sector	Area
Swartberg Pass and tourist route	Community, social and personal services	Prince Albert Municipality
Spare water storage capacity for development	Electricity, gas and water	District Municipality
Israeli agricultural practices	Agriculture, forestry and fishing	District Municipality
Agro-processing and industry	Agriculture, forestry and fishing	District Municipality
Mining the Karoo	Mining and quarrying	District Municipality
Integrated marketing effort: Tourism on the next level – from Route to destination	Community, social and personal services	District Municipality
Functional regional access point – airport	Transport, storage and communication	District Municipality
Correctional Facility	Government services	District Municipality
Coordinated economic development partnership	Government services	District Municipality

POSSIBLE OPPORTUNITIES

3.3.5 Developmental direction for urban areas

All the towns within the District (except Beaufort West) are typical Karoo towns which consists of a middle class (including government officials) and a few emerging entrepreneurs, with the majority of the remaining population depending on government grants. These towns are further characterised by the following:

- Spatial fragmentation and racial segregation;
- Weak property markets owing to low demand (note the change in demand for specifically houses and land
- Low urban dwelling densities but high population densities in certain urban areas;
- Forming of higher activity nodes next to development corridors;
- Environmental degradation;
- Inadequate public transport leading to high pedestrian volumes;
- Weak local economic multipliers and high levels of “leakage” for services to other towns/cities (however, a noticeable “inter-leakage” from other towns in the District to Carnavon); and
- Skilled workers relocating to towns with development potential.

The table below lists the investment opportunities / catalytic projects in the District:

Category B municipality	Investment opportunity(ies) Catalytic Projects
Beaufort West	<ul style="list-style-type: none"> • Upgrading of the main road street scape is a catalyst to stimulate Tourism and restore investor confidence. • Rehabilitation of unused Transnet land for a truck stop facility • Development of a new wellfield and additional bulk water sources for Beaufort West in order to increase the availability of water for water security in the short terms as well as future growth and development. • Share in the agglomerate benefits of the Square Kilometer Array project (give the entire road to Carnavon a permanent surface) • Solar / Alternative Energy projects • U-Save development in Murraysburg
	<ul style="list-style-type: none"> • Pep – Stores development in Murraysburg
	<ul style="list-style-type: none"> • Skills centre / school between Murrayburg and Nelspoort
	<ul style="list-style-type: none"> • Household roof-top solar energy in Murraysburg
Laingsburg	<ul style="list-style-type: none"> • Development of a new wellfield and additional bulk water sources for Beaufort West in order to increase the availability of water for water security in the short terms as well as future growth and development. • Development of Alternative Energy Projects (Wind Farms)
Prince Albert	<ul style="list-style-type: none"> • Development of a new wellfield and additional bulk water sources for Prince Albert in order to increase the availability of water for water security in the short terms as well as future growth and development. • Expansion of Tourism Potential of the town • Development of Alternative Energy Projects
INVESTMENT OPPORTUNITIES	

The following table reflects the projects that seek to transform schools

The schools in the Central Karoo district have for many years experienced the effects of the socio-economic challenges. This has led to the children dropping out of schools with teenage pregnancies rive. Poor discipline and use of drugs at schools became the order of the day. This was also because children were not practising sports and cultural activities. The following interventions will go a long way in improving this situation and restoring our schools as institutions of learning, teaching and development.

Area / Municipality	Possible developments/ interventions
CENTRAL KAROO DISTRICT SCHOOLS	<ul style="list-style-type: none">• Sports fields development – Soccer, Netball, cricket etc• Sports Complex / Multi Purpose School Hall• Paving of school yards and beautification• Lighting• Sports and Cultural Equipments

3.4 Joint District Approach Support Plan

The following projects is part of the JDA regional support plan for the Central Karoo District Municipality as well as all three of its local municipalities.

CENTRAL KAROO JOINT DISTRICT APPROACH IMPLEMENTATION PLAN								
UPDATED MAY 2021								
MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
1. Regional and Local Economic Development (Priority Project)	The District Municipality together with Local Municipalities would like to position the Central Karoo Region as an Economic	Regional Economic Development Strategy which is aligned to the Local Municipal Economic Development Strategies	All Municipalities	1.1 Reviewed LED Strategies on both District and Local Level	TBC	Lead: CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality	DEDAT and EDP to facilitate an LED Workshop in the Central Karoo Region to align and prioritise LED Projects. Envisaged date of the Workshop is 26 May 2021	The LED Strategies of all Municipalities have been reviewed and Updated.

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
	Development Zone.	Economic Recovery Plan	All Municipalities	1.2 Develop an Economic Recovery Plan for the Region.	TBC	Lead: CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality	<ul style="list-style-type: none"> • Details of the project will be unpacked as part of the LED Workshop. 	The Economic Development Recovery Plan has been developed for the District.
		Enhance growth in the Region.	All Municipalities	1.3 Establish a Special Corridor to enhance economic growth in the Region.	TBC	Lead: CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality	<ul style="list-style-type: none"> • Details of the project will be unpacked as part of the LED Workshop. 	The Implementation of this project is pending the prioritisation of projects in the LED Strategy as well as the outcomes of the Small-Town Regeneration Project.

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
2. Waste Management (Priority Project)	Regional Waste Solution	Study with recommendations on a costed Regional Waste Solution for the entire District	All municipalities	2.1 Development of an Integrated Waste Management Solution.	TBC	Lead: CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team DLG and DBSA to assist with the Development of a Business Plan to secure Funding. DEADP to provide Inputs into the Business Plan.	<ul style="list-style-type: none"> Awaiting funding approval from DBSA. 	Business Plan has been developed to request funding from DBSA. DEA&DP provided assisted with the Development of the Business Plan.

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
	Integrated Waste Management Plans	Updated Integrated Waste Management Plans	All Municipalities	2.2 Review of the District and Local Integrated Waste Management Plans		Lead: CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team DEADP to assist Municipalities with the Updating of the Integrated Waste Management Strategies	<ul style="list-style-type: none"> The DEA&DP will assist with the review of the District and Local Integrated Waste Management Plans. 	The Directorate: Waste Management will monitor compliance with regard to the regulatory conditions as per each permit/license.

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY/IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
3. Drought Recovery Action Plan	Drought Recovery Action Plan	Effective Implementation of the Drought Recovery Action Plan	All municipalities	3.1 Drought Co-Ordination and Management		Lead: CKD, Beaufort West Municipality, Prince Albert Municipality,	The Date of the next Drought Recovery Action Plan Steering Committee takes place on a quarterly basis.	The Drought Recovery Action Plan is managed by the DLG to ensure traction

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY/IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
(Priority Project)						Laingsburg Municipality Team DLG facilitates the Management of all Drought Related Steering Committee Meetings. MISA DWS		in terms of the implementation of Drought Related Projects and to deal effectively with challenges in the Region.
		Effective Implementation of Drought Communication Strategy	All Municipalities	3.2 Drought Communication Project		Lead: CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team DLG together with GCIS facilitates the effective implementation of the Drought Communications Strategy.	Project is Ongoing	Project Details are unpacked in Excel Spreadsheet attached.

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
		Effective Implementation of Drought Governance Projects	All Municipalities	3.3 Drought Governance Project		Lead: CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team DLG	<ul style="list-style-type: none"> Project is Ongoing 	Project Details are unpacked in Excel Spreadsheet attached.
		Effective Implementation of Drought Engineering Projects.		3.4 Drought Engineering Projects		Lead: CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team DLG	<ul style="list-style-type: none"> Projects Ongoing 	Project Details Unpacked in Excel Spreadsheet.

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
4. COVID 19 Hotspot Strategy (priority project)	COVID 19 Hotspot Strategy	Effective Implementation and Management of the COVID 19 Hotspot Strategy.	All municipalities	4.1 Case Management 4.2 Testing and Treatment 4.3 Quarantine and Isolation 4.4 Civil Compliance 4.5 Humanitarian Relief and food Security.		Lead: CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team DOH, DSD, DLG, SAPS, DEDAT, PT	<ul style="list-style-type: none"> Ongoing monitoring with regard to implementation of projects DJOC Meetings take place on a bi-weekly basis. 	The COVID 19 Hotspot Strategy has been developed and the implementation of the Strategy is monitored through bi-weekly District Joint Operations Centre Meetings.

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
5. Alternative Energy Sources (priority project)	Alternative Energy Strategy for the Central Karoo	TBC	All Municipalities	5.1 Development of an Alternative Energy Strategy for Central Karoo.	TBC	Lead CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team GREENCAPE DME DEA&DP PT	<ul style="list-style-type: none"> District and Local Municipalities to determine a way forward in terms of viable energy solutions for the Region. 	An Energy Resilience workshop was held in Central Karoo 18 February 2021.

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
6. Basic Service Delivery (priority project)	Improvement of Basic Service Delivery in the District.	TBC	All municipalities	6.1 Municipal Infrastructure Grant Management	TBC	Lead CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team Department of Local Government: WCG MISA Integrated Human Settlements Department of Cultural Affairs and Sport	<ul style="list-style-type: none"> The Technical team meets on a quarterly basis. 	A number of MIG Infrastructure projects have been identified to improve service delivery within Municipalities. A technical team has been established to assist in providing technical guidance and to monitor the implementation of MIG Projects in the Region.

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
	GAP Housing Initiatives	Access to affordable Housing	All Municipalities	6.2 GAP Integrated Human Settlements Planning Housing	TBC	Lead CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team Department of Human Settlements: WCG	• Submission of PID Application by the Municipality.	Two Gap/FLISP projects have been identified in the Beaufort West Municipality. Planning funding of R 187 000.00 have been budget for in the 2023/24 financial year. But this funding will be subject to the submission of PID applications. Once the PID applications (indicating the proven Gap/FLISP need) have been submitted the Department can provide the Municipality with Income and Expenditure forms to be distributed to and completed by

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY / IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
								said beneficiaries. The forms will be returned to the Municipality for capturing on a database and this database will be provided to the Department for distribution to the Financial Institutions for screening.
	Integrated Transport Plan	Delivery of adequate Transport Network	All Municipalities	6.3 Development of an Integrated Transport Plan	TBC	Lead CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team Department of Transport and	• District Council's adoption of the Integrated Transport Plan.	Final comments received on draft reviewed ITP. Comments have been considered by Department and Service provider and incorporated into the review. Final ITP to be submitted to the District for Council approval and adoption (timeframe end March / early April).

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY / IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
						Public Works.		
	Land Availability Audit	Access to Land Availability Audit for utilisation in the District.	All Municipalities	6.4 Land Availability Audit	TBC	<u>Lead</u> CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality	• The Audit to be made available to all Municipalities in the District.	The Department of Transport and Public Works has completed the Land Availability Audit.

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY / IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
						Team Department of Transport and Public Works		
7. Creating Safe and Cohesive Communities (Priority Project)	Promoting Safe and Cohesive public spaces through crime prevention, design, management and utilisation.	Reducing Crime	All municipalities	7.1 Development and implementation of Rural Safety Plan Projects identified: (a) Improved Police Surveillance; (b) Activation of Neighbourhood watch; (c) Drug Abuse Response and Rehabilitation. (d) Alcohol and Domestic Violence Response project.	TBC	Lead: CKD, Beaufort West Municipality, Albert Prince Municipality, Laingsburg Municipality Team DCAS DSD SAPS DoARD	• Project d Implementation through the be monitore JDMA Process	Funding has been made available by DCAS for the Implementation of this project. DSD is funding: Toevlug Community based Substance abuse treatment program in the Beaufort West area. DSD officials rendering substance abuse prevention, early intervention and aftercare programmes as part of normal Annual Performance Plan

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY / IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
								interventions in the Beaufort West, Laingsburg and Prince Albert areas.
		Enhancing Family Support Services	All Municipalities	7.2 Family Support Services.	TBC	Lead: CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team DSD DCAS	• Implementation of the Project to be monitored through the JDMA Processes.	Departmental staff implementing child protection and family support services aimed at empowering children, youth, adults and older persons to enhance social functioning in the entire district. Department of Social Development is also funding 3 Child Protection Organisations to render child

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
								protection and family preservation services to the tune of: R 3 293 656,00 in the Beaufort West, Laingsburg and Prince Albert areas.

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
								APD is funded for R1 416 022,00 to render psycho-social support services to persons with disabilities and their families in the District. Minister Fernandez has

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
								officially opened a Shelter for victims of GBV on the 26 March 2021 in Laingsburg. DSD officials are rendering psycho-social support services to victims of GBV in the Beaufort, Laingsburg and Prince Albert areas as part of normal Annual Performance Plan interventions.

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
		Establishment of Operational MOD Centres in the Region	All Municipalities	7.3 Operational MOD Centres in CKD Region.	TBC	<p><u>Lead:</u> CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality</p> <p>Team DCAS DSD</p>	<ul style="list-style-type: none"> • Prioritisation of this project to be determined through the IDP Process. 	DCAS to take the lead in terms of implementing this project.

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
		Access to a safe Learner Transport System	All Municipalities	7.4 Road Safety and Learner Transport System	TBC	<p><u>Lead:</u> CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality</p> <p>Team Department of Education: WCG</p>	<ul style="list-style-type: none"> Urgent Discussions with the Department of Education regarding a way forward in terms of addressing this matter. 	Department of Education to take the lead in terms of this project. Urgent intervention is required.

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
		Access to Sports Development Programmes	All Municipalities	7.5 Sports Development Programmes	TBC	<p>Lead: CKD, Beaufort West Municipality,</p>	<ul style="list-style-type: none"> Prioritisation of this project to be determined through the IDP Process. 	Department of Cultural Affairs and Sport to take the lead in terms of

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
						Prince Albert Municipality, Laingsburg Municipality Team Department of Cultural Affairs and Sports. Department of Education.		implementing this programme.
8. Education as a Gateway (Priority Project)	Greater access to Education to enhance skills within the Region	TBC	All Municipalities	8.1 Early Childhood Development	TBC	<u>Lead:</u> CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team DSD	<ul style="list-style-type: none"> Implementation of Projects to be monitored through the JDMA Process. 	ECD (National) Stimulus Package for ECD's with the focus on assistance during COVID-19 was made available. People are to apply electronically. The budget is with DSD

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
								Provincial office. Service providers have been appointed to assist ECD facilities.
		TBC	All Municipalities	8.2 After School Care Facilities	TBC	<u>Lead:</u> CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team DCAS DSD	<ul style="list-style-type: none"> Implementation of Projects to be monitored through the JDMA Process. 	310 Youth benefitted from various skills development initiatives implemented by staff of the Department of Social Development in the Beaufort West, Laingsburg and Prince Albert service delivery areas. South African

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
								Agency for change and Development is funded for youth development programs in Beaufort West. 70 Youth in conflict with the law were assessed and received psycho-social support services during this period.

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
		TBC	All Municipalities	8.3 Adult Basic Education and Training	Access to Adult Basic Education	Lead Department of Education	• Project to be led by the Department of Education.	Initial Discussions have taken place at the JDMA Cluster Meetings.
		TBC	All Municipalities	8.4 Skills Training	Roll Out Skills Development Programmes in line with the Economic Landscape of the Region	Lead: CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality	• District Municipality to lead discussions in this regard.	Initial discussions have taken place at the JDMA Cluster Meetings.
		TBC	All Municipalities	8.5. FET Colleges	Establishment of an Agricultural FET College for the Karoo.	Lead: CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team	• Project to be led by DLG together with DoARD and DTPW to identify suitable location for the Agricultural College.	Initial Discussions have taken place at JDMA Cluster Meetings.

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
						DLG DoARD DTPW		
		TBC	All Municipalities	8.6 Development of an Educational Master Plan	Development of an Educational Master Plan for the Karoo.	Lead: CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team Department of Education	<ul style="list-style-type: none"> Department of Education to assist in terms of leading the project. 	Initial discussions have taken place at the JDMA Cluster Meetings.

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY / IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
		TBC	All Municipalities	8.7 Curriculum Development	Curriculum Development to include Maths and Science and Accounting at schools in Laingsburg and Prince Albert Municipalities	Lead: CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team Department of Education	• Department of Education to assist in terms of leading the project.	Initial discussions have taken place at the JDMA Cluster Meetings.
		TBC	All Municipalities	8.8 Digital Economy	Access to Digital Economy: Coding training or a fa providing Coding Training youth in Karoo	Lead: CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team	• Department of Education to assist in terms of leading the project.	Initial discussions have taken place at the JDMA Cluster Meetings.

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY / IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
						Department of Education		
		TBC	All Municipalities	8.9 Enhanced Library Services	Access to improved Library Services for the District.	<p><u>Lead:</u> CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality</p> <p>Team Department of Cultural Affairs and Sport</p>	<ul style="list-style-type: none"> The Implementation of this Project will be monitored through the JDMA Process. 	Funding has been provided by DCAS to support Library Services in the District.

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
9. Shared Services (Priority Project)	Development of Shared Services Models for Municipalities to access critical skills in a cost-effective manner.	Access to critical skills in a cost-effective manner	All Municipalities	9.1 Implementation of Planning Shared Services	Access to Planning Services	Lead: CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team: DLG	<ul style="list-style-type: none"> Discussion regarding the SLA and Payment arrangements need to take place. DLG to facilitate. 	The District has appointed a Planner in order to provide a Planning Service to all Municipalities in the District on a Shared Service basis.
				9.2 Implementation of a Risk Management and Internal Audit Shared Service	Access to Risk Management and Internal Audit Services	Lead: CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team: DLG & PT	<ul style="list-style-type: none"> The implementation of this Shared Service is monitored through the JDMA Process. 	The Central Karoo District has appointed a Service Provider to provide the Risk Management and Internal Audit Function on a Shared Service Basis to all

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
								Municipalities in the District.
				9.3 Implementation of a Legal Shared Service	Access to Legal Shared Services focussing on Labour Relations.	Lead: CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team: DLG	<ul style="list-style-type: none"> The Implementation of this project is monitored through the JDMA process. 	The Central Karoo District Municipality has appointed a resource to provide a Labour Relations Shared Service to all Municipalities in the District.

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
				9.4 Implementation of Inter-Municipal Co-Operation Agreement between	TBC	Lead: CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality	<ul style="list-style-type: none"> Awaiting Council Approval from the Cape Winelands District Municipality. 	Areas of Co-Operation has been determined. A Draft MOU was circulated to the respective Municipalities for Council Approval.

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
				Laingsburg and Cape Winelands District Municipality		Team: DLG		

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
				9.5 Implementation of Fire Shared Services including the Development of Fire Services Strategy	Access to a Chief Fire Officer	Lead: CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team: DLG	<ul style="list-style-type: none"> Discussion regarding the SLA and Payment arrangements need to take place. DLG to facilitate. 	A fire Shared Service Model has been developed due to the excessive cost involved in implementing the Shared Services Model a decision was taken to implement in a phased approach. As such the Central Karoo District appointed a Chief Fire Officer to be shared with all Municipalities in the District.

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
				9.6 Development of a Shared Service Model and Business Operations Strategy for a Supply Chain Management Shared Services.	Centralised Supply Chain Management System for the Region	Lead: CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team: PT and DLG	<ul style="list-style-type: none"> Funding is required for the Development of an SCM Shared Service Model for the District. 	Initial Discussions have taken place at JDMA Cluster Meetings due to funding constraints this project has been placed on hold.
				9.7 Co-Operation Agreement with Department of Public Works regarding Yellow Fleet.	Access to the Yellow Fleet	Lead: CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team:	<ul style="list-style-type: none"> Discussion between the Central Karoo District and Department of Transport and Public Works needs to take place. 	Initial Discussions have taken place at JDMA Cluster Meetings.

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
						DLG DTPW		

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
10. Financial Sustainability (Priority Project)	Enhance Financial Sustainability of the Region	Financially Stable Municipalities	All Municipalities	10.1 Long Term Financial Plan for the Region linking it up to the District Finance Initiative.	TBC	Lead: CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team PT	• The Implementation of the Project to be managed through the JDMA Process.	Initial Discussions have taken place at JDMA Cluster Meetings.
				10.2 Review of Funding Model for the District Municipalities	TBC	Lead: CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg	• The Implementation of the Project to be managed through the JDMA Process.	Initial Discussions have taken place at JDMA Cluster Meetings.

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
						Municipality Team PT		
				10.3 Assistance with Capacitation of SCM Units	TBC	<u>Lead:</u> CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team PT	<ul style="list-style-type: none"> The Implementation of the Project to be managed through the JDMA Process. 	Initial Discussions have taken place at JDMA Cluster Meetings.

MUNICIPAL PRIORITY	KEY INITIATIVE(S)	OUTCOMES	MUNICIPALITY /IES TO BE INVOLVED	PROJECT	PROJECT ACTIVITIES	PROJECT LEAD AND TEAM (link to existing technical structures and / or projects)	NEXT ACTION REQUIRED OF PROJECT TEAM	PROGRESS TO DATE Actions / Outcomes achieved to date
				10.4 Cost of Compliance	TBC	Lead: CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team PT	<ul style="list-style-type: none"> The Implementation of the Project to be managed through the JDMA Process. 	Initial Discussions have taken place at JDMA Cluster Meetings.
				10.5 Assist Municipalities with the Review of Agency Functions	TBC	Lead: CKD, Beaufort West Municipality, Prince Albert Municipality, Laingsburg Municipality Team PT	<ul style="list-style-type: none"> The Implementation of the Project to be managed through the JDMA Process. 	Initial Discussions have taken place at JDMA Cluster Meetings.

3.5 Mega projects for the Central Karoo District Municipality

CHALLENGE / NEED	PROJECT IDENTIFIED TO ADDRESS CHALLENGE / NEED	DELIVERABLES OF PROJECT (OUTPUTS, OUTCOMES)	LOCATION OF PROJECT	BENEFICIARIES	ESTIMATED DURATION OF PROJECT	ESTIMATED BUDGET OF PROJECT	PROPOSED STAKEHOLDERS
1.	District Wide Approach Strategy on Local Tourism and Incentive Programme	Business & Economic Opportunities	District Wide	B-Municipalities			Department of Tourism
		Employment Opportunities					WESGRO
							B-Municipalities Local Tourism Organisations
2.	Shale Gas and Oil Exploration Refinery	Business & Economic Opportunities	Beaufort West				Council for Geoscience
		Employment Opportunities					Universities
		Geoscientists					DBSA
							Investors (Local & Foreign)
							Central Karoo District Municipality
							B-Municipalities
3.	Manufacturing Factory	Supply Raw Materials	District Wide				DBSA

		Business & Economic Opportunities					Investors (Local & Foreign Local Economic Development)
		Job Opportunities					Business Chamber
							Central Karoo District Municipality
4.	Landing Strip or Small Airport	Feasibility Study	District Wide	Local and Foreign Businesses & Investors			ACSA
				B-Municipalities			Transnet
				Communities			Central Karoo District Municipality
							B-Municipalities
5.	Alternative Energy Solutions (Solar Plant and Wind Farms)	Feasibility Study	District Wide	Local and Foreign Businesses & Investors			Department of Minerals and Energy
				B-Municipalities			Central Karoo Region
				Communities			
6.	Regional Landfill Facility	Feasibility Study	District Wide	Local and Foreign Businesses & Investors			Department of Environmental Affairs
				B-Municipalities			DBSA
				Communities			Central Karoo District Municipality

7.	Professional Training and Development (SETAs). Artisan and Academy	Feasibility Study	District Wide	Local and Foreign Businesses & Investors			SETAs
				B-Municipalities			Department of Small Business Development
				Communities			Financial Institutions
8.	Human Settlement (GNG and Smart Cities)	Feasibility Study	District Wide	Local and Foreign Businesses & Investors			Department of Human Settlements
				B-Municipalities			Department of Water and Sanitation
				Communities			COGTA
9.	Land and Property Acquisition for Development	Transfer parcels of land to CKDM	District Wide	Local and Foreign Businesses & Investors			SOEs
				B-Municipalities			DRDLR
				Communities			DRPW
10. Bucket Eradication	Water and Sanitation Authority	Sewerage Water Bond System	District Wide	Local and Foreign Businesses & Investors			Department of Human Settlements
				B-Municipalities			Department of Water and Sanitation
				Communities			COGTA

11. Lack of Skills and Exposure	Vuk'uphile Contractor Development	SMME Development	District Wide	Youth, Disable People, Unemployed persons and Businesses			Financial Institutions
	DPW&I indicated they are willing to consider the project again, with political and administrative buy-in from municipalities to avoid fruitless and wasteful expenditure as per the previous round of implementation.						Businesses
	MM to engage municipalities to get buy-in, for project planning to start after elections.						B-Municipalities
							Central Karoo District Municipality
12. Draught and Water Scarcity	Installation of JoJo Tanks to all Households	Supply and delivery of bulk water and sanitation	District Wide	Youth, Disable People, Unemployed persons and Businesses			Department of Water and Sanitation

	This project was funded by the then Department of Water and Sanitation. The CKDM would have acted as implementing body, but funding was later withdrawn	Water Reservoir or Dam					Hardware Stores
	I suggest we explore the possibility of using DRAP funding for the roll-out of this project.	WWTW					Partnerships with Famers who have boreholes
		Massive Job Opportunities					
13. Shortage of Food	Agri Parks	Food Security	District Wide	Youth, Disable People, Unemployed persons, communities and Businesses			DRDLR
	· Farmer Production Support Unit (FPSU) in Nelspoort, Six Cooperatives established.	Agri Hub					Department of Small Business
	· Land Acquisition through – Strategic Land Acquisition Programme	Youth and Women in Agriculture	District Wide	Youth, Disable People, Unemployed persons, communities and Businesses			

	· Leeu – Gamka – Revival of the Bakery						
	· Planning for 2022-23 – JDMA approach						
14.	Human Settlement – CDKM to become a Development Agency	Application to become housing development agency	District Wide	B-Municipalities, Communities and SMMES	5 years		Department of Human Settlements
		Housing Delivery					
		Installation of Solar Geysers to all households					
15.	Spatial Development Framework	Special Development Zones	District Wide	B-Municipalities and Communities	5 years		DEADP
	The SDF for the District has been reviewed and approved by Council in March 2020.						
	Implementation to commence with spatial development proposals.						
16.	Local Economic Development Strategy	Development of LED Strategy and Economic Recovery Plan	District Wide	B-Municipalities, SMMES and Communities	3 years		DEDAT

	.	Airport stripe – reconsider reverse the transaction – Cargo airline, Container City around the airport					WESGRO
17.	3 rd Generation Integrated Waste Management Plan	Updated waste management plans that will outline waste management needs and priorities, which will influence the budget processes.	B-municipalities and	B-Municipalities and communities	2 years	R3.5 million	DEFF
	Funding for the development of the IWMP's has been secured by the Department of Environmental Affairs which includes CKDM, Prince Albert LM and Laingsburg LM.		CKDM				DEADP
							CKDM
							Local Municipalities
							Business
							Communities

18.	Revenue Generation Initiatives	Expression of Interests or Request for Proposals from experienced professional service providers	District Wide	B-Municipalities	3 years		Transnet, Public Works as well as Rural Development and Agrarian Reform Properties
15. Lack of Integration and Cohesion	District Wide Communication Strategy	Communication Plan	District Wide	Local and Foreign Businesses & Investors	5 years		GCIS
		Media Platforms		B-Municipalities			Central Karoo District Municipality
		Positioning and Profiling the Region		Communities			DCF-Tech & DCF-Pol
							B-Municipalities
19. Job creation and growing the economy	Local Economic Development	Establishment of a Special Economic Zones or Corridors to enhance regional economic growth	District Wide	Local and Foreign Businesses & Investors	5 years		Department of Tourism
				B-Municipalities			WESGRO
				Communities			B-Municipalities Local Tourism Organisations
							National and Provincial Government
							Private Sector
20. Drought Recovery	Climate Change / Water Security / Infrastructure	Drought management	District Wide	B-Municipalities	5 years		DEFF
		Governance		Communities			DEADP
		Finance		Businesses			CKDM

		New well and borehole development					Local Municipalities
							Business
							Communities
21. Infrastructure Management	Basic Service Delivery	Increase in MIG	District Wide	B-Municipalities	5 years		All National and Provincial Departments
		GAP Housing		Communities			Private Sector
		Land Audit		Businesses			Municipalities
		Sports Infrastructure Programmes					Communities
22. Safe & Cohesive Communities	Promoting Safe & Cohesive public spaces through crime prevention, management and utilisation	Improved police surveillance, NHW, Drug Rehabilitation	District Wide	Communities	5 years		SAPS
		Domestic Violence response					DOCS
							Communities
							Municipalities
23. Citizen Interface	Education	ECD	District Wide	Communities	3 years		DSD
	Access to health services	ABET					Municipalities

		SKILLS Training					Government Departments
		Enhanced Library Services					
24. Citizen Centricity	Enabling Innovation	Implementation of Shared Services	District Wide	B-Municipalities	5 years		DLG
		Inter-municipal cooperation					Municipalities
		Development of Fire Services and shared fire services					Communities
							DPWT
25. Financial Management	Financial Sustainability	Long term financial plan, funding model of municipalities, review of agency functions	District Wide	B-Municipalities and	5 years		All National and Provincial Departments
				Communities			Private Sector
							Municipalities
							Communities
26, Agricultural Development Plan	Food Security	Job Creation	District Wide	District Municipality	5 Years		All Sector
27, Centre of Excellence	Artisan skills	Education & Training	District Wide	Communities	5 years		State SETA, South Cape College
	Scarce Skills						
27, Resort	Tourism	Large-Tourism	District-Wide	B-Municipalities	2 years		Private Sector

3.6 District catalytic projects in collaboration with all local municipalities

Project description	Function	Area	Applicable Municipality	Local	Outcome	Target	Estimated cost of the project
Regional Waste Management Solutions	Waste Management	District wide	Local Municipalities in District		Identification of a regional solution for waste management	Feasibility Study 2022	To be determined
Expanding Shared Services	Corporate & Strategic Support services	District wide	Local Municipalities in District		Working Shared services	2022	To be determined
Regional Economic Strategy	LED	District wide	Local Municipalities in District		Adopted Regional Development Strategy	2022	To be determined
Green Economy (Solar and wind)	Alternative Energy	District wide	Local Municipalities in District		New sources of energy	2022	To be determined
Skills Development	Training and Development	District wide	Local Municipalities in District		Capable and skilled staff and community	2022	To be confirmed

CATALYTIC PROJECTS

3.7 Municipal / Environmental Health Services

3.7.1 Legislative framework

The Constitution allocates MHS as a Local Government function under Part B of Schedule 4, Section 156(1)(a).

