

PRINCE ALBERT MUNICIPALITY FIFTH GENERATION INTEGRATED DEVELOPMENT PLAN 2022/23 – 2026/27



As prescribed by section 25 of the Local Government Municipal Systems Act 32 of 2000



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FIFTH GENERATION IDP

PREFACE OF THE IDP

The fifth-generation IDP cycle allows for the adoption of a new 5-year strategic plan that articulates the development agenda for the Prince Albert Municipality for the period 2022 - 2027. A fundamental change that defines the Municipality's development path and that is worth noting is the review of the Municipality's overarching strategic development goals, which includes its Key Performance Areas and Strategic Objectives.

This new 5-year IDP is informed by the fourth-generation IDP and subsequent reviews, approved municipal sector plans and will define Municipality's MTREF and SDBIP throughout its implementation timeframe. ***It is therefore imperative that this document be read in conjunction with approved sector plans as listed under chapter 8, in particular the Spatial Development Framework.*** For an electronic copy of this document please visit the municipal website at www.pamun.gov.za

The Prince Albert Municipal Council acknowledges its constitutional responsibility and understands the importance that strong political leadership and sound administration and financial management plays in the effective functioning of a municipality and has therefore reconfirmed its vision, mission and values which were;

VISION

Prince Albert, an area characterised by high quality of living and service delivery.

MISSION

To enable all stakeholders and sectors in the municipal space to add value to the community, whether intellectual, social, economical, etc in order to ensure high quality of living and service delivery fostering citizen centric ownership.

DEVELOPMENT STRATEGY

To ensure a sustainable Prince Albert, where all sectors is aligned for the betterment and benefit of the municipal area as a whole. To create an enabling environment for the inhabitants of Prince Albert towards guaranteed job opportunities and thus a better livelihood and citizen satisfaction.

VALUES

The value system of Prince Albert Municipality describes the relationship between people within the municipality as well as the relationship between the Municipality and its customers. This involves a description of all practices applied and the values placed on certain principles.

The values endeavour to reflect the culture that prevails or should prevail in the municipality. These are our beliefs, commitments and principles that guide everyday decision-making whether consciously or subconsciously. In a municipality with a firm set of values that are clearly communicated, well understood and shared, people will be able to make sound decisions that are in line with what the municipality truly believes. In light of the above-mentioned, the following value system has been adopted:

We subscribe to the principles of "Batho Pele "which can be summarised as follows:

- ❖ *Consultation*: Citizens should be consulted about service levels and the quality of services to be rendered;
- ❖ *Standard of services*: Citizens must be made aware of what to expect in terms of the level and quality of services that will be rendered;
- ❖ *Accessibility*: All citizens should have equal access to the services that they are entitled to;
- ❖ *Courtesy*: All citizens should be treated with courtesy and consideration;
- ❖ *Information*: Citizens must receive full and accurate information about the services that will be rendered;
- ❖ *Transparency*: Citizens should be informed about government departments' operations, budgets and management structures;
- ❖ *Redressing*: Citizens are entitled to an apology, an explanation and remedial action if the promised standard of service is not delivered;
- ❖ *Value for money*: Public services should be provided economically and effectively;
- ❖ *Co-operative governance*: As a partner in governance we will promote and constructively participate in regional, provincial and national programmes; and
- ❖ *Capacity building* for all involved in the municipality.

Foreword by Executive Mayor

This document constitutes the Fifth Generation 2022 - 2027 Integrated Development Plan (IDP) for Prince Albert Municipality. After the November 2021 election Council decided it will reconfirm its Vision: *Prince Albert an area characterised by a high quality of living and service delivery*. We refined our strategic objectives and game changers to ensure that we are able to make the biggest possible impact on the economic - and social development of our communities during the next 5 years, while strengthening our financial sustainability, further enhancing our level of good governance and ensuring sustainable service delivery to all.

We continuously strive towards a more integrated planning approach whereby we seamlessly integrate our IDP, budget and performance management system with one another while simultaneously aligning our planning to National and Provincial plans and frameworks. The latter refers specifically to the National Development Plan 2030 and Vision Inspired Priorities (2019 - 2024) which sets out the Western Cape Government's vision and strategic priorities for their current term of office.

Access to basic services and the improvement of service delivery remains key and innovative means to deliver services more effective, efficiently and economically are deemed essential. In order to achieve this, the communities input and recommendations is of utmost importance. As always there are more needs identified within our communities, than the municipality and government can provide for. Let me assure everyone that these needs are never forgotten, but that we continually strive through networking and the active seeking of investment partners, to address these needs. The role that government departments, the business sector, investors, interest groups and individuals play in meeting these needs can never be emphasized enough.

The covid-19 pandemic, climate change and the current drought in the Western Cape and country has a negative impact on our municipality. This manifests in several ways, including unemployment and poverty, making it difficult for many residents to pay for municipal services. We are proudly pro-poor and endeavour to accommodate the poorest in our communities without risking the financial sustainability of our municipal area. To support the struggling economy Council has resolved to undertake in house capital projects based on labour intensive practices, in order to create temporary jobs during these difficult times.

We are pleased with our audit outcomes of the past five years and obtained an unqualified audit opinion for the 2020/21 financial year. I am of the opinion that service delivery should not be compromise for clean oudits, excellent service delivery should be a result of clean oudits.

Prince Albert Municipality is not immune to challenges, vandalism and theft is unfortunately also a growing problem in parts of the municipal area and is costing the Municipality a substantial amount annually. The time has come for a major educational drive to address this problem and to convince communities that vandalism is to their own detriment.

In conclusion I wish to thank all that provided input to our Integrated Development Plan for 2022 - 2027. A special vote goes to the Councillors and Officials that even in the height of the pandemic never hesitated to deliver on the call of the community. Thank you for your support and unfailing dedication. It is a privilege to serve with you.

MD JAFTHA

EXECUTIVE MAYOR

Foreword by the Municipal Manager

I am very proud to present you with the Fifth Generation (2022 - 2027) Integrated Development Plan (IDP) of Prince Albert Municipality. Since the election of our new council in November 2021, we have focused on strategic planning in line with the National and Provincial direction. Our focus is to ensure Prince Albert Municipality works for the poorest of the in order for all communities within our municipal area to prosper and live in a dignified manner.

In this IDP we altered the format to make it much more user-friendly for the benefit of all our communities. We based our strategic planning on in-depth research on the current situation and we would like to thank our colleagues from Provincial Government (Department of Environmental Affairs and Development Planning) for assisting the municipality with the review of the Spatial Development Framework. This will set the benchmark for development planning for the next 10 - 15 years within our municipal area. We appreciate their support and expertise. We had extensive public participation to acknowledge and understand the real developmental needs in our communities and used the information collated to inform our strategic direction, planning and budget.

Municipalities are required to adhere to the principles of co-operative governance and work cooperatively with other spheres of government to ensure that the IDP is not just a municipal plan, but also a "Single window of co-ordination" for relationships between local and district municipalities and other spheres of government. Prince Albert Municipality is proud to be known for our innovative partnerships with different stakeholders to really ensure maximum co-operation and focused, seamless development throughout our area. We are continuing to work seamlessly with Provincial and National Government to improve the lives of our citizens.

Following this, I truly feel that we epitomise the working partnership between the community, municipal council and administration as envisaged by the Local Government Systems Act. Our partnership has gone from strength to strength and I would like to express my sincerest gratitude to all of our partners for the energy and dedication that they expend on working with us to make this partnership a success. It is only through working together that we can ensure the sustainable development of our municipal area and we look forward to more joint planning and implementation in the future. We are truly better together. During the next five years we will focus on strengthening our ward committees even further to ensure direct public participation throughout the municipality.

We will continue to work together with all our strategic partners and build long-lasting relationships for the benefit of all our communities.

Financial sustainability, operational efficiency and a positive organisational culture remains the foundation to the success of any organisation. It is through this principle that the Prince Albert municipality will have to make harsh decisions at times which will ultimately guarantee the longevity of municipality.

AI HENDRICKS

ACTING MUNICIPAL MANAGER

DOCUMENT STRUCTURE: OVERVIEW

Chapter 1	Executive summary	This chapter sets the scene by outlining the main objectives of the Fifth-Generation IDP within the legal context. The key policy directives of all three spheres of government are outlined in brief. The overarching strategy of the Municipality, which sets the tone and development agenda for the period 2022-2027 is outlined in detail.
Chapter 2	Situational Analysis	To recognise the 2020 Provincial MERO Report and the 2020 Municipal Socio-Economic Profile findings, growth and development impact assumptions in our planning trajectory.
Chapter 3	Institutional arrangements	To update and align the administrative and institutional capacity to ensure organisational readiness to implement the IDP. Incorporate the new Macro and Micro structure that will come into effect 1 July 2022. Review and align the WSP to the IDP.
Chapter 4	Municipal Development strategy	This chapter outlines the current level of basic services within the municipal area, as well as the challenges pertaining to service delivery.
Chapter 5	Institutional arrangements	This chapter gives an overview of the pressing needs that have been identified during the public meetings.
Chapter 6	Sector plans	All sector plans have been incorporated into the reviewed IDP. Safety plan and Rural Development plan for LG
Chapter 7	Intergovernmental relations	This chapter gives an overview of the infrastructure footprint that national and provincial department intend to invest in the Prince Albert municipal area within the MTEF.
Chapter 8	Financial Management	To present a responsive budget that align to the development priorities contained in the IDP.
Chapter 9	Performance Management	To review the targets and ensure that programmes and projects are implemented, monitored and reviewed through the SDBIP.

Chapter 1: Executive Summary

1.1 Introduction

Integrated development planning (IDP) is a process whereby a municipality prepares its strategic development plan for a five year cycle directly linked to the term of its Council. Hence this IDP is the plan for Prince Albert Municipality (PAM) for 2022/23 - 2026/27.

Integrated development planning is at the centre of the system of

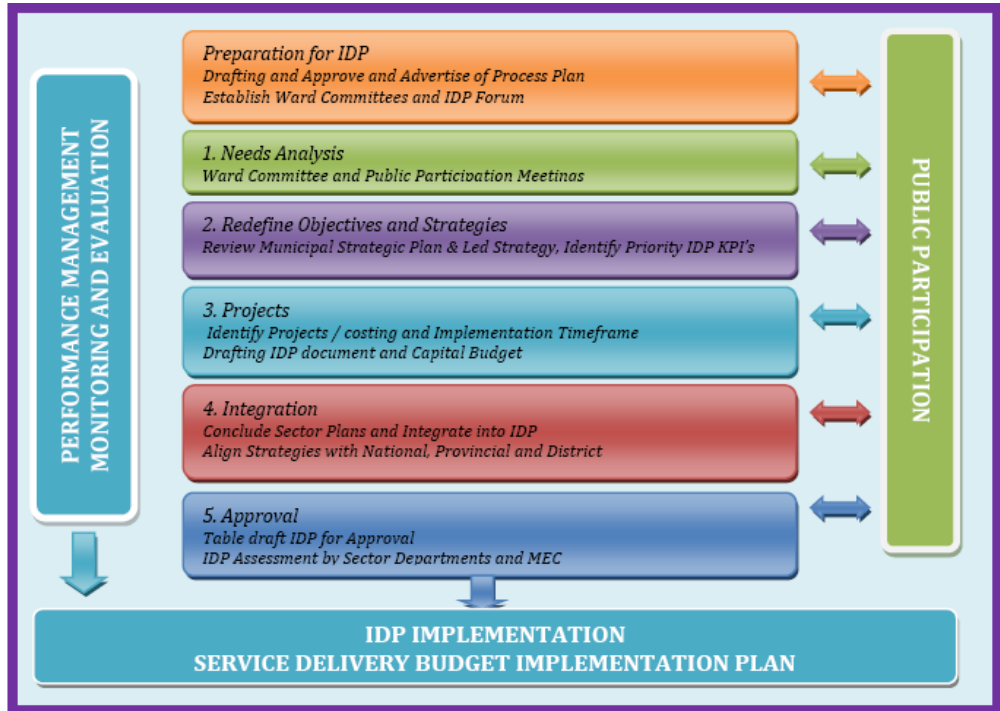


developmental local government in South Africa and represents the driving force for making municipalities more strategic, inclusive, responsive and performance-driven in character. The five year IDP seeks to integrate and balance the economic, ecological and social pillars of sustainability within the Prince Albert Municipal area without compromising the institutional capacity required to implement and coordinate the efforts needed across sectors and relevant spheres of government. The IDP is the principle strategic planning instrument which guides and informs all planning, budgeting and development in the Prince Albert municipal area. The IDP is prepared within the first year after the newly elected Council has been elected and must be reviewed annually during the Council's term of office. The priorities and actions identified in this IDP will inform the structure of the municipality, the service delivery standards, all financial planning and budgeting as well as performance reporting by the municipality.

1.1.1 Process followed to formulate the IDP 2022/23 - 2026/27

This Integrated Development Plan (IDP) is the fifth round of strategic plans since the inception of the IDP as a planning mechanism to synchronise planning and fiscal spending across all spheres of government and also reflects the five (5) year strategic development intent and the delivery agenda of the newly elected Council. It is drafted in such a way to be strategic and inclusive in nature. The plan links, integrates and coordinates other existing plans, while taking development proposals into account. The ultimate aim is to align the IDP with the municipality's resources and internal capacity, forming a policy framework on which annual budgets are based.

The IDP is developed in terms of an IDP process plan that ensure that the IDP process complies with certain minimum quality standards, to ensure that proper coordination between and within the spheres of

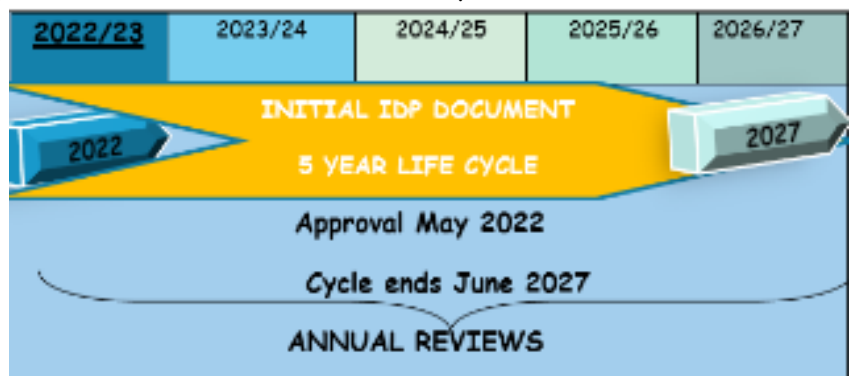


government is established and that communities are engaged during the preparation of the IDP. The process plan is in effect a "plan to plan".

According to Section 28(1) of the Municipal System Act, 32 of 2000 a municipal Council must adopt a process set out in writing to guide the planning, drafting and review of its integrated development plan. This Process Plan outlines the programme to be followed and provides detail on the issues specified in the Act. The time schedule for IDP Public Participation Engagement Sessions were unanimously adopted by Council on 25 August 2021. The process plan is attached as annexure A and the time schedule as annexure B.

1.1.2 Purpose of the IDP Process Plan

The purpose of the process plan is to indicate the various planned activities and strategies on which the municipality will embark to compose its Integrated Development Plan for the five year cycle (2022/23 - 2026/27) and the budget for the 2022/23 financial year and the two outer years. The process plan enhances



integration and alignment between the IDP and the Budget, thereby ensuring the development of an IDP-based budget. It fulfils the role of a business plan or an operational framework for the IDP process outlining the manner in which the IDP process

was undertaken. In addition, it identifies the activities and the processes around the key statutory annual operational processes of the budget and IDP compilation, performance management implementation and the adoption of the municipality's annual report.

The IDP was drafted through public participation initiatives based on various types of engagements and participation with and by the community and stakeholders. These mechanisms include ward committees, sector engagements, meetings with interest groups, public meetings, individual engagements, as well as the Municipality's electronic complaint system. The Municipality drafted an IDP process plan to guide engagements with the various stakeholders. The process plan was made public to ensure that the community engage and participate in the compilation of the IDP and thus take an active part in the guidance of the municipality's planning and budgeting processes helping to ensure proper planning to be carried out for the disbursement of the resources necessary to conduct the municipality's constitutional duties and obligations.



Unfortunately all stated requirements and requests cannot always be accommodated, due to limited funding, viability and the fact that local government can and should only concentrate on those functions allocated to them by the Constitution. Community needs that are the function of other spheres of government such as district, provincial and national are referred to that level of government for their interventions.

The series of IDP public engagement sessions held during the analysis phase was preceded by the establishment of Ward Committees in all 4 wards and the rolling out of ward Committee meetings to give effect to the principle of participatory governance. During the first series of Ward Committee meetings service delivery needs analysis for all wards were determined which were used as a point of departure for the public engagement sessions. In most of the poorest, disadvantaged wards the building of decent houses and the rectification of existing low income (RDP) houses, infrastructure development (streets and storm waters), street lights, tar roads and the initiation of Local Economic Development (LED) projects which focuses on job creation were unanimously identified by the communities and high on the list of priorities.

The main consideration during our IDP process relates to the approving of projects which reflect and address the changing needs of our communities, and the minimum internal

operational demands required to keep the municipality functional. However, the balancing factor for the successful implementation of this plan will always be the availability of funds for capital projects within the municipal budget.

1.1.3 Status of the IDP

This IDP is the five year strategic plan for Prince Albert Municipality for the period 2022 - 2027. The IDP & budget was tabled to council on, 20 May 2022 and made available to the public for scrutiny.

1.1.4 Roles and responsibilities in the IDP process

Prince Albert municipality adopted a culture of municipal governance that complements formal representative government with a system of participatory governance, and that encourage, and create conditions for the local community to participate in the affairs of the municipality including in the preparation and implementation of the integrated development plan, budget and performance management system.

The underlying principles of this culture within the IDP process are: Integrated development planning is not just a planning process within the municipality but a forum for discussions and negotiations of the various municipal stakeholders.

The final adoption of the IDP and the accountability lie within the municipal council answerable to the public on the utilisation of public resources. The implementation of the IDP process plan involves the municipal officials and Council (internal) as well as other municipal stakeholders and the community (external).

The responsibilities of the role -players can be summarised as follows:

Role player	Roles and responsibilities
Council	<ul style="list-style-type: none">• Evaluate, amend and adopt a Process Plan• Undertake the overall management and coordination of the planning process which includes ensuring that:<ul style="list-style-type: none">• All relevant stakeholders are appropriately involved• Appropriate mechanisms and procedures for public consultation and participation are applied• The planning process is related to the real burning issues in the municipality, that is strategic and implementation orientated process• Adopt the IDP• Final decision making powers• Approval of the reviewed IDP documentation in future years

	<ul style="list-style-type: none"> • Adjust the IDP in accordance with the MEC for Local Government's proposals • Ensure that the annual business plans and Municipal budgets are linked to and based on the IDP
Mayor	<ul style="list-style-type: none"> • Decide on the IDP process plan • Overall management, coordination and monitoring of the process and drafting of the IDP documentation, or delegate this function to the municipal manager
Councillors	<ul style="list-style-type: none"> • Link the planning process to their constituencies and/or wards • Be responsible for organising public consultation and participation • Monitor the implementation of the IDP with respect to their particular wards • Ensure the annual business plans and municipal budget are linked to and based on the IDP
Speaker	<ul style="list-style-type: none"> • Overall monitoring of the public participation process
IDP Coordinator	<ul style="list-style-type: none"> • Preparations and finalization of the Process Plan • Be responsible for overall management, coordinating and monitoring of the process and drafting the IDP • Responsible for the day to day management of the planning process, ensuring that all relevant actors are appropriately involved • Ensure that the process is participatory, strategic and implementation orientated and is aligned with satisfies sector planning requirements • Monitor the implementation of the IDP proposal
Directors & officials	<ul style="list-style-type: none"> • Prepare selected Sector Plans • Provide relevant technical, sector and financial information for analysis for determining priority issues. • Contribute technical expertise in the consideration and finalization of strategies and identification of projects. • Provide departmental, operation and capital budgetary information. • Responsible for the preparation of project proposals, the integration of projects and sector programmes.
Local communities, stakeholders and residents	<ul style="list-style-type: none"> • Represent interests and contribute knowledge and ideas in the IDP process by participating in and through the ward committees; • Analyse issues, determine priorities and provide input; • Keep their constituencies informed on IDP activities and their outcomes; • Discuss and comment on the draft IDP;

	<ul style="list-style-type: none"> • Check that annual business plans and budget are based on and linked to the IDP; and • Monitor performance on the implementation of the IDP.
District Municipality	<ul style="list-style-type: none"> • The District Municipality must prepare a District Framework (Sec 27 of the MSA) • Fulfil a coordination and facilitation role by: <ul style="list-style-type: none"> • Ensuring alignment of the IDP's of the municipalities in the district area; • Ensuring alignment between the district and local planning; • Facilitation of alignment of IDP's with other spheres of government and sector departments; and • Preparation of joint strategy workshops with local municipalities, provincial and national role players and other subject matter specialists.
Provincial Government: Department of Local Government	<ul style="list-style-type: none"> • Ensure horizontal alignment of the IDP's of the municipalities within the province. • Ensure vertical/sector alignment between provincial sector departments/ provincial strategic plans and the IDP process at local/district level by: <ul style="list-style-type: none"> • Guiding the provincial sector departments participation in and their required contribution to the municipal IDP process and; • Guiding them in assessing IDP's and aligning their sector programs and budgets with the IDP's; • Efficient financial management of Provincial IDP grants; • Monitor the progress of the IDP processes; • Facilitate resolution of disputes related to IDP; • Assist municipalities in the IDP drafting process where required; and • Coordinate and manage the MEC's assessment of IDP's.
Sector departments	<ul style="list-style-type: none"> • Contribute relevant information on the provincial sector departments plans, programs, budgets, objectives, strategies and projects in a concise and accessible manner; • Contribute sector expertise and technical knowledge to the formulation of municipal strategies and projects; • Engage in a process of alignment with District Municipalities; and • Participate in the provincial management system of coordination.

Table 1: Role & Responsibilities

1.2 IDP Legislative Framework

Framework of driving force behind the IDP Municipalities function within an extensive legislative and policy framework that provides prescripts and guidelines for municipal

objectives, strategies and programmes to be implemented and aligned with municipal functions. Prince Albert Municipality realises that in order to achieve growth and development. The budget, programmes and projects must be aligned to regulatory, developmental and institutional policy directives.

The **Constitution of the Republic of South Africa** outlines the type of local government needed. Section 152 and 153 of the constitution prescribes local government being in charge of the development process and municipal planning and describes the following objectives of local government:

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

The **Municipal Systems Act (MSA) Act 32 of 2000** requires municipalities to develop Integrated Development Plans which should be single, inclusive and strategic in nature. The IDP of a municipality will guide development within the council's area of jurisdiction once adopted and IDP should also be reviewed annually. In addition the Act also stipulates the IDP process and the components to be included.

The **Local Government: Municipal Planning and Performance Management Regulations of 2001** set out the following minimum requirements for an Integrated Development Plan:

Regulation 2 (1) states that the municipality's IDP must at least identify:

- the institutional framework, which must include an organogram required for the implementation of the Integrated Development Plan and addressing the internal transformation;
- any investment initiatives in the municipality;
- any development initiatives in the municipality, including infrastructure, physical, social and institutional development;
- all known projects, plans and programmes to be implemented within the municipality by any organ of the state;
- and the key performance indicators set by the municipality.

Regulation 2 (2) states that an IDP may:

- have attached to it maps, statistics and other appropriate documents; or

- refer to maps, statistics and other appropriate documents that are not attached, provided they are open for public inspection at the offices of the municipality.

Regulation 2 (3) sets out matters/issues that must be reflected in the financial plan that must form part of the integrated development plan.

Regulation 2 (4) states that a spatial development framework reflected in the municipality's integrated development plan must:

- give effect to the principles contained in chapter 1 of the Development Facilitation Act, 1995 (Act 67 of 1995);
- set out objectives that reflect the desired spatial form of the municipality;
- contain strategies and policies regarding the manner in which to achieve the above, which strategies and policies must:
 - indicate desired pattern of land use within the municipality;
 - address the spatial reconstruction of the municipality; and
 - provide strategic guidance in respect of the location and nature of development within the municipality;
- set out basic guidelines for a land use management system;
- set out a capital investment framework for the development programme within a municipality;
- contain a strategic assessment of the environmental impact of the spatial development framework;
- identify programmes and projects for the development of land within the municipality;
- be aligned to the spatial development frameworks reflected in the integrated development plans of the neighbouring municipalities;
- must indicate where public and private land development and infrastructure investment should take place;
- may delineate the urban edge; and
- must identify areas where strategic intervention is required, and must indicate areas where priority spending is required.

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

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

- take into account the national budget, the relevant provincial budget, the national government's fiscal and macroeconomic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum;
- consult the relevant district municipality and all other local municipalities within the area of the district municipality, if the municipality is a local municipality;
- the relevant provincial treasury, and when requested, the National Treasury; and
- any national or provincial organs of state, as may be prescribed; and
- provide, on request, any information relating to the budget- to the National Treasury and subject to any limitations that may be prescribed, to
- the national departments responsible for water, sanitation, electricity and any other service as may be prescribed;
- any other national and provincial organ of states, as may be prescribed; and
- another municipality affected by the budget.

1.3 MUNICIPAL OVERARCHING STRATEGY

The Prince Albert Municipal Council acknowledges its constitutional responsibility and understands the importance of strong political leadership, sound administration and financial management in the effective functioning of a municipality. It has therefore reconfirmed its vision, mission and values.

VISION

Prince Albert, an area characterised by high quality of living and service delivery.

MISSION

To create an enabling environment that achieves our vision, in the delivering of quality and sustainable services, to our community.

1.3.1 Seven strategic objectives

SO 1: To promote sustainable integrated development through social and spatial integration that eradicates the apartheid legacy

SO2: To stimulate, strengthen and improve the economy for sustainable growth

SO 3: To promote the general standard of living

SO 4: To provide quality, affordable and sustainable services on an equitable basis

SO 5: To maintain financial viability & sustainability through prudent expenditure, and sound financial systems

SO 6: To commit to the continuous improvement of human skills and resources to deliver effective services

SO 7: To enhance participatory democracy

1.3.2 Development Strategy

- To ensure a sustainable Prince Albert, where all sectors is aligned for the betterment and benefit of the municipal area as a whole.
- To create an enabling environment for the inhabitants of Prince Albert towards guaranteed job opportunities and thus a better livelihood and citizen satisfaction.
- To harness social, technical, economic and environmental innovation to the benefit of Prince Albert
- To enable, promote and facilitate the education of our community in order to establish a high level of knowledge economy in Prince Albert
- To enable the facilitation of an employable, citizen centric, responsible and caring community
- To encourage responsible account payment in order to maintain and improve communal equity
- To establish partnerships with stakeholders in the municipal space, including the community and ward representatives, sector departments and private sector.
- To continuously upskill staff in order to maintain levels of service and ensure expert attention to municipal activities

1.3.3 Strategic objectives and priority areas

The Vision and Mission statement and the situational analysis paved the way for the development of strategic objectives that provide a framework for the development of more detailed strategies, interventions and projects.

The Prince Albert Municipality developed 5 Strategic Focus Areas (SFAs) and 7 Strategic Objectives. The table below illustrates the integration and coordination of the Prince Albert Municipality's strategic objectives and programmes of the sector departments aligned with the national key performance indicators. A fundamental principle of these local objectives is to create a receptive and conducive environment to achieve the national, provincial and local agendas

SFA #	Strategic Area/ National performance Area	Focus Key Area	SO#	Strategic objectives	Key Performance Area	KPA#
SFA 1	Basic service delivery		SO 1	To promote sustainable integrated development through social and spatial integration that eradicates the apartheid legacy	Environmental & spatial development	KPA 1
			SO 3	To promote the general standard of living	Social Development	KPA 3
			SO 4	To provide quality, affordable and sustainable services on an equitable basis.	Basic service delivery & infrastructure development	
SFA 2	Local Development	Economic	SO 2	To stimulate, strengthen and improve the economy for sustainable growth.	Economic development	KPA 2
SFA 3	Municipal viability & transformation	financial &	SO 5	To maintain financial viability & sustainability through prudent expenditure, and sound financial systems.	Financial sustainability & development	KPA 5
SFA 4	Municipal transformation & organisational development		SO 6	To commit to the continuous improvement of human skills and resources to deliver effective services	Institutional development & transformation	KPA 6
SFA 5	Good governance & Public participation		SO 7	To enhance participatory democracy	Good governance and public participation	KPA 7

1.3.4 Key planning and policy directives

This section will identify the relationship between Prince Albert Municipality's IDP and the other key planning and policy instruments from the national, provincial and the district government levels. This IDP is informed by national and provincial government development goals and priorities, current emerging social and economic trends, the ever increasing demand and social cry of the people of Prince Albert municipality for better services and other related issues that provide a framework in which the Municipality can ensure developmental local government. Municipalities operate in an ever-changing environment; hence PAM is not immune to such changes. The dynamic nature of local, national and global environments constantly presents local government with new challenges and new demands. Similarly, the needs and priorities of the communities within the PAM area changes from year to year.

The instruments aligned to the IDP are those perceived to be key, they also have a cross cutting effect at the other levels of government. They currently occupy the centre stage at their respective spheres of government and they have an overarching role. One of the key objectives of IDP is to ensure alignment between national and provincial priorities, policies and strategies (as listed below):

- The 2030 Agenda for Sustainable development Goals
- National Development Plan Priorities (2030 Vision)
- National Spatial Development Perspective
- National Key Performance Areas
- National Outcomes
- Provincial Strategic Objectives

1.3.5 The Sustainable Development Goals

This Agenda is a plan of action for people, planet and prosperity. It also seeks to strengthen universal peace in larger freedom. All countries and all stakeholders, acting in collaborative partnership, will implement this plan. The 17 Sustainable Development Goals and 169 targets which were announced in 2015 demonstrate the scale and ambition of this new universal Agenda. It seeks to build on the Millennium Development Goals and complete what they did not achieve. The Goals and targets will stimulate action over the next 15 years in areas of critical importance for humanity and the planet. The municipality's IDP should be responsive to the programmes and actions identified for each Sustainable Development Goal. The municipality is committed to the goals and will

plan in accordance, in terms of significantly addressing the plight of poor people and broader development objectives.

Sustainable Development Goals	Programmes and action
Goal 1	End poverty in all its forms everywhere
Goal 2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
Goal 3	Ensure healthy lives and promote well-being for all at all ages
Goal 4	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
Goal 5	Achieve gender equality and empower all women and girls
Goal 6	Ensure availability and sustainable management of water and
Goal 7	Ensure access to affordable, reliable, sustainable and modern energy for all
Goal 8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for al
Goal 9	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
Goal 10	Reduce inequality within and among countries
Goal 11	Make cities and human settlements inclusive, safe, resilient and sustainable
Goal 12	Ensure sustainable consumption and production patterns
Goal 13	Take urgent action to combat climate change and its impacts
Goal 14	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
Goal 15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
Goal 16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
Goal 17	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Chapter 5 of the MSA, in particular, provides instruction on co-operative governance, encouraging municipalities to develop their strategies in line with other organs of state

so as to give effect to the five-year strategic plan. It goes further to inform that the IDP must link, integrate and co-ordinate development plans for the municipality. Resources and capacity must align with the implementation of the plan, forming the foundation on which the annual budget must be based. The plan must be compatible with national development plans and planning requirements binding on the municipality in terms of legislation.

The state has introduced a three-tiered system of integrated planning aimed at ensuring intergovernmental priority setting, resource allocation, implementation, and monitoring and evaluation to achieve sustainable development and service delivery. The key instruments which constitute this system include at national level the National Development Plan (*Vision for 2030*), the Medium-Term Strategic Framework (MTSF) and the National Spatial Development Perspective (NSDP) as indicative and normative planning instruments; at provincial level the Provincial Strategic Plan (PSP) supported by Provincial Spatial Development Framework (PSDF); and at local level the municipal Integrated Development Plan (IDP), which include the Spatial Development Framework (SDF). Improvements in spatial analysis has allowed for a clearer basis for spatial priorities to be laid out in the PSDF. The PSDF guides the focusing of infrastructure investment in certain spatial areas.

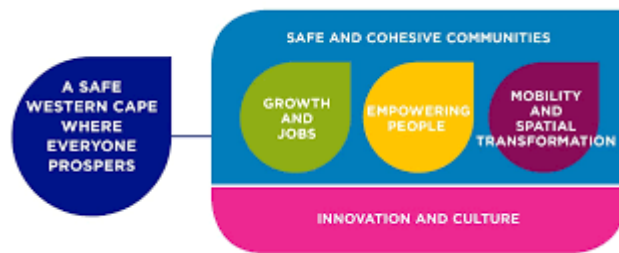
The National Development Plan: In 2012, the National Cabinet adopted the National Development Plan (NDP), to serve as a blueprint for the work that is still required in order to achieve the desired results in terms of socio-economic development and the growth throughout South Africa by 2030. Prince Albert Municipality endorses the thrust of the National Development Plan and has aligned its development strategies and resources to bring about optimal growth and development at all levels within the virtuous cycle.

Medium-Term Strategic Framework: The MTSF base document is meant to guide planning and resource allocation across all the spheres of government. National and provincial departments in have to develop their five-year strategic plans and budget requirements taking into account the medium term imperatives. Municipalities are expected to adapt their Integrated

Development Plans in line with the national medium-term priorities. Each of the priorities contained in the MTSF should be attended to. Critically, account has to be taken of the strategic focus of the framework as a whole. This relates in particular to the understanding that economic growth and development, including the creation of decent work on a large scale, investment in quality education and skills development are at the Centre of the government's approach.

National Spatial Development Perspective (NSDP): The vision of the NSDP is that South Africa will become a nation in which investment in infrastructure and development programmes support government's growth and development objectives. The guidelines put forward by the NSDP are: (1) prioritises investment and development spending in line with governments objectives, invest and spend should maximise and achieve a sustainable outcomes. (2) Spatial forms and arrangements must be conducive to achievement social and economic inclusion and strengthen nation building.

Vision inspired priorities (VIP): The Western Cape Government has identified the following five strategic goals in its aim to contribute to the realisation of the aims and objectives of the National Development Plan (NDP over the five year term).



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

Spatial Development Frameworks (Provincial and Municipal): Through the Provincial Spatial Development Framework (PSDF), the Provincial Government hopes to strike a sound balance between progressive community growth and the environmental preservation of the communities. The Prince Albert Spatial Development Framework (SBSDF) which is an overarching document in the municipal IDP must be a mirrored expression of the development intentions of the municipality as expressed in the IDP. The SDF must be aligned with the PSDF.

Central Karoo District Integrated Development Plan: Section 29(2) of the Municipal Systems Act (MSA) Act 32 of 2000 clearly states that district municipalities must:

- Plan integrated development for the area of the district municipality as a whole but in close cooperation with the local municipalities in the area;
- Align its integrated development plan with the framework adopted; and draft its integrated development plan, taking into account the integrated development processes of and proposals submitted to it by the local municipalities in that area.

In the following table the alignment between the national, provincial, district and local government strategic objectives are illustrated.

5th GENERATION INTEGRATED DEVELOPMENT PLAN 2022/23 – 2026/27

Sustainable Development Goals 2030	NDP 2030	Medium Term Strategic Framework	Back to Basics Revised Chapter 9 Outcomes	WC Strategic Plan (2019-2024) Vision Inspired Priorities	2022 -2027 Central Karoo Strategic Objectives	2022/23 – 2026/27 Prince Albert Municipality's Strategic Objectives
<p>SDG 1: No Poverty</p> <p>SDG 2: No Hunger</p> <p>SDG 3: Good Health</p> <p>SDG 6: Clean Water and Sanitation</p>	<p>Chapter 10: Health Care for all</p> <p>Chapter 11: Social Protection</p>	<p>Priority 3: Consolidating the social wage through reliable and quality basic services</p>	<p>B2B 1: Members of society have sustainable and reliable access to basic services</p>	<p>PSG 1: Safe and cohesive communities</p>	<p>SG 1: Promote Safe, Healthy and Socially stable communities through the provision of a sustainable environmental health service</p>	<p>SO 3: To promote the general standard of living</p>
<p>SDG 4: Quality Education</p> <p>SDG 5: Gender Equality</p> <p>SDG 8: Good Jobs and Economic Growth</p> <p>SDG 10: Reduced Inequalities</p>	<p>Chapter 9: Improving Education, training and innovation</p> <p>Chapter 15: Nation building and Social Cohesion</p>	<p>Priority 2: Education, skills and health</p> <p>Priority 6: A capable, ethical and developmental state</p>	<p>B2B 3: Democratic, well governed and effective municipal institutions capable of carrying out their developmental mandate as per the constitution.</p>	<p>PSG 3: Empowering people</p>	<p>SG 2: Build a well capacitated workforce, skilled youth and communities</p>	<p>SO 6: To commit to the continuous improvement of human skills and resources to deliver effective services</p>
<p>SDG 7: Clean Energy</p> <p>SDG 9: Innovation and Infrastructure</p>	<p>Chapter 4: Economic Infrastructure</p>	<p>Priority 1: Economic transformation and job creation</p>	<p>B2B 3: Democratic, well governed and effective municipal institutions capable of carrying out</p>	<p>PSG 2: Growth and jobs</p> <p>PSG 3: Empowering people</p>	<p>SG 3: Improve and maintain district roads and promote safe road transport</p>	<p>SO 2: To stimulate, strengthen and improve the economy for</p>

5th GENERATION INTEGRATED DEVELOPMENT PLAN 2022/23 – 2026/27

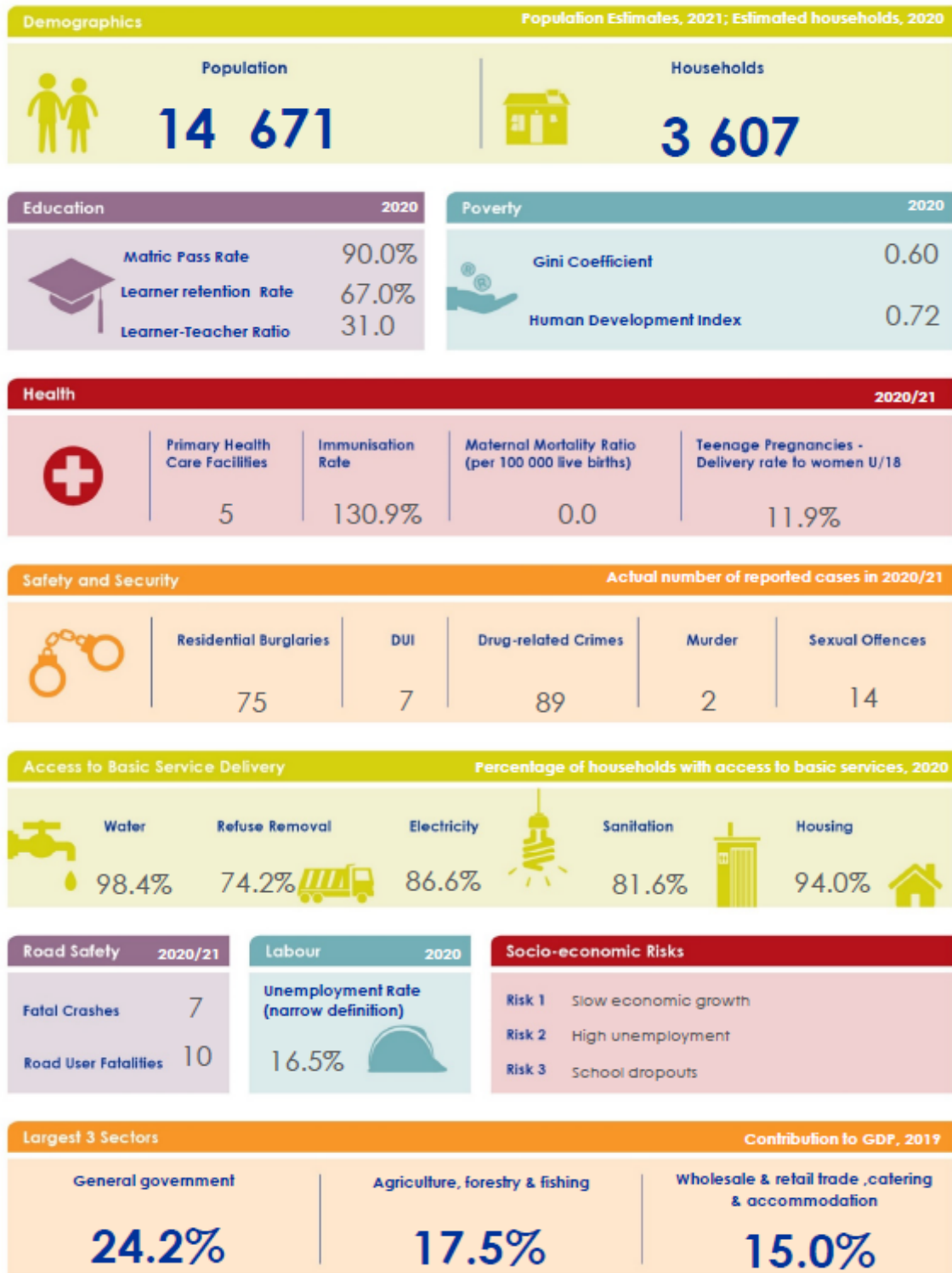
<p>SDG 11: Sustainable Cities and Communities</p>	<p>Chapter 5: Inclusive rural Economy</p>		<p>their developmental mandate as per the constitution.</p>			<p>sustainable growth.</p>
<p>SDG 7: Clean Energy</p> <p>SDG 12: Responsible Consumption</p> <p>SDG 13: Protect the Planet</p> <p>SDG 14: Life below water</p> <p>SDG 15: Life on Land</p>	<p>Chapter 5: Environmental Sustainability and resilience</p> <p>Chapter 12: Building safer communities</p>	<p>Priority 3: Consolidating the social wage through reliable and quality basic services</p> <p>Priority 5: Social cohesion and safe communities</p>	<p>B2B 3: Democratic, well governed and effective municipal institutions capable of carrying out their developmental mandate as per the constitution.</p>	<p>PSG 4: Mobility and Spatial Transformation</p>	<p>SG 4: Prevent and minimise the impact of possible disasters and improve public safety in the region</p>	<p>SO 3: To promote the general standards of living</p> <p>SO 4: To provide quality, affordable and sustainable services on an equitable basis.</p>
	<p>Chapter 13: Building a capable and developmental state</p> <p>Chapter 14: Fighting corruption</p>	<p>Priority 6: A capable, ethical and developmental state</p>	<p>B2B: 4 Sound Financial Management</p>	<p>PSG 5: Innovation and culture</p>	<p>SG 5: Deliver a sound and effective administrative and financial to achieve sustainability and viability in the region.</p>	<p>SO 7: To enhance participatory democracy</p>
<p>SDG 17: Partnerships for the Goals</p> <p>SDG 16: Peace and Justice</p> <p>SDG 10: Reduced Inequalities</p>	<p>Chapter 13 Building a capable and developmental state</p> <p>Chapter 14: Fighting corruption</p> <p>Chapter 15:</p>	<p>Priority 6: A capable, ethical and developmental state</p>	<p>B2B 2: Strengthened inter-governmental arrangements for a functional system of cooperative governance for local government</p>	<p>PSG 5: Innovation and culture</p>	<p>G6: Facilitate Good Governance principles and effective stakeholder participation</p>	<p>SO 7: To enhance participatory democracy</p> <p>SO 5: To maintain financial viability & sustainability through prudent expenditure, and</p>

5th GENERATION INTEGRATED DEVELOPMENT PLAN 2022/23 – 2026/27

SDG 12: Responsible Consumption	Nation building and social cohesion					sound financial systems.
SDG 8: Good jobs and economic growth	<p>Chapter 3: Economy and Employment</p> <p>Chapter 6: Inclusive rural economy</p>	<p>Priority 4: Spatial integration, human settlements and local government</p>	<p>B2B: 5 Local public employment programmes expanded through the Community Work Programme (EPWP)</p>	<p>PSG 4: Mobility and Spatial Transformation</p>	<p>G7: Promote regional economic development, tourism and growth opportunities</p>	<p>SO 1: To promote sustainable integrated development through social and spatial integration that eradicates the apartheid legacy</p> <p>SO 2: To stimulate, strengthen and improve the economy for sustainable growth.</p>

Chapter 2: SITUATIONAL ANALYSIS

Prince Albert: At a Glance



The following section will provide a brief overview of the information above.

