



## **Swartland Municipality**

# **AMENDMENTS TO THE INTEGRATED DEVELOPMENT PLAN FOR 2017-2022**

**Memorandum in terms of Regulation 3(2)(a) of the Municipal  
Planning and Performance Management Regulations, 2001**

**Draft March 2021**

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# Forewords

## Executive Mayor, Tijmen van Essen *[Updated]*



This is the fourth revision of the fourth generation Integrated Development Plan (IDP) for the Swartland municipal area. The IDP serves as an enabler for mutual accountability towards the attainment of agreed development priorities; hence it constitutes a social contract between the Council and residents of the Swartland.

Many of our citizens exist in a self-perpetuating poverty trap. Many young and poor single mothers struggle to provide nutrition and basic healthcare for their children, often unaware of the basic services available to them. The lack of skills makes it hard to attract jobs to economically depressed areas which, in turn, deprives people of employment and leaves them dependant on the state. Furthermore, low incomes, poor living conditions and inadequate education levels increase the vulnerability of the poor to crime and social ills.

After 25 years of democracy, inequalities are growing, our life-supporting ecosystems continue to deteriorate at an alarming rate, unemployment remains high and poverty remains widespread and persists alongside affluence.

Local government is judged by its ability to deliver services, promote socio-economic development and govern effectively. As Executive Mayor I am aware of the numerous responsibilities bestowed on the Council to bring about fundamental changes to our region that will have a positive effect on the livelihoods of all our people. Local Government is both the most intimate sphere of government and the one that impacts most on the everyday lives of citizens.

With the approval of the fourth generation IDP in 2017, Swartland Municipality has embarked on a challenging journey towards excellent local government. The journey consists of five steps, each representing a level of achievement, from the lowest level of 'survival' to a level of 'actualisation'. I believe, however, that we cannot progress to a next more fulfilling level before the needs of the existing level have been met. **The five steps are:**

1. Providing excellent, democratic, transparent, and open government with zero tolerance for corruption at any level.
2. Getting the basics right. Provide for the most fundamental needs of our citizens by getting the basic service delivery right.
3. Putting heart into our communities to make them vibrant and safe. Provide excellent community facilities efficiently and effectively in order to provide places and services through which citizens can utilise their opportunities.
4. Helping our citizens to be successful by enabling opportunities and driving local economic growth.
5. Creating a better future for all by taking a firmly sustainable approach to our environment.

### **From the Municipality's side we will commit to:**

- A professional service to every town, settlement and to the rural area;
- create a platform for local economic development that can result in job creation;
- create opportunities so that ordinary citizens can take responsibility and break free from the cycle of poverty;
- good financial planning and control, free of any form of corruption;
- the spending of municipal funds in a responsible and transparent manner; and
- a productive workforce with a high work ethic and a high standard of customer care.

As a result of the Covid-19 pandemic and lockdown measures it was difficult for the municipality to involve the public in the revision of the IDP during 2020 and 2021. The Municipality had to make use of unconventional methods such as Google Forms to obtain inputs from ward committee members, with varying levels of success.

It is my wish that the municipality and the citizens of Swartland can build on the trust relationship that was always one of the treasured characteristics of the Swartland area. The municipality and the citizens have to work together on the IDP and budget for the good of everyone who has an interest in the Swartland area. I remain committed to investigate all possible ways and means to effectively engage with our communities on important municipal matters.

I would like to take this opportunity to thank all the citizens who did participate in the IDP/Budget revision process. I would also like to thank my fellow Councillors, the Municipal Manager, all Directors and the IDP team and support staff who worked tirelessly in meeting the challenge of compiling this document in-house successfully.

I wish to invite all of you – councillors, officials, citizens, business, government and non-government organisations - to become part of this journey. Join hands with us - together we can **SHAPE A BETTER FUTURE** for all our people!

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## Municipal Manager, Joggie Scholtz *[Updated]*



Challenges in local government have fundamentally changed the way we go about doing our business. The demands set to municipalities by national and provincial government and the vast number of applicable Acts and Regulations are high, but the expectations of our community are even higher.

The Integrated Development Plan (IDP), which informs a municipality's budget and prioritises projects per the needs of the communities, is one of the important planning and management tools that modern-day municipalities have. The 2017-2022 IDP of Swartland Municipality is of great significance as it will form the basis of the governance term of the Council of Swartland, which took office in August 2016.

According to a recent Local Government Report, most municipalities in South Africa struggle with a number of service delivery and governance problems that include:

- Huge service delivery and backlog challenges
- Poor communication and accountability relationships with communities
- Corruption and fraud
- Poor financial management
- Weak civil society formations
- Insufficient municipal capacity due to lack of scarce skills

Although Swartland Municipality is still functioning on a high standard in most respects, we are also faced with serious challenges. We realised that a good strategy is necessary to counter any downward trend regarding the functioning of the Municipality and to move the organisation to even greater achievements.

During the initial compilation of the 2017/2022 IDP in consultation with a wide spectrum of public stakeholders, the Municipality identified the most critical issues and risks that need to be addressed should the organisation wish to survive the challenges and continue to function effectively, efficiently and economical. This process led to the formulation of five strategic goals (*what we wish to achieve*):

- **PEOPLE:** -Improved quality of life for citizens
- **ECONOMY:** - Inclusive economic growth
- **ENVIRONMENT:** - Quality and sustainable living environment
- **INSTITUTIONS:** - Caring, competent and responsive institutions, organisations and business
- **SERVICES:** - Sufficient, affordable and well-run services

The successful implementation of the IDP is subject to the availability of sufficient financial resources as well as good management of these resources, bearing in mind that the Municipality derives the bulk of its income through rates and taxes paid by its constituents. It is therefore of the utmost importance that all citizens of Swartland meet their obligations towards the Municipality to ensure that the IDP is executed in the best interest of all Swartland residents.

The Municipality has up to the 2016/2017 financial year achieved seven clean audits, followed by an unqualified audit with one finding in 2017/2018 and 2018/2019 and a clean audit in 2019/2020. Swartland still remains one of the best managed municipalities in South Africa, with management and staff that are dedicated to meet and maintain high standards of performance at all times.

The average spending over the previous eight years was 92.5% of the capital budget and 95.6% of the operating budget. The Municipality has also managed to collect on average 102.3% of all revenue budgeted in the previous eight financial years, which is testimony to a good payment culture in the adverse economic climate in which the Municipality has had to operate for several years now.

The Municipal Financial Sustainability Index by Ratings Afrika (November 2020) covers a sample of the 100 largest local municipalities and the eight metros. In the latest review of this index the financial stability score increased from 68 in 2016 to 82 in 2020 and the sustainability index score from 62 in 2016 to 71 in 2020.

<b>1. Financial Sustainability Index</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Operating performance	16	42	59	55	45
Liquidity management	97	98	97	96	95
Debt governance	69	77	76	84	85
Budget position	70	76	94	95	99
<b>Financial stability</b>	<b>68</b>	<b>77</b>	<b>83</b>	<b>84</b>	<b>82</b>
Affordability	56	56	56	53	52
Infrastructure development	45	38	48	34	43
<b>Sustainability Index score</b>	<b>62</b>	<b>67</b>	<b>73</b>	<b>70</b>	<b>71</b>

(100 = maximum)

The prospects for an improvement in the national economy and therefore the local economy too are not favourable. This will present the Municipality with special challenges, including limited resources, regarding the full and successful implementation of this IDP.

Swartland Municipality has the people and the will to overcome the challenges. Service delivery as well as the best interests of all residents of Swartland will, as always, continue to be the Municipality's priorities to ensure the effective implementation of this strategic plan. Resources are nevertheless limited and it is unfortunately inevitable that not all expectations raised at the IDP planning meetings will be met.

I wish to thank the Executive Mayor, the Speaker, and members of the Executive Mayoral Committee, Councillors, the IDP team and every person for their commitment, who contributed to the compilation of this document. We now need every role player, whether a councillor, member of the public or an official, to support the Municipality in the difficult journey that lies ahead.

## Covid-19 *[Updated]*

COVID-19 is the infectious disease caused by the most recently discovered coronavirus. This new virus and disease were unknown before the outbreak began in Wuhan, China, in December 2019. COVID-19 is now a pandemic affecting many countries globally. On 7 January 2020 'Severe Acute Respiratory Syndrome Coronavirus 2' (SARS-CoV-2) was confirmed as the causative agent of 'Coronavirus Disease 2019' or COVID-19. Since then, the virus has spread to countries all over the world, including South Africa. The First case of Covid-19 Coronavirus reported in South Africa on 5 March 2020.

A national state of disaster in terms of the Disaster Management Act was declared in South Africa on 15 March 2020 followed by the publication of Disaster Regulations three days later and the announcement of the first nationwide lockdown on 23 March 2020.

On 23 April 2020 the President announced an approach that determines five coronavirus levels

- Level 5 means that drastic measures are required to contain the spread of the virus to save lives.
- Level 4 means that some activity can be allowed to resume subject to extreme precautions required to limit community transmission and outbreaks.
- Level 3 involves the easing of some restrictions, including on work and social activities, to address a high risk of transmission.
- Level 2 involves the further easing of restrictions, but the maintenance of physical distancing and restrictions on some leisure and social activities to prevent a resurgence of the virus.
- Level 1 means that most normal activity can resume, with precautions and health guidelines followed at all times.

Since then South Africa moved through various coronavirus levels and amendments of the Regulations. The country was hit by a second wave of infections by late November / December 2020 which necessitated stricter lockdown measures and a move from Level 1 to Level 3. By time of writing (February 2021) the country was on Level 3.

The first vaccinations was administered to frontline workers in South Africa on 17 February 2021.

*The impact of Covid-19 and measures to combat the virus and mitigate the impact are dealt with in Chapter 7 of this document.*

# Chapter 1: Introduction

## 1.6 The IDP and Area Plans

### SERVICE BACKLOGS PER WARD *[Updated]*

#### *Swartland North Area Plan*

WARDS 1 AND 2	
<p><b>KORINGBERG:</b></p> <p><b>Sewerage</b></p> <ul style="list-style-type: none"> <li>▪ Sewer reticulation network poorly developed and must be extended</li> <li>▪ Waste Water Treatment Works is overloaded and must be upgraded</li> </ul> <p><b>Storm water</b></p> <ul style="list-style-type: none"> <li>▪ No formal piped storm water drainage system.</li> <li>▪ There are many unlined channels which causes erosion and maintenance problems.</li> </ul> <p><b>Water</b></p> <ul style="list-style-type: none"> <li>▪ Poorly developed network, small diameter pipes, low pressure and flow condition and open ring mains.</li> <li>▪ Sections of the water reticulation network are obsolete and must be upgraded.</li> <li>▪ Secondary chlorination at reservoirs must be implemented.</li> </ul> <p><b>Streets</b></p> <ul style="list-style-type: none"> <li>▪ Backlog resealing program coupled with deterioration of road infrastructure.</li> <li>▪ Many roads are not constructed with kerbstone and formal sidewalks.</li> </ul> <p><b>Electricity</b></p> <ul style="list-style-type: none"> <li>▪ Eskom area of supply.</li> <li>▪ Street lighting inadequate.</li> </ul>	<p><b>MOORREESBURG:</b></p> <p><b>Streets and traffic</b></p> <ul style="list-style-type: none"> <li>▪ Numerous problems are encountered with safe access to the N7 from both entrances to town, particularly the southern entrance. During winter months problems with bad vision is experience due to fog.</li> </ul> <p><b>Sewerage</b></p> <ul style="list-style-type: none"> <li>▪ The Waste Water Treatment Works must be upgraded. There is not sufficient treatment capacity and the infrastructure is obsolete resulting in high maintenance costs and poor performance.</li> </ul> <p><b>Storm water</b></p> <ul style="list-style-type: none"> <li>▪ Maintenance of the No-Go River.</li> <li>▪ Regular blockages and flooding in Rosenhof.</li> <li>▪ Upgrading of systems in the vicinity of Royal Street.</li> </ul> <p><b>Water</b></p> <ul style="list-style-type: none"> <li>▪ Obsolete infrastructure, pipe breakages, leaking valves and leaking hydrants.</li> <li>▪ Poorly developed network, shortage in shut-off valves.</li> <li>▪ Secondary Chlorination at reservoirs must be implemented.</li> </ul> <p><b>Streets</b></p> <ul style="list-style-type: none"> <li>▪ Backlog of resealing program, deterioration of road infrastructure</li> </ul> <p><b>Electricity</b></p> <ul style="list-style-type: none"> <li>▪ Replacement of obsolete substations and networks.</li> </ul>

*Swartland East Area Plan*

**WARDS 3 AND 12**

***RIEBEEK WEST / RIEBEEK KASTEEL:***

**Sewerage**

- Waste Water Treatment Works already completed.

**Storm water**

- Poorly developed infrastructure, regular flooding in the surroundings of Dennehof Street and Esterhof.

**Water**

- Poorly developed network, small diameter pipes, low pressure, flow condition and open ring mains.
- Sections of the water reticulation networks is obsolete and must be upgraded.
- Secondary Chlorination reservoirs must be implemented.
- Poor condition of Ongegung reservoir and pump station must be upgraded.

**Streets**

- Backlog in resealing program with accompanied by deterioration of road infrastructure.
- Many roads are not constructed with kerbstone and formal sidewalks

**Electricity**

- PPC town's network capacity for development limited.
- Street lighting is inadequate.
- Eskom Area of supply

*Swartland South Area Plan*

**WARDS 4 AND 7**

***CHATSWORTH AND RIVERLANDS:***

**Sewerage**

- Sewerage systems must be extended.
- Waste Water Treatment Works must be upgraded.

**Storm water**

- Formal system is limited to housing projects and 5th Avenue Chatsworth.
- Regular flooding of residences and erven.
- Upgrading of storm water infrastructure in Chatsworth.

**Water**

- Secondary Chlorination at reservoirs must be implemented.
- Shortfall in reservoir storage capacity; new reservoir must be constructed.
- Bulk supply system cannot supply in the demand during peak months.
- Water supply is under pressure due to illegal connections and wastage of water.

**Streets**

- Gravel roads needs to be upgraded.
- Construction of a bus route in Chatsworth

***KALBASKRAAL AND ABBOTSDALE:***

**Sewerage**

- Sewerage system in Kalbaskraal is limited and should be expanded.

**Storm water**

- No formal storm water drainage system, excluding low cost housing extensions.

**Water**

- Reservoir capacity must be increased for new developments.
- Secondary Chlorination at reservoirs.

**Streets**

- Gravel roads needs to be upgraded.

**Electricity**

- Eskom Area of supply
- Street lighting inadequate



WARDS 4 AND 7

**Electricity**

- Eskom area of supply.
- Street lighting inadequate

*Swartland West Area Plan*

WARDS 5 AND 6

**DARLING:**

**Sewerage**

- Regular blockages in Darling North.
- Waste water treatment works is overloaded and must be upgraded to supply future demand
- Water borne sewerage system must be extended to the industrial area.

**Storm water**

- Poorly developed system in Darling, upgraded of open channels along streets.
- Many areas have no formal piped systems.
- Many channels are unlined causing erosion and maintenance problems.

**Water**

- Poorly developed network, small diameter pipes, low pressure and flow conditions and open ring mains.
- Sections of the water reticulation network are obsolete and must be upgraded.
- Reservoir capacity must be increased for further developments.
- Water supply to the industrial area must be increased to supply future demand.

**Streets**

- Backlog resealing program coupled with deterioration of road infrastructure.
- Curbs and formal sidewalks lack in many streets.

**Electricity**

- Replacement of obsolete substations and networks

**YZERFONTEIN:**

**Sewerage**

- Yzerfontein has no formal waste water treatment works as well as no water borne sewer system.

**Storm water**

- Poorly developed system in the area of Carter Street, Buitekant Street, 6th Avenue and Felicia Crescent.

**Water**

- Secondary Chlorination at reservoir must be implemented.

**Streets**

- Backlog resealing program coupled with deterioration of road infrastructure.

**Electricity**

- Supply capacity inadequate for major developments
- Upgrading of supply capacity subject to Eskom network expansion

**MALMESBURY:**

**Sewerage**

- Sewerage connector in Wesbank in the area of Wistaria Street is under pressure and must be upgraded for further developments
- Obsolete infrastructure causing regular blockages
- Upgrading of distribution network is needed
- Upgrading of main connectors in Voortrekker Street from swimming pool to Bokomo Road

**Storm water**

- Maintenance of Ilinge Lethu and Wesbank storm water system
- Channel under Voortrekker Street from the Post Office to Bokomo Road
- Retention structure in river north of the swimming pool
- Maintenance of Diep-and Platteklip rivers

**Water**

- Portions of the water network are outdated and needs to be upgraded
- Reservoir capacity should be increased for future development
- Secondary Chlorination should be implemented at reservoir


**Streets**

- Backlog of resealing program, deterioration of road infrastructure
- Upgrading of Bokomo / Voortrekker Road intersection
- Upgrading of Piketberg / Voortrekker Road intersection
- Upgrading of N7 / Bokomo Road interchange





**Electricity**

- Replacement of obsolete substations and networks.
- No supply capacity available for any developments west of the N7 not yet implemented. New 132/11kV substation and 132kV transmission line to be committed to allow services approval of further developments west of the N7.


## WARD PRIORITIES [Updated]


During September and October 2020 all ward councillors and ward committee members were asked to update the ward priorities by means of Google Forms. These priorities are listed below. A more detail description is provided for each of the priorities in the five area plans. Priorities indicated with this logo  are not the function of Swartland Municipality, but that of the Western Cape Government.