The National Health Act, 2003 (Act 61 of 2003) defines Municipal Health Services as Environmental Health. In terms of Section 1 of the National Health Act, 2003 (Act 61 of 2003) Municipal Health Services are defined as follows:

- Water quality monitoring.
- Food control.
- Waste management & monitoring.
- Environmental pollution control.
- Health surveillance of premises.
- Surveillance and prevention of communicable diseases, excluding immunizations.
- Chemical safety.
- Vector control.
- Disposal of the dead.

3.7.2 Air Quality Management

The roles and responsibilities of the District Municipality in terms of Air Quality are outlined in the National Environmental Management: Air Quality Act, 2004 (Act 39 of 2004) (NEM: AQA) as well as the National Framework for Air Quality Management in S.A. (2012)

As detailed in the Air Quality Act, a district municipality has three primary statutory obligations with which it must comply, which are to –

- Performing the role of an atmospheric licensing authority,
- Designate an Air Quality Officer (AQO), and
- Incorporate an Air Quality Management Plan (AQMP) in its IDP.

The Central Karoo district municipality has developed such an Air Quality Management Plan.

3.7.3 Integrated Waste Management

The IWMP is a statutory requirement of the National Environmental Management: Waste Act (Act No. 59 of 2008) that has been promulgated and came into effect on 1 July 2009.

The designation of a Waste Management Officer is in respect of section 10(3) of the National Environmental Management: Waste Management Act, 2008 (Act 59 of 2008).

The Waste Management Officer for the District municipality is responsible for:

- The co-ordination of all functions or powers assigned by the Act, and
- Addressing the legislative requirements as provided for in section 10 of the National Environmental Management Waste Act, 2008 (Act 59 of 2008).

NB: There exist a need from two of our local municipalities for an investigation or research into the sustainability and viability of an Integrated Waste and Landfill site.

STRATEGIC FOCUS: 2022 – 2027

The Section has four (4) overarching strategic goals in order to strengthen our services.

For each of the respective goals, various objectives, action plans and time frames were set for achieving them.

Our strategic goals are as follow:

Build Capacity

To establish a well capacitated / equipped Section in terms of staff, tools of trade, finances and professional development.

Foster Collaboration with Role Players

To establishment of a good foundation for cooperation between role players and a collaborative culture with the focus on common goals in terms of the environment and public health.

Empower Communities Through Training & Education

Bring changed and improved health & hygiene habits, serving as a barrier to diseases as well as empowered communities that become advocates for public health.

Execute / Enhance Specific Programs / Services

i.e., water quality monitoring, waste management & monitoring, environmental pollution control, food control, health surveillance of premises, communicable diseases control, chemical safety, vector control and the management of human remains.

To fulfil the constitutional and legal obligations mandated to the CKDM for the provision of Municipal Health Services, Air Quality and Integrated Waste Management services the availability of qualified and skilled personnel, tools and finances is key to provide and facilitate comprehensive, proactive and needs-related services to promote a safe, healthy and clean environment.

If the overall health levels of indigenous people are to improve, the environmental health and general living conditions that currently exist in many communities within our district must be raised to a satisfactory standard. It is only by keeping our communities clean, hygienic and safe that the health of our residents will be significantly improved.

Environmental Health remains the first line of defense against diseases and as a result the provision of quality services are critical. It is therefore essential to strengthen the delivery of the above-mentioned services.

If strategic actions are not taken urgently by all role-players, the problem is likely to worsen thereby impacting human health directly. The impact will be hardest on the poor and vulnerable sections of our population in the Central Karoo.

CHALLENGES & RESPONSE / RECOMMENDATION

Nr.	Challenge	Response / Recommendation
1	Rendering of additional, non-mandated services	<p>CKDM currently cannot fully accept their responsibility to implementation of the NEM: AQA & Integrated Waste Management due to staff shortages, finances, tools of trade etc.</p> <p>Air quality management tools are required to effectively fulfil air quality management functions. Such tools include emissions inventory software, dispersion modelling software and air quality monitoring hardware.</p> <p>Monitoring options include continuous ambient air quality monitoring stations or passive sampling methods. A mobile monitoring station is the recommended option for the District as this will allow for 'hotspot' monitoring in identified areas of concern.</p>
2	Poor water quality, quantity & access to water Transnet communities & rural areas (farms)	<p>Providing and maintaining safe drinking water are central to alleviating poverty and improving the quality of life of people.</p> <p>Municipalities must submit Business Plans to DWA&S in order to obtain funding for a survey & project roll-out in rural areas in order to address issues w.r.t. water quality, quantity & access to water and sanitation facilities for the affected households.</p>
3	Landfill sites not complying to permit conditions, legislative requirements / health standards	<p>Improper management of solid waste is one of the main reasons for environmental pollution and degradation in our communities.</p> <p>It is important that landfills are located, designed, operated and monitored to ensure that they do not, to any significant extent, harm the environment, endanger human health, create an unacceptable risk to water, soil, atmosphere, plants or animals or create unacceptable nuisances etc.</p> <p>These poorly operated landfill sites in the Central Karoo impact on the environment and cause nuisances to our communities.</p> <p>Municipalities need to comply with applicable NEM: WA requirements & Norms & Standards, etc. for solid waste management and, where necessary, get technical assistance from the WC Directorate Waste Management, with the aim to improve the construction, management and operation of waste management facilities in the Central Karoo region.</p>

5	Lack of recycling facilities / reduce, re-use and recycling activities	<p>More appropriate and sustainable approaches to waste needs to be adopted.</p> <p>Municipalities in the Central Karoo also need to identify a set of practical initiatives which can be aligned to the three national themes such as Anti-Litter, Waste Minimisation and creating jobs in waste.</p> <p>Funds, where possible, must be utilized for the purchasing of suitable containers for placement at strategic points for the disposal of e-waste, batteries and fluorescent bulbs and the transport thereof to relevant facilities, as well as public awareness campaigns.</p>
4	Pollution of open spaces & commonage - illegal dumping of waste / littering in & around communities	<p>The uncontrollable and / or illegal dumping of refuse as well as the insufficient and irregular removal of refuse within some residential areas of our district are one of the biggest nuisances in communities. The most common observation is that littering and illegal dumping occur throughout the urban areas of the Central Karoo District. The occurrence of illegal dumping is especially prominent in Beaufort West.</p> <p>It seems that municipalities have limited resources to ensure that all areas prone to illegal dumping are cleaned-up and kept clean at all times. Innovative ways to get other stakeholders involved is necessary to help municipalities to clean up their communities.</p> <p>The affected municipalities must also make budget provision and / or get some kind of support to investigate waste collection service options, alternative management options for specific conditions etc.</p> <p>Other actions may include updated litter laws, anti-litter campaigns, stop littering signs, putting UP proper litter bins, etc.</p>
6	Raw sewerage overflowing manholes due to blockages	<p>It is important that municipalities take the necessary steps in order to ensure that sewerage systems function effectively and ensure that the affected public area(s) are thoroughly cleaned and disinfected to reduce the risk of disease & conditions detrimental to the environment.</p>

7	Sanitation backlog at so-called Transnet houses (use of bucket system as only sanitation facility): Leeu-Gamka & Nelspoort	<p>Poor sanitary practices / conditions affect the health of our people, the quality of life and the development opportunities of our communities.</p> <p>Poor sanitary practices / conditions also have a serious impact on households by affecting persons / households in a circle of poverty and being deprived of knowledge and income as a result of an illness that may be caused by poor sanitation.</p> <p>Transnet / relevant Category B-Municipalities must take the necessary steps to eradicate the backlog on sanitation at Transnet settlements as soon as possible in order to ensure better living conditions for these residents.</p>
8.	Informal settlements not well managed from a health point of view	<p>Broken taps and the distance to taps in use, make it difficult to access water in some cases. This compromise personal hygiene, especially during this Covid pandemic. Some taps do not close properly and some of the pipes are open, vandalized and leaking. Water connections are also made to some structures.</p> <p>Sanitation is a big challenge at some informal settlements. Toilets are non-functional forcing the residents to use the nearby veld. This constitutes a health nuisance and can result in the transmission of diseases like Cholera, diarrhoea, Hepatitis, etc.</p> <p>Dumping of waste on the comanage indicates that refuse removal is not satisfactory.</p> <p>The Constitution, Water Services Act and Municipal Systems Act set out the local government obligations to provide basic municipal services, with a particular focus on the basic needs of the community and the promotion of social and economic development of the community.</p>
9.	Slaughtering of animals for cultural, religious & private purposes.	Municipalities must ensure that any person who wants to slaughter for the above-mentioned purpose, formally apply to the municipality and, before granting approval, refer such an application to the Section Municipal Health of the Central Karoo District Municipality.
10.	Uncontrolled keeping of animals	Keeping of an inappropriate number of animals, animals being accommodated inappropriately, or where animals are not being cared for properly, result in circumstances that cause nuisance to neighbours; create unclean or unhealthy conditions for people, animals & the environment.

		<p>Municipalities need to Inform communities on a regular basis of the circumstances in which the keeping of animals is prohibited and that owners require approval from a Municipality to keep animals. Municipalities should also encourage the responsible keeping of animals by ensuring animals are kept in appropriate conditions.</p> <p>Municipalities are primarily responsible for controlling the keeping of animals and should be better capacitated in order to perform this function effectively.</p>
11.	Power Outages	<p>We are dependent on an uninterrupted source of power and when it fails the consequences can be devastating.</p> <p>The Section took an initiative to analyse the risks that will affect our communities as well as our day-to-day responsibilities based on our key performance areas during a power outage.</p> <p>Mitigation/control of the risks were identified to ensure that the community is protected from health hazards and that Municipal Health Services continues to deliver an effective service.</p>
12.	Water Management during Droughts	<p>WSA's are waters suppliers to our communities and are responsible for the management of their systems to ensure that they can provide sufficient water to meet public health and safety needs.</p> <p>The first level of responsibility is for the Water Service Authority (WSA) to ensure that the people they serve have access to drinking water, and is responsible for the procurement and distribution of emergency drinking water.</p> <p>However, when the WSA's ability to procure and distribute emergency drinking water is insufficient to meet the demand or exceeds, or is anticipated to exceed their capacity to do so, the WSA should contact the appropriate Provincial Department for assistance.</p> <p style="text-align: center;">Section MHS has a Drought Response Plan in place.</p> <p>While the overall priority is to ensure access to water during a drought, the primary priority of the Section MHS is to protect health and safety. As such, measures are in place to mitigate the impact of droughts on public health and safety.</p>
13.	Air Quality Management: Landfill Sites	<p>Emissions from landfill sites are a concern in terms of the potential health effects and the odours generated.</p>

		<p>No material should be burnt on or close to the boundaries of a landfill. On no account should a municipality or litter pickers burn collected wastes on a site.</p> <p>Fires in landfills should be regarded as emergencies and dealt with immediately.</p> <p>Appropriate operational procedures, involving the spreading and smothering of burning waste, rather than the application of water, must be implemented.</p>
14.	Mining Activities: Shale Gas /Uranium	<p>As shale gas seeks to increase its role as energy source, there is growing concern about the shale industry's possible impacts on the environment. These include water shortages, groundwater and surface-water pollution, fugitive greenhouse gas (GHG) emissions, local air quality degradation and various community impacts.</p> <p>The challenge is to make well-informed and responsible decisions on the future of shale gas production. We cannot afford to go down the same path as many other places in the world where ill-informed and irresponsible decisions were made, shale gas production have been poorly managed, causing industry, government and communities to be in conflict, and resulting in negative impacts on the environment and communities.</p> <p>Before mining activities can take place in the Central Karoo District (CKD), it is necessary to establish the criteria pollutant levels. This information forms a scientific basis to determine if the shale gas developments impact on the air quality and the environment. Argos Scientific (South Africa) (Pty) Ltd. was contracted by the Central Karoo District Municipality to undertake a Baseline Air Quality Monitoring Study, in collaboration with the CKDM Section Municipal Health, during 2018 and 2019.</p> <p>Institutional Capacity study / AUDIT (knowledge/ skills, human resources, tech. equipment & financial resources) should be conducted at Mun. / Prov. / Nat. level to deal with servicing, regulation, compliance monitoring & enforcement.</p> <p>A detailed study to determine an appropriate legislative & policy framework to regulate all phases of shale gas development should also be conducted</p>
15	Communication & Support	<p>Currently there is insufficient support and communication between the relevant role-players in certain instances.</p> <p>Role-players need to:</p>

		<ul style="list-style-type: none">• Implement interventions to address communication and support at local level between municipalities.• Build, develop, strengthen, enhance and improve communication between the various spheres of government.• Ensure good collaboration between municipalities and other government departments in order to give effect to the principles of cooperative governance.• National and provincial governments have a duty to strengthen the capacity of municipalities. All Spheres of government must also act cooperatively towards each other.
--	--	---

3.8 Road infrastructure

It is common cause that district municipalities have no roads function in terms of the Constitution. The roads staff structure of the Central Karoo District Municipality (CKDM) are fully funded by the Western Cape Department of Transport and Public Works (WCDTPW) in terms of an arrangement of convenience whereby district municipalities maintain some provincial roads on an agency basis on behalf of WCDTPW. The cost of all other resources to fulfil the function are also covered by WCDTPW.

The proclaimed roads of the former Divisional Councils (DCs) were subsidized by the Administrator and hence, the Administrator exercised oversight via the District Roads Engineers (DREs) with respect to the maintenance and construction of such rural roads where the DCs were road authorities.

Pursuant to the proclamation of the Abolition of the Development Bodies Act and Regulations in 1986, the DCs ceased to exist and were replaced in 1998, by and large, by Regional Services Councils (RSCs). The newly founded RSCs were not granted the status of road authorities and this function and all resources, except for personnel, passed to the Administrator, who became the road authority for all provincial proclaimed roads. Notwithstanding the above, the RSCs still performed the maintenance function on behalf of the Administrator, in respect of roads of which they were previously the road authorities. The DCs road components' staff were therefore transferred to the RSCs in terms of Government Notice 508 of 1987.

The Constitutional successors to the RSCs are the present-day District Municipalities (DMs). The Department of Transport and Public Works (DTPW) has the same legal and functional relationship with the DMs as it had with the RSCs. To this end the DMs Road components' staff are overseen and accountable to the DTPW in terms of roads technical / operational matters and its financial standards and matters. The relationship between the DTPW and the DMs is, as previously stated, administered by the Memorandum of Agreement (MOA) governing financial arrangements and operational matters.

The District Municipalities thus have no road function. DMs render a road maintenance and construction agency service to the DTPW. The relevant staff are in the employ of the DMs whilst equipment is owned by the DTPW.

3.8.1 Legislative Framework

The Roads function is governed by the following pieces of legislation, which are over and above the regulatory guidelines and standards it needs to conform to:

- Western Cape Provincial Road Ordinance 19, 1976
- Advertising and Roads and Ribbon Development Act, 1940 (Act 21 of 1940)
- National Roads Act, 1972 (Act 54 of 1971)
- National Road Safety Act, 1972 (Act 9 of 1972)
- South African Roads Board Act, 1988 (Act 74 of 1988)
- Transport Deregulation Act, 1988 (Act 80 of 1988)
- South African National Roads Agency Limited and National Roads, 1998 (Act 07 of 1998 Motor Vehicles)
- Road Transportation Act, 1977 (Act 74 of 1977)
- Urban Transport Act, 1977 (Act 78 of 1977)
- Road Traffic Act, 1989 (Act 29 of 1989)
- Financial Supervision of the Road Accident Fund Act, 1993 (Act 8 of 1993)

- Road Accident Fund Act, 1996 (Act 56 of 1996)
- National Road Traffic Act, 1996 (Act 93 of 1996)
- Cross Border Road Transport Act, 1998 (Act 4 of 1998)
- Transport Appeal Tribunal Act, 1998 (Act 39 of 1998)
- National Land Transport Interim Arrangements Act, 1998 (Act 45 of 1998)
- Administrative Adjudication of Road Traffic Offences Act, 1998 (Act 46 of 1998)
- Road Traffic Laws Rationalisation Act, 1998 (Act 47 of 1998)
- Road Accident Fund Commission Act, 1998 (Act 71 of 1998)
- Road Traffic Management Corporation Act, 1999 (Act 20 of 1999)
- National Land Transport Transition Act, 2000 (Act 22 of 2000)
- National Land Transport Act, 2009 (Act 5 of 2009)

SERVICES RENDERED

The Department Road Infrastructure is responsible for the following services, through which it delivers most of its deliverables within targets and Key Performance Indicators (KPIs) as set out in the Service Delivery Budget Implementation Plan (SDBIP) and by agreement with the DTPW targets on their Annual Performance Plan (APP): -

PRIMARY FUNCTIONS

- Road Maintenance, including blading maintenance and routine maintenance
- Road Construction / Re-gravel
- Construction and maintenance of hydraulic and stormwater structures
- Wayleaves and road access applications
- Road Closures / Proclamations
- Access Control

SUBSIDIARY / SUPPORT FUNCTIONS

- Plant Repair and Maintenance of vehicles and machinery
- Project Management
- Geometric design and Surveying
- Stores / Budget Control
- Costing and budget control
- Occupational Health and Safety
- Environmental Control
- Borrow Pit Mining and Maintenance
- Enforcement of road applicable legislation

3.8.2 Projects

- Projects for road construction and re-gravel are identified out of a need which becomes infeasible to address with normal routine maintenance activities, be it preventative or reparative. Record is kept of maintenance needs during the normal day-to-day procedures of maintaining repairing gravel road defects. These, coupled with gravel thickness, public complaints, data on accidents, drainage problems, economic and feasibility concerns, etc. is considered when putting a road on a priority list.
- This priority list is used to determine which roads are to be inspected by a re-gravel and construction panel (please see Map 01). The panel is made up of a contingent of DTPW and CKDM

Roads personnel, which drives over the identified roads, evaluating and re-prioritising these roads by considering traffic volumes, material availability, existing material quality, socio-economic factors such as schools and churches in the area, the types of agriculture and sensitivity it demands, the road's sensitivity to flood damage, etc.

- The eventual projects are chosen from these prioritized roads, mostly from material availability from borrow-pits, logistical considerations and budget constraints and are reprioritized annually as materials become available or priorities change. The DTPW determines the final adjudication and is set according to the budget allocation as awarded to the CKDM per the DTPW financial year, i.e. 01 April to 31 March annually.
- Other projects arise from different maintenance needs such as flood damage and ad-hoc more extensive maintenance projects. The established staff organogram as approved by Council and approved temporary worker corps are utilised to address the labour need. Plant / machinery is as allocated by the DTPW to the CKDM Roads Department and additional plant may be hired only by approval of the DTPW District Roads Engineers Office. Blading projects are divided into seven maintenance areas which are serviced by the seven maintenance grader teams. Routine maintenance projects are budgeted for per the four main maintenance regions, including Beaufort West, Murraysburg, Prince Albert and Laingsburg.
- These projects are registered on the DTPW Road Project Management Implementation Plan, which must include target dates, budgets, cashflows and deliverables and has been approved as displayed in Table 1 below. Either maintenance or re-gravel budgets and targets may be affected by unexpected events such as flood and storm damage.

loss experienced because of many factors, including traffic volumes, dry climate, capacity problems, material types, etc per annum has been replaced during the last decade, resulting in the average gravel thickness decreasing from 75 mm in 1990 to around 13 mm currently. Consequently, there has been a significant increase in very poor roads. The fact that we only have one re-gravel & construction unit, which has a re-gravel cycle of around 30 years and can only deliver some 40km per annum, results in an ever-increasing backlog.

Changes to the law and regulations governing environmental, land use and mining approvals for the legalisation of gravel sources led to a situation where very few sources were legally compliant so that they could be mined. At least one year is needed for the process of legalising a gravel source but can increase to two or more years depending on the expropriation of the land and whether surety funding is in place. This situation led to a diversion of funding to the upgrading of unpaved roads.

Since March 2015, a renewed effort has been made from the DTPW to legalise material resources for periodic maintenance projects as well as for spot gravelling. However, efforts to establish a network of gravel sources have been complex and hindered by the lack of suitable gravel wearing course as a consequence of the underlying geology and predominantly mechanical weathering over the majority of the Western Cape. A lack of cooperation by some landowners the need to avoid restricted areas containing endangered indigenous vegetation, nature reserves and national parks, as well as high value.

3.9 Sectoral plans

Legislative requirements are aimed at ensuring that clear, workable and integrated plans are in place. The sole purpose is to achieve meaningful development and improvement of the living conditions of citizens. Certain legislation would require the municipality to either review or amend some of the

'outdated' plans. In this regard, specific reference is made to the requirement in terms of Section 5 of the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013) (SPLUMA) that a Council must approve a Municipal Spatial Development Framework in terms of the Local Government Municipal Systems Act, 2000 (Act 32 of 2000) as part of the Municipality's adopted Integrated Development Plan.

Apart from the legislative requirement to compile IDPs, municipalities are also expected to compile sector plans, which should form part of the IDPs. There are national requirements that compel municipalities to formulate, *inter alia*, the following sector plans and the status of approval, if appropriate:

Sectoral plan	Status	Action
Local Economic Development Strategy	Approved in 2019	Approved
Spatial Development Framework	Under review	Approved
Air Quality Management Plan	Approved in 2012	Approved
Disaster Management Plan	Approved in 2012	Approved
Integrated Waste Management Plan (IWMP)	30 March 2016	In process of review – Awaiting DEFF funding
Climate Change Response Strategy	Approved	Need for review by June 2022
Integrated Transport Plan	11 October 2016	Under review
Communication Strategy	Approved in 2018	Need for review by June 2022
CKDM Covid -19 Draft Management and Response Plan	Approved	Adjustments are ongoing as regulations and alert levels change

SECTOR PLANS OF THE DISTRICT MUNICIPALITY

3.9.1 Local Economic Development (LED) Strategy

The Constitution provides a framework for the role of local government in LED. Sections 152 (c) and 153 (a) of the South African Constitution, state that local government must "promote social and economic development" and must "structure and manage its administration, and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community".

The characteristics of a developmental local government, Section B 1.1 of the White Paper on Local Government (1998) states that the powers and functions of local government must be exercised in a way that meets the basic needs of the poor and the growth of the local economy.

The LED Strategy for the CKDM was revised in 2019 with the 2019/2020 IDP review. The purpose of the development of the LED strategy is to enable the CKDM to have a realistic approach to facilitate economic development.

A SWOT analysis was done during the development of the LED Strategy to provide a framework for the municipality to identify strategic opportunities that may exist and how to avoid weaknesses inherent in the organisation or external threats from limiting future expansion and growth. The purpose of the SWOT analysis is to identify and assess the strengths, weaknesses, opportunities and threats in the Central Karoo District Municipality, in terms of regional economic development.

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Increase in property prices & commercial development shows growing investor's confidence • Hype around proposed uranium mine contributing factor for increased private sector investment; • Established Tourism Sector–Game Farming industry established– Established and organized hospitality industry–Eco-tourism industry established –(Karoo National Park and other • Established Agriculture sector • N1 route through 2 major towns • Beaufort West seen as economic & administrative hub • Development of airport in pipeline; • N1 key arterial that runs through CK • Close proximity to the Sutherland telescope (SKA) • Infrastructure supply and maintenance • Business Nodes well located from spatial perspective • Diversifying tourism sector (township routes, proposed Khoi San village, etc) 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • High percentage of unemployment • Low levels of income • Limited ability of population to create their own job opportunities • Limited skills development • Limited business retention –Lack of retention strategies Limited business incentives for business attraction • Towns such as Nelspoort, Merweville, Prins Albert, Klaarstroom & Leeu Gamka are secluded • No competitive advantage with relation to other regions and towns such as Oudtshoorn and George. • Lack of aftercare for SMME's –hence lack of growth • Lack of aggressive marketing strategy for the region • Shortage of tourism facilities in smaller towns • Lack of retail facilities in smaller towns • Lack of office space in smaller towns • No identified industrial areas in smaller towns
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Uranium mining • Commercial developments • Airport development • Wind Power Generation • Archeological sites & paleontology (rock art & fossils) • International filming industry interested in Karoo landscape & architecture (potential for linkages with the neighbouring Graaf-Reinet film & tourism industry) • Transport interchange & storage potential • Small stock farming on commonage • Biodiversity Rich history • Potential for food gardens for income generation in Murraysburg 	<p>THREATS</p> <ul style="list-style-type: none"> • N1 realignment (bypassing town) • Closing down of businesses/lack of new business initiatives (all towns) • Unemployment –related to crime, alcohol & drug abuse • HIV/Aids affecting economically active sector of population • Large number of households largely dependent on state support • Out-migration of matriculants -large number of children & aged stay behind • Brain drain of specialists & graduates who do not return • Households have also become dependent on illegal credit systems • Downscaling in normal & seasonal labour employment in agriculture Import of seasonal labour from neighbouring regions

<ul style="list-style-type: none"> • Processing /value adding to raw products • Tourism opportunity: Open space and Rural character • Property industry: Karoo Architecture and rural character. 	<ul style="list-style-type: none"> • Value addition in other neighbouring regions not locally
---	--

A NUMBER OF PROJECTS IDENTIFIED IN THE LED STRATEGY ARE AS FOLLOWS:

- Infrastructure development to increase access for businesses and households;
- Business support programmes to retain existing businesses and encourage start-up or relocating businesses to enter the area;
- Spatial planning to promote land acquisition and property development for businesses and households; Skills programmes to respond to business and government for greater productivity and efficiency; and
- Social development programmes to increase participation in the local economy and build better lifestyles for the community.

The identified projects need to be implemented according to timeframes, i.e.

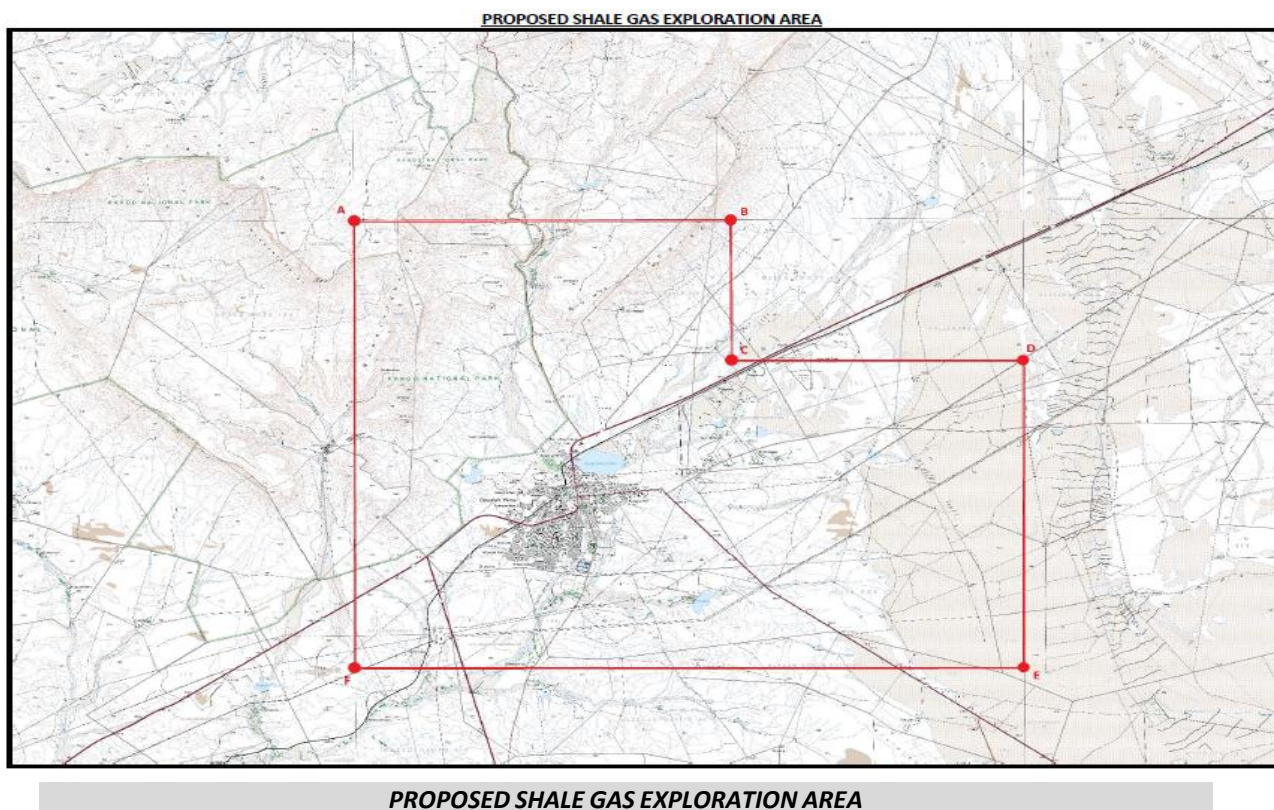
- **Immediate:** Projects to be implemented as a matter of urgency. The implementation of these projects is important for the implementation of other projects.
- **Medium Term:** projects that should be implemented over a short term and does not require in depth research.
- **Long Term:** Project that would require in depth research and significant amounts of funding. These projects would also need more time to be implemented effectively.

Successful implementation of the LED Strategy needed to ensure that all stakeholders and parties involved in the LED process take ownership of the programmes and projects identified. The role of CKDM should be focused on creating an LED unit to coordinating and integrating all LED initiatives within the District, as well as facilitating stakeholder participation and the formation of public-private partnerships.

3.9.1.2 Economy shale gas

Shale gas development in the Karoo Basin

The use of hydraulic fracturing (commonly known as “fracking”) to extract shale gas deposits in the Karoo Basin is undoubtedly one of South Africa’s more contentious proposals in the last decade. The intense deliberations between various parties on this topic have exposed the public to a wide range of information on the matter. To date, SGD is still only a theoretical proposal within the Karoo Basin. Most notably, there is limited evidence that shale gas reserves can be viably recovered within the Karoo Basin and estimates of shale gas reserves vary widely.



While much of the debate on SGD to date has focussed on the production phase of shale gas (of which hydraulic fracturing is an integral part), it must be emphasised that, at present, only applications for exploration rights in terms of the Mineral and Petroleum Resources Act, 2002 (“MPRDA”) have been lodged.

Considering the dearth of evidence for the Karoo Basin, the extent and viability of these gas reserves, as well as the characteristics of their subsurface environment, can only be known with satisfactory levels of certainty by means of exploration, that is, drilling into the target shale deposits and, if hydrocarbons are encountered, undertaking a limited amount of hydraulic fracturing.

Information gathering and evidence-based policy development remain key priorities for providing relevant information upon which decisions can be taken.