2.1 Introduction

The importance of understanding demographics as a decisive factor in shaping our current socio-economic reality is critical for government, economists and politicians alike. The following section provides a concise, yet meaningful overview of the most prominent demographic indicators relevant for municipal planning and budgeting in the Prince Albert Municipality. It is contended that the population and household statistics provided hereto will assist the Prince Albert municipality to set accurate and credible service delivery targets across the new 5-year integrated development cycle.



2.1.1 Description of Prince Albert

Prince Albert lies on the south edge of the Great Karoo, nestling under the majestic Swartberg Mountains. Prince Albert was found in 1762 on the loan farm De Queek Vallei with Zacharias De Beer as its first incumbent. Originally known as Albertsburg, when it obtained municipal status in 1845 it was renamed Prince Albert in honour of Queen Victoria's consort, Prince Albert of Saxe-Coburg.

The village has many well-preserved Cape Dutch, Karoo and Victorian buildings, thirteen of which are National Monuments. There are several olive farms and other very large export fruit farms in the area, as well as sheep farms, an export mohair trade. Birding, hiking, cycling and stargazing are other pursuits for visitors. The area is well known for its hardy endemic veld plants and is frequently a destination for botanists from all over the world. Visitors also enjoy excellent dining on fine Karoo lamb and cheese from the local dairy.

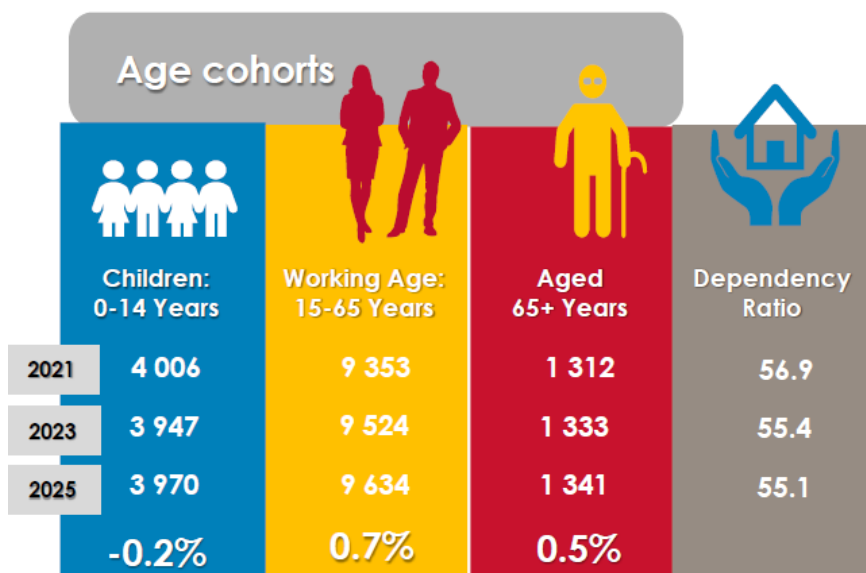
2.1.2 Climate

Prince Albert enjoys a beautifully healthy climate with high temperatures in summer and comfortable sunny but crisp conditions during winter with cold nights, reaching midwinter minimums of 2 °C, with frost in places. Summer and winter blend into one another, leaving only a matter of weeks for spring and autumn. Prince Albert's dry heat is ideal for anyone suffering from chest conditions and many people feel the health benefits of living here. This dry heat may spike up to 40 °C on a few days in the summer with an average of 33 - 35 °C, and 17 °C in the winter months (Source: eco impact environmental practitioners, 2018).

2.1.3 Geography

The municipality covers an area of 8,153 square kilometers (3,148 sq mi) in the Great Karoo immediately north of the Swartberg Mountains. It abuts on the Beaufort West Municipality to the north, the Dr Beyers Naudé local Municipality to the east, the Oudtshoorn and Kannaland Municipalities to the south, and the Laingsburg to the west.

The main town in the municipality is Prince Albert, which as of 2011 has a population of 7,054. North of Prince Albert on the N1 national road is the village of Leeu-Gamka (population 2,727), while Klaarstroom (population 584) is to the east of Prince Albert at the mouth of Meiringspoort.



2.1.4 Gender

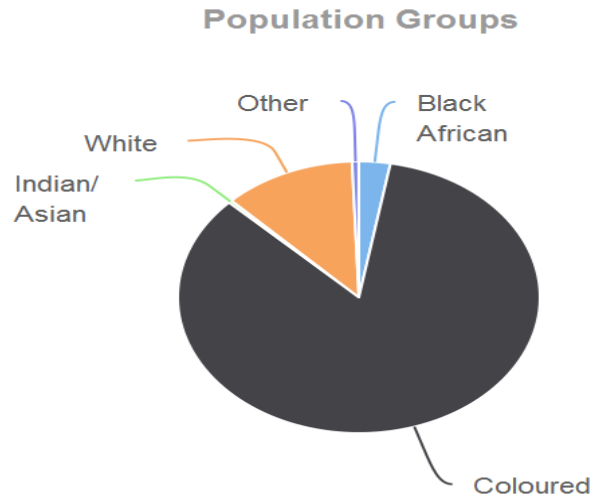
The below graph illustrate the Prince Albert Municipality's (PAM) population within their respective age groups for males and females respectively. The age distribution in a society is also a determinant for the government institutions to supply appropriate social investments for the relevant age groupings. At a municipal level the age group between 15 to 35 years, this is categorized as youth, the most dominant in PAM. This is the same group that forms part of the active labour group, which is also sexually active. This is the most vulnerable group to the social ills including unemployment, prone to HIV/ Aids and other infections, involvement in crime and drugs etc. Improper handling of this group may result to negative social challenges. The huge numbers of this age group call for a need for creation of employment opportunities, provision of educational facilities to cater for their needs. Failure to do so will result to a huge influx of youthful members

of PAM to other major towns for better employment and education opportunities. The senior citizens record the lowest number in the PAM.

Source: SEP, 2021

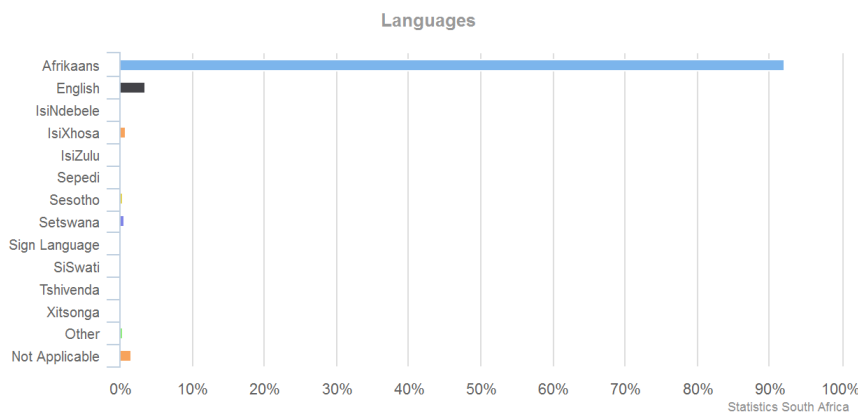
2.1.5 Population Groups

According to the Socio Economic Profile, 2021 the municipality has a population of 14 671 people in 3 607 households. Of this population, 84.5% is, "Coloured", 11.8% "White" and 2.8% as "Black African".

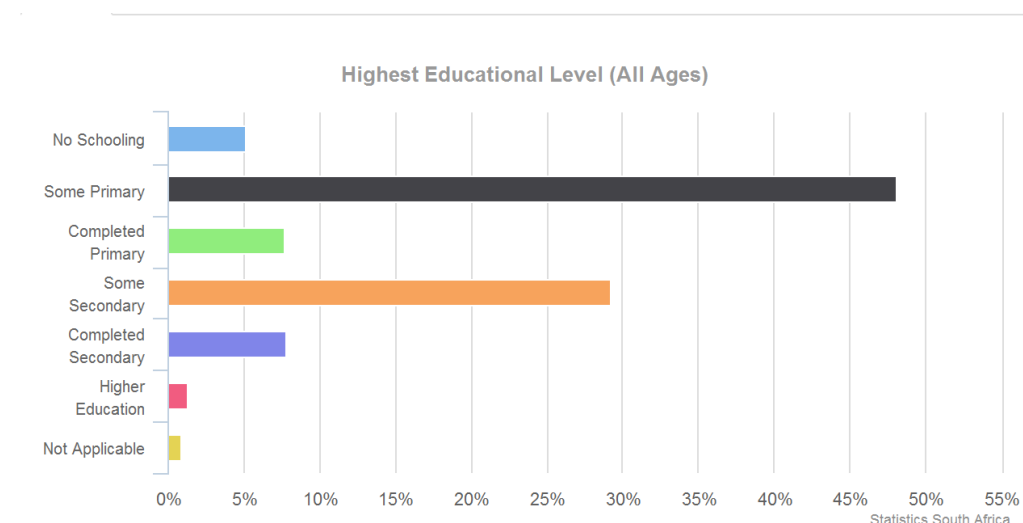


2.1.6 Language

Afrikaans is the most prominent language spoken by residents, with 93.5% of the population, while 3.6% speak English and 0.9% speaks Xhosa as shown in the graph below.



2.2 Education levels



Source: Stats SA



The above diagram illustrates the literacy levels in the greater Prince Albert municipal area. The graphs indicate that 8% of the population had finished secondary school, while 2, 5% had higher education. Twenty-nine per cent had not finished their secondary education, while 48% had not finished their primary education. It should also be noted that this part seeks to address strategic objective 6: To commit to the continuous improvement of human skills and resources to deliver effective services

The Department of Social Development defines people aged 14 years and older as literate if they have successfully completed 7 years of formal education (passed Grade 7). An illiterate person would therefore be someone aged 14 years and older with less than 7 years of formal education completed. The literacy rate in Prince Albert was recorded at 69.9 per cent in 2016 which is lower than the average literacy rates of the Central Karoo District (73.4 per cent) the Western Cape (87.2 per cent) as well as the rest of South Africa (80.9 per cent)

2.2.1 Learner-teacher ratio



The learner-teacher ratio within Prince Albert was at its lowest in 2012 at 21.9 learners per teacher, increased to above 30 per teacher in 2016 and 2018 and increased further drastically to 58.4 learners per teacher in 2020. According to the Department of Education the number of learners per teacher was 30.3 in 2010. Factors influencing the learner-teacher ratio includes the ability of schools to employ more educators when needed and the ability to collect school fees (Source: Western Cape Department of Education, 2020).

2.2.2 Grade 12 Drop-Out Rates

The drop-out rate for learners in Prince Albert that enrolled from grade 10 in 2016 to grade 12 in 2020 was recorded at 48.1 per cent, which is lower than the average drop-out rate for the Central Karoo District over the same period. The high levels of high school drop-outs are influenced by a wide array of factors, including socio-economic factors such as teenage pregnancies, poverty, indigent households and unemployment (Source: Western Cape Education Department, 2020).

The availability of adequate education facilities such as schools, FET colleges and learning facilities equipped with libraries and media centres will have a positive effect on academic outcomes. The Prince Albert municipal area currently has no higher learning institutions, the nearest FET colleges (South Cape) are in Oudtshoorn and Beaufort West.

In 2018, there were a total of 5 schools in Prince Albert that had to accommodate 2 239 learners. Given the current extent of economic hardship, increasing living costs are putting additional strain on parents to afford school fees. In an effort to alleviate some of the funding challenges and to grant children access to their fundamental right to basic education, the Western Cape Department of Education offered certain fee-paying schools to become no fee schools. To this extent, the majority of schools within Prince Albert (80 per cent) were considered no fee schools in 2020, which bodes well to improve access to quality education.

Prince Albert town now hosts three private education schools as an alternative to parents sending their children to schools outside the borders of the municipality. The numbers of students are ever increasing and recently one of the schools has been approached by parents outside of the municipal area to accommodate their children at the private schools.

As it has been well documented that there is a strong relationship between access to media centres and academic achievement, the fact that 4 out of 5 schools in Prince Albert had a media/library centre in 2020, bodes considerably well for future improved educational outcomes. The Municipality strengthened access to media centres in partnership with the Office of the Premier by establishing Access Centres in Klaarstroom, two in Prince Albert and two in Leeu Gamka. These Access Centres provides free after-hours computer access and training to not only school students, but also entrepreneurs, NGO's and the general public. There is however, a need to enhance the training provided to the visitors and participants at the Access Centres to maximise the potential benefits of the Centre.

There is a need to establish a secondary school in Leeu-Gamka that will provide education to the learners of Prince Albert Road, Leeu-Gamka and Merweville. At present, children

have to be transported to Beaufort-West at huge cost to both government and parents. The vast travelling also undermines quality of life and increases the risk of road fatalities. It is understood that there is no funding to build an additional school building, but consideration should be given to build extra class rooms to the existing school and then to accommodate the secondary learners there.

Several student parents have opted for a Home School option. This option is followed as parents believe it will provide quality education and allows them the opportunity not to send their children away for schooling. The challenge with this school is that it operates as an illegal land use activity and is thus not viable.

2.2.3 Further Educational Facilities

The establishment of a Community Learning Centre might be the greatest game changer with the most long term benefits proposed for Prince Albert municipal area and is one of the Municipality's goals. It is believed that it could single handily change the future of Prince Albert for the better. It will influence the mind-set of the town as a whole as well as that of individuals. It has the potential to awake sleeping giants and strategically position Prince Albert and individuals, entrepreneurs with vision as worldly role players. The Prince Albert Municipality has, with the support of Department of Environmental Affairs constructed an Environmental Education Centre (EEC) that can facilitate the establishment of a Community Learning Centre. This Community Learning Centre will be our gateway to the world. By equipping it with broadband/fibre Prince Albert can link with learning institutions, universities and FET colleges. This has already been done with the opening of the Access Centre at the same venue. Students are afforded the opportunity, not normally afforded to rural areas, to attend accredited courses at affordable cost. The Centre is also equipped with business corners and training venues/facilities. In other words, without necessitating traveling and accommodation, more people can participate and use their disposable income proactively or effectively, for betterment will be within their reach. If this can happen then social ills will be countered for disposable income expenditure can be directed towards opportunities of betterment instead of leisure. The community learning centre facilitates partnerships and collaborative networking with reputable institutions, thus opening Prince Albert to the world and the world to Prince Albert. Satellite computer centres to facilitate community learning are available at Klaarstroom library and Leeu Gamka library. An additional computer access and training centre is situated within the Leeu Gamka community.

Prince Albert do not have any training colleges or entities where residents can further their education. As the area is considered as a poverty pocket within the Central Karoo and Western Cape, residents do not have the necessary funding to further their education and broaden their skills base. Though there may be bursaries to cover the cost

of further studies, the accommodation and travel cost are not always included, and makes further education unaffordable. Bursaries are also targeting only youth and do not address those already out of school. It also does not speak to pre-completion exits of scholars. As indicated above, the skills levels are also not aligned to the needs of the job market. This situation condemns residents to lives as unskilled labourers and do not support the business sector.

The high cost of traveling and accommodation to educational facilities outside the boundaries of the municipality makes further education unaffordable. It encourages early drop-out in schools as students realise their parents will not be able to pay for further studies and they will be limited to first-entry jobs. This situation limits residents' employment and income generating opportunities as low skills levels implies low remuneration. Many of the young people that cannot afford the cost of higher education ends up as participants in the Expanded Public Works Programme or Community Works Programme that provides a safety net against poverty, but have no real potential of developing marketable skills in the employment sector, dooming participants to a life of borderline poverty.

With a community condemned to poverty, social ills such as substance abuse, family and gender violence, criminal activity and grand dependency fosters a hand-out dependency culture which is detrimental to the sustainability of the town. The Municipality tries to address these challenges by facilitating training that will enhance the community members' skills base to make them more competitive in the labour market. Training courses is provided free of charge to participants on subjects such as call centre skills development, project management, plumbing, water processing, road construction, entrepreneurship and sports administration and coaching. These initiatives are done in partnership with government and the private sector with the Central Karoo District Municipality playing a pivotal role.

2.2.3 Matric pass rate

The matric pass rate for Prince Albert was 71.2% in 2018, and dropped to 57.4% in 2019 and increased to 90.0% in 2020. This particular measurement is vital as it impacts learner access to higher education institutions in order to broader access employment opportunities.

The decrease in some years can be attributed to several socio-economic factors such as increased teenage pregnancies, extent of substance abuse, learner-teacher ratios, etc. (Source: Western Cape Department of Education, *Annual Survey of public and independent Schools (ASS) 2018*)

It should however be noted that despite these negative figures and despite the fact that matric pass rates are an important education indicator, it is not the sole measure of quality education.

2.2.4 Early Childhood Development (ECD)

There are seven (7) ECD Centres in the Prince Albert area, four (4) in Prince Albert, two (2) in Leeu-Gamka and one (1) in Klarstroom. The communities especially, Leeu Gamka highlighted the need for for the ECD centre to be relocated closer to the community as there is a high risk crossing the N1.

2.3 People living with disabilities

Although the Constitution of South Africa protects the rights of people with disability and prohibits discrimination on the basis of disability, limited facilities currently exist in the Prince Albert area for people living with disability. Currently public amenities such as libraries, community halls, municipal offices & buildings and road infrastructure do not cater for people with disabilities. Council has however lately demonstrated more cognizance of this fact and new buildings and renovations to existing infrastructure are developed in such a way that access for people with disability are provided for. These include the main municipal building and the local magistrate's court. The municipality has recently embarked on a survey to determine which public facilities and businesses' are disabled-friendly. In addition to the Municipality's constitutional obligation in this regard, it is imperative that greater consideration be given to disabled access, for the area to grow as a tourist destination. At present only five tourist establishments (out of the more than 100 establishments) are disabled-friendly. Consideration should be given in ensuring that disabled access be made conditional on approval of building plans and land use applications.

Many municipalities, such as Prince Albert, have not yet taken important steps to eliminate or reduce barriers to full participation in society by people with disabilities. The Constitution record government's commitment to attaining social justice and improving the quality of life for everyone, placing a high premium on human dignity for all. In order to ensure that Prince Albert Municipality delivers on these Constitutional rights the Municipality tasked three disabled people in our municipal area to evaluate the status quo in respect of access in our area. The results included:

- Infrastructure not accessible (potholes, gravel)
- Businesses and open spaces difficult to access (no ramps, potholes, etc)
- No recreational facilities or events
- No job opportunities
- Negative Social attitude

The Municipality will thus in future embark on the following initiatives:

- Sensitize community and staff on the needs and reality of disabled people
- Ensure that all municipal buildings and recreational facilities are disabled friendly
- Embark on a program to repair potholes and ensure access and mobility to disabled
- Enforce disabled requirements in all public buildings / businesses
- Improve communication with disabled persons
- Encourage and facilitate participation of people with disabilities in local government structures, including the provision of transport to and from consultative meetings.
- Provide books in libraries for people with sensory needs.
- Encourage the forming of partnerships with disabled people's organizations.
- Continue support to Health Sector in repair of wheelchairs.

2.4 The Elderly

The elderly are often neglected in municipal planning, especially the poorer and more vulnerable people who cannot afford decent housing. While there are a facility catering for the wealthier retirees and aged, the same cannot be said for the bottom-end of the market. Recreational activities for the aged are mostly organised by the wealthier retirees amongst themselves, leaving the poorest of the poor fending for themselves. The municipality will support and facilitate programs of the Department of Social Development to ensure the protection of the rights of the aged in our communities as per the signed Memorandum of Agreement with this Department.

A special engagement with the sector servicing the Elderly was held and the following input were provided by them: Huis Kweekvallei provides permanent care to 69 elderly residents and an additional 13 elderly who receive meals on a daily basis. They receive subsidies for 40 residents at R2 200 per person, but have to subsidise the rest out of own funding. Huis Kweekvallei facilitates sport and recreational games for residents and is supported by 40 volunteers from within the community. The municipal library service visits them on a weekly basis. The Prince Albert Service Centre provides breakfast and lunch to fifteen elderly persons. They only receive subsidies for fifteen people.

Challenges faced by the Elderly include the following:

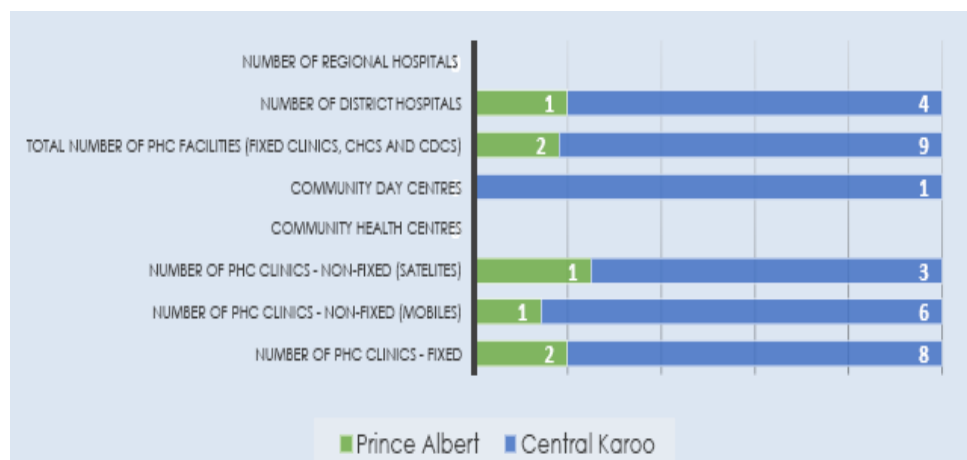
- A machine to process nappies in order to allow for save, environmental friendly disposal
- Infrastructure that is suitable for the aged (no potholes)
- Transport for the service centre
- Financial support

2.5 Health



Good health is vital to achieving and maintaining a high quality of life. A diverse range of factors play a role in ensuring the good health of communities and that disease, especially preventable and contagious/communicable ones, are kept at bay. Some of the factors include lifestyle features that also depend on the provision of high quality municipal services, such as clean water, sanitation and the removal of solid waste. The information provided by the Department of Health as detailed in this section, pertains only to public sector healthcare institutions.

All citizens' right to access to health care 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.



Source: 2020 SEP report

The Central Karoo District has a range of primary healthcare facilities which includes 8 fixed clinics, 9 mobile/satellite clinics, 1 community day centre and 4 district hospitals. Of these facilities, 2 fixed clinics, 2 mobile/satellite clinics and 1 district hospital are situated within the Prince Albert municipal area.

2.5.1 EMS

Health indicator	Prince Albert	Central Karoo
EMS operational Ambulances	5	15
Population (2020)	14 671	78 022
No of operational ambulances per 10 000 people	3.58	2

Source: 2020 SEP report



Access to emergency medical services is critical for rural citizens due to rural distances between towns and health facilities being much greater than in the urban areas. Combined with the relatively lower population per square kilometre in rural areas, ambulance coverage is greater in rural areas in order to maintain adequate coverage for rural communities. Within the Central Karoo District, Prince Albert has 3.58 ambulances per 10 000 population, higher than the district average of 2.

Though these statistics may be within the Health Departments' norm of acceptable standards, the fact remains that the long distances between the respective towns and medical centres are a non-debatable life threatening reality. This is more so now that the services at the local provincial hospital in Prince Albert have been further curbed in that the hospital is not allowed to accommodate birthing mothers except if they are already in labour. Pregnant women have to be re-routed to medical centres outside the municipal borders, often nearly 200 kilometres away to have their babies. The medical theatre and staff is not equipped to deal with anything but the most basic care. This is seriously hampering not only medical care, but has a very negative impact on the finances of the vulnerable in the community. An accompanying problem that arises is the difficulty that the young parents have in obtaining the correct documentation to register their new borne. Late registration due to difficulty in obtaining the correct documentation may lead to delays in registration of children, resulting in hefty fines for parents.

The role that the home based care health care programme plays in ensuring the health of community members cannot be emphasised enough. The Home Based Care givers cover the towns of Klaarstroom, Prince Albert and Leeu Gamka and provide a safety net to the vulnerable in our communities.

2.5.2 HIV

Health Indicator	Prince Albert	Central Karoo
Total registered patients receiving ART	279	2 037
No of new ART patients	15	326
HIV transmission rate	0.0%	3.4%

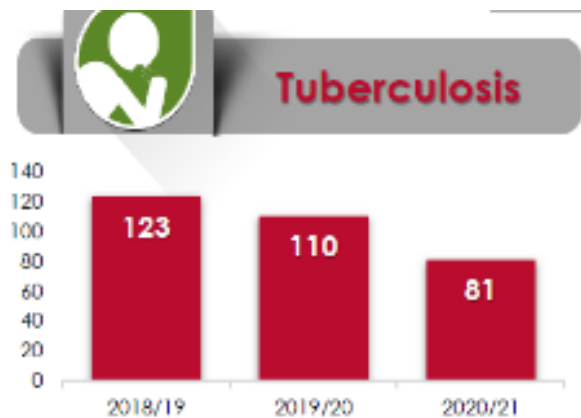
Source: 2020 SEP report



Patients receiving anti-retroviral treatment in the Prince Albert municipal area decreased by 33 between 2019 (312) and 2020 (279). The 279 patients receiving anti-retroviral are treated at 3 ART clinics/treatment sites. A total of 2 037 patients received anti retro viral treatment in CKD in 2020, down from 2050 in 2019.

In addition to improving the quality of life of the patient, anti-retroviral treatment to mothers both before and at birth, also decreases the chances that infants will contract HIV from their mothers. The most recent information for Prince Albert indicates a mother-to-child transmission rate of zero per cent which is lower than the 3.4 per cent District and the 1.4 per cent Provincial rate.

2.5.3 Tuberculosis (TB)



Source: 2020 SEP report

The number of TB patients in the Prince Albert decreased over the past few years, reaching 81 in 2020/21 treated at 6 clinics or treatment sites.

2.6 Child health

Health indicator	2019	2020
Immunisation	122.4%	130.9%
Neonatal mortality rate	26.3	0.0

Source: 2020 SEP report

A fall in the NMR may indicate improvement in new-born health outcomes, or it may potentially reflect reporting constraints.

Maternal health

Health indicator	Prince Albert	Central Karoo
Maternal Mortality ratio	0.0	0.0
Delivery rate to women under 18 years	16.9%	13.3%

Termination of pregnancy rate	0.0	0.0
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Source: 2020 SEP report

Maternal mortality rate:



Prince Albert's most recent figures show a maternal mortality ratio of zero per 100000 live births which is the same as the District's ratio. The Province has a maternal mortality ratio target of 65 per 100000 live births by 2020.

Births to teenage mothers: In 2020, the delivery rate to women under 20 years in the District was 17.7 per cent. At 11.9 per cent, Prince Albert's rate is lower than the District rate.

Termination of pregnancy: Prince Albert's termination of pregnancy rates of zero per 1000 live births is the same as the Districts.

Overall, approximately half of the indicators for child and maternal health have improved in the last year which indicates that Prince Albert is making progress towards reaching its health targets. A concern is with regards to malnutrition rate which has increased sharply in the last year.

2.7 BASIC SERVICE DELIVERY

Basic service delivery is the primary responsibility of municipalities and plays an important role in poverty alleviation. In order to carry out this mandate, sufficient investment in infrastructure is necessary. Basic service infrastructure investment is not only essential to improving livelihoods, but also aids in the creation of jobs during development and maintenance and improving the competitiveness of private businesses. The data presented in this section analysed the state of basic services delivery, basic services infrastructure investment and revenue generation within Prince Albert.

The levels of access to basic services will be discussed below in terms of access to water, sanitation, energy, refuse removal and housing.

2.7.1 Households

In order to ensure basic service delivery to all, municipal budget allocations should be informed by credible and accurate assumptions regarding the number of households within a municipal area.

According to the latest available information from Quantec research for 2019. The latest official statistics was collected by Statistics South Africa for the 2016

Community Survey; the 2021 Census will provide the official statistics. There were 3 607 households within the greater Prince Albert region.

2.7.2 Water



According to the National Development Plan (NDP) all households must by 2030 have access to potable water above the minimum service level. This minimum service level is defined as any household with access to piped water less than 200 meters from their dwelling.

Access to piped water within the Prince Albert Municipal area stands at 98.4%. The municipality only has two informal settlements and access to water is shared between two structures. The Municipality is therefore on track to achieve the minimum service level target as envisaged by the NDP.

2.7.3 Sanitation



Adequate sanitation can be defined as households with access to a flush toilet connected to a sewerage system. The biggest source of sanitation was access to flush toilets connected to a sewerage system/chemical toilet whilst only 2.1 per cent of households make use of other sources of sanitation. Access to flush toilets/chemical toilets sits at 81.6%. A total of 94 households in Leeu-Gamka, PRASA area however still do not have any access to flush/chemical toilets.

2.7.4 Electricity



Adequate electricity can be defined as households with access to electricity as primary source of energy for lighting purposes.

The biggest source of energy for lighting purposes in Prince Albert in 2020 was electricity whilst 3.0 per cent of households make use of other sources of energy. Access to electricity within the municipal area sits at 95.3%.

2.7.5 Refuse removal



curb illegal dumping.

Adequate refuse removal can be defined as households whose waste is removed by a local municipality at least weekly.

The majority of households in Prince Albert have their refuse removed by local authorities at least weekly (95.4 per cent). Refuse removal takes place twice a week in Prince Albert as to

2.7.6 Housing



The provision of affordable housing units remains a high priority for the Council of Prince Albert Municipality in order to restore the dignity of poor people and provide them with proper shelter as enshrined in Section 26 of the Constitution of South Africa, 1996. Housing can be defined as a formal dwelling. The three spheres of government (national, provincial and local) share the responsibility for delivery of adequate housing.

The majority of households in the Prince Albert area reside in formal dwellings (93.9 per cent) whilst 6.1 per cent of the households reside either in informal, traditional and other dwellings.

2.8 SAFETY AND SECURITY

2.8.1 Murder



Within the Prince Albert area, the number of murders decreased from 3 in 2019/20 to 2 in 2020/21. Prince Albert's murder rate (per 100 000 people) decreased from 18 in 2019/20 to 13 in 2020/21, while the murder rate (per 100 000 people) for the Central Karoo District also decreased from 33 in 2019/20 to 28

in 2020/21. The murder rate within Prince Albert area is below the district average

MURDER		2018/19	2019/20	2020/21
Actual number	Prince Albert	2	3	2
	Central Karoo District	19	25	21
Per 100 000	Prince Albert	16	18	13
	Central Karoo District	25	33	28

2.8.2 Sexual Offences

Sexual offences include rape (updated to the new definition of rape to provide for the inclusion of male rape), sexwork, pornography, public indecency and human trafficking.



In 2020/21, there were 14 sexual offences in the Prince Albert municipal area compared to the 66 reported cases in the Central Karoo District. The incidence of sexual offences (per 100 000 people) in Prince Albert (95) was above the District average (89).

SEXUAL OFFENCES		2018/19	2019/20	2020/21
Actual number	Prince Albert	21	15	14
	Central Karoo District	103	83	66
Per 100 000	Prince Albert	146	105	95
	Central Karoo District	138	111	89

2.8.3 Drug related offences

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. Drug-related crime within the Prince Albert area increased from 75 cases in 2019/20 to 89 cases in 2020/21. The Central Karoo District's drug-related offences also increased sharply from 545 in 2019/20 to 711 in 2020/21. When comparing Prince Albert area and the District's rate per 100 000 people, with 610 drug related offences per 100 000 people in 2020/21, the Prince Albert area is below the District's 946.



Drug related offences		2018/19	2019/20	2020/21
Actual number	Prince Albert	187	75	89
	Central Karoo District	853	545	711
Per 100 000	Prince Albert	1 291	511	610

	Central District	Karoo	1 138	725	946
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2.8.4 Residential Burglaries

The unlawful entry of a residential structure with the intent to commit a crime, usually a theft. The number of residential burglaries in the Prince Albert area increased from 62 in 2019/20 to 75 in 2020/21. However, Prince Albert's rate of 511 per 100 000 population was below the District's 625 for 2020/21.



RESIDENTIAL BURGLARIES		2018/19	2019/20	2020/21
Actual number	Prince Albert	54	62	75
	Central District Karoo	518	597	469
Per 100 000	Prince Albert	372	422	511
	Central District Karoo	692	794	625

2.8.5 Driving under the influence (DUI)

A situation where the driver of a vehicle is found to be over the legal blood alcohol limit. The number of cases of driving under the influence of alcohol or drugs in the Prince Albert municipal area shows a decrease from 8 in 2019/20 to 7 in 2020/21. This translates into a rate of 47 per 100 000 people in 2020/21, which is below the District's 66 per 100 000 people in 2020/21.

DRIVING UNDER THE INFLUENCE		2018/19	2019/20	2020/21
Actual number	Prince Albert	9	8	7
	Central District Karoo	186	240	50
Per 100 000	Prince Albert	60	53	47
	Central District Karoo	248	319	66
Fatal crashes	Prince Albert	6	4	7

Road user fatalities	Prince Albert	29	6	10
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2.8.6 Indigent households

The Prince Albert municipal area experienced an increase in the number of indigents between 2017 and 2022, which implies an increased burden on municipal resources. The table below is based on the targets for the respective financial years.

Services	Households 2017/18	Households 2018/19	Households 2019/20	Households 2020/21	Households 2021/22
Water	900	1 100	1 200	1 400	1 400
Electricity	900	1 100	1 200	1 400	1 400
Sanitation	900	1 100	1 200	1 400	1 400
Refuse removal	900	1 100	1 200	1 400	1 400

2.9 THE ECONOMY

2.9.1 Sectoral Overview

In 2019, the economy of Prince Albert was valued at R500.5 million (current prices) and employed 3 878 people. Historical trends between 2015 and 2019 indicate that the municipal area realised an average annual growth rate of 0.6 percent which can mostly be attributed to the tertiary and secondary sectors that registered overall average annual growth rate of 1.9 percent and 0.6 percent, respectively.

In terms of sectoral contribution, the agriculture forestry & fishing sector (R87.5million in 2019 or 17.5 percent of total GDP) was the main driver of growth in the Primary sector, while the General Government (R121.0 million or 24.2 percent), whole sale and retail trade, catering and accommodation (R74,7 million or 15.0 percent), transport, storage & communication (R44.1million or 8.8 percent) and finance, insurance, real estate and business services (R42.1 million or 8.4 percent) sectors were the main drivers that contributed to the positive growth in the tertiary sector.

The agriculture forestry & fishing sector is estimated to have performed relatively well in 2020, coming in with estimated growth of 11.6 percent. General government is also estimated to have grown strongly at 2.0 percent in 2020.

Employment creation for 2020 was poor overall, with most sectors registering poor employment growth or contractions in the number of jobs per sector. Overall, 192 jobs were shed, mostly through the losses in Community, social & personal services (loss 56

jobs), the wholesale & retail trade, catering & accommodation (loss of 51 jobs) and Agriculture, forestry & fishing (loss of 42 jobs).

2.9.2 Formal and informal employment

It is estimated that Prince Albert's total employed will in 2022 amount to 3 686 workers of which 2 770 (75.1 percent) are in the formal sector while 916 (24.9 percent) are informally employed.

Most of the formally employed consisted of low-skilled (44.5 percent) and semi-skilled (38.2 percent) workers. Although the skilled category only contributed 17.2 percent to total formal employment (2020), it outpaced the other two categories in terms of average annual growth - between 2016 and 2020, the skilled cohort grew on average by 1.3 percent (albeit off a small base) while the semi-skilled and low-skilled categories grew at 0.6 and -1.3 percent, respectively. The growth in the skilled category reflects the market demand for more skilled labour. Evidently, the demand for skilled labour is on the rise which implies the need to capacitate and empower low-skilled and semi-skilled workers.

2.9.3 Unemployment

Prince Albert's unemployment rate of 16.5 percent in 2020 was the second lowest in the Central Karoo District (20.3 percent). It was however notably lower than that the Western Cape's unemployment rate of 18.9 percent. The unemployment rates are concerning given that this estimate is based on the narrow definition of unemployment i.e. the percentage of people that are actively looking for work, but unable to find employment. In turn, the broad definition refers to people that want to work but are not actively seeking employment (excludes those who have given up looking for work).

SECTOR	GDPR			EMPLOYMENT		
	R million value 2019	Trend 2015 - 2019	Real GDPR growth 2020e	Number of jobs 2019	Average annual change 2015 - 2019	Net change 2020E
Primary sector	87.5	-2.6	11.6	1 352	37	-42
Agriculture, forestry & fishing	87.5	-2.6	11.6	1 352	37	-42
Mining & quarrying	-	-	-	-	-	-
Secondary sector	69.7	0.6	-13.4	281	-2	-41
Manufacturing	17.3	3.2	-2.6	42	0	-4
Electricity, gas & water	14.7	2.2	-4.4	11	0	-1

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Tertiary sector	343.3	1.9	-4.1	2 245	59	-109
Wholesale & retail trade, catering & accommodation	74.7	-0.2	-10.7	674	13	-51
Transport, storage & communication	44.1	1.6	-14.8	110	2	-3
Finance, insurance, real estate & business services	42.1	3.8	-2.2	210	6	-9
General government	121.0	2.2	2.0	578	7	10
Community, social & personal services	61.4	2.6	-1.4	673	20	-56
Prince Albert	500.5	0.6	-18	3 878	84	-192

Skills level	Skill level		Average growth (%) 2016 - 2020	number of jobs		
	Contribution (%)			2019	2020	
Formal employment						
Skilled	17.2		1.3	491	477	
Semi-skilled	38.2		0.6	1 100	1 059	
Low skilled	44.5		-1.3	1 303	1 235	
Total	100.0		-0.2	2 894	2 770	
Informal employment	2015	2016	2017	2018	2019	2020
Number of informal jobs	1 113	1 034	1 057	1 023	984	916
% of total employment	29.0	27.1	27.5	26.5	25.4	24.9

Unemployment rate	2015	2016	2017	2018	2019	2020
Prince Albert	17.0	17.7	18.3	17.6	18.4	16.5

2.9.4 PRINCE ALBERT SWOT ANALYSIS

The following table illustrates the Prince Albert municipality's main strengths, weaknesses, opportunities and threats that are based on the municipalities seven strategic goals:

<p>Strengths</p> <ul style="list-style-type: none"> • Relatively low crime • Tourism destination • Good Agricultural sector • High temperatures • Well managed town • Stable political environment • Functioning ward committees • Stable community • Good public participation record • Audit committee established and functional • Clean environment • Close to national roads, N1 & N12 • Silent and calm environment • Popular place for adventures sports, cycling routes and hiking trails 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Some rural communities still have gravel roads • Potholes in some areas • Inadequate storm water drainage in some areas; • Ageing service infrastructure • Water storage capacity • Limited public transport options • Limited marketing • Professional capacity shortage • Division in the private sector, rather than cooperation • Objections to reasonable and needed development • Geographic isolation • Apartheid spatial legacy
<p>Opportunities</p> <ul style="list-style-type: none"> • Many development opportunities • Improve Public Transport Capitalising on the Extended Public Works Programme • SMME Development • Agri-processing 	<p>Threats</p> <ul style="list-style-type: none"> • HIV & AIDS • Increase in crime • ESKOM price increase • Government Grant Dependency • Increasing climate change, Droughts • Brain drain • Covid-19 pandemic

CHAPTER 3: INSTITUTIONAL ARRANGEMENTS

Prince Albert Municipality is a category B Municipality. It has an Executive Mayoral System combined with a ward participatory system. The council consists of seven seats. Four of these seats are for elected representatives and 3 for proportional representatives based on a formula related to the number of votes that each political party receives in the elections.