### Swartland North Area Plan

WARD 1		WARD 2
<b>KORINGBERG:</b>	<b>MOORREESBURG:</b>	<b>WHOLE WARD:</b>
1 Upgrading / replacement of sewerage works	1 Furrow / river that is deep and dangerous to children	1 Parks to be developed and upgraded
2 Upgrading of road infrastructure (Current tarred roads in Moorreesburg and Koringberg. Gravel roads near Silos)	2 Upgrading of the town entrance	2 Backyard dwellers (services to backyard dwellers)
3 Promote tourism and LED (Review tourism model, encourage tourism entrepreneurs, support local festivals/events)	3 Housing, serviced plots, services to backyard dwellers 	3 Housing (new housing opportunities) 
4 Long term water security for Moorreesburg and Koringberg	4 Job opportunities and job creation	4 Upgrading of road infrastructure
5 Safety (Establish neighbourhood watches and safety cameras in Moorreesburg and Koringberg)	5 Closure of the refuse site and improvement of the refuse transfer station	5 Job creation (attract investment, new employment database, training for entrepreneurs, developers must make use of local labour, award tenders to local businesses)
6 Financial assistance for old aged homes and crèches (Many elderly people cannot afford the accommodation fees at old aged homes)	6 Bus shelters	6 Better ambulance services 
7 Upgrading of parks (more trees, mobile skateboard park, think differently about how parks should look)	7 Youth development	7 Facilities for informal traders
8 Cleaning of storm water systems (more frequently especially before the winter season)	8 Street names and a direction sign from the divisional road to the low cost housing project	8 Fixing of damaged RDP houses
9 Disabled friendly buildings (access to municipal buildings)	9 Satellite library 	9 Refuse removal (provide refuse bins, address illegal dumping, provide more skips)
10 Promote recycling	10 Safety	10 Youth development (need a youth office, youth skills programme, youth facilities)





### Swartland East Area Plan

WARD 3	WARD 12
<b>WHOLE WARD:</b>	<b>WHOLE WARD:</b>
1 GAP Housing 	1 New high school 
2 Housing (provide new houses and upgrade existing RDP houses) 	2 Early childhood development (ECD centres and qualified teachers. Playground equipment for young children at facilities)





WARD 3	WARD 12
3 Early childhood development centre	3 Development of sport facilities (Construction of soccer field. Skateboard park/ skateboarding circuit. Irrigation of rugby field)
4 Upgrading of roads / tar of streets (Merinhof Circle, Kuiler Crescent, Koelenberg Street and Sending Street)	4 Services to backyard dwellers
5 Promote tourism (tourism office for Riebeeck West, assist with attracting tourists, encourage local festivals, establish rose garden)	5 Refuse removal (provide refuse bins. Recycling / garden refuse / building refuse)
6 Trading Units formal / Informal	6 Tourism and entrepreneurial support (tourism training opportunities. Law enforcement more visible in towns for tourists. Encourage local festivals. Funding for tourism offices. Upgrading of Plain square)
7 New cricket field	7 Youth development programmes (Drug related programmes. Teach youth how to be entrepreneurs. Life skills (grade 12 and after school)
8 Netball courts (provide two netball courts on existing rugby field with ablution facilities)	8 Security (Include security cameras. Assist with a space for the CPF. Fire training for households)
9 Fencing of town hall	9 Better health services (redevelopment of the clinic and land for a new clinic) 
10 Fire and Emergency services (need first response team and an emergency vehicle)	10 Adult development


### *Swartland South Area Plan*

WARD 4		WARD 7	
<i>CHATSWORTH:</i>	<i>RIVERLANDS:</i>	<i>KALBASKRAAL:</i>	<i>ABBOTSDALE</i>
1 Upgrading of road infrastructure (tar main road and upgrade activity roads with hard surfaces)	1 Low cost housing 	1 Tar roads (Spoorweg Street, School Street, Kloof Street and the widening of the bridge)	1 Housing (provide houses) 
2 Upgrading of primary school 	2 Safety (Satellite police station)	2 Provide houses 	2 Social Economic facility (provide a new multipurpose centre. Facilities for the youth such an internet cafe. Braai facility)
3 More street lighting and better maintenance	3 Sport and recreation facilities	3 Extension of primary school 	3 Need a library 
4 Addressing social ills (drug abuse, alcohol abuse, domestic violence, women, children)	4 Social Economic Facility / Multi-functional facility	4 Sport facilities	4 Sport facilities (assist with soccer field)
5 Sewerage infrastructure	5 More social and youth development programmes	5 Social Economic facilities / Establish entrepreneurial hub (Support entrepreneurship, assist with business training, promote business/industrial hub, facility for youth cafe)	5 New primary school west of the railway line 




WARD 4		WARD 7	
6 Social Economic Facility / Multi-functional facility	6 New secondary school 	6 More street lighting (from the bridge up to Darling road and from the Anglican Church to the cemetery and from the Kerk Street up to the GAP houses (Bloekombos Avenue))	6 Tar roads (Frahms Avenue from the railway line up to the cemetery, Eikehout Avenue plus the entrance opposite JJ Bricks to the smallholdings (to the north))
7 More social and youth development programmes	7 Refuse removal (refuse bins to be provided)	7 Better safety and law enforcement (law enforcement must be more visible and cameras at the entrance of Abbotsdale)	7 Improved safety law enforcement (law enforcement must be more visible in the residential area, satellite police station, surveillance cameras and neighbourhood watches)
8 Bus shelters	8 Substance abuse support	8 Space for informal trading	8 Upgrading of Clinic 
9 Safety (assist with a satellite police station )	9 Provide a new library 	9 Disabled friendly infrastructure	9 Promote economic development (support entrepreneurship, assist with space for informal trading and business training)
10 Low cost housing 	10 More street lighting and better maintenance	10 Recreational facilities (Braai facility, gym park, upgrading of playgrounds and existing play park (Winkel Street) must be moved, fenced and secured)	10 More street lighting



### Swartland West Area Plan

WARD 5		WARD 6
<b>DARLING:</b>	<b>YZERFONTEIN:</b>	<b>WHOLE WARD:</b>
1 Housing 	1 Monitoring office for CCTV system	1 Promote business and tourism opportunities (businesses to be accommodated in making it viable to operate. Tourism should be used as a vehicle to promote our area )
2 Education (Transport for school children and a new High School for Darling) 	2 Harbour development (more options for use, better utilisation and ablution facilities)	2 Sport and recreation facilities (upgrading of existing sport facilities and extension of ablution facilities and pavilion)
3 Safety / law enforcement (strengthening of law enforcement capacity in Darling and Yzerfontein )	3 Law enforcement (illegal construction work and camera systems upgrades)	3 Safety / law enforcement (strengthening of law enforcement capacity in Darling and Yzerfontein )
4 Roads (Tarring of roads in Darling South)	4 Provision of toilet facilities (at harbour and in CBD for visitors)	4 Education (transport for school children to Atlantis. Darling needs a high school) 
5 Promote business opportunities (businesses to be accommodated in making it viable to operate)	5 Control of construction work (illegal dumping and workers staying on site in unhygienic conditions)	5 Street name (one of the streets in Darling East or North to be named after one of Darling's most prominent and inspirational leaders)
6 Sidewalks in Darling North	6 Sidewalks (wheelchair accessible and remove invasive plants/weeds)	6 Library (provide internet facility at library and more computers) 

WARD 5		WARD 6
7 Open areas (provide recreational facilities and parks on the open areas in Darling North. Parks and storm water system to be looked at	7 Electricity and water (meter reading must be done every month on the same day)	7 Sidewalks in Darling North
8 Sport and recreation facilities (upgrading of existing sport facilities and extension of ablution facilities and pavillion)	8 Speedbumps (Dassen Island road. Build speed bumps in such a way that it reduces speed to an acceptable level without damaging cars of residents)	8 Housing 
9 Tourism / agri-tourism (tourism should be used as a vehicle to promote our area )		9 Roads (tarring of roads in Darling South)
10 Refuse removal (look at Wheelie bins)		10 Refuse removal (provide wheelie bins, building rubble that is dumped on empty plots)













### Swartland Central Area Plan

WARD 8	WARD 9	WARD 10	WARD 11
<b>WHOLE WARD:</b>	<b>WHOLE WARD:</b>	<b>WHOLE WARD:</b>	<b>WHOLE WARD</b>
1 Safety (provide street lights in Wesbank, lower Rainier Street and create a space for more neighbourhood watch )	1 Tarring of roads in Phola Park	1 Safety (establish neighbourhood watches. Install safety cameras. Car guards in the CBD must be removed or trained)	1 Assist with job creation through national programmes
2 Substance abuse day facilities programmes	2 Access for the learners to Naphakade Primary	2 Better health services 	2 Housing 
3 Environmental protection (Bloekombos / Driehoekpad / Klipkop and address illegal dumping)	3 Youth / Skills development	3 Education (schools are overcrowded. New high school, technical school and primary school) 	3 Social awareness campaign (assist with awareness projects. Shortage of social workers)
4 Removal of stray animals (dogs and cats)	4 Recreational facilities	4 Drug abuse support facility	4 Swimming pool
5 Support and promote entrepreneurship (training to entrepreneurs and create a space in Wesbank opposite Traffic office for people to sell their products)	5 Fire and emergency services	5 Promote Tourism (better marketing of the Swartland, attract tourism businesses to invest, more events in Malmesbury. Provide a plan of the area at the entrances to towns. Direction signs that indicate where the police, hospital and Wesbank are)	5 Improve storm water drainage
6 Need an old age home	6 Provide space for informal car washes	6 Resealing of roads ( De Kock Street / Bergzicht Street )	6 Removal of stray animals
7 Disabled friendly municipal buildings	7 Promote and assist tourism	7 Support entrepreneurship (Street market at Wesbank and training opportunities for small businesses)	7 Illegal dumping of rubbish (assist with illegal dumping. Educate people about littering. Provide wheelie bins. Garden refuse removal is a problem.)

WARD 8	WARD 9	WARD 10	WARD 11
8 More skills development programmes plus access to computers for adult education	8 Upgrading of primary school (Naphakade Primary) 	8 Disabled friendly buildings	8 Safety (establish neighbourhood watches. Law enforcement to be more visible. Police station must be moved to Wesbank)
9 Accessible recreational facilities	9 Provide better lighting in open spaces between Alfa and Jakaranda Street and Goniwe and Alfa Street	9 Cleaning of storm water systems	9 Backyard dwellers (lower the costs of the toilets that people rent by the municipality. The dumping of sewerage in the drains must be prohibited.)
10 Housing 	10 Removal of stray animals	10 Maintenance of parks (upgrading and maintenance of parks. Keep parks clean. Plant trees in Tafelzicht and Newclair)	10 Land for churches

# Chapter 2: Context

## 2.1 Swartland municipal area at a glance *[Updated with figures from the 2020 SEP report]*

<b>Total municipal area</b> 3 700 km <sup>2</sup>		<b>Demographics in 2016 (Stats SA 2016 Community Survey)</b>			
		 Population: 133 762	Younger than 34: 61%	 Households: 39 139	
<b>Education in 2019 (2020 Socio-economic profile, WCG)</b>					
 Learner-teacher ratio: 31.8	Learner retention: 74.1%	Matric pass rate: 84.0%	Number of schools: 30	Schools with libraries: 16	
<b>Poverty in 2019 (2020 Socio-economic profile, WCG)</b>					
 Gini Coefficient: 0.58	Human Development Index: 0.78	GDPR per capita: R43 000	Indigent households (Jan 21): 9 259		
<b>Access to basic services in 2016 (Stats SA 2016 Community Survey)</b>					
 Piped water: 92.8%	 Refuse removal: 83.5%	 Electricity: 98.7%	 Sanitation: 96.2%		
<b>Economy (2020 Socio-economic profile, WCG)</b>			<b>Employment (2020 Socio-economic profile, WCG)</b>		
 Total GDPR contribution: R8 324 million Average annual GDP growth 2014-2018: 1.8%			 Jobs gained 2014-2018: 1 147 Unemployment rate 2019: 11.0%		
<b>Three largest sectors according to GDPR contribution in 2018 (2020 Socio-economic profile, WCG)</b>					
Manufacturing: 24.9%		Wholesale and retail trade, catering and accommodation: 17.8%		Agriculture, forestry and fishing: 14.7%	
<b>Health in 2019 (2020 Socio-economic profile, PGWC)</b>					
 Number of primary health care facilities: 14	Immunisation rate: 59.8%	Maternal deaths per 100 000 live births: 0	Registered patients receiving ART: 3 043	% babies born to mothers under 20: 13.0%	
<b>Safety and security – Actual number of reported cases in 2019 (2020 Socio-economic profile, PGWC)</b>					
 Residential burglaries: 777	Driving under the influence: 139	Drug-related crime: 1 473	Murders: 32	Sexual offences: 165	



# Chapter 3: The planning process







## 3.4 Amendment process followed between August 2020 and May 2021 *[Updated]*

Activity	Date	Groups involved
<b><i>Preparation and process</i></b>		
Approval of the time schedule that guided the revision of the IDP	25 Aug	The Council and management of the Municipality
<b><i>Revision of strategy</i></b>		
IDP / Budget consultation with ward committees (Google Forms)	Oct	Ward councillors, ward committee members
Strategy discussions on necessary changes to the IDP and area plans	6 Nov	Management, Mayoral Committee
IDP IGR Workshop	12 Nov	Councillors, Provincial, District and Local Municipal management
<b><i>Completing the draft documents</i></b>		
Completion of the IDP document and Area Plans	Feb + Mar	Management of the Municipality
Consideration of the IDP document, area plans and budget by the Mayoral Committee	23 March	Mayoral Committee
Approval of the IDP document, area plans and budget by the Council as a draft	30 March	Council
<b><i>Community inputs and document refinement</i></b>		
Publish for public comment and representations the draft budget, IDP document and Area Plans	6 Apr	Swartland community
Swartland Municipal Advisory Forum Meeting (SMAF).	April	Councillors, management of the Municipality, 2 ward committee members from each ward and invited stakeholders
<b><i>Final approval</i></b>		
Consideration of the IDP document, area plans and budget by the Mayoral Committee	20 May	Mayoral Committee
Final approval of the IDP document, Area Plans and budget by the Council	27 May	Council

# Chapter 4: The Organisation

## 4.2 The council and council committees *[Updated with new proportional councillor]*

### PROPORTIONAL COUNCILLORS:

	Clr Zamabuntu Bekebu	ANC		Clr Sandra Matthyse	EFF		Clr Monde Stemele	DA
	Clr Cornelle O'Kennedy	DA		Clr Desmond Philander	ANC		Ald Tijmen van Essen	DA
	Ald Maude Goliath	DA		Clr Annie Sneewe	ANC		Clr Ntobeko Zatu	ANC
	Clr Felicia Humphreys	ANC		Clr Patricia Solomons	DA			

# Chapter 6: District and Local Municipal policy directives

## 6.2 West Coast District Development Model and One Plan *[Amended]*

The District Development Model (DDM) is an operational model for improving cooperative governance aimed at building a capable, ethical and developmental State. It embodies an approach by which the three spheres of government and state entities work collaboratively in an impact-oriented way, and where there is higher performance and accountability for coherent service delivery and development outcomes. Furthermore, the DDM is an intergovernmental approach focusing on 52 districts as IGR impact zones for more effective joint planning, budgeting and implementation over multi-year planning and electoral cycles. Although each sphere, sector or entity has its distinct constitutional powers, functions and responsibilities, they cooperate and undertake collaborative planning, budgeting and implementation processes converging developmental efforts at the district level. Accordingly, this joint work is expressed through the formulation and implementation of a “One Plan” which is a long-term strategic framework guiding investment, service delivery and development in relation to each of the districts.

The Institutional Arrangements for the DDM are aimed at sustaining a programmatic approach to cooperative governance and IGR centred around the One Plan and the related reprioritisation processes to be undertaken by all spheres, departments, entities and municipalities.

The One Plan process plan will outline the activities, roles, responsibilities, ownership and timelines that will need to be undertaken during each One Plan road map stage and it will also synthesise how each stage integrates into Government’s existing planning and budgeting cycles across the three spheres with a view of creating a long term strategic framework.

## 6.6 Economic Development and Recovery Plan *[New plan added]*

### **(a) INTRODUCTION**

Neither the public sector, nor the private sector on their own, has all the insights and answers. However by combining insights, power of influence and resources, much more is possible. This strategy aims to establish improved economic development cooperation amongst stakeholders – to systematically identify and utilise more beneficial economic opportunities.

This strategy is a response to the need to improve performance of the local economy, to benefit local citizens. Economic Development and recovery is an ongoing process by which key stakeholders and institutions from all spheres of society, the public and private sector as well as civil society, work jointly to create a unique advantage for the locality and its firms, tackle market failures, remove bureaucratic obstacles for local businesses and strengthen the competitiveness of local firms/SMEs.

Sustainable jobs are created mainly in the private sector, which creates wealth from markets. To grow the economy, businesses need to increase their revenues by competing successfully in markets, which are increasingly contested by global competitors. To grow the local economy, competitive local firms need to earn more revenue from external markets, and spend much of this locally, for more money to flow into the local economy. In addition, improved competitiveness of local firms in local markets ensures that less money flows out of the economy. Distribution within the economy takes place through wages and purchases from other businesses.

The COVID-19 pandemic is having a deep and significant impact on health, social development and the economy of South Africa. The associated national lockdown has severely impacted on economic performance during 2020 and 2021.

**(b) STRATEGY**

Points of departure

The following points of departure are important in the identification of potential interventions for the economic development and recovery of Swartland Municipal Area:

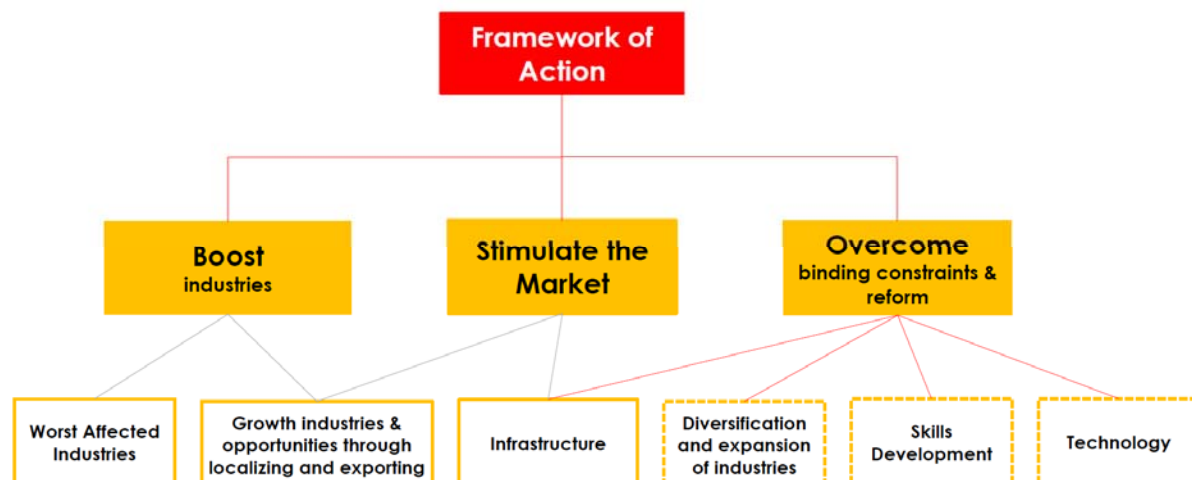
- All interventions must be realistic and implementable to have an impact.
- Distinguish between short, medium and long term interventions.
- Support worst-affected sectors.
- Be responsive to businesses in crisis through information, communication, guidance, support to access funding and advocacy.
- Government does not have the fiscal resources to effect the economic plan and it requires other stakeholders and resources from private sector to contribute.
- An integrated aligned approach that includes all three spheres of government will be needed.

Approach to economic development

In support of the above National and Provincial directives, the Swartland municipality aims to stimulate sustained growth in the Swartland jurisdiction, by promoting and implementing a set of mutually supportive economic-, spatial- and social-development initiatives.

The main aim is to increase employment - which leads to increased quality of life, social cohesion and sustainability. Employment is a consequence of increased investment by the private sector and/ or by the public sector institutions. To stimulate growth, Swartland must compete effectively with the alternatives, to secure such investment. In addition, growth can also be enhanced by attracting persons employed in other municipalities, to live in Swartland.

Framework of action



**(c) BASIS FOR THE DEVELOPMENT OF IMPLEMENTATION COMMITMENTS**

National and provincial initiatives to which local government can contribute

National	Provincial
<p>National Development Plan</p> <ul style="list-style-type: none"> <li>▪ Establish a competitive base of infrastructure, human resources and regulatory frameworks.</li> <li>▪ Realise a developmental, capable and ethical state that treats citizens with dignity.</li> <li>▪ A social compact to reduce poverty and inequality, and raise employment and investment</li> <li>▪ Boost private investment in labour-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers</li> <li>▪ 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</li> </ul> <p>SA Economic Reconstruction and Recovery Plan</p> <ul style="list-style-type: none"> <li>▪ Ensuring optimal revenue collection, fiscal sustainability, improved efficiency of spending, elimination of wastage and corruption and improved state capacity to collect revenue</li> <li>▪ Increased access to finance: Ensuring expanded access to the R200</li> </ul>	<p>Western Cape Strategic Plan</p> <ul style="list-style-type: none"> <li>▪ Building and maintaining infrastructure</li> <li>▪ Creating opportunities for job creation through skills development</li> <li>▪ Creating an enabling environment for economic growth through resource resilience</li> </ul> <p>Western Cape Economic Recovery Plan</p> <ul style="list-style-type: none"> <li>▪ Red tape support to remove administrative and legislative blockages</li> <li>▪ Drive improvements in the planning and approvals system</li> <li>▪ Efficiency improvement in government procedures and administrative systems across a range of sectors including SMMEs, formal and informal businesses as well as the tourism sector.</li> <li>▪ Support municipalities to drive government spending on the development, maintenance and protection of core infrastructure, particularly on labour intensive projects.</li> <li>▪ Focus on identifying the necessary enabling infrastructure gaps.</li> <li>▪ Improve SMME access to WCG initiatives and opportunities</li> <li>▪ Support growth through facilitating access to finance</li> </ul>

National	Provincial
<ul style="list-style-type: none"> <li>▪ billion Covid-19 credit facility</li> <li>▪ Regulatory changes to reduce the cost of doing business and facilitate ease of doing business</li> <li>▪ Skills development and a population that is equipped for the new normal</li> <li>▪ Communication and the digital economy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide support to businesses (e.g. advisory services and training)</li> <li>▪ Increase employment through internships and skills programmes</li> <li>▪ Improve access to skills opportunities specifically focused on the capability of youth.</li> <li>▪ Support businesses and municipalities through technical, regulatory and financial knowledge development, sharing and partnerships</li> </ul>

Other initiatives in this document to which local government can contribute

- Support to stimulate demand as businesses are challenged to remain operational. Particularly, businesses in the retail and trade, construction and general services sectors generated no revenue over the lockdown period.
- Consider municipal utilities and tax relief or reprieves (like interim concession on carbon tax, PAYE, etc.)
- Support people and businesses to access the economic relief measures
- Support businesses to learn about any opportunities that may exist in their sector
- Communication initiatives are still not optimally reaching businesses and increased awareness of websites hosting business information and support available, needs to occur
- Businesses need to be fed tips and be given assistance on how they could take their business digital
- Effectiveness with dealing with investor queries, applications and by extension creating an overall investment friendly business climate can significantly benefit the pursuits of municipalities in seeking development and job creation through investment
- Wesgro's role is to attract visitors, both international and domestic to visit the Western Cape. Our event partnership provides various levels of support to leisure events where opportunities exist to promote the Western Cape as an attractive destination
- Buy local from struggling businesses and strengthen SME supply chain inclusion – without hampering effectiveness and efficiency principles.