Readiness action plans for the Western Cape

Readiness for government and relevant western cape municipalities in the central karoo, for potential large scale, or regional developments (based on a development scenario for the next 10 years for the karoo basin)

This initiative started in 2017 at a workshop coordinated by the Central Karoo District Municipality where the need was identified to investigate the readiness of government to deal with the potential increase in demand for municipal and government services that will arise from the implementation of large-scale developments such as shale gas development, uranium-molybdenum mining and renewable energy developments in the Central Karoo. Since then, the development of the Karoo Readiness Action Plan has unfolded as a great example of an intergovernmental effort where all three spheres of government participated in extrapolating future scenarios of large-scale development roll-out and proactively planning to improve intergovernmental readiness accordingly. This document captures these efforts.

The Karoo Readiness Action Plan is a consolidation of various actions/interventions that are needed to improve our state of readiness. It is a living document that should continuously be improved on through continued engagements between organs of state, communities, civil society, and the private sector.

During all engagements in drafting the Karoo Readiness Action Plan, all stakeholders emphasised that the implementation thereof requires not only a “whole-of-government” approach, but a “whole-of-society” approach. Although being drafted by the Western Cape Government, the interventions proposed in the Karoo Readiness Action Plan is applicable to other provinces and relevant to all spheres of government.

The readiness initiative was fortunate to have also had comprehensive review and input from an international team of subject specialists. During 2018 and 2019 the United States Department of State and the Department of the Interior appointed Deloitte to lead a team of international specialists to provide technical advice to the Western Cape Government in support of the development of an appropriate regulatory and policy framework that will contribute toward the initiative to improve intergovernmental readiness for large scale development in the Karoo. Apart from providing technical advice based on their global experience in dealing with oil and gas developments, they also reviewed the Karoo Readiness Action Plan.

It is a great comfort to us that this team of international specialists supported the interventions contained in the Karoo Readiness Action Plan, especially the proactiveness thereof and the “whole-of-society” approach taken. The peer review by international specialists enhances the credibility and relevance of the of the Karoo Readiness Action Plan as an effective approach to deal with the challenges related to large scale developments.

The COVID-19 pandemic has magnified many of the issues already faced by municipalities across South Africa in terms of service-delivery readiness including, skills shortages, funding scarcity and much more. A serious rethink is required regarding the revenue streams available to municipalities to address increased service delivery demands that will follow the implementation of large-scale developments.

Whilst the drafting of this Karoo Readiness Action Plan is a good start, it is vital that the private sector and general public engage and contribute to the initiative in order to meet in terms of a “whole-of-society” approach. However, the Western Cape Government will remain committed to intergovernmental cooperation in the implementation of this plan.

Policy framework for the readiness initiative

- A. The National Development Plan (NDP) sets out a framework which, if implemented, aims to eliminate poverty and reduce inequality by 2030. Underpinning these aims is the importance of South Africa drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnership throughout society. The Readiness Initiative adopts the same underpinning approach and puts measures in place that would aid success, both for the Readiness Initiative and also for the implementation of the NDP in the Central Karoo region.
- B. The Western Cape Government has also drafted the OneCape 2040 vision on the back of the NDP, which hopes to stimulate a transition towards a more inclusive and resilient economic future for the Province. A vital component of achieving this aspiration is improved collaboration and partnerships throughout society. Both visions promote a “whole-of-society” approach, which is

shared by the Readiness Initiative. More specifically, the OneCape 2040 and Readiness Initiative both aim to promote:

- Fresh thinking and critical engagement on the future
- Common agendas for private, public and civil society
- Alignment of government actions and investment decisions
- Adaptation to our rapidly changing local and global context

The above will influence the priority setting of stakeholders and government, including the allocation of resources with a key focus on unlocking the potential for the region in question.

- a. The Readiness Initiative, consistent with the OneCape 2040, the environmental sector Medium Strategic Framework 2019-2024, the Provincial Strategic Plan 2019-2024 (PSP) (as well as the Provincial Strategic Plan 2014-2019), promotes a regional approach, as does the National government in their New District Coordination Model of 2019.
- b. More specifically, the Readiness Initiative is informed by the PSP, with considerable emphasis placed on building partnerships in order to improve the lives of people in the Western Cape through expanded opportunities.
- c. The transversal approach promoted in the PSP has also been adopted by the Readiness Initiative in an effort to overcome silo mentality and improve implementation of the initiative, and to enhance service delivery to the Central Karoo area. Importantly, the Readiness Initiative also adopts a stepwise approach to addressing demands, which ensures that the quality of service delivery is not undermined by development, and that limit resources are not over-committed.

Background and progress to date

The Western Cape Department of Environmental Affairs and Development Planning (WC: DEA&DP), on behalf of the WCG, is coordinating the investigation on the state of readiness of the WCG and relevant municipalities, in response to anticipated increases in the demand for various services associated with shale gas development and other major mining/industrial related developments.

As part of this initiative, the two workshops were held with multiple government stakeholders across all three spheres of government and included various organs of state.

Based on the workshop proceedings, it was agreed that WC: DEA&DP will draft action plans for all the major issues that were discussed during this workshop. DEA&DP appointed coordinators for each issue (theme) to draft action plans that formed the basis of the Karoo Readiness Action Plan:

Theme 1: Cooperative governance – dealing with overall governance or crosscutting concerns (Coordinator: Allan Rhodes – WC: DEA&DP)

Theme 2: Planning, housing, heritage and biodiversity (Coordinator: Allan Rhodes – WC: DEA&DP)

Theme 3: Water and Pollution Management (Coordinator: Wilna Kloppers – WC: DEA&DP)

Theme 4: Waste Management (Coordinator: Eddie Hanekom – WC: DEA&DP)

Theme 5: Roads, transport and construction material (Coordinator: Carl October – WC: DTPW)

Theme 6: Emergency response services (Coordinator: Colin Deiner – WC: DLG)

Theme 7: Noise light and air quality management (Coordinator: Joy Leaner – WC: DEA&DP)

Theme 8: Economic opportunities, skills and social cohesion (Coordinators: Ajay Trikam and Chantell van Niekerk – WC: DEDAT)

Theme 9: Stakeholder communication and awareness: (Coordinator: Rudolf van Jaarsveld – WC: DEA&DP and Barbara Koopman – Central Karoo District Municipality)

The various action plans contain the following information:

Action Step Description (i.e. What must be done): A description of the action to be taken to achieve a goal. The more strategic the action is the more complicated the other aspects become, such as lead authority, resources, implementation schedule etc.

Roles and Responsibilities (i.e. Who must do it or be involved): The identification of participating stakeholders from all spheres of government, as well as the private sector and citizens.

Implementation Schedule (i.e. when must it be done): Clarification of the priority of the action – i.e. short, medium or long term, or high, medium low priority.

Methodologies, Process or Procedures to be followed – if required or appropriate (i.e. *How must it be done*)

Resources Required (i.e. what is needed to do it): An explanation of the human and skills resources, funds and technical resources required to implement the action/intervention

Desired outcome and outputs: Outcomes refer to the *impact* to be achieved and Output refers to the *deliverable* to be produced. Consultation on the Karoo Readiness Action Plan.

3.9.1.3 Economic Recovery Plan

The Minister of Cooperative Governance and Traditional Affairs (COGTA) declared a national disaster on 15 March 2020 due to the magnitude and severity of the COVID-19 outbreak. Subsequent to the declaration, the President announced a nationwide lockdown for the initial period of 21 days which commenced on 26 March 2020. The pandemic caused a major economic and social crisis world-wide, which triggered the greatest economic, financial and social shock of the 21st century. The nationwide lockdown had and still has a catastrophic effect on the South African Economy.

Based on this, the Department of Cooperative Governance directed all Metropolitan and District municipalities to develop POST COVID-19 Economic Recovery Plans and implement a programme of action in order to revitalize their local economies, therefore addressing the socio-economic challenges caused by the COVID-19 pandemic.

The purpose of the Economic Recovery Plan is to mitigate the impact of the pandemic on the local economy, for businesses to thrive and create employment opportunities again. The plan will focus on short to medium as well as long term strategies for local economic development and social cohesion, thus be integrated and aligned with National and Provincial economic recovery strategies.

The Central Karoo district municipality has therefore developed an Economic Recovery Plan. This plan will be consulted on with all stakeholders within the District before final adoption.

3.9.2 Air quality

Air Quality Management legislation aim to protect human health, ecological degradation and to prevent climate change by reducing the emissions that cause a deterioration of ambient air quality. Air Quality in the CKDM is considered very good. The development of new industries that could increase air pollution through the emission of gases in the atmosphere should be managed. Potential air pollution sources in the Central Karoo District Municipality at this stage have been identified as:

- Open Kiln Brick making industry,
- Domestic fuel burning (particularly, wood and paraffin),
- Vehicle tailpipe emissions,
- Waste treatment and disposal (landfills and incineration),
- Vehicle entrainment of dust from paved and unpaved roads, and
- Other fugitive dust sources such as wind erosion of exposed areas.

No section 21 listed activities which should get Atmospheric Emission Licences (AELs) from the CKDM exist.

3.9.2.1 Air Quality Management Plan (AQMP)

CKDM currently have an AQMP. Section 15 (2) of the National Environmental Management: Air Quality Act requires municipalities to develop Air Quality Management Plans (AQMP) and include it in their IDP in terms of Chapter 5 of the Municipal Systems Act. The plan aims to reduce polluting emissions responsible for the deterioration of ambient air quality and global warming this will improve the quality of life of the citizens.

The AQMP is aimed to achieving the protection of ambient air quality.

Each of the 4 goals of the AQMP addresses different aspects of the vision which includes

- To ensure effective and consistent AQM. This goal aims to address the development and maintenance of the varied requirements for system, skills and capacity for AQM, and the establishment of necessary institutional arrangements;
- To ensure effective and consistent compliance monitoring and enforcement. This goal aims to improve compliance monitoring and enforcement in the District and to ensure that ambient air quality standards for the protection of health are attained and continually met;
- To support climate change protection programmes, including promoting the reduction of greenhouse gas emission and;
- To raise awareness with respect to air quality. This goal aims to improve awareness of air pollution issues in the Municipality through awareness raising and education.

The roles and responsibilities of the Municipalities are outlined in the National Environmental Management Air Quality Act (Act 39 of 2004). These are:

- Designate a municipal AQO from its administration - the CKDM have designated an AQO stationed within the MHS section.
- Develop an AQMP for inclusion in its IDP in accordance with chapter 5 of the Municipal Systems act – the CKDM developed an AQMP in 2012 and reviewed it in 2016/17. This plan will be reviewed with public participation in 2023.
- Prepare an annual report including progress regarding the implementation of the AQMP and compliance with the plan when developed – this report called the SOAR is send on a yearly basis to DEA&DP.

- May establish Municipal standards for emissions from point, non-point and mobile sources if a municipality, in terms of its by law, identifies a substance or mixture of substances in ambient air which through ambient concentrations, bioaccumulation deposition or any way, presents a threat to health or well-being or the environment, or which the municipality reasonably believes presents such a threat.
- Consider purchasing air emission equipment such as air quality monitoring stations for the purpose to identify substances in ambient air that could be detrimental to human health

Potential air pollution sources in the District are:

- Industrial operations
- Agricultural activities
- Vehicle entrainment of dust from paved and unpaved roads
- Waste treatment and disposal (landfills fire burning)
- Vehicle tailpipe emission
- Biomass burning
- Domestic fuel burning (particularly, wood and paraffin)

AIR QUALITY MONITORING BASELINE STUDIES: BEAUFORT WEST

1st BASELINE STUDY

With the proposed uranium mining and the shale gas development scheduled to take place in the CKDM, it was necessary to establish the criteria pollutant levels before any mining activities take place.

Argos Scientific (South Africa) (Pty) Ltd. were contracted by the Central Karoo District Municipality to undertake a Baseline Air Quality Monitoring Study focusing on Dust Fallout, selected Metals, Particulates (PM-10) and Meteorological conditions in the Beaufort West Area.

Dust Fallout sampling was conducted at four (4) sites on various premises as detailed in the Monitoring Network Proposal. Sampling commenced in February 2018 and continued for three (3) consecutive months of sampling (Dust and Metals) and five (5) months for PM-10 and Meteorology.

Monitoring sites selected in the Monitoring Network Proposal was as follow:

- Beaufort West Hospital (E)
- Hillside Clinic (W)
- Nieuveld Park Clinic (SW)
- Sewerage Works & Reclamation Plant (SE)

Dust Fallout monitoring was conducted at all sites and PM-10 and Meteorology at the Beaufort West Hospital site. There was valid data of all four (4) Dust Fallout samples collected for each of the three (3) months sampled, resulting in 100% data capture for the period.

There was no exceedance of the South African National Dust Control Regulations residential limit of 600mg/m²/day and no exceedance of the South African National Dust Control Regulations non-residential limit of 1200mg/m²/day.



Molybdenum, thorium and uranium levels were in general below the detection limit, while potassium levels ranged between 0.2 to 0.7%. Data for undisclosed sites in various parts of the RSA had concentrations in a similar range and another seven (7) sites in the Northern Cape had potassium levels in the range 0.03 to 0.3%. Thorium, uranium and molybdenum levels at these sites were mostly below the detection limit as was found in the Beaufort West Study.

PM-10 levels were low and well below the RSA National Standard of $75\mu\text{g}/\text{m}^3$ as a daily average and data capture for PM-10 was on average 87% due to the failure of the PM10 monitor in mid-April and >95% for meteorological condition.

In summary and conclusion, this study's intention was to determine baseline levels of Dust Fallout, heavy metals and PM-10 under prevailing meteorological conditions over a reasonably short period and under the prevailing seasonal climatic conditions. Ideally sampling should be conducted over a calendar year.

Given this constraint, levels of dust, heavy metal and PM-10 have been shown to be well below any National Standard over the period under review, with heavy metal concentrations similar to elsewhere in the RSA.

Although dust fallout and PM-10 levels were low at the specific monitoring locations in this study, our air quality initiative in the 2018/19 financial year focuses on the central city area, specifically along the N1 (Donkin St.) route, where frequent heavy vehicular activity may present a problem from an emissions perspective and where associated elevated NO₂ and PM levels may prevail within this specific micro climatic zone.

AMBIENT AIR QUALITY MONITORING

Indicator air monitoring stations (i.e. pole-mounted stations) should be established in the Central Karoo District. Once capacity within the air quality section has been established, this issue will receive attention in consultation with local municipalities.

TRANSPORTATION EMISSIONS

Transportation in the CKDM could be a contributor to air pollution in the District. This is not regarded as a major concern at this moment.

EMISSIONS FROM INDUSTRIAL ACTIVITIES

Industrial activities in the CKDM are not a major threat to air quality at the moment. It should, however, be monitored to ensure that the good air quality in the District is maintained.

Control of emissions from waste treatment disposal activities

Waste treatment and disposal methods are of interest in terms of the toxicity and odorous nature of their emissions. Emissions from waste treatment activities may have an effect on air quality but is difficult to determine due to limited data.

Emissions from landfill are a concern in terms of the potential health effects and the odours generated. Pollutants released by wastewater treatment and incinerators also have an impact on air quality within the District. This issue will receive attention in consultation with local municipalities and DEA: DP.

3.9.3 National state of disaster (COVID -19)

The coronavirus disease 2019 (COVID-19) global outbreak was declared a pandemic on the 11th March 2020 by the World Health Organisation (WHO).

On 5 March 2020 South Africa reported its first case and on 15th March the President declared the COVID-19 outbreak a national disaster, imposing a national lockdown from 27th March 2020. The first case was reported on 17 May 2020 in Beaufort West. The National State of Disaster (COVID-19) has been terminated with effect from 4 April 2022.

Regulations and directions, made in terms of the Disaster Management Act following the declaration of the national state of disaster in response to Covid-19, have been repealed. Transitional measures in the form of the post-disaster recovery and rehabilitation regulations have taken effect and will remain in operation after which it will be replaced by the Department of Health's Regulations.

The following proposed amendments to health regulations were published for public comments:

Regulations relating to the surveillance and the control of notifiable medical conditions;

- Regulations relating to public health measures in points of entry;
- Regulations relating to the management of Human remains; and
- Regulations relating to environmental health

Provincial Joint Operational Centre

The CKDM also collaborate with and participate in the Provincial Joint Operational Committees for flow of information in this regard.

Central Karoo District Joint Operation Centre (DJOC)

The Central Karoo JOC is chaired by Dr. S.W. Vatala of the CKDM and consists of representatives from the following provincial and national departments:

- Health
- Transport and Logistics
- Economic Development
- Social Development
- Safety and Security
- Education
- Agriculture
- Communication
- Home Affairs
- Correctional Services
- Labour
- Environmental Health
- Disaster Management
- GCIS
- Category B-Municipalities

3.9.3.1 Disaster Management Plan

The CKDM Disaster Management Plan – DMP, aims to follow an integrated all-hazards approach, at the strategic (high) level, to the preparedness for, and response to, identified hazards which may have disaster-risk implications. Special (Venue) Disaster Risk Contingency Plans will also be drafted for all the significant incidents that might occur Venue and local PVAs taking place over this period. These DRM Plans will cover the tactical and operational levels and will thus deal with the specific aspects applicable to the area.

The District follows the following legal mandates to effectively implement their function:

- Disaster Management Act, 57 of 2002
- Fire Brigade Services Act, 99 of 1987
- National Veld and Forest Act, 101 of 1998
- Local Government: Municipal Systems Act, 32 of 2000
- Safety at Sports and Recreational PVAs Act, of 2009
- SANS 10400:1990 – Application of the National Building Regulations
- General Notice No. 28437 – Manual: Joint Management of Incidents involving Chemical or Biological Agents or Radio-Active Materials, 3 Feb. 2006 (Dept. of Provincial and Local Government)

The objective of this document is to define and describe the essential elements and procedures **at the strategic level** and mitigating major incidents or disasters (covering a wide range of hazards and threats, including natural and man-made disasters, service disruptions, domestic terrorist attacks, and

other emergencies) and to ensure a rapid and effective response in case of a major incident or disaster occurrence, that will: -

- Save lives,
- Reduce risk exposure,
- Reduce suffering,
- Protect property,
- Protect the environment
- Reduce economic and social losses and
- Provide for the safety and health of all responders.

The **unified incident command system** shall integrate risk management into the regular functions of the role-players. Risk management provides a basis for the following: -

- Standard evaluation of any emergency or disaster or the potential for such a situation,
- Strategic decision-making;
- Operational planning;
- Tactical planning;
- Planning evaluation and revision; and
- Operational command and control.

The Districts faces the following challenges with regards to the Disaster Management function:

- Long distances between towns when incidents as quick disasters occur;
- Training of personnel on B-Municipal level in firefighting;
- Handling of veld fires with very low capacity;
- Handling of disasters with low personnel capacity;
- Inspection of industrial premises for fire safety;
- Lack of capacity to deal with fire safety to building plans on B-Municipal level;
- Lack of trained personnel and capacity to deal with hazmat spills and specialize fires in the region;
- Public participation to be proactive in preventing fires and disasters;
- Programs to all role-players in the society towards awareness of fire safety and disasters; and
- Improvement of two-way digital radio system for all first responders to communicate with all line functions to effectively control incidents.

a) IMPLEMENTATION - UNIFIED COMMAND INCIDENT MANAGEMENT PROTOCOL

The special Venue (local) Disaster Risk Management Plans and associated Safety & Security Plans, guided by this Strategic DRM Plan, must be applied when any significant incident occurs, even to routine incidents, to provide for familiarity with the system, to be prepared for impact escalation and to be aware of present and probable future risks that exist. The special Venue (local) DRM Plans must be applied during exercises, as exercises and simulated incidents often involve artificial and real-time hazards, vulnerabilities, risks, problems and challenges that are similar in nature to those of actual incidents and emergencies.

Role-players and external organizations might amend the plan, but then such amendments would only be allowed to meet specific operational needs.

All Stakeholders and role-players (*including* those external organisations with which mutual aid or service level agreements have been entered into) must develop their own operational guidelines (Standard Operating Procedures) and plans which must integrate with the DRM and Safety & Security Plans. These would address both routine and unusual incidents based on the hazard and risk

assessment, that may occur within or in close vicinity of any venue. They should describe the options available for application according to the needs of each incident or emergency.

The specific aims of the CKDM Disaster Management Centre, in its role as the co-ordinator of this Plan, assisted by all the role-players with special responsibilities making up the DM Work stream are as follows:

- The CKDM Disaster Risk Management Centre is empowered by legislation to ensure overall integration and co-ordination of all relevant role-players involved in this plan, to identify, reduce, mitigate and effectively respond to any hazards with a disaster risk which may affect the safety of the public.
- To develop and produce a viable and integrated Disaster Risk Management Plan (DRMP) for CKDM to feed into the IDP.
- To ensure that synergy exists between the CKDM and Provincial and National Disaster Risk Management Plans and structures;
- To ensure that all role-players involved have developed and produced Disaster Risk Management Plans for their own spheres of operation which in turn are integrated into the CKDM Disaster Management Plan;
- To ensure that the relevant role-players are identified in all the organisations and that regular advisory forums and committee meetings are held to monitor and calibrate all DRM Plans;
- To ensure that adequate Venue Operations Centres, staffing and relevant reporting structures are established at all the major Venue;
- To ensure that regular simulations are held to refine all DRM Plans;
- To ensure that regular safety audits are undertaken at all Venue and that they are compliant with all fire safety and other applicable by-laws;
- To have secured and marketed an emergency communications call number for CKDM which in turn is linked to other national emergency communications numbers;
- To have implemented an awareness and education campaigns for the community and all visitors in terms of safety and disaster-risk issues, as identified in the CKDM DRM Plan; and
- To ensure that the CKDM Disaster Management Centre, Fire and Rescue Service, and ALL other Services dealing with safety are adequately staffed and have the necessary facilities and equipment available to be able to deal with any hazard with a high disaster-risk potential which **may** occur in CKDM.

b) DISASTER RISK REDUCTION AND PREPARATIONS

The main hazards which *may* have a potential disaster-risk impact are:

- Drought
- Extreme weather
- Floods
- Snowfalls

- Windstorms
- Disruption of electricity supply / power failure (sustained)
- Hooliganism / Civil Unrest / Rioting / Public Disorder
- Road traffic incident, including road transportation disruption/blockades/traffic congestion
- Structural collapse
- Hazmat incident or chemical or biological agents' or radio-active materials
- Fracking
- Uranium mining
- Bombing / explosion / terrorism
- Fire – structural or effects of pyrotechnics
- Aircraft incident
- Rail incident
- Disruption of water supply
- Disruption of sanitation & stormwater systems
- Disruption of solid waste removal services
- Epidemic / major infectious disease outbreak, including food safety issues
- Environmental pollution – ground / air / water
- Bomb threat / hostage-taking
- Disruption of commercial or governmental activities.

c) COMBINED DISASTER-RISK PROFILE QUANTIFICATION - ASSESSMENT & VULNERABILITY FOR EACH HAZARD

Hazard	Lead Discipline(s)	Probability Rating	Potential Impact Rating	Risk Rating	Vulnerable Area(s) /Population(s)
Drought	Disaster Management CKDM; Agricultural Org. All municipalities	4	4	8	Agricultural areas (Farming communities); All municipal areas
Extreme Weather	All municipalities Agriculture organisations	3	3	6	Towns (Communities); Transport Systems-N1, N12, R61;
Disruption of Electricity Supply / Power Failure (sustained)	ESKOM and Municipalities	3	3	6	All towns and some farms.
Disruption of Telecommunications and IT Services or Public Address or	TELKOM and Cell phone service provider	1	1	2	All areas Beaufort West
Hooliganism / Civil Unrest / Rioting / Public Disorder	SAPS and security services	3	2	5	All areas, especially at popular places
Crowd Surges / Crushing / Ineffective Crowd Management	SAPS and stadium security / stewards	3	2	5	All areas with venues for sport and other events.

Hazard	Lead Discipline(s)	Probability Rating	Potential Impact Rating	Risk Rating	Vulnerable Area(s) /Population(s)
Road Traffic Incident, incl. Road Transportation Disruption / Blockades / Traffic Congestion	Municipal Traffic, SAPS and Provincial Traffic	4	3	7	All arterial routes, especially, Transport Systems- N1, N12, R61
Structural Collapse	Municipal Fire and EMS	2	2	4	All stadiums, other popular areas, sport events etc.
Hazmat Incident or Chemical or Biological Agents' or Radio-active Materials' (CBR) Release	Municipal Fire and Disaster Management, EMS and SAPS	3	3	6	Transport Systems- N1, N12, R61
Bombing / Explosion / Terrorism	SAPS	2	3	5	All areas, esp. Popular Venues.
Fire – Structural or Effects of Pyrotechnics	All municipal fire services	3	2	5	All areas
Railroad Incident	Spoornet, SAPS, Disaster Management, municipal fire services	3	2	5	Railroads
Aircraft Incident	SAPS and Beaufort Municipal Fire Services, EMS and Disaster Management	2	1	3	Aircraft routs (North to South and South to North)
Land Subsidence	EMS and Municipal Fire Services	1	1	2	Transport Systems- N1, N12, R61
Disruption of Water Supply	All Municipal Engineering- Water and Sanitation Services	2	3	5	All towns
Disruption of Sanitation & Stormwater Systems	All Municipal Engineering- Water and Sanitation Services	2	3	5	All towns
Disruption of Solid Waste Removal Services	All municipalities, CKDM	2	3	5	All towns

Hazard	Lead Discipline(s)	Probability Rating	Potential Impact Rating	Risk Rating	Vulnerable Area(s) /Population(s)
	Environmental Health				
Epidemic / Major Infectious Disease Outbreak, incl. Food Safety issues	PG: Western Cape Health Department	2	3	5	All areas
	CKDM Environmental Health EMS Health Services, Disaster Management				
Environmental Pollution – Ground / Air / Water	All municipalities, CKDM Environmental Health	1	2	3	All areas
Bomb Threat / Hostage-taking	SAPS	2	3	5	All popular venues and areas
Disruption of Commercial or Governmental Activities, incl. Strike Action by personnel	Lead Discipline(s) dependant on origin and nature of disruption	2	2	4	All Towns
Floods	All municipalities and Disaster management;	3	4	7	Towns (Communities); Schools; Transport Systems- N1, N12, R61; Agricultural community.
	Agriculture, SANRAL, SAPS, EMS, Provincial Municipal traffic; Department Education				
Snowfalls	All municipalities Disaster Management	3	2	5	Towns (Communities); Schools; Transport Systems- N1, N12, R61; Agricultural community.
	Agriculture, SANRAL, SAPS, EMS, Provincial Municipal traffic; Department Education				
Windstorms	All municipalities Disaster management	3	3	6	Towns (Communities); Schools; Transport Systems- N1, N12, R61; Agricultural community.
	Agriculture, SANRAL, SAPS, EMS, Provincial Municipal traffic;				

Hazard	Lead Discipline(s)	Probability Rating	Potential Impact Rating	Risk Rating	Vulnerable Area(s) /Population(s)
	Department Education				

DISASTER RISK PROFILE FOR CENTRAL KAROO DISTRICT

d) OPERATIONAL PLANNING

The following table gives an indication of the action plans and the timeframes associated with these plans for the implementation of the functions of the Disaster Management Unit:

Main activity	Timeframe	Deliverables
Review of Disaster Management Plan	June 2022	Disaster Management Plan Review
Community Risk assessment Prince Albert Municipality	June 2022	Disaster Manager to deliver risk assessment.
Establishment of permanent firefighting units at Municipal and District level	June 2022	All municipalities. to commit through LG Shared service program
Review of Disaster Management Contingency plans	June 2022	All first responders to approve plans.
Host awareness programs	Quarterly	Effective disaster management
District Disaster Management Advisory Forum meetings	Bi-annually	Effective disaster management
Inspection of industrial premises.	10 x annually	Effective disaster management
Training of emergency personnel	Bi-annually	Effective disaster management

ACTION PLANS FOR IMPLEMENTATION

3.9.4 Integrated Waste Management Plan

Waste management is a challenge in the Central Karoo District. It is in this regard that the CKDM must coordinate waste management strategies with local municipality to achieve efficiency and sustainability in dealing with waste management challenges and issues. It must be remembered that waste management is the basic service that the municipalities should provide to its people and this mandate is provided in the Constitution of the Republic of South Africa, 1996 Section 24, Municipal System Act 32 of 2000 and National Environmental Management: Waste Act 59 of 2008. The CKDM must develop an Integrated Waste Management Plan (IWMP) as an environmental management tool for waste management in the District and this could be followed by developing Regional Waste Disposal Facilities.

Illegal dumping, littering, poor waste collection service, lack of capacity for waste management services and shortage of skills, budget allocation for waste management services are major challenges the CKDM is experiencing.

The CKDM does not have a dedicated department for waste management, however, the service is situated within the Municipal Health Services (MHS) section, where a designated Waste officer is stationed.

Waste Management Awareness and Education

DEFF has deployed Local Government Support (LGS) Official (Control Environmental Officer) responsible for environmental management in the District and Youth Environmental Coordinators (YEC – YCOP) at all local municipalities in the District to assist with educating communities on issues of waste management and pollution control. Awareness campaigns aim to encourage communities to adopt more responsible attitudes towards waste and to deal with it in ways that are more sustainable. These campaigns focus on the problem of litter, promoting the avoidance and minimisation of waste and pollution, greening the environment of communities to enhance the aesthetic beauty of local areas and to build a culture of cleanliness in their communities. The campaigns also promote recovery and recycling at source. These officials mostly use environmental calendar Weeks/Days for sharing of environmental information and community education programmes.

Recommendation for effective waste management

The CKDM must develop an IWMP to facilitate waste management efficiency and sustainability. The following aspect must be considered for effective waste management in the District:

- Integrated Waste Management Plan must be developed;
- Coordinate review, update and development of by-laws in local municipalities to align with waste legislation;
- Implementing a regional approach to waste management;
- Improve levels of compliance, enforcement and performance at waste management facilities;
- The District must encourage local municipalities to develop tariffs systems for waste disposal at landfill site and promote recycling or waste diversion methods;
- Encourage local municipalities to allocate enough budget for waste management services; and
- Assist local municipalities in application to use MIG to purchase compactors trucks and landfill site yellow fleet with the date of submission of the technical assessment report to both Province and National being the 31st May of each year.

The main goal of integrated waste management (IWM) planning is to optimise waste management in the Central Karoo District by maximising efficiency and minimising financial costs and environmental impacts.

The IWMP underline the following principles of the National Waste Management Strategy:

- The prevention of waste generation;
- The recovery of waste of which the generation cannot be prevented; and
- The safe disposal of waste that cannot be recovered.