3.1 Council composition

After the election of 1 November 2021 the Council composition is as follows:

Cllr Name	Position	Party Affiliation
Ms M Jaftha	Executive Mayor (ward 4)	Karoo Gemeenskapsparty
Mrs L Jaquet	Deputy Mayor (ward 1)	Democratic Alliance
Mr S Botes	Speaker	Democratic Alliance
Mr Kiewiet Baadjies	Ward Councillor: Ward 1	Karoo Gemeenskapsparty
Mr Sydney Koonthea	Ward Councillor: Ward 3	Democratic Alliance
Mr A Mackay	PR Councillor	Patriotic Alliance
Mrs E Maans	PR Councillor	African National Congress

The Council has an Executive Mayor, Cllr Magrietha Jaftha and a Speaker, Cllr S Botes. In terms of Sections 79 and 80 of the Municipal Structures Act 117 of 1998 Prince Albert Municipal Council has established four sub-committees to assist Council in carrying out its responsibilities and mandates. These Standing Committees / Portfolios are as follows and quarterly meetings in preparation of the General Council meetings. All councillors are part of the respective portfolio committees indicated below, under the chairmanship of the councillors indicated below:

- ❖ Finance Portfolio with chairperson Cllr Magrietha Jaftha
- ❖ Personal & Administration with chairperson Cllr Sydney Koonthea
- ❖ Civil & Electrical Services with chairperson Cllr Sydney Koonthea
- ❖ Development and Community Services Cllr Linda Jaquet

The key role of Council in the current structure is to focus on legislative, participatory and oversight roles. Its principle and most substantive role is therefore that of a lawmaker. The other key role is to facilitate political debate and discussion.

The functions of the Portfolio Committees include, inter alia:

- Formulation of policies for their respective functional areas.
- Monitoring and evaluation of performance for their respective functional
- Public Interface and making recommendations to Council

The Council composition is indicated in the table below. The Council is led by a coalition of the Democratic Alliance and the Karoo Gemeenskapsparty.

3.2 Municipal Systems Act Section 53: Role Clarification

Section 53 of the Municipal Systems Act 32 of 2000 stipulates, inter alia, that the respective roles and areas of responsibility of each political structure and political office bearer of the Municipality and of the municipal manager must be defined. The roles of the Municipal Council and the Executive Mayor are indicated below. Council has no Mayoral Committee.

Municipal Council	Executive Mayor
<ul style="list-style-type: none"> • Governs by making and administrating laws, raising taxes and taking decisions that affect people's rights. • Is a tax authority that may raise property taxes and service levies • Is the primary decision maker and takes all the decisions of the Municipality except those that are delegated to political structures, political office bearers. • Individual councillors or officials can delegate responsibilities and duties for the purposes of fast and effective decision making. • Must strive towards the constitutional objects of local government; • Must consult the community with respect to local government matters; and • Is the only decision maker on non-delegated matters such 	<ul style="list-style-type: none"> • Is the executive and political leader of the Municipality and is in this capacity supported by the mayoral committee. • Is the social and ceremonial head of the Municipality • Must identify the needs of the Municipality and must evaluate progress against key performance indicators. • Is the defender of the public's right to be heard • Has many responsibilities with respect to the annual budget, the budget process, budget control and various other financial matters; and • Performs the duties and exercises the responsibilities that were delegated to him/her by the Council.

as the approval of the IDP and budget.

3.3 Municipal Wards

Prince Albert Municipality is divided into four wards. The ward areas is showed in the following photographs:



Ward 1

This ward includes Leeu Gamka / Bitterwater and Prince Albert North as well as some surrounding farm areas. The ward councillor is Cllr Kiewiet Baadjies.

Prince Albert Road



Ward 2

This ward included Klaarstroom, Seekoeigat, die Gang farming areas and Prince Albert South. The ward councillor is Cllr Linda Jaquet. Klaarstroom portion of ward 2

Note: The farming areas of Seekoeigat and Die Gang is also included in this ward.



Ward 3

This ward includes a portion of Prince Albert North. The ward councillor is Cllr Sidney Koonthea.



Ward 4

This ward includes a portion of Prince Albert North, Rondsnek and West End. The ward councillor is Cllr Margy Jaftha.



The

3.4 Executive Management team

Administrative arm of the Municipality is under the leadership of the Municipal Manager. He is supported by a Director: Finance, a Director: Technical Services and a Director: Corporate and Community Services.

The Municipal Manager

The Municipal Manager as head of the administration is responsible and accountable for tasks and functions as provided for in Section 55 of the Systems Act, other functions/tasks as provided for in legislation, as well as functions delegated by the Executive Mayor and Council. The municipal manager is responsible for the implementation of the IDP and SDBIP under the direction and guidance of the Municipal Council. The Municipal Manager is supported by a team of executive managers appointed in terms of Section 57 of the Municipal Systems Act, 32 of 2000.

The position is currently filled on an acting basis by Mr Aldrick Hendricks and can be contacted at tel: 023 541 1320 or email: aldrick@pamun.gov.za. The Municipal Manager complies with the Minimum Competency Regulations.

Section 57 Appointees

The Municipality has three Section 57 appointments namely the Director: Finance, Director: Infrastructure and the Director: Corporate and Community Services. The area of competency of these Section 57 appointees is highlighted below:

Director: Financial Services

This department is responsible for the financial management of the Municipality. The position is currently vacant, the municipality is in the process of appointing a permanent CFO.

The Department manages the financial affairs of the Municipality and is responsible for:

- All revenue collection
- Supply Chain Management
- Expenditure Management
- Management of the municipal investments and insurance portfolio
- Indigent support
- The annual budget, financial statements and all accounting facilities.

Director: Technical Services

This Department is responsible for the infrastructure services and projects of the Municipality. The position is currently filled on an acting basis by mr Ashley America and can be contacted at 023 541 1036 or email ashley@pamun.gov.za. The acting director Technical Services comply with the minimum competency regulations.

This Department oversees the following services:

- Water and Sewerage purification
- Water and Sewerage reticulation
- Refuse removal and management of landfill sites
- Vehicle maintenance
- Streets, storm water and construction
- Roads and pavements
- Infrastructure projects
- EPWP administration

Director: Corporate and Community Services

The Corporate, Strategic and Community Department are responsible for the corporate and community services in the Municipality. This position is also filled in an acting capacity by mr George van der Westhuizen and can be contacted on tel (023) 541 1320 and e-mail george@pamun.gov.za

The acting director Corporate and Community Services comply with the Minimum Competency Regulations.

This Department oversees the following services:

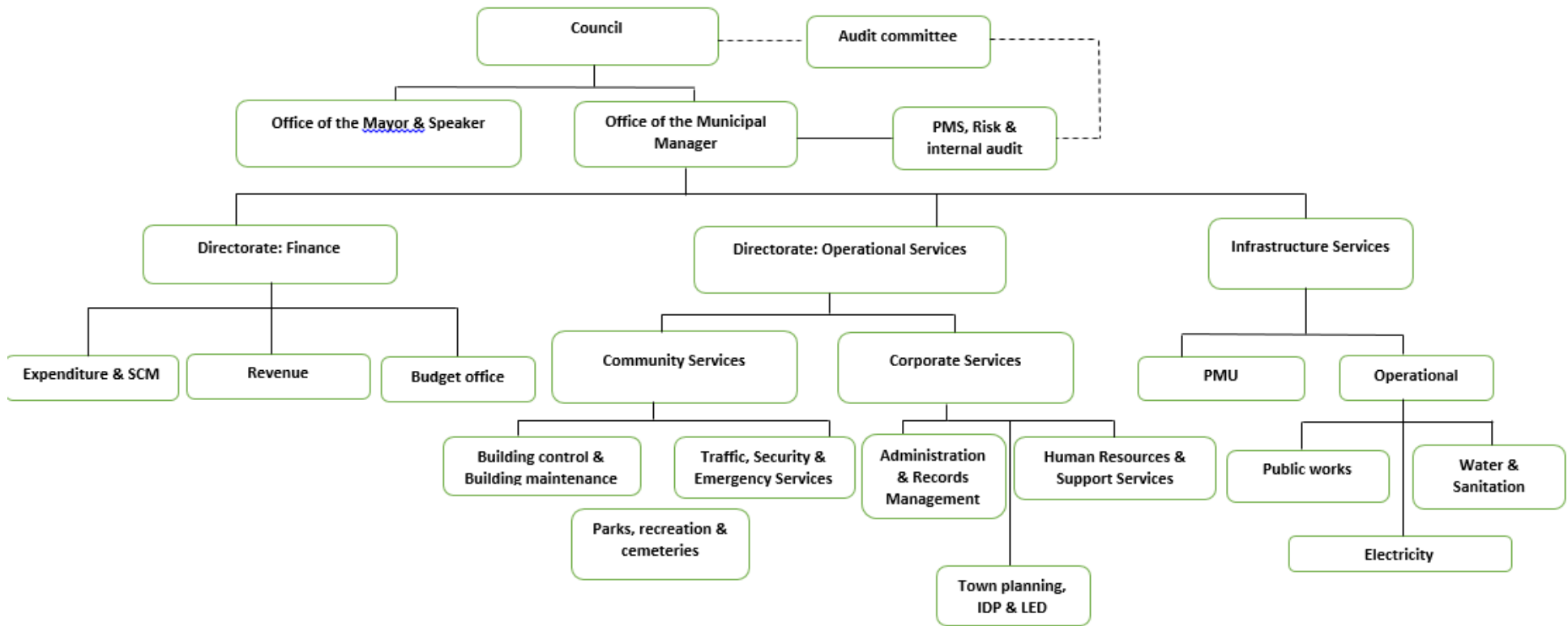
- Human Resources
- Traffic law enforcement
- Housing administration
- Fire services and Disaster Management
- Libraries
- Thusong
- Community liaison
- Parks and recreation facilities
- Contract Management
- Committee services
- Administrative support
- Integrated Development Planning
- Performance management
- Town planning
- Building Control
- Records management
- Local Economic Development

3.4.1 Staff component of Prince Albert Municipality

Council approved a new organogram on 25 January 2022. The approved organogram for the municipality has 127 posts. The actual positions filled are indicated in the tables below by post level and by functional level. 54 Posts were vacant at the end of March 2022, resulting in a vacancy rate of 42.5%. There are three Section 57 appointments in this respect. There are 57 permanent workers in the municipality as on 31 March 2022, with 17 contract workers. The Municipality is currently in the process of filling key vacancies in respect of service delivery. The current organogram is reflected below

3.4.1 Organogram

PRINCE ALBERT MUNICIPALITY MACRO STRUCTURE



3.4.2 Ward committees

PRINCE ALBERT MUNICIPALITY is a municipality with a Mayoral Executive System combined with a ward participatory system as set out in section 9 (d) of the Municipal Structures Act, and the municipal council has resolved in terms of section 72(2) of the Act to adopt the ward participatory system. Ward committees has been established for each of the respective four wards in January 2022. The functions of a ward committee are to:



- (a) Advise the ward councillor on matters of the ward ;
- (b) Assist the ward councillor in identifying conditions, problems and needs of residents;
- (c) Spread information in the ward around municipal issues, such as the budget, integrated development planning and service delivery options;
- (d) Obtain input from residents around municipal issues, such as the budget, integrated development planning and service delivery options;
- (e) Receive queries and complaints from residents around municipal service delivery;
- (f) Interact with other forums and organizations around matters affecting the ward; and
- (g) Nominate from its members individuals to serve on organizational wide structures and or portfolio task teams, if so requested by the municipality of Prince Albert and
- (h) Prioritize social - economic development programs/projects in the ward.
- (i) Meet monthly with their respective block advisory committees
- (j) Provide written feedback and proof of said meetings to ward councillor.

3.4.3 Employment Equity

The Employment Equity Act (1998) Chapter 3, Section 15 (1) states that affirmative action measures are measures designed to ensure that suitable qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of a designated employer. The national performance indicator also refers to: "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".

In accordance with the Employment Equity Act (No. 55 of 1998), the Municipality must develop and implement an Employment Equity Plan, as required by the said Act. The Plan

reflects the significant progress the municipality has achieved thus far and actions to address challenges relating to enhanced demographic representation, skills development, fast-tracking, diversity management and organisational culture assessment.

An Employment Equity Plan was drafted and approved in September 2021. The Municipality employed 37.14% women as on 31 March 2022 and employed two disabled individuals. The table below indicates the current Employment Equity status of the Municipality:

3.4.4 Skills Development

The employment equity guidelines form an integral part of planning for training as reflected in the Skills Development Act. The Municipality has developed a comprehensive Workplace Skills Development Plan in line with the said Act. The Municipality are registered with the Local Government Sector Education and Training Authority (LGSETA) and skills development initiatives relating to the municipal core services have been carried out at all levels of employment.

3.4.5 Municipal Policies

The municipality has the following policies, service delivery improvement plans and systems to support the workforce in delivering on the strategic objectives and to promote institutional viability and cohesion:

Name of policy, plan, system	Status	Responsible directorate
Delegation of powers	To be reviewed	Corporate Services
Performance policy framework	Framework to be reviewed annually	Strategic Services
Employment equity policy	To be reviewed	Corporate Services
Organisational structure	Approved	Corporate Services
Staffing policies	To be reviewed	Corporate Services
Employee assistance programme policy	To be reviewed	Corporate Services
HIV/ AIDS policy	To be reviewed	Corporate Services
Youth, gender and disability policy	To be reviewed	Corporate Services
Overtime policy	Adopted	Corporate Services
Acting allowances	Adopted	Corporate Services
Cellular telephone policy	To be reviewed	Corporate Services
Leave and long leave service bonus	To be reviewed	Corporate Services
Language policy	Adopted	Corporate Services
Housing allowance/ subsidy policy	To be reviewed	Corporate Services

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Scarce skills policy	Adopted	Corporate Services
Work place skills plan	Reviewed annually	Corporate Services
Protecting clothing policy	Need to be drafted	Corporate Services
Recruitment and selection policy	Approved	Corporate Services
Travelling and substance policy	Approved and in process of being implemented	Corporate Services
Internship and experiential policy	To be reviewed	Corporate Services
Staff and external bursary policies	Approved	Corporate Services
Occupational health and safety plan	To be reviewed	Corporate Services
Long term financial plan	To be reviewed	Financial Services
Indigent policy	To be reviewed with budget documents	Financial Services
Information technology policies	Need to be drafted	Financial Services
Credit control policy	To be reviewed with budget documents	Financial Services
Asset register	To be reviewed with budget documents	Financial Services
Financial delegations	To be reviewed with budget documents	Financial Services
Procurement policy	To be reviewed with budget documents	Financial Services
Disaster management and contingency plans	To be reviewed annually	Strategic Services
Risk management policy and strategy	Adopted and needs to be reviewed annually	Strategic Services
Audit committee charter	Adopted - to be reviewed annually	Strategic Services
Customer care strategy	To be reviewed	Corporate Services
Marketing plan	Plan to be drafted	Strategic Services
Communication plan and website	Drafted and implemented	Corporate Services
Systems		
Human Resource Management system	No funding	Corporate Services
Financial management system	Approved	Financial Services
Performance management and related systems	To be procured	Strategic Services
Risk management system	Approved	Strategic Services

Document management and process flow system	Implemented	Corporate Services
Electronic management system	To be implemented	Corporate Services

It is Council's intention to develop a schedule of all policies and by-laws that will indicate a rotation plan for reviewing all policies and by-laws. This process will assist the municipality to be developmental and innovative in fulfilling its constitutional mandate. The systems are continuously updated to ensure that it supports the administration. The municipality is currently in process to review the IT platform and the integration of IT systems.

3.5 Service Charter

The Municipality adopted a Client Service Charter stipulating the agreed service standards and procedures that govern service delivery to their community. According to this service charter the following service standards were agreed upon with the community:

COMMUNICATION		
SERVICE	RESPONSE STANDARD	
	Residential	Commercial/Industrial
Answer your telephone call	90% within 4 rings	90% within 5 rings
Return your call	1 day	1 day
Acknowledge all correspondence telephone calls/faxes/emails and other communication.	Within 24 hours - depending on availability	Within 24 hours
Reply to all correspondence received in writing	7-10 days	7-10 days
Reply to all correspondence in writing if a detailed reply is required that may take additional time to research	7 - 10 days	7 -10days
Notify you as soon as practical if there is a delay in our service commitment	Within 7 day after commitment date	Within 7 day after commitment date
Provide afterhours service for Emergency.	100%	100%
Endeavour to refer you to an appropriate service provider if Council cannot provide the service you require	1 hour	2 hour

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REVENUE ADMINISTRATION		
SERVICE	RESPONSE STANDARD	
	Residential	Commercial/Industrial
Adjustment of misallocated Receipt	1 hour	1 hour
Adjustment of duplicated payment	1 hour	1 hour
Capturing of manual receipt	1 day	1 days
Queuing time at pay points	10 minutes	10 minutes

CONSUMER SERVICE: WATER SERVICES		
SERVICE	RESPONSE STANDARD	
	Residential	Commercial/Industrial
Capture of new application forms into system	7 days	7 days
Capture of allocation of service into system	10 minutes	10 minutes
Capture of terminated accounts into system	10 minutes	10 minutes
Customer details amendment	5 minutes	5 minutes
Revenue refunds	14 days	14 days
Debit / Credit adjustments	14 days	14 days
Sewer connection investigation	1 day	1 day
Request for final bill estimate	2 days	5 days
Communication of unplanned service interruptions	Not possible as burst pipes are unplanned - no notice. Communication through, Facebook and loud hailing	Not possible as burst pipes are unplanned - no notice. Communication through, Facebook and loud hailing
Communication of planned service interruptions	At least 48 hrs.	At least 48 hrs.
Water connection after payment	Within 7 days	Within 7 days
Water connection after payment but client is not ready for connection	Within 7 days	Within 7 days

WATER METER ADMINISTRATION		
SERVICE	RESPONSE STANDARD	
	Residential	Commercial/industrial
Voluntary Disconnection	As per customer requested date	As per customer requested date
Reconnection	As per customer requested date	As per customer requested date
Customer queries on meter reading	3 days	5 days
Application forms process time	7 days	7 days
Meter reading cycle	30 days	30 days
Bulk meter processing	Same day	Same day
Damaged meter processing	1day	1 day
No meter processing	1day	1 day
Buried meter processing	1day	1 day

CREDIT CONTROL: WATER SERVICES		
SERVICE	RESPONSE STANDARD	
	Residential	Commercial/industrial
Reconnection after disconnection for non-payment	24 hrs.	48 hrs.
Disconnection	24hrs.	24 hrs.

WATER SERVICES - OPERATIONS				
SERVICE	RESPONSE STANDARD			
	Residential		Commercial/industrial	
	Working hrs.	After hours	Working hrs.	After hours
Respond to leaks, overflows on pipes	First level response in 1 hr.	2hrs	First level response in 1hr	2hrs
Respond to leak repair fittings (water meter, valves ...)	Within 24 hrs.	24 hrs.	Within 24 hrs.	24 hrs.

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Respond to Burst causing extensive flooding	1 hour	1 hr.	1 hour	1 hr.
Respond to Burst causing seepage into road or verge	1 hour	2 hrs.	1 hour	2 hrs.
Respond to Water meter device repair	Within 24 hrs.	24 hrs.	Within 12 hrs.	24 hrs.
Low pressure complaint	24HRS	2 days	24HRS	2 days
Respond to No water complaint	2 hrs.	2 hrs.	2 hrs.	2 hrs.
Respond to Dirty water complaint	1 hr.	2 hrs.	2 hours	2hrs
Respond to Quality of water complaint	1 hr.	2 hrs.	2 hours	2 hrs.
Respond to sewage overflows	1 hr.	1 hr.	1 hour	1hour
Missing manhole covers	72 hrs.	72 hrs.	72 hrs.	72 hrs.
Plumbing Inspections	Within 48 hrs.	48 hrs.	Within 48 hrs.	48 hrs.
Drainage/Storm water inspection	3 days	3 days	1 day	5 days
Respond to drainage Emergencies	3-24hrs.	3 hrs.	3 hrs.	3 hrs.
Missing meter covers	48 hrs.	48 hrs.	48 hrs.	48 hrs.
Respond to seepage/drainage problems	48-72 hrs.	48 hrs.	48 hrs.	48 hrs.
Respond to Reports on odors from wastewater treatment plants	24 hours	4 hrs.	4 hours	4 hrs.
Vandalized standpipes	1 hr.	1 hr.	1 hr.	1 hr.
Treatment of odors from our wastewater treatment plant	2 days	2 days	2 days	2 days

ELECTRO-TECHNICAL SERVICES

SERVICE	RESIDENTIAL	COMMERCIAL
Repair unforeseen power outages (electrical faults, malfunctioning equipment, etc.)	30% of cases within 2 hours	30% of cases within 2 hours
	60% of cases within 3,5 hours	60% of cases within 3,5 hours
	90% of cases within 8 hours	90% of cases within 8 hours
	100% of cases within 24 hours	100% of cases within 24 hours

<p>Scheduled power outages (for upgrading, maintenance):</p>	<p>Maximum of three (3) planned and six (6) forced outages per year, limited to a total of twelve (12) hours per outage. The municipality endeavours to give at least 14 days' notice of scheduled power outages by means of notice boards, advertisements, SMS, twitter, and the municipality's website.</p>	<p>Maximum of three (3) planned and six (6) forced outages per year, limited to a total of twelve (12) hours per outage. The municipality endeavours to give at least 14 days' notice of scheduled power outages by means of notice boards, advertisements, SMS, twitter, and the municipality's website.</p>
<p>Electrical new connections, reconnections, upgrades and changes</p>	<ul style="list-style-type: none"> • Standard reconnections - two (2) days. • Provision of standard connections - within fourteen (14) days after payment and if the building is ready and the necessary documentation is completed (e.g. Electrical commencement Form, COC has been submitted). • Provision of non-standard connections : <ul style="list-style-type: none"> ○ Quotation basis of twenty-one (21) days, negotiable subject to delivery times of equipment from suppliers to municipality 	<ul style="list-style-type: none"> • Standard reconnections - two (2) days. • Provision of standard connections - within fourteen (14) days after payment and if the building is ready and the necessary documentation is completed (e.g. Electrical commencement Form, COC has been submitted). • Provision of non-standard connections : <ul style="list-style-type: none"> ○ Quotation basis of twenty-one (21) days, negotiable subject to delivery times of equipment from suppliers to municipality
<p>Reports of faulty street lighting, area, building and sports field lighting</p>	<ul style="list-style-type: none"> • 95% of cases within seven (7) days. • 100% of cases within ten (10) days. • Faulty street lighting will only be attended to after hours if the area affected is relatively large. 	<ul style="list-style-type: none"> • 95% of cases within seven (7) days. • 100% of cases within ten (10) days. • Faulty street lighting will only be attended to after hours if the area affected is relatively large.
<p>Repair of high masts</p>	<p>2 days</p>	<p>2 days</p>

ROADS & STORM WATER SERVICES

SERVICE	RESIDENTIAL	COMMERCIAL
Repair of potholes in streets	60-180 days	60-180 days
Grading of gravel streets	365 days	365 days

Maintenance of storm water lines	180 days cycle	180 days cycle
Maintenance of catch pits	180 days cycle	180 days cycle
Open channel maintenance (per 100m length)	180 days cycle	180 days cycle
Re-gravel of walkways (per 200m length)	180 days cycle	180 days cycle

3.6 Transparency and good administration

Council is committed to good governance through sound administration, accountability and transformation. Good Governance in local government has several elements that include the rule of law, transparency, responsiveness, consensus orientation, equity and inclusiveness, effectiveness and efficiency, accountability and public participation.

Prince Albert Municipality has done much to ensure good governance and are very proud of the progress made to date, but there is always room for improvement. The audit opinion regressed from a clean audit to an unqualified audit opinion for the 2020/21 financial year.

Prince Albert Municipality at its most basic level strives to:

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

National and Provincial Rapid Response and technical teams will be established and strengthened and service delivery interruptions will be monitored at a national level.

- 3 Be well governed and demonstrating good governance and administration - cutting wastage, spending public funds prudently, hiring competent staff, ensuring transparency and accountability. Municipalities will be constantly monitored and evaluated on the following basics:
 - Clear delineation of roles and responsibilities
 - Functional structures.
 - Transparency, accountability and community engagement
 - Proper system of delegation to ensure functional administration
 - The existence and efficiency of anti-corruption measures.
 - The extent to which there is compliance with legislation and the enforcement of by laws.
 - The rate of service delivery protests and approaches to address them.
- 4 Ensure sound financial management and accounting, and prudently manage resources so as to sustainably deliver services and bring development to communities. Performance against the following basic indicators will be constantly assessed:
 - Proper record keeping and production of annual financial statements.
 - Credit control, internal controls and increased revenue base
 - Wasteful expenditure including monitoring overtime kept to a minimum.
 - Functional Supply Chain Management structures with appropriate oversight
 - The number disclaimers in the last three - five years.
 - Whether the budgets are cash backed.
- 5 Build and maintain sound institutional and administrative capabilities, administered and managed by dedicated and skilled personnel at all levels. The basic requirements to be monitored include:
 - Competent and capable people and performance management.
 - Functional delegations.
 - Regular interactions between management and organised labour.
 - Shared scarce skills services at district level.
 - Realistic organograms aligned to municipal development strategy.
 - Implementable human resources development and management programmes.

3.7 Record Management

Sound records management is fundamental for good governance and effective and efficient administration. It forms the basis for formulating policy, managing resources and delivering services to the public. Records management also provides a basis for accountability and protecting the rights of individuals. To support continuing service delivery and provide the necessary accountability, governmental bodies, including municipalities, should create and maintain authentic, reliable and usable records. They should also ensure that the integrity of the records is protected for as long as they are required as evidence of business operations.

In terms of the Provincial Archives and Records Service of the Western Cape Act, 2005 (Act No.3 of 2005, as amended) it is the role of the Western Cape Archives and Record Service to promote efficient administration by means of sound records management. Records management is the process of ensuring the proper creation, maintenance, use and disposal of records throughout their life cycle to achieve efficient, transparent and accountable governance. It is therefore required of all governmental bodies at the Provincial level of government, all provincial administrations as well as local authorities to put in place a records management policy. The Prince Albert Municipality, as a local authority, is compelled to keep information resources to support its operations, as well as to fulfil legal and other obligations. The Western Cape Archives and Records Service requires of governmental bodies, including Municipalities, to implement and maintain Integrated Document Management Systems that provide as a minimum the following records management functionality:

- managing a corporate file plan according to which records are filed,
- managing e-mail as records,
- managing web-sites as records,
- maintaining the relationship between records and files, and between file series and the file plan,
- identifying records that are due for disposal and managing the disposal process,
- associating the contextual and structural data within a document,
- constructing and managing audit trails,
- managing record version control,
- managing the integrity and reliability of records once they have been declared as such, and
- managing records in all formats in an integrated manner.

3.7.1 Statutory and Regulatory Framework for Records Management Services

Sound records management exists within the same regulatory framework that requires and governs good governance, accountability and transparency. Efficient records management practices are imperative if the municipality wants to give effect to the

provisions of the Acts mentioned below. The statutory and regulatory framework in which sound record management is founded is the following:

- (i) The Constitution of the Republic of South Africa, 1996. Section 195 of the Constitution provides amongst others for the:
 - effective, economical and efficient use of resources,
 - provision of timely, accessible and accurate information, and requires that the public administration must be accountable
- (ii) Provincial Archives and Records Service of the Western Cape Act, 2005 (Act No. 3 of 2005). The Act provides for a Western Cape Archives and Records Service for the Province of the Western Cape, the proper management and care of public records in the province, the preservation and use of a provincial archival heritage and matters connected therewith. Sections 5 to 9 of the Act provides for the powers of the Head of the Western Cape Archives and Records Service and the management of records by the provincial governmental bodies, municipalities included.
- (iii) Provincial Archives and Records Service of the Western Cape Regulations (P.N. 122/2006): These regulations further detail the management of public records by governmental bodies, including municipalities, in the province.
- (iv) National Archives and Records Service of South Africa Act (Act No 43 of 1996, as amended). Section 13 of the National Act contains specific provisions for efficient records management in governmental bodies. It provides for the National Archivist to -
 - determine which record keeping systems should be used by governmental bodies,
 - authorise the disposal of public records or their transfer into archival custody, and
 - determine the conditions according to which -
 - records may be microfilmed or electronically reproduced, and
 - electronic records systems should be managed.
- (v) National Archives and Records Service of South Africa Regulations (R1458/2002) Part V: Management of Records contains the specific parameters within which the governmental bodies should operate regarding the management of their records.
- (vi) The Public Finance Management Act (Act No 1 of 1999): The purpose of the Act is to regulate financial management in the public service and prevent corruption by ensuring that all governmental bodies manage their financial and other resources properly.

- (vii) The Municipal Finance Management Act (Act No 56 of 2003): The purpose of this Act is to secure sound and sustainable management of financial affairs of municipalities and to provide norms and control measures for sound financial management.
- (viii) The Promotion of Access to Information Act (Act No 2 of 2000): The purpose of the Act is to promote transparency, accountability and effective governance by empowering and educating the public to -
- understand and exercise their rights,
 - understand the functions and operation of public bodies,
 - and effectively scrutinise, and participate in, decision-making by public bodies that affects their rights.
- (ix) The Promotion of Administrative Justice Act (Act No 3 of 2000): The purpose of the Act is to ensure that administrative actions are lawful, reasonable and fair and properly documented.
- (x) The Electronic Communications and Transactions Act (Act No 25 of 2002): The purpose of the Act is to legalise electronic communications and transactions.
- (xi) The e-Government Framework and the Provincial e-Strategy.

Mr G van der Westhuizen is the Records Manager of Prince Albert Municipality and is tasked with the duty to ensure that the Municipality meets all the applicable legislation in terms of Records Management. During the last inspection by the Western Cape Archives and Records Services several shortcomings were identified, including a lack of proper filing, outdated policies and authorisations as well as a lack of proper storage. SALGA have been providing assistance to address the backlog in filing and preparation of documents for transfer to the Western Cape Archives. The Municipality currently utilise the collaborator electronic system to archive all records electronically.

A key instrument in ensuring this is the adoption of a Manual of Access to Information, adopted by Council in March 2017 and available on the Municipality's website www.pamun.gov.za

3.8 ICT

The Municipality appointed an ICT Steering Committee existing out of:

The Municipality appointed an ICT Steering Committee existing out of:

D Willemse	Manager Expenditure
D Plaatjies	Assistant Accountant

C Jafta Manager: Community Services
 G vd Westhuizen Director Corporate & Community Services

The ICT Steering Committee has an approved term of reference. The Municipality has adopted its ICT Governance Policy in April 2021.

The Municipality has no official ICT officer. ICT Help Desk support is provided on a Shared Service basis with the Central Karoo District. Ubertech is the service provider. With a limited budget available the purchasing of new equipment remains a challenge.

3.9 Risk Management

Section 62 (1)(c)(i) and 95 (c)(i) of the Municipal Finance Management Act, No. 56 of 2003, states that: *"the accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure- that the municipality has and maintains effective, efficient and transparent systems - of financial and risk management and internal control;"*

Prince Albert has no dedicated official for risk management. The function is currently performed by the Municipal Manager with the assistance of the audit committee.

According to National Treasury's Public Sector Risk Management Framework the definition of risk is an: "... unwanted outcome, actual or potential, to the Institution's service delivery and other performance objectives, caused by the presence of risk factor(s),"

Risk Manifest as negative impacts on goals and objectives or as missed opportunities to enhance performance. Stakeholders expect the municipality to anticipate and manage risks in order to eliminate waste, inefficiencies, reduce unplanned events / crises and to continuously improve capacity for delivering on their mandates / commitments as depicted in the IDP.

The table below reflects the Risk Committee:

Member	Capacity	Department
1. A Hendricks	Chairperson	Municipal Manager
2. Chief Financial Officer	Member / Champion	Finance
3. G van der Westhuizen	Member/ Champion	Corporate and Community Services
4. A Badenhorst	Member/ Champion	Internal Audit

Member	Capacity	Department
5. A Dippenaar	Audit Committee Chair	Audit Committee

3.9.1 Problem Statement

- Having to create a culture of Enterprise-wide Risk Management;
- in terms of awareness and effective application thereof,
- at all levels of functionality and responsibility;
- at each municipality within the district;
- in order to achieve and maintain a leading risk maturity and promote a sustainable risk profile.

3.9.2 Strategic Risks

- The risk of financial sustainability for the immediate and longer term - Being addressed through the development of a long term financial strategy.
- Capital funding for projects decreasing, leading to increase in external funding required Included in the long term financial strategy.
- Replacing old dilapidated infrastructure network - MIG funding applications submitted

3.9.3 Operational Risks

- Lack of division of functions in employment corps - internal audit program to include spot checks
- Flat organisational structure with limited capacity - develop smarter ways to work.
- Poor record keeping - implementation of electronic record system
- Loss of key data - Off site backup facility needed
- Outdated land use register - new register to be compiled.
- Ageing infrastructure - business plan to be submitted via MIG and partnerships
- Retaining qualified professional staff - appoint key staff members

3.9.4 Anti-Corruption and anti-fraud

Section 83(c) of the Municipal Systems Act refers to the implementation of effective bidding structures to minimize the possibility of fraud and corruption and the Municipal

Finance Management Act (MFMA), section 112(1) (m)(i) identify supply chain measures to be enforced to combat fraud and corruption, favouritism and unfair and irregular practices. Section 115(1) of the MFMA states that the accounting officer must take steps to ensure mechanisms and separation of duties in a supply chain management system to minimize the likelihood of corruption and fraud.

3.9.5 Top ten risk identified

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No	Risk	Directorate	Impact	Likelihood	Priority2	Control Effectiveness (for risks within Municipality's control)	Residual Risk	Ability to Control Risk	Responsible Person	Existing Controls in Place	Control Weaknesses	Corrective actions necessary
1	- Existing landfill site in PA expire within six months: rehabilitation required	Infrastructure	10	10	100	0,2	80	Medium	MM Tech Manager	1. Waste Audit Action plan compiled 2. Waste Management Official appointed. 3. Engagements with Dept of Environmental Affairs	1. Lack of funding and equipment to properly manage the landfill site. 2. Poor access control	1. Waste Management Action Plan to be implemented. 2. Landfill Committee to be established. 3. Waste deferral plan to be compiled. 4. IWMP to be reviewed. 5. Access Control to be improved.
2	- New regional landfill site to be established	Infrastructure	10	10	100	0,2	80	Medium	MM Tech Manager	1. Proposed regional landfill site investigated by Central Karoo District Municipality and monitored via DCF Forum	Approval time for new regional landfill sites can be up to 10 to 15 years.	1. Improved oversight via the DCF 2. Engagements with Dept of Environmental Affairs on options. 3. Monitoring landfill site conditions and progress via

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												Landfill Committees and regional environmental forum of Central Karoo District
3	Ageing and overstretched infrastructure resulting in disrupted service delivery	Strategic	9	9	81	0,2	64,8	Medium	MM Tech Manager	Complaint system is used to identify short comings in service delivery and maintenance plans. Existing maintenance work schedules are implemented, but are mostly reactive.	Lack of Asset Maintenance plans and limited budget	<ol style="list-style-type: none"> 1. Development of proactive Asset Maintenance plans 2. Increase funding to maintenance budget 3. Develop business plans where appropriate to replace old, disruption-prone infrastructure 4. Development of proactive SOP's 5. Engagements with MISA

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4	Non-compliance to existing land fill site licencing conditions	Infrastructure	9	9	81	0,2	64,8	Medium	MM and Technical Manager	<p>1. Waste Audits undertaken on provincial and regional level</p> <p>2. EPWP workers appointed for access control.</p> <p>3. Waste management action plan drafted</p> <p>4. Waste Official appointed</p>	<p>1. No Landfill Site Oversight committee;</p> <p>2. Lack of funding and machinery for implementing required interventions.</p> <p>3. Access control poor</p> <p>4. Poor reporting</p> <p>5. Outdated IWMP</p>	<p>1. Appoint Access Control personnel</p> <p>2. Budget for compaction and site clearance and operations monthly</p> <p>3. Drill borehole for testing of ground water pollution</p> <p>4. Get further weighbridge equipment and undertake waste classification and reporting for all sites.</p> <p>5. Establish Landfill Oversight committees</p> <p>6. Update IWMP</p>
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5	Water service disruptions	Infrastructure	9	9	81	0,2	64,8	Medium	Technical Manager	Service charter adopted and staff trained on set standards; complaint system implemented	1. Service area is wide, 2. Insufficient staff capacity; system is old and there are no service line maps	1. Map network 2. Develop maintenance SOP's 3. Replace old reticulation network systematically
6	Impact of drought on service delivery and local economy	Municipal Manager	9	9	81	0,2	64,8	Medium	Municipal manager	Water demand plan adopted and provincial technical staff provided in house training and oversight.	Telemetric system is down and needs to be re-installed to improve monitoring and lack of SOP's	Draft Technical Report for the building of an off-site dam 2. Install telemetry. 3. Raise awareness on water demand and promote water wise business initiatives; 4. Identify new water resources; improve monitoring and early warning on water availability.

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7	Limited local economic development opportunities	Dev & Strategic	9	9	81	0,2	64,8	Medium	Municipal manager	Planning by-laws	Private Sector driven; outdated SDF and zoning schemes	<ol style="list-style-type: none"> 1. Draft Economic Strategy, 2. Use strategy to underpin the IDP and integrated land use management initiatives and plans 3. promote and incentivize inclusive business activities 4. Investigate catalytic projects 5. Participate in economic and growth forums; 6. ensure stable and high-quality service delivery. 7. Stimulate and support 2nd economy
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8	Limited personnel structure on middle management level resulting in over dependency on key personnel	All	9	9	81	0,2	64,8	Medium	Managers	Annual vacant critical positions filling as per available funding. Job descriptions have been updated.	1. Limited budget available to appoint middle management	1. Review organogram and JD's to ensure optimum alignment with Strategic Objectives within the limited budget available. 2. Optimum utilisation of intern programmes. 3. Optimum use of candidate programmes and sharing of expertise with other municipalities or entities such as MISA 4. Development of operational SOP's
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9	Inadequate and costly sewerage and sanitation services due to fact that not all systems area connected (conservancy and septic tank systems)	Infrastructure	9	9	81	0,2	64,8	Medium	Technical	Sewerage suction work schedule	<ol style="list-style-type: none"> 1. Fleet old and cannot keep up with services 2. Septic tank service subsidised by the poorest of the poor. 3. Septic tanks pollute underground water where there is leakage 4. High expenditure on overtime of septic tank service 	Business plan to connect tanks to sanitation network
10	Limited suppliers within Prince Albert region results in excessive deviations	Financial	8	9	72	0,2	57,6	Medium	CFO	<ol style="list-style-type: none"> 1. Centralised Supply chain management. 2. SCD also used to limit deviations. 	<p>Small SCM unit. Limited segregation of duties</p> <ol style="list-style-type: none"> 1. Registering of local contractors and service providers. 2. Workshops with possible contractors and service providers. 3. Improved project and procurement planning. 4. Facilitate 	

training
workshop with
suppliers and
internal staff
on
procurement
processes.

3.9.6 Developed Strategies

Name of strategy	Developed Yes/No	Date Adopted/Reviewed
Anti-corruption and Fraud Prevention strategy and Implementation plan	Yes	Reviewed annually
Risk Management Policy	Yes	Reviewed annually
Risk Management Strategy and Implementation Plan	Yes	Reviewed annually

Members of the Audit Committee which is also the Performance Audit Committee

Name of representative	Capacity
A Dippenaar	Chairperson
JC van Wyk	Member
S Nqwevu	Member
A Badenhorst	Internal Auditor

3.10 Internal Audit

Moore is the Internal Auditor of Prince Albert Municipality. They were appointed on a three year contract ending 30 June 2024.

The goal of internal audit within an organisation is to ensure that internal controls are effective and that resources are optimally utilised to ensure achievement of strategic objectives in a timely manner.

With no audit unit/official within the organisation, which is crucial for the assurance that Prince Alberts risks are properly monitored and mitigated to ensure all compliance requirements are met.

Also, the lack of support from other departments dampens the internal audit to effectively and efficiently perform their activities to ensure the achievement of strategic goals as set out in the IDP.

Currently the primary risks of the internal audit unit is the absence of a dedicated official within the organisation. Also, the buy in from the other department to integrate internal audit's functionality within their culture of thinking and using them as a tool, instead of being seen as a "police officer"

Internal audits goal is add value to the organisation.

3.10 Public Participation and community engagements

Public participation and community engagements are one of the building blocks of good governance. Public participation and engagements in the municipality takes place through various mechanisms as identified in the Municipality's Public Participation Strategy and Action Plan. These mechanisms, depending on the target audience and message includes:

- Council meetings
- Website
- One on one engagements
- Ward committee meetings
- Public Meetings
- Interest group engagements
- Client Service engagements
- Bulk e-mail
- Bulk sms messaging system
- Pamphletting
- Press Releases
- Sector engagements
- Intergovernmental fora
- SALGA Working Groups

Improved internet penetration and accessibility is a major priority identified by government and the community. Greater internet penetration offers direct benefits for local government entities to improve the efficiency and effectiveness of public services. These benefits include the roll-out of e-services that will allow for the online payment of municipal accounts, motor vehicle registrations, animal registrations, reporting of infrastructure defects, free indigent services applications, career applications as well as tender applications. Online feedback mechanisms via social media will also support the facilitation of public participation during the annual reporting process and will offer constituents a platform to express public satisfaction.

Greater connectivity will also allow public servants remote access to information such as previous traffic infringements, building plan applications and outstanding accounts, for example.

CHAPTER 4: MUNICIPAL DEVELOPMENT STRATEGY

Background

The Prince Albert Municipality is one of the four municipalities in the Central Karoo District is approximately 400 km north of Cape Town and about 170km south of Beaufort West on the N1. It includes the scenic town of Prince Albert as well as the settlements of Leeu-Gamka and Klarstroom, Prince Albert Road and Seekoeigat and surrounding rural area. Situated at the foot of the famous Swartberg Pass the town of Prince Albert town is renowned for its historic architecture and agricultural products. It is known as the oasis of the Karoo desert and attracts local and foreign tourists throughout the year. It is also historically an agricultural services hub that still provides its people and satellite towns with essential services.