**(d) CONCLUSION AND THE WAY FORWARD**

Swartland Municipality is committed to support economic development and recovery in order to attract investments and make the Swartland an area of choice to do business. The Covid-19 pandemic had a devastating impact on the economy and the consequent national lockdown made it extremely difficult for businesses to remain sustainable.

The Municipality cannot grow the economy or create jobs. Therefore, to implement this plan, a partnership between the public and private sector is inevitable.

The national, provincial and other initiatives identified above provides a framework within Swartland Municipality can develop its own implementation commitments, i.e. how and where the Municipality can become involved or provide support to economic development and recovery initiatives.

If there is agreement on the implementation commitments, key performance indicators and targets must be developed for inclusion in the five-year IDP for 2022-2027. The key performance indicators will identify the actions that the Municipality need to take and will include targets for each indicator. Any financial implications will have to be investigated for (1) inclusion in the municipal budget, (2) allocations by other spheres of government, or (3) contributions from the private sector.

## 6.7 Disaster Management Plan *[Updated]*

### **(g) RISK ASSESSMENT** *[Add the following]*

During March 2020 the world (and South Africa) came to know the Corona Virus which had a devastating effect on the health of people.

### **(h) RISK REDUCTION** *[Add the following]*

- **Covid-19:** Slowing the spread  
Testing and treatment  
Quarantine and Isolation  
Civil compliance  
Humanitarian relief and food security  
Economic recovery  
Communication

# Chapter 7: The strategy

## 7.4 The Municipality's five year strategy

### (d) TOP TEN RISKS FACING THE MUNICIPALITY *[Updated]*

The top ten risks according to the Municipality's Risk Register are the following:

1. Exposure to Coronavirus (COVID-19) / COVID-19 outbreak
2. Insufficient preparation for disasters
3. In-migration and population growth
4. Land invasion and land grabs
5. Ageing and poorly maintained infrastructure
6. Lack of capacity in respect of infrastructure
7. Community safety and law compliance
8. Insufficient information for potential developers to invest in Swartland (choose to invest elsewhere)
9. Unsafe and unhealthy working conditions and environment
10. Unsatisfied/uninvolved/uninformed



## STRATEGIC GOAL 1: IMPROVED QUALITY OF LIFE FOR CITIZENS

### (a) CURRENT STATE OF AFFAIRS *[Updated]*

#### **Education:**

The area had 30 public ordinary schools in 2019. The number of no-fee schools in the Swartland area remained on 22 for 2018 and 2019.

Learner enrolment in the Swartland increased from 17 647 in 2017 to 17 939 in 2018 and to 18 269 in 2019.

The learner – teacher ratio in Swartland increased from 30.2 in 2017 to 31.6 in 2018 to 31.8 in 2019. Learner retention within Swartland municipal area decreased from 79.8% in 2017 to 68.0% in 2018 and then increased to 74.1% in 2019.

Swartland's matric pass rate increased from 83.5% in 2017 to 84.5% in 2018 and then dropped to 84.0% in 2019.

#### **Health:**

In 2019 the Swartland municipal area had 14 primary healthcare clinics (PHC), which comprises of 4 fixed and 9 mobile clinics as well as one community day centre. In addition, there is a district hospital, as well as 15 antiretroviral treatment clinics/ treatment sites and 20 tuberculosis clinics/treatment sites.

Swartland's total registered patients receiving ARTs increased significantly between 2018 and 2019 from 2 758 to 3043. There was an increase in TB cases from 853 in 2018 to 867 in 2019.

Children immunised as a % of the total number of children less than one year of age has declined from 57.7% in 2018 to 59.8% in 2019.

The number of malnourished children under five years was 2.4 per 100 000 people in 2018 and 2.0 in 2019.

The number of babies dying before reaching the age of 28 days, per 1 000 live births in a given year, has increased from 10.9 in 2018 to 15.6 in 2019.

#### **Poverty:**

The GDPR per capita in 2018 was R43 000 and the average household income in 2018 (current prices) R16 101.

The Gini coefficient has increased from 0.566 in 2013 to 0.602 in 2019.

The Human Development Index has increased from 0.666 in 2013 to 0.695 in 2019.

The number of indigent households was 8 895 in January 2019, 9 044 in January 2020 and 9 259 in January 2021.

#### **Safety:**

The number of murder cases per 100 000 of the population decreased from 27 in 2018/2019 to 23 in 2019/2020.

The number of reported sexual offences per 100 000 of the population increased from 114 in 2018/2019 to 121 in 2019/2020.

The number of reported drug-related crimes per 100 000 of the population decreased from 1 383 in 2018/2019 to 1 082 in 2019/2020.

The number of persons driving under the influence per 100 000 of the population decreased from 116 in 2018/2019 to 102 in 2019/2020.

The number of residential burglaries per 100 000 people increased from 504 in 2018/2019 to 571 in 2019/2020.

(c) ACTION PLAN [The following strategic objectives are updated]

Strategic Objectives	Strategic Initiatives	Key Performance Indicators	Targets
1.1 Facilitate access to the economy	Support local economic development through skills and enterprise development	Number of SMME training sessions	1 per quarter
	Engagement with formal business on SMME support	Annual engagement held	Yes ( <a href="#">annually</a> by June- <del>2021</del> )
1.7 Lobby for the basic needs and rights of vulnerable groups	<i>Develop guidelines for assistance to persons with disabilities (Completed)</i>	<i>Guidelines approved</i>	<i>Yes (by June 2020)</i>
	<i>Develop guidelines for <del>vulnerable women (gender) persons with disabilities (Completed)</del></i>	<i><del>Gender action plan</del> <a href="#">Guidelines approved</a></i>	<i>Yes (by June 2021)</i>
1.8 Increase the effectiveness of the municipal traffic & law enforcement service	Effective traffic and law enforcement execution by using <del>an</del> <a href="#">our own</a> Automated Number Plate Recognition (ANPR) Bus	Number of reports on progress submitted to the portfolio committee	10 per annum
1.11 Ensure that infrastructure development, resources and equipment are available to deliver an effective Protection Service to all communities in the Swartland	An effective operational Protection Service	<del>Secure</del> <a href="#">Lobby</a> budget to expand the current Firefighting and Emergency resources	Yes (annually by November)
		<i>A fire and rescue strategic plan developed (Completed)</i>	<i>Yes (by September 2018)</i>
		<del>Secure</del> <a href="#">Lobby</a> budget to expand the current Law Enforcement resources	Yes (annually by November)
1.12 Extension of service delivery of Protection Services <del>Department</del>	Extension of learners licence centres for Darling and Riebeek Valley	Learners licence centres operational in Darling and Riebeek Valley <a href="#">subject to a budget allocation and approval from the National Department of Transport</a>	Yes Darling: July <del>2020</del> <a href="#">2021</a> Riebeek Valley: July <del>2021</del> <a href="#">2022</a>
1.13 Swartland Safety Initiative	An effective Swartland Community Safety Forum	<del>R</del> eports submitted to the Mayoral Committee	Yes (annually by June)
	<del>Facilitate the establishment of four Community Police Forums (one per SAPS office) (Completed)</del> <a href="#">Support the four Community Police Forums</a>	<del>Community Police Forums accredited, registered and trained</del> <a href="#">Attend CPF meetings and activities</a>	<del>Yes (By June 2019)</del> <a href="#">Yes (quarterly)</a>
	Facilitate <a href="#">and support</a> the establishment of four Neighbourhood watches <del>(one per CPF) (Completed)</del>	Neighbourhood watches accredited, registered and trained	Yes ( <del>4</del> <a href="#">By June 2022</a> <del>2019 and another 4 by June 2020</del> )

(d) STRATEGIC RISKS LINKED TO STRATEGIC GOAL 1 [Updated]

Risk Description	Likelihood Impact	Inherent Risk Rating	Current Controls	Control Effectiveness	Residual Risk exposure
Exposure to Coronavirus (COVID-19) / COVID-19 outbreak	5 5	25	<ul style="list-style-type: none"> <li>▪ Task team established - meetings as and when required</li> <li>▪ Posters and info sessions - e-mails</li> <li>▪ Press release and update of website - hotline number</li> <li>▪ Communication - regular e-mails, discussions at invocoms</li> <li>▪ Hygiene measures implemented - sanitizers, gloves, masks to relevant employees</li> <li>▪ Biometric System temporary not operational</li> <li>▪ Access to buildings controlled by security</li> <li>▪ All municipal resorts, town halls, sport fields and swimming pools closed</li> <li>▪ Drivers licences not to be handled and breathalysers for testing of alcohol stopped</li> <li>▪ Promote and enforce social distancing</li> <li>▪ National Lockdown - 27 March to 16 April 2020</li> <li>▪ Essential services continue</li> <li>▪ Work from home - set-up by IT for some to perform</li> <li>▪ Agreements with people not able to pay municipal accounts</li> <li>▪ Compliance Officer appointed to plan and monitor "Employees return to work"</li> </ul>	0.83 (Average)	20.75
Insufficient preparation for disasters	5 5	25	<ul style="list-style-type: none"> <li>▪ Annual awareness campaign regarding disaster management plan</li> <li>▪ Annual review of the approved Disaster Management Plan</li> <li>▪ Disaster recovery and business continuity plan</li> <li>▪ Updated, approved and annual review of the Firefighting by-law</li> <li>▪ Awareness campaigns performed - COVID-19</li> <li>▪ Municipality continues to provide essential services</li> </ul>	0.82 (Average)	20.50
Land invasion	5 5	25	<ul style="list-style-type: none"> <li>▪ Housing pipeline</li> <li>▪ Human Settlement plan</li> <li>▪ Law enforcement</li> <li>▪ Indigents Audit</li> </ul>	0.80 (Average)	20
Community safety and law compliance	5 5	25	<ul style="list-style-type: none"> <li>▪ Law enforcement awareness campaigns</li> <li>▪ Annual review of current by-laws and fines applicable to traffic and law enforcement service</li> <li>▪ Enforce municipal by-laws and traffic legislation</li> <li>▪ Quarterly interaction with the judicial system</li> <li>▪ CCTV operational room</li> </ul>	0.68 (Average)	17

(e) CAPITAL BUDGET LINKED TO STRATEGIC GOAL 1 [Updated]

Strategic Objective	Strategic Initiatives	2021/2022	2022/2023	2023/2024
Manage Development Services	Manage Community Development	0	0	0
	Manage Multi-Purpose Centres		232 200	
<b>Subtotal</b>		<b>0</b>	<b>232 200</b>	<b>0</b>
Manage Protection Services	Manage Traffic and Law Enforcement	444 000	50 000	775 760
	Manage Fire and Emergency Services	1 554 000	3 835 000	4 055 000
<b>Subtotal</b>		<b>1 998 000</b>	<b>3 885 000</b>	<b>4 830 760</b>
<b>Total Goal 1</b>		<b>1 998 000</b>	<b>4 117 200</b>	<b>4 830 760</b>

(f) OPERATING BUDGET LINKED TO STRATEGIC GOAL 1 [Updated]

Strategic Objective	Strategic Initiatives	2021/2022	2022/2023	2023/2024
Manage Development Services	Manage Community Development	3 412 205	3 604 687	3 751 708
	Manage Multi-Purpose Centres	1 463 276	1 558 161	1 780 846
	Manage Environmental and Occupational Health	2 046 202	1 910 738	2 004 186
<b>Subtotal</b>		<b>6 921 684</b>	<b>7 073 586</b>	<b>7 536 740</b>
Manage Protection Services	Manage Protection Services	2 335 220	2 459 208	2 577 630
	Manage Civil Protection	725 000	300 000	300 000
	Manage Licensing and Registration Services	9 120 442	9 746 963	10 243 948
	Manage Traffic and Law Enforcement	55 249 655	58 640 808	61 336 818
	Manage Fire and Emergency Services	7 442 467	7 598 548	8 016 482
	Manage the Harbour Yzerfontein	349 734	365 798	391 352
<b>Subtotal</b>		<b>75 222 517</b>	<b>79 111 324</b>	<b>82 866 230</b>
<b>Total Goal 1</b>		<b>82 144 200</b>	<b>86 184 910</b>	<b>90 402 970</b>

## STRATEGIC GOAL 2: INCLUSIVE ECONOMIC GROWTH

### (a) CURRENT STATE OF AFFAIRS *[Updated]*

In 2018 Swartland was the second largest contributor (27.3%; R8 324 million) to the GDP of the West Coast after Saldanha Bay (30.7%; R9 336 million). The local economy was dominated by the manufacturing sector (24.9%; R2 073 million), followed by wholesale and retail trade, catering and accommodation (17.8%; R1 478 million) and agriculture, forestry and fishing sector (14.7%; R1 220 million). Swartland's economy was estimated to be worth R8.324 billion in 2018. The average annual growth in the GDP between 2014 and 2018 was 1.8% per annum.

In 2018 Swartland was the second largest contributor (25.4%; 46 694 jobs) to employment in the West Coast after Saldanha Bay (28.2%; 51 924 jobs). The agriculture, forestry and fishing sector contributed the most jobs to the area in 2018 (13 470; 28.8%), followed by the wholesale and retail trade, catering and accommodation sector (9 547; 20.4%) and the community, social and personal services sector (5 660; 12.2%).

The majority of workers in the Swartland labour force in 2019 were low-skilled (49.6%), while only 15.3% were skilled. The growth in low-skilled employment was at a faster rate than that of semi-skilled, although growth in skilled employment was the fastest over the period 2015 – 2019.

Since 2015, the unemployment rate has been rising steadily in the area, reaching 11.0% in 2019.

### (c) ACTION PLAN *[The following strategic objective is updated]*

Strategic Objectives	Strategic Initiatives	Key Performance Indicators	Targets
2.7 Increase tourism visitors and brand the Swartland as a good place to live, work and play	<u>Finalise (and implement) a more effective tourism destination marketing and development business model</u>	Study done and revised tourism business model finalised. (Completed)	Yes (by June 2020)
	<del>Implement a more effective tourism destination marketing and development business model</del>	<del>Model finalised</del> Revised tourism business model implemented	Yes (by June 2021)
		Model implemented	Yes (by June 2024)
	Do product assessment and compile a development and marketing strategy for the Swartland	Study done and strategy compiled	Yes (by June <del>2021</del> 2024)

### (d) GENERAL INDICATORS IN TERMS OF THE MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001

Indicator in the regulations	Indicator in the Municipality's PMS	Targets
<b>Reg 10(c):</b> Percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	% of capital budget spent	Between 90% and 105%
<b>Reg 10(d):</b> The number of jobs created through municipality's LED initiatives including capital projects	Number of jobs created through Municipality's capital projects (contracts > R200 000)	<del>100</del> 150 for the year

(e) STRATEGIC RISKS LINKED TO STRATEGIC GOAL 2 [Updated]

Risk Description	Likelihood Impact	Inherent Risk Rating	Current Controls	Control Effectiveness	Residual Risk exposure
Insufficient information for potential developers to invest in the Swartland (choose to invest elsewhere)	4 5		<ul style="list-style-type: none"> <li>Investors are made aware of specific opportunities and benefits of investing in Swartland</li> <li>Key persons are trained and committed to respond to investment enquiries</li> <li>The information that will attract business investment to Swartland is easily accessible online</li> </ul>	0.75 (Average)	
No networks and support centres to help businesses improve business practices	4 4		<ul style="list-style-type: none"> <li>Continuous engagements with business chamber</li> <li>Development of networks and support centres within communities to help small businesses implement new business practices</li> <li>Local business opportunity network incl. a local business directory</li> </ul>	0.75 (Average)	

(f) CAPITAL BUDGET LINKED TO STRATEGIC GOAL 2

Strategic Objective	Strategic Initiatives	2021/2022	2022/2023	2023/2024
Facilitate economic development in the municipal area	Facilitate economic development in the municipal area	0	0	0
<b>Total Goal 2</b>		<b>0</b>	<b>0</b>	<b>0</b>

(g) OPERATING BUDGET LINKED TO STRATEGIC GOAL 2 [Updated]

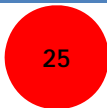
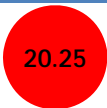
Strategic Objective	Strategic Initiatives	2021/2022	2022/2023	2023/2024
Facilitate economic development in the municipal area	Facilitate economic development in the municipal area	150 000	150 000	150 000
<b>Total Goal 2</b>		<b>150 000</b>	<b>150 000</b>	<b>150 000</b>

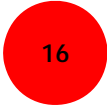
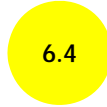
## STRATEGIC GOAL 3: QUALITY AND SUSTAINABLE LIVING ENVIRONMENT

### (c) ACTION PLAN [The following strategic objectives are updated]

Strategic Objectives	Strategic Initiatives	Key Performance Indicators	Targets
3.3 Enhance conservation and biodiversity	Finalise <a href="#">conservation and biodiversity management plan</a> <del>stewardship programme</del>	<a href="#">Management plan completed</a>	By June 2021
		Registration of stewardship programme with Cape Nature on municipal land	<a href="#">By June 2022</a>
<del>3.8 Increase access for citizens in new settlements to urban amenities, work, schools, clinics, parks, etc. (Deleted)</del>	<del>Do new housing developments in terms of the Social Economic Facility Policy and the Spatial Development Framework (SDF) Secure funding for the social facilities</del>	<del>Council approval of budget and implementation for social facilities in terms of the project approval by DHS</del>	<del>Annually</del>
3.9 Maintain a balance between non-paying and paying households through the increased provision of affordable housing, Finance Linked Individual Subsidy Programme (FLISP) housing, Gap housing and social housing.	Appoint credible <a href="#">social</a> housing institution to build and manage social housing	Appointment finalised	By December 2022
	Obtain land use rights and secure funding for <del>(FLISP)</del> housing, <del>Gap</del> <a href="#">affordable</a> housing and social housing	Funding <del>secured</del> <a href="#">application to DHS submitted</a>	By June 2023 <del>2</del>
	<del>Draft a credible social housing policy (Deleted)</del>	<del>Social Housing policy completed</del>	<del>Yes (by June 2021)</del>
<a href="#">3.10 Facilitate access for citizens to secure tenure</a>	<a href="#">Implement Title Restoration Programme in cooperation with Human Settlements (2020/21 &amp; 2021/22)</a>	<a href="#">% of 24 (pre-1994) estate properties transferred</a>	<a href="#">100% by June 2022</a>

### (d) STRATEGIC RISKS LINKED TO STRATEGIC GOAL 3 [Updated]

Risk Description	Likelihood Impact	Inherent Risk Rating	Current Controls	Control Effectiveness	Residual Risk exposure
In-migration and population growth	5 5	 25	<ul style="list-style-type: none"> <li>Effective planning (SDF, Human settlements plan, Social development plan, Master services plan)</li> <li>Law enforcement</li> <li>Timeous management response by informing the public</li> <li>Feedback at ward committees</li> <li>Continuous Application for increase housing funding</li> <li>Transparency of housing awarding</li> <li>Municipal land can be secured but not in all areas</li> </ul>	0.81 (Average)	 20.25

Risk Description	Likelihood Impact	Inherent Risk Rating	Current Controls	Control Effectiveness	Residual Risk exposure
Imbalance between the three pillars of sustainable development i.e. environment, economy and people	4 4	 16	<ul style="list-style-type: none"> <li>▪ Annual review of relevant IDP indicators and targets for next financial year</li> <li>▪ Application of the LED strategy</li> <li>▪ Appointed Environmental management Inspector</li> <li>▪ Approved Social Development Policy and Strategy Consultation with external social development committee</li> <li>▪ Implementation and annual review of the integrated human settlement plan</li> <li>▪ Regular Environmental Impact Assessments</li> <li>▪ 7.SDF Implementation</li> </ul>	0.4 (Good)	 6.4

**(e) CAPITAL BUDGET LINKED TO STRATEGIC GOAL 3 [Updated]**

Strategic Objective	Strategic Initiatives	2021/2022	2022/2023	2023/2024
Manage Development Services	Manage Development Services	40 000	42 000	44 000
	Manage Planning and Valuations	0	0	0
	Manage Human Settlements	17 600 000	15 800 000	19 760 000
	Manage the Caravan Park Yzerfontein	30 000	30 000	32 000
<b>Total Goal 3</b>		<b>17 670 000</b>	<b>15 872 000</b>	<b>19 836 000</b>

**(f) OPERATING BUDGET LINKED TO STRATEGIC GOAL 3 [Updated]**

Strategic Objective	Strategic Initiatives	2021/2022	2022/2023	2023/2024
Manage Development Services	Manage Development Services	1 984 069	2 062 965	2 131 585
	Manage Planning and Valuations	8 637 037	8 105 941	8 507 633
	Manage Building Control	3 298 026	3 502 671	3 676 582
	Manage Human Settlements	30 363 894	35 473 970	4 868 713
	Manage the Caravan Park Yzerfontein	2 336 688	2 485 336	2 609 454
<b>Total Goal 3</b>		<b>46 619 714</b>	<b>51 630 884</b>	<b>21 793 966</b>



## STRATEGIC GOAL 4: CARING, COMPETENT AND RESPONSIVE INSTITUTIONS, ORGANISATIONS AND BUSINESS

### (a) CURRENT STATE OF AFFAIRS *[Updated]*

#### Schools:

The area had 30 public ordinary schools in 2019. The number of no-fee schools in the Swartland area remained on 22 for 2018 and 2019. The number of schools with libraries / media centres was 16 in 2019.