The plan addresses all areas of waste management – from waste prevention and minimization (waste avoidance) to its collection, treatment, recovery and final disposal. It will not only address the practicalities of waste management, but also the issues of public education and changing concepts, as these are vital to a successful management system.

The compilation of an IWMP by a local authority enables the authority to spell out what its intentions are and how it proposes to achieve these goals. It sets milestones which it hopes to achieve and then submits its IWMP to the relevant provincial authority for approval and acceptance.

The IWMP will then be implemented to the best of the local authority's ability, subject to financial constraints imposed by budget restrictions and sustainability of services rendered. Proper monitoring of the development and implementation process will be necessary to gauge successful milestone achievements.

A regular review process is necessary to ensure that the objectives of the plan are met over a period of time. The Central Karoo District Municipality has already taken a decision in to investigate the possibility to establish a regional landfill facility to accommodate household waste from the municipalities in the District.

The District Municipality is not responsible for delivering waste management services, however will be responsible for the management of a Regional Landfill Facility when it is operational in the future.

Sustainability and improvement of waste management services remains a significant challenge for municipalities in the Central Karoo District.

The rapidly growing quantities of garbage dumped in our communities in the Central Karoo District also pose a threat to human health and the environment.

The improper management of solid waste sites, as well as littering in some of our communities are one of the main reasons for the environmental pollution and degradation of these communities.

Second Generation Integrated Waste Management Plan

The Integrated Waste Management Plan (IWMP) second generation was approved by council on 24 February 2016 and is currently being implemented.

An application for funding for the review of the 2nd Generation IWMP to a 3rd Generation IWMP has been submitted to DEFF and has been approved, we are awaiting the Department to conclude its SCM processes for the planning of this project to commence.

3.9.5 Climate Change Response Strategy

a) INTRODUCTION AND BACKGROUND

Climate change is already a measurable reality in South Africa and considered to be one of the greatest economic and environmental challenges of our time. Climate change is undermining development gains and will continue to place pressure on critical resources throughout South Africa. The percentage of global government's Gross Domestic Product (GDP) that is likely to be lost or redirected to recovering from climate related disasters is likely to increase to 5% - 20% of GDP by 2100¹.

The only way to effectively respond to this threat is to include climate change into all our activities at all levels of government to ensure that we continue to provide safe communities with access to services and opportunities that are appropriate in a new climate regime and that will increase our social and economic resilience. Our past approaches to engineering, planning, social and economic development are fast becoming outdated, and there is decreasing suitability to the new climate within which our communities find themselves. A lack of resilience and inability to adapt will contribute to

the increased susceptibility of human and natural systems to the adverse effects of climate change and impact our economic potential negatively in many regions. However, with rapid and early action we can decrease vulnerability and improve the longer-term outlook.

The Central Karoo is inherently a resource scarce region and has historically always had a harsh climate to which our communities and sectors of the region have been able to adapt. However, the economy of the Central Karoo relies predominantly on the ecosystems of the region to provide functional ecosystem services such as productive soils, adequate water, pollinators etc.

Central Karoo's contribution towards climate change in terms of Greenhouse Gas emissions has also been relatively low in comparison to other regions, yet because of the already marginal environment it is an area that will likely be impacted early by climate change. Whilst the Central Karoo can to some extent contribute to a decrease in emissions¹ they can contribute most by providing opportunities to other parts of the country through ample wind and solar potential, and by undertaking urgent and proactive long-term adaptation that will increase their own resilience. The values and vision of the Central Karoo District are critical in the context of a changing climate, and it is critical to assess whether these are compatible with a new climate norm.

b) THE WESTERN CAPE CLIMATE CHANGE MUNICIPAL SUPPORT PROGRAMME

The effective implementation of the National Climate Change Response White Paper (NCCRWP) and the Disaster Management Amendment Act No 16 of 2015 (DMAA 2015) is dependent on the efforts of provincial and local governments. In fulfilment of this, the Western Cape Government reviewed and revised its original Climate Change Response Strategy (2008) in 2014 to be in line with the NCCRWP². As part of this, and as the result of an expressed need from municipalities in the Western Cape for support on climate change, the Climate Change Municipal Support Programme was initiated in 2012 to support municipalities with the development of Climate Change Response Plans /Frameworks.

Initially there was a call for interest to all municipalities, and the Western Cape Provincial Government worked with the municipalities who answered the call in developing first generation Sustainable Energy Plans (in 4 municipalities) and Adaptation Plans (2 local municipalities and 1 district municipality). In 2013/14, the approach was modified to focus on developing high level responses at a District level, to subsequently then be rolled out to the local level. The approach has also shifted to an integrated climate change response (combining mitigation and adaptation) – which is now international best practice particularly at the local level. West Coast District was the first to follow this integrated climate change response approach, and this Central Karoo District framework follows suite.

These strategies, plans or frameworks should be adopted by the municipal Council with all elements mainstreamed and fully integrated into municipal master plans [Integrated Development Plan (IDP), Spatial Development Framework (SDF)], the Disaster Management Plans (as per DMAA 2015) and sector plans, as well as into cooperative government sector plans and implementation budgets [i.e. Municipal Infrastructure Grants (MIGs), Environmental Protection and Infrastructure Programmes (EPIPs) etc.].

The intention is that this framework is the initial phase of much more ongoing work to be undertaken and should be an enabling launching platform of more comprehensive climate change engagements for the District, in collaboration between different tiers of government and by including all

¹ The Central Karoo District contributes 1% to the total CO₂ emissions (from the energy sector) in the Western Cape.

² Changes in accordance with the DMAA 2015 will take place in the next review.

stakeholders in the region (farming communities, NGOs, CBOs, etc.) to provide landscape wide climate change responses.

Climate change response is about reducing vulnerability to climate change, developing adaptive capacity to cope with what can't be avoided, and reducing GHG emissions. Climate risk is relatively high in the Central Karoo as it is an arid area that has always been prone to drought situations.

Climate related disasters have substantial financial implications, and climate change in general could have far reaching long term economic consequences for the viability of the region. Climate-related impacts such as drought, flooding, snowfall, wind, fires and extreme heat are not new to the Central Karoo District but they are likely to be exacerbated, as well as increasing in frequency and severity.

c) CLIMATE CHANGE IN THE CENTRAL KAROO

While the Western Cape climate is classed as Mediterranean (predominated largely by a winter rainfall region), the Central Karoo is a diverse region that spans both this Mediterranean influence, and that of the summer rainfall regions of the Northern part of the country. A study by the Climate Systems Analysis Group (CSAG) at the University of Cape Town (UCT 2008) modelled the impact of the expected climate change for the Western Cape for the 2030 - 2045 period². The following climate changes are projected (relevant to CKDM which does not have a coastline):

Projection	Example of Possible Impacts
Higher mean annual temperature	Increased evaporation and decreased water balance (i.e. even in wetter years, the evaporation rate will be much higher than in the past contributing to the overall drying effect); Increase wild-fire danger (frequency and intensity).
Higher maximum temperatures, more hot days and more heat waves	Heat stress on humans and livestock; Increased incidence of heat-related illnesses; Increased incidence of death and serious illness, particularly in older age groups; Increased heat stress in livestock and wildlife; Decreased crop yields and rangeland productivity; Extended range and activity of some pests and disease vectors; Increased threat to infrastructure exceeding design specifications relating to temperature (i.e. traffic lights, road surfaces, electrical equipment, etc.); Increased electric cooling demand increasing pressure on already stretched energy supply reliability; Exacerbation of urban heat island effect.
Higher minimum temperatures, fewer cold days and frost days	Decreased risk of damage to some crops and increased risk to others such as deciduous fruits that rely on cooling period in autumn; Reduced heating energy demand (although extremes may still occur); Extended range and activity of some pests and disease vectors; Reduced risk of cold-related deaths and illnesses.
	Decreased average runoff, stream flow;

² The timeline parameter for the response strategy is the 2030 – 2045 period. 2030 is the earliest anchor year to which climate change projections can realistically be scaled back from global climate models, which look at 2045 and beyond. 2030 is also a time horizon within which policy, economic and business decisions can realistically be made.

Projection	Example of Possible Impacts
General drying trend in western part of the country	Decreased water resources and potential increases in cost of water resources;
	Decreased water quality;
	Decrease in shoulder season length threatening the Western Cape fruit crops;
	Increased fire danger (drying factor);
	Impacts on rivers and wetland ecosystems.
Shifts in Seasonality	Shift in onset of the rainy season, causing planning challenges for agriculture.
Intensification of rainfall events	Increased flooding;
	Increased challenge to storm water systems in urban settlements;
	Increased soil erosion;
	Increased riverbank erosion and demands for protection structures;
	Increased pressure of disaster relief systems;
	Increased risk to human lives and health;
	Negative impact on agriculture such as lower productivity levels and loss of harvest.

CLIMATE CHANGE PROJECTIONS

d) Future Climate Changes in the Central Karoo

Summer rainfall processes are likely to change under a warmer climate. It is expected that higher temperatures and humidity will drive more intense summer convective (thunderstorm) rainfall events in the future. However, it is not yet clear whether the large-scale circulation patterns that are also required for thunderstorm activity will become frequent over the Western Cape in the future. Hence there remains some uncertainty around changes in mean annual rainfall in the summer rainfall regions. Both an increase and a decrease in rainfall should be considered in planning and development.

The Central Karoo with its erratic, low rainfall and low runoff, has only a moderate water storage capacity and there is a high reliance on groundwater. This region is expected to be quite responsive to either drying or wetting and shifting rainfall patterns when compared to many other parts of the province. The low water storage capacity and heat stress (and evaporation) renders it vulnerable to periods of low rainfall.

Future temperature increases are a certainty. The greatest increases will occur inland in regions like the Central Karoo. Expected increase in mean annual temperature across the province for mid-century (35 years away) are between 1.5°C and 3°C, with the Central Karoo likely tending towards this upper part of this range. Both maximum and minimum temperatures will increase.

e) Central Karoo climate change impacts, risks and responses

During the first stakeholder workshop undertaken in the development of this framework the CKDM and local municipal officials identified sectors and local government line functions that would be affected by climate change. The District officials identified the following sectors as those that are likely to be vulnerable to climate related impacts and require responses:

- Economic development
- Social Development

- Political sphere
- Planning
- Public safety
- Disaster management
- Water management
- Health
- Agriculture
- Tourism
- Housing and infrastructure
- Transport
- Energy / electricity
- Biodiversity conservation
- Future mining
- Waste management

Essentially all sectors and spheres of government are either vulnerable or at risk to climate change or can contribute towards reducing energy use and greenhouse gas emissions, reinforcing that climate change response is a strategic level challenge that cannot be left to environmental staff to deal with, but one that should be coordinated from the Mayor's office, or that of the Municipal Manager.

The following climate related hazards for the Central Karoo were discussed as those that have had a profound impact on the region in the past, and are likely to be exacerbated in future:

- Fire
- Drought
- Floods
- Snow
- Shift in Seasons
- Storm events (including lightening and wind)
- Increased number and extent of heat days

Based on the above identified areas of vulnerability and climate risks, various sectoral themes were discussed in terms of what impacts have been observed in the past.

3.9.6 Environmental governance

Environmental governance is embodied in South Africa's environmental legislation. Hence, the South Africa Constitution, 1996 together with various other pieces of legislation places a responsibility on all municipalities to address environmental issues at local level. The CKDM must embrace environmental governance principle of fairness, accountability, responsibility and transparency as they are important ingredients for sustainable development. If municipalities are to realise the duty and objective of promoting a safe and healthy environment, they should start the process of generating environmental policies as a matter of urgency. Such policies must take into account the provisions of the Constitution, 1996 to ensure that all sphere of government must co-operate with one another by co-ordinating their actions and legislation with one another (RSA 1996:19).

The CKDM have established the CKDM Environmental Management Forum (CKDM-EMF) within its institutional structure. The forum is scheduled to meet quarterly every year. The forum is used to tackle environmental challenges and issues, strategies ways to deal with environmental challenges,

reporting on environmental activities in the District. The District also participates in other environmental forums in the province and nationally.

The CKDM does not have a dedicated environmental unit/structure/department responsible for environmental management in general, but it does have a designated waste officer/manager/AQO station within the EHP section and also supported by DEFF Local Government Support programme which deployed a Control Environmental Officer (CEO) in the name of Munyai Choice. In addition, the Youth Community Outreach Programme (YCOP) is now part of the Local Government Support (LGS) where DEFF has deployed the Youth Environmental Coordinators (YEC) in all local municipalities in the District.

The CKDM is now in the process of recruiting an Environmental Control Officer (ECO) whom will be responsible for environmental functions in the District. The CKDM must build a positive working relationship with its local municipalities as a vehicle to coordinate and cooperate in dealing with environmental challenges and issues as a token to share ideas, resources and skills.

Lack of capacity and limited budget allocation for environmental functions is a challenge that must be addressed as a matter of urgency in the District. Municipal politicians and officials need training in environmental and sustainable development concepts and issues. Furthermore, environmental education and awareness activities within the District are limited in scope, generalised and undertaken with limited resources. An environmental education and awareness strategy is a significant tool to assist in this regard.

Public participation in the District is conducted in ward committees where communities share ideas on expectations from the municipalities regarding issues pertaining to environmental challenges or issues like illegal dumping, litter and alien invasive species within their households and farming communities. Local newspapers, social media platforms such as Facebook, WhatsApp, and local radio are used to communicate or share important communication from the municipality to the people and vis versa.

3.9.6.1 Integrated environmental management tools and environmental programmes

The CKDM development agenda must incorporate environmental management from planning to implementation or operation of activities that are development oriented. This will assist the District environmental designated officials to provide environmental planning advice and requirement that will help the District with compliance with and enforcement of environmental legislations.

The CKDM must at all times incorporate Environmental Impact Management (EIA) in all development and construction activities as a tool to manage environmental impact in the District. This will safeguard threatened critical biodiversity areas (CBAs), conservation areas, environmental degradation, air quality management, waste management and waste resources management.

The District lack of up-to-date environmental policies or sector plans that are vital instrument for environmental management is a challenge that must be addressed urgently. Most of the sector plans are outdated or due for review or were never developed. The District must develop the following sector plans IWMP, AQMP, Open Space Management Plan, Alien Invasive Eradicating Plan and By-laws.

3.9.6.2 Environmental management intervention from sector departments

Sector department such as DEFF, DEA&DP, Public Works, Rural Development and Agriculture play a vital role in the District by providing environmental management programmes that assist the municipalities in resolving their environmental issues and challenges. DEFF will be launching Greening and Cleaning Programme within the local municipalities later this year (2021) in the District and the process is being coordinated from DEFF national office, DEA&DP provincial office and CKDM, with recruitment process of 60 participants per local municipality underway, waste picker programme for DEFF another waste management programme to benefit waste pickers as a COVID-19 programmes to address challenges faced by waste pickers during the period of Covid-19 pandemic.

3.9.7 Integrated Transport Plan

The preparation of the Central Karoo District Municipality Integrated Transport Plan is for the jurisdiction of the entire District Municipality, and includes the jurisdictional areas of Beaufort West, Laingsburg, and Prince Albert Local Municipalities. The District Municipality is sparsely populated with vast distances between settlements making it the smallest in terms of population whilst, on the other hand, accounting for more than 30% of the province's land area. The region is located on the arid Great Karoo plain sandwiched between the Swartberg and Nuweveld Mountains. Its economy is service based although the region has long been a centre for sheep farming.

The Plan is currently under review. A commitment was made by the Department of Public Works and Transport during the JDMA engagements to assist the CKDM with the integration of its sector plans and the ITP.

3.9.8 Communication Strategy

Poor communication and poor accountability relationships with communities from Municipal structures has consistently remained at the forefront of government's development challenges. The 2009 State of Local Government Report (SLGR) represents the outcomes of a country-wide assessment performed to determine the current state of Local Government. The findings of the report, in respect to public participation and communication, indicate that many Municipalities have been unable to provide effective leadership in developing and communicating a common vision amongst communities and stakeholders.

Municipalities were found to practice inadequate community participation and to be ineffective in mediating expectations, mobilising and supporting communities to tap into state and non-state resources. This stems from the trend of Municipalities to make limited investments in public participation strategies, structures, and processes including communication and complaint management systems. To improve communication between Government and communities, Municipalities must institutionalise communication structures, processes and systems for structured, direct and regular communication with local communities.

A Communication Strategy is, therefore, necessary to enable the Central Karoo District Municipality to address the above shortcomings. The Communication Strategy provides the framework for communication planning. It allows the Communication Manager / Official to establish a framework against which on-going communication decisions are tested. It also produces a profile that can be used

to identify the right problems to solve and to prioritise areas or issues for which communication plans are to be developed. The strategy determines what the Communications Unit should be doing (communicating) in support of the Municipality's overall objectives and aligned to Provincial and National Government objectives.

The core functions of the CKDM Communication Strategy are to contribute towards the realisation of the following **developmental objectives** as captured in Council's Strategic Objectives (SO's) and underpinned by the principles of transparency, openness, participatory democracy and direct communication with stakeholders:

- To improve and maintain district roads and promote effective and safe public transport for all
- To deliver sound administrative and financial services, to ensure viability^[SEP] to plan to minimize the impact of social ills, disasters and improve public safety in the region
- To establish an inclusive tourism industry through sustainable development and market which is public sector led, private sector driven and community based
- To build a well capacitated workforce and skilled employable youth and communities^[SEP]
- To pursue economic growth opportunities that will create descent work
- To facilitate good governance principles and effective stakeholder participation
- To promote safe, healthy and socially stable communities in an environment conducive to integrated and sustainable development

3.9.7 Municipal Infrastructure Support Agent (MISA)

MISA, as an Agent to DCoG has been mandated to provide technical support to municipalities in realizing the Pillar 2 and to a reasonable extent to Pillar 5 target in cooperation with relevant stakeholders. In delivering its mandate, MISA has specifically defined 7 key areas of providing support to the municipalities clustered in 3 sub-programmes, viz., Infrastructure assessment and analysis, Technical support and Infrastructure coordination. A dedicated planner has been assigned to the Central Karoo District and all its local municipalities.

The function of MISA includes:

- To support municipalities to conduct effective infrastructure planning to achieve sustainable service delivery;
- To support and assist municipalities with the implementation of infrastructure projects as determined by the municipal Integrated Development Plans (IDPs);
- To support and assist municipalities with the operation and maintenance of municipal infrastructure;
- To build the capacity of municipalities to undertake effective planning, delivery, operations and maintenance of municipal infrastructure; and
- Any functions that may be deemed ancillary to those listed above.

MISA allocated one Civil Engineer, one Electrical Engineer and Town and Regional Planner to Central Karoo District and its local Municipalities. The main areas of technical support entails: -

Civil engineer:

Assisting with planning and implementation of current MIG projects:

- Laingsburg New 2ML Reservoir and associated pipework;

- Laingsburg Göldnerville Water Pipeline;
- Göldnerville New High Mast Lighting;
- Planning and implementation of WSIG project, i.e. Laingsburg WWTW Sludge Basins;
- Water supply from the fountain, in parallel with the DLG Drought engineer;
- Assistance to limit unaccounted for water towards a meter replacement plan; and
- Water and Wastewater Master Plan by consultants.

Electrical engineer:

- Assisting Laingsburg Municipality with assessment and planning of electrical projects;
- Assisting Prince Albert Municipality with installation of standby generators for water and waste treatment plants; and
- Assisting with the drafting of Prince Albert Municipal Electricity Operations and Maintenance Plan.

Town and regional planner

- Strengthening capacity in the Human Settlement, Local Economic and Town Planning unit
- Development of sector plans (i.e. LED, HSP).

Current projects: -

- Assistance with the development of the Laingsburg Municipality Local Economic Development Strategy; and
- Assistance with the development of the Beaufort West Municipality Local Economic Development Strategy.

3.9.8 Central Karoo District Safety Plan

Background and Legislative Framework

South Africa is a highly criminalised state and rank very high in the world for its brutal killings. The Western Cape has over the years taken the shameful position of being the murder capital of South Africa. This situation has prompted the Western Cape government to take drastic and active steps towards reversing this situation and create a more - safer province for its people and those visiting our province.

A district community safety plan has been developed. This plan is currently under review and will be thoroughly discussed with local municipalities and other key stakeholders. The draft plan will be presented at the Central Karoo District Safety Forum launch. After this there will be consultations with all stakeholders per local municipality.

Chapter 11 of the South African Constitution provides that safety and security is a fundamental responsibility of the whole of the state, including local government. In terms of section 152 of the Constitution of the Republic of South Africa, 1996 the following are objects of local government:

- Provide democratic and accountable government for local communities;
- Promote a safe and healthy environment; and

- Encourage the involvement of communities and community organisations in the matters of local government.

Vision and objectives

Vision

“Communities staying, living, playing and working in a safe environment”.

It should be noted that this a vision has to be consulted with stakeholders.

Objectives:

- To ensure structured and organised stakeholder involvement
- To ensure safe neighbourhoods, farms and town settlement areas
- To encourage and ensure safe communities for the development of our economy
- To encourage and support youth and children involvement in sports, arts and recreational activities
- To assist and support the creation of safe schools within our communities
- To create champions in the various sports disciplines / codes.

Crime statistics

The safety plan outlines crime statistics and trends as depicted from the Local Government Socio – Economic Profile. The South African Police Services and Statistics SA published the country’s crime statistics for 2018/19. These statistics show which crime type of criminal activities increased / decreased in the whole of South Africa. All contact crimes saw an increase including murder, sexual offences, attempted murder, assault, common robbery etc.

NB: Crime statistics have been further discussed in previous section under Safety and Security.

From crime ridden to safe communities

Our society does not care for its women and children as they should. Transforming this situation is rather a huge task. We are having highly criminalised communities and this can be attributed to a range of issues. These require collaboration and partnerships developed.

Two key most interventions in changing this situation requires at least the following: -

- Political Leadership, and
- Innovation and Creativity

This is a huge challenge but as a united and strong community we can achieve our hope and aspiration for a safe and crime free society. The safety plan emphasises the need that our political leadership should work as a united collective in a cooperative manner. Hence it is a non-partisan political leadership that can achieve the required results. There is also an emphasised need for vertical and horizontal alignment.

Social challenges like poverty alleviation and food production together with employment and job creation are put high on the list of areas we need to focus on as a municipality. The issue of safe schools and protection of farm areas has a more urgent economic focus, though social.

We further on need to be more innovative as we seek solutions to our challenges. The plan recognises the fact that solutions are available and found between the ordinary citizens and henceforth they need to be encouraged to participate. We therefore need to encourage youth to be organised and structured for more effective participation.

Institutional arrangements

A more structured and institutionalised approach bears more positive and good results than a silo approach. Creating safe communities has therefore to be institutionalised, especially within the municipal council. Institutionalisation is very critical as it ensures amongst others that there is proper arrangements in place like:

- Giving clear properly structured mandate
- Getting and engaging of reports from officials
- Collectively agree on the allocation of resources to programmes and projects.
- Jointly agree or disagree on interventions required during emergency

A range of institutionalised structures are identified here in this section. Some of these established structures shall have clear terms of reference to ensure roles are clearly understood.

This section also discusses the various reporting lines and structures by the safety coordinator. This also includes the structures established with the community.

Stakeholders in safe communities

It is of paramount importance that we identify most, if not all, stakeholders to be involved in the creation of safe communities. Nobody should feel excluded and that each and every individual should be encouraged to participate.

The documents outline all of the stakeholders, key amongst which are:

- Youth organisations
- Children organisations
- Farmer organisations
- Church organisations
- Sports formations
- Business Chamber/s
- Labour organisations
- School Governing Bodies and others
- Ward Committees

The Crime Prevention Approach

Every citizen of the Central Karoo district is inherently guaranteed of, and has, a constitutionally entrenched right to safety. There are therefore three aspects that we are focusing in this regard:

- Law enforcement
- Crime environment
- Social environment factors

Local municipalities are encouraged to individually, in conjunction with their stakeholders, especially the safety forums, develop programmes and actions on how the above factors will be dealt with in creating safe communities.

The safety plan document discusses each of the three factors and come up with specific suggestions as a guide for local municipalities to use. A random survey amongst community members and stakeholders should be conducted.

Mediation

The document clearly outlines dispute resolution as one key aspect towards the creation of safe communities and the prevention of crime. The absence of war does not mean that there is peace. It is critical therefore that we deal with the issues that have potential to cause chaos and turn our communities into a “war zone”.

The fact that municipalities deal with various kinds of people it is critical that it looks at how it conducts its business. Hence the issue of service standards and charters to deal with these matters pro-actively.

The District municipality must assist and support the local municipalities especially in identifying potential conflict areas. Mediation is seen to be one of the most important ways of ensuring and keeping peace between individuals, groups and organisations.

Safety in the context of the IDP

The District Safety Plan, its development and implementation fall directly under the custodianship of the Directorate; Corporate and Strategic Support Services. The sub department, Strategic Support Services is task with the day-to-day responsibilities associated with the plan. There are therefore work streams that will focus on the following: -

- To ensure overall integration and co-ordination of all relevant role players involved with the plan. This is to identify, reduce, mitigate and effectively respond to any hazards or risks that may affect the safety of the public; and
- To ensure that the CKDM Disaster Management Centre, Fire and Rescue Services, South African Police Services and all other services dealing with safety are adequately coordinated, staffed and have the necessary facilities and equipment available to be able to deal with any hazardous or safety threatening situation.
- The District Communication and Public Participation strategies should ensure that the communication of the realisation of the municipality’s developmental and strategic objectives are done properly.

This is encapsulated as one of the District municipality’s strategic objectives which are to:

- Promote socially stable communities, safe roads, minimise impact of disasters and improve public safety.

The principles of transparency, openness, participation and communication with stakeholders should at all times be upheld. The assessment of the District IDP process has revealed the inadequate level of public participation. Municipalities are encouraged to look at how new and innovative measures can be found to improve this situation. Poor public participation processes pose a risk to both the stability and development of the communities and municipality in general.

Any plan can only mean something when it is implementable and ultimately implemented. This is further on strengthened by effective monitoring and evaluation mechanisms put in place in order to succeed.

Chapter 4 Spatial Development Framework

4.1 Spatial analysis

This chapter includes details of the current status of the Municipality in order to identify what needs to be addressed to turn around the existing position.

The jurisdiction of the Central Karoo District Municipality (as a category C municipality) covers an area of 38 854 km², which is also 27.7% of the total area that constitutes the Western Cape Province.

This district municipal area is the eastern-most district municipality within the Western Cape, and borders on the Northern Cape and Eastern Cape provinces. There are 3 category B municipalities within the category C municipality, viz. Beaufort West, Laingsburg and Prince Albert.

The following main towns in these category B municipalities represent an even spread throughout the District as central places and agricultural service centres: Beaufort West, Laingsburg and Prince Albert. Beaufort West is by far the 'largest' of these towns, i.e. more than double the amount of people living in the other two towns. The closest major cities to these towns are Cape Town, approached from the western segment of the municipal area, and Gqeberha (Port Elizabeth), approached from the eastern segment.

Each of the three towns plays a particular role in the regional economy with little change over time in the nature and extent of these roles. However, the introduction of renewable energy generation and the Square Kilometer Array project in the greater Karoo region, as well as possible exploration for shale gas, will add value to the GDP within certain economic sectors and, by implication, change the composition and character of the towns.

The key spatial structuring elements of the administrative boundaries of the municipal area are the Swartberg Mountains in the south and the service areas, as central places, of the sparsely populated towns to the north. Hence, the municipal area is 'stretched' alongside the mountain range in an east-west orientation and includes the 'first line' of central places to the north thereof.

The key economic structuring elements are the national road and railway line that bisects the area in a northern and southern segment.

The town of Beaufort West is regarded as a primary regional service centre with Laingsburg a regional service centre and Prince Albert a service centre (see map below).



4.2 The bio-physical and natural environment assessment

The CKDM covers a total area of 38 852km², making it the largest district municipality in the province. It stretches approximately 400km from its furthest southeast point to its furthest northwest point, and includes the towns of Beaufort West, Laingsburg and Prince Albert (also the names of the 3 local municipalities within the District). The Central Karoo is a low rainfall desert region, located on South Africa's central high-plateau and in the rain shadow of the Cape Fold mountains.

It is classified as a cold desert climate (BWk) in terms of the Koppen climate classification. This means that a dry climate prevails, with generally low relative humidity. Rainfall generally falls predominantly from thunderstorms that occur in late summer (peaking in March), with the mountainous areas in the far northeast receiving the most rains. Summer days can be brutally hot, with day-time peaks occasionally reaching 40 degrees Celsius, although early summer mornings are often cool and pleasant. Winter days are mild and warm, with the nights and mornings being cold – often experiencing frost.

The Central Karoo is known for its fresh clean air, wide open cloudless skies and spectacular night-time sky, showcasing a night sky that is often seen anew by visitors due to its superb clarity and expanse.

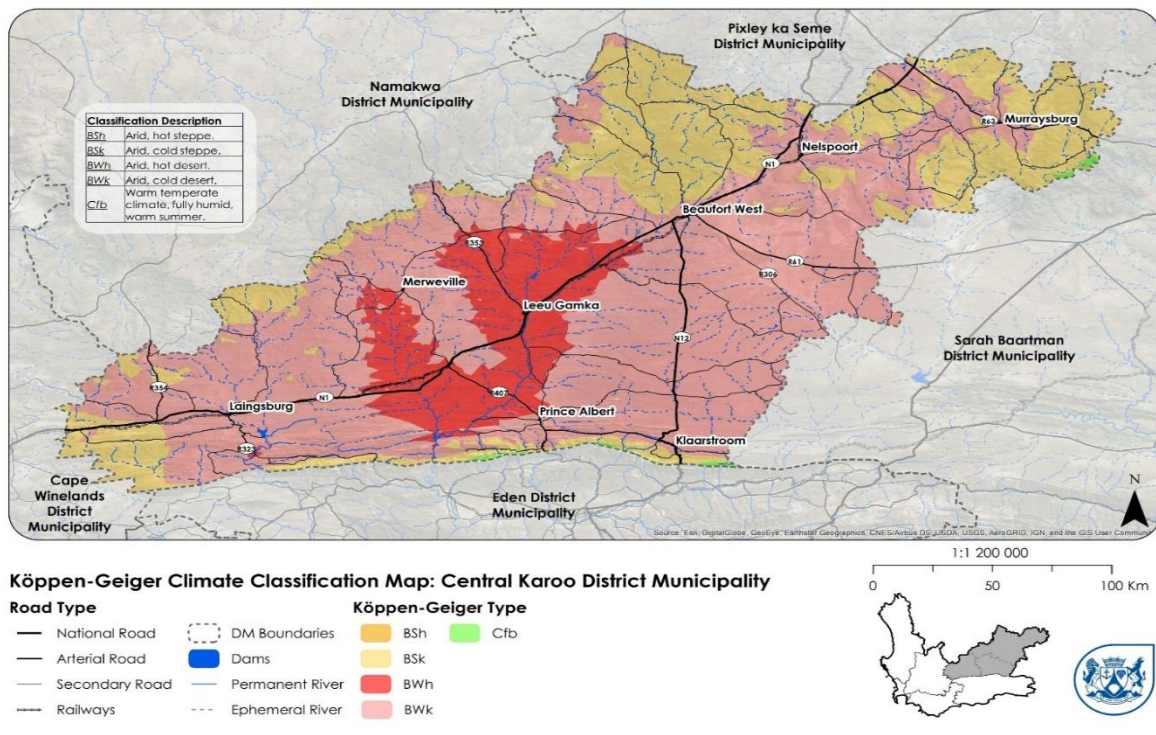
The area's vegetation is xerophytic in nature. That is, the vegetation is particularly drought-hardy; and mostly composed of flora and fauna from the Nama-Karoo biome, with some Succulent Karoo and Fynbos.