Prince Albert has the potential for becoming the tourism hub to drive the growth of tourism within the Central Karoo region.

4.1 Component: Basic Services

Introduction to Basic Services

This component includes the level of basic service delivery and includes the challenges, includes details of services provided for water, waste water (sanitation), electricity, waste management, housing services and a summary of free basic services.

4.1.1 Water provision

Introduction to Water Provision

Prince Albert Municipality is the water service provider for the towns of Klarstroom, Prince Albert, Prince Albert Road and Leeu Gamka. Prince Albert's bulk water supply is provided from nine boreholes with varying supply levels. These boreholes draw water from the Table Mountain, Bokkeveld and Witteberg Group aquifers. The boreholes are in a good condition and frequent maintenance



is carried out. The total licensed abstraction for these boreholes is 0.229 million m³/a.

In summary, municipal production boreholes have been developed in high groundwater potential, folded rocks of the Cape Supergroup. Production boreholes were developed in the Table Mountain Group (TMG) sandstones in the southern part of the well-field, while boreholes in the central part of the wellfield are developed in Bokkeveld Group shales. Directly south of Prince Albert town, boreholes have been developed in the Witteberg Subgroup shales and sandstones. The town of Prince Albert itself is located on low groundwater potential rocks of the Karoo Supergroup, namely the Dwyka and Ecca Groups (Murray,2007)

This supply is augmented by a steady stream (bergbron) from the Drops River which is the only surface water source to the town. The licensed abstraction from this source is 0.471 million m³/ annum and supplies water irrigation through a furrow network to South End in Prince Albert. The Municipal water allocation is 17 hours of scheduled irrigation water per week, in Prince Albert town. The water is purified at the Prince Albert Water Treatment Works. The water supply system had insufficient capacity to supply the future water requirements for future developments. Water constraints within Prince Albert are a significant and pressing issue, particularly during the drier months of the year where water flow from the Dorps River is very low and therefore the Municipality embarked on a focused demand management initiative from November 2017 and reduced water use per consumer to 90 liters per person per day which are still applicable. An extensive Groundwater Management and Artificial Recharge Feasibility Study was done by Groundwater Africa in 2007. This work forms the basis of the current geohydrological component of the investigation to ensure that recommendations made in their report are re-evaluated and implemented in the light of the current drought crisis. Follow up work was done by Groundwater Africa in 2010 in terms of amended abstraction rates in preparation of the 2010/2011 summer season. SRK Consulting has been appointed by the Central Karoo District Municipality for groundwater monitoring up to the end of May 2019. Reports that could be obtained from the municipality were referenced as part of the current investigations.

Leeu-Gamka and Klaarstroom have no surface water allocations and is solely dependent on its boreholes. The Municipality built borehole enclosure structures and security fencing around the boreholes to protect the borehole equipment. Flood damage to equipment and infrastructure in Prince Albert remains a high risk, and in future, the drilling of an alternative boreholes that is not so prone to flooding. The Transnet borehole was added to the Leeu Gamka water supply system with a potential abstraction rate of 300m³ per day, thus augmenting the other two boreholes in Leeu Gamka. Three additional boreholes



were sunk, two was equipped and connected to the main water network. A reverse osmosis plant to purify the water in Leeu Gamka to ensure that it is potable was established and resulted in significant improvement in the water quality of Leeu Gamka. In Klaarstroom three additional boreholes were constructed and completed to augment the two current boreholes in. One of the boreholes is being utilised for sport field irrigation.

The boreholes in Prince Albert town provide water to the treatment plant by a combined 160 mm diameter PVC pipe and 100 mm diameter AS-pipe supply system. Boreholes 1 to 6 have a low iron content compared to boreholes 7 to 9's high iron content. Western Cape Department of local Government has allocated R 1 500 000.00 for the 2019/20 financial year for an iron removal plant project.

Currently only water from boreholes 7, 8 and 9 are being purified by means of an iron removal plant, as the capacity of the plant is limited. The low iron content wells and mountain source delivers water directly to the existing three raw water balancing dams with a total capacity of 2147 kl at the treatment plant.

In summer, the Municipality have to carefully manage the supply, due to decreased runoff and the low level of the water table as well as carefully manage the demand due to very hot conditions, increased users in the holidays, and reckless usage by inhabitants. With the ever-rising municipal consumption, the available resources are no longer sufficient and shortages may occur during the summer season, as the provision of boreholes also decreases and the Storage Infrastructure was insufficient to store water over longer periods. The Municipality thus embarked on a phased process to increase the storage capacity in Prince Albert by raising the reservoir sides of the existing reservoir.

The Municipality, in the previous year, added two production boreholes in Prince Albert that was production boreholes. This assisted with consistent water production.

The Municipality wish to thank the Kweekvallei Water Board for their support and co-operation during the year. With the ongoing drought the partnership with the Kweekvallei Water Board is imperative. With the ongoing drought in the Western Cape and with the emergency declaration of previous years, it became imperative that the water from the irrigation furrow from the Dorpsriver had to be protected.

Prince Albert municipality is also a member of the Western Cape Drought Relief Action Plan (DRAP) which was launched on 11 April 2019 in Prince Albert by MEC Anton Bredell. With the Covid-19 security levels, quarterly in person meetings could not be held, but quarterly monitoring did take place virtually.

Despite increasing pressure Prince Albert Municipality was able to manage and provide an adequate supply of water to the areas within its jurisdiction, mostly due to curbing the allowed water use to 90 liters per person per day.



Water losses are restricted to the minimum. Water losses for 2019/20's losses at 23.9%, with losses for the 2020/21 year at 32.6%. These losses are measured from the source to the sector meters and include the losses in the purification works. The Municipality must emphasise that the watering of the sport fields is not metered separately from the construction supply and is reflected as non-revenue water. A meter was installed at the sport facilities during the 18/19 financial year. The Municipality curbed water losses by means of a door to door campaign where they repaired water leakages on private property. This was done not only to curb water losses but to mitigate the drought conditions prevailing in the area. The water losses have increased

significantly during the past two (2) financial years. The municipality is still investigating the high-water losses through the billing system as well as testing the accuracy of the data. The Municipality adjusted their policy to allow them to assist indigent families with water leaks inside the house in an effect to curb water losses and curb a loss of income as indigent people cannot afford to pay increased municipal accounts.

The Prince Albert municipal area, with the emphasis on Leeu Gamka and Klaarstroom was declared a drought area by Provincial government and at present are still declared a drought area. The Municipality will continue to promote responsible water use.

In light of the Provincial Emergency water situation the Municipality undertook the following initiatives:

- (i) Drafted a Water Supply Emergency Intervention Plan to address the current water supply emergency situation and to ensure resilience with respect to water supply security into the future.
- (ii) The Municipality continues to implement water consumption restrictions within its jurisdiction. At present the water restrictions are at Level 4 with only 90 liters per of water per person per day allowed.
- (iii) Water leak detection and repair campaigns were undertaken continuously.

- (iv) Worked with the Provincial Department's appointed Geohydrologists to ensure continued water use and production monitoring to ensure continued water security to all towns.
- (v) The iron removal plant in Prince Albert has also been taken into commission.

4.1.2 Sanitation Services

Introduction to Sanitation Provision

The four towns in the PAM area each have their own wastewater collection and treatment facility. Prince Albert, Klarstroom and Leeu-Gamka have oxidation pond systems for WWTW, whereas Prince Albert Road is served by a communal septic tank and soak-away.

Klaarstroom

The sanitation system for Klarstroom comprises a full waterborne system. The Klarstroom WWTW does not hold any permit or license but function under a general authorisation. Wastewater is screened in town and pumped to the WWTW. The works has a design capacity of 50 kl/day and was constructed in 1970. The design capacity has been increased to 120 kl/day. This WWTW was recently upgraded by the addition of a septic tank, an anaerobic pond, an oxidation pond and an effluent reservoir from which the final effluent is irrigated onto an adjacent field. The WWTW has also now been upgraded at a cost of R 5 360 548.82 and the Department of Water and Sanitation issued a license for the Klarstroom Waste Water Treatment Works.

Leeu-Gamka

The treatment works is a pond system comprising: Four primary ponds operating in parallel. The WWTW was originally constructed in 1985 with a design capacity of 140 kl/day. This has recently been upgraded to accommodate the 252 housing units that was completed in 2015. Final effluent is used for irrigation into the adjacent field.

Funding to relieve the residents of the Transnet areas from the bucket system is still needed and the Municipality is collaborating with the Department of Human Settlements to provide bulk infrastructure in this respect. The wastewater is screened at the pump station before being pumped to the WWTW. The night fall (buckets) are deposited in a manhole upstream of the central pumping station. The buckets are washed and stored at the central pumping station.

Engagements took place with both PRASA and Transnet on service delivery to these areas and to possibly eradicate the bucket system. Ownership of these areas must also be finalised.

Prince Albert

The Prince Albert WWTW, a pond system was designed to treat 623 kl/day (with the final effluent being used for irrigation at the adjacent nursery and farm. The treated effluent does not conform to irrigation standards. The WWTW in Prince Albert was upgraded to handle current and future flows for the 20-year design horizon and to efficiently remove screenings, grit, rags, stones and other foreign objects and prevent them from entering the maturation pond system. A serious case of sewerage spillage occurred at the Prince Albert Waste Water Treatment Works just after the closing of the reporting year. Assistance was procured from Saldanha Municipality and Misa to improve the management of the system and prevent any future spillage.

The sanitation system consists of a waterborne system as well as septic tanks. These septic tanks are serviced by means of a sanitation team with appropriate equipment and vehicles who collect sewerage and deposit it into a pump network that is connected to the waterborne network. This division came under immense pressure during the reporting year due to the natural wear and tear on the vehicle fleet that runs 7 days a week for about 14 hours per day. The Municipality also drafted a business plan to change the conservancy tank system into a sanitation reticulation network. Due to the high cost of this proposed project, it will have to be phased in depending on available funding.

The sewerage tariff for the septic and conservancy tank removal was well below actual cost and therefore a new tariff structure was introduced in 2021/22. A basic availability fee was charged at R272.19 and R230.00 per septic tank suction. This service is still subsidised by the Municipality and further increases is forthcoming.

4.1.3 Electricity

Introduction to Electricity

The municipality provides a reliable service within NERSA specified limits within the area of supply. In the areas of Klaarstroom and Leeu-Gamka, electricity is directly supplied by ESKOM, thus impacting on revenue collection and the implementation of Prince Albert Municipality's credit control and debt collection policy. This is detrimental to the municipality's sustainability as is evident in the low payment rate in these areas. Several efforts have been made by the Municipality to conclude a credit collection agreement with ESKOM but this was unsuccessful. SALGA is currently driving this process and have obtained a legal opinion stating that electricity distribution is a municipal function as per the Constitution and that Eskom can only provide said services by agreement. This

proposed agreement will then include a clause on debt collection and can have a major positive change in the finances of especially rural municipalities. The Municipality and Eskom engaged and confirmed the current service delivery boundary determination for each entity. The Municipality will in future explore the possibility to service the electricity network for new housing developments in Klaarstroom and Leeu-Gamka so as to improve their credit control initiatives. A learner electrician was appointed by Prince Albert Municipality and underwent training to improve the human resource capacity in this division. Transformers were repaired and restored as part of the maintenance programme. An electrical engineer from MISA is providing support to PAM in terms of planning and maintenance.

The Municipality engaged extensively with Eskom to provide electricity to the residents of the Klaarstroom Transit area. The project was successfully implemented and 65 informal dwellings were provided with electricity.

4.1.4 Waste management

Introduction to Waste Management

Waste is collected on a weekly basis and each service point is supplied with black bags by the municipality. In order to better manage distribution households are encouraged to collect the bags at the Technical offices. Prince Albert has four waste removal vehicles: a UD compactor truck for daily collection of refuse, a Kia 2.7l small truck equipped, a 2.7l Kia small truck equipped for garden refuse and a 1.3 ton truck in Klaarstroom & Leeu-Gamka for the removal of domestic waste.



There are five existing mini-transfer stations for garden waste disposal in the North End of Prince Albert. These facilities have been fenced during the reporting year, but are not designed nor intended for household waste. Unfortunately, they are being used



as general waste depots as opposed to garden waste depots. The residents of North End do not have large gardens and thus generate insignificant volumes of garden refuse. The Municipality uses the CWP program as well as other EPWP programmes to manage the mini-transfer stations. Illegal dumping still proves to be a

challenge in some of the areas. Residents are encouraged through the ward committee system to report such transgressions.

All landfill sites in the municipal area are licensed. Inspections undertaken by the Western Cape Government: Environmental Affairs and Development Planning during the year in respect of the landfill site in Prince Albert indicated that no ethane gas was detected. The Municipality struggles to control access to the landfill sites in spite of the deployment of Youth Jobs in Waste participants at the landfill sites. An action plan to address non-compliance was presented to the DEADP for the Prince Albert landfill site. The airspace of all landfill sites is reaching critical status as Prince Albert only had one to three months left at year end and Leeu Gamka two years. The Municipality thus embarked on a reshaping and compacting process of the landfill site in Prince Albert that enabled the extension of the Prince Albert landfill sites' lifespan with another two to three years. Engagement with the relevant department resulted in remedial action to be implemented which will result in the life span to be extended with five years.

One of the biggest challenges facing the landfill sites are windblown litter. The Department of Environmental Affairs and Development Planning issued a directive that no reclamation may be done at the landfill site in Prince Albert. A Material Recovery Facility is investigated.

The Municipality will have to secure funding for the environmental and planning processes in the extension of the landfill sites or the identification of alternative sites, as well as the rehabilitation of the existing sites. The Municipality did embark on a shared service initiative to investigate the possible establishment of a regional landfill site in Leeu-Gamka. An unsolicited bid for a proposed waste to energy project in Leeu Gamka was investigated, the bid was not approved by the Bid adjudication committee due to non-budget as well as serious risk with the project for the municipality. Several cleaning initiatives were undertaken, but with the Covid levels it was difficult to continue with our community outreaches.

4.2 Housing

Prince Albert Municipality supports the following objectives in respect of housing

- Promotion of equal access to housing for Prince Albert residents
- Transparency
- Prevention of unfair discrimination
- Promotion of fair administrative justice
- Apply the principle of "first come first serve" subjected to approved framework
- Proper recording of all housing applicants

Council follows the following working procedure in respect of the allocation of housing.

Prince Albert Municipality has a housing waiting list in excess of 1132 persons awaiting assistance in terms of government housing subsidies. The housing waiting list is updated annually during community outreaches that includes radio



talks, visits to farms and Thusong Outreaches. Applicants also have the opportunity to apply continuously without the year and may also update their submitted details on a continuous basis.

The applicants' details are captured on the Western Cape Housing Database.

With a diminishing budget envelope, the Western Cape Department of Human Settlements had to reprioritise their beneficiary selection criteria and reserve the subsidised houses only for the most vulnerable in our society. The revised priority cohort includes:

1. The elderly (60 years and older);
2. People living with medically certified disabilities;
3. Those longest (15 years and longer) on the waiting list;
4. Backyard dwellers (only for new/Greenfield projects); and
5. Approved military veterans.

The Affordable Housing market comprises of those individuals who earn too much to qualify for a fully subsidised house but earn too little to access a home loan or mortgage.

The recently revised Finance Linked Individual Subsidy Programme (FLISP) policy by National

Department of Human Settlements (NDoHS), which is now delinked from just being a mortgage only option, is exceptional news and a game changer for the Affordable Housing market. Many of our residents who in the past, and due to various reasons could not access a mortgage from a financial institution to acquire a home, and could therefore not qualify for FLISP, are now able to access the subsidy.

Amongst others, residents can now access FLISP through:

- a pension/provident fund loan;
- a co-operative or community-based savings scheme, i.e. stokvel;
- the Government Employees Housing Scheme;
- any other Employer-Assisted Housing Scheme;
- an unsecured loan;
- own revenue (cash); and
- an Instalment Sale Agreement or Rent-to-Own Agreement.

The above procedure was agreed upon by Council to protect the most vulnerable within our communities.

In Prince Albert municipal area people earning less than R3 500 per month per household can qualify for a normal housing subsidy, while FLISP housing applicants can qualify if they earn between R3 501 and R22 000 per month.

The housing waiting list for the whole of Prince Albert Municipality's jurisdiction reflect 1 342 applicants. Prince Albert Municipality did not build any houses during the reporting year. The Klaarstroom Transit area in Klaarstroom and Prince Albert have both been extended and provided with basic services. While the Klaarstroom Transit area now boast taps on each allocated plot and Eskom is planning to provide electricity to the area in September 2021, concern remains on stormwater channels in the area. High quality ablution facilities were also provided in Klaarstroom's transit area during the reporting year. Unfortunately the ablution facilities erected and repaired in the Prince Albert Tortelduif area, are repeatedly vandalised and compromising service delivery.

Integrated Residential Development Programme (IRDP)

The Programme was introduced to facilitate the development of integrated human settlements in areas that provide convenient access to urban amenities, including places of employment. The IRDP provides for the acquisition of land and servicing of sites for a variety of land uses, which includes the provision of residential stands for low, middle and high income areas (National Housing Code, 2009:13). The programme has been designed on the basis of a phased in implementation approach (National Housing Code, 2009:32). These phases include, inter alia, the securing of land, the installation of municipal services and construction of top structures.

Upgrading of Informal Settlements Programme (UISP)

The Programme focuses on the in situ upgrading of informal settlements, however, in instances where the area is not suitable for human settlement (due to flooding, shallow undermining conditions, etc.), residents may be relocated. The Programme only finances the creation of serviced stands (National Housing Code, 2009:17). The Department will provide the serviced sites comprising of the following engineering services:

- Clean water;
- Sanitation;
- Roads; and
- Storm water.

Prince Albert Municipality have two Informal Settlements defined as above and a short overview of said settlements are as follows:

Klaarstroom

The Klaarstroom Informal Settlement is the biggest in the municipal area with 70 structures as on 30 March 2022 with an average 4-5 residents per structure. Residents have access to two communal taps and water at these taps adhered to the bacteriological standards of SANS 241. Upgraded ablution facilities have been erected within the transit area to ensure that the Municipality complies with the ratio of households to ablutions. The municipality received a R209 900 grant to introduce relief measures in the fight of the COVID 19 Pandemic. These funds were successfully utilised to provide each informal structure with an individual standpipe. This was part of the municipality's approach to formalise the informal settlement. 65 informal dwellings were electrified by ESKOM in September 202. Storm water ditches and intakes are present with adequate drainage. No health nuisances were reported by the Environmental Health Officer of the Central Karoo District.

Prince Albert

Prince Albert Informal Settlement is situated in a street named Tortelduif. This is a crime hot spot area. While every plot has access to water and electricity, the informal structures do share ablution facilities. These ablution facilities are vandalised on a continuous basis and it is a big challenge especially during the stringent Covid-19 lockdown levels.

The Municipality is engaging with the Western Cape: Department of Human Settlements to further develop such structures and have identified Tortelduif Street and the outer boundary of North End for this development.

5th GENERATION INTEGRATED DEVELOPMENT PLAN 2022/23 - 2026/27

There is a need for guidance at both existing settlements on premises hygiene, food safety, communicable diseases, indoor air quality, water safety and savings as well as sanitation.

The Western Cape Government: Human Settlements indicated in June 2020 that the following housing pipeline for Prince Albert municipal area is supported. The municipality established additional basic services in the Tortelduif informal settlement. In the **2018/2019** financial year, the Department of Human Settlements build 143 in Prince Albert. In **2019/20/21**, they planned to build 208 units in Prince Albert. However, given the COVID 19 related budget cuts, the recent 2019-20 - 2023/24 HSDG 5-year delivery plan shows no budget for housing in Prince Albert Municipality.

A strength related to housing in Prince Albert was that the low population growth rates and low prevalence of existing informal dwellings making it easier for the competent local and provincial authorities to keep on top of housing demand. However, budget cuts in conjunction with population growth rates could threaten this fragile equilibrium.

5 YEAR DELIVERY PLAN		2020/2021			2021/2022			2022/2023			2023/2024		
Post-GAAC 10 July 2020	PROGRAMME												
2019/20 - 2023/24 HSDG		SITES SERVICED	HOUSES BUILT	FUNDING R '000	SITES SERVICED	HOUSES BUILT	FUNDING R '000	SITES SERVICED	HOUSES BUILT	FUNDING R '000	SITES SERVICED	HOUSES BUILT	FUNDING R '000
Average Site Cost (R'000)	60												
Average Unit cost (R'000)	130												
CENTRAL KAROO DISTRICT													
Beaufort West		0	0	300	0	0	0	0	0	1,000	0	0	2,811
Beaufort West S1 (814) (798)	IRDP												
Beaufort West G2 GAP (67)	IRDP												67
Beaufort West S7 (624) IRDP	IRDP												624
Beaufort West G1 GAP (120)	IRDP												120
Beaufort West Kwamandlenkosi Mud Houses (18)	IRDP		0	0									
Murraysburg Toilets	IRDP			0									
Murraysburg Housing Upgrades	IRDP			0									
Murraysburg (300)	IRDP			300					1,000				2,000
Laingsburg		0	0	0	0	0	0	0	0	0	0	0	0
Laingsburg Site G (1000) IRDP	IRDP												
Prince Albert		0	0	0	0	0	0	0	0	0	0	0	0
Prince Albert (451) (ph1 243)	IRDP												
Prince Albert (451) (ph2 208)	IRDP												

4.3 Free basic service and indigent support

Introduction

A debtor is considered indigent if the total monthly household income is equal to two times the amount of state funded social pensions or less (currently R 4 000 per month). All indigent households individually receive 6 kl water and 50KwH electricity free each month. Furthermore, an indigent debtor also receives a subsidy on refuse removal and sewerage, rates and the availability charge in respect of water.

All indigents have to renew their applications annually in order to qualify for the benefits. The Municipality continuously promoted the registration of indigent households to support vulnerable households.

In accordance with the approved indigent policy of the municipality, all households earning less than R4 000 per month will receive the free basic services as prescribed by national policy.

The Municipality embarked on a door-to-door awareness campaign where possible participants of the indigent subsidy scheme was encouraged to apply and to pay outstanding debt. No debt was written off during the reporting years other than debt of the deceased.

The following table indicates the cost to the Municipality to provide free basic services. The cost of these free services is covered by an Equitable Share Grant received from the national government.

Cost to Municipality of Free Basic Services Delivered					
Services Delivered	2020/21				
	Actual	Budget	Adjustment Budget	Actual	Variance to Budget
R'000					
Water	1 088	1 465	1 465	1 297	11%
Waste Water (Sanitation)	1 048	1 377	1 377	1 398	-2%
Electricity	531	600	600	656	-9%
Waste Management (Solid Waste)	645	903	903	855	5%
Total	3 313	4 345	4 345	4 206	1%
Financial Performance : Cost to Municipality of Free Basic Services Delivered					

4.4 Roads

Introduction to Roads

The primary road system in the Prince Albert municipal area consists of national and provincial roads. The N1 runs on a northeast-south-westerly axis and carries approximately 3012 vehicles per day. The N12 runs on a north-south axis through Klaarstroom and connects to Oudtshoorn, George, the Southern Cape region and the N2. The N12 carries approximately 780 vehicles per day. Although a national route, it is a provincial road maintained by Province.



All of the towns within the municipal boundary are accessible either by road or by railway. Leeu-Gamka and Welgemoed are primarily accessible by the national railway and the N1 (connecting to the R353) passing through their jurisdictions. Prince Albert and Klaarstroom have no access to railway transportation. The main town of Prince Albert can only be accessed by main roads, e.g. the R328 (46 km from the N1) and R353 (40 km from the N1) and several secondary roads. The town of Klaarstroom can be reached by making use of the N12, R407 and other secondary roads. Secondary roads provide access to the other rural areas within the municipal area. These roads are mostly gravel roads.

Other provincial roads in our area include the:

- R407 that runs on an east-west axis from Willowmore, through Klaarstroom, on to Prince Albert and in a north-westerly direction to Prince Albert Road, where it connects to the N1. This road is paved all the way from Klaarstroom to Prince Albert Road.
- R328 from Oudtshoorn, a gravel road that runs over the Swartberg Pass, connecting with the R407 at Prince Albert.
- R353, a gravel road that runs from Prince Albert northwards to the N1, close to Leeu-Gamka.

The total roads in municipality amount to 1 741.2 kilometres of roads. The total amount of roads comprises of 257.6 (14%) kilometres of surfaced roads and 1 483.6 (85.2%) kilometres of gravel roads. Roads within the municipal urban edges amount to 41.69 kilometres (Klaarstroom, Leeu Gamka, Prince Albert Road and Prince Albert).

The Swartberg Pass connecting Prince Albert with Oudtshoorn is seen as a provincial heritage site. The Swartberg Pass' repairs commenced during June 2017 and though the work was estimated to take 18 months, the work was completed sooner and the Pass was re-opened in April 2018, exactly one year after it was damaged. There is a need to upgrade the Swartberg Pass on the side of Oudtshoorn.

The maintenance of the roads within the municipal area remains a challenge with a limited operational budget. The neglect of several years has since culminated in a situation that requires more maintenance and capital expenditure than the limited budget of Prince Albert Municipality can afford. Roads were upgraded in North-End Prince Albert and the main road in Prince Albert was also upgraded under a provincial contract, providing welcome work opportunities within the municipal communities. The provincial road between Prince Albert and Prince Albert Road were also upgraded.

Planning

Introduction to Planning

Spatial Planning and Land Use saw significant changes due to the development of the Land Use Planning Act and the Spatial Planning Land Use Act. These legislative changes required the Municipality to draft a by-law on land use planning. Legislative disputes on a national and provincial level resulted in a lengthy consultation process that in the end saw Council adopting a Planning By-Law in June 2015. Prince Albert Municipality was promulgated as SPLUMA compliant in March 2016 and the Planning By-Law came into effect from 1 March 2016.

The Western Cape Department of Environmental Affairs: Planning is assisting the Municipality with drafting a reviewed Spatial Development Plan. The draft 2021 SDF was tabled to Council on 29 March 2022 and made available to the public for comments. The final document was tabled to Council on 20 May 2022 and adopted. The SDF also includes a capital expenditure framework.

Council opted to have their own Tribunal and not share the costs with other Municipalities as the transport costs would be too high due to the distances to be travelled. The Land Use Tribunal was promulgated to include the following persons: Ashley America, George van der Westhuizen, Elma Vreken and Dalene Carstens. Ms. Vreken and Ms. Carstens are staff members appointed by the Provincial government to serve on the tribunal of Prince Albert.

Much has been done to compile a land use register since 1985 to lay the preparation of a new zoning map as part of the SDF review. Much progress has been made with the detection of illegal land use in collaboration with the local tourism bureau. The operators of illegal land use activities have for the most of it, applied to rectify the matters.

4.5.1 Land Use Development

The enforcement of land use saw a significant improvement in the reporting year. The turn-around time of 120 days is not feasible and it was especially difficult to enforce land use principles pertaining to house shops. Council approved a deviation option for the

parking requirements for business operations whereby an annual fee can be paid in lieu of supplying parking on premises.

The possibility of having a Shared Service Agreement with the Central Karoo District Municipality to use the registered town planner for the Central Karoo has been discussed and must be formalised. Engagements took place with Provincial departments to update a land use register, zoning maps and GIS information. The possibility of establishing a GIS shared service option is investigated.

The enforcement of building control was severely lacking in previous years. The enforcement of building control requirements has not shown significant improvement in the reporting financial year.

Local Economic Development

The purpose of Local Economic Development (LED) is to improve the vibrancy and sustainability of local economies, which will ultimately lead to better living conditions for the majority of the population. LED is not about direct projects with the poor, but more about recognising the scale of this impact by business on poverty levels, and making this even greater. Working directly with the poor is also important but is called Social development, not to be confused with Economic Development.

The Prince Albert Municipality acknowledge its Constitutional responsibility towards the development and growth of the local economy. To ensure that the economic interventions and activities across various sectors are directed and aligned towards the systematic and seamless growth of the town's economy, the Municipality adopted a Local Economic and Tourism Development Strategy which serves as a developmental policy guideline to attract new investors and business opportunities. The LED strategy which was adopted by Council in 2016 has recently been reviewed the implementation of a Participatory Appraisal and Competitive Advantage (PACA) process. PACA is a methodology to prepare and action orientated diagnostic of the local economy.

The PACA process revealed four golden threads that run through Prince Albert's economy:

- ❖ The presence of a tourism industry;
- ❖ The importance of the natural environment;
- ❖ Heritage Buildings
- ❖ Adventure and eco-tourism

The importance of tourism to the economy means that when tourism thrives, Prince Albert thrives. Prince Albert town is the primary centre for tourism activity within the municipality. Tourist attractions in the region are associated with heritage, adventure and ecotourism. Prince Albert forms part of the Klein Karoo Wine Route and has numerous game farms and protected areas which collectively attract both national and international tourists to the region.

Areas of natural beauty for tourists include:

- ❖ The Swartberg Mountain Range
- ❖ Gamkaskloof and Groot Swartberg Nature Reserves, Swartberg, Gamkaskloof and Meiringspoort passes.
- ❖ Hiking, trail running and mountain biking
- ❖ Thirteen national monuments

The PACA process revealed the need for the Municipality to partner with the tourism industry and local farmers, and to support and empower the industry both for the benefit of the economy and because tourism is a potential creator of new jobs and new opportunities.

The role of the Municipality is to facilitate economic development by creating a conducive environment for business development and unlock opportunities to increase participation amongst all sectors of society in the mainstream economy. Government can obviously not plan or implement LED effectively if the private sector, who is the key driver of a local economy, is not included in such development processes. The Municipality fostered a positive relationship with Wesgro and facilitated invitations to webinars for business and interested parties on business opportunities and support during Covid-19. The Municipality have worked towards establishing Prince Albert as a film destination, culminating in a film being shot in Prince Albert in September 2021 with an economic influx of 150-200 people for a three week period.

Economic activity within municipal boundaries is important as it shows the extent of human development and living standards of communities. Although municipalities have no power to increase or decrease taxes in order to stimulate economic activity, there are few levers that local government authorities have control over to contribute to economic performance, including, among others, procurement of goods and services, job creation through expanded public works programmes as well as creating an enabling environment for small businesses.

SMME Development

The municipality commences and adopted two projects with a primary focus on small enterprise development. These projects are Klaarstroom Poort Pourri and the Leeu

Gamka Enterprise area. The structures at both facilities were upgraded with municipal funding and while Klaarstroom already have identified a beneficiary group, the Leeu Gamka project must still go through this process.

The following initiatives were identified during the LED review process:

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PROJECT / INTERVENTION	OBJECTIVE	ACTIONS / ACTIVITIES / OUTPUTS	PROJECT LEADER / INITIATOR	SECONDARY AGENT	PA MUN ROLE
Market Prince Albert as a Cultural Heritage Destination	Preserve the established heritage in the historic Town Centre.	<ul style="list-style-type: none"> Upgrading of heritage buildings must be in-line with heritage requirements. Owners of heritage buildings must be encouraged to maintain buildings. Maintenance and upgrading of Museum Building Developed a detailed digital heritage resource system Promote local resident interest in heritage story telling 	Property Owners	DCAS	Facilitation
			Heritage Society	PA MUN	Direct Investment
			PA Tourism Ass.		
Present and Reposition Prince Albert and Surrounding Area as ideal Karoo Tourist Destination (Taste and Feel the heart of the Karoo)	To revitalise tourism image and potential of Prince Albert in an effort to increase GDP of local tourism sector.	<ul style="list-style-type: none"> Enhance tourism website and Official PA Social Media Platforms (Facebook / Twitter etc.) as a single integrated platform to market Prince Albert Website development and design through coordinated effort and facilitation that includes all destinations, businesses and stakeholders Developed a destination marketing campaign, Things to do in Prince Albert and Surrounding Area. 	PA Tourism Ass.	PA MUN Members of tourism Association Owners of businesses linked to tourism development	Partner Direct Investment
Develop a single brand identity for Prince Albert	To maximise the economic value of marketing. To create a common, identify and focus that will investment and development	<ul style="list-style-type: none"> Conceptualise and initiate a process plan to developed a single brand identity for Prince Albert. Initiate stakeholder participation process on the concept Invite proposals on design and adjudicate on final design Launch brand identity, implement and market accordingly. 	PA Municipality	PA Tourism Community Ward Committees CDW's	Facilitation Implementer
Stimulate tourism sector through expansion of basket of services / destination and events	To attract and increase domestic tourist visits	<ul style="list-style-type: none"> Encourage and promote agri-tourism initiatives and developments Promote and Support Arts and Cultural events Promote and encourage local organisations and private individuals to initiate events (sport / arts and culture / Festivals / business etc) 	PA Tourism Private Individuals Local Businesses / Organisations	Community DCAS / DEDAT	Facilitation Coordination
Beautification of gateway corridor / access into town on both directions.	To create a long-lasting impression to visitors of a clean town and environment	<ul style="list-style-type: none"> Addressing illegal dumping and littering along gateway corridor. In collaboration with district road authority control vegetation along gateway corridor Introduce beautification measures unique to area and environment along gateway corridor 	PA MUN	CWP Community District Road Authority	Implementer

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PROJECT / INTERVENTION	OBJECTIVE	ACTIONS / ACTIVITIES / OUTPUTS	PROJECT LEADER / INITIATOR	SECONDARY AGENT	PA MUN ROLE
Emerging Farmers Support	Development, Support and Capacitation of Emerging Farmers	<ul style="list-style-type: none"> Facilitate the organising and establishment emerging farmers associations. Provision of technical and infrastructure support to emerging farmers. Facilitate Business model and financial management training to emerging farmers. 	PA MUN DOA – Agriculture Emerging Farmers	DRDLR	Facilitation Coordination Indirect OPEX Investment
Unlock full production potential of Treintjiesrivier Farm through the facilitation partnerships for win-win solution	To revitalise farming activity on Treintjiesrivier Farm to the beneficiation of emerging farmers, partners and community of Prince Albert	<ul style="list-style-type: none"> Conduct an assessment of status of farm (Assets / Infrastructure / and natural water sources) Develop a practical business model and plan on how to revitalise the farm, including the refurbishment of boreholes, dams and irrigation systems) Search for partners that have an interest to farm and investment in a community development project. 	PA MUN DOA – Agriculture Emerging Farmers	DCS – Correctional Services	Initiator Facillitation Partner Indirect Investment
Graduates' placement programme	To promote mentoring of Agriculture graduates and expand agricultural output.	<ul style="list-style-type: none"> Placement of agriculture graduate in municipal area to work with established farmers and to assist municipality with the Treintjiesrivier project. 	DOA - Agriculture	DRDLR	Partner
Schools Agriculture awareness Programme	To promote agriculture amongst young people	<ul style="list-style-type: none"> Initiate annual awareness programme, including visits to farms in collaboration with local schools. Showcase farming best practices and ground breaking achievements during awareness programmes. Educate learners on career opportunities in agriculture 	DOA - Agriculture	PA Mun	Support
Establish Agri-Parks	Ensure food security and establish sustaining economic opportunities for the unemployed	<ul style="list-style-type: none"> Secure and augment existing water sources Identify land suitable to establish Agri Parks Develop business model for in collaboration with DOA. Develop and action plan and commence with public participation on project implementation Identification and training of project beneficiaries Project implementation under mentorship and supervision of Department of Agriculture 	PA MUN DOA - Agriculture	Community DRDLR	Initiator Facilitation Coordination
Household Food Gardens	Ensure food security for vulnerable families	<ul style="list-style-type: none"> DOA to expand household food garden projects. Raise awareness and educate community around importance of self sustaining and food security measures. Identify beneficiaries & provide seedlings and watertanks Monitor progress and ensure continued support 	DOA - Agriculture	Community	Facilitation

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PROJECT / INTERVENTION	OBJECTIVE	ACTIONS / ACTIVITIES / OUTPUTS	PROJECT LEADER / INITIATOR	SECONDARY AGENT	PA MUN ROLE
Formalisation of Informal Trading	To create a business environment that embrace informality as part of the second economy in PA To seamlessly integrate SMME'S into historic business zones / hub.	<ul style="list-style-type: none"> Establish informal trading / small business association as coordinating and consultative structure on matters pertaining to informal trading. Developing of Informal Trading Policy and By-law in consultation with informal traders / small business owners. Educate SMME'S on By-law and implement accordingly. Identify and demarcate business zones / spaces for informal trading activity. 	PA MUN	SMME'S	Facilitation Coordination Implement
SMME Support and Capacitation	To capacitate SMME'S through information sharing, network building and training and development	<ul style="list-style-type: none"> Research and analyse the specific needs of SMME'S to define internal barriers and external barriers. Training, business advice and counseling, with programmes for both first-time and existing entrepreneurs. Arrange open day business consulting workshop Municipal Supply Chain workshop on legal compliance matters in relation to tendering and pricing. 	PA MUN SEDA Competition Commission	DEDAT CAPE ACCESS	Facilitation
SMME Incubator Programme	Support new and existing businesses with required skills and knowledge via the utilisation of willing existing businesses and retired professionals.	<ul style="list-style-type: none"> Compile database of businesses that need support Assessment of Support Needed Compile database of businesses and retired professionals who are willing to provide incubator services Design and implement incubator programmes Develop Criteria 	PA MUN SMME'S	Established Business DEDAT	Facilitation
Development of Business Infrastructure / Business Hub for SMME's (BEE HIVE CONCEPT)	To allow for the integration of SMME's into historic economic centre of town	<ul style="list-style-type: none"> Identification of suitable land correctly zoned. Compile business plan to source external funding for construction of BEE HIVES. Develop qualification criteria and consult SMME's Invite applications, adjudicate and launch project 	PA MUN SMME'S	SEFA DEDAT	Initiator Facilitation
Truck Overnight Facility Leeu Gamka	To stimulate SMME Development	<ul style="list-style-type: none"> Finalise rezoning application Initiate public participation process on business model Invite proposals / offers in-line with predetermined criteria Adjudicate business proposals / offers Provide / arrange for mentorship and training 	PA MUN	Ward Committees SMME's	Facilitation Implement
Poorf Pourri Business and Cultural Village Opportunity	To stimulate SMME Development on tourism route	<ul style="list-style-type: none"> Complete upgrading of building 	PA MUN		Implement Direct Investment

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PROJECT / INTERVENTION	OBJECTIVE	ACTIONS / ACTIVITIES / OUTPUTS	PROJECT LEADER / INITIATOR	SECONDARY AGENT	PA MUN ROLE
Youth Summit	To create a platform for youth to engage with the municipality around their aspirations and expectations.	<ul style="list-style-type: none"> • Arrange a youth summit • Develop draft youth development framework as outcome of Youth Summit • Youth Development Framework adopted by Youth Council and thereafter by Municipal Council 	PA MUN NGO'S	NGO'S CDW'S	Facilitation Direct OPEX Investment
Establish local Youth Council	To give youth exposure in leadership and governance matters. To take co-responsibility for organising and facilitation of youth programmes	<ul style="list-style-type: none"> • Develop terms of reference for Youth Council • Consult youth on terms of reference. • Call for nominations to serve on youth Council • Finalise process with elections • Launch and Introduce local youth council 	PA MUN	CDW'S	Facilitation
Youth Development Programmes	To capacitate youth with life skills	<ul style="list-style-type: none"> • Facilitate / present workshops on life skills, CV Writing, Interview Preparation • Basic Computer Literacy Skills 	PA MUN DSD – Social Development Cape Access	NGO'S	Facilitation
Education and Training Awareness and Support	To assist and support learners and unemployed youth to access education, training and busary opportunities	<ul style="list-style-type: none"> • Coordinate and arrange education and training exhibitions in collaboration with high schools, NGO and education institutions. 	PA MUN Ward Committees CDW'S	South Cape College	Facilitation
Alcohol and Substance Abuse Awareness	To raise awareness on negative impact of substance	<ul style="list-style-type: none"> • Coordinate and arrange awareness sessions in collaboration with NGO's and government sector departments. • Identify youth role models and ex-criminal offenders to tell their story. 	PA Municipality DCS – Correctional Services	PA Tourism Community Ward Committees CDW's	Facilitation
Thusong Outreach Interventions	Take government services to the people. Improve access to government services	<ul style="list-style-type: none"> • Utilise Community Safety Forum to discuss government services outreach programmes • Ensure outreach programme with expanded basket of services bi-annually 	PA MUN	Thusong Stakeholders	Facilitation Coordination

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PROJECT / INTERVENTION	OBJECTIVE	ACTIONS / ACTIVITIES / OUTPUTS	PROJECT LEADER / INITIATOR	SECONDARY AGENT	PA MUN ROLE
Alternative Green Energy Develop Solar Energy Wind Farms Waste to Energy	Develop new energy industries to encourage green growth and sustainable development.	<ul style="list-style-type: none"> Research green energy projects relevant to Prince Albert and identify possible business opportunities and investors Source in expertise through external funding to assist municipality to get policies and by-laws in place as prescribed by legislation and regulatory bodies. 	PA MUN	MISA	Initiator
Low Income Household Solar Hotwater Solution	To access government funded solar geysers for low-income households	<ul style="list-style-type: none"> Request contracted consulting engineering service provider to gister a project for all three towns with the Department of Energy. 	PA MUN	DEO - Energy	Initiator
Recycling Programme- Solid waste (glass and paper) recycling	Recovery of useful materials (eg. Paper, plastic, metals) from waste, to make new products and reducing the amount of raw materials needed	<ul style="list-style-type: none"> Conduct Feasibility Study Identify potential business partners Develop a Business Plan Facilitate workshop with crafters and other interested role-players to design products from waste material Conduct awareness campaign (media, school competitions etc) Identify recycling drop off point Establish SWOP SHOPS through partnerships 	PA MUN Community Business	NGO'S	Initiator
Free Wifi	Free Internet Access for all. Smart City	<ul style="list-style-type: none"> Research and Invite business proposals on smart city development 	PA MUN		Initiator

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PROJECT / INTERVENTION	OBJECTIVE	ACTIONS / ACTIVITIES / OUTPUTS	PROJECT LEADER / INITIATOR	SECONDARY AGENT	PA MUN ROLE
Financial Sustainability	To ensure the municipality continue to operate as a going concern	<ul style="list-style-type: none"> Review Municipal Long Term Financial Plan Review budget related policies Implement AG Audit Action Plan Improve financial processes and internal controls to prevent fraud and corruption Intensify credit control and debt collection measures Introduce prepaid and smart metering systems Introduce revenue protection committee Establish drivers license testing station Source in traffic speed camera system 	PA MUN		Implement
Improve internal municipal capacity to delivery basic service delivery	To ensure delivery of municipal services in a sustainable manner.	<ul style="list-style-type: none"> Review strategic risk register Review organisational structure Strengthen / capacitate Supply Chain Management Unit. Develop / Strengthen internal Information Technology capacity. Develop financial plan for the systematic filling of vacant positions critical to improve standard of services and to meet legislative compliance obligations Fully implement individual performance management (cascade to the lowest level) Plan for the systematic replacement of ageing fleet Ensure successful completion of all capital projects 	PA MUN		Implement
Reduce Administrative Red-Tape / Examine / Analysis internal policies and procedures	Develop a business-friendly environment on the foundation of a supportive regulatory and legal framework.	<ul style="list-style-type: none"> Revise regulatory framework where needed and where possible. Regulatory conditions for new business to be revised to make it easy for business to do business in Prince Albert. Developed business incentive package to attract new business to Prince Albert. Public Awareness and Information Sharing on municipal services (Building Control and Land Use Planning Matters) 	PA MUN	Ward Committees CDW'S	Implement

4.7 Municipal Farm

The farm Treintjiesriver (portion 1 of the farm Damascus no.153 in the Prince Albert area) was purchased in 2005. The farm is situated 6 kilometres west of Prince Albert and has a harsher climatic aspect than properties situated on the east, where river systems are stronger. It is located on the edge of the mountain range and thus includes mountain land as well as 'karoo plains'. The size of the farm is 5580 hectares and includes the following resources, according to the valuation report at the time of purchase:

Summary of Agricultural Assets

Type of asset Extent	Extent (ha)	Valuators estimated
Irrigated land (lucerne)	7.0	280 000
Irrigated land (cash crops)	1.5	52 500
Dry with potential to irrigate	11.5	57 500
Grazing	5 560.3	3 058 000
Total land value		3 448 000
Accommodation		867 000
Other buildings		336 480
Dams		362 000
Total value		5 013 980

Treintjiesrivier

New lease agreements were concluded with the emerging farmers on Treintjiesrivier and the commonage. Workshops were held with the emerging farmers of Prince Albert, Klaarstroom and Leeu Gamka to identify assistance required and future objectives. The Municipality provided support to the emerging farmers on the procurement of additional live stock; emergency drought relief and obtaining identifying marks on live stock. The South African Police assisted the Municipality and farmers with the counting of livestock and advised on legal compliance in respect of livestock theft and movements. Two ladies from Treintjiesrivier won the best agricultural garden award in the Western Cape for their garden on Treintjiesrivier. Uncontrolled access and theft remain a big challenge for emerging farmers. The Municipality assigned a task team to investigate the sustainability of optimum use.