#### Healthcare facilities:

In 2019 the Swartland municipal area had 14 primary healthcare clinics (PHC), which comprises of 4 fixed and 9 mobile clinics as well as one community day centre. In addition, there is a district hospital, as well as 15 antiretroviral treatment clinics/ treatment sites and 20 tuberculosis clinics/treatment sites.

#### Swartland Municipality:

Swartland Municipality has the following buildings:

- 6 municipal offices (Moorreesburg, Riebeek West, Riebeek Kasteel and Yzerfontein)
- 3 town halls (Malmesbury, Riebeek West and Moorreesburg)
- 6 community halls (Moorreesburg, Riebeek-Kasteel East, Darling, Wesbank, Abbotsdale and Yzerfontein) and one Thusong centre (Ilinge Lethu)
- 9 libraries (Malmesbury, Wesbank, Riebeek West, Riebeek Kasteel, Chatsworth, Abbotsdale, Darling, Darling North and Moorreesburg)
- 4 museums (Malmesbury, Moorreesburg, Darling, and Riebeek Kasteel)
- 5 tourism offices (Darling, Moorreesburg, Malmesbury, Riebeek Kasteel and Yzerfontein)

#### Other Institutions:

Swartland has a variety of institutions which include:

- 5 police stations - Darling, Malmesbury, Moorreesburg, Riebeek Kasteel and Riebeek West
- 4 community policing forums - Darling, Malmesbury, Moorreesburg and Riebeek West;
- 1 fire brigade - Malmesbury and 2 satellite fire brigades - Moorreesburg and Darling
- 3 traffic departments - Darling, Malmesbury and Moorreesburg
- 2 motor vehicle testing centres - Malmesbury and Moorreesburg
- 3 motor vehicle registration centres - Darling, Malmesbury and Moorreesburg
- 2 driving licence testing centres - Malmesbury and Moorreesburg
- 4 post offices - Darling, Malmesbury, Moorreesburg and Riebeek Kasteel
- 1 disaster management centre - Moorreesburg
- 3 holiday resort and camping facilities - Yzerfontein Caravan Park, Ganzekraal and Miverstand Dam Resort
- 46 Early Childhood Development (ECD) facilities
- 2 child and youth care centres - Malmesbury and Moorreesburg
- 5 old age homes - Darling, Malmesbury, Moorreesburg and Riebeek Kasteel
- 8 service centres for the elderly - Abbotsdale, Darling, Kalbaskraal, Malmesbury, Moorreesburg and Riverlands
- 1 shelter for homeless adults - Malmesbury

#### Financial:

The current state of affairs in respect of Swartland Municipality's finances is contained in Chapter 8 Paragraph 8.1.

(c) ACTION PLAN [The following strategic objectives are updated]

Strategic Objectives	Strategic Initiatives	Key Performance Indicators	Targets
4.3 Employment relations that create a climate of trust, cooperation and stability and accomplish a harmonious and productive workforce	<del>Develop</del> <u>Implement</u> a programme of innovative interventions, e.g. diversity management and awareness, climate creation to ensure sound employee relations and practices (Completed)	<del>Programme developed for implementation during the 2019/2020 financial year"</del>	<del>By June 2021</del> <u>By July 2019</u>
4.4 More informed and effective ward councillors and ward committees	<u>Revision and implementation of ward committee constitution</u>	<u>Implementation completed</u>	<u>By end of December 2021</u>
4.6 Identify risks and implement preventative and corrective controls	<u>Risk Management responsibilities assigned to Internal Audit as part of their consulting service to management</u> <del>Assign Risk Management responsibilities to Internal Audit as RM Shared Services contract ended</del>	Updated Internal Audit Charter which include risk management facilitation role	Every second year
	Compile a Handover procedure to newly appointed Manager, Internal Audit	Complete handover procedure	By <del>March 2021</del> <u>February 2022</u>
	Assign Disciplinary Committee responsibilities to four newly appointed members	Appointment of new members for the Disciplinary Committee over a period of six months for continuity	<del>2 members by July 2020 and thereafter every</del> <u>Every</u> three years
4.10 Accomplish effective and efficient HR management	Maintain an effective independent Performance <u>and</u> , Risk <del>and Financial</del> Audit Committee as per legislation (Appoint for three years, but can extend for six years)	Appointment of new members for the <del>PRF PRA</del> Committee over a period of three years for continuity	Annually by June
	Implement data analysis procedure for future municipal needs to identify corrective and preventative actions and to improve HR management function's effectiveness and efficiency as well as external benchmarking to identify continuous improvement opportunities	Data analysis implemented <u>subject to funding</u>	Yes (by June 2022)
<del>4.11 Access for citizens to secure tenure (moved to Goal 3)</del>	<del>Implement title restoration project in conjunction with Human Settlements and Kaya Lam</del>	<del>Percentage of pre-1994 properties (estate cases) transferred</del>	<del>50% of 24 (by June 2021)</del> <del>100% of 24 (by June 2022)</del>
4.11 Improve integrity of staff administration by streamlining HR processes	<u>Implement Payday Employee Self Services &amp; Time &amp; Attendance Biometric system (pending budget)</u>	<u>Implementation completed</u>	<u>By June 2022</u>

Strategic Objectives	Strategic Initiatives	Key Performance Indicators	Targets
4.12 <u>Maximising administrative and operational efficiency i.t.o. legislative prescripts</u>	<u>Automation of System of Delegation linked to organogram</u>	<u>Automated system implemented</u>	<u>By June 2023</u>

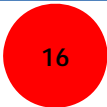



(d) GENERAL INDICATORS IN TERMS OF THE MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001 [Updated]

Indicator in the regulations	Indicator in the Municipality's PMS	Targets
<b>Reg 10(b)</b> : Percentage of households earning less than R1100 per month with access to free basic services	% of indigent households with access to free basic services <i>Indigent households = qualifying households earning equal or less than R4 515 pm or as per the CFO's discretionary powers</i> <del>Indigent households – households owning properties with municipal valuations of R115000 or less OR households earning less than 4X old age pension (R5 400) subsidy per month</del>	100%
<b>Reg 10(e)</b> : Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;	% of <u>people from employment equity target groups</u> <del>Previously disadvantaged individuals</del> appointed for the month in terms of the Municipality's approved Employment Equity plan	<del>70.0</del> 100.0%
<b>Reg 10(f)</b> : Percentage of a municipality's budget actually spent on implementing its workplace skills plan	% of the municipality's <u>training</u> <del>salary</del> budget actually spent on implementing its workplace skills plan <u>(cumulative)</u>	<u>At least 90%</u> <del>1%</del>
<b>Reg 10(g)</b> : Financial viability as expressed by the following ratios:	<u>Same as regulations</u> <del>No change</del>	
(i) Debt coverage <i>(Total operating revenue received - operating grants) ÷ debt service payments (i.e. interest + redemption) due within fin year</i>	<u>Same as regulations</u> <del>No change</del>	Norm = 45%
(ii) Outstanding service debtors to revenue <i>Total outstanding service debtors ÷ annual revenue actually received for services</i>	<u>Same as regulations</u> <del>No change</del>	Norm = 20%
(iii) Cost coverage <i>(All available cash at a particular time + investments) ÷ monthly fixed operating expenditure</i>	<u>Same as regulations</u> <del>No change</del>	Norm = 1-3 months

(e) STRATEGIC RISKS LINKED TO STRATEGIC GOAL 4 [Updated]

Risk Description	Likelihood Impact	Inherent Risk Rating	Current Controls	Control Effectiveness	Residual Risk exposure
Unsafe and unhealthy working conditions and environment	5 4	20	<ul style="list-style-type: none"> <li>▪ Safety Representatives Bi-annual workplace safety awareness campaigns in all departments</li> <li>▪ Health and Safety training</li> <li>▪ Health Safety committee</li> <li>▪ Incident reporting system</li> <li>▪ Labour forum involvement</li> <li>▪ Monthly declaration by directors of safety conditions</li> <li>▪ Safety plans for construction projects</li> <li>▪ Safety specifications and weekly monitoring</li> <li>▪ Start card system ( Checklist)</li> </ul>	0.76 (Average)	15.2
Unsatisfied / Uninvolved / Uninformed Clients	4 5	20	<ul style="list-style-type: none"> <li>▪ Adequately represented ward committees - Capacity building and training</li> <li>▪ Amendment of ward committee rules and procedures</li> <li>▪ Annual review of communication action plans and relevant IDP indicators and targets for next financial year</li> <li>▪ Client satisfaction surveys</li> <li>▪ Incident register and programme/ client services charter/ 24 hour service delivery</li> <li>▪ IGR monitoring</li> <li>▪ Customer service charter</li> <li>▪ Code of conduct for councillors</li> <li>▪ Block tariffs, equitable shares</li> <li>▪ Compliance of legislation( Tariffs)</li> <li>▪ Communication to public</li> <li>▪ Good Service delivery uninterrupted</li> </ul>	0.75 (Good)	15
Insufficient revenue to meet the demand for quality services	4 4	16	<ul style="list-style-type: none"> <li>▪ Annual review of the credit control / indigent policy</li> <li>▪ Application of the development contribution policy</li> <li>▪ Automated credit control system</li> </ul>	0.75 (Average)	12
Insufficient fiscal governance and discipline	5 5	25	<ul style="list-style-type: none"> <li>▪ An implementation plan drawn up based on passed lessons learned at the vendor previous pilot sites</li> <li>▪ Effective SDBIP monitoring</li> <li>▪ Management monitoring of monthly reconciliations of control accounts (eg monthly VAT recon, debtors recon, bank recon)</li> <li>▪ Monitoring of timelines to ensure the annual financial statements of the municipality is submitted in line with legislative requirements</li> <li>▪ NT have provided high level awareness to key financial staff and</li> </ul>	0.4 (Good)	10

Risk Description	Likelihood Impact	Inherent Risk Rating	Current Controls	Control Effectiveness	Residual Risk exposure
			<ul style="list-style-type: none"> <li>delegated personnel from the various departments</li> <li>Own funds/ grant funding have been budgeted for to provide for the software upgrades if the current system is kept</li> <li>System upgrades have been happening on an ongoing basis and are in line with the NT hardware framework</li> <li>Yearly reconciliation of assets to the financial system</li> </ul>		
Lack of appropriately skilled and productive staff	4 5	20	<ul style="list-style-type: none"> <li>Biometric Time Keeping system</li> <li>Implement policy for the recognition of achievement</li> <li>Individual perception surveys with staff every second year</li> <li>Performance management systems in place</li> <li>Recruitment and selection policy</li> <li>Succession planning</li> <li>Training done in accordance with work skills plan</li> <li>Vetting of certificates and reference checks</li> <li>Work place skills plan</li> </ul>	0.5 (Good)	10
Unauthorised, irregular, fruitless and wasteful expenditure	5 5	25	<ul style="list-style-type: none"> <li>Reconciliation of Control Accounts</li> <li>Financial Policies (SCM, Cash and Investment, Budget, Credit Control and debt Collection, Anti- Corruption and Fraud Prevention)</li> <li>Functional Disciplinary Committee</li> <li>Sufficient separation of duties</li> </ul>	0.4 (Good)	10
Theft, fraud and corruption	5 5	25	<ul style="list-style-type: none"> <li>Anti-corruption and fraud prevention policy</li> <li>Audit processes</li> <li>Efficient oversight and decision making structures)</li> <li>Hotline/ Awareness Campaigns</li> <li>Oversight structures (MPAC and Audit Committee)</li> <li>Rewards Policy Value system</li> </ul>	0.4 (Good)	10
Unstable governance caused by political influence	5 4	20	<ul style="list-style-type: none"> <li>Adequately skilled management</li> <li>Training provided to ward committee members</li> <li>System of delegations</li> <li>Train and develop the new councillors</li> <li>Well defined roles and functions: section 53 role clarifications</li> </ul>	0.4 (Good)	8
Inadequate management and IT systems	5 4	20	<ul style="list-style-type: none"> <li>IT Steering Committee</li> <li>Adequate budgets for capital and operations</li> <li>Annual review of ICT Governance framework</li> <li>Annual review of ICT strategic plan Disaster recovery and business continuity plan</li> <li>Electronic management systems</li> </ul>	0.4 (Good)	8

Risk Description	Likelihood Impact	Inherent Risk Rating	Current Controls	Control Effectiveness	Residual Risk exposure
			<ul style="list-style-type: none"> <li>Reconciliation of change logs and change requests</li> <li>Skilled and experienced personnel</li> <li>Training</li> </ul>		
Non-compliance	4 4		<ul style="list-style-type: none"> <li>Annual reviews of existing policies</li> <li>Audit processes/ oversight structures (MPAC and Audit Committee, Efficient oversight and decision making structures)</li> <li>Automated systems and exception reporting</li> <li>Enforcement of penalties and fines</li> <li>Legal compliance systems</li> </ul>	0.4 (Good)	
Lack of good governance	4 3		<ul style="list-style-type: none"> <li>Annual evaluation of Audit Committee by Mayor and MM</li> <li>Anti-corruption and fraud prevention policy</li> <li>Audit processes/ oversight structures (MPAC and Audit Committee, Efficient oversight and decision making structures)</li> <li>Disciplinary board for investigation of irregular, unauthorised and fruitless and wasteful expenditure</li> <li>Implementation of risk management</li> <li>Strong and effective leadership</li> <li>Systems of delegation/ Performance management systems</li> </ul>	0.4 (Good)	

(f) CAPITAL BUDGET LINKED TO STRATEGIC GOAL 4 [Updated]

Strategic Objective	Strategic Initiatives	2021/2022	2022/2023	2023/2024
Manage Corporate Services	Manage Corporate Services, Secretariat and Records and Ward Committees	22 000	24 000	26 000
	Manage Properties, Contracts and Legal Administration	800 000	100 000	100 000
	Manage Libraries	50 000	0	0
<b>Subtotal</b>		<b>872 000</b>	<b>124 000</b>	<b>126 000</b>
Manage Electrical Engineering Services	Manage ICT Services	2 037 000	802 500	695 000
<b>Subtotal</b>		<b>2 037 000</b>	<b>802 500</b>	<b>695 000</b>
Manage the Office of the Municipal Manager	Manage the Office of the Municipal Manager	10 000	10 000	12 000
<b>Subtotal</b>		<b>10 000</b>	<b>10 000</b>	<b>12 000</b>
Manage Financial Services	Manage Financial Services	381 000	260 200	270 800
	Manage Finance (Credit Control, Income & Expenditure)			
<b>Subtotal</b>		<b>381 000</b>	<b>260 200</b>	<b>270 800</b>
Manage council expenses	Manage council expenses	10 000	10 000	572 000
<b>Subtotal</b>		<b>10 000</b>	<b>10 000</b>	<b>572 000</b>
<b>Total Goal 4</b>		<b>3 310 000</b>	<b>1 206 700</b>	<b>1 675 800</b>

(g) OPERATING BUDGET LINKED TO STRATEGIC GOAL 4 [Updated]

Strategic Objective	Strategic Initiatives	2021/2022	2022/2023	2023/2024
Manage Corporate Services	Manage Corporate Services, Secretariat and Records and Ward Committees	17 469 075	17 950 533	18 866 147
	Manage Human Resource Services	5 532 056	5 444 187	5 721 620
	Manage Properties, Contracts and Legal Administration	5 296 054	5 691 973	6 000 879
	Manage Libraries	11 161 019	11 911 412	12 524 152
	Manage Marketing and Tourism	1 745 490	1 799 576	1 842 788
<b>Subtotal</b>		<b>41 203 694</b>	<b>42 797 681</b>	<b>44 955 587</b>
Manage Electrical Engineering Services	Manage ICT Services	14 958 414	15 881 237	16 830 997
<b>Subtotal</b>		<b>14 958 414</b>	<b>15 881 237</b>	<b>16 830 997</b>
Manage the Office of the Municipal Manager	Manage the Office of the Municipal Manager	3 407 586	3 550 021	3 678 302
	Manage Internal Audit	2 135 117	2 266 140	2 392 753
	Manage Strategic Services	2 464 183	2 473 658	2 596 820
<b>Subtotal</b>		<b>8 006 887</b>	<b>8 289 819</b>	<b>8 667 875</b>
Manage Financial Services	Manage Financial Administration	1 761 077	1 829 572	1 886 765
	Manage Supply Chain Management	7 262 900	7 736 058	8 152 503
	Manage the Budget and Treasury Office	5 271 885	5 326 420	5 174 944
	Manage Finance (Credit Control, Income and Expenditure)	37 615 998	40 002 880	41 880 683
	Manage Assets	1 313 851	1 386 122	1 456 040
	Manage Fleet	1 139 106	1 208 969	1 268 425
	Manage Rates	3 736 558	2 496 977	2 578 351
	Manage Financial Management Grant	1 550 000	1 550 000	1 550 000
<b>Subtotal</b>		<b>59 651 375</b>	<b>61 536 998</b>	<b>63 947 710</b>
Manage Council Expenses	Manage Council Expenses	18 319 866	18 915 844	19 537 268
<b>Subtotal</b>		<b>18 319 866</b>	<b>18 915 844</b>	<b>19 537 268</b>
<b>Total Goal 4</b>		<b>142 140 236</b>	<b>147 421 578</b>	<b>153 939 437</b>

## STRATEGIC GOAL 5: SUFFICIENT, AFFORDABLE AND WELL-RUN SERVICES

### (a) CURRENT STATE OF AFFAIRS

#### Roads: *[Updated]*

There are 321 km surfaced roads in the Swartland Municipal Area (2.08 billion m<sup>2</sup>) with a total asset value of R568.27 billion. The maintenance requirement is to reseal roads every 12 years. This equates to 179 200 m<sup>2</sup> or R26.5 million per year.