The CKDM is surrounded by the Garden Route District Municipality to the south (Western Cape), the Cacadu District Municipality to the east (Eastern Cape), the Pixley-ka-Seme District Municipality in the north and the Namakwa District Municipality in the north-west (Northern Cape).

4.3 Climate change

The Central Karoo is a low rainfall desert region, located on South Africa's central high-plateau and in the rain shadow of the Cape Fold Mountains. It is classified as a cold desert climate (BWk) in terms of

the Koppen climate classification, which is the most widely used climate classification systems in the world as can be seen from the map below.



This means that a dry climate prevails, with generally low relative humidity. Rainfall generally falls predominantly from thunderstorms that occur in late summer (peaking in March), with the mountainous areas in the far north-east receiving the most rains. Summer days can be brutally hot, with day-time peaks occasionally reaching 40 degrees Celsius, although early summer mornings are often cool and pleasant. Winter days are mild and warm, with the nights and mornings being cold – often experiencing frost.

The semi desert conditions which prevail within the Central Karoo are a result of the harsh arid climate. The average annual rainfall for the District is 260 mm per annum. The highest rainfall occurs to the south with the Groot Swartberg Mountain range, on the north-eastern side of the municipality, which receives between 500 to 700 mm per annum. Despite this, approximately 75% of the remaining region receives less than 200 mm per annum. The majority of the rain falls during between November (late spring) and April (early autumn), peaking in the late summer months of February and March.

Climate change is expected to produce higher temperatures with lower rainfall in the medium to long term, with concurrent higher levels of evapo-transpiration. Wind velocities are also expected to increase. These conditions will result in a reduction in Karoo vegetation with a potential increase in fires. Additionally, agriculture is expected to be negatively impacted with a decline in productivity and yield, resulting in a potential economic downturn in the region or the need to adopt far more drought-tolerant farming practices, plants species and approaches.

5.3.1 Water resources and hydrology

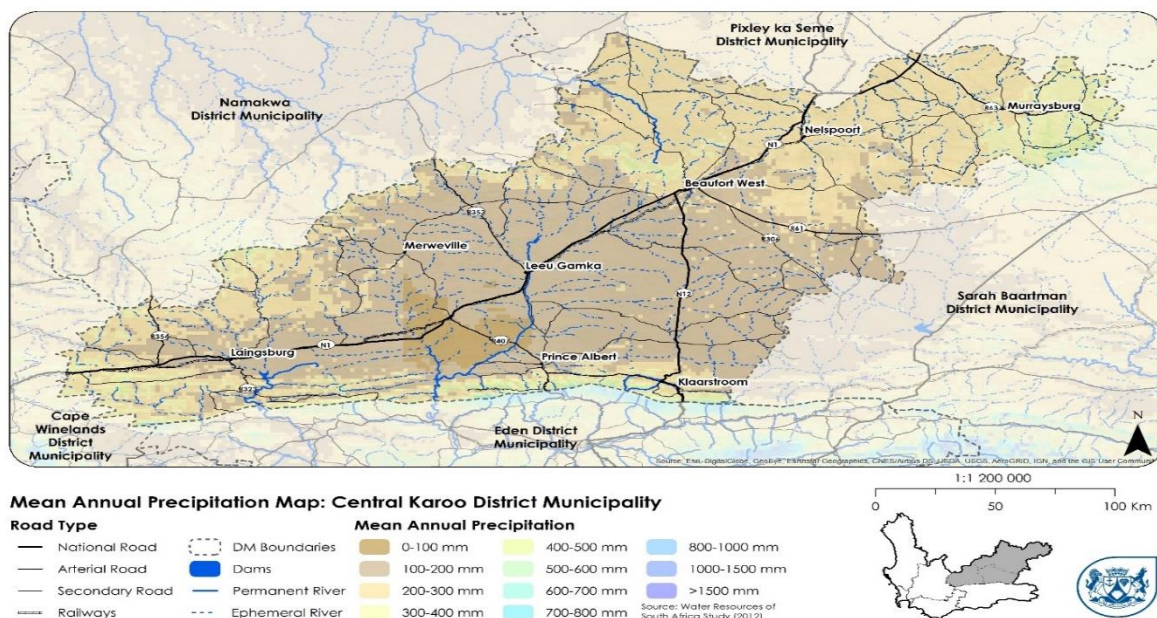
Most of its rainfall occurs in the summer during the months of February to April. The dry climate and erratic rainfall lead to surface run-off in the form of flash floods which fill up the usually empty dams.

Due to the scarce precipitation and subsequent surface run-off, ground water sources are the primary source for the supply of potable water.

The region is currently experiencing a deep and prolonged drought of significantly below average rainfall and very low to empty dams, making ground water even more important in the region. The importance of episodic drainage lines and non-perennial streams as ecological infrastructure should not be underestimated in this regard. This ecological infrastructure provides significant ecosystem services by assisting in the conveyance of good quality water to various dams.

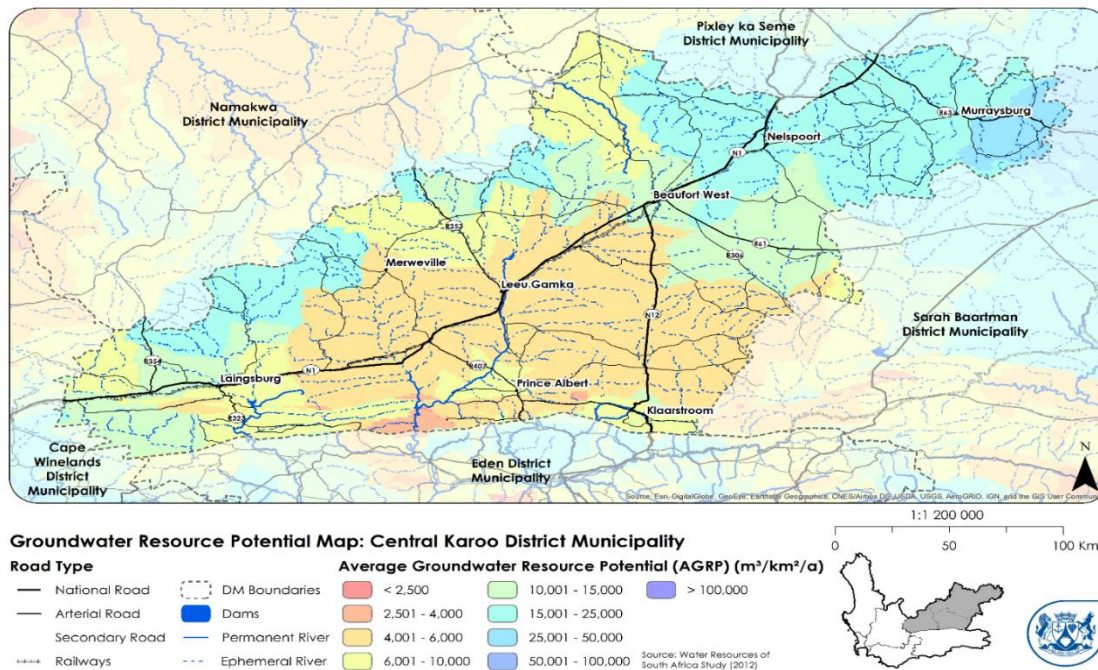
The Central Karoo District falls into 3 Water Management Areas – the Gouritz Water Management Area (WMA), which constitutes the greatest land area of the District; the Fish to Tsitsikamma WMA in the north-eastern portion of the District and extending to the Eastern Cape and the Lower Orange WMA, in a small northern portion of the District, extending into the expanse of the Northern Cape. The main rivers of the region, although mostly non-perennial in nature, are the Buffels and Geelbek Rivers, passing through Laingsburg, the Dwyka and Gamka River and the Sout River.

Despite its arid conditions, there are many non-perennial rivers and tributaries that exist in the Central Karoo. Despite this, all aquatic habitats in the Central Karoo requires protection and suitable buffers to ensure their continued provision of ecosystem services.



Main dams in the Central Karoo are the Gamka Dam situated along the Kuils River and near to the Gamka River; the Floriskraal Dam, situated along the Buffels River near Laingsburg and serving the needs of the Little Karoo; the Gamkapoort Dam situated at the confluence of the Gamka and Dwyka Rivers west of Prince Albert and serving local agricultural needs; the Leeu-Gamka Dam situated along the Leeu River between Beaufort West and Laingsburg and serving local agricultural needs; and the Oukloof Dam situated along the Cordiers River near Prince Albert and serving local agricultural needs. It should be noted, however, that these dams are becoming less reliable as secure water sources, and ground water and key aquifers are playing a greater role in the water security of the region. In order to understand the spatial distribution of rainfall and a broad indication of ground water resource potential.

What can be observed is that the southern mountain areas and north-eastern mountain areas receive the most rainfall, whilst the north-eastern mountain areas around Murraysburg, Nelspoort and northern Laingsburg have the highest ground water resource potential.



The map shows the primary surface water resources in the region – illustrating the primacy of the Gamka River, as well as the 5 major dams for the region, 3 of which sit at the foot of the Swartburg Mountain area, and the remaining 2 in the town of Beaufort West and Leeu Gamka respectively.

Of interest is that although Beaufort West is by far the largest municipality in terms of population it has one dam and it is the smallest of the 5. This illustrates the critical importance of ground water in this municipality.

4.3.2 Drought

The prolonged drought being experienced in the Greater Karoo for the past 4 years has had a disastrous effect on agriculture and is also impacting severely on the water supply to towns and communities. All Towns in the area rely, to a greater or lesser extent, on underground water extracted either via springs or boreholes.

It was against the above-mentioned circumstances that the Department of Local Government resolved the establishment of a Central Karoo Drought Response Task Team under the leadership and guidance of the Department, with the purpose of developing a Drought Response and Recovery Strategy and Action Plan for the entire Karoo area.

In anticipation for the work to be performed by this Task Team, the Department deployed full time professional engineers to all the municipalities in the Karoo, supported by professional geohydrologists to explore all potential engineering, communication, governance and financial / revenue solutions in support of the work to be covered in the Response and Recovery Strategy.

The Central Karoo Drought Response and Recovery Strategy and Action Plan was developed and subsequently tabled at a special extended District Coordinating Forum meeting, on Wednesday, 30

January 2019. At this meeting, all Central Karoo municipalities endorsed the governance structure proposed as well as the Drought Recovery Action Plan.

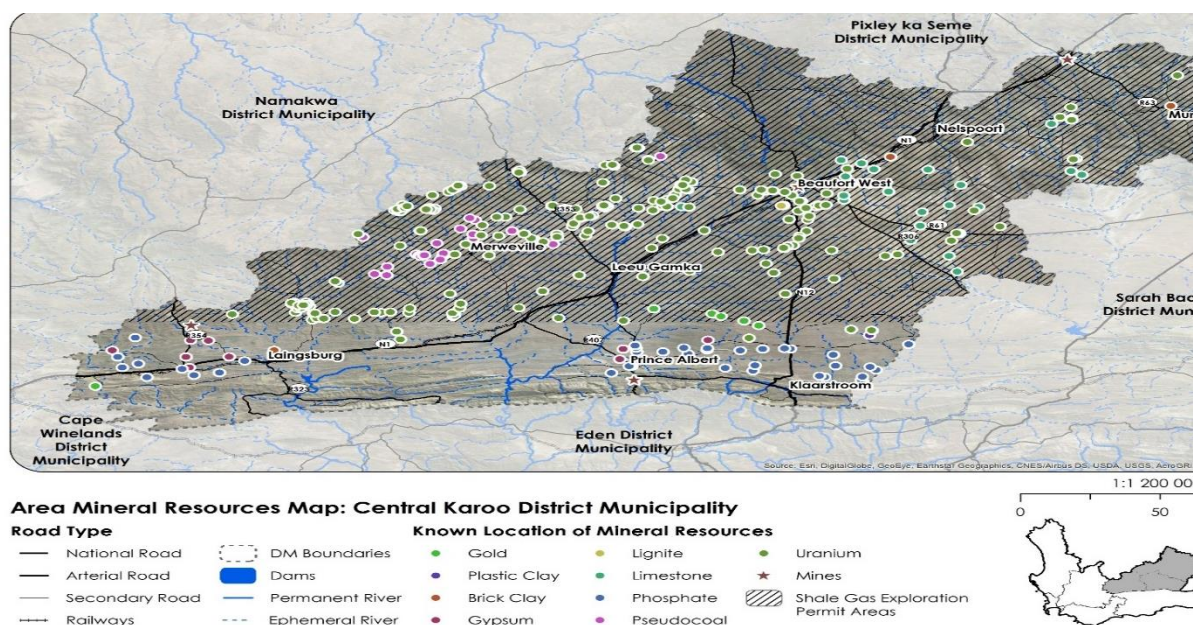
4.4 Mineral resources

Central Karoo has mineral resources that have been underutilised, up until now. There are three mines currently located in the District which are predominantly quarries used for local building materials. One quarry is located on the R354 north of Matjiesfontein, one is adjacent to the R328 south of Prince Albert, and one is located in the vicinity of the intersection of the N1 and R63.

However, the District is on the cusp of major change in the mineral resources sector.

Firstly, the Central Karoo has extensive uranium deposits which begin north of Prince Albert and Laingsburg and reach their highest density north of the N1 in the vicinity of Merweville. These deposits have attracted the attention of energy and mining conglomerates but remain untouched.

Currently, the area-south-east of Beaufort West is undergoing a process for receiving prospecting rights.



Secondly, the region also contains expanses of gas-rich shale which are currently being explored by energy companies. Exploration permits have been granted for blocks which begin at latitude 33-degrees south and extend northward into the Northern Cape, and eastward into the Eastern Cape.

This impacts Central Karoo in most areas north of Prince Albert and Laingsburg and the entire municipality of Beaufort West. The exact location of the most productive shale gas fields remains an information gap, with a potential 'sweet spot' being identified eastwards of the town of Beaufort West and westwards of Murraysburg.

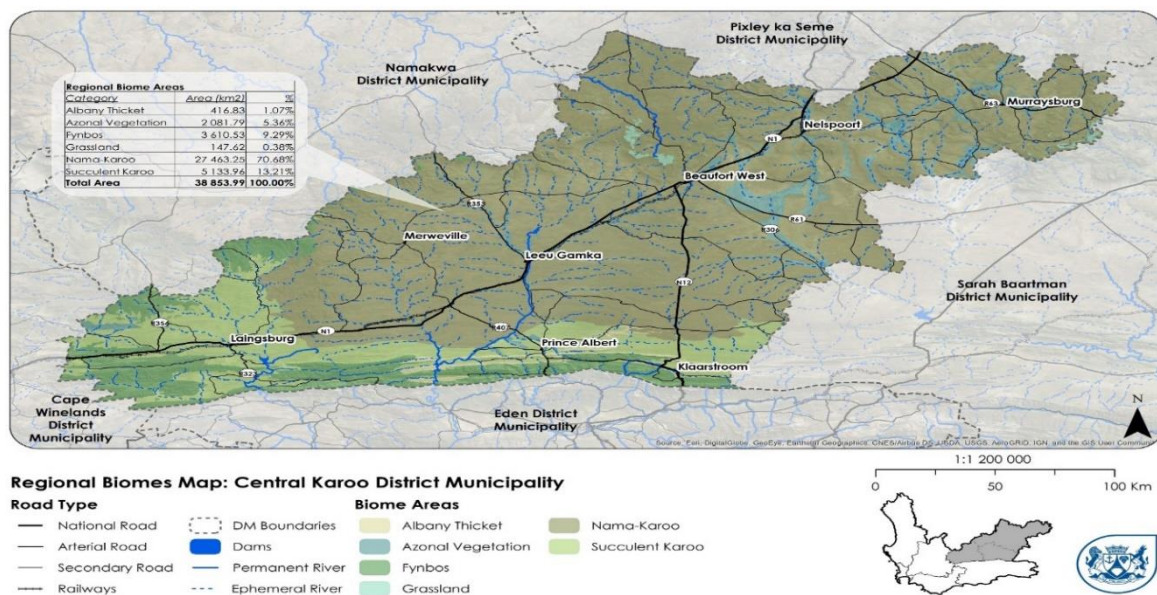
As recognised in the Strategic Environmental Assessment for Shale Gas in the Karoo (CSIR, 2016), whilst the potential economic and energy impact of medium to large scale shale gas extraction could be substantial, there are also potential environmental trade-offs which must be fully understood in order to be prevented or mitigated.

The SEA makes several recommendations in respect to air quality, earth quakes water resources, waste planning, ecological impacts, agriculture, tourism, health, sense of place, noise and spatial implications. It should be noted that the impact is dependent on the scale at which shale gas extraction takes place. Some of the key spatial impacts relate to:

- Towns experiencing higher than expected growth in population of persons seeking economic opportunities associated with shale gas. This places greater service delivery demands of housing, water provision, social services, electricity and roads;
- Increased traffic volumes and the corresponding maintenance and rehabilitation needs for roads;
- Potential rail re-establishment and laying new pipeline infrastructure for gas;
- Higher demands on municipal planning capacity to approve land use applications;
- Groundwater contamination; and
- Disturbing biodiversity, particularly CBA's.

4.5 Critical Biodiversity Areas

The Western Cape Biodiversity Spatial Plan (WCBSBP) was released in 2017 and provides updates spatial data for the Central Karoo. This is a critical informant for the future development of the region, as it illustrates Critical Biodiversity Areas (CBA) which are terrestrial features (i.e. threatened vegetation type remnants) and aquatic features (i.e. meat, rivers and estuaries), and the buffer areas along aquatic CBA features, whose safeguarding is critically required in order to meet biodiversity pattern and process thresholds.



They are identified through a systematic biodiversity planning approach and represent the most land-efficient option to meeting all thresholds. The spatial tool is comprised of the Biodiversity Spatial Plan Map and contextual information and land use guidelines. The WCBSBP recognises that the Central Karoo region could potentially contain important minerals (i.e. uranium) and fossil fuel (i.e. shale gas) resources which are currently under investigation and could result in high levels of transformation in an area that has to date had relatively low levels of transformation.

The Nama-Karoo Biome is the dominant biome of the region, making up roughly 70% of the landscape, the Succulent Karoo making up 13% in the Southern yet north-facing stretches of the region at the

foot of the Swartberg Mountains and Fynbos making up 9% in the mountain regions of the District. See figure below of Biomes map in the Central Karoo District Municipality.

4.6 Central Karoo SDF

The Central Karoo District Municipality compiled a new SDF (2020) to bring it in line with the 2017/18 4th Generation Integrated Development Plan, as well as to update to include the latest intelligence as it relates to the region. Since the SDF was approved in 2014, there have been changes to the policy landscape which impacts upon the viability of the SDF. In addition, new data has shed light on changing economic and social conditions in the region, which necessitates the need for the SDF to be amended to address these. Some of the key changes relate to updated Critical Biodiversity Area information and Biodiversity Spatial Plans, new population growth figures, economic data, and service level data; and an evolving policy position on shale gas extraction.

The purpose of this section is to, firstly, illustrate how the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013) ('SPLUMA') must underpin all spatial planning, development planning and land use management activities within South Africa and indeed the Central Karoo District. Secondly, this section seeks to briefly unpack the 2020 Central Karoo District Spatial Development Framework (SDF), which is both informed by and must inform future revisions of the Western Cape Provincial Spatial Development Framework and the Local Municipal Spatial Development Frameworks for Beaufort West, Laingsburg and Prince Albert. It should be noted that this section does not replicate the entire SDF and the Central Karoo SDF dated February 2020 should be referred to for original content

SPLUMA establishes a process to develop an SDF, as well as the minimum content requirements of an SDF. An SDF must achieve the following:

- Create, and be informed by, a longer term spatial vision;
- Guide the planning of all spheres of government within a particular area;
- Identify risks associated with particular developments;
- Identify and quantify engineering infrastructure needed for future growth; and
- Provide the spatial expression of the coordination, alignment and integration of all sector plans.

SPLUMA also includes a set of **5 development principles** which must guide the preparation, adoption and implementation of any SDF, policy and/or by-law concerning spatial planning and the development or use of land.

These principles are set out below:

Spatial Justice refers to the need to redress the past apartheid spatial development imbalances and aim for equity in the provision of access to opportunities, facilities, services and land. In the broadest sense, it seeks to promote the integration of communities and the creation of settlements that allow the poor to access opportunities.

Spatial Sustainability essentially refers to a sustainable form of development. A part of this means promoting less resource consumptive development typologies, compaction, pedestrianisation, and mixed-use urban environments which allow for the development of a functional public transport system and space economy. A spatially sustainable settlement will be one which has an equitable land market; while ensuring the protection of valuable agricultural land, environmentally sensitive and biodiversity rich areas, as well as scenic and cultural landscapes. A core component of spatial sustainability ultimately seeks to limit urban sprawl.

Efficiency refers to the need to create and restructure our settlements in order to optimise the use of space, energy, infrastructure, resources and land. Inherent in this statement is the need to promote densification and urban (as opposed to suburban) development typologies either in new build or retro-fitting exercises, gradually over time. Efficiency also has to do with the manner in which the settlement itself is designed and functions, which ought to reduce the need to travel long distances to access services, facilities and opportunities. Efficiency also refers to decision-making procedures which should be designed to minimise negative financial, social, economic or environmental impacts.

Spatial Resilience in the context of land use planning refers to the need to promote the development of sustainable livelihoods for the poor (i.e. communities that are most likely to suffer the impacts of economic and environmental shocks). The spatial plans, policies and land use management systems should enable the communities to be able to resist, absorb and accommodate shocks and to recover from these shocks in a timely and efficient manner. This includes the preservation and restoration of essential basic infrastructure and functions, and also long-term adaptation in order to ensure increased resilience in terms of future shocks (United Nations Office for Disaster Risk Reduction, 2009).

Good Administration in the context of land use planning refers to the promotion of integrated, consultative planning practices in which all spheres of government and other role-players ensure a joint planning approach is pursued. Furthermore, it is critical that decisions made in terms of land use planning seek to minimise the negative financial, social, economic and environmental impacts of a development. Furthermore, 'good administration' in the context of land use planning, refers to a system which is efficient, well run, and where the timeframe requirements are adhered to.

The 2020 Central Karoo SDF was developed between 2018 and 2020 and was guided by the Central Karoo Municipal Council and an intergovernmental steering committee. The intention behind developing a new SDF, which resulted in the need for IDP amendment was to update the SDF with the latest intelligence, information, and policies applicable to the Central Karoo.

The sections below provide a high-level breakdown of the structure and proposals of the Central Karoo SDF (2020) which is structured in terms of five chapters, being:

- Chapter 1: Introduction and Background
- Chapter 2: Policy and Legislative Context
- Chapter 3: Status Quo Assessment and Current State of the Municipality
- Chapter 4: Spatial Proposals for the Central Karoo
- Chapter 5: Implementation Framework

CHAPTER 1: INTRODUCTION AND BACKGROUND

Chapter 1 of the CK SDF (2020) provides the purpose of the report, which is to: -

- Establish the existing level of development of the Central Karoo District Municipality;
- Review and update the key issues and opportunities in the District as they relate to its future spatial development;
- Review and update the spatial vision of the municipality, to bring it in line with the 4th generation 2017/18 Central Karoo IDP; and
- Review and update the Spatial Development Framework proposals.

CHAPTER 2 - POLICY AND LEGISLATIVE CONTEXT

Chapter 2 of the CK SDF (2020) provides a summary of the policy and legislative landscape that has a bearing on the Spatial Development Framework for the Central Karoo. The chapter seeks to crystalize the key informants from each policy or piece of legislation that provides clear direction which must inform the SDF proposals.

The intention of this chapter is not, however, to provide either an exhaustive list of relevant legislation and policy, or to comprehensively summarise it, but to tease out the key policy informants to the CK SDF (2020). These policy and legislative informants are the National Development Plan (NDP), the Integrated Urban Development Framework (IUDF), SPLUMA, the Municipal Systems Act (MSA), the PSDF, the Western Cape Land Use Planning Act (LUPA), the Western Cape Human Settlements Framework (the Living Cape Framework), the previous Central Karoo SDF (2014) and 2017/22 Central Karoo IDP, the Central Karoo Rural Development Plan, the Municipal Economic Review and Outlook (MERO, 2018), and Socio-Economic Profile for the Central Karoo (2017) as well as the local SDF's and IDP's for Beaufort West, Prince Albert and Laingsburg.

CHAPTER 3 - STATUS QUO ASSESSMENT – CURRENT STATE OF THE MUNICIPALITY

The purpose of chapter 3 is to give a brief overview of the existing state of development of the Central Karoo District Municipality. This section provides an overview of the key biophysical, natural, socio-economic and built environment sectors, their individual strengths, weaknesses, opportunities, and constraints and a series of maps provide valuable insight into the current state of the municipality. Following this, a synthesis is undertaken, identifying the key issues that arise to be taken forward in the Spatial Development Framework.

The key issues identified are:

- **Poverty levels, unemployment and inequality** are high in the region, and particularly within settlements, where spatial fragmentation and inequity are clearly visible. Teenage pregnancy, domestic abuse, drug abuse and inequality continue to plague the poor in each settlement. Despite this, stabilising population numbers, improved levels of human development and a decreasing dependency ratio present opportunity and a glimmer of hope for the future.
- The **Critical Biodiversity Network, transport infrastructure network and water resources** of the region are potentially threatened by the prospect of mineral resources extraction (both shale gas and uranium mining) on an expansive scale. Extensive agricultural practices are also threatened by potential mineral resources extraction. **Critical Biodiversity Areas** are currently not sufficiently connected and riverine habitats insufficiently protected from overgrazing and other potential developments.
- **Water security** is a significant threat to a region where **ground water resources** are both extremely valuable and scarce, and underpin the economic and social continuity and resilience of it – providing a much needed stop-gap between surface water availability and the urban and agricultural need for water. Concerningly, the 'sweet spot' for shale gas is also the same part of the District where water production and agricultural potential is highest (this is the areas eastwards of Beaufort West and westwards of Murraysburg). Doubly concerning, is that climate change and alien vegetation further undermine future water security.
- The Central Karoo region has significant **sense of place, heritage and tourism** assets both in its landscape quality in the rural areas as well as its underutilised urban heritage potential that can easily be undermined or eroded by poor development decisions and land use practices. All towns in the Central Karoo can enhance their heritage assets, main streets and entrances to the towns through appropriate urban design and urban renewal interventions.

- **Accessibility** in the region is generally poor between settlements and higher order facilities, and non-motorised and public transport infrastructure within settlements is inadequate to accommodate the need. High speed rail, a potential future nationwide project, as well as investment in the existing freight and passenger rail systems bring many connectivity opportunities to Beaufort West.
- The N1 corridor is the life blood of the region. **Vast distances** exist between settlements with largely unaffordable non-regularised public transport services. The **rail asset** of the region underperforms significantly, largely due to an underperforming national rail asset which could accommodate higher levels of freight and passenger rail and significantly relieve road-based traffic demand
- The **financial sustainability** of the District is being eroded by significant budget cuts at national and provincial levels, as well as deepening maintenance backlogs in infrastructure, creating opportunities for shared services, rationalisation and improved efficiencies.
- **Waste and waste management** is a concern, with the need to explore regional or other sustainable waste solutions in dealing with the generation of waste. Formal research into this matter should be conducted. District to explore partnerships with universities.
- The pace of **Land Reform** is too slow, the location of land reform projects may not be optimal in terms of farm productivity and the agricultural potential of the Central Karoo as a whole is significantly lower than most other parts of South Africa.
- Land should be acquired for local municipalities, including the District, to address the Socio-Economic situation of our people.
- **Agricultural beneficiation** and value-add can be enhanced in the region significantly, however the sector is extremely vulnerable to drought, is currently shedding jobs and generally underperforming. Similarly, unsustainable practices are eroding the carrying capacity of the land.
- **Renewable energy** production can be up scaled in the region and create downstream opportunities. Wind generated and Sun generated energy availability are a huge catalyst to ensuring that the Central Karoo becomes an **ENERGY HUB** able to sufficiently provide its local municipalities and the country as a whole.
- The need to improve **education outcomes**, partly through improved teacher: student ratios and providing good quality foundational phase through to tertiary education opportunities could equip persons in the region to exploit the emerging opportunities that present themselves as the economy diversifies towards a tertiary sector economy and grows.