4.8 Community and social services

4.8.1 Libraries

Libraries are a provincial function and the municipality is performing the function on an agency basis. The function is fully funded by province. There are four libraries within

the municipal area, two in Prince Albert, one in Leeu-Gamka and one in Klaarstroom. The libraries are functioning very well and enjoyed an annual circulation of 30 317, with outreaches within the community that included outreaches to the disabled, the aged, schools, etc. The library won the provincial award for the best small municipality in the Western Cape.



The satellite library at the Thusong Centre in Prince Albert to be closer to the community of North-End continued its good performance. The internet access within libraries provides valuable support to persons without these facilities and it is the learners of our local school that are the primary users of these facilities.

4.8.2 Cemeteries

Introduction

Five (5) cemeteries, consisting of two (2) in Prince Albert, two (2) in Leeu-Gamka and one (1) at Klaarstroom. At the entrance point to the town of Prince Albert graves are very close to the road. DRC graveyard at risk from floodwater erosion. The Khoekhoen-type



graves on Treintjiesriver Farm are on municipal property which is currently used by previously disadvantaged farmers. New cemeteries are needed for Klaarstroom and Prince Albert. Klaarstroom cemetery has about 53 burial sites available. Discussions were concluded with a farmer and has given permission to the municipality to extent the

cemetery onto his land at no cost to the municipality. This will give the municipality at least another three to four years of space. The process to establish a new cemetery needs to commence within the current financial year to ensure the municipality do not run out of burial space in future. The



cemetery in North End has reached capacity. There is still one cemetery left at the Dennebome, who has more than 150 burial sites available and can last for the following three to four years based on the current burial statistics.

Environmental Protection

Air Quality Control

The Air Quality Management Plan for Prince Albert Municipality has been developed to comply with the National Environmental Management : Air Quality Act 39 of 2004 (AQA) requires Municipalities to introduce Air Quality Management Plans (AQMP) that set out what will be done to achieve the prescribed air quality standards.

As detailed in the AQA a local municipality has two primary statutory obligations with which it must comply and these obligations are:

- designate an Air Quality Officer (AQO)
- incorporate an Air Quality Management Plan in its IDP

At Prince Albert Municipality the Director: Corporate and Community Services will be responsible for air quality management. Training needs to be provided to said official to ensure that Air Quality Management enjoys serious priority in the operations and integrated planning of the Municipality. No Air Quality Management Committee was established in the municipal area. As there is limited capacity within the Municipality it is again suggested that a regional Air Quality Management Forum must be established to ensure peer-learning and the sharing of best practices. It will also ensure that Air Quality Management remains on the regional agenda.

The Municipality drafted their Air Quality Management Plan in late 2014 and this was again reviewed during the IDP compilation process. The Air Quality Management Plan will be reviewed and tabled to Council with this IDP.

At present there is no funding set aside to undertake and implement Air Quality Management.

4.8.4 Traffic and Law Enforcement

Law enforcement is performed by two permanent traffic officers who also operate the DTLC and they are supported by one Clerk of the Court. One of the Law Enforcement Officers was appointed as Management Representative of the DLTC. Prince Albert's DLTC only process the following: issuing of learner licenses; renewal of drivers licenses; registration of motor vehicles, renewal of motor vehicles licenses, issuing of Professional Driver Permit (PrDP); issuing of temporary drivers license.

The municipality is in the process of establishing a driving testing centre in the coming financial year. Approval was already granted by the Provincial Department of Public Works. This will ensure that local residents no longer need to go to Oudtshoorn or Laingsburg to pass out for drivers license.

Traffic infringements administration and collections were put out on tender with no successful bidder. The municipality is in the process of procuring a speed camera, Traffic Contravention Management System, Hand held traffic fines device and a new traffic vehicles. These interventions are necessary to ensure that the unit is capacitated in terms of their tools of trade in order to promote road safety and improve income within the unit. GRAP principles require all traffic fines issued to be calculated as income, while the norm income collected in local government (for traffic fines) reflects only 20%.

4.8.5 Fire Services and Disaster Management

In terms of Schedule 4 Part B of the Constitution, Fire Fighting Services is a municipal function. The Prince Albert Municipality does not have a formal, full-time Fire Services Unit. The Fire Fighting function is coordinated by the Fire Officer in the Municipality, whose position is currently vacant. The municipality has appointed four temporary learner



fire fighter and act as the Fire Services unit of the Municipality. Protective clothing and sufficient equipment remains a challenge for these officials. Fire Services are delivered by means of a vehicle with 2 000 litre water tank and two 600 litre tanks. With the support of the District Municipality firefighting uniforms were obtained. The Municipality will

enjoy Hazmatt support from the Central Karoo District Municipality and is engaging with role players on the future deployment of Work on Fire teams within the municipal area to strengthen capacity.

Four new temporary positions were approved on the organogram for learner fire fighter in Leeu-Gamka and Klaarstroom. These positions will be filled once the budget has been allocated.

The Municipality adopted a Disaster Management Plan in June 2014. This plan was reviewed in December 2018, be tabled for review with the draft IDP and will be adopted by Council on May 2022.

Mr G van der Westhuizen was appointed as the Section 30 Control of Incidents officer.

Disaster Management

As per Section 53 (1) of the Disaster Management Act, 57 of 2005 each municipality must:

- prepare a disaster management plan for its area according to the circumstances prevailing in the area;
- co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players; and
- regularly review and update its plan; and through appropriate mechanisms, processes and procedures established in terms of Chapter 4 of the Local Government Systems Act, 2000 (Act No. 32 of 2000), consult the local community on the preparation or amendment of its plan.

Upon commencement on implementation of the Disaster Management Amendment Act (2015), Section 43 has been amended to include distinct obligations on local municipalities to establish and institutionalize capacity to develop and co-ordinate disaster management plans and the implementation of a disaster management function within the municipality.

The Prince Albert Municipality's Strategic Disaster Management Plan has been drafted as part of the Public Safety strategy, co-ordinated by the Prince Albert Municipality in terms of the Disaster Management Act, 57 of 2002 and will be integrated with all other strategic, tactical and operational Plans and all other relevant Emergency Plans and Procedures and the IDP. Guidelines and strategies by the NDMC, the WVDMC, CKDMC and other relevant authorities are incorporated.

This plan has evolved over the past few years and subsequently the plan has been reviewed and amended to serve as a guiding policy on how the municipality will handle any type of disaster that might occur. When an unforeseen major event occurs which cannot be dealt with on our own, the Disaster Management Plan is activated to manage and mitigate the impact of the event where after partner government departments and service providers are approached for assistance. The costs for disasters are normally covered either by reprioritising the budget or in terms of Sec 29 of the MFMA. The national disaster management framework provides for a phased approach to disaster risk management planning and implementation.

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

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

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

One of the biggest concerns remains the operations on the N1. SANRAL must be approached to provide financial remuneration in this respect. The Central Karoo District Municipality supports Prince Albert Municipality and provides services as provided for in the relevant legislation. Another risk is illegal electrical connections in houses and backyard dwellings. The Municipality plan to launch door to door visits to inspect electrical connections as a prevention measure. The fire alarm program of provincial government is also investigated for possible implementation in the municipal area.

A community risk assessment was conducted in 2017 by the Provincial Department for risk reductions. The following was highlighted:

Disaster Management Analysis for Prince Albert Municipality

HRAVA assessment

A hazard, Risk and Vulnerability Assessment (HRAVA) has been performed:		
	Response	Comments:
For the Municipal Area	Yes	As part of the DMP process
The identified disaster risks have been prevented or mitigated through the implementation of risk reduction programmes:		
	Response	Comments:
1.1 For the Municipal Area	Yes	The cleaning of storm water channels by die the PAMUN can be regarded as risk reduction initiatives Fire Hydrants were installed in Prince Albert

Disaster preparedness plans

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

been prevented or mitigated through the implementation of risk reduction programmes:

	Response	Comments:
For the Municipal Area	Yes	<ul style="list-style-type: none"> • Identification of Lead Disciplines and Supporting Disciplines for each identified hazard which has a level of disaster-risk. • Risk-reduction methods incorporated into the integrated project planning activities by all role-players. • Regular Project reviews i.t.o. the validity of risk reduction initiatives; • Staff training to include risk reduction and response requirements; • Preparedness initiatives to include adequate capacity elements comprising of sufficient and trained staff, that there is an excess of minimum of the required standard of equipment available, that the sourcing of supplementary resources has been identified, contingency planning, etc.; • Establishment, equipping and staffing at each of the of the Joint Operations Centre's (JOCs)(for tactical & strategic co-ordination) at the Regional and Provincial Levels and liaison with the National Level, • Establishment, equipping and staffing at Venue Operations Centre's (VOCs) (for pro-active and re-active operational co-ordination) as well as providing for the rapid establishment of any Forward Command Posts (FCPs), where necessary. • The production of the necessary disaster-risk management plans and related Standard Operating Procedures (SOP's) by each Lead Discipline and Supporting Discipline for all identified hazards and support to the drafting of the specific Venue Safety & Security and DM Plan to ensure continuous communication, integration and co-ordination between all the Disciplines involved at each location; • Regular exercising of crucial aspects of the various DRM and Safety & Security Plans and Procedures which have been developed; • Regular inter-disciplinary strategic and tactical planning and communication to ensure overall preparedness and response readiness; • Awareness & preparedness i.t.o. disaster risks and their roles, both pro-actively and re-actively, of the surrounding communities.
For projects identified in the IDP	Yes	Part of each project plan

Disaster management requirements

The Municipality has instituted the following disaster management requirements:		
	Response	
Established a functional Disaster Management Centre	No	Established at District Level
Appoint a Head of Centre	No	The District Head oversees tasks on an ad-hoc basis
A functional Disaster Management Advisory Forum	No	The CKDM Advisory Forum are being utilized to engage with different stakeholders on a regular basis
A Disaster Management (DM) Plan has been developed	Yes	Date of Adoption: 26 June 2014 Res: 38/14 - reviewed annually
This DM Plan does include Sectoral Plans	Yes	Sector plans form part of the DMP

Disaster management functional system

Disaster Management has a functional system that complies with the following:		
	Response	
GIS data for disaster management	No	PAMUN in collaboration with CKDM are prepared to respond on the event of natural disasters such as fire, floods etc.
Risk reduction planning	Yes	None
Early warning system	Yes	None
Preparedness, response and recovery planning (Generic Plan)	Yes	None
These systems are linked to:		
	Response	
Other line functions in the Municipality	No	In process
Other Municipalities	No	
Security Forces (SAPS)	No	
Provincial EMS	No	
Provincial Departments	No	
The National Disaster Management Centre	No	
Comments: Linked to CKDM	No	

Disaster Management Plan status quo

The Municipal Disaster Management Plan is completed, submitted and approved by (answer where applicable):		
	Response	
Other Municipalities in District Municipal Area	No	In process
District Municipal Disaster Management Centre	Yes	No feedback

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Provincial Disaster Management Centre	Yes	Assisted with compilation; no formal feedback
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Disasters dealt with during the past IDP Review cycle:		
Hazardous situation	Description	Response
Fires	Vehicle accidents	Fires has been contained with minimal damage to property and loss life
	Structure fires	Fire has been contained with minimal damage to property and loss life
	Landfill fires	Fire has been contained with minimal damage to property and loss life

Risk assessment of IDP projects

Risks Assessment of high risk IDP Projects					
Project Ref	Project Description	Primary & Secondary Stakeholders	Risk Rating	Risk Reduction actions	Comments
Ward 2,3,4	Housing Development	Division: Infrastructure Services	Medium risk	Determine the preparedness of the bulk water & sanitation infrastructure to accommodate these development	Explore alternative water sources and design effective storm water systems as part of the housing development project
Ward 4 Ward 2,3,4	Upgrade Waste water Treatment Plant	Division: Infrastructure Services	High risk	Upgrading of bulk infrastructure	Minimise the risk of pollution to the estuary which will compromise environmental integrity and subsequently have negative impact on tourism
Ward 2,3,4	Upgrade storm water systems	Division: Infrastructure Services	High risk	Prevention & Mitigation	It will minimise the risk of flooded houses in the area

Identification of possible risks to the Prince Albert municipal area:

Possible risks

- Disruption of Electricity Supply / Power Failure (sustained)/ Cable theft (communication)
- Road Traffic Incident, incl. Road Transportation Disruption/Blockades/Traffic Congestion
- Disruption of Water Supply
- Drought
- Extreme Weather
- Floods
- Snowfalls
- Windstorms
- Hazmat Incident or Chemical or Biological Agents' or Radio-active Materials' (CBR) Release / Rail incident
- Fire - Structural Effects of Pyrotechnics
- Rail Incident
- Hydraulic Fracturing (Fracking)
- Desertification / Loss of Bio-diversity
- Disruption of Sanitation & Storm water Systems
- Disruption of Solid Waste Removal Services
- Epidemic / Major Infectious Disease Outbreak, incl. Food Safety issues
- Environmental Pollution - Ground / Air / Water
- Disruption of Commercial or Governmental Activities
- Hooliganism / Civil Unrest / Rioting / Public Disorder
- Structural Collapse
- Bomb Threat / Hostage-taking
- Bombing / Explosion / Terrorism
- Predator
- Earthquake
- Fire - Veld
- Aircraft Incident
- Petrol Depots
- Closing of N1
- Closing of Swartberg Pass
- Closing of Meiringspoort
- Xenophobia

The priority disaster risk profile quantification

The following disaster risks are quantified below in reference to probability rating, potential impact rating and risk rating.

Disaster Risk probability and rating

Combined Disaster-Risk Profile Quantification - Assessment & Vulnerability for Each Hazard

Initial HRAVA, Conducted Prior To Any Special Risk Reduction Efforts Being Undertaken.

Hazard	Lead Discipline	Probability Rating	Potential Impact Rating	Risk Rating	Vulnerable areas/ Populations
Road Traffic Incident, incl. Road Transportation Disruption/Blockades/Traffic Congestion- High	Prov. Traffic, Municipal Traffic, SANRAL, FBS Muni, SAPS, EMS, <u>Support</u> : Social Dev	4	3	7	Hospitals, Transport Systems- N1, R407, R327; N12
Disruption of	PA Municipality	3	4	7	All Towns and some farms.
Disruption of Electricity Supply / Power Failure (sustained)/ Cable theft (communication) - High	Eskom; Prince Albert Muni;	4	3	7	Agricultural areas (Farming communities); All Municipal areas.
Road Traffic Incident, including Road Transportation Disruption/Blockades / Traffic Congestion	Municipal Traffic, SAPS, Provincial Traffic	4	3	7	All arterial routes, especially, Transport Systems- N1, N12, R61
Floods	All Municipalities; Disaster management; Agriculture; SANRAL;	3	4	7	Towns (Communities); Schools; Transport Systems- N1, N12, R61; Agricultural community.

	SAPS; EMS; Provincial & Municipal Traffic; Dept. Education.			
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Summary of Emergency Response Strategy

- Development of the Strategic Disaster Risk Management Plan and Safety & Security Plans for the whole area of Prince Albert Municipality, as well as the special Venue DRM Plans and other contingency plans, as identified - these Plans will be integrated into the CKDM Municipal Disaster Management Plan to ensure a "seamless" response to all Incidents occurring in Prince Albert Municipality's jurisdiction.
- Ensure implementation of all line function Disciplines' Emergency Response Plans and SOPs; Recruitment and training of supplementary staff by all Disciplines, including volunteers for identified functions;
- Testing and training through desktop and physical exercises of the Disaster Response and Relief Plans;
- Installation and testing of adequate inter-agency communications systems and the equipping of a Control Centre at the District and staff to allow for tactical and operational communications;
- Activation of the PA Municipality Joint Operations Centre, CKDM and the Provincial Safety & Security JOC (ProvJOC), with representation of by all Role-players at the strategic level, allowing for continuous monitoring of the prevailing situation and for immediate facilitation of adequate response to any major incident and for resource supplementation as required.

Emergency evacuation of a disaster area: Procedure

Emergency response to many of the hazards which have been identified as having a possible disaster risk, will differ although the respective responses to these hazard occurrences may have common responses i.e. the possible requirement for either a partial or full evacuation of the area which has been, or which might still be, affected by hazard (called the Incident Site).

The following sites have been identified in the respective towns to evacuate residents to:

Prince Albert Sydwell Williams and Odendaal Hall

Leeu-Gamka Community Hall

Klaarstroom	Community Hall
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4.8.6 Sport and Recreation

This component includes: community parks; sports fields; sports halls; stadiums; swimming pools; and camp sites.

The people in the Prince Albert Municipality are very passionate about sport in general and the discussion of this topic was particularly prevalent during the public participation process of the IDP where communities in nearly all wards demonstrated the high priority they put on sport facilities and sport development programmes. There are a number of sport facilities in the Prince Albert Municipal area which accommodate a number of sport codes and some are better developed and equipped than others. The better developed sport facilities such as Odendal field are located in North End of Prince Albert, whilst smaller facilities are located in Leeu-Gamka and Klaarstroom. The Klaarstroom and Sydwell Williams sport facilities are currently under rehabilitation. The drought conditions have severely impacted on the maintenance of the fields. The Leeu-Gamka sportsfield is in an acceptable state, whilst the ablution facility needs maintenance. The upgrading of sport facilities remains a major challenge for The Prince Albert Municipality simply because it has to compete with other pressing priorities during the budgeting process.

Sporting codes in the area include rugby, soccer, athletics, tennis, netball, dominoes, chess and indigenous games. The Municipality maintains a rugby field and netball field in Klaarstroom; two rugby fields (only one in operation), three tennis courts also used as netball fields and a netball field in Prince Albert and one rugby field and one netball field in Leeu Gamka. The rugby field doubles as soccer fields in the area, resulting in over utilisation of the fields. There is a dire need to develop a track field in Prince Albert and soccer fields in Klaarstroom, Prince Albert and Leeu Gamka.

A half Olympic swimming pool project was completed in Prince Albert during September 2017 and is currently operational.

The Municipality maintains several parks and open spaces for the utilisation of their communities. These include one children's park in Leeu Gamka and one adult park with braai facilities; three children parks in Prince Albert with one Adult Park in Prince Albert and one children's park in Klaarstroom with adult braai facilities at the sport field in Klaarstroom.

The establishment and upgrade of two parks for Leeu-Gamka, one for Klaarstroom and three for Prince Albert were completed in the 2020/21 year. This was done in a labour intensive manner to support poverty alleviation and combat unemployment.

CHAPTER 5: WARD BASED PLANNING

This chapter outlines the various service delivery and community development needs as identified during the IDP public engagement process. Fundamental to the prioritisation of needs for funding and budget consideration is the fact that under the Fifth Generation IDP Ward Committees are afforded the opportunity to identify ward-based projects that will directly funded from the annual available Cash Reserve Ratio (CRR) funds. The following needs, aligned to the Strategic Objectives must be implemented via projects:

5.1 Ward 1

Wards 1: Leeu Gamka, Bitterwater, Prince Albert Road & Surrounding Farms				
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate
	SO 4 To provide quality, affordable and sustainable services on an equitable basis	Integrated Human Settlements:		
		Implementation of a GAP Housing project	Leeu Gamka	Infrastructure Services
		Development of low-cost housing	Bitterwater	Infrastructure Services
		Conclude formal transfer of Transnet houses to PAM	Ward 1	Municipal Manager
		Title deed restitution	Ward 1	Community services
		Water provision		
		Improve water quality	Ward 1	Infrastructure Services
		Upgrading of water reticulation system	Prince Albert Road/ Newton Park	Infrastructure Services
		SLA for use of Transnet borehole	Leeu Gamka	Corporate and Community Services
		Sanitation and Sewerage		
		Upgrading of waste water treatment works	Ward 1	Infrastructure Services
		Establishment of ablution facilities at cemetery	Leeu Gamka/ Bitterwater	Infrastructure Services

Wards 1: Leeu Gamka, Bitterwater, Prince Albert Road & Surrounding Farms					
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate	
	SO 4 To provide quality, affordable and sustainable services on an equitable basis.	Eradication of bucket system	Leeu Gamka	Infrastructure services	
		Repair of leaking toilets	Leeu Gamka	Infrastructure Services	
		Toilets to be connected to houses	Leeu Gamka	Infrastructure Services	
		Generators to combat loadshedding at sanitation collection point	Bitterwater	Infrastructure Services	
		Waste Management			
		Enforcement of by-law on Illegal dumping,	Ward 1	Corporate & Community Services	
		Establishment of a recycling project	Ward 1	Infrastructure Services	
		More refuse bags and bins	Ward 1	Infrastructure service	
		Uninterrupted refuse removal	Ward 1	Infrastructure Services	
		Suitably equipped vehicle to remove refuse	Ward 1	Infrastructure Services	
		Possible waste to energy project	All wards	Infrastructure services	
		Roads & Streets:			
		Installation of a Traffic Robot to calm traffic on N1	Ward 1	Infrastructure Services	
		Paving of all streets incl. Sidewalks & Speed humps	Ward 1	Infrastructure Services	
	Upgrade: Road Signage	Ward 1	Infrastructure Services		
	Improve quality of roads and cleanliness of roads	Ward 1	Infrastructure Services		

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Wards 1: Leeu Gamka, Bitterwater, Prince Albert Road & Surrounding Farms				
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate
		Speed enforcement in the 80-zone in Leeu Gamka	Ward 1	Corporate and Community Services
		Storm water:		
		Planning for proper storm water networks	Ward 1	Infrastructure Services
		Implementation of storm water projects	Ward 1	Infrastructure Services
		Electricity:		
		Installation of street lights incl. Newton Park & Station , Mountain View and Adult Park	Ward 1	Infrastructure Services
		Installation of lights along the N1	Ward 1	Infrastructure Services
		Electricity supply unstable	Ward 1	Infrastructure Services
		Implementation of a solar geyser project	Ward 1	Infrastructure Services
		Repairing of non-working high mass lights where required	Ward 1	Infrastructure services
		Develop an energy renewal project	Ward 1	Development and Strategic Support
		Development of an integrated Energy master plan	Ward 1	Infrastructure Services
		Basic Service Delivery:		
		Installation of all basic services	Prince Albert Road/ Newton Park/ Farms	Infrastructure Services
		Purchase new fleet to provide services	Ward 1	Infrastructure services

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Wards 1: Leeu Gamka, Bitterwater, Prince Albert Road & Surrounding Farms				
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate
		Cost effective and safe transport system for scholars	Ward 1	Infrastructure Services
		Establishment of a day hospital	Ward 1	Development & Strategic Support
		Establishment of a post-office	Bitterwater	Development & Strategic Support
		Establishment of a Municipal Depot at Leeu Gamka	Bitterwater	Infrastructure Services
		Improve Thusong Mobile services (increase)	Ward 1	Development & Strategic Support
		Improve the water reticulation network	Ward 1	Infrastructure Services
		Establish a new cemetery	Ward 1	Corporate and Community Services
		Improve the quality of water	Ward 1	Infrastructure Services
		Fans/air conditioning in the community hall	Bitterwater	Development & Strategic Support
		Economic development:		
	SO 2 To stimulate, strengthen and improve the economy for	Facilitate economic opportunities for local entrepreneurs/ businesses/SMME Support	Ward 1	Development & Strategic Support
		Shopping Centre/ Supermarkets	Bitterwater	Development & Strategic Support
		Register small businesses, contractors and caterers	Ward 1	Development & Strategic Support

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Wards 1: Leeu Gamka, Bitterwater, Prince Albert Road & Surrounding Farms				
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate
	sustainable growth.	Development of a business zone` s along the N1	Ward 1	Infrastructure Services
		Support programmes for emerging farmers	Ward 1	Corporate & Community Services
		Incorporate Ward 1 in tourism strategy and initiatives	Ward 1	Development & Strategic Support
		Bigger EPWP allocation	Ward 1	Development and Strategic Support
		Establishment of a Truck Stop	Leeu Gamka - Ward 1	Development & Strategic Support
		Support to Olive project, Vyebossie to upgrade equipment	Ward 1	Development & Strategic Support
		Reduce unemployment rate	Ward 1	All
		Avail 3 Ha of land for vegetable gardening	Ward 1	Development & Strategic Support
		Avail land for crèche in neighbourhood	Ward 1	Development & Strategic Support
				Health and Welfare
	SO6: To commit to continues improvement of human skills and resources to delivery effective services.	Increase doctor visits and visits of health workers	Ward 1	Corporate & Community Services
		Improved access to ambulances	Ward 1	Corporate & Community Services
		Shelter for patients awaiting EMS	Ward 1	Corporate and community

Wards 1: Leeu Gamka, Bitterwater, Prince Albert Road & Surrounding Farms				
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate
		Improve clinic service	Ward 1	Corporate & Community Services
		Implement Sub-stance Abuse programmes	Ward 1	Corporate & Community Services
		Implement HIV/AIDS awareness programmes	Ward 1	Corporate & Community Services
		Implement awareness campaigns on teenage pregnancies	Ward 1	Corporate & Community Services
		Education & Skills development		
	SO6: To commit to continuous improvement of human skills and resources to deliver effective services	Extension of the school to Grade 12 (High School)	Ward 1	Development & Strategic Support
		Support programmes to emerging farmers	Ward 1	Corporate & Community Services
		Facilitation of skills development programmes (soft & hard skills)	Ward 1	Development & Strategic Support
		Establishment of crèches	Prince Albert Road	Development & Strategic Support
		Re-location of current crèche	Bitterwater	Development & Strategic Support
		Land for the establishment of an AET Centre	Bitterwater	Corporate & Community Services
		Mobile Thusong to advise matriculants about career choices	Bitterwater	Corporate & Community Services

Wards 1: Leeu Gamka, Bitterwater, Prince Albert Road & Surrounding Farms				
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate
		Sport & Recreation		
	SO 3: To promote the general standards of living	Establishment of a Youth Centre	Ward 1	Corporate and Community Services
		Installation of lights on the sport fields	Ward 1	Corporate and Community Services
		Upgrade of ablution facilities	Ward 1	Corporate and Community Services
		Roll out of sport development programmes for the youth	Ward 1	Corporate and Community Services
		Community entertainment programmes	Ward 1	Corporate and Community Services
		Upgrade of sporting facilities including flood lighting, pavilions, shading, access control, fields and courts of netball and tennis	Ward 1	Corporate and community services
		Renovation of the Bitterwater Community Hall, repair chairs, tables, kitchen equipment and air conditioning , fans	Bitterwater	Corporate and Community Services
		Installation of a swimming pool	Leeu Gamka/ Bitterwater	Corporate and Community Services
		Sporting community festivals	Ward 1	
		Capacity Building programmes for Sport forum	Ward 1	Corporate and Community Services

Wards 1: Leeu Gamka, Bitterwater, Prince Albert Road & Surrounding Farms					
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate	
		Sport Club Development	Ward 1	Corporate and Community Services	
		Strengthening MOD Centre`s	Ward 1	Corporate and Community Services	
		Fencing of sport facilities	Ward 1	Corporate and Community Services	
		Lighting at Adult Park	Ward 1	Infrastructure Services	
		Upgrade of sport facilities with four toilets, a gym on the sport field, pavilions with shade, athletic field and general upkeep of field	Ward 1	Corporate and Community Services	
	Safety & Security				
			Improve SAPS services	Ward 1	Corporate and Community Services
			Ensure adequate resources for Community Police Forums, Neighbourhood watch	Ward 1	Development & Strategic Support
			Awareness campaigns i.t.o utilising the pedestrian crossing sub-way	Leeu Gamka/ Bitterwater	Development & Strategic Support
			Youth and Religion for safety Holiday Programme	Ward 1	Development & Strategic Support
Establishment of a Community Safety Kiosks			Bitterwater/ Prince Albert Road	Development & Strategic Support	
		Improve security at transfer stations and landfill sites	Bitterwater/ Prince Albert Road	Development & Strategic Support	

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Wards 1: Leeu Gamka, Bitterwater, Prince Albert Road & Surrounding Farms				
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate
		Mobile station in Prince Albert Road, especially during peak hours	Prince Albert Road	Development & Strategic Support
	SO 1 To promote sustainable integrated development through social and spatial integration that eradicates the apartheid legacy.	Environmental Management:		
		Erosion caused by storm water	Ward 1	Infrastructure Services
		Upgrade of storm water	Ward 1	Infrastructure Services
		Allocate land for churches and business	Ward 1	Infrastructure Services
		Implementation of an effective programme for the eradication of alien vegetation (Working for Water)	Ward 1	Corporate & Community Services
		Clean up operations		
		Name change of the municipality	Bitterwater	All
		Establishment of a recycling project	Ward 1	Development & Strategic Support
		Establishment of litter bins in community	Ward 1	Infrastructure services
		SO 7 To enhance participatory democracy	Good Governance: Communication	
	Strengthen Ward Committees (Capacity Building)		Ward 1	Development & Strategic Support
	Strengthening the CDW programme		Ward 1	Corporate & Community Services
	Improve cellphone networks & 3G coverage		Ward 1	Development & Strategic Support

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Wards 1: Leeu Gamka, Bitterwater, Prince Albert Road & Surrounding Farms				
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate
		Ensure that timeous feedback on complaints / input received are supplied to residents	Ward 1	Development and Strategic support
		WIFI access to all users	Ward 1	Development & Strategic Support

5.2 Ward 2

Wards 2: Prince Albert South, Klarstroom, Prince Albert Valley, Seekoegat and surrounding farms				
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate
		Integrated Human Settlements:		
		Implementation of a GAP Housing project	Ward 2	Infrastructure Services
		Development of low cost housing	Ward 2	Infrastructure Services
		Solar panels in informal settlement in Klarstroom	Ward 2	Infrastructure Services
		Water provision		
		Increase water storage (reservoir) & Water Management	South End and Klarstroom	Infrastructure Services
		Replace asbestos pipeline with PVC pipe	Ward 2	Infrastructure Services
		Implementation an investment programme to evaluate carrying capacity of the Dorps river	South End	Infrastructure Services
		Develop an Water infrastructure replacement plan	Ward 2	Infrastructure Services
	SO 4	Review: Water Services Development Plan	Ward 2	Infrastructure Services

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Wards 2: Prince Albert South, Klaarstroom, Prince Albert Valley, Seekoegat and surrounding farms				
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate
	To provide quality, affordable and sustainable services on an equitable basis.	Undertake a water audit	Ward 2	Infrastructure Services
		Sanitation and Sewerage		
		Upgrading of waste water treatment works	Ward 2	Infrastructure Services
		Establishment of ablution facilities in Town and Klaarstroom	South End	Infrastructure Services
		Connecting South End to the main sewerage system	South End	Infrastructure Services
		Installation of in-house toilets in KS	Klaarstroom	Infrastructure Services
		Waste Management		
		Enforcement of by-laws	Ward 2	Corporate & Community Services
		Expansion and improved management of the Landfill site	Ward 2	Infrastructure Services
		Improve recycling project	Ward 2	Infrastructure services
		Upgrading of the sewage works	Klaarstroom	Infrastructure Services
		Roads & Streets:		
		Upgrade: Road Signage	South End	Corporate and Community Services
		Repair potholes and maintain all roads	Ward 2	Infrastructure services
		Maintain pavements	Ward 2	Infrastructure Services
		Establish 40 km speed limit in Church Street and main road Klaarstroom	Ward 2	Infrastructure Services

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Wards 2: Prince Albert South, Klarstroom, Prince Albert Valley, Seekoegat and surrounding farms				
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate
		Review: Integrated Transport Plan	Ward 2	Infrastructure Services
		Reseal of Queekvalleij estate road	Ward 2	Infrastructure Services
		Pave/ tar of Fairbairn Avenue	Ward 2	Infrastructure Services
		Tar/ pave of all Roads in Klarstroom	Ward 2	Infrastructure Services
		Upgrade of road at Spar retailer	Ward 2	Infrastructure Services
		Zebra crossing apposite SPAR	Ward 2	Infrastructure Services
		Speed calming devices on de Beer Street	Ward 2	Infrastructure Services
		Storm water:		
		Planning for proper storm water networks & management	South End	Infrastructure Services
		Implementation of storm water projects	Ward 2	Infrastructure Services
		Electricity:		
		Resume the solar geyser project	Ward 2	Infrastructure Services
		Repairing of non-working street lights where required	Ward 2	Infrastructure Services
		Develop an Electricity infrastructure replacement plan	Ward 2	Infrastructure Services
		Minimise electricity supply fluctuations	Ward 2	Infrastructure Services
		Development of an integrated Energy master plan	Ward 2	Infrastructure Services
		Basic Service Delivery:		

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Wards 2: Prince Albert South, Klarstroom, Prince Albert Valley, Seekoegat and surrounding farms				
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate
		Support for upgrading of bulk infrastructure	Ward 2	Development & Strategic Support
		Putting up of proper road traffic signage where required	Ward 2	Development & Strategic Support
		Establishment of Animal impoundment facility	Ward 2	Corporate & Community Service
		Ensure streets and municipal buildings are disabled/ elderly friendly	Ward 2	Corporate and Community Services/ Infrastructure services
		Ensure accurate meter readings and billing	Ward 2	Dept of Finance
		Connect septic tanks to sewerage network	Ward 2	Infrastructure services
		Economic development:		
	SO 6 To stimulate, strengthen and improve the economy for sustainable growth.	Facilitate economic opportunities for local entrepreneurs/ businesses/SMME Support	Ward 2	Development & Strategic Support
		Reduce unemployment rate	Ward 2	Development & Strategic Support
		Implement catalyst economic development projects such as SMART gardening, Agri Parks and Dry Fruit Facility and plantation	Ward 2	Development & Strategic Support
		Improved utilisation of the Tourism Information Office	Ward 2	Development & Strategic Support
		SO 2	Health and Welfare	

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Wards 2: Prince Albert South, Klarstroom, Prince Albert Valley, Seekoegat and surrounding farms				
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate
	To commit to continues improvement of human skills and resources to delivery effective services.	Access to people with disabilities	Ward 2	Infrastructure Services
		Reaction time of EMS to long	Ward 2	Development Strategic Support
		More toilet facilities in Informal settlement	Ward 2 - Klarstroom	Development and Strategic Support
		Improved communication between clinic, hospital, transport and patients - possible cellphone allowance	Ward 2	Development and Strategic Support
		Transportation needs for surrounding farm workers to hospital and clinic	Ward 2	Development and Strategic Support
		Promote programs on safe and healthy living including substance abuse, family planning etc.	Ward 2	Development and Strategic Support
		Improve communication around patient transport to appointments	Ward 2	Development and Strategic Support
		Raise awareness on healthy /smart life choices	Ward 2	Development and Strategic Support
		Establish programmes to address alcohol & drug abuse	Ward 2	Corporate & Community Services
			SO 3	Education & Skills development
	To improve the general standards of living	Support capacity building programmes to emerging farmers	Ward 2	Corporate & Community Services
		Facilitation of skills development programmes	Ward 2	Corporate & Community Services

Wards 2: Prince Albert South, Klarstroom, Prince Albert Valley, Seekoegat and surrounding farms					
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate	
		Facilitate the establishment of long distance learning centre	Ward 2	Development and Strategic Support	
		Office space for AET classes	Ward 2	Development and Strategic Support	
		Strengthen the functioning crèches	Ward 2	Corporate & Community Services	
		Move the library closer to North End	Ward 2	Corporate & Community Services	
		Mini library at EE Centre	Ward 2	Corporate & Community Services	
		Sport & Recreation			
			Roll out of sport development programmes for the youth	Ward 2	Development & Strategic Support
			Upgrading of the current recreational facilities including sport fields, netball fields, lighting, volley ball fields, rugby fields as well as fencing and shaded pavilions	Ward 2	Development & Strategic Support
			5 aside soccer track	Ward 2	Development and Strategic Support
			Open air gymnasium	Ward 2	Development and Strategic Support
		Upgrade of community Hall in Klarstroom	Ward 2	Development and Strategic Support	

Wards 2: Prince Albert South, Klaarstroom, Prince Albert Valley, Seekoegat and surrounding farms				
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate
		Establish an athletics track (tartan)	Ward 2	Corporate and Community Services
		Cricket pitch	Ward 2	Corporate and Community Services
		Establishment of a Community Hall	Ward 2	Corporate & Community Services
		Support for tourism initiatives	Ward 2	Infrastructure Services
		Upgrading of the Museum	Ward 2	Infrastructure Services
		Need for toilet and drinkable water facilities at the park in KS	Klaarstroom	Infrastructure Services
		Swimming Pool for KS	Ward 2	Infrastructure Services
		Adult park in KS	Klaarstroom	Corporate & Community Services
		Upgrading of the sports field and drafting of a development plan for future upgrading of facilities at the sportsfield	Klaarstroom	Corporate & Community Services
		Safety & Security		
		Ensure adequate resources for Community Police Forums, Neighbourhood Watch	Ward 2	Development & Strategic Support
		Lighting of dark spots	Ward 2	Infrastructure Services
		Combined law enforcement efforts	Ward 2	Corporate and Community Services

Wards 2: Prince Albert South, Klarstroom, Prince Albert Valley, Seekoegat and surrounding farms				
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate
		Improved traffic law enforcement	Ward 2	Corporate and Community Services
		Youth and Religion for safety Holiday Programme	Ward 2	Development & Strategic Support
		Upgrading of court house, especially the holding cells	Ward 2	Development & Strategic Support
		Safety house for after hours and weekends	Ward 2	Development & Strategic Support
		Maintenance of SAPS building in Klarstroom	Ward 2	Development & Strategic Support
		Permanent police officers are needed in Klarstroom	Ward 2	Development & Strategic Support
		Fire services is needed in Klarstroom	Ward 2	Corporate and Community Services
		Environmental Management:		
	SO 1 To promote sustainable integrated development through social and spatial integration that eradicates the apartheid legacy.	Facilitate public participation process to determine viability to register Robert Gordon Koppie as a protected site	South End	Corporate & Community Services
		Protection of the historical areas	South End	Corporate & Community Services
		Compile Air Quality Management by-law	Ward 2	Corporate and Community Services
		Source funding to compile a heritage registry for all areas	All	Corporate and Community Services

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Wards 2: Prince Albert South, Klarstroom, Prince Albert Valley, Seekoegat and surrounding farms				
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate
		Harness heritage to enhance tourism	Ward 2	Corporate and Community Services
		Raise awareness on heritage management	Ward 2	Corporate and Community Services
		Implementation of an effective programme for the eradication of alien vegetation (Working for Water)	Ward 2	Corporate & Community Services
		Formalising the pig farming unit and possibly moving it out of the community	Klaarstroom	Corporate & Community Services
		Good Governance: Communication		
	SO 7 To enhance participatory democracy	Strengthen Ward Committees (Capacity Building)	Ward 2	Development & Strategic Support
		Strengthening the CDW programme	Ward 2	Corporate & Community Services
		Improve cellphone networks & 4G coverage	Ward 2	Development & Strategic Support
		Initiatives to promote social cohesion	Ward 2	Development and Strategic Support
		Thusong Centre in Klarstroom	Ward 2	Development and Strategic Support
		WIFI access to all users	Ward 2	Development & Strategic Support