On average 77 103.42 m<sup>2</sup> was resealed per year and the average spending on resurfacing over the past 5 years was R10.063 million per year. In 2020 the annual backlog was 136 500 m<sup>2</sup> and the total backlog in resurfacing R281 million.

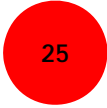

### (c) ACTION PLAN *[The following strategic objective is updated]*

Strategic Objectives	Strategic Initiatives	Key Performance Indicators	Targets
5.5 Ensure <a href="#">that a budget is submitted to provide</a> sufficient electricity capacity for planned developments (built environment) that are feasible	Review and maintain master plans	Master plans reviewed and maintained	Yes (annually by end of June)
	<i>Secure available capacity for Yzerfontein (Completed)</i>	<i>Capacity secured</i>	<i>By June 2019</i>

### (d) GENERAL INDICATORS IN TERMS OF THE MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001 *[Updated]*

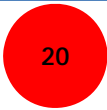



Indicator in the regulations	Indicator in the Municipality's PMS	Targets
Reg 10(a): Percentage of households with access to basic level of water, sanitation, electricity and solid waste removal	% of urban households with access to <a href="#">basic level of water</a> (at least piped (tap) water within 200 meters from dwelling)	100%
	% of urban households with access to <a href="#">basic level of sanitation</a> (at least a flush toilet, chemical toilet or pit toilet with ventilation (VIP))	100%
	% of urban households with access to electricity	100%
	% of households <a href="#">with access to basic level of solid waste removal</a> (households registered for refuse removal service which receive a service once a week)	100%

### (e) STRATEGIC RISKS LINKED TO STRATEGIC GOAL 5 *[Updated]*

Risk Description	Likelihood Impact	Inherent Risk Rating	Current Controls	Control Effectiveness	Residual Risk exposure
Ageing and poorly maintained infrastructure	5 5	 25	<ul style="list-style-type: none"> <li>Review of variance reports</li> <li>Annual adequate budget provision for maintenance, renewal, upgrading and refurbishment of existing obsolete networks and equipment</li> <li>Availability of reliable and specialised equipment. (Vehicles, tools</li> </ul>	0.79 (Average)	 19.75



Risk Description	Likelihood Impact	Inherent Risk Rating	Current Controls	Control Effectiveness	Residual Risk exposure
			<ul style="list-style-type: none"> <li>and instruments)</li> <li>▪ Continuously monitor infrastructure capacity</li> <li>▪ Exception reporting of energy matters</li> <li>▪ Indigent household incidents are monitored and addressed within a specific time period</li> <li>▪ Insurance of assets</li> <li>▪ Maintenance plans for major infrastructure</li> <li>▪ Monthly monitoring of losses</li> <li>▪ Scheduled inspections</li> <li>▪ Updated and relevant master plans</li> <li>▪ Skilled and trained staff</li> <li>▪ Commenced with remote monitoring of facilities</li> </ul>		
Lack of capacity in respect of infrastructure	5 5	25	<ul style="list-style-type: none"> <li>▪ Adequate budget provision</li> <li>▪ Application of the development contribution policy</li> <li>▪ Implement master planning and annual review of the master plan with respect to electricity services</li> <li>▪ Implement master planning and annual review of the master plan with respect to water and sewerage services</li> </ul>	0.75 (Average)	18.75
Expensive and unaffordable services	4 4	16	<ul style="list-style-type: none"> <li>▪ Measurement and reporting to management team on financial performance against ratio's and standards</li> <li>▪ Monitor financial health of the municipality against financial standards and scientific approach to budgeting and financial modelling inclusive of effective cash flow management and grasp of realistic revenue generation capacity.</li> </ul>	0.75 (Average)	12
Expansion in waste, pollution, road congestion and increasing pressure on existing infrastructure	5 5	25	<ul style="list-style-type: none"> <li>▪ Continuous monitoring of infrastructure capacity</li> <li>▪ Continuous monitoring of waste at highlands site by external auditors</li> <li>▪ Greenest Municipality monitoring</li> <li>▪ Implement master planning and annual review of the master plan in respect of electricity, water, sewerage and roads services</li> </ul>	0.4 (Good)	10
Security of water supply	5 4	20	<ul style="list-style-type: none"> <li>▪ Implementation of an effective delivery water model</li> <li>▪ Water monitoring committee</li> <li>▪ Water restrictions</li> <li>▪ Master planning</li> <li>▪ Adequate budget provision</li> <li>▪ Water meter replacement program</li> <li>▪ Pipe replacement program</li> <li>▪ SANS 241 - Monthly Water analysis</li> </ul>	0.4 (Good)	8

Risk Description	Likelihood Impact	Inherent Risk Rating	Current Controls	Control Effectiveness	Residual Risk exposure
Security of electricity supply	5 4		<ul style="list-style-type: none"> <li>Adequate annual capital budget for upgrading and refurbishment</li> <li>Adequate operational budget</li> <li>Redundant network capacity</li> <li>Strategic stock</li> <li>Communication of load shedding schedules</li> </ul>	0.4 (Good)	
Inability to deliver mandate and basic services	4 3		<ul style="list-style-type: none"> <li>Adequate budgeting processes</li> <li>Adequate Town Planning</li> <li>Master planning services</li> <li>SDF/ IDP/Review of the plans on a yearly basis</li> </ul>	0.4 (Good)	

**(f) CAPITAL BUDGET LINKED TO STRATEGIC GOAL 5 [Updated]**

Strategic Objective	Strategic Initiatives	2021/2022	2022/2023	2023/2024
Manage Civil Engineering Services	Manage Civil Engineering Services	95 000	52 000	54 000
	Manage Cemeteries	0	300 000	0
	Manage Parks and Recreational Areas	1 307 890	1 184 712	1 630 992
	Manage Sewerage	1 728 000	3 222 541	2 676 976
	Manage Waste Water Treatment Works	59 740 600	11 243 350	0
	Manage Sportsgrounds	2 983 000	0	0
	Manage Streets	37 664 596	44 319 200	49 017 102
	Manage Storm water	60 000	562 000	564 000
	Manage Water Provision	6 837 823	27 040 227	17 462 278
	Manage Municipal Property	10 690 000	26 800	828 500
	Manage Refuse Removal	1 862 000	6 210 376	3 616 304
	Manage Swimming pools	0	0	0
<b>Subtotal</b>		<b>122 968 909</b>	<b>94 161 206</b>	<b>75 850 152</b>
Manage Electrical Engineering Services	Manage Electrical Engineering Services	350 000	350 000	360 000
	Manage Electricity Distribution	22 971 320	14 037 626	31 744 636
<b>Subtotal</b>		<b>23 321 320</b>	<b>14 387 626</b>	<b>32 104 636</b>
<b>Total Goal 5</b>		<b>146 290 229</b>	<b>108 548 832</b>	<b>107 954 788</b>

(g) OPERATING BUDGET LINKED TO STRATEGIC GOAL 5 [Updated]

Strategic Objective	Strategic Initiatives	2021/2022	2022/2023	2023/2024
Manage Civil Engineering Services	Manage Civil Engineering Services	4 180 682	4 389 468	4 580 030
	Manage Cemeteries	775 137	814 941	869 947
	Manage Parks and Recreational Areas	17 388 846	18 579 834	19 439 621
	Manage Proclaimed Roads	486 576	487 155	19 942 884
	Manage Sewerage	45 878 872	46 836 031	49 763 824
	Manage Waste Water Treatment Works	4 398 828	4 046 297	4 199 043
	Manage Sportsgrounds	3 688 159	3 892 457	4 047 090
	Manage Streets	42 265 866	44 252 686	47 656 929
	Manage Storm water	16 478 538	17 435 110	18 702 670
	Manage Swimming Pools	4 050 810	4 356 562	4 679 012
	Manage Water Provision	69 623 897	70 583 727	74 946 899
	Manage Municipal Property	16 893 831	17 523 166	18 011 958
	Manage Refuse Removal	35 675 575	36 309 304	37 935 019
	Manage Street Cleaning	6 727 455	7 594 591	8 402 527
	Manage Solid Waste Disposal (Landfill Sites)	10 754 275	12 520 590	13 339 653
<b>Subtotal</b>		<b>279 267 345</b>	<b>289 621 919</b>	<b>326 517 107</b>
Manage Electrical Engineering Services	Manage Electrical Engineering Services	1 797 660	1 877 838	1 961 897
	Manage Electricity Distribution	345 894 821	394 646 089	451 005 000
	Manage Street Lighting	1 842 774	1 948 787	2 054 658
<b>Subtotal</b>		<b>349 535 255</b>	<b>398 472 714</b>	<b>455 021 555</b>
<b>Total Goal 5</b>		<b>628 802 600</b>	<b>688 094 633</b>	<b>781 538 662</b>

# Chapter 8: Financial planning and budgets

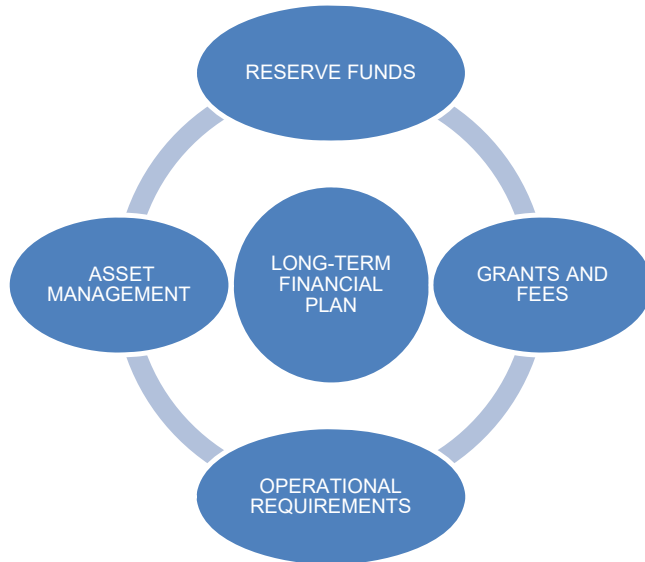
## 8.1 Long-term Financial Plan - Executive Summary *[Updated]*

### (a) PURPOSE OF THE LONG-TERM FINANCIAL PLAN (LTFP)

The Long-Term Financial Plan has been developed to provide the following outcomes for the Swartland Municipality:

- establishing a prudent and sound financial framework, combining and integrating financial strategies to achieve a planned outcome;
- establishing a financial framework against which Council's strategies, policies, and financial performance can be measured;
- ensuring that Council complies with sound financial management principles, as required by the Municipal Finance Management Act, Act 56 of 2003 and plan for the long-term financial sustainability of Council; and
- allow Council to meet the objectives of the Constitution Act (108) of 1996 to promote the social, economic and environmental viability of this regional municipality and its role in maintaining the viability of Council to ensure that resources are managed responsibly.

This LTFP represents a comprehensive approach to the document and integrates the various financial strategies of the Council. The development of the long-term financial projections represents the output of several strategy areas, that when combined, produce the financial direction of Council, as shown in the figure below (Output of Strategy Areas):



## **(b) OBJECTIVES OF THE LONG-TERM FINANCIAL PLAN**

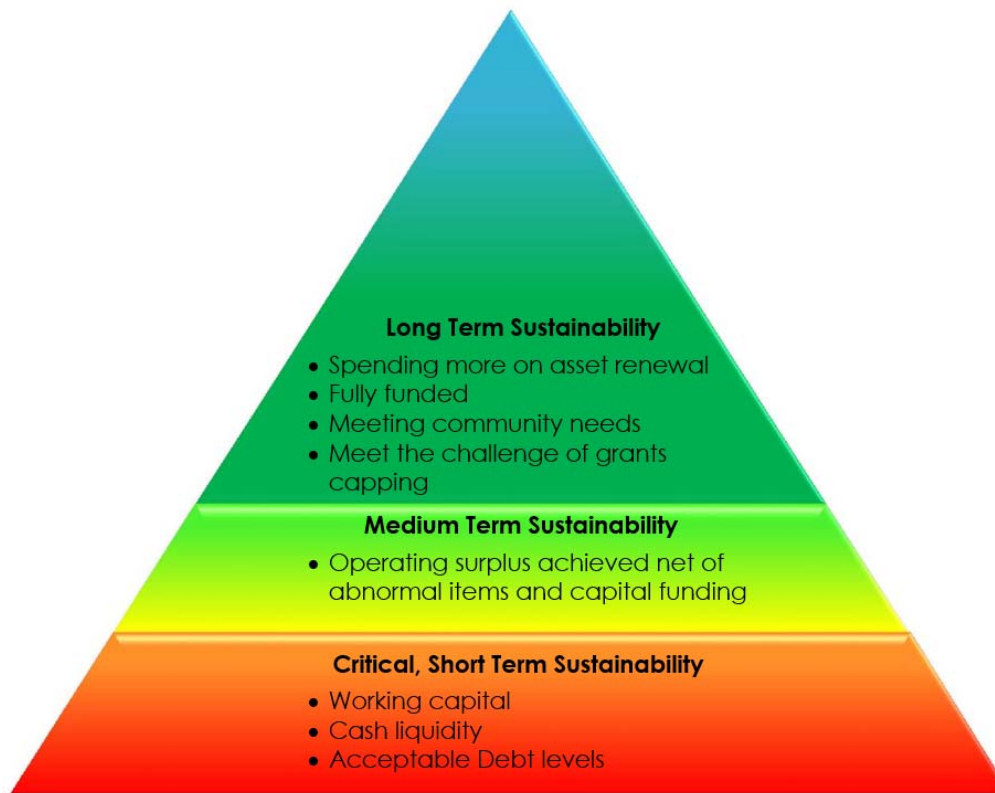
This LTFP does not replace the previous LTFP but only serve the purpose to make adjustments for the following:

- the effect of COVID-19 on the recovery rate of outstanding debtors,
- latest relevant inflation indicators,
- Impact of proposed future capital projects as reflected in the latest IDP,
- The replacements of existing assets at replacement values when reaching the end of its indicated useful lives and possible accelerated replacements of poor conditioned indicated assets
- Adjusting projected cost provisions of rehabilitation of Landfill sites
- Ultimately the effect on the total Accumulated Reserves and Funds of the municipality

The objectives that this LTFP aims to achieve are as follows:

- The achievement of a prudent balance between meeting our communities' service needs (both now and future) and remaining financially sustainable for future generations.
- An increased ability to fund both new capital works in general and meet the asset renewal requirements as outlined in asset management planning.
- We endeavour to maintain a sustainable Municipality in an environment where the Council has to probably constrain its net operational costs due to limited available grants funding (capping).

For this Plan's purposes, financial sustainability is defined in the below diagram, modelled essentially on a hierarchy of needs approach.



Over the past years, Swartland Municipality has reached a position as outlined in the “Long Term Sustainability” section of the triangle above. However, the Council's challenge will be to avoid an outcome where it gradually reduces through the sections back into the orange/red zone over the next ten years.

To avoid this outcome, Council will continue to evaluate all of its current service provision critically and may have to make a series of decisions, particularly where costs in services increase more than Council's ability to increase general revenues.

**(c) KEY OUTCOMES / CHALLENGES OF THIS AND FUTURE LTFP'S**

This revision of the Long-Term Financial Plan represents a critical document for Swartland Municipality. The most significant challenge is maintaining the Council's capacity to deliver its mandated services and to maintain existing assets whilst preserving a sound financial position.

The challenges in this LTFP are very much around what actions the Council may take to mitigate the very significant impacts of a restriction on the Council's ability to raise revenue in the future.

#### **(d) THE IMPACT OF GRANTS CAPPING ON COUNCIL'S LONG-TERM FINANCIAL PLAN**

Despite Council being in a healthy financial position with satisfactory liquidity requirements, cash flow, reserve balances and base asset renewal requirements being met, grants capping presents a significant challenge to the Council's longer-term financial sustainability.

Continuing to accumulate cash reserves is critical for the municipality to continue to meet its annual asset renewal targets and provide a funding base that would allow the Council to deliver mandatory services to the community.

Council is confident that it can continue to manage the grants capping challenge in the 2020-2021 financial year. Beyond this period, however, the ongoing challenges will begin to become more difficult mainly due to the impact of cost inflation on Council's operational budgets, without the ability to offset this via increased grants and/or alternative new revenue sources.

This challenge in the medium- to long-term will require the Council to review the sustainability of its operations fundamentally. A "business as usual" approach will not be sufficient to meet the challenge in the future. It will be necessary for the Council to undertake an annual review of all services in line with community expectations and the Council's resource availability. Here, in particular, the continuation of the non-lucrative holiday resorts needed to be critically reconsidered.

#### **(e) SERVICE LEVEL AND PLANNING**

To maintain financial sustainability in the face of the above challenge, the Council needs to review its approach to service delivery fundamentally. Council will need to assess what levels of services can be provided for a given maximum grant increase and other revenues. The primary outcome from the LTFP is the quantification of the cost of existing service requirements and the associated long-term cash flow implications to maintain those service levels. This allows for the ongoing review of the affordability of existing service levels and their priority relative to emerging service demands and the capacity and willingness to pay for it.

#### **(f) NATIONAL GOVERNMENT BUDGET IMPACTS – RECURRENT GRANT FUNDING**

Recurrent grants, in particular the equitable share, constitute almost 20% of Council's total underlying operational revenue and hence are an important source of revenue for Council.

Recurrent grant revenue, however, has consistently failed to keep pace with the cost of providing these same services that the grant supports, therefore requiring the Council to continue to 'top-up' the government shortfall with other revenue to continue to provide the current levels of services to the community.

#### **(g) STRATEGIC MAJOR PROJECTS**

During the past several years, the Council's facilities improve markedly and contribute towards making the Council a better place for its residents to live and work. Council retains a strong focus on the future needs for this Municipality.

## (h) OUTCOMES INCORPORATED IN THE LTFP

The purpose of the LTFP is to provide a financial framework to the Council in terms of what can be prudently achieved over the period of this LTFP and a strong focus in terms of capital planning.

In preparing the 2021-2030 LTFP, the following items have / will impact the finances of the Council and the preparation of this Plan.

The key outputs included in the LTFP are:

- The achievement of an ongoing underlying operational surplus throughout the life of the LTFP.
- A stable funding in asset replacements/renewals.
- The achievement of a financial structure where annual asset renewal needs are funded from reserves and asset sales are used to refund reserves.

In summary, the LTFP highlights the considerable challenges faced by Council over the coming 10-year period and beyond in order for Council to remain a viable and sustainable Council and at the same time endeavouring to deliver on key infrastructure projects.

The below table highlights the **strategic outcomes** contained in this LTFP per section of the report.