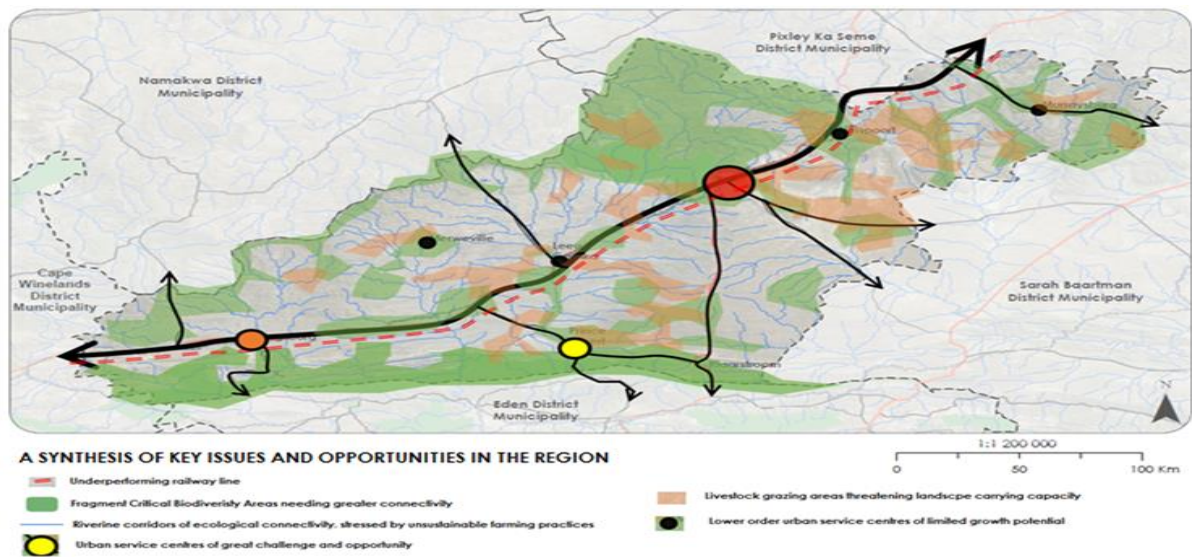
The urban settlements of Beaufort West, Prince Albert and Laingsburg are the primary regional service centres with high degrees of poverty, inequality and social issues. Beaufort West offers the highest order service centre of the Central Karoo, with the highest population number and highest degree of social challenge. Prince Albert, however, is experiencing the highest levels of population growth. These settlements need to focus on infrastructure maintenance, appropriate infrastructure expansion and gearing the settlements to experience a degree of population and economic growth, leveraging their economic assets, which in the case of Beaufort West and Laingsburg is their positioning along the N1, whilst in the case of Prince Albert, the positioning at the foothills of the Swartberg Mountain Pass.

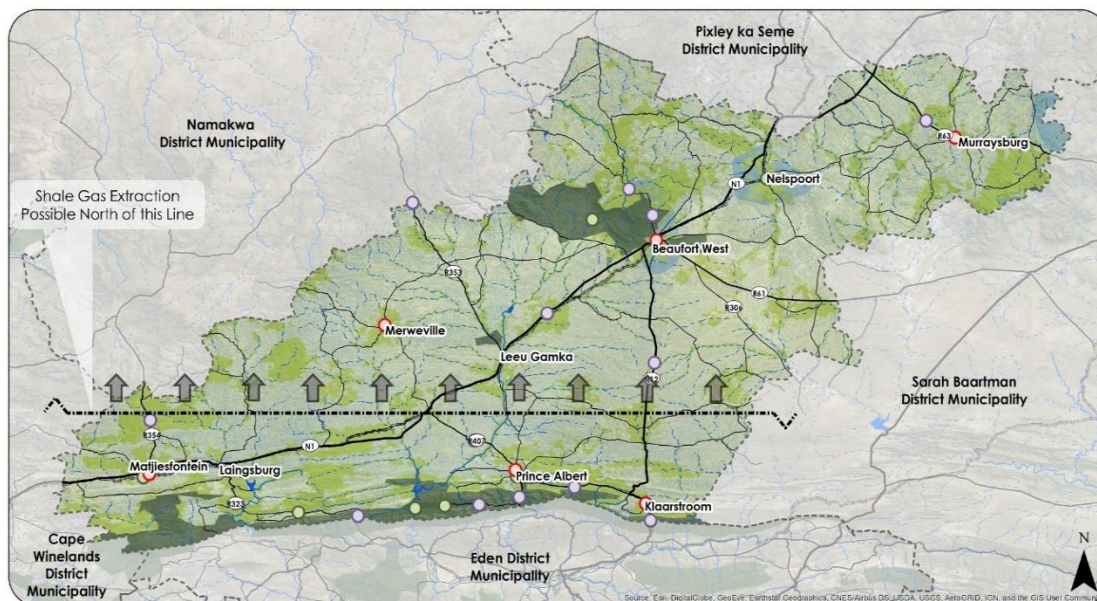
The urban settlements of **Murraysburg, Leeu Gamka, Merweville, Klaarstroom, and Nelspoort and Matjiesfontein** are lower order settlements that provide basic services and access to basic goods.

Whilst these urban centres also suffer from socio-economic challenges, their growth potential is limited and capacity for expansion undesirable. These settlements need to focus on consolidation, skills development and job-creating activities, rather than residential development, particularly in the low-income segment of the market, where the economic carrying capacity of the settlements is insufficient to accommodate population and residential growth.

The maps below illustrate some of the key structural and spatial features of the Central Karoo, being:

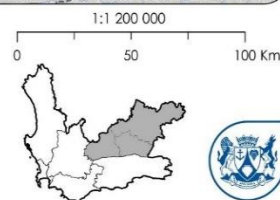
- An underperforming railway line and import N1 road corridor;
- Fragmented Critical Biodiversity Areas and livestock grazing areas;
- Urban centres of social challenges and opportunity;
- Lower order urban centres of limited growth potential; and
- Protected areas, scenic routes and passes, historic settlements and cultural landscapes.





Natural Environment Status Quo Synthesis Map: Central Karoo District Municipality

Scenic and Cultural Assets		WC Biospatial Plan Categories	
	Scenic Routes & Passes		Protected Areas
	Historical Settlements		Critical Biodiversity Areas 1
	Cultural Landscapes		Critical Biodiversity Areas 2
			Ecological Support Areas 2
			Other Natural Areas
			Ecological Support Areas 1



CHAPTER 4 – SPATIAL PROPOSALS

The purpose of chapter 4 is to provide the overarching spatial vision for the Central Karoo, determine the future growth needs, frame the spatial concept, and then set out the spatial policies for the Central Karoo.

The 2017 – 2022 Central Karoo Integrated Development Plan has the following vision for the Central Karoo: ***Working together in Development and Growth***. It is proposed that the spatial vision also include the need for resilience, and therefore the spatial vision is proposed to be:

“Working together in Sustainable Spatial Development and Growth towards a Resilient Central Karoo”

In support of realising the above vision, the SDF unpacks it by focusing on the following three spatial strategies and one underpinning governance strategy, which also informs the spatial concept:

- **Strategy A:** A region that protects the environment, enhances resilience and capitalises on and honour’s the Karoo charm in support of a vibrant people and economy.
- **Strategy B:** Improve regional and rural accessibility and mobility for people and goods in support of a resilient economy.
- **Strategy C:** Allocate government resources, infrastructure and facilities in a manner that uplifts and skills people and focusses on maximising impact on the most possible people, while providing a basic level of service for all.

- **Strategy D:** Partnership-driven governance and administration towards improved financial and non-financial sustainability and resilience.

The future demand approach statement states that the population is set to grow to approximately 84 335 people in 2030 from the estimated mid-year population of 74 247 in 2016, representing an increase of just over 10 000 new people, or 2 2933 new households.

It is anticipated that of these new 2 933 households, 1 301 will be in the municipality of Beaufort West (4 476 people); 1 137 will be in the municipality of Prince Albert (3 911 people) and 586 will be in the municipality of Laingsburg (2 017 people). It is evident then, that the municipality of Prince Albert will have the fastest population growth rate, while Beaufort West will have the largest absolute increase in population and households. Looking at this on the town scale, there is a trend of a significantly slowing growth rates comparing the 2001 to 2011 periods and the 2011 to 2016 periods, across the board. Each local municipality has a different average growth rate, with Beaufort West growing the slowest (0.6% per annum) and Prince Albert growing at nearly three times as fast (1.73% per annum).

How the above translates spatially in the region is described as follows:

- 1) **Protect and enhance the natural systems** of the Central, ensuring **continuity** in the natural systems Karoo (such as the Karoo National Park, the Swartberg, the Onder-Sneeuberg and Nuweberg mountain ranges) and ensure the river corridors in the region (Gamka, Dorps, Dywka, Meirings rivers – and tributaries) are provided with the necessary buffers and setbacks (of at least 32m from the side of each riverbank) to preserve **continuity and integrity** of biodiversity systems. Prioritise the protection of Critical Biodiversity Areas and Environmental Support Areas from development.
- 2) **Protect and enhance water catchment areas and water resources** by demarcating Critical Biodiversity Areas and Environmental Support Areas and preventing inappropriate development within these areas.
- 3) **Capitalise on the tourism appeal** of the various assets that exist in the Central Karoo, such as the heritage appeal of existing town centres, as well as scenic ports and passes. Ensure that all development in the Karoo is compatible with the **sense of place, Karoo character and charm**. This intrinsic value create lifestyle, tourism and hospitality opportunities, as is seen in Prince Albert, and hence creates employment opportunities and assists in poverty alleviation.
- 4) Ensure the **development and maintenance of a road network** that provides good access and mobility for the region, as well as ensure the **regional rail network** is equipped to provide for the movement needs. The N1 corridor is a key economic and social asset in the District which requires regular maintenance and upgrading. Attention should be placed on appropriate measures to ensure road safety in the District.
- 5) Specific focus is also needed on **non-motorised transport** within the region. Non-motorised transport, particularly pedestrian movement, is the primary transport mode among residents. Key interventions for implementation in this area are pedestrian walkways, bridges and underpasses, and cycle paths. An important consideration in the planning of such interventions is safety, security particularly for the most vulnerable members of society including good lighting, visual surveillance as well as shelter from the heat.
- 6) Ensure that **Beaufort West** provides the **primary regional services and facilities** in the region, with Laingsburg and Prince Albert also playing local service centre roles. Business opportunities within these towns are to be maximised to encourage the multiplier effect of investment and

expenditure of these towns. From a governance capital investment and maintenance perspective, these towns are the crucial drivers of growth and development opportunities.

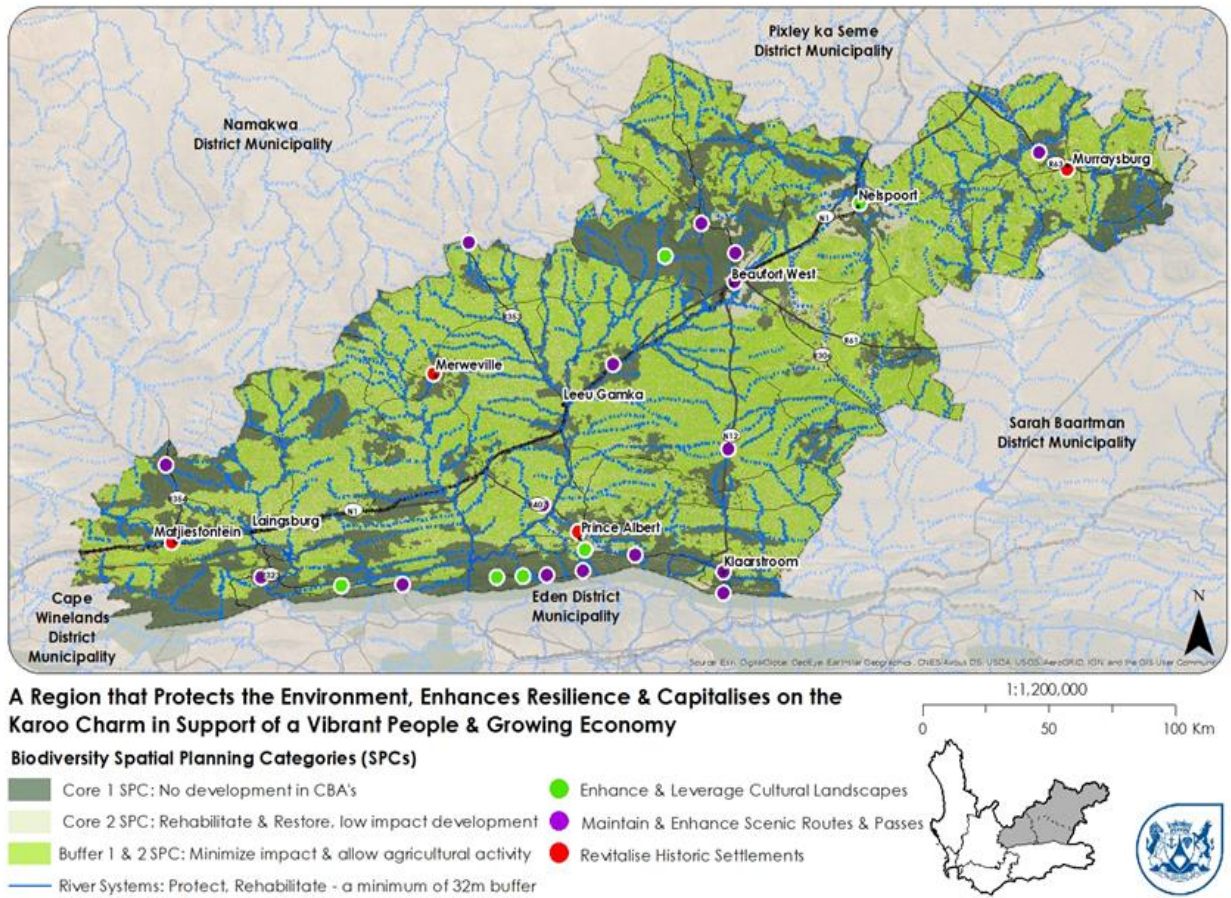
- 7) Strongly encourage **value-add, industrial and agri-processing industries** locating in the primary and local service centres to create jobs and add value to the region’s agricultural goods and services. Specifically, Beaufort West, Prince Albert, Murraysburg and Laingsburg present opportunities for value-add and agri-processing activities.
- 8) Focus **government investment, facilities, services and housing opportunities** in Beaufort West, Prince Albert and to a lesser extent Laingsburg and Murraysburg. Prevent the creation of new low-income settlements in low growth, job deficient towns that have little prospect of creating employment.
- 9) Seek **partnerships to enhance various interventions**, with a focus on the top 3 most impactful and critical interventions for the region. These will have to be determined based on the priorities of the District and the transversal nature of the issues. Currently water, gas and energy, and rural mobility are three areas of potential partnership between all spheres of government and civil society.

Lastly, the 4 municipal-wide strategies are unpacked in detail in the following spatial policies and policy guidelines.

More detail around these policies can be found in the CK SDF (2020).

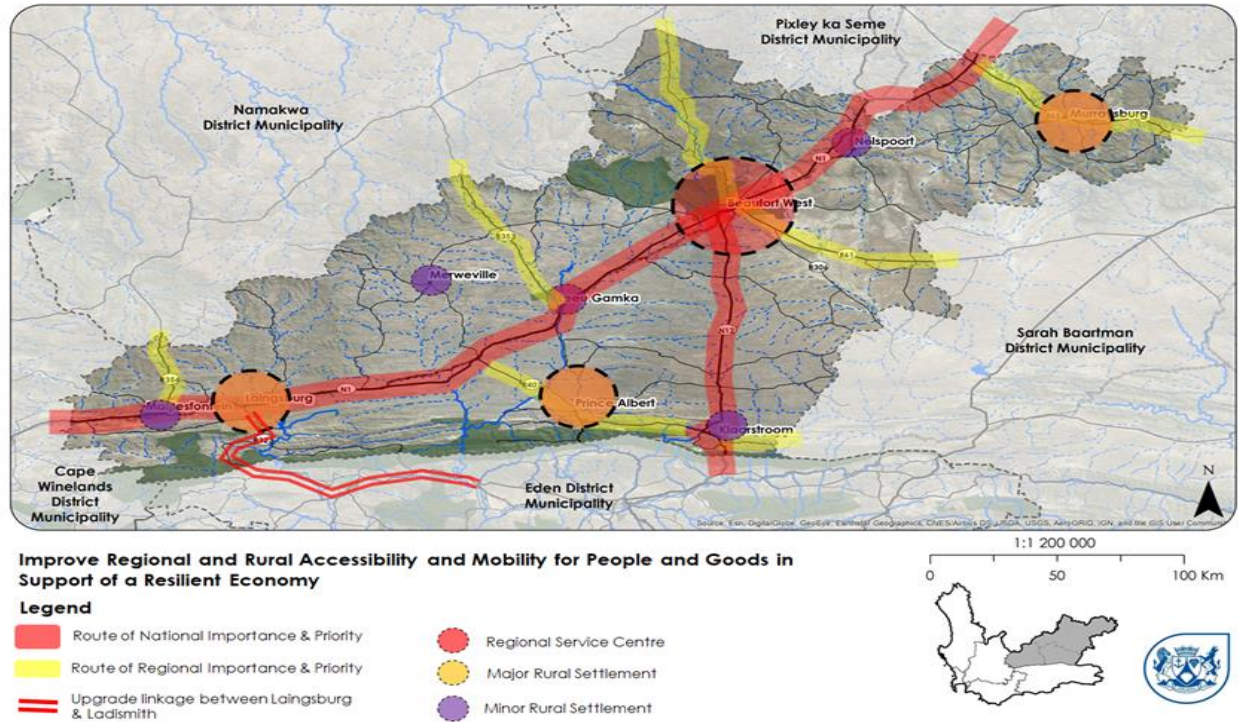
STRATEGY A: A REGION THAT PROTECTS THE ENVIRONMENT, ENHANCES RESILIENCE AND CAPITALISES ON AND HONOURS THE KAROO CHARM IN SUPPORT OF A VIBRANT PEOPLE AND GROWING THE ECONOMY	POLICY A1: PROTECT CRITICAL BIODIVERSITY AREAS, ENVIRONMENTAL SUPPORT AREAS & NATURAL ENVIRONMENT TOWARDS A RESILIENT CENTRAL KAROO
	POLICY A2: PROMOTE AND DEVELOP A WATER RESILIENT CENTRAL KAROO
	POLICY A3: TOURISM ENHANCEMENT & PROTECTION OF SCENIC ASSETS
	POLICY A4: PROMOTE RESILIENT, SUSTAINABLE AGRICULTURE & AGRI-PROCESSING
	POLICY A5: SUPPORT AND PROMOTE THE RENEWABLE ENERGY ECONOMY
	POLICY A6: SHALE GAS DEVELOPMENT (SGD)
	POLICY A7: LAND REFORM SUPPORT POLICY
	POLICY A8: CENTRAL KAROO CLIMATE CHANGE ADAPTATION AND MITIGATION POLICY

The spatial directives from Strategy A is illustrated in the map below.



STRATEGY B: IMPROVE REGIONAL AND RURAL ACCESSIBILITY AND MOBILITY FOR PEOPLE AND GOODS IN SUPPORT OF A RESILIENT ECONOMY	POLICY B1: N1 ROAD AND RAIL CORRIDOR REVITALISATION
	POLICY B2: TOWN IMPROVEMENT PLANS
	POLICY B3: CENTRAL KAROO MOBILITY & NON-MOTORISED TRANSPORT POLICY
	POLICY B4: DISASTER MANAGEMENT & RESILIENCE
	POLICY B5: SETTLEMENT HIERARCHY

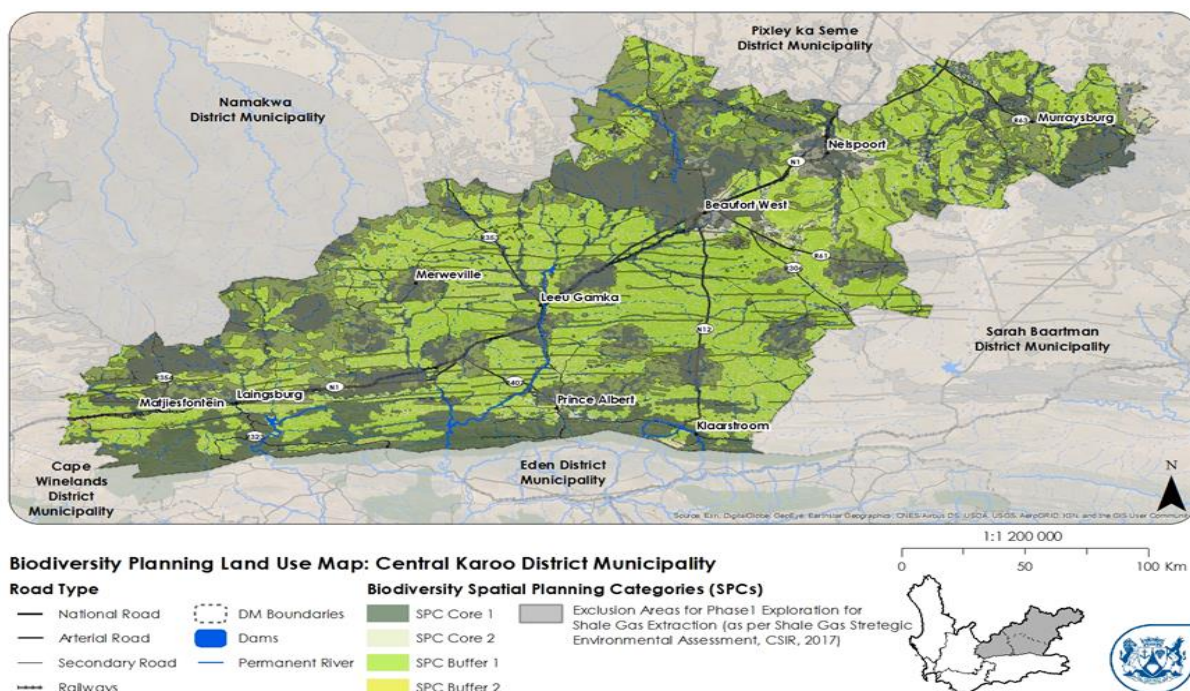
The spatial directives from Strategy B is illustrated in the map below.



STRATEGY C: ALLOCATE GOVERNMENT RESOURCES, INFRASTRUCTURE AND FACILITIES IN A MANNER THAT UPLIFTS AND SKILLS PEOPLE AND FOCUSES ON MAXIMISING IMPACT ON THE MOST POSSIBLE PEOPLE, WHILE PROVIDING A BASIC LEVEL OF SERVICE FOR ALL IN THE SETTLEMENTS OF THE KAROO	POLICY C1: FACILITY CLUSTERING & DESIGN PROTOCOL
	POLICY C2: HUMAN SETTLEMENT FOCUS AREAS FOR 2020 – 2025
	POLICY C3: ASSET MANAGEMENT & INFRASTRUCTURE MAINTENANCE POLICY
	POLICY C4: A SKILLED PEOPLE
	POLICY C5: A HEALTHY PEOPLE
	POLICY C6: POVERTY ALLEVIATION

STRATEGY D: PARTNERSHIP-DRIVEN GOVERNANCE AND ADMINISTRATION TOWARDS IMPROVED FINANCIAL AND NON-FINANCIAL SUSTAINABILITY AND RESILIENCE	POLICY D1: SHARED SERVICE CENTRE FOR THE CENTRAL KAROO
	POLICY D2: INTEGRATED PLANNING, BUDGETING AND IMPLEMENTATION

Based on the aforementioned strategies, the CK SDF Composite map is shown below



CHAPTER 5 – IMPLEMENTATION FRAMEWORK

Chapter 5 of the SDF provides the Implementation Framework. The implementation requirements of a District SDF are different from a local SDF primarily because district municipalities do not possess the same powers and are not responsible for functions that local municipalities are. For example, the Central Karoo district municipality does not preside over the land use management function or provide any local infrastructure or local service functions such as water reticulation, wastewater treatment, storm water or electricity reticulation. Furthermore, district municipalities do not have the capability to generate rates income and are dependent on the division of revenue as determined by National Treasury. As a result of this, the SDF does not contain a Capital Expenditure Framework for the provision of basic municipal infrastructure and services at the local (town-level) scale but does focus on the various implementation requirements at the regional (district) scale that are required to implement the SDF.

The implementation framework provides the **institutional arrangements** necessary to implement the SDF, provides **inputs to the relevant sector plans** (specifically the ITP, LED, Disaster Management Plan, Climate Change Response Strategy, Air Quality Management Plan and Integrated Waste Management Plan), and sets out the **provincial and municipal expenditure in the District**. Lastly, it identifies the **implementation actions** emanating out of the MSDF, identifies the **role of the private sector**, possible **partnerships** and inputs into local MSDF's.

As of March 2020, the SDF has undergone the SPLUMA public participation process, and has addressed comments received and is ready to be approved as a core component of the IDP, following the IDP amendment public participation process. It is anticipated that the SDF will be approved as a core component of the IDP in May / June 2020.

Chapter 5: Long-term Financial Plan

5.1 Introduction

The purpose of this chapter is to outline a comprehensive multi-year financial plan that will ensure long-term financial sustainability for the Central Karoo Municipality. The Financial Plan is essential to ensure that the Municipality works towards implementing its mandate effectively without eroding its capital base and aiming to move towards self-sufficiency in meeting the growing demands of service delivery.

5.1.1 Macro- economic climate

Following the resurgence of COVID-19 infections towards the end of 2021, the International Monetary Fund (IMF) lowered its expectation for global growth in 2022 from 4.9 to 4.4 per cent. Alongside new restrictions, elevated inflation, withdrawal of the US fiscal support package and the consequences of volatility in China's troubled real-estate sector have reduced growth projections. A key risk is that new COVID-19 variants will prolong the pandemic and disrupt economic activity. Vaccination rates in developing countries are much lower than in their developed counterparts, and the emergence of new variants increases global vulnerability. There remains a high degree of uncertainty over the trajectory of the virus and policy responses.

The shape of the global recovery has exacerbated inequality across countries and sectors. At the time of the Budget Speech by the Minister of Finance at the end of February 2022, it was estimated that by the end of 2022, developed countries will have returned to pre-pandemic output levels, but developing countries will not have fully recovered.

The more recent invasion of Ukraine by Russia carries huge risks for a world economy that's yet to fully recover from the COVID-19 pandemic shock. The conflict already looks like the most serious war in Europe since 1945. The conflict has sent tremors through the world economy through increasing energy prices, oil has climbed past the \$100 a barrel for the first time since 2014, while European natural gas jumped as much as 62%.

The COVID-19 pandemic has already left the global economy with two key points of vulnerability — high inflation and jittery financial markets. Aftershocks from the invasion could easily worsen both as well as affect growth too, as plunging markets in response to the conflict would add another drag, hitting wealth and confidence, and making it harder for firms to tap funds for investment.

The South African economy grew by an estimated 4.8 per cent in 2021 compared with the 5.1 per cent projected in the 2021 (Medium Term Budget Policy Statement) MTBPS. The downward revision reflects a sharp third-quarter contraction driven by a new wave of COVID-19, the outbreak of public violence in July 2021, heightened global uncertainty and modest growth expectations for the fourth quarter following renewed power cuts. Nevertheless, the growth outlook for 2022 has improved slightly since the 2021 MTBPS.

Real GDP growth is expected to moderate to 1.7 per cent in 2024. Although South Africa is still expected to return to pre-pandemic production levels this year, it is important to note that the economy was in recession before the outbreak of the pandemic – largely due to the impact of existing structural constraints.

However, the Financial and Fiscal Commission has now warned that the Ukraine-Russia conflict will put pressure on the South African economy and warned that it's now improbable that the economy will return to pre-pandemic levels this year. This is especially in the Western Cape, where the export of horticultural products to Russia and the Ukraine, of grapes, wine, pears, apples and other citrus, contributes approximately R3.4 billion to the Western Cape's economy annually.

5.1.2 Internal and external fiscal risks

The Financial Plan of the Central Karoo District Municipality generates information which is used to guide decisions about Council operations into the future. However, as with any long-term plan, the accuracy of this plan is subject to many inherent influences. These variables and risks can be divided into two main categories:

External Influences – Items outside of the Municipality's control:

Political and economic circumstances

- International instability, i.e. Wars;
- Community needs and expectations;
- Availability of essential resources such as fuel, electricity and water;
- Consumer Price Index;
- Changes in the levels of grant funding; and
- A change in the level of legislative compliance.

Variable climatic conditions

- Prolonged droughts
- Fires; and
- Flooding

Internal influences – items that the Municipality can control:

- Infrastructure asset management;
- Performance management;
- Salaries and wages;
- Agreed service level review outcomes; and
- Efficiencies in service delivery and administrative support.

5.2 Budget related policies

The annual budget is the central financial planning document, directed by the IDP that embodies all revenue and expenditure decisions. It establishes the level of services to be provided by each department. The budget will be subject to monthly control and be reported to Council with recommendations of actions to be taken to achieve the budget goals. The budget will be subject to a mid-term review, which will result, if needed, in a Revised Budget.

All budget related policies approved in **2020/21**, are currently under review as per legislation. The Long-Term Financial Policy and Plan has been developed and will be made available for inputs, before it is tabled before Council for approval.

The following policies were approved

No.	Policy / Strategy	StatusApproved/Review	Date	Council resolution number
1	Credit control and debt collection policy - adjusted	Approved	26/05/2021	SRV 2021/05/26
2	Supply chain management policy with delegations	Approved	26/05/2021	SRV 2021/05/26
3	Scm delegations register	Approved	26/05/2021	SRV 2021/05/26
4	Virement policy - adjusted	Approved	26/05/2021	SRV 2021/05/26
5	Policy on borrowing	Approved	26/05/2021	SRV 2021/05/26
6	Funding and reserve policy	Approved	26/05/2021	SRV 2021/05/26
7	Asset management policy	Approved	26/05/2021	SRV 2021/05/26
8	Risk policy	Approved	26/05/2021	SRV 2021/05/26
9	Risk management strategy	Approved	26/05/2021	SRV 2021/05/26
10	Mfma delegations register	Approved	26/05/2021	SRV 2021/05/26
11	Anti-corruption and fraud prevention policy	Approved	26/05/2021	SRV 2021/05/26
12	Budget policy	Approved	26/05/2021	SRV 2021/05/26
13	Unforeseen and unavoidable expenditure policy, processes and procedures	Approved	26/05/2021	SRV 2021/05/26
14	Tariff policy	Approved	26/05/2021	SRV 2021/05/26
15	Whistle blowing policy	Approved	26/05/2021	SRV 2021/05/26
16	Fluitjie blaas beleid	Approved	26/05/2021	SRV 2021/05/26
17	The relief fund policy	Approved	26/05/2021	SRV 2021/05/26
18	Infrastructure procurement policy	Approved	26/05/2021	SRV 2021/05/26
19	Municipal entities policy	Approved	26/05/2021	SRV 2021/05/26
20	Reis-en verblyf beleid	Approved	26/05/2021	SRV 2021/05/26
21	Tools of trade, cellular phone allowances & data allowances for councillors	Approved	26/05/2021	SRV 2021/05/26
22	Overtime policy	Approved	26/05/2021	SRV 2021/05/26
23	Acting policy	Approved	26/05/2021	SRV 2021/05/26
24	Grants in aid policy	Approved	26/05/2021	SRV 2021/05/26
25	Long term financial plan policy	Approved	26/05/2021	SRV 2021/05/26

No.	Policy / Strategy	StatusApproved/Review	Date	Council resolution number
26	Unauthorized,fruitless and waistful and irregular expenditure	Approved	26/05/2021	SRV 2021/05/26
27	Disciplinary board terms of reference	Approved	26/05/2021	SRV 2021/05/26
28	Cost containment policy	Approved	26/05/2021	SRV 2021/05/26
29	Contract management policy	Approved	26/05/2021	SRV 2021/05/26
30	Communication strategy	Approved	26/05/2021	SRV 2021/05/26
31	Communication action plan 2018/19	Approved	26/05/2021	SRV 2021/05/26
BUDGET RELATED POLICIES				

5.3 Capital Budget

The Medium-Term Expenditure Framework should guide the Municipality with regards to its funding requirements in the medium term (3 years). The aforementioned capital requirements are only indicative of the confirmed funding for the MTEF and do not include issues of priority where funding applications are in process and have not yet been confirmed.