5.3 Ward 3

Wards 3: Prince Albert - North End				
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate
	SO 04 To provide quality, affordable and sustainable services on an equitable basis.	Integrated Human Settlements:		
		Implementation of a GAP Housing project	North End	Infrastructure Services
		Development of low-cost housing and rental units	Ward 3	Infrastructure Services
		Water provision		
		Increase water storage & Water Management	Ward 3	Infrastructure Services
		Development of an investment programme to evaluate carrying capacity of the Dorps river	Ward 3	Infrastructure Services
		Cleaning and maintenance of water channels	Ward 3	Infrastructure Services
		Develop a Water infrastructure replacement plan	Ward 3	Infrastructure Services
		Improve water storage	Ward 3	Infrastructure Services
		Appoint water process controllers	Ward 3	Infrastructure Service
		Review: Water Services Development Plan and Water Master Plan	Ward 3	Infrastructure Services
		Sanitation and Sewerage		
		Upgrading of waste water treatment works	Ward 3	Infrastructure Services
		Establishment of ablution facilities at cemetery	Ward 3	Infrastructure Services
		Assistance required for leaking toilets	Ward 3	Infrastructure services
		Waste Management		
	Expansion and control of the Landfill site	Ward 3	Infrastructure Services	

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Wards 3: Prince Albert - North End				
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate
		Cleaning of transfer refuse sites	Ward 3	Infrastructure Services
		Review of the Integrated Waste Management Plan	Ward 3	Infrastructure Services
		Roads & Streets:		
		Paving of all streets incl. Sidewalks & Speed humps	Ward 3	Infrastructure Services
		Upgrade: Road Signage	Ward 3	Infrastructure Services
		Upgrade streets	Ward 3	Infrastructure Services
		Street names and house numbers	Ward 3	Infrastructure Services
		Review: Integrated Transport Plan	Ward 3	Infrastructure Services
		Storm water:		
		Planning for proper storm water networks	Ward 3	Infrastructure Services
		Implementation of storm water projects	Ward 3	Infrastructure Services
		Electricity:		
		Resume the solar geyser project	Ward 3	Infrastructure Services
		Repairing of non-working street lights where required	Ward 3	Infrastructure Services
		Lighting of dark areas to improve safety	Ward 3	Infrastructure Services
		Minimise electricity fluctuations	Ward 3	Infrastructure Services
		Energy awareness campaigns	Ward 3	Infrastructure Services

Wards 3: Prince Albert - North End				
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate
		Development of an integrated Energy master plan	Ward 3	Infrastructure Services
		Basic Service Delivery:		
		Cost effective and safe transport system for scholars	Ward 3	Infrastructure Services
		Banking facilities	North End	Development & Strategic Support
		Maintain existing facilities	All areas	Development and Strategic Support
		Establishment of a post-office in North End	Ward 3	Development & Strategic Support
		Disabled friendly roads and facilities	Ward 3	Infrastructure Services
	SO 2 To stimulate, strengthen and improve the economy for sustainable growth.	Economic development:		
		Facilitate economic opportunities for local entrepreneurs/ businesses/SMME Support	Ward 3	Development & Strategic Support
		Register small businesses, contractors and caterers	Ward 3	Development & Strategic Support
		Support programmes for emerging farmers	Ward 3	Corporate & Community Services
		ATM's in North End	Ward 3	Corporate and Community Services
		Improved utilisation of the Tourism Information Office	Ward 3	Development & Strategic Support
		Reduce unemployment rate	Ward 3	All

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Wards 3: Prince Albert - North End				
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate
		Support and promote Smart gardens	Ward 3	Development & Strategic Support
		Implement catalyst economic development projects such as SMART gardening, Agri Parks and Dry Fruit Facility and plantation	All	Development & Strategic Support
		Dried Fruit Processing project	Ward 3	Development & Strategic Support
		Development of business, industrial & commercial erven (Business Hub)	Ward 3	Infrastructure Services
		Health and Welfare		
	SO 6 To commit to continues improvement of human skills and resources to delivery effective services.	Implement Substance Abuse programmes	Ward 3	Corporate & Community Services
		Implement HIV/AIDS awareness programmes	Ward 3	Corporate & Community Services
		Establishment of Safe House	Ward 3	Corporate and Community Services
	SO 3	Implement awareness campaigns on teenage pregnancies, family planning, healthy living	Ward 3	Corporate & Community Services
	To promote the general standards of living	Education & Skills development		
		Support capacity building programmes to emerging farmers	Ward 3	Corporate & Community Services
		Establish driving school in Prince Albert	Ward 3	Corporate and Community Services

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Wards 3: Prince Albert - North End					
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate	
		Establishment of FET facility	Ward 3	Corporate and Community Services	
		Facilitation of skills development programmes	Ward 3	Development & Strategic Support	
		Strengthen the functioning crèches	Ward 3	Development & Strategic Support	
		Sport & Recreation			
		Roll out of sport development programmes for the youth	Ward 3	Development & Strategic Support	
		Sport Club Development	Ward 3	Development & Strategic Support	
		Shade and burglar bars at sport fields	Ward 3	Development and Strategic Support	
		Upgrade of Adult Park Access Road to host full events	Ward 3	Development and strategic support	
		Lighting at Parks	Ward 3	Development and Strategic Support	
		Strengthening MOD Centre`s	Ward 3	Development & Strategic Support	
		Safety & Security			
		Establishment of Community Safety Kiosks	North End	Corporate & Community Services	

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Wards 3: Prince Albert - North End				
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate
		Ensure adequate resources for Community Police Forums, Neighbourhood watch	Ward 3	Development & Strategic Support
		Enforcement of municipal by laws	Ward 3	Development and Strategic Support
		Youth and Religion for safety Holiday Programme	Ward 3	Development & Strategic Support
		Safe House for foster kids	Ward 3	Development and Strategic Support
	SO 1 To promote sustainable integrated development through social and spatial integration that eradicates the apartheid legacy.	Environmental Management:		
		Erosion caused by storm water	Ward 3	Infrastructure Services
		Eradicate the spatial patterns of "apartheid" (Integration)	Ward 3	Corporate & Community Services
		Mitigate pollution around refuse transfer stations	Ward 3	Corporate and Community Services
		Awareness campaigns on clean environment	Ward 3	Corporate and Community Services
		Implementation of an effective programme for the eradication of alien vegetation (Working for Water)	Ward 3	Corporate & Community Services
	SO 7 To enhance participatory democracy	Good Governance: Communication		
		Strengthen Ward Committees (Capacity Building)	Ward 3	Development & Strategic Support
		Strengthening the CDW programme	Ward 3	Corporate & Community Services

Wards 3: Prince Albert - North End				
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate
		Improve cellphone networks & 3G coverage	Ward 3	Development & Strategic Support
		Improve feedback and response time on complaints logged	Ward 3	Development and Strategic Support
		Pay points to far from residence	Ward 3	Finance
		Accurate and timeous billing	Ward 3	Finance
		WIFI access to all users	Ward 3	Development & Strategic Support

5.4 Ward 4

Wards 4: Prince Albert (Rondomskrik and West End)				
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate
	SO 4	Integrated Human Settlements:		
	To provide quality, affordable and sustainable services on an equitable basis.	Implementation of a GAP Housing project	Ward 4	Infrastructure Services
		Development of low-cost housing	Ward 4	Infrastructure Services
		Water provision		
	SO 2 To stimulate, strengthen and improve the economy for sustainable growth.	Increase water supply & Water Management	Ward 4	Infrastructure Services
		Development of an investment programme to evaluate carrying capacity of the Dorps river	Rondomskrik	Infrastructure Services
		Develop of a Water infrastructure replacement plan	Ward 4	Infrastructure Services
		Improve water quality	Ward 4	Infrastructure Services

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Wards 4: Prince Albert (Rondomskrik and West End)					
W. PR	Strategic Objective	Description of input	Ward / Area	Responsible directorate	
		Secure water storage / dam	Ward 4	Infrastructure Services	
		Secure water for sport fields	Ward 4	Infrastructure Services	
		Review: Water Services Development Plan	Ward 4	Infrastructure Services	
		Sanitation and Sewerage			
		Upgrading of waste water treatment works	Rondomskrik	Infrastructure Services	
		Establishment of ablution facilities at cemetery	Ward 4	Infrastructure Services	
		Waste Management			
		Expansion of the Lanfill site	Rondomskrik	Infrastructure Services	
		Waste recycling Project	Ward 4	Infrastructure Services	
		Improved access control and landfill site and transfer stations	Ward 4	Infrastructure Services	
Review of the Integrated Waste Management Plan	Ward 4	Infrastructure Services			
Roads & Streets:					
		Paving of all streets incl. Sidewalks & Speed humps	Ward 4	Infrastructure Services	
		Upgrade: Road Signage	Ward 4	Infrastructure Services	
		Implementation of a public transport system	Ward 4	Infrastructure Services	
		Street names and house numbers	Ward 4	Infrastructure Services/ Corporate and Community Services	

Wards 4: Prince Albert (Rondomskrik and West End)					
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate	
		Improve quality of roads	Ward 4	Infrastructure Services	
		Review: Integrated Transport Plan	Ward 4	Infrastructure Services	
		Storm water:			
		Planning for proper storm water networks	Ward 4	Infrastructure Services	
		Implementation of storm water projects	Ward 4	Infrastructure Services	
		Electricity:			
		Resume the solar geyser project	Ward 4	Infrastructure Services	
		Minimise electricity supply fluctuations	Ward 4	Infrastructure Services	
		Repair street lighting	Ward 4	Infrastructure Services	
		More outlets to purchase electricity from	Ward 4	Infrastructure services	
		Development of an integrated Energy master plan	Ward 4	Infrastructure Services	
		Basic Service Delivery:			
		Cost effective and safe transport system for scholars	Ward 4	Infrastructure Services	
		More Banking facilities	Ward 4	Development & Strategic Support	
		Establishment of a post-office	Rondomskrik	Development & Strategic Support	
		Cemetery extension	Ward 4	Development & Strategic Support	

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Wards 4: Prince Albert (Rondomskrik and West End)				
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate
		Mobile library	Rondomskrik	Development & Strategic Support
		Economic development:		
		Facilitate economic opportunities for local entrepreneurs/ businesses/SMME Support	Ward 4	Development & Strategic Support
		Register small businesses, contractors and caterers	Ward 4	Development & Strategic Support
		Skills development programmes	Ward 4	Development and Strategic Support
		Identify and develop projects that adds value to agri processing	Ward 4	Development and Strategic Support
		Support programmes for emerging farmers	Ward 4	Corporate & Community Services
		Improved co-operation on tourism initiatives	Rondomskrik	Development & Strategic Support
		Upgrade of Swartberg Pass	Ward 4	Development and Strategic Support
		Reduce unemployment rate	Ward 4	All
		Development of business, industrial & commercial erven	Ward 4	Infrastructure Services
		Increase water supply for small scale	Klaarstroom	Infrastructure Services
		Facilitate the establishment of fuel station/truck stop	Klaarstroom	Infrastructure Services
	SO 6	Health and Welfare		

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Wards 4: Prince Albert (Rondomskrik and West End)				
W. PR	Strategic Objective	Description of input	Ward /Area	Responsible directorate
	<p>To commit to continues improvement of human skills and resources to delivery effective services.</p> <p>To promote the general standards of living</p>	Implement Substance Abuse programmes	Ward 4	Corporate & Community Services
		Clinic within community	Ward 4	Corporate and Community Services
		Shelter for elderly, patients awaiting EMS transport	Ward 4	Corporate and Community Services
		Improve services of hospital so that they can accommodate births and trauma	Ward 4	Corporate and community Services
		Implement HIV/AIDS awareness programmes	Ward 4	Corporate & Community Services
		Implement awareness campaigns on teenage pregnancies	Ward 4	Corporate & Community Services
		Upgrading of current Community food gardening	Ward 4	Development & Strategic Support
		Improve communication on patient to doctor transport	Ward 4	Development & Strategic Support
		Satellite/mobile Clinic	Rondomskrik	Development & Strategic Support
		Education & Skills development		
		Support capacity building programmes to emerging farmers	Ward 4	Corporate & Community Services
		Establishment of a crèche	Rondomskrik	Corporate and Community Services

Wards 4: Prince Albert (Rondomskrik and West End)					
W. PR	Strategic Objective	Description of input	Ward / Area	Responsible directorate	
		Separate hostel for primary and secondary learners	Ward 4	Corporate and Community Services	
		Raising the awareness around the E-centre / Access Centre	Ward 4	Corporate and Community Services	
		Facilitation of skills development programmes	Ward 4	Development & Strategic Support	
		Establish FET facility	Ward 4	Development and Strategic Support	
		Strengthen the functioning of crèches	Ward 4	Development & Strategic Support	
		Sport & Recreation			
		Roll out of sport development programmes for the youth	Ward 4	Development & Strategic Support	
		Establishment of a Community Hall	Rondomskrik	Corporate & Community Services	
		Sport Club Development	Ward 4	Development & Strategic Support	
		Strengthening MOD Centre`s	Ward 4	Development & Strategic Support	
Development of play park	Rondomskrik	Infrastructure Services			
Lighting for sport facilities	Ward 4	Infrastructure services			
Water for sport fields	Ward 4	Infrastructure Services			

Wards 4: Prince Albert (Rondomskrik and West End)				
W. PR	Strategic Objective	Description of input	Ward / Area	Responsible directorate
		Upgrade sport facilities by upgrading field, ablution facilities, netball field, fencing, shaded pavillion	Ward 4	Corporate and Community Services
		Safety & Security		
		Establishment of a Community Safety Kiosks	Rondomskrik	Corporate & Community Services
		Ensure adequate resources for Community Police Forums, Neighbourhood watch	Ward 4	Development & Strategic Support
		Lighting of dark spots	Ward 4	Development & Strategic Support
		Youth and Religion for safety Holiday Programme	Ward 4	Development & Strategic Support
	SO 1 To promote sustainable integrated development through social and spatial integration that eradicates the apartheid legacy.	Environmental Management:		
		Establishment of public open spaces	Ward 4	Infrastructure Services
		Eradicate the spatial patterns of "apartheid" (Integration)	Ward 4	Corporate & Community Services
		Implementation of an effective programme for the eradication of alien vegetation (Working for Water)	Ward 4	Corporate & Community Services
		Cleaning and beautification of areas	Ward 4	Corporate and Community Services
		Maintain facilities	Ward 4	Corporate and Community Services
		Support to emerging farmers	Ward 4	Corporate & Community Services

Wards 4: Prince Albert (Rondomskrik and West End)				
W. PR	Strategic Objective	Description of input	Ward / Area	Responsible directorate
		Develop erven for the development of churches, business and office accommodation	Ward 4	Corporate & Community Services
		<i>Good Governance: Communication</i>		
	SO 7 To enhance participatory democracy	Strengthen Ward Committees (Capacity Building)	Ward 4	Development & Strategic Support
		Strengthening the CDW programme	Ward 4	Corporate & Community Services
		Accurate and timely billing	Ward 4	Corporate and community services
		Encourage visibility of ward councillors	Ward 4	Corporate and community services
		Improve cellphone networks, 3G & LTE coverage	Ward 4	Development & Strategic Support
		WIFI access to all users	Ward 4	Development & Strategic Support

5.5 Comprehensive Rural Development Program (CRDP) Approach

Ward 1 which includes Leeu Gamka, Bitterwater and Prince Albert Road has been identified as a CRP site and is amongst the recognised poverty pockets in the Western Cape. The CRDP focusses on supporting the IDP in rural wards by following a holistic approach that includes social facilitation, social upliftment, infrastructure development and economic development. The CRDP therefore is an opportunity to fast track development in rural wards as funding from the Department of Rural Development and Land Reform is made available to cover high priority projects as identified by a Council of Stakeholders (COS), elected from amongst the residents of the CRDP site and needs

included in the IDP. A general meeting were held in February 2017 to elect a new Council of Stakeholders in the CRDP area. The elected Council of Stakeholders are:

Chairperson - Raymond Swarts

Vice chair - Nicolaas Abrahams

Secretary - Tamlyn Petoors

Vice secretary- Roslin De Wee

Treasury- Ryno Klink

The objectives of the CRDP programme are to:

- Stimulate the local economy;
- Identify programmes & projects that will improve the livelihoods of rural communities;
- Facilitate infrastructure investment in rural settlements; and
- Social upliftment of rural communities

An Inter-governmental Steering Committee (ISC) co-ordinates the input and support from all relevant government departments which include the Departments of Rural Development & Land Reform, Agriculture, Social Development, Education, Casidra as well as the municipality. Through this programme comprehensive development plans will be developed by the relevant stakeholders particularly for the rural communities and will be incorporated in the reviewed economic development strategy of the municipality.

In the past severe difficulties were experienced in linking the projects initiated in the CRDP site with municipal projects and incorporating them in the Integrated Development Plan. Projects seem to be implemented on a silo basis, excluding the Municipality and thus these needs are not incorporated in the IDP. Some effort has gone into remedying this situation.

The projects that were identified and reviewed by the COS and reprioritised under the CRDP initiative include the following.

- Streetlights
- Local Economic Development
- GAP Housing Development
- Paving of all gravel roads
- Lights on the N1
- Business Development next to the N1
- Extension of medical doctor and clinic visits
- Community development Centre
- Subsidized transport
- Upgrading of the current school to Grade 12

- Beautification of Public Space
- Relocation of the current Crèche to Bitterwater area & Development of a New Crèche at Prince Albert Road
- Development of a Cemetery at Prince Albert Road
- Skills Training
- New Water Network for Prince Albert Road
- Weigh Bridge
- Swimming Pool
- Youth Centre
- Animal Control/ Veterinary Services
- Development of vacant business plots
- Youth training centre
- Thusong Centre
- Improvement of water quality
- Recycling project
- Eradication of bucket system
- Upgrade of streets
- Permanent job opportunities
- Financial assistance to community projects
- Financial assistance for Nursery project
- Upgrade of sport facilities by two toilets per sex, a community gym on the sport field
- Allocation of three hectares of land for food gardens

The following projects are currently underway in the CRDP site:

Beneficiary Selection and Cooperative Registration:

- A Total of 35 Cooperatives has been registered

Projects:

- 21 Food Gardens supported by the Department of Rural Development, Department Water & Sanitation and Department of Agriculture
- Cleaning of river supported by the Department Water & Sanitation
- Nursery project

Neighbourhood Development Planning (NDP)

This section focuses on the input received from the municipal stakeholders during the IDP engagement process and planning for the wards. Planning methodologies used in the ward planning processes were twofold namely:

Comprehensive Rural Development Program (CRDP) approach and' Neighbourhood Development Planning (NDP) approach

To enhance effective and excellent service delivery the area was divided into four wards namely:

Ward	Area
1	Leeu Gamka and Prince Albert Road
2	Klaarstroom, Seekoeigat, Die Gang farming areas and Prince Albert South, east of Church Street
3	Rondomskrik North End Prince Albert
4	Prince Albert North

The Neighbourhood Development Plan project aims to deepen community engagement in the future development of the municipal area. The Neighbourhood development Planning does essentially three things. Firstly it provides a vision of what the area/ neighbourhood should look like over a period of time, sets out clear development objectives and proposes action plans/ projects for implementation.

The NDP programme seeks to deepen the impact of integrated development through targeted investment strategies. The NDP programme has three objectives namely:

- To make government more visible in neglected areas by service delivery improvements and by investing in local potentials.
- To deepen community participation and contribution within the IDP process and in doing so promote local ownership.
- To focus government spending in line with local area needs and potential towards sustainable development and functional space economies that include townships.

5.7 SWOT analysis of the area

During the door to door visits and the community meetings, facilitated by the University of Stellenbosch, as well as during sector engagements the following strengths, weaknesses, opportunities and threats were identified per ward.

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	Ward 1	Ward 2	Ward 3	Ward 4
Strengths	<p>Situated along the N1 Available land Clean air Agriculture - game farming Available labour</p>	<p>Beautiful environment Rich cultural heritage Attractive tourist destination Intellectual capacity Export fruit and wine Clean air Swartberg Pass Situated along N12 (Klaarstroom)</p>	<p>Sound infrastructure POP Centre Available labour Potential for cultural tourism Open space Business development potential</p>	<p>Access Centre Open spaces Available labour Potential for cultural tourism Business development potential Cultural heritage (PA South)</p>
Weaknesses	<p>Water scarcity and poor quality Skills shortage Poor infrastructure Bucket system Unemployment Drug Abuse Lack of crèche in Bitterwater Lack of church and business premises Industrial area not developed Low literacy levels Limited job opportunities No secondary school No further education facility Limited access to government services Lack High road accident risk Upgrading of Transnet area to acceptable standard</p>	<p>Street children Aged infrastructure Fire truck needed at Klaarstroom Fire fighting capacity to be improved Lack of storm water system Areas not disabled friendly Lack of street lighting Klaarstroom isolated from government / municipal services</p>	<p>Street Children Skills shortage Poor infrastructure Unemployment Drug Abuse Lack of crèches Lack of church and business premises Low literacy levels Limited job opportunities No further education facility Community Safety Challenges Limited skills base Lack of ATMs</p>	<p>Street children Skills shortage Limited water - drought Substance abuse Unemployment Lack of business and church premises Limited job opportunities Community safety challenges Limited skills base No further education facilities Lack of ATMs</p>

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Opportunities	<p>Skills training Developing tourist and road support infrastructure along N1 SMME development Emerging farming support Develop industrial area</p>	<p>Skills training SMME development Develop tourism node and destination marketing initiatives Skilled retirees to support community and municipality Emerging farming support</p>	<p>Skills training SMME development Emerging farming support Establishment of FET facility Establishing recreation facilities</p>	<p>Skills training SMME development Emerging farming support Establishment of FET facility</p>
Threats	<p>Teenage pregnancies Substance abuse Skills shortage Drought Fracking Uranium mining</p>	<p>Teenage pregnancies Substance abuse Drought Aged infrastructure Fracking and uranium mining Early school drop outs Poor management of landfill sites</p>	<p>Teenage pregnancies Substance abuse Unlicensed shebeens Skills shortage Drought Early school drop outs</p>	<p>Teenage pregnancies Substance abuse Unlicensed shebeens Skills shortage Drought Early school drop outs</p>

CHAPTER 6: SECTORAL PLANS

To ensure sustainable growth and development is realised in Prince Albert, it is vital that all strategic planning processes are aligned and fully integrated, so that development does not take place in an ad hoc or fragmented manner. It is therefore required that the IDP considers all relevant sector plans. These plans identify and prioritises specific sector inputs that strengthen and augments the IDP since it is aligned to the overarching strategic development agenda of the Municipality. The Municipality made a concerted effort to prepare these sector plans to strengthen the alignment with national and provincial priorities and to give effect to achieving its IDP Objectives. It should be noted that most of the sector plans is outdated and this have an effect on the planning trajectory going forward.

This chapter gives a summary of these sector plans, its status and what it contributes towards the achieving of the Municipal Strategic Development Objectives as encapsulated in this IDP document.

The increasing trend within municipal planning is for integrated development and holistic inter-departmental working, including the breaking down of barriers in lateral and vertical planes of organisational schemes, i.e. from top to bottom within departments and spheres of work, and across disciplines. The following diagram demonstrates the sequence and interrelation of the sector plans with the municipal Spatial Development Framework (SDF).

6.1 Spatial Development framework

The vision to guide the 2021 Prince Albert MSDF is to:

"Develop Prince Albert as a place of resilience and environmental quality with a unique and distinctive sense of place - where people choose to live, work and visit, an exemplar in the achievement of sustainable growth"



The Municipality's sector plans can be summarised as follows:

Sector Plan	Status of Plan
Communication Strategy	Adopted
Performance Management Policy Framework	Adopted
Risk Management Strategy	Adopted
Long Term Financial Plan	Drafted - to be tabled with draft IDP
Local Economic Development Strategy	Adopted
Integrated Human Settlement Plan	Drafted - to be tabled with draft IDP
Electricity Master Plan	Adopted
Air Quality Management Plan	Needs to be reviewed
Disaster Management Plan	Needs to be reviewed
Law Enforcement Strategy	To be developed
Employment Equity Plan	Adopted
Skills Development Plan	Adopted
Integrated HIV/ Aids Plan	To be developed
Integrated Waste Management Plan	Drafted - to be tabled with draft IDP
Pavement Management Plan	To be developed
Integrated Transport Management Plan	Developed with CKDM and adopted by Council
Stormwater Management Plan	Outdated
Comprehensive Infrastructure Plan	Outdated
Water Service Development Plan	Outdated
Integrated Infrastructure Maintenance Plan	To be developed
Integrated Infrastructure Investment Plan	To be developed
Asset Management Plan	Adopted
Climate Change Plan	In process of development with CKDM

Spatial Development Framework	To be tabled with draft IDP
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Legal status of the SDF

Within the limitations of a Spatial Development Framework (SDF) as laid down by the Local Government Municipal Systems Act, 2000 No 32 of 2000 namely that it should be a guiding and informing document and does not confer real rights on land, it is intended that the SDF should be a binding document endorsed by the Municipal Council. The SDF must be approved by Council in terms of the MSA, and as a sector plan of the IDP. This endorsement will assist with the processing of development applications, demonstrating compliance with different sectoral policies and motivating project funding and budgets. SPLUMA stipulates, inter alia, that any authority mandated to make a land development decision in terms of the Act or any other law relating to land development, may not make a decision which is inconsistent with a MSDF unless site-specific circumstances justify deviation from the provisions of such MSDF.

LINKAGE BETWEEN SDF AND OTHER PLANS

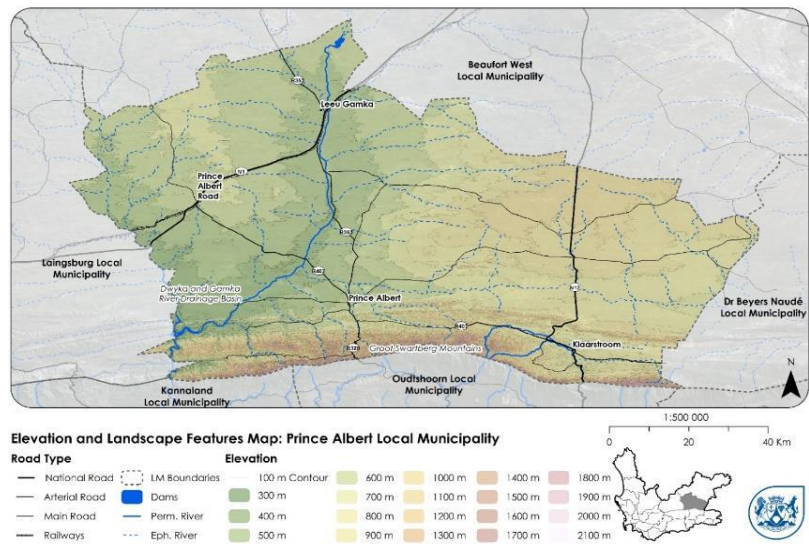
The SDF links the development objectives taken from the Integrated Development Plan (IDP) and the Budget of the Municipality. Therefore, the SDF becomes the spatial presentation of the IDP objectives that guides projects funded through the budget of the local Municipality.

BIO-PHYSICAL AND NATURAL ENVIRONMENT

NATURAL LANDSCAPE

The **topography** within the municipal area mainly consists of gently undulating plains. The Swartburg mountain range provides for a dramatic contrast.

There are three types of **geological formations** occurring within the Prince Albert Municipal area. The three formations are the Adelaide, Bokkeveld and, Witteberg which run from north to south as illustrated in Figure below. The settlements of the region, except for Klarstroom, are located on the flat Adelaide formation. Klarstroom, however is located on the Bokkeveld group, which creates the geological conditions for the beautiful Meiringspoort pass through the Swartberg Mountain range.



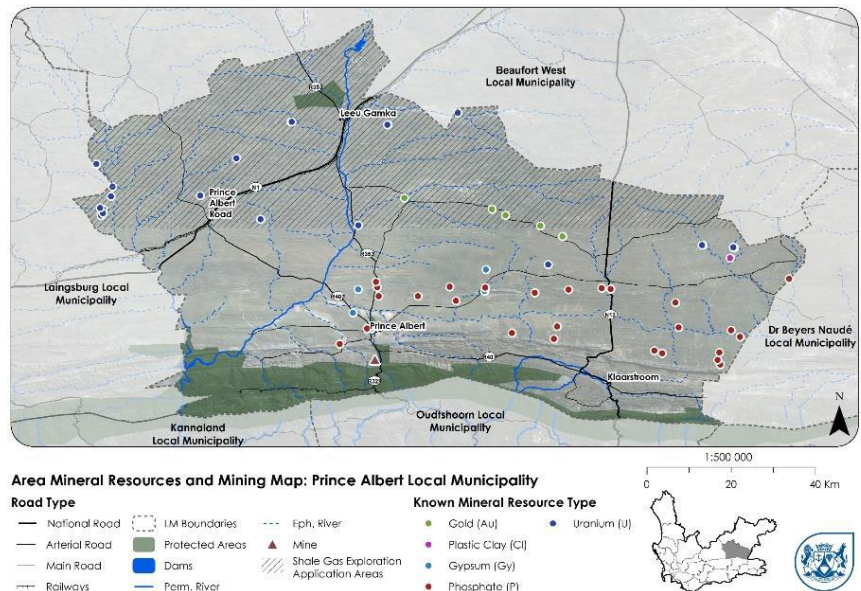
In terms of **mineral resources**, gold, plastic clay, gypsum, phosphorus and uranium are found within the municipal area. It is noted however that these minerals are not currently being mined. A single opencast gravel mine is currently operating approximately 8 km to the south of the town of Prince Albert.

Shale gas exploration through fracking within the Central Karoo basin has become an increasingly important consideration for Government. Several companies intend to explore shale gas within the Karoo region through fracking and this has become a contentious issue among environmentalists, farmers, local residents and various government and non-government institutions.

Major challenges associated with fracking:

- ❖ use of scarce water;
- ❖ contaminated ground water;
- ❖ in increased traffic volumes;
- ❖ increased housing demand; and
- ❖ deterioration of transport infrastructure.

The proposed shale gas exploration area within the Prince Albert Municipal area is depicted in 'crosshatching' in the northern portion of the municipality. Should the proposed shale gas exploration through fracking acquire approval from the relevant competent authorities, an important consideration for the municipality will be to protect the ground water resource and ensure that areas of critical biodiversity value are protected from such activity.



The figure below shows that most of the **soil depths** within the Prince Albert Municipality are less than 450mm in depth and the rest of the municipal area has soil depths ranging from 450mm to 750mm. Soil depths greater than 750mm generally occur along rivers tributaries. This is where the most fertile soils are found within the Municipal area, hence the land in most part is used for agricultural purposes.

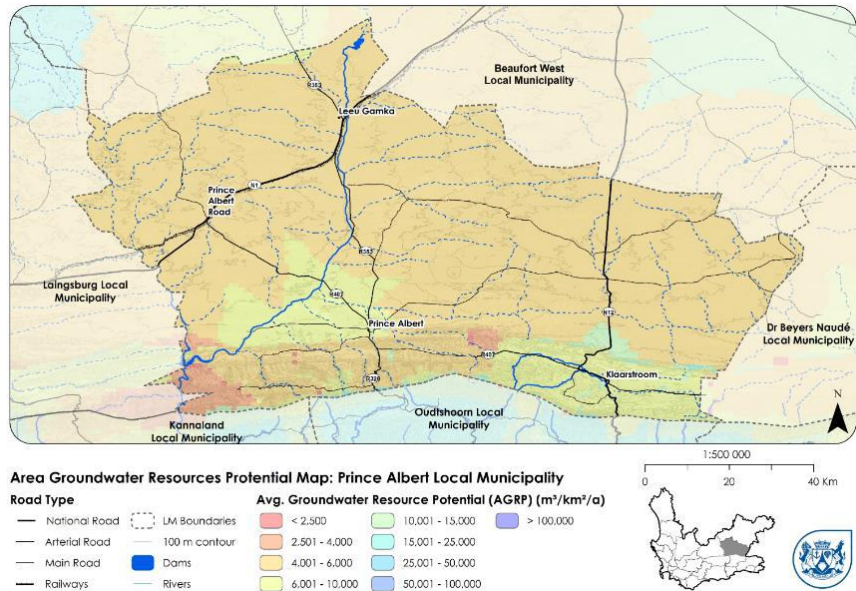
The **implications** are that the areas with greater soil depths are more arable and should be protected from inappropriate development. It should also be considered in all instances that the Prince Albert municipal area is vulnerable to wind erosion due to the climatic condition in the region. Inappropriate farming practices could also perpetuate the rates of erosion in the area. The municipality has a clay content of less than 35% which has a low ability to retain and supply nutrients.

Landscape typologies occurring in the Central Karoo District and the Prince Albert municipal area are the escarpment / plateau, foothills / undulating plains and mountain ranges as illustrated in the cross-sections in the municipality. It is also characterised by a flat upland plateau where various agricultural activities occur. Cultivated agricultural land and fertile soils mainly occur along rivers.

WATER RESOURCE (HYDROLOGY)

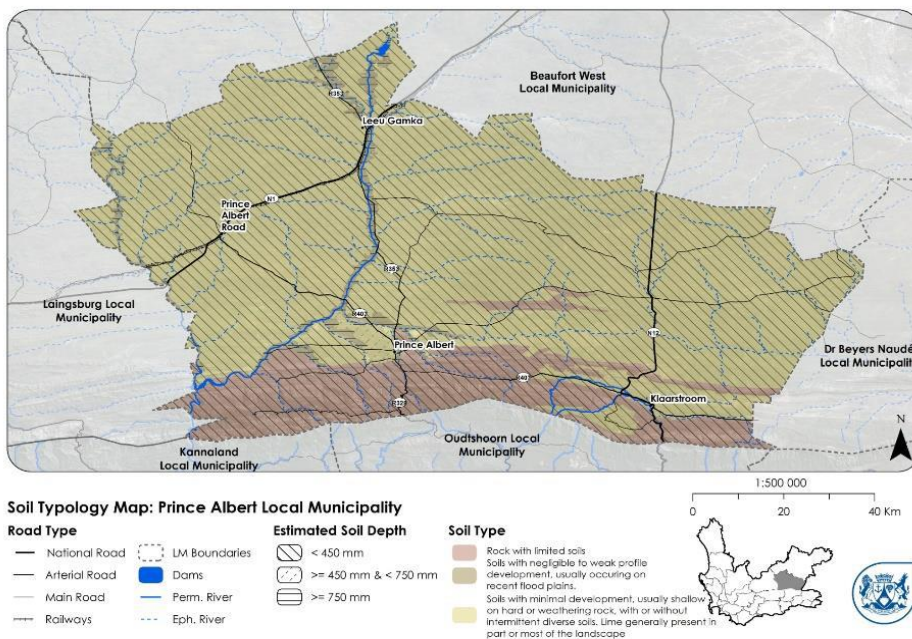
As a result of the semi-arid nature of the region and increased water demand linked to economic growth, urbanisation and climate change, the water resources in the area are under great threat. Freshwater ecosystems comprise of rivers, watercourses and wetlands, and form an important basis for ecological infrastructure.

The primary source of water for urban use in Prince Albert is ground water, whilst the Dorps River (a surface water source) provides approximately 10.4% of the municipality's water needs. The main catchment area for this river is the Swartberg Mountain Range.



There are various other surface water sources within the municipality (e.g. Leeu Gamka Dam, Oukloof Dam, Gamkapoort Dam, Gamka River and various river tributaries), which serve the surrounding agricultural activities in the area.

The two figures below illustrates the availability ground water resource, the distribution of rivers, tributaries and dams within the Prince Albert Municipal area.



SPATIAL DEVELOPMENT STRATEGIES

To achieve the vision statement and spatial concept, four Spatial Strategies (A, B, C and D) for Prince Albert Municipality are listed and explained below.

Strategy A

A region that protects the environment, enhances resilience and capitalises on and honours the Karoo charm in support of a vibrant people and economy

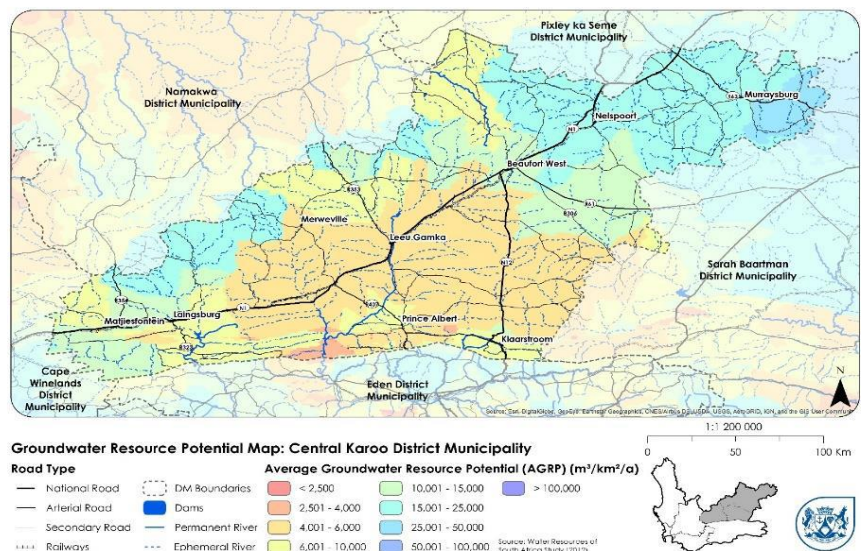
The competitive advantage of the economy of Prince Albert Municipality is dependent on its natural resource base which underpins the history, character, scenic and heritage appeal of the region as well as the vitality of the tourism industry and limited yet important agricultural, agri-processing, manufacturing and downstream trade and construction economy. The functioning of this economy is directly linked to the availability of water and the health of the ecological systems and hence the protection and enhancement of the environment is one of the main strategies of this SDF. Through municipal policy and programmes, the municipality must therefore protect its natural assets, build its resilience and honour and enhance its tourism economy. The **primary resources to protect, maintain and enhance** are listed below.

Natural and agricultural resource base: Swartberg Mountains, Prince Albert Historic Town Farms, critically biodiversity and ecological support areas along river corridors of the Gamka, Dwyka, Dorps, Sand, Koekemoers and Meirings rivers and their tributaries, as well as irrigated agricultural production areas associated with these rivers.

Settlements with different economic roles and heritage potential: The towns of Prince Albert, Leeu Gamka, Klaarstroom and Prince Albert Road as well as smaller housing clusters like Seekoiegat and Kruidfontein.

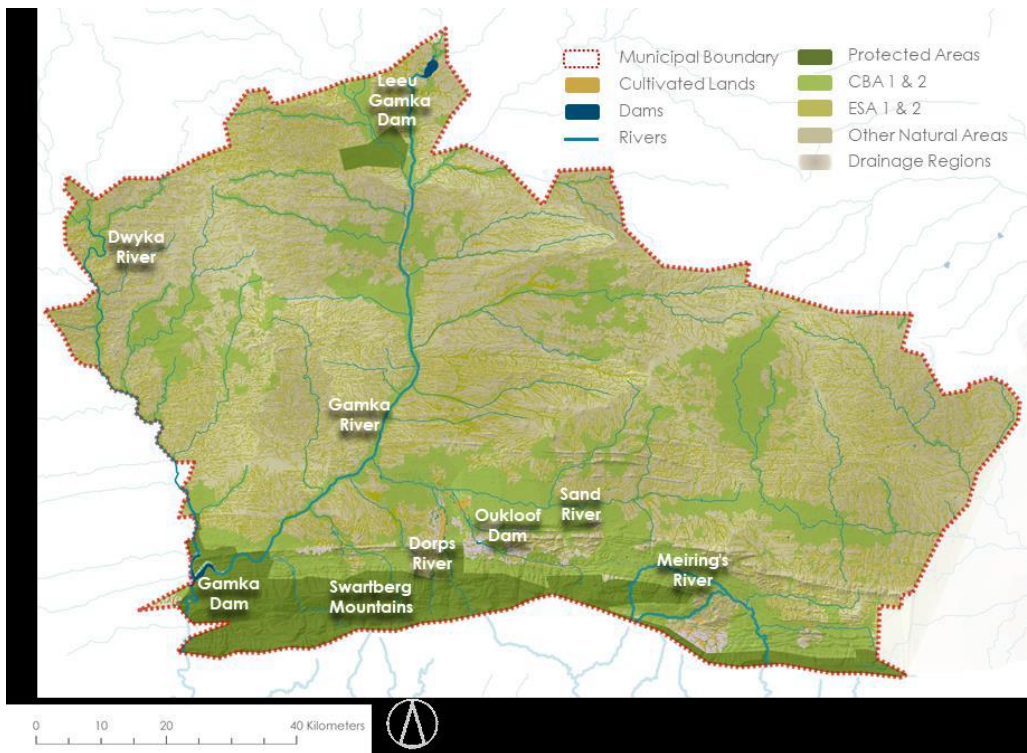
Unique landscapes, lifestyle, and tourism offerings: Prince Albert Town, Church Street, historic town farms, lay water system, monuments and heritage zones, Klaarstroom Town and scenic routes (R407, R353, R328, N12 and Swartberg, Gamkakloof and Meiringspoort passes).

Prince Albert Historic Town Farms: It is worth conceptualising each of the Caracal Paw socio-ecological systems of resilience through the regenerative "Agropolis" model shown



in the figure below. Without the road system (which brings people, tourists and transported goods to and from market) the settlements in Prince Albert are logically linked to the river catchments and farming system. The first ring can be conceptualised as Prince Albert Town, connected to the Dorps River and lay water system (a flowing stream that supplies the town along street viaducts).

The second ring is the Prince Albert historic town farms made up of rich heritage buildings, sub-tropical fruits orchards and vegetable plots milk production and which provide a unique tourism and farm to market style economy and ensure long-term food security. These are located closest to the town since vegetables, fruit and dairy products must get to market quickly.



A further assessment of the town farms will be conducted, to determine which farms could potentially be subdivided and sensitively developed to accommodate additional dwelling units without undermining

the character and feel of the town, as well as agricultural land.