Section	Strategic Direction
<b>Macro View</b>	<ol style="list-style-type: none"><li>1. That Council revises its ten-year forward financial plan on an annual basis.</li><li>2. That Council seeks to maintain an underlying operational cash surplus (in the Income Statement) prior to the recognition of capital income over the life of the Long-Term Financial Plan.</li><li>3. That Council seeks to continue its capital works investment to sufficient levels that allow it to adequately fund its asset renewal requirements and continue to deliver major project funding.</li><li>4. That the asset renewal requirements identified in asset management plans be funded over the period of this Long-Term Financial Plan.</li><li>5. That Council endorses through this Long-Term Financial Plan, the principle that ongoing asset renewal requirements must be funded from sources such as asset sales and reserve funds and limited borrowing.</li><li>6. That Council continues to conduct a detailed review of all current service provision and determine which services can in the future either be improved.</li><li>7. Expected growth in population would result in an increasing need for low- cost housing., which need planning for availability for land in this regard</li></ol>



Section	Strategic Direction
<b>Section 2</b> Operational Requirements	<ol style="list-style-type: none"> <li>1. That sufficient cash is generated annually from operations to fully cover Council policy goals in terms of contributions to the CRR with regard to depreciation.</li> <li>2. That sufficient cash is generated annually from operations to fully cover contributions to the Cash Reserves with regard to the short-term portion of employee benefits.</li> <li>3. That sufficient cash is generated from operations to cover Cash Reserves with regard to long-term employee benefits fully. The current goal is 10% of the total annual valuation.</li> <li>4. Consider selling of investment properties not needed.</li> <li>5. That Council continues to strictly forcing and applying the regulations on cost containment measurements as gazetted in an effort to improve on the spending of General Expenditure</li> </ol>
<b>Section 3</b> Asset Management	<ol style="list-style-type: none"> <li>1. That Council notes the forecast level of capital expenditure over the ten-year period of the LTFP and adequately fund its asset renewal requirements.</li> <li>2. Proceeds from the sale of land will be transferred to the strategic Capital Replacement Reserve to fund and replace new assets. Proceeds from the sale of land are not to be utilised to fund operational expenditure.</li> <li>3. That Council continues to enhance existing asset management planning to further enhance the knowledge of future asset renewal, compliance, and maintenance requirements, including reviewing the existing asset infrastructure's service potential and how this matches the current community needs.</li> <li>4. That Council endorses an in-principle strategy of allocating funds to meet asset renewal, compliance and maintenance requirements as a priority in the development of the Annual Budget and the Integrated Development Plan.</li> </ol>
<b>Section 4</b> Long-term Borrowing	<ol style="list-style-type: none"> <li>1. That Council approves a principle of selective loan funding as a viable and equitable mechanism for funding only the procurement of new infrastructure assets.</li> </ol>
<b>Section 5</b> Cash Reserves and Cash Reserves Application	<ol style="list-style-type: none"> <li>1. That reserve funds be drawn down to fund expenditure that is consistent with the purpose of the reserve as noted in this section.</li> <li>2. That Councils' cash and reserve funds policies be reviewed and accordingly adjusted to accommodate the LTFP strategies.</li> <li>3. According to Councils existing Cash Management and Reserves Policies, an Employee Benefits Reserve Fund must be established, which does not exist at present. Recommend that the Reserve Fund be established, and the backlog be funded.</li> <li>4. That a new Landfill Site Rehabilitation Reserve Fund be established.</li> </ol>

Section	Strategic Direction
<b>Section 6</b> Long-term Financial Plan Matrix	<ol style="list-style-type: none"> <li>1. Projected revenue based on assumptions and recommendations emanating from analysis be applied.</li> <li>2. Projected expenditure based on assumptions and recommendations emanating from analysis be applied.</li> <li>3. Cash Reserves to cover projected asset replacement.</li> <li>4. Cash Reserves cover at least three months' average operating cost.</li> <li>5. Cash Reserves to cover the accumulated reserves for Employee Benefits.</li> <li>6. Cash Reserves to cover the accumulated reserves for the newly established Landfill Site Rehabilitation Reserve Fund.</li> <li>7. The matrix must also be in Excel format to be utilised as a tool to interactively adjust to changes in assumptions, policy changes, and predictions.</li> </ol>

## 8.3 Swartland Municipality's budgets [Updated]

### (a) THREE YEAR CAPITAL BUDGET PER DEPARTMENT

Department	Division / Service	2021/2022	2022/2023	2023/2024
Office of the Municipal Manager	Equipment MM	10 000	10 000	12 000
	Equipment Council	10 000	10 000	12 000
	Council vehicles	0	0	560 000
<b>Subtotal</b>		<b>20 000</b>	<b>20 000</b>	<b>584 000</b>
Civil Engineering Services	Equipment	95 000	52 000	54 000
	Parks and Amenities	1 307 890	1 184 712	1 630 992
	Sewerage	1 728 000	3 222 541	2 676 976
	Sports Fields	2 983 000	0	0
	Roads	37 664 596	44 319 200	49 017 102
	Storm water	60 000	562 000	564 000
	Water Provision	6 837 823	27 040 227	17 462 278
	Buildings and Maintenance	10 690 000	26 800	828 500
	Cleaning Services	1 862 000	6 210 376	3 616 304
	Waste water treatment plants	59 740 600	11 243 350	0
	Cemeteries	0	300 000	0
<b>Subtotal</b>		<b>122 968 909</b>	<b>94 161 206</b>	<b>75 850 152</b>
Corporate Services	General, Secretariat and Records as well as Ward Committees	22 000	24 000	26 000
	Administration: Properties and Contracts	800 000	100 000	100 000
	Communication and Public Relations	50 000	0	0
<b>Subtotal</b>		<b>872 000</b>	<b>124 000</b>	<b>126 000</b>
Development Services	Equipment	40 000	42 000	44 000
	Community Development	0	232 200	0
	Built Environment	0	0	0
	Human Settlements	17 600 000	15 800 000	19 760 000
	Caravan Park Yzerfontein	30 000	30 000	32 000
<b>Subtotal</b>		<b>17 670 000</b>	<b>16 104 200</b>	<b>19 836 000</b>
Electrical Engineering Services	General and equipment	350 000	350 000	360 000
	ICT Services	2 037 000	802 500	695 000
	Operations, Maintenance and Construction	22 971 320	14 037 626	31 744 636
<b>Subtotal</b>		<b>25 358 320</b>	<b>15 190 126</b>	<b>32 799 636</b>
Financial Services	Financial Services General	381 000	260 200	270 800
<b>Subtotal</b>		<b>381 000</b>	<b>260 200</b>	<b>270 800</b>
Protection Services	Traffic and Law Enforcement	444 000	50 000	775 760
	Fire and Emergency Services	1 554 000	3 835 000	4 055 000
<b>Subtotal</b>		<b>1 998 000</b>	<b>3 885 000</b>	<b>4 830 760</b>
<b>TOTAL</b>		<b>169 268 229</b>	<b>129 744 732</b>	<b>134 297 348</b>

**(b) TEN LARGEST CAPITAL PROJECTS - 2021/2022**

PROJECT	BUDGET	SOURCE(S) OF FINANCE
Sewerage Moorreesburg	55 020 000	MIG (R16 432 570), CRR (38 587 430)
Resealing of roads - Swartland	24 000 000	CRR (R20 177 474), MIG (R3 822 526)
De Hoop Project (Professional Fees)	8 600 000	DHS
De Hoop project 1600 plot Housing development(Electricity)	8 355 000	INEP
New roads - Swartland	7 555 096	CRR
De Hoop project 389 plot Housing development(Electricity)	6 500 000	CRR
Conversion – Operationalisation of office space (Nedbank)	5 000 000	CRR
Upgrading of N7/Voortrekker Northern Interchange	5 000 000	CRR
Sewerage Darling	4 720 600	MIG (R2 444 904), CRR (R2 275 696)
Conversion – Operationalisation of office space (Standard Bank)	4 000 000	CRR

The ten largest capital projects represent a total budget of R128 750 696 which is 76.1% of the total capital budget.

**(c) THREE YEAR CAPITAL BUDGET PER IDP STRATEGIC GOAL**

Strategic Goal	2021/2022	%	2022/2023	%	2023/2024	%
1: Improved quality of life for citizens	1 998 000	1.2%	4 117 200	3.2%	4 830 760	3.6%
2: Inclusive economic growth	0	0.0%	0	0.0%	0	0.0%
3: Quality and sustainable living environment	17 670 000	10.4%	15 872 000	12.2%	19 836 000	14.8%
4: Caring, competent and responsive institutions, organisations and business	3 310 000	2.0%	1 206 700	0.9%	1 675 800	1.2%
5: Sufficient, affordable and well-run services	146 290 229	86.4%	108 548 832	83.7%	107 954 788	80.4%
<b>TOTAL</b>	<b>169 268 229</b>	<b>100.0%</b>	<b>129 744 732</b>	<b>100.0%</b>	<b>134 297 348</b>	<b>100.0%</b>

**(d) THREE YEAR OPERATING BUDGET PER IDP STRATEGIC GOAL**

Strategic Goal	2021/2022	%	2022/2023	%	2023/2024	%
1: Improved quality of life for citizens	82 144 200	9.1%	86 184 910	8.9%	90 402 970	8.6%
2: Inclusive economic growth	150 000	0.0%	150 000	0.0%	150 000	0.0%
3: Quality and sustainable living environment	46 619 714	5.2%	51 630 884	5.3%	21 793 966	2.1%
4: Caring, competent and responsive institutions, organisations and business	142 140 236	15.8%	147 421 578	15.1%	153 939 437	14.7%
5: Sufficient, affordable and well-run services	628 802 600	69.9%	688 094 633	70.7%	781 538 662	74.6%
<b>TOTAL</b>	<b>899 856 750</b>	<b>100.0%</b>	<b>973 482 004</b>	<b>100.0%</b>	<b>1 047 825 035</b>	<b>100.0%</b>

## 8.4 Swartland Municipality's financial allocations *[Updated]*

### (a) THE DIVISION OF REVENUE BILL (DORA) - GOVERNMENT GAZETTE 44173 OF 5 FEBRUARY 2021

GRANT	2021/2022	2022/2023	2023/2024
Equitable share	108 796 000	119 269 000	123 466 000
Local Government Financial Management Grant	1 550 000	1 550 000	1 550 000
Expanded Public Works Programme (EPWP) - FTE Target for 2021/22: 98	1 832 000	-	-
Municipal Infrastructure Grant (MIG)	22 301 000	23 810 000	24 711 000
Integrated National Electrification Programme (Municipal) Grant	8 355 000	5 000 000	5 000 000
Integrated National Electrification Programme (Eskom) Grant	4 031 000	4 009 000	-
<b>TOTAL</b>	<b>146 865 000</b>	<b>153 638 000</b>	<b>154 727 000</b>

### (b) PROVINCIAL GAZETTE EXTRAORDINARY 8400 OF 16 MARCH 2021

GRANT	2021/2022	2022/2023	2023/2024
Western Cape Financial Management Capacity Building Grant	250 000	-	-
Human Settlements Development Grant (beneficiaries)	41 160 000	47 210 000	19 760 000
Financial assistance for maintenance and construction of transport infrastructure	175 000	175 000	15 130 000
Library service: Replacement funding for most vulnerable B3 municipalities	6 313 000	6 420 000	6 529 000
Community Library Services Grant	4 131 000	4 201 000	4 272 000
Thusong Service Centres Grant (Sustainability: Operational Support Grant)	-	-	150 000
Resourcing funding for establishment and support of a K9 unit	2 420 000	2 420 000	3 820 000
Municipal accreditation and capacity building grant	252 000	264 000	264 000
Community Development Workers Operational Support Grant	38 000	38 000	38 000
Development of Sport and Recreation Facilities Grant	983 000	-	-
<b>TOTAL</b>	<b>55 722 000</b>	<b>60 728 000</b>	<b>49 963 000</b>

## 8.5 Provincial spending in the Swartland municipal area *[Updated]*

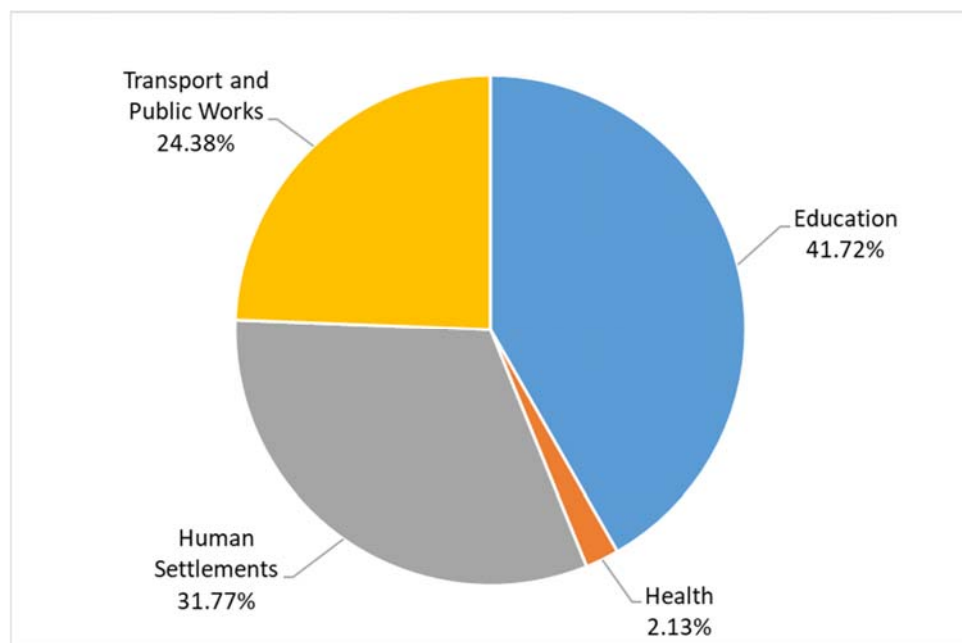
The information in the tables below was obtained from the publication *Western Cape Government's Budget Estimates of Provincial Revenue and Expenditure 2021, Provincial Treasury, 16 March 2021*. It indicates all Provincial payments and spending with respect to the Swartland municipal area during the 2021/2022, 2022/2023 and 2023/2024 financial years.

<i>Provincial payments and estimates</i>					<i>Expenditure for infrastructure</i>				
Programme	2021/22	2022/23	2023/24	MTEF Total	Project	2021/22	2022/23	2023/24	MTEF Total
<b>Vote 1: Premier</b>									
None					None				
<b>Vote 2: Provincial Parliament</b>									
None					None				
<b>Vote 3: Provincial Treasury</b>									
None					None				
<b>Vote 4: Community Safety</b>									
2, 3 + 4	2 925 000	2 583 000	2 597 000	8 105 000	None				
<b>Vote 5: Education</b>									
1 - 7	514 038 000	535 892 000	545 156 000	1 595 086 000	HS: 2, PS: 2	60 000 000	75 000 000	7 000 000	142 000 000
<b>Vote 6: Health</b>									
2, 4, 6, 7 + 8	301 899 000	300 788 000	305 819 000	908 506 000	Hospital: 1, Clinics: 2, Ambulance station: 1	3 440 000	3 072 000	746 000	7 258 000
<b>Vote 7: Social Development</b>									
1 + 2	8 293 000	8 691 000	8 691 000	25 675 000	None				
<b>Vote 8: Human Settlements</b>									
3	33 549 000	35 159 000	35 159 000	103 867 000	Sites and top structures	41 160 000	47 210 000	19 760 000	108 130 000
<b>Vote 9: Environmental Affairs and Development Planning</b>									
None					None				
<b>Vote 10: Transport and Public Works</b>									
3 + 5	9 679 000	9 899 000	24 586 000	44 164 000	Road maintenance	61 000 000	22 000 000		83 000 000
<b>Vote 11: Transport and Public Works</b>									
2 - 5	28 320 000	29 679 000	29 679 000	87 678 000	None				
<b>Vote 12: Economic Development and Tourism</b>									
None					None				

Provincial payments and estimates					Expenditure for infrastructure				
Programme	2021/22	2022/23	2023/24	MTEF Total	Project	2021/22	2022/23	2023/24	MTEF Total
<b>Vote 13: Cultural Affairs and Sport</b>									
3 + 4	12 455 000	10 621 000	10 801 000	33 877 000	None				
<b>Vote 14: Local Government</b>									
2 + 3	2 267 000	1 894 000	1 918 000		None				
<b>TOTAL</b>	<b>911 158 000</b>	<b>933 312 000</b>	<b>962 488 000</b>	<b>2 806 958 000</b>	<b>TOTAL</b>	<b>165 600 000</b>	<b>147 282 000</b>	<b>27 506 000</b>	<b>340 388 000</b>

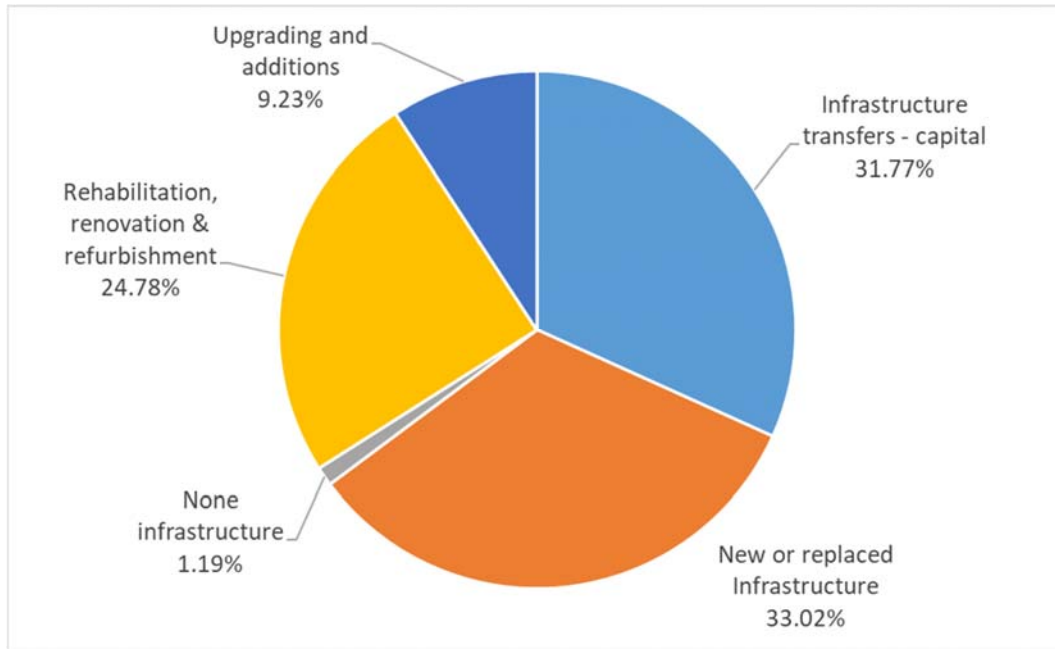
#### SUMMARY OF PROVINCIAL EXPENDITURE FOR INFRASTRUCTURE PER FINANCIAL YEAR

Department	2021/22	2022/23	2023/24	MTEF Total
Education	60 000 000	75 000 000	7 000 000	142 000 000
Health	3 440 000	3 072 000	746 000	7 258 000
Human Settlements	41 160 000	47 210 000	19 760 000	108 130 000
Transport and Public Works	61 000 000	22 000 000		83 000 000
<b>Total</b>	<b>165 600 000</b>	<b>147 282 000</b>	<b>27 506 000</b>	<b>340 388 000</b>



**SUMMARY OF PROVINCIAL EXPENDITURE FOR INFRASTRUCTURE PER INFRASTRUCTURE CATEGORY**

Department	Infrastructure transfers - capital	New or replaced Infrastructure	None infrastructure	Rehabilitation, renovation & refurbishment	Upgrading and additions	Total Value
Education		112 000 000			30 000 000	142 000 000
Health		411 000	4 066 000	1 365 000	1 416 000	7 258 000
Human Settlements	108 130 000					108 130 000
Transport and Public Works				83 000 000		83 000 000
<b>Total</b>	<b>108 130 000</b>	<b>112 411 000</b>	<b>4 066 000</b>	<b>84 365 000</b>	<b>31 416 000</b>	<b>340 388 000</b>





# Annexure 1: Swartland profile *[The following sections are updated with figures from the 2020 MERO and SEP reports]*

## 1.2 Education

The education information below was obtained from Provincial Treasury's *2020 Municipal Economic Review and Outlook (MERO) and 2020 Socio-Economic Profile (SEP) Reports*.

### **(a) LEARNER ENROLMENT**

Learner enrolment in the Swartland increased from 17 647 in 2017 to 17 939 in 2018 and to 18 269 in 2019.

### **(b) LEARNER – TEACHER RATIO**

The learner – teacher ratio in Swartland increased from 30.2 in 2017 to 31.6 in 2018 to 31.8 in 2019.

### **(c) GR 10-12 LEARNER (GRADE 10 TO 12) RETENTION RATE**

Learner retention is a challenge across the District. The retention rate decreased from 79.8% in 2017 to 68.0% in 2018 and then increased to 74.1% in 2019. Although the Swartland area has one of the highest (74.1%) retention rates in the District, school drop-outs remain a grave concern. The learner retention rate is influenced by a wide array of factors, including economic influences such as unemployment, poverty / very low household income, as well as social concerns such as teenage pregnancies.

### **(d) NUMBER OF SCHOOLS**

In 2019 the Swartland area had a total of 30 public ordinary schools, the most in the West Coast District. As a result of the tough economic climate, schools in general have been reporting an increase in parents being unable to pay their school fees. The number of no-fee schools in the Swartland area however remained on 22 for 2018 and 2019.