The Municipality is funding 100% of the capital budget using the Equitable Share allocation to the Municipality and the expenditure is focused on replacing the outdated computer equipment, providing office furniture for newly appointed staff and ensuring that the Environmental Health Department has the required tools and equipment to carry out the required testing in line with best practices. In addition, fire and other equipment will be acquired to assist with the handling of disaster and other fire emergencies.

5.3.1 Capital budget: Project and area

<u>Description</u>	<u>Final Budget</u> <u>2022/23</u>
CAPITAL FINANCE COMPUTER EQUIPMENT	600 000,00
CAPITAL HEALTH COMPUTER EQUIPMENT	40 000,00
CAPITAL DISASTER MANAGEMENT EQUIPMENT	20 000,00
CAPITAL CORPORATE FURNITURE AND EQUIPMENT	103 000,00
CAPITAL CORPORATE - HR COMPUTER EQUIPMENT	30 000,00
CAPITAL CORPORATE - STRATEGIC COMPUTER EQUIPMENT	20 000,00
CAPITAL CORPORATE - STRATEGIC FURNITURE AND EQUIPMENT	22 500,00
CAPITAL HEALTH EQUIPMENT	70 000,00
OFFICE BUILDING	3 000 000,00
	<u>3 905 500,00</u>

5.3.2 Capital budget: Function

<u>Description</u>	<u>Final Budget</u> <u>2022/23</u>
CAPITAL FINANCE COMPUTER EQUIPMENT	600 000,00
CAPITAL HEALTH COMPUTER EQUIPMENT	40 000,00
CAPITAL DISASTER MANAGEMENT EQUIPMENT	20 000,00
CAPITAL CORPORATE FURNITURE AND EQUIPMENT	103 000,00
CAPITAL CORPORATE - HR COMPUTER EQUIPMENT	30 000,00
CAPITAL CORPORATE - STRATEGIC COMPUTER EQUIPMENT	20 000,00
CAPITAL CORPORATE - STRATEGIC FURNITURE AND EQUIPMENT	22 500,00
CAPITAL HEALTH EQUIPMENT	70 000,00
OFFICE BUILDING	3 000 000,00
	<u>3 905 500,00</u>

National and provincial unfunded projects

No.	Projects	Amount
1.	Organizational Review	R500 000.00
2.	Mega Project Land Matters	R500 000.00
3.	Mega Project Land Ownership	R500 000.00
4.	LED (Mining & Agriculture)	R500 000.00
5.	New Municipal Building	R3000 000.00
6.	SMME Development Applications (Ease of Business)	R950 0000.00
7.	Mega Projects on IDP (?)	
8.	New Post for vacancies on IDP (?)	
9.	Cemetery Expansion (category B's)	R1800 000.00

5.3.3 Capital budget: per Strategic Objectives

<u>Description</u>		<u>Final Budget</u> <u>2022/23</u>
CAPITAL FINANCE COMPUTER EQUIPMENT	Deliver a sound and effective administrative and financial service to achie	600 000,00
CAPITAL HEALTH COMPUTER EQUIPMENT	Prevent and minimize the impact of possible disasters and improve public	40 000,00
CAPITAL DISASTER MANAGEMENT EQUIPMENT	Prevent and minimize the impact of possible disasters and improve public	20 000,00
CAPITAL CORPORATE FURNITURE AND EQUIPMENT	Deliver a sound and effective administrative and financial service to achie	103 000,00
CAPITAL CORPORATE - HR COMPUTER EQUIPMENT	Build a well capacitated workforce, skilled youth and communities	30 000,00
CAPITAL CORPORATE - STRATEGIC COMPUTER EQUIPMENT	Facilitate good governance principles and effective stakeholder participati	20 000,00
CAPITAL CORPORATE - STRATEGIC FURNITURE AND EQUIPMENT	Facilitate good governance principles and effective stakeholder participati	22 500,00
CAPITAL HEALTH EQUIPMENT	Prevent and minimize the impact of possible disasters and improve public	70 000,00
OFFICE BUILDING	Deliver a sound and effective administrative and financial service to achie	3 000 000,00
		<u>3 905 500,00</u>

5.4 Operating budget - Revenue

The budgeted revenue for the 2022/23 financial year amounts to R 107 233 425,50

Summary of Revenue Budget per source:

Revenue by Source								
Interest			-	1 049 000	-	1 096 205	-	1 144 438
Licences and Permits			-	20 510	-	21 433	-	22 376
Operational Revenue			-	266 516	-	278 509	-	290 763
Rental			-	50 000	-	52 250	-	54 549
Service Charges & Other			-	9 563 664	-	6 162 013	-	6 152 969
Transfers			-	43 803 736	-	38 890 000	-	40 485 000
Roadsand Infrastructure			-	55 480 000	-	58 700 000,00	-	62 104 600,00
Total			-	110 233 426	-	105 200 410	-	110 254 696

A summary of the operating budget is attached herewith and includes all operating expenditure necessary for operating the Municipality for the 2022/23 financial year.

Expenditure By type								
Actuarial				104 900		109 516		114 444
Contracted Services				6 744 059		7 040 797		7 357 633
Council				4 851 478		5 064 943		5 292 865
Depreciation				665 903		695 202		726 486
Employee Cost				27 217 042		28 519 974		29 803 373
Employee Related Cost				311 494		325 200		339 834
Finance Cost						300 000		300 000
Impairment				78 675		82 137		85 833
Inventory				249 798		260 789		272 525
leases				178 291		186 136		194 512
Operational expenses				10 446 287		5 701 796		5 958 377
Roads and Infrastructure				55 480 000		58 700 000		62 104 600
Total				106 327 926		106 986 490		112 550 482

Salary and related expenditure, excluding remuneration of public office bearers, amounts to R 55.6 million or 56 % of the total expenditure. The comparative expenditure may seem excessive at first, but the usual percentage expected at a B-Municipality is not attainable at a C-Municipality. The lack of bulk accounts such as ESKOM has a significant impact when the salary ratios are considered. In addition, permission was obtained from the Western Cape Provincial Roads Department to expand the Roads organogram significantly to allow for better service delivery in the fast area maintained by the District.

5.5 Grants and subsidies received

The budgeted grants to be received for the 2022/23 financial year are as follows:

LOCAL GOVERNMENT MTREF ALLOCATIONS: 2022/23	
C DC5 Central Karoo	2022/23 R thousands
Direct transfers	
Equitable share and related	36 456
Infrastructure	2 055
Rural roads assets management systems grant	2 055
Capacity building and other current transfers	2 321
Local government financial management grant	1 000
Expanded public works programme integrated grant for municipalities	1 321
Sub total direct transfers	40 832
Indirect transfers	
Capacity building and other current transfers	-
Municipal Systems Improvement Grant	-
Sub total indirect transfers	-
Total	40 832
Transfers for Provincial Departments	
Municipal Allocations from Provincial Department	
<i>of which</i>	
Provincial Treasury	-
Western Cape Financial Management Capacity Building Grant	-
Community Safety	2 435
Safety initiative implementation - Whole of Society Approach (WOSA)	2 435
Local Government	-
Fire Service Capacity Building Grant	-
Municipal Drought Relief Grant	-
.	
Total: Transfers from Provincial Departments	2 435

5.6 Sectoral Contributions

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 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 therefore serve as a guideline for where sector departments allocate their resources at local government level. The municipality should however also take into consideration the sector departments' policies and programmes when developing its own policies and strategies. For this reason, is it in the interest of the sector departments to participate in municipal IDP planning processes to ensure alignment between programmes.

5.6.1 Planned and estimated national and provincial allocations for the MTREF period 2022/23 – 2024/25

Central Karoo District Municipality

No	Transfer Description	Amount- R,000		
		2022/23	2023/24	2024/25
1	Equitable Share	36456	37890	39485
2	Rural Roads Assets Management Systems Grant	2055	2063	2137
3	Expanded Public Works Programme Integrated Grant for Municipalities	1321	0	0
4	Local Government Financial Management Grant	1000	1000	1000

Beaufort West Municipality

No	Transfer Description	Amount- R,000		
		2022/23	2023/24	2024/25
1	Equitable Share	77265	82700	88606
2	Water Services Infrastructure Grant	28439	0	0
3	Municipal Infrastructure Grant	15353	15849	16377
4	Integrated National Electrification Programme (Municipal)	11000	7000	7335
5	Library service: Replacement Funding for most vulnerable B3 Municipalities	6679	4274	4444
6	Local Government Financial Management Grant	2085	2185	2185
7	Expanded Public Works Programme Integrated Grant for Municipalities	1136	0	0
8	Human Settlements Development Grant (Beneficiaries)	850	2932	0
9	Municipal accreditation and capacity building grant	256	0	0
10	Community Development Workers (CDW) Operational Support Grant	223	223	223
11	Financial assistance to Municipalities for maintenance and construction of transport infrastructure	50	50	50
12	Thusong Service Centres Grant (Sustainability: Operational Support Grant)	0	146	0

Prince Albert Municipality

No	Transfer Description	Amount- R,000		
		2022/23	2023/24	2024/25
1	Equitable Share	26548	28467	30575
2	Municipal Infrastructure Grant	7956	8098	8249
3	Water Services Infrastructure Grant	6552	2676	0
4	Library Service: Replacement funding for most vulnerable B3 Municipalities	1947	850	888
5	Local Government Financial Management Grant	1650	1700	1700
6	Expanded Public Works Programme Integrated Grant for Municipalities	1237	0	0
7	Thusong Service Centres Grant (Sustainability: Operational Support Grant)	150	0	0
8	Community Development Workers (CDW) Operational Support Grant	56	56	56
9	Financial assistance to Municipalities for maintenance and construction of transport infrastructure	50	50	50
10	Integrated National Electrification Programme (Municipal) Grant	0	4000	4180

Laingsburg Municipality

No	Transfer Description	Amount- R,000		
		2022/23	2023/24	2024/25
1	Equitable Share	20139	21423	22856
2	Water Services Infrastructure Grant	17360	10359	9114
3	Municipal Infrastructure Grant	6870	6960	7065
4	Local Government Financial Management Grant	1750	1800	1805
5	Library Service: Replacement funding for most vulnerable B3 Municipalities	1595	1618	1691
6	Expanded Public Works Programme Integrated Grant for Municipalities	1074	0	0
7	Community Development Workers (CDW) Operational Support Grant	94	94	94
8	Financial assistance to Municipalities for maintenance and construction of transport infrastructure	50	50	50
9	Integrated National Electrification Programme (Municipal) Grant	0	4000	4180

5.6.2 Allocations over the MTREF for Central Karoo: 2022/23 – 2024/25

Beaufort West Municipality

No	Project Name/ Description	Total Project Cost	MTEF Total
1	C1183 PRMG Klaarstroom Beaufort West	280,000,000	209,000,000
2	C1213 Reseal/ rehab NC Border- N1- Murraysburg	127,000,000	127,000,000
3	C1183 .1 Beaufort West Area. Repair and Replacement of bridge and large structures	30,000,000	27,000,000
4	C1123 Reseal Beaufort West Willowmore	101,000,000	3,000,000
5	Murraysburg (360 sites) IRDP	5,369,800	2,850,000
6	Beaufort West- Beaufort West Hospital- Rationalisation	76,900,000	2,380,000
7	Murraysburg- Murraysburg Ambulance Station- Upgrade and Additions incl wash bay	3,600,000	2,319,000
8	Beaufort West- Beaufort West (624 sites) IRDP	1,276,017	717,000
9	Nelspoort- Nelspoort Hospital - Repair to wards	17,300,000	473,000
10	Murraysburg- Murraysburg Ambulance Station- HT- Upgrade and additional incl wash bay	300,000	300,000
11	Beaufort West G1 (120 sites) IRDP	245,388	138,000
12	Beaufort West Essopville G2 (67 sites) IRDP_FLISP	137,008	77,0000
13	Beaufort West- Beaufort West FPL- Replacement	11,461,000	2,000

Prince Albert Municipality

No	Project Name/ Description	Total Project Cost	MTEF Total
1	Maintenance – Central Karoo District	984,861,000	348,416,000
2	Financial assistance to municipalities for construction of Transport Infrastructure (CAP)	400,000,000	37,650,000
3	Aurecon PSP	53,244,000	6,000,000
4	C1037.1 Prince Albert Road Reseal	9,450,000	500,000

Laingsburg Municipality

No	Project Name/ Description	Total Project Cost	MTEF Total
1	Laingsburg - Laingsburg Ambulance Station- Upgrades and Additions (Alpha)	3,270,000	2,277,000
2	Laingsburg - Laingsburg Ambulance Station- HT- Upgrade and Additions (Alpha)	300,000	300,000
3	Matjiesfontein- Matjiesfontein Satellite Clinic- Replacement	6,000,000	108,000

Central Karoo District Municipality

No	Project Name/ Description	Total Project Cost	MTEF Total
1	Maintenance- Central Karoo District		984,861,000
2	C1183 PRMG Klaarstroom Beaufort West		280,000,000
3	C1213 Reseal/rehab NC Border- N1- Murraysburg		127,000,000
4	Financial assistance to municipalities for construction of Transport Infrastructure (CAP)		400,000,000
5	C1183.1 Beaufort West area. Repair and replacement of bridge and large infrastructures		30,000,000
6	DTPW064/2014 Aurecon PSP		53,244,000
7	C1123 PRMG C1123 Reseal Beaufort West- Willowmore		101,000,000
8	3284 Murraysburg (360 sites) IRDP		5,369,800
9	CI830002 Beaufort West- Beaufort West Hospital- Rationalisation		76,900,00
10	CI820042 Murraysburg- Murraysburg Ambulance Station- Upgrade and Addition incl wash bay		3,600,000

5.7 Expenditure per department and function

EXPENDITURE					
			2022/2023	2023//2024	2024/2025
CPI Performance			0	4,4%	4,5%
Vote/Department		Section	Type		
Executive & Council			8 636 865	9 206 841	9 690 728
10	1	Municipal Manager	3 651 867	2 312 549	2 416 614
	2	Council	6 355 808	6 071 940	6 415 579
	3	Legal Services	786 940	822 352	858 536
	4	RAMMS	-	2 157 750	
				-	-
Finance & Administration			25 419 937	26 002 945	27 147 074
15	1	Financial Services	13 922 614	14 549 132	15 189 294
	3	Corporate Services	6 070 904	6 344 095	6 623 235
	4	Human Resources	3 432 919	3 587 401	3 745 246
	5	Internal Audit	921 362	962 823	1 005 187
	6	Interns			
	8	Labour Relations	535 401	559 494	584 112
	9	Grant : Chieta	473 796		
	10	LGSETA	62 940		
	11				
	12	Grant : Chieta	-	-	-
				-	-
Planning & Development			7 661 013	4 916 184	5 088 496
20	1	Tourism	481 494	503 161	525 300
	2	Strategic Planning	2 181 078	2 279 227	2 379 513
	4	LED	952 811	495 688	517 498
	7	IDP	610 630	638 108	666 185
	8	Grant: FMG	1 000 000	1 000 000	1 000 000
	10	Grant: WOSA	2 435 000		-
				-	-
Health			5 701 155	5 957 707	6 219 846
25	1	Environmental Services	5 701 155	5 957 707	6 219 846
				-	-
Public Safety			1 666 805	1 741 811	1 818 450
40	1	Disaster Management	1 666 805	1 741 811	1 818 450
				-	-
Other			1 762 151	461 003	481 287
80	2	Project	441 151	461 003	481 287
	3	Grant : EPWP	1 321 000		-
				-	-
Roads and Infrastructure			55 480 000	58 700 000	62 104 600
65			55 480 000	58 700 000	62 104 600
Total			106 327 925	106 986 490	112 550 482

5.8 Alignment of departments and divisions with the MSCOA function and sub-function segments

Municipal Institutional Structure		mSCOA		
Department	Division	Function	Sub function	
Office of the Municipal Manager	Internal Audit	Internal Audit	Governance Function	
Corporate Services	Emergency Services	Community and Social Services	Disaster Management	
		Public Safety	Fire Fighting and Protection	
	Tourism	Other	Tourism	
	Auxiliary and Records Management Services	Finance and Administration	Administrative and Corporate Support	
	Human Resource Management	Finance and Administration	Human Resources	
	Municipal Health Services	Health		Health Services
				Laboratory Services
		Environmental Protection		Pollution Control
				Biodiversity and Landscape
		Waste Management		Solid Waste Disposal (Landfill Sites)
	Waste Water Management		Sewerage	
	ICT	Finance and Administration	Information Technology	
	Legal, Executive Support and Communication	Executive and Council		Mayor and Council
				Municipal Manager, Town Secretary and Chief Executive
Strategic Support Services	Planning and Development	Economic Development and Planning		
Financial Services	Budget and Accounting	Finance and Administration	Budget and Treasury Office	

Municipal Institutional Structure		mSCOA	
Department	Division	Function	Sub function
	Income and Expenditure		Finance
	Supply Chain Management		Supply Chain Management
Road Infrastructure	Operations	Road Transport	Roads

5.8.1 MSCOA Project Register

The table below indicates the mSCOA projects as listed per municipal standard classification:

Municipal Standard Classification	KPI Indicator/Objective	Combined name	5 Digit Project Number
1.1 - Municipal Manager	Approved policies to enhance service delivery	Operational: Infrastructure Projects - Existing - Upgrading - Roads Infrastructure - Roads	10001
1.1 - Municipal Manager	Approved policies to enhance service delivery	Operational: Maintenance - Non-infrastructure - Corrective Maintenance - Emergency - Machinery and Equipment	10002
1.1 - Municipal Manager	Approved policies to enhance service delivery	Operational: Typical Work Streams - Capacity Building Training and Development - Workshops, Seminars and Subject Matter Training	10003
1.1 - Municipal Manager	To ensure the financial viability and sustainability of the Municipality	Operational: Infrastructure Projects - Existing - Upgrading - Roads Infrastructure - Roads	10004
1.1 - Municipal Manager	To improve road safety conditions	Operational: Infrastructure Projects - Existing - Upgrading - Roads Infrastructure - Roads	10005
1.1 - Municipal Manager	To Manage the Municipality to effectively deliver services within the legal framework	Operational: Infrastructure Projects - Existing - Upgrading - Roads Infrastructure - Roads	10006
1.1 - Municipal Manager	To Manage the Municipality to effectively deliver services within the legal framework	Operational: Typical Work Streams - Capacity Building Training and Development - Leadership Development	10007
1.1 - Municipal Manager	Approved policies to enhance service delivery	Capital: Non-infrastructure - New - Computer Equipment	20011

Municipal Standard Classification	KPI Indicator/Objective	Combined name	5 Digit Project Number
1.2 - Council General Expenses	To Manage the Municipality to effectively deliver services within the legal framework	Operational: Maintenance - Non-infrastructure - Corrective Maintenance - Emergency - Machinery and Equipment	10008
1.2 - Council General Expenses	To Manage the Municipality to effectively deliver services within the legal framework	Operational: Typical Work Streams - AIDS/HIV, Tuberculosis and Cancer - Aids Day	10009
1.2 - Council General Expenses	To Manage the Municipality to effectively deliver services within the legal framework	Operational: Typical Work Streams - Community Development - Youth Projects - Youth Development	10010
1.2 - Council General Expenses	To Manage the Municipality to effectively deliver services within the legal framework	Operational: Typical Work Streams - Functions and Events - Special Events and Functions	10011
1.2 - Council General Expenses	To Manage the Municipality to effectively deliver services within the legal framework	Operational: Typical Work Streams - Sport Development - Marathons, Sport and Recreation	10012
1.3 - Internal Audit	Approved policies to enhance service delivery	Operational: Typical Work Streams - Capacity Building Training and Development - Workshops, Seminars and Subject Matter Training	10013
1.3 - Internal Audit	Compliance to legislative requirements	Operational: Typical Work Streams - Capacity Building Training and Development - Workshops, Seminars and Subject Matter Training	10014
1.7 - Strategic Planning	To create an enabling environment for the promotion of economic development	Capital: Non-infrastructure - New - Furniture and Office Equipment	20001
1.7 - Strategic Planning	To create an enabling environment for the promotion of economic development	Operational: Typical Work Streams - Local Economic Development - Training	10016
1.7 - Strategic Planning	To create an enabling environment for the promotion of economic development	Operational: Typical Work Streams - Strategic Management and Governance - IDP Planning and Revision	10017

Municipal Standard Classification	KPI Indicator/Objective	Combined name	5 Digit Project Number
2.1 - Financial Services	To ensure the financial viability and sustainability of the Municipality	Capital: Non-infrastructure - New - Furniture and Office Equipment	20002
2.1 - Financial Services	To ensure the financial viability and sustainability of the Municipality	Operational: Maintenance - Non-infrastructure - Corrective Maintenance - Emergency - Machinery and Equipment	10018
2.1 - Financial Services	To ensure the financial viability and sustainability of the Municipality	Operational: Typical Work Streams - Capacity Building Training and Development - Workshops, Seminars and Subject Matter Training	10019
2.1 - Financial Services	To ensure the financial viability and sustainability of the Municipality	Operational: Typical Work Streams - Property Rates Act Implementation - Valuation	10020
2.3 - Finance Management Grant	To ensure the financial viability and sustainability of the Municipality	Capital: Non-infrastructure - New - Furniture and Office Equipment	20003
2.3 - Finance Management Grant	To ensure the financial viability and sustainability of the Municipality	Operational: Typical Work Streams - Financial Management Grant - Budget and Treasury Office	10021
2.3 - Finance Management Grant	To ensure the financial viability and sustainability of the Municipality	Operational: Typical Work Streams - Financial Management Grant - Interns Compensation	10022
2.3 - Finance Management Grant	To ensure the financial viability and sustainability of the Municipality	Operational: Typical Work Streams - Financial Management Grant - Training Minimum Competency	10023
3.1 - Corporate Services	To ensure the financial viability and sustainability of the Municipality	Capital: Non-infrastructure - New - Furniture and Office Equipment	20004
3.1 - Corporate Services	To ensure the financial viability and sustainability of the Municipality	Capital: Non-infrastructure - New - Machinery and Equipment	20005
3.1 - Corporate Services	To ensure the financial viability and sustainability of the Municipality	Operational: Maintenance - Non-infrastructure - Corrective Maintenance - Emergency - Machinery and Equipment	10024
3.1 - Corporate Services	To ensure the financial viability and sustainability of the Municipality	Operational: Maintenance - Non-infrastructure - Corrective Maintenance - Planned - Community Assets - Community Facilities - Centres - Buildings	10025
3.1 - Corporate Services	To ensure the financial viability and sustainability of the Municipality	Operational: Typical Work Streams - Capacity Building Training and Development - ABET and Life Long Learning Programme	10026
3.1 - Corporate Services	To ensure the financial viability and sustainability of the Municipality	Operational: Typical Work Streams - Capacity Building Training and Development - Capacity Building Unemployed	10027

Municipal Standard Classification	KPI Indicator/Objective	Combined name	5 Digit Project Number
3.1 - Corporate Services	To ensure the financial viability and sustainability of the Municipality	Operational: Typical Work Streams - Capacity Building Training and Development - Municipal Minimum Competency Level	10028
3.1 - Corporate Services	To ensure the financial viability and sustainability of the Municipality	Operational: Typical Work Streams - Capacity Building Training and Development - Workshops, Seminars and Subject Matter Training	10029
3.1 - Corporate Services	To ensure the financial viability and sustainability of the Municipality	Operational: Typical Work Streams - Expanded Public Works Programme - Project	10030
3.1 - Corporate Services	To ensure the financial viability and sustainability of the Municipality	Operational: Typical Work Streams - Human Resources - Employee Assistance Programme	10031
3.1 - Corporate Services	To ensure the financial viability and sustainability of the Municipality	Operational: Typical Work Streams - Performance Management	10032
3.2 - Tourism	Shared vision for District-wide economic growth	Operational: Typical Work Streams - Tourism - Tourism Development	10033
3.2 - Tourism	Shared vision for District-wide economic growth	Operational: Typical Work Streams - Tourism - Tourism Projects	10034
3.2 - Tourism	To ensure the financial viability and sustainability of the Municipality	Operational: Typical Work Streams - Tourism - Tourism Projects	10035
3.4 - Environmental Health	To identify the possible environmental impacts of activities & the development of measures to minimize, mitigate and manage these impacts	Capital: Non-infrastructure - New - Computer Equipment	20006
3.4 - Environmental Health	To identify the possible environmental impacts of activities & the development of measures to minimize, mitigate and manage these impacts	Capital: Non-infrastructure - New - Furniture and Office Equipment	20007
3.4 - Environmental Health	To identify the possible environmental impacts of activities & the development of measures to minimize, mitigate and manage these impacts	Capital: Non-infrastructure - New - Machinery and Equipment	20008

Municipal Standard Classification	KPI Indicator/Objective	Combined name	5 Digit Project Number
3.4 - Environmental Health	To identify the possible environmental impacts of activities & the development of measures to minimize, mitigate and manage these impacts	Operational: Maintenance - Non-infrastructure - Corrective Maintenance - Emergency - Machinery and Equipment	10036
3.4 - Environmental Health	To identify the possible environmental impacts of activities & the development of measures to minimize, mitigate and manage these impacts	Operational: Typical Work Streams - Capacity Building Training and Development - Workshops, Seminars and Subject Matter Training	10037
3.4 - Environmental Health	To identify the possible environmental impacts of activities & the development of measures to minimize, mitigate and manage these impacts	Operational: Typical Work Streams - Environmental - Air Quality Management	10038
3.4 - Environmental Health	To identify the possible environmental impacts of activities & the development of measures to minimize, mitigate and manage these impacts	Operational: Typical Work Streams - Environmental - Environmental Health	10039
3.5 - Civil Defence	Fire Fighting and Protection	Capital: Non-infrastructure - New - Machinery and Equipment	20009
3.5 - Civil Defence	Fire Fighting and Protection	Operational: Maintenance - Non-infrastructure - Corrective Maintenance - Emergency - Machinery and Equipment	10040
3.5 - Civil Defence	Fire Fighting and Protection	Operational: Typical Work Streams - Capacity Building Training and Development - Workshops, Seminars and Subject Matter Training	10041
3.5 - Civil Defence	Fire Fighting and Protection	Operational: Typical Work Streams - Emergency and Disaster Management - Disaster Relief	10042
3.6 - Grants And Subsidies	To ensure the financial viability and sustainability of the Municipality	Operational: Typical Work Streams - Expanded Public Works Programme - Project	10043
4.1 - Roads	To improve road safety conditions	Capital: Non-infrastructure - New - Furniture and Office Equipment	20010
4.1 - Roads	To improve road safety conditions	Operational: Maintenance - Infrastructure - Corrective Maintenance - Emergency -	10044

Municipal Standard Classification	KPI Indicator/Objective	Combined name	5 Digit Project Number
		Roads Infrastructure - Road Structures - Civil Structures	
4.1 - Roads	To improve road safety conditions	Operational: Maintenance - Infrastructure - Corrective Maintenance - Planned - Roads Infrastructure - Road Structures - Civil Structures	10045
4.1 - Roads	To improve road safety conditions	Operational: Maintenance - Infrastructure - Preventative Maintenance - Condition Based - Roads Infrastructure - Road Furniture - Traffic Signs	10046
4.1 - Roads	To improve road safety conditions	Operational: Maintenance - Infrastructure - Preventative Maintenance - Condition Based - Roads Infrastructure - Road Structures - Civil Structures	10047
4.1 - Roads	To improve road safety conditions	Operational: Maintenance - Infrastructure - Preventative Maintenance - Interval Based - Roads Infrastructure - Road Structures - Civil Structures	10048
4.1 - Roads	To improve road safety conditions	Operational: Maintenance - Non-infrastructure - Corrective Maintenance - Emergency - Furniture and Office Equipment	10049
4.1 - Roads	To improve road safety conditions	Operational: Maintenance - Non-infrastructure - Corrective Maintenance - Emergency - Machinery and Equipment	10050
4.1 - Roads	To improve road safety conditions	Operational: Maintenance - Non-infrastructure - Corrective Maintenance - Emergency - Other Assets - Operational Buildings - Depots - Buildings	10051
4.1 - Roads	To improve road safety conditions	Operational: Typical Work Streams - Capacity Building Training and Development - ABET and Life-Long Learning Programme	10052

5.8.2 Municipal comparative synopsis

Function	Issue	Status – 2019/20	Status – 2020/21	Status 2021/22
Executive and Council	Council composition	12 members (Beaufort West – 6, Laingsburg – and 3 Prince Albert)	12 members (Beaufort West – 6, Laingsburg – 3 and	
	Number of meetings held	7 meetings	7 meetings	
	MM appointed	Yes	Vacant	Filled
	CFO	Filled	Filled	Filled

Function	Issue	Status – 2019/20	Status – 2020/21	Status 2021/22
Finance and Administration - Human Resources	Staff establishment	163	163	171
	Vacancy rate organisational structure (incl. frozen)	4%	4%	14%
	Critical vacancy on senior management level	Filled	Filled	Director Corp – vacant since 17 January 2022
	Filled positions	133	133	147
	Salary % of total budget	54%	50%	54%
	Salary % of operating budget	54%	50%	
	Skills Development Plan	Submitted	Submitted	Submitted
	Employment Equity Plan	Yes	5-year plan: 2017 – 2022	5 year plan (2022-2026) approved
	Occupational Health and Safety Plan	Yes	Yes	Yes
	Approved organogram	Yes	Approved by Council on 14 August 2019	Approved by Council on 23 September 2021
Finance and Administration - Finance	Audit opinion	n/a	n/a	
	Source of finance% - own	51%	50%	
	Source of finance% - grants	45%	50%	
	Source of finance% - other	4%	4%	
	Annual financial statements	Will be submitted 31 August 2020	Submitted 31 August 2021 as per adjusted regulations	
	GRAP compliant statements	Yes	Yes	
	Audit opinion	n/a	Clean	
	Long Term Financial Plan/Strategy	Draft Plan	Approved	
	% of capital budget compared to the total budget	1%	1%	
	MFMA Delegations	Yes	Currently being reviewed, workshopped and to be approved by Council	
	Budget policies	Yes		
	By-laws	In Process	n/a	