The third ring is typically for timber and firewood production, which are heavy to transport but essential for urban living. The fourth zone consists of extensive fields for producing grain which can be stored longer and can be transported more easily than dairy products and can thus be located further from the town. The aim is to be aware of this logical system and preserve its shape and functioning through the policies and programmes supported in this MSDF.

Strategy B

Improve regional and rural accessibility and mobility for people and goods in support of a resilient economy

How easily citizens of and visitors to Prince Albert can access the opportunities, services and amenities it offers is a critical precondition for growth of the economy and development of its communities. However, small towns and remote settlements are difficult and expensive to service with public transport, and the absence of public transport systems serving rural communities and outlying settlements fundamentally constrains socio-economic development. Nonetheless,

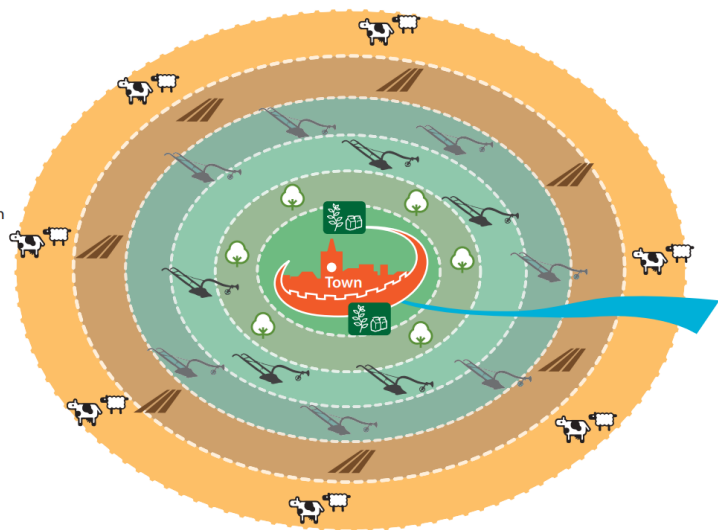
The MSDF promotes an effective and efficient accessibility network that supports a productive interaction between urban and rural settlements as well as within them.

What this essentially means is, at the municipal scale, the **regional road and rail network** must support the effective and efficient movement of freight and people in PAM. This requires ensuring that a clear primary and secondary regional route hierarchy is clarified, which means defining the role of the route and how the land uses alongside it are managed to ensure

efficient mobility. This network must support the ability of rural dwellers and workers, and those living in smaller rural settlements to be able to access services and amenities both within and outside PAM within a reasonable time.

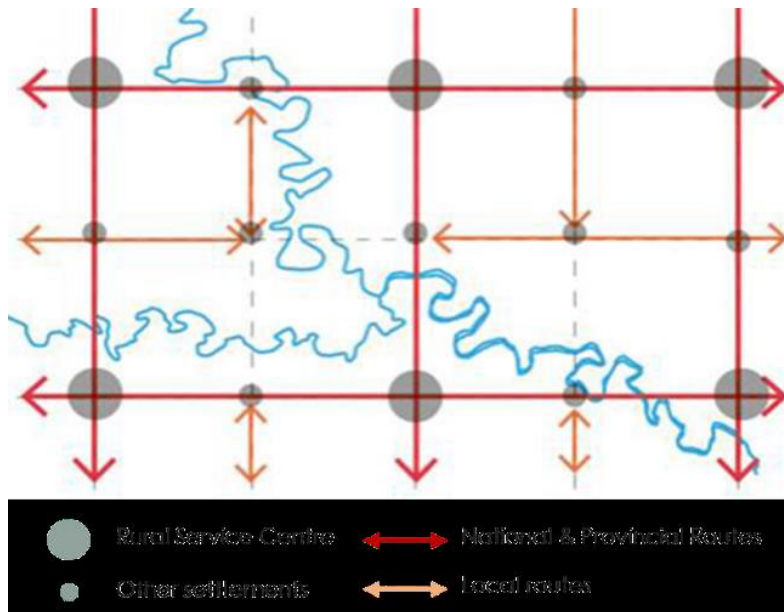
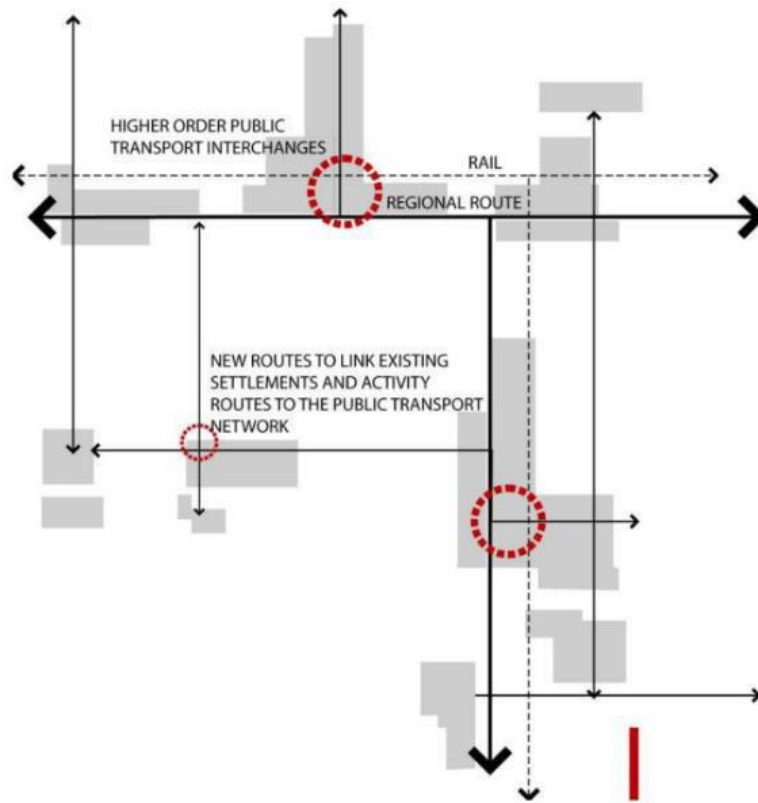
“Agropolis”

-  Town
-  Navigable river
-  Market gardening and milk production
-  Firewood and lumber production
-  Crop farming without fallow
-  Crop farming, fallow and pasture
-  Three-field system
-  Livestock farming



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As part of both encouraging business, as well as encouraging tourism activities and money spent within towns of the region, PAM needs to continue to ensure that its Towns are conducive to both local and tourist passengers (on foot and in car) as well as attractive for businesses to invest in the area. Given the sparsely populated nature of the municipality school learner transport and mobile services need to be provided.



Strategy C

Allocate government resources, infrastructure and facilities in a manner that uplifts and skills people and focusses on maximising impact on the most possible people, while providing a basic level of service for all

PAM consists of 4 distinctive settlements, each fulfilling their own distinctive role in the district and municipal economy.

The primary administrative centre remains the Prince Albert town centre. Given the limited nature of government resources, there needs to be a strong focus on locating a range of services in Prince Albert Town with more rudimentary services and lower order services in Leeu Gamka and Klarstroom and mobile service solutions in the sparsest, smallest settlements or hamlets (Prince Albert Road, Seekoegat and Kruidfontein) where there is insufficient demand and insufficient funds for a permanent service.

The Prince Albert Municipality cannot, alone, address many of the social, economic and environmental issues and opportunities it faces. It requires cooperation and partnership not only with other spheres of government, but also partnerships with civic organizations, private sector business and the public at large to comprehensively address many of the challenges.

Strategy D

Partnership-driven governance and administration towards improved financial and non-financial sustainability and resilience

Prince Albert Municipality, together with the Central Karoo is a sparsely populated region that can greatly benefit from 'bringing together' the experience, capabilities and finances of the 3 local municipalities (Beaufort West, Laingsburg and Prince Albert) under a single umbrella shared service centre for a range of functions, not least of which is the planning function as defined in SPLUMA, LUPA and the local municipal planning bylaws. Such shared service centres could also include provincial regional offices and expertise as well, if this is required.

A Shared Service Centre Model for the Central Karoo was developed in 2012 but not implemented because of lack of capacity and adequate resources to implement the communication mandate.

This must be implemented as a matter of priority, specifically for the town planning function, but not exclusively so. A shared service is required to split time between the municipalities, as per the proposed model.

PRINCE ALBERT TOWN SPATIAL DEVELOPMENT FRAMEWORK 2021

Over and above being a guideline, the role of the MSDF is to also propose projects that are in support of the SDF. The table below shows the physical projects proposed from the 2014 Prince Albert Town SDF.

PROJECT	STATUS
New Municipal offices extension of Thusong Centre	Underway
Development of sports and recreation facilities between north-end and Prince Albert central	Funding to be committed
69 GAP residential development adjacent (West) of North-end to connect to Sports Precinct	Pipeline
Maintenance of internal roads and sidewalks is required, with additions and upgrades to the Non-Motorised Transport network proposed	Ongoing
Landscaping of entrance from the R407 (north) into Prince Albert	Ongoing
Reinforce Church Street as the activity street of the settlement by promoting intensification of architecturally and heritage appropriate development	Ongoing
Tree-planting and landscaping of Church Street and North-end	Ongoing
Extension of Mecuur Street	Still

LEEU GAMKA SPATIAL DEVELOPMENT FRAMEWORK 2021

The 2021 SDF for Leeu Gamka is similarly aligned to the 2014 SDF, which aims to encourage the growth of Bitterwater towards Welgemoed, allow for a degree of infill development, and to promote commercial, retail, light industrial and transport-related development adjacent to the N1 highway. Extensive residential development on both sides of the N1 should be discouraged as this could result in traffic-related dangers (i.e.

people crossing the busy N1 highway more so than they already do). Projects emanating from the 2014 SDF specific to Klaarstroom included:

- ❖ Landscaping of town entrances (ongoing);
- ❖ Tree planting in Gousblom Street and landscaping at the railway station (ongoing); and
- ❖ Business and commercial (transport related) activities to be promoted to the west of the N1.

All projects and principles emanating from the 2014 SDF remain the same. The following new points can be made:

- ❖ In this SDF, Leeu Gamka (the urban edge boundary) is a consolidation zone meaning infrastructure renewal and maintenance are the priorities for this area, and limited infill and densification should be allowed.
- ❖ The 147-unit IRDP project has been accommodated in the urban edge given its status in the project housing pipeline.
- ❖ 18ha of future commercial and transport and agri business related business expansion areas adjacent the N1 highway are proposed.
- ❖ Local Area Plans that aim to cluster social facilities must be developed for the 3 proposed investment nodes;
- ❖ All sporting facilities must be upgraded to include flood lighting, pavilions, shading, access control, fields and courts of netball and tennis
- ❖ Conclude formal transfer of Transnet houses to PAM;
- ❖ Extension of the High School (Potentially double up with AET, Youth Centre and creche);
- ❖ Extension of existing cemetery southward toward Welgemoed;
- ❖ Establishment of ablution facilities at cemeteries;
- ❖ Establishment of Community Safety Kiosks and lighting at nodes;
- ❖ Continued paving of all streets incl. Sidewalks & Speed humps and potential traffic light on N1 to calm traffic;
- ❖ Shelter for patients awaiting EMS.

KLAARSTROOM SPATIAL DEVELOPMENT FRAMEWORK 2021

The 2021 SDF for Klaarstroom is similarly aligned to the 2014 Klaarstroom SDF which = maintains that density of new developments should be as high as 25du/ha. The 1:50 year flood line adjacent to the river should be taken note of, and no development within this area allowed. The area north of the N12 which is earmarked for business development should accommodate a service station and transport related services. Projects emanating from the 2014 SDF:

1. Continue enhancing landscaping and signage at entrance points, which portrays the unique sense of place of Klarstroom.
2. Continued Tree planting and landscaping of the main structuring elements of Klarstroom.
3. Promote and enhance the tourism route between Klarstroom and Willowmore, as well as the route to Meiringspoort.
4. New residential development between the historic and newer parts of the town.
5. Infrastructure for new service station planned for the northern side of the N12.

Figure below shows the 2021 SDF for Klarstroom. All projects and principles emanating from the 2014 SDF remain the same. The following new points can be made:

- ❖ Klarstroom (the urban edge boundary) is considered a consolidation zone meaning that infrastructure renewal and maintenance are the priorities for this area, and limited infill and densification should be allowed.
- ❖ Any additional burial space required should occur south of the existing cemetery.
- ❖ Settlement and mountain views must not be obstructed by any type of development
- ❖ Tree planting along the N12 to reduce visual impact of the sportsfield wall and to reduce impact of strong winds.
- ❖ Establishment of ablution facilities in main street/ Establish 40 km speed limit main road Klarstroom
- ❖ Lighting along main pedestrian routes

PRINCE ALBERT ROAD SPATIAL DEVELOPMENT FRAMEWORK

The Prince Albert Road 2014 SDF synthesis map while shows the 2014 SDF, which for the 2021 SDF, has remain unchanged from 2014.

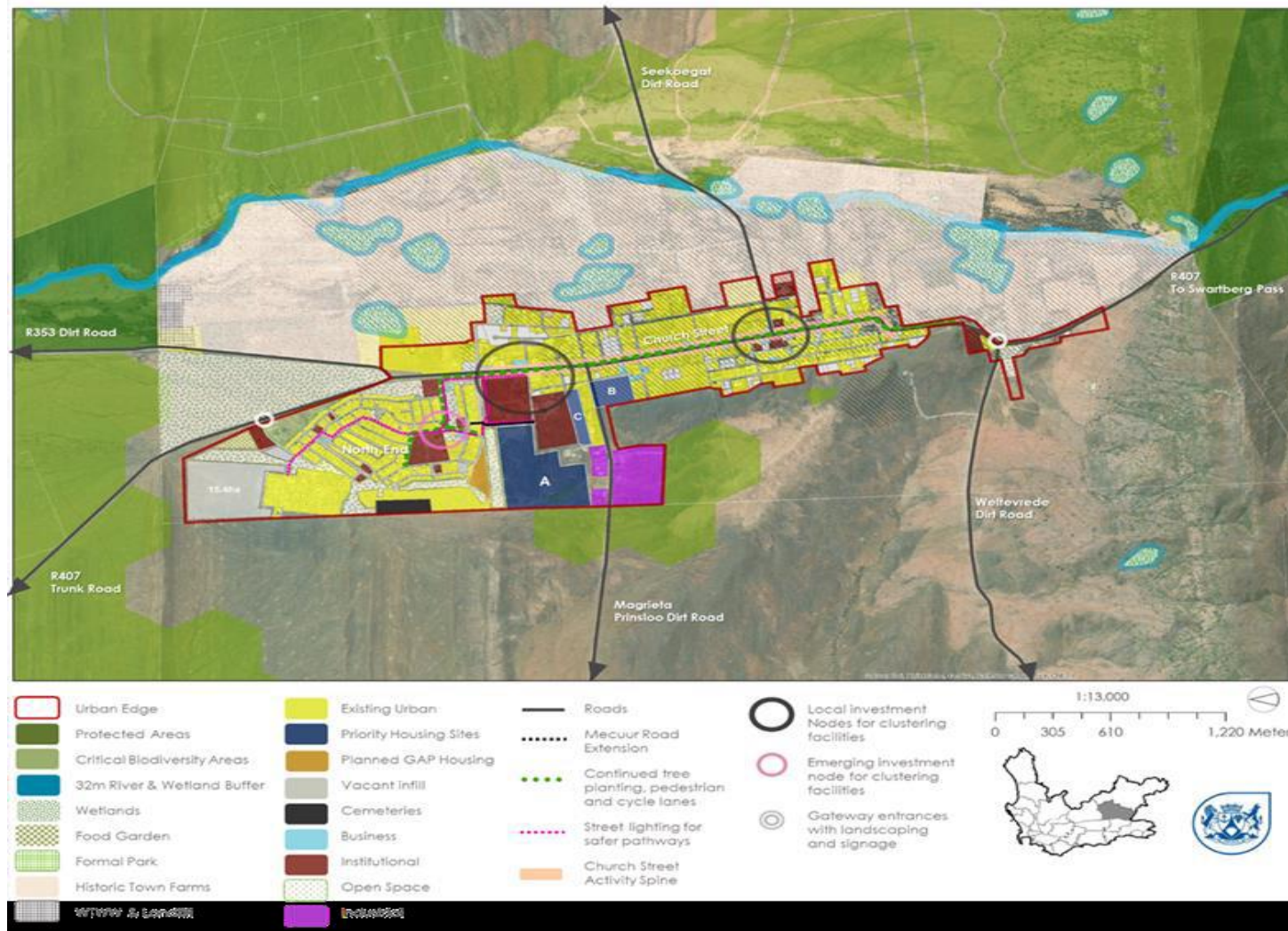
Although future residential development is not encouraged, if required, 0.8ha of land is available. Transport related commercial activities should be accommodated adjacent the N1 (See red line) while local business and commercial activities should be accommodated at the identified lower order neighbourhood nodes.

Projects emanating from the SDF:

1. Develop Anglo Boer War Museum in the area earmarked for tourism development (to be developed)
2. Continued landscaping and signage at both gateways on the N1 (ongoing)
3. Create a focal entrance point at the railway station though aesthetic upgrading which includes architecture and landscaping (ongoing)

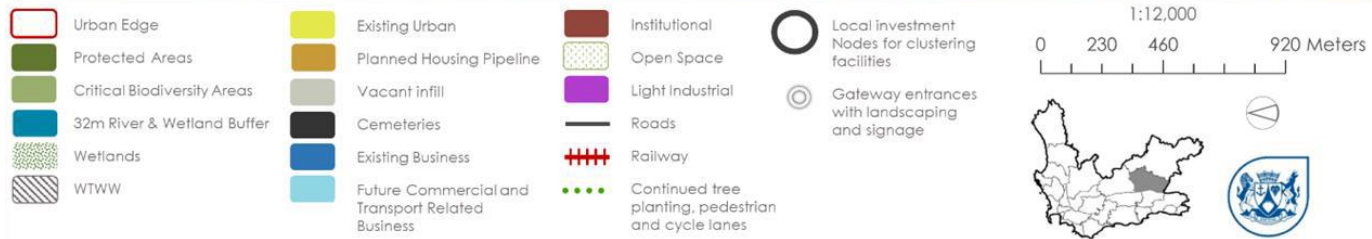
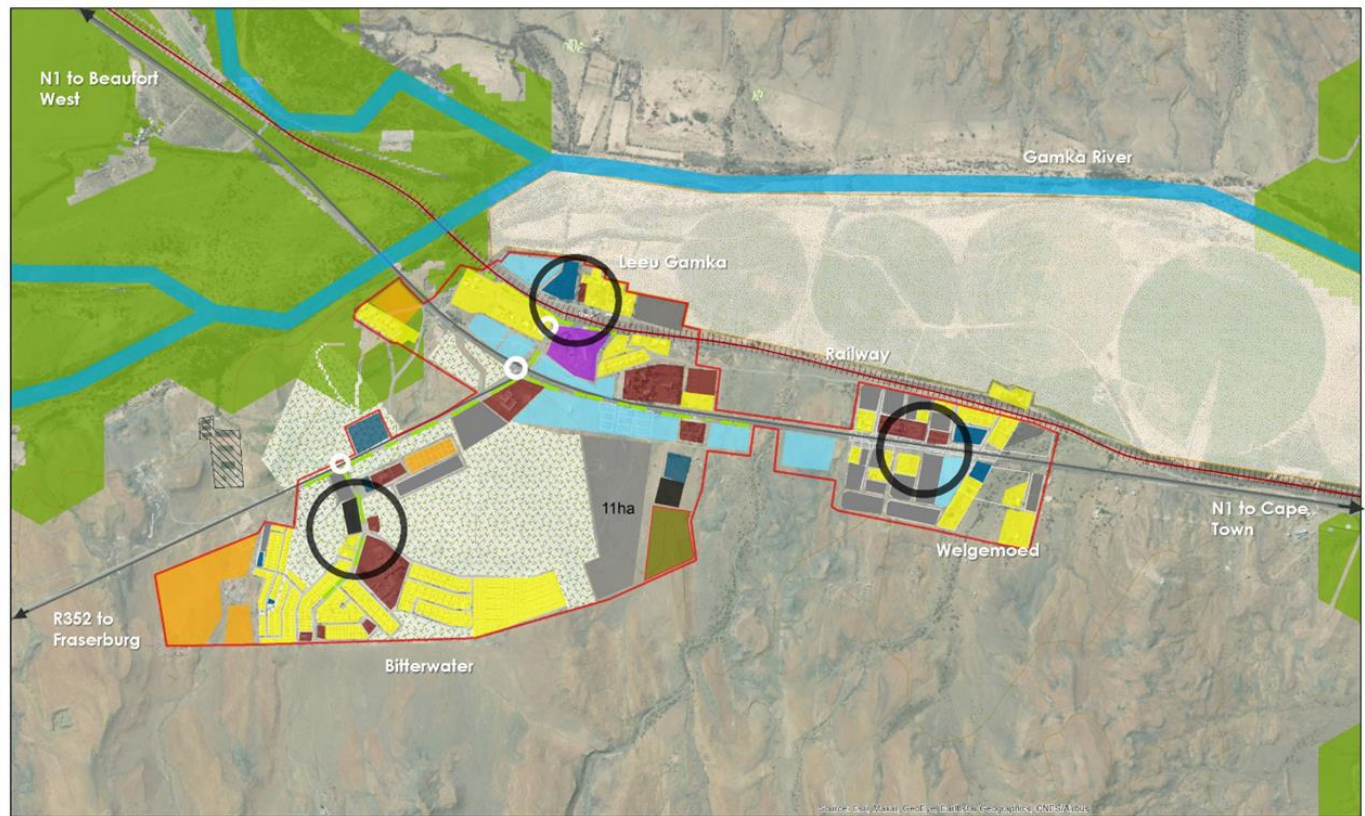
4. Signage and landscaping at the gateway to
5. Prince Albert, which will encourage the passing traffic to visit the town of Prince Albert. This will enable the municipality to capitalize on the economic opportunity of the national road that crosses it (ongoing).

5th GENERATION INTEGRATED DEVELOPMENT PLAN 2022/23 - 2026/27

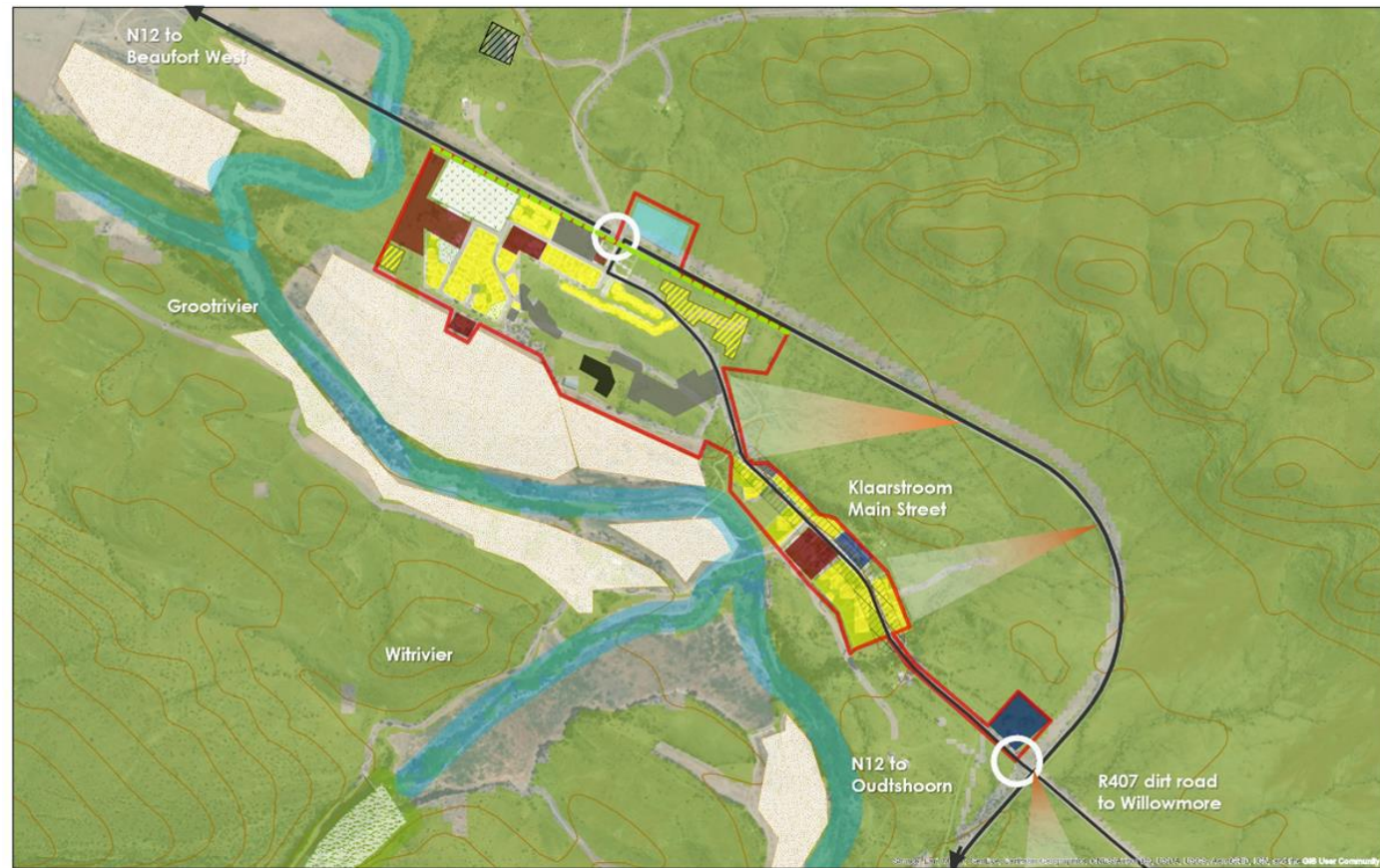


Prince Albert MSDF 2021

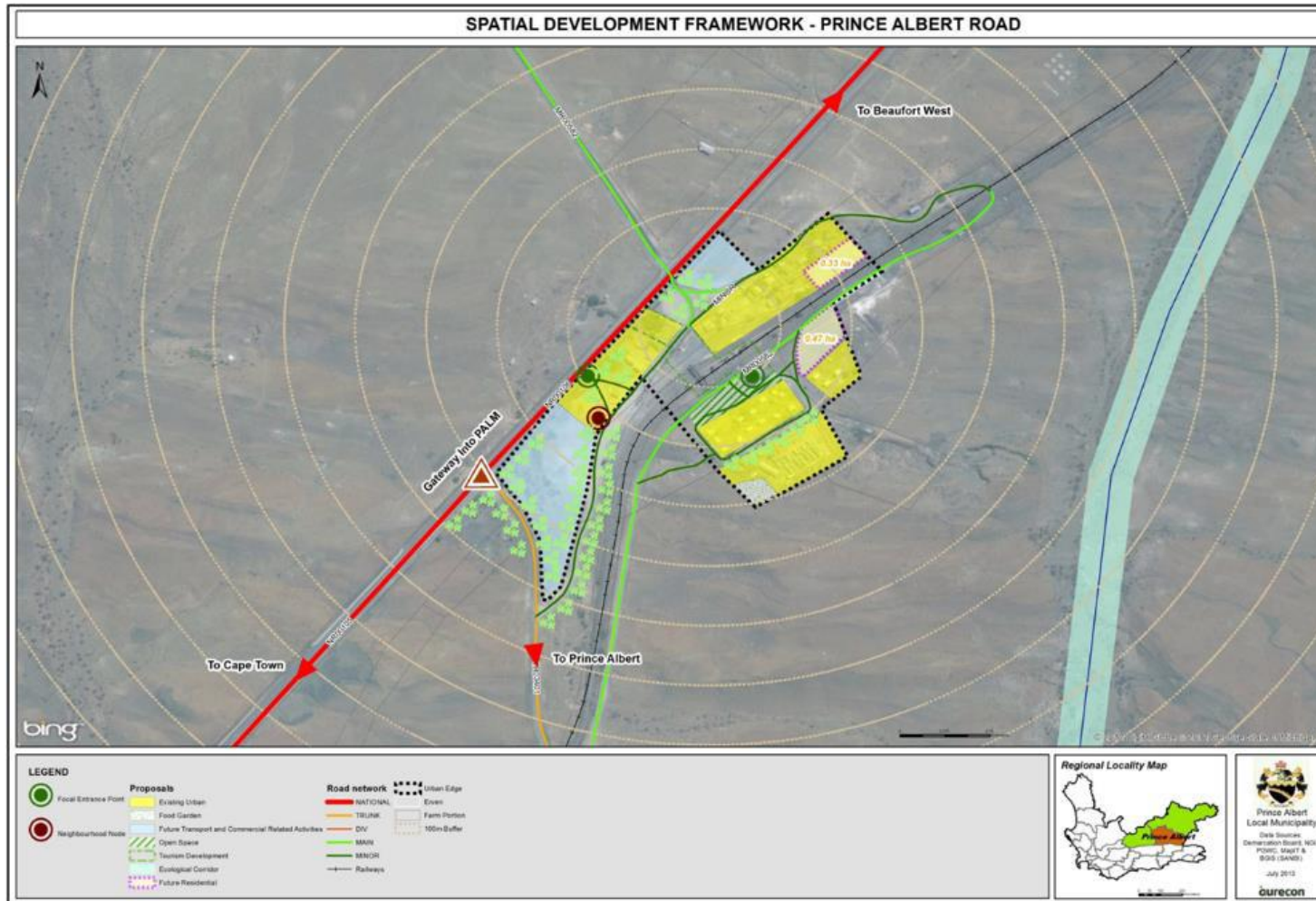
5th GENERATION INTEGRATED DEVELOPMENT PLAN 2022/23 - 2026/27



5th GENERATION INTEGRATED DEVELOPMENT PLAN 2022/23 - 2026/27



Klaarstroom SDF 2021



Prince Albert Road 2014 SDF

6.2 Comprehensive Bulk Infrastructure Plan (CBIP)

With the assistance of the DLGH and based on the public tender process, the CKDM appointed BKS(Pty) Ltd (BKS) to compile a Comprehensive Bulk Infrastructure plan (Water and Sanitation) Phase 2 for the CKDM. Thus this CIP for PAMUN was developed. The development of Comprehensive infrastructure Plans (CIPs) is introduced to identify and quantify backlogs in infrastructure the needs and delivery challenges. The intention is to formulate a delivery programme per municipal area for addressing these needs to strengthen IDPs. In addition to local municipal CIPs, is planning on a district basis, as applicable to this assignment, is aimed at establishing the bottlenecks and challenges regarding municipalities meeting set targets at district level.

Objective:

- To support the development of a planning culture in the municipality, to collect information on infrastructure related needs and initiatives and to develop intervention plans towards achieving the Government's stated goals of eradicating service backlogs in the country.
- Ensuring that the necessary infrastructure assets are provided operated and maintained.
- Ensuring that the necessary funding is available.
- Ensuring that an institutional model exist for providing the necessary skills, processes and procedures to manage the assets.
- Ensuring that the necessary bulk supplies are available.
- Ensuring that municipal growth needs are addressed.

Response required:

Priority bulk water infrastructure projects:

- New 500 kl and 2 500 kl reservoirs & pipeline Prince Albert
- New 3.25 MI/day WTW Prince Albert
- WDMC project Leeu -Gamka
- Development of three boreholes in Leeu Gamka.
- Development of two boreholes in Klarstroom

Priority bulk Wastewater infrastructure projects

- New standby pump unit for sewer outfall pump station Leeu-Gamka
- Upgrade/replace main sewer pump station and rising main Klarstroom
- New gravity outfall sewer Prince Albert Road.
- New 2.1 kl/day package plant WWTW Prince Albert Road.

The estimated cost of the priority bulk Water & Waste Water infrastructure projects are summarised in the actual Comprehensive Infrastructure Plan (CIP) (Pages :121-122).

6.3 Integrated Transport Plan

<p>Status: Under Review</p> <p>The CKDM appointed CSIR to compile an integrated Transport Plan (ITP) for the District. Thus this ITP for PAMUN was developed. Local Integrated Transport Plan (LITP) is the responsibility of the Central Karoo District Municipality as Mutually agreed with the Local Municipality.</p> <p>Objective:</p> <p>The transport vision as set in the District Integrated Transport Plan for the CKDM is:</p> <p>An integrated, accessible well-managed and maintained transport system throughout the Central Karoo which makes efficient use of limited resources and is socially just in a way that advances broader developmental aims and objectives and recognises the role played by the N1 corridor in regional development.</p>	<p>Response required</p> <ul style="list-style-type: none"> • The diversity in the Prince Albert area creates a unique variety of challenge needs to be addressed. • The maintenance of the gravel roads is noted in the IDP as being necessary to support that agri-business in the area so that employment can be supported in the turn. • The rehabilitation of the Swartberg Pass is proposed to support tourism, economic development and job creation <p>Projects identified:</p> <ul style="list-style-type: none"> • Swartberg Pass rehabilitation (underway) • Extension of non-motorised transport network (underway) • Public transport infrastructure development in Prince Albert. • Street pavements in Prince Albert (underway) • Roads for the proposed Gap housing development • Maintenance of remainder of TR33/5 between Klaarstroom and Beaufort-West, km 0-55 (N12) • Paving of Primary access roads in Prince Albert and Leeu-Gamka • Upgrade of low-water bridge North End & Rondomskrik (Completed)
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6.4 Mobility Strategy for the Central Karoo District Municipality

<p>Status: Under Review /Update</p> <p>The CKDM Mobility Strategy was previously developed by the CSIR. The Mobility Strategy is the responsibility of the Central Karoo District Municipality.</p>	<p>Type of proposed services:</p> <p>School Service: Merweville to Prince Albert on a weekly to transport learners to the school hostel. Leeu-Gamka to Prince</p>
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<p>Objective The Objective of the study is to prepare a Mobility Strategy for CKDM, align it is a integrated Public Transport Network (IPTN), develop a cost model and specifically; provide greater clarity on the responsibility of providing municipal public transport services. The IPTN will be designed to obtain a clearer understanding of:</p> <ul style="list-style-type: none"> • The nature of the future public transport contracting environment • The services that should be provided i.e Routes, service frequencies, vehicle categories, etc. • The fare strategy and fare levels • Service coverage • Infrastructure requirements (Public transport as well as non-motorised transport) and associated cost • Organisational responsibility in term of new legislation • Infrastructure needs and • Estimation of cost of providing the services. 	<p>Albert on a daily basis. Klaarstroom to Prince Albert on a daily basis. Rail connections: Laingsburg to Hutchinson via Merweville Murraysburg link General access: Merweville to Beauford- West twice monthly Klaarstroom via Prince Albert and Leeu-Gamka to Beauford- West monthly. Leeu-Gamka to Oudtshoorn via Prince Albert & Klaarstroom twice a month Response required: In the process of being developed. Road safety mitigation on N1 and N12 that includes speed control by local municipal traffic officials. More public transport options.</p>
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6.5 Integrated Waste Management Plan (IWMP)

<p>Status : Under Review The integrated Waste Management Plan is a statutory requirement in the Waste Act 59 of 2008 Section 11: The IWMP of Prince Albert Municipality was adopted in 2014 and is currently under review. Often given very little or no priority in most areas, waste management within the PAMUN is displaying distress signals. A concerted effort is being made by the DEA&DP to development 2nd generation integrated Waste Management Plan's (IWMP) in the Municipality that is aligned to National, Provincial, District IWMP'S and Municipal By Laws. Also licensing existing waste facilities are underway, implementation initiatives</p>	<p>Response required: Done in consultation with Department of Environmental Affairs. Improved access control at landfill sites. Encourage waste minimisation and recycling. Projects identified: Waste Separation Waste Minimisation Awareness campaigns Clean up projects Implement findings of Clean Town task team</p>
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<p>will meet Provincial diversion targets and save landfill airspace, and registering of waste facilities and reporting to Provincial Waste information System (IPWIS) are part of the action plan to address the current shortcomings of waste management locally.</p>	
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6.6 Air Quality Management Plan (AQMP)

<p>Status: Drafted - to be tabled with IDP</p> <p>Prince Albert Municipality are working closely with DEA & DP, Directorate: Air Quality & Pollution on the drafting of an Air Quality Plan.</p> <p>Objective An air Quality Management Plan is a tool for the management of air quality in order to protect human health and the environment. The air Quality Management Plan is a statutory requirement in the National Environment Management Air Quality Act 39 of 2004 section 15 (1). The objective of the plan to investigate the state of air quality within the region with respect to the relevant knowledge and capacity. With the promulgation of the National Environmental The Air Quality Management Plan is reviewed annually and tabled to Council with the Draft IDP. Management: Air Quality Act 17 the focus of air quality management shifted from source to management of pollutants in the ambient environment through air quality management planning. Exposure to ambient air pollutants can cause a range of significant effects on quality of life such as offensive odours, irritation of eyes, the upper respiratory system and skin and acute and long-term toxic effects. Dirt roads, methane gas from landfill sites, exhaust fumes from the N1 and N12 and open fires are some of the major pollutants identified in the Air Quality Management Plan.</p>	<p>District to develop AQMP. PAMUN to table AQM By Law in July 2017 PAMUN to continue with awareness campaigns around AQM.</p>
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6.7 Work Place Skills Plan (WSP)

<p>Status: Consulted with Unions, to be tabled in April 2022</p> <p>Prince Albert Municipality (PAMUN) has a skills development plan which is updated and reviewed every financial year in line with the prescripts of the Skills Development Act 1998, the act aims to improve the quality of life of the labour force, to encourage the labour force to be self-employed and to encourage workers to participate in leadership and other programmes. The limited budget available do not cater to the needs of the staff and community.</p>	<p>Response required:</p> <p>Implementation of skills development plan as submitted and provided for in budget.</p>
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6.8 Integrated Human Settlement Plan (IHSP)

<p>Status: To be reviewed</p> <p>The overriding aim of Human Settlement Plans (HPs) for a municipality is to create urban and rural settlements that generate meaningful livelihood opportunities for all residents. Their purpose is to create opportunities for quality housing and varying housing options, adequately provided with the full range of utility services, such as electricity and water provision and sewage and storm water disposal. It should aim to increase the value of property as an asset, in particular those owned by poor communities. It places particular emphasis on locating poor communities close to economic activity, employment opportunities, and education opportunities and other public services and facilities. Areas that are prone to flooding, landslides and contamination should be avoided and pleasant settlement environments should be created with adequate landscaping, and passive and active recreational opportunities. Housing delivery should occur within a framework of meaningful participation of the key role players</p>	<p>Housing challenges:</p> <ul style="list-style-type: none"> • Lack of proper planning • Budgets are not aligned • Lack of capacity, knowledge and experience to deal with the housing delivery challenges. • Lack of adequate funding (Provincial). • The lack of a land audit to assist with the identification of suitable land for housing. • The need for substantial bulk infrastructure in the most towns.
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<p>and through a prioritised and accelerated process.</p> <p>Western Cape Government selection policy: With a diminishing budget envelope, the housing department had to reprioritise their beneficiary selection criteria and reserve the subsidised houses only for the most vulnerable in our society. The revised priority cohort includes:</p> <ol style="list-style-type: none"> 1. The elderly (60 years and older); 2. People living with medically certified disabilities; 3. Those longest (15 years and longer) on the waiting list; 4. Backyard dwellers (only for new/Greenfield projects); and 5. Approved military veterans. 	
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6.9 Environmental Management & Bio-diversity Plan

<p>Status: In process of been reviewed at District level</p> <p>The CKDM Environmental Management Plan status quo report was adopted.</p> <p>The intention of the EMF is to guide future development and development planning so that it may occur within an environmentally sustainable manner. The objective of this phase of the EMF is to determine the current situation in the CKDM in terms of various features. These include, for example, agriculture, mining, water resources, infrastructure, conservation, tourism, socio-economic factors, heritage, botanical and planning.</p> <p>This EMF is being undertaken in terms of the environmental Management Framework Regulations Government Notice 547 (18 June 2010) of the National Environmental Management Act (NEMA) (Act 107 of 1998).</p>	<p>The Prince Albert Municipality is in a predominantly natural state (89%) which supports biodiversity and the ecological process that maintains biodiversity. The expansion of intensive land uses (mining, cultivation and urbanization) which result in the loss of habitats is sometimes unavoidable but tools such as this EMF help to ensure that sensitive areas, in this case the identified CBAs, are protected from habitat loss.</p> <p>According to the CKDM EMF Status Quo Report the following should be noted:</p> <ul style="list-style-type: none"> • Loss of high potential land to urban expansion is a treat for PAMUN • Incentive for tourism and residential development in Prince Albert, may involve rezoning or development on agricultural land • Guide development away from productive and high potential farm land.
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6.10 Storm water Master Plan

PAM has a storm water bylaw that aims at regulate and manage storm water related activities in built-up areas. The bylaw prohibits any activities by members of the public that



may impair operations, maintenance of storm water infrastructure and storm water quality or cause flooding. The Prince Albert Water Treatment Works (WTW) was identified as being a flood prone area as it located near the Dorps River. A recommendation

was made in the report for the investigation of the 1:50 year flood line and relocation of the WTW. The PAM SDF recommended that a 100-year floodline be used as a means of protecting properties and habitats from flood damage. Buffers should be should be determined where possible and for small drainage systems where a floodline cannot be determined a 32m buffer from the top of the bank of the drainage line is prescribed.

The SDF also forewarns that any development within the floodplain will require a report from a registered professional engineer that the development can adequately accommodate the floodwater and prevent any unnecessary damage and to the habitat or building to be included with the building plans. Those that do not have must include new storm water management plans. Any proposed development or redevelopment within the floodplain must be supported by a report by a registered professional engineer to ensure that any new or existing structure can withstand the forces and effects of floodwaters. If building plans are submitted in respect of proposed buildings within the floodplain and such a report has not previously been submitted, it must be included with the building plans.

6.11 Prince Albert municipality safety plan

Community Safety is a responsibility across all three tiers of government. The National Government has responsibility for setting broad crime and justice policy directions, addressing high-level crimes and provide some funding to other tiers of government.