The number of schools with libraries / media centres remained unchanged at 16 in 2018 and 2019. At only 16 of the 30 (53.3%) schools in the Swartland area with such facilities, there is considerable scope for the extension of such facilities to other schools in the area.

### **(e) MATRIC PASS RATE**

Swartland's matric pass rate increased from 83.5% in 2017 to 84.5% in 2018 and then dropped to 84.0% in 2019. Between 2016 and 2019 the matric pass rates have generally declined across the District. The average District rate in 2019 was 83.9%.

## 1.3 Health

The health information below was obtained from Provincial Treasury's *2020 Municipal Economic Review and Outlook (MERO)* and *2020 Socio-Economic Profile (SEP) Reports*.

### (a) HEALTHCARE FACILITIES

All citizens' right to access to healthcare services are directly affected by the number and spread of facilities within their geographical reach. South Africa's healthcare system is geared in such a way that people have to move from primary, with a referral system, to secondary and tertiary levels. Primary healthcare facilities include community health centres (CHCs), community day centres (CDCs) and clinics, including satellite and mobile clinics.

In terms of healthcare facilities, the Swartland municipal area had 14 primary healthcare clinics (PHC) in 2019, which comprises of 4 fixed and 9 mobile clinics as well as one community day centre. In addition, there is a district hospital, as well as 15 antiretroviral treatment clinics/ treatment sites and 20 tuberculosis clinics/treatment sites.

### (b) HIV/AIDS

Health indicator	2018	2019
Registered patients receiving ART	2 758	3 043
Number of new ART patients	440	463

Swartland's total registered patients receiving ARTs increased significantly between 2018 and 2019 (increase of 285 patients). The number of new antiretroviral patients also increased from 440 in 2018 to 463 in 2019. This could be an indication that the prevalence of HIV is increasing or an indication that more people are being tested and receiving access to HIV treatment.

### (c) TUBERCULOSIS

Swartland experienced an increase in TB cases from 853 in 2018 to 867 in 2019. The TB patients are treated in 20 TB clinics or treatment sites within the Swartland municipal area.

### (d) CHILD AND MATERNAL HEALTH

Health indicator	2018	2019
Children immunised as a % of the total number of children less than one year of age	57.7%	59.8%
Number of malnourished children under 5 years per 100 000 people	2.4	2.0
Number of babies dying before reaching the age of 28 days, per 1 000 live births in a given year	10.9	15.6
% of babies born that weighed less than 2 500 g.	18.5%	18.8%
Maternal deaths per 100 000 live births	0	0
Deliveries to women under the age of 20 years as	14.9%	13.0%

Health indicator	2018	2019
proportion of total deliveries in health facilities		
% of pregnancy terminations as a proportion of the female population aged 15 to 44 years	0%	0%

## 1.4 Poverty

Unless indicated otherwise, the poverty information below was obtained from Provincial Treasury's 2020 Municipal Economic Review and Outlook (MERO) and 2020 Socio-Economic Profile (SEP) Reports.

### (a) GDP PER CAPITA

At a per capita regional gross domestic product (GDP) of R43 000 in 2018, Swartland is on par with the West Coast District's average figure, however this figure remains significantly below that of the Province's R59 000.

### (b) AVERAGE HOUSEHOLD INCOME 2018 (CURRENT PRICES)

MUNICIPALITY	Average household income 2018 (current prices)	Trend 2014 – 2018
● Matzikama	R13 493	-0.2%
● Cederberg	R13 745	0.7%
● Bergrivier	R14 959	-0.1%
● Saldanha Bay	R15 268	-0.2%
● Swartland	R16 101	-0.2%
<b>West Coast District</b>	<b>R14 928</b>	<b>-0.1%</b>
Western Cape	R19 340	-0.4%

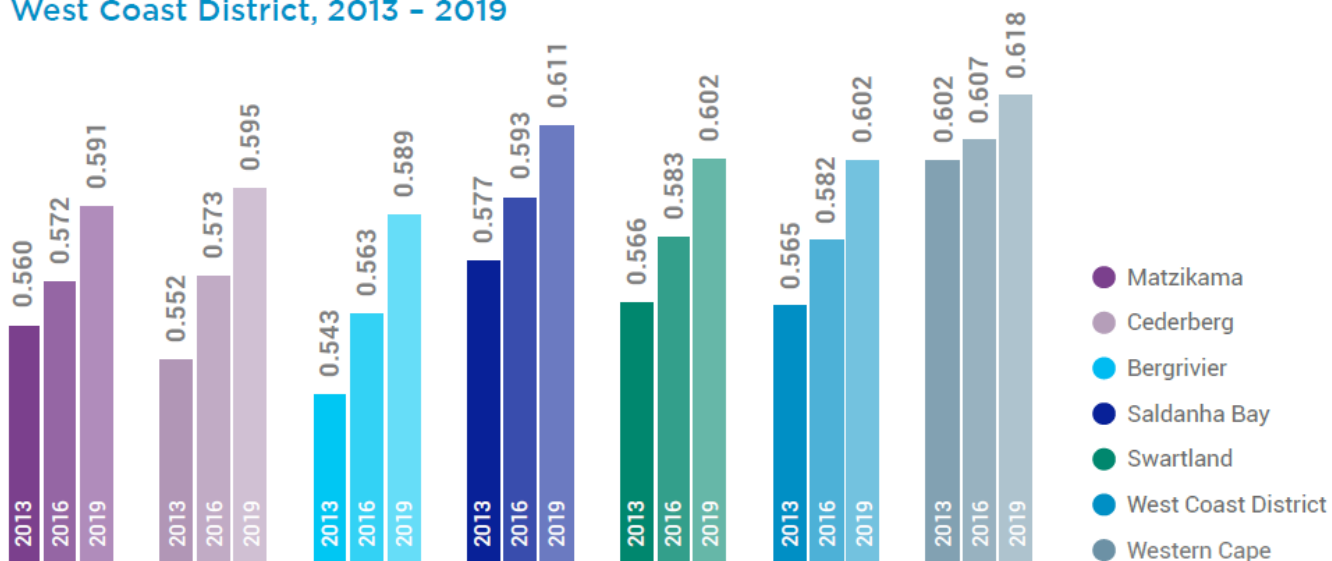
Sustained economic growth within the Swartland municipal area is needed if the 2030 NDP income target of R110 000 per person, per annum is to be achieved.

### (c) INCOME INEQUALITY

The National Development Plan has set a target of reducing income inequality in South Africa from a Gini coefficient of 0.7 in 2010 to 0.6 by 2030. However, as can be seen in the figure below, income inequality has worsened in Swartland area between 2013 and 2019, with the Gini-coefficient increasing from 0.566 in 2013 to 0.602 in 2019.

Worsening income inequality could also be seen across the West Coast District (0.565 in 2013 and 0.602 in 2019) as well as the Western Cape Province (0.602 in 2013 and 0.618 in 2019).

#### GINI COEFFICIENTS, West Coast District, 2013 - 2019

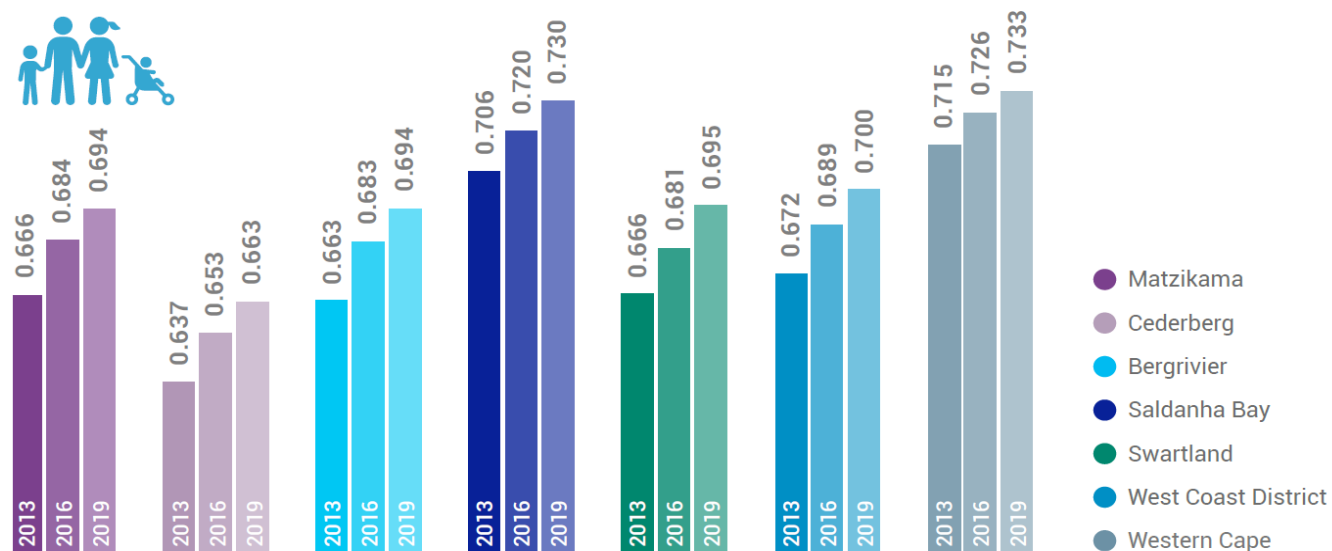


### (d) HUMAN DEVELOPMENT

The Human Development Index (HDI) is a composite indicator reflecting education levels, health, and income. It is a measure of peoples' ability to live a long and healthy life, to communicate, participate in the community and to have sufficient means to be able to afford a decent living. The HDI is represented by a number between 0 and 1, where 1 indicates a high level of human development and 0 represents no human development.

As shown in the figure below, there has been a general increase in the HDI of the Swartland Municipality, the West Coast District as well as for the Western Cape. Swartland's HDI has increased from 0.666 in 2013 to 0.695 in 2019, sitting just below the West Coast District 0.70 and the Western Cape's 0.733.

## HDI PER MUNICIPAL AREA, West Coast District, 2013 - 2019



### (e) INDIGENT HOUSEHOLDS

Municipalities offer additional support through its indigent policy. The indigent policy provides free or discounted rates on basic services such as water, electricity, sanitation, refuse removal and also on property rates. The number of indigent households in the Swartland was as follows:

Date	Number of households
1 Jul 2016	8 495
1 Jul 2017	8 357
Jan 2019	8 895
Jan 2020	9 044
Jan 2021	9 259

Source: Own sources, 2021

## 1.7 Crime

The crime information below was obtained from Provincial Treasury's *2020 Socio-Economic Profile (SEP) Report*.

### (a) MURDER

**Definition:** *Murder is unlawful and intentional killing of another person.*

Description	Area	2017/18	2018/19	2019/20
Actual number	Swartland	26	36	32
	West Coast District	130	128	130
Per 100 000 population	Swartland	20	27	23
	West Coast District	29	28	28

### (b) SEXUAL OFFENCES

**Definition:** *Sexual offences include rape (male and female), sex work, pornography, public indecency and human trafficking.*

Description	Area	2017/18	2018/19	2019/20
Actual number	Swartland	130	153	165
	West Coast District	510	504	571
Per 100 000 population	Swartland	99	114	121
	West Coast District	114	111	123

### (c) DRUG-RELATED OFFENCES

**Definition:** *Drug-related crimes refer to the situation where the perpetrator is found to be in possession of, under the influence of, or selling illegal drugs.*

Description	Area	2017/18	2018/19	2019/20
Actual number	Swartland	2 652	1 843	1 473
	West Coast District	8 233	5 888	4 429
Per 100 000 population	Swartland	2 033	1 383	1 082
	West Coast District	1 839	1 291	954

#### (d) DRIVING UNDER THE INFLUENCE

**Definition:** *Driving under the influence (DUI) refers to a situation where the driver of a vehicle is found to be over the legal blood alcohol limit. This is a crime detected through police activity rather than reports by members of the public.*

Description	Area	2017/18	2018/19	2019/20
Actual number	Swartland	127	154	139
	West Coast District	585	659	860
Per 100 000 population	Swartland	98	116	102
	West Coast District	131	145	185

#### (e) RESIDENTIAL BURGLARIES

**Definition:** *Residential burglary is defined as the unlawful entry of a residential structure with the intent to commit a crime, usually a theft.*

Description	Area	2017/18	2018/19	2019/20
Actual number	Swartland	751	671	777
	West Coast District	2 766	2 787	2 918
Per 100 000 population	Swartland	576	504	571
	West Coast District	618	611	629

#### (f) FATAL CRASHES

**Definition:** *A crash occurrence that caused immediate death to a road user i.e. death upon impact, flung from the wreckage, burnt to death, etc.*

Area	2017/18	2018/19	2019/20
Swartland	38	21	35
West Coast District	110	121	103

## 1.8 The economy

Unless indicated otherwise, the economy information below was obtained from Provincial Treasury's *2020 Municipal Economic Review and Outlook (MERO)* and *2020 Socio-Economic Profile (SEP) Reports*.

#### (a) GROWTH AND GDP CONTRIBUTION

In 2018 Swartland was the second largest contributor (27.3%; R8 324 million) to the GDP of the West Coast after Saldanha Bay (30.7%; R9 336 million). The total GDP of the West Coast was R30 451 million.

In 2018 the local economy in the Swartland municipal area was dominated by the manufacturing sector (24.9%; R2 073 million), followed by wholesale and retail trade, catering and accommodation (17.8%; R1 478 million) and agriculture, forestry and fishing sector (14.7%; R1 220 million).

### Swartland GDPR contribution per sector - 2018

Sector	% of GDPR	GDPR contribution (R million)	Average growth 2014-2018 (%)
Agriculture, forestry and fishing	14.7	R1 219.9	0.9
Mining and quarrying	0.2	R13.2	1.4
Manufacturing	24.9	R2 072.9	2.7
Electricity, gas and water	2.3	R188.7	-1.6
Construction	5.4	R452.7	1.3
Wholesale and retail trade, catering and accommodation	17.8	R1 477.9	2.3
Transport, storage and communication	7.3	R605.1	0.8
Finance, insurance; real estate and business services	9.2	R766.5	1.9
General government	11.5	R961.4	1.9
Community, social and personal services	6.8	R566.2	2.0
<b>Total</b>	<b>100.0</b>	<b>R8 324.4</b>	<b>1.8</b>

The trend from 2014-2018) shows that the manufacturing sector registered the highest average growth rate (2.7%), followed by the wholesale and retail trade, catering and accommodation sector (2.3%) and the community, social and personal services sector (2.0%). Overall, between 2014 and 2018, all economic sectors in Swartland grew positively in terms of GDPR except for the Electricity, gas and water sector that experienced a negative growth of -1.6%.

### (b) EMPLOYMENT

#### Swartland employment by sector - 2018

Sector	% of workforce	Number of jobs	Jobs lost/gained 2014-2018
Agriculture, forestry and fishing	28.8	13 470	236
Mining and quarrying	0.0	21	-
Manufacturing	10.6	4 930	110
Electricity, gas and water	0.3	134	2
Construction	4.6	2 155	56
Wholesale and retail trade, catering and accommodation	20.4	9 547	346
Transport, storage and communication	2.4	1 132	20
Finance, insurance; real estate and business services	9.0	4 201	144
General government	11.7	5 444	133
Community, social and personal services	12.1	5 660	100
<b>Total</b>	<b>100.0</b>	<b>46 694</b>	<b>1 147</b>

In 2018 Swartland (25.4%; 46 694 jobs) was the second largest contributor to employment in the West Coast after Saldanha Bay (28.2%; 51 924 jobs). The total number of jobs in the West Coast was 183 969.



The agriculture, forestry and fishing sector contributed the most jobs to the area in 2018 (13 470; 28.8%), followed by the wholesale and retail trade, catering and accommodation sector (9 547; 20.4%) and the community, social and personal services sector (5 660; 12.2%).

### Skills level (formally employed) - 2019

The majority of workers in the Swartland labour force in 2019 were low-skilled (49.6%), while only 15.3% were skilled. The growth in low-skilled employment was at a faster rate than that of semi-skilled, although growth in skilled employment was the fastest over the period 2015 – 2019.

Level	Skills level contribution	Average growth 2015 - 2019	Number of jobs
Skilled	15.3%	2.7%	5 648
Semi-skilled	35.1%	2.3%	12 952
Low skilled	49.6%	1.4%	18 297
<b>Total</b>	<b>100.0%</b>	<b>1.9%</b>	<b>36 897</b>

### Unemployment Rates (%)

2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
7.5	8.7	9.2	9.0	8.6	9.2	8.2	9.1	9.9	10.1	11.0

Since 2015, the unemployment rate has been rising steadily in the area, reaching 11.0% in 2019. This is slightly lower than the District rate of 11.9% in 2019, as well as significantly lower than the provincial rate of 19.4%. Unemployment remains a key challenge for the Swartland area, with rising population numbers. Up-skilling of the labour force, implementation of levers such as local economic development strategies are all key in order to increase potential employment opportunities and boost economic growth in the area.

## Annexure 3: Status of sector plans and policies *[Updated]*

Sector plan/policy	Responsible official	Current status	Approval date	Comments / next actions
<b><i>CIVIL ENGINEERING SERVICES</i></b>				
Water Services Development Plan	Louis Zikmann	Approved	2017	None
Water Master Plan	Louis Zikmann	Approved	2008	None
Sewerage Master Plan	Louis Zikmann	Approved	2008	None
Transport Master Plan	Louis Zikmann	Approved	2008	None
Integrated Waste Management Plan	Esmari Steenkamp	Approved	2017	Applicable until 2022
Water Conservation and Water Demand Management Strategy	Esmari Steenkamp	Approved	2018	Applicable until 2023
Sport Policy	Christian Boois	Approved	2015	None
Pavement Management System	Johan Venter	Updated	2019	None
<b><i>ELECTRICAL ENGINEERING SERVICES</i></b>				
Maintenance Policy	Tom Rossouw	Approved	2007	Review annually
Electricity Master Plan	Roelof du Toit	Reviewed	2019	
Electricity Distribution Master plans	Roelof du Toit	Updated	2019	
- Malmesbury	Roelof du Toit	Updated	2019	
- Moorreesburg	Roelof du Toit	Updated	2017	
- Darling	Roelof du Toit			
- Yzerfontein	Roelof du Toit			
Disaster Recovery Plan and Business Continuity Plan for the IT function	Johan Pienaar	Approved	2012	Review annually
<b><i>PROTECTION SERVICES</i></b>				
Business Continuity and Disaster Recovery Plan	Roysten Harris	Revised	5 May 2019	Annual revision done
Disaster Management Plan	Roysten Harris	Revised	5 May 2019	Annual revision done
<b><i>DEVELOPMENT SERVICES</i></b>				
2017 Spatial Dev. Framework	Alwyn Zaayman	Approved	May 2019	
Growth Model	Alwyn Zaayman	Approved	Dec 2018	
Land Use Planning By-law	Alwyn Zaayman	Approved	March 2020	

Sector plan/policy	Responsible official	Current status	Approval date	Comments / next actions
Integrated Coastal Management Programme	Alwyn Zaayman	Draft	Possible adoption March 2020	The Integrated Coastal Management Programme (ICMP) for the West Coast District Municipality (WCDM) has been finalised. Swartland Municipality still to adopt the by-law when roles and responsibilities of stakeholders have been clarified and funded.
Climate Change and Hazard Risk Areas Study	Alwyn Zaayman	Approved	October 2014	Compiled as part of the PGWC's BEsp programme
Guidelines on ECD	Hillary Balie	Approved	June 2020	In process with public participation process will be approved by June 2021 as per EMC decision in May 2020 that approved the draft guidelines for ECD
Social Development Policy and Strategy	Hillary Balie	Approved	2022	Still in process to be reviewed and updated annually and
Housing Pipeline	Sylvester Arendse	Approved	May 2020	Annual Revision
Housing Plan	Sylvester Arendse	Approved	May 2020	
Occupational Health and Safety Policy	Kobus Marais	Approved		Busy with reviewing
Air Quality Management Plan	Kobus Marais	Approved	24 March 2020	
Air quality By-law	Kobus Marais	Approved	22 May 2015	
<b>CORPORATE SERVICES</b>				
Workplace Skills Plan	Sunet de Jongh	Completed	30 April 2019	Compile annually in consultation with staff and unions
Employment Equity Plan	Sunet de Jongh	Approved for 5 years until 30 Jun 2023	18 May 2018	
Employment Equity Policy	Sunet de Jongh	Approved	April 2016	
Staff Bursary Policy	Sunet de Jongh	Approved	April 2016	
Recruitment and Selection Policy	Sunet de Jongh	Approved	April 2016	
Disability Policy	Sunet de Jongh	Approved	1 Dec 2018	
Training Policy	Sunet de Jongh	Approved	1 Dec 2018	
Employee Assistance Policy	Sunet de Jongh	Approved	1 Dec 2018	
Internship Policy	Sunet de Jongh	Approved	April 2016	
HIV/Aids in the workplace Policy	Sunet de Jongh	Approved	April 2016	
Organogram	Madelaine Terblanche	Approved	30 May 2019	Reviewed
Communication Strategy	Madelaine Terblanche	Approved	May 2020	Next review due May 2021
Social Media Policy	Madelaine Terblanche	Approved	May 2020	Next review due May 2021
Communication Policy	Madelaine	Approved	May 2020	Next review due May 2021