Function	Issue	Status – 2019/20	Status – 2020/21	Status 2021/22
Finance and Administration	Delegations	Currently being reviewed	Approved	
	Communication Strategy	Policy reviewed 2013		Policy on review currently
	Annual report tabled and adopted	Will be submitted to Council in March for final approval		
Planning and Development	Approved SDF	Approved by Council during March 2014	Approved	
	Approved Performance Management Framework	PMS Framework approved by Council during 2013	Draft PMS Policy awaits council approval	
	Approved Local Economic Development Strategy	Strategy developed.	Approved by Council in 2019	
Road Transport	Review of the Integrated Transport Plan	Approved on 11 October 2016	Strategy is currently under review by DPWT.	
Waste Management	2 nd Integrated Waste Management Plan (IWMP)	Approved by Council during February 2015	Funding from DEFF for the development	
	Air Quality Management Plan	Plan Approved	Plan approved	
Public Safety	Disaster Management Framework	Framework revised and submitted to Council for approval in 2018	Framework reviewed every 5 year	
Internal Audit	Status	Established Internal Audit Unit with a co-sourced audit function with external service provider	No change in the status	
	Audit Committee	Established Audit Committee with 4 members. 4 meetings were held	4 meetings will be held for the current financial year	

5.9 Financial Ratios

5.9.1 Level of Reliance on grants

Details	2016/17	2017/18	2018/19	2019/20	2020/21
Government grants and subsidies recognized	R28 675 773	R31 809 261	R45 220 881	R43 717 000	R41 118 501
Total revenue	R69 964 728	R81 787 405	R109 229 254	R97 106 676	R99 929 145
Ratio	41%	39%	41%	45%	41%
LEVEL OF RELIANCE ON GRANTS					

5.9.2 Employee related costs

The table below indicates the total expenditure attributable to personnel costs:

Details	2016/17	2017/18	2018/19	2019/20	2020/21
Employee related cost	R35 408 702	R39 366 582	R49 250 859	R51 844 295	R49 091 098
Total expenditure	R68 804 477	R81 833 858	R107 852 635	R96 059 153	R93 479 270
Ratio	51%	48%	46%	54%	53%
Norm	30%				

5.9.3 Finance charges to total operating expenditure

Details	2016/17	2017/18	2018/19	2019/20	2020/21
Capital charges	R1 438	R871 307	R0	R0	R0
Total expenditure	R68 804 477	R81 833 858	R107 852 635	R96 059 153	R93 479 270
Ratio	0.02%	1.06%	0.00%	0.00%	0.00%
Norm	5%				

5.9.4 Repairs and maintenance

The table below indicates the total expenditure that is attributable to repairs and maintenance:

Details	2016/17	2017/18	2018/19	2019/20	2020/21
Repairs and maintenance	R 10 619 008	R 11 481 250	R 18 122 655	R 1 257 442	R 121 949

Details	2016/17	2017/18	2018/19	2019/20	2020/21
Total expenditure	R 68 804 477	R 81 833 858	R107 852 635	R 96 059 153	R 93 479 270
Ratio	15,43%	14,03%	16,80%	1,31%	0,13%
Norm	10%				

5.9.5 Acid test ratio

The table below indicates the Municipality's ability to meet its short-term obligation with short-term liquid assets:

Details	2016/17	2017/18	2018/19	2019/20	2020/21
Current assets less inventory	R 14 441 724	R 16 934 989	R 7 241 914	R 8 729 688	R 24 531 655
Current liabilities	R 11 274 204	R 15 054 818	R 5 589 644	R 8 078 583	R 16 766 637
Ratio	1,28	1,12	1,30	1,08	1,46
Norm	1.5 : 1				

5.9.6 Debtors to other revenue

The table below indicates the debtors to other revenue:

Details	2016/17	2017/18	2018/19	2019/20	2020/21
Total outstanding debtors	R11 453 223	R 6 725 802	R 3 348 439	R 4 589 357	R 979 804
Total other revenue	R 37 457 862	R 45 805 146	R 58 954 947	R 48 514 980	R 124 930
Ratio	31%	15%	6%	9%	784%

5.9.7 Long-term debt to annual income

The table below indicates the Municipality's ability to cover long-term debt with annual turnover:

Details	2016/17	2017/18	2018/19	2019/20	2020/21
Long-term liabilities	R 17 552 968	R 17 184 958	R 20 387 367	R 18 090 982	R 14 491 135
Revenue	R 69 964 728	R 81 787 405	R 109 229 254	R 97 106 676	R 99 929 145
Ratio	25%	21%	19%	19%	15%
Norm	30%				

5.9.8 Debt ratio

The table below indicates the Municipality's ability to cover the debt of the organisation:

Details	2016/17	2017/18	2018/19	2019/20	2020/21
Total debt	R 28 827 172	R 32 239 776	R 25 977 011	R 26 169 565	R 31 257 772
Total assets	R 32 375 760	R 35 451 795	R 27 390 980	R 28 630 849	R 41 574 630
Ratio	0,89	0,91	0,95	0,91	0,75

Chapter 6 Performance management

6.1 Organisational and individual Performance Management System

Performance Management is a strategic approach to management, which equips leaders, managers, workers and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the Municipal Council in terms of indicators, to determine its efficiency, effectiveness and impact; thereby ensuring improved service delivery and value for money to the community and citizens.

Performance management therefore becomes the primary mechanism to plan, monitor, review and improve on activities to identify what policies and processes best contribute towards the achievement of improved service delivery.

In order to ensure that municipal service delivery is as effective, efficient and economical as possible, municipalities are required to formulate strategic plans, allocating resources via a municipal budgeting process; and monitor and report on the results as required by legislation. This requires the development of an IDP to set the strategic objectives of the municipality, a budget to allocate the financial resources to key objectives and a Service Delivery Budget Implementation Plan (SDBIP) that assign municipal activities and resources to the achievement of strategic objectives.

It is a requirement for local government in terms of the MSA which requires all municipalities to:

- Develop a performance management system;
- Set targets, monitor and review performance-based indicators linked to their IDP;
- Publish an annual report on performance for the councillors, staff, the public and other spheres of government;
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government;
- Conduct an internal audit on performance before tabling the report;
- Have their annual performance report audited by the Auditor-General; and,
- Involve the community in setting indicators and targets and in reviewing municipal performance.

6.1.1 Performance Management System

A performance management system refers to the tools used by an organisation to ensure that its performance is planned, monitored, reported on and evaluated on a continuous basis.

Within this framework a municipal performance management system makes provision for the development of an IDP, Medium Term Revenue and Expenditure Framework (MTREF) Budget, SDBIP

and employee performance plans as tools to plan for performance, a performance monitoring system to measure performance, a reporting system to give an overview of performance achieved against set targets and an evaluation system to determine the impact of municipal service delivery.

The aim of a performance management system is to help to clarify institutional and individual roles, arrangements and controls with regards to the management of performance. It is an integrated approach that links organisational performance to individual performance.

This integration is achieved through a cascading process where organisational objectives and targets are linked to employee performance achievements. Through this integration, the performance management system promotes accountability as well as improved decision-making and service delivery.

Performance information and management is essential to focus attention of stakeholders on performance of individual municipalities against their IDPs and SDBIPs.

The system is intended to continuously monitor performance of municipalities in fulfilling their developmental mandate. If developed properly the performance management system can become a powerful tool for building a high-performance municipality and bridging the gap between planning and implementation.

6.1.2 Legislative requirements

Performance management does not exist in a vacuum; the legal and regulatory frameworks governing local government requires municipalities to develop and implement performance management. These include various pieces of legislative, regulatory and policy frameworks which enables and clearly prescribes the obligations and responsibilities to be fulfilled for effective implementation. The inception of the 1996 Constitution and the consequent adoption of the White Paper on Local Government in 1998 marked the end of transitional local government. Through a range of legislation established since then, a new democratic and non-racial local government system has been put in place. This legislation provides the framework in terms of which municipalities structure their political and administrative functions with particular emphasis on the developmental mandate municipalities have been given by the Constitution. Each municipality is legally required to develop a PMS that will enhance organisational efficiency and effectiveness, account for the use of municipal resources and indicate the achievement of outcomes.

The requirement that government is performance driven is found in the Batho Pele White Paper, 1997 that stipulates that national and provincial government departments develop performance management systems that include the setting of service delivery indicators and the measurement of performance. The White Paper on Local Government, 1998 expands upon the Batho Pele vision.

The White Paper states that developmental local government will be realised through; integrated development planning and budgeting, performance management and working together with local citizens and partners. The Municipal Structures Act, 1998 and the MSA, 2000 are the two pieces of legislation that give effect to the White Paper.

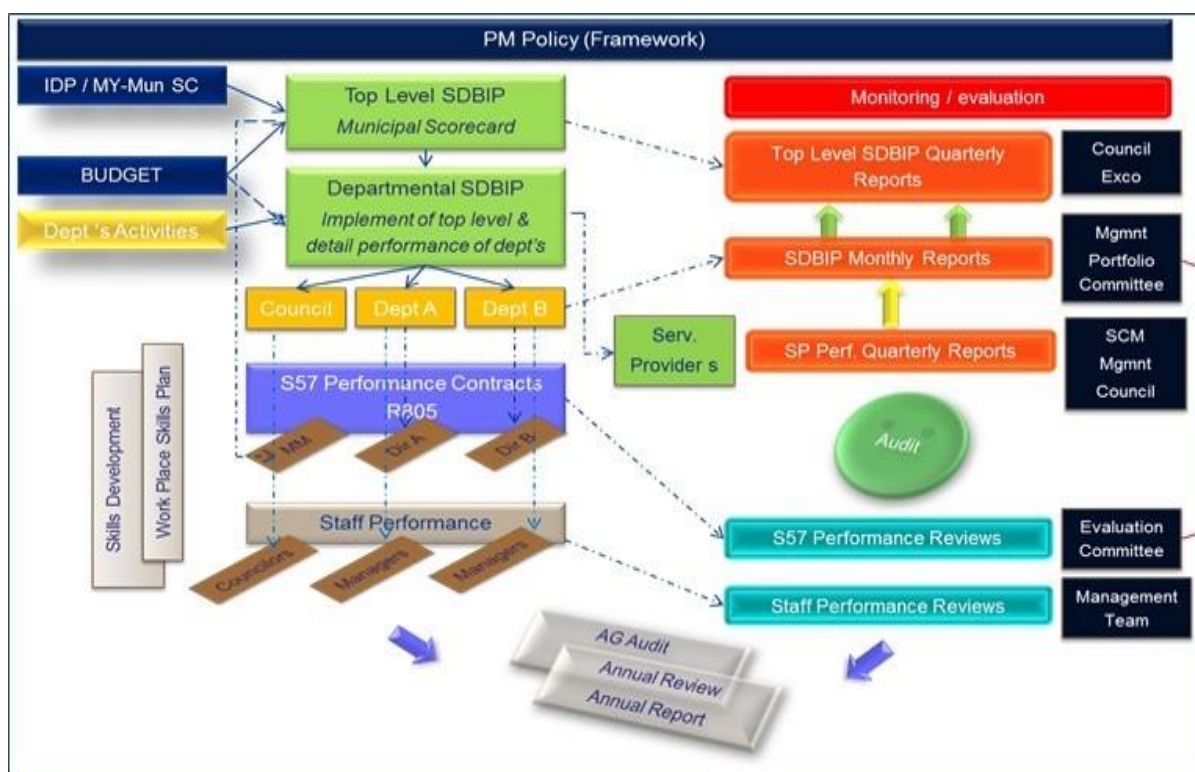
According to Section 40 of the MSA, municipalities must establish mechanisms to monitor and review its performance management system (PMS) to measure, monitor, review, evaluate and improve performance at organisational, departmental and employee levels. Section 34 of the MSA, furthermore points out that the IDP must be reviewed on an annual basis, and that during the IDP review process the Key Performance Areas, Key Performance Indicators and Performance targets be

reviewed and this review will form the basis for the review of the organisational performance management and performance contracts of Section 57 managers.

The Central Karoo District Municipality has a Performance Management Framework that was approved by Council in 2013 but is currently in the process of reviewing its Performance Management Policy with the view of approving it by June 2020.

6.1.3 Performance Management Framework

The Performance Management Framework of the Central Karoo District Municipality is reflected in the diagram below



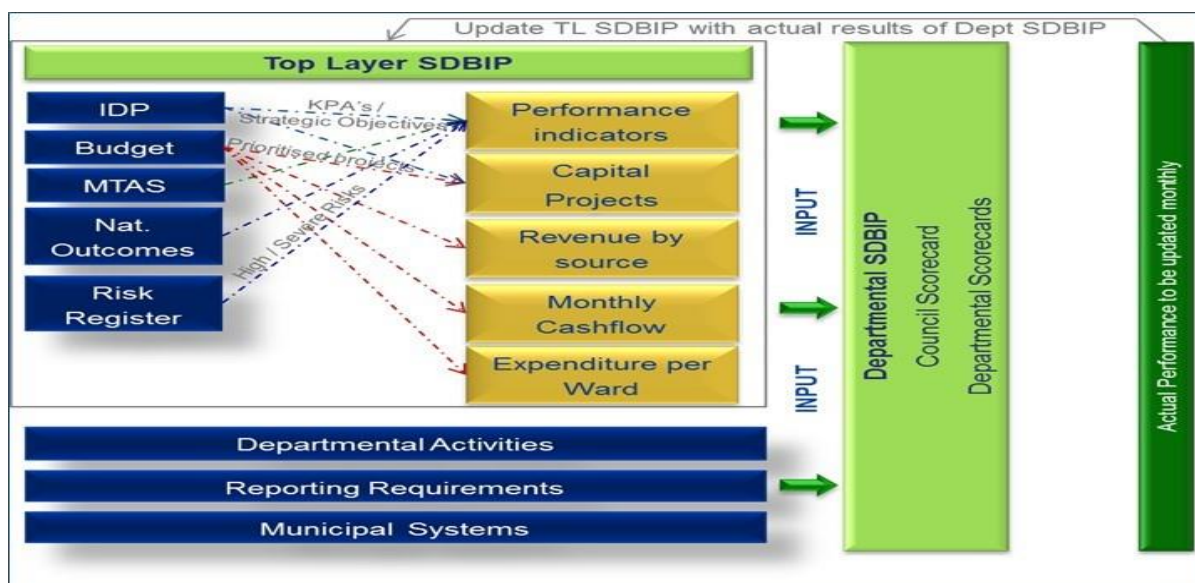
6.1.4 Organisational performance management linked to individual performance management

Municipalities are required to establish a performance management system that is commensurate with its resources, is best suited to its circumstances and is in line with the targets, priorities and objectives contained in its IDP. This should translate to the SDBIP of the municipality and should cascade down to employee performance so as to ensure that outputs and activities are conducted that will secure the achievement of strategies identified in the IDP.

In order for the alignment to be effective, a number of actions must cascade from the IDP and Budget to the SDBIP and from there to employee performance plans. Simply stated, this includes the setting of outcomes and objectives, outputs to be executed to ensure that outcomes are achieved with indicators measuring the attainment of targeted activities.

The PMS should obtain the following core elements:

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



The performance of the municipality is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the Service Delivery Budget Implementation Plan (SDBIP) at directorate and departmental levels. The Top Layer SDBIP sets our consolidated service delivery targets and provides an overall picture of performance for the municipality reflecting performance on its strategic priorities.

The departmental SDBIP captures the performance of each defined department which reflects on the strategic priorities of the municipality. The SDBIP provides the detail of each outcome for which the senior management is responsible for, in other words, a comprehensive picture of the performance of each directorate/sub-directorate.

6.1.5 Individual performance: Section 57 managers

Performance agreements are concluded with the Municipal Manager and the Section 57 managers annually and includes the following:

- Key performance indicators of the approved Top Layer SDBIP to ensure seamless integration with the IDP, budget and SDBIP; and
- Core Competencies in terms of Regulation 21 of 17 January 2014.

In terms of the legislative requirements:

- Performance evaluations are conducted quarterly, with the first and third quarter only verbal. The second and fourth quarter is formal evaluations
- The formal assessments are conducted by a panel
- Record must be kept of formal evaluations
- The overall evaluation report and results must be submitted to Council
- Copies of any formal evaluation of the MM is sent to the MEC for Local Government

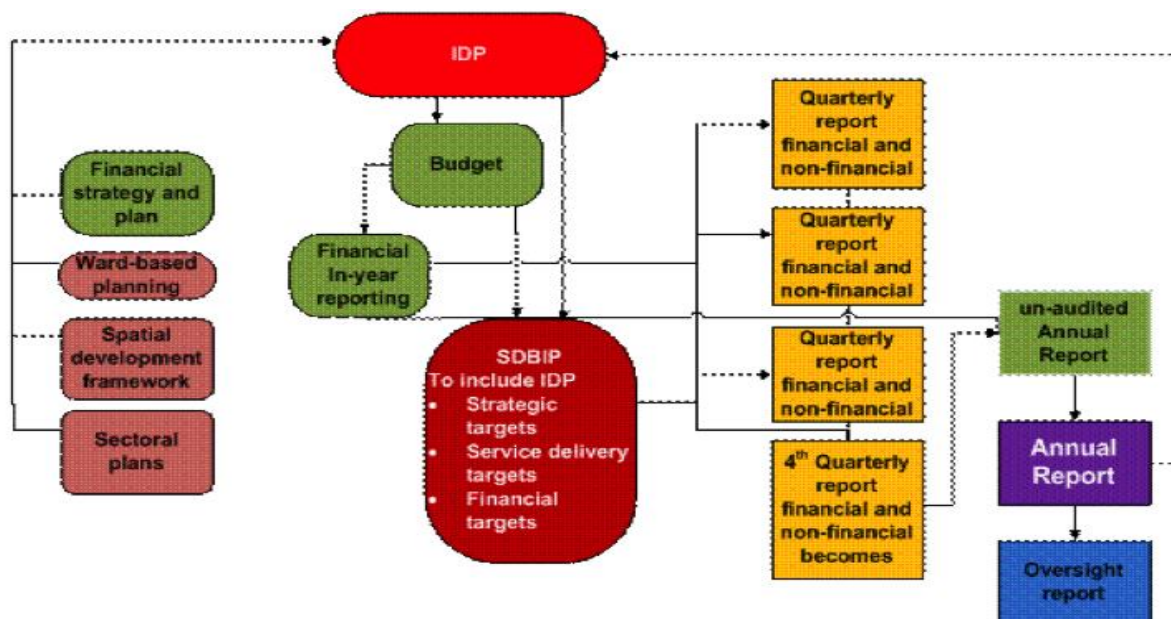
6.2 Performance reporting

6.2.1 Performance Reporting cycle

Performance reporting is a data-driven, consistent, and real-time framework for defining and achieving strategic objectives.

The need and necessity for continuous reporting on municipal performance is prescribed by Section 41(1)(c), of the MSA (2000). This legislation states that a Municipality must, in terms of its Performance Management System and in accordance with any regulations and guidelines that may be prescribed, establish a system of regular reporting to Council, other political structures, political office bearers and staff of the Municipality, and the public and other organs of state. This requires the compilation of various performance reports throughout a municipal financial year.

Performance is reported on a regular basis, and it includes the evaluation of performance, the identification of poor performance and corrective actions to improve performance.



6.2.2 Quarterly reports

The quarterly performance reports accumulate performance of progress made towards the achievement of key performance indicators based on SDBIP objectives.

It reports on the performance in terms of the Top Level SDBIP and are compiled and submitted to Council. This report is also published on the municipal website on a quarterly basis.

6.2.3 Mid-year assessment

The mid-year report informs the mayoral committee and Council of the progress made with regards to the implementation of the SDBIP during the first half of a financial year. Information included in the mid-year report feed the adjustment of both the budget and the SDBIP. Adjustments are done based on financial shortcomings due to less than projected income or other impacts. Accumulative information should be reported against the IDP–mid-year performance against the annual targets.

This report is submitted to the Mayor for approval before 25 January of each year and the Mayor submit the report to Council by 31 January of each year. The report is furthermore published on the municipal website.

6.2.4 Annual assessment

The performance of the financial year should be assessed at year-end in terms of Section 46 of the MSA. The performance in terms of the annual targets set will be documented in the Annual Performance Report and the report will be finalized and submitted to the Office of the Auditor-General by 30 August annually. This report will be included in the Annual Report of the municipality.

The Annual Report must be prepared annually for each financial year and should include information on the financial and non-financial performance of the municipality and reasons for under performance. Real transparency and accountability can only be achieved where there is a link between what has been agreed with the community, the strategic objectives IDP, budget, SDBIP and employee performance agreements, in-year reports, annual financial statements and the Annual Report.

The annual report should include information pertaining to:

- The performance of the municipality and of each external service provider during that financial year;
- A comparison with targets set for and performances in the previous financial year; and
- Measures taken to improve performance.

The Annual Report is submitted to Council for approval before 25 January of each year. Council must consider the annual report of the municipality and by no later than two months from the date on which the annual report was tabled in the council, adopt an Oversight Report containing the Council's comments on the Annual Report, which must include a statement whether the Council has:

- Approved the annual report with or without reservations;
- Rejected the annual report; or
- Has referred the annual report back for revision of those components that can be resolved.

6.3 Top-layer SDBIP

Municipal Strategic Objective	KPI Name [R]	Unit of Measurement	Baseline	POE	2022-23	Q1	Q2	Q3	Q4	2023-24	2024-25	2025-26	2026-27
Deliver a sound and effective administrative and financial service to achieve sustainability and viability in the region	Spend 90% of the municipal capital budget by 30 June 2023 {(Actual amount spent /Total amount budgeted) X100}	% of capital budget spent	57%	Capital expense report generated from the financial system	90	10	45	65	90	90	90	90	90
Facilitate good governance principles and effective stakeholder participation	Review the Risk Based Audit Plan (RBAP) and submit to the Audit Committee for approval by 30 June 2023	RBAP revised and submitted to the Audit Committee	1	Proof of submission	1	0	0	0	1	1	1	1	1
Facilitate good governance principles and effective stakeholder participation	Complete 70% of the audits as per the RBAP by 30 June 2023 [(Audits completed for the year/audits planned for the year according to the RBAP) x100]	% audits completed	0%	RBAP, Quarterly progress reports and minutes of the Audit Committee	70	0	0	0	70	70	70	70	70
Build a well capacitated workforce, skilled youth and communities	Review the organisational structure (Macro) and submit to Council for approval by 31 May 2023	Organisational structure reviewed and submitted to Council	1	Proof of submission	1	0	0	0	1	1	1	1	1
Prevent and minimize the impact of possible disasters and improve public safety in the region	Conduct monthly Covid 19 DJOC meetings with relevant stakeholders	Number of meetings conducted	12	Minutes of meetings	12	3	3	3	3	12	12	12	12
Deliver a sound and effective administrative and financial service to	Review 15 budget related policies and submit to Council for approval	Number of policies reviewed and submitted to Council for approval	18	Proof of submission to Senior Clerk: Committee Services	15	0	0	0	15	15	15	15	15

Municipal Strategic Objective	KPI Name [R]	Unit of Measurement	Baseline	POE	2022-23	Q1	Q2	Q3	Q4	2023-24	2024-25	2025-26	2026-27
achieve sustainability and viability in the region	approval by 31 May 2023												
Deliver a sound and effective administrative and financial service to achieve sustainability and viability in the region	Review and submit the MFMA delegation register to Council for approval by 31 May 2023	MFMA delegation registered reviewed and submitted to Council for approval	1	Proof of submission to Senior Clerk: Committee Services	1	0	0	0	1	1	1	1	1
Deliver a sound and effective administrative and financial service to achieve sustainability and viability in the region	Compile and submit the financial statements to the Auditor-General by 31 August 2022	Financial statements compiled and submitted to the Auditor-General	1	Proof of submission to the Auditor-General	1	1	0	0	0	1	1	1	1
Deliver a sound and effective administrative and financial service to achieve sustainability and viability in the region	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2023 [(Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant) x 100]	% of debt coverage	5%	Annual Financial Statements and calculation sheet	10	0	0	0	10	10	10	10	10
Deliver a sound and effective administrative and financial service to achieve sustainability and viability in the region	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2022 [(Cash and Cash	Cost coverage as at 30 June 2023	1	Annual Financial Statements and calculation sheet	1.5	0	0	0	1.5	1.5	1.5	1.5	1.5

Municipal Strategic Objective	KPI Name [R]	Unit of Measurement	Baseline	POE	2022-23	Q1	Q2	Q3	Q4	2023-24	2024-25	2025-26	2026-27
	Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)]												
Facilitate good governance principles and effective stakeholder participation	Review Corporate and HR policies and submit to Council for approval by 30 June 2023	Number of policies reviewed and submitted	5	Proof of submission	3	0	0	0	2	5	7	10	12
Build a well capacitated workforce, skilled youth and communities	Spend 0.5% of the municipality's personnel budget on training by 30 June 2023 [(Total Actual Training Expenditure/ Total personnel Budget) x100]	% of the personnel budget spent on training	0.50%	Report generated from the financial system	0.5	0	0	0	0.5	0.5	0.5	0.5	0.5
Build a well capacitated workforce, skilled youth and communities	Review the Workplace Skills Plan and submit to LGSETA by 30 April 2023	Workplace Skills Plan reviewed and submitted	1	Proof of submission	1	0	0	0	1	1	1	1	1
Build a well capacitated workforce, skilled youth and communities	The number of people from the employment equity target groups employed (appointed) in the three highest levels of management in compliance with the municipality's	Number of people employed	0	Signed of Excel spread sheet - File Name: Personnel	1	0	0	0	1	1	1	1	1

Municipal Strategic Objective	KPI Name [R]	Unit of Measurement	Baseline	POE	2022-23	Q1	Q2	Q3	Q4	2023-24	2024-25	2025-26	2026-27
	approved Equity Plan as at 30 June 2023												
Promote safe, healthy and socially stable communities through the provision of a sustainable environmental health service	Compile and submit bi-annual Water Quality Evaluation Reports to Beaufort West, Prince Albert & Laingsburg Water Service Authorities by 30 June 2023	Number of Water Quality Evaluation Reports submitted to Water Service Authorities by 30 June 2023	6	Reports & proof of dispatch via email to Water Service Authorities (WSA's)	6	0	3	0	3	6	6	6	6
Promote safe, healthy and socially stable communities through the provision of a sustainable environmental health service	Compile and submit annual Waste Management Evaluation Report to the Beaufort West, Prince Albert & Laingsburg Local Authorities by 30 June 2023	Number of Waste Management Evaluation Reports submitted to Local Authorities by 30 June 2023	3	Reports & proof of dispatch via email to Local Authorities	3	0	0	0	3	3	3	3	3
Promote safe, healthy and socially stable communities through the provision of a sustainable environmental health service	Compile and distribute a Municipal Health Information Document to Beaufort West, Prince Albert & Laingsburg Local Authorities by 30 June 2023	Number of Information Documents submitted to Local Authorities by 30 June 2023	1	Information Documents & proof of dispatch via email to Local Authorities	3	0	0	0	1	3	3	3	3
Promote safe, healthy and socially stable communities through the provision of a sustainable environmental health service	Compile and submit bi-annual Informal Settlement Evaluation Reports for Murraysburg, Merweville, Beaufort West, Prince Albert & Klaarstroom to the Beaufort West & Prince Albert Local	Number of Informal Settlement Evaluation Reports submitted to Local Authorities by 30 June 2023	10	Reports & proof of dispatch via email to Local Authorities	10	0	5	0	5	10	10	10	10

Municipal Strategic Objective	KPI Name [R]	Unit of Measurement	Baseline	POE	2022-23	Q1	Q2	Q3	Q4	2023-24	2024-25	2025-26	2026-27
	Authorities by 30 June 2023												
Promote regional, economic development, tourism and growth opportunities	Create full time equivalent (FTE's) through expenditure with the EPWP job creation initiatives by 30 June 2023	Number of full time equivalent (FTE's) created	20	Signed contracts	25	0	0	0	25	25	30	35	40
Facilitate good governance principles and effective stakeholder participation	Submit the draft Annual Report in Council by 31 January 2023	Draft Annual Report submitted in Council	1	Proof of submission	1	0	0	1	0	1	1	1	1
Facilitate good governance principles and effective stakeholder participation	Develop the IDP and Budget Process Plan and submit to Council by 31 August 2023	IDP and Budget Process Plan submitted	1	Proof of submission	1	1	0	0	0	1	1	1	1
Promote safe, healthy and socially stable communities through the provision of a sustainable environmental health service	Review the Disaster Management Plan and submit to Council by 31 May 2023	Disaster Management Plan reviewed and submitted	1	Proof of submission	1	0	0	0	1	1	1	1	1
Prevent and minimize the impact of possible disasters and improve public safety in the region	Spend 90% of the approved WOSA Safety Grant by 30 June 2023	% of budget spent	0.00%	Report generated from the financial system	90	10	35	65	90	90	90	90	90
Facilitate good governance principles and effective stakeholder participation	Submit the final IDP to Council by 31 May 2023 for approval	Final IDP submitted for approval	1	Proof of submission	1	1	0	0	0	1	1	1	1
Improve and maintain district roads and promote safe roads transport	Employ workers in temporary positions in terms of skills and labour needs within identified road projects by June 2023	Number of temporary workers employed	24	Statistics submitted and temporary worker employment contracts	40	0	10	20	40	45	50	55	60

Municipal Strategic Objective	KPI Name [R]	Unit of Measurement	Baseline	POE	2022-23	Q1	Q2	Q3	Q4	2023-24	2024-25	2025-26	2026-27
Improve and maintain district roads and promote safe roads transport	Spend 95% of the total approved Roads budget by 30 June 2023 [(Actual expenditure divided by approved allocation received) x100]	% of total approved Roads budget spent	95.00%	Summary of Road Capital Expenses from ABAKUS (Claimed)	95	10	40	65	95	95	95	95	95
Improve and maintain district roads and promote safe roads transport	Regravel 40 kilometres of road by 30 June 2023	Number of kilometres regavelled	37	Signed off project file	40	10	20	30	40	40	40	40	40
Improve and maintain district roads and promote safe roads transport	Spend 95% of the total approved blading maintenance budget by 30 June 2023 [(Actual expenditure divided by approved allocation received) x100]	% of total approved blading maintenance budget spent	90.00%	Claims submitted to Department Transport and Public Works	95	10	40	65	95	95	95	95	95