The Provincial Government deliver Community Safety related services across the Province and provide some funding to both local government and non-government services to deliver Community Safety related programs. Prince Albert Municipality as local government deliver direct services that both influences perceptions and address actual Community Safety

concerns. The legislative mandate derived from National legislation and policies provide the legal mandate for Prince Albert Municipality to promote community safety and crime prevention.

As an integral part of implementing community safety initiatives, the communities, through established sectoral interests such as business and religious forums and other organized community structures, should be mobilized to take the initiative on issues pertaining to community safety and security whilst at the same time be allowed to also participate in decision-making pertaining to local community safety interventions.

Creating and supporting an environment and community where residents feel safe and secure is a priority for Prince Albert Municipality. Community safety is about more than just the level of crime that exists but also about the community's perceived level of safety. Community Safety is also an important lever for economic development and growth through the creation of an enabling attractive for new investors.

The focus areas of the Community Safety Plan have been informed by the stakeholder engagement and community consultation sessions which preceded the establishment of the Community Safety Forum. A comprehensive range of issues were identified during the stakeholder consultation process. The following four focus areas have been identified as the focus for improving Community Safety across the Greater Prince Albert;

- a) Measures to detect and deter crime;
- b) Measures to address the underlying causes of crime; (Social / Socio-Economic)
- c) Addressing safety issues related to personal and community responsibility in local neighbourhoods;
- d) Increased coordination and responsiveness of services to address Community Safety.

The Western Cape Provincial Government has availed R400 000.00 for the past two financial years in support of interventions identified in the Prince Albert Municipality's Safety Plan.

CHAPTER 7: INTERGOVERNMENTAL RELATIONS

This chapter outlines the alignment of the Strategic Development Objectives and Strategies of the Prince Albert Municipality with those of National and Provincial Government. The short- and long-term investment commitments of National and Provincial Government Departments on infrastructure development and service improvements within our municipal space are also reflected in this chapter. The instruments aligned to the IDP are those perceived to be key, they also have a cross cutting effect at the other levels of government. They currently occupy the centre stage at their respective spheres of government and they have an overarching role. Prince Albert Municipality also forms partnership or engage with internal or external departments / municipalities / cross-boundary or sector collaborating in deliver on their constitutional obligations.

7.1 District IGR Structures

Prince Albert Municipality participates in all these Intergovernmental Relations activities in the district and province, but also at local level. The municipality delegates officials and councilors to the following forums.

Structure/ Publication	Objectives/Functions
Ward Committee Meetings	<ul style="list-style-type: none"> To inform the community of council decisions, municipal affairs, etc. To enable the community to inform the ward councillors/ municipality of their concerns
Public meetings/IDP & Budget	<ul style="list-style-type: none"> To inform the community of council decisions, community rights and duties, municipal affairs etc. To enable the community to inform the councillors and officials of their issues
IDP Representative Forum	<ul style="list-style-type: none"> To ensure that every activity and decision taken in its meeting are properly communicated to the forum members' respective constituencies To monitor the implementation of the Integrated Development Plan To reflect and safeguard community inputs by acting as the spokespersons for the communities To reflect and safeguard community inputs by acting as the spokespersons for the communities To represent the interests of communities To provide feedback to communities

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	<ul style="list-style-type: none"> To provide an organisational mechanism for discussion, negotiation and decision making between stakeholders, including the municipal Government To participate in the process of setting and monitoring key performance indicators
Sector Departments	<ul style="list-style-type: none"> To inform PAM of their programmes and projects that will be undertaken within the municipal jurisdiction
IDP Indaba	<ul style="list-style-type: none"> To integrate Provincial and National Government projects and programmes To allow government Directorates to give input on the IDP, instead of just evaluating and assessing the IDP
Intergovernmental Relations Structures:	
Municipal Managers Forum	Municipal Manager
Provincial IDP Managers Forum	IDP Coordinator
Premier's Coordinating Forum	Mayor and Municipal Manager
The IDP Indaba 1 & 2	Municipal Manager, Directors & IDP coordinator
ICT Managers Platform	ICT coordinator
MIG forum	Technical Manager
District Coordinating Forum	Mayor
SALGA Working groups	<p>Councillor M Jaftha: Municipal Finance and fiscal policy</p> <p>Councillor MD Jaftha: Community Development & Social Cohesion. SALGA women Commission.</p> <p>Councillor K Baadjies: Public Transport & Roads. Water Sanitation & Waste Management.</p> <p>Councillor E Maans: Economic Empowerment & Employment Creation. Environmental Planning & Climate Resilience.</p> <p>Councillor A Mackay: Human Settlement & Municipal Planning. Governance & Intergovernmental Relations.</p> <p>Councillor A Mackay: Municipal Innovations & Information Technology</p> <p>Councillor K Baadjies: Capacity Building & Institutional Resilience.</p>

7.2 Joint District/Metro Approach (JDMA)

The new district-based model was first announced by President Cyril Ramaphosa. Addressing the need for a capable and developmental state, Ramaphosa said a district-based approach, which will focus on the 44 districts and eight metros nationwide,

will ensure that municipalities are properly supported and adequately resourced. In the Western Cape this district-based model found its home in the Joint District and Metro Approach (JDMA). The JDA is a geographical and team-based, citizen-focused approach to provide integrated government services through a strengthened national government, Western Cape Government and Local Government interface. It is characterised by a geographically differentiated and targeted approach with a single implementation support plan per district and appropriate levels of coordination by interface teams.

The new district-based service delivery model will aim to break down the silos between the different spheres of government, in a bid to improve service delivery in the 257 municipalities across the country.

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MUNICIPAL PRIORITY	SUB THEMES	CONTEXT/BACKGROUND	MUNICIPALITY	PROJECT	DEPARTMENT	TIMEFRAME	PROGRESS TO DATE
PROVINCIAL PRIORITY-JOBS AND ECONOMY							
Job Creation and Growing the Economy	Local Economic Development	The District Municipality together with Local Municipalities would like to position the Central Karoo Region as an Economic Development Zone	Entire District	1. Develop updated Regional and Local Economic Development Strategies. (Agriculture, Tourism, Business & Industry)	CKDM DEDAT	2022/23	LED recovery plan approved in CKDM and implementation plan in PAM
				2. Job Creation Summit for the Central Karoo Region.	CKDM DEADP	2022/23	No summit was held to date
				3. Small Town Regeneration Project	DEDAT SALGA	2022/23	4 th STR summit held; tablets received by 12 NGO's
				4. Partnerships with Private Sector to stimulate job creation. (Focussed Projects Murraysburg and Prins Albert Kweekvalley).	CKDM, DEDAT WESGRO RURAL DEVELOPMENT T AGRICULTURE	2022/23	Kweekvallei Diversion project to be funded; tourism development to be strengthened

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				<p>5. Development and promotion of Tourism routes with linkages to Garden Route, Cape Winelands, Northern Cape:</p> <ul style="list-style-type: none"> • Hex River Valley - Aquila - Laingsburg - Ladismith via R323 (Seweweekspoort) - Barrydale - Montagu - Hex River via R318 • Mossel Bay -Plett - Uniondale - De Rust - Meringspoort - Klarstroom - Prince Albert - Swartberg Pass - Oudtshoorn - Mossel Bay • Beaufort West - Loxton - Carnarvon - Vosburg - Victoria West - Murraysburg - Graaff Reinet - Aberdeen - Beaufort West 	<p>DEDAT DTPW</p>	<p>2022/23</p>	<p>Karoo Cycling Route developed</p>
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				6. Agriculture rural roads prioritisation	DEDAT DTPW	2022/23	No funding availed
PROVINCIAL PRIORITY-JOBS AND ECONOMY							
Waste Recovery Action Plan (WRAP)	Waste Management and Compliance	Municipalities in the District is in the process of exploring the possibility of a Regional Landfill Site. Funding for this purpose has been made available by the National Department of Environmental Affairs. Additional support is required with the necessary Monitoring, Compliance and Licencing of existing Landfill Sites.	Central Karoo District Municipality, Laingsburg, Prince Albert, Beaufort West Municipalities	1. Establishment of a Waste Recovery Action Plan (WRAP) Steering Committee	DEADP DLG CKDM & Local Municipalities	2022/23	Internal steering com appointed
				2. Review of the District Integrated Waste Management Plans.	DEA (National)	2022/23	Still to be completed
				3. Regional Landfill Site feasibility study to be undertaken.	DEADP	2022/23	Still to be completed
				4. Waste Facilities Monitoring, Compliance and Enforcement of Directives and Mediation Agreements including Licencing of Landfill Sites	DEADP	2022/23	PAM action plan developed to improve compliance
				5. Explore SMME, entrepreneurship development and job creation projects in terms of recycling of waste.	DEADP DEDAT	2022/23	Waste diversion plan drafted; Private sector to

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							initiate recycling
				6. Purchasing of Equipment and Yellow Fleet to assist with maintenance of Landfill Sites.	CKDM DLG DEADP	2022/23	3 Vehicles purchased to improve fleet in PAM'; no movement with yellow fleet

PROVINCIAL PRIORITY-JOBS AND ECONOMY

Drought Recovery Action Plan	Climate Change/Water Security/ Infrastructure	The Central Karoo Region is experiencing severe drought conditions. The Department of Local Government together with Sector Departments have implemented a Drought Recovery Action Plan. The Strategy is co-ordinated and implemented in partnership with DLG and CKDM District Municipality with the aim of achieving intended outcomes.	Entire District Area	1. Drought Co-ordination and Management.	DLG	2022/23	DRAP reporting continues
				2. Drought Communication Projects.	DoA CKDM	2022/23	Several awareness campaigns about water saving
				3. Drought Governance Projects	Laingsburg Municipality	2022/23	DRAP reporting continues
				4. Drought Finance Projects.	Prince Albert Municipality	2022/23	DRAP reporting continues
				5. Drought Engineering Projects with specific focus on new well field for Beaufort West	Beaufort West Municipality Department of Water and Sanitation DBSA	2022/23	Not in PAM area

PROVINCIAL PRIORITY-JOBS AND ECONOMY

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Alternative Energy Sources	Renewable Energy	The District and Local Municipalities to explore alternative energy sources for Commercial, Residential and Industrial Use.	Entire District Area	1. Development of an alternative Energy Strategy for the Central Karoo.	CKDM, Laingsburg, Prince Albert, Beaufort West Municipalities DMR Dep of Energy Green Cape	2022/23	Workshop held renewable ener
				2. Solar Energy Projects		2022/23	New tender to advertised in P, A
				3. Wind Farm Projects		2022/23	One registered project in PAM area

PROVINCIAL PRIORITY-PUBLIC TRANSPORT, MOBILITY AND SPATIAL TRANSFORMATION

Infrastructure Management	Basic Service Delivery	The District together with local municipalities wish to embark on programmes to accelerate service delivery in the Region.	Entire District Area	1. Eradication of Bucket System	CKDM and B Municipalities DHS DLG	2022/23	Applied for funding; no funding received to date
				2. Delivery of Basic Services on Farms		2022/23	Water provision and sanitation provided to some farms on request
				3. GAP Housing Opportunities for Middle/low Income Groups		2022/23	Water scarcity in PA limits implementation of new housing projects

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				4. Engage with Private Sector regarding development of a Commercial Airport.	CKDM B Municipalities Private Sector DEDAT	2022/23	No progress in this respect due to Covid
				5. Construction of a Truck Stop Facility in Beaufort West.	CKDM B Municipalities Private Sector DEDAT	2022/23	Truck stop facility developed in Prince Albert Road; Possible truck stop to be developed in Leeu Gamka
				6. Public transport including learner transport	CKDM B Municipalities DOE DTPW	2022/23	No improvement to the situation

PROVINCIAL PRIORITY-SAFE AND COHESIVE COMMUNITIES

Promoting Safe and cohesive public spaces through crime prevention, design,	Crime Prevention within Towns and on Farms have become an area of concern with crime statistics escalating in the region.	Entire District	1. Development and Implementation of a Rural Safety Plan Projects identified a) Improved police surveillance.	CKDM, Laingsburg, Prince Albert,	2022/23	Gender Based Violence workshops implemented in PA
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management and Utilisation.				b) Activation of Neighbourhood watch.	Beaufort West Municipality		
				c) Drug Abuse Response and Rehabilitation.	DoA Community Safety SAPS		
				d) Alcohol and Domestic Violence Response Project.			
				2. Development of Visible Policing Strategy (Part of rural safety plan)	CKDM, Laingsburg, Prince Albert, Beaufort West Municipality SAPS	2022/23	Plan developed in PA / Leeu Gamka
				3. 24 Hour Policing Service Klaarstroom Part of rural safety plan	Prince Albert Municipality SAPS	2022/23	Community Safety Forum established/ SAPS police station opened in Klaarstroom
				7. Enhance After School Activities and Youth Development Programmes.	CKDM B Municipalities	2022/23	PACT provides skills development in PA

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					DSD		
				8. Sports Development Programmes	CKDM B Municipalities DCAS DSD	2022/23	Sport Council established
				9. Upgrading of Sports infrastructure across the District	CKDM B Municipalities DCAS	2022/23	Upgrading of sport facilities in Leeu Gamka in process; Funding had to be repaid for sport precinct in PA due to tenders exceeding budget. New applications submitted
MUNICIPAL PRIORITY	SUB THEMES	CONTEXT/BACKGROUND	MUNICIPALITY	PROJECT	DEPARTMENT	TIMEFRAME	PROGRESS TO DATE
PROVINCIAL PRIORITY-EMPOWERING PEOPLE							
Citizen Interface	Quality whole child learning is fostered for all children to prepare them	Maths and Science is excluded from the Curriculum at most schools in the District.	Entire District	1. Curriculum Development to include Maths and Science linking long term planning in	CKDM, Laingsburg, Prince Albert, Beaufort West Municipalities	2022/23	Coding taught at PACT

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	for 21 st century world of work.			terms of preparing for the 4 th Industrial revolution.	Department of Education		
	Align Skills Development Programmes in line with the Economic Potential for the region.			2. Refinement of Regional Skills Development Strategy.	CKDM B Municipalities	2022/23	Strategy still needs to be developed
				3. Prioritise Adult Basic Education and Training (ABET)	LGSETA DOE	2022/23	Still needs to be prioritised
	Develop a central higher learning hub for students from the Karoo.			4. Investigate the feasibility of an Agricultural FET College and Technical FET for Beaufort West.	CKDM B Municipalities DOE DSD	2022/23	Farm Treintjies rivier is available for agricultural college in PAM
	Development of Early Childhood Centres in the Region.			5. Early Childhood Development	DSD Health	2022/23	ECD training to teachers provided
				6. After School Care facilities	DCAS		PACT provides after school care facilities

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PROVINCIAL PRIORITY-INNOVATION ACROSS GOVERNMENT AND CULTURE CHANGE IN THE WESTERN CAPE

Citizen Interface	Building capabilities to enable innovation and citizen centricity.	The Municipalities in the Central Karoo District have embarked on the Implementation of Shared Service in the District due to shortage of technical skills and funding.	Entire District	1. Implementation of Planning Shared Service.	CKDM, Laingsburg, Prince Albert, Beaufort West Municipalities Department of Local Government	2022/23	Town planner appointed at CKDM
				2. Implementation of Risk Management and Internal Audit Shared Service.		2022/23	New agreement concluded
				3. Implementation of a Legal Service Shared Service.		2022/23	Panel of specialised legal experts to be appointed
				5. Implementation of Fire Service Shared Service including the development of Fire Services Strategy.		2022/23	Hazmat services to be provided by CKDM
				7. Development of a Shared Service Model and Business Operations Strategy for a Supply Chain Management Shared Service.		2022/23	Poor cooperation between municipalities

7.3 Integrated Programmes

7.3.1 Thusong Programme

The newly built Thusong Centre located in Prince Albert, accommodates services such as the Department of Social Development, Department of Home Affairs, Department of Labour, The South African Social Security Agency (SASSA), The Independent Electoral Commission (IEC).

The municipal offices will also move to the Thusong centre, with the first phase already completed, which will see the financial department relocate first followed by the other departments. The procurement of phase two has been completed, a shortfall of R2 million is needed to complete the project. Council have to budget for this in order to complete the second phase.

The Municipality also see the four Access Centres (two in Leeu Gamka, one in Klaarstroom and one in Prince Albert) as part of the Thusong facilities. The Environmental Education Centre training is another part of the satellite Thusong facilities and provide ample training opportunities in partnership with government and the private sector. Though only one worker is assigned on a 100% basis to the Thusong facilities and there are no Thusong Manager, the Thusong facilities have been incorporated into the operations of the Corporate, Strategic and Community Services Department who oversees the management, Thusong Outreaches, training, public participation, awareness campaigns, management, reporting and cleaning of the facilities.

The extensions of the Thusong facilities are prioritised to include more offices, an upgrade of existing facilities and services as well as parking. An amount of R150 000 has been budgeted for the Thusong centre in Prince Albert for the 2022/23 financial year.

7.3.2 Community Workers Program (CWP)

The Community Work Programme (CWP) is a government programme aimed at tackling poverty and unemployment. The programme provides safety net by giving participants a minimum number of regular days of work, typically two days a week or eight days a month, thus providing a predictable income stream.

Purpose of the CWP

- To provide an employment safety net. The CWP recognises that sustainable employment solutions will take time, particularly in reaching marginal economic areas.
- To contribute to the development of public assets and services in poor communities.

- To strengthen community development approaches.
- To improve the quality of life for people in marginalised economic areas by providing work

experience, enhancing dignity and promoting social and economic inclusion.

The CWP was also designed to explore ways in which the concept of a minimum employment guarantee could be adapted to South African conditions. The concept of a minimum employment guarantee has been pioneered in India where the state acts as the 'employer of last resort' where markets cannot provide work to all who need it.

CHAPTER 8: FINANCIAL MANAGEMENT

Introduction

This Chapter deals with the realisation of the IDP development objectives which translates into projects and programmes identified through an integrated process of inclusive planning and funding prioritisation. The effective implementation of any strategy is dependent on sufficient financial resources and the ability of the organisation to execute with specific reference to human capital as well as the institutionalisation of risk management and performance monitoring and evaluation.

The Prince Albert Municipality reviews its financial sustainability, current financial positions and Medium Term Revenue and Expenditure Framework (MTREF) on an annual basis to enable the Municipality to deliver acceptable levels of services at affordable tariffs.

As at 30 June 2021 the Municipality's financial position was sound with total cash & cash equivalents to the value of R 51 936 919. These funds are committed to various obligations, which includes the full funding of the Capital Replacement Reserve to the value of R 10 500 000.

The MTREF includes the strategic goals of the current Integrated Development Plan. The revision of the MTREF is underlined by the following:

- ❖ Credible collection rates and consumers usage trends
- ❖ ESKOM increase in electricity
- ❖ Reduce growth in general expenses
- ❖ Inclusion of budget for preventative maintenance
- ❖ Available resources

The financial management of the Municipality is driven by various financial policies as required by legislation. The main policies informing financial management and the financial strategies of the Municipality are:

- ❖ Tariff policy
- ❖ Supply Chain Management policy
- ❖ Borrowing funds and reserve policy
- ❖ Expenditure policy
- ❖ Rates policy
- ❖ Credit control, debt collection and indigent policy
- ❖ Budget policy
- ❖ Asset Management policy
- ❖ Liquidity policy

Funding of operating and capital budget

Section 18(1) of the MFMA states that an annual budget may only be funded from:

- ❖ Realistically anticipated revenue to be collected,
- ❖ *Cash-backed accumulated funds from previous years' surpluses not committed for other purposes,*
- ❖ Borrowed funds, but only for the capital budget referred to in section 17(2).

Achievement of this requirement effectively means that Council must approve a balanced, credible and sustainable budget. A credible budget is a budget that:

- ❖ *Funds only activities consistent with the IDP and vice versa, ensuring the IDP is realistically achievable given the financial constraints of the Municipality,*
- ❖ *Is achievable in terms of agreed service delivery and performance targets, and contains revenue and expenditure projections that are consistent with current and past performance,*
- ❖ *Does not jeopardise the financial viability of the Municipality, and*
- ❖ *Provides managers with appropriate levels of delegation sufficient to meet their financial management responsibilities.*

A sustainable budget is a budget which reflects sufficient revenue and adequate corporate stability in order to fund and deliver on service delivery and performance targets. The economic challenges will continue to pressurise municipal revenue generation and collection levels, hence a conservative approach is advised for projecting revenue. Municipalities will have to improve their efforts to limit non-priority spending and to implement stringent cost-containment measures.

The MTREF budget is attached is attached as annexure C

GRANTS AND SUBSIDIES FOR THE 2022/23 - 2024/25

Name of Grant	Treasury	Type	Budget 2022/2023	Budget+1 2023/2024	Budget+2 2024/2025
Equitable Share	National	Operational	26 548 000,00	28 467 000,00	30 575 000,00
Financial Management Grant	National	Operational	1 650 000,00	1 700 000,00	1 700 000,00
Expanded Public Works Programme	National	Operational	1 237 000,00	-	-
Municipal Infrastructure Grant	National	Capital	7 956 000,00	8 098 000,00	8 249 000,00
Integrated National Electrification Programme	National	Capital	-	4 000 000,00	4 180 000,00
Water Services Infrastructure Grant	National	Capital	6 552 000,00	2 676 000,00	-
Allocation for construction and maintenance of roads	Provincial	Operational	50 000,00	50 000,00	50 000,00
Municipal Replacement Funding - Library	Provincial	Operational	1 947 000,00	850 000,00	888 000,00
Thusong Service Grant	Provincial	Operational	150 000,00	-	-
Community Development Workers Support Grant	Provincial	Operational	56 000,00	56 000,00	56 000,00
			R 46 146 00,00	R 45 897 000,00	R 45 698 000,00

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CAPITAL BUDGET FOR THE MTEF

Vote Description	Funding Source	MTREF 2022/2023 to 2024/2025		
		Budget Year 2022/2023	Budget Year +1 2023/24	Budget Year +2 2024/25
CRR: RSEP Thusong Extension Phase 2 (Co-funding)	CRR	1 000 000,00	-	-
CRR: IT Back - Up Sisteem in Admin Gebou	CRR	200 000,00	-	-
MIG: Upgrade WWTW in Prince Albert	MIG	505 550,00	-	-
CRR: Tortelduif electrification	CRR	800 000,00		
Fencing facilities	CRR	200 000.00		
Landfil site fencing and access control		100 000.00		
CRR: Gereedskap en toerusting vir Tegnies	CRR	100 000,00		
MIG: Upgrade Stormwater System in Leeu-Gamka	MIG	1 281 231.00	-	
MIG: Upgrade Stormwater System in Leeu-Gamka (co-funding)	CRR	-	900 000,00	-
Upgrade of Sewer reticulation South end	CRR	300 000	600 000.00	
Upgrade of Sewer reticulation South end (Implementation)	CRR	-	3 000 000,00	
MIG: Leeu-Gamka New Sidewalks	MIG	-	1 622 434,00	-
MIG: Prince Albert New Sidewalks	MIG	2 603 507.00		-
INEP: Upgrade Low-Voltage Reticulation	INEP	-	3 478 261,00	3 634 783,00
Lightning municipal area	CRR	500 000.00		

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Smart Water meters	CRR	1 000 000,00	1 000 000,00	1 000 000,00
WSIG: Borehole Development	WSIG	5 569 200,00	2 274 600,00	
MIG: Upgrading of Klaarstroom Sportsfield	MIG	378 720,00		-
MIG: Upgrading of Prince Albert (North-End) Sportsfield	MIG	1 803 339,00	438 418	-
MIG - Upgrading of Roads in Leeu-Gamka	MIG	1 285 980,00	-	-
MIG: Construction of Sportsfield and facilities (Phase 1)	MIG	-	4 628 799,00	6 814 391,00
		16 341 547	14 942 512	11 449 174

CHAPTER 9: PERFORMANCE MANAGEMENT

The PMS System serves as primary mechanism to monitor, review and improve the implementation of the Municipality's IDP and eventually the budget. The citizens of Prince Albert, like all other citizens in South Africa, have high expectations regarding service delivery by the Municipality. Elected representatives and the administration are continuously challenged to demonstrate that all levels of government are capable and committed to manage and utilise public resources in a way that will enhance economic growth and sustainability. This challenge is best illustrated through institutionalisation of mechanisms for performance management, monitoring and reporting.

In 2015 the Municipal Council approved a Performance Management System which provided for performance implementation, monitoring and evaluation at organisational as well as individual levels. Council also adopted a Performance Management Policy in 2018 with the aim to enhancing individual performance reviews through the formal institutionalisation of internal employee performance moderation structures. Individual Performance has however not been cascaded to the lowest level in the organisation, with only the Senior Managers performance being evaluated annually.

9.1 Organisational Performance

It is a legislative requirement to revise the municipal key performance indicators at organisational level; hence, the 2022/2023 key performance indicators were revised and aligned to the 2022/2023 financial budget, strategies and development objectives. Regular monitoring and evaluation at this level are taking place and quarterly performance reports are submitted to Council for scrutiny and comment.

The organisational performance of the Municipality is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the service delivery budget implementation plan (SDBIP) at directorate and departmental levels. The municipal scorecard (Top Layer SDBIP) sets out consolidated service delivery targets for senior management and provides an overall picture of performance for the Municipality reflecting performance on its strategic priorities.

The directorate and departmental scorecards (detail SDBIP) capture the performance of each directorate or department, unlike the municipal scorecard, which reflects on the strategic priorities of the Municipality, the SDBIP provides detail of each outcome for which top management are responsible for, in other words a comprehensive picture of the performance of that directorate/sub-directorate.

9.2 Setting of Key Performance Indicators

Section 38 (a) of the Local Government: Municipal Systems Act, No. 32 of 2000, requires Municipalities to set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, regarding the community development priorities and objectives set out in its Integrated Development Plan (IDP).

Section 9(1) of the Municipal Planning and Performance Management Regulations to this Act maintains in this regard, that a Municipality must set key performance indicators, including input indicators, output indicators and outcome indicators in respect of each of the development priorities and objectives.

Annually, as required by Section 12 (1) of the Regulations to the Systems Act, the Municipality also sets performance targets for each of the key performance indicators. The IDP process and the performance management process must be integrated seamlessly as the Performance Management System serves to measure the performance of the Municipality on meeting its development objectives as contained in its Integrated Development Plan.

9.3 Performance Reporting

Quarterly reports

Quarterly reports on financial and non-financial performance are done in terms of Section 52 (d) of the Local Government: Municipal Finance Management Act No. 56 of 2003. This report is published on the municipal website on a quarterly basis.

Mid-Year Report

The performance of the first half of the financial year should be assessed and reported on in terms of Section 72 of the MFMA. This assessment must include the measurement of performance, the identification of corrective actions and recommendations for the adjustments of KPI's, if necessary. The format of the report must comply with the requirements set out in Section 33 of the Budget and Reporting Regulations. This report is submitted to Council before 25 January annually and published on the municipal website afterwards.

Annual report

Every municipality and every municipal entity must for each financial year prepare an annual report in accordance with this Chapter. The council of a municipality must within nine months after the end of a financial year deal with the annual report of the municipality and of any municipal entity under the municipality's sole or shared control in accordance with section 129.

9.4 IDP IMPLEMENTATION (IMAP): Project and programme planning

This section deals with the implementation and monitoring of the IDP projects and programmes aimed at achieving the vision and objectives of Prince Albert Municipality as set out in this document. The IDP and Budget are implemented through a Service Delivery and Budget Implementation Plan (SDBIP).

Furthermore, these development needs, strategies and financial resources are linked with each other in the IMAP which is attached as annexure D in this document to the IDP, thus ensuring alignment between the IDP and the budget.

The IMAP serves as a tool to plan, outline and monitor the implementation of the IDP. The IMAP will be used to annually formulate the service delivery budget implementation plan (SDBIP) and performance indicators for the Municipality, which will be used to monitor the implementation of the municipal strategies (IDP) and budget. The draft Top Layer SDBIP for 2022/23 is attached as annexure D. The 2022/23 SDBIP will be approved by the Mayor before 30 June 2022

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			FUNDING SOURCE				
PROJECT REGISTRATION OUTSTANDING	Prince Albert	PA: Upgrading of landfill site (additional land and airspace, security fencing and catch fence; increase berm height)	MIG				
PROJECT REGISTRATION OUTSTANDING	Prince Albert	PA: Plant for landfill site (yellow plant: padfoot roller, front-end loader, dozer)	MIG				
PROJECT REGISTRATION OUTSTANDING	Prince Albert	PA: New raw water pipeline from Dorps River to WTW	WSIG				
PROJECT REGISTRATION OUTSTANDING	Prince Albert	PA: Upgrading of WTW (security fencing; pump station; treatment process)	MIG				
PROJECT REGISTRATION OUTSTANDING	Prince Albert	PA: Replacement of old AC Pipes	WSIG				
PROJECT REGISTRATION OUTSTANDING	Prince Albert	PA: Equipping of new production boreholes and relocation of supply pipeline	WSIG				
PROJECT REGISTRATION OUTSTANDING	Prince Albert	PA: Upgrading of WWTW (intermediate processes; pump station; aerators, etc)	MIG				
PROJECT REGISTRATION OUTSTANDING	Prince Albert	PA: New irrigation pipeline from WWTW to sport facilities and storage	MIG				

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PROJECT REGISTRATION OUTSTANDING	Prince Albert	PA: Upgrading of South-end sewer network	CRR				
PROJECT REGISTRATION OUTSTANDING	Prince Albert	PA: New High Mast Lights for public facilities (5)	MIG				
PROJECT REGISTRATION OUTSTANDING	Prince Albert	PA: New street lighting for West-end extension (P4-area)	MIG				
PROJECT REGISTRATION OUTSTANDING	Prince Albert	PA: Upgrading of transformers and mini-sub	CRR				
PROJECT REGISTRATION OUTSTANDING	Prince Albert	PA: Refurbishment of existing transformers and mini-sub	INEG				
PROJECT REGISTRATION OUTSTANDING	Prince Albert	PA: Waste Drop-off facilities	MIG				
PROJECT REGISTRATION OUTSTANDING	Prince Albert	PA: Upgrading of various roads and storm water (RRAMS)	MIG / RURAL DEV				
PROJECT REGISTRATION OUTSTANDING	Prince Albert	PA: Upgrading of storm water infrastructure (flood mitigation)	MIG				
PROJECT REGISTRATION OUTSTANDING	Leeu Gamka	LG: Upgrading of landfill site (access control, shaping of berms, fencing, waste separation, offices)	MIG				
PROJECT REGISTRATION OUTSTANDING	Leeu Gamka	LG: Plant landfill site (yellow fleet: padfoot roller, front-end loader)	MIG				

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PROJECT REGISTRATION OUTSTANDING	Leeu Gamka	LG: Upgrading of WTW (pre-treatment)	MIG				
PROJECT REGISTRATION OUTSTANDING	Leeu Gamka	LG: Equipping of existing boreholes	WSIG				
PROJECT REGISTRATION OUTSTANDING	Leeu Gamka	LG: Upgrading of elevated tanks in Newton Park	MIG				
PROJECT REGISTRATION OUTSTANDING	Leeu Gamka	LG: New water pipeline from WTW to Newton Park	MIG				
PROJECT REGISTRATION OUTSTANDING	Leeu Gamka	LG: Eradication of bucket system in Transnet area	WSIG				
PROJECT REGISTRATION OUTSTANDING	Leeu Gamka	LG: New High Mast Lights for public facilities (8)	MIG				
PROJECT REGISTRATION OUTSTANDING	Leeu Gamka	LG: Waste Transfer Station (Recovery Station)	MIG				
PROJECT REGISTRATION OUTSTANDING	Leeu Gamka	LG: Waste Drop-off facilities	MIG				
PROJECT REGISTRATION OUTSTANDING	Leeu Gamka	LG: Upgrading of gravel roads in Bitterwater	MIG / RURAL DEV				
PROJECT REGISTRATION OUTSTANDING	Leeu Gamka	LG: Upgrading of main sewer pump station in Bitterwater	MIG				

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PROJECT REGISTRATION OUTSTANDING	Klaarstroom	KS: Upgrading of landfill site (fencing; cell rehabilitation, access control and offices)	MIG				
PROJECT REGISTRATION OUTSTANDING	Klaarstroom	KS: Plant for landfill site (yellow plant: padfoot roller, front-end loader)	MIG				
PROJECT REGISTRATION OUTSTANDING	Klaarstroom	KS: Upgrading of WTW (treatment process; relocation)	MIG				
PROJECT REGISTRATION OUTSTANDING	Klaarstroom	KS: Equipping of existing boreholes	WSIG				
PROJECT REGISTRATION OUTSTANDING	Klaarstroom	KS: New High Mast Lights for public facilities (4)	MIG				
PROJECT REGISTRATION OUTSTANDING	Klaarstroom	KS: New street lighting for Louise Arries area	MIG				
PROJECT REGISTRATION OUTSTANDING	Klaarstroom	KS: Waste Drop-off facilities	MIG				
PROJECT REGISTRATION OUTSTANDING	Klaarstroom	KS: Upgrading of transfer sewer pump station	MIG				
PROJECT REGISTRATION OUTSTANDING	Klaarstroom	KS: Upgrading of Roads & Stormwater	MIG / RURAL DEV				

Unfunded projects

The following projects are not yet funded, but have been identified as community needs.

Project Name	Ward	Project Description	Estimate Budget
Bulk Infrastructure			
Bulk sanitation	Prince Albert Road	Upgrade of WWTW	R 2 100 000
Water Provision	Prince Albert Road	Boreholes and Mains, including pump station	R 1 570 000
Water Provision	Prince Albert Road	Reservoir, including upgrade of WTW	R 980 000
Bulk sanitation	Prince Albert	Upgrade of WWTW phase 3, air raisin, including intake	R 2 500 000
Water Provision	Prince Albert	Upgrade of WTW, including and larger soda Ash plant, and Filtering, including borehole	R 6 000 000
Bulk water purification	Klaarstroom	Upgrade of WTW	R 2 500 000
Bulk Water	All wards	Telemetric system for WTW & WWTW	R 3 200 000
Sportfield	Prince Albert	Completion of effluent waste water pipeline to Sport fields	
Upgrade of landfill sites	Prince Albert	Material recover system	R4 000 000

5th GENERATION INTEGRATED DEVELOPMENT PLAN 2022/23 - 2026/27

Project Name	Ward	Project Description	Estimate Budget
Water Provision	Leeu-Gamka	Upgrade mains and water supply lines, upgrading of reticulation of asbestos pipeline	R 3 500 000
Bulk sanitation	Leeu-Gamka	Bulk sanitation connection to previous Spoornet areas	R 4 000 000
Water Provision	Leeu-Gamka	Bulk water connection, including mains and supply line to previous Spoornet area + Welgemoed + Newton Park	R 6 000 000
Bulk sanitation	Leeu-Gamka	Newton Park eradication of buckets with septic tanks	R 3 000 000
Bulk sanitation	Prince Albert	Bulk Sanitation effluent re-use, reservoir pump station and pipeline for irrigation + upgrade of inflow to WWTW, and reticulation pump stations	R 8 000 000
Bulk Sanitation	Leeu-Gamka	Bulk Sanitation, WWTW, chlorination, septic tank, and pump station for irrigation of effluent	R 3 000 000
Storm water Upgrade	Prince Albert & Leeu-Gamka	Storm water upgrade, including drainage and curbing, Adderley Street, North End and Bitterwater	R 5 000 000
Bulk Sanitation	Prince Albert	Internal bulk sanitation, including upgrading of septic tank system to waterborne systems	R 3 340 000
Water provision	Prince Albert	Storage dam	R 15 000 000
Water provision	Prince Albert	Boreholes and Mains + development of borehole field + reservoir	R 10 000 000
Street Lighting	Leeu-Gamka	Community Lighting	R 2 000 000
Public Transport	All wards	Upgrade of municipal roads	R 5 000 000
Public Transport	All Wards	Pavements and Terminus	R 9 000 000

5th GENERATION INTEGRATED DEVELOPMENT PLAN 2022/23 - 2026/27

Project Name	Ward	Project Description	Estimate Budget
Non-motorized transport projects	All Wards	Bicycle friendly roads	R 600 000
Electricity provision	All Wards	Kiosk and upgrade of Transformers	R 3 200 000
Electronic water metering	All Wards	Installation of prepaid water meters	R 4 000 000
Renewable energy	All Wards	Replacement of conventional lightning with renewable street lightning	R 25 000 000
Electricity metering system	All Wards	Upgrade of electricity meters + Back office	R 2 000 000
Prince Albert Integrated Environmental Precinct	Prince Albert	Pedestrian walkway and the upgrade of reserve from EE-Centre to town along the furrow. Alongside the pedestrian spline, trees and flowers endemic to the area will be planted. Construction of a 100-seat amphitheatre for community events as well as environmental exhibitions and open-air education and awareness.	R 17 000 000
Sport and recreation	Prince Albert	Sport precinct	R102 000 000
Economic Development	Klaarstroom	Integrated LED & Tourism Plan/ Strategy & Destination Marketing, SMME Tourism Development	R 1 300 000
Economic Development	Prince Albert	Integrated LED & Tourism Plan/ Strategy & Destination Marketing, SMME Tourism Development	R 3 100 000
Working for Water	All Wards	Alien clearing populars, prosopis, satansbos, cactuses	R 1 000 000

5th GENERATION INTEGRATED DEVELOPMENT PLAN 2022/23 - 2026/27

Project Name	Ward	Project Description	Estimate Budget
Human Settlements Development, 2121 units (backlog)	All Wards	Construction of new houses	R 104 100 000
Early Childhood Development	Leeu-Gamka	Facilitate the Construction of an ECD Centre that's safe & accessibly	R 2 000 000
Development Services	Prince Albert	Multi-purpose centre. ECD, offices for emerging farmers and SMME's	R 12 000 000
Landfill Sites	All Wards	Rehabilitation & Registration of Landfill Sites	R 9 000 000
SMME Development	All Wards	Development of SMME trading Hubs	R 5 000 000
Sector Plan`s Development	All Wards	Professional Fees for Socio-economic, Township Plans, Transport Plan, Housing Plan and Poverty Strategy, WSDP, Water safety plan, sewerage plan	R 8 000 000
Neighborhood & Urban Design	All Wards	Settlements Integration	R 5 000 000
Special Projects			
Swartberg Pass Project Phase 2	Prince Albert	proposal serves as motivation for the Swartberg Pass Project, a community-based job creation initiative under the auspices of the Central Karoo's Strategic Framework for Economic Regeneration.	R 7,000,000

5th GENERATION INTEGRATED DEVELOPMENT PLAN 2022/23 - 2026/27

Project Name	Ward	Project Description	Estimate Budget
Pont over Gamka Dam	Prince Albert	The project aims to develop eco-cultural adventure tourism in the rural areas & link up with other tourism route 66	R 5,000,000
Gamkapoort development	Prince Albert	Develop a resting or eco park, with overnight facilities	R 4 500 000
2 nd Phase Thusong Service Centre	Prince Albert	The project aims to bring government services closer to the people.	R 5,100,000
Municipal Office	Prince Albert, Leeu Gamka and Klarstroom	Develop new offices, at the Thusong centre, in order to have all government services at one point. Equip and extend satellite offices	R 7 800 000
Community hall	Prince Albert	Establish a centre for community activity	R 3 700 000
Gap Housing & Low Cost Housing	PAM area; Leeu-Gamka Prince Albert Klaarstroom	The project aims to reduce the housing backlog and development of shacks.	R 26,900,000
Vehicle Testing Centre	Prince Albert	To bring services closer to the community & more accessible.	R 2,300,000
Alternative Energy (Solar)	Prince Albert	To provide cost effective electricity. Job creation, Viability in terms of energy source.	R 25,000,000
Waste to Energy Project	Leeu Gamka	Waste to Energy project to minimise waste and generate income /jobs	R750 000.00

5th GENERATION INTEGRATED DEVELOPMENT PLAN 2022/23 - 2026/27

Project Name	Ward	Project Description	Estimate Budget
Business Hives	PAM area; Leeu-Gamka Prince Albert Klaarstroom	The project aims to develop an environment or space for upcoming entrepreneurs, create employment opportunities & contribute to the economy.	R 8,000,000
Community Tourism Plan	Prince Albert Area	Provide employment opportunities for HDI's guidelines for the development for community tourism opportunities	R 1 000 000
Treintjies river Green Resort	Prince Albert	Provide a Tourism product, recreational facilities, including renovation and development of new structures, to enhance wellness of community and an alternative to nature tourism. A hub for Recreational tourism, including hiking, mountain biking, camping, etc	R 53 000 000
Fencing for commange	All wards	Treintjiesrivier, Leeu-Gamka & Klaarstroom	R 5 000 000
Tourism Development Centres	Prince Albert, Klaarstroom Leeu Gamka	Renovation of Municipal Buildings, equipping of Centres, Training of Personnel, operation	R 1 200 000
Community Learning Centre	Prince Albert	The development of Centre at the Thusong centre, where inhabitants can be trained w.r.t. life skills, basic skills, ABET, also online with FET colleges and Universities, for formal training. Including negotiations with Higher Education and the equipment to handle online services	R 5 200 000
The upgrade of the furrow pipeline	Leeu Gamka	To minimize the loss in the furrow, currently estimated to be 50%, and thus ensuring additional water for domestic use. Creating opportunity for effective farming through ensured water supply	R 36 000 000

5th GENERATION INTEGRATED DEVELOPMENT PLAN 2022/23 – 2026/27

Project Name	Ward	Project Description	Estimate Budget
Filling station, with facilities	Klaarstroom	Preparing the environment and getting all the relevant permissions, drafting the documentation	R 1 700 000
Agri Tourism Hub	Prince Albert	Draft model and facilitate establishment thereof	R 1 500 000
Upgrading of the Airfield	Prince Albert	In order to ensure that the produce for export are secured, including storage facilities and cooling facilities	R 25 000 000
Weigh bridge on N1 and N12	Prince Albert Road Klaarstroom	To ensure effective and efficient law enforcement	R 15 000 000
Community Food gardens	All Wards	To create food gardens including security and markets	R 3 000 000
Artificial recharge	All wards	To investigate and implement artificial recharge of all our boreholes.	R 15 000 000
Total cost			R587 960 000