Sector plan/policy	Responsible official	Current status	Approval date	Comments / next actions
	Terblanche			
Public Participation Policy	Madelaine Terblanche	Approved	May 2020	Next review due May 2021
Client Service Charter	Madelaine Terblanche	Approved	Dec 2018	To be reviewed after next local elections
Ward committee constitution	Madelaine Terblanche	Approved	Aug 2016	To be reviewed in 2021 before next local elections
Contract Administration Policy	Madelaine Terblanche	Approved	2010	To be revised when necessary
Website Placement Policy	Madelaine Terblanche	Approved	2010	To be revised when necessary
Municipal Asset Transfer Policy	Madelaine Terblanche	Approved	May 2015	To be revised when necessary
Events By-law	Madelaine Terblanche	Approved	March 2016	To be revised when necessary
Records Master Plan	Nicolette Brand	Approved	June 2020	Reviewed and updated
Records Control Schedule	Nicolette Brand	Approved	December 2019	Review annually
Registration Procedural Manual	Nicolette Brand	Approved	February 2021	Reviewed and updated
System of Delegation & s53 role demarcation	Madelaine Terblanche	Approved	May 2020	To be revised annually during May
Human Resources Plan 2017-2022	Sunet de Jongh	Approved	19 Sept 2018	Reviewed and updated
<b>FINANCIAL SERVICES</b>				
Long Term Financial Plan	Mark Bolton	Approved	25 May 2017	New LTFP to be approved in April 2021
Budget Implementation Policy	Hilmary Papier	Approved	28 May 2020	Review annually
Asset Management Policy	Arina Beneke	Approved	28 May 2020	Review annually
Fleet management policy	Arine Beneke	Approved	28 May 2020	Review annually
Property Rates Policy and By-law	Elsabe Van Der Merwe	Approved	28 May 2020	Review annually
Cash Management and Investments Policy	Christo Gerber	Approved	28 May 2020	Review annually
Cost Containment Policy	Mark Bolton	Approved	28 May 2020	Review annually
Credit Control and Debt Collection Policy and By-law	Preston Sheldon	Approved	28 May 2020	Review annually
Indigent Policy	Preston Sheldon	Approved	28 May 2020	Review annually
Debt and Borrowing Management Policy	Christo Gerber	Approved	28 May 2020	Review annually
Tariff Policy	Elsabe Van Der	Approved	28 May 2020	Review annually

Sector plan/policy	Responsible official	Current status	Approval date	Comments / next actions
	Merwe			
Funding and Reserves Policy	Christo Gerber	Approved	28 May 2020	Review annually
Preferential Procurement Policy	Pieter Swart	Approved	28 May 2020	Review annually. Reviewed in January 2021, no changes
Supply Chain Management Policy	Pieter Swart	Approved	28 May 2020	Review annually. Reviewed in January 2021, no changes
Virement Policy	Hilmary Papier	Approved	28 May 2020	Review annually
Travel and Subsistence Policy	Morne Dreyden	Approved	28 May 2020	Review annually
<b>OFFICE OF THE MUNICIPAL MANAGER</b>				
Framework for implementing performance management	Olivia Fransman	Approved	17 April 2018	Minor amendments
Local Economic Development Strategy	Olivia Fransman	Approved	18 May 2018	Has been reviewed and submitted to Mayoral Committee March 2021
Fraud Prevention and Anti-Corruption Strategy	Pierre le Roux	Reviewed	28 June 2019	Review - no changes
Risk Management Strategy	Pierre le Roux	Approved	28 May 2019	Review annually
Internal Audit Strategy	Pierre le Roux	Reviewed	15 June 2018	Review - no changes
Internal Audit Charter	Pierre le Roux	Approved	28 May 2019	Amended and approved
Risk Management Policy	Pierre le Roux	Approved	19 June 2019	Amended and approved
Performance and Risk Audit Committee Charter	Pierre le Roux	Approved	28 May 2019	Approved

## Annexure 4: DCoG indicators applicable to local municipalities for 2021/22 (pilot) *[Added]*

The following indicators are applicable to local municipalities. Each indicator is introduced on a readiness scale of Tier 1 - Tier 4 per municipal category. Only Tier 1 and Tier 2 indicators apply for the 2021/22 pilot on the grounds of their readiness as prescribed indicators given methodological and data availability considerations. The greyed-out outcome indicators are not Tier 1 or Tier 2 but are shown for reference purposes.

MFMA Circular No. 88 of 30 November 2017 provides the following clarity in respect of **outcome** and **output** indicators:

*"In line with the original intention of the SDBIPs, this circular seeks to clarify that the SDBIP should only be concerned with performance information that speaks to "products or services" directly produced or delivered within the control of the municipality, otherwise known as outputs. The targets set for these indicators should therefore be informed by the resourcing allocation derived from the prioritisation and strategic direction set out in the IDP. Similarly, the IDP should be concerned primarily with the outcomes and set targets in relation to these over the medium term."*

### Indicator readiness tier classification system

<b>Tier 1</b>	Indicator conceptually clear, established methodology and standards available and data regularly produced.
<b>Tier 2</b>	Indicator conceptually clear, established methodologies and some standards but there is variability in interpretation and systems available to support. Data are not yet regularly produced across all stakeholders.
<b>Tier 3</b>	Indicator for which there is agreed conceptual value, but not yet a common established methodology and standards for data to be produced.
<b>Tier 4</b>	Indicator for which there is an identified need, but not yet conceptual agreement between stakeholders and this is a placeholder for a future indicator.

### Energy and Electricity

Outcome	Outcome Indicators	Output Indicators
EE1. Improved access to electricity	<i>EE1.1 Percentage of households with access to electricity</i>	EE1.11 Number of dwellings provided with connections to mains electricity supply by the municipality
EE3. Improved reliability of electricity service	<i>EE3.1 System Average Interruption Duration Index</i>	EE3.11 Percentage of unplanned outages that are restored to supply within industry standard timeframes
	<i>EE3.2 Customer Average Interruption Duration Index</i>	EE3.21 Percentage of planned maintenance performed
EE4. Improved energy sustainability	EE4.4 Percentage total electricity losses	NO OUTPUT INDICATOR PROPOSED

### Environment and waste

Outcome	Outcome Indicators	Output Indicators
ENV3. Increased access to refuse removal	<i>ENV3.1 Percentage of households with basic refuse removal services or better</i>	ENV3.11 Percentage of known informal settlements receiving basic refuse removal services
ENV4. Biodiversity is conserved and enhanced	<i>ENV4.2 Ecosystem/vegetation type protection level</i>	ENV4.11 Percentage of biodiversity priority area within the municipality

Outcome	Outcome Indicators	Output Indicators
ENV5. Coastal and inland water resources maintained	ENV5.1 Recreational water quality (coastal)	INDICATOR NOT APPLICABLE
	ENV5.2 Recreational water quality (inland)	INDICATOR NOT APPLICABLE

### Sound financial management

MFMA Circular No. 71 has previously identified 32 indicators suitable for municipalities and municipal entities issued in terms of Section 216(1)(c) of the Constitution and Section 2 of the MFMA. The circular gives guidance on financial norms and standards to ensure sound and sustainable management of fiscal and financial affairs in municipalities and municipal entities. In order to ensure consistency and complementarity between reform processes with the pre-existing directive, and with acknowledgement of the benefit of inter-departmental co-ordination on this matter, the application of 32 financial management indicators in MFMA Circular No. 71 in local municipalities continues. However, National Treasury has indicated it will be revisiting these indicators in the near future in line with the broader reform agenda.

### Fire and disaster services

Outcome	Outcome Indicators	Output Indicators
FD1. Mitigated effects of fires and disasters	<i>FD 1.1 Number of fire related deaths per 100 000 population</i>	FD 1.11 Percentage compliance with the required attendance time for structural firefighting incidents

### Governance

Outcome	Outcome Indicators	Output Indicators
GG1. Improved municipal capability	GG1.1 Percentage of municipal skills development levy recovered	NO OUTPUT INDICATOR PROPOSED
	GG1.2 Top management stability	
GG2. Improved municipal responsiveness	GG2.1 Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)	GG2.11 Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor)
	GG2.2 Attendance rate of municipal council meetings by recognised traditional and Khoi-San leaders	GG2.12 Percentage of wards that have held at least one councillor-convened community meeting
	<i>GG2.3 Protest incidents reported per 10 000 population</i>	NO OUTPUT INDICATOR PROPOSED
GG3. Improved municipal administration	GG3.1 Audit Outcome	GG2.31 Percentage of official complaints responded to through the municipal complaint management system
		GG3.11 Number of repeat audit findings GG3.12 Percentage of councillors who have declared their financial interests
GG4. Improved council functionality	GG4.1 Percentage of councillors attending council meetings	GG4.11 Number of agenda items deferred to the next council meeting

Outcome	Outcome Indicators	Output Indicators
GG5. Zero tolerance of fraud and corruption	<i>GG 5.1 Number of alleged fraud and corruption cases reported per 100 000 population</i>	GG5.11 Number of active suspensions longer than three months GG5.12 Quarterly salary bill of suspended officials

### Housing and community facilities

Outcome	Outcome Indicators	Output Indicators
HS3. Increased access to and utilisation of social and community facilities	HS3.5 Percentage utilisation rate of community halls	NO OUTPUT INDICATOR PROPOSED
	HS3.6 Average number of library visits per library	NO OUTPUT INDICATOR PROPOSED
	HS3.7 Percentage of municipal cemetery plots available	NO OUTPUT INDICATOR PROPOSED

### Local economic development

Outcome	Outcome Indicators	Output Indicators
LED1. Growing inclusive local economies	<i>LED1.1 Gross Value Added (GVA) by the municipality per capita</i>	LED1.11 Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area
	<i>LED1.2 Employment rate in the municipal area</i>	LED1.21 Number of work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)
LED2. Improved levels of economic activity in municipal economic spaces	<i>LED 2.1 Rates revenue as a percentage of the total revenue of the municipality</i>	LED 2.12 Percentage of the municipality's operating budget spent on indigent relief for free basic services
LED3. Improved ease of doing business within the municipal area	<i>LED3.1 Average cost to a business to apply for a construction permit with a municipality</i>	LED3.11 Average time taken to finalise business license applications
	<i>LED 3.3 R-value of investment inflows</i>	LED3.31 Average number of days from the point of advertising to the letter of award per 80/20 procurement process LED3.32 Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission

### Transport and roads

Outcome	Outcome Indicators	Output Indicators
TR6. Improved quality of municipal road network	<i>TR6.1 Percentage of fatal crashes attributed to road and environmental factors</i>	TR6.11 Percentage of unsurfaced road graded
		TR6.12 Percentage of surfaced municipal road lanes which has been resurfaced and resealed
		TR6.13 KMs of new municipal road lanes built



	TR6.2 Number of potholes reported per 10kms of municipal road network	TR6.21 Percentage of reported pothole complaints resolved within standard municipal response time
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### Water and sanitation

Outcome	Outcome Indicators	Output Indicators
WS1. Improved access to sanitation	<i>WS1.1 Percentage of households with access to basic sanitation</i>	WS1.11 Number of new sewer connections meeting minimum standards
WS2. Improved access to water	<i>WS2.1 Percentage of households with access to basic water supply</i>	WS2.11 Number of new water connections meeting minimum standards
WS3. Improved quality of water and sanitation services	WS3.1 Frequency of sewer blockages per 100 KMs of pipeline	WS3.11 Percentage of callouts responded to within 24 hours (sanitation/wastewater)
	WS3.2 Frequency of water mains failures per 100 KMs of pipeline	WS3.21 Percentage of callouts responded to within 24 hours (water)
	WS3.3 Frequency of unplanned water service interruptions	NO OUTPUT INDICATOR PROPOSED
WS4. Improved quality of water (incl. wastewater)	WS4.1 Percentage of drinking water samples complying to SANS241	
	WS4.2 Percentage of wastewater samples compliant to water use license conditions	
WS5. Improved water sustainability	WS5.1 Percentage of non-revenue water	NO OUTPUT INDICATOR PROPOSED
	WS5.2 Total water losses	
	<i>WS5.3 Total per capita consumption of water</i>	WS5.31 Percentage of total water connections metered
	WS5.4 Percentage of water reused	NO OUTPUT INDICATOR PROPOSED

### Compliance indicators

The following indicators are for planning and reporting for compliance purposes. No target setting is required for these indicators or questions.

Ref.	Indicator
C1 (GG)	Number of signed performance agreements by the MM and section 56 managers:
C2 (GG)	Number of Mayoral Committee meetings held:
C3 (GG)	Number of Council portfolio committee meetings held:
C4 (GG)	Number of MPAC meetings held:
C5 (GG)	Number of recognised traditional leaders within your municipal boundary
C6 (GG)	Number of formal (minuted) meetings between the Mayor, Speaker and MM were held to deal with municipal matters:
C7 (GG)	Number of formal (minuted) meetings - to which all senior managers were invited- held:
C8 (GG)	Number of councillors completed training:
C9 (GG)	Number of municipal officials completed training:
C10 (GG)	Number of work stoppages occurring:
C11 (GG)	Number of litigation cases instituted by the municipality:
C12 (GG)	Number of litigation cases instituted against the municipality:

<b>Ref.</b>	<b>Indicator</b>
C13 (GG)	Number of forensic investigations instituted:
C14 (GG)	Number of forensic investigations conducted:
C15 (GG)	Number of days of sick leave taken by employees:
C16 (GG)	Number of permanent employees employed
C17 (GG)	Number of temporary employees employed:
C18 (GG)	Number of approved demonstrations in the municipal area:
C19 (GG)	Number of recognised traditional and Khoi-San leaders in attendance (sum of) at all council meetings:
C20 (ENV)	Number of permanent environmental health practitioners employed by the municipality:
C21 (ENV)	Number of approved environmental health practitioner posts in the municipality
C22 (GG)	Number of Council meetings held:
C23 (GG)	Number of disciplinary cases for misconduct relating to fraud and corruption:
C24 (GG)	Number of council meetings disrupted
C25 (GG)	Number of protests reported
C26 (GG)	R-value of all tenders awarded
C27 (GG)	Number of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations:
C28 (GG)	R-value of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations:
C29 (LED)	Number of approved applications for rezoning a property for commercial purposes:
C30 (GG)	Number of business licenses approved:
C31 (GG)	Number of approved posts in the municipality with regard to municipal infrastructure:
C32 (GG)	Number of positions filled with regard to municipal infrastructure:
C33 (GG)	Number of tenders over R200 000 awarded:
C34 (GG)	Number of months the Municipal Managers' position has been filled (not Acting):
C35 (GG)	Number of months the Chief Financial Officers' position has been filled (not Acting):
C36 (GG)	Number of vacant posts of senior managers:
C37 (GG)	Number of approved posts in the treasury and budget office:
C38 (GG)	Number of filled posts in the treasury and budget office:
C39 (GG)	Number of approved posts in the development and planning department:
C40 (GG)	Number of filled posts in the development and planning department
C41 (GG)	Number of approved engineer posts in the municipality:
C42 (GG)	Number of registered engineers employed in approved posts
C43 (GG)	Number of engineers employed in approved posts:
C44 (GG)	Number of disciplinary cases in the municipality:
C45 (GG)	Number of finalised disciplinary cases:
C46 (ENV)	Number of approved waste management posts in the municipality:
C47 (ENV)	Number of waste management posts filled:
C50 (WS)	Number of approved water and wastewater management posts in the municipality:
C51 (WS)	Number of filled water and wastewater management posts:
C52 (HS)	Number of maintained sports fields and facilities

Ref.	Indicator
C53 (HS)	Square meters of maintained public outdoor recreation space
C54 (HS)	Number of municipality-owned community halls
C56 (EE)	Number of customers provided with an alternative energy supply (e.g. LPG or paraffin or biogel according to supply level standards)
C57 (EE)	Number of registered electricity consumers with a mini grid-based system in the municipal service area
C58 (EE)	Total non-technical electricity losses in MWh (estimate)
C59 (EE)	Number of municipal buildings that consume renewable energy
C60(WS)	Total number of sewer connections
C61 (WS)	Total number of chemical toilets in operation
C62 (WS)	Total number of Ventilation Improved Pit Toilets (VIPs)
C63 (WS)	Total volume of water delivered by water trucks
C67 (FD)	Number of paid full-time firefighters employed by the municipality
C68 (FD)	Number of part-time and firefighter reservists in the service of the municipality
C69 (FD)	Number of 'displaced persons' to whom the municipality delivered assistance
C71 (LED)	Number of procurement processes where disputes were raised
C73 (FD)	Number of structural fires occurring in informal settlements
C74 (FD)	Number of dwellings in informal settlements affected by structural fires (estimate)
C76 (LED)	Number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders
C77 (LED)	B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based
C78 (LED)	B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned
C79 (LED)	B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement
C86 (LED)	Number of households in the municipal area registered as indigent
C89 (GG)	Number of meetings of the Mayoral Committee postponed due to lack of quorum

## Compliance questions

The following are compliance questions requiring a periodic response from municipalities in open-text format.

No.	Compliance Questions
Q1.	Does the municipality have an approved Performance Management Framework?
Q2.	Has the IDP been adopted by Council by the target date?
Q3.	Does the municipality have an approved LED Strategy?
Q4.	What are the main causes of work stoppage in the past quarter by type of stoppage?
Q5.	How many public meetings were held in the last quarter at which the Mayor or members of the Mayoral committee provided a report back to the public?
Q6.	When was the last scientifically representative community feedback survey undertaken in the municipality?
Q7.	What are the biggest causes of complaints or dissatisfaction from the community feedback survey? Indicate the top four issues in order of priority.
Q8.	Please list the locality, date and cause of each incident of protest within the municipal area during the reporting period:
Q9.	Does the municipality have an Internal Audit Unit?
Q10.	Is there a dedicated position responsible for internal audits?
Q11.	Is the internal audit position filled or vacant?
Q12.	Has an Audit Committee been established? If so, is it functional?
Q13.	Has the internal audit plan been approved by the Audit Committee?
Q14.	Has an Internal Audit Charter and Audit Committee charter been approved and adopted?
Q15.	Does the internal audit plan set monthly targets?
Q16.	How many monthly targets in the internal audit plan were not achieved?
Q17.	Does the Municipality have a dedicated SMME support unit or facility in place either directly or in partnership with a relevant role-player?
Q18.	What economic incentive policies adopted by Council does the municipality have by date of adoption?
Q19.	Is the municipal supplier database aligned with the Central Supplier Database?
Q20.	What is the number of steps a business must comply with when applying for a construction permit before final document is received?
Q22.	Please list the name of the structure and date of every meeting of an official IGR structure that the municipality participated in this quarter:
Q23.	Where is the organisational responsibility for the IGR support function located within the municipality (inclusive of the reporting line)?
Q24.	Is the MPAC functional? List the reasons why if the answer is not 'Yes'.
Q25.	Has a report by the Mayoral Committee on all decisions it has taken been submitted to Council this financial